

FILE NO. 150327

Petitions and Communications received from March 23, 2015, through March 30, 2015, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on April 7, 2015.

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

From Public Library, regarding Grant Budget Revision. Copy: Each Supervisor. (1)

From Rent Board, submitting 2014-2015 annual eviction report. Copy: Each Supervisor. (2)

From Coalition for San Francisco Neighborhoods, regarding opposition to the adoption of 2014 Housing Element. Copy: Each Supervisor. (3)

From concerned citizens, regarding 53 States Street CEQA Appeal. File No. 150167. 2 letters. Copy: Each Supervisor. (4)

From Westwood Park Association, regarding proposed amendment of Balboa Citizen's Advisory Committee legislation. File No. 150247. Copy: Each Supervisor. (5)

From Alice Rogers, regarding proposed project at 340 Bryant Street. File No. 150171. Copy: Each Supervisor. (6)

From John Jenkel, regarding open letter to the leaders of the Islamic Republic of Iran. (7)

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

From Terry Woods, regarding summary vacation of sewer easement at 98 Crown Terrace. File No. 150263. Copy: Each Supervisor. (9)

From Eman Fallah, regarding support for opening SF Watershed. Copy: Each Supervisor. (10)

From concerned citizens, regarding CleanPowerSF. 2 letters. Copy: Each Supervisor. (11)

From National Asian American Coalition, regarding funding for multilingual language programs. Copy: Each Supervisor. (12)

From Building Inspection Commission, regarding noise regulations relating to residential uses near places of entertainment. File No. 141298. Copy: Each Supervisor. (13)

From Treasurer and Tax Collector, submitting revised Monthly Pooled Investment Report for January 2015. Copy: Each Supervisor. (14)

From Employees' Retirement System, submitting retirement contribution rates for FY2015-2016. (15)

From Public Health, submitting approved FY2014-2015 PATH revised budget. Copy: Each Supervisor. (16)

From Public Health, submitting FY2013-14 annual report. Copy: Each Supervisor. (17)

From Aaron Goodman, regarding concerns over trash and public transportation at large music festivals. Copy: Each Supervisor. (18)

From Gerawan Farming, regarding Gerawan farm workers' right to be represented by the United Farm Workers. File No. 150126. Copy: Each Supervisor. (19)

From Gay & Lesbian Advocates & Defenders, regarding LGBT Long-Term Care Facility Residents Bill of Rights. (20)

From Controller, submitting audit of Citywide Construction: Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool. Copy: Each Supervisor. (21)

From State Superior Court, regarding peremptory writ of mandate. Copy: Each Supervisor. (22)

From Clerk of the Board, reporting that the following individuals have submitted Form 700 Statements as of March 23, 2015: (23)

- Burns, Kanishka - Legislative Aide - Annual
- Mormino, Matthias - Legislative Aide - Annual
- Hsieh, Francisco - Legislative Aide - Annual
- Johnston, William Connor - Legislative Aide - Annual
- Kelly, Margaux - Legislative Aide - Annual
- Lee, Mason - Legislative Aide - Annual
- Quizon, Dyanna - Legislative Aide - Annual
- Rubenstein, Beth - Legislative Aide - Annual
- Caldeira, Arthur Rick - Deputy Director - Annual
- Bohannon Jones, Ambi - Administration and Finance Manager
- Duran, Dawn - Assessment Appeals Board Administrator
- Nevin, Margaret A - Deputy Director
- Fried, Jason - LAFCo Executive Officer
- Campbell, Severin - Budget and Legislative Analyst, Director
- Rose, Harvey - Budget and Legislative Analyst

From Clerk of the Board, reporting that the following individuals have submitted Form 700 Statements as of March 27, 2015: (24)

Brown, Vallie - Legislative Aide - Annual
Cerde, Juan David - Legislative Aide - Annual
Montejano, Jess James - Legislative Aide - Annual
Ronen, Hillary Alyson - Legislative Aide - Annual
Laxamana, Junko - Accountant III - Annual
Newman, Debra - Budget and Legislative Analyst - Annual
Bruss, Andrea Elizabeth - Legislative Aide - Annual

BOS-11, B+F Clerk

Reports log,

C page

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO

2015 MAR 23 PM 4:01

BJ

Date: March 23, 2015
To: Clerk of the Board of Supervisors
CC: Controller's Office Operations Unit
From: Lovely Lindsley, Fund Accountant
San Francisco Public Library-Finance Department
Subject: Grant Budget Revision (LBREAD 15SL)

Grant name: PROJ READ TUTOR/STUDENT ENHANCEMENT

In accordance with Administrative Code Section 10.170-1(F), this memo serves to notify the Board of Supervisors of a Federal or State grant line item budget revision in excess of 15% as originally reflected in FAMIS and submitted in the AAO.

Please note that no prior written authorization is needed from the State agency. However, these budget line items changes are reflected in the revised budget submitted to the California Library Literacy Services (CLLS). Please see attachment.

Thank you.

Attachment: E-mail, FAMIS Screen Shots, Award Letter, Budget Change Report

①

Weaver, Randy (LIB)

From: Freeland, Andrea@CSL <Andrea.Freeland@library.ca.gov>
Sent: Monday, December 01, 2014 4:22 PM
To: Weaver, Randy (LIB)
Subject: California Library Literacy Services - Second Payment 2014-2015 CLLS Award

November 26, 2014

Luis Herrera, City Librarian
San Francisco Public Library
100 Larkin St.
San Francisco, CA 94102-4733

Dear Mr. Herrera:

Enclosed is a claim form for your California Library Literacy Services (CLLS) funding for the remainder of the 2014-2015 fiscal year.

This final payment of your total allocation for the fiscal year is **\$47,526** and is based on:

- A *per capita* amount per adult learner served at your library in 2013-2014.
- A *match* on local funds raised and expended for adult literacy services at your library in 2013-2014 reflecting a commitment to a continuing State/Local partnership and to providing an incentive for increased local support for adult literacy.

Earlier this year, you received a \$15,000 baseline for your literacy program. The baseline reflects the importance of each library having enough funds to provide at least a minimum level of local literacy staffing and service.

Below is a re-cap of your total literacy funding for the current fiscal year:

Baseline Adult Literacy Services:	\$15,000 (amount previously claimed)
Final Payment (Per Capita & Match):	<u>\$47,526</u> (amount to be claimed now)
GRAND TOTAL FOR 2014/15:	\$62,526

Changes in your funding from last year are based on an increase or decrease in the number of adult learners you served and/or an increase or decrease in the amount of local funds expended on adult literacy last year. These changes are aggregated among all California Library Literacy Services programs and applied to the total funds provided by the Legislature for the year.

As you know, the Legislature and the governor included an additional \$1 million in the budget for our library literacy programs for the fiscal year that began July 1. Therefore, you may see a "bump" in your award for this year. This started with a \$15,000 baseline we provided in your first payment earlier this year, instead of the usual \$10,000.

Remember: This was a one-time only augmentation. Without a similar augmentation in next year's budget, the state's overall literacy funding level will fall back to 2013-2014 levels. Plan accordingly. We strongly recommend that you consider using the bulk of your increase on one-time expenditures—books and materials, computers, software, mobile devices and the like—that that will help serve your learners and tutors this year and beyond.

We'll initiate the payment process upon receipt of your signed Claim Form (attached). This final payment will be processed after all reporting requirements from the prior fiscal year have been received, all adjustments made and all unexpended monies returned.

Please mail the signed claim form to: **California State Library
Fiscal/Local Assistance
P.O. Box 942837
Sacramento, CA 94237-0001**

The attached form requires your signature and serves two purposes:

1. Certifies that your library will use the funds for the purpose intended; and
2. Requests to claim the funds and have a check sent to you.

We can begin the payment process as soon as we receive a signed Claim Form.

In January, you'll be asked to revise your literacy budget for the 2014-2015 fiscal year using the actual total allotment from the State Library as outlined in this award letter. The budget that you submitted with your application earlier this year was based on projections. Your revised budget should reflect updated information and more accurate figures than you had at the time of application.

You'll be asked to report electronically after the close of the fiscal year. Library literacy services staff will provide more details on this process. If you need a copy of your most recent final report and/or application, please contact Andrea Freeland at andrea.freeland@library.ca.gov.

PLEASE REMEMBER THAT ALL STATE FUNDS MUST BE EXPENDED OR ENCUMBERED BY JUNE 30, 2015 OR MUST BE RETURNED. If for any reason you believe you won't be able to spend them all by June 30, please notify my staff no later than April 1, 2015.

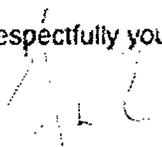
Based on the review of your final report, we have the following comments:

We wish to commend you for a great list of community partners.

Should you have additional questions regarding the new funding and/or reporting process, please contact:

Carla Lehn (916) 653-7743 or carla.lehn@library.ca.gov
Andrea Freeland (916) 651-3191 or andrea.freeland@library.ca.gov

Respectfully yours,


Greg Lucas
California State Librarian

cc: Randy Weaver, Literacy Coordinator (via email: randy.weaver@sfpl.org)
Luis Herrera, City Librarian (via email: lherrera@sfpl.org)
Enc.: Claim Form



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July 18, 2014

Luis Herrera, City Librarian
San Francisco Public Library
100 Larkin St
San Francisco, CA 94102

Dear Mr. Herrera:

We're happy to tell you your California Library Literacy Services program will receive funding for the 2014-2015 fiscal year. It's an honor to support the important work you, your staff and volunteers do in your community.

The library's funding formula consists of three parts:

1. A *baseline* amount for each of your approved literacy program components so that each library has enough funds to provide a minimum level of local literacy staffing and services.
2. A *per capita* amount per adult learner served in the previous year; and.
3. A *match* on local funds raised and expended for adult literacy services—reflecting a commitment to a continuing state/local partnership, and providing an incentive for increased local support for adult literacy.

As you may have heard, the Legislature and the governor included an additional \$1 million in the budget for our library literacy programs for the fiscal year that began July 1. However, this is a *one-time only augmentation*. Therefore, you may see a “bump” in your award for this year, starting with a \$15,000 baseline instead of the usual \$10,000. Without a similar augmentation in the budget next year, funding will fall back to 2013-2014 levels.

It's your reporting of the successes you've achieved with these additional funds that help build a case for continuing a higher level of state financial commitment.

At this time, we're providing the \$15,000 baseline amount for your program. The remainder of your literacy program award will be determined and then forwarded in the fall after applying service statistics and financial data from the final report closing out the last fiscal year and which is to be submitted later this summer.

We'll begin the payment process as soon as we receive your signed Claim Form (attached). A check should arrive no later than six weeks after submitting your claim form. While we at the library process your claim forms within several days of receipt, we're currently required to then forward the claims to the Department of General Services. After their review, the department then gives the information to the State Controller's Office, which by law has up to 10 working days to cut a check.

916.653.5217 phone
916.653.8443 fax
www.library.ca.gov

Library Development Services Bureau
P. O. Box 942837 Sacramento, CA 94237-0001
900 N Street, 4th Floor, Sacramento, CA 95814

To be more responsive to you and other State Library partners, we're seeking approval to handle our own accounting, which should significantly shorten this process in the 2015-2016 fiscal year. Thanks for your understanding.

Direct additional questions to:

Carla Lehn at (916) 653-7743 or clehn@library.ca.gov.

Thank you again for your willingness to do so much for so many people in need.

Respectfully yours,

ORIGINAL SIGNED BY GREG LUCAS JULY 18, 2014

Greg Lucas
California State Librarian

cc: Randy Weaver, Literacy Coordinator (randy.weaver@sfpl.org)
File

Enc.: Claim Form

Lindsley, Lovely (LIB)

To: Weaver, Randy (LIB); Alvarez, Yemila (LIB); Gooch, Melissa (LIB); Jeffers, Michelle (LIB)
Cc: Singleton, Maureen (LIB)
Subject: RE: The Bridge at Main at San Francisco Public Library

Hi Lovely,

After meeting with Mel & Yemila, it looks like this budget alignment for FAMIS will be fine.

For the Materials and Supplies portion, we are in the process of working out how this will be divided between literacy materials (instructional books) and technology purchases. Since we need to know this for the CLLS revised budget submission on 3/23, we'll let you know soon about those details.

Thanks.

--Randy

Randall Weaver
Project Read Supervisor
The Bridge at Main

From: Lindsley, Lovely (LIB)
Sent: Wednesday, March 18, 2015 2:05 PM
To: Alvarez, Yemila (LIB); Gooch, Melissa (LIB); Jeffers, Michelle (LIB)
Cc: Weaver, Randy (LIB); Singleton, Maureen (LIB)
Subject: RE: The Bridge at Main at San Francisco Public Library

Hi Yemila,

How are you? I just want to follow up on the grant budget. Have you decided the final budget line items? I have processed budget alignment based on recent meeting with Randy. Please see below FAMIS screen shot of line items. Are these the final numbers on your BCR that you are submitting to the State? However, please let me know if there are still changes as I need to inform the Bd. of Sup of these changes.

Salaries	\$20,086	
Benefits	<u>\$9,914</u>	\$30,000
Indirect Cost	\$238	\$238
M&S	<u>\$32,288</u>	<u>\$32,288</u>
Total	\$62,526	\$62,526

Lovely's Famis - RUMBA Mainframe Display

File Edit View Connection Transfer Options Tools Help

03/18/2015 1:34 PM

FARL6220 VS.1 CITY AND COUNTY OF SAN FRANCISCO--NFAMIS
 LINK TO: GRANT SUMMARY INQUIRY

BALANCE (Y,M,D,A) : A CURR/PRIOR PRD : CURRENCY CODE :
 FISCAL MO/YEAR : 03 2015 MAR 2015 GRANT END DATE: 12/31/2015
 GRANT : LBREAD PROJ READ TUTOR/STUDENT ENHANCEMENT
 GRANT DETAIL : 15SL FY2014-2015 CAL STATE LIBRARY GRANT
 CHARACTER :
 OBJECT CODE :
 FUND TYPE :
 FUND :
 SUBFUND :

S	SUBOBJ DESCRIPTION	BUDGET	ACTUAL	PREENC/ENC	BALANCE
48999	OTHER STATE GRANTS	62,526	238		-62,288
	REVENUE TOTAL	62,526	238		-62,288
00101	MISC-REGULAR	20,086			20,086
01301	RETIRE CITY MISC	9,914			9,914
02001	INDIRECT COST REIM	238	238		
04000	MATERIALS & SUPPLI	32,288			32,288
	EXPENDITURE TOTAL	62,526	238		62,288

F1-HELP F2-SELECT F4-PRIOR F5-NEXT
 F7-PRIOR PG F8-NEXT PG F9-LINK

GO14 - RECORD FOUND

Ready Running APL NUMFLD TCPPL334 OVR

Thank you.

Lovely

Lovely Lindsley

Finance Office
 San Francisco Public Library
 100 Larkin Street, San Francisco, CA 94102
 DL 415-557-4247
 FAX 415-437-4830
Lovely.Lindsley@sfpl.org

Expenditures

San Francisco Public Library Revised Budget, 2014-2015

BUDGET CATEGORIES			ELLI	MLLS	ESL	OTHER	TOTAL	REVENUE SOURCE	
						SERVICES	YEARLY		
							BUDGET		
REVENUE TOTALS	CLLS \$	LOCAL \$						STATE	LOCAL
TOTALS MUST MATCH	PORTION	PORTION						REVENUE	REVENUE
	62526	493578	0	0	0	0	556104	62526	493578
Salaries & Benefits	30000	461578					491578	30,000	461578
Contract Staff	0						0		0
Operations	22388	28000	0				50388	30,000	20388
Literacy Materials	9900	4000					13900	2,288	11612
Equipment	0						0		0
Indirect Costs	238						238	238	0
	62526	493578							
TOTAL	556104		0				556104	62526	493578
GRAND TOTAL								556104	

Comments on Other funds:

Lindsley, Lovely (LIB)

From: Weaver, Randy (LIB)
Sent: Monday, March 23, 2015 9:28 AM
To: Lindsley, Lovely (LIB)
Subject: Revised State CLLS Budget submitted
Attachments: Revised CLLS Budget - March 23--2015.pdf

Hi Lovely,

I submitted the CLLS revised budget this morning as scheduled.

I'm attaching a PDF of the budget page. I'll send the whole paper packet to you via library mail.

Hope you are well.

--Randy

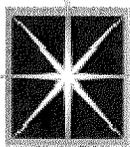
Randall Weaver
Project Read Supervisor
The Bridge at Main
San Francisco Public Library
(415) 557-4388
www.projectreads.org
www.projectreads.blogspot.com

From: Freeland, Andrea@CSL [mailto:Andrea.Freeland@library.ca.gov]
Sent: Wednesday, March 18, 2015 11:56 AM
To: Weaver, Randy (LIB)
Subject: RE: REVISED BUDGET REPORTING STARTS NOW--Due Date is March 23rd

Yes, the 23rd. I didn't double check my memo. ☺
Andrea

Andrea Freeland

Andrea Freeland | Staff Services Analyst |
California State Library | Library Development Services |
Library & Courts Building II | 900 N Street | Sacramento, CA 95814
☎ 916.651.3191 direct 916.653.5217 main 📠 916.653-8443 ✉ andrea.freeland@library.ca.gov



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From: Weaver, Randy (LIB) [mailto:Randy.Weaver@sfpl.org]
Sent: Wednesday, March 18, 2015 11:11 AM
To: Freeland, Andrea@CSL
Subject: RE: REVISED BUDGET REPORTING STARTS NOW--Due Date is March 23rd

Hi Andrea,

Just to clarify: the new due date for the revised budget in March 23, right? Not 3/20 as originally announced.

Hope you are doing well.

--Randy

Randall Weaver
Project Read Supervisor
The Bridge at Main
San Francisco Public Library
(415) 557-4388
www.projectreadsf.org
www.projectreadsf.blogspot.com

From: libraryliteracy Clls [<mailto:CLLS@LISTS.LIBRARYLITERACY.ORG>] **On Behalf Of** Freeland, Andrea@CSL
Sent: Monday, March 16, 2015 9:35 AM
To: CLLS@LISTS.LIBRARYLITERACY.ORG
Subject: Re: [CLLS] REVISED BUDGET REPORTING STARTS NOW--Due Date is March 23rd

Hi, folks,

ONE WEEK LEFT!

Just checking on your status with the Revised Budget. Less than a 1/3 of have started and only 1/2 have completed.

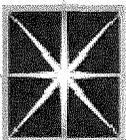
If you're having issues, please let me know.

I have been getting feedback that people don't know how to change the year or report. Just use the 'down' arrow to open the dropdown menu to select the correct year or report.

Reporting	GO
Richmond Public Library	▼
2014 / 2015	▼
Revised Budget	▼
MORE	▼

Andrea Freeland

Andrea Freeland | Staff Services Analyst |
California State Library | Library Development Services |
Library & Courts Building II | 900 N Street | Sacramento, CA 95814
☎ 916.651.3191 direct 916.653.5217 main 📠 916.653-8443 ✉ andrea.freeland@library.ca.gov



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 Please consider the environment before printing this e-mail.

From: Freeland, Andrea@CSL
Sent: Tuesday, March 03, 2015 9:02 AM
To: clls@LISTS.INFOPEOPLE.ORG
Cc: clls_dir@LISTS.INFOPEOPLE.ORG
Subject: REVISED BUDGET REPORTING STARTS NOW--Due Date is March 23rd

TO: Library Literacy Coordinators
CC: Library Directors
FROM: California Library Literacy Services
DATE: March 2, 2015
RE: **CLLS REVISED BUDGET -- Due March 23, 2015**

Hello CLLS Library Directors and Literacy Coordinators,

It's time to do your 2014/15 CLLS Revised Budget. We do this at this time because by now you are aware of all the funding sources you will have available to you for the 2014/15 fiscal year, including the final CLLS award amount.

The reporting database has been updated, but will still be very familiar. A cheat sheet is available on the website at: <http://libraryliteracy.org/resources/applications/index.html>.

Due date for the Revised Budget is March 20, 2015. (Please read the instructions below before completing it.)

If you have any questions or encounter any problems with completing and submitting the Revised Budget, please contact andrea.freeland@library.ca.gov.

Instructions for Revised Budget

Revised Revenue Section

Show here all revenues you have available to your program for the 2014/15 fiscal year. If you provide ELLI, MLLS, ESL or Other services, show the revenue sources for each in the appropriate column.

IMPORTANT!

Be certain to use your 2014/2015 CLLS Grant Total amount. Please refer to your payment letter sent in November 2014, Grand Total.

Note at the bottom, an additional line for other funds not mentioned on the form. Please identify the source of those funds.

Revised Budget Section

You will show revenue and expenditures for **both adult and family literacy services in a single column**. If you don't provide family literacy services, just include your adult literacy information in that column. If you provide ELLI, MLLS, ESL or Other services, show those expenditures in the appropriate column.

Note that the totals for salaries and benefits for library staff and for contract personnel should match the totals for those positions on the Staff Commitment form.

Staff Commitment – Salaried and/or Contract

Include all staff committed to working with adults and eligible families (adult learner who is parent or caregiver of child under 5 years AND actively enrolled as learner in your adult literacy program) under the Adult & Family Literacy column. Be sure to show percent FTE of each position across any of the programs you provide.

Due Dates for upcoming CLLS reports:

- 2015/16 CLLS Continuing Application - will be available on or near May 1, due May 31
- 2014/15 Final Report - will be available on or near July 1, due August 15, 2013

Thank you!

Your State Library Literacy Team

Carla and Andrea

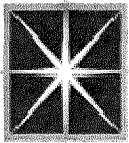
Andrea Freeland

Andrea Freeland | Staff Services Analyst |

California State Library | Library Development Services |

Library & Courts Building II | 900 N Street | Sacramento, CA 95814

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To unsubscribe from the CLLS list, click the following link:
<http://lists.infopeople.org/scripts/wa-IFPLISTS.exe?SUBED1=CLLS&A=1>

FAML6220 V5.1
LINK TO:

CITY AND COUNTY OF SAN FRANCISCO--NFAMIS
GRANT SUMMARY INQUIRY

03/20/2015
11:09 AM

BALANCE (Y,M,Q,A) : A CURR/PRIOR PRD : CURRENCY CODE :
FISCAL MO/YEAR : 09 2015 MAR 2015 GRANT END DATE: 12/31/2015
GRANT : LBREAD PROJ READ TUTOR/STUDENT ENHANCEMENT
GRANT DETAIL : 15SL FY2014-2015 CAL STATE LIBRARY GRANT
CHARACTER :
OBJECT CODE :
FUND TYPE :
FUND :
SUBFUND :

S	SUBOBJ	DESCRIPTION	BUDGET	ACTUAL	PREENC/ENC	BALANCE
	48999	OTHER STATE GRANTS	62,526	238		-62,288
		REVENUE TOTAL	62,526	238		-62,288
	00101	MISC-REGULAR	20,086			20,086
	01301	RETIRE CITY MISC	9,914			9,914
	02001	INDIRECT COST REIM	238	238		
	04000	MATERIALS & SUPPLI	32,288			32,288
		EXPENDITURE TOTAL	62,526	238		62,288
		REVENUE LESS EXPEN				

FAML6220 V5.1
LINK TO:

CITY AND COUNTY OF SAN FRANCISCO--NFAMIS
GRANT SUMMARY INQUIRY

03/20/2015
11:08 AM

BALANCE (Y,M,Q,A) : A CURR/PRIOR PRD : CURRENCY CODE :
FISCAL MO/YEAR : 08 2015 FEB 2015 GRANT END DATE: 12/31/2015
GRANT : LBREAD PROJ READ TUTOR/STUDENT ENHANCEMENT
GRANT DETAIL : 15SL FY2014-2015 CAL STATE LIBRARY GRANT
CHARACTER :
OBJECT CODE :
FUND TYPE :
FUND :
SUBFUND :

S	SUBOBJ DESCRIPTION	BUDGET	ACTUAL	PREENC/ENC	BALANCE
48999	OTHER STATE GRANTS	50,000	238		-49,762
	REVENUE TOTAL	50,000	238		-49,762
02001	INDIRECT COST REIM	9,754	238		9,516
04972	ELECTRONIC COLLECT	20,000			20,000
04999	OTHER MATERIALS &	20,246			20,246
	EXPENDITURE TOTAL	50,000	238		49,762
	REVENUE LESS EXPEN				

Subject: FW: Annual Eviction Report 2014-2015
Attachments: 14-15 AnnualEvctRpt.pdf

From: Collins, Robert (RNT)
Sent: Monday, March 23, 2015 6:00 PM
To: Calvillo, Angela (BOS)
Cc: Mayor (MYR); Breed, London (BOS); Farrell, Mark (BOS); Avalos, John (BOS); Campos, David (BOS); Tang, Katy (BOS); Kim, Jane (BOS); Wiener, Scott; Yee, Norman (BOS); Mar, Eric (BOS); Cohen, Malia (BOS); Christensen, Julie (BOS); Wolf, Delene (RNT)
Subject: Annual Eviction Report 2014-2015

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. Please find attached the Rent Board's report on the number of eviction notices filed with the Department for 2014-2015. Please don't hesitate to contact us should you have any questions.

Sincerely,
Robert Collins

--

robert collins / deputy director / san francisco rent board / 415.252.4628 / sfrb.org

2



EDWIN M. LEE
MAYOR

DAVID GRUBER
PRESIDENT

DELENE WOLF
EXECUTIVE DIRECTOR

CALVIN ABE
DAVE CROW
SHOBA DANDILLAYA
RICHARD HUNG
POLLY MARSHALL
CATHY MOSBRUCKER
NEVEO MOSSER
KENT QIAN
DAVID WASSERMAN

March 23, 2015

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, 2014 through February 28, 2015, a total of 2,120 eviction notices were filed with the Department. This figure includes 145 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 7% increase from last year's total filings of 1,977. The largest percentage increase was in eviction notices for illegal use of a rental unit, which increased from 42 to 91 notices. Owner/relative move-in eviction notices increased from 273 to 343 notices. Breach of rental agreement notices increased from 607 to 738 notices. Unapproved subtenant eviction notices increased from 17 to 20 notices, and nuisance eviction notices increased from 349 to 401 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>
145	non-payment of rent	37.9(a)(1)
67	habitual late payment of rent	37.9(a)(1)
738	breach of rental agreement	37.9(a)(2)
401	committing a nuisance	37.9(a)(3)
91	illegal use of rental unit	37.9(a)(4)
4	failure to renew agreement	37.9(a)(5)
18	failure to permit landlord access	37.9(a)(6)
20	unapproved subtenant	37.9(a)(7)
343	owner/relative move-in	37.9(a)(8)
9	condo conversion sale	37.9(a)(9)
51	demolish or remove from housing use	37.9(a)(10)
37	capital improvement work	37.9(a)(11)
0	substantial rehabilitation	37.9(a)(12)
113	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)
44	roommate eviction	37.9(b)
39	other or no reason given	
2,120	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>2013/14</u>	<u>2014/15</u>	<u>Percent Decrease/ Increase</u>
Illegal use of rental unit	42	91	+117%
Owner/relative move-in	273	343	+26%
Breach of rental agreement	607	738	+22%
Unapproved subtenant	17	20	+18%
Nuisance	349	401	+15%
Capital improvement	37	37	0%
Roommate eviction	49	44	-8%
Habitual late payment	84	67	-20%
Ellis withdrawal of unit	216	113	-48%
Demolish or remove from housing use	128	51	-60%

Rent Board Annual Eviction Report

During the period March 1, 2014 - February 28, 2015, tenants filed a total of 561 Reports of Alleged Wrongful Eviction with the Rent Board. Of the 561 total reports, 149 reports specifically objected to no-fault evictions, and 25 of these 149 reports involved children under the age of 18, with 17 reports relating to evictions occurring during the school term.

This eviction report and eviction reports from prior years 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 252.4628 should you have any questions concerning this report.

Very truly yours,



Robert A. Collins
Deputy Director
Rent Stabilization and
Arbitration Board

- Mayor Edwin M. Lee
- Supervisor London Breed
- 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 Julie Christensen
- Commissioner David G. Gruber
- Commissioner Richard Hung
- Commissioner Kent Qian
- Commissioner Calvin Abe
- Commissioner Shoba Dandillaya
- Commissioner Polly Marshall
- Commissioner Cathy Mosbrucker
- Commissioner Neveo Mosser
- Commissioner Dave Crow
- Commissioner David Wasserman
- Library Documents Dept.



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

Annual Eviction Notice Report

3/1/2014 Through 2/28/2015

Cause For Eviction	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total
Non-payment of Rent	16	14	13	16	14	9	11	15	14	7	10	6	145
Habitual Late Payment of Rent	8	5	1	8	7	2	4	4	2	5	12	9	67
Breach of Lease Agreement	55	70	49	54	62	82	71	72	54	57	55	57	738
Nuisance	33	35	33	25	34	36	44	35	32	38	25	31	401
Illegal Use of Unit	7	10	6	4	7	13	5	12	4	15	8	0	91
Failure to Sign Lease Renewal.	0	0	0	0	0	1	0	0	1	1	0	1	4
Denial of Access to Unit	0	0	1	1	2	2	1	1	1	4	4	1	18
Unapproved Subtenant	2	0	2	1	2	3	1	3	2	1	2	1	20
Owner Move In	24	37	41	44	19	33	22	16	26	23	31	27	343
Condo Conversion	0	1	3	0	1	0	0	2	0	2	0	0	9
Demolition	3	4	3	4	4	7	4	2	5	6	4	5	51
Capital Improvement	4	9	2	0	1	3	6	2	7	0	1	2	37
Substantial Rehabilitation	0	0	0	0	0	0	0	0	0	0	0	0	0
Ellis Act Withdrawal	25	10	5	11	2	1	0	1	8	17	4	29	113
Lead Remediation	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Agreement	0	0	0	0	0	0	0	0	0	0	0	0	0
Good Samaritan Tenancy Ends	0	0	0	0	0	0	0	0	0	0	0	0	0
Roommate Living in Same Unit	7	4	4	3	2	1	4	7	4	5	2	1	44
Other	0	6	4	2	7	2	2	4	3	4	5	0	39
Total	184	205	167	173	164	195	175	176	163	185	163	170	2120

From: Board of Supervisors (BOS)
To: BOS Legislation (BOS)
Subject: File 150155 FW: BOS Mtg 3/24/15 Item 13- Case 10500155 - CSFN Resolution Letter Opposing Repealing Ord. 97-14, Adoption of 2014 Housing Element
Attachments: CSFN Reso Letter On 2014 HE Update 'Addendum.pdf

From: :) [<mailto:gumby5@att.net>]
Sent: Monday, March 23, 2015 6:45 PM
To: Campos, David (BOS); Mar, Eric (BOS); Kim, Jane (BOS); Avalos, John (BOS); Christensen, Julie (BOS); Tang, Katy (BOS); Breed, London (BOS); Cohen, Malia (BOS); Farrell, Mark (BOS); Yee, Norman (BOS); Wiener, Scott
Cc: Board of Supervisors (BOS)
Subject: BOS Mtg 3/24/15 Item 13- Case 10500155 - CSFN Resolution Letter Opposing Repealing Ord. 97-14, Adoption of 2014 Housing Element

Dear Board of Supervisors:
Per attached letter, CSFN opposes adoption of 2014 Housing Element, repeal of Ord. 97-14.
Thank you very much.
Rose (Hillson)

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Coalition for San Francisco



Neighborhoods

www.csfm.net • PO Box 320098 • San Francisco CA 94132-0098 • 415.262.0440 • Est 1972

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415.824.0617

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Melinda LaValle

Marlayne Morgan

Rodney Fong, President
Planning Commission

London Breed, President
Board of Supervisors

Re: Resolution Regarding 2014 Housing Element Update and Draft Legislation for BOS-LUHC Adoption (Case No. 2014.001503CWP)

Presidents Fong and Breed:

Whereas, potential environmental impacts of the changes from the 1990 Residence Element embodied in the 2009 Housing Element were analyzed in the Environmental Impact Report for the 2004 and 2009 Housing Elements (the "EIR"); and

Whereas, the California Court of Appeal is currently considering an appeal relating to the adequacy of the EIR, so the courts have not finally determined whether the changes from the 1990 Residence Element embodied in the 2009 Housing Element have completed environmental review in the manner required by the California Environmental Quality Act (CEQA); and

Whereas, The City proposes to reenact the changes from the 1990 Residence Element embodied in the 2009 Housing Element in the proposed 2014 Housing Element, and the City claims any further changes set forth in the 2014 Housing Element are minor and would not require further environmental review; and

Whereas, the City proposes to approve an Addendum to the EIR for the 2004 and 2009 Housing Elements discussing potential environmental impacts of changes to the 2009 Housing Element embodied in the 2014 Housing Element; therefore be it

Resolved, that due to the pending appeal as to the adequacy of the EIR, the Coalition for San Francisco Neighborhoods (CSFN) urges City representatives to refrain from relying upon the EIR until conclusion of the appeal and any related proceedings, and further objects to the City's reliance at its own risk on the analysis conducted and the conclusions reached in the EIR as valid in connection with the City's proposed adoption of the 2014 Housing Element and in connection with the City's proposed adoption of the Addendum; and be it further

Resolved, that CSFN objects to the City's proposed findings that the 2014 Housing Element as proposed will not cause new significant impacts not identified in the EIR; that no new mitigation measures will be necessary to reduce significant impacts; that other than as described in the Addendum no project changes have occurred, and no changes have occurred with respect to circumstances surrounding the project that will cause significant environmental impacts to which the 2014 Housing Element will contribute considerably; and be it further

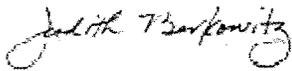
Resolved, that no new information has become available that shows that the 2014 Housing Element will cause significant environmental impacts not previously discussed in the EIR, that substantial impacts will be substantially more severe than shown in the EIR, or that mitigation measures or alternatives previously found infeasible are feasible, or that new mitigation measures or alternatives considerably different from those in the EIR would substantially reduce

Barbary Coast Neighborhood Assn
Buena Vista Neighborhood Assn
Cathedral Hill Neighborst Assn
Cole Valley Improvement Assn
Cow Hollow Assn
Diamond Hts Neighborhood Assn
East Mission Improvement Assn
Ewing Terrace Neighborhood Assn
Excelsior District Improvement Assn
Fair Oaks Community Coalition
Forest Knolls Neighborhood Assn
Francisco Heights Civic Assn
Golden Gate Hts Neighborhood Assn
Greater W. Portal Neighborhood Assn
Haight Ashbury Improvement Assn
Inner Sunset Action Committee
Jordan Park Improvement Assn
Liberty Hill Neighborhood Assn
Marina Civic Improvement &
Property Owners Assn
Middle Polk Neighborhood Assn
Midtown Terrace Homeowners Assn
Miraloma Park Improvement Club
North Beach Neighbors
Oceanview, Merced Heights,
Ingleside - Neighbors in Action
Outer Mission Merchants &
Residents Assn
Pacific Heights Residents Assn
Parkmerced Action Coalition
Potrero Boosters Neighborhood Assn
Richmond Community Assn
Rincon Point Neighborhood Assn
Russian Hill Improvement Assn
Russian Hill Neighbors
Sunset Heights Assn of
Responsible People
Sunset-Parkside Education &
Action Committee
Telegraph Hill Dwellers
Twin Peaks Council & Open
Space Conservancy
Twin Peaks Improvement Assn
University Terrace Neighborhood Assn

significant impacts; and that therefore no supplemental environmental review is required under CEQA beyond the Addendum; and be it finally

Resolved, that CSFN urges the Board of Supervisors not to approve the 2014 Housing Element, and urges the Planning Commission not to recommend adoption of the 2014 Housing Element, because the environmental review for the majority of the policy changes carried over into the 2014 Housing Element was based on the analyses conducted and the conclusions reached in the EIR for the 2004 and 2009 Housing Element, and the validity of that EIR is still being considered by the appellate courts of California.

Sincerely,

A handwritten signature in cursive script that reads "Judith Berkowitz".

Judith Berkowitz
President

Cc: Planning Commissioners Cindy Wu, Michael Antonini, Rich Hillis, Kathrin Moore, Christine Johnson, Dennis Richards, Director of Planning John Rahaim, Commissions Secretary Jonas Ionin, Planner Menaka Mohan, Supervisors Eric Mar, Mark Farrell, Julie Christensen, Katy Tang, Jane Kim, Norman Yee, Scott Wiener, David Campos, Malia Cohen, John Avalos

From: Board of Supervisors (BOS)
To: BOS-Supervisors; BOS Legislation (BOS)
Subject: File 150167 FW: Continuance

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

From: Roxanna Altholz [<mailto:roxannapab@yahoo.com>]

Sent: Monday, March 23, 2015 5:39 PM

To: Board of Supervisors (BOS)

Cc: Summers, Ashley (BOS); Quizon, Dyanna (BOS); Tang, Katy (BOS); Hector Martinez; Henry Eissler; Kathryn

Subject: Continuance

I am writing on behalf of Hector Martinez, appellant in the matter of the demolition and construction at 53 States Street to confirm that we are amenable to a two-week continuance of the appeal hearing.

Best,
Roxanna

Sent from my iPhone

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From: Board of Supervisors (BOS)
To: BOS-Supervisors; BOS Legislation (BOS)
Subject: File 150167 FW: Tomorrow's Special Order Hearing 3 PM. March 24, 2015. 53 States Street CEQA Appeal

From: Brett Gladstone [<mailto:BGladstone@hansonbridgett.com>]
Sent: Monday, March 23, 2015 6:40 PM
To: Board of Supervisors (BOS)
Cc: Summers, Ashley (BOS)
Subject: Tomorrow's Special Order Hearing 3 PM. March 24, 2015. 53 States Street CEQA Appeal

Dear Supervisors:

I represent 53 States Street LLC, the owner of the property at that address. My client has agreed to a two week continuance. I understand that Appellants have as well. The proposed date would be April 7, 2015.

Thank you for considering this continuance.

Brett Gladstone

415 601 3178.

From: Board of Supervisors (BOS)
To: BOS Legislation (BOS)
Subject: FW: Item#150247: Proposed CAC Balboa Reservoir Development
Attachments: BOS-Request to amend ordinance 3-23-15.pdf

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

From: r and k favetti [mailto:wolosol@yahoo.com]
Sent: Monday, March 23, 2015 1:58 PM
To: Breed, London (BOS)
Cc: Board of Supervisors (BOS); Avalos, John (BOS); Campos, David (BOS); Christensen, Julie (BOS); Cohen, Malia (BOS); Farrell, Mark (BOS); Kim, Jane (BOS); Mar, Eric (BOS); Tang, Katy (BOS); Wiener, Scott; Yee, Norman (BOS); Lee, Mayor (MYR)
Subject: Item#150247: Proposed CAC Balboa Reservoir Development

Honorable London Breed, President
Board of Supervisors
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, CA 94102

ATTN: Angela Calvillo
Clerk of the Board of Supervisors

RE: Proposed Ordinance amending the Administrative Code to establish the Community Advisory committee to advise the Board of Supervisors, the Mayor, and City departments regarding any proposed development under the Public Land for Housing Program at the portion of the Balboa Reservoir. (Item#150247)

Dear President Breed:

The Westwood Park Association (WPA), acting through its duly elected Board of Directors, respectfully requests that the proposed ordinance creating a Balboa Citizens Advisory Committee (CAC) be amended.

The purpose of the proposed ordinance as stated in Section 5.17-2 is to provide an effective vehicle for meaningful feedback to the City from the individuals and communities that will be most directly impacted by the project, including residents, businesses, and educational institutions in the area immediately surrounding the proposed development.

It is in this spirit that we are proposing the below listed amendment (in brackets):

Sec. 5.17.3 MEMBERSHIP

(8) Seat 8 through 9 shall be at-large seats [and held by a resident of District 7 or by a person who owns a business located in District 7,] appointed by the Mayor.

Thank you for your kind consideration.

Sincerely yours,

BOARD OF DIRECTORS:



Kate Favetti, President; Tim Emert, Vice President; Kathy Beitiks, Secretary; Anne Chen and Anita Theoharis, Co-Treasurers; Caryl Ito and Ravi Krishnaswamy, Members at Large.

Subject: FW: Special Order, Item 24, case 150171: 340 Bryant St

From: Alice Rogers [<mailto:arcomnsf@pacbell.net>]

Sent: Monday, March 23, 2015 2:27 PM

To: Breed, London (BOS); Avalos, John (BOS); Campos, David (BOS); Cohen, Malia (BOS); Farrell, Mark (BOS); Kim, Jane (BOS); Mar, Eric (BOS); Tang, Katy (BOS); Wiener, Scott; Yee, Norman (BOS); Christensen, Julie (BOS)

Cc: Veneracion, April (BOS); John Kevlin; Sue Hestor; Jamie Whitaker; Katy Liddell; Henry P Rogers; Calvillo, Angela (BOS)

Subject: Special Order, Item 24, case 150171: 340 Bryant St

Honorable Supervisors,

I am writing in relation to the Appeal filed on the Community Plan Exemption from CEQA Review related to 340 Bryant St. Because this is essentially a legal issue relating to regulatory standards and interpretations, I do not feel qualified to comment on whether the Appeal should be supported or denied. However, the health and safety issues raised in the Appeal are critical and I am asking you to press for action on three fronts: pedestrian and bike safety (in line with your Vision Zero commitment); congestion management; and air quality improvement.

Pedestrian and bike safety related to this site: The Appeal makes the point that more workers than originally anticipated will be using this building since it was approved as predominantly office, and likely will house tech workers. Per a recent article in the NYT, "... The average amount of space per office worker in North America dropped to 176 square feet in 2012, from 225 in 2010, according to CoreNet Global, a commercial real estate association. ..." (<http://www.nytimes.com/2015/02/23/nyregion/as-office-space-shrinks-so-does-privacy-for-workers.html?emc=eta1&r=1>). More workers = more foot and bike traffic = increased odds of auto/human collision at one of the busiest freeway on-ramps in the City.

This project must implement a SAFE street-crossing program before building occupancy is granted. I have seen a preliminary cross-walk/landscaped barrier design which includes some warning signalization and it is a significant improvement over the 'legal but unmarked' crossing area cited in the Planning document. I ask that the City fully engage in the development of this crossing to be sure it is installed timely and to the highest standard of safety.

Congestion management: MTA has activated a periodic, roving cadre of PCOs and occasional police to spot-monitor the 2nd and Bryant intersection—said to be the busiest in the City. With increased pedestrian and bike traffic, patrol and enforcement at this intersection as well as at a newly-added adjacent crosswalk needs to be daily during peak periods. Please do not allow development, once again, to outpace safety infrastructure.

Air Quality: This project, like its neighbors across the street and all along the spine of the Central Freeway, sits in a certified air quality 'hot spot', subject to the most particulate-laden air in the City (SFDPH/BAAQMD map: http://www.sfindicatorproject.org/img/indicators/pdf/PM2.5_ReduzedSize.pdf). We who live and work here all are familiar with the black grime that collects on our window sills daily. The City has approved, and continues to zone for, dense residential and office development in this (and other) hot spots...I ask you to FINALLY begin to develop a systematic program to decrease particulate matter in these heavily populated areas. It is not consistent with San Francisco's values to promote (economic) growth without protecting the health of the population in the area.

Separate from the resolution of the CEQA question before you, please let the discussion initiated around this project grow into proactive City responses to three of the main issues that plague this area specifically, most of District 6 and significant portions of District 10.

Thank you for thinking large.

Sincerely,
Alice Rogers

.....
Alice Rogers
10 South Park St
Studio 2
San Francisco, CA 94107

415.543.6554

Subject:

FW: Open letter to Iraq

From: JOHN JENKEL [mailto:9-11bountyhunter@att.net]

Sent: Tuesday, March 24, 2015 1:08 PM

To: mary.callahan@pressdemocrat.com; cmarinucci@sfchronicle.com; matierandross@sfchronicle.com; csaid@sfchronicle.com; Carolyn Lochhead; Calvillo, Angela (BOS); carolynjones@sfchronicle.org; cbrouillet@igc.org

Subject: Open letter to Iraq

'Da 9-11 Truth Campaign Ended 128,874 murders for Fascist Gain in 26 Undeclared Wars by Shock & Shame, until Aug. 8, 2014. March 24, 2015, Abuse News #5807 by John Jenkel, 1-800-500-7083, 9-11bountyhunter@att.net

An open letter to the leaders of the Islamic Republic of Iran:

Earth neighbors, greetings:

1. I am a victim of state terrorism by my \$18,200 billion dysfunctional United States of 128,719 congressionally lynched God-fearing dead Americans. Under **MARTIAL Law 107-243**, my State of California unconstitutionally deprived me of my sacred, inalienable, and constitutionally secured right to defend my life, liberty, and property in order to allow criminal profiteering enemies of this state to cheat me and defraud the Superior Court of California. Then my County of Sonoma exploited fraud, cheating and judicial treason by seizing half of my 16 acre horse farm without judicial direction, all to destroy and silence *'da 9-11 Truth Campaign* for which I am targeted because I am the sole sponsor.
2. The above state terrorism is reprisal for my 14 years of exposing the true perpetrators behind 2,982 unplanned murders on *9-11* resulting from *'da* President Bush botched, Enron sponsored organized crimes and insurance scams on *9-11*. I am also persecuted because I use every opportunity to exercise my sacred, inalienable, and constitutionally secured right to stop 67 years of United States mass murder in 27 Hoover Institute-advised and CIA-promoted constitutionally defective undeclared United States wars of congressional choice, *never necessity*, without cause and for fascist gain that are responsible for most, if not all, of the world's terrorism since World War II.
3. Your vital nuclear negotiation with our vice and corruption serving unaffordable presidential liar, **Barack Obama**, has become more difficult because 47 legislators in we the betrayed people's domestic enemy sponsored 114th Congress interfered with our president's executive duty to make treaties by their letter dated March 9, 2015, written by Senator **Tom Cotten** from Arkansas. Since *9-11*, twenty of these interfering traitors deprived 6,845 God-fearing Americans and over 850,000 Muslims of their lives without just cause and without due process of United States constitutional law under **THE** greatest terrorist act in modern history, **MARTIAL Law 107-243**, which authorizes the use of deadly armed forces as one man "**determines to be necessary.**" This fascist law was used to deprive me of my sacred, inalienable, inviolate and constitutionally secured right to defend my life, liberty, and property as California's phantom governor **Willie Brown**, *the planned benefactor of 9-11*, determined "**to be necessary.**"
4. Since 1787, we the people have ordained "**this Constitution for the United States of America.**" But we have been lied to and congressionally betrayed for fascist gain. Now we are \$18,200 billion blood indebted people with a President who we have empowered "**by and with the advice and consent of the Senate, to make treaties, provided two thirds of the Senators present concur.**" But 47 members of the



100 member 114th Senate are not supporting and defending this constitutional provision without any mental reservation or purpose of evasion as bound by oath and public employment contract.

5. However, our 215 year old "**Constitution for the United States**" was aborted on October 16, 2002 by 20 cosigners of Senator Cotton's letter, 353 other traitors in the 107th Congress, *and* our 9-11 attempted wife killer President **George w. Bush**.

6. Since 9-11, the United States of congressionally betrayed Americans has treasonously used "**the Armed Forces of the United States as he determines to be necessary,**" under Section 3 (a) of **MARTIAL Law 107-243**, instead of majority votes by Congress "**to declare war,**" to kill and terrorize at one corrupt man's will. 12 years later, 850,000 Muslims and 6,845 god-fearing Americans have been deprived of their lives without due process of law in two undeclared wars; Congress is totally dysfunctional; and every American is \$56,000 in blood debt.

7. If 67 members of the 114th United States Senate concur with the proposed treaty resulting from your 10 years of nuclear negotiations with our treacherous presidents, who served the 1% in the weapons industry and the Christian wrong at the expense of we '*da* betrayed people, the advice and consent of two thirds of the Senate will make such treaty become part of the law of our land under "**this Constitution for the United States of America**" ordained by we '*da* lied to, congressionally betrayed, and now \$18,200 billion blood indebted people.

8. All members of Congress are bound by their Oath of Office and limited public employment contracts to "**support and defend the Constitution against all enemies, foreign and domestic, without any mental reservation or purpose of evasion.**" Their failure to support and defend the Constitution without any mental reservation or purpose of evasion since October 16, 2002 is THE greatest crime in human history.

9. The restoration of we the people's Constitution *for* the United States can happen when 67 Senators in the 114th United States Congress support and defend a nuclear war treaty with Iran without any mental reservation or purpose of evasion by their consent to your 10 year negotiated treaty with the United States of America.

10. Such negotiated and concurred treaty could be the foundation for a United Nations treaty for all member countries to never use nuclear weapons to resolve disputes, for the sake of human survival on this planet.

11. Such treaty could also be the foundation for a United Nations sponsored treaty between all countries to never use armed force without FIRST declaring war. Then targeted countries could defend themselves in nations of the world recognized lawful wars, which would probably never happen. Instead of squandering billions buying arms and funding armies, the leaders of the world might do good for their people by providing peace and freedom for their general welfare of all people on earth.

12. Pay no attention to the March 9 World War III promoting letter. The 47 cosigners know better than to serve their offense industry sponsors at the expense of we '*da* betrayed people. If any object to the treaty on any but constitutional grounds, they shall be convicted for their treason by state courts of constitutional law and punished by death penalties, hopefully by public hangings.

Naturally,

John Jenkel, 'da 9-11 Bounty Hunter,

'Da 9-11 Truth Campaign, Sonoma County, California

PS: I am the sole sponsor of **'da** officially vexing 9-11 Truth Campaign, and possibly THE most violated living victim of two Presidents using **"the Armed Forces of the United States as he determines to be necessary."**

'Da 9-11 Truth Campaign Ended 128,874 murders for Fascist Gain in 26 Undeclared Wars by Shock & Shame, until Aug. 8, 2014. March 24, 2015, Abuse News #5803 by John Jenkel, 1-800-500-7083, 9-11bountyhunter@att.net

**Tom Cotten, Oath of Office and contract violating elected U.S. Senator,
26 oath and public contract violating offense industry serving Senators,
and 20 unconstitutional war authorizing traitors in the 114th Senate:**

1. Do not interfere with the Islamic Republic of Iran finalizing its 10 year negotiation with United States Secretary of \$18,200 billion insolvent State/**MARTIAL Law 107-243** authorizing traitor John Kerry over "Iran's nuclear program" in a "framework agreement," quoting Associated Press reporter Bradly Klapper in the March 17, 2015 Santa Rosa Press Democrat.
2. Do not distract our lying unaffordable President OweBomaScare who still hides the 2,982 unplanned murders caused by our former president, Bad Boy Born-again Bush, attempting to exploit 9-11 by leaving his wife to be a sitting duck in the White House during **'da** Enron sponsored, Ken Lay planned, Donald Rumsfeld aided and Willie Brown protected organized crimes and Bush-botched \$4.6 billion insurance scam run by Larry Silverstein on 9-11 and the Bush-botched over \$37 billion Warren Buffett run insurances after 9-11.
3. The pending treaty, if there is one, will become law of the land only after you and 66 other senators concur.
4. If your bound by oath and public contract office served we **'da** congressionally betrayed, lynched, and lied to people, and not our domestic enemies who sponsor you:
 - a) you would perform your sworn duty to end 68 years of United States mass murder and world terrorism in 27 Hoover Institute-advised and CIA-promoted unconstitutional wars of congressional choice, *never necessity*, for fascist gain. All were waged at the "pleasure" of 12 self appointed commanders in chief who favored their domestic enemy sponsors at the unsustainable expense of we **'da** congressionally betrayed people, and thereby committed treason;
 - b) you would not interfere with executive duty to negotiate treaties;
 - c) you would support and defend "this Constitution for the United States of America against all enemies, foreign and domestic without any mental reservation or purpose of evasion;"
 - d) you would *act to annul* the constitutionally defective National inSecurity Act of 1947, Public Law 80-253, that treasonously places all national security forces under "the direction of the President" "to serve at his pleasure."
 - e) you would *act to annul* the constitutionally defective War Powers Act of 1973, Public Law 93-148 that treasonously states "the intent of the framers of the Constitution of [should be "for"] the United States and insure that the collective judgement of both the Congress and the President will apply to the introduction of United States Armed Forces into hostilities;" and
 - f) you would *act to annul* **'da** constitutionally defective "IRAQ AUMF," **MARTIAL Law 107-243** that treasonously authorizes the President "to use the Armed Forces of the United States [NOTE: "Armed Forces" includes "MILITARY FORCE," hundreds of thousands of local, state, and federal officers who carry guns, and unknown thousands of CIA-hired foreign mercenaries with guns.] **as he determines to be necessary."**
5. There is no statute of limitation against Congress annulling the three constitutionally defective resolutions that gave rise to these Constitution violating war power laws. These annulments require simple majority votes by both houses of Congress to rescind their authorizing resolutions. The President HAS NO AUTHORITY in this legislative matter.
6. These three constitutionally defective laws authorized by two of three coequal branches of the United States government transfer the power "to declare war," which we the betrayed people grant only to Congress, to the executive branch under the "pleasure" of one easily bought off president "as he determines to be necessary" in favor of his fascist sponsors in organized crime and corruption at the unsustainable expense of we the intimidated people. Our country is

being destroyed from within by an elected dictator/uncalled commander in chief for the benefit of 'da 1% in 'da offense industry at the expense of democracy and freedom. Our founders are turning over in their graves.

7. You, Senator **Tom Cotten**, are bound by your Oath of Office and your public employment contract with your betrayed constituents in Arkansas to support and defend **Section 2 of Article II** in "this Constitution for the United States of America" which limits the war power of the President a commander in chief to when she or he is "called into the actual service of the United States" by a majority of Congress. In **clause 2**, we 'da \$18,284 billion congressionally insolvent people of the United States ordain that our president "shall have power, by and with the advice and consent of the Senate, to make treaties, provided two thirds of the Senators present concur." But you and the majority of Congress appear to be controlled by intended top 9-11 benefactor **Willie Brown**, 'da phantom governor of California, and his **Brown/Green Gay Chinese Wine, Religion, Undeclared War, & Sex Machine and 1 % Protection Racket**.

8. Our unaffordable President OweBombaScare is negotiating a treaty with Iran through his treasonous use of armed force "as he determines to be necessary" authorizing Secretary of facist State **John Kerry** without the advice and consent of the Senate that *could end* 26 years of unconstitutional United States wars of congressional choice, *never necessity*, which have deprived 128,874 God-fearing Americans and unknown millions of our earth neighbors of their lives without just cause or due process of constitutional law. We the disgusted people have desperately wanted no unconstitutional wars since WWII, but you and your 46 treasonous cosigners apparently want to maintain undeclared war number 27 against ISIL apparently to continue mass murdering and terrorizing the world with undeclared wars that deprive persons of life, liberty, and property without due process of a declaration of war to suit your criminal profiteering sponsors in the offense and kill-toy industries and 'da Christian wrong.

9. Our president's treaty with the Islamic Republic of Iran or any other country is not worth the paper on which it is written without Senate concurrence.

10. You and your 26 other warmongering senate colleagues, including **Kelly Ayotte, John A. Barrasso, Richard Burr, Shelley Moore Capito, Bill Cassidy, John Cornyn, Ted Cruz, Steve Daines, Deb Fisher, Joni Ernst, Cory Gardner, Dean Heller, John Hoevan, Ron Johnson, Mark Kirk, James Lankford, Mike Lee, Rand Paul, David Perdue, Jim Risch, Mike Rounds, Marco Rubio, Ben Sasse, Tim Scott, Dan Sullivan, Thom Tillis, Roger Wicker**, and 20 MARTIAL Law 107-243 authorizing traitors, including **Roy Blunt, John Boozman, Richard Burr, Michael Crapo, Michael Enzi, Charles Grassley, Lindsey Graham, Orrin Hatch, Johnny Isakson, James Inhofe, John McCain, Mitch McConnell, Jerry Moran, Rob Portman, Pat Roberts, Richard Shelby, Jeff Sessions, John Thune, Pat Toomey, David Vitter**, are interfering with the president's constitutionally secured right *and duty* to make a peace treaty with the Islamic Republic of Iran, with which you nor 2/3rds of the Senate may or may not concur.

11. The world is watching. If you think the pending treaty does not "preserve, protect, and defend" "this Constitution for the United States of America" to the best of our president's considerable ability, as he is duty bound, you will have opportunity to debate and vote against it, but only if the proposed treaty violates constitutionally secured human rights in violation of supreme constitutional law. If 33 Senators agree with your constitutional argument, our president's treaty becomes null and void, and the parties must try again for the sake of humanity.

12. If you vote against the proposed treaty, which could possibly prevent the use of nuclear bombs in future world warfare, which only the United States has criminally and foolishly used twice at the expense of over 129,000 Japanese people, in order to maintain 67 years of unconstitutional United States wars that lined the pockets of your domestic enemy sponsors, you shall be held accountable for treason by an Arkansas court of constitutional law and I, for one, would enjoy watching you publicly hang.

Naturally,

John Jenkel, 'da 9-11 Bounty Hunter

P.S. I am probably THE most violated use of "Armed Forces as he determines to be necessary" victim alive.

From: Reports, Controller (CON)
Sent: Tuesday, March 24, 2015 1:57 PM
To: Calvillo, Angela (BOS); Gosiengfiao, Rachel (BOS); BOS-Supervisors; BOS-Legislative Aides; Kawa, Steve (MYR); Howard, Kate (MYR); Falvey, Christine (MYR); Elliott, Jason (MYR); Steeves, Asja (CON); Campbell, Severin (BUD); Newman, Debra (BUD); Rose, Harvey (BUD); CON-EVERYONE; CON-CCSF Dept Heads; CON-Finance Officers
Subject: Issued: Controller's Office City Services Benchmarking: Museum Services

Appendix F of the City Charter requires the Office of the Controller to 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 that perform similar functions. The Controller's Office has issued the latest in its series of benchmarking reports, which compares San Francisco's museum services with those of nine other jurisdictions.

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.

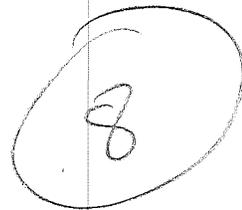
A PDF version of the report can be accessed at <http://openbook.sfgov.org/webreports/details3.aspx?id=1902>, or on the Controller's website (<http://www.sfcontroller.org/>) under the News & Events section.

For more information please contact:

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

This is a send-only e-mail address.

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CITY & COUNTY OF SAN FRANCISCO

Office of the Controller

City Services Auditor

City Services Benchmarking:

Museum Services

March 24, 2015





City Services Benchmarking: Museum Services

CITY AND COUNTY OF SAN FRANCISCO

OFFICE OF THE CONTROLLER

March 24, 2015

Summary

The City and County of San Francisco Charter requires the City Services Auditor (CSA) to monitor the level and effectiveness of City services. 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.

This report uses Fiscal Year (FY) 2010-11 data from the Cultural Data Project (CDP) and self-reported data from two San Francisco museums to provide a benchmarking analysis for museum services. Some of the data provided by CDP is anonymous in that it does not include identifying information for any of the museums it profiles. Nine cities and the counties with which they are affiliated were used for the peer group used in this report. These are Boston, Chicago, Los Angeles, Minneapolis/St. Paul, New York, Philadelphia, Pittsburgh, San Diego, and Washington, DC.

Key Findings

- **City & County Costs:** Compared to the nine peer jurisdictions, San Francisco supported the second highest number of comparable museums (ten) and contributed the second highest amount of local government funding (\$24 million). However, San Francisco's ten comparable museums did not depend on local government funding as much did as their peers in Los Angeles, Minneapolis/St. Paul, and Chicago. San Francisco's overall subsidy supporting the cost of visitors was less than the peer average.
- **Financial Health:** The metrics used for this report indicate that San Francisco's ten comparable museums were generally above or near the average of peer benchmarks for financial conditions measuring sustainability and efficient use of funds in FY 2010-11.
- **Exhibitions:** San Francisco's eight Art Museums offer slightly fewer exhibitions per million square feet than the peer Art Museum average, while San Francisco's two Natural History & Natural Science Museums offer slightly more than the peer Natural History & Natural Science Museum average.
- **Fulfillment of Educational Mandate:** San Francisco's ten comparable museums attracted notably more children per capita than comparable museums in any other peer jurisdiction. San Francisco's ten comparable museums also attracted the most class and workshop attendees per capita.
- **Usage:** San Francisco's ten comparable museums had the highest number of on-site visitors per museum square foot in FY 2010-11. Similarly, San Francisco's ten comparable museums attracted the highest number of unique web visitors per capita. The City also notably exceeded the peer average with the second highest number of part-time volunteers per capita. However, these same museums attracted a below average percentage of paying visitors to their front doors.

Data Sources and Limitations

The majority of the data used for this report was obtained from the Cultural Data Project (CDP). CDP is one of few sources of comparable national data in the arts and cultural sector. CDP allows arts and cultural organizations to voluntarily self-report financial, programmatic, and operational data into a standardized online form. The Asian Art Museum and the California Academy of Sciences did not submit data to CDP in FY 2010-11. CSA staff collected data from these two museums directly.

Museums report data to CDP on a voluntary basis, often when requested to do so by a funder. Thus, not all comparable museums¹ located in each of the peer jurisdictions are included in the dataset used for this report. Those museums that have reported data to CDP in the past do not necessarily report on an annual basis. Some museums included in the dataset did not report all the data requested by CDP. Metrics used for this report are based in part on what information was most commonly provided to CDP and the most recent fiscal year, FY 2010-11, with information provided by the most museums. See Appendix A for more information on CDP and the other data sources used for this report.

San Francisco Museums

Three museums in San Francisco are included each year in the Mayor's Budget – the Asian Art Museum, the Fine Arts Museums, and the California Academy of Sciences.² These three museums absorbed 90% of the City's contributions to comparable museum services in FY 2010-11 and they are the focus of this report. Seven other comparable San Francisco museums are included in the dataset used for this report. CDP provided anonymous data on these seven museums and their identities are unknown.

Asian Art Museum

The Asian Art Museum houses and provides care, maintenance, security, and display of the City's collection of over 17,000 Asian art pieces; hosts special exhibitions of Asian art from around the world; and produces educational and outreach programs to inform a broad, diverse public about Asian art and culture.

Fine Arts Museums

The Fine Arts Museums of San Francisco, through the de Young and the Legion of Honor museums,³ offer residents and visitors to the city an overview of artistic achievement spanning from ancient times to the present. The Fine Arts Museums provide, through the development and utilization of collections, exhibitions, education, and community outreach programs, a rich and diversified experience of art and culture for Bay Area, Northern California, national, and international audiences.

California Academy of Sciences

The California Academy of Sciences is a multifaceted scientific institution that houses an aquarium, a planetarium, and a natural history museum, and is committed to leading-edge research, educational outreach, and finding new and innovative ways to engage and inspire the public. Although the Academy is made up of

¹ For the purpose of this report, comparable museums are defined as those that reported data to CDP in FY 2010-11, received local government funding, and share National Taxonomy of Exempt Entities (NTEE) classifications with the Asian Art Museum, Fine Arts Museums, and California Academy of Sciences.

² The San Francisco Zoo was not included in the analysis conducted for this report. While the zoo is a publicly funded institution, it is not profiled in the Mayor's Budget. See <http://www.sfmayor.org/Modules/ShowDocument.aspx?documentID=266> for the Mayor's most recent proposed budget.

³ Although The Fine Arts Museums are comprised of both the de Young and the Legion of Honor, they are counted as one single museum in this report.

many divisions that run its operations, programs, and research departments, the only portion of the Academy that receives funding from the City and County of San Francisco through the budget process is the Steinhart Aquarium. The Steinhart Aquarium is home to 38,000 live animals that represent more than 900 separate species from around the world. Established through a gift to the City, the Aquarium educates the public about aquatic species. The Aquarium has one of the most important fish collections in the world.

Peer Jurisdictions

The peer jurisdictions used in this report (Boston, Chicago, Los Angeles, Minneapolis/St. Paul, New York, Philadelphia, Pittsburgh, San Diego, and Washington, DC⁴) were selected for the following reasons:

- 1) The Asian Art Museum, Fine Arts Museums, and California Academy of Sciences indicate that they benchmark their own performance against museums included in one or more of these peer jurisdictions.
- 2) The peer jurisdictions contributed in FY 2010-11 to local museums that shared National Taxonomy of Exempt Entities (NTEE) classifications with the Asian Art Museum, the California Academy of Sciences, and the Fine Arts Museums. NTEE is the system used by the IRS and the National Center for Charitable Statistics to classify nonprofit organizations. The NTEE for the Asian Art Museum and Fine Arts Museums is "A51 - Art Museums" and the NTEE for the California Academy of Sciences is "A56 - Natural History & Natural Science Museums."⁵

⁴ Each peer is comprised of museums within affiliated cities and counties (New York includes museums in all five boroughs).

⁵ The NTEE code system may not capture all the activities of a museum. For example, the "A56 – Natural History & Natural Science Museum" code fails to reflect that the California Academy of Sciences also includes an aquarium and a planetarium.

The following table (Figure 1) shows the total number of comparable museums in each of the peer jurisdictions (including the Asian Art Museum, Fine Arts Museums, and California Academy of Sciences). For the purpose of this report, comparable museums are defined as those that reported data to CDP in FY 2010-11, received local government funding, and share NTEE classifications with the Asian Art Museum, Fine Arts Museums, and California Academy of Sciences. CDP provided anonymous data on every museum in the table below except the Asian Art Museum and the California Academy of Sciences. CSA staff confirmed with the Fine Arts Museums' that their information was contained within the CDP dataset.⁶ However, the identities of all other museums are unknown.⁷

Figure 1: Number of Museums per Peer

	Art Museums	Natural History & Natural Science Museums	Grand Total
New York	21	1	22
San Francisco	8	2	10
Los Angeles	8	0	8
San Diego	4	1	5
Philadelphia	4	0	4
Washington, DC	4	0	4
Minneapolis/St. Paul	2	1	3
Pittsburgh	3	0	3
Chicago	1	1	2
Boston	1	0	1

New York is the only peer jurisdiction that funded more comparable museums than San Francisco in FY 2010-11. New York is a consistent outlier and affects the peer average. For example, while six is the average number of comparable museums that received local government funding, the more useful indicator of the norm among the peers is the median (four).

⁶ Although The Fine Arts Museums are comprised of both the de Young and the Legion of Honor, they are counted as one single museum in this report.

⁷ CSA reviewed the data to understand which Natural History & Natural Science Museum is associated with San Francisco in the data along with the California Academy of Sciences and believes that The Exploratorium is the appropriate reference.

City & County Costs

The following graphs show how peer jurisdictions compared in their gross financial support of museums in FY 2010-11. As Figure 2 shows, New York and Boston are outliers and the chart on the right shows how peers compare when these two cities are excluded.

Figure 2: Total City & County Support⁸ for Comparable Museums

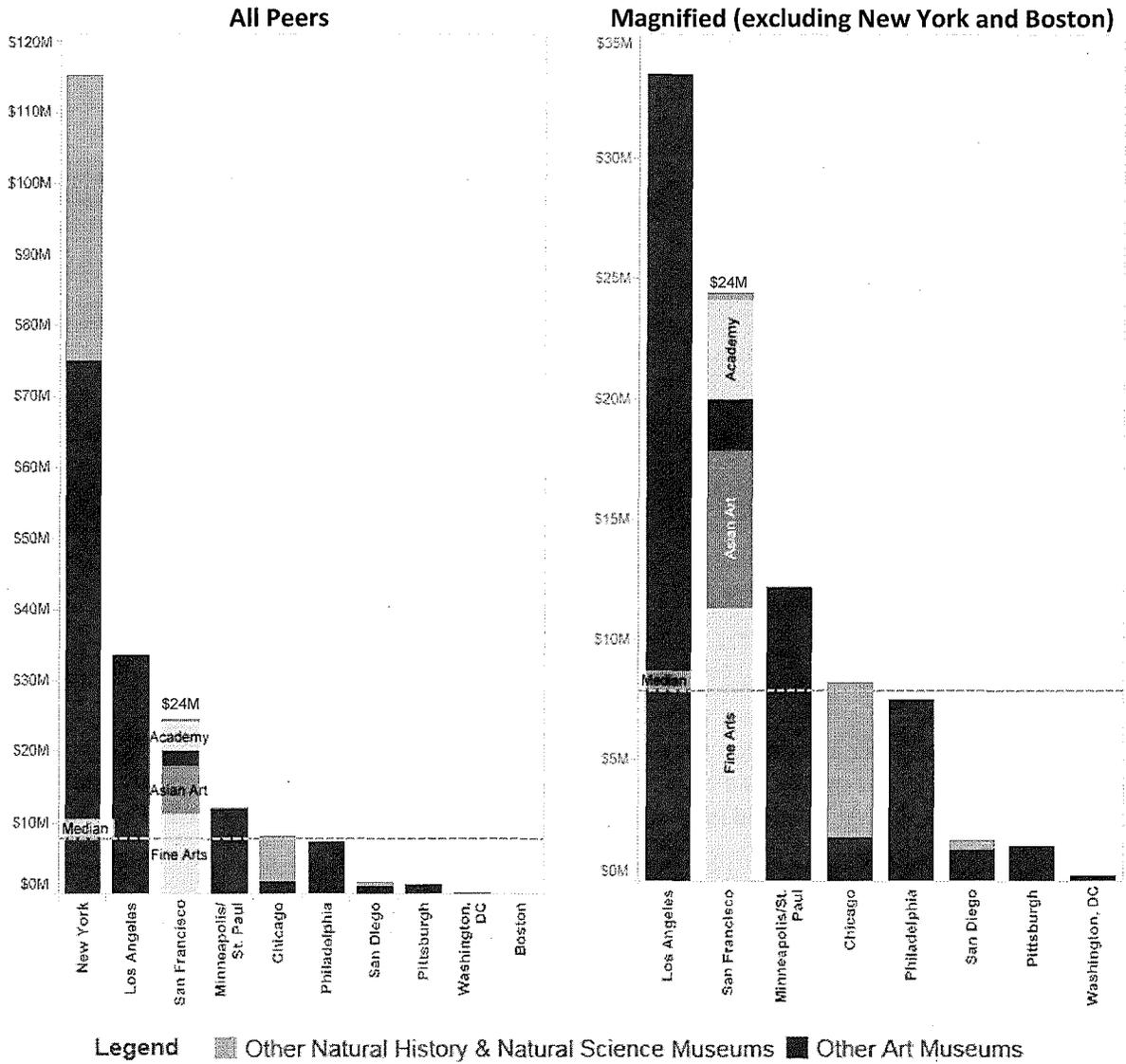
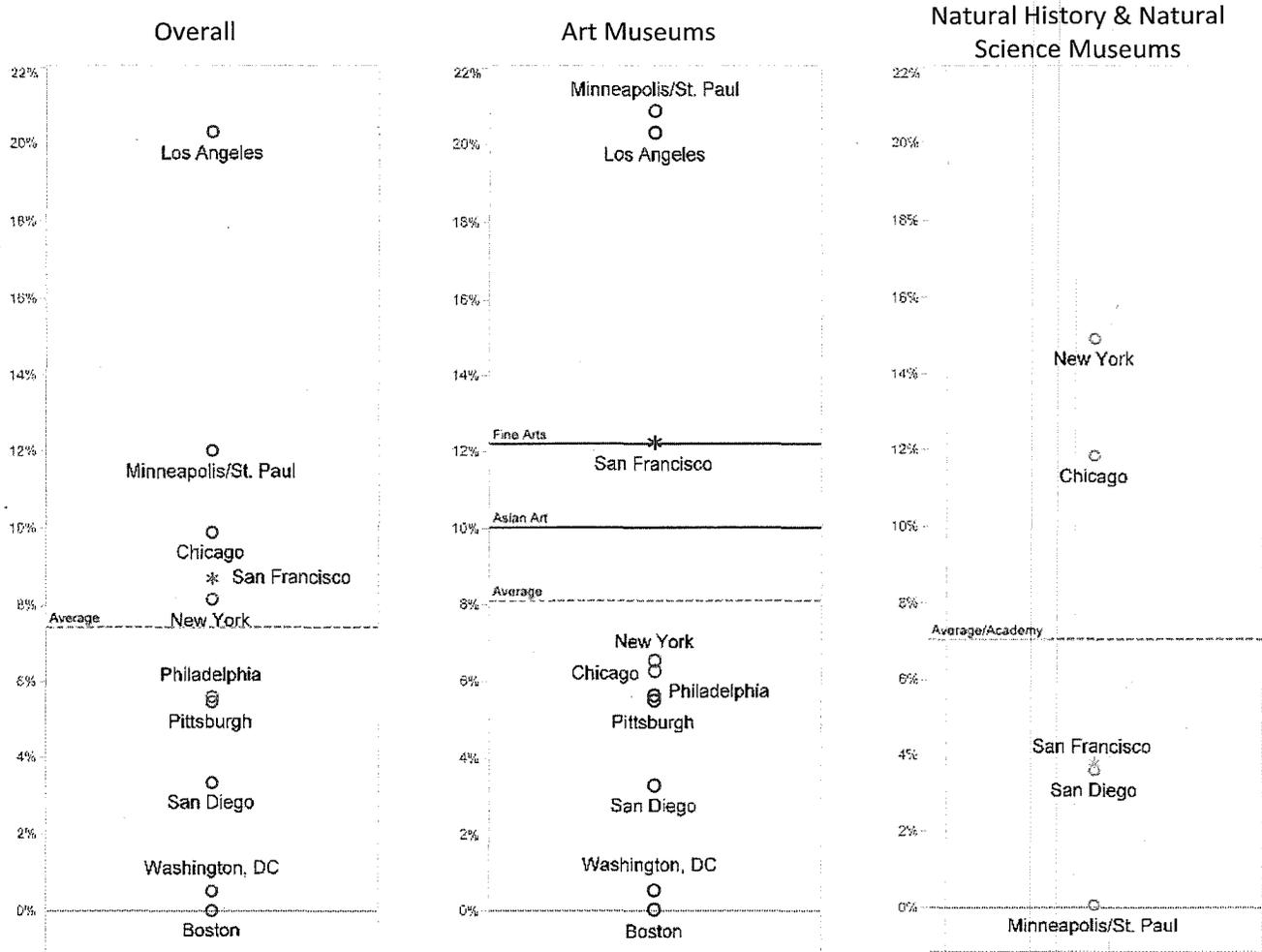


Figure 2 includes the median⁹ amount of financial support that comparable museums received (\$8 million). While the amount that San Francisco contributed to its museums was 200% greater than the median, it is notable that Los Angeles contributed \$9 million more than San Francisco to fund two fewer museums.

⁸ Comparable San Francisco museums reported multiple different sources of City & County funding, including: Mayor’s Office of Housing; San Francisco Grants for the Arts/Hotel Tax Fund; San Francisco Redevelopment Agency; San Francisco Office of Community Investment and Infrastructure; San Francisco Arts Commission; San Francisco Department of the Environment; Department of Children, Youth, and Their Families; Port of San Francisco; Office of Economic and Workforce Development; and Human Services Agency.

While San Francisco contributed more gross funding than the majority of its peers to its ten comparable museums, museums funded by the City did not depend on local government contributions as heavily as did museums in Los Angeles, Minneapolis/St. Paul, and Chicago. The “Overall” chart at left in Figure 3 shows that the San Francisco’s financial support made up 9% of all revenue received by the ten comparable museums – two percentage points above the peer average. This position is mainly due to San Francisco’s contributions to eight Art Museums with local government support making up 12.2% of San Francisco’s Art Museum revenue – four percentage points more than the peer average of 8%. San Francisco’s financial support of two Natural History & Natural Science Museums overall was lower than the peer average for contributions to such museums, although its support of the California Academy of Sciences by itself was near the peer average.

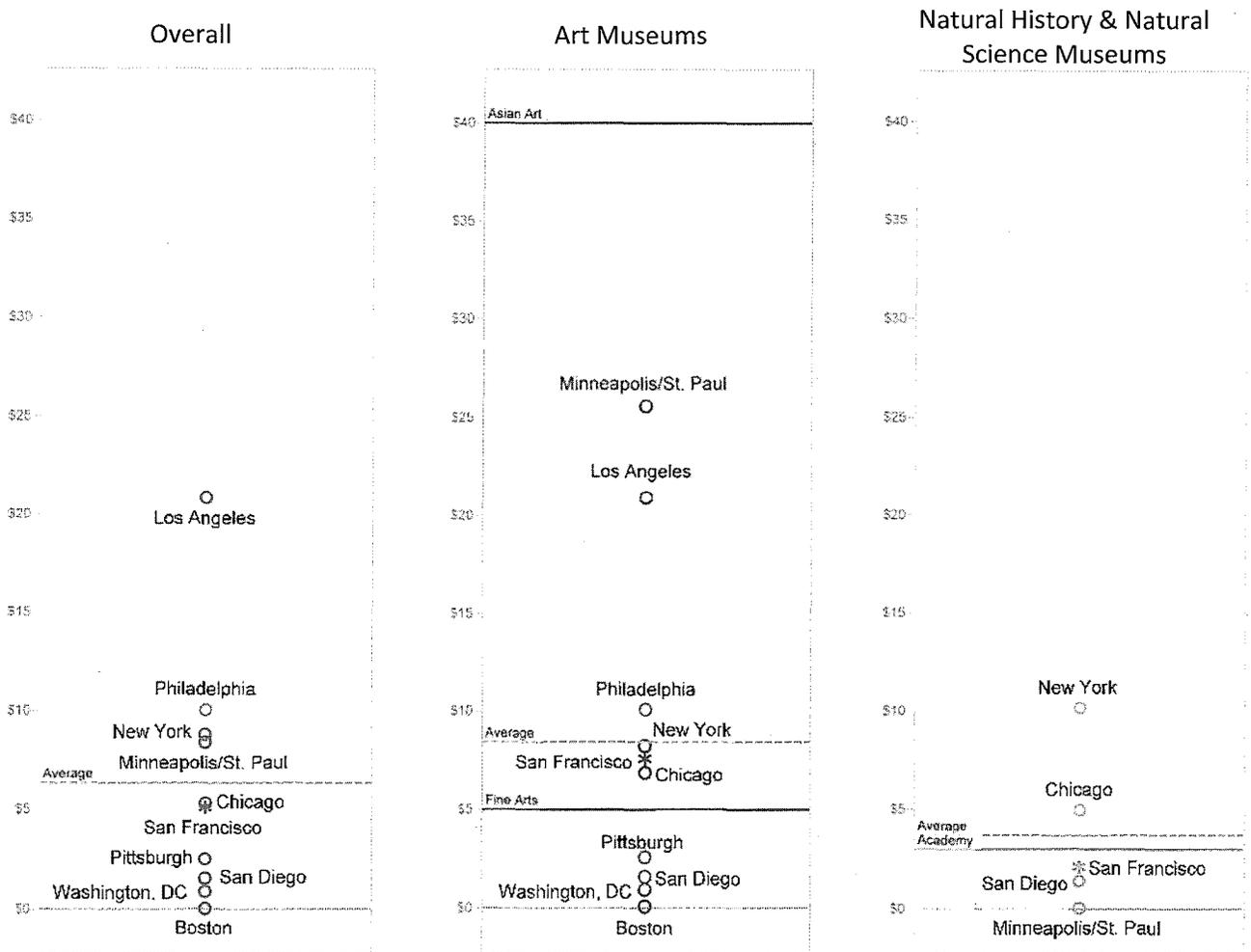
Figure 3: City & County Support as % of Total Revenue



⁹ This report uses the median instead of the mean average in cases where there are clear outliers. In such cases, the median is a more accurate indicator of the norm among the peers (it reflects the middle value when the values associated with each peer are arranged from largest to smallest).

Figure 4 below illustrates how much local government funding subsidized the cost of visitors to comparable museums.

Figure 4: City & County Costs per Visitor



San Francisco subsidized the cost of each visitor at its ten comparable museums by \$1 less than the peer average, spending less than Los Angeles, Philadelphia, New York, Minneapolis/St. Paul, and Chicago (see “Overall” chart above). Pittsburgh, San Diego, Washington, DC, and Boston all contributed less per visitor than San Francisco.

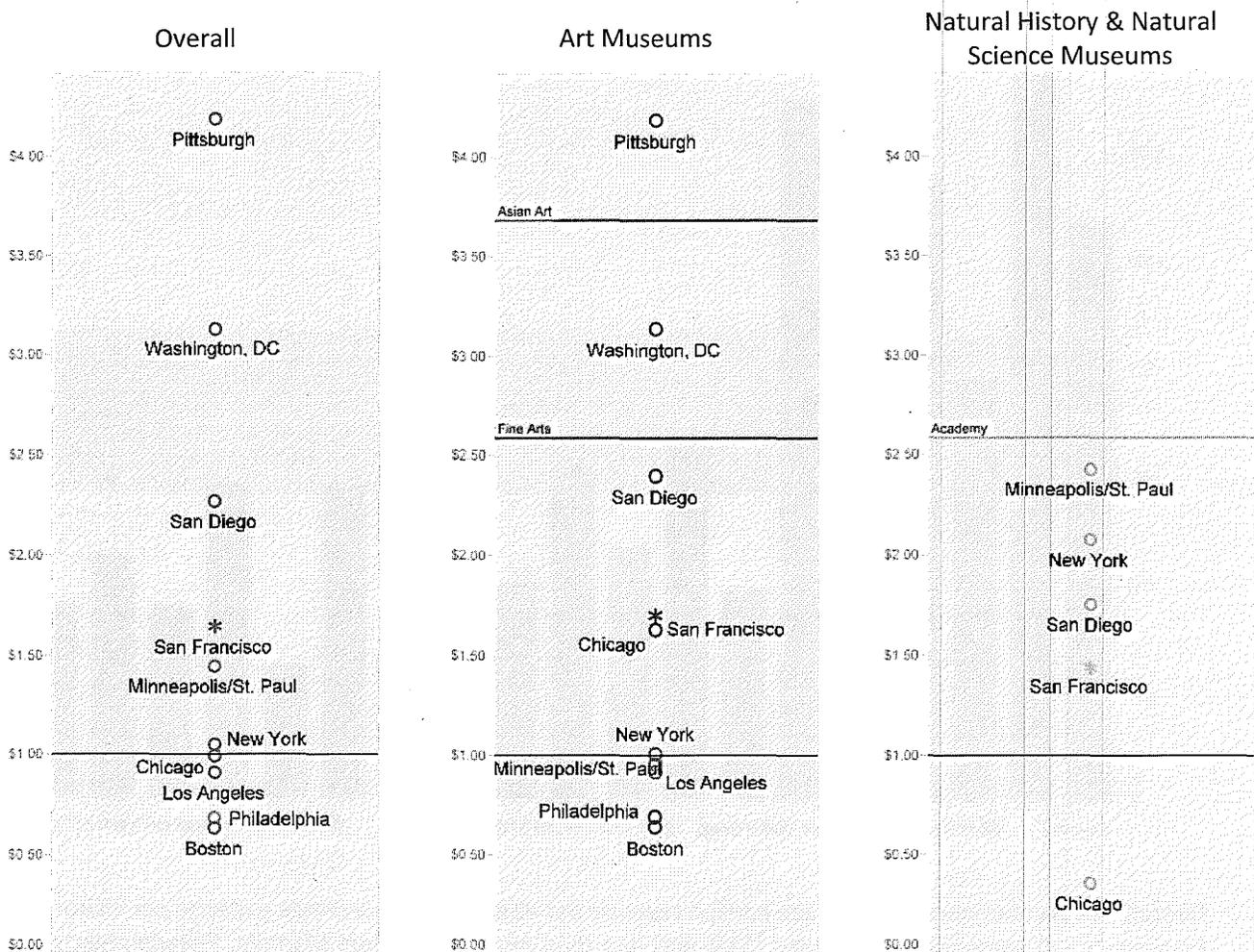
San Francisco subsidizes eight Art Museums at a lower rate than the peer Art Museum average, however the City clearly subsidized the cost of visitors at a higher rate at the Asian Art Museum than at the Fine Arts Museums (see “Art Museums” chart above).

San Francisco subsidizes the cost of visitors to two Natural History and Natural Science Museums at a lower rate than the peer average (see “Natural History & Natural Science Museums” chart above). San Francisco’s subsidy per visitor at the California Academy of Sciences specifically was also slightly lower than this peer average.

Financial Health

Museums rely primarily on two major types of revenue – earned revenue and support revenue. Earned revenue comes from income generating activities such as ticket sales, workshop and lecture fees, gift shop and food sales, and investment gains. Support revenue comes from external contributions such as donations, grants, city and county support, and contributions from friends groups. Support revenue also includes net assets released from restrictions. Organizations that receive more earned revenue than support revenue are generally considered to be more sustainable. In Figure 5 below, the jurisdictions with museums that, on average, received more in earned revenue than support revenue are in the green area while those that, on average, relied more on support revenue are in the pink area.

Figure 5: Earned Revenue for Every \$1 of Support Revenue¹⁰ (on average)

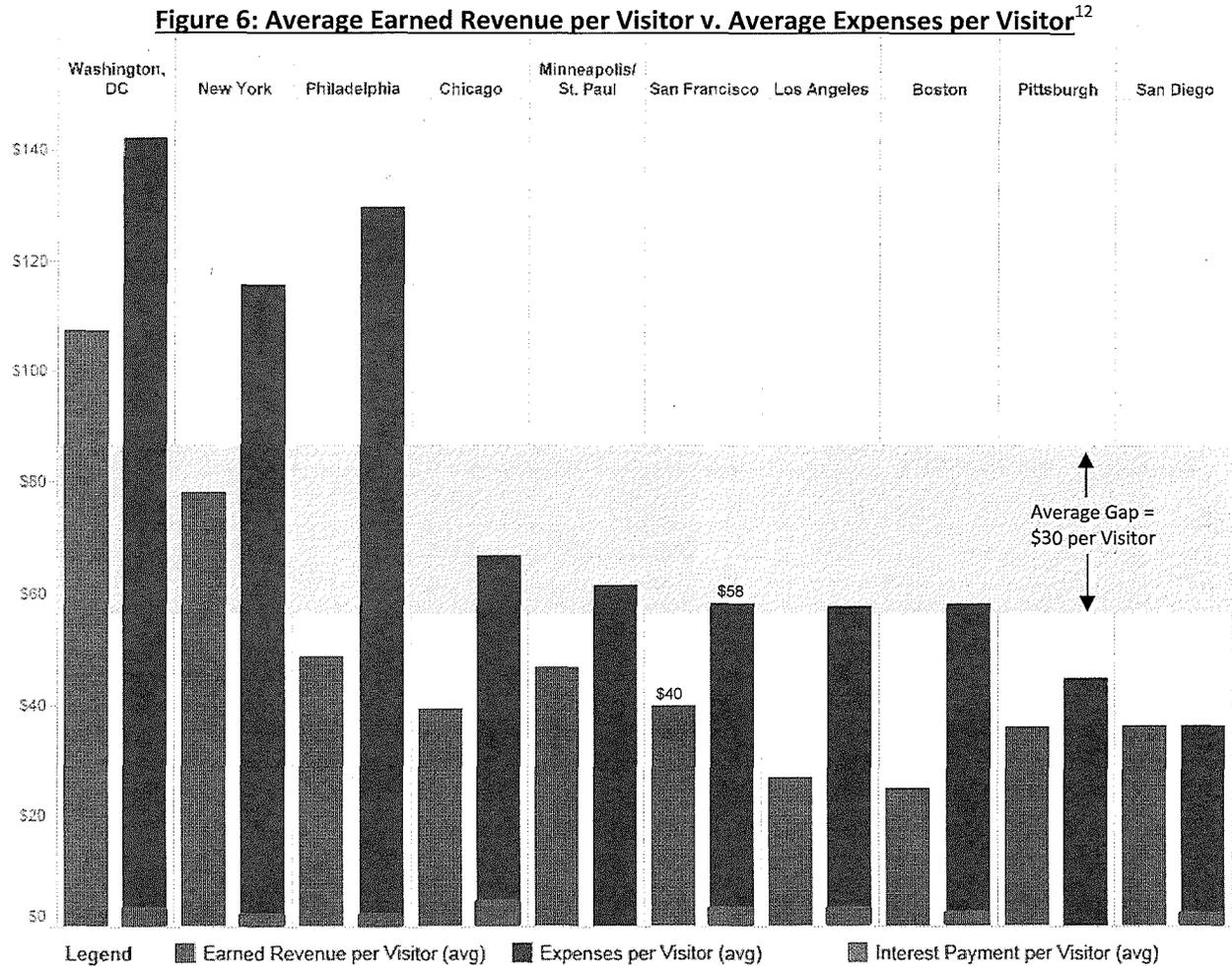


The ten San Francisco museums included in this analysis received, on average, \$1.65 in earned revenue for every \$1 in support revenue in FY 2010-11, suggesting that San Francisco’s museums overall tended to rely more on self-sustaining income generation than on contributions. Art Museums in Pittsburgh, Washington DC, and San Diego averaged more in earned revenue than eight comparable museums in San Francisco (see “Art Museums”

¹⁰ Earned revenue comes from income generating activities (such as ticket sales, workshop and lecture fees, gift shop and food sales, realized investment gains, etc.). Support revenue comes from external contributions (such as donations, grants, city and county support, etc.) and net assets released from restrictions.

chart above). Natural History & Natural Science Museums in Minneapolis/St. Paul, New York, and San Diego also received more in earned revenue than San Francisco’s two comparable museums averaged (see “Natural History & Natural Science” charts above).¹¹ The Asian Art Museum, Fine Arts Museums, and California Academy of Sciences each demonstrated high rates of earned revenue generation in comparison with averages from each of the peer jurisdictions. The California Academy of Sciences’ rate of earned revenue to support revenue was higher than any of the peer averages for Natural History & Natural Science Museums.

Figure 6 below compares how much comparable museums needed, on average, to bridge the gap between what they received in earned revenue and what they spent per visitor.



Overall, the gap between the average earned revenue per visitor and the average expense per visitor among San Francisco’s ten comparable museums (\$18) was less than most of its peers (namely, Philadelphia, Washington, DC, New York, Los Angeles, Chicago, and Boston). San Diego’s average earned revenue per visit is almost equal to its expenditure. Chicago paid the most in interest on its debts as part of its cost per visitor (\$5).

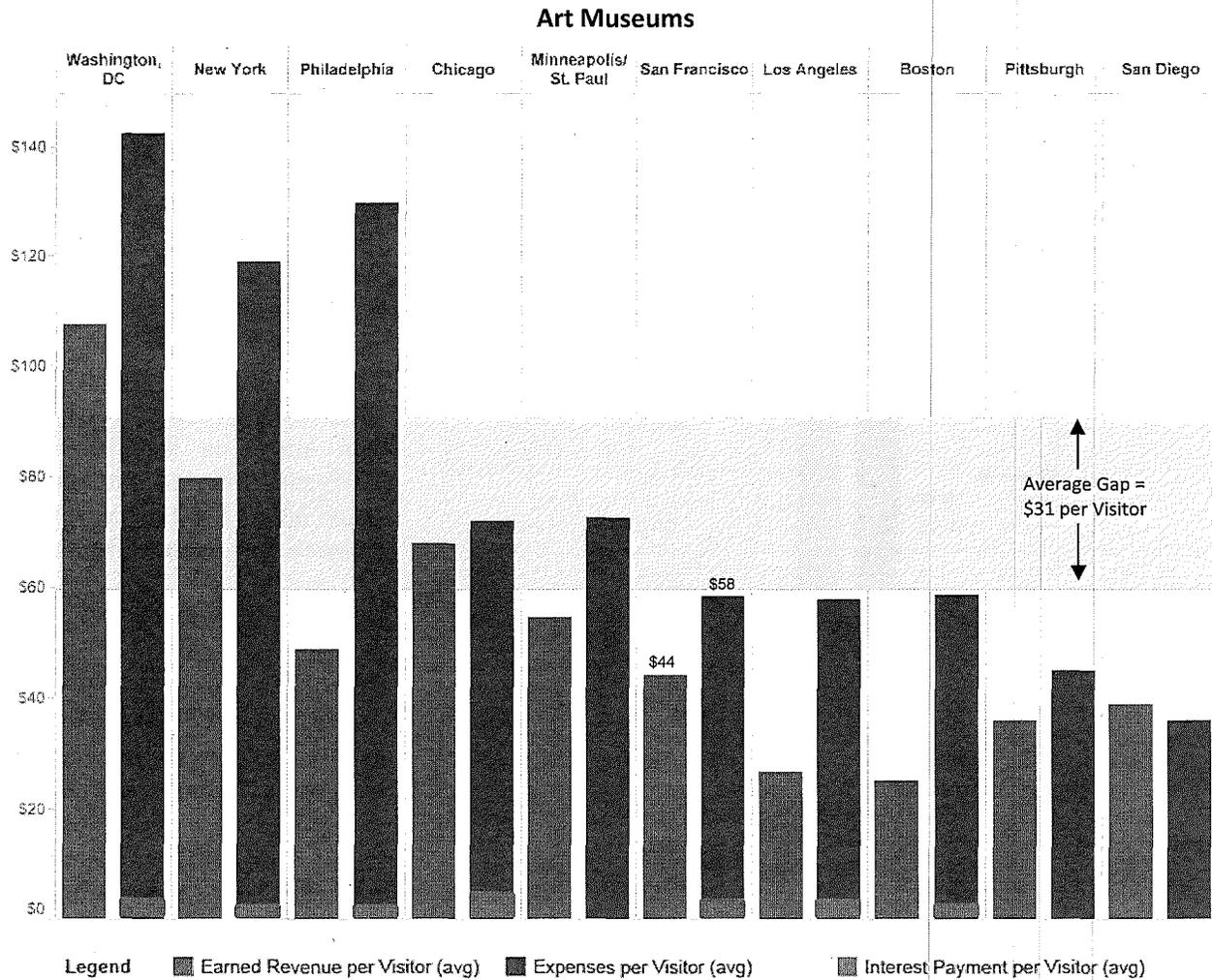
¹¹ For the purposes of this report, San Francisco is the only peer jurisdiction with more than one Natural History & Natural Science museum.

¹² Earned revenue includes realized and unrealized investment gains as well as income directly generated from museum visitors. Earned revenue does not include contributions (such as donations, grants, city and county contributions, support from friends groups, etc.) or net assets released from restrictions. Expenses include all operational and administrative costs (including debt service).

Minneapolis/St. Paul's museums averaged less than \$1 in interest payments per visitor and Pittsburgh's museums did not provide information on how much debt cost they paid in FY 2010-11.

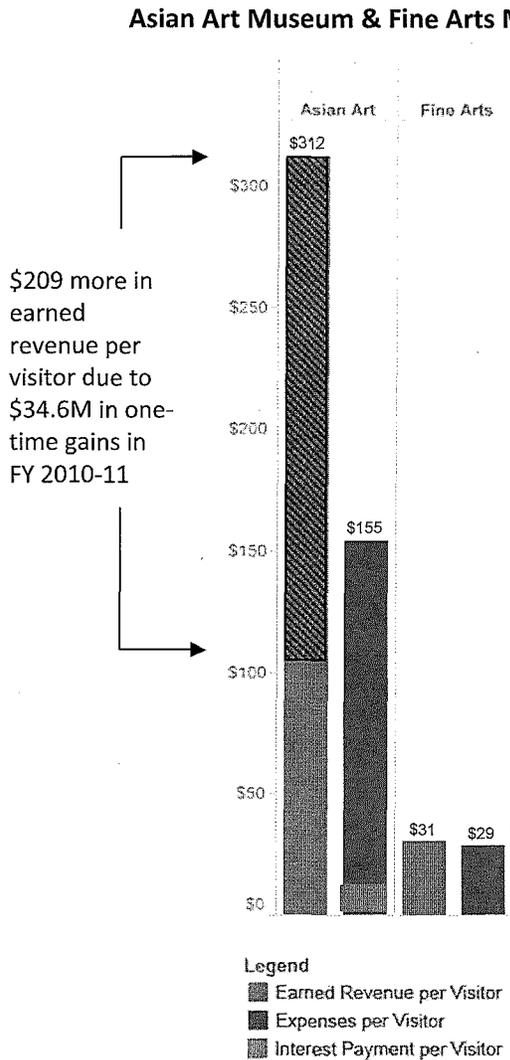
On average, the gap between what San Francisco's eight comparable Art Museums earned per visitor and what they spent per visitor (\$14) was also smaller than it was for most peers (see "Art Museums" in Figure 6.1 below).

Figure 6.1: Average Earned Revenue per Visitor v. Average Expenses per Visitor¹³



¹³ Earned revenue includes realized and unrealized investment gains as well as income directly generated from museum visitors. Earned revenue does not include contributions (such as donations, grants, city and county contributions, support from friends groups, etc.) or net assets released from restrictions. Expenses include all operational and administrative costs (including debt service).

Figure 6.2: Earned Revenue per Visitor v. Expenses per Visitor¹⁴



The data also indicates that the Asian Art Museum earned far more per visitor than it spent (see Figure 6.2 to left). The Asian Art Museum received notably more in earned revenue per visitor in FY 2010-11 than any of the peer Art Museum averages shown in Figure 6.1 on the previous page.

According to the Asian Art Museum, this high rate of earned revenue per visitor is an anomaly due to the museum recognizing \$13.6 million in unrealized gain on an interest rate swap agreement and \$21.0 million in realized gain from restructuring a loan related to its move from Golden Gate Park to Civic Center in 2003. As such, the museum reported \$34.6 million more in earned revenue than usual in FY 2010-11. If this refinancing had not occurred, Figure 6.2 would reflect \$103 in earned revenue per visitor for the Asian Art Museum.

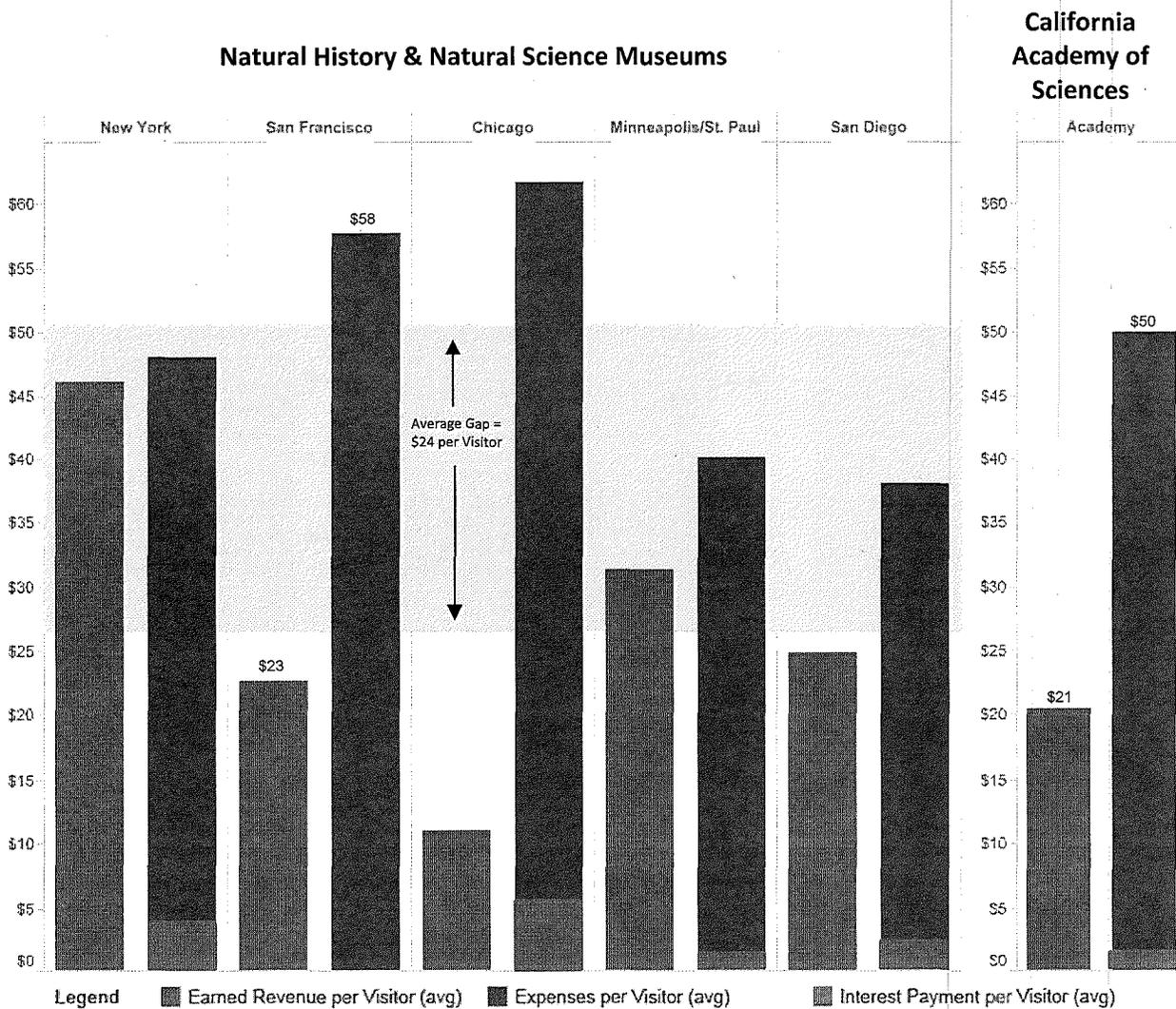
Figure 6.2 also shows that the Fine Arts Museums earned almost as much as they spent per visitor in FY 2010-11. According to the Fine Arts Museums, this result is due to the de Young museum’s free space for on-site visitors that do not pay to visit the museum’s main exhibitions. These visitors include attendees to the de Young’s events on Friday nights.

Finally, the Asian Art Museum paid approximately \$15 per visitor in interest payments on its debts in FY 2010-11. The Fine Arts Museums paid less than \$1 in interest payments per visitor.

Figure 6.2 should not be used to draw material conclusions about the Asian Arts Museum’s financial health since it is based on an atypical earned revenue total.

¹⁴ Earned revenue includes realized and unrealized investment gains as well as income directly generated from museum visitors. Earned revenue does not include contributions (such as donations, grants, city and county contributions, support from friends groups, etc.) or net assets released from restrictions. Expenses include all operational and administrative costs (including debt service).

Figure 6.3: Average Earned Revenue per Visitor v. Average Expenses per Visitor¹⁵



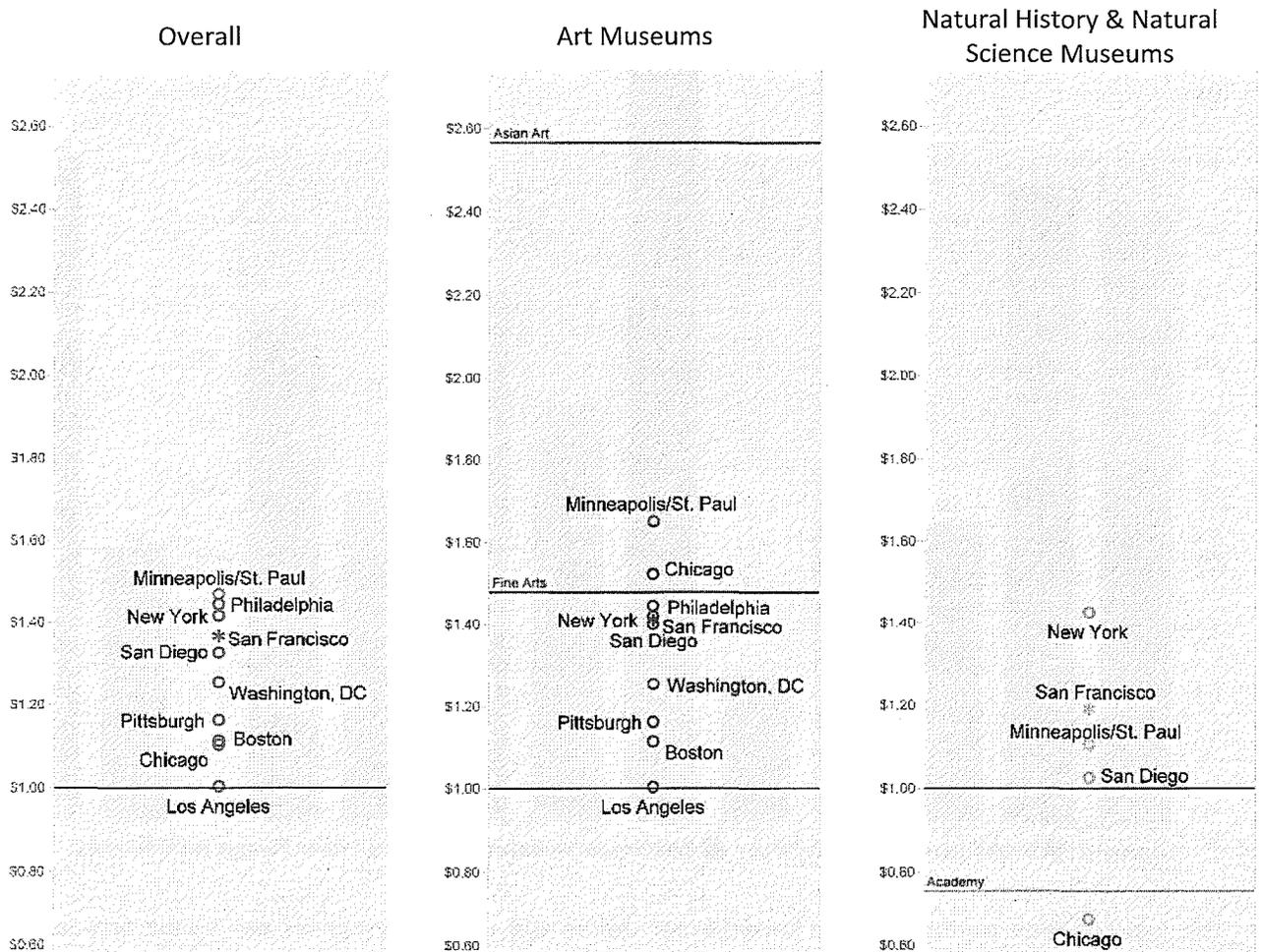
The gap between average earned revenue per visitor and average expenses per visitor was larger for San Francisco’s two Natural History & Natural Science Museums than among its eight Art Museums. In Figure 6.3 above, only Chicago has a larger gap than San Francisco between average earned revenue per visitor and average expenses per visitor. New York’s Natural History & Natural Science Museum¹⁶ earned almost as much in revenue per visitor as it spent. The California Academy of Sciences also needed more in support revenue to finance visitor costs than most of the comparable Natural History & Natural Science museums. However, the California Academy of Sciences also paid less in debt service per visitor (\$1) than the average among most peer jurisdictions.

¹⁵ Earned revenue includes realized and unrealized investment gains as well as income directly generated from museum visitors. Earned revenue does not include contributions (such as donations, grants, city and county contributions, support from friends groups, etc.) or net assets released from restrictions. Expenses include all operational and administrative costs (including debt service).

¹⁶ The data only includes one Natural History & Natural Science museum for New York.

Another way of assessing financial health is to compare the amount of revenue that an organization receives with the amount that it spends (i.e., whether it is able to cover its costs with the revenue it receives). In Figure 7 below, the jurisdictions with museums that, on average, received more in revenue than they spent fall within the green area, while those that, on average, spent more than they received fall within the pink area.

Figure 7: Revenue for Every \$1 in Expenses¹⁷ (on average)



As indicated in the “Overall” chart in Figure 7, the ten San Francisco museums included in this analysis earned, on average, \$1.37 in revenue for every dollar spent, ranking fourth overall among the peer jurisdictions for this metric (although the variance between the peer jurisdictions is not large).

As indicated in the “Art Museums” chart, San Francisco’s eight comparable Art Museums received nearly the same amount on average for every dollar they spent; the Fine Arts Museums’ ratio was slightly stronger than the San Francisco average while the Asian Art Museum’s ratio was much stronger (the Asian Art Museum earned nearly \$2.57 in revenue for every dollar spent). As noted previously, the Asian Art Museum received \$34.6 million from the City that year to restructure debt and offset a financial crisis which is reported as earned revenue but is not an indicator of typical earnings for the organization.

¹⁷ Revenue here is defined as the sum of all earned revenue (ticket sales, workshop and lecture fees, gift shop and food sales, realized investment gains, etc.), support revenue (donations, grants, city and county contributions, support from friends groups, net assets released from restrictions, etc.), and transfers/reclassifications (restricted funds that were released during the year into unrestricted funds). Expenses include all operational and administrative costs (including debt service).

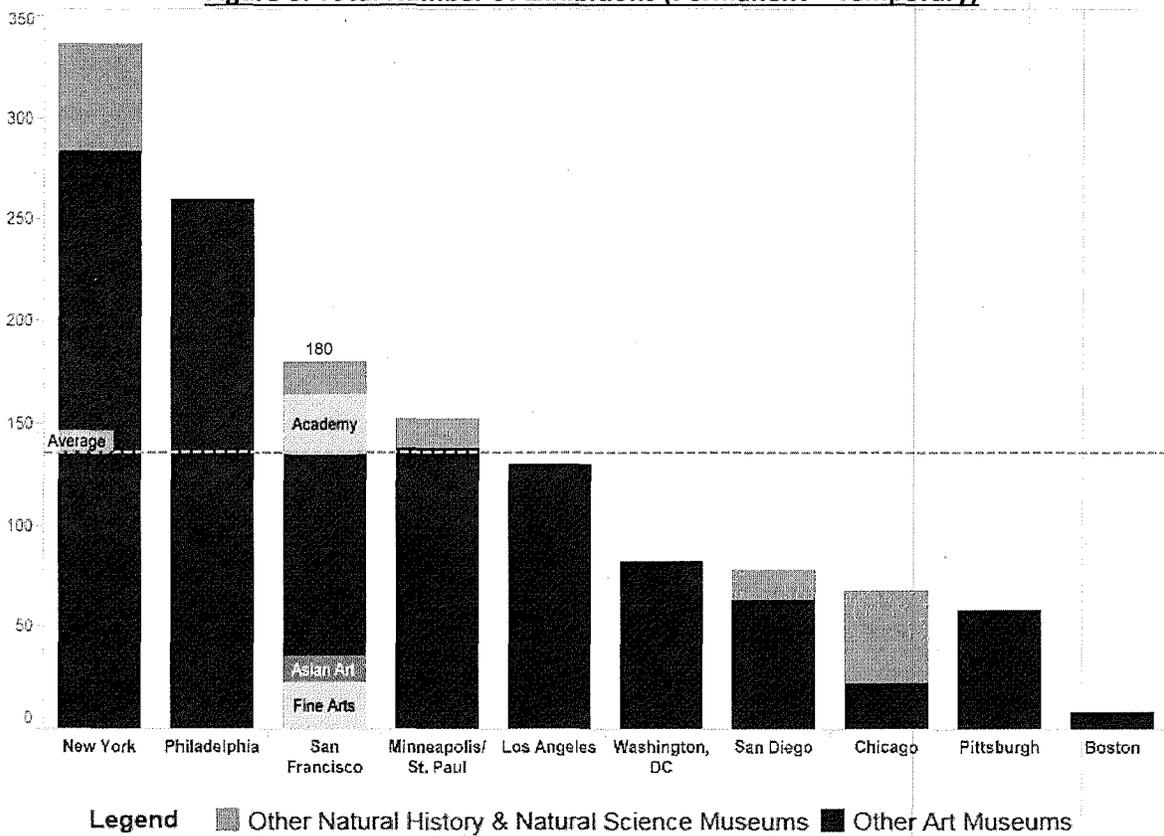
By contrast, the “Natural History & Natural Science” chart in Figure 7 shows that the California Academy of Sciences spent more than it received in FY 2010-11 (although the San Francisco average that accounts for both of its Natural History & Natural Science Museums reflects a more favorable ratio).

The charts in Figure 7 demonstrate that Chicago, Los Angeles, and San Diego had museums that, on average, either ran a deficit or were close to running a deficit in FY 2010-11.

Exhibitions

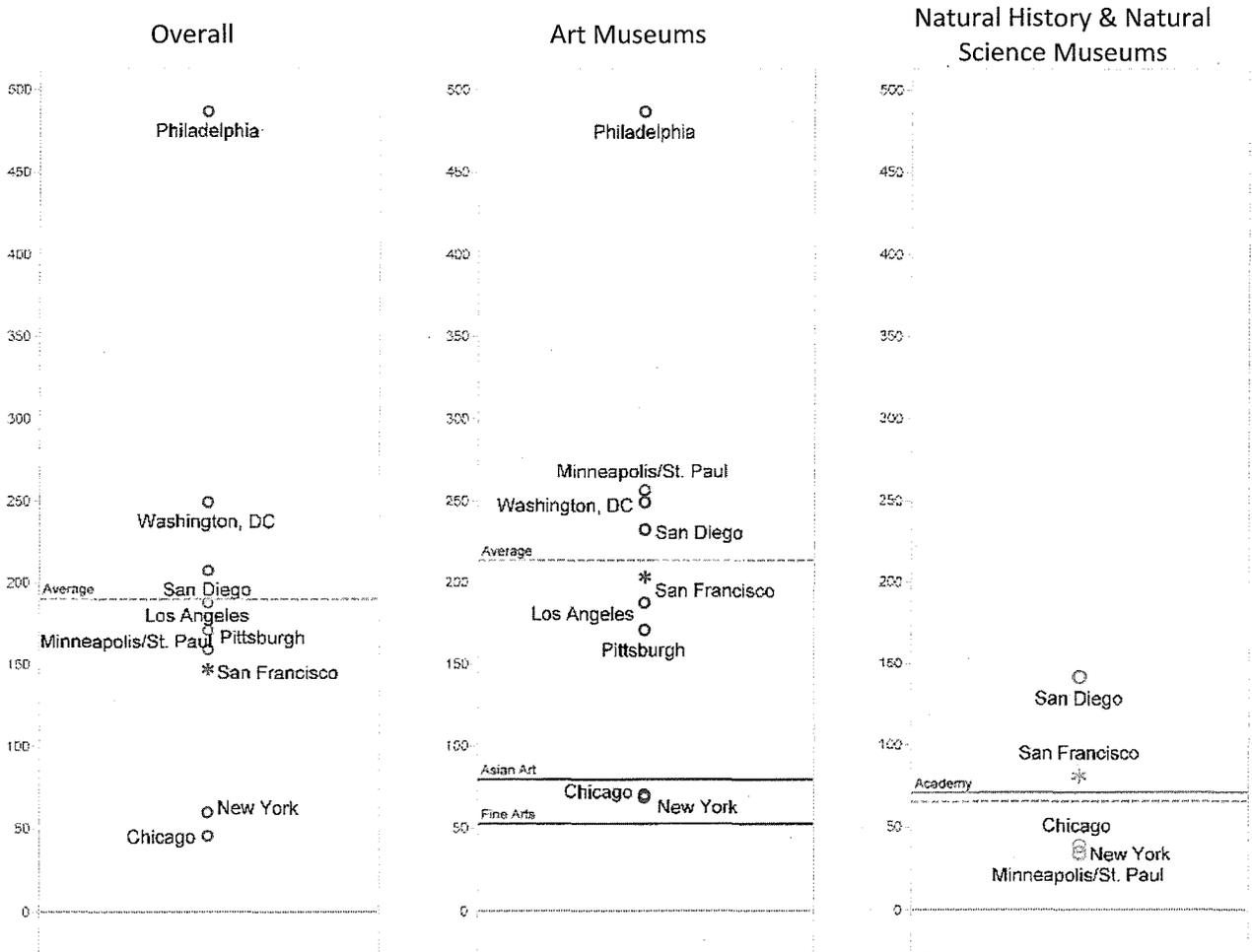
Figure 8 below demonstrates that San Francisco ranks third behind New York and Philadelphia for the gross number of temporary and permanent exhibitions at its ten comparable museums in FY 2010-11, offering 33% more exhibitions to visitors than the peer average.

Figure 8: Total Number of Exhibitions (Permanent + Temporary)



New York funds the most museums and the most permanent and temporary exhibitions among the peer jurisdictions and these exhibitions also occupy more space overall than the exhibitions at comparable museums in the other peer jurisdictions (see Figure 9 below).

Figure 9: Total Exhibitions (Permanent + Temporary) per Million Square Feet¹⁸



As the “Overall” chart in Figure 9 shows, New York is ranked eighth for number of exhibitions per million square feet, suggesting that New York’s 22 museums included more non-exhibition space and/or showed exhibitions that occupied more space than comparable museums in almost any other peer jurisdiction (except Chicago). The data also suggests that Art Museum exhibitions generally occupied less space than exhibitions at Natural History & Natural Science Museums (see “Art Museum” and “Natural History & Natural Science” charts above).

San Francisco ranks fourth for number of Art Museum exhibitions per million square feet and second for number of Natural History & Natural Science exhibitions per million square feet (see “Art Museum” and “Natural History & Natural Science” charts respectively). San Francisco’s two Natural History & Natural Science Museums have an above average number of exhibitions per million square feet, as does the California Academy of Sciences (see “Natural History & Natural Science” chart above). By contrast, both the Asian Art Museum and the Fine Arts Museums have notably fewer exhibitions per million square feet than average.

¹⁸ The data does not include square footage for Boston’s comparable museum.

Fulfillment of Educational Mandate

The number of children that visited comparable museums in each of the peer jurisdictions can be found in Figure 10 below.

Figure 10: Total Number of On-Site Child Visitors

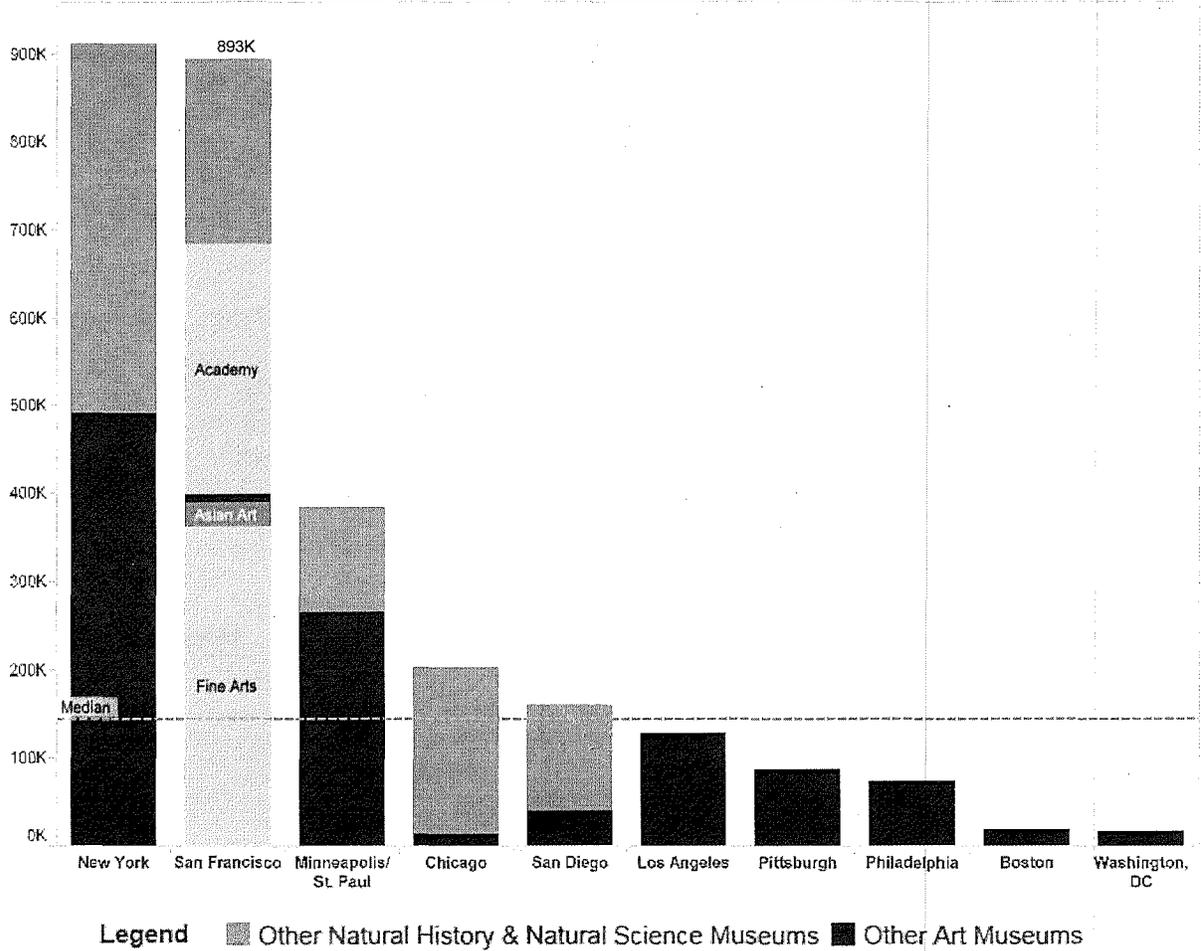
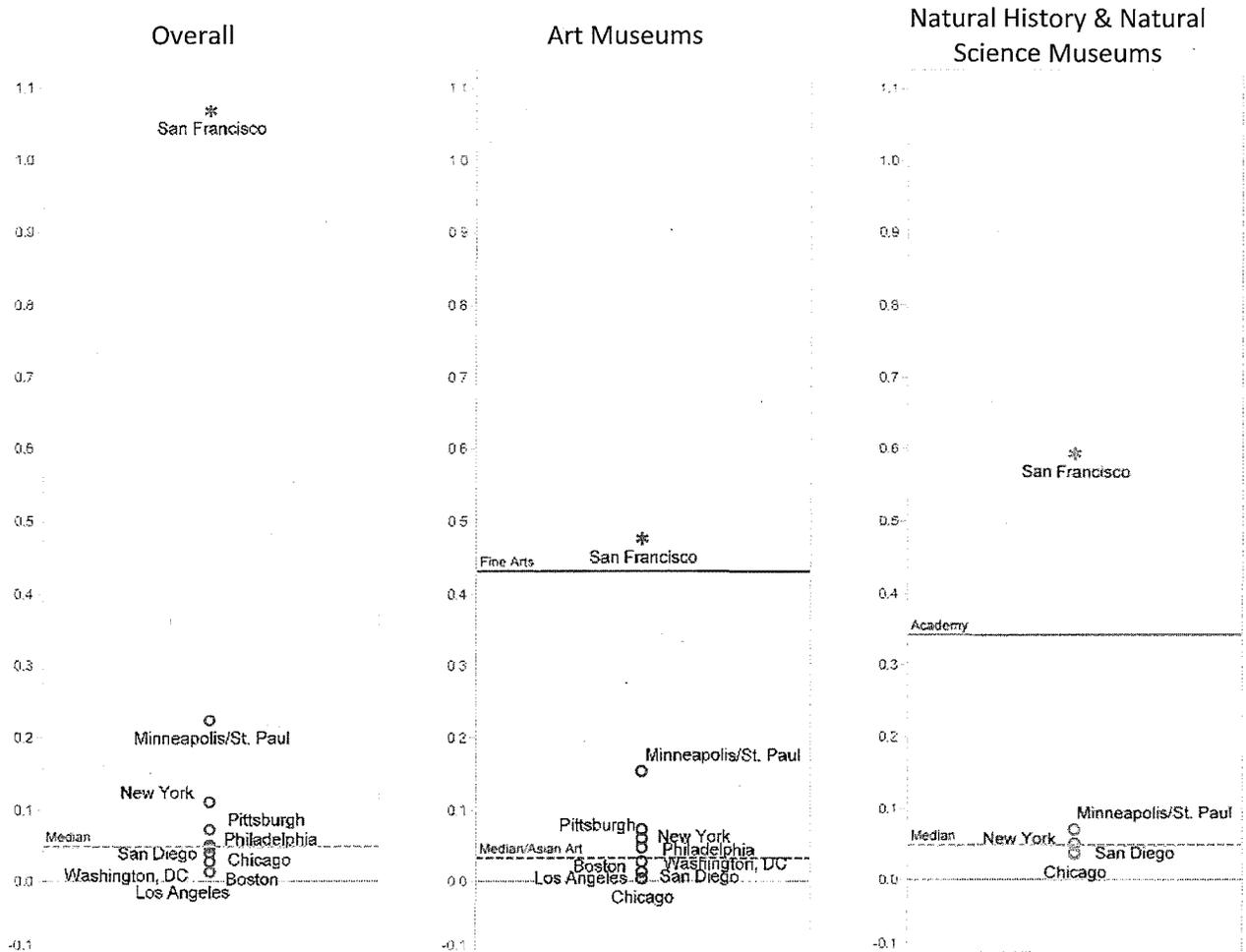


Figure 10 above suggests that despite the difference in gross scale between New York and San Francisco (New York contributes \$91 million more to 12 more comparable museums than the City), San Francisco closely rivaled New York for the number of children¹⁹ that visited its comparable museums in FY 2010-11. Approximately 750,000 more children visited San Francisco’s comparable museums than the peer median.

¹⁹ Children are defined as 18-years-old and younger.

Figure 11 below highlights how San Francisco’s museums compared with other jurisdictions in the number of children they were able to reach compared with overall population size. The charts show the number of children visitors per capita at each jurisdiction’s comparable museums.

Figure 11: Total Number of On-Site Child Visitors per Capita

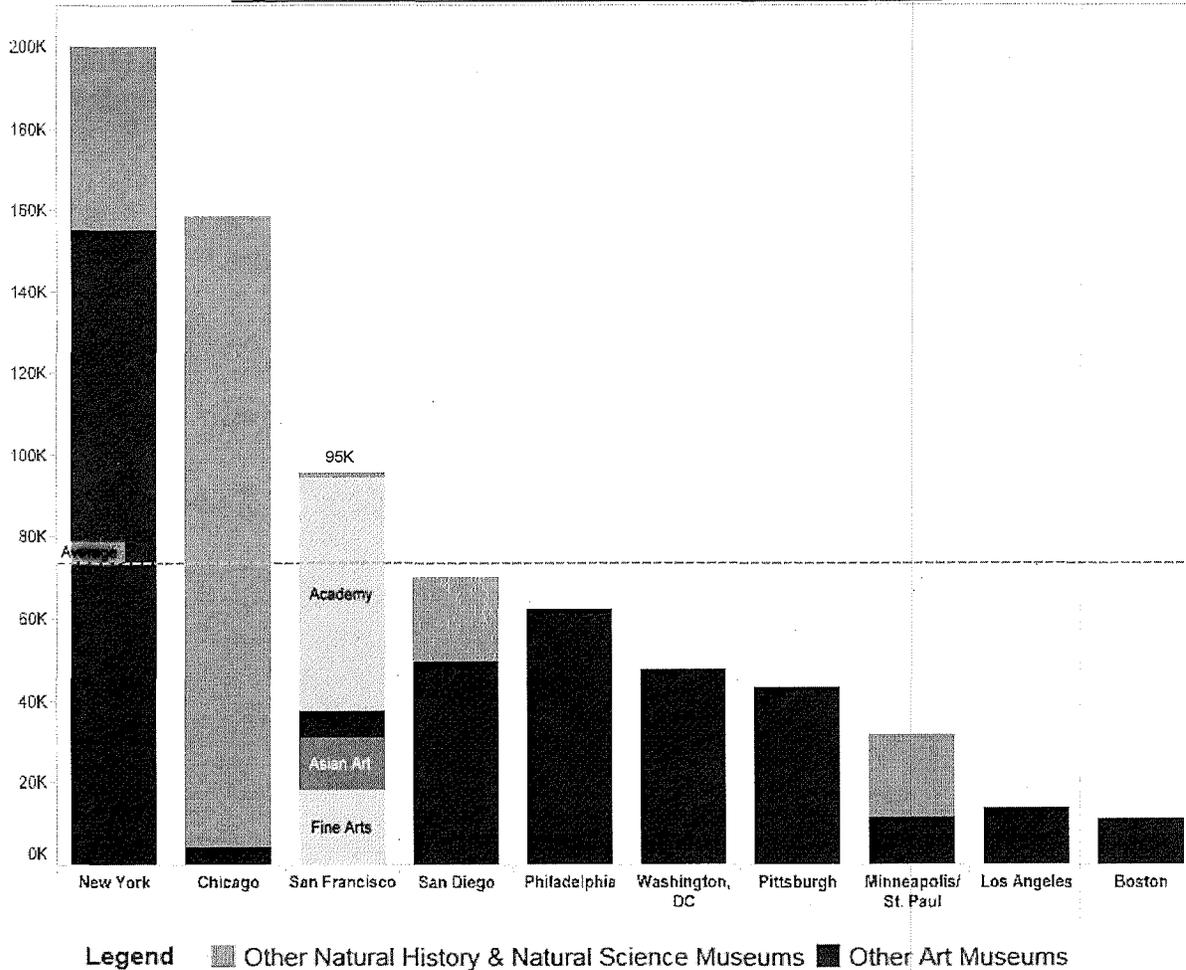


The “Overall” chart in Figure 11 demonstrates that San Francisco’s ten comparable museums attracted notably more child visitors per resident than any other peer jurisdiction. The Fine Arts Museums and both of San Francisco’s Natural History & Natural Science Museums²⁰ brought San Francisco to the number one rank for this metric (see “Art Museum” and “Natural History & Natural Science” charts above, respectively). The data used for this report does not address how many visitors were tourists and cannot be used to assess how museums compared in serving local children.

²⁰ CSA reviewed the data to understand which Natural History & Natural Science Museum is associated with San Francisco in the data along with the California Academy of Sciences and believes that The Exploratorium is the appropriate reference.

Figure 12 compares the number of people that participated in classes and workshops offered by comparable museums in each of the peer jurisdictions.

Figure 12: Total Number of Class and Workshop Attendees

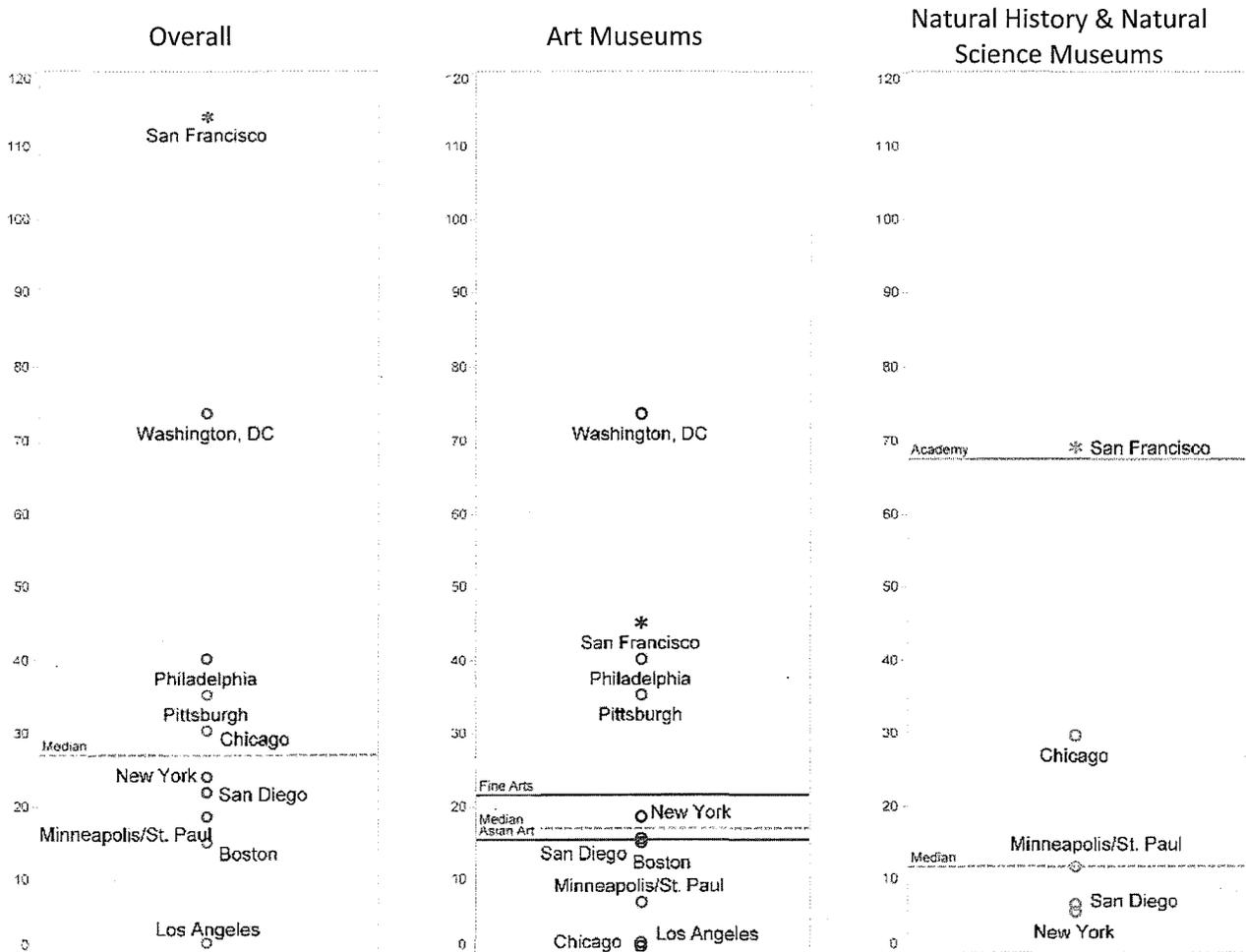


San Francisco ranks third overall for total number of people that participated in its museums' classes and workshops in FY 2010-11, attracting 30% more participants than the peer average. The classes and workshops offered by the California Academy of Sciences were the most well-attended, and San Francisco ranks second overall for participation in Natural History & Natural Science museum classes and workshops because of the high volume and usage of the Academy's educational programming.²¹ San Francisco's comparable Art Museums rank sixth overall for class and workshop attendance.

²¹ All the people participating in the California Academy of Science's educational programming were school-aged children.

Class/workshop attendance rates are further assessed below. Figure 13 show how class/workshop attendee totals compare by population size.

Figure 13: Number of Class and Workshop Attendees per Thousand Residents

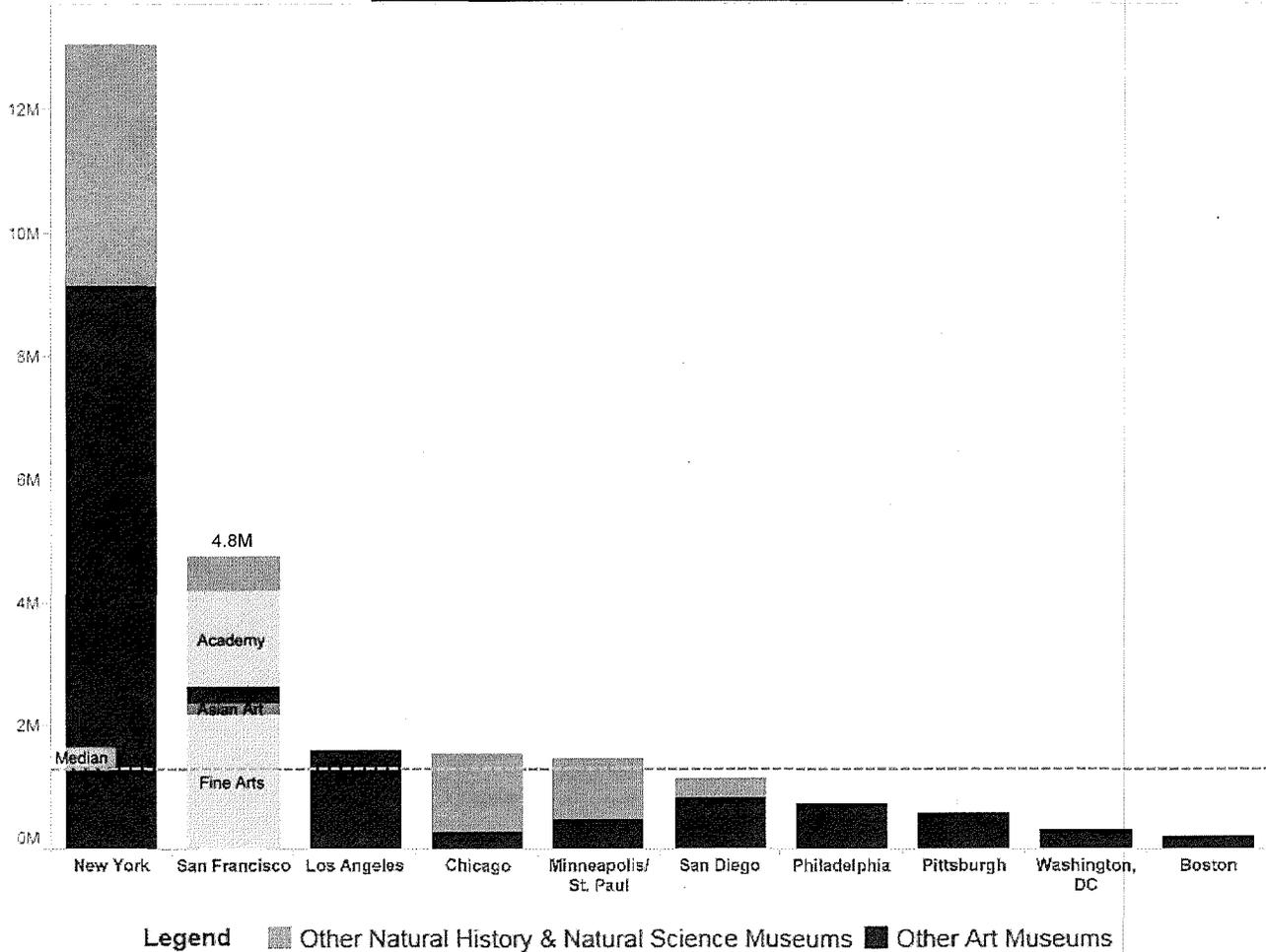


As shown in the “Overall” chart in Figure 13, San Francisco’s museums attracted notably more class/workshop attendees per thousand residents than any peer jurisdiction. The number of class/workshop attendees at the California Academy of Sciences is the largest contributor to San Francisco’s first place ranking for this metric.

Usage

The following graphs further assess the number of visitors that each peer jurisdiction attracted to its comparable museums.

Figure 14: Total Number of On-Site Visitors²²



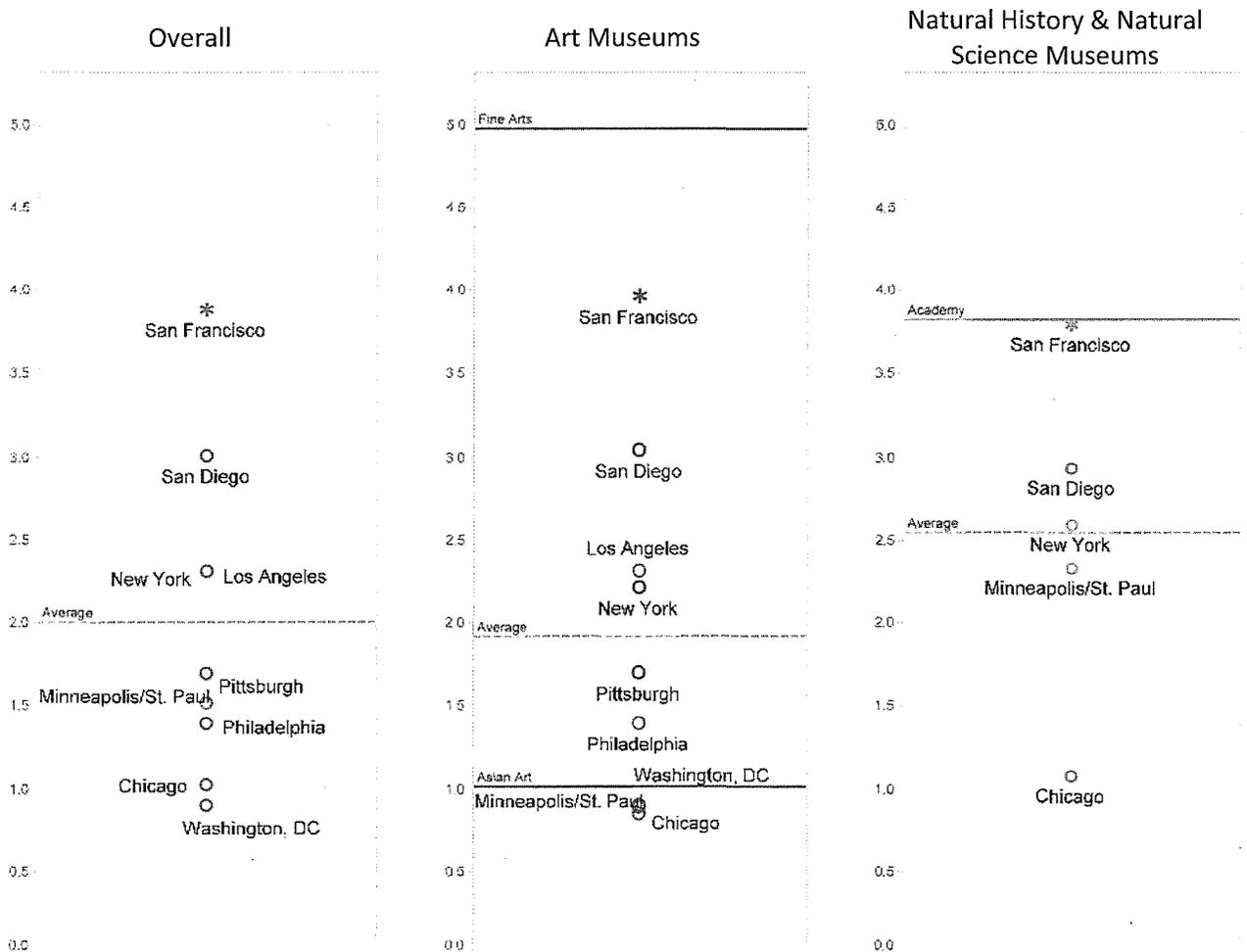
As shown above in Figure 14, the data indicates that New York was the clear outlier for gross on-site attendance in FY 2010-11. San Francisco ranked second behind New York for on-site attendance at its comparable museums, attracting 270% more visitors than the peer median²³ in FY 2010-11. The Asian Art Museum had much lower on-site attendance rates than either the Fine Arts Museums or the California Academy of Sciences, suggesting that it is a specialty museum that appeals to a narrower visitor market.

²² CDP defines on-site attendance as “live and in-person” attendance. The data used for on-site attendance at the California Academy of Sciences and the Asian Art Museum was reported to the Citywide Performance Measurement (PM) Program run by the Controller’s Office. When reporting FY 2010-11 data to the PM Program, the Asian Art Museum defined total on-site attendance as “the number of museum visitors less school groups, events, business visitors, rental events, and free admittance to the cafe/store” and the California Academy of Sciences defined the same category as the “number of visitors to the Aquarium and Academy.”

²³ This report uses the median instead of the mean average in cases where there are clear outliers. In such cases, the median is a more accurate indicator of the norm among the peers (it reflects the middle value when the values associated with each peer are arranged from largest to smallest).

San Francisco attracted more on-site visitors per square foot of museum space than any other peer jurisdiction, as demonstrated in the “Overall” chart in Figure 15 below.

Figure 15: On-Site Visitors per Museum Square Foot²⁴



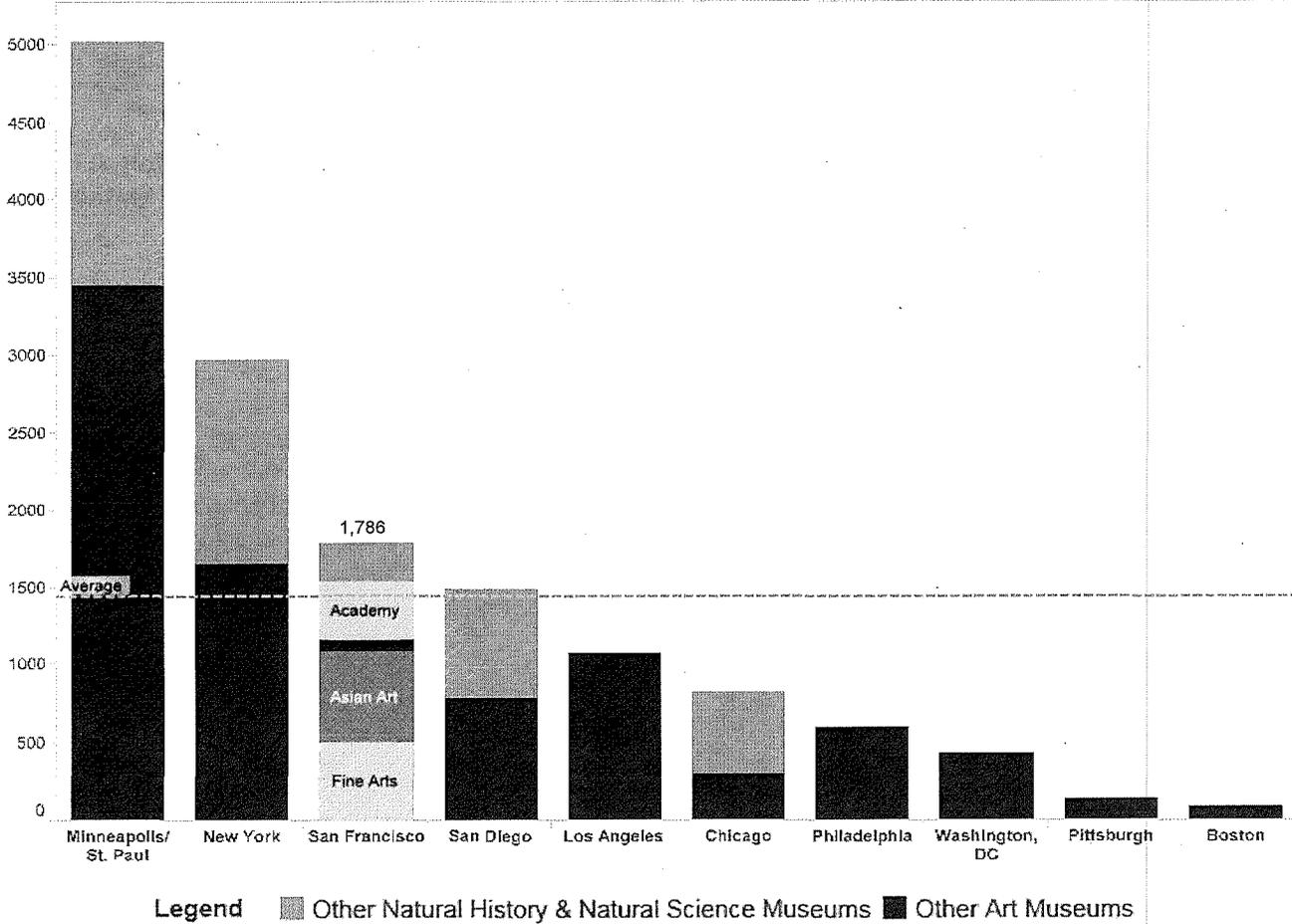
As the “Art Museum” and “Natural History & Natural Science” charts in Figure 15 demonstrate, the Fine Arts Museums and the California Academy of Sciences notably contributed to San Francisco’s overall number one ranking for this metric.

However, the numbers in Figure 14 and 15 do not reflect the usage of each jurisdiction’s museums at the local level, as these on-site attendance numbers include tourist visitors. A paper commissioned by the Getty Leadership Institute suggests using the number of volunteers that donate their time to museums as a more useful way of assessing local reputation.²⁵

²⁴ The data does not include square footage for Boston’s comparable museum.

²⁵ Anderson, Maxwell. (2004). *Metrics of Success in Art Museums*. Center for Arts and Cultural Policy Studies, Woodrow Wilson School of Public and International Affairs, Princeton University. Retrieved from <http://www.cgu.edu/pdffiles/gli/metrics.pdf>

Figure 16: Total Number of Part-Time Volunteers²⁶

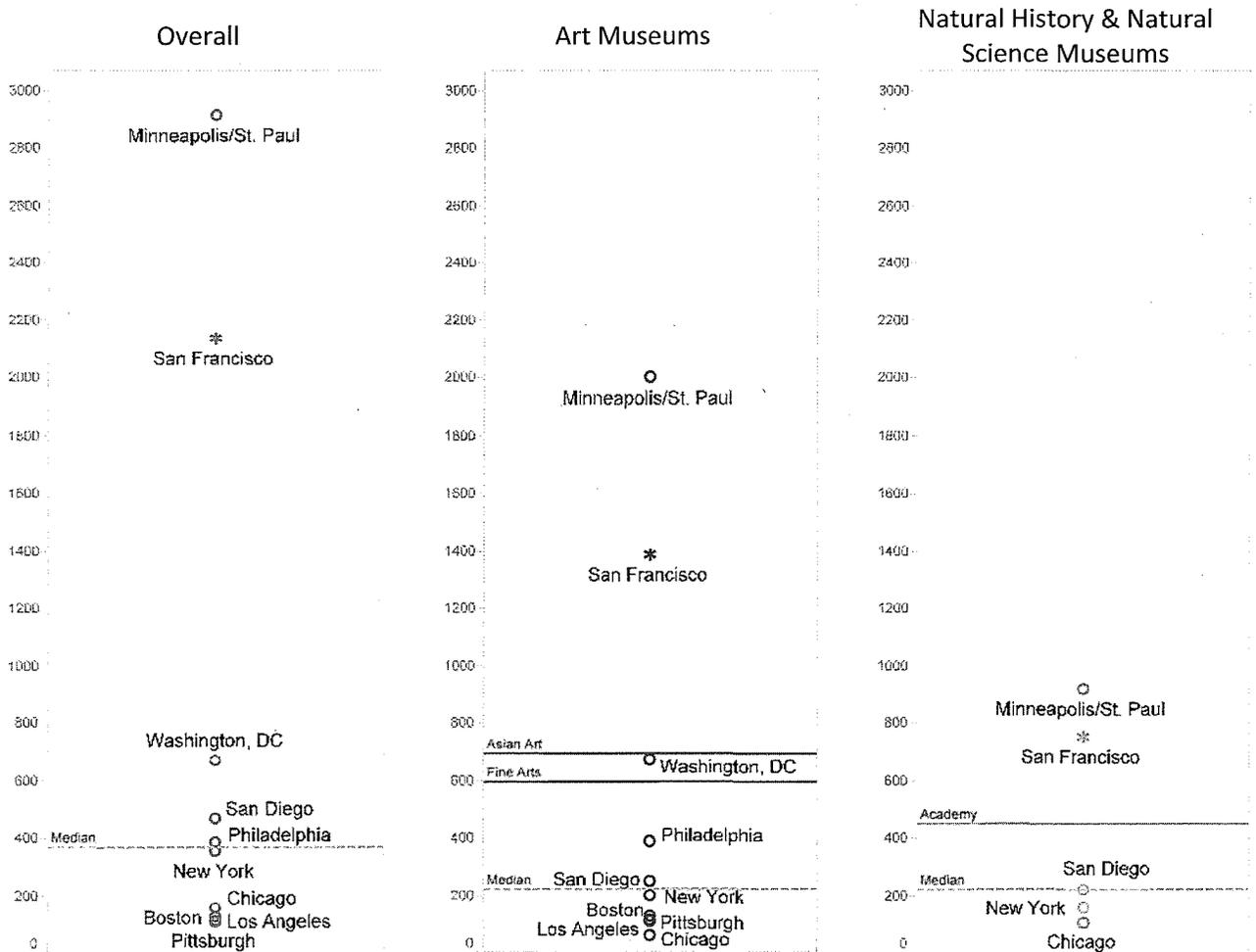


As the bar chart above demonstrates, San Francisco ranked third behind Minneapolis/St. Paul and New York for the number of part-time volunteers that served its comparable museums in FY 2010-11. Museums funded by San Francisco attracted 16% more part-time volunteers than the peer average. Also, the Asian Art Museum attracted more part-time volunteers than either the Fine Arts Museums or the California Academy of Sciences. The Asian Art Museum had 580 part-time volunteers, while the Fine Arts Museums had 497 and the California Academy of Sciences had 376. FY 2010-11 was the opening year for the California Academy of Sciences and since then they report that they have notably increased their volunteer recruitment. The Fine Arts Museums noted that they have not found volunteer numbers to be a useful indicator of local usage; while a museum may have many registered volunteers, many may be used inconsistently.

²⁶ The Cultural Data Project defines “part-time volunteers” as those that work less than seven hours for five days per week annually or the equivalent without any compensation.

Figure 17 below demonstrates that San Francisco museums attract notably more part-time volunteers per million residents than the peer median.

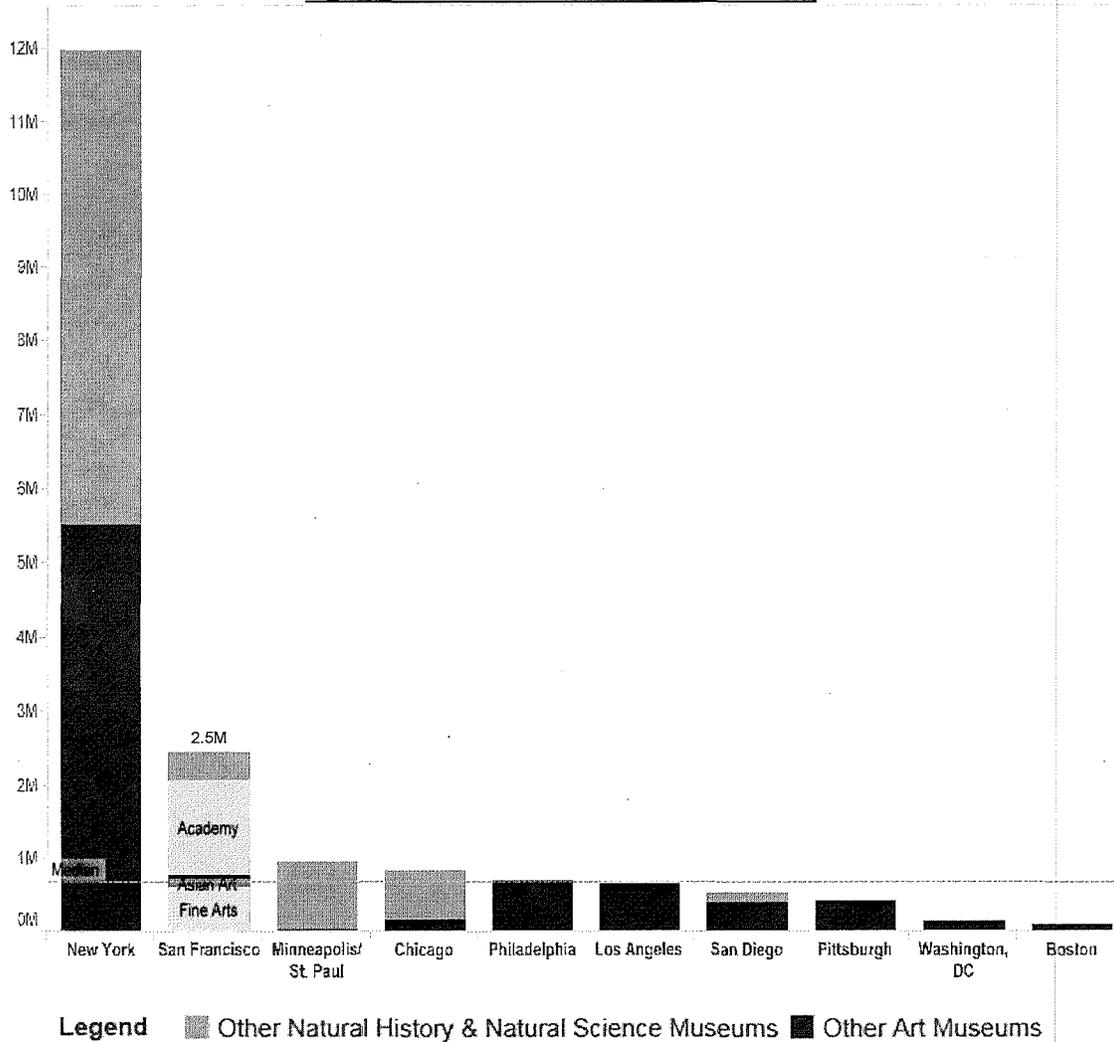
Figure 17: Part-Time Volunteers per Million Residents



As Figure 17 demonstrates, the number of part-time volunteers per million residents at San Francisco’s eight comparable Art Museums was particularly high. Minneapolis/St. Paul consistently shows the highest rates of volunteer participation—Minneapolis/St. Paul funded five fewer comparable museums than San Francisco and its museums attracted 37% more part-time volunteers per million residents than San Francisco’s ten comparable museums, 44% more than San Francisco’s eight comparable Art Museums, and 22% more than San Francisco’s two comparable Natural History & Natural Science Museums.

Figure 18 below shows how many visitors paid to visit comparable museums in each of the peer jurisdictions in FY 2010-11. In this comparison, paying visitors means those who paid for an on-site entrance ticket. Total visitor numbers include those who hold a membership and those attending or using museum spaces or attending events that are free and open to all.

Figure 18: Total Number of Paying Visitors

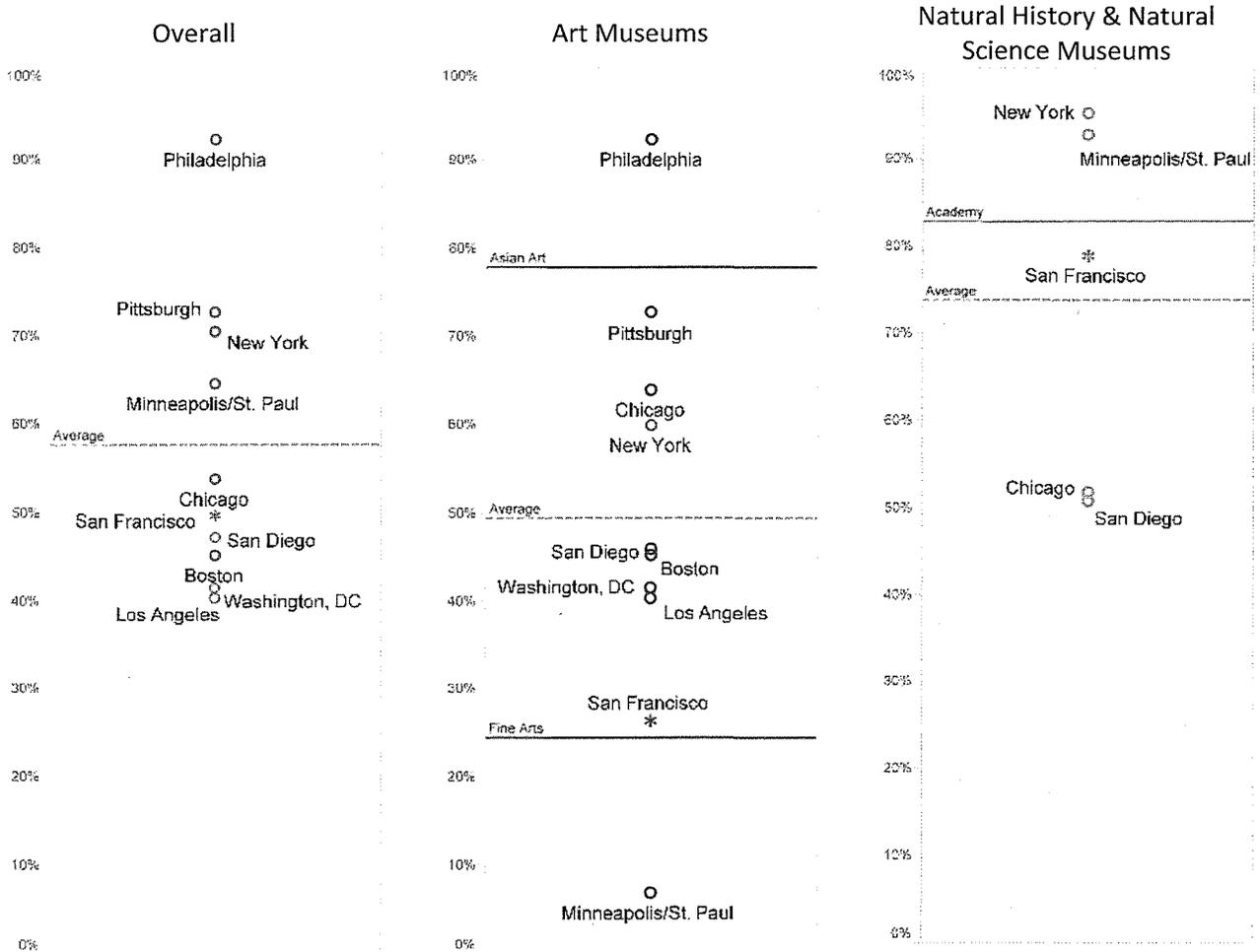


San Francisco ranked second behind New York for total paid attendance in FY 2010-11. This comparison suggests that more people were willing to pay to visit San Francisco’s museums than comparable museums in peer jurisdictions. According to a paper commissioned by the Getty Leadership Institute,²⁷ paid attendance is a useful indicator of how the public views the quality of museums. San Francisco also has a higher tourism rate than many of the peer jurisdictions. Further research is required to determine whether higher rates of tourism contribute to higher rates of paid attendance at the museums included in this analysis.

²⁷ Anderson, Maxwell. (2004). Metrics of Success in Art Museums. Center for Arts and Cultural Policy Studies, Woodrow Wilson School of Public and International Affairs, Princeton University. Retrieved from <http://www.cgu.edu/pdf/files/gli/metrics.pdf>

Although San Francisco ranks second among the peer jurisdictions for its aggregate number of paying visitors, Figure 19 below shows that San Francisco ranks notably lower when these numbers are compared against total on-site visitor counts.

Figure 19: Paying Visitors as a % of Total Visitors



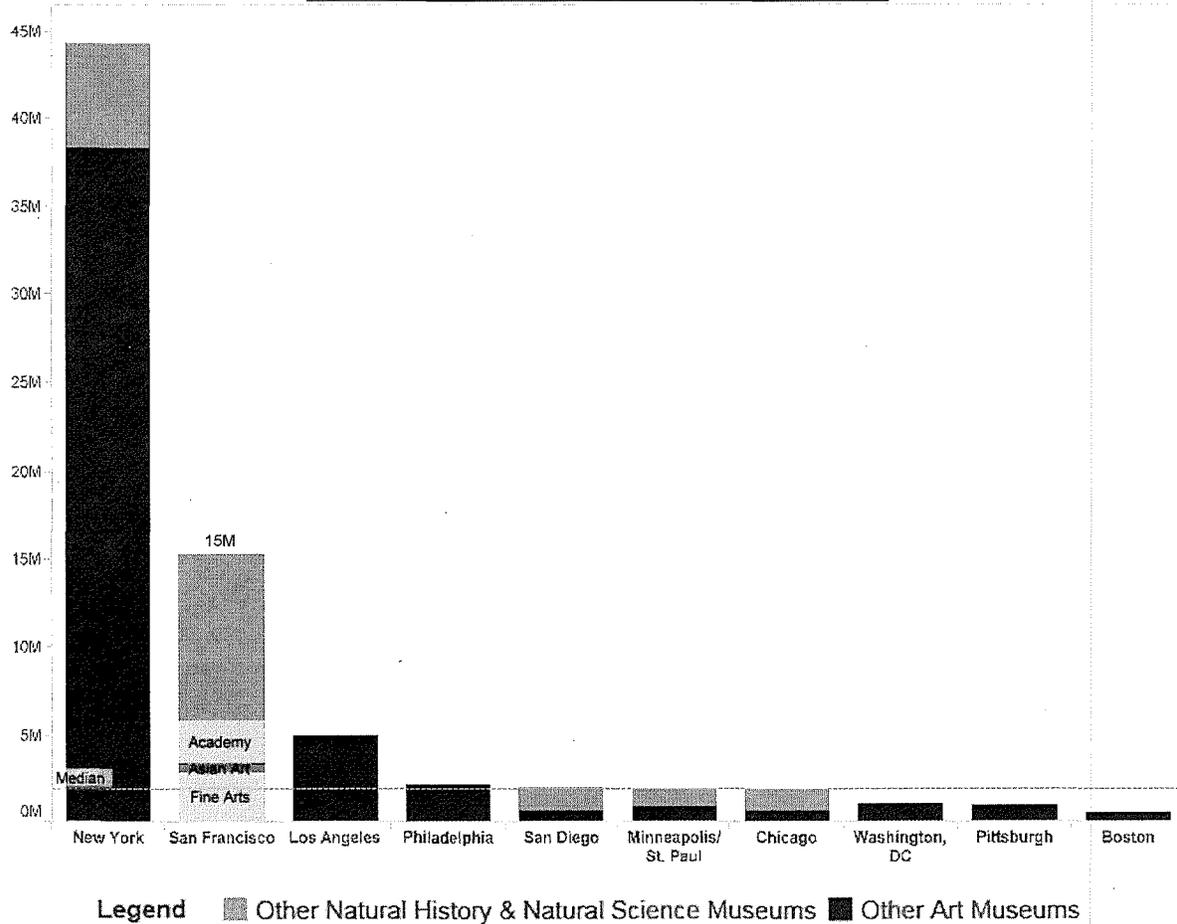
As indicated in the “Art Museums” chart in Figure 19 above, the proportion of visitors to San Francisco’s eight comparable Art Museums that paid for entrance was 23 percentage points below the peer average. As previously discussed, the de Young includes a free space for on-site visitors that do not wish to pay to view the museums’ exhibitions. These visitors include those that do not pay to enjoy the de Young’s events on Friday nights. The Fine Arts Museums of San Francisco also had a membership base of over 120,000 which allows free admission to the de Young and Legion of Honor. Nonetheless, the proportion of visitors paying to visit the Asian Art Museum was notably above average.

The proportion of visitors paying to visit Minneapolis/St. Paul’s Art Museums, however, was notably below average. The reason that Minneapolis/St. Paul is an outlier in this case is unclear. One of the two Art Museums from Minneapolis/St. Paul did not report any paying on-site visitors in FY 2010-11. This may be because this museum offers free admission to the public. Or, it may have simply neglected to report the number of paying visitors it served in FY 2010-11.

The percentage of visitors paying to enjoy San Francisco’s two Natural History & Natural Science Museums was also above average, particularly at the California Academy of Sciences (see “Natural History & Natural Science” chart above).

Another indicator that the paper commissioned by the Getty Leadership Institute²⁸ suggests for assessing the quality of the museum experience is by comparing the number of unique visitors to museum websites.

Figure 20: Total Number of Unique Web Visitors

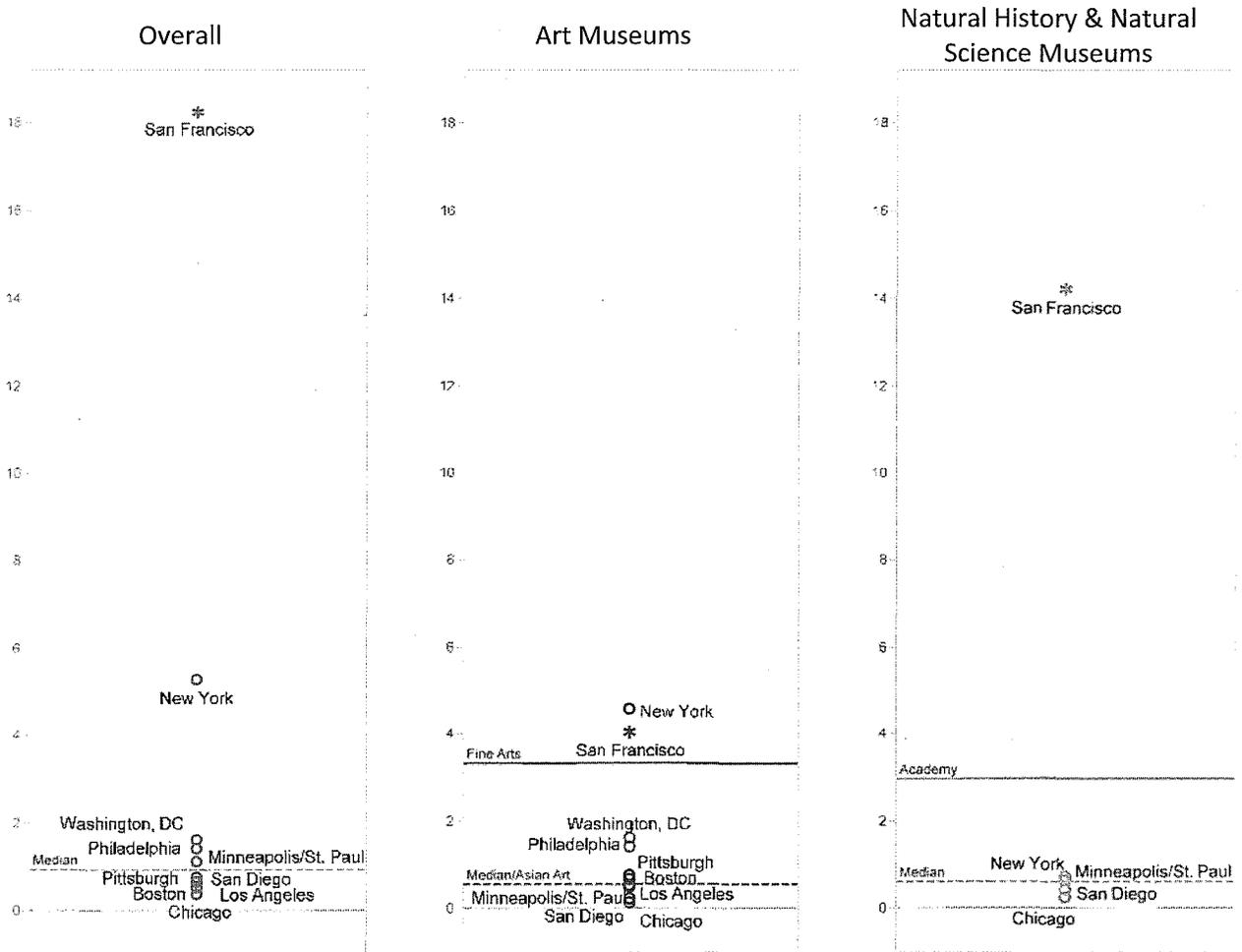


As Figure 20 above suggests, New York remains an outlier for the number of unique visitors to its comparable museums’ websites in FY 2010-11. San Francisco ranks second for the number of unique web visitors to its comparable museums in the same year – 13 million more than the peer median. Moreover, San Francisco ranked first for the number of visitors to its Natural History & Natural Science Museums’ websites and third behind New York and Los Angeles for the number of visitors to its Art Museums’ websites.

²⁸ Anderson, Maxwell. (2004). *Metrics of Success in Art Museums*. Center for Arts and Cultural Policy Studies, Woodrow Wilson School of Public and International Affairs, Princeton University. Retrieved from <http://www.cgu.edu/pdf/files/gli/metrics.pdf>

Finally, as the “Overall” chart in Figure 21 below demonstrates, San Francisco’s ten museums ranked first overall for total number of unique web visitors per capita.

Figure 21: Total Number of Unique Web Visitors per Capita



The “Overall” chart in Figure 21 demonstrates that, although San Francisco’s population size is the third smallest among the peer jurisdictions, its comparable museums attract the most unique web visitors per capita. Moreover, San Francisco’s anonymous Natural History & Natural Science Museum (believed to refer to The Exploratorium) contributed notably to this outlier first place ranking (see “Natural History & Natural Science Museums” chart).

Areas for Future Research

The measures included in this report provide a broad and high-level overview of museum financial and operational performance. 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 future research and evaluation may include the following:

- Investigate how many visitors to the museums reside within the jurisdictions to further assess the local popularity of comparable museums;
- Investigate the percentage of operating expenses paid from endowment proceeds to assess how much boards are paying attention to museum long-term health;
- Investigate how many local visitors to San Francisco's museums were children to assess how well these museums are fulfilling their educational mandates at the local level;
- Compare ticket prices and affordability for adults, children, seniors, and students with attendance rates for these four groups;
- Investigate the percentage of total building size devoted to exhibitions to assess how effectively museum facilities contribute to their core missions;
- Use more recent data to assess how San Francisco's museums currently perform in comparison with their peers;
- Investigate how San Francisco's museums performed over time in relation to comparable museums from peer jurisdictions.

Appendix A: **Data Sources**

The data used for this report came from the following sources:

Cultural Data Project

The Cultural Data Project (CDP) offers a unique system that enables arts and cultural organizations to enter financial, programmatic and operational data into a standardized online form. Organizations can then use the CDP to produce a variety of reports designed to help increase management capacity, identify strengths and challenges and inform decision-making. They can also generate reports to be included as part of the application processes to participating grantmakers.

The CDP was first launched in Pennsylvania in 2004 through the collaboration of a group of public and private grantmakers and arts advocates who formed the CDP's Governing Group. Based on its success in Pennsylvania, the CDP began a process of national expansion, and now serves more than 14,000 arts and cultural organizations in 12 states and the District of Columbia. In each participating state, the CDP is the result of a collaborative partnership of public and private funders and advocacy agencies.

The CDP is the emerging national standard for data collection in the arts and cultural sector. The CDP offers a turnkey solution to each state, with all technology and services provided centrally through the CDP's Philadelphia headquarters. CDP staff support all current and future participants, including organizations, grantmakers, and researchers/advocates.

The CDP was operated by The Pew Charitable Trusts until 2013, and is now an independent 501(c)(3) nonprofit with a national board of directors and governance structure.

Citywide Performance Measurement Program

The Citywide Performance Measurement (PM) Program – managed by the Controller's Office City Performance Unit – strives to increase the use of performance measurement in order to improve the efficiency and effectiveness of City government. The PM Program collects, validates, and reports on performance data from all 48 City departments in order to increase transparency, create dialogue, and build the public's confidence regarding the City's management of public business. The program team also provides technical assistance to departments to improve the quality, breadth, and relevance of their performance measures. The Controller's Office began collecting performance data in 2000 and uses this information to assess the efficiency and effectiveness of City services – as mandated by voters in Proposition C (2003).

Individual Museums

FY 2010-11 data that had not been reported to the CDP or PM Program was requested separately from the San Francisco museums highlighted in this report. Data requests were made using CDP definitions for each category.

References

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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
Jessie Rubin, Performance Analyst

For more information, please contact:

Jessie Rubin
Office of the Controller
City and County of San Francisco
(415) 554-4023 | Jessie.Rubin@sfgov.org

Acknowledgement: Special thanks to Jeanie Stahl of White Oak Associates for her insights.

From: Board of Supervisors (BOS)
To: BOS-Supervisors; BOS Legislation (BOS)
Subject: File 150263 FW: Letter for Todays Board Meeting
Attachments: Sht BOS p 1 copy copy.pdf; ATT00001.txt; Sht BOS p 2 copy copy.pdf; ATT00002.txt; Sht BOS p.3 copy copy.pdf

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

From: Terry Woods [<mailto:ttlafee@gmail.com>] On Behalf Of Terry Woods
Sent: Tuesday, March 24, 2015 11:49 AM
To: Board of Supervisors (BOS)
Subject: Letter for Todays Board Meeting

Can you please see that the Board of Supervisors each receive a copy of my attached letter for today's meeting? Thank you.

9

March 23, 2015

Board of Supervisors President London Breed,
John Avalos, David Campos, Julie Christensen, Malia Cohen,
Mark Farrell, Jane Kim, Eric Mar, Katy Tang, Scott Wiener, Norman Yee

**Re: File 150263 Summary Vacation of Sewer Easement -
Approval of Sale of Easement Interest - 98 Crown Terrace \$16,000**

I regretfully cannot attend this BOS Meeting in person, so I respectfully request the Board to record my Opposition to this Vacation and Sale of a Sewer Easement at 98 Crown Terrace.

Pemberton Place is a Step(Stair) Street that was a Private Street of the "Ashbury Park Tract." The City "vacated" Pemberton Place Step Street in 1958, to only one homeowner, (out of the ten or more homes that front on this street), for \$200 incurred for "costs of advertising." This one homeowner, then closed their portion of the Pemberton Place Step Street to the public. An inconvenience to public access up to the next street.

I feel there are many unexplained and unresolved issues with this "vacation":

1. The Original Deed Restrictions & Covenants on this property, 98 Crown Terrace describes the property as: ***LOT No. Thirteen (13), in Block "A"; as laid down and delineated upon that certain Map entitled "Map of Ashbury Park Tract"...and recorded in Map Book "E" and "F", at page #80, also all that certain lot, piece or parcel of land which is embraced within the lateral boundaries of said Lot No. 13, in said Block "A" produced to the median line of Crown Terrace and Pemberton Place, as laid down and delineated on said Map of "Ashbury Park Tract."***

This would mean that *the other half of Pemberton Place* would be "***produced to the median line***" on the other side of the street, as well. That property, now **201 Raccoon Drive**, should hold *the other side of this "piece or parcel of land"* to "***the median line***" of Pemberton Place also then, from 'their side', it would seem.

Therefore, it seems logical that the other side of Pemberton Place (201 Raccoon Drive) would hold a right to ***half of this Sewer Easement as well.***

In fact, the 1958 Resolution 677-058 "Declaration of Intention to Order the Vacation of a Portion of Pemberton Place" even says "***Upon vacation, the City's interest in said portion of Pemberton Place shall be relinquished by quitclaim deeds to the abutting owners***" indicating the possibility of more than one deed and more than one set of owners.

There is a question Then, as Now, as to why the *entire* Pemberton Place, and *entire* Sewer Easement is being "vacated" to only 98 Crown Terrace, when it only rightfully has a claim "***to the median line***" of Pemberton Place.

What about 201 Raccoon abutting Pemberton Place on the other side? (which is not my property, by the way). Don't they, too, have an interest in Pemberton Place "***produced to the median line,***" and a right to half of the Sewer Easement?

Isn't their claim to *half* of Pemberton Place being usurped forever by this Vacation *to only one side*?

2. Petitioners intent is to construct a large addition to their house on top of this Easement, just as soon as it is vacated to them.

So granting the Sale of this Easement, "without any qualification" or "any clarification" could imply "approval of proposed development" automatically giving unintended implications.

3. San Francisco Water Power Sewer has gone on record with a letter of Jan 6, 2014 saying:
"The General Plan Referral your office received on December 20, 2013 from applicants Lucy Wohltman and Michele Sweeney was reviewed and approved by our office. However to clarify, our approval of this GPR request should pertain only to SFPUC's intention to request SFBOS permission to relinquish the City's property rights associated with the Sewer Easement. The SFPUC's acceptance of this GPR application should in no way constitute a recommendation or approval of any proposed development or future use on or around the Sewer Easement." and

4. S.F. Planning Dept. General Plan Referral Case No. 2014.0023R of June 25, 2014 also goes on record saying:
"The SFPUC is requesting authorization from the Board of Supervisors to quitclaim the Sewer Easement at 98 Crown Terrace at fair market value. While removal of the Sewer Easement is a necessary condition for the proposed alteration of the residential building at the project site, any Board of Supervisors action authorizing the SFPUC to quitclaim the Sewer Easement would in no way constitute a recommendation or approval of any proposed development or future use at the site."

Yet, Petitioner's plans have already been designed, submitted and been approved at City Planning to build a large Addition on this "Deed Restricted" Easement.

If this "vacation" is approved by the Board of Supervisors, I would respectfully ask that the Board also go on record, and make a "clarification statement" to City Planning and DBI that this "vacation" would not constitute in any way, a recommendation or approval of any proposed development or future use at the site.

Petitioners have equated "vacation" with "right to build", so until these other issues of "Boundaries and Deed Restrictions" are resolved, I am requesting that the Board of Supervisors please be clear that they are not endorsing any future development on this Easement.

5. This Easement Should Not be Vacated and Sold because Priority Policies have not been met:

Policy 2.8 Maintain a strong presumption against the giving up of street areas for private ownership or use, or for construction of public buildings.

What benefit is it to the City to give up this historic missing portion of the Pemberton Place Steps that are on this Easement, to a private party? And what benefit is it to the City to give up precious Open Space to a private party? Once this land is vacated to the petitioner, the Pemberton Step Street and Open Space will be buried under a private house, *forever*.

This Easement was sadly, apparently given away in 1958, before there were Priority Policies in place, and before the City had become so congested, and in need of Land, Open Space and Vistas. Land, Open Space and Vistas that I would hope today's Priority Policies would now protect.

6. **Priority Policy 8. That our parks and open space and their access to sunlight and vistas be protected from development.**

We know for a fact, Petitioner plans to build their house out on to this Easement, so this is about more than just a Sewer Easement Sale. This is the last chance to save this Open Space, and the last, best, and highest part of the Pemberton Place Steps, which have outstanding views of many San Francisco Landmarks, including City Hall, the Bay Bridge, the Giants' Ball Park, sweeping Vistas of the Bay, Oakland & Berkeley Hills, and all the way to Mount Diablo on a clear day.

There will be no second chance like this again.

Once this Step Street and Open Space are gone, they are gone forever.

The highest and best use of this Easement is to remain Public Open Space for access to Sunlight and Vistas, protected from development. Not as a larger Kitchen and dining room for one household.

7. An Inconvenience to Public Necessity

Vacating and Selling this Sewer Easement, in effect, could allow the Petitioner to build over, and forever eliminate a public street which could provide ease and convenience to the neighbors going uphill and downhill instead of having to traverse long distances around, in order to just go up one level to the next street.

Vacating this Pemberton Place Step Street was a real inconvenience to public necessity in 1958, and even more so now, with more people walking to public transportation, and walking longer distances to find parking. It is a public inconvenience to vacate this public Easement to a private party who will then eliminate this public street completely, forever.

8. This "vacation" is not just a "sewer easement". It is a valuable, needed Open Space and a Resource that could be better used for the Public's ease of access, benefit and enjoyment. Vacating this Sewer Easement, in effect, eliminates the possibility of ever reclaiming this street, or Open Space.

Please do not "vacate" this Open Space and last portion of Pemberton Place Steps to development.

Thank you,

Terry Woods, owner, 110 Crown Terrace.

From: Board of Supervisors (BOS)
To: Wiener, Scott; Avalos, John (BOS)
Subject: FW: Please Open the SF Watershed

From: Eman Fallah [<mailto:basicsanity@gmail.com>]

Sent: Tuesday, March 24, 2015 1:57 PM

To: Lee, Mayor (MYR); Cohen, Malia (BOS); Tang, Katy (BOS); Breed, London (BOS); Farrell, Mark (BOS); Board of Supervisors (BOS); wslocum@smcgov.org; atissier@smcgov.org; cgroom@smcgov.org; Mar, Eric (BOS); Christensen, Julie (BOS); Yee, Norman (BOS); Kim, Jane (BOS); Campos, David (BOS)

Subject: Please Open the SF Watershed

Dear Mayor Lee and city Supervisors,

I am writing you before the watershed hearing on April 2nd to urge you to please open the SF watershed. As a psychologist I know first hand the beneficial and in fact necessary role being in nature can have on the mind and the soul. As an avid hiker who has been living in San Mateo since 1981, I cannot overemphasize what a wonderful improvement opening the watershed will have on my life and others. Please consider the positive psychological, spiritual, and recreational benefits opening the watershed will have on millions. As a long time Bay Area resident like myself, I'm sure you have come to cherish the pockets of peace and quiet more and more as the population has surged. Here is an opportunity to help people decompress and heal from the ever greater demands of living in this area.

Thank you for your consideration,
Eman Fallah, Psy.D.

--
Eman Fallah, Psy.D
Clinical Psychologist
www.basicsanity.com

10

From: Board of Supervisors (BOS)
To: BOS-Supervisors
Subject: FW: Request of City Leaders to Take Steps to Accelerate the Launch Date of CleanPowerSF
Attachments: Supporting CleanPowerSF.pdf

From: Harvey Milk LGBT Democratic Club [<mailto:correspondent@milklub.org>]
Sent: Tuesday, March 24, 2015 2:41 PM
To: Lee, Mayor (MYR); Board of Supervisors (BOS); Hood, Donna (PUC)
Cc: Jess Dervin-Ackerman; Laura Thomas; Peter Gallotta; Julia Duperrault
Subject: Request of City Leaders to Take Steps to Accelerate the Launch Date of CleanPowerSF

Dear Mr. Mayor, Supervisors, and Commissioners:

On behalf of the Harvey Milk LGBT Democratic Club, I am enclosing a letter urging you to take specific steps to accelerate the launch date of CleanPowerSF.

Sincerely,

Julia Duperrault
 Correspondent
 Harvey Milk LGBT Democratic Club
correspondent@milklub.org
 (415) 625-3931
www.milklub.org

11



March 20, 2015

Mayor Edwin Lee
Room 200, City Hall
1 Dr Carlton B Goodlett Place
San Francisco, CA 94102
mayoredwinlee@sfgov.org

San Francisco Board of Supervisors
c/o Office of the Clerk of the Board
Room 244, City Hall
1 Dr Carlton B Goodlett Place
San Francisco, CA 94102
Board.of.Supervisors@sfgov.org

San Francisco Public Utilities Commission
525 Golden Gate Avenue, 13th Floor
San Francisco, CA 94102
dhood@sfwater.org

Re: Request of City Leaders to Take Steps to Accelerate the Launch Date of CleanPowerSF

Dear Mr. Mayor, Supervisors, and Commissioners:

On behalf of the Harvey Milk LGBT Democratic Club, we write to urge you to take steps to accelerate the launch date of CleanPowerSF.

The Harvey Milk LGBT Democratic Club is one of San Francisco's largest Democratic clubs and has served as a strong progressive voice for nearly 40 years. We support San Francisco taking a leading role in addressing the climate crisis. We are pleased to see that the mayor has chosen to support real climate action and that the SFPUC staff is now working toward finally launching our city's clean energy program.

SFPUC staff recently presented a timeline for rolling out CleanPowerSF that aims to enroll the first customers in early 2016. A few simple steps can be taken to move up the timeline by at least two months.

With every passing month that San Franciscans are using dirty energy to turn on their lights, do their laundry and make their morning cup of coffee, we are contributing to irreversible climate change. It is past time for San Francisco to take swift and bold action to avert climate disruption. In that spirit, I request that the following steps in the process to launch CleanPowerSF be expedited:

1. **Expedite contract law updates:** The Board of Supervisors should expedite the process to update the existing city contracting laws to make it easier for the SFPUC to enter energy procurement contracts and plan for building local renewable sources as part of this program. This could shave an entire month off of the timeline to launch.
2. **Draft Request for Offers now:** The SFPUC staff should work on drafting any RFOs concurrently with other planning processes. The proposed timeline sets out a month to do this only after several other steps are complete. If done concurrently, this could shave off one month from the timeline for CleanPowerSF's launch.
3. **Approve rates quickly:** The SFPUC commission begins the process to approve the not-to-exceed rates for CleanPowerSF's base program at the commission's March 10th meeting. The commission should approve this rate quickly to help ensure that CleanPowerSF is marketed to San Franciscans as soon as possible, and before any competing clean energy program from PG&E is launched.

I urge the Board of Supervisors and SFPUC Commissioners to take these steps to expedite the process, and additionally work to find other places where this timeline could be accelerated. Climate disruption is the biggest challenge our society faces, and we must act aggressively to avert catastrophic consequences.

Sincerely,



Peter Gallotta
Co-President



Laura Thomas
Co-President

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: No more delays for CleanPowerSF

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

From: David Fielding [<mailto:dhfielding@mindspring.com>]
Sent: Thursday, March 26, 2015 7:15 PM
To: Board of Supervisors, (BOS)
Subject: No more delays for CleanPowerSF

Dear Supervisors,

Please, no more delaying the launch of CleanPowerSF. San Francisco must take a strong lead in local clean energy installation as soon as possible. It also means green jobs!!

Please use your authority over CleanPowerSF, as granted to county boards and city councils by the State legislature, to begin the program immediately.

Also, please make sure that CleanPowerSF will run San Francisco on 50% locally generated clean electricity within the next decade. In this way, the program will deliver legitimate climate benefits and thousands of local jobs.

Thank You,

David Fielding
14 Parsons Street
San Francisco, CA 94118

From: Board of Supervisors (BOS)
To: BOS-Supervisors
Subject: FW: Funding for Multilingual Language Programs
Attachments: SFUSD Letter.docx

From: Darwin Pham [<mailto:dpham@naacoalition.org>]
Sent: Tuesday, March 24, 2015 5:40 PM
To: Board of Supervisors (BOS); Lee, Mayor (MYR); CascoE@sfusd.edu
Cc: Vivian Araullo
Subject: Funding for Multilingual Language Programs

Dear SFUSD, Mayor Lee, and San Francisco Board of Supervisors,

The National Asian American Coalition is the largest pan-Asian American advocacy organization focusing on youth education as it affects the banking industry, high-tech companies, telecommunications, and utility industries. We are supported by the National Diversity Coalition, which includes the leadership from 40,000 Latino evangelical churches, 5,000 AME churches, and minority chambers of commerce equally committed to effective youth education.

We have been informed by our legal counsel, who in the past has brought key cases on behalf of the Filipino American community in federal and state courts that the San Francisco Unified School District is allocating \$1.9 million dollars for a variety of multilingual pathways to students who face language barriers and impediments.

The SFUSD has set aside essentially close to zero dollars to address the unique language barriers of Filipino American immigrant children. We understand that it is quite clear that children of Mexican immigrants require additional funding as do Korean and Chinese American communities. However, although the problem may not seem as clear for Filipinos, who are incorrectly perceived as bilingual but are not sufficiently proficient in English, we believe the problems are similar.

We, therefore, strongly support Filipino American communities that oppose your budget until the children of Filipino immigrants are treated in an equivalent fashion to those immigrant families that speak English, Spanish, Mandarin, or Cantonese.

Most Sincerely,

Faith Bautista

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President & CEO
National Asian American Coalition

March 24, 2015

San Francisco Board of Education
555 Franklin Street
San Francisco, CA 94102
SENT VIA EMAIL

Funding for Multilingual Language Programs

Dear SFUSD, Mayor Lee, and San Francisco Board of Supervisors,

The National Asian American Coalition is the largest pan-Asian American advocacy organization focusing on youth education as it affects the banking industry, high-tech companies, telecommunications, and utility industries. We are supported by the National Diversity Coalition, which includes the leadership from 40,000 Latino evangelical churches, 5,000 AME churches, and minority chambers of commerce equally committed to effective youth education.

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We, therefore, strongly support Filipino American communities that oppose your budget until the children of Filipino immigrants are treated in an equivalent fashion to those immigrant families that speak English, Spanish, Mandarin, or Cantonese.

Most sincerely,



Faith Bautista
President & CEO
National Asian American Coalition

From: Board of Supervisors (BOS)
To: BOS-Supervisors; Major, Erica
Subject: FW: File #141298
Attachments: 201503231551.pdf

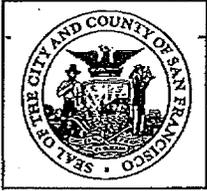
From: Aherne, Ann (DBI)
Sent: Wednesday, March 25, 2015 10:47 AM
To: Board of Supervisors (BOS); Lee, Edwin (Mayor) (ADM); Breed, London (BOS)
Cc: Hui, Tom (DBI); Means, Kirk (DBI)
Subject: File #141298

Attached please find a letter regarding the above File #12198 the ordinance relating to residential uses near places of entertainment.

Thank you.

Ann Aherne for Sonya Harris

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BUILDING INSPECTION COMMISSION (BIC)

Department of Building Inspection
1660 Mission Street, San Francisco, California 94103-2414

Voice (415) 558-6164 - Fax (415) 558-6509

March 23, 2015

Edwin M. Lee
Mayor

COMMISSION

Angus McCarthy
President

Warren Mar
Vice-President

Kevin Clinch
Frank Lee
Dr. James McCray, Jr.
Myrna Melgar
Debra Walker

Ms. Angela Calvillo
Clerk of the Board
Board of Supervisors, City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102-4694

RE: Ordinance various Codes: Noise Regulations Relating to Residential Uses near Places of Entertainment. File #141298

Dear Ms. Calvillo:

On March 18, 2015 the Building Inspection Commission held a public hearing on the proposed amendment to the San Francisco Building Code referenced above. The Commissioners voted unanimously to support this proposed amendment.

The Commissioners voted as follows:

President McCarthy	Aye	Vice-President Mar	Aye
Commissioner Melgar	Aye	Commissioner McCray	Aye
Commissioner Walker	Aye		

Should you have any questions, please do not hesitate to call me at 558-6164.

Sincerely,

Ann Aherne for Sonya Harris
Commission Secretary

cc: Tom C. Hui, S.E., Director
Mayor Edwin M. Lee
Board of Supervisors
Supervisor Breed
Kirk Means

Sonya Harris
Secretary

Tom C. Hui
Director

From: Board of Supervisors (BOS)
To: BOS-Supervisors
Subject: FW: CCSF Monthly Pooled Investment Report for January 2015 - Revised
Attachments: CCSF Monthly Pooled Investment Report for January 2015_Revised.pdf

From: Dion, Ichieh [TTX] (TTX)
Sent: Wednesday, March 25, 2015 11:25 AM
Subject: CCSF Monthly Pooled Investment Report for January 2015 - Revised

To All City & County of San Francisco Investment Pool Participants:

Due to a processing error made by the vendor for the City's portfolio accounting system, SunGard, 24 securities were mispriced in the City's Pooled Investment Report for January 2015. A letter of apology from SunGard is included with the revised January report (see attached). SunGard has assured us that they have taken steps to eliminate this type of incident from happening again in the future. The processing error only affected price reporting and did not affect the Earned Income Yield for January 2015.

We hope that this has not caused you any inconvenience.

Regards,

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

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



José Cisneros, Treasurer

Pauline Marx, Chief Assistant Treasurer
Michelle Durgy, Chief Investment Officer

March 23, 2015

To All City & County of San Francisco Investment Pool Participants:

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We hope that this has not caused you any inconvenience.

Sincerely,

A handwritten signature in cursive script that reads "Michelle Durgy".

Michelle Durgy
Chief Investment Officer

SUNGARD®

AvantGard • www.sungard.com/avantgard • (818) 223-2300 main • (818) 223-2301 fax

Ms. Michelle Durgy

March 18, 2015

Chief Investment Officer

City/County of San Francisco

Treasurer's Office

1 Dr. Carlton B Goodlett Place Rm 140

San Francisco, CA 94102

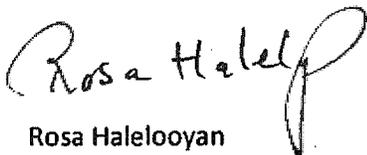
Dear Ms Durgy:

Eric Graves updated me on the processing error of the January 2015 CUSIP file. We apologize for this error and oversight. It was caused by not manually updating the year in the script that runs to retrieve the prices for your list of 24 CUSIPS. This was reviewed with the person responsible and the file will be thoroughly reviewed before being run. In addition we have added a couple more steps in the process in order to eliminate this from happening in the future. Even though this was primarily caused by the "new year", we have changed the monthly procedures just to insure accuracy throughout the year.

The new steps include a second person reviewing the retrieval file script and also comparing the results file to the previous month's file and also to last year's file of the same month. If there are no diffs, then we will review the process and results and re-run if necessary before placing the pricing file on your id for use.

We are sure that these additional steps will prevent future data retrieval mistakes, such as what occurred in January. We have always kept our standards high in order to provide the best product and customer service and we appreciate our long term relationship with the Treasurer's Office of the City/County of San Francisco.

Regards,



Rosa Halelooyan

V.P. Systems & Services, AvantGard APS2

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



José Cisneros, Treasurer

Pauline Marx, Chief Assistant Treasurer
Michelle Durgy, Chief Investment Officer

Investment Report for the month of January 2015

Reissued: March 23, 2015

The Honorable Edwin M. Lee
Mayor of San Francisco
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4638

The Honorable Board of Supervisors
City and County of San Francisco
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4638

Ladies and Gentlemen,

In accordance with the provisions of California State Government Code, Section 53646, we forward this report detailing the City's pooled fund portfolio as of January 31, 2015. These investments provide sufficient liquidity to meet expenditure requirements for the next six months and are in compliance with our statement of investment policy and California Code.

This correspondence and its attachments show the investment activity for the month of January 2015 for the portfolios under the Treasurer's management. All pricing and valuation data is obtained from Interactive Data Corporation.

CCSF Pooled Fund Investment Earnings Statistics *

<i>(in \$ million)</i>	Current Month		Prior Month	
	Fiscal YTD	January 2015	Fiscal YTD	December 2014
Average Daily Balance	\$ 5,923	\$ 6,392	\$ 5,844	\$ 6,436
Net Earnings	26.59	3.92	22.66	3.85
Earned Income Yield	0.76%	0.72%	0.77%	0.70%

CCSF Pooled Fund Statistics *

<i>(in \$ million)</i>	% of Portfolio	Book Value	Market Value	Wtd. Avg. Coupon	Wtd. Avg. YTM	WAM
Investment Type						
U.S. Treasuries	9.37%	\$ 585.1	\$ 589.5	1.16%	1.09%	556
Federal Agencies	71.91%	4,511.9	4,523.9	0.85%	0.77%	803
State & Local Government						
Agency Obligations	2.86%	181.2	180.2	1.42%	0.92%	657
Public Time Deposits	0.01%	0.5	0.5	0.46%	0.46%	38
Negotiable CDs	6.60%	415.5	415.3	0.43%	0.44%	601
Commercial Paper	1.59%	100.0	100.0	0.00%	0.10%	6
Medium Term Notes	7.25%	457.7	456.2	0.78%	0.39%	385
Money Market Funds	0.40%	25.1	25.1	0.03%	0.03%	1
Totals	100.0%	\$ 6,276.9	\$ 6,290.7	0.85%	0.74%	716

In the remainder of this report, we provide additional information and analytics at the security-level and portfolio-level, as recommended by the California Debt and Investment Advisory Commission.

Very truly yours,

José Cisneros
Treasurer

cc: Treasury Oversight Committee: Aimee Brown, Ronald Gerhard, Joe Grazioli, Charles Perl
Ben Rosenfield, Controller, Office of the Controller
Tonia Lediju, Internal Audit, Office of the Controller
Cynthia Fong, Deputy Director for Finance & Administration, San Francisco County Transportation Authority
Carol Lu, Budget Analyst
San Francisco Public Library

* Please see last page of this report for non-pooled funds holdings and statistics.

Portfolio Summary Pooled Fund

As of January 31, 2015

<i>(in \$ million)</i>							
Security Type	Par Value	Book Value	Market Value	Market/Book Price	Current % Allocation	Max. Policy Allocation	Compliant?
U.S. Treasuries	\$ 585.0	\$ 585.1	\$ 589.5	100.75	9.37%	100%	Yes
Federal Agencies	4,507.9	4,511.9	4,523.9	100.27	71.91%	100%	Yes
State & Local Government							
Agency Obligations	179.1	181.2	180.2	99.45	2.86%	20%	Yes
Public Time Deposits	0.5	0.5	0.5	100.00	0.01%	100%	Yes
Negotiable CDs	415.5	415.5	415.3	99.97	6.60%	30%	Yes
Bankers Acceptances	-	-	-	-	0.00%	40%	Yes
Commercial Paper	100.0	100.0	100.0	100.00	1.59%	25%	Yes
Medium Term Notes	455.1	457.7	456.2	99.67	7.25%	25%	Yes
Repurchase Agreements	-	-	-	-	0.00%	10%	Yes
Reverse Repurchase/ Securities Lending Agreements	-	-	-	-	0.00%	\$75mm	Yes
Money Market Funds	25.1	25.1	25.1	100.00	0.40%	10%	Yes
LAIF	-	-	-	-	0.00%	\$50mm	Yes
Supranationals	-	-	-	-	0.00%	5%	Yes
TOTAL	\$ 6,268.2	\$ 6,276.9	\$ 6,290.7	100.22	100.00%	-	Yes

The City and County of San Francisco uses the following methodology to determine compliance: Compliance is pre-trade and calculated on both a par and market value basis, using the result with the lowest percentage of the overall portfolio value. Cash balances are included in the City's compliance calculations.

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

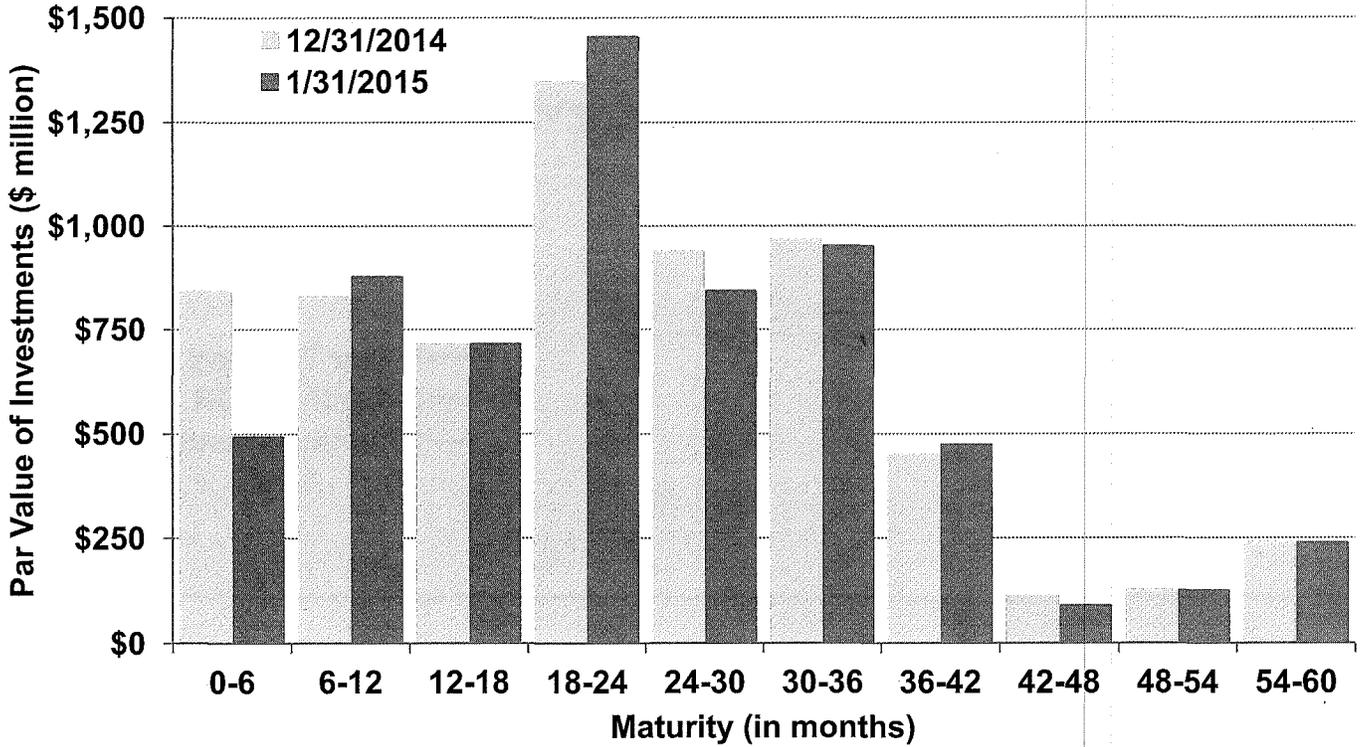
The full Investment Policy can be found at <http://www.sftreasurer.org/>, in the Reports & Plans section of the About menu.

Totals may not add due to rounding.

Portfolio Analysis

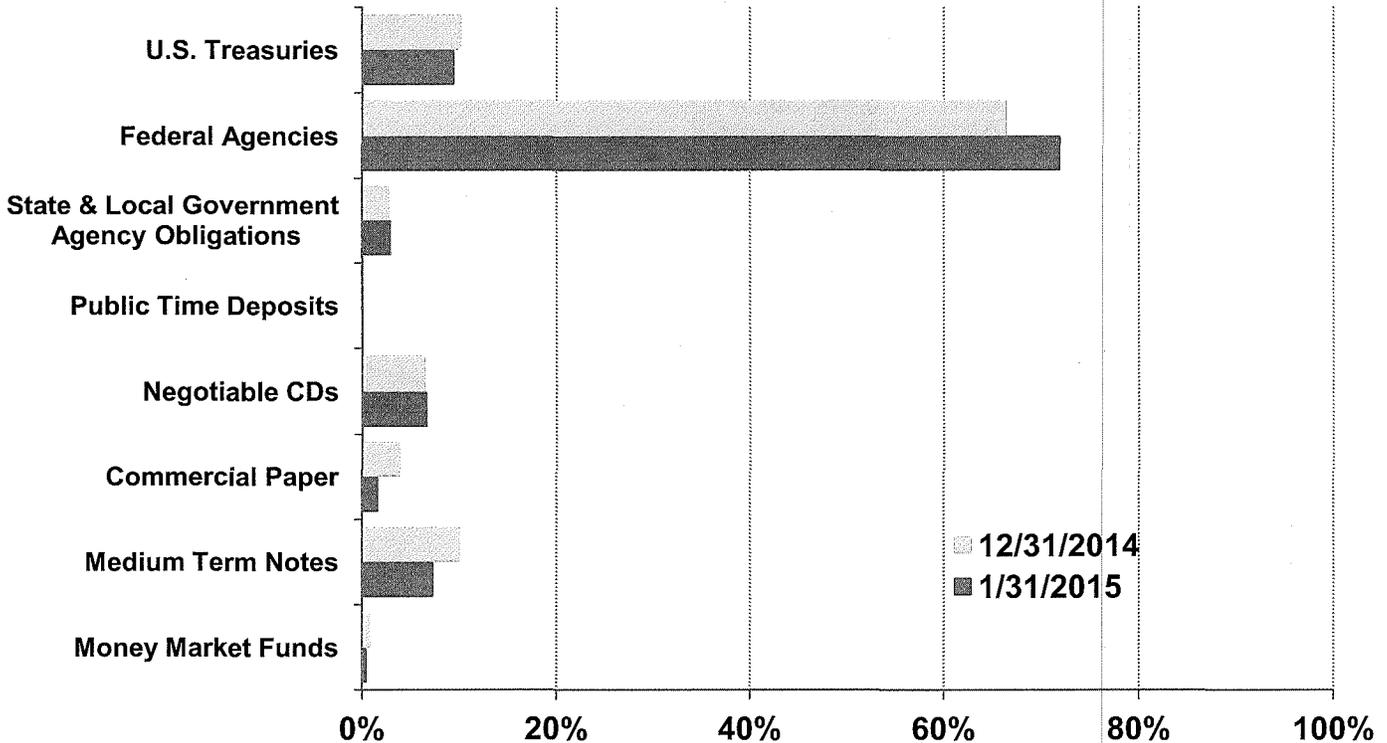
Pooled Fund

Par Value of Investments by Maturity

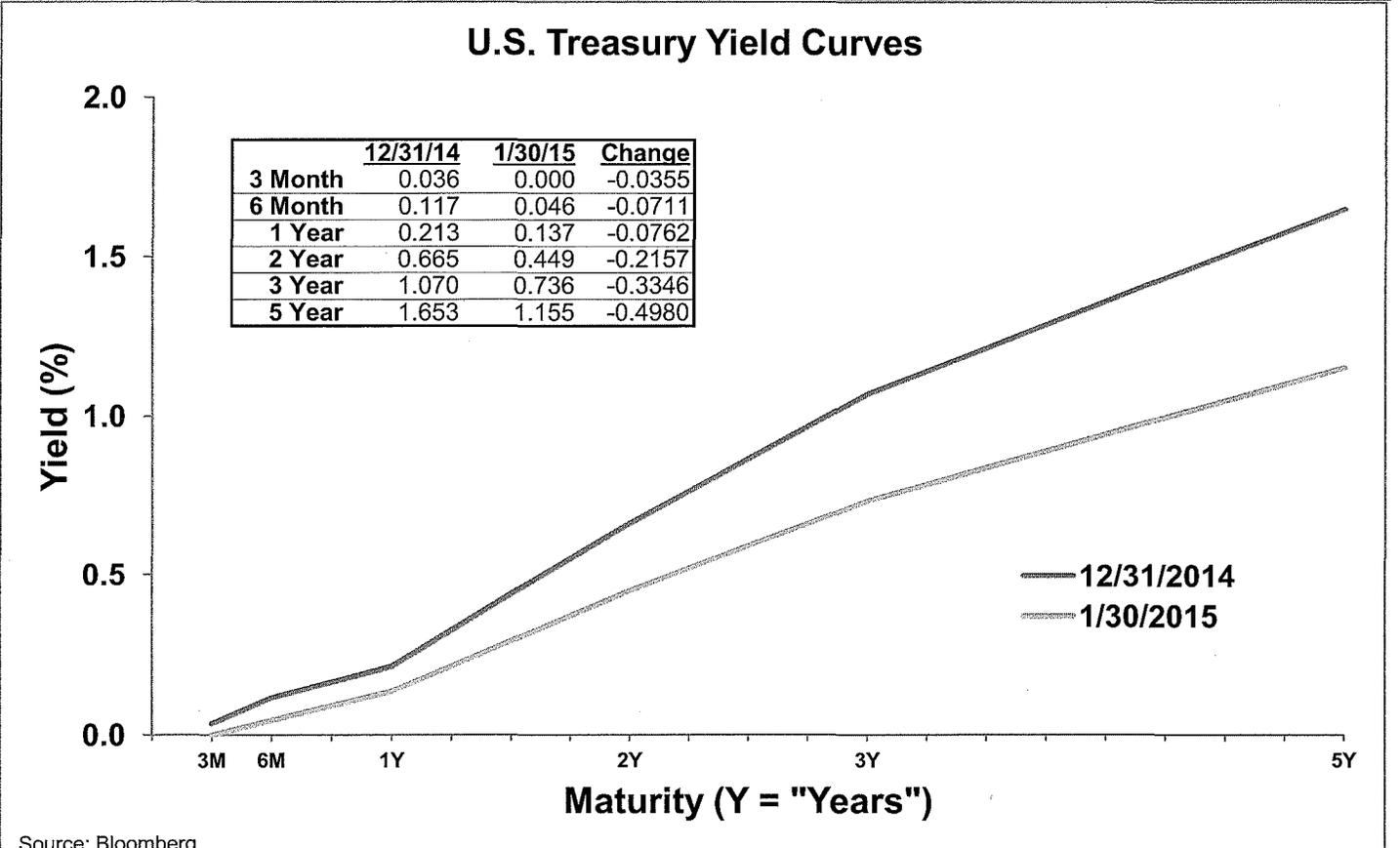
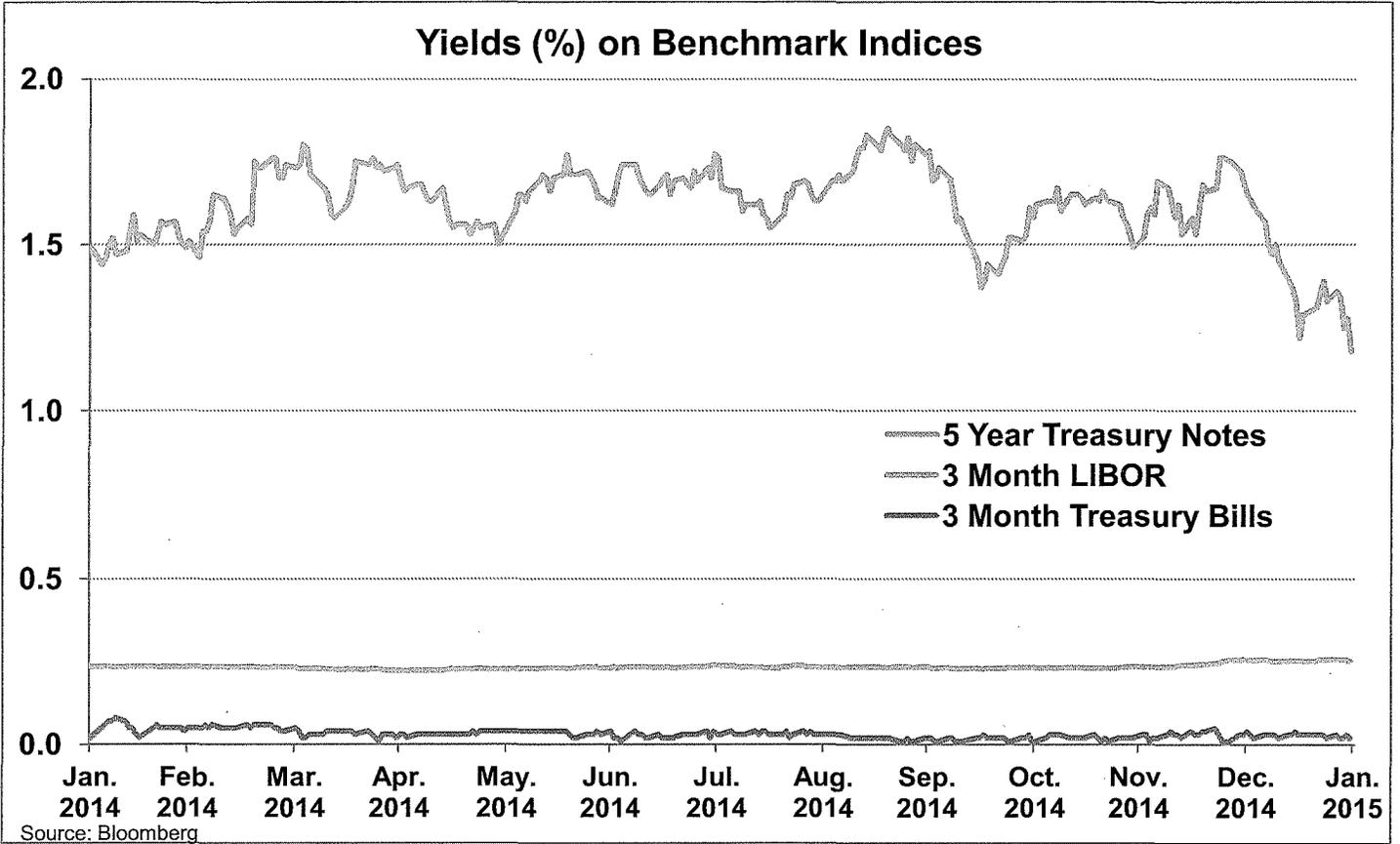


Callable bonds shown at maturity date.

Asset Allocation by Market Value



Yield Curves



Investment Inventory

Pooled Fund

As of January 31, 2015

Type of Investment	CUSIP	Issue Name	Settle	Maturity	Duration	Coupon	Par Value	Book Value	Amortized	
			Date	Date					Book Value	Market Value
U.S. Treasuries	912828MW7	US TSY NT	2/24/12	3/31/15	0.16	2.50	\$ 50,000,000	\$ 53,105,469	\$ 50,159,255	\$ 50,189,500
U.S. Treasuries	912828PE4	US TSY NT	12/23/11	10/31/15	0.75	1.25	25,000,000	25,609,375	25,117,720	25,199,250
U.S. Treasuries	912828PJ3	US TSY NT	12/16/10	11/30/15	0.83	1.38	50,000,000	49,519,531	49,919,833	50,492,000
U.S. Treasuries	912828PJ3	US TSY NT	12/16/10	11/30/15	0.83	1.38	50,000,000	49,519,531	49,919,833	50,492,000
U.S. Treasuries	912828PJ3	US TSY NT	12/23/10	11/30/15	0.83	1.38	50,000,000	48,539,063	49,755,295	50,492,000
U.S. Treasuries	912828RJ1	US TSY NT	10/11/11	9/30/16	1.65	1.00	75,000,000	74,830,078	74,943,203	75,773,250
U.S. Treasuries	912828RM4	US TSY NT	12/26/13	10/31/16	1.74	1.00	25,000,000	25,183,594	25,112,628	25,261,750
U.S. Treasuries	912828RX0	US TSY NT	2/25/14	12/31/16	1.90	0.88	25,000,000	25,145,508	25,097,798	25,191,500
U.S. Treasuries	912828SJ0	US TSY NT	3/14/12	2/28/17	2.06	0.88	75,000,000	74,771,484	74,904,407	75,562,500
U.S. Treasuries	912828SJ0	US TSY NT	3/21/12	2/28/17	2.06	0.88	25,000,000	24,599,609	24,831,858	25,187,500
U.S. Treasuries	912828SJ0	US TSY NT	3/21/12	2/28/17	2.06	0.88	25,000,000	24,599,609	24,831,858	25,187,500
U.S. Treasuries	912828SM3	US TSY NT	4/4/12	3/31/17	2.14	1.00	50,000,000	49,835,938	49,928,954	50,496,000
U.S. Treasuries	912828TM2	US TSY NT	9/17/12	8/31/17	2.56	0.63	60,000,000	59,807,813	59,899,922	59,934,600
Subtotals					1.51	1.16	\$ 585,000,000	\$ 585,066,602	\$ 584,422,566	\$ 589,459,350
Federal Agencies	3135G0HG1	FNMA GLOBAL	1/13/14	3/16/15	0.12	0.38	\$ 9,399,000	\$ 9,418,089	\$ 9,400,922	\$ 9,401,820
Federal Agencies	31315PWJ4	FARMER MAC FLT NT FF+26	5/3/12	5/1/15	0.01	0.37	50,000,000	50,000,000	50,000,000	50,029,000
Federal Agencies	3133EAQC5	FFCB FLT NT 1ML+1	6/8/12	5/14/15	0.04	0.18	50,000,000	49,985,500	49,985,618	50,013,500
Federal Agencies	3133EAVE5	FFCB FLT NT 1ML+2	12/5/12	6/22/15	0.06	0.19	50,000,000	49,987,300	49,998,072	50,020,000
Federal Agencies	31315PDZ9	FAMCA	11/22/13	7/22/15	0.47	2.38	15,000,000	15,511,350	15,144,054	15,155,550
Federal Agencies	3133ECVW1	FFCB FLT NT T-BILL+14	8/5/13	8/5/15	0.02	0.17	62,500,000	62,487,500	62,496,832	62,515,625
Federal Agencies	313383V81	FHLB	12/12/13	8/28/15	0.58	0.38	9,000,000	9,014,130	9,004,710	9,009,450
Federal Agencies	3137EACM9	FHLMC BONDS	12/15/10	9/10/15	0.60	1.75	50,000,000	49,050,000	49,878,642	50,476,000
Federal Agencies	313370JB5	FHLB	12/15/10	9/11/15	0.61	1.75	75,000,000	73,587,000	74,818,783	75,713,250
Federal Agencies	31315PGT0	FARMER MAC	9/15/10	9/15/15	0.62	2.13	45,000,000	44,914,950	44,989,474	45,530,100
Federal Agencies	3133ECJB1	FFCB FLT NT QTR T-BILL+16	4/24/13	9/18/15	0.13	0.19	16,200,000	16,198,073	16,199,497	16,206,804
Federal Agencies	31398A3T7	FNMA EX-CALL NT	10/14/11	9/21/15	0.63	2.00	25,000,000	25,881,000	25,142,136	25,288,000
Federal Agencies	3133EAJF6	FFCB FLT NT 1ML+2.5	11/30/12	9/22/15	0.06	0.19	27,953,000	27,941,120	27,950,302	27,969,772
Federal Agencies	31398A4M1	FNMA	12/15/10	10/26/15	0.73	1.63	25,000,000	24,317,500	24,897,394	25,260,500
Federal Agencies	31398A4M1	FNMA	12/23/10	10/26/15	0.73	1.63	42,000,000	40,924,380	41,837,562	42,437,640
Federal Agencies	31331J2S1	FFCB	12/15/10	11/16/15	0.79	1.50	25,000,000	24,186,981	24,869,700	25,247,500
Federal Agencies	3133ECLZ5	FFCB FLT NT MONTHLY 1ML+0	5/8/13	11/19/15	0.05	0.17	25,000,000	24,997,000	24,999,056	25,011,750
Federal Agencies	313371ZY5	FHLB	12/3/10	12/11/15	0.86	1.88	25,000,000	24,982,000	24,996,928	25,343,250
Federal Agencies	313371ZY5	FHLB	12/14/10	12/11/15	0.86	1.88	50,000,000	49,871,500	49,977,937	50,686,500
Federal Agencies	3133ED5A6	FFCB FLT	12/12/13	1/20/16	0.06	0.17	50,000,000	50,000,000	50,000,000	50,025,000
Federal Agencies	3130A3P81	FHLB	12/29/14	1/29/16	0.99	0.25	25,000,000	25,000,000	25,000,000	25,004,000
Federal Agencies	313375RN9	FHLB NT	4/13/12	3/11/16	1.10	1.00	22,200,000	22,357,620	22,244,593	22,355,622
Federal Agencies	3133XXP43	FHLB	12/12/13	3/11/16	1.09	3.13	14,000,000	14,848,400	14,417,992	14,433,020
Federal Agencies	3133EAJU3	FFCB NT	4/12/12	3/28/16	1.15	1.05	25,000,000	25,220,750	25,064,271	25,202,250
Federal Agencies	3135G0VA8	FNMA GLOBAL NT	12/13/13	3/30/16	1.16	0.50	25,000,000	25,022,250	25,011,231	25,069,750
Federal Agencies	31315PTF6	FAMCA FLT MTN 1ML+0	4/1/13	4/1/16	0.01	0.17	50,000,000	50,000,000	50,000,000	50,023,000
Federal Agencies	313379Z21	FHLB NT	4/18/12	4/18/16	1.21	0.81	20,000,000	19,992,200	19,997,640	20,111,000
Federal Agencies	3133ECWT7	FFCB NT	11/20/13	5/9/16	1.27	0.65	22,650,000	22,746,489	22,699,583	22,770,725
Federal Agencies	3133EDB35	FFCB FLT NT 1ML+3	1/15/14	6/2/16	0.01	0.20	50,000,000	49,991,681	49,995,338	50,039,500
Federal Agencies	31315PB73	FAMCA NT	2/9/12	6/9/16	1.35	0.90	10,000,000	10,000,000	10,000,000	10,078,300
Federal Agencies	313373SZ6	FHLB	10/23/14	6/10/16	1.34	2.13	28,000,000	28,790,468	28,656,513	28,628,320
Federal Agencies	313771AA5	FHLB SUB NT	5/20/13	6/13/16	1.33	5.63	16,925,000	19,472,890	18,057,901	18,128,706
Federal Agencies	313771AA5	FHLB SUB NT	5/30/13	6/13/16	1.33	5.63	14,195,000	16,259,095	15,121,053	15,204,548

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issue Name	Settle	Maturity	Duration	Coupon	Par Value	Book Value	Amortized	
			Date	Date					Book Value	Market Value
Federal Agencies	313771AA5	FHLB SUB NT	9/4/14	6/13/16	1.33	5.63	8,620,000	9,380,715	9,204,624	9,233,054
Federal Agencies	3133EDDP4	FFCB NT	2/11/14	6/17/16	1.37	0.52	50,000,000	50,062,000	50,036,317	50,059,000
Federal Agencies	3130A1BK3	FHLB EX-CALL NT	3/24/14	6/24/16	1.39	0.50	25,000,000	25,000,000	25,000,000	25,026,750
Federal Agencies	3135G0XP3	FNMA GLOBAL NT	3/25/14	7/5/16	1.43	0.38	50,000,000	49,753,100	49,845,873	50,009,500
Federal Agencies	31315PA25	FAMCA MTN	7/27/11	7/27/16	1.47	2.00	15,000,000	14,934,750	14,980,643	15,358,650
Federal Agencies	31315PA25	FAMCA MTN	3/26/13	7/27/16	1.47	2.00	14,100,000	14,735,205	14,382,429	14,437,131
Federal Agencies	31315PA25	FAMCA MTN	3/26/13	7/27/16	1.47	2.00	11,900,000	12,440,498	12,140,320	12,184,529
Federal Agencies	31315PA25	FAMCA MTN	3/26/14	7/27/16	1.47	2.00	20,000,000	20,643,350	20,408,309	20,478,200
Federal Agencies	3134G4UC0	FHLMC CALL NT	11/20/14	7/29/16	1.49	0.65	15,000,000	15,022,500	15,019,838	15,025,200
Federal Agencies	3135G0YE7	FNMA GLOBAL NT	3/17/14	8/26/16	1.56	0.63	50,000,000	50,124,765	50,079,917	50,162,000
Federal Agencies	31315PQB8	FAMCA NT	10/29/13	9/1/16	1.56	1.50	7,000,000	7,156,240	7,087,001	7,107,520
Federal Agencies	313370TW8	FHLB BD	10/11/11	9/9/16	1.58	2.00	25,000,000	25,727,400	25,237,469	25,617,250
Federal Agencies	313370TW8	FHLB	11/5/14	9/9/16	1.58	2.00	25,000,000	25,739,903	25,653,453	25,617,250
Federal Agencies	3133EDH21	FFCB FLT NT 1ML+2	3/14/14	9/14/16	0.04	0.19	50,000,000	49,993,612	49,995,874	50,030,000
Federal Agencies	3134G4XW3	FHLMC EX-CALL MTN	3/26/14	9/26/16	1.64	0.60	25,000,000	25,000,000	25,000,000	24,985,250
Federal Agencies	3130A1CD8	FHLB NT CALL	1/9/15	9/28/16	1.64	1.13	25,000,000	25,216,406	25,204,336	25,145,000
Federal Agencies	3134G3P38	FHLMC NT CALL	12/14/12	10/5/16	1.67	0.75	75,000,000	75,071,250	75,005,331	74,995,500
Federal Agencies	3133EDJA1	FFCB FLT NT 1ML+2	4/11/14	10/11/16	0.03	0.19	25,000,000	24,993,750	24,995,774	25,015,000
Federal Agencies	313378UB5	FHLB	10/23/14	10/11/16	1.68	1.13	5,000,000	5,062,083	5,053,627	5,052,050
Federal Agencies	3137EADS5	FHLMC GLOBAL NT	3/3/14	10/14/16	1.69	0.88	25,000,000	25,200,250	25,130,079	25,164,250
Federal Agencies	3130A3CE2	FHLB	11/3/14	10/14/16	1.69	0.63	40,000,000	40,045,194	40,041,144	40,104,000
Federal Agencies	3136G1WP0	FNMA CALL NT	11/4/13	11/4/16	1.74	1.50	18,000,000	18,350,460	18,132,503	18,166,140
Federal Agencies	3134G5LS2	FHLMC CALL MTN	11/17/14	11/17/16	1.79	0.60	25,000,000	25,000,000	25,000,000	24,982,250
Federal Agencies	3130A3J70	FHLB	11/17/14	11/23/16	1.80	0.63	25,000,000	24,990,000	24,991,031	25,051,250
Federal Agencies	313381GA7	FHLB NT	11/30/12	11/30/16	1.83	0.57	23,100,000	23,104,389	23,102,007	23,106,006
Federal Agencies	313371PV2	FHLB	11/6/14	12/9/16	1.83	1.63	25,000,000	25,513,000	25,454,582	25,490,500
Federal Agencies	313371PV2	FHLB	12/4/14	12/9/16	1.83	1.63	25,000,000	25,486,750	25,447,731	25,490,500
Federal Agencies	313371PV2	FHLB	12/12/14	12/9/16	1.83	1.63	25,000,000	25,450,885	25,419,536	25,490,500
Federal Agencies	3130A12F4	FHLB CALL NT	3/19/14	12/19/16	1.87	0.70	20,500,000	20,497,950	20,498,600	20,548,380
Federal Agencies	313381KR5	FHLB NT CALL	12/28/12	12/28/16	1.90	0.63	13,500,000	13,500,000	13,500,000	13,511,745
Federal Agencies	313381KR5	FHLB NT CALL	12/28/12	12/28/16	1.90	0.63	9,000,000	9,000,000	9,000,000	9,007,830
Federal Agencies	3134G5VG7	FHLMC CALL MTN	12/29/14	12/29/16	1.90	0.78	50,000,000	50,000,000	50,000,000	50,139,000
Federal Agencies	3130A3QU1	FHLB NT CALL	12/30/14	12/30/16	1.91	0.75	8,000,000	8,000,000	8,000,000	8,023,280
Federal Agencies	3130A3QU1	FHLB NT CALL	12/30/14	12/30/16	1.91	0.75	50,000,000	50,000,000	50,000,000	50,145,500
Federal Agencies	3134G33C2	FHLMC NT	1/3/13	1/3/17	1.91	0.60	50,000,000	50,000,000	50,000,000	50,100,500
Federal Agencies	3133ECB37	FFCB NT	12/20/12	1/12/17	1.94	0.58	14,000,000	14,000,000	14,000,000	14,007,000
Federal Agencies	31315PWW5	FARMER MAC MTN	5/4/12	1/17/17	1.95	1.01	49,500,000	49,475,250	49,489,691	49,938,075
Federal Agencies	3133EDRD6	FFCB FLT QTR T-BILL+14	12/12/14	1/30/17	0.16	0.17	50,000,000	49,981,400	49,982,616	50,010,000
Federal Agencies	3134G5X91	FHLMC CALL MTN	1/30/15	1/30/17	1.98	0.90	25,000,000	25,000,000	25,000,000	25,007,250
Federal Agencies	3133786Q9	FHLB NT	1/10/13	2/13/17	2.01	1.00	67,780,000	68,546,456	68,160,921	68,301,228
Federal Agencies	3133EDFW7	FFCB FLT NT 1ML+5.5	2/27/14	2/27/17	0.08	0.22	50,000,000	50,000,000	50,000,000	50,063,000
Federal Agencies	3133782N0	FHLB	12/15/14	3/10/17	2.09	0.88	50,000,000	50,173,951	50,170,510	50,272,000
Federal Agencies	3133EDP30	FARMER MAC FLT NT 1ML+4	10/3/14	3/24/17	0.07	0.21	26,000,000	26,009,347	26,008,095	26,024,180
Federal Agencies	3134G4XM5	FHLMC CALL MTN	3/28/14	3/28/17	2.14	0.78	25,000,000	25,000,000	25,000,000	25,079,000
Federal Agencies	3136G1ZB8	FNMA CALL NT	3/28/14	3/28/17	2.14	0.88	25,000,000	25,000,000	25,000,000	25,072,250
Federal Agencies	3133EDZW5	FFCB FLT NT 1ML+2	10/29/14	3/29/17	0.08	0.19	25,000,000	24,999,750	24,999,777	25,012,250
Federal Agencies	31315PTQ2	FARMER MAC MTN	4/10/12	4/10/17	2.16	1.26	12,500,000	12,439,250	12,473,418	12,639,250

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issue Name	Settle	Maturity	Duration	Coupon	Par Value	Book Value	Amortized	
			Date	Date					Book Value	Market Value
Federal Agencies	3133ECLL6	FFCB NT	4/17/13	4/17/17	2.20	0.60	10,000,000	10,000,000	10,000,000	9,995,600
Federal Agencies	31315PUQ0	FARMER MAC MTN	4/26/12	4/26/17	2.21	1.13	10,500,000	10,500,000	10,500,000	10,599,960
Federal Agencies	3137EADF3	FHLMC NT	5/14/12	5/12/17	2.25	1.25	25,000,000	25,133,000	25,060,594	25,323,500
Federal Agencies	3136FTR27	FNMA CALL NT	9/4/14	5/24/17	2.29	1.02	17,000,000	16,995,750	16,996,392	17,007,650
Federal Agencies	31315PZQ5	FARMER MAC MTN	12/28/12	6/5/17	2.32	1.11	9,000,000	9,122,130	9,064,458	9,045,810
Federal Agencies	313379FW4	FHLB	12/19/14	6/9/17	2.33	1.00	12,000,000	12,024,093	12,023,082	12,092,520
Federal Agencies	3130A3SL9	FHLB	12/30/14	6/15/17	2.35	0.95	25,000,000	24,959,750	24,961,229	25,125,750
Federal Agencies	3133EAUW6	FFCB FLT NT FF+22	6/19/12	6/19/17	0.13	0.34	50,000,000	50,000,000	50,000,000	50,089,000
Federal Agencies	3133EEGH7	FFCB	12/26/14	6/26/17	2.38	0.93	8,400,000	8,397,312	8,397,421	8,439,816
Federal Agencies	3137EADH9	FHLMC GLOBAL NT	3/25/14	6/29/17	2.39	1.00	25,000,000	24,920,625	24,941,468	25,179,500
Federal Agencies	3134G5VV4	FHLMC CALL MTN	12/30/14	6/30/17	2.40	1.05	25,000,000	25,000,000	25,000,000	25,080,250
Federal Agencies	3134G5W50	FHLMC	12/30/14	6/30/17	2.40	1.00	50,000,000	50,000,000	50,000,000	50,344,500
Federal Agencies	3134G5VV4	FHLMC CALL MTN	12/30/14	6/30/17	2.40	1.05	25,000,000	25,000,000	25,000,000	25,080,250
Federal Agencies	3133ECV92	FFCB FLT NT 1ML+4	7/24/13	7/24/17	0.07	0.21	50,000,000	50,000,000	50,000,000	50,038,500
Federal Agencies	3133G3ZH6	FHLMC EX-CALL MTN	4/15/14	7/25/17	2.46	1.00	19,000,000	18,995,250	18,996,409	19,120,460
Federal Agencies	3133ECVG6	FFCB FLT NT 3ML+0	8/5/13	7/26/17	0.24	0.26	23,520,000	23,520,000	23,520,000	23,544,696
Federal Agencies	3133EEFX3	FFCB FLT 1ML+5	12/23/14	8/23/17	0.07	0.22	50,000,000	50,000,000	50,000,000	50,047,000
Federal Agencies	3134G5HS7	FHLMC CALL MTN	9/25/14	9/25/17	2.61	1.13	20,100,000	20,079,900	20,082,266	20,202,108
Federal Agencies	3136G0D81	FNMA STEP NT	9/27/12	9/27/17	2.63	0.72	100,000,000	100,000,000	100,000,000	100,052,000
Federal Agencies	3137EADL0	FHLMC GLOBAL NT	3/25/14	9/29/17	2.62	1.00	25,000,000	24,808,175	24,854,936	25,167,500
Federal Agencies	3136G0Y39	FNMA STEP NT	11/8/12	11/8/17	2.75	0.80	50,000,000	50,000,000	50,000,000	49,959,500
Federal Agencies	3133EEBR0	FFCB FLT NT 1ML+3	11/18/14	11/13/17	0.04	0.20	25,000,000	24,988,794	24,989,564	25,005,750
Federal Agencies	3134G44F2	FHLMC CALL MTN	5/21/13	11/21/17	2.78	0.80	50,000,000	50,000,000	50,000,000	49,838,500
Federal Agencies	3134G5NE1	FHLMC CALL STEP	11/24/14	11/24/17	2.79	0.50	25,000,000	25,000,000	25,000,000	25,005,000
Federal Agencies	3134G5NE1	FHLMC CALL STEP	11/24/14	11/24/17	2.79	0.50	11,200,000	11,191,600	11,192,129	11,202,240
Federal Agencies	31315PJ83	FARMER MAC FLT CALL 1ML+17	12/1/14	12/1/17	0.01	0.34	25,000,000	25,000,000	25,000,000	25,057,750
Federal Agencies	3130A3HF4	FHLB	12/22/14	12/18/17	2.81	1.13	25,000,000	24,988,313	24,989,999	25,177,500
Federal Agencies	3133EEFE5	FFCB	12/18/14	12/18/17	2.84	1.13	50,000,000	50,012,500	50,011,987	50,375,000
Federal Agencies	3133EEFE5	FFCB	12/19/14	12/18/17	2.84	1.13	50,000,000	49,916,063	49,919,498	50,375,000
Federal Agencies	31315PZ28	FAMCA MTN	12/22/14	12/22/17	2.85	1.20	46,000,000	46,000,000	46,000,000	46,494,040
Federal Agencies	3136G13T4	FNMA STEP NT	12/26/12	12/26/17	2.88	0.80	39,000,000	39,000,000	39,000,000	39,033,150
Federal Agencies	3136G13Q0	FNMA STEP NT	12/26/12	12/26/17	2.88	0.75	29,000,000	29,000,000	29,000,000	29,022,620
Federal Agencies	3134G32M1	FHLMC CALL NT	12/28/12	12/28/17	2.87	1.00	50,000,000	50,000,000	50,000,000	49,924,000
Federal Agencies	3134G5VA0	FHLMC CALL MTN	12/29/14	12/29/17	2.87	1.25	25,000,000	25,000,000	25,000,000	25,077,750
Federal Agencies	31315P4S5	FARMER MAC FLT CALL 1ML+16	1/5/15	1/5/18	0.02	0.33	50,000,000	50,000,000	50,000,000	50,074,500
Federal Agencies	3134G5XM2	FHLMC CALL STEP NT	1/30/15	1/30/18	2.98	0.50	25,000,000	25,000,000	25,000,000	24,996,750
Federal Agencies	3133EEAN0	FFCB FLT NT 1ML+4	11/5/14	2/5/18	0.02	0.21	25,000,000	25,000,000	25,000,000	25,007,000
Federal Agencies	3133EEAN0	FFCB FLT NT 1ML+4	11/5/14	2/5/18	0.02	0.21	25,000,000	24,991,750	24,992,361	25,007,000
Federal Agencies	3133EEAN0	FFCB FLT NT 1ML+4	11/5/14	2/5/18	0.02	0.21	50,000,000	49,983,560	49,984,777	50,014,000
Federal Agencies	3135G0UN1	FNMA GLOBAL NT CALL	2/26/14	2/28/18	3.02	1.15	19,000,000	18,877,450	18,905,931	18,998,670
Federal Agencies	3135G0UN1	FNMA GLOBAL NT CALL	2/26/14	2/28/18	3.02	1.15	8,770,000	8,713,434	8,726,580	8,769,386
Federal Agencies	3130A35B6	FHLB FLT CALL NT 1ML+23	10/2/14	4/2/18	0.01	0.40	50,000,000	50,000,000	50,000,000	50,097,000
Federal Agencies	3136G1KN8	FNMA NT CALL	4/24/13	4/24/18	3.15	1.50	50,000,000	50,903,000	50,101,433	50,107,000
Federal Agencies	3136G1K81	FNMA NT STEP	4/30/13	4/30/18	3.21	0.75	12,600,000	12,600,000	12,600,000	12,610,332
Federal Agencies	31315PZM4	FARMER MAC STEP NT	5/3/13	5/3/18	3.22	0.70	24,600,000	24,600,000	24,600,000	24,634,440
Federal Agencies	313382XK4	FHLB STEP NT	5/7/13	5/7/18	3.24	0.75	25,000,000	25,000,000	25,000,000	25,031,750
Federal Agencies	3133ECPB4	FFCB NT	5/23/13	5/14/18	3.24	0.88	10,000,000	9,934,600	9,956,880	9,954,400

Investment Inventory

Pooled Fund

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			Date	Date					Book Value	Market Value	
Federal Agencies	3135G0WJ8	FNMA NT	5/23/13	5/21/18	3.26	0.88	25,000,000	24,786,500	24,858,954	24,910,500	
Federal Agencies	3133834P3	FHLB STEP NT	5/22/13	5/22/18	3.28	0.50	50,000,000	50,000,000	50,000,000	50,026,000	
Federal Agencies	31315P4W6	FARMER MAC FLT CALL	6/6/14	6/6/18	0.10	0.37	25,000,000	25,000,000	25,000,000	25,078,500	
Federal Agencies	3134G52D6	FHLMC CALL MTN	4/17/14	7/17/18	3.38	1.64	25,000,000	25,000,000	25,000,000	25,152,000	
Federal Agencies	3134G5ZP3	FHLMC CALL STEP NT	1/27/15	7/27/18	3.45	0.75	25,000,000	25,000,000	25,000,000	25,018,500	
Federal Agencies	3134G5ZZ1	FHLMC STEP CALL MTN	1/30/15	7/30/18	3.45	1.00	25,000,000	25,000,000	25,000,000	25,028,750	
Federal Agencies	3134G4LZ9	FHLMC CALL STEP	12/10/13	12/10/18	3.80	0.88	50,000,000	50,000,000	50,000,000	50,322,500	
Federal Agencies	3134G4MB1	FHLMC CALL MULTI-STEP	12/18/13	12/18/18	3.78	1.50	25,000,000	25,000,000	25,000,000	25,045,000	
Federal Agencies	3136G2C39	FNMA CALL NT	12/30/14	12/28/18	3.80	1.63	15,000,000	15,000,000	15,000,000	15,196,950	
Federal Agencies	31315PQ69	FARMER MAC FLT CALL NT 3ML+15	4/3/14	4/3/19	0.17	0.41	50,000,000	50,000,000	50,000,000	50,056,500	
Federal Agencies	31315PE47	FARMER MAC FLT CALL NT 1ML+31	11/3/14	5/3/19	0.01	0.48	25,000,000	25,000,000	25,000,000	25,024,000	
Federal Agencies	31315P3W7	FARMER MAC FLT CALL	6/3/14	6/3/19	0.09	0.38	50,000,000	50,000,000	50,000,000	50,099,000	
Federal Agencies	31315PS91	FARMER MAC FLT CALL NT 3ML+12	8/12/14	8/12/19	0.04	0.35	50,000,000	50,000,000	50,000,000	50,033,000	
Federal Agencies	3130A2UF1	FHLB FLT CALL NT 3ML+20	8/27/14	8/27/19	0.08	0.44	25,000,000	25,000,000	25,000,000	25,106,250	
Federal Agencies	3130A35A8	FHLB FLT CALL NT 1ML+40	10/2/14	10/2/19	0.01	0.57	50,000,000	50,000,000	50,000,000	50,039,000	
Federal Agencies	313586RC5	FNMA 0 CPN	11/21/14	10/9/19	4.69	0.00	29,675,000	26,700,081	26,820,213	27,279,634	
Federal Agencies	313586RC5	FNMA 0 CPN	11/24/14	10/9/19	4.69	0.00	25,000,000	22,498,750	22,595,709	22,982,000	
Federal Agencies	313586RC5	FNMA 0 CPN	11/24/14	10/9/19	4.69	0.00	10,000,000	9,005,200	9,043,762	9,192,800	
Federal Agencies	31315PJ26	FARMER MAC FLT CALL 3ML+12	12/2/14	12/2/19	0.08	0.35	50,000,000	50,000,000	50,000,000	50,027,000	
Subtotals						1.41	0.82	\$ 4,507,887,000	\$ 4,511,926,606	\$ 4,508,888,138	\$ 4,523,919,982
State/Local Agencies	13063BN65	CALIFORNIA ST TAXABLE GO BD	03/27/2013	02/01/2015	0.00	0.85	\$ 10,000,000	\$ 10,038,000	\$ 10,000,000	\$ 10,000,000	
State/Local Agencies	649791JS0	NEW YORK ST TAXABLE GO	03/21/2013	03/01/2015	0.00	0.39	4,620,000	4,619,076	4,619,964	4,620,647	
State/Local Agencies	91412GPW9	UNIV OF CALIFORNIA REVENUE BO	03/14/2013	05/15/2015	0.29	0.39	5,000,000	5,000,000	5,000,000	4,998,600	
State/Local Agencies	612574DQ3	MONTEREY COMM COLLEGE GO	05/07/2013	08/01/2015	0.50	0.63	315,000	315,000	315,000	315,693	
State/Local Agencies	13063BHZ8	CALIFORNIA ST TAXABLE GO BD	08/19/2014	11/01/2015	0.74	3.95	5,000,000	5,215,300	5,133,888	5,132,100	
State/Local Agencies	64966GXS6	NEW YORK CITY TAXABLE GO	04/01/2013	12/01/2015	0.82	5.13	12,255,000	13,700,477	12,704,671	12,701,450	
State/Local Agencies	13063BN73	CALIFORNIA ST GO BD	12/19/2014	02/01/2016	1.00	1.05	7,000,000	7,072,485	7,067,718	7,044,100	
State/Local Agencies	13063BN73	CALIFORNIA ST TAXABLE GO BD	03/27/2013	02/01/2016	1.00	1.05	11,000,000	11,037,180	11,013,036	11,069,300	
State/Local Agencies	91412GUT0	UNIV OF CALIFORNIA REVENUE	04/10/2014	05/15/2016	1.28	0.63	2,500,000	2,500,000	2,500,000	2,495,675	
State/Local Agencies	612574DR1	MONTEREY COMM COLLEGE GO	05/07/2013	08/01/2016	1.49	0.98	2,670,000	2,670,000	2,670,000	2,680,280	
State/Local Agencies	13063CPM6	CALIFORNIA ST TAXABLE GO BD	12/09/2014	11/01/2016	1.74	0.75	44,000,000	44,059,033	44,055,433	44,000,880	
State/Local Agencies	91412GUU7	UNIV OF CALIFORNIA REVENUE BD	04/10/2014	05/15/2017	2.26	1.22	3,250,000	3,250,000	3,250,000	3,262,545	
State/Local Agencies	13063CFC9	CALIFORNIA ST GO BD	11/05/2013	11/01/2017	2.69	1.75	16,500,000	16,558,905	16,540,591	16,750,635	
State/Local Agencies	13063CPN4	CALIFORNIA ST GO BD	12/22/2014	11/01/2017	2.71	1.25	5,000,000	5,009,238	5,009,059	5,008,700	
State/Local Agencies	13063CPN4	CALIFORNIA ST GO BD	11/25/2014	11/01/2017	2.71	1.25	50,000,000	50,121,500	50,113,793	50,087,000	
Subtotals						1.77	1.42	\$ 179,110,000	\$ 181,166,194	\$ 179,993,153	\$ 180,167,604
Public Time Deposits		TRANS PACIFIC NATIONAL BANK P*	2/7/14	2/7/15	0.02	0.46	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000	
Public Time Deposits		BANK OF SAN FRANCISCO PTD	4/9/14	4/9/15	0.19	0.45	240,000	240,000	240,000	240,000	
Subtotals						0.10	0.46	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000

Investment Inventory

Pooled Fund

Type of Investment	CUSIP	Issue Name	Settle Date	Maturity Date	Duration	Coupon	Par Value	Book Value	Amortized Book Value	Market Value
Negotiable CDs	78009NGU4	ROYAL BANK OF CANADA NY YCD	5/19/14	6/25/15	0.15	0.35	\$ 5,500,000	\$ 5,497,250	\$ 5,499,015	\$ 5,497,140
Negotiable CDs	78009NSA5	ROYAL BANK OF CANADA NY YCD	9/16/14	3/10/16	0.03	0.33	25,000,000	25,000,000	25,000,000	24,995,750
Negotiable CDs	06417HHL3	BANK OF NOVA SCOTIA FLT 3ML+2:	4/3/14	3/22/16	0.14	0.48	10,000,000	10,000,290	10,000,167	9,997,390
Negotiable CDs	96121TWJ3	WESTPAC FLT YCD 3ML+15	4/24/14	4/25/16	0.24	0.41	25,000,000	25,000,000	25,000,000	24,992,550
Negotiable CDs	96121TWK0	WESTPAC FLT YCD 1ML+22	4/24/14	4/25/16	0.07	0.39	50,000,000	50,000,000	50,000,000	49,987,250
Negotiable CDs	06417HKT2	BANK OF NOVA SCOTIA YCD 3ML+1	5/9/14	5/9/16	0.03	0.42	50,000,000	49,979,050	49,986,731	49,987,150
Negotiable CDs	06417HUW4	BANK OF NOVA SCOTIA FLT 3ML+2:	9/25/14	9/23/16	0.14	0.45	50,000,000	50,000,000	50,000,000	49,957,600
Negotiable CDs	06417HVR4	BANK OF NOVA SCOTIA YCD 3ML+2	10/7/14	10/7/16	0.18	0.45	50,000,000	50,000,000	50,000,000	49,981,200
Negotiable CDs	78009NSX5	ROYAL BANK OF CANADA YCD 3ML	12/15/14	12/15/16	0.12	0.42	100,000,000	100,000,000	100,000,000	99,970,700
Negotiable CDs	06417HUR5	BANK OF NOVA SCOTIA YCD 3ML+2	9/25/14	9/25/17	0.15	0.52	50,000,000	50,000,000	50,000,000	49,972,100
Subtotals					0.12	0.43	\$ 415,500,000	\$ 415,476,590	\$ 415,485,913	\$ 415,338,830
Commercial Paper	06538CP62	BANK OF TOKYO-MITSUBISHI UFJ C	1/30/15	2/6/15	0.00	0.00	\$ 100,000,000	\$ 99,998,056	\$ 99,998,056	\$ 99,998,194
Subtotals					0.00	0.00	\$ 100,000,000	\$ 99,998,056	\$ 99,998,056	\$ 99,998,194
Medium Term Notes	89233P7L4	TOYOTA MTN FIX-TO-FLOAT	2/4/13	2/4/15	0.01	0.33	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000
Medium Term Notes	717081DA8	PFIZER MTN	12/9/13	3/15/15	0.12	5.35	3,000,000	3,185,850	3,016,932	3,016,590
Medium Term Notes	89236TAG0	TOYOTA MOTOR CREDIT CORP 3M	4/12/13	4/8/15	0.19	0.40	50,000,000	50,000,000	50,000,000	50,013,000
Medium Term Notes	64952WAW3	NEW YORK LIFE MTN	9/22/14	5/4/15	0.26	3.00	5,000,000	5,084,250	5,034,603	5,033,550
Medium Term Notes	459200HD6	IBM MTN	12/19/13	5/11/15	0.27	0.75	5,425,000	5,460,859	5,431,988	5,433,029
Medium Term Notes	36962G5Z3	GE CAPITAL CORP MTN	8/19/13	7/2/15	0.42	1.63	5,000,000	5,075,250	5,016,661	5,027,400
Medium Term Notes	36962G4M3	GE CAPITAL CORP FLT MTN 3ML+7:	11/25/13	7/9/15	0.44	1.00	8,565,000	8,624,955	8,581,029	8,588,982
Medium Term Notes	89233P6J0	TOYOTA MTN	11/15/13	7/17/15	0.46	0.88	10,000,000	10,072,000	10,019,626	10,024,500
Medium Term Notes	89233P6J0	TOYOTA MTN	3/4/14	7/17/15	0.46	0.88	6,100,000	6,147,885	6,115,898	6,114,945
Medium Term Notes	594918AG9	MICROSOFT MTN	10/30/13	9/25/15	0.65	1.63	3,186,000	3,260,266	3,211,218	3,213,623
Medium Term Notes	961214BW2	WESTPAC NT	9/15/14	9/25/15	0.65	1.13	10,152,000	10,232,201	10,202,473	10,199,816
Medium Term Notes	369604BE2	GENERAL ELECTRIC MTN	3/5/14	10/9/15	0.69	0.85	10,000,000	10,069,000	10,029,588	10,033,700
Medium Term Notes	369604BE2	GENERAL ELECTRIC MTN	5/7/14	10/9/15	0.69	0.85	8,000,000	8,043,680	8,021,000	8,026,960
Medium Term Notes	369604BE2	GENERAL ELECTRIC MTN	5/19/14	10/9/15	0.69	0.85	9,300,000	9,358,311	9,328,696	9,331,341
Medium Term Notes	06366RJH9	BANK OF MONTREAL MTN	3/27/14	11/6/15	0.76	0.80	8,500,000	8,532,470	8,515,325	8,528,220
Medium Term Notes	36962G4T8	GE CAPITAL CORP MTN	5/12/14	11/9/15	0.77	2.25	7,000,000	7,183,890	7,094,639	7,099,750
Medium Term Notes	742718DS5	PROCTER & GAMBLE MTN	3/7/14	11/15/15	0.78	1.80	23,025,000	23,588,652	23,286,761	23,284,031
Medium Term Notes	742718DS5	PROCTER & GAMBLE MTN	3/12/14	11/15/15	0.78	1.80	10,000,000	10,231,900	10,108,573	10,112,500
Medium Term Notes	459200GU9	IBM CORP NT	2/11/14	1/5/16	0.92	2.00	19,579,000	20,139,743	19,852,493	19,867,007
Medium Term Notes	064255AK8	BTMUFJ FLT MTN 3ML+45	3/17/14	2/26/16	1.07	0.68	10,000,000	10,035,800	10,019,637	10,013,900
Medium Term Notes	36962G2V5	GE FLT MTN 3ML+20	5/19/14	5/11/16	1.27	0.43	17,689,000	17,703,328	17,698,215	17,701,029
Medium Term Notes	89114QAL2	TORONTO-DOMINION BANK 3ML+4:	12/15/14	9/9/16	1.60	0.70	18,930,000	19,018,326	19,011,805	19,005,341
Medium Term Notes	89236TBU8	TOYOTA MOTOR CREDIT CORP 3M	9/23/14	9/23/16	1.64	0.35	50,000,000	50,000,000	50,000,000	49,933,000
Medium Term Notes	89236TBV6	TOYOTA MOTOR CREDIT CORP FF-	9/25/14	9/23/16	1.64	0.36	47,500,000	47,500,000	47,500,000	47,461,525
Medium Term Notes	89236TBU8	TOYOTA MOTOR CREDIT CORP 3M	12/9/14	9/23/16	1.64	0.35	14,150,000	14,145,331	14,145,716	14,131,039
Medium Term Notes	9612E0DB0	WESTPAC FLT MTN 1ML+25	10/10/14	10/7/16	1.68	0.42	50,000,000	50,000,000	50,000,000	50,000,000
Medium Term Notes	36967FAB7	GENERAL ELEC CAP CORP FLT 3M	1/9/15	1/9/17	1.93	0.53	20,000,000	20,000,000	20,000,000	19,999,800
Subtotals					1.05	0.78	\$ 455,101,000	\$ 457,693,946	\$ 456,242,878	\$ 456,194,578
Money Market Funds	61747C707	MS INSTL GOVT FUND	1/30/15	2/1/15	0.01	0.04	\$ 10,089,205	\$ 10,089,205	\$ 10,089,205	\$ 10,089,205
Money Market Funds	09248U718	BLACKROCK T-FUND INSTL	1/30/15	2/1/15	0.01	0.01	10,001,087	10,001,087	10,001,087	10,001,087
Money Market Funds	316175108	FIDELITY INSTL GOVT PORT	1/30/15	2/1/15	0.01	0.01	5,003,797	5,003,797	5,003,797	5,003,797
Subtotals					0.01	0.02	\$ 25,094,089	\$ 25,094,089	\$ 25,094,089	\$ 25,094,089
Grand Totals					1.29	0.82	\$ 6,268,172,089	\$ 6,276,902,082	\$ 6,270,604,791	\$ 6,290,652,627

Monthly Investment Earnings Pooled Fund

For month ended January 31, 2015

Type of Investment	CUSIP	Issue Name	Par Value	Coupon	YTM ¹	Settle	Maturity	Earned	Amorf.	Realized	Earned Income
						Date	Date	Interest	Expense	Gain/(Loss)	/Net Earnings
U.S. Treasuries	912828MW7	US TSY NT	\$ 50,000,000	2.50	0.48	2/24/12	3/31/15	\$ 106,456	\$ (85,119)	\$ -	\$ 21,337
U.S. Treasuries	912828PE4	US TSY NT	25,000,000	1.25	0.61	12/23/11	10/31/15	26,761	(13,417)	-	13,344
U.S. Treasuries	912828PJ3	US TSY NT	50,000,000	1.38	1.58	12/16/10	11/30/15	58,551	8,229	-	66,780
U.S. Treasuries	912828PJ3	US TSY NT	50,000,000	1.38	1.58	12/16/10	11/30/15	58,551	8,229	-	66,780
U.S. Treasuries	912828PJ3	US TSY NT	50,000,000	1.38	2.00	12/23/10	11/30/15	58,551	25,119	-	83,670
U.S. Treasuries	912828RJ1	US TSY NT	75,000,000	1.00	1.05	10/11/11	9/30/16	63,874	2,901	-	66,774
U.S. Treasuries	912828RM4	US TSY NT	25,000,000	1.00	0.74	12/26/13	10/31/16	21,409	(5,473)	-	15,936
U.S. Treasuries	912828F88	US TSY NT	-	0.38	0.52	11/6/14	10/31/16	3,626	(5,657)	45,898	43,867
U.S. Treasuries	912828RX0	US TSY NT	25,000,000	0.88	0.67	2/25/14	12/31/16	18,733	(4,337)	-	14,395
U.S. Treasuries	912828SJ0	US TSY NT	75,000,000	0.88	0.94	3/14/12	2/28/17	56,198	3,909	-	60,108
U.S. Treasuries	912828SJ0	US TSY NT	25,000,000	0.88	1.21	3/21/12	2/28/17	18,733	6,877	-	25,609
U.S. Treasuries	912828SJ0	US TSY NT	25,000,000	0.88	1.21	3/21/12	2/28/17	18,733	6,877	-	25,609
U.S. Treasuries	912828SM3	US TSY NT	50,000,000	1.00	1.07	4/4/12	3/31/17	42,582	2,791	-	45,374
U.S. Treasuries	912828TM2	US TSY NT	60,000,000	0.63	0.69	9/17/12	8/31/17	32,113	3,293	-	35,407
U.S. Treasuries	912828UE8	US TSY NT	-	0.75	0.80	1/4/13	12/31/17	15,539	(45,201)	50,781	21,119
Subtotals			\$ 585,000,000					\$ 600,408	\$ (90,979)	\$ 96,680	\$ 606,110
Federal Agencies	3135G0HG1	FNMA GLOBAL	\$ 9,399,000	0.38	0.20	1/13/14	3/16/15	\$ 2,937	\$ (1,386)	\$ -	\$ 1,551
Federal Agencies	31315PWJ4	FARMER MAC FLT NT FF+26	50,000,000	0.37	0.37	5/3/12	5/1/15	15,611	-	-	15,611
Federal Agencies	3133EAQC5	FFCB FLT NT 1ML+1	50,000,000	0.18	0.26	6/8/12	5/14/15	7,496	420	-	7,916
Federal Agencies	3133EAVE5	FFCB FLT NT 1ML+2	50,000,000	0.19	0.25	12/5/12	6/22/15	8,027	424	-	8,451
Federal Agencies	31315PDZ9	FAMCA	15,000,000	2.38	0.32	11/22/13	7/22/15	29,688	(26,115)	-	3,572
Federal Agencies	3133ECVW1	FFCB FLT NT T-BILL+14	62,500,000	0.17	0.20	8/5/13	8/5/15	8,927	531	-	9,457
Federal Agencies	313383V81	FHLB	9,000,000	0.38	0.28	12/12/13	8/28/15	2,813	(702)	-	2,111
Federal Agencies	3137EACM9	FHLMC BONDS	50,000,000	1.75	2.17	12/15/10	9/10/15	72,917	17,023	-	89,940
Federal Agencies	313370JB5	FHLB	75,000,000	1.75	2.31	12/15/10	9/11/15	109,375	25,305	-	134,680
Federal Agencies	31315PGT0	FARMER MAC	45,000,000	2.13	2.17	9/15/10	9/15/15	79,688	1,444	-	81,131
Federal Agencies	3133ECJB1	FFCB FLT NT QTR T-BILL+16	16,200,000	0.19	0.20	4/24/13	9/18/15	2,589	68	-	2,657
Federal Agencies	31398A3T7	FNMA EX-CALL NT	25,000,000	2.00	1.08	10/14/11	9/21/15	41,667	(18,992)	-	22,674
Federal Agencies	3133EAJF6	FFCB FLT NT 1ML+2.5	27,953,000	0.19	0.26	11/30/12	9/22/15	4,608	359	-	4,967
Federal Agencies	31398A4M1	FNMA	25,000,000	1.63	2.22	12/15/10	10/26/15	33,854	11,913	-	45,767
Federal Agencies	31398A4M1	FNMA	42,000,000	1.63	2.19	12/23/10	10/26/15	56,875	18,860	-	75,735
Federal Agencies	31331J2S1	FFCB	25,000,000	1.50	2.20	12/15/10	11/16/15	31,250	14,025	-	45,275
Federal Agencies	3133ECLZ5	FFCB FLT NT MONTHLY 1ML+0	25,000,000	0.17	0.18	5/8/13	11/19/15	3,568	101	-	3,668
Federal Agencies	313371ZY5	FHLB	25,000,000	1.88	1.89	12/3/10	12/11/15	39,063	304	-	39,367
Federal Agencies	313371ZY5	FHLB	50,000,000	1.88	1.93	12/14/10	12/11/15	78,125	2,185	-	80,310
Federal Agencies	3133ED5A6	FFCB FLT	50,000,000	0.17	0.17	12/12/13	1/20/16	7,166	-	-	7,166
Federal Agencies	31315P3B3	FARMER MAC MTN	-	0.42	0.42	1/27/14	1/25/16	2,800	-	30,000	32,800
Federal Agencies	3130A3P81	FHLB	25,000,000	0.25	0.25	12/29/14	1/29/16	5,208	-	-	5,208
Federal Agencies	313375RN9	FHLB NT	22,200,000	1.00	0.82	4/13/12	3/11/16	18,500	(3,422)	-	15,078
Federal Agencies	3133XXP43	FHLB	14,000,000	3.13	0.41	12/12/13	3/11/16	36,458	(32,074)	-	4,385
Federal Agencies	3133EAJU3	FFCB NT	25,000,000	1.05	0.82	4/12/12	3/28/16	21,875	(4,733)	-	17,142

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issue Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Federal Agencies	3135G0VA8	FNMA GLOBAL NT	25,000,000	0.50	0.46	12/13/13	3/30/16	10,417	(823)	-	9,594
Federal Agencies	31315PTF6	FAMCA FLT MTN 1ML+0	50,000,000	0.17	0.17	4/1/13	4/1/16	7,298	-	-	7,298
Federal Agencies	313379Z21	FHLB NT	20,000,000	0.81	0.82	4/18/12	4/18/16	13,500	166	-	13,666
Federal Agencies	3133ECWT7	FFCB NT	22,650,000	0.65	0.48	11/20/13	5/9/16	12,269	(3,320)	-	8,949
Federal Agencies	3133EDB35	FFCB FLT NT 1ML+3	50,000,000	0.20	0.21	1/15/14	6/2/16	8,568	297	-	8,865
Federal Agencies	31315PB73	FAMCA NT	10,000,000	0.90	0.90	2/9/12	6/9/16	7,500	-	-	7,500
Federal Agencies	313373SZ6	FHLB	28,000,000	2.13	0.39	10/23/14	6/10/16	49,583	(41,115)	-	8,468
Federal Agencies	313771AA5	FHLB SUB NT	16,925,000	5.63	0.65	5/20/13	6/13/16	79,336	(70,522)	-	8,814
Federal Agencies	313771AA5	FHLB SUB NT	14,195,000	5.63	0.77	5/30/13	6/13/16	66,539	(57,646)	-	8,893
Federal Agencies	313771AA5	FHLB SUB NT	8,620,000	5.63	0.62	9/4/14	6/13/16	40,406	(36,392)	-	4,014
Federal Agencies	3133EDDP4	FFCB NT	50,000,000	0.52	0.44	2/11/14	6/17/16	21,667	(2,243)	-	19,424
Federal Agencies	3130A1BK3	FHLB EX-CALL NT	25,000,000	0.50	0.50	3/24/14	6/24/16	10,417	-	-	10,417
Federal Agencies	3135G0XP3	FNMA GLOBAL NT	50,000,000	0.38	0.59	3/25/14	7/5/16	15,625	9,188	-	24,813
Federal Agencies	31315PA25	FAMCA MTN	15,000,000	2.00	2.09	7/27/11	7/27/16	25,000	1,107	-	26,107
Federal Agencies	31315PA25	FAMCA MTN	14,100,000	2.00	0.63	3/26/13	7/27/16	23,500	(16,154)	-	7,346
Federal Agencies	31315PA25	FAMCA MTN	11,900,000	2.00	0.62	3/26/13	7/27/16	19,833	(13,745)	-	6,088
Federal Agencies	31315PA25	FAMCA MTN	20,000,000	2.00	0.61	3/26/14	7/27/16	33,333	(23,353)	-	9,980
Federal Agencies	3134G4UC0	FHLMC CALL NT	15,000,000	0.65	0.56	11/20/14	7/29/16	8,125	(1,130)	-	6,995
Federal Agencies	3135G0YE7	FNMA GLOBAL NT	50,000,000	0.63	0.52	3/17/14	8/26/16	26,042	(4,331)	-	21,711
Federal Agencies	31315PQB8	FAMCA NT	7,000,000	1.50	0.70	10/29/13	9/1/16	8,750	(4,666)	-	4,084
Federal Agencies	313370TW8	FHLB BD	25,000,000	2.00	1.39	10/11/11	9/9/16	41,667	(12,562)	-	29,104
Federal Agencies	313370TW8	FHLB	25,000,000	2.00	0.55	11/5/14	9/9/16	41,667	(30,454)	-	11,213
Federal Agencies	3133EDH21	FFCB FLT NT 1ML+2	50,000,000	0.19	0.19	3/14/14	9/14/16	7,927	216	-	8,143
Federal Agencies	3134G4XW3	FHLMC EX-CALL MTN	25,000,000	0.60	0.60	3/26/14	9/26/16	12,500	-	-	12,500
Federal Agencies	3130A1CD8	FHLB NT CALL	25,000,000	1.13	0.80	1/9/15	9/28/16	17,188	(12,071)	-	5,117
Federal Agencies	3134G3P38	FHLMC NT CALL	75,000,000	0.75	0.72	12/14/12	10/5/16	46,875	(2,623)	-	44,252
Federal Agencies	3133EDJA1	FFCB FLT NT 1ML+2	25,000,000	0.19	0.20	4/11/14	10/11/16	3,956	212	-	4,168
Federal Agencies	313378UB5	FHLB	5,000,000	1.13	0.51	10/23/14	10/11/16	4,708	(2,596)	-	2,113
Federal Agencies	3137EADS5	FHLMC GLOBAL NT	25,000,000	0.88	0.57	3/3/14	10/14/16	18,229	(6,493)	-	11,736
Federal Agencies	3130A3CE2	FHLB	40,000,000	0.63	0.58	11/3/14	10/14/16	20,833	(1,395)	-	19,438
Federal Agencies	3136G1WP0	FNMA CALL NT	18,000,000	1.50	0.84	11/4/13	11/4/16	22,500	(14,883)	-	7,617
Federal Agencies	3134G5LS2	FHLMC CALL MTN	25,000,000	0.60	0.60	11/17/14	11/17/16	12,500	-	-	12,500
Federal Agencies	3130A3J70	FHLB	25,000,000	0.63	0.64	11/17/14	11/23/16	13,021	421	-	13,441
Federal Agencies	313381GA7	FHLB NT	23,100,000	0.57	0.57	11/30/12	11/30/16	10,973	(93)	-	10,879
Federal Agencies	313371PV2	FHLB	25,000,000	1.63	0.64	11/6/14	12/9/16	33,854	(20,815)	-	13,039
Federal Agencies	313371PV2	FHLB	25,000,000	1.63	0.65	12/4/14	12/9/16	33,854	(20,502)	-	13,352
Federal Agencies	313371PV2	FHLB	25,000,000	1.63	0.72	12/12/14	12/9/16	33,854	(19,056)	-	14,799
Federal Agencies	3130A12F4	FHLB CALL NT	20,500,000	0.70	0.70	3/19/14	12/19/16	11,958	63	-	12,022
Federal Agencies	313381KR5	FHLB NT CALL	13,500,000	0.63	0.63	12/28/12	12/28/16	7,031	-	-	7,031
Federal Agencies	313381KR5	FHLB NT CALL	9,000,000	0.63	0.63	12/28/12	12/28/16	4,688	-	-	4,688
Federal Agencies	3134G5VG7	FHLMC CALL MTN	50,000,000	0.78	0.78	12/29/14	12/29/16	32,500	-	-	32,500

Monthly Investment Earnings Pooled Fund

Type of Investment	CUSIP	Issue Name	Par Value	Coupon	YTM ¹	Settle	Maturity	Earned	Amort.	Realized	Earned Income
						Date	Date	Interest	Expense	Gain/(Loss)	/Net Earnings
Federal Agencies	3130A3QU1	FHLB NT CALL	8,000,000	0.75	0.75	12/30/14	12/30/16	5,000	-	-	5,000
Federal Agencies	3130A3QU1	FHLB NT CALL	50,000,000	0.75	0.75	12/30/14	12/30/16	31,250	-	-	31,250
Federal Agencies	3134G33C2	FHLMC NT	50,000,000	0.60	0.60	1/3/13	1/3/17	25,000	-	-	25,000
Federal Agencies	3133ECB37	FFCB NT	14,000,000	0.58	0.58	12/20/12	1/12/17	6,767	-	-	6,767
Federal Agencies	31315PWW5	FARMER MAC MTN	49,500,000	1.01	1.02	5/4/12	1/17/17	41,663	446	-	42,109
Federal Agencies	3133EDRD6	FFCB FLT QTR T-BILL+14	50,000,000	0.17	0.18	12/12/14	1/30/17	7,164	739	-	7,904
Federal Agencies	3134G5X91	FHLMC CALL MTN	25,000,000	0.90	0.90	1/30/15	1/30/17	625	-	-	625
Federal Agencies	3133786Q9	FHLB NT	67,780,000	1.00	0.72	1/10/13	2/13/17	56,483	(15,893)	-	40,590
Federal Agencies	3133EDFW7	FFCB FLT NT 1ML+5.5	50,000,000	0.22	0.22	2/27/14	2/27/17	9,654	-	-	9,654
Federal Agencies	3133782N0	FHLB	50,000,000	0.88	0.82	12/15/14	3/10/17	36,458	(2,222)	-	34,236
Federal Agencies	3133EDP30	FARMER MAC FLT NT 1ML+4	26,000,000	0.21	0.19	10/3/14	3/24/17	4,642	(321)	-	4,321
Federal Agencies	3134G4XM5	FHLMC CALL MTN	25,000,000	0.78	0.78	3/28/14	3/28/17	16,250	-	-	16,250
Federal Agencies	3136G1ZB8	FNMA CALL NT	25,000,000	0.88	0.88	3/28/14	3/28/17	18,229	-	-	18,229
Federal Agencies	3133EDZW5	FFCB FLT NT 1ML+2	25,000,000	0.19	0.19	10/29/14	3/29/17	4,076	9	-	4,085
Federal Agencies	31315PTQ2	FARMER MAC MTN	12,500,000	1.26	1.36	4/10/12	4/10/17	13,125	1,031	-	14,156
Federal Agencies	3133ECLL6	FFCB NT	10,000,000	0.60	0.60	4/17/13	4/17/17	5,000	-	-	5,000
Federal Agencies	31315PUQ0	FARMER MAC MTN	10,500,000	1.13	1.13	4/26/12	4/26/17	9,844	-	-	9,844
Federal Agencies	3137EADF3	FHLMC NT	25,000,000	1.25	1.14	5/14/12	5/12/17	26,042	(2,260)	-	23,781
Federal Agencies	3136FTR27	FNMA CALL NT	17,000,000	1.02	1.03	9/4/14	5/24/17	14,507	133	-	14,639
Federal Agencies	31315PZQ5	FARMER MAC MTN	9,000,000	1.11	0.80	12/28/12	6/5/17	8,325	(2,337)	-	5,988
Federal Agencies	313379FW4	FHLB	12,000,000	1.00	0.93	12/19/14	6/9/17	10,000	(713)	-	9,287
Federal Agencies	3130A3SL9	FHLB	25,000,000	0.95	1.02	12/30/14	6/15/17	19,792	1,389	-	21,181
Federal Agencies	3133EAUW6	FFCB FLT NT FF+22	50,000,000	0.34	0.34	6/19/12	6/19/17	14,553	-	-	14,553
Federal Agencies	3133EEGH7	FFCB	8,400,000	0.93	0.94	12/26/14	6/26/17	6,510	91	-	6,601
Federal Agencies	3137EADH9	FHLMC GLOBAL NT	25,000,000	1.00	1.10	3/25/14	6/29/17	20,833	2,064	-	22,898
Federal Agencies	3134G5VV4	FHLMC CALL MTN	25,000,000	1.05	1.05	12/30/14	6/30/17	21,875	-	-	21,875
Federal Agencies	3134G5W50	FHLMC	50,000,000	1.00	1.00	12/30/14	6/30/17	41,667	-	-	41,667
Federal Agencies	3134G5VV4	FHLMC CALL MTN	25,000,000	1.05	1.05	12/30/14	6/30/17	21,875	-	-	21,875
Federal Agencies	3133ECV92	FFCB FLT NT 1ML+4	50,000,000	0.21	0.21	7/24/13	7/24/17	8,926	-	-	8,926
Federal Agencies	3134G3ZH6	FHLMC EX-CALL MTN	19,000,000	1.00	1.01	4/15/14	7/25/17	15,833	123	-	15,956
Federal Agencies	3133ECVG6	FFCB FLT NT 3ML+0	23,520,000	0.26	0.26	8/5/13	7/26/17	4,957	-	-	4,957
Federal Agencies	3133EEFX3	FFCB FLT 1ML+5	50,000,000	0.22	0.22	12/23/14	8/23/17	9,256	-	-	9,256
Federal Agencies	3134G5HS7	FHLMC CALL MTN	20,100,000	1.13	1.16	9/25/14	9/25/17	18,844	569	-	19,412
Federal Agencies	3136G0D81	FNMA STEP NT	100,000,000	0.72	0.72	9/27/12	9/27/17	60,000	-	-	60,000
Federal Agencies	3137EADL0	FHLMC GLOBAL NT	25,000,000	1.00	1.22	3/25/14	9/29/17	20,833	4,631	-	25,465
Federal Agencies	3136G0Y39	FNMA STEP NT	50,000,000	0.80	0.80	11/8/12	11/8/17	33,333	-	-	33,333
Federal Agencies	3133EEBR0	FFCB FLT NT 1ML+3	25,000,000	0.20	0.21	11/18/14	11/13/17	4,186	318	-	4,504
Federal Agencies	3134G44F2	FHLMC CALL MTN	50,000,000	0.80	0.80	5/21/13	11/21/17	33,333	-	-	33,333
Federal Agencies	3134G5NE1	FHLMC CALL STEP	25,000,000	0.50	0.50	11/24/14	11/24/17	10,417	-	-	10,417
Federal Agencies	3134G5NE1	FHLMC CALL STEP	11,200,000	0.50	0.53	11/24/14	11/24/17	4,667	238	-	4,904
Federal Agencies	31315PJ83	FARMER MAC FLT CALL 1ML+17	25,000,000	0.34	0.34	12/1/14	12/1/17	7,073	-	-	7,073

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issue Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Federal Agencies	3130A3HF4	FHLB	25,000,000	1.13	1.19	12/22/14	12/8/17	23,438	1,275	-	24,712
Federal Agencies	3133EEFE5	FFCB	50,000,000	1.13	1.12	12/18/14	12/18/17	46,875	(354)	-	46,521
Federal Agencies	3133EEFE5	FFCB	50,000,000	1.13	1.18	12/19/14	12/18/17	46,875	2,421	-	49,296
Federal Agencies	31315PZ28	FAMCA MTN	46,000,000	1.20	1.20	12/22/14	12/22/17	46,000	-	-	46,000
Federal Agencies	3136G13T4	FNMA STEP NT	39,000,000	0.80	0.80	12/26/12	12/26/17	26,000	-	-	26,000
Federal Agencies	3136G13Q0	FNMA STEP NT	29,000,000	0.75	0.75	12/26/12	12/26/17	18,125	-	-	18,125
Federal Agencies	3134G32M1	FHLMC CALL NT	50,000,000	1.00	1.00	12/28/12	12/28/17	41,667	-	-	41,667
Federal Agencies	3134G5VA0	FHLMC CALL MTN	25,000,000	1.25	1.25	12/29/14	12/29/17	26,042	-	-	26,042
Federal Agencies	31315P4S5	FARMER MAC FLT CALL 1ML+16	50,000,000	0.33	0.33	1/5/15	1/5/18	11,962	-	-	11,962
Federal Agencies	3134G5XM2	FHLMC CALL STEP NT	25,000,000	0.50	0.50	1/30/15	1/30/18	347	-	-	347
Federal Agencies	3133EEAN0	FFCB FLT NT 1ML+4	25,000,000	0.21	0.21	11/5/14	2/5/18	4,508	-	-	4,508
Federal Agencies	3133EEAN0	FFCB FLT NT 1ML+4	25,000,000	0.21	0.22	11/5/14	2/5/18	4,508	215	-	4,723
Federal Agencies	3133EEAN0	FFCB FLT NT 1ML+4	50,000,000	0.21	0.22	11/5/14	2/5/18	9,016	429	-	9,445
Federal Agencies	3135G0UN1	FNMA GLOBAL NT CALL	19,000,000	1.15	1.32	2/26/14	2/28/18	18,208	2,597	-	20,805
Federal Agencies	3135G0UN1	FNMA GLOBAL NT CALL	8,770,000	1.15	1.32	2/26/14	2/28/18	8,405	1,199	-	9,603
Federal Agencies	3130A35B6	FHLB FLT CALL NT 1ML+23	50,000,000	0.40	0.40	10/2/14	4/2/18	16,644	-	-	16,644
Federal Agencies	3136G1K8	FNMA NT CALL	50,000,000	1.50	1.13	4/24/13	4/24/18	62,500	(38,347)	-	24,153
Federal Agencies	3136G1K81	FNMA NT STEP	12,600,000	0.75	0.75	4/30/13	4/30/18	7,875	-	-	7,875
Federal Agencies	31315PZM4	FARMER MAC STEP NT	24,600,000	0.70	0.70	5/3/13	5/3/18	14,350	-	-	14,350
Federal Agencies	313382XK4	FHLB STEP NT	25,000,000	0.75	0.75	5/7/13	5/7/18	15,625	-	-	15,625
Federal Agencies	3133ECPB4	FFCB NT	10,000,000	0.88	1.01	5/23/13	5/14/18	7,292	1,116	-	8,407
Federal Agencies	3135G0WJ8	FNMA NT	25,000,000	0.88	1.05	5/23/13	5/21/18	18,229	3,629	-	21,858
Federal Agencies	3133834P3	FHLB STEP NT	50,000,000	0.50	0.50	5/22/13	5/22/18	20,833	-	-	20,833
Federal Agencies	31315P4W6	FARMER MAC FLT CALL	25,000,000	0.37	0.37	6/6/14	6/6/18	7,611	-	-	7,611
Federal Agencies	3134G52D6	FHLMC CALL MTN	25,000,000	1.64	1.64	4/17/14	7/17/18	34,167	-	-	34,167
Federal Agencies	3134G5ZP3	FHLMC CALL STEP NT	25,000,000	0.75	0.75	1/27/15	7/27/18	2,083	-	-	2,083
Federal Agencies	3134G5ZZ1	FHLMC STEP CALL MTN	25,000,000	1.00	1.00	1/30/15	7/30/18	694	-	-	694
Federal Agencies	3134G4LZ9	FHLMC CALL STEP	50,000,000	0.88	0.88	12/10/13	12/10/18	36,458	-	-	36,458
Federal Agencies	3134G4MB1	FHLMC CALL MULTI-STEP	25,000,000	1.50	1.50	12/18/13	12/18/18	31,250	-	-	31,250
Federal Agencies	3136G2C39	FNMA CALL NT	15,000,000	1.63	1.63	12/30/14	12/28/18	20,313	-	-	20,313
Federal Agencies	31315PQ69	FARMER MAC FLT CALL NT 3ML+15	50,000,000	0.41	0.41	4/3/14	4/3/19	16,836	-	-	16,836
Federal Agencies	31315PE47	FARMER MAC FLT CALL NT 1ML+31	25,000,000	0.48	0.48	11/3/14	5/3/19	10,007	-	-	10,007
Federal Agencies	31315P3W7	FARMER MAC FLT CALL	50,000,000	0.38	0.38	6/3/14	6/3/19	16,025	-	-	16,025
Federal Agencies	31315PS91	FARMER MAC FLT CALL NT 3ML+12	50,000,000	0.35	0.35	8/12/14	8/12/19	14,713	-	-	14,713
Federal Agencies	3130A2UF1	FHLB FLT CALL NT 3ML+20	25,000,000	0.44	0.44	8/27/14	8/27/19	9,083	-	-	9,083
Federal Agencies	3130A35A8	FHLB FLT CALL NT 1ML+40	50,000,000	0.57	0.57	10/2/14	10/2/19	23,728	-	-	23,728
Federal Agencies	313586RC5	FNMA 0 CPN	29,675,000	0.00	2.18	11/21/14	10/9/19	-	51,723	-	51,723
Federal Agencies	313586RC5	FNMA 0 CPN	25,000,000	0.00	2.17	11/24/14	10/9/19	-	43,561	-	43,561
Federal Agencies	313586RC5	FNMA 0 CPN	10,000,000	0.00	2.16	11/24/14	10/9/19	-	17,325	-	17,325
Federal Agencies	31315PJ26	FARMER MAC FLT CALL 3ML+12	50,000,000	0.35	0.35	12/2/14	12/2/19	14,733	-	-	14,733
Subtotals			\$ 4,507,887,000					\$ 3,102,966	\$ (326,950)	\$ 30,000	\$ 2,806,016

Monthly Investment Earnings Pooled Fund

Type of Investment	CUSIP	Issue Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
State/Local Agencies	13063BN65	CALIFORNIA ST TAXABLE GO BD	\$ 10,000,000	0.85	0.64	3/27/13	2/1/15	\$ 7,083	\$ (1,743)	\$ -	\$ 5,341
State/Local Agencies	649791JS0	NEW YORK ST TAXABLE GO	4,620,000	0.39	0.40	3/21/13	3/1/15	1,502	40	-	1,542
State/Local Agencies	91412GPW9	UNIV OF CALIFORNIA REVENUE BO	5,000,000	0.39	0.39	3/14/13	5/15/15	1,633	-	-	1,633
State/Local Agencies	612574DQ3	MONTEREY COMM COLLEGE GO	315,000	0.63	0.63	5/7/13	8/1/15	165	-	-	165
State/Local Agencies	13063BHZ8	CALIFORNIA ST TAXABLE GO BD	5,000,000	3.95	0.35	8/19/14	11/1/15	16,458	(15,203)	-	1,255
State/Local Agencies	64966GXS6	NEW YORK CITY TAXABLE GO	12,255,000	5.13	0.66	4/1/13	12/1/15	52,390	(46,006)	-	6,384
State/Local Agencies	13063BN73	CALIFORNIA ST TAXABLE GO BD	11,000,000	1.05	0.91	3/27/13	2/1/16	9,625	(1,107)	-	8,518
State/Local Agencies	13063BN73	CALIFORNIA ST GO BD	7,000,000	1.05	0.48	12/19/14	2/1/16	6,125	(3,358)	-	2,767
State/Local Agencies	91412GUT0	UNIV OF CALIFORNIA REVENUE	2,500,000	0.63	0.63	4/10/14	5/15/16	1,321	-	-	1,321
State/Local Agencies	612574DR1	MONTEREY COMM COLLEGE GO	2,670,000	0.98	0.98	5/7/13	8/1/16	2,185	-	-	2,185
State/Local Agencies	13063CPM6	CALIFORNIA ST TAXABLE GO BD	44,000,000	0.75	0.69	12/9/14	11/1/16	27,500	(2,067)	-	25,433
State/Local Agencies	91412GUU7	UNIV OF CALIFORNIA REVENUE BD	3,250,000	1.22	1.22	4/10/14	5/15/17	3,310	-	-	3,310
State/Local Agencies	13063CFC9	CALIFORNIA ST GO BD	16,500,000	1.75	1.66	11/5/13	11/1/17	24,063	(1,253)	-	22,809
State/Local Agencies	13063CPN4	CALIFORNIA ST GO BD	50,000,000	1.25	1.17	11/25/14	11/1/17	52,083	(3,514)	-	48,570
State/Local Agencies	13063CPN4	CALIFORNIA ST GO BD	5,000,000	1.25	1.22	12/22/14	11/1/17	5,208	(135)	-	5,073
Subtotals			\$ 179,110,000					\$ 210,652	\$ (74,346)	\$ -	\$ 136,306
Public Time Deposits		TRANS PACIFIC NATIONAL BANK P	\$ 240,000	0.46	0.46	2/7/14	2/7/15	\$ 95	\$ -	\$ -	\$ 95
Public Time Deposits		BANK OF SAN FRANCISCO PTD	240,000	0.45	0.45	4/9/14	4/9/15	93	-	-	93
Subtotals			\$ 480,000					\$ 188	\$ -	\$ -	\$ 188
Negotiable CDs	78009NGU4	ROYAL BANK OF CANADA NY YCD	\$ 5,500,000	0.35	0.45	5/19/14	6/25/15	\$ 1,625	\$ 212	\$ -	\$ 1,837
Negotiable CDs	78009NSA5	ROYAL BANK OF CANADA NY YCD	25,000,000	0.33	0.33	9/16/14	3/10/16	7,096	-	-	7,096
Negotiable CDs	06417HHL3	BANK OF NOVA SCOTIA FLT 3ML+2:	10,000,000	0.48	0.47	4/3/14	3/22/16	4,108	(13)	-	4,096
Negotiable CDs	96121TWJ3	WESTPAC FLT YCD 3ML+15	25,000,000	0.41	0.41	4/24/14	4/25/16	8,352	-	-	8,352
Negotiable CDs	96121TWK0	WESTPAC FLT YCD 1ML+22	50,000,000	0.39	0.39	4/24/14	4/25/16	16,673	-	-	16,673
Negotiable CDs	06417HKT2	BANK OF NOVA SCOTIA YCD 3ML+1	50,000,000	0.42	0.45	5/9/14	5/9/16	18,152	888	-	19,041
Negotiable CDs	06417HUW4	BANK OF NOVA SCOTIA FLT 3ML+2:	50,000,000	0.45	0.45	9/25/14	9/23/16	19,465	-	-	19,465
Negotiable CDs	06417HVR4	BANK OF NOVA SCOTIA YCD 3ML+2	50,000,000	0.45	0.45	10/7/14	10/7/16	19,347	-	-	19,347
Negotiable CDs	78009NSX5	ROYAL BANK OF CANADA YCD 3ML	100,000,000	0.42	0.42	12/15/14	12/15/16	36,218	-	-	36,218
Negotiable CDs	06417HUR5	BANK OF NOVA SCOTIA YCD 3ML+2	50,000,000	0.52	0.52	9/25/14	9/25/17	22,587	-	-	22,587
Subtotals			\$ 415,500,000					\$ 153,624	\$ 1,088	\$ -	\$ 154,712
Commercial Paper	06538CNG2	BANK OF TOKYO-MITSUBISHI UFJ C	\$ -	0.00	0.17	12/16/14	1/16/15	\$ 17,708	\$ -	\$ -	\$ 17,708
Commercial Paper	47816GNT2	JOHNSON & JOHNSON CP	-	0.00	0.10	1/12/15	1/27/15	1,042	-	-	1,042
Commercial Paper	06538CNW7	BANK OF TOKYO-MITSUBISHI UFJ C	-	0.00	0.15	1/23/15	1/30/15	2,917	-	-	2,917
Commercial Paper	89116FNW6	TD HOLDINGS USA CP	-	0.00	0.12	1/23/15	1/30/15	2,333	-	-	2,333
Commercial Paper	06538CP62	BANK OF TOKYO-MITSUBISHI UFJ C	100,000,000	0.00	0.10	1/30/15	2/6/15	556	-	-	556
Subtotals			\$ 100,000,000					\$ 24,556	\$ -	\$ -	\$ 24,556

Monthly Investment Earnings

Pooled Fund

Type of Investment	CUSIP	Issue Name	Par Value	Coupon	YTM ¹	Settle Date	Maturity Date	Earned Interest	Amort. Expense	Realized Gain/(Loss)	Earned Income /Net Earnings
Medium Term Notes	36962G5M2	GE CAPITAL CORP MTN	\$ -	2.15	0.77	7/12/13	1/9/15	\$ 41,960	\$ (26,276)	\$ -	\$ 15,684
Medium Term Notes	36962G5M2	GE CAPITAL CORP MTN	-	2.15	0.59	8/7/13	1/9/15	2,303	(1,641)	-	662
Medium Term Notes	36962G5M2	GE CAPITAL CORP MTN	-	2.15	0.29	12/16/13	1/9/15	13,255	(11,274)	-	1,981
Medium Term Notes	36962G6T6	GE FLT NT 3ML+38	-	0.61	0.61	1/10/13	1/9/15	3,395	-	-	3,395
Medium Term Notes	46625HHP8	JP MORGAN CHASE MTN	-	3.70	0.51	2/18/14	1/20/15	33,070	(28,059)	-	5,012
Medium Term Notes	46625HHP8	JP MORGAN CHASE MTN	-	3.70	0.48	3/17/14	1/20/15	44,094	(37,515)	-	6,579
Medium Term Notes	89233P7H3	TOYOTA MTN 3ML+17	-	0.40	0.40	1/23/13	1/23/15	8,568	-	-	8,568
Medium Term Notes	89233P7L4	TOYOTA MTN FIX-TO-FLOAT	25,000,000	0.33	0.33	2/4/13	2/4/15	6,919	-	-	6,919
Medium Term Notes	717081DA8	PFIZER MTN	3,000,000	5.35	0.44	12/9/13	3/15/15	13,375	(12,498)	-	877
Medium Term Notes	89236TAG0	TOYOTA MOTOR CREDIT CORP 3MI	50,000,000	0.40	0.40	4/12/13	4/8/15	17,090	-	-	17,090
Medium Term Notes	64952WAW3	NEW YORK LIFE MTN	5,000,000	3.00	0.26	9/22/14	5/4/15	12,500	(11,660)	-	840
Medium Term Notes	459200HD6	IBM MTN	5,425,000	0.75	0.27	12/19/13	5/11/15	3,391	(2,188)	-	1,202
Medium Term Notes	36962G5Z3	GE CAPITAL CORP MTN	5,000,000	1.63	0.81	8/19/13	7/2/15	6,771	(3,420)	-	3,350
Medium Term Notes	36962G4M3	GE CAPITAL CORP FLT MTN 3ML+7!	8,565,000	1.00	-0.40	11/25/13	7/9/15	7,113	(3,145)	-	3,968
Medium Term Notes	89233P6J0	TOYOTA MTN	10,000,000	0.88	0.44	11/15/13	7/17/15	7,292	(3,665)	-	3,627
Medium Term Notes	89233P6J0	TOYOTA MTN	6,100,000	0.88	0.30	3/4/14	7/17/15	4,448	(2,969)	-	1,479
Medium Term Notes	594918AG9	MICROSOFT MTN	3,186,000	1.63	0.39	10/30/13	9/25/15	4,314	(3,313)	-	1,002
Medium Term Notes	961214BW2	WESTPAC NT	10,152,000	1.13	0.35	9/15/14	9/25/15	9,518	(6,630)	-	2,888
Medium Term Notes	369604BE2	GENERAL ELECTRIC MTN	10,000,000	0.85	0.42	3/5/14	10/9/15	7,083	(3,669)	-	3,414
Medium Term Notes	369604BE2	GENERAL ELECTRIC MTN	8,000,000	0.85	0.46	5/7/14	10/9/15	5,667	(2,604)	-	3,063
Medium Term Notes	369604BE2	GENERAL ELECTRIC MTN	9,300,000	0.85	0.40	5/19/14	10/9/15	6,588	(3,558)	-	3,029
Medium Term Notes	06366RJH9	BANK OF MONTREAL MTN	8,500,000	0.80	0.56	3/27/14	11/6/15	5,667	(1,709)	-	3,958
Medium Term Notes	36962G4T8	GE CAPITAL CORP MTN	7,000,000	2.25	0.48	5/12/14	11/9/15	13,125	(10,441)	-	2,684
Medium Term Notes	742718DS5	PROCTER & GAMBLE MTN	23,025,000	1.80	0.34	3/7/14	11/15/15	34,538	(28,274)	-	6,264
Medium Term Notes	742718DS5	PROCTER & GAMBLE MTN	10,000,000	1.80	0.41	3/12/14	11/15/15	15,000	(11,727)	-	3,273
Medium Term Notes	459200GU9	IBM CORP NT	19,579,000	2.00	0.48	2/11/14	1/5/16	32,632	(25,084)	-	7,548
Medium Term Notes	064255AK8	BTMUFJ FLT MTN 3ML+45	10,000,000	0.68	0.40	3/17/14	2/26/16	5,893	(1,561)	-	4,332
Medium Term Notes	36962G2V5	GE FLT MTN 3ML+20	17,689,000	0.43	0.38	5/19/14	5/11/16	6,597	(614)	-	5,983
Medium Term Notes	89114QAL2	TORONTO-DOMINION BANK 3ML+4!	18,930,000	0.70	0.43	12/15/14	9/9/16	11,339	(4,211)	-	7,127
Medium Term Notes	89236TBU8	TOYOTA MOTOR CREDIT CORP 3MI	50,000,000	0.35	0.35	9/23/14	9/23/16	15,160	-	-	15,160
Medium Term Notes	89236TBU8	TOYOTA MOTOR CREDIT CORP 3MI	14,150,000	0.35	0.37	12/9/14	9/23/16	4,290	221	-	4,512
Medium Term Notes	89236TBV6	TOYOTA MOTOR CREDIT CORP FF-	47,500,000	0.36	0.36	9/25/14	9/23/16	14,889	-	-	14,889
Medium Term Notes	9612E0DB0	WESTPAC FLT MTN 1ML+25	50,000,000	0.42	0.42	10/10/14	10/7/16	17,907	-	-	17,907
Medium Term Notes	36967FAB7	GENERAL ELEC CAP CORP FLT 3MI	20,000,000	0.53	0.53	1/9/15	1/9/17	6,799	-	-	6,799
Subtotals			\$ 455,101,000					\$ 442,547	\$ (247,483)	\$ -	\$ 195,063
Money Market Funds	61747C707	MS INSTL GOVT FUND	\$ 10,089,205	0.04	0.04	1/30/15	2/1/15	\$ 644	\$ -	\$ -	\$ 644
Money Market Funds	09248U718	BLACKROCK T-FUND INSTL	10,001,087	0.03	0.03	1/30/15	2/1/15	249	-	-	249
Money Market Funds	316175108	FIDELITY INSTL GOVT PORT	5,003,797	0.01	0.01	1/30/15	2/1/15	43	-	-	43
Subtotals			\$ 25,094,089					\$ 936	\$ -	\$ -	\$ 936
Grand Totals			\$ 6,268,172,089					\$ 4,535,877	\$ (738,670)	\$ 126,680	\$ 3,923,887

¹ Yield to maturity is calculated at purchase

Investment Transactions

Pooled Fund

For month ended January 31, 2015

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Purchase	1/2/2015	2/1/2015	Money Market Funds	BLACKROCK T-FUND INSTL	09248U718	\$ 702	0.03	0.03	\$ 100.00	\$ -	\$ 702
Purchase	1/5/2015	1/5/2018	Federal Agencies	FARMER MAC FLT CALL 1ML+	31315P4S5	50,000,000	0.17	0.17	100.00	-	50,000,000
Purchase	1/9/2015	1/9/2017	Medium Term Notes	GENERAL ELEC CAP CORP FL	36967FAB7	20,000,000	0.53	0.53	100.00	-	20,000,000
Purchase	1/9/2015	9/28/2016	Federal Agencies	FHLB NT CALL	3130A1CD8	25,000,000	1.13	0.80	100.55	78,906	25,216,406
Purchase	1/12/2015	1/27/2015	Commercial Paper	JOHNSON & JOHNSON CP	47816GNT2	25,000,000	0.00	0.10	100.00	-	24,998,958
Purchase	1/23/2015	1/30/2015	Commercial Paper	BANK OF TOKYO-MITSUBISHI	06538CNW7	100,000,000	0.00	0.15	100.00	-	99,997,083
Purchase	1/23/2015	1/30/2015	Commercial Paper	TD HOLDINGS USA CP	89116FNW6	100,000,000	0.00	0.12	100.00	-	99,997,667
Purchase	1/27/2015	7/27/2018	Federal Agencies	FHLMC CALL STEP NT	3134G5ZP3	25,000,000	0.75	0.75	100.00	-	25,000,000
Purchase	1/30/2015	1/30/2017	Federal Agencies	FHLMC CALL MTN	3134G5X91	25,000,000	0.90	0.90	100.00	-	25,000,000
Purchase	1/30/2015	1/30/2018	Federal Agencies	FHLMC CALL STEP NT	3134G5XM2	25,000,000	0.50	0.50	100.00	-	25,000,000
Purchase	1/30/2015	2/1/2015	Money Market Funds	MS INSTL GOVT FUND	61747C707	644	0.04	0.04	100.00	-	644
Purchase	1/30/2015	2/1/2015	Money Market Funds	FIDELITY INSTL GOVT PORT	316175108	43	0.01	0.01	100.00	-	43
Purchase	1/30/2015	2/6/2015	Commercial Paper	BANK OF TOKYO-MITSUBISHI	06538CP62	100,000,000	0.00	0.10	100.00	-	99,998,056
Purchase	1/30/2015	7/30/2018	Federal Agencies	FHLMC STEP CALL MTN	3134G5Z11	25,000,000	1.00	1.00	100.00	-	25,000,000
Subtotals						\$ 520,001,389	0.24	0.30	\$ 100.02	\$ 78,906	\$ 520,209,559
Sale	1/9/2015	1/25/2016	Federal Agencies	FARMER MAC MTN	31315P3B3	\$ 30,000,000	0.42	0.42	\$ 100.10	\$ 57,400	\$ 30,087,400
Sale	1/12/2015	2/1/2015	Money Market Funds	MS INSTL GOVT FUND	61747C707	25,000,000	0.04	0.04	100.00	-	25,000,000
Sale	1/15/2015	10/31/2016	U.S. Treasuries	US TSY NT	912828F88	25,000,000	0.38	0.52	99.89	19,682	24,992,339
Sale	1/16/2015	12/31/2017	U.S. Treasuries	US TSY NT	912828UE8	50,000,000	0.75	0.80	99.88	16,575	49,954,075
Subtotals						\$ 130,000,000	0.47	0.51	\$ 99.95	\$ 93,657	\$ 130,033,813
Maturity	1/9/2015	1/9/2015	Medium Term Notes	GE FLT NT 3ML+38	36962G6T6	\$ 25,000,000	0.61	0.61	\$ 100.00	\$ 39,043	\$ 25,039,043
Maturity	1/9/2015	1/9/2015	Medium Term Notes	GE CAPITAL CORP MTN	36962G5M2	87,824,000	2.15	0.77	100.00	944,108	88,768,108
Maturity	1/9/2015	1/9/2015	Medium Term Notes	GE CAPITAL CORP MTN	36962G5M2	4,820,000	2.15	0.59	100.00	51,815	4,871,815
Maturity	1/9/2015	1/9/2015	Medium Term Notes	GE CAPITAL CORP MTN	36962G5M2	27,743,000	2.15	0.29	100.00	298,237	28,041,237
Maturity	1/16/2015	1/16/2015	Commercial Paper	BANK OF TOKYO-MITSUBISHI	06538CNG2	250,000,000	0.00	0.17	100.00	-	250,000,000
Maturity	1/20/2015	1/20/2015	Medium Term Notes	JP MORGAN CHASE MTN	46625HHP8	16,935,000	3.70	0.51	100.00	313,298	17,248,298
Maturity	1/20/2015	1/20/2015	Medium Term Notes	JP MORGAN CHASE MTN	46625HHP8	22,580,000	3.70	0.48	100.00	417,730	22,997,730
Maturity	1/23/2015	1/23/2015	Medium Term Notes	TOYOTA MTN 3ML+17	89233P7H3	35,000,000	0.40	0.40	100.00	35,831	35,035,831
Maturity	1/27/2015	1/27/2015	Commercial Paper	JOHNSON & JOHNSON CP	47816GNT2	25,000,000	0.00	0.10	100.00	-	25,000,000
Maturity	1/30/2015	1/30/2015	Commercial Paper	BANK OF TOKYO-MITSUBISHI	06538CNW7	100,000,000	0.00	0.15	100.00	-	100,000,000
Maturity	1/30/2015	1/30/2015	Commercial Paper	TD HOLDINGS USA CP	89116FNW6	100,000,000	0.00	0.12	100.00	-	100,000,000
Subtotals						\$ 694,902,000	0.63	0.29	\$ 100.00	\$ 2,100,062	\$ 697,002,062
Interest	1/1/2015	4/1/2016	Federal Agencies	FAMCA FLT MTN 1ML+0	31315PTF6	\$ 50,000,000	0.16	0.16	\$ -	\$ -	\$ 6,674
Interest	1/1/2015	12/1/2017	Federal Agencies	FARMER MAC FLT CALL 1ML+	31315PJ83	25,000,000	0.33	0.33	-	-	6,771
Interest	1/2/2015	2/1/2015	Money Market Funds	BLACKROCK T-FUND INSTL	09248U718	10,001,087	0.03	0.03	-	-	702
Interest	1/2/2015	4/2/2015	Federal Agencies	FHLB FLT CALL NT 1ML+23	3130A35B6	50,000,000	0.38	0.38	-	-	16,000
Interest	1/2/2015	6/2/2016	Federal Agencies	FFCB FLT NT 1ML+3	3133EDB35	50,000,000	0.18	0.20	-	-	7,922
Interest	1/2/2015	7/2/2015	Medium Term Notes	GE CAPITAL CORP MTN	36962G5Z3	5,000,000	1.63	0.81	-	-	40,625
Interest	1/2/2015	10/2/2019	Federal Agencies	FHLB FLT CALL NT 1ML+40	3130A35A8	50,000,000	0.55	0.55	-	-	23,083
Interest	1/3/2015	1/3/2017	Federal Agencies	FHLMC NT	3134G33C2	50,000,000	0.60	0.60	-	-	150,000
Interest	1/3/2015	4/3/2019	Federal Agencies	FARMER MAC FLT CALL NT 3	31315PQ69	50,000,000	0.38	0.38	-	-	47,825
Interest	1/3/2015	5/3/2019	Federal Agencies	FARMER MAC FLT CALL NT 1	31315PE47	25,000,000	0.47	0.47	-	-	9,745
Interest	1/5/2015	1/5/2016	Medium Term Notes	IBM CORP NT	459200GU9	19,579,000	2.00	0.48	-	-	195,790

Investment Transactions

Pooled Fund

Transaction	Settle Date	Maturity	Type of Investment	Issuer Name	CUSIP	Par Value	Coupon	YTM	Price	Interest	Transaction
Interest	1/5/2015	2/5/2018	Federal Agencies	FFCB FLT NT 1ML+4	3133EEAN0	25,000,000	0.20	0.20	-	-	4,241
Interest	1/5/2015	2/5/2018	Federal Agencies	FFCB FLT NT 1ML+4	3133EEAN0	25,000,000	0.20	0.21	-	-	4,241
Interest	1/5/2015	2/5/2018	Federal Agencies	FFCB FLT NT 1ML+4	3133EEAN0	50,000,000	0.20	0.21	-	-	8,482
Interest	1/5/2015	7/5/2016	Federal Agencies	FNMA GLOBAL NT	3135G0XP3	50,000,000	0.38	0.59	-	-	93,750
Interest	1/7/2015	10/7/2016	Medium Term Notes	WESTPAC FLT MTN 1ML+25	9612E0DB0	50,000,000	0.41	0.41	-	-	16,967
Interest	1/7/2015	10/7/2016	Negotiable CDs	BANK OF NOVA SCOTIA YCD	06417HVR4	50,000,000	0.43	0.43	-	-	55,149
Interest	1/8/2015	4/8/2015	Medium Term Notes	TOYOTA MOTOR CREDIT CORP	89236TAG0	50,000,000	0.38	0.38	-	-	48,888
Interest	1/9/2015	4/9/2015	Public Time Deposits	BANK OF SAN FRANCISCO PT	XBKSF1504	240,000	0.45	0.45	-	-	276
Interest	1/9/2015	7/9/2015	Medium Term Notes	GE CAPITAL CORP FLT MTN	36962G4M3	8,565,000	0.98	0.05	-	-	21,008
Interest	1/11/2015	10/11/2016	Federal Agencies	FFCB FLT NT 1ML+2	3133EDJA1	25,000,000	0.18	0.19	-	-	3,843
Interest	1/12/2015	1/12/2017	Federal Agencies	FFCB NT	3133ECB37	14,000,000	0.58	0.58	-	-	40,600
Interest	1/12/2015	3/10/2016	Negotiable CDs	ROYAL BANK OF CANADA NY	78009NSA5	25,000,000	0.33	0.33	-	-	7,487
Interest	1/13/2015	11/13/2017	Federal Agencies	FFCB FLT NT 1ML+3	3133EEBR0	25,000,000	0.19	0.21	-	-	4,108
Interest	1/14/2015	5/14/2015	Federal Agencies	FFCB FLT NT 1ML+1	3133EAQC5	50,000,000	0.17	0.24	-	-	7,354
Interest	1/14/2015	9/14/2016	Federal Agencies	FFCB FLT NT 1ML+2	3133EDH21	50,000,000	0.18	0.19	-	-	7,784
Interest	1/17/2015	1/17/2017	Federal Agencies	FARMER MAC MTN	31315PWW5	49,500,000	1.01	1.02	-	-	249,975
Interest	1/17/2015	7/17/2015	Medium Term Notes	TOYOTA MTN	89233P6J0	10,000,000	0.88	0.44	-	-	43,750
Interest	1/17/2015	7/17/2015	Medium Term Notes	TOYOTA MTN	89233P6J0	6,100,000	0.88	0.30	-	-	26,688
Interest	1/17/2015	7/17/2018	Federal Agencies	FHLMC CALL MTN	3134G52D6	25,000,000	1.64	1.64	-	-	205,000
Interest	1/19/2015	11/19/2015	Federal Agencies	FFCB FLT NT MONTHLY 1ML+	3133ECLZ5	25,000,000	0.16	0.18	-	-	3,533
Interest	1/20/2015	1/20/2016	Federal Agencies	FFCB FLT	3133ED5A6	50,000,000	0.17	0.17	-	-	7,124
Interest	1/22/2015	6/22/2015	Federal Agencies	FFCB FLT NT 1ML+2	3133EAVE5	50,000,000	0.19	0.24	-	-	7,985
Interest	1/22/2015	7/22/2015	Federal Agencies	FAMCA	31315PDZ9	15,000,000	2.38	0.32	-	-	178,125
Interest	1/22/2015	9/22/2015	Federal Agencies	FFCB FLT NT 1ML+2.5	3133EAJF6	27,953,000	0.19	0.25	-	-	4,584
Interest	1/23/2015	8/23/2017	Federal Agencies	FFCB FLT 1ML+5	3133EEFX3	50,000,000	0.21	0.21	-	-	9,225
Interest	1/24/2015	3/24/2017	Federal Agencies	FARMER MAC FLT NT 1ML+4	3133EDP30	26,000,000	0.21	0.19	-	-	4,635
Interest	1/24/2015	7/24/2017	Federal Agencies	FFCB FLT NT 1ML+4	3133ECV92	50,000,000	0.21	0.21	-	-	8,913
Interest	1/25/2015	7/25/2017	Federal Agencies	FHLMC EX-CALL MTN	3134G3ZH6	19,000,000	1.00	1.01	-	-	95,000
Interest	1/26/2015	4/25/2016	Negotiable CDs	WESTPAC FLT YCD 3ML+15	96121TWJ3	25,000,000	0.38	0.38	-	-	24,241
Interest	1/26/2015	4/25/2016	Negotiable CDs	WESTPAC FLT YCD 1ML+22	96121TWK0	50,000,000	0.39	0.39	-	-	17,738
Interest	1/26/2015	7/26/2017	Federal Agencies	FFCB FLT NT 3ML+0	3133ECVG6	23,520,000	0.25	0.25	-	-	14,041
Interest	1/27/2015	2/27/2017	Federal Agencies	FFCB FLT NT 1ML+5.5	3133EDFW7	50,000,000	0.23	0.22	-	-	9,666
Interest	1/27/2015	7/27/2016	Federal Agencies	FAMCA MTN	31315PA25	15,000,000	2.00	2.09	-	-	150,000
Interest	1/27/2015	7/27/2016	Federal Agencies	FAMCA MTN	31315PA25	14,100,000	2.00	0.63	-	-	141,000
Interest	1/27/2015	7/27/2016	Federal Agencies	FAMCA MTN	31315PA25	11,900,000	2.00	0.62	-	-	119,000
Interest	1/27/2015	7/27/2016	Federal Agencies	FAMCA MTN	31315PA25	20,000,000	2.00	0.61	-	-	200,000
Interest	1/29/2015	1/29/2016	Federal Agencies	FHLB	3130A3P81	25,000,000	0.25	0.25	-	-	5,208
Interest	1/29/2015	3/29/2017	Federal Agencies	FFCB FLT NT 1ML+2	3133EDZW5	25,000,000	0.19	0.19	-	-	4,080
Interest	1/29/2015	7/29/2016	Federal Agencies	FHLMC CALL NT	3134G4UC0	15,000,000	0.65	0.56	-	-	48,750
Interest	1/30/2015	1/30/2017	Federal Agencies	FFCB FLT QTR T-BILL+14	3133EDRD6	50,000,000	0.17	0.19	-	-	21,259
Interest	1/30/2015	2/1/2015	Money Market Funds	MS INSTL GOVT FUND	61747C707	10,089,205	0.04	0.04	-	-	644
Interest	1/30/2015	2/1/2015	Money Market Funds	FIDELITY INSTL GOVT PORT	316175108	5,003,797	0.01	0.01	-	-	43
Subtotals						\$ 1,625,551,089	0.46	0.38	\$ -	\$ -	\$ 2,429,517

Grand Totals	14	Purchases									
	(4)	Sales									
	(11)	Maturities / Calls									
	(1)	Change in number of positions									

Non-Pooled Investments

As of January 31, 2015

Type of Investment	CUSIP	Issue Name	Settle	Maturity	Duration	Coupon	Par Value	Book Value	Amortized	
			Date	Date					Book Value	Market Value
State/Local Agencies	797712AD8	SFRDA SOUTH BEACH HARBOR	1/20/12	12/1/16	1.78	3.50	\$ 2,640,000	\$ 2,640,000	\$ 2,640,000	\$ 2,640,000
Subtotals					1.78	3.50	\$ 2,640,000	\$ 2,640,000	\$ 2,640,000	\$ 2,640,000
Grand Totals					1.78	3.50	\$ 2,640,000	\$ 2,640,000	\$ 2,640,000	\$ 2,640,000

NON-POOLED FUNDS PORTFOLIO STATISTICS

	Current Month		Prior Month	
	Fiscal YTD	January 2015	Fiscal YTD	December 2014
Average Daily Balance	\$ 3,088,326	\$ 2,640,000	\$ 3,163,859	\$ 2,640,000
Net Earnings	\$ 63,088	\$ 7,700	\$ 55,388	\$ 7,700
Earned Income Yield	3.47%	3.43%	3.47%	3.43%

Note: All non-pooled securities were inherited by the City and County of San Francisco as successor agency to the San Francisco Redevelopment Agency. Book value and amortized book value are derived from limited information received from the SFRDA and are subject to verification.

Subject: FW: SFERS Retirement Contribution Rates for FY 2015-2016
Attachments: SFERS Retirement Contribution Rates for FY 2015-16 (Mayor's Office).pdf

From: Armanino, Darlene (RET)
Sent: Wednesday, March 25, 2015 4:41 PM
To: Rosenfield, Ben (CON); Calvillo, Angela (BOS); Campos, David (BOS); Collins, Tara (CAT); Mar, Eric (BOS); Rose, Harvey (BUD); Kim, Jane (BOS); Avalos, John (BOS); Christensen, Julie (BOS); Howard, Kate (MYR); Tang, Katy (BOS); Breed, London (BOS); Cohen, Malia (BOS); Farrell, Mark (BOS); Callahan, Micki (HRD); Sesay, Nadia (CON); Yee, Norman (BOS); Wiener, Scott; Kawa, Steve (MYR); Lee, Mayor (MYR)
Cc: Huish, Jay (RET); Bortnick, Caryn (RET)
Subject: SFERS Retirement Contribution Rates for FY 2015-2016

Dear Mayor's Office:

Please find attached the SFERS Retirement Contribution Rates for Fiscal Year 2015-2016.

Darlene Armanino
Office of the Executive Director
SAN FRANCISCO EMPLOYEES' RETIREMENT SYSTEM
30 Van Ness Avenue, Suite 3000
San Francisco, CA 94102
Telephone: (415) 487-7020
Facsimile: (415) 487-7023
darlene.armanino@sfgov.org

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SFERS

San Francisco Employees' Retirement System

City and County of San Francisco Employees' Retirement System Office of the Executive Director

March 17, 2015

The Honorable Edwin M. Lee, Mayor
City and County of San Francisco
Mayor's Office
1 Dr. Carlton B. Goodlett Place, Room 200
San Francisco, CA 94102

Re: SFERS Retirement Contribution Rates for Fiscal Year 2015-2016

Dear Mayor Lee:

At its February 11, 2015 regular meeting, the SFERS Retirement Board approved a 22.80% employer contribution rate for Fiscal Year 2015-2016 for all SFERS Miscellaneous, Police and Fire plans, as well as the new SFERS Sheriff and Miscellaneous Safety plans. In accordance with San Francisco Charter sections 12.100 and A8.510, this employer contribution rate was determined by the Retirement Board's consulting actuarial firm as part of the annual valuation process.

As a result of the cost-sharing provisions of Proposition C approved by the voters in November 2011, the net employee and employer contribution rates for Fiscal Year 2015-2016 for each SFERS member group are as follows:

SFERS Member Group	FY 2015-2016 Net Employee Contribution Rates	FY 2015-2016 Net Employer Contribution Rates
<u>Miscellaneous Plan</u> members with a base rate of pay less than \$25.8376 per hour or its equivalent	Old Plan: 8.0% New Plans: 7.5%	22.80%
<u>Miscellaneous Plan</u> members with a base rate of pay at or above \$25.8376 per hour or its equivalent, but less than \$51.6754 per hour or its equivalent	Old Plan: 11.5% New Plans: 11.0%	19.30%
<u>Miscellaneous Plan</u> members with a base rate of pay at or above \$51.6754 per hour or its equivalent	Old Plan: 12.0% New Plans: 11.5%	18.80%
Pre-July 1, 2010 <u>Police and Fire Plan</u>	Old Plan: 11.5%	18.30%

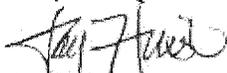
members (including DROP participants)	New Plans: 12.0%	
2010 Prop D and 2012 Prop C <u>Police and Fire Plan</u> members with a base rate of pay less than \$51.6754 per hour or its equivalent	Prop D: 12.5% Prop C: 12.5%	19.30%
2010 Prop D and 2012 Prop C <u>Police and Fire Plan</u> members with a base rate of pay at or above \$51.6754 per hour or its equivalent	Prop D: 13.0% Prop C: 13.0%	18.80%
2012 Prop C <u>Sheriff and Miscellaneous Safety Plan</u> members with a base rate of pay less than \$51.6754 per hour or its equivalent	Prop C: 12.5%	19.30%
2012 Prop C <u>Sheriff and Miscellaneous Safety Plan</u> members with a base rate of pay at or above \$51.6754 per hour or its equivalent	Prop C: 13.0%	18.80%

The employer and employee contribution rates are effective July 1, 2015.

An electronic copy of the July 1, 2014 SFERS Actuarial Valuation is available at the SFERS website (www.mysfers.org). Click the Resources tab on the Homepage and Publications on the Resources page.

Do not hesitate to contact me at 487-7015 if you have any questions.

Respectfully,



Jay Huih
Executive Director
San Francisco Employees' Retirement System

- cc: London Breed, President, Board of Supervisors
John Avalos, Board of Supervisors
David Campos, Board of Supervisors
Julie Christensen, Board of Supervisors
Malia Cohen, Board of Supervisors
Mark Farrell, Board of Supervisors
Jane Kim, Board of Supervisors
Eric Mar, Board of Supervisors

Katy Tang, Board of Supervisors
Scott Wiener, Board of Supervisors
Norman Yee, Board of Supervisors
Steve Kawa, Chief of Staff, Mayor's Office
Kate Howard, Budget Director, Mayor's Office
Nadia Sesay, Director, Mayor's Office of Public Finance
Ben Rosenfield, Controller
Harvey Rose, Budget Analyst, Board of Supervisors
Dennis Herrera, City Attorney
Micki Callahan, Human Resources Director

To: BOS-Supervisors; Wong, Linda (BOS)
Subject: FW: Grant Revision in Excess of 15% Line Item
Attachments: Approved PATHRevised Budget 031015.xlsx; Memo to BOS for Budget Revision HMPATH-15.docx

From: Zhou, Christina (DPH)
Sent: Friday, March 27, 2015 8:36 AM
To: Gosiengfiao, Rachel (BOS)
Subject: Grant Revision in Excess of 15% Line Item

Good morning Rachel,

I am forwarding the approved budget to you. The line item is exceeding 15% which is required us to notify the Board. Please let me know if you have any questions.

Thank you,

Christina Zhou
1380 Howard St. 4th FL
San Francisco, CA 94103
(415)255-3461

From: PATH@DHCS [<mailto:PATH@dhcs.ca.gov>]
Sent: Thursday, March 26, 2015 11:39 AM
To: Batongbacal, Edwin (DPH); PATH@DHCS; PATH@DHCS
Cc: Ernestina Carrillo (ernacarrillo@yahoo.com); Zhou, Christina (DPH); Quinonez, Miguel (DPH)
Subject: APPROVED- Revised 2014-15 PATH Budget for San Francisco county

Hi Edwin,

Here is San Francisco County's approved FY 14-15 PATH revised budget. If you have any questions, feel free to contact me.

Thank You.
Marilyn Abero

Department of
Health Care Services



Grants Management Unit
1500 Capitol Avenue, Suite 72.4-29, MS 2704
Sacramento, CA 95814
Phone # (916) 650-6538
Fax (916) 440-7621
Email Address: Marilyn.abero@dhcs.ca.gov

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City and County of San Francisco
Department of Public Health
POPULATION HEALTH AND PREVENTION

1380 Howard Street, Rm. 448
San Francisco, CA 94103-2614
415.255.3450 FAX 415.255.3675

March 27, 2015

To: Clerk of the Board of Supervisors

From: Christina Zhou
(415) 255-3461
Christina.Zhou@sfdph.org

Cc: Controller's Office AOSD

Subject: Grant Budget Revision
Grant Name: SB MCKINNEY-PATH HMPATH-15

In accordance with Administrative Code Section 10.170-1(F), this memo serves to notify the Board of Supervisors of a State grant line item budget revision in excess of 15% requiring funding agency approval.

A signed copy of the agreement is attached for your review.

Please feel free to contact me @ (415) 255-3461 or Christina.Zhou@sfdph.org if you have any questions.

Thank you.

FEDERAL GRANT DETAILED PROGRAM BUDGET

STATE FISCAL YEAR: 2014-15

TYPE OF GRANT: PATH

COUNTY: San Francisco
 FISCAL CONTACT: Christina Zhou
 TELEPHONE NUMBER: 415-255-3461
 EMAIL ADDRESS: Christina.Zhou@sfdph.org
 PROGRAM NAME: Swords to Plowshares

SUBMISSION DATE: March 10, 2015
 PROGRAM CONTACT: Edwin Batongbacal, LCSW
 TELEPHONE NUMBER: 415-255-3446
 E-MAIL ADDRESS: edwin.batongbacal@sfdph.org

STAFFING			1	2	3
TITLE OF POSITION	ANNUAL SALARY	GRANT FTE	FEDERAL PATH AMOUNT	NONFEDERAL MATCH AMOUNT	TOTAL
1 Director of Programs and Operations	\$ 103,000	0.08	\$ 8,000		\$ 8,000
2 Chief Operating Officer	\$ 133,382	0.03	\$ 4,000		\$ 4,000
3 Program Manager	\$ 61,800	0.29	\$ 20,000		\$ 20,000
4 Senior Case Manager	\$ 50,085	0.56	\$ 28,000		\$ 28,000
5 Case Manager	\$ 44,040	0.50	\$ 22,000		\$ 22,000
7 Case Manager	\$ 43,260	0.50	\$ 21,630		\$ 21,630
8 Intake Clerk	\$ 38,110	0.39	\$ 15,000		\$ 15,000
0 Triage Counselor	48410	0.34	\$ 16,662		\$ 16,662
1 FRINGE BENEFITS			\$ 40,588		\$ 40,588
2 TOTAL STAFF EXPENSES (sum lines 1 thru 11)	\$ 522,087	2.69	\$ 175,880	\$ -	\$ 175,880
3 Consultant Costs (Itemize):					\$ -
4 Contract with Swords to Plowshares to provide					\$ -
5 behavioral health services				\$ 63,002	\$ 63,002
6					\$ -
7 Equipment (Where feasible lease or rent) (Itemize):					\$ -
8					\$ -
9					\$ -
10					\$ -
11					\$ -
12 Supplies (Itemize):					\$ -
13					\$ -
14					\$ -
15					\$ -
16					\$ -
17					\$ -
18 Travel -Per diem, Mileage, & Vehicle Rental/Lease					\$ -
19					\$ -
20 Other Expenses (Itemize):					\$ -
11 Security Deposit/Eviction Prevention			\$ 11,017		\$ 11,017
12 Staff development			\$ 2,108		\$ 2,108
13					\$ -
14					\$ -
15					\$ -
16					\$ -
17 COUNTY ADMINISTRATIVE COSTS (2% PATH)			\$ 3,780	\$ 1,260	\$ 5,040
18 NET PROGRAM EXPENSES (sum lines 12 thru 37)			\$ 192,785	\$ 64,262	\$ 257,047
19 OTHER FUNDING SOURCES: Federal Funds					
20 Non-Federal Funds					
21 TOTAL OTHER FUNDING SOURCES (sum lines 39 & 40)			\$ -	\$ -	\$ -
22 GROSS COST OF PROGRAM (sum lines 38 and 41)			\$ 192,785	\$ 64,262	\$ 257,047

DHCS APPROVAL BY: Marilyn Abero
 TELEPHONE: 916 650-6538
 DATE: 3/23/2015

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: Department of Public Health Annual Report 2013-2014
Attachments: SFDPH Annual Report 2013-2014_1.28.15.pdf

From: Morewitz, Mark (DPH) [<mailto:mark.morewitz@sfdph.org>]
Sent: Friday, March 27, 2015 4:25 PM
To: bos@sfgov.org
Subject: Fw: Department of Public Health Annual Report 2013-2014

From: Morewitz, Mark (DPH)
Sent: Friday, March 27, 2015 4:23 PM
To: bos@gov.org
Cc: Gosiengfiao, Rachel (BOS)
Subject: Department of Public Health Annual Report 2013-2014

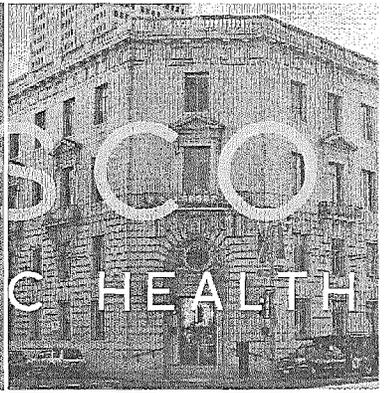
Hi Rachel,

I've attached a PDF of the DPH Annual Report 2013-14. Please let me know if you have any questions.

Mark Morewitz, MSW
Health Commission Executive Secretary
Phone: (415) 554-2666
Fax (415) 554-2665

SAN FRANCISCO

DEPARTMENT OF PUBLIC HEALTH



ANNUAL REPORT
2013-2014



OUR MISSION

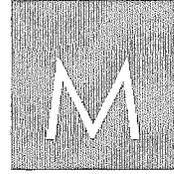
The Mission of the San Francisco Department of Public Health is to protect and promote the health of all San Franciscans.

The San Francisco Department of Public Health Shall:

- Assess and research the health of the community
- Develop and enforce healthy policy
- Prevent disease and injury
- Educate the public and train health care providers
- Provide quality, comprehensive, culturally-proficient health services
- Ensure equal access to all

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MESSAGE FROM THE DIRECTOR

I am pleased to present the San Francisco Department of Public Health's (SFDPH) Annual Report for Fiscal Year 2013/2014.

This fiscal year SFDPH completed the reorganization of our two major divisions, the San Francisco Health Network (SFHN) and the Population Health Division (PHD). The SFHN is San Francisco's only complete care system and includes primary care, dental care, emergency and trauma treatment, medical and surgical specialties, diagnostic testing, skilled nursing and rehabilitation, behavioral health services and jail health services. As our patients have more choices for medical care under the Affordable Care Act, it is important that SFHN becomes a provider of choice and SFDPH continues to strengthen our network to ensure our success in a changing health care environment. This year the SFHN created the Office of Managed Care and the Business Intelligence Unit to help the network improve its financial and operational efficiency.

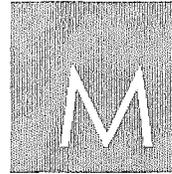
The Population Health Division provides core public health services including health protection, health promotion, disease and injury prevention, and disaster preparedness and response. With the finalization of PHD's strategic plan this year, SFDPH is moving closer to achieving our goal of public health accreditation. The strategic plan demonstrates SFDPH's commitment to addressing our city's most pressing health needs and aligning health care services with the maintenance of health and wellness. Additionally, PHD's valuable experience with disease surveillance, chronic disease prevention, and health promotion, can also help us identify SFHN patients with emerging health needs and provide them with the education and care that they need to prevent illness and promote wellness in our hospital, clinics, and community.

To further cross-sectorial strategic collaboration between both Divisions, SFDPH launched a Black/ African American Health Initiative (BAAHI) to address the significant disparities in health status and health outcomes disproportionately affecting the African American community. A department-wide collaboration spanning the SFHN and PHD, the BAAHI is focusing on four high-priority health areas: 1) heart health; 2) behavioral health; 3) women's health; and 4) sexual health.

The backbone of SFDPH is our Central Administration division, which includes Finance, Information Technology, Human Resources, Compliance, Communications, and Policy and Planning. These offices have been critical in providing support and facilitating the integration of our two divisions. For example, HR hiring improvements and reorganized IT support improves our operational efficiency so that we can meet the demands of a new health care environment.

I'm proud of our accomplishments this year. It is a testament to our skilled staff and dedicated community partners. My wholehearted thanks to them. I'm confident that SFDPH will be successful under the ACA and leverage the expertise within the Population Health Division to improve the health of our San Francisco Health Network patients.

Barbra A. Garcia, M.P.A.
Director of Health



MESSAGE FROM THE HEALTH COMMISSION PRESIDENT

The Health Commission is proud that the San Francisco Department of Public Health (SFDPH) continues to operate one of the finest public health systems in the country. This can only be accomplished through the leadership of our Director of Health, Barbara Garcia, and the hard work of its many dedicated employees that contribute to improving the health and wellness of all San Franciscans every day. We are also deeply appreciative of the generosity of the City, and the strong support of our Mayor and the Board of Supervisors for a healthy City. We also acknowledge the importance of the many productive partnerships between the SFDPH with other City Departments and our community partners.

During the year, the Health Commission worked closely with Director Garcia to oversee the SFDPH plans and activities related to implementation of the Affordable Care Act. An exciting component of these activities has been the development of the San Francisco Health Network, the City's own complete care system. The San Francisco Health Network integrates primary and specialty care for all ages, dentistry, emergency & trauma treatment, hospital services, skilled nursing & rehabilitation, and behavioral health services. Our partnership with UCSF at San Francisco General Hospital provides world-class health care services along with research and teaching as part of the Network. The Department also developed a systematic plan for public health initiatives to enhance the health of the community.

The Health Commission continues to closely monitor the SFDPH budget and progress on SFDPH capital projects, including the San Francisco General Hospital Rebuild Project, which remains on time and within budget.

This year, the Health Commission, in partnership with the Planning Commission, gave final input for the Health Care Services Master Plan, a comprehensive document outlining San Francisco's current and projected health care facility and service needs. The Plan was approved by the Board of Supervisors in December 2013 and requires that the Health Commission review certain proposed land use projects that fall under "Medical Use" sections of the Planning Code for consistency with the Health Care Services Master Plan.

This year, we also welcomed new Health Commissioner David Pating, MD, whose background in mental health and substance use treatment will greatly contribute to the Commission. The Health Commission also bid farewell to former President Sonia Melara, who had contributed greatly during her tenure before she left for the Police Commission.

In the coming year, we look forward to continuing to strengthen our San Francisco Health Network and to implement many of our public health initiatives to improve the health of our city.

Edward A. Chow, M.D.
Health Commission President

ABOUT SFDPH

The mission of the San Francisco Department of Public Health (SFDPH) is to protect and promote the health of all San Franciscans. SFDPH is an integrated health department with two primary roles and two major divisions to fulfill its mission:

- Protecting the health of the population, which is the primary responsibility of SFDPH's Population Health Division; and
- Promoting the health of our patients, which is the primary responsibility of the San Francisco Health Network.

SFDPH's central administrative functions, such as finance, human resources, information technology, and policy and planning, support the work of SFDPH's two divisions and promote integration.

POPULATION HEALTH



SFDPH's Population Health Division (PHD) addresses public health concerns, including consumer safety, health promotion and prevention, and the monitoring of threats to the public's health. PHD implements traditional and innovative public health interventions. PHD staff inspect restaurants, promote improved air and water quality, track communicable diseases, and educate San Franciscans about the negative health impacts of tobacco. PHD staff also promote pedestrian safety, participate in an ambitious campaign to eliminate new HIV infections, and provide technical assistance to corner stores to increase healthy food options for residents. PHD contributes to the health of SFDPH's patients by contributing population health data and data analysis to the San Francisco Health Network. PHD is currently applying for national public health accreditation which specifically focuses on measurement of health department performance against a set of nationally recognized, practice-focused, and evidence-based standards based on the ten essential public health services, as well as management, administration, and governance.

SAN FRANCISCO HEALTH NETWORK

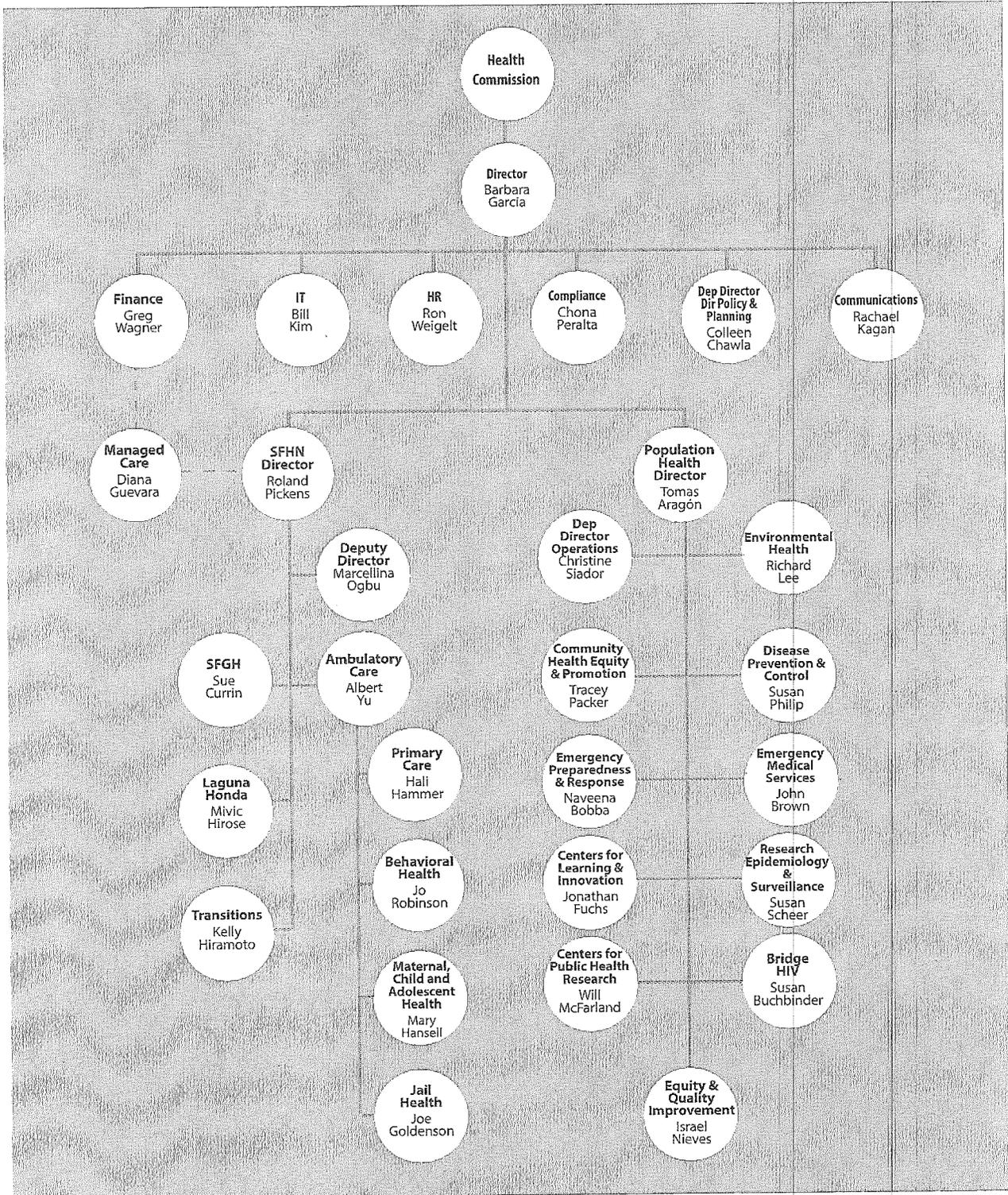


The SF Health Network (SFHN) comprises the direct health services SFDPH provides to thousands of insured and uninsured residents of San Francisco, including those most socially and medically vulnerable. The services the SFHN provides are not new – rather, they are newly aligned to achieve the triple aim of Health Reform: better care for individuals; better health for the population; and lower cost through improvement. Unlike other public or private systems, the SFHN contains the crucial components needed to build a seamless continuum of care: patient centered medical homes provided by primary care clinics located throughout the community; comprehensive behavioral health services; acute care and specialty services provided at San Francisco General Hospital; skilled nursing care provided at Laguna Honda Hospital; and other home- and community-based services. In addition to the health care services, SFDPH provides critical health care services for the broader community. San Francisco General Hospital, for example, is the only trauma center serving all of San Francisco and northern San Mateo County. Additionally, SFDPH's Community Behavioral Health Services provides mental health and substance abuse services to all low-income San Franciscans who need them. Services such as these are essential components of the San Francisco safety net.

The SFHN is San Francisco's only complete care system and includes primary care, dental care, emergency and trauma treatment, medical and surgical specialties, diagnostic testing, skilled nursing and rehabilitation, behavioral health services and jail health services. To learn more about San Francisco Health Network and the services we provide, please visit: <http://www.sfhealthnetwork.org>

SFDPH ORGANIZATION

SFDPH's dedicated staff help realize the organization's mission of protecting and promoting the health of all San Franciscans. The new San Francisco Health Network integrates our delivery system and focuses on providing high quality health care services. The Population Health Division leads SFDPH efforts in health protection, promotion, prevention and disaster readiness.



SAN FRANCISCO HEALTH COMMISSION

OVERVIEW

As SFPDPH's governing and policy-making body, the San Francisco Health Commission is mandated by City and County Charter to manage and control the City and County hospitals, to monitor and regulate emergency medical services and all matters pertaining to the preservation, promotion and protection of the lives, health, and mental health of San Francisco residents. The full Health Commission meets on the first and third Tuesday of each month at 4:00 p.m. in Room 300 at 101 Grove Street. The Health Commission's committee structure consists of:

- The San Francisco General Hospital Joint Conference Committee
- The Laguna Honda Hospital Joint Conference Committee
- The Community and Public Health Committee
- The Finance and Planning Committee
- The Five-Year Budget Subcommittee of the Finance and Planning Committee

The Health Commission also has designated seats on the following bodies:

- San Francisco Health Plan Board of Directors
- San Francisco General Hospital Foundation Board of Directors
- San Francisco Public Health Foundation Board of Directors
- In-Home Supportive Services Public Authority Governing Board

HEALTH COMMISSION PROFILES

Edward A. Chow, M.D. President

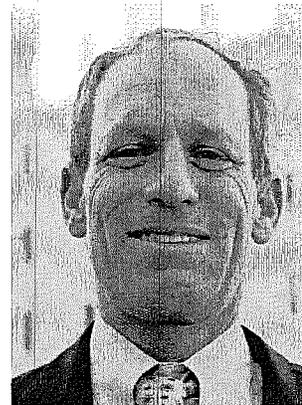
Commissioner Chow is a practicing internist. He is Board Advisor to the Chinese Community Health Care Association and is the Senior Advisor for the Chinese Community Health Plan. He is also Treasurer of the Board of Directors of the Institute of Medical Quality, a subsidiary of the California Medical Association. Commissioner Chow currently chairs the San Francisco General Hospital Joint Conference Committee and is a member of the Finance and Planning Committee. He is serving his seventh term on the Health Commission.



Edward A Chow

David B. Singer, MBA, Vice-President

David B. Singer has been responsible for Maverick's Private Investments globally since 1994. Mr. Singer is a founder and former CEO of three healthcare companies: Affymetrix, Inc.; Corcept Therapeutics, Inc.; and, Genesoft Pharmaceuticals. Mr. Singer currently serves on the boards of private and public companies in the fields of healthcare information technology, healthcare delivery, and biotechnology. Mr. Singer received a B.A. from Yale University and an M.B.A. from Stanford University. He was a Crown Fellow of the Aspen Institute and a member of the



David Singer

Rand Corporation's Health Advisory Board. He is currently a Sterling Fellow of Yale University, and a director of College Track. Commissioner Singer sits on the Finance and Planning Committee and the San Francisco General Hospital Joint Conference Committee. He was appointed to the Health Commission in 2013.

Cecilia Chung

Commissioner Chung is nationally recognized as a civil rights leader, advocating for HIV/AIDS awareness and care, LGBT equality, and prisoner rights. She is the former Deputy Director of the Transgender Law Center and has served on a number of planning bodies, which include the San Francisco HIV Health Services Planning Council, Transgender Community Advisory Board for UCSF TRANS and the Visioning Change Initiative of the California HIV/AIDS Research Program. She is currently President of the United States People Living with HIV Caucus. Commissioner Chung chairs the Finance and Planning Committee and is a member of the Laguna Honda Hospital Joint Conference Committee and the Community and Public Health Committee. She was appointed to the Health Commission in 2012.



Cecilia Chung

Judith Karshmer, Ph.D., PMHCNS-BC

Dr. Karshmer is the Dean of the School of Nursing & Health Professions at the University of San Francisco. Dr. Karshmer completed her undergraduate degree in nursing at the University of Iowa, graduate degree in advanced psychiatric- mental health nursing at Rutgers-The State University of New Jersey, masters in social psychology at the University of Massachusetts and PhD at New Mexico State



Judith Karshmer

University. She is the immediate past president of the California Association of Colleges of Nursing, member of the AACN- AONE Task Force on Academic-Practice Partnerships, and was recently elected as CCNE Commissioner, representing deans. Commissioner Karshmer was appointed to the Health Commission in 2013. She is a member of the Community and Public Health Committee and the Laguna Honda Hospital Joint Conference Committee.

David Pating, M.D.

David Pating, MD, is a psychiatrist and Chief of Addiction Medicine at Kaiser San Francisco Medical Center. He is an Assistant Clinical Professor at UCSF School of Medicine and site-director for the UCSF fellowship in Addiction Psychiatry. As a member of the Permanente Medical Group, Dr. Pating was regional chair of Addiction Medicine and chaired its Quality Improvement Committees. He has consulted to SAMHSA, the Medical Board of California, California's Department of Education, Administrative Offices of the Courts and 9th Circuit Court of Appeals. Dr. Pating is past-president of the California Society of Addiction Medicine; a member of the California Medical Association, California Psychiatric Association and American Society of Addiction Medicine; and an active board member of the California Hospital Association's Behavioral Health Board, California Public Protection and Physician Health, Inc., the California Institute of Behavioral Health Solutions, San Francisco Suicide Prevention and National Quality Forum's Behavioral Health Standing Committee. Currently, Pating is a Vice-chair of California's Mental Health Services Oversight and Accountability Commission (Proposition 63) and chairs the Mental Health Services Act Evaluation Committee.



David Pating, MD

**David J. Sanchez, Jr.,
Ph.D.**

Commissioner Sanchez is Professor Emeritus at University of California, San Francisco. Commissioner Sanchez is a member of the San Francisco General Hospital Joint Conference Committee and



David Sanchez

the Chair of the Laguna Honda Hospital Joint Conference Committee. He is a member of the San Francisco General Hospital Foundation Board. He has also served on the San Francisco Board of Education and the Community College Board, the San Francisco Police Commission, and is Trustee Emeritus of the San Francisco Foundation. He was appointed to the California Commission on Aging in 2013. He has served on the Health Commission since 1997.

Belle Taylor-McGhee

Commissioner Taylor-McGhee is a national leader in women's reproductive health, a public speaker, published writer, and an experienced non-profit executive director. Currently, Ms. Taylor-McGhee is a consultant with



Belle Taylor-McGhee

JLM Management Group, a multi-disciplinary consulting firm specializing in strategic communications, media and public relations, and business development. Commissioner Taylor-McGhee chairs the Community and Public Health Committee and is a member of the Laguna Honda Hospital Joint Conference Committee and the Finance and Planning Committee. She was appointed to the Health Commission in 2012.

Mark Morewitz, MSW, is the Health Commission Executive Secretary

FISCAL YEAR 13/14 HEALTH COMMISSION RESOLUTIONS

- 13-08 Resolution Authorizing The Department of Public Health-Laguna Honda Hospital and Rehabilitation Center to Accept and Expend Retroactively a Gift of Cash Value of Up to Twenty-Five Thousand Dollars to the Laguna Honda Palliative and Hospice Fund from the Patricia L. Strong Trust
- 13-09 Resolution Supporting a Health Impact Assessment of Food Security for Residents of Single Occupancy Hotels
- 13-10 Resolution Recommending that the Board of Supervisors Adopt the Health Services Master Plan as an Official Plan of the City and County of San Francisco
- 13-11 Endorsing an Ordinance to Update the SF Health Code Article 38 Enhanced Ventilation Required for Urban Infill Sensitive Use Development in the Air Pollutant Exposure Zone, and Corresponding Director's Rules and Regulations
- 14-01 Resolution on Contract Contingency
- 14-02 Resolution In Support of Decreasing Sugary Beverage Consumption in the City and County of San Francisco
- 14-03 In Support of the Findings of the 2013 Universal Healthcare Council and Requesting Further Study of San Francisco's Uninsured and the Healthy San Francisco Program
- 14-04 In Support of the Long Term Care Integration Strategic Plan for San Francisco
- 14-05 In Support of Vision Zero and the Goal of Zero Traffic Deaths in San Francisco by 2024
- 14-06 Resolution in Support of the SFDPH Population and Health Division Strategic Plan

S F D P H P R I O R I T I E S

In November 2012, the San Francisco Health Commission passed a resolution (12-10) adopting three budget priorities for the San Francisco Department of Public Health (SFDPH): 1) development of an Integrated Delivery System, 2) Public Health Accreditation (PHA), and 3) Operational and Financial Efficiency.

In FY 13/14, SFDPH made progress in these priority areas by:

- Advancing the San Francisco Health Network as a Provider of Choice;
- Improving Performance and Quality in Population Health;
- Promoting ACA Enrollment and Expanding Capacity to Serve the Newly Insured and the Residually Uninsured

INTEGRATED DELIVERY SYSTEM

Advancing the San Francisco Health Network as a Provider of Choice

January 1st, 2014 marked a major milestone for the Affordable Care Act (ACA): the requirement for most individuals to carry health insurance went into effect, and new coverage options became available through the Medicaid expansion and the launch of online insurance marketplaces. The ACA's triple aim of better health for populations, better care for individuals, and lower per capita cost, has contributed to an increased reliance on managed care and integrated systems.

To better position itself for the ACA, in October 2013, SFDPH reorganized its healthcare delivery system into the San Francisco Health Network (SFHN). SFHN is the city's only complete system of care and a major step toward achieving the goal of a fully integrated delivery system. The Network seeks to improve the value of services provided to our patients, staff and all San Franciscans by delivering more efficient and coordinated care. The Network includes primary care for all ages, dentistry, emergency & trauma treatment, medical & surgical specialties, diagnostic testing, skilled nursing & rehabilitation, and behavioral health.

Ambulatory Care

Successful implementation of our integrated delivery system relies heavily on outpatient or

ambulatory care to ensure that individuals receive timely primary, specialty, and preventive care to avoid unnecessary hospitalizations. Created in December 2013, the SFHN Ambulatory Care Division includes four sections: Behavioral Health Services, Jail Health Services, Maternal Child and Adolescent Health, and Primary Care. The SFHN Ambulatory Care Division works in a coordinated manner with other divisions of the Network – San Francisco General Hospital and Trauma Center (SFGH), Laguna Honda Hospital and Rehabilitation Center (LHH), Office of Managed Care, and Transitions – to integrate all ambulatory services and advance the Network's strategic goals:

- Achieve quality patient care and efficient service delivery through improved access, capacity, coordination and client flow
- Manage service and resource utilization and contracts
- Set performance accountability
- Strive for financial sustainability

In FY 13/14, Ambulatory Care worked actively and collaboratively within and across SFHN divisions to organize a governance structure, consolidate a team of talented and dedicated leaders and staff, build a shared vision and alignment with Network priorities, and redesign and integrate its clinical programs. The division is also actively planning to create an Ambulatory Care Population Health Center to better serve all SFHN enrollees to improve their overall health status,

optimize their utilization of appropriate services, and enhance their experience with the SFHN delivery system.

Office of Managed Care and Business Intelligence Unit

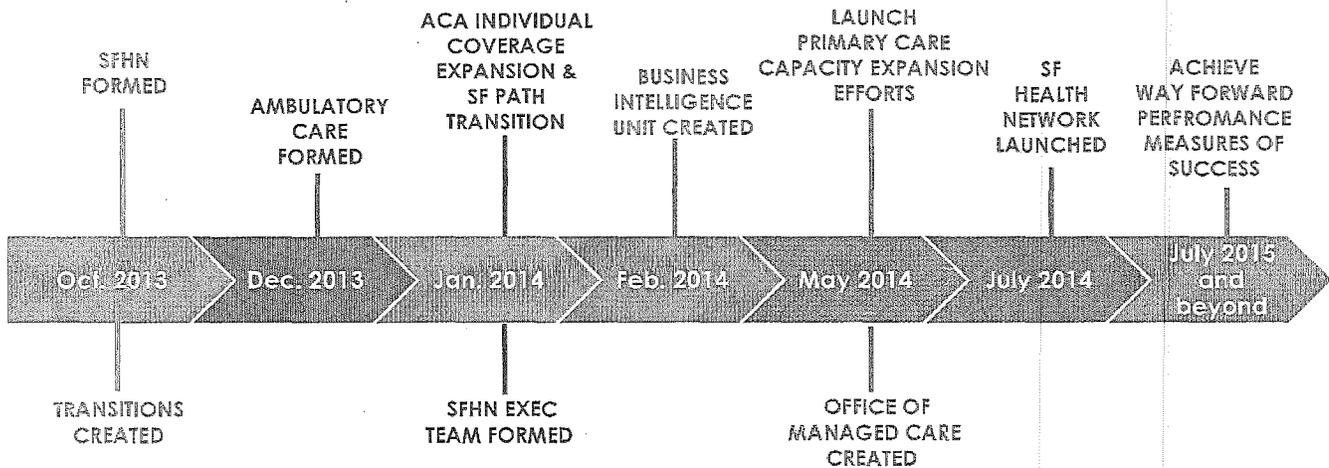
San Francisco Health Network also created two key offices, the Office of Managed Care and the Business Intelligence Unit, to improve financial and operational efficiency. The Office of Managed Care ensures our health care delivery system attracts and retains patients while the Business Intelligence Unit provides data support and intelligence to improve performance across the Network. To guide these efforts, SFHN developed Way Forward Performance Measures, which reflect the Network's goal of increasing the value of services to patients, the SFHN workforce, and residents of San Francisco.

Transitions

As part of the newly formed SFHN, SFDPH created the Transitions section to ensure system-wide patient flow to the most appropriate and least restrictive level of care in the most

cost effective manner. Many existing SFDPH programs that impact patient flow were brought together including the SF Homeless Outreach Team, residential treatment programs, residential care facilities, and supportive housing. Transitions care coordination provides necessary system navigation to facilitate various entry points and services throughout SFHN that contribute to the recovery, wellness, and stability of our patients.

Continuous improvement toward the Network's strategic position as a "provider of choice," going beyond being "provider of last resort," include key accomplishments for adapting to health reform. The following graphic illustrates SFHN's timeline in major accomplishments as well as future anticipated goals. Between now and 2015, the San Francisco Health Network must focus on access to care, elimination of barriers to entry, patient experience, primary care medical homes, fiscal discipline, and care coordination to ensure that it is a provider of choice for patients with new health insurance options under the Affordable Care Act.



PUBLIC HEALTH ACCREDITATION

Improving Performance and Quality in Population Health

In July 2012, SFDPH's Population Health Division began the journey to accreditation. Public Health Accreditation (PHA) is a voluntary national accreditation program designed to improve and protect the health of the public by advancing the quality and performance of public health departments. There are three prerequisites to apply for PHA; completion of a Community Health Assessment, creation of a community-informed Community Health Improvement Plan, and development of a departmental Strategic Plan.

SFDPH completed its Community Health Assessment and the Community Health Improvement Plan (CHIP) in the last fiscal year. The Assessment involved extensive community engagement with stakeholders throughout San Francisco representing diverse sectors. The Community Health Improvement Plan is our citywide plan to protect and improve the health of all San Francisco residents, and is overseen by the San Francisco Health Improvement Partnership (SFHIP) – a citywide multidisciplinary health coalition.

Population Health Strategic Plan

Building on the values and priorities identified by community partners, SFDPH began the process of developing the strategic plan for population health. Completed this fiscal year, the Population Health Strategic Plan outlines what contributions the health department will make to (1) advance the goals of the Community Health Improvement Plan, (2) deliver the ten essential public health services, and (3) become a community-centered, high reliability, high performance learning health organization.

The Population Health Strategic Plan was developed in two phases. Phase one was the redesign of the division formerly known as Population Health and Prevention (PHP) and the development of a strategic map. Input and feedback for this process was gathered from a number of stakeholders including SFDPH leadership, PHP Directors, and staff from across the division.

The project relied on a number of mechanisms to elicit feedback, including focus groups on a wide range of topics such as workforce development,

community engagement, and monitoring health outcomes. Additionally, the community was engaged through a series of neighborhood-based meetings, where the inspiring feedback and recommendations showed that SFDPH staff and city residents shared a bold vision for how to improve health and well-being in San Francisco.

Phase two of the strategic planning process focused on developing health indicators for the strategic plan. The indicators align with the goals identified in the CHIP and were expanded to focus our efforts on increasing health equity within populations that disproportionately experience disparities in health outcomes. While population health activities often focus on San Francisco's vulnerable populations, the ultimate goal is to ensure that all those who live, work, or visit here experience optimal health and wellness at every stage of life.

Strategic Plan Focus Areas

PHD chose to focus its strategic plan on local "winnable battles" that were selected through the CHIP and SFDPH-identified priorities based on morbidity (the level of disease in SF) and mortality (deaths due to those conditions). However, PHD remains committed to its mission of providing all ten essential public health services and core public health functions.

The six focus areas for this strategic plan are:



Safe and Healthy Living Environments (CHIP)



Healthy Eating and Physical Activity (CHIP)



Black/African American Health



Mother, Child, & Adolescent Health



Health for people at risk or living with HIV



Access to Quality Care and Services (CHIP)

The strategic plan was approved and adopted by the San Francisco Health Commission on June 14, 2014; a copy of the accompanying resolution (14-7) and plan can be found on www.sfdph.org.

OPERATIONAL AND FINANCIAL EFFICIENCY

Promoting ACA Enrollment Citywide and Expanding SF Health Network Capacity to Serve the Newly Insured and the Residually Uninsured

ACA Citywide Enrollment

During the first half of FY 13/14, SFDPH focused internally and externally on maximizing enrollment of uninsured San Franciscans into new health insurance options available under the ACA. SFDPH's efforts, combined with the Department's ongoing efforts over the past few years, resulted in a successful start to full implementation of the ACA, as evidenced by enrollment trends in the second half of the fiscal year.

Covered California, the state's health insurance marketplace, held its first open enrollment between October 2013 and March 2014. SFDPH projected that of the 43,000 - 52,000 city residents eligible for subsidized coverage on Covered California, 29,000 - 44,000 would purchase plans through the marketplace. Actual Covered California enrollment met these expectations, as 33,366 San Franciscans enrolled in subsidized plans, and an additional 7,459 purchased full-price coverage.

Enrollment in Medi-Cal, the state's Medicaid program, is open year-round; and the program began covering the expansion population (most individuals and households earning below 138% of the federal poverty level) in January. SFDPH projected that of the 81,000 - 95,000 city residents eligible to enroll in Medi-Cal, 39,000 - 50,000 would enroll in calendar year 2014. The City is well on its way to exceeding these projections, as 32,314 San Franciscans eligible for the Medi-Cal expansion were enrolled by the end of June 2014.

73,000 Individuals Enrolled In ACA Citywide:

Citywide Enrollment in ACA Coverage (January 1 - June 30, 2014)	
Covered California	40,325
Medi-Cal Expansion	32,314

Part of the citywide success in ACA enrollment is owed to SFDPH's Healthy San Francisco (HSF) program for the uninsured. Through its participation in the state's Low Income Health Program, known as SFPATH in San Francisco, HSF automatically transitioned over 13,000 uninsured persons into Medi-Cal in January 2014. HSF can also be credited with reducing pent-up demand for health care services and increasing health literacy among the newly insured. Overall, HSF program participation declined by nearly 40%, from 52,000 in October 2013 to 32,000 at the end of June 2014.

Declining HSF Participation Indicates Increase in Insurance Coverage:

Healthy San Francisco Enrollees	
October 2013	52,000
June 2014	32,000

Although enrollment into ACA coverage met or exceeded SFDPH projections for 2014, the Department expects to maintain its role as a safety net provider for the residually uninsured. This group includes persons who are not eligible for ACA coverage, as well as those who are eligible but do not enroll for a variety of reasons. SFDPH estimates that 30,000 - 50,000 San Franciscans could remain uninsured over the next fiscal year.

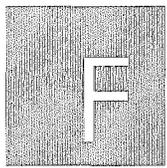
Health Reform Readiness at SFDPH

In FY 13/14, SFDPH completed its Health Reform Readiness Assessment effort in conjunction with the Controller's Office and consultant Health Management Associates. The effort produced a comprehensive evaluation of SFDPH's financial outlook under the ACA and a strategy to strengthen its financial position over the next five years. Many elements of this strategy are currently being implemented, including development of a managed care function within the department, targeted clinical capacity enhancements to increase managed care revenues, and creation of financial tools for cost control and productivity measurement. The Health Reform Readiness Assessment also identified several opportunities to increase federal reimbursement for long-term care and primary care.

Over the past year SFDPH has continued to expand the use of data-driven tools for financial management. To support SFHN's work, the Department created the Business Intelligence Unit (BIU), an analytical group charged with improving the department's use of clinical, financial, and

operational data to improve patient care, improve revenue retention and growth, and streamline operations. The BIU continues to develop data reporting relevant to day-to-day management of the department, including cost management, clinical productivity, network patient flow, and managed care. In collaboration with the Controller's Office, the BIU is implementing a software tool to allow data to be widely accessed through a desktop application throughout the Department.

As previously noted, managed care is increasingly becoming the dominant model for health care delivery, making managed care revenues a critical source of funding for SFDPH programs and services. During the first six months of the implementation of the ACA (from January through June of 2014), nearly 20,000 additional SFDPH clients enrolled in Medi-Cal managed care. In FY 13/14, SFDPH created the Office of Managed Care and added new staff. The Office of Managed Care is charged with negotiating and administering contracts for managed care programs, and plays a key role in bringing the San Francisco Health Network together through improved financial and operational coordination of SFDPH services.



FISCAL YEAR 13/14

HIGHLIGHTS BY DPH DIVISION

SF HEALTH NETWORK

The SF Health Network (SFHN) is San Francisco's only complete care system and includes primary care, dental care, emergency and trauma treatment, medical and surgical specialties, diagnostic testing, skilled nursing and rehabilitation, behavioral health services and jail health services. SFHN's mission is to increase the value of services to our patients, our workforce, and the residents of San Francisco.

LAGUNA HONDA HOSPITAL

Tobacco And Smoke-Free Campaign

After 18 months of preparation, Laguna Honda Hospital (LHH) became a tobacco and smoke-free campus on February 14, 2014. This landmark accomplishment is in alignment with smoke-free campaigns in health care settings nationwide. The transition involved a tremendous amount of planning, patience, commitment, innovation and

and smoke-free policy and sign an agreement that they will not smoke during their hospital stay. A multidisciplinary collaboration is piloting an early intervention program for new residents with a recent history of smoking. The residents are assessed and offered smoking cessation support within 48 hours of admission.

All prospective and current LHH employees were informed of the expectation of 100% compliance with the Smoke and Tobacco Free Policy. Employees were encouraged to call the smoke-free campus phone line to report a smoking violation. Employees wanting to quit smoking were referred to smoke-free resources. There have been zero reports of staff smoking on campus since becoming a tobacco and smoke-free campus. Becoming a tobacco and smoke-free campus reflects LHH's strong commitment to improving the health and well-being of every member of the LHH community.



Laguna Honda goes smoke-free

hard work by the entire LHH community. More than 60 LHH residents have participated in ASH Kickers, the smoking cessation support groups led by Substance Abuse Treatment Services staff. In June 2013, at the onset of efforts, 78 residents self-identified as smokers, and as of July 2014, only 38 residents self-identified as smokers. Newly admitted residents are informed of the tobacco

Medical Provider Sign Out System

Laguna Honda successfully uses an online medical provider sign-out system, in addition to regular team meetings, to improve communication and patient safety during higher risk times of care transition during evenings, nights, weekends, and holidays. Disciplines using the system include: primary and covering providers, psychiatry, rehabilitation and nursing. Topics covered may include lab or radiology follow up, clinical re-evaluation, or any potentially unstable medical or psychiatric issues. The use of this system as fostered a collaborative learning environment, where

providers discuss challenging cases and learn from each other's best practices. It has also created a partnership between medical and nursing providers who share information about patients who require the heightened focus of the Laguna Honda care providers at any given time.

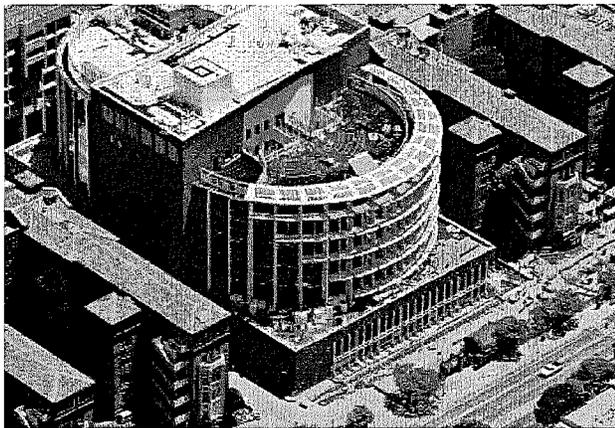
"Got Vax?"

Laguna Honda's Infection Control, Pharmacy, and Nursing Departments led the "Got Vax?" campaign in the FY 13/14 flu season to encourage staff and residents to get vaccinated against influenza. The campaign resulted in 95% of employees receiving the flu vaccination. The remaining 5% were required to wear surgical masks during the flu season. Comparable to State and National averages for all nursing homes, 90% of long-stay, skilled nursing residents were appropriately given the flu vaccine. Three residents tested positive for flu compared to 11 residents in 2013. Less flu prophylaxis was needed and the facility's cost for Tamiflu decreased by \$38,000 from the previous flu season.

SAN FRANCISCO GENERAL HOSPITAL

SFGH Rebuild Construction Progresses on Schedule

The rebuild of San Francisco General Hospital and Trauma Center continued to progress on schedule during FY 13/14. The building exterior of red brick and glass is complete. Exterior site work continues, including work on the main entrance, the courtyard between the existing and new buildings, and the rooftop garden, which will provide a place of respite for patients and staff with its views



SFGH rebuild

of the cityscape.

Since the installation of internal mechanical and building systems last year, interior walls, floors, and ceilings, and built-in cabinetry have been installed and give definition to the patient care that will occur in the rooms. The hospital is designed for nearly 90% private, single occupancy rooms. All patient rooms have been designed with windows to provide natural sunlight into each room to support the overall healing aspect from exposure to natural sunlight. In addition, interior shades are designed to adjust automatically to maintain energy conservation.

Operational Readiness Planning and Transition

In 2013 a Transition Planning Steering Committee and six sub-committees launched and began developing operational plans for the new hospital. In May 2014 a Transition Director was hired to work closely with the hospital's Kaizen Promotion Office to coordinate transition planning with workflows designed to improve overall clinical care and patient satisfaction. As the building construction nears substantial completion in mid-2015, and moveable equipment, such as beds and monitors, are placed in the rooms, the bulk of the Rebuild activities will shift toward ensuring staff are well oriented and systems are installed to support patient care services in the new building. Upgraded equipment and new systems, along with streamlined work processes, will enable patient care to be delivered more efficiently and effectively.

One of the goals for the new hospital is to create patient/ family focused care processes. With 40% of SFGH's patient population identified as having limited English proficiency, a pictorial wayfinding system is being devised to coincide with the new hospital's signage program. Technology will be a key feature in the new hospital. New communication systems and processes are being implemented to enhance access to medical interpretation services. Video conferencing capabilities with clinical experts at UCSF to support care delivery at the bedside are also envisioned.

Quality Improvement and Leadership Academy

The Quality Improvement and Leadership Academy (the Academy) is a 9-month training program focused on developing quality improvement leaders throughout San Francisco General Hospital and the San Francisco Department of Public Health. This year, 45 multidisciplinary staff, including physicians, nurses, pharmacists, principal clerks, and population health specialists successfully completed the Quality Improvement and Leadership Academy



Quality Improvement and Leadership Academy

to improve clinical care and operations across the San Francisco Department of Public Health (SFDPH). Their focuses included TB Clinic, African American Health Disparities, DPH Accreditation, Appointment Template Standardization, Nurse and Pharmacist Medication Refills, Catheter Associated Urinary Tract Infection (CAUTI) Prevention, Improve Care for Limited English Proficient Patients and Pain Management Improvement.

Academy teams have demonstrated early successes, including linking TB notification patients to primary care from a baseline of 57.1% in March 2014 to an impressive 86.7% in May 2014, with a goal of achieving 90% linkage by December 2014. The team also identified a plan for engaging primary care clinics in their screening program to assist with referrals and linking patients to primary care clinics throughout SFDPH. Similarly, the Pain Management team tested ways to improve post-operative pain scores by improving

the order form template and initiating a pain ambassador program by recruiting over 10 front-line nurses to serve as pain ambassadors in their home units. The team aims to improve post-operative pain scores (score of 3 out of 10, or less) from a baseline of 37% to 80% by December 2014. As of June 2014, pain scores were at 47%.

The Academy was taught by leadership expert Ed O'Neal, formerly from the UCSF Center for Health Professions, and quality improvement faculty Iman Nazeeri-Simmons, MPH, Will Huen, MD MPH, and Dennise Rosas, MPH. Academy teams will sustain their work with support from their executive sponsors and engagement in organizational committees.

Community Engagement Committee

The Community Engagement Committee at San Francisco General Hospital serves as a vital link between the patient community and hospital. The Committee consists of 7 patient advisors, 1 community leader, and 7 hospital staff who meet monthly to represent the patients' perspective in the hospital's key strategic initiatives and decision-making process. The Committee also informs the community about the goals and objectives of the hospital.



SFGH Community Engagement Committee

This past year, the patient advisors played a key role in providing feedback on and participating in the following projects:

- San Francisco Health Network patient portal
- Patient appointment letters
- SFGH Patient Handbook
- Hospital staff identification badges
- Furniture for the new hospital
- San Francisco Health Network website
- Lean Improvement work in the In-patient unit, Pharmacy, and Radiology

Pediatric Pedestrian Injury Prevention

San Francisco General Hospital is a designated Level 1 Trauma Center. In addition to having 24 hour in-house coverage of general surgeons and prompt availability of care in various specialties such as neurosurgery, emergency medicine, and critical care, SFGH is also a leader in trauma research, trauma education, and injury prevention.

The San Francisco Injury Center, funded by the Centers for Disease Control, is a multi-disciplinary collaboration of institutions, researchers, clinicians and advocates committed to trauma research and injury prevention. Based at SFGH, the Center has worked on injury control and has focused on a wide spectrum of trauma prevention efforts including pediatric pedestrian safety.

Pedestrian injury is one of the leading causes of pediatric deaths and injuries in the United States. Young children are often struck while crossing a road or between intersections, when playing on or around roadways near their homes, or while walking alone to school. It is estimated that 50% of children in first or second grade walk to school unsupervised particularly in large inner city locations.

Dr. Margaret Knudson, Trauma Surgeon at SFGH and Principal Investigator of the San Francisco Injury Center, has led the development of a video interactive game called "Ace's Adventure". Ace's Adventure is designed to teach young children about pedestrian safety. Coupled with a life size replica of the game, Ace's Adventure provides an engaging and more effective method of educating school children about pedestrian safety. Children learn through a series of scenarios

about crossing intersections at stoplights, not to run after balls that have rolled into the streets, signaling drivers who are backing up, and walking safely around motor vehicles.



Ace's Adventure, Teaching Kids Pedestrian Safety

The game and its simulated street setup have been demonstrated at two different elementary schools in San Francisco. The games were well received by the students, and one of the demonstration events was attended and endorsed by the San Francisco Mayor's Office, members of the Board of Supervisors, both the police and fire departments, as well as the supervisor of schools.

PRIMARY CARE

Patient Centered Medical Homes

As the foundation and entry point for patients and clients into the SFHN, Primary Care (PC) will integrate and transform all of its 15 health centers – four at SFGH and eleven community-based (formerly referred to as Community Oriented Primary Care)— into high-functioning patient-centered medical homes. The network of PC health centers serves almost 70,000 unduplicated patients, the great majority of whom are economically disadvantaged, psychosocially and medically complex individuals, and have socioeconomic and cultural backgrounds that reflect the rich diversity of San Francisco.

As part of Primary Care's 'whole person' approach to care, the medical home includes a range of services provided by a variety of health

care professionals in addition to primary care providers (physicians and nurse practitioners): clinical pharmacists, nutritionists, optometrists, podiatrists, dentists, psychologists, social workers, and psychiatrists. In all clinical services, SFHN Primary Care emphasizes the following core principles: a) enhanced access, b) whole-person orientation, c) seamless coordination of care, d) superior safety and quality, e) robust team-based service models, f) responsible management of resources and finance, and g) development of an engaged and sustained Primary Care work force.

Since the establishment of the integrated SFHN Primary Care division in March 2014, its focus has been on the first core principle, which is access. Access improvement initiatives described below have led to dramatic reductions in wait times for new patients, access to same day appointments in the medical home for established patients, and enhanced access to care and appointments over the phone. Moreover, historical silos between primary care, behavioral health services, transition programs, SFGH, LHH, and even between hospital and community-based primary care clinics are evaluated to identify high-value opportunities for strategic integration and system accountability.

The primary care team also implemented a call center in order to effectively partner with Telephone Appointment Service (NPs) and Nurse Advice Line (RNs) in order to maximize internal resources and provide an appropriate level of care to patients. This partnership will build and manage relationships with primary care centers and other clinical services to be included in the call center at a later time.

Primary Care Panel Target Size

As part of the health reform readiness, SFHN has adopted a target primary care panel size of 1,350 patients per clinical FTE (full-time equivalent).

Over the past year, Primary Care leadership has rigorously engaged clinic leadership, clinicians, and staff to ensure this performance expectation is part of each clinic's roles and responsibilities. To achieve SFHN access and capacity priorities, Primary Care is implementing the following tactics: 1) simplify provider schedule templates, 2) standardize scheduling protocols and decision rules, 3) create telephone models for both nurse advice and nurse practitioner management of

common problems, 4) align the Nurse Advice Line, the New Patient Appointment Unit and in the near future, the Centralized Call Center, 5) expand Nurse Orientation clinics for new patients, and 6) optimize provider productivity.

Nursing Leadership Academy (NLA) and Quality Improvement 101

Over the past year, Primary and Ambulatory Care leadership have invested time and resources to lay the groundwork for a quality improvement infrastructure that can fully engage all clinical staff, especially registered nurses and pharmacists, in the institutional priority of enhanced access to care. SFDPH developed and implemented two professional development programs for front line clinic staff and nurse leaders— Nursing Leadership Academy (NLA) and Quality Improvement 101 (QI 101).



Nursing Leadership Academy

Pre/post-training assessments have demonstrated increases in RNs' confidence and self-efficacy for all categories: their own ability to effect change and generate improvement ideas, teamwork, use of QI methods and data in improving patient care, and organizational savvy.

To help sustain and spread the work of the NLA and Quality Improvement 101 initiatives, SFHN Primary Care was recently awarded a Blue Shield of California Foundation – Expanding Access Through Team Care Project grant. Over the next year, this grant will provide funding and technical assistance support for SFHN diabetic patient referrals to RN and clinical pharmacist (PharmD) visits to coordinate individualized care plans. This project is focused on diabetes management to

help build an infrastructure that will later support broader dissemination of RN/PharmD led visits for other chronic conditions.

BEHAVIORAL HEALTH

Trauma Informed Systems Initiative

SFDPH recognizes that trauma and toxic stress are our number one health concern responsible for long-term, intractable effects that are transmitted across generations. The heavy impact of trauma on government agencies, non-profits and community programs can create organizational stress and fragmentation which impedes service delivery. In FY 13/14 SFDPH organized a Trauma Informed Systems Workgroup to explore a response to trauma with a comprehensive, Public Health approach and so was born the Trauma Informed Systems Initiative. A trauma informed system enhances the care of those it serves and the well-being of those that work within it by establishing common knowledge, shared language, and a foundation of principles: trauma understanding, safety and stability, cultural humility and responsiveness, compassion and dependability, collaboration and empowerment, and resilience and recovery.

Through a vetting process that included over 400 people within the SFDPH system and workgroup efforts, key goals of the Trauma Informed System Initiative were identified as: 1) developing a common understanding and shared language around trauma and its effects, 2) embedding system leaders and champions of change, and 3) supporting and maintaining change efforts through harnessing experts and community voices within our system. A critical, foundational step in achieving these goals is the mandated training of all 9,000 SFDPH employees over the next two years in the basics of trauma and principles of a trauma informed system starting in March 2014. As of November 2014, 1,483 people have completed the Trauma Informed System Initiative training from diverse divisions, disciplines, and roles across SFDPH.

The creation of a trauma informed system – one in which every staff member from clerk to clinician, facilities staff to administration is trained in trauma informed principles – is expected to enhance the well-being of our workforce and increase the effectiveness of the services delivered to our

community. Over time, the expected impact is improved relationships, decreased stress and trauma, and increased achievement of goals both within our workforce and between our workforce and those we serve.

JAIL HEALTH

Office Based Induction Clinic

It is estimated that 12-15% of the inmate population has a history of heroin addiction, most of whom do not receive drug abuse treatment during incarceration or upon release from custody. As a consequence, re-addiction to heroin typically occurs within one month of release from incarceration, increasing the likelihood of death from overdose; HIV infection; hepatitis B and C infections; increased criminal activity; and re-incarceration. Buprenorphine, an opioid agonist has been found to be highly effective in reducing heroin use in the community and retaining patients in treatment and is being increasingly used in place of methadone.

In FY 13/14, Jail Health Services (JHS), in an effort to address opioid addiction, reduce the likelihood of re-incarceration, and improve health outcomes, began prescribing Buprenorphine to inmates for opiate maintenance. To ensure continuity of care upon release from custody, JHS partnered with the Department of Public Health's Office-Based Induction Clinic (OBIC) who agreed to continue providing Buprenorphine to these patients with the ultimate goal of transitioning their opiate replacement therapy to a primary care provider. All patients started on Buprenorphine in jail are provided information about and referred to OBIC for follow up care. Jail Health Services then tracks these patient's court dates so that OBIC can be notified when a patient is released from custody. Thus far, approximately 48% of patients prescribed Buprenorphine in jail have connected with OBIC upon release from custody for continued care. JHS and OBIC continue to work together to find ways to more effectively engage clients and improve outcomes

POPULATION HEALTH

Population Health Division (PHD) highlights reflect PHD's strategic plan focus areas selected from San Francisco's Community Health Improvement Plan (CHIP) as well as SFPDH- identified priorities based on local morbidity and mortality data. PHD's ultimate goal is to ensure that San Franciscans have optimal health and wellness at every stage of life.

Six Focus Areas:



Safe and Healthy Living Environments (CHIP)



Healthy Eating and Physical Activity (CHIP)



Black/African American Health



Mother, Child, & Adolescent Health



Health for people at risk or living with HIV



Access to Quality Care and Services (CHIP)



FOCUS AREA: SAFE AND HEALTHY LIVING ENVIRONMENTS

Vision Zero

Vision Zero is San Francisco's policy and commitment to eliminate all traffic-related fatalities by 2024. The frequency of traffic fatalities in the City of San Francisco constitutes a public health crisis. Each year alone, on average at least 800 people are injured and 100 severely injured or killed while walking in San Francisco. Vulnerable populations—including seniors, low-income residents, and people of color—are at especially high risk of injury from a traffic-related incident. Vision Zero believes all traffic fatalities are preventable. Through its commitment to achieving Vision Zero, San Francisco prioritizes the value of human life and

the importance of safeguarding people on our streets.

First put forth by the Board of Supervisors, the Vision Zero policy has been embraced by the City with several agencies formally adopting the policy, including SFPDH. San Francisco's Vision Zero approach relies on a combination of five focus areas: engineering measures, education, enforcement, evaluation and policy to create a transportation system that is safe for all road users, for all modes of transportation, in all communities, and for people of all ages and abilities. SFPDH is leading the implementation of the following Vision Zero strategies:

Citywide Vision Zero Task Force

- SFPDH co-chairs with the San Francisco Municipal Transportation Agency

Education Campaigns and Engagement and Advocacy

- SFPDH leads the Safe Routes to Schools Program, educating schoolchildren and their families about safe and active walking
- SFPDH partners with SFMTA on a citywide Pedestrian Safety Media Campaign
- SFPDH collaborates with community partners, including Walk San Francisco and the SF Bicycle Coalition
- SFPDH administers community awards for safety initiatives on streets with high numbers of severe and fatal injuries



Crash survivors, Board of Supervisors representatives, SFMTA Director Ed Reiskin, SFPDH Health Officer Tomas Aragon, and city agency staff hold the names of people killed in traffic deaths at City Hall. Photo credit: Walk San Francisco

Evaluation and Analysis

- SFPDPH partners with other city agencies, including the SF Municipal Transportation Agency and the SF Police Department, to monitor progress regarding injury reduction targets, evaluate effectiveness of efforts including education, engineering, and enforcement initiatives and conduct analyses to inform data-driven, evidence-based investments.

SFPDPH is leading initiatives to both expand surveillance, in partnership with the SF General Hospital and Trauma Center, and develop tools to institutionalize a data-driven approach to targeting traffic safety investments.



FOCUS AREA: HEALTHY EATING AND PHYSICAL ACTIVITY

Healthy Retail SF

San Francisco's Healthy Retail Movement seeks to make healthy food more accessible in food deserts, SFPDPH's Community Health Equity and Promotion Branch partners with and staffs a number of healthy retail efforts through its chronic disease prevention program, Shape Up San Francisco.

HealthyRetailSF is San Francisco's Healthy Retail program, which was adopted in October 2013 through ordinance by the San Francisco Board of Supervisors. HealthyRetailSF builds on the work of two SFPDPH-partner food access coalitions: SEFA (Southeast Food Access Coalition) and the Tenderloin Healthy Corner Store Coalition. These coalitions completed four corner store conversions: Lee's Food Mart, Fords Grocery, and Kennedy's Market in the BVHP and Radman's in the Tenderloin and publicized "healthy standards assessments" of over 75 corner stores in annual shopping guides.

When working with retailers, HealthyRetailSF defines healthy retail, creates an expert advisory group, designs program structures and tools, and implements neighborhood wide outreach meetings with store owners. Each participating store receives a tailored 13-page Individualized Development Plan that outlines activities, timelines, responsibilities and budget across three areas: business operations, physical changes to the store, and community engagement and marketing.

Community Food Advocates called Food Guardians and Food Justice Leaders are a critical element of the model. HealthyRetailSF is staffed by CHEP and the Mayor's Office of Economic and Workforce Development (OEWD) where it is housed. A total of nine stores are currently involved in healthy retail efforts in San Francisco with two more scheduled for next year. For detailed information please see the following websites:

www.HealthyRetailSF.org

www.SoutheastFoodAccess.org

www.HealthyTL.org



FOCUS AREA: BLACK/AFRICAN AMERICAN HEALTH

Black/African American Health Initiative

SFPDPH leadership has recognized that in order to adequately address and make a significant impact on the health disparities among the Black/African American population in San Francisco, a focused and deliberate process must be prioritized across the Department, and appropriate staffing and resources assigned to key strategic activities. Our vision will address health inequities in this population through a community-based approach, which aims to not only reduce cardiovascular disease but also to enhance community engagement around chronic disease, improve social connectedness, and improve quality of life.

Our campaign, known as "Healthy Hearts SF: Million Health @ Initiative Plus" incorporates additional focus on alcohol and diabetes to the national campaign in order to meet the health and cultural needs of San Francisco. The campaign focuses on primary prevention and management of the ABCDS – Aspirin when appropriate/Alcohol moderation, Blood pressure control, Cholesterol management, Diabetes management, and Smoking cessation. SFPDPH's campaign framework is designed to identify, improve and link community prevention resources to patients' primary care medical homes. By design, this community-based initiative connects with our healthcare-based Black/African American Health Initiative (BAAHI), which was launched by SFPDPH leadership in April 2014.



FOCUS AREA: MOTHER, CHILD AND ADOLESCENT HEALTH

Pre-Term Birth Initiative

In June of 2014, UCSF received grant support from the Mark and Lynne Benioff and Bill and Melinda Gates Foundations to support a ten-year initiative to reduce the burden of preterm birth locally and globally. The Preterm Birth Initiative (PTBi) will work in partnership with community stakeholders to develop robust discovery and implementation research programs, drawing expertise from disciplines across the UCSF campuses and key partners, including SFDPH.

Dr. Jonathan Fuchs, from the Population Health Division's Center for Learning & Innovation, and Drs. Mary Hansell and Curtis Chan from Maternal Child and Adolescent Health, were integrally involved in the development of the project plan; Dr. Chan serves on the PTBi's Executive Management Team and leads the local implementation science working group. The PTBi will examine how multi-sectorial partners can use Collective Impact to implement a wide range of promising strategies that aim to reduce racial/ethnic and socioeconomic disparities in preterm birth. In addition, the PTBi will support novel training and mentoring programs to attract "new minds" from academia and community settings as a way to cultivate the next generation of leaders focused on prematurity.



FOCUS AREA: HEALTH FOR PEOPLE AT RISK OR LIVING WITH HIV

PrEP Demonstration Project

The PrEP Demonstration Project is a collaboration between BridgeHIV and the San Francisco City Clinic and is one of the first demonstration projects of pre-exposure prophylaxis (PrEP) in real-world clinical settings. The project is evaluating the implementation of PrEP in STD clinics in San Francisco and Miami, and a community health center in Washington DC. Participants are offered up to 12 months of Truvada®, a daily anti-HIV pill demonstrated to prevent HIV infection in at-risk men and women and recently approved by the United States Food and Drug Administration for HIV prevention. Preliminary results from the Demonstration Project suggest high levels of

interest and demand for PrEP among men who have sex with men (MSM) when offered as part of a comprehensive HIV prevention program. This project has completed enrollment with 300 participants initiating PrEP in San Francisco, and over 250 in Miami and DC. Early data suggest high levels of adherence to PrEP (taking the medication regularly), which is important for maximizing the protective benefits of PrEP. Final results, including data on sexual behaviors while taking PrEP and retention in the program, will be available in 2015.

Center for Learning and Innovations Awarded National Capacity Building Assistance Grant

SFDPH's Center for Learning and Innovations (CLI) is enthusiastically getting our Capacity Building Assistance (CBA) program underway after receiving a grant from the Centers for Disease Control and Prevention (CDC) in April 2014. The five-year, five million dollar grant will allow us to build a robust program that provides training and technical assistance to health departments across the country in high-impact HIV prevention under the following specialties: HIV testing, HIV prevention for high-risk negatives, and policy. Leveraging the wealth of expertise across SFDPH's PHD, CBA efforts include forming a team of over 30 experts who will provide customized training and assistance to health departments. Additionally, CBA will explore innovative ways of delivering training and technical assistance and of convening health departments for meaningful discussions on HIV prevention.

Members of the CBA cohort—Jonathan Fuchs, Gary Najarian, Thomas Knoble and Mehroz Baig—attended a CDC orientation in Atlanta in late August, where they had the opportunity to meet with CDC leadership and other grantee organizations. They shared San Francisco's vision for high-impact HIV prevention and learned of the expertise and eagerness with which others are tackling HIV prevention. PHD is thrilled about the partnerships and collaborations this grant will inspire and excited to share best practices from San Francisco with the rest of the nation.



FOCUS AREA: ACCESS TO QUALITY CARE AND SERVICES

Public Health Network Information Exchange

The Public Health Network Information Exchange (PHNIX) is an integrated Public Health Information

System that will facilitate client management and the collection and use of reportable communicable disease information in San Francisco. Through integration and harmonization of our communicable disease data, PHD will maximize our collective resources to improve the management of those with and at risk for communicable disease.

An integrated data system will strengthen San Francisco's current population health continuum of prevention, care, and treatment by creating a unified system to identify and monitor disease trends and conduct public health action. Specifically, the PHNIX project will achieve:

1. City-wide integration of case-management, surveillance, and prevention and control activities for all communicable diseases;
2. Sharing of public health data so that it may be used in planning, implementation, and evaluation of public health activities;
3. Effective and efficient utilization of data (including EHR and laboratory data) for public health action; and
4. Improving the collection of information on integrated services supported through DPH and community efforts.

To date, PHD has completed a number of significant project milestones thanks to the hard work of our subject matter experts who are working diligently with our consultants from DARE Global Innovations, SSG, and Consilience Software.

CENTRAL ADMINISTRATION

SFDPH's central administrative functions, such as finance, human resources, information technology, policy and planning, support the work of SFDPH's two divisions and promote integration.

INFORMATION TECHNOLOGY

In FY 13/14, two goals central to the Information Technology (IT) Division were:

- To provide services to SFDPH more efficiently at a lower cost to the City, and
- To strategically align the IT division with the needs of the Department.

In order to meet the first goal, SFDPH IT collaborated extensively with the Department of Technology (DTIS) to develop an IT hardware infrastructure to host mission critical systems. The first applications to benefit from this collaboration were:

- Avatar, the electronic health record system that supports Behavioral Health Services and serves 25,000 clients across San Francisco, and
- PHINX, the Population Health Division's new integrated IT platform for surveillance, public health action, and preventative services.

By leveraging the infrastructure provided by DTIS, the City will pay an estimated \$150,000 per year to host these systems, or 10% of the cost of hosting with an external partner.

IT also made significant progress over the year in aligning IT to the strategic goals of the Department. Re-organization into service towers that work across Department divisions continued to increase the effectiveness and coordination of IT's service delivery and incident response. Planning for a Program Management Office in FY 13/14 prepared IT to assure that new projects are successfully completed and integrated in the Department's operations.

In the short-term, these efforts are delivering services to the Department with increased efficiency, and in some cases at a significantly decreased cost. In the longer term, they will aid in standardization to decrease time and resources needed to implement new technologies. DPH IT is proud to be laying the groundwork for innovation.

HUMAN RESOURCES

Lean Improvements

At the start of the year the City and County of San Francisco implemented a new PeopleSoft based solution for use in hiring. Many past practices were stopped and staff worked hard to learn the new system. In May 2013 a new SFDPH Director of Human Resources was hired and a gap analysis was done in preparation for the implementation of the Affordable Care Act. At that time, the challenges facing the Department included several union arbitration awards with a negative impact on hiring, a budget deficit which had slowed hiring, and a lack of standard practices across the Department. By the end of the fiscal year the resolution of the arbitrations was near completion, the budget deficit had been resolved, and the human resources unit began to reorganize and address the surge in hiring created by the resolution of the deficit and preparation for the Affordable Care Act. During the gap analysis it became clear that hiring systems were not efficient or effective, and discussion for a lean process improvement process were initiated.

Lean is a continuous process improvement method which allows management to identify outdated processes and implement performance solutions. As a large public organization, SFDPH is bound by Civil Service rules, union rules, and layers of process which have built up over decades. Lean will allow SFDPH to identify and eliminate unnecessary layers of process, taking the best ideas from every level of the organization and achieving an environment of everyday innovation. Lean provides a new lens for looking at systems that have not been critically analyzed in decades.

OCCUPATIONAL SAFETY AND HEALTH

The goals of the Occupational Safety and Health Section are to prevent occupational injuries and illness to SFDPH staff and to minimize workers' compensation costs. Key efforts in FY 13/14 included:

- Maintaining effective Injury and Illness Prevention Programs which include work site inspections, employee training, providing health and safety consultation to management and responding to employee concerns.
- Improving ergonomics to prevent repetitive strain injuries through employee training and improved ergonomic equipment. By analyzing injury data, targeted inspections were conducted and equipment was purchased to reduce risk factors for repetitive strain injuries. Staff supported the roll out of E Clinical Works by identifying appropriate ergonomic equipment and furniture for ECW users.
- Reducing exposures to blood and body fluids by maintaining effective Bloodborne Pathogen Exposure Control Plans and staffing the SFDPH Safe Devices Committee. The Safe Devices Committee is a joint labor management committee which works with managers, supervisors and front line users to find the best safe devices and work practices.
- Maintaining the SFDPH Temporary Transitional Work Assignment Program which facilitates returning injured employees to work as soon as medically feasible.

OFFICE OF POLICY AND PLANNING

Universal Health Care Council

On July 25, 2013, Mayor Lee asked Director Garcia to reconstitute the Universal Healthcare Council (UHC) to engage stakeholders in a data-driven process to examine San Francisco's implementation of the federal Affordable Care Act (ACA) and its integration with the City's Health Care Security Ordinance (HCSO). The HCSO imposes an Employer Spending Requirement, on covered employers to make health care expenditures on behalf of their San Francisco employees, and establishes a public health benefit program that includes Healthy San Francisco, a health care access program for the uninsured.

The Office of Policy and Planning staffed the reconstituted 41-member UHC, which reviewed in-depth analyses of the ACA, the HCSO, and the impact of these laws on individuals and employers in San Francisco. Council members held an open dialogue to share views and concerns, and collected suggestions for a final report to the Mayor.

Two key findings emerged during the UHC's deliberations:

- The HCSO remains intact alongside the ACA. While the ACA's insurance market reforms remove one option for compliance with the HCSO (the medical stand-alone health reimbursement account), the HCSO itself remains intact. This means that for the large majority of San Francisco employers covered by the HCSO, the ACA does not present hurdles to compliance with either law.
- Potential affordability concerns remain for some. Due to the high cost of living and doing business in San Francisco compared to other places in the state and the nation, the UHC identified a number of entities (particular populations of individuals, certain types of employers, and the City's public health system) that may face health care affordability concerns beginning in 2014.

The suggestions offered by the UHC were also incorporated into amendments to the HCSO and eligibility changes for Healthy San Francisco. For more information about the Council and stakeholder process, please visit: <https://www.sfdph.org/dph/comupg/knowlcol/uhc/default.asp>

CARE Task Force

In his 2014 State of the City Address, Mayor Edwin M. Lee observed that "While we have the strongest social safety net in the nation, we still have far... too many people unable to make the choices they need to save their own lives because of severe mental health and substance abuse problems." In an effort to ensure recovery and success for this population, Mayor Lee tasked SFDPH, with convening a community process to determine how to engage and maintain in appropriate behavioral health treatment adults who have a serious mental illness – and often a co-occurring substance use disorder – that current programs have failed to successfully treat or

adequately engage.

The Office of Policy and Planning staffed the CARE Task Force, a 21-member advisory body charged with developing a range of policy and programmatic recommendations designed to better service those residents with the most challenging behavioral health needs. The CARE Task Force was comprised of a broad range of stakeholders and organized around the goals that form the group's name: Contact, Assess, Recover, and Ensure Success (CARE). The CARE Task Force concluded its work by developing a series of policy and programmatic recommendations for consideration as follows:

- **Family Member Involvement and Support:** Expand opportunities for family members to connect loved ones to care; be involved, as appropriate, in treatment; and receive education and support.
- **Peer Specialists:** Increase the use of peer specialists to engage members of the CARE population and retain them in appropriate treatment.
- **Policy Change:** Advocate for policy change to ensure engagement, recovery, and success for the CARE population.
- **Create New and Expand Existing Programs:** Create new and expand existing programs to ensure that individuals are adequately engaged and placed in the least restrictive, most appropriate levels of care that promote recovery, skill-building, and independent living.
- **Health Information Sharing and Coordination:** Facilitate the sharing of information to better engage and treat the CARE population using a multidisciplinary, collaborative, and coordinated approach.

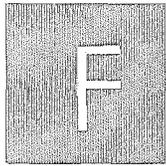
For more information about the CARE Task Force and stakeholder process, please visit: <https://www.sfdph.org/dph/comupg/knowlcol/CARE/default.asp>

FINANCE

Financial Planning for the new San Francisco General Hospital

In 2016, DPH will open the new San Francisco General Hospital, a seismically safe, state-of-the-art acute care hospital and trauma center. During FY 13/14, the department undertook a major financial planning effort for the new

facility. This work included development of an operating budget for the new hospital, creation of a budget and financing plan for the facility's furniture, fixtures and equipment, a financial plan for the transition between facilities, and continued financial oversight of the \$887.4 million general obligation bond program approved by San Francisco voters in 2008. The project remains on target to complete construction within budget.



FISCAL YEAR 2013/2014 NUMBERS

PERFORMANCE MEASURES

SFDPH is collecting data on performance measures, which are reported to the Mayor's Office and address the quality of care provided to SFDPH clients. These measures help to identify areas for improvement to ensure all individuals who access health services from SFDPH are receiving the best possible care.

Performance Measure	FY 12/13 Number/Percent	FY 13/14 Number/Percent	FY 13/14 Target
Timely Access to Care/Services			
SFDPH clients testing HIV+ who are successfully linked to medical care	77%	79.5%	75%
Percent of environmental health complaints abated within 30 days	76%	90.5%	80%
Percent of active SFHN Primary Care patients who called our Nurse Advice Line and needed urgent care who were given a same day or next day appointment*	NA*	57%	NA*
30-Day Hospital Readmissions			
30-day readmission – all causes	13.5%	13%	10.9%
Client/Patient Satisfaction			
Percent of Healthy San Francisco participant complaints resolved within 60 days	100%	100%	85%
Percent of SFGH patients who reported YES, they would definitely recommend the hospital	61%	62%	80%
SFGH client overall rating of care (9 or 10 on scale of 1-10)	60%	61%	80%
SFGH client rating of positive ("always") communication with nurses	65%	66%	80%
SFGH client rating of positive ("always") communication with doctors	72%	72%	80%
Clinical Measures/Outcomes			
Women who are active patients in SFHN Primary Care who are up to date with their mammogram*	NA*	72%	NA*
Active SFHN Primary Care patients who smoke who were given smoking cessation counselling or referral*	NA*	51%	NA*
Percent of SFGH heart attack patients who required and received angioplasty within 90 minutes of arrival	93%	100%	100%
Active SFHN Primary Care patients who have hypertension or diabetes whose blood pressure is under control*	NA*	61%	NA*
Number of substance abuse clients in treatment in CBHS programs	7,687	7,451	NA

*This is a new measure and does not have a FY 12/13 or FY 13/14 target value.

ACTIVITIES TO IMPROVE PERFORMANCE MEASURES BELOW TARGET

SFDPH is undertaking the following activities to improve performance where possible.

Primary Care	
Hypertension – Blood Pressure Control	<ul style="list-style-type: none"> • Development of clinical protocols and training to support expansion of RN and Clinical Pharmacists role in optimizing blood pressure control • Collaborating with San Francisco Health Plan on patient engagement activities to encourage patients to come in for regular blood pressure checks
Smoking Cessation Counseling/Referral	<ul style="list-style-type: none"> • Training of Primary Care Behavioral Health staff in motivational interviewing for use in their one-on-one work with patients • Development of guide to community and on-line resources to which patients interested in smoking cessation can be referred
Mammogram Screening	<ul style="list-style-type: none"> • Intensive work over the last year with Avon Breast Center/SFGH Radiology on access improvement initiatives targeting most difficult-to-reach patients (i.e. eye vans, drop-in appointments, health fairs) • Panel management in which patients overdue for their mammograms are invited into care
Urgent Care Appointment Access	<ul style="list-style-type: none"> • Development of a weekly "Access Dashboard" which shows timely access-related data and targets, with the expectations that all clinics are making system changes in order to meet targets • Implementing use of standardized appointment templates to ensure adequate supply of open same day and next day appointments for patients with urgent needs • Establishment of a Telephone Access Provider service whose trained Nurse Practitioners provide care for chronic problems over the phone
San Francisco General Hospital	
Client/Patient Satisfaction	<ul style="list-style-type: none"> • Conducting patient experience rounds to gather real-time feedback from patients and address concerns • Involving patients in hospital improvement work through the Community Engagement Committee. • Dissemination of badge buddy ID's for all licensed and certified providers. The badge buddies are worn with the hospital ID badge and provide clear identification of roles. For example: Doctor, Nurse-RN, Respiratory, Interpreter, etc. • Establishment of the SFHN Care Experience Advisory Council. • Training of providers in "Relationship Centered Care" Communication.

PATIENT INTERACTIONS AND DEMOGRAPHICS FY 13/14

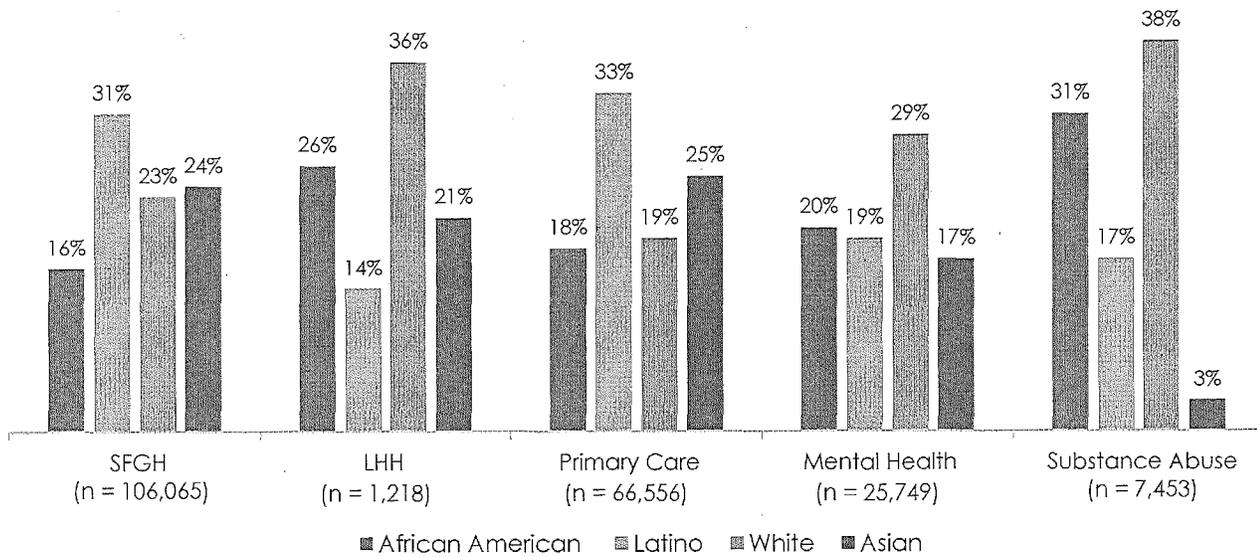
San Francisco Health Network provides a wide array of services across its continuum of care. San Francisco Health Network's direct service providers consist of San Francisco General Hospital (SFGH), which includes the Behavioral Health Center (BHC); Laguna Honda Hospital (LHH); Primary Care (PC); Health at Home (HAH); and Jail Health Services. Major service components include primary care, specialty care, acute care, home health care, long-term care, and emergency care.

The following table summarizes data from SFGH, LHH, and PC. Please note that Women's Health Center activities are counted under Specialty Care.

Encounter Type	FY 12/13 Number/Percent of Encounters	FY 13/14 Number/Percent of Encounters
Primary Care	270,499	274,471
Specialty Care	235,252	228,501
Dental Care	11,994	14,146
Urgent Care	28,176	25,281
Emergency Encounters	77,628	74,713
Medical Encounters	70,783	67,737
Percent Admitted	20%	18%
Psychiatric Encounters	6,845	6,976
Percent Admitted	33%	26%
Encounters Requiring Trauma Center Services Activations	3,188	3,647
Diagnostic and Ancillary	222,882	225,756
Acute Inpatient	96,858	93,425
Actual Days at SFGH	95,636	91,458
Actual Days at LHH	1,222	967
Home Health Care Visits	19,098	18,872
Skilled Nursing Care	312,850	299,174
Actual Days at SFGH	7,326	7,662
Actual Days at BHC	28,272	16,384
Actual Days at LHH	277,216	275,128

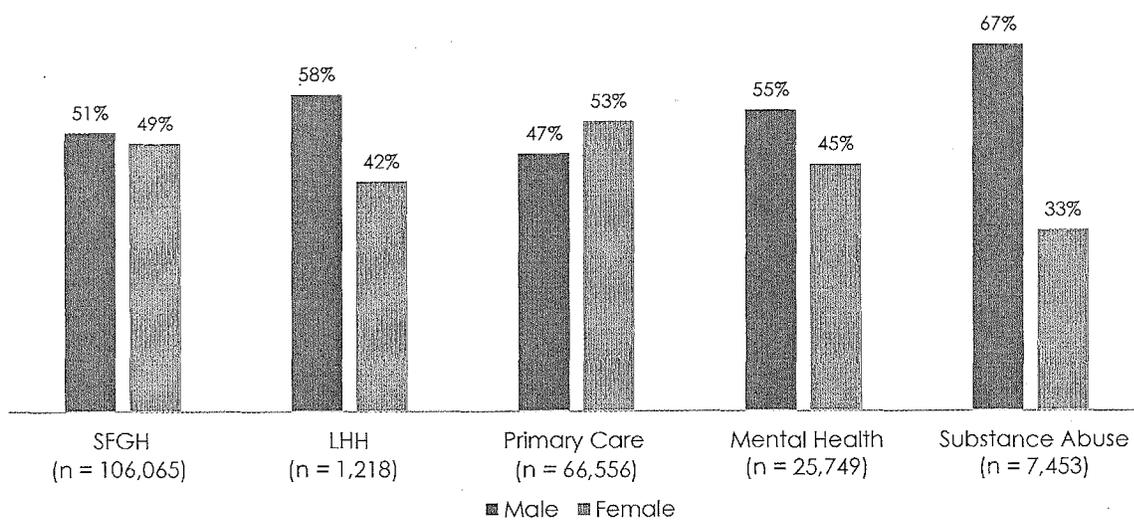
SAN FRANCISCO HEALTH NETWORK

SF Health Network Patients by Race/Ethnicity, FY 13/14*

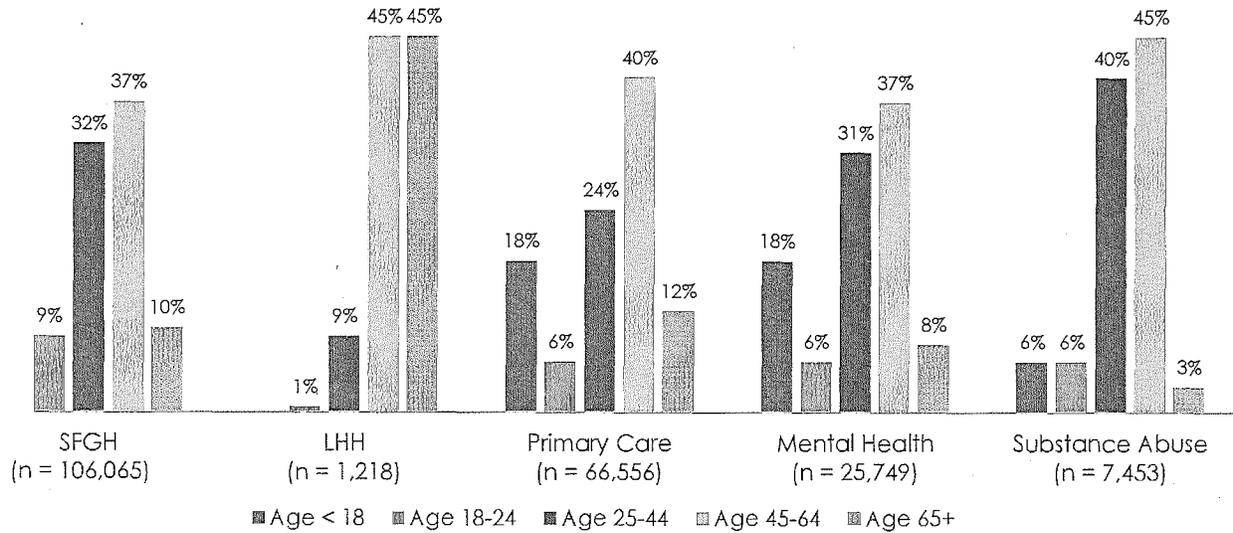


*Data not shown: Native Americans comprise approximately 1% of the population served in all health systems above. Race/ethnicity data is unknown for 2-11% of patients served.

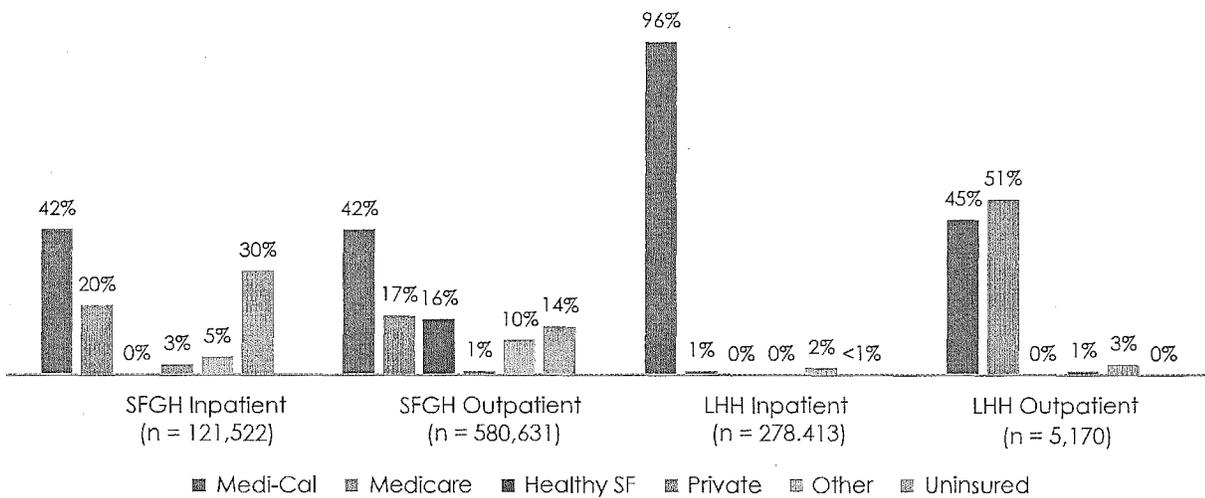
SF Health Network Patients by Gender, FY 13/14



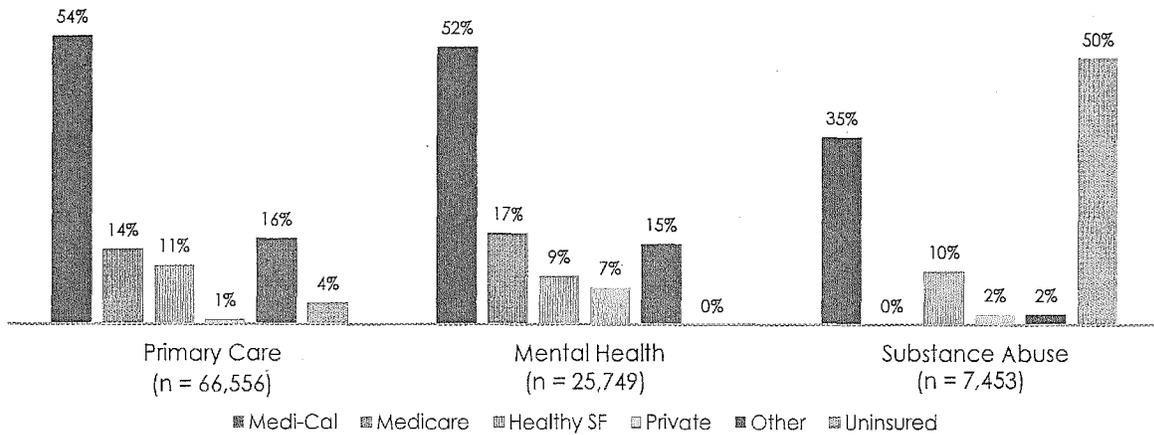
SF Health Network Patients by Age, FY 13/14



SF Health Network Hospital Payer Source, FY 13/14



SF Health Network Primary Care and Behavioral Health Payer Source, FY 13/14



CBHS relies on a network of civil service and contracted providers to offer high-quality services to CBHS mental health and substance abuse clients. The tables below indicate the number of CBHS mental health and substance abuse clients served by contractors vs. civil service providers in FY 13/14.

CBHS Mental Health Clients Served		
Provider	Duplicated Client Count ¹	Unduplicated Client Count
Contract Providers	24,149	16,001
Civil Service Providers (Incl. SFGH)	17,436	13,916
TOTAL UNDUPLICATED CLIENTS		25,749

CBHS Substance Abuse Clients Served	
Provider	Unduplicated Client Count
Contract Providers	7,453
Civil Service Providers ²	N/A
TOTAL UNDUPLICATED CLIENTS	7,453

1 Clients may be seen by multiple contract agencies and by both contract and civil service providers. The duplicated client count gives a sense of client activity whereas the unduplicated count indicates the number of unique clients seen by contract and civil service counts.

2 There are no civil service substance abuse programs in CBHS.

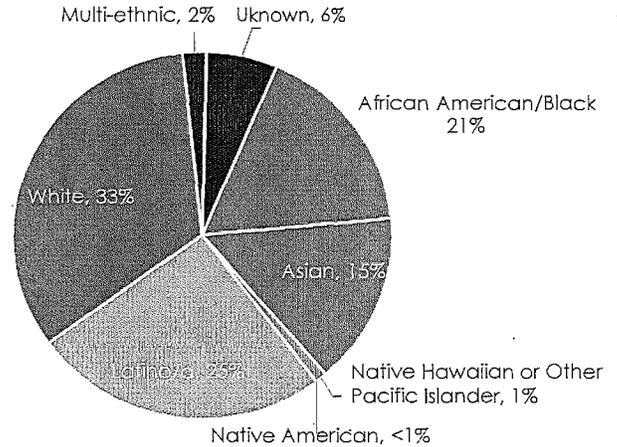
HIV PREVENTION

For more than 20 years, SFDPH's HIV Prevention Section has partnered with community members and local organizations to design and deliver effective HIV prevention services. Services include HIV prevention and support groups, HIV prevention services for HIV+ people (Prevention with Positives), HIV testing, substance use treatment and support (e.g., syringe access and disposal programs), and support for those letting their partners know that they may have been exposed to HIV. All services provided by HIV Prevention are funded by the Centers for Disease Control and Prevention, the California State Office of AIDS, and the San Francisco General Fund.

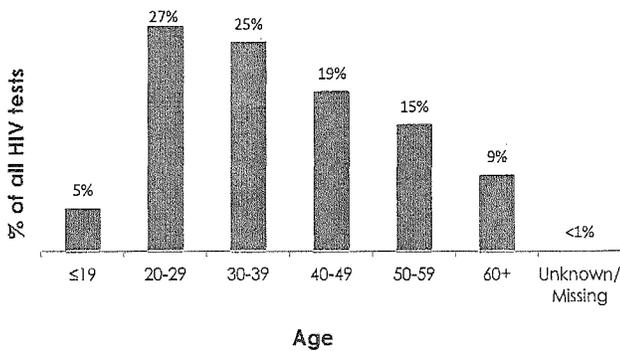
Through the provision of such services, HIV Prevention hopes to reduce the rate of new HIV infections by 50 percent by 2017. Specifically, HIV Prevention hopes to:

- Reduce new HIV infections among men who have sex with men (MSM) by 50 percent,
- Reduce new HIV infections among transgender persons by 50 percent,
- Eliminate new infections among injection drug users (IDU), and
- Eliminate perinatal (mother-to-child) infections.

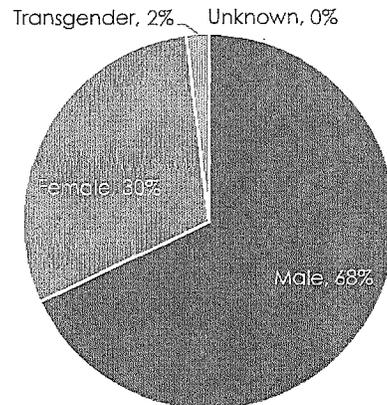
HIV Tests by Race/Ethnicity, FY 13/14
(n = 45,605)



HIV Tests by Age, FY 13/14 (n = 45,607)



HIV Tests by Gender, FY 13/14 (n = 45,607)



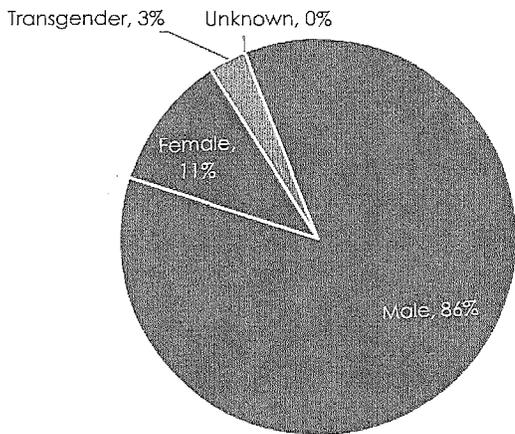
HIV HEALTH SERVICES

HIV Health Services strives to provide the highest quality accessible and culturally-competent care for people with HIV/AIDS. To achieve this goal, HIV Health Services works in partnership with constituents – including people living with HIV/AIDS, service providers, other SFDPH divisions, community planning groups, funders, and members of the broader community – to:

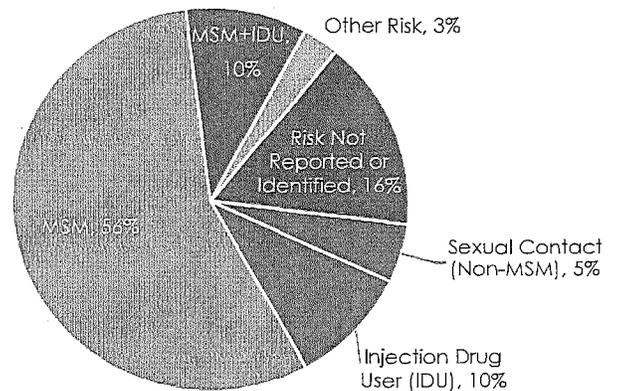
- Ensure access to care and eliminate disparities in care,
- Increase service integration, and
- Bring newly-diagnosed people into care and help all clients maintain their HIV care.

In FY 13/14, HIV Health Services provided care to 6,713 unduplicated clients.

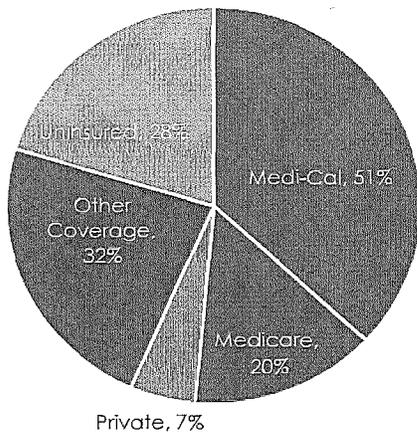
HIV Health Services Clients by Gender, FY 13/14 (n = 6,713)



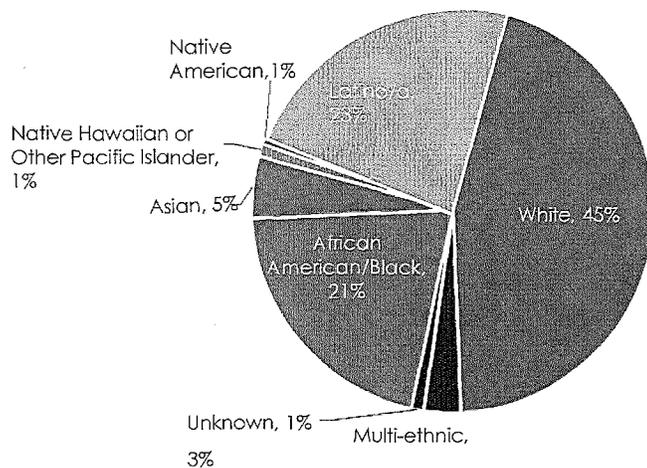
HIV Health Services Clients by Exposure Risk, FY 13/14 (n = 6,713)



HIV Health Services Clients by Payer Source, FY 13/14 (n = 6,713)



HIV Health Services Clients by Race/Ethnicity, FY 13/14 (n = 6,713)

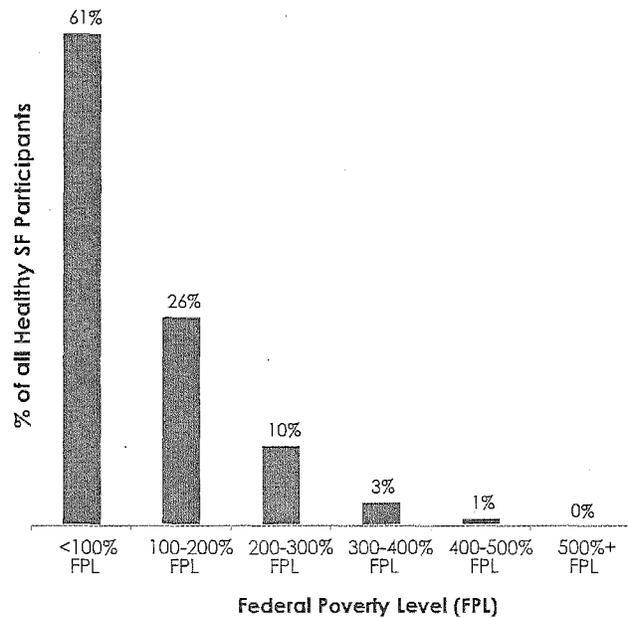


HEALTHY SAN FRANCISCO

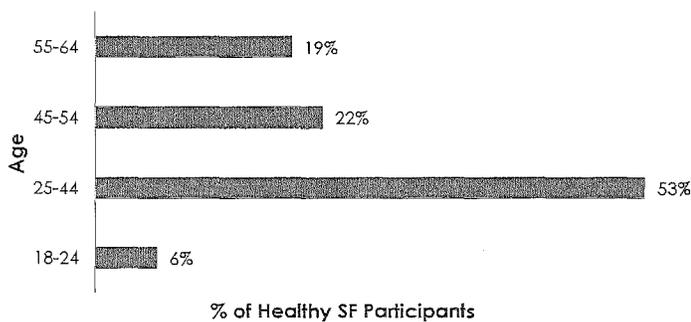
Healthy San Francisco (Healthy SF) is San Francisco's innovative health access program, developed and managed by the San Francisco Department of Public Health through its care delivery system, San Francisco Health Network (SFHN). Since the program's inception in 2007, Healthy SF has provided San Francisco's uninsured with comprehensive quality health care including primary care, specialty and hospital services, and mental health services among other benefits. At the core of the program's health care delivery model is the medical home, a model that is also one of the organizational goals of the Patient Protection and Affordable Care Act (ACA). Through the end of FY 13/14, the program has served close to 150,000 unique individuals with 31,965 participants enrolled as of June 30, 2014. With the implementation of ACA, Healthy SF enrollment continues to decrease as participants transition to new insurance options under the ACA. Within SFHN, the Healthy SF program sits within the newly created Office of Managed Care.

Due to successful health insurance enrollment efforts, those who remain in the program are largely ineligible for ACA insurance or experience barriers to enrolling in insurance. Healthy SF will continue its operations to provide health care to San Franciscans who are residually uninsured.

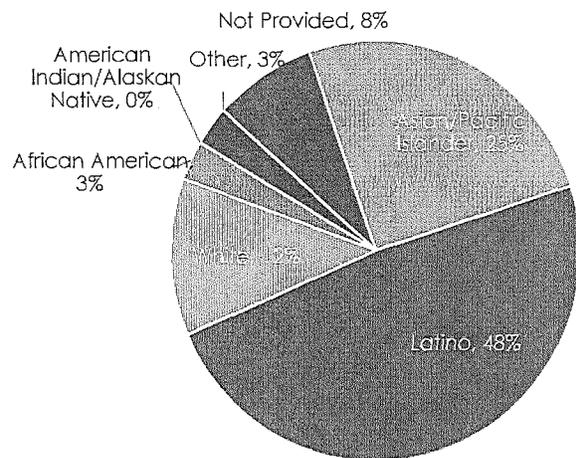
Healthy SF Participants by Income Level, FY 13/14



Healthy SF Participants by Age, FY 13/14



Healthy SF Participants by Race/Ethnicity, FY 13/14



OFFICE OF MANAGED CARE

As part of the San Francisco Health Network (SFHN), the Office of Managed Care (OMC) was created and established with the following objectives:

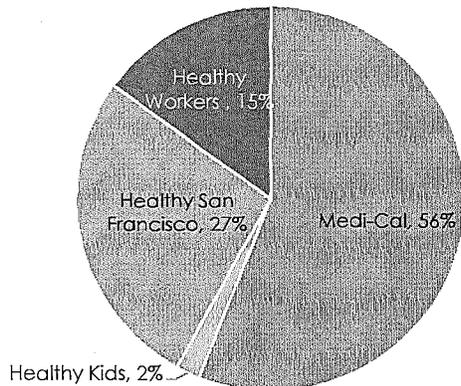
- To ensure that the SFHN health care delivery system is meeting standard managed care requirements, providing SFHN patients with timely, accessible, and quality health care while simultaneously monitoring and controlling financial costs;
- To develop health care market penetration strategies that allow for the retention of current patients and enrollment of new patients as clinical capacities allow;
- To project future enrollment and market patterns in order to proactively plan for these population changes; and
- To manage the San Francisco Department of Public Health (SFPDH)'s relationships with managed care health plans and with health care providers throughout the City and County of San Francisco.

In addition to Healthy San Francisco (HSF) program administration, OMC is responsible for overseeing and monitoring Medi-Cal (MC), Healthy Workers (HW), and Healthy Kids (HK) public coverage programs, enrolled through San Francisco Health Plan and Anthem Blue Cross.

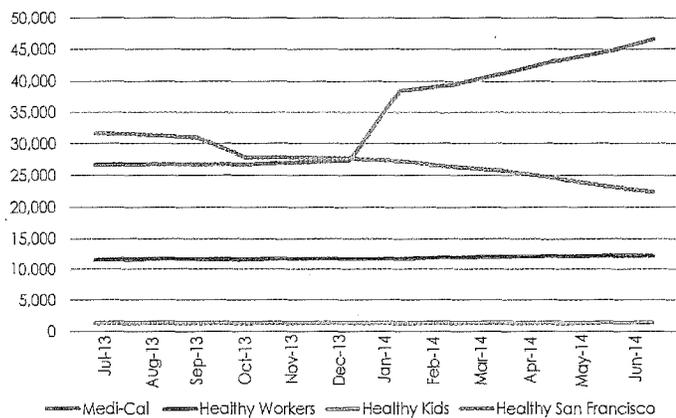
As of June 2014, SFHN was responsible for providing network services to 82,593 managed care enrollees, 61,202 (74%) of which were SFPDH clinics' responsibility and 21,391 (26%) of which were non-SFPDH clinics' responsibility. The pie chart below displays the distribution of enrollees by program in June 2014. More than half of enrollees using SFHN services are Medi-Cal members.

The line graph below shows program enrollment trends by month for FY 13/14. The distinct enrollment pattern change seen on January 1, 2014 shows the impact of the Affordable Care Act on health care programs in San Francisco.

**June 2014 Total Enrollment by Program
(n = 82, 593)**



Managed Care Program Enrollment, FY 13/14

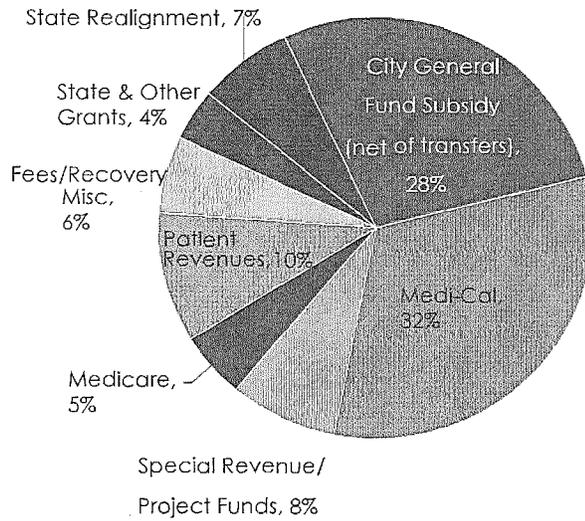


FISCAL YEAR BUDGET

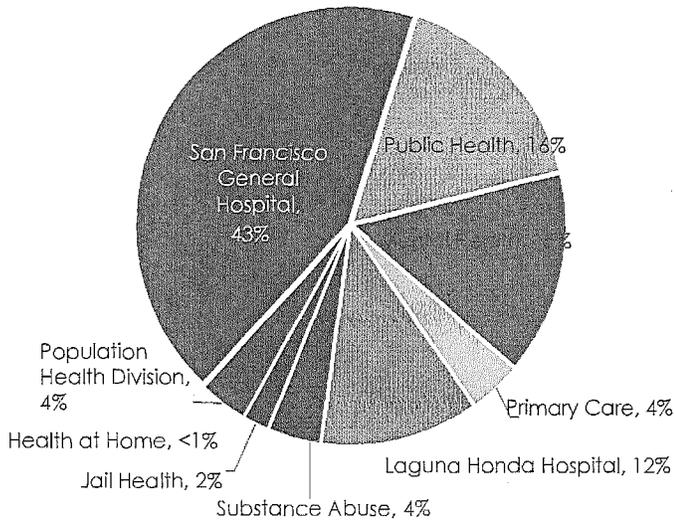
In Fiscal Year 13/14, SFDPH's budget was \$1,908,611,827. The City and County contributed \$553,738,906 in General Fund dollars to SFDPH, an increase of \$107,174,726 from Fiscal Year 12/13's allocation of \$446,564,180. This overall increase resulted from a combination of revenue increases and the following major initiatives:

- \$49 million in expenditure authority for furniture, fixtures and equipment for the new San Francisco General Hospital
- \$51 million to correct a historical structural shortfall in the department's budget
- \$7 million backfill for the loss of federal funding for HIV programs
- Several initiatives to support healthcare reform including increasing access to specialty care and the creation of the Office of Managed Care

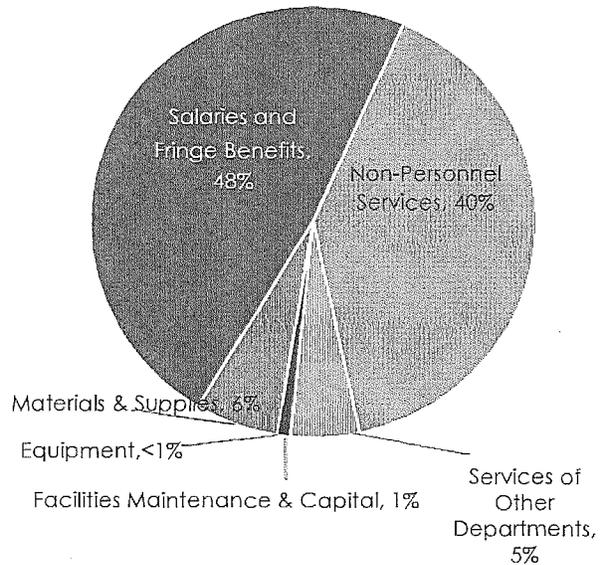
SFDPH Revenue by Source, FY 13/14



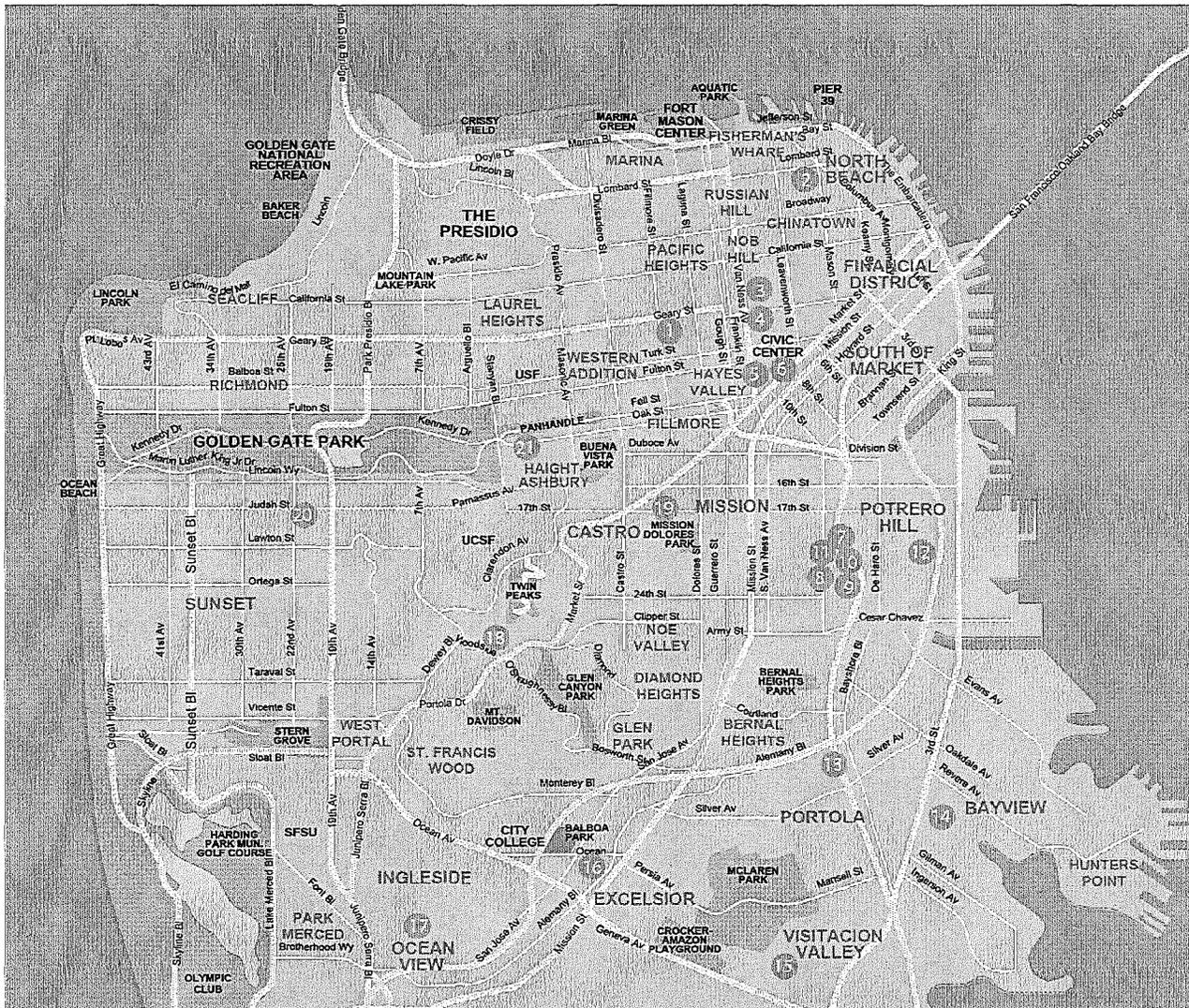
SFDPH Expenditures by Program, FY 13/14



SFDPH Expenditures by Type, FY 13/14



SFDPH SERVICE SITES: PRIMARY CARE

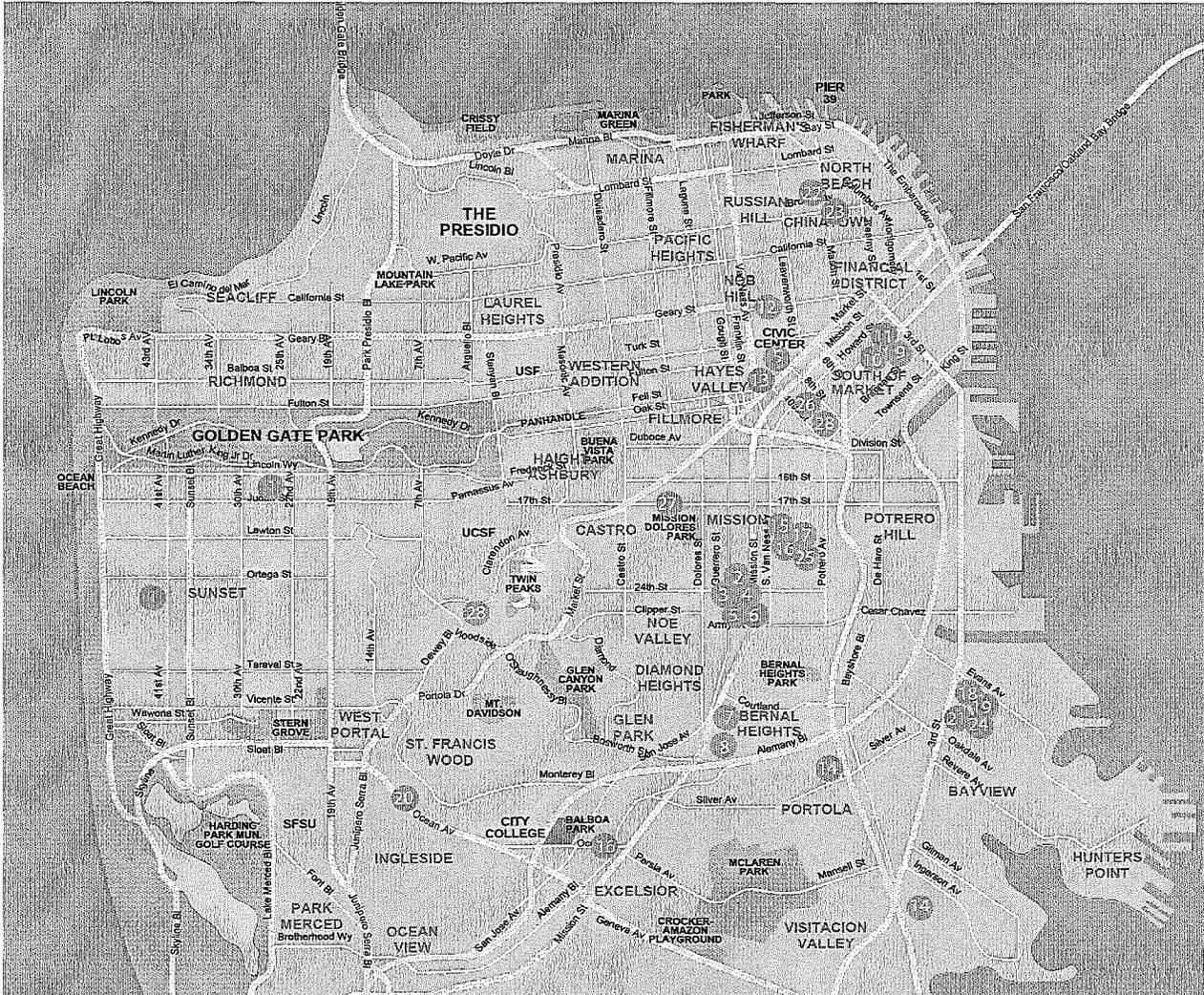


- 1 Maxine Hall Health Center
1301 Pierce Street
- 2 Chinatown Public Health Center
1490 Mason Street
- 3 Larkin Street Youth Clinic
1138 Sutter Street
- 4 Curry Senior Center
333 Turk Street
- 5 Tom Waddell Urban Health Clinic
230 Golden Gate Avenue
- 6 Medical Respite and Sobering Center
1171 Mission
- 7 Family Health Center
@ San Francisco General
995 Potrero Avenue
- 8 General Medicine Clinic
@ San Francisco General
1001 Potrero Avenue

- 9 Children's Health Center
@ San Francisco General
1001 Potrero Avenue
- 10 Positive Health Program
@ San Francisco General
1001 Potrero Avenue
- 11 Women's Health Center
@ San Francisco General
1001 Potrero Avenue
- 12 Potrero Hill Health Center
1050 Wisconsin
- 13 Silver Ave Family Health Center
1525 Silver Avenue
- 14 Southeast Health Center
2401 Keith Street
- 15 Hawkins Youth Clinic
1099 Sunnydale Avenue

- 16 Balboa Teen Clinic
1000 Cayuga Street
- 17 Hip Hop to Health Clinic
446 Randolph
- 18 Special Programs for Youth
375 Woodside Blvd.
- 19 Castro Mission Health Center
3850 17th Street
- 20 Ocean Park Health Center
1351 24th Ave.
- 21 Cole Street Clinic
555 Cole Street

SFDPH SERVICE SITES: BEHAVIORAL HEALTH



1 Sunset Mental Health Services 1990 41st Ave 415-753-7400 1351 24th Ave 415-682-1991	9 South of Market Mental Health 760 Harrison 415-836-1700	17 Mission Family Center 759 S. Van Ness 415-642-4571	26 Behavioral Health Access 1380 Howard 415-503-4730
2 Mission Mental Health Services 2712 Mission 415-401-2713	10 SF Fully Integrated Recovery Services Team (F.I.R.S.T.) 760 Harrison 415-836-1700	18 LEGACY 1305 Evans 415-920-7700	27 Castro-Mission Health Center 3850 17th St 415-934-7732
3 African American Alternatives 2712 Mission 415-401-2760	11 Filipino American Counseling Team (F.A.C.T.) 760 Harrison 415-836-1700	19 Family Mosaic Project 1309 Evans 415-206-7600	28 Transitions 375 Laguna Honda 415-759-2300 1380 Howard 415-255-3423
4 Mission ACT 2712 Mission 415-401-2760	12 Community Justice Center 555 Polk St. 415-292-2030	20 OMI Family Center 1701 Ocean Ave 415-452-2200	
5 SF Homeless Outreach Team 2712 Mission 415-401-2700 5D Ivy Street 415-355-7555	13 Central City Older Adult 90 Van Ness 415-558-5900	21 Crisis Services 3801 Third #400 415-970-3855	
6 Public Health Nurses 2712 Mission 415-401-2700	14 Southeast Child/Family Therapy 100 Blanken St 415-330-5740 1525 Silver Ave 415-330-5740	22 Chinatown Child Development 720 Sacramento 415-433-0953	
7 SE Mission Integrated Services 3905 Mission 415-337-2400	15 Adult Behavioral Services 755 S. Van Ness 415-642-4570	23 Chinatown/North Beach 729 Filbert 415-352-2000	
8 SE Child/Family Therapy Center 3905 Mission 415-337-2400	16 Transitional Aged Youth 755 S. Van Ness 415-642-4507	24 Foster Care Mental Health 3801 Third 415-970-3877	
		25 Educationally Related Mental Health Services 755 S. Van Ness 415-642-4522	

DPH CONTRACTORS

- 44 McAllister Associates LP
- 473 Ellis LP
- A Better Way
- Aguilas
- AIDS Community Research Consortium
- AIDS Emergency Fund
- AIDS Legal Referral Panel of the San Francisco Bay Area
- Alternative Family Services
- Americhoice
- APA Family Support Services
- Asian American Recovery Services
- Asian and Pacific Islander Wellness Center
- AsianWeek Foundation
- BAART Behavioral Health Services
- BAART Community Healthcare
- Baker Places
- Bay Area Addiction Research and Treatment (BAART)
- Bay Area Communication Access
- Bay Area Young Positives
- Bayview Hunters Point Foundation for Community Improvement
- Bayview Hunters Point Health and Environmental Resource Center (HERC)
- Black Coalition on AIDS
- Boys and Girls Clubs of San Francisco
- Brainstorm Tutoring
- California Family Health Council
- California Institute of Integral Studies
- Catholic Charities CYO of the Archdiocese of San Francisco
- Center on Juvenile and Criminal Justice
- Central City Hospitality House
- Children's Council of San Francisco
- Chinatown Community Development Center
- City College of San Francisco
- Community Awareness and Treatment Services
- Community Housing Partnership
- Community Initiatives
- Community Youth Center San Francisco
- CompuMed
- Conard House
- Crestwood Hope Center
- Dignity Health (formerly Catholic Healthcare West)
- Dolores Street Community Services
- Edgewood Center for Children and Families
- Eldergivers
- EMQ FamiliesFirst
- Episcopal Community Services of San Francisco
- Family Service Agency of San Francisco
- Fort Help LLC
- Fred Finch Youth Center
- Friendship House Assn. of American Indians
- Glide Community Housing
- GP/TODCO A (TODCO Development Co.)
- Hamilton Family Center
- Harm Reduction Coalition
- HealthRight 360
- Helios Healthcare LLC
- Homeless Children's Network
- Homeless Prenatal Program
- Horizons Unlimited of San Francisco
- Huckleberry Youth Programs
- Hyde Street Community Services
- Institute for Community Health Outreach
- Institute on Aging
- Instituto Familiar de la Raza
- International Institute of the Bay Area
- Internet Sexuality Information Services
- Iris Center: Women's Counseling and Recovery Services
- Japanese Community Youth Council
- Jelani House
- Jewish Family and Children's Services
- John Muir Behavioral Health Center
- Justice and Diversity Center of the Bar Association of San Francisco
- Larkin Street Youth Center
- Latino Commission
- Lighthouse For the Blind and Visually Impaired
- Lutheran Social Services of Northern California
- Maitri AIDS Hospice
- Medical Clown Project
- Mental Health Association of San Francisco
- Mental Health Management I DBA Canyon Manor
- Mercy Housing California 50 ACLP
- Mission Council On Alcohol Abuse for the Spanish-speaking
- Mission Creek Senior Community
- Mission Neighborhood Health Center
- Mt. St. Joseph-St. Elizabeth Epiphany Center
- National Alliance on Mental Illness (NAMI) San Francisco
- National Council on Alcoholism Bay Area
- Native American Health Center
- NICOS Chinese Health Coalition
- North of Market Senior Services dba Curry Senior Center
- Northern California Presbyterian Homes
- Oakes Children's Center
- Parkview Terrace Partners LP
- Plaza Apartments Associates LP
- Positive Resource Center
- Progress Foundation
- Project Open Hand
- Providence Foundation of San Francisco
- Public Health Foundation Enterprises (PHFE)
- Regents of the University of California
- Richmond Area Multi-Services
- Saint Francis Memorial Hospital
- Samuel Merritt University
- San Francisco AIDS Foundation
- San Francisco Bicycle Coalition

- San Francisco Child Abuse Prevention Center
- San Francisco Community Clinic Consortium
- San Francisco Community Health Authority
- San Francisco Food Bank
- San Francisco Mental Health Educational Funds
- San Francisco Network Ministries Housing Corp.
- San Francisco Public Health Foundation
- San Francisco State University
- San Francisco Study Center
- San Francisco Suicide Prevention
- San Francisco Superior Court
- San Francisco Unified School District
- Self-Help For the Elderly
- Seneca Center
- Shanti Project
- Special Service For Groups
- St. James Infirmary
- St. Vincent de Paul Society of San Francisco
- SteppingStone
- Stop AIDS Project
- Swords To Plowshares
- Tenderloin Neighborhood Development Corp.
- Thunder Road Adolescent Treatment Centers
- Tides Center
- UCSF Langlely Porter Psychiatric Institute
- University of California Berkeley
- University of the Pacific
- Victor Treatment Centers
- West Bay Housing Corporation
- West Bay Pilipino Multi-Service Center
- Westcoast Children's Clinic
- Westside Community Mental Health Center
- YMCA of San Francisco Bayview Hunters Point
- YMCA of San Francisco Urban Services
- Youth Justice Institute
- Youth Leadership Institute

ADDITIONAL RESOURCES

To learn more about DPH efforts to protect and promote the health of all San Franciscans, please explore the following resources:

- **DPH Webpage** (www.sfdph.org)
Learn more about DPH services and programs and link to additional DPH reports – including past Annual Reports.
- **SF Health Network** (www.sfhealthnetwork.org)
Learn more about the SF Health Network
- **Get Covered San Francisco** (www.sfgov.org/healthreform)
Learn more about health care options under the Affordable Care Act.
- **Healthy San Francisco** (www.healthysanfrancisco.org)
Learn about the Healthy San Francisco program, including information on eligibility and enrollment.
- **San Francisco Health Improvement Partnerships (SFHIP)** (www.sfhip.org)
Learn more about SFHIP, a dynamic portal to the community's priority health issues and associated community resources.
- **San Francisco General Hospital Foundation** (www.sfgfhf.net)
Find out more about the San Francisco General Hospital (SFGH) Foundation, a not-for-profit corporation that provides fundraising support to SFGH.
- **San Francisco General Hospital (SFGH) Annual Report** (<http://www.sfdph.org/dph/files/SFGHdocs/2012-2013AnnualReport131031.pdf>)
Learn more detailed information about SFGH's services, accomplishments, and operations over the last fiscal year.
- **Friends of Laguna Honda** (www.friendsoflagunahonda.org)
Friends of Laguna Honda, a non-profit organization founded in 1956, is dedicated to enhancing the quality of life for the residents at Laguna Honda Hospital and Rehabilitation Center by funding non-medical programs and services that would otherwise be unavailable.
- **Laguna Honda Hospital (LHH) Annual Report** (<http://lagunahonda.org/>)
Learn more detailed information about LHH's services, accomplishments, and operations over the last fiscal year.
- **San Francisco Public Health Foundation** (<http://sfphf.org>)
Read about the San Francisco Public Health Foundation, a non-profit that strives to provide resources to San Francisco's public health community, facilitating the provision of high quality and cost-effective health care services.



Report can be found online at:
www.sfdph.org
415.554.2500

This report was not reproduced at public expense.

From: Board of Supervisors, (BOS)
To: BOS-Supervisors
Subject: FW: Dolores Park & Stern Grove (*upcoming Outsidelands Music Festival)

From: Aaron Goodman [<mailto:amgodman@yahoo.com>]
Sent: Thursday, March 26, 2015 11:17 PM
To: Board of Supervisors, (BOS)
Subject: Dolores Park & Stern Grove (*upcoming Outsidelands Music Festival)

SF Board of Supervisors

Concerns are mounting on the population impacts (*aka Trash) on the parks in SF. (See Article on recent Dolores Park Trashing over a weekend!)
Perhaps its time that impact fees are assessed on larger gatherings especially in regards to clean-up!

Also the need to get public transit improvements to large festivals, as 19th Ave backs up considerably during the Outsidelands Festival August 7-9, 2015

Littering on the California Freeways is a \$1,000.00 fine....

Perhaps its time to start enforcing issues at public parks, and funding the adequate staffing of our open-spaces, to ensure that they are not ruined.

Start a fine system for littering in SF Parks at \$100.00 than increase it for larger gatherings, especially festivals, if efforts at recycling and reducing trash impacts are not improved.

If organizations like Heineken, Paypal and Toyota are some of the big sponsors of Outsidelands Music Festival, than it should be apropos to tax them accordingly if they fail to clean up, or do not promote good citizenry in the use of the urban parks.

While they are at it make em pay a bit for the possible study of the L-Taraval Line back up Sloat Blvd. Public Transit loop of the line back to West Portal could improve the turn-around times during delays on any routes...

Ensure basic adequate recology and staffing clean up payments in advance and additional fines post event if not brought back to prior state!

Sincerely

Aaron Goodman
D11

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From: Board of Supervisors, (BOS)
To: BOS-Supervisors; Evans, Derek
Subject: FW: File No. 150126 No. ____, "Resolution supporting Gerawan farm workers their right [sic] to be represented
Attachments: SF BOS.pdf
Importance: High

From: Dan Gerawan [<mailto:dan@gerawan.com>]
Sent: Monday, March 30, 2015 10:21 AM
To: bos@sfgov.org
Subject: File No. 150126 No. ____, "Resolution supporting Gerawan farm workers their right [sic] to be represented
Importance: High

The attached needs to be part of the background and record at tomorrow's BOS meeting for:

RE: File No. 150126 No. ____, "Resolution supporting Gerawan farm workers their right [sic] to be represented by the United Farm Workers, and urging Gerawan Farming to implement the terms of their contract."

This message is for the sole use of the intended recipient(s) and may contain confidential and/or privileged information of Gerawan Farming, Inc. Any unauthorized review, use, copying, disclosure, or distribution is prohibited. If you are not the intended recipient, please immediately contact the sender by reply email and delete all copies of the original message.

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Gerawan Farming, Inc.
7108 N. Fresno St., Suite 450
Fresno, CA 93720

www.gerawan.com
email: djg@gerawan.com

March 30, 2015

San Francisco Board of Supervisors
San Francisco, CA 94102

RE: File No. 150126 No. ___, "Resolution supporting Gerawan farm workers their right [sic] to be represented by the United Farm Workers, and urging Gerawan Farming to implement the terms of their contract."

To the members of the San Francisco Board of Supervisors:

The majority of Gerawan employees petitioned for an election to decertify the UFW, and thousands of our employees have gone on strike to protest UFW's attempts to force a government-created "contract" on them against their will. Among other things, the so-called contract would prohibit the employees from continuing to strike to protest UFW.

The United Farm Workers completely abandoned our employees for nearly twenty years. During that absence, UFW never once contacted us, never filed unfair labor practice charges, never made inquiries on behalf of our employees, never filed a grievance concerning our employees, did not take access to our fields to visit the employees, made no attempt to negotiate a contract, and never proposed economic terms for a collective bargaining agreement. Given those facts, the charge that we engaged in "punitive" labor practices or refused to negotiate a contract is offensive and false.

Our employees have earned the industry's highest wages since long before the UFW's sudden return in late 2012. So, shortly after UFW's inexplicable return, our employees successfully petitioned for an election to decertify the UFW. The UFW has fought against our employees' efforts to choose, even though UFW has not stood for election in nearly a quarter century, and only a few of our current employees worked here back then (some were not even born yet).

The so-called contract UFW wants imposed is actually a government-written order that we and our employees are challenging in court. The UFW wants to force it on our employees against their will, even though the employees knew the contents of it when they voted in their November 2013 election. Most of the employees were never told by the UFW that it was seeking to impose a contract on them which would require them to pay three percent of their pre-tax earnings to the union, or to lose their jobs.

There is a serious question as to whether the UFW may legitimately claim to represent our employees, or to bind them to a so-called contract which the employees cannot ratify and were not allowed to be involved with when it was created.

As the Superior Court held, “[n]early every aspect of their work lives could be dictated by the collective bargaining agreement: wages, hours, breaks, meal periods, grievances, supervision etc. [The worker’s] interest is not adequately represented by the UFW, which [the worker] does not affirm as his representative and which has done nothing for him in 20 years.”

Because the Agricultural Labor Relations Board found that there is a bona fide question as to whether a heretofore moribund union may return after a 20-year hiatus and impose itself on the employees, the Board overruled the attempts of the UFW and the Regional Director of the Board to block the election.

The proposed resolution states that the “regional director of the ALRB dismissed two Gerawan attempts at UFW decertification.” This is false. The Board twice overruled the dismissal of the decertification petition by this regional director, and the Board ordered an election. That election was held on November 5, 2013. The ballots were impounded, pending the Board’s review of a multitude of objections filed by the UFW.

While the post-election proceedings drag on, the UFW and the General Counsel of the ALRB have gone to court repeatedly and unsuccessfully to attempt to force the contract on the employees. UFW then attempted to change the law, and successfully lobbied passage of legislation (SB 25) that would have allowed contracts to be forced on employees without prior judicial review. Governor Brown vetoed the bill last September.

It is not logical that this body would now pass a resolution that conflicts with the courts and the governor. Governor Brown's veto message made it clear that “contract enforcement and election disputes should be dealt with so the process is balanced and fair.”

The proposed resolution makes a mockery of any “balanced or fair” discussion of the facts, or the legal and moral imperative that the employees – not Gerawan, or the union, or the ALRB – are entitled to the same right to a secret ballot as afforded the citizens who elected you to represent them on the Board of Supervisors.

The resolution claims that we have refused to “to implement the state-issued union contract,” without mentioning that the Superior Court ruled that it would not be “just and proper” to implement such a so-called “Collective Bargaining Agreement” at this time.

“Requiring Gerawan to implement the CBA is a blatant departure from the existing status quo of no operative CBA. In particular, the CBA would invoke a long-term bar to an employee election. Such an election, however, is, at this point, a clear objective of numerous Gerawan employees.”

Our company has been a vital part of the San Joaquin Valley agricultural community for close to 80 years. Our hourly base wage surpasses current state minimum wage at \$11 per hour, and our average wages for grape harvesters and packers in 2014 were \$16.27 and \$19.61 per hour, respectively.

Ironically, our employees would earn less under the Ag Labor Board-imposed contract. Our year-round employees would end up paying more in union dues than what they would receive in wage increases and holiday benefits combined. Thus, while the employees would incur losses (they would take home less than they do now), the union would pocket millions.

I invite the Board’s members to visit our operations, meet our employees, and see firsthand how we run our business. We not only provide the best overall compensation in the industry – as acknowledged by a state-appointed mediator – we also offer such benefits to eligible employees as retirement pay, bonus pay, vacation, and private school tuition for employees that desire it.

While the UFW is bent on imposing contracts on employees to collect dues, we remain committed to creating a work environment where our employees are highly valued and rewarded for their efforts.

We ask that this letter be added to the record so that our objections may be heard in a public hearing. Also, please see attached Fresno County Board of Supervisors resolution.

Sincerely,



Dan Gerawan
Co-Owner, Gerawan Farming, Inc.

Enc.

BEFORE THE BOARD OF SUPERVISORS
COUNTY OF FRESNO
STATE OF CALIFORNIA

RESOLUTION NO 13-450

IN THE MATTER OF VALLEY FARMWORKERS)
LET YOUR VOICE BE COUNTED)

WHEREAS, Fresno County is the Number One Agricultural Producing County in the Nation with an agriculture production totaling more than \$6 billion in 2011; and

WHEREAS, Fresno County employs a workforce of tens of thousands of farmworkers whose hard work puts food on the Nation's tables; and

WHEREAS, Fresno County remains committed in their united efforts to provide the Valley's farmworkers with the very best working conditions, benefits, the highest wages, and the options to make their own informed decisions concerning their workplace; and

WHEREAS, all the workers in Fresno County deserve the same rights as workers in other industries to vote on whether or not to be represented by a union, to vote on whether or not to ratify a contract, and to vote on whether or not to decertify a union that has had no contact with them for nearly two decades; and

WHEREAS, as a result of their tenacity, the valley's farmworkers submitted a petition signed by some 3000 Gerawan farmworkers, and subsequently were allowed their basic civil rights to cast their votes and, on November 5, 2013, held one of the largest decertification elections in the history of Fresno County, and we urge those votes be tabulated as a continuation of this civic process, rather than be allowed to languish uncounted.

NOW THEREFORE, BE IT RESOLVED that the Fresno County Board of Supervisors hereby recognizes December 3, 2013, as "Valley Farmworkers Let Your Votes Be Counted Day" in the County of Fresno.

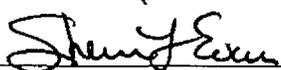
Adopted by the Fresno County Board of Supervisors this 3rd day of December, 2013, by the following vote, to wit:

AYES: Supervisors Perea, Larson, Borgeas, Case McNairy, Poochigian
NOES: None
Absent: None



CHAIRMAN, BOARD OF SUPERVISORS

ATTEST:
BERNICE E. SEIDEL, Clerk
Board of Supervisors

By 

Deputy

LGBT LEGAL ADVOCATES



EQUAL JUSTICE UNDER LAW

30 Winter Street
Suite 800
Boston, MA 02108
P 617.426.1350
F 617.426.3594
www.glad.org

March 24, 2015

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO

2015 MAR 27 PM 3:30



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

To the members of the San Francisco Board of Supervisors:

I am Janson Wu, the Executive Director of GLAD (Gay & Lesbian Advocates & Defenders). On behalf of my organization, I am writing to express my strong support for the LGBT Long-Term Care Facility Residents' Bill of Rights.

California undeniably provides some of the strongest protections in the nation to lesbian, gay, bisexual, and transgender people, but there is a gap when it comes to long-term care. These facilities need clearer guidance to properly care for their LGBT residents and patients.

The San Francisco LGBT Aging Policy Task Force highlighted this issue in its 2014 report, "Aging at the Golden Gate." In that report, the Task Force found that LGBT seniors are a particularly vulnerable population at greater risk of isolation, homelessness, poverty, and premature institutionalization. In a 2011 survey of LGBT care facility residents, nearly 90% of respondents stated that it would be unsafe to be openly LGBT in a facility. Nearly 50% stated that they or someone they knew had faced discrimination. The study—while national in scope—included specific examples of discrimination in California and San Francisco. This is unacceptable and GLAD calls on the Board of Supervisors to act.

San Francisco has a long history of civil rights leadership on behalf of marginalized communities. Harvey Milk led the fight for a sexual orientation nondiscrimination ordinance in 1978. San Francisco was an early leader in protecting transgender people and people with HIV. Ensuring that LGBT seniors and people with disabilities—transgender people, in particular—can receive care in a fully respectful and dignified manner is the next chapter in this story.

This ordinance, the first in the nation, was proposed by Supervisor Scott Wiener and Supervisor David Campos, and it is an important first step. This ordinance prohibits discrimination in admissions, transfer, eviction, room assignment, and visitation. In particular, it mandates that facility staff respect transgender and gender non-conforming individuals' identity and expression for bathroom use, preferred names and pronouns, and dress. This ordinance requires facilities to designate a staff member as an LGBT liaison and empowers the San Francisco Human Rights Commission to investigate and mediate complaints.

GLAD joins Supervisor Wiener in supporting this law. We believe that this will be effective in continuing to combat discrimination against one of our most vulnerable populations and will ensure that they have the proper tools to advocate for their rights and dignity.

Sincerely,



Janson Wu
Executive Director

Through strategic litigation, public policy advocacy, and education, Gay & Lesbian Advocates & Defenders works in New England and nationally to create a just society free of discrimination based on gender identity and expression, HIV status, and sexual orientation.

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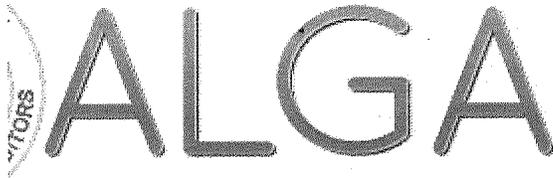
From: Reports, Controller (CON)
Sent: Friday, March 27, 2015 1:46 PM
To: Calvillo, Angela (BOS); BOS-Supervisors; BOS-Legislative Aides; Kawa, Steve (MYR); Howard, Kate (MYR); Steeves, Asja (CON); Campbell, Severin (BUD); Rose, Harvey (BUD); Newman, Debra (BUD); sfdocs@sfpl.info; CON-EVERYONE; CON-CCSF Dept Heads
Subject: Controller's Office Receives 2014 ALGA Knighton Distinguished Audit Award

The San Francisco Controller's City Services Auditor (CSA) received the prestigious 2014 Knighton Distinguished Audit Award for its audit, Citywide Construction: Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool. The Controller's Office is one of 12 local government audit shops from across the nation selected for this award.

The Knighton Award is sponsored by the Association of Local Government Auditors in recognition of the best performance audit reports based on their audits' potential significant impact, persuasiveness, feasibility of recommendations to make government programs more effective and efficient, clarity, and overall innovation.

CSA's audit determined whether city departments with construction contract authority effectively assessed contractor performance. This is significant because of public works contracting's low-bid environment that has the potential to result in the City doing business with poor performing construction firms. In sum, the 12 audit recommendations represent groundbreaking and fresh solutions to assessing and monitoring contractor performance because they require a significant shift in the City's organizational culture to establish clear requirements, mandate the use of performance evaluations in future contract decision making, track objective metrics, and centrally maintain contractor data to facilitate citywide information sharing. Implementation of these innovative recommendations will improve cross-departmental collaboration and contribute to the City's efficiency and fiscal sustainability.

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Association of Local Government Audit

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Knighton Award

2014 Knighton Award Winner

The Knighton Award recognizes the best performance audit reports of the prece pleased to announce the 2014 Knighton Award winning reports:

Extra Small Shops

Exemplary Auditor's Office, Washington County, OR
[Audit of Jail Healthcare](#)

Distinguished City of Sante Fe Internal Audit, Sante Fe, NM
[Performance Audit of False Alarm Monitoring System](#)

Distinguished Riverside Internal Audit Division, Riverside, CA
[Managing False Avoidable Fire Alarms](#)

Small Shops

Exemplary Clark County Auditor's Office, Clark County, WA
[Audit of Clark County's Job Creation Fee Waiver Program](#)

Distinguished Sacramento City Auditor's Office, Sacramento, CA
[Audit of Citywide Wireless Communications](#)

Medium Shops

Exemplary Office of City Auditor, Seattle, WA
[Seattle's Paid Sick and Safe Time Ordinance Enforcement Audit](#)

Large Shops

Exemplary San Jose City Auditor's Office, San Jose, CA
[Library Hours and Staffing: By Improving the Efficiency of Its Staffing Model, th Service Hours](#)

Distinguished King County Auditor's Office, King County, WA
[Performance Audit of the Georgetown Combined Sewer Overflow Project](#)

Extra Large Shops

Exemplary Office of the City Auditor, San Diego, CA
[Opportunities Exist To Improve Recycling Rates and Reduce Adverse Impacts](#)

Distinguished Office of the Controller, Philadelphia, PA
[Department of Licenses and Inspections: Performance Audit of Oversight for F](#)

Distinguished Office of the Controller - City Services Auditor, City and County
[Citywide Construction: Adopting Leading Practices Could Improve the City's C](#)

Distinguished Office of the Auditor, City and County of Denver, CO

[Police Response Time Performance Audit](#)

[More information about each of these award winning reports](#)

Additional Resources

See the list of [Past Winners](#). (will be updated)

See the list of [Additional Considered Reports](#). (will be updated)

Award-Related Articles from the LGAQ

- [Fall 2013 - An interview with Steve March on the Experience of Winning a 2012 Knighton Award](#)
- [Fall 2012 - What Were the Judges Thinking? A Behind the Scenes Look at the Knighton Award Rubric](#)
- [Winter 2011 - Writing a \(Knighton\) Winning Report](#)
- [Fall 2010 - Knighton Awards: Then and Now](#)
- [Summer 2009 - Writing Effective Audit Reports](#)

Knighton Award Winners

Each award winning audit organization will receive:

- An award presented during the ALGA Annual Conference;
- A congratulatory letter, co-signed by the ALGA President and Awards Program Committee Chairperson, add the Chief Audit Executive and an additional official requested by the award winner; and,
- A press release announcing the award and its significance.

The Exemplary award recipient from each category is provided the opportunity to share their report with ALGA members during a concurrent session at the Annual Conference. If the audit shop agrees to present their winning audit report at the 2015 ALGA Annual Conference, they will receive travel costs to the Annual Conference and one Conference registration fee.

City and County of San Francisco

Office of the Controller – City Services Auditor

CITYWIDE CONSTRUCTION:

Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool



May 20, 2014

**OFFICE OF THE CONTROLLER
CITY SERVICES AUDITOR**

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

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

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

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

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

For questions regarding 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.

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City and County of San Francisco

Office of the Controller - City Services Auditor

Citywide Construction: Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool

May 20, 2014

Why We Did This Audit

The City and County of San Francisco (City) has budgeted more than \$25 billion for its capital improvement plan over the next ten years. City departments hire construction contractors to complete all types of projects, from minor repairs, such as road repaving and improvements to neighborhood parks and libraries, to more complex projects, including water supply tunnel construction and rebuilding San Francisco General Hospital. Due to its reliance on contractors, the City must have the information it needs to properly evaluate their performance and better inform contract award decisions to ensure effective use of public funds. Without the consideration of past performance in the contract award process, contractors that have performed poorly on prior city work can continue to secure city construction contracts. This performance audit determined whether city departments with construction contract authority—the Airport Commission, Department of Public Works, Port Commission, Recreation and Park Department, San Francisco Municipal Transportation Agency, and San Francisco Public Utilities Commission—effectively assess contractor performance.

What We Found

City departments do not adequately assess contractor performance and do not consider past performance in the construction contract award process. Although 70 percent of surveyed city construction staff have at least occasionally encountered city contractors that they considered poor performers, the City's Administrative Code does not require departments to assess the performance of construction contractors, and past performance is not considered in awarding city contracts. Poor-performing contractors negatively affect the City through project delays, substandard work, and higher likelihood of claims and litigation. Because departments do not systematically track project data, they cannot assess the magnitude of these negative impacts; however, case studies from several departments show that poor-performing contractors have negatively affected the City, as shown in Exhibit 1.

EXHIBIT 1 Poor-Performing Contractors Tend to Have More Noncompliance Notices, Higher Soft Costs, and More Change Orders Than High-Performing Contractors

More Noncompliance Notices <input type="checkbox"/>	Higher Soft Costs <input type="checkbox"/>	More Change Orders <input type="checkbox"/>
Require more city resources to re-inspect project sites and deliverables.	Require more city resources to administer and oversee a project.	Require more city resources to process and negotiate changes and potentially higher costs due to scope changes.
<p>The Airport Commission identified a:</p> <ul style="list-style-type: none"> <input type="checkbox"/> High performer on a \$16.0 million project with no notices. <input type="checkbox"/> Poor performer on a \$14.7 million project with 59 notices. 	<p>The Department of Public Works identified a:</p> <ul style="list-style-type: none"> <input type="checkbox"/> High performer with soft costs totaling 18% (\$408,342) of project costs. <input type="checkbox"/> Poor performer with soft costs totaling 44% (\$2,582,532) of project costs. 	<p>The Public Utilities Commission identified a:</p> <ul style="list-style-type: none"> <input type="checkbox"/> High performer that issued 18 change orders totaling 0.18% (\$517,073) of project costs. <input type="checkbox"/> Poor performer that issued 87 change orders totaling 0.75% (\$2,119,627) of project costs.

Source: Auditor's analysis of contractor performance evaluation information.

The audit found that four of the five surveyed jurisdictions that have implemented performance evaluations indicated that doing so has positively impacted their construction project bid pool by attracting high-quality contractors and discouraging poor performers from bidding on projects. Also, according to the U.S. Office of Management and Budget, contractor evaluations ensure that taxpayer dollars are not wasted on contracts with poor performers. Leading practices identified by this audit – none of which San Francisco uses - are shown in Exhibit 2.

EXHIBIT 2 Summary of Leading Practices in Contractor Performance Evaluation		City of Los Angeles	City of New York	City and County of Philadelphia	City of Seattle	Various Federal Agencies
1.	Require completion of performance evaluations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Consider evaluations in the contract award process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Use a standardized performance evaluation form	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
4.	Allow contractor feedback on evaluation results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
5.	Maintain a centralized database/location for evaluation results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: Auditor's analysis of leading practices.

What We Recommend

The report includes 12 recommendations to assist departments in implementing contractor performance evaluations and ensuring the quality of construction contractors, including:

- Collaborate with the Mayor's Office, Board of Supervisors, Office of the City Attorney, and other relevant stakeholders in amending Chapter 6 of the Administrative Code to require completion of contractor performance evaluations and consideration of evaluations in the contract award process.
- Develop and implement a standardized contractor performance evaluation form with key objective elements, including change requests, noncompliance notices, subcontractor participation requirements, soft costs, safety violations, and schedule adherence.
- Develop and implement procedures for completing and recording contractor performance evaluations.
- Design and develop a centralized database that standardizes across projects the tracking of contractor information, including performance evaluation results.
- Continue using other leading practices such as prequalification, design-build, partnering, and integrated project delivery.

*Copies of the full report may be obtained at:
Office of the Controller • City Hall, Room 316 • 1 Dr. Carlton B. Goodlett Place • San Francisco, CA 94102 • 415.554.7500
or on the Internet at <http://www.sfgov.org/controller>*



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OFFICE OF THE CONTROLLER

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May 20, 2014

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Dear City Officials:

The Office of the Controller's City Services Auditor Division (CSA) presents its audit report of the performance evaluation procedures for construction contractors used by various departments of the City and County of San Francisco (City). The audit considered the procedures of the Airport Commission, Department of Public Works, Port Commission, Recreation and Park Department, San Francisco Municipal Transportation Agency, and San Francisco Public Utilities Commission. The audit's key objectives were to determine whether:

- Departments adequately assess construction contractor quality and performance.
- Departments effectively use contractor performance data when considering the award of construction contracts.

The audit found that city departments do not adequately assess contractor performance and do not consider past performance in the construction contract award process. Without the consideration of past performance in the contract award process, contractors that have performed poorly on prior city work can continue to secure city construction contracts. Continuing to award contracts to poor performers negatively impacts the City and its resources in the form of project delays, abandoned projects, substandard work, and, at times, claims and litigation.

To improve its assessment and monitoring of contractor performance, the City should adopt leading practices including:

- Requiring completion of contractor performance evaluations.
- Requiring consideration of performance evaluations in the contract award process.

- Maintaining a centralized database to store, share, and retrieve performance evaluations.

The report includes 12 recommendations to improve the City's assessment and monitoring of construction contractors' quality and performance. The departments' responses to the report are attached as Appendix E. CSA will work with the departments to follow up on the status of the recommendations made in this report.

CSA appreciates the assistance and cooperation of the departments' 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

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

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GLOSSARY OF TERMS

Administrative Code	City and County of San Francisco's Administrative Code
Airport	Airport Commission
Caltrans	California Department of Transportation
City	City and County of San Francisco
Change Request	Change Order Request
CPARS	Contractor Performance Assessment Reporting System
CPEP	Contractor Performance Evaluation Program
CSA	City Services Auditor Division
FAR	Federal Acquisition Regulation
IPD	Integrated Project Delivery Method
Los Angeles	City of Los Angeles
New York	New York City
NCN	Noncompliance Notice
Performance Evaluation	Construction contractor performance evaluation
Philadelphia	City and County of Philadelphia
Port	Port Commission or Port of San Francisco
PPIRS	Past Performance Information Retrieval System
Public Works	Department of Public Works
Rec and Park	Recreation and Park Department
Seattle	City of Seattle
SFMTA	San Francisco Municipal Transportation Agency
SFPUC	San Francisco Public Utilities Commission
VENDEX	New York City's Vendor Information Exchange System
WSIP	Water System Improvement Program

INTRODUCTION

Audit Authority

This audit was conducted under the authority of the Charter of the City and County of San Francisco (City), Section 3.105 and Appendix F, which requires that the Office of the Controller's City Services Auditor (CSA) conduct periodic, comprehensive financial and performance audits of city departments, services, and activities.

Background

Each year, city departments hire construction contractors to help accomplish their missions. Construction contractors are involved in a broad array of activities, from minor repair and maintenance projects, to more complex projects, such as those involving construction of new tunnels and pipelines as part of the City's Water System Improvement Program (WSIP) or the rebuild of San Francisco General Hospital and Trauma Center.

Construction contractors can also employ subcontractors to help them meet contract requirements. The City's reliance on contractors makes it critical that city departments have the information necessary to properly evaluate a contractor's performance and better inform agencies' contract-award decisions to ensure effective use of public funds.

The City has budgeted \$25 billion over the next ten years for capital improvement projects.

The City's annual construction appropriation is part of the rolling ten-year capital plan, which was initially adopted in 2005. In 2006 the City released its first capital plan for fiscal years 2007-08 through 2015-16. In the fiscal years 2014-2023 capital plan, the program has budgeted \$25.1 billion for capital improvement and investment in the City's aging infrastructure for the next ten years.

In addition to general and enterprise funds dedicated to capital improvement projects, city departments also manage and oversee several general obligation and revenue bond programs, as listed in Exhibit 3.

EXHIBIT 3 **General Obligation and Revenue Bond Programs Managed by City Departments**

	Bond Program Name	Total Budget (in millions)	Description
1.	2012 Clean and Safe Neighborhood Parks Bond Program	\$195	Renew and repair the City's parks, recreation, and open space assets
2.	2011 Road Repaving and Street Safety Bond Program	\$248	Modernize and improve street design
3.	2010 Earthquake Safety and Emergency Response Bond Program	\$412	Perform projects related to public safety building, neighborhood fire stations, and auxiliary water supply system
4.	2008 General Hospital Rebuild Bond Program	\$887	Build a new acute-care hospital on the San Francisco General Hospital campus
5.	2008 Clean and Safe Neighborhood Parks Bond Program	\$185	Improve neighborhood parks
6.	2000 Branch Library Improvement Program	\$106	Improve branch libraries
7.	2000 Neighborhood Recreation and Park Bond Program	\$110	Improve neighborhood parks
8.	1999 Laguna Honda Hospital Replacement Program	\$299	Rebuild Laguna Honda Hospital and Rehabilitation Center
9.	Water System Improvement Program	\$4,600*	Upgrade the City's water infrastructure system by increasing system reliability, sustainability, and quality

*Note: All amounts are rounded to the nearest million except for the Water System Improvement Program's amount, which is rounded to the nearest hundred million.

Source: Auditor's compilation of bond program information.

Due to its substantial investment in capital projects, the City has been able to renovate, open, or break ground on a wide range of improvements to critical roadways, libraries, hospitals, water delivery systems and other utilities, Airport grounds and structures, Port infrastructure, and the City's transit system. Given the hundreds of millions of dollars allocated to capital and construction projects yearly, it becomes vitally important that the City and its taxpayers receive the best value by achieving a balance among price, quality, and performance from contractors

Objectives

The audit's objectives were to:

1. Determine whether departments are appropriately and sufficiently assessing and monitoring

construction contractor quality and performance.

2. Determine whether departments are effectively using information on contractor performance as part of the contract award process.

Scope and Methodology

To conduct the audit, the audit team collected and analyzed information from the following six departments with construction or public works contracting authority:

1. Airport Commission (Airport)
2. Department of Public Works (Public Works)
3. Port Commission (Port)
4. Recreation and Park Department (Rec and Park)
5. San Francisco Municipal Transportation Agency (SFMTA)
6. San Francisco Public Utilities Commission (SFPUC)

Specifically, the audit team:

- Interviewed various management and staff from the six departments.
- Administered an electronic survey of 107 city construction management and project staff.
- Analyzed data and information on contractor performance, project management, and performance metrics.
- Evaluated relevant sections of the San Francisco Administrative Code.
- Collected information on contractor evaluation practices from various jurisdictions and agencies, including the federal government, California Department of Transportation (Caltrans), City of Los Angeles (Los Angeles), City of New York (New York), City and County of Philadelphia (Philadelphia), and City of Seattle (Seattle).

Statement of Auditing Standards

This performance audit was conducted in accordance with generally accepted government auditing standards. These standards require planning and performing the

**Office of the Controller, City Services Auditor
Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool**

audit to obtain sufficient, appropriate evidence to provide a reasonable basis for the findings and conclusions based on the audit objectives. CSA believes that the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

CHAPTER 1 – Departments Do Not Adequately Assess Construction Contractor Performance, Which May Result in Contract Awards to Poor-Performing Contractors That Negatively Affect City Resources

Summary

The San Francisco Administrative Code (Administrative Code) does not require the six city departments with contracting authority to evaluate the performance of construction contractors. Consequently, three of the six departments do not evaluate construction contractors. The Administrative Code only requires that departments award construction contracts to the lowest responsive, responsible bidder on a given construction project.

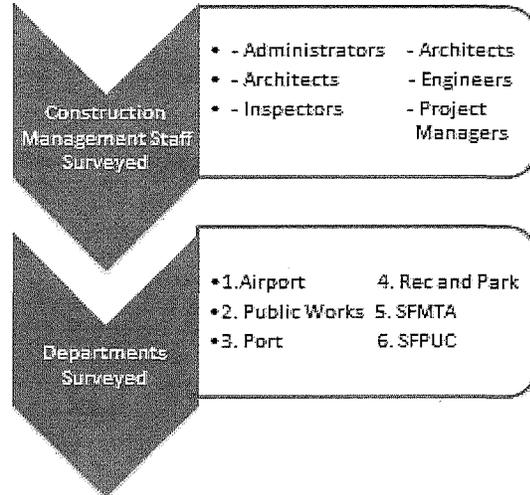
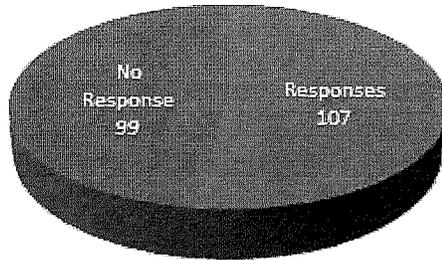
Because the City does not consider past performance in the contract award process, contractors that have performed poorly on prior city work can continue to secure city construction contracts. Some of the negative impacts of poor-performing contractors include:

- Project delays
- Abandoned projects
- Substandard work
- Possible claims and litigation

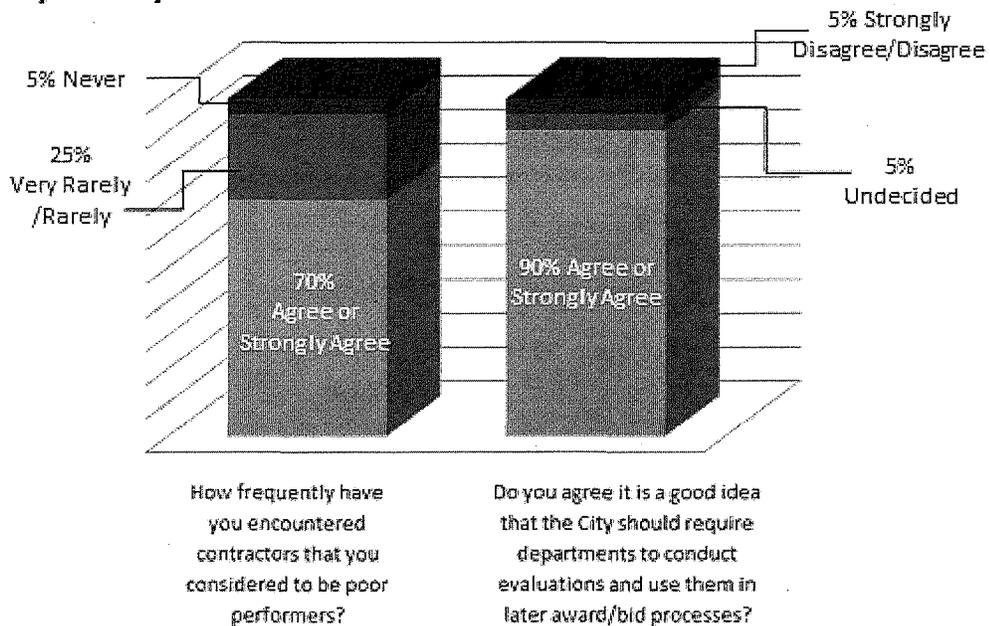
A survey conducted of more than 200 city construction staff, including architects, engineers and inspectors, to which 107 responded, indicated that they at least occasionally encountered poor-performing contractors. Also, city construction staff stated that evaluations should be conducted and used in the award process. See Exhibit 4 for additional survey information and details of the survey results.

EXHIBIT 4 A Majority of 107 Surveyed City Construction Staff at Least Occasionally Encounter Poor Performers and Agree That the City Should Conduct and Use Evaluations in the Award Process

Number of Respondents in the Survey:



Key Survey Results:



Source: Auditor's survey of city construction management personnel.

Finding 1.1

City code does not require departments to evaluate and document construction contractor performance.

Chapter 6 of the Administrative Code does not require

city departments with construction contracting authority to evaluate and document contractor performance. As a result, not all departments complete performance evaluations. Further, departments that do complete evaluations do not use the results of these evaluations in the contract award process. Although three of the six departments with contracting authority have evidence of completing contractor performance evaluations, more than 58 percent of staff surveyed from these three departments reported rarely, very rarely, or never completing a performance evaluation.

The Administrative Code requires that contracts be awarded only to responsible bidders, but there is no formal method to assess the degree to which contractors are responsible.

The Administrative Code requires that city departments award construction contracts to the lowest responsive, responsible bidder of a given construction project over \$400,000. Without a record of the contractor's prior performance, departments awarding contracts to the lowest bidder may unknowingly select a contractor with a history of poor performance that could result in poor quality work.

According to the Administrative Code, a responsive bid is one from a bidder that complies with the requirements of the particular project bid solicitation. A responsible bidder is one who meets the qualifying criteria required for a particular project, including, but not limited to, having:

- Expertise.
- A record of prior timely performance.
- A record that the bidder has dealt with the City in good faith at all times.

However, because the City does not require evaluations of contractors' performance and, hence, there is no formal record of or method by which to judge contractor responsibility, poor-performing contractors—even contractors incapable of performing the work on which they bid—can secure additional city contracts.

As part of departmental procedures for assessing bidders' responsibility, two departments reported that they systematically record information collected as part of reference checks to assess a contractor's prior performance, while two other departments reported not recording such information at all. These examples of departments' practices are not formal methods of

communication or bidder assessments that the City could consistently rely on as a basis for contract award decisions.

Departments may not be consistently completing performance evaluations for all projects.

Although three departments provided evidence of completing contractor performance evaluations, survey respondents indicated that completed evaluations do not provide any benefit if they cannot be used in the contract award decision-making process. An overwhelming majority (91 percent) of survey respondents agreed that the City should require departments to conduct evaluations and use them in later award/bid processes. This will assist departments in defining responsibility to better inform contract awards and potentially avoid poor-performing contractors.

The federal government requires agencies to consider past performance including price, management capability, and technical excellence.

Based on research of other jurisdictions' practices, having a binding requirement helps ensure successful implementation of a contractor evaluation program. For example, the Federal Acquisition Regulation (FAR)¹ requires agencies to consider past performance information as an evaluation factor in certain negotiated competitive procurements—along with other evaluation factors such as price, management capability, and technical excellence. At the federal level, past performance information may include the contractor's:

- Record of conforming to contract requirements and to standards of good workmanship.
- Record of forecasting and controlling costs.
- Adherence to contract schedules.
- History of reasonable and cooperative behavior and commitment to customer satisfaction.

Los Angeles amended its code to require completion and consideration of evaluations in the award process.

A similar binding requirement for contractor evaluation exists in Los Angeles, which in 1999 passed an ordinance modifying its administrative code to require departments to complete performance evaluations of construction contractors and to consider the performance evaluations in the award process when determining contractor responsibility. Through this ordinance, Los Angeles required its Board of Public Works to develop

¹ According to FAR §15.304(c)(3)(i), past performance shall be evaluated in all source selections for negotiated competitive acquisitions expected to exceed the simplified acquisition threshold.

rules and regulations for contract-awarding authorities within the jurisdiction to follow in evaluating, documenting, and reporting the performance of contractors under construction contracts. According to Los Angeles, implementation of this ordinance has shown that having a binding requirement helped facilitate actual completion and use of contractor performance evaluations.

Most (five of seven) of the surveyed jurisdictions that adhered to the low-bid requirement indicated that they consider contractor performance evaluations or past performance as part of their contract award decision-making process, as shown in Exhibit 5.

EXHIBIT 5 Most Low-Bid Environment Jurisdictions Use Performance Evaluations in the Contract Award Process		
Jurisdiction	Consider Evaluations / Past Performance in Award Process?	Bid Environment
San Francisco	No	Lowest Responsive Responsible Bid
Caltrans	No	Lowest Responsive Responsible Bid
Federal Government	Yes	Lowest Responsive Responsible Bid*
City of Los Angeles	Yes	Lowest Responsive Responsible Bid
New York City	Yes	Lowest Responsive Responsible Bid
City and County of Philadelphia	Yes	Lowest Responsive Responsible Bid
City of Seattle	Yes	Lowest Responsive Responsible Bid

*Note: The lowest responsive, responsible bidder standard applies for sealed bidding method of contracting according to FAR Subpart 14.

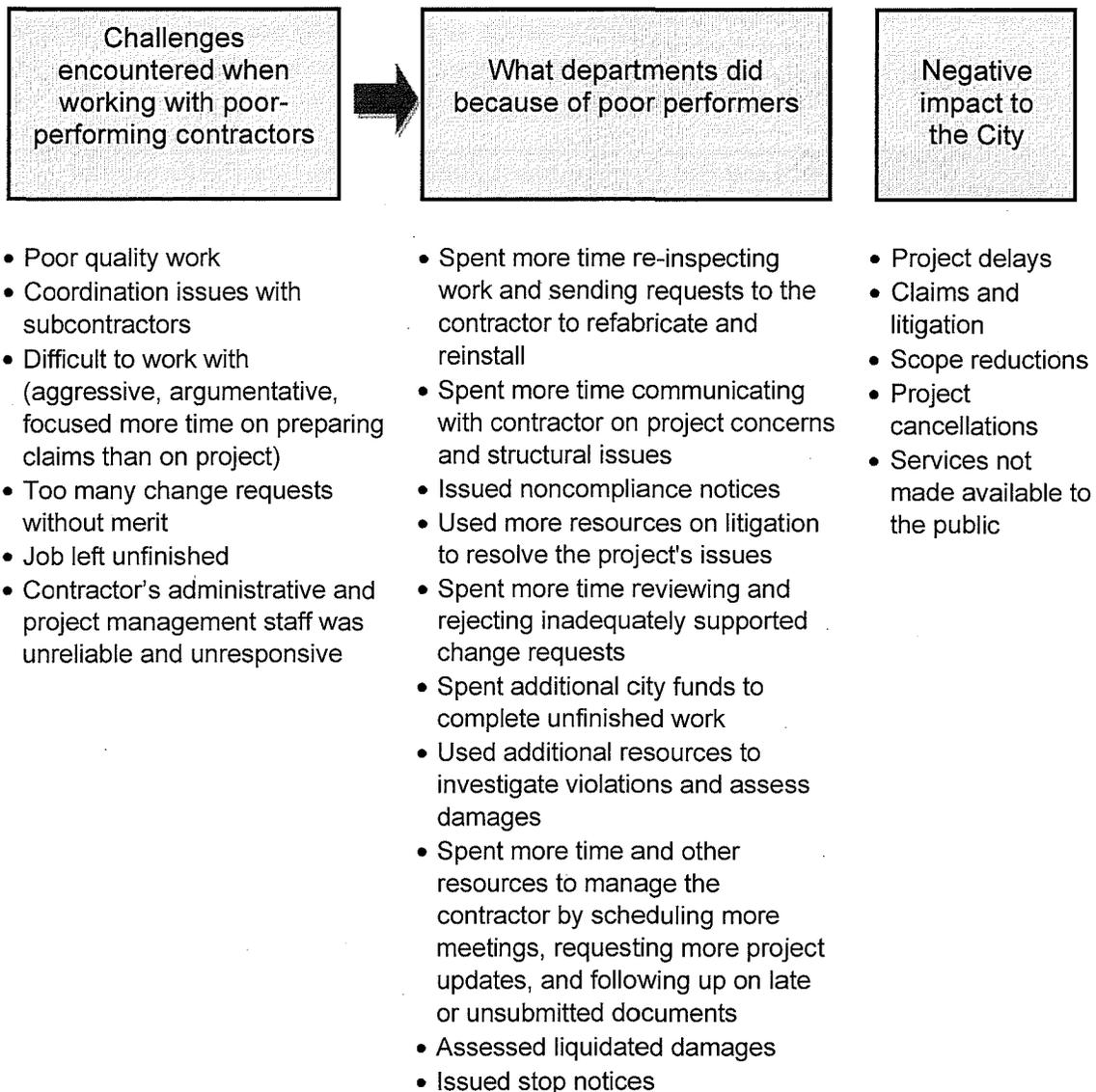
Source: Auditor's survey of other jurisdictions.

Without consideration of performance evaluations, poor-performing contractors can secure city contracts.

Because not all city departments complete performance evaluations and because results of completed evaluations are not used in the contract award process, poor-performing contractors can secure city construction contracts, resulting in a number of negative impacts to the City. Approximately 70 percent of surveyed construction management staff reported having at least occasionally encountered city contractors that they considered to be poor performers. Some of the effects of poor-performing contractors include project delays, abandoned projects, poor work quality, and claims and litigation.

Exhibit 6 shows the general types of challenges encountered by city departments when working with poor-performing contractors, along with the actions taken to address poor-performing contractors and the resulting negative impacts to the City. Appendix A contains a more detailed description of the specific effects and impacts on selected departmental projects in the City.

EXHIBIT 6 Poor-Performing Contractors Negatively Affect the City



Source: Auditor's compilation of departmental case studies and interviews with departmental management.

Case studies from departments demonstrate negative impacts of poor performers to the City.

The audit further explored specific projects of three departments with contracting authority (Airport, Public Works, and SFPUC) to obtain a detailed understanding of the qualities of a poor performer, the negative impacts to the City, and how a poor-performing contractor compares to an identified high-performing contractor. Details of selected projects are presented below.

Airport Case Study

One of the Airport's poor-performing contractors was awarded a \$14.7 million contract to construct a pedestrian bridge and mezzanine. Overall, the department had significant concerns with the contractor's quality of work and lack of attention to detail with respect to construction. For example, the contractor did not take the appropriate measurements, resulting in bolts that were misaligned and incorrectly installed, which required removal and repair. The Airport also noticed that the contractor's welding was sloppy, with inadequate installation, inaccurate measurements, and missed steps in the welding procedures.

As a result of the contractor's lack of attention to detail, according to the Airport, it issued 59 noncompliance notices (NCNs) to the contractor. In contrast, a high-performing contractor on a comparable, \$16 million project had no NCNs. Not only do NCNs indicate noncompliance with the contractual requirements, but contractors that receive many NCNs require more city resources to issue the NCNs, reinspect the work, and may require more site visits to inspect the site for additional instances of noncompliance.

The pedestrian bridge and mezzanine project had 103 change orders totaling \$1.1 million (8 percent) of the base bid, while the high performer had 3 change orders totaling \$0.25 million (2 percent) of the base bid.

Public Works Case Study

Public Works' poor performer submitted excessive change requests, abandoned the project, and caused the City to incur an estimated \$85,000 to

One of Public Works' poor-performing contractors was awarded a \$5.2 million project to renovate, restore, and rebuild a public library. According to Public Works, the working relationship with the contractor's superintendent was adversarial, the contractor submitted multiple

\$100,000 in litigation costs.

unsupported change order requests (change requests), abandoned the project before completion, and the project ended up in litigation.

According to Public Works, in an effort to maintain the project's schedule, the department reduced the scope of work. However, the contractor still left the project with remaining deliverables to be completed by Public Works staff.

The soft costs^{2,3} for this project were approximately \$2.6 million (44 percent) of the final \$5.9 million project cost. This is in contrast to a similar project delivered by a high-performing contractor that had soft costs of \$0.4 million (18 percent) of the final \$2.3 million project cost. The poor performer also received two noncompliance notices compared to the high performer that got none.

The poor-performing project eventually went into litigation, with an estimated \$85,000 to \$100,000 for attorney fees. This estimate excludes the cost of additional departmental staff time, which the department could not easily quantify.

SFPUC Case Study

SFPUC's poor-performing contractor submitted multiple change requests and exercised inadequate quality control and project management.

One of SFPUC's poor-performing contractors was awarded a \$283.2 million project for seismic and hydraulic improvements to various water treatment units. The contractor on this project submitted a significant number of change requests, delivered poor quality control, and applied poor project management.

The project had 87 change orders totaling \$2.1 million, or 0.75 percent of total project costs, in contrast to the 18 totaling \$0.5 million, or 0.18 percent of total project costs, from a high-performing contractor on another project. The poor-performing contractor also had 70 NCNs, compared to 20 for the high-performing contractor.

² "Soft Costs" are costs other than direct physical construction costs. Soft costs include construction management, architectural, engineering, financing, and other pre- and post-construction expenses.

³ The audit compared estimated "project control costs" for two City bond programs, which calculated control costs to be 15 percent and 22 percent of total project costs. The State of California has established some guidelines for state-funded projects regarding the proportion of soft costs, which is estimated to be 13 to 20 percent of the total construction costs.

According to SFPUC, the poor-performing contractor's primary focus was on initiating change requests. Some contractors may use change requests to increase the contract amount and their profit to compensate for an initial low bid. Further, the contractor's change requests were not prompt in providing pricing and had inadequate documentation, which could correlate with a contractor dishonestly attempting to increase the contract amount.

The City also received eight stop notices against the contractor compared to none for the high-performing contractor.⁴ Multiple stop notices on a project may indicate a prime contractor that is not properly managing its subcontractors or simply did not pay them in a reasonable amount of time.

Poor-performing low bidders may continue to receive city contracts.

Based on department experience with poor performers, the City should prevent the selection of proven poor performers on future projects. Without past performance information, poor-performing contractors that consistently bid low may secure more city contracts. This can result in the same substandard work, project delays, and possible claims and litigation on the next project.

According to FAR 42.1501, "past performance information is relevant information... for future source selection purposes..."

The value of considering past contractor performance is also evident from various best practices. For example, FAR, Subpart 42.1501, states that a contractor's actions under previously awarded contracts is relevant to future selections. Further, the U.S. Office of Management and Budget notes that the evaluation of contractor performance on prior projects helps ensure that taxpayer dollars for contracts are not wasted on contractors that are not responsible.

The survey of city departments' construction management personnel found that 67 percent of respondents agreed that the process of awarding public works contracts to the lowest responsive, responsible bidder does not always yield contractors that provide the best value, achieving a balance among price, quality, and performance.

⁴ A stop notice is a signed written notice to the property owner that the claimant has not been paid or only partially paid for labor, services, equipment, or materials provided on the construction project.

As noted by four of the five surveyed jurisdictions that evaluate contractors' performance, using performance evaluations to determine contractor responsibility and requiring the consideration of a contractor's past performance in the contract award decision-making process can positively impact the construction project bid pool.

Recommendations

City departments should:

1. Collaborate with the Mayor's Office, Board of Supervisors, Office of the City Attorney, and other relevant stakeholders to amend Chapter 6 of the Administrative Code to include a requirement for city departments to conduct and document formal performance evaluations of their construction contractors.
2. Collaborate with the Mayor's Office, Board of Supervisors, Office of the City Attorney, and other relevant stakeholders to amend Chapter 6 of the Administrative Code to allow the use of contractor performance evaluations in defining a contractor's responsibility.
3. Collaborate with the Mayor's Office, Board of Supervisors, Office of the City Attorney, and other relevant stakeholders to amend Chapter 6 of the Administrative Code to require the consideration of a contractor's past performance in the contract award decision-making process.

Finding 1.2

Each of the three departments that evaluate contractors uses different performance metrics and rating systems.

Approaches to evaluating contractor performance are inconsistent across departments, and evaluation forms need to incorporate key objective elements.

The three departments that have evidence of using performance evaluations do not have a consistent approach for assessing contractor performance. Further, the evaluation forms do not adequately assess contractor performance because not all of them include key objective elements (as noted on the next page). Each of the three departments assesses construction contractors using different forms with varying evaluation

criteria and rating scales, which may cause inconsistency across departments.

To ensure consistency, performance evaluations must use the same objective and quantifiable metrics and an identical rating system to ensure that contractors are rated consistently and fairly. This is in line with best practices; four of the five benchmarked jurisdictions that perform evaluations, which include Los Angeles, New York, Seattle and federal agencies, use standardized templates.

The Airport currently uses a numeric scale-based rating system (from 0, 2, 3 and 4) as part of its contractor performance evaluations, while Public Works uses ratings of *satisfactory*, *significant problem*, and *unsatisfactory*, and SFPUC uses *outstanding*, *satisfactory*, and *unsatisfactory*. Without a consistent rating system, it is difficult to rate contractors fairly across departments.

Public Works uses the most comprehensive evaluation, which closely mirrors that of Los Angeles.

Public Works and SFPUC have similar elements in their evaluation metrics, which closely mirror Los Angeles's evaluation. However, Public Works has the most comprehensive evaluation, which covers fiscal, schedule adherence, and various key performance elements, including quality of workmanship, safety, compliance with labor standards, and proposed change orders.

Departments have no uniformity in evaluating contractors because departments use different criteria in their evaluations.

According to construction management personnel, the construction management survey respondents, and public works professionals from jurisdictions such as Los Angeles and New York, there are certain objective metrics that can be used to adequately assess contractor performance and evaluate the contractor's delivery of a project, including:

- **Change Orders** – Written orders signed by the contracting officer or buyer, which are authorized by a contract clause, to modify contractual requirements within the scope of the contract.
- **Stop Notices** – Written notices submitted by a subcontractor to the City when the project's prime contractor has failed to pay or has only partially paid a subcontractor for its services.

- **Noncompliance Notices** – Written notices to the general contractor for work that does not comply with contract specifications.
- **Subcontractor Participation Requirements** – Requirements set by the Human Rights Commission to hire local, minority, and/or other disadvantaged business enterprises.
- **Soft Costs** – Costs other than direct physical construction costs. Soft costs include construction management, architectural, engineering, financing, and other pre- and post-construction expenses.
- **Safety Violations** – Violations on the job site that cause or increase the risk of an accident.
- **Schedule Adherence** – The contractor's ability to meet the project's timelines and milestones.

Departments should incorporate qualitative metrics in their performance evaluation because certain qualitative attributes are important to a project's success.

According to survey respondents and interviewees, the working relationship between the contractor and the contracting agency is also important to a successful project. Hence, qualitative metrics, such as the contractor's professionalism and the relationship between the contractor and the contracting agency, should also be included in a contractor performance evaluation. In Los Angeles, for example, performance evaluations include qualitative metrics such as a rating of the effectiveness of management and a rating of the project superintendent. In New York City, a rating of the contractor's cooperation with the contracting agency is included as a qualitative metric in its performance evaluations (See Appendix B and Appendix C for examples of performance evaluation forms). Further, according to survey respondents, the relationship between the City and the contractor is particularly important because it can result in reduced claims and lower project costs.

If objective data is not available to support an evaluation, it is acceptable to use subjective, yet measurable and supportable, data.

Recognizing the need and importance for qualitative metrics in performance evaluations, the federal government's *Guidance for the Contractor Performance Assessment Reporting System*⁵ states that it is acceptable to use measurable subjective data when objective data is unavailable. Also, federal agencies must assess contractor performance on qualitative metrics such as overall quality of the product or service and management or business relations. Based on the audit's review of the federal government's practices, if objective data is unavailable to support an evaluation, it is acceptable to use subjective data, as long as the information is measurable.

Recommendations

City departments should:

4. Develop and implement policies and procedures for conducting and recording construction contractor performance evaluations to ensure consistency in approach.
5. Develop and implement a standardized contractor performance evaluation form containing key objective elements such as schedule adherence and the number and/or amount of change requests, stop notices, noncompliance notices, subcontractor participation requirements, soft costs, and safety violations.
6. Include in the standardized contractor performance evaluation form qualitative metrics such as the effectiveness of management, quality of work, and others that can be sufficiently and reasonably supported.

⁵ The Contractor Performance Assessment Reporting System process establishes procedures for the electronic collection and use of Past Performance Information. This system is used by federal government agencies with contracting authority. The data collected in this system is then forwarded to the Past Performance Information Retrieval System where the evaluation is stored.

Finding 1.3

Because departments do not systematically track project data, they cannot assess the negative impacts of poor-performing contractors.

Although poor-performing contractors negatively affect city resources, as discussed in Finding 1.1, city departments cannot assess the magnitude of the impacts due to the lack of project data and supporting documentation. The City lacks citywide policies and procedures and, consequently, does not systematically collect and maintain construction project data and documentation supporting key quantifiable performance metrics. Lack of documentation causes difficulty in comparing data across projects and contractors.

Departments could not provide sufficient documentation for metrics the audit selected for analysis.

The audit attempted to assess the magnitude of selected quantifiable metrics regarding poor and high-performing contractors in the City but found that, because some departments either did not have the data readily available or the data was incomplete, a meaningful assessment could not be performed. A previous effort to collect related construction project data from departments found that they had difficulty in providing basic project data such as budgetary or throughput performance data.⁶ This type of data should have been readily available.

Change requests and noncompliance notices are two metrics that departments should already track since both require substantial paperwork and approvals by department personnel. However, three departments did not have a method to track the data and/or had missing or insufficient documentation for the two metrics. Change orders, for example, can be useful indicators of poor-performing contractors because having a high number of change requests may indicate a contractor's attempt to increase the contract amount after having been awarded the contract in the City's low-bid environment.⁷

⁶ Throughput is the ratio between the percentage of work complete and the percentage of time expended on the project.

⁷ As discussed with construction management personnel, change orders could also be for changes due to unforeseen site conditions, additional scope of work requested by the owner, design errors and omission, change in material and other construction related requests.

Exhibit 7 shows how certain quantifiable metrics indicate contractor performance and gives examples of supporting documentation related to each metric.

EXHIBIT 7	Quantifiable Metrics Indicating Contractor Performance and Supporting Documentation Examples				
Objective & Quantifiable Metric	Change Orders	Stop Notices	Non-Compliance Notices	Soft Costs	Safety Violations
Possible Indicators of a Poor Performer	High number of rejected change order requests	High number of stop notices from subcontractors	High number of non-compliance notices Long response times from contractors	High amount of soft costs in relation to size and complexity of project	High number of safety violations
Required Support	Sufficient change order request documentation detailing reasons for rejected change order requests	Stop notice documentation	Sufficient non-compliance notice documentation regarding reasons for non-compliance Documentation regarding non-compliance notice resolution	System to track personnel costs and monitor costs generated from project	Inspection reports System to track safety violations

Source: Auditor's surveys of construction management personnel and benchmarked jurisdictions.

Some construction management personnel in the City noted the importance of maintaining sufficient documentation to support any performance rating of a contractor. Also, the federal government indicates that for

past performance information to be meaningful in contract award decisions, the information must be documented, relevant, and reliable. Therefore, to effectively assess the performance of construction contractors, the City must have performance data that is factual and systematically maintained in the projects' records.

Recommendations

City departments should:

7. Collaborate in designing, developing, and implementing citywide policies and procedures for systematically collecting and maintaining the same key project data for all city projects.
8. Collaborate in implementing a systematic approach to collecting documentation that supports key elements of contractor performance.
9. Collaborate in implementing a systematic approach to quantifying and assessing the impact of contractor performance on city resources.

CHAPTER 2 – Adopting Leading Practices Could Improve the City's Assessment and Monitoring of Contractor Performance

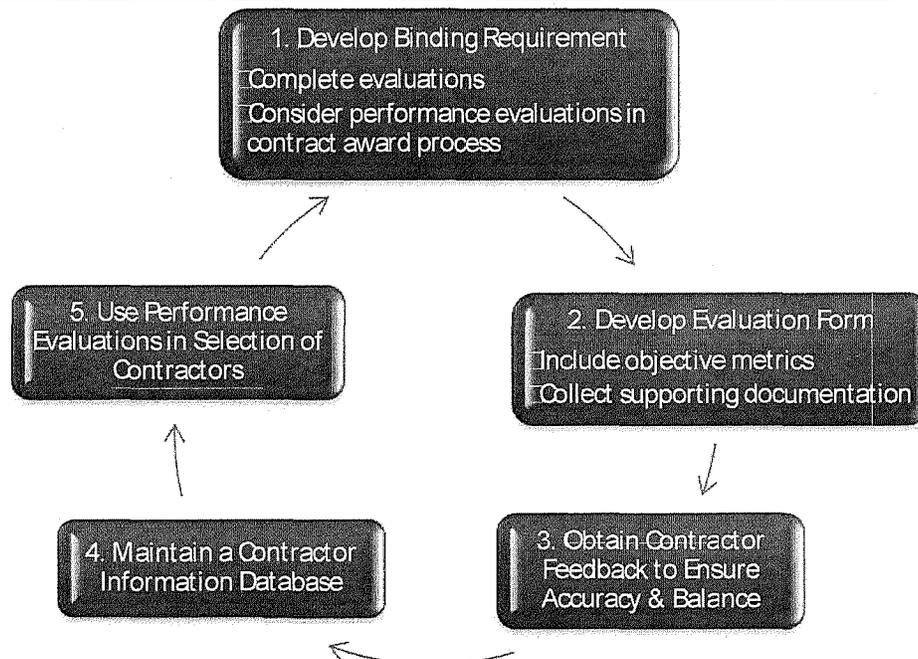
Summary

Besides requiring city departments to complete contractor performance evaluations and to consider them in the contract award process, as discussed in Chapter 1, the City should also adopt two other leading practices related to contractor evaluations:

- Obtain contractors' feedback on their performance ratings to ensure the evaluations' accuracy and balance.
- Implement a citywide, centralized database to maintain contractor information, including completed performance evaluations.

These two practices would complete a full-cycle performance evaluation, as shown in Exhibit 8.

EXHIBIT 8 Full-Cycle Performance Evaluation Process Based on Industry Best Practices



Source: Auditor's survey of other jurisdictions' leading practices.

The City should also continue to use other leading practices for ensuring contractor quality, including prequalification, partnering, and the integrated project delivery method.

Finding 2.1

A contractor's response to a performance evaluation furthers a balanced representation of the contractor's performance.

Los Angeles and New York allow contractors to submit comments to completed evaluations.

The federal government also allows contractors to comment on completed evaluations.

Obtaining contractor feedback on performance ratings promotes evaluations' accuracy and balance.

Because construction contractor performance evaluations can influence the decisions of a contracting department, potentially awarding millions of dollars of project work, the evaluation must capture both the evaluators' and contractors' experience in the project. Leading practices suggest that obtaining construction contractor feedback on performance evaluations furthers accuracy and balance.

According to information provided by Los Angeles and New York, contractors should be given an opportunity to submit their own comments, rebut statements made by the evaluators, and provide additional information regarding their own performance on the project. Allowing contractors to respond to performance evaluations will provide more context and explanation to decision makers in future award selection processes. The City of Los Angeles, one of the four surveyed jurisdictions that allow contractors to respond to evaluations, noted that allowing a rebuttal can decrease the chance of litigation, as it is the city's way of ensuring that both parties have an opportunity to substantiate the evaluation.

Based on examples at the federal government level, once draft performance evaluations are completed by the assessing official, the contractor is notified that the assessment is available for its review and comment through the Contractor Performance Assessment Reporting System (CPARS). Based on the U.S. Government Accountability Office's overview of the federal government's usage of contractor performance evaluations, the CPARS comment process includes the following:

- The contractor is allowed a minimum of 30 days to provide comments, rebuttals, or additional

information. The assessing official has the discretion to extend the comment period.

- After receiving and reviewing the contractor's comments and any additional information, the assessing official may revise the assessment.
- If there is disagreement, the reviewing official, who is generally one step above the assessing official organizationally, will review and finalize the assessment.
- After contractor comments are considered, or if the contractor elects not to provide comments, the assessment is finalized and submitted to the Past Performance Information Retrieval System (PPIRS), where it is available government-wide for source selection purposes for six years, for construction contractors, after the contract performance completion date.¹

Exhibit 9 shows that four of five surveyed jurisdictions that consider evaluations in the award process allow contractors to submit responses.

EXHIBIT 9 Most Surveyed Jurisdictions Allow Contractors to Submit Responses to Ensure Accuracy and Balance		
Jurisdiction ¹	Consider Evaluations/Past Performance in Award Process?	Allow Contractors to Submit Responses to Performance Evaluations?
Federal Government	Yes	Yes
City of Los Angeles	Yes	Yes
New York City	Yes	Yes
City and County of Philadelphia	Yes	Yes ²
City of Seattle	Yes	No

¹ Although included in the survey, Caltrans was omitted from this table since they do not consider evaluations or past performance in the award process.

² Philadelphia's evaluations are required by department policies and, as such, policies related to allowing contractors to submit responses may vary.

Source: Auditor's survey of benchmarked jurisdictions.

Recommendation

10. City departments should develop and implement policies and procedures to obtain contractor feedback on performance evaluations.

Finding 2.2

Creating a citywide, centralized database for contractor information, including performance evaluation results, could ensure information sharing across departments and continuous contractor monitoring.

The City has no centralized location or database to store, share, and retrieve contractor information. Each department with contracting authority tracks its own contractor information (for example, contractor name, contract amount, project details). As a result of this decentralized data collection approach, there is no single comprehensive database that captures such contractor information as previously awarded city contracts, performance metrics involving prior city projects, or other project management information across departments. Because the six departments with public works contracting authority have the possibility of using the same contractors that have performed prior work for the City, it is important that the City maintains an accessible, centralized contractor information database that could facilitate information sharing across departments and continuous contractor monitoring citywide.

Lack of a centralized database resulted in various uncoordinated methods of sharing information across departments.

The City's lack of a centralized database has resulted in various uncoordinated methods of sharing information across departments. According to department construction management personnel, to determine a contractor's prior performance, one department contacts other departments informally via telephone, whereas another department sends questionnaires to obtain feedback on contractors' past performance. Having a centralized database on contractor information would be a more effective means of sharing and tracking contractors' prior performance information citywide.

Five jurisdictions maintain a centralized database to track contractor information.

All five of the surveyed jurisdictions that conduct construction contractor performance evaluations maintain a centralized database or location to track contractor information, including completed performance evaluations. The systems serve as the single source for contractors' past performance data.

New York's VENDEX system had evaluations completed for 88 percent of all contractors.

New York's Vendor Information Exchange System (VENDEX) includes such fields as vendor name, contract terms and description, and award amount. VENDEX personnel also notify department heads in writing of which projects do not have a completed performance evaluation, reducing the likelihood of departments not completing or not submitting performance evaluations on time. In 2011 detailed performance evaluations had been completed for 88 percent of New York's contractors, clearly showing the effectiveness of the tracking and completion of performance evaluations.

Overall, centralized databases allow jurisdictions to share performance evaluations among departments and allow contract-awarding authorities to easily access the information for use in the award process.

Exhibit 10 lists the databases maintained by the surveyed jurisdictions.

EXHIBIT 10 Most Surveyed Jurisdictions Maintain a Contractor Database		
Jurisdiction	Name of Database & Owner/Administrator	Database Description
Federal Government	Past Performance Information Retrieval System (PPIRS) Department of Defense	Web-enabled, enterprise application that provides timely and pertinent contractor past performance information to the Department of Defense and federal acquisition community for use in making source selection decisions.
City of Los Angeles	Contractor Evaluation Data Base Board of Public Works	Centralized database to track completed contractor performance evaluation reports.
New York City	Vendor Information Exchange System (VENDEX) Mayor's Office of Contract Services	Database of information of vendors that do business with New York. Most of the information placed on the database comes from the VENDEX forms, which vendors must fill out for certain types of contracts or when certain thresholds are reached.
City and County of Philadelphia	Centralized filing maintained by Procurement	Performance evaluations are kept in a project file under the vendor's name, for easy access.
City of Seattle	Contractor Performance Evaluation Program (CPEP) Department of Executive Administration	Database for CPEP, which is a mandatory, standardized system of evaluating contractors' and subcontractors' performance.

Source: Auditor's survey of benchmarked jurisdictions.

Recommendation

11. City departments should develop and implement a citywide, centralized database to continuously track and monitor contractor information, including performance evaluation results.

Finding 2.3

Departments should continue to use other leading practices including the prequalification, design-build, partnering, and integrated project delivery methods.

Departments are using some leading practices to ensure contractor quality.

Chapter 6 of the Administrative Code provides departments with alternative and innovative practices to achieve an effectively delivered construction project, such as the prequalification, design-build delivery, and integrated project delivery (IPD) methods. Also, Mayor Edwin Lee signed an executive directive in December 2012 requiring departments with contracting authority to "partner" with contractors when appropriate. This directive emphasizes creating mutual goals, improving accountability, and developing dispute-resolution protocols between city departments and construction contractors.

Exhibit 11 describes these leading practices, which are already used by a number of city departments.

EXHIBIT 11 **Leading Practices the City Has Adopted and Should Continue to Use**

Leading Practice	Description	Department Using the Method
Prequalification	The Administrative Code allows city departments to prequalify potential bidders for construction projects based on specific criteria that measure a contractor's experience and abilities to deliver a certain project. The criteria can include the contractor's qualifications, experience, financial capacity, reputation, and claims history with insurance carriers and sureties. If using prequalification, departments can limit the submission of bids and proposals to respondents determined to be prequalified for the project.	Airport, SFPUC, and Public Works
Design-Build Project Delivery	In this method, the project's designer and contractor belong to a single entity. This method has the potential to save money and time for the public because fewer uncertainties arise than when the designer and contractor are separate entities.	Airport, SFPUC
Integrated Project Delivery	This method requires that all project participants, including the owners, architects, and contractors, work as a team for the best interest of the project and to optimize project results. The IPD approach aligns participant roles and project progression by using each participant's knowledge and abilities during project development. The method's intent is to allow project participants to proactively manage and monitor scheduling, expected and incurred costs, project controls, documentation, and inspections.	Public Works
Partnering	In December 2012 Mayor Edwin Lee signed an executive directive that implemented the Collaborative Partnering Model for the six departments with contracting authority. The Collaborative Partnering Model is intended to be a formalized, nonadversarial approach to construction project delivery that emphasizes creating mutual goals, improving accountability, and developing dispute-resolution protocols.	Airport, SFPUC

Source: CSA's compilation of various leading practices materials.

Recommendation

12. City departments should continue to use prequalification, design-build, integrated project delivery, and partnering to ensure the quality of the City's construction contractors and public works projects.

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APPENDIX A: CASE STUDY RESULTS OF POOR-PERFORMING CONTRACTORS AND NEGATIVE IMPACTS TO THE CITY



	Description of project	Features of poor-performing contractors	Due to firm X's poor performance, the department had to do the following
Airport	\$15.0 million project to construct a pedestrian bridge and mezzanine to a terminal	<ul style="list-style-type: none"> • "Sloppy fabrication" due to inadequate installation and missed steps in the welding procedures • Bolt holes were misaligned and measured incorrectly • Much of the re-fabrication and re-installation occurred after substantial completion • Contractor was unable to work through the many coordination details that were required by this complex project with multiple subcontractors 	<ul style="list-style-type: none"> • Spend more time re-inspecting the work and sending requests to the contractor to re-fabricate and re-tighten the bolts • Spend additional time communicating with contractor on project concerns and structural issues • Issue 59 noncompliance notices
Public Works	\$5.2 million project to build and renovate a neighborhood branch library	<ul style="list-style-type: none"> • Contractor was aggressive and argumentative • Contractor was unable to come to a reasonable agreement to resolve project issues such as change requests and project delays • Contractor submitted an excessive number of meritless change requests • Contractor focused on preparing a claim instead of the project • Contractor left the job midway through the project 	<ul style="list-style-type: none"> • Spend \$85,000-\$100,000 on litigation fees to resolve the project's issues • Spend additional time reviewing and rejecting the invalid change requests • Spend additional money on department labor to complete the project

Description of project	Features of poor-performing contractors	Due to firm X's poor performance, the department had to do the following
<p>Port</p> <p>\$1.3 million project to perform construction work on superstructure repairs for two piers</p>	<ul style="list-style-type: none"> • Contractor did not meet contract's local business enterprise requirements • Contractor had poor administrative staff and project management; contractor's project manager was "unreliable and irresponsible" • Contractor's project manager was overcommitted and did not complete required documentation for the project 	<ul style="list-style-type: none"> • Spend additional resources to investigate the violation and to pay damages • Use more city resources and time to reschedule missed meetings, request updates on the project, and follow up on unsubmitted or late documentation • Assess liquidated damages of \$10,000 per day after the missed deadline
<p>Rec and Park</p> <p>\$9.4 million project to perform work on an overall site reconfiguration of a playground</p>	<ul style="list-style-type: none"> • Contractor was unable to work through the many coordination details that were required by the project • Contractor and its subcontractors had insufficient financial capacity • Contractor did not meet the local business enterprise requirements • Contractor has prevailing wage violations estimated to exceed \$500,000 	<ul style="list-style-type: none"> • Issue stop notices • Spend additional resources on prevailing wage investigations regarding estimated violations exceeding \$500,000 • Spend additional resources to investigate the violation and to pay damages.
<p>SFMTA</p> <p>\$5.3 million project to perform construction work on the underground power duct bank, overhead traction power cables, roadway, electrical work and street lighting</p>	<ul style="list-style-type: none"> • Contractor was unprepared for potential service failures • Contractor accidentally hit and disconnected an overhead electrical wire used by Municipal Railway trolleys • Contractor was not proactive • Contractor's personnel were inexperienced 	<ul style="list-style-type: none"> • Spend additional time providing guidance to the contractor • Spend additional time for inspection and investigation to investigate the accident
<p>SFPUC</p> <p>\$283.2 million project to perform work for seismic and hydraulic improvements to a water treatment plant</p>	<ul style="list-style-type: none"> • Contractor submitted an excessive number of meritless change requests • Contractor was not always responsive to SFPUC's questions or concerns 	<ul style="list-style-type: none"> • Spend additional time reviewing and rejecting the invalid change requests • Issue many noncompliance notices which 40 were outstanding in September 2013

APPENDIX B: CONTRACTOR PERFORMANCE EVALUATION FORM – CITY OF LOS ANGELES

CITY OF LOS ANGELES
 CONTRACTOR PERFORMANCE EVALUATION REPORT

Prime
 Sub

PROJECT TITLE:		WORK ORDER NO:		
NAME OF CONTRACTOR:				
ADDRESS OF CONTRACTOR:				
			PHONE #:	
SECTION I - CONTRACT DATA				
COMPLEXITY OF PROJECT: <input type="checkbox"/> CONVENTIONAL <input type="checkbox"/> UNUSUAL <input type="checkbox"/> COMPLEX	<input type="checkbox"/> Original Contract Amount \$ _____ <input type="checkbox"/> Total Amount of Change Orders \$ _____ <input type="checkbox"/> Total Amount of Contract \$ _____ <input type="checkbox"/> Liquidated Damages Assessed \$ _____ <input type="checkbox"/> Illegal Substitution Penalties \$ _____ <input type="checkbox"/> Wage Violation Penalties \$ _____ <input type="checkbox"/> Claim Filed \$ _____	<input type="checkbox"/> Contract Duration _____ Work days _____ Calendar days <input type="checkbox"/> Contract Start Date _____ <input type="checkbox"/> Original Contract Completion Date _____ <input type="checkbox"/> Revised Contract Completion Date _____ <input type="checkbox"/> Date Final Corrections Completed _____		
MINORITY PARTICIPATION: <input type="checkbox"/> MBE _____ % <input type="checkbox"/> WBE _____ % <input type="checkbox"/> DBE _____ %				
SUBCONTRACTORS				
CONTRACTOR MET MANDATORY SUBCONTRACTOR MINIMUM (MSM) _____ % <input type="checkbox"/> YES <input type="checkbox"/> NO (Explanation Required)				
TYPE OF WORK	SUBCONTRACTOR	AMOUNT	REMARKS	Evaluation Attached
		\$		
		\$		
		\$		
		\$		
		\$		

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Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool

SECTION II – PERFORMANCE EVALUATION OF CONTRACTOR				
S - SATISFACTORY SP - SIGNIFICANT PROBLEM(S) (Does not require an explanation) U - UNSATISFACTORY (Explanation required)				
PERFORMANCE ELEMENT	S	SP	U	REMARKS
a. Quality Control of the Project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. Effectiveness of Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. Project Superintendent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. Quality of Workmanship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e. Management of Subcontractors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. Planning / Scheduling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g. Project Submittals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
h. Project RFIs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
i. Project Correspondence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
j. Response to Change Orders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
k. Manuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
l. Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
m. Response to Public Concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
n. Compliance with Plans / Specs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
o. Compliance with Inspection Requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
p. Notices of Non-Compliance	<input type="checkbox"/>	<input type="checkbox"/> *	<input type="checkbox"/> *	* List Number and Nature of NNC
q. Compliance with Safety Standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
r. Housekeeping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
s. Compliance with Labor Standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
OVERALL EVALUATION (If unsatisfactory, explanation required, use page 3) <input type="checkbox"/> UNSATISFACTORY <input type="checkbox"/> SATISFACTORY <input type="checkbox"/> ABOVE AVERAGE				
EXPLANATION OF UNSATISFACTORY EVALUATION For each unsatisfactory element, provide facts concerning specific events or actions to be considered for this evaluation (e.g. rework, cooperation of contractor, quality of work, compliance with labor laws, payment of prevailing wages, etc.) (These data must be of sufficient detail to assist in determining Contractor responsibility) (Use additional sheet(s) for explanation)				
EVALUATION PREPARED BY:				
_____ Inspector / Name (typed)		_____ Signature		_____ Date
_____ Construction Manager / Name and Title (typed)		_____ Signature		_____ Date
_____ Contract Administration / Name and Title (typed)		_____ Signature		_____ Date
EVALUATION REVIEWED BY				
_____ Construction Manager / Name and Title (typed)		_____ Signature		_____ Date
_____ Contract Administration / Name and Title (typed)		_____ Signature		_____ Date

APPENDIX C: CONTRACTOR PERFORMANCE EVALUATION FORM – CITY OF NEW YORK



Mayor's Office of Contract Services
Contract Performance Evaluation

CONSTRUCTION

Vendor Name:	
Vendor TIN/EIN:	
Vendor Address:	
Vendor E-Mail Address:	<input type="text"/>
Vendor Updated Mailing Address:	<input type="text"/>
Contract Number:	
Procurement Identification Number:	
Contract Term:	
Contract Description:	
Award Amount:	\$
Evaluating Agency:	DEPARTMENT OF DESIGN & CONSTRUCTION
Evaluation Period:	<input type="text"/> - <input type="text"/>
Evaluator First Name:	<input type="text"/>
Evaluator Last Name:	<input type="text"/>
Evaluator Phone Number:	<input type="text"/>
Evaluator E-Mail Address:	<input type="text"/>

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<p>I. TIMELINESS OF PERFORMANCE (Evaluators are to consider the following criteria when rating timeliness; discuss specifics in the Comments section.)</p> <ol style="list-style-type: none"> 1. Was the contract work completed on time, and if ongoing, is the vendor appropriately adhering to schedules and milestones; 2. If the vendor was given any extensions of time, were any such extensions reasonable; and 3. Were any unreasonable delays in the work caused by the vendor or any of its subcontractor(s)? <p>Comments:</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> <p>A time extension was granted to the contractor. This was due to the unavailability of a constructible list of locations from the client agency . There were no contractor related delays on this project.</p> </div> <p>Subcategory Rating <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Poor <input type="checkbox"/> Fair <input checked="" type="checkbox"/> Good <input type="checkbox"/> Excellent</p>
<p>II. FISCAL ADMINISTRATION AND ACCOUNTABILITY (Evaluators are to consider the following criteria when rating Fiscal Administration and Accountability; discuss specifics in the Comments section.)</p> <ol style="list-style-type: none"> 1. Did the vendor meet its budgetary goals, exercising reasonable efforts to contain costs, including change order pricing; 2. Has the vendor met any/all of the minority, women and emerging business enterprise participation goals and/or Local Business enterprise requirements, to the extent applicable; 3. Did the vendor and any/all subcontractors comply with applicable Prevailing Wage requirements; 4. Did the vendor maintain adequate records and logs, and did it submit accurate, complete and timely payment requisitions, fiscal reports and invoices, change order proposals, timesheets and other required daily and periodic record submissions (as applicable); 5. Did the vendor submit its proposed subcontractors for approval in advance of all work by such subcontractors; and 6. Did the vendor pay its suppliers and subcontractors, if any, promptly? <p>Comments:</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> <p>The contractor completed the work within budget. Payments and change order requests were submitted in a timely manner. Sub contractors were approved prior to the start of work.</p> </div> <p>Subcategory Rating <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Poor <input type="checkbox"/> Fair <input checked="" type="checkbox"/> Good <input type="checkbox"/> Excellent</p>
<p>III. PERFORMANCE AND OVERALL QUALITY OF WORK (Evaluators are to consider the following criteria when rating Performance Quality; discuss specifics in the Comments section.)</p> <ol style="list-style-type: none"> 1. Did the vendor and its subcontractors perform the contract with the requisite technical skill and expertise; 2. Did the vendor adequately supervise the contract and its personnel, and did its supervisors demonstrate the requisite technical skill and expertise to advance the work; 3. Did the vendor adequately staff the contract; 4. Did the vendor fully comply with all applicable safety standards and maintain the site in an appropriate and safe condition; 5. Did the vendor fully cooperate with the agency, e.g., by participating in necessary meetings, responding to agency orders and assisting the agency in addressing complaints from the community during the construction as applicable; and 6. Did the vendor adequately identify and promptly notify the agency of any issues or conditions that could impact the quality of work or result in delays, and did it adequately and promptly assist the agency in resolving problems? <p>Comments:</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> <p>The contractor complied with safety standards, maintained the site safely and participated in all scheduled meetings. All complaints were addressed in an expeditious manner. Staffing levels were adequate and supervisory personnel possessed the required skill and experience.</p> </div> <p>Subcategory Rating <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Poor <input type="checkbox"/> Fair <input checked="" type="checkbox"/> Good <input type="checkbox"/> Excellent</p>
<p>Overall Rating (Based on the above three subcategory ratings, evaluators are to give the vendor an overall rating.)</p> <p>Overall Rating <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Poor <input type="checkbox"/> Fair <input checked="" type="checkbox"/> Good <input type="checkbox"/> Excellent</p>

Office of the Controller, City Services Auditor
Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool

The foregoing evaluation represents my best judgment concerning the performance of the contractor and is based on documentation on file at the City Agency.

Evaluated By:

Evaluation Date:

For Evaluator Use Only

Upon completing the PE, use the Check Errors button to validate the document. After checking errors, you must forward your completed evaluation to ACCO/DACCO/Designated Contact. To do so, save the completed evaluation to your computer. It will automatically save as an Adobe PDF. Send an email through outlook, with the completed evaluation attached, to the ACCO/DACCO/Designated Contact.

For ACCO Use Only

Once the completed evaluation is approved and ready to send to MOCS, complete the "approved by" section below. Then click the "Validate and Lock" button below. Once locked, the form cannot be modified--if modification is necessary, a new document must be created (from scratch). Save the Adobe PDF to your computer. Navigate to the "Performance Evaluation Upload" page in FMS/3 VENDEX to upload the locked evaluation and send to MOCS.

Approved By

Name:

APPENDIX D: SUMMARY OF SURVEY RESULTS

Survey Methodology

To conduct the survey, the audit team obtained an organization chart for each of the six departments' respective construction management divisions. With the assistance of construction management personnel, the audit team selected employees believed to have direct contact with the contractor or who would be directly affected by the contractor's decisions, including:

- Engineers
- Architects
- Landscapers
- Project Managers
- Inspectors
- Field Contract Administrators

The survey was distributed anonymously to 206 employees. The audit team received 107 responses, representing a response rate of 52 percent. The responses to the multiple choice questions noted below are rounded to the nearest tenth of a percent and may not total 100 percent.

Office of the Controller - Construction Contractor Performance Survey

In your experience working in the City, how often have you completed a performance evaluation for a construction contractor?	
Answer Options	Response Percent
Very Often	6.5%
Often	8.4%
Occasionally	19.6%
Rarely	9.3%
Very Rarely	6.5%
Never	49.5%

In your experience working with city contractors, how frequently have you encountered contractors that you considered to be poor performers?	
Answer Options	Response Percent
Very Frequently	6.5%
Frequently	15.0%
Occasionally	48.6%
Rarely	17.8%
Very Rarely	7.5%
Never	4.7%

In your experience, what impacts have poor-performing city contractors had? Choose all that apply.	
Answer Options	Response Percent
Project delays	24.9%
Cost increases	17.1%
Project cancellations	13.1%
Claims or litigation	9.0%
Scope reductions	11.4%
Other impact(s) (please describe under COMMENTS)	4.9%
No impact	1.6%
Not applicable—I've never worked with a poor-performing contractor	18.0%

Office of the Controller, City Services Auditor
Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool

Describe how strongly you agree or disagree with this statement: In your experience working with city contractors, the process of awarding public works contracts to the lowest responsive, responsible bidder effectively ensures that the City always gets contractors who provide the best value by achieving a balance among price, quality, and performance.	
Answer Options	Response Percent
Strongly Agree	3.7%
Agree	7.5%
Undecided	21.5%
Disagree	45.8%
Strongly Disagree	21.5%

Describe how strongly you agree or disagree with this statement: It is a good idea for the City to require departments to conduct performance evaluations of all construction contractors and use the evaluations in later bid/award processes.	
Answer Options	Response Percent
Strongly Agree	42.1%
Agree	48.6%
Undecided	4.7%
Disagree	2.8%
Strongly Disagree	1.9%

If evaluating the performance of construction contractors becomes a city requirement, how likely are you to conduct these performance evaluations?	
Answer Options	Response Percent
Extremely Likely—Will Always Do Them	43.9%
Very Likely	42.1%
Moderately Likely	10.3%
Slightly Likely	3.7%
Not at All Likely—Will Never Do Them	0.0%

Office of the Controller, City Services Auditor
 Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool

If evaluating the performance of construction contractors becomes a city requirement, how helpful would these evaluations be in making contract award decisions?	
Answer Options	Response Percent
Completely Helpful	21.5%
Very Helpful	46.7%
Moderately Helpful	22.4%
Slightly Helpful	2.8%
Not At All Helpful	6.5%

If evaluating the performance of construction contractors becomes a city requirement, how honest will you be in evaluating and providing feedback to contractors?	
Answer Options	Response Percent
Completely Honest	66.4%
Very Honest	29.0%
Moderately Honest	4.7%
Slightly Honest	0.0%
Not At All Honest	0.0%

Describe the quality of documentation your department maintains to support the performance of construction contractors.	
Answer Options	Response Percent
Very Good	22.4%
Good	28.0%
Satisfactory	34.6%
Poor	12.1%
Very Poor	2.8%

Office of the Controller, City Services Auditor
Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool

Describe how strongly you agree or disagree with this statement: The contractor prequalification process effectively ensures that the City works mostly with high-performing contractors.	
Answer Options	Response Percent
Strongly Agree	6.5%
Agree	30.8%
Undecided	37.4%
Disagree	13.1%
Strongly Disagree	4.7%
Not applicable—We do not prequalify contractors	7.5%

Would you use any of the following measures as part of evaluating a construction contractor's performance?		
Answer Options	Yes %	No %
Notices of Noncompliance	95.2%	4.8%
Change Orders	69.0%	31.0%
Liquidated Damages	92.4%	7.6%
Stop Notices	89.5%	10.5%
Safety Violations	99.0%	1.0%
Quality Control of the Project	99.0%	1.0%
Quality of Workmanship	98.1%	1.9%
Management of Subcontractors	91.6%	8.4%
Project's Request for Information (RFI)	52.6%	47.4%
Other metric(s) (please describe under COMMENTS)	72.1%	27.9%

OPEN-ENDED: What do you think might stop you from being completely honest in a performance evaluation of a contractor?

OPEN-ENDED: If you have worked with at least one contractor that you considered to be a poor performer, briefly describe your experience and what the contractor did poorly.

OPEN-ENDED: Please provide any other comments and information that you believe may be useful to our audit, including:

- **Additional information to clarify your responses to previous questions.**
- **Possible objective metrics.**
- **Challenges you've experienced in working with construction contractors.**
- **Suggested improvements for contractor performance evaluation.**
- **Industry best practices.**

APPENDIX E: DEPARTMENTS' RESPONSES - AIRPORT



San Francisco International Airport

April 25, 2014

Ms. Tania Lediju
Director of City Audits
Office of the Controller
City Services Auditor Division
City and County of San Francisco
1 Dr. Carlton B. Goodlett Place, Room 476
San Francisco, CA 94102

Subject: Contractor Performance Evaluation Audit

Dear Ms. Lediju:

In response to your email dated April 14, 2014, attached is the completed follow-up response form regarding the Citywide Audit of Construction Contractor Performance Evaluation Process. We've enjoyed working with your staff on this audit, and are confident that your work will have a significant positive impact on the quality of projects delivered to the City and County of San Francisco.

Please feel free to call me at (650) 821-5025 if you have any questions.

Very truly yours,

Gary Satero
Chief Operating Officer

Attachment

cc: John L. Martin, Airport Director
Leo Fernán, Chief Business & Finance Officer
Geoff Neumayr, Deputy Airport Director, Design & Construction
Wallace Tang, Airport Controller
Mark P. De la Rosa, CSA

AIRPORT COMMISSION CITY AND COUNTY OF SAN FRANCISCO

LEONOR M. DE
MAYOR

LARRY MAZZOLA
PRESIDENT

LINDA S. CRAYTON
VICE PRESIDENT

ELEANOR JONES

RICHARD J. GUGGENHEIM

PETER A. STERN

JOHN L. MARTIN
AIRPORT DIRECTOR

Post Office Box 3697 San Francisco, California 94128 Tel: 415.823.5000 Fax: 415.823.5005 www.sfdps.com

PUBLIC WORKS

City and County of San Francisco



Edwin M. Lee, Mayor
Mohammed Nuru, Director

San Francisco Department of Public Works

Office of the Director
1 Dr. Carlton B. Goodlett Place, City Hall, Room 348
San Francisco, CA 94102
(415) 554-6920 ■ www.sfdpw.org



April 25, 2014

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

Re: The Department of Public Work's Response to City Services Auditor's Draft Report entitled "Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool"

Dear Ms. Lediju,

Thank you for your Draft Report forwarded on April 14, 2014, regarding the results of the audit of City-wide practices of assessing construction contractor performance. We appreciate your team's efforts and responsiveness. As we discussed with you and your staff, we are in almost uniform concurrence with the recommendations in the report.

We look forward to working with your Department as well as the Mayor's Office, Board of Supervisors, Office of the City Attorney, and other relevant stakeholders to facilitate the implementation of the recommendations where practicable. Specifically, I will be convening city-wide working groups to explore changing applicable provisions of the Administrative Code to provide the legal back drop to operationalize these findings.

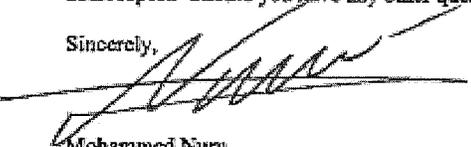


San Francisco Department of Public Works
Making San Francisco a beautiful, livable, vibrant, and sustainable city.

Office of the Controller, City Services Auditor
Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool

Please see the attached document for our detailed response to the recommendations contained in the draft audit report. Should you have any other questions please contact Lourdes Nicomedes at (415) 554-4805.

Sincerely,



Mohammed Nuru
Director

cc: Edgar Lopez, Deputy Director for Buildings, Department of Public Works
Fuad Sweiss, Deputy Director for Infrastructure, Department of Public Works
Julia Dawson, Deputy Director for Finance and Administration, Department of Public Works
Julia Lauc, Division Manager, Building Design and Construction, Department of Public Works
Patrick Rivera, Division Manager, Infrastructure Design & Construction, Department of Public Works
Lourdes Nicomedes, Accounting Manager, Department of Public Works
Stacey Camillo, Division Manager, Contract Administration, Department of Public Works

SC

Attachment

PORT



April 25, 2014

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

Subject: Citywide Audit of Construction Contractor Performance Evaluation Process

The Port of San Francisco is in receipt of the draft report titled, Citywide Construction: Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool. We accept the report findings and concur with all the recommendations. Attached is the completed Recommendation and Response form you requested. The Port appreciates the courtesy extended by the City Services Auditor Division (CSA) staff throughout the project period.

The Port looks forward to participating in the citywide collaborative effort to implement the recommendations. It is our understanding that the collaborative process will likely be led by the Department of Public Works and that full implementation will be a multiyear effort. A fair and consistent construction contractor performance assessment process and the uniform of use past performance information in the selection and award process for future work should help immensely to ensure contractor quality and enhance project delivery.

Sincerely,

Monique Meyer
Executive Director

cc: Port
Elaine Forbes, Deputy Director, Finance and Administration
John Woo, Fiscal Officer
Uday Prasad, Interim Chief Harbor Engineer
Tim Leung, Contracts and Construction Manager
Evelyn Onderdonk, Resident Engineer

Controller's Office
Ben Rosenfield, Controller, City and County of San Francisco
Mark de la Rosa, Lead Audit Manager

RECREATION AND PARK



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

April 25, 2014

Tania Ledija, Director of Audits
City Hall, Room 477
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Ms. Ledija,

This letter is in response to the construction audit report prepared by the Controller's Office for adopting leading practices to improve City's Construction Contractor bid Pool.

We would like to thank the Controller's Office for the opportunity to respond to the report regarding adopting specific recommendations that can assist the department to allow the use of contractor performance evaluations in defining contractor responsibility and improving project delivery.

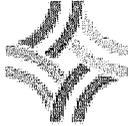
In response to the specific recommendations, attached please find also our response form indicating concurrence.

Sincerely,


Philip A. Ginsburg
General Manager

CC: Dawn Kamalanathan, RPD Director of Capital & Planning
Vols Ajilke, RPD Project Manager

SFMTA



SFMTA
Municipal
Transportation
Agency

David Milam, Mayor

Tom Nolan, Director

Patricia Gonzalez, Director

Joe Pardo, Director

Howard C. Benson, General Transportation

Gregory B. Williams, Executive Director

John C. Lee, Director

Christina Blakey, Director

April 23, 2014

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

Subject: Citywide Audit of Construction Contractor Performance Evaluation Process

Dear Ms. Ledija:

We are in receipt of the draft report for the subject assessment. Per the attached response form, the SFMTA concurs with the recommendations and will collaborate with the Mayor's Office, Board of Supervisors, Office of the City Attorney, and other relevant stakeholders to improve the City's construction contractor bid pool through adoption of leading practices to assess the performance of its construction contractors.

We appreciate the time and efforts of your staff throughout this process.

Please contact Vince Harris, Director of Capital Programs and Construction Division at 701-4260 if you have any questions regarding this response.

Sincerely,

Edward D. Reiskin
Director of Transportation

Enclosure

SFPUC



San Francisco
Water
Services of the San Francisco Public Utilities Commission

525 Golden Gate Avenue, 13th Floor
San Francisco, CA 94102
T 415.554.3155
F 415.554.3161
TTY 415.554.3488

April 28, 2014

Tonia Lediju, Audit Director
Office of the Controller, City Services Auditor Division
City Hall, Room 476
One Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Subject: Management's Response to CSA Audit Report
Citywide Construction: Adopting Leading Practices Could Improve
the City's Construction Contractor Bidding Pool

Dear Ms. Lediju,

Thank you for providing us the opportunity to review the results of your report, '*Citywide Construction: Adopting Leading Practices Could Improve the City's Construction Contractor Bidding Pool*', as prepared by the Controller's Office, City Services Auditor.

Attached for your review and consideration are SFPUC Management's responses to the recommendations detailed in the audit report.

If you have any questions or need additional information, please do not hesitate to contact me at (415) 554-1600.

Sincerely,

A handwritten signature in black ink, appearing to read "Harlan L. Kelly, Jr." with a stylized flourish at the end.

Harlan L. Kelly, Jr.
General Manager

cc: Michael Carlin, Deputy General Manager
Todd L. Rydstrom, AGM Business Services & Chief Financial Officer
Emilio Cruz, AGM Infrastructure
Nancy L. Hom, Director, Assurance & Internal Controls

Edwin M. Lee
Mayor

Vince Courtney
President

Ann Moller Caen
Vice President

Francesca Viator
Commissioner

Anson Moran
Commissioner

Art Torres
Commissioner

Harlan L. Kelly, Jr.
General Manager



APPENDIX E: RECOMMENDATIONS AND RESPONSES

For each recommendation, the responsible agency should only indicate whether it concurs, does not concur, or partially concurs. Any further explanations should be stated in your response letter.

Recommendation	Airport	Public Works	Port	Rec and Park	SFMTA	SFPUC
City departments should:						
1. Collaborate with the Mayor's Office, Board of Supervisors, Office of the City Attorney, and other relevant stakeholders to amend Chapter 6 of the Administrative Code to include a requirement for city departments to conduct and document formal performance evaluations of their construction contractors.	Concur.	Concur.	Concur.	Concur.	Concur.	Concur.
2. Collaborate with the Mayor's Office, Board of Supervisors, Office of the City Attorney, and other relevant stakeholders to amend Chapter 6 of the Administrative Code to allow the use of contractor performance evaluations in defining a contractor's responsibility.	Concur.	Concur.	Concur.	Concur.	Concur.	Concur.

Recommendation	Airport	Public Works	Port	Rec and Park	SFMTA	SFPUC
3. Collaborate with the Mayor's Office, Board of Supervisors, Office of the City Attorney, and other relevant stakeholders to amend Chapter 6 of the Administrative Code to require the consideration of a contractor's past performance in the contract award decision-making process.	Concur.	Concur.	Concur.	Concur.	Concur.	Concur.
4. Develop and implement policies and procedures for conducting and recording construction contractor performance evaluations to ensure consistency in approach.	Concur.	Concur.	Concur.	Concur.	Concur.	Concur.

Recommendation	Airport	Public Works	Port	Rec and Park	SFMTA	SFPUC
5. Develop and implement a standardized contractor performance evaluation form containing key objective elements such as schedule adherence and the number and/or amount of change requests, stop notices, noncompliance notices, subcontractor participation requirements, soft costs, and safety violations.	Concur.	Concur.	Concur.	Concur.	Concur.	Concur.
6. Include in the standardized contractor performance evaluation form qualitative metrics such as the effectiveness of management, quality of work, and others that can be sufficiently and reasonably supported.	Concur.	Concur.	Concur.	Concur.	Concur.	Concur.
7. Collaborate in designing, developing, and implementing citywide policies and procedures for systematically collecting and maintaining the same key project data for all city projects.	Concur.	Concur.	Concur.	Concur.	Concur.	Concur.

Office of the Controller, City Services Auditor
 Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool

Recommendation	Airport	Public Works	Port	Rec and Park	SFMTA	SFPUC
8. Collaborate in implementing a systematic approach to collecting documentation that supports key elements of contractor performance.	Concur.	Concur.	Concur.	Concur.	Concur.	Concur.
9. Collaborate in implementing a systematic approach to quantifying and assessing the impact of contractor performance on city resources.	Concur.	Partially Concur.	Concur.	Concur.	Concur.	Concur.
10. Develop and implement policies and procedures to obtain contractor feedback on performance evaluations.	Concur.	Concur.	Concur.	Concur.	Concur.	Concur.
11. Develop and implement a citywide, centralized database to continuously track and monitor contractor information, including performance evaluation results.	Concur.	Concur.	Concur.	Concur.	Concur.	Concur.
12. Continue to use prequalification, design-build, integrated project delivery, and partnering to ensure the quality of the City's construction contractors and public works projects.	Concur.	Concur.	Concur.	Concur.	Concur.	Concur.

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SUPERIOR COURT – STATE OF CALIFORNIA
COUNTY OF SAN FRANCISCO – UNLIMITED CIVIL JURISDICTION

JERROLD JACOBY, MARTIN J. COYNE,
SMALL PROPERTY OWNERS OF SAN
FRANCISCO INSTITUTE, a California non-
profit corporation, GOLDEN PROPERTIES,
LLC, a Delaware limited liability company,
and HOWARD WESTON,
Plaintiffs and Petitioners,

CASE NO. CGC-14-540709
PEREMPTORY WRIT OF MANDATE
[CCP § 1087]

vs.

CITY AND COUNTY OF SAN
FRANCISCO, a California municipal
corporation,
Defendant and Respondent,

RENE YANEZ, RIO YANEZ, TERESA
DULALAS, CHARLES GASPERI, DIEGO
DELEO, NATHA SMITH, DAVID ALLEN
JAMES HAGLER, DEBORAH ROJANO,
and MIMI LAY,
Intervenors.

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2015 MAR 23 PM 2:52
DR

To RESPONDENT CITY AND COUNTY OF SAN FRANCISCO:

WHEREAS Petitioners served and filed their duly verified petition for writ of
mandate, which hearing was held on January 14, 2015;

PEREMPTORY WRIT OF MANDATE

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WHEREAS it appears to this Court that Petitioners have no other plain, speedy, and adequate remedy in the ordinary course of law;

WHEREAS, the Court has determined that Ordinance #54-14 (the "Ordinance") is preempted by state law, and Respondent may not enforce it as a matter of law;

WHEREAS the Ordinance interferes with the state law rights of property owners who have withdrawn their property from residential rental use under the Ellis Act (Govt. Code § 7060 et seq.);

WHEREAS the payments under the Ordinance are not "reasonable" pursuant to *Pieri v. City and County of San Francisco* (2006) 137 Cal.App.4th 886, as payments required under the Ordinance are disproportionately higher than compensation contemplated by the Legislature in enacting and amending Govt. Code 7060, and thus the Ordinance violates the Ellis Act;

WHEREAS the Ordinance's applicability to those landlords who initiated the Ellis Act prior to the enactment of the Ordinance is improper;

THEREFORE, you Respondent are hereby commanded immediately after receipt of this writ not to enforce the Ordinance;

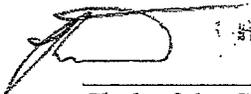
Witness the Honorable Ronald E. Quidachay, Judge of the Superior Court.

Attest my hand and the seal of this Court this 19 day of March, 2015.





Hon. Ronald E. Quidachay



Honorable Oloro
Clerk of the Court
MAR 20 2015

1 Approved as to form:

2

3 DENNIS J. HERRERA
4 City Attorney

4

5 

Dated: March 11, 2015

6 By: Christine Van Aken
7 Attorneys for Respondent
8 City and County of San Francisco

FAX SIGNATURE

8

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10 TENDERLOIN HOUSING CLINIC, INC.

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Dated: March _____, 2015

13 By: Raquel Fox
14 Attorneys for Intervenors

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Mayor,
File # 140090

ZACKS & FREEDMAN, P.C.
235 MONTGOMERY STREET, SUITE 400
SAN FRANCISCO, CALIFORNIA 94104

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ANDREW M. ZACKS (SBN 147794)
EMILY LOWTHER (SBN 284943)
ZACKS & FREEDMAN, P.C.
235 Montgomery Street, Suite 400
San Francisco, CA 94104
Tel: 415.956.8100
Fax: 415.288.9755

Attorneys for Plaintiffs and Petitioners
Martin Coyne, Small Property Owners of San Francisco Institute, and Petitioner
Golden Properties, LLC, and Howard Weston

SUPERIOR COURT – STATE OF CALIFORNIA
COUNTY OF SAN FRANCISCO – UNLIMITED CIVIL JURISDICTION

JERROLD JACOBY, SMALL PROPERTY
OWNERS OF SAN FRANCISCO
INSTITUTE, a California non-profit
corporation, MARTIN J. COYNE, GOLDEN
PROPERTIES, LLC, a Delaware limited
liability company, and HOWARD WESTON,

Petitioners,

vs.

CITY AND COUNTY OF SAN
FRANCISCO, a California municipal
corporation,

Respondent,

RENE YANEZ, RIO YANEZ, TERESA
DULALAS, CHARLES GASPERI, DIEGO
DELEO, NATHA SMITH, DAVID ALLEN,
and JAMES HAGLER, DEBORAH
ROJANO and MIMI LAY

Intervenors.

CASE NO. CGC-14-540709

PROOF OF SERVICE

RECEIVED
BOARD OF SUPERVISORS
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2015 MAR 23 PM 2:52

ZACKS & FREEDMAN, P.C.
235 MONTGOMERY STREET, SUITE 400
SAN FRANCISCO, CALIFORNIA 94104

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PROOF OF SERVICE

Superior Court of California, County of San Francisco
San Francisco Superior Court Case No.: CGC-14-540709

I, Betzy Lesser, declare that:

I am employed in the County of San Francisco, State of California. I am over the age of 18, and am not a party to this action. My business address is 235 Montgomery Street, Suite 400, San Francisco, California 94104.

On March 23, 2015, I served:

1. PERREMPATORY WRIT OF MANDATE

in said cause addressed as follows:

Mayor Edwin M. Lee Office of the Mayor 1 Dr. Carlton B. Goodlett Pl, Room 200 San Francisco, CA 94102 By: Messenger	David Campos San Francisco Board of Supervisors 1 Dr. Carlton B. Goodlett Pl, Room 244 San Francisco, CA 94102 By: Messenger
---	--

San Francisco Board of Supervisors 1 Dr. Carlton B. Goodlett Pl, Room 244 San Francisco, CA 94102 By: Messenger	Christine Van Aken Office of the City Attorney 1 Dr. Carlton B. Goodlett Pl, Room 234 San Francisco, CA 94102 By: Messenger
--	---

Steve Collier Raquel Fox Matt McFarland Joseph Barber Tenderloin Housing Clinic, Inc. 126 Hyde St., 2 nd Floor San Francisco, CA 94102 BY: MAIL

/XX/ (BY MAIL) By placing a true copy thereof enclosed in a sealed envelope. I placed each such sealed envelope, with postage thereon fully prepaid for first-class mail, for collection and mailing at San Francisco, California, following ordinary business practices. (THC Only)

/XX/ (BY PROFESSIONAL MESSENGER SERVICE) By placing and true copy thereof in a sealed envelope, and causing said envelope to be delivered by professional messenger service to the addressee(s) listed above.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct. Executed on March 23, 2015, at San Francisco, California.

Betzy Lesser

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

MEMORANDUM

Date: March 23, 2015
To: Honorable Members, Board of Supervisors
From: Angela Calvillo, Clerk of the Board
Subject: Form 700

This is to inform you that the following individual has submitted a Form 700 Statement:

Burns, Kanishka – Legislative Aide – Annual
Mormino Matthias – Legislative Aide – Annual
Hsieh, Francisco – Legislative Aide – Annual
Johnston, William Connor- Legislative Aide – Annual
Kelly, Margaux – Legislative Aide – Annual
Lee, Mason –Legislative Aide – Annual
Quizon, Dyanna – Legislative Aide – Annual
Rubenstein, Beth – Legislative Aide – Annual
Caldeira, Arthur Rick – Deputy Director – Annual
Bohannon Jones, Ambi – Administration and Finance Manager
Duran, Dawn – Assessment Appeals Board Administrator
Nevin, Margaret A – Deputy Director
Fried, Jason – LAFCo Executive Officer
Campbell, Severin - Budget and Legislative Analyst, Director
Rose, Harvey – Budget and Legislative Analyst

23

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

MEMORANDUM

Date: March 27, 2015
To: Honorable Members, Board of Supervisors
From: Angela Calvillo, Clerk of the Board
Subject: Form 700

This is to inform you that the following individual has submitted a Form 700 Statement:

Brown, Vallie – Legislative Aide - Annual
Cerde, Juan David – Legislative Aide - Annual
Montejano, Jess James – Legislative Aide - Annual
Ronen, Hillary Alyson – Legislative Aide - Annual
Stefani, Catherine Michele – Legislative Aide - Annual
Laxamana, Junko – Accountant III - Annual
Newman, Debra – Budget and Legislative Analyst - Annual
Bruss, Andrea Elizabeth, Legislative Aide - Annual