

FILE NO. 140252

Petitions and Communications received from March 10, 2014, through March 17, 2014, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on March 25, 2014.

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 California Public Utilities Commission, regarding notice of Pacific Gas and Electric Company's supplemental filing for residential electric rate reform. Copy: Each Supervisor. (1)

From concerned citizens, regarding Sharp Park. File No. 140174. 2 letters. Copy: Each Supervisor. (2)

From SafetyBeltSafe U.S.A., regarding Safety Seat Checkup Week. (3)

From Youth Commission, submitting support for ordinance on tax on sugar-sweetened beverages. File No. 140098. Copy: Each Supervisor. (4)

From Katherine Roberts, regarding bottled water ordinance. File No. 131207. Copy: Each Supervisor. (5)

From concerned citizens, regarding private transportation networks and taxi services. File No. 140020. 2 letters. Copy: Each Supervisor. (6)

From concerned citizens, regarding ordinance on electronic cigarettes. File No. 131208. 3 letters. Copy: Each Supervisor. (7)

From Controller, submitting report on City Services Benchmarking: Public Transportation. Copy: Each Supervisor. (8)

From Residential Rent Stabilization and Arbitration Board, submitting Annual Report on Eviction Notices. Copy: Each Supervisor. (9)

From concerned citizens, regarding proposed Sharp Park Pumphouse Safety and Infrastructure Improvement Project. File No. 140174. 50 postcards. Copy: Each Supervisor. (10)

From Controller, submitting report for the audit of San Francisco Waterfront Partners, LLC. Copy: Each Supervisor. (11)

From Clerk of the Board, reporting the following individuals have submitted Form 700 Statements: (12)

Carolyn Goossen - Legislative Aide - Annual
Chris Hyland - SOTF - Annual
David Todd - SOTF - Annual
Louise Fischer - SOTF - Annual
Angela Calvillo - Clerk of the Board - Annual
Jess Montejano - Legislative Aide - Annual

From Treasurer and Tax Collector, submitting 2013 Special School Parking Even Permit Report. Copy: Each Supervisor. (13)

From Recreation and Park, regarding the opening of Glen Canyon Park Playground. (14)

From Steve Wilson, regarding bikes for families. (15)

From Donald Reed, regarding English as the official language. Copy: Each Supervisor. (16)

From Bay Regional Water Quality Control Board, regarding Lagunitas Creek Watershed. Copy: Each Supervisor. (17)

From Elise Fox, regarding City College of San Francisco Board of Trustees. File No. 140123. Copy: Each Supervisor. (18)

From Paul Nisbett, regarding UCSF expansion in Mission Bay. Copy: Each Supervisor. (19)

From Asian Firefighters Association, regarding new testing process for entry-level firefighters. Copy: Each Supervisor. (20)

From San Francisco International Airport, regarding proposed issuance of tax-exempt airport revenue bonds. Copy: Each Supervisor. (21)

From Municipal Transportation Agency, submitting a Community Guide to the Transit Effectiveness Project. (22)

From Planning Department, submitting supplemental memorandum for Environmental Impact Report for the Transit Effectiveness Project. Available at the Planning Department web site at <http://tepeir.sfplanning.org>. Copy: Each Supervisor. (23)

BOS-11

March 14, 2014

TO: STATE, CITY AND LOCAL OFFICIALS

NOTICE OF PACIFIC GAS AND ELECTRIC COMPANY'S SUPPLEMENTAL FILING FOR RESIDENTIAL ELECTRIC RATE REFORM (R.12-06-013, PHASE 1)

Summary

On February 28, 2014, Pacific Gas and Electric Company (PG&E) filed a request with the California Public Utilities Commission (CPUC) to change residential rates starting in 2015. As a result, some customers will see increases in their monthly bills while others will see decreases. This proposal will not change the amount of total revenues collected by PG&E, which is determined in other proceedings.

About this proposal

PG&E's proposal would simplify its residential electric rate structure over several years, from 2015 through 2018. PG&E's requested changes comply with a new state law, AB 327, and a ruling from the CPUC that directs utilities to propose reforms to simplify California's residential electricity rate structure and better align rates with the actual costs of providing electric service.

Tiered rate proposal

For the residential standard and time-of-use electric rate plans, PG&E proposes to:

- 1.Reduce the number of electric pricing tiers from the current four tiers to three tiers in 2015 and to two tiers by 2018
- 2.Adjust usage allowance levels in each tier
- 3.Replace the current minimum charge of \$4.50 with a monthly service fee to help cover fixed costs, starting at \$5 per month in 2015, followed by an increase to \$10 per month in 2016. After that, the fee would be adjusted each year in line with the Consumer Price Index (CPI) for all residential customers except for those on the California Alternate Rates for Energy (CARE) program
- 4.Introduce a new optional, simplified, non-tiered time-of-use rate plan in which the price of electricity varies by the time of day, beginning January 2015

A table presenting a more illustrative description of the proposed standard residential electric rate structure was included in a bill insert announcing this filing that was sent directly to customers in March and April.

CARE proposal

PG&E is also proposing changes to the CARE program consistent with the new state law. Similar to the proposal for non-CARE rate plans, PG&E proposes to:

- 1.Reduce the number of electric pricing tiers from three tiers in 2015 to two by 2018
- 2.Gradually lower the CARE discount in order to reach the required 30–35 percent discount range in 2018
- 3.Replace the current minimum charge of \$3.60 with a monthly service fee for CARE customers to help cover fixed costs, starting at \$2.50 per month in 2015, followed by an increase to \$5 per month in 2016. After that, it would increase each year in line with the CPI
- 4.Introduce a new optional, simplified, non-tiered time-of-use rate plan in which the price of electricity varies by the time of day, beginning January 2015

How will PG&E's proposals affect me?

If PG&E's proposal is adopted, residential customers would see bill increases or decreases depending on their monthly usage levels and their rate plan. These proposed rate changes would also affect PG&E's medical baseline and Family Electric Rate Assistance (FERA) programs. Most customers receive bundled electric service from PG&E, meaning that PG&E provides electric generation as well as transmission and distribution service. A table illustrating the proposed 2015 monthly bill impacts for bundled residential customers was included in a bill insert announcing this filing that was sent directly to customers in March and April.

Rate and bill impacts for residential DA/CCA Customers

Direct Access (DA) and Community Choice Aggregation (CCA) customers only receive electric transmission and distribution service from PG&E. DA/CCA customers are charged the same electric distribution and Public Purpose Program (PPP) rate as bundled service customers. As a result of reducing the CARE discount, the CARE surcharge portion of the PPP rate is expected to decrease.


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(1)

Another category of non-bundled customers are Departing Load customers. These customers do not receive electric generation, transmission or distribution services from PG&E for their departing load. However, like Direct Access, Community Choice Aggregation and bundled service customers, they are required to pay certain procurement-related charges such as the PPP rate. As a result of reducing the CARE discount, the CARE surcharge portion of the PPP is expected to decrease.

How do I find out more about PG&E's proposal?

If you have questions about PG&E's supplemental filing, please contact PG&E at **1-800-743-5000**. For TDD/TTY (speech-hearing impaired), call **1-800-652-4712**. Para más detalles llame al **1-800-660-6789** (詳情請致電) **1-800-893-9555**

If you would like a copy of PG&E's supplemental filing and exhibits, please write to PG&E at the address below.

Pacific Gas and Electric Company, Residential Rate Reform, (R.12-06-013, Phase 1), P.O. Box 7442, San Francisco, CA 94120

A copy of PG&E's supplemental filing and exhibits are also available for review at the CPUC, 505 Van Ness Avenue, San Francisco, CA 94102, Monday–Friday, 8 a.m.–noon. PG&E's supplemental filing (without exhibits) is available on the CPUC's website at www.cpuc.ca.gov/puc.

How does the CPUC's decision-making process work?

The supplemental filing will be reviewed through the CPUC's formal administrative law process. The filed proposals are assigned to a CPUC Administrative Law Judge (ALJ). The ALJ presides over the proceeding, which may include hearings to give parties of record an opportunity to present evidence or cross-examine witnesses. Members of the public may attend but not participate in these hearings unless they are parties to the case. The hearings and documents submitted in the proceeding become part of the formal record that the ALJ relies upon in writing a proposed decision to present to the five-member Commission.

Any CPUC Commissioner may issue an alternate decision. The proposed and any alternate decisions are acted upon at a CPUC voting meeting. When the CPUC acts on this supplemental filing, it may adopt all or part of PG&E's request, modify it or deny the request.

If you would like to follow this proceeding or any other issue before the CPUC, you may use the CPUC's free subscription service. Sign up at: <http://subscribecpuc.cpuc.ca.gov/>.

If you would like to learn how you can participate in this proceeding, or if you have comments or questions, you may access the CPUC's Public Advisor's website at www.cpuc.ca.gov/puc and click on "Public Advisor" from the CPUC information menu. You may also:

Email: public.advisor@cpuc.ca.gov Mail: Public Advisor's Office 505 Van Ness Avenue, Room 2103 San Francisco, CA 94102	Call: 1-415-703-2074 or 1-866-849-8390 (toll-free) TTY 1-415-703-5282 or 1-866-836-7825 (toll-free)
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If you are writing or emailing the Public Advisor's Office, please include the proceeding number (R.12-06-013, Phase 1). All comments will be circulated to the Commissioners, the assigned ALJ and the CPUC staff.

March 14, 2014

TO: STATE, CITY AND LOCAL OFFICIALS

NOTICE OF APPLICATION OF PACIFIC GAS AND ELECTRIC COMPANY FOR RECOVERY OF 2013 COSTS RELATING TO DIABLO CANYON SEISMIC STUDIES, THE CALIFORNIA INDEPENDENT SYSTEM OPERATOR MARKET DESIGN INITIATIVE AND RENEWABLES PORTFOLIO STANDARD (A.14-02-008)

On February 28, 2014, Pacific Gas and Electric Company (PG&E) filed an application with the California Public Utilities Commission (CPUC) requesting to increase its electric rates effective January 1, 2015. The application requests approval to recover in rates costs associated with:

1. The California Independent System Operator's (CAISO) Market Design Initiative
2. Studies performed at Diablo Canyon Power Plant
3. Consultant fees incurred by the CPUC in support of the Renewables Portfolio Standard

PG&E was directed by the CPUC to include the review of costs in PG&E's annual Energy Resource Recovery Account (ERRA) compliance proceeding.

Background

The CAISO Market Design Initiative was launched in 2009 by the Federal Energy Regulatory Commission to change how electricity is bought and sold in California. The costs requested in PG&E's application represent costs incurred by PG&E that were associated with implementing the CAISO Market Design Initiative in 2013.

The Diablo Canyon Power Plant studies were conducted in response to the California Energy Commission's recommendations. The CPUC previously approved PG&E's initial seismic study costs in CPUC Decisions D.10-08-003 and D.12-09-008. The costs requested in this application represent seismic study costs that were incurred by PG&E in 2013.

The CPUC reviews and approves invoices it receives from independent consultants it has hired to support the CPUC's implementation and administration of the Renewables Portfolio Standard. PG&E pays its portion of these costs once the invoices are reviewed and approved by the CPUC. The costs of these independent consultants are included in this application, as authorized in Decision 06-10-050.

PG&E's application requests \$7.941 million to be collected in rates from bundled service customers: that is, those customers who receive electric generation as well as transmission and distribution service from PG&E. Rates for customers who purchase electricity from other suppliers (such as direct access and community choice aggregation) and rates for departing load customers will not be affected by these specific costs.

How will PG&E's application affect me?

If this application is approved, electric rates will increase by less than one percent for bundled service customers effective January 1, 2015. Based on the rates in effect on January 1, 2014, a typical bundled service customer using 550 kWh per month would see an average bill increase of \$0.04 (or 0.04 percent), from \$93.98 to \$94.02. Actual bill impacts will vary depending on your electric usage.

How do I find out more about PG&E's application?

If you have questions about PG&E's application, please contact PG&E at 1-800-743-5000. For TDD/TTY (speech-hearing impaired), call 1-800-652-4712. Para más detalles llame al 1-800-660-6789 (詳情請致電) 1-800-893-9555

If you would like a copy of PG&E's application and exhibits, please write to PG&E at the address below.

Pacific Gas and Electric Company
2013 ERRA Compliance Review Application
P.O. Box 7442
San Francisco, CA 94120

A copy of PG&E's application and exhibits are also available for review at the CPUC, 505 Van Ness Avenue, San Francisco, CA 94102, Monday-Friday, 8 a.m.-noon. PG&E's application (without exhibits) is available on the CPUC's website at www.cpuc.ca.gov/puc.

How does the CPUC's decision-making process work?

The application will be reviewed through the CPUC's formal process. The application will be assigned to a CPUC Administrative Law Judge. The Judge presides over the proceeding, which may include evidentiary hearings to give parties an opportunity to present evidence and cross-examine witnesses. Members of the public may attend but not participate in these hearings unless they are parties to the case. The hearings and documents submitted in the proceeding become part of the formal record that the Judge relies upon in writing a proposed decision to present to the five-member Commission for its consideration.

Any CPUC Commissioner may issue an alternate decision. The proposed and any alternate decisions are voted upon by the Commissioners at a CPUC meeting. The CPUC may adopt all or part of PG&E's request, modify it or deny the application.

If you would like to follow this proceeding or any other issue before the CPUC, you may use the CPUC's free subscription service. Sign up at: <http://subscribecpuc.cpuc.ca.gov/>.

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Email: public.advisor@cpuc.ca.gov Mail: Public Advisor's Office 505 Van Ness Avenue, Room 2103 San Francisco, CA 94102	Call: 1-415-703-2074 or 1-866-849-8390 (toll-free) TTY 1-415-703-5282 or 1-866-836-7825 (toll-free)
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If you are writing or emailing the Public Advisor's Office, please include the application number (A.14-02-008). All informal comments will be available to the Commissioners, the assigned Judge and the CPUC staff. All informal comments are also provided to the CPUC's Formal File office as a part of the file for this proceeding.

(BOS)

File No. 140174

From: Al Markel [kma699@earthlink.net]
Sent: Monday, March 17, 2014 11:58 AM
To: Board of Supervisors; Chiu, David (BOS); Mar, Eric (BOS); Tang, Katy (BOS); Breed, London (BOS); Kim, Jane (BOS); Yee, Norman (BOS); Wiener, Scott; Campos, David (BOS); Cohen, Malia (BOS); Avalos, John (BOS)
Subject: Sharp Park

Supervisor,

I am a lifelong golfing resident of San Francisco. I am unable to attend the meeting of March 18th, due to the fact I will be working. Earning money, some of which will go to taxes. As will many other golfing San Franciscans. Who also, by the way, vote.

I strongly urge you to reject the attempts of Wild Equity Institute's to halt SF Park and Rec's Sharp Park Improvement Project. Any further delay will only result in un-needed costs to the City.

Thank you,

Al Markel
824 Corbett Ave,
SF

(BOS)

From: Tom Weathered [tweathered4@gmail.com]
Sent: Monday, March 17, 2014 8:34 AM
To: Board of Supervisors; Chiu, David (BOS); Mar, Eric (BOS); Tang, Katy (BOS); Breed, London (BOS); Kim, Jane (BOS); Yee, Norman (BOS); Wiener, Scott; Campos, David (BOS); Cohen, Malia (BOS); Avalos, John (BOS)
Cc: info@sfpublicgolf.com
Subject: Sharp Park Golf Course

Member of the San Francisco Board of Supervisors:

I'm writing in support of the Decision by the City's Planning Commission to proceed with the Sharp Park Safety Infrastructure and Habitat Improvement Project, for which a hearing has been scheduled on March 25, 2014.

Many of the Projects included in this proposal have been mandated by an agreement between the City and the federal government. The opponents seek to cause a default by the city. They will then claim that default by the City means that the only solution is to close the golf course. This is always the solution. "Close te Golf Course" offered by these folks.

Their "plan" is to remove the sea wall and allow the course to become a salt water marsh again. This would destroy the current habitat, which is one of the few places where the San Francisco garter snake survives. Removal of the sea wall would also place the neighboring housing at risk of immanent and repeated flooding.

The obstructionism and accompanying tantrum throwing by these "environmentalist" would damage the red legged frogs and San Francisco garter snakes they purport to protect. The Board of Supervisors should act to protect these endangered and threatened species and approve the planning commission d3ecision in this matter.

Sincerely

Tom Weathered
999 16th Street, #7
San Francisco, CA 94107
(415)865-0399

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SafetyBeltSafe U.S.A.

1124 West Carson Street, LA BioMed, Building B-1 West, Torrance, CA 90502
 Mailing address: P. O. Box 553, Altadena, CA 91003 www.carseat.org
 (310) 222-6860 (800) 745-SAFE Spanish: (800) 747-SANO FAX (310) 222-6862

February 12, 2014

To: Board of Supervisors

From: Stephanie M. Tombrello, LCSW, CPSTI
 Executive Director, SafetyBeltSafe U.S.A.

Re: Safety Seat Checkup Week, March 30 – April 5, 2014

Motor vehicle crashes remain the number 1 cause of death and permanent injury to children in California. You can help save children from suffering preventable injuries by helping to make Safety Seat Checkup Week, March 30 – April 5, a special event in your county.

SafetyBeltSafe U.S.A. is available to you as a resource for posters, pamphlets, speakers, program ideas, and information about California buckle-up laws. We would appreciate it if the Board of Supervisors would:

- Issue a proclamation in recognition of Safety Seat Checkup Week (sample enclosed). Your support for this effort, shared with in your county media, may encourage them to publicize this subject more widely. Send your proclamation to us in advance for display at Safety Seat Checkup Day on April 5.
- Encourage law enforcement agencies to increase the focus on violations of child safety seat and safety belt laws during Special Enforcement Week, March 23 – 29, sponsored by the Peace Officers Association of Los Angeles County, to protect children's welfare.
- Distribute posters and pamphlets, available from SafetyBeltSafe U.S.A., through county agencies and employees. Put up our permanent "Buckle-Up" parking lot signs.

In Los Angeles County, for example, SafetyBeltSafe U.S.A. is holding a major event as the culmination of the Week:

Safety Seat Checkup Day on Saturday, April 5, from 10:00 a.m. to 2:00 p.m. at the Petersen Automotive Museum parking lot in Los Angeles

On April 5, families will receive a detailed inspection of the installation and use of their safety seats by trained volunteers. Parents will be told if the safety seats have been recalled or need replacement parts and shown how to use them correctly. Error rates at previous events have been found to be more than 90%.

Your support for this effort, reported to newspapers in your county, may encourage them to publicize this subject more widely. Please share your ideas for Safety Seat Checkup Week with us.

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SafetyBeltSafe U.S.A.

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1124 West Carson Street, LA BioMed, Building B-1 West, Torrance, CA 90502

Mailing address: P. O. Box 553, Altadena, CA 91003 www.carseat.org

(310) 222-6860 (800) 745-SAFE Spanish: (800) 747-SANO FAX (310) 222-6862

PROCLAMATION

WHEREAS, the number one preventable cause of death and injury of children and young adults is the automobile collision; and

WHEREAS, more than 90 child passengers under fifteen are killed and more than 10,000 injured in automobile collisions in California in each year; and

WHEREAS, 71% of small children killed in crashes would be alive today if they had been properly restrained in child safety seats; and

WHEREAS, 45% of injuries to child occupants ages four to eight could be prevented with the use of booster seats; and

WHEREAS, more than 90% of child safety seats are used incorrectly; and

WHEREAS, California's child safety seat usage rate reached a record high of 95% in 2010, up from 90.9% in 2009; and

WHEREAS, the State of California requires that all occupants be properly restrained in safety seats or safety belts with children in the back seat until at least age eight; and

WHEREAS, the State of California requires all occupants of motor vehicles to be buckled up correctly on every ride;

WHEREAS, crash-tested safety seats are moderately priced and widely available for purchase at retail stores and at low cost from safety seat distribution programs throughout California; and

WHEREAS, SafetyBeltSafe U.S.A. has been dedicated for more than 30 years to protecting children from injury or death while being transported in a motor vehicle:

NOW BE IT PROCLAIMED BY THE COUNTY OF _____
THAT MARCH 30 – APRIL 5, 2014, BE DECLARED SAFETY SEAT
CHECKUP WEEK.

The national non-profit organization dedicated to child passenger safety since 1980

To: Miller, Alisa
Subject: FW: Three Youth Commission actions at March 3, 2014 meeting: Support on BOS file no. 140098 [Initiative Ordinance Tax on Sugar-Sweetened Beverages to Fund Food and Health Programs]; Resolution supporting the creation of a youth voice policy; and a motion
Attachments: YC actions and requests 3-3-14.pdf

FILE: 140098

From: Youthcom [mailto:youthcom@sfgov.org]

Sent: Monday, March 10, 2014 7:18 PM

→ **To:** Mayor; BOS-Supervisors

Cc: Calvillo, Angela (BOS); Elliott, Jason (MYR); Maria Su (CHF); Mendoza, Hydra (MYR); Nicholas Persky

Subject: Three Youth Commission actions at March 3, 2014 meeting: Support on BOS file no. 140098 [Initiative Ordinance Tax on Sugar-Sweetened Beverages to Fund Food and Health Programs]; Resolution supporting the creation of a youth voice policy; and a motion

YOUTH COMMISSION

MEMORANDUM

TO: Honorable Mayor Edwin M. Lee
Honorable Members, Board of Supervisors

CC: Angela Calvillo, Clerk of the Board of Supervisors
Jason Elliott, Director of Legislative & Government Affairs, Mayor's Office
Maria Su, Director, Department of Children, Youth, and their Families
Hydra Mendoza, Mayor's Families & Children's Advisor

FROM: 2013-2014 Youth Commission

DATE: Monday, March 10th, 2014

RE: Three Youth Commission actions at March 3, 2014 meeting: Support on BOS file no. 140098 [Initiative Ordinance Tax on Sugar-Sweetened Beverages to Fund Food and Health Programs]; Resolution supporting the creation of a youth voice policy; and a Motion supporting the Youth Town Hall Report.

At our regular meeting on Monday, March 3, 2014, the Youth Commission voted to support Board of Supervisors file no. 140098 [Initiative Ordinance – Tax on Sugar-Sweetened Beverages to Fund Food and Health Programs]. The motion to support the proposed action by the Board of Supervisors came out of youth commissioners' discussion concerning:

- The financial and health burdens faced by low-income communities as a result of the dental and health issues caused by consumption of sugary beverages
- The need to ensure that the tax meets its stated goal of curbing consumption of sugary sweetened beverages
- The need to work to expand access to healthy beverage alternatives
- The need to consider subsequent efforts to curb consumption of prepared sugary drinks frequently purchased by young people, like boba and milk teas.

Moreover, the Youth Commission adopted resolution 1314—02 Resolution Urging the San Francisco Board of Supervisors and Youth-Serving City Commissions to Support the Creation of a Youth Voice Policy. This resolution calls on the Board of Supervisors and City Commissions to consider the following: to affirm their commitment to ensuring that public meetings on items relevant to youth issues are accessible to all children and youth of 18 years and younger and those within the education system by making a reasonable effort to accommodate this population; new guidelines for public meetings to include a provision explicitly authorizing the Youth Commission to request hearings or final discussions on legislation referred to the Youth Commission to be scheduled at an hour of the day that can accommodate youth, preferably at a start time no earlier than 4:00 p.m. on a given day. The Youth Commission will be committed to outreaching to increase youth participation at these public meetings.

Finally, the Youth Commission adopted motion 1314—04 to support the Youth Town Hall Report that came out of the Our Children, Our City (OCOC) stakeholder engagement series. With the support and participation of youth leaders and community organizations, the Youth Commission organized and facilitated a town hall specifically for youth dedicated to examining issues related to the funding of children's services through the Children's Fund and Public Education Enrichment fund. The youth town hall received input on the unmet needs of youth in the City from the over 60 youth who participated. Their input is reflected in the youth town hall report.

Please do not hesitate to contact Youth Commissioners or Youth Commission staff (415) 554-6446 with any questions. Thank you.

San Francisco Youth Commission
City Hall, Room 345 San Francisco, CA 94102
Office: (415) 554-6446 | Fax: (415) 554-6140
<http://www.sfbos.org/index.aspx?page=5585>

Sign up for our newsletter

Tell us what you think are important issues affecting youth in SF!

Complete a Board of Supervisors Customer Satisfaction form by clicking the link below:

<http://www.sfbos.org/index.aspx?page=104>

From: Board of Supervisors
To: BOS-Supervisors; Ausberry, Andrea
Subject: File 131207 Please support Supervisor Chiu's bottled-water-free ordinance

-----Original Message-----

From: Katherine Roberts [<mailto:grrlfriday@mac.com>]
Sent: Saturday, March 08, 2014 12:22 AM
To: Board of Supervisors
Subject: Please support Supervisor Chiu's bottled-water-free ordinance

Dear Supervisors,

As a San Francisco resident, I urge you to support Board of Supervisors President Chiu's bottled-water-free ordinance. San Francisco should continue to lead the way in reducing the use of bottled water by eliminating the sale of bottled water on municipal property, while simultaneously increasing access to the city's pristine tap water. This ordinance will keep tens of thousands of plastic bottles out of our landfills each year and increase residents' ability to access safe, healthy drinking water. It is good for the environment and the public, and I ask you to vote yes.

Best,

Katherine Roberts
132 Beulah
none
SF, CA 94117

From: Board of Supervisors
To: BOS-Supervisors; Evans, Derek
Subject: File 140020: Taxi service in SF is pathetic / please do not limit ridesharing

From: Will Brandenburger [mailto:wbrandenburger@yahoo.com]
Sent: Tuesday, March 11, 2014 6:05 PM
To: Board of Supervisors; Chiu, David (BOS)
Subject: Taxi service in SF is pathetic / please do not limit ridesharing

I am writing to express my complete and total disappointment with the regular taxi service in San Francisco. I believe that there are a few of you who are against ridesharing services like Lyft and Uber, and are seeking to further the conversation around limiting ridesharing in San Francisco (similar to what happened in Seattle – courtesy of the largest payment a council member's campaign had received to date from a local business). As a San Francisco voter, I have so many reasons why I oppose any constriction or regulation of ridesharing and the fair competition among "taxi-like" service ... I have chosen just a few:

- a) The Taxi companies have faced this competition for a long enough time to adjust their business model. Since they have not tried or been successful matching the quality, user experience, efficiency, or insurance of their now-competitors -- they simply have proven they do not listen to any feedback.
- b) I live up on Telegraph Hill – I cannot tell you how many times I have called a taxi and they never showed – not talking here about being late, or taking a while, or calling to say they would be late (heaven forbid they ever get technologically savvy) – but this proves they just don't have a model that works for everyone. It is clear they are too lazy to come up here in fear of being away from a fare if the passenger is not there. With ridesharing, both the the passenger AND the driver can get dinged/downgraded so there is accountability and \$\$ on both sides.
- c) I lost an item in a taxi cab over the weekend and know it was in the taxi. I take full responsibility for losing anything, but I thought that a simple call to the taxi's dedicated lost and found service would be answered within 8-24 hours. It has been 3 days and I have called 4 times without even a call back.

Taxi service has never been challenged competitively so they have grown lazy and non-responsive. Why should a city as amazing and innovative as San Francisco be resigned to subpar taxi service only? I'm really not clear on who regulates the taxi companies in SF – the state, county, CPUC, or the city legislators – but I will say you better think really hard about this one because ridesharing works and taxi service is broken, appearing to have zero interest in fixing it. Start being the green and innovative city on which you ran most of your campaigns.

Sincerely,

- Will Brandenburger

275 Telegraph Hill Blvd. #3
San Francisco, CA 94133
Mobile: 415-305-5944

From: Board of Supervisors
To: BOS-Supervisors; Evans, Derek
Subject: File 140020; Ride service hearing a turning point?

From: sidxd6 [mailto:sidxd6@sbcglobal.net]
Sent: Tuesday, March 11, 2014 1:35 PM
To: Yvette Castro-Green; Inna SF; Amber Hatter; Brian Copeland; Bill Funcannon; Jamshid E. Khajvandi; Board of Supervisors; Shawn Nguyen - De 1407; Citywide Taxi; Hansu Kim; Inna SF; Lee, Mayor (MYR); KronRob Black; Mohammad N. Dastmalchi; Keith Raskin #1137; Henry Dehlinger; Tom Scog; Richard Hybels; Robert A. Narvaez; Sa Ary (Yellow Cab 9 saamaryan; Margaret Scopazzi; Sf Taxi Cab Talk; Marcelo F. Foncesca; TOM Pitts-CW Dispatcher; Iosif Basis; Stacy Lin Menditto; Michael- Inna's Worker; Chad Green; C W. Nevius; Дима Шихварг
Subject: Fwd: Ride service hearing a turning point?

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: Mark Gruberg
Date: 03/11/2014 9:24 AM (GMT-08:00)
To:
Subject: Ride service hearing a turning point?

Hi all:

I've been meaning to report on last Thursday's ride service hearing at the Neighborhood Services & Safety Committee of the Board of Supervisors. It went very well. The Board meeting room, which holds a couple of hundred seats, was packed, mostly with cab drivers. An overflow room was opened for those who couldn't get in. Thanks to all who came and helped inform the Committee about the severe problems ride services are causing the public, the city, taxi drivers and the taxi industry.

Five supervisors were present: Committee members David Campos, Eric Mar (who called the hearing) and Norman Yee, plus John Avalos and Jane Kim. (Kim sat in for Campos when he had to leave.) Here's a link to the hearing:
http://sanfrancisco.granicus.com/MediaPlayer.php?view_id=164&clip_id=19516

Christiane Hayashi, the MTA's Director of Taxis and Accessible Services, led off with a very informative presentation on the problems that ride service operations have caused. A representative from the CPUC spoke next, giving some pretty lame answers to Supervisor Campos's sharp questions about the state agency's rules. Uber Lyft and SideCar were invited to participate but chose not to (probably because they didn't want to have to answer the Committee's questions).

Dozens of drivers spoke eloquently in Public Comment about the ways in which ride services are jeopardizing the public through faulty and fraudulent insurance, damaging the environment by flooding the streets with thousands of vehicles of all types and kinds, and unfairly competing against real taxis on account of lax rules and a near total lack of enforcement by the California Public Utilities Commission (CPUC). Members of the disabled community testified about how the CPUC's rules and ride services' operations violate the Americans With Disabilities Act. They also called attention to a sharp falloff lack in ramp taxi service, owing to the fact that the decline in cab drivers' earnings has left companies unable to find drivers for these cabs.

This hearing may have marked a turning point. Our voices are at last starting to be heard. It's clear that some members of the Board, including Mar, Camps and Avalos, would like to see the city have a role in regulating ride services. There will almost certainly be further hearings on the subject in the near future. We'll let you know.

Mark Gruberg
United Taxicab Workers

File 131208

From: Tony Milosz [tony.milosz@gmail.com]
Sent: Thursday, March 13, 2014 9:46 PM
To: Lee, Mayor (MYR); Avalos, John (BOS); Breed, London (BOS); Chiu, David (BOS); Cohen, Malia (BOS); Farrell, Mark (BOS); Kim, Jane (BOS); Tang, Katy (BOS); Wiener, Scott; Campos, David (BOS); Mar, Eric (BOS); Yee, Norman (BOS); Evans, Derek; Board of Supervisors; Miller, Alisa
Subject: Ordinance No. 131208 - Testimony against
Attachments: SFSupervisors20140313i.pdf

Dear Sir/Madame,

I am a Bay Area resident, a Pharmacologist-Toxicologist by training, retired. Please consider the attached testimony in opposition to proposed Ordinance No. 131208 that would widely restrict electronic cigarette use.

This would be a mistake with negative public health consequences. Please let me know your thoughts.

Thank You,
Anthony Milosz

Anthony Milosz
5825 Chelton Drive
Oakland CA 94611
(510) 499-0263, tony.milosz@gmail.com

March 13, 2014

to: San Francisco Mayor & Board of Supervisors

re: Ordinance No. 131208 - Proposed ban on use of electronic cigarettes in no-smoking areas.

To whom it may concern,

I'm a Bay Area resident, a pharmacologist-toxicologist by training, retired. I am writing to oppose restrictions on the use/sale of personal vaporizers, or so-called "electronic cigarettes". There is now considerable public awareness of the dangers of smoking. The trend is unmistakable, and visible at every turn. **Smoking is gradually on the way out in America.** The personal vaporizer is emerging as one of the most practical and effective ways to combat smoking.

Electronic cigarettes are not smoking. They are substitutes for people who don't want to smoke. They provide some oral satisfaction. The vapor they produce superficially resembles smoke, and thus helps ex-smokers adjust. That vapor is like the approved, widely used, theatrical "fake smoke" that very quickly dissipates, and consists of steam, USP Glycerin and/or USP Propylene Glycol. Without flavorings it would be undetectable. FDA-Approved flavorings give it a pleasant and short lasting scent. Unlike tobacco smoke, it contains no carcinogens, and is neither irritating nor toxic. **All the carriers and flavorings in e-cigarette liquids have passed toxicological scrutiny** to at least the FDA "*Generally Regarded as Safe*" level, and are widely used in foods and medicines.

Ironically nicotine, which is present in some, though not all, electronic cigarette vapor, **is not the harmful element in tobacco smoke.** The last Surgeon General's Report I studied reports that ex-smokers on Nicotine Replacement (patches and gum) even show the same improvement in cardiovascular health as those who quit tobacco entirely. Serious research is now showing that nicotine may in addition be beneficial as we age by improving memory and neurological function, protecting against Alzheimer's and Parkinsonism, and mitigating mental illness(1). **Many of us may have nicotine therapy in our future.** Electronic cigarettes can directly deliver measured amounts of nicotine without the carcinogens in tobacco smoke, and without exposing bystanders.

What science is driving this misguided initiative? And are you really deluged with complaints that the rapidly dissipating vapor is bothering, or is even detected by, anyone around the user who inhales it? I sometimes "vape" in public and nobody pays any attention. Only once a woman noticed "a nice smell". A comprehensive review conducted by Dr. Igor Burstyn of Drexel University School of Public Health based on over 9,000 observations of e-cigarette liquid and vapor found "no apparent concern" for bystanders exposed to e-cigarette vapor, even under "worst case" assumptions about exposure. More information is available at <http://www.casaa.org>.

E-cigarettes most resemble FDA approved nicotine inhalers, with the addition of flavorings that are approved for food use, and glycerin to make fake smoke. A significant percentage of

smokers has quit smoking entirely when they discovered electronic cigarettes. What reasoning would lead any legislative body to ignore the (at least) thousands of lives that, statistically, would be saved by embracing e-cigarettes as harm reduction, or at least not attacking them?

Inclusion of electronic cigarette products in anti-smoking campaigns and regulations would be disingenuous and counterproductive. Disingenuous, as no objective review supports the thesis that electronic cigarettes are harmful like tobacco smoke. Counterproductive, in that users of electronic cigarettes are almost all individuals who are stopping, or seeking to stop, their harmful smoking habit, many after repeatedly failing to quit in other ways. I am one of them.

I quit smoking thanks to electronic cigarettes. Since I discovered e-cigarettes, I haven't smoked in over 4 years. I feel much better than when I smoked. My blood pressure has even dropped.

Like many other users, **I know exactly what is in the e-liquids I mix for my own use:** Glycerin USP (95%), distilled water, FDA approved food flavorings, and sometimes a few drops of a 10% solution of Nicotine in USP Glycerin. And, by the way, the flavorings include sweet fruits, vanilla, maple, etc, though I am hardly a youngster.

Regulations that teach that electronic cigarettes are just like smoking will likely drive some "on the fence" e-cigarette users back to smoking cigarettes - if they say there's no difference. Others will simply ignore the law, creating one more area for arbitrary enforcement. But e-cigarettes are *not* smoking. Why confuse the public? Driving e-cigarette users back to smoking is a public health consequence that is undesirable, and unacceptable. Why? What for?

If e-cigarettes are equated with smoking, **such a mislabeling will benefit nobody but the cigarette makers**, and it will **injure a developing technology that is reducing smoking and improving public health.** Electronic cigarettes are not the enemy. They offer a chance to loosen the grip of cigarette addiction. Let's not get confused and throw this promising baby out with the bath.

Sincerely,
Anthony Milosz

(1) Some reports on beneficial effects of nicotine.

<http://www.nytimes.com/1997/01/14/science/researchers-investigate-horrors-nicotine-s-potential-benefits.html?pagewanted=all&src=pm>

In Neurological Degeneration

<http://www.aan.com/elibrary/neurologytoday/?event=home.showArticle&id=ovid.com:/bib/ovftdb/00132985-201201190-00008>

In Parkinsonism

http://www.naturalnews.com/033344_nicotine_Parkinsons_disease.html

In Mental Illness

<http://www.cosmosmagazine.com/news/nicotine-improves-brain-function-schizophrenics/>

From: Board of Supervisors
To: BOS-Supervisors; Miller, Alisa
Subject: File 131208: Don't ban eCigs in San Francisco

From: Garry Lough [mailto:mail@changemail.org]
Sent: Monday, March 10, 2014 5:12 PM
To: Board of Supervisors
Subject: Don't ban eCigs in San Francisco

Dear SF Board of Supervisors,

I just signed Jared Grippe's petition "Edwin M. Lee: Don't ban eCigs in San Francisco" on Change.org.

I urge all of you to vote NO on Ordinance No. 131208 I'm a San Francisco resident, and I support banning sales of e-cigarettes to minors, but I OPPOSE banning e-cigarette use where smoking is banned. The content of e-cigarette vapor is identical to the haze from nightclub smoke machines! • Smoking bans are enacted to protect the public from the harm of secondhand smoke, but e-cigarettes have not been shown to cause harm to bystanders. In fact, all evidence to date shows that the low health risks associated with e-cigarettes are comparable to other smokeless nicotine products. • The low risks of e-cigarettes is supported by research done by Dr. Siegel of Boston University, Dr. Eissenberg of Virginia Commonwealth, Dr Maciej L Goniewicz of the Roswell Park Cancer Institute, Dr. Laugesen of Health New Zealand, Dr. Igor Burstyn of Drexel University, and by the fact that the FDA testing, in spite of its press statement, failed to find harmful levels of carcinogens or toxic levels of any chemical in the vapor. • A comprehensive review conducted by Dr. Igor Burstyn of Drexel University School of Public Health based on over 9,000 observations of e-cigarette liquid and vapor found "no apparent concern" for bystanders exposed to e-cigarette vapor, even under "worst case" assumptions about exposure. • Electronic cigarette use is easy to distinguish from actual smoking. Although some e-cigarettes resemble real cigarettes, many do not. It is easy to tell when someone lights a cigarette from the smell of smoke. E-cigarette vapor is practically odorless, and generally any detectable odor is not unpleasant and smells nothing like smoke. Additionally, e-cigarette users can decide whether to release any vapor ("discreet vaping"). With so little evidence of use, enforcing use bans on electronic cigarettes would be nearly impossible. • The ability to use electronic cigarettes in public spaces will actually improve public health by inspiring other smokers to switch. Surveys of thousands of users indicate that the majority of those who switch completely replace tobacco cigarettes with the electronic cigarettes, reducing their health risks by an estimated 99%. By switching to a smokeless product, you have greatly reduced your health risks. • Many people are steadily switched from toxic and terrible traditional cigarettes to vapor-based e-cigarettes. Please don't put obstacles in the way of our friends' and family's health! For more information: <http://blog.casaa.org/2014/02/call-to-action-san-francisco-california.html>

Sincerely,
Garry Lough Wylie, Texas

There are now 44 signatures on this petition. Read reasons why people are signing, and respond to Jared Grippe by clicking here:

<http://www.change.org/petitions/edwin-m-lee-don-t-ban-ecigs-in-san-francisco/responses/new?response=d25e3858801f>

From: Board of Supervisors
To: BOS-Supervisors; Wong, Linda (BOS)
Subject: File 131208: Don't ban eCigs in San Francisco

From: Jeremy Teman [<mailto:mail@changemail.org>]
Sent: Saturday, March 08, 2014 2:37 AM
To: Board of Supervisors
Subject: Don't ban eCigs in San Francisco

Dear SF Board of Supervisors,

I just signed Jared Grippe's petition "[Edwin M. Lee: Don't ban eCigs in San Francisco](#)" on Change.org.

I urge all of you to vote NO on Ordinance No. 131208 I'm a San Francisco resident, and I support banning sales of e-cigarettes to minors, but I OPPOSE banning e-cigarette use where smoking is banned. The content of e-cigarette vapor is identical to the haze from nightclub smoke machines! • Smoking bans are enacted to protect the public from the harm of secondhand smoke, but e-cigarettes have not been shown to cause harm to bystanders. In fact, all evidence to date shows that the low health risks associated with e-cigarettes are comparable to other smokeless nicotine products. • The low risks of e-cigarettes is supported by research done by Dr. Siegel of Boston University, Dr. Eissenberg of Virginia Commonwealth, Dr Maciej L Goniewicz of the Roswell Park Cancer Institute, Dr. Laugesen of Health New Zealand, Dr. Igor Burstyn of Drexel University, and by the fact that the FDA testing, in spite of its press statement, failed to find harmful levels of carcinogens or toxic levels of any chemical in the vapor. • A comprehensive review conducted by Dr. Igor Burstyn of Drexel University School of Public Health based on over 9,000 observations of e-cigarette liquid and vapor found "no apparent concern" for bystanders exposed to e-cigarette vapor, even under "worst case" assumptions about exposure. • Electronic cigarette use is easy to distinguish from actual smoking. Although some e-cigarettes resemble real cigarettes, many do not. It is easy to tell when someone lights a cigarette from the smell of smoke. E-cigarette vapor is practically odorless, and generally any detectable odor is not unpleasant and smells nothing like smoke. Additionally, e-cigarette users can decide whether to release any vapor ("discreet vaping"). With so little evidence of use, enforcing use bans on electronic cigarettes would be nearly impossible. • The ability to use electronic cigarettes in public spaces will actually improve public health by inspiring other smokers to switch. Surveys of thousands of users indicate that the majority of those who switch completely replace tobacco cigarettes with the electronic cigarettes, reducing their health risks by an estimated 99%. By switching to a smokeless product, you have greatly reduced your health risks. • Many people are steadily switched from toxic and terrible traditional cigarettes to vapor-based e-cigarettes. Please don't put obstacles in the way of our friends' and family's health! For more information: <http://blog.casaa.org/2014/02/call-to-action-san-francisco-california.html>.

Sincerely,
Jeremy Teman Berkeley, California

There are now 43 signatures on this petition. Read reasons why people are signing, and respond to Jared Grippe by clicking here:

<http://www.change.org/petitions/edwin-m-lee-don-t-ban-ecigs-in-san-francisco/responses/new?response=d25e3858801f>

From: McGuire, Kristen on behalf of Reports, Controller
Sent: Thursday, March 13, 2014 12:50 PM
To: Calvillo, Angela (BOS); Nevin, Peggy; BOS-Supervisors; BOS-Legislative Aides; Kawa, Steve (MYR); Howard, Kate (MYR); Falvey, Christine (MYR); Elliott, Jason (MYR); Steeves, Asja (CON); Campbell, Severin; Newman, Debra; Rose, Harvey; SF Docs (LIB); CON-EVERYONE; CON-CCSF Dept Heads; CON-Finance Officers
Subject: Report Issued: Controller's Office City Services Benchmarking: Public Transportation

The Office of the Controller has issued the latest in a series of benchmarking reports. This report focuses on public transportation services. The purpose of the City Services Benchmarking Report is to share comparative city service data from San Francisco and other peer jurisdictions with the public in order to increase transparency, create dialog, and build the public's confidence regarding the City's management of public business.

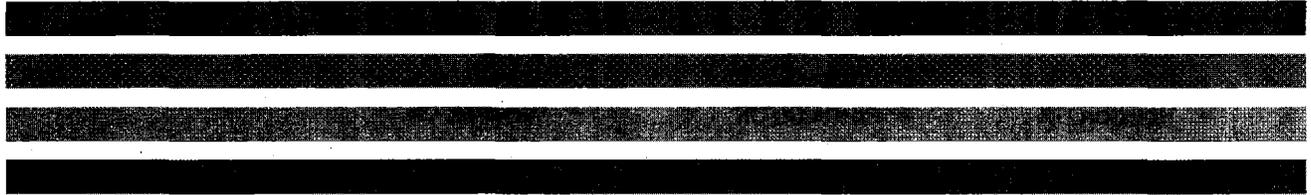
The PDF version of the report can be accessed at <http://openbook.sfgov.org/webreports/details3.aspx?id=1718>, or on the Controller's website (<http://www.sfcontroller.org/>) under the News & Events section.

For more information please contact:

Office of the Controller
City Services Auditor Division
Phone: 415-554-7463
Email: Performance.con@sfgov.org

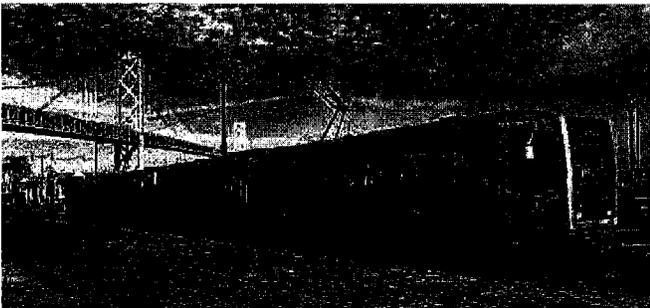
Follow us on Twitter [@sfcontroller](https://twitter.com/sfcontroller)

City Services Benchmarking: Public Transportation



City and County of San Francisco

Office of the Controller - City Services Auditor



March 13, 2014



City Services Benchmarking: Public Transportation CITY AND COUNTY OF SAN FRANCISCO

OFFICE OF THE CONTROLLER

March 13, 2014

Summary

Appendix F, Section 101 of the City and County of San Francisco Charter requires that the City Services Auditor (CSA) monitor the level and effectiveness of services provided by the City and County of San Francisco. Specifically, CSA shall review performance and cost benchmarks and conduct comparisons of the cost and performance of San Francisco City government with other cities, counties and public agencies performing similar functions. Using 2011 data from the National Transit Database (NTD) and the Florida Department of Transportation's Integrated National Transit Database Analysis System, this report compares the cost and performance of directly-operated light rail, bus, and trolleybus service provided by the San Francisco Municipal Transportation Agency with similar services in ten metropolitan areas:

- Dallas, TX
- Denver, CO
- Houston, TX
- Minneapolis, MN
- Pittsburgh, PA
- Portland, OR
- Sacramento, CA
- San Diego, CA
- San Jose, CA
- Seattle, WA

Highlights from the data include the following:

- While the SFMTA has higher operating costs than all of its peers for light rail and trolleybus service, it operates approximately 3 to 14 times the number of vehicles than its peers and the data indicate that the SFMTA's operating costs are commensurate with the level of service provided (see figures 4 through 6).
- The SFMTA's light rail vehicles, buses, and trolleybuses travel at a slower average speed through the transportation network than transit vehicles in the peer systems. However, the data show a correlation between average vehicle speed and the number of passengers served per mile, and the SFMTA's operations again appear consistent with the level of service provided (see figures 9 through 11).
- Transit fares in San Francisco are consistently lower than fares in most of the peer cities (see tables 1 and 2).
- Compared to the peer vehicle fleets, the SFMTA's light rail vehicles and buses:
 - are generally less energy efficient on an in-use basis (see Figure 19),
 - are generally older (see Figure 20), and
 - typically travel a fewer number of miles between vehicle failures (see Figure 21).

San Francisco Municipal Transportation Agency

The San Francisco Municipal Transportation Agency (SFMTA) is responsible for the operation and management of an integrated surface transportation network consisting of pedestrians, bicyclists, transit vehicles, paratransit, parking, traffic, and taxis. The more than 1,000 vehicles in the SFMTA's fleet provide 3 million hours of transit service annually on 75 transit lines, and support an average of 700,000 boardings each weekday (SFMTA, 2013). To support transportation throughout the City, the SFMTA additionally manages 87 paratransit vans, 217 miles of bicycle paths, 1,855 taxi medallions, nearly 28,000 parking meters, and 448,000 publicly available parking spaces (SFMTA, 2013).

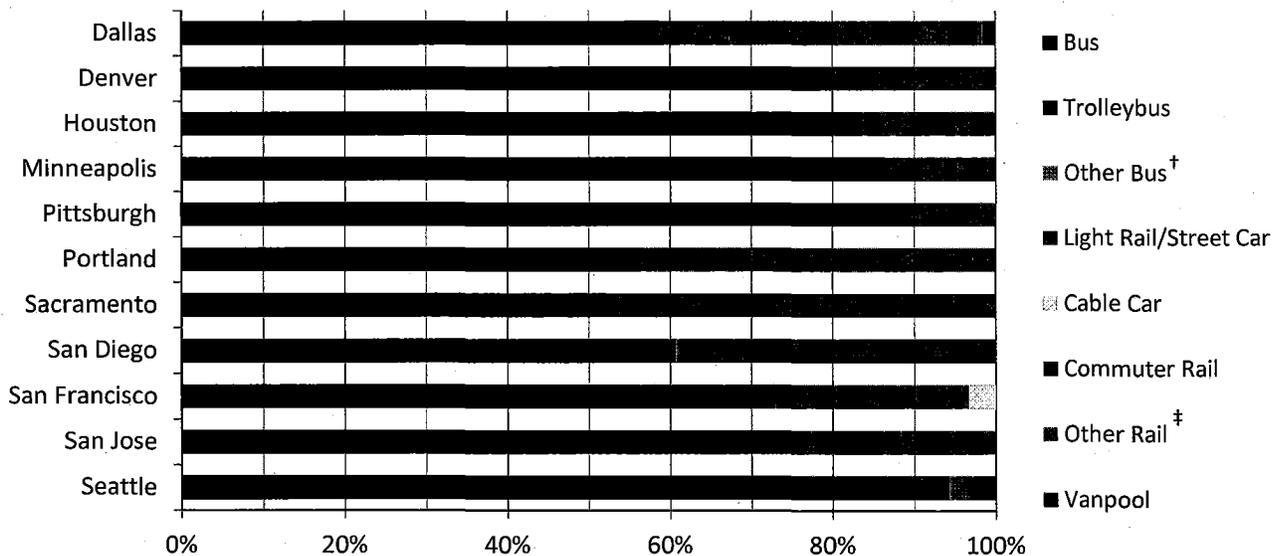
Peer Agencies

Benchmarking is a process in which an organization compares its performance to the performance of other similar agencies, or “peers.” Transit systems across the United States vary considerably based on a variety of factors such as the modes of transit operated, age of the system, state of capital infrastructure, cost of living, labor agreements, and climate; it is important to keep these differences in mind when making comparisons across agencies. This section briefly describes how the SFMTA as a whole compares to the peers selected for this analysis.¹

Public transportation systems are made up of one or more modes of transportation. For example, the primary modes operated by the SFMTA are light rail, trolleybus, and bus. Light rail consists of electric-powered rail cars that operate in mixed traffic and are connected to overhead lines, and trolleybuses are electric-powered busses connected to overhead wires. Generally speaking, the mix of modes an agency operates influences basic characteristics such as its structure and size, its budget, and numerous aspects of its day-to-day management. As a result, agencies that operate similar modes of transit serve as more suitable peers in a benchmarking analysis. Figure 1 below shows how San Francisco compares to its peers in this regard. In particular, the figure displays the percentage of passenger trips served by the various modes of transportation operated by the SFMTA and its peer agencies.²

A “passenger trip” (also referred to in this report as a “boarding”) takes place each time a passenger boards a transit vehicle. Figure 1 shows a clear predominance of bus and light rail service among the transit agencies, consistent with our goal of establishing a group of peers that have similar operating characteristics. Notable differences among the agencies include the large number of trips served by trolleybus in San Francisco and Seattle, and the absence of large-scale light rail or streetcar service in Seattle.³

Figure 1 – Percentage of Passenger Trips Carried by Mode of Transportation



[†] Includes commuter bus and bus rapid transit

[‡] Includes hybrid rail and inclined plane

¹ The procedures used to select peer agencies for this analysis are consistent with the guidelines in Transit Cooperative Research Program (TCRP) Report 141, published in 2010 by the National Academy of Sciences (NAS). For more information about the TCRP methodology and the manner in which it was used in this case, refer to Appendix A of this document and TCRP Report 141.

² Excludes demand response service.

³ As discussed further in Appendix A, Seattle was selected as a peer for this analysis despite its lack of light rail service since it is one of a few transit agencies in the country that operates trolleybus service and it is otherwise comparable to SFMTA in several other respects.

Characteristics such as the number of revenue hours in operation and annual operating budget or operating expenditures serve as a general indicator of the scale of a transit agency’s operations (NAS, 2010). For example, the number of hours operated broadly reflects service frequencies and type.

Figure 2 shows that San Francisco is in the mid to upper range of the peer group with respect to the total number of revenue hours operated, and Figure 3 shows that San Francisco leads the group in system wide operating expenditures.

Figure 2 – Annual System Wide Revenue Hours (millions)

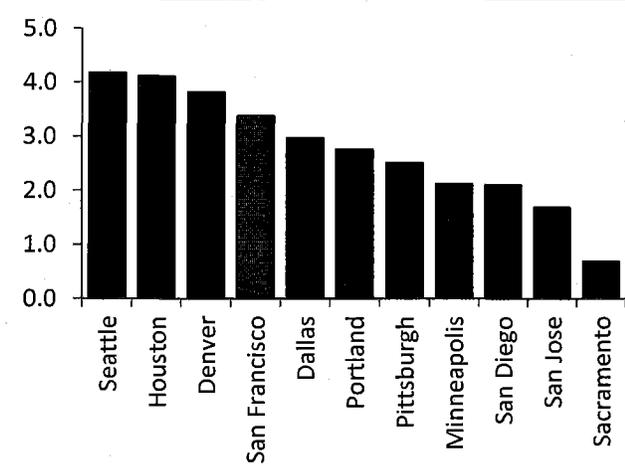
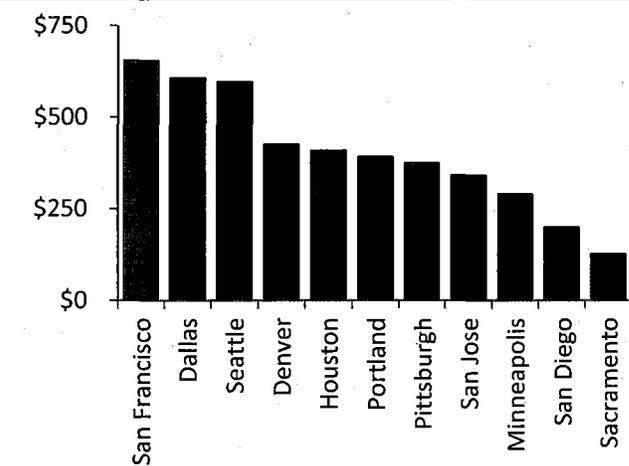


Figure 3 – System Wide Operating Funds Expended (millions)



Although San Francisco, Dallas, and Seattle spend somewhat more than the rest of the agencies, the operating expenditures for the group as a whole are comparable in scale, averaging around \$400 million. For comparison, larger transit agencies not included in this report such as the Massachusetts Bay Transportation Authority in Boston and the Washington Metropolitan Area Transit Authority in the Washington, DC area have operating expenses in excess of \$1.5 billion, while the New York City MTA has operating expenses in excess of \$7.8 billion (Federal Transit Administration, 2011).

Results of Peer Comparison

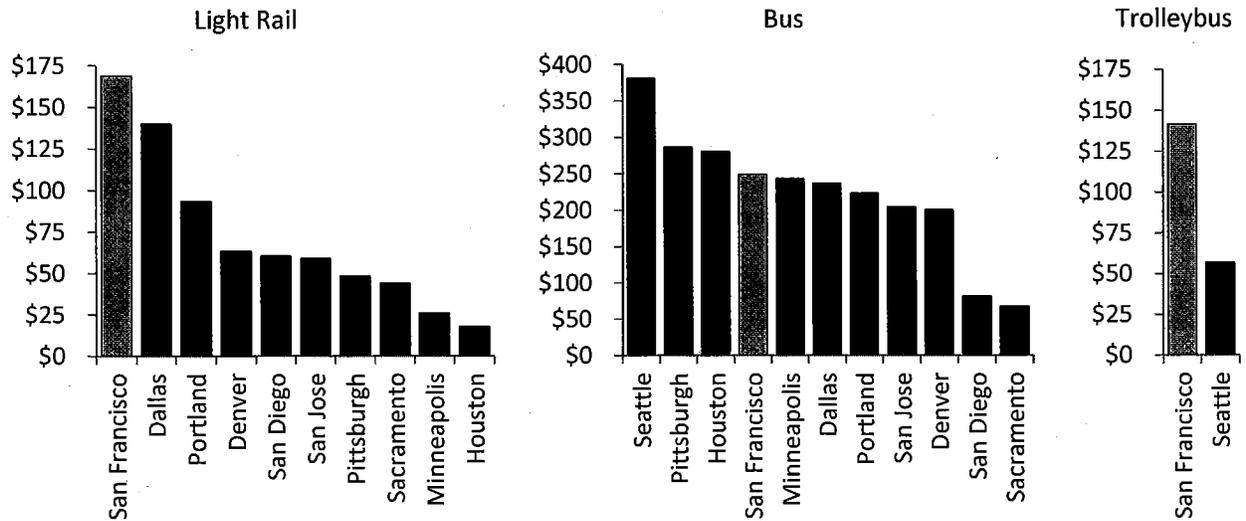
This review focuses only on the transit operations of the SFMTA. Its purpose is to evaluate the overall level and effectiveness of selected transit services, and it is based on a broad range of performance measures covering topics such as cost-efficiency, cost-effectiveness, productivity, resource utilization, maintenance, transit investment, service utilization (by passengers), perceived service quality, and delivered service quality.

Cost-efficiency Measures

Cost-efficiency measures generally reflect an agency’s ability to provide service outputs (e.g., hours and miles of service) within the constraints of service inputs such as available funding (NAS, 2010). The cost-efficiency measures examined in this case are *operating cost per revenue hour*, and *operating cost per revenue mile*. *Revenue hours* and *revenue miles* are units of measure that reflect the amount of time (and distance) vehicles are made available to the public and are expected to carry passengers. One revenue hour, for example, is equal to one bus operating in service for one hour. Similarly, a revenue mile is logged when a vehicle travels one mile while providing service to passengers.

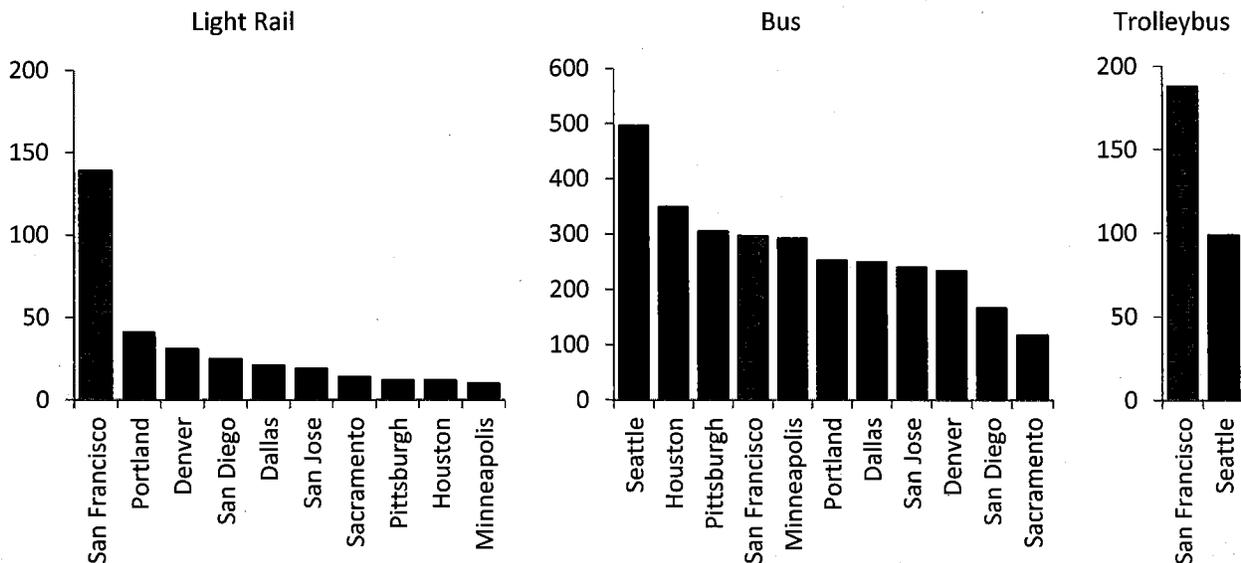
Figure 4 below shows the total operating costs for the SFMTA and its peers, broken down by mode of transportation. The figure shows that while San Francisco is near the middle of the group where bus service is concerned, it has substantially higher costs than its peers for light rail and trolleybus service.

Figure 4 – Operating Costs by Mode of Transportation (millions)



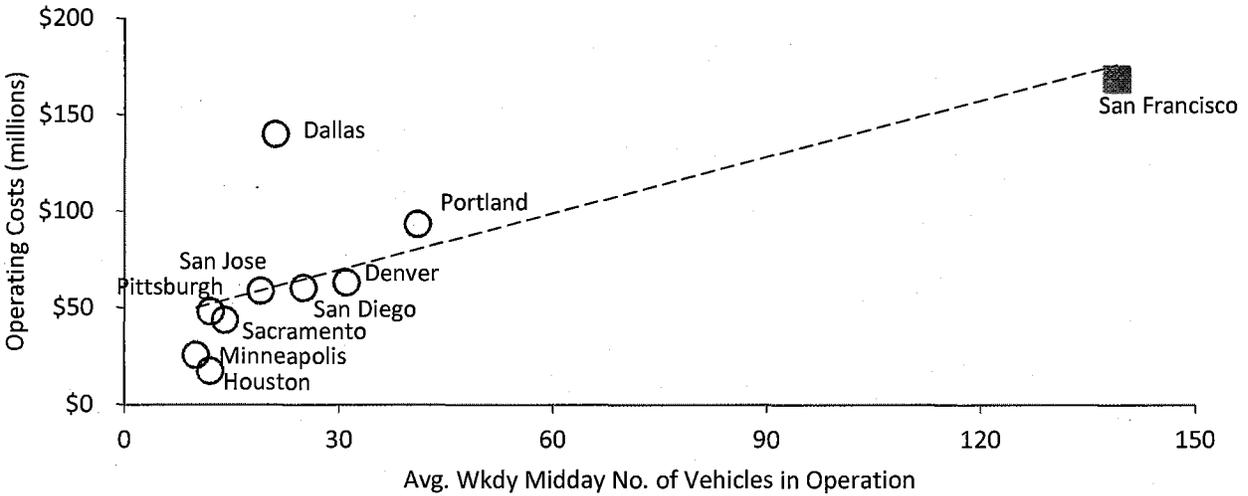
Differences among light rail systems may partially account for the wide variation in operating costs across agencies. For example, the SFMTA operates nine fully staffed light rail stations whereas newer systems may have been designed to have less staffing. Another likely reason for the SFMTA’s higher total costs for light rail and trolleybus service is that it operates considerably more vehicles than its peers. Figure 5 below shows, for example, that during non-commute hours on a typical weekday, the SFMTA operates between three and 14 times the number of light rail vehicles than its peers. Similarly, the SFMTA operates nearly double the number of trolleybuses that Seattle does.

Figure 5 – Average Number of Vehicles in Operation During Weekday Midday Service



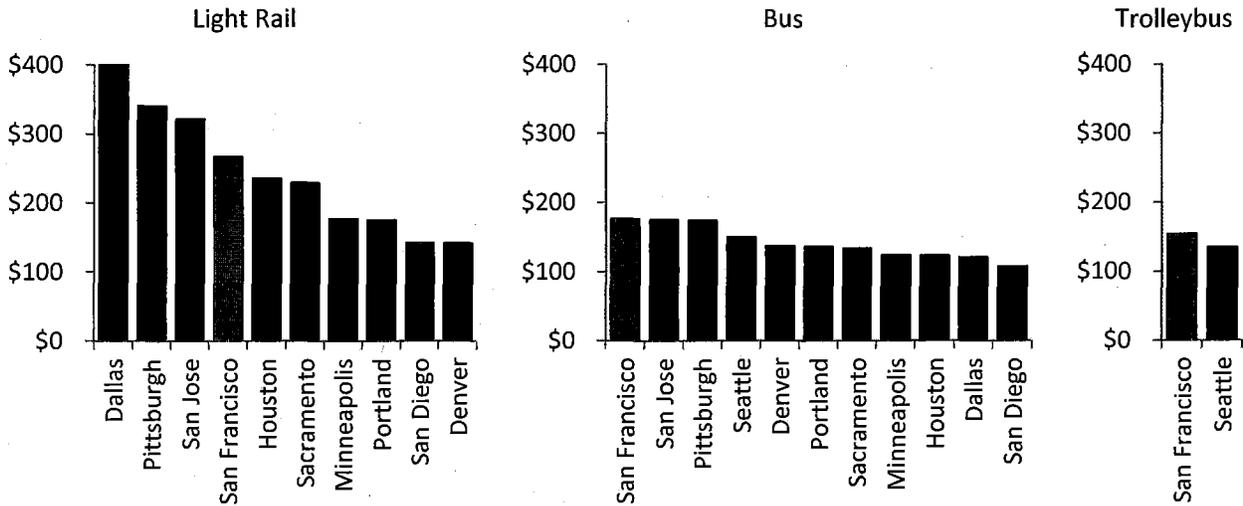
To illustrate this point further, Figure 6 shows the average number of light rail vehicles in operation during weekday midday service versus the total operating cost of that service. The plot demonstrates a clear trend of increasing costs with an increase in the number of vehicles in operation. Moreover, San Francisco's costs are generally in line with the trend established by the peer group.

Figure 6 – Average Number of Light Rail Vehicles in Operation During Weekday Midday Service vs. Operating Costs



With a greater number of light rail vehicles and trolleybuses in operation throughout the day, the SFMTA operates for a proportionately greater number of revenue hours. Thus, when the total operating costs are divided by the number of revenue hours for each mode, the SFMTA's costs are more alike those of its peers for all three modes (Figure 7).

Figure 7 – Operating Costs Per Revenue Hour



While the SFMTA's light rail, bus, and trolleybus operations are relatively cost-efficient on a dollar per revenue hour basis, Figure 8 shows that they are somewhat less so on a dollar per revenue mile basis. One potential reason for this may be related to the average speed at which the SFMTA's vehicles move through its transportation network. Assuming, for example, that it costs a certain amount to operate a vehicle for an hour of service, the corresponding operating cost per mile will be lower the further the vehicle travels in that hour. As shown in Figure 9, the SFMTA has a lower average system speed relative to its peers for all three modes of transportation.

Figure 8 – Operating Costs Per Revenue Mile

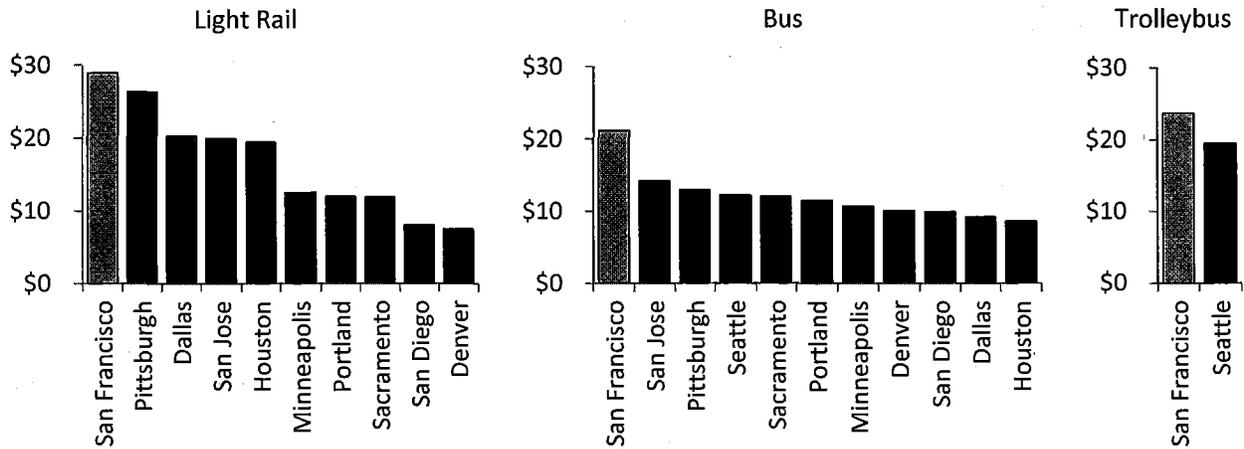
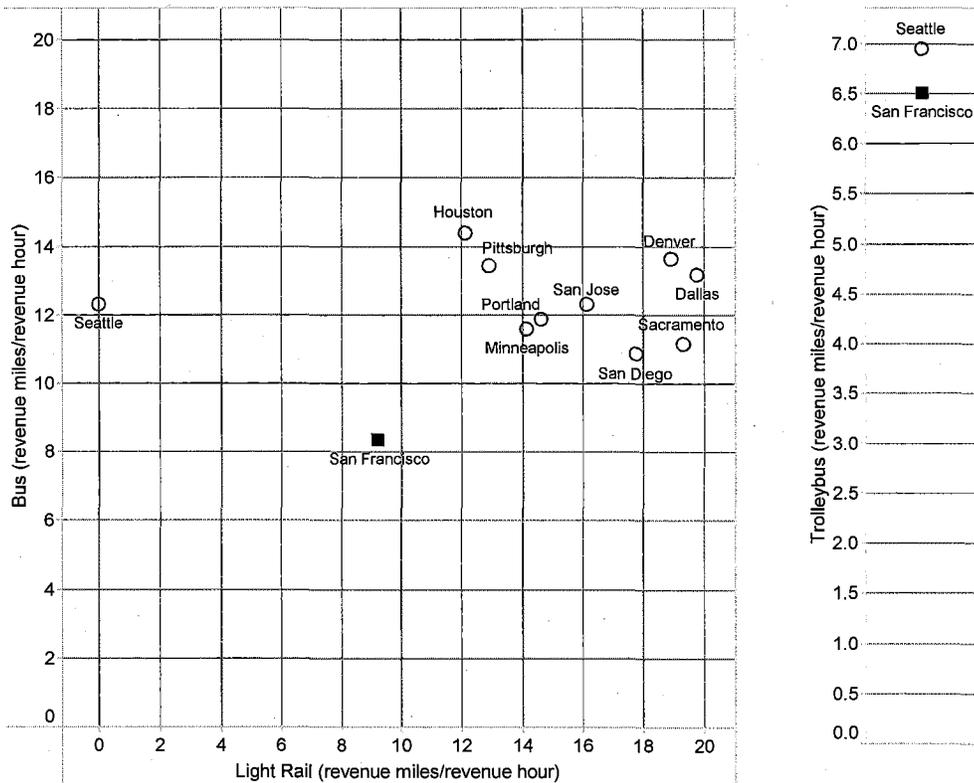


Figure 9 – Average System Speed



The amount of time a bus takes to traverse its route is influenced by the number of passengers that are served (Bertini & El-Geneidy, 2004). Each time the bus stops to board or alight passengers, it experiences a delay, which reduces the average speed of the bus. This effect likely contributes to the SFMTA's lower average speeds. For example, Figure 10 shows that with the exception of Houston's light rail system, the SFMTA has more boardings per revenue mile than its peers for all three modes of transit. Furthermore, as shown in Figure 11, there is a high correlation between the number of boardings per revenue mile and average bus speed; again, the SFMTA's performance is consistent with the trend exhibited by the group.⁴

Figure 10 – Boardings Per Revenue Mile

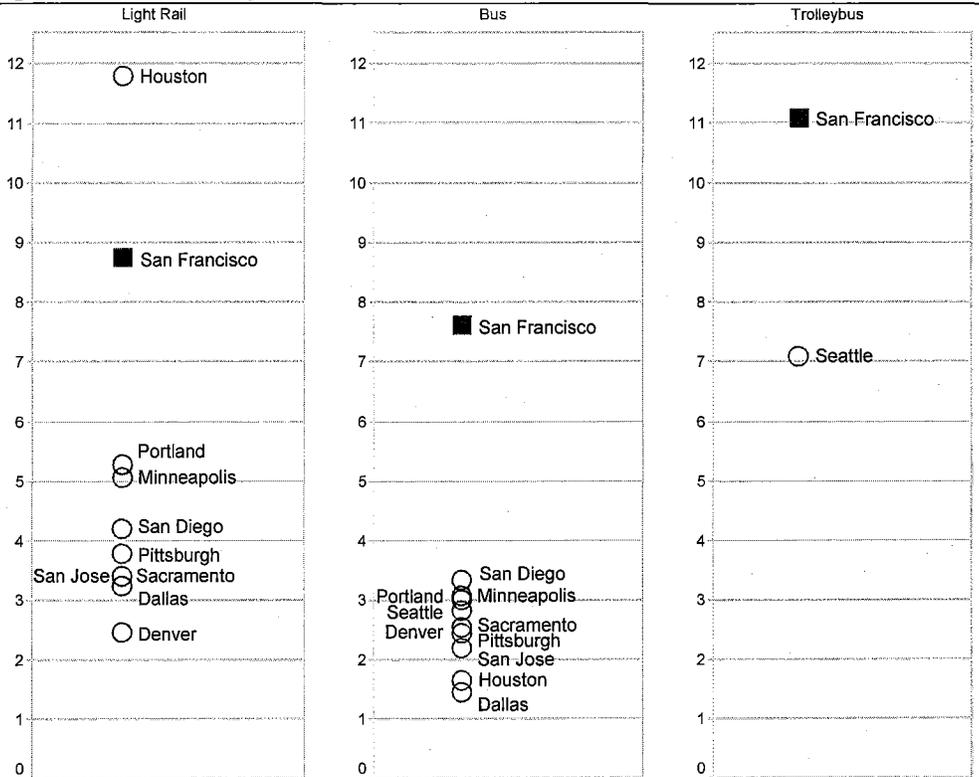
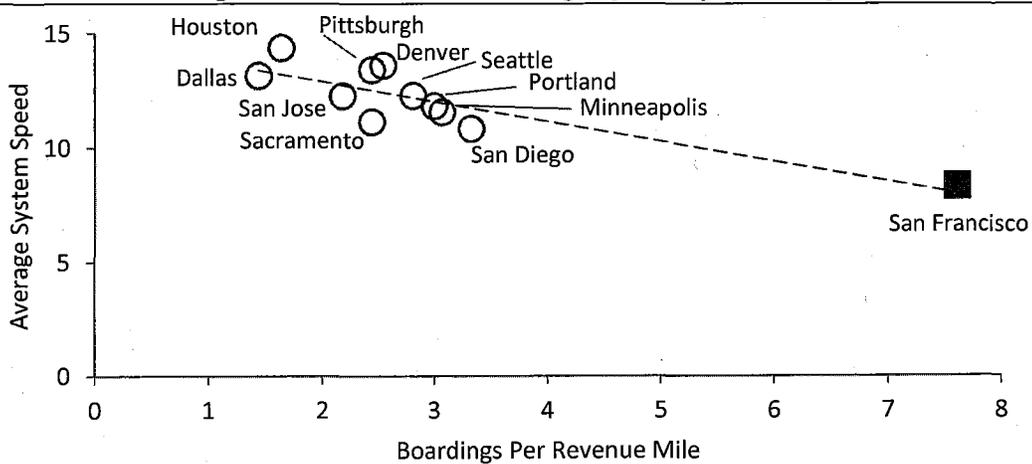


Figure 11 – Boardings Per Revenue Mile vs. Average System Speed for Light Rail Service



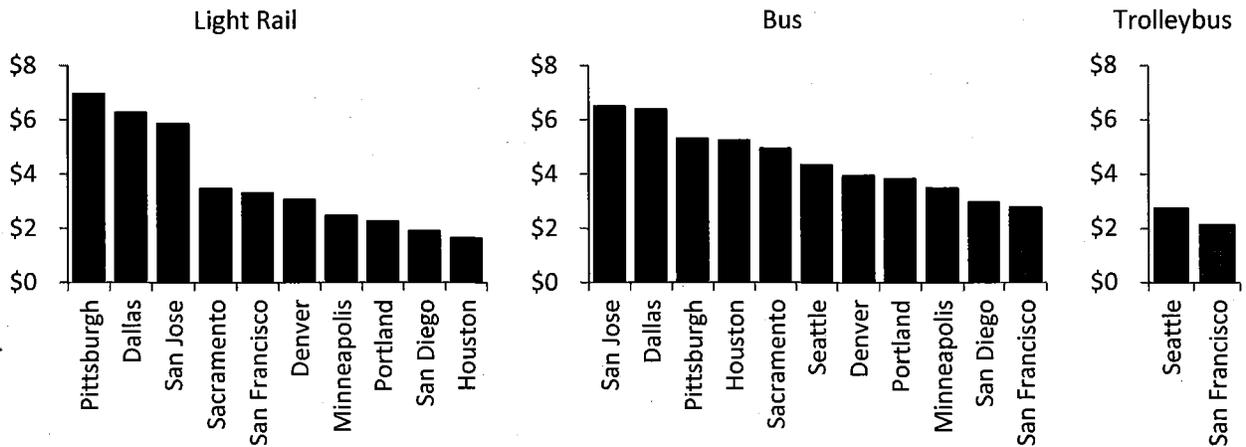
⁴ See a similar figure in Appendix B pertaining to light rail service.

Cost-effectiveness Measures

While the foregoing analysis provides insight into how cost-efficient the SFMTA is in providing transit service, one limitation of cost-efficiency measures is that they do not speak to a transit system’s ability to meet the needs of its passengers (NAS, 2010). To that end, the analysis includes a variety of additional performance measures, which look at the cost, quality, and level of service provided.

Figure 12 below shows the *operating cost per boarding*, which represents the cost of serving each person who boards a vehicle. The SFMTA has the lowest costs per boarding for bus and trolleybus service, and is in the middle of the peer group for light rail service.

Figure 12 – Operating Costs Per Boarding



The SFMTA’s relatively lower costs overall may be due in part to the fact that it operates in a dense environment and it has a high level of ridership (Figures 13 and 14). This essentially spreads out the operating costs over a large number of riders, resulting in lower costs per boarding.

Figure 13 – Boardings (millions)

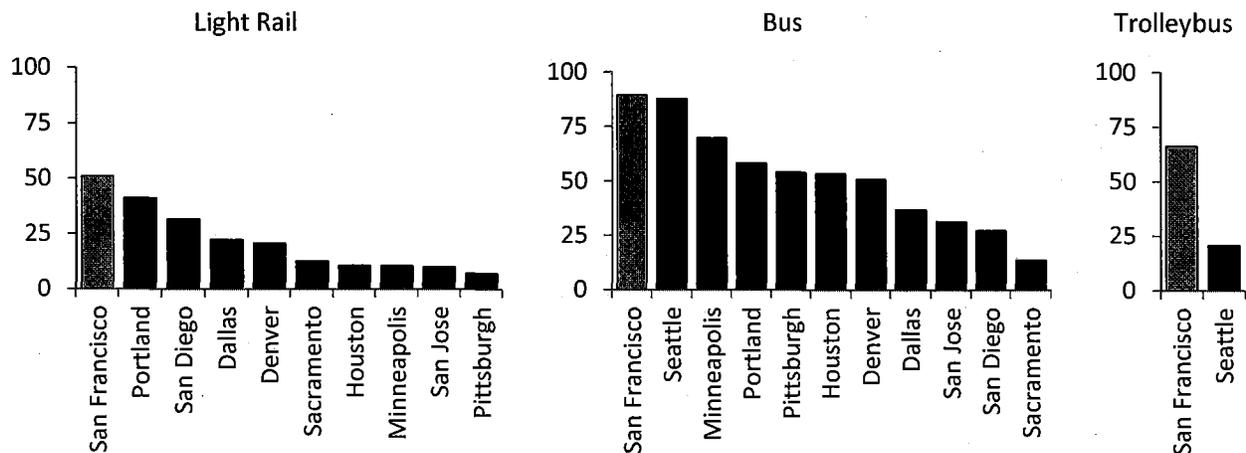
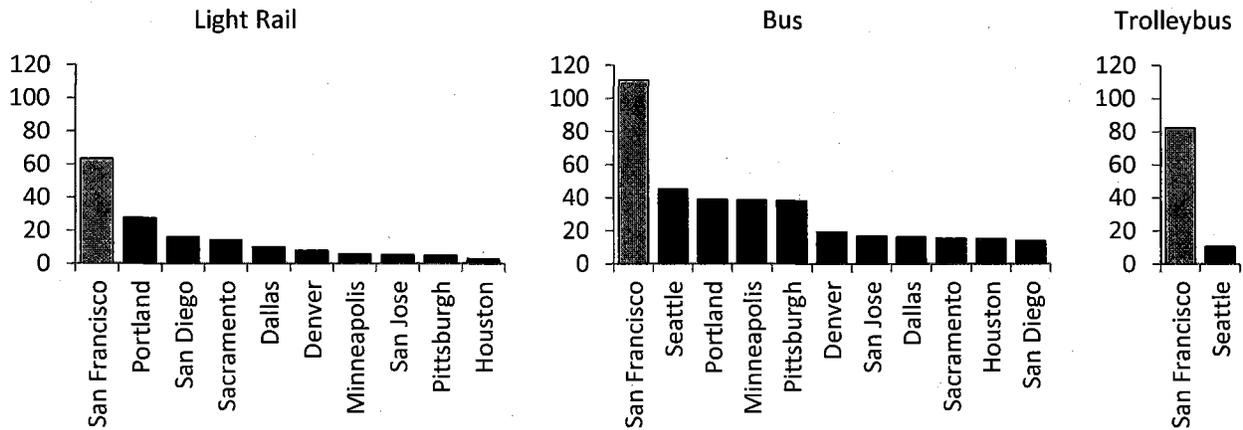
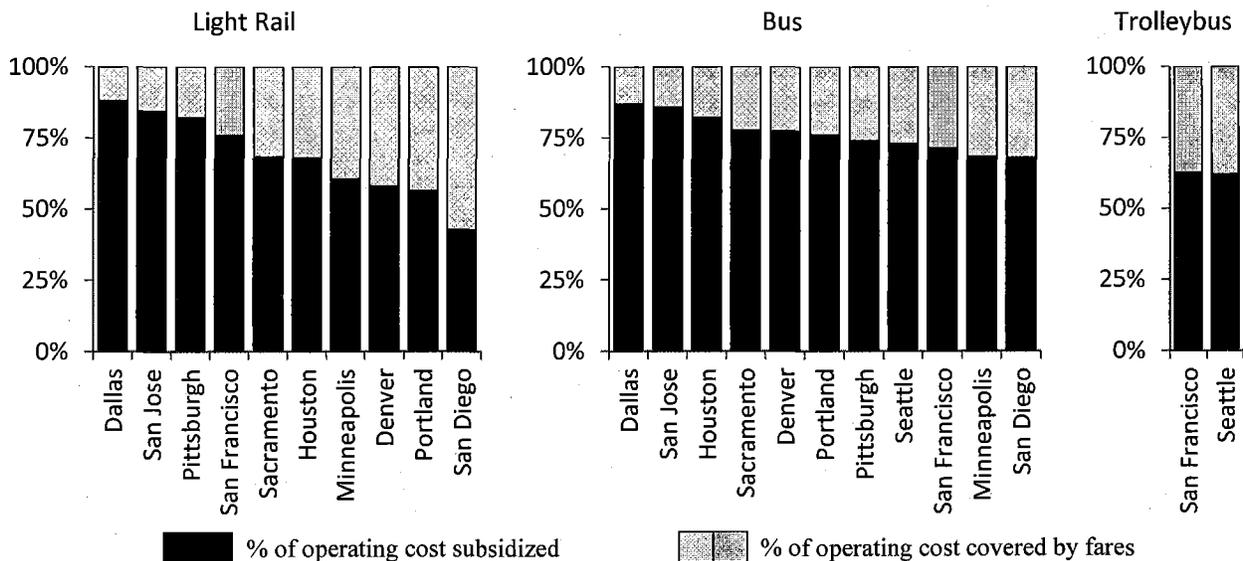


Figure 14 – Boardings Per Service Area Capita (boardings/person)



Other cost-effectiveness measures relate to the share of the operating cost per boarding that is covered by fares (referred to as the *farebox recovery ratio*), and the corresponding share of the cost per boarding that is subsidized for riders (*subsidy per boarding*). This information is shown below in Figure 15 as a percentage of the operating cost per boarding. Fares cover 24% of the operating cost per boarding for light rail service in San Francisco, while the remaining 76% is otherwise subsidized. For light rail service, the three agencies with the highest costs (Pittsburgh, Dallas, and San Jose) [see Figure 12] also have the highest levels of subsidies. Of the remaining agencies, the SFMTA subsidizes the greatest percentage of transit costs for riders. With regard to bus service, the SFMTA ranks near the lower end of the peer group but also has the lowest cost per trip (Figure 12).

Figure 15 – Farebox Recovery Ratio and Subsidy Per Boarding (%)



The farebox recovery ratio and subsidy per boarding are based in large part on an agency's fare structure. Tables 1 and 2 below, respectively compare the SFMTA's light rail and bus fares to those of its peers. As both tables show, fares in San Francisco are equal to or lower than fares in virtually all of the peer cities.⁵

Table 1 – Light Rail Fare Schedules (excluding passes and other discounts)¹

Agency	Full Fare	Reduced Fares						
		Youth ² (Ages)	Fare	Students ^{2,3}	Seniors (Ages)	Fare	Persons with Disabilities	Medicare Card Holders ²
Pittsburgh ⁴								
Peak	\$3.25	(6-11)	\$1.60	–	(65+)	Free	\$1.60	–
Off-peak	\$2.50	(6-11)	\$1.25	–	(65+)	Free	\$1.25	–
Dallas	\$2.50	(5-14)	\$1.25	\$1.25	(65+)	\$1.25	\$1.25	\$1.25
Oregon	\$2.50	(7-17)	\$1.65	\$1.65	(65+)	\$1.00	\$1.00	\$1.00
Sacramento	\$2.50	(5-18)	\$1.25	–	(62+)	\$1.25	\$1.25	\$1.25
San Diego	\$2.50		–	–	(60+)	\$1.25	\$1.25	\$1.25
Denver	\$2.25	(6-13)	\$1.10	\$1.10	(65+)	\$1.10	\$1.10	\$1.10
Minneapolis								
Peak	\$2.25	(6-12)	\$2.25	–	(65+)	\$2.25	\$0.75	\$2.25
Off-peak	\$1.75	(6-12)	\$0.75	–	(65+)	\$0.75	\$0.75	\$0.75
San Francisco	\$2.00	(5-17)	\$0.75	–	(65+)	\$0.75	\$0.75	\$0.75
San Jose	\$2.00	(5-17)	\$1.75	–	(65+)	\$1.00	\$1.00	–
Houston ⁴	\$1.25	(w/student ID)	\$0.60	\$0.60	(65-69) (70+)	\$0.60 Free	\$0.60	\$0.60

Notes: 1. As published online as of 3/10/14; 2. Dashes indicate that reduced fares are not offered; 3. Student category generally includes GED/high school and above; 4. Fare schedule is distance based – listed fares are representative only

Table 2 – Bus and Trolleybus Fare Schedules (excluding passes and other discounts)¹

Agency	Full Fare	Reduced Fares						
		Youth ² (Ages)	Fare	Students ^{2,3}	Seniors (Ages)	Fare	Persons with Disabilities	Medicare Card Holders ²
Pittsburgh ⁴								
Peak	\$3.25	(6-11)	\$1.60	–	(65+)	Free	\$1.25	–
Off-peak	\$2.50	(6-11)	\$1.25	–	(65+)	Free	\$1.25	–
Dallas	\$2.50	(5-14)	\$1.25	\$1.25	(65+)	\$1.25	\$1.25	\$1.25
Oregon	\$2.50	(7-17)	\$1.65	\$1.65	(65+)	\$1.00	\$1.00	\$1.00
Sacramento	\$2.50	(5-18)	\$1.25	–	(62+)	\$1.25	\$1.25	\$1.25
Seattle								
Peak	\$2.50	(6-18)	\$1.25	–	(65+)	\$0.75	\$0.75	\$0.75
Off-peak	\$2.25	(6-18)	\$1.25	–	(65+)	\$0.75	\$0.75	\$0.75
Denver	\$2.25	(6-13)	\$1.10	\$1.10	(65+)	\$1.10	\$1.10	\$1.10
San Diego	\$2.25		–	–	(60+)	\$1.10	\$1.10	\$1.10
Minneapolis								
Peak	\$2.25	(6-12)	\$2.25	–	(65+)	\$2.25	\$0.75	\$2.25
Off-peak	\$1.75	(6-12)	\$0.75	–	(65+)	\$0.75	\$0.75	\$0.75
San Francisco	\$2.00	(5-17)	\$0.75	–	(65+)	\$0.75	\$0.75	\$0.75
San Jose	\$2.00	(5-17)	\$1.75	–	(65+)	\$1.00	\$1.00	–
Houston ⁴	\$1.25	(w/student ID)	\$0.60	\$0.60	(65-69) (70+)	\$0.60 Free	\$0.60	\$0.60

Notes: 1. As published online as of 3/10/14; 2. Dashes indicate that reduced fares are not offered; 3. Student category generally includes GED/high school and above; 4. Fare schedule is distance based – listed fares are representative only

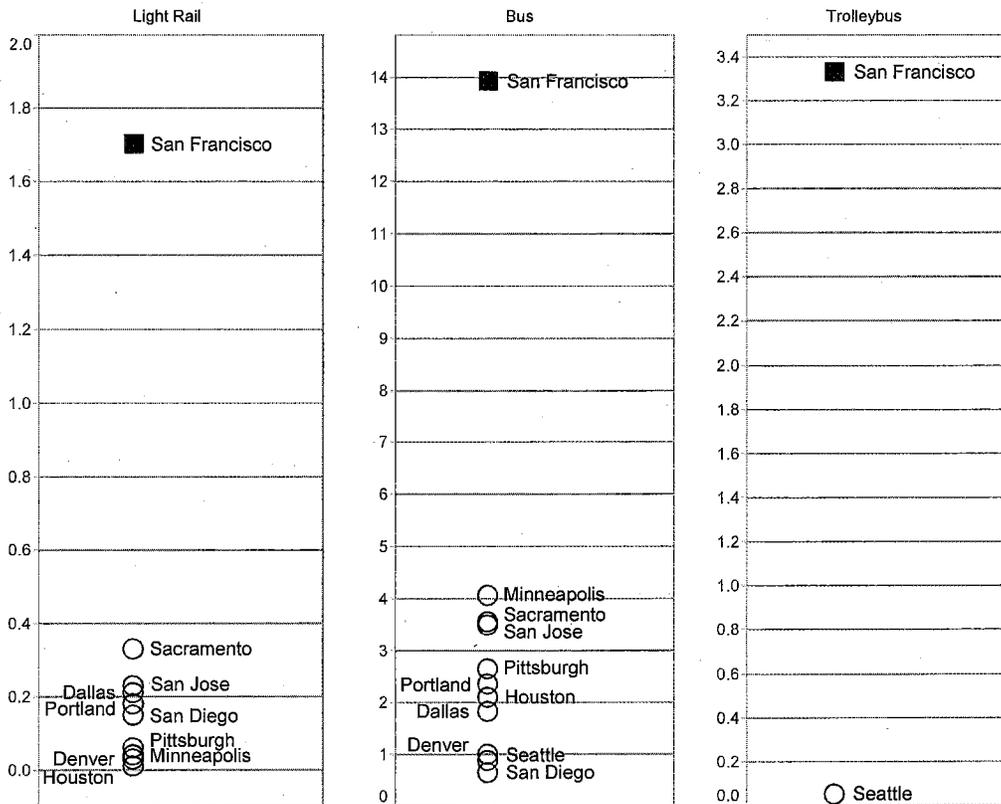
⁵ In addition to its regular youth fares, the SFMTA is currently implementing a pilot program to provide low and moderate income students residing in San Francisco free access to Muni.

Service Quality Measures

Performance measures related to the level and quality of service provided include the number of *route miles per square mile of service area*, which is depicted in Figure 16 below.

The number of route miles per square mile of service area reflects the overall availability of transit service. As Figure 16 shows, San Francisco stands far apart from its peers in this regard. The extensive amount of coverage provided by the SFMTA is also evident in the system map in Appendix B. The density of the SFMTA’s network reflects both the high demand associated with operation in a dense community, and the need to serve neighborhoods that would otherwise be inaccessible due to a hilly topography. Notably, 100% of residential areas within the City are within a quarter mile of a bus stop (SFMTA, 2013c). At the same time, however, a high number of route miles per square mile of service area may indicate duplicative routing. In some cases (e.g., express routes), duplicative routing may provide customers with more attractive transit options and increase ridership. In other circumstances, however, duplication may not necessarily improve access to transit and could lead to inefficiencies. Further analysis would be required to determine the extent of duplicative mileage in the transit system and its implications for costs and access to transit.

Figure 16 – Route Miles Per Square Mile of Service Area



Productivity, Resource Utilization, and Transit Investment Measures

Transportation systems can also be analyzed by looking at measures that focus on system administration, including measures related to productivity, resource utilization, investment in transit, and maintenance. The first three of these topics are covered in this section, and maintenance is covered in the final section.

Productivity measures generally assess the levels of outputs or outcomes of a system relative to the inputs. Two common measures of productivity for transit systems – the number of *Boardings per FTE* and the number of *Revenue Hours per FTE* – are shown below in Figures 17 and 18. For bus and trolleybus service, the figures show that the SFMTA has a relatively high level of productivity according to both measures. For light rail service, the SFMTA falls in the middle of the peer group on both measures. As previously mentioned, the SFMTA operates nine fully-staffed light rail stations, which increases the FTE count. In addition, the SFMTA is restricted to operating two-car trains on surface lines, which limits capacity per FTE. Systems capable of operating three-car trains will tend to have more boardings per FTE but may have less frequent service.

Figure 17 – Boardings Per FTE

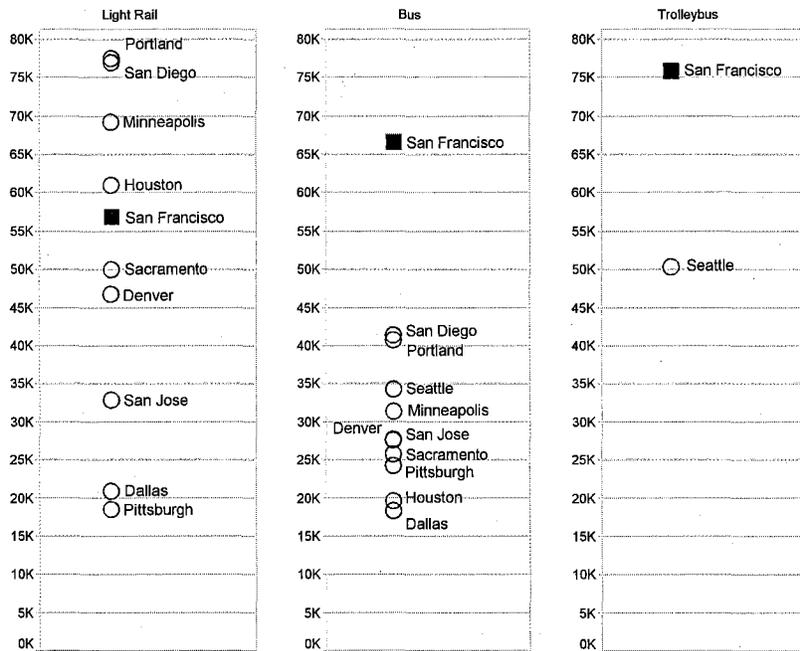
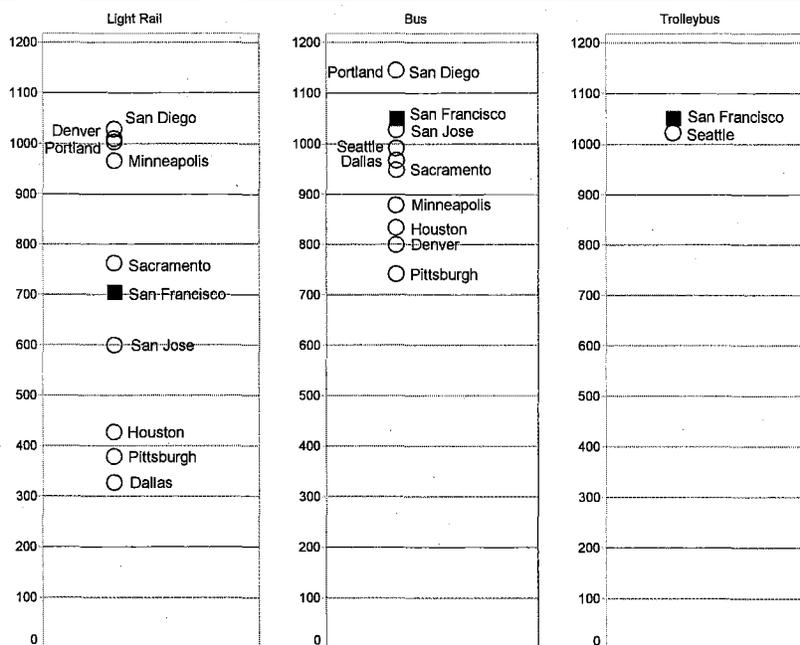


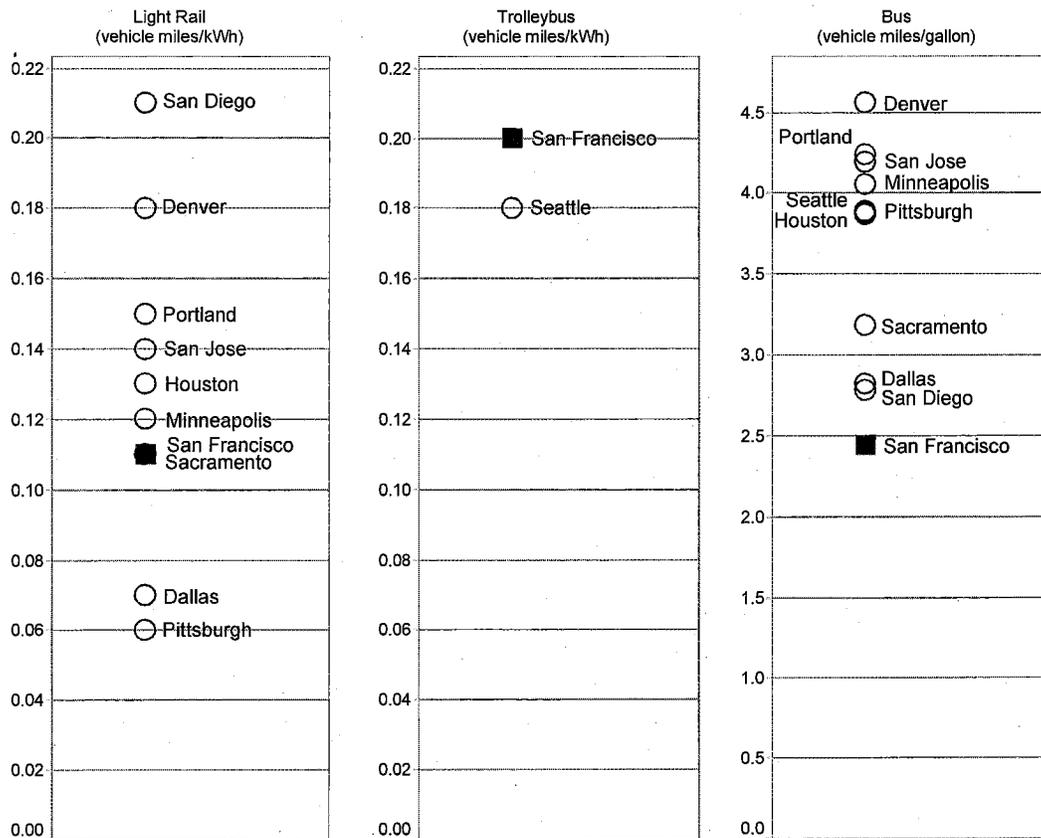
Figure 18 – Revenue Hours Per FTE



Electricity and fuel are significant cost drivers for transit systems, and common performance measures are the number of miles a light rail vehicle or trolleybus gets per kilowatt hour (kWh) of power and the number of miles a bus travels per gallon of fuel consumed.⁶ Figure 19 below shows that the SFMTA's trolleybuses tend to get slightly more mileage per kilowatt hour than Seattle's, but the SFMTA's light rail fleet is relatively less efficient than most of the peer fleets, and its bus fleet ranks at the bottom of the peer group.

In-use vehicle efficiency depends to a large extent on vehicle operating conditions and characteristics (Center for Transportation Research and Education, Iowa State University, 2012), and may be influenced by factors such as the type of service provided (e.g., local transit vs. intercity commute service), traffic patterns and other driving conditions, and the number of stops a vehicle makes to board and alight passengers. For example, acceleration causes large spikes in energy consumption so a light rail vehicle operating in heavy mixed traffic with multiple starts and stops will tend to use more energy than a vehicle operating at more constant speeds. The in-use efficiency of the SFMTA's bus fleet is also affected by its heavy passenger loads (see figures 10, 13, and 14), and operation in a hilly environment.

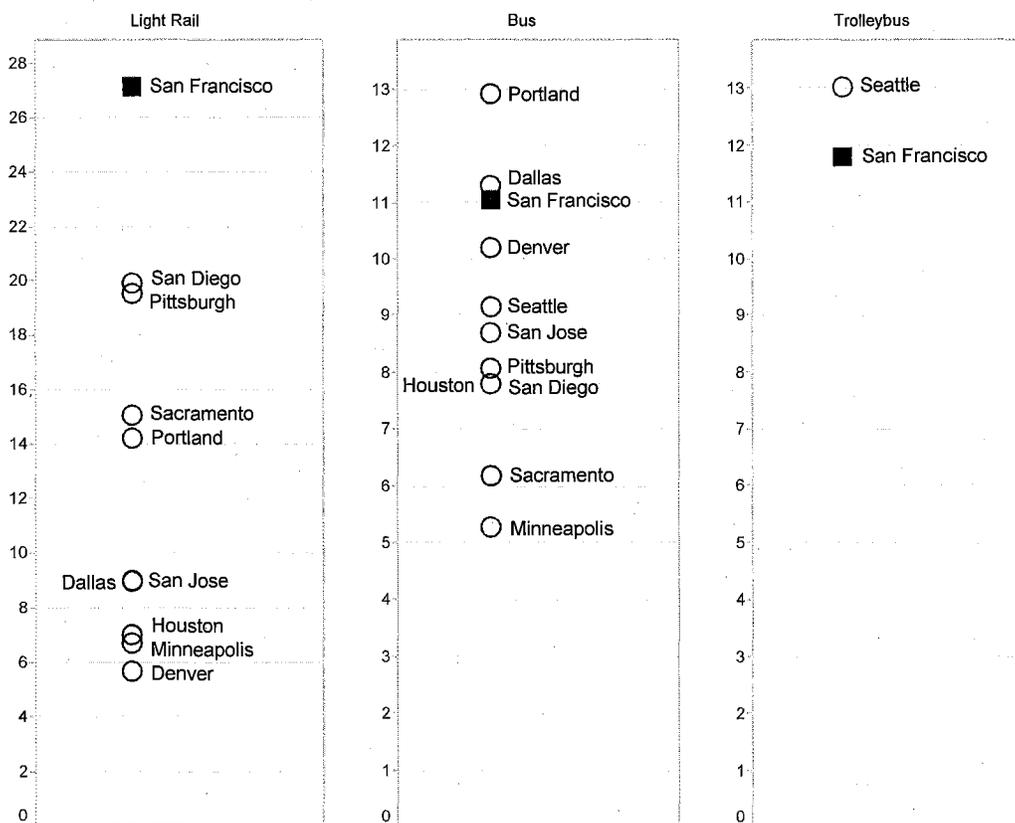
Figure 19 – Average In-use Energy Efficiency and Fuel Economy



⁶ It should be noted that in-use efficiency, or the efficiency realized under actual operating conditions, is substantially different than the rated efficiency of a vehicle, which is based on laboratory test cycles.

One additional factor that may contribute to San Francisco’s somewhat lower in-use vehicle efficiency is the average age of its fleet, particularly where its light rail vehicles are concerned. For example, Figure 20 shows that the average age of the SFMTA’s light rail fleet exceeds the average age of the peer fleets by 7 to 21 years.⁷ The SFMTA’s bus and trolleybus fleets are closer in age to some of the peer fleets, and San Francisco’s position in this regard is likely to improve as the SFMTA began deploying new buses in June 2013 as part of a five year plan to replace its entire fleet (SFMTA, 2013b). Continued investments in transit infrastructure such as this will further reduce vehicle age and may help to improve in-use efficiency. One notable development in this area outside of San Francisco is a pilot project initiated in 2013 to install a regenerative energy storage unit on Portland’s TriMet light rail line. The new unit will store energy from braking so that it can be reused to reduce energy consumption or stabilize system voltage during peak periods of operation⁸ (Siemens Corporation, 2013).

Figure 20 – Average Fleet Age (years)

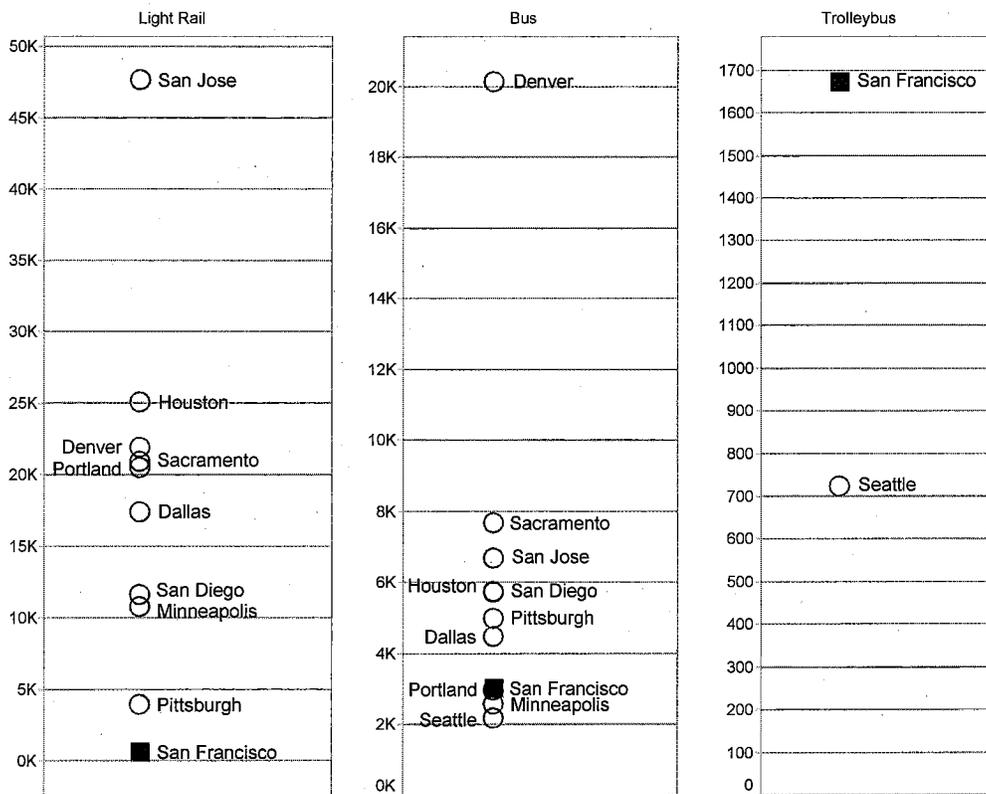


⁷ For clarification, note that the SFMTA’s light rail fleet includes a number of historic streetcars dating back to as early as the 1920s. The remainder of the fleet was put in service between 1997 and 2003.

⁸ As previously mentioned, vehicle acceleration causes fluctuations in system voltage and in extreme cases can lead to service disruptions.

The age of a transit agency's vehicle fleet has implications for vehicle reliability as mechanical issues can be a cause of delays. Figure 21 shows the average number of revenue miles traveled between vehicle failures. In this case, a "vehicle failure" is defined as, "the breakdown of either a major or minor element of the...vehicle's mechanical system" (Florida Department of Transportation, n.d.). It should be noted that vehicle failures are recorded regardless of whether or not the affected vehicles complete their trips. As a result, failures do not always impact rider experience, but this measure is often used as a general indicator of delays that arise due to equipment problems (Florida Department of Transportation, n.d.). Compared to its peers, the SFMTA experiences a relatively higher frequency of light rail vehicle and bus failures, but a substantially lower frequency of trolleybus failures. The frequency of bus and trolleybus failures can be expected to decrease over time as the SFMTA replaces its fleet.

Figure 21 – Revenue Miles Between Vehicle Failures

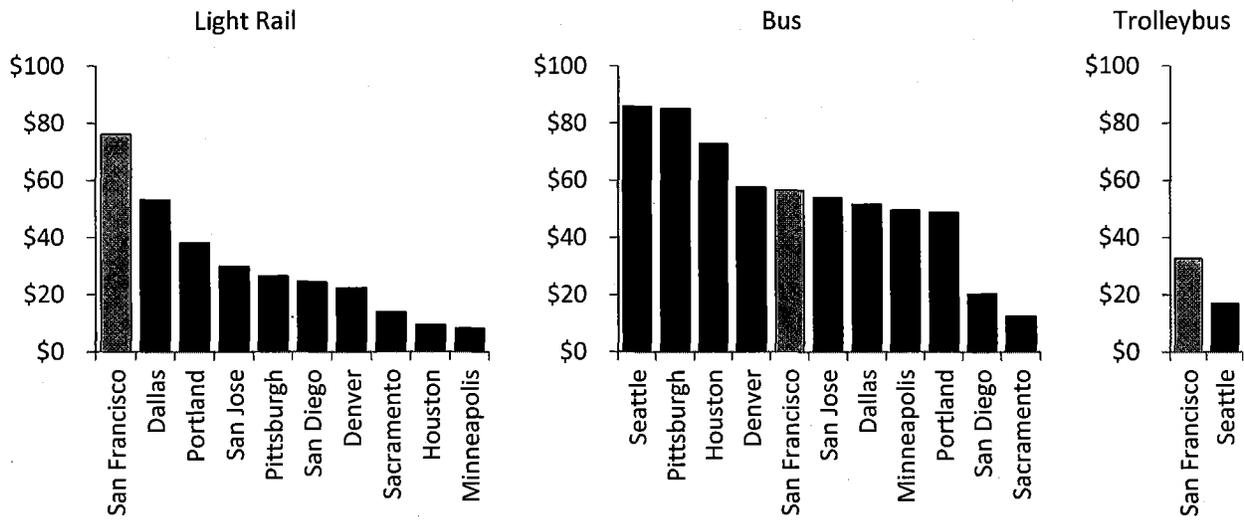


Maintenance Administration

Figures 22 and 23 respectively show total maintenance expenditures, and maintenance expenses per revenue mile.

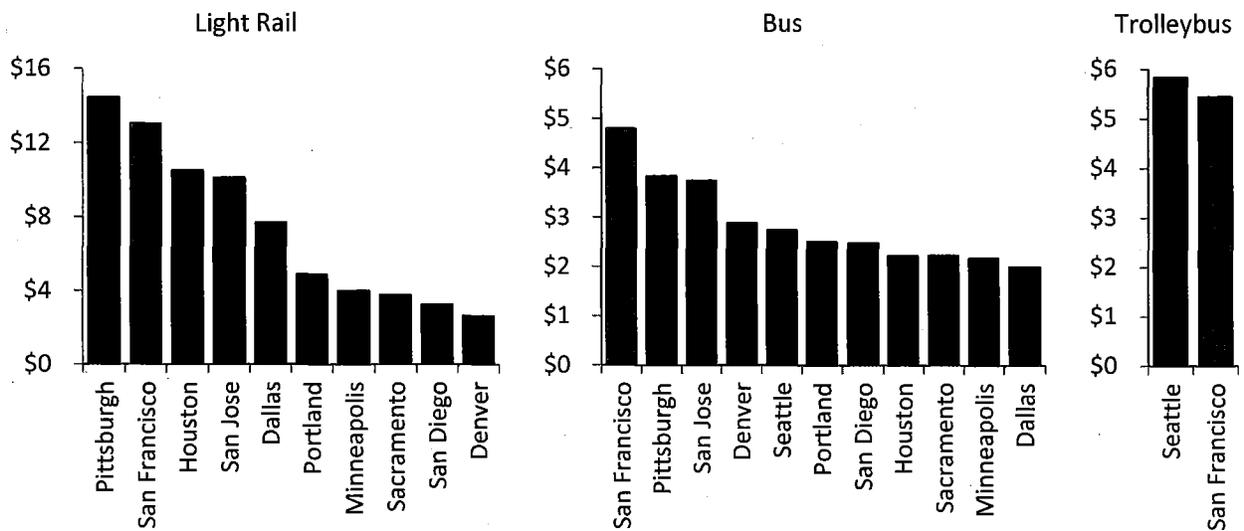
With regard to total expenditures (Figure 22), the SFMTA spends more than its peers to maintain its light rail and trolleybus fleets, but it falls in the middle of the group with respect to spending for its bus fleet. This is not entirely surprising in light of the finding above that the SFMTA operates considerably more light rail vehicles and trolleybuses than its peers.

Figure 22 – Total Maintenance Expenditures (millions)



On a dollar per revenue mile basis (Figure 23) the SFMTA spends more than its peers to maintain its bus fleet. However, the SFMTA’s maintenance spending on its light rail and trolleybus fleets is somewhat more comparable to spending by its peers. Again, as the SFMTA replaces its bus and trolleybus fleets, maintenance costs may decline.

Figure 23 – Maintenance Expenses Per Revenue Mile (\$/revenue mile)



Areas for Future Research

The measures included in this report provide a broad and high-level overview of complex transportation systems. Further, this report represents a snapshot in time and it should be regarded only as a starting point for further evaluation. Based on the foregoing analysis, potential opportunities for further research and evaluation may include the following:

- Continue to work with the SFMTA to reduce wait times, speed up travel times, improve reliability, and accomplish the other goals of the Transit Effectiveness Project (TEP);
- Plan future activities to evaluate the effectiveness of the TEP initiatives;
- Evaluate the extent of duplicative routing throughout the MUNI system and consider the implications of such duplication;
- Perform staffing or other analyses to consider why the SFMTA ranks somewhat lower among its peers with regard to the number of boardings and revenue hours for light rail service compared to its rankings for bus and trolleybus service on the same measures; and
- Characterize the nature of vehicle failures experienced by the SFMTA's vehicle fleets and the extent to which those failures impact the quality of delivered service.

Appendix A

Benchmarking Methodology

The TCRP is a cooperative effort among the Federal Transit Administration, National Academies, and the Transit Development Corporation, Inc., a nonprofit educational and research organization. Published in 2010 by the National Academy of Sciences, *TCRP Report 141* sets forth a comprehensive methodology for performance measurement and peer comparison of public transportation systems including an approach for selecting peer agencies and considerations for identifying performance measures.

Data Sources

Recipients of certain grant funding from the Federal Transit Administration (FTA) are required by statute to submit information to what is known as the National Transit Database (NTD), a database established by Congress to serve as the country's primary source of information on domestic transit systems; over 660 transportation providers in urbanized areas currently report to the NTD (Federal Transit Administration, 2013). Based on outreach conducted for the development of *TCRP Report 141*, the Transportation Research Board found the industry consensus to be that the NTD is the best source of US transit data, in part because the data is based on standardized definitions, it is readily available, and the FTA has ongoing efforts to improve its quality (NAS, 2010). We have accordingly relied on NTD data for the development of this report. Rather than compiling the data directly from NTD data files, most of the information used in our analysis was retrieved from the Florida Department of Transportation's Integrated National Transit Database Analysis System (INTDAS), a freely-available software tool developed to aid in the retrieval, visualization, and analysis of NTD data. Data from 2011 was used as the basis for this analysis as it was the most recent year of data available from INTDAS at the time the information was gathered.

Peer Agency Selection

The TCRP methodology was designed to provide a robust, practical, and transparent process for selecting peer agencies based on uniformly defined and readily available data (NAS, 2010). Prior to publication of the final report, the methodology underwent testing by numerous transit agencies, regional transportation authorities, and state departments of transportation. The resulting procedures utilize three screening factors and up to fourteen peer-grouping factors to identify agencies that are similar to the target agency:

Screening Factors

- Rail operator (yes/no)
- Rail-operator only (yes/no)
- Heavy-rail operator (yes/no)

Peer-grouping Factors

- Urban area population
- Total annual vehicle miles operated
- Annual operating budget
- Population density
- Service area type
- State capital (yes/no)
- Percent college students
- Population growth rate
- Percent low-income population
- Annual roadway delay per traveler
- Freeway lane miles per capita
- Percent service demand-responsive
- Percent service purchased
- Distance from target agency

“Likeness scores” are used to determine the degree of similarity between the target agency and potential peers with respect to each of the seventeen factors; in many cases the scores are based on the percentage by which the value for the peer agency differs from that of the target. The individual scores are then aggregated into a total likeness score. Agencies with aggregate scores less than 0.5 are generally considered to be the best matches although agencies with scores of less than 1 may be acceptable peers. Agencies with scores greater than or equal to 1 are generally considered undesirable. One feature of the TCRP methodology is that it allows for substantial differences to exist between the target agency and potential peers in one or more respects. However, in order to end up with a low aggregate likeness score, those differences must be compensated by greater similarity in other respects. Recognizing that transit agencies are unlikely to be alike every respect, the methodology thus attempts to find peers that are “*similar enough*” to the target agency that performance comparisons may still yield useful insights (NAS, 2010, p. 34). For more information regarding the relevance of the rating factors and calculation of the likeness scores, refer to *TCRP Report 141*.

Recent versions of INTDAS incorporate the TCRP peer selection process, allowing for easy computation of likeness scores for numerous agencies with respect to a given target agency. Out of more than 600 candidate peers, the following agencies had likeness scores of less than 1 with respect to the SFMTA:

<i>Agency (NTD ID)</i>	<i>City</i>	<i>Likeness Score</i>
• San Diego Metropolitan Transit System (9026)	San Diego, CA	0.41
• Dallas Area Rapid Transit (6056)	Dallas, TX	0.62
• Santa Clara Valley Transportation Authority (9013)	San Jose, CA	0.62
• Metro Transit (5027)	Minneapolis, MN	0.69
• Tri-County Metropolitan Transportation District of Oregon (0008)	Portland, OR	0.80
• Sacramento Regional Transit District (9019)	Sacramento, CA	0.86
• Port Authority of Allegheny County (3022)	Pittsburgh, PA	0.88
• King County Dept. of Transportation–Metro Transit Division (0001)	Seattle, WA	0.94
• Metropolitan Transit Authority of Harris County, Texas (6008)	Houston, TX	0.97
• Denver Regional Transportation District (8006)	Denver, CO	0.98

It should be noted that minor adjustments were made to the scoring to account for circumstances unique to this case. In particular, in order to operate its demand response service, the SFMTA contracts with a paratransit broker, which in turn subcontracts with a relatively large pool of vans and taxis. Apparently because of the large number of taxis at its disposal for demand response transportation, the NTD indicates that a large percentage of the SFMTA’s service is purchased rather than directly operated. According to other NTD data, however, the actual number of “passenger trips” taken by taxi is a small fraction of the trips taken by light rail, bus, and trolleybus – modes which are directly operated by the SFMTA. Because this analysis is limited to service that is directly operated, we recalculated the likeness scores after excluding “percent service purchased” as one of the peer grouping factors. In addition, because the King County Metro Transit Division does not operate extensive light rail service, the original likeness calculations from INTDAS were based on an adverse score with respect to the screening factor that accounts for rail service. Because King County Metro Transit is one of the few other agencies in the country that operates trolleybus service, we elected to neglect that factor for that agency only.

In an effort to be more inclusive for this initial benchmarking analysis of the SFMTA, we considered all ten of the above agencies as peers. However, as suggested by *TCRP Report 141*, we have taken care throughout the report to consider differences among the agencies that may be relevant to the performance comparisons.

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**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.

Project Team: Peg Stevenson, Director
Randle McClure, Project Manager
Kyle Burns, Senior Performance Analyst
Joe Lapka, Senior Performance Analyst
Faran Sikandar, City Hall Fellow

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BOS-11

City and County of San Francisco

**Residential Rent Stabilization
and Arbitration Board**



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March 11, 2014

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

Re: Rent Board Annual Report on Eviction Notices

Dear Ms. Calvillo:

Pursuant to Section 37.6(j) of the Rent Ordinance, Chapter 37 of the San Francisco Administrative Code, the Rent Board is providing its annual report on the number of eviction notices filed with the Department. During the period from March 1, 2013 through February 28, 2014, a total of 1,977 eviction notices were filed with the Department. This figure includes 80 notices given due to failure to pay rent, which are not required to be filed with the Department. The number of notices filed with the Department this year represents a 13% increase from last year's total filings of 1,757. The largest increase was in demolish or remove from housing use eviction notices which increased from 43 to 128 notices. Ellis withdrawal of unit notices increased from 116 to 216 notices. Capital improvement eviction notices increased from 25 to 37 notices and owner/relative move-in eviction notices increased from 185 to 273 notices.

The list on the following page gives the total number of eviction notices filed with the Department, the stated reason for the eviction and the applicable Ordinance section.

Page 2
Rent Board Annual Eviction Report

<u>Number</u>	<u>Reason</u>	<u>Ordinance Section</u>
80	non-payment of rent	37.9(a)(1)
84	habitual late payment of rent	37.9(a)(1)
607	breach of rental agreement	37.9(a)(2)
349	committing a nuisance	37.9(a)(3)
42	illegal use of rental unit	37.9(a)(4)
8	failure to renew agreement	37.9(a)(5)
9	failure to permit landlord access	37.9(a)(6)
17	unapproved sub-tenant	37.9(a)(7)
273	owner/relative move-in	37.9(a)(8)
13	condo conversion sale	37.9(a)(9)
128	demolish or remove from housing use	37.9(a)(10)
37	capital improvement work	37.9(a)(11)
6	substantial rehabilitation	37.9(a)(12)
216	Ellis (withdrawal of unit)	37.9(a)(13)
0	lead remediation	37.9(a)(14)
0	development agreement	37.9(a)(15)
0	good samaritan	37.9(a)(16)
49	roommate eviction	37.9(b)
67	other or no reason given	
1,977	Total Eviction Notices	

The increase or decrease since last year for each just cause (excluding categories for which the Department did not receive at least ten notices in both years) is as follows:

<u>Just Cause Reason</u>	<u>2012/13</u>	<u>2013/14</u>	<u>Percent Decrease/ Increase</u>
Demolish or remove from housing use	43	128	+298%
Ellis withdrawal of unit	116	216	+86%
Capital improvement	25	37	+48%
Owner/relative move-in	185	273	+48%
Habitual late payment	59	84	+42%
Breach of rental agreement	468	607	+30%
Roommate eviction	41	49	+20%
Unapproved sub-tenant	15	17	+13%
Nuisance	352	349	-1%
Illegal use of rental unit	44	42	-5%
Failure to permit landlord access	16	9	-44%

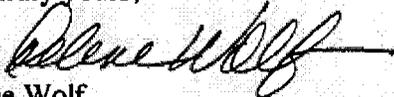
Page 3

Rent Board Annual Eviction Report

During the period March 1, 2013 - February 28, 2014, tenants filed a total of 482 Reports of Alleged Wrongful Eviction with the Rent Board. Of the 482 total reports, 100 reports specifically objected to no-fault evictions, and 8 of these 100 reports involved children under the age of 18, with 7 reports relating to evictions occurring during the school term.

This eviction report can also be found on our web site under "Statistics", under the link entitled "Annual Eviction Report." A monthly breakdown of all eviction filings by category is also enclosed with this report. Please call me at 252.4650 should you have any questions concerning this report.

Very truly yours,



Delene Wolf
Executive Director
Rent Stabilization and
Arbitration Board

Mayor Edwin M. Lee
Supervisor David Chiu
Supervisor Mark Farrell
Supervisor John Avalos
Supervisor David Campos
Supervisor Katy Tang
Supervisor Jane Kim
Supervisor Scott Wiener
Supervisor Norman Yee
Supervisor Eric Mar
Supervisor Malia Cohen
Supervisor London Breed
Commissioner David G. Gruber
Commissioner Richard Hung
Commissioner Kent Qian
Commissioner Jim Hurley
Commissioner Shoba Dandillaya
Commissioner Polly Marshall
Commissioner Cathy Mosbrucker
Commissioner Neveo Mosser
Commissioner Dave Crow
Commissioner Bartholomew Murphy
Library Documents Dept.



Residential Rent Stabilization and Arbitration Board
City & County Of San Francisco

Annual Eviction Notice Report

3/1/2013 Through 2/28/2014

	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Total</u>
No-Pay	2	5	10	5	7	8	8	5	7	8	6	9	80
Late Pay	9	7	5	7	7	8	7	2	3	9	9	11	84
Breach	53	45	46	45	49	52	56	76	39	46	46	54	607
Nuisance	32	25	31	28	18	38	33	38	24	27	23	32	349
Illegal	3	3	7	4	3	4	0	2	4	2	4	6	42
Agreemt.	1	2	0	4	0	1	0	0	0	0	0	0	8
Access	1	0	1	1	2	0	0	0	0	4	0	0	9
Sub	2	1	3	2	2	1	0	2	0	2	2	0	17
Own-Occ	18	35	30	29	41	20	21	22	9	16	10	22	273
Condo	0	1	0	3	0	1	1	4	1	1	0	1	13
Demol	8	8	7	7	4	6	7	70	2	3	3	3	128
CI	4	2	11	1	1	3	3	1	1	2	3	5	37
Rehab	3	3	0	0	0	0	0	0	0	0	0	0	6
W-Draw	7	16	26	5	18	19	22	22	14	46	1	20	216
Roommate	1	3	4	4	6	4	2	2	3	3	4	13	49
Lead	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	5	5	3	4	5	4	5	7	2	4	8	7	59
Development	0	0	0	0	0	0	0	0	0	0	0	0	0
Good Sam End	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	149	161	184	149	163	169	165	253	109	173	119	183	1977

50 Postcards

BOS-11
File NO. 140174

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*Building a healthy and sustainable global community for people
and the plants and animals that accompany us on Earth*

P.O. Box 191695 • San Francisco, CA • 94119 • P: (415) 349-5787
info@wildequity.org • <http://wildequity.org>

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Find us on Facebook:



RECEIVED
OFF SUPERVISORS
SAN FRANCISCO

NOV 13 PM 4:15

SF Board:

Save our frogs?

Parks!

Karla Scott

94107

Equity (8k-wt-18) n. 1. The state, quality, or ideal of being just, impartial, and fair. <http://wildequity.org>

AK SF BOS
1 Dr Carlton B. Goodlett
PL #244
San Francisco, CA
94102

(11)

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Find us on Facebook:



Equity (8k-wt-18) n. 1. The state, quality, or ideal of being just, impartial, and fair. <http://wildequity.org>

Dear SF Bd of Supervisors,

Please perform a full FIR
for the Sharp Park Pump house
Project. The garter snake and
red-legged frog need our
protection!

-Barry Byers
SF, CA 94118

SF BOS
1 Dr Carlton B
Goodlett PL # 244
San Francisco, CA
94102

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Find us on Facebook:



Dear SF BOS,

Tadpoles need water to develop. Don't drain their wetlands! I want a full EIR for the Pumphouse project!

Frances Ackerman
1726 10th St. Apt. A.
Oakland, CA
94607

Equity (6k-wt-48) n. 1. The state, quality, or ideal of being just, impartial, and fair.
<http://wildequity.org>

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Pl. #244

San Francisco, CA
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Find us on Facebook:



Dear SF Board of Supervisors:

I'd like to request a full EIR for the pumphouse project.

Save the Frogs!

Monica Salazar
2894 23rd St 94110

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LARRY 1720 12th Ave, Oakland, CA 94606

We need a full
Environmental
Impact
Report for
Sharp Park

Equity (8k-wt-6b) n. 1. The state, quality, or ideal of being just, impartial, and fair.
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Find us on Facebook:

Save the frogs
please. Dont
pump! Full EIR
on purchase project
Meredith Charpentier - 94114

SF BOS

Dr Carlton B Goodlett

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San Francisco, CA

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Find us on Facebook:

Please consider our request for a full environmental report before proceeding with the pump project
♡
Corinne

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1 Dr Carlton B Goodlett
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Find us on Facebook:

Dear SF Supervisors,
Please protect the wetlands & the creatures who live there.
Thank you.
Gwen Essex Dist. 9.

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Find us on Facebook:

Dear SF Board of ~~Supes~~ Supes.

Please do a full EIR!

Protect our California endangered wildlife.

Julia Fiske
1140 Bollinger Canyon
Moraga, CA 94556

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Find us on Facebook:

Dear S.F. Board of Supervisors

Please consider a full EIR for the pumphouse Project.

Thanks,
Michael Cormier

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Find us on Facebook:



Please do a full EIR on the pump house project

Regards,
Barbara & John
Stewart
35 Oakvale Ave
Berkeley, CA 94705

Equity (818-714-1111) n. 1. The state, quality, or ideal of being just, impartial, and fair. <http://www.wildequity.org>

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Find us on Facebook:



Please do a full EIR on the Sharp Pomphrey project. We share the land with other creatures.

95062 Susan Moren

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Give us a full EIR!

94158

Amy Hadra

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Board of Supervisors

Pls. do a EIR for Sharp Park Project

Ana Guevara

SF 94107

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Find us on Facebook:

SAVE THE FROGS!
Please do a EIR
on the Sharp
Park Project.
Travis.
94110

Equity (416-971-42) n. 1. The state, quality, or ideal of being just, impartial, and fair.
<http://wildequity.org>

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Find us on Facebook:

Please Save
the Frogs! We
are all in this
together. Daniel Lewin
EIR now! 4420 18th St
SF CA 94114

Equity (416-971-42) n. 1. The state, quality, or ideal of being just, impartial, and fair.
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Find us on Facebook:

Dear SF Board of Supes,
Please do a full
EIR for the Pumphouse
Project.

Sue Hutner
88 Townsend St. #210
San Francisco, CA
94107

Equity (6k-wt-0) n. 1. The state, quality, or ideal of being just, impartial, and fair.
<http://wildequity.org>

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Find us on Facebook:

SF Supervisors
Please call
for a minimal
impact report.

Loretta Jones
94132

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PLEASE SAVE THE
HILLS & ALL WILD LIFE

PLEASE
Andrew Ramirez

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THE VAMWINTCE BUTA
Boedl, B.O.S I sense

Wd and full

e.i.f for the

PUMPHOUSE PROJECT

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Find us on Facebook:

Dear SF Board of Super,
Save the Frogs! Please
vote for a full EIR
for the Pumphouse
Project and don't
drain the wetlands!

Beth Byrne
362 1/2 Montrose St
SF, CA 94110

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Find us on Facebook:

Dear BOS ~
I want a full EIR
for the Sharp Park
Pumphouse project.

Sincerely
Hannah Burke
CA 94930.

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Find us on Facebook:

TO SFBofS,
Full EIR for
Pumphouse Project
Now!

Ronnie Sharpe
70 Surrey Ave
Mill Valley, CA 94941

Equity (ek-wi-ee) n. 1. The state, quality, or ideal of being just, impartial, and fair.
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Find us on Facebook:

Please SAVE The Frogs!

This is a very important
message. I AM NOT
KIDDING! This is
nature we are talking
about. Laurel, 10 ♡ ☺ ♡

Equity (ek-wi-ee) n. 1. The state, quality, or ideal of being just, impartial, and fair.
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Full ~~EIR~~ EIR 1
on pump house project

Jennifer Atristain
1290 28th Ave
SF CA 94122

SF BOS

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Find us on Facebook:

Dear S.F.
Board of Supes,
Need EIR Report
For Pump house
SF, 94105

SF BOS

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Find us on Facebook:

Dear SF Supervisors,
Please save the frogs
at the Pump House
Project. Thanks!
Susanne Stokensey
2439 Greenwich St.
SF, CA 94123

Equity (415-771-46) n. 1. The state, quality, or ideal of being just, impartial, and fair.
<http://wildequity.org>

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Find us on Facebook:

Dear SF Board of Supervisors
PLEASE perform a
full EIR for the
Pumphouse project. The
frogs & snakes will
thank you.
Annette Putnam
650 Delancey St
SF, CA 94107

Equity (415-771-46) n. 1. The state, quality, or ideal of being just, impartial, and fair.
<http://wildequity.org>

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Find us on Facebook:

EIR FOR

PUMP HOUSE
PROJECT

BERNARD BAUER
2443 GREENWICH
94123

Equity (8k-wt-48) n. 1. The state, quality, or ideal of being just, impartial, and fair.
<http://wildequity.org>

SF BOS

1 Dr Carlton B Goodlett

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Find us on Facebook:

Please have a
full EIR
on "Pump house
PROJECT" - Thanks

EMIL FOJARINO
15 RED ROCK WAY #N311
SAN FRANCISCO, CA 94131

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Please do an EIR
for the Sharp Park
Golf Course.

Bronke Corley
214 Los Pinos
St, CA 94127

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SAVE THE FROGS!



FULL EIR

MANIA LUNA
94112

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Find us on Facebook:

Dear Board of Supervisors,

Please perform a full EIR for the pump house project.

SF citizens are concerned about the impact on frogs and snakes.

Sincerely,
Leila Easa
237 Texas St
SF CA 94107

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Find us on Facebook:

SAVE the frogs,
Full EIR.

PETER ERGAS
424 LUX AOE
So. S.F., CA. 94080

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Find us on Facebook:

Dear SF Board of Supervisors
The Sharp Park Pump House
Project will kill frog eggs masses
& threaten future generations
I WANT A FULL EIR!!
→ Ayesha Husain
94107

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Find us on Facebook:

Saleem - 94107

Please do consider
other alternatives.
Also, a full and
speedy EIR would
be hugely appreciated
"Save the Frogs"

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~~BOS,~~
We need this report!
Sharp Park Promphouse project!

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MAR. 94117

SF BOS

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It's not easy
Being Green!
Save the frogs
Order EIR
Please!

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Chad Carriger
94110

SF BOS

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Save our Frogs!
Order a EIR!!
Please!!

Brodke Wallace
3435 Cesar Chavez
SF, CA 94110

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I want a full
environmental report
on the Sharp Park
Pump House Project.

Diana Wuerthner
42 Day St
SF 94110

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on the Sharp Park
Pump House Project

Dinora Gonzalez
94014

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I want a full
EIR. For the
Sharp Park Pump
House project.

Lupe Picdowi
183 ALTA VISTA WAY
DC CA 94014

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Find us on Facebook:

Save the frogs
& let them hop
in freedom!

Dan Brook

150 Font Blvd #111
SF CA 94132

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Find us on Facebook:

Please do a
full EIR on
this project - save
the frog!
Julie Brook

150 Font Blvd
SF CA 94132

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Find us on Facebook:

Dear SF Bd. of Supes,
Please conduct a full EIR for the Pumphouse project to evaluate the potential environmental impact on the fragile coastal wetlands eco-system.

Thanks very much
Kira Kmetz
94107

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Find us on Facebook:

Dear SF. BOS

Save frogs, please.
I want a FULL EIR done.

Sammie Willis
212 Brazil St.
SF, CA 94112

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Find us on Facebook:

I would like a full
EIR for the Sharp Park
Pumphouse project!

Nicole Cochener
45 Capistrano Ave
SF, CA 94112

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- JB. Carmichael
I want Full
E.I.R. on
Sharp Park
pumphouse
project

5005 Palmetto Ave Pacifica
CA 94051

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From: McGuire, Kristen [kristen.mcguire@sfgov.org] on behalf of Reports, Controller [controller.reports@sfgov.org]
Sent: Monday, March 10, 2014 12:38 PM
To: Calvillo, Angela (BOS); BOS-Supervisors; Kawa, Steve (MYR); Campbell, Severin; Newman, Debra; Rose, Harvey; SF Docs (LIB); CON-EVERYONE; Moyer, Monique (PRT); Quesada, Amy (PRT); Forbes, Elaine (PRT); Woo, John (PRT); cchaquica@KPMG.com; onguyen@kpmg.com; nrose@kpmg.com; eugene.yano@yanocpa.com; dbradley@pacificwaterfront.com
Subject: Report Issued: San Francisco Waterfront Partners, LLC, Had Inadequate Internal Controls Over the Reporting of Gross Receipts to the Port for 2010 Through 2012

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

CSA presents the report of KPMG's audit of San Francisco Waterfront Partners, LLC, (Waterfront). The audit period was January 1, 2010, through December 31, 2012.

Waterfront incorrectly reported gross income to the Port by using an as-billed basis instead of the cash basis required by the lease. The error did not affect the rent due to the Port because credits were available to offset any underpayments by Waterfront. Also, Waterfront did not verify sublessee gross income to obtain assurance that its sublessee reports were complete and accurate before reporting income to the Port. During the audit period Waterfront reported \$15,174,975 in gross income and paid \$150,000 in rent to the Port.

To view the full report, please visit our Web site at:
<http://openbook.sfgov.org/webreports/details3.aspx?id=1716>
This is a send-only e-mail address.

For questions about the report, please contact Director of City Audits Tonia Lediju at Tonia.Lediju@sfgov.org or 415-554-5393 or the CSA Audits Unit at 415-554-7469.

Follow us on Twitter [@sfcontroller](https://twitter.com/sfcontroller)

City and County of San Francisco

Office of the Controller – City Services Auditor

PORT COMMISSION:

San Francisco Waterfront Partners, LLC, Had Inadequate Internal Controls Over the Reporting of Gross Receipts to the Port for 2010 Through 2012



March 10, 2014

**OFFICE OF THE CONTROLLER
CITY SERVICES AUDITOR**

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

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

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

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

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

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

CSA Audit Team: Winnie Woo, Associate Auditor

Audit Consultants: KPMG LLP



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

Monique Zmuda
Deputy Controller

March 10, 2014

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

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

Dear Commission President, Commissioners, and Ms. Moyer:

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

CSA presents the report for the audit of San Francisco Waterfront Partners, LLC, (Waterfront) prepared by KPMG. Waterfront developed certain properties in the Pier 1½, Pier 3, and Pier 5 areas along the Embarcadero and subleases the developed properties for office and restaurant space and an automated teller machine.

Reporting Period: January 1, 2010, through December 31, 2012

Rent Paid: \$150,000

Results:

Waterfront incorrectly reported gross income to the Port by using an as-billed basis instead of the cash basis required by the lease agreement. The error did not affect the rent due to the Port because credits were available to offset any underpayments by Waterfront. Also, Waterfront did not verify sublessee gross income to obtain assurance that its sublessee reports were complete and accurate before reporting income to the Port. During the audit period Waterfront reported \$15,174,975 in gross income and paid \$150,000 in rent due to the Port.

The responses of the Waterfront and the Port are attached to this report.

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

Respectfully,

Tonia Lediju
Director of City Audits

Attachment

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



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

Performance Audit Report

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

President and Members:

We have completed a performance audit of the gross income and related percentage rent reported and paid or payable by San Francisco Waterfront Partners, LLC (Tenant), to the Port of San Francisco (Port) for the period from January 1, 2010 to December 31, 2012.

Objective and Scope

The objective of this performance audit was to determine whether the Tenant was in substantial compliance with the reporting, payment and other rent-related provisions of its lease #L-13271 with the City and County of San Francisco (City), operating through the San Francisco Port Commission (Port Commission). To meet the objective of our performance audit, we verified that gross income for the audit period was reported to the Port in accordance with the lease provisions, and that such amounts agreed with the Tenant's underlying accounting records; identified and reported the amount and cause of any significant error(s) (over or under) in reporting, together with the impact on rent paid or payable to the Port; and identified and reported any recommendations to improve record keeping and reporting processes of the Tenant relative to its ability to comply with lease provisions.

The scope of our performance audit included the gross income and related percentage rent reported and paid or payable by the Tenant to the Port for the period from January 1, 2010 to December 31, 2012.

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

Methodology

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

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



findings and recommendations based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and recommendations based on our audit objective.

Tenant Background

The Tenant entered into lease #L-13271 (the Lease Agreement) effective April 2, 2004 for a 50-year term with the City, operating through the Port Commission, for the Pier 1½, 3, and 5 area along the Embarcadero. The Tenant has developed certain properties in the above-mentioned pier area, and subleases the developed properties for office and restaurant space, and an automated teller machine.

Rent consists of the following:

- 1) Advance monthly Minimum Rent of \$41,666.67 from January 1, 2010 to April 1, 2011, and \$46,271.20 from April 2, 2011 to December 31, 2012;
- 2) Percentage Rent of 15% of quarterly Gross Income, less Minimum Rent; and
- 3) Additional Rent of all costs, fees, interest, charges, expenses, reimbursements, and Tenant's obligations of every kind and nature relating to the Premises that may arise or become due under this Lease, whether foreseen or unforeseen, which are payable by Tenant to Port pursuant to this Lease.

Lease section 44 specifies certain exclusions from Gross Income, principally reimbursements for operating expenses, common area maintenance charges, insurance, other impositions, and sublessee tenant improvements.

The Tenant is entitled to a rent credit of 100% of all Minimum Rent and Percentage Rent in excess of \$4,166.67 per month, with a cumulative maximum equal to the lesser of the actual Certified Substructure Costs that Tenant has incurred for substructure repairs, or \$10,000,000. The credit must be taken on or before April 2, 2019. The impact of this credit is that the total annual rent paid or payable to the Port is \$50,000 for each of the three years within the audit period.

The Tenant is required to submit quarterly reports to the Port of gross income, percentage rent and monthly minimum rent, and allowable rent credits.



Audit Results

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

	January 1 to December 31			Total
	2010	2011	2012	
Rent due to the Port:				
Minimum rent	\$ 500,000	541,287	555,254	1,596,541
Percentage rent	235,720	209,386	234,599	679,705
Total rent due before allowable credits	735,720	750,673	789,853	2,276,246
Allowable rent credits	(685,720)	(700,673)	(739,853)	(2,126,246)
Total rent due to the Port, net of allowable credits	50,000	50,000	50,000	150,000
Total rent paid or payable to the Port	50,000	50,000	50,000	150,000
Overpayment (underpayment) of rent	\$ —	—	—	—

The following summarizes Gross Income received by the Tenant during the three-year period ended December 31, 2012 and related percentage rent after deductions for minimum rent:

	January 1 to December 31			Total
	2010	2011	2012	
Gross income:				
As reported	\$ 4,853,973	5,034,901	5,311,765	15,200,639
Tenant adjustments	50,828	(30,413)	(46,079)	(25,664)
Gross income after tenant adjustments	4,904,801	5,004,488	5,265,686	\$ 15,174,975
Times percentage rate of 15% of gross income	15%	15%	15%	
Percentage rent before deduction for minimum rent	735,720	750,673	789,853	\$ 2,276,246
Deduction for minimum rent	(500,000)	(541,287)	(555,254)	(1,596,541)
Percentage rent after deduction for minimum rent	\$ 235,720	209,386	234,599	679,705

The Tenant reported adjustments to its reported Gross Income in August 2013, after notification of the performance audit by the Port and prior to commencement of audit fieldwork.



Finding 2012-01 – The Tenant Reported Gross Income on an As-Billed Basis

Criteria

Lease section 44's definition of Gross Income states in part that "...for any Lease Year Quarter or portion thereof during the Term, and determined on a cash basis, the following: all payments, revenues, fees or amounts received by Tenant or by any other party for the account of Tenant..."

Condition and Effect

The Tenant reports Gross Income on an as-billed, not on a cash basis as required by the lease. Sublessees can and do pay rent in advance, and advance payments of rent have increased each year during the three-year period ended December 31, 2012. The Port's enforcement of other leases on a cash basis has resulted in late charges on specific periods with underpayments, even if there were overpayments in other periods.

There currently is no effect on rent paid or payable to the Port during the three-year period ended December 31, 2012, because credits are available to offset any underpayments of rent during this period.

Cause

The Tenant staff was not aware that Gross Income was to be reported on a cash basis.

Recommendation 1

The Port should enforce Lease provisions requiring the Tenant to report Gross Income on a cash basis.

Finding 2012-02 – The Tenant Does Not Verify Sublessee Revenues

Criteria

Lease section 2.4(a) specifies the Tenant's obligations to pay percentage rent on Gross Income, and states in part that "...further subject to the Rent Credit set forth in Section 2.5 below, Tenant shall pay to Port on a quarterly basis during the Term, fifteen percent (15%) of Gross Income for each Lease Year Quarter, less the Minimum Rent due for such Lease Year Quarter..."

Lease section 2.4(b)(i) requires the Tenant to prepare a Percentage Rent Statement, and to certify this statement as complete and accurate (subject to changes from year-end accounting adjustments).

Condition and Effect

The Tenant does not verify sublessee Gross Income information. Without such verification, the Tenant cannot ensure that it has received all revenues that it should have received from its retail sublessees and further accurately report its Gross Income to the Port.

Although our performance audit found no over/underreporting of Gross Income, the Tenant did not verify any information provided by retail sublessees, which could have resulted in over/underreporting Gross Income. We note that underreported percentage rent could have been offset on whole or in part by allowable rent credits during the three-year period ended December 31, 2012.

The Tenant has informed us that it intends to start Gross Income audits of its sublessees in 2014.

Cause

The cause of this condition is a deficiency in operating effectiveness of internal control over Gross Income reporting.



Recommendation 2

The Port should require the Tenant to verify the completeness of Gross Income reported by sublessees to obtain assurance that the Tenant reports all income to which the Port is entitled.

Conclusion

Based upon the performance audit procedures performed and the results obtained, we have met our audit objective. We conclude that the Tenant was in substantial compliance with the reporting, payment, and other rent-related provisions of its lease #L-13271 with the Port.

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

This report is intended solely for management and members of the San Francisco Port Commission; the Board of Supervisors and management of the City and County of San Francisco; and management of San Francisco Waterfront Partners, LLC, and is not intended to be, and should not be, used by anyone other than these specified parties.

KPMG LLP

February 10, 2014



SAN FRANCISCO
WATERFRONT
PARTNERS, LLC

February 20, 2014

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

Dear Tonia,

This letter is at the request of Yano Accountancy Corporation/KPMG ("Auditor") as a response to the Performance Audit Report recently done on the tenant Ground Lease compliance for the property located at Piers 1.5, 3 and 5 in San Francisco.

Finding 2012-01 – The Tenant reported Gross Income on an As-Billed Basis

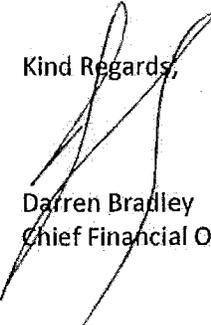
Response - We are going to discuss with Port and correct (according to Port's preferred method) the accrual vs cash issue on the next (or past) Quarterly Rent Credit Statement/s. Due to rent credit structure there is no additional rent due to or from the Port of San Francisco.

Finding 2015-02 – The tenant does not verify Sublessee revenues.

Response - We are currently scheduling tenants % rent audits for May 2014. Two of the four retail tenants on the premises are in their 1st year of operation.

Please call with any questions.

Kind Regards,


Darren Bradley
Chief Financial Officer



March 3, 2014

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

Re: Tenant Performance Audit – San Francisco Waterfront Partners

Dear Ms. Lediju:

Thank you for the opportunity to review the draft performance audit report prepared by KPMG LLP covering Port lease no. L-13271 with San Francisco Waterfront Partners, LLC. Based on the report details provided by KPMG, Port management accepted the report.

Enclosed is the City's standard Recommendations and Responses form. We have also received and considered the tenant's response dated February 20, 2014. The Port will follow up, as necessary, to ensure that the performance audit findings and associated recommendations are adequately addressed.

Sincerely,

Susan Reynolds
Director of Real Estate

John J. Woo
Fiscal Officer

Enclosure

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

PORT COMMISSION: PERFORMANCE AUDIT OF SAN FRANCISCO WATERFRONT PARTNERS, LLC

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

RECOMMENDATIONS AND RESPONSES

Recommendation	Responsible Agency	Response
1. The Port should enforce Lease provisions requiring the Tenant to report Gross Income on a cash basis.	Port	Concur. Tenant has agreed to change its reporting method. Due to the rent credit structure in place, no additional rent obligation is payable to the Port. The Port is waiting for details of the conversion adjustment and will follow-up in writing with the Tenant if the change is not fully implemented within 90 days of the final audit report.
2. The Port should require the Tenant to verify the completeness of Gross Income reported by sublessees to obtain assurance that the Tenant reports all income to which the Port is entitled.	Port	Concur. The Tenant's response dated February 20, 2014 indicates that it intends to start audits of retail sublessees in 2014. No additional follow-up by the Port is deemed necessary at this time.

BOARD of SUPERVISORS



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

Date: March 17, 2014
To: Honorable Members, Board of Supervisors
From: Angela Calvillo, Clerk of the Board
Subject: Form 700

This is to inform you that the following individuals have submitted a Form 700 Statement:

Carolyn Goossen – Legislative Aide – Annual
Chris Hyland – SOTF – Annual
David Todd - SOTF – Annual
Louise Fischer - SOTF – Annual
Angela Calvillo – Clerk of the Board – Annual
Jess Montejano - Legislative Aide – Annual



March 13, 2014

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

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2014 MAR 13 PM 4:46

Re: Annual Report to the Board of Supervisors
2013 Special School Parking Event Permit Report

Dear Ms. Calvillo:

The Tax Collector, pursuant to Section 608 of the San Francisco Business and Tax Regulations Code, herewith submits the annual report of parking tax information related to the Special School Parking Event Permits for the 2013 calendar year.

Schedule A of the report summarizes for the 2013 calendar year the number of permits issued, the dollar value of the gross parking revenues, and the parking tax revenue foregone.

This is the first year this particular exemption has been in effect and therefore no comparative data is provided.

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

Very truly yours,

David Augustine
Tax Collector

cc: José Cisneros
San Francisco Public Library

Attachment

13

**ANNUAL REPORT of the
OFFICE OF THE TREASURER & TAX COLLECTOR
SPECIAL SCHOOL PARKING EVENT PERMITS
CALENDAR YEAR 2013**

Schedule A

Year	Number of Permits Issued	Total Parking Receipts	Parking Tax Forgone
2013	25	\$ 88,661.00	\$17,732.20

(BOS)

From: Chan, Connie (REC)
Sent: Saturday, March 15, 2014 10:20 AM
To: Chan, Connie (REC)
Subject: PRESS RELEASE: SF Rec and Park Celebrates Glen Canyon Park Playground Opening
Attachments: Video.MOV; ATT00001.htm

FOR IMMEDIATE RELEASE

March 15, 2014

Contact:

Connie Chan, SF Rec and Park
[415-895-0689](tel:415-895-0689), connie.chan@sfgov.org

SF Rec and Park Celebrates Glen Canyon Park Playground Opening

SAN FRANCISCO – San Francisco Recreation and Park Department celebrated the opening of Glen Canyon Park Playground with Mayor Ed Lee, Supervisor Scott Wiener, Supervisor Norman Yee, Glen Park Association, The Trust for Public Land, the California Coastal Conservancy, and community members on Saturday, March 15. A ribbon cutting ceremony marked the celebration followed by refreshment, arts and crafts for children and families.

“San Francisco is a world-class City with world-class parks and those parks need to be maintained for all our residents and families,” said **Mayor Ed Lee**. “That’s why the Parks Bond renovations of Glen Canyon Park are so important; they allow us to deliver on our commitment to make our children, youth and families healthy and successful in San Francisco.”

“Together we are making Glen Canyon Park a safe and clean community hub with the funds provided by parks bonds,” said District 8 Supervisor **Scott Wiener**. “With the completion of the Playground, we now look forward to continuing improvements to the Glen Canyon Park Recreation Center.”

“With the help from both 2008 and 2012 Parks Bonds, SF Rec and Park is able to invest a total of \$19 million to renovate Glen Canyon Park,” said **Phil Ginsburg**, SF Rec and Park Department General Manager. “Glen Canyon Park is a great example how our park system serves our diverse communities, it has children’s playground, a sports field, a recreation center, precious natural areas, incredible trails. So you can come any day during the week, and see our Natural Areas Program restoring wild habitat, and our recreation leaders are here providing healthy recreation to our community.”

The \$5.8 million Glen Canyon Park Playground improvements was funded by the 2008 Clean and Safe Neighborhood Parks Bond with additional support from The Trust for Public Land, and the California Coastal Conservancy. The improvements included ADA accessible entrance from Elk Street, improved access from Bosworth Street, new landscaping and planting, new tennis courts, and the renovation and expansion of the children’s playground. In addition, more than 160 new trees were planted in the area. In addition, the Parks Bond also provided \$1 million to improve Glen Canyon Park trails.

Then again more than 72% of San Francisco voters supported the 2012 Clean and Safe Neighborhood Parks Bond, which allocated \$12 million to renovate the Glen Canyon Park Recreation Center. The renovation will include three new programming rooms, renovated gym and auditorium, new ground floor restrooms (currently located in basement), and two climbing walls inside the Center.

"We're exciting to have worked with the community to restore this hidden San Francisco gem," said San Francisco Public Works Director **Mohammed Nuru**. "Generations of families and neighbors will enjoy the new playground, tennis courts, and improved paths as they wander through canyon."

"The whole Glen Park community was involved with plans for the playground," said **Michael Rice**, President of the Glen Park Association. "Rec and Park and the Trust for Public Land had community meetings and field walks for almost a year to refine the plans and get feedback. Yes, there were differences and controversy, but I predict the playground will be filled with happy families as soon as we cut the ribbon."

In 2011, SF Rec and Park partnered with the Trust for Public Land (TPL) to host a series of six community improvement workshops, which determined the project plan and the scope of work. TPL gifted the project improvement plan to the City in order to extend the funds that the City can spend on capital improvement. The gift came from Coastal Conservancy through The Trust for Public Land.

###

From: Steve Wilson [tsevenbiz@gmail.com]
Sent: Thursday, March 13, 2014 4:50 PM
To: Board of Supervisors
Subject: Act Now to Support Bikes for Families!

I am deeply concerned about the health, wellbeing, and transportation access of young people in San Francisco. I urge you to support the "Unclaimed Bicycles Ordinance" that is promoting healthy, active transportation, aligns with the city's climate objectives, and increases access to opportunity for families across the city.

Steve Wilson

San Francisco, CA 94103

From: Board of Supervisors
To: BOS-Supervisors
Subject: FW: Please introduce an official English resolution!

-----Original Message-----

From: donaldreed20@comcast.net [mailto:donaldreed20@comcast.net]
Sent: Thursday, March 13, 2014 12:33 AM
To: Board of Supervisors
Subject: Please introduce an official English resolution!

Donld Reed
45 Sherwood Cir
Cloverdale, CA 95425-4017

March 13, 2014

City and County of San Francisco
1 Drive Carlton B. Goodlett Place
San Francisco, CA 94102-4603

Dear City and County of San Francisco:

Polk County, Wisconsin just adopted an official English resolution.

I strongly support this effort of English unity and I urge you to introduce a similar resolution in our county.

An overwhelming 85% of likely voters support official English.

Rasmussen Reports found as recently as 2013 that high levels of support for official English have remained unchanged for the past decade.

Sincerely,

Donld Reed
7078944102

Subject: Opportunity to comment: Lagunitas Creek Watershed Sediment TMDL and Habitat Enhancement Plan
Attachments: PublicNoticeLagunitasSedimentHabitat.docx

From: lyris@swrcb18.waterboards.ca.gov [<mailto:lyris@swrcb18.waterboards.ca.gov>]

Sent: Monday, March 10, 2014 12:04 PM

To: Calvillo, Angela (BOS)

Subject: Opportunity to comment: Lagunitas Creek Watershed Sediment TMDL and Habitat Enhancement Plan

This is a message from the San Francisco Bay Regional Water Quality Control Board

Notice is hereby given, (see attached), that the San Francisco Bay Regional Water Quality Control Board (Water Board) is accepting comments on establishing a total maximum daily load (TMDL) for sediment and an implementation plan to achieve the TMDL in the Lagunitas Creek watershed.

The proposed Basin Plan amendment and supporting staff report is available for downloading and public review and comment at: http://www.swrcb.ca.gov/rwqcb2/water_issues/programs/TMDLs/lagunitascrksedimentmdl.shtml.

We are accepting written comments on the proposed amendment until 5 pm , April 24, 2014.

The Water Board will hold a public hearing on the proposed amendment as follows:

Date: June 11, 2014
Time: 9:00 am (approximate)
Location: Elihu M. Harris State Building
First Floor Auditorium
1515 Clay Street
Oakland, CA 94612

Staff Contact: Mike Napolitano
SF Bay Regional Water Quality Control Board
1515 Clay Street, Suite 1400
Oakland, CA 94612
510.622.2397 (voice)
510.622.2460 (fax)
mnapolitano@waterboards.ca.gov



EDMUND G. BROWN JR.
GOVERNOR

MATTHEW RODRIGUEZ
SECRETARY FOR
ENVIRONMENTAL PROTECTION

San Francisco Bay Regional Water Quality Control Board

Notice Date: 10 March 2014

NOTICE OF PUBLIC HEARING NOTICE OF FILING A DRAFT ENVIRONMENTAL DOCUMENT

LAGUNITAS CREEK WATERSHED SEDIMENT TMDL AND HABITAT ENHANCEMENT PLAN

NOTICE IS HEREBY GIVEN that the San Francisco Bay Regional Water Quality Control Board (Water Board) will consider adoption of an amendment to the Water Quality Control Plan for San Francisco Bay Basin (Basin Plan) during a public hearing on June 11, 2014. Specifically, the Water Board will consider:

- Establishing a total maximum daily load (TMDL) and numeric targets for sediment, and numeric targets for large woody debris, in the Lagunitas Creek watershed; and
- Establishing an implementation plan to achieve the TMDL and habitat enhancement goals.

Action on the proposed amendment will be taken in accordance with a regulatory program certified under Section 21080.5 of the Public Resources Code as exempt from the requirement to prepare an environmental impact report under the California Environmental Quality Act (Public Resources Code Section 2100 et seq.) and with other applicable laws and regulations. The public hearing information is as follows:

DATE: June 11, 2014
TIME: 9:00 a.m. (approximate)
LOCATION: Elihu M. Harris State Building
First Floor Auditorium
1515 Clay Street
Oakland, CA 94612

STAFF CONTACT: Michael Napolitano
510.622.2397 (phone)
510.622.2460 (fax)
mnapolitano@waterboards.ca.gov

Materials: The proposed Basin Plan amendment and supporting staff report, including the draft environmental document, will be available online beginning on March 10, 2014 at:

http://www.swrcb.ca.gov/rwqcb2/water_issues/programs/TMDLs/lagunitascrksedimenttmdl.shtml.

DR. TERRY F. YOUNG, CHAIR | BRUCE H. WOLFE, EXECUTIVE OFFICER

1515 Clay St., Suite 1400, Oakland, CA 94612 | www.waterboards.ca.gov/sanfranciscobay

The 45-day public comment period for the proposed amendment will begin on March 10, 2014, and will end at 5 pm on April 24, 2014. All written comments on the proposed amendment are due by this date to the staff contact identified above. Additionally, all evidence, testimony, and exhibits to be offered at the hearing must be submitted in writing by this date to the above staff contact. Non-evidentiary policy statements to be made at the hearing need not be submitted in advance.

Prior to the hearing, Water Board staff will post on the above website any proposed changes to the proposed Basin Plan amendment and/or accompanying staff report, along with written responses to all comments received during the public comment period. The Water Board will receive oral public testimony on the proposed amendment at the hearing. At the conclusion of the hearing, the Water Board will consider adoption of the proposed Basin Plan amendment, including changes to the proposed amendment that are consistent with the general purpose of the proposed amendment and are a logical outgrowth of the evidence and testimony received. Alternatively, in response to written comments and testimony received, the Water Board may recommend that staff make changes to the proposed amendment to be presented for its consideration at a subsequent hearing.

The public hearing will be conducted in accordance with the California Code of Regulations, title 23, section 649.3. Time limits may be imposed on oral testimony at the public hearing; groups are encouraged to designate a spokesperson. All exhibits presented at the hearing, including charts, graphs, and other testimony must be left with the Water Board. They will become part of the administrative record.

A map and directions to the hearing are available online at http://www.waterboards.ca.gov/sanfranciscobay/about_us/directions.shtml.

The location of the hearing is accessible to persons with disabilities. Individuals who require special accommodations are requested to contact Executive Assistant Angela Tsao, (510) 622-2399, Angela.Tsao@waterboards.ca.gov, at least five (5) working days before a meeting. TTY users may contact the California Relay Service at 1-800-735-2929 or voice line at 1-800-735-2922.

Bruce H. Wolfe
Executive Officer

From: Board of Supervisors
To: BOS-Supervisors
Subject: FW: REMOVE Robert Agrella

-----Original Message-----

From: Elise Fox [<mailto:elise.fox@icloud.com>]
Sent: Friday, March 14, 2014 8:54 AM
To: Board of Supervisors
Subject: REMOVE Robert Agrella

Dear Board of Supervisors,
Given that your constituents elected a Board of Trustees for the City College of S.F., I hereby request that you vote to REMOVE Special Trustee Robert Agrella and reinstate the locally elected Board of Trustees.

Given that Democracy appears to be the USA's largest export, it would be refreshing if Democracy would be consistently practiced in S.F.

Specifically local elections in which your constituents vote in the City and County of S.F. should be respected by you.

Your constituencies voted for a Board of Trustees for City College. So kindly REMOVE Special Trustee Robert Agrella out of respect for the voting process on the local level.

Thank you.

Respectfully,
Elise Fox
415-681-5911 (H)
415-215-5911 (C)

Sent from my iPhone

(BOS)

From: Paul [pnisbett@hotmail.com]
Sent: Saturday, March 15, 2014 10:30 AM
To: Lee, Mayor (MYR); Board of Supervisors
Subject: UCSF Further Expansion ? Really ?

Hello,

I was just reading about UCSF's further expansion of it's megacomplex in Mission Bay.

This is ridiculous.

San Francisco does not need more office buildings. It needs housing for all the office buildings that have already been built .

The housing issue in SF is fixable- by you. It requires city government to modify zoning requirements .

Furthermore ,UCSF does not pay property taxes on any of the vast properties it owns around SF. This is not a university that is educating the citizens of SF. This is a playground for well educated researchers from around the world. This institution could be anywhere on the planet and produce the same results. It doesn't have to expand into the most population dense city in the country.

Use some common sense and modify zoning regulations in SF to address San Francisco specific needs.

-Paul Nisbett

(BOS)

From: Norm Caba, AFA [normcaba@asianfire.org]
Sent: Friday, March 14, 2014 9:19 PM
To: Board of Supervisors
Subject: Hiring for SF Fire Department
Attachments: Letter to BOS opposing new H2 testing.pdf

Dear Supervisors,

The Executive Board of the Asian Firefighters Association is concerned with the new testing process for entry-level firefighters into the fire department.

Department of Human Resources (DHR, CCSF) has responded to the need for a new Test by proposing a Pilot Program executed by a private testing company, *National Testing Network*, (NTN) who will offer the Test nationally, allowing people from 18 different States to test for the fire department.

We are concerned that diversity will be negatively impacted. By making it easier for applicants to take the test from outside of San Francisco, the pool will decrease its diversity.

We hope that hiring practices will be changed to maintain a diverse pool of applicants. If preference (or points) were given to those qualified applicants that have qualities, skills, virtues, and show loyalty to our endeavors, this might help negate any loss in diversity resulting from the new testing process. Applicants in this group might include: those with bilingual skills; residency close to the City; members of the SFFD's Station 49; graduates of CCSF Fire Academy or Fire Science Program; members of SFFD's Fire Reserves; or anyone able to show they have given and are committed to our local community.

With the new testing process saving the City potentially \$250k every 4-5 years, we hope that funds can be redirected toward recruitment in order to create a diverse fire department. We understand that the new testing process can create a larger pool, but only through active recruitment can we ensure the most qualified people are entering that pool.

Sincerely,

Norm Caba
President, Asian Firefighters Association
Email: NormCaba@AsianFire.org

ASIAN FIREFIGHTERS ASSOCIATION
OF SAN FRANCISCO



February 3, 2014

Dear Supervisors,

The Executive Board of the Asian Firefighters Association is concerned with the new testing process for entry-level firefighters into the fire department.

Department of Human Resources (DHR, CCSF) has responded to the need for a new Test by proposing a Pilot Program executed by a private testing company, *National Testing Network*, (NTN) who will offer the Test nationally, allowing people from 18 different States to test for the fire department.

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PRESIDENT
NORM CABA

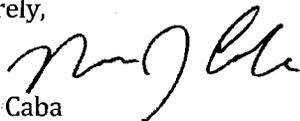
VICE PRESIDENT
KEITH ONISHI

SECRETARY
CAROL CONLEY-BODIN

TREASURER
WILL YEUNG

DIRECTORS
JOHN CABA
CHUTEH KOTAKE
O.J. LEONARDO
ED MOY
JOEL SATO
MARY TSE

Sincerely,



Norm Caba
President, Asian Firefighters Association
Email: NormCaba@AsianFire.org



BOS-11
CPAGE

San Francisco International Airport RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO

March 10, 2014

2014 MAR 11 PM 2:01

BY EBB

Ms. Angela Calvillo
Clerk of the Board
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, CA 94102-4689

Re: Report of TEFRA Hearing Held on March 7, 2014 Regarding the Proposed
Issuance of Tax-Exempt Airport Revenue Bonds

Dear Ms. Calvillo:

This is to confirm that at 9:00 a.m. on March 7, 2014, acting in my capacity as Assistant Deputy Airport Director, Capital Finance, I conducted a hearing on behalf of and as authorized by the Airport Commission of the City and County of San Francisco. The hearing was held pursuant to Section 147(f) of the Internal Revenue Code of 1986 with respect to the proposed issuance by the Commission of tax-exempt revenue bonds, notes and other obligations in an aggregate principal amount not to exceed \$5.636 billion, as described in the Notice of Public Hearing that was published in *The San Francisco Chronicle* on February 21, 2014.

The hearing was held at the San Francisco International Airport in Conference Room 1R of the Administration Offices on the Fifth Floor of the North Shoulder Building in the International Terminal. Interested persons wishing to express their views on the issuance of the bonds were given the opportunity to do so at the public hearing. Interested persons were also invited in the Notice of Public Hearing to submit written comments to my attention prior to the time of the hearing.

No interested persons attended the hearing and no written comments or questions were received by the Airport Commission regarding the proposed Airport bonds or projects.

Very truly yours,

Kevin Kone
Assistant Deputy Airport Director
Capital Finance

21

AIRPORT COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE MAYOR LARRY MAZZOLA PRESIDENT LINDA S. CRAYTON VICE PRESIDENT ELEANOR JOHNS RICHARD J. GUGGENHIME PETER A. STERN JOHN L. MARTIN AIRPORT DIRECTOR



SFMTA
Municipal
Transportation
Agency

Memorandum: A Community Guide to the Transit Effectiveness Project

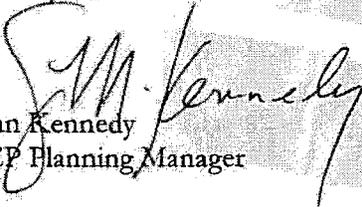
To the Members of the Public and Other Interested Parties,

The San Francisco Municipal Transportation Agency (SFMTA) has prepared the following guide for the Transit Effectiveness Project (TEP) called, "A Community Guide to the Transit Effectiveness Project," in response to public comments received about the merit of the TEP proposals.

Specifically, this document addresses merit comments received in response to the Draft Environmental Impact Report (EIR), published on July 10, 2013, and other comments received as part of various public outreach initiatives. This guide provides an overview of the TEP and presents information that particularly addresses concerns related to route restructuring, stop consolidation, parking removal, and trade-offs for those traveling by private automobiles. Further, it should be noted that the SFMTA is continuing to refine proposals as projects move into the implementation phase based on extensive public feedback and engagement with stakeholders. Therefore, the proposals described in this document may have been modified. For the most up to date information on specific proposals please visit www.sfmta.com/tep.

The SFMTA encourages public officials, transit customers, members of the public, and other interested parties to use this document to further understand the TEP proposals and other aspects of the TEP that are of interest.

Thank you,


Sean Kennedy
TEP Planning Manager



A COMMUNITY GUIDE TO THE TRANSIT EFFECTIVENESS PROJECT

MARCH 2014



SFMTA
Municipal
Transportation

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1. INTRODUCTION

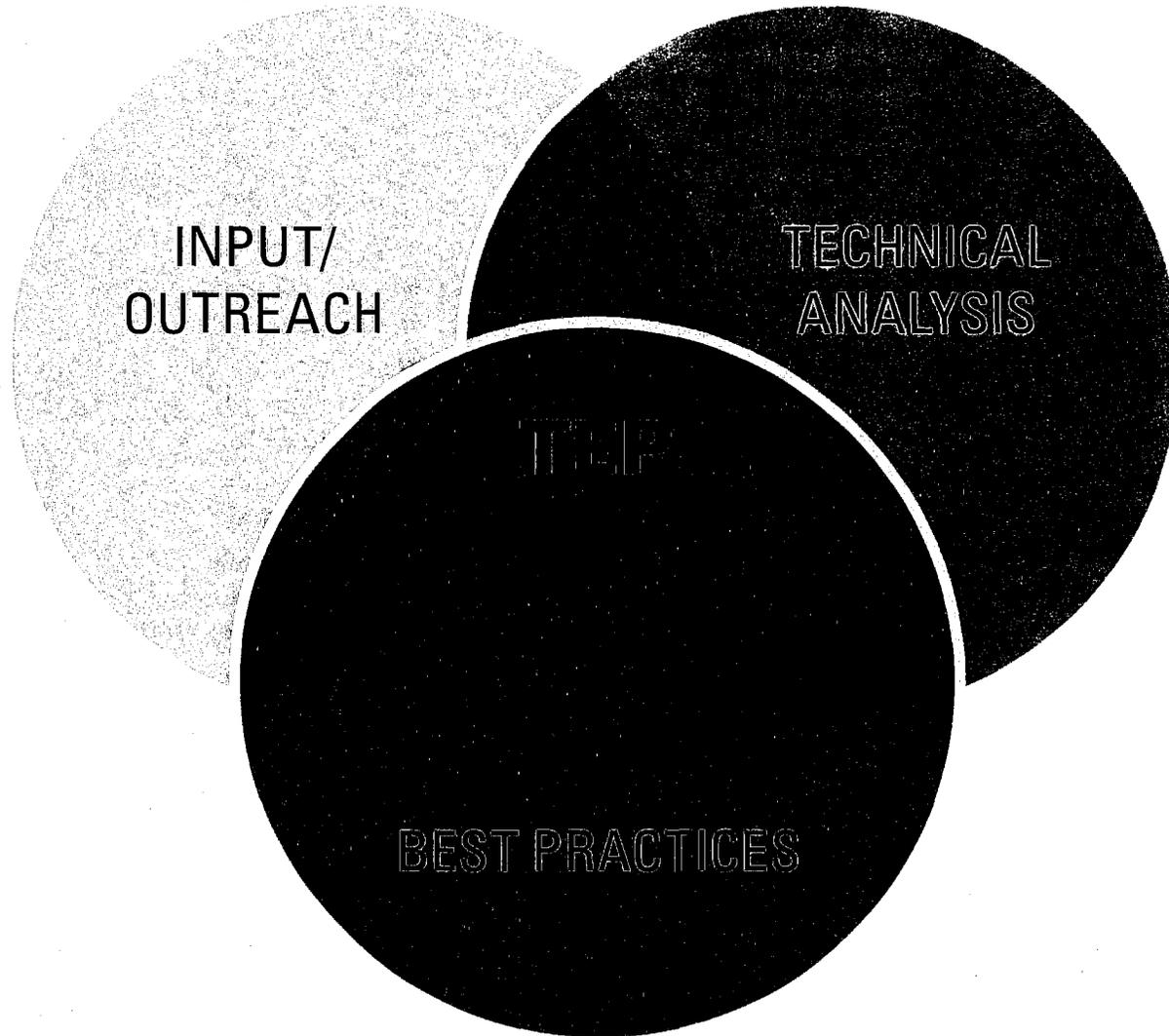
San Francisco is more than just transit-rich—it is transportation-rich. It is a city where residents and visitors alike are empowered with the freedom to choose how they get around. Recent trends show more and more San Franciscans leaving their private cars behind and weaving themselves into the public realm through overlapping networks of transit, taxi, bicycle, and pedestrian routes. This shift towards more sustainable transportation helps all San Francisco residents and visitors by reducing greenhouse gas emissions and improving air quality, reducing congestion, and activating the streets through increased pedestrian activities. However, this mode shift can also create challenges. Muni can be notoriously slow and unreliable, taxis can be hard to find, and many streets still prioritize cars over the human-scale movement of people.

Clearly, there is much more work to be done if San Francisco is to remain a vibrant, livable, world-class, transportation-rich city and realize its Transit First Policy—originally adopted by the Board of Supervisors in 1973, and reaffirmed by voters in 1999, 2007, and 2010. The Transit First Policy envisions a shift away from the personal automobile toward more sustainable modes like transit, walking, bicycling, and taxis. The San Francisco Municipal Transportation Agency (SFMTA) is dedicated to implementing the Transit First Policy by planning and implementing projects designed to make it faster, safer, more convenient, more reliable, and more enjoyable to walk, bike, hop on transit, take a taxi, or some combination of all the above.

The Transit Effectiveness Project (TEP) is one of the projects developed to achieve these goals. Its focus is Muni: at once, the transit backbone of a transportation-rich system that connects all modes and all people, but also a system that has failed to keep pace with a changing San Francisco. By way of an extensive planning process supported by data, engagement with the community at various levels, and critical lessons learned through the implementation of pilot projects, the TEP represents the first major evaluation of San Francisco’s mass transit system in thirty years.

This document provides an understanding of the transit planning process embodied in the TEP, summarizes the conversations that have taken place, highlights the proposals that have emerged, and continues the conversation by acknowledging and addressing public comments received most recently in response to the Draft Environmental Impact Report (EIR), published on July 10, 2013. It pays particular attention to those concerns beyond the scope of the environmental review process referred to as project merit comments. The document specifically addresses concerns related to route restructuring, stop consolidation, parking removal, and trade-offs for those traveling by private automobiles. Specific environmental concerns—such as those related to traffic and congestion, noise and air quality, and pedestrian and bicycle safety—are fully addressed in the final EIR Response to Comments (RTC) Chapter.

By way of an extensive planning process supported by data, engagement with the community at various levels, and critical lessons learned through the implementation of pilot projects, the TEP represents the first major evaluation of San Francisco's mass transit system in thirty years.



2. UNDERSTANDING THE NEEDS OF MUNI CUSTOMERS

The TEP is more than just a project, it is a process—a new way of data-supported decision making that brings together technology, technical expertise, and deep community insight to better understand, and thus better solve, the problems plaguing Muni. While the project is focused on resolving existing issues with Muni service that highly impact the customer’s experience, the policies and data analysis methodologies will help Muni identify and respond to the needs of all San Franciscans far into the future.

Underlying the TEP as both a project and a process is new technology that has allowed SFMTA to collect data on ridership patterns and operating conditions at an unprecedented route-by-route level of detail. This data provided SFMTA planners and engineers with broad insight into who Muni customers are, where they come from, where they want to go, and how reliably they are getting there. These insights suggested that ***while the way people moved through San Francisco had changed over the last thirty years, Muni had not changed with them.***

While technical analysis provides an important foundation, the TEP is about more than just hard data—it is also about how various members of the community can contribute to the full understanding of transit issues. SFMTA implemented a sweeping community engagement effort to share findings, proposals, and most importantly, to hear directly from Muni customers, who could provide further insight into issues that cannot be easily measured or assessed. The outreach effort was not one size fits all; SFMTA captured valuable community feedback through conversations at town hall meetings and community workshops, presentations at neighborhood meetings and

senior centers, focus groups with youth and parents, rider surveys, as well as internal engagement with staff, including operators. During the planning phase of the TEP, the project also benefited from a community advisory committee that met regularly to review findings and provide input. The responses made one thing very clear: ***people wanted faster, more reliable service, and a more seamless customer experience.***

The SFMTA has and will continue to devote resources to TEP community outreach, in order to understand important social, economic, and geographic differences from the ground up. Community meetings are currently underway to review the TEP service proposals, and more outreach is planned for spring and summer 2014 to review proposed capital investments. In addition to formal outreach as part of the TEP, SFMTA also enables members of the community to participate in the decision-making process by holding monthly SFMTA Citizens’ Advisory Council meetings. Seniors and people with disabilities have an additional opportunity to participate through the Multimodal Accessibility Advisory Committee, which also meets monthly.

Together, the new operational and ridership data that SFMTA collected, and the community feedback SFMTA heard, helped build a more complete picture of the problems facing Muni, summarized in the sections below.



CHANGING TRAVEL PATTERNS

Muni currently serves approximately 700,000 trips per day and is a critical resource to customers accessing destinations throughout San Francisco. Muni customers depend on transit for all types of trips including to get them to work, to school, to the grocery store, for recreation, and to visit family and friends. Muni is particularly vital to low-income residents, who make up approximately half of Muni's total ridership. While just over 30 percent of San Francisco households' income is below 200 percent of the Federal poverty level (source: 2010 US Census Bureau), approximately 50 percent of Muni customers have household incomes below this threshold (source: SFMTA 2013 On-Board Survey).

While downtown trips are generally well-served by existing Muni service, the ridership data and community feedback that SFMTA collected suggest that customers are increasingly relying on Muni for travel between neighborhoods and to connect to regional and other high frequency transit hubs. Unfortunately, these neighborhood trips may include circuitous routes, multiple transfers, and longer wait times. For example, travel demand between the Bayview and the Mission or between the Excelsior and the Sunset districts has grown substantially but is not being adequately served by the existing system. The 29 Sunset is an example of a route that customers rely on to access schools, and to transfer to major routes and regional transit; hence, it is important that the route provide reliable service for passengers to enable timely transfers. However, the route contains a number of circuitous segments that add travel time for passengers and contribute to the route's unreliability. If the route was improved at key locations and service increased at critical times, customers could potentially get to their destinations and transfer stops faster with some trade-offs in stop location and distances.



SLOW AND UNRELIABLE SERVICE

A trip on transit is generally two to three times longer than a trip in a personal vehicle. Some of the difference is due to the time it takes to walk to transit and the time spent by buses serving multiple, closely-spaced stops along the route. However, significant delay is also contributed by the fact that Muni must compete with other modes of transportation for scarce road space. For example, a crowded Muni vehicle carrying sixty passengers must sit in the same traffic, wait at the same lights, and navigate around the same double-parked cars and trucks as vehicles carrying a single driver. Service can also be affected by crowding, especially during the peak commute periods. Boarding passengers onto a crowded vehicle can take longer, because existing customers need to move to make space for new customers.

Numerous studies have revealed that for the full spectrum of Muni customers, including seniors and people with disabilities, reliability is the most significant factor that affects their experience in riding transit. Research shows that when travel time improves, there is a



corresponding improvement in reliability and less variability in travel. However, although travel time and reliability are inextricably linked, customers experience these two aspects of transit differently. If a customer knows that a bus arrives every 10 minutes and that they are going to spend 15 minutes on the bus, they can plan for it. However, when unpredictable travel conditions cause vehicles to arrive too early or too late, the entire transit trip becomes longer and unreliable and a customer may miss appointments, pay late fees at the daycare center, or be late for work. If this happens often enough, customers will begin to pad their schedule. Rather than leaving 20 minutes ahead to get to their destinations on time, they will leave 45 minutes ahead, and if all goes as planned, arrive 30 minutes too early.

Muni currently serves approximately 700,000 trips per day and is a critical resource to customers accessing destinations throughout San Francisco.

3. DEVELOPING PROPOSALS

As a result of the extensive data collection, analysis, and public feedback processes, the SFMTA identified two key issues that needed attention: (1) the frequency and layout of existing routes need to be updated to match current travel patterns, and (2) the service that Muni provides is slow and unreliable. To address these problems, SFMTA developed a Service Policy Framework to categorize routes based on their role in the network and guide investment decisions. In addition, SFMTA developed proposals for specific network service changes and transit priority capital improvements that would improve neighborhood connectivity, reduce transit travel times, increase capacity on crowded routes, and increase reliability. The TEP proposals were initially developed in 2008 during the planning phase of the TEP; however, staff re-evaluated and refined them as part of the development of the TEP EIR Project Description in order to capture more recent land use and ridership trends, as well as integrate service changes that were implemented in 2009 and 2010. Brief summaries of these proposals are presented below.

SERVICE POLICY FRAMEWORK

As a result of the analysis conducted for the TEP, the SFMTA proposes a new framework that reorganizes Muni service into four transit categories:

RAPID These heavily used bus and rail lines form the backbone of the Muni system. With vehicles arriving frequently and transit priority enhancements along the routes, the Rapid network delivers speed and reliability whether customers are heading across town, or simply traveling a few blocks.

GRID Also known as “Local” routes, these long routes combine with the Rapid network to form an expansive core system that lets customers get to their destinations with no more than a short walk, or a seamless transfer.

CIRCULATORS Also known as “Community Connectors”, these lightly-used bus routes predominantly circulate through San Francisco’s hillside residential neighborhoods, filling in gaps in coverage and connecting customers to the core network.

SPECIALIZED These routes augment existing service during specific times of day to serve a specific need, or serve travel demand related to special events. They include express service, owl service, and special event trips to serve sporting events, large festivals and other San Francisco activities.

The Service Policy Framework serves multiple purposes. First, it provides a clear understanding of the different roles that transit routes play in the city and sets guidance for the transit planning process. For example, on Rapid streets high priority should be given to transit reliability and travel time. Second, it will guide future transit evaluation and investments. Following the implementation of the TEP, SFMTA plans to evaluate the performance of its routes on a routine basis. Rather than comparing routes across the system, routes would be compared to similar routes in their service category. For example, if a route is performing better than its category average, it would be evaluated for improvements – such as potential service increases – in close coordination with customers and other key stakeholders.

The Service Policy Framework also provides a blueprint for redrawing the Muni system map to more simply and effectively communicate route information. The new tiered network would help customers better navigate the system by informing customers about the function of all transit routes and highlighting the different choices available. The tiered network would be similar to how different pieces of the roadway network serve a different purpose, depending on where drivers need to go (i.e. highway serves for regional and long distance travel, while a local street connects to homes and shops).

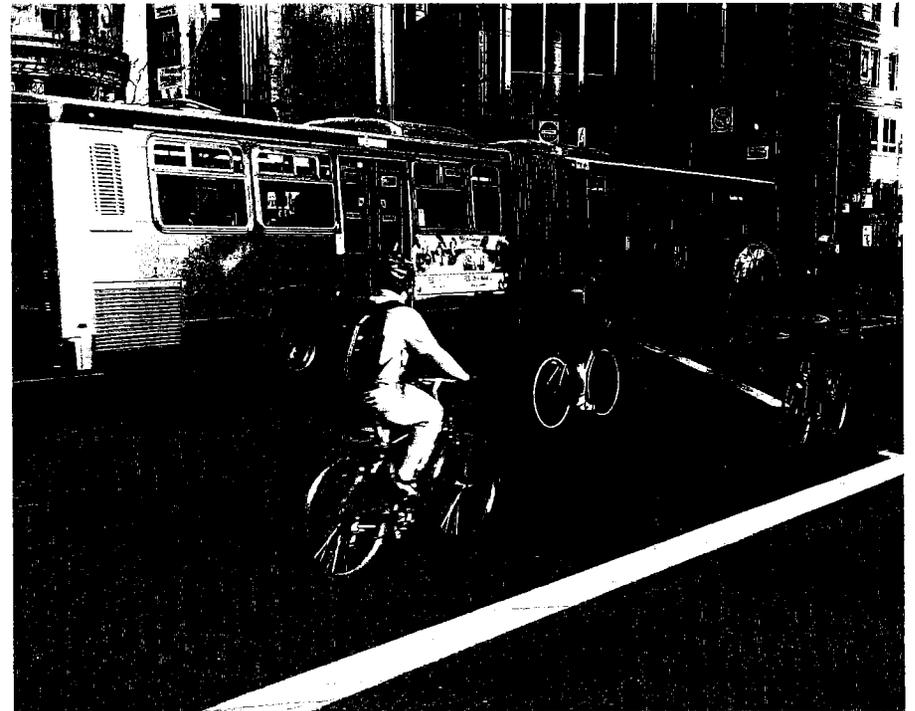
MUNI NETWORK SERVICE IMPROVEMENTS

The TEP includes service changes that are proposed to reduce crowding, improve system-wide neighborhood connectivity and access to regional transit, and redirect finite public resources to where they are needed most. Overall, the proposals represent a 10 percent increase in Muni service. The proposals, initially drafted by SFMTA, were presented to members of the community, and refined through an iterative process of public comment, additional data collection, and technical analysis. Specifically, these proposals include:

- Increasing frequency of transit service along heavily used corridors
- Creating new routes
- Changing existing route alignments
- Eliminating underutilized routes or route segments
- Introducing larger buses on crowded routes

- Changing the mix of local/limited/express service
- Expanding limited services

While many of these proposals can be delivered without capital changes, some of the service changes require capital investments, such as overhead wire and terminal expansions.



TRANSIT PRIORITY CAPITAL IMPROVEMENTS (RAPID ROUTES)

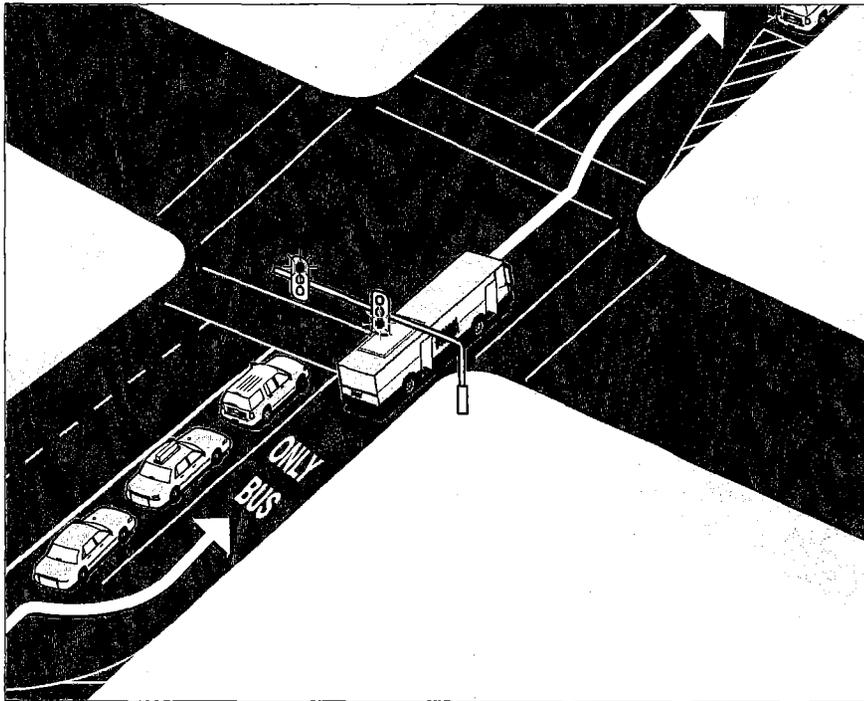
Finally, the TEP includes engineering improvements—also known as Travel Time Reduction Proposals (TTRPs)—designed to address transit delay, improve reliability, and increase the safety and comfort of customers along the most heavily used Rapid routes. The TTRPs include a variety of standard roadway and traffic engineering treatments that specifically address the root causes of delay and passenger frustration, including traffic congestion, transit stops that are spaced too close together, narrow travel lanes, and slow boarding times. These elements are referred to as the Transit Preferential Streets Toolkit (TPS Toolkit) in the Draft EIR and include lane modifications, traffic signal and stop sign changes, transit stop changes, parking and turn restrictions, and pedestrian improvements.

As part of the TEP, detailed proposals were developed for eleven corridors and conceptual proposals were developed for six corridors. As the TTRPs affect the allocation of scarce roadway space among different users by utilizing space for elements that prioritize transit, more than one alternative was typically proposed at the most contentious locations, each balancing different stakeholder needs and interests. The precise components of the TEP to be implemented will be decided by the SFMTA Board of Directors, who will consider the details of the project proposals as well as the results of the environmental impact analysis, following the next round of public outreach. Their work will be informed by additional community outreach occurring in spring and summer 2014.

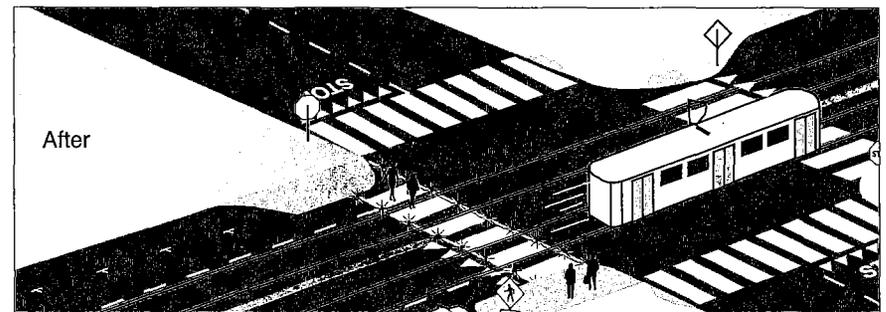
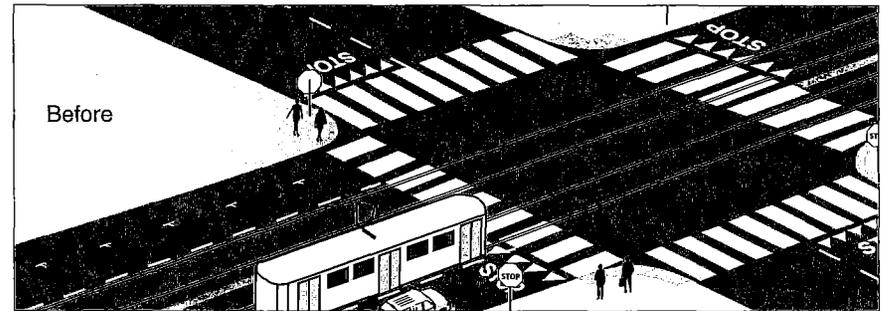
RAPID ROUTES INCLUDED IN THE TEP

- 1 CALIFORNIA
- 5 FULTON
- 8 BAYSHORE EXPRESS
- 9 SAN BRUNO/ 9L SAN BRUNO LIMITED
- 14 MISSION/14L MISSION LIMITED/49 MISSION VAN NESS
- 22 16TH STREET
- 28 19TH AVE/ 28L 19TH AVENUE LIMITED
- 30 STOCKTON
- 71 HAIGHT
- J CHURCH
- K-T INGLESIDE/THIRD STREET
- M OCEAN VIEW
- N JUDAH





ESTABLISH TRANSIT QUEUE JUMP/BYPASS LANES



REPLACE ALL-WAY STOP CONTROLS WITH TRAFFIC CALMING MEASURES AT INTERSECTIONS

The TTRPs include a variety of standard roadway and traffic engineering treatments that specifically address the root causes of delay and passenger frustration, including traffic congestion, transit stops that are spaced too close together, narrow travel lanes, and slow boarding times.

4. FINDING BALANCED SOLUTIONS

The TEP consists of a broad range of proposals that together denote a significant change in how transit service is planned, prioritized and operated throughout San Francisco. Further, because of the scope and breath of the proposals, it is a project that affects different members of the community in a variety of ways. Hence, throughout the planning process, many community members have and continue to express both support and concern over the changes being proposed as part of the TEP.

The broad range of comments SFMTA has received highlight the trade-offs that must be made in order to develop solutions that are not only effective in solving the problem at hand, but that also balance the inherent tension that exists between competing priorities. One of the greatest strengths of the TEP is the quantity and quality of public input that has been received throughout the process. Whenever possible, SFMTA staff have identified design solutions that address community concerns while still achieving the overall goals of the TEP. In situations where community concerns cannot be resolved at the staff level, the feedback is summarized and presented to the SFMTA Board of Directors for their consideration as part of their overall decision process.

Most recently as part of the TEP Draft EIR public comment process, the SFMTA received hundreds of comments from individuals, organizations, and public agencies. While some comments were related to the environmental analysis in the Draft EIR, the vast majority of the comments were related to project merit, expressing concern about how the proposals for service changes, stop and route consolidation, lane modifications, and parking removal balance different needs and interests.

The following section provides responses to the most common project merit comments, as these types of comments are most appropriately addressed by the project sponsor rather than within the context of a CEQA document. Further, this section includes a description of how the TEP seeks to balance competing needs and values, while prioritizing overall transit mobility and the Transit First Policy. Specific environmental concerns—such as those related to traffic and congestion, noise and air quality, and pedestrian and bicycle safety—are fully addressed in the final EIR Response to Comments (RTC) Chapter.

RESTRUCTURING THE MUNI NETWORK

While Muni's service coverage is extensive, in many instances it has not been able to keep up with the changing needs of San Francisco and it has become increasingly difficult for Muni to take people where they need go. Further, many existing Muni routes either do not have the capacity to comfortably accommodate all customers, or follow meandering paths that often inconvenience the majority of customers. To address this, the TEP proposes to restructure routes in order to focus service where demand is high, to discontinue low-ridership segments in order to add connections between neighborhoods and to regional transit, and to expand capacity on heavy-ridership routes.

In developing these proposals, SFMTA considered where major trip generators were located, local and regional travel patterns, boarding and alighting information for every stop, and how ridership and crowding varied across different routes throughout the day. The SFMTA carefully considered important social, economic, and geographic differences between different Muni customers and

different areas of the city. SFMTA paid attention to the presence of sensitive populations, such as minority customers and people with disabilities, to ensure that the proposals met the needs of the broad spectrum of Muni customers.

The Muni system is among the heaviest used transit systems in the country by people with disabilities. The TEP proposals build on related SFMTA efforts to support the transportation needs of seniors and people with disabilities. For example, where feasible, the TEP would expand the number of accessible rail stops along the surface portion of the light rail lines as part of overall platform upgrades. The Accessible Services Program ensures that appropriate, accessible, Americans with Disabilities Act (ADA)-compliant transportation services are available to seniors and persons with disabilities. For customers who cannot access the fixed route system due to their disability, other options are available, including a paratransit van and taxi program that provides door to door services for persons with disabilities who are not always able to use the Muni system. Other programs include SFMTA's Shop-a-Round service, which provides van shuttle service or taxi service to local grocery stores and shopping districts for seniors and persons with disabilities to improve access to healthy, quality food, and the Van Gogh Service which provides group van trips to seniors and persons with disabilities to cultural and recreational activities to help reduce social isolation. SFMTA also strives to support the needs of low-income customers by providing discount transit pass programs for youth, seniors, people with disabilities, and children. For more information about SFMTA's discount passes or paratransit services please call the city's multilingual 311 information line.



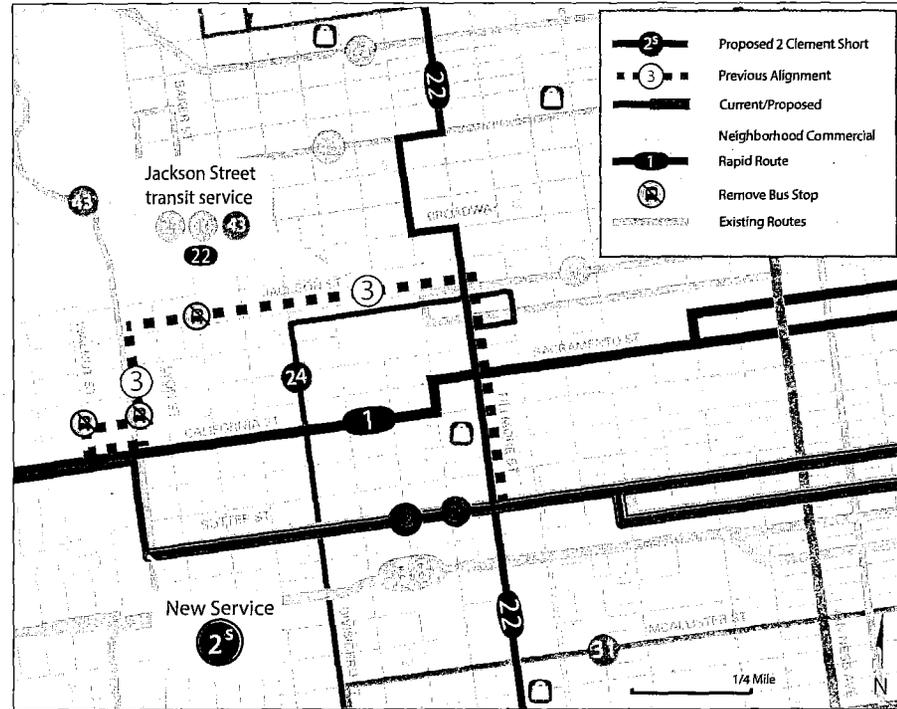
The broad range of comments SFMTA has received highlight the trade-offs that must be made in order to develop solutions that are not only effective in solving the problem at hand, but that also balance the inherent tension that exists between competing priorities.

The following discussions highlight and explain the rationale behind several service change proposals that were specifically mentioned in comments on the Draft EIR or have generated significant public interest. These include:

- | | |
|--|--|
| <input type="radio"/> 3 JACKSON | <input type="radio"/> 19 POLK |
| <input type="radio"/> 6 PARNASSUS | <input type="radio"/> 22 FILLMORE/33 STANYAN |
| <input type="radio"/> 8X BAYSHORE EXPRESS | <input type="radio"/> 27 BRYANT |
| <input type="radio"/> 10 TOWNSEND/47 VAN NESS | <input type="radio"/> 35 EUREKA |
| <input type="radio"/> 18 46 TH AVENUE | <input type="radio"/> 48 QUINTARA |

3 JACKSON: ROUTE ELIMINATION

The TEP proposes to eliminate the 3 Jackson and increase service on Sutter Street between Fillmore Street and Presidio Avenue through the introduction of a 2 Clement short line. Short lines are shorter



Proposed service changes to Muni's 3 Jackson Route

variants of a regular transit line that do not travel all the way to the regular end of the route. When customer boarding and alighting activity is concentrated on one portion of a regular transit line, "short" lines can be used to efficiently provide additional capacity where the core of the customer activity is located. An example of a line that uses a regularly scheduled short line is the 1 California. The full 1 California operates between downtown and Geary Blvd at 33rd Avenue. During commute times when customer activity is highest, additional service is added on a short line operating between downtown and California Street at Presidio Avenue.

The 3 Jackson and the 2 Clement work together to provide service along the busy Post/Sutter Corridor to the downtown Financial District. However, the segment of Sutter Street from Fillmore Street to Presidio Avenue is currently underserved because the 3 Jackson branches off at Fillmore Street to provide direct access to Jackson Street. While having direct transit service to and from downtown is very convenient for people living on or near Jackson Street, customers on Sutter west of Fillmore are negatively impacted. On a typical weekday morning, the 2 Clement arrives at Sutter and Fillmore where the 2 and 3 lines meet with a seated load and arrives to downtown at full capacity, making pass ups along the way likely. The 3 Jackson, on the other hand, has less than half of the seats occupied at Fillmore Street and arrives to downtown with just a seated load. The Jackson Street segment of the 3 Jackson between Fillmore and Presidio carries less than 20 passengers per hour whereas the Sutter Street segment on the 2 Clement between Fillmore and Presidio carries over 50 passengers per hour.

Members of the Pacific Heights community expressed concerns about this service change proposal for a number of reasons. Some commenters noted that if the service change is implemented, customers will need to walk up relatively steep hills to access the 2 Clement or 1 California routes. Others noted that access to transit could be a particular concern for seniors and people with disabilities

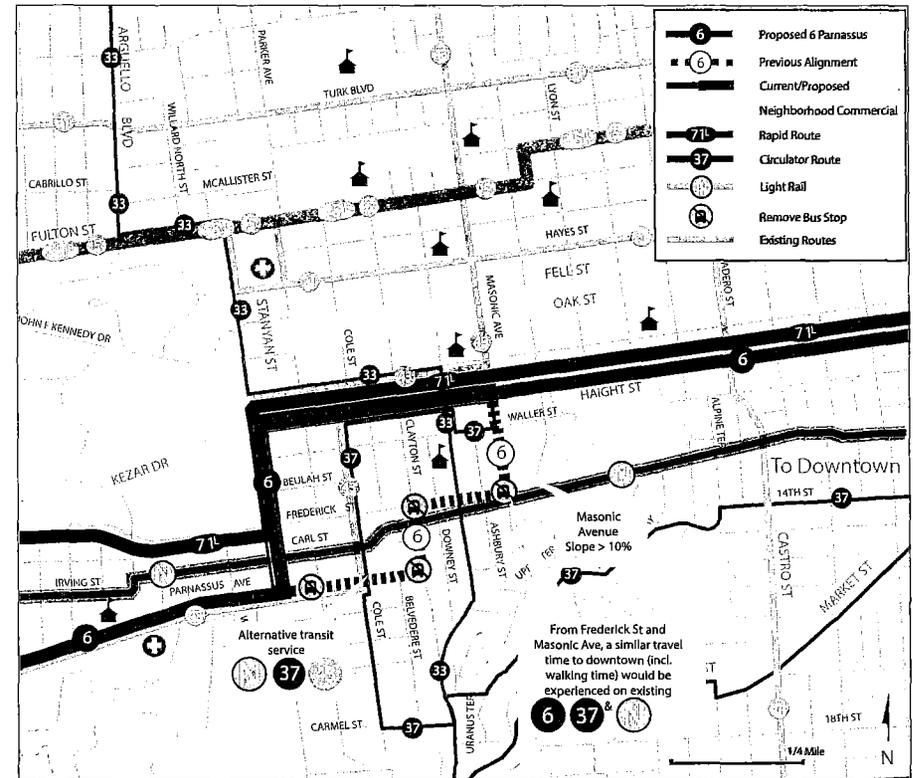
and a few members suggested that service to existing schools along the corridor should be maintained.

During the development of the 3 Jackson proposal the SFMTA considered the impact of the change on customers that board and alight on Jackson Street and along the Sutter corridor. The SFMTA acknowledges that some existing transit customers on the 3 Jackson may be required to walk an additional block (block lengths in this part of the city are approximately 250 feet to 400 feet), adapt to service changes, and/or make a transfer as part of their trip. However, in totality the proposed transit network changes on the 3 Jackson, the 2 Clement, and other nearby routes are anticipated to improve the overall transit customer experience by providing better service to riders located on the highly crowded Sutter corridor.

Customers of the 3 Jackson could access routes such as the 43 Masonic, the 10 Townsend, the 22 Fillmore, the 1 California and the 24 Divisadero. These routes have bus stops that are typically located within 10 to 100 feet of the 3 Jackson stops that are proposed for elimination. One exception would apply to the 80 customers that access the transit network via Baker Street. These passengers would need to walk approximately 900 feet west or east to access the 43 Masonic or the 24 Divisadero routes. In most cases accessing transit will not require walking up or down hills that are more than 10% of a grade, which would be typical of the walking environment in the neighborhood, where access to other services and amenities such as the local park and the local grocery store would require similar efforts. The Response to Comments in the EIR includes maps showing street grades for consideration by the SFMTA Board and for the public to better understand topographic issues.

6 PARNASSUS

Through implementation of the TEP, SFMTA seeks to provide a more robust system of tiered local/limited transit service along a



Proposed service changes to Muni's 6 Parnassus Route

number of corridors, including Haight Street. The 71 Haight/Noriega is proposed to become the 71L Haight/Noriega Limited (all-day, limited-stop service), and the 6 Parnassus is proposed as the local service on Haight Street. As part of this proposal, the 6 Parnassus would remain on Haight Street and travel onto Stanyan Street, rather than turning up Masonic through Ashbury Heights. This reroute significantly increases the amount of service on Haight Street, west of Masonic Avenue, and focuses service where it can benefit the most customers. The 6 Parnassus between Masonic and Stanyan currently carries approximately 20 customers per hour compared to the 71 Haight/Noriega between Masonic and Stanyan, which carries nearly 80 customers per hour. On a regular weekday morning heading downtown, the seats are already full on the 71 route by Masonic, and

the bus is near full capacity by Van Ness. By contrast, the 6 has open seats at Masonic (approximately 25 customers on board on average) and only half standing loads by Van Ness.

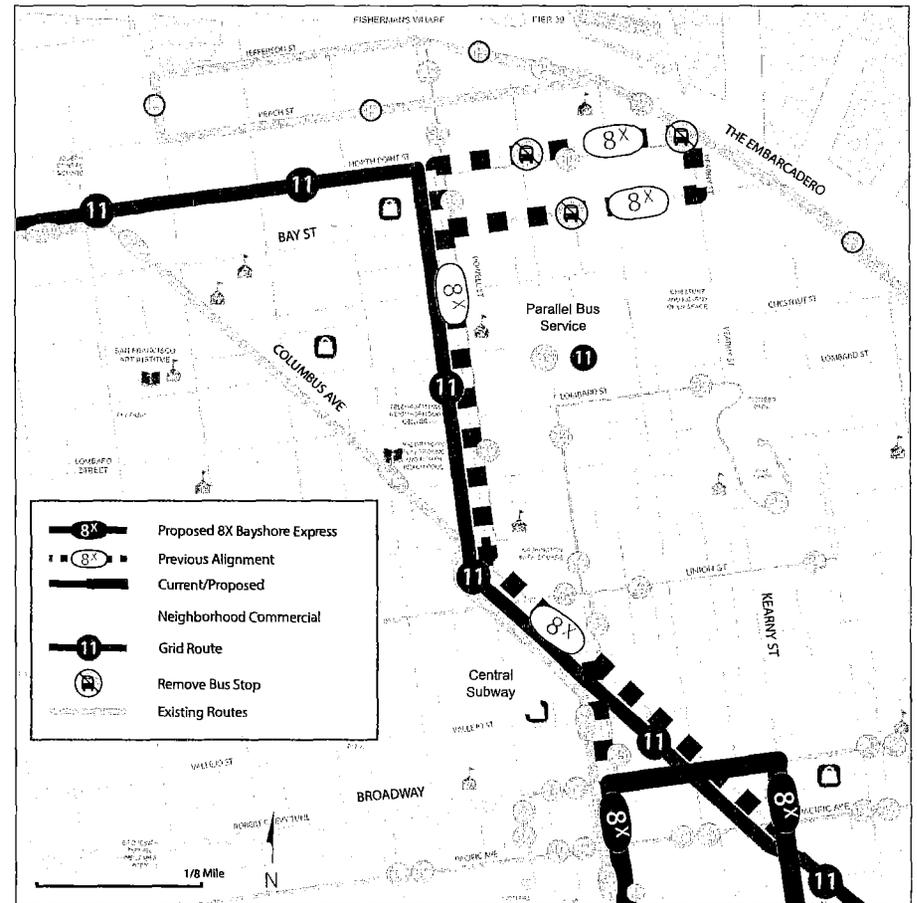
In the future, the 6 Parnassus route would also be extended to West Portal Station; however, the exact route is unknown at this time and in the future would be developed in more detail with input from staff and the affected residents.

A number of commenters expressed concerns over the discontinued service in the hilly Ashbury Heights neighborhood, particularly along Masonic Avenue and Frederick Street. In addition, one commenter notes that this would be particularly taxing on seniors and people with disabilities. The proposed service changes would result in better transit service in the Haight neighborhood and throughout San Francisco, but would require some existing customers in Ashbury Heights to walk an additional 1-3 blocks (approximately 400 to 1,500 feet) and/or make a transfer as part of their transit trip. While developing the service change, the SFMTA considered the street grades in the Ashbury Heights neighborhood, which generally vary between 5% and 15% inclines, along with alternative service options. Customers in Ashbury Heights may choose to walk to Haight Street or the N line at Carl and Cole to access key destinations such as UCSF Parnassus Campus, Market Street and downtown. Alternatively, walk distances could be reduced by boarding nearby transit on the 33 Stanyan, 37 Corbett or 43 Masonic and transferring to Haight Street. Paratransit would also be available to customers who are not able to walk to an alternative route some or all of the time.

Customers traveling from the Sunset District and customers traveling along Haight Street would benefit from the service change. Their service would be more direct and less crowded. Additionally, customers on the western segment of Haight Street would have more frequent service. Six percent of the total daily 6 Parnassus ridership would be affected by the service re-route.

8X BAYSHORE EXPRESS ROUTE CHANGE

The 8X Bayshore Express is proposed for capital improvements in the southern portion of the route beginning near City College and traveling along Geneva, through Visitacion Valley, to the San Bruno commercial corridor. At the same time, the route segment north of Broadway, from Columbus Avenue to North Point Street, is proposed for elimination



Proposed service changes to Muni's 8X Bayshore Express Route

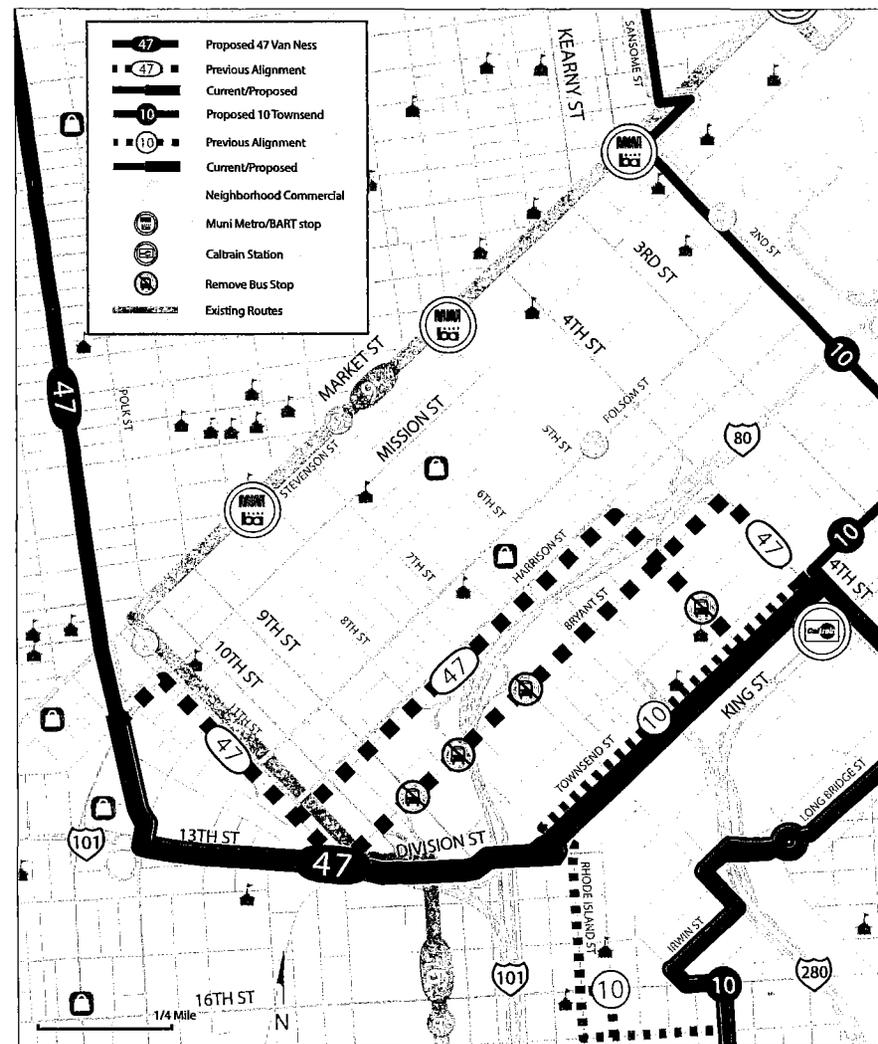
to be replaced by a new 11 downtown Connector. This proposal would reduce overall crowding on the line, particularly for customers traveling from Chinatown to Market Street, as well as to destinations further south. The new 11 downtown Connector Route would also provide direct connections to the Financial District and Montgomery station for current 8X customers along Powell and Columbus.

The ridership information shows that most customers coming from Visitation Valley are not alighting in the northern segment of the route. Further, the majority of customers alighting in the Wharf are local customers that board in the Chinatown neighborhood and would be well served by the 11 downtown Connector. Some community members from Visitation Valley and Chinatown have raised concerns about this service change, because customers traveling from Visitation Valley to the Wharf would have to transfer. The SFMTA has had community discussions about this change and will continue to engage with members of the community in the public meetings being conducted prior to approval of the TEP.

10 TOWNSEND AND 47 VAN NESS ROUTE CHANGES

The 10 Townsend is proposed to be re-routed from Townsend Street into Mission Bay. This change would connect customers in the Potrero Hill, Chinatown, Russian Hill and Mission Bay neighborhoods via 2nd Street and Sansome. This change would also provide more direct routing to Caltrain and the Financial District, which are major destinations along the route. Because the route would no longer operate on Townsend Street, it would be renamed to the 10 Sansome. The 47 Van Ness would be re-routed via Division Street to Townsend Street to replace the 10 Sansome, maintaining connections to and from Show Place Square. This reroute would provide more direct connections between the Van Ness corridor and the Caltrain Station at 4th and King streets and would contribute to reliability improvements on Van Ness by reducing variability on the southern segment of the route. Routing on Division Street would also provide connections to local grocery stores and other destinations. In the northern segment

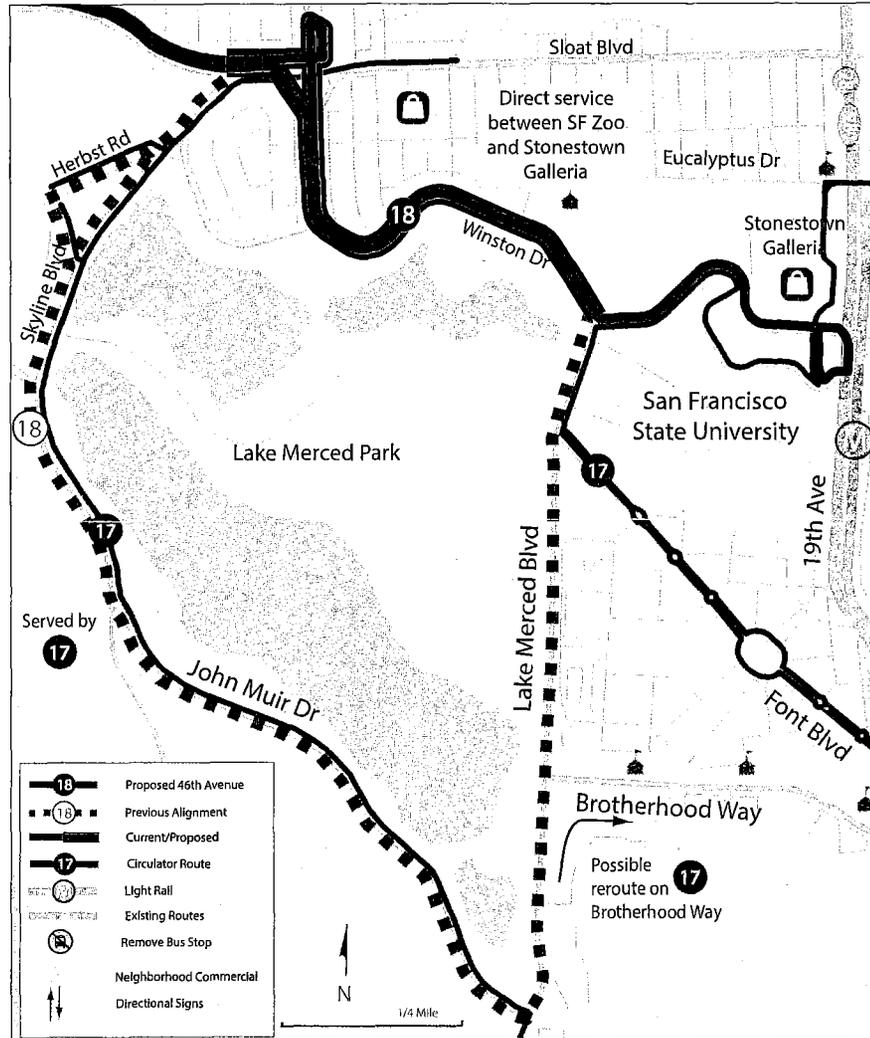
of the route, service would be eliminated on North Point between Van Ness and Powell; however, this segment would be replaced by the new 11 downtown Connector. Shortening the 47 Van Ness Route and creating a shared terminal with the 49 Route would complement the bus rapid transit project that is currently underway to reduce travel time and improve service reliability on Van Ness Avenue.



Proposed service changes to Muni's 10 Townsend and 47 Van Ness Routes

18 46TH AVENUE: REROUTING IN THE LAKESHORE NEIGHBORHOOD

The 18 46th Avenue is proposed to be rerouted as part of the 17 Parkmerced/18 46th Avenue combined service change in the Lakeshore/Park Merced Area. The 18 46th Avenue service change would provide more direct service between the San Francisco Zoo



Proposed service changes to Muni's 18 46th Avenue Route

and the Stonestown Galleria shopping center by eliminating the existing portion of the route along Lake Merced via Skyline Boulevard, John Muir Drive and Lake Merced Boulevard. The 18 46th Avenue is the most western part of the transit grid and is critical to connecting residents to major transit routes and citywide attractions, such as the Zoo, Lake Merced, and Ocean Beach. Unfortunately, the southern portion of the route is not attractive to many customers because it is circuitous. Therefore, the TEP proposal recommends rerouting the 18 46th Avenue route such that it would no longer circle the Lake Merced recreational area, which would be better served by the 17 Parkmerced community route.

A number of comments expressed concerns about the reduction of transit access that would result from the proposed route changes, particularly the elimination of the segment of 18 46th Avenue along Lake Merced Boulevard that provides access to residents living in the vicinity of Brotherhood Way and Lake Merced Hills. SFMTA has met with the Lake Merced Hills residents to better understand their concerns and is looking for solutions to provide more convenient access to these customers under the TEP. One option would be to develop a transfer agreement with SamTrans, which currently provides service in the eliminated segment. Another option would be to modify the TEP proposal for the 17 Parkmerced such that it would turn north on Lake Merced Boulevard and right onto Brotherhood Way instead of providing service to West Lake Shopping Mall.

19 POLK: REROUTING IN THE TENDERLOIN/CIVIC CENTER NEIGHBORHOOD

The portion of the 19 Polk just north of Market Street currently operates on Hyde and Larkin streets, traveling through the Tenderloin neighborhood before turning onto Polk Street. Under the TEP proposal, the 19 Polk would remain on Polk Street until McAllister

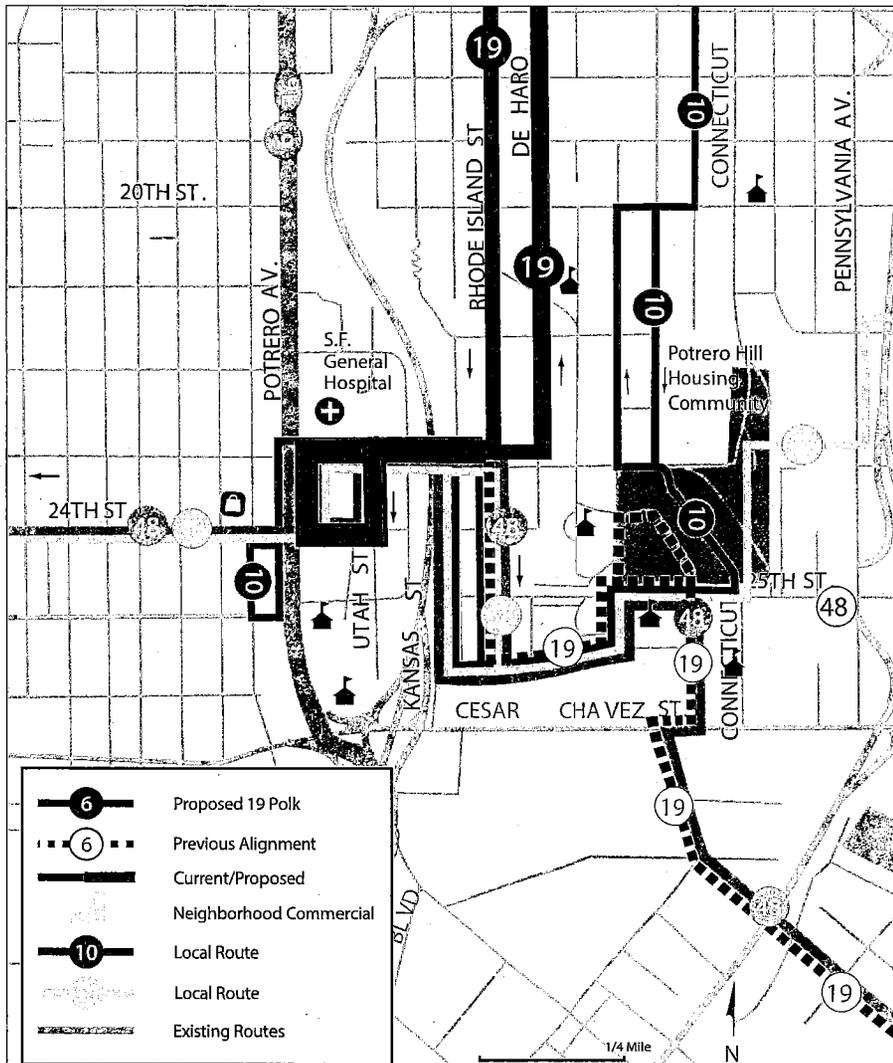
Street in both the inbound and outbound directions to reduce travel time and make the route more intuitive to customers. Commenters expressed concern that the new route alignment would no longer travel through the heart of Little Saigon and would lead to visitors driving rather than taking transit to this neighborhood. However,

neighborhoods with a regional draw, such as Little Saigon, are great examples of places that would benefit from less complex transit routing. Customers traveling on the 19 Polk to Little Saigon may currently get confused because the northbound 19 Polk stops are on a different street than the southbound stops. While northbound customers would have to walk an additional block and southbound customers will have to walk two blocks as a result of this change, they would benefit from a more direct transit trip.

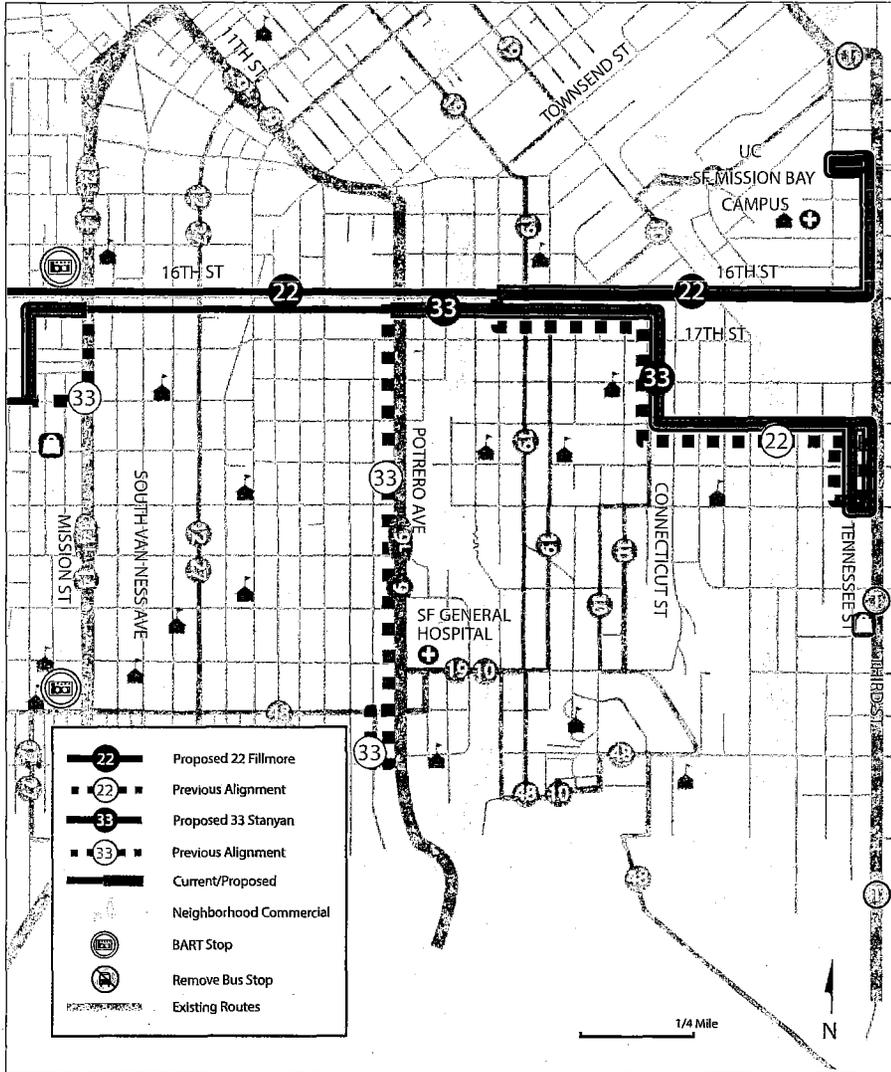
Additional comments also expressed concern about the proposal to terminate the 19 Polk route at 24th Street and replace the southern Bayview segment, from 25th Street to Donohue Street, with the re-route of the 48 Quintara/24th Street. The proposal would provide better service between the Bayview and the Mission Districts. Currently, the northern portion of the 19 Polk north of 26th Street has a much stronger ridership than the portion south of Cesar Chavez. This reroute will strengthen service along the existing 19 Polk corridor and provide new connections for residents in the Bayview. With these changes, the current 19 Polk customers traveling from the Bayview would be required to transfer to reach the Civic Center, but would have a more direct connection to the Mission (including 24th Street BART Station), Noe Valley and the Sunset Districts. Under this proposal, the Bayview District would continue to have direct access to popular destinations including the Third Street corridor, SF General Hospital and Potrero Avenue. This change is also discussed in the section below on the 48 Quintara/24th Street.

22 FILLMORE EXTENSION TO MISSION BAY AND 33 STANYAN RE-ROUTE TO POTRERO HILL NEIGHBORHOOD

The TEP proposes to reroute the eastern end of the 33 Stanyan off of Potrero Avenue along 16th Street, terminating in the Dogpatch neighborhood and serving the 18th Street commercial district. A small reroute is also proposed from Mission Street to Valencia Street between 16th and 18th streets to improve the safety and reliability



Proposed service changes to Muni's 19 Polk Route



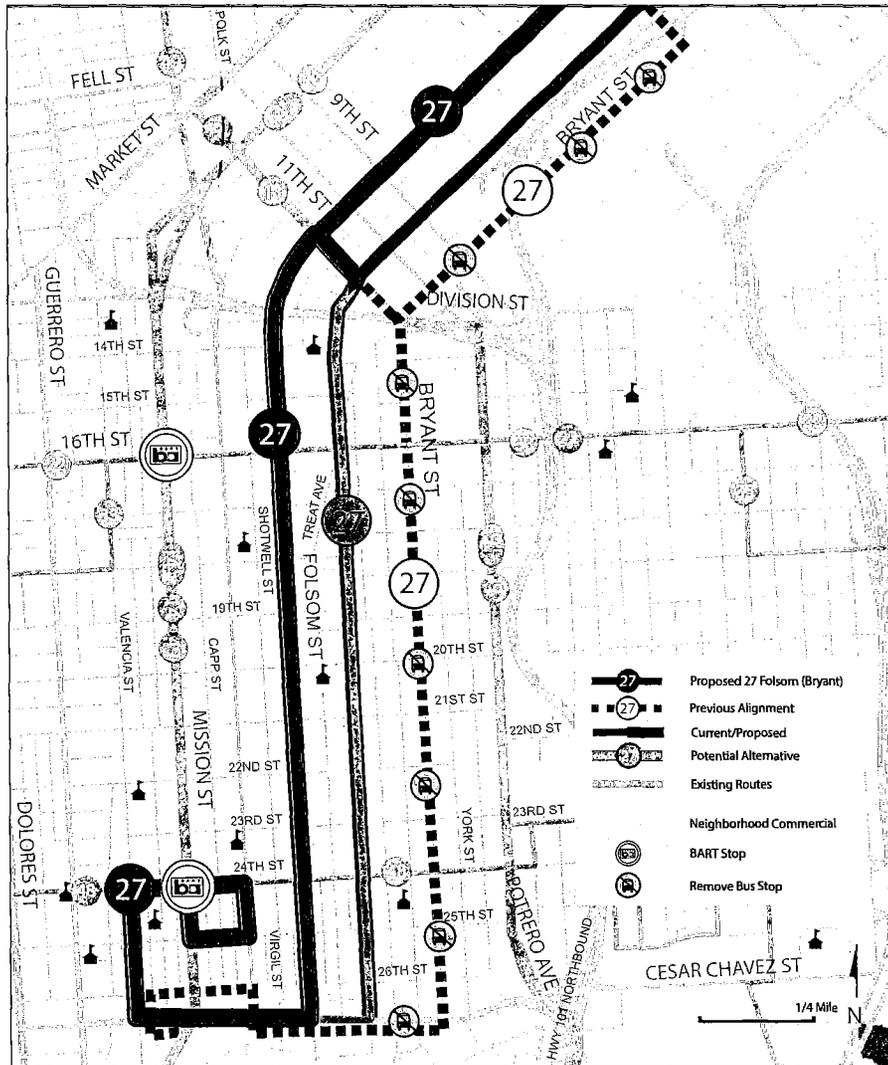
Proposed service changes to Muni's 22 Fillmore and 33 Stanyan Routes

of buses traveling up and down Mission. The rerouted 33 Stanyan would serve the portion of the 22 Fillmore that is proposed to be rerouted into Mission Bay, a major residential and employment hub. Several commenters noted that the proposed changes would require additional transfers to reach the SF General Hospital, as well as to access other routes such as the 10 Townsend and 48 Quintara/24th Street. Concerns have also been raised that the 33 Stanyan does not run as frequently as the 22 Fillmore, inconveniencing customers living in the Potrero Hill and Dogpatch neighborhoods.

The Muni system consists of many long citywide routes that intersect one another and create a transit grid. Using this grid, most destinations can be reached throughout the city without having to make more than one transfer. While the reroute of the 33 Stanyan would require some customers who currently use the route to have to transfer, the reroute would also enable new direct connections that are not currently available. In addition, the TEP would increase the amount of overall service to SF General Hospital through increased service on the 9 San Bruno/9L San Bruno Limited, as well as the introduction of the 58 24th Street and the restructuring of the 19 Polk.

27 FOLSOM: EXTENSION TO VALLEJO

Under the TEP, the 27 Folsom is proposed to be extended north to continue along Leavenworth Street and west onto Vallejo Street. In addition, service would be rerouted off of Bryant Street and onto Folsom Street or Harrison Street (replacing the 12 Folsom). Several comments were submitted regarding the rationale for the northern extension to Vallejo Street. They expressed concerns related to



Proposed service changes to Muni's 27 Bryant Route

pedestrian safety and the street design, which are addressed in the RTC, and requested additional information about why this change is proposed. As described previously, one of the main objectives of the TEP is to improve connections between neighborhoods as well as to redesign routes to improve the efficiency of the service. The proposed route extension to Vallejo Street is intended to improve service to residents north of Broadway where north-south transit service is poor. The 27 Bryant has relatively low ridership for a Local Route. By adding additional stops and implementing other service changes along the route, the proposal aims to increase overall ridership on the route and its utility for customers.

REPLACING THE 12 FOLSOM WITH THE 11 DOWNTOWN CONNECTOR AND THE 27 BRYANT

Under the TEP proposals, the 12 Folsom is proposed to be eliminated. Although all segments of the 12 Folsom would be covered by new service, some customers who currently have a one seat ride may have to transfer to reach some destinations. The segment on Pacific Avenue would be served by the 10 Sansome (Townsend), which

The TEP proposes to restructure routes in order to focus service where demand is high, to discontinue low-ridership segments in order to add connections between neighborhoods and to regional transit, and to expand capacity on heavy-ridership routes.

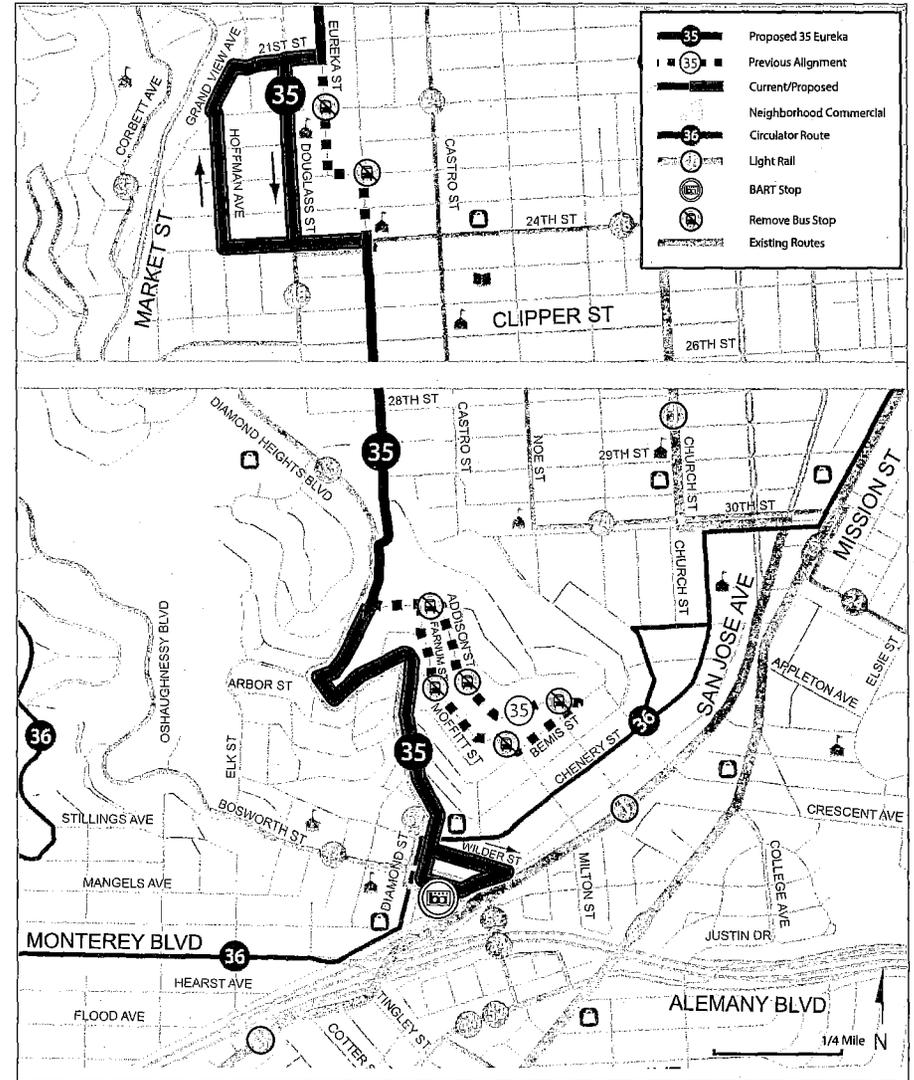
maintains connections to south of Market (SoMa) and provides new connections to Mission Bay. Service on Folsom between 2nd and 11th Street would be covered by the new 11 downtown Connector. The 27 Bryant would also be rerouted and would mirror the current 12 Folsom Route from 5th and Folsom streets to the 24th Street BART Station. This would eliminate service on Bryant Street, as well as service on Cesar Chavez between Bryant and Folsom streets. Customers who currently access service on Bryant in SoMa would have to walk to Folsom or Townsend, and customers in the Inner Mission would walk to either Potrero Avenue or Folsom Street. Proposed service frequencies on impacted segments would be the same or better than current frequencies. Service on the 9/9L on Potrero Avenue would be increased to add additional capacity and reduce wait times.

The 12 and 27 routes are both relatively underutilized local routes. By restructuring them to better capture current travel patterns and eliminating some segments, SFMTA aims to grow ridership and reduce the cost per passenger on these routes. In developing these proposals SFMTA considered topography, the proximity and frequency of alternative service, the changing travel patterns in SoMa and established community plans to strengthen the Folsom commercial corridor in SoMa. Comments on this proposal have included concerns about access to Costco and other retail destinations in SoMa from Pacific Avenue. Although not as desirable as making a direct connection, transfers are a key part of the Muni system and allow customers to reach destinations throughout the city. The transit service is very dense in this part of the city and customers would have multiple frequent transit choices for reaching key destinations.

35 EUREKA: EXTENSION TO GLEN PARK

The TEP proposes to implement route changes to the 35 Eureka by extending it to the Glen Park BART Station and rerouting the service

onto Douglass Street and Hoffman Avenue in order to maintain transit service in the area that would be removed by the 48 Quintara re-route. As part of 35 Eureka reroute near Glen Park BART Station, service would be eliminated along Farnum, Moffitt, Bemis and Addison streets. Several commenters raised concerns regarding



Proposed service changes to Muni's 35 Eureka Route

the proposed extension to the Glen Park BART Station. Specifically, some comments expressed concerns regarding how grades were considered in the development of TEP proposals, while others were concerned about potential delays that could occur as a result of traffic for the proposed 35 Eureka terminal turn-around on Wilder Street.

One of the main objectives of the TEP is to improve the Muni Network by increasing route and system legibility, connecting neighborhoods, and increasing connections to quality local and regional transit. The 35 Eureka route has strong ridership in the northern segment heading towards Castro Station; however, as evidenced by the ridership data, few customers find the southern segment of the route attractive enough to use it due to limited destinations. Thus, the TEP proposal to extend the 35 Eureka to the Glen Park BART Station was developed to connect customers to the heart of the Glen Park commercial district and to high frequency regional transit. While the current service goes to the Glen Park neighborhood, it ends approximately four blocks shy of the BART station.

The initial proposal for the 35 Eureka called for service to remain on Moffitt and Addison and use Miguel and Roanoke to access the BART station. During the community meetings that occurred as part of the TEP planning phase, a majority of the residents in the Glen Park neighborhood were concerned about the proposed route to access the Glen Park BART Station due to the operation of the bus on narrow streets (Roanoke and Miguel). This issue exemplifies how challenging grades (hilly streets) can present significant constraints for improving transit service. Other route alignments were suggested for the 35 Eureka, but were not recommended due to operational constraints such as tight turns. In consideration of these issues, the TEP proposes a revised route using Diamond and Wilder streets. However, recently residents expressed concerns about buses turning onto Wilder Street because of pedestrian activity in this commercial district and high incidents of double parking. SFMTA staff have evaluated these issues and determined that Wilder is relatively wide and can safely

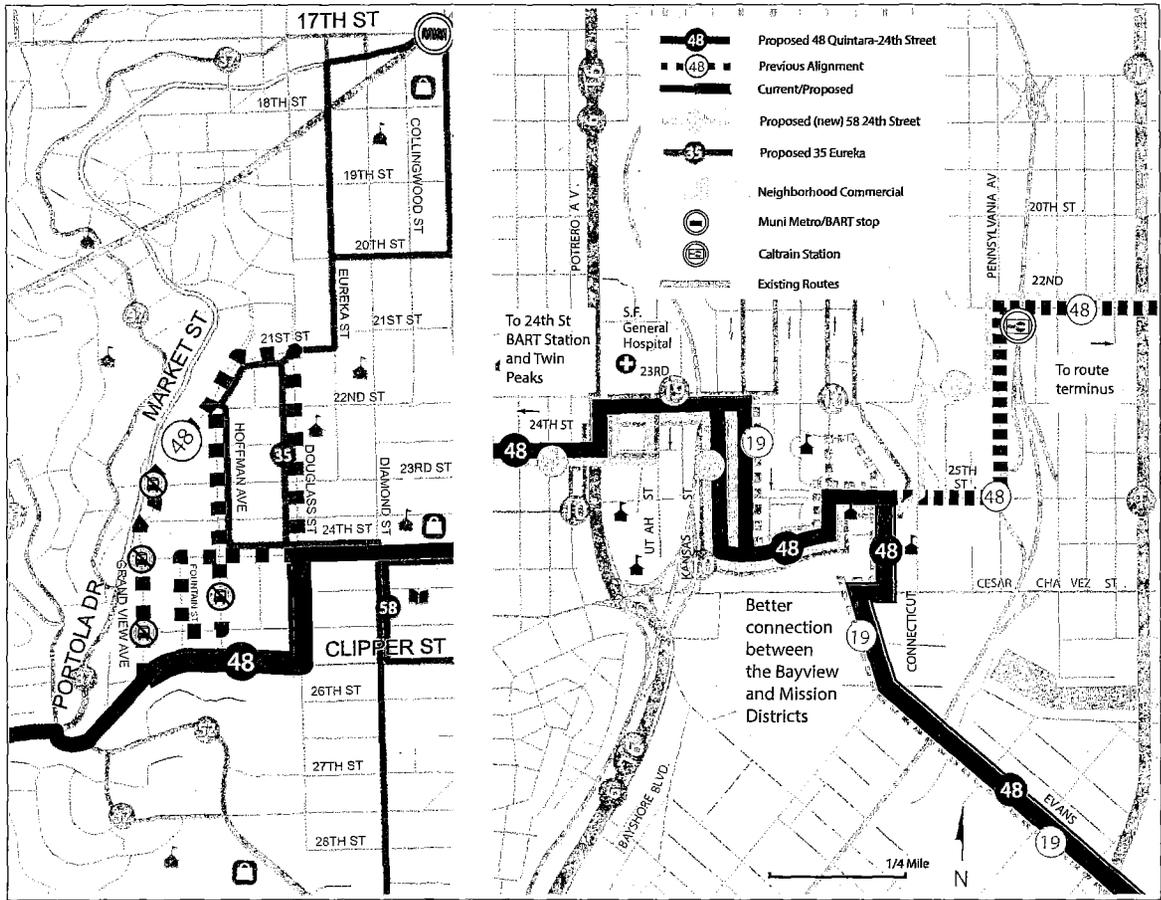
accommodate the proposed bus turning movements. If this terminal loop is implemented, staff would work with local businesses to expand loading zones to minimize double parking issues.

48 QUINTARA/24TH STREET: ALIGNMENT CHANGE

The SFMTA proposes to re-route the 48 Quintara from its existing eastern terminus at Third Street and 22nd Street to the Bayview Hunters Point neighborhoods via the existing 19 Polk route by turning right onto Connecticut Street at 25th Street and continuing to Evans Avenue, Middle Point Road, and Innes Avenue. The SFMTA also proposes a new 58-24th Street route that would provide complementary service between Diamond Street and the 22nd Street Caltrain Station, replacing the existing 48 Quintara/24th Street service between 25th Street and Third Street. In addition, the 48 Quintara/24th Street is proposed to be re-routed via Clipper and Douglass Streets in order to provide more direct routing from Portola Drive to 24th Street.

A number of commenters noted concerns about the loss of service on hilly streets including Grandview and Douglass streets. Others provided recommendations for new bus stops, including one at the intersection of Clipper Street and Grandview, and a few commenters wanted more information about the decision to reroute the 48 Quintara/24th Street into the Bayview Hunters Point neighborhood.

The development of this proposal considered a number of factors including an analysis of existing travel demand between neighborhoods in the city, which showed that Muni is not adequately serving the needs of passengers traveling between the Bayview and Mission Districts. Ridership and key destinations were also evaluated on the 19 Polk and indicated that the bus was significantly more crowded north of SF General Hospital. Thus, the SFMTA proposes to re-route the 48 Quintara in order to provide a direct connection between the Bayview and the Mission Districts and to reduce crowding on the 19 Polk in Potrero Hill, SoMa, Tenderloin/Little Saigon, the Civic Center, Polk Gulch and Russian Hill neighborhoods.



Proposed service changes to Muni's 48 Quintara Route

Douglass Street and Hoffman Avenue, but it is challenging due to the fact that the area has steep streets and suitable alternative routes are lacking. Thus, the SFMTA proposes that service on Douglass Street and Hoffman Avenue would be replaced by the modified Route 35 Eureka. The role of Circulator (Community) routes in the Muni network is to connect hilly neighborhoods to regional transit nodes. Therefore, it is more appropriate for the 35 Eureka to cover this portion of the route, instead of the 48 Quintara/24th Street, which is part of the core transit grid.

As for the Douglass Street and Hoffman Avenue re-route, the SFMTA conducted an analysis of ridership and the potential to improve the customer experience by providing a straighter (more direct) and a more convenient route that would reduce delay. The analysis indicates that a majority of existing passengers are negatively affected by meandering portions of the 48 Quintara/24th Street route. Thus, the SFMTA proposes to re-route the service in order to provide a more direct connection between the Sunset, Noe Valley and Mission neighborhoods. The SFMTA acknowledges the need to ensure transit service on

CREATING A ROBUST AND RELIABLE RAPID NETWORK

One of the main objectives of the TEP is to improve transit reliability and reduce travel time along transit corridors. To that end, the TEP includes TTRPs, also known as “Rapid” proposals, which would implement treatments along the most heavily used corridors to prioritize transit operations over other vehicles and make transit more appealing for customers with shorter travel times, enhanced pedestrian conditions and improved safety. The TPS Toolkit of travel time and reliability improvements used in the TTRP proposals include the lane modifications, traffic signal and stop sign changes, transit stop changes, parking and turn restrictions and pedestrian improvements. SFMTA is also pursuing several other separate, but complementary, initiatives on the Rapid Network, including transit signal priority, shelter/stop upgrades, ticket vending machines, and improved branding.

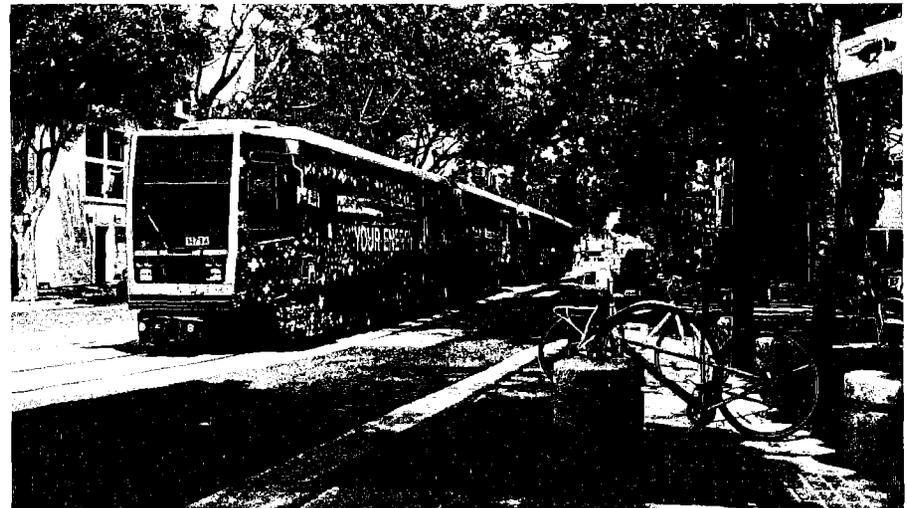
For the TTRP proposals, comments focused on stop consolidation and parking trade-offs. To the extent that comments relate to the environmental analysis of the TEP proposals, they are addressed in the RTC, as part of the environmental review process. Additional information that responds to the merits of these proposals is provided in the following section.

STOP CONSOLIDATION

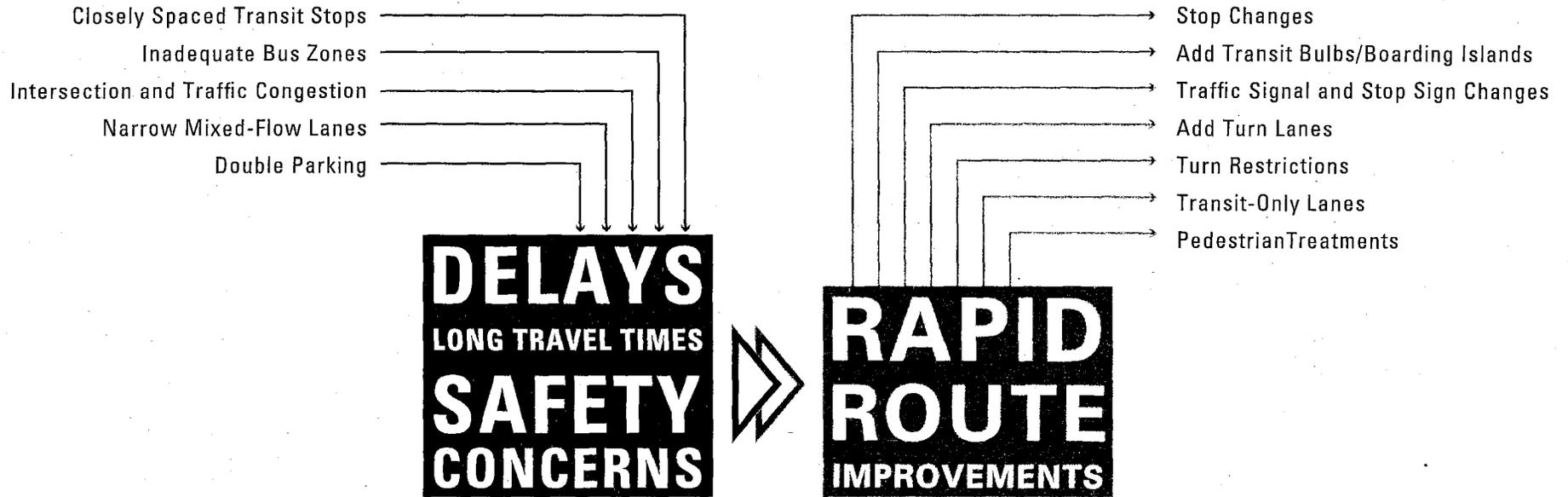
Striking a balance between how far a customer must walk to a transit stop with how often customers already on the bus or train have to stop is crucial to designing a successful transit system. If stops are spaced too closely together, transit travel times and reliability degrade and the service is unappealing to customers. However, if stops are spaced too far apart, it may become inconvenient for customers to access the system. In a system as old as Muni, it is common for stops to be closely spaced together because transit stops get added over time and the system evolves without a holistic look at stop placement.

In order to improve the Muni experience, the TEP includes stop consolidation proposals along key high-ridership corridors, which would reduce the number of times a Muni vehicle needs to slow down, stop and then merge back into traffic by removing some closely-spaced transit stops. The proposals for stop consolidation focus on the highest ridership routes, where close stop spacing is having the greatest impact on service reliability and delays. The majority of Muni’s transit stop locations would remain unchanged with implementation of the TEP. A number of comments were submitted expressing concerns about the effects of stop consolidation on access to transit for customers, particularly customers accessing transit in hilly areas of the city and customers with limited mobility, such as some seniors and people with disabilities.

In the high ridership Rapid corridors, the SFMTA proposes to increase the spacing between stops from an average of one to two blocks to an average of two to three blocks, depending on the neighborhood. In order to develop these proposals, the SFMTA considered many factors, including neighborhood street grids, ridership, grades (hills), surrounding land uses, social services, sensitive populations (such



RAPID ROUTES: IMPROVING TRAVEL TIME, RELIABILITY AND SAFETY

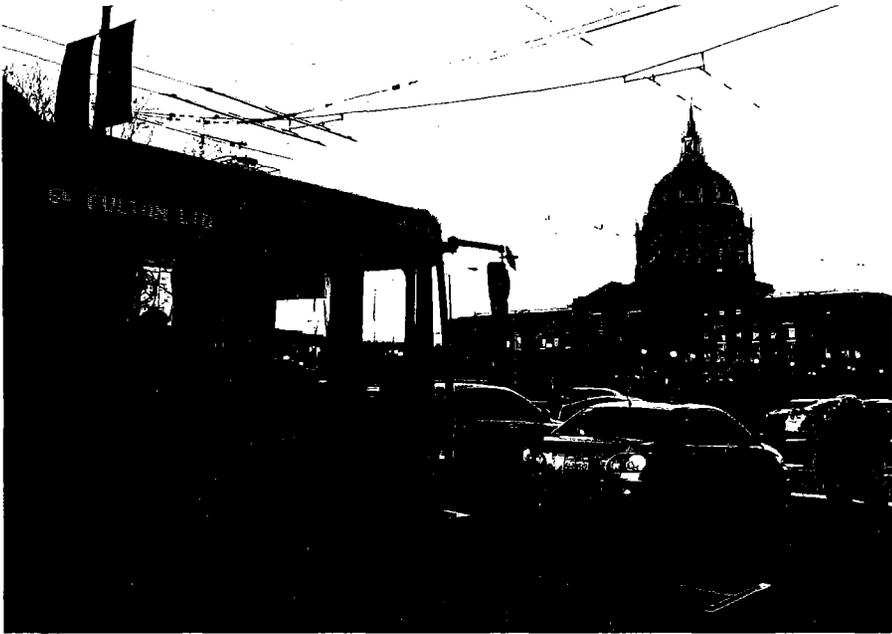


as the location of senior centers) and customer feedback. Closer stop spacing is proposed for streets with steeper grades and where community services are located.

While the elimination of stops along high ridership routes would potentially inconvenience some customers, the additional walking time for these passengers is a necessary trade-off to improve the overall travel experience on the most crowded corridors. In the process of finding balanced proposals that improve transit service in San Francisco, the SFMTA sought to minimize these inconveniences to the greatest extent possible. SFMTA's Accessible Services team would work with disabled customers who could no longer access transit as a result of stop spacing changes. Information about the program is available by calling the City's 311 multilingual customer information center or by calling SFMTA Accessible Services directly

at (415) 701-4485. An example of how the SFMTA balanced these considerations in developing its stop placement proposals is the 8X Bayshore TTRP Proposal (TTRP.8X in the EIR). Based on stop placement best practices, moving the stop at Geneva Avenue and Howth Street from nearside to farside would improve transit operations. However, because the grade is steeper (10 percent) on the farside and the nearside stop provides service to local schools and the Community College System, the TEP staff recommended that the stop remain in place and not be further considered for changes.

Most recently, the SFMTA implemented stop consolidation as part of the 5L Flying Fulton Pilot project to improve service on the 5 Fulton route. The SFMTA removed approximately 20 percent of the route's bus stops. Analysis of ridership data indicated that about 10 percent of 5 Fulton customers were directly impacted by the proposed stop



removals, while a majority of customers benefited from the resulting reduced travel delay. Stops were maintained at transfer points and at major destinations. Soon after the pilot project began, the SFMTA reinstated two stops at the intersection of McAllister and Baker streets, due in part to concerns of impacts to seniors that reside in the vicinity of the stop.

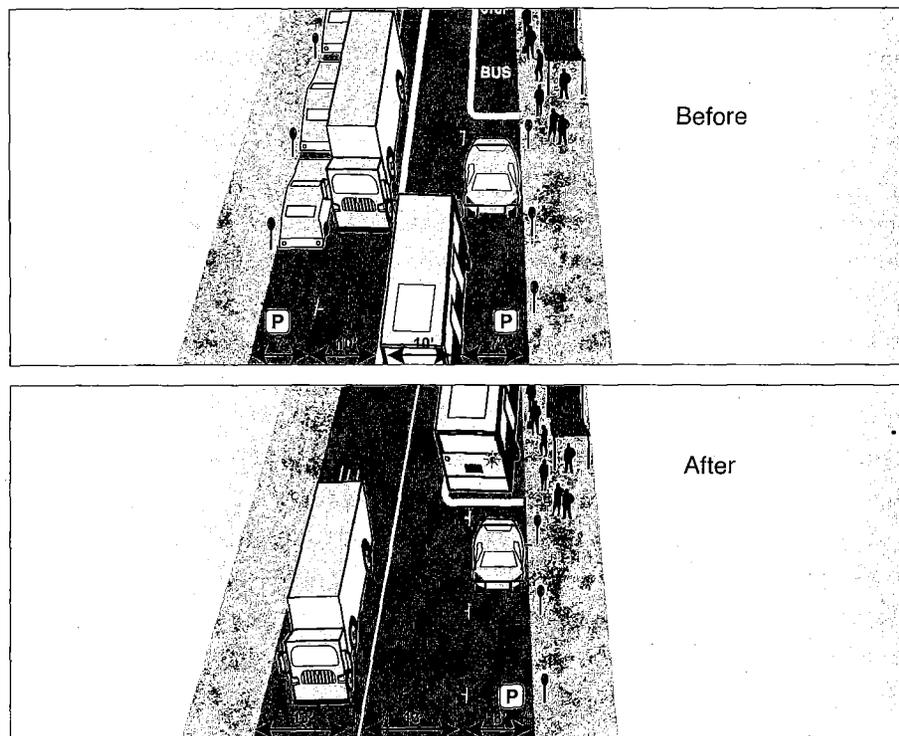
The above two examples demonstrate the SFMTA's commitment to thoughtful and comprehensive considerations in proposing stop placement and stop consolidation. Additionally, they demonstrate the Agency's responsiveness to making modifications resulting from pertinent information received post implementation.

REMOVING PARKING TO CREATE SPACE FOR MUNI

SFMTA is responsible for the totality of the transportation network in San Francisco, including all roadway users, as well as the on-street parking supply of approximately 279,000 spaces (10% of which are metered spaces) and approximately 15,000 off-street public parking

spaces at facilities managed by the SFMTA. Before proposing changes that modify the allocation of limited right-of-way, SFMTA considers the effects on all potential street users and balances competing needs based on a variety of factors such as: Is this a high ridership Rapid corridor? What are the loading needs of the area? What safety issues need to be addressed? What is the overall parking supply in the area? What are the adjacent uses? In developing the TEP proposals, staff considered many factors in an effort to balance competing roadway needs. The Transit First Policy, which was adopted by the City's Board of Supervisors in 1973 and approved by voters as part of the City's Charter shortly after, calls for the SFMTA and other City departments to prioritize sustainable modes. Specifically, regarding the use of limited public street and sidewalk space, the policy calls for departments to make decisions that "encourage the use of public rights of way by pedestrians, bicyclists, and public transit," and, "strive to reduce traffic and improve public health and safety." At the same time, parking spaces are often a valuable commodity, especially in busy commercial corridors. Further, a lack of available parking in commercial corridors can also lead to parking spillover to nearby residential areas, making it harder for residents and their guests to find convenient parking. Below is a discussion of how on-street parking trade-offs were evaluated and minimized in the TEP.

The TTRP proposals focus on reducing transit travel time and improving reliability on the heaviest ridership routes. Implementation of all the TTRP proposals would improve service for approximately 60 percent of Muni ridership. In developing the proposals, staff aimed to minimize parking loss, while still actively pursuing transit travel time improvements. If roadway conditions permitted, alternatives were developed that removed travel lanes, rather than parking. For example, on Fulton Street between Stanyan Street and Central Avenue, narrow travel lanes have led to high incidents of transit collisions. Removing parking would allow for wider travel lanes; however, because auto volumes can be sufficiently accommodated



MANY TRAFFIC LANES IN THE CITY'S CONGESTED STREETS ARE TOO NARROW TO ACCOMMODATE MUNI BUSES (TYPICALLY 10 ½ FEET WIDE). WIDENING TRAFFIC LANES IMPROVES THE SAFETY AND RELIABILITY OF TRANSIT BY PROVIDING ADEQUATE SPACE FOR TRANSIT VEHICLES TO TRAVEL THROUGH A CORRIDOR.

in one travel lane, staff proposed to retain parking in this segment and instead reduce the number of auto lanes from two lanes in each direction to one lane in each direction with a center turn lane.

As part of the development of the TTRP proposals, staff inventoried the number of parking spaces that would be affected, paying particular attention to commercial loading zones, spaces reserved for people with disabilities and passenger drop off zones. Other factors that influenced the proposals included the overall supply of parking in the neighborhood, including off-street parking opportunities, and whether or not parking management tools were in place, such

as metering in commercial districts and residential parking permit restrictions. The land uses in the immediate vicinity were also a key consideration, as residential neighborhoods have different parking needs from commercial corridors and larger institutions, such as colleges and hospitals.

When it was determined that parking removal would be necessary to prioritize transit operations, the following actions were proposed to minimize the number of spaces that would be affected:

- Identify opportunities for replacing on-street parking nearby;
- Identify opportunities for reconfiguring existing on-street parking spaces to increase supply;
- Remove parking for part of the day, rather than 24 hours; and/or
- Remove parking on one side of the street only.

In addition, where commercial loading spaces would be removed, staff worked to identify opportunities to create new commercial loading zones within 250 feet.

PARKING REPLACEMENT Wherever parking removal is being considered staff evaluate surrounding streets for opportunities to replace parking. This can take the form of reconfiguring parallel parking to angled parking, which can also provide traffic calming benefits by narrowing wide streets. As part of the 5L Fulton Pilot Project described above, the SFMTA converted parking from parallel to perpendicular on one side of Fulton Street between Baker Street and Central Avenue, resulting in a net gain of approximately 20 parking spaces, in response to community concerns about parking removal associated with other project proposals at nearby intersections. Bus stop consolidation also offers opportunities to replace parking and offer spaces to be used for other community priorities including parklets and bicycle parking. For example, by removing the 5 Fulton bus stops in both directions at the intersection of McAllister and Webster streets, eight parking spaces would be added.

PART-TIME PARKING RESTRICTIONS In many cases, parking removal is proposed 24 hours a day to accommodate lane restriping and other permanent roadway changes. In other instances, however, the majority of the transit benefit can be achieved by restricting parking during daytime hours and retaining evening parking opportunities for residents and visitors. For example, truck loading issues that limited transit maneuvering capabilities were found to be a particular issue on Central Avenue between Fulton and McAllister where the bus makes some tight turns. A proposal to establish part-time parking removal from 7 a.m to 5 p.m was developed; this would address the issues occurring, particularly in the morning peak and midday periods, while retaining evening parking spaces for residents and visitors. In other proposals, parking restrictions are focused on the morning and evening commute times. While these proposals can significantly improve work trips by transit, they may not address midday congestion.

Finally, some parking changes can be very nuanced and are often refined through detailed community feedback during the implementation phase of a project. For example, SFMTA launched the Church Street Rapid Pilot on March 23, 2013 to test various service improvement strategies that would be introduced as part of the TEP. After meeting with local merchants to better understand their parking and loading needs, staff discovered that the vast majority of commercial loading occurred before 11 AM which resulted in underutilized commercial loading spaces in the afternoon (originally restricted from 8AM to 6PM). Staff also discovered that a lack of commercial loading spaces north of Market Street caused many delivery trucks to double park. In response, SFMTA staff shortened loading restrictions to 8-11 AM, freeing up additional parking spaces for customers during the afternoon and established a new commercial loading space on Church Street north of Market Street.

PARKING REMOVAL ON ONE SIDE OF THE STREET On Mission Street, as well as several other corridors, the SFMTA developed alternatives that include removing parking on the majority of a block face. Where this is the case, parking would be preserved across the street whenever possible to maintain available parking along the block. On Mission Street, one of the heaviest ridership corridors in the City, the SFMTA considered a number of proposals to improve transit travel time safety, including transit-only lanes. This and other changes proposed would result in parking removal because of the constrained right-of-way of the corridor (the Inner Mission portion of Mission Street has 9-foot wide travel lanes that are not wide enough to accommodate a 10½-foot wide bus). Thus, as part of the EIR analysis, a variant was evaluated that would create transit-only lanes through parking removal; however, the effects of parking removal on stores along the corridor would be minimized by alternating blocks from which parking would be removed on one side of the street. This would improve safety and reduce delay by providing transit-only lanes in both directions that are wide enough to accommodate a bus, potentially saving significant travel time for the Mission corridor buses and 70,000 daily Muni customers.

Parking is an important consideration and the SFMTA does everything it can to balance its removal with other key priorities that are supported by numerous City policies including the Transit First Policy. To that end, the SFMTA does extensive outreach to merchants and other affected constituencies to inform proposals. Furthermore, to the extent possible and practicable, the SFMTA sets forth alternatives to parking removal for the SFMTA Board of Directors to consider as part of their decision making process.

In the Inner Mission, for example, staff developed three alternatives that provide different degrees of transit benefits and auto/parking trade-offs on Mission Street between Duboce Avenue and Cesar Chavez Street, where there is an extremely narrow right-of-way:

- The first alternative would create wider travel lanes and transit-only lanes in both directions during peak hours by restricting parking. This alternative would improve safety and reduce delay by providing wider lanes for buses and by removing the friction between buses and parked cars and loading trucks during peak hours. However, this alternative would not improve conditions for buses during midday or evening periods.
- The second alternative is discussed above and includes creating wider travel lanes and transit-only lanes in both directions at all times by removing parking. This alternative minimizes the amount of parking removal by alternating blocks from which parking would be removed on one side of the street.
- A third alternative would create wider travel lanes and provide a transit-only lane in one direction along the corridor by removing a travel lane rather than restricting or removing parking. This proposal would remove one of two northbound general traffic lanes and would convert one of two southbound general traffic lanes to a transit-only lane (traffic congestion was observed to be higher in the southbound direction). This would result in travel changes for drivers but would minimize parking loss significantly.

In the coming months, SFMTA will work closely with Mission Street stakeholders to evaluate the various options and associated trade-offs. The SFMTA Board of Directors will consider this feedback, along with input to date, when making a final determination for this corridor. A similar dialogue will also occur for other TTRP corridors where multiple alternatives have been evaluated.

The SFMTA has and will continue to work to balance the needs of its diverse stakeholders. Constrained street space and limited resources create challenges for all City departments and require trade-offs that include parking spaces. However, with strategic transportation investments and careful consideration of trade-offs such as parking loss, these changes eventually lead to a sustainable Transit First City with transit as a backbone of safe and efficient multi-modal travel.

The SFMTA has and will continue to work to balance the needs of its diverse stakeholders.



5. NEXT STEPS

In its pursuit of modernizing and improving Muni, the TEP is as much a transportation project as it is a transit project; as much concerned about equity and the environment as it is about economic efficiency; and finally, as much an ongoing process as it is a finite project. This document has been a story of that process, summarizing the conversations that have taken place, highlighting the proposals that have emerged, and responding to many of the comments received this summer after publication of the Draft Environmental Impact Report (Draft EIR).

While not specifically addressed in the document, it is important to note that several commenters expressed concern that the TEP proposals did not do enough—that they could do more in light of the deficiencies in the existing system and projected future growth, and that they should do more to support San Francisco’s Transit First Policy. In a perfect world, with infinite public resources, there would be no service reductions, and Muni would be able to serve all potential users, regardless of where they choose to live, how they choose to live, or whether they have a choice at all. Unfortunately, this isn’t a perfect world, and there are no perfect solutions. There are only real solutions—negotiated through a process of dialogue and trade-offs—that make the best use of finite public resources, while striking an acceptable balance between competing needs.

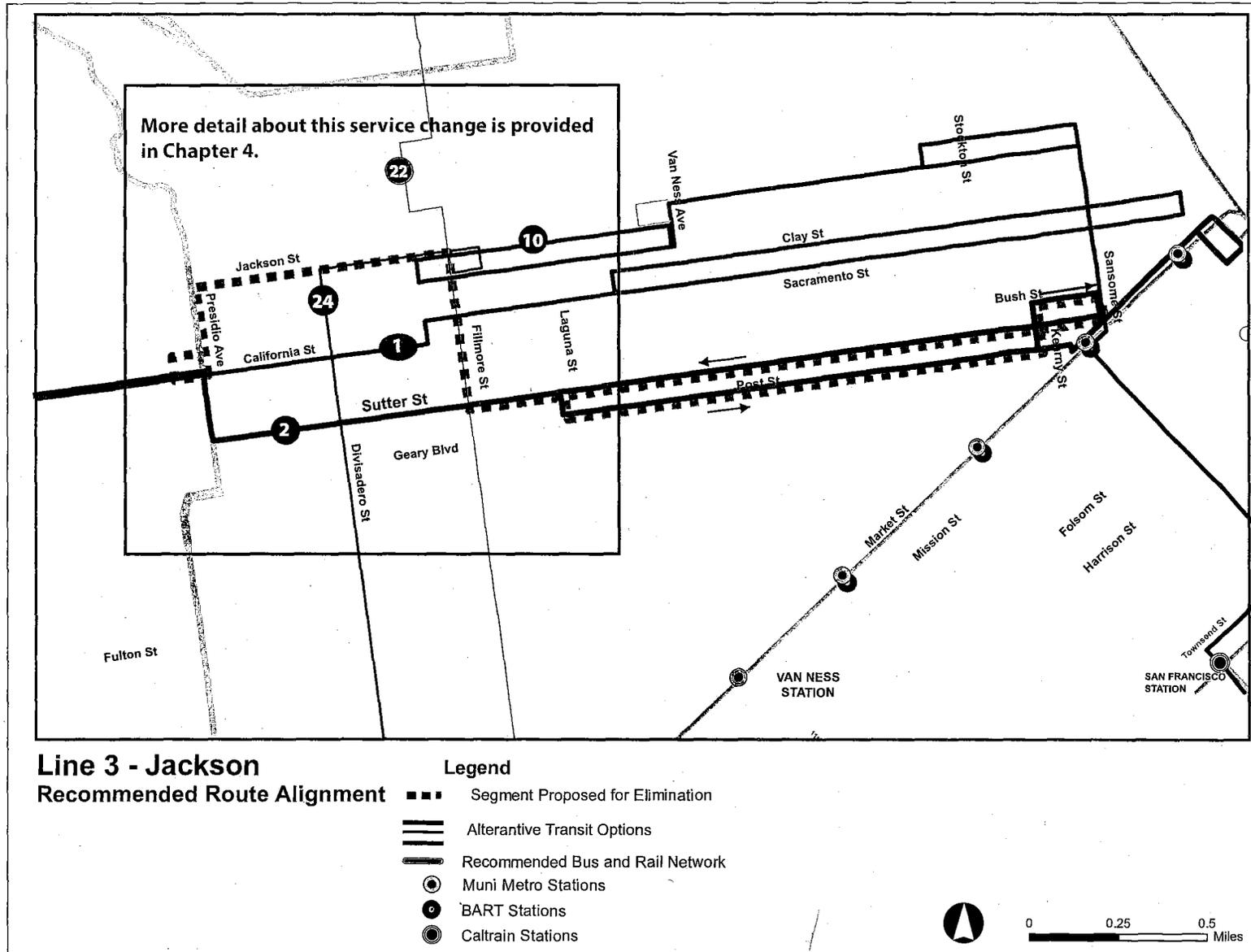
There will be many opportunities to continue that process of dialogue as the TEP moves toward implementation. SFMTA is conducting another round of public outreach, ongoing since February 2014, to explain the proposals and solicit additional community feedback. This input will inform deliberations by the SFMTA Board of Directors,

who will be the final arbiters regarding which of the suite of options (variants) and alternatives are chosen for implementation as part of the TEP. The first elements of the TEP are expected to go into effect beginning Fall 2014, and continue in phases through 2016.

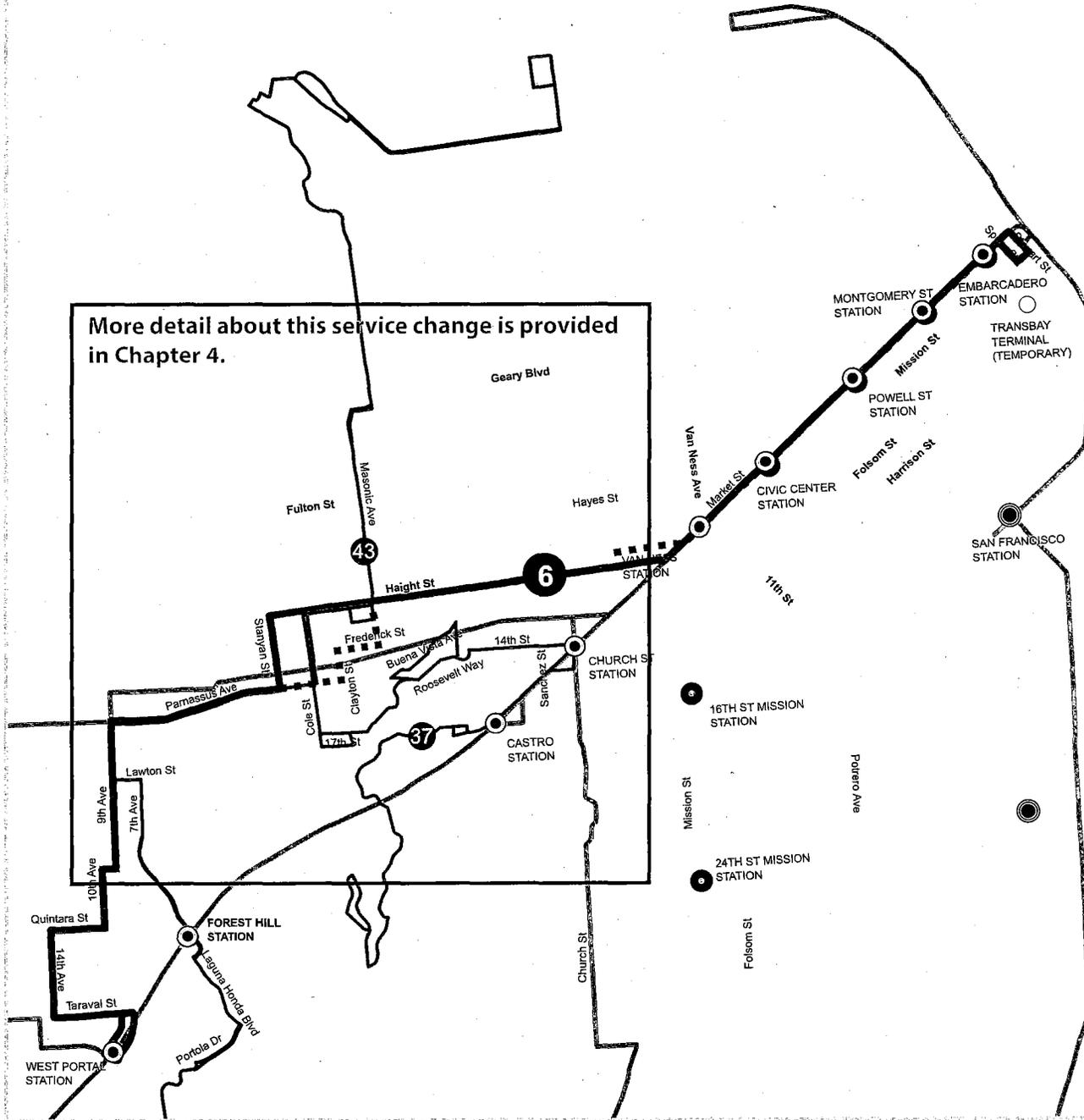


6. APPENDIX

These maps have been included for reference; for updates to these service change maps please visit the TEP website at: sfmta.com/tep



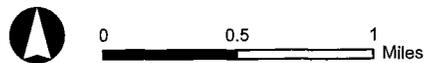
More detail about this service change is provided in Chapter 4.



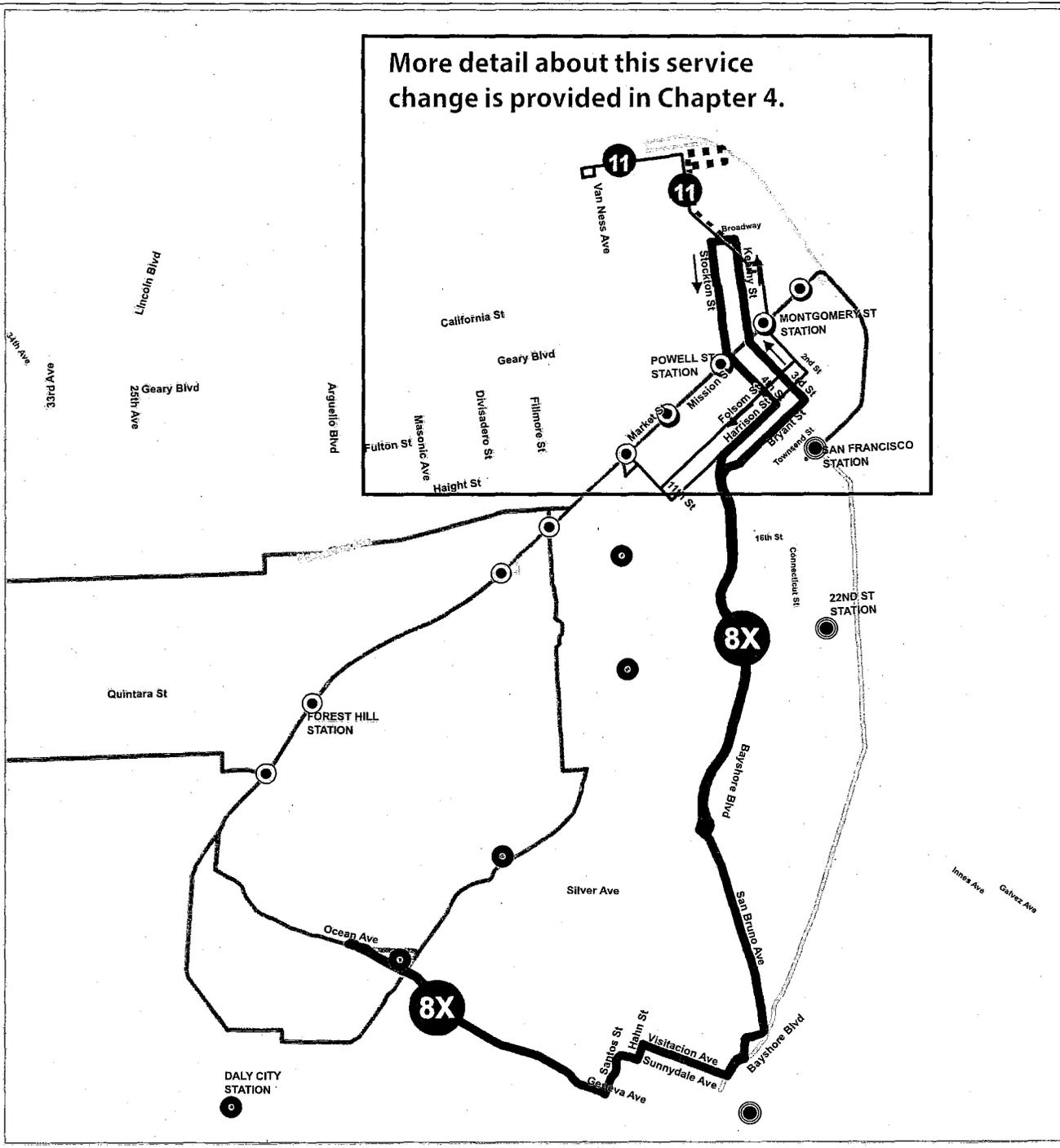
Line 6 - Parnassus Recommended Route Alignment

Legend

-  Recommended Route Alignment
-  Segment Proposed for Elimination
-  Alternative Transit Service
-  Rail Network
-  Muni Metro Stations
-  BART Stations
-  Caltrain Stations



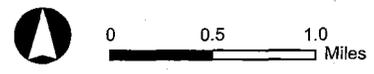
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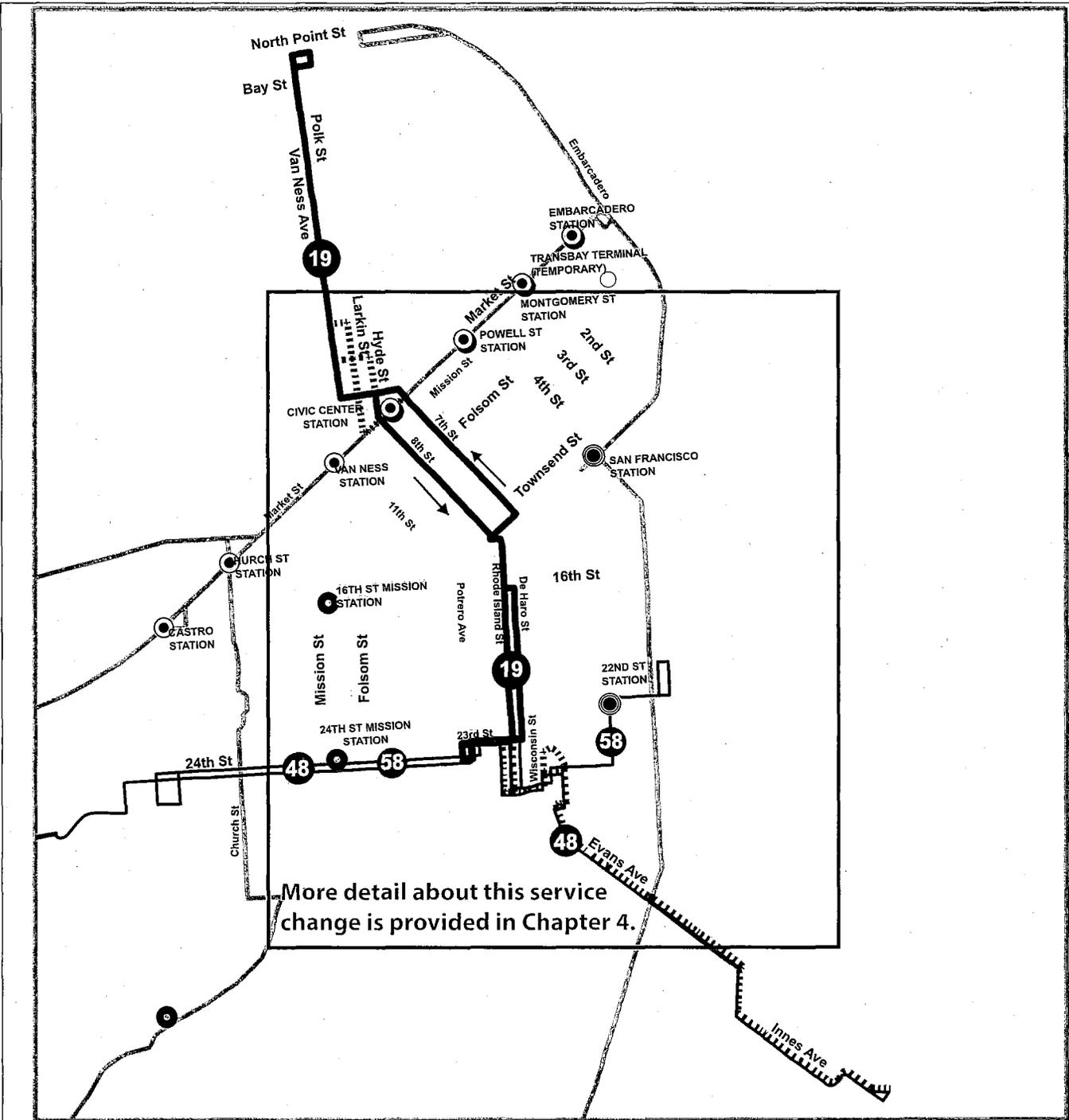


**Line 8X - Bayshore Express
Recommended Route Alignment**

Legend

-  Recommended Rapid Route
-  Segment Proposed for Elimination
-  Alternative Transit Options
-  Rail Network
-  Muni Metro Stations
-  BART Stations
-  Caltrain Stations



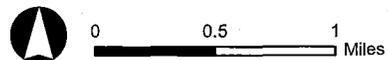


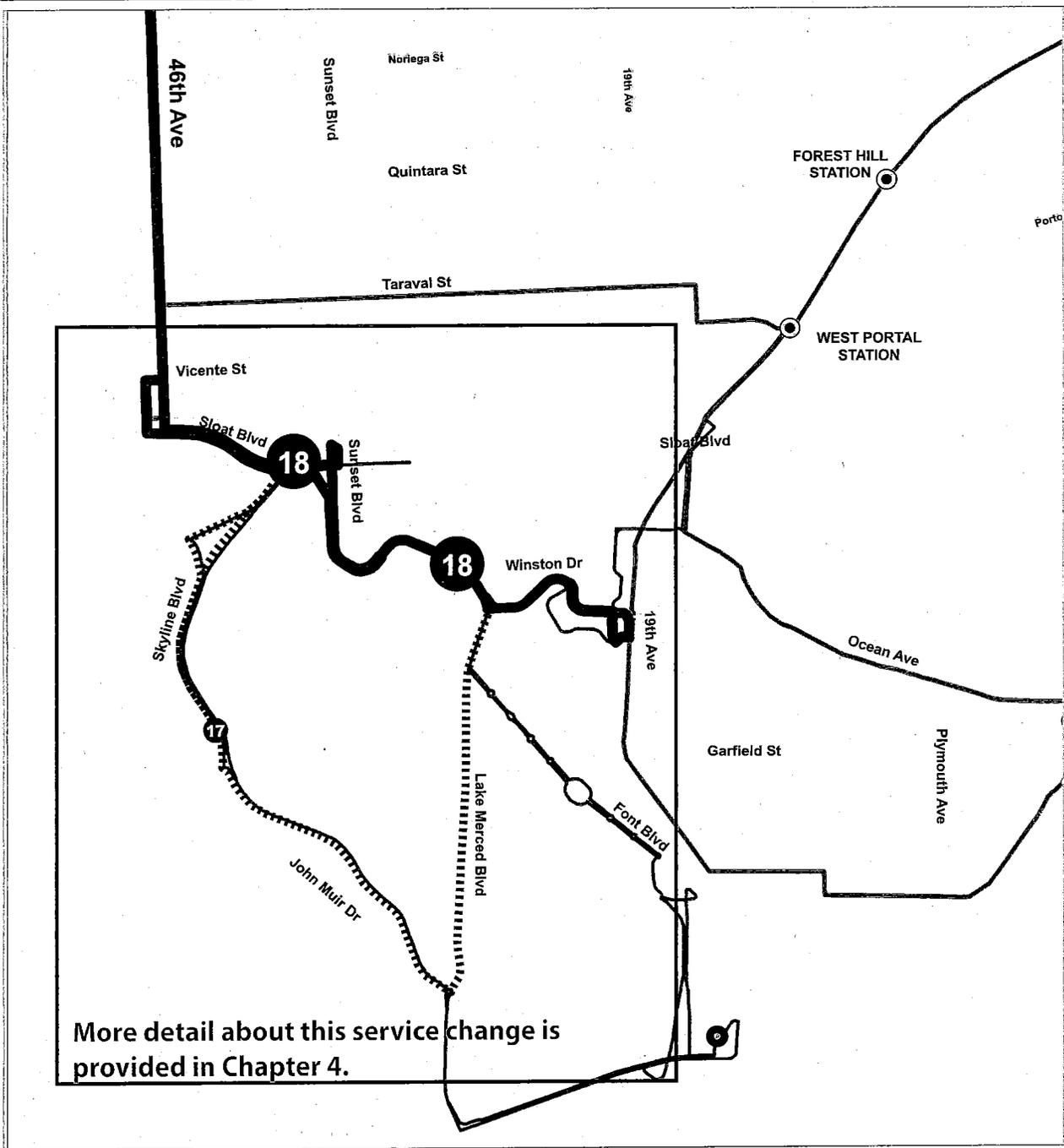
More detail about this service change is provided in Chapter 4.

**Line 19 - Polk
Recommended Route Alignment**

Legend

-  Recommended Local Route
-  Segment Proposed for Elimination
-  Alternative Transit Options
-  Rail Network
-  Muni Metro Stations
-  BART Stations
-  Caltrain Stations



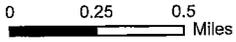


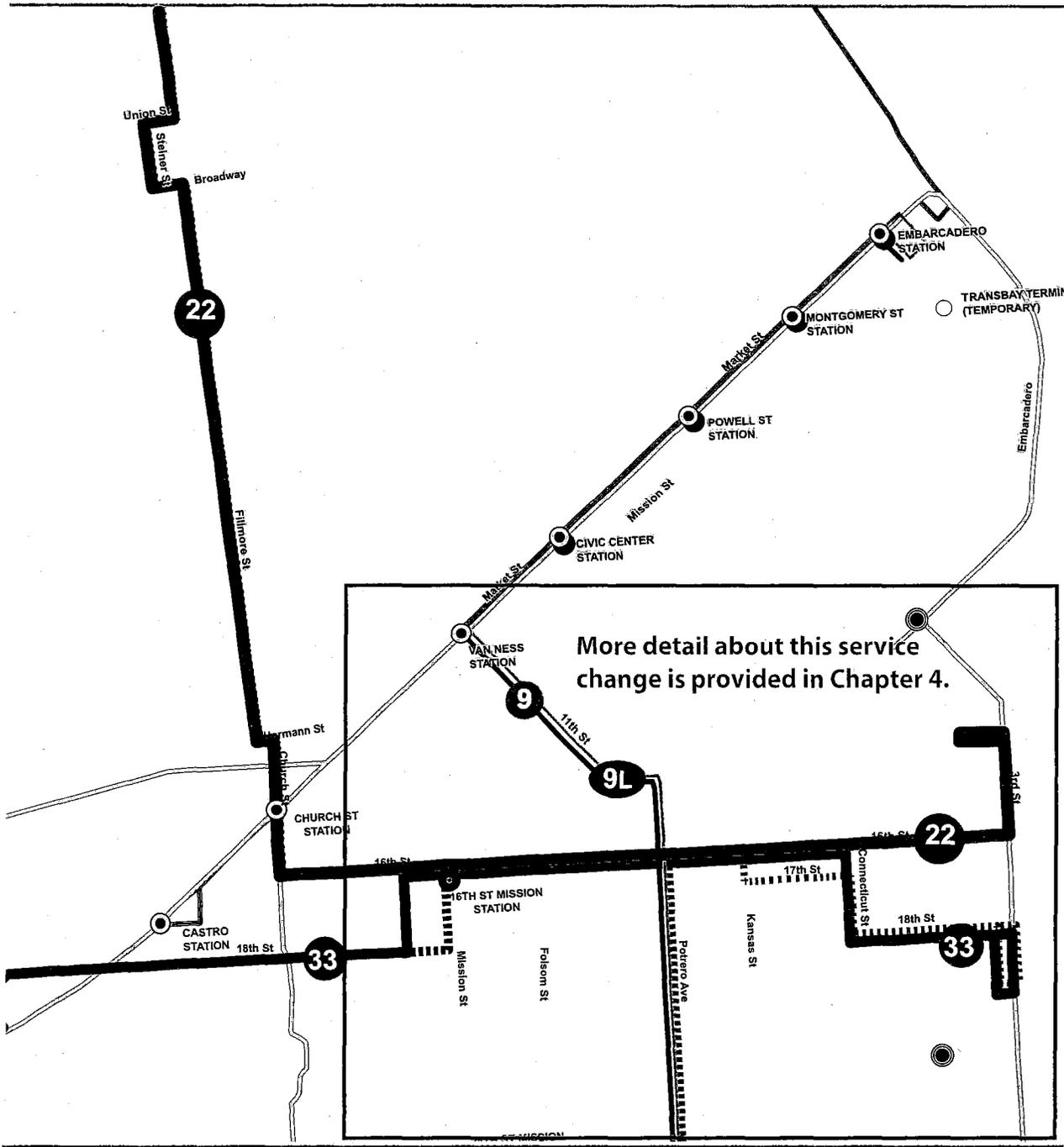
More detail about this service change is provided in Chapter 4.

Line 18 46th Avenue Recommended Route Alignment

Legend

-  Recommended Local Route
-  Segment Proposed for Elimination
-  Alternative Transit Options
-  Rail Network
-  Muni Metro Stations
-  BART Stations
-  Caltrain Stations

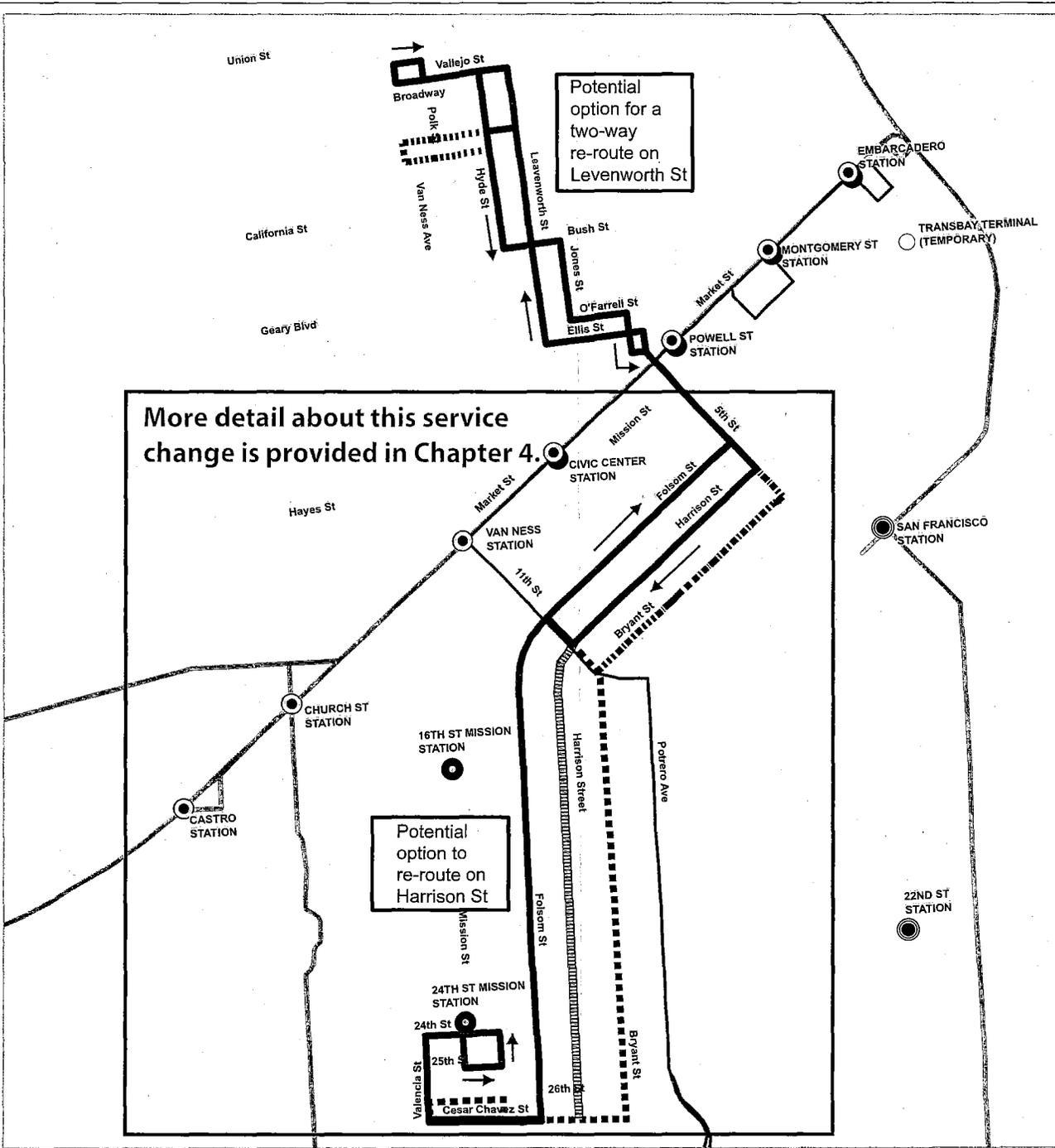





**Line 22 - Fillmore
and Line 33- Stanyan
Recommended Route Alignment**

- Legend**
- Recommended Rapid Route
 - Segment Proposed for Elimination
 - Alternative Transit Options
 - Rail Network
 - Muni Metro Stations
 - BART Stations
 - Caltrain Stations

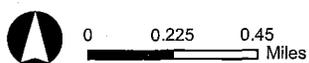


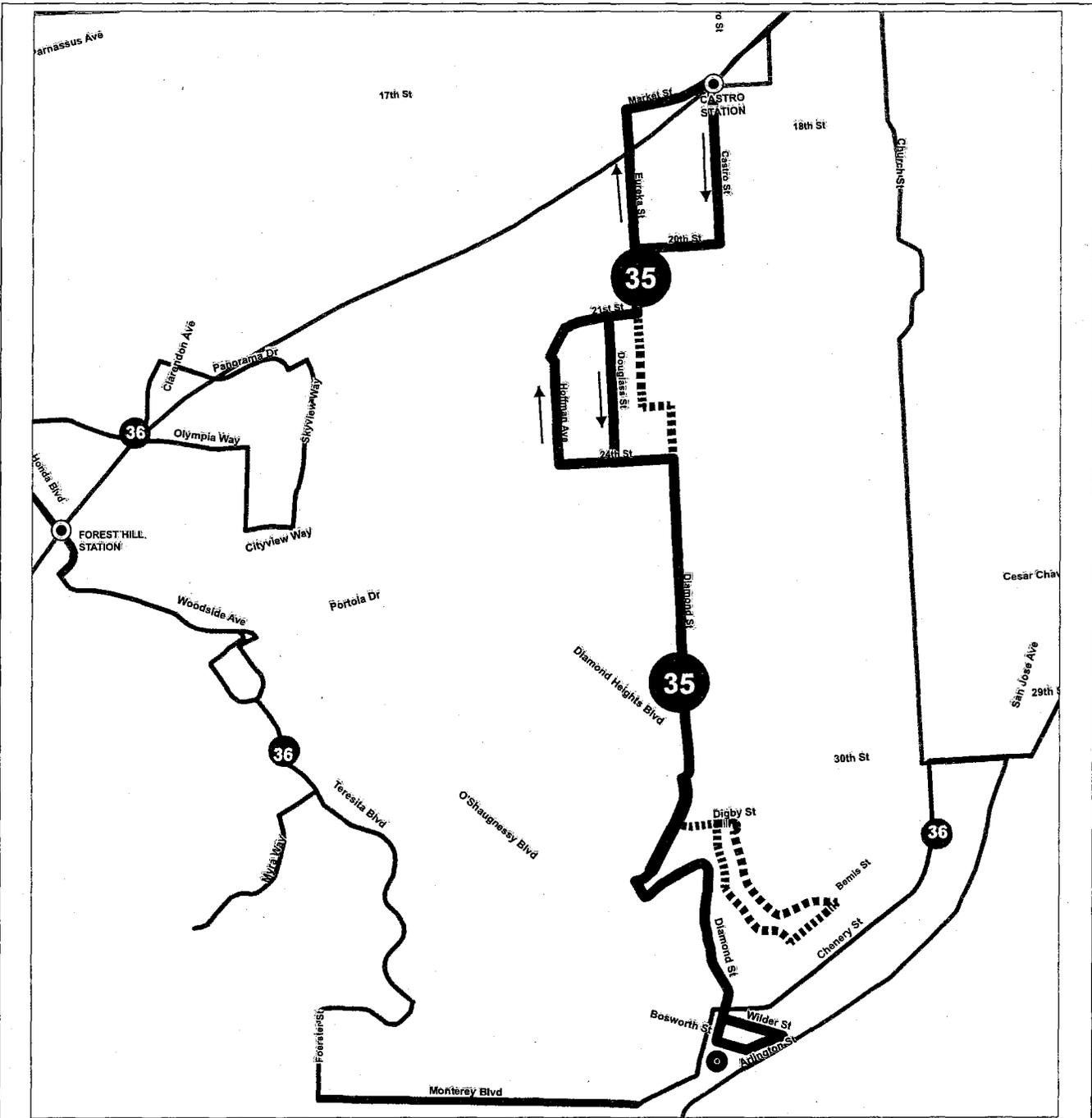


**Line 27 - Folsom
Recommended Route Alignment**

Legend

-  Recommended Local Route
-  Segment Proposed for Elimination
-  Potential Route Option
-  Alternative Transit Options
-  Rail Network
-  Muni Metro Stations
-  BART Stations
-  Caltrain Stations

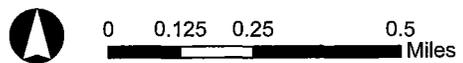


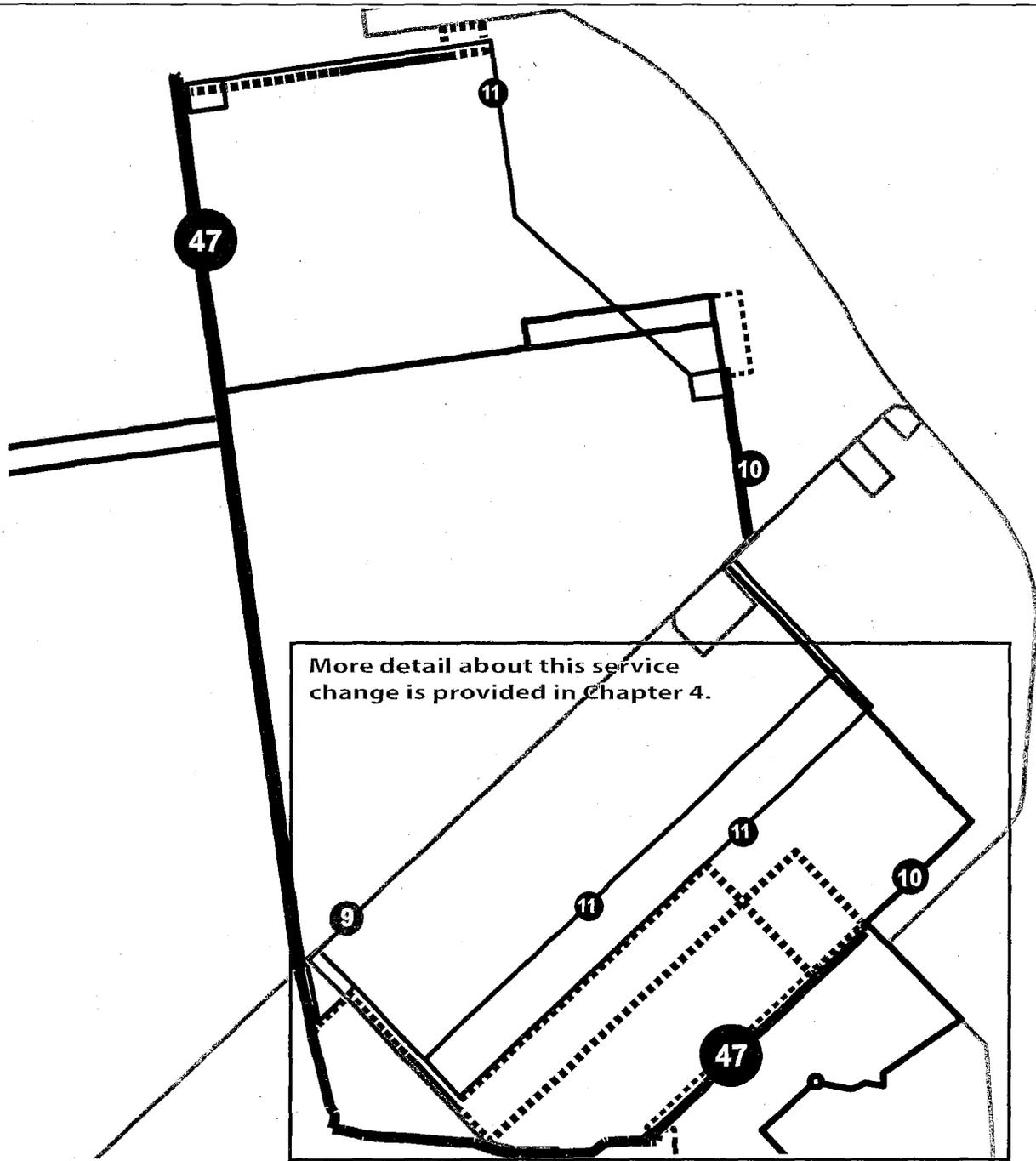


**Line 35 - Eureka
Recommended Route Alignment**

Legend

-  Recommended Community Route
-  Segment Proposed for Elimination
-  Alternative Transit Options
-  Rail Network
-  Muni Metro Stations
-  BART Stations
-  Caltrain Stations



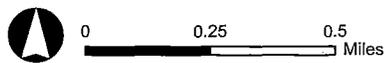


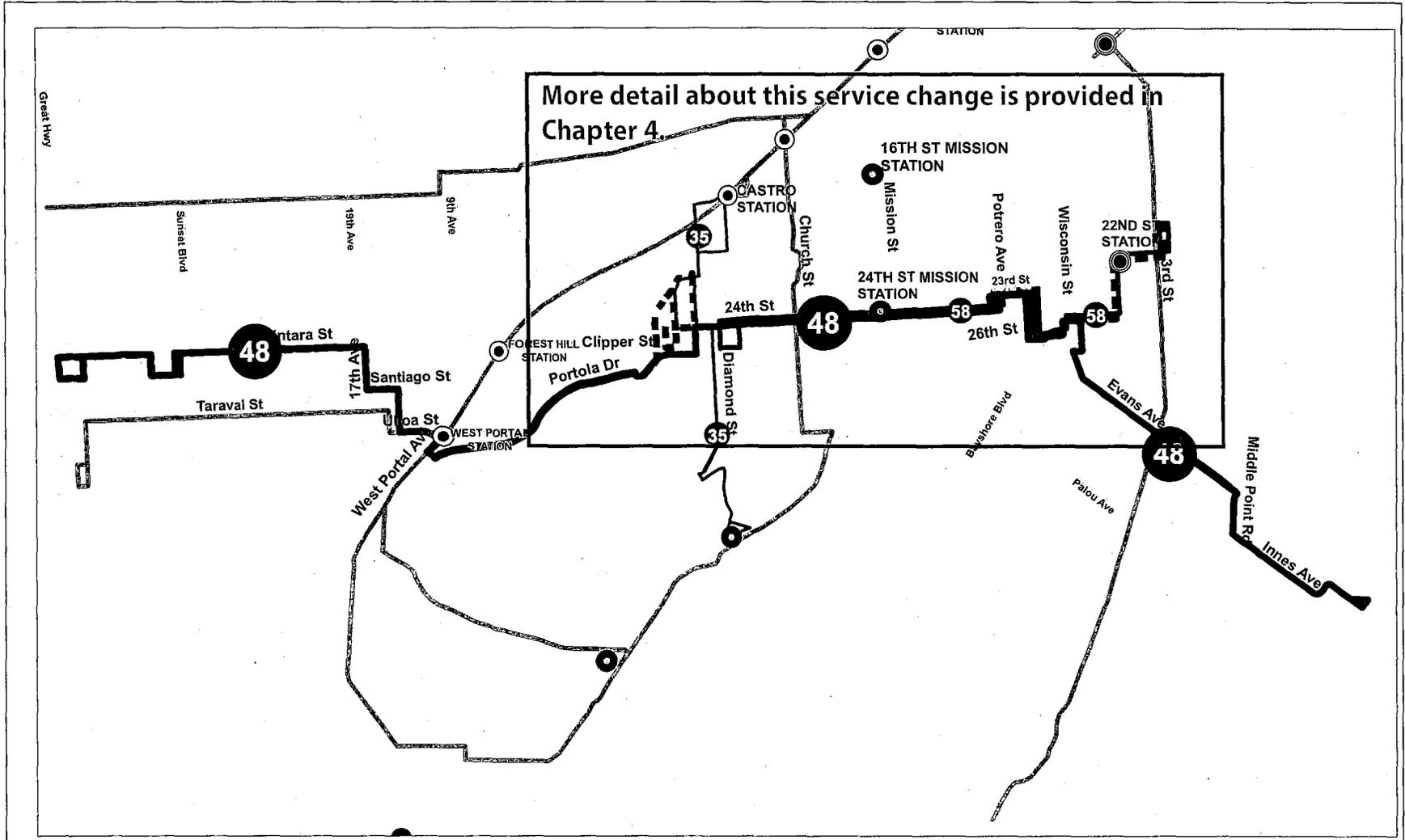
**Line 47 - Van Ness
Recommended Route Alignment**

Legend

-  Recommended Route Alignments
-  Alternative Transit Options
-  Segment Proposed for Elimination
-  Rail Network

-  Muni Metro Stations
-  BART Stations
-  Caltrain Stations

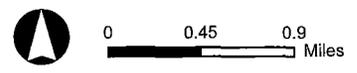


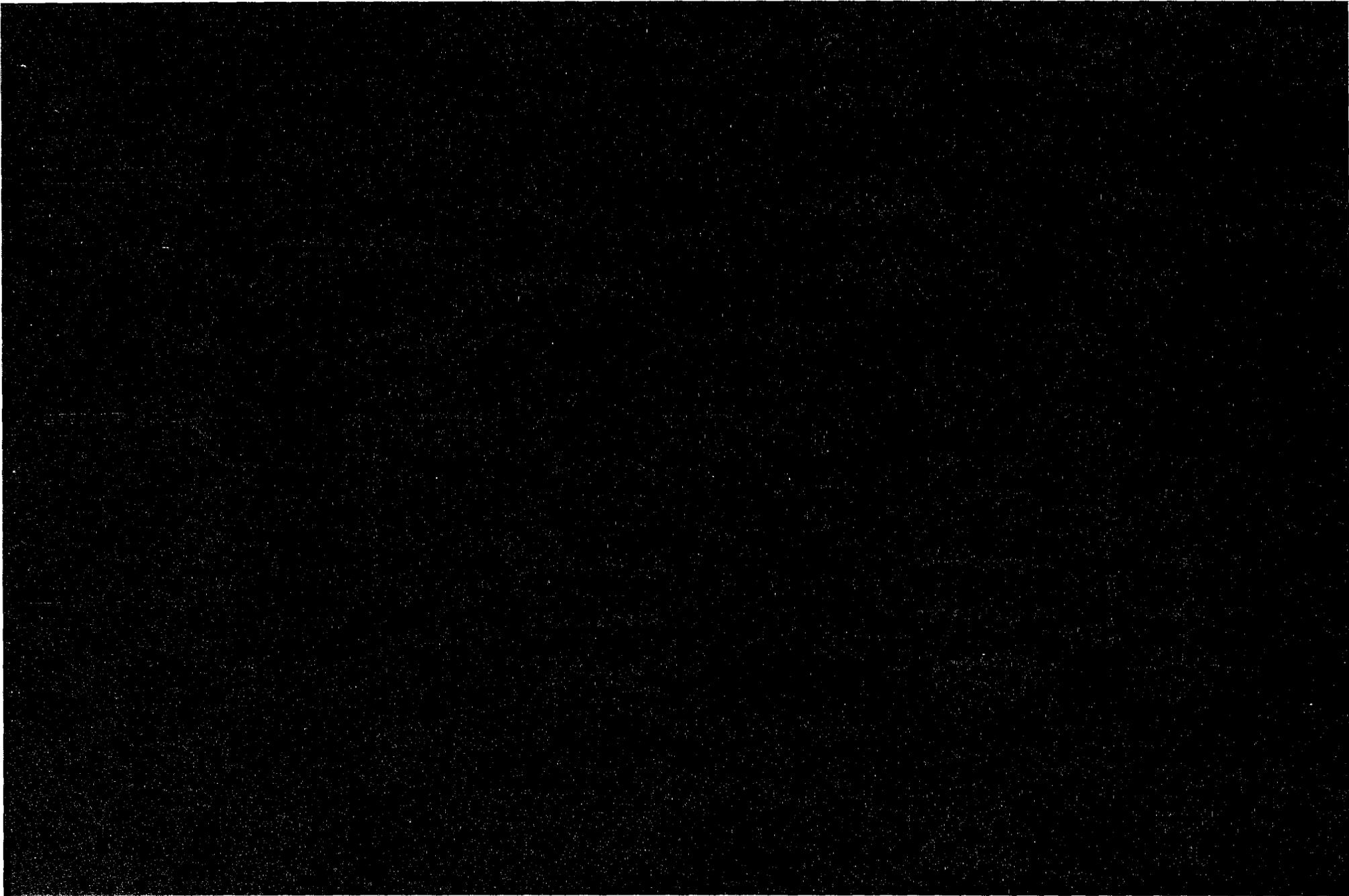


**Line 48 - Quintara/24th
Recommended Route Alignment**

- Legend**
- Recommended Route Alignment
 - Segment Proposed for Elimination
 - Alternative Transit Options
 - Rail Network

- Muni Metro Stations
- BART Stations
- Caltrain Stations







SAN FRANCISCO PLANNING DEPARTMENT

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MEMO

Notice of Electronic Transmittal

Responses to Comments on the Draft EIR for the Transit Effectiveness Project (TEP)

CASE NO. 2011.0558E

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DATE: March 13, 2014

TO: Angela Calvillo, Clerk of the Board of Supervisors

FROM: Sarah B. Jones, Environmental Review Officer – (415) 575-9034
Debra Dwyer, Case Planner – Planning Department (415) 575-9031

RE: Planning Department Case File No. 2011.0558E
Transit Effectiveness Project (TEP)

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In compliance with San Francisco’s Administrative Code Section 8.12.5 “Electronic Distribution of Multi-Page Documents,” the Planning Department has submitted a multi-page Response to Comments (RTC) and for the proposed project, Transit Effectiveness Project (TEP) in digital format. This notice is provided to the Board of Supervisors pursuant to the San Francisco Administrative Code Chapter 31, Section 31.12.

In addition to the RTC, the following additional materials are included: a Supplemental Service Variants for the Transit Effectiveness Project EIR Memorandum to the San Francisco Planning Commission (Supplemental Memorandum) and a San Francisco Municipal Transportation Agency (SFMTA) document entitled, *A Community Guide to the Transit Effectiveness Project*. The RTC and Supplemental Memorandum are also available at the Planning Department Web site under case number 2011.0558E on-line at <http://tepeir.sfplanning.org>. *A Community Guide to the Transit Effectiveness Project* is also available from the SFMTA’s Web site <http://sftstep.com>.

There is no hearing at the Board of Supervisors on this matter at this time. A hearing before the Planning Commission for certification of the Final EIR is scheduled for March 27, 2014 at 12:00 p.m. The RTC and supplemental materials follow this transmittal memorandum and are being provided electronically on CDs to the Clerk of the Board for distribution to the Supervisors.

If you have any questions related to this project’s environmental evaluation, please contact me at (415)575-9031 or Debra.Dwyer@sfgov.org.