

FILE NO. 151247

Petitions and Communications received from November 23, 2015, through November 30, 2015, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on December 8, 2015.

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

From the Office of the Controller's City Services Auditor, submitting Park Maintenance Standards annual report for FY2014-2015. Copy: Each Supervisor. (1)

From the Office of the Treasurer and Tax Collector, submitting annual report of the 2014 Payroll Expense Tax Credit - Enterprise Zone. Copy: Each Supervisor. (2)

From Mayor Lee, regarding the following appointments to the Commission on the Environment. Copy: Each Supervisor. (3)

Lisa Hoyos - term ending May 25, 2019.

Jacquelyn Omotalade - term ending July 19, 2019.

From the Office of the Controller, submitting report on Jail Classification and Housing Options Assessment. File Nos. 151187 and 151185. Copy: Each Supervisor. (4)

From Melody Marks, regarding construction at 22 Ord Court. File Nos. 151113, 151114, 151115, 151116. Copy: Each Supervisor. (5)

From National Association of Tobacco Outlets, regarding proposed legislation to prohibit sale of tobacco products to persons under age 21. File No. 151179. Copy: Each Supervisor. (6)

From Commute.org, regarding commuter shuttle program and policy. Copy: Each Supervisor. (7)

From Bureau of Reclamation, regarding Final Environmental Impact Statement on the coordinated long-term operation of the Central Valley Project and State Water Project. Copy: Each Supervisor. (8)

From California Public Utilities Commission, regarding notification of filing for various Verizon Wireless locations. Copy: Each Supervisor. (9)

From: Reports, Controller (CON)
Sent: Tuesday, November 24, 2015 2:08 PM
To: Calvillo, Angela (BOS); Gosiengfiao, Rachel (BOS); BOS-Supervisors; BOS-Legislative Aides; Kawa, Steve (MYR); Leung, Sally (MYR); Howard, Kate (MYR); Seip, Emily (MYR); Campbell, Severin (BUD); Newman, Debra (BUD); Rose, Harvey (BUD); Kern, Dennis (REC); Zaverukha, Lydia (REC); Alvarez, Ana (REC); Rockwell, Steve (REC); Emerson, Taylor (REC); Petrucione, Katharine (REC); SF Docs (LIB); gmetcalf@spur.org; CON-EVERYONE; MYR-ALL Department Heads; Ginsburg, Phil (REC)
Subject: Issued: Park Maintenance Standards Annual Report (FY 2014-15)

The Controller's Office has issued the San Francisco Park Maintenance Standards Annual Report for fiscal year (FY) 2014-15 which includes a summary and analysis of park evaluations performed between July 1, 2014 and June 30, 2015 as well as recommendations for improving the park evaluation and maintenance program. This is the first year that the Controller's Office and Recreation and Park Department (RPD) staff evaluated parks based on new park standards, which build on the previous standards to provide greater clarity, reduce evaluator interpretation, and allow for deeper analysis of the results.

The overall citywide score was 85.2 percent and the majority of parks (82 percent) scored above 80 percent. The highest scoring district was District 2 (87.5 percent) while the lowest scoring was District 11 (78.1 percent), and there is a 9.4 percent spread between the highest and lowest scoring district, similar to last year's spread between districts. The highest scoring park feature was restrooms (91.9 percent) while the lowest scoring feature was Children's Play Areas (79.8 percent).

To view the full report, please visit our website at: <http://openbook.sfgov.org/webreports/details3.aspx?id=2227>

You can also access the report on the Controller's website (<http://www.sfcontroller.org>) under the News & Events section and on the Park Standards website (<http://sfcontroller.org/index.aspx?page=49>). You can also view FY 2014-15 scores at <http://sfparkscores.weebly.com/>.

For more information, please contact:

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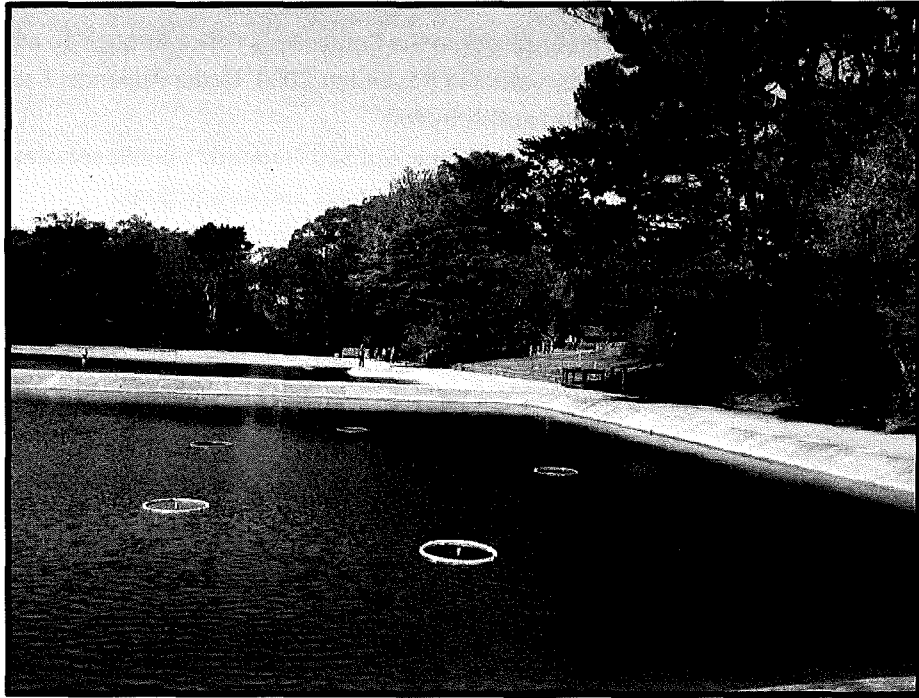
CITY & COUNTY OF SAN FRANCISCO

Office of the Controller

City Services Auditor, City Performance

PARK MAINTENANCE STANDARDS:

**Fiscal Year 2014-15
Annual Report**



November 24, 2015



**CONTROLLER'S OFFICE
CITY SERVICES AUDITOR**

The City Services Auditor was created within the Controller's Office through an amendment to the City Charter that was approved by voters in November 2003. Under Appendix F to the City Charter, the City Services Auditor has broad authority for:

- Reporting on the level and effectiveness of San Francisco's public services and benchmarking the city to other public agencies and jurisdictions.
- Conducting financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operating a whistleblower hotline and website and investigating reports of waste, fraud, and abuse of city resources.
- Ensuring the financial integrity and improving the overall performance and efficiency of city government.

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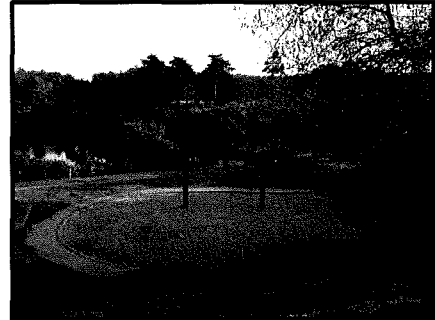
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Julius Kahn Playground

EXECUTIVE SUMMARY

This report contains a summary and analysis of park evaluations performed between July 1, 2014 and June 30, 2015 and recommendations for improving the park evaluation and maintenance program. This is the first year that the Controller's Office and Recreation and Park Department (RPD) staff evaluated parks based on new park standards, which build on the previous standards to provide greater clarity, reduce evaluator interpretation, and allow for deeper analysis of the results.



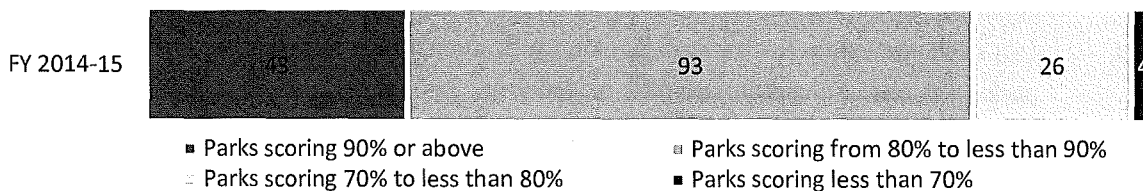
Highlights

Ten years after the development of the original park maintenance standards, the park evaluation program passed a major milestone in fiscal year 2014-15 with the implementation of revised park evaluation standards. The new standards were the results of two years of concerted intradepartmental effort, involving review and feedback by front-line custodial and gardener staff, as well as manager and administrator input. The new standards provide a greater level of detail about park maintenance which will allow RPD to better understand common successes and challenges in a variety of park features and provide more complete information to the public.

The citywide average park score for fiscal year 2014-15 was 85.2 percent. While it is not possible to directly compare this citywide average with prior years, both departments expected scores to be lower than in prior years since the new standards are more objective and comprehensive.

RESULTS

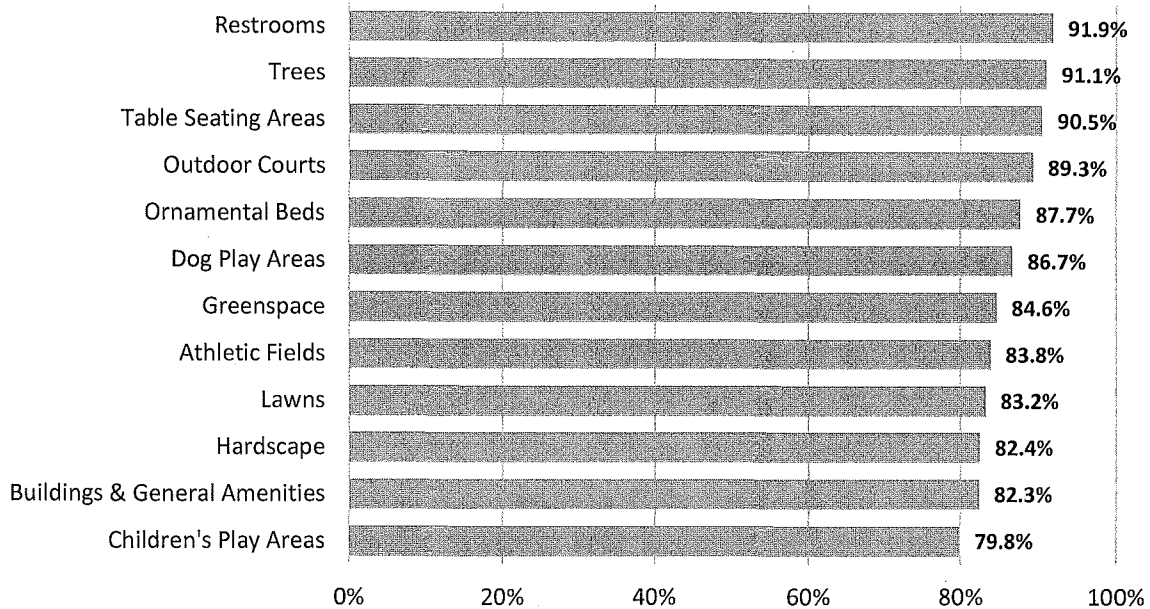
- The citywide annual park evaluation score was 85.2 percent. Most parks scored between 80 and 90 percent with 43 parks scoring above 90 percent and only 4 parks scoring below 70 percent. In general, a score of 85 percent means a park is well maintained and in good condition.



- District 2 (87.5 percent) had the highest average district score, while District 11 (78.1 percent) had the lowest average district score. There is a 9.4 percent spread between the highest and lowest scoring district.
- The highest scoring park was Cabrillo Playground in District 1 and the lowest scoring park was Gilman Playground in District 10. Nine of the ten high scoring parks had recent capital improvements as part of the 2008 and 2012 Clean and Safe Neighborhood Parks Bonds.

- Restrooms (91.9 percent) were the highest scoring feature and Children’s Play Areas (79.8 percent) were the lowest scoring. Children’s Play Areas’ most common issues included concerns such as sand and rubber surfacing not meeting the standards, as well as paint and graffiti issues.

Average Feature Scores



RECOMMENDATIONS

The report includes four recommendations for RPD to improve the park maintenance standards program and park maintenance generally by incorporating evaluation data into its operational planning. Specifically, RPD should:

- Continuously assess RPD’s use of park evaluation data to improve park maintenance activities and develop new reports based on the implementation of the new standards.
- Use evaluation data to strategically plan for improvements to consistently low-performing parks, regions, or certain facilities or features. RPD should also review the parks that experience the greatest changes in park scores and identify the maintenance or management approaches that worked to improve scores.
- Continue to provide quarterly outreach to staff in the form of trainings, newsletters, brown bag sessions, or other means to provide current information, refresh staff understanding of the evaluation guidelines, answer questions about the evaluation process, and provide feedback about the park evaluation program.
- Dedicate resources to update the maps and features list for each evaluated site. Some maps are more than eight years old.

Table of Contents

1. Background	6
<i>Methodology and data collection</i>	6
2. Park Evaluation Results	7
<i>Citywide Results</i>	7
<i>Highest and Lowest Scoring Parks</i>	10
<i>District Results</i>	11
<i>Features Results</i>	13
3. Recreation and Parks Department Operations	19
<i>Children’s Play Areas</i>	21
<i>Lawns</i>	22
<i>Outdoor Courts</i>	23
<i>Restrooms</i>	24
4. Recommendations	25
Appendix A: Methodology	27
Appendix B: Department Response	32
Appendix C: Individual Park Scores, FY 2014-15	33
Appendix D: All Park Scores By District, FY 2014-15	41

1. BACKGROUND

This is the tenth annual report on the condition of the City's parks, which provides results from evaluations in fiscal year (FY) 2014-15. This report discusses the Recreation and Park Department's (RPD) efforts to use the standards and results to inform operational decisions, and includes recommendations to improve the City's performance in these areas.

FY 2014-15 was a transition period for park evaluations, as the City implemented new, revised standards to improve data collection and more accurately report current park maintenance levels. RPD and the Controller's Office jointly implemented the new standards in July 2014. Staff worked closely to finalize the new standards, redesign the evaluation forms, and apply appropriate weighting and scoring metrics to park scores. RPD and the Controller's Office anticipated that the new standards would lower park scores in FY 2014-15 as a result of the new rigorous standards and weighting methodology. See Appendix A for more information about the new standards implementation.

Methodology and data collection

Park scores are based on performance standards for 12 categories of park features:

- 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

Evaluation criteria include questions about graffiti, paint, fencing, litter and debris, drainage, surface quality and much more. For a complete list of features, elements, and associated criteria, see Appendix A.

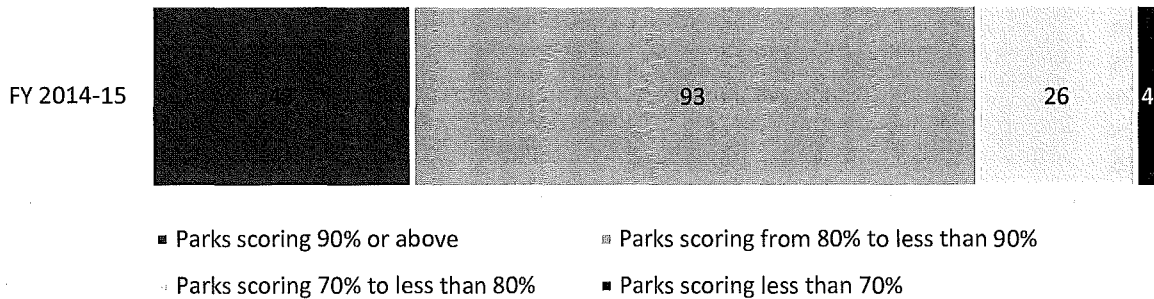
The park scores in this report are a combination of RPD and the Controller's Office's evaluation efforts. Each park is evaluated once a year by the Controller's Office and four times per year by RPD staff. A park's annual final score is the average of all available RPD and Controller's Office evaluation scores. See Appendix C for detailed scores. This year's results are based on 975 evaluations of 166 parks and are the first using the new standards.

2. PARK EVALUATION RESULTS

Citywide Results

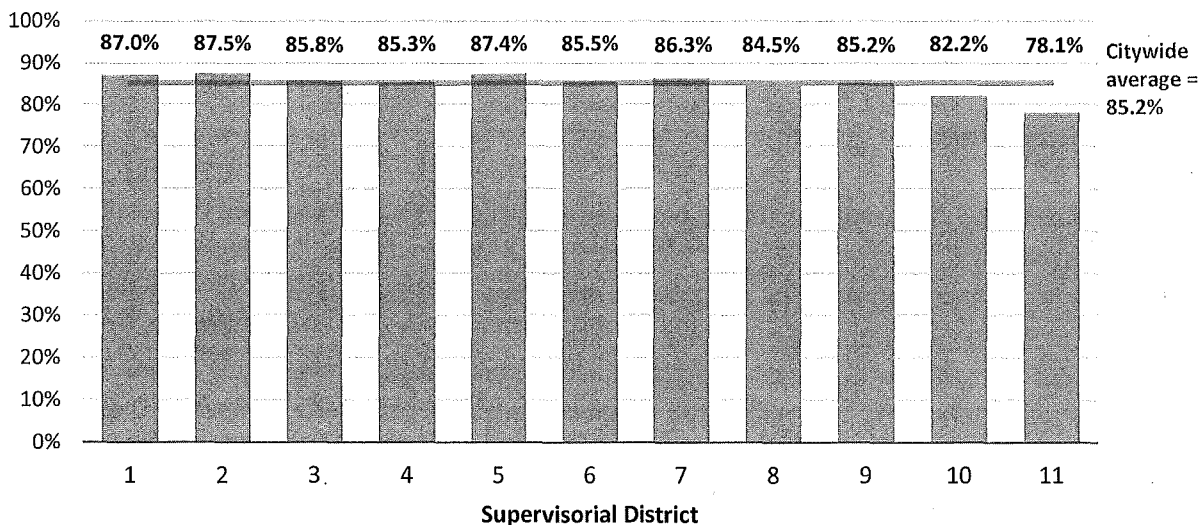
The citywide average park score for fiscal year FY 2014-15 is 85.2 percent. A score of 85 percent generally indicates a well maintained park. Park scores ranged from a high of 99.0 percent (Cabrillo Playground in District 1) to 57.3 percent (Gilman Playground in District 10). The majority of parks (93) scored between 80 percent and 90 percent. Only four parks scored below 70 percent, which is two percent of all evaluated parks. In the highest range, 43 parks scored above 90 percent.

Exhibit 1 Four out of Five Parks Scored Above 80 Percent



Two historically low-performing supervisorial districts scored 82.2 percent (District 10) and 78.1 percent (District 11) compared to the highest scoring district at 87.5 percent (District 2).

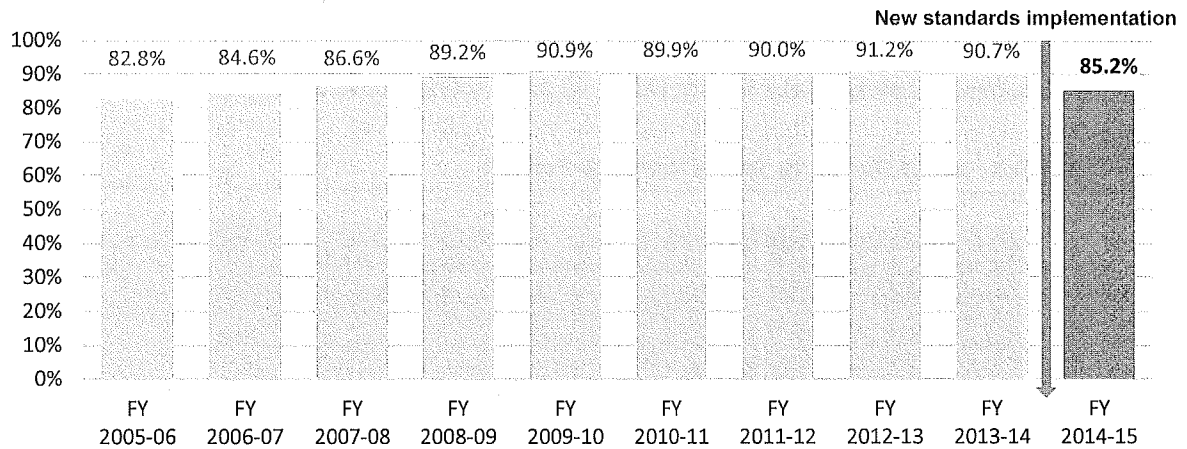
Exhibit 2 Average Citywide Park Score in FY 2014-15 is 85.2 Percent



Due to the evaluation standards changing, there is not a direct comparison between this year's scores and the previous years. Since the inception of the park evaluation program, citywide scores had increased until reaching the 90-91 percent average for the last five years through FY 2013-14.

RPD and the Controller’s Office anticipated that scores would decrease in FY 2014-15 based on the new standards, which include more comprehensive questions, clearer language reducing evaluator subjectivity, and a strict scoring and weighting methodology.

Exhibit 3 Average Citywide Park Score in FY 2014-15 Lower after New Standards Implementation

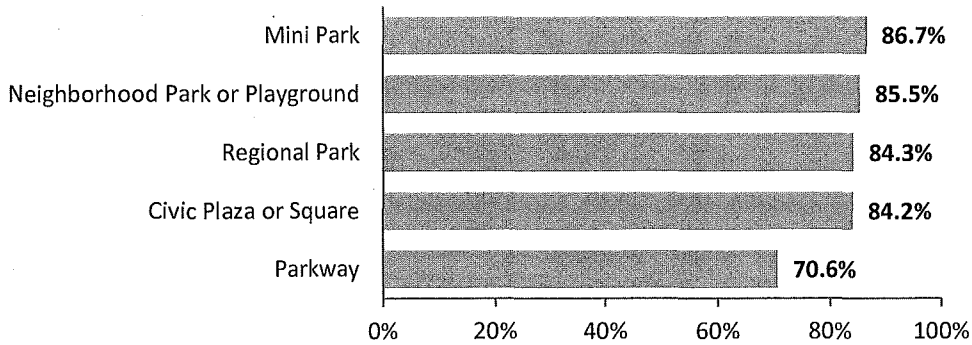


After professional best practice research conducted by the RPD planning staff, the park evaluation program has from its inception distinguished park properties based on their acreage, types of facilities, and the size of geographical area that the park supports and from which it draws users. Park types in this report include the following:

- Civic Plaza or Square
- Mini Park
- Neighborhood Park or Playground
- Parkway
- Regional Park

As shown in Exhibit 4, the highest scoring park type was mini parks. Mini parks are the smallest of the park types, usually 0.5 acre or smaller and are typically landscaped with few facilities. The most common park type is neighborhood parks or playgrounds, which has the second highest score by park type. A neighborhood park or playground is typically 0.5 acre to 30 acres in size, serves a single neighborhood, and contains a range of facilities such as a play structure area, outdoor court and/or athletic field. They are larger than a mini park, but smaller than a regional park like Golden Gate Park which is designed to accommodate a variety of individuals including city residents, regional visitors, and tourists.

Exhibit 4 Parks Scores Are Generally Similar by Park Type

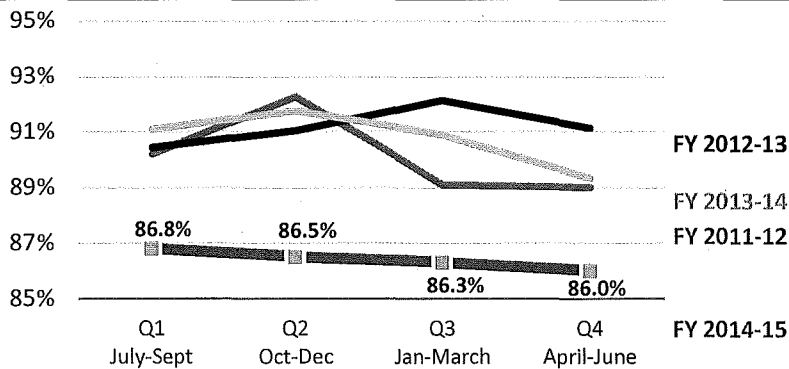


The lowest scoring park type were parkways, which are landscaped areas developed along a public right of way to provide greenspace and trees rather than specific activity areas such as courts, fields, and playgrounds. Because there are only two parkways, Lower Great Highway and Park Presidio Boulevard, issues found at either of these sites will substantially affect the overall park type score.

FY 2014-15 was the first year that RPD and the Controller’s Office weighted scores based on park type. The purpose of this weighting is to more accurately report scores based on public uses. For more information on how parks were weighted and scored, see Appendix A.

Each quarter RPD evaluates all parks and the Controller’s Office evaluates one quarter of all parks. Scores are calculated for each park evaluated within the quarter and averaged to show an overall citywide quarterly score. In past years, peaks and valleys were evident that corresponded to low usage in winter and high usage during the summer months. In FY 2014-15, the quarterly scores remain fairly flat throughout the year. It is unknown yet if the quarterly trend this year is a result of the revised standards or other factors (such as drought conditions which may have enabled year-long use of some features.)

Exhibit 5 Citywide Results by Quarter



Highest and Lowest Scoring Parks

Highest and lowest scoring parks are distributed throughout the City. However, more of the highest scoring parks are in District 1, while more of the lowest scoring parks are in District 10 and 11— seven of ten on the lowest scoring list. Fulton Playground and Richmond Recreation Center continue to have high scores. There are also new additions to the high scoring list that have had recent capital improvements such as Father Alfred Boeddeker Park, which had a large-scale renovation that reopened in December 2014. In addition, Cabrillo Playground reopened in 2013 after repair and renovation of the children’s play areas, picnic area and courts, as well as upgrades to the park infrastructure and landscape funded by the 2008 Clean and Safe Neighborhood Parks Bond.

Nine of the ten highest scoring parks were recently renovated as part of the 2008 or 2012 Clean and Safe Neighborhood Parks Bonds. (Muriel Leff Mini Park was not renovated.)

Exhibit 6 Top Ten Highest Scoring Parks

Park Name	District	PSA	Park Type	Score
Cabrillo Playground	01	PSA 1	Neighborhood Park or Playground	99.0
Father Alfred E. Boeddeker Park	06	PSA 2	Neighborhood Park or Playground	98.8
Betty Ann Ong Chinese Recreation Center	03	PSA 1	Neighborhood Park or Playground	98.0
Lafayette Park	02	PSA 1	Neighborhood Park or Playground	97.5
Richmond Recreation Center	01	PSA 1	Neighborhood Park or Playground	97.0
Fulton Playground	01	PSA 1	Neighborhood Park or Playground	96.8
Sunset Playground	04	PSA 4	Neighborhood Park or Playground	95.9
Sunnyside Conservatory	07	PSA 5	Mini Park	95.7
Palega Recreation Center	09	PSA 3	Neighborhood Park or Playground	95.4
Muriel Leff Mini Park	01	PSA 1	Mini Park	95.2

Consistently lower scoring parks include Gilman Playground, Bay View Playground, and Park Presidio Boulevard. For the second year in a row, Gilman Playground is the lowest scoring park; however, RPD has begun to actively address key issues at that site. Renovation of the children’s play areas at Gilman Playground is in progress, with completion anticipated in February 2016. The ten lowest scoring parks have not been recently renovated with the exception of Little Hollywood Park, which had a recent renovation on the upper part of the park, though the renovated section was closed off during last fiscal year and therefore was not evaluated.

Exhibit 7**Top Ten Lowest Scoring Parks**

Park Name	District	PSA	Park Type	Score
Gilman Playground	10	PSA 3	Neighborhood Park or Playground	57.3
Bay View Playground	10	PSA 3	Neighborhood Park or Playground	58.3
Park Presidio Boulevard	01	PSA 1	Parkway	61.1
Alice Chalmers Playground	11	PSA 3	Neighborhood Park or Playground	63.1
Merced Heights Playground	11	PSA 4	Neighborhood Park or Playground	72.6
Washington Square	03	PSA 1	Civic Plaza or Square	72.7
Cayuga-Lamartine Mini Park	08	PSA 5	Mini Park	73.0
Rolph Nicol Playground	07	PSA 4	Neighborhood Park or Playground	73.6
Little Hollywood Park	10	PSA 3	Neighborhood Park or Playground	74.5
Brooks Park	11	PSA 4	Neighborhood Park or Playground	74.8

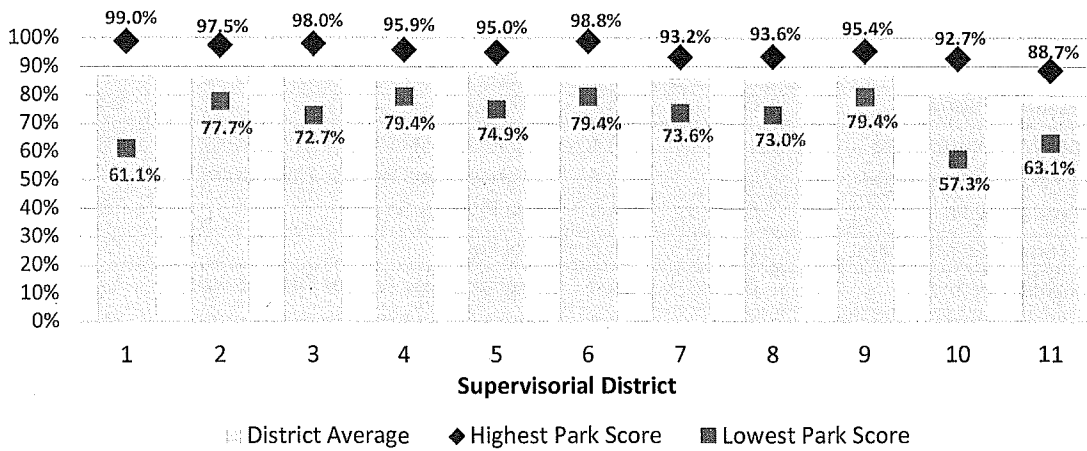
Exhibit 8

Eight of the Ten Highest Scoring Parks are in West and Northeast Sections of San Francisco While Eight of the Ten Lowest Scoring Parks are in the South and Southeast Sections

**District Results**

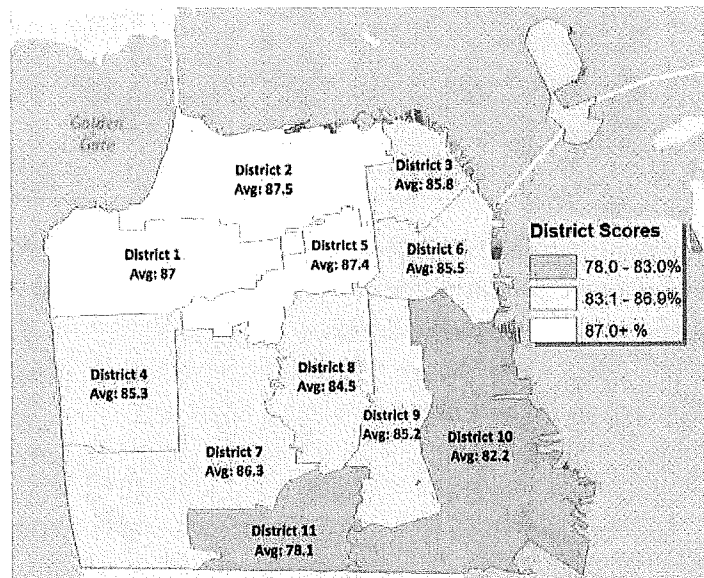
District 2 had the highest district score at 87.5 percent, followed closely by District 5 with 87.4 percent. District scores range from 78.1 percent in District 11 to 87.5 percent in District 2. There is a 9.4 point spread between the highest and lowest scoring district.

Exhibit 9 Highest and Lowest Scoring Parks in Each Supervisorial District



The greatest difference in individual park scores within a district occurred in District 1, with a nearly 38 point spread between the highest (Cabrillo Playground) and lowest (Park Presidio Boulevard) scoring park as shown in Exhibit 10. District 10, a historically low scoring district in the south-eastern portion of the City, also has more than a 30 point difference between the highest and lowest scoring park. The lowest citywide park score is in District 10, Gilman Playground (57.3 percent); District 10's highest scoring park is Esprit Park (92.7 percent) in the Dogpatch neighborhood. In District 11, Cayuga Playground in the Outer Mission is the highest scoring park at 88.0 percent, and Alice Chalmers Playground in the Crocker Amazon neighborhood is the lowest scoring park at 63.1 percent.

Exhibit 10 District 2 Has the Highest District Average, District 11 the Lowest



Features Results

Restrooms have the highest citywide average feature score, at 91.9 percent. Children’s Play Areas (CPAs) have the lowest at 79.8 percent. The three lowest scoring park features were CPAs, Hardscape, and Buildings and General Amenities. These features are also typically the most often used at a park site and can be costly to maintain, upgrade or replace. The highest scoring features were Table Seating Areas, Trees, and Restrooms, which may be due to a variety of factors such as volume of use and consistent maintenance.

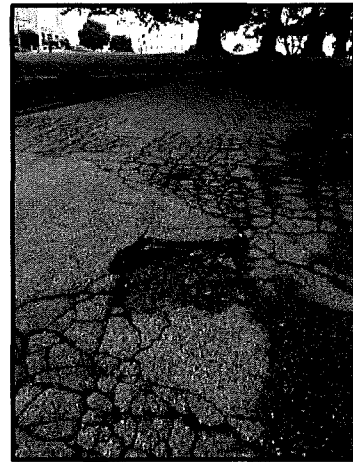
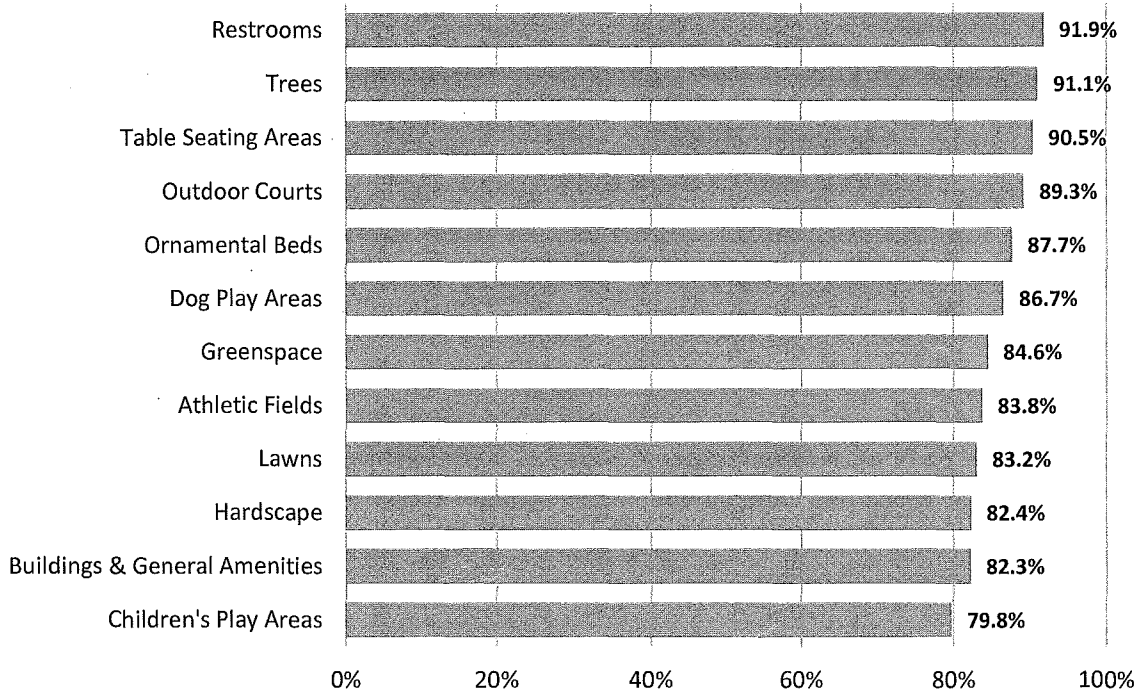


Exhibit 11 Average Feature Scores



Restrooms

Restrooms, with a high score of 91.9 percent, are well-maintained at most parks based on the scoring criteria, which includes questions regarding general cleanliness (odor, filth, spillage, litter/debris etc.), supplies, and accessibility. Restrooms scored very well for proper signage, except for the posted hours which were noted as a commonly failed criterion. In a very small number (0.2 percent of all bathrooms evaluated) evaluators found a hypodermic needle, condom, dead animal, feces (outside of the toilet), feces-filled bag or piece of broken glass. The most common issue evaluators found during evaluations was litter (five pieces of litter or debris) just under eight percent of the time.

Exhibit 12 Restrooms: Least and Most Frequently Found Issues

Restroom issues found LEAST frequently	
Litter & Debris	<ul style="list-style-type: none"> 1 hypodermic needle, condom, dead animal, feces (outside of toilet), feces-filled bag or piece of broken glass is present
Signage	<ul style="list-style-type: none"> 1 sign is located where it cannot be seen by users who need its information 1 sign has text that is illegible, unanchored or upside down

Restroom issues found MOST frequently	
Litter & Debris	<ul style="list-style-type: none"> 5 pieces of litter or debris (of any size) are present (anywhere, on floor, wall, ceiling, etc.)
Signage	<ul style="list-style-type: none"> hours of operation are not posted
Vandalism	<ul style="list-style-type: none"> 1 ink graffiti
Supplies	<ul style="list-style-type: none"> all dispensers are out of paper towels

Lawns

Lawns scored an overall 83.2 percent citywide. This score may be due to the historic drought conditions; watering has been limited leading to brown or bare spots, rated in the "turf condition" element. Very few failed "drainage" criteria were found, which also may be due to the drought conditions. Other than turf condition, the most common failed criteria had to do with "surface quality" -- mounds and holes.

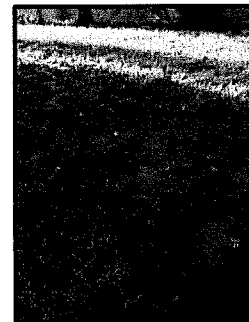


Exhibit 13 Lawns: Least and Most Frequently Found Issues

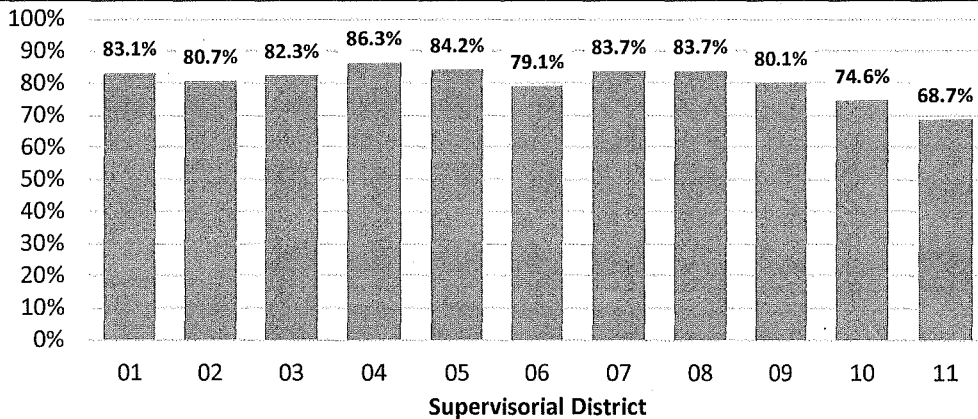
Lawn issues found LEAST frequently	
Drainage	<ul style="list-style-type: none"> access to another Feature is prevented due to lawn turf saturation 1 pool of standing water is 5 feet wide and long access to a Lawn area is prevented due to lawn turf saturation
Litter & Debris	<ul style="list-style-type: none"> 1 large abandoned item
Surface Quality	<ul style="list-style-type: none"> 1 tire rut 4-1/2" deep

Lawn issues found MOST frequently	
Turf Condition	<ul style="list-style-type: none"> • 5 bare spots 11 inches wide and long • at 1 location all turf within ten feet is entirely brown
Surface Quality	<ul style="list-style-type: none"> • 1 hole 4-1/2" wide and 2" deep, or larger • 1 mound created by a gopher or other animal rises 2 inches above the surrounding turf
Mowing	<ul style="list-style-type: none"> • there is 1 location where all Lawn turf within ten feet is more than 4 ½ inches high

Children’s Play Areas

Children’s Play Areas was the lowest scoring feature with 79.8 percent. There is a wide distribution of scores, with some CPAs scoring very high at 100 percent (Hayes Valley Playground (District 5) and Betty Ann Ong Chinese Recreation Center (District 3)), and some very low scores ranging from 11 percent to 20 percent (such as Excelsior Playground (District 11), Bay View Playground (District 10) and Crocker Amazon Playground (District 11)). Maintenance for playground equipment, fencing, sand, rubber surfacing, litter, paint, and signage needs the greatest improvement amongst all features. Two districts had significantly low CPA scores, District 10 (74.6 percent) and District 11 (68.7 percent).

Exhibit 14 Children’s Play Area Scores by Supervisorial District



The lowest scoring playground was the school-age play area at District 11’s Excelsior Playground (11.1 percent) where the evaluations found issues in every element evaluated (equipment, litter/debris, paint, rubber surfacing, sand, and weeds) except for seating.

Exhibit 15 Children's Play Areas: Least and Most Frequently Found Issues

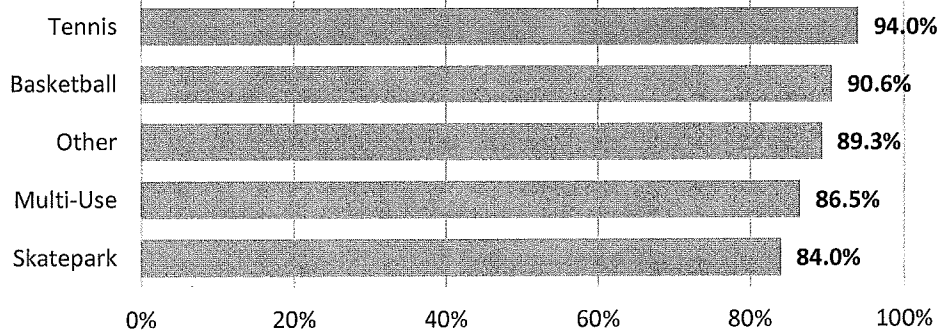
Children's Play Areas issues found LEAST frequently	
Fencing	<ul style="list-style-type: none"> missing fencing or chain link results in an opening 4 1/2 inches wide or larger 1 fence pole is unstable or leans 8 1/2 inches or more from vertical
Signage	<ul style="list-style-type: none"> 1 sign pole is unstable, unanchored or upside down
Seating	<ul style="list-style-type: none"> 1 leg of a bench, chair or table is broken, missing, or unanchored

Children's Play Areas issues found MOST frequently	
Sand	<ul style="list-style-type: none"> top of sand is 6 inches or more below an adjacent curb or surface, in any location sand is only 6 inches or less deep, in any location
Paint	<ul style="list-style-type: none"> 2 strips of peeling, chipped or missing paint, each 4 1/2" long and 1" wide
Rubber Surfacing	<ul style="list-style-type: none"> 1 wear spot is 4-1/2 inches long and wide and 1/2 inch deep

Outdoor Courts

The revision of the standards made it possible for the first time, to report scores for each type of outdoor court evaluated, such as basketball, tennis, bocce, skateparks, multi-purpose/use, volleyball, golf cages, racquetball and more. Of all the various types of courts, tennis courts scored the highest with 94 percent. The lowest were the skateparks with 84 percent, though it should be noted that with only five skateparks, any criteria issue found at any site has a comparatively large negative impact on the combined skatepark score. Overall, Outdoor Courts scored 89.3 percent, which is the third highest feature score.

Exhibit 16 Tennis Courts Scored Highest of All Outdoor Court Types

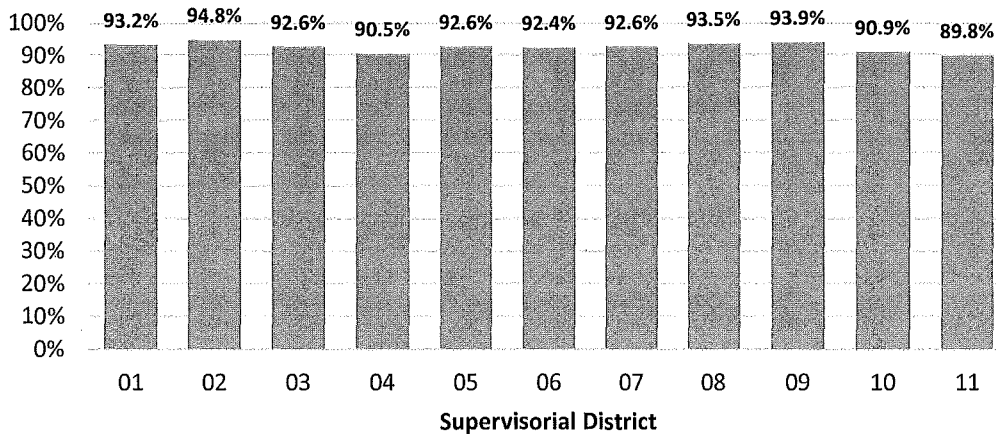


The citywide average tennis court score is 94 percent, which is considered to be an indicator of good outdoor court maintenance. The highest scoring district for tennis courts was District 6 with 98.3 percent. District 11 was the lowest scoring district for tennis courts, with 75.5 percent. The most common failing criteria for all courts are surface quality issues such as holes and cracks in the court surface.

Cleanliness

Overall, cleanliness scores averaged at 92.6 percent citywide, which shows that few parks exhibited dirty drinking fountains, filth/grime, spillage, odor, vermin, needles, glass, feces, litter, debris, large abandoned items etc. As in past years, District 10 and 11 scored lower than the other districts, both overall and in scoring by separate features. The lowest scoring park for cleanliness was Bay View Playground (District 10) with an average of 71.9 percent.

Exhibit 17 Cleanliness and Litter & Debris Scores by Supervisorial District

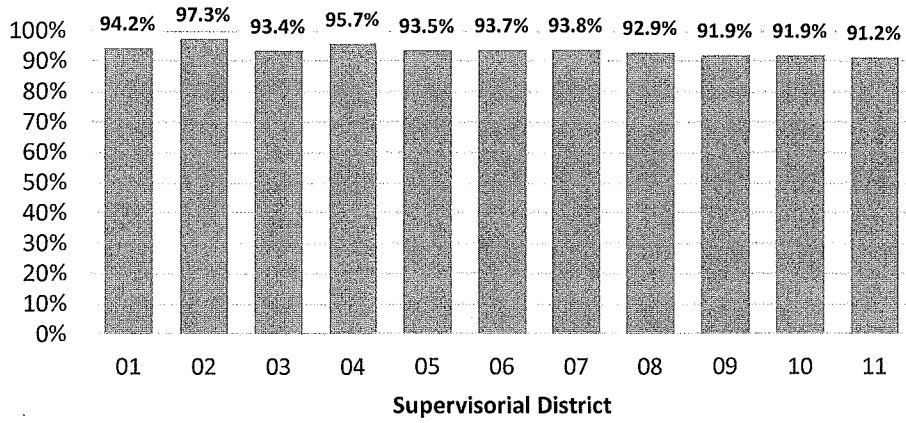


Graffiti

The revised standards have expanded the various types of graffiti-related “vandalism” that are evaluated so that the presence of ink graffiti, painted graffiti, and stickers are all reported. Non-graffiti vandalism is reported under other elements in order to assess maintenance success according to the type of infrastructure (court structure, retaining wall, planting, etc.) that is damaged.

The citywide score for graffiti vandalism was 93.6 percent, meaning that 93.6 percent of criteria evaluated in the graffiti element were free of graffiti issues. Every feature, except lawns and ornamental beds, is rated for graffiti. District 2 had the least graffiti, with a 97.3 percent vandalism score. District 11 scored lowest, but its graffiti vandalism score was above 90 percent which is considered a performance indicator of graffiti eradication. Citywide, just over five of every six graffiti observations were for ink or paint graffiti, as opposed to sticker graffiti.

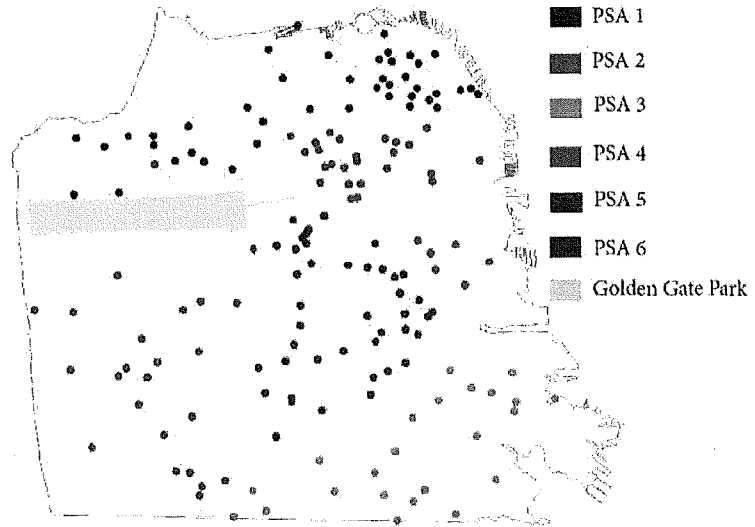
Exhibit 18 *Graffiti Scores by Supervisorial District*



3. RECREATION AND PARKS DEPARTMENT OPERATIONS

Recreation and Park Department staff and resources for park maintenance are organized into seven regions – Golden Gate Park plus six Park Service Areas (PSAs). Each PSA/region has a manager who directs horticultural and custodial activities and serves as the main point of contact for the region. Each PSA/region has multiple park services and custodial supervisors. PSAs/regions are not geographically defined, but the properties in each region are in proximity to each other, as shown in the exhibit at right.

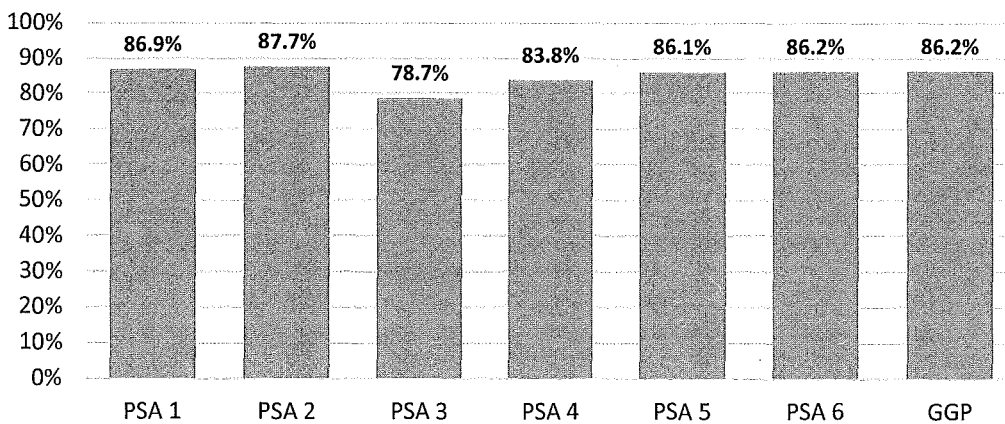
Exhibit 19 PSA/Region Map



Source: Rec Park

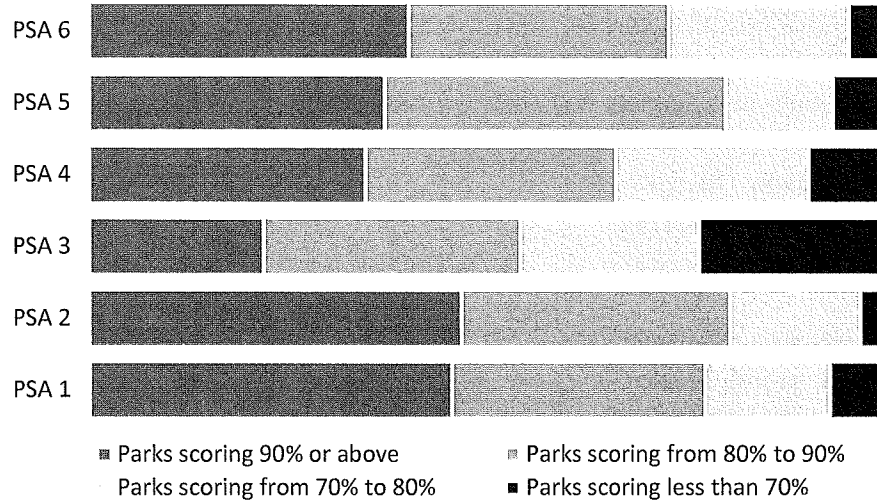
This section presents data to provide RPD managers with scores in their PSA/region, as well as the distribution of scores for select features to accurately show maintenance performance based on park evaluation score. In general, the PSAs/regions are close to the citywide average of 85.2 percent with the exception of PSA 3, which came in at 78.7 percent.

Exhibit 20 Citywide Average by Park Service Area (PSA)/Region



Large parks are broken down into segments for evaluations, for better data collection and consistency between evaluators. RPD and Controller’s Office staff performed 975 park and park section evaluations in FY 2014-15. The chart in Exhibit 21 shows the distribution of each of the 975 evaluation scores by region (PSA).

Exhibit 21 *Distribution of Individual Park Scores, by Region (PSA)*

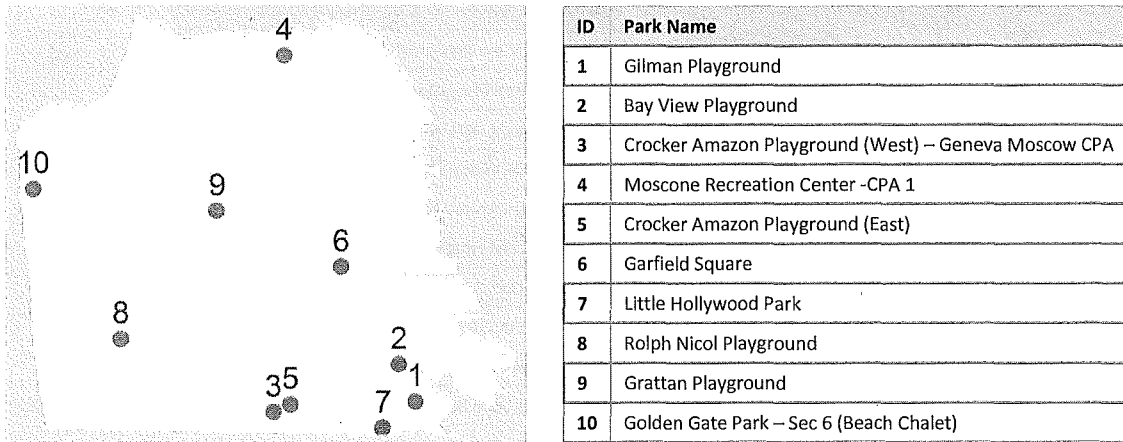


The feature scores presented on the next pages include analysis new to this year’s report. The revision to the standards made it possible to identify how many criteria – individual questions – fail for a feature at a park. The percent of criteria failed is determined by the number of criteria marked as observed at the park divided by the total number of criteria answered for that park.

Children’s Play Areas

Children’s Play Areas (CPAs) had the lowest average feature score. The parks with the most failed CPA criteria were in Districts 10 and 11 and included Gilman Playground (D10), Bay View Playground (D10) and Crocker Amazon Playground (D11). This indicates needed maintenance in the lowest scoring districts specifically for the lowest scoring features. The main drivers of the low scoring CPAs in the list shown below were sand, rubber surfacing, and paint maintenance issues.

Exhibit 22 Lowest Scoring CPAs



The issues found most and least frequently at the lowest scoring children’s play areas listed above include:

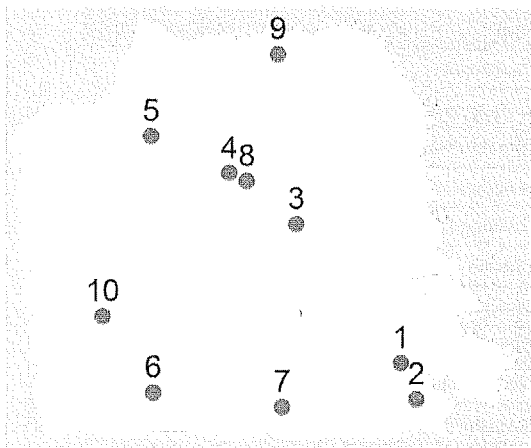
Issues found LEAST frequently in lowest scoring CPAs	
Fencing	<ul style="list-style-type: none"> 1 fence pole is unstable or leans 8 1/2 inches or more from vertical missing fencing or chain link results in an opening 4 1/2 inches wide or larger
Seating	<ul style="list-style-type: none"> 1 leg of a bench, chair or table is broken, missing, or unanchored
Rubber Surfacing	<ul style="list-style-type: none"> 1 object is protruding from rubber which might cause tripping
Equipment	<ul style="list-style-type: none"> 1 bolt, screw or other fastener is loose or missing
Signage	<ul style="list-style-type: none"> 1 sign pole is unstable, unanchored or upside down

Issues found MOST frequently in lowest scoring CPAs	
Sand	<ul style="list-style-type: none"> top of sand is 6 inches or more below an adjacent curb or surface, in any location sand is only 6 inches or less deep, in any location
Rubber Surfacing	<ul style="list-style-type: none"> 1 wear spot is 4-1/2 inches long and wide and 1/2 inch deep 1 vertical drop of 1/2 inch between seams
Vandalism	<ul style="list-style-type: none"> 1 painted graffiti
Paint	<ul style="list-style-type: none"> 2 strips of peeling, chipped or missing paint, each 4 1/2" long and 1" wide

Lawns

Some lawns scored very well, not failing any criteria, including Cabrillo Playground (D1), Fay Park (D3), Palega Recreation Center (D9), Lafayette Park (D2), Father Alfred E. Boeddeker Park (D6), Golden Gate Park section 2 Whiskey Hill and Golden Gate Park section 6 North Lake (D1). The lawns with the most failing criteria were both in District 10 and include Bay View and Gilman playgrounds. Bay View Playground was by far the lowest scorer for lawns with 32.5 percent of criteria failing.

Exhibit 23 *Lowest Scoring Lawns*



ID	Park Name
1	Bay View Playground
2	Gilman Playground
3	Mission Dolores Park
4	Golden Gate Park - Sec 1 (Panhandle)
5	Park Presidio Boulevard
6	Merced Heights Playground
7	Crocker Amazon Playground (West)
8	Buena Vista Park (Perimeter)
9	Moscone Recreation Center
10	Pine Lake Park

The issues found most and least frequently at the lowest scoring lawns listed above include:

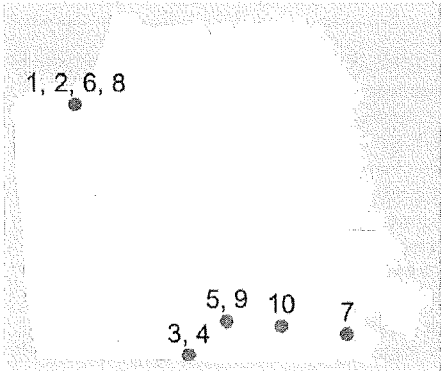
Issues found LEAST frequently in lowest scoring Lawns	
Drainage	<ul style="list-style-type: none"> access to a Lawn area is prevented due to lawn turf saturation access to another Feature is prevented due to lawn turf saturation 1 pool of standing water is 5 feet wide and long

Issues found MOST frequently in lowest scoring Lawns	
Turf Condition	<ul style="list-style-type: none"> 1 bare spot 5 feet wide and long, or larger 5 bare spots 11 inches wide and long
Litter and Debris	<ul style="list-style-type: none"> 10 "small" pieces of litter lie within ten feet of you in any direction (litter less than 1 inch long)

Outdoor Courts

Six of the ten lowest scoring outdoor courts are in the south-eastern areas, districts 10 and 11. Four of the ten worst courts are located at the DuPont Courts site. All of the DuPont Courts tennis courts are in the list of most failed; however, as of Summer 2015, the courts were being completely redone. Of the ten lowest scoring courts, seven are tennis courts and three are basketball courts. The most failed criteria for the lowest scoring courts were surface quality, weeds and paint as shown below.

Exhibit 24 *Lowest Scoring Outdoor Courts*



ID	Park Name	Court
1	DuPont Courts	Tennis 1
2	DuPont Courts	Tennis 2
3	Alice Chalmers Playground	Basketball
4	Alice Chalmers Playground	Tennis
5	Excelsior Playground	Tennis
6	DuPont Courts	Tennis 4
7	Gilman Playground	Basketball
8	DuPont Courts	Tennis 3
9	Excelsior Playground	Basketball
10	John McLaren Park (Mansell Entrance)	Tennis 4

The issues found most and least frequently at the lowest scoring outdoor courts listed above include:

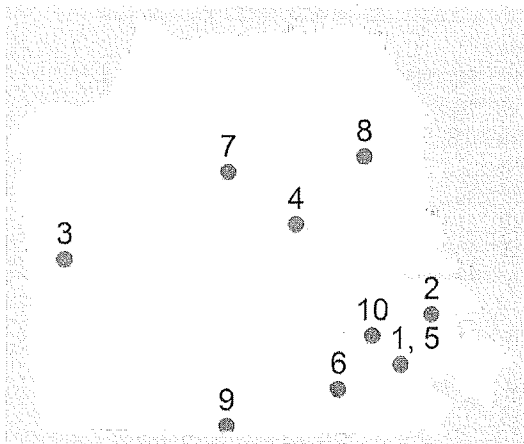
Issues found LEAST frequently in lowest scoring Outdoor Courts	
Equipment	<ul style="list-style-type: none"> 1 golf cage astroturf pad missing or damaged 1 horseshoe stake missing
Stairways and Ramps	<ul style="list-style-type: none"> 1 handrail is unusable, unanchored or unstable 1 step is broken or unstable
Structures	<ul style="list-style-type: none"> 1 court structure is unstable or unanchored
Signage	<ul style="list-style-type: none"> 1 sign is unanchored or upside down

Issues found MOST frequently in lowest scoring Outdoor Courts	
Surface Quality	<ul style="list-style-type: none"> play area has 1 crack 1/2" wide or larger play area has 1 hole 1/2" wide and deep
Weeds	<ul style="list-style-type: none"> court has 3 strips of continuous weeds that are each 11 inches long court has weeds which impede use
Seating	<ul style="list-style-type: none"> 1 seat slat missing, broken or unanchored
Paint	<ul style="list-style-type: none"> 1 five-foot section of play line is missing or fails to clearly delineate whether a ball or player would be in or out of bounds

Restrooms

Restrooms scored the highest of all 12 features; however, there are a number of sites where the restrooms scored well below average. Many of the low scoring restrooms are in the central and south eastern parts of the City as shown below. As shown in the table below, the parks with the lowest restroom scores are Bay View Playground, Youngblood Coleman, and West Sunset playgrounds as well as Mission Dolores Park. The most common issues seen at the lowest scoring restrooms were graffiti, litter, and cleanliness issues. Signage issues passed the most and saw the least number of failed criteria.

Exhibit 25 Lowest Scoring Restrooms



ID	Park Name	Restroom
1	Bay View Playground	Male
2	Youngblood Coleman Playground	Clubhouse Male
3	West Sunset Playground	Ball Field 2 Male
4	Mission Dolores Park	Clubhouse Female
5	Bay View Playground	Female
6	John McLaren Park (Mansell Entrance)	Male
7	Golden Gate Park - Sec 1 (Panhandle)	Male
8	Victoria Manalo Draves Park	Male
9	Alice Chalmers Playground	Male
10	Silver Terrace Playground	Clubhouse Female

The issues found most and least frequently at the lowest scoring restrooms listed above include:

Issues found LEAST frequently in lowest scoring Restrooms	
Signage	<ul style="list-style-type: none"> 1 sign is located where it cannot be seen by users who need its information 1 sign has text that is illegible, unanchored or upside down restroom gender is not indicated by a sign
Structures	<ul style="list-style-type: none"> use of a restroom area is impeded by damage to a door, floor area, partition, or wall

Issues found MOST frequently in lowest scoring Restrooms	
Vandalism	<ul style="list-style-type: none"> 1 ink graffiti
Waste Receptacles	<ul style="list-style-type: none"> no trash can is inside the restroom
Litter and Debris	<ul style="list-style-type: none"> 5 pieces of litter or debris (of any size) are present (anywhere, on floor, wall, ceiling, etc.) DO NOT evaluate leaves.
Cleanliness	<ul style="list-style-type: none"> filth or spillage is on 1 fixture (a toilet, sink, diaper changing station, or waste receptacle) filth or spillage is on the restroom floor

4. RECOMMENDATIONS

1. *Recommendation:* Continuously assess RPD's use of park evaluation data to improve park maintenance activities and develop new reports based on the implementation of the new standards.

RPD and CSA staff evaluate almost every park each quarter, providing substantial data on park conditions. The new standards provide comprehensive data on evaluation results, including identifying common issues that can be addressed through park maintenance operations. RPD should make an effort to evaluate the relationship between any changes in park scores and the reporting of results and accompanying recommendations to park managers, and should consider tracking the relationship between changes in parks scores and capital improvements/renovations as well as departmental policy changes resulting from the communication of evaluation results.

2. *Recommendation:* Use evaluation data to strategically plan for improvements to consistently low-performing parks, regions, or certain facilities or features. RPD should also review the parks that experience the greatest changes in park scores identify approaches the maintenance or management approaches that worked to improve scores.

RPD should continue to review park scores quarterly and adjust its strategic plan for improving low-performing parks. RPD should distribute quarterly reports for internal evaluation purposes. These reports can be reviewed at Executive Staff and Parks & Open Spaces manager meetings with the aim of reallocating custodian, gardener, and structural maintenance resources to low-scoring parks. Additionally, RPD should use the data to identify the strategies that were successful and those less successful to appropriately track and understand what efforts should be considered to improve park maintenance standards.

RPD should more closely track specific quarterly recommendations that come out of the park evaluation result reports as well as any necessary action items that follow those recommendations.

3. *Recommendation:* RPD should continue to provide quarterly outreach to staff in the form of trainings, newsletters, brown bag sessions, or other means to provide current information, refresh staff understanding of the evaluation guidelines, answer questions about the evaluation process, and provide feedback about the park evaluation program.

Park evaluation results will be stronger if evaluators have the same understanding of what is evaluated and how to appropriately apply the standards. Quarterly training opportunities for both existing and new staff provide an opportunity for questions, concerns, and the dissemination of information.

4. *Recommendation:* RPD should continue their effort and dedicate resources to update the map and features list for each evaluated park.

RPD staff provide a park map and list of features in each park packet for the evaluators to understand where they should evaluate and what features are located at each park. This information is out of date on many evaluation forms and should be updated to reflect current conditions. We understand that RPD began undertaking this effort in 2013 and has remapped some recently renovated properties. We recommend that RPD continue to prioritize this effort by ensuring necessary resources are dedicated to this process, as it benefits the evaluators and the public. An updated map would make the evaluations more accurate and data more reliable for analysis.

APPENDIX A: METHODOLOGY

Park evaluations: Then and now

In November 2003, San Francisco voters passed Proposition C establishing the City Services Auditor (CSA) in the Controller's Office. City Charter Appendix F, Section 102 mandates that CSA work with the Recreation and Park Department (RPD) on the following:

- Develop measurable, objective standards for park maintenance
- Issue an annual report evaluating performance to those standards, with geographic detail
- Establish regular maintenance schedules for parks and make them available to the public
- Publish compliance reports regularly showing the extent to which RPD has met its published schedules

Since the park evaluation program began, approximately \$455 million has been expended in over 100 parks from general obligation bond programs approved by the voters in 2000, 2008 and 2012. Bond funds have been used to replace or upgrade playgrounds and to improve restrooms, playing fields, sports courts, accessibility, and many other park facilities and features. While many factors affect the day-to-day cleanliness of parks and drive evaluation scores, it is the City's expectation that bond investments will improve park structural conditions and that the component of park scores related to those conditions will also improve over time.

FY 2014-15 Park Evaluation Standards Revision

The revised standards cover 12 broad features ranging from lawns to restrooms and testing specific elements such as cleanliness, plant health, and playground conditions. RPD originally evaluated all parks twice per year, but increased the frequency to all parks once per quarter in October 2007. CSA evaluates all parks once per year. All supervisory and management staff at RPD and all staff at CSA City Performance perform evaluations.

Each park has a different set of features to be evaluated. Each feature is evaluated as to whether the condition of various "elements" meet the performance standard set for them. For example, the performance standard for the "mowing" element requires that turf be less than 4.5 inches high. If an evaluator reviews a certain area of lawn and finds sufficient turf that is taller than the 4.5 inch standard then the evaluator would check the appropriate box to report that this condition exists. Each element is ultimately scored based on the conditions that are reported. (An un-mowed lawn results in the failure of the "mowing" element.) The San Francisco Park Maintenance Standards manual and evaluation form can both be found on the RPD website: <http://sfrecpark.org/about/park-maintenance-standard/park-maintenance-schedule-posting-system/schedule-compliance-checking/>

The FY 2014-2015 revised standards have reorganized the evaluated features in several ways: dispersing the evaluation of benches according to the location and use of that seating, subsuming the

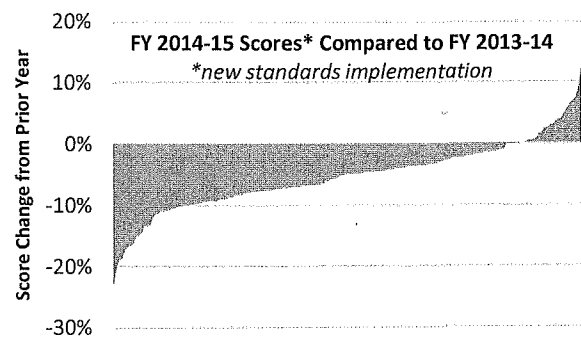
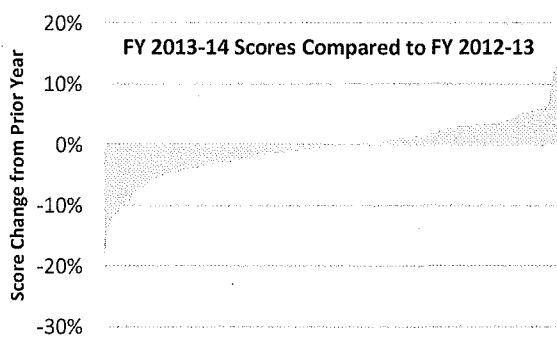
evaluation of waste receptacles into Buildings & General Amenities, and adding a new Table Seating Feature since picnic and other areas are frequently permitted and of high interest to the public. Evaluated elements have also been modified to more closely align with the reconfigured Features. Below is a table showing the features and associated elements.

Features

Elements	Athletic Fields	Buildings & General Amenities	Children's Play Areas	Dog Play Areas	Greenspace	Hardscape	Lawns	Ornamental Beds	Outdoor Courts	Restrooms	Table Seating Areas	Trees
Cleanliness		X								X	X	
Curbs						X						
Drainage	X			X		X	X		X			
Equipment	X	X	X	X					X	X		
Fencing	X	X	X	X					X			
Infield Care	X											
Lighting & Ventilation										X		
Litter & Debris	X	X	X	X	X	X	X	X	X	X	X	X
Mowing	X						X					
No Mow Grass								X				
Paint	X	X	X			X			X	X	X	
Parking & Road Signs						X						
Plant Condition								X				
Potholes & Ridges						X						
Pruning & Edging	X				X		X	X				X
Retaining Walls		X										
Rubber Surfacing			X									
Sand			X									
Seating	X	X	X						X			
Signage	X	X	X	X	X				X	X		
Stairways & Ramps	X				X	X			X			
Structures	X	X							X	X	X	
Supplies										X		
Surface Quality	X			X		X	X		X			
Tree Condition												X
Turf Condition	X						X					
Vandalism	X	X	X	X	X	X			X	X	X	X
Vines												X
Waste Receptacles		X								X		
Water Features		X										
Weeds	X		X	X		X		X	X		X	X

The new standards were implemented beginning July 1, 2014. It is difficult to compare FY 2014-15 park scores to last year because FY 2014-15 scores are based on the above reconfigured features and elements, weighted by the park type, because the standards contain new questions that provide a more detailed and objective assessment of conditions, and because the coverage of evaluations has been expanded to include nearly all park assets and all publicly-accessible land to the curb of surrounding streets. The distribution of changes in score for each park compared to the prior year is shown below. Although changes in individual park scores from one year to the next can vary for a variety of reasons, some part of the change in distribution is likely due to the fact that the revised standards ask more questions about more things and thereby provide a more complete and nuanced view of the maintenance provided at San Francisco parks. As shown below, more parks scored lower in FY15 than in FY14, as you can see by the greater green area below the zero percent mark showing a greater amount of lower scores when comparing FY15 and FY14. There were fewer scores increasing between FY15 and FY14 as shown by the green above the zero percent mark compared to the gray above the zero percent mark showing the difference between FY14 and FY13 scores.

Exhibit A *More Parks Scored Lower in FY 2014-15 Based on New Standards Compared to Last Year*



Park Standards Scoring

As each park is differently configured and has a different set of facilities, a different set of features is to be evaluated at each site. Some parks may have many features while others may only have a few. The number of features does not depend on the size of the park, only on what is located within the park. A large park, for instance, might have extensive trees and greenspace and little else; while a small park could be filled with children’s play areas, dog play areas, ornamental beds, outdoor courts, and many other features. Furthermore, when a park has multiple restrooms, each restroom will receive a full and completely separate evaluation of the restroom feature. Athletic fields, children’s play areas, dog play areas and outdoor courts features are treated in the same way – each field, court, etc., will have a separate feature evaluation.

Each feature has a number of elements that are to be evaluated (cleanliness, litter, the integrity of park structures, paint condition, etc.). Elements may have a number of different criteria that are assessed (different questions specifying cleanliness of certain assets, amounts of litter, types of paint issues,

etc.). Each element is scored based on the threshold for passing that element’s standard, as well as the number and type of criteria conditions that are reported.

All elements associated with a particular feature contribute to that feature’s score. The “feature score” is simply determined by the number of passing elements divided by the total number of elements pertinent to the feature. Elements that were not evaluated or were marked as not applicable do not factor into the feature score. When a park has multiple features of the same type (e.g., multiple restrooms), the individual “feature scores” (for each restroom) will be average together to obtain an overall “feature score” (for restrooms at that site).

Overall park scores are calculated by taking the overall feature scores obtained by an evaluation and applying weights to them based on the type of park as shown in the table below.

Property Type	Athletic Fields Weighted	Buildings and General Amenities Weighted	CPA Weighted	DPA Weighted	Greenspace Weighted	Hardscape Weighted	Lawns Weighted	Ornamental Beds Weighted	Outdoor Courts Weighted	Restrooms Weighted	Table Seating Areas Weighted	Trees Weighted
Civic Plaza or Square	No	No	No	No	No	YES	YES	No	No	No	No	No
Mini Park	No	No	No	No	No	No	No	YES	No	No	No	No
Neighborhood Park or Playground	YES	No	YES	Yes	No	No	No	No	YES	No	No	No
Parkway	No	No	No	No	Yes	No	No	No	No	No	No	YES
Regional Park	No	No	No	No	No	No	No	No	No	No	No	No

For instance, all features that exist at a mini park are treated equally, except for Ornamental Beds. The Ornamental Beds are given twice the weight of any other feature, and so the Ornamental Beds feature score is factored in twice. For example, if a hypothetical mini park had only three features (Hardscape, Lawns, and Ornamental Beds) and the Hardscape feature score was 85%, the Lawns feature score was 85%, but the Ornamental Beds score was 50%, the overall evaluation score would be the average of (85% + 85% + 50% + 50%), or 67.5%.

The scores in this report represent a combination of RPD and CSA evaluation scores. An evaluation site’s annual score is the average of the evaluation scores for all RPD and CSA evaluations of the site that occurred during the year, weighting each evaluation score equally. For large parks divided into multiple evaluation sites, the site/subsection evaluation scores were averaged to get the overall park score. Appendix C includes the park scores for every evaluated park. For citywide, district and PSA scores, all pertinent evaluation scores were averaged to calculate the annual and quarterly scores. Appendix D includes quarterly park scores for each evaluating department with the overall annual average score for the park.

APPENDIX B: DEPARTMENT RESPONSE



Edwin M. Lee, Mayor
Philip A. Ginsburg, General Manager

November 18, 2015

Ben Rosenfield, Controller
City Hall, 1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mr. Rosenfield:

The Recreation and Parks Department (RPD) has carefully reviewed the Park Maintenance Standards Annual Report prepared by the City Services Auditor (CSA) for FY 2014-15, and concurs with its findings.

We are pleased with the performance of both the revised park maintenance standards and of RPD maintenance staff. Our staff efforts have sustained our overall annual score above the 85% threshold that demarks a 'well maintained park,' despite increased park usage, drought conditions and increased evaluation stringency. This is a remarkable accomplishment.

The revised standards are a milestone achievement, realized after significant effort and several years of rigorous research by both of our staffs. The new "first time" information presented by the report provides a deeper and more detailed look into park maintenance. The new metrics will aid us in strengthening the quality of existing parks and facilities and focusing new resources where they are most needed. Program data will also guide sustainable stewardship of public lands through enhanced staff training, partnership opportunities, and informing increased engagement with park users to improve park design and park use.

We welcome the continuous improvement opportunity presented by the revised standards and this report. We anticipate even greater data mining potential with the debut of the new park evaluation database, currently in development which will provide even greater value through accurate identification of resource needs, precise detail about park maintenance issues, and serve as a catalyst for refining our successful maintenance practices.

I thank CSA for their strong partnership, continual commitment to the improvement of the park evaluation program, and contribution to state-of-the-art data collection. Together, we are truly entering a new era of data-supported park management.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Philip A. Ginsburg". The signature is fluid and cursive, with a long, sweeping underline.

Philip A. Ginsburg
General Manager

APPENDIX C: INDIVIDUAL PARK SCORES, FY 2014-15

Park	District	PSA	Park Type	Annual Park Score
10th Avenue-Clement Mini Park	01	PSA 1	Mini Park	88.2
24th Street-York Mini Park	09	PSA 6	Mini Park	89.4
Adam Rogers Park	10	PSA 3	Neighborhood Park or Playground	88.4
Alamo Square	05	PSA 2	Neighborhood Park or Playground	85.0
Alice Chalmers Playground	11	PSA 3	Neighborhood Park or Playground	63.1
Alice Marble Tennis Courts	02	PSA 1	Neighborhood Park or Playground	93.9
Alioto Mini Park	09	PSA 6	Mini Park	90.6
Allyne Park	02	PSA 1	Neighborhood Park or Playground	77.7
Alta Plaza	02	PSA 1	Neighborhood Park or Playground	83.9
Angelo J. Rossi Playground	01	PSA 1	Neighborhood Park or Playground	89.0
Aptos Playground	07	PSA 4	Neighborhood Park or Playground	87.5
Argonne Playground	01	PSA 1	Neighborhood Park or Playground	90.0
Balboa Park	11	PSA 5	Neighborhood Park or Playground	88.7
Bay View Playground	10	PSA 3	Neighborhood Park or Playground	58.3
Beideman-O'Farrell Mini Park	05	PSA 2	Mini Park	89.7
Bernal Heights Recreation Center	09	PSA 6	Neighborhood Park or Playground	84.8
Betty Ann Ong Chinese Recreation Center	03	PSA 1	Neighborhood Park or Playground	98.0
Broadway Tunnel West Mini Park	03	PSA 1	Mini Park	80.4
Brooks Park	11	PSA 4	Neighborhood Park or Playground	74.8
Buchanan Street Mall	05	PSA 2	Neighborhood Park or Playground	90.1
Buena Vista Park	08	PSA 5	Regional Park	81.6
Bush-Broderick Mini Park	02	PSA 2	Mini Park	94.5

Park	District	PSA	Park Type	Annual Park Score
Cabrillo Playground	01	PSA 1	Neighborhood Park or Playground	99.0
Carl Larsen Park	04	PSA 4	Neighborhood Park or Playground	88.7
Cayuga Playground	11	PSA 3	Neighborhood Park or Playground	88.0
Cayuga-Lamartine Mini Park	08	PSA 5	Mini Park	73.0
Coleridge Mini Park	09	PSA 6	Mini Park	94.0
Collis P. Huntington Park	03	PSA 1	Civic Plaza or Square	85.7
Corona Heights	08	PSA 5	Neighborhood Park or Playground	93.6
Coso-Precita Mini Park	09	PSA 6	Mini Park	86.2
Cottage Row Mini Park	05	PSA 2	Mini Park	93.3
Cow Hollow Playground	02	PSA 1	Neighborhood Park or Playground	89.8
Crocker Amazon Playground	11	PSA 3	Neighborhood Park or Playground	75.2
Douglass Playground	08	PSA 5	Neighborhood Park or Playground	82.8
Duboce Park	08	PSA 6	Neighborhood Park or Playground	85.8
DuPont Courts	01	PSA 1	Neighborhood Park or Playground	77.2
Esprit Park	10	PSA 2	Neighborhood Park or Playground	92.7
Eugene Friend Recreation Center	06	PSA 2	Neighborhood Park or Playground	83.9
Eureka Valley Recreation Center	08	PSA 5	Neighborhood Park or Playground	85.3
Excelsior Playground	11	PSA 3	Neighborhood Park or Playground	76.1
Father Alfred E. Boeddeker Park	06	PSA 2	Neighborhood Park or Playground	98.8
Fay Park	02	PSA 1	Neighborhood Park or Playground	95.0
Fillmore-Turk Mini Park	05	PSA 2	Mini Park	90.8
Franklin Square	10	PSA 2	Neighborhood Park or Playground	82.9

Park	District	PSA	Park Type	Annual Park Score
Fulton Playground	01	PSA 1	Neighborhood Park or Playground	96.8
Garfield Square	09	PSA 6	Neighborhood Park or Playground	81.4
George Christopher Playground	08	PSA 5	Neighborhood Park or Playground	88.2
Gilman Playground	10	PSA 3	Neighborhood Park or Playground	57.3
Glen Park	08	PSA 5	Regional Park	85.4
Golden Gate Heights Park	07	PSA 4	Neighborhood Park or Playground	88.7
Golden Gate Park	01	GGP	Regional Park	86.1
Golden Gate-Steiner Mini Park	05	PSA 2	Mini Park	93.7
Grattan Playground	05	PSA 2	Neighborhood Park or Playground	74.9
Hamilton Recreation Center	05	PSA 2	Neighborhood Park or Playground	90.2
Hayes Valley Playground	05	PSA 2	Neighborhood Park or Playground	95.0
Head-Brotherhood Mini Park	11	PSA 4	Mini Park	82.6
Helen Wills Playground	03	PSA 1	Neighborhood Park or Playground	87.0
Herz Playground	10	PSA 3	Regional Park	87.0
Hilltop Park	10	PSA 3	Neighborhood Park or Playground	79.6
Holly Park	09	PSA 6	Neighborhood Park or Playground	91.2
Hyde-Vallejo Mini Park	03	PSA 1	Mini Park	92.5
Ina Coolbrith Park	03	PSA 1	Mini Park	75.1
India Basin Shoreline Park	10	PSA 3	Neighborhood Park or Playground	78.8
J. P. Murphy Playground	07	PSA 4	Neighborhood Park or Playground	90.3
Jackson Playground	10	PSA 2	Neighborhood Park or Playground	92.0
James Rolph Jr. Playground	09	PSA 6	Neighborhood Park or Playground	79.4
Japantown Peace Plaza	05	PSA 2	Civic Plaza or Square	85.9

Park	District	PSA	Park Type	Annual Park Score
Jefferson Square	05	PSA 2	Neighborhood Park or Playground	81.1
Joe DiMaggio Playground	03	PSA 1	Neighborhood Park or Playground	78.2
John McLaren Park	09	PSA 3	Regional Park	77.1
Joost-Baden Mini Park	08	PSA 5	Mini Park	91.4
Jose Coronado Playground	09	PSA 6	Neighborhood Park or Playground	81.8
Joseph Conrad Mini Park	02	PSA 1	Mini Park	85.6
Joseph L. Alioto Performing Arts Piazza (Civic Center)	06	PSA 2	Civic Plaza or Square	80.6
Joseph Lee Recreation Center	10	PSA 3	Neighborhood Park or Playground	86.3
Julius Kahn Playground	02	PSA 1	Neighborhood Park or Playground	92.6
Junipero Serra Playground	07	PSA 4	Neighborhood Park or Playground	91.1
Juri Commons	08	PSA 6	Mini Park	80.5
Justin Herman-Embarcadero Plaza	03	PSA 1	Civic Plaza or Square	83.7
Kelloch Velasco Mini Park	10	PSA 3	Mini Park	78.2
Kid Power Park	09	PSA 6	Neighborhood Park or Playground	86.2
Koshland Park	05	PSA 2	Neighborhood Park or Playground	86.0
Lafayette Park	02	PSA 1	Neighborhood Park or Playground	97.5
Lake Merced Park	07	PSA 4	Regional Park	80.9
Laurel Hill Playground	02	PSA 1	Neighborhood Park or Playground	78.5
Lessing-Sears Mini Park	11	PSA 3	Mini Park	75.5
Lincoln Park	01	PSA 1	Regional Park	90.0
Little Hollywood Park	10	PSA 3	Neighborhood Park or Playground	74.5
Louis Sutter Playground	09	PSA 3	Regional Park	80.6
Lower Great Highway	04	PSA 4	Parkway	80.1
Margaret S. Hayward Playground	05	PSA 2	Neighborhood Park or Playground	86.2
Maritime Plaza	03	PSA 1	Civic Plaza or Square	93.4

Park	District	PSA	Park Type	Annual Park Score
McCoppin Square	04	PSA 4	Neighborhood Park or Playground	87.9
McKinley Square	10	PSA 2	Neighborhood Park or Playground	85.0
Merced Heights Playground	11	PSA 4	Neighborhood Park or Playground	72.6
Michelangelo Playground	02	PSA 1	Neighborhood Park or Playground	87.4
Midtown Terrace Playground	07	PSA 4	Neighborhood Park or Playground	90.9
Minnie & Lovie Ward Playground	11	PSA 4	Neighborhood Park or Playground	82.1
Miraloma Playground	07	PSA 5	Neighborhood Park or Playground	89.6
Mission Dolores Park	08	PSA 6	Neighborhood Park or Playground	79.5
Mission Playground	08	PSA 6	Neighborhood Park or Playground	87.7
Mission Recreation Center	09	PSA 6	Neighborhood Park or Playground	90.4
Moscone Recreation Center	02	PSA 1	Neighborhood Park or Playground	84.5
Mountain Lake Park	02	PSA 1	Neighborhood Park or Playground	86.6
Mt. Olympus	08	PSA 5	Neighborhood Park or Playground	86.1
Mullen-Peralta Mini Park	09	PSA 6	Mini Park	81.9
Muriel Leff Mini Park	01	PSA 1	Mini Park	95.2
Noe Valley Courts	08	PSA 5	Neighborhood Park or Playground	80.5
Page-Laguna Mini Park	05	PSA 2	Mini Park	89.0
Palace of Fine Arts	02	PSA 1	Civic Plaza or Square	88.4
Palega Recreation Center	09	PSA 3	Neighborhood Park or Playground	95.4
Palou-Phelps Mini Park	10	PSA 3	Mini Park	81.8
Park Presidio Boulevard	01	PSA 1	Parkway	61.1
Parkside Square	04	PSA 4	Neighborhood Park or Playground	83.1

Park	District	PSA	Park Type	Annual Park Score
Parque Ninos Unidos	09	PSA 6	Neighborhood Park or Playground	83.0
Patricia's Green	05	PSA 2	Mini Park	87.2
Peixotto Playground	08	PSA 5	Neighborhood Park or Playground	88.5
Pine Lake Park	04	PSA 4	Regional Park	79.6
Portsmouth Square	03	PSA 1	Neighborhood Park or Playground	87.8
Potrero del Sol Park	10	PSA 6	Neighborhood Park or Playground	86.8
Potrero Hill Recreation Center	10	PSA 2	Neighborhood Park or Playground	91.0
Precita Park	09	PSA 6	Neighborhood Park or Playground	87.0
Prentiss Mini Park	09	PSA 6	Mini Park	91.5
Presidio Heights Playground	02	PSA 1	Neighborhood Park or Playground	91.4
Randolph-Bright Mini Park	11	PSA 4	Mini Park	85.1
Raymond Kimbell Playground	05	PSA 2	Neighborhood Park or Playground	80.7
Richmond Playground	01	PSA 1	Neighborhood Park or Playground	94.0
Richmond Recreation Center	01	PSA 1	Neighborhood Park or Playground	97.0
Rochambeau Playground	01	PSA 1	Neighborhood Park or Playground	90.1
Rolph Nicol Playground	07	PSA 4	Neighborhood Park or Playground	73.6
Roosevelt & Henry Stairs	08	PSA 5	Mini Park	85.7
Saturn Street Steps	08	PSA 5	Mini Park	88.0
Selby-Palou Mini Park	10	PSA 3	Mini Park	84.9
Seward Mini Park	08	PSA 5	Mini Park	81.9
Sgt. John Macaulay Park	06	PSA 2	Mini Park	85.3
Sigmund Stern Recreation Grove	04	PSA 4	Regional Park	79.4
Silver Terrace Playground	10	PSA 3	Neighborhood Park or Playground	85.3
SoMa West Dog Park	09	PSA 6	Mini Park	89.7
SoMa West Skatepark	09	PSA 6	Mini Park	82.3

Park	District	PSA	Park Type	Annual Park Score
South Park	06	PSA 2	Neighborhood Park or Playground	79.4
South Sunset Playground	04	PSA 4	Neighborhood Park or Playground	85.7
St. Mary's Recreation Center	09	PSA 6	Neighborhood Park or Playground	89.3
St. Mary's Square	03	PSA 1	Civic Plaza or Square	84.8
States Street Playground	08	PSA 5	Neighborhood Park or Playground	80.0
Sue Bierman Park	03	PSA 1	Neighborhood Park or Playground	92.4
Sunnyside Conservatory	07	PSA 5	Mini Park	95.7
Sunnyside Playground	07	PSA 5	Neighborhood Park or Playground	93.2
Sunset Playground	04	PSA 4	Neighborhood Park or Playground	95.9
Telegraph Hill/Pioneer Park (Coit Tower)	03	PSA 1	Civic Plaza or Square	83.1
Tenderloin Recreation Center	06	PSA 2	Neighborhood Park or Playground	90.0
Turk-Hyde Mini Park	06	PSA 2	Mini Park	85.5
Union Square	03	PSA 2	Civic Plaza or Square	89.9
Upper Noe Recreation Center	08	PSA 5	Neighborhood Park or Playground	88.3
Utah-18th Street Mini Park	10	PSA 2	Mini Park	91.5
Victoria Manalo Draves Park	06	PSA 2	Neighborhood Park or Playground	87.0
Visitacion Valley Greenway	10	PSA 3	Neighborhood Park or Playground	83.7
Visitacion Valley Playground	10	PSA 3	Neighborhood Park or Playground	80.4
Walter Haas Playground	08	PSA 5	Neighborhood Park or Playground	84.6
Washington Square	03	PSA 1	Civic Plaza or Square	72.7
Washington-Hyde Mini Park	03	PSA 1	Mini Park	84.0
West Portal Playground	07	PSA 4	Neighborhood Park or Playground	84.4
West Sunset Playground	04	PSA 4	Neighborhood Park or Playground	87.8

Park	District	PSA	Park Type	Annual Park Score
Willie "Woo Woo" Wong Playground	03	PSA 1	Neighborhood Park or Playground	85.9
Woh Hei Yuen Park	03	PSA 1	Neighborhood Park or Playground	85.1
Yacht Harbor & Marina Green	02	PSA 1	Civic Plaza or Square	79.8
Youngblood Coleman Playground	10	PSA 3	Neighborhood Park or Playground	83.5

APPENDIX D: ALL PARK SCORES BY DISTRICT, FY 2014-15

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
District 1						
10th Avenue-Clement Mini Park	CON	90.0				88.2
	REC	97.1	76.6	91.1	86.2	
Angelo J. Rossi Playground	CON	92.6				89.0
	REC	81.3	97.1	84.9		
Argonne Playground	CON				81.5	86.2
	REC	86.1	92.5	84.8		
DuPont Courts	CON				100	77.2
	REC		77.8	72.8	58.3	
Golden Gate Park	CON	87.8	82.5	80.8	79.8	85.1
	REC	89.4	84.5	87.7	87.9	
Lincoln Park	CON		97.2			90.0
	REC	96.4	84.0	79.5	93.2	
Muriel Leff Mini Park	CON			92.8		95.2
	REC	97.2		93.0	97.6	
Park Presidio Boulevard	CON			60.0		61.1
	REC	49.2	65.6	54.9	75.8	
Richmond Playground	CON				88.3	94.0
	REC	98.4	95.7	95.8	92.0	
Richmond Recreation Center	CON				96.4	97.0
	REC	94.4	100.0	94.3	100.0	
Rochambeau Playground	CON				83.8	90.1
	REC	94.6	95.3	88.3	88.2	
District 2						
Alice Marble Tennis Courts	CON		87.8			93.9
	REC	88.7	97.0	96.3	100.0	
Allyne Park	CON	78.8				77.7
	REC	76.4	90.5	66.5	76.3	
Alta Plaza	CON	90.6				83.9
	REC	88.0	77.1	71.1	92.8	
Bush-Broderick Mini Park	CON		90.9			94.5
	REC	92.0	97.9	95.7	95.8	
Cow Hollow Playground	CON			90.1		89.8
	REC	100.0	96.8	79.5	82.4	
Fay Park	CON			100.0		95.0
	REC	96.7	100.0	78.1	100.0	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Joseph Conrad Mini Park	CON	86.5				85.6
	REC	85.2	97.2	64.4	94.8	
Julius Kahn Playground	CON		100.0			92.6
	REC	98.2		85.8	86.4	
Lafayette Park	CON	97.6				97.5
	REC	95.5	98.6	97.2	98.6	
Laurel Hill Playground	CON		88.1			78.5
	REC	74.9	68.6	80.4	80.3	
Michelangelo Playground	CON		87.3			87.1
	REC	86.8	92.4	82.0		
Moscone Recreation Center	CON	82.2				84.5
	REC	73.7	97.7			
Mountain Lake Park	CON			86.0		86.6
	REC	85.8	76.1	96.2	88.8	
Palace of Fine Arts	CON				86.7	88.4
	REC	100.0	100.0	70.6	84.9	
Presidio Heights Playground	CON		91.1			91.4
	REC	88.6	93.6	91.5	92.3	
Yacht Harbor & Marina Green (East)	CON		81.7			77.3
	REC	92.9	44.4	84.1	83.6	
Yacht Harbor & Marina Green (West)	CON			76.2		82.3
	REC	80.7	90.9	84.9	78.9	
District 3						
Betty Ann Ong Chinese Recreation Center	CON		96.7			98.0
	REC	100	100.0	95.5	98.0	
Broadway Tunnel West Mini Park	CON			82.8		80.4
	REC	74.1	87.5	59.2	98.3	
Collis P. Huntington Park	CON		78.6			85.7
	REC	82.7	94.0	94.4	78.5	
Helen Wills Playground	CON	89.5				87.0
	REC	91.5	81.7	83.3	89.2	
Hyde-Vallejo Mini Park	CON	92.1				90.7
	REC	98.0	91.7	81.0		
Ina Coolbrith Park	CON				76.5	74.8
	REC	71.7	63.7		87.4	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Joe DiMaggio Playground ¹	CON		92.2			78.2
	REC		92.2	54.2	74.1	
Justin Herman-Embarcadero Plaza	CON			76.5		83.7
	REC	86.1	90.1	91.8	74.1	
Maritime Plaza	CON	84.8				93.4
	REC	100.0	100.0	100.0	82.1	
Portsmouth Square	CON	87.2				87.8
	REC	98.8	81.9	83.7	87.3	
St. Mary's Square	CON		71.9			84.8
	REC	83.2	93.8	76.1	98.9	
Sue Bierman Park	CON			88.1		92.4
	REC	95.6	100.0	97.1	81.0	
Telegraph Hill/Pioneer Park (Coit Tower)	CON	76.5				83.1
	REC	85.6	86.8	83.4		
Union Square	CON		73.4			89.9
	REC	86.8	95.2	97.1	97.1	
Washington Square	CON				56.9	74.1
	REC	88.4		80.7	70.2	
Washington-Hyde Mini Park	CON			82.2		84.0
	REC	63.0	94.4	96.7	83.6	
Willie "Woo Woo" Wong Playground	CON	86.9				85.9
	REC	77.1	87.4	88.0	90.3	
Woh Hei Yuen Park	CON		87.0			85.1
	REC	85.5	100.0	67.1	85.8	
District 4						
Carl Larsen Park	CON			90.6		88.7
	REC	79.0	100.0	80.4	93.6	
Lower Great Highway	CON			73.7		80.1
	REC	85.3	68.0	88.4	85.1	
McCoppin Square	CON		82.1			87.9
	REC	88.0	95.8	82.2	91.5	
Parkside Square	CON	72.0				83.1
	REC	91.6	95.8	71.6	84.5	

¹ Closed for construction in Q1, accessible areas evaluated all other quarters

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Pine Lake Park	CON			81.0		79.6
	REC	92.1	69.4	80.4	75.2	
Sigmund Stern Recreation Grove	CON	98.7				79.4
	REC	52.5	78.2	78.5	89.3	
South Sunset Playground	CON			73.1		85.7
	REC	80.6	99.2	85.6	90.0	
Sunset Playground	CON		89.7			95.9
	REC	98.1	100.0	99.3	92.4	
West Sunset Playground	CON			73.1		87.8
	REC		93.8	93.8	90.6	
District 5						
Alamo Square	CON		78.5			85.0
	REC	79.6	92.1	90.6	84.2	
Beideman-O'Farrell Mini Park	CON				94.3	89.7
	REC	88.8	94.4	71.0	100.0	
Buchanan Street Mall	CON	78.2				90.1
	REC	92.1	88.5	93.7	97.8	
Cottage Row Mini Park	CON	81.9				93.3
	REC	89.8	97.6	100.0	97.2	
Fillmore-Turk Mini Park	CON	72.0				90.8
	REC	94.0	92.9	95.2	100.0	
Golden Gate-Steiner Mini Park	CON		84.2			93.7
	REC	95.2	100.0	91.7	97.6	
Grattan Playground	CON		61.2			74.9
	REC	80.7	64.4	73.5	94.7	
Hamilton Recreation Center	CON		86.3			90.2
	REC	95.9	91.5	84.2	93.2	
Hayes Valley Playground	CON			89.3		95.0
	REC	92.4	99.2	96.9	97.2	
Japantown Peace Plaza	CON		85.1			85.9
	REC	84.8	87.6	82.5	89.6	
Jefferson Square	CON	75.9				81.1
	REC		83.7	79.0	85.9	
Koshland Park	CON			86.3		86.0
	REC	87.6	75.6	91.3	89.3	
Margaret S. Hayward Playground	CON	77.3				86.2
	REC	87.9	93.0		86.6	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Page-Laguna Mini Park	CON			86.1		89.0
	REC	96.7	86.8	82.8	92.6	
Patricia's Green	CON			81.4		87.2
	REC	85.1	97.9	90.0	81.5	
Raymond Kimbell Playground	CON		87.5			80.7
	REC	74.0	80.3	83.7	77.7	
District 6						
Eugene Friend Recreation Center	CON			75.9		83.9
	REC	98.3	75.5	75.2	94.6	
Father Alfred E. Boeddeker Park ²	CON				100.0	98.8
	REC			98.2	98.3	
Joseph L. Alioto Performing Arts Piazza (Civic Center)	CON			71.0		80.6
	REC	73.1	93.4	72.4	93.0	
Sgt. John Macaulay Park	CON	66.8				85.3
	REC		95.2	87.9	91.3	
South Park	CON			66.5		79.4
	REC	85.9	73.2	86.5	84.9	
Tenderloin Recreation Center	CON		80.6			89.3
	REC	98.1		88.4	89.9	
Turk-Hyde Mini Park	CON	57.7				85.5
	REC	93.9	96.6	83.2	96.1	
Victoria Manalo Draves Park	CON	90.8				87.0
	REC	84.7	87.2	84.3	87.9	
District 7						
Aptos Playground	CON				81.0	87.5
	REC	94.5	99.0	83.1	79.7	
Golden Gate Heights Park	CON			85.9		88.7
	REC	84.1	90.4	89.6	93.3	
J. P. Murphy Playground	CON	86.0				90.3
	REC	92.3	99.6	87.2	86.4	
Junipero Serra Playground	CON				83.7	88.9
	REC	95.9		94.4	81.5	
Lake Merced Park	CON				65.7	80.9
	REC	91.2	83.7	75.2	88.7	
Midtown Terrace Playground	CON	86.5				90.9
	REC	93.3	91.2	95.1	88.2	

² Closed for construction Q1 and Q2

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Miraloma Playground	CON			96.4		89.6
	REC	88.9	80.7	89.3	92.9	
Rolph Nicol Playground	CON				64.9	73.6
	REC	75.7	86.5	78.6	62.2	
Sunnyside Conservatory	CON				84.0	95.7
	REC	98.0	100.0	100.0	96.7	
Sunnyside Playground	CON			92.2		93.2
	REC	95.2	96.0	90.3	92.6	
West Portal Playground	CON			81.0		84.4
	REC	92.3	82.8	77.7	88.2	
District 8						
Buena Vista Park	CON		82.9			81.6
	REC	81.5	87.1	88.3	67.9	
Cayuga-Lamartine Mini Park	CON				72.6	73.0
	REC	92.5	48.6	78.2		
Corona Heights	CON				88.9	93.6
	REC	96.9	98.0	94.7	89.6	
Douglass Playground	CON			90.7		82.8
	REC	76.1	77.9	81.9	87.2	
Duboce Park	CON				78.6	85.8
	REC	93.2	89.3	88.3	79.8	
Eureka Valley Recreation Center	CON	88.2				85.3
	REC	87.6	70.1	83.8	96.6	
George Christopher Playground	CON	86.7				88.2
	REC	85.0	83.5	94.7	91.2	
Glen Park	CON		83.4			85.3
	REC	77.3	84.8	85.2	95.7	
Joost-Baden Mini Park	CON				86.7	91.4
	REC	98.0	90.0	91.0		
Juri Commons	CON	75.4				80.5
	REC	89.4	81.9	83.2	72.5	
Mission Dolores Park	CON			65.5		81.1
	REC	86.3	72.4	100.0		
Mission Playground	CON	84.2				87.7
	REC	87.7	80.3	94.5	91.6	
Mt. Olympus	CON				87.3	86.1
	REC	67.0	93.8	100.0	82.3	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Noe Valley Courts	CON			85.3		80.5
	REC	63.3	86.7	78.6	88.5	
Peixotto Playground	CON		90.4			88.5
	REC	94.1	77.8	86.3	93.9	
Roosevelt & Henry Stairs	CON		93.0			85.7
	REC	74.7	91.8	83.3	85.6	
Saturn Street Steps	CON		81.7			88.0
	REC	94.6	94.3	72.0	97.5	
Seward Mini Park	CON		86.0			81.9
	REC	85.3	73.2	69.7	95.1	
States Street Playground	CON	65.3				80.0
	REC	74.2	89.4	84.5	86.5	
Upper Noe Recreation Center	CON		87.4			89.5
	REC	96.6		91.9	82.2	
Walter Haas Playground	CON		82.5			84.7
	REC	92.2		86.9	77.1	
District 9						
24th Street-York Mini Park	CON	82.5				89.4
	REC	98.2	84.5	92.5		
Alioto Mini Park	CON			90.0		90.6
	REC	96.0	97.2	79.2		
Bernal Heights Recreation Center	CON			93.1		84.8
	REC	95.5	78.6	60.1	96.6	
Coleridge Mini Park	CON	90.2				94.0
	REC	98.3	96.4	98.0	86.9	
Coso-Precita Mini Park	CON	72.2				86.2
	REC	87.8	91.7	79.2	100.0	
Garfield Square	CON	80.2				81.4
	REC	79.4	82.1	83.7		
Holly Park	CON	89.6				91.2
	REC	93.5	92.5	85.3	95.2	
James Rolph Jr. Playground	CON			70.5		79.4
	REC	77.9	91.6	77.5		
John McLaren Park (26 Acres)	CON			75.5		80.0
	REC	91.9	90.0	85.0	57.6	
John McLaren Park (Jerry Garcia Section)	CON			98.4		77.9
	REC	66.1	84.2	77.3	63.5	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
John McLaren Park (Mansell Entrance)	CON				73.6	74.7
	REC	54.6	63.7	92.9	88.5	
John McLaren Park (Sunnydale to Reservoir)	CON				64.0	75.9
	REC	84.3	83.3	73.1	74.9	
Jose Coronado Playground	CON			81.9		77.9
	REC	87.0	66.8	75.9		
Kid Power Park	CON			93.8		86.2
	REC	87.1	92.0	84.8	73.3	
Louis Sutter Playground	CON				76.9	80.6
	REC	82.1	92.8	72.1	78.8	
Mission Recreation Center	CON		86.7			90.4
	REC	87.5	94.1	92.2	91.7	
Mullen-Peralta Mini Park	CON		73.1			81.9
	REC	100.0	93.8		60.7	
Palega Recreation Center	CON				93.7	95.4
	REC	94.6	97.2	98.8	92.5	
Parque Ninos Unidos	CON		75.2			83.0
	REC	86.6	69.6	86.3	97.1	
Precita Park	CON	86.8				85.5
	REC	93.3	84.8	77.0		
Prentiss Mini Park	CON			92.9		91.5
	REC	87.9	84.7	98.0	94.3	
SoMa West Dog Park ³	CON				83.3	89.7
	REC		97.2	78.3	100.0	
SoMa West Skatepark ⁴	CON				78.2	82.6
	REC	86.5	78.3	86.2	83.7	
St. Mary's Recreation Center	CON			94.3		89.3
	REC	78.2	95.2	83.1	95.6	
District 10						
Adam Rogers Park	CON		95.7			88.4
	REC	93.3		84.6	79.9	
Bay View Playground	CON				46.0	58.3
	REC	46.6	87.8	67.7	43.1	

³ Recently opened and regular maintenance routines were not yet established so evaluations did not commence until Q2

⁴ Recently opened and regular maintenance routines were not yet established so evaluations did not commence until Q2

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Esprit Park	CON		90.4			92.7
	REC	94.4	97.2	91.1	90.1	
Franklin Square	CON		77.7			82.9
	REC	92.4	88.9	81.8	73.6	
Gilman Playground	CON				50.7	57.3
	REC	52.6	86.4	51.0	45.6	
Herz Playground	CON			85.7		87.0
	REC	97.0	87.6	86.5	78.1	
Hilltop Park	CON		65.9			79.6
	REC	90.3	79.0	87.0	76.1	
India Basin Shoreline Park	CON				69.0	78.8
	REC	86.1	70.5	90.8	77.5	
Jackson Playground	CON	92.5				92.0
	REC	91.9	97.6	96.6	81.3	
Joseph Lee Recreation Center	CON		92.0			86.3
	REC	97.0	81.3	84.7	76.7	
Kelloch Velasco Mini Park	CON	76.9				78.2
	REC	75.4	69.3	86.5	83.1	
Little Hollywood Park	CON				61.2	74.5
	REC	89.2	68.6	79.9	73.7	
McKinley Square	CON	84.8				85.0
	REC	89.3	85.7	76.1	88.9	
Palou-Phelps Mini Park	CON		82.4			82.1
	REC	95.2	75.8		74.9	
Potrero del Sol Park	CON			76.9		86.8
	REC	83.4	95.4	91.5		
Potrero Hill Recreation Center	CON		77.3			91.0
	REC	97.8	87.3	93.4	99.0	
Selby-Palou Mini Park	CON				82.9	84.9
	REC	90.1	85.0	98.6	67.9	
Silver Terrace Playground	CON				86.2	85.3
	REC	83.6	89.7	81.9	85.0	
Utah-18th Street Mini Park	CON		85.6			91.5
	REC	100.0	93.3	100.0	78.7	
Visitacion Valley Greenway	CON	74.8				83.7
	REC	87.6	94.4	86.5	75.3	
Visitacion Valley Playground	CON	67.5				80.4
	REC	93.0	90.6	74.8	76.3	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Youngblood Coleman Playground	CON				74.3	83.5
	REC	86.6	89.1	83.8	83.7	
District 11						
Alice Chalmers Playground	CON	55.8				63.1
	REC	66.0	62.9	37.8	92.8	
Balboa Park	CON		85.0			88.7
	REC	87.0	82.7	100.0		
Brooks Park	CON			77.3		74.8
	REC	79.7	68.0	75.5	73.6	
Cayuga Playground	CON	83.9				88.0
	REC	95.4	90.6	94.8	75.2	
Crocker Amazon Playground	CON			69.0		75.2
	REC	46.7	84.8	87.2	88.5	
Excelsior Playground	CON	81.5				76.1
	REC	93.1	82.6	58.8	64.6	
Head-Brotherhood Mini Park	CON			87.1		82.6
	REC	74.2	92.7	65.4	93.5	
Lessing-Sears Mini Park	CON	56.3				77.4
	REC	81.4	85.1		86.9	
Merced Heights Playground	CON				63.8	72.6
	REC	82.8	73.7	64.4	78.2	
Minnie & Lovie Ward Playground	CON				79.1	82.1
	REC	91.6	84.0	73.0	82.7	
Randolph-Bright Mini Park	CON			91.5		85.1
	REC	92.7	92.1	71.3	77.8	

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



BOS-11, CPAGE
Matrix

José Cisneros, Treasurer

November 25, 2015

Angela Calvillo
Clerk of the Board of Supervisors
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, CA 94102

Re: Annual Report to the Board of Supervisors
2014 Payroll Expense Tax Credit – Enterprise Zone

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
NOV 25 PM 1:57

Dear Ms. Calvillo:

The Tax Collector, pursuant to the provisions of the San Francisco Business and Tax Regulations Code, herewith submits the annual report of businesses that received the Enterprise Zone Tax Credit for the 2014 calendar year.

Schedule A of the report summarizes the number of businesses approved for the Enterprise Zone Tax Credit, the total number of San Francisco employees at those businesses, the number of eligible employees, and the amount of tax credit claimed. Two hundred four (204) businesses were approved for the Enterprise Zone Tax Credit, resulting in \$831,350 of Payroll Expense Tax forgone. These businesses reported a total of 1,221 employees who qualified for this tax credit.

Schedule B of the report summarizes the Enterprise Zone Tax Credits for tax years 2012 through 2014. Compared to the calendar year 2013, results indicate an increase of 28 businesses approved, an increase of 74 eligible employees, and an increase in \$50,664 in Payroll Expense Tax forgone in the Enterprise Zone sector for the calendar year 2014 in San Francisco.

If you have any questions regarding this report, please contact me at (415) 554-7601.

Sincerely,

A handwritten signature in black ink, appearing to read "David Augustine".

David Augustine
Tax Collector

cc: José Cisneros, Treasurer
San Francisco Public Library

Attachment

2

**TAX COLLECTOR'S ANNUAL REPORT
ENTERPRISE ZONE TAX CREDIT PAYROLL EXPENSE TAX CREDIT
CALENDAR YEAR 2014**

Schedule A

Year	Number of Businesses Approved	Number of Eligible Employees	Total Enterprise Zone Tax Credit Claimed	Payroll Expense Tax Forgone due to Enterprise Zone Tax Credit
2014	204	1,221	\$ 907,278	\$ 831,350

**TAX COLLECTOR'S ANNUAL REPORT
ENTERPRISE ZONE TAX CREDIT PAYROLL EXPENSE TAX CREDIT
CALENDAR YEARS 2012 THROUGH 2014**

Schedule B

Year	Number of Businesses Approved	Number of Eligible Employees	Total Enterprise Zone Tax Credit Claimed	Payroll Expense Tax Forgone due to Enterprise Zone Tax Credit
2012	162	891	\$ 681,531	\$ 650,786
2013	176	1,147	\$ 835,821	\$ 780,686
2014	204	1,221	\$ 907,278	\$ 831,350
Change from 2013 to 2014	28	74	\$ 71,457	\$ 50,664

OFFICE OF THE MAYOR
SAN FRANCISCO



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COB, Leg Dir. Orig. ac
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EDWIN M. LEE
MAYOR

Notice of Appointment

November 23, 2015

San Francisco Board of Supervisors
City Hall, Room 244
1 Carlton B. Goodlett Place
San Francisco, California 94102

Honorable Board of Supervisors:


Pursuant to Section 3.100(18) of the Charter of the City and County of San Francisco, I hereby make the following appointment:


Lisa Hoyos to the Commission on the Environment, assuming the seat formerly held by Ruth Gravanis, for a four-year term ending May 25, 2019

I am confident that Ms. Hoyos, an elector of the City and County, will serve our community well. Attached herein for your reference are her qualifications to serve.

Should you have any questions related to this appointment, please contact my Director of Appointments, Nicole Elliott, at (415) 554-7940.

Sincerely,


Edwin M. Lee
Mayor


2015 NOV 23 PM 4:58
RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO

OFFICE OF THE MAYOR
SAN FRANCISCO



EDWIN M. LEE
MAYOR

Notice of Appointment

November 23, 2015

San Francisco Board of Supervisors
City Hall, Room 244
1 Carlton B. Goodlett Place
San Francisco, California 94102

Honorable Board of Supervisors:

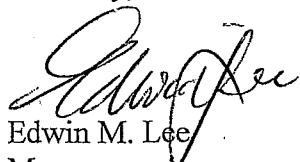
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Sincerely,


Edwin M. Lee
Mayor

LISA HOYOS

2219 California St. San Francisco, CA 94115 phone: (510) 282-0440 email: lisahoyos@gmail.org

HIGHLIGHTS OF QUALIFICATIONS

Proven leader with an extensive climate and clean energy background and strong expertise in strategic campaign development, grassroots and online organizing, communications, organizational management and fundraising. Innovator with a deep background in the environmental, Labor and global justice movements and a demonstrated track record of building collaborative and successful partnerships focused on achieving policy and organizing wins.

PROFESSIONAL EXPERIENCE

Climate Parents

Director and Co-Founder

San Francisco, CA (March 2013-present)

- Lead and direct all aspects of new national advocacy organization working to mobilize a parent and family-centered constituency for bold climate and clean energy solutions.
- Design national and regional climate and clean energy advocacy campaigns that integrate online and grassroots organizing approaches.
- Serve as media spokesperson for the organization.
- Use digital organizing strategies to grow Climate Parents' membership base.
- Develop relationships and partnerships to help expand campaign impact and results.
- Direct and guide work of four direct reports and numerous contractors.
- Lead and drive fundraising activity for the organization.

BlueGreen Alliance and the Apollo Alliance (merged in 2011)

National Director of Strategic Field Initiatives and California Director

San Francisco, CA (January 2010-March 2013)

- Directed and managed campaigns to scale up renewable energy in targeted states around the country.
- Developed climate and clean energy advocacy strategy in California focused on renewable energy, energy efficiency and low-carbon fuels.
- Convened and managed diverse set of coalition partners representing labor unions, environmental organizations and clean energy businesses.
- Organized and participated in media events with high-level clean energy leaders including Members of Congress.
- Wrote grant proposals and reports and participated in foundation meetings.
- Supervised two national and eight state-based staff.

National AFL-CIO

Western Region Senior Field Representative

San Francisco, CA (October 2003-December 2009)

- Developed statewide campaign plans to drive the implementation of national AFL-CIO legislative, electoral and organizing priorities in partnership with state and county labor federations in Western states.
- Coordinated engagement of several western states (CA, OR, WA, UT) and Canadian Labor Federations in the Western Climate Initiative.
- Played lead role in political campaigns (e.g. Managed five field staff in the "Labor for Kerry" in the battleground state of WA in '04)

Our World is Not for Sale International Fair Trade Network

Co-Coordinator (full-time for two years, part-time for two years)

Johannesburg, South Africa and San Francisco, CA (December 2001- October 2005)

- Co-led global anti-WTO network composed of over 100 NGOs, trade union federations and other social movements focused on stopping and/or rolling back trade policy undermining sustainable, equitable development.

- Played leading role in organizing the Our World is Not for Sale Network's participation in two WTO Ministerials (Cancun and Hong Kong), which included helping develop and carry out our "inside-outside" strategy of policy engagement and direct action as well as organizing media events.
- Organized and co-facilitated international strategy meetings with leaders in the global justice and anti-WTO movements, including both policy NGO's and popular movement organizations from the Global South and North.
- Played leading role in organizing the Our World is Not for Sale network's participation
- Raised and managed \$400,000 budget in collaboration with other network staff person.

**Congress of South African Trade Unions (COSATU) and National Labor and Development Institute
Project Manager, Researcher and Globalization Educator**

Johannesburg, South Africa (June 2000-June 2002)

- Served as the project manager during start-up phase of a federation-wide project focused on South African job growth and industrial policy.
- Co-authored a popular education handbook entitled "A South African Workers' Guide to Globalization" and led popular education trainings for COSATU-affiliated elected leaders and shop stewards around the country.
- Worked on international fair trade policy in partnership with the national labor federations of Korea and Brazil.

South Bay AFL-CIO Labor Council (SBLC)

Political and Organizing Director

San Jose, CA (September 1996-May 2000)

- Developed and led the political, legislative and electoral program of a regional Labor Council in Silicon Valley representing 110,000 members.
- Managed and ran the phone and walk programs of the coordinated political campaign of over sixty local unions, focusing on national, state and local electoral races.
- Led labor and community effort to successfully pass what at the time was the nation's highest living wage policy.
- Led a grassroots-based research effort to identify policy solutions to Silicon Valley's most pressing socio-economic problems. Findings were used to define Labor's regional policy priorities.

**California State Legislature, State Senator Tom Hayden
Natural Resources Committee Consultant and Policy Staffer**

Sacramento, CA (November 1994-September 1996)

- Researched and wrote legislative committee analyses on broad range of environmental issues.
- Researched and staffed environmental legislation authored by Senator Hayden.
- Coordinated several of Senator Hayden's environmental and public transit related initiatives.

Additional Positions/Employment:

SEIU's Campaign for Justice and Justice for Janitors Campaigns

Bilingual Organizer and Media Coordinator

San Jose, CA (January 1994-November 1994)

Labor/Community Strategy Center

Environmental Justice Organizer

Los Angeles, CA (1992-1993)

**Greenpeace, Toxics and Offshore Drilling Campaigns
Campaigner**

San Francisco, CA (1990-1991)

EDUCATION

- **University of California, Berkeley, 1989**, Two Bachelor of Arts Degrees in Peace and Conflict Studies, *summa cum laude*; and Psychology, *cum laude*
- **University of Madrid, Spain, 1987**, Minor in Spanish

References Available Upon Request

OFFICE OF THE MAYOR
SAN FRANCISCO



Rules Clerk, Bos
COB, Leg DP, Opay
EDWIN M. LEE *ae*
MAYOR *File*

Notice of Appointment

November 23, 2015

San Francisco Board of Supervisors
City Hall, Room 244
1 Carlton B. Goodlett Place
San Francisco, California 94102

Honorable Board of Supervisors:


Pursuant to Section 3.100(18) of the Charter of the City and County of San Francisco, I hereby make the following appointment:

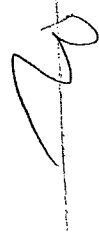
Jacquelyn Omotalade to the Commission on the Environment, assuming the seat formerly held by Angelo King, for a four-year term ending July 19, 2019

I am confident that Ms. Omotalade, an elector of the City and County, will serve our community well. Attached herein for your reference are her qualifications to serve.

Should you have any questions related to this appointment, please contact my Director of Appointments, Nicole Elliott, at (415) 554-7940.

Sincerely,


Edwin M. Lee
Mayor


RECORDED
BOARD OF SUPERVISORS
SAN FRANCISCO
NOV 23 PM 4:58

OFFICE OF THE MAYOR
SAN FRANCISCO



EDWIN M. LEE
MAYOR

November 23, 2015

Angela Calvillo
Clerk of the Board, Board of Supervisors
San Francisco City Hall
1 Carlton B. Goodlett Place
San Francisco, CA 94102

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Sincerely,


Edwin M. Lee
Mayor

K. Jacquelyn Omotalade, MPH, JD

jomotalade@gmail.com

(412) 626-0067

Jacquelyn is an innovative global leader with a successful track record building and leading nonprofit and healthcare organizations. Over the last nine years, she has been recruited to manage progressively larger organizations because of her deep expertise in developing winning strategies, building and motivating highly engaged teams, crafting win-win partnerships and delivering complex services that serve thousands. Jacquelyn has extensive experience working in the U.S., Central America, Asia, and Africa and her passion is building a culture of innovation. She has a proven track record managing complex HIV/AIDS projects. She is not afraid of big challenges and welcomes the opportunity to serve as the evangelist for big ideas that can change the world.

EXPERIENCE

Director, Blue Greenway, San Francisco Parks Alliance, San Francisco, CA, 2015 – present. *Leading the Blue Greenway project to link established open spaces; create new recreational opportunities and green infrastructure; provide public access through the implementation of the San Francisco Bay Trail, the San Francisco Bay Water Trail, and green corridors to surrounding neighborhoods; install public art and interpretive elements; support stewardship; and advocate for full waterfront access as an element of all planning and development processes throughout southeastern San Francisco now and for all time.*

- Lead SFPA's collaboration with SPUR and 20+ government agencies and stakeholders in executing the Blue Greenway Action Plan.
- Track development of regional planning and park issues for the existing park system along the southeastern waterfront and propose solutions.
- Track future open space developments on the Blue Greenway and advocate for addressing gaps in the open space system.
- Work with neighborhood groups along the Blue Greenway to ensure that they are active participants in the overall visioning, planning process and implementation.
- Support the Blue Greenway Committee through recruitment, meeting execution, issue research, follow up and report preparation.
- Identify and monitor the acquisition of parcels along the Blue Greenway that can be used for future parks and open spaces.
- Testify at and attend public hearings, public meetings, community task forces, and meetings with officials on neighborhood park issues and open space issues.
- Contribute to grant applications, reports and other fundraising activities.

International Health and Healthcare Consultant, San Francisco, Lagos, Nigeria, and Pittsburgh, PA, 2008–present.

- Worked in the U.S., Nigeria, Ethiopia, Kenya, Tanzania, South Africa, Guatemala, Cuba, and Indonesia on projects including positive deviance, harm reduction, increasing the number of pregnant women tested for HIV, HIV counseling best practices, infection control, coordination of care across the continuum, PMTCT, and training of transient and season workers to be community health workers within their communities.
- Drafted policy and best practices for organization and clinics for the culturally competent care of HIV/AIDS patients.

Adjunct Professor, Touro University, Vallejo, CA, 2012–present. *Responsible for teaching and evaluating students, serving as a student advisor, assisting in curriculum development, and*

-serving as a member of the committee's essentials to the functioning of the Public Health Program.

- Taught national and international public health law to MPH students.
- Taught a section on national and international HIV/AIDS prevention policy and practice.

Adjunct Professor, Africana Studies, San Francisco State University (SFSU), San Francisco, CA, 2013–2014 *Responsible for teaching and evaluating students, serving as a student advisor, and assisting in curriculum development.*

- Taught “Government, The Constitution and African-American Citizens” and “The Black Community and the Law.”

Senior Program Manager, Network Management, Blue Shield of California (BSC), Accountable Care Organizations (ACOs), San Francisco, CA, 2012–2013. *Responsible for running ACOs in Southern California (groups of doctors, hospitals, other health care providers, and health plans), who come together voluntarily to give coordinated high quality care to the BSC members they serve.*

- Facilitated interventions to coordinated care and helped ensure that patients, especially the chronically ill, get the right care at the right time, with the goal of avoiding unnecessary duplication of services and preventing medical errors.
- Led ACOs that succeed in both delivering high-quality care and spending health care dollars more wisely.

Senior Program Manager, California Pacific Public Health Training Center (CALPACT), Berkeley, CA, 2011–2012.

- Started CALPACT, created strategic plan, hired staff of five, established five offices throughout California, Hawaii, and U.S. Pacific Islands.
- Led CALPACT to train over 5,000 professionals annually— in-person and online with an emphasis on HIV/AIDS educational training for both clinical and non-clinical public health workers.
- Developed online curriculum with over forty classes including podcasts, webinars, and social media.
- Implemented a Spanish language training series for over forty *promotoras* (community health workers).
- Partnered with over 200 organizations to develop and implement community-based public health educational programs in the U.S. Pacific Islands, Hawaii, and California.

Executive Director, Global Outreach for Addiction Leadership and Learning (GOAL Project), Pittsburgh, PA and Nairobi, Kenya, 2009–2010. *Responsible for leading the organization, fundraising, and financial management and reporting.*

- Supervised and trained staff of fourteen in Kenya and Pittsburgh and managed \$5M PEPFAR budget.
- Reached 68,000 individuals with messages promoting HIV/AIDS prevention with emphasis on the following:
 - HIV testing and counselling during ANC, labour and delivery, and postpartum.
 - Provision of antiretroviral (ARV) drugs to mother and infant

- Safer delivery practices.
- Infant feeding information, counselling, and support.
- Referrals to comprehensive treatment, care, and social support for mothers and families with HIV infection.
- Financial oversight of spending and audit in compliance with PEPFAR rules and regulations.
- Secured \$400,000 of new funding, executed fund raising events, and maintained ongoing relationships with funders.
- Oversaw closeout of USAID New Partners Initiative grant.

Fulbright Scholar, Gajah Mada University, Yogyakarta, Indonesia, 2007–2008. *Responsible for organizing and leading advocacy efforts to improve government policy toward Indonesian domestic health workers.*

- Managed a staff of five at Rumpun Tjoet Nyak Dien, a local NGO.
- Trained domestic help workers in participatory activism including the use of cameras for social change and the ethics of photography.
- Produced and directed video documentary about the social conditions of Indonesian domestic help workers.
- Partnered with local NGO activists and universities to develop trainings for domestic workers on training domestic workers to conduct peer-to-peer trainings on HIV/AIDS prevention.

Initiative Fellow, Clinton Foundation, Ethiopia Hospital Management, 2006–2007. *Responsible for improving health delivery systems and establishing models of care in public hospitals in Ethiopia to improve long term HIV/AIDS care throughout the country.*

- Studied patient flow and reduced patient wait time by 50 percent thereby increasing the number of patients able to be seen by physicians.
- Implemented a comprehensive records management system to document testing and treatment plans.
- Created and deployed system for pharmacy inventory and warehouse management including ART drugs.
- Created integrated processes among operations, purchasing, logistics, and suppliers to execute the planning and procurement process of HIV/AIDS medications.
- Developed a post-exposure HIV prophylactic protocol.
- Advised the Ministry of Health of HIV/AIDS prevention policy and practice on specific barriers to effective HIV/AIDS prevention and care:
 - Weak healthcare systems, including inadequate antenatal care (ANC).*
 - Low utilization of ANC services and large number of deliveries occurring outside of formal health care settings.*
 - Late attendance for ANC.*
 - Variable access to HIV testing in ANC settings.*
 - Limited access to information on HIV including the risk of MTCT, and pre-test counselling, either because systems were not in place or services did not meet

minimum standards.*

- Lack of effective coordination to oversee implementation.*
- Slow turn-around times for the results of confirmatory testing.*
- Lack of health worker preparedness (including HIV-related counseling skills) to deal with HIV-positive pregnancies.*
- Limited availability of antiretroviral medicines, especially for treatment of eligible HIV-positive pregnant women.*
- Deficiencies in hospital infection control.*
- Inadequate community engagement.*
- Stigma and discrimination.

* *Items specifically addressed in my work.*

- Developed trainings for frontline and non-clinical staff on:
 - Overview of mother-to-child transmission of HIV (MTCT).
 - Factors that increase the risk of MTCT.
 - Elements of a comprehensive approach to prevention of HIV infection in infants and young children.
 - Role of maternal- and child-health (MCH) services in the prevention of HIV infection in infants and young children.
- Developed trainings for clinical staff on:
 - Describing the difference between ARV therapy and ARV prophylaxis.
 - Criteria for starting pregnant women on ARV therapy.
 - Recommended ARV drugs for PMTCT.
 - Understanding the antenatal management of women infected with HIV and women of unknown HIV status.
 - Management of labor and delivery for women infected with HIV and women of unknown HIV status.
 - Postpartum care of women infected with HIV and women of unknown HIV status.
 - Care of infants born to mothers who are HIV-infected and infants born to women of unknown HIV status.
- Developed relationships with the Orthodox Christian Church and local mosques and began programs to educate clergy on HIV/AIDS prevention

Grant Reviewer, United States Department of Health and Human Services, Washington, DC, 2005–present. *Reviewed and scored federal grant applications in the area of Service Expansion of Mental Health & Substance Abuse & Oral Health and Ryan White Parts A and B and Affordable Care Act–New Access Point–Health Center Cluster Grant Program.*

- Reviewed Part A applications for funds to provide direct financial assistance to an Eligible Metropolitan Area (EMA) or a Transitional Grant Area (TGA) that has been severely affected by the HIV epidemic. Formula and Supplemental grants assist eligible program areas in developing or enhancing access to a comprehensive continuum of high quality, community-based care for low-income individuals and families with HIV. A comprehensive continuum of care includes the thirteen core medical services specified in law and appropriate support services that assist People Living With HIV (PLWH) in accessing

treatment for HIV/AIDS infection that is consistent with the Department of Health and Human Service (HHS) Treatment Guidelines.

- Reviewed Part B applications for grants to States and U.S. Territories to improve the quality, availability, and organization of HIV/AIDS health care and support services. Part B grants include a base grant; the AIDS Drug Assistance Program (ADAP) award; ADAP Supplemental Drug Treatment Program funds; and supplemental grants to States with *emerging communities*, defined as jurisdictions reporting between 500 and 999 cumulative AIDS cases over the most recent five years.
- Reviewed grants application submitted for the New Access Point (NAP) grants under the Health Center Program, authorized by section 330 of the Public Health Service (PHS) Act, as amended (42 U.S.C. 254b). An important element of HRSA's commitment to improving and expanding access to needed health-care services is the support of NAPs for the delivery of primary health-care services to underserved and vulnerable populations under the Health Center Program H.D.

Legal and Health Policy Advocate, Shorter Alston Consulting, Pittsburgh, PA, 2004–2006.

- Advised on National Institute for Health (NIH) and Institutional Review Board policies.
- Developed legal and health policy and programs for non-profits and religious groups and organizations conducting outreach work in HIV/AIDS prevention in LGBT communities and communities of color.
- Advised organizations and assisted in grant writing to organizations seeking federal funding in the areas of health and vulnerable communities particularly around HIV/AIDS prevention.

EDUCATION Certificate in Project Management, UC Berkeley, due to complete 2014. **Master of Public Health (MPH)**, University of Pittsburgh, 2015; **Concentration:** Behavioral and Community Health Sciences; **Awards:** Jewish Health Fellowship, Coros Health Sciences Fellowship, and Jonas Salk Health Fellowship. **Juris Doctorate (JD)**, University of Pittsburgh School of Law, 2003. **Awards:** Law School Community Service Award; Honoree: Ujima Awards. **Admitted to Bar:** Pennsylvania and New Jersey. **Bachelor of Arts, Political Science, Phi Beta Kappa**, Spelman College, 2000. **Awards:** Rhodes Scholarship Finalist; Golden Key Honors Society. **OTHER Entrepreneur:** Founder of a company to identify and promote Asian textile creators. Founder of a company to provide fitness training services to Bay Area companies. **Volunteer:** President of the Board of Directors, Brava! Theater for Women in the Arts; Member, Emerge California, a political candidate training program for Democratic women; Volunteer, Glide Memorial Daily Free Meal Program.

From: Reports, Controller (CON)
Sent: Monday, November 30, 2015 12:11 PM
To: Calvillo, Angela (BOS); Gosiengfiao, Rachel (BOS); BOS-Supervisors; BOS-Legislative Aides; Kawa, Steve (MYR); Leung, Sally (MYR); Howard, Kate (MYR); Falvey, Christine (MYR); Tsang, Francis; Elliott, Jason (MYR); Steeves, Asja (CON); Campbell, Severin (BUD); Newman, Debra (BUD); Rose, Harvey (BUD); SF Docs (LIB); gmetcalf@spur.org; bob@sfchamber.com; jballesteros@sanfrancisco.travel; CON-EVERYONE; MYR-ALL Department Heads; CON-Finance Officers; Freeman, Matthew (SHF); Ly, Van (SHF); Higuera, Charles (DPW); Cunningham, Jason (MYR); Mera, Tanya (DPH); Updike, John; Robinson, Jo (DPH); Gorham, Claudia (ADM); Patt, Frank (DPH); Buker, Jim (DPW); Stacy, Kate (CAT); Santizo, Dan (SHF); Wong, Carol (CAT); Lyons, Kevin (SHF); Strong, Brian (311); Miyamoto, Paul (SHF); Ramirez, John (SHF); Akin-Taylor, Jumoke (DPW); Takashima, David (MYR); Sesay, Nadia (CON); Green, Heather (ADM) (311); Whitehouse, Melissa (MYR)
Subject: Issued: Jail Classification and Housing Options Assessment

Since 2006, the City and County of San Francisco ("the City") has planned to replace County Jails #3 and #4, which are located in the seismically deficient Hall of Justice. These two jails include a total of 828 rated beds. The Office of the Controller's jail population forecast found that the City may not need a replacement jail if County Jail #6, a 372 bed dormitory-style jail that has been closed since 2010, is reopened and can be used at capacity. The Office of the Controller hired Dr. James Austin of JFA Institute to provide an objective analysis on whether County Jail #6 could be used in lieu of constructing a new facility.

This report includes the results of Dr. Austin's analysis. His conclusion can be summarized as follows:

- In its current form, County Jail #6 is not a viable replacement for County Jails #3 and #4. From a security and programmatic perspective, there are not enough inmates in San Francisco's jail system to fully utilize County Jail #6 without major renovations and increased security staffing.
- Even if County Jail #6 were renovated and staffed appropriately, opening it would place 70 percent of San Francisco's inmate population in San Bruno. Locating the majority of San Francisco's inmates out of county creates additional issues such as:
 - Significantly increasing the cost of transporting pretrial inmates to and from courts
 - Adversely impacting inmate access to legal counsel, Adult Probation assessments, and visits from family and friends

To view the full Jail Classification and Housing Options Assessment, please visit our Web site at: <http://openbook.sfgov.org/webreports/details3.aspx?id=2228>

This is a send-only e-mail address.

For questions about the Jail Classification and Housing Options Assessment, please contact Kyle Patterson (kyle.patterson@sfgov.org).

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Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

MEMORANDUM

TO: Members of the Board of Supervisors

FROM: Jessie Rubin, Controller
Kyle Patterson, Controller

DATE: November 20, 2015

SUBJECT: Jail Classification and Housing Options Assessment

Since 2006, the City and County of San Francisco (“the City”) has planned to replace County Jails #3 and #4, which are located in the seismically deficient Hall of Justice. These two jails include a total of 828 rated beds. The current proposal before the Board of Supervisors is to replace these jails with a new 384-bed downtown facility. This proposed reduction in bed count aligns with the recent jail population forecast produced by the City’s Office of the Controller.¹

The Office of the Controller’s jail population forecast also found that the City may not need a replacement jail if County Jail #6, a 372 bed dormitory-style jail that has been closed since 2010, is reopened and can be used at capacity. The San Francisco Sheriff’s Department (“Sheriff’s Department”) feels strongly that the dormitory design of County Jail #6 cannot safely house medium- and maximum-security inmates and other special needs populations, which made up 92 percent of the jail population in 2014. The Sheriff’s Department hopes to decommission County Jail #6 and repurpose it for another use (such as a center for training staff and/or for inmate vocational programming). Meanwhile, other relevant stakeholders in San Francisco’s criminal justice community have questioned why County Jail #6 could not be used instead of constructing a new facility.

To help address these questions, the City sought a contractor to provide an objective analysis on whether County Jail #6 could be used in lieu of constructing a new facility. In choosing an appropriate contractor, the Office of the Controller consulted with various relevant stakeholders (including the Adult Probation Department and Office of the District Attorney) for recommendations on objective experts. The common recommendation among those consulted was Dr. James Austin of the JFA Institute.

Dr. Austin has over twenty-five years of experience in correctional planning and research. He is the author of the National Institute of Corrections (NIC)² objective jail classification system.³

¹ Since 2012, the Office of the Controller has produced three jail population forecasts to inform planning for a replacement jail.

² NIC is part of the U.S. Department of Justice and is the leading national authority on prison and jail classification systems.

He has served as director for several large U.S. Department of Justice-funded research and evaluation programs. He has also served as the project director of the Bureau of Justice Assistance-funded corrections options technical assistance program, which provides a wide variety of assistance to local jails, probation, parole, and prison systems.

The attached report includes the results of Dr. Austin's analysis and his expert opinion as to whether County Jail #6 could be used to satisfactorily house San Francisco's current and future jail populations. His conclusion can be summarized as follows:

- The Sheriff's Department's inmate classification system is valid, although it is over-classifying some inmates. Dr. Austin recommends some minor modifications to the Sheriff's system to improve its ability to predict inmate misconduct.
- In its current form, County Jail #6 is not a viable replacement for County Jails #3 and #4. From a security and programmatic perspective, there are not enough inmates in San Francisco's jail system to fully utilize County Jail #6 without major renovations and increased security staffing.
- Even if County Jail #6 were renovated and staffed appropriately, opening it would place 70 percent of San Francisco's inmate population in San Bruno. Locating the majority of San Francisco's inmates out of county creates additional issues such as:
 - Significantly increasing the cost of transporting pretrial inmates to and from courts
 - Adversely impacting inmate access to legal counsel, Adult Probation assessments, and visits from family and friends

³ Objective jail classification is a process of assessing every jail inmate's custody and program needs.

San Francisco Sheriff's Jail Classification and Housing Options Assessment

Prepared by

James Austin, Ph.D.
Robin Allen
Robert Harris
Michael Mahoney

November 2015

Acknowledgements

We would like to acknowledge a number of people who greatly facilitated the timely completion of this assessment. In particular, we would like to thank the following people and their agencies for helping assemble the data needed to complete the report:

Chief Matt Freeman, Sheriff's Department;
Kevin Lyons, Sheriff's Department;
Lieutenant Dave Hardy, Sheriff's Department;
Lieutenant Fernando Velasco, Sheriff's Department;
Jessie Rubin, Controller's Office; and,
Kyle Patterson, Controller's Office.

Executive Summary

The City and County of San Francisco's jail population has been steadily declining since 2008 (from 2,107 to 1,139 by 2015). This remarkable decline has altered the type of people incarcerated in the jail and the associated need for jail beds. The 2009 drug lab scandal, AB 109 (re-alignment), Proposition 47, and several reforms designed to reduce jail admissions and length of stay are all responsible for the decline. The current rates of jail incarceration are well below those of California and the nation.

The JFA Institute was contracted by the City to determine the efficacy of either reopening County Jail (CJ) #6 which is located at the San Bruno site next to County Jail #5 or construct a new jail that would be located next to the Hall of Justice. In order to make that assessment three basic questions were to be answered:

1. Is the Sheriff's Department's inmate classification system valid?
2. Which inmate classification levels can be safely housed in CJ #6?
3. How would housing inmates in CJ #6 affect the jail system overall?

To answer the questions outlined above, the JFA Institute analyzed current jail population attributes, inmate classification levels under current classification criteria, under alternative criteria as recommended by the National Institute of Corrections (NIC), and jail population trends and projections. JFA Institute also completed tours of all six jail facilities and reviewed numerous documents on the security features of each facility.

The findings regarding the three major questions can be summarized as follows:

1. Is The Sheriff's Department's Inmate Classification System Valid?

Yes, but it is over-classifying some inmates and needs to be modified. Such modifications would lower the number of inmates assigned to maximum custody, increase the number of minimum custody inmates, and improve institutional safety to staff and inmates.

2. Which Inmate Classifications Can Be Safely Housed In CJ #6?

CJ #6 should not house any maximum or special management inmates. It can readily house minimum custody inmates. However, there are not enough minimum custody inmates in the San Francisco jail system to fill this facility even when using the NIC classification system. It would be possible to accommodate some portion of the medium custody inmates in CJ #6, but they would have to be inmates who have a good disciplinary record, are participating in a structured program, and/or have a regular work assignment. However, due to the facility's lack of programmatic space this is not a viable option.

3. *How would housing inmates in CJ #6 affect the jail system overall?*

If CJ #6 was opened, 70% of the total jail beds (and inmates) would be located at the San Bruno site. Over 40% of the jail beds would be in dorms that are best suited for minimum custody inmates, which is well above the 10-20% figure that could qualify for minimum custody. There would be a significant increase in the need and costs for transporting pretrial inmates to and from the courts. Access to legal counsel, pretrial risk and needs assessment by the Adult Probation Department, and family visitation would all be adversely impacted.

From a security and programmatic perspective, there are not enough inmates in the San Francisco Jail System to fully utilize CJ #6 without major renovations and increased security staffing. There are approximately 110 males who could be safely housed in two housing units; this means that four units, or 248 beds, would be unusable. Based on the current credible jail population projections, losing this amount of bed capacity would create a crowding situation in the other two facilities (CJ #5 and CJ #2).

San Francisco has dramatically lowered its jail population and has one of the lowest incarceration rates in the nation for cities of its size. Similarly, it will be significantly lowering its current bed capacity from 2,436 beds to a projected need as low as 1,358 beds. As the population has declined so too have the special management needs and security levels of a much smaller jail population. The remaining facilities that are available to house the current and projected jail population will not be sufficient to meet their programmatic and security needs.

Introduction

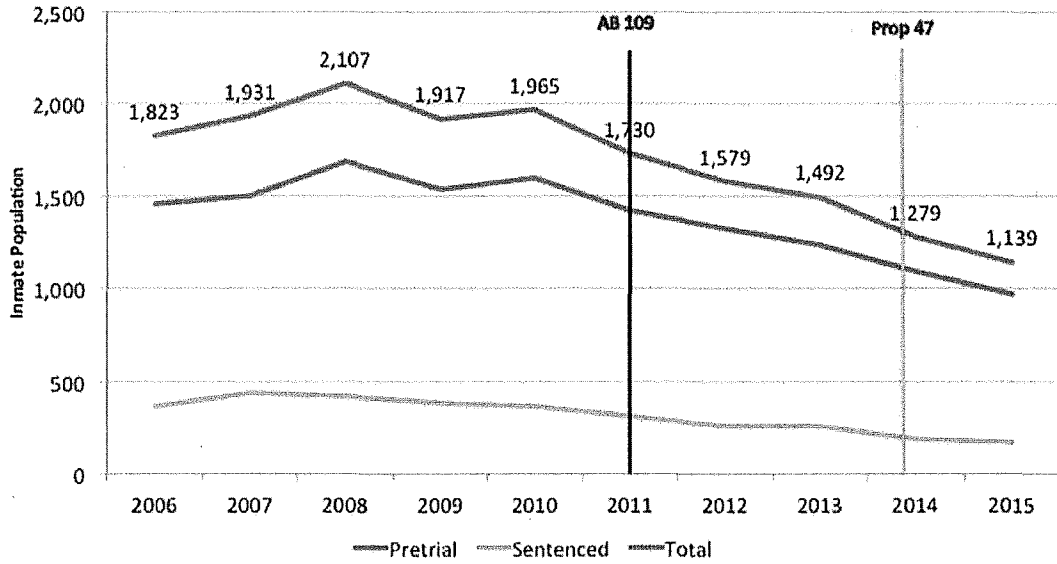
Over the past few years, there has been a significant reduction in the San Francisco county jail population. As shown in Figure 1, the population peaked in 2008 at 2,107 and has since steadily declined reaching a low of 1,139 inmates in September 2015. This decline occurred despite the expected effects of AB109 which was supposed to increase local jail populations with the housing of formerly state sentenced prisoners. Passage of Prop 47 served to further reduce the jail population.

The San Francisco jail and other forms of correctional control (probation, parole, prison and jail) are well below the rates for California and the U.S. (Figure 2). In a separate study, the JFA Institute detailed the numerous initiatives that have served to lower all forms of correctional supervision. This historic effort has also served to harden the residual jail population which is changing the number and type of prisoners to be housed.

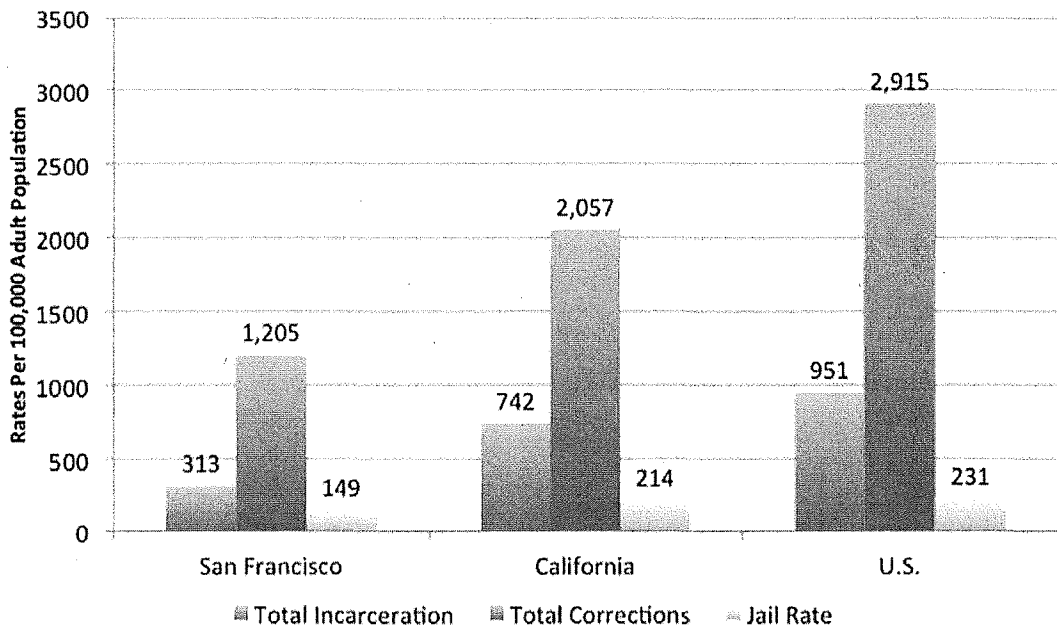
The San Francisco Sheriff's Department (SFSD) has six facilities that are in various stages of use (Table 1). All six facilities provide for a total useable bed capacity of 2,436 inmates. Two facilities, County Jail (CJ) #3 and County Jail #6, are currently closed. Both have been closed as the jail population has declined.

The current bed capacity for the remaining four facilities is 1,638 beds. Due to the seismically deficient conditions at the Hall of Justice, it has been determined that both CJ #3 and C J #4 must be permanently closed. When CJ#4 closes the resulting bed capacity will be 1,238.

**Figure 1. San Francisco Jail Population by Sentence Status
2006-2015**



**Figure 2. Incarceration and Total Correctional Control Rates
Per 100,000 Adults - 2014**



Note: Total Incarceration rate represents the number of state prisoners and local jails inmates in custody as of 2014/2015 in San Francisco, California and the U.S.

Table 1. Summary of Bed Capacity by Type of Beds and Facility

Facility	Rated Beds***	Dorms	Cells	Med/Psych	Total Usable Beds
CJ #1	Intake Only	0	0	0	0
CJ #2	392	264	200	72**	464
CJ #3*	426	0	426	0	426
CJ #4*	402	0	402	0	402
CJ #5	768	0	768	4	772
CJ #6*	372	372	0	0	372
Totals	2,360	636	1,796	76	2,436

* Denotes facilities currently closed or expected to be closed.

**These Med/Psych beds are in cells and are included in the 200 bed cell count

Source: SFSD

*** Title 15 of the California Code of Regulations defines rated beds as those that “[conform] to the standards and requirements” of the State. Unrated beds are those that are used for medical and psychiatric patients, or do not conform to state standards.

The scope of the project is to determine the efficacy of either re-opening CJ #6, which is located at the San Bruno site next to County Jail #5, or construct a new jail that would be located next to the Hall of Justice. In order to make that assessment three basic questions should be answered:

1. Is the Sheriff’s Department’s inmate classification system valid?

The SFSD utilizes an objective classification system that is modeled after the system developed by the National Institute of Corrections (NIC).¹ Is the current system producing valid custody levels for the current jail population? If not, what are the correct custody levels?

2. Which inmate classification levels can be safely housed in CJ #6?

As noted below, CJ #6 consists exclusively of dormitory style beds. Based on an evaluation of the facility’s security and program support attributes, what type of inmates (from a classification perspective) can be safely housed in CJ #6?

3. How would housing inmates in CJ #6 affect the jail system overall?

Should CJ #6 be reopened and inmates be housed there? How would the remaining inmate population be accommodated in the other two remaining facilities, County Jail #2 and CJ #5? What transportation, programmatic and special management issues would have to be addressed?

To answer these three questions, the JFA Institute was retained by the City to

¹ NIC which is part of the U.S. Department of Justice is the leading authority on prison and jail classification systems.

conduct an evaluation of the SFSD inmate classification system and a review of the three key holding facilities that may be used to house the projected inmate population in the future.

Projected Inmate Population

As noted earlier, the San Francisco County jail population has been steadily declining. This decline is the function of a number of diverse events and policy changes that have cumulatively served to lower the population to historic low numbers. There have been several attempts to project the jail population, but all have overestimated the actual population growth. This is largely due to two external and unplanned events (drug lab scandal and Proposition 47). The most recent projection was completed by the Office of the Controller (Office of the Controller, June 16, 2015. *Update to the Jail Population Forecast, San Francisco, CA.*).

In that report, two scenarios are offered. The forecast also includes an estimate of actual bed needs that takes into account classification and seasonal peaking effects. The former recognizes that on any given day all jail beds cannot be occupied due to the need to house special management inmates in segregated units. Furthermore, on any given day a number of cells are not usable due to maintenance issues. The peaking factor takes into account that jail populations have periods of fluctuations that serve to raise and/or lower the jail population on any given day.

The classification peaking factor set by the Controller ranged from 5.0% to 8.2% while the peaking factors another 4.7% to 7.5%. The total classification/peaking factor is between 9.7% and 15.7%. The most optimistic (lowest bed need is 1,358 while the highest bed need is set at 1,631 (Table 2).

With the additional closing of CJ #3 and #4, the available bed capacity in terms of raw numbers would be 1,236 beds. Based on an updated population projection and peaking factor scenario, the SFSD would have a bed deficit of either 122 or 395 beds by 2020.

Table 2. San Francisco Jail Population Forecasts and Bed Needs

Item	Lower Range	Upper Range
Forecast Baseline	1,235	1,402
Peaking Factor	4.7%	7.5%
Classification Factor	5.0%	8.2%
Bed Needs	1,358	1,631
CJ # 2 and #5 Capacities	1,236	1,236
Deficits	-122	-395

Source: Controller's Office, *Updated Jail Population Forecast*, Table 7, with figures edited to reflect an updated bed count.

Description of the SFSD Objective Classification System

Background

The current inmate classification system is designed to determine the custody level of inmates and then assign them to the most appropriate housing unit. All inmates are classified into one of three custody levels (minimum, medium and maximum). There are also special management inmate populations to consider including administrative segregation, disciplinary segregation, acute mental health, acute medical, and protective custody.

The current system is a modified NIC jail classification system that has been widely adopted by many of the nation's jails. In its simplest terms, the NIC system is separated into two classification events, initial intake classification and reclassification. The first component is the initial or intake classification, in which newly admitted inmates are screened and assessed an initial classification level of minimum, medium or maximum custody. The factors used to score the custody level reflect the severity of the current offense, prior convictions, prior escape history, prior institutional conduct and a series of stability factors that measure age, residency and employment. The system allows for staff to override the scored level by using a set of approved override factors to either decrease or increase the scored custody level.

The reclassification instrument is designed to shift the focus of the custody from current offense, prior record, prior institutional conduct, and community stability factors to the inmate's behavior since being incarcerated. Reclassification should be completed on all inmates who have been in custody for 60 or 90 days. It uses the same offense, prior criminal conviction, prior escape and prior institutional misconduct, but adds components to measure disciplinary behavior, program and work conduct since being incarcerated. The same set of overrides can be applied to the scored reclassification custody level.

SFSD Classification Unit

The SFSD has a centralized classification unit that is well trained in the use of the objective classification system. The scoring process is fully automated and does not allow for errors in the calculation process.

Classification Simulation Test Results

Since the current SFSD classification system deviates from the NIC system, a test was conducted to determine how using the NIC system would impact the custody designations of the current inmate population. In order to do this, JFA drew a random sample (using the SPSS random sample function) of 276 inmates which was 25% of the inmates on October 22, 2015 who had a computed classification level.

A comparison was then made between the sampled cases and the entire population to ensure that the sample was representative of the entire population, in terms of their current classification levels (Table 3).

Table 3. Comparison between Total SF Jail Population and Sample

Attribute	Total	Sample
Inmates	1,255	276
Current Class Level		
Maximum	55%	54%
Medium	36%	35%
Minimum	9%	11%
Sex		
Male	91%	90%
Female	9%	10%
Race		
Black	49%	50%
Hispanic	15%	15%
White	25%	23%
Other	11%	12%
Median Age	34 yrs.	34 yrs.
Median Time in Custody	85 days	86 days

As Table 3 shows, the sample was representative of the jail population on October 22, 2015. SFSD classification staff were then trained on the NIC system and asked to complete either an initial classification instrument (for inmates who had been in custody for less than 60 days) or a reclassification instrument (for those who have been in custody for 60 days or more).

JFA staff worked with the SFSD classification staff over a two-day period until all of the cases were classified. Comparisons were then made between the SFSD classification level and the NIC version. The results of the simulation test are shown in Table 4.

Of the original 276 cases sampled, 272 complete classification data were located and simulated under the NIC system. The four cases that were deleted were inmates who were in the sample, but had been admitted and released prior to having a complete classification level completed. In a few cases, the inmate's current classification level had been incorrectly computed. In those cases, the current SFSD classification level was corrected and entered into the database.

Table 4 shows the differences in custody levels based on the initial classification instrument, reclassification instrument, and the combined sample. In general, the NIC system produces a higher percentage of minimum custody inmates and a lower

percentage of maximum custody inmates than the current SFSD system. The differences between the maximum and minimum custody inmates are more pronounced on the reclassification instrument than on the initial classification instrument. Overall, the SFSD system classified 10% of inmates as minimum custody, 28% as medium custody, and 62% as maximum custody. By contrast, the NIC system classified 20% as minimum custody, 33% as medium custody and 47% as maximum custody.

The following reasons account for why this is occurring:

1. The NIC classification system uses a range of 6-10 points for the medium custody range as opposed to the SFSD range of 5-9 points. Similarly, the NIC minimum range is 5 points and under while the SFSD range is 4 points and under.
2. The SFSD current age factor is a dichotomous item (“under 28 years” or “28 years and older”) while the NIC system uses an interval scale that deducts points for older inmates.
3. The NIC system grants credits for satisfactory work and program credits while the SFSD system does not.
4. The SFSD system continues to score the inmate on the prior felony factor on reclassification while the NIC system does not.

There are also a number of attributes of the SFSD system that tend to under-classify inmates which are summarized below:

1. The NIC system employs a “two-step” additive scoring system that automatically places an inmate in maximum custody if that inmate scores higher on the first four scoring items. The SFSD system does not include this component;
2. SFSD inmates are reclassified after 30 days of incarceration while the NIC system requires 60-90 days of incarceration before a reclassification event occurs. A shorter period before reclassification event is completed can allow some inmates to be placed in a lower custody level after 30 days of incarceration. This is not desirable as 30 days is an insufficient period of time to assess an inmate’s in-custody behavior. It runs the risk of inmates with recent histories of serious misconduct to be reclassified as medium or minimum custody after only 30 days of good behavior. Jails that use the NIC system have a 60-90 day period.
3. The SFSD system does not use a “highest” offense severity rating category (i.e. has only low, medium, high currently). As a result, some inmates charged or convicted of homicides, rape and kidnapping are scored the

same as inmates who are charged or convicted of less severe violent crimes.

Table 4. Pilot Test Results

	Scored Custody Level			Total	%
Current Level	Maximum	Medium	Minimum		
	Initial Classification				
Maximum	43	13	0	56	58%
Medium	3	21	8	32	33%
Minimum	0	1	8	9	9%
Total	46	35	16	97	100%
%	47%	36%	16%	100%	
	Reclassification				
Maximum	72	35	5	112	64%
Medium	7	18	19	44	25%
Minimum	3	2	14	19	11%
Total	82	55	38	175	100%
%	47%	31%	22%	100%	
	Total Sample Results				
Maximum	115	48	5	168	62%
Medium	10	39	27	76	28%
Minimum	3	3	22	28	10%
Total	128	90	54	272	100%
%	47%	33%	20%	100%	

The exercise also required the SFSD classification staff to record how many inmates had received a disciplinary report (DR) since they had been incarcerated on the current charge. Using this data we can see the relationship between the current SFSD classification level and the NIC version. This analysis shows that the NIC system does a much better job of identifying the inmates by their risk of institutional misconduct. For example, inmates who are under the initial classification process, 30% of them under the SFSD system have one or more disciplinary reports since being incarcerated. The NIC system produced a smaller number of maximum custody inmates who had a higher percentage of inmates with at least one disciplinary report. The results for the reclassification instrument are more significant as a larger number of inmates in the current jail population are under that component of the classification system. Both the percentages of inmates with at least one disciplinary report and the average number are significantly higher for NIC classified maximum custody inmates and lower for minimum custody inmates. While the SFSD's system also shows a relationship, it is not producing as strong a relationship as the NIC system.

Table 5. DRs by Custody Level by Classification System

	SFSD System		NIC System	
	% with 1 or more DRs	Average # of DRs	% with 1 or more DRs	Average DRs
Initial				
Maximum	30%	0.6	47%	0.7
Medium	6%	0.1	6%	0.1
Minimum	0%	0.0	0%	0.0
Reclassification				
Maximum	62%	2.7	89%	3.6
Medium	29%	1.1	37%	1.1
Minimum	26%	0.3	8%	0.1

The policy implications of this analysis mean that while the current SFSD classification system is valid in the sense that it predicts inmate behavior, it is also over-classifying a significant proportion of the inmate population. A core principle of the NIC system is that inmates should be placed in the least restrictive custody level.

This finding has some face validity. The current percentage of inmates assigned to maximum custody (55-60%) is extremely high for a jail or prison system. Most prison and jail systems have 15-25% in maximum custody and 20 -30% in minimum custody.

However, comparing the San Francisco results to other jurisdictions is not advisable given the significant reduction in its jail population and its low incarceration rates. The evidence suggests that as the jail population declined, the percentage of high security inmates in the jail system has increased. This so-called “hardening” of the jail population can be seen in Table 6, which compares inmate classification in 2008 compared to today. The statistical analysis also showed that a large percentage of the current inmate population scored a severity level of “high” for the current offense, prior convictions, and history of institutional violence. Collectively, these data show that the jail population contains a higher risk group than one would see in other jail systems.

Table 6. San Francisco County Jail Population Custody Levels 2008 versus 2015

Level	2008	2015
Maximum	46%	59%
Medium	41%	33%
Minimum	9%	8%

Source: Controller Office and SFSD

Description of the Key Facilities

The second major phase of analysis examined the six facilities under the management of the SFSD. JFA consultants assigned to this task have considerable experience in both managing and auditing local jail facilities. Their considerable years of experiences coupled with the best practices in the field helped to inform the facility analysis which is also supported and informed by the classification and population data listed above.

While on site, JFA staff conducted the following activities assess the current facilities being used by the SFSD:

1. Review of documents including:
 - a) Jail housing configuration chart;
 - b) Controller office update to jail population forecast;
 - c) Current jail population report;
 - d) Current SFSD Jail Housing Plan; and,
 - e) Board of State and Community Corrections (BSCC) inspection report for 2013 (latest available report).
2. Meetings with key staff including:
 - a) Chief Deputy Sherriff Mathew Freeman;
 - b) Kevin Lyons SFSD Rehabilitation and Detention Facility liaison; and
 - c) Kyle Patterson Controller's Office.
3. Conducted tours of County Jail facilities 1-6 during which interviews and conversations were conducted with key facility staff on current staffing levels within each housing unit, housing unit population attributes, inmate movement, and available programs.

The six facilities are located on three different sites. County Jails #1 and #2 are located next to the Hall of Justice (HOJ) on 7th street. County Jails #3 and #4 are in the Hall of Justice located at Bryant Street. County Jails #5 and #6 are located outside of San Francisco County near San Bruno. As noted earlier, County Jails #3 and #6 are closed due to the declining jail population.

The type of facilities range from a linear design (CJ #3 and CJ #4) built in 1961 to more modern direct supervision (CJ #2) built in 1994 to new generation direct supervision (CJ #5) built in 2005 and a traditional dormitory style facility (CJ #6) built in 1989. CJ #1 was built in 1994 and serves as the intake unit for all bookings and releases.

Within the SFSD there is a strong core value and emphasis on engaging inmates in programs and activities during their incarceration. The design of the different facilities makes some more conducive to implementing these programs and activities. Jail # 1 is for short term intake and holding, therefore programs are

nonexistent. The linear design and lack of adequate space in jails #3 and #4 limit dramatically the ability to provide programs. There is very limited program space in Jail #6 for these activities. What follows is a more detailed description of each facility.

COUNTY JAIL #1

This facility is the receiving and holding operation. Inmates are processed in and out and/or held until they make bail or return from court and are admitted to the system. This facility does not have any beds rated for capacity nor does it have programs other than those typically seen in intake units (e.g. medical and observation).

COUNTY JAIL #2

This facility is a first generation, direct supervision jail with 6 pods. It has a rated capacity of 464, of which 264 are dormitory and 200 cells². Inmates assigned to all three custody levels of minimum, medium and maximum can be housed there. Currently one of the pods is unoccupied (Pod D).

In addition to general population inmates, there are inmates housed with special needs which include: lockup, medical, detox, acute mental health and administrative segregation. Pod C is a 72 bed dedicated medical and mental health unit.

All of the female inmates are kept in CJ #2. At the time of a facility tour, the female pods were half occupied (42 in Pod E and 44 in Pod B).

Inmate programs include the 5 Keys Charter schools which is a certified high school; Sisters, a substance abuse treatment program for women; and a variety of activities including yoga, counseling, parenting, and vocational programs. A reentry program is operated in cooperation with probation and other agencies.

COUNTY JAIL #4

Inmates in CJ #4 are primarily assigned to maximum custody with a small number assigned to medium and minimum custody. The rated capacity is 402 and houses general population, drop outs from gangs, administrative segregation, mental health, lock-up, medical, and workers. Due to the linear design of the facility, few if any programs are offered. A large gym is used for recreation.

COUNTY Jail #5

CJ #5 is a new generation, direct supervision facility with 16 pods of 48 beds per pod for a total of 768 rated beds. These beds are all cells with no dorms. Minimum, medium, and maximum custody inmates are housed. Specialized housing units consist of lock-up and administrative segregation. There is ample program space to accommodate the following programs:

² The 200 beds in cells include 72 medical and psychiatric beds, which are unrated.

- a) 5 Keys Charter School;
- b) RSVP, a restorative justice violence prevention program;
- c) COVER, a restorative justice program for veterans;
- d) Keys to Change, a post five keys initiative;
- e) ROADS to Recovery, drug treatment and reentry effort; and,
- f) Psychiatric Sheltered Living Unit provides life skills and mental health

COUNTY JAIL # 6

CJ # 6 was built in 1989 with six dorm units with a rated capacity of 62 each for a total of 372 beds. The six dorms surround a control center with the ability to view each unit. However, distance and height in the control center from the housing unit makes supervision limited. There are only two cells under the control center for isolation. There is extremely limited space for medical and rehabilitative programs. This facility has been opened and closed several times previously as the population has fluctuated. Currently, it is being used for training purposes. Substantial physical plant upgrades and new equipment will be necessary prior to re-opening this facility for housing inmates. It could easily function as training center for new and existing staff.

Analysis

1. Is The Sheriff's Department's Inmate Classification System Valid?

Yes, but it is over-classifying some inmates and needs to be modified. Such modifications would lower the number of inmates assigned to maximum custody, increase the number of minimum custody inmates, and improve institutional safety to staff and inmates. Specifically, it would increase the number of minimum custody inmates who are disciplinary free but are now assigned to medium custody. Similarly, inmates who are now assigned to maximum custody and are disciplinary free would be assigned to medium custody. Conversely, there are inmates who have been assigned to minimum and medium custody but have disciplinary records who should be in higher custody levels.

2. Which Inmate Classifications Can Be Safely Housed In CJ #6?

The facility should not house any maximum or special management inmates. It can readily house minimum custody inmates. However, there are not enough minimum custody inmates in the San Francisco jail system to fill this facility even when using the recommended NIC classification system. This means that the majority of inmates assigned to CJ #6 would have to be male, pretrial, medium custody inmates.

It would be feasible to accommodate some portion of the medium custody inmates in CJ #6, but they would have to be inmates who have a good disciplinary record, are participating in a structured program, and/or have a regular work assignment. There would also be a need to increase the number of deputies to properly supervise and manage inmates in the large dorm spaces.

3. *How Would Housing Inmates In CJ #6 Affect The Jail System Overall?*

Re-opening CJ #6 would add 372 dormitory beds to the overall jail system. Table 7 summarizes the overall bed capacity for the entire system were this to occur. The overall capacity would be 1,608 which is well above the current and projected inmate population. However, the number of beds that are dormitory style beds would be 636 or 40% of all beds.

Table 7. Summary Bed Capacity with Proposed Use of CJ #6

Facility	Year Built	Location	Beds in Cells	Beds in Dorms	Types of Inmates	Types of Programs
CJ #1	1961	Downtown	0	0	Intake/Releases	None
CJ #2	1994	Downtown	200	264	All Types	Wide Array
CJ #5	2005	San Bruno	772	0	All Types	Wide Array
CJ #6	1989	San Bruno	0	372	Min/Med	Limited
Totals			972 cells	636 dorms	1,608 beds	

Table 8 attempts to develop an operational capacity for each of the remaining three facilities. This was done by assuming that special management housing units need to be at 85% of their bed capacity to properly function. Units that house general population inmates were set at 90% (medium and maximum) or 95% (minimum custody) of their bed capacity. Using these assumptions, the entire jail system population could not exceed 1,469 inmates at any given time

Using the 4.5% peaking reported in the Controller's report, these three facilities would provide sufficient bed space to house both the current and projected jail populations (Table 9). The question that remains is whether the type of beds in this configuration would match the security and special population attributes of the current and projected populations.

To address this issue, we assessed which inmates in the current and projected jail population could be transferred to CJ #6 from the other jail facilities. We first looked at 331 inmates now housed in CJ #4.

Table 8. Detailed Housing Plan by Operational Bed Capacity

Housing Unit	BED TYPE	# of Beds	% Capacity	Operational Capacity
County Jail #5				
5M1A	WORKERS	48	95%	46
5M1B	PSYCH GP	48	85%	41
5M2A	LOCK-UP	48	85%	41
5M2B	AD SEG	48	85%	41
5M3A	AD SEG PSYCH	48	85%	41
5M3B	AD SEG LOCK-UP	48	85%	41
5M4A	INTAKE GP	48	90%	43
5M4B	INTAKE GP	48	90%	43
5M5A	KEYS TO CHANGES	48	95%	46
5M5B	COVER	48	95%	46
5M6A	GP/5KEYS	48	95%	46
5M6B	GP/5KEYS	48	95%	46
5M7A	ROADS	48	95%	46
5M7B	RSVP	48	95%	46
5M8A	GP/5KEYS	48	95%	46
5M8B	GP/5KEYS	48	95%	46
TOTAL		768	95%	701
County Jail #2				
2MA	MALE-Re-Entry	56	95%	53
2FB	FEMALE - GP	88	95%	84
2MC/SFC	MEDICAL/MH	72	85%	61
2MD	MALE	56	95%	53
2FE	FEMALE	88	90%	79
2MF	MALE	104	90%	94
TOTAL		464	91%	424
County Jail #6				
A	GP - Min	62	95%	59
B	GP - Min	62	95%	59
C	GP - Min	62	95%	59
D	GP-Medium	62	90%	56
E	GP-Medium	62	90%	56
F	GP-Medium	62	90%	56
Totals		372	93%	344
Grand Totals		1,604	92%	1,469

GP = General Population

PSYCH = Acute Mental Health

AD SEG = Administrative Segregation

Table 9. Summary of Available Beds

Facility	Beds	Operational Beds
CJ #2	464	424
CJ #5	768	701
CJ #6	372	344
Totals	1,604	1,469
Projected Populations		
Low Projection		1,235
With 4.5 % Peaking		1,291
Surplus(+)/Deficit(-)		+178
High Projection		1,402
With 4.5% Peaking		1,465
Surplus/Deficit		+4

There are a number of factors that would preclude most of the inmates now housed in CJ #4 to be simply relocated to CJ #6. As noted earlier, all of the inmates in CJ #4 are now housed in cells and not dorms. Furthermore, of the 331 inmates that are now housed in CJ #4, 163 (nearly 50%) are in special populations categories (administrative segregation, medical, mental health) that preclude placement in CJ #6 (Table 10). Of the remaining 196 inmates who are assigned to the general population, 106 are classified as maximum custody and could not be assigned to the CJ #6 dorms. That would leave only 68 inmates who are general population and are classified as medium or minimum custody. Even if the SFSD modifies its classification system, it would not produce a sufficient number of inmates to occupy the CJ #6 dormitory beds.

Table 10. Current Inmate Housing Designations for County Jail #4

Housing	Inmates	%
Total Inmates	331	100%
Special Populations	163	49%
General Population	168	51%
Maximum	106	32%
Medium	58	18%
Minimum	4	1%

Source: SFSD Inmate Data file 10/21/2015

This would mean that a large number of inmates (approximately 275) now housed in CJ #2 and CJ #5 would have to be relocated from their current housing units and placed in CJ #6. Here again there are a number of operational and security factors that would negate the viability of using the CJ #6 facility.

For CJ #2, it is assumed that the women could not be assigned to CJ #6 due to their diverse security, medical, and mental health needs which are being adequately served at CJ #2. Furthermore, of the remaining 130 males, there are 56 that are in the acute medical and mental health unit, 33 are assigned to the re-entry program, and 23 are assigned to maximum custody. All of these factors would preclude assignment to CJ #6 (Table 11).

Table 11. Current Inmate Housing Designations for County Jail #2

Housing	Inmates	%
Total Inmates	252	100%
Females	122	48%
Males	130	52%
Medical/Mental Health	56	22%
Re-Entry	33	13%
General Population	41	16%
Maximum	23	9%
Medium	13	5%
Minimum	5	2%

Source: SFSD Inmate Data file 10/21/2015

The remaining CJ #5 facility also has sizeable inmate population attributes that would preclude their placement in CJ #6 (Table 12). It has a large administrative segregation population (111), step down mental health inmates (41) and newly admitted inmates in the intake unit (21). There is a small group of workers but placing them in a 62 bed dorm in CJ #6 would be an inefficient use of that space.

Table 12. Current Inmate Housing Designations for County Jail #5

Housing	Inmates	%
Total Inmates	638	100%
Administrative Segregation	111	17%
GP - Mental Health	41	6%
New Intake	21	3%
Workers	28	4%
Programs	370	58%

Source: SFSD Inmate Data file 10/21/2015

The inmates now participating in the various programs operated at CJ #5 would be suitable candidates for placement in CJ #6 from a pure housing perspective. But, as noted above, there is virtually no program space at CJ #6; inmates would have to be transported back and forth between CJ #5 and CJ #6 on a daily and even hourly basis to access the required program space. Such frequent movement would be costly (requires additional escort officers) and potentially unsafe as inmates from different housing levels with different custody levels can interact and confront each other during movement.

Summary

Based on this analysis, from a security and programmatic perspective there are not enough inmates in the San Francisco Jail System to fully utilize CJ #6. It is estimated that there are approximately 110 males who could be housed in two units, meaning that four units (or 248 beds) would be unusable. Losing this amount of bed capacity would result in overcrowding system wide.

Finally, even if CJ #6 could be fully occupied, it would not be a viable option due to several significant issues.

1. Virtually all of the male population would be in the pretrial status with the need to continue to make periodic appearances in court, thus increasing the transportation costs for SFSD. Access by both public and private service groups which provide services, programs and activities would also be limited.
2. As noted in the Office of the Controller's June 2015 report (pp. 21-22), the utilization of dormitories for a predominately pretrial population is highly discouraged by national correctional organizations such as the National Institute of Corrections, American Correctional Association and the American Jail Association. CJ # 6 lacks adequate space for programs. Significant renovation or new construction to provide program space would be essential to operate this facility.
3. Re-opening CJ #6 would result in approximately 70% of the SFSD Jail population being housed at the out-of- county San Bruno site.

San Francisco has dramatically lowered its jail population and has one of the lowest incarceration rates in the nation for cities of its size. Similarly, it will be significantly lowering its current bed capacity from 2,436 beds to a projected need as low as 1,358 beds. As the population has declined so too have the special management needs and security levels of a much smaller jail population. The remaining facilities that are available to house the current and projected jail population will not be sufficient to meet their programmatic and security needs.

November 22, 2015

Ms Angela Calvillo,
Clerk of the Board
City Hall
1 Dr. Carlton B. Goodlett Place
Room 244
San Francisco, 94102
re: Construction at 22 Ord Court

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NOV 25 PM 3:16

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BOS-11, COB,
Bos Leg. Opay

File 151113-151116

Dear Ms. Calvillo,

Kindly forward my comments to the Board regarding 22 Ord Court. I have lived on the Vulcan Stairway for more than 30 years and am appalled to see the construction of Mc Mansions in my neighborhood. Granting this certification will further destroy the character of our neighborhood which was originally intended for COTTAGES! All this certification does is encourage more noise, more traffic on a extremely narrow street and the elimination of any appropriate construction for this area. Let them change the parcel to 25% and build according to scale for this neighborhood

Thank you for your attention,
Melody Marks

Melody Marks

44 Vulcan Stairway (parallel to Ord Court)
San Francisco, Ca., 94114

From: Board of Supervisors, (BOS)
To: Calvillo, Angela (BOS); Major, Erica (BOS)
Subject: FW: 151179 NATO: Age 21 Ordinance
Attachments: Letter to San Francisco Board of Supervisors Regarding State Law Pre-Emption.pdf; ATT00001.htm; Healdsburg Police Department Letter to Tobacco Retailers.pdf; ATT00002.htm

From: Thomas Briant [mailto:info@natocentral.org]
Sent: Tuesday, November 24, 2015 6:46 AM
To: Mar, Eric (BOS) <eric.mar@sfgov.org>; Farrell, Mark (BOS) <mark.farrell@sfgov.org>; julie.chirstensen@sfgov.org; Tang, Katy (BOS) <katy.tang@sfgov.org>; BreedStaff, (BOS) <breedstaff@sfgov.org>; Kim, Jane (BOS) <jane.kim@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Wiener, Scott <scott.wiener@sfgov.org>; david.campos@sfgvo.org; Cohen, Malia (BOS) <malia.cohen@sfgov.org>; Avalos, John (BOS) <john.avalos@sfgov.org>
Cc: info@sfcityattorney.org; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: NATO: Age 21 Ordinance

NATO®

DATE: November 24, 2015

TO: San Francisco Board of Supervisors

CC: City Attorney Dennis Herrera; Clerk of the Board of Supervisors

FROM: Thomas Briant, Executive Director and Legal Counsel

As the legal counsel for the National Association of Tobacco Outlets and on behalf of the retailers located in San Francisco that are members of NATO, I am submitting the attached letter which explains that California state law preempts a local unit of government from enacting an ordinance that raises the legal age to purchase tobacco products beyond age 18 as proscribed by California Penal Code Section 308. Please review the letter and I would appreciate a reply to this request by City Attorney Dennis Herrera.

If you or the city attorney has any questions, please call me at 866-869-8888.





NATO

November 23, 2015

President London Breed
Supervisor Eric Mar
Supervisor Mark Farrell
Supervisor Julie Christensen
Supervisor Katy Tang
Supervisor Jane Kim
Supervisor Norman Yee
Supervisor Scott Wiener
Supervisor David Campos
Supervisor Malia Cohen
Supervisor John Avalos
City of San Francisco
City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

RE: State Law Pre-Emption of Raising the Legal Age to Purchase Tobacco Products

Dear President Breed and Supervisors:

As legal counsel for the National Association of Tobacco Outlets, Inc. (NATO), and on behalf of NATO's retail member stores located in Palo Alto, I am writing to explain that California state law pre-empts a local government from raising the legal age to purchase tobacco products. Recently, newspaper reports have indicated that an ordinance has been proposed to raise the legal age to purchase tobacco products to 21 in the City of San Francisco.

California Penal Code Section Pre-Empts Local Governments from Raising the Legal Age

California Penal Code Section 308(a)(1) makes it illegal to sell tobacco products to a person under the age of 18. Specifically, the statute reads as follows:

Section 308(a)(1): Every person, firm, or corporation that knowingly or under circumstances in which it has knowledge, or should otherwise have grounds for knowledge, sells, gives, or in any way furnishes to another person who is under the age of 18 years any tobacco, cigarette, or cigarette papers, or blunts wraps, or any other preparation of tobacco, or any other instrument or paraphernalia that is designed for the smoking or ingestion of tobacco, products

prepared from tobacco, or any controlled substance, is subject to either a criminal action for a misdemeanor or to a civil action brought by a city attorney, a county counsel, or a district attorney, punishable by a fine of two hundred dollars (\$200) for the first offense, five hundred dollars (\$500) for the second offense, and one thousand dollars (\$1,000) for the third offense.

Moreover, California Penal Code Section 308(e) clearly states that this state law pre-empts a local unit of government from enacting a law contrary to this state statute. This section reads as follows:

Section 308(e): It is the Legislature's intent to regulate the subject matter of this section. As a result, no city, county, or city and county shall adopt any ordinance or regulation inconsistent with this section.

By enacting California Penal Code Section 308, the California legislature intended to exclusively regulate the issue of the minimum age to purchase tobacco products and, as a result, a city or county are not allowed to adopt any ordinance or regulation inconsistent with the minimum legal age of 18 years old.

In *Prime Gas, Inc. v. City of Sacramento*, (2010) 184 Cal. App. 4th 697, 109 Cal.Rptr.3d 261, the plaintiff raised the issue of preemption. The Court, citing *O'Connell v. City of Stockton* 41 Cal.4th 1061, 63 Cal.Rptr.3d 67, 162 P.3d 583 (2007), noted that the legislature may either expressly or implicitly preempt local jurisdictions, and further noted that Penal Code section 308(e) expressly prohibits cities and counties from adopting any ordinance or regulation inconsistent with Penal Code Section 308. (See 184 Cal. App.4th 703; 109 Cal.Rptr. 3d 264). Since Penal Code Section 308 That section makes it a crime to sell to a person under 18.

The court noted that in *Bravo Vending v. City of Rancho Mirage* 16 Cal.App.4th 383, 20 Cal.Rptr.2d 164 (1993), it was:

concluded that "the regulatory field preempted by [Penal Code] section 308 is that of the penal—i.e., both criminally and civilly proscribed—aspects of the sale of cigarettes to minors: To whom is it illegal to sell cigarettes, and what are the penal consequences of doing so?" (*Bravo*, supra, at p. 403, 20 Cal.Rptr.2d 164.)

184 Cal.App. 4th 706; 109 Cal.Rptr. 3d 266.

Thus the *Prime Gas* court affirmed the *Bravo* court's conclusion that Penal Code section 308 decided the issue of "to whom is it illegal to sell cigarettes," that is, persons under the age of 18.

The *Prime Gas* court went on to expound upon two other later enactments, the STAKE Act, which permits local jurisdictions to be "enforcing agencies" of State law, and the State Licensing Act of 2003. This latter Act the court described as playing "the pivotal role in deciding whether the [Sacramento] Ordinance is preempted by state law." 184 Cal.App. 4th 708; 109 Cal.Rptr. 3d 268. The Licensing Act allowed Boards of Equalization to impose administrative penalties for violations of either Penal Code Section 308 or the Stake Act. Then the Court quoted what it

called “the clincher” as to whether Sacramento’s ordinance, Bus & Prof. Code § 22971.3, was preempted:

Nothing in this [Act] preempts or supersedes any local tobacco control law other than those related to the collection of state taxes. Local licensing laws may provide for the suspension or revocation of the local license for any violation of a state tobacco control law. (Italics in original.)

184 Cal.App. 4th 709; 109 Cal.Rptr. 3d 269.

Thus, the *Prime Gas* court decided that Sacramento could adopt a local license law that included suspension or revocation of the local license *for violations of a state tobacco control law* because the License Act of 2003 specifically said they could. In other words, the State expressly allows local jurisdictions to adopt their own ordinances as long as they are restricted to suspension or revocation for violations of State tobacco laws.

Healdsburg Suspension of Enforcement of Age 21 Ordinance

Please note that the Healdsburg, California City Council has suspended its enforcement of the city’s minimum age 21 requirements to purchase tobacco products after NATO informed the city council members that California state law pre-empts a local unit of government from increasing the legal age to buy tobacco products. For your reference, I have included links to a Santa Clara Press Democrat newspaper story about the decision to suspend enforcement and a follow up editorial that was printed in the newspaper.

Healdsburg City Attorney Robin Donoghue (707-573-7803) has also informed me that the city will be submitting a request to the California Attorney General for an attorney general’s opinion regarding the state law pre-emption of raising the legal age to purchase tobacco products. In addition, the Healdsburg City Police Department has sent the accompanying letter dated October 12, 2015 to Healdsburg retailers informing them that enforcement of the age 21 requirements is suspended and that retailers can once again sell tobacco products to 18, 19, and 20-year-old adults during this enforcement suspension period.

Other California Local Governments Recognize State Law Pre-Empts Higher Legal Age

Just last month, the Los Angeles Chief Legislative Analyst informed the Los Angeles City Council that a city council member’s pending request to draft an ordinance increasing the legal age to purchase tobacco products to age 21 could not be complied with because California state law pre-empts such a local law from being adopted by a city or county government. According to the attached Los Angeles “Report of the Chief Legislative Analyst” dated September 11, 2015, Page 2, the Chief Legislative Analyst states as follows:

“On August 21, 2013, Motion (Koretz-Bonin) was introduced which requests the City Attorney to prepare an ordinance to increase the minimum legal age to purchase tobacco products from age 18 to 21 (C.F. 13-1101). The City Attorney has advised that the City is not allowed to increase the minimum legal age to purchase these products inasmuch as it is

preempted by State law.”

In addition to the Los Angeles City Attorney’s determination that state law pre-empts a local government from raising the legal age to purchase tobacco products, the El Cerrito, California City Attorney came to the same conclusion. As evidenced by Item 7A of the El Cerrito City Council Meeting agenda for January 20, 2015, which can be found at the link below, the following paragraph references the El Cerrito City Attorney’s opinion:

Minimum Legal Sale Age (MLSA)

The federal nationwide minimum age to purchase cigarette and smokeless tobacco is 18 years of age. In researching the matter, the City Attorney’s office found that cities in California are preempted under State law (Penal Code section 308) from raising the MLSA. California cities may regulate some details about the manner of the sales, and revoke a license if the business sells to a minor, but California cities cannot raise the MLSA.

<http://www.el-cerrito.org/Archive.aspx?ADID=2093>

In short, other local California lawmakers have been advised by their respective legal counsels that a local government is prohibited from raising the legal age to purchase tobacco products. Based on this legal advice, these cities have not considered nor adopted a minimum legal age of 21 to purchase tobacco products.

For all of the reasons stated above, I am requesting that the San Francisco Board of Supervisors cease future consideration of an ordinance to raise the legal age to purchase tobacco products to 21 years old.

I would appreciate the courtesy of a reply to this correspondence to be informed of what action the San Francisco Board of Supervisors will take on this matter. Thank you for your consideration.

Sincerely,

Thomas A. Briant

Executive Director and Legal Counsel
National Association of Tobacco Outlets, Inc.

Copy To: City Attorney Dennis Herrera
Clerk of the Board of Supervisors



CITY OF HEALDSBURG
Police Department
238 Center Street
Healdsburg, CA 95448
Phone: 707/431-3377
visit us at www.ci.healdsburg.ca.us

TOBACCO RETAILER INFORMATION

October 12, 2015

Tobacco Retailer

RE: Healdsburg Municipal Code:

8.26.020 (E) It shall be a violation of this chapter for any licensee or any of the licensee's agents or employees to sell, give, or in any way furnish to another person who is under the age of 21 years any tobacco product or smoking paraphernalia.

Dear Business Owner:

Effective immediately, and until further notice from the City of Healdsburg, the above portion of the City's Tobacco Ordinance, which only allows for the sale of tobacco products to persons who are at least 21 one years of age, is temporarily suspended. Accordingly, validly licensed tobacco retailers may sell tobacco products to persons who are at least 18 years of age, as required by California law. All other portions of the City's Tobacco Ordinance will remain in full effect.

Please contact me if you have any questions.

Sincerely,

Mike Miller

Code Enforcement Officer
Healdsburg Police Department
238 Center Street
Healdsburg, CA 95448
mmiller@ci.healdsburg.ca.us
707-431-3162

Commute.org

November 19, 2015

Board of Supervisors
City and County of San Francisco
1 Dr. Carlton B Goodlett Place
San Francisco, CA 94102

Re: Commuter Shuttle Program and Policy (Support)

Dear Board Members:

On behalf of Commute.org (Peninsula Traffic Congestion Relief Alliance), I would like to register our support for the SFMTA board's recent decision to make permanent the Commuter Shuttles Permit Program. Traffic congestion in the Bay Area has reached crisis proportions in recent years, and each of the region's major transportation systems are operating at record capacity. The emergence of employer-provided commuter shuttles in recent years has been shown to be good for both traffic and the environment.

Based on our most recent commute mode survey, approximately 2.7% of employees in San Mateo County use their employer-provided commuter shuttle to get to and from their worksite. Additionally, there are many shuttles that travel through our county to locations in the Silicon Valley. According to the SFMTA, 47% of those shuttle riders would have otherwise driven alone to work, while only 5% said they would move closer to work.

Therefore, SFMTA's shuttle program is critical to helping reach traffic reduction goals across the region and alleviates the extra burden on San Mateo County's roadways that would exist without the shuttle program.

I applaud SFMTA staff for putting forward a thoughtful plan to further incorporate this valuable asset into the region's transportation fabric, and I urge the Board of Supervisors to support the program if it comes before your body.

Sincerely,



John Ford
Executive Director

cc: Ed Reiskin, SFMTA Executive

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News Release

RECLAMATION

Managing Water in the West

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**Mid-Pacific Region
Sacramento, Calif.**

MP-15-207

Media Contact: Shane Hunt, 916-978-5100, shunt@ubsr.gov

Released On: Nov. 23, 2015

Reclamation Announces Availability of the Final EIS on the Coordinated Long-term Operation of the Central Valley Project and State Water Project

SACRAMENTO, Calif. – The Bureau of Reclamation has released the Final Environmental Impact Statement that analyzes the impacts of implementing the 2008 U.S. Fish and Wildlife Service and 2009 National Marine Fisheries Service Biological Opinions associated with the coordinated long-term operation of the Central Valley Project and State Water Project.

The FEIS analyzed five alternatives that consider modifications to operational components of the CVP and SWP from both the Reasonable and Prudent Alternative's. Continued operation of the CVP and the SWP is necessary to provide river regulation, improvement of navigation; flood control; water supply for irrigation and domestic uses; fish and wildlife mitigation, protection, and restoration; fish and wildlife enhancement and power generation. The CVP and SWP facilities also provide recreation benefits and must meet water rights and water quality requirements.

Hard copies of the FEIS can be reviewed at Bureau of Reclamation, MP Regional Office, 2800 Cottage Way, Sacramento CA 95825 or MP Bay-Delta Office, 801 I Street, Suite 140, Sacramento, CA 95814. Please call in advance to make an appointment at the Regional Office (916-978-5100) or the Bay Delta Office (916-414-2424) and reference press release number MP-15-125.

The FEIS may be viewed online at:
http://www.usbr.gov/mp/nepa/nepa_projdetails.cfm?Project_ID=21883. If you encounter problems accessing the documents, please call 916-978-5100 or email mppublicaffairs@usbr.gov.

Reclamation will not make a decision on the proposed action until at least 30 days after release of the FEIS. After a 30-day waiting period, Reclamation will complete a Record of Decision. The ROD will state the action that will be implemented and will discuss all factors leading to the decision.

For additional information, please contact Patti Idlof, Acting Conservation and Conveyance Division Chief, Bay-Delta Office, Bureau of Reclamation at pidlof@usbr.gov, or by phone at 916-414-2404 (TTY 800-877-8339).

###

Reclamation is the largest wholesale water supplier and the second largest producer of hydroelectric power in the United States, with operations and facilities in the 17 Western States. Its facilities also provide substantial flood control, recreation, and fish and wildlife benefits. Visit our website at www.usbr.gov and follow us on Twitter [@USBR](https://twitter.com/USBR)

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: CPUC Notification - Verizon Wireless - 11/25/2015
Attachments: CPUC Filing - Verizon - 11-25-2015.pdf

From: West Area CPUC [mailto:WestAreaCPUC@VerizonWireless.com]
Sent: Wednesday, November 25, 2015 1:25 PM
To: Masry, Omar (CPC) <omar.masry@sfgov.org>; Administrator, City (ADM) <city.administrator@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Cc: West Area CPUC <WestAreaCPUC@VerizonWireless.com>
Subject: CPUC Notification - Verizon Wireless - 11/25/2015

This is to provide your agency with notice according to the provisions of General Order No. 159A of the Public Utilities Commission of the State of California ("CPUC"). This notice is being provided pursuant to Section IV.C.2.

If you prefer to receive these notices by US Mail, please reply to this email stating your jurisdiction's preference.

Thank You



November 25, 2015

Ms. Anna Hom
Consumer Protection and Safety Division
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA 94102
alh@cpuc.ca.gov

RE: Notification Letter for Various Verizon Wireless Facilities
San Francisco-Oakland, CA / GTE Mobilnet of California Limited Partnership / U-3002-C

This is to provide the Commission with notice according to the provisions of General Order No. 159A of the Public Utilities Commission of the State of California ("CPUC") for the projects described in Attachment A.

A copy of this notification letter is also being provided to the appropriate local government agency for its information. Should there be any questions regarding this project, or if you disagree with any of the information contained herein, please contact the representative below.

Sincerely,

Melinda Salem
Engr IV Spec-RE/Regulatory
15505 Sand Canyon Avenue, Irvine, CA 92618
WestAreaCPUC@VerizonWireless.com



CPUC Attachment A

Initial Build (new presence for Verizon Wireless)

VZW LEGAL ENTITY	JURISDICTION	PLANNING DIRECTOR	CITY ADMINISTRATOR	CLERK OF THE BOARD	COUNTY
GTE Mobilitel of California Limited Partnership	City of San Francisco 1 Dr. Carlton B. Goodlett Pl San Francisco, CA 94102	omar.masry@sfgov.org	city.administrator@sfgov.org	Board.of.Supervisors@sfgov.org	San Francisco

Site Name	Site Address	Site APN	Site Coordinates (NAD 83)	Project Description	Number & type of Antennas	Tower Design	Tower Appearance	Tower Height (in feet)	Size of Building or NA	Type of Approval	Approval Issue Date	Approval Effective Date	Approval Permit Number	Resolution Number
SF UM SC039	300 Kearny St, San Francisco CA 94104	N/A - public right-of-way	37°47'27.21"N 122°24'14.41"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (30'-2" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing PUC streetlight pole	Panel antenna @ 31'-11" RAD	32'-11" AGL	N/A	Personal Wireless Service Facility Permit	11/19/2015	12/19/2015	15WR-0368	N/A
SF UM SC049	733 Kearny St, San Francisco, CA 94108	N/A - public right-of-way	37°47'40.12"N 122°24'18.14"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (29'-6" AGL) MTA steel streetlight pole.	1 panel antenna	Existing MTA streetlight pole	Panel antenna @ 31'-3" RAD	32'-3" AGL	N/A	Personal Wireless Service Facility Permit	11/20/2015	12/20/2015	15WR-0035	N/A
SF UM SC052	275 Sacramento Street, San Francisco CA 94111	N/A - public right-of-way	37°47'39.58"N 122°23'54.46"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (29'-6" AGL) MTA steel streetlight pole.	1 panel antenna	Existing MTA streetlight pole	Panel antenna @ 31'-5" RAD	32'-5" AGL	N/A	Personal Wireless Service Facility Permit	11/16/2015	12/16/2015	15WR-0036	N/A
SF UM SC175	1 Bush Street, San Francisco CA 94104	N/A - public right-of-way	37°47'28.29"N 122°24'1.55"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (29'-8" AGL) MTA steel streetlight pole.	1 panel antenna	Existing MTA streetlight pole	Panel antenna @ 31'-5" RAD	32'-5" AGL	N/A	Personal Wireless Service Facility Permit	11/20/2015	12/20/2015	15WR-0037	N/A
SF UM SC291	101 Cyril Magnin St, San Francisco CA 94102	N/A - public right-of-way	37°47'9.00"N 122°24'32.34"W	Installation of one 7.5" diameter x 24" tall canister antenna, two 16.5" x 9.8" x 5.7" MRRU's on to existing (29'-0" AGL) SFPUC steel streetlight pole.	1 panel antenna	Existing PUC streetlight pole	Panel antenna @ 30'-9" RAD	31'-9" AGL	N/A	Personal Wireless Service Facility Permit	11/17/2015	12/17/2015	15WR-0401	N/A
SF LM PH1 SC20	201 Mission Street, San Francisco	N/A - public right-of-way	37 47 30.06 N, 122 23 41.6 W	Installation of (1) Amphenol CWS070X06 antenna, (2) mRRUs, (1) electrical meter, (1) disconnect switch, and (2) fiber diplexors on existing brown PGE pole in the public right of way	1 cylindrical antenna	PGE brown pole	Antenna @ RAD of 31'-5"	32'-5"	N/A	Wireless Box Permit	4/23/2015	5/23/2015	15WR-0236	N/A