FILE NO. 260505

Petitions and Communications received from April 30, 2026, through May 7, 2026, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on May 12, 2026.

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

From California Academy of Sciences, pursuant to California Labor Code, Section 1401, submitting a Worker Adjustment and Retraining Notification (WARN) Act notice. Copy: Each Supervisor Copy: Each Supervisor. (1)

From the Office of Civic Engagement & Immigrant Affairs (OCEIA), regarding the San Francisco Unified School District (SFUSD) services for newcomer students. Copy: Each Supervisor. (2)

From the Office of the Controller submitting the Fiscal Year (FY) 2026-2027 & FY 2027-2028 Proposed Budget and Appropriation Ordinance for Selected Departments as of May 1, 2026 and the FY 2026-2027 & FY2027-2028 Proposed Salary Ordinance for Selected Departments as of May 1, 2026. Copy: Each Supervisor. (3)

From the Budget and Legislative Analyst (BLA), pursuant to Motion No. M24-125, submitting Performance and Management Audit of the San Francisco Zoo. Copy: Each Supervisor. (4)

From Recreation and Park Department (REC), pursuant to Administrative Code, Section 6.60(b), submitting declaration of emergency due to the excessive build-up of sand at the entrance to Marina Yacht Harbor. Copy: Each Supervisor. (5)

From the San Francisco Arts Commission, submitting an agenda for the May 4, 2026, Full Arts Commission meeting. Copy: Each Supervisor, (6)

From the San Francisco Arts Commission (ART), submitting an agenda link for the May 6, 2026, Advisory Committee of Street Artist and Crafts Examiners meeting. Copy: Each Supervisor. (7)

From California Fish and Game Commission, regarding notice of decision not to proceed regarding regulations pertaining to 2026-27 pronghorn antelope hunting and agenda for the May 19, 2026 Fish and Game Commission meeting. Copy: Each Supervisor. (8)

From members of the public, regarding the proposed Ordinance amending the Administrative Code to state that it is City policy to expand the availability of Site-Based Permanent Supportive Housing (“PSH”) that prohibits on-site illicit drug use among

residents (“Drug-Free PSH”) to meet the demand of people experiencing homelessness who prefer such a residential option; bar the City from funding new Site-Based PSH for people experiencing homelessness that prohibits evictions on the basis of drug use alone (“Drug-Tolerant PSH”), except where operation of the housing as Drug-Free PSH would conflict with standards imposed by law or by a condition of other funding, or the Board of Supervisors has waived the funding prohibition based on specific findings; and require the Department of Homelessness and Supportive Housing (“HSH”) to survey residents of Site-Based PSH to assess their interest in living in either Drug-Tolerant PSH or Drug-Free PSH and report on the survey findings and HSH’s strategies to meet PSH residents’ demands. File No. 251003. 71 Letters. Copy: Each Supervisor. (9)

From members of the public, regarding the proposed Ordinance 1) temporarily excluding certain sites from the provisions of California Senate Bill No. 79 (SB 79) that require local jurisdictions to allow residential uses at various densities, heights, and floor area ratios on sites within one-half mile of a transit-oriented development stop; 2) permanently excluding from those provisions of SB 79 sites located in industrial employment hubs, including certain sites zoned M (Industrial), SALI (Service/Arts/Light Industrial), PDR (Production, Distribution, Repair), WMUO (WSoMa Mixed Use-Office), and P (Public), and sites with a walking path of more than one mile to the closest transit development stop; 3) amending the Planning Code to permit additional density and height for residential projects on certain parcels within one-half mile of a transit-oriented development stop; 4) adopting an Alternative Plan to SB 79, including making findings that the Alternative Plan provides equivalent development capacity; 5) making findings that these exemptions and the City’s residential capacity meet the requirements of SB 79; and 6) directing the Clerk of the Board of Supervisors to transmit a copy of this ordinance to the California Department of Housing and Community Development; and affirming the Planning Department’s determination under the California Environmental Quality Act; making findings of consistency with the General Plan and the eight priority policies of Planning Code, Section 101.1; and making public necessity, convenience, and welfare findings under Planning Code, Section 302. File No. 260132. 2 Letters. Copy: Each Supervisor. (10)

From Denise LaPointe regarding Resolution approving the official naming of certain unnamed public and private streets and the proposed renaming of the existing Bill Walsh Way to Giants Drive along Gilman Playground Park (between Gilman and Ingerson Avenues) to establish consistency with the segment of Giants Drive located north of Carroll Avenue located at Candlestick Point. File No. 260379. Copy: Each Supervisor. (11)

From Jim Hannah, regarding a proposed project at 2317-2335 Market Street. Copy: Each Supervisor. (12)

From Linda Shah, regarding a Motion conditionally disapproving the decision of the Planning Commission by its Motion No. 21685, approving a Conditional Use Authorization, identified as Planning Case No. 2023-007010CUA, for a proposed project at 1310 Junipero Serra Boulevard; and conditionally approving a Conditional Use

Authorization for the same Planning Case and property with additional conditions, subject to the adoption of written findings by the Board in support of this determination. File No. 250282, Motion No. 25-62. Copy: Each Supervisor. (13)

From members of the public, regarding the proposed Ordinance amending the Business and Tax Regulations Code to, for transfers occurring on or after July 1, 2026: halve the real property transfer tax rate from 5.5% to 2.75% when the consideration or value of the property conveyed equals or exceeds $10,000,000 but is less than $25,000,000, and from 6% to 3% when the consideration or value equals or exceeds $25,000,000; exempt from these reductions the transfer of single-family residences; reduce the penalties for delinquent real property transfer taxes; and affirming the Planning Department's determination under the California Environmental Quality Act. File No. 260178. 12 Letters. Copy: Each Supervisor. (14)

From members of the public, regarding Ordinance amending the Health Code to prohibit smoking in outdoor patios of bars and taverns; eliminate exceptions allowing indoor smoking in bars with no employees, bars with historically compliant semi-enclosed smoking rooms, and hotel rooms, to conform to provisions of California law; and repeal suspended and superseded provisions regulating smoking in certain locations. File No. 260361. 2 Letters. Copy: Each Supervisor. (15)

From Michael Nulty, regarding Ordinance amending the Landmark Designation for Landmark No. 307, the Turk and Taylor Streets Intersection together with defined portions of 101 Taylor Street, Assessor's Parcel Block No. 0339, Lot No. 003 (known as the "Site of the Compton's Cafeteria Riot"), under Article 10 of the Planning Code, to include the entire building at 101-121 Taylor Street and to expand the period of significance; affirming the Planning Department's determination under the California Environmental Quality Act; and making public necessity, convenience, and welfare findings under Planning Code, Section 302, and findings of consistency with the General Plan, and the eight priority policies of Planning Code, Section 101.1. File No. 260415. Copy: Each Supervisor. (16)

From members of the public, regarding a proposed housing development at 15 Marina Boulevard. 22 Letters. Copy: Each Supervisor. (17)

From members of the public, regarding traffic safety. 2 Letters. Copy: Each Supervisor. (18)

From members of the public, regarding the San Francisco Budget. 4 Letters. Copy: Each Supervisor. (19)

From members of the public, regarding the renovation of the Crocker Amazon baseball and softball fields. 28 Letters. Copy: Each Supervisor. (20)

From a member of the public, regarding activities in parks. Copy: Each Supervisor. (21)

From Ericka Scott, regarding Ella Hill Hutch Community Center. Copy: Each Supervisor. (22)

From members of the public, regarding the City and County of San Francisco's internal Employee Assistance Program (EAP). 7 Letters. Copy: Each Supervisor. (23)

From Julien DeFrance, regarding various subjects. 4 Letters. Copy: Each Supervisor. (24)

From Kim Forwood, regarding Resolution authorizing the Recreation and Park Department to enter into an agreement to loan up to $8,500,000 to the San Francisco Zoological Society ("SFZS") to support the operations and long-term financial sustainability of the San Francisco Zoo contingent on various milestones and terms and conditions effective upon approval of this Resolution, to be repaid over 10 years in the form of deductions from the SFZS's Management Fee; allowing for the City to terminate the Lease and Management Agreement with the SFZS in the event the loan is not timely repaid or if the conditions in the loan agreement are otherwise not met; and authorizing the Recreation and Park Department General Manager to enter into amendments or modifications to the loan agreement that do not materially increase the obligations or liabilities to the City and are necessary to effectuate the purposes of the permit or this Resolution. File No. 260393. Copy: Each Supervisor. (25)

From Paul James Galligan Cromwell, regarding the County Adult Assistance Programs (CAAP). Copy: Each Supervisor. (26)

From Nina Beety, regarding various subjects. Copy: Each Supervisor. (27)

From Lea McGeever, regarding the California College of Arts. Copy: Each Supervisor. (28)

From a member of the public regarding residential parking permits. Copy: Each Supervisor. (29)

From Harvest Thermal, regarding the Bay Area Air Quality Management District (BAAQMD) Regulation 9-4 and 9-6. Copy: Each Supervisor. (30)

From Destination Freedom, regarding Alice Griffith Apartments. Copy: Each Supervisor. (31)

From Supervisor Matt Dorsey, regarding Ordinance amending the Administrative Code to state that it is City policy to expand the availability of Site-Based Permanent Supportive Housing ("PSH") that prohibits on-site illicit drug use among residents ("Drug-Free PSH") to meet the demand of people experiencing homelessness who prefer such a residential option; bar the City from funding new Site-Based PSH for people experiencing homelessness that prohibits evictions on the basis of drug use alone ("Drug-Tolerant PSH"), except where operation of the housing as Drug-Free PSH

would conflict with standards imposed by law or by a condition of other funding, or the Board of Supervisors has waived the funding prohibition based on specific findings; and require the Department of Homelessness and Supportive Housing ("HSH") to survey residents of Site-Based PSH to assess their interest in living in either Drug-Tolerant PSH or Drug-Free PSH and report on the survey findings and HSH's strategies to meet PSH residents' demands. File No. 251003. Copy: Each Supervisor. (32)

Item 1

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	FW: WARN / Cal-WARN Notice, California Academy of Sciences
Date:	Thursday, May 7, 2026 2:02:38 PM

Dear Supervisors,

Please see below from the California Academy of Sciences, pursuant to California Labor Code, Section 1401, submitting a Worker Adjustment and Retraining Notification (WARN) Act notice.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.*

From: skraja@calacademy.org <skraja@calacademy.org> **On Behalf Of** Union Relations
Sent: Thursday, April 30, 2026 11:26 PM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: Re: WARN / Cal-WARN Notice, California Academy of Sciences

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Thank you.

Please see the revised notice reflecting two additonal positions (totaling 53 employees and 55 positions).

WARN Notice:

Please find California Academy of Sciences' WARN / Cal-WARN notice impacting the employees of California Academy of Sciences in California.

The Academy has made the decision to reduce operations and eliminate certain positions located at the following address: 55 Music Concourse Drive, San Francisco, CA 94118. The organization is conducting an operational restructuring mass layoff to address its reoccurring deficit and will not cease all business operations or permanently close the entire plant.

This action is expected to be permanent. There are 53 employees who are expected to be impacted by this layoff, which will affect both union and non-union employees. The expected date of separation is June 29, 2026.

Note that Local Workforce Development Boards and their partners help laid off workers find new jobs. Visit an America's Job Center of California location near you. You can get help with your resume, practice interviewing, search for jobs, and more. You can also learn about training programs to help start a new career. The Academy is not currently planning to coordinate services such as rapid response orientation with the Local Workforce Development Board or any entity.

Office of Economic & Workforce Development
1 South Van Ness Avenue, 5th Floor
San Francisco, CA 94103
Phone: (628) 652-8400
Fax: (415) 701-4897
workforcelinksf@sfgov.org

CalFresh (the statewide food assistance program), known federally as the Supplemental Nutrition Assistance Program or SNAP, provides monthly food benefits to individuals and families with low-income and provides economic benefits to communities.

The CalFresh benefits helpline and CalFresh website are provided below.Information about CalFresh can be found here.

CalFresh Benefits Helpline
T: 1-877-847-3663
https://cdss.ca.gov/inforesources/calfresh

The Academy's preliminary review found that there are no bumping rights in effect for union represented employees for this reduction in force. Bargaining unit members are represented by Elizabeth Travelslight, Field Representative, SEIU Local 1021/CalAcademy Workers United, elizabeth.travelslight@seiu1021.org 510-612-1029.

Name of Position Number of affected positions
Accountant, Senior 1
Associate Manager, Library 1
Associate Manager, Photography 1
Associate Manager, Viz Studio 2
Biologist I 2
Collections Specialist II 2
Community and Culture Strategist 1
Creative Studio Project Manager 1
Database Administrator, Senior 1
Development Research Program Manager 1
Development Operations Coordinator, Sr. 1
Digital Artist, Senior 2
Digital Engagement Specialist II 1
Digital Engagement Specialist, Senior 1
Digital Production Coordinator 1
Director, Experience Engineering 1
Director, Information Technology 1
Editor-in-Chief, bioGraphic 1
Enhanced Experiences Guide 1
Exhibit Content Developer II 1
Exhibit Content Developer, Senior 3
Exhibit Designer, Senior 1
Exhibit Project Manager 1
GE Sales Assistant 2
Government Affairs Coordinator 1
Graphic Designer II 2
Graphic Designer, Senior 1
IT Project Manager 1
Manager, Business Applications 1
Manager, Exhibit Electronics Engineering 1
Manager, Exhibit Projects & Registration 1
Manager, NightLife Brand 1
Photographer Assistant 1
Presenter I 3
Production Systems Administrator I 1
Production Systems Engineer II 1
Prospect Research Analyst II 1
Registrar II - Exhibits 1
Senior Manager, Academy Volunteers 1
Senior Manager, Dive Operations 1
Supervisor, Custodial 1
Supervisor, Landscape 1
Technical Manager II 1
User Insights Manager, Senior 1

Videographer & Editor II 1

Total 55 positions

If you have any questions, please contact the undersigned or use PACT@calacademy.org. Or you can contact Sabahete Kraja, Employee and Labor Relations Director at 415-379-5795 at unionrelations@calacademy.org for more information.

Thank you,

Tamara Fountain

On Tue, Apr 28, 2026 at 4:59 PM Union Relations <unionrelations@calacademy.org> wrote:

> Hello,
>
> Please see revised/corrected list v4. Thank you.
>
> On Tue, Apr 28, 2026 at 3:00 PM Union Relations <unionrelations@calacademy.org> wrote:
>
> > Attn: Rafael Mandelman
> > President of the Board
> > Board of Supervisors
> > City and County of San Francisco
> >
> > From: Tamara Fountain, Chief People Officer
> > California Academy of Sciences
> > tfountain@calacademy.org
> >
> > Please find attached California Academy of Sciences' WARN / Cal-WARN notice impacting the employees of California Academy of Sciences in California. The

impacted organization is located at the following address: 55 Music Concourse Drive, San Francisco, CA 94118.

Item 2

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	BOS-Operations; Calvillo, Angela (BOS); De Asis, Edward (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS)
Subject:	FW: Immigrant Rights Commission - SFUSD Immigrant Programs and Service Needs
Date:	Thursday, April 30, 2026 2:15:58 PM
Attachments:	Outlook-d3h2zaz4.png IRC 2026 Letter on SFUSD Immigrant Programs_Final.pdf

Hello,

Please see attached and below communication from the Office of Civic Engagement & Immigrant Affairs (OCEIA), regarding the San Francisco Unified School District (SFUSD) Services for newcomer students.

Regards,

John Bullock
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
(415) 554-5184
BOS@sfgov.org | www.sf.gov/sfbos

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From: Rivas, Jorge (ADM) <Jorge.Rivas@sfgov.org>
Sent: Thursday, April 30, 2026 1:57 PM
To: Mayor Daniel Lurie (MYR) <MDL@sfgov.org>; BOS-Supervisors <bos-supervisors@sfgov.org>
Cc: Commissioner Souza <commissionersouza@gmail.com>; Kudrat Dutta Chaudhary <kudratduttachaudhary@gmail.com>; BOS-Operations <bos-operations@sfgov.org>; BOS-Legislative Aides <bos-legislative_aides@sfgov.org>; Zou, Han (MYR) <han.zou@sfgov.org>; Garcia, Moises (MYR) <moises.garcia@sfgov.org>; Yip, Angela (ADM) <angela.yip@sfgov.org>; Johnston, Jennifer (ADM) <jennifer.johnston@sfgov.org>; Shore, Elena (ADM) <elena.shore@sfgov.org>; Engagement, Civic (ADM) <civic.engagement@sfgov.org>

Subject: Immigrant Rights Commission - SFUSD Immigrant Programs and Service Needs

Dear Mayor Lurie and Members of the Board of Supervisors,

I am writing to share the San Francisco Immigrant Rights Commission's (IRC) recently issued letter regarding the protection of San Francisco Unified School District programs serving newcomer and immigrant students.

Understanding your limited role in SFUSD decisions and budget considerations, the Commission has identified the importance of supporting these programs, which are critical to student success and community stability. The attached letter outlines key recommendations, including maintaining investment in newcomer and language programs and ensuring continuity of services for immigrant students and families.

Please feel free to reach out if you would like to discuss further.

Sincerely,

Sarah Souza
Chair, Immigrant Rights Commission

Kudrat Dutta Chaudhary
Vice Chair, Immigrant Rights Commission

Jorge Rivas | Executive Director | He, Him, él

Office of Civic Engagement & Immigrant Affairs | City & County of San Francisco

(415) 554 -0600 |1145 Market Street, Suite #100, San Francisco, CA 94103

Direct: (415) 554-0615
OCEIA | Immigrant Rights Commission | Follow OCEIA on Instagram



CITY AND COUNTY OF SAN FRANCISCO
IMMIGRANT RIGHTS COMMISSION

Commissioners:
Sarah Souza, Chair
Kudrat Chaudhary, Vice Chair
Soha Abdou Agina
Hessah Aljiran
Aseel Fara
Hans How
Celine Kennelly
Yu Pok (Jose) Ng
Lucia Obregon Matzer
Laura Padilla
Mario Paz
Monthanus Ratanapakdee
Jessy Ruiz
Adoubou Traore
Alicia Wang

Executive Director:
Jorge Rivas, Jr.
Office of Civic Engagement
& Immigrant Affairs

Honorable Daniel Lurie
Mayor, City and County of San Francisco
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

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

Re: Protecting San Francisco Unified School District Services for Newcomer Students

Dear Mayor Lurie and Members of the Board of Supervisors,

The San Francisco Immigrant Rights Commission (IRC) strongly urges the Board of Supervisors and Office of the Mayor to support the San Francisco Unified School District's (SFUSD) specialized schools and programs that ensure successful transitions and integration for newcomer students.

Currently, 24.3% of SFUSD's 55,000 students are English Language Learners. Newly arrived refugee and immigrant students face unique educational strengths and challenges that require targeted support and specialized programming. Recent SFUSD announcements of potential reductions or closures of these services risk further destabilizing immigrant communities navigating xenophobic federal immigration policies.

Key Programs Include:

- **SF International High School & Visitation Valley Middle School:** Programs offered at these schools are tailored for students who have attended school in the U.S. for four years or less, with teachers trained to support academic English development alongside core content instruction.

- **SFUSD's Refugee and Immigrant Solidarity in Education (RISE-SF) & Multilingual Pathway Department:** These initiatives provide staff training, consultation, curriculum development, and coordination of services and advocacy to expand access to culturally and linguistically inclusive programs for immigrant and refugee students.

IRC Recommendations

1. Sustained Investment in Newcomer and Language Programs
The IRC recommends that the City and SFUSD work collaboratively to maintain and expand programs that serve newcomer students. Multilingual and language pathway programs are essential infrastructure, reflecting the cultural and linguistic makeup of San Francisco. Investment in these programs directly supports immigrant students' academic success, social-emotional well-being, and long-term integration into the community. As these programs are sustained and expanded, equal attention must be given to program quality, staffing capacity, and instructional expertise across school sites. Without sufficient investment in training, coordination, and implementation infrastructure, efforts to decentralize services more broadly risk diluting program effectiveness and undermining the ability to fully meet the needs of newcomer students. Budget decisions should prioritize mitigating harm to vulnerable students and avoid reductions to newcomer programs, language access initiatives, or other essential supports.

2. Commitment to Stability & Continuity
The IRC recommends that the City adopt a principle of non-regression in protecting immigrant students. Fiscal constraints should not result in the rollback of sanctuary protections, language access services, or essential newcomer support without full public reporting and mitigation planning. Proactive monitoring and transparent reporting will ensure accountability and help maintain continuity for these critical programs, many of which are currently funded and supported by City departments.

As a sanctuary city and school district, San Francisco has upheld every young person's right to feel safe and supported at school. Over the years, SFUSD has expanded sanctuary protections and programs so that all students and their families feel seen and affirmed. The potential dismantling of these programs would undermine SFUSD's efforts to ensure every student is known, supported, and prepared to succeed, regardless of immigration status.

With the recent contract agreement between SFUSD and the United Educators of San Francisco strengthening sanctuary school commitments, there is now a clear framework for alignment. This presents an opportunity for the City and SFUSD to work intentionally together—not only to protect students—but also to ensure sustained investment in newcomer and language programs that are core to San Francisco's civic identity and immigrant history.

The IRC urges the Board of Supervisors and Mayor to work closely with SFUSD to ensure that programs, staff, community-based organizations, and the broader community continue to provide strong, consistent support for newcomer students. Stability for these students strengthens the entire educational system and safeguards their academic success.

Respectfully,





Sarah Souza
Commission Chair

Kudrat D. Chaudhary
Commission Vice Chair

San Francisco Immigrant Rights Commission

Item 3

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	BOS-Operations; Jalipa, Brent (BOS); Calvillo, Angela (BOS); De Asis, Edward (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS)
Subject:	FW: Issued: FY2026-2027 & FY2027-2028 Proposed Budget and Appropriations Ordinance and Salary Ordinance for Selected Departments
Date:	Friday, May 1, 2026 2:51:06 PM
Attachments:	AAO_FY2027__FY2028_MAY_1_FINAL.pdf ASO_FY2027__FY2028_MAY_1_FINAL.pdf image005.png image006.png image007.png image008.png

Hello,

Please see attached and below communication from the Office of the Controller submitting the Fiscal Year (FY) 2026-2027 & FY 2027-2028 Proposed Budget and Appropriation Ordinance for Selected Departments as of May 1, 2026 and the FY 2026-2027 & FY2027-2028 Proposed Salary Ordinance for Selected Departments as of May 1, 2026.

Regards,

John Bullock
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
(415) 554-5184
BOS@sfgov.org | www.sf.gov/sfbos

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors website or in other public documents that members of the public may inspect or copy.*

From: San Francisco Controller's Office Reports <controller.reports@sfgov.org>
Sent: Friday, May 1, 2026 2:45 PM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: Issued: FY2026-2027 & FY2027-2028 Proposed Budget and Appropriations Ordinance and Salary Ordinance for Selected Departments

The FY2026-2027 & FY2027-2028 Proposed Budget and Appropriation Ordinance for Selected Departments as of May 1, 2026 has been issued.

Download the Appropriation Ordinance

Additionally, the FY2026-2027 & FY2027-2028 Proposed Salary Ordinance for Selected Departments as of May 1, 2026 has been issued.

Download the Salary Ordinance

Image

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This is a send-only email address.

For questions about the report, please contact Michelle Allersma Director of Budget and Analysis at michelle.allersma@sfgov.org.

For press queries, please contact the Controller's Office at controller@sfgov.org.

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1 Dr. Carlton B. Goodlett Place | San Francisco, CA 94102 US

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CITY AND COUNTY OF SAN FRANCISCO

PROPOSED BUDGET AND APPROPRIATION ORDINANCE FOR SELECTED DEPARTMENTS

AS OF MAY 1, 2026

File No. _____ **Ordinance No. _____**

FISCAL YEAR ENDING JUNE 30, 2027 and
FISCAL YEAR ENDING JUNE 30, 2028

OFFICE OF THE CONTROLLER

CITY AND COUNTY OF SAN FRANCISCO

Greg Wagner
Controller

ChiaYu Ma
Deputy Controller

PROPOSED BUDGET AND APPROPRIATION ORDINANCE

AS OF MAY 1, 2026

FISCAL YEAR ENDING JUNE 30, 2027

and

FISCAL YEAR ENDING JUNE 30, 2028

The Proposed Budget and Appropriation Ordinance as of May 1, 2026 and its accompanying schedules are produced by the Controller's Budget Office. Upon approval, this is the document that is the legal authority for the City to spend funds during the fiscal year.

This document contains information on the sources and uses of City funds detailed by department and program. Additional schedules summarize City revenues and expenditures by service area, department, and fund. Please see the table of contents for a complete list of the information contained in this document.

Copies of this document are distributed to City libraries and posted on the City Controller's website (http://www.sfcontroller.org). They may also be viewed at the following City Hall offices:

Mayor's Office of Public Policy and Finance
1 Dr. Carlton B. Goodlett Place, Room 288

Controller's Office
1 Dr. Carlton B. Goodlett Place, Room 316

Clerk of the Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244

If you would like additional copies or need further information, please call the Controller's Budget Office at (415) 554-7500.

Table of Contents

		Page
Appropriation Ordinance (Sections 1 & 2)		5
Uses by Service Area and Department		7
Proposed Appropriation Detail by Department:		
A		
AIR	AIRPORT	13
B		
BOA	BOARD OF APPEALS	17
DBI	BUILDING INSPECTION	19
C		
CPC	CITY PLANNING	22
CSS	CHILD SUPPORT SERVICES	24
E		
ENV	ENVIRONMENT	27
L		
LLB	LAW LIBRARY	31
M		
MTA	MUNICIPAL TRANSPORTATION AGENCY	32
P		
PRT	PORT	39
LIB	PUBLIC LIBRARY	44
PUC	PUBLIC UTILITIES	47
R		
RNT	RENT ARBITRATION BOARD	54
RET	RETIREMENT SYSTEM	56
Statement of Bond Redemption and Interest		59
Detail of Reserves		69

FILE NO. _____ ORDINANCE NO. _____

AN ORDINANCE APPROPRIATING ALL ESTIMATED RECEIPTS

AND ALL ESTIMATED EXPENDITURES FOR THE

CITY AND COUNTY OF SAN FRANCISCO

AS OF MAY 1, 2026

FOR THE FISCAL YEAR ENDING JUNE 30, 2027

and

THE FISCAL YEAR ENDING JUNE 30, 2028

BE IT ORDAINED BY THE PEOPLE OF THE CITY AND COUNTY OF SAN FRANCISCO

SECTION 1. The amounts of estimated receipts, income, prior-year fund balance, prior-year reserves, de-appropriations, and revenue enumerated herein are hereby appropriated to the funds and departments indicated in this ordinance for the purpose of meeting appropriations herein provided.

SECTION 2. The amounts of proposed expenditures are hereby appropriated to the funds and departments as enumerated herein. Each department for which an expenditure appropriation is herein made is hereby authorized to use, in the manner provided by the law, the amounts so appropriated for the purposes specified in this appropriation ordinance.

USES BY SERVICE AREA AND DEPARTMENT

Uses by Service Area and Department

Service Area: Culture & Recreation

Department	2025-2026 Budget	2026-2027 Proposed	Changes from 2025-2026	2027-2028 Proposed	Changes from 2026-2027
Law Library	1,240,588	1,388,896	148,308	1,450,338	61,442
Public Library	193,371,976	198,783,006	5,411,030	200,836,709	2,053,703
CULTURE & RECREATION Total	**194,612,564**	**200,171,902**	**5,559,338**	**202,287,047**	**2,115,145**

Service Area: General Administration & Finance

Department	2025-2026 Budget	2026-2027 Proposed	Changes from 2025-2026	2027-2028 Proposed	Changes from 2026-2027
City Planning	59,098,424	76,172,047	17,073,623	78,960,961	2,788,914
Retirement System	55,903,708	62,619,211	6,715,503	63,539,356	920,145
GENERAL ADMINISTRATION & FINANCE Total	**115,002,132**	**138,791,258**	**23,789,126**	**142,500,317**	**3,709,059**

Service Area: Human Welfare & Neighborhood Development

Department	2025-2026 Budget	2026-2027 Proposed	Changes from 2025-2026	2027-2028 Proposed	Changes from 2026-2027
Child Support Services	13,310,465	13,503,771	193,306	14,149,566	645,795
Environment	40,887,390	36,532,428	(4,354,962)	36,825,709	293,281
Rent Arbitration Board	14,507,813	14,372,773	(135,040)	15,050,679	677,906
HUMAN WELFARE & NEIGHBORHOOD DEVT. Total	**68,705,668**	**64,408,972**	**(4,296,696)**	**66,025,954**	**1,616,982**

Service Area: Public Works, Transportation & Commerce

Department	2025-2026 Budget	2026-2027 Proposed	Changes from 2025-2026	2027-2028 Proposed	Changes from 2026-2027
Airport Commission	1,789,868,715	1,777,347,059	(12,521,656)	1,921,749,369	144,402,310
Board Of Appeals	1,254,289	1,248,559	(5,730)	1,301,489	52,930
Building Inspection	92,728,074	96,802,602	4,074,528	101,519,473	4,716,871
Municipal Transportation Agency	1,553,590,668	1,598,219,827	44,629,159	1,706,076,685	107,856,858
Port	156,220,545	231,942,625	75,722,080	172,833,418	(59,109,207)
Public Utilities Commission	2,130,411,833	2,180,763,965	50,352,132	2,355,920,177	175,156,212
PUBLIC WORKS, TRANSPORTATION & COMMERCE Total	**5,724,074,124**	**5,886,324,637**	**162,250,513**	**6,259,400,611**	**373,075,974**
Expenditure Subtotals	**6,102,394,488**	**6,289,696,769**	**187,302,281**	**6,670,213,929**	**380,517,160**
Less Interdepartmental Recoveries And Transfers	**(313,304,874)**	**(347,616,856)**	**(34,311,982)**	**(385,048,140)**	**(37,431,284)**
Net	**5,789,089,614**	**5,942,079,913**	**152,990,299**	**6,285,165,789**	**343,085,876**

APPROPRIATION DETAIL BY DEPARTMENT

Department: AIR Airport Commission

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	260,478,263	271,998,440	11,520,177	283,926,927	11,928,487
Mandatory Fringe Benefits	110,658,226	117,964,272	7,306,046	126,547,753	8,583,481
Non-Personnel Services	302,769,394	315,089,645	12,320,251	310,268,685	(4,820,960)
Capital Outlay	197,758,979	139,151,069	(58,607,910)	128,840,086	(10,310,983)
Debt Service	719,304,175	730,899,243	11,595,068	858,999,562	128,100,319
Facilities Maintenance	15,750,000	15,750,000		15,750,000	
Materials & Supplies	22,478,649	26,194,452	3,715,803	25,959,454	(234,998)
Services Of Other Depts	105,945,638	106,876,059	930,421	115,555,593	8,679,534
Overhead and Allocations	(6,576,322)	(7,376,121)	(799,799)	(7,698,691)	(322,570)
Transfers Out	61,301,713	60,800,000	(501,713)	63,600,000	2,800,000
Intrafund Transfers Out	436,731,315	405,428,440	(31,302,875)	361,537,458	(43,890,982)
Transfer Adjustment - Uses	(436,731,315)	(405,428,440)	31,302,875	(361,537,458)	43,890,982
Total Uses by Chart of Accounts	**1,789,868,715**	**1,777,347,059**	**(12,521,656)**	**1,921,749,369**	**144,402,310**
Sources Summary					
Intergovernmental: Federal	83,310,000	26,010,000	(57,300,000)	31,010,000	5,000,000
Charges for Services	1,263,856,000	1,205,292,000	(58,564,000)	1,420,013,046	214,721,046
Fines, Forfeiture, & Penalties	1,950,000	1,461,000	(489,000)	1,465,000	4,000
Rents & Concessions	450,144,000	454,851,000	4,707,000	472,259,000	17,408,000
Other Revenues	77,762,000	76,387,482	(1,374,518)	76,982,482	595,000
Interest & Investment Income	43,383,939	58,936,184	15,552,245	64,716,184	5,780,000
Expenditure Recovery	39,644	39,644		40,328	684
IntraFund Transfers In	436,731,315	405,428,440	(31,302,875)	361,537,458	(43,890,982)
Beg Fund Balance - Budget Only	4,399,332	93,345,428	88,946,096	222,269	(93,123,159)
Transfer Adjustment-Source	(571,707,515)	(544,404,119)	27,303,396	(506,496,398)	37,907,721
General Fund Support					
Total Sources by Chart of Accounts	**1,789,868,715**	**1,777,347,059**	**(12,521,656)**	**1,921,749,369**	**144,402,310**
Fund Summary					
San Francisco Intl Airport	1,789,868,715	1,777,347,059	(12,521,656)	1,921,749,369	144,402,310
Total Uses by Funds	**1,789,868,715**	**1,777,347,059**	**(12,521,656)**	**1,921,749,369**	**144,402,310**

Department: AIR Airport Commission

Division Summary

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
AIR Finance		782,313,276	782,313,276	913,167,459	130,854,183
AIR Operations	455,254,858	443,981,037	(11,273,821)	458,296,804	14,315,767
AIR Airport Director	3,512,687	3,733,403	220,716	3,892,354	158,951
AIR Office of General Counsel	6,352,085	6,979,611	627,526	7,001,969	22,358
AIR Commission Secretary	765,416	854,556	89,140	893,033	38,477
AIR Design & Construction	86,622,726	107,313,244	20,690,518	114,989,125	7,675,881
AIR Capital Projects	103,571,983	52,181,012	(51,390,971)	54,366,143	2,185,131
AIR Facilities; Maintenance	15,750,000	15,750,000		15,750,000	
AIR Information Tech & Telecom	59,256,621	59,680,189	423,568	61,247,423	1,567,234
AIR Commercial		91,546,094	91,546,094	83,763,113	(7,782,981)
AIR Resilience & Sustainabilty	27,999,839		(27,999,839)		
AIR Finance & Commercial	864,173,521		(864,173,521)		
AIR ORCIF	89,888,000	80,127,000	(9,761,000)	70,502,000	(9,625,000)
AIR Org Strat & Social Impact		52,644,109	52,644,109	54,969,675	2,325,566
AIR External Affairs	12,778,131	13,084,263	306,132	13,366,945	282,682
AIR General	63,942,848	67,159,265	3,216,417	69,543,326	2,384,061
Total Uses by Division	**1,789,868,715**	**1,777,347,059**	**(12,521,656)**	**1,921,749,369**	**144,402,310**

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
17960	AIR Op Annual Account Ctrl		Salaries	251,438,571	262,570,474	11,131,903	274,282,136	11,711,662
			Mandatory Fringe Benefits	104,917,618	112,058,139	7,140,521	120,535,875	8,477,736
			Non-Personnel Services	302,769,394	315,089,645	12,320,251	310,268,685	(4,820,960)
			Capital Outlay	5,308,996	7,853,057	2,544,061	4,981,943	(2,871,114)
			Debt Service	719,304,175	730,899,243	11,595,068	858,999,562	128,100,319
			Materials & Supplies	22,478,649	26,194,452	3,715,803	25,959,454	(234,998)
			Services Of Other Depts	105,945,638	106,876,059	930,421	115,555,593	8,679,534

Department: AIR Airport Commission

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
			Overhead and Allocations	4,693,978	4,447,978	(246,000)	4,447,978	
			Transfers Out	61,301,713	60,800,000	(501,713)	63,600,000	2,800,000
			Intrafund Transfers Out	114,149,983	104,548,012	(9,601,971)	95,108,143	(9,439,869)
			Transfer Adjustment - Uses	(114,149,983)	(104,548,012)	9,601,971	(95,108,143)	9,439,869
17960 Total				**1,578,158,732**	**1,626,789,047**	**48,630,315**	**1,778,631,226**	**151,842,179**
18020	AIR Operating GASB 45 PEB		Mandatory Fringe Benefits	2,500,000	2,500,000		2,500,000	
18020 Total				**2,500,000**	**2,500,000**	**0**	**2,500,000**	**0**
Operating Total				**1,580,658,732**	**1,629,289,047**	**48,630,315**	**1,781,131,226**	**151,842,179**
Continuing Projects - Authority Control								
17980	AIR Continuing Authority Ctrl	15748	AC Facility Maintenance	15,750,000	15,750,000		15,750,000	
17980 Total				**15,750,000**	**15,750,000**	**0**	**15,750,000**	**0**
18951	AIR CAP 2020 APPN Capital Proj	19697	AC Terminal 1 Program CAC077		(81,884,977)	(81,884,977)		81,884,977
		19698	AC Terminal 3 Program CAC087		81,884,977	81,884,977		(81,884,977)
18951 Total				**0**	**0**	**0**	**0**	**0**
19120	AIR CAP OPERATING FUND AOF	10337	AC Airfield Improvements	1,000,000	500,000	(500,000)	500,000	
		10340	AC Airport Support Improvement	100,000	671,012	571,012	656,143	(14,869)
		10343	AC Groundside Improvements	1,500,000	1,000,000	(500,000)	1,500,000	500,000
		10345	AC Terminal Improvements	1,911,983	2,000,000	88,017	2,200,000	200,000
		10347	AC Utility Improvements	1,500,000	2,000,000	500,000	1,500,000	(500,000)
19120 Total				**6,011,983**	**6,171,012**	**159,029**	**6,356,143**	**185,131**
19125	AIR CAP UNA Replacmnt Proceeds	10343	AC Groundside Improvements	1,000,000		(1,000,000)		
19125 Total				**1,000,000**	**0**	**(1,000,000)**	**0**	**0**
19610	AIR CAP PASSENGER FAC CHG PFC	10718	AC Passenger Facility Charge P	322,581,332	300,880,428	(21,700,904)	266,429,315	(34,451,113)
			Transfer Adjustment - Uses	(322,581,332)	(300,880,428)	21,700,904	(266,429,315)	34,451,113
19610 Total				**0**	**0**	**0**	**0**	**0**
19611	AIR CAP CUSTOMER FAC CHG - CFC	10343	AC Groundside Improvements	13,000,000	20,000,000	7,000,000	17,000,000	(3,000,000)
19611 Total				**13,000,000**	**20,000,000**	**7,000,000**	**17,000,000**	**(3,000,000)**
19961	AIR Continuing ORCIF Fund	22725	AC ORCIF Authority	89,888,000	80,127,000	(9,761,000)	70,502,000	(9,625,000)
19961 Total				**89,888,000**	**80,127,000**	**(9,761,000)**	**70,502,000**	**(9,625,000)**
19962	AIR Cont Sustainability Credit	10347	AC Utility Improvements	250,000		(250,000)		

Department: AIR Airport Commission

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Continuing Projects - Authority Control								
19962 Total				**250,000**	**0**	**(250,000)**	**0**	**0**
Continuing Projects - Authority Control Total				**125,899,983**	**122,048,012**	**(3,851,971)**	**109,608,143**	**(12,439,869)**
Grants Projects								
19540	AIR CAP PROJ FUND FED	10003760	AC Airfield Unallocated-Ordina	10,000,000	127,643,571	117,643,571	15,500,000	(112,143,571)
		10004055	AC Air Support Unallocated-Ord	9,600,000		(9,600,000)	10,000,000	10,000,000
		10004134	AC Groundside Unallocated-Ordi	3,700,000	25,000,000	21,300,000	1,500,000	(23,500,000)
		10004334	AC Terminals Unallocated-Ordin	12,000,000		(12,000,000)	1,500,000	1,500,000
		10004436	AC Utilities Unallocated-Ordin	47,000,000	(121,327,148)	(168,327,148)	1,500,000	122,827,148
		10030891	AC Terminal 3 Unallocated-Ordi		(6,316,423)	(6,316,423)		6,316,423
19540 Total				**82,300,000**	**25,000,000**	**(57,300,000)**	**30,000,000**	**5,000,000**
19950	AIR K9 EXPLOSIVES SRF K9F	10037040	AC TSA K9 2020-2024	1,010,000	1,010,000		1,010,000	
19950 Total				**1,010,000**	**1,010,000**	**0**	**1,010,000**	**0**
Grants Projects Total				**83,310,000**	**26,010,000**	**(57,300,000)**	**31,010,000**	**5,000,000**
Work Orders/Overhead								
18000	AIR Overhead OHF	109711	AIR Design & Construction	4,861,452	5,920,123	1,058,671	6,242,685	322,562
		210840	AIR Resilience & Sustainabilty	504,872		(504,872)		
			Transfer Adjustment - Uses	(5,366,324)	(5,920,123)	(553,799)	(6,242,685)	(322,562)
18000 Total				**0**	**0**	**0**	**0**	**0**
18040	AIR Paid Time Off PTO	228994	AIR General	5,903,976	5,903,976		5,903,984	8
			Transfer Adjustment - Uses	(5,903,976)	(5,903,976)		(5,903,984)	(8)
18040 Total				**0**	**0**	**0**	**0**	**0**
Work Orders/Overhead Total				**0**	**0**	**0**	**0**	**0**
Total Uses of Funds				**1,789,868,715**	**1,777,347,059**	**(12,521,656)**	**1,921,749,369**	**144,402,310**

Department: BOA Board Of Appeals

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	505,780	521,877	16,097	542,215	20,338
Mandatory Fringe Benefits	243,256	257,112	13,856	273,910	16,798
Non-Personnel Services	77,958	37,591	(40,367)	47,920	10,329
Materials & Supplies	9,558	9,319	(239)	9,319	
Services Of Other Depts	417,737	422,660	4,923	428,125	5,465
Total Uses by Chart of Accounts	**1,254,289**	**1,248,559**	**(5,730)**	**1,301,489**	**52,930**
Sources Summary					
Charges for Services	1,254,289	1,248,559	(5,730)	1,301,489	52,930
General Fund Support					
Total Sources by Chart of Accounts	**1,254,289**	**1,248,559**	**(5,730)**	**1,301,489**	**52,930**
Fund Summary					
General Fund	1,254,289	1,248,559	(5,730)	1,301,489	52,930
Total Uses by Funds	**1,254,289**	**1,248,559**	**(5,730)**	**1,301,489**	**52,930**
Division Summary					
BOA Board of Appeals	1,254,289	1,248,559	(5,730)	1,301,489	52,930
Total Uses by Division	**1,254,289**	**1,248,559**	**(5,730)**	**1,301,489**	**52,930**

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
10000	GF Annual Account Ctrl		Salaries	505,780	521,877	16,097	542,215	20,338
			Mandatory Fringe Benefits	243,256	257,112	13,856	273,910	16,798
			Non-Personnel Services	77,958	37,591	(40,367)	47,920	10,329
			Materials & Supplies	9,558	9,319	(239)	9,319	
			Services Of Other Depts	417,737	422,660	4,923	428,125	5,465
10000 Total				**1,254,289**	**1,248,559**	**(5,730)**	**1,301,489**	**52,930**
Operating Total				**1,254,289**	**1,248,559**	**(5,730)**	**1,301,489**	**52,930**

Department: BOA Board Of Appeals

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Total Uses of Funds				**1,254,289**	**1,248,559**	**(5,730)**	**1,301,489**	**52,930**

Department: DBI Building Inspection

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	47,609,255	39,833,683	(7,775,572)	42,401,822	2,568,139
Mandatory Fringe Benefits	19,124,748	16,866,382	(2,258,366)	18,335,277	1,468,895
Non-Personnel Services	3,727,000	2,427,000	(1,300,000)	2,407,000	(20,000)
Capital Outlay		450,000	450,000	450,000	
City Grant Program	4,714,170	4,714,170		4,714,170	
Materials & Supplies	381,000	502,000	121,000	342,000	(160,000)
Programmatic Projects		50,000	50,000	50,000	
Services Of Other Depts	17,171,901	31,820,355	14,648,454	32,680,192	859,837
Overhead and Allocations		139,012	139,012	139,012	
Intrafund Transfers Out	13,957,003		(13,957,003)		
Transfer Adjustment - Uses	(13,957,003)		13,957,003		
Total Uses by Chart of Accounts	**92,728,074**	**96,802,602**	**4,074,528**	**101,519,473**	**4,716,871**
Sources Summary					
Charges for Services	61,049,760	75,209,849	14,160,089	79,901,196	4,691,347
Fines, Forfeiture, & Penalties	650,000		(650,000)		
Licenses, Permits,& Franchises	13,307,681	15,716,077	2,408,396	16,187,559	471,482
Other Revenues	1,250,000		(1,250,000)		
Interest & Investment Income	884,676		(884,676)		
Expenditure Recovery	163,630	41,663	(121,967)	41,663	
IntraFund Transfers In	13,957,003		(13,957,003)		
Prior Year Designated Reserve	11,957,389	2,835,013	(9,122,376)	2,389,055	(445,958)
Beg Fund Balance - Budget Only	464,938		(464,938)		
Transfer Adjustment-Source	(13,957,003)		13,957,003		
General Fund Support	3,000,000	3,000,000		3,000,000	
Total Sources by Chart of Accounts	**92,728,074**	**96,802,602**	**4,074,528**	**101,519,473**	**4,716,871**
Fund Summary					
Building Inspection Fund	89,728,074	93,802,602	4,074,528	98,519,473	4,716,871
General Fund	3,000,000	3,000,000		3,000,000	
Total Uses by Funds	**92,728,074**	**96,802,602**	**4,074,528**	**101,519,473**	**4,716,871**

Department: DBI Building Inspection

Division Summary

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
DBI Inspection Services	37,512,972	39,134,486	1,621,514	41,379,454	2,244,968
DBI AdminIstration	33,210,540	35,672,477	2,461,937	36,729,031	1,056,554
DBI Permit Services	22,004,562	21,995,639	(8,923)	23,410,988	1,415,349
Total Uses by Division	**92,728,074**	**96,802,602**	**4,074,528**	**101,519,473**	**4,716,871**

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
10190	SR BIF Operating Project		Salaries	47,607,049	39,582,866	(8,024,183)	42,131,356	2,548,490
			Mandatory Fringe Benefits	19,126,954	16,844,686	(2,282,268)	18,311,881	1,467,195
			Non-Personnel Services	2,477,000	2,377,000	(100,000)	2,357,000	(20,000)
			Capital Outlay		450,000	450,000	450,000	
			City Grant Program	1,714,170	1,714,170		1,714,170	
			Materials & Supplies	381,000	502,000	121,000	342,000	(160,000)
			Services Of Other Depts	17,171,901	29,257,855	12,085,954	30,584,999	1,327,144
			Overhead and Allocations		139,012	139,012	139,012	
10190 Total				**88,478,074**	**90,867,589**	**2,389,515**	**96,030,418**	**5,162,829**
Operating Total				**88,478,074**	**90,867,589**	**2,389,515**	**96,030,418**	**5,162,829**
Annual Projects - Authority Control								
10010	GF Annual Authority Ctrl	80490	BI-Operating	3,000,000	3,000,000		3,000,000	
10010 Total				**3,000,000**	**3,000,000**	**0**	**3,000,000**	**0**
Annual Projects - Authority Control Total				**3,000,000**	**3,000,000**	**0**	**3,000,000**	**0**
Continuing Projects - Authority Control								
10230	SR BIF-Continuing Projects	80553	BI Peer Review 1	1,250,000		(1,250,000)		
		80671	PermitSF Perm Modernization		2,835,013	2,835,013	2,389,055	(445,958)
10230 Total				**1,250,000**	**2,835,013**	**1,585,013**	**2,389,055**	**(445,958)**
10260	SR BIF Other Special Revenue	80684	BI Strong Motion		100,000	100,000	100,000	
10260 Total				**0**	**100,000**	**100,000**	**100,000**	**0**

Department: DBI Building Inspection

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Continuing Projects - Authority Control								
Continuing Projects - Authority Control Total				**1,250,000**	**2,935,013**	**1,685,013**	**2,489,055**	**(445,958)**
Total Uses of Funds				**92,728,074**	**96,802,602**	**4,074,528**	**101,519,473**	**4,716,871**

Department: CSS Child Support Services

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	7,812,037	8,105,394	293,357	8,280,098	174,704
Mandatory Fringe Benefits	3,794,686	3,692,968	(101,718)	3,870,128	177,160
Non-Personnel Services	878,479	871,391	(7,088)	1,129,592	258,201
Materials & Supplies	38,426	30,768	(7,658)	30,768	
Services Of Other Depts	786,837	803,250	16,413	838,980	35,730
Total Uses by Chart of Accounts	**13,310,465**	**13,503,771**	**193,306**	**14,149,566**	**645,795**
Sources Summary					
Intergovernmental: Federal	8,359,395	8,470,624	111,229	8,867,367	396,743
Intergovernmental: State	4,306,354	4,363,655	57,301	4,568,038	204,383
Other Revenues	482,595	499,675	17,080	544,344	44,669
Expenditure Recovery	162,121	169,817	7,696	169,817	
General Fund Support					
Total Sources by Chart of Accounts	**13,310,465**	**13,503,771**	**193,306**	**14,149,566**	**645,795**
Fund Summary					
Children and Families Fund	13,310,465	13,503,771	193,306	14,149,566	645,795
Total Uses by Funds	**13,310,465**	**13,503,771**	**193,306**	**14,149,566**	**645,795**
Division Summary					
CSS Child Support Services	13,310,465	13,503,771	193,306	14,149,566	645,795
Total Uses by Division	**13,310,465**	**13,503,771**	**193,306**	**14,149,566**	**645,795**

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
11300	SR Child Support-Operating		Salaries	7,812,037	8,105,394	293,357	8,280,098	174,704
			Mandatory Fringe Benefits	3,794,686	3,692,968	(101,718)	3,870,128	177,160
			Non-Personnel Services	878,479	871,391	(7,088)	1,129,592	258,201
			Materials & Supplies	38,426	30,768	(7,658)	30,768	

Department: CSS Child Support Services

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
			Services Of Other Depts	786,837	803,250	16,413	838,980	35,730
11300 Total				**13,310,465**	**13,503,771**	**193,306**	**14,149,566**	**645,795**
Operating Total				**13,310,465**	**13,503,771**	**193,306**	**14,149,566**	**645,795**
Total Uses of Funds				**13,310,465**	**13,503,771**	**193,306**	**14,149,566**	**645,795**

Department: CPC City Planning

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	26,338,571	36,537,383	10,198,812	38,420,730	1,883,347
Mandatory Fringe Benefits	10,463,434	14,580,442	4,117,008	15,717,876	1,137,434
Non-Personnel Services	1,731,630	3,362,844	1,631,214	3,454,489	91,645
Materials & Supplies	296,166	388,498	92,332	388,498	
Programmatic Projects	12,245,998	10,305,778	(1,940,220)	9,731,154	(574,624)
Services Of Other Depts	7,650,617	10,722,808	3,072,191	10,973,920	251,112
Overhead and Allocations	372,008	274,294	(97,714)	274,294	
Total Uses by Chart of Accounts	**59,098,424**	**76,172,047**	**17,073,623**	**78,960,961**	**2,788,914**
Sources Summary					
Intergovernmental: Federal	6,195,000	1,540,000	(4,655,000)	1,540,000	
Intergovernmental: Other	691,000	361,000	(330,000)	361,000	
Intergovernmental: State	5,477,000	735,000	(4,742,000)		(735,000)
Charges for Services	35,533,249	35,562,636	29,387	35,725,280	162,644
Other Revenues	360,000	360,000		360,000	
Expenditure Recovery	3,875,764	29,137,633	25,261,869	30,871,810	1,734,177
General Fund Support	6,966,411	8,475,778	1,509,367	10,102,871	1,627,093
Total Sources by Chart of Accounts	**59,098,424**	**76,172,047**	**17,073,623**	**78,960,961**	**2,788,914**
Fund Summary					
Community / Neighborhood Dev	15,717,974	6,263,206	(9,454,768)	5,690,850	(572,356)
General Fund	43,030,450	69,908,841	26,878,391	73,270,111	3,361,270
Public Wks Trans and Commerce	350,000		(350,000)		
Total Uses by Funds	**59,098,424**	**76,172,047**	**17,073,623**	**78,960,961**	**2,788,914**
Division Summary					
CPC Environmental Planning	5,271,522	2,535,268	(2,736,254)	2,673,804	138,536
CPC Community Equity	3,521,208		(3,521,208)		
CPC Executive Office	2,156,871	1,200,411	(956,460)	1,256,733	56,322
CPC Citywide Planning	14,095,583	7,087,206	(7,008,377)	6,583,696	(503,510)
CPC Current Planning	16,865,389	35,424,485	18,559,096	37,145,637	1,721,152

Department: CPC City Planning

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
CPC Administration	17,187,851	29,924,677	12,736,826	31,301,091	1,376,414
Total Uses by Division	**59,098,424**	**76,172,047**	**17,073,623**	**78,960,961**	**2,788,914**

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
10000	GF Annual Account Ctrl		Salaries	22,368,438	33,062,577	10,694,139	34,791,727	1,729,150
			Mandatory Fringe Benefits	9,016,171	13,264,739	4,248,568	14,308,347	1,043,608
			Non-Personnel Services	1,672,830	3,265,844	1,593,014	3,357,489	91,645
			Materials & Supplies	280,966	373,298	92,332	373,298	
			Services Of Other Depts	7,004,261	10,075,901	3,071,640	10,326,316	250,415
			Overhead and Allocations	372,008	274,294	(97,714)	274,294	
10000 Total				**40,714,674**	**60,316,653**	**19,601,979**	**63,431,471**	**3,114,818**
Operating Total				**40,714,674**	**60,316,653**	**19,601,979**	**63,431,471**	**3,114,818**
Annual Projects - Authority Control								
10010	GF Annual Authority Ctrl	80671	PermitSF Perm Modernization		7,175,000	7,175,000	7,383,750	208,750
10010 Total				**0**	**7,175,000**	**7,175,000**	**7,383,750**	**208,750**
Annual Projects - Authority Control Total				**0**	**7,175,000**	**7,175,000**	**7,383,750**	**208,750**
Continuing Projects - Authority Control								
10020	GF Continuing Authority Ctrl	10950	CP Integrated Permit Tracking	865,062	867,230	2,168	870,972	3,742
		11479	PC Neighborhood Profiles Proje	119,113	460,033	340,920	463,402	3,369
		16950	CP Plan Implementation - Gener	1,223,801	957,125	(266,676)	987,716	30,591
		16957	CP Electronic Document Review	107,800	132,800	25,000	132,800	
10020 Total				**2,315,776**	**2,417,188**	**101,412**	**2,454,890**	**37,702**
10670	SR Eastern Neighborhood CI	17063	GE Eastern Neighbrhd Infrastru	360,000	360,000		360,000	
10670 Total				**360,000**	**360,000**	**0**	**360,000**	**0**
10840	SR Planning Code Enforcement	16949	CP Sign Code Enforcement	3,685,970	3,628,206	(57,764)	3,790,850	162,644
		16956	CP Short Term Rental Program	4		(4)		
10840 Total				**3,685,974**	**3,628,206**	**(57,768)**	**3,790,850**	**162,644**

Department: CPC City Planning

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Continuing Projects - Authority Control								
Continuing Projects - Authority Control Total				**6,361,750**	**6,405,394**	**43,644**	**6,605,740**	**200,346**
Grants Projects								
10680	SR Neighborhood Dev-Grants Sta	10038677	CPC FY24 CALTRANS	700,000		(700,000)		
		10041185	CPC FY26 CA Coastal Conservanc	500,000		(500,000)		
		10041186	CPC FY26 CAHCD REAP	128,000		(128,000)		
		10041195	CPCFY26 REAP Housing	500,000		(500,000)		
		10042280	CPC FY26 CA Ocean Protection C	1,500,000		(1,500,000)		
		10042284	CPC FY26 CA Coastal Commision	1,500,000		(1,500,000)		
		10043310	CPC FY27 CA Ocean Protection C		735,000	735,000		(735,000)
10680 Total				**4,828,000**	**735,000**	**(4,093,000)**	**0**	**(735,000)**
10690	SR Neighborhood Dev-Grants Oth	10041252	CPC FY26 MTC PDA	1,000,000		(1,000,000)		
		10041254	CPC FY26 Yosemite Slough OPR G	649,000		(649,000)		
		10042285	CPC FY26 EPA SEE Thriving Comm	250,000		(250,000)		
10690 Total				**1,899,000**	**0**	**(1,899,000)**	**0**	**0**
10770	SR Neighborhood Dev-Grants	10041187	CPC FY26 CA HUD Pro Housing	2,200,000	1,500,000	(700,000)	1,500,000	
		10041188	CPC FY26 Fed RCN	350,000		(350,000)		
		10041209	CPCFY26 Environmental and Clim	200,000		(200,000)		
		10042282	CPC FY26 NPS URC	75,000		(75,000)		
		10042283	CPC FY26 EPA CCG	80,000		(80,000)		
		10042317	CPC FY27 NPS OHP		40,000	40,000		(40,000)
		10042318	CPC FY26 NPS OHP	40,000		(40,000)		
		10042339	CPC FY26 EPA SFBWQIF	2,000,000		(2,000,000)		
		10043312	CPC FY28 NPS OHP				40,000	40,000
10770 Total				**4,945,000**	**1,540,000**	**(3,405,000)**	**1,540,000**	**0**
14070	SR TC Grants;Continuing Oth	10041256	CPC FY26 Caltrain	350,000		(350,000)		
14070 Total				**350,000**	**0**	**(350,000)**	**0**	**0**
Grants Projects Total				**12,022,000**	**2,275,000**	**(9,747,000)**	**1,540,000**	**(735,000)**
Total Uses of Funds				**59,098,424**	**76,172,047**	**17,073,623**	**78,960,961**	**2,788,914**

Department: ENV Environment

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	12,401,012	12,562,045	161,033	13,132,470	570,425
Mandatory Fringe Benefits	4,950,556	4,912,161	(38,395)	5,038,550	126,389
Non-Personnel Services	11,520,037	11,069,631	(450,406)	11,087,399	17,768
City Grant Program	1,313,096	837,005	(476,091)	834,119	(2,886)
Materials & Supplies	670,043	219,467	(450,576)	216,617	(2,850)
Programmatic Projects	1,069,481	1,013,628	(55,853)	999,226	(14,402)
Services Of Other Depts	5,779,401	5,389,140	(390,261)	5,312,993	(76,147)
Overhead and Allocations	3,183,764	529,351	(2,654,413)	204,335	(325,016)
Intrafund Transfers Out	4,487,256	3,645,190	(842,066)	3,600,466	(44,724)
Transfer Adjustment - Uses	(4,487,256)	(3,645,190)	842,066	(3,600,466)	44,724
Total Uses by Chart of Accounts	**40,887,390**	**36,532,428**	**(4,354,962)**	**36,825,709**	**293,281**
Sources Summary					
Intergovernmental: Federal	400,000	130,000	(270,000)	130,000	
Intergovernmental: Other		87,805	87,805	87,805	
Intergovernmental: State	9,920,146	9,437,453	(482,693)	9,418,112	(19,341)
Charges for Services	19,979,244	17,579,315	(2,399,929)	17,701,282	121,967
Rents & Concessions	80,268	81,720	1,452	84,621	2,901
Other Revenues	3,370,560	1,532,816	(1,837,744)	1,792,110	259,294
Expenditure Recovery	6,113,696	6,214,910	101,214	6,287,203	72,293
IntraFund Transfers In	4,487,256	3,645,190	(842,066)	3,600,466	(44,724)
Beg Fund Balance - Budget Only	118,643	923,260	804,617	933,578	10,318
Transfer Adjustment-Source	(4,487,256)	(3,645,190)	842,066	(3,600,466)	44,724
General Fund Support	904,833	545,149	(359,684)	390,998	(154,151)
Total Sources by Chart of Accounts	**40,887,390**	**36,532,428**	**(4,354,962)**	**36,825,709**	**293,281**
Fund Summary					
Environmental Protection Fund	21,068,947	18,624,431	(2,444,516)	18,942,981	318,550
General Fund	904,833	545,149	(359,684)	390,998	(154,151)
Public Wks Trans and Commerce	18,913,610	17,362,848	(1,550,762)	17,491,730	128,882
Total Uses by Funds	**40,887,390**	**36,532,428**	**(4,354,962)**	**36,825,709**	**293,281**

Department: ENV Environment

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Division Summary					
ENV Environment	40,887,390	36,532,428	(4,354,962)	36,825,709	293,281
Total Uses by Division	**40,887,390**	**36,532,428**	**(4,354,962)**	**36,825,709**	**293,281**

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
12200	SR Env-Operating-Non-Project		Salaries	2,572,868	3,082,660	509,792	3,466,688	384,028
			Mandatory Fringe Benefits	1,167,257	1,462,450	295,193	1,669,230	206,780
			Non-Personnel Services	650,262	672,083	21,821	405,722	(266,361)
			City Grant Program	50,000	50,000		50,000	
			Materials & Supplies	94,968	75,429	(19,539)	75,429	
			Services Of Other Depts	883,916	933,214	49,298	958,514	25,300
			Overhead and Allocations	800,148	(1,681,660)	(2,481,808)	(1,662,146)	19,514
12200 Total				**6,219,419**	**4,594,176**	**(1,625,243)**	**4,963,437**	**369,261**
13850	SR Cigarette Litter Abatement		Services Of Other Depts	3,300,000	3,000,000	(300,000)	2,860,000	(140,000)
13850 Total				**3,300,000**	**3,000,000**	**(300,000)**	**2,860,000**	**(140,000)**
13990	SR Solid Waste Non-Project		Salaries	5,498,334	5,215,574	(282,760)	5,369,198	153,624
			Mandatory Fringe Benefits	2,409,519	2,292,867	(116,652)	2,411,417	118,550
			Non-Personnel Services	1,223,455	1,228,286	4,831	1,234,789	6,503
			City Grant Program	397,500	360,000	(37,500)	360,000	
			Materials & Supplies	129,367	107,143	(22,224)	107,143	
			Services Of Other Depts	1,244,645	1,281,752	37,107	1,316,681	34,929
			Overhead and Allocations	223,534	232,036	8,502	232,036	
			Intrafund Transfers Out	4,487,256	3,645,190	(842,066)	3,600,466	(44,724)
			Transfer Adjustment - Uses	(4,487,256)	(3,645,190)	842,066	(3,600,466)	44,724
13990 Total				**11,126,354**	**10,717,658**	**(408,696)**	**11,031,264**	**313,606**
Operating Total				**20,645,773**	**18,311,834**	**(2,333,939)**	**18,854,701**	**542,867**
Annual Projects - Authority Control								

Department: ENV Environment

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Annual Projects - Authority Control								
10010	GF Annual Authority Ctrl	22722	Climate Action Plan (CAP)	904,833	545,149	(359,684)	390,998	(154,151)
10010 Total				**904,833**	**545,149**	**(359,684)**	**390,998**	**(154,151)**
Annual Projects - Authority Control Total				**904,833**	**545,149**	**(359,684)**	**390,998**	**(154,151)**
Continuing Projects - Authority Control								
12210	SR Env-Continuing Projects	10000	Operating		88,440	88,440	87,140	(1,300)
		19256	WB Air Travel Carbon Offset Pr	149,976	149,875	(101)	148,800	(1,075)
		19366	WA Safe Drug Disposal Ordinanc	154,066	149,996	(4,070)	151,024	1,028
		21177	HC Lead Paint Settlement	1,280,735	1,137,855	(142,880)	1,125,035	(12,820)
		22131	Construction & Demolition Ord	995,402	899,618	(95,784)	882,423	(17,195)
		22723	Impound Account Nexus SR Swap	1,949,203	1,949,213	10	1,949,205	(8)
		22724	Buildings UP - SF HIPE	400,000		(400,000)		
12210 Total				**4,929,382**	**4,374,997**	**(554,385)**	**4,343,627**	**(31,370)**
14000	SR Solid Waste Projects	15740	EV Environment Now Program	3,725,096	3,213,814	(511,282)	3,187,836	(25,978)
		22739	Landfill Contract Admin	284,834	293,876	9,042	305,130	11,254
		22975	Refuse Rate Years 2025-2028	477,326	137,500	(339,826)	107,500	(30,000)
14000 Total				**4,487,256**	**3,645,190**	**(842,066)**	**3,600,466**	**(44,724)**
Continuing Projects - Authority Control Total				**9,416,638**	**8,020,187**	**(1,396,451)**	**7,944,093**	**(76,094)**
Grants Projects								
12230	SR Grants; ENV Continuing	10039613	BayRen Grant 2024-2027	9,374,551	9,117,940	(256,611)	4,404,115	(4,713,825)
		10042345	Used Oil OPP 16 FY 2026	111,517		(111,517)		
		10042346	Used Oil OPP 17 FY 2027		112,524	112,524		(112,524)
		10042347	EV Clean Cities FY 2026	110,000		(110,000)		
		10042349	SWMP Outreach FY 2026 Award	209,744		(209,744)		
		10042350	SWMP Outreach FY 2027 Award		206,989	206,989		(206,989)
		10042351	Emergency Ride Home Grant FY26	114,334		(114,334)		
		10043299	Emergency Ride Home Grant FY27		87,805	87,805		(87,805)
		10043300	Emergency Ride Home Grant FY28				87,805	87,805
		10043301	Used Oil OPP 18 FY 2028				111,517	111,517
		10043302	SWMP Outreach FY 2028 Award				206,989	206,989

Department: ENV Environment

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Grants Projects								
		10043303	BayREN Grant 2028-2031				4,695,491	4,695,491
		10043364	EV Clean Cities FY 2027		130,000	130,000		(130,000)
		10043365	EV Clean Cities FY 2028				130,000	130,000
12230 Total				**9,920,146**	**9,655,258**	**(264,888)**	**9,635,917**	**(19,341)**
Grants Projects Total				**9,920,146**	**9,655,258**	**(264,888)**	**9,635,917**	**(19,341)**
Total Uses of Funds				**40,887,390**	**36,532,428**	**(4,354,962)**	**36,825,709**	**293,281**

Department: LLB Law Library

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	366,982	466,324	99,342	490,754	24,430
Mandatory Fringe Benefits	159,931	167,086	7,155	179,972	12,886
Materials & Supplies	5,700	5,557	(143)	5,557	
Services Of Other Depts	707,975	749,929	41,954	774,055	24,126
Total Uses by Chart of Accounts	**1,240,588**	**1,388,896**	**148,308**	**1,450,338**	**61,442**
Sources Summary					
General Fund Support	1,240,588	1,388,896	148,308	1,450,338	61,442
Total Sources by Chart of Accounts	**1,240,588**	**1,388,896**	**148,308**	**1,450,338**	**61,442**
Fund Summary					
General Fund	1,240,588	1,388,896	148,308	1,450,338	61,442
Total Uses by Funds	**1,240,588**	**1,388,896**	**148,308**	**1,450,338**	**61,442**
Division Summary					
LLB Law Library	1,240,588	1,388,896	148,308	1,450,338	61,442
Total Uses by Division	**1,240,588**	**1,388,896**	**148,308**	**1,450,338**	**61,442**

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
10000	GF Annual Account Ctrl		Salaries	366,982	466,324	99,342	490,754	24,430
			Mandatory Fringe Benefits	159,931	167,086	7,155	179,972	12,886
			Materials & Supplies	5,700	5,557	(143)	5,557	
			Services Of Other Depts	707,975	749,929	41,954	774,055	24,126
10000 Total				**1,240,588**	**1,388,896**	**148,308**	**1,450,338**	**61,442**
Operating Total				**1,240,588**	**1,388,896**	**148,308**	**1,450,338**	**61,442**
Total Uses of Funds				**1,240,588**	**1,388,896**	**148,308**	**1,450,338**	**61,442**

Department: MTA Municipal Transportation Agency

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	647,723,146	676,566,433	28,843,287	711,127,006	34,560,573
Mandatory Fringe Benefits	287,868,563	307,412,059	19,543,496	365,726,779	58,314,720
Non-Personnel Services	261,436,210	271,693,073	10,256,863	272,920,402	1,227,329
Capital Outlay	105,439,724	85,995,934	(19,443,790)	84,256,379	(1,739,555)
Debt Service	27,826,522	35,815,652	7,989,130	35,802,078	(13,574)
Materials & Supplies	112,505,719	108,795,372	(3,710,347)	111,750,773	2,955,401
Programmatic Projects	112,233		(112,233)		
Services Of Other Depts	127,880,883	126,016,084	(1,864,799)	139,007,181	12,991,097
Overhead and Allocations	(19,632,332)	(14,074,780)	5,557,552	(14,513,913)	(439,133)
Transfers Out	159,356,259	168,809,138	9,452,879	152,091,553	(16,717,585)
Intrafund Transfers Out	49,529,258	239,281,520	189,752,262	36,088,424	(203,193,096)
Unappropriated Rev-Designated	2,430,000		(2,430,000)		
Transfer Adjustment - Uses	(208,885,517)	(408,090,658)	(199,205,141)	(188,179,977)	219,910,681
Total Uses by Chart of Accounts	**1,553,590,668**	**1,598,219,827**	**44,629,159**	**1,706,076,685**	**107,856,858**
Sources Summary					
Property Taxes				166,000,000	166,000,000
Intergovernmental: Federal	29,747,343	5,243,189	(24,504,154)	5,348,053	104,864
Intergovernmental: Other	372,043,951	164,124,718	(207,919,233)	305,335,618	141,210,900
Intergovernmental: State	70,230,995	68,078,908	(2,152,087)	69,950,486	1,871,578
Charges for Services	150,165,600	172,100,857	21,935,257	181,564,506	9,463,649
Fines, Forfeiture, & Penalties	108,873,968	111,770,478	2,896,510	111,770,478	
Licenses, Permits,& Franchises	30,493,617	28,605,069	(1,888,548)	30,084,337	1,479,268
Rents & Concessions	125,333,018	133,974,439	8,641,421	138,880,498	4,906,059
Other Revenues	17,420,016	241,319	(17,178,697)	859,135	617,816
Interest & Investment Income	16,867,357	14,952,941	(1,914,416)	14,929,552	(23,389)
Expenditure Recovery	3,719,988	5,020,768	1,300,780	5,155,461	134,693
IntraFund Transfers In	49,529,258	239,281,520	189,752,262	36,088,424	(203,193,096)
Transfers In	244,944,452	182,992,400	(61,952,052)	166,267,970	(16,724,430)
Other Financing Sources		200,000,000	200,000,000		(200,000,000)

Department: MTA Municipal Transportation Agency

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Beg Fund Balance - Budget Only	6,446,622	17,693,879	11,247,257	6,252,144	(11,441,735)
Transfer Adjustment-Source	(208,885,517)	(408,090,658)	(199,205,141)	(188,179,977)	219,910,681
General Fund Support	536,660,000	662,230,000	125,570,000	655,770,000	(6,460,000)
Total Sources by Chart of Accounts	**1,553,590,668**	**1,598,219,827**	**44,629,159**	**1,706,076,685**	**107,856,858**
Fund Summary					
Municipal Transportation Agcy	1,553,590,668	1,598,219,827	44,629,159	1,706,076,685	107,856,858
Total Uses by Funds	**1,553,590,668**	**1,598,219,827**	**44,629,159**	**1,706,076,685**	**107,856,858**
Division Summary					
MTASS Streets		322,649,073	322,649,073	333,442,802	10,793,729
MTASS Sustainable Streets	194,684,971		(194,684,971)		
MTAHR Human Resources	66,244,731		(66,244,731)		
MTAFA Finance		17,465,142	17,465,142	16,257,668	(1,207,474)
MTAFA Fit Finance & Info Tech	95,240,756		(95,240,756)		
MTAED Executive Director	6,462,406	1,206,220	(5,256,186)	1,258,574	52,354
MTABD Board Of Directors	719,305	867,144	147,839	905,991	38,847
MTACC CV-Captl Progr & Constr	100,134,229		(100,134,229)		
MTATS Transit Svc Division	802,203,295	890,240,454	88,037,159	942,298,092	52,057,638
MTAAW Agency-wide	141,162,327	143,341,001	2,178,674	180,342,641	37,001,640
MTASA Safety	6,763,846	9,779,328	3,015,482	10,240,775	461,447
MTACO Communications	7,751,181		(7,751,181)		
MTAEA External Affairs		10,649,118	10,649,118	11,149,800	500,682
MTATZ Taxi & Accessible Svc	33,519,124		(33,519,124)		
MTAST Chief Strategy Office	89,230,092		(89,230,092)		
MTAOC Office of Civil Rights	9,474,405	74,324	(9,400,081)	74,323	(1)
MTAAD Administration Division		201,948,023	201,948,023	210,106,019	8,157,996
Total Uses by Division	**1,553,590,668**	**1,598,219,827**	**44,629,159**	**1,706,076,685**	**107,856,858**

Reserved Appropriations

Controller Reserves

10001724	MT Rail & Bus Services			321,000,000	

Department: MTA Municipal Transportation Agency

		2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
10010140	MS TSF-COMPLETE ST (BIKE&PED)		956		26,300	
10012000	MT TSF-Svc&Reliabilty Regional		637		17,533	
10012001	MT TSF-Svc Exp&Reliability		10,294		280,534	
10040737	MT Population Adj TS CAP		17,000,000			
10043497	MT Transbay CFD Holding Acct		210,000			
Controller Reserves: Total			**17,221,887**		**321,324,367**	

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
22260	MTA TS Op Annual Account Ctrl		Salaries	530,218,780	543,764,792	13,546,012	572,448,567	28,683,775
			Mandatory Fringe Benefits	199,128,551	209,635,423	10,506,872	226,603,004	16,967,581
			Non-Personnel Services	132,383,516	75,593,005	(56,790,511)	77,841,884	2,248,879
			Debt Service		8,000,000	8,000,000	8,000,000	
			Materials & Supplies	104,851,606	100,981,509	(3,870,097)	103,697,811	2,716,302
			Services Of Other Depts	38,778,829	38,201,729	(577,100)	41,411,199	3,209,470
			Overhead and Allocations	(106,456,594)	203,210,501	309,667,095	243,735,295	40,524,794
			Transfers Out	1,565,891	1,565,891		1,565,891	
			Intrafund Transfers Out	39,668,631	29,422,438	(10,246,193)	26,236,187	(3,186,251)
			Transfer Adjustment - Uses	(41,234,522)	(30,988,329)	10,246,193	(27,802,078)	3,186,251
22260 Total				**898,904,688**	**1,179,386,959**	**280,482,271**	**1,273,737,760**	**94,350,801**
22261	MTA TS DSF REVBD S2017 (NEW)		Debt Service	9,982,288	9,979,955	(2,333)	9,976,705	(3,250)
22261 Total				**9,982,288**	**9,979,955**	**(2,333)**	**9,976,705**	**(3,250)**
22267	MTA TS DSF REVBND S2021A		Debt Service	13,068,934	13,060,397	(8,537)	13,050,073	(10,324)
22267 Total				**13,068,934**	**13,060,397**	**(8,537)**	**13,050,073**	**(10,324)**
22268	MTA TS DSF REVBND S2021B		Debt Service	179,200	179,200		179,200	
22268 Total				**179,200**	**179,200**	**0**	**179,200**	**0**
22269	MTA TS DSF REVBND S2021C		Debt Service	3,030,209	3,030,209		3,030,209	
22269 Total				**3,030,209**	**3,030,209**	**0**	**3,030,209**	**0**
22870	MTA SS Op Annual Account Ctrl		Salaries	72,646,545	76,848,225	4,201,680	80,354,341	3,506,116

Department: MTA Municipal Transportation Agency

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
			Mandatory Fringe Benefits	33,266,497	28,046,058	(5,220,439)	29,905,877	1,859,819
			Non-Personnel Services	89,228,279	71,201,280	(18,026,999)	75,943,358	4,742,078
			Materials & Supplies	6,985,435	6,704,853	(280,582)	6,914,032	209,179
			Services Of Other Depts	13,136,807	10,344,791	(2,792,016)	10,769,857	425,066
			Overhead and Allocations	30,121,956	71,734,366	41,612,410	84,047,972	12,313,606
			Transfers Out	157,790,368	167,243,247	9,452,879	150,525,662	(16,717,585)
			Transfer Adjustment - Uses	(157,790,368)	(167,243,247)	(9,452,879)	(150,525,662)	16,717,585
22870 Total				**245,385,519**	**264,879,573**	**19,494,054**	**287,935,437**	**23,055,864**
23426	MTA SS DSF REVBND S2021C		Debt Service	1,565,891	1,565,891		1,565,891	
23426 Total				**1,565,891**	**1,565,891**	**0**	**1,565,891**	**0**
Operating Total				**1,172,116,729**	**1,472,082,184**	**299,965,455**	**1,589,475,275**	**117,393,091**
Continuing Projects - Authority Control								
22280	MTA TS ContinuingAuthorityCtrl	22197	ExpAuth-MunicipalExecAssocMTA	48,000		(48,000)		
		22616	MT NP 10040496 Contingency Rsv	2,430,000		(2,430,000)		
		22900	MT NP BART Opr	6,930,000		(6,930,000)		
		23084	MT NP 10042556 NRV FY2026	4,000,000		(4,000,000)		
		80675	MT 10043178 OpFundsHldAcct		3,172,677	3,172,677		(3,172,677)
22280 Total				**13,408,000**	**3,172,677**	**(10,235,323)**	**0**	**(3,172,677)**
22396	MTA TS CAP REVBND 2021C	80330	MT 10037270 RevBond S2021C	6,535,888	2,061,748	(4,474,140)	2,038,359	(23,389)
22396 Total				**6,535,888**	**2,061,748**	**(4,474,140)**	**2,038,359**	**(23,389)**
22412	MTA TS CAP TB CFD Pay-go-fund	23326	MT FD 10043497 TransbayCFDHd		210,000	210,000		(210,000)
		80609	MT Transbay CFD Pay-go	700,000		(700,000)		
22412 Total				**700,000**	**210,000**	**(490,000)**	**0**	**(210,000)**
22540	MTA TS SPE REV TIDF	18850	MT Tsf-transit Cap Maint & Pro	1,439,802	19,432	(1,420,370)	534,768	515,336
22540 Total				**1,439,802**	**19,432**	**(1,420,370)**	**534,768**	**515,336**
22890	MTA SS ContinuingAuthorityCtrl	23294	MS NP 10043427 Auto Speed Enf		2,000,000	2,000,000	2,000,000	
		23310	MS FD 10043460 ASE Capital Rev		2,000,000	2,000,000	2,000,000	
22890 Total				**0**	**4,000,000**	**4,000,000**	**4,000,000**	**0**
Continuing Projects - Authority Control Total				**22,083,690**	**9,463,857**	**(12,619,833)**	**6,573,127**	**(2,890,730)**

Department: MTA Municipal Transportation Agency

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Grants Projects								
22320	MTA TS OPR ANNUAL-FED	10040854	MT FED ADA Paratransit Op Supp	5,925,293	5,243,189	(682,104)	5,348,053	104,864
22320 Total				**5,925,293**	**5,243,189**	**(682,104)**	**5,348,053**	**104,864**
22330	MTA TS OPR ANNUAL-STA	10040855	MT LCTOP Discount Oper Support	18,230,995	16,986,654	(1,244,341)	17,308,232	321,578
		10041349	SB125 State COVID Relief	209,328,000		(209,328,000)		
		10041375	LAFA Program Operating Fund	112,233	1,500	(110,733)	1,500	
22330 Total				**227,671,228**	**16,988,154**	**(210,683,074)**	**17,309,732**	**321,578**
22331	MTA TS COVID STIMULUS FUND-FED	10037465	ARP 5307 Transit Opr Assist	23,822,050		(23,822,050)		
22331 Total				**23,822,050**	**0**	**(23,822,050)**	**0**	**0**
22350	MTA TS OPR ANNUAL-REG	10040856	MT RM2 3rd St Owl Bus Op Supp	2,296,910	2,296,910		2,342,848	45,938
22350 Total				**2,296,910**	**2,296,910**	**0**	**2,342,848**	**45,938**
22450	MTA TS CAP STATEFUNDED PRJ	10041384	MTC State of Good Repair	13,096,076	11,757,649	(1,338,427)	12,000,000	242,351
22450 Total				**13,096,076**	**11,757,649**	**(1,338,427)**	**12,000,000**	**242,351**
Grants Projects Total				**272,811,557**	**36,285,902**	**(236,525,655)**	**37,000,633**	**714,731**
Work Orders/Overhead								
22265	MTA OH OPR AGENCYWIDE NEW	103758	MTAHR Human Resources	19,287,409		(19,287,409)		
		103773	MTAFA Finance		17,465,142	17,465,142	16,257,668	(1,207,474)
			MTAFA Fit Finance & Info Tech	49,093,643		(49,093,643)		
		103776	MTAED Executive Director	6,462,406	1,206,220	(5,256,186)	1,258,574	52,354
		103788	MTABD Board Of Directors	719,305	867,144	147,839	905,991	38,847
		138753	MTATS Transit Svc Division		7,201,654	7,201,654	7,426,346	224,692
		139648	MTAAW Agency-wide	90,988,990	89,127,322	(1,861,668)	129,355,867	40,228,545
		175644	MTACO Communications	7,751,181		(7,751,181)		
			MTAEA External Affairs		10,649,118	10,649,118	11,149,800	500,682
		210685	MTAST Chief Strategy Office	20,982,421		(20,982,421)		
		210855	MTAOC Office of Civil Rights	5,497,469		(5,497,469)		
		210893	MTAAD Administration Division		201,642,000	201,642,000	207,285,209	5,643,209
			Transfer Adjustment - Uses	(194,336,202)	(313,637,398)	(119,301,196)	(367,387,311)	(53,749,913)
22265 Total				**6,446,622**	**14,521,202**	**8,074,580**	**6,252,144**	**(8,269,058)**
22305	MTA TS OPR PROJ SUP-PSF NEW	103745	MTASS Streets		928,432	928,432	928,432	
			MTASS Sustainable Streets	2,596,232		(2,596,232)		

Department: MTA Municipal Transportation Agency

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Work Orders/Overhead								
		103773	MTAFA Fit Finance & Info Tech	607,602		(607,602)		
		138672	MTACC CV-Captl Progr & Constr	1,615,539		(1,615,539)		
		138753	MTATS Transit Svc Division	476,081		(476,081)		
		210685	MTAST Chief Strategy Office	2,347,411		(2,347,411)		
		210855	MTAOC Office of Civil Rights	1,385,987	74,324	(1,311,663)	74,324	
			Transfer Adjustment - Uses	(9,028,852)	(1,002,756)	8,026,096	(1,002,756)	
22305 Total				**0**	**0**	**0**	**0**	**0**
Work Orders/Overhead Total				**6,446,622**	**14,521,202**	**8,074,580**	**6,252,144**	**(8,269,058)**
Continuing Projects - Project Control								
22431	MTA TS CAP TSF TRANSIT	10012000	MT TSF-Svc&Reliabilty Regional	45,708	637	(45,071)	17,533	16,896
		10012001	MT TSF-Svc Exp&Reliability	731,328	10,294	(721,034)	280,534	270,240
		10040546	TSF Developer Agr Holding Acct	8,819,996		(8,819,996)		
22431 Total				**9,597,032**	**10,931**	**(9,586,101)**	**298,067**	**287,136**
22455	MTA TS CAP Projects Prop B Fun	10034129	MT SFMTA Pop Growth Alloc	42,200,000		(42,200,000)		
		10040737	MT Population Adj TS CAP		42,280,000	42,280,000	42,690,000	410,000
22455 Total				**42,200,000**	**42,280,000**	**80,000**	**42,690,000**	**410,000**
22481	MTA TS SPE REV TCM Tax	10036279	MT Prop D TCM Tax	9,860,627	9,859,082	(1,545)	9,852,237	(6,845)
			Transfer Adjustment - Uses	(9,860,627)	(9,859,082)	1,545	(9,852,237)	6,845
22481 Total				**0**	**0**	**0**	**0**	**0**
23021	MTA SS CAP TSF SSD	10010140	MS TSF-COMPLETE ST (BIKE&PED)	68,562	956	(67,606)	26,300	25,344
		10040546	TSF Developer Agr Holding Acct	4,632,364		(4,632,364)		
23021 Total				**4,700,926**	**956**	**(4,699,970)**	**26,300**	**25,344**
23035	MTA SS CAP Projects Prop B Fun	10034131	MS SFMTA POP GROWTH ALLOC SSD	22,620,000		(22,620,000)		
		10040669	MS Population Adj SS CAP		22,540,000	22,540,000	22,700,000	160,000
23035 Total				**22,620,000**	**22,540,000**	**(80,000)**	**22,700,000**	**160,000**
23036	MTA SS Cap Projects Regional	10036359	MS 13th Street Safety Project	464,112		(464,112)		
		10043445	MS TDA Article III		470,000	470,000	479,400	9,400
23036 Total				**464,112**	**470,000**	**5,888**	**479,400**	**9,400**
23040	MTA SS CAP OTHER-FUNDED PRJ	10032485	MS WalkFirst Quick & Effective	550,000		(550,000)		

Department: MTA Municipal Transportation Agency

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Continuing Projects - Project Control								
		10043426	MS Commuter Shuttle		564,795	564,795	581,739	16,944
23040 Total				**550,000**	**564,795**	**14,795**	**581,739**	**16,944**
Continuing Projects - Project Control Total				**80,132,070**	**65,866,682**	**(14,265,388)**	**66,775,506**	**908,824**
Total Uses of Funds				**1,553,590,668**	**1,598,219,827**	**44,629,159**	**1,706,076,685**	**107,856,858**

Department: PRT Port

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	37,975,850	43,237,859	5,262,009	45,469,740	2,231,881
Mandatory Fringe Benefits	16,359,820	18,359,059	1,999,239	19,779,327	1,420,268
Non-Personnel Services	15,236,503	14,391,720	(844,783)	14,235,620	(156,100)
Capital Outlay	25,777,495	86,878,654	61,101,159	37,575,904	(49,302,750)
Debt Service	6,677,102	5,801,852	(875,250)	5,794,815	(7,037)
Materials & Supplies	1,680,700	1,759,405	78,705	1,813,178	53,773
Programmatic Projects	4,510,481	4,629,140	118,659	4,685,140	56,000
Services Of Other Depts	40,258,930	39,337,085	(921,845)	41,664,724	2,327,639
Overhead and Allocations	1,591,857	454,970	(1,136,887)	454,970	
Transfers Out	31,713	5,770,000	5,738,287	1,360,000	(4,410,000)
Intrafund Transfers Out	18,254,705	50,697,931	32,443,226	34,927,500	(15,770,431)
Unappropriated Rev Retained	6,120,094	17,092,881	10,972,787	1,360,000	(15,732,881)
Transfer Adjustment - Uses	(18,254,705)	(56,467,931)	(38,213,226)	(36,287,500)	20,180,431
Total Uses by Chart of Accounts	**156,220,545**	**231,942,625**	**75,722,080**	**172,833,418**	**(59,109,207)**
Sources Summary					
Intergovernmental: Other	1,416,713	1,361,578	(55,135)	1,388,810	27,232
Charges for Services	30,447,075	29,331,586	(1,115,489)	30,109,016	777,430
Fines, Forfeiture, & Penalties	9,644,874	5,953,809	(3,691,065)	6,134,805	180,996
Rents & Concessions	98,484,515	94,543,018	(3,941,497)	98,453,804	3,910,786
Other Revenues	13,293,046	10,816,851	(2,476,195)	6,455,306	(4,361,545)
Interest & Investment Income	2,914,322	16,010,812	13,096,490	12,110,585	(3,900,227)
Expenditure Recovery	20,000	51,350	31,350	52,200	850
IntraFund Transfers In	18,254,705	56,467,931	38,213,226	36,287,500	(20,180,431)
Beg Fund Balance - Budget Only		73,873,621	73,873,621	18,128,892	(55,744,729)
Transfer Adjustment-Source	(18,254,705)	(56,467,931)	(38,213,226)	(36,287,500)	20,180,431
General Fund Support					
Total Sources by Chart of Accounts	**156,220,545**	**231,942,625**	**75,722,080**	**172,833,418**	**(59,109,207)**

Department: PRT Port

Fund Summary

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Port of San Francisco	156,220,545	231,942,625	75,722,080	172,833,418	(59,109,207)
Total Uses by Funds	**156,220,545**	**231,942,625**	**75,722,080**	**172,833,418**	**(59,109,207)**

Division Summary

PRT Real Estate & Development	19,843,453	20,387,255	543,802	20,958,782	571,527
PRT Planning & Environment	3,870,142	4,497,822	627,680	4,690,945	193,123
PRT Maritime	14,473,331	15,123,033	649,702	15,692,676	569,643
PRT Finance And Administration	40,063,640	37,019,298	(3,044,342)	39,643,234	2,623,936
PRT Maintenance	24,859,064	27,184,546	2,325,482	28,419,973	1,235,427
PRT Executive	9,329,611	11,383,136	2,053,525	11,377,377	(5,759)
PRT Port Commission (Portwide)	35,217,816	106,818,175	71,600,359	42,016,640	(64,801,535)
PRT Engineering	8,563,488	9,529,360	965,872	10,033,791	504,431
Total Uses by Division	**156,220,545**	**231,942,625**	**75,722,080**	**172,833,418**	**(59,109,207)**

Reserved Appropriations

Controller Reserves

10043363	PO SBH Playground		1,518,814		
Controller Reserves: Total			**1,518,814**	**0**	

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
23680	PRT-OP Annual Account Ctrl		Salaries	36,797,929	41,911,822	5,113,893	44,084,913	2,173,091
			Mandatory Fringe Benefits	15,845,088	17,788,948	1,943,860	19,167,067	1,378,119
			Non-Personnel Services	15,236,503	14,391,720	(844,783)	14,235,620	(156,100)
			Capital Outlay	909,273	1,420,000	510,727	1,185,904	(234,096)
			Debt Service	6,141,147	5,265,897	(875,250)	5,258,860	(7,037)
			Materials & Supplies	1,680,700	1,759,405	78,705	1,813,178	53,773
			Services Of Other Depts	38,815,848	37,943,078	(872,770)	40,287,079	2,344,001

Department: PRT Port

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
			Overhead and Allocations	1,591,857	454,970	(1,136,887)	454,970	
			Transfers Out	31,713		(31,713)		
			Intrafund Transfers Out	16,310,782	47,475,050	31,164,268	33,177,500	(14,297,550)
			Unappropriated Rev Retained	6,120,094		(6,120,094)		
			Transfer Adjustment - Uses	(16,310,782)	(47,475,050)	(31,164,268)	(33,177,500)	14,297,550
23680 Total				**123,170,152**	**120,935,840**	**(2,234,312)**	**126,487,591**	**5,551,751**
Operating Total				**123,170,152**	**120,935,840**	**(2,234,312)**	**126,487,591**	**5,551,751**
Annual Projects - Authority Control								
23690	PRT-OP Annual Authority Ctrl	12698	PO Homeland Security Enhanceme	75,000	145,000	70,000	145,000	
		16294	Stormwater Pollution Control	150,000	150,000		150,000	
		16296	Public Access Improvements	60,000	60,000		60,000	
		16297	Miscellaneous Tenant Faciltiy	400,000	400,000		400,000	
		16303	PO Facility Maint Repair P1	50,000	50,000		50,000	
		16308	Abondoned Mat-Illegal Dumpin C	175,000	175,000		175,000	
		16316	Utility Annual Maintenance	80,000	80,000		80,000	
		16317	Oil Spill Response Training &	90,000	90,000		90,000	
		16325	Sanitary Sewer Management Plan	100,000	100,000		100,000	
		16334	Tree Replacement & Maintenance	189,000		(189,000)		
		16338	PO Cargo Fac Repair	109,000	209,000	100,000	209,000	
		16339	Heron'S Head Park (Pier 98)	82,000	82,000		82,000	
		17726	GE Youth Employment & Environm	415,000	471,140	56,140	471,140	
		21275	PO Racial Equity Econ Impact P	560,000	560,000		560,000	
		21276	PO Facility Maint Repair P50	407,000	407,000		407,000	
		21277	PO Env Cleanup Pier 39-45	50,000	50,000		50,000	
		21279	PO Crane Cove Park	200,000	200,000		200,000	
23690 Total				**3,192,000**	**3,229,140**	**37,140**	**3,229,140**	**0**
24530	PRT-SBH Annual Authority Ctrl	17321	South Beach Harbor Project	3,952,671	4,188,610	235,939	4,329,187	140,577
24530 Total				**3,952,671**	**4,188,610**	**235,939**	**4,329,187**	**140,577**
Annual Projects - Authority Control Total				**7,144,671**	**7,417,750**	**273,079**	**7,558,327**	**140,577**

Department: PRT Port

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Continuing Projects - Authority Control								
23700	PRT-OP ContinuingAuthorityCtrl	12656	PO Fishermans Wharf		70,000,000	70,000,000		(70,000,000)
		12672	PO Waterfront Resilience Progm	2,617,636	2,562,500	(55,136)	2,362,500	(200,000)
		12688	PO Southern Waterfront Beautif	1,471,000	4,075,000	2,604,000		(4,075,000)
		12740	PO Waterfront Development Proj	10,843,017	18,070,000	7,226,983	3,860,000	(14,210,000)
		19567	PO Cargo Maint Dredging		5,375,000	5,375,000	5,375,000	
		19571	PO Utilities Project		1,300,000	1,300,000	2,600,000	1,300,000
		20088	Enterprise Technology Projects		3,000,000	3,000,000	3,000,000	
		20125	Capital Proj Implement Team	559,000	6,500,000	5,941,000	6,740,000	240,000
		21270	PO Environment	958,000	8,500,000	7,542,000	4,500,000	(4,000,000)
		21271	PO Maritime	800,000	40,125,000	39,325,000	2,250,000	(37,875,000)
		21272	PO Real Estate & Development	4,623,000	3,400,000	(1,223,000)	2,500,000	(900,000)
		21274	PO Engineering		2,750,000	2,750,000	2,750,000	
		21390	Pier 45 Fire		(70,000,000)	(70,000,000)		70,000,000
		21763	Finance and Admin	2,090,146	1,000,000	(1,090,146)		(1,000,000)
		22506	Low Carbon Fuel (LCFS) Credit		589,840	589,840		(589,840)
		23283	PO Maintenance		1,600,000	1,600,000	1,100,000	(500,000)
23700 Total				**23,961,799**	**98,847,340**	**74,885,541**	**37,037,500**	**(61,809,840)**
23920	PRT-CP 08 PARK BD-1ST S 08B	18930	RP 2008 Clean & Safe Nbhd Park		9,422	9,422		(9,422)
23920 Total				**0**	**9,422**	**9,422**	**0**	**(9,422)**
23930	PRT-CP 08 PARK BD-2ND S 10B	18930	RP 2008 Clean & Safe Nbhd Park		18,158	18,158		(18,158)
23930 Total				**0**	**18,158**	**18,158**	**0**	**(18,158)**
23940	PRT-CP 08 PARK BD-3RD S 10D	18930	RP 2008 Clean & Safe Nbhd Park		4,873	4,873		(4,873)
23940 Total				**0**	**4,873**	**4,873**	**0**	**(4,873)**
23950	PRT-CP 08 PARK BD-4TH S 12B	18930	RP 2008 Clean & Safe Nbhd Park		18,117	18,117		(18,117)
23950 Total				**0**	**18,117**	**18,117**	**0**	**(18,117)**
23960	PRT-CP 08 NP BD-5TH S 16A	18930	RP 2008 Clean & Safe Nbhd Park		165,310	165,310		(165,310)
23960 Total				**0**	**165,310**	**165,310**	**0**	**(165,310)**
24010	PRT-CP 12 PARK BD-1ST S 13A	18980	RP 2012 Clean & Safe Neighborh		200,578	200,578		(200,578)
24010 Total				**0**	**200,578**	**200,578**	**0**	**(200,578)**
24020	PRT-CP 12 NP BD-2ND S 16B	18980	RP 2012 Clean & Safe Neighborh		822,905	822,905		(822,905)

Department: PRT Port

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Continuing Projects - Authority Control								
24020 Total				**0**	**822,905**	**822,905**	**0**	**(822,905)**
24021	PRT-CP 12 NP BD-4th S19B	18980	RP 2012 Clean & Safe Neighborh		279,451	279,451		(279,451)
24021 Total				**0**	**279,451**	**279,451**	**0**	**(279,451)**
24540	PRT-SBHContinuingAuthorityCtrl	12726	PO Sf Port Marina Repairs & Up	1,943,923	3,222,881	1,278,958	1,750,000	(1,472,881)
24540 Total				**1,943,923**	**3,222,881**	**1,278,958**	**1,750,000**	**(1,472,881)**
Continuing Projects - Authority Control Total				**25,905,722**	**103,589,035**	**77,683,313**	**38,787,500**	**(64,801,535)**
Total Uses of Funds				**156,220,545**	**231,942,625**	**75,722,080**	**172,833,418**	**(59,109,207)**

Department: LIB Public Library

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	82,732,855	86,384,751	3,651,896	90,484,133	4,099,382
Mandatory Fringe Benefits	43,556,876	46,579,673	3,022,797	49,965,365	3,385,692
Non-Personnel Services	9,283,431	11,437,521	2,154,090	11,439,568	2,047
Capital Outlay	13,425,010	10,363,554	(3,061,456)	4,599,000	(5,764,554)
City Grant Program	920,926	965,060	44,134	965,060	
Debt Service	1,703,419		(1,703,419)		
Materials & Supplies	25,179,115	25,129,244	(49,871)	25,479,318	350,074
Services Of Other Depts	16,569,503	17,922,565	1,353,062	17,903,627	(18,938)
Overhead and Allocations	841	638	(203)	638	
Intrafund Transfers Out	14,082,429	10,941,478	(3,140,951)	5,376,630	(5,564,848)
Transfer Adjustment - Uses	(14,082,429)	(10,941,478)	3,140,951	(5,376,630)	5,564,848
Total Uses by Chart of Accounts	**193,371,976**	**198,783,006**	**5,411,030**	**200,836,709**	**2,053,703**
Sources Summary					
Property Taxes	79,330,000	76,420,000	(2,910,000)	76,710,000	290,000
Intergovernmental: State	250,400	250,400		250,400	
Charges for Services	175,000	175,000		175,000	
Rents & Concessions	26,115	26,115		26,115	
Other Revenues	20,000	20,000		20,000	
Interest & Investment Income	54,768	17,451	(37,317)	17,451	
Expenditure Recovery	95,433	81,029	(14,404)	81,029	
IntraFund Transfers In	14,082,429	10,941,478	(3,140,951)	5,376,630	(5,564,848)
Beg Fund Balance - Budget Only	6,900,260	1,173,011	(5,727,249)	4,626,714	3,453,703
Transfer Adjustment-Source	(14,082,429)	(10,941,478)	3,140,951	(5,376,630)	5,564,848
General Fund Support	106,520,000	120,620,000	14,100,000	118,930,000	(1,690,000)
Total Sources by Chart of Accounts	**193,371,976**	**198,783,006**	**5,411,030**	**200,836,709**	**2,053,703**

Department: LIB Public Library

Fund Summary

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Bequest Fund	115,000	115,000		115,000	
Gift and Other Exp Trust Fund	5,000	5,000		5,000	
Public Library Fund	193,251,976	198,663,006	5,411,030	200,716,709	2,053,703
Total Uses by Funds	**193,371,976**	**198,783,006**	**5,411,030**	**200,836,709**	**2,053,703**

Division Summary

LIB Public Library	193,371,976	198,783,006	5,411,030	200,836,709	2,053,703
Total Uses by Division	**193,371,976**	**198,783,006**	**5,411,030**	**200,836,709**	**2,053,703**

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
13140	SR Public Library Preserv		Salaries	82,732,855	86,384,751	3,651,896	90,484,133	4,099,382
			Mandatory Fringe Benefits	43,556,876	46,579,673	3,022,797	49,965,365	3,385,692
			Non-Personnel Services	9,264,431	11,418,521	2,154,090	11,420,568	2,047
			Capital Outlay		79,386	79,386		(79,386)
			City Grant Program	920,926	965,060	44,134	965,060	
			Debt Service	1,703,419		(1,703,419)		
			Materials & Supplies	24,518,556	24,468,482	(50,074)	24,818,556	350,074
			Services Of Other Depts	16,342,084	17,695,255	1,353,171	17,555,997	(139,258)
			Intrafund Transfers Out	14,082,429	10,941,478	(3,140,951)	5,376,630	(5,564,848)
			Transfer Adjustment - Uses	(14,082,429)	(10,941,478)	3,140,951	(5,376,630)	5,564,848
13140 Total				**179,039,147**	**187,591,128**	**8,551,981**	**195,209,679**	**7,618,551**
Operating Total				**179,039,147**	**187,591,128**	**8,551,981**	**195,209,679**	**7,618,551**
Continuing Projects - Authority Control								
13080	SR Library Fund - Continuing	19559	LB Sfpl Capital Improvement Pr	14,082,429	10,941,478	(3,140,951)	5,376,630	(5,564,848)
13080 Total				**14,082,429**	**10,941,478**	**(3,140,951)**	**5,376,630**	**(5,564,848)**
13150	SR Library Special Revenue	17144	LB Library Special Collection-	25,000	25,000		25,000	
13150 Total				**25,000**	**25,000**	**0**	**25,000**	**0**

Department: LIB Public Library

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Continuing Projects - Authority Control								
Continuing Projects - Authority Control Total				**14,107,429**	**10,966,478**	**(3,140,951)**	**5,401,630**	**(5,564,848)**
Grants Projects								
13120	SR Library Grants; Cont Sta	10039929	LB-FY26 CLLS - ESL Program	26,400		(26,400)		
		10041028	LB-FY26 Project Read CLLS	60,000		(60,000)		
		10041029	LIB-FY26 PLP CLSA Funds	19,000		(19,000)		
		10042243	LIB-FY27 Project Read CLLS		60,000	60,000		(60,000)
		10042244	LIB-FY27 PLP CLSA Funds		19,000	19,000		(19,000)
		10042245	LiB-FY27 CLLS - ESL Program		26,400	26,400		(26,400)
		10043321	LIB-FY28 Project Read CLLS				60,000	60,000
		10043322	LIB-FY28 CLLS - ESL Program				26,400	26,400
		10043323	LIB-FY28 PLP CLSA Funds				19,000	19,000
13120 Total				**105,400**	**105,400**	**0**	**105,400**	**0**
14820	SR ETF-Gift	10000589	LB-F&F-Spl Coll-Architect/Deco	5,000	5,000		5,000	
14820 Total				**5,000**	**5,000**	**0**	**5,000**	**0**
17860	Perm ETF-Bequests	10000592	LB-Lillian Dannenberg Bequest	15,000	15,000		15,000	
		10000595	LB-Fuhrman Bequest	100,000	100,000		100,000	
17860 Total				**115,000**	**115,000**	**0**	**115,000**	**0**
Grants Projects Total				**225,400**	**225,400**	**0**	**225,400**	**0**
Total Uses of Funds				**193,371,976**	**198,783,006**	**5,411,030**	**200,836,709**	**2,053,703**

Department: PUC Public Utilities Commission

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	353,027,098	370,877,444	17,850,346	388,793,178	17,915,734
Mandatory Fringe Benefits	142,643,169	153,694,158	11,050,989	165,843,907	12,149,749
Non-Personnel Services	642,369,979	613,435,348	(28,934,631)	626,422,428	12,987,080
Capital Outlay	17,157,942	(4,480,363)	(21,638,305)	10,800,396	15,280,759
City Grant Program	2,878,837	4,420,000	1,541,163	4,420,000	
Debt Service	537,121,627	623,190,029	86,068,402	698,752,397	75,562,368
Facilities Maintenance	49,854,894	54,408,785	4,553,891	61,525,114	7,116,329
Materials & Supplies	45,014,696	47,714,163	2,699,467	48,276,532	562,369
Programmatic Projects	6,842,660	31,323,200	24,480,540	12,619,797	(18,703,403)
Services Of Other Depts	128,285,843	135,398,031	7,112,188	145,690,791	10,292,760
Overhead and Allocations	(103,673,777)	(107,627,222)	(3,953,445)	(112,906,638)	(5,279,416)
Transfers Out	54,937,448	56,408,288	1,470,840	61,010,248	4,601,960
Intrafund Transfers Out	356,551,489	299,663,836	(56,887,653)	377,470,979	77,807,143
Unappropriated Rev-Designated	42,742,286	9,334,212	(33,408,074)	10,800,631	1,466,419
Unappropriated Rev Retained	266,051,442	249,076,180	(16,975,262)	294,881,644	45,805,464
Transfer Adjustment - Uses	(411,393,800)	(356,072,124)	55,321,676	(438,481,227)	(82,409,103)
Total Uses by Chart of Accounts	**2,130,411,833**	**2,180,763,965**	**50,352,132**	**2,355,920,177**	**175,156,212**
Sources Summary					
Charges for Services	1,730,107,936	1,714,329,211	(15,778,725)	1,882,222,715	167,893,504
Rents & Concessions	10,696,681	14,033,176	3,336,495	14,420,567	387,391
Other Revenues	40,363,024	23,815,968	(16,547,056)	24,062,129	246,161
Interest & Investment Income	10,751,385	28,659,236	17,907,851	23,973,163	(4,686,073)
Expenditure Recovery	237,436,035	245,713,542	8,277,507	278,395,929	32,682,387
IntraFund Transfers In	356,551,489	267,141,586	(89,409,903)	341,458,441	74,316,855
Transfers In	54,842,311	88,930,538	34,088,227	97,022,786	8,092,248
Beg Fund Balance - Budget Only	101,056,772	154,212,832	53,156,060	132,845,674	(21,367,158)
Transfer Adjustment-Source	(411,393,800)	(356,072,124)	55,321,676	(438,481,227)	(82,409,103)
General Fund Support					
Total Sources by Chart of Accounts	**2,130,411,833**	**2,180,763,965**	**50,352,132**	**2,355,920,177**	**175,156,212**

Department: PUC Public Utilities Commission

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Fund Summary					
CleanPowerSF	444,375,300	400,046,294	(44,329,006)	398,146,817	(1,899,477)
Hetch Hetchy Water and Power	382,508,840	410,687,951	28,179,111	472,102,671	61,414,720
San Francisco Water Enterprise	775,494,978	780,830,800	5,335,822	834,689,891	53,859,091
San Francisco Wastewater Ent	528,032,715	589,198,920	61,166,205	650,980,798	61,781,878
Total Uses by Funds	**2,130,411,833**	**2,180,763,965**	**50,352,132**	**2,355,920,177**	**175,156,212**
Division Summary					
HHP CleanPowerSF	444,375,300	400,046,294	(44,329,006)	398,146,817	(1,899,477)
WWE Wastewater Enterprise	528,032,715	589,198,920	61,166,205	650,980,798	61,781,878
HHP Hetch Hetchy Water & Power	382,508,840	443,210,201	60,701,361	508,115,209	64,905,008
PUB Public Utilities Bureaus	1,056,356	1,096,856	40,500	1,061,856	(35,000)
WTR Water Enterprise	774,438,622	747,211,694	(27,226,928)	797,615,497	50,403,803
Total Uses by Division	**2,130,411,833**	**2,180,763,965**	**50,352,132**	**2,355,920,177**	**175,156,212**

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
20160	WWE Op Annual Account Ctrl		Salaries	66,668,742	70,964,739	4,295,997	74,486,237	3,521,498
			Mandatory Fringe Benefits	27,513,370	29,850,701	2,337,331	32,163,559	2,312,858
			Non-Personnel Services	29,415,284	28,428,699	(986,585)	29,776,536	1,347,837
			Capital Outlay	2,151,584	3,496,233	1,344,649	4,555,654	1,059,421
			City Grant Program	600,000	850,000	250,000	850,000	
			Debt Service	144,013,267	247,911,410	103,898,143	283,560,239	35,648,829
			Materials & Supplies	15,672,810	16,274,431	601,621	16,900,257	625,826
			Services Of Other Depts	40,697,907	43,426,637	2,728,730	48,730,590	5,303,953
			Overhead and Allocations	49,921,399	53,104,905	3,183,506	55,736,122	2,631,217
			Transfers Out	31,713		(31,713)		
			Intrafund Transfers Out	141,742,391	81,902,693	(59,839,698)	91,397,722	9,495,029
			Unappropriated Rev-Designated	900,000		(900,000)		

Department: PUC Public Utilities Commission

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
			Transfer Adjustment - Uses	(141,742,391)	(81,902,693)	59,839,698	(91,397,722)	(9,495,029)
20160 Total				**377,586,076**	**494,307,755**	**116,721,679**	**546,759,194**	**52,451,439**
24750	HH CleanPowerSF Op Annual Acco		Salaries	7,718,237	7,985,967	267,730	8,395,383	409,416
			Mandatory Fringe Benefits	2,365,280	2,560,384	195,104	2,758,898	198,514
			Non-Personnel Services	11,183,612	11,767,493	583,881	11,960,680	193,187
			Materials & Supplies	137,200	137,000	(200)	137,200	200
			Services Of Other Depts	1,932,046	2,282,653	350,607	2,339,852	57,199
			Overhead and Allocations	7,887,706	8,638,564	750,858	9,038,880	400,316
			Unappropriated Rev-Designated	240,588		(240,588)		
24750 Total				**31,464,669**	**33,372,061**	**1,907,392**	**34,630,893**	**1,258,832**
24970	HHWP Op Annual Account Ctrl		Salaries	45,183,572	47,577,267	2,393,695	49,657,403	2,080,136
			Mandatory Fringe Benefits	18,860,033	20,575,913	1,715,880	22,505,835	1,929,922
			Non-Personnel Services	196,239,664	174,125,723	(22,113,941)	189,263,027	15,137,304
			Capital Outlay	2,999,313	2,249,708	(749,605)	1,760,776	(488,932)
			Debt Service	13,577,209	17,687,943	4,110,734	30,991,601	13,303,658
			Materials & Supplies	4,786,982	7,627,343	2,840,361	7,627,343	
			Services Of Other Depts	9,585,170	9,021,004	(564,166)	9,378,233	357,229
			Overhead and Allocations	29,638,908	31,299,924	1,661,016	32,852,314	1,552,390
			Transfers Out	727,356	709,329	(18,027)	718,622	9,293
			Intrafund Transfers Out	53,464,942	74,362,826	20,897,884	121,012,037	46,649,211
			Unappropriated Rev-Designated	800,000		(800,000)		
			Transfer Adjustment - Uses	(54,160,586)	(75,072,155)	(20,911,569)	(121,730,659)	(46,658,504)
24970 Total				**321,702,563**	**310,164,825**	**(11,537,738)**	**344,036,532**	**33,871,707**
25940	WTR Op Annual Account Ctrl		Salaries	89,180,408	93,053,590	3,873,182	97,697,105	4,643,515
			Mandatory Fringe Benefits	37,741,164	40,285,379	2,544,215	43,470,529	3,185,150
			Non-Personnel Services	18,515,642	18,285,222	(230,420)	18,854,706	569,484
			Capital Outlay	3,653,619	4,285,086	631,467	3,380,295	(904,791)
			City Grant Program	2,278,837	2,250,000	(28,837)	2,250,000	
			Debt Service	366,950,327	345,122,406	(21,827,921)	371,848,519	26,726,113
			Materials & Supplies	20,305,626	20,913,780	608,154	20,848,620	(65,160)

Department: PUC Public Utilities Commission

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
			Services Of Other Depts	35,739,836	39,510,702	3,770,866	44,443,112	4,932,410
			Overhead and Allocations	68,401,731	73,663,010	5,261,279	77,024,396	3,361,386
			Transfers Out	54,178,379	55,698,959	1,520,580	60,291,626	4,592,667
			Intrafund Transfers Out	120,321,618	104,042,748	(16,278,870)	114,092,447	10,049,699
			Unappropriated Rev-Designated	770,161	9,334,212	8,564,051	10,800,631	1,466,419
			Transfer Adjustment - Uses	(174,468,285)	(159,741,707)	14,726,578	(174,384,073)	(14,642,366)
25940 Total				**643,569,063**	**646,703,387**	**3,134,324**	**690,617,913**	**43,914,526**
27180	PUC Operating Fund		Salaries	73,017,905	77,972,260	4,954,355	81,897,061	3,924,801
			Mandatory Fringe Benefits	32,376,310	35,079,216	2,702,906	37,843,599	2,764,383
			Non-Personnel Services	24,293,672	24,105,555	(188,117)	24,658,472	552,917
			Capital Outlay	1,353,426	1,122,650	(230,776)	1,103,671	(18,979)
			City Grant Program		1,320,000	1,320,000	1,320,000	
			Materials & Supplies	3,108,913	2,680,032	(428,881)	2,681,243	1,211
			Services Of Other Depts	33,707,596	34,967,696	1,260,100	35,950,723	983,027
			Overhead and Allocations	(167,746,322)	(177,175,409)	(9,429,087)	(185,382,769)	(8,207,360)
27180 Total				**111,500**	**72,000**	**(39,500)**	**72,000**	**0**
Operating Total				**1,374,433,871**	**1,484,620,028**	**110,186,157**	**1,616,116,532**	**131,496,504**
Annual Projects - Authority Control								
20170	WWE Annual Authority Ctrl	17726	GE Youth Employment & Environm	697,000		(697,000)		
		19459	UW Treasure Island - Maintena	2,600,000	2,600,000		2,600,000	
		19460	UW 525 Golden Gate - O & M	2,634,881	2,478,864	(156,017)	2,478,864	
		19461	UW 525 Golden Gate - Lease Pay	4,071,036	3,797,488	(273,548)	3,762,088	(35,400)
		19466	WW Low Impact Development	681,000	681,000		681,000	
		80068	WWE Neighborhood Steward Progs	2,318,500		(2,318,500)		
		80547	PUC BUREAUS Programmatic Proj	275,809	268,004	(7,805)	268,004	
20170 Total				**13,278,226**	**9,825,356**	**(3,452,870)**	**9,789,956**	**(35,400)**
20210	WWE Work Order	10002	Interdepartmental-Overhead	3,113,116	3,163,116	50,000	3,033,926	(129,190)
20210 Total				**3,113,116**	**3,163,116**	**50,000**	**3,033,926**	**(129,190)**
24765	Clean Pw Annual Authority Ctrl	19460	UW 525 Golden Gate - O & M	486,303	461,370	(24,933)	461,370	
		19461	UW 525 Golden Gate - Lease Pay	751,432	706,780	(44,652)	700,192	(6,588)

Department: PUC Public Utilities Commission

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Annual Projects - Authority Control								
		20993	CPSF Neighborhood Steward Prog	260,500		(260,500)		
		80233	CleanPowerSF Capital	7,518,147		(7,518,147)		
		80547	PUC BUREAUS Programmatic Proj	25,057	42,606	17,549	42,606	
		80651	Power Customer Programs		13,435,000	13,435,000	14,993,000	1,558,000
24765 Total				**9,041,439**	**14,645,756**	**5,604,317**	**16,197,168**	**1,551,412**
24980	HHWP Annual Authority Ctrl	15812	Hetchy Water - Facilities Main	3,849,650		(3,849,650)		
		17661	Wecc-Nerc Compliance	5,670,349		(5,670,349)		
		17662	Wecc-Nerc Transmission Line Cl	223,000		(223,000)		
		17726	GE Youth Employment & Environm	150,000		(150,000)		
		19459	UW Treasure Island - Maintena	5,400,000	5,400,000		5,400,000	
		19460	UW 525 Golden Gate - O & M	2,098,749	2,106,306	7,557	2,106,306	
		19461	UW 525 Golden Gate - Lease Pay	2,491,854	2,519,857	28,003	2,496,366	(23,491)
		80066	HHW Neighborhood Steward Progs	349,000		(349,000)		
		80067	HHP Neighborhood Steward Progs	108,000		(108,000)		
		80427	Distribution Services Retail	3,573,000		(3,573,000)		
		80547	PUC BUREAUS Programmatic Proj	191,412	160,345	(31,067)	160,345	
		80651	Power Customer Programs		3,367,000	3,367,000	4,956,000	1,589,000
		80673	Regulatory & Maintenance Prgm		10,444,236	10,444,236	11,177,795	733,559
24980 Total				**24,105,014**	**23,997,744**	**(107,270)**	**26,296,812**	**2,299,068**
25030	HHWP Work Order Fund	10002	Interdepartmental-Overhead	609,118	555,000	(54,118)	555,000	
25030 Total				**609,118**	**555,000**	**(54,118)**	**555,000**	**0**
25950	WTR Annual Authority Ctrl	17726	GE Youth Employment & Environm	1,290,000	1,000,000	(290,000)	1,000,000	
		19158	UW Awss Maintenance - Cdd	2,500,000	2,500,000		2,500,000	
		19159	UW Water Enterprise-watershed	7,000,000	8,000,000	1,000,000	8,000,000	
		19458	UW Water Resources Planning An	500,000	500,000		500,000	
		19459	UW Treasure Island - Maintena	500,000	920,625	420,625	933,189	12,564
		19460	UW 525 Golden Gate - O & M	3,405,370	3,553,830	148,460	3,553,830	
		19461	UW 525 Golden Gate - Lease Pay	8,982,736	8,902,345	(80,391)	8,819,355	(82,990)
		80065	WTR Neighborhood Steward Progr	665,000		(665,000)		
		80547	PUC BUREAUS Programmatic Proj	404,763	376,086	(28,677)	376,086	

Department: PUC Public Utilities Commission

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Annual Projects - Authority Control								
25950 Total				**25,247,869**	**25,752,886**	**505,017**	**25,682,460**	**(70,426)**
26000	WTR Work Order	10002	Interdepartmental-Overhead	4,178,976	4,259,779	80,803	4,225,071	(34,708)
26000 Total				**4,178,976**	**4,259,779**	**80,803**	**4,225,071**	**(34,708)**
Annual Projects - Authority Control Total				**79,573,758**	**82,199,637**	**2,625,879**	**85,780,393**	**3,580,756**
Continuing Projects - Authority Control								
20550	WWE CPF Repair & Replace	19135	WW Cwp_revenue Transfer-sub Fu	134,055,297	81,902,693	(52,152,604)	91,397,722	9,495,029
20550 Total				**134,055,297**	**81,902,693**	**(52,152,604)**	**91,397,722**	**9,495,029**
24761	CleanPowerSF Cap Revenue Fund	80233	CleanPowerSF Capital	516,430	72,928	(443,502)	140,712	67,784
24761 Total				**516,430**	**72,928**	**(443,502)**	**140,712**	**67,784**
24870	HH CleanPowerSF Cust Trust Fd	20543	CleanPowerSF Customer Trst Fnd	402,265,304	351,232,656	(51,032,648)	346,419,007	(4,813,649)
24870 Total				**402,265,304**	**351,232,656**	**(51,032,648)**	**346,419,007**	**(4,813,649)**
24990	HHWP ContinuingAuthorityCtrl	15365	UH Hetchy Water - Joint Projec	7,338,910		(7,338,910)		
		15405	UH Hhp_revenue Transfer-sub Fu	28,753,235	68,872,826	40,119,591	95,724,327	26,851,501
24990 Total				**36,092,145**	**68,872,826**	**32,780,681**	**95,724,327**	**26,851,501**
24991	HHWP Op Continuing Auth Ctrl	80650	FERC/Healthy Rivers Obligation		5,490,000	5,490,000	5,490,000	
24991 Total				**0**	**5,490,000**	**5,490,000**	**5,490,000**	**0**
25430	HHP CPF Transbay Cable	15375	UH Sf Electrical Reliability-t		1,607,556	1,607,556		(1,607,556)
25430 Total				**0**	**1,607,556**	**1,607,556**	**0**	**(1,607,556)**
25951	WTR Op Continuing Auth Ctrl	19047	UW Watershed Protection		4,500,000	4,500,000	500,000	(4,000,000)
		19052	UW Landscape Conservation Prog		3,485,797	3,485,797	500,000	(2,985,797)
		19055	UW Long Term Monitoring & Perm		9,755,015	9,755,015	5,473,564	(4,281,451)
		19463	UW Retrofit Grant Program		7,194,040	7,194,040		(7,194,040)
25951 Total				**0**	**24,934,852**	**24,934,852**	**6,473,564**	**(18,461,288)**
25960	WTR ContinuingAuthorityCtrl	19047	UW Watershed Protection	1,500,000	(4,000,000)	(5,500,000)		4,000,000
		19052	UW Landscape Conservation Prog		(3,485,797)	(3,485,797)		3,485,797
		19055	UW Long Term Monitoring & Perm	5,500,000	(4,440,000)	(9,940,000)		4,440,000
		19133	UW Wtr_revenue Transfer-sub Fu	35,865,961	43,323,688	7,457,727	40,164,414	(3,159,274)
		19463	UW Retrofit Grant Program		(7,194,040)	(7,194,040)		7,194,040
25960 Total				**42,865,961**	**24,203,851**	**(18,662,110)**	**40,164,414**	**15,960,563**
26231	WTR/HHW ContinuingAuthorityCtr	15365	UH Hetchy Water - Joint Projec		32,522,250	32,522,250	36,012,538	3,490,288

Department: PUC Public Utilities Commission

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Continuing Projects - Authority Control								
26231 Total				**0**	**32,522,250**	**32,522,250**	**36,012,538**	**3,490,288**
26603	WTR CPF Regional Revenue Fund	19133	UW Wtr_revenue Transfer-sub Fu	59,521,609	22,381,795	(37,139,814)	31,441,931	9,060,136
26603 Total				**59,521,609**	**22,381,795**	**(37,139,814)**	**31,441,931**	**9,060,136**
Continuing Projects - Authority Control Total				**675,316,746**	**613,221,407**	**(62,095,339)**	**653,264,215**	**40,042,808**
Work Orders/Overhead								
20205	WWE Paid Time Off	229309	WWE Wastewater Enterprise	500,000	500,000		500,000	
			Transfer Adjustment - Uses	(500,000)	(500,000)		(500,000)	
20205 Total				**0**	**0**	**0**	**0**	**0**
25025	HHWP HetchyPower Paid Time Off	231637	HHP Hetch Hetchy Water & Power	1,300,000	1,300,000		1,300,000	
			Transfer Adjustment - Uses	(1,300,000)	(1,300,000)		(1,300,000)	
25025 Total				**0**	**0**	**0**	**0**	**0**
25026	HHWP HetchyWater Paid Time Off	231637	HHP Hetch Hetchy Water & Power	1,100,000	1,100,000		1,100,000	
			Transfer Adjustment - Uses	(1,100,000)	(1,100,000)		(1,100,000)	
25026 Total				**0**	**0**	**0**	**0**	**0**
25985	WTR Paid Time Off	232429	WTR Water Enterprise	3,700,000	3,700,000		3,700,000	
			Transfer Adjustment - Uses	(3,700,000)	(3,700,000)		(3,700,000)	
25985 Total				**0**	**0**	**0**	**0**	**0**
27190	PUC Personnel Fund	232176	PUB Public Utilities Bureaus	92,453,180	97,188,216	4,735,036	102,205,581	5,017,365
			Transfer Adjustment - Uses	(92,453,180)	(97,188,216)	(4,735,036)	(102,205,581)	(5,017,365)
27190 Total				**0**	**0**	**0**	**0**	**0**
Work Orders/Overhead Total				**0**	**0**	**0**	**0**	**0**
Continuing Projects - Project Control								
25160	HH CPSF Public Purpose Prog	10038863	DAC Solar Program	827,045	722,893	(104,152)	759,037	36,144
		10038941	DAC Community Solar Program	260,413		(260,413)		
25160 Total				**1,087,458**	**722,893**	**(364,565)**	**759,037**	**36,144**
Continuing Projects - Project Control Total				**1,087,458**	**722,893**	**(364,565)**	**759,037**	**36,144**
Total Uses of Funds				**2,130,411,833**	**2,180,763,965**	**50,352,132**	**2,355,920,177**	**175,156,212**

Department: RNT Rent Arbitration Board

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	8,100,923	8,251,312	150,389	8,616,205	364,893
Mandatory Fringe Benefits	3,152,076	3,357,362	205,286	3,598,676	241,314
Non-Personnel Services	628,879	319,500	(309,379)	303,500	(16,000)
Materials & Supplies	82,605	28,900	(53,705)	28,900	
Services Of Other Depts	2,331,091	2,396,980	65,889	2,484,679	87,699
Overhead and Allocations	212,239	18,719	(193,520)	18,719	
Total Uses by Chart of Accounts	**14,507,813**	**14,372,773**	**(135,040)**	**15,050,679**	**677,906**
Sources Summary					
Charges for Services	12,990,242	12,908,728	(81,514)	12,975,988	67,260
Beg Fund Balance - Budget Only	1,517,571	1,464,045	(53,526)	2,074,691	610,646
General Fund Support					
Total Sources by Chart of Accounts	**14,507,813**	**14,372,773**	**(135,040)**	**15,050,679**	**677,906**
Fund Summary					
Community / Neighborhood Dev	14,507,813	14,372,773	(135,040)	15,050,679	677,906
Total Uses by Funds	**14,507,813**	**14,372,773**	**(135,040)**	**15,050,679**	**677,906**
Division Summary					
RNT Rent Arbitration Board	14,507,813	14,372,773	(135,040)	15,050,679	677,906
Total Uses by Division	**14,507,813**	**14,372,773**	**(135,040)**	**15,050,679**	**677,906**

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
10850	SR Rent Arbitration Board		Salaries	8,100,923	8,251,312	150,389	8,616,205	364,893
			Mandatory Fringe Benefits	3,152,076	3,357,362	205,286	3,598,676	241,314
			Non-Personnel Services	628,879	319,500	(309,379)	303,500	(16,000)
			Materials & Supplies	82,605	28,900	(53,705)	28,900	
			Services Of Other Depts	2,331,091	2,396,980	65,889	2,484,679	87,699

Department: RNT Rent Arbitration Board

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
			Overhead and Allocations	212,239	18,719	(193,520)	18,719	
10850 Total				**14,507,813**	**14,372,773**	**(135,040)**	**15,050,679**	**677,906**
Operating Total				**14,507,813**	**14,372,773**	**(135,040)**	**15,050,679**	**677,906**
Total Uses of Funds				**14,507,813**	**14,372,773**	**(135,040)**	**15,050,679**	**677,906**

Department: RET Retirement System

	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Uses Summary					
Salaries	30,091,396	32,876,467	2,785,071	34,508,334	1,631,867
Mandatory Fringe Benefits	10,333,727	11,376,970	1,043,243	12,216,187	839,217
Non-Personnel Services	6,653,881	8,694,761	2,040,880	9,244,441	549,680
Capital Outlay	12,719	12,719			(12,719)
Materials & Supplies	405,000	334,061	(70,939)	189,353	(144,708)
Services Of Other Depts	8,406,985	9,324,233	917,248	7,381,041	(1,943,192)
Total Uses by Chart of Accounts	**55,903,708**	**62,619,211**	**6,715,503**	**63,539,356**	**920,145**
Sources Summary					
Charges for Services	2,163,002	2,415,417	252,415	2,350,197	(65,220)
Contributions Ret/HSS/HlthCare	53,203,176	59,011,936	5,808,760	59,991,101	979,165
Interest & Investment Income	287,530	845,358	557,828	845,358	
Expenditure Recovery	250,000	346,500	96,500	352,700	6,200
General Fund Support					
Total Sources by Chart of Accounts	**55,903,708**	**62,619,211**	**6,715,503**	**63,539,356**	**920,145**
Fund Summary					
OPEB Trust Fund: Retiree Hlth	1,581,145	1,674,372	93,227	1,766,605	92,233
General Fund	2,163,002	2,415,417	252,415	2,350,197	(65,220)
Pension Trust Fund: SFERS	52,159,561	58,529,422	6,369,861	59,422,554	893,132
Total Uses by Funds	**55,903,708**	**62,619,211**	**6,715,503**	**63,539,356**	**920,145**
Division Summary					
RET SF Deferred Comp Program	2,163,002	2,415,417	252,415	2,350,197	(65,220)
RET Health Care Trust	1,581,145	1,674,372	93,227	1,766,605	92,233
RET Retirement Services	20,025,886	22,331,494	2,305,608	22,387,387	55,893
RET Investment	13,921,985	15,868,921	1,946,936	16,467,420	598,499
RET Administration	18,211,690	20,329,007	2,117,317	20,567,747	238,740
Total Uses by Division	**55,903,708**	**62,619,211**	**6,715,503**	**63,539,356**	**920,145**

Reserved Appropriations

Mayor Reserves

Department: RET Retirement System

		2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
10024407	RS Employee Deferred Compensat		91,700		122,300	
10026788	RS Administration		903,400		1,193,800	
Mayor Reserves: Total			**995,100**		**1,316,100**	

Uses of Funds Detail Appropriation

Fund Code	Fund Title	Code	Title	2025-26 Original Budget	2026-27 Proposed Budget	2026-27 Change From 2025-26	2027-28 Proposed Budget	2027-28 Change From 2026-27
Operating								
31330	Employees Retirement Trust		Salaries	29,019,829	31,760,235	2,740,406	33,345,403	1,585,168
			Mandatory Fringe Benefits	9,947,169	10,964,885	1,017,716	11,774,621	809,736
			Non-Personnel Services	5,491,236	7,375,736	1,884,500	7,893,736	518,000
			Capital Outlay	12,719	12,719			(12,719)
			Materials & Supplies	400,000	317,961	(82,039)	180,453	(137,508)
			Services Of Other Depts	7,288,608	8,097,886	809,278	6,228,341	(1,869,545)
31330 Total				**52,159,561**	**58,529,422**	**6,369,861**	**59,422,554**	**893,132**
31440	Health Care-Prop B Trust Fund		Non-Personnel Services	931,145	995,825	64,680	1,001,905	6,080
			Materials & Supplies		2,000	2,000	2,000	
			Services Of Other Depts	650,000	676,547	26,547	762,700	86,153
31440 Total				**1,581,145**	**1,674,372**	**93,227**	**1,766,605**	**92,233**
Operating Total				**53,740,706**	**60,203,794**	**6,463,088**	**61,189,159**	**985,365**
Annual Projects - Authority Control								
10010	GF Annual Authority Ctrl	17410	RS Employee Deferred Compensat	2,163,002	2,415,417	252,415	2,350,197	(65,220)
10010 Total				**2,163,002**	**2,415,417**	**252,415**	**2,350,197**	**(65,220)**
Annual Projects - Authority Control Total				**2,163,002**	**2,415,417**	**252,415**	**2,350,197**	**(65,220)**
Total Uses of Funds				**55,903,708**	**62,619,211**	**6,715,503**	**63,539,356**	**920,145**

STATEMENT OF BOND REDEMPTION

AND INTEREST

CITY AND COUNTY OF SAN FRANCISCO
Statement of Bond Redemption and Interest
Fiscal Years 2026-2027 and 2027-2028
Summary

	FY 2026-2027				FY 2027-2028			
	Principal	Interest	Adm Expense/ Additional Rental/ Property Insurance	Total	Principal	Interest	Adm Expense/ Additional Rental/ Property Insurance	Total
GENERAL OBLIGATION BONDS								
CITY AND COUNTY OF SAN FRANCISCO	$ 255,030,841	$ 131,005,743	$ 800	$ 386,037,384	$ 191,344,035	$ 124,706,359	$ 800	$ 316,051,194
SAN FRANCISCO COMMUNITY COLLEGE DISTRICT	26,945,000	25,002,106	-	51,947,106	24,135,000	30,396,564	-	54,531,564
SAN FRANCISCO UNIFIED SCHOOL DISTRICT	106,265,000	40,385,870	-	146,650,870	71,575,000	35,255,615	-	106,830,615
BAY AREA RAPID TRANSIT DISTRICT	25,871,740	40,526,729	-	66,398,469	26,436,135	39,230,995	-	65,667,130
SUB-TOTAL GENERAL OBLIGATIONS - FROM AD VALOREM PROPERTY TAXES	**$ 414,112,581**	**$ 236,920,448**	**$ 800**	**$ 651,033,829**	**$ 313,490,170**	**$ 229,589,533**	**$ 800**	**$ 543,080,503**
OTHER DEBTS - GOVERNMENTAL ACTIVITIES	$ 68,794,012	$ 64,707,920	$ 5,256,520	$ 138,758,452	$ 69,823,832	$ 85,763,954	$ 6,603,921	$ 162,191,707
SUB-TOTAL OTHER DEBTS - GOVERNMENTAL ACTIVITIES	**$ 68,794,012**	**$ 64,707,920**	**$ 5,256,520**	**$ 138,758,452**	**$ 69,823,832**	**$ 85,763,954**	**$ 6,603,921**	**$ 162,191,707**
PUBLIC SERVICE ENTERPRISE - REV BONDS, CERTICATES OF PARTICIPATION AND LOANS	**$ 460,091,026**	**$ 936,837,754**	**$ 1,498,542**	**$ 1,398,427,322**	**$ 516,508,330**	**$ 1,084,065,273**	**$ 1,597,696**	**$ 1,602,171,299**
TOTAL DEBT PAYMENTS	**$ 942,997,619**	**$ 1,238,466,122**	**$ 6,755,862**	**$ 2,188,219,603**	**$ 899,822,332**	**$ 1,399,418,760**	**$ 8,202,417**	**$ 2,307,443,509**

CITY AND COUNTY OF SAN FRANCISCO
Statement of Bond Redemption and Interest
General Obligation
Fiscal Years 2026-2027 and 2027-2028

	FY 2026-2027				FY 2027-2028			
	Principal	Interest	Adm Expense	Total	Principal	Interest	Adm Expense	Total
GENERAL CITY								
1992 UMB Program - Seismic Safety, Series 2007A - Drawdown 1-7	$ 1,940,841	$ 299,907	$ -	$ 2,240,748	$ 1,394,035	$ 205,005	$ -	$ 1,599,040
2016 Affordable Housing-Preservation and Seismic Safety Series 2019A	1,080,000	2,667,086	-	3,747,086	1,115,000	2,632,505	-	3,747,505
2016 Affordable Housing-Preservation and Seismic Safety Series 2020C	1,710,000	2,427,814	-	4,137,814	1,730,000	2,405,173	-	4,135,173
2016 Affordable Housing-Preservation and Seismic Safety Series 2025E	290,000	1,921,058	-	2,211,058	305,000	1,905,833	-	2,210,833
2008 Clean and Safe Neighborhood Parks, BAB Series 2010D (1)	3,440,000	873,923	150	4,314,073	3,570,000	676,123	150	4,246,273
2008 Clean and Safe Neighborhood Parks, Series 2016A	440,000	134,250	-	574,250	455,000	121,050	-	576,050
2012 Clean and Safe Neighborhood Parks, Series 2016B	1,430,000	436,050	-	1,866,050	1,475,000	393,150	-	1,868,150
2008 San Francisco General Hospital Improvement, BAB Series 2010C (1)	16,775,000	4,261,632	150	21,036,782	17,400,000	3,297,069	150	20,697,219
2010 Earthquake Safety & Emergency Response Series 2016C	1,330,000	393,075	-	1,723,075	1,370,000	353,175	-	1,723,175
2014 Earthquake Safety & Emergency Response Series 2016D	4,490,000	1,326,413	-	5,816,413	4,625,000	1,191,713	-	5,816,713
2020 Earthquake Safety & Emergency Response Series 2021B-1	1,930,000	2,423,900	-	4,353,900	2,030,000	2,327,400	-	4,357,400
2020 Earthquake Safety & Emergency Response, Series 2021E-1	1,785,000	2,242,500	-	4,027,500	1,875,000	2,153,250	-	4,028,250
2020 Earthquake Safety & Emergency Response, Series 2025B-1	6,170,000	9,417,750	-	15,587,750	6,475,000	9,109,250	-	15,584,250
2020 Earthquake Safety & Emergency Response, Series 2026C ($200M estimated)	10,000,000	9,466,667	-	19,466,667	5,630,000	11,400,000	-	17,030,000
2018 Embarcadero Seawall Earthquake Safety, Series 2025A-1	-	754,250	-	754,250	-	754,250	-	754,250
2018 Embarcadero Seawall Earthquake Safety, Series 2025A-2	3,850,000	5,291,718	-	9,141,718	3,835,000	5,115,773	-	8,950,773
2011 Road Repaving and Street Safety, Series 2016E	2,330,000	688,350	-	3,018,350	2,400,000	618,450	-	3,018,450
2014 Transportation & Road Improvements Series 2020B	5,325,000	1,701,800	-	7,026,800	5,435,000	1,595,300	-	7,030,300
2014 Transportation & Road Improvements Series 2021C-1	2,500,000	3,135,800	-	5,635,800	2,625,000	3,010,800	-	5,635,800
2015 Affordable Housing Series 2016F	2,725,000	907,987	-	3,632,987	2,795,000	840,134	-	3,635,134
2015 Affordable Housing Series 2018D	4,870,000	2,777,068	-	7,647,068	5,050,000	2,594,443	-	7,644,443
2015 Affordable Housing, Series 2019C	1,230,000	436,293	-	1,666,293	1,250,000	412,308	-	1,662,308
2019 Social Bonds-Affordable Housing, Series 2021A	6,125,000	3,637,412	-	9,762,412	6,205,000	3,557,664	-	9,762,664
2019 Social Bonds-Affordable Housing, Series 2023C	2,485,000	5,047,378	-	7,532,378	2,635,000	4,898,278	-	7,533,278
2019 Social Bonds-Affordable Housing, Series 2026D ($108M estimated)	44,000,000	5,514,412	-	49,514,412	1,790,000	4,130,100	-	5,920,100
2024 Social Bonds-Affordable Housing, Series 2025D	2,430,000	4,062,981	-	6,492,981	2,540,000	3,951,930	-	6,491,930
2024 Social Bonds-Affordable Housing, Series 2026E ($50M estimated)	20,000,000	2,563,889	-	22,563,889	845,000	1,950,000	-	2,795,000
2016 Public Health and Safety, Series 2020D-1	2,550,000	2,931,350	-	5,481,350	2,655,000	2,803,850	-	5,458,850
2020 Health and Recovery, Series 2021D-1	4,935,000	6,193,800	-	11,128,800	5,185,000	5,947,050	-	11,132,050
2020 Health and Recovery, Series 2023A	650,000	1,110,500	-	1,760,500	680,000	1,078,000	-	1,758,000
2020 Health and Recovery, Series 2025G	1,410,000	52,452	-	1,462,452	-	-	-	-
2020 Health and Recovery, Series 2026B ($72M estimated)	1,570,000	3,408,000	-	4,978,000	2,085,000	4,225,800	-	6,310,800
2024 Healthy, Safe and Vibrant SF, Series 2025F	2,615,000	1,681,750	-	4,296,750	1,550,000	1,551,000	-	3,101,000
2024 Healthy, Safe and Vibrant SF, Series 2026A ($195M estimated)	7,580,000	7,486,279	-	15,066,279	6,745,000	8,322,283	-	15,067,283.00
General Obligation Bond Refunding, Series 2020 R1	12,855,000	5,220,450	500	18,075,950	13,490,000	4,577,700	500	18,068,200
General Obligation Bond Refunding, Series 2021 R1	5,075,000	2,609,550	-	7,684,550	5,325,000	2,355,800	-	7,680,800
General Obligation Bond Refunding, Series 2021 R2 (2)	3,745,000	384,000	-	4,129,000	3,935,000	196,750	-	4,131,750
General Obligation Bond Refunding, Series 2022-R1	28,495,000	11,224,500	-	39,719,500	29,905,000	9,799,750	-	39,704,750
General Obligation Bond Refunding, Series 2024-R1	32,870,000	13,891,750	-	46,761,750	32,935,000	12,248,250	-	45,183,250
TOTAL BEFORE OFFSET FOR FEDERAL SUBSIDY, NET BID PREMIUM, TOBACCO SETTLEMENT REVENUE, SB 1128 & LOAN REPAYMENTS	$ 255,030,841	$ 131,005,743	$ 800	$ 386,037,384	$ 191,344,035	$ 124,706,359	$ 800	$ 316,051,194
NET BID PREMIUM, FEDERAL SUBSIDY, TSR, SB1128 & LOAN REPAYMENTS								
2018 Embarcadero Seawall Earthquake Safety, Series 2025A-1	$ -	$ (195,673)	$ -	$ (195,673)	$ -	$ -	$ -	$ -
2024 Healthy, Safe and Vibrant SF, Series 2025F	-	(1,681,750)	-	(1,681,750)	-	(488,989)	-	(488,989)
2008 San Francisco General Hospital Improvement, BAB Series 2010C (1)	-	(1,406,551)	-	(1,406,551)	-	(1,088,198)	-	(1,088,198)
2008 Clean and Safe Neighborhood Parks, BAB Series 2010D (1)	-	(288,438)	-	(288,438)	-	(223,154)	-	(223,154)
Tobacco Settlement Revenue Reimbursement (2)	(14,665,000)	(101,385)	-	(14,766,385)	(14,315,048)	-	-	(14,315,048)
SB 1128 Reimbursement (2)	-	(2,627,515)	-	(2,627,515)	(1,082,952)	(1,995,650)	-	(3,078,602)
PASS Program-Affordable Housing Loan Repayments	-	(4,979,789)	-	(4,979,789)	-	-	-	-
GENERAL CITY, NET OF FEDERAL SUBSIDY, BID PREMIUM, TSR, SB1128 & LOAN REPAYMENTS	$ 240,365,841	$ 119,724,642	$ 800	$ 360,091,283	$ 175,946,035	$ 120,910,368	$ 800	$ 296,857,203

CITY AND COUNTY OF SAN FRANCISCO
Statement of Bond Redemption and Interest
General Obligation
Fiscal Years 2026-2027 and 2027-2028

	FY 2026-2027				FY 2027-2028			
	Principal	Interest	Adm Expense	Total	Principal	Interest	Adm Expense	Total
OUTSIDE CITY BUDGET								
SAN FRANCISCO COMMUNITY COLLEGE DISTRICT (SFCCD), PROP 39								
2020 Community College District Refunding Bonds	1,575,000	707,950	-	2,282,950	1,655,000	629,200	-	2,284,200
2020 Community College District, 2020 Series A	-	2,979,450	-	2,979,450	-	2,979,450	-	2,979,450
2020 Community College District, 2020 Series A-1	5,240,000	4,497,168	-	9,737,168	5,810,000	4,414,376	-	10,224,376
2020 Community College District, 2024 Series B	395,000	11,482,288	-	11,877,288	645,000	11,462,538	-	12,107,538
2020 Community College District, 2027 Series C (estimated)	8,305,000	2,187,500	-	10,492,500	4,040,000	8,334,750	-	12,374,750
2025 Community College District Refunding Bonds	11,430,000	3,147,750	-	14,577,750	11,985,000	2,576,250	-	14,561,250
SF COMMUNITY COLLEGE DISTRICT TOTAL	$ 26,945,000	$ 25,002,106	$ -	$ 51,947,106	$ 24,135,000	$ 30,396,564	$ -	$ 54,531,564
SAN FRANCISCO UNIFIED SCHOOL DISTRICT (SFUSD) PROP 39								
2006 Unified School District, 2010 Series C (QSCBs) [1]	$ 12,955,000	$ 681,055	$ -	$ 13,636,055	$ -	$ -	$ -	$ -
2006 Unified School District, 2010 Series D (BABs) [1]	-	2,212,276	-	2,212,276	12,650,000	2,212,276	-	14,862,276
2006 Unified School District, 2015 Series F	795,000	322,713	-	1,117,713	835,000	282,963	-	1,117,963
2011 Unified School District, 2015 Series C	11,170,000	4,534,613	-	15,704,613	11,725,000	3,976,113	-	15,701,113
2016 Unified School District, Series A	7,285,000	3,834,863	-	11,119,863	7,645,000	3,470,613	-	11,115,613
2016 Unified School District, Series B	9,630,000	6,362,800	-	15,992,800	10,015,000	5,977,600	-	15,992,600
2020 General Obligation Refunding Bonds	12,000,000	1,561,800	-	13,561,800	4,995,000	1,081,800	-	6,076,800
2016 Unified School District, Series C	8,555,000	10,120,000	-	18,675,000	8,985,000	9,692,250	-	18,677,250
2022 General Obligation Refunding Bonds	10,470,000	4,261,500	-	14,731,500	10,990,000	3,738,000	-	14,728,000
2024 Unified School District, 2025 Series A	33,405,000	6,494,250	-	39,899,250	3,735,000	4,824,000	-	8,559,000
TOTAL BEFORE OFFSET FOR FEDERAL SUBSIDY	$ 106,265,000	$ 40,385,870	$ -	$ 146,650,870	$ 71,575,000	$ 35,255,615	$ -	$ 106,830,615
FEDERAL SUBSIDY								
2006 Unified School District, 2010 Series C (QSCBs) [1]	-	(606,960)	-	(606,960)	-	-	-	-
2006 Unified School District, 2010 Series D (BABs) [1]	-	(730,162)	-	(730,162)	-	(730,162)	-	(730,162)
SF UNIFIED SCHOOL DISTRICT, NET OF FEDERAL SUBSIDY	$ 106,265,000	$ 39,048,748	$ -	$ 145,313,748	$ 71,575,000	$ 34,525,453	$ -	$ 106,100,453
BAY AREA RAPID TRANSIT DISTRICT (BART)								
2004 BART Gen Obligation Bonds Refunding 2017 Series E	$ -	$ 1,016,424	-	$ 1,016,424	$ -	$ 1,016,424	$ -	$ 1,016,424
2004 BART Gen Obligation Bonds 2019 Series F-1	2,392,515	2,342,591	-	4,735,106	2,487,952	2,232,542	-	4,720,494
2004 BART Gen Obligation Bonds Refunding 2019 Series G	-	404,258	-	404,258	-	404,258	-	404,258
2004 BART Gen Obligation Bonds Refunding 2025 Series H	8,459,365	3,504,072	-	11,963,437	7,501,701	3,105,045	-	10,606,746
2016 BART General Obligation Bonds 2017 Series A	2,056,839	3,412,213	-	5,469,052	2,158,858	3,306,821	-	5,465,679
2016 BART General Obligation Bonds 2019 Series B-1	2,209,868	3,479,949	-	5,689,817	2,320,114	3,366,699	-	5,686,813
2016 BART General Obligation Bonds 2020 Series C	3,465,362	6,303,898	-	9,769,260	3,641,427	6,126,228	-	9,767,655
2016 BART General Obligation Bonds 2022 Series D	1,559,907	9,706,278	-	11,266,185	1,637,244	9,626,350	-	11,263,594
2016 BART General Obligation Bonds 2025 Series E-1	5,727,884	10,357,046	-	16,084,930	6,688,839	10,046,628	-	16,735,467
TOTAL BART	$ 25,871,740	$ 40,526,729	$ -	$ 66,398,469	$ 26,436,135	$ 39,230,995	$ -	$ 65,667,130
SUB-TOTAL SFCCD, SFUSD AND BART	$ 159,081,740	$ 105,914,705	$ -	$ 264,996,445	$ 122,146,135	$ 104,883,174	$ -	$ 227,029,309
TOTAL GEN OBLIGATION - GENERAL CITY, SFCCD, SFUSD AND BART [3]	$ 414,112,581	$ 236,920,448	$ 800	$ 651,033,829	$ 313,490,170	$ 229,589,533	$ 800	$ 543,080,503

(1) Interest payment will be offset in part by available federal subsidies of interest.

(2) Debt service will be offset by available tobacco settlement revenues (TSR). The offset assumes that TSR will be available to cover GOBs debt service with respect to Laguna Honda Hospital Series 2008-R3 and Laguna Honda Hospital Series 2005A & 2005I. Series 2005A & 2005I were refunded by GOB Refunding Series 2011-R1 and Series 2008-R3 by GOB Refunding Series 2015-R1. GOB Refunding Series 2011-R1 was subsequently refunded by GOB Series 2021-R2 and Series 2015-R1 was subsequently refunded by GOB Series 2024-R1.

(3) For AAO purpose, the totals in the summary are gross of net bid premium, federal subsidies and tobacco settlement revenue, SB 1128 reimbursement, and loan repayments.

CITY AND COUNTY OF SAN FRANCISCO
Statement of Bond Redemption and Interest
Other Debt Service
Fiscal Years 2026-2027 and 2027-2028

	FY 2026-2027					FY 2027-2028				
	Principal	Interest	Total Debt Service	Additional Rental	Total [4]	Principal	Interest	Total Debt Service	Additional Rental	Total [4]
CERTIFICATES OF PARTICIPATION [5]										
War Memorial Veterans Building Improvement Series 2016A	$ 1,060,000	$ 235,914	$ 1,295,914	$ 7,000	$ 1,302,914	$ 1,095,000	$ 202,514	$ 1,297,514	$ 7,000	$ 1,304,514
Hope SF Series 2017A	730,000	859,493	1,589,493	7,000	1,596,493	760,000	833,943	1,593,943	7,000	1,600,943
Refunding Certificate of Participation Series 2019-R1	1,660,000	508,663	2,168,663	6,625	2,175,288	1,750,000	425,663	2,175,663	6,625	2,182,288
Refunding Certificate of Participation Series 2020-R1 (Multpl Capital Impr.)	5,175,000	1,635,825	6,810,825	12,530	6,823,355	5,435,000	1,370,575	6,805,575	12,530	6,818,105
49 South Van Ness Project, Series 2019A	5,805,000	9,069,700	14,874,700	10,250	14,884,950	5,975,000	8,895,550	14,870,550	10,250	14,880,800
Animal Care and Control, Series 2020	1,920,000	1,569,600	3,489,600	10,250	3,499,850	2,015,000	1,473,600	3,488,600	10,250	3,498,850
Multiple Capital Improvement Projects, Series 2021A	3,130,000	2,730,900	5,860,900	11,000	5,871,900	3,295,000	2,574,400	5,869,400	11,000	5,880,400
Affordable Housing & Community Facilities Projects Series 2023A	3,090,000	5,940,425	9,030,425	7,500	9,037,925	3,280,000	5,749,325	9,029,325	7,500	9,036,825
Multiple Capital Improvement Projects Series 2023B	2,700,000	3,354,663	6,054,663	16,500	6,071,163	2,840,000	3,216,163	6,056,163	16,500	6,072,663
Multiple Capital Improvement Projects Series 2024A	4,040,000	4,964,300	9,004,300	11,000	9,015,300	4,245,000	4,762,300	9,007,300	11,000	9,018,300
Refunding Certificate of Participation Series 2024-R1	9,360,000	9,523,050	18,883,050	11,000	18,894,050	9,830,000	9,055,050	18,885,050	11,000	18,896,050
Music Concourse Garage Projects Series 2025A	435,000	880,200	1,315,200	11,000	1,326,200	460,000	858,450	1,318,450	11,000	1,329,450
Treasure Island-Stage 2 Infrastructure Projects Series 2025B	1,545,000	2,210,450	3,755,450	11,000	3,766,450	1,620,000	2,133,200	3,753,200	11,000	3,764,200
Refunding Certificate of Participation Series 2025-R1	11,900,000	12,838,500	24,738,500	11,000	24,749,500	12,495,000	12,243,500	24,738,500	11,000	24,749,500
Less: MED Assessments	(11,900,000)	(2,461,985)	(14,361,985)	-	(14,361,985)	(12,495,000)	(1,555,360)	(14,050,360)	-	(14,050,360)
Net City Contribution:	-	10,376,515	10,376,515	11,000	10,387,515	-	10,688,140	10,688,140	11,000	10,699,140
Approved HOJ Relocation Improvement Projects ($42.4M)	-	-	-	-	-	455,000	1,153,425	1,608,425	200,000	1,808,425
Approved Affordable Housing and Community Development	705,000	437,150	1,142,150	200,000	1,342,150	315,000	824,950	1,139,950	200,000	1,339,950
Approved Critical Repairs & Economic Recovery Stimulus, Tax-Exempt ($37.616M)	2,420,000	1,416,675	3,836,675	200,000	4,036,675	1,160,000	2,676,050	3,836,050	200,000	4,036,050
Approved Critical Repairs & Economic Recovery Stimulus, Taxable ($16.638M)	1,095,000	679,525	1,774,525	200,000	1,974,525	490,000	1,282,400	1,772,400	200,000	1,972,400
Approved Street Repaving & Curb Ramps ($56.665M)	3,645,000	2,134,113	5,779,113	200,000	5,979,113	1,745,000	4,031,300	5,776,300	200,000	5,976,300
Approved Critical Repairs & Economic Recovery Stimulus, Tax-Exempt ($40.845M)	-	-	-	-	-	2,625,000	1,536,925	4,161,925	200,000	4,361,925
Approved Critical Repairs & Economic Recovery Stimulus, Taxable ($32.119M)	-	-	-	-	-	2,110,000	1,310,400	3,420,400	200,000	3,620,400
Approved Street Repaving & Curb Ramps ($50M)	-	-	-	-	-	3,210,000	1,881,425	5,091,425	200,000	5,291,425
Proposed 170 Otis Exit Project ($55M)	-	1,392,950	1,392,950	200,000	1,592,950	1,655,000	4,178,850	5,833,850	200,000	6,033,850
Proposed Treasure Island-Stage 2 Infrastructure Projects ($65M)	3,240,000	1,896,213	5,136,213	200,000	5,336,213	2,555,000	4,171,700	6,726,700	400,000	7,126,700
Proposed HOJ Replacement Project ($367M)	-	-	-	-	-	3,315,000	8,372,325	11,687,325	200,000	11,887,325
TOTAL CERTIFICATES OF PARTICIPATION	$ 51,755,000	$ 61,816,323	$ 113,571,323	$ 1,343,655	$ 114,914,978	$ 62,235,000	$ 83,658,623	$ 145,893,623	$ 2,543,655	$ 148,437,278
LOANS AND LEASES										
San Francisco Marina-West Harbor Loan	$ 620,281	$ 837,739	$ 1,458,020	$ -	$ 1,458,020	$ 648,832	$ 809,188	$ 1,458,020	$ -	$ 1,458,020
Citywide Emergency Radio Replacement Project	1,848,731	15,705	1,864,436	11,000	1,875,436	-	-	-	-	-
TOTAL LOANS AND LEASES	$ 2,469,012	$ 853,444	$ 3,322,456	$ 11,000	$ 3,333,456	$ 648,832	$ 809,188	$ 1,458,020	$ -	$ 1,458,020
SAN FRANCISCO FINANCE CORP LEASE REVENUE BONDS										
OPEN SPACE FUND (VARIOUS PARK PROJECTS)										
LRB Refunding Open Space Fund Series 2018A	$ 4,035,000	$ 431,000	$ 4,466,000	$ 65,869	$ 4,531,869	$ 2,240,000	$ 229,250	$ 2,469,250	$ 62,252	$ 2,531,502
MOSCONE CENTER EXPANSION PROJECT										
LR Refunding Bonds Series 2008 -1, 2	$ 9,000,000	$ 1,481,753	$ 10,481,753	$ 266,578	$ 10,748,331	$ 3,100,000	$ 1,002,893	$ 4,102,893	$ 251,840	$ 4,354,733
LIBRARY PRESERVATION FUND										
LRB Refunding Series 2018B	$ 1,535,000	$ 125,400	$ 1,660,400	$ 40,021	$ 1,700,421	$ 1,600,000	$ 64,000	$ 1,664,000	$ 38,196	$ 1,702,196
Property Insurance on Existing Debt [5]	$ -	$ -	$ -	$ 3,529,397	$ 3,529,397	$ -	$ -	$ -	$ 3,707,978	$ 3,707,978
TOTAL OTHER DEBT SERVICE	$ 68,794,012	$ 64,707,920	$ 133,501,932	$ 5,256,520	$ 138,758,452	$ 69,823,832	$ 85,763,954	$ 155,587,786	$ 6,603,921	$ 162,191,707

(4) A portion or all debt service payment is payable from non-general fund revenue.
(5) Additional Rental includes bond-related expenses such as trustee and arbitrage rebate computation fees shown by issue. Property insurance for outstanding COPs is shown as a total at the bottom of the table.
(6) Does not include budgeted optional paydowns for commercial paper on Police Vehicle Acquisition.

CITY AND COUNTY OF SAN FRANCISCO
Statement of Bond Redemption and Interest
Public Service Enterprise Revenue Bonds, Certificates of Participation and Loans
Fiscal Years 2026-2027 and 2027-2028

	FY 2026-2027				FY 2027-2028			
	Principal	Interest	Additional Rental[10]	Total	Principal	Interest	Additional Rental[10]	Total
HETCH HETCHY WATER & POWER ENTERPRISE								
2011 Qualified Energy Conservation Bonds	$ 582,440	$ 34,654	$ -	$ 617,094	$ 293,839	$ 6,964	$ -	$ 300,803
2015 New Clean Renewable Energy Bonds	154,115	46,314	-	200,429	156,258	39,170	-	195,428
2015 Power Revenue Bonds Series A (Green)	830,000	1,576,350	-	2,406,350	1,020,000	1,534,250	-	2,554,250
2015 Power Revenue Bonds Series B	150,000	3,000	-	153,000	-	-	-	-
2021 Power Revenue Bonds Series A	1,530,000	2,904,800	-	4,434,800	1,605,000	2,826,425	-	4,431,425
2021 Power Revenue Bonds Series B	650,000	1,968,500	-	2,618,500	685,000	1,935,125	-	2,620,125
2023 Power Revenue Bonds Series A	1,075,000	6,168,375	-	7,243,375	1,445,000	6,105,375	-	7,550,375
[2027 Power Revenue Bonds, no Cap-i]	-	-	-	-	-	13,324,800	-	13,324,800
COP 525 Golden Gate Office Space, Series 2009 D (COPs 9.72%)	503,010	707,983	923	1,211,916	524,394	675,301	923	1,200,618
Trustee and Arbitrage Computation Fee (Power Bonds)	-	14,395	-	14,395	-	14,395	-	14,395
TOTAL HETCH HETCHY WATER & POWER BEFORE OFFSET	$ 5,474,565	$ 13,424,371	$ 923	$ 18,899,859	$ 5,729,491	$ 26,461,805	$ 923	$ 32,192,219
Federal Offsets								
2011 Qualified Energy Conservation Bonds Federal Offset	-	(24,419)	-	(24,419)	-	(4,907)	-	(4,907.28)
2015 New Clean Renewable Energy Bonds Federal Offset	-	(30,572)	-	(30,572)	-	(25,856)	-	(25,855.81)
COP 525 Golden Gate Office Space, Series 2009 Federal Offset	-	(233,679)	-	(233,679)	-	(222,892)	-	(222,891.86)
TOTAL HETCH HETCHY WATER & POWER	$ 5,474,565	$ 13,135,701	$ 923	$ 18,611,189	$ 5,729,491	$ 26,208,150	$ 923	$ 31,938,564
LAGUNA HONDA HOSPITAL [7]								
COP Refunding Series 2019-R1	$ 7,745,000	$ 1,497,000	$ 9,875	$ 9,251,875	$ 8,135,000	$ 1,109,750	$ 9,875	$ 9,254,625
SB 1128 Reimbursement Offset	(7,648,552)	-	-	(7,648,552)	(7,650,828)	-	-	(7,650,828)
TOTAL LAGUNA HONDA HOSPITAL	$ 96,448	$ 1,497,000	$ 9,875	$ 1,603,323	$ 484,172	$ 1,109,750	$ 9,875	$ 1,603,797
SAN FRANCISCO MUNICIPAL TRANSPORTATION AGENCY								
SFMTA 2017 Series Revenue Bonds	$ 4,490,000	$ 5,489,955	$ -	$ 9,979,955	$ 4,715,000	$ 5,261,705	$ -	$ 9,976,705
SFMTA 2021 Series A Refunding Revenue Bonds	10,255,000	2,805,397	-	13,060,397	10,365,000	2,685,073	-	13,050,073
SFMTA 2021 Series B Revenue Bonds	-	179,200	-	179,200	-	179,200	-	179,200
SFMTA 2021 Series C Revenue Bonds	-	4,596,100	-	4,596,100	-	4,596,100	-	4,596,100
TOTAL SF MUNICIPAL TRANSPORTATION AGENCY	$ 14,745,000	$ 13,070,652	$ -	$ 27,815,652	$ 15,080,000	$ 12,722,078	$ -	$ 27,802,078
PORT OF SAN FRANCISCO								
Hyde Street Harbor Loan	$ 203,092	$ 28,668	$ -	$ 231,760	$ 212,231	$ 19,529	$ -	$ 231,760
Refunding Revenue Bonds, Series 2020A/B	1,320,000	619,756	-	1,939,756	1,345,000	591,468	-	1,936,468
Revenue Bonds, Series 2014A/B	625,000	704,631	-	1,329,631	655,000	673,381	-	1,328,381
Refunding COP Port Facilities Project Series 2025R2 & R3	750,000	904,250	10,500	1,664,750	785,000	866,750	10,500	1,662,250
SBH - CalBoating Loan - $400K	15,087	9,394	-	24,481	15,766	8,715	-	24,481
SBH - CalBoating Loan - $3.1M	136,617	75,544	-	212,161	142,765	69,396	-	212,161
SBH - CalBoating Loan - $4.5M	201,409	97,904	-	299,313	210,473	88,840	-	299,313
Other Fiscal Charges	-	100,000	-	100,000	-	100,000	-	100,000
TOTAL PORT OF SAN FRANCISCO	$ 3,251,205	$ 2,540,147	$ 10,500	$ 5,801,852	$ 3,366,235	$ 2,418,080	$ 10,500	$ 5,794,815

CITY AND COUNTY OF SAN FRANCISCO
Statement of Bond Redemption and Interest
Public Service Enterprise Revenue Bonds, Certificates of Participation and Loans
Fiscal Years 2026-2027 and 2027-2028

	FY 2026-2027				FY 2027-2028			
	Principal	Interest	Additional Rental[10]	Total	Principal	Interest	Additional Rental[10]	Total
SAN FRANCISCO INTERNATIONAL AIRPORT								
2009 Airport 2nd Series Revenue Refunding Bonds Series 2009D	$ 13,439,167	$ 1,213,813	$ -	$ 14,652,980	$ 14,531,667	$ 756,963	$ -	$ 15,288,630
2016 Airport 2nd Series Revenue Refunding Bonds Series 2016A	7,199,167	1,799,583	-	8,998,750	10,189,167	1,439,625	-	11,628,792
2016 Airport 2nd Series Revenue Bonds Series 2016B/C	-	37,006,250	-	37,006,250	-	37,006,250	-	37,006,250
2016 Airport 2nd Series Revenue Refunding Bonds Series 2016D	-	490,500	-	490,500	1,117,500	490,500	-	1,608,000
2017 Airport 2nd Series Revenue Bonds Series 2017A	-	17,129,300	-	17,129,300	-	17,129,300	-	17,129,300
2017 Airport 2nd Series Revenue Bonds Series 2017B	-	11,599,250	-	11,599,250	-	11,599,250	-	11,599,250
2017 Airport 2nd Series Revenue Refunding Bonds Series 2017D	5,133,333	256,667	-	5,390,000	-	-	-	-
2018 Airport 2nd Series Variable Rate Revenue Bonds Series 2018B/C	777,500	9,725,045	-	10,502,545	1,160,000	9,716,645	-	10,876,645
2018 Airport 2nd Series Revenue Bonds Series 2018D	-	36,630,500	-	36,630,500	-	36,630,500	-	36,630,500
2018 Airport 2nd Series Revenue Bonds Series 2018E	-	5,813,750	-	5,813,750	-	5,813,750	-	5,813,750
2018 Airport 2nd Series Revenue Bonds Series 2018F	5,854,167	222,458	-	6,076,625	-	-	-	-
2018 Airport 2nd Series Revenue Refunding Bonds Series 2018G	29,716,667	1,485,833	-	31,202,500	-	-	-	-
2019 Airport 2nd Series Revenue Bonds Series 2019A	-	57,504,350	-	57,504,350	-	57,504,350	-	57,504,350
2019 Airport 2nd Series Revenue Bonds Series 2019B	-	4,564,000	-	4,564,000	-	4,564,000	-	4,564,000
2019 Airport 2nd Series Revenue Bonds Series 2019C	-	281,471	-	281,471	1,335,000	281,471	-	1,616,471
2019 Airport 2nd Series Revenue Refunding Bonds Series 2019D	20,070,833	16,647,875	-	36,718,708	21,074,167	15,644,333	-	36,718,500
2019 Airport 2nd Series Revenue Bonds Series 2019E	-	37,327,350	-	37,327,350	-	37,327,350	-	37,327,350
2019 Airport 2nd Series Revenue Bonds Series 2019F	-	5,346,250	-	5,346,250	-	5,346,250	-	5,346,250
2019 Airport 2nd Series Revenue Bonds Series 2019G	1,605,833	147,565	-	1,753,398	1,640,833	111,410	-	1,752,243
2019 Airport 2nd Series Revenue Refunding Bonds Series 2019H	33,667,500	4,595,000	-	38,262,500	29,880,833	2,911,625	-	32,792,458
2020 Airport 2nd Series Revenue Refunding Bonds Series 2020A	-	5,224,350	-	5,224,350	-	5,224,350	-	5,224,350
2020 Airport 2nd Series Revenue Refunding Bonds Series 2020B	-	2,063,000	-	2,063,000	-	2,063,000	-	2,063,000
2020 Airport 2nd Series Revenue Refunding Bonds Series 2020C	-	3,850,724	-	3,850,724	-	3,850,724	-	3,850,724
2021 Airport 2nd Series Revenue Refunding Bonds Series 2021A	-	9,761,250	-	9,761,250	-	9,761,250	-	9,761,250
2021 Airport 2nd Series Revenue Refunding Bonds Series 2021B	-	6,453,500	-	6,453,500	-	6,453,500	-	6,453,500
2021 Airport 2nd Series Revenue Refunding Bonds Series 2021C	-	7,452,995	-	7,452,995	-	7,452,995	-	7,452,995
2022 Airport 2nd Series Revenue and Refunding Bonds Series 2022A	34,433,333	11,847,833	-	46,281,166	24,231,667	10,126,167	-	34,357,834
2022 Airport 2nd Series Revenue and Refunding Bonds Series 2022B	21,933,333	9,786,483	-	31,719,816	20,784,167	8,689,817	-	29,473,984
2022 Airport 2nd Series Revenue and Refunding Bonds Series 2022C	-	5,648,825	-	5,648,825	-	5,648,825	-	5,648,825
2023 Airport 2nd Series Revenue and Refunding Bonds Series 2023A	17,783,333	6,350,125	-	24,133,458	20,813,333	5,460,958	-	26,274,291
2023 Airport 2nd Series Revenue and Refunding Bonds Series 2023B	-	3,975,500	-	3,975,500	-	3,975,500	-	3,975,500
2023 Airport 2nd Series Revenue and Refunding Bonds Series 2023C	11,057,500	38,052,038	-	49,109,538	55,287,500	39,366,575	-	94,654,075
2023 Airport 2nd Series Revenue and Refunding Bonds Series 2023D	-	2,377,266	-	2,377,266	-	2,408,700	-	2,408,700
2024 Airport 2nd Series Revenue and Refunding Bonds Series 2024A	-	32,316,990	-	32,316,990	4,113,333	39,863,442	-	43,976,775
2024 Airport 2nd Series Revenue and Refunding Bonds Series 2024B	-	6,179,500	-	6,179,500	-	6,179,500	-	6,179,500
2025 Airport 2nd Series Revenue Bonds Series 2025A	-	19,052,312	-	19,052,312	1,060,000	32,575,763	-	33,635,763
2025 Airport 2nd Series Revenue Bonds Series 2025B	-	4,439,203	-	4,439,203	-	5,151,004	-	5,151,004
2025 Airport 2nd Series Revenue Bonds Series 2025D	-	16,161,296	-	16,161,296	1,976,667	24,171,668	-	26,148,335
2025 Airport 2nd Series Revenue Bonds Series 2025E	-	1,433,458	-	1,433,458	-	2,596,718	-	2,596,718
Future Bonds	-	60,070,825	-	60,070,825	-	154,980,919	-	154,980,919
Commercial Paper Interest	-	18,090,000	-	18,090,000	-	18,090,000	-	18,090,000
Letter of Credit Fees								
LOC Fees for VRDBs	-	2,584,956	-	2,584,956	-	4,216,190	-	4,216,190
LOC Fees for Commercial Paper	-	4,991,998	-	4,991,998	-	6,946,334	-	6,946,334
Remarketing Fees	-	276,340	-	276,340	-	276,257	-	276,257
TOTAL SAN FRANCISCO INTERNATIONAL AIRPORT	$ 202,671,666	$ 528,227,577	$ -	$ 730,899,243	$ 209,195,834	$ 649,803,728	$ -	$ 858,999,562

CITY AND COUNTY OF SAN FRANCISCO
Statement of Bond Redemption and Interest
Public Service Enterprise Revenue Bonds, Certificates of Participation and Loans
Fiscal Years 2026-2027 and 2027-2028

	FY 2026-2027				FY 2027-2028			
	Principal	Interest	Additional Rental[10]	Total	Principal	Interest	Additional Rental[10]	Total
WASTEWATER ENTERPRISE								
2010 Wastewater Revenue Bonds, Series B BABs	$ 8,270,000	$ 8,991,893	$ -	$ 17,261,893	$ 8,560,000	$ 8,550,033	$ -	$ 17,110,033
2013 Wastewater Revenue Bonds, Series B	-	3,723,800	-	3,723,800	-	3,723,800	-	3,723,800
2016 Wastewater Revenue Bonds, Series A	6,365,000	9,682,675	-	16,047,675	6,690,000	9,356,300	-	16,046,300
2016 Wastewater Revenue Bonds, Series B	1,795,000	2,729,475	-	4,524,475	1,885,000	2,637,475	-	4,522,475
2018 Wastewater Revenue Bonds, Series A	7,270,000	9,143,600	-	16,413,600	7,645,000	8,770,725	-	16,415,725
2018 Wastewater Revenue Bonds, Series B	3,500,000	7,741,500	-	11,241,500	6,200,000	7,499,000	-	13,699,000
2021 Wastewater Revenue Bonds, Series A	-	11,465,700	-	11,465,700	-	11,465,700	-	11,465,700
2021 Wastewater Revenue Bonds, Series B	-	1,852,250	-	1,852,250	-	1,852,250	-	1,852,250
2022 Wastewater Revenue Bonds, Series B	10,695,000	5,661,625	-	16,356,625	11,245,000	5,113,125	-	16,358,125
2023 Wastewater Revenue Bonds, Series A	22,000,000	26,085,063	-	48,085,063	25,500,000	24,897,563	-	50,397,563
2023 Wastewater Revenue Bonds, Series B "New Money"	-	7,023,250	-	7,023,250	9,500,000	6,785,750	-	16,285,750
2023 Wastewater Revenue Bonds, Series B "Refunding"	-	2,632,000	-	2,632,000	-	2,632,000	-	2,632,000
2023 Wastewater Revenue Bonds, Series C	-	6,626,400	-	6,626,400	-	6,626,400	-	6,626,400
2024 Wastewater Revenue Bonds, Series A	-	20,068,171	-	20,068,171	-	10,034,085	-	10,034,085
2024 Wastewater Revenue Bonds, Series B	-	4,285,773	-	4,285,773	8,210,000	4,094,685	-	12,304,685
2024 Wastewater Revenue Bonds, Series C	-	26,986,000	-	26,986,000	10,510,000	26,723,250	-	37,233,250
2024 Wastewater Revenue Bonds, Series D	-	4,244,750	-	4,244,750	1,630,000	4,204,000	-	5,834,000
2028 Wastewater Revenue Bonds (Retire 2024 Wastewater Revenue Bonds, Series A	-	-	-	-	-	10,777,750	-	10,777,750
SRF Loans:								
North Point Facility Outfall Rehabilitation	514,612	247,346	-	761,958	523,875	238,083	-	761,958
SEP Primary/Secondary Clarifier Upgrades	853,237	410,104	-	1,263,341	868,595	394,746	-	1,263,341
SEP 521/522 and Disinfection Upgrades	1,117,337	597,137	-	1,714,474	1,137,450	577,025	-	1,714,475
Lake Merced Green Infrastructure OSP Gas Utilization	178,251	86,827	-	265,078	181,103	83,975	-	265,078
OSP Gas Utilization	1,439,062	684,878	-	2,123,939	1,459,208	664,731	-	2,123,939
Treasure Island	2,483,706	95,501	-	2,579,207	2,503,617	1,241,393	-	3,745,010
SEP Headworks Project	3,285,867	1,177,703	-	4,463,569	3,322,011	1,141,558	-	4,463,569
SEP Biosolids Digester Facility	3,519,529	1,821,478	-	5,341,007	3,568,802	1,772,205	-	5,341,007
WIFIA Loan N17128CA (BDFP)	-	10,380,407	-	10,380,407	-	10,380,407	-	10,380,407
WIFIA Construction Period Loan Servicing Fee (Biosolids)	-	33,990	-	33,990	-	35,010	-	35,010
WIFIA Construction Period Loan Servicing Fee (SEP Headworks)	-	33,990	-	33,990	-	35,010	-	35,010
WIFIA Construction Period Loan Servicing Fee (Master Agreement)	-	33,990	-	33,990	-	35,010	-	35,010
COP 525 Golden Gate Office Space, Series 2009 D (COPs 18.88%)	977,040	1,375,176	1,794	2,354,010	1,018,576	1,311,695	1,794	2,332,065
Trustee and Arbitrage Computation Fee (Wastewater Revenue Bonds)	-	77,535	-	77,535	-	77,535	-	77,535
TOTAL WASTEWATER ENTERPRISE BEFORE OFFSET	$ 74,263,640	$ 175,999,988	$ 1,794	$ 250,265,422	$ 112,158,237	$ 173,732,274	$ 1,794	$ 285,892,305
Federal Offsets								
2010 Wastewater Revenue Bonds, Series B BABs Federal Offset	-	(2,967,774)	-	(2,967,774)	-	(2,821,938)	-	(2,821,938)
COP 525 Golden Gate Office Space, Series 2009	-	(453,862)	-	(453,862)	-	(432,911)	-	(432,911)
TOTAL WASTEWATER ENTERPRISE	$ 74,263,640	$ 172,578,352	$ 1,794	$ 246,843,786	$ 112,158,237	$ 170,477,425	$ 1,794	$ 282,637,456
WATER ENTERPRISE								
2010 Water Revenue Bonds, Series B BABs	$ -	$ 24,427,165	$ -	$ 24,427,165	$ -	$ 24,427,165	$ -	$ 24,427,165
2015 Water Revenue Bonds, Series A	-	-	-	-	-	-	-	-
2016 Water Revenue Bonds, Series A	38,150,000	18,689,450	-	56,839,450	46,305,000	16,578,075	-	62,883,075
2016 Water Revenue Bonds, Series B	8,015,000	894,450	-	8,909,450	3,815,000	638,775	-	4,453,775
2016 Water Revenue Bonds, Series C	6,645,000	7,924,516	-	14,569,516	6,850,000	7,718,666	-	14,568,666
2017 Water Revenue Bonds, Series D	21,540,000	7,524,100	-	29,064,100	22,615,000	6,420,225	-	29,035,225

CITY AND COUNTY OF SAN FRANCISCO
Statement of Bond Redemption and Interest
Public Service Enterprise Revenue Bonds, Certificates of Participation and Loans
Fiscal Years 2026-2027 and 2027-2028

	FY 2026-2027				FY 2027-2028			
	Principal	Interest	Additional Rental[10]	Total	Principal	Interest	Additional Rental[10]	Total
2017 Water Revenue Bonds, Series E	7,830,000	1,708,500	-	9,538,500	6,630,000	1,347,000	-	7,977,000
2017 Water Revenue Bonds, Series F	920,000	258,250	-	1,178,250	965,000	211,125	-	1,176,125
2019 Water Revenue Bonds, Series A	2,215,000	10,372,260	-	12,587,260	1,245,000	10,330,544	-	11,575,544
2019 Water Revenue Bonds, Series B	80,000	548,524	-	628,524	80,000	546,001	-	626,001
2019 Water Revenue Bonds, Series C	85,000	597,622	-	682,622	90,000	594,863	-	684,863
2020 Water Revenue Bonds, Series A	-	7,294,750	-	7,294,750	-	7,294,750	-	7,294,750
2020 Water Revenue Bonds, Series B	-	3,066,500	-	3,066,500	-	3,066,500	-	3,066,500
2020 Water Revenue Bonds, Series C	-	3,413,400	-	3,413,400	-	3,413,400	-	3,413,400
2020 Water Revenue Bonds, Series D	-	1,476,000	-	1,476,000	-	1,476,000	-	1,476,000
2020 Water Revenue Bonds, Series E	660,000	4,216,525	-	4,876,525	680,000	4,197,597	-	4,877,597
2020 Water Revenue Bonds, Series F	1,245,000	3,198,597	-	4,443,597	1,265,000	3,183,025	-	4,448,025
2020 Water Revenue Bonds, Series G	5,380,000	907,713	-	6,287,713	6,445,000	833,865	-	7,278,865
2020 Water Revenue Bonds, Series H	580,000	1,447,951	-	2,027,951	590,000	1,440,692	-	2,030,692
2023 Water Revenue Bonds, Series A	-	17,921,188	-	17,921,188	-	17,921,188	-	17,921,188
2023 Water Revenue Bonds, Series B	-	3,309,438	-	3,309,438	-	3,309,438	-	3,309,438
2023 Water Revenue Bonds, Series C	-	23,293,850	-	23,293,850	-	23,293,850	-	23,293,850
2023 Water Revenue Bonds, Series D	1,775,000	1,354,625	-	3,129,625	865,000	1,288,625	-	2,153,625
2025 Water Revenue Bonds, Series A	23,800,000	21,110,000	-	44,910,000	23,540,000	19,926,500	-	43,466,500
2025 Water Revenue Bonds, Series B	3,205,000	1,639,625	-	4,844,625	3,370,000	1,475,250	-	4,845,250
2025 Water Revenue Bonds, Series C	1,535,000	793,625	-	2,328,625	1,615,000	714,875	-	2,329,875
2025 Water Revenue Bonds, Series D	-	-	-	-	-	15,225,250	-	15,225,250
2025 Water Revenue Bonds, Series E	-	-	-	-	-	7,007,700	-	7,007,700
2025 Water Revenue Bonds, Series F	24,585,000	25,676,975	-	50,261,975	25,810,000	24,417,100	-	50,227,100
SRF Loan:								
Westside Recycled Water Project	-	-	-	-	5,166,503	1,797,162	-	6,963,665
Mt. Tunnel Improvements Project	-	2,620,408	-	2,620,408	-	2,620,408	-	2,620,408
Sunol Valley Ozonation Project	-	1,050,000	-	1,050,000	1,050,000	-	-	1,050,000
COP 525 Golden Gate Office Space, Series 2009 D BAB (COPs 71.40%)	3,694,950	5,200,612	6,783	8,902,345	3,852,030	4,960,543	6,783	8,819,356
Trustee and Arbitrage Computation Fee (Water Revenue Bonds)	-	141,400	-	141,400	-	141,400	-	141,400
TOTAL WATER ENTERPRISE BEFORE OFFSET	$ 151,939,950	$ 202,078,019	$ 6,783	$ 354,024,752	$ 162,843,533	$ 217,817,558	$ 6,783	$ 380,667,874
Federal Offsets								
2010 Water Revenue Bonds, Series G BABs Federal Offset	-	(8,062,186)	-	(8,062,186)	-	(8,062,186)	-	(8,062,186)
COP 525 Golden Gate Office Space, Series 2009 Federal Offset	-	(1,716,467)	-	(1,716,467)	-	(1,637,232)	-	(1,637,232)
TOTAL WATER ENTERPRISE	$ 151,939,950	$ 192,299,366	$ 6,783	$ 344,246,099	$ 162,843,533	$ 208,118,140	$ 6,783	$ 370,968,456
Property Insurance on Existing COP Debt (Enterprise)	$ -	$ -	$ 1,468,667	$ 1,468,667	$ -	$ -	$ 1,567,821	$ 1,567,821
TOTAL PUBLIC SERVICE ENTERPRISES	$ 460,091,026	$ 936,837,754	$ 1,498,542	$ 1,398,427,322	$ 516,508,330	$ 1,084,065,273	$ 1,597,696	$ 1,602,171,299

(7) Debt service related to construction cost of Laguna Honda Hospital is offset by SB 1128 sinking fund. The information assumes that SB 1128 reimbursement will be available to partially cover the Certificates of Participation Refunding Bond, Series 2019-R1 LHH debt service.
(8) The Hetch Hetchy Water and Power Enterprise, Wastewater Enterprise, and Water Enterprise are on a fixed two-year budget. The FY 2026-2027 and FY 2027-2028 debt service figures were updated in this AAO.
(9) The Airport is on a fixed two-year budget. The FY 2026-2027 and FY 2027-2028 debt service figures were updated in this AAO.
(10) Additional Rental includes bond-related expenses such as trustee and arbitrage rebate computation fees shown by issue. Property insurance for outstanding COPs is shown as a total at the bottom of the table.

DETAIL OF RESERVES

Detail of Contribution to Budgetary Reserves

BUDGETARY RESERVES

		FY 2026-27		FY 2027-28
Unappropriated Designed Reserves - (require subsequent Board appropriation to spend)				
PUC WTR WATER ENTERPRISE - DESIGNATED FOR GENERAL RESERVE	$	9,334,212	$	10,800,631
Subtotal - Unappropriated Designated Reserves	**$**	**9,334,212**	**$**	**10,800,631**
Appropriated Reserves				
PORT - GENERAL RESERVE	$	17,092,881	$	1,360,000
PUC HHP CLEANPOWERSF - RESERVE FOR CAPTL IMPROVEMENT	$	72,928	$	140,712
PUC HHP HETCH HETCHY WATER & POWER - RESERVE FOR CAPTL IMPROVEMENT	$	101,395,076	$	131,736,865
PUC WTR WATER ENTERPRISE - RESERVE FOR CAPTL IMPROVEMENT	$	65,705,483	$	71,606,345
PUC WWE WASTEWATER ENTERPRISE - RESERVE FOR CAPTL IMPROVEMENT	$	81,902,693	$	91,397,722
Subtotal - Designated Reserves	**$**	**266,169,061**	**$**	**296,241,644**
Total Budgetary Reserves	**$**	**275,503,273**	**$**	**307,042,275**

APPROPRIATION RESERVES

Department Reserve Description	FY 2026-27	FY 2027-28	Releasing Authority	Reserve Reason/ Follow up Action Required
MUNICIPAL TRANSPORTATION AGENCY CAP PROJECTS PROP B	$ 17,000,000	$ -	CONTROLLER	Pending approval of ballot measure & receipt of revenue
MUNICIPAL TRANSPORTATION AGENCY CFD PAY-GO-FUND	$ 210,000	$ -	CONTROLLER	Pending receipt of revenue
MUNICIPAL TRANSPORTATION AGENCY PERSONNEL	$ -	$ 321,000,000	CONTROLLER	Pending approval of ballot measure & receipt of revenue
MUNICIPAL TRANSPORTATION AGENCY SS CAP TSF SSD	$ 956	$ 26,300	CONTROLLER	Pending receipt of revenue
MUNICIPAL TRANSPORTATION AGENCY TS CAP TSF TRANSIT	$ 10,931	$ 298,067	CONTROLLER	Pending receipt of revenue
PORT RP WATERFRONT PARKS	$ 1,302,934	$ -	CONTROLLER	Pending receipt of revenue
PORT WATERFRONT PARKS	$ 215,880	$ -	CONTROLLER	Pending receipt of revenue
RETIREMENT SYSTEM LEASE	$ 995,100	$ 1,316,100	MAYOR	Pending real estate determination
Grand Total	**$ 19,735,801**	**$ 322,640,467**		

CITY AND COUNTY OF SAN FRANCISCO

PROPOSED ANNUAL SALARY ORDINANCE

For selected departments:

Airport Commission, City Planning, Child Support Services, Building Inspection, Environment, Public Library, Law Library, Municipal Transportation Agency, Board of Appeals, Port, Public Utilities Commission, Retirement System, and Rent Arbitration Board

May 1, 2026

File No. _____ **Ordinance No. _____**

FISCAL YEAR ENDING JUNE 30, 2027 and
FISCAL YEAR ENDING JUNE 30, 2028

SALARY ORDINANCE

Fiscal Years 2026-2027 and 2027-2028

Certain pay rates included in this document may not reflect FY 2026-27 or FY 2027-28 year-end rates due to negotiated wage settlements and arbitration awards that have not received final legislative action. If you have a question regarding a rate of pay for a specific classification, please consult the Department of Human Resources Compensation Manual online at www.sfgov.org/dhr or contact the Department of Human Resources' Compensation Program at (415) 557-4990.

TABLE OF CONTENTS

Department		Page
Explanation of Symbols		A-1
AIR	Airport Commission	1
BOA	Board of Appeals	11
CPC	City Planning	12
CSS	Child Support Services	15
DBI	Building Inspection	16
ENV	Environment	18
LIB	Public Library	20
LLB	Law Library	22
MTA	Municipal Transportation Agency	23
PRT	Port	35
PUC	Public Utilities Commission	40
RET	Retirement System	53
RNT	Rent Arbitration Board	55
Appendix		APP-1
Notes		N-1

EXPLANATION OF SYMBOLS.

The following symbols used in connection with the rates fixed herein have the significance and meaning indicated.

B. Biweekly.
C. Contract rate.
D. Daily.
E. Salary fixed by Charter.
F. Salary fixed by State law.
G. Salary adjusted pursuant to ratified Memorandum of Understanding.
H. Hourly.
I. Intermittent.
J. Rate set forth in budget.
K. Salary based on disability transfer.
L. Salary paid by City and County and balance paid by State.
M. Monthly.
O. No funds provided.
P. Premium rate.
Q. At rate set under Charter Section A8.405 according to prior service.
W. Weekly.
Y. Yearly.

Department: AIR Airport Commission

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 109648 - AIR Finance							
17960 AIR Op Annual Account Ctrl	0923_C	Manager II	5,756	B	7,346	1.00	1.00
	0931_C	Manager III	6,207	B	7,922	9.00	9.00
	0932_C	Manager IV	6,664	B	8,502	1.00	1.00
	0933_C	Manager V	7,185	B	9,171	3.00	3.00
	0941_C	Manager VI	7,713	B	9,846	4.00	4.00
	0942_C	Manager VII	8,265	B	10,546	1.00	1.00
	0943_C	Manager VIII	9,350	B	11,931	1.00	1.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	1.00	1.00
	1450_C	Executive Secretary I	3,523	B	4,285	3.00	3.00
	1632_C	Senior Account Clerk	3,199	B	3,885	3.00	3.00
	1634_C	Principal Account Clerk	3,613	B	4,391	2.00	2.00
	1652_C	Accountant II	4,011	B	4,873	3.00	3.00
	1654_C	Accountant III	4,851	B	5,896	15.00	15.00
	1657_C	Accountant IV	5,614	B	6,823	15.00	15.00
	1670_C	Financial Systems Supervisor	6,530	B	7,938	1.00	1.00
	1686_C	Auditor III	5,532	B	6,725	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	4.00	4.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	12.00	12.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	12.00	12.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	1.00	1.00
	1842_C	Management Assistant	3,834	B	4,656	1.00	1.00
	4308_C	Senior Collections Officer	3,567	B	4,338	2.00	2.00
	9255_C	Airport Economic Planner	5,959	B	7,241	7.00	7.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	5.28	5.30
18000 AIR Overhead OHF	1823_C	Senior Administrative Analyst	4,851	B	5,896	2.00	2.00
109648 Division Total						**111.28**	**111.30**
Division: 109662 - AIR Operations							
17960 AIR Op Annual Account Ctrl	0922_C	Manager I	5,359	B	6,842	7.00	7.00
	0923_C	Manager II	5,756	B	7,346	38.00	38.00
	0931_C	Manager III	6,207	B	7,922	7.00	7.00
	0932_C	Manager IV	6,664	B	8,502	10.00	10.00
	0933_C	Manager V	7,185	B	9,171	6.00	6.00
	0941_C	Manager VI	7,713	B	9,846	4.00	4.00
	0942_C	Manager VII	8,265	B	10,546	1.00	1.00
	0943_C	Manager VIII	9,350	B	11,931	2.00	2.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	1044_C	IS Engineer-Principal	6,583	B	8,281	1.00	1.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	1.00	1.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	1.00	1.00
	1304_C	Customer Service Representative	3,510	B	4,268	7.00	7.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1306_C	Customer Service Supervisor	3,976	B	4,831	2.00	2.00
	1314_C	Public Relations Officer	4,579	B	5,567	1.00	1.00
	1406_C	Senior Clerk	2,670	B	3,934	6.00	6.00
	1444_C	Secretary I	2,798	B	3,401	4.00	4.00
	1446_C	Secretary II	3,237	B	3,934	4.00	4.00
	1450_C	Executive Secretary I	3,523	B	4,285	7.00	7.00
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
	1820_C	Junior Administrative Analyst	3,164	B	3,847	3.00	3.00
	1822_C	Administrative Analyst	4,161	B	5,059	8.00	8.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	4.00	4.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	13.00	13.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	1.00	1.00
	1840_C	Junior Management Assistant	3,374	B	4,102	1.00	1.00
	1842_C	Management Assistant	3,834	B	4,656	5.00	5.00
	1844_C	Senior Management Assistant	4,391	B	5,338	21.00	21.00
	1929_C	Parts Storekeeper	3,164	B	3,847	4.00	4.00
	1931_C	Senior Parts Storekeeper	3,438	B	4,184	2.00	2.00
	1934_C	Storekeeper	2,818	B	3,423	3.00	3.00
	1942_C	Assistant Materials Coordinator	4,735	B	5,756	2.00	2.00
	2486_C	Chemist	4,031	B	5,674	4.00	4.00
	2487_C	Chemist III	5,674	B	6,898	1.00	1.00
	2488_C	Supervising Chemist	6,100	B	7,415	1.00	1.00
	2618_C	Food Service Supervisor	3,016	B	3,662	3.00	3.00
	2706_C	Housekeeper/Food Service Cleaner	2,434	B	2,957	54.00	54.00
	2708_C	Custodian	2,691	B	3,268	459.00	459.00
	2716_C	Custodial Assistant Supervisor	2,957	B	3,596	19.00	19.00
	2718_C	Custodial Supervisor	3,262	B	3,963	8.00	8.00
	2719_C	Janitorial Services Assistant Supervisor	3,532	B	4,296	4.00	4.00
	3417_C	Gardener	3,142	B	3,822	17.00	17.00
	3422_C	Park Section Supervisor	3,897	B	4,736	3.00	3.00
	3424_C	Integrated Pest Management Specialist	3,822	B	4,644	6.00	6.00
	3425_C	Senior Integrated Pest Management Specialist	4,413	B	5,363	1.00	1.00
	3522_C	Senior Museum Preparator	2,999	B	3,649	6.00	6.00
	3524_C	Principal Museum Preparator	3,578	B	4,348	1.00	1.00
	3542_C	Curator II	3,734	B	4,543	2.00	2.00
	3544_C	Curator III	4,109	B	4,997	8.00	8.00
	3546_C	Curator IV	4,958	B	6,026	6.00	6.00
	3554_C	Associate Museum Registrar	2,818	B	3,423	1.00	1.00
	3556_C	Museum Registrar	3,274	B	3,984	3.00	3.00
	3558_C	Senior Museum Registrar	3,941	B	4,793	2.00	2.00
	5130_C	Sewage Treatment Plant Superintendent	6,533	B	7,944	1.00	1.00
	5177_C	Safety Officer	6,224	B	7,565	1.00	1.00
	5207_C	Associate Engineer	5,951	B	7,235	2.00	2.00
	5241_C	Engineer	6,762	B	8,219	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	5265_C	Architectural Associate I	5,019	B	6,099	1.00	1.00
	5290_C	Transportation Planner IV	5,988	B	7,275	4.00	4.00
	5303_C	Supervisor, Traffic And Street Signs	4,623	B	5,616	1.00	1.00
	5502_C	Project Manager I	7,583	B	7,583	1.00	1.00
	5620_C	Regulatory Specialist	5,050	B	6,137	3.00	3.00
	5638_C	Environmental Assistant	3,450	B	4,192	1.00	1.00
	5642_C	Senior Environmental Specialist	4,877	B	5,928	1.00	1.00
	6115_C	Wastewater Control Inspector	4,579	B	5,567	1.00	1.00
	6116_C	Supervising Wastewater Control Inspector	5,532	B	6,725	1.00	1.00
	6130_C	Safety Analyst	5,646	B	6,862	2.00	2.00
	6137_C	Assistant Industrial Hygienist	4,255	B	5,170	1.00	1.00
	6138_C	Industrial Hygienist	5,646	B	6,862	1.00	1.00
	6139_C	Senior Industrial Hygienist	6,224	B	7,565	1.00	1.00
	6235_C	Heating And Ventilating Inspector	5,466	B	6,645	2.00	2.00
	6242_C	Plumbing Inspector	5,462	B	6,641	2.00	2.00
	6248_C	Electrical Inspector	5,466	B	6,645	2.00	2.00
	6249_C	Senior Electrical Inspector	6,031	B	7,327	1.00	1.00
	6331_C	Building Inspector	5,466	B	6,645	4.00	4.00
	6333_C	Senior Building Inspector	6,031	B	7,327	3.00	3.00
	7108_C	Heavy Equipment Operations Assistant Supervisor	4,958	B	6,026	1.00	1.00
	7205_C	Chief Stationary Engineer	6,485	B	6,485	3.00	3.00
	7208_C	Heavy Equipment Operations Supervisor	5,206	B	6,329	2.00	2.00
	7213_C	Plumber Supervisor I	5,498	B	6,680	4.00	4.00
	7215_C	General Laborer Supervisor I	3,429	B	4,166	5.00	5.00
	7219_C	Maintenance Scheduler	3,613	B	4,391	2.00	2.00
	7220_C	Asphalt Finisher Supervisor I	4,362	B	5,300	1.00	1.00
	7226_C	Carpenter Supervisor I	5,184	B	6,300	2.00	2.00
	7236_C	Locksmith Supervisor I	5,184	B	6,300	1.00	1.00
	7238_C	Electrician Supervisor I	5,453	B	6,630	4.00	4.00
	7239_C	Plumber Supervisor II	6,061	B	7,365	1.00	1.00
	7242_C	Painter Supervisor I	4,543	B	5,518	3.00	3.00
	7247_C	Sheet Metal Worker Supervisor II	5,858	B	7,125	1.00	1.00
	7252_C	Chief Stationary Engineer, Sewage Plant	6,891	B	6,891	2.00	2.00
	7254_C	Automotive Machinist Supervisor I	6,262	B	6,262	2.00	2.00
	7262_C	Maintenance Planner	6,505	B	6,505	7.00	7.00
	7268_C	Window Cleaner Supervisor	3,994	B	4,851	2.00	2.00
	7272_C	Carpenter Supervisor II	5,715	B	6,947	1.00	1.00
	7278_C	Painter Supervisor II	4,770	B	5,793	1.00	1.00
	7282_C	Street Repair Supervisor II	4,820	B	5,858	1.00	1.00
	7287_C	Supervising Electronic Maintenance Technician	6,184	B	7,513	1.00	1.00
	7306_C	Automotive Body And Fender Worker	4,818	B	4,818	1.00	1.00
	7309_C	Car And Auto Painter	4,818	B	4,818	1.00	1.00
	7311_C	Cement Mason	3,649	B	4,437	2.00	2.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	7315_C	Automotive Machinist Assistant Supervisor	5,683	B	5,683	4.00	4.00
	7316_C	Water Service Inspector	4,933	B	5,996	4.00	4.00
	7317_C	Senior Water Service Inspector	5,714	B	6,943	1.00	1.00
	7318_C	Electronic Maintenance Technician	5,343	B	6,491	28.00	28.00
	7323_C	Heavy Duty Mechanic	5,106	B	5,106	10.00	10.00
	7328_C	Operating Engineer, Universal	4,489	B	5,456	6.00	6.00
	7329_C	Electronic Maintenance Technician Asst Supervisor	5,771	B	7,016	3.00	3.00
	7334_C	Stationary Engineer	5,112	B	5,112	47.00	47.00
	7335_C	Senior Stationary Engineer	5,794	B	5,794	11.00	11.00
	7336_C	Electronic Instrumentation Tech Wtr Pollution Ctrl	5,221	B	6,345	3.00	3.00
	7342_C	Locksmith	4,200	B	5,107	5.00	5.00
	7344_C	Carpenter	4,200	B	5,107	14.00	14.00
	7345_C	Electrician	4,851	B	5,894	25.00	25.00
	7346_C	Painter	3,792	B	4,608	32.00	32.00
	7347_C	Plumber	4,887	B	5,942	26.00	26.00
	7348_C	Steamfitter	4,887	B	5,942	6.00	6.00
	7349_C	Steamfitter Supervisor I	5,498	B	6,680	1.00	1.00
	7355_C	Truck Driver	3,722	B	4,738	18.00	18.00
	7360_C	Pipe Welder	4,887	B	5,942	2.00	2.00
	7362_C	Communications Systems Technician	5,360	B	6,516	2.00	2.00
	7368_C	Senior Communications Systems Technician	6,207	B	7,543	1.00	1.00
	7372_C	Stationary Engineer, Sewage Plant	5,435	B	5,435	22.00	22.00
	7373_C	Senior Stationary Engineer, Sewage Plant	6,152	B	6,152	5.00	5.00
	7376_C	Sheet Metal Worker	4,820	B	5,858	12.00	12.00
	7378_C	Tile Setter	3,792	B	4,608	1.00	1.00
	7381_C	Automotive Mechanic	4,719	B	4,719	7.00	7.00
	7392_C	Window Cleaner	3,630	B	4,412	17.00	17.00
	7404_C	Asphalt Finisher	3,205	B	3,895	3.00	3.00
	7410_C	Automotive Service Worker	3,128	B	3,801	6.00	6.00
	7441_C	Tool Room Mechanic And Custodian	2,481	B	3,016	1.00	1.00
	7457_C	Sign Worker	3,220	B	3,914	6.00	6.00
	7502_C	Asphalt Worker	3,097	B	3,769	2.00	2.00
	7510_C	Lighting Fixture Maintenance Worker	2,684	B	3,262	3.00	3.00
	7514_C	General Laborer	3,037	B	3,691	28.00	28.00
	8139_C	Industrial Injury Investigator	3,662	B	4,453	1.00	1.00
	9144_C	Investigator, Taxi and Accessible Services	4,424	B	5,375	9.00	9.00
	9202_C	Airport Communications Dispatcher	4,002	B	4,862	20.00	20.00
	9203_C	Senior Airport Communications Dispatcher	4,412	B	5,360	6.00	6.00
	9204_C	Airport Communications Supervisor	4,748	B	5,773	9.00	9.00
	9212_C	Airport Safety Officer	4,227	B	5,138	20.00	20.00
	9213_C	Airfield Safety Officer	4,544	B	5,522	51.00	51.00
	9220_C	Aviation Security Operations Supervisor	4,958	B	6,026	9.00	9.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	9221_C	Airport Operations Supervisor	5,455	B	6,628	15.00	15.00
	9230_C	Airport Custodial Services Supervisor	3,700	B	4,500	7.00	7.00
	9232_C	Airport Mechanical Maintenance Supervisor	7,747	B	7,747	1.00	1.00
	9234_C	Airport Security ID Technician	2,939	B	3,567	19.00	19.00
	9235_C	Security Access Office Supervisor I	3,396	B	4,185	3.00	3.00
	9236_C	Airport Ground Transportation Technician	2,939	B	3,567	4.00	4.00
	9237_C	Security Access Office Supervisor II	3,734	B	4,602	1.00	1.00
	9240_C	Airport Electrician	5,359	B	6,514	19.00	19.00
	9241_C	Airport Electrician Supervisor	5,952	B	7,239	3.00	3.00
	9242_C	Head Airport Electrician	6,709	B	8,153	1.00	1.00
	9247_C	Airport Emergency Planning Coordinator	4,633	B	5,628	4.00	4.00
	9255_C	Airport Economic Planner	5,959	B	7,241	1.00	1.00
	9345_C	Sheet Metal Supervisor I	5,392	B	6,556	3.00	3.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	25.82	25.92
109662 Division Total						**1,469.82**	**1,469.92**
Division: 109666 - AIR Airport Director							
17960 AIR Op Annual Account Ctrl	0941_C	Manager VI	7,713	B	9,846	1.00	1.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	0965_C	Department Head V	12,529	B	15,989	1.00	1.00
	1406_C	Senior Clerk	2,670	B	3,934	2.00	2.00
	1444_C	Secretary I	2,798	B	3,401	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	3.00	3.00
	1452_C	Executive Secretary II	3,876	B	4,713	3.00	3.00
	1454_C	Executive Secretary III	4,213	B	5,119	1.00	1.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	1.23	1.24
109666 Division Total						**15.23**	**15.24**
Division: 109670 - AIR Office of General Counsel							
17960 AIR Op Annual Account Ctrl	1822_C	Administrative Analyst	4,161	B	5,059	1.00	1.00
	8152_C	Senior Claims Investigator, City Attorney's Office	5,508	B	6,696	1.00	1.00
109670 Division Total						**2.00**	**2.00**
Division: 109671 - AIR Commission Secretary							
17960 AIR Op Annual Account Ctrl	0114_E	Board/Commission Member, Group V		B		0.10	0.10
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	1404_C	Clerk	2,573	B	3,128	2.00	2.00
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
109671 Division Total						**4.10**	**4.10**
Division: 109711 - AIR Design & Construction							
17960 AIR Op Annual Account Ctrl	0922_C	Manager I	5,359	B	6,842	1.00	1.00
	0931_C	Manager III	6,207	B	7,922	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	0932_C	Manager IV	6,664	B	8,502	1.00	1.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	1.00	1.00
	1044_C	IS Engineer-Principal	6,583	B	8,281	1.00	1.00
	1052_C	IS Business Analyst	4,455	B	5,604	3.00	3.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	1.00	1.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	2.00	2.00
	1092_C	IT Operations Support Administrator II	3,465	B	4,296	1.00	1.00
	1093_C	IT Operations Support Administrator III	4,212	B	5,222	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	2.00	2.00
	5120_C	Architectural Administrator	7,327	B	8,905	1.00	1.00
	5174_C	Administrative Engineer	7,270	B	8,839	3.00	3.00
	5207_C	Associate Engineer	5,951	B	7,235	48.00	48.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	7.00	7.00
	5212_C	Engineer/Architect Principal	9,086	B	11,044	1.00	1.00
	5216_C	Chief Surveyor	6,014	B	7,311	1.00	1.00
	5241_C	Engineer	6,762	B	8,219	27.00	27.00
	5261_C	Architectural/Landscape Architectural Assistant II	4,443	B	5,401	10.00	10.00
	5264_C	Airport Noise Abatement Specialist	3,895	B	4,735	2.00	2.00
	5265_C	Architectural Associate I	5,019	B	6,099	3.00	3.00
	5266_C	Architectural Associate II	5,952	B	7,235	10.00	10.00
	5268_C	Architect	6,760	B	8,220	4.00	4.00
	5272_C	Landscape Architectural Associate II	5,952	B	7,235	2.00	2.00
	5278_C	Planner II	4,255	B	5,170	2.00	2.00
	5283_C	Planner V	7,104	B	8,633	2.00	2.00
	5291_C	Planner III	5,050	B	6,137	2.00	2.00
	5293_C	Planner IV	5,988	B	7,275	2.00	2.00
	5299_C	Planner IV-Environmental Review	5,988	B	7,275	4.00	4.00
	5305_C	Materials Testing Technician	3,532	B	4,296	2.00	2.00
	5310_C	Survey Assistant I	3,622	B	4,405	2.00	2.00
	5312_C	Survey Assistant II	4,071	B	4,950	2.00	2.00
	5314_C	Survey Associate	4,691	B	5,704	2.00	2.00
	5362_C	Engineering Assistant	3,567	B	4,338	2.00	2.00
	5364_C	Engineering Associate I	3,954	B	4,806	3.00	3.00
	5366_C	Engineering Associate II	4,579	B	5,567	5.00	5.00
	5502_C	Project Manager I	7,583	B	7,583	2.00	2.00
	5504_C	Project Manager II	8,774	B	8,774	9.00	9.00
	5506_C	Project Manager III	10,651	B	10,651	4.00	4.00
	5508_C	Project Manager IV	11,877	B	11,877	3.00	3.00
	5601_C	Utility Analyst	3,293	B	5,106	1.00	1.00
	6318_C	Construction Inspector	4,831	B	5,872	11.00	11.00
	6319_C	Senior Contruction Inspector	5,325	B	6,474	5.00	5.00
	6335_C	Disability Access Coordinator	7,346	B	8,929	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	9255_C	Airport Economic Planner	5,959	B	7,241	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	5.61	5.64
18000 AIR Overhead OHF	0932_C	Manager IV	6,664	B	8,502	2.00	2.00
	0941_C	Manager VI	7,713	B	9,846	1.00	1.00
	0942_C	Manager VII	8,265	B	10,546	1.00	1.00
	0954_C	Deputy Director IV	8,782	B	11,205	1.00	1.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	1070_C	IS Project Director	6,583	B	8,281	1.00	1.00
	1406_C	Senior Clerk	2,670	B	3,934	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	2.00	2.00
	1450_C	Executive Secretary I	3,523	B	4,285	3.00	3.00
	1820_C	Junior Administrative Analyst	3,164	B	3,847	2.00	2.00
	1822_C	Administrative Analyst	4,161	B	5,059	3.00	3.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	2.00	2.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	2.00	2.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	1.00	1.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	5174_C	Administrative Engineer	7,270	B	8,839	2.00	2.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	6.00	6.00
	5212_C	Engineer/Architect Principal	9,086	B	11,044	3.00	3.00
	5272_C	Landscape Architectural Associate II	5,952	B	7,235	1.00	1.00
	5504_C	Project Manager II	8,774	B	8,774	1.00	1.00
	6318_C	Construction Inspector	4,831	B	5,872	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	1.98	1.98
109711 Division Total						**247.59**	**247.62**
Division: 210702 - AIR Information Tech & Telecom							
17960 AIR Op Annual Account Ctrl	0932_C	Manager IV	6,664	B	8,502	2.00	2.00
	0933_C	Manager V	7,185	B	9,171	1.00	1.00
	0941_C	Manager VI	7,713	B	9,846	7.00	7.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	1041_C	IS Engineer-Assistant	4,987	B	6,272	6.00	6.00
	1042_C	IS Engineer-Journey	5,522	B	6,946	19.00	19.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	25.00	25.00
	1044_C	IS Engineer-Principal	6,583	B	8,281	17.00	17.00
	1052_C	IS Business Analyst	4,455	B	5,604	2.00	2.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	5.00	5.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	16.00	16.00
	1070_C	IS Project Director	6,583	B	8,281	27.00	27.00
	1093_C	IT Operations Support Administrator III	4,212	B	5,222	4.00	4.00
	1094_C	IT Operations Support Administrator IV	5,123	B	6,347	3.00	3.00
	1406_C	Senior Clerk	2,670	B	3,934	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	1.00	1.00
	1450_C	Executive Secretary I	3,523	B	4,285	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
	7308_C	Cable Splicer	4,986	B	6,062	6.00	6.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	4.94	4.96
210702 Division Total						**149.94**	**149.96**
Division: 210703 - AIR Commercial							
17960 AIR Op Annual Account Ctrl	0923_C	Manager II	5,756	B	7,346	1.00	1.00
	0932_C	Manager IV	6,664	B	8,502	2.00	2.00
	0933_C	Manager V	7,185	B	9,171	2.00	2.00
	0941_C	Manager VI	7,713	B	9,846	2.00	2.00
	0942_C	Manager VII	8,265	B	10,546	1.00	1.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	4.00	4.00
	1450_C	Executive Secretary I	3,523	B	4,285	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	6.00	6.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	1.00	1.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	1.00	1.00
	1827_C	Administrative Services Manager	4,901	B	5,959	1.00	1.00
	1840_C	Junior Management Assistant	3,374	B	4,102	1.00	1.00
	1842_C	Management Assistant	3,834	B	4,656	2.00	2.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	5265_C	Architectural Associate I	5,019	B	6,099	1.00	1.00
	5268_C	Architect	6,760	B	8,220	1.00	1.00
	9206_C	Airport Property Specialist I	5,007	B	6,082	16.00	16.00
	9255_C	Airport Economic Planner	5,959	B	7,241	9.00	9.00
210703 Division Total						**55.00**	**55.00**
Division: 228937 - AIR Org Strat & Social Impact							
17960 AIR Op Annual Account Ctrl	0922_C	Manager I	5,359	B	6,842	2.00	2.00
	0923_C	Manager II	5,756	B	7,346	1.00	1.00
	0931_C	Manager III	6,207	B	7,922	6.00	6.00
	0932_C	Manager IV	6,664	B	8,502	2.00	2.00
	0933_C	Manager V	7,185	B	9,171	1.00	1.00
	0941_C	Manager VI	7,713	B	9,846	1.00	1.00
	0942_C	Manager VII	8,265	B	10,546	1.00	1.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	1.00	1.00
	1203_C	Personnel Technician	3,475	B	4,227	2.00	2.00
	1204_C	Senior Personnel Clerk	3,316	B	4,031	4.00	4.00
	1220_C	Payroll and Personnel Clerk	3,294	B	4,002	4.00	4.00
	1222_C	Senior Payroll And Personnel Clerk	3,613	B	4,391	1.00	1.00
	1224_C	Principal Payroll And Personnel Clerk	3,984	B	4,840	2.00	2.00
	1231_C	EEO Programs Senior Specialist	5,375	B	6,533	2.00	2.00
	1232_C	Training Officer	4,380	B	5,325	4.00	4.00
	1241_C	Human Resources Analyst	3,804	B	5,601	8.00	8.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1244_C	Senior Human Resources Analyst	5,378	B	6,533	21.00	21.00
	1246_C	Principal Human Resources Analyst	6,074	B	7,382	4.00	4.00
	1250_C	Recruiter	5,072	B	6,164	1.00	1.00
	1406_C	Senior Clerk	2,670	B	3,934	3.50	3.50
	1446_C	Secretary II	3,237	B	3,934	1.00	1.00
	1450_C	Executive Secretary I	3,523	B	4,285	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	4.00	4.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	3.00	3.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	1.00	1.00
	1840_C	Junior Management Assistant	3,374	B	4,102	1.00	1.00
	1842_C	Management Assistant	3,834	B	4,656	2.00	2.00
	1844_C	Senior Management Assistant	4,391	B	5,338	5.00	5.00
	2593_C	Health Program Coordinator III	4,831	B	6,313	1.00	1.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	2.00	2.00
	5642_C	Senior Environmental Specialist	4,877	B	5,928	1.00	1.00
	5644_C	Principal Environmental Specialist	5,567	B	6,765	1.00	1.00
	9704_C	Employment & Training Specialist III	3,984	B	4,840	2.00	2.00
	9706_C	Employment & Training Specialist V	4,840	B	5,881	1.00	1.00
	9708_C	Employment & Training Specialist VI	5,740	B	6,976	2.00	2.00
	9774_C	Senior Community Development Specialist I	4,567	B	5,550	1.00	1.00
	9910_C	Public Service Trainee		B		2.00	2.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	5.03	5.05
228937 Division Total						**108.53**	**108.55**
Division: 228993 - AIR External Affairs							
17960 AIR Op Annual Account Ctrl	0922_C	Manager I	5,359	B	6,842	1.00	1.00
	0923_C	Manager II	5,756	B	7,346	3.00	3.00
	0931_C	Manager III	6,207	B	7,922	2.00	2.00
	0932_C	Manager IV	6,664	B	8,502	1.00	1.00
	0933_C	Manager V	7,185	B	9,171	2.00	2.00
	0941_C	Manager VI	7,713	B	9,846	1.00	1.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	1312_C	Public Information Officer	3,842	B	4,668	1.00	1.00
	1450_C	Executive Secretary I	3,523	B	4,285	1.00	1.00
	1760_C	Offset Machine Operator	2,979	B	3,620	3.00	3.00
	1762_C	Senior Offset Machine Operator	3,120	B	3,792	1.00	1.00
	1764_C	Mail And Reproduction Service Supervisor	3,822	B	4,644	1.00	1.00
	1827_C	Administrative Services Manager	4,901	B	5,959	1.00	1.00
	1840_C	Junior Management Assistant	3,374	B	4,102	1.00	1.00
	1844_C	Senior Management Assistant	4,391	B	5,338	3.00	3.00
	5320_C	Illustrator And Art Designer	3,954	B	4,806	2.00	2.00
	5330_C	Graphics Supervisor	4,152	B	5,050	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	9251_C	Public Relations Manager	6,073	B	7,382	2.00	2.00
	9254_C	Airport Communications Officer	4,706	B	5,721	2.00	2.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.04	0.04
228993 Division Total						**30.04**	**30.04**
Division: 228994 - AIR General							
17960 AIR Op Annual Account Ctrl	1822_C	Administrative Analyst	4,161	B	5,059	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	22.48	22.28
228994 Division Total						**24.48**	**24.28**
AIR Department Total						**2,218.01**	**2,218.01**

Department: BOA Board Of Appeals

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 232076 - BOA Board of Appeals							
10000 GF Annual Account Ctrl	0113_E	Board/Commission Member, Group IV		B		0.10	0.10
	0961_C	Department Head I	6,664	B	8,502	1.00	1.00
	8106_C	Legal Process Clerk	2,798	B	3,401	1.00	1.00
	8173_C	Legal Assistant	3,976	B	4,831	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.42	0.42
232076 Division Total						**3.52**	**3.52**
BOA Department Total						**3.52**	**3.52**

Department: CPC City Planning

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 109733 - CPC Environmental Planning							
10000 GF Annual Account Ctrl	0941_C	Manager VI	7,713	B	9,846	1.00	1.00
	5278_C	Planner II	4,255	B	5,170	1.00	1.00
	5293_C	Planner IV	5,988	B	7,275	1.00	1.00
	5298_C	Planner III-Environmental Review	5,050	B	6,137	5.00	5.00
	5299_C	Planner IV-Environmental Review	5,988	B	7,275	3.00	3.00
	9775_C	Senior Community Development Specialist II	5,413	B	6,581	1.00	1.00
109733 Division Total						**12.00**	**12.00**
Division: 210707 - CPC Executive Office							
10000 GF Annual Account Ctrl	0112_E	Board/Commission Member, Group III		B		0.10	0.10
	0116_E	Board/Commission Member, Group VII		B		0.10	0.10
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0964_C	Department Head IV	10,087	B	12,870	1.00	1.00
	1450_C	Executive Secretary I	3,523	B	4,285	1.00	1.00
	1454_C	Executive Secretary III	4,213	B	5,119	1.00	1.00
	5273_C	Planning Technician II	3,523	B	3,700	1.00	1.00
210707 Division Total						**5.20**	**5.20**
Division: 229234 - CPC Citywide Planning							
10000 GF Annual Account Ctrl	0923_C	Manager II	5,756	B	7,346	1.00	1.00
	0953_C	Deputy Director III	7,713	B	9,846	1.00	1.00
	5278_C	Planner II	4,255	B	5,170	2.85	2.85
	5283_C	Planner V	7,104	B	8,633	1.00	1.00
	5291_C	Planner III	5,050	B	6,137	4.85	4.85
	5293_C	Planner IV	5,988	B	7,275	4.50	4.50
	9774_C	Senior Community Development Specialist I	4,567	B	5,550	5.00	5.00
10020 GF Continuing Authority Ctrl	5293_C	Planner IV	5,988	B	7,275	0.50	0.50
10670 SR Eastern Neighborhood CI	0931_C	Manager III	6,207	B	7,922	0.10	0.10
	1823_C	Senior Administrative Analyst	4,851	B	5,896	0.75	0.75
	5291_C	Planner III	5,050	B	6,137	0.35	0.35
10770 SR Neighborhood Dev-Grants	5291_C	Planner III	5,050	B	6,137	3.00	3.00
	5293_C	Planner IV	5,988	B	7,275	1.00	1.00
10820 SR Market & Octavia CI	5291_C	Planner III	5,050	B	6,137	0.45	0.45
10860 SR Rincon Hill and SOMA CI	5278_C	Planner II	4,255	B	5,170	0.05	0.05
	5291_C	Planner III	5,050	B	6,137	0.10	0.10
10880 SR Transit Center District	5278_C	Planner II	4,255	B	5,170	0.10	0.10
10900 SR Visitacion Valley CI	5291_C	Planner III	5,050	B	6,137	0.05	0.05
229234 Division Total						**26.65**	**26.65**
Division: 229235 - CPC Current Planning							
10000 GF Annual Account Ctrl	0922_C	Manager I	5,359	B	6,842	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	0923_C	Manager II	5,756	B	7,346	1.00	1.00
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0933_C	Manager V	7,185	B	9,171	1.00	1.00
	0953_C	Deputy Director III	7,713	B	9,846	1.00	1.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	1.00	1.00
	1051_C	IS Business Analyst-Assistant	3,847	B	4,840	1.00	1.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	1.00	1.00
	1092_C	IT Operations Support Administrator II	3,465	B	4,296	1.00	1.00
	1304_C	Customer Service Representative	3,510	B	4,268	10.00	10.00
	1306_C	Customer Service Supervisor	3,976	B	4,831	2.00	2.00
	1450_C	Executive Secretary I	3,523	B	4,285	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	1.00	1.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	2.00	2.00
	5273_C	Planning Technician II	3,523	B	3,700	8.00	8.00
	5277_C	Planner I	3,502	B	4,255	1.00	1.00
	5278_C	Planner II	4,255	B	5,170	6.00	6.00
	5283_C	Planner V	7,104	B	8,633	2.00	2.00
	5291_C	Planner III	5,050	B	6,137	28.20	28.20
	5293_C	Planner IV	5,988	B	7,275	9.00	9.00
	5298_C	Planner III-Environmental Review	5,050	B	6,137	4.00	4.00
	5299_C	Planner IV-Environmental Review	5,988	B	7,275	2.00	2.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	4.20	4.52
10020 GF Continuing Authority Ctrl	5278_C	Planner II	4,255	B	5,170	2.00	2.00
10840 SR Planning Code Enforcement	0923_C	Manager II	5,756	B	7,346	1.00	1.00
	5277_C	Planner I	3,502	B	4,255	3.00	3.00
	5278_C	Planner II	4,255	B	5,170	4.00	4.00
	5291_C	Planner III	5,050	B	6,137	6.00	6.00
	5293_C	Planner IV	5,988	B	7,275	1.00	1.00
229235 Division Total						**106.40**	**106.72**
Division: 229236 - CPC Administration							
10000 GF Annual Account Ctrl	0923_C	Manager II	5,756	B	7,346	5.00	5.00
	0931_C	Manager III	6,207	B	7,922	2.90	2.90
	0941_C	Manager VI	7,713	B	9,846	1.00	1.00
	0953_C	Deputy Director III	7,713	B	9,846	3.00	3.00
	1042_C	IS Engineer-Journey	5,522	B	6,946	2.00	2.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	5.00	5.00
	1044_C	IS Engineer-Principal	6,583	B	8,281	3.01	3.00
	1051_C	IS Business Analyst-Assistant	3,847	B	4,840	1.00	1.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	13.00	13.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	3.50	3.50
	1063_C	IS Programmer Analyst-Senior	4,903	B	6,170	1.00	1.00
	1064_C	IS Programmer Analyst-Principal	5,710	B	7,182	1.00	1.00
	1070_C	IS Project Director	6,583	B	8,281	2.00	2.00
	1092_C	IT Operations Support Administrator II	3,465	B	4,296	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1094_C	IT Operations Support Administrator IV	5,123	B	6,347	3.00	3.00
	1095_C	IT Operations Support Administrator V	5,510	B	6,831	1.00	1.00
	1220_C	Payroll and Personnel Clerk	3,294	B	4,002	1.00	1.00
	1222_C	Senior Payroll And Personnel Clerk	3,613	B	4,391	1.00	1.00
	1224_C	Principal Payroll And Personnel Clerk	3,984	B	4,840	1.00	1.00
	1241_C	Human Resources Analyst	3,804	B	5,601	2.00	2.00
	1244_C	Senior Human Resources Analyst	5,378	B	6,533	2.00	2.00
	1246_C	Principal Human Resources Analyst	6,074	B	7,382	1.00	1.00
	1312_C	Public Information Officer	3,842	B	4,668	1.00	1.00
	1406_C	Senior Clerk	2,670	B	3,934	1.00	1.00
	1632_C	Senior Account Clerk	3,199	B	3,885	1.00	1.00
	1652_C	Accountant II	4,011	B	4,873	1.00	1.00
	1654_C	Accountant III	4,851	B	5,896	3.00	3.00
	1657_C	Accountant IV	5,614	B	6,823	2.00	2.00
	1822_C	Administrative Analyst	4,161	B	5,059	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	4.25	4.25
	1824_C	Principal Administrative Analyst	5,616	B	6,828	3.00	3.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	2.00	2.00
	1827_C	Administrative Services Manager	4,901	B	5,959	1.00	1.00
	1842_C	Management Assistant	3,834	B	4,656	2.00	2.00
	4321_C	Cashier II	2,867	B	3,481	2.00	2.00
	5291_C	Planner III	5,050	B	6,137	3.00	3.00
	5293_C	Planner IV	5,988	B	7,275	2.00	2.00
	6322_C	Permit Technician II	3,523	B	4,285	14.00	14.00
	6323_C	Permit Technician III	4,043	B	4,911	2.80	3.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	1.36	1.35
10020 GF Continuing Authority Ctrl	1054_C	IS Business Analyst-Principal	5,973	B	7,513	0.50	0.50
	9976_C	Technology Expert I		B		1.00	1.00
229236 Division Total						**105.32**	**105.50**
CPC Department Total						**255.57**	**256.07**

Department: CSS Child Support Services

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 229264 - CSS Child Support Services							
11300 SR Child Support-Operating	0922_C	Manager I	5,359	B	6,842	3.00	3.00
	0952_C	Deputy Director II	6,207	B	7,922	1.00	1.00
	0963_C	Department Head III	8,782	B	11,205	1.00	1.00
	1062_C	IS Programmer Analyst	4,035	B	5,076	1.00	1.00
	1093_C	IT Operations Support Administrator III	4,212	B	5,222	1.00	1.00
	1094_C	IT Operations Support Administrator IV	5,123	B	6,347	1.00	1.00
	1222_C	Senior Payroll And Personnel Clerk	3,613	B	4,391	1.00	1.00
	1244_C	Senior Human Resources Analyst	5,378	B	6,533	1.00	1.00
	1404_C	Clerk	2,573	B	3,128	1.00	1.00
	1406_C	Senior Clerk	2,670	B	3,934	1.00	1.00
	1424_C	Clerk Typist	2,676	B	3,934	2.00	2.00
	1450_C	Executive Secretary I	3,523	B	4,285	1.00	1.00
	1630_C	Account Clerk	2,762	B	3,357	1.00	1.00
	1632_C	Senior Account Clerk	3,199	B	3,885	1.00	1.00
	1654_C	Accountant III	4,851	B	5,896	1.00	1.00
	8157_C	Child Support Officer I	3,205	B	3,895	3.00	3.00
	8158_C	Child Support Officer II	3,721	B	4,523	41.00	41.00
	8159_C	Child Support Officer III	4,437	B	5,392	7.00	7.00
	8177_C	Attorney (Civil/Criminal)	6,098	B	10,685	3.00	3.00
	8182_C	Head Attorney, Civil And Criminal	9,444	B	11,477	1.00	1.00
229264 Division Total						**73.00**	**73.00**
CSS Department Total						**73.00**	**73.00**

Department: DBI Building Inspection

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 109736 - DBI Inspection Services							
10190 SR BIF Operating Project	0923_C	Manager II	5,756	B	7,346	1.00	1.00
	0953_C	Deputy Director III	7,713	B	9,846	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	1.00	1.00
	6242_C	Plumbing Inspector	5,462	B	6,641	16.00	16.00
	6244_C	Chief Plumbing Inspector	6,641	B	8,074	1.00	1.00
	6246_C	Senior Plumbing Inspector	6,026	B	7,323	4.00	4.00
	6248_C	Electrical Inspector	5,466	B	6,645	20.00	20.00
	6249_C	Senior Electrical Inspector	6,031	B	7,327	4.00	4.00
	6250_C	Chief Electrical Inspector	6,645	B	8,079	1.00	1.00
	6270_C	Housing Inspector	5,466	B	6,645	19.00	19.00
	6272_C	Senior Housing Inspector	6,031	B	7,327	5.00	5.00
	6274_C	Chief Housing Inspector	6,645	B	8,079	1.00	1.00
	6321_C	Permit Technician I	2,670	B	3,247	13.80	14.00
	6322_C	Permit Technician II	3,523	B	4,285	14.80	15.00
	6323_C	Permit Technician III	4,043	B	4,911	5.80	6.00
	6331_C	Building Inspector	5,466	B	6,645	34.00	34.00
	6333_C	Senior Building Inspector	6,031	B	7,327	8.80	9.00
	6334_C	Chief Building Inspector	6,645	B	8,079	3.00	3.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.42	0.43
109736 Division Total						**154.62**	**155.43**
Division: 229318 - DBI AdminIstration							
10190 SR BIF Operating Project	0111_E	Board/Commission Member, Group II		B		0.20	0.20
	0963_C	Department Head III	8,782	B	11,205	1.00	1.00
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
	1555_C	Secretary, Building Inspection Commission	4,579	B	5,567	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.06	0.06
10230 SR BIF-Continuing Projects	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	1.76	1.90
229318 Division Total						**5.02**	**5.16**
Division: 229344 - DBI Permit Services							
10190 SR BIF Operating Project	0923_C	Manager II	5,756	B	7,346	1.00	1.00
	0953_C	Deputy Director III	7,713	B	9,846	1.00	1.00
	1426_C	Senior Clerk Typist	2,939	B	3,934	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	1.00	1.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	1.00	1.00
	1840_C	Junior Management Assistant	3,374	B	4,102	1.00	1.00
	5203_C	Assistant Engineer	5,016	B	6,099	2.00	2.00
	5207_C	Associate Engineer	5,951	B	7,235	19.00	19.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	2.00	2.00
	5214_C	Building Plans Engineer	7,455	B	9,059	3.00	3.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	5218_C	Structural Engineer	7,455	B	9,059	1.00	1.00
	5241_C	Engineer	6,762	B	8,219	15.00	15.00
	6321_C	Permit Technician I	2,670	B	3,247	11.00	11.00
	6322_C	Permit Technician II	3,523	B	4,285	25.80	26.00
	6323_C	Permit Technician III	4,043	B	4,911	7.00	7.00
	6331_C	Building Inspector	5,466	B	6,645	11.00	11.00
	6333_C	Senior Building Inspector	6,031	B	7,327	4.00	4.00
	6334_C	Chief Building Inspector	6,645	B	8,079	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.24	0.25
229344 Division Total						**108.04**	**108.25**
DBI Department Total						**267.68**	**268.84**

Department: ENV Environment

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 229994 - ENV Environment							
10010 GF Annual Authority Ctrl	5638_C	Environmental Assistant	3,450	B	4,192	0.18	0.18
	5642_C	Senior Environmental Specialist	4,877	B	5,928	2.06	2.06
	9922_C	Public Service Aide - Associate To Professionals	2,390	B	2,390	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	2.48	6.34
12200 SR Env-Operating-Non-Project	0111_E	Board/Commission Member, Group II		B		0.04	0.04
	0923_C	Manager II	5,756	B	7,346	0.43	0.43
	0952_C	Deputy Director II	6,207	B	7,922	0.43	0.43
	0962_C	Department Head II	8,265	B	10,546	0.43	0.43
	1093_C	IT Operations Support Administrator III	4,212	B	5,222	0.43	0.43
	1095_C	IT Operations Support Administrator V	5,510	B	6,831	0.43	0.43
	1204_C	Senior Personnel Clerk	3,316	B	4,031	0.43	0.43
	1224_C	Principal Payroll And Personnel Clerk	3,984	B	4,840	0.43	0.43
	1632_C	Senior Account Clerk	3,199	B	3,885	0.43	0.43
	1822_C	Administrative Analyst	4,161	B	5,059	1.30	1.30
	1823_C	Senior Administrative Analyst	4,851	B	5,896	0.44	0.44
	1824_C	Principal Administrative Analyst	5,616	B	6,828	1.30	1.30
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	0.78	0.78
	1840_C	Junior Management Assistant	3,374	B	4,102	0.43	0.43
	1844_C	Senior Management Assistant	4,391	B	5,338	0.43	0.43
	5638_C	Environmental Assistant	3,450	B	4,192	2.42	2.42
	5640_C	Environmental Specialist	4,192	B	5,094	2.23	2.23
	5642_C	Senior Environmental Specialist	4,877	B	5,928	5.26	5.26
	5644_C	Principal Environmental Specialist	5,567	B	6,765	0.61	0.61
	9922_C	Public Service Aide - Associate To Professionals	2,390	B	2,390	2.30	2.30
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	5.16	5.56
12210 SR Env-Continuing Projects	0923_C	Manager II	5,756	B	7,346	0.30	0.30
	1823_C	Senior Administrative Analyst	4,851	B	5,896	0.35	0.35
	5638_C	Environmental Assistant	3,450	B	4,192	3.25	3.25
	5640_C	Environmental Specialist	4,192	B	5,094	3.32	3.32
	5642_C	Senior Environmental Specialist	4,877	B	5,928	2.97	2.97
	5644_C	Principal Environmental Specialist	5,567	B	6,765	0.33	0.33
	9922_C	Public Service Aide - Associate To Professionals	2,390	B	2,390	1.89	1.89
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	1.12	1.21
12230 SR Grants; ENV Continuing	1822_C	Administrative Analyst	4,161	B	5,059	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	0.05	0.05
	5640_C	Environmental Specialist	4,192	B	5,094	5.39	5.39
	5642_C	Senior Environmental Specialist	4,877	B	5,928	5.06	5.06
	5644_C	Principal Environmental Specialist	5,567	B	6,765	1.28	1.28
	9922_C	Public Service Aide - Associate To Professionals	2,390	B	2,390	1.99	1.99

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.36	0.39
13990 SR Solid Waste Non-Project	0111_E	Board/Commission Member, Group II		B		0.06	0.06
	0923_C	Manager II	5,756	B	7,346	0.57	0.57
	0952_C	Deputy Director II	6,207	B	7,922	0.57	0.57
	0962_C	Department Head II	8,265	B	10,546	0.57	0.57
	1093_C	IT Operations Support Administrator III	4,212	B	5,222	0.57	0.57
	1095_C	IT Operations Support Administrator V	5,510	B	6,831	0.57	0.57
	1204_C	Senior Personnel Clerk	3,316	B	4,031	0.57	0.57
	1224_C	Principal Payroll And Personnel Clerk	3,984	B	4,840	0.57	0.57
	1632_C	Senior Account Clerk	3,199	B	3,885	0.57	0.57
	1822_C	Administrative Analyst	4,161	B	5,059	2.70	2.70
	1823_C	Senior Administrative Analyst	4,851	B	5,896	0.96	0.96
	1824_C	Principal Administrative Analyst	5,616	B	6,828	1.70	1.70
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	1.22	1.22
	1840_C	Junior Management Assistant	3,374	B	4,102	0.57	0.57
	1844_C	Senior Management Assistant	4,391	B	5,338	0.57	0.57
	5638_C	Environmental Assistant	3,450	B	4,192	9.04	9.04
	5640_C	Environmental Specialist	4,192	B	5,094	6.71	6.71
	5642_C	Senior Environmental Specialist	4,877	B	5,928	10.73	10.73
	5644_C	Principal Environmental Specialist	5,567	B	6,765	4.01	4.01
	9922_C	Public Service Aide - Associate To Professionals	2,390	B	2,390	4.46	4.46
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	2.66	2.87
14000 SR Solid Waste Projects	0923_C	Manager II	5,756	B	7,346	0.70	0.70
	1823_C	Senior Administrative Analyst	4,851	B	5,896	1.20	1.20
	5638_C	Environmental Assistant	3,450	B	4,192	3.50	3.50
	5640_C	Environmental Specialist	4,192	B	5,094	2.35	2.35
	5642_C	Senior Environmental Specialist	4,877	B	5,928	2.36	2.36
	9922_C	Public Service Aide - Associate To Professionals	2,390	B	2,390	3.29	3.29
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	8.95	9.68
229994 Division Total						**132.82**	**138.14**
ENV Department Total						**132.82**	**138.14**

Department: LIB Public Library

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 232048 - LIB Public Library							
13140 SR Public Library Preserv	0922_C	Manager I	5,359	B	6,842	5.00	5.00
	0923_C	Manager II	5,756	B	7,346	4.00	4.00
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0932_C	Manager IV	6,664	B	8,502	3.00	3.00
	0952_C	Deputy Director II	6,207	B	7,922	4.00	4.00
	0953_C	Deputy Director III	7,713	B	9,846	2.00	2.00
	0964_C	Department Head IV	10,087	B	12,870	1.00	1.00
	1042_C	IS Engineer-Journey	5,522	B	6,946	4.00	4.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	2.00	2.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	1.00	1.00
	1061_C	IS Program Analyst-Assistant	3,736	B	4,692	2.00	2.00
	1062_C	IS Programmer Analyst	4,035	B	5,076	2.00	2.00
	1063_C	IS Programmer Analyst-Senior	4,903	B	6,170	1.00	1.00
	1070_C	IS Project Director	6,583	B	8,281	2.00	2.00
	1092_C	IT Operations Support Administrator II	3,465	B	4,296	1.00	1.00
	1093_C	IT Operations Support Administrator III	4,212	B	5,222	5.00	5.00
	1094_C	IT Operations Support Administrator IV	5,123	B	6,347	2.00	2.00
	1095_C	IT Operations Support Administrator V	5,510	B	6,831	1.00	1.00
	1202_C	Personnel Clerk	2,867	B	3,481	1.00	1.00
	1204_C	Senior Personnel Clerk	3,316	B	4,031	1.00	1.00
	1222_C	Senior Payroll And Personnel Clerk	3,613	B	4,391	3.00	3.00
	1241_C	Human Resources Analyst	3,804	B	5,601	2.00	2.00
	1244_C	Senior Human Resources Analyst	5,378	B	6,533	6.00	6.00
	1246_C	Principal Human Resources Analyst	6,074	B	7,382	1.00	1.00
	1310_C	Public Relations Assistant	2,901	B	3,523	2.00	2.00
	1312_C	Public Information Officer	3,842	B	4,668	1.00	1.00
	1314_C	Public Relations Officer	4,579	B	5,567	1.00	1.00
	1436_C	Braillist	2,812	B	3,415	0.50	0.50
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
	1654_C	Accountant III	4,851	B	5,896	1.00	1.00
	1657_C	Accountant IV	5,614	B	6,823	1.00	1.00
	1766_C	Media Production Technician	3,054	B	3,710	5.00	5.00
	1767_C	Media Programming Specialist	3,552	B	4,318	2.00	2.00
	1769_C	Media Production Supervisor	4,412	B	5,360	1.00	1.00
	1820_C	Junior Administrative Analyst	3,164	B	3,847	2.00	2.00
	1822_C	Administrative Analyst	4,161	B	5,059	5.00	5.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	6.00	6.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	4.00	4.00
	1840_C	Junior Management Assistant	3,374	B	4,102	2.00	2.00
	1842_C	Management Assistant	3,834	B	4,656	8.00	8.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	1932_C	Assistant Storekeeper	2,567	B	3,121	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1934_C	Storekeeper	2,818	B	3,423	1.00	1.00
	2708_C	Custodian	2,691	B	3,268	53.50	53.50
	2716_C	Custodial Assistant Supervisor	2,957	B	3,596	6.00	6.00
	2718_C	Custodial Supervisor	3,262	B	3,963	2.00	2.00
	2931_C	Marriage, Family And Child Counselor	4,437	B	5,392	1.00	1.00
	3374_C	Volunteer/Outreach Coordinator	3,657	B	4,444	1.00	1.00
	3522_C	Senior Museum Preparator	2,999	B	3,649	1.00	1.00
	3542_C	Curator II	3,734	B	4,543	1.00	1.00
	3544_C	Curator III	4,109	B	4,997	1.00	1.00
	3602_C	Library Page	2,393	B	2,906	124.00	124.00
	3610_C	Library Assistant	2,967	B	3,602	63.50	63.50
	3616_C	Library Technical Assistant I	3,489	B	4,240	61.00	61.00
	3618_C	Library Technical Assistant II	3,793	B	4,612	48.00	48.00
	3620_C	Conservation Technician I	3,456	B	4,200	3.00	3.00
	3621_C	Conservation Technician II	3,758	B	4,567	1.00	1.00
	3630_C	Librarian I	4,063	B	4,939	153.50	153.50
	3632_C	Librarian II	4,497	B	5,465	65.00	65.00
	3634_C	Librarian III	4,959	B	6,028	16.00	16.00
	5320_C	Illustrator And Art Designer	3,954	B	4,806	1.50	1.50
	5322_C	Graphic Artist	3,045	B	3,885	1.00	1.00
	5330_C	Graphics Supervisor	4,152	B	5,050	1.00	1.00
	7120_C	Buildings And Grounds Maintenance Superintendent	7,443	B	7,443	1.00	1.00
	7205_C	Chief Stationary Engineer	6,485	B	6,485	1.00	1.00
	7215_C	General Laborer Supervisor I	3,429	B	4,166	1.00	1.00
	7334_C	Stationary Engineer	5,112	B	5,112	6.00	6.00
	7335_C	Senior Stationary Engineer	5,794	B	5,794	3.00	3.00
	7344_C	Carpenter	4,200	B	5,107	1.00	1.00
	7345_C	Electrician	4,851	B	5,894	1.00	1.00
	7355_C	Truck Driver	3,722	B	4,738	4.50	4.50
	7514_C	General Laborer	3,037	B	3,691	2.00	2.00
	8207_C	Building And Grounds Patrol Officer	2,999	B	3,649	34.50	34.50
	8211_C	Supervising Building and Grounds Patrol Officer	3,320	B	4,040	4.00	4.00
	9251_C	Public Relations Manager	6,073	B	7,382	1.00	1.00
	9920_C	Public Service Aide - Assistant To Professionals	2,187	B	2,187	4.50	4.50
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	6.38	6.39
232048 Division Total						**778.38**	**778.39**
LIB Department Total						**778.38**	**778.39**

Department: LLB Law Library

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 232051 - LLB Law Library							
10000 GF Annual Account Ctrl	0170_C	Assistant Law Librarian	7,120	B	7,120	1.00	1.00
	0180_C	Law Librarian	8,803	B	8,803	1.00	1.00
	0190_C	Bookbinder	4,405	B	4,405	1.00	1.00
232051 Division Total						**3.00**	**3.00**
LLB Department Total						**3.00**	**3.00**

Department: MTA Municipal Transportation Agency

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 103745 - MTASS Streets							
22260 MTA TS Op Annual Account Ctrl	1444_C	Secretary I	2,798	B	3,401	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	2.00	2.00
	1842_C	Management Assistant	3,834	B	4,656	1.00	1.00
	5203_C	Assistant Engineer	5,016	B	6,099	1.00	1.00
	5207_C	Associate Engineer	5,951	B	7,235	2.00	2.00
	5241_C	Engineer	6,762	B	8,219	2.00	2.00
	5288_C	Transportation Planner II	4,255	B	5,170	4.00	4.00
	5289_C	Transportation Planner III	5,050	B	6,137	5.00	5.00
	5290_C	Transportation Planner IV	5,988	B	7,275	3.00	3.00
	9174_C	Manager IV, MTA	6,207	B	7,922	2.00	2.00
	9508_C	Principal Permit and Citation Clerk	3,908	B	4,748	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	1.15	1.20
22305 MTA TS OPR PROJ SUP-PSF NEW	1314_C	Public Relations Officer	4,579	B	5,567	1.00	1.00
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	2.00	2.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	2.00	2.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	4.00	4.00
	1840_C	Junior Management Assistant	3,374	B	4,102	2.00	2.00
	1842_C	Management Assistant	3,834	B	4,656	1.00	1.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	5201_C	Junior Engineer	4,444	B	5,401	2.00	2.00
	5203_C	Assistant Engineer	5,016	B	6,099	21.00	21.00
	5207_C	Associate Engineer	5,951	B	7,235	17.00	17.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	15.00	15.00
	5212_C	Engineer/Architect Principal	9,086	B	11,044	3.00	3.00
	5241_C	Engineer	6,762	B	8,219	18.00	18.00
	5277_C	Planner I	3,502	B	4,255	4.00	4.00
	5278_C	Planner II	4,255	B	5,170	1.00	1.00
	5288_C	Transportation Planner II	4,255	B	5,170	8.00	8.00
	5289_C	Transportation Planner III	5,050	B	6,137	6.00	6.00
	5290_C	Transportation Planner IV	5,988	B	7,275	4.00	4.00
	5298_C	Planner III-Environmental Review	5,050	B	6,137	1.00	1.00
	5364_C	Engineering Associate I	3,954	B	4,806	2.00	2.00
	5366_C	Engineering Associate II	4,579	B	5,567	1.00	1.00
	5502_C	Project Manager I	7,583	B	7,583	4.00	4.00
	5504_C	Project Manager II	8,774	B	8,774	6.00	6.00
	5506_C	Project Manager III	10,651	B	10,651	6.00	6.00
	6317_C	Assistant Construction Inspector	3,976	B	4,831	1.00	1.00
	6318_C	Construction Inspector	4,831	B	5,872	8.00	8.00
	6319_C	Senior Contruction Inspector	5,325	B	6,474	6.00	6.00
	6335_C	Disability Access Coordinator	7,346	B	8,929	1.00	1.00

Fund		HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
		9174_C	Manager IV, MTA	6,207	B	7,922	1.00	1.00
		9177_C	Manager III, MTA	5,756	B	7,346	1.00	1.00
		9179_C	Manager V, MTA	6,664	B	8,502	1.00	1.00
		9182_C	Manager VIII, MTA	8,265	B	10,546	1.00	1.00
22870	MTA SS Op Annual Account Ctrl	1091_C	IT Operations Support Administrator I	2,951	B	3,656	2.00	2.00
		1314_C	Public Relations Officer	4,579	B	5,567	1.00	1.00
		1373_C	Special Assistant XIV	6,046	B	7,346	2.00	2.00
		1406_C	Senior Clerk	2,670	B	3,934	6.00	6.00
		1408_C	Principal Clerk	3,523	B	4,285	3.00	3.00
		1410_C	Chief Clerk	4,043	B	4,911	1.00	1.00
		1426_C	Senior Clerk Typist	2,939	B	3,934	1.00	1.00
		1450_C	Executive Secretary I	3,523	B	4,285	1.00	1.00
		1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
		1704_C	Communications Dispatcher I	2,844	B	3,456	14.00	14.00
		1705_C	Communications Dispatcher II	3,154	B	3,834	6.00	6.00
		1708_C	Senior Telephone Operator	2,818	B	3,423	1.00	1.00
		1820_C	Junior Administrative Analyst	3,164	B	3,847	1.00	1.00
		1822_C	Administrative Analyst	4,161	B	5,059	1.00	1.00
		1823_C	Senior Administrative Analyst	4,851	B	5,896	9.00	9.00
		1824_C	Principal Administrative Analyst	5,616	B	6,828	10.00	10.00
		1840_C	Junior Management Assistant	3,374	B	4,102	5.00	5.00
		1842_C	Management Assistant	3,834	B	4,656	5.00	5.00
		1844_C	Senior Management Assistant	4,391	B	5,338	4.00	4.00
		1934_C	Storekeeper	2,818	B	3,423	2.00	2.00
		1936_C	Senior Storekeeper	2,999	B	3,649	1.00	1.00
		3630_C	Librarian I	4,063	B	4,939	1.00	1.00
		5203_C	Assistant Engineer	5,016	B	6,099	4.00	4.00
		5207_C	Associate Engineer	5,951	B	7,235	5.00	5.00
		5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	2.00	2.00
		5212_C	Engineer/Architect Principal	9,086	B	11,044	1.00	1.00
		5241_C	Engineer	6,762	B	8,219	4.00	4.00
		5277_C	Planner I	3,502	B	4,255	1.00	1.00
		5283_C	Planner V	7,104	B	8,633	2.00	2.00
		5288_C	Transportation Planner II	4,255	B	5,170	3.00	3.00
		5289_C	Transportation Planner III	5,050	B	6,137	9.00	9.00
		5290_C	Transportation Planner IV	5,988	B	7,275	6.00	6.00
		5302_C	Traffic Survey Technician	3,517	B	4,275	8.00	8.00
		5303_C	Supervisor, Traffic And Street Signs	4,623	B	5,616	5.00	5.00
		5306_C	Traffic Sign Manager	5,468	B	7,153	1.00	1.00
		5364_C	Engineering Associate I	3,954	B	4,806	1.00	1.00
		5366_C	Engineering Associate II	4,579	B	5,567	2.00	2.00
		5504_C	Project Manager II	8,774	B	8,774	1.00	1.00
		6230_C	Street Inspector	3,992	B	4,852	1.00	1.00
		6231_C	Senior Street Inspector	4,624	B	5,616	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	7242_C	Painter Supervisor I	4,543	B	5,518	4.00	4.00
	7243_C	Parking Meter Repairer Supervisor I	4,620	B	5,615	4.00	4.00
	7258_C	Maintenance Machinist Supervisor I	6,576	B	6,576	1.00	1.00
	7332_C	Maintenance Machinist	4,442	B	5,391	2.00	2.00
	7346_C	Painter	3,792	B	4,608	22.00	22.00
	7410_C	Automotive Service Worker	3,128	B	3,801	1.00	1.00
	7432_C	Electrical Line Helper	3,834	B	4,656	2.00	2.00
	7444_C	Parking Meter Repairer	3,516	B	4,275	19.00	19.00
	7457_C	Sign Worker	3,220	B	3,914	20.00	20.00
	8214_C	Parking Control Officer	2,796	B	3,992	369.00	369.00
	8216_C	Senior Parking Control Officer	3,344	B	4,776	48.00	48.00
	8219_C	Parking Enforcement Administrator	4,535	B	5,508	6.00	6.00
	9144_C	Investigator, Taxi and Accessible Services	4,424	B	5,375	7.00	7.00
	9145_C	Traffic Signal Electrician	6,586	B	6,586	13.00	13.00
	9147_C	Traffic Signal Electrician Supervisor I	7,401	B	7,401	2.00	2.00
	9149_C	Traffic Signal Electrician Supervisor II	8,266	B	8,266	2.00	2.00
	9172_C	Manager II, MTA	5,359	B	6,842	5.00	5.00
	9174_C	Manager IV, MTA	6,207	B	7,922	4.00	4.00
	9177_C	Manager III, MTA	5,756	B	7,346	5.00	5.00
	9179_C	Manager V, MTA	6,664	B	8,502	3.00	3.00
	9180_C	Manager VI, MTA	7,185	B	9,171	3.00	3.00
	9181_C	Manager VII, MTA	7,713	B	9,846	1.00	1.00
	9182_C	Manager VIII, MTA	8,265	B	10,546	1.00	1.00
	9183_C	Deputy Dir I, MTA	8,782	B	11,205	3.00	3.00
	9187_C	Deputy Dir II, MTA	9,350	B	11,931	1.00	1.00
	9504_C	Permit and Citation Clerk	3,268	B	3,976	3.00	3.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	26.56	27.78
23390 MTA SS OPR PROJ SUPPORT-PSF	1314_C	Public Relations Officer	4,579	B	5,567	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	1.00	1.00
	5203_C	Assistant Engineer	5,016	B	6,099	18.00	18.00
	5207_C	Associate Engineer	5,951	B	7,235	19.00	19.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	3.00	3.00
	5241_C	Engineer	6,762	B	8,219	8.00	8.00
	5277_C	Planner I	3,502	B	4,255	1.00	1.00
	5288_C	Transportation Planner II	4,255	B	5,170	8.00	8.00
	5289_C	Transportation Planner III	5,050	B	6,137	4.00	4.00
	5290_C	Transportation Planner IV	5,988	B	7,275	3.00	3.00
	5302_C	Traffic Survey Technician	3,517	B	4,275	5.00	5.00
	5303_C	Supervisor, Traffic And Street Signs	4,623	B	5,616	1.00	1.00
	5362_C	Engineering Assistant	3,567	B	4,338	1.00	1.00
	5364_C	Engineering Associate I	3,954	B	4,806	3.00	3.00
	5366_C	Engineering Associate II	4,579	B	5,567	2.00	2.00
	5504_C	Project Manager II	8,774	B	8,774	2.00	2.00
	7331_C	Apprentice Maintenance Machinist II	3,856	B	4,622	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	7346_C	Painter	3,792	B	4,608	20.00	20.00
	7432_C	Electrical Line Helper	3,834	B	4,656	4.00	4.00
	7457_C	Sign Worker	3,220	B	3,914	16.00	16.00
	9145_C	Traffic Signal Electrician	6,586	B	6,586	8.00	8.00
	9147_C	Traffic Signal Electrician Supervisor I	7,401	B	7,401	2.00	2.00
	9179_C	Manager V, MTA	6,664	B	8,502	1.00	1.00
	9940_C	Pre-Apprentice Automotive Mechanic	2,144	B	2,144	2.00	2.00
103745 Division Total						**1,024.71**	**1,025.98**
Division: 103773 - MTAFA Finance							
22265 MTA OH OPR AGENCYWIDE NEW	1220_C	Payroll and Personnel Clerk	3,294	B	4,002	1.00	1.00
	1222_C	Senior Payroll And Personnel Clerk	3,613	B	4,391	13.00	13.00
	1224_C	Principal Payroll And Personnel Clerk	3,984	B	4,840	1.00	1.00
	1226_C	Chief Payroll And Personnel Clerk	4,200	B	5,103	1.00	1.00
	1402_C	Junior Clerk	2,364	B	2,873	1.00	1.00
	1630_C	Account Clerk	2,762	B	3,357	1.00	1.00
	1632_C	Senior Account Clerk	3,199	B	3,885	8.00	8.00
	1634_C	Principal Account Clerk	3,613	B	4,391	7.00	7.00
	1652_C	Accountant II	4,011	B	4,873	4.00	4.00
	1654_C	Accountant III	4,851	B	5,896	12.00	12.00
	1657_C	Accountant IV	5,614	B	6,823	2.00	2.00
	1670_C	Financial Systems Supervisor	6,530	B	7,938	4.00	4.00
	1822_C	Administrative Analyst	4,161	B	5,059	4.00	4.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	6.00	6.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	2.00	2.00
	1842_C	Management Assistant	3,834	B	4,656	1.00	1.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	5277_C	Planner I	3,502	B	4,255	1.00	1.00
	5504_C	Project Manager II	8,774	B	8,774	1.00	1.00
	9172_C	Manager II, MTA	5,359	B	6,842	1.00	1.00
	9174_C	Manager IV, MTA	6,207	B	7,922	1.00	1.00
	9179_C	Manager V, MTA	6,664	B	8,502	4.00	4.00
	9182_C	Manager VIII, MTA	8,265	B	10,546	2.00	2.00
	9187_C	Deputy Dir II, MTA	9,350	B	11,931	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.33	0.34
22305 MTA TS OPR PROJ SUP-PSF NEW	1634_C	Principal Account Clerk	3,613	B	4,391	1.00	1.00
	1652_C	Accountant II	4,011	B	4,873	5.00	5.00
	1654_C	Accountant III	4,851	B	5,896	9.00	9.00
	1657_C	Accountant IV	5,614	B	6,823	2.00	2.00
	1670_C	Financial Systems Supervisor	6,530	B	7,938	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	3.00	3.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	5.00	5.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	3.00	3.00
	5288_C	Transportation Planner II	4,255	B	5,170	1.00	1.00
	5289_C	Transportation Planner III	5,050	B	6,137	2.00	2.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	9174_C	Manager IV, MTA	6,207	B	7,922	3.00	3.00
	9180_C	Manager VI, MTA	7,185	B	9,171	1.00	1.00
	9181_C	Manager VII, MTA	7,713	B	9,846	1.00	1.00
23390 MTA SS OPR PROJ SUPPORT-PSF	1652_C	Accountant II	4,011	B	4,873	1.00	1.00
	1654_C	Accountant III	4,851	B	5,896	3.00	3.00
	1657_C	Accountant IV	5,614	B	6,823	1.00	1.00
	1820_C	Junior Administrative Analyst	3,164	B	3,847	2.00	2.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	3.00	3.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	2.00	2.00
103773 Division Total						**129.33**	**129.34**
Division: 103776 - MTAED Executive Director							
22265 MTA OH OPR AGENCYWIDE NEW	1454_C	Executive Secretary III	4,213	B	5,119	1.00	1.00
	9186_C	General Manager, Public Transportation D	16,673	B	16,673	1.00	1.00
103776 Division Total						**2.00**	**2.00**
Division: 103788 - MTABD Board Of Directors							
22265 MTA OH OPR AGENCYWIDE NEW	0114_E	Board/Commission Member, Group V		B		0.10	0.10
	1840_C	Junior Management Assistant	3,374	B	4,102	1.00	1.00
	9172_C	Manager II, MTA	5,359	B	6,842	1.00	1.00
	9190_C	Board Scty, MTA	6,664	B	8,502	1.00	1.00
103788 Division Total						**3.10**	**3.10**
Division: 138753 - MTATS Transit Svc Division							
22260 MTA TS Op Annual Account Ctrl	1053_C	IS Business Analyst-Senior	5,157	B	6,488	1.00	1.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	1.00	1.00
	1310_C	Public Relations Assistant	2,901	B	3,523	3.00	3.00
	1312_C	Public Information Officer	3,842	B	4,668	2.00	2.00
	1314_C	Public Relations Officer	4,579	B	5,567	1.00	1.00
	1374_C	Special Assistant XV	6,504	B	7,904	1.00	1.00
	1404_C	Clerk	2,573	B	3,128	3.00	3.00
	1406_C	Senior Clerk	2,670	B	3,934	7.00	7.00
	1410_C	Chief Clerk	4,043	B	4,911	1.00	1.00
	1424_C	Clerk Typist	2,676	B	3,934	1.00	1.00
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	8.00	8.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	15.00	15.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	8.00	8.00
	1840_C	Junior Management Assistant	3,374	B	4,102	16.00	16.00
	1842_C	Management Assistant	3,834	B	4,656	15.00	15.00
	1844_C	Senior Management Assistant	4,391	B	5,338	9.00	9.00
	1929_C	Parts Storekeeper	3,164	B	3,847	35.00	35.00
	1931_C	Senior Parts Storekeeper	3,438	B	4,184	7.00	7.00
	1937_C	Supervising Parts Storekeeper	4,155	B	5,050	1.00	1.00
	2708_C	Custodian	2,691	B	3,268	66.00	66.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	2716_C	Custodial Assistant Supervisor	2,957	B	3,596	3.00	3.00
	2719_C	Janitorial Services Assistant Supervisor	3,532	B	4,296	1.00	1.00
	3417_C	Gardener	3,142	B	3,822	3.00	3.00
	5201_C	Junior Engineer	4,444	B	5,401	1.00	1.00
	5207_C	Associate Engineer	5,951	B	7,235	1.00	1.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	1.00	1.00
	5288_C	Transportation Planner II	4,255	B	5,170	6.00	6.00
	5289_C	Transportation Planner III	5,050	B	6,137	13.00	13.00
	5290_C	Transportation Planner IV	5,988	B	7,275	5.00	5.00
	5408_C	Coordinator of Citizen Involvement	5,338	B	6,485	1.00	1.00
	6235_C	Heating And Ventilating Inspector	5,466	B	6,645	1.00	1.00
	6252_C	Line Inspector	6,163	B	7,494	3.00	3.00
	6318_C	Construction Inspector	4,831	B	5,872	1.00	1.00
	7110_C	Mobile Equipment Assistant Supervisor	4,713	B	5,729	1.00	1.00
	7120_C	Buildings And Grounds Maintenance Superintendent	7,443	B	7,443	1.00	1.00
	7126_C	Mechanical Shop And Equipment Superintendent	5,715	B	6,936	4.00	4.00
	7203_C	Buildings And Grounds Maintenance Supervisor	6,360	B	6,360	1.00	1.00
	7205_C	Chief Stationary Engineer	6,485	B	6,485	2.00	2.00
	7216_C	Electrical Transit Shop Supervisor I	6,075	B	7,380	6.00	6.00
	7219_C	Maintenance Scheduler	3,613	B	4,391	1.00	1.00
	7226_C	Carpenter Supervisor I	5,184	B	6,300	1.00	1.00
	7228_C	Automotive Transit Shop Supervisor I	6,905	B	6,905	6.00	6.00
	7235_C	Transit Power Line Supervisor I	6,076	B	7,385	12.00	12.00
	7236_C	Locksmith Supervisor I	5,184	B	6,300	1.00	1.00
	7238_C	Electrician Supervisor I	5,464	B	6,642	1.00	1.00
	7241_C	Senior Maintenance Controller	6,795	B	6,795	1.00	1.00
	7244_C	Power Plant Supervisor I	4,968	B	6,035	2.00	2.00
	7249_C	Automotive Mechanic Supervisor I	6,323	B	6,323	9.00	9.00
	7251_C	Track Maintenance Worker Supervisor I	4,468	B	5,432	14.00	14.00
	7253_C	Electrical Transit Mechanic Supervisor I	5,285	B	6,420	12.00	12.00
	7258_C	Maintenance Machinist Supervisor I	6,576	B	6,576	3.00	3.00
	7262_C	Maintenance Planner	6,505	B	6,505	5.00	5.00
	7263_C	Maintenance Manager	5,688	B	6,912	2.00	2.00
	7264_C	Automotive Body And Fender Worker Supervisor I	6,323	B	6,323	1.00	1.00
	7274_C	Transit Power Line Worker Supervisor II	6,536	B	7,946	2.00	2.00
	7286_C	Wire Rope Cable Maintenance Supervisor	5,760	B	5,760	1.00	1.00
	7287_C	Supervising Electronic Maintenance Technician	6,208	B	7,545	4.00	4.00
	7306_C	Automotive Body And Fender Worker	4,818	B	4,818	31.00	31.00
	7309_C	Car And Auto Painter	4,818	B	4,818	17.00	17.00
	7310_C	Transit Power Cable Splicer	5,930	B	7,204	6.00	6.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	7313_C	Automotive Machinist	5,055	B	5,055	18.00	18.00
	7315_C	Automotive Machinist Assistant Supervisor	5,683	B	5,683	3.00	3.00
	7318_C	Electronic Maintenance Technician	5,362	B	6,515	130.00	130.00
	7319_C	Electric Motor Repairer	4,159	B	5,057	6.00	6.00
	7320_C	Apprentice Automotive Machinist I	2,634	B	3,596	1.00	1.00
	7321_C	Apprentice Automotive Machinist 2	3,716	B	4,313	1.00	1.00
	7322_C	Automotive Body And Fender Worker Asst Supervisor	5,740	B	5,740	4.00	4.00
	7325_C	General Utility Mechanic	5,378	B	5,378	3.00	3.00
	7326_C	Glazier	4,161	B	5,059	8.00	8.00
	7327_C	Apprentice Maintenance Machinist I	2,827	B	3,596	2.00	2.00
	7328_C	Operating Engineer, Universal	4,489	B	5,456	3.00	3.00
	7329_C	Electronic Maintenance Technician Asst Supervisor	5,801	B	7,053	18.00	18.00
	7331_C	Apprentice Maintenance Machinist II	3,856	B	4,622	2.00	2.00
	7332_C	Maintenance Machinist	4,442	B	5,391	27.00	27.00
	7334_C	Stationary Engineer	5,112	B	5,112	23.00	23.00
	7335_C	Senior Stationary Engineer	5,794	B	5,794	6.00	6.00
	7340_C	Maintenance Controller	5,683	B	5,683	15.00	15.00
	7342_C	Locksmith	4,200	B	5,107	2.00	2.00
	7344_C	Carpenter	4,200	B	5,107	10.00	10.00
	7345_C	Electrician	4,879	B	5,930	6.00	6.00
	7347_C	Plumber	4,887	B	5,942	3.00	3.00
	7354_C	Apprentice Power Line Worker 1	3,413	B	4,343	1.00	1.00
	7355_C	Truck Driver	3,722	B	4,738	4.00	4.00
	7357_C	Apprentice Power Line Worker 2	4,653	B	5,583	1.00	1.00
	7358_C	Pattern Maker	4,409	B	5,360	2.00	2.00
	7364_C	Power House Operator	4,136	B	5,029	8.00	8.00
	7365_C	Senior Power House Operator	4,652	B	5,654	8.00	8.00
	7366_C	Transit Power Line Worker	6,228	B	6,698	24.00	24.00
	7371_C	Electical Transit System Mechanic	4,202	B	5,106	217.00	217.00
	7376_C	Sheet Metal Worker	4,820	B	5,858	3.00	3.00
	7380_C	Electrical Transit Mechanic, Assistant Supervisor	4,771	B	5,800	30.00	30.00
	7381_C	Automotive Mechanic	4,719	B	4,719	175.00	175.00
	7382_C	Automotive Mechanic Assistant Supervisor	5,683	B	5,683	19.00	19.00
	7383_C	Apprentice Automotive Mechanic 1	2,582	B	3,287	1.00	1.00
	7390_C	Welder	4,259	B	5,172	10.00	10.00
	7408_C	Assistant Power House Operator	3,064	B	3,726	3.00	3.00
	7410_C	Automotive Service Worker	3,128	B	3,801	88.00	88.00
	7412_C	Automotive Service Worker Assistant Supervisor	3,626	B	4,409	3.00	3.00
	7454_C	Traffic Signal Operator	2,232	B	2,708	1.00	1.00
	7458_C	Switch Repairer	3,491	B	4,242	10.00	10.00
	7472_C	Wire Rope Cable Maintenance Mechanic	5,102	B	5,102	12.00	12.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	7473_C	Wire Rope Cable Maintenance Mechanic Trainee	4,068	B	4,068	7.00	7.00
	7514_C	General Laborer	3,037	B	3,691	6.00	6.00
	7540_C	Track Maintenance Worker	3,248	B	3,949	52.00	52.00
	8121_C	Transit Fare Inspector Supervisor/ Investigator	4,169	B	5,072	10.00	10.00
	9102_C	Transit Car Cleaner	3,015	B	3,664	127.00	127.00
	9104_C	Transit Car Cleaner Assistant Supervisor	3,308	B	4,020	10.00	10.00
	9110_C	Fare Collections Receiver	3,015	B	3,664	32.00	32.00
	9116_C	Senior Fare Collections Receiver	3,488	B	4,239	14.00	14.00
	9117_C	Principal Fare Collections Receiver	4,390	B	5,338	3.00	3.00
	9124_C	Senior Transit Information Clerk	3,407	B	4,143	1.00	1.00
	9126_C	Transit Traffic Checker	3,325	B	4,042	1.00	1.00
	9131_C	Station Agent, Municipal Railway	3,959	B	4,813	70.00	70.00
	9132_C	Transit Fare Inspector	3,333	B	4,053	76.00	76.00
	9136_C	Transit Training Specialist	4,479	B	5,443	65.00	65.00
	9139_C	Transit Supervisor	4,338	B	5,272	233.00	233.00
	9153_C	Transportation Controller	5,456	B	6,630	33.00	33.00
	9160_C	Transportation Operations Specialist	5,728	B	6,964	13.00	13.00
	9163_C	Transit Operator	2,558	B	3,937	2,522.00	2,522.00
	9166_C	Transit Ambassador	2,479	B	3,007	27.00	27.00
	9167_C	Transit Ambassador Supervisor I	2,867	B	3,482	4.00	4.00
	9168_C	Transit Ambassador Supervisor II	3,415	B	4,153	1.00	1.00
	9172_C	Manager II, MTA	5,359	B	6,842	25.00	25.00
	9174_C	Manager IV, MTA	6,207	B	7,922	24.00	24.00
	9177_C	Manager III, MTA	5,756	B	7,346	4.00	4.00
	9179_C	Manager V, MTA	6,664	B	8,502	2.00	2.00
	9180_C	Manager VI, MTA	7,185	B	9,171	9.00	9.00
	9182_C	Manager VIII, MTA	8,265	B	10,546	5.00	5.00
	9183_C	Deputy Dir I, MTA	8,782	B	11,205	4.00	4.00
	9187_C	Deputy Dir II, MTA	9,350	B	11,931	1.00	1.00
	9916_C	Public Service Aide - Public Works	2,144	B	2,144	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	11.98	12.54
22305 MTA TS OPR PROJ SUP-PSF NEW	1820_C	Junior Administrative Analyst	3,164	B	3,847	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	1.00	1.00
	1842_C	Management Assistant	3,834	B	4,656	1.00	1.00
	5203_C	Assistant Engineer	5,016	B	6,099	6.00	6.00
	5207_C	Associate Engineer	5,951	B	7,235	9.00	9.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	3.00	3.00
	5241_C	Engineer	6,762	B	8,219	5.00	5.00
	5290_C	Transportation Planner IV	5,988	B	7,275	1.00	1.00
	5502_C	Project Manager I	7,583	B	7,583	2.00	2.00
	5506_C	Project Manager III	10,651	B	10,651	2.00	2.00
	6318_C	Construction Inspector	4,831	B	5,872	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	9195_C	Light Rail Vehicle Equipment Engineer	6,441	B	7,835	1.00	1.00
	9196_C	Senior Light Rail Vehicle Equipment Engineer	7,458	B	9,066	1.00	1.00
138753 Division Total						**4,727.98**	**4,728.54**
Division: 139648 - MTAAW Agency-wide							
22305 MTA TS OPR PROJ SUP-PSF NEW	1820_C	Junior Administrative Analyst	3,164	B	3,847	1.00	1.00
	1840_C	Junior Management Assistant	3,374	B	4,102	1.00	1.00
	1842_C	Management Assistant	3,834	B	4,656	1.00	1.00
	1929_C	Parts Storekeeper	3,164	B	3,847	1.00	1.00
	1931_C	Senior Parts Storekeeper	3,438	B	4,184	1.00	1.00
	7306_C	Automotive Body And Fender Worker	4,818	B	4,818	2.00	2.00
	7309_C	Car And Auto Painter	4,818	B	4,818	1.00	1.00
	7318_C	Electronic Maintenance Technician	5,362	B	6,515	10.00	10.00
	7322_C	Automotive Body And Fender Worker Asst Supervisor	5,740	B	5,740	1.00	1.00
	7329_C	Electronic Maintenance Technician Asst Supervisor	5,801	B	7,053	2.00	2.00
	7340_C	Maintenance Controller	5,683	B	5,683	2.00	2.00
	7371_C	Electical Transit System Mechanic	4,202	B	5,106	33.00	33.00
	7380_C	Electrical Transit Mechanic, Assistant Supervisor	4,771	B	5,800	4.00	4.00
	9102_C	Transit Car Cleaner	3,015	B	3,664	4.00	4.00
	9104_C	Transit Car Cleaner Assistant Supervisor	3,308	B	4,020	2.00	2.00
	9139_C	Transit Supervisor	4,338	B	5,272	10.00	10.00
139648 Division Total						**76.00**	**76.00**
Division: 149678 - MTASA Safety							
22260 MTA TS Op Annual Account Ctrl	1406_C	Senior Clerk	2,670	B	3,934	3.00	3.00
	1820_C	Junior Administrative Analyst	3,164	B	3,847	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	3.00	3.00
	1840_C	Junior Management Assistant	3,374	B	4,102	1.00	1.00
	1842_C	Management Assistant	3,834	B	4,656	2.00	2.00
	5288_C	Transportation Planner II	4,255	B	5,170	2.00	2.00
	5289_C	Transportation Planner III	5,050	B	6,137	1.00	1.00
	6130_C	Safety Analyst	5,646	B	6,862	5.00	5.00
	6138_C	Industrial Hygienist	5,646	B	6,862	1.00	1.00
	9172_C	Manager II, MTA	5,359	B	6,842	2.00	2.00
	9174_C	Manager IV, MTA	6,207	B	7,922	3.00	3.00
	9183_C	Deputy Dir I, MTA	8,782	B	11,205	1.00	1.00
	9520_C	Transportation Safety Specialist	5,392	B	6,556	8.00	8.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.50	0.53
149678 Division Total						**33.50**	**33.53**
Division: 175644 - MTAEA External Affairs							
22265 MTA OH OPR AGENCYWIDE NEW	1052_C	IS Business Analyst	4,455	B	5,604	1.00	1.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1310_C	Public Relations Assistant	2,901	B	3,523	2.00	2.00
	1312_C	Public Information Officer	3,842	B	4,668	6.00	6.00
	1314_C	Public Relations Officer	4,579	B	5,567	12.00	12.00
	1373_C	Special Assistant XIV	6,046	B	7,346	1.00	1.00
	1374_C	Special Assistant XV	6,504	B	7,904	1.00	1.00
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
	1770_C	Photographer	3,133	B	3,812	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	3.00	3.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	1.00	1.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	1.00	1.00
	1840_C	Junior Management Assistant	3,374	B	4,102	2.00	2.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	5293_C	Planner IV	5,988	B	7,275	1.00	1.00
	5320_C	Illustrator And Art Designer	3,954	B	4,806	2.00	2.00
	5408_C	Coordinator of Citizen Involvement	5,338	B	6,485	1.00	1.00
	5504_C	Project Manager II	8,774	B	8,774	1.00	1.00
	9172_C	Manager II, MTA	5,359	B	6,842	1.00	1.00
	9174_C	Manager IV, MTA	6,207	B	7,922	3.00	3.00
	9177_C	Manager III, MTA	5,756	B	7,346	1.00	1.00
	9179_C	Manager V, MTA	6,664	B	8,502	2.00	2.00
	9181_C	Manager VII, MTA	7,713	B	9,846	2.00	2.00
	9182_C	Manager VIII, MTA	8,265	B	10,546	1.00	1.00
	9183_C	Deputy Dir I, MTA	8,782	B	11,205	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.40	0.42
22305 MTA TS OPR PROJ SUP-PSF NEW	1312_C	Public Information Officer	3,842	B	4,668	4.00	4.00
	1314_C	Public Relations Officer	4,579	B	5,567	1.00	1.00
	5320_C	Illustrator And Art Designer	3,954	B	4,806	2.00	2.00
	5330_C	Graphics Supervisor	4,152	B	5,050	1.00	1.00
	5408_C	Coordinator of Citizen Involvement	5,338	B	6,485	2.00	2.00
	9174_C	Manager IV, MTA	6,207	B	7,922	1.00	1.00
175644 Division Total						**61.40**	**61.42**
Division: 210893 - MTAAD Administration Division							
22265 MTA OH OPR AGENCYWIDE NEW	1041_C	IS Engineer-Assistant	4,987	B	6,272	2.00	2.00
	1042_C	IS Engineer-Journey	5,522	B	6,946	8.00	8.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	6.00	6.00
	1044_C	IS Engineer-Principal	6,583	B	8,281	21.00	21.00
	1052_C	IS Business Analyst	4,455	B	5,604	2.75	2.75
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	2.00	2.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	2.25	2.25
	1070_C	IS Project Director	6,583	B	8,281	1.00	1.00
	1092_C	IT Operations Support Administrator II	3,465	B	4,296	2.00	2.00
	1093_C	IT Operations Support Administrator III	4,212	B	5,222	2.00	2.00
	1094_C	IT Operations Support Administrator IV	5,123	B	6,347	5.00	5.00
	1095_C	IT Operations Support Administrator V	5,510	B	6,831	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1202_C	Personnel Clerk	2,867	B	3,481	6.00	6.00
	1203_C	Personnel Technician	3,475	B	4,227	1.00	1.00
	1204_C	Senior Personnel Clerk	3,316	B	4,031	7.00	7.00
	1222_C	Senior Payroll And Personnel Clerk	3,613	B	4,391	3.00	3.00
	1226_C	Chief Payroll And Personnel Clerk	4,200	B	5,103	1.00	1.00
	1232_C	Training Officer	4,380	B	5,325	4.00	4.00
	1241_C	Human Resources Analyst	3,804	B	5,601	32.00	32.00
	1244_C	Senior Human Resources Analyst	5,378	B	6,533	21.00	21.00
	1246_C	Principal Human Resources Analyst	6,074	B	7,382	2.00	2.00
	1404_C	Clerk	2,573	B	3,128	1.00	1.00
	1408_C	Principal Clerk	3,523	B	4,285	1.00	1.00
	1426_C	Senior Clerk Typist	2,939	B	3,934	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	1.00	1.00
	1450_C	Executive Secretary I	3,523	B	4,285	1.00	1.00
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	8.00	8.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	8.00	8.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	10.00	10.00
	1840_C	Junior Management Assistant	3,374	B	4,102	3.00	3.00
	1842_C	Management Assistant	3,834	B	4,656	7.00	7.00
	1844_C	Senior Management Assistant	4,391	B	5,338	2.00	2.00
	1942_C	Assistant Materials Coordinator	4,735	B	5,756	4.00	4.00
	1950_C	Assistant Purchaser	3,268	B	3,976	6.00	6.00
	2978_C	Contract Compliance Officer II	6,178	B	7,510	1.00	1.00
	5290_C	Transportation Planner IV	5,988	B	7,275	1.00	1.00
	5302_C	Traffic Survey Technician	3,517	B	4,275	2.00	2.00
	5408_C	Coordinator of Citizen Involvement	5,338	B	6,485	1.00	1.00
	5502_C	Project Manager I	7,583	B	7,583	1.50	1.50
	5504_C	Project Manager II	8,774	B	8,774	1.50	1.50
	5638_C	Environmental Assistant	3,450	B	4,192	1.00	1.00
	8167_C	Administrative Hearing Examiner	4,535	B	5,508	7.00	7.00
	8168_C	Administrative Hearing Supervisor	5,186	B	6,301	1.00	1.00
	9172_C	Manager II, MTA	5,359	B	6,842	8.00	8.00
	9174_C	Manager IV, MTA	6,207	B	7,922	7.00	7.00
	9177_C	Manager III, MTA	5,756	B	7,346	4.00	4.00
	9179_C	Manager V, MTA	6,664	B	8,502	6.00	6.00
	9180_C	Manager VI, MTA	7,185	B	9,171	7.00	7.00
	9182_C	Manager VIII, MTA	8,265	B	10,546	1.00	1.00
	9183_C	Deputy Dir I, MTA	8,782	B	11,205	3.00	3.00
	9187_C	Deputy Dir II, MTA	9,350	B	11,931	1.00	1.00
	9504_C	Permit and Citation Clerk	3,268	B	3,976	13.00	13.00
	9506_C	Senior Permit and Citation Clerk	3,587	B	4,362	18.00	18.00
	9508_C	Principal Permit and Citation Clerk	3,908	B	4,748	7.00	7.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	10.51	9.52

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
22305 MTA TS OPR PROJ SUP-PSF NEW	1052_C	IS Business Analyst	4,455	B	5,604	0.25	0.25
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	0.50	0.50
	1233_C	Equal Employment Opportunity Programs Specialist	4,604	B	5,601	1.00	1.00
	1450_C	Executive Secretary I	3,523	B	4,285	2.00	2.00
	1822_C	Administrative Analyst	4,161	B	5,059	2.00	2.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	3.00	3.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	4.00	4.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	4.00	4.00
	1840_C	Junior Management Assistant	3,374	B	4,102	1.00	1.00
	2978_C	Contract Compliance Officer II	6,178	B	7,510	4.00	4.00
	2992_C	Contract Compliance Officer I	4,713	B	5,729	3.00	3.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	1.00	1.00
	5212_C	Engineer/Architect Principal	9,086	B	11,044	1.00	1.00
	5502_C	Project Manager I	7,583	B	7,583	1.50	1.50
	5504_C	Project Manager II	8,774	B	8,774	0.50	0.50
	9172_C	Manager II, MTA	5,359	B	6,842	1.00	1.00
	9174_C	Manager IV, MTA	6,207	B	7,922	1.00	1.00
	9177_C	Manager III, MTA	5,756	B	7,346	1.00	1.00
	9182_C	Manager VIII, MTA	8,265	B	10,546	1.00	1.00
23390 MTA SS OPR PROJ SUPPORT-PSF	1054_C	IS Business Analyst-Principal	5,973	B	7,513	0.25	0.25
210893 Division Total						**321.51**	**320.52**
MTA Department Total						**6,379.53**	**6,380.43**

Department: PRT Port

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 210648 - PRT Real Estate & Development							
23680 PRT-OP Annual Account Ctrl	0922_C	Manager I	5,359	B	6,842	1.00	1.00
	0923_C	Manager II	5,756	B	7,346	4.00	4.00
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0932_C	Manager IV	6,664	B	8,502	2.00	2.00
	0953_C	Deputy Director III	7,713	B	9,846	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	2.00	2.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	2.00	2.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	1.00	1.00
	1842_C	Management Assistant	3,834	B	4,656	1.00	1.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	4308_C	Senior Collections Officer	3,567	B	4,338	1.00	1.00
	9386_C	Senior Property Manager, Port	5,812	B	7,061	3.00	3.00
	9395_C	Property Manager, Port	5,007	B	6,082	6.00	6.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.71	0.72
210648 Division Total						**26.71**	**26.72**
Division: 232110 - PRT Planning & Environment							
23680 PRT-OP Annual Account Ctrl	0931_C	Manager III	6,207	B	7,922	2.00	2.00
	0932_C	Manager IV	6,664	B	8,502	2.00	2.00
	0953_C	Deputy Director III	7,713	B	9,846	1.00	1.00
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
	5278_C	Planner II	4,255	B	5,170	1.00	1.00
	5291_C	Planner III	5,050	B	6,137	1.00	1.00
	5293_C	Planner IV	5,988	B	7,275	2.00	2.00
	5299_C	Planner IV-Environmental Review	5,988	B	7,275	2.00	2.00
	5620_C	Regulatory Specialist	5,050	B	6,137	1.00	1.00
232110 Division Total						**13.00**	**13.00**
Division: 232111 - PRT Maritime							
23680 PRT-OP Annual Account Ctrl	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0932_C	Manager IV	6,664	B	8,502	1.00	1.00
	0953_C	Deputy Director III	7,713	B	9,846	1.00	1.00
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
	1840_C	Junior Management Assistant	3,374	B	4,102	1.00	1.00
	3232_C	Marina Assistant	2,946	B	3,578	1.00	1.00
	9357_C	Wharfinger I/II	3,923	B	6,082	5.00	5.00
	9393_C	Maritime Marketing Representative	5,591	B	6,795	2.00	2.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.50	0.50
24530 PRT-SBH Annual Authority Ctrl	0922_C	Manager I	5,359	B	6,842	1.00	1.00
	1840_C	Junior Management Assistant	3,374	B	4,102	2.00	2.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	3232_C	Marina Assistant	2,946	B	3,578	7.00	7.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	3233_C	Marina Associate Manager	3,325	B	4,043	1.00	1.00
232111 Division Total						**25.50**	**25.50**
Division: 232112 - PRT Finance And Administration							
23680 PRT-OP Annual Account Ctrl	0114_E	Board/Commission Member, Group V		B		0.10	0.10
	0923_C	Manager II	5,756	B	7,346	3.00	3.00
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0932_C	Manager IV	6,664	B	8,502	1.00	1.00
	0933_C	Manager V	7,185	B	9,171	2.00	2.00
	0953_C	Deputy Director III	7,713	B	9,846	1.00	1.00
	1042_C	IS Engineer-Journey	5,522	B	6,946	1.00	1.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	1.80	2.00
	1044_C	IS Engineer-Principal	6,583	B	8,281	1.80	2.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	1.00	1.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	2.00	2.00
	1070_C	IS Project Director	6,583	B	8,281	1.00	1.00
	1093_C	IT Operations Support Administrator III	4,212	B	5,222	1.00	1.00
	1222_C	Senior Payroll And Personnel Clerk	3,613	B	4,391	1.00	1.00
	1224_C	Principal Payroll And Personnel Clerk	3,984	B	4,840	2.00	2.00
	1244_C	Senior Human Resources Analyst	5,378	B	6,533	4.00	4.00
	1246_C	Principal Human Resources Analyst	6,074	B	7,382	2.00	2.00
	1250_C	Recruiter	5,072	B	6,164	1.00	1.00
	1406_C	Senior Clerk	2,670	B	3,934	2.00	2.00
	1408_C	Principal Clerk	3,523	B	4,285	2.00	2.00
	1426_C	Senior Clerk Typist	2,939	B	3,934	1.00	1.00
	1632_C	Senior Account Clerk	3,199	B	3,885	2.00	2.00
	1634_C	Principal Account Clerk	3,613	B	4,391	1.00	1.00
	1652_C	Accountant II	4,011	B	4,873	1.00	1.00
	1654_C	Accountant III	4,851	B	5,896	5.00	5.00
	1657_C	Accountant IV	5,614	B	6,823	1.00	1.00
	1670_C	Financial Systems Supervisor	6,530	B	7,938	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	1.00	1.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	3.00	3.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	2.00	2.00
	1844_C	Senior Management Assistant	4,391	B	5,338	2.00	2.00
	9775_C	Senior Community Development Specialist II	5,413	B	6,581	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.52	0.52
23700 PRT-OP ContinuingAuthorityCtrl	4306_C	Collections Officer	3,316	B	4,031	1.00	1.00
232112 Division Total						**54.22**	**54.62**
Division: 232113 - PRT Maintenance							
23680 PRT-OP Annual Account Ctrl	0922_C	Manager I	5,359	B	6,842	1.00	1.00
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0932_C	Manager IV	6,664	B	8,502	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	0953_C	Deputy Director III	7,713	B	9,846	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	1.00	1.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	1936_C	Senior Storekeeper	2,999	B	3,649	1.00	1.00
	1938_C	Stores And Equipment Assistant Supervisor	3,649	B	4,437	1.00	1.00
	3417_C	Gardener	3,142	B	3,822	6.00	6.00
	3422_C	Park Section Supervisor	3,897	B	4,736	1.00	1.00
	5177_C	Safety Officer	6,224	B	7,565	1.00	1.00
	6138_C	Industrial Hygienist	5,646	B	6,862	1.00	1.00
	6139_C	Senior Industrial Hygienist	6,224	B	7,565	1.00	1.00
	7205_C	Chief Stationary Engineer	6,485	B	6,485	1.00	1.00
	7213_C	Plumber Supervisor I	5,498	B	6,680	1.00	1.00
	7215_C	General Laborer Supervisor I	3,429	B	4,166	3.00	3.00
	7226_C	Carpenter Supervisor I	5,184	B	6,300	1.00	1.00
	7238_C	Electrician Supervisor I	5,453	B	6,630	1.00	1.00
	7242_C	Painter Supervisor I	4,543	B	5,518	1.00	1.00
	7258_C	Maintenance Machinist Supervisor I	6,576	B	6,576	1.00	1.00
	7262_C	Maintenance Planner	6,505	B	6,505	1.00	1.00
	7263_C	Maintenance Manager	5,688	B	6,912	4.00	4.00
	7282_C	Street Repair Supervisor II	4,820	B	5,858	1.00	1.00
	7311_C	Cement Mason	3,649	B	4,437	1.00	1.00
	7328_C	Operating Engineer, Universal	4,489	B	5,456	1.00	1.00
	7332_C	Maintenance Machinist	4,442	B	5,391	2.00	2.00
	7334_C	Stationary Engineer	5,112	B	5,112	2.00	2.00
	7344_C	Carpenter	4,200	B	5,107	4.00	4.00
	7345_C	Electrician	4,851	B	5,894	6.00	6.00
	7346_C	Painter	3,792	B	4,608	4.00	4.00
	7347_C	Plumber	4,887	B	5,942	7.00	7.00
	7355_C	Truck Driver	3,722	B	4,738	4.00	4.00
	7376_C	Sheet Metal Worker	4,820	B	5,858	3.00	3.00
	7395_C	Ornamental Iron Worker	3,984	B	4,840	4.00	4.00
	7404_C	Asphalt Finisher	3,205	B	3,895	1.00	1.00
	7502_C	Asphalt Worker	3,097	B	3,769	1.00	1.00
	7514_C	General Laborer	3,037	B	3,691	17.00	17.00
	9330_C	Pile Worker	4,478	B	5,443	7.00	7.00
	9331_C	Piledriver Engine Operator	4,553	B	5,532	1.00	1.00
	9332_C	Piledriver Supervisor I	5,009	B	6,087	3.00	3.00
	9342_C	Ornamental Iron Worker Supervisor I	4,528	B	5,498	1.00	1.00
	9343_C	Roofer	3,847	B	4,678	4.00	4.00
	9344_C	Roofer Supervisor I	4,437	B	5,392	1.00	1.00
	9345_C	Sheet Metal Supervisor I	5,392	B	6,556	1.00	1.00
	9346_C	Fusion Welder	4,724	B	5,740	2.00	2.00
	9354_C	Elevator and Crane Technician	5,360	B	6,516	3.00	3.00
	9358_C	Crane Mechanic Supervisor	5,628	B	6,842	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.90	0.91
232113 Division Total						**114.90**	**114.91**
Division: 232115 - PRT Executive							
23680 PRT-OP Annual Account Ctrl	0922_C	Manager I	5,359	B	6,842	1.00	1.00
	0923_C	Manager II	5,756	B	7,346	2.00	2.00
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0932_C	Manager IV	6,664	B	8,502	1.00	1.00
	0933_C	Manager V	7,185	B	9,171	1.00	1.00
	0954_C	Deputy Director IV	8,782	B	11,205	1.00	1.00
	1314_C	Public Relations Officer	4,579	B	5,567	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	1.00	1.00
	3233_C	Marina Associate Manager	3,325	B	4,043	1.00	1.00
	8202_C	Security Guard	2,470	B	3,649	4.60	5.00
	8603_C	Emergency Services Coord III	5,050	B	6,137	1.00	1.00
	9399_C	Port Director	15,904	B	15,904	1.00	1.00
232115 Division Total						**16.60**	**17.00**
Division: 232116 - PRT Port Commission (Portwide)							
23690 PRT-OP Annual Authority Ctrl	1824_C	Principal Administrative Analyst	5,616	B	6,828	1.00	1.00
	3417_C	Gardener	3,142	B	3,822	1.00	1.00
	7514_C	General Laborer	3,037	B	3,691	1.00	1.00
23700 PRT-OP ContinuingAuthorityCtrl	0922_C	Manager I	5,359	B	6,842	1.00	1.00
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0933_C	Manager V	7,185	B	9,171	1.00	1.00
	1042_C	IS Engineer-Journey	5,522	B	6,946	2.00	2.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	1.00	1.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	1.00	1.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	1.00	1.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	1.00	1.00
	5283_C	Planner V	7,104	B	8,633	0.80	1.00
	5291_C	Planner III	5,050	B	6,137	1.80	2.00
	5293_C	Planner IV	5,988	B	7,275	1.00	1.00
	5299_C	Planner IV-Environmental Review	5,988	B	7,275	2.00	2.00
	5502_C	Project Manager I	7,583	B	7,583	11.40	12.00
	5504_C	Project Manager II	8,774	B	8,774	11.00	11.00
	5506_C	Project Manager III	10,651	B	10,651	5.80	6.00
	5508_C	Project Manager IV	11,877	B	11,877	1.00	1.00
	7434_C	Maintenance Machinist Helper	3,177	B	3,858	1.00	1.00
	7514_C	General Laborer	3,037	B	3,691	2.00	2.00
	9251_C	Public Relations Manager	6,073	B	7,382	2.00	2.00
	9330_C	Pile Worker	4,478	B	5,443	9.00	9.00
	9331_C	Piledriver Engine Operator	4,553	B	5,532	1.00	1.00
	9332_C	Piledriver Supervisor I	5,009	B	6,087	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	9976_C	Technology Expert I		B		2.00	2.00
232116 Division Total						**65.80**	**67.00**
Division: 290644 - PRT Engineering							
23680 PRT-OP Annual Account Ctrl	0953_C	Deputy Director III	7,713	B	9,846	1.00	1.00
	1408_C	Principal Clerk	3,523	B	4,285	1.00	1.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	5207_C	Associate Engineer	5,951	B	7,235	3.00	3.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	4.00	4.00
	5212_C	Engineer/Architect Principal	9,086	B	11,044	1.00	1.00
	5241_C	Engineer	6,762	B	8,219	7.00	7.00
	5266_C	Architectural Associate II	5,952	B	7,235	1.00	1.00
	5314_C	Survey Associate	4,691	B	5,704	2.00	2.00
	5366_C	Engineering Associate II	4,579	B	5,567	1.00	1.00
	6319_C	Senior Contruction Inspector	5,325	B	6,474	1.80	2.00
	6331_C	Building Inspector	5,466	B	6,645	2.00	2.00
	6333_C	Senior Building Inspector	6,031	B	7,327	1.00	1.00
	6334_C	Chief Building Inspector	6,645	B	8,079	1.00	1.00
290644 Division Total						**27.80**	**28.00**
PRT Department Total						**344.53**	**346.75**

Department: PUC Public Utilities Commission

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 198644 - HHP CleanPowerSF							
24750 HH CleanPowerSF Op Annual Acco	0923_C	Manager II	5,756	B	7,346	1.00	1.00
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0933_C	Manager V	7,185	B	9,171	2.00	2.00
	0941_C	Manager VI	7,713	B	9,846	1.00	1.00
	1044_C	IS Engineer-Principal	6,583	B	8,281	1.00	1.00
	1244_C	Senior Human Resources Analyst	5,378	B	6,533	1.00	1.00
	1312_C	Public Information Officer	3,842	B	4,668	1.00	1.00
	1314_C	Public Relations Officer	4,579	B	5,567	1.00	1.00
	1478_C	Utility Services Representative	3,325	B	4,043	4.00	4.00
	1480_C	Utility Services Representative Supervisor	3,649	B	4,437	1.00	1.00
	1654_C	Accountant III	4,851	B	5,896	1.00	1.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	2.00	2.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	1.00	1.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	2.00	2.00
	1840_C	Junior Management Assistant	3,374	B	4,102	1.00	1.00
	1842_C	Management Assistant	3,834	B	4,656	1.00	1.00
	5601_C	Utility Analyst	3,293	B	5,106	9.00	9.00
	5602_C	Utility Specialist	4,968	B	7,345	23.00	23.00
	5620_C	Regulatory Specialist	5,050	B	6,137	1.00	1.00
	9251_C	Public Relations Manager	6,073	B	7,382	1.00	1.00
	9252_C	Communications Specialist	4,706	B	5,721	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	7.66	7.69
198644 Division Total						**64.66**	**64.69**
Division: 229309 - WWE Wastewater Enterprise							
20160 WWE Op Annual Account Ctrl	0922_C	Manager I	5,359	B	6,842	5.00	5.00
	0923_C	Manager II	5,756	B	7,346	6.00	6.00
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0932_C	Manager IV	6,664	B	8,502	3.00	3.00
	0933_C	Manager V	7,185	B	9,171	7.00	7.00
	0941_C	Manager VI	7,713	B	9,846	3.00	3.00
	0942_C	Manager VII	8,265	B	10,546	3.00	3.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	1042_C	IS Engineer-Journey	5,522	B	6,946	5.00	5.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	3.00	3.00
	1044_C	IS Engineer-Principal	6,583	B	8,281	2.00	2.00
	1051_C	IS Business Analyst-Assistant	3,847	B	4,840	1.00	1.00
	1052_C	IS Business Analyst	4,455	B	5,604	3.00	3.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	3.00	3.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	1.00	1.00
	1070_C	IS Project Director	6,583	B	8,281	2.00	2.00
	1093_C	IT Operations Support Administrator III	4,212	B	5,222	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1094_C	IT Operations Support Administrator IV	5,123	B	6,347	1.00	1.00
	1222_C	Senior Payroll And Personnel Clerk	3,613	B	4,391	1.00	1.00
	1230_C	Instructional Designer	4,831	B	5,872	2.00	2.00
	1406_C	Senior Clerk	2,670	B	3,934	2.00	2.00
	1424_C	Clerk Typist	2,676	B	3,934	2.00	2.00
	1446_C	Secretary II	3,237	B	3,934	4.00	4.00
	1450_C	Executive Secretary I	3,523	B	4,285	2.00	2.00
	1452_C	Executive Secretary II	3,876	B	4,713	2.00	2.00
	1480_C	Utility Services Representative Supervisor	3,649	B	4,437	1.00	1.00
	1630_C	Account Clerk	2,762	B	3,357	1.00	1.00
	1632_C	Senior Account Clerk	3,199	B	3,885	3.00	3.00
	1704_C	Communications Dispatcher I	2,844	B	3,456	1.00	1.00
	1820_C	Junior Administrative Analyst	3,164	B	3,847	4.00	4.00
	1822_C	Administrative Analyst	4,161	B	5,059	5.00	5.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	2.00	2.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	5.00	5.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	1.00	1.00
	1840_C	Junior Management Assistant	3,374	B	4,102	2.00	2.00
	1842_C	Management Assistant	3,834	B	4,656	3.00	3.00
	1844_C	Senior Management Assistant	4,391	B	5,338	2.00	2.00
	1934_C	Storekeeper	2,818	B	3,423	3.00	3.00
	1936_C	Senior Storekeeper	2,999	B	3,649	1.00	1.00
	1938_C	Stores And Equipment Assistant Supervisor	3,649	B	4,437	1.00	1.00
	1942_C	Assistant Materials Coordinator	4,735	B	5,756	1.00	1.00
	1944_C	Materials Coordinator	5,616	B	6,828	1.00	1.00
	1950_C	Assistant Purchaser	3,268	B	3,976	4.00	4.00
	2481_C	Water Quality Technician	3,401	B	4,783	7.00	7.00
	2482_C	Water Quality Technician III	4,234	B	5,147	3.00	3.00
	2486_C	Chemist	4,031	B	5,674	21.00	21.00
	2487_C	Chemist III	5,674	B	6,898	3.00	3.00
	2488_C	Supervising Chemist	6,100	B	7,415	5.00	5.00
	2489_C	Laboratory Services Manager	6,630	B	8,060	1.00	1.00
	3417_C	Gardener	3,142	B	3,822	12.00	12.00
	3422_C	Park Section Supervisor	3,897	B	4,736	3.00	3.00
	5130_C	Sewage Treatment Plant Superintendent	6,533	B	7,944	2.00	2.00
	5177_C	Safety Officer	6,224	B	7,565	1.00	1.00
	5207_C	Associate Engineer	5,951	B	7,235	26.00	26.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	9.50	9.50
	5212_C	Engineer/Architect Principal	9,086	B	11,044	2.00	2.00
	5241_C	Engineer	6,762	B	8,219	10.00	10.00
	5299_C	Planner IV-Environmental Review	5,988	B	7,275	1.00	1.00
	5366_C	Engineering Associate II	4,579	B	5,567	2.00	2.00
	5601_C	Utility Analyst	3,293	B	5,106	9.00	9.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	5602_C	Utility Specialist	4,968	B	7,345	20.00	20.00
	5620_C	Regulatory Specialist	5,050	B	6,137	6.00	6.00
	6115_C	Wastewater Control Inspector	4,579	B	5,567	8.00	8.00
	6116_C	Supervising Wastewater Control Inspector	5,532	B	6,725	3.00	3.00
	6318_C	Construction Inspector	4,831	B	5,872	6.00	6.00
	6319_C	Senior Contruction Inspector	5,325	B	6,474	3.00	3.00
	7108_C	Heavy Equipment Operations Assistant Supervisor	4,958	B	6,026	1.00	1.00
	7208_C	Heavy Equipment Operations Supervisor	5,206	B	6,329	1.00	1.00
	7213_C	Plumber Supervisor I	5,498	B	6,680	1.00	1.00
	7215_C	General Laborer Supervisor I	3,429	B	4,166	1.00	1.00
	7219_C	Maintenance Scheduler	3,613	B	4,391	1.00	1.00
	7226_C	Carpenter Supervisor I	5,184	B	6,300	1.00	1.00
	7242_C	Painter Supervisor I	4,543	B	5,518	1.00	1.00
	7246_C	Sewer Repair Supervisor	5,050	B	6,137	7.00	7.00
	7252_C	Chief Stationary Engineer, Sewage Plant	6,891	B	6,891	12.00	12.00
	7258_C	Maintenance Machinist Supervisor I	6,576	B	6,576	1.00	1.00
	7262_C	Maintenance Planner	6,505	B	6,505	11.00	11.00
	7263_C	Maintenance Manager	5,688	B	6,912	1.00	1.00
	7288_C	Utility Electrician Supervisor I	5,952	B	7,239	3.00	3.00
	7289_C	Utility Electrician Supervisor II	6,709	B	8,153	1.00	1.00
	7329_C	Electronic Maintenance Technician Asst Supervisor	5,771	B	7,016	2.00	2.00
	7332_C	Maintenance Machinist	4,442	B	5,391	2.00	2.00
	7336_C	Electronic Instrumentation Tech Wtr Pollution Ctrl	5,221	B	6,345	14.00	14.00
	7337_C	Maintenance Machinist Assistant Supervisor	4,867	B	5,915	1.00	1.00
	7344_C	Carpenter	4,200	B	5,107	2.00	2.00
	7346_C	Painter	3,792	B	4,608	4.00	4.00
	7347_C	Plumber	4,887	B	5,942	3.00	3.00
	7355_C	Truck Driver	3,722	B	4,738	12.00	12.00
	7372_C	Stationary Engineer, Sewage Plant	5,435	B	5,435	124.00	124.00
	7373_C	Senior Stationary Engineer, Sewage Plant	6,152	B	6,152	34.00	34.00
	7385_C	Utility Electrician	5,359	B	6,514	15.00	15.00
	7410_C	Automotive Service Worker	3,128	B	3,801	1.00	1.00
	7421_C	Sewer Maintenance Worker	3,401	B	4,132	2.00	2.00
	7449_C	Sewer Service Worker	4,753	B	5,768	31.00	31.00
	7510_C	Lighting Fixture Maintenance Worker	2,684	B	3,262	1.00	1.00
	7514_C	General Laborer	3,037	B	3,691	19.00	19.00
	9252_C	Communications Specialist	4,706	B	5,721	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	3.01	3.03
20210 WWE Work Order	7252_C	Chief Stationary Engineer, Sewage Plant	6,891	B	6,891	1.00	1.00
	7372_C	Stationary Engineer, Sewage Plant	5,435	B	5,435	1.00	1.00
229309 Division Total						**586.51**	**586.53**

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 231637 - HHP Hetch Hetchy Water & Power							
24970 HHWP Op Annual Account Ctrl	0922_C	Manager I	5,359	B	6,842	1.00	1.00
	0923_C	Manager II	5,756	B	7,346	4.00	4.00
	0931_C	Manager III	6,207	B	7,922	15.00	15.00
	0932_C	Manager IV	6,664	B	8,502	2.00	2.00
	0933_C	Manager V	7,185	B	9,171	4.00	4.00
	0941_C	Manager VI	7,713	B	9,846	3.00	3.00
	0942_C	Manager VII	8,265	B	10,546	1.00	1.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	1041_C	IS Engineer-Assistant	4,987	B	6,272	3.00	3.00
	1042_C	IS Engineer-Journey	5,522	B	6,946	4.00	3.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	2.00	3.00
	1044_C	IS Engineer-Principal	6,583	B	8,281	2.00	2.00
	1052_C	IS Business Analyst	4,455	B	5,604	2.00	2.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	2.00	2.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	1.00	1.00
	1092_C	IT Operations Support Administrator II	3,465	B	4,296	1.00	1.00
	1094_C	IT Operations Support Administrator IV	5,123	B	6,347	1.00	1.00
	1232_C	Training Officer	4,380	B	5,325	2.00	2.00
	1406_C	Senior Clerk	2,670	B	3,934	5.00	5.00
	1452_C	Executive Secretary II	3,876	B	4,713	1.00	1.00
	1478_C	Utility Services Representative	3,325	B	4,043	1.60	2.00
	1632_C	Senior Account Clerk	3,199	B	3,885	2.00	2.00
	1820_C	Junior Administrative Analyst	3,164	B	3,847	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	5.00	5.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	1.00	1.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	5.00	5.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	4.00	4.00
	1840_C	Junior Management Assistant	3,374	B	4,102	7.00	7.00
	1842_C	Management Assistant	3,834	B	4,656	5.00	5.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	1931_C	Senior Parts Storekeeper	3,438	B	4,184	3.00	3.00
	1934_C	Storekeeper	2,818	B	3,423	2.00	2.00
	1942_C	Assistant Materials Coordinator	4,735	B	5,756	2.00	2.00
	1944_C	Materials Coordinator	5,616	B	6,828	3.00	3.00
	2706_C	Housekeeper/Food Service Cleaner	2,434	B	2,957	5.00	5.00
	2708_C	Custodian	2,691	B	3,268	1.00	1.00
	3417_C	Gardener	3,142	B	3,822	2.00	2.00
	3426_C	Forester	4,678	B	6,268	1.00	1.00
	3434_C	Arborist Technician	3,467	B	4,748	2.00	2.00
	5148_C	Water Operations Analyst	7,497	B	7,497	2.00	2.00
	5201_C	Junior Engineer	4,444	B	5,401	2.00	2.00
	5203_C	Assistant Engineer	5,016	B	6,099	5.00	5.00
	5207_C	Associate Engineer	5,951	B	7,235	10.00	9.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	7.00	7.00
	5212_C	Engineer/Architect Principal	9,086	B	11,044	4.00	4.00
	5216_C	Chief Surveyor	6,014	B	7,311	1.00	1.00
	5241_C	Engineer	6,762	B	8,219	16.00	17.00
	5291_C	Planner III	5,050	B	6,137	2.00	2.00
	5310_C	Survey Assistant I	3,622	B	4,405	1.00	1.00
	5312_C	Survey Assistant II	4,071	B	4,950	1.00	1.00
	5314_C	Survey Associate	4,691	B	5,704	1.00	1.00
	5362_C	Engineering Assistant	3,567	B	4,338	3.00	3.00
	5366_C	Engineering Associate II	4,579	B	5,567	2.00	2.00
	5601_C	Utility Analyst	3,293	B	5,106	17.00	17.00
	5602_C	Utility Specialist	4,968	B	7,345	46.00	46.00
	5620_C	Regulatory Specialist	5,050	B	6,137	1.00	1.00
	6130_C	Safety Analyst	5,646	B	6,862	1.00	1.00
	6318_C	Construction Inspector	4,831	B	5,872	3.00	3.00
	6319_C	Senior Contruction Inspector	5,325	B	6,474	4.00	4.00
	7120_C	Buildings And Grounds Maintenance Superintendent	7,443	B	7,443	1.00	1.00
	7126_C	Mechanical Shop And Equipment Superintendent	5,715	B	6,936	1.00	1.00
	7203_C	Buildings And Grounds Maintenance Supervisor	6,360	B	6,360	1.00	1.00
	7215_C	General Laborer Supervisor I	3,429	B	4,166	6.00	6.00
	7219_C	Maintenance Scheduler	3,613	B	4,391	2.00	2.00
	7226_C	Carpenter Supervisor I	5,184	B	6,300	1.00	1.00
	7229_C	Transmission Line Supervisor I	6,300	B	7,657	3.00	3.00
	7232_C	Hetch Hetchy Mechanical Shop Supervisor	5,782	B	5,782	1.00	1.00
	7242_C	Painter Supervisor I	4,543	B	5,518	1.00	1.00
	7250_C	Utility Plumber Supervisor I	5,498	B	6,680	1.00	1.00
	7259_C	Water And Power Maintenance Supervisor I	4,143	B	5,034	4.00	4.00
	7262_C	Maintenance Planner	6,505	B	6,505	7.00	7.00
	7263_C	Maintenance Manager	5,688	B	6,912	1.00	1.00
	7270_C	Watershed Keeper Supervisor	3,734	B	4,543	1.00	1.00
	7284_C	Utility Plumber Supervisor II	6,061	B	7,365	1.00	1.00
	7285_C	Transmission Line Worker Supervisor II	7,011	B	8,521	1.00	1.00
	7287_C	Supervising Electronic Maintenance Technician	6,184	B	7,513	1.00	1.00
	7288_C	Utility Electrician Supervisor I	5,952	B	7,239	1.00	1.00
	7318_C	Electronic Maintenance Technician	5,343	B	6,491	7.80	8.00
	7325_C	General Utility Mechanic	5,378	B	5,378	11.00	11.00
	7328_C	Operating Engineer, Universal	4,489	B	5,456	5.00	5.00
	7329_C	Electronic Maintenance Technician Asst Supervisor	5,771	B	7,016	2.00	2.00
	7338_C	Electrical Line Worker	5,793	B	5,793	5.00	5.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	7344_C	Carpenter	4,200	B	5,107	4.80	5.00
	7345_C	Electrician	4,851	B	5,894	5.00	5.00
	7346_C	Painter	3,792	B	4,608	3.00	3.00
	7350_C	Transmission and Distribution Line Worker	6,824	B	6,824	12.00	12.00
	7355_C	Truck Driver	3,722	B	4,738	5.00	5.00
	7372_C	Stationary Engineer, Sewage Plant	5,435	B	5,435	4.00	4.00
	7373_C	Senior Stationary Engineer, Sewage Plant	6,152	B	6,152	1.00	1.00
	7385_C	Utility Electrician	5,359	B	6,514	6.00	6.00
	7388_C	Utility Plumber	4,887	B	5,942	3.00	3.00
	7430_C	Assistant Electronic Maintenance Technician	4,617	B	5,607	1.00	1.00
	7432_C	Electrical Line Helper	3,812	B	4,633	10.00	10.00
	7470_C	Watershed Keeper	3,343	B	4,062	6.00	6.00
	7482_C	Power Generation Technician II	5,341	B	6,493	12.00	12.00
	7484_C	Senior Power Generation Technician	5,704	B	6,934	9.00	9.00
	7488_C	Power Generation Supervisor	6,536	B	7,944	6.00	6.00
	7514_C	General Laborer	3,037	B	3,691	19.00	19.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	15.36	15.12
231637 Division Total						**427.56**	**428.12**
Division: 232176 - PUB Public Utilities Bureaus							
27180 PUC Operating Fund	0114_E	Board/Commission Member, Group V		B		0.20	0.20
	0922_C	Manager I	5,359	B	6,842	10.00	10.00
	0923_C	Manager II	5,756	B	7,346	16.00	16.00
	0931_C	Manager III	6,207	B	7,922	12.00	12.00
	0932_C	Manager IV	6,664	B	8,502	7.00	7.00
	0933_C	Manager V	7,185	B	9,171	9.00	9.00
	0941_C	Manager VI	7,713	B	9,846	13.00	13.00
	0942_C	Manager VII	8,265	B	10,546	1.00	1.00
	0943_C	Manager VIII	9,350	B	11,931	1.00	1.00
	0955_C	Deputy Director V	9,350	B	11,931	4.00	4.00
	1031_C	IS Trainer-Assistant	3,431	B	4,169	1.00	1.00
	1041_C	IS Engineer-Assistant	4,987	B	6,272	3.00	3.00
	1042_C	IS Engineer-Journey	5,522	B	6,946	10.00	10.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	22.00	22.00
	1044_C	IS Engineer-Principal	6,583	B	8,281	20.00	20.00
	1052_C	IS Business Analyst	4,455	B	5,604	2.00	2.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	6.00	6.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	7.00	7.00
	1063_C	IS Programmer Analyst-Senior	4,903	B	6,170	1.00	1.00
	1070_C	IS Project Director	6,583	B	8,281	8.00	8.00
	1091_C	IT Operations Support Administrator I	2,951	B	3,656	3.00	3.00
	1092_C	IT Operations Support Administrator II	3,465	B	4,296	3.00	3.00
	1093_C	IT Operations Support Administrator III	4,212	B	5,222	1.00	1.00
	1094_C	IT Operations Support Administrator IV	5,123	B	6,347	6.00	6.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1203_C	Personnel Technician	3,475	B	4,227	3.00	3.00
	1204_C	Senior Personnel Clerk	3,316	B	4,031	6.00	6.00
	1218_C	Payroll Supervisor	4,633	B	5,628	1.00	1.00
	1222_C	Senior Payroll And Personnel Clerk	3,613	B	4,391	6.00	6.00
	1224_C	Principal Payroll And Personnel Clerk	3,984	B	4,840	1.00	1.00
	1226_C	Chief Payroll And Personnel Clerk	4,200	B	5,103	1.00	1.00
	1230_C	Instructional Designer	4,831	B	5,872	1.00	1.00
	1232_C	Training Officer	4,380	B	5,325	5.00	5.00
	1241_C	Human Resources Analyst	3,804	B	5,601	12.00	12.00
	1244_C	Senior Human Resources Analyst	5,378	B	6,533	21.00	21.00
	1246_C	Principal Human Resources Analyst	6,074	B	7,382	6.00	6.00
	1250_C	Recruiter	5,072	B	6,164	2.00	2.00
	1310_C	Public Relations Assistant	2,901	B	3,523	2.00	2.00
	1314_C	Public Relations Officer	4,579	B	5,567	7.00	7.00
	1406_C	Senior Clerk	2,670	B	3,934	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	2.00	2.00
	1450_C	Executive Secretary I	3,523	B	4,285	1.00	1.00
	1454_C	Executive Secretary III	4,213	B	5,119	1.00	1.00
	1466_C	Meter Reader	3,151	B	3,830	3.00	3.00
	1474_C	Claims Process Clerk	3,037	B	3,691	1.00	1.00
	1478_C	Utility Services Representative	3,325	B	4,043	44.00	44.00
	1480_C	Utility Services Representative Supervisor	3,649	B	4,437	12.00	12.00
	1632_C	Senior Account Clerk	3,199	B	3,885	5.00	5.00
	1634_C	Principal Account Clerk	3,613	B	4,391	6.00	6.00
	1652_C	Accountant II	4,011	B	4,873	6.00	6.00
	1654_C	Accountant III	4,851	B	5,896	18.00	18.00
	1657_C	Accountant IV	5,614	B	6,823	9.00	9.00
	1670_C	Financial Systems Supervisor	6,530	B	7,938	3.00	3.00
	1820_C	Junior Administrative Analyst	3,164	B	3,847	6.00	6.00
	1822_C	Administrative Analyst	4,161	B	5,059	18.80	19.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	19.00	19.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	21.00	21.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	8.00	8.00
	1840_C	Junior Management Assistant	3,374	B	4,102	2.00	2.00
	1842_C	Management Assistant	3,834	B	4,656	5.00	5.00
	1844_C	Senior Management Assistant	4,391	B	5,338	4.00	4.00
	3374_C	Volunteer/Outreach Coordinator	3,657	B	4,444	1.00	1.00
	4310_C	Commercial Division Assistant Supervisor	4,143	B	5,034	7.00	7.00
	4321_C	Cashier II	2,867	B	3,481	1.00	1.00
	4322_C	Cashier III	3,213	B	3,908	1.00	1.00
	5177_C	Safety Officer	6,224	B	7,565	3.00	3.00
	5203_C	Assistant Engineer	5,016	B	6,099	1.00	1.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	2.00	2.00
	5212_C	Engineer/Architect Principal	9,086	B	11,044	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	5291_C	Planner III	5,050	B	6,137	1.00	1.00
	5322_C	Graphic Artist	3,045	B	3,885	2.00	2.00
	5330_C	Graphics Supervisor	4,152	B	5,050	1.00	1.00
	5408_C	Coordinator of Citizen Involvement	5,338	B	6,485	1.00	1.00
	5601_C	Utility Analyst	3,293	B	5,106	6.00	6.00
	5602_C	Utility Specialist	4,968	B	7,345	2.00	2.00
	6130_C	Safety Analyst	5,646	B	6,862	2.00	2.00
	6138_C	Industrial Hygienist	5,646	B	6,862	3.00	3.00
	6139_C	Senior Industrial Hygienist	6,224	B	7,565	1.00	1.00
	7120_C	Buildings And Grounds Maintenance Superintendent	7,443	B	7,443	1.00	1.00
	7204_C	Chief Water Service Inspector	6,297	B	7,656	1.00	1.00
	7316_C	Water Service Inspector	4,933	B	5,996	19.40	20.00
	7317_C	Senior Water Service Inspector	5,714	B	6,943	4.80	5.00
	7318_C	Electronic Maintenance Technician	5,343	B	6,491	1.00	1.00
	7334_C	Stationary Engineer	5,112	B	5,112	2.00	2.00
	7335_C	Senior Stationary Engineer	5,794	B	5,794	1.00	1.00
	7368_C	Senior Communications Systems Technician	6,207	B	7,543	2.00	2.00
	7514_C	General Laborer	3,037	B	3,691	2.00	2.00
	9251_C	Public Relations Manager	6,073	B	7,382	5.00	5.00
	9252_C	Communications Specialist	4,706	B	5,721	5.00	5.00
	9976_C	Technology Expert I		B		1.00	1.00
	9989_C	Executive Contract Employee with FBP		B		1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	15.19	15.25
27190 PUC Personnel Fund	0922_C	Manager I	5,359	B	6,842	1.00	1.00
	0931_C	Manager III	6,207	B	7,922	2.00	2.00
	0932_C	Manager IV	6,664	B	8,502	4.00	4.00
	0933_C	Manager V	7,185	B	9,171	8.00	8.00
	0941_C	Manager VI	7,713	B	9,846	8.00	8.00
	0943_C	Manager VIII	9,350	B	11,931	6.00	6.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	1044_C	IS Engineer-Principal	6,583	B	8,281	1.00	1.00
	1241_C	Human Resources Analyst	3,804	B	5,601	1.00	1.00
	1244_C	Senior Human Resources Analyst	5,378	B	6,533	1.00	1.00
	1312_C	Public Information Officer	3,842	B	4,668	1.00	1.00
	1426_C	Senior Clerk Typist	2,939	B	3,934	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	3.00	3.00
	1450_C	Executive Secretary I	3,523	B	4,285	4.00	4.00
	1634_C	Principal Account Clerk	3,613	B	4,391	1.00	1.00
	1770_C	Photographer	3,133	B	3,812	1.00	1.00
	1774_C	Head Photographer	3,758	B	4,567	1.00	1.00
	1820_C	Junior Administrative Analyst	3,164	B	3,847	13.00	13.00
	1822_C	Administrative Analyst	4,161	B	5,059	27.00	27.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	18.00	18.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1824_C	Principal Administrative Analyst	5,616	B	6,828	10.00	10.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	5.00	5.00
	1842_C	Management Assistant	3,834	B	4,656	1.00	1.00
	1844_C	Senior Management Assistant	4,391	B	5,338	4.00	4.00
	5174_C	Administrative Engineer	7,270	B	8,839	4.00	4.00
	5177_C	Safety Officer	6,224	B	7,565	1.00	1.00
	5203_C	Assistant Engineer	5,016	B	6,099	19.00	19.00
	5207_C	Associate Engineer	5,951	B	7,235	63.00	63.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	34.00	34.00
	5212_C	Engineer/Architect Principal	9,086	B	11,044	9.00	9.00
	5218_C	Structural Engineer	7,455	B	9,059	2.00	2.00
	5241_C	Engineer	6,762	B	8,219	46.00	46.00
	5298_C	Planner III-Environmental Review	5,050	B	6,137	6.00	6.00
	5299_C	Planner IV-Environmental Review	5,988	B	7,275	5.00	5.00
	5362_C	Engineering Assistant	3,567	B	4,338	3.00	3.00
	5364_C	Engineering Associate I	3,954	B	4,806	6.00	6.00
	5366_C	Engineering Associate II	4,579	B	5,567	3.00	3.00
	5502_C	Project Manager I	7,583	B	7,583	1.00	1.00
	5504_C	Project Manager II	8,774	B	8,774	3.00	3.00
	5506_C	Project Manager III	10,651	B	10,651	4.00	4.00
	5601_C	Utility Analyst	3,293	B	5,106	1.00	1.00
	5602_C	Utility Specialist	4,968	B	7,345	12.00	12.00
	6130_C	Safety Analyst	5,646	B	6,862	2.00	2.00
	6317_C	Assistant Construction Inspector	3,976	B	4,831	1.00	1.00
	6318_C	Construction Inspector	4,831	B	5,872	20.00	20.00
	6319_C	Senior Contruction Inspector	5,325	B	6,474	9.00	9.00
	9772_C	Community Development Specialist	3,941	B	4,793	1.00	1.00
	9775_C	Senior Community Development Specialist II	5,413	B	6,581	2.00	2.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.99	0.99
232176 Division Total						**914.38**	**915.44**
Division: 232429 - WTR Water Enterprise							
25940 WTR Op Annual Account Ctrl	0922_C	Manager I	5,359	B	6,842	9.00	9.00
	0923_C	Manager II	5,756	B	7,346	4.00	4.00
	0931_C	Manager III	6,207	B	7,922	6.00	6.00
	0932_C	Manager IV	6,664	B	8,502	5.00	5.00
	0933_C	Manager V	7,185	B	9,171	7.00	7.00
	0941_C	Manager VI	7,713	B	9,846	2.00	2.00
	0942_C	Manager VII	8,265	B	10,546	3.00	3.00
	0954_C	Deputy Director IV	8,782	B	11,205	1.00	1.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	1052_C	IS Business Analyst	4,455	B	5,604	2.00	2.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	3.00	3.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	5.00	5.00
	1404_C	Clerk	2,573	B	3,128	1.00	1.00
	1406_C	Senior Clerk	2,670	B	3,934	1.00	1.00
	1408_C	Principal Clerk	3,523	B	4,285	1.00	1.00
	1426_C	Senior Clerk Typist	2,939	B	3,934	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	2.00	2.00
	1450_C	Executive Secretary I	3,523	B	4,285	2.00	2.00
	1452_C	Executive Secretary II	3,876	B	4,713	3.00	3.00
	1478_C	Utility Services Representative	3,325	B	4,043	6.00	6.00
	1480_C	Utility Services Representative Supervisor	3,649	B	4,437	2.00	2.00
	1630_C	Account Clerk	2,762	B	3,357	1.00	1.00
	1632_C	Senior Account Clerk	3,199	B	3,885	3.00	3.00
	1634_C	Principal Account Clerk	3,613	B	4,391	1.00	1.00
	1705_C	Communications Dispatcher II	3,154	B	3,834	8.00	8.00
	1820_C	Junior Administrative Analyst	3,164	B	3,847	2.00	2.00
	1822_C	Administrative Analyst	4,161	B	5,059	8.00	8.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	7.00	7.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	3.00	3.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	4.00	4.00
	1839_C	Water Conservation Administrator	5,550	B	6,745	6.00	6.00
	1840_C	Junior Management Assistant	3,374	B	4,102	2.00	2.00
	1842_C	Management Assistant	3,834	B	4,656	3.00	3.00
	1844_C	Senior Management Assistant	4,391	B	5,338	2.00	2.00
	1920_C	Inventory Clerk	2,567	B	3,121	1.00	1.00
	1929_C	Parts Storekeeper	3,164	B	3,847	1.00	1.00
	1931_C	Senior Parts Storekeeper	3,438	B	4,184	2.00	2.00
	1934_C	Storekeeper	2,818	B	3,423	4.00	4.00
	1942_C	Assistant Materials Coordinator	4,735	B	5,756	3.00	3.00
	1944_C	Materials Coordinator	5,616	B	6,828	1.00	1.00
	1950_C	Assistant Purchaser	3,268	B	3,976	6.00	6.00
	1952_C	Purchaser	4,089	B	4,973	1.00	1.00
	2481_C	Water Quality Technician	3,401	B	4,783	16.00	16.00
	2482_C	Water Quality Technician III	4,234	B	5,147	8.00	8.00
	2483_C	Biologist	4,031	B	5,674	23.05	23.05
	2484_C	Biologist III	5,674	B	6,898	7.00	7.00
	2485_C	Supervising Biologist	6,100	B	7,415	5.20	5.20
	2486_C	Chemist	4,031	B	5,674	9.00	9.00
	2487_C	Chemist III	5,674	B	6,898	3.00	3.00
	2488_C	Supervising Chemist	6,100	B	7,415	4.00	4.00
	2489_C	Laboratory Services Manager	6,630	B	8,060	1.00	1.00
	2708_C	Custodian	2,691	B	3,268	9.00	9.00
	3286_C	Recreation Coordinator	2,999	B	3,649	1.00	1.00
	3374_C	Volunteer/Outreach Coordinator	3,657	B	4,444	2.00	2.00
	3417_C	Gardener	3,142	B	3,822	13.00	13.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	3421_C	Chief Natrual Resource Specialist	4,189	B	5,090	2.00	2.00
	3422_C	Park Section Supervisor	3,897	B	4,736	3.00	3.00
	3424_C	Integrated Pest Management Specialist	3,822	B	4,644	2.00	2.00
	3428_C	Nursery Specialist	3,710	B	4,509	1.00	1.00
	3430_C	Chief Nursery Specialist	4,296	B	5,219	1.00	1.00
	3434_C	Arborist Technician	3,467	B	4,748	4.00	4.00
	3436_C	Arborist Technician Supervisor I	4,362	B	5,300	2.00	2.00
	3486_C	Watershed Forester	4,911	B	5,971	2.00	2.00
	5148_C	Water Operations Analyst	7,497	B	7,497	5.00	5.00
	5149_C	Superintendent of Water Treatment Facilities	8,304	B	8,304	2.00	2.00
	5201_C	Junior Engineer	4,444	B	5,401	4.00	4.00
	5203_C	Assistant Engineer	5,016	B	6,099	11.00	11.00
	5207_C	Associate Engineer	5,951	B	7,235	17.00	17.00
	5211_C	Engineer/Architect/Landscape Architect Senior	7,829	B	9,513	16.00	15.00
	5212_C	Engineer/Architect Principal	9,086	B	11,044	3.00	4.00
	5216_C	Chief Surveyor	6,014	B	7,311	1.00	1.00
	5241_C	Engineer	6,762	B	8,219	22.80	23.00
	5278_C	Planner II	4,255	B	5,170	1.00	1.00
	5291_C	Planner III	5,050	B	6,137	1.00	1.00
	5293_C	Planner IV	5,988	B	7,275	3.00	3.00
	5298_C	Planner III-Environmental Review	5,050	B	6,137	5.00	5.00
	5310_C	Survey Assistant I	3,622	B	4,405	1.00	1.00
	5312_C	Survey Assistant II	4,071	B	4,950	2.00	2.00
	5314_C	Survey Associate	4,691	B	5,704	5.00	5.00
	5366_C	Engineering Associate II	4,579	B	5,567	3.00	3.00
	5601_C	Utility Analyst	3,293	B	5,106	5.00	5.00
	5602_C	Utility Specialist	4,968	B	7,345	14.00	14.00
	5620_C	Regulatory Specialist	5,050	B	6,137	3.00	3.00
	6130_C	Safety Analyst	5,646	B	6,862	1.00	1.00
	6318_C	Construction Inspector	4,831	B	5,872	8.00	8.00
	6319_C	Senior Contruction Inspector	5,325	B	6,474	4.00	4.00
	7120_C	Buildings And Grounds Maintenance Superintendent	7,443	B	7,443	1.00	1.00
	7134_C	Water Construction And Maintenance Superintendent	6,690	B	8,136	2.00	2.00
	7205_C	Chief Stationary Engineer	6,485	B	6,485	1.00	1.00
	7208_C	Heavy Equipment Operations Supervisor	5,206	B	6,329	1.00	1.00
	7215_C	General Laborer Supervisor I	3,429	B	4,166	8.00	8.00
	7219_C	Maintenance Scheduler	3,613	B	4,391	2.00	2.00
	7226_C	Carpenter Supervisor I	5,184	B	6,300	2.00	2.00
	7238_C	Electrician Supervisor I	5,453	B	6,630	2.00	2.00
	7239_C	Plumber Supervisor II	6,061	B	7,365	1.00	1.00
	7245_C	Chief Stationary Engineer, Water Treatment Plant	6,891	B	6,891	7.00	7.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	7250_C	Utility Plumber Supervisor I	5,498	B	6,680	31.00	31.00
	7254_C	Automotive Machinist Supervisor I	6,262	B	6,262	2.00	2.00
	7258_C	Maintenance Machinist Supervisor I	6,576	B	6,576	1.00	1.00
	7259_C	Water And Power Maintenance Supervisor I	4,143	B	5,034	1.00	1.00
	7262_C	Maintenance Planner	6,505	B	6,505	6.00	6.00
	7263_C	Maintenance Manager	5,688	B	6,912	1.00	1.00
	7270_C	Watershed Keeper Supervisor	3,734	B	4,543	3.00	3.00
	7276_C	Electrician Supervisor II	6,056	B	7,361	1.00	1.00
	7284_C	Utility Plumber Supervisor II	6,061	B	7,365	6.00	6.00
	7288_C	Utility Electrician Supervisor I	5,952	B	7,239	1.00	1.00
	7289_C	Utility Electrician Supervisor II	6,709	B	8,153	1.00	1.00
	7306_C	Automotive Body And Fender Worker	4,818	B	4,818	1.00	1.00
	7309_C	Car And Auto Painter	4,818	B	4,818	1.00	1.00
	7313_C	Automotive Machinist	4,910	B	4,910	1.00	1.00
	7315_C	Automotive Machinist Assistant Supervisor	5,683	B	5,683	2.00	2.00
	7316_C	Water Service Inspector	4,933	B	5,996	14.00	14.00
	7317_C	Senior Water Service Inspector	5,714	B	6,943	7.00	7.00
	7318_C	Electronic Maintenance Technician	5,343	B	6,491	10.80	11.00
	7323_C	Heavy Duty Mechanic	5,106	B	5,106	11.00	11.00
	7328_C	Operating Engineer, Universal	4,489	B	5,456	15.00	15.00
	7329_C	Electronic Maintenance Technician Asst Supervisor	5,771	B	7,016	2.00	2.00
	7332_C	Maintenance Machinist	4,442	B	5,391	15.80	16.00
	7334_C	Stationary Engineer	5,112	B	5,112	4.00	4.00
	7335_C	Senior Stationary Engineer	5,794	B	5,794	3.00	3.00
	7337_C	Maintenance Machinist Assistant Supervisor	4,867	B	5,915	2.00	2.00
	7341_C	Stationary Engineer, Water Treatment Plant	5,435	B	5,435	43.00	43.00
	7343_C	Senior Stationary Engineer, Water Treatment Plant	6,152	B	6,152	19.00	19.00
	7344_C	Carpenter	4,200	B	5,107	10.00	10.00
	7345_C	Electrician	4,851	B	5,894	15.00	15.00
	7346_C	Painter	3,792	B	4,608	5.00	5.00
	7347_C	Plumber	4,887	B	5,942	5.80	6.00
	7353_C	Water Meter Repairer	4,096	B	4,984	6.00	6.00
	7355_C	Truck Driver	3,722	B	4,738	19.00	19.00
	7360_C	Pipe Welder	4,887	B	5,942	5.00	5.00
	7388_C	Utility Plumber	4,887	B	5,942	86.00	86.00
	7410_C	Automotive Service Worker	3,128	B	3,801	5.00	5.00
	7470_C	Watershed Keeper	3,343	B	4,062	18.00	18.00
	7514_C	General Laborer	3,037	B	3,691	55.00	55.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	7.24	7.30
26000 WTR Work Order	2483_C	Biologist	4,031	B	5,674	3.95	3.95
	2485_C	Supervising Biologist	6,100	B	7,415	0.80	0.80

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
232429 Division Total						**866.44**	**867.30**
PUC Department Total						**2,859.55**	**2,862.08**

Department: RET Retirement System

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 207980 - RET SF Deferred Comp Program							
10010 GF Annual Authority Ctrl	0923_C	Manager II	5,756	B	7,346	1.00	1.00
	0932_C	Manager IV	6,664	B	8,502	1.00	1.00
	1209_C	Benefits Technician	3,030	B	3,685	2.00	2.00
	1812_C	Assistant Retirement Analyst	3,834	B	4,656	2.00	2.00
	1814_C	Benefits Supervisor	5,206	B	6,329	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	0.65	0.65
207980 Division Total						**7.65**	**7.65**
Division: 232318 - RET Retirement Services							
31330 Employees Retirement Trust	0922_C	Manager I	5,359	B	6,842	2.00	2.00
	0931_C	Manager III	6,207	B	7,922	3.00	3.00
	0941_C	Manager VI	7,713	B	9,846	1.00	1.00
	0955_C	Deputy Director V	9,350	B	11,931	1.00	1.00
	1209_C	Benefits Technician	3,030	B	3,685	15.00	15.00
	1686_C	Auditor III	5,532	B	6,725	1.00	1.00
	1812_C	Assistant Retirement Analyst	3,834	B	4,656	25.00	25.00
	1813_C	Senior Benefits Analyst	4,348	B	5,288	9.00	9.00
	1814_C	Benefits Supervisor	5,206	B	6,329	6.00	6.00
	1867_C	Auditor I	3,481	B	4,234	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	4.60	4.60
232318 Division Total						**68.60**	**68.60**
Division: 232319 - RET Investment							
31330 Employees Retirement Trust	0922_C	Manager I	5,359	B	6,842	7.00	7.00
	0923_C	Manager II	5,756	B	7,346	8.00	7.00
	1114_C	Senior Portfolio Manager	7,690	B	9,815	2.00	3.00
	1115_C	Director	9,350	B	11,931	8.00	8.00
	1116_C	Managing Director	11,363	B	14,502	5.00	5.00
	4331_C	Security Analyst	5,272	B	6,406	1.00	1.00
	TEMPM_E	Temporary - Miscellaneous	5,472	B	5,472	1.28	1.30
232319 Division Total						**32.28**	**32.30**
Division: 232320 - RET Administration							
31330 Employees Retirement Trust	0922_C	Manager I	5,359	B	6,842	2.00	2.00
	0923_C	Manager II	5,756	B	7,346	2.00	2.00
	0931_C	Manager III	6,207	B	7,922	1.00	1.00
	0932_C	Manager IV	6,664	B	8,502	1.00	1.00
	0941_C	Manager VI	7,713	B	9,846	1.00	1.00
	0952_C	Deputy Director II	6,207	B	7,922	1.00	1.00
	1043_C	IS Engineer-Senior	6,120	B	7,701	2.00	2.00
	1053_C	IS Business Analyst-Senior	5,157	B	6,488	2.00	2.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	5.00	5.00
	1063_C	IS Programmer Analyst-Senior	4,903	B	6,170	1.00	1.00

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
	1064_C	IS Programmer Analyst-Principal	5,710	B	7,182	3.00	3.00
	1070_C	IS Project Director	6,583	B	8,281	2.00	2.00
	1093_C	IT Operations Support Administrator III	4,212	B	5,222	1.00	1.00
	1094_C	IT Operations Support Administrator IV	5,123	B	6,347	1.00	1.00
	1110_C	Exec Asst To The Exec Director, Retirement System	5,360	B	6,516	1.00	1.00
	1117_C	Deputy Director for Investments, Retirement System	15,343	B	18,651	1.00	1.00
	1119_C	Chief Investment Officer	13,587	B	17,344	1.00	1.00
	1241_C	Human Resources Analyst	3,804	B	5,601	2.00	2.00
	1244_C	Senior Human Resources Analyst	5,378	B	6,533	1.00	1.00
	1246_C	Principal Human Resources Analyst	6,074	B	7,382	1.00	1.00
	1404_C	Clerk	2,573	B	3,128	4.00	4.00
	1632_C	Senior Account Clerk	3,199	B	3,885	1.00	1.00
	1652_C	Accountant II	4,011	B	4,873	2.00	2.00
	1654_C	Accountant III	4,851	B	5,896	3.00	3.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	1.00	1.00
	1825_C	Principal Administrative Analyst II	6,150	B	7,479	2.00	2.00
	1842_C	Management Assistant	3,834	B	4,656	2.00	2.00
	1844_C	Senior Management Assistant	4,391	B	5,338	2.00	2.00
	4331_C	Security Analyst	5,272	B	6,406	1.00	1.00
232320 Division Total						**50.00**	**50.00**
RET Department Total						**158.53**	**158.55**

Department: RNT Rent Arbitration Board

Fund	HCM Job Class	Job Class Title	Low	Type	High	2026-2027 FTE	2027-2028 FTE
Division: 232325 - RNT Rent Arbitration Board							
10850 SR Rent Arbitration Board	0112_E	Board/Commission Member, Group III		B		0.10	0.10
	0923_C	Manager II	5,756	B	7,346	1.00	1.00
	0952_C	Deputy Director II	6,207	B	7,922	1.00	1.00
	0961_C	Department Head I	6,664	B	8,502	1.00	1.00
	1054_C	IS Business Analyst-Principal	5,973	B	7,513	1.00	1.00
	1095_C	IT Operations Support Administrator V	5,510	B	6,831	1.00	1.00
	1406_C	Senior Clerk	2,670	B	3,934	7.00	7.00
	1410_C	Chief Clerk	4,043	B	4,911	1.00	1.00
	1424_C	Clerk Typist	2,676	B	3,934	1.00	1.00
	1446_C	Secretary II	3,237	B	3,934	1.00	1.00
	1822_C	Administrative Analyst	4,161	B	5,059	2.00	2.00
	1823_C	Senior Administrative Analyst	4,851	B	5,896	3.00	3.00
	1824_C	Principal Administrative Analyst	5,616	B	6,828	1.00	1.00
	1844_C	Senior Management Assistant	4,391	B	5,338	1.00	1.00
	2975_C	Citizens Complaint Officer	3,834	B	4,656	12.00	12.00
	2982_C	Rent Board Supervisor	4,668	B	5,674	2.00	2.00
	8173_C	Legal Assistant	3,976	B	4,831	3.00	3.00
	8177_C	Attorney (Civil/Criminal)	6,098	B	10,685	10.00	10.00
	8182_C	Head Attorney, Civil And Criminal	9,444	B	11,477	2.00	2.00
232325 Division Total						**51.10**	**51.10**
RNT Department Total						**51.10**	**51.10**
Grand Total						**13,525.22**	**13,537.88**

Charter Exempt Positions

Charter Section 10.104 - Exclusions From Civil Service Appointment	
Code	**Description of Exemption**
(1)	Supervisory and policy-level positions within the office of the Mayor and the office of the City Administrator.
(2)	Elected officers of the City and County and their chief deputies or chief assistants.
(3)	Members of commissions, boards and advisory committees.
(4)	Commission/Board secretary.
(5)	Heads of agencies and departments.
(6)	Non-uniformed deputy heads of departments.
(7)	Uniformed deputy heads of departments, police commanders and Fire Chief's aides.
(8)	Confidential secretary and executive assistant within a department or agency.
(9)	The Clerk of the Board of Supervisors, legislative analyst and assistants to the members of the Board of Supervisors.
(10)	Paraprofessional aides of the Unified School District and teaching instructional aides of the Community College District.
(11)	Persons employed in positions outside the City and County upon construction work being performed by the City and County when such positions are exempted from the classified civil service by an order of the civil service commission.
(12)	Persons employed in positions in any department for expert professional temporary services, when such positions are exempted from said classified civil service for a specified period of said temporary service by order of the civil service commission.
(13)	All attorneys, including an attorney to the Sheriff and an attorney for the Tax Collector, City Attorney's and District Attorney's investigators, hospital chief administrators, physicians and dentists serving in their professional capacity (except those physicians and dentists whose duties are significantly administrative or supervisory).
(14)	Positions designated as exempt under the 1932 charter, as amended.
(15)	Positions determined by the Controller and approved annually by the Board of Supervisors to be positions where the work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County, except where such work or services are required to be formed by officers or employees of the City and County under the provisions of this Charter or other applicable law.
(16)	Temporary and seasonal appointments not to exceed the equivalent of half-time during any fiscal year, except that such positions may be filled through regular civil service procedures.
(17)	Appointments, which shall not exceed two years and shall not be renewable, as substitutes for civil service employees on leave, except that such positions may be filled through regular Civil Service procedures.
(18)	Appointments, which shall not exceed three years and shall not be renewable, for special projects and professional services with limited term funding, except that such positions may be filled through regular Civil Service Commission procedures.
(19)	Entry level positions designated by an appointing officer with approval of the Civil Service Commission for persons who met minimum qualifications and are certified as blind or severely disabled; persons so appointed whose job performance is rated satisfactory by their appointing officer shall after one year of continuous service acquire Civil Service status.

FISCAL YEARS 2026-27 AND 2027-28

SALARY ORDINANCE

NOTES TO POSITION COUNT DETAIL AND APPENDIX

NOTE

A. PAY RATES

Certain pay rates included in this document may not reflect year-end rates due to negotiated wage settlements and arbitration awards that have not received final legislative action. If you have a question regarding a rate of pay for a specific classification, please consult the Department of Human Resources Compensation Manual online at http://www.sfgov.org/dhr, or contact the Department of Human Resources' Compensation Program at (415) 557-4990.

B. EXEMPT POSITIONS

The appendix lists the different types of Charter exemptions per Charter Section 10.104 and then identifies all exempt positions with approved requisitions by department per Charter Section 10.104 (1-14). These exempt positions are subject to change during the fiscal year. All Commissioners and Board Members are exempt pursuant to Charter section 10.104-3, but are not included as positions and are not detailed in the budget.

C. POSITION COUNT

Total position counts include off-budget positions.

Item 4

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	BOS-Operations; Calvillo, Angela (BOS); De Asis, Edward (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS)
Subject:	Performance and Management Audit of the San Francisco Zoo
Date:	Monday, May 4, 2026 12:42:00 PM
Attachments:	050126 Performance & Management Audit of San Francisco Zoo.pdf

Hello,

Please see attached from the Budget and Legislative Analyst (BLA) office, pursuant to Motion No. M24-125, submitting the Performance and Management Audit of the San Francisco Zoo.

File No. 241027: Motion directing the Budget and Legislative Analyst to conduct a comprehensive performance and management audit of the San Francisco Zoo for Fiscal Years (FYs) 2024-2025 and 2025-2026.

Regards,

John Bullock
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
(415) 554-5184
BOS@sfgov.org | www.sf.gov/sfbos

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors website or in other public documents that members of the public may inspect or copy.*

Performance and Management Audit of the San Francisco Zoo

Prepared for the

Board of Supervisors
of the City and County of San Francisco

by the

San Francisco Budget and Legislative Analyst

May 1, 2026

CITY AND COUNTY OF SAN FRANCISCO
BOARD OF SUPERVISORS
BUDGET AND LEGISLATIVE ANALYST

1390 Market Street, Suite 1150, San Francisco, CA 94102 | (415) 552-9292

May 1, 2026

Supervisor Myrna Melgar, and Members of the San Francisco Board of Supervisors
Room 244, City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Dear Supervisor Melgar and Members of the Board of Supervisors:

The Budget and Legislative Analyst is pleased to submit this *Performance and Management Audit of the San Francisco Zoo.* In response to a motion adopted by the Board of Supervisors in December 2024 (Motion 24-125), the Budget and Legislative Analyst conducted this performance and management audit, pursuant to the Board of Supervisors powers of inquiry as defined in Charter Section 16.114 and in accordance with U.S. Government Accountability Office (GAO) standards, as detailed in the Introduction to the report.

The performance audit contains 11 findings and 49 recommendations, of which 37 are directed to the San Francisco Zoological Society, nine are directed to the Recreation and Park Department, one is directed to the Board of Supervisors, one is directed to the Recreation and Park Commission, and one is directed to Office of Resilience and Capital Planning. The Executive Summary, which follows this transmittal letter, summarizes the Budget and Legislative Analyst's findings and recommendations. The recommendations are intended to improve management and oversight of the San Francisco Zoo. In addition, the report contains a benchmarking analysis with peer zoos, a summary and assessment of key terms from the Lease and Management Agreement between the San Francisco Zoological Society and the City, and the main collection animal census from December 2015 and December 2025.

The Chief Executive Officer of the San Francisco Zoological Society, the Interim General Manager of the Recreation and Park Department, and the Chief Resilience Officer and Director of the Office of Resilience and Capital Planning have provided written responses to our performance and management audit, which are attached to this report starting on page E-1. The San Francisco Zoological Society agrees with all 37 applicable recommendations. The Recreation and Park Department agrees with seven applicable recommendations, including the one recommendation directed to the Recreation and Park Commission, and partially agrees with three recommendations. The Office of Resilience and Capital Planning agrees with one applicable recommendation.

We would like to thank the staff at the San Francisco Zoological Society, the Recreation and Park Department, and the Office of Resilience and Capital Planning, as well as staff from the peer zoos we surveyed, for the assistance they provided during the audit.

Respectfully submitted,



Dan Goncher
Principal

cc: President Mandelman
Supervisor Chan
Supervisor Chen
Supervisor Dorsey
Supervisor Fielder
Supervisor Mahmood
Supervisor Sauter
Supervisor Sherrill
Supervisor Walton
Supervisor Wong
Mayor Lurie
San Francisco Zoological Society Chief Executive Officer
Recreation and Park Department Interim General Manager
Recreation and Park Commission President
Chief Resilience Officer and Director of the Office of Resilience and Capital Planning
City Attorney's Office
Mayor's Budget Director
Controller
City Administrator

TABLE OF CONTENTS

Executive Summary i

Introduction 1

1. Financial Condition, Transparency, and Contingency Planning 12

2. Planning and Vision 30

3. Management Agreement and City Oversight 42

4. Maintenance and Facilities Condition 60

5. Contracting and Procurement 83

6. Board of Directors Oversight 94

7. Worker Safety 104

8. Workplace Culture, Organizational Structure, and New Leadership 115

9. Fiscal Management and Internal Controls 133

10. Animal Care and Welfare Evaluation 145

11. Organizational Impact and Guest Experience 158

Appendices:

A. Appendix A: Benchmarking Analysis of Peer Zoos A-1

B. Appendix B: Summary and Assessment of the Lease and Management Agreement B-1

C. Appendix C: Main Collection Animal Census, 2015 to 2025 ..... C-1

D. Appendix D: Focus Groups and Survey Methodology D-1

E. Written Response from the San Francisco Zoological Society E-1

F. Accomplishments of the San Francisco Zoological Society F-1

G. Written Response from the Recreation and Park Department G-1

H. Written Response from the Office of Resilience and Capital Planning H-1

Executive Summary

Through a motion (M24-125) passed on December 10, 2024, the Board of Supervisors directed the Budget and Legislative Analyst's Office to conduct a comprehensive performance and management audit of the San Francisco Zoo, based on a recommendation made in an October 10, 2024 report by the Joint Zoo Committee animal welfare advisors. The scope of this performance and management audit included a comprehensive assessment of the San Francisco Zoological Society's operations, governance, and compliance with applicable laws and policies. The scope included, but was not limited to, an assessment of management and governance, financial condition and controls, staff working conditions, guest safety and experience, and animal care and conservation.

Section 1: Financial Condition, Transparency, and Contingency Planning

The San Francisco Zoological Society (SFZS) has operated with a structural deficit in its general unrestricted operating fund since at least FY 2018-19 and does not have a healthy or stable financial condition. Low and decreasing operating revenues have been insufficient to support increases in operating expenses, which has required SFZS to use one-time non-operating revenues such as estate bequests, COVID-19 relief funds, and investment draws to cover operating expenses. This structural deficit results primarily from low and decreasing attendance, which depresses earned revenue from admissions, retail, and parking, along with SFZS's inability to leverage assets for loans or to issue debt for capital projects. In addition, the $4 million management fee paid to SFZS by the City, which is SFZS's second-largest revenue source after admissions revenue, has not increased since the amount was set in 1993, while at the same time the City has increased its charges for utilities. Recent operating budgets presented publicly by SFZS have assumed unrealistically high revenues based on attendance figures that are not supported by recent trends and have not transparently communicated the state of SFZS's financial condition or its structural deficit.

Recommendations

The SFZS Chief Executive Officer should:

1.1 By December 31, 2026, develop and submit to the Board of Directors and the Recreation and Park Commission plans to address SFZS's structural deficit, including:

a. Targeted reductions to non-essential expenditures by December 31, 2026. These reductions could include the elimination of vacant positions, temporary delays in employee hiring and promotions, structural reorganization strategies to increase department efficiencies, or the discontinuation of non-essential contracted services. The reductions should specifically evaluate contracted services in the General and Administration Department and identify where cost savings could be achieved by competitive solicitation for some services.

b. Steps to increase Zoo attendance and associated revenue by December 31, 2026. The plan should include specific, realistic attendance and revenue milestones, a timeline, and strategies to achieve revenue goals such as ticket and parking price increases, fee-based guest experiences, and targeted advertising. The plan should also identify specific needs, strategies, and costs for marketing, graphics, facilities maintenance, exhibit enhancements, technology, and other areas to support the plan's attendance and revenue goals.

c. Steps to increase its fundraising and development revenue by December 31, 2026. The plan should include specific, realistic fundraising and development milestones, a timeline, and strategies to achieve revenue goals such as targeted donor and corporate sponsor outreach, fundraising events, and other development strategies. The plan should also identify specific needs, strategies, and costs for donor relations, marketing, graphics, and other areas to support the plan's fundraising and development goals.

The Chair of the Board of Supervisors Budget and Appropriations Committee should:

1.2 Consider increasing City support for SFZS in the City's two-year FY 2026-28 budget on a one-time basis in FY 2026-27 and FY 2027-28 by between $4.5 and $8 million each year. These amounts would be in addition to the existing $4 million management fee paid to SFZS by the City (under the terms of the current management agreement) and **should be conditional** upon SFZS's demonstrated good-faith efforts to implement the recommendations in this audit report, particularly recommendations related to transparency, strategic and master planning, and financial and procurement controls. If SFZS fails to make this good-faith demonstration by June 1, 2026, the Chair and Committee should consider placing these amounts on Budget and Finance Committee Reserve and be held until the Committee is satisfied with SFZS's efforts and progress.

The Director of the Office of Resilience and Capital Planning should:

1.3 Evaluate the use of debt financing to support and fund the capital project needs of City-owned Zoo buildings and grounds by December 1, 2027, in consultation with the Office of Public Finance.

The SFZS Chief of Finance should:

1.4 Annually submit a detailed operating budget to the General Manager of the Recreation and Park Department for review and approval prior to submission to the Recreation and Park Commission. The operating budget should include prior-year actual expenditures and attendance figures in its budget presentation materials provided to the Recreation and Park Commission.

1.5 Develop a financial contingency plan that fully meets AZA requirements by June 1, 2026. Going forward, the financial contingency plan should be updated every year and included in SFZS's budget presentation materials to the General Manager of the Recreation and Park Department and the Recreation and Park Commission.

The General Manager of the Recreation and Park Department should:

1.6 Annually review SFZS's proposed operating budget for reasonableness and attend the Recreation and Park Commission meeting when it is discussed to be available for questions.

Section 2: Planning and Vision

The San Francisco Zoological Society (SFZS) does not have a current strategic plan, a current campus master plan, or an animal collection plan that articulates a strategic, forward-looking vision for SFZS's animal collection. SFZS also does not have a capital budget or written plans, budgets, or timelines for its major capital projects. Although the Association of Zoos and Aquariums (AZA) Visiting Committee identified deficiencies in SFZS's strategic and master planning during its most recent accreditation report in 2022, we did not find evidence demonstrating that SFZS took meaningful action between 2022 and 2025 to address these deficiencies. We also found that SFZS has not achieved several primary strategic goals related to exhibit modernization, historic building restoration, and attendance and revenue growth that were identified in previous planning materials. Without up-to-date, detailed plans, it is not clear that SFZS's strategic decisions and project investments have been made thoughtfully or to make

the best use of SFZS's resources. Insufficient planning and capital budgeting could also affect SFZS's accreditation outcome during future AZA accreditation reviews.

Recommendations

The SFZS Chief Executive Officer should:

2.1 By July 1, 2027, develop and submit to the General Manager of the Recreation and Park Department both a strategic plan and campus master plan that are consistent with the parameters established by the Association of Zoos and Aquariums. Ensure that curators and animal keepers have the opportunity to provide input on future new exhibit and exhibit retrofit planning in the strategic plan and campus master plan. Regularly report at least quarterly to the Board of Directors, or a committee of the Board, on progress toward goals established in the strategic plan and campus master plan.

2.2 By July 1, 2027, and concurrently with the development of the new strategic plan, revise the institutional collection plan in collaboration with curators and animal keepers to include specific details and rationales for planned future animal acquisitions and dispositions, as well as resources needed (such as exhibit modifications) to support these plans.

The SFZS Chief of Finance should:

2.3 Annually submit a one- or two-year capital budget as well as an operating budget to the General Manager of the Recreation and Park Department, or their designee, for review and approval. The capital budget should include detailed information on funding sources and uses, as well as timelines for project completion.

The General Manager of the Recreation and Park Department should:

2.4 Review the strategic plan, campus master plan, and annual capital budget prepared by SFZS for reasonableness and attend the Recreation and Park Commission meetings when these items are discussed to be available for questions and discussion.

Section 3: Management Agreement and City Oversight

The 1993 Lease and Management Agreement between the City and the San Francisco Zoological Society (SFZS) has become outdated and ineffective, resulting in unclear expectations, weak financial provisions, and no practical enforcement mechanisms. SFZS frequently failed to comply with key agreement terms related to capital improvements, transparency, and public access.

Meanwhile, the Recreation and Park Commission has provided largely passive oversight and has not consistently exercised its oversight responsibilities. The absence of structured monitoring, defined roles, or periodic reviews of the agreement has allowed obligations to drift over time and diminished the City's ability to safeguard a major public asset. A new agreement with modern controls, more active oversight, and clarified responsibilities is needed to restore accountability and ensure SFZS operates in alignment with City priorities and public expectations.

Recommendations

The General Manager of the Recreation and Park Department should:

3.1 Initiate negotiations for a new lease and management agreement for the operations of the San Francisco Zoo by December 31, 2026 and report to the Recreation and Park Commission regarding the status of negotiation progress by March 1, 2027. The provisions of the new agreement should include enforcement mechanisms, updated roles and responsibilities of each party, and financial obligations that are adjusted for changing financial needs and economic conditions. The agreement should require active review by all parties before agreement renewal and should be approved by the Board of Supervisors at least once every 10 years.

3.2 Dissolve the Joint Zoo Committee upon the execution of a new lease and management agreement between the City and SFZS and establish a more direct working relationship between the Recreation and Park Commission and SFZS.

3.3 Implement an internal contract monitoring procedure for SFZS that is aligned with the Citywide Nonprofit Monitoring and Capacity Building Program and Fiscal Monitoring Program, including fiscal monitoring, standardized document review, and written procedures for documenting findings and corrective actions.

The Recreation and Park Commission should:

3.4 Develop written internal guidance based on the new lease and management agreement that explicitly defines Commissioners' oversight responsibilities and requires regular reporting and discussion of SFZS's core financial, operational, developmental, and accreditation materials at Commission meetings.

Section 4: Maintenance and Facilities Condition

The San Francisco Zoological Society (SFZS) lacks comprehensive written capital and maintenance plans and facility condition assessments for the development, improvement, and upkeep of San

Francisco Zoo and Gardens (Zoo) facilities and grounds. SFZS also lacks updated guidelines for the submission and processing of work orders and for using the work order database system. Work orders often take too long to be completed, and there are concerns among staff across the Zoo about how maintenance tasks are prioritized.

The lack of such plans and guidelines, coupled with the age of Zoo facilities and under-investment in repairs and maintenance, has contributed to a less-than-ideal state in the Zoo's appearance and aesthetics, particularly in the older, eastern sections of the Zoo. Continued neglect will compound deterioration of Zoo facilities and could lead to increased safety risks for both animals and staff. To address these issues, SFZS needs a comprehensive facility condition assessment and a detailed maintenance plan with a clear schedule for improvements, updated guidelines for work order submittal and completion, and additional maintenance and horticulture staff.

Recommendations

The SFZS Director of Buildings and Capital Investments should:

4.1 Develop updated guidelines for the use of Facility Dude no later than December 1, 2026, including instructions on how to submit work orders, assign priority levels, and close work orders. These guidelines should include clearly defined responsibilities for submitting and closing work orders and establish a protocol for handling work orders that need to be reprioritized or postponed.

4.2 Establish formal targets for (a) the number of open work orders, and (b) the number of days to close work orders by priority level by December 1, 2026.

4.3 Establish a method to track the number of open work orders each month, along with the contributing factors behind any increases or decreases, no later than December 1, 2026. This tracking method should set targets for acceptable and critical thresholds and allow maintenance staff to monitor monthly trends in work order volume. This tracking method should also track the orders received over the radio and the larger maintenance projects to provide a complete picture of maintenance workload.

The SFZS Chief Executive Officer and Director of Buildings and Capital Investments should:

4.4 Conduct, or engage a qualified firm to conduct, a comprehensive facilities condition assessment, including an evaluation of the structural condition, safety, and aesthetics of the Zoo buildings and exhibits, no later than December 31, 2026. Consult with the General Manager of the Recreation and Park Department and the Director of Public Works for assistance in properly assessing City-owned property and buildings.

4.5 Develop detailed written capital and maintenance plans based on the facilities condition assessment no later than March 31, 2027, including a schedule of improvements, anticipated costs, a timetable for completion, and a strategy for funding maintenance needs.

The SFZS Chief Executive Officer and Chief of Finance should:

4.6 Increase funding for repairs and maintenance in the FY 2026-27 budget. Funding amounts should be based on the results of the facility condition assessment and the established capital and maintenance plans once they have been completed.

4.7 Budget for additional staff for maintenance and horticulture in the upcoming FY 2026-27 budget and consider hiring personnel who can also handle exhibit design and modifications. These roles do not need to be exclusively dedicated to exhibit modifications and could instead be responsible for both maintenance and exhibit design.

The SFZS Chief Executive Officer should:

4.8 Review and submit to the Board of Directors a historical summary of open work orders and work order timeliness, including the factors contributing to increases or decreases in open work orders, radio-dispatched orders, and larger projects, on a monthly basis starting no later than October 1, 2026 to provide enhanced oversight of facilities and maintenance.

The General Manager of the Recreation and Park Department should:

4.9 By December 31, 2026, develop and present to the Board of Supervisors and the Recreation and Park Commission a capital project timeline and cost estimate to carry out the repairs to the Mothers Building as recommended in the 2015 Mothers Building conditions assessment, including: (a) document and stabilize murals with an operable HVAC system to regulate temperature and humidity; (b) waterproof the west wall; (c) perform seismic upgrades; (d) repair or replace damaged or missing concrete elements, and (e) upgrade the mechanical, electrical, and plumbing systems. The capital project timeline and cost estimate should be based on the current condition of the Mothers Building and address any further deterioration that has occurred since the 2015 conditions assessment.

4.10 Work with the Office of Resilience and Capital Planning to include restoration of the Mothers Building in the City's 2028-2039 Capital Plan.

Section 5: Contracting and Procurement

The San Francisco Zoological Society (SFZS) does not have adequate policies and procedures in place to maintain a system of procurement consistent with standards for nonprofit organizations established by the City and the State of California. SFZS did not have documented procurement policies of any kind in place during the scope of this audit and does not have a well-organized system for maintaining contracts or other procurement documentation. Further, SFZS has made payments to relatives of SFZS employees without a record of a competitive procurement process, which risks at least the appearance of favoritism in contracting. Although this lack of policy and potential nepotism do not constitute a legal violation, SFZS management should take steps to operate in line with industry standards, including robust procurement policies and procedures and consistent documentation to ensure that SFZS receives the highest quality service or product at the lowest cost, particularly given SFZS's strained financial condition.

Recommendations

The SFZS Chief of Finance should:

5.1 Establish a system to centrally store and manage contract documentation that allows for easy reference and document retrieval no later than October 1, 2026.

5.2 Ensure that SFZS financial management systems have the basic functionality of producing simple reports that list contractor names, including at least the contract term period and total contract amount, or develop an alternative system for maintaining this information no later than October 1, 2026.

5.3 Develop policies and procedures for contracting and procurement, which should be codified in a manual and approved by the Board of Directors, no later than October 1, 2026. Train all relevant finance and administration staff on the contracting and procurement procedures no later than December 1, 2026. These policies should establish thresholds and procedures for competitive solicitations and clear practices for evaluating bids and documenting the basis for contractor selection. Records of all contracts and solicitations should be maintained for a reasonable period of time, but no fewer than five years, which should be specified within the contracting and procurement manual.

Section 6: Board of Directors Oversight

The San Francisco Zoological Society (SFZS) Board of Directors has not sufficiently evaluated executive performance, maintained meeting minutes and records, and ensured that the former SFZS Chief Executive Officer (CEO) provided the Board with adequate visibility into San Francisco

Zoo and Gardens (Zoo) operations and access to key materials between FY 2019-20 and FY 2024-25. Specifically, the Board did not require that the former SFZS CEO provide a copy of the Zoo's 2022 Association of Zoos and Aquariums accreditation report to the full Board of Directors, and as a result allowed workplace culture and leadership communication issues identified in the report to persist for at least three years between 2022 and 2025. While the Board of Directors is in the process of implementing changes to its governing and committee structures since the departure of the former CEO, the age of the SFZS Board policies, most of which predate the current governance relationship with the City, makes many of these policies or their contents obsolete and inconsistent with City expectations and standards for contracted nonprofit board governance. The Board of Directors should revise its internal policy manual to reflect modern Zoo operations and ensure the Board has sufficient documentation and information to fulfill its core oversight and management responsibilities

Recommendations

The General Manager of the Recreation and Park Department should:

6.1 As a condition of negotiating and executing a new Lease and Management agreement, require the SFZS Board of Directors to revise its internal Board policies by December 31, 2026 to reflect the Zoo's current governance structure and practices and adhere the San Francisco Controller's standards for contracted nonprofit board policy manuals. When making these revisions, the Board of Directors should:

a. Ensure revised policies establish a centralized system for recording and retaining meeting minutes for Board and committee meetings. The Board should further consider establishing a mechanism to share approved minutes for all committees with the Recreation and Park Department.

b. Establish annual performance reviews for all SFZS officers appointed by the Board.

c. Formalize committee structures with SFZS staff liaisons who have assigned performance measures and documentation sharing responsibilities from their respective departments at the Zoo.

d. Establish a policy to review and update the Board policy manual at least every two years.

Section 7: Worker Safety

The San Francisco Zoological Society (SFZS) does not have current policies and procedures for developing and documenting safety risk assessments, documenting certain types of safety

incidents, or overseeing the implementation of remediation plans to prevent recurrence of safety incidents. Existing SFZS incident and accident report forms do not require the person filling out the form to identify the individual responsible for remediation or corrective action, nor do they specify a timeline for completion. SFZS's current practices and processes rely on staff initiative, with no clearly defined responsibilities, oversight, or accountability mechanisms in place.

In January 2022, the Visiting Committee of the Association of Zoos and Aquariums (AZA) recommended that SFZS develop a written risk assessment for working and sharing space with dangerous animals, but SFZS was unable to provide documentation to our audit team demonstrating that it developed the recommended risk assessments. Further, animal staff have expressed frustration and dissatisfaction with both the process of reporting safety concerns and the resolution of those concerns. AZA guidelines state that all reasonable safety concerns should be thoroughly assessed and corrected.

Recommendations

The SFZS Chief Executive Officer, Executive Vice President of Animal Wellness, and Director of Human Resources should:

7.1 Conduct a safety risk assessment according to AZA's guidelines by December 31, 2026, and establish a process for regular risk assessments and safety evaluations going forward.

7.2 By July 1, 2026, update the SFZS Policy and Procedure Manual and Injury and Illness Prevention Plan Handbook to include:

a. A policy to document and report incidents that do not result in injury but present a safety concern.

b. A process for tracking and reporting all types of major safety incidents and their remediation plans. The policy should specify which parties are responsible for investigating and documenting all types of incidents, guidelines for developing remediation plans (for example, timelines and responsible parties), and establishing oversight mechanisms (for example, the Safety Committee, the Safety and Security Team, or Human Resources) for ensuring that the remedial actions are implemented.

7.3 By July 1, 2026, modify all internal incident reporting forms to require employees filling out the form to indicate whether the incident is a major safety incident, whether remediation or corrective action is required, the individual responsible for developing and executing corrective actions, and the timeline for the corrective action.

The SFZS Director of Human Resources should:

7.4 Beginning on July 1, 2026, conduct regular (annual or biannual) anonymous staff surveys to assess satisfaction with both the mechanisms for reporting safety concerns and the resolution of those concerns. Survey results should be reported to the SFZS Board of Directors. This survey may be combined with the staff survey recommended in Section 8 of this report.

7.5 By July 1, 2027, evaluate whether improvements in the maintenance work order system and workplace culture have enhanced the process and resolution of safety concerns and improved employee satisfaction with these processes, or if further changes to the reporting mechanisms are necessary. Evaluation results and additional remediation steps, if necessary, should be reported to the SFZS Board of Directors.

The SFZS Vice President of Technology should:

7.6 By July 1, 2026, establish a recurring training schedule for staff on monitoring fire detectors using the Nest app. Additionally, review and update the list of staff members with app access to reflect personnel changes (e.g., staff departures and new hires). The training should include a walkthrough of the app to ensure all relevant staff have appropriate access and understand its functionality.

Section 8: Workplace Culture, Organizational Structure, and New Leadership

In interviews, focus groups, and an employee survey, San Francisco Zoological Society (SFZS) staff expressed widespread significant dissatisfaction with the communication and transparency under the previous SFZS leadership, and high numbers of staff reported experiencing and witnessing favoritism, retaliation, and/or discrimination. Despite the clear, explicit identification of a communication and culture problem by the Association of Zoos and Aquariums (AZA) Visiting Committee in 2022, there is no evidence that former SFZS leadership took meaningful action to address these issues between 2022 and 2025. The perceived retaliation, favoritism, and lack of communication and transparency all contributed to a widespread view among staff that SFZS has a toxic work environment. Relatedly, SFZS leadership repeatedly restructured its senior leadership team without clear documentation or alignment between responsibilities and professional qualifications, which contributed to many employees' expressed sentiments of discrimination and favoritism.

Staff reported an overall more positive and optimistic perception of the new SFZS leadership and noted that it is more open, communicative, and proactive than the previous leadership. However, repairing the workplace culture and rebuilding trust will require time and sustained effort from SFZS leadership, and SFZS should implement several initiatives to improve workplace culture and accountability.

Recommendations

The SFZS Chief Executive Officer should:

8.1 Beginning July 1, 2026, hold quarterly all-staff meetings to promote transparent, consistent, and open communication between leadership and staff. Use these meetings to share major updates, such as plans for new exhibits, animal acquisitions, and the status of ongoing projects. Also, provide basic information about reporting channels and the hotline (e.g., the number of sustained, ongoing, and closed reports).

8.2 By December 31, 2026, develop job descriptions for all positions that lack them and conduct a comprehensive review to determine if others need to be updated.

8.3 By December 31, 2026, conduct a formal staffing and classification assessment of senior management and operational divisions. The review should compare staff qualifications and experience to current job descriptions, confirm that reporting lines provide appropriate oversight and accountability, and realign roles as needed to ensure competent supervision of all operational functions and services.

The SFZS Director of Human Resources should:

8.4 By July 31, 2026, establish a formal accountability mechanism to ensure that all reported workplace concerns are appropriately addressed and resolved. Establish formal timelines and procedures for investigating and documenting cases related to retaliation, discrimination, and harassment. These timelines and procedural steps should be documented and incorporated into the SFZS Policies and Procedures Manual.

8.5 Beginning on July 1, 2026, conduct regular (annual or biannual) anonymous staff surveys to assess satisfaction with supervisors, workplace culture, reporting mechanisms, and concern resolution. Report the survey results to the SFZS Board of Directors. This staff survey may be combined with the staff survey recommended in Section 7 of this report.

8.6 By December 31, 2026, revise and update the Employee Handbook to ensure it reflects current standards and best practices. The updated handbook should include criteria for promotion or advancement to and between management roles, so that all staff can be aware of promotional requirements.

8.7 By December 31, 2026, provide first annual training and development opportunities to enhance the managerial and leadership skills of middle managers.

The SFZS Chief Executive Officer and the Director of Human Resources should:

8.8 By July 31, 2026, review the 2022 Strategic Communication Plan, revise it as needed to make it current and comprehensive, obtain approval from the Board of Directors, and implement the updated plan. Ensure the revised plan includes measurable metrics and outcomes that can be assessed periodically and evaluate whether efforts to improve communication have resulted in meaningful improvement in employee sentiment.

Section 9: Fiscal Management and Internal Controls

Although the San Francisco Zoological Society (SFZS) has recently made improvements to some of its fiscal policies and internal controls, several key policies were not in place prior to 2024, and policy gaps remain in the areas of budget development, contracting and procurement, donor and employee relations expenses, and employee conflicts of interest. Insufficient or outdated policies, procedures, and internal controls increase the risk of fraud, waste, and abuse. Further, in our transaction sampling, we observed deficiencies in internal controls related to expense reimbursements and travel expenditures prior to 2024. We also found that SFZS has not engaged in a recent full-scale competitive solicitation process for the selection of its audit firm and has used the same firm since at least 2006. Finally, while SFZS receives funding from the City in the form of an annual $4 million management fee, SFZS does not prepare an annual cost allocation plan or a budget that controls or specifies its use of this funding, and as a result neither SFZS nor the City can ensure that the management fee does not support unallowable costs such as fundraising expenses or the purchase of alcoholic beverages.

Recommendations

The SFZS Chief of Finance should:

9.1 By December 31, 2026, conduct a comprehensive review of all SFZS fiscal policies, procedures, and internal controls, using the resources and sample policies developed by the Controller's Office, and submit proposed revisions and updates to the Board of Directors for approval. The review should identify outdated policies, necessary new policies, and specifically include policies on: budget development and budget control, donor-restricted funds, purchases for donor and employee relations, contracting and procurement, and conflicts of interest. Review and update all financial policies and procedures at minimum every two years, or when executive leadership turnover occurs.

9.2 Upon expiration of SFZS's current contract with its audit firm, or if the contract is on a year-to-year basis no later than December 31, 2026, engage in a competitive solicitation process for the selection of an audit firm for a new five-year agreement. SFZS's current auditors may be included in the solicitation if their performance is satisfactory as determined by the Chief of Finance and Board of Directors.

The General Manager of the Recreation and Park Department should:

9.3 Include the requirement for an annual cost allocation plan in any new or amended lease and management agreement between SFZS and the City, in consultation with the Controller's Office.

Section 10: Animal Care and Welfare Evaluation

Our subject matter expert in zoo management and operations, Dennis E. Pate, has conducted an evaluation of animal care and welfare at the San Franciso Zoo. He has determined that the animals at the San Francisco Zoo and Gardens appear to be in generally good physical condition and are well cared for by the animal and veterinary staff, but staff are somewhat limited by a history of poor planning and older facilities that do not reflect the notion of a modern zoo that integrates animal care, visitor experience, and education goals. Further, Mr. Pate has determined that veterinary care and animal diets appear to be appropriately managed, and observed no abnormal animal behavior during several days of site visits in October and November 2025. He determined that animal wellness/enrichment staff is strong, but has shrunk in the last two years and should be better coordinated with animal care staff.

While most animals observed were housed in appropriate social groupings, the mandrill population is housed in a space with two young males who are ready to leave the group once appropriate housing can be found (the presence of two juvenile males in the same space can cause in-fighting). Exhibit barriers and safety mechanisms appeared adequate with some historical exceptions, including the grizzly bear and jaguar exhibits. The appropriateness and aesthetics of exhibit spaces vary with the African Savanna and lemur exhibits as model spaces while animals housed in older spaces are either cramped (orangutans) or are aesthetically out of date (Bear Country area, rhinoceros, Przewalski's horse, and lion exhibits).

Recommendations

The SFZS Chief Executive Officer should:

10.1 Consistent with the recommendation in Section 2 of this report, revise the institutional collection plan, in collaboration with Animal Division leadership, curators, and keepers,

to include specific details and rationales for planned future animal acquisitions, as well as resources needed (such as exhibit modifications) to support these plans. Ensure that the following issues are addressed in the collection plan:

a. A plan for housing and/or exhibit modifications for the mandrill population should in-fighting occur between the two juvenile males.

b. A plan for moving the orangutans to a more appropriate exhibit.

10.2 Assess staffing needs for animal wellness and enrichment given recent turnover and backfill vacant positions as appropriate.

10.3 Work with animal wellness/enrichment, animal behavior, and animal care staff to ensure there is sufficient communication and collaboration between these divisions, including the establishment of a follow-up structure for goals set by animal wellness staff.

Section 11: Organizational Impact and Guest Experience

The San Francisco Zoological Society (SFZS)'s core mission-driven activities related to education, conservation, and the guest experience declined between 2019 and 2025 due to reductions in the number and continuity of educational programs, curtailed research publication and scientific output, and deferred maintenance of interpreted signage. During this same period, SFZS did not implement many elements of staff-developed marketing and public relations strategies. These conditions collectively weakened community engagement and the guest experience at the San Francisco Zoo and Gardens and, without effort and investment to support public-facing activities like public relations, educational programming, targeted marketing, and signage repair, will continue to affect SFZS's ability to increase attendance and donor support.

Recommendations

The SFZS Chief Executive Officer should:

11.1 By December 31, 2026, develop and implement a three- to five-year remediation plan in consultation with appropriate senior leadership that plans for, and prioritizes, the restoration of public-facing functions that affect attendance, revenue stability, and public trust. The plan should clearly distinguish short-term remediation activities from longer-term strategic planning needs and should identify timelines and responsible parties for implementation. This effort should focus on the following objectives:

a. Repair and replace zoo signage that is either in physical disrepair or contains inaccurate information.

b. Restore educational programs.

c. Develop an operational annual marketing plan and public relations protocols.

d. Restructure staff scientist capacity to follow a written institutional scientific research plan.

Introduction

Through a motion (M24-125) passed on December 10, 2024, the Board of Supervisors directed the Budget and Legislative Analyst's Office to conduct a comprehensive performance and management audit of the San Francisco Zoo, based on a recommendation made in an October 10, 2024 report by the Joint Zoo Committee animal welfare advisors.

Scope

The scope of this performance and management audit included a comprehensive assessment of the San Francisco Zoological Society's operations, governance, and compliance with applicable laws and policies. The scope included, but was not limited to, an assessment of management and governance, financial condition and controls, staff working conditions, guest safety and experience, and animal care and conservation.

Methodology

We conducted this performance and management audit in accordance with Generally Accepted Government Auditing Standards (GAGAS), 2018 Revision, issued by the Comptroller General of the United States, U.S. Government Accountability Office. In accordance with these requirements and standard performance audit practices, we performed the following performance audit procedures:

- Held an entrance conference with representatives from the San Francisco Zoological Society (SFZS) on January 29, 2025.
- Conducted interviews with current and former SFZS staff, as well as members of the SFZS Board of Directors.
- Conducted interviews with representatives from the Joint Zoo Committee.
- Conducted interviews with key employees at the San Francisco Recreation and Park Department and the Controller's Office.
- Conducted interviews with community stakeholders including advocates and former City employees.
- Reviewed SFZS's policies and procedures, internal organizational structure, budgeted and actual expenditures, budgeted personnel, annual reports, marketing materials, and strategic plans, as available.
- Reviewed reports produced by Visiting Committees of the Association of Zoos and Aquariums (AZA) as part of SFZS's accreditation reviews.

- Reviewed SFZS's financial reports, general ledgers, and underlying documentation for a sample of SFZS transactions.
- Reviewed available contracting and procurement materials, as available.
- Reviewed SFZS Board of Directors minutes for all full board and subcommittee meetings between 2019 and 2025, as available.
- Reviewed Recreation and Park Commission and Joint Zoo Committee meeting minutes, agendas, and resolutions between 2019 and 2025.
- Reviewed SFZS Safety Committee minutes and safety drills between 2019 and 2025, as available.
- Reviewed workers' compensation data and human resources investigations between 2019 and 2025, as available.
- Conducted a benchmarking assessment of zoo practices and standards from other jurisdictions (described in more detail below).
- Conducted interviews with officials and/or reviewed governing materials from the Asian Art Museum, Gardens of Golden Gate Park, California Academy of Sciences, and de Young Museum.
- Analyzed logs of historic and point-in-time maintenance work orders.
- Conducted multiple site visits to the San Francisco Zoo and Gardens in May, October, November, and December 2025 to tour the exhibits; evaluate animal care and wellbeing, facility conditions, and guest experience; and meet with staff on location.
- Conducted focus groups and a staff survey of SFZS employees to hear from staff and understand working conditions.
- Submitted a draft report with findings and recommendations to the San Francisco Zoological Society on February 26, 2026 and conducted an exit conference with representatives from SFZS on March 27, 2026.
- Submitted relevant excerpts of the draft report findings and recommendations to the Recreation and Park Department on March 9, 2026 and to the Office of Resilience and Capital Planning on March 10, 2026, and conducted exit conferences with representatives from these departments on March 24, 2026.
- Submitted the final draft report, incorporating comments and information provided at and following the exit conferences, to the San Francisco Zoological Society, the Recreation and Park Department, and the Office of Resilience and Capital Planning on April 16, 2026.

Zoo History and Management

The San Francisco Zoo and Gardens (Zoo) was established in 1929 along the City's coastline. In 1954, the San Francisco Zoological Society (SFZS) was established as a nonprofit organization dedicated to supporting the Zoo, and until 1993, SFZS and the City's Recreation and Park Department jointly operated the Zoo. In July 1993, the Board of Supervisors approved a Lease and Management Agreement between SFZS and the City, acting through the Recreation and Park Commission (Ordinance No. 278-93), which released the City from all management and operating responsibilities and placed them with SFZS. The primary objectives of this governance change were: (a) to improve SFZS's ability to fundraise without the limitations imposed by public sector ownership; (b) to achieve cost savings for the Recreation and Park Department; and (c) to improve the Zoo's success in fulfilling its mission of education and conservation with specialized and focused zoo management.

Since July 1993, the Lease and Management Agreement has been the Zoo's primary governing document. Under the terms of the agreement, the City leases the full Zoo premises, including all permanent structures, facilities, and animals, to SFZS for a term not to exceed 99 years. The City remains the owner of Zoo land, improvements, and animals. SFZS is responsible for Zoo operations and management; all required permits and accreditations; maintaining the Zoo in a clean, safe, and attractive condition; and costs for capital improvements to the grounds. In exchange for these services, the City pays SFZS a management fee totaling $4 million annually, disbursed in monthly installments.

SFZS is governed by a 30- to 60-member Board of Directors, who are responsible for the management and oversight of SFZS. The SFZS Chief Executive Officer (CEO) is responsible for managing SFZS's day-to-day operations.

SFZS Leadership Changes During the Audit

In August 2025, the former SFZS CEO, who held that position since 2017, retired. Following her retirement, the SFZS Chief of Operations and Chief of Finance acted as interim co-CEOs of SFZS until February 2026 while the Board of Directors conducted a search for a new permanent CEO. In February 2026, SFZS announced it had selected a new permanent CEO.

There were also several changes to the composition of the SFZS Board of Directors during our audit.

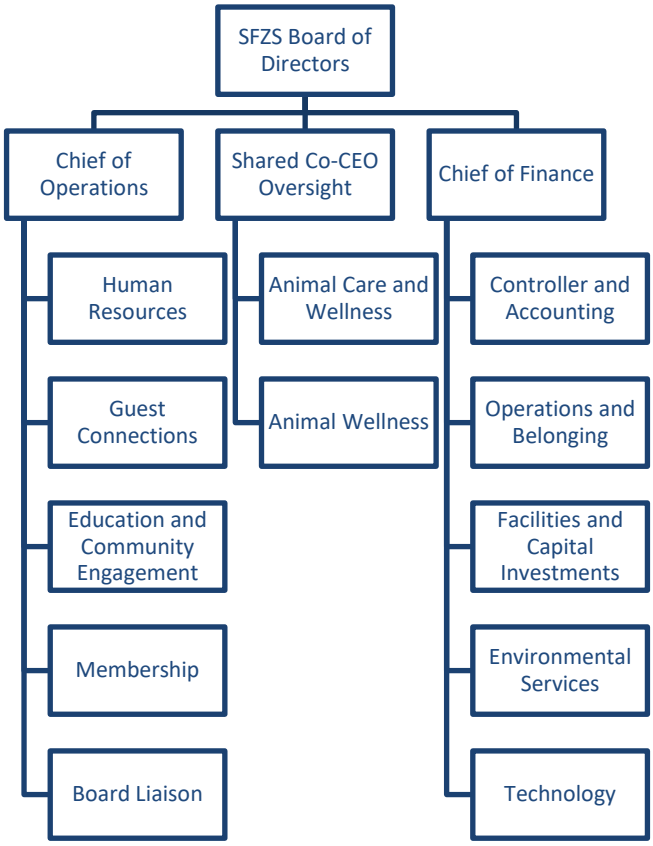
SFZS Organizational Structure, Budget, and Staffing

Exhibit I.1 below shows SFZS's organizational structure during the interim co-CEO period. During this period, the SFZS Chief of Operations oversaw human resources, guest connections, education

and community engagement, membership, and Board relations. The Chief of Finance oversaw the controller and accounting, operations and belonging, facilities and capital investments, environmental services, and technology. The interim co-CEOs assumed joint oversight over animal care and wellness at the Zoo and, as interim co-CEOs, reported to the SFZS Board of Directors.

It is likely that SFZS's 2026 organizational structure will be revised following the February 2026 announcement of a new permanent CEO.

Exhibit I.1: SFZS Organizational Chart, as of September 2025



Source: SFZS organizational chart as of September 2025.

SFZS Revenues and Expenditures

Between FY 2018-19 and FY 2024-25, total revenues in SFZS's general unrestricted fund ranged from a low of $19.1 million in FY 2019-20 to a high of $31.7 million in FY 2021-22 (a variance of approximately $12.6 million). As shown in Exhibit I.2 below, SFZS's largest operating revenue source is admissions revenue, which ranged from $4.5 to $9.7 million between FY 2018-19 and FY 2024-25, followed by the $4 million management fee paid to SFZS by the City. Admissions revenue and other attendance-driven revenue was impacted by the COVID-19 pandemic in FY

2019-20 and FY 2020-21. SFZS also received one-time COVID-19 relief funds in FY 2020-21 and FY 2021-22, which contributed to the variance in its revenue during this period.

Total expenditures in SFZS's general unrestricted fund have been more consistent since FY 2018-19, ranging from a low in FY 2020-21 of $20.3 million to a high in FY 2024-25 of $28.0 million (a variance of approximately $7.7 million), as shown in Exhibit I.3 following Exhibit I.2. In all the years reviewed, the two department groups with the greatest expenditures were the Animal Division and Buildings and Grounds.

Exhibit I.2: SFZS General Unrestricted Fund Revenues

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Admissions	$7,082,295	$4,547,433	$7,310,625	$9,699,086	$7,334,222	$7,419,551	$7,517,294
Retail commissions	1,442,877	948,091	1,157,639	1,804,112	1,496,615	1,363,594	1,272,196
Retail sales, rides, and rentals	1,481,864	990,608	710,111	1,591,369	1,274,304	1,345,487	997,447
Parking	1,280,712	964,580	1,178,503	1,275,960	969,897	988,084	935,466
Subtotal: Attendance-driven rev.	*$11,287,748*	*$7,450,712*	*$10,356,878*	*$14,370,527*	*$11,075,038*	*$11,116,716*	*$10,722,403*
Management fee	4,120,000	3,760,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Membership dues	2,627,551	2,508,155	2,433,566	2,646,381	2,419,420	2,304,097	2,345,271
Contributions	2,455,664	2,488,895	3,057,535	2,374,101	1,763,968	2,025,840	1,308,271
Fundraising and ticketed events	907,931	786,619	616,158	546,502	996,153	1,063,874	196,702
Education programs	857,100	741,155	330,088	469,836	631,170	781,236	816,913
SFPUC rental fee	-	-	-	300,000	300,000	300,000	300,000
Other income	3,128	10,413	-	-	5,764	120,786	147,655
Children's Zoo	1,311	29	-	-	-	-	-
Operating Revenue Total	**$22,260,434**	**$17,745,977**	**$20,794,225**	**$24,707,347**	**$21,191,513**	**$21,712,548**	**$19,837,214**
Investment income (loss)	1,620	31,718	1,217,802	(2,705,953)	1,905,808	2,398,252	1,984,841
Bequests	984,403	1,271,692	449,280	665,660	953,731	3,285,659	1,572,168
COVID relief	-	-	2,758,000	8,945,240	-	-	-
Net assets released from restriction	338,514	85,000	3,077,608	100,661	497,500	36,639	35,441
Non-Operating Revenue Total	**$1,324,538**	**$1,388,410**	**$7,502,689**	**$7,005,608**	**$3,357,039**	**$5,720,550**	**$3,592,450**
Grand Total	***$23,584,972***	***$19,134,386***	***$28,296,915***	***$31,712,955***	***$24,548,552***	***$27,433,098***	***$23,429,664***

Source: BLA analysis of SFZS financial reports.

Exhibit I.3: SFZS General Unrestricted Fund Expenditures, FY 2018-19 to FY 2024-25

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Animal division	$9,130,881	$8,853,588	$8,226,857	$7,862,743	$8,965,949	$8,601,143	$10,472,438
Buildings and grounds, maintenance, custodial	6,661,987	5,552,381	5,507,965	8,538,022	6,424,277	7,752,119	8,497,324
Administration and IT	3,036,401	2,390,748	2,467,503	3,247,439	2,717,521	3,734,111	3,588,152
Admissions and retail operations	1,690,163	1,383,428	1,297,232	1,525,281	1,930,416	2,116,638	2,414,117
Fundraising and events	1,194,981	899,666	987,233	1,310,964	1,214,095	1,283,610	623,846
Education	962,812	897,543	838,853	614,801	633,874	691,085	746,993
Marketing and graphics	1,156,868	759,693	430,888	566,182	879,125	636,547	940,805
Membership and guest services	620,430	523,211	407,339	447,122	493,584	569,571	517,635
Operating Exp. Total	**$24,454,522**	**$21,260,257**	**$20,163,870**	**$24,112,552**	**$23,258,841**	**$25,384,823**	**$27,801,309**
Bad debt	-	-	-	-	-	712,147	52,491
Depreciation	157,133	115,174	78,088	73,665	91,789	101,539	110,110
Interest expense	-	11,950	30,417	16,083	-	-	-
Loss on disposal/sale of assets	8,902	-	21	-	-	4,538	-
Non-Operating Exp. Total	**$166,035**	**$127,124**	**$108,525**	**$89,748**	**$91,789**	**$818,224**	**$162,601**
Grand Total	***$24,620,557***	***$21,387,381***	***$20,272,396***	***$24,202,300***	***$23,850,936***	***$26,203,047***	***$27,963,910***

Source: BLA analysis of SFZS financial reports.

Note: In FY 2018-19, depreciation costs were recorded as departmental expenditures. For consistency of reporting, these amounts were manually re-classified as non-department non-operating expenses by the audit team in FY 2018-19. Beginning in FY 2019-20, depreciation costs were recorded as non-departmental expenditures.

SFZS Staffing

Between FY 2021-22 and FY 2024-25, the total number of budgeted personnel at the San Francisco Zoological Society ranged between 176 and 216 employees. By job category, the Administration and Animal Care categories represented the largest shares of the workforce at 16 percent and 27 percent on average, respectively, over the four years reviewed. Total counts of budgeted personnel by job category are shown in Exhibit I.4 below.

Exhibit I.4: SFZS Budgeted Personnel by Job Category, FY 2021-22 to FY 2024-25

Job Category	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Animal Care	53	49	49	52
Zoo Camp Staff	2	2	25	36
Administration	30	33	28	29
Guest Services Staff	18	16	18	21
Maintenance & Custodial	19	21	22	20
Curator	11	12	9	11
Conservation	5	6	6	7
Gardener	7	7	7	7
Veterinary	5	5	6	7
Intern	6	4	1	6
Nutrition & Diet	3	4	6	5
Development	5	4	4	4
Education	4	5	4	4
Safety & Security	4	3	4	2
Train	2	2	2	2
Horticulture	1	1	1	1
Membership	1	1	1	1
Tree Maintenance	1	1	1	1
Total	**177**	**176**	**194**	**216**

Source: BLA analysis of SFZS personnel reports.

Over the four years reviewed, budgeted personnel at SFZS increased by 39 employees, or 22 percent. Most budgeted personnel were full-time employees, as shown in Exhibit I.5 below.

Exhibit I.5: SFZS Budgeted Personnel by Job Type, FY 2021-22 to FY 2024-25

Job Type	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Full Time	160	158	159	167
Intern	5	2	1	6
Part Time	3	8	29	39
Temp/As Needed	9	8	5	4
Total	**177**	**176**	**194**	**216**

Source: BLA analysis of SFZS personnel reports.

Proposed Panda Exhibit

During the course of our fieldwork, SFZS was in the process of planning to bring giant pandas to the Zoo for the first time in more than 40 years. This effort would be a collaboration between SFZS, the City, the China National Forestry and Grassland Administration, and the China Wildlife Conservation Association. As noted in SFZS's FY 2023-24 Annual Report, "A long-time focus of the

Zoo has been to increase and diversify its Asian animal collection to reflect the interests of its audience to see species native to regions in Asia, such as the Giant panda, to bring awareness and educate the public about the threats to extinction many species face."

Panda Exhibit Costs

If this collaboration is successful, the pandas would effectively be loaned to SFZS for a 10-year period. According to an internal cost estimate prepared by SFZS management, SFZS anticipates the total cost for the panda exhibit will be approximately $27.5 million (not adjusted for inflation) over the 10-year loan period. These costs include the capital construction costs to build the panda habitat (to be located at the current lion exhibit), annual panda conservation program contributions, additional animal care staff, additional security costs, costs for bamboo, costs to house panda experts from China, and other ancillary costs. SFZS's estimate does not include costs associated with panda marketing or merchandising, although it is likely that the panda exhibit would be featured in SFZS's merchandising and marketing materials. SFZS's estimate also does not include costs to relocate the lions to another zoo, which SFZS considers to be part of regular operating activity.

Panda Exhibit Revenues

SFZS officials also anticipate increased revenues driven by the proposed panda exhibit for admissions, retail sales, membership, and donor support. According to case studies prepared for SFZS that were shared with our audit team, other U.S. zoos that have recently hosted pandas experienced temporary attendance increases that ranged from approximately 25 to 45 percent. After this initial increase following the opening of the panda exhibit, the case studies showed more modest attendance increases in the later years of the panda exhibits.

As shown in Exhibit I.2 earlier in this Introduction, SFZS's attendance-driven revenue (from admissions, parking, and retail) was $10.7 million in FY 2024-25, membership revenue was $2.3 million, and contribution revenue was $1.3 million (unrestricted non-capital contributions only). Using these totals, we calculated potential SFZS's revenue increases from a panda exhibit for two scenarios: one scenario where Zoo attendance, SFZS membership, and contributions all increase by 25 percent in each of the first two years of the panda exhibit, and another scenario where attendance, membership, and contributions revenue all increase by 40 percent in each of the first two years of the exhibit. Both scenarios assume more modest increases in revenue of 10 percent in each of the remaining eight years of the panda exhibit. Additional increases in donor support for capital projects could be substantial, but are highly variable and uncertain and are not included in these estimates. Based on these calculations, we estimate that potential revenue from a panda exhibit could range between $19 to $23 million (not adjusted for inflation) over the

10-year exhibit period. According to SFZS management, these revenues will be re-invested in the panda program.

Given the difference between the estimated costs and revenues of the panda project, SFZS will require substantial donor support for the panda project, particularly for up-front, one-time costs such as exhibit construction and other capital facilities needs.

Other Considerations

In addition to increases in both revenues and expenditures, there are other non-quantifiable costs and benefits of a potential panda exhibit. A panda exhibit has the potential to increase public awareness of the Zoo and improve its public image, which could generate increases in revenue beyond what we have estimated. On the other hand, a new panda exhibit could come at the cost of other necessary Zoo improvements, which could affect both staff morale and public perception of the Zoo and its buildings and grounds. Moving the lions to another zoo to make room for a new panda enclosure could also negatively affect the Zoo's public image and visitor satisfaction.

Context for Audit

October 2024 Report by Joint Zoo Committee Animal Welfare Advisors

In October 2024, in response to media reports of management and animal welfare concerns at the Zoo, animal welfare advisor members of the Joint Zoo Committee published a report titled "San Francisco Zoo Recommendations." While the authors acknowledged that the report's limitations include "the observations are based on limited conversations with staff with [they] toured the facilities," the report made several recommendations. These recommendations included:

- Habitat and Safety: "Quite a few of the exhibits are close to 94 years old. The only ethical way forward is for the exhibits that have existed since the zoo opened in the late 1920s to be redesigned to fit modern Zoo habitat standards."
- Planning: "In addition to annual budgets and capital and operating expenses, Zoo management should present long-term and short-term strategic plans and progress reports to the Joint Zoo Committee."
- Animal acquisition: "A financial impact analysis report should be provided so that the Joint Zoo Committee can fully understand the effect the acquisition will have on care of the Zoo's current animal inhabitants and existing strategic plans."
- Lease and Management Agreement: "Review and update to reflect additional oversight."
- Performance Audit: "Recommend the Board of Supervisors require a current performance audit of the Zoo."

- Public Access to Records and Information: "The SF Zoo must respond accordingly to requests for public records as outlined in the California Public Records Act and the State open meeting law (the Brown Act) and should adhere to San Francisco's Sunshine Ordinance."
- Animal Welfare: "Zookeepers and Joint Zoo animal welfare advisors should resume regular meetings."
- Panda Plan: "Urge the production of detailed reports on the zoo's infrastructure, financial health, staff qualifications, conservation research, and panda expertise regarding the panda plan, and we highly recommend that pandas not be sent to San Francisco."

SFZS Response to October 2024 Report

On December 3, 2024, in response to the animal welfare advisors' report, the SFZS Board of Directors sent a letter to the Commissioner on Animal Control and Welfare, the President of the Board of Supervisors, and the City Attorney requesting the retraction of the report. The letter cites "biased-based conclusions," a "glaring lack of rigor," and the absence of "fact-finding discussions." The SFZS Board of Directors specifically noted in the response letter that the report had jeopardized the Zoo's ability to secure the approvals necessary to host the giant pandas.

Benchmarking Analysis

We conducted a benchmarking analysis of peer zoos as part of our fieldwork to identify common governance and financial characteristics and practices of other zoos and compare these practices to the San Francisco Zoo. We selected zoos with annual attendance exceeding 500,000 visitors, current accreditation by the Association of Zoos and Aquariums (AZA) as of 2025, and a public-private partnership governing structure similar to the San Francisco Zoo, when a local government agency with ownership rights over the grounds or zoological facilities leases the property out to a non-profit organization to manage daily zoo operations. Of approximately 235 AZA-accredited institutions as of 2026, we identified 22 peer zoos that met these criteria.

For each peer zoo, we collected and reviewed available audited financial statements, IRS Form 990 filings, lease and operating agreements and their amendments, and strategic planning documentation. From these materials, we compiled information on key lease and agreement terms, the type and proportion of financial support provided by local governing agencies, discretionary authorities granted to managing organizations, and the oversight responsibilities retained by local jurisdictions. Across the 22 institutions reviewed, local government support accounted for a median of 24 percent of annual operating expenses through mechanisms such as bond programs, tax revenues, and management fees. By comparison, the San Francisco Zoo's management fee covers approximately 14 percent of its operating expenditures. In addition,

multiple peer zoos included provisions for inflationary adjustments to public operating support in their agreements, while San Francisco's agreement does not.

Peer institutions also generally established defined governance and oversight processes within their operating agreements, including scheduled review and approval of annual budgets, capital plans, and strategic plans. While the San Francisco Recreation and Park Commission reviews the Zoo's annual budget and approves strategic and capital plans, the agreement does not establish a routine review cycle for these documents. Our benchmarking analysis also showed that the agreement between SFZS and the City is also one of the oldest unamended agreements among the 22 institutions reviewed.

Additionally, we conducted a benchmarking analysis focused on maintenance and horticulture staffing levels. We identified 10 zoos with acreage comparable to the San Francisco Zoo that operate under a public-private management model and attract more than 500,000 visitors annually. We requested information from each zoo regarding their maintenance and horticulture staffing levels. Four zoos responded to our request.

Acknowledgements

We would like to thank the staff at the San Francisco Zoological Society for their assistance throughout this project, including current and former employees and Board members. We would also like to thank the staff from other zoos who participated in our benchmarking work, including the Houston Zoo, Woodland Park Zoo, Fort Worth Zoo, and Tulsa Zoo.

Accomplishments of the San Francisco Zoological Society Submitted by SFZS Management

A discussion of accomplishments of the San Francisco Zoological Society is included in Appendix F of this report.

1. Financial Condition, Transparency, and Contingency Planning

The San Francisco Zoological Society (SFZS) has operated with a structural deficit in its general unrestricted operating fund since at least FY 2018-19 and does not have a healthy or stable financial condition. Low and decreasing operating revenues have been insufficient to support increases in operating expenses, which has required SFZS to use one-time non-operating revenues such as estate bequests, COVID-19 relief funds, and investment draws to cover operating expenses. This structural deficit results primarily from low and decreasing attendance, which depresses earned revenue from admissions, retail, and parking, along with SFZS's inability to leverage assets for loans or to issue debt for capital projects. In addition, the $4 million management fee paid to SFZS by the City, which is SFZS's second-largest revenue source after admissions revenue, has not increased since the amount was set in 1993, while at the same time the City has increased its charges for utilities. Recent operating budgets presented publicly by SFZS have assumed unrealistically high revenues based on attendance figures that are not supported by recent trends and have not transparently communicated the state of SFZS's financial condition or its structural deficit. We recommend that SFZS develop plans to make targeted reductions to non-essential expenditures and plans to increase revenue from attendance and fundraising. We also recommend that the City increase its financial support to SFZS in FY 2026-27 and FY 2027-28, conditional upon SFZS's demonstrated good-faith efforts to implement the recommendations in this audit report and increase City oversight of SFZS's financial planning materials.

SFZS Structural Operating Deficit

The San Francisco Zoological Society (SFZS) has operated with a structural deficit in its general unrestricted fund since at least FY 2018-19. Operating expenditures (defined as all department expenditures in SFZS's general unrestricted fund, excluding non-department expenditures such as depreciation) exceeded operating revenues (defined as all earned and contributed revenue in SFZS's unrestricted operating fund, excluding non-operating revenue sources such as estate bequests, investment draws, COVID-19 relief, and net assets released from restriction) in FY 2018-19, FY 2019-20, FY 2022-23, FY 2023-24, and FY 2024-25. SFZS used one-time non-operating revenue sources to cover deficits and pay for operating expenses during these years.

Between FY 2018-19 and FY 2024-25, SFZS's total operating revenues decreased from $22.3 million to $19.8 million, by $2.4 million or 11 percent, while operating expenditures increased from $24.5 million to $27.8 million, by $3.3 million or 14 percent. SFZS's operating deficit grew by $5.8 million, from $2.2 million to $8.0 million, during this period, as shown in Exhibit 1.1 below.

Exhibit 1.1: SFZS General Unrestricted Fund Revenues and Expenditures Rollup

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Operating Revenues	$22,260,434	$17,745,977	$20,794,225	$24,707,347	$21,191,513	$21,712,548	$19,837,214
Operating Expenditures	24,454,522	21,260,257	20,163,870	24,112,552	23,759,147	25,384,823	27,801,309
Operating Surplus/(Deficit)	**($2,194,087)**	**($3,514,280)**	**$630,355**	**$594,795**	**($2,567,634)**	**($3,672,275)**	**($7,964,096)**
Non-Operating Revenues	1,324,538	1,388,410	7,502,689	7,005,608	3,357,039	5,720,550	3,592,450
Non-Operating Expenses	166,035	127,124	108,525	89,748	91,789	818,224	162,601
Total Revenues	23,584,972	19,134,386	28,296,915	31,712,955	24,548,552	27,433,098	23,429,664
Total Expenditures	24,620,557	21,387,381	20,272,396	24,202,300	23,850,936	26,203,047	27,963,910
Total Surplus/(Deficit)	**($1,035,584)**	**($2,252,995)**	**$8,024,519**	**$7,510,655**	**$697,616**	**$1,230,050**	**($4,534,247)**

Source: BLA analysis of SFZS financial reports.

Note: In FY 2018-19, depreciation costs were recorded as departmental expenditures. For consistency of reporting, these amounts were manually re-classified as non-department non-operating expenses by our audit team in FY 2018-19. Beginning in FY 2019-20, depreciation costs were recorded as non-departmental expenditures.

Low and Decreasing Revenues

As shown in Exhibit 1.2 below, the decrease in SFZS's operating revenues between FY 2018-19 and FY 2024-25 is due to decreases in attendance-driven revenue (other than admissions revenue), membership dues, contributions, fundraising, and education programs. These decreases are partially offset by slight increases in revenue from admissions, San Francisco Public Utilities Commission (SFPUC) rental fees,[1] and other income (primarily tours and visitor experiences). Total operating revenues decreased from $22.3 million in FY 2018-19 to $17.7 million in FY 2019-20, likely due to the COVID-19 pandemic, then increased to a high of $24.7 million in FY 2021-22. However, since FY 2021-22, operating revenues have declined and reached a low of $19.8 million in FY 2024-25, which is $2.4 million below pre-pandemic operating revenues of $22.3 million in FY 2018-19.

SFZS's primary non-operating revenue sources during this period were investment income, estate bequests, and federal COVID-19 relief. These revenue sources are highly variable, as shown in Exhibit 1.2. In FY 2020-21 and FY 2021-22, SFZS received a total of $11.7 million in federal COVID-19 relief, including $4.8 million in Paycheck Protection Program loan forgiveness, $4.6 million from the Shuttered Venue Operators Grant, and $2.4 million from the Employee Retention

[1] SFPUC leases SFZS's overflow valet parking spaces for temporary construction staging and storage.

Credit.[2] SFZS also received between $449,280 and $3.3 million in estate bequests each year, and in FY 2020-21 and FY 2022-23 through FY 2024-25 used between $1.2 and $2.4 million in investment draws.

Exhibit 1.2: SFZS General Unrestricted Fund Revenues

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Admissions	$7,082,295	$4,547,433	$7,310,625	$9,699,086	$7,334,222	$7,419,551	$7,517,294
Retail commissions	1,442,877	948,091	1,157,639	1,804,112	1,496,615	1,363,594	1,272,196
Retail sales, rides, and rentals	1,481,864	990,608	710,111	1,591,369	1,274,304	1,345,487	997,447
Parking	1,280,712	964,580	1,178,503	1,275,960	969,897	988,084	935,466
Subtotal: Attendance-driven rev.	*$11,287,748*	*$7,450,712*	*$10,356,878*	*$14,370,527*	*$11,075,038*	*$11,116,716*	*$10,722,403*
Management fee	4,120,000	3,760,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Membership dues	2,627,551	2,508,155	2,433,566	2,646,381	2,419,420	2,304,097	2,345,271
Contributions	2,455,664	2,488,895	3,057,535	2,374,101	1,763,968	2,025,840	1,308,271
Fundraising and ticketed events	907,931	786,619	616,158	546,502	996,153	1,063,874	196,702
Education programs	857,100	741,155	330,088	469,836	631,170	781,236	816,913
SFPUC rental fee	-	-	-	300,000	300,000	300,000	300,000
Other income	3,128	10,413	-	-	5,764	120,786	147,655
Children's Zoo	1,311	29	-	-	-	-	-
Operating Revenue Total	**$22,260,434**	**$17,745,977**	**$20,794,225**	**$24,707,347**	**$21,191,513**	**$21,712,548**	**$19,837,214**
Investment income (loss)	1,620	31,718	1,217,802	(2,705,953)	1,905,808	2,398,252	1,984,841
Bequests	984,403	1,271,692	449,280	665,660	953,731	3,285,659	1,572,168
COVID relief	-	-	2,758,000	8,945,240	-	-	-
Net assets released from restriction	338,514	85,000	3,077,608	100,661	497,500	36,639	35,441
Non-Operating Revenue Total	**$1,324,538**	**$1,388,410**	**$7,502,689**	**$7,005,608**	**$3,357,039**	**$5,720,550**	**$3,592,450**
Grand Total	***$23,584,972***	***$19,134,386***	***$28,296,915***	***$31,712,955***	***$24,548,552***	***$27,433,098***	***$23,429,664***

Source: BLA analysis of SFZS financial reports.

[2] Amounts may not add due to rounding.

The primary causes of the decreases in SFZS's operating revenues are discussed in the following sections and include:

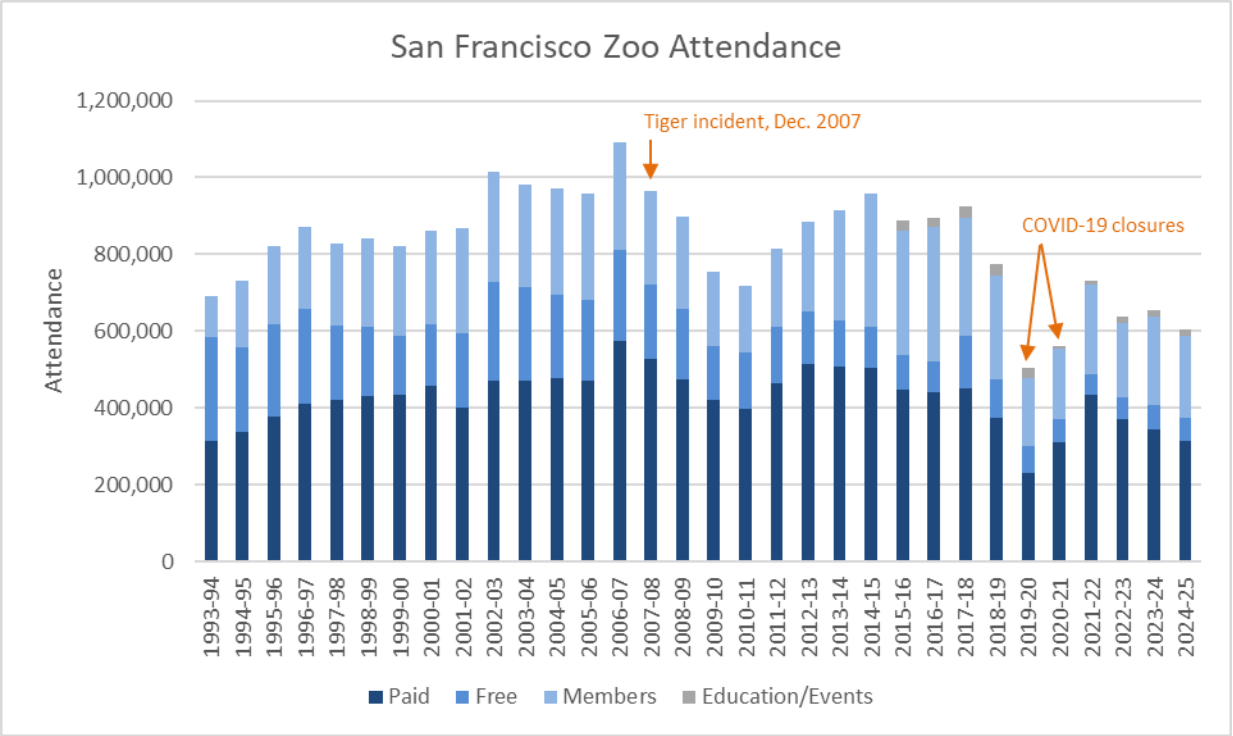
- Decreasing attendance;
- Fixed management fee;
- Decreasing contributions and fundraising revenue; and,
- Inability to issue debt for capital projects.

Decreasing attendance

As shown in Exhibit 1.2 above, attendance-driven revenue (admissions, retail commissions and retail sales, and parking) accounts for roughly half of SFZS's total operating revenue. Between FY 2018-19 and FY 2024-25, admissions revenue increased slightly, from $7.1 million in FY 2018-19 to $7.5 million in FY 2024-25, due to overall increases in ticket prices and paid attendance percentages. However, this slight increase in admissions revenue was offset by decreases in retail commissions, sales, and parking. Total attendance-driven revenue decreased from $11.3 million in FY 2018-19 to $10.7 million in FY 2024-25, by $565,345 or 5 percent.

Overall San Francisco Zoo and Gardens (San Francisco Zoo) attendance declined by 170,236 visitors, or 22 percent, between FY 2018-19 and FY 2024-25, which has caused the decreases in SFZS's attendance-driven revenue and contributed to the decrease in overall operating revenues. In the longer term, Zoo attendance has been trending downward since FY 2006-07. Exhibit 1.3 below shows total Zoo attendance between FY 1993-94, when SFZS assumed responsibility for the management and operations of the Zoo, and FY 2024-25.

Exhibit 1.3: Annual San Francisco Zoo Attendance, FY 1993-94 to FY 2024-25



Source: SFZS.

As shown in Exhibit 1.3 above, total Zoo attendance increased between FY 1993-94 and FY 2006-07, when attendance peaked at nearly 1.1 million visitors. In December 2007, a tiger escaped her enclosure and killed and/or injured several Zoo visitors, and Zoo attendance decreased for several fiscal years following that incident. Beginning in FY 2011-12 attendance began to recover, although it never reached the FY 2006-07 high of 1.1 million visitors. Attendance began to decline again several years later, from 924,397 visitors in FY 2017-18 to 774,956 visitors in FY 2018-19 and decreased even further during FY 2019-20 and FY 2020-21 when the Zoo was closed due to the COVID-19 pandemic for a period of several months. Attendance recovered somewhat in FY 2021-22, but fell again in FY 2022-23 and then again in FY 2024-25.

Although Zoo attendance was understandably affected by COVID-19 closures, Exhibit 1.3 shows that SFZS's attendance challenges predate the COVID-19 pandemic. The goal to be "fiscally sound and financially stable" was one of the primary project goals of SFZS's 2015-2020 Strategic Plan, dated January 2016, and the plan includes several strategies to increase guest attendance and overall revenue such as adding fee-based experiences, evaluating pricing changes, maximizing government support, and strengthening fundraising efforts. However, as demonstrated by the trends in Exhibits 1.2 and 1.3, SFZS was unable to achieve these goals and attendance has decreased since 2016, worsening SFZS's deficit. *Section 11: Organizational Impact and Guest*

Experience of this report discuss SFZS's lack of strategic marketing and low investments in marketing, advertising, and public relations, which likely also affected Zoo attendance by limiting SFZS's ability to attract new audiences, retain repeat visitors, or respond to changing demographic trends. In addition, as shown in *Appendix C: Main Collection Animal Census, 2015 to 2025* of this report, our review of animal inventory records found that the total population of charismatic species (animals with symbolic value or widespread appeal that are regarded as beautiful, impressive, or endangered)[3] at the Zoo decreased by 26 percent between December 2015 and December 2025, and the overall population of animals in the Zoo's Main Collection decreased by 7.5 percent during this period.

Fixed management fee

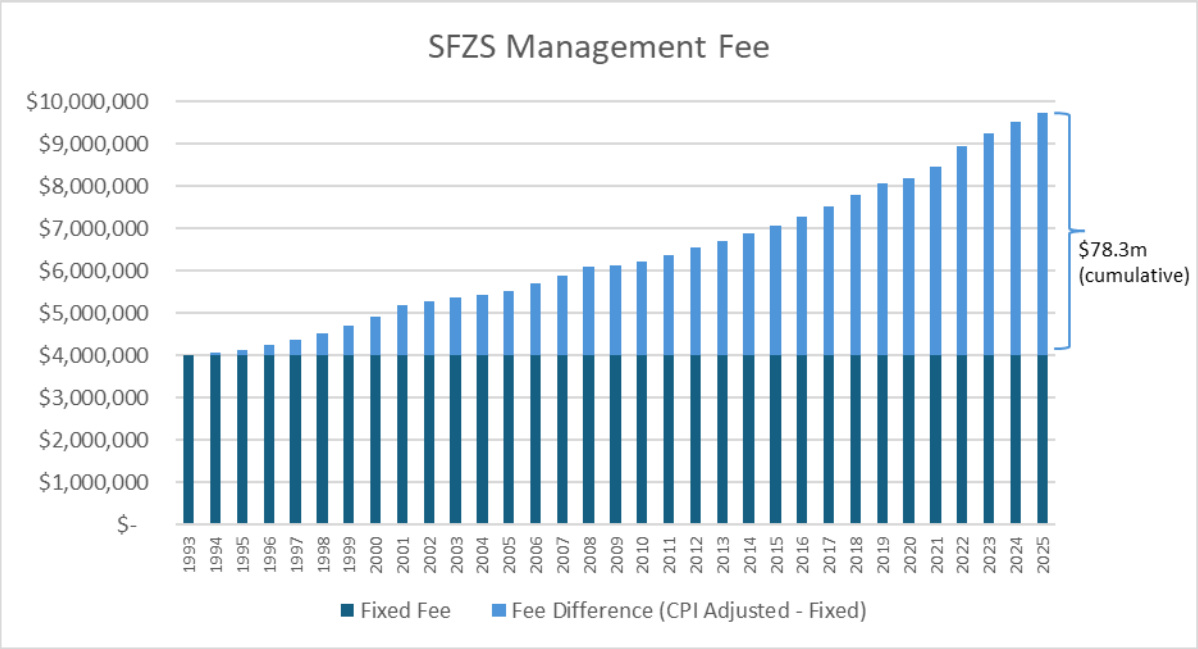
After admissions revenue, SFZS's second largest revenue source is the management fee paid by the City. Under the terms of the Lease and Management Agreement, this amount is fixed at $4 million annually and has not increased since 1993. As SFZS's costs have increased due to increases in wages and benefits and prices for animal food, veterinary supplies, and other essential purchases, the amount of financial support provided by this $4 million has lessened. If the $4 million management fee had been adjusted annually using the Consumer Price Index (CPI), it would have been $9,733,561 in 2025.[4]

As shown in Exhibit 1.4 below, the cumulative difference between the fixed fee and the CPI-adjusted fee from 1994 to 2025 is $78.3 million. In other words, if the management fee had been adjusted annually with CPI starting in 1994, SFZS would have received an additional $78.3 million in City support between 1994 and 2025.

[3] Albert, C., Luque, G. M., & Courchamp, F. (2018). The twenty most charismatic species. *PloS one*, *13*(7), e0199149. https://doi.org/10.1371/journal.pone.0199149

[4] Using CPI-U for the San Francisco-Oakland-Hayward area, Bureau of Labor Statistics data series CUURS49BSA0. CPI is a measure of the average change over time in prices for consumer goods and services.

Exhibit 1.4: SFZS Management Fee, Fixed vs. CPI-Adjusted, 1993 to 2025



Source: BLA calculations using CPI for the San Francisco-Oakland-Hayward area, Bureau of Labor Statistics data series CUURS49BSA0.

Decreasing contributions and fundraising revenue

As shown in Exhibit 1.2 above, SFZS lost significant revenues from both contributions and fundraising between FY 2023-24 and FY 2024-25. The loss of fundraising revenue in FY 2024-25 is due to the timing of the 2025 ZooFest, SFZS's large annual fundraiser, and SFZS's fiscal year which runs from July 1 to June 30. The 2024 ZooFest was held in May 2024, and revenue from that event was recorded in FY 2023-24. However, the 2025 ZooFest was not held until October 2025, and the revenue from that event was recorded in FY 2025-26. As a result of this timing, FY 2024-25 revenues do not include any ZooFest revenue.

Contributions revenue decreased from $2.5 million in FY 2018-19 to $1.3 million in FY 2024-25 in SFZS's general unrestricted fund. As shown in Exhibit 1.5 below, the total number of unique SFZS donors decreased from 899 to 310 between FY 2018-19 and FY 2024-25 (including anonymous donors), and the total amount donated (both restricted and unrestricted contributions) decreased from $5.3 million to $2.1 million, or by 61 percent, during this period.

The timing of the 2025 ZooFest, discussed above, also impacted the FY 2024-25 donor numbers and donor contributions shown in Exhibit 1.5 below. Because ZooFest attendees who purchase ZooFest tickets or auction items are recorded as Zoo donors for the relevant fiscal year, the lack of ZooFest during FY 2024-25 likely contributed to the decrease in SFZS's donor totals in FY 2024-25.

The total contributions shown in Exhibit 1.5 below are higher than the unrestricted fund contribution revenue shown in Exhibit 1.2 because Exhibit 1.5 includes restricted contributions, which are accounted for in a separate restricted fund. SFZS donors may specify that their gifts may only be used for specific purposes, such as a capital project. In that case, the contribution cannot be used for general operating expenses.

Exhibit 1.5: Unrestricted and Restricted Contributions and Unique Donors, FY 2018-19 to FY 2024-25

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Total contributions (unrestricted and restricted)	$5,258,682	$6,902,156	$6,432,147	$4,393,385	$3,851,994	$4,844,420	$2,056,811
Unique donors (including anonymous)	899	1,403	1,106	210	338	434	310

Source: SFZS Development.

Inability to issue debt for capital projects

In 1997, San Francisco voters approved Proposition C, the Zoo Facilities Bonds, which authorized the City to incur $48 million of bonded indebtedness for the acquisition, construction and/or reconstruction of San Francisco Zoo facilities. However, under the terms of the Lease and Management Agreement between the City and SFZS, the City remains the owner of Zoo property and buildings. As a result, SFZS has no assets it can directly leverage for additional debt financing to pay for capital improvements. Between FY 2021-22 and FY 2024-25, SFZS spent between $1.8 million and $3.2 million each year on repairs and maintenance activities[5] in its unrestricted operating fund, some of which could possibly have been supported by debt financing if it had been available. While the majority of SFZS's capital expenditures occur in its capital fund, which is supported by private donations, rather than its operating fund, SFZS has used operating funds to pay for capital projects when capital project funds were insufficient. Additionally, as discussed below, spending in the Buildings and Grounds Department and particularly on repairs and maintenance increased between FY 2018-19 and FY 2024-25.

Increasing Costs

SFZS's operating expenditures increased from $24.5 million in FY 2018-19 to $27.8 million in FY 2024-25, although expenditures dipped in FY 2019-20 and FY 2020-21 likely due to the COVID-19 pandemic, as shown in Exhibit 1.6 below.

[5] Expense category 169, all departments.

Exhibit 1.6: SFZS General Unrestricted Fund Expenditures, FY 2018-19 to FY 2024-25

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Animal division	$9,130,881	$8,853,588	$8,226,857	$7,862,743	$8,965,949	$8,601,143	$10,472,438
Buildings and grounds, maintenance, custodial	6,661,987	5,552,381	5,507,965	8,538,022	6,424,277	7,752,119	8,497,324
Administration and IT	3,036,401	2,390,748	2,467,503	3,247,439	2,717,521	3,734,111	3,588,152
Admissions and retail operations	1,690,163	1,383,428	1,297,232	1,525,281	1,930,416	2,116,638	2,414,117
Fundraising and events	1,194,981	899,666	987,233	1,310,964	1,214,095	1,283,610	623,846
Education	962,812	897,543	838,853	614,801	633,874	691,085	746,993
Marketing and graphics	1,156,868	759,693	430,888	566,182	879,125	636,547	940,805
Membership and guest services	620,430	523,211	407,339	447,122	493,584	569,571	517,635
Operating Exp. Total	**$24,454,522**	**$21,260,257**	**$20,163,870**	**$24,112,552**	**$23,258,841**	**$25,384,823**	**$27,801,309**
Bad debt	-	-	-	-	-	712,147	52,491
Depreciation	157,133	115,174	78,088	73,665	91,789	101,539	110,110
Interest expense	-	11,950	30,417	16,083	-	-	-
Loss on disposal/sale of assets	8,902	-	21	-	-	4,538	-
Non-Operating Exp. Total	**$166,035**	**$127,124**	**$108,525**	**$89,748**	**$91,789**	**$818,224**	**$162,601**
Grand Total	***$24,620,557***	***$21,387,381***	***$20,272,396***	***$24,202,300***	***$23,850,936***	***$26,203,047***	***$27,963,910***

Source: BLA analysis of SFZS financial reports.

Note: In FY 2018-19, depreciation costs were recorded as departmental expenditures. For consistency of reporting, these amounts were manually re-classified as non-department non-operating expenses by the audit team in FY 2018-19. Beginning in FY 2019-20, depreciation costs were recorded as non-departmental expenditures.

While spending in some department groups decreased between FY 2018-19 and FY 2024-25, these savings were offset by increases in spending in the Animal Division; Buildings and Grounds, Maintenance, and Custodial; Administration and IT; and Admissions and Retail Operations.

By expense type, SFZS's largest expense in FY 2024-25 was salary and benefit costs for SFZS employees, followed by spending on repairs and maintenance, utilities, contracted services, security, and animal food. Spending in each of these categories increased between FY 2018-19 and FY 2024-25. In addition, SFZS's spending on legal services increased significantly in FY 2023-24 and FY 2024-25. Exhibit 1.7 below shows changes in SFZS's spending on selected expense

categories. Spending increases in these expense categories total $5.3 million between FY 2018-19 and FY 2024-25. (These increases are partially offset by decreases in spending in other expense categories.)

Spending increases on contracted services, legal services, security, repairs and maintenance, and utilities are discussed following Exhibit 1.7.

Exhibit 1.7: SFZS General Unrestricted Fund Expenditures, Selected Expense Categories, FY 2018-19 to FY 2024-25

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Salaries and benefits	$15,742,946	$14,834,785	14,600,201	$14,174,762	$14,286,813	$15,313,253	$17,313,870
Repairs and maintenance	457,935	328,300	231,152	3,156,305	2,075,442	1,788,428	1,998,202
Utilities	1,090,293	1,174,281	1,155,175	1,150,286	1,299,526	1,464,302	1,910,595
Contracted services	476,661	474,266	471,810	1,054,715	867,363	968,359	1,260,992
Security	678,509	656,086	702,085	811,506	834,397	895,775	897,864
Animal food	617,581	644,624	577,129	667,543	716,028	771,952	770,906
Legal	22,531	85	-	45,000	76,165	376,518	237,225

Source: BLA analysis of SFZS financial reports.

Spending on contracted services, legal services, and security

As discussed in more detail in *Section 5: Contracting and Procurement* of this audit report, SFZS does not have adequate procurement-related policies and procedures in place and was unable to provide documentation of competitive solicitation for contracted services to the audit team. (SFZS's accounting practices record legal services and security services as separate expense categories, even though these services are also provided by contractors.)

The SFZS department with the largest increase in spending on contracted services between FY 2018-19 and FY 2024-25 was the General & Administration Department, which includes the SFZS Executive Office. As we discuss in Section 5 of this report, the absence of competitive solicitation of these services and SFZS's lack of procurement policies to ensure fairness in contractor selection could prevent SFZS from obtaining the best value for these goods and services, which is particularly important during periods of financial constraint. Section 5 of this report contains recommendations to improve and strengthen SFZS's procurement policies and procedures.

Spending on repairs and maintenance

As shown in Exhibit 1.7, SFZS's spending on repairs and maintenance increased from roughly $230,000 in FY 2020-21 to more than $3 million in FY 2021-22 and remained between $1.8 and $2 million annually thereafter. Spending on repairs and maintenance occurs primarily in the

Buildings and Grounds Department and is one of the expense categories that contributed to the large increase in spending in the Department between FY 2018-19 and FY 2024-25. As discussed in more detail in *Section 4: Maintenance and Facilities Condition* of this audit report, SFZS lacks comprehensive written maintenance plans and facility condition assessments for the development, improvement, and upkeep of Zoo facilities and grounds. This lack of planning and SFZS's low investment in repairs and maintenance prior to FY 2021-22 has contributed to inconsistent conditions on Zoo grounds. Section 4 of this report contains recommendations to improve SFZS's planning and management of facilities and maintenance needs.

City charges for utilities

SFPUC utility charges to SFZS for gas and electric, sewer, and water increased significantly in FY 2022-23, FY 2023-24, and FY 2024-25. Spending on utilities is recorded in the Buildings and Grounds Department and is another expense category that contributed to the large increase in spending in the Department between FY 2018-19 and FY 2024-25. The Lease and Management Agreement between SFZS and the City states that the rate paid by SFZS for utility services shall not exceed the rate charged to other City departments for comparable services. At the time of the agreement in 1993, City departments paid a discounted utility rate to SFPUC; however, this discount was phased out between 2019 and 2025. Utility charges to SFZS increased by $149,240 or 13 percent from FY 2021-22 to FY 2022-23; by $164,776 or another 13 percent from FY 2022-23 to FY 2023-24; and by $446,293, or 30 percent, from FY 2023-24 to FY 2024-25. Overall, between FY 2018-19 and FY 2024-25 utility charges increased by 75 percent.

Deficit Impacts and Solutions

SFZS's operating deficit grew by $5.8 million, from $2.2 million to $8.0 million, between FY 2018-19 and FY 2024-25. Without a significant increase in operating revenue in FY 2025-26 and future years, SFZS's structural deficit will worsen and it will continue to draw on its investment reserves to support annual operating expenditures. Once its reserves are exhausted, SFZS will likely have to resort to more extreme cost-cutting measures such as reductions in force or limited operations. According to the Association of Zoos and Aquariums (AZA) Accreditation Standards, a healthy, stable financial condition is critical for a zoo to ensure its ability to continuously promote and enhance animal wellbeing. An inadequate financial position can have a direct and negative effect on the quality of animal life and the zoo's continued modernization.

Resolving the structural deficit and achieving financial stability will require both significant increases in operating revenue and targeted reductions in operating expenditures. However, as discussed throughout this audit report, SFZS also needs to make significant investments in strategic and capital planning, facilities assessments, animal enclosure modernization and

upgrades, marketing and advertising, workplace training and culture, Zoo signage and the visitor experience, policy and procedure development, and other areas. Given these needs, SFZS and the City should prioritize strategies to increase SFZS revenue, along with targeted reductions in operating expenditures when they will not impact SFZS's ability to carry out the recommendations in this report.

First, we recommend that by December 31, 2026, SFZS develop and submit to the Board of Directors and the Recreation and Park Commission a plan to make targeted reductions to non-essential expenditures. These reductions could include the elimination of vacant positions, temporary delays in employee hiring and promotions, structural reorganization strategies to increase department efficiencies, or the discontinuation of non-essential contracted services. We recommend that SFZS focus particularly on contracted services in the General and Administration Department, given the significant increase in spending and SFZS's lack of procurement policies and evaluate where cost savings could be achieved by competitive solicitation for some services.

We recommend that by December 31, 2026, SFZS develop and submit to the Board of Directors and the Recreation and Park Commission a plan to increase Zoo attendance and associated revenue. The plan should include steps to achieve specific, realistic attendance and revenue milestones, a timeline, and strategies to achieve revenue goals such as ticket and parking price increases, fee-based guest experiences, and targeted advertising. The plan should also identify specific needs, strategies, and costs for marketing, graphics, facilities maintenance, exhibit enhancements, technology, and other areas to support the plan's attendance and revenue goals.

We also recommend that by December 31, 2026, SFZS develop and submit to the Board of Directors and the Recreation and Park Commission a plan to increase its fundraising and development revenue. The plan should include steps to achieve specific, realistic fundraising and development milestones, a timeline, and strategies to achieve revenue goals such as targeted donor and corporate sponsor outreach, fundraising events, and other development strategies. The plan should also identify specific needs, strategies, and costs for donor relations, marketing, graphics, and other areas to support the plan's fundraising and development goals.

Along with these plans, we also recommend that the City increase its financial support of SFZS. Without an increase in support, it is unlikely that SFZS will be able to implement the attendance and development plans recommended above or the other recommendations in this audit report, many of which will directly or indirectly support SFZS's efforts to increase revenues. *Section 3: Management Agreement and City Oversight* of this report contains a recommendation that the General Manager of the Recreation and Park Department take steps to negotiate a new lease and management agreement with SFZS and that the terms of this agreement include financial

support that is adjusted to changing needs over time, which will provide SFZS with future stability and necessary revenue increases. However, SFZS also needs short-term revenue stability while the new lease and management agreement is negotiated. Therefore, we also recommend that the Chair of the Board of Supervisors Budget and Appropriations Committee consider increasing City support for SFZS in the City's two-year FY 2026-28 budget on a one-time basis in FY 2026-27 and FY 2027-28 by between $4.5 and $8 million each year. These amounts would be in addition to the existing $4 million management fee paid to SFZS by the City (under the terms of the current management agreement) and **should be conditional** upon SFZS's demonstrated good-faith efforts to implement the recommendations in this audit report, particularly recommendations related to transparency, strategic and master planning, and financial and procurement controls. If SFZS fails to make this good-faith demonstration by June 1, 2026, the Budget and Appropriations Committee should consider placing these amounts on Budget and Finance Committee Reserve and held until the Committee is satisfied with SFZS's efforts and progress.

Based on SFZS's FY 2024-25 revenues and expenditures, an increase of $4.5 million in FY 2026-27 and FY 2027-28 would stabilize SFZS's regular unrestricted fund but still require SFZS to use investment revenue or other non-operating revenue (such as estate bequests, should it receive any) to support operating expenses. An increase of $5.7 million in each year would bring total City support of SFZS to $9.7 million, the amount SFZS would have received in FY 2024-25 if the management fee had been adjusted annually since 1993 according to CPI. An increase of $8 million in each year would stabilize SFZS's operating deficit, which totaled $7,964,096 in FY 2024-25 as shown in Exhibit 1.1 at the beginning of this report section.

Section 4: Maintenance and Facilities Condition of this report includes a recommendation that SFZS conduct a comprehensive facilities assessment of Zoo buildings by December 31, 2026 and develop capital and maintenance plans based on this assessment, including a schedule of improvements, anticipated costs, a timetable for completion, and a funding strategy. *Section 2: Planning and Vision* of this report includes a recommendation that SFZS develop a long-range campus master plan to provide direction for the development and improvement of Zoo land and facilities, which could include large-scale future capital projects. We recommend these plans be developed by July 1, 2027. To support the upkeep and modernization of the Zoo and provide for sufficient investment in and maintenance of Zoo facilities, which are owned by the City, we recommend that once these assessments and plans are prepared, the Director of the Office of Resilience and Capital Planning evaluate the use of debt financing to support and fund the capital project needs of City-owned Zoo buildings and grounds identified in these documents by December 1, 2027, in consultation with the Office of Public Finance.

Unrealistic Operating Budgets and Lack of Transparency

Between FY 2018-19 and FY 2024-25, SFZS did not transparently communicate the extent of its financial challenges to oversight bodies such as the Joint Zoo Committee or the Recreation and Park Commission, and operating budgets presented publicly by SFZS to these bodies have been based on unrealistically high admissions revenue and attendance figures that are not supported by recent trends. Since FY 2019-20, SFZS's budget presentation materials have not shown prior-year actual revenues or expenditures to contextualize upcoming budgeted revenues and expenditures, and these budget presentations also did not communicate SFZS's use of non-operating revenues to cover revenue shortfall in the prior year. Overall, these omissions reduced transparency about SFZS's financial condition, its structural deficit, and the reasonableness of its revenue assumptions.

As shown in Exhibit 1.8 below, between FY 2018-19 and FY 2024-25, SFZS over-budgeted for attendance and admissions revenue in every fiscal year for which it prepared a budget except FY 2021-22. SFZS's FY 2023-24 operating budget assumed annual attendance of 720,000 and admissions revenue of $9.2 million, despite prior-year FY 2022-23 actual attendance of 636,432 and admissions revenue of $7.3 million. The FY 2024-25 operating budget assumed annual attendance of 700,000 and admissions revenue of $9.9 million, despite prior-year FY 2023-24 actual attendance of 656,013 and admissions revenue of $7.4 million. Actual admissions revenues were below budget by $1.8 million in FY 2023-24 and $2.3 million in FY 2024-25. (As discussed earlier in this report section, Zoo attendance in FY 2019-20 and FY 2020-21 was understandably impacted by the COVID-19 pandemic and Zoo closures.)

Exhibit 1.8: Review of SFZS Budget Materials Submitted to Recreation and Park Commission, FY 2018-19 to FY 2024-25

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Budgeted attendance	935,000	935,000	n/a	700,000	750,000	720,000	700,000
Actual attendance	774,956	487,880	559,440	731,062	636,432	656,013	604,720
Actual attendance surplus/(deficit)	**(160,044)**	**(447,120)**	**n/a**	**31,062**	**(113,568)**	**(63,987)**	**(95,280)**
Budgeted admissions revenue	$8,951,735	$8,197,566*	n/a	**	$8,496,727	$9,237,775	$9,856,113
Actual admissions revenue	$7,082,295	$4,547,433	$7,310,625	$9,699,086	$7,334,222	$7,419,551	$7,517,294
Actual revenue surplus/(deficit)	**($1,869,440)**	**($3,650,133)**	**n/a**	**	**($1,162,505)**	**($1,818,224)**	**($2,338,819)**
Budget presentation showed actuals for prior year?	Yes	Yes	n/a	n/a	No	No	No

Source: BLA analysis of SFZS budget presentations submitted to the Recreation and Park Commission; actual attendance figures; and actual admissions revenue from SFZS financial reports.

Note: SFZS did not prepare an FY 2020-21 budget due to the COVID-19 pandemic.

* Budgeted admissions revenue in the presentation submitted to the Recreation and Park Commission is different than the budgeted admissions revenue in SFZS's financial reports. $8,197,566 is the publicly-presented figure.

** Supporting documentation submitted to the Recreation and Park Commission for SFZS's FY 2021-22 budget included only a one-page memo from the SFZS Chief Financial Officer that contained no revenue or expenditure detail.

To improve transparency, we recommend the SFZS Chief of Finance include prior-year actual expenditures and attendance figures in budget presentation materials provided to the Recreation and Park Commission, beginning with the upcoming FY 2026-27 budget. We also recommend that the Chief of Finance annually submit a detailed operating budget to the General Manager of the Recreation and Park Department for review and approval prior to submission to the Recreation and Park Commission. The General Manager of the Recreation and Park Department should review SFZS's proposed operating budget for reasonableness and attend the Recreation and Park Commission meeting when it is discussed to be available for questions.

No Financial Contingency Plan

SFZS does not have a detailed financial contingency plan to provide for critical animal and operating needs in the case of significant decreases in operating income, as required by AZA. The 2022 AZA Visiting Committee noted in its narrative report that SFZS's financial contingency plan was "not well developed and fails to provide details for how the institution will provide for critical animal and operating needs over a three- to six-month period." The AZA Visiting Committee also wrote that "a plan that provides guidance on how to manage through the crisis is needed to fully meet the standard." However, even though AZA informed SFZS of its concerns in the 2022 report, SFZS did not revise or augment its financial contingency plan to address the concerns raised by the Visiting Committee.

If its financial condition does not improve, SFZS could face difficult financial choices with no plan in place to ensure it can provide for critical animal care and other essential operations. We recommend the SFZS Chief of Finance develop a financial contingency plan that fully meets the AZA requirements by June 1, 2026. Going forward, the financial contingency plan should be updated every year and included in SFZS's budget presentation materials to the General Manager of the Recreation and Park Department and the Recreation and Park Commission.

Conclusion

SFZS's structural deficit results primarily from low and decreasing attendance, which depresses earned revenue from admissions, retail, and parking. SFZS's need to grow Zoo attendance figures and achieve operational stability was identified at least 10 years ago, if not before, and while attendance in FY 2019-20 and FY 2020-21 was understandably impacted by the COVID-19 pandemic, SFZS has not achieved its attendance-related goals or successfully stabilized its operating budget. At the same time, City support for SFZS and, by extension, the City-owned Zoo grounds, facilities, and animals have eroded significantly since 1993 and has left SFZS unable to invest sufficient resources to support and improve the Zoo. Without a financial contingency plan in place, it is unclear whether SFZS will be able to provide critical animal care if revenues do not improve in FY 2025-26.

Recommendations

The SFZS Chief Executive Officer should:

1.1 By December 31, 2026, develop and submit to the Board of Directors and the Recreation and Park Commission plans to address SFZS's structural deficit, including:

a. Targeted reductions to non-essential expenditures by December 31, 2026. These reductions could include the elimination of vacant positions, temporary delays in employee hiring and promotions, structural reorganization strategies to increase department efficiencies, or the discontinuation of non-essential contracted services. The reductions should specifically evaluate contracted services in the General and Administration Department and identify where cost savings could be achieved by competitive solicitation for some services.

b. Steps to increase Zoo attendance and associated revenue by December 31, 2026. The plan should include specific, realistic attendance and revenue milestones, a timeline, and strategies to achieve revenue goals such as ticket and parking price increases, fee-based guest experiences, and targeted advertising. The plan should also identify specific needs, strategies, and costs for marketing, graphics, facilities maintenance, exhibit enhancements, technology, and other areas to support the plan's attendance and revenue goals.

c. Steps to increase its fundraising and development revenue by December 31, 2026. The plan should include specific, realistic fundraising and development milestones, a timeline, and strategies to achieve revenue goals such as targeted donor and corporate sponsor outreach, fundraising events, and other development strategies. The plan should also identify specific needs, strategies, and costs for donor relations, marketing, graphics, and other areas to support the plan's fundraising and development goals.

The Chair of the Board of Supervisors Budget and Appropriations Committee should:

1.2 Consider increasing City support for SFZS in the City's two-year FY 2026-28 budget on a one-time basis in FY 2026-27 and FY 2027-28 by between $4.5 and $8 million each year. These amounts would be in addition to the existing $4 million management fee paid to SFZS by the City (under the terms of the current management agreement) and **should be conditional** upon SFZS's demonstrated good-faith efforts to implement the recommendations in this audit report, particularly recommendations related to transparency, strategic and master planning, and financial and procurement controls. If SFZS fails to make this good-faith demonstration by June 1, 2026, the Chair and Committee should consider placing these amounts on Budget and Finance Committee Reserve and be held until the Committee is satisfied with SFZS's efforts and progress.

The Director of the Office of Resilience and Capital Planning should:

1.3 Evaluate the use of debt financing to support and fund the capital project needs of City-owned Zoo buildings and grounds by December 1, 2027, in consultation with the Office of Public Finance.

The SFZS Chief of Finance should:

1.4 Annually submit a detailed operating budget to the General Manager of the Recreation and Park Department for review and approval prior to submission to the Recreation and Park Commission. The operating budget should include prior-year actual expenditures and attendance figures in its budget presentation materials provided to the Recreation and Park Commission.

1.5 Develop a financial contingency plan that fully meets AZA requirements by June 1, 2026. Going forward, the financial contingency plan should be updated every year and included in SFZS's budget presentation materials to the General Manager of the Recreation and Park Department and the Recreation and Park Commission.

The General Manager of the Recreation and Park Department should:

1.6 Annually review SFZS's proposed operating budget for reasonableness and attend the Recreation and Park Commission meeting when it is discussed to be available for questions.

Benefits and Costs

Implementation of the proposed recommendations would put SFZS on the path to financial stability and improve the organization's transparency and contingency planning. With plans to reduce non-essential expenditures and increase future revenue, along with increased City support, SFZS may be able to stabilize its operating budget and ensure that operating revenues keep pace with growth in operating expenditures in the future.

Other than staff time to develop the recommended plans and budget information, the primary cost of these recommendations is the temporary one-time increases in City support to SFZS. These costs could total up to $8 million in General Fund costs in each year of FY 2026-27 and FY 2027-28. However, under the terms of the Lease and Management Agreement between the City and SFZS, the City remains the owner of Zoo property and buildings. Without this short-term investment to stabilize SFZS, the City could be forced to assume responsibility for the care of the Zoo's animals and grounds.

2. Planning and Vision

The San Francisco Zoological Society (SFZS) does not have a current strategic plan, a current campus master plan, or an animal collection plan that articulates a strategic, forward-looking vision for SFZS's animal collection. SFZS also does not have a capital budget or written plans, budgets, or timelines for its major capital projects. Although the Association of Zoos and Aquariums (AZA) Visiting Committee identified deficiencies in SFZS's strategic and master planning during its most recent accreditation report in 2022, we did not find evidence demonstrating that SFZS took meaningful action between 2022 and 2025 to address these deficiencies. We also found that SFZS has not achieved several primary strategic goals related to exhibit modernization, historic building restoration, and attendance and revenue growth that were identified in previous planning materials.

Without up-to-date, detailed plans, it is not clear that SFZS's strategic decisions and project investments have been made thoughtfully or to make the best use of SFZS's resources. Insufficient planning and capital budgeting could also affect SFZS's accreditation outcome during future AZA accreditation reviews. We recommend that SFZS leadership develop a strategic plan, campus master plan, and annual one- or two-year capital budgets and revise the animal collection plan concurrently with the development of the new strategic plan. The General Manager of the Recreation and Park Department should review these plans for reasonableness. SFZS leadership should report regularly to the Board of Directors about strategic planning goals and ensure that animal staff have the opportunity to provide input on future exhibit planning.

Background

Section 13 of the Association of Zoos and Aquariums (AZA) Accreditation Standards states that AZA accredited institutions should: (a) follow a written campus and strategic plan or engage in a formal process for future planning, and update plans at minimum every five years; (b) incorporate a commitment to maintaining and advancing modern zoological practices and philosophies into formal planning processes; (c) incorporate its mission and organizational values, goals, and objectives into the design and development of animal exhibits and guest experiences; and, (d) consider animal wellbeing during the design and development of new and renovated animal facilities. The AZA Accreditation Standards emphasize that institutions should strategically assess all aspects of operations and routinely renovate and replace old exhibits. According to AZA, a strong commitment to facilities and strategic planning is foundational to an institution's adherence to modern zoological practices, and it is best practice to continuously plan for new

and innovative education programs and guest experiences. Section 9 of the AZA Accreditation Standards requires accredited institutions to indicate sources and uses of funding for capital improvements and major maintenance, repairs, and replacements. Section 1 requires accredited institutions to follow an institutional collection plan to establish and manage a systematic decision-making process for selecting and sustaining all the species in an institution's animal collection.[1]

In response to our request to the San Francisco Zoological Society (SFZS) for all strategic plans, master plans, and capital plans prepared since July 1, 2019, SFZS provided the following documents to us:

- The 2007 Update to the 1994 Master Plan
- The 2015-2020 Strategic Plan, dated January 2016 (marked "Draft" on the first page)
- A seven-slide presentation identifying "Strategic Priorities" for FY 2021-23 (not dated)
- A parking study prepared by a consulting firm in June 2023
- The SFZS 2023-24 Annual Report

We reviewed these documents as well as the 1997 Master Plan Final Environmental Impact Report and materials submitted by SFZS to the 2022 AZA Visiting Committee regarding (a) SFZS's institutional collection planning process, including the 2021 Institutional Collection Plan, and (b) major capital projects. We also reviewed the results from the 2022 AZA Visiting Committee's evaluation of SFZS's planning materials and SFZS's March 4, 2022 written response to the concerns raised by the AZA Visiting Committee about SFZS's strategic and campus master planning.

No Current, Detailed Strategic Plan or Campus Master Plan

SFZS does not have a current strategic plan or a current campus master plan. The AZA Visiting Committee identified several deficiencies in SFZS's strategic and master planning during its most recent accreditation visit in 2022, discussed in more detail below, but we did not find evidence demonstrating that SFZS took meaningful action between 2022 and 2025 to address these deficiencies.

[1] Association of Zoos and Aquariums *2025 Accreditation Standards & Related Policies*.

Lack of Current Strategic Plan

SFZS does not have a current strategic plan.[2] The most recent strategic planning document provided to us by SFZS is a seven-slide PowerPoint presentation titled *FY 2021-23 SFZS Strategic Priorities* (undated), which updated the 2015-2020 Strategic Plan. The 2015-2020 Strategic Plan, dated January 2016, is a 30-page document that contains:

- An overview of the plan development;
- An assessment of the San Francisco Zoo and Gardens (San Francisco Zoo) and analysis of the Zoo's strengths, weaknesses, opportunities, and threats (SWOT analysis);
- Mission and vision statements;
- Specific initiatives, including new guest experiences, animal wellness programs, and a "connect with the coast" initiative, with identified goals and objectives;
- Specific commitments for financial sustainability, brand messaging, and strengthened organizational capacity, also with identified goals and objectives; and,
- High-level "scorecard for success" indicators that could be used as performance metrics (such as attendance, social media mentions, partnerships developed, presentations and publications).

The FY 2021-23 Strategic Priorities presentation notably lacks much of the detail and specifics contained in the 2015-2020 Strategic Plan and is insufficient as a strategic planning document. For example, one slide identifies two-year strategic priorities such as "Animal Wellness and Conservation translates to visitor experience" and "Achieve Optimal Operational and Organizational Capacity," but the document does not define or describe these priorities, state why or how they were identified, or describe any specific steps, goals, or resources needed to achieve them. While the 2015-2020 Strategic Plan is more detailed than the 2021-2023 update, it is nearly 10 years old and is no longer a meaningful or current planning document for SFZS.

Lack of Current Campus Master Plan

Similarly, SFZS does not have a current campus master plan[3] for the development and improvement of the Zoo land and facilities. The 2007 Master Plan Update to the 1994 Master Plan does contain recommendations and project-specific details, but is nearly 20 years out of date. Based on our review of materials provided to us by SFZS, we found that no planning

[2] The AZA defines a strategic plan as "a written plan defining an organization's focused direction and core mission areas, including main goals and resources necessary to achieve these goals and strategic success."
[3] The AZA defines a campus or master plan as "a written long-range plan that provides an organization with direction to develop or improve land, facilities, a building complex, etc."

document was developed during the scope of our audit that meets the AZA requirement for a campus or master plan for Zoo land and facilities that is regularly reviewed and updated.

No Meaningful Response to AZA Concerns

In its Narrative Report, the 2022 AZA Visiting Committee raised the following concerns related to SFZS's strategic and master planning. SFZS was informed of these concerns in 2022, but we did not find evidence demonstrating that SFZS took meaningful action between 2022 and 2025 to address them. According to the 2022 AZA Visiting Committee:

- While the 2015-2020 strategic plan is well-conceived, the 2021-2023 update to the plan appears to lack the same level of stakeholder engagement as the 2015-2020 plan.
- The master plan is "poorly defined and not comprehensive or vision driven" and does not contain detail, time frames, or budgets. SFZS does not have a well-developed master plan to guide the institution beyond the major capital projects currently underway or for complicated future projects. SFZS did not share schematic designs, cost estimates, or timelines for Phase II and Phase III of the Madagascar Center project or the Andean Condor exhibit with the Visiting Committee.
- The AZA Visiting Committee reported that staff do not appear to have meaningful input to or understanding of the Zoo's master plan, and according to the AZA Visiting Committee, "there does not seem to be awareness among staff of the zoo's plans or how current projects integrate into the bigger picture." The lack of staff awareness and input into exhibit planning results in, "an inability to plan for appropriate housing for incoming animals, as well as a need to retrofit exhibits to address areas of risk resulting from planning without the inclusion of animal expertise."

In its written response to these concerns, SFZS submitted:

- An overview document titled *Master Planning for a Zoo "On a Coast": 100 years: 1929-2029*, which is a four-page document that summarizes the history of SFZS's master planning efforts but contains only three paragraphs describing one current project.
- The *San Francisco Zoological Society Vision Plan 2019-2029*, which is a 26-page document that, similar to the 1929-2029 Master Plan overview document, primarily contains summaries of SFZS's past projects and initiatives rather than details of future strategic or master planning efforts. While the document does contain some high-level descriptions of planned projects, in our opinion it does not sufficiently meet SFZS's need for an up-to-date, detailed strategic plan.
- A seven-page *Strategic Communications Plan (2022)* to address the gap in communication and decision-making identified by the AZA Visiting Committee. Of the seven pages, two

contain strategies and specific actions intended to improve communication between SFZS leadership and staff. However, as discussed in more detail in *Section 8: Workplace Culture, Organizational Structure, and New Leadership* of this report, Human Resources staff were unaware of this plan when we asked about it during our fieldwork in 2025 and could not provide us with evidence demonstrating that SFZS implemented any of the strategies and actions described in the plan. In addition, as discussed in Section 8, SFZS staff who participated in audit focus groups, interviews, and a staff survey in 2025 indicated an unawareness of SFZS's strategic plan and overall vision. These sentiments, which are consistent with the observations from the 2022 AZA Visiting Committee three years prior, indicate that between 2022 and 2025 SFZS did not adequately address this issue.

To address these gaps in planning and increase accountability, we recommend that the SFZS Chief Executive Officer develop and submit to the General Manager of the Recreation and Park Department both a strategic plan and campus master plan that are consistent with the parameters established by the Association of Zoos and Aquariums by July 1, 2027, and report at least quarterly to the Board of Directors on progress toward goals established in these documents. The General Manager of the Recreation and Park Department should review these documents for reasonableness and attend the Recreation and Park Commission meetings when they are discussed to be available for questions. We also recommend that the SFZS Chief Executive Officer ensure that curators and animal keepers have the opportunity to provide input on future new and retrofit exhibit planning in the strategic plan and campus master plan.

Lack of Strategic Collection Plan

SFZS's 2021 Institutional Collection Plan[4] does not articulate a strategic, forward-looking vision for SFZS's animal collection, nor does it integrate with any of SFZS's other strategic planning materials we reviewed. The 2021 Institutional Collection Plan describes: SFZS's overall collection philosophy; its acquisition, transfer, and transition criteria; and the philosophy behind the animals currently present in its primary exhibit zones. The Institutional Collection Plan also includes a spreadsheet inventory of SFZS's current animal inventory and desired acquisitions. However, the document does not describe a vision or roadmap for the future of SFZS's animal collection, consider the unique characteristics of the Zoo (such as its audience, physical space availability, climate, or current animal collection) and how those factors influence changes in SFZS's animal collection, or discuss how changes in the collection are planned to integrate with

[4] The AZA defines an institutional collection plan (ICP) as "a document designed to thoughtfully assess the reasons for having each taxon in the collection. The ICP must be updated on a regular basis (minimally every 5 years). The ICP should include a statement of justification for all species and individuals in the institution's planned collection."

other strategic planning documents or capital projects. For example, the 2021 Institutional Collection Plan states that the Madagascar Center exhibit will include "a broad taxonomic representation of living and extinct Malagasy flora and fauna including fossa, pygmy hippo, reptiles, invertebrates, amphibians, and gardens" but provides no additional details about what specific animals will be acquired, when they will be acquired, where specifically they will be housed, or any necessary construction or exhibit modifications related to their acquisition.

As shown in *Appendix C: Main Collection Animal Census, 2015 to 2025* of this report, our review of animal inventory records found that the total population of charismatic species (animals with symbolic value or widespread appeal that are regarded as beautiful, impressive, or endangered)[5] at the Zoo decreased by 26 percent between December 2015 and December 2025. Of these charismatic species, specific decreases occurred in the populations of rhinoceros, hippopotamuses, lions, polar bears, koalas, giraffes, tigers, snow leopards, and gorillas. The overall population of animals in the Zoo's Main Collection decreased by 7.5 percent during this period. These decreases, particularly the decreases in populations of charismatic species, affect both SFZS's need for exhibit planning and the overall visitor experience at the Zoo, but have not been included or discussed in any of the strategic planning materials reviewed by the audit team.

Overall, while SFZS's 2021 Institutional Collection Plan may meet the AZA requirement to describe the reasons for the animals in its collection, it does not function as a strategic planning or guiding document. It is not clear why SFZS has acquired specific animals, or whether the decreases in certain animal species are part of a larger overall plan or strategy. We recommend that by July 1, 2027, and concurrently with the development of the new strategic plan, the SFZS Chief Executive Officer revise the Institutional Collection Plan in collaboration with curators and animal keepers to include specific details and rationales for planned future animal acquisitions and dispositions, as well as resources needed (such as exhibit modifications) to support these plans.

Lack of Capital Budget or Capital Project Plans

SFZS does not prepare a capital budget or have written plans, budgets, or timelines for its major individual capital projects. Section 15.9 of the Lease and Management Agreement requires SFZS to prepare and submit to the Recreation and Park Commission an annual report and budget that includes estimated capital expenses. However, the budget materials presented by SFZS to the Commission during the years of our audit scope contain only SFZS's unrestricted operating

[5] Albert, C., Luque, G. M., & Courchamp, F. (2018). The twenty most charismatic species. *PloS one*, *13*(7), e0199149. https://doi.org/10.1371/journal.pone.0199149

budget and do not detail any capital expenditures, even though SFZS spent between $1.1 and $3.4 million each year between FY 2018-19 and FY 2024-25 on capital projects.

The AZA Accreditation Standards also require capital budgeting. Specifically, AZA Standard 9.1 states: "The institution […] must provide sufficient evidence of its financial stability by submitting adequate financial reports, including operating and capital budget." AZA Standard 9.4 states: "The institution must indicate sources and amounts of funding for capital improvements and major maintenance, repairs, and replacements. Capital improvements, maintenance, and major repairs include renovations, maintenance of buildings/grounds/exhibits, new construction, and demolition of outdated structures."

Based on a review of expenditures in the Zoo's capital fund, the Zoo's primary capital projects between FY 2018-19 and FY 2024-25 were:

- 90th Anniversary Campaign
- Andean Condor (also appearing as Jaguar/Condor)
- Rescue and Therapy Horses
- Great Ape Passage
- Madagascar Center (also appearing as Madagascar Primate Discovery Center)
- Snow Leopard
- Coastal Conservation Center
- Asia

Additionally, after we requested a list of new exhibits in the last five years, SFZS leadership indicated the following were the largest recent capital projects:

- Madagascar Project
- Under the Canopy
- Little Puffer Train track expansion and refurbishment

SFZS did not provide us with written plans, budgets, or timelines for any of these capital projects during the course of our audit fieldwork. In response to the 2022 AZA Visiting Committee's request for a list of major projects with anticipated sources and amounts of funding, SFZS submitted a three-row table that contained no project details, budget breakdowns, or timelines. After reviewing a draft copy of our audit report, SFZS submitted to us a capital project summary document that provided a more detailed accounting of the sources and uses for SFZS's capital projects between 2018 and 2025 (for the Madagascar Project) and between 2023 and 2025 (for other capital projects). This document summarized capital project revenues from donor contributions and expenditures on construction, architecture and engineering services,

consulting, and capital project costs. While the capital project summary report provided more information on SFZS's capital expenditure activity and tracked SFZS's use and spending of capital project funds, it did not include capital project plans, budgets, or timelines.

Based on our review of spending and information provided by SFZS, the Madagascar Project appears to be SFZS's largest recent capital project, but because SFZS did not prepare a capital plan, budget, or timeline for this project, it is unclear whether the project has been completed in accordance with original plans, on budget, or on time. The Madagascar Project is discussed in more detail later in this section.

Lack of Progress on Strategic and Campus Goals

Our review of SFZS's historical planning materials, from the 1997 Master Plan Final Environmental Impact Report (EIR) to the most recent FY 2021-23 Strategic Priorities presentation, revealed several common focuses that SFZS has consistently identified as priorities or needs in past planning efforts. In many of these areas, SFZS has yet to fully achieve past articulated goals.

Outdated Exhibits, Deteriorating Buildings, and Unfinished Capital Projects

Exhibit modernization and aging infrastructure needs appear in every strategic and master plan document we reviewed and remain a concern for SFZS in 2025. These needs are described in detail in the 1997 EIR and 2007 Master Plan Update and are also mentioned (in less detail) in the 2015-2020 Strategic Plan and FY 2021-23 Strategic Priorities presentation. However, as discussed in *Section 10: Animal Care and Welfare Evaluation* and *Section 4: Maintenance and Facilities Condition* of this report, many Zoo exhibits remain outdated and do not meet current standards without significant modifications and maintenance.

Both the 2007 Master Plan Update and SFZS's written response to the 2022 AZA report list SFZS's recent exhibit upgrades, including: the African Savanna, Lemur Forest, and Grizzly Gulch (2007 Master Plan); and the Wolf Canyon, Sifaka Habitat, Black Bear habitat, California Conservation Corridor, Komodo Crossing, the Great Ape Passage, the Horse Therapy Program, and the Snow Leopard habitat (2022 response to AZA report). However, some of the recent exhibits listed in SFZS's 2022 response to the AZA report, such as the California Conservation Corridor, were closed when we visited in 2025.

Relatedly, the deterioration and needed restoration of historic buildings, including the Mothers Building, is identified as a need in both the 1997 EIR and the 2007 Master Plan Update, but remains unaddressed in 2025. According to the 1997 EIR, the Mothers Building is the most

important building surviving from the initial period of Zoo development in the 1920s and was listed on the National Register of Historic Places in 1979 as the Delia Fleishhacker Memorial Building. The building has interior murals and exterior mosaics by visiting Works Progress Administration artists and was designated a landmark by the City in 2022. The 2007 Master Plan Update recommended that SFZS: (a) initiate structural evaluations to determine the cost of restoring the Mothers Building and other heritage buildings (including the Fleishhacker building, Pachyderm building and Lion House, the Aviary, and the Director's House); (b) initiate heritage evaluations for listing buildings and landscape with the State Historic Preservation Office; and (c) initiate feasibility studies to determine the highest and best use of the buildings. The 2007 Master Plan Update indicated the building could be renovated to be used as a rental and events facility.

However, as discussed in *Section 4: Maintenance and Facilities Condition* of this report, the condition of the Mothers Building has deteriorated significantly since it was decommissioned in 2002 and the building has not been restored. The building is currently vacant and unsafe for occupancy.

Madagascar Project

As mentioned above, the Madagascar Project is SFZS's largest recent capital project, but because SFZS did not prepare a capital plan, project budget, or timeline for this project, it is unclear what SFZS's final vision for the project was or whether the project has been completed on budget or in accordance with original plans. The 1997 EIR describes the Madagascar Project as a near-term improvement to take place between 1997 and 2006. At that time, the vision for the project was a redevelopment of the existing Primate Discovery Center into a multi-tiered attraction focusing on Madagascar ecosystems and world primates, with a two-level panoramic café with interior seating and exterior decks overlooking adjacent exhibits.

In SFZS's March 4, 2022 written response to the concerns raised by the AZA Visiting Committee about SFZS's strategic and campus master planning, SFZS reported that the Madagascar Center is a planned multi-level project centered around a large walkthrough baobab tree. SFZS stated the Madagascar Center was planned for a "phased opening through 2024" and a total project cost of $10 million. No additional budget or cost breakdown was provided.

While the baobab tree has been constructed, the two-level panoramic café has not. The building adjacent to the baobab tree is empty and appears to house equipment. In January 2025, SFZS presented a short update on Phase 2 of the Madagascar Project to the Joint Zoo Committee. The presentation indicated revisions to the project scope of work that included "two new one-story staff/animal handler access only, animal holding facilities, and outdoor space exhibits" and an "addition to the existing lemur holding facilities." According to this presentation, expenditures

on the Madagascar Project through January 2025 totaled $7.75 million and Phase 2 project costs were estimated to be $1.4 million.

Decreasing Attendance and Fundraising, Growing Budget Instability

Growth in attendance and revenue, fundraising, and operational budget stability are other common focus areas identified in prior SFZS planning materials. The 1997 EIR notes that one of the goals of the facilities projects is to increase attendance; the 2007 Master Plan Update states the Zoo could grow to a maximum sustainable visitation of approximately 1.5 million visitors per year; and the 2015-2020 Strategic Plan lists several strategies to achieve financial sustainability, including (a) maximizing front gate revenue with attendance growth strategies and changes to admission, membership, and parking pricing and packaging, and (b) strengthening fundraising efforts.

However, as discussed in more detail in *Section 1: Financial Condition, Transparency, and Contingency Planning* of this report, rather than growing to meet the goal of 1.5 million visitors, Zoo attendance has decreased and reached a low of 604,720 visitors in FY 2024-25. Declining attendance has resulted in stagnant revenue from admissions, retail sales, and parking. Fundraising contributions, both in total dollar amount and the number of unique donors, have also decreased. As a result, SFZS has operated with a structural deficit in its primary unrestricted operating fund since at least FY 2018-19.

Other Effects of Insufficient Planning and Vision

In addition to a lack of progress on previously-identified goals, insufficient strategic planning and vision has impacted the overall progress and modernization of the Zoo. Without up-to-date, detailed plans, it is not clear that SFZS's strategic decisions and investments in specific projects have been made thoughtfully, in the Zoo's best interest, or to make the best use of SFZS's limited financial resources. Because planning documents are required as part of AZA accreditation, a lack of planning and capital budgeting could affect SFZS's accreditation outcome during future AZA accreditation reviews. Current and detailed strategic planning documents will help SFZS prioritize the Zoo's needs and identify projects that can most benefit the organization, in alignment with SFZS's mission statement. Having these plans in place will also benefit SFZS's ability to fundraise by clearly articulating SFZS's strategic direction and fundraising needs.

Robust and detailed planning documents, and in particular capital project budgets and timelines, would also improve internal and external accountability, because without budgets and timelines, leadership cannot evaluate whether projects are completed on time and on budget. Major capital projects should be executed with sufficient planning, financing, and management considerations

to make sure that projects are needed, well-designed, and efficiently executed. Because capital projects have extended useful lives and the Zoo must use these assets for many years, it is crucial that these projects are planned and executed carefully to ensure they serve both the Zoo's present and future needs. Without careful planning and accountability, SFZS could incur additional costs to retrofit exhibits or handle problems that could have been avoided with better up-front planning.

Conclusion

SFZS lacks a current strategic plan, a current campus master plan, or an animal collection plan that articulates a strategic, forward-looking vision for SFZS's animal collection. SFZS also does not have a capital budget or written plans, budgets, or timelines for its major capital projects. Although the AZA Visiting Committee identified deficiencies in SFZS's strategic and master planning during its most recent accreditation report in 2022, SFZS failed to take meaningful action between 2022 and 2025 to address these deficiencies.

According to AZA, a strong commitment to facilities and strategic planning is foundational to an institution's adherence to modern zoological practices, and it is best practice to continuously plan for new and innovative programs and experiences. As discussed in the Introduction to this report, SFZS is in the process of planning to bring giant pandas to the Zoo, which could have a significant impact on SFZS's strategic plan, institutional collection plan, and capital plan. SFZS leadership should prioritize the development of these plans, and the General Manager of the Recreation and Park Department should review them to provide additional oversight and accountability.

Recommendations

The SFZS Chief Executive Officer should:

2.1 By July 1, 2027, develop and submit to the General Manager of the Recreation and Park Department both a strategic plan and campus master plan that are consistent with the parameters established by the Association of Zoos and Aquariums. Ensure that curators and animal keepers have the opportunity to provide input on future new exhibit and exhibit retrofit planning in the strategic plan and campus master plan. Regularly report at least quarterly to the Board of Directors, or a committee of the Board, on progress toward goals established in the strategic plan and campus master plan.

2.2 By July 1, 2027, and concurrently with the development of the new strategic plan, revise the institutional collection plan in collaboration with curators and animal keepers to include specific details and rationales for planned future animal acquisitions and

dispositions, as well as resources needed (such as exhibit modifications) to support these plans.

The SFZS Chief of Finance should:

2.3 Annually submit a one- or two-year capital budget as well as an operating budget to the General Manager of the Recreation and Park Department, or their designee, for review and approval. The capital budget should include detailed information on funding sources and uses, as well as timelines for project completion.

The General Manager of the Recreation and Park Department should:

2.4 Review the strategic plan, campus master plan, and annual capital budget prepared by SFZS for reasonableness and attend the Recreation and Park Commission meetings when these items are discussed to be available for questions and discussion.

Benefits and Costs

Implementation of the proposed recommendations would require one-time use of resources, primarily SFZS leadership time, to develop a strategic plan, campus master plan, revised institutional collection plan, and one- or two-year capital budget. It will also require ongoing staff time to regularly revise and update these documents to ensure they remain current. Reviewing these documents and attending Recreation and Park Commission meetings will require a small amount of time from the General Manager of the Recreation and Park Department, or their designee.

Strengthening its planning process and documents will improve accountability and help SFZS prioritize and focus on the Zoo's highest needs and projects that can most benefit the organization, in alignment with SFZS's mission statement. Having these plans in place will also benefit SFZS's ability to fundraise by clearly articulating SFZS's strategic direction and fundraising needs. Finally, having an updated strategic and campus master plan will satisfy AZA requirements for accreditation.

3. Management Agreement and City Oversight

The 1993 Lease and Management Agreement between the City and the San Francisco Zoological Society (SFZS) has become outdated and ineffective, resulting in unclear expectations, weak financial provisions, and no practical enforcement mechanisms. SFZS frequently failed to comply with key agreement terms related to capital improvements, transparency, and public access. Meanwhile, the Recreation and Park Commission has provided largely passive oversight and has not consistently exercised its management responsibilities. The absence of structured monitoring, defined roles, or periodic reviews of the agreement has allowed obligations to drift over time and diminished the City's ability to safeguard a major public asset.

A new agreement with modern controls, more active oversight, and clarified responsibilities is needed to restore accountability and ensure SFZS operates in alignment with City priorities and public expectations. The Recreation and Park Commission should develop written internal guidance based on the new agreement that explicitly defines Commissioners' oversight responsibilities, and the Recreation and Park Department should strengthen its contract monitoring activities of SFZS to ensure ongoing compliance with agreement requirements.

Zoo Governance Overview

The Board of Supervisors approved the Lease and Management Agreement (management agreement) between the San Francisco Zoological Society (SFZS) and the City, acting through the Recreation and Park Commission, in July 1993 (Ordinance No. 278-93). Up until the management agreement was executed, the San Francisco Zoo and Gardens (San Francisco Zoo) was jointly operated by the Recreation and Park Department and SFZS. The agreement transformed the management structure of the Zoo by releasing the City from all management and operating responsibilities and placing them with SFZS. The main objectives of the governance change were: (a) to improve SFZS's ability to fundraise without the regulatory constraints imposed by the Zoo's public sector ownership structure; (b) to achieve cost savings for the Recreation and Park Department; and (c) to improve the Zoo's success in fulfilling its mission of education and conservation with specialized and focused Zoo management.

The 1993 management agreement is the Zoo's primary governing document. Per the agreement, the City leases the full Zoo premises, including all permanent structures, facilities, and animals,

to SFZS for a term not to exceed 99 years.[1] SFZS assumes full responsibility for Zoo operations in addition to all maintenance, utilities, insurance coverage, and all required permits and accreditations. SFZS also assumes full responsibility and costs for capital improvements to the premises. In exchange for these services, the City pays SFZS a management fee totaling $4 million annually, disbursed in monthly installments.

The management agreement also includes provisions for permanent civil service City employees and requires SFZS to reimburse the City for their wages and benefits. As of 2017, SFZS has replaced all civil service staff with SFZS employees and there are no longer any City employees working at the Zoo.

The City and SFZS have never renewed or amended the 1993 agreement in any way.

The City entities responsible for overseeing the Zoo, SFZS, and the Lease and Management Agreement include the following:

- The **Joint Zoo Committee** (Joint Zoo) exists as a subcommittee of the Recreation and Park Commission and was originally established in 1982 as part of the City's joint management arrangement with SFZS. When the 1993 Lease and Management Agreement was executed, it carried this committee forward and required that Joint Zoo continue to meet. Under the management agreement, Joint Zoo reviews Zoo matters, receives public comment, and elevates issues and actionable items to the Recreation and Park Commission. Joint Zoo is purely an advisory body and has no decision-making authority over Zoo matters. The Committee is made up of three Recreation and Park Commission members, three members of the SFZS Board of Directors, and one to two animal welfare advisors.
- The **Recreation and Park Commission** (REC Commission) is the City's representative party in the management agreement and is made up of seven mayoral-appointed Commissioners. Per the management agreement, the REC Commission is responsible for reviewing and approving certain Zoo matters such as admission fee increases and the annual operating budget.
- Finally, the City's **Animal Control and Welfare Commission** reviews and takes public comment regarding animal welfare concerns in San Francisco, which has from time to time included matters at the Zoo. The Commission is not referenced in the management

[1] The Lease and Management Agreement set an initial five-year term with automatic term renewals every five years thereafter. There are no material differences between five-year terms within the 99-year period, except for the first term beginning in 1993, which required one-time fundraising goals for SFZS and prorated management fees.

agreement, nor does SFZS regularly attend Commission meetings as it does for Joint Zoo and the REC Commission. However, the Animal Control and Welfare Commission began appointing one to two advisory members to Joint Zoo following the 2007 tiger incident at the Zoo.[2]

All three bodies, whose members and relevant responsibilities are summarized in Exhibit 3.1 below, meet 11 times per year at City Hall.

[2] The Board of Supervisors resolved to appoint the department head of the Animal Control Department to Joint Zoo in 2004 following public concerns related to elephant care at the Zoo (File No. 04-1645). The Board of Supervisors never amended the management agreement to formalize this appointment, and no documentation exists to authorize any appointment by the Animal Welfare and Control Commission to Joint Zoo. However, a former REC Commissioner reported to our audit team in an interview that former Mayor Gavin Newsom informally established the advisory appointment to Joint Zoo after a Zoo tiger escaped her enclosure and killed or injured several Zoo visitors in December 2007.

Exhibit 3.1: City Oversight Bodies of the San Francisco Zoo

Body	Members	Relevant Responsibilities	Authority(s)
Joint Zoo Committee	3 REC Commissioners, 3 SFZS Board members, and 1 to 2 non-voting advisory representatives from the Animal Welfare Commission.*	• Reviews monthly animal transaction schedules. • Receives monthly administrative reports from Zoo officers. • Hears public comment on Zoo matters. • Refers items to the REC Commission consent calendar for action by resolution. • Advisory only.	Lease & Management Agreement (1993) Joint Zoo Committee bylaws (1982)
Recreation and Park Commission	7 voting commissioners appointed by the Mayor.	• Approves SFZS fiscal year budgets. • Approves capital improvements to Zoo premises of over $50,000. • Approves admission fee changes. • Approves monthly animal transaction schedules. • Receives monthly administrative reports from Zoo officers. • Hears public comment on Zoo matters.	Lease & Management Agreement (1993)
Animal Control & Welfare Commission	7 voting Commissioners appointed by the Board of Supervisors plus 4 non-voting members who are City employees from Animal Care and Control, Public Health, Recreation and Park, and Police.	• Hears public comment on Zoo matters related to animal welfare. • May issue reports and make recommendations regarding animal welfare to the Board of Supervisors, City Administrator, or the Mayor. • Appoints members to sit on Joint Zoo. • Advisory only.	San Francisco Health Code Sections 41.1-41.3

Source: 1993 Lease and Management Agreement, Joint Zoo Committee bylaws, San Francisco Health Code, and interviews with Zoo and City staff.

*There is one Animal Control and Welfare advisor to Joint Zoo as of 2025.

Review of peer institutions

Approximately 75 percent of the 240 Association of Zoos and Aquariums (AZA) accredited institutions in North America operate under a public-private partnership model similar to the arrangement at the San Francisco Zoo, wherein a city or county government holds a lease and/or operating agreement with a nonprofit institution that delegates some or all zoo operations from the local government to the nonprofit. Our governance analysis and recommendations in this section draw on a comparative review of 25 AZA accredited institutions similar to the San Francisco Zoo with public-private governance structures and annual attendance levels above 500,000 guests. A full summary of this benchmarking analysis is provided in *Appendix A: Benchmarking Analysis of Peer Zoos* of this report.

SFZS Inconsistently Follows Lease and Management Agreement

We conducted a comprehensive assessment of City and SFZS activities and materials to evaluate compliance with the terms of the 1993 Lease and Management Agreement. Our assessment, which focused on the period between FY 2019-20 and FY 2024-25, identified several instances of non-compliance with the management agreement's provisions by SFZS, which is responsible for most of the management agreement's operative obligations. Key areas of non-compliance are summarized in Exhibit 3.2 below and concern capital improvements, public transparency, and public access. Our complete assessment of the terms in the 1993 Lease and Management agreement is included in *Appendix B: Summary and Assessment of the Lease and Management Agreement* of this report.

Exhibit 3.2: Key Management Agreement Provisions Found Out of Compliance

Theme	Term	SFZS Must:	BLA Assessment
Capital Improvements	**10.1**	• Seek approval for all capital improvements above $50,000 by REC Commission resolution. • Seek approval for all maintenance and repairs above $50,000 by REC Commission resolution. • Submit all documentation of alterations above $50,000 to REC Commission for approval prior to work performed.	• SFZS did not receive REC Commission resolution approval prior to capital improvements and alterations above $50,000 between 2019-2025, nor did they submit plans prior to work performed.
	10.2	• Not alter the Zoo premises in any manner not in conformance with a Master Plan as approved by REC Commission.	• SFZS's alterations between 2019-2025 are not in conformance with an approved Master Plan.
Public Transparency	**16.2**	• Provide public access to information to the same extent a City department would make records available. • Comply with the Sunshine Ordinance. • Maintain and release upon request minutes taken for each Board of Directors meeting.	• The Sunshine Ordinance Task Force declared three findings of non-compliance against SFZS between 2019-2025.
	15.11	• Keep their financial records available to audit by the City at all times.	• SFZS refused to provide requested documentation to our audit team between January and May 2025.
Public Access	**16.1**	• Operate the Zoo with the widest possible access to the public. • Provide free access to the public on certain days. • Only revise public access in accordance with REC Commission policies applicable to other City facilities managed by the Recreation and Park Department.	• On at least one occasion, SFZS withdrew participation in a public access program without notifying the REC Commission.

Source: 1993 Lease and Management Agreement; BLA evaluation of SFZS compliance.

Unauthorized Zoo Improvements and Alterations

Between FY 2019-20 and FY 2024-25, SFZS spent at least $12 million on capital improvements to the Zoo premises without documented approval from REC Commission, which is required by Section 10.1 of the Lease and Management Agreement. While the agreement grants SFZS discretion to make certain improvements within the scope of Commission-approved plans, it explicitly mandates that any capital improvement or maintenance expenditure above $50,000 be approved by the REC Commission through formal resolution prior to work being performed.

Our review of SFZS's capital expenditures during this period was limited by SFZS's accounting practices, which do not clearly distinguish capitalizable costs by individual improvements or

alterations.[3] However, capital fund reports provided by SFZS's finance staff show that most capital expenditures since FY 2019-20 were attributable to five major projects. These projects are summarized in Exhibit 3.3 below, with total project expenditures ranging from $260,977 to $7.4 million since FY 2019-20.

Exhibit 3.3: Capital Expenses by Improvement Area, FY 2019-20 to FY 2024-25

	90th Anniversary Campaign	Madagascar Center	Andean Condor / Americas	Coastal Conservation Center	Asia
FY 2019-20	$1,046,380	$1,298,948	$494	-	-
FY 2020-21	1,916,677	1,480,671	50,000	-	-
FY 2021-22	210,056	1,960,962	53,953	-	-
FY 2022-23	-	909,881	139,982	61,392	-
FY 2023-24	-	742,210	119,387	187,485	170,541
FY 2024-25	-	1,080,969	157,821	12,100	553,943
Total	**$3,173,113**	**$7,473,641**	**$521,637**	**$260,977**	**$724,484**

Source: SFZS capital fund report.

Despite the scale and scope of this work, our review of REC Commission agendas, minutes, and resolutions identified only one instance of formalized capital project authorization over the last six fiscal years. In February 2025, during our audit fieldwork, the REC Commission approved $1.4 million for the second phase of the Madagascar Center project (RES 2502-003). This authorization accounts for only an indeterminate portion of the $1 million expenditure attributed to the Madagascar Center in FY 2024-25, and the remaining expenditures during this period for all other projects remain unauthorized under the agreement terms.

In further violation of the management agreement, SFZS has not sought approval by REC Commission resolution for project schematics since at least 2019. While REC Commission and Joint Zoo Committee minutes show that SFZS often reported on work performed at the Zoo, reports were rarely given with supporting documentation and commonly reported only after work was performed. REC Commission documents show no evidence of any Commission action approving proposed improvement schematics. In fact, between FY 2019-20 and FY 2024-25, the REC Commission issued just six resolutions related to Zoo matters, none of which authorized capital work except for the partial approval for the Madagascar Center project noted above. The

[3] After reviewing a draft copy of this audit report, SFZS submitted to us a capital project summary document that provided a more detailed accounting than had been previously available of the sources and uses for SFZS's capital projects between 2018 and 2025 (for the Madagascar Project) and between 2023 and 2025 (for other capital projects). This capital project report summarized capital project revenues from donor contributions and expenditures on construction, architecture and engineering services, consulting, and other capital project costs.

remaining resolutions focused on operational matters, including one admission fee increase and four fiscal year budget approvals.

Section 10.2 of the Lease and Management Agreement further prohibits any alterations to Zoo facilities that are not in conformance with a master plan approved or amended by the REC Commission. According to an archive of all REC Commission resolutions since 2000, the Commission has never authorized any new or amended long-range master plans at the Zoo. As a result, the most recent authorized planning document is the two-phase 1994 Master Plan jointly approved by SFZS and the City. The second phase of this plan began in 2007 and covered capital objectives through 2017, but no campus or master plan covering any period after 2017 was ever approved.[4]

According to the terms of the management agreement, without a current master plan in place SFZS may not perform any work to the premises without express REC Commission approval through resolution, and as a result **all capital improvements and alterations to the Zoo made by SFZS since at least 2019 were unauthorized**. Because the City retains permanent ownership of all buildings and improvements on Zoo premises, the lack of REC Commission approval limits the City's ability to oversee changes to its assets and ensure that they align with City priorities and standards. The absence of formal authorization and documentation also prevents the City from accurately accounting for the value, condition, and long-term maintenance needs of the structures it owns, which diminishes its control over publicly owned property. If SFZS were to dissolve the Lease and Management Agreement, which it may do with 60 days' notice, operational responsibility for the Zoo, including its buildings and animal collection, would revert to the City. Without a complete and accurate understanding of the condition of the Zoo's buildings and grounds, the City could face significant risk by inheriting unanticipated liabilities, deferred maintenance, and operational challenges.

Limited Information and Record Sharing

We also found that SFZS has not complied with public transparency standards as required by Sections 16.2 and 15.11 of the Lease and Management Agreement. Between FY 2019-20 and FY 2024-25, the Sunshine Ordinance Task Force determined that SFZS violated its obligation to respond to public records requests in a timely manner in two separate instances.[5] According to the Sunshine Ordinance Task Force, SFZS asserted that it was not required to comply with record-

[4] SFZS's lack of campus master planning and strategic planning is discussed in more detail in *Section 2: Planning and Vision* of this report.

[5] Sunshine Ordinance Task Force Orders of Determination against SFZS were made in August 2019 (19-048) and February 2025 (24-003).

sharing requirements because it is a nonprofit organization. Separately, the former SFZS Chief Executive Officer asserted to our audit team that she believed SFZS's participation in Joint Zoo, and the information shared in that venue, should exempt the organization from Sunshine Ordinance compliance.

SFZS's position does not follow the terms of the agreement, which affirm that SFZS should provide the same level of access to records as would be required if the City were still operating the Zoo. Specifically, the management agreement terms state that SFZS must adhere to all local and state regulations that govern public access to records, which would include the City's Sunshine Ordinance. The management agreement also states that all information concerning the status of all Zoo animals is public information subject to inspection. However, the two Sunshine Ordinance Task Force findings of non-compliance mentioned above were in response to SFZS's refusal to respond to records requests for animal welfare documentation.

In addition, SFZS repeatedly failed to provide complete and accurate information to our audit team during the first several months of our fieldwork. This noncooperation violated the Lease and Management Agreement's stipulations about records access and required escalation to the Board of Supervisors to resolve. In July 2025, the Board of Supervisors placed nine months of SFZS's management fee installments on reserve until SFZS demonstrated cooperation with this audit. The SFZS Chief Executive Officer retired effective August 1, 2025 and SFZS began cooperating with the audit team shortly thereafter.

Overall, **SFZS's failure to provide information transparently to the extent required by the Lease and Management Agreement undermines the City's ability to exercise effective oversight**. Public confidence in SFZS's ability to care for the Zoo's animals depends on assurance that operations are being monitored with complete and accurate information, and the lack of transparency can lead to negative press coverage and heightened public concern. While it is reasonable for SFZS to protect sensitive information related to animal welfare and Zoo operations, good governance standards require that both SFZS and the City maintain a shared understanding of what constitutes public information and adhere to agreed-upon standards for disclosure. Establishing and consistently following these standards is essential to maintaining a constructive working relationship and ensuring that the City can adequately safeguard the animals, facilities, and assets entrusted to SFZS's management.

Limited Public Access

At least once between FY 2019-20 and FY 2024-25, SFZS scaled back public access to the Zoo without REC Commission notification or approval, which the management agreement requires. Prior to 2025, the Zoo was part of the nationwide Museums for All program and offered $3

admission to any guests receiving Supplemental Nutrition Assistance Program (SNAP) benefits. In 2025, SFZS withdrew participation from the Museums for All program at the direction of the former Chief Executive Officer. Section 16.1 of the Lease and Management agreement requires that SFZS provide the "widest possible access" to the Zoo at an affordable cost and further states that public access policies may only be revised in accordance with REC Commission policies applicable to other City facilities managed by the Recreation and Park Department. REC Commission minutes showed no evidence that SFZS informed either body of the change, despite having previously advertised the Zoo's participation in the Museums for All program to the Commission as recently as April 2022. All other cultural institutions that hold agreements with Recreation and Park, including the Japanese Tea Garden, the Botanical Garden, and the Conservatory of Flowers, participate in Museums for All. SFZS's interim co-Chief Executive Officers reinstated the Zoo's participation in the program in November 2025.

Additionally, while SFZS held the free admission days required every year by the Lease and Management agreement, it did so in a way that limited full participation. We reviewed an archive of SFZS's website and found that free admission days were not consistently advertised in advance. Only five of the 11 free admission days in 2024 were listed on the Zoo's published events calendar. Further, free days were scheduled irregularly, occurring on different days of the week and at varying points in the month. The former Chief Executive Officer stated to the audit team that SFZS intentionally scheduled free days during weekdays and outside peak summer months because SFZS did not have the staff or infrastructure to support the increase in gate traffic. By comparison, other San Francisco cultural institutions, including the Asian Art Museum, the Gardens of Golden Gate Park, and the de Young Museum, publicize free days on a set schedule each month (e.g. every first Thursday).

By reducing participation in a nationally recognized access program and inconsistently communicating free admission days, SFZS did not meet the Lease and Management Agreement's requirement to provide the "widest possible access" to the Zoo. SFZS implemented changes that materially affected public access without notifying the REC Commission and, in doing so, diverged from both the management agreement's provisions and the established practices of peer cultural institutions. Rather than engaging the REC Commission to discuss options to modify obligations it considered burdensome, SFZS minimized or quietly withdrew from these obligations, limiting public awareness and participation. This approach is not only noncompliant with the procedural requirements of the management agreement, but also contrary to the spirit of providing broad, equitable access to a City-owned institution.

1993 Lease and Management Agreement Lacks Adequate Controls

The Lease and Management Agreement contain many weaknesses that limit the City's ability to ensure obligations are met, adapt to evolving operating conditions, and ensure the success of the Zoo as a civic institution.

Lack of Effective Mechanisms for Compliance

The Lease and Management Agreement does not establish any practical enforcement mechanisms for addressing noncompliance by SFZS short of dissolving the arrangement entirely. The only remedy available to the City under the management agreement is termination, a measure the Recreation and Park Commission is unlikely to pursue because the City does not have the staffing or operational capacity to immediately assume direct management of the Zoo. As a result, the City has limited ability to compel SFZS to comply with management agreement terms or to ensure timely corrective action when issues arise.

The limited compliance mechanisms became evident during 2025, when SFZS declined to comply with public transparency requirements and was found to be in violation of the Sunshine Ordinance. The Recreation and Park Department's General Manager issued a letter to SFZS requesting compliance, but the Department had no contractual mechanism to enforce the request beyond formal communication. Similarly, when SFZS did not fully cooperate with this audit or comply with requests from our audit team for several months in 2025, it was the Board of Supervisors that ultimately placed the management fee on reserve in an effort to compel cooperation.

The absence of intermediate enforcement tools leaves the City and SFZS with only two ineffective options: take no action or invoke a termination provision. Incorporating graduated enforcement controls, such as corrective action plans, timelines for compliance, financial consequences proportionate to the issue, and clearer authority for the City to require documentation would provide both parties with structured mechanisms to address noncompliance and preserve the working relationship between the City and SFZS without jeopardizing Zoo operations.

Key Terms are not Adjusted with Time

The Lease and Management Agreement does not include mechanisms to adjust key terms over time. As a result, several provisions of the management agreement no longer function as originally intended, particularly those designed to define financial responsibilities and ensure a stable level of public support for Zoo operations.

Most notably, the agreement's $4 million management fee has remained unchanged since 1993 and does not adjust annually for inflation. In 1993, SFZS's $12 million budgeted annual expenditures meant that the City's contribution represented one-third of total operating costs. In FY 2024-25, SFZS's total operating expenditures totaled $27.8 million, meaning the City's $4 million management fee covered just 14 percent of recorded costs.

The agreement also requires SFZS to generate a minimum of $7 million in earned or contributed revenue each year to meet its remaining obligations. Like the $4 million management fee, the $7 million amount is not adjusted annually for inflation. While SFZS met this requirement during each year of our audit scope, overall growth in revenues and expenditures between 1993 and 2025 means that the $7 million revenue requirement now covers only a quarter of SFZS's annual operating expenditures. In other words, the management agreement term no longer requires SFZS's meaningful financial commitment to baseline operations as it once did.

Automatic Renewal Clause is Problematic

The management agreement's automatic renewal clause contributed to a gradual breakdown in roles and responsibilities of SFZS and the City. Because renewal occurred automatically without any required review or renegotiation, outdated or insufficient management agreement terms remained in place for decades, which compromised the management agreement's relevance and enforceability. Several key staff from SFZS and the Recreation and Park Department reported to our audit team limited familiarity with the management agreement's conditions and, in some cases, had not reviewed the document in many years.

In other instances, conditions and external circumstances changed over time and materially impacted Zoo operations. For example, as discussed in *Section 1: Financial Condition, Transparency, and Contingency Planning* of this report, the management agreement states that the rate paid by SFZS for utility services shall not exceed the rate charged to other City departments for comparable services. However, the San Francisco Public Utility Commission's discount to City departments was phased out in 2021 and utility costs to SFZS have risen in turn.[6] Without a routine mechanism to re-evaluate agreement provisions, SFZS and the City did not have the opportunity to formally revisit whether SFZS should pay the new market rate utility rates or whether the City should, in some way, subsidize the higher costs. As a result, the City's intended financial support to SFZS has eroded from what the original agreement laid out.

[6] SFZS's utility expenditures increased by $149,240 or 13 percent from FY 2021-22 to FY 2022-23; by $164,776 or another 13 percent from FY 2022-23 to FY 2023-24; and by $446,293, or 30 percent, from FY 2023-24 to FY 2024-25.

Other key terms in the management agreement would similarly benefit from active review. For instance, the management agreement requires SFZS to follow a jointly approved master plan, yet no subsequent campus plan has been approved since the 1994 plan was completed in 2017. This oversight has left the City without a long-range facility strategy for its property and left SFZS out of compliance with AZA accreditation standards.[7] As another example, the management agreement states that the City's authority to co-appoint SFZS's Chief Executive Office and Chief Veterinarian is pursuant to a City Charter provision that no longer exists. Regular review and discussion of management agreement terms would provide an opportunity for the City and SFZS to revisit and update the agreement and its terms, ensure compliance with accreditation and permitting requirements, and maintain an effective governance framework over time.

Finally, as summarized in *Appendix B: Summary and Assessment of the Lease and Management Agreement* of this report, the management agreement contains several obsolete provisions that are irrelevant and outdated. For example, the agreement includes language obligating the City to disperse funds held in the Animal Exchange Fund annually to SFZS. This fund has not existed in the Recreation and Park Department's budget for at least 10 years, as the AZA's adoption of the Species Survival Plan program has since prohibited institutions from exchanging money during animal transfers between zoos. The number of obsolete or outdated terms in the management agreement reduces clarity regarding each party's obligations and demonstrates that this document was designed for the San Francisco Zoo's operating environment and expectations of the early 1990s rather than of the 2020s and beyond.

Other San Francisco cultural institutions, such as the Asian Art Museum and the de Young Museum, have more routine, active engagement with the City. Even where formal governance infrastructure is less robust, these institutions' participation in the City's annual budget and capital planning processes creates regular touchpoints to discuss operations, financial needs, and performance. These recurring interactions are a practical mechanism to reassess responsibilities and expectations, allowing parties to adjust resources on a year-by-year basis in response to changing needs.

The Zoo Needs a New Lease and Management Agreement

The issues discussed above demonstrate that the management agreement no longer provides an effective or reliable governance structure for the Zoo. Key terms have eroded over time, most

[7] AZA standards 13.1-13.4 require institutions to produce and follow a formal process, updated at least every five years, regarding facility innovation, community development, institutional growth, mission building, and advancing animal care standards.

notably the financial provisions that were intended to ensure sufficient and predictable City support while requiring SFZS to meaningfully contribute to operating costs. Other terms are obsolete or outdated and should have been revised or removed to keep the management agreement current. Because these terms were never adjusted for inflation or reviewed through a formal renewal process, the management agreement no longer achieves its original intent and no longer reflects either party's expectations or capacity.

The management agreement also lacks practical enforcement mechanisms. When SFZS did not comply with transparency requirements or fully cooperate with our audit team, the City had no contractual tools to enforce compliance other than termination of the management agreement, which the Recreation and Park Commission would be unable to pursue due to resource limitations. As a result, the City was forced to rely on external leverage to compel SFZS to comply with our audit requests, which created operational and financial risk for both parties.

We recommend that the City take steps to negotiate a new lease and management agreement for the operations of the Zoo no later than December 31, 2026. The General Manager of the Recreation and Park Department should provide a report on the status of negotiations to the Recreation and Park Commission no later than March 1, 2027. The provisions of the new agreement should consider the existing areas of noncompliance and inefficiency, specifically addressing the following:

- The new management agreement should have a renewal period of no more than 10 years and require affirmative agreement from both parties before agreement renewal. The agreement should be reviewed by the Board of Supervisors for approval upon renewal.
- The new management agreement should include enforcement mechanisms beyond agreement termination.
- The new management agreement should set new fundraising requirements and a new management agreement fee paid by the City that are adjusted for changing financial needs and economic conditions.
- The new management agreement should clarify capital spending thresholds and authorities granted to the Zoo operator pursuant to the recommendations outlined in *Section 2: Planning and Vision* of this report.

Renegotiating the management agreement would allow the City and SFZS to formalize current practices (that both parties agree are appropriate), clarify roles and responsibilities, update financial obligations, and establish enforceable oversight and renewal provisions. A renegotiated agreement with defined review periods and appropriate controls would better support effective governance and the Zoo's long-term success as a City-owned institution.

City is not Effectively Overseeing Agreement

The City's oversight of SFZS has been largely passive, compounding the structural weaknesses of the management agreement discussed above. Our review of REC Commission and Joint Zoo Committee meeting minutes and supporting materials between FY 2019-20 and FY 2024-25 found that outside of admission fee changes, neither the REC Commission nor the Joint Zoo Committee provided active oversight over Zoo operations, enforced management agreement terms, or demonstrated meaningful evaluative engagement with SFZS.

Throughout the audit scope period, SFZS routinely reported on major capital improvements and facility alterations during public meetings, often after work had already been completed. As discussed earlier in this report section, the management agreement requires SFZS to receive REC Commission approval for capital improvements or repairs costing more than $50,000. However, the Recreation and Park Commission took no action to enforce SFZS's compliance with this requirement or to issue the resolutions explicitly mandated under the management agreement, despite being informed of capital expenditures at the Zoo totaling millions of dollars. According to meeting minutes and supporting materials, the Commission did not request capital project information or documentation, seek clarification on the status of required approvals, or question whether the projects aligned with an authorized master plan.

We also found that neither the REC Commission nor the Joint Zoo Committee was meaningfully engaged in oversight of SFZS's annual budget or its financial condition. As discussed in *Section 1: Financial Condition, Transparency, and Contingency Planning* of this report, SFZS has operated with a structural deficit in its primary unrestricted operating fund since at least FY 2018-19, and recent operating budgets have assumed unrealistically high admissions revenue based on attendance figures that are not supported by recent trends. SFZS's budget presentations to the REC Commission and Joint Zoo Committee materials have not shown prior-year actual revenues to contextualize upcoming budgeted revenues since FY 2019-20, and these budget presentations also did not communicate SFZS's use of non-operating revenues to cover revenue shortfall in the prior years. In addition, during FY 2019-20 and FY 2020-21, SFZS's financial condition was significantly impacted by the COVID-19 pandemic.

Despite this financial instability, meeting minutes and supporting materials do not show any oversight of or engagement with SFZS's budget or its financial condition. During SFZS's annual budget presentations, neither body requested prior-year revenue or expenditure actuals to evaluate SFZS's revenue activity or contextualize proposed budget amounts for the following year. In June 2023, REC Commissioners asked just one question following SFZS's annual budget presentation and inquired how much fundraising revenue SFZS generated given they were

spending $1 million on philanthropy expenses. SFZS's Chief Financial Officer declined to answer this question due to that number being "very hard to answer." The Commission had no further questions and subsequently passed a resolution to approve SFZS's FY 2023-24 budget.

City Should Streamline Oversight

The Joint Zoo Committee is redundant and provides limited value to Zoo governance. It is a holdover from the pre-1993 management structure and is one of three separate City bodies that receive public comment on Zoo matters. As an advisory body with no decision-making authority, its discussions are routinely repeated at the Recreation and Park Commission, where actual oversight and activity approval occurs. The existence of the Joint Zoo Committee did not prevent the breakdown in adherence to the management agreement, nor did it facilitate meaningful oversight or action when noncompliance occurred.

Upon execution of a new management agreement, the Recreation and Park Commission should dissolve the Joint Zoo Committee and instead establish a more direct working relationship between the Recreation and Park Commission and SFZS. Responsibility for managing this relationship should rest with the General Manager of the Recreation and Park Department, supported by contract monitoring staff. Streamlining oversight by dissolving the Joint Zoo Committee would enable the City to develop a more effective and accountable governance structure.

The Recreation and Park Department should establish a contract monitoring procedure for SFZS that is aligned with the Citywide Nonprofit Monitoring and Capacity Building Program and Fiscal Monitoring Program, including fiscal monitoring, standardized document review, and written procedures for documenting findings and corrective actions. Although Recreation and Park is not a participating department in the Citywide Fiscal Monitoring Program, the Controller's Office program policies and guidelines provide an appropriate reference framework for conducting standardized and regular monitoring and financial oversight and for addressing any issues of noncompliance.

The Recreation and Park Commission Should Formalize Procedures to Manage the Lease and Management Agreement

Effective oversight depends not only on the terms of the management agreement but also on internal policies that guide how the Recreation and Park Commission conducts its oversight responsibilities. Since at least 2019, the Joint Zoo Committee has operated without active bylaws, and neither REC Commissioners nor their staff have materials outlining their obligations or procedures for managing SFZS or the management agreement. As a result, several Commissioners reported to our audit team limited familiarity with the agreement's

requirements. One Commissioner stated they were unaware of the agreement's existence until late 2024 and also noted they did not know what actions were expected of them when they joined the Commission. This lack of structure and awareness contributed to insufficient oversight, including instances in which the Commission should have reviewed key materials, such as AZA accreditation reports or audited financial statements, but did not request them.

To strengthen oversight under a new management agreement, the REC Commission should establish formal internal procedures for Zoo-related governance. Specifically, REC Commission staff should develop a standardized agenda for Zoo presentations at Commission meetings based on expectations laid out in the new management agreement. The REC Commission should require SFZS to present core operational, financial, accreditation, and development information on a regular basis. The Commission should also maintain written reference materials outlining Commissioners' Zoo-related oversight roles and responsibilities, including onboarding guidance for new members, to promote continuity and ensure oversight remains consistent over time.

Conclusion

The 1993 Lease and Management Agreement between the City and SFZS has become outdated and ineffective, resulting in unclear expectations, weak financial provisions, and no practical enforcement mechanisms. SFZS frequently failed to comply with key terms related to capital improvements, transparency, and public access, while the Recreation and Park Commission and Joint Zoo Committee provided largely passive oversight and, in the case of the Commission, did not adequately exercise its management responsibilities. The absence of structured monitoring, defined roles, or periodic reviews of the management agreement has allowed obligations to drift over time and diminished the City's ability to safeguard a major public asset. A new agreement with modern controls, active oversight, and clarified responsibilities is needed to restore accountability and ensure SFZS operates in alignment with City priorities and public expectations.

Recommendations

The General Manager of the Recreation and Park Department should:

3.1 Initiate negotiations for a new lease and management agreement for the operations of the San Francisco Zoo by December 31, 2026 and report to the Recreation and Park Commission regarding the status of negotiation progress by March 1, 2027. The provisions of the new agreement should include enforcement mechanisms, updated roles and responsibilities of each party, and financial obligations that are adjusted for changing financial needs and economic conditions. The agreement should require active review by

all parties before agreement renewal and should be approved by the Board of Supervisors at least once every 10 years.

3.2 Dissolve the Joint Zoo Committee upon the execution of a new lease and management agreement between the City and SFZS and establish a more direct working relationship between the Recreation and Park Commission and SFZS.

3.3 Implement an internal contract monitoring procedure for SFZS that is aligned with the Citywide Nonprofit Monitoring and Capacity Building Program and Fiscal Monitoring Program, including fiscal monitoring, standardized document review, and written procedures for documenting findings and corrective actions.

The Recreation and Park Commission should:

3.4 Develop written internal guidance based on the new lease and management agreement that explicitly defines Commissioners' oversight responsibilities and requires regular reporting and discussion of SFZS's core financial, operational, developmental, and accreditation materials at Commission meetings.

Benefits and Costs

Implementation of the proposed recommendations would improve the City's ability to hold SFZS accountable for performance and compliance by establishing clearer expectations, routine monitoring, and enforceable mechanisms for corrective action in a new lease and management agreement. Streamlining oversight and formalizing reporting requirements would also promote continuity during leadership and Commission transitions, strengthen financial transparency, and support earlier identification of operational or fiscal risks before they become acute.

Implementation of the proposed recommendations would require additional City staff time to renegotiate and periodically review the agreement, dissolve and transition governance responsibilities away from the Joint Zoo Committee and implement a formal fiscal monitoring and reporting system within the Recreation and Park Department. These recommendations may also require incremental ongoing resources, such as dedicated contract oversight staff time and/or additional analytical support, to prepare standardized reporting materials, conduct monitoring, and coordinate follow-up actions, as well as potential short-term increases in City financial support to stabilize Zoo operations while updated oversight and performance expectations are implemented.

4. Maintenance and Facilities Condition

The San Francisco Zoological Society (SFZS) lacks comprehensive written capital and maintenance plans and facility condition assessments for the development, improvement, and upkeep of San Francisco Zoo and Gardens (Zoo) facilities and grounds. SFZS also lacks updated guidelines for the submission and processing of work orders and for using the work order database system. Work orders often take too long to be completed, and there are concerns among staff across the Zoo about how maintenance tasks are prioritized.

The lack of such plans and guidelines, coupled with the age of Zoo facilities and under-investment in repairs and maintenance, has contributed to a less-than-ideal state in the Zoo's appearance and aesthetics, particularly in the older, eastern sections of the Zoo. Continued neglect will compound deterioration of Zoo facilities and could lead to increased safety risks for both animals and staff. To address these issues, SFZS needs a comprehensive facility condition assessment and a detailed maintenance plan with a clear schedule for improvements, updated guidelines for work order submittal and completion, and additional maintenance and horticulture staff.

Background

The San Francisco Zoo and Gardens (San Francisco Zoo) was established nearly a century ago along the City's coastline. Its first major exhibits, including the current Lion House and bear grottos, were built in the 1930s. Under the terms of the 1993 Lease and Management Agreement between the San Francisco Zoological Society (SFZS) and the City, the City remains the owner of all Zoo land and improvements. SFZS leases this land and premises from the City and is responsible for maintaining the Zoo in a clean, safe, and attractive condition.

SFZS's maintenance team and horticulture team, which are responsible for maintaining the Zoo's buildings and grounds, report to the SFZS Director of Buildings and Capital Investments. The 10-person maintenance team is managed by a Maintenance Supervisor, who oversees one Maintainer I position, one Maintainer II position, six Maintainer III positions, and one Custodian position. The eight-person horticulture team is managed by a Horticulture Manager, who oversees one Gardener I position, one Gardener II position, and five Gardener III positions.

To manage day-to-day maintenance needs, SFZS uses Facility Dude, a software platform for submitting, assigning, and closing work orders. SFZS supervisory staff are responsible for submitting work orders and assigning work order priority levels. For example, in the Animal

Division, animal keepers communicate their maintenance needs to their supervisors, the curators, who then compile and enter the requests into the Facility Dude system.

On the receiving end, the maintenance and horticulture managers review the submitted work orders and assign them to the maintainers or gardeners. While maintenance managers can adjust an order's priority level, these changes are not formally updated in the system. Once the work is completed, the assigned staff member marks the orders as complete in the Facility Dude system. The managers then review the completed tasks and formally close the work orders.

The work order system handles requests across eight areas: maintenance, horticulture, environmental services, custodial, IT, signage, pest control, and special projects. General maintenance accounts for 81 percent of all work orders, followed by environmental services at 11 percent.[1]

Lack of Written Maintenance Plans and Facility Condition Assessments

SFZS does not have written capital project plans (see *Section 2: Planning and Vision* of this report for further discussion), maintenance plans, or facility condition assessments in place to guide the development, improvement, or upkeep of the Zoo's facilities.

Written Maintenance Plan

The Association of Zoos and Aquariums (AZA) requires accredited institutions to follow a written maintenance plan that includes a "strategy for identifying and addressing maintenance and major repairs in a timely manner." According to the AZA Accreditation Standards, the written maintenance plan should include a schedule of improvements, a timetable, costs, and a funding plan for the maintenance needs.

Although the 2022 AZA Visiting Committee reported that SFZS had a written maintenance plan that included all these elements during SFZS's most recent accreditation visit in 2022, SFZS management was unable to provide a document that matched this description to the audit team. In response to our request for maintenance plans covering FY 2019-20 through FY 2024-25, SFZS provided: (a) a project list for FY 2018-19, (b) an initial project wish list for FY 2021-22, and (c) the

[1] According to closed orders from January 2021 – September 2025, excluding the preventative maintenance reminders.

priority projects for FY 2021-22. SFZS management confirmed that there were no project lists produced after FY 2021-22.

We found the project lists to be deficient in the following areas:

- The lists did not cover all the Zoo grounds.
- The lists consisted only of general project tables and omitted specific maintenance needs or descriptions of work required in each area.
- The lists included only high-level cost estimates and lacked a detailed budget or supporting documentation to substantiate those estimates.
- There was no timeline established for the projects, and the FY 2021-22 list did not specify project deadlines.

Further, there was no funding plan to secure resources for maintenance needs. To comply with AZA guidelines and establish a focused maintenance plan, we recommend that the SFZS Director of Buildings and Capital Investments develop a detailed written capital and maintenance plan by March 31, 2027 that includes a schedule of improvements, anticipated costs, a timetable for completion, and a strategy for funding maintenance needs.

Facility Condition Assessment

SFZS did not conduct a formal facility conditions assessment to identify and document the conditions of Zoo buildings and their necessary repairs at any point during the scope of our audit. The materials submitted by SFZS to AZA for accreditation in 2022 included a document stating that at the "beginning of each calendar year, existing buildings, grounds, and exhibits are assessed by both Animal Division and Facilities management. A worksheet encompassing capital improvements and major repairs and replacement is developed that includes prioritization ranking, anticipated costs and estimated completion timelines." However, there is no evidence that SFZS conducted such an assessment at least after FY 2021-22, which is the date of the last project list shared by SFZS management for our review. As discussed above, even the documents provided for FY 2018-19 and FY 2021-22 do not provide evidence of a methodical evaluation of maintenance needs and related costs for the entirety of the Zoo's grounds.

SFZS management confirmed that no formal facility conditions assessment has been conducted by external experts, but reported to us that under new leadership, an internal evaluation was conducted over a two-month period in 2025 to identify Zoo areas requiring immediate, mid-term (12 months), and long-term improvements. The evaluation was conducted by the Chief of Operations and the Chief of Finance (collectively the interim co-Chief Executive Officers); the Executive Vice Presidents of Animal Wellness, Animal Care and Wellness, Operations and

Belonging, and Guest Connections; the Vice President of Development; the Director of Facilities and Capital Investment; the Maintenance and Horticulture Managers; and relevant animal care leadership and staff. However, SFZS management was unable to provide us with any documentation of this evaluation.

Without a documented facility condition assessment, neither SFZS nor the City has a record of the condition of City-owned Zoo buildings and improvements, which SFZS is responsible for maintaining. We recommend that the SFZS Chief Executive Officer and Director of Buildings and Capital Investments conduct a comprehensive facilities condition assessment to evaluate the structural condition, safety, and aesthetics of Zoo buildings and exhibits no later than December 31, 2026. The SFZS Chief Executive Officer should consult with the General Manager of the Recreation and Park Department and the Director of Public Works for assistance in properly assessing City-owned property and buildings.

Lack of Facilities Maintenance Policies

SFZS does not have updated and easily accessible guidelines, manuals, or policies governing either SFZS's facilities maintenance processes or the use of Facility Dude, the software platform that SFZS uses to submit, assign, and close work orders. The only policy provided by SFZS staff to our audit team that is relevant to facilities and maintenance is within SFZS's Policy and Procedures Manual. This manual includes a Maintenance Work Orders policy from 2005, more than 10 years before SFZS started using Facility Dude. This policy is outdated and describes the previous process for submitting work orders, which required filling out a paper form and either placing it in a mailbox or hand-delivering it to the Facilities Manager.

In March 2018, SFZS phased out the old work order system and replaced it with Facility Dude. At that time, an email was sent to staff outlining how to submit and review work orders, set priority levels, and follow protocols for duplicate, emergency, and no-longer-needed work orders. However, these updated guidelines were never incorporated into the Policy and Procedures Manual, and because they were only shared as an email attachment over seven years ago, they are no longer easily accessible to many staff. We also found that the guidelines lack clarity regarding roles and responsibilities, work order priority levels, procedures for postponing, reprioritizing, and closing work orders, and communication between individuals who submit work orders and their staff (typically curators, assistant curators, and zookeepers) and individuals who receive and are assigned work orders (maintenance and horticulture crews).

To improve the work order process and ensure that all parties involved understand and properly use the system, we recommend that the Director of Buildings and Capital Investments develop

updated guidelines for the use of Facility Dude no later than December 1, 2026, including instructions on how to submit work orders, assign priority levels, and close work orders. The guidelines should include clearly defined responsibilities for submitting and closing work orders and establish a protocol for handling work orders that need to be reprioritized or postponed.

Insufficient Tracking of Work Orders and Maintenance Workload

SFZS lacks a thorough understanding or consistent tracking of the maintenance team's workload because Facility Dude does not consistently record all work orders or maintenance projects. The maintenance team handles three main streams of work: (a) requests from Facility Dude, (b) larger and longer-term projects such as exhibit modifications, and (c) work orders communicated over the radio, which tend to be urgent or emergency requests. Information related to these work streams is not consistently tracked in one location and is not reported regularly to senior management or the Board of Directors.

Work orders, including preventive maintenance tasks logged in Facility Dude, can be reviewed in the software either by viewing snapshots of work orders by status or by downloading reports of closed and open work orders. However, larger projects are discussed during the weekly Animal Division and Operations meeting and documented in meeting minutes but are usually not entered into Facility Dude. Similarly, tasks communicated over the radio, which are primarily emergency work orders, are also typically not entered into Facility Dude. As a result, Facility Dude does not fully record all the maintenance team's activity or ongoing projects, which reduces the program's usefulness for tracking workload and productivity.

Further, the maintenance team does not track how their workload evolves over time, evaluate work order backlogs, or monitor the number of open work orders to assess how work order volume fluctuates or the underlying factors contributing to these trends. While Facility Dude can provide a snapshot of the current number of open work orders, it does not maintain a historical record of work orders by date. Once a work order is closed, it is simply logged as completed, with no record of how many were open during a given week or month. The absence of historical work order data makes it difficult for the maintenance team, senior management, or the Board of Directors to assess the state of facility work or the severity of work order backlog.

According to SFZS management, in May 2024 the Chief of Finance began meeting weekly with Animal Division and Buildings and Grounds leadership to discuss and prioritize maintenance issues, and since June 2025, senior curators have joined the meeting. However, there does not appear to be comprehensive monitoring or reporting of all maintenance needs during these

meetings. The focus is primarily on critical work orders, which provide only a partial view of the facilities' overall upkeep requirements.

To gain a comprehensive understanding of the maintenance team's workload and effectively assess the backlog of orders, we recommend that the Director of Buildings and Capital Investments establish a work order tracking method by December 1, 2026. This method should record the number of open work orders each month, including radio orders and larger projects, and identify the factors contributing to increases or decreases in work order volume. Additionally, we recommend that the SFZS Chief Executive Officer review and submit to the Board of Directors a historical summary report of open work orders and work order timeliness on a monthly basis, starting no later than October 1, 2026.

Open Work Order Backlogs and Delayed Response Times

As discussed above, Facility Dude does not maintain a record of how many work orders were open during a given week or month, and as a result we were unable to evaluate open work order backlogs over time. However, SFZS provided our audit team with a database of **closed** work orders records from January 2019 to September 2025, and a point-in-time snapshot of **open** work orders for a day in October (October 17, 2025), for our analysis of work order response times and backlog. We used historical closed work order records to analyze response timeliness over the years and by priority level, and the snapshot to assess the backlog of open work orders.[2]

While SFZS does not have formal metrics to track or manage work order backlogs or response times, our point-in-time evaluation of open work orders in October 2025 identified a significant backlog, and historical work order records showed that response times did not align with priority levels.

Absence of Defined Acceptable Thresholds

SFZS does not have formally established targets or performance metrics for the number of open work orders or work order completion times. However, SFZS management stated that the maintenance team can close approximately 120 facility-related (excluding horticulture-related) work orders per month with current staffing levels, and that ideally there should be no more than 70 work orders open at a time. The maintenance team aims to complete high-priority work orders

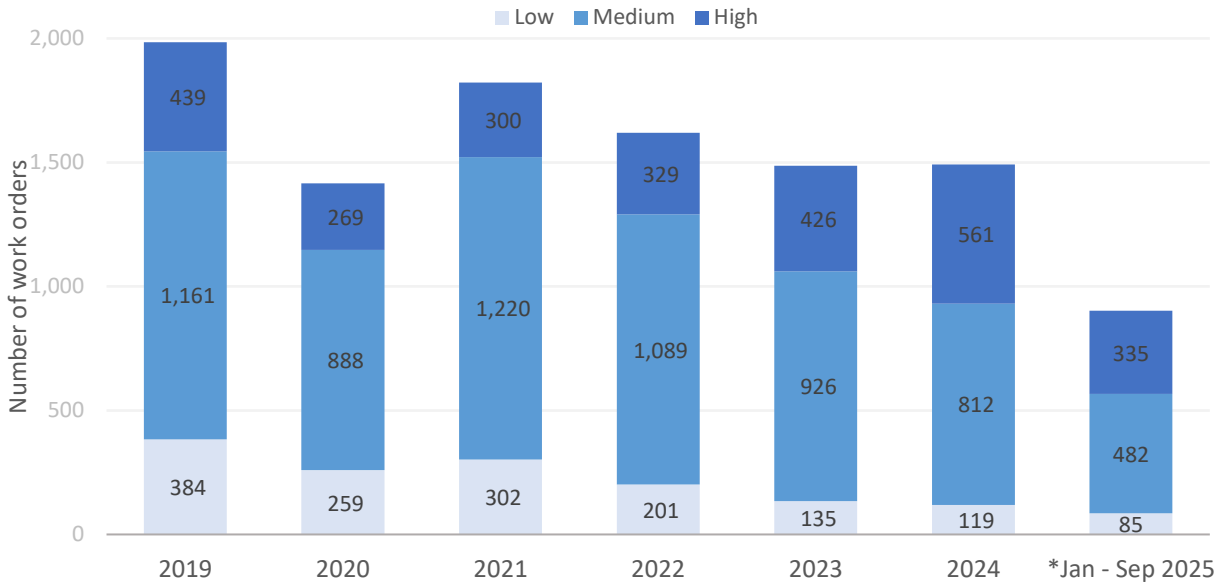
[2] Although the Facility Dude data includes work orders for other areas, including environmental services, horticulture, IT, pest control, and signage, we focused our analysis on the maintenance team's work orders, which account for 81 percent of all work orders.

within a week, medium orders within three weeks, and low-priority orders within a month to a month and a half.

Response Timeliness

From January 2019 to September 2025, more than 10,000[3] maintenance work orders were registered in Facility Dude. Of those, 25 percent were high-priority orders, 61 percent medium-priority orders, and 14 percent low-priority orders. Despite year-to-year fluctuations, the overall number of requested work orders decreased from roughly 2,000 in 2019 to 1,500 in 2024 as shown in Exhibit 4.1 below.

Exhibit 4.1: General Maintenance Closed Work Orders by Year and Priority (January 2019 – September 2025)



Source: BLA analysis of Facility Dude closed work order records (January 2019 – September 2025).

Our analysis of historical work order data from January 2019 through September 2025 found that while most general maintenance work orders were closed within seven days, some work orders remained open for extended periods or were closed without completion.[4] As shown in Exhibit

[3] We excluded preventative maintenance orders from the analysis because those are automatic reminders triggered by the system and could be addressed with SFZS staff or with external contractors. Because the maintenance team does not always immediately work on preventative maintenance work orders due to their recurring nature, these work orders can be open for long periods of time.

[4] We recognize that the operational dynamics within a zoo environment are inherently complex, and resolving work orders is not always straightforward. The maintenance team's ability to complete tasks often depends on the animal's location within the exhibit and their scheduled routines, which can lead to delays or the need to reschedule

4.2 below, from January 2019 to September 2025, nine percent of general maintenance work orders took between one to three months to close, and another four percent took three months or longer.

Exhibit 4.2: Time to Close General Maintenance Closed Work Orders (January 2019 – September 2025)

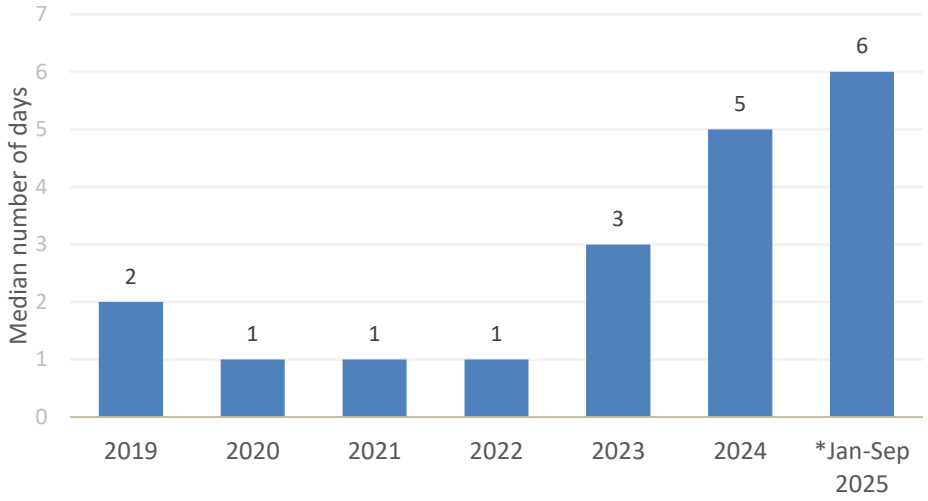
Number of Days to Close	Count	Percentage
0-7 days	6,994	65.2%
8-30 days	2,320	21.6%
31-90 days	1,013	9.4%
>90 days	402	3.8%

Source: BLA analysis of Facility Dude closed work order records (January 2019 – September 2025).

We also found that work orders have taken a longer time to complete in recent years (2023, 2024, and 2025) compared to 2019 to 2022, despite the decrease in work orders submitted. Exhibit 4.3 below shows that the median number of days to close work orders increased from one day in 2019 to six days in 2025. Further, the assigned priority level did not always align with the timeliness of work order completion. When looking at work orders by priority level, medium-priority work orders were resolved faster than high-priority work orders. Exhibit 4.4 below shows that in 2024, the median time to close a low-priority work order was 17 days, a medium-priority order was one day, and a high-priority order was nine days. In 2025, the median number of days to close a low-priority work order decreased from 17 days to 11 days for low-priority orders, remained at one day for medium-priority orders, and increased from nine to 10 days for high-priority orders. SFZS management explained that high-priority work orders could take longer to close than medium-priority orders because the priority level is reassigned but not updated in the system, or because high-priority orders are more complex and require more skilled staff to be available to work on them.

work. These challenges require close coordination between animal care staff and maintenance teams to ensure that work orders are resolved in a timely and safe manner.

Exhibit 4.3: Median Number of Days to Close Work Orders by Year (January 2019 – September 2025)



Source: BLA analysis of Facility Dude closed work order records (January 2019 – September 2025).

Exhibit 4.4: Median Number of Days to Close Work Orders by Year and Priority

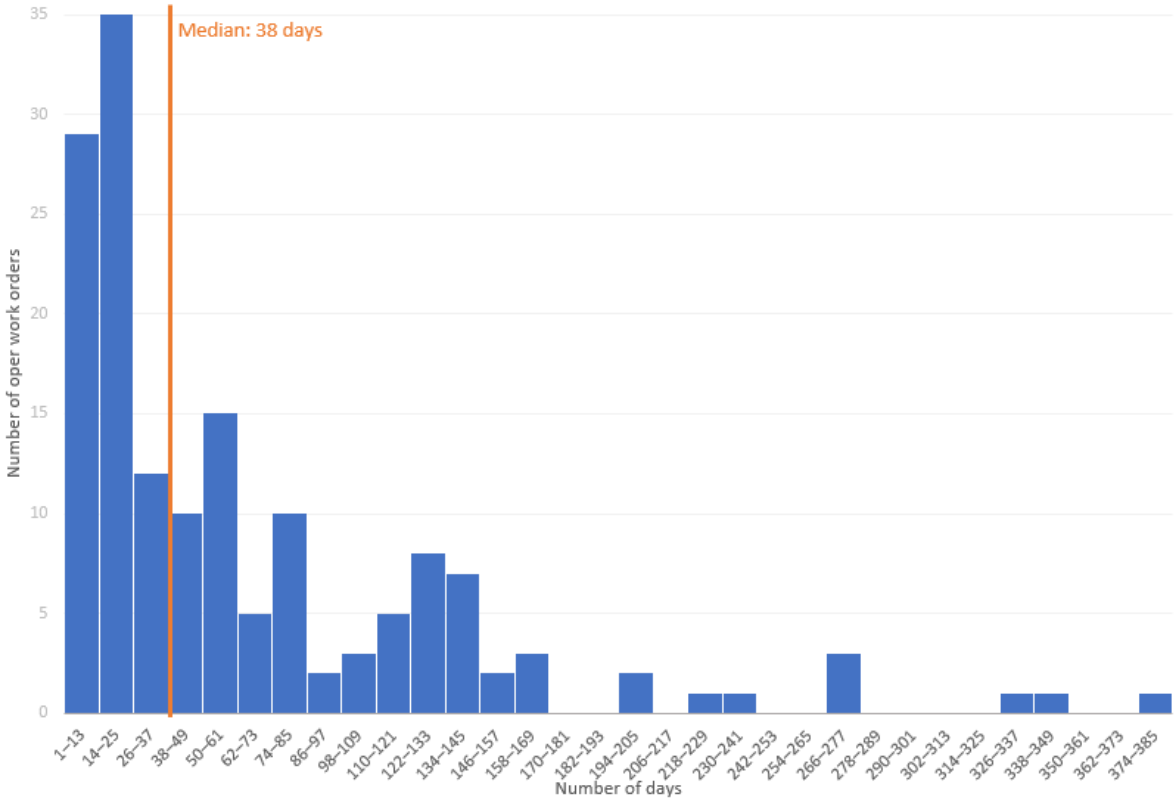
Year	Low priority	Medium priority	High priority
2019	8	0	5
2020	10	0	5
2021	11	0	5
2022	21	0	9
2023	22	0	10
2024	17	1	9
Jan–Sep 2025	11	1	10

Source: BLA analysis of Facility Dude closed work order records (January 2019 – September 2025).

Work Order Backlog

According to the snapshot of open work orders, there were 156 maintenance work orders open on October 17, 2025. The number of open general maintenance work orders (156) is significantly higher than the maintenance team's desired amount (70). Among the open work orders, the elapsed time since submission ranged from one day to 378 days. Notably, 50 percent of these orders had been open for 38 days or more, as shown in Exhibit 4.5 below.

Exhibit 4.5: Distribution of Maintenance Work Order Age (Days Open) on October 17, 2025



Source: BLA analysis of Facility Dude open work order records, October 17, 2025.

Staff Frustration with Maintenance Work Order Response

During SFZS staff focus groups conducted by our audit team,[5] some animal care staff expressed frustration that work orders often take too long to complete, are not appropriately prioritized, or are closed without being completed. Curators reported that they keep spreadsheets of their submitted work orders because work orders are sometimes closed without resolution and staff cannot track their submitted work orders in the Facility Dude system. As discussed in more detail in *Section 7: Worker Safety* of this report, animal keepers also reported filing animal wellness concerns as a last resort when they felt their safety concerns were not addressed through the work order system.

We recommend that by December 1, 2026, the Director of Buildings and Capital Investments establish formal targets for (a) the number of open work orders, and (b) the number of days to

[5] See *Appendix D: Focus Groups and Survey Methodology* for additional detail on the focus groups and survey methodology.

close work orders by priority level. These targets will provide clear goals and data for work order tracking and accountability.

Buildings and Grounds Investment and Staffing

Our evaluation of SFZS historical spending on repairs and maintenance, along with a staffing benchmarking analysis of several peer zoos, indicate that SFZS has under-invested in buildings and grounds maintenance. From FY 2018-19 to FY 2024-25, SFZS spent roughly $10 million on repairs and maintenance.[6] However, as shown in Exhibit 4.6 below, the investment has varied significantly over the years. During FY 2018-19, FY 2019-20, and FY 2020-21, spending on repairs and maintenance was minimal. Between FY 2020-21 and FY 2021-22, the investment increased from roughly $230,000 to more than $3 million, a 1,266 percent increase, and remained between $1.8 and $2 million annually thereafter. This increase in expenditure suggests that prior to FY 2021-22, SFZS was primarily performing minor repairs rather than making substantial investments in repairs and maintenance.

In recent years, although investment in repairs and maintenance remains higher than between FY 2018-19 and FY 2020-21, it is still below its peak in FY 2021-22. Despite this increased spending, many of the Zoo's buildings and exhibits continue to show signs of poor upkeep, as discussed later in this report section.

Exhibit 4.6: Repairs and Maintenance Expenditures, FY 2018-19 to FY 2024-25

Fiscal Year	Amount
FY 2018-19	$457,935
FY 2019-20	328,300
FY 2020-21	231,152
FY 2021-22	3,156,305
FY 2022-23	2,075,442
FY 2023-24	1,788,428
FY 2024-25	1,998,202
Grand Total	**$10,035,763**

Source: BLA analysis of SFZS financial reports. Total amounts reported in expense category 169 "Repairs and Maintenance."

[6] This amount reflects the total spending recorded across all departments in expense category 169 "Repairs and Maintenance" in SFZS's accounting system. It does not include salary and benefit costs of maintenance and horticulture staff, purchases of supplies, contracted services, or other maintenance-related expenditures that are recorded in other expense categories.

In addition to low financial investment in repairs and maintenance, SFZS has low staffing levels in maintenance and horticulture, according to our benchmark analysis. For this analysis, we identified 10 zoos with similar acreage to the San Francisco Zoo that operate under a public-private management partnership and attract over 500,000 annual visitors. We requested information about each zoo's maintenance and horticulture staffing levels. Four zoos responded to our request, as shown in Exhibit 4.7 below.

We found that SFZS has the lowest number of maintenance and horticulture staff (18 FTE) of all zoos in the analysis, and either the second-lowest or lowest full-time equivalent (FTE) staff per acre compared to other zoos. As shown in Exhibit 4.7, SFZS has between 0.18 and 0.28 FTE staff per acre, depending on the acreage estimate used. Only Tulsa Zoo may have a lower FTE staff per acre (0.19) than SFZS. Further, while other zoos employ staff dedicated to exhibit design and modifications, SFZS has had none since 2021, when its Exhibit Planning and Design Manager left the organization.

Exhibit 4.7: Maintenance and Horticulture Staff per Acre Benchmarking

Zoo	Acreage	FTE Maintenance	FTE Horticulture	Exhibit Design and Modifications	Total FTEs	FTEs per Acre
Houston Zoo	55	29	7	5	41	0.75
Woodland Park Zoo	92	20	14	8	42	0.46
Fort Worth Zoo	64	29	0	0	29	0.45
Tulsa Zoo	124	10	10	3	23	0.19
San Francisco Zoo*	65–100	10	8	0	18	0.18-0.28

Source: BLA benchmarking analysis.

Note: The table shows filled positions; some zoos have additional budget positions that were not filled at the time of the data request. *The Lease and Management Agreement states that the San Francisco Zoo grounds lease consists of 65 acres, plus additional premises that may be added pursuant to Section 3.2 of the Agreement, including the Fleishhacker Pool Site, the Oceanside Water Pollution Control Plant, and the National Guard Property. The Zoo website states that the grounds and gardens total 100 acres.

Given SFZS's comparatively low staffing in maintenance and horticulture, the increase in work order response times, and the large backlog of open work orders, we recommend that the SFZS Chief Executive Officer budget for additional maintenance and horticulture staff and consider hiring personnel who can also handle exhibit design and modifications. These roles do not need to be exclusively dedicated to exhibit modifications; they could combine responsibilities for both maintenance and exhibit design.

Field Observations of Zoo Conditions

As part of our audit fieldwork, we conducted multiple site visits to the San Francisco Zoo in 2025 to observe and document the condition of Zoo buildings and grounds. We also reviewed the reports and narratives produced by the AZA Visiting Committees in 2016 and 2022 to understand the condition of the Zoo prior to our 2025 observations.

Overall, the San Francisco Zoo grounds are appealing and show great potential; however, the general condition of Zoo facilities reflects many years of unfocused and insufficient investment in aging facilities. There is a general inconsistency in aesthetics throughout the Zoo, along with the need for maintenance and improvement in some areas. The Zoo has an attractive appearance around the entrance and the African Savanna exhibit, which are the more recently built areas. The horticulture work in those areas is notable, which was also mentioned in the 2022 AZA Visiting Committee's report. However, as visitors go further into the older, eastern areas of the Zoo (particularly Cat Kingdom, Bear Country, the Lion House, and the Pachyderm House), the facilities and gardens degrade quickly. Dry patches of land, aging buildings, faded signage, weathered benches, rusted fixtures, missing lamps, non-functional light bulbs, and empty exhibits contribute to a sense of neglect.

Exhibit 4.8 below and on the following pages contain photographs taken by members of our audit team during site visits on October 6-7, 2025 that illustrate the inconsistent conditions and a lack of maintenance. All sites shown in Exhibit 4.8 are publicly visible.

Exhibit 4.8: San Francisco Zoo Photo Sample (October 2025)



San Francisco Zoo entrance. This photo shows a well-maintained entrance area featuring beautiful gardens and impressive horticultural work. The Zoo offers an inviting appearance with its entrance, gift shop, educational building, and African Savanna exhibit. This section of the Zoo is relatively new and appears to be carefully maintained.



African Savanna exhibit. This photo depicts the first section of the Savanna near the entrance, offering ample space for animals and showcasing well-maintained gardens with notable horticultural work. The Cypress trees and green grass create an attractive and inviting landscape.



Personnel door near the Savanna. This photo shows a personnel door visible to the public with significant rusting, reflecting ongoing corrosion challenges associated with the Zoo's proximity to the ocean.



Missing signage in an exhibit. This photo shows an exhibit where the signage is missing, leaving the designated signage space empty. Across the Zoo, signage conditions vary; some are missing, others are faded, while a few appear very new and well-maintained.



Old and new bench. The photograph highlights inconsistent bench maintenance and replacement across the Zoo, with a new bench located next to an older, deteriorated bench.



South American Tropical Rainforest and Aviary. This photo shows a building with deteriorated paint, a worn sign, an aging bench, and an adjacent dry, unmaintained patch of land. The condition of the grass varies throughout the Zoo. In some areas, such as the African Savanna, the grass appears green and well-maintained, while in other sections, particularly toward the back, several spots are dry.



Land by the South American Tropical Rainforest and Aviary. This photograph illustrates a lack of maintenance and the underutilization of available space. The area appears poorly maintained and, while it could be repurposed for an exhibit or garden, it is currently unused.



Non-functional light bulbs in the Giraffe Lodge. This photo depicts broken lamps in the Giraffe Lodge. Three out of the five lamps shown in the picture are not functioning.



Missing lampshade. This photo shows aged lamps, including a lampshade that is missing. Broken light bulbs and missing lampshades convey a sense of neglect and lack of attention to detail, especially since these repairs would require only minimal financial and human resources.



Empty animal exhibit. This photo shows an empty exhibit, illustrating underutilized space. Several areas and parcels of land throughout the Zoo are empty or poorly maintained. These spaces have potential for additional animal habitats or gardens.

Source: BLA site visit observations (October 2025).

Infrastructure of Concern

The 2016 AZA Visiting Committee identified several infrastructure-related concerns and necessary repairs, including rust, mold, holes in the flooring of some animal holdings, peeling

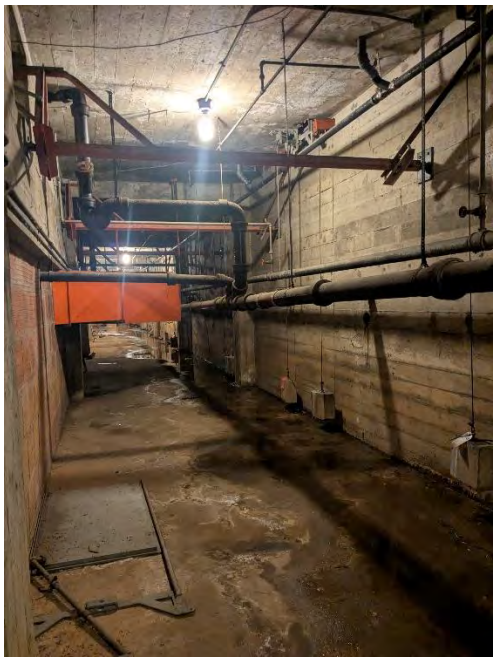
paint on the walls, potholes in the asphalt, and other issues. Most of these concerns had been addressed by SFZS by the next accreditation cycle in 2022 except for one issue related to the giraffe holding, which SFZS reported later addressing in a written response to AZA. However, given the age of Zoo facilities (many buildings and exhibits date from the 1930s) and a prolonged period of insufficient maintenance, several Zoo structures still appear to be in poor condition and need a comprehensive assessment, along with sufficient funding for restoration and long-term maintenance. For example, as discussed in more detail below, the Mothers Building is in critical condition and requires immediate attention according to a formal building condition assessment conducted in 2015, while all other buildings and exhibits, especially older structures, should be evaluated for structural integrity, safety, and aesthetics.

Exhibits 4.9 and 4.10 below present photographs of the black bear exhibit, the Lion House, and the Mothers Building to illustrate some of the aesthetic and structural issues observed during our site visits in May and October 2025. We followed up with the maintenance team regarding the bear exhibit and the Lion House, but did not confirm the repairs during a subsequent visit.

Exhibit 4.9: Examples of Infrastructure of Concern



Black bear exhibit. In October 2025, a piece of concrete fell from the top of the exhibit and landed on the area where animals and keepers enter and exit the enclosure. The maintenance team explained that they repaired the area of concern and ensured that the concrete was safe. However, the exhibit is from the 1930s, and the entire section requires an evaluation by a structural engineer to recommend the necessary repairs, according to SFZS management.



Lion House basement. The Lion House basement, which is not accessible to the public, had a significant amount of water on the floor. The maintenance team investigated the issue and found that a switch had broken. They scheduled work with external contractors and expected to complete the repairs by November 2025.

Source: BLA site visit observations (October 2025).

Mothers Building

The Mothers Building was built in 1925 and features Works Progress Administration (WPA) murals by women artists. The building, like the rest of the buildings at the Zoo, is owned by the City and maintained by SFZS**.** Due to its noteworthy architecture, murals, and historical value, the Mothers Building was listed on the National Register of Historic Places in 1979 and designated a landmark by the City in 2022. Exhibit 4.10 below shows photographs of the current condition of the building. The pictures were taken in May 2025 during a site visit by our audit team.

A condition assessment of the Mothers Building prepared in February 2015 for the Recreation and Park Department found that the structure has deteriorated significantly since it was decommissioned in 2002. The report noted cracks and deterioration in the steel structure, which can pose safety hazards; water infiltration; murals in an advanced state of deterioration; and non-functional HVAC systems. The assessment estimated approximately $108,000 in immediate repairs, $260,000 in short-term repairs, and more than $5 million in long-term upgrades and restoration (or between $150,360 and $7 million adjusted for inflation). Because the estimate is now more than 10 years old, the extent of deterioration and the associated costs are likely to be substantially higher today.

According to the San Francisco Planning Code Article 10, Sec. 1008, “the owner, lessee, or other person in actual charge of a landmark, or of a structure in a historic district, shall comply with all applicable codes, laws and regulations governing the maintenance of the property.”

We recommend that by December 31, 2026, the Recreation and Park Department General Manager develop and present to the Board of Supervisors and the Recreation and Park Commission a capital project timeline and cost estimate to carry out the repairs to the Mothers Building as recommended in the 2015 Mothers Building conditions assessment. The capital project timeline and cost estimate should be based on the current condition of the Mothers Building and address any further deterioration that has occurred since the 2015 conditions assessment. The General Manager should also work with the Office of Resilience and Capital Planning to include restoration of the Mothers Building in the City's 2028-2039 Capital Plan.

Exhibit 4.10: Mothers Building Structural and Aesthetic State



Mothers Building exterior. These temporary support beams are one of several stabilization measures implemented by SFZS in the absence of funding for full structural restoration. On another side of the building, the audit team observed netting installed over a sculpted stucco exterior wall to mitigate the risk of crumbling material.



Mothers Building interior. Our audit team briefly toured the inside of the Mothers Building. According to SFZS leadership, staff typically wear personal protective equipment when entering the building due to excessive dust, asbestos concerns, and fleas. The building is generally not safe for occupation and has been closed to the public since 2002.



Mothers Building interior murals. Our audit team observed the interior murals in various states of disrepair. For most pieces, such as the one shown in this picture, the underlying artwork is still easily decipherable but there is visible cracking, peeling, or fading.

Source: BLA site visit observations (May 2025).

Conclusion

The age of Zoo buildings and their proximity to the ocean, which exposes them to salt air and high humidity, are major contributors to the maintenance workload and necessary building repairs. However, SFZS has allocated limited financial and human resources to facilities maintenance, and the current variable condition of Zoo buildings and grounds is the result of several years of poor planning and scarce investment in facilities. SFZS has not developed a focused, organized approach to addressing maintenance needs or a schedule of improvements in accordance with AZA guidelines. No proper capital or maintenance plan or facilities condition assessment covering all the Zoo's grounds and facilities has been developed. Instead, SFZS has focused on maintaining the systems necessary for its operation,[7] while other maintenance is conducted reactively.[8]

According to SFZS management, in May 2024 the Chief of Finance began meeting weekly with Animal Division and Buildings and Grounds leadership to discuss and prioritize maintenance issues, and since June 2025 senior curators have joined the meeting. However, SFZS needs a comprehensive plan and updated guidelines for the Zoo's facilities maintenance processes to improve the whole grounds and avoid misunderstanding and miscommunication between animal and maintenance staff. Continued neglect will compound the deterioration of Zoo facilities and could increase safety risks for both animals and staff.

[7] Including, but not limited to, fire alarm battery replacement, cart and truck maintenance, roof cleaning, door testing, propane tanks, generators, HVAC systems, playgrounds, and others.
[8] For example, painting, flooring, and fencing.

Recommendations

The SFZS Director of Buildings and Capital Investments should:

4.1 Develop updated guidelines for the use of Facility Dude no later than December 1, 2026, including instructions on how to submit work orders, assign priority levels, and close work orders. These guidelines should include clearly defined responsibilities for submitting and closing work orders and establish a protocol for handling work orders that need to be reprioritized or postponed.

4.2 Establish formal targets for (a) the number of open work orders, and (b) the number of days to close work orders by priority level by December 1, 2026.

4.3 Establish a method to track the number of open work orders each month, along with the contributing factors behind any increases or decreases, no later than December 1, 2026. This tracking method should set targets for acceptable and critical thresholds and allow maintenance staff to monitor monthly trends in work order volume. This tracking method should also track the orders received over the radio and the larger maintenance projects to provide a complete picture of maintenance workload.

The SFZS Chief Executive Officer and Director of Buildings and Capital Investments should:

4.4 Conduct, or engage a qualified firm to conduct, a comprehensive facilities condition assessment, including an evaluation of the structural condition, safety, and aesthetics of the Zoo buildings and exhibits, no later than December 31, 2026. Consult with the General Manager of the Recreation and Park Department and the Director of Public Works for assistance in properly assessing City-owned property and buildings.

4.5 Develop detailed written capital and maintenance plans based on the facilities condition assessment no later than March 31, 2027, including a schedule of improvements, anticipated costs, a timetable for completion, and a strategy for funding maintenance needs.

The SFZS Chief Executive Officer and Chief of Finance should:

4.6 Increase funding for repairs and maintenance in the FY 2026-27 budget. Funding amounts should be based on the results of the facility condition assessment and the established capital and maintenance plans once they have been completed.

4.7 Budget for additional staff for maintenance and horticulture in the upcoming FY 2026-27 budget and consider hiring personnel who can also handle exhibit design and

modifications. These roles do not need to be exclusively dedicated to exhibit modifications and could instead be responsible for both maintenance and exhibit design.

The SFZS Chief Executive Officer should:

4.8 Review and submit to the Board of Directors a historical summary of open work orders and work order timeliness, including the factors contributing to increases or decreases in open work orders, radio-dispatched orders, and larger projects, on a monthly basis starting no later than October 1, 2026 to provide enhanced oversight of facilities and maintenance.

The General Manager of the Recreation and Park Department should:

4.9 By December 31, 2026, develop and present to the Board of Supervisors and the Recreation and Park Commission a capital project timeline and cost estimate to carry out the repairs to the Mothers Building as recommended in the 2015 Mothers Building conditions assessment, including: (a) document and stabilize murals with an operable HVAC system to regulate temperature and humidity; (b) waterproof the west wall; (c) perform seismic upgrades; (d) repair or replace damaged or missing concrete elements, and (e) upgrade the mechanical, electrical, and plumbing systems. The capital project timeline and cost estimate should be based on the current condition of the Mothers Building and address any further deterioration that has occurred since the 2015 conditions assessment.

4.10 Work with the Office of Resilience and Capital Planning to include restoration of the Mothers Building in the City's 2028-2039 Capital Plan.

Benefits and Costs

Implementation of the proposed recommendations would enhance the work order system and protocols for communicating, prioritizing, completing, and monitoring work orders. The facilities condition assessment will play a key role in ensuring that the Zoo's infrastructure is safe and well-maintained by identifying existing issues and providing SFZS with the information needed to prioritize major resource allocations and restoration efforts. These improvements would ensure the maintenance team has a focused strategy to address repairs, maintenance, and upkeep needs of the Zoo grounds and gardens, maintain adequate staffing to close work orders in a timely manner, and prevent large work order backlogs from accumulating. Overall, the recommendations would improve the Zoo grounds and gardens, making it a well-maintained and inviting space for staff, animals, and guests.

Some of the recommendations require a one-time investment of staff time to review and update the procedures and protocols surrounding Facility Dude, as well as limited monthly staff time to track and report on work order trends. Other recommendations would require additional financial resources. The estimated cost to hire each additional maintainer is approximately $90,940 annually, and each additional gardener is approximately $89,248 annually. The actual cost would depend on the employee's classification level and annual cost of living adjustments. Separately, if SFZS is unable to conduct a facilities condition assessment in-house with existing resources, engaging a qualified external firm to conduct this assessment on behalf of SFZS would also incur additional external costs. Depending on the results of the facilities condition assessment, implementing the recommendations may not be feasible within SFZS's current budget, and additional financial resources may be required.

Repairs and restoration of the Mothers Building were estimated to cost between $150,360 and $7 million in 2015 (adjusted for inflation), depending on the scope of upgrades. Actual costs would likely be substantially higher in 2026, because the facility condition assessment is over a decade old and the building may have experienced additional deterioration.

5. Contracting and Procurement

The San Francisco Zoological Society (SFZS) does not have adequate policies and procedures in place to maintain a system of procurement consistent with standards for nonprofit organizations established by the City and the State of California. SFZS did not have documented procurement policies of any kind in place during the scope of this audit and does not have a well-organized system for maintaining contracts or other procurement documentation. Further, SFZS has made payments to relatives of SFZS employees without a record of a competitive procurement process, which risks at least the appearance of favoritism in contracting. Although this lack of policy and potential nepotism do not constitute a legal violation, SFZS management should take steps to operate in line with industry standards, including robust procurement policies and procedures and consistent documentation to ensure that SFZS receives the highest quality service or product at the lowest cost, particularly given SFZS's strained financial condition.

Contracting and Procurement Policy Standards

As discussed in detail in *Section 3: Management Agreement and City Oversight* of this report, the San Francisco Zoological Society (SFZS) is a nonprofit corporation with a lease and management agreement with the City that establishes oversight of certain SFZS functions by the City's Recreation and Park Commission and Joint Zoo Committee. As such, SFZS is neither a direct City agency nor a strictly private entity. Private nonprofit organizations have latitude in determining how to manage their financial and operational functions. However, as part of the Citywide Nonprofit Monitoring and Capacity Building Program and Fiscal Monitoring Program, the Controller's Office has developed a Citywide Standard Monitoring Form that establishes a set of standards for strong fiscal management and administrative practices for nonprofit organizations that contract with the City.[1] The 2025-2026 Standard Monitoring Form includes standards for nonprofit contractors' fiscal policies and procedures, including policies related to the procurement of goods and services.

The City also provides its contracting nonprofit partners with financial guidance. In 2024, the San Francisco Controller's Office updated its *Finance Guide for Nonprofits*, the purpose of which, "is

[1] SFZS has not been included in the pool of monitored nonprofits because the Recreation and Park Department, which pays the annual $4 million management fee to SFZS, does not participate in the City's Fiscal Monitoring Program. However, according to the October 2025 *Fiscal Monitoring Program Policies and Guidelines* published by the Controller's Office, departments that do not participate in the Fiscal Monitoring Program must still perform independent fiscal monitoring of nonprofit contractors.

to provide an overview of nonprofit financial management practices and an explanation of basic administrative and financial requirements for nonprofit organizations that do business with the City." As noted in the *Finance Guide*, "organizations maintain policies and procedures to ensure transparency, accountability and as a training resource for their staff. Fiscal policies and procedures should protect the agency's resources from waste, fraud and inefficiencies." In this guide, the section on accounting records specifically identifies "procurement files" in its list of financial records that should be maintained.

The California State Attorney General's Office also offers guidance for nonprofit organizations, particularly regarding financial management. In its *Guide for Charities*, the California Attorney General notes that, "good internal controls help safeguard charitable assets, prevent loss, and ensure reliability of financial records." Further, the guide notes that, "at the disbursements level, funds are at risk when no controls are in place, or controls are not being enforced. Payment requests or requests for cash disbursement should be accompanied with invoices, receipts, or other documents showing the payments are justified and appropriate."

SFZS Lacks Sufficient Contract Management Functionality

SFZS has a limited and disorganized system for maintaining records of contracts or agreements for services and payments despite spending between $4.5 and $5.4 million each year between FY 2019-20 and FY 2024-25 on contracted services from external contractors. Despite this significant investment of resources, SFZS does not maintain adequate documentation of contractual agreements to ensure the effective delivery of services. In addition, other than one contract, it is unclear if any other services from FY 2019-20 to FY 2024-25 were procured through competitive solicitation.

As shown in Exhibit 5.1 below, SFZS spent between $4.5 and $5.4 million each year between FY 2019-20 and FY 2024-25 on contracted services provided by external contractors, including professional and contracted services, construction and construction-related services, security, advertising and public relations, catering, laundry, and equipment rentals. These expenses do not include purchases of supplies; utilities or other non-security occupancy costs; postage, printing, or messenger service costs; insurance; special event costs; animal management costs such as animal food; travel and meals costs; dues and subscriptions costs; or repairs and maintenance costs, although some contract expenditures may be recorded in these expense categories. For example, a review of SFZS's general ledger found that the repairs and maintenance expense category included payments to external contractors. As a result, Exhibit 5.1 likely undercounts SFZS's true spending on contracted services.

Exhibit 5.1: SFZS Expenditures to Third-Party Contractors, FY 2019-20 to FY 2024-25

Expense Type	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Professional & Contracted Services	$914,286	$1,050,594	$1,617,424	$1,381,295	$2,134,822	$1,934,378
Architect, Design, Const. & Landscaping	2,399,698	3,427,156	2,259,111	1,168,543	1,238,426	1,818,940
Security	656,086	702,085	811,506	834,397	895,775	897,864
Advertising & Public Relations	305,433	83,300	175,821	141,022	192,795	396,520
Catering	37,906	40,425	339,570	223,274	324,317	57,907
Laundry, Uniforms, & Clothing	69,461	63,484	73,258	90,088	111,293	93,152
Equipment Rental	83,061	73,078	74,088	103,968	86,923	65,935
Total Contract Expenses*	**$4,465,931**	**$5,440,122**	**$5,350,778**	**$3,942,587**	**$4,984,351**	**$5,264,696**

Source: SFZS trial balance reports.

*Note: Excluded from this table are purchases of supplies; utilities or other non-security occupancy costs; postage, printing, or messenger service costs; insurance; special event costs; animal management costs such as animal food; travel and meals costs; dues and subscriptions costs; or repairs and maintenance costs. However, some contract expenditures may be recorded in these expense categories.

Absence of Basic Contracting Records and Documentation

SFZS does not maintain complete, comprehensive records of active contracts and essential contract documentation such as solicitations, bids, and executed agreements. Its financial management system does not allow for the simple production of an accurate list of contractors or payees, and it is unclear how contractor payment information is verified. In response to our January 2025 initial request for information, which specifically asked for "a list of all active contracts between SFZS and third-party operators or consultants with (a) a brief description of the purpose of the contract, (b) the contract amount, and (c) the date the contract went into effect," SFZS provided a list of contractors that reflected 97 contractors identified as "active contracts 2025."

Exhibit 5.2 shown below includes a sample of the submitted information.

Exhibit 5.2: Excerpted Sample of Active Contracts List, as Provided in Response to Initial RFI

Contractor	Services Provided	Term	Amount
Accesso	automated payment processing, retail	Annual	varies, fee-based
ACG Engineers	electrical planning, installation, various exhibits	As needed	varies
Active Network	software	Annual	varies
ADP	payroll services, timeclocks	Annual	varies
AEC Alarms	burglar alarms	Annual	varies
AT&T	phone, internet	perpetual	varies
Audacy	radio and streaming advertising	Quarterly	varies, fee-based

Source: SFZS response to BLA request for information, question 7 regarding contractors.

As shown in Exhibit 5.2 above, the information provided lacked precise details, particularly for term periods and contract amounts, which are basic and important components of contract agreements. Of the 97 "active contracts" reported, SFZS only provided a dollar value under "contract amount" for eight contractors, and these amounts were not always precise dollar amounts, appearing instead as estimates.

Exhibit 5.3 below shows additional information that was provided by SFZS as described in more detail below.

Exhibit 5.3: Active Contracts with Estimated Contract Amounts, as Provided in Response to Initial RFI

Contractor	Services Provided	Term	Amount
Cesson	Web/social media support	Monthly	$3-4K/month
Cultural Attractions Consulting	Marketing/tourism/attraction consulting	As needed	$5K/month
Elefante Consulting	financial consultation	Project-oriented	$10K total
Executive Edge	private security	Monthly	$35K/month
Pacific Pars Construction	General Construction (Madagascar)	Term (ends 10/25)	~$1.45M
Scott Miller Executive Search	recruiter, management	current	$60K total
The Bike Hut Foundation	bike fleet supply and maintenance	current	$1K/month
Vitus Leung	Contract negotiator and consultant	Ends Dec 2025	$16.7K/month

Source: SFZS response to BLA request for information, question 7 regarding contractors.

In addition to this list, SFZS provided relevant contract documents that were available as summarized in Exhibit 5.3 above. These materials included 12 attached documents, of which only

six of the payees appeared on the "active contracts 2025" list. The documents provided were a mix of invoices, engagement letters, letters of intent, and a concession agreement. None of the documents showed a complete service agreement with a detailed scope of work and signatures of both parties.

In August 2025, we submitted a second request for information as follows:

- A list of all contracts active at any point between FY 2019-20 and the present between SFZS and third-party operators or consultants with (a) a brief description of the purpose of the contract, (b) the contract amount, and (c) the date the contract went into effect, or
- Complete copies of all contracts active or in effect at any point during FY 2019-20 through the present.

In an initial response to this request, SFZS officials replied on September 6, 2025 that the information that had been provided previously was all that was available. However, one month later, on October 9, 2025, SFZS sent us a spreadsheet containing a list of contractors, vendors, and other payees based on a revised query of the financial system. However, this report only included contractor names, and no information was provided regarding the service description, contract amount, or contract term.

Transaction Sampling Found Inconsistent Documentation Practices

To better understand how SFZS maintains financial records and processes payments to contractors, we selected a judgmental sample of transactions for review. These included transactions to 29 contractors between 2019 and 2024.

Consistent with our review of the contract documents provided in response to our request for information, the transaction sampling also showed that while SFZS staff maintained organized paper records for contractor payments, these records included a wide mix of supporting authorization documents. For example, for payments for which we found a scope of work, those documents ranged from emails to formal contracts. For only two of the 29 contractors reviewed did we find contract documents with scopes of work, signed by both parties.

Without easy access to this basic contracting information, SFZS's ability to ensure the accuracy of payments and the status of contract agreements is compromised. We recommend that by October 1, 2026, the SFZS Chief of Finance establish a system to centrally store and manage contract documentation that allows for easy reference and document retrieval. The SFZS Chief of Finance should also ensure that financial management systems have the basic functionality of producing simple reports that list contractor names, including at least the contract term period

and total contract amount, or develop an alternative system for maintaining this information by October 1, 2026.

Limited Documentation of Competitive Solicitations

SFZS also provided information on competitive solicitation for only one single contract (discussed in more detail below), so it is unclear how SFZS officials have determined that selected contractors were providing the optimal service at the best price.

According to SFZS officials, contractors have typically been selected or invited to bid on contracts based on their history of performance with SFZS and/or the specialization of their services. However, this selection process is not documented internally, and there appears to be no confirmation of cost reasonableness. While this does not violate any legal requirements, because SFZS receives public funding, a competitive solicitation process (particularly for large contracts) would foster greater trust in SFZS's contracting practices. Competitive solicitation requirements would enable SFZS to ensure and document that selected contractors were providing the highest quality at the best value, reducing the risk of real or perceived favoritism. As discussed below, thresholds and processes for competitively bidding out services should be established and included in policies and procedures for procurement.

Limited Documentation for Major Capital Projects

Even for major multi-year capital projects, SFZS maintains limited documentation of capital project plans or procurement processes. Between FY 2019-20 and FY 2024-25, SFZS engaged in several large multi-year capital projects, including a snow leopard exhibit, the Great Ape Passage, the Coastal Conservation Center, and the Lipman Family Madagascar Center. Because the Madagascar project appeared from documents to be ongoing during our fieldwork, we selected it to obtain a deeper understanding of how SFZS manages procurement related to its larger projects. According to general ledger records and minutes recorded from Joint Zoo Committee meetings, the initial primary contractor engaged for the Madagascar project was a firm called MK Think. As shown in Exhibit 5.4 below, this firm received nearly $1 million in payments in FY 2019-20 and FY 2020-21, but SFZS could not provide documentation showing exactly what services were provided or how the firm was selected for this project.

Exhibit 5.4: Payments to MK Think, FY 2019-20 to FY 2020-21

Fiscal Year	Account Charged	Amount
2019-20	Madagascar	$246,339.42
2019-20	Project Expenses	66,335.50
2020-21	Madagascar	624,293.03
Total		**$936,967.95**

Source: SFZS general ledger reports.

Given the apparent size and scope of this multi-year project, SFZS should have a documented budget and capital plan associated with it to track progress and ensure that contractors are meeting performance milestones. SFZS's lack of capital planning and capital budgeting is discussed in more detail in *Section 2: Planning and Vision* of this report.

In response to a request from our audit team on October 31, 2025 for capital planning and budgeting documents, SFZS provided us with a PowerPoint Presentation, titled "Madagascar Phase 2," which was presented to the Joint Zoo Committee on January 16, 2025.[2] This presentation effectively consisted of three slides, excluding the title and "thank you" slides, which reported that:

- SFZS has already invested $7.75 million in the Madagascar project from 2018 through 2024
- Madagascar Phase 2 costs are $1.4 million.
- Work should be completed in late summer 2025.
- Contractor Bidding Process
    - Bids were solicited from three contractors
    - One contractor declined to bid
    - One contractor responded with a bid for $2.8 million; the bid response was somewhat incomplete
    - The winning bid of $1.4 million was submitted by Pacific Pars Construction; the bid response was full and complete
    - A contract has been negotiated, and work can commence as early as February

According to SFZS officials, the three contractors invited to bid on Phase 2 of the Madagascar Center had all previously worked on projects at the Zoo. The winning bid was selected because it was half the cost of the other proposal. However, due to the lack of solicitation and proposal documentation, it is unclear how SFZS determined that the quality-of-service delivery would be adequate when it selected this contractor. Given the cost of this project and the extended timeline for completion, particularly during a period of financial uncertainty, it is critical that SFZS thoroughly vet potential contractors for cost reasonableness and service delivery.

[2] After reviewing a draft copy of this audit report, SFZS submitted to us a capital project summary document that provided a more detailed accounting than had been previously available of the sources and uses for SFZS's capital projects between 2018 and 2025 (for the Madagascar Project) and between 2023 and 2025 (for other capital projects). This capital project report summarized capital project revenues from donor contributions and expenditures on construction, architecture and engineering services, consulting, and other capital project costs.

Lack of Policies and Procedures for Contracting and Procurement

SFZS does not have written policies and procedures related to procurement and contracting, or any policies specific to purchasing authority, procurement processes, competitive solicitation, contractor selection, procurement documentation, or contract administration and oversight. SFZS also lacks any document that specifies which staff are authorized to enter into agreements and approve purchases on behalf of SFZS, or how to avoid conflicts of interest in the procurement process (discussed below). According to SFZS officials, there are no documented thresholds for determining when bids are required (typically triggered by a minimum contract award amount), no documented process for administering solicitations and selecting contractors, and no documented standards by which SFZS confirms cost reasonableness when it is procuring third-party services. As discussed in more detail in *Section 9: Fiscal Management and Internal Controls* of this report, SFZS also lacks adequate internal controls and conflicts of interest policies.

The Controller's Office requires that nonprofit organizations that contract with the City have policies related to the procurement of goods and services, and its *Finance Guide for Nonprofits* recommends that nonprofit agencies retain procurement records and other related documents. In order to align with these requirements and best practices for procurement and to maximize financial accountability, we recommend that the SFZS Chief of Finance develop policies and procedures for contracting and procurement, which should be codified in a manual and approved by the Board of Directors, no later than October 1, 2026. These policies should establish thresholds and procedures for competitive solicitations and clear practices for evaluating bids and documenting the basis for contractor selection. Records of all contracts and solicitations should be maintained for a reasonable period of time, but no fewer than five years, which should be specified within the contracting and procurement manual. We also recommend that following the development of these policies and procedures, the SFZS Chief of Finance train all relevant finance and administration staff on the contracting and procurement procedures no later than December 1, 2026.

Allegations of Payments to Relatives of SFZS Employees

Payments made to alleged relatives of SFZS employees, with no documentation of competitive solicitation or cost reasonableness, give the appearance of potential nepotism or unethical contractor selection. While SFZS does not have a robust conflicts of interest policy, as discussed in more detail in *Section 9: Fiscal Management and Internal Controls* of this report, the SFZS Employee Handbook does state that an employee's personal relationship with a supplier that impairs the ability to exercise good judgement on behalf of the Zoo can create an actual or potential job-related conflict of interest. Preferential contractor selection and procurement-

related conflicts of interest could prevent SFZS from obtaining the best value for goods and services and compromise the overall integrity of the organization.

According to a complaint letter submitted by SFZS staff to the Board of Directors in June 2024, SFZS contracted with friends and relatives of senior SFZS officials for goods and services on multiple occasions. These allegations were also reflected in local media reports on SFZS financial mismanagement. During the course of our fieldwork, we verified that payments to these individuals and contractors were made, but we did not find further evidence supporting the allegations of personal relationships between these contractors and SFZS employees. However, we note that SFZS officials have never denied or refuted the claims.

Our review of SFZS general ledger records between FY 2018-19 and FY 2023-24 did show payments made to the alleged relatives of SFZS employees, including the partner of the former Chief Executive Officer. As shown in Exhibit 5.5 below, one alleged relative of an SFZS employee received payments totaling more than $800,000 between FY 2020-21 and FY 2023-24.

Exhibit 5.5: Payments to Alleged Relative of SFZS Employee, FY 2020-21 to FY 2023-24

Fiscal Year	Account Charged	Amount
2020-21	Repairs and Maintenance	$8,071.63
2021-22	Madagascar	5,000.00
2021-22	Repairs and Maintenance	316,060.00
2022-23	Madagascar	63,500.00
2022-23	Repairs and Maintenance	112,450.00
2023-24	Madagascar	9,950.00
2023-24	Project Expenses	44,000.00
2023-24	Repairs and Maintenance	246,870.00
Total		**$805,901.63**

Source: SFZS general ledger reports.

Another alleged relative of an SFZS employee also received more than $800,000 in payments between FY 2020-21 and FY 2023-24, as shown in Exhibit 5.6 below.

Exhibit 5.6: Payments to Payments to Another Alleged Relative of SFZS Employee, FY 2020-21 to FY 2023-24

Fiscal Year	Account Charged	Amount
2020-21	Repairs and Maintenance	$28,090.00
2021-22	Madagascar	17,900.00
2021-22	Repairs and Maintenance	221,560.00
2022-23	Madagascar	121,991.88
2022-23	Repairs and Maintenance	268,345.00
2023-24	Contracted Services	2,000.00
2023-24	Project Expenses	22,075.00
2023-24	Repairs and Maintenance	120,940.00
Total		**$802,901.88**

Source: SFZS general ledger reports.

In addition, round numbers for payment amounts have been identified as a red flag of fraud and collusive bidding by industry experts. As shown in Exhibits 5.5 and 5.6 above, several payments to the identified payees were round amounts. While this alone does not indicate wrongdoing, it increases the risk of at least the appearance of fraud. Without the documentation of competitive solicitations, SFZS risks the appearance of nepotism and/or inappropriate contracting. As stated in *Section 9: Fiscal Management and Internal Controls*, SFZS should review and revise its policies related to fiscal controls and conflicts of interest to reduce the risk of fraud, waste, and abuse and ensure sufficient fiscal oversight for both SFZS and the City.

Conclusion

Despite significant investment in contracted services, SFZS did not have documented policies related to procurement and contracting, such as thresholds for competitive solicitation and contractor selection processes, or documentation of competitive solicitations or contractor evaluation processes during the audit scope period. SFZS spent between $4.5 and $5.4 million each year between FY 2019-20 and FY 2024-25 on third-party contractors who provided services including but not limited to repairs, maintenance, design, consulting, and construction. According to SFZS records, payments over this period were made to 332 contractors, vendors, and other payees for total expenditures of nearly $30 million. SFZS administration could only provide our audit team with contract-related documents for 12 payees despite a request for such documents for all active contracts, and there is no consistency in the details or records maintained (including signatures, scopes of work, service details, and estimated costs). SFZS officials also could not provide planning documents, scopes of work, or procurement records for significant, recent SFZS capital project.

In addition, a review of general ledger files indicates that the SFZS has made payments to alleged relatives of SFZS employees. Without record of a competitive procurement process, these payments at minimum suggest the appearance of nepotism and could indicate conflicts of interest and unethical vendor selection. In accordance with best practices established by City requirements and recommendations from the California Attorney General, SFZS should at minimum develop policies and procedures for contracting and procurement, which should be codified in a manual, and ensure that all relevant finance and administration staff receive adequate training on the contracting and procurement procedures.

Recommendations

The SFZS Chief of Finance should:

5.1 Establish a system to centrally store and manage contract documentation that allows for easy reference and document retrieval no later than October 1, 2026.

5.2 Ensure that SFZS financial management systems have the basic functionality of producing simple reports that list contractor names, including at least the contract term period and total contract amount, or develop an alternative system for maintaining this information no later than October 1, 2026.

5.3 Develop policies and procedures for contracting and procurement, which should be codified in a manual and approved by the Board of Directors, no later than October 1, 2026. Train all relevant finance and administration staff on the contracting and procurement procedures no later than December 1, 2026. These policies should establish thresholds and procedures for competitive solicitations and clear practices for evaluating bids and documenting the basis for contractor selection. Records of all contracts and solicitations should be maintained for a reasonable period of time, but no fewer than five years, which should be specified within the contracting and procurement manual.

Benefits and Costs

Implementation of the proposed recommendations would provide assurance that SFZS sufficiently strives to receive the best price for the highest quality services. There would be additional staff time required to develop contracting policies and procedures and to train all finance and administration staff on the new procedures, as well as additional staff time required to conduct competitive solicitations (developing Requests for Proposals, evaluating bids, etc.).

6. Board of Directors Oversight

The San Francisco Zoological Society (SFZS) Board of Directors has not sufficiently evaluated executive performance, maintained meeting minutes and records, and ensured that the former SFZS Chief Executive Officer (CEO) provided the Board with adequate visibility into San Francisco Zoo and Gardens (Zoo) operations and access to key materials between FY 2019-20 and FY 2024-25. Specifically, the Board did not require that the former SFZS CEO provide a copy of the Zoo's 2022 Association of Zoos and Aquariums accreditation report to the full Board of Directors, and as a result allowed workplace culture and leadership communication issues identified in the report to persist for at least three years between 2022 and 2025. While the Board of Directors is in the process of implementing changes to its governing and committee structures since the departure of the former CEO, the age of the SFZS Board policies, most of which predate the current governance relationship with the City, makes many of these policies or their contents obsolete and inconsistent with City expectations and standards for contracted nonprofit board governance. The Board of Directors should revise its internal policy manual to reflect modern Zoo operations and ensure the Board has sufficient documentation and information to fulfill its core oversight and management responsibilities.

Board Structure

The San Francisco Zoological Society Board of Directors (the Board) is the governing board of the San Francisco Zoological Society (SFZS), the nonprofit public benefit corporation that manages the San Francisco Zoo and Gardens (San Francisco Zoo). The powers and structure of the Board are described in the SFZS bylaws, which were most recently amended in 2022. The Board also has internal policies that provide additional information and guidance to Board members on specific topics such as fundraising, corporate sponsorship, and a conflict-of-interest statement.

According to SFZS's 2022 bylaws, the Board of Directors consists of 30 to 60 members who serve three-year terms. Members are limited to a total of nine years of service on the Board, although additional elections may be approved if an individual holds particular expertise vital to the Board's work and is approved by a nominating subcommittee of the Board. The Lease and Management Agreement between SFZS and the City also requires that two Board members be community representatives who are residents of San Francisco. As a condition of their election to the Board, all members must contribute dues to SFZS in the amount of $10,000 annually, plus a $50,000 one-time contribution during any year of their service. The Board's Chairperson presides over all meetings of the Board.

One of the key responsibilities of the Board of Directors is to elect SFZS's officers: the Chief Executive Officer (CEO),[1] the Chief Financial Officer, the Secretary to the Board, and any other officers that may be elected by the Board.[2] All officers perform their duties at the Board's direction. The Board of Directors holds the ultimate authority over the affairs, activities, and property of SFZS.

The Board is made up of committees that may change from time to time, but the following committees represent core functions and responsibilities:

- The **Executive Committee** has proxy authority of the full Board of Directors, subject to applicable laws and regulations. Generally, all committee chairs sit on the Executive Committee. From time to time, other SFZS directors (e.g., the Chairperson, Vice Chairperson, Secretary, and/or other Board members) may be approved to be members of the Executive Committee.
- The **Audit Committee** reviews the organization's audited financial statements and Form 990s.
- The **Finance Committee** reviews and approves the proposed annual budget from the Chief Executive Officer and Chief Financial Officer and forwards it for full Board approval.
- The **Governance and Nominating Committee** identifies and recommends candidates for the Board of Directors for approval of the full Board.
- As stipulated in the Lease and Management Agreement, three members of the Board of Directors sit on the **Joint Zoo Committee**, an advisory subcommittee of the Recreation and Park Commission.

As of October 2025, there were 11 total committees of the Board of Directors, plus the Joint Zoo Committee. In November 2025, the committees were consolidated to eight committees.[3]

[1] The 2022 SFZS bylaws state that the SFZS Chief Executive Officer is appointed by the Board of Directors. The 1993 Lease and Management Agreement between SFZS and the City states that the positions of Zoo Director and Chief Veterinarian are appointed in accordance with Charter Section 3.551 and only in *consultation* with SFZS. Charter Section 3.551, which was repealed in 1996, gave authority to the General Manager of the Recreation and Park Department and the Recreation and Park Commission to appoint the Zoo Director. After Charter Section 3.551 was repealed, no section was added to clarify the responsibility of Zoo Director appointment as this position was vestigial from City management of the Zoo.

[2] The Internal Revenue Services (IRS) definition for officer includes "anyone who holds a position of trust, authority, or command within an organization" and is reported on the organization's annual Form 990. SFZS's current and former Chief Operations Officers are included in this category while not being explicitly referenced in the bylaws.

[3] As of November 2025, the Board of Directors has the following seven committees: Audit; Building & Grounds; Finance; Conservation, Animal Wellness & Safety; Human Resources & Executive Compensation; Governance & Nominating; and, Marketing & Development. Additionally, the Board has an Executive Committee consisting of one

According to Board members, members generally sit on two committees each, but the practice varies by Board member. Board members are confirmed to committees via resolution of the full Board and serve for one-year terms, per SFZS bylaws.

Ongoing Changes to Board Structure

Following the retirement of the SFZS CEO in August 2025, the Board of Directors has implemented changes to its governing and committee structures. The Board approved consolidating its 11 committees, excluding Joint Zoo, to seven while retaining the existing responsibilities and internal controls of each committee. The Board also confirmed the latest composition of the Executive Committee. The Board has filled and is otherwise in the process of recruitment to fill vacancies and is contemplating adjusting the annual contribution amount for its members.

Performance Monitoring and Recordkeeping Deficiencies

Our review of Board activities and materials between FY 2019-20 and FY 2024-25 found that the Board did not fulfill several of its due diligence responsibilities as a governing entity during this time.

The Board did not conduct a sufficient performance evaluation of the former CEO since at least 2019. According to BoardSource, a national authority on nonprofit board management, conducting routine performance evaluations of the CEO is a standard best management practice for nonprofit boards. According to BoardSource, the process for executive performance reviews should include: (a) feedback from direct reports, the CEO, and board members; and (b) an evaluation of the CEO's core competencies, leadership qualities, accomplishments and challenges, and execution of predetermined annual performance goals. Further, the review process should end in a formal written report.

Annual performance reviews of the CEO are also identified in the City's nonprofit fiscal monitoring guidelines as a key element of effective board oversight for nonprofit organizations that contract with the City. Further, California State regulations[4] mandate that any adjustment to CEO compensation result from a thorough evaluation of the CEO's efficacy, experience, and value provided to the nonprofit.

In an email from August 2025, SFZS management reported to our audit team that SFZS did not conduct a performance review of the CEO between 2019 and her departure. In March 2026, in

chair from each of these committees plus the Board's Chairperson, Vice Chairperson, and Secretary. Three members of the Board also sit on the Joint Zoo Committee, which is a subcommittee of the Recreation and Park Commission.

[4] California Code Regs. Tit. 11, § 308 and Government Code § 12586.

their feedback to the initial draft of this audit report, SFZS shared documentation with us that showed the former CEO provided the Board with self-evaluation narratives on two separate occasions. However, there was no evidence that Board conducted or produced its own written evaluation of the CEO's performance, considered feedback from direct reports or Board members, or established performance goals in advance of the evaluation period. By not conducting regular performance evaluations of the CEO, the Board did not exercise its duty to hold the CEO accountable for organizational performance. The Board of Directors should adopt an annual CEO performance review process in the SFZS bylaws by December 31, 2026.

In addition, the Board did not properly maintain meeting minutes of official Board meetings as recommended by the Internal Revenue Service (IRS). IRS guidelines[5] recommend that (a) all official meetings of a board and all its committees have a record of minutes, and (b) those minutes document substantive content: the date and time of the meeting, members present and absent, all motions made and the results of all voting, and information sufficient to show that members acted reasonably in coming to decisions. Maintenance of meeting minutes is also a standard outlined in the City's nonprofit monitoring standards for board oversight. Per SFZS bylaws, the Secretary to the Board of Directors, who is appointed by the Board of Directors and Chief Executive Officer, is responsible for keeping the minutes of the Board.

As shown in Exhibit 6.1 below, the Board of Directors did not record meeting minutes for at least two committees that met between FY 2019-20 and FY 2024-25. Additionally, SFZS staff reported that recordkeeping responsibilities for some committees were assigned to Board members other than the Secretary. As a result, SFZS could not provide minutes for two of the seven committees for which minutes were taken since FY 2019-20 because these Board members are no longer with SFZS.

[5] Form 990 asks nonprofit organizations to declare whether they contemporaneously document meetings or written actions during the year. The IRS defines "contemporaneous documentation" as being prepared either by the next meeting of the body, or 60 days after the action is taken. There is no penalty for not taking minutes as recommended, but the IRS has indicated that if a nonprofit is unable to declare this form of minute-taking, it may have poor management controls and be more likely to be audited. SFZS has filed its Form 990s with this declaration since at least 2019.

Exhibit 6.1 Availability of SFZS Board Meeting Minutes

Committee	Minutes Taken	Minutes Available
Full Board	Yes	Yes
Finance	Yes	Yes, though not reviewed.*
Development	Yes	No: minutes were kept and retained by an SFZS Board member who passed away in 2024.
Design & Construction	No	No: the subcommittee has not met since the beginning of the audit period.
Governance & Diversity, Equity, Accessibility, and Inclusion	No	Yes, though not reviewed.*
Marketing	Yes	Yes
Conservation & Education	Yes	Yes
Audit	No	No
Safety	Yes	Yes
Executive	Yes	Yes

Source: SFZS Board minutes, SFZS.

Note: The audit team asked SFZS staff to produce all meeting agendas and minutes for all Board committees between FY 2019-20 and August 2025. We also asked SFZS to affirmatively state if minutes were not taken or available for certain committees. SFZS neither produced nor affirmed the lack of minutes for the Executive Compensation, Nominating, Human Resources, and Animal Wellness committees, which are not included in the exhibit above. It is unclear whether these committees met during the audit period.

* SFZS reported to us during our fieldwork that minutes for the Finance and Governance committees were unavailable, but later provided them following review of the initial draft of this audit report.

Our review of the available Board meeting minutes determined their content was generally in compliance with IRS recommendations on substantive record-keeping. All minutes documented attendance from Board members, the date and time, a general overview of items discussed, and voting actions.

However, by not consistently recording and retaining minutes for all Board committee meetings, the Board did not maintain a complete record of its official actions and deliberations, in violation of IRS recommendations and SFZS bylaws. Without complete meeting minute records, the Board cannot demonstrate to our audit team, the Recreation and Park Commission, or any member of the public how key decisions were made, whether required approvals occurred, or whether members exercised appropriate oversight. For example, because SFZS could not provide minutes of Finance Committee meetings to us during our fieldwork, we were not able to verify whether the Finance Committee reviewed SFZS's annual budget and provided adequate oversight and regular monitoring of SFZS's financial condition throughout the fiscal year.

The Board of Directors should follow SFZS bylaws to centrally house recordkeeping responsibilities under its designated Secretary. Further, the Board of Directors should consider forwarding minutes, once approved, to the Recreation and Park Department as part of an ongoing contract monitoring process, as described in more detail in *Section 3: Management Agreement and City Oversight* of this report.

Limited Board Insight into Zoo Operations

The Board's ability to provide effective oversight and governance of SFZS was hindered by a lack of transparency and information-sharing from the former CEO between FY 2019-20 and FY 2024-25. According to interviews and our document review, the former CEO did not share accurate or complete materials of critical relevance to Zoo operations, such as the Zoo's 2007 Master Plan and complete Association of Zoos and Aquariums (AZA) accreditation reports, with the full Board of Directors. The Board's current policy manual does not establish clear expectations for Board committee structures, information-sharing practices, or staff support roles.

A former Board member reported to us that the former CEO declined to provide the Board with a copy of the 2007 Master Plan, even though we observed in meeting minutes that this document was routinely referenced in Board meetings regarding capital improvement updates. Additionally, this Board member told us that the Board was not provided with copies of the Zoo's AZA accreditation reports during this individual's decade-long tenure.[6] This member reported requesting these materials from the former Chief Executive Officer but not having seen them as of May 2025, more than three years after the Zoo's most recent accreditation visit in 2022. In our review of Board meeting minutes and documentation between FY 2019-20 and FY 2024-25, we found no record of either the Master Plan or the complete AZA accreditation reports being formally shared with the full Board of Directors.

The former CEO's failure to provide key governance documents to the Board prevented the Board from fulfilling its management and oversight responsibilities and impaired its ability to exercise informed decision-making. The AZA accreditation reports are comprehensive evaluations of SFZS's operations and adherence to zoological standards and best practices. Because the information contained in the reports detail SFZS's overall compliance with AZA standards and identifies areas where improvements are needed, these reports are essential documents for SFZS

[6] A May 2022 letter from the AZA Accreditation Commission to the SFZS CEO indicates a copy of the 2022 accreditation report was provided to the Chairperson of the SFZS Board of Directors. However, we did not see any documentation demonstrating that the accreditation report was shared with all members of the SFZS Board of Directors.

Board members to review in detail and formally discuss. Notably, as described in more detail in *Section 8: Workplace Culture, Organizational Structure, and New Leadership* of this report, the 2022 AZA Visiting Committee identified a significant workplace culture problem and lack of transparency at the Zoo, including a gap in communication between SFZS executive leadership and SFZS staff in 2022. The 2022 AZA Visiting Committee also described these issues and their negative effects in its narrative report. By not requiring the former CEO to provide a copy of the AZA report to the full Board of Directors, the Board allowed the CEO to obscure problems associated with her own performance and leadership, and the lack of transparency prevented the Board from fulfilling its oversight and management duties and taking action to remediate the problem. As we state in *Section 8: Workplace Culture, Organizational Structure, and New Leadership* of this report, workplace culture problems and significant staff dissatisfaction with leadership communication persisted until 2025.

This lack of transparency was inconsistent with SFZS's bylaws: Article 6.12 requires that officers make all SFZS records available to Board of Directors members at any time. Additionally, the Lease and Management Agreement specifically requires that SFZS adhere to the City-approved master plan and remain in good standing with permitting agencies like AZA. Failure to comply with these terms would warrant termination of the agreement by the City. We recommend that the SFZS Board of Directors implement measures to improve the transparency, reporting, and sharing of information between the Board and SFZS leadership. As part of a revised Board policy manual, the Board should adopt written protocols that define the responsibilities of Board committees and designated staff liaisons, including expectations for (a) routine distribution of key reports, performance indicators, and governance documents, and (b) centralized retention of materials used to support committee and Board deliberations.

Internal Policies Over 30 Years Old

The most recent SFZS Board of Directors internal policies that were provided to this audit team were approved in 1999, and most were approved prior to the 1993 Lease and Management Agreement more than 30 years ago. Board policies provide greater specificity than organizational bylaws, which only direct how the Board should conduct official business, and provide important support and guidance for Board members. Exhibit 6.2 below shows the age of the SFZS Board policy documents provided to the audit team.

Exhibit 6.2 SFZS Board Policies and Resolutions

Policy	Adoption
Fundraising	1980
Travel and Safari Tour Sponsorship	1980
Zoological Society Participation in Events	1980
Nominating Committee Policy	1985
Duties and Responsibilities of Trustees	1980
Use of Animals in Public Relations	1983
Donor Recognition Policy	1985
Anti-Discrimination Policy	1994
Acquisition Loan and Disposition Policy	1992
Selection Process of Community Representatives	1993
Joint Zoo Committee Bylaws	1993
Nondiscrimination Policy	1994
Conflict of Interest Statement	1994
Transportation Plan	1997
Policy for Naming Zoo Animals	1987
Corporate Sponsorship Policy	1999

Source: SFZS.

The Controller's Office guidance on best practices for a Board of Director's policy manual states that a manual should be both up-to-date and useful for supporting members to understand their roles and responsibilities in governance. However, the age of the SFZS Board policies, most of which predate the current governance relationship with the City, renders many of these policies or their contents obsolete and unhelpful for modern operations. For example, the 1992 Acquisition Loan and Disposition policy that outlines SFZS's approach to managing its animal collection is misaligned with current Association of Zoos and Aquariums (AZA) guidelines around animal transfer, as institutions no longer pay or get paid for transferring animals. Moreover, several SFZS Board policies include financial thresholds for donor plaques, SFZS participation in events, and fundraising goals that are benchmarked for the 1980s and 1990s.

A current, up-to-date Board policy manual would support Board members by providing guidance on members' roles and responsibilities, including their fiduciary and governance responsibilities. The Board of Directors could also consider developing and maintaining a skills matrix that maps members' skills, expertise, demographics, and connections to SFZS's organizational needs, which would assist the Board of Directors in identifying leadership gaps, guide targeted recruitment, and ensure SFZS has a diverse, experienced Board that is able to fulfil its oversight obligations. If the Board identifies ongoing gaps in recruitment, it could consider revising its annual giving requirements on a case-by-case basis.

As a condition of executing a new Lease and Management Agreement as discussed in *Section 3: Management Agreement and City Oversight*, the SFZS Board of Directors should adopt revised internal Board policies by December 31, 2026 and conduct reviews and revisions of Board policies at least every other year thereafter. The Board of Directors should reference the City's best practices on Board of Directors policy manuals when conducting these revisions. In addition to the specialized policies for zoo management, the Board should prioritize revising and developing policies on the following topics:

- A list of bylaws that define term limits, quorum, committee structures, and voting or decision-making processes;
- Policy on board members assisting with the raising of funds and annual giving;
- Board members' responsibilities for financial oversight, including reviewing financial statements and approving the annual budget;
- How board leadership positions are filled and how the board conducts active recruitment to fill vacancies; and
- Conflict of interest policy.

We recommend the General Manager of the Recreation and Park Department ensure these policies are revised as a condition of executing a renegotiated Lease and Management Agreement.

Conclusion

Between FY 2019-20 and FY 2024-25, the SFZS Board of Directors did not hold the former SFZS CEO accountable for transparency and document-sharing with the full Board, and in doing so allowed identified workplace culture and transparency problems at SFZS to persist for several years. The Board also did not consistently maintain meeting minutes of all committee meetings, and as a result the audit team was not able to verify that key Board oversight activities, such as the Finance Committee's review of SFZS's annual budget and regular monitoring of SFZS's financial condition, took place. While the Board has recently restructured its leadership and is in the process of implementing changes, the underlying policies and procedures that govern Board operations continue to be outdated and out of alignment with City expectations. The Board of Directors should take immediate steps to revise its internal policies to reflect modern operations and expectations.

Recommendations

The General Manager of the Recreation and Park Department should:

6.1 As a condition of negotiating and executing a new Lease and Management agreement, require the SFZS Board of Directors to revise its internal Board policies by December 31, 2026 to reflect the Zoo's current governance structure and practices and adhere the San Francisco Controller's standards for contracted nonprofit board policy manuals. When making these revisions, the Board of Directors should:

a. Ensure revised policies establish a centralized system for recording and retaining meeting minutes for Board and committee meetings. The Board should further consider establishing a mechanism to share approved minutes for all committees with the Recreation and Park Department.
b. Establish annual performance reviews for all SFZS officers appointed by the Board.
c. Formalize committee structures with SFZS staff liaisons who have assigned performance measures and documentation sharing responsibilities from their respective departments at the Zoo.
d. Establish a policy to review and update the Board policy manual at least every two years.

Benefits and Costs

Implementation of the proposed recommendations would strengthen the governance and oversight of the Board of Directors and improve the Board's ability to manage SFZS appropriately and effectively. The proposed recommendations could be implemented with no additional costs to the City or SFZS, but would require Board of Directors time to revise and update Board policies.

7. Worker Safety

The San Francisco Zoological Society (SFZS) does not have current policies and procedures for developing and documenting safety risk assessments, documenting certain types of safety incidents, or overseeing the implementation of remediation plans to prevent recurrence of safety incidents. Existing SFZS incident and accident report forms do not require the person filling out the form to identify the individual responsible for remediation or corrective action, nor do they specify a timeline for completion. SFZS's current practices and processes rely on staff initiative, with no clearly defined responsibilities, oversight, or accountability mechanisms in place.

In January 2022, the Visiting Committee of the Association of Zoos and Aquariums (AZA) recommended that SFZS develop a written risk assessment for working and sharing space with dangerous animals, but SFZS was unable to provide documentation to our audit team demonstrating that it developed the recommended risk assessments. Further, animal staff have expressed frustration and dissatisfaction with both the process of reporting safety concerns and the resolution of those concerns. AZA guidelines state that all reasonable safety concerns should be thoroughly assessed and corrected. SFZS leadership should formalize the risk assessment process and modify internal safety incident procedures and forms to improve the documentation and oversight of remediation measures taken in response to major safety incidents at the San Francisco Zoo and Gardens.

Lack of Written Risk Assessments

The San Francsico Zoological Society (SFZS) has not developed a written risk assessment for working and sharing space with dangerous animals. In its Accreditation Narrative Report, the 2022 Association of Zoos and Aquariums (AZA) Visiting Committee stated that while the SFZS has safety protocols in place, it lacks documented risk assessments for areas where staff share space with potentially dangerous animals, specifically the Komodo dragon, steer,[1] Mexican gray wolves, and giraffes. The 2022 AZA Visiting Committee recommended that SFZS conduct a formal, documented risk assessment of at least these areas to ensure complete compliance with AZA standards.

However, SFZS was unable to provide our audit team with documentation demonstrating that it developed these risk assessments, as recommended by AZA. According to AZA, a risk

[1] SFZS no longer has a steer in its animal collection.

management plan should follow best practices to protect both humans and animals from injuries or diseases resulting from contact with one another. Additionally, according to the Zoo and Aquarium All Hazards Partnership,[2] a risk assessment should identify hazards, assess the likelihood of their occurrence, determine the institution's vulnerability to each hazard, and thoroughly examine the potential consequences. In this context, SFZS's FY 2020-23 Risk Management Plan briefly describes initiatives taken in response to COVID-19, site inspections, incident investigations, hazard prevention efforts, and insurance policies. However, the document does not include a formal risk assessment for sharing space with dangerous animals.

SFZS's string procedures, which outline the daily routines and diets for each animal, include safety protocols and reminders for the keepers. However, they do not identify or assess potential risks, nor do they include contingency plans for situations in which employees share space with the animals. Only the Savanna string procedures contain a description of the area-specific hazards, including animal-related, weather, chemical, and mechanical risks. However, it does not evaluate the likelihood of these hazards occurring or detail their potential consequences.

To comply with the AZA standard and enhance worker safety, we recommend that the SFZS Chief Executive Officer, the Executive Vice President of Animal Wellness, and the Director of Human Resources conduct a risk assessment according to AZA's guidelines by December 31, 2026, and establish a process for regular risk assessments and safety evaluations going forward.

Insufficient Documentation of Safety Incidents and Accidents

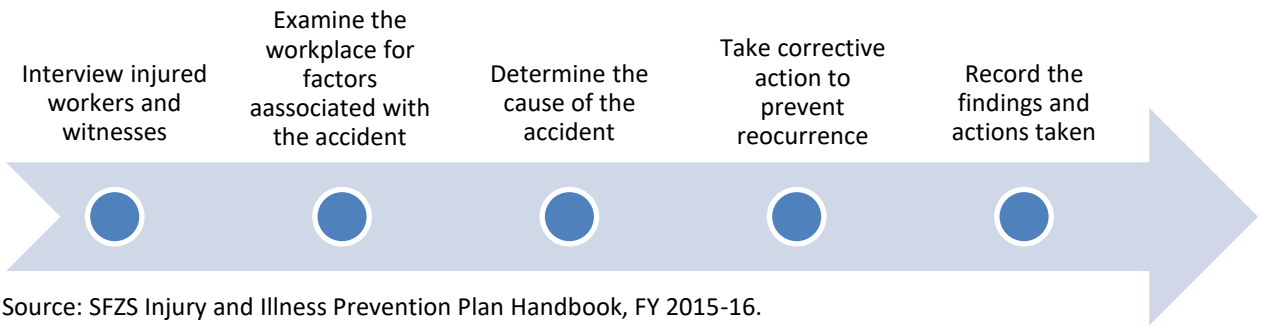
SFZS was unable to provide comprehensive documentation to our audit team demonstrating its investigation of and response to all types of safety incidents and accidents that occurred between FY 2019-20 and FY 2024-25. In response to our request for all incident reports from FY 2019-20 through FY 2024-25 recording safety issues and/or injuries related to staff, guests, and wildlife, and a list of all major incidents for the same period, SFZS only submitted guest incident/injury reports and workers' compensation claims. These reports did not include wildlife or staff safety incidents that did not result in injuries, such as an animal escape. After additional requests for information, SFZS provided our audit team with a few examples of supervisors' accident investigation reports and three reports submitted to AZA regarding incidents involving wildlife. Based on our review of the materials provided, we concluded that SFZS does not consistently

[2] The Zoo and Aquarium All Hazards Partnership (ZAHP) is an initiative funded by the United States Department of Agriculture to help institutions caring for exotic animals and wildlife enhance their preparedness and resiliency to hazards.

document safety incidents involving animals and/or workers that do not result in injuries, even though such incidents could indicate potential safety problems or concerns.

According to the SFZS Injury and Illness Prevention Plan (IIPP) Handbook, SFZS investigates accidents and implements corrective actions to prevent their recurrence. The procedure for investigating a workplace accident, according to the IIPP, is shown below in Exhibit 7.1.

Exhibit 7.1: Accident Investigations Procedure



Source: SFZS Injury and Illness Prevention Plan Handbook, FY 2015-16.

SFZS maintains various types of records to document different categories of incidents, as defined in the SFZS Policies and Procedures Manual and the IIPP Handbook. These records include incident/injury reports, workers' compensation claims, and supervisor's accident investigation reports (SAIRs). The type of documentation depends on who was involved and the severity of the event. In addition to its internal documentation, SFZS is also required by AZA to notify the institution and submit a written report on significant incidents, such as animal escapes or major injuries to employees or the public, when they occur. Exhibit 7.2 below outlines the types of incident reports, the groups covered, the parties responsible for completing each report, and the circumstances under which each report is generated.

Exhibit 7.2: SFZS Incident Reports

Report	Population Involved	Responsible Party	Description
Incident/Injury Reports	General public	Executive Vice President of Operations & Belonging	Incidents or injuries involving visitors and the public. Includes personal information about the victim, a narrative description, severity, nature of injury, and the action needed.
Workers' Compensation Claims	Employees with work-related illness/injury who decide to file a claim	Human Resources	Claims for injuries and illnesses that result in death, loss of consciousness, days away from work, restricted work activity, or medical treatment beyond first aid.
Supervisor's Accident Investigation Reports (SAIR)	Employees with work-related illness/injury	Direct supervisor	Supervisors are required to report all significant work-related injuries/illnesses within 24 hours. The SAIR includes the severity and nature of the injury, the parts of the body affected, the condition or work area, work behavior, safety equipment, and the corrective action needed.
Reports required by AZA	General public, employees, and animals	No formally defined responsibilities; could be Human Resources, Security, Animal Division, or Facilities, depending on the incident.	A written report must be submitted to AZA within 30 days explaining the circumstances and the corrective actions taken for the following types of incidents: • Significant staff or public injuries • Unusual animal death/injury • Animal mortality/morbidity events • Animal transport events • Animal escapes • Barrier breaches • Unintentional or unexpected sharing of space

Source: SFZS Policy and Procedure Manual (2005), SFZS Injury and Illness Prevention Plan Handbook (FY 2015-16), 2026 AZA Accreditation Standards and Related Polices (2026).

SFZS's IIPP Handbook instructs workers to "report all accidents and any near-miss incidents to your supervisor immediately, whether or not anyone is injured," but as shown in Exhibit 7.2 above, SFZS has no report that documents near-miss incidents or safety incidents that occur that do not result in injury, even though these types of incidents could indicate a safety problem and could still require corrective action to remediate the problem. While some of these non-injury safety incidents, such as an animal escape, could be included in the AZA-required reporting, not every incident will be significant enough to require reporting to AZA. As a result, SFZS does not consistently document events involving animals and/or workers that do not lead to injuries, even when such incidents indicate potential safety concerns. If these events are not documented, SFZS

cannot ensure that all necessary corrective action is taken and the safety risk is adequately addressed.

We recommend that by July 1, 2026, the SFZS Chief Executive Officer, Executive Vice President of Animal Wellness, and Director of Human Resources update the SFZS Policy and Procedure Manual and Injury and Illness Prevention Plan Handbook to include a policy to document and report incidents that do not result in injury but present a safety concern to ensure comprehensive documentation of and response to all incidents that could pose a safety risk.

SFZS Does Not Track Major Incidents

SFZS does not systematically track or keep a record of all major safety incidents, even though as noted above SFZS is required to report these incidents in writing to AZA when they occur. The SFZS Risk Management Plan states that "the Human Resources Department tracks all accident reports and maintains month-to-month and year-on-year statistics to measure progress against goals and to uncover trends." However, SFZS management was unable to provide us with a comprehensive list of major safety incidents over the last five years when we requested it. Instead, SFZS provided (a) a database of all incident/injury reports, which report only public-facing incidents as well as minor incidents like trip-and-falls or property damage, and (b) workers' compensation data. These reports did not include employee-related safety incidents or safety incidents that did not result in an injury, such as the grizzly bear incident described below.

Case Study: 2023 Grizzly Bear Incident

In May 2023, an animal keeper and a grizzly bear unintentionally shared space when the bear entered the keeper's area after exiting its primary containment area. The bear was returned to its primary containment area without any human or animal injuries; however, this unintentional sharing of space was a major safety incident that could have resulted in significant injury to or the death of either the animal keeper or the bear or both. Although SFZS leadership stated that an investigation was conducted for this incident, the only related documentation shared with the audit team was (a) an internal email and informal write-up, and (b) a report submitted to AZA more than a year after the incident occurred. The internal email, dated July 18, 2023, outlines certain corrective actions that were taken, and the undated write-up, which lacks an author, describes additional corrective actions. Neither document specifies timelines or clearly identifies individuals responsible for implementing and overseeing the corrective actions.

Additionally, SFZS submitted a report on the grizzly bear incident to AZA; however, the letter is dated August 8, 2024, more than a year after the incident occurred. This delay is notable given AZA's requirement that institutions submit a written report "within thirty (30) days explaining what happened and noting what corrective actions are being taken by the institution as a result."

Further, while the report explains the remedial measures SFZS took in response to the incident, it does not describe a timeline, deadlines, or internal oversight mechanisms for those actions to ensure they were implemented correctly and in a timely manner. As a result, it is not possible to assess the timeliness or effectiveness of the SFZS's response to this major safety incident.

To ensure all types of major incidents are adequately documented in the future and that SFZS reports major incidents within the timeframe established by AZA, we recommend that by July 1, 2026, the Chief Executive Officer, Executive Vice President of Animal Wellness, and Director of Human Resources modify all internal incident reporting forms to indicate whether the incident qualifies as a major safety incident. Additionally, they should update the SFZS Policy and Procedure Manual to include a process for tracking and reporting all types of major safety incidents and their remediation plans, including the parties responsible for investigating and documenting the incident.

Lack of Oversight and Accountability in the Implementation of Corrective Actions

There are currently no defined timelines or oversight processes to ensure that corrective actions in response to reported safety incidents are implemented effectively and in a timely manner. While the Supervisor's Accident Investigation Report includes sections for documenting corrective actions and related comments, it does not provide space to establish timelines or assign responsibility for follow-up and verification of the satisfactory implementation of these corrections. For example, in the case of the grizzly bear incident mentioned above, there was no documented timeline or designated individual responsible for ensuring that corrective actions were implemented promptly and sufficiently.

Further, although SFZS has a Safety Committee, it does not provide oversight or accountability for the implementation of corrective actions. The Committee functions in an operational capacity and focuses on drills and safety trainings. The Committee periodically discusses safety concerns when they are raised, but does not routinely review incidents, corrective actions, or follow-up procedures. Similarly, while the Human Resources Department participates in incident investigations, it does not oversee the implementation or execution of corrective actions. As a result, there is a lack of accountability and oversight to ensure corrective actions are implemented adequately and on time to prevent similar incidents in the future.

We recommend that the Chief Executive Officer, Executive Vice President of Animal Wellness, and Director of Human Resources update the SFZS Policy and Procedure Manual to include a process for tracking and reporting all types of major safety incidents and their remediation plans

by July 1, 2026. The policy should specify which parties are responsible for investigating and documenting all types of incidents, guidelines for developing remediation plans (for example, timelines and responsible parties), and establishing oversight mechanisms (for example, the Safety Committee, the Safety and Security Team, or Human Resources) for ensuring that the remedial actions are implemented.

Dissatisfaction with Safety Concerns Reporting and Resolution

According to SFZS employee focus groups facilitated by our audit team and a survey conducted by our audit team,[3] some SFZS employees are dissatisfied with both the process for reporting safety concerns and the resolution of those concerns. There are two main mechanisms for employees to raise safety concerns at SFZS. The first way is through the organizational chain of command: according to SFZS management, staff report safety concerns by initially speaking with their supervisor and Human Resources and escalating the issue as necessary. The second method, specifically for facilities-related safety concerns, involves submitting a work order through SFZS's work order software system to communicate facilities maintenance needs to the maintenance team (see *Section 4: Maintenance and Facilities* of this report for further discussion). Additionally, staff may raise safety concerns through their representatives on the Safety Committee, although they are instructed to first follow the organizational chain of command.

Several staff expressed dissatisfaction with both reporting pathways during the focus groups, and staff stated that they feel their worker safety concerns are often not addressed or resolved in a timely manner. Staff reported that as a result, they rely on submitting animal wellness concerns with the help of the Wellness Department to escalate safety concerns. However, wellness concerns are intended to address issues related to animal well-being, not staff safety (although there may be overlap in some circumstances). Staff reported using this alternative when the regular channels were ineffective in addressing their concerns.

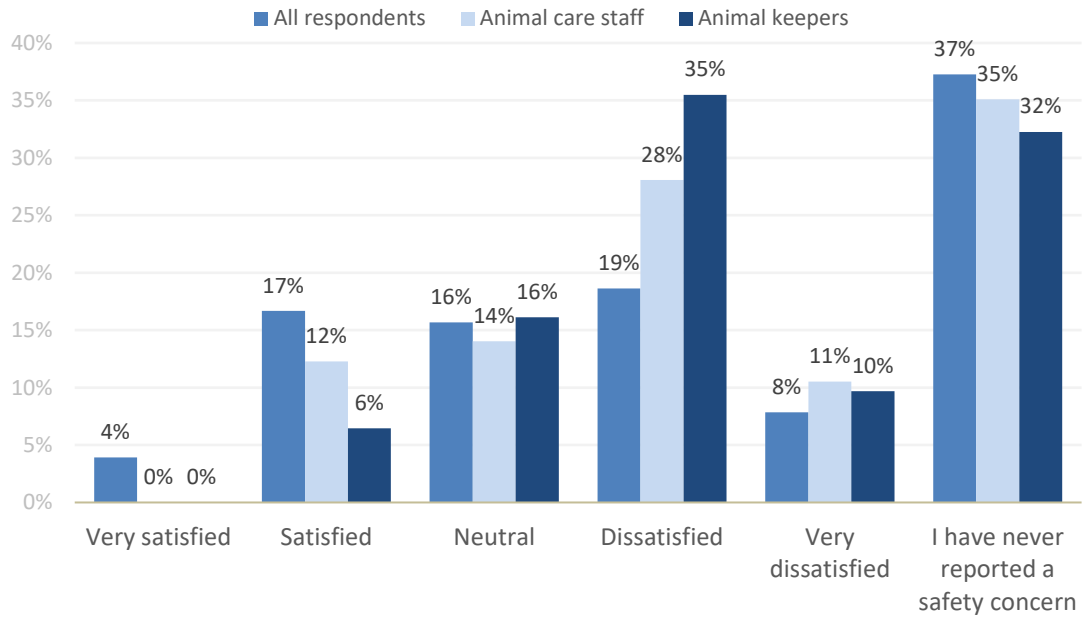
Our staff survey results show that animal keepers and animal care staff[4] feel particularly dissatisfied with both the process for reporting safety concerns and the resolution of those concerns. Exhibit 7.3 below shows that only four percent of all survey respondents are very satisfied with the reporting process, 17 percent are satisfied, 16 percent are neutral, 19 percent are dissatisfied, and 8 percent are very dissatisfied. These figures are more concerning among

[3] See *Appendix D: Focus Groups and Survey Methodology* for additional detail on the focus groups and survey methodology.

[4] For the purposes of this report, we consider animal care staff to include all roles that work with animals directly or in a supportive capacity, including keepers, curators, veterinarians, nutrition staff, researchers, and others.

animal care staff and animal keepers. None of the animal care staff or animal keepers reported being very satisfied with the process to report a safety concern, and 39 percent of animal care staff and 45 percent of animal keepers reported being dissatisfied or very dissatisfied. Survey results regarding the resolution of safety concerns closely mirror those related to the reporting process.[5]

Exhibit 7.3: Satisfaction with the Process to Report a Safety Concern



Source: SFZS staff survey (conducted by BLA).

We recommend that beginning on July 1, 2026, the Director of Human Resources conduct regular anonymous staff surveys to measure employee satisfaction with both the mechanisms for reporting safety concerns and the resolution of those concerns. This staff survey may be combined with the staff survey recommended in *Section 8: Workplace Culture, Organizational Structure, and New Leadership* of this report. Additionally, the audit team has provided recommendations to improve the maintenance work order system's guidelines and protocols (see *Section 4: Maintenance and Facilities Condition* of this report) and to establish timelines and accountability mechanisms for addressing safety concerns (see *Section 8: Workplace Culture, Organizational Structure, and New Leadership* of this report). If fully implemented, these

[5] The survey included two questions about safety concerns: (i) satisfaction with the process for reporting safety concerns and (ii) satisfaction with the resolution of those concerns. Because the responses were very similar, we reported only the results for satisfaction with the reporting process.

recommendations should improve employee satisfaction with safety reporting mechanisms and resolutions and should help ensure that safety concerns are addressed promptly and effectively. However, by July 1, 2027, we recommend that the Director of Human Resources evaluate whether those changes are sufficient or if further changes are necessary to strengthen the process for reporting and resolving safety concerns and improve employee satisfaction with these processes. Evaluation results and additional remediation steps, if necessary, should be reported to the SFZS Board of Directors.

Fire Alarms

In January 2022, the AZA Accreditation Visiting Committee noted that several animal holdings lacked fire alarms. In response, SFZS installed 36 Nest Protect smoke/carbon monoxide detectors on San Francisco Zoo grounds. These detectors are managed in the Nest app by 13 staff members who have been trained and have access to the app on their devices. However, the training has been conducted only once, and there is no schedule for recurring training to account for staff turnover and ensure all relevant staff have appropriate access and understand its functionality.

We recommend that by July 1, 2026, the SFZS Vice President of Technology establish a recurring training schedule for staff on monitoring fire alarms using the Nest app, and review and update the list of staff members with app access to reflect personnel changes (e.g., staff departures and new hires).

Conclusion

SFZS's current safety-related policies and procedures do not cover developing and documenting safety risk assessments, documenting incidents without injuries, or overseeing the implementation of remediation plans to prevent recurrence of safety incidents. The current practices and processes rely on staff initiative, with no clearly defined responsibilities, oversight, or accountability mechanisms to ensure that necessary risk assessments are conducted and that remedial actions are promptly implemented when needed.

Because of insufficient documentation, tracking major safety incidents and their remedial actions is challenging. SFZS produces several types of incident or accident reports, but these reports do not cover all safety incidents that occur at the Zoo, especially those without injuries but that still pose a safety risk. Overall, there is insufficient documentation to demonstrate that necessary corrective measures in response to all safety incidents were implemented in a timely manner.

Finally, a significant portion of animal care staff have expressed dissatisfaction with the current process for reporting safety concerns and the resolution of those concerns. Our audit team has

provided recommendations in *Section 4: Maintenance and Facilities Condition* and *Section 8: Workplace Culture, Organizational Structure, and New Leadership* that should improve SFZS's ability to address staff safety concerns and overall employee satisfaction. However, moving forward, the Human Resources Department should evaluate whether those improvements are sufficient or if further changes to the reporting process are needed.

Recommendations

The SFZS Chief Executive Officer, Executive Vice President of Animal Wellness, and Director of Human Resources should:

7.1 Conduct a safety risk assessment according to AZA's guidelines by December 31, 2026, and establish a process for regular risk assessments and safety evaluations going forward.

7.2 By July 1, 2026, update the SFZS Policy and Procedure Manual and Injury and Illness Prevention Plan Handbook to include:

a. A policy to document and report incidents that do not result in injury but present a safety concern.

b. A process for tracking and reporting all types of major safety incidents and their remediation plans. The policy should specify which parties are responsible for investigating and documenting all types of incidents, guidelines for developing remediation plans (for example, timelines and responsible parties), and establishing oversight mechanisms (for example, the Safety Committee, the Safety and Security Team, or Human Resources) for ensuring that the remedial actions are implemented.

7.3 By July 1, 2026, modify all internal incident reporting forms to require employees filling out the form to indicate whether the incident is a major safety incident, whether remediation or corrective action is required, the individual responsible for developing and executing corrective actions, and the timeline for the corrective action.

The SFZS Director of Human Resources should:

7.4 Beginning on July 1, 2026, conduct regular (annual or biannual) anonymous staff surveys to assess satisfaction with both the mechanisms for reporting safety concerns and the resolution of those concerns. Survey results should be reported to the SFZS Board of Directors. This survey may be combined with the staff survey recommended in Section 8 of this report.

7.5 By July 1, 2027, evaluate whether improvements in the maintenance work order system and workplace culture have enhanced the process and resolution of safety concerns and improved employee satisfaction with these processes, or if further changes to the reporting mechanisms are necessary. Evaluation results and additional remediation steps, if necessary, should be reported to the SFZS Board of Directors.

The SFZS Vice President of Technology should:

7.6 By July 1, 2026, establish a recurring training schedule for staff on monitoring fire detectors using the Nest app. Additionally, review and update the list of staff members with app access to reflect personnel changes (e.g., staff departures and new hires). The training should include a walkthrough of the app to ensure all relevant staff have appropriate access and understand its functionality.

Benefits and Costs

Implementing the proposed recommendations would help ensure that SFZS appropriately conducts and documents risk and safety assessments and maintains complete records for all incidents. Additionally, the recommendations would improve oversight and accountability in implementing remedial actions and would also likely improve satisfaction among animal care staff with the process and outcomes of safety concern resolution. More broadly, these recommendations should improve overall workplace safety conditions and reduce the likelihood of preventable staff injuries.

Many of the recommendations require a one-time investment of staff time to review and update the SFZS Policy and Procedure Manual, the Injury and Illness Prevention Plan Handbook, and the incident reporting forms. Activities such as conducting and documenting risk and safety assessments will demand periodic staff time when these activities occur. Finally, training and anonymous staff surveys will require staff time on a biannual or annual basis to develop, analyze, and present the results of the survey.

8. Workplace Culture, Organizational Structure, and New Leadership

In interviews, focus groups, and an employee survey, San Francisco Zoological Society (SFZS) staff expressed widespread significant dissatisfaction with the communication and transparency under the previous SFZS leadership, and high numbers of staff reported experiencing and witnessing favoritism, retaliation, and/or discrimination. Despite the clear, explicit identification of a communication and culture problem by the Association of Zoos and Aquariums (AZA) Visiting Committee in 2022, there is no evidence that former SFZS leadership took meaningful action to address these issues between 2022 and 2025. The perceived retaliation, favoritism, and lack of communication and transparency all contributed to a widespread view among staff that SFZS has a toxic work environment. Relatedly, SFZS leadership repeatedly restructured its senior leadership team multiple times without clear documentation or alignment between responsibilities and professional qualifications, which contributed to many employees' expressed sentiments of discrimination and favoritism.

Staff reported an overall more positive and optimistic perception of the new SFZS leadership and noted that it is more open, communicative, and proactive than the previous leadership. However, repairing the workplace culture and rebuilding trust will require time and sustained effort from SFZS leadership, and SFZS should implement several initiatives to improve workplace culture and accountability. These include quarterly all-staff meetings to enhance communication, updated job descriptions, and a comprehensive staffing review. The Human Resources Department should also establish timelines for addressing workplace concerns, revise and implement the Strategic Communication Plan, provide leadership training for middle managers, and launch regular anonymous staff surveys.

Workplace Culture

As part of our audit fieldwork, we conducted individual interviews with San Francisco Zoological Society (SFZS) employees, multiple employee focus groups, and an employee survey to hear directly from SFZS staff about workplace culture and the employee experience at the San Francisco Zoo and Gardens (San Francisco Zoo). In October 2025 we held five employee focus groups with a total of 27 participants, and in November 2025 we conducted an employee survey that received 102 responses, or 44 percent of SFZS employees. Participation in both the focus groups and the employee survey was voluntary and open to all SFZS employees. *Appendix D:*

Focus Groups and Survey Methodology contains more information about our survey methodology.

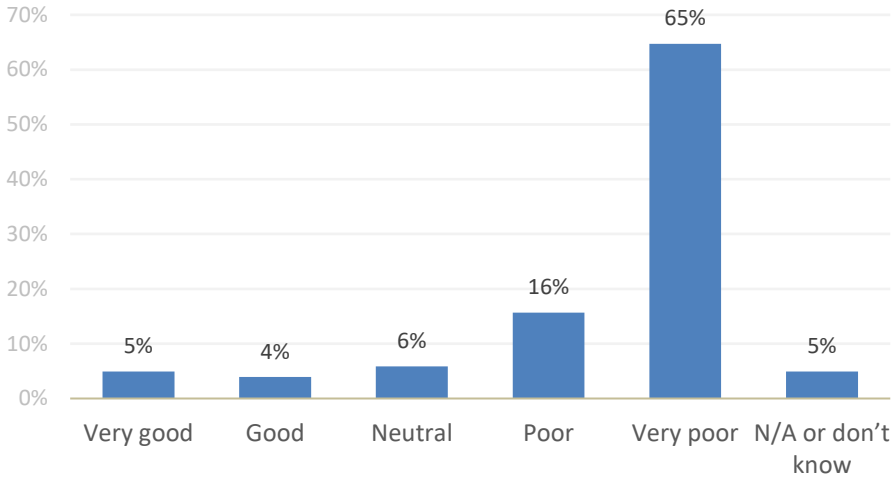
Workplace Culture and Communication Under Previous Leadership

Multiple staff members reported to our audit team their perception that there was minimal and poor communication under previous SFZS leadership. According to staff who participated in the focus groups, previous leadership used a top-down communication approach in which staff were not included or consulted on decisions, even ones that had significant, direct impact on Zoo operations such as new animal acquisitions or exhibit design. For example, in the case of the Madagascar Center development, animal care staff reported that they were not consulted during the design process. As a result, the exhibit was initially unsuitable for housing certain animals and required immediate retrofitting. According to staff, the exhibit lacked heaters and contained pools that were too deep, posing a drowning risk for the animals.

Multiple staff stated to our audit team that there was a lack of transparency from SFZS leadership, and staff reported often hearing about Zoo updates through the media or external sources rather than from leadership. All the focus groups we held with SFZS staff as part of this audit shared similar sentiments about the previous leadership and staff used terms such as "toxic," "dictatorship," or "them vs. us" to describe the former workplace culture. Staff also expressed to our audit team that they were unfamiliar with leadership's strategic plan or the long-term vision for the Zoo.

The results of our staff survey were similar to the sentiments expressed in the focus groups. As Exhibit 8.1 shows below, 65 percent of survey respondents described communication and workplace culture as "very poor" under the previous SFZS Chief Executive Officer (CEO), and another 16 percent described it as "poor." Only four percent and five percent of respondents rated it as good and very good, respectively.

Exhibit 8.1: Communication and Workplace Culture Under Previous CEO



Source: SFZS staff survey (conducted by BLA).

Concerns raised by 2022 AZA Visiting Committee

The Association of Zoos and Aquariums (AZA) Visiting Committee identified similar problems with communication and workplace culture at SFZS in 2022. In the narrative report from its most recent accreditation visit in 2022, the Visiting Committee wrote that, "there appears to be a significant gap in communication from the executive level throughout rest of the staff, and a lack of transparency of zoo operation decision-making to staff," which the Visiting Committee noted contributed to frustration and mistrust among staff. In a separate cover letter addressed to the AZA Accreditation Commission, the 2022 Visiting Committee stated that there was "a clear and pervasive culture of fear among all levels of staff related to the risk of retribution" from SFZS executive leadership. When the AZA Visiting Committee presented its concerns about communication to SFZS executive leadership, the cover letter stated that leadership "responded in ways that made it clear that they view communication as a top-down, one-way channel," and that there was "no recognition or indication of the importance of hearing from staff, seeking their feedback or input, or facilitating broad awareness of what's happening at the zoo now and into the future."

Despite the clear, explicit identification of a communication and culture problem in 2022 by AZA, there is no evidence that SFZS former leadership took meaningful action to address these issues between 2022 and 2025. In response to the concerns raised by the AZA Visiting Committee, SFZS developed a Strategic Communication Plan that included:

- All-staff meetings conducted by the CEO and senior management
- Division and department staff meetings

- Quarterly meetings to welcome new employees
- Dedicated meetings for the CEO and senior management
- A dedicated space in the employee portal for direct communication from the CEO, including video recordings
- Implement a buddy system to support mentoring and knowledge sharing among employees.

The plan aimed to create a safe forum for employees to share ideas, concerns, and complaints; enable managers to foster open communication and feedback; and promote mentoring among staff. However, we were unable to find any evidence demonstrating that the communications plan was implemented. The current Human Resources Department was unaware of the Strategic Communication Plan when we asked about its implementation during our audit fieldwork.

As discussed in more detail later in this section, many SFZS employees reported to our audit team a more positive perception of SFZS's new leadership, noting that it is more open, communicative, and proactive than the previous leadership. However, as shown in Exhibit 8.11 later in this section, communication is still the largest challenge identified by SFZS employees who responded to our staff survey. We recommend that by July 31, 2026, the SFZS Chief Executive Officer and Director of Human Resources review the 2022 Strategic Communication Plan, make necessary revisions to make the plan current and comprehensive, and implement the updated plan upon approval by the SFZS Board of Directors. The revised plan should include measurable metrics and outcomes that can be periodically assessed to evaluate staff perceptions and satisfaction with the workplace environment, and whether efforts to improve communication have resulted in meaningful improvement in employee sentiment.

Lack of Trust in Existing Reporting Channels and Retaliation

Staff also expressed to our audit team a lack of trust in the existing channels for reporting and addressing workplace concerns (such as facility-related issues, safety concerns, discrimination or favoritism, retaliation, or animal well-being concerns) and the perception that these channels are often ineffective. SFZS procedure is that employees follow the chain of command when raising workplace concerns, starting with their direct supervisor, then the Human Resources Department, and finally SFZS's anonymous hotline, which is intended to allow staff to report concerns anonymously. However, animal keepers reported in the focus groups that their concerns are often not addressed by either their supervisors or Human Resources. Staff also reported a lack of trust in the hotline, as it was previously not independent.

In focus groups, surveys, and one-on-one meetings with our audit team, SFZS staff expressed dissatisfaction with the Human Resources Department's handling of workplace issues and

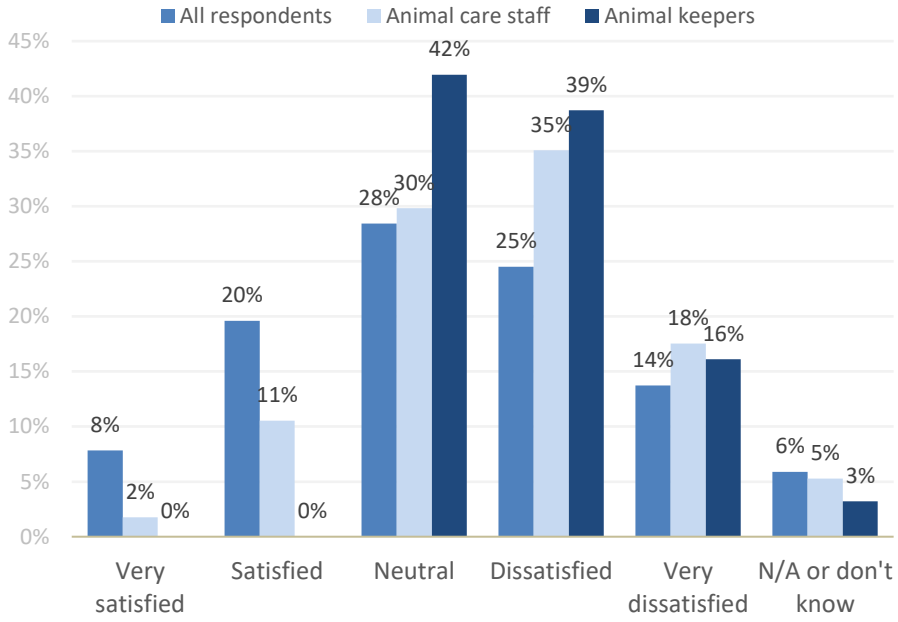
investigations. Staff also reported a lack of trust in the Department and described it as unhelpful in addressing their concerns. The Human Resources Department was only able to provide limited documentation of workplace investigations and the results and corrective actions taken. Consequently, we were not able to assess the timeliness or appropriateness of the Department's responses.

Staff reported that as a result, they have resorted to escalating issues through alternative channels, most commonly by submitting animal wellness concerns. However, animal wellness concerns are intended only for animal-related issues, making them an inappropriate channel for reporting matters unrelated to animal wellbeing (although there may be overlap for some types of concerns, such as a facility issue that could impact animal wellness). Nevertheless, several animal care staff reported using this mechanism when they felt their concerns were not adequately addressed through other channels.

Our survey of SFZS staff confirmed that there is a high level of dissatisfaction with SFZS's reporting channels. As Exhibit 8.2 shows below, 39 percent of all respondents reported being dissatisfied or very dissatisfied with the mechanisms available for reporting and addressing workplace concerns. Meanwhile, 28 percent were neutral, and 28 percent expressed satisfaction or strong satisfaction. These figures are more concerning when focusing specifically on animal care staff. Among animal keepers,[1] none reported being satisfied with the reporting channels, 42 percent were neutral, 39 percent dissatisfied, and 16 percent very dissatisfied. Overall, among animal care staff,[2] only 13 percent felt satisfied or very satisfied, while more than 50 percent reported being dissatisfied or very dissatisfied.

[1] Sixty-two percent of animal keepers participated in the survey.
[2] All roles that work with animals directly or in a supportive capacity, including keepers, curators, veterinarians, nutrition staff, researchers, and others.

Exhibit 8.2: Satisfaction with the Channels Available to Report Workplace Concerns



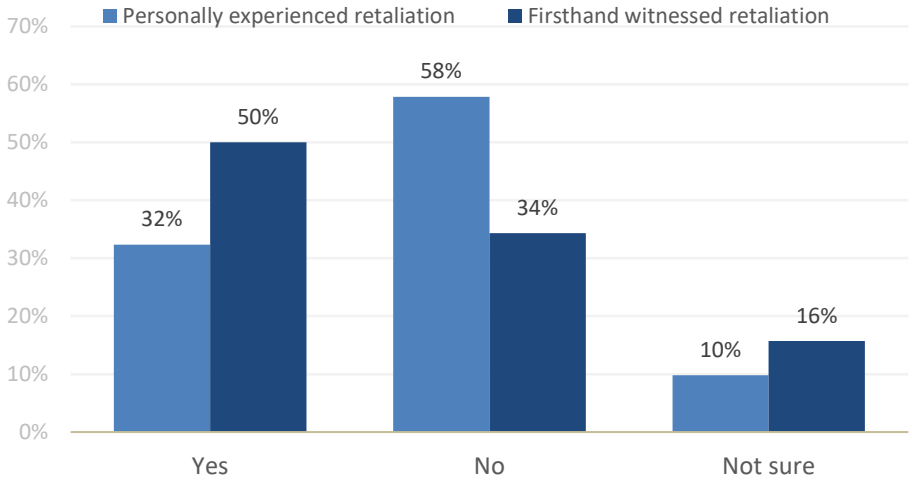
Source: SFZS staff survey (conducted by BLA).

Further, several staff members reported to our audit team that retaliation was common under previous SFZS leadership and that it remains an issue even after the change in leadership. Despite the confidentiality and non-retaliation clauses outlined in the 2008 SFZS Whistleblower Policy within the SFZS Policies and Procedures Manual, concerns submitted through the hotline were reviewed by Human Resources and staff reported that these concerns often led to retaliatory actions. Although animal wellness concerns can be submitted anonymously, some staff stated to our audit team that they now choose to include their names on report forms so they can formally document their complaints if retaliation occurs.

As Exhibit 8.3 shows below, 32 percent of survey respondents reported personally experiencing retaliation when reporting workplace concerns, such as safety or animal welfare concerns, harassment, or discrimination, and 50 percent reported personally witnessing retaliation.[3]

[3] The survey question regarding witnessing retaliation specified to report only direct firsthand observations and not hearsay.

Exhibit 8.3: Employee Experiences and Observations of Retaliation



Source: SFZS staff survey (conducted by BLA).

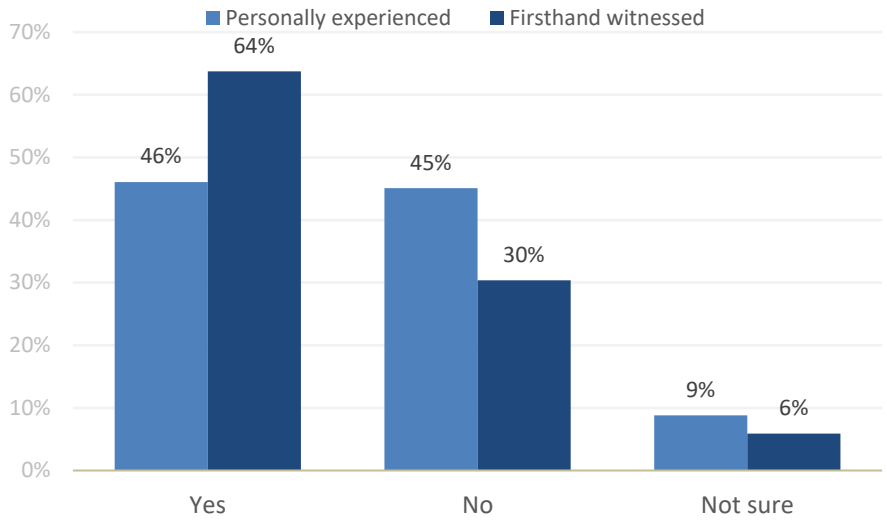
Discrimination and Favoritism

In both focus groups and the survey, many staff reported experiencing favoritism and discrimination while working at SFZS. Despite the 2006 Equal Opportunity Employer policy in the SFZS Policies and Procedures Manual, staff reported their perception that previous leadership often promoted selected staff based on favoritism rather than merit. Several employees mentioned that former leadership would prioritize "loyalty" and award management and leadership positions as rewards, rather than using standardized criteria for promotions. As discussed in more detail later in this report section, SFZS's current Employee Handbook, which is dated 2002, and the Policies and Procedures Manual both lack formal, documented criteria for promotion or advancement to and between management roles.

Gender discrimination was mentioned specifically by some focus group participants and other SFZS staff we interviewed. As of March 2025, all leadership positions directly reporting to the Chief Executive Officer (Vice Presidents, Executive Vice Presidents, Deputy Directors, and Chiefs) were filled by men. During the focus groups, some female animal keepers also reported a barrier to participating in spaces such as the Safety Committee because they felt only men would be chosen as the keepers' representatives.

As shown in Exhibit 8.4 below, 46 percent of staff survey respondents reported personally experiencing favoritism, discrimination, or harassment, and 64 percent reported witnessing[4] such behavior in the workplace.

Exhibit 8.4: Experiences or Observations of Favoritism, Discrimination, or Harassment



Source: SFZS staff survey (conducted by BLA).

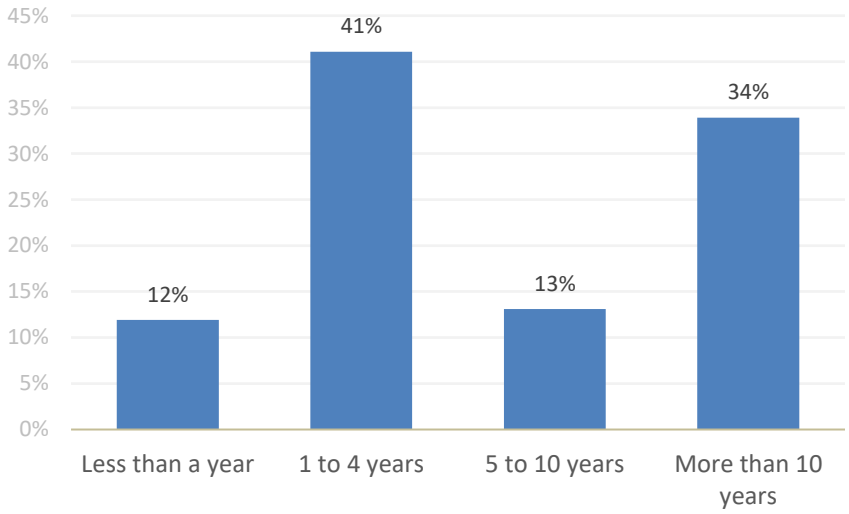
Given the high number of staff who have responded that they have experienced or observed retaliation, favoritism, discrimination, and/or harassment, we recommend that SFZS establish formal timelines and procedures for investigating and documenting cases related to retaliation, discrimination, and harassment by July 31, 2026. These timelines and procedural steps should be documented and incorporated into the SFZS Policies and Procedures Manual to ensure all staff understand the process and expected timeline. Additionally, we recommend that SFZS establish a formal accountability mechanism to ensure that all reported workplace concerns are appropriately addressed and resolved. To assess workplace culture and staff satisfaction, we recommend that beginning on July 1, 2026, the SFZS Director of Human Resources conduct regular (annual or biannual) anonymous staff surveys to evaluate employee satisfaction with supervisors, workplace culture, reporting mechanisms, and concern resolution. The survey results should be reported to the SFZS Board of Directors. This staff survey may be combined with the staff survey recommended in *Section 7: Worker Safety* of this report.

[4] The survey question specified to report only direct, firsthand observations and not hearsay.

Work Environment and Turnover

Despite staff concerns related to workplace culture, SFZS has long employee tenure among regular full-time and part-time employees. As Exhibit 8.5 shows below, 34 percent of full- and part-time employees have worked at SFZS for more than 10 years, and 13 percent for five to 10 years. About half of the staff have worked at SFZS for four years or less: 41 percent for one to four years, and only 12 percent for less than a year.

Exhibit 8.5: Full- and Part-Time Employee Tenure at SFZS

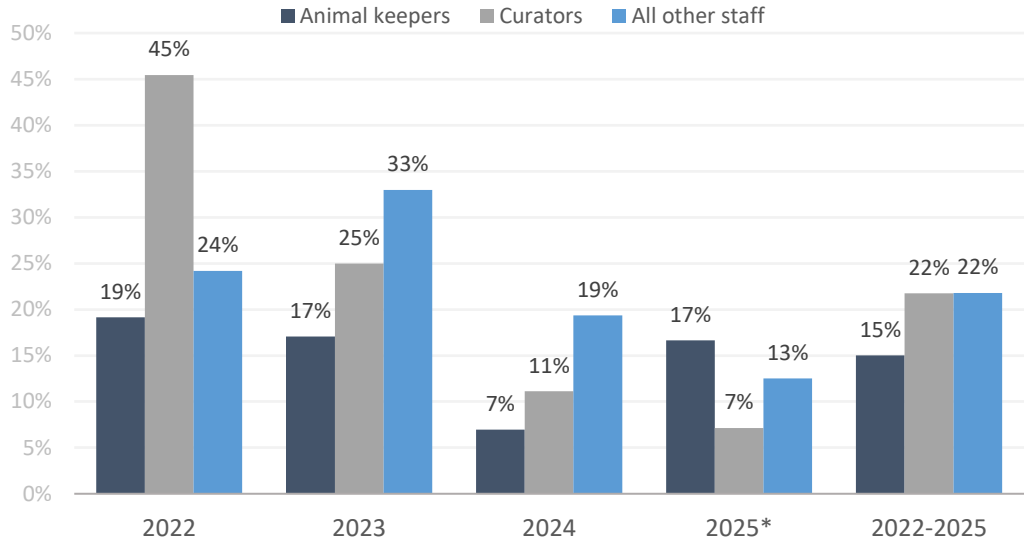


Source: SFZS employee list as of October 14, 2025.

However, there has also been high turnover, especially in certain departments and job positions. Notably, 20 members of the leadership staff[5] have departed SFZS since 2019. As shown in Exhibit 8.6 below, from 2022 to October 2025, the average turnover rate for animal keepers was 15 percent, for curators was 22 percent, and for all other SFZS staff was 22 percent. Curators had a significantly high turnover rate in 2022 at approximately 45 percent. We identified three curator positions that turned over multiple times between 2022 and 2025, including the Assistant Curator of the Animal Rescue and Conservation Center position (three employees), the Assistant Curators of Carnivores position (two employees), and the Assistant Curator of Invertebrates and Conservation position (two employees).

[5] Including the following positions: Chief Executive Officer, Chief Financial Officer, Executive Vice President, Vice President, and Director.

Exhibit 8.6: SFZS Employee Turnover Rates 2022-2025



Source: SFZS budgeted personnel 2022-2024; Employees list as of October 14, 2025; Terminations report from 1/1/2019 - 09/30/25.
(*) Data as of September/October 2025.

Organizational Structure Changes and Insufficient Position Requirements

Between FY 2019-20 and FY 2023-24, the senior leadership structure at SFZS changed each year, often introducing additional layers of management, but neither SFZS's Employee Handbook nor the Policies and Procedures Manual has formal, documented criteria for promotion or advancement to and between management roles. Additionally, SFZS was unable to provide job descriptions for all senior leadership positions that existed between FY 2019-20 and FY 2023-24, and not all the job descriptions that we were able to review require measurable experience and a secondary education degree.

Multiple Changes in Senior Leadership Structure

We requested job descriptions of all senior leadership positions between FY 2019-20 and FY 2023-24, but SFZS was only able to provide job descriptions for select Vice President (VP) positions and one Executive Vice President (EVP) position. There was no documentation differentiating between the titles of Vice President and Executive Vice President of Development, and no job description was available for several leadership positions listed (denoted with an asterisk) in Exhibit 8.7 below. Due to the lack of comprehensive documentation, the SFZS senior leadership structure reported in Exhibit 8.7 below is based on our review of SFZS's annual IRS

Form 990s filings, which include a list of SFZS's officers, key employees, and the highest compensated employees.

Exhibit 8.7: Senior Leadership Structure at SFZS, FY 2019-20 to FY 2023-24

FY 2019-20	President	CEO*
	Officers	Chief Financial Officer*, Deputy Director*
	EVPs	Human Resources,* Wellness & Animal Behavior,* Philanthropy,* Operations
FY 2020-21	President	CEO*
	Officers	Chief Financial Officer*
	EVPs	Human Resources,* Wellness & Animal Behavior,* Philanthropy,* Operations
	Other	Development & Membership Specialist*
FY 2021-22	President	CEO*
	Officers	Chief Financial Officer*
	EVPs	Human Resources,* Wellness & Animal Behavior,* Philanthropy,* Operations
	Other	Director of Development*
FY 2022-23	President	CEO*
	Officers	Chief Financial Officer*
	EVPs	Human Resources & Deputy Director,* Philanthropy*
	VPs	Education & Community Engagement
	Other	Medical & Animal Wellness Director,* Director of Development*
FY 2023-24	President	CEO*
	Officers	Chief Financial Officer*
	EVPs	Human Resources & Deputy Director,* Animal Care & Wellness, Philanthropy,* Guest Services & Guest Connections
	Other	Director of Advancement*

Source: IRS Form 990, Section A. Officers, Directors, Trustees, Key Employees and Highest Compensated Employees. FY 2023-24 is the most recent Form 990 available.

(*) Denotes positions for which SFZS could not provide a job description. While SFZS did not provide the audit team with a job description for the CEO or the Chief Financial Officer, the SFZS bylaws do include high-level descriptions of the duties and responsibilities of these positions.

As shown in Exhibit 8.7 above, the senior leadership structure at SFZS changed each year between FY 2019-20 and FY 2023-24. According to some staff who participated in the focus groups, this frequent organizational restructuring created uncertainty among staff regarding reporting relationships, role definitions, and decision-making authority. SFZS's current Employee Handbook, dated 2002, and the Policies and Procedures Manual both lack formal, documented criteria for promotion or advancement to and between management roles. While both documents include Equal Employment Opportunity protections, stating that SFZS seeks the best

available candidate, makes employment decisions based on merit, and prohibits discrimination, they do not provide specific guidelines for advancement. The Employee Handbook outlines a performance planning and feedback process, which includes annual performance plans and quarterly reviews. These plans are intended to establish objectives and assess competencies such as communication, interpersonal relationships, guest relations, and leadership. Although this framework provides a basis for evaluating employee performance, there is no defined process or criteria specifying what is required for promotion (e.g., a scoring system and minimum required scores).

Deficient Job Position Requirements

Despite the frequent changes in management structure, SFZS did not have job descriptions for many senior leadership positions as shown in Exhibit 8.7 above. Of the senior leadership job descriptions SFZS was able to provide to the audit team for review, one position (the Vice President of Animal Care) notably lacks (a) measurable experience in the required job functions and (b) a degree from secondary education, both of which are specified for all other senior leadership positions with available job descriptions. Exhibit 8.8 below summarizes the required experience and education for SFZS senior leadership positions with available job descriptions.

Exhibit 8.8: Required Experience and Education for Senior Leadership

Role	Reports to*	Years of Experience	Education
VP Animal Care	**EVP Animal Care**	**None**	**Degree in animal studies preferred, work experience substitutable**
VP Education & Community Engagement	Executive Director	4 to 10	MA in biological sciences
VP Technology	Deputy Director	2	BA
VP Development	EVP of Guest Connections	10	BA
VP Behavioral Husbandry	EVP Conservation and Wellness	10	BA
VP Guest Services	Executive Director	10	BA, MA preferred
VP Marketing	Executive Director	10	BA
EVP Operations	Executive Director	10	BA

Source: SFZS job descriptions.

(*) Based on available job descriptions. With the departure of the former CEO and the resulting interim leadership, the reporting structure and job titles changed in 2025. Some of the job titles shown in this exhibit no longer exist as of 2025.

AZA requires that accredited institutions maximize the generation and dissemination of scientific knowledge under the direction of a staff member or committee qualified to make informed

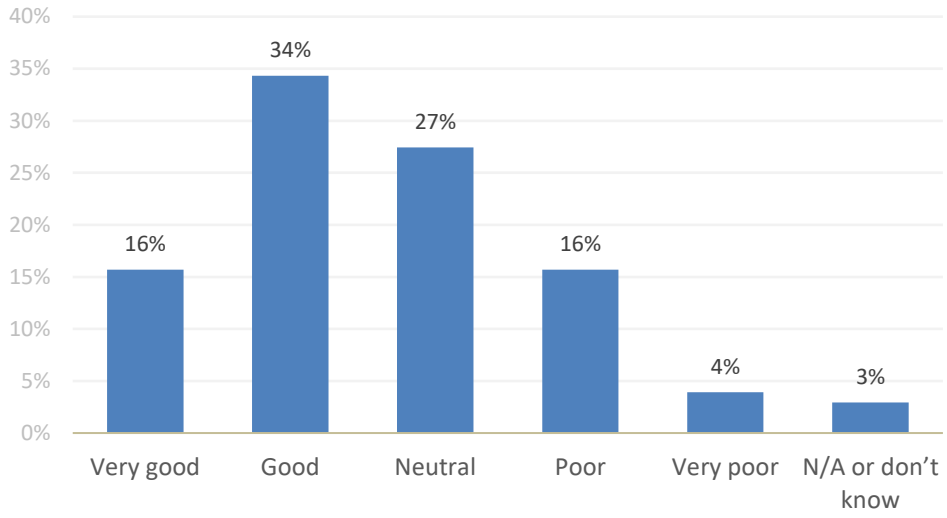
decisions. Prior to September 2025, SFZS had assigned responsibility for directing research activities to the Vice President of Animal Care, but the Vice President of Animal Care position description specifies minimal experience requirements and makes no reference to scientific knowledge, animal welfare standards, or research experience. The absence of defined qualifications for scientific leadership could limit SFZS's capacity to oversee research integrity, ensure animal welfare compliance, and contribute meaningfully to the broader scientific and conservation community.

Given the frequency of changes in senior leadership positions, the lack of documented criteria for promotions and advancement in management positions, and the absence of job descriptions for several senior leadership roles, we recommend that by December 31, 2026, the SFZS Chief Executive Officer and Director of Human Resources develop job descriptions for all positions that lack them and conduct a comprehensive review to determine whether others require updates. Additionally, by December 31, 2026, SFZS should conduct a formal staffing and classification assessment of senior management and operational divisions. The assessment should compare staff qualifications and experience to current job descriptions, confirm that reporting lines provide appropriate oversight and accountability, and realign roles as needed to ensure competent supervision of all operational functions and services. The Director of Human Resources should update the SFZS Employee Handbook to include criteria for promotion or advancement to and between management roles, so that all staff can be aware of promotional requirements.

SFZS Strengths and Challenges Under New Leadership

Staff reported an overall positive perception of the new SFZS leadership in the focus groups and employee survey and noted that it is more open, communicative, and proactive than previous leadership. Specifically, staff expressed an appreciation for the introduction of all-staff meetings, the presence of the Chief of Operations at the Labor Management Committee meetings, and other efforts to engage directly with staff. Survey results show significant improvement in respondents' characterizations of communication and workplace culture at SFZS, with only a small percentage expressing dissatisfaction as shown in Exhibit 8.9 below.

Exhibit 8.9: Communication and Workplace Culture Under the New Leadership



Source: SFZS staff survey (conducted by BLA).

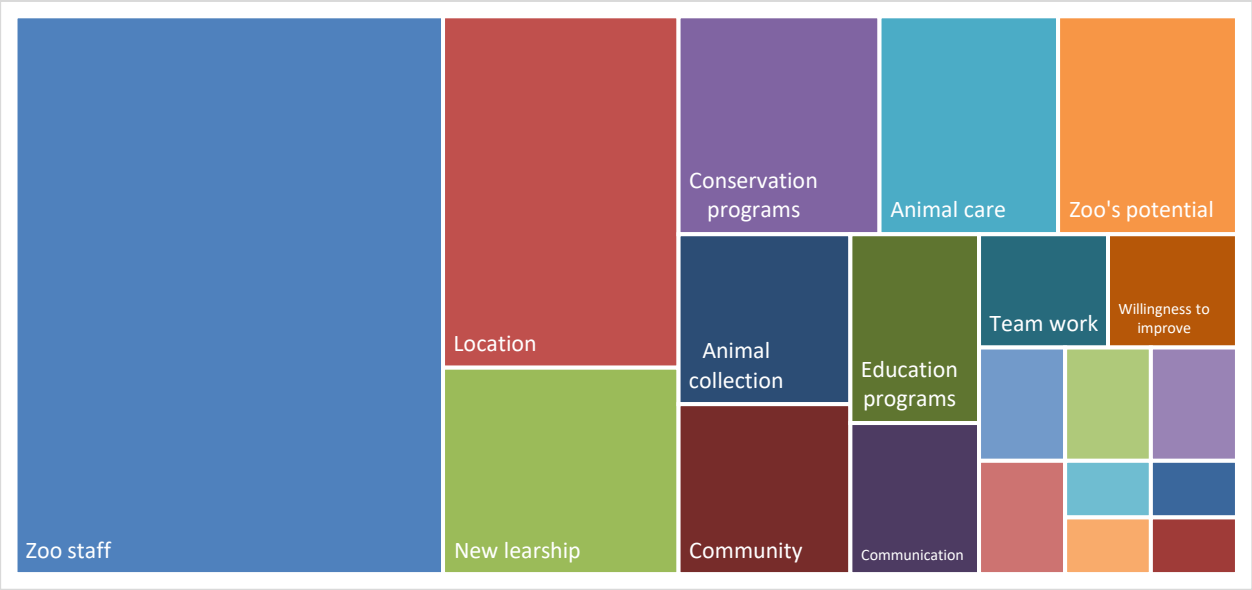
However, despite the significant improvements in staff sentiment regarding communication and workplace culture, some staff continue to express concerns about SFZS management in focus groups and open-ended survey responses. Key persistent issues include the current organizational structure, the presence of management staff who may not be well-suited for their roles, and the continuing influence of individuals who appear to be maintaining aspects of the previous "toxic" work culture associated with previous SFZS leadership.

SFZS Strengths

In the open-ended survey responses, staff were given the opportunity to identify both the strengths of SFZS and the challenges that remain. Among the main strengths, many survey respondents mentioned the commitment and passion of employees and particularly emphasized the dedication of the animal care staff. They also noted the Zoo's excellent location and its strong potential to become a world-class institution.

Many respondents noted the quality of animal care, the conservation programs, the return of educational programming, and the Zoo's animal collection. Staff also identified the new leadership as a positive change and a current strength of the Zoo. Exhibit 8.10 below summarizes the main themes of the open-ended survey responses related to SFZS's strengths.

Exhibit 8.10: SFZS Strengths: Survey Open-Ended Responses



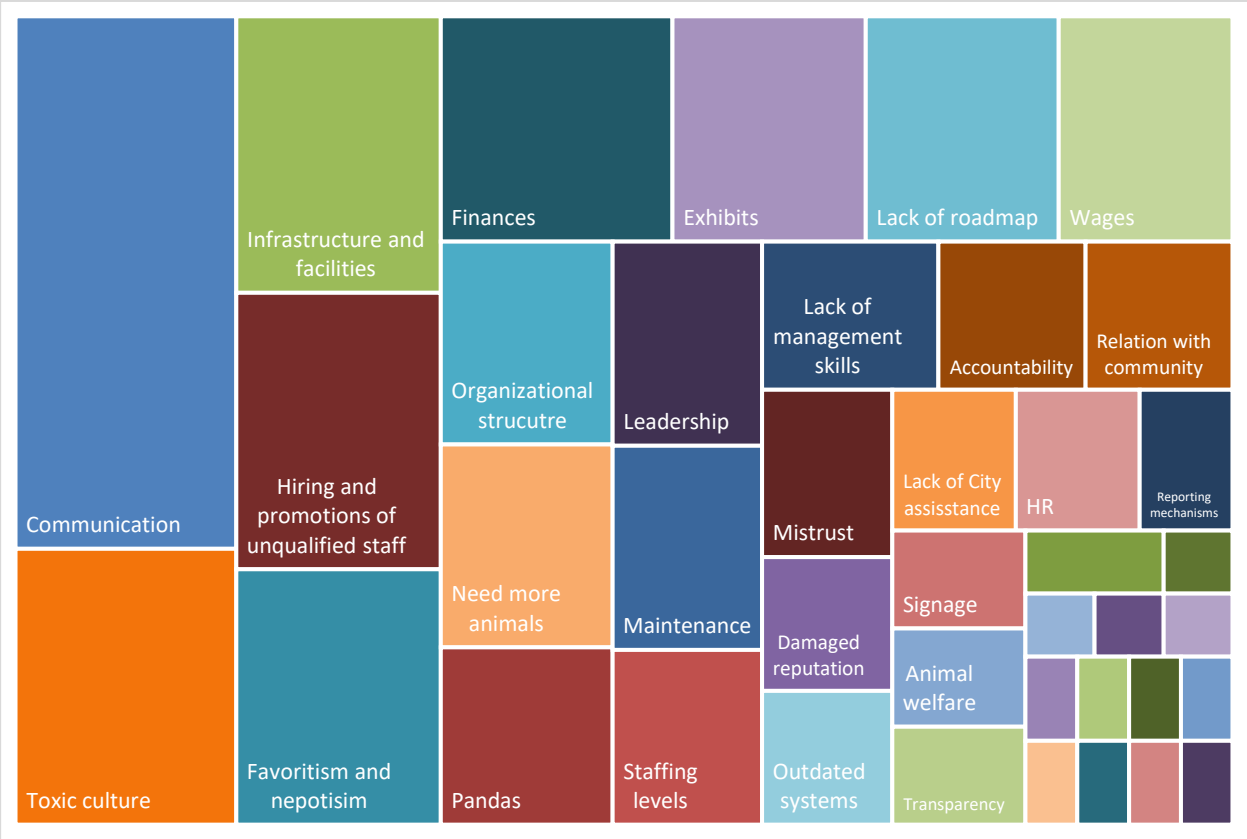
Source: SFZS staff survey (conducted by BLA).

SFZS Challenges

Through the survey's open-ended responses, staff also highlighted many challenges that SFZS continues to face. Despite the increased satisfaction with workplace culture and communication under the new leadership, many staff reported ongoing communication issues and a toxic work environment, acknowledging that meaningful change will take time.

Staff members also raised concerns about aging infrastructure and facilities in need of maintenance, numerous empty exhibits, and the need for more animals. Some expressed skepticism about plans to bring pandas to the Zoo, given the current state of existing exhibits and SFZS's limited resources. Additionally, workplace concerns such as favoritism, nepotism, and the hiring and promotion of unqualified individuals, along with concerns that the organizational structure is overly layered and lacks clearly defined roles, remain significant challenges identified by SFZS staff. Exhibit 8.11 below summarizes the main themes of the open-ended survey responses related to SFZS's strengths.

Exhibit 8.11: SFZS Challenges: Survey Open-Ended Responses



Source: SFZS staff survey (conducted by BLA).

To continue efforts to improve communication and workplace culture, we recommend that the Chief Executive Officer continue to hold quarterly all-staff meetings. The purpose of the meetings should be to promote transparent, consistent, and open communication between leadership and staff. The meetings should be used to share major updates, such as plans for new exhibits, animal acquisitions, and the status of ongoing projects, as well as provide basic information about reporting channels and the hotline. Additionally, we recommend that the SFZS Director of Human Resources revise and update the Employee Handbook to reflect current standards and best practices and provide annual training opportunities for middle managers to enhance their leadership skills by December 31, 2026.

Conclusion

A lack of communication, a lack of trust in channels for reporting workplace issues and safety concerns, retaliation, favoritism, and high turnover in certain job titles have all contributed to a widespread perception among SFZS employees that SFZS has a toxic work environment, marked by mistrust and frustration at all levels. Employees consistently expressed to the audit team that

the previous SFZS leadership fostered a toxic workplace culture and failed to uphold institutional policies, including those related to whistleblower protections and equal opportunity employment. Although the AZA Visiting Committee raised concerns about the workplace environment and communication issues at SFZS in 2022, leadership did not take meaningful steps to address them.

Additionally, frequent organizational restructuring created uncertainty among staff regarding reporting relationships, role definitions, and decision-making authority. The lack of communication to direct reports and the absence of reliable documentation for senior leadership roles and promotional opportunities have impaired institutional continuity, made accountability difficult to trace, and diminished staff confidence in management decisions.

While SFZS staff are generally optimistic about the new leadership and recent changes, repairing the workplace culture and rebuilding trust will require time and sustained effort. SFZS faces significant challenges that require significant, ongoing effort from SFZS leadership and the Human Resources Department.

Recommendations

The SFZS Chief Executive Officer should:

8.1 Beginning July 1, 2026, hold quarterly all-staff meetings to promote transparent, consistent, and open communication between leadership and staff. Use these meetings to share major updates, such as plans for new exhibits, animal acquisitions, and the status of ongoing projects. Also, provide basic information about reporting channels and the hotline (e.g., the number of sustained, ongoing, and closed reports).

8.2 By December 31, 2026, develop job descriptions for all positions that lack them and conduct a comprehensive review to determine if others need to be updated.

8.3 By December 31, 2026, conduct a formal staffing and classification assessment of senior management and operational divisions. The review should compare staff qualifications and experience to current job descriptions, confirm that reporting lines provide appropriate oversight and accountability, and realign roles as needed to ensure competent supervision of all operational functions and services.

The SFZS Director of Human Resources should:

8.4 By July 31, 2026, establish a formal accountability mechanism to ensure that all reported workplace concerns are appropriately addressed and resolved. Establish formal timelines

and procedures for investigating and documenting cases related to retaliation, discrimination, and harassment. These timelines and procedural steps should be documented and incorporated into the SFZS Policies and Procedures Manual.

8.5 Beginning on July 1, 2026, conduct regular (annual or biannual) anonymous staff surveys to assess satisfaction with supervisors, workplace culture, reporting mechanisms, and concern resolution. Report the survey results to the SFZS Board of Directors. This staff survey may be combined with the staff survey recommended in Section 7 of this report.

8.6 By December 31, 2026, revise and update the Employee Handbook to ensure it reflects current standards and best practices. The updated handbook should include criteria for promotion or advancement to and between management roles, so that all staff can be aware of promotional requirements.

8.7 By December 31, 2026, provide first annual training and development opportunities to enhance the managerial and leadership skills of middle managers.

The SFZS Chief Executive Officer and the Director of Human Resources should:

8.8 By July 31, 2026, review the 2022 Strategic Communication Plan, revise it as needed to make it current and comprehensive, obtain approval from the Board of Directors, and implement the updated plan. Ensure the revised plan includes measurable metrics and outcomes that can be assessed periodically and evaluate whether efforts to improve communication have resulted in meaningful improvement in employee sentiment.

Benefits and Costs

Implementing the proposed recommendations will continue to strengthen workplace culture and communication, while also enhancing institutional transparency and accountability. Most recommendations require a one-time investment of staff time to revise, update, or create documents or standards. Activities such as staff meetings, training sessions, and anonymous staff surveys will require staff time on a quarterly or annual basis.

9. Fiscal Management and Internal Controls

Although the San Francisco Zoological Society (SFZS) has recently made improvements to some of its fiscal policies and internal controls, several key policies were not in place prior to 2024, and policy gaps remain in the areas of budget development, contracting and procurement, donor and employee relations expenses, and employee conflicts of interest. Insufficient or outdated policies, procedures, and internal controls increase the risk of fraud, waste, and abuse. Further, in our transaction sampling, we observed deficiencies in internal controls related to expense reimbursements and travel expenditures prior to 2024. We also found that SFZS has not engaged in a recent full-scale competitive solicitation process for the selection of its audit firm and has used the same firm since at least 2006. Finally, while SFZS receives funding from the City in the form of an annual $4 million management fee, SFZS does not prepare an annual cost allocation plan or a budget that controls or specifies its use of this funding, and as a result neither SFZS nor the City can ensure that the management fee does not support unallowable costs such as fundraising expenses or the purchase of alcoholic beverages.

SFZS should conduct a comprehensive review of all SFZS financial policies, procedures, and internal controls by December 2026, review and update these documents at minimum every two years and engage in a competitive solicitation process for the selection of an audit firm. The City should include the requirement for an annual cost allocation plan in any new or amended lease and management agreement with SFZS.

Fiscal Management Policies and Procedures

California Attorney General's Guidance for Charities

Chapter 5 of the California Attorney General's *Guide for Charities* discusses responsible fiscal management practices for nonprofit organizations such as the San Francisco Zoological Society (SFZS). The guide outlines key fiscal internal controls that should be in place to prevent internal fraud and the theft of charitable assets, including the segregation of duties, invoice monitoring, controls on credit card expense authorizations, regular bank account reconciliations, limits on the number of bank account signatories, a two-signature requirement on checks for expenditures over a specific amount, and annual independent audits. The guide also emphasizes that ultimate responsibility lies with members of the Board of Directors to ensure that internal controls are sufficient and that the organization is operating in a fiscally sound manner. The guide advises that members of the Board of Directors should monitor the organization's budgeted and actual revenues and expenditures, income and expense statements, bank account statements, check reconciliations, and books of accounts for irregularities.

Citywide Nonprofit Monitoring and Capacity Building Guidance

As part of the Citywide Nonprofit Monitoring and Capacity Building Program and Fiscal Monitoring Program, the Controller's Office has developed a Citywide Standard Monitoring Form that establishes a set of standards for strong fiscal management and administrative practices for nonprofit organizations that contract with the City.[1] The 2025-2026 Standard Monitoring Form includes standards for nonprofit contractors' fiscal policies and procedures, including: (a) fiscal policies and procedures are reviewed upon turnover of the executive director and/or fiscal manager, and updated every two years; (b) fiscal policies are current (updated within the past two calendar years); (c) fiscal policies are complete and include internal controls, financial reporting, accounts payable and accounts receivable, payroll, procurement of goods and services, conflicts of interest, subcontracts and monitoring, record retention, and travel and reimbursement; and (d) fiscal policies and procedures are implemented in a way that demonstrates appropriate internal controls, including segregation of duties.

The Controller's Office published a *Finance Guide for Nonprofits* (November 2024) that outlines key recommended elements of a nonprofit fiscal policies and procedure manual, including internal controls, financial reporting, accounts payable, accounts receivable, petty cash, payroll procedures, and conflicts of interest. The Controller's Office has also compiled a set of fiscal monitoring resources for nonprofits, including tools and sample policies, that are available online on the Controller's Office website.[2]

Policy Review and Transaction Sampling

In response to our request to the San Francisco Zoological Society (SFZS) for all policies and procedures related to fiscal operations, internal controls, and conflicts of interest, SFZS provided the following documents to us:

- Cash Disbursements Narrative, updated 6/30/25 (current) and prior year versions
- Cash Receipts Narrative, updated 6/20/25 (current) and prior year versions
- Payroll Narrative, updated 6/30/25 (current) and prior year versions
- Investments Narrative, FY 2019-20 through FY 2023-24

[1] SFZS has not been included in the pool of monitored nonprofits because the Recreation and Park Department, which pays the annual $4 million management fee to SFZS, does not participate in the City's Fiscal Monitoring Program. However, according to the October 2025 *Fiscal Monitoring Program Policies and Guidelines* published by the Controller's Office, departments that do not participate in the Fiscal Monitoring Program must still perform independent fiscal monitoring of nonprofit contractors.

[2] https://www.sf.gov/resource--2024--fiscal-monitoring-resources-nonprofits, https://www.sf.gov/resource--2022--tools-managing-nonprofit

- Investment Policy Statement, dated 11/19/2024 (replaced the Investments Narrative)
- Travel Expense Policy (date is blank in file, dated 6/7/2024 in file name)
- Record Retention Policy (not dated)
- The Conflicts of Interest statement in the Employee Handbook (page 1.6), dated June 2002

We also requested and reviewed copies of SFZS's annual financial statements and associated independent auditor's reports. To support our review of SFZS's fiscal policies and controls, we conducted transaction sampling of vendor payments, employee expense reports and reimbursements, and employee credit card expenditures. We reviewed the records and underlying documentation associated with these sample transactions.

Key Fiscal Policies Missing Prior to 2024

Prior to 2024, SFZS did not have several key fiscal control policies in place, including a two-signature requirement for checks over a threshold amount, a travel and expense reimbursement policy, or a detailed investment policy. In our transaction sampling, we also observed deficiencies in internal controls related to expense reimbursements and travel expenditures prior to 2024.

Two-signature requirement

SFZS established a two-signature requirement for checks over $5,000 effective May 3, 2024. Prior to this date, SFZS did not have a two-signature requirement for high-value checks. A two-signature requirement is listed as a necessary internal control in the California Attorney General's *Guide for Charities,* the City's 2025-2026 Standard Monitoring Form, and the Controller's Office *Finance Guide for Nonprofits*.

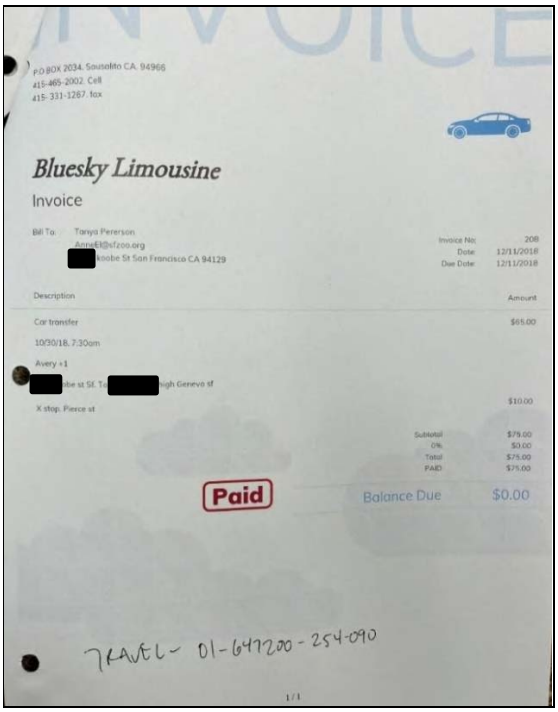
Travel and expense reimbursement policy

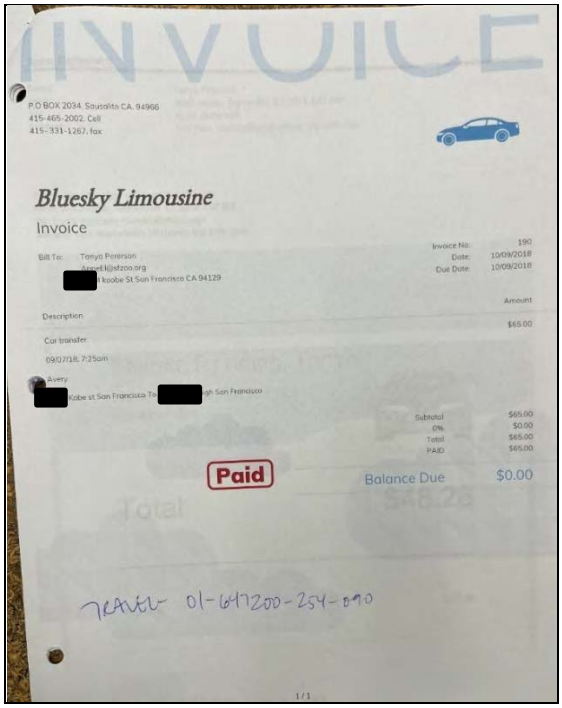
SFZS developed a detailed travel and expense reimbursement policy in 2024. The policy describes the requirements for expense reimbursement, provides examples of non-reimbursable expenses, and discusses allowable and non-allowable charges for travel, hotels, transportation, and meals. Prior to 2024, SFZS did not have a formal travel and expense reimbursement policy document that outlined allowable and unallowable expenses or established requirements for expense reporting. A travel policy or travel reimbursement policy is listed in the City's 2025-2026 Standard Monitoring Form as a key fiscal policy.

In our review of SFZS employee credit card expense reports and supporting documentation, we observed that some charges for car service transportation appeared to be for transportation of the daughter of the SFZS Chief Executive Officer from a private residence in San Francisco to a local high school. Exhibit 9.1 below shows three such invoices from 2018 and 2020. The 2024

travel and expense reimbursement policy explicitly prohibits travel expenses for another individual.

Exhibit 9.1: Invoices for Possible Personal Transportation







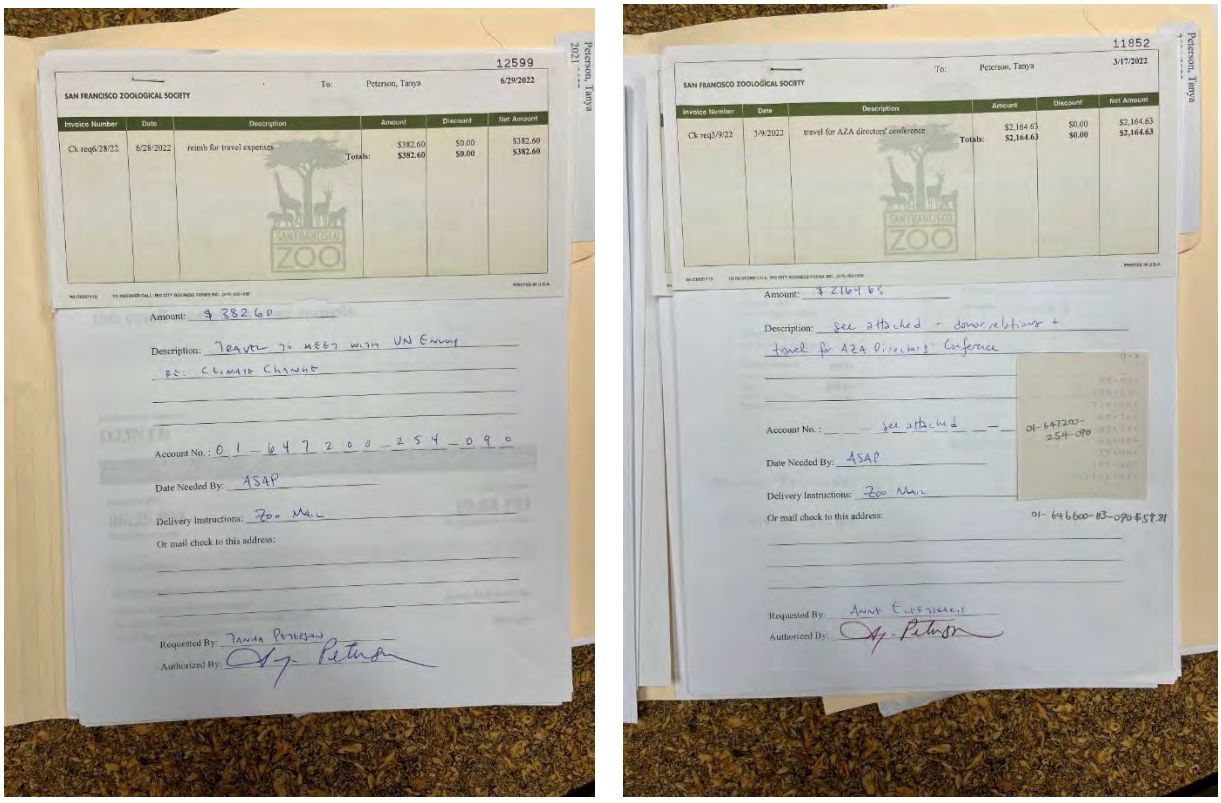
Source: BLA review of SFZS accounting records.

Monitoring of Chief Executive Officer's expense reimbursements

The 2024 travel and expense reimbursement policy also establishes quarterly monitoring of the Chief Executive Officer's expense reimbursements by the Chair of the Finance Committee of the Board of Directors. Prior to 2024, SFZS did not have a policy for regular review of the Chief Executive Officer's expense reimbursements. (SFZS's Cash Disbursements Narrative does establish an annual review of the Chief Executive Officer's credit card expenditures by the Chair of the Finance Committee, but not expense reimbursements.)

In our review of employee expense reimbursements, we observed that in FY 2021-22, the SFZS Chief Executive Officer approved/authorized her own expense reimbursements, and we did not see evidence of review or approval by a second individual on two out of five expense reports. These expense reimbursements included travel costs and donor relations expenses, as shown in Exhibit 9.2 below. (The other three expense reports that were self-approved by the Chief Executive Officer were also signed or initialed by the SFZS Chief Financial Officer, a staff person who reports to the Chief Executive Officer).

Exhibit 9.2: No Second Approval of Chief Executive Officer Reimbursements



Source: BLA review of SFZS accounting records.

Beginning in FY 2022-23, the Chief Executive Officer's expense reimbursements in our transaction sample were consistently signed or initialed by a second individual (either the Chairperson of the Board of Directors, the SFZS Chief Financial Officer, or both).

Investment policy

SFZS's Investment Policy Statement is dated November 19, 2024. The stated purpose of the policy is to guide SFZS, the Board of Directors, SFZS's investment manager, and SFZS's investment custodian in "effectively and prudently managing, monitoring, and evaluating the Society's investment portfolio." The policy statement outlines investment principles, goals and objectives, permitted and prohibited investments, and the roles and responsibilities of individuals involved in management and oversight of SFZS's investments.

Prior to the development of the 10-page Investment Policy Statement in 2024, SFZS's only investment policy documentation was the Investments Narrative, which contained a one-paragraph description of the responsibilities of Finance staff in initiating, authorizing, and reviewing investment transactions. However, this document did not describe any of SFZS's investment policies, such as investment principles or permitted investments, or make any mention of the roles and responsibilities of the Board of Directors or SFZS's investment manager or custodian.

Key Fiscal Policies Needed in 2025

Although SFZS made recent improvements in the policies described above, gaps remain in the areas of budget development and budget control, donor-restricted funds, purchases for donor and employee relations, contracting and procurement, and conflicts of interest.

Budget development, budget controls, and management of restricted funds

SFZS lacks a policy or procedure document that formalizes the development of its annual budget or establishes budget controls to warn of and/or prevent overspending. SFZS also lacks a policy or procedure document that establishes its practice for managing and monitoring donor-restricted funds. As discussed in more detail in *Section 1: Financial Condition, Transparency, and Contingency Planning* of this report, in recent fiscal years SFZS has not accurately budgeted for earned revenues, and several departments have regularly overspent their budgets for multiple fiscal years in a row. SFZS also does not prepare a capital budget, as discussed in *Section 2: Planning and Vision* of this report, which is supported by donor contributions.

According to the Controller's Office *Finance Guide for Nonprofits*, budget controls can provide for board oversight, goal focus, financial control (by setting practical limits on amounts that can be spent on specific programs or activities and ensuring that costs are consistent with revenues), and cash forecasting. We recommend that SFZS institute a budget development policy and

budget control policy that: (a) formalizes its process for budget development, and (b) establishes budget controls. We also recommend that SFZS establish a policy for the management of donor-restricted funds.

Purchases for donor and employee relations

According to SFZS management, staff engagement activities such as holiday parties and department holiday lunches are budgeted by department. However, SFZS lacks a policy or procedure document that describes: (a) allowable and non-allowable purchases for employee relations, and (b) when documentation supporting employee relations expenses is necessary. In our review of sampled expense reports and reimbursement requests, we observed that SFZS leadership incurred several significant expenses for employee relations, including:

- A $7,182 charge on the Chief Executive Officer's expense report for a bill from a resort and spa in Half Moon Bay for "Employee Relations" in September 2018
- A $4,000 reimbursement to the Chief Executive Officer for "mid-manager meeting/sailing retreat expenses," including a chartered sailboat, in December 2021
- $6,000 in cash payable to the Chief Financial Officer for an ice cream social for "Employee Relations" in May 2022

None of these expenses had supporting documentation showing which SFZS employees benefitted from or participated in these employee relations activities. As a result, it is not known whether these events were equally available to all staff. As discussed in more detail in *Section 8: Workplace Culture, Organizational Structure, and New Leadership* of this report, multiple SFZS employees reported to us in a staff survey that they experienced or witnessed favoritism or discrimination at work. We recommend that SFZS develop an employee relations expense policy that: (a) describes allowable, appropriate, and fiscally responsible employee relations expenses, and (b) requires managers or SFZS leadership to document which employees participated in or benefitted from the employee relations activity in certain circumstances.

In our sampling review, we also observed that SFZS leadership inconsistently documented attendees and donor names for donor relations expense activities such as meals at restaurants. In some instances, these expenses had supporting documentation such as a list of donor names and/or correspondence documenting the context of the donor expense, and in other instances there was no such documentation. Similar to the employee relations expense policy, we recommend that SFZS develop a donor relations expense policy that: (a) describes allowable, appropriate, and fiscally responsible donor relations expenses, and (b) in specific circumstances, such as when the expense is over a threshold amount, requires SFZS leadership to document the donors who participated in or benefitted from the donor relations activity.

Procurement, purchasing authority, and contract oversight

None of SFZS's financial policies or procedures discuss purchasing authority, procurement processes, competitive solicitation, contractor selection, procurement documentation, or contract administration and oversight. As discussed in more detail in *Section 5: Contracting and Procurement* of this report, SFZS was unable to provide us with evidence of competitive solicitation or contract monitoring for the years of our audit scope. SFZS also lacks any document that specifies which staff are authorized to enter into agreements and approve purchases on behalf of SFZS, or how to avoid conflicts of interest in the procurement process (discussed below). Specific recommendations related to procurement and contracting are detailed in *Section 5: Contracting and Procurement*.

Employee conflicts of interest

SFZS does not have a written employee conflict of interest policy other than the following high-level, general language in section 1.6 of the Employee Handbook, last revised in 2002 as shown in Exhibit 9.3 below:

Exhibit 9.3: SFZS Conflict of Interest Policy

SAN FRANCISCO ZOO
EMPLOYEE HANDBOOK

Ethical Conduct

The Zoo expects all employees to be ethical and honest in their daily interactions. This list highlights some specific guidelines, however it is not intended to be all-inclusive.

Gifts or Gratuities

You may not accept a gift or gratuity from any customer, vendor, supplier or other person doing business with the Zoo. In no event may a gift, gratuity or expense payment influence a business decision, transaction, or service.

Conflict of Interest

You should avoid situations of actual or potential job-related conflict of interest. Personal involvement with a competitor, supplier, or subordinate employee, which impairs your ability to exercise good judgement on behalf of the Zoo, can create actual or potential job-related conflict of interest.

Honesty

You are expected to be truthful in all work-related matters. This includes accurate reporting information, and interacting with one another and our guests with integrity.

Source: SFZS Employee Handbook, section 1.6, revised 2002.

The policy lacks the elements recommended in Appendix E of the Controller's Office *Finance Guide for Nonprofits*, including:

- A definition of what would constitute a conflict for the organization
- The process for and requirements to disclose conflicts
- Consequences and remedies

The policy also lacks most of the elements in the sample conflict of interest policy developed by the Controller's Office in its online resources for nonprofits, including:

- Requirements to provide written disclosure of direct and indirect financial interests that could potentially result in a conflict of interest
- Requirements to disclose any interests in a proposed transaction or decision that could create a conflict of interest
- Specification of responsibility for determining whether a conflict of interest exists, in the case of any disputes

We recommend that SFZS revise its employee conflict of interest policy to incorporate the elements outlined above.

The Importance of Fiscal Internal Controls

Insufficient policies, procedures, and internal controls raise the risk of fraud, waste, and abuse. Although SFZS has made some improvements since 2024, gaps remain in the areas described above. The 2025-2026 Standard Monitoring Form developed by the Controller's Office as part of the Citywide Nonprofit Monitoring and Capacity Building Program requires that a nonprofit's fiscal policies and procedures be reviewed upon turnover of the executive director and/or fiscal manager. In accordance with this requirement, we recommend that by December 31, 2026, the SFZS Chief of Finance conduct a comprehensive review of all SFZS fiscal policies, procedures, and internal controls, using the resources and sample policies developed by the Controller's Office, and submit proposed revisions and updates to the Board of Directors for approval. The review should identify outdated policies, necessary new policies, and specifically include policies on: budget development and budget control, donor-restricted funds, purchases for donor and employee relations, contracting and procurement, and employee conflicts of interest. Going forward, the SFZS Chief of Finance should review and update all financial policies and procedures at minimum every two years, or when executive leadership turnover occurs.

No Recent Competitive Solicitation for Financial Audits

SFZS has used the same audit firm to perform its annual financial audit for at least 20 years (since at least 2006), and SFZS reported to the audit team that it has not undertaken a competitive solicitation for auditing services in the last five years. The Government Finance Officers Association (GFOA) recommends that governmental entities undertake a full-scale competitive process for selecting independent auditors at the end of the term of each audit contract[3] and actively seek the participation of all qualified firms, including the current auditors (if past performance has been satisfactory) in the solicitation process. While SFZS is a nonprofit rather than a governmental entity, it can benefit from the increased independence and transparency that would result from a full-scale competitive solicitation. The Controller's Office *Finance Guide for Nonprofits* notes that there are several potential benefits to changing auditors and engaging in competitive solicitation periodically, including the potential for better quality, lower fees, and/or new perspectives.

We recommend that upon expiration of SFZS's current contract with its audit firm, or if the contract is on a year-to-year basis no later than December 31, 2026, SFZS engage in a competitive solicitation process for the selection of an audit firm for a new five-year agreement. SFZS's current auditors may be included in the solicitation if their performance is satisfactory as determined by the Chief of Finance and Board of Directors.

No Cost Allocation Plan

SFZS receives funding from the City in the form of an annual $4 million management fee but does not prepare an annual cost allocation plan or a budget that controls or specifies its use of this funding. As stated in the *Finance Guide for Nonprofits* developed by the Controller's Office, the City requires nonprofit organizations that receive City funding to develop a cost allocation plan or document when a nonprofit agency has multiple activities with one funding source, one activity with multiple funding sources (such as SFZS), or multiple funding sources and multiple activities. The City's guidelines for cost allocation for nonprofits follow those described by Generally Accepted Accounting Principles (GAAP) and the Federal Office of Management and Budget (OMB) Uniform Guidance.

In addition to the $4 million management fee from the City, SFZS has other funding sources such as earned revenue from admissions and contributed revenue from donations. All of SFZS's

[3] GFOA recommends that contracts for independence auditing services be multi-year agreements of at least five years in duration, which allows for greater continuity, can minimize disruption, and can reduce audit costs.

unrestricted revenue, including the management fee, is recorded in its general unrestricted fund and is used to pay for SFZS's regular operations. These regular operations include both direct program services (animal care, membership/visitor services, and education services) and supporting services (administrative functions and fundraising activities).

However, certain expenditures in SFZS's unrestricted operating fund are not allowable to include within City contracts and grants, according to Version 2.0 of the Controller's Office *Guidelines for Cost Categorization in Nonprofit Contracts and Grants*. Examples of unallowable costs include fundraising expenses and certain other administrative costs. Salaries and benefits of development staff, fundraising event costs, the purchase of alcoholic or sugar-sweetened beverages, staff recognition expenses, and legal services (without prior authorization from the City Attorney's Office) are all costs that are specifically deemed unallowable according to the Controller's Office guidelines, but are recorded in SFZS's unrestricted operating fund, which is supported in part by the management fee paid by the City.

As discussed in *Section 1: Financial Condition, Transparency, and Contingency Planning* of this report, SFZS's salary and benefit costs are its largest expense category and totaled $17.3 million in FY 2024-25. These costs are largely, although not entirely, allowable costs, and would likely account for the total $4 million management fee paid by the City. However, Section 1 of this report also recommends an increase in the management fee paid by the City to SFZS. Without a cost allocation plan, neither the City nor SFZS can ensure that the management fee does not support unallowable costs. The General Manager of the Recreation and Park Department should include the requirement for an annual cost allocation plan in any new or amended lease and management agreement between SFZS and the City, in consultation with the Controller's Office as needed.

Conclusion

Responsible fiscal management, cost allocation plans, competitive solicitation for independent auditors, and good internal controls can help safeguard assets, prevent loss, and ensure sufficient fiscal oversight for both SFZS and the City. *Section 1: Financial Condition, Transparency, and Contingency Planning* of this report discusses SFZS's financial condition and recommends additional financial support from the City, with certain conditions. As a condition of this support, SFZS should strengthen its fiscal management and internal controls to ensure sufficient and responsible fiscal management.

Recommendations

The SFZS Chief of Finance should:

9.1 By December 31, 2026, conduct a comprehensive review of all SFZS fiscal policies, procedures, and internal controls, using the resources and sample policies developed by the Controller's Office, and submit proposed revisions and updates to the Board of Directors for approval. The review should identify outdated policies, necessary new policies, and specifically include policies on: budget development and budget control, donor-restricted funds, purchases for donor and employee relations, contracting and procurement, and conflicts of interest. Review and update all financial policies and procedures at minimum every two years, or when executive leadership turnover occurs.

9.2 Upon expiration of SFZS's current contract with its audit firm, or if the contract is on a year-to-year basis no later than December 31, 2026, engage in a competitive solicitation process for the selection of an audit firm for a new five-year agreement. SFZS's current auditors may be included in the solicitation if their performance is satisfactory as determined by the Chief of Finance and Board of Directors.

The General Manager of the Recreation and Park Department should:

9.3 Include the requirement for an annual cost allocation plan in any new or amended lease and management agreement between SFZS and the City, in consultation with the Controller's Office.

Benefits and Costs

Implementation of the proposed recommendations would require one-time use of resources, primarily SFZS Chief of Finance and finance staff time, to conduct a comprehensive review of all SFZS fiscal policies, procedures, and internal controls and to engage in a competitive solicitation for the selection of SFZS's audit firm. It will also require ongoing staff time to regularly revise and update SFZS's fiscal policies every two years. Preparing and adhering to an annual cost allocation plan would introduce complexity to SFZS's accounting operations and would require ongoing finance and accounting staff time to prepare the plan and to allocate costs appropriately throughout the year.

Strengthening its fiscal management and internal controls will improve accountability and reduce the risk of fraud, waste, and abuse. Engaging in competitive solicitation for audit services could result in lower fees and generate cost savings for SFZS and will improve transparency and accountability.

10. Animal Care and Welfare Evaluation

The animals at the San Francisco Zoo and Gardens appear to be in generally good physical condition and are well cared for by the animal and veterinary staff, but staff are somewhat limited by a history of poor planning and older facilities that do not reflect the notion of a modern zoo that integrates animal care, visitor experience, and education goals. Veterinary care and animal diets appear to be appropriately managed, and we observed no abnormal animal behavior during several days of site visits in October and November 2025. The animal wellness/enrichment staff is strong, but has shrunk in the last two years and should be better coordinated with animal care staff.

While most animals we observed were housed in appropriate social groupings, the mandrill population is housed in a space with two young males who are ready to leave the group once appropriate housing can be found (the presence of two juvenile males in the same space can cause in-fighting). Exhibit barriers and safety mechanisms appeared adequate with some historical exceptions, including the grizzly bear and jaguar exhibits. The appropriateness and aesthetics of exhibit spaces vary with the African Savanna and lemur exhibits as model spaces while animals housed in older spaces are either cramped (orangutans) or are aesthetically out of date (Bear Country area, rhinoceros, Przewalski's horse, and lion exhibits).

More proactive animal collection and master planning as well as additional funding from public and private sources is needed to improve exhibit spaces and upgrade conditions for many animals from acceptable to more ideal conditions. Additionally, San Francisco Zoological Society management should focus on improving collaboration between animal wellness/enrichment and animal care staff.

Animal Care and Welfare Evaluation by Subject Matter Expert

Background on Subject Matter Expert Dennis E. Pate

Dennis E. Pate joined our audit team in August 2025 as a subject matter expert in zoo management and operations, including management of animal care and welfare. Mr. Pate conducted an evaluation of animal care and welfare at the San Francisco Zoo and Gardens (San Francisco Zoo), which is presented below, and provided subject matter expertise on various aspects of zoo management to our audit team.

Mr. Pate retired in January 2023 from his role as President and Chief Executive Officer of Omaha's Henry Doorly Zoo and Aquarium, which he held since March 2009. Prior to managing the Henry Doorly Zoo and Aquarium, Mr. Pate was Executive Director of the Jacksonville Zoo and Gardens

(June 2002 to March 2009), Senior Vice President at the Lincoln Park Zoo in Chicago (January 1997 to May 2002), and Division Manager/General Curator at the Oregon Zoo in Portland (March 1987 to December 1996). He also chaired the Association Zoos and Aquariums (AZA) Accreditation Commission and served as Chair of the Board of AZA.

Methodology

Mr. Pate reviewed pertinent San Francisco Zoological Society (SFZS) documents and joined the audit team during two separate series of site visits occurring October 5-7 and again November 9-11, 2025. These visits included:

- An independent walkthrough of the grounds mirroring the experience of a typical Zoo visitor,
- Multiple guided tours of the grounds by the Executive Vice President of Animal Wellness, interim Co-Chief Executive Officers, curatorial staff, and the head veterinarian,
- Behind the scenes tours at exhibits where animals are housed overnight or during the day by their own choice,
- A tour of the Zoo hospital including quarantine space, labs, treatment, surgery, and necropsy rooms,
- Tours of animal conservation program spaces housing endangered San Francisco garter snakes, threatened Yosemite toads, and endangered yellow-legged frogs,
- Tours of the back-of-house animal commissary along with hay and frozen storage facilities, and
- Private discussions with curator and zoo keeper staff who oversee exhibits cited by the October 2024 report *San Francisco Zoo Recommendations* by the Joint Zoo Committee animal welfare advisors to the Director of the San Francisco Zoo, Chair of the San Francisco Zoological Society Board of Directors, and the San Francisco Joint Zoo Committee and Recreation and Park Commission.

Mr. Pate and other members of the audit team observed public-facing exhibits, the animals, public perception of exhibit spaces, and behind the scenes animal areas with the following in mind:

- Physical condition of the animals
- Appropriate social grouping
- Animal behavior
- Exhibit barrier integrity (barriers, electric fencing, rust, etc.)
- Safety of the exhibit and animal night quarters with respect to guests and keeper staff
- Animal visibility

- Animal environment (shade, shelter, water, space, heat, [including vertical space])
- Exhibit aesthetics
- Suitability of exhibits to the animals housed therein.

During our site visits, we met with curators and selected animal keepers who spoke with us without management present about habitat and safety concerns identified by the October 2024 report by the Joint Zoo Committee animal welfare advisors (summarized in Exhibit 10.1 below). We also met animal care, curatorial, animal registrar, veterinary, and research staff whom we spoke with during the guided tour or separately in their respective offices.

Animal Care and Management Observations

This section of the report notes whether, in the opinion of Dennis E. Pate, the Zoo is deficient, meets, or exceeds modern zoo animal care standards based on our site visits, discussions, and interviews with staff. This evaluation includes an overview of physical conditions, suitability of exhibits, animal behavior, exhibit barrier integrity, animal visibility, and management. A list of key observations from the October 2024 Joint Zoo Committee animal welfare advisors report along with the observations of Mr. Pate are detailed in Exhibit 10.1.

Physical condition of animals

Animals appeared to be in good physical condition. Diets were appropriate to the species and quantities were carefully measured out by the commissary staff to ensure that animal weights stayed within normal ranges. Excessive hoof growth was not observed in the giraffe, zebra, or Przewalski's horse populations.

Suitability of exhibits to the animals housed within

Most animals were in appropriate social groupings although some were individually housed (snow leopards related pair), kept as single animals (Andean condor, Baird's tapir, anteater), or housed with other species (Bactrian camel, Przewalski's horse). Planned or implemented stopgap measures to fill empty exhibits (pygmy hippopotamus, otter, Przewalski's horse, jaguar) resulted in a poor fit due to the San Francisco climate (pygmy hippopotamus), underwhelming animals (turtles replacing otters), poor aesthetics (Przewalski's horse), or safety concerns by staff (jaguars). Barriers were sufficient although not ideal as they sometimes provided obstructed views of the animals. Shade and, more importantly, shelter during inclement weather could provide better viewing of animals that are more likely to retire to indoor spaces not available to the public. Adding heated rocks in sheltered areas could also improve animal visibility, comfort, and the ability to control their own preferences for preferred temperatures. Arboreal (tree-dwelling) or semi-arboreal animals were afforded climbing structures (langurs, orangutans, chimpanzees, gorillas, lemurs, and birds).

Animal behavior
Animals were not observed exhibiting abnormal behavior such as pacing, head throws, repetitive movements, excessive grooming, aggression, hair or feather plucking, etc. These behaviors can be indicators of stressful environments that lack environmental enrichment, complexity, and overly aggressive behavior by socially incompatible animals in a zoo setting, among other factors. Although excessive grooming or feather plucking were not observed during our visit, staff did indicate that some parrots in the collection arrived with the problem and they were actively working to extinguish what can be a very difficult problem to overcome.

Exhibit safety
Exhibit barriers and safety mechanisms appeared to be adequate with a few exceptions in the past that have been corrected or are no longer relevant due to animal death.

In April 2024, the *San Francisco Chronicle* reported on an incident that occurred the previous May of 2023 in the grizzly bear grotto where a keeper had accidentally been locked into the exhibit space with a bear. A subsequent internal investigation determined that the incident was caused by worker error and additional safety instruments (locking mechanisms) were installed.

According to several staff accounts, the previous SFZS Chief Executive Officer acquired a jaguar from the Sacramento Zoo without staff input and without an appropriate exhibit space. According to staff accounts, previous SFZS management had planned to house the jaguar in the former tiger exhibit with some additional safety measures, but without netting. The jaguar has since passed away without ever being housed in the former tiger exhibit. See notes on jaguar in Exhibit 10.1 below for more details.

Animal visibility
Several exhibits appeared to have been without animals for quite some time, which could leave guests wondering why. More effort needs to be given to acquiring additional animals for empty exhibits or to meet the social needs where their natural history indicates. Older long-outdated exhibits may be a limiting factor in achieving this endeavor.

Exotic mammal species numbers appear to be decreasing over the last 10 years as outdated exhibits (otters, hippopotamus, sea lions, polar bears) sit empty or are modestly restocked with other animals such as native turtles, as was the case with the former otter exhibit. Exotic mammals are the animals (large antelope, big cats, bears, rhinoceros, giraffe, gorillas, etc.) most zoo guests recognize and typically most look forward to seeing.[1] Some of this decrease can be

[1] As shown in *Appendix C: Main Collection Animal Census, 2015 to 2025* of this report, our review of animal inventory records found that the total population of charismatic species (animals with symbolic value or widespread appeal

attributed to combining exhibits to allow more space for existing species, and some to abandoning the use of outdated exhibits no longer appropriate for the species intended.

Animal wellness and enrichment

Despite some loss of staff recently, the animal enrichment staff operate at a level not common in zoos at the depth and expertise shown at the San Francisco Zoo. Environmental enrichment, behavioral data collection, animal training, annual wellness reviews, and other functions all serve to better understand the behavior of the animals in the Zoo's care and recommend changes that will enhance their lives. More cooperation and collaboration between the Animal Wellness and Enrichment staff and the Animal Department, including a structure for following up on goals recommended by animal wellness staff, would be beneficial.

that are regarded as beautiful, impressive, or endangered) at the Zoo decreased by 26 percent between 2015 and 2025.

Exhibit 10.1: October 2024 Animal Welfare Advisors' Habitat and Safety Concerns and Dennis Pate's Observations[2]

Animal Enclosure/ Area of Concern	Animal Welfare Advisors Concerns	BLA Subject Matter Expert Observations
Kangaroo	"For years, the kangaroo's habitat has lacked running water. Keepers must carry buckets of water for the animals every morning and evening."	The animals in the enclosure are wallaroos, a medium-sized marsupial similar to kangaroos. While inconvenient and inefficient, the animals' health remained satisfactory during this period. It has since been repaired. Keepers were able to extend a hose while awaiting a repair which took approximately four years.
Gorilla	"The gorilla habitat moat area backs up and fills with water during heavy rainfall."	This is a temporary condition that has been easily rectified by clearing leaves and landscape debris from the drain cover. Standing water is usually gone by the next day. No animal health concerns were expressed by animal care or veterinary staff.
Koala	"The koala habitat can only hold one koala at a time. Currently, the zoo has three koalas, which means two cannot go outside daily. If it's not warm enough, no one goes outside; instead, they sit in a small, enclosed room with a window."	The koala population currently stands at one male. In the past, while one koala was exhibited the other was placed in the windowed exhibit. However, there are seven much larger interconnected night holding areas where koalas routinely spend the night. During the day, koalas not on exhibit are transferred to an outdoor off exhibit enclosure where they can experience sunlight, wind, and novel views. In general, koalas are fairly sedentary unless in the presence of other males or moving between treed perches. Temperature standards for koalas have changed allowing them to be outside in colder weather.
Orangutan	"The orangutan yards reside in a 100-year-old circular concrete circle that's 10 x 10 and has just a three-level platform."	The usable ground footprint is 900 square feet providing good shade, resting, and climbing opportunities with 270-degree views outside their habitat. While not ideal, this space is acceptable. Larger space would allow for hand over hand

[2] As listed under "Habitat and Safety Concerns" by the Joint Zoo Committee animal welfare advisors in Attachment A (starting on p. 6) of their report.

Animal Enclosure/ Area of Concern	Animal Welfare Advisors Concerns	BLA Subject Matter Expert Observations
		locomotion. Current plans call for transfer to the significantly larger chimpanzee exhibit.
Przewalski's horses	"The Przewalski horses' habitat is an old, dilapidated holding area. The Zoo was unwilling to plan for them properly; they wanted to fill a space."	The Przewalski's horse exhibit is shared with a Bactrian camel where both are compatible. The enclosure is very basic and more reminiscent of a horse corral with lean-to shelters for the animals. While not pleasing to look at, the space functions well for the animals.
Pygmy hippopotamus	"The Pygmy hippo has an extra-large elevated hot tub that was put inside his indoor holding without planning. His outdoor pool has no heater. They are a western African species that live in a warm and humid climate, not San Francisco temperatures."	SFZS transferred the lone pygmy hippopotamus to another zoo for breeding. The exhibit stands empty with future plans to acquire a female black rhinoceros when this and an adjacent exhibit are combined for rhinos.
Rhinoceros (black and Indian)	"The black rhino exhibit remains completely unrenovated year after year. When there is a viable option to double the habitat size for the current rhino that resides there. It would be a simple fence work project to double that area. The old sandbox that the Indian rhino lives in [is] a small rectangle with just sand and a pool."	Black rhinoceros: Expanding the exhibit and acquiring a female would return the Zoo to its history of being a significant breeding institution for this highly endangered species, as it was in the past. There is nothing simple about rhinoceros exhibit modifications as these are powerful animals that require substantial barriers and gates. Indian rhinoceros: Husbandry guidelines list 10,000 square feet/animal. This exhibit space is approximately 18,000 square feet and houses one elderly animal. The rhinoceros has two substrates to choose from, sand and mulch, along with a 1,200 square foot pool which it uses frequently.
Langur	"The langurs live in an old concrete chain-link box. They have nothing natural in their habitat/cages leading to depression."	SFZS staff experts in assessing animal welfare disagree that the animals are depressed. Our observations showed active animals using several vertical components of their exhibit. They appeared in good health. The exhibits themselves resemble off-exhibit spaces where aesthetics are not a priority. Two animals had free access to the entire suite of cages. Peeled wood logs

Animal Enclosure/ Area of Concern	Animal Welfare Advisors Concerns	BLA Subject Matter Expert Observations
		set at an angle were used throughout the exhibit to make the best use of the vertical space for these largely arboreal primates. The chain-link barrier is difficult to see through.
Mandrill	"The mandrill night house is also falling apart and way too small for the ever-growing family there. Again, they could've turned the empty yard next to them and tripled their space if they planned and invested in retrofitting the available empty yard. Instead, they placed a sole grey fox in the huge habitat."	Although the night house appears small, individual holding areas are interconnected allowing separation when needed. Additional light and a refreshment of the space are needed. Two young males are ready to leave the group when another home can be identified to avoid intraspecific aggression. The outdoor habitat currently provides sufficient space for the group.
Otter	"The otter habitat needs to be updated and expanded, and the holding space needs to be bigger and more sufficient for any animal to be housed. Unfortunately, a dropped door killed the penguin in that area. No one from the Bird management Team or the VP of the Animal Division reached out for any tips, guidance, or knowledge about that area from the curator or carnivore staff who have worked there for years. There is plenty of space to renovate the otter holding and habitat, but upper management or the director never discuss or are willing to discuss what needs to be done in that area."	The former otter exhibit now houses native turtles. The exhibit, designed before current standards for otters were published, does not meet design standards for the ratio of land to water areas within the exhibit. Like other comments about exhibits, improvements seem to stall due to lack of funds, a plan, coordinated staff discussions, or the leadership push needed to move enhancements forward.

Animal Enclosure/ Area of Concern	Animal Welfare Advisors Concerns	BLA Subject Matter Expert Observations
Jaguar	"The netted exhibit that the jaguar currently inhabits was supposed to be temporary. As noted in the AZA jaguar Animal Care manual - Primary containment for jaguars should be designed to provide the highest level of security which includes completely enclosing the top of the jaguar enclosure. Although there are options for a lower level open-top approach which include dry moats and minimum vertical height, cantilevered supports, fencing/mesh with hot-wire attachments- this approach would be unsatisfactory considering the Zoo's tiger incident of 2008. Zoo enclosures should always be designed to the highest level of security for the safety of the animals and zoo patrons."	The jaguar died of natural causes before making use of the planned exhibit. According to the AZA Jaguar Husbandry manual, closed topped exhibits are recommended. However, other barriers (dry moats, and vertical walls with cantilevered supports and hot wire) are considered acceptable. Input from the previous zoo would be important when considering exhibit barriers. Young adult animals in prime condition and animals known to readily climb rock surfaces should be taken into consideration as well as conditions at the planned exhibit that may include free-ranging animals within the zoo seen as prey, loud sudden noises, etc. A netted overtop would allow more use of the vertical space within the exhibit for a jaguar.
Children's Zoo	"Children's Zoo hoof-stock animals live in small, square, dirt-only habitats, with no grass, trees, or other natural options outside."	Animals are rotated between several corrals and staff regularly take animals on walks in the Children's Zoo area. The dirt is decomposed granite mixed with sand and is commonly used in hoof stock paddocks to allow good drainage - important for keeping hooves dry and healthy in wet environments like San Francisco. Some of the small horses have gastrointestinal issues and are on restricted diets that do not include grass.

Sources: BLA summary of Animal Welfare Advisors' October 2024 report to the Joint Zoo Committee/Recreation and Parks Commission; visual observations; discussions with SFZS staff; and AZA standards.

Veterinary Care, Commissary, and Animal Wellness/Behavior/Research

Veterinary staffing, including licensed veterinarians, veterinary technicians, a hospital manager, and other support staff, is adequate for the size and nature of the animal collection. Policies and protocols for animal care are in keeping with American Association of Zoo Veterinarians guidelines. Routine preventative care is planned using a calendar shared with curators and hospital staff. Endemic disease rates and susceptibility rates all factor into how often tests are conducted. Veterinary coverage is provided seven days a week and a relief pool of contract veterinarians is maintained should the need arise. Controlled drugs are stored in a safe and selected staff are trained in their use and handling. Animals under their care appeared healthy and well cared for. Adequate quarantine facilities, labs, surgery, treatment rooms, x-ray, and hospital rooms are all located in the animal hospital. An adjacent necropsy facility and cremation furnace are also adequate.

The Animal Commissary was clean and well managed by a full-time staff person. Diets and amounts were organized in a loose-leaf binder and used by staff in preparing food. Walk-in refrigerators and freezers as well as the hay storage barn were organized and clean, with no signs of pests. Food is rotated regularly. Meat and fish are thawed under refrigeration.

Animal Exhibits

Animal exhibits are one of the significant issues facing the San Francisco Zoo. Significant multi-million-dollar capital improvements have not occurred in over 20 years. Current exhibits that represent modern zoo design include the African Savanna, Gorilla Preserve, and Lemur Forest.

Night quarter space, visitor sight lines, natural looking or hidden barriers, service access, pools, trees (both real and artificial), multiple unobstructed viewing areas, resting and sheltered areas for visitors, education graphics integration, proper substrate, etc. are all examples of amenities that define excellent exhibits that function well for animals, the people who care for them, and zoo visitors. Some exhibits that were built more than 80 years ago are functional and continue to house animals, but do not meet current zoo standards without significant modifications. These modifications would require either more maintenance time than SFZS has available or external contractors to finish more substantial projects. Some of this under-investment can be explained by exceptionally tight budgets during the COVID-19 pandemic, but is mostly related to:

- Lack of vision for the future of the Zoo
- Lack of an aggressive development effort by the previous SFZS Chief Executive Officer and development staff to cultivate donors and raise funds to build new, professionally-designed exhibits

- Insufficient support from the City without inflation escalators to keep up with rising labor and other operating expenses
- Significant deferred expenses following the handover of the Zoo from the City to SFZS
- Failure to initiate a process that involves and receives input from all levels of staff in formulating a master plan
- Lack of a collection plan that considers staff expertise with various species, San Francisco climate and animal adaptability, potential cost to maintain species, exhibit capacity, national level species priorities for sustainability, local interest, and alignment with education, conservation, and master plans goals

Visitor Experience

Pathways throughout the Zoo campus can seem confusing without constantly referring to a map. Dead-end paths leading to exhibits require doubling back. Guests must make competing choices about what they want to see, sometimes leaving some exhibits behind. Landscaped areas along guest paths are inconsistently maintained, and some restrooms require maintenance to repair leaky toilets. These factors can influence guest perceptions about animal care and the Zoo as a whole.

Choice and control objectives, where the animals choose where and when they want to be depending on the weather, crowds, privacy needs, who they want to spend time with, etc., cannot be met with dated exhibits that do not allow for viewing when the animals choose to be inside.

Several exhibits remain empty for multiple reasons, but the result is always the same: disappointed Zoo guests.

Written Protocols and Policies for Animal Management

We received documents through site visits, publicly available sources, and materials transferred to us by current SFZS management. Mr. Pate was able to review policies and protocols related to the veterinary medicine program, animal records department, and animal management.

Mr. Pate used United States Department of Agriculture reports that included inspection results of mammal and bird areas. All non-compliant areas were noted as well as follow-up actions and re-inspections. All were satisfactorily addressed. The Zoo received an acceptable AZA accreditation inspection report as of the last inspection in 2022, with the next due in 2027. These reports were based on published standards for animal care and other facets of zoo operations. These are the best available standards formulated by the premier accreditation program worldwide used when evaluating animal care. Published AZA Animal Care Manuals also provide

more specific husbandry guidance for animal caretakers, although we note that not all animal keepers were aware of these documents available online. Documents reviewed include drills for various emergencies (2025 drills were incomplete), newspaper articles, animal inventories, the October 2024 report by the Joint Zoo Committee animal welfare advisors, San Francisco Zoo history, SFZS acquisition and disposition policies, and grievances.

As noted in *Section 2: Planning and Vision* of this report, SFZS lacks an active master plan and collection plan, both of which are critically important in moving the Zoo forward.

Conclusion

The animals at the San Francisco Zoo appear to be in generally good physical condition and are well cared for by conscientious and dedicated animal care, veterinary, and animal enrichment staff that seemed genuinely concerned about the future of the Zoo. However, this staff is somewhat constrained by a lack of planning and older facilities that no longer fit the notion of a modern zoo that integrates animal care, visitor experience, and educational goals. Veterinary care and animal diets appear to be appropriately managed, and we observed no abnormal animal behavior during several days of site visits in October and November 2025. The animal wellness/enrichment staff is strong, but has shrunk in the last two years and should be better coordinated with animal care staff.

While most animals were housed in appropriate social groupings, the mandrill population is housed in a small space and two young males are ready to leave the group once appropriate housing in another zoo can be found. Exhibit barriers and safety mechanisms appeared adequate with some historical exceptions, including the grizzly bear and jaguar exhibits. The appropriateness and aesthetics of exhibit spaces vary, with the African Savanna and lemur exhibits as model spaces while animals housed in older spaces are either cramped (orangutans) or are aesthetically out of date, including the Bear Country area, and the rhinoceros, Przewalski's horse, and lion exhibits.

More proactive animal collection and facilities planning, as well as additional funding from public and private sources, is needed to improve exhibit spaces and upgrade conditions for many animals from acceptable to ideal. Additionally, SFZS management should focus on improving collaboration between animal wellness/enrichment and animal care staff.

Recommendations

The SFZS Chief Executive Officer should:

10.1 Consistent with the recommendation in Section 2 of this report, revise the institutional collection plan, in collaboration with Animal Division leadership, curators, and keepers, to include specific details and rationales for planned future animal acquisitions, as well as resources needed (such as exhibit modifications) to support these plans. Ensure that the following issues are addressed in the collection plan:

a. A plan for housing and/or exhibit modifications for the mandrill population should in-fighting occur between the two juvenile males.
b. A plan for moving the orangutans to a more appropriate exhibit.

10.2 Assess staffing needs for animal wellness and enrichment given recent turnover and backfill vacant positions as appropriate.

10.3 Work with animal wellness/enrichment, animal behavior, and animal care staff to ensure there is sufficient communication and collaboration between these divisions, including the establishment of a follow-up structure for goals set by animal wellness staff.

Benefits and Costs

Implementation of the proposed recommendations would improve coordination and planning of animal exhibits so that all animals can be housed in exhibits that are ideal rather than simply acceptable and would also enhance animal wellness and enrichment. The proposed recommendations would require additional SFZS staff time to revise the institutional collection plan and build stronger communication processes between wellness/enrichment staff and animal care staff. Rebuilding capacity of animal wellness and enrichment staff would also carry ongoing salary and benefit costs, which would be dependent on the recently vacant positions that management chooses to fill.

11. Organizational Impact and Guest Experience

The San Francisco Zoological Society (SFZS)'s core mission-driven activities related to education, conservation, and the guest experience declined between 2019 and 2025 due to reductions in the number and continuity of educational programs, curtailed research publication and scientific output, and deferred maintenance of interpreted signage. During this same period, SFZS did not implement many elements of staff-developed marketing and public relations strategies. These conditions collectively weakened community engagement and the guest experience at the San Francisco Zoo and Gardens and, without effort and investment to support public-facing activities like public relations, educational programming, targeted marketing, and signage repair, will continue to affect SFZS's ability to increase attendance and donor support. SFZS should implement a near-term remediation plan to repair signage, restore core education and marketing functions, and reestablish baseline scientific and research capacity while developing longer-term operational plans to sustain these functions.

Mission-Driven Activities

The mission statement of the San Francisco Zoo and Gardens (Zoo) is to "connect all people with wildlife, inspire caring for nature, and advance conservation action." This mission provides the framework for the organizational structure, resource allocation, and programmatic output of the San Francisco Zoological Society (SFZS) beyond its animal care and management duties. The Zoo, and SFZS as its operator, support a range of mission-driven functions related to education and conservation across the organization, including:

- The **Education Department** programs the Zoo's various classes and camps that connect youth with wildlife at the Zoo. Staff also facilitate outreach to community organizations in and around San Francisco. The docent program with trained adult volunteer educators is also housed under the Education Department.
- The **Animal Rescue & Conservation Center (ARC)** is a facility that houses and cares for dozens of off-exhibit animals. The ARC provides educational programming and volunteer opportunities to teens and adults who are trained to care for ARC animals, give animal ambassador talks to guests, and talk about conservation.
- **Wellness and Conservation** staff manage species-specific conservation and recovery initiatives in partnership with external organizations and institutions. Staff with advanced credentials may conduct and publish research that contributes to the broader zoological and conservation fields.

Education, conservation, and institutional engagement are core elements of the Association of Zoos and Aquariums (AZA) accreditation standards. Accredited institutions must demonstrate active participation in conservation initiatives, including support for species and habitat protection, collaboration with regional or global conservation programs, and integration of conservation messaging into exhibits and programming. AZA education and interpretation standards emphasize the delivery of structured educational programming and interpretive materials and signage that connect guests to wildlife, promote environmental stewardship, and reinforce conservation goals through meaningful and accessible visitor experiences. AZA scientific advancement standards require institutions to base animal care and conservation practices in science and to contribute to the generation or dissemination of scientific knowledge through research, partnerships, or participation in fieldwide initiatives.

Reduced Education Programming and Enrollment

SFZS's education programming enrollment has declined substantially since 2019 and has not returned to pre-pandemic levels. As shown in Exhibit 11.1 below, total enrollment in education programs fell from 4,662 participants in 2019 to 3,505 in 2020, when SFZS cancelled its Little Learners program and in-person attendance for its Zoo Camps[1] declined in response to the COVID-19 pandemic. Although in-person Zoo Camp attendance recovered in 2022, the Little Learners program was not brought back until 2025 and enrollment across all programs has remained well below the 2019 pre-pandemic level. As of December 2025, annual enrollment in education programming was 1,849 students, or 40 percent of 2019 enrollment.

Exhibit 11.1: Enrollment in SFZS Education Programming, 2019-2025

Program	2019	2020	2021	2022	2023	2024	2025
Summer Zoo Camp	1,818	437	509	1,203	1,588	1,855	1,457
Little Learners	2,684	197	0	0	0	0	184
Fall/Winter/Spring Zoo Camps	160	2,871	1,122	232	164	0	134
Bilingual Zoo Camps	n/a	n/a	n/a	31	23	61	74
Total	**4,662**	**3,505**	**1,631**	**1,466**	**1,775**	**1,916**	**1,849**

Source: SFZS Education Department.

At the same time, SFZS offers fewer opportunities for guests to participate in educational programming and education-focused volunteer activities in 2025 than it did at the beginning of

[1] Little Learners is a program for preschool-aged children to explore animals through letter-themed lessons, games, and hands-on activities. Zoo Camps are weeklong day camps for children in grades K-6 to participate in educational tours, games, close-up animal encounters, and craft projects.

the audit period in 2019. As shown in Exhibit 11.2 below, SFZS offered 22 programs in 2019 and only eight in 2025. The 14 programs that are no longer offered include multiple youth programs, teen education and volunteer opportunities, and family- and school-focused programs. While some programs have been reinstated or remain in place in 2025, the overall number and variety of educational and guest programming options is significantly reduced compared to 2019.

Exhibit 11.2: Educational and Guest Programming Offered by SFZS, 2019 vs. 2025

Age	Program	2019	2025
Youth	Bilingual Camps		✓
	Seasonal Zoo Camps	✓	✓
	Little Learners	✓	✓
	Stroller Safari	✓	
	Animal Adventures	✓	
	SF Tots @ SF Zoo	✓	
	Young Zoologist	✓	
	Ocean Explorers	✓	
	Girl Scouts	✓	
Teens	Nature Trail	✓	✓
	Zoo Crew	✓	
	Talk on the Wild Side	✓	
	Zoo Teacher Assistant / Leadership Fellows	✓	✓
Families	Renew the Zoo	✓	✓
	BikeAbouts	✓	
	Senior Stroll	✓	✓
	Wildlife Illustration	✓	
	Conservation Speaker Series	✓	
Schools	Zoomobile	✓	
	Close Encounters (At the Zoo)	✓	
	Biodiversity Basics	✓	
	Docent-Guided Tours	✓	
	Teacher resources & classroom guides	✓	✓
Total		22	8

Source: SFZS education website archives.

The COVID-19 pandemic was the primary cause of the initial reduction in education program availability and enrollment when SFZS eliminated or significantly limited established programming between 2020 and 2022. However, according to SFZS staff, decisions made by SFZS leadership during and following this period prolonged the effects of the pandemic on educational and guest programming beyond its immediate impact.

SFZS did not use a written strategic education plan, as required by AZA accreditation standards, which call for institutions to articulate how education activities advance the organization's mission and to establish strategic goals and objectives. The Zoo's most recent accreditation report from 2022 shows that the evaluation committee reviewed the Zoo's written education plan at the time. However, according to staff interviews and focus groups, at least five individuals with direct responsibilities to education programming and outreach reported to us that they had never seen an education planning document or used one in their work. Staff also recalled instances where education programs would disappear, modify, or launch without sufficient coordination or explanation from the former SFZS Chief Executive Officer (CEO). For example, one staff member recounted being told the Zoo was relaunching the Nature Trail teen volunteer program following the pandemic. According to the staff person, the program was to be modified as a "lite" version of the pre-pandemic program, though the former CEO did not clarify what this meant, and this decision was not made as part of any educational strategic document or in consultation with education or Animal Rescue and Conservation Center staff.[2]

The SFZS Education Department relies on program continuity to serve youth and families through age-sequenced offerings from early childhood through adolescence. It is likely that the lack of planning for educational programming and programming disruptions impeded reenrollment, limited participation by siblings over time, and contributed to an overall decline in educational opportunities that is reflected in the trends shown in Exhibit 11.1 above.

Reduced Scientific Output

SFZS has conducted impactful conservation work in recent years, including efforts to restore yellow-legged frog populations and research on optimal breeding standards for the western pond turtle. However, reductions in scientific and research-oriented staffing and restrictions on research publication imposed by prior SFZS leadership impacted SFZS's capacity to contribute to shared scientific learning and professional collaboration.

Between 2019 and 2025, SFZS eliminated two of the three positions held by expert animal behavioral science researchers and did not fill them upon vacancy. Moreover, staff reported to our audit team that during this period, the former SFZS CEO discouraged or prohibited scientific personnel from publishing their work and/or participating in professional research dissemination. These circumstances coincided with a sustained decline in measurable scientific output: our review of the AZA Conservation and Research Database (ACRD) found that the San

[2] Some of the education-focused teen programming and volunteer opportunities, such as the Nature Trail, are run out of the Animal Rescue and Conservation Center (ARC) rather than the Zoo's Education Department.

Francisco Zoo has not submitted any completed research projects or publications since 2019. The ACRD shows several active or ongoing research projects at the San Francisco Zoo between 2019 and 2025. However, these projects are either (a) missing from subsequent years without recording completion, or (b) led by individuals that are no longer employed at the San Francisco Zoo. By comparison, the Oakland Zoo submitted more than 35 completed research projects during the same time frame.

SFZS's ability to actively contribute to the generation and dissemination of scientific knowledge remains limited due to its current staffing capacity. SFZS's remaining animal behavioral scientist is primarily tasked with routine monitoring of the Zoo's entire animal collection, which limits the capacity to design or pursue independent research initiatives. This position is early-career and is supervised by the Chief Veterinarian, who also oversees the veterinary clinic and the Zoo's conservation, wellness, and training teams. As a result, the amount of dedicated leadership and staff time available for research-focused planning and publication is more limited now than it was in 2019, when SFZS had three positions held by expert animal behavioral science researchers. To align with AZA accreditation standards that require organizations to advance scientific studies in proportion to its organizational size, SFZS will need to adopt a formal organizational scientific study plan and ensure that scientific activity is treated as a priority. In the staffing reassessment discussed in *Section 8: Workplace Culture, Organizational Structure, and New Leadership*, SFZS should evaluate reasonable reporting lines, job duties, and leadership for research-focused activity by individuals with appropriate scientific qualifications and capacity.

Signage Deficiencies

Informational and interpretive signage is a core component of zoo operations and has a critical role in advancing institutional missions related to education, conservation, and animal welfare. AZA standards state that effective signage must be accurate, legible, current, and consistent with SFZS's stated mission to provide meaningful conservation education. Signage is an important element of the guest experience by communicating animal status, exhibit context, and institutional transparency to visitors.

SFZS staff provided our audit team with a Zoo-wide inventory from 2019 that recorded more than 50 instances of wayfinding and educational signage in need of repair or replacement. Despite this inventory, staff reported to us that the requested improvements and repairs were not made between 2019 and 2025 and that new permanent signage has not been systematically ordered or installed in several years. Further, Graphics staff reported to our audit team that SFZS does not have written protocols related to the installation or use of temporary signage or a regular schedule for signage renewal and replacement. Consistent with these staff assertions, we

observed inconsistent signage quality across exhibits, and some signs were in such disrepair that they were largely illegible. We also observed empty animal enclosures that had no explanatory signage about why the enclosure was empty, while others had postings indicating that an animal was temporarily off display or had passed. Examples of signage conditions observed during fieldwork are included in Exhibit 11.3 below.

Exhibit 11.3: Examples of Signage Issues





The top photo shows an educational sign within the African Savanna region that has been corroded by salt and sun, largely rendering the text illegible. The signage inventory from 2019, more than five years before this photo was taken, records that this exact sign is faded to the point of needing replacement. The second photo below is a sign located indoors in the giraffe barn for comparison purposes.
Source: BLA site visit observations (October 2025).



Empty exhibit at the Insect Zoo with no signage indicating why the exhibit is empty.
Source: BLA site visit observations (October 2025).

These signage deficiencies detract from the visitor experience and weaken SFZS's educational mission. Outdated or illegible signage contributes to an overall sense of disrepair on Zoo grounds and limits opportunities for visitor learning. Inconsistent communication regarding animal exhibits that are temporarily or permanently empty could lead visitors to perceive a lack of transparency or care. Over time, these conditions could impact the public perception of the Zoo and reinforce broader reputational challenges, particularly when combined with declining attendance and the reductions in educational and guest programming described earlier in this section. SFZS should develop and implement a Zoo-wide signage plan as part of a three- to five-year remediation effort that prioritizes the replacement of illegible or outdated educational and wayfinding signage and the installation of clear explanatory signage for empty exhibits. The plan should establish standards for signage content, design, and maintenance; identify funding needs and timelines for replacement; and assign responsibility for ongoing monitoring and updates.

Absence of Marketing and Public Relations Strategy

Lack of marketing planning and low strategic investments

SFZS's marketing team operated without an active, implemented annual marketing plan from at least 2019 through 2025. Although SFZS developed annual written marketing plans for 2021, 2022, 2023, and 2025,[3] marketing staff reported to us that these plans were not implemented and that staff lacked the authority or resources to carry out sustained promotional efforts. The written plans themselves outline campaigns and special events intended to drive visitation and community engagement, but many of these campaigns and events did not take place. For example, marketing staff proposed contracting for a hand-crafted seasonal lantern display in three separate plan years, but the display never occurred. In interviews, current and former marketing staff indicated that although the former SFZS CEO ultimately approved the funds for this festival in at least one budget year, the authorization was not made in time for the overseas vendor to proceed.

Meanwhile, in lieu of a defined advertising strategy, three plans stated only that the marketing team would develop advertising programs "when allowed" or "in advance of events." Staff also stated that requests to conduct guest surveys, audience research, or demographic trend analyses were denied by senior management. In response to our request for visitor surveys conducted between FY 2019-20 and FY 2024-25, SFZS management reported that only one visitor survey was conducted in 2019. SFZS management also reported that SFZS's secret shopper program, which tests customer experience, was canceled in late 2020 due to the COVID-19 pandemic. At the same time, SFZS expended funds for isolated, non-targeted promotional efforts such as radio advertising. This approach resulted in marketing decisions that marketing staff characterized as disconnected from data, uncoordinated across departments, and ineffective at advancing attendance or engagement objectives.

We found that SFZS invests significantly less in advertising and promotions than local peer cultural institutions. As shown in Exhibit 11.4 below, in FY 2024-25 SFZS spent $396,520 on advertising, or approximately 1.4 percent of its total operating expenses. This investment is substantially less than comparable institutions such as the Oakland Zoo, the California Academy of Sciences (Cal Academy), and the Gardens of Golden Gate Park,[4] each of which spent two to four times as much, proportionally, on their promotional activities. Staff reported to us that

[3] SFZS did not produce a written plan for the fiscal or calendar years of 2020 and 2024. They did, however, provide a list of all marketing events and campaigns that took place between July 2018 and December 2024.

[4] The Gardens of Golden Gate Park include the Conservatory of Flowers, Japanese Tea Garden, and San Francisco Botanical Garden.

despite SFZS's scale, complexity, and reliance on earned revenue, marketing expenditures were not strategically planned or consistently targeted, limiting SFZS's ability to attract new audiences, retain repeat visitors, or respond to changing demographic trends.

Exhibit 11.4: Advertising Expenditures of Bay Area Cultural Institutions

Institution	Operating Expenses	Advertising Expenses	Proportion of Operating Expenses
Cal Academy (FY 2024-25)	$108,668,894	$4,400,608	4.0%
Oakland Zoo (FY 2023-24)	31,798,382	1,531,387	4.8%
Gardens of Golden Gate Park (FY 2023-24)	14,798,747	406,290	2.7%
San Francisco Zoo (FY 2024-25)	***27,906,819***	***396,520***	***1.4%***

Source: Most recently available audited financial statements.

Note: Figures reported above are from audited financial statements for the fiscal year ending in 2025 except for the Oakland Zoo and the Gardens of Golden Gate Park, which are for the year ending in 2024.

Restrictions on public relations and transparency

Communications staff reported to our audit team that they operated with minimal autonomy and direction for several years prior to 2025. Multiple staff across departments stated that press releases were frequently prohibited or suppressed, including communications related to animal conditions, exhibit changes, or conservation work, due to concerns about potential negative attention. Staff also reported to us that external communications decisions were centralized under the former CEO, who frequently engaged outside consultants to prepare press releases and communications materials rather than working with in-house staff, and that these consultant engagements were often not coordinated with existing communications efforts.[5] The marketing plans provided by SFZS between the years 2021 and 2025 include SFZS's annual public relations strategy, which is limited to the statement that public relations opportunities shall be "vetted and approved [by the CEO] for possible distribution."

As discussed in more detail in *Section 8: Workplace Culture, Organizational Structure, and New Leadership* of this report, this environment of limited transparency and suppressed communications also affected SFZS employees and workplace culture: more than 80 percent of SFZS staff who responded to a staff survey conducted by our audit team rated communication and workplace culture as "poor" or "very poor" under the previous CEO. It is also likely that the absence of an implemented marketing strategy, limited investment in promotional activities, reliance on external consultants, and sustained suppression of public communications weakened

[5] SFZS's general ledger records between July 1, 2023, and June 30, 2024, show at least three vendors who were receiving monthly payments of $4,000 to $5,000, or approximately $14,000 per month in total, to provide strategic communication and marketing consulting services.

the Zoo's public visibility and its institutional reputation by limiting its ability to promote its mission, educational programming, and conservation efforts. As discussed in *Section 1: Financial Condition, Transparency, and Contingency Planning* of this report, Zoo attendance decreased by 170,236 visitors, or 22 percent, between FY 2018-19 and FY 2024-25, and SFZS experienced a significant decline in external financial support from both corporate and individual donors.

SFZS Needs a Short-Term Remediation Plan

Attendance-related revenue is SFZS's largest and most significant revenue source, and as discussed more in *Section 1: Financial Condition, Transparency, and Contingency Planning* of this report, increasing attendance is necessary to stabilize SFZS's financial health and ensure its longevity. However, without near-term effort and investment to support and prioritize public-facing activities like public relations, educational programming, targeted marketing, and signage repair, SFZS's lack of institutional strategy, planning, and investment in these areas will continue to affect its ability to increase attendance and donor support. We recommend that the SFZS Chief Executive Officer develop a short-term remediation plan for public-facing, revenue-related efforts to help SFZS identify and prioritize immediate restoration needs and ensure that programs critical to public engagement and financial sustainability are stabilized as soon as possible.

Based on the conditions identified in this section, a remediation plan should prioritize restoring consistent and reliable educational programming; reestablishing baseline scientific capacity and professional engagement; addressing deferred maintenance of public-facing signage and exhibit communications; rebuilding core marketing and public relations functions to improve visibility and transparency; and supporting near-term donor and community outreach efforts.

Conclusion

The reduction in SFZS's educational programs, research publication, and scientific output, along with deferred maintenance of interpreted signage and a lack of strategic communications, have impacted the Zoo's ability to carry out its mission to connect people with wildlife, inspire caring for nature, and advance conservation action. These conditions also collectively weaken community engagement and the guest experience at the Zoo. To stabilize attendance and restore public trust, the Zoo should implement a near-term remediation plan to repair signage, restore core education and marketing functions, and reestablish baseline scientific and communications capacity while developing longer-term operational plans to sustain these functions.

Recommendations

The SFZS Chief Executive Officer should:

11.1 By December 31, 2026, develop and implement a three- to five-year remediation plan in consultation with appropriate senior leadership that plans for, and prioritizes, the restoration of public-facing functions that affect attendance, revenue stability, and public trust. The plan should clearly distinguish short-term remediation activities from longer-term strategic planning needs and should identify timelines and responsible parties for implementation. This effort should center the following objectives:

a. Repair and replace zoo signage that is either in physical disrepair or contains inaccurate information.

b. Restore educational programs.

c. Develop an operational annual marketing plan and public relations protocols.

d. Restructure staff scientist capacity to follow a written institutional scientific research plan.

Benefits and Costs

Implementation of the recommended remediation plan would support near-term stabilization of the SFZS's public-facing functions, which are necessary to increase attendance, rebuild donor confidence, and improve community perception. By addressing deferred needs in education programming, scientific capacity, signage, and marketing, SFZS would be better positioned to achieve financial solvency and sustain the longer-term governance, staffing, and funding reforms described elsewhere in this report. Clear sequencing of remediation and permanent changes would also reduce the risk that structural improvements fail to generate intended outcomes due to unaddressed reputational and operational challenges.

Implementing the remediation plan would likely require additional short-term resources beyond SFZS's existing operating budget to support acute restoration needs, such as replacement of outdated signage, rebuilding education and outreach capacity, and strengthening marketing and communications. Other ongoing costs could include potential increases in full-time staffing, particularly in scientific and marketing functions at an estimated annual compensation level of $90,000 to $110,000 per position.

Appendix A: Benchmarking Analysis of Peer Zoos

We conducted a benchmarking analysis of peer zoos with similar public-private governance structures to the San Francisco Zoo and Gardens (San Francisco Zoo) as part of our audit fieldwork. The purpose of the benchmarking analysis was to identify common practices in zoo operations and management and compare standard practices with those of the San Francisco Zoo. Our analysis used publicly-available financial and governance materials from a total of 22 institutions across the United States.

We found that peer zoos operate under a wide range of governance, funding, capital planning, and oversight structures. Compared to these institutions, the San Francisco Zoo operates under one of the oldest active management agreements, receives a relatively modest level of public support, and lacks several formalized oversight and long-term capital planning mechanisms in place at other zoos. These comparisons highlight opportunities for a revised agreement between the San Francisco Zoological Society and the City to clarify oversight authority, strengthen reporting and performance expectations, and align capital planning and funding structures with contemporary peer practices.

Methodology

We identified peer institutions for this analysis using the following criteria: (a) zoos[1] accredited by the Association of Zoos and Aquariums (AZA) as of 2025; (b) zoos managed and operated by a nonprofit organization under the authority of an operating agreement with a local government entity; and (c) zoos with a minimum 500,000 average annual visitors recorded as of 2025. Using these criteria, we identified and reviewed the 22 peer zoos listed in Exhibit A.1 below.

[1] AZA-accredited institutions include both zoos and aquariums. We excluded aquarium-exclusive institutions from our review but included institutions that are both a zoo and an aquarium.

Exhibit A.1: Peer Zoos and Materials Reviewed

Zoo	Form 990 Year	Audited Financial Statement?	Most Recent Operating Agreement with Host Jurisdiction?
Fresno Chaffee Zoo	2023	✓	✓
Kansas City Zoo	2023	✓	✓
Zoo Miami	2022	✓	✓
Nashville Zoo	2023	✓	
Woodland Park Zoo (Seattle)	2023	✓	✓
Detroit Zoo	2023	✓	✓
Denver Zoo	2023	✓	✓
Fort Worth Zoo	2022	✓	✓
Columbus Zoo	2023	✓	
Pittsburgh Zoo	2023		
Oakland Zoo	2022	✓	✓
Cincinnati Zoo	2023		
Philadelphia Zoo	2022	✓	
San Diego Zoo	2023	✓	✓
Birmingham Zoo	2023	✓	✓
Fort Wayne Zoo	2023	✓	✓
San Antonio Zoo	2023	✓	✓
Oklahoma City Zoo	2023	✓	✓
Zoo Atlanta	2023	✓	✓
Dallas Zoo	2022	✓	✓
Reid Park Zoo (Tucson)	2022	✓	✓
Tulsa Zoo	2023	✓	✓
Total	**22**	**20**	**17**

Source: BLA collection of publicly-available materials.

Collected materials are summarized in Exhibit A.1 above.[2] For each zoo, we collected the most recently published IRS Form 990 of the nonprofit operator,[3] which was available for all institutions reviewed, and the nonprofit operator's recent audited financial statements (available

[2] Our team reviewed additional publicly available materials that broadly informed our fieldwork areas for this audit report. These include performance audits, local jurisdiction meeting minutes, annual reports, strategic plans, relevant ballot measures, and news publications.

[3] Form 990 is a federal IRS informational return that tax exempt organizations file to provide the IRS with financial, operational, and governance data.

for 20 out of 22 zoos). We also collected and reviewed the zoos' lease and management agreements or comparable governing documents, which were available for 17 out of 22 zoos.

Due to the nonprofit status of these zoos' operating organizations and their public-sector agreements, most materials used in this analysis were obtained from publicly-available online sources. Where key documents were not publicly accessible, we submitted public records requests to host jurisdictions to obtain relevant materials.

Findings

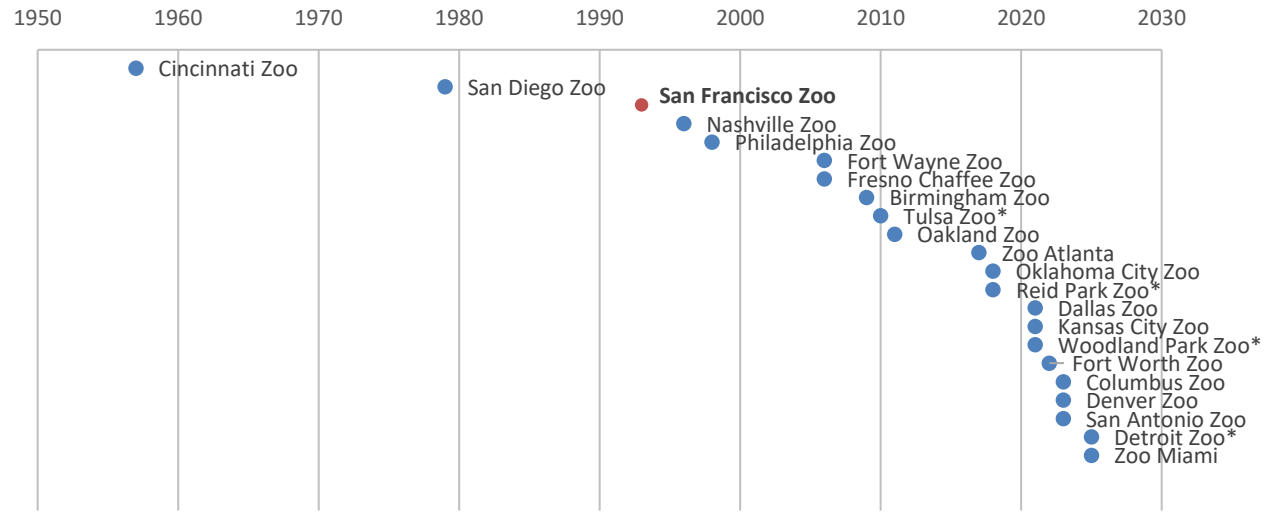
To inform the City's consideration of a new lease and management agreement, this appendix summarizes key governance, financial, capital planning, and oversight practices observed among peer zoos. The information below is intended to provide context and examples to guide and inform the agreement renegotiation process between the San Francisco Zoological Society (SFZS) and the City, as discussed further in *Section 3: Management Agreement and Oversight* of this report.

Governing Agreement

Exhibit A.2 below shows the age of each zoo's active operating agreement between its host jurisdiction and nonprofit operator, inclusive of any amendments or memoranda of understanding. Of the 22 peer zoos we reviewed, the San Francisco Zoo and Gardens (San Francsico Zoo) has the third oldest agreement and is one of five zoos with provisions from before the year 2000. Other zoos, such as the Oklahoma City and Denver Zoos, have original agreements dating back to the 1970s-1990s, but these agreements were amended in the last decade prior to this audit report.

We also observed that agreement terms varied in length and renewal conditions. Though individual terms ranged between one year and 55 years, most agreements included automatic renewal provisions extending the total length of the agreement term to anywhere between 15 and 100 years without requiring an active review or approval process. At least four of the agreements we reviewed included a provision for conditional renewal, where one or all parties must actively opt to extend the operating agreement at renewal. These institutions are identified in Exhibit A.2 below.

Exhibit A.2: Dates of Peer Zoos' Most Recent Operating Agreements

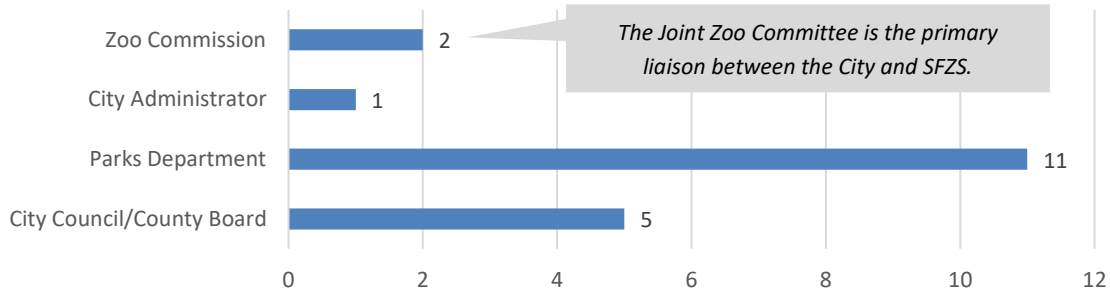


Source: Peer zoos' operating agreements and amendments, audited financial statements, and public meeting minutes.

* Indicates the agreement includes a provision to optionally renew.

Exhibit A.3 below identifies the primary host jurisdiction entity responsible for managing relations with nonprofit zoo operators among the 19 peer zoos for which we were able to verify this information. In most cases, this responsibility rests with a municipal parks and recreation department (11 out of 19 zoos), followed by direct oversight from a city council or county board (five out of 19 zoos). One institution (Oakland Zoo) primarily coordinates with its host jurisdiction's City Administrator. The San Francisco Zoo is one of only two zoos, along with Zoo Miami, with oversight from a zoo commission or Joint Zoo Committee; in both cases, these committees serve in a purely advisory capacity to a larger parks or recreation commission rather than functioning as primary oversight bodies.

Exhibit A.3: Count of Peer Zoos by Primary Oversight Body (n=19)



Source: Peer zoos' operating agreements and amendments.

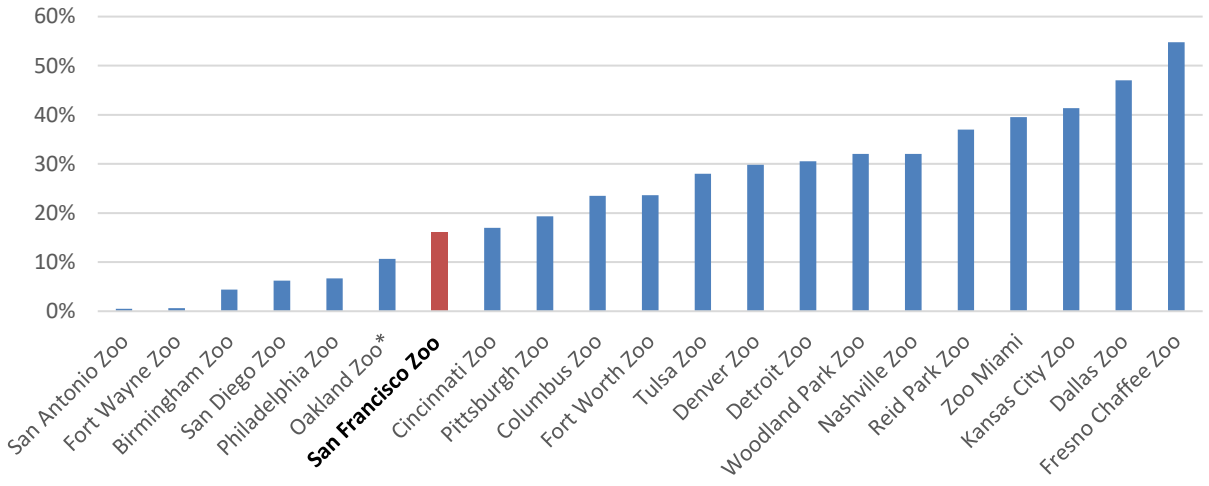
Note: We were only able to verify oversight structure for San Francisco and 18 other zoos with available operating agreements and/or audited financial statements clearly indicating the arrangement.

Financials

Revenues to zoos generally consist of the following: (a) **earned** support through ticketing, concessions, and other sales; (b) **contributed** support from individual and corporate donations; and (c) **public** support from federal, state, and local contributions or grants. While earned and contributed revenue varies widely across institutions based on attendance, fundraising capacity, and local market conditions, the level of government support is a useful indicator of the extent to which each zoo is financially supported by its host jurisdiction.

Exhibit A.4 below shows each peer zoo's public support from its host jurisdiction as a percentage of its total operating expenditures.[4] Public support includes both ongoing base funding and discretionary appropriations provided by the local governing authority. As shown below, the level of public support varies widely across zoos, ranging from minimal contributions (such as the San Antonio Zoo and the Fort Wayne Zoo) to more than half of total operating expenditures (such as the Fresno Chaffee Zoo). The San Francisco Zoo falls on the lower range of peer institutions, with public funding representing 16 percent of its overall operating budget in FY 2023-24 compared to the median of 24 percent for this group.

Exhibit A.4: Public Support as Proportion of Operating Expenditures



Source: Peer zoo audited financial statements and Form 990s for 2023 and 2024.

* The City of Oakland passed a parcel tax in 2022 to provide an additional $12 million annually in contributed public support to the Oakland Zoo. The tax has not been collected as of the most recently available financial report for FY 2023-24 and is therefore not reflected in Exhibit A.4.

[4] Some of these values may also include grant revenue from state and federal sources, but these amounts are commonly not a meaningful proportion of public support.

Zoos receive public support through a variety of funding mechanisms structured through operating agreements, local ordinances, and voter-approved measures. As shown in Exhibit A.5 below, these mechanisms range from annual management or operating fee commitments to dedicated tax revenues, fee waivers, and direct funding for maintenance or capital needs.

Exhibit A.5: Sample of Public Support Funding Mechanisms of Peer Zoos

Funding Source	Examples
Management/Operating Fee	***Zoo Miami:*** Miami-Dade County agrees to issue a general fund appropriation to the Zoo of no less than 80 percent of the FY 2024-25 appropriation, each year, subject to available revenues. ***Dallas Zoo:*** The management fee paid to the Dallas Zoo each year shall be capped and limited to an amount that, when added to revenues, equals but does not exceed the Zoo's projected operating costs. ***San Francisco Zoo:*** The City and County of San Francisco shall pay $4,000,000 to SFZS each year from a General Fund appropriation within the Recreation and Park Department budget.
Tax Revenue	***Columbus Zoo:*** Franklin County voters approved a levy of $0.75 per $1,000 in taxable appraised property value to support the Zoo over a 10-year period. ***Detroit Zoo:*** The counties of Macomb, Oakland, and Wayne each passed a property tax levy at $0.1 per $1,000 of taxable property value to fund Zoo operations over 10 years.
Tax/Permitting Waiver	***Birmingham Zoo:*** The City of Birmingham will issue a rebate for sales tax generated at the Zoo up to $562,000 per year. ***Woodland Park Zoo:*** The City of Seattle exempts the Zoo from City taxes on admission charges to visitors. ***Fort Worth Zoo:*** The City of Fort Worth agrees to waive up to $50,000 in permitting fees each year for work performed on the premises.
Funding Commitment	***Dallas Zoo:*** The City of Dallas pays for routine maintenance to the wetlands on the premises incurred above $150,000 in a year.

Source: Peer zoos' operating agreements and audited financial statements.

Of the 18 peer zoos with verifiable public funding sources,[5] nine zoos (50 percent) included more than one type of public funding mechanism. Sources supporting capital projects and long-range facility planning are discussed in a later section of this appendix.

[5] Audited financial statements and Form 990s did not reliably account for different mechanisms of government support. The actual number of peer zoos with multiple public funding sources may be higher.

Notably, many of these funding mechanisms vary year-to-year due to fluctuations in tax or levy revenues or variable appropriations. This variation complicates revenue forecasting during budget planning, as we observed in our review of peer organizations' audited financial statements. We also observed that some peer zoos' operating agreements with management fee funding specifically incorporate annual inflation adjustments into their payment schedules. Examples include:

- **Woodland Park Zoo:** The 2022 agreement between the City of Seattle and the Woodland Park Zoological Society (WPZS) establishes a first-year operations support payment of $7.6 million from the City to WPZS. For each year thereafter, the payment shall escalate by the increase in the Consumer Price Index (CPI) for the Seattle-Tacoma-Bremerton area. The operations support payment may decrease in the event of a fiscal emergency, defined as insufficient current-year revenues to the City's General Fund or Park District. In this event, the payment may decrease by the lesser of five percent or the percentage decline in expected General Fund or Park District revenues.
- **Tulsa Zoo:** The 2010 contract between the City of Tulsa and Tulsa Zoo Management, Inc. established the management fee for the first four years, covering FY 2010-11 through FY 2013-14. Between these years, the management fee was set at $2.8 million and increased to $4.6 million. Beginning in FY 2014-15 and continuing through the remainder of the 25-year term, the agreement requires the management fee to increase annually by the greater of 2.5 percent or the CPI inflation factor.

Restricted Revenue Uses

Of the 17 zoos with lease and management agreements or comparable governing documents that we reviewed, 10 (59 percent) do not place formal restrictions on how public revenue from host jurisdictions may be used. These institutions generally use public contributions to support overall operations, and their governing agreements do not require nonprofit operators to use public revenue for specific purposes. Five zoos (29 percent) receive a mix of restricted and unrestricted public funding, with certain funding amounts designated for specific purposes. For the remaining two zoos (12 percent), all public funding must be used in accordance with restrictions established in operating agreements or local ballot language. Restrictions most commonly apply to facilities and exhibit maintenance, although some institutions must designate funds for public access initiatives, education programming, or conservation activities. A sample of funding structures and associated conditions is presented in Exhibit A.6 below.

Exhibit A.6: Sample of Conditions on Public Funding Sources of Peer Zoos

Zoo	Restrictions on Public Funding Revenues	Summary of Uses
Detroit Zoo	Partial	The Detroit Zoological Society may request additional appropriations from the City of Detroit each fiscal year to support specific projects. The City maintains a fund for expenditures not assigned to any single department, from which the Society may seek support by submitting detailed programmatic and financial documentation for City Council review and approval. In FY 2024-25, the City awarded the Society $1.2 million from this fund for security and insurance expenditures. Separately, the Society receives approximately $1.2 million annually from the City of Detroit for operations, as well as roughly $15 million per year in dedicated levy funding from three regional counties. As a condition of the tri-county levy support, the Detroit Zoo must maintain free admission for residents of these counties.
Woodland Park Zoo (Seattle)	Partial	Revenues from the City of Seattle include approximately $2 million annually to support major maintenance performed on the Zoo's premises. The City of Seattle also provides approximately $3 million annually in insurance reimbursements to the Society. Further, the King County property tax levy proceeds in the amount of $7 million annual are to be used for the purposes of education and conservation programming and maintenance work performed on the premises. The Woodland Park Zoological Society receives public support through the City of Seattle towards general operations in addition to these sources.
San Diego Zoo	All	Revenue from the City of San Diego Zoo property tax levy proceeds shall be restricted for the purpose of exhibit maintenance on the premises.
Columbus Zoo	All	Revenue from the Franklin County property tax levy proceeds shall be used for general maintenance of campus facilities.

Source: Peer zoos' operating agreements, audited financial statements, and City of Detroit Legislative Policy Analyst.

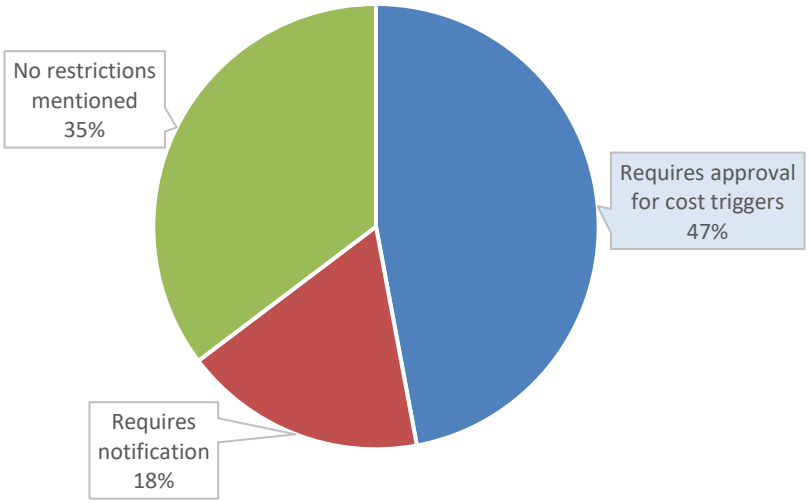
In some instances, operating agreements include provisions to restrict earned revenue. Such is the case with Zoo Miami, which requires that its nonprofit operator earmark gross membership revenues for funds dedicated to conservation and campus improvement expenditures.

Capital Improvements

The 1993 Lease and Management Agreement between SFZS and the City requires SFZS to obtain approval from the Recreation and Park Commission for any capital improvement or alteration to the premises exceeding $50,000. As shown in Exhibit A.7 below, operating agreements for eight of the 17 peer zoos (47 percent) with available operating agreements include similar approval provisions. Expenditure thresholds requiring host-jurisdiction approval vary widely, ranging from

$0 (where any alteration outside of routine maintenance must receive written approval) to $1 million. Three zoos (18 percent) do not require formal written approval but instead require the nonprofit operator to notify the host jurisdiction either prior to commencing work or upon project completion. Operating agreements for the remaining six zoos (35 percent) do not include provisions requiring either reporting or approval from the host jurisdiction for capital or improvement work performed on zoo premises.

Exhibit A.7: Discretionary Authority of Peer Institutions to Make Improvements and Alterations (n=17)



Source: BLA analysis of peer zoos' operating agreements.
Note: The shaded box reflects the San Francisco Zoo's agreement terms. The San Francisco Zoo is not included in this figure.

Capital Planning

The 11 operating agreements that require notification to or approval by their respective host jurisdictions for capital work also include provisions that link improvements and alterations to broader capital planning requirements, as shown in Exhibit A.8 below. These provisions require either:

- That the proposed projects align with an approved master plan, strategic plan, or multi-year capital improvement and budgeting process maintained by either the nonprofit operator or the host jurisdiction; or
- That the nonprofit operator submit annual or multi-year capital plans for review and approval by local officials to ensure that improvements are coordinated with long-term planning priorities and available funding.

These requirements provide host jurisdictions with greater visibility into the scope, timing, and funding of capital investments to ensure that improvements to publicly-owned zoo premises are consistent with adopted plans and long-term facility needs.

Exhibit A.8: Sample of Capital Planning Materials in Peer Operating Agreements

Zoo	Summary of Uses	Agreement Requires Plan Renewal?*
Reid Park Zoo (Tucson)	Prior to each fiscal year, the Zoological Society must propose an itemized list of capital improvements for the operational year and a capital plan and budget for the following five years thereafter. The proposed annual and five-year capital budgets must be submitted to the City Manager, Mayor, and City Council each year for approval.	Yes
Kansas City Zoo	The operating agreement between the Zoological Society and the City stipulates that the City and Zoo will cooperate to complete exhibits identified in the Master Plan, and that the Strategic Plan will endeavor to develop more permanent financial support via a capital improvements campaign. The Society is not obligated to make or is restricted from making improvements outside of projects specified in official joint documents.	No
Woodland Park Zoo (Seattle)	The Zoological Society may make capital improvements if and only if they are in alignment with the Long Range Plan approved by the City. The Long Range Plan is developed in consultation with the Park Department's Superintendent on a five-year basis for physical improvements to the Zoo's campus. Capital improvements outside of the Long Range Plan must be approved by the City if and only if they do not obstruct progress made towards plan objectives. Expenditures on any project must be proposed in the capital budget produced annually to the City.	Yes

Source: Operating agreements from peer zoos.

Our audit team attempted to assess the contents and current status of the long-term planning documents referenced in peer operating agreements; however, these materials were not always publicly available. Accordingly, our analysis is limited to the planning requirements reflected in governing agreements and other publicly accessible documentation. Available audited financial statements and operating agreements nonetheless provided insight into how peer institutions structure public support for capital projects.

The most common sources of capital financing from host jurisdictions include voter-approved bond measures and dedicated tax or levy proceeds. Bonds are typically used to finance long-range facility and infrastructure improvements over 10 to 20 years, while parcel taxes, sales

taxes, and levies more often support ongoing or shorter-term capital needs and frequently return to the ballot for renewal approximately every 10 years. In some cases, operating agreements—such as that of Woodland Park Zoo—also allow for one-time municipal appropriations for capital projects that arise outside the scope of an adopted long-range plan.

The San Francisco Zoological Society received General Obligation bond proceeds for a period of 10 years between 1997 and 2007 to develop Phase I of the Zoo 2000 Master Plan. However, SFZS no longer receives public support for capital improvements or long-term projects. Further, there is not an active long-term strategic plan in place that is approved by the Recreation and Park Commission, as described in more detail in *Section 2: Planning and Vision* of this report.

Oversight Authority

The current management agreement between SFZS and the City requires several areas of City oversight related to admissions, executive appointments, and public access to the Zoo, but these provisions tend to be less prescriptive and transparent than those of other peer operating agreements. The case studies below highlight selected examples of reporting and monitoring requirements in place at peer zoos that the City could consider enhancing its oversight of the San Francisco Zoo in a revised management agreement.

Case Studies in Reporting Obligations and Monitoring

Woodland Park Zoo (Seattle) Public Benefit Report

Under the Woodland Park Zoo Operations and Management Agreement, the Woodland Park Zoological Society (WPZS) must prepare an annual Public Benefits Report documenting the public benefits it provides each year, including the scale and impact of those benefits and a reasonable dollar valuation of their value. Public benefits generally include free or reduced-cost admission programs, educational programming and camps, community access initiatives for low-income or underserved groups, conservation and outreach activities, and other services provided to the public at reduced or no cost. If the City of Seattle determines that the reported value of public benefits does not meet the minimum required under the agreement, WPZS must address the shortfall in the following year by increasing the value of benefits delivered and reported.

Zoo Miami

Zoo Miami's operating agreement requires that an annual performance review be conducted as part of the agreement renewal process, during which both the Zoo and its supporting foundation are evaluated against established performance benchmarks. These benchmarks include attendance targets, customer satisfaction and net promoter scores, conservation funding goals, and achievement of annual revenue targets across membership, donations, grants, and educational programming. Continued renewal of the operating agreement is tied to performance against these measures, which are intended to assess operational success, financial sustainability, and public engagement.

San Antonio Zoo

The San Antonio Zoo's operating agreement includes a record-keeping provision requiring the zoological society to maintain and provide the City of San Antonio, upon request, with access to a defined set of inspection, accreditation, and regulatory compliance documents. These include federal Animal Welfare Act inspection reports and responses, current accreditation reports and bylaw changes from the AZA and equivalent organizations, and inspection reports related to amusement ride safety. By explicitly identifying these materials, the agreement ensures that the City retains ongoing visibility into regulatory compliance, accreditation status, and operational conditions associated with the facilities, animals, and attractions for which it maintains ownership and liability.

Board of Directors

The San Francisco Zoological Society primarily engages with the City through Joint Zoo Committee and Recreation and Park Commission meetings. However, as shown in Exhibit A.9 below, some

peer operating agreements grant the host jurisdiction more direct involvement in nonprofit governance, either in addition to or instead of public meeting oversight. At least three peer institutions authorize the host jurisdiction to appoint representatives to the nonprofit's Board of Directors, either as ex officio or voting members, thereby formalizing the City's role within the organization's internal governance structure.

Exhibit A.9: Sampling of Peer Zoos with Board Representation

Zoo	Board Representation	Voting Rights?
Kansas City Zoo	The City Council, City Manager, and the Mayor shall each have a representative liaison on the Board of Directors. At least one Recreation and Parks representative shall sit on the committee responsible for appointing the Executive Director.	No, except during executive appointment
San Antonio Zoo	The City of San Antonio may appoint a representative liaison to the Zoological Society's Board of Directors.	No
Woodland Park Zoo (Seattle)	The Seattle City Council, Superintendent, and Mayor shall each appoint one member of the public to the Society's Board of Directors.	Yes

Source: Peer zoos' operating agreements.

Appendix B: Summary and Assessment of the Lease & Management Agreement

Overview of the Agreement

The Lease and Management Agreement between the San Francisco Zoological Society (SFZS) and the City, acting through the Recreation and Park Commission, took effect on July 1, 1993 and governs the operation, management, and maintenance of the San Francisco Zoo and Gardens (Zoo). The agreement was structured to maintain the Zoo as a cultural and educational institution operated by a nonprofit organization for the benefit of the public, while preserving its role as a City-owned asset. Under the agreement, the City leases the Zoo premises, structures, and animals to SFZS and assigns responsibility for day-to-day operations, animal care, programming, private fundraising, and maintenance to SFZS. In exchange, the City provides financial support via an annual management fee. The City retains oversight responsibilities through the Recreation and Park Commission, including review of budgets, capital improvements, admission policies, and other major operational decisions requiring Commission approval or resolution. The agreement was authorized for an initial five-year term with automatic five-year renewals through 2092.

Assessment of Actionable Provisions

The agreement contains numerous provisions assigning specific responsibilities to SFZS, the City, and the Recreation and Park Commission related to financial management, capital planning, public access, reporting, and oversight. Exhibit B.1 below summarizes key provisions with ongoing operational or governance significance and presents our assessment of their status as of February 2026 based on our review of documents and our audit fieldwork. Our assessment primarily reviewed materials from within our audit period between FY 2018-19 and FY 2024-25. Provisions were classified as satisfactory, non-compliant, outdated, insufficient, or complete where obligations have already been fulfilled. The reference sections identified in Exhibit B.1 indicate where within this report we discuss each provision and the analysis supporting its status in greater detail.

Our review found 13 provisions to be **non-compliant** with current practice, six provisions to be **outdated** due to changes in law, operations, or organizational structure, and three provisions to be **insufficient** to serve as a meaningful performance or financial benchmark under current conditions. The number and significance of these provisions indicate that the existing agreement no longer reflects current Zoo operating conditions or oversight needs and supports the need for a revised Lease and Management Agreement, as discussed further in *Section 3: Management Agreement and City Oversight* of this report.

Exhibit B.1: Assessment of Key Provisions

Agreement Term/Section	Summary	BLA Assessment	Audit Report Section(s)
Rent			
4	SFZS shall pay rent in the amount of $1 annually to the City.	***Non-Compliant:*** Recreation and Park Department staff confirmed there is no record of an annual transaction in the amount of $1 to SFZS. The Department holds similar lease agreements with nominal annual rent charges of less than $100 but does not have a process to collect them.	
Management Fee			
5.1.1	The City shall pay SFZS an annual management fee equal to $4 million. This Management Fee must be paid from a General Fund appropriation, separate from the budget of the [Recreation and Park] Department.	***Insufficient:*** The $4 million management fee is not indexed to inflation and no longer provides its original level of material support to SFZS.	*1. Financial Condition, Transparency, and Contingency Planning* *3. Management Agreement and City Oversight*
5.1.2	City intends to fund the payment of the Management Fee from a general fund appropriation, which shall be separate and apart from the budget of the [Recreation and Park] Department. The payment of the Fee shall be governed by and subject to the budget and fiscal provisions of the Charter.	***Satisfactory:*** The Recreation and Park Department appropriates $4 million of General Fund monies annually to a subfund for the management fee. The Department issues payments to SFZS on a monthly basis in the amount of $333,333.	

Agreement Term/Section	Summary	BLA Assessment	Audit Report Section(s)
5.2	Upon each [five-year] extension of the Agreement, the Management Fee must be adjusted to reflect any change in the wages/benefits paid to all PCS staff employed by the Zoo. The amount cannot be less than what is required to be reimbursed by SFZS to the City for PCS wages.	***Complete:*** There are no Permanent Civil Service (PCS) staff employed at the Zoo as of FY 2018-19.	
Payment to the City for Services Rendered			
6.1	SFZS must pay to the City the cost of all services provided by City to SFZS under this Agreement and otherwise as requested by SFZS.	***Complete:*** There are no Permanent Civil Service (PCS) staff employed at the Zoo as of FY 2018-19.	
6.2	SFZS must pay salary and fringe benefits for PCS staff employed by the Zoo.	***Complete:*** There are no Permanent Civil Service (PCS) staff employed at the Zoo as of FY 2018-19.	
6.3	The City shall charge water rates equal to what is paid by the Recreation and Park Department and utility services equal to what is paid by any City Department for comparable services.	***Outdated***: At the time of the 1993 Management Agreement, City departments paid a discounted utility rate to the San Francisco Public Utilities Commission. This discount was phased out between 2019 and 2025.	*1. Financial Condition, Transparency, and Contingency Planning* *3. Management Agreement and City Oversight*
Use of Premises			
7.2	The Zoo shall be open 365 days per year, at least seven hours per day, except in the case of public disaster or major emergency.	***Satisfactory:*** Operating hours for the San Francisco Zoo since at least 2019 reflect that the Zoo is open year-round for at least seven hours per day.	

Agreement Term/Section	Summary	BLA Assessment	Audit Report Section(s)
Permits, Licensing, and Accreditation			
9.1	SFZS must maintain accreditation and good standing with the AZA and USDA. Failure to maintain these credentials will constitute a breach of the agreement.	***Satisfactory:*** SFZS has maintained good standing with the AZA and USDA since the execution of the 1993 agreement.	
9.2	All licenses and credentials held at the time of the agreement's initial execution must be legally transferred to SFZS from the City and must be maintained accordingly, if still relevant. If it is required or is more cost efficient for the City to retain licensure of any such permits and credentials, the City will maintain ownership.	***Satisfactory:*** SFZS holds all permits and licenses with various federal, state, and regional entities in its operation of the Zoo.	
Capital Improvements and Alterations			
10.1	SFZS must submit preliminary plans for all alterations and capital improvements to the Recreation and Park Commission. Upon completion, SFZS must provide copies to the Commission of the final as-built plans and specifications.	***Non-Compliant:*** Our review of Recreation and Park Commission meeting minutes and attachments between 2019 and 2025 found one instance where SFZS did not submit plans of campus projects ahead of breaking ground: the interactive "Under the Canopy" art installation. Planning materials were presented to the Commission for the Madagascar tortoise amphitheater and snow leopard expansion. However, there are no records of schematics being delivered to either the Commission or Recreation and Park Department staff at project completion for any capitalized expenditure between 2019 and 2025.	*3. Management Agreement and City Oversight*

Agreement Term/Section	Summary	BLA Assessment	Audit Report Section(s)
10.1	For all alterations and capital improvements exceeding $50,000, SFZS must seek approval from the Recreation and Park Commission via resolution.	***Non-Compliant:*** Our review of Recreation and Park Commission meeting minutes and resolutions found only one instance of approval by resolution for a capital improvement in the amount of $1.4 million towards Phase II of the Madagascar Project. A review of compiled Commission resolutions between 2000 and 2024 indicates the next most recent approval by resolution for capital spending at the Zoo was in 2013.	*3. Management Agreement and City Oversight*
10.2	SFZS is prohibited from making any capital improvements and alterations without the express authorization of a Recreation and Park Commission resolution or [Recreation and Park] Department approval, or not in conformance with the City's Master Plan.	***Non-Compliant***: SFZS has not had an active Master Plan approved by the Recreation and Park Commission since at least 2017. Only $1.4 million of the $9 million capital expenditures recorded between 2019 and 2025 were approved by the Commission via resolution.	*2. Planning and Vision* *3. Management Agreement and City Oversight*
Utilities and Services			
11.2	City agrees to maintain, repair, and replace the lines and equipment serving the following utilities: Gas, Electricity, Domestic Water, Well Water, Reclaimed Water, Telephone, Heat Light & Power, Fuel, and Sewer Service.	***Satisfactory:*** Utility services listed in the agreement are furnished and maintained by the San Francisco Public Utilities Commission and PG&E.	

Agreement Term/Section	Summary	BLA Assessment	Audit Report Section(s)
11.3	SFZS must pay utility costs to City at the rate customarily charged to other City departments.	***Insufficient***: At the time of the 1993 Management Agreement, City departments paid a discounted utility rate to the San Francisco Public Utilities Commission. This discount was phased out between 2019 and 2025. Over the same period, the Zoo's annual utility costs paid to the City increased by 75 percent, from $1.09 million to $1.91 million.	*1. Financial Condition, Transparency, and Contingency Planning* *3. Management Agreement and City Oversight*
Zoo Animals			
12.2	SFZS must care for all zoo animals in accordance with all federal, state, and local laws and regulations, and in accordance with AZA policies and guidelines.	***Satisfactory:*** The animals at the San Francisco Zoo appear to be well cared for in alignment with AZA standards and best practices for animal welfare.	*10. Animal Care and Welfare Evaluation*
12.3	The City shall appropriate the full amount directed by the City Charter to the Animal Purchase and Exchange Fund for the purpose of purchasing animals. Unless approved by Resolution, all cash proceeds from the sale of Zoo Animals must be immediately deposited into the Animal Purchase and Exchange Fund.	***Outdated***: The AZA no longer permits compensation for animal exchanges between institutions, though agreements for paid transfers between facilities may take place. The Animal Purchase and Exchange Fund, as authorized by Administrative Code Section 10.100-247, no longer exists within the Recreation and Park Department budget.	
12.4	SFZS must provide all veterinary care to the Golden Gate Park bison herd and consultation regarding capital improvements to the bison exhibit.	***Satisfactory:*** SFZS's Chief Veterinarian administers veterinary care to the Golden Gate Park bison.	

Agreement Term/Section	Summary	BLA Assessment	Audit Report Section(s)
12.5	SFZS must provide veterinary care services requested by the Recreation and Park Department for animals at the Randall Museum and other park facilities.	***Satisfactory***: SFZS's Chief Veterinarian administers veterinary care to animals at the Randall Museum.	
12.6	SFZS must provide veterinary care for the bison herd at the San Bruno Jail until care is transferred to the Sheriff's Department or until the herd is sold in accordance with Zoo policy.	***Outdated:*** The bison herd at the San Bruno Jail was transferred to a wildlife refuge in Washington State in 2007.	
Maintenance			
13.1	SFZS must maintain a clean, safe, sanitary, and sightly premises as necessary to maintain accreditation. SFZS must hire personnel or service contracts to conduct repair and maintenance work efficiently to maintain an attractive appearance.	***Non-Compliant:*** Our audit team identified multiple instances of visible disrepair to facilities, signage, and general groundskeeping throughout our site visits in 2025. SFZS's lack of a comprehensive facility condition assessment or detailed maintenance plan contributes to increased safety risks and further deterioration of the campus.	*4. Maintenance and Facilities Condition* *11. Organizational Impact and Guest Experience*
Staffing and Employees			
14.3	The Zoo Director and Chief Veterinarian shall be appointed and removed in accordance with Charter Section 3.551.	***Outdated:*** Section 3.551 no longer exists in the San Francisco Charter and was not superseded by a replacement provision.	
14.3	In the event Charter Section 3.551 is amended after the Effective Date of this agreement, this section shall be construed to be consistent with such Section as amended.	***Outdated:*** Section 3.551 no longer exists in the San Francisco Charter and was not superseded by a replacement provision.	

Agreement Term/Section	Summary	BLA Assessment	Audit Report Section(s)
Fiscal Matters			
15.1	SFZS will establish a Founders Fund to provide from private sources with a minimum of $10 million within the first five years of this agreement.	***Completed:*** SFZS achieved its obligation to generate $10 million in funds by 1998.	
15.2	SFZS shall reasonably attempt to fundraise $25 million to finance the construction of capital improvements in accordance with the terms of this Agreement.	***Completed:*** SFZS achieved its obligation to generate $25 million in funds for capital improvements identified in the original City-approved Master Plan.	
15.3	SFZS must generate a minimum of $7 million annually in combined earned and contributed revenue, excluding the management fee to pay for Zoo operating expenses and capital improvements.	***Insufficient:*** While SFZS met this requirement each year between FY 2018-19 and FY 2024-25, the $7 million figure has not been adjusted since 1993 and is no longer a meaningful objective for SFZS in achieving financial stability.	*1. Financial Condition, Transparency, and Contingency Planning* *3. Management Agreement and City Oversight*
15.4	City shall use its efforts to place before the voters during the initial term of the agreement a measure to issue General Obligation Bonds totaling $25 million to finance capital improvements for the Zoo.	***Completed:*** The City issued $25 million in General Obligation bonds which funded infrastructure improvement projects outlined in Phase I of the 1997 Master Plan.	
15.6	The Recreation and Park Commission must approve all changes to Zoo admission fees by resolution at least 90 days prior to the proposed rate change. Admission fee changes must be made in consideration of comparable zoos and City institutions.	***Satisfactory:*** SFZS received approval via Recreation and Park Commission resolution for each of the two admission fee changes between 2019 and 2025.	

Agreement Term/Section	Summary	BLA Assessment	Audit Report Section(s)
15.9	Prior to each fiscal year, SFZS must prepare and submit (1) an annual budget inclusive of proposed revenues, operating expenses, and capital expenses; and (2) a summary of operations and services provided at the Zoo. The Recreation and Park Commission shall review proposed budgets for feasibility with proposed operations.	***Non-Compliant:*** SFZS did not submit a budget for its capital expenses to the Recreation and Park Commission between FY 2018-19 and FY 2024-25. SFZS does not prepare a capital budget or written plans or timelines for its major capital projects. Further, Commission minutes between 2019 and 2025 indicate that its budget reviews were not detailed enough to make meaningful determinations of SFZS's financial condition or budget feasibility.	*1. Financial Condition, Transparency, and Contingency Planning* *2. Planning and Vision* *3. Management Agreement and City Oversight*
15.10	SFZS must hire an independent CPA to produce an Audited Financial Statement each year. This CPA must be authorized by the San Francisco Controller. SFZS must deliver a copy of the Audited Financial Statements to the Recreation and Park Commission within 30 days of audit completion.	***Non-Compliant:*** SFZS did not submit any of its Audited Financial Statements to the Recreation and Park Commission during the audit period. However, copies of the statements were posted to SFZS's website.	
15.11	SFZS must establish and maintain their financial bookkeeping in alignment with good accounting practices.	***Non-Compliant:*** Transaction sampling of SFZS financial documentation and our review of SFZS financial policies and procedures found deficiencies in internal controls related to expense reimbursements, travel expenditures, procurement, and contract management and record-keeping.	*5. Contracting and Procurement* *9. Fiscal Management and Internal Controls*

Agreement Term/Section	Summary	BLA Assessment	Audit Report Section(s)
Public Access and Open Government Provisions			
16.1	SFZS must operate the Zoo with the goal of providing the widest possible access of the Zoo to the general public at an affordable cost. SFSZ must provide free admission on certain days, must provide free admission to the Zoo for school groups, and must pursue other options for ease of access and special services for children, seniors, the disabled, and disadvantaged groups. These policies may be revised from time to time in accordance with [Recreation and Park] Commission policies applicable to other facilities managed by the [Recreation and Park] Department.	***Non-Compliant:*** SFZS limited its accessibility of its free days without the coordination of the Recreation and Park Commission. Our review of Commission meeting minutes and attachments between 2019 and 2025 did not find any instances of SFZS notifying the Commission of the Zoo's withdrawal from Museums 4 All in 2024.	*3. Management Agreement and City Oversight*
16.2	SFZS shall provide public access to information concerning the operation of the Zoo to the same extent that such information would have been available to the public pursuant to local ordinances if the [Recreation and Park] Department had continued to operate the Zoo in the same manner as it did prior to the date of this Agreement.	***Non-Compliant***: Between FY 2019-20 and FY 2024-25, the Sunshine Ordinance Task Force determined that SFZS violated its obligation to respond to public records requests in a timely manner in two separate instances. SFZS also refused to comply with this audit under the former SFZS Chief Executive Officer.	*3. Management Agreement and City Oversight*

Agreement Term/Section	Summary	BLA Assessment	Audit Report Section(s)
16.2	Minutes shall be taken at SFZS Board of Directors meetings and shall be considered public documents.	***Non-Compliant:*** SFZS was not able to produce meeting minutes during our fieldwork phase for all Board of Directors and subcommittee meetings that took place between 2019 and 2025. Meeting minutes were never taken for at least one subcommittee.	*6. Board of Directors Oversight*
16.2	SFZS agrees that the status of all animals exhibited or otherwise housed or cared for at the Zoo shall be deemed public information and subject to public inspection under the Public Records Act.	***Non-Compliant:*** SFZS refused to provide requested materials regarding the health of a deceased zoo animal to a member of the public in 2019 and 2025. The Sunshine Ordinance Task Force issued a finding of non-compliance against SFZS and the former SFZS Chief Executive Officer for this inaction.	*3. Management Agreement and City Oversight*
16.3	SFZS and the City shall hold a Joint Zoo Committee. The Committee must hold regular public meetings at least 11 times per calendar year to discuss and hear public testimony regarding major policies affecting the Zoo. The Joint Zoo Committee shall be an advisory committee without legislative authority specifically granted by this Agreement.	***Satisfactory:*** The Joint Zoo Committee's membership and meeting frequency is in compliance with the Agreement. However, we recommend dissolving the Joint Zoo Committee to reduce redundancy with Recreation and Park Commission meetings.	*3. Management Agreement and City Oversight*
16.4	SFZS must ensure two positions on its Board of Directors are held by non-City employees and non-SFZS employees.	***Satisfactory.***	

Agreement Term/Section	Summary	BLA Assessment	Audit Report Section(s)
Compliance			
28.1	SFZS must comply with all laws and local government regulations relating to the operation of the Zoo. SFZS shall secure all permits and licenses required for the operation of the Zoo and copies shall be provided promptly to the Recreation and Park Department.	***Non-Compliant:*** Recreation and Park Department staff reported they do not review permitting materials for the Zoo.	
28.3	SFZS must not engage in prohibited conflicts of interest outlined by section 8.105 of the San Francisco charter and Sections 87100 of the California Government Code.	***Outdated:*** Section 8.105 no longer exists in the San Francisco Charter.	*9. Fiscal Management and Internal Controls*
28.4	SFZS must comply with the Americans with Disabilities Act and any federal, state or local disability rights legislation.	***Satisfactory:*** Our audit team did not observe or find evidence of ADA violations occurring between 2019 and 2025.	
28.5	SFZS shall comply with all provisions of Chapters 12B and 12C of the San Francisco Administrative Code, as amended, relating to non-discriminatory employment and practices.	***Of Concern:*** The City's Equal Benefits program, formerly located in Administrative Code Chapter 12B and 12C, is now located in Articles 131 and 132 of the Labor and Employment Code. We did not investigate SFZS's compliance with Chapter 131 and 132 of the Labor and Employment Code as part of our audit fieldwork. However, some SFZS employees reported what they said were their experiences and observations of discrimination and harassment to us in audit focus groups and an employee survey.	*8. Workplace Culture, Organizational Structure, and New Leadership*

Appendix C: Main Collection Animal Census, 2015 to 2025

Animal Inventory

The San Francisco Zoological Society (SFZS) provided our audit team with animal census records showing the number of Main Collection animals onsite at the San Francisco Zoo and Gardens (Zoo) over the 10-year period between December 1, 2015 and December 1, 2025. The animal census data includes species in the Zoo's Main Collection and excludes conservation species, animals housed in the Insect Zoo, and animals on loan that are not physically located at the Zoo.

Exhibit C.1 below shows the population of charismatic animal species on December 1, 2015 and December 1, 2025. Charismatic species are animals with symbolic value or widespread appeal that are generally regarded as beautiful, impressive, or endangered. In many respects, these animals are the animals visitors expect to see at a zoo and likely affect visitor attendance patterns. Exhibit C.1 includes the charismatic species identified in a 2018 study published by the Public Library of Science (PLOS).[1] Between December 1, 2015 and December 1, 2025, the total population of charismatic species at the San Francisco Zoo decreased by 26 percent, from 42 in 2015 to 31 in 2025.

Exhibit C.2, which follows Exhibit C.1, shows the total number of animals in the Zoo's Main Collection. The total population of animals decreased from 732 in 2015 to 677 in 2025, or by 7.5 percent.

[1] Albert, C., Luque, G. M., & Courchamp, F. (2018). The twenty most charismatic species. *PloS one*, *13*(7), e0199149. https://doi.org/10.1371/journal.pone.0199149

Exhibit C.1: Charismatic Species Populations at the San Francisco Zoo, 2015 to 2025

Common Name	2015 Population	2025 Population
Black rhinoceros	2	1
Brown bear	2	2
Chimpanzee	3	3
Giraffe	6	5
Greater one-horned rhinoceros	1	1
Grey wolf	0	4
Hippopotamus	1	0
Koala	3	1
Lion	4	2
North American black bear	0	2
Plains zebra	3	3
Polar bear	1	0
Red panda	3	1
Snow leopard	3	2
Tiger	4	0
Western gorilla	6	4
Total	**42**	**31**

Source: San Francisco Zoo animal inventory summary reports, December 1, 2015 to December 1, 2025.

Exhibit C.2: Main Collection Animal Populations at the San Francisco Zoo, 2015 and 2025

Common Name	2015 Population	2025 Population
African open-billed stork	1	0
African pancake tortoise	0	1
Aldabra giant tortoise	0	2
Alpaca	2	2
American alligator	1	0
American red-bellied turtle	2	1
American white pelican	5	2
American kestrel/sparrowhawk	1	0
Andean condor	0	2
Andean tinamou	1	0
Aquatic caecilian	1	0
Axolotl	0	5
Baird's tapir	0	1
Bald eagle	4	0
Bali myna	0	7
Bearded dragon	1	2
Black crowned-crane	2	2
Black howler	3	0

Common Name	2015 Population	2025 Population
Black parrot	3	0
Black rhinoceros	2	1
Black swan	1	0
Black-and-white ruffed lemur	5	6
Black-bellied whistling duck	1	0
Black-necked swan	2	0
Black-tailed prairie dog	32	22
Blue spiny lizard	4	0
Blue-bellied roller	4	0
Blue-eyed black lemur	1	0
Blue-fronted amazon	1	1
Blue-headed macaw	3	3
Blue-legged mantella	0	8
Blue-throated macaw	0	2
Blue-throated piping-guan	2	0
Blue-tongued skink	2	2
Blue-winged teal	1	1
Boa constrictor	1	1
Bobcat	1	0
Bongo	3	3
Boreal toad	2	0
Bornean orangutan	0	2
Box turtle	0	4
Brown bear	2	2
Brown pelican	3	0
Brown-nosed coati	2	0
Burrowing owl	1	0
Caiman lizard	1	1
California kingsnake	3	2
California newt	2	0
California Red-legged frog	0	10
California sea lion	2	0
California tiger salamander	6	3
Capybara	1	0
Carp, minnows & barbs	9	4
Chacoan horned frog	1	0
Chacoan peccary	9	3
Chestnut-fronted macaw	1	0
Chilean flamingo	43	41
Chimpanzee	3	3
Chinese crocodile lizard	0	1
Chuckwalla	5	1
Common barn owl	1	0

Common Name	2015 Population	2025 Population
Common crow	1	0
Common ostrich	4	2
Common peafowl	25	23
Common slider	4	3
Common wallaroo	3	4
Coquerel's sifaka	0	2
Coscoroba swan	2	0
Crested oropendola	5	4
Crowned lemur	2	1
Cuban amazon	2	0
Curl-crested aracari	4	1
Dabb spiny-tailed lizard	2	2
Desert horned lizard	1	0
Desert tortoise	2	2
Domestic Bactrian camel (breed unspecified)	0	1
Domestic cow/ox (breed unspecified)	1	0
Domestic goat (breed unspecified)	16	15
Domestic guinea pig (breed unspecified)	8	0
Domestic sheep/mouflon (breed unspecified)	12	4
Donkey	4	3
Dumeril's ground boa	1	1
Dyeing poison frog	6	8
Eastern black-and-white colobus	2	0
Eastern box turtle	4	3
Eastern grey kangaroo	1	0
Eclectus parrot	0	4
Emerald tree boa	1	2
Emu	1	1
Eurasian eagle owl	1	2
European glass lizard	2	1
European polecat	6	0
European rabbit	6	0
Fishing cat	2	0
Florida red-bellied turtle	1	1
Fosa	0	2
Four-toed hedgehog	4	0
Francois' langur	7	4
Fulvous whistling duck	3	0
Garden tree boa	2	1
Giant African millipede	0	5
Giant anteater	2	1

Common Name	2015 Population	2025 Population
Giant cockroach	0	92
Giraffe	6	5
Golden conure	0	2
Golden eagle	1	1
Golfodulcean poison dart frog	1	2
Gopher/pine snake	2	1
Great curassow	1	0
Great horned owl	1	1
Great Indian hornbill	1	0
Greater kudu	3	0
Greater Madagascar hedgehog tenrec	1	0
Greater one-horned rhinoceros	1	1
Greater rhea	2	0
Green anaconda	1	0
Green and black poison frog	17	5
Green crested basilisk	9	0
Green iguana	1	1
Green jay	3	2
Green-winged macaw	3	2
Grey crowned-crane	2	1
Grey short-tailed opossum	1	0
Grey wolf	0	4
Guanaco	2	0
Guianan squirrel monkey	14	0
Hadada ibis	5	0
Hamerkop	2	1
Harris' hawk/bay-winged hawk	1	0
Hedgehog	0	1
Helmeted guineafowl	2	0
Henkel's leaf-tailed gecko	0	1
Himalayan monal	2	0
Hippopotamus	1	0
Hooded merganser	2	0
Horse (domestic)	2	4
House mouse	12	0
Hyacinth macaw	0	3
Keel-billed toucan	1	0
Kinkajou	1	3
Kirk's dik-dik	1	0
Koala	3	1
Komodo dragon/Ora	1	1
Lady Ross' turaco	2	0
Laughing kookaburra	2	0

Common Name	2015 Population	2025 Population
Leopard tortoise	1	1
Lesser Madagascar hedgehog tenrec	0	2
Linne's two-toed sloth	2	2
Lion	4	2
Long-tailed chinchilla	7	3
Long-tailed glossy starling	3	2
Macaw	1	0
Madagascar ground boa	1	1
Madagascar hissing cockroach	0	76
Madagascar ibis	0	2
Madagascar spider tortoise	2	2
Madagascar teal	0	2
Madrean mountain kingsnake	1	0
Magellanic penguin	54	52
Mallard	1	0
Mandrill	4	6
Marabou stork	1	0
Marbled teal	4	3
Meerkat	6	2
Mission golden-eyed tree frog	1	5
Motagua Spiny-tailed Iguana	5	4
Nine-banded armadillo	0	1
North American black bear	0	2
North American porcupine	1	0
North American river otter	2	0
Northern bald ibis	10	6
Northern saw-whet owl	1	0
Ocelot	0	1
Orb-web weaver	0	1
Oriental fire-bellied toad	1	0
Pacific pond turtle	1	4
Panamanian golden frog	8	10
Patas monkey	3	0
Peach-faced lovebird	3	0
Pied tamarin	4	0
Pink-backed pelican	0	3
Plains zebra	3	3
Polar bear	1	0
Prehensile-tailed skink	0	1
Prehensile-tailed porcupine	1	0
Radiated tortoise	1	3
Red brown lemur	2	1

Common Name	2015 Population	2025 Population
Red junglefowl	11	1
Red kangaroo	8	0
Red panda	3	1
Red ruffed lemur	5	3
Red-bellied lemur	2	1
Red-eyed tree frog	4	4
Red-footed tortoise	0	2
Red-fronted macaw	0	2
Red-lored amazon	0	4
Red-necked wallaby	4	0
Red-rumped agouti	2	0
Ringed turtle dove	1	0
Ring-tailed lemur	5	5
Roseate spoonbill	1	0
Royal/ball python	3	3
Rubber boa	2	2
Ruddy duck	6	4
Sacred ibis	0	6
Satyr tragopan	2	1
Scarlet ibis	6	0
Short-horned lizard	1	0
Siamang	2	0
Smoky jungle frog	6	5
Snow leopard	3	2
South American green snake	2	0
Southern cassowary	1	2
Southern pacific pond turtle	0	3
Southern pudu	2	1
Southern three-banded armadillo	1	1
Spectacled owl	1	3
Striped skunk	0	1
Sulphur-crested cockatoo	1	0
Surinam toad	1	0
Swainson's hawk	1	0
Temminck's tragopan	2	1
Texas tortoise	1	1
Tiger	4	0
Tiger salamander	1	0
Toco toucan	0	1
Tonkin bug-eyed frog	1	0
Turkey vulture	2	0
Vinaceous amazon	4	0

Common Name	2015 Population	2025 Population
Virginia opossum	3	2
Waxy tree frog	1	0
Western gorilla	6	4
Western grey plantain-eater	2	0
Western Santa Cruz giant tortoise	0	2
Western screech owl	1	0
Western tiger salamander	1	0
White ibis	4	0
White-cheeked turaco	1	0
White-faced whistling duck	3	0
Wild boar	1	2
Wild turkey	7	0
Wolverine	2	2
Wrinkled hornbill	2	0
Yellow-backed duiker	3	0
Yellow-headed amazon	0	2
Yellow-naped amazon	0	2
Yellow-rumped cacique	0	3
Yosemite toad	0	3
Total	**732**	**677**

Source: San Francisco Zoo animal inventory summary reports , December 1, 2015 to December 1, 2025.

Appendix D: Focus Groups and Survey Methodology

During our 2025 audit fieldwork, we conducted focus groups and a staff survey to hear San Francisco Zoological Society (SFZS) employees' experiences and insights and to provide them with an opportunity to speak directly with our audit team. The focus groups helped shape the survey questions, and both activities were open to all staff and entirely voluntary. Results from the focus groups and the survey are reported only in aggregate, with no individual staff members identified.

Focus groups

We conducted five focus groups on October 28 and 29, 2025, with a total of 27 participants. The focus groups included two groups with animal keepers, one with curators and veterinarians, one general group, and one with managers and leadership positions. As previously mentioned, participation in the focus groups was voluntary. All staff received an Interest Form to indicate their willingness to participate and their availability. The audit team organized the groups based on responses and attempted to schedule the groups so that the highest number of interested employees could participate. We intentionally avoided placing direct reports in the same group as their supervisors to encourage open, meaningful conversation.

Survey

The survey was conducted after the focus groups and remained open for 10 days, from November 7 to November 17, 2025. The survey questions were revised based on input from the focus groups to ensure they addressed key areas of concern for staff. It included both multiple-choice and open-ended questions, and 102 employees (44 percent of SFZS total staff) participated. While it reflects the experiences and perspectives of *many* employees, it is not necessarily a reflection of all staff concerns as not all staff participated in the survey.

The survey specifically asked respondents to share personal experiences and direct, firsthand observations, not hearsay. Topics covered included workplace culture and communication under both the previous and the current leadership; retaliation; discrimination, harassment, and favoritism; and satisfaction with reporting mechanisms, processes, and the resolution of safety concerns. Finally, the survey included open-ended questions about SFZS's current strengths and challenges.

Appendix E: Written Response from the San Francisco Zoological Society

The written response from the San Francisco Zoological Society is included on the following pages.

April 28, 2026

Dan Goncher
Budget and Legislative Analyst
San Francisco Board of Supervisors

Dear Mr. Dan Goncher,

On behalf of the San Francisco Zoological Society, I would like to express our sincere appreciation for the time, care, and professionalism demonstrated by your staff in conducting the recent audit. We are grateful for the thorough and constructive nature of your work, and we agree with the recommendations outlined in your report.

We view this audit as an important opportunity. Through the implementation of your recommendations, we are confident that the Zoo will be well on its way to becoming a stronger, more resilient institution as we approach our centennial in just a few short years.

At the same time, we want to candidly acknowledge the challenging financial conditions the Zoo is currently navigating. These realities underscore the importance of a deep and sustained civic commitment to this beloved institution. We look forward implementing the recommendations in your report that we believe will support our path towards our long-term revitalization, reinvention and continuation of advancing our mission as an education and conservation organization that San Franciscans and the broader Bay Area deserve.

Over the past nine months, the leadership of the San Francisco Zoo has already initiated meaningful improvements aligned with many of the audit's findings. These include a structural reorganization that prioritizes the visitor experience, a renewed focus on financial stabilization, and a focused commitment to achieving AZA accreditation. We have also increased investment in marketing, promotions, special events, social media, and new programming, all of which are showing early signs of success through increased attendance, improved public perception and increased revenues. Additionally, and perhaps most importantly, we have invested in our relationship with our staff, improving transparency, communication and culture. This work is ongoing and will need continued investment and nurturing.

San Francisco Zoological Society 1 Zoo Road San Francisco, California 94132-1027

Tel 415.753.7080 Fax 415.681.2039 www.sfzoo.org

We have also expanded our earned media strategy resulting in dozens of positive news stories about the important work our talented team does in conservation and animal care, a selection of which can be seen here, Press - San Francisco Zoo & Gardens. We have also introduced new revenue-generating activations, including a robotic dinosaur experience launching this summer and a seasonal light experience planned for the fall. These efforts are designed to broaden our audience, drive revenue and attendance, increase membership, enhance guest engagement, and diversify revenue streams.

We are pleased to report that we have launched the process for the development of a comprehensive strategic, business, and master plan; initiated improvements to board governance; begun a facilities and conditions assessment process; and started a reevaluation and revamp of our competitive bidding processes. We have also brought on new team members to support our donor engagement, grant writing and corporate sponsorship to increase our contributed revenue strategies.

We are committed to continued transparency, accountability, and progress and we look forward to working collaboratively with the City and all stakeholders to ensure the long-term success of the San Francisco Zoo. We are so proud of the San Francisco Zoo as an education and conservation institution that has served San Franciscans for many generations. We know that through collaboration with our city partners, donors, board members and stakeholders, we will continue to be an invaluable resource for the public for the next 100 years.

Thank you again for your thoughtful work and partnership. Our formal response to your specific recommendations is imbedded below in this letter.

Sincerely,
Cassandra Costello
Chief Executive Officer
San Francisco Zoological Society

Rec. No.	BLA Recommendation	SFZS Response
1.1	The SFZS Chief Executive Officer should: By December 31, 2026, develop and submit to the Board of Directors and the Recreation and Park Commission plans to address SFZS's structural deficit, including: a. Targeted reductions to non-essential expenditures by December 31, 2026. These reductions could include the elimination of vacant positions, temporary delays in employee hiring and promotions, structural reorganization strategies to increase department efficiencies, or the discontinuation of non-essential contracted services. The reductions should specifically evaluate contracted services in the General and Administration Department and identify where cost savings could be achieved by competitive solicitation for some services. b. Steps to increase Zoo attendance and associated revenue by December 31, 2026. The plan should include specific, realistic attendance and revenue milestones, a timeline, and strategies to achieve revenue goals such as ticket and parking price increases, fee-based guest experiences, and targeted advertising. The plan should also identify specific needs, strategies, and costs for marketing, graphics, facilities maintenance, exhibit enhancements, technology, and other areas to support the plan's attendance and revenue goals. c. Steps to increase its fundraising and development revenue by December 31, 2026. The plan should include specific, realistic fundraising and development milestones, a timeline, and strategies to achieve revenue goals such as targeted donor and corporate sponsor outreach, fundraising events, and other development strategies. The plan should also identify specific needs, strategies, and costs for donor relations, marketing, graphics, and other areas to support the plan's fundraising and development goals.	Agree. The SFZS has already taken many steps outlined in these recommendations including: -elimination of vacant positions -strategic structural reorganization that has increased communication, efficiencies and focus limited resources on our top priorities -delays in hiring, promotions and bonuses -pause on discretionary projects and non-essential contracted services -aggressive plans and promotions to increase zoo attendance -increased parking and membership prices -introduction of new fee-based guest experiences this summer and fall -investment in targeted advertising campaigns We have also recently invested in our Development Department with two new FTEs focused on corporate sponsorship and grant writing.
1.4	The SFZS Chief of Finance should: Annually submit a detailed operating budget to the General Manager of the Recreation and Park Department for review and approval prior to submission to the Recreation and Park Commission. The operating budget should include prior-year actual expenditures and attendance figures in its budget presentation materials provided to the Recreation and Park Commission.	Agree
1.5	The SFZS Chief of Finance should: Develop a financial contingency plan that fully meets AZA requirements by June 1, 2026. Going forward, the financial contingency plan should be updated every year and included in SFZS's budget presentation materials to the General Manager of the Recreation and Park Department and the Recreation and Park Commission.	Agree

Rec. No.	BLA Recommendation	SFZS Response
2.1	The SFZS Chief Executive Officer should: 2.1 By July 1, 2027, develop and submit to the General Manager of the Recreation and Park Department both a strategic plan and campus master plan that are consistent with the parameters established by the Association of Zoos and Aquariums. Ensure that curators and animal keepers have the opportunity to provide input on future new exhibit and exhibit retrofit planning in the strategic plan and campus master plan. Regularly report at least quarterly to the Board of Directors, or a committee of the Board, on progress toward goals established in the strategic plan and campus master plan.	Agree. We are in the process of selecting a firm to work with us on a strategic/business and master plan. The kickoff of this process will be with our board on May 16th. The process will include feedback from many stakeholder groups including our staff, board and city leadership. The final strategic and business plan is scheduled to be complete by the end of 2026 with the master plan by July of 2027. We are also working on the release of a RFP for a facilities assessment of the Zoo, which will help inform the master planning process. The results of the facilities report will likely be delivered in the fall of 2026.
2.2	The SFZS Chief Executive Officer should: 2.2 By July 1, 2027 and concurrently with the development of the new strategic plan, revise the institutional collection plan in collaboration with curators and animal keepers to include specific details and rationales for planned future animal acquisitions and dispositions, as well as resources needed (such as exhibit modifications) to support these plans.	Agree. The development of a Collections Plan will follow the strategic planning process to ensure alignment with strategic direction and priority.
2.3	The SFZS Chief of Finance should: 2.3 Annually submit a one- or two-year capital budget as well as an operating budget to the General Manager of the Recreation and Park Department, or their designee, for review and approval. The capital budget should include detailed information on funding sources and uses, as well as timelines for project completion.	Agree
4.1	The SFZS Director of Buildings and Capital Investments should: 4.1 Develop updated guidelines for the use of Facility Dude no later than December 1, 2026, including instructions on how to submit work orders, assign priority levels, and close work orders. These guidelines should include clearly defined responsibilities for submitting and closing work orders and establish a protocol for handling work orders that need to be reprioritized or postponed.	Agree
4.2	The SFZS Director of Buildings and Capital Investments should: 4.2 Establish formal targets for (a) the number of open work orders, and (b) the number of days to close work orders by priority level by December 1, 2026.	Agree

Rec. No.	BLA Recommendation	SFZS Response
4.3	The SFZS Director of Buildings and Capital Investments should: 4.3 Establish a method to track the number of open work orders each month, along with the contributing factors behind any increases or decreases, no later than December 1, 2026. This tracking method should set targets for acceptable and critical thresholds and allow maintenance staff to monitor monthly trends in work order volume. This tracking method should also track the orders received over the radio and the larger maintenance projects to provide a complete picture of maintenance workload.	Agree
4.4	The SFZS Chief Executive Officer and Director of Buildings and Capital Investments should: 4.4 Conduct, or engage a qualified firm to conduct, a comprehensive facilities condition assessment, including an evaluation of the structural condition, safety, and aesthetics of the Zoo buildings and exhibits, no later than December 31, 2026. Consult with the General Manager of the Recreation and Park Department and the Director of Public Works for assistance in properly assessing City-owned property and buildings.	Agree. We are currently working on process and a Request for Proposals for a facilities condition assessment.
4.5	The SFZS Chief Executive Officer and Director of Buildings and Capital Investments should: 4.5 Develop detailed written capital and maintenance plans based on the facilities condition assessment no later than March 31, 2027, including a schedule of improvements, anticipated costs, a timetable for completion, and a strategy for funding maintenance needs.	Agree
4.6	The SFZS Chief Executive Officer and Chief of Finance should: 4.6 Increase funding for repairs and maintenance in the FY 2026-27 budget. Funding amounts should be based on the results of the facility condition assessment and the established capital and maintenance plans once they have been completed.	Agree. However, the facility condition assessment will not be completed in time to budget for FY 26/27 accurately. Additionally, the repairs and maintenance needs are expected to well exceed the SFZS's ability to cover without a substantial increase in operating revenue.
4.7	The SFZS Chief Executive Officer and Chief of Finance should: 4.7 Budget for additional staff for maintenance and horticulture in the upcoming FY 2026-27 budget and consider hiring personnel who can also handle exhibit design and modifications. These roles do not need to be exclusively dedicated to exhibit modifications, and could instead be responsible for both maintenance and exhibit design.	Agree. However, absent additional operating funds, we will not be in a position to hire these additional staff in FY 26/27.
4.8	The SFZS Chief Executive Officer should: 4.8 Review and submit to the Board of Directors a historical summary of open work orders and workorder timeliness, including the factors contributing to increases or decreases in open work orders, radio-dispatched orders, and larger projects, on a monthly basis starting no later than October 1, 2026 to provide enhanced oversight of facilities and maintenance.	Agree

Rec. No.	BLA Recommendation	SFZS Response
5.1	The SFZS Chief of Finance should: 5.1 Establish a system to centrally store and manage contract documentation that allows for easy reference and document retrieval no later than October 1, 2026.	Agree
5.2	The SFZS Chief of Finance should: 5.2 Ensure that SFZS financial management systems have the basic functionality of producing simple reports that list contractor names, including at least the contract term period and total contract amount, or develop an alternative system for maintaining this information no later than October 1, 2026.	Agree. Our current system is not capable of producing these reports. We would need to identify resources to invest in a new financial system.
5.3	The SFZS Chief of Finance should: 5.3 Develop policies and procedures for contracting and procurement, which should be codified in a manual and approved by the Board of Directors, no later than October 1, 2026. Train all relevant finance and administration staff on the contracting and procurement procedures no later than December 1, 2026. These policies should establish thresholds and procedures for competitive solicitations and clear practices for evaluating bids and documenting the basis for contractor selection. Records of all contracts and solicitations should be maintained for a reasonable period of time, but no fewer than five years, which should be specified within the contracting and procurement manual.	Agree
7.1	The SFZS Chief Executive Officer, Executive Vice President of Animal Wellness, and Director of Human Resources should: 7.1 Conduct a safety risk assessment according to AZA's guidelines by December 31, 2026, and establish a process for regular risk assessments and safety evaluations going forward.	Agree. Also, it should be noted that the SFZS currently has regular safety committee meetings lead by our EVP of Operations, Director of Safety and Security and inter-departmental participation.
7.2	The SFZS Chief Executive Officer, Executive Vice President of Animal Wellness, and Director of Human Resources should: 7.2 By July 1, 2026, update the SFZS Policy and Procedure Manual and Injury and Illness Prevention Plan Handbook to include: a. A policy to document and report incidents that do not result in injury but present a safety concern. b. A process for tracking and reporting all types of major safety incidents and their remediation plans. The policy should specify which parties are responsible for investigating and documenting all types of incidents, guidelines for developing remediation plans (for example, timelines and responsible parties), and establishing oversight mechanisms (for example, the Safety Committee, the Safety and Security Team, or Human Resources) for ensuring that the remedial actions are implemented.	Agree. Also, it should be noted that the SFZS currently has the SAIRs, (Supervisor's Accident Investigation Reports), reports and processes in place that require accidents and incidents to be recorded and turned into the Human Resources Department and the Director of Safety and Security of the Zoo for review and evaluation.

Rec. No.	BLA Recommendation	SFZS Response
7.3	The SFZS Chief Executive Officer, Executive Vice President of Animal Wellness, and Director of Human Resources should: 7.3 By July 1, 2026, modify all internal incident reporting forms to require employees filling out the form to indicate whether the incident is a major safety incident, whether remediation or corrective action is required, the individual responsible for developing and executing corrective actions, and the timeline for the corrective action.	Agree
7.4	The SFZS Director of Human Resources should: 7.4 Beginning on July 1, 2026, conduct regular (annual or biannual) anonymous staff surveys to assess satisfaction with both the mechanisms for reporting safety concerns and the resolution of those concerns. Survey results should be reported to the SFZS Board of Directors. This survey may be combined with the staff survey recommended in Section 8 of this report.	Agree.
7.5	The SFZS Director of Human Resources should: 7.5 By July 1, 2027, evaluate whether improvements in the maintenance work order system and workplace culture have enhanced the process and resolution of safety concerns and improved employee satisfaction with these processes, or if further changes to the reporting mechanisms are necessary. Evaluation results and additional remediation steps, if necessary, should be reported to the SFZS Board of Directors.	Agree
7.6	The SFZS Vice President of Technology should: 7.6 By July 1, 2026, establish a recurring training schedule for staff monitoring fire detectors using the Nest app. Additionally, review and update the list of staff members with app access to reflect personnel changes (e.g., staff departures and new hires). The training should include a walkthrough of the app to ensure all relevant staff have appropriate access and understand its functionality.	Agree
8.1	The SFZS Chief Executive Officer should: 8.1 Beginning July 1, 2026, hold quarterly all-staff meetings to promote transparent, consistent, and open communication between leadership and staff. Use these meetings to share major updates, such as plans for new exhibits, animal acquisitions, and the status of ongoing projects. Also, provide basic information about reporting channels and the hotline (e.g., the number of sustained, ongoing, and closed reports).	Agree. These all staff meetings started in September of 2025 and have been occurring on a quarterly, or more, basis since.
8.2	The SFZS Chief Executive Officer should: 8.2 By December 31, 2026, develop job descriptions for all positions that lack them and conduct a comprehensive review to determine if others need to be updated.	Agree

Rec. No.	BLA Recommendation	SFZS Response
8.3	The SFZS Chief Executive Officer should: 8.3 By December 31, 2026, conduct a formal staffing and classification assessment of senior management and operational divisions. The review should compare staff qualifications and experience to current job descriptions, confirm that reporting lines provide appropriate oversight and accountability, and realign roles as needed to ensure competent supervision of all operational functions and services.	Agree
8.4	The SFZS Director of Human Resources should: 8.4 By July 31, 2026, establish a formal accountability mechanism to ensure that all reported workplace concerns are appropriately addressed and resolved. Establish formal timelines and procedures for investigating and documenting cases related to retaliation, discrimination, and harassment. These timelines and procedural steps should be documented and incorporated into the SFZS Policies and Procedures Manual.	Agree. SFZS has investigation procedures in place, included in our Policy and Procedures. We endeavor to be responsive to all complaints while protecting the privacy of those involved.
8.5	The SFZS Director of Human Resources should: 8.5 Beginning on July 1, 2026, conduct regular (annual or biannual) anonymous staff surveys to assess satisfaction with supervisors, workplace culture, reporting mechanisms, and concern resolution. Report the survey results to the SFZS Board of Directors. This staff survey may be combined with the staff survey recommended in Section 7 of this report.	Agree. We are currently working with a third-party vendor to develop and manage our workplace survey, consistent with this timeline.
8.6	The SFZS Director of Human Resources should: 8.6 By December 31, 2026, revise and update the Employee Handbook to ensure it reflects current standards and best practices. The updated handbook should include criteria for promotion or advancement to and between management roles, so that all staff can be aware of promotional requirements.	Agree. We are in the final review of our new handbook, which will include this information.
8.7	The SFZS Director of Human Resources should: 8.7 By December 31, 2026, provide first annual training and development opportunities to enhance the managerial and leadership skills of middle managers.	Agree
8.8	The SFZS Chief Executive Officer and the Director of Human Resources should: 8.8 By July 31, 2026, review the 2022 Strategic Communication Plan, revise it as needed to make it current and comprehensive, obtain approval from the Board of Directors, and implement the updated plan. Ensure the revised plan includes measurable metrics and outcomes that can be assessed periodically and evaluate whether efforts to improve communication have resulted in meaningful improvement in employee sentiment.	Agree

Rec. No.	BLA Recommendation	SFZS Response
	The SFZS Chief of Finance should: 9.1 By December 31, 2026, conduct a comprehensive review of all SFZS fiscal policies, procedures, and internal controls, using the resources and sample policies developed by the Controller's Office, and submit proposed revisions and updates to the Board of Directors for approval. The review should identify outdated policies, necessary new policies, and specifically include policies on: budget development and budget control, donor-restricted funds, purchases for donor and employee relations, contracting and procurement, and conflicts of interest. Review and update all financial policies and procedures at minimum every two years, or when executive leadership turnover occurs.	Agree
9.2	The SFZS Chief of Finance should: 9.2 Upon expiration of SFZS's current contract with its audit firm, or if the contract is on a year-to-year basis no later than December 31, 2026, engage in a competitive solicitation process for the selection of an audit firm for a new five-year agreement. SFZS's current auditors may be included in the solicitation if their performance is satisfactory as determined by the Chief of Finance and Board of Directors.	Agree
10.1	The SFZS Chief Executive Officer should: 10.1 Consistent with the recommendation in Section 2 of this report, revise the institutional collection plan, in collaboration with Animal Division leadership, curators, and keepers, to include specific details and rationales for planned future animal acquisitions, as well as resources needed (such as exhibit modifications) to support these plans. Ensure that the following issues are addressed in the collection plan: a. A plan for housing and/or exhibit modifications for the mandrill population should in-fighting occur between the two juvenile males. b. A plan for moving the orangutans to a more appropriate exhibit.	Agree. Plans for our mandrills and orangutans are already in place and will be reflected in our collection plan.
10.2	The SFZS Chief Executive Officer should: 10.2 Assess staffing needs for animal wellness and enrichment given recent turnover and backfill vacant positions as appropriate.	Agree
10.3	The SFZS Chief Executive Officer should: 10.3 Work with animal wellness/enrichment, animal behavior, and animal care staff to ensure there is sufficient communication and collaboration between these divisions, including the establishment of a follow-up structure for goals set by animal wellness staff.	Agree. The new strategic structural reorganization will be able to achieve the goals in this recommendation.

Rec. No.	BLA Recommendation	SFZS Response
11.1	The SFZS Chief Executive Officer should: 11.1 By December 31, 2026, develop and implement a three- to five-year remediation plan in consultation with appropriate senior leadership that plans for, and prioritizes, the restoration of public-facing functions that affect attendance, revenue stability, and public trust. The plan should clearly distinguish short-term remediation activities from longer-term strategic planning needs and should identify timelines and responsible parties for implementation. This effort should center on the following objectives: a. Repair and replace zoo signage that is either in physical disrepair or contains inaccurate information. b. Restore educational programs. c. Develop an operational annual marketing plan and public relations protocols. d. Restructure staff scientist capacity to follow a written institutional scientific research plan.	Agree. Much of this work is already well on its way.

Appendix F: Accomplishments of the San Francisco Zoological Society

A discussion of the accomplishments of the San Francisco Zoological Society is included on the following pages.

March 13, 2026

ATTN: Budget and Legislative Analyst

Dear Budget and Legislative Analyst Team,

On behalf of the San Francisco Zoological Society (SFZS), we appreciate the time, diligence, and professionalism your office has dedicated to conducting the performance and management audit of the San Francisco Zoo & Gardens pursuant to Motion M24-125. We are grateful for the opportunity to participate in the audit process, including the entrance conference in January 2025, multiple interviews, document reviews, and site visits throughout 2025.

While the audit appropriately focuses on governance and operational opportunities for improvement, we believe it is equally important to recognize the significant progress and accomplishments achieved by SFZS during and after the audit period. The past eight months have been a period of meaningful transition, renewed investment, and operational strengthening focused on animal welfare, visitor experience, workforce development, financial sustainability, and community engagement.

We respectfully submit the following summary of key accomplishments for inclusion in the report.

Leadership Transition and Organizational Stability

During the audit period, SFZS successfully navigated a major leadership transition. Following the retirement of the Chief Executive Officer in August 2025, the organization maintained operational continuity through interim leadership from the Chief Operations and Chief Finance offices. During this period, daily operations, animal care, financial management, and visitor services continued without interruption.

In February 2026, SFZS successfully completed a national search and appointed a new permanent Chief Executive Officer, positioning the organization for long-term strategic leadership.

The Board of Directors remained actively engaged throughout this transition, strengthening governance practices, onboarding new board members, and maintaining oversight through board committees focused on finance, education, conservation, animal welfare, capital planning, and strategic initiatives.

Animal Care, Veterinary Services, and Accreditation Preparation

Animal welfare remains the central mission of the Zoo. SFZS continues to invest significantly in its Animal Division, the organization's largest operational department.

Key accomplishments include continued compliance with standards established by the Association of Zoos and Aquariums (AZA), participation in cooperative Species Survival Plan

programs, and expanded veterinary and preventative health programs supporting the Zoo's diverse animal population.

The organization is currently preparing for its next AZA accreditation cycle. SFZS is diligently working toward submission of its AZA accreditation application in September 2026. An AZA inspection is expected to occur between Q4 2026 and Q1 2027. To prepare, SFZS has established an internal cross-departmental working group that meets weekly to coordinate readiness efforts and ensure that operational, animal welfare, and facility standards continue to meet or exceed AZA requirements.

The Zoo also continues to advance conservation education for the public, including efforts to highlight regional conservation programs protecting species such as the San Francisco garter snake and the California red-legged frog.

Facilities Improvements and Campus Enhancements

The Zoo's campus includes facilities developed over nearly a century. Recognizing the importance of maintaining a safe and welcoming environment for animals, visitors, and staff, SFZS has continually invested in maintenance, custodial services, and grounds improvements.

The Zoo has also begun replacing outdated signage across the campus while permanently removing redundant or outdated signage in order to improve wayfinding and reduce visual clutter for visitors.

In addition, new transportation and accessibility improvements are underway, including the introduction of a new tram service designed to help visitors—especially families with young children, seniors, and individuals with mobility challenges—more easily navigate the Zoo's large campus. Not only will this new feature provide a refreshed way to see the zoo, but it will also drive revenue.

Workforce Development, Staff Culture, and Labor Collaboration

SFZS recognizes that its workforce is essential to delivering excellent animal care and visitor experiences. During the audit period, the organization also made significant investments in internal culture and staff engagement. Beginning in September 2025, the Zoo launched quarterly all-staff meetings to improve transparency, strengthen communication, and ensure that employees across departments remain informed about organizational priorities.

In addition, SFZS established a staff-led "Culture Crew," a cross-departmental group responsible for organizing staff engagement events and fostering stronger connections across teams.

The organization also strengthened its working relationship with organized labor, including ongoing collaboration with Teamsters Local 856. Zoo management continues to support zookeeper staff by partnering with them on professional development and supporting events organized by the local chapter of the American Association of Zookeepers (AAZK), including both onsite and offsite activities.

To further support staff development, SFZS invested in professional mediation and leadership training programs to help managers strengthen communication, address workplace conflicts constructively, and improve organizational collaboration.

Staff communications have also been revamped through updated internal communication channels designed to increase transparency and information sharing.

Education, Youth Development, and Workforce Pathways

Education and youth development remain central to the Zoo's mission. The Zoo continues to provide educational opportunities for thousands of young people each year through a range of programs.

This year marks the 50th anniversary of the Zoo's Nature Trail Program, which provides workforce development opportunities for youth ages 12–14 by introducing them to environmental education and leadership.

Additional youth programming includes the Junior Zoologist program for teens, bilingual camp offerings, the Little Learners program for preschool-aged children, and the popular Summer Zoo Camp, which attracts participants from across the region. To support the Summer Zoo Camp program, the Zoo also hosts a Leadership Fellows initiative for high school students entering grades 10–12 in the fall. Leadership Fellows work alongside the Zoo's professional instructors throughout the summer, gaining valuable hands-on experience in environmental education, leadership, and youth mentorship while developing early job and workforce skills..

The Zoo also manages a robust Docent Program that includes more than 100 dedicated volunteer docents. These knowledgeable volunteers play an important role in supporting the Zoo's mission by engaging guests in conservation education, presenting biofacts that connect visitors with wildlife, and assisting with beautification projects across the Zoo's campus.

These programs not only connect young people with wildlife and conservation but also help cultivate the next generation of environmental stewards and science professionals.

Equity, Access, and Community Engagement

The Zoo remains committed to ensuring equitable access to nature, wildlife education, and conservation programs.

During the audit period, SFZS reestablished several access initiatives designed to better serve the public. These include the continuance of the Discover and Go program and the return of the Museums for All program, which provides reduced-cost admission for low-income families. The Zoo also made improvements to the monthly free admission days, by programming them consistently on the first Wednesday of each month. The structured scheduling of these free days helps maximize participation while allowing Zoo staff to plan operational resources more effectively.

Other community-focused initiatives include the return of Member Mornings and the Senior Strolls program, both of which provide additional opportunities for the public to engage with the Zoo. The Zoo also continues to offer programs such as the Teddy Bear Clinic, offering our veterinary team to provide check ups to guests' stuffed animals. Additional popular monthly events continue to attract the public of all ages such as "Boo at the Zoo" at Halloween, "Eggventure" along the Nature Trail at the Exploration Zone, and Earthfest to celebrate Earth Day with a pop up village of conservation partners and activities teaching about sustainability and animal conservation. The Zoo will also host its first Neurodiversity Week celebration providing educational resources as well as modifications to the zoo experience to support our neurodiverse guests.

The Zoo also launched a "Kids Free" promotion for the month of January, which contributed to record-breaking attendance in January and helped introduce thousands of new families to the Zoo.

SFZS staff have also expanded community outreach efforts by participating in neighborhood festivals and public events across San Francisco to educate residents about Zoo programs, wildlife conservation, and educational opportunities. Lastly, the Zoo offers free field trips to SFUSD students and has also launched outreach efforts to schools outside of the City and County of San Francisco to invite them to take fieldtrips to the Zoo at a discounted price.

Visitor Experience and Attendance Growth

The Zoo has invested in a number of initiatives designed to improve the visitor experience and strengthen attendance and revenue.

A new mobile app was launched last fall to enhance the guest experience and create additional opportunities for digital engagement and revenue generation. The Zoo is also preparing to launch a fully redesigned website this spring which will allow the Zoo to better connect to audiences, drive additional revenue and highlight the great work that the Zoo is doing.

In parallel, SFZS has expanded its marketing and communications efforts, including increased social media engagement, media outreach, and earned media coverage. Recent positive media stories have highlighted new programs and Zoo initiatives.

The Zoo also hosted an "Influencer Day," which brought dozens of regional influencers to the campus and generated millions of social media impressions promoting the Zoo to new audiences.

A new marketing campaign is scheduled to launch this spring to further expand audience reach.

Looking ahead, several new visitor activations are planned, including a robotic dinosaur exhibit opening this summer, the launch of a new tram system, and a new evening experience planned for this fall that will illuminate the Zoo campus and attract new audiences during evening hours.

To support these initiatives, SFZS has established an internal cross-departmental Events Task Force to ensure that all departments coordinate effectively in planning and executing new programming designed to drive attendance and revenue.

Financial Stewardship and Revenue Development

The SFZS is facing a significant financial challenge with six years of declining attendance and increased expenses.

The organization has recently implemented targeted revenue initiatives, including adjustments to membership and parking rates, expanded membership benefits, and the launch of new visitor programming designed to attract new audiences.

The SFZS also launched a major fundraising capital campaign to support the potential future arrival of giant pandas and strengthen conservation partnerships. To support this effort and other SFZS fundraising needs, SFZS hired a fundraising consultant as well as a grant writer and a corporate sponsorship manager to expand philanthropic and institutional funding opportunities.

Additionally, the organization is expanding its charity walk and run events with a goal of doubling these revenue generating activities in the coming years.

At the same time, the Zoo has paused discretionary spending and is prioritizing only investments that directly support animal health and welfare, operational stability and safety, and revenue-generating initiatives.

Safety and Security

For safety operations, 24-hour Security is onsite to assist guests, employees, and after-hours functions. The Zoo also maintains an Incident Command Team consisting of eight trained staff members who are prepared to take command during emergency situations. These efforts are further supported through the Zoo's close working relationships with the San Francisco Police Department (SFPD) and the Northern California Regional Intelligence Center (NCRIC).

In preparation for emergency response, staff are invited to participate in open-house planning sessions where they can share ideas and feedback on how the Zoo can best train for potential incidents, including medical emergencies, fires, animal escapes, earthquakes, venomous animal incidents, and active shooter situations. In addition to Zoo-wide drills, staff receive both online and hands-on training to ensure readiness.

The Zoo also partners with the American Red Cross and serves as an Authorized Training Provider with two onsite instructors offering certification in Adult and Pediatric First Aid, CPR, and AED use. While emergency response personnel are required to complete this training, all staff members are welcomed and encouraged to participate.

All of these safety initiatives are regularly reviewed in the Zoo's monthly Safety Committee meetings, where representatives from departments across the organization meet to review

incidents, evaluate drills, and raise safety concerns so that improvements can be addressed in a collaborative and proactive manner.

Economic Impact and Community Value

The Zoo plays an important role as an economic driver for San Francisco, particularly for the City's west side neighborhoods. The Zoo attracts hundreds of thousands of visitors each year who support nearby small businesses, restaurants, and local tourism activity.

By increasing attendance, expanding programming, and investing in visitor experience improvements, SFZS continues to strengthen the Zoo's role as both a cultural institution and an economic asset for the City.

Strategic Planning and the Zoo's Future

Looking ahead, SFZS is preparing to launch a Request for Proposals later this month to retain a consultant to support development of a comprehensive strategic plan, business plan, and long-term master planning process for the Zoo.

This planning effort will help establish a long-term vision for the Zoo that aligns conservation priorities, financial sustainability, visitor experience, and facility improvements.

Conclusion

The San Francisco Zoo and Gardens remains an essential cultural, educational, and conservation institution for the City of San Francisco. The accomplishments described above reflect the dedication of hundreds of employees, partnership with our labor union, volunteers, and community supporters who work every day to care for animals, educate the public, and advance wildlife conservation.

We appreciate the opportunity to contribute this information to the audit report and look forward to continued collaboration with the City and County of San Francisco, the Recreation and Park Commission, and community stakeholders as we strengthen and grow this important institution.

Sincerely,



Cassandra Costello
Chief Executive Officer and Executive Director
San Francisco Zoological Society

Appendix G: Written Response from the Recreation and Park Department

The written response from the Recreation and Park Department is included on the following pages.

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Daniel Lurie, Mayor

Kat Anderson, Commission President
Sarah Madland, Interim General Manager

April 28, 2026

Dan Goncher
Budget and Legislative Analyst's Office
1390 Market Street, Suite 1150
San Francisco, CA 94102

RE: Audit of the San Francisco Zoological Society

Dear Mr. Goncher,

The Recreation and Park Department appreciates the opportunity to provide a formal response to the recommendations in the Budget and Legislative Analyst audit of the San Francisco Zoological Society.

We sincerely thank your team for their effort in putting together this report.

Sincerely,

Signed by:
Sarah Madland
55846E553D3B46B...

Sarah Madland
Interim General Manager
San Francisco Recreation and Parks Department

Cc: Antonio Guerra, Director of Administration and Finance
Yael Golan, Deputy Director of Planning

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The General Manager of the Recreation and Park Department should:

1.6 Annually review SFZS's proposed operating budget for reasonableness and attend the Recreation and Park Commission meeting when it is discussed to be available for questions.

The General Manager of Recreation and Park agrees.

It is appropriate that the Department and Commission review and provide comment on the Zoo's operating budget. Implementation of this recommendation would result in issue spotting financial challenges more quickly than in the current agreement. Additionally, it provides more visibility into the budget and revenue sources.

2.4 Review the strategic plan, campus master plan, and annual capital budget prepared by SFZS for reasonableness and attend the Recreation and Park Commission meetings when these items are discussed to be available for questions and discussion.

The General Manager of Recreation and Park agrees.

Recreation and Park agrees with the report that "strengthening (the Zoo's) planning process and documents will improve accountability and help SFZS prioritize and focus on the Zoo's highest needs and projects that can most benefit the organization, in alignment with SFZS's mission statement. Having these plans in place will also benefit SFZS's ability to fundraise by clearly articulating SFZS's strategic direction and fundraising needs. Finally, having an updated strategic and campus master plan will satisfy AZA requirements for accreditation." The Department believes it is appropriate for the Commission to review and comment on these documents.

Recommendation 2.3 asks the SFZS Chief of Finance to "Annually submit a one- or two-year capital budget as well as an operating budget to the General Manager of the Recreation and Park Department, or their designee, for review and approval." Recreation and Park agrees with the intention of this recommendation but suggests that a review would be sufficient.

3.1 Initiate negotiations for a new lease and management agreement with the San Francisco Zoo by December 31, 2026 and report to the Recreation and Park Commission regarding the status of negotiation process by March 1, 2027. The provisions of the new agreement should include enforcement mechanisms, updated roles and responsibilities of each party, and financial obligations that are adjusted for changing financial needs and economic conditions. The agreement should require active review by all parties before agreement renewal and should be approved by the Board of Supervisors at least once every 10 years.

The General Manager of Recreation and Park partially agrees.

RPD agrees any agreement needs stronger enforcement mechanisms and updated roles and responsibilities. RPD is already working to address some of these recommendations through the draft Loan Agreement between the City and SFZS, by requiring SFZS to meet more robust

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performance benchmarks and reporting requirements and requiring City approval of certain SFZS plans that did not previously require City approval.

RPD disagrees that a new lease and management agreement is immediately necessary as these new provisions can be implemented quickly through this agreement. The proposed loan with the zoo includes stronger reporting and enforcement mechanisms. The Department notes that as part of the draft terms of the loan, "the Zoo must address any concerns or make relevant changes based on findings from the upcoming BLA audit report. These should be met in the timeline outlined in the audit or based on other timelines as agreed upon between the City and the Zoo."

RPD also disagrees that the management fee should be adjusted for changing financial needs and economic conditions. Instead, we believe it is necessary to evaluate a variety of financial models for the zoo. The transfer of functions to the SFZS was enacted in large part because the SFZS has greater flexibility and ability to increase its revenue, and control costs.

Prior to proposing increasing the management fee, a comprehensive analysis of the Zoo's expenses and revenue potential should be undertaken and all opportunities for the zoo to earn revenue to cover their operating costs must be exhausted. Further, the discussion of using limited General Fund dollars to support the zoo needs to include an understanding of the trade-offs and be conducted by the City's policy makers in conjunction with the Recreation and Parks Department.

As noted in the benchmarking appendix, the amount of financial support as a proportion of operating expenditures provided to Zoos by American cities ranges from a minimal percentage above 0% to above 50%. Within California, at the time of the report San Francisco provided a higher percentage of financial support compared to Oakland and San Diego.

3.2 Dissolve the Joint Zoo Committee upon the execution of a new lease and management agreement between the City and SFZS and establish a more direct working relationship between the Recreation and Park Commission and SFZS.

The General Manager of Recreation and Park agrees.

As noted in the report "the Joint Zoo Committee is redundant and provides limited value to Zoo governance. It is a holdover from the pre-1993 management structure and is one of three separate City bodies that receive public comment on Zoo matters." The Department agrees that a more direct working relationship would benefit both parties.

3.3 Implement an internal contract monitoring procedure for SFZS that is aligned with the Citywide Nonprofit Monitoring and Capacity Building Program and Fiscal Monitoring Program, including fiscal monitoring, standardized document review, and written procedures for documenting findings and corrective actions.

The General Manager of Recreation and Park agrees.

Docusign Envelope ID: 38AD700C-CA79-4B8C-AFEC-E2795EA5D683

Recreation and Park does not grant funds so the Zoo has never been part of the Citywide Nonprofit Monitoring and Capacity Building Program. The Department agrees with the intention of this approach and intends to discuss next steps with the Controller's Office on how to institute these changes as part of a management agreement.

4.9 By December 31, 2026, develop and present to the Board of Supervisors and the Recreation and Park Commission a capital project timeline and cost estimate to carry out the repairs to the Mothers Building as recommended in the 2015 Mothers Building conditions assessment, including: (a) document and stabilize murals with an operable HVAC system to regulate temperature and humidity; (b) waterproof the west wall; (c) perform seismic upgrades; (d) repair or replace damaged or missing concrete elements, and (e) upgrade the mechanical, electrical, and plumbing systems. The capital project timeline and cost estimate should be based on the current condition of the Mothers Building and address any further deterioration that has occurred since the 2015 conditions assessment.

The General Manager of Recreation and Park partially agrees.

The Department agree that the Mothers Building needs restoring and that it is an important building. The Department disagrees that it is currently a high enough priority given the issues with public access and the significant potential cost of restoration. Unlike the majority of buildings in RPD's portfolio, this building is not accessible to the public. It is an a closed off area of the zoo.

As noted in the report, the 2015 Mothers Building condition assessment estimated a cost of more than $5 million for long-term upgrades and restoration which would be $7 million adjusted for inflation. A more recent 2024 study found that rehabilitation of the Mothers Building would be roughly $12 million. Due to the Department's overall lack of funding to address higher use facilities, this project would be cost prohibitive

4.10 Work with the Office of Resilience and Capital Planning to include restoration of the Mothers Building in the City's 2028-2039 Capital Plan.

The General Manager of Recreation and Park agrees.

The Department supports listing the Mothers Building as an emerging project in the Capital Plan. The Department notes that there are many projects within its capital plan that are currently unfunded emerging projects.

6.1 As a condition of negotiating and executing a new Lease and Management agreement, require the SFZS Board of Directors to revise its internal Board policies by December 31, 2026, to reflect the Zoo's current governance structure and practices and adhere the San Francisco Controller's standards for contracted nonprofit board policy manuals. When making these revisions, the Board of Directors should:

a. Ensure revised policies establish a centralized system for recording and retaining meeting minutes for Board and committee meetings. The Board should further consider establishing a

Docusign Envelope ID: 38AD700C-CA79-4B8C-AFEC-E2795EA5D683

mechanism to share approved minutes for all committees with the Recreation and Park Department.

b. Establish annual performance reviews for all SFZS officers appointed by the Board.

c. Formalize committee structures with SFZS staff liaisons who have assigned performance measures and documentation sharing responsibilities from their respective departments at the Zoo.

d. Establish a policy to review and update the Board policy manual at least every two years.

The General Manager of Recreation and Park partially agrees.

The Department agrees that the Zoological Society should conform with the Controller's Office non-profit best practice guidelines. As part of a loan, the Department will require the Zoo to implement contract monitoring best practices, including any that involve record keeping, performance reviews, committee structures, and policy manuals.

The Department notes that while a loan term will require the Zoo to adopt these best practices, compliance with these best practices is ultimately up to the Zoological Society.

9.3 Include the requirement for an annual cost allocation plan in any new or amended lease and management agreement between SFZS and the City, in consultation with the Controller's Office.

The General Manager of Recreation and Park agrees

The Recreation and Park Commission should:

3.4 Develop written internal guidance based on the new lease and management agreement that explicitly defines Commissioners' oversight responsibilities and requires regular reporting and discussion of SFZS's core financial, operational, developmental, and accreditation materials at Commission meetings.

The General Manager of Recreation and Park agrees and will share this recommendation with the Commission.

Appendix H: Written Response from the Office of Resilience and Capital Planning

The written response from the Office of Resilience and Capital Planning is included on the following pages.

City & County of San Francisco
Daniel Lurie, Mayor

Office of the City Administrator
Carmen Chu, City Administrator
Brian Strong, Chief Resilience Officer
Office of Resilience & Capital Planning

April 30, 2026

Dan Goncher and Linden Bairey
Budget Legislative Analyst's Office
San Francisco Board of Supervisors

Dear Mr.Goncher and Mr. Bairey,

Please find my formal response from the Office of Resilience and Capital Planning (ORCP) to recommendation 1.3 of the Budget and Legislative Analyst's Office Performance Audit of the San Francisco Zoo.

ORCP is comfortable with the recommendation to evaluate the use of debt financing for City-owned zoo buildings and grounds in consultation with the Director of the Office of Public Finance by December 1, 2027. I do want to note that this evaluation will likely require looking at capital projects and revenue sources in relation to the debt.

Thank you very much for the opportunity to respond to this recommendation and to make in-line comments during the drafting stage.

Sincerely,

Brian Strong
Chief Resilience Officer and Director
Office of Resilience and Capital Planning
City and County of San Francisco

Item 5

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	Marina West Harbor Dredging Declaration of Emergency
Date:	Thursday, May 7, 2026 2:18:17 PM
Attachments:	CCSF SF Marina West Harbor Dredging Emergency Dec.pdf

Dear Supervisors,

Please see attached from Recreation and Park Department (REC), pursuant to Administrative Code, Section 6.60(b), submitting declaration of emergency due to the excessive build-up of sand at the entrance to Marina Yacht Harbor.

Regards,

Richard Lagunte
Office of the Clerk of the Board – Operations Division
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-7709 | Fax (415) 554-5163
richard.lagunte@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.*

Docusign Envelope ID: 4781A1AC-E400-4607-9367-44299A5F3572

Daniel Lurie, Mayor

Kat Anderson, Commission President
Sarah Madland, Interim General Manager

May 1, 2026

Mayor Daniel Lurie
City and County of San Francisco
City Hall, Rm. 200

The Honorable Board of Supervisors
City and County of San Francisco
City Hall, Rm. 244
Attention: Ms. Angela Calvillo, Clerk of the Board

Mr. Greg Wagner, Controller
City and County of San Francisco
City Hall, Rm. 316

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2026 MAY 06 PM03:37

Subject: SF Marina West Harbor Dredging
Declaration of Emergency

Dear Mayor Lurie, Members of the Board and Mr. Wagner:

Pursuant to Section 6.60(b) of the San Francisco Administrative Code, you are hereby notified that in my capacity as the appropriate Department Head, I declare an actual emergency exists due the excessive build-up of sand at the entrance to the SF Marina Yacht Habor.

Each year, RPD dredges the Marina Small Craft Harbor to keep the channel open for boat traffic. In December 2025, RPD solicited bids for early-2026 dredging. Marinship Development Interest, LLC won the lowest bid contract on March 18, 2026, however they failed to complete dredging within the required 30-day window. They were unable to perform due to inadequate and inoperable equipment and unable to execute proper disposal. Therefore, due to the impact on Marina operations and scheduled events, RPD terminated that contract on April 23, 2026. RPD then awarded the work to the second-lowest bidder, The Dutra Group, on April 28, 2026. The Dutra Group mobilized on April 29 to begin clearing the channel.

During the period when Marinship Development Interest, LLC did not complete project work, additional sand accumulated in the channel, making the harbor entrance only accessible during the highest of tides. This emergency declaration is intended to address the removal of the newly accumulated sand beyond the original scope of work. The estimated construction cost for this additional work, including contingency, is $2,000,000. It is in the best interest of the City to continue work with The Dutra Group until the harbor entrance is cleared.

Sincerely,

Signed by:
Sarah Madland
55848E5E3D3B466...
Sarah Madland
Interim General Manager, Recreation and Park Department

Docusign Envelope ID: BBF19AFE-F8C6-4189-9A0A-E9526398148C

Daniel Lurie, Mayor

Kat Anderson, Commission President
Sarah Madland, Interim General Manager

DATE: May 1, 2026

TO: Antonio Guerra
Director of Finance and Administration

FROM: Sarah Madland
Interim General Manager, Recreation and Park Department

SUBJECT: Declaration of Emergency: SF Marina Yacht Harbor Dredging

In accordance with Administrative Code Section 6.60, I declare an actual emergency exists due the excessive build-up of sand at the entrance to the SF Marina Yacht Habor.

Each year, RPD dredges the Marina Small Craft Harbor to keep the channel open for boat traffic. In December 2025, RPD solicited bids for early-2026 dredging. Marinship Development Interest, LLC won the lowest bid contract on March 18, 2026, however they failed to complete dredging within the required 30-day window. They were unable to perform due to inadequate and inoperable equipment and unable to execute proper disposal. Therefore, due to the impact on Marina operations and scheduled events, RPD terminated that contract on April 23, 2026. RPD then awarded the work to the second-lowest bidder, The Dutra Group, on April 28, 2026. The Dutra Group mobilized on April 29 to begin clearing the channel.

During the period when Marinship Development Interest, LLC did not complete the job, additional sand accumulated in the channel, making the harbor entrance only accessible during the highest of tides. This emergency declaration is intended to address the removal the newly accumulated sand beyond the original scope of work. In order to prevent shutdown of the harbor entrance, I direct you to provide for the immediate removal of sand preventing access for boaters and emergency responders.

The estimated construction cost for this additional work, including contingency, is $2,000,000.

Signed by:
Sarah Madland
55846E553D3B46B...

Sarah Madland
Interim General Manager

Item 6

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	BOS-Operations; Calvillo, Angela (BOS); De Asis, Edward (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS)
Subject:	FW: May 4, 2026, Full Arts Commission agenda posted
Date:	Thursday, April 30, 2026 2:50:40 PM
Attachments:	image001.png May_4_2026_Full_Arts_Commission_Agenda_FzxKtSL.pdf

Hello,

Please see below communication from the San Francisco Arts Commission, submitting an agenda for the May 4, 2026, Full Arts Commission meeting.

Regards,

John Bullock
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
(415) 554-5184
BOS@sfgov.org | www.sf.gov/sfbos

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors website or in other public documents that members of the public may inspect or copy.*

From: Dhaliwal, Manraj (ART) <manraj.dhaliwal@sfgov.org>
Sent: Thursday, April 30, 2026 2:44 PM
Subject: May 4, 2026, Full Arts Commission agenda posted

Hello,

The agenda for the May 4, 2026, Full Commission meeting has been posted:

Full Arts Commission Meeting | San Francisco (sf.gov)

Agenda

Kindly,
Manraj

Manraj Dhaliwal
Commission Secretary
Pronouns: he/him
Email: manraj.dhaliwal@sfgov.org
Phone: 415-252-2247
Mobile: 415-940-1803

San Francisco Arts Commission
401 Van Ness Avenue, Suite 325
San Francisco, CA 94102

www.sfartscommission.org

Newsletter | Flickr | LinkedIn | Facebook | Instagram | TikTok | Twitter | YouTube

The San Francisco Arts Commission acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone. We affirm the sovereign rights of their community as First Peoples and are committed to supporting the traditional and contemporary evolution of the American Indian community and uplifting contemporary indigenous voices and culture.

Please be mindful that all correspondence and documents submitted to the San Francisco Arts Commission are public records and, as such, are subject to the Sunshine Ordinance and can be requested by the public. If this happens, personal information such as personal emails, Social Security numbers and phone numbers will be redacted.

City and County of San Francisco
Daniel Lurie, Mayor

Agenda for Full Arts Commission, May 04, 2026

sfac san francisco arts commission

Commissioners

- President Chuck Collins, Vice President Janine Shiota, JD Beltran, J. Riccardo Benavides, Seth Brenzel, Patrick Carney, Suzie Ferras, Nabiel Musleh, Al Perez, McKenna Quint, Jessica Rothschild, Marcus Shelby, Debra Walker, Lydia So (ex officio, non-voting)

Date and Time
Monday, May 04, 2026
2:00 p.m. to 4:00 p.m.

Location
City Hall, Room 416,
1 Dr. Carlton B. Goodlett Place.

Members of the committee will attend this meeting in-person at the location

listed above. Members of the public are invited to observe the meeting in person at the physical meeting location listed above or remotely online. Members of the public attending the meeting in-person will have an opportunity to provide up to three minutes of public comment on every agenda item.

- Watch on SFGovTV (captioned) Live Stream Full Arts Commission Meeting

Agenda items

1. **Call to Order, Roll Call, Agenda Changes, Land Acknowledgment**
    1. Call to order
    2. Roll call / Confirmation of quorum
    3. Agenda Changes
    4. Ramaytush Ohlone Land Acknowledgement

The San Francisco Arts Commission acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the ancestors, elders and relatives of the Ramaytush Community and by affirming their sovereign rights as First Peoples. As a department dedicated to promoting a diverse and equitable Arts and Culture environment in San Francisco, we are committed to supporting the traditional and contemporary evolution of the American Indian community.

2. Approval of Minutes
Discussion and possible action

Discussion and possible action to approve April 06, 2026, Draft Minutes

Presentation Time: Approximately 5 minutes

Explanatory Document: April 06, 2026, Draft Minutes

3. General Public Comment
Discussion

(This item is to allow members of the public to comment generally on matters within the Commission's purview as well as to suggest new agenda items for the Commission's consideration.)

4. Committee Reports and Committee Matters

1. Visual Arts Committee – Suzie Ferras, Chair

    1. Visual Arts Committee Report
    Discussion

    Presentation Time: Approximately 10 minutes

    Report from the Visual Arts Committee regarding activities of the Committee and the Program.

2. Community Investment Committee – Debra Walker, Chair

    1. Community Investment Committee Report
    Discussion

    Presentation Time: Approximately 10 minutes

    Report from the Community Investment Committee regarding activities of the Committee and the Program.

5. **Cultural Center Presentation – Ruth Williams (Bayview) Opera House**
Discussion

Presentation from the Cultural Center highlighting key strengths, current challenges, and future opportunities. The discussion will provide an overview of programs, community impact, and areas for potential growth and support.

Staff Presenter: Theo Ellington, Executive Director

Presentation time: Approximately 10 minutes

6. **Consent Calendar**

1. Motion to approve the April 15, 2026, Visual Arts Committee Meeting Minutes.

Visual Arts Committee Recommendations (April 15, 2026, *link to agenda*)

Action

2. Motion to approve the final Construction Documents deliverables for "Those Who Carry Water," an architecturally integrated glass artwork by Walter Kitundu (Kitundu LLC), for the SFPUC Water Division Campus (formerly San Francisco Water Department at 2000 Marin), located at 2000 Marin Street in the Bayview neighborhood.

3. Motion to approve the final Construction Documents deliverables for "Joy Personified," a series of 7 figurative, human-scaled sculptures, by Kristine Mays for SF Recreation and Park's India Basin Waterfront Park Project, located at Hunters Point Blvd. and Hawes St.

4. Motion to approve "Looking Back/Looking Forward," a mural design by Olivia Perry. The mural will be painted on the SFMTA Utility Box on the southeast corner of Gough and Turk Street, measuring H75 in. by W36 in. by D17 in. The artwork will not become part of the Civic Art Collection. The artwork will be maintained by the Millennium School.

5. Motion to approve the temporary installation of "An Attempted Murder," 2016 by Jack Champion, a pair of two sculptures that measure approximately H6 ft. by W3 ft. by L12 ft., fabricated from bronze and steel, located at Ashbury Street and Oak Street in The Panhandle. The artwork will not become part of the Civic Art Collection. The artwork will be maintained by Big Art Loop and will be installed for a period of one year, from date of installation.

6. Motion to approve the temporary installation of "Seed of Self," 2023 by Kate Raudenbush, that measures H7 ft. by W7 ft. by L7.1 ft., fabricated from brass and steel, located at the west entrance of The Panhandle by Oak Street and Fell Street. The artwork will not become part of the Civic Art Collection. The artwork will be maintained by Big Art Loop and will be installed for a period of one year, from date of installation.

7. Motion to approve the temporary installation of "V le B," 2025 by Valeria Theberge, that measures H10 ft. by W3.5 ft. fabricated from foam, fiberglass, mortar, grout, glass and steel, located at the Lake Merced Meadow. The artwork will not become part of the Civic Art Collection.

The artwork will be maintained by Big Art Loop and will be installed for a period of one year, from date of installation.

8. Motion to approve the temporary installation of "Penny the Goose," 2015 by Lisa & Robert Ferguson, that measures H16 ft. by W19 ft. by D4 ft. fabricated from steel, concrete, pennies and epoxy, located at the Lake Merced Boulevard Parking Lot. The artwork will not become part of the Civic Art Collection. The artwork will be maintained by Big Art Loop and will be installed for a period of one year, from date of installation.

9. Motion to approve the temporary installation of "Launch Intention," 2020 by Griffin Loop, that measures H10 ft. by W14 ft. by L25 ft. fabricated from stainless steel, located at Marina Green. The artwork will not become part of the Civic Art Collection. The artwork will be maintained by Big Art Loop and will be installed for a period of one year, from date of installation.

10. Motion to approve the temporary installation of "The Pushers," 2021 by George Mubanga, two sculptures that measure H6.5 ft. by W5 ft. by L16 ft. fabricated from steel and reclaimed and recycled material, located at McLaren Park Overlook near Wilde Overlook Tower Lawn. The artwork will not become part of the Civic Art Collection. The artwork will be maintained by Big Art Loop, and will be installed for a period of one year, from date of installation.

11. Motion to approve the installation of the following artworks at Buchanan Street Mall, which will not become part of the Civic Art Collection and will be owned and maintained by San Francisco Recreation and Park Department:

    - Lewis Watts, "Healing & Remembrance," 2026, Digital print on aluminum, 24 total panels, H73 in. by W45 in., Buchanan Street Mall between Grove Street and Fulton Street, and Buchanan Street Mall between Eddy Street and Turk Street
    - CamishaFatimah Gentry, "Healing & Remembrance," 2026, Metal paint on aluminum, 8 total panels, H48 in. by W18in., Buchanan

Street between Grove Street and Fulton Street, and Buchanan between Eddy Street and Turk Street

- D’Wana Stewart, "Local Artists & Performers," 2026, Metal paint on aluminum, 4 total panels, H48 in. by W18in., Buchanan Street Mall between Fulton Street and McAllister Street
- D’Wana Stewart, Local Heroes & Cultural Icons, 2026, Metal paint on aluminum, 4 total panels, H48 in. by W18in., Buchanan Street Mall between Golden Gate Avenue and Turk Street
- Michael Reed Sr., "Local Artists & Performers," 2026, Metal paint on aluminum, 4 total panels, H48 in. by W18in., Buchanan Street between Fulton Street and McAllister Street
- Michael Reed, Sr., "Local Heroes & Cultural Icons," 2026, Metal paint on aluminum, 4 total panels, H48 in. by W18in., Buchanan Street Mall between Golden Gate Avenue and Turk Street
- Cliffton Hyson, "Togetherness: by Cliffton," 2026, Metal paint on aluminum, 2 total panels, H48 in. by W18in., Buchanan Street Mall between McAllister Street and Golden Gate Avenue
- Aniyah Keith, "Togetherness: by Aniyah," 2026, Metal paint on aluminum, 2 total panels H48 in. by W18in., Buchanan Street Mall between McAllister Street and Golden Gate Avenue
- Queen Sheppard, "Togetherness: by Queen," 2026, 2026, Metal paint on aluminum, 2 total panels H48 in. by W18in., Buchanan Street Mall between McAllister Street and Golden Gate Avenue
- Dyavena Sumler, "Togetherness: by Day," 2026, Metal paint on aluminum, 2 total panels H48 in. by W18in., Buchanan Street Mall between McAllister Street and Golden Gate Avenue
- Malik Seneferu, "Togetherness," 2026, Waterjet cut aluminum, 12 panels total (front and back), H73 in., by W45 in., Buchanan Street Mall between McAllister Street and Golden Gate Avenue.

12. Motion to approve the Project Plan for the Harvey Milk Plaza Improvements Project Public Art Project.

13. Motion to approve the to approve the final fence design for the 11th and Natoma Park ("Rachele Sullivan Park") Public Art Project.

Community Investments Committee Recommendations (April 28, 2026, *link to agenda*)
Action

14. Motion to approve the funding recommendations of the Artistic Legacy Grant (ALG) panel, to award two grants totaling $200,000 to the following individuals, and to authorize the Director of Cultural Affairs to enter into grant agreements not to exceed the following at this time:

    1. Madeleine Lim, $100,000
    2. Michael Jang, $100,000*
       (* indicates new grantee)

15. Motion to approve the funding recommendations of the Arts Impact Endowment Artist Panels for all three funding channels: Channel 1 - Sustaining Ongoing Initiatives – General Support 1: Ongoing Work, Channel 2 - Resilience & Growth – General Support 2: Growth & Planning, and Channel 3 - New Creative Opportunities – Project Support; to award fifty-nine (59) grants totaling $2,895,268, in accordance with the priorities outlined in the Cultural Services Allocation Plan; and to authorize the Director of Cultural Affairs to enter into grant agreements with each individual or their fiscal sponsor for amounts not to exceed the following at this time:

    1. Alleluia Panis, $50,000
    2. Amal Bisharat, $50,000

3. Amihan, $50,000 (Fiscal Sponsor: Filipino-American Development Foundation)
4. Amy Grace Lam, $50,000
5. Andrea Nicolette Gonzales, $50,000
6. Anita W. Chang, $50,000
7. Anne Bluethenthal, $50,000
8. Anthony Jimenez, $50,000
9. Ari Salim Marcus, $50,000*
10. Ariel Mihic, $50,000
11. Benni Baker, $50,000*
12. Betsy Tsai, $46,310*
13. Cesar Cadabes, $50,000
14. Cheryl P. Derricotte, $50,000
15. Christina Li, $50,000*
16. Cia Lu, $41,030
17. Claudia Andrea Escobar, $50,000
18. Cornelius O, $50,000 (Fiscal Sponsor: Counterpulse)
19. David Tim, $37,000*
20. Gina Mariko, $50,000*
21. Idris Ackamoor, $50,000
22. Javier Roberto Carlos, $50,000
23. Joanne Kreiter, $50,000
24. John Walter Calloway, $50,000 (Fiscal Sponsor: Kulintang Arts, Inc.)
25. Joshua Chuck, $50,000* (Fiscal Sponsor: Community Youth Center of San Francisco)
26. Jubilee, $50,000*
27. Kathryn Vercillo, $50,000*
28. Keli Dailey, $50,000
29. Lena Lee, $50,000*
30. Leticia Hernández-Linares, $50,000
31. Lyam J Bewry, $39,000*
32. M Eilo, $50,000* (Fiscal Sponsor: Intersection for the Arts)
33. Marcella Elizabeth Sanchez, $50,000

34. Maria Silk, $50,000 (Fiscal Sponsor: Jess CurtisGravity Inc.)
35. Mattie Loyce, $50,000*
36. Maya Cameron-Gordon, $43,425*
37. Maya Fuji, $50,000
38. Nina Limón, $50,000 (Fiscal Sponsor: Independent Arts & Media)
39. Parya Saberi, $50,000
40. Rhiannon Evans MacFadyen, $50,000*
41. Richard A. Mosqueda, $50,000*
42. Roisin Isner, $47,853*
43. Rose Damato, $44,400*
44. Samantha Berlanga, $50,000* (Fiscal Sponsor: Bay Area Video Coalition Inc.)
45. SAMI SEE, $50,000
46. Samina Ali, $50,000*
47. Shawna Virago, $50,000
48. Shrey Purohit, $50,000*
49. Snik, $50,000*
50. Stephanie Ann Sherman, $50,000
51. Susannah H Smith, $50,000
52. Takeshi Moro, $50,000
53. Tania Santiago, $50,000
54. Taraneh Hemami, $50,000
55. Therese Davis, $50,000
56. Virgie Tovar, $46,250
57. Wailana Simcock, $50,000*
58. William Underwood III, $50,000
59. Xahej, $50,000*

(* indicates new grantee)

16. Motion to approve the funding recommendations of the Arts Impact Endowment Organization Panels for all three funding channels: Channel 1 - Sustaining Ongoing Initiatives – General Support 1: Ongoing Work, Channel 2 - Resilience & Growth – General Support 2: Growth & Planning, and Channel 3 - New Creative Opportunities – Project Support; to award forty-nine (49) grants totaling $4,225,000, in accordance with the priorities outlined in the Cultural Services

Allocation Plan; and to authorize the Director of Cultural Affairs to enter into grant agreements with each organization or their fiscal sponsor for amounts not to exceed the following at this time:

1. Arenas Dance Company, $100,000 (Fiscal Sponsor: Dancers Group)
2. Arts Education Alliance of the Bay Area, $100,000 (Fiscal Sponsor: Intersection for the Arts)
3. Artspan, $100,000
4. Asian American Women Artists Association Inc., $100,000
5. Bayview Hunters Point Center for Arts and Technology, $100,000
6. Bernal Heights Outdoor Cinema, $100,000 (Fiscal Sponsor: Independent Arts & Media)
7. BIPOC Acro Collective Care Ecosystem, $75,000* (Fiscal Sponsor: Independent Arts & Media)
8. Black & White Projects, $75,000* (Fiscal Sponsor: Independent Arts & Media)
9. Bridge Live Arts, $100,000
10. Canyon Cinema Foundation, $100,000*
11. Chinese Historical Society of America, $50,000
12. Counterpulse, $100,000
13. Crowded Fire Theater Company, $100,000
14. Detour Productions, $100,000
15. Diamond Wave, $75,000 (Fiscal Sponsor: Independent Arts & Media)
16. Duniya Dance and Drum Company, $100,000 (Fiscal Sponsor: Dancers Group)
17. Emerging Arts Professionals San Francisco Bay Area, $100,000 (Fiscal Sponsor: Independent Arts & Media)
18. Eugenie Chan Theater Projects, $50,000 (Fiscal Sponsor: Intersection for the Arts)
19. Femme Rage, $50,000* (Fiscal Sponsor: The African American Art and Culture Complex)
20. Filmmakers Collaborative Inc., $100,000*
21. Friends of Scrap, Inc., $100,000
22. Honey Art Studio, $50,000 (Fiscal Sponsor: Independent Art & Media)

23. Intersection for the Arts, $100,000
24. jhn//hands&feet, $50,000* (Fiscal Sponsor: Asian Pacific Islander Cultural Center)
25. Lyrical Opposition, $100,000
26. Manilatown Heritage Foundation, $100,000
27. Movement, $50,000* (Fiscal Sponsor: Intersection for the Arts)
28. NA Lei Hulu I Ka Wekiu Hula Halau, $100,000
29. NAKA Dance Theater, $100,000 (Fiscal Sponsor: Dancers Group)
30. Nava Dance Theatre, $50,000
31. OX, $50,000 (Fiscal Sponsor: Counterpulse)
32. Queer Women of Color Media Arts Project, $100,000
33. Rawdance, $100,000
34. San Francisco African American Arts and Cultural District, $100,000*
35. San Francisco Bay Area Theatre Company, $100,000
36. San Francisco Children's Art Center, $100,000
37. San Francisco Creative Writing Institute, $50,000* (Fiscal Sponsor: Counterpulse)
38. San Francisco Filipino Cultural Center, $100,000*
39. San Francisco International Arts Festival, Inc., $100,000
40. Sew Productions, Inc., $50,000
41. Shipyard Trust for the Arts, $100,000
42. Tableau Stations, $50,000* (Fiscal Sponsor: Intersection for the Arts)
43. The Great Star Theater, $100,000*
44. Una Inc., $100,000*
45. Voice of Witness, $50,000
46. Womens Audio Mission, $100,000
47. World Arts West, $100,000
48. Writers Grotto, $100,000*
49. Yerba Buena Arts and Events, $100,000

    (* indicates new grantee)

17. Motion to approve a novation agreement for grant 23SPX08 between the San Francisco Arts Commission, Mission Cultural Center for Latino Arts (MCCLA), and San Francisco Study Center Inc. (SF Study Center),

whereby SF Study Center would agree to assume grant 23SPX08 related to the preparation and planning for storage of MCCLA's archives and to serve as fiscal sponsor to MCCLA; grant 23SPX08 has $85,000 remaining in grant funds; original grant amount was $340,000.

18. Motion to approve a novation agreement for grant 24SPX07 between the San Francisco Arts Commission, Mission Cultural Center for Latino Arts (MCCLA), and San Francisco Study Center Inc. (SF Study Center), whereby SF Study Center would agree to assume grant 24SPX07 related to the relocation and storage of MCCLA's archives and to serve as fiscal sponsor to MCCLA; grant 24SPX07 has $37,500 remaining in grant funds; original grant amount was $150,000.

7. New Business and Announcements
Discussion

(This item is to allow the Commissioners to introduce without discussion new agenda items for consideration, to report on recent arts activities and to make announcements in accordance with Prop D.)

8. Adjournment
Action

Agenda posted 04/30/2026, 1:00 pm, msd

Policies

Accessibility Meeting Policy
Per the American Disabilities Act and the Language Access Ordinance, Chinese, Spanish, Tagalog, and/or American Sign Language interpreters will be available upon request. Additionally, every effort will be made to provide a

sound enhancement system, meeting materials in alternative formats, and/or a reader. Minutes may be translated after they have been adopted by the Commission. For all these requests, please contact Commission Secretary Manraj Dhaliwal at least 48 hours before the meeting at 415-252-2247, manraj.dhaliwal@sfgov.org. Late requests will be honored if possible. The meeting room is wheelchair accessible.

利便參與會議的相關規定

根據美國殘疾人士法案和語言服務條例，中文、西班牙語、和/或美國手語翻譯人員在收到要求後將會提供翻譯服務。另外，我們將盡力提供擴音設備。同時也將會提供不同格式的會議資料，和/或者提供閱讀器。此外，翻譯版本的會議記錄可在委員會通過後提供。上述的要求，請於會議前最少 48 小時致電 415-252-2247 向 Manraj Dhaliwal, manraj.dhaliwal@sfgov.org 提出。逾期提出的請求，若可能的話，亦會被考慮接納。聽證室設有輪椅通道。

POLITICA DE ACCESO A LA REUNIÓN

De acuerdo con la Ley sobre Estadounidenses con Discapacidades (American Disabilities Act) y la Ordenanza de Acceso a Idiomas (Language Access Ordinance) intérpretes de chino, español, y lenguaje de señas estarán disponibles de ser requeridos. En adición, se hará todo el esfuerzo posible para proveer un sistema mejoramiento de sonido, materiales de la reunión en formatos alternativos, y/o proveer un leedor. Las minutas podrán ser traducidas luego de ser aprobadas por la Comisión. Para solicitar estos servicios, favor contactar a Commission Secretary, Manraj Dhaliwal, por lo menos 48 horas antes de la reunión al 415-252-2247, manraj.dhaliwal@sfgov.org. Las solicitudes tardías serán consideradas de ser posible. La sala de audiencia es accesible a silla de ruedas.

Patakaran para sa pag-access ng mga Miting

Ayon sa batas ng American Disabilities Act at ng Language Access Ordinance, maaring mag-request ng mga tagapagsalin wika sa salitang Tsino,

Espanyol at/o sa may kapansanan pandinig sa American Sign Language. Bukod pa dito, sisikapin gawan ng paraan na makapaglaan ng gami t upang lalong pabutihin ang inyong pakikinig, maibahagi ang mga kaganapan ng miting sa iba't ibang anyo, at/o isang tagapagbasa.
Ang mga kaganapan ng miting ay maaring isalin sa ibang wika matapos ito ay aprobahan ng komisyon.
Sa mga ganitong uri ng kahilingan, mangyari po lamang makipag ugnayan kay Commission Secretary Manraj Dhaliwal sa 415-252-2247, manraj.dhaliwal@sfgov.org. Magbigay po lamang ng hindi bababa sa 48 oras na abiso bago ng miting. Kung maari, ang mga late na hiling ay posibleng tanggapin. Ang silid ng pagpupulungan ay accessible sa mga naka wheelchair.

Agenda Item Information/Materials Available
Each item on the agenda may include the following documents:
1) Department or Agency or report;
2) Public correspondence;
3) Other explanatory documents.

Explanatory documents listed above, as well as documents created or distributed after the posting of this agenda to the Arts Commission will be available only electronically, please contact: Commission Secretary Manraj Dhaliwal at manraj.dhaliwal@sfgov.org or 415-252-2247. PLEASE NOTE: The Arts Commission often receives documents created or submitted by other City officials, agencies or departments after the posting of the Arts Commission agenda. For such documents or presentations, members of the public may wish to contact the originating agency if they seek documents not yet provided to the Arts Commission.

Archives Available
A recording of this meeting will be available online, 48 hours after the meeting.

Cell Phone Or other Electronic Device Use at Hearings
Please silence all cell phones, pagers, and other sound-producing devices before the meeting begins.

If a device does go off during the meeting, please note that the Chair or President may ask the person responsible to step out of the room.

Disability Access
To obtain a disability-related modification or accommodation, including auxiliary aids or services, to participate in the meeting, please contact Manraj Dhaliwal at manraj.dhaliwal@sfgov.org or 415-252-2247, at least 48 hours before the meeting, except for Monday meetings, for which the deadline is 4:00 p.m. the previous Friday.

- Wheelchair accessible entrance is at Van Ness Avenue and Grove Street.
- There are elevators and accessible restrooms located on every floor.

Lobbyist Ordinance
Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (San Francisco Campaign and Governmental Conduct Code sections 2.100-2.160) to register and report lobbying activity.

For more information about the Lobbyist Ordinance, contact the Ethics Commission.

- 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102
- (415) 252-3100
- Ethics.Commission@sfgov.org

Meeting Procedures
1. Agenda items will normally be heard in order. Please note, that on occasion a special circumstance may necessitate that an agenda item be taken out of

order. To ensure that an agenda item is not missed, it is advised to arrive at the beginning of the meeting. All agenda changes will be announced by the Chair at the top of the meeting.

2. Public comment will be taken before or during the Committee's consideration of each agenda item. Each speaker will be allowed to speak for the time allotted by the Chair at the top of the meeting or up to three (3) minutes.

3. During General Public Comment, members of the public may address the Commissioners on matters that are within the Arts Commission's jurisdiction and are not on the agenda.

4. Persons who spoke during the public comment period at a meeting of the Arts Commission may supply a brief written summary of the comments to be included in the minutes if it is 150 words or less. The Arts Commission may reject the summary if it exceeds the prescribed word limit or is not an accurate summary of the speaker's public comment.

5. Persons unable to attend an Arts Commission meeting may submit correspondence to the Arts Commission in connection with an agenda item. The Commission Secretary will post these documents adjacent to the agenda if they are one page in length. If they are longer than one page, the Arts Commission will make such documents available for public inspection and copying. Please note, correspondence submitted to the Arts Commission will NOT be read aloud during the meeting. Names and addresses included in these submittals will be public. Submittals may be made anonymously. Written comments pertaining to this meeting should be submitted to art-info@sfgov.org.

Public Comment
Public comment in regard to specific agenda items will be taken before or during consideration of the item. Each speaker may speak for up to three minutes per agenda item, unless the Chair has announced a different length

of time at the beginning of the meeting. Speakers may not transfer their time to another person. Any person speaking during a public comment period may supply a written summary of their comments to be included in the minutes if it is 150 words or less.

NOTE: The San Francisco Arts Commission is discontinuing remote public comment for all public meetings starting in December 2023. Public comment will be taken in-person, with remote access provided for those who require an ADA accommodation. Requests for accommodation must be made at least 48 hours in advance of the meeting, pursuant to Administrative Code Section 97.7. Late requests will be honored if possible. Please reach out to art-info@sfgov.org or by calling 415-252-2255 with any questions or to make an accommodation request

Sensitivity to chemical-based products

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity, or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City accommodate these individuals.

Sunshine Ordinance

Government's duty is to serve the public, reaching its decision in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

Citizens interested in obtaining a free copy of the Sunshine Ordinance can request a copy from by printing Chapter 67 of the San Francisco Administrative Code on the Internet, http://www.sfgov.org/sunshine/

For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact by mail to Administrator, Sunshine Ordinance Task Force.

- 1 Dr. Carlton b. Goodlett Place, Room 244, San Francisco, CA 94102
- (415) 554-7724
- By fax at 415-554 7854
- sotf@sfgov.org

Item 7

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	BOS-Operations; Calvillo, Angela (BOS); De Asis, Edward (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS)
Subject:	FW: May 6, 2026 - Advisory Committee of Street Artist and Crafts Examiners Agenda
Date:	Monday, May 4, 2026 12:49:21 PM
Attachments:	Outlook-Logo__Desc.png

Hello,

Please below communication from the San Francisco Arts Commission (ART), submitting an agenda link for the May 6, 2026, Advisory Committee of Street Artist and Crafts Examiners meeting.

Regards,

John Bullock
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
(415) 554-5184
BOS@sfgov.org | www.sf.gov/sfbos

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors website or in other public documents that members of the public may inspect or copy.*

From: Sun, Kingsley (ART) <kingsley.sun@sfgov.org>
Sent: Monday, April 27, 2026 4:09 PM
Subject: May 6, 2026 - Advisory Committee of Street Artist and Crafts Examiners Agenda

Greetings,

The agenda for May 6, 2026 Advisory Committee of Street Artists and Crafts Examiners meeting has been posted to sf.gov: https://www.sf.gov/meeting--may-6-2026--advisory-committee-street-artists-and-crafts-examiners-hybrid

Thanks,
Kingsley

Kingsley Sun
Program Associate
Pronouns: he/him
Email: kingsley.sun@sfgov.org
Office: 415-252-2228
Mobile: 415-310-8832

San Francisco Arts Commission
401 Van Ness Avenue, Suite 325
San Francisco, CA 94102

www.sfartscommission.org

Newsletter | Flickr | LinkedIn | Facebook | Instagram | TikTok | Twitter | YouTube

The San Francisco Arts Commission acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone. We affirm the sovereign rights of their community as First Peoples and are committed to supporting the traditional and contemporary evolution of the American Indian community and uplifting contemporary indigenous voices and culture.

Please be mindful that all correspondence and documents submitted to the San Francisco Arts Commission are public records and, as such, are subject to the Sunshine Ordinance and can be requested by the public. If this happens, personal information such as personal emails, Social Security numbers and phone numbers will be redacted.

Item 8

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	CA Fish and Game Commission - 2 letters.
Date:	Thursday, May 7, 2026 2:36:41 PM
Attachments:	CA Fish and Game 2 letters.pdf

Dear Supervisors,

Please see attached from California Fish and Game Commission regarding notice of decision not to proceed regarding regulations pertaining to 2026-27 pronghorn antelope hunting and their May 19, 2026 meeting agenda.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.*

From: California Fish and Game Commission
To: Board of Supervisors (BOS)
Subject: Notice of Decision Not to Proceed - Pronghorn Hunting 2026-27
Date: Friday, May 1, 2026 9:16:44 AM

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California Redwoods

California Fish and Game Commission
Wildlife Heritage and Conservation Since 1870

Notice of Decision Not to Proceed

Greetings,

A notice of decision not to proceed regarding regulations pertaining to 2026-27 pronghorn antelope hunting has been posted to the Commission's website and is available https://fgc.ca.gov/Regulations/2026-New-and-Proposed under "Hunting & Trapping".

Sincerely,

Sherrie Fonbuena and David Haug
California Fish and Game Commission

Click here to visit our regulations page

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California Fish and Game Commission
715 P Street, Sacramento, CA 95814

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California Fish and Game Commission
Notice of Decision Not to Proceed

Pursuant to Government Code Section 11347, notice is hereby given that the California Fish and Game Commission decided not to proceed with the amendment of Section 363, Title 14, California Code of Regulations, regarding pronghorn antelope hunting, Notice File Number Z2026-0113-09, which was published January 23, 2026 in California Notice Register 2026, No. 4-Z, pages 71-73.

Any interested person with questions concerning this rulemaking should contact Sherrie Fonbuena by calling (916) 653-4899, or by e-mail at fgc@fgc.ca.gov.

The Commission will also publish this Notice of Decision Not to Proceed on its website.

California Fish and Game Commission
David Thesell, Deputy Executive Director

Dated: April 17, 2026

From: California Fish and Game Commission
To: Board of Supervisors (BOS)
Subject: California Fish and Game Commission meeting agenda
Date: Thursday, May 7, 2026 10:38:32 AM

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Reef

California Fish and Game Commission
Wildlife Heritage and Conservation Since 1870

May 19, 2026 Meeting Agenda

Topic: Regional Marine Protected Area (MPA) Petitions (Los

Angeles through San Diego counties, including Santa Catalina Island)

Greetings,

The California Fish and Game Commission will meet in person in San Clemente on May 19, 2026.

In this final of three regional MPA meetings, the Commission will hear directly from petitioners and receive input from individuals, tribes, and organizations. This meeting focuses on MPA petitions affecting Los Angeles through San Diego counties, including Santa Catalina Island.

Members of the public are welcome to attend in person to observe or provide public comment. The Commission also plans to offer Zoom webinar and phone options. Instructions on how to join using these options will be posted to the Commission website prior to the meeting. While the Commission will make a reasonable effort to ensure remote access is available, it cannot guarantee the accessibility or functionality of these options.

Note that due to a significant agenda and anticipated number of speakers, attendees should prepare for the timing identified in the agenda and meeting expectations document. While we did signal that the chair of the meeting may adapt timing as the meetings evolve and lessons are learned, we cannot guarantee consistency in speaking time from one meeting to the next.

A table showing how all petitions are distributed across the three regional meetings is posted on the Commission meetings page and is available at this link.

Please refer to the agenda for important meeting information and deadlines, including detailed meeting goals, expectations, and speaking guidelines, and format.

Melissa Miller-Henson
Executive Director
California Fish and Game Commission

Click Here for Meeting Agenda

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California Fish and Game Commission
715 P Street, Sacramento, CA 95814

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La Jolla
Erika Zavaleta, Member
Santa Cruz

STATE OF CALIFORNIA
Gavin Newsom, Governor

Fish and Game Commission



Wildlife Heritage and Conservation
Since 1870

Melissa A. Miller-Henson
Executive Director
P.O. Box 944209
Sacramento, CA 94244-2090
(916) 653-4899
fgc@fgc.ca.gov

www.fgc.ca.gov

Regional Marine Protected Area Petitions
(Los Angeles through San Diego counties, including Santa Catalina Island)

Meeting Agenda
May 19, 2026

Holiday Inn Express
35 Via Pico Plaza
San Clemente, CA 92672

Join us in person in San Clemente to provide public comment or observe the meeting.

Options for Remote Public Comment via Zoom or Phone

To join the meeting remotely via Zoom (video and audio), click directly on the meeting link at https://us02web.zoom.us/j/83585460211. You can access detailed instructions for joining by phone or Zoom by clicking here or visit the Commission meetings page at fgc.ca.gov/meetings; for instructions on how to join by phone (audio only), refer to Option 3.

The Commission will make a reasonable effort to provide the public additional opportunities to observe or provide comment in the meeting through the Zoom webinar platform by computer, mobile device, or telephone connections. However, the Commission cannot guarantee the accessibility or functionality of the remote connection options. Should technical issues affect remote attendee access or webinar quality, an attempt will be made to resolve them; however, the meeting will continue with in-person attendees.

Option for Remote Observation Without Public Comment

To watch or listen only on the day of the meeting visit http://www.fgc.ca.gov (link is on the right side of the page). The Commission will make a reasonable effort to live-stream the meeting to allow the public to observe the meeting from a remote location without providing comments. However, the Commission cannot guarantee the accessibility or functionality of the webcast.

Meeting Goals, Expectations, and Format

The California Fish and Game Commission (Commission) is holding this meeting as one of three regional meetings (April 21, May 5-6, and May 19) to consider recently evaluated marine protected area (MPA) petitions. We expect to hear comments from people with varied perspectives and deeply held values about California's ocean and coastal places. In these meetings, the Commission is committed to supporting an environment where everyone can safely participate, while also protecting free speech. Meeting goals, expectations, and format information have been created to support a respectful, constructive environment where all voices are heard; we share them here to enhance transparency for regional meeting participants.

Regional Meeting Goals

- Provide a safe and inclusive environment for sharing knowledge, experiences, and perspectives.
- Uphold the Commission's Justice, Equity, Diversity, and Inclusion (JEDI) Policy and goals, including centering principles of environmental justice and access for underserved communities; recognizing and honoring the perspectives and traditional knowledge and practices of California tribes and tribal communities; and working from a shared understanding of key JEDI-related definitions and terms.
- Ensure all commissioners can hear and participate in petition dialogue in real time.
- Receive overview of petitions, ask questions, and discuss petitions and evaluations.
- Daylight areas of agreement or disagreement, as well as potential modifications and compromises.
- Gather input to inform Commission recommendations or make requests for additional information for future consideration.
- Deliberate on petition content without making final decisions, which will occur at later publicly noticed Commission meetings; real-time negotiation or resolution may not be possible within the meeting time.

Regional Meeting Expectations: Commitment to a Respectful Environment and Free Speech

We acknowledge that regional meeting participants care deeply about California's marine and coastal places and public trust resources. These meetings are intended to provide space to openly and respectfully share relevant information and perspectives on MPA petitions. The following content is intended to set expectations and tone for these meetings.

The Commission is committed to creating and maintaining an environment where all participants feel safe, respected, and able to contribute meaningfully. It therefore strongly discourages personal attacks, intimidation, harassment, hateful expressions (including racial or other identity-based comments), or other conduct that targets individuals rather than issues. These comments can diminish the quality of public dialogue, discourage community participation, and potentially reduce the likelihood that commissioners will give weight to comments delivered in this manner.

The Commission upholds the right to free speech. All individuals possess this right and are entitled to use their full speaking time to express their views, including critiques, alternative perspectives, and disagreement. However, disruptions to the meeting will not be tolerated. Profanity, obscenity, personal threats or attacks on members, staff or other commenters, references to protected characteristics, offensive speech, yelling, interruptions, audible and disruptive reactions, or disputing another speaker during their speaking time may constitute a disruption to the meeting, depending on the circumstances.

The Commission may restrict an individual's right to speak when necessary to avoid disrupting the orderly conduct of the meeting. In these cases, the presiding commissioner may gavel or mute a speaker's microphone. If the disruptive behavior continues, after a call for decorum and a warning, the person or people disrupting the orderly conduct of the meeting may be removed from the meeting, the meeting may be suspended, and the room may be cleared.

Regional Meeting Participation Logistics: Day of Engagement and Written Comments

Participating in Person, on Zoom, or by Phone

All meetings are subject to the Bagley-Keene Open Meeting Act and open to the public. Participation and comment are available in person, via Zoom webinar, or by phone; meetings are also live streamed for listening or viewing only. The presiding commissioner will explain how to indicate your interest in speaking and time limits. Staff are available to answer logistical questions. Audio and video archives are posted to the Commission website after each meeting.

To speak on an agenda item in-person, please complete a "speaker card" and provide it to the designated staff member before the agenda item is announced. Please complete one speaker card per agenda item. Cards will be available near the entrance of the meeting room. In-person speakers will be identified in groups; please be prepared to approach the podium when your name is called.

To speak on an agenda item via Zoom or phone, please "raise" your hand either through the Zoom function or by pressing *9 once on your phone when prompted at the beginning of the agenda item. Speakers on Zoom or phone will be identified by your display name or the last three digits of your phone number; listen closely for when your name or number is called.

Visual Presentations: Slides, Videos, and Graphics

All electronic presentations must be submitted by the ***Supplemental Comment Deadline*** and approved by the Commission executive director before the meeting.

- Electronic presentations must be provided by email to fgc@fgc.ca.gov. If the file is too large to send via email, contact staff to identify an alternative method for submitting the file.
- Specify to which meeting date and petition/geography it pertains.
- All electronic formats must be Windows PC compatible.
- If presenting at the in-person meeting location, it is recommended that you bring a print copy of your presentation in case of technical difficulties.
- Approval is at the discretion of the presiding commissioner and is not guaranteed.

Persons with Disabilities or Accommodation Needs

Individuals with disabilities and/or needing reasonable accommodation to participate in Commission meetings may contact the Civil Rights Office (CRO) of the California Department of Fish and Wildlife at civilrights@wildlife.ca.gov. Requests for facility or meeting accessibility and requests for American Sign Language interpreters should be submitted at least 72 hours before the meeting to help ensure that the requested accommodation can be met. If an accommodation is no longer needed, please notify CRO immediately.

Individuals relying on an interpreter are entitled to at least twice the allotted speaking time pursuant to Government Code Section 11125.7(c), and are asked to provide at least 72 hours' notice. Additional time for other accommodation needs may be granted at the presiding commissioner's discretion to ensure equal opportunity to address the Commission.

Written Public Comments and Submission Deadlines

The public is encouraged to submit written comments on any agenda item. Written comments can be more detailed than what you may have the opportunity to share with commissioners in verbal comments made during the meeting. If written comments are received before the deadline, they will be shared with Commissioners before the meeting; you may wish to refer to your full written comments during your verbal testimony during the meeting.

Submit written comments by one of three methods:

- E-mail to fgc@fgc.ca.gov
- Mail to California Fish and Game Commission, P.O. Box 944209, Sacramento, CA 94244-2090
- Deliver to California Fish and Game Commission, 715 P Street, 16th Floor, Sacramento, CA 95814 (call at least one business day in advance to arrange delivery)

Meeting Date	***Comment Deadline****	***Supplemental Comment Deadline****
May 19, 2026	May 11, 5:00 PM	May 14, 12:00 PM

* Written comments received at the Commission office by the ***Comment Deadline*** will be made available to the Commissioners prior to the meeting, made available to the public, and may be posted online with meeting materials.

** Written comments received at the Commission office by the ***Supplemental Comment Deadline*** will be made available to Commissioners at the meeting, but not posted online.

After these deadlines, written comments may be delivered in person to the meeting. Please bring twelve (12) copies of written comments and hand them to the designated staff member just prior to speaking.

Regional Meeting Expectations: Agenda and Format

Meeting Agenda

The meeting agenda outlines the planned sequence of items, during which presentations, discussion, and public comment will occur. Each meeting includes a designated public comment period for each agenda item, as well as a “general public comment” agenda item for topics not on the agenda.

Meeting Format

For each regional meeting, the Commission will discuss from four to seven MPA petitions (with eight to fifteen proposed actions). Information on which petitions will be heard at which regional meetings are available in the petition distribution tables available here.

During regional meetings, each MPA petition agenda item will follow the same general format:

- Petitioner presentation for 10-12 minutes, depending on whether a petition is tribally led or co-led and on the number of nested actions within the petition, covering:
    - Regulatory actions requested
    - Purpose of requested action
    - Updates since petition was submitted in November 2023 or since amended in March 2025
    - A focus on regionally or locally relevant components, especially if petition spans multiple regions
- Commission staff re-cap of evaluation recommendations
- Commissioner questions
- Ceded speaker time
- Public comment and Commission discussion

Regional Meeting Expectations: Guidelines on Speaker Time

Under Commission procedures, the presiding commissioner allocates a maximum speaking time (typically one to three minutes, with exceptions) for each agenda item. For the regional MPA petition meetings, the Commission aims to support a more flexible, conversational dialogue whenever possible, to reflect the spirit of the Marine Resources Committee meetings. The Commission understands that many participants travel long distances or rearrange commitments to attend, whether in person or remotely.

The Commission expects the regional meetings to be well attended, potentially with large numbers of speakers. The Commission is committed to hearing all scheduled petitions, while also maximizing the amount of information and number of viewpoints shared by attendees.

To balance these goals, the presiding commissioner will seek to ensure discussions are focused, respectful, and efficient, and that as many voices as possible can be heard. In that spirit, the presiding commissioner will specify a target maximum speaking time for those wishing to speak on a petition.

Tools the Presiding Commissioner May Use to Maximize Viewpoints Shared

To help participants prepare for regional meetings, we share here proposed speaker time guidelines, as well as other tools the presiding commissioner may use to manage large numbers of speakers on any given petition. Note that at any time, the presiding commissioner may choose to use these or other tools to focus comments and/or maximize participation. Please keep these guidelines in mind as you prepare your public comments.

- **If there are 25 or fewer speakers:** Speakers may be asked to speak for no more than **two to three minutes** each.
- **If there are more than 25 speakers*:*** Speakers may be asked to speak for no more than **one minute** each.

If there are large numbers of speakers for any petition: The presiding commissioner may also choose to rely on group sentiment tools to allow participants to indicate their views, when there is not enough time for all individuals to speak. These tools are strategies to broaden participation, not to limit viewpoints.

- **Levels-of-Support Checks:** Quick indicators such as "I like it," "I can live with it," or "I cannot support it"
- **Group Sentiment Capture:** Hand-raising or digital reactions when not everyone can speak individually
- **Time Management Adjustments:** Modifying pacing, structure, or feedback tools so all petitions can be addressed during the meeting

Additional Time for Speakers with Ceded Time

A speaker may be approved to speak for **up to three minutes** if five or more participants cede their time to them. This allows a group to designate spokespeople to provide comment on a specified MPA petition agenda item. Participants ceding their time:

- must be present (in person or on Zoom) when the agenda item is called; and
- forego their own opportunity to speak on that agenda item.

If you plan to cede time:

- **In-person:** the five participants ceding their time must complete speaker cards and approach the staff table with the spokesperson before the agenda item begins so staff can confirm the presence of those ceding time.
- **Remote (via Zoom or phone):** participants who wish to cede their time must notify the Commission at fgc@fgc.ca.gov by the Supplemental Comment Deadline and include the name of the individual to whom they are ceding time. All individuals ceding time must also be present on Zoom or phone during the agenda item.

Considerations for Giving Effective Public Comment

When addressing the Commission, please give your name and the name of any organization you represent. To facilitate a positive meeting experience for all, please remember to:

- Respect the meeting environment, other speakers, staff, and commissioners, as outlined above.
- Treat all participants with courtesy and recognize diverse experiences.
- Listen respectfully; one person speaks at a time.
- Avoid personal accusations, stereotyping, or deliberate misinformation.
- Come prepared and keep comments centered on the topic.
- Focus on clear, concise contributions that support productive dialogue.
- If there are several speakers with the same concerns, you are encouraged to appoint a spokesperson and avoid repetitive comments.
- Treat disagreements as shared problems to solve.
- When offering critique, propose alternative ideas when appropriate.
- To help first-time participants organize comments, it may be helpful to focus on:
    - Do you support or oppose the petition and why?
    - Why is it important to you, your community, or your work?
    - What action(s) would you like the Commission to consider?

May 19, 2026; 8:00 AM

Call to order and roll call to establish a quorum

1. Consider Approving Agenda and Order of Items

Discussion and Action Items

Marine Protected Area (MPA) Petitions
For each MPA petition, receive presentations from the petitioner(s), followed by public comment and discussion. The Commission may develop recommendations for consideration at a future meeting. *No formal action will be taken today.*
(Pursuant to Section 662, Title 14, California Code of Regulations)

Viewing petitions and public comments:

- *MPA petitions and compiled public comments to date are available to view through the Commission's website at California Marine Protected Areas - Initial Webpage or Status of MPA Petitions for Regulation Change.*

Viewing petition evaluations:

- *Department petition evaluations with recommendations are available to view through the Department's Bin 2 MPA Petition Evaluations StoryMap.*

- *A recording of the Department's presentation of MPA petition evaluations and recommendations, given during the April 15-16, 2026 Commission meeting, can be viewed by visiting the CAL-SPAN Network.*
- *California Ocean Protection Council petition policy letter (see Latest News dated March 20, 2026) and evaluations (date TBD) are available to view through its website at California Ocean Protection Council.*

2. ***Petition 2023-24MPA_AM1****:* Request to shift the nearshore boundary between the Laguna Beach State Marine Conservation Area (SMCA) (No Take) and the Dana Point SMCA south to the Laguna Beach city limit, thereby increasing the nearshore area within the no-take SMCA.

3. ***Petition 2023-14MPA****:* Request to allow the commercial take of sea urchin in Point Dume SMCA, Point Vicente SMCA (No Take), and Swami's SMCA.

4. ***Petition 2023-33MPA_AM1****:* Request to expand the western boundary of Point Dume SMCA and change the take allowances to allow recreational take from shore by hook and line and spearfishing; and expand the boundaries of Cabrillo SMR westward and northward.

5. ***Petition 2023-34MPA****:* Request to change the current take allowance at Farnsworth Onshore SMCA and Farnsworth Offshore SMCA to allow only recreational spearfishing.

6. Future meetings and new business

Review logistics and agenda items for the next Commission meeting (June 17-18). Consider any changes to previously approved meeting dates or locations and introduce any new business for inclusion on a future meeting agenda.

General Public Comment

7. General Public Comment for Items Not on the Agenda

Receive public comment regarding topics within the Commission's authority that are not included on the agenda.

Note: The Commission may not discuss or take action on any matter raised during this item, except to decide whether to place the matter on the agenda of a future meeting (sections 11125 and 11125.7(a), Government Code).

Adjourn

California Fish and Game Commission
Meeting Schedule

Note: As meeting dates and locations can change, please visit www.fgc.ca.gov for the most current list of meeting dates and locations. All Commission meetings will include a webinar/teleconference option for attendance, and every effort will be made to ensure that committee meetings include the same.

Meeting Date	Commission Meeting	Committee Meeting
June 17-18, 2026	Natural Resources Headquarters Building 715 P Street, 2nd Floor Sacramento, CA 95814	
July 16, 2026		**Marine Resources** Natural Resources Headquarters Building 715 P Street, 2nd Floor Sacramento, CA 95814
August 11, 2026		**Tribal** Natural Resources Headquarters Building 715 P Street, 2nd Floor Sacramento, CA 95814
August 12-13, 2026	Natural Resources Headquarters Building 715 P Street, 2nd Floor Sacramento, CA 95814	
September 10, 2026		**Wildlife Resources** Natural Resources Headquarters Building 715 P Street, 2nd Floor Sacramento, CA 95814
October 14-15, 2026	Natural Resources Headquarters Building 715 P Street, 2nd Floor Sacramento, CA 95814	
November 12, 2026		**Marine Resources** Natural Resources Headquarters Building 715 P Street, 2nd Floor Sacramento, CA 95814
December 14, 2026		**Tribal** Natural Resources Headquarters Building 715 P Street, 2nd Floor Sacramento, CA 95814
December 15-16, 2026	Natural Resources Headquarters Building 715 P Street, 2nd Floor Sacramento, CA 95814	

Other Meetings of Interest

Meetings listed here are organizations for which the Commission: (1) is a member, or (2) takes action based upon regulations developed by that organization.

Association of Fish and Wildlife Agencies

- September 13-16, 2026 – Lancaster, PA

Pacific Fishery Management Council

- June 11-16, 2026 – Spokane, WA
- September 17-22, 2026 – Vancouver, WA
- November 13-18, 2026 – Garden Grove, CA
- December 31, 2026 – Location TBD

Pacific Flyway Council

- August or September 2026 – Date and location TBD

Western Association of Fish and Wildlife Agencies

- June 1-5, 2026 – Boise, ID

Wildlife Conservation Board

- May 28, 2026 – Sacramento, CA
- August 27, 2026 – Sacramento, CA
- November 19, 2026 – Sacramento, CA

Item 9

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS); Crayton, Monique (BOS)
Subject:	File No. 251003 - 63 letters
Date:	Tuesday, May 5, 2026 1:52:19 PM
Attachments:	63 letters.pdf

Dear Supervisors,

Please see attached 63 letters from members of the public and various organizations regarding:

> File No. 251003 - Ordinance amending the Administrative Code to state that it is City policy to expand the availability of Site-Based Permanent Supportive Housing ("PSH") that prohibits on-site illicit drug use among residents ("Drug-Free PSH") to meet the demand of people experiencing homelessness who prefer such a residential option; bar the City from funding new Site-Based PSH for people experiencing homelessness that prohibits evictions on the basis of drug use alone ("Drug-Tolerant PSH"), except where operation of the housing as Drug-Free PSH would conflict with standards imposed by law or by a condition of other funding, or the Board of Supervisors has waived the funding prohibition based on specific findings; and require the Department of Homelessness and Supportive Housing ("HSH") to survey residents of Site-Based PSH to assess their interest in living in either Drug-Tolerant PSH or Drug-Free PSH and report on the survey findings and HSH's strategies to meet PSH residents' demands.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.*

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Thursday, April 30, 2026 2:46:22 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

Supportive housing residents deserve a real choice in the kind of environment they live in. For many, that means the option to live in a safe, drug free residential community.

San Francisco's current approach inflicts a 100 percent drug tolerant Housing First model on everyone. It allows rampant illegal drug use, including fentanyl and methamphetamine, with zero consequences. That is why Supervisor Dorsey is sponsoring this legislation to give residents of permanent supportive housing the choice to live in safe, drug free communities.

This legislation is about:

• Giving residents the ability to choose what works for them

• Creating safer and more stable living environments

• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

Serena Ramirez

94109

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Thursday, April 30, 2026 3:10:19 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

Supportive housing residents deserve a real choice in the kind of environment they live in. For many, that means the option to live in a safe, drug free residential community.

San Francisco's current approach inflicts a 100 percent drug tolerant Housing First model on everyone. It allows rampant illegal drug use, including fentanyl and methamphetamine, with zero consequences. That is why Supervisor Dorsey is sponsoring this legislation to give residents of permanent supportive housing the choice to live in safe, drug free communities.

This legislation is about:

• Giving residents the ability to choose what works for them

• Creating safer and more stable living environments

• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

Marc Crosetti

94107

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Thursday, April 30, 2026 4:34:06 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

Supportive housing residents deserve a real choice in the kind of environment they live in. For many, that means the option to live in a safe, drug free residential community.

San Francisco's current approach inflicts a 100 percent drug tolerant Housing First model on everyone. It allows rampant illegal drug use, including fentanyl and methamphetamine, with zero consequences. That is why Supervisor Dorsey is sponsoring this legislation to give residents of permanent supportive housing the choice to live in safe, drug free communities.

This legislation is about:

• Giving residents the ability to choose what works for them

• Creating safer and more stable living environments

• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

lucy junus

94110

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Thursday, April 30, 2026 6:32:55 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

Supportive housing residents deserve a real choice in the kind of environment they live in. For many, that means the option to live in a safe, drug free residential community.

San Francisco's current approach inflicts a 100 percent drug tolerant Housing First model on everyone. It allows rampant illegal drug use, including fentanyl and methamphetamine, with zero consequences. That is why Supervisor Dorsey is sponsoring this legislation to give residents of permanent supportive housing the choice to live in safe, drug free communities.

This legislation is about:

• Giving residents the ability to choose what works for them

• Creating safer and more stable living environments

• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

Michael Bazzoli

94107

From: Chase Fowler
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Thursday, April 30, 2026 11:16:29 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

This ordinance undermines Housing First, the evidence-based model that California has established as its standard for addressing homelessness. Housing First works because it treats stable housing as the foundation for recovery. A study of over 6,500 people across 86 California programs found that those with high fidelity to Housing First principles reduced days spent homeless by 87%, compared to just 34% in programs that deviated from the model. In San Francisco, 97% of PSH residents remain successfully housed. This ordinance moves the city away from a framework with a proven track record.

Overdose deaths in Permanent Supportive Housing are a crisis that demands serious response. But this ordinance misdiagnoses the cause. The City places its most vulnerable residents in PSH: people with severe substance use disorders, mental health conditions, and chronic health needs. A high overdose rate in that setting is not an indictment of the housing model. It is an indictment of uneven service provision across the portfolio. San Francisco PSH sites with peer-led overdose prevention programs are preventing deaths right now. Episcopal Community Services has implemented a successful Narcan floor captain program in its buildings that includes trained peer responders, onsite behavioral health services, and Narcan distribution. This ordinance does not require a single one of those interventions. Instead, it offers eviction.

PSH operators in San Francisco already evict tenants with extraordinary regularity and without meaningful accountability. Drug use that causes disruptive behavior is already grounds for lease enforcement. This ordinance does not solve a gap in the system. It hands publicly funded landlords another tool to cycle vulnerable tenants back to the street while collecting city contracts to do so. At the same time, it blocks the creation of new PSH during a period when

federal Continuum of Care funding faces cuts of up to $22 million and the Lurie administration has announced plans to close existing PSH buildings. The result is a bottleneck with no mechanism to address it: more people pushed out of housing, fewer units to take them in, and longer waitlists for everyone. Eviction does not lead to recovery. It severs people from services, pushes them beyond the reach of care, and increases their risk of overdose and death.

I ask you to vote no on File No. 251003.

Chase Fowler
chasebfowler@gmail.com
1087 Valencia St
San Francisco, California 94110

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 9:00:36 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

Supportive housing residents deserve a real choice in the kind of environment they live in. For many, that means the option to live in a safe, drug free residential community.

San Francisco's current approach inflicts a 100 percent drug tolerant Housing First model on everyone. It allows rampant illegal drug use, including fentanyl and methamphetamine, with zero consequences. That is why Supervisor Dorsey is sponsoring this legislation to give residents of permanent supportive housing the choice to live in safe, drug free communities.

This legislation is about:

• Giving residents the ability to choose what works for them

• Creating safer and more stable living environments

• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

Gretchen Koch

94118

From: Claire Weintraub
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Friday, May 1, 2026 9:50:32 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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federal Continuum of Care funding faces cuts of up to $22 million and the Lurie administration has announced plans to close existing PSH buildings. The result is a bottleneck with no mechanism to address it: more people pushed out of housing, fewer units to take them in, and longer waitlists for everyone. Eviction does not lead to recovery. It severs people from services, pushes them beyond the reach of care, and increases their risk of overdose and death.

I ask you to vote no on File No. 251003.

Claire Weintraub
claire.weintraub@gmail.com
307 Valencia Street Apt 210
San Francisco, California 94103

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 10:38:58 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

Supportive housing residents deserve a real choice in the kind of environment they live in. For many, that means the option to live in a safe, drug free residential community.

San Francisco's current approach inflicts a 100 percent drug tolerant Housing First model on everyone. It allows rampant illegal drug use, including fentanyl and methamphetamine, with zero consequences. That is why Supervisor Dorsey is sponsoring this legislation to give residents of permanent supportive housing the choice to live in safe, drug free communities.

This legislation is about:

• Giving residents the ability to choose what works for them

• Creating safer and more stable living environments

• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

David Driver

94134

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 10:58:27 AM

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Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

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• Creating safer and more stable living environments

• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

Fin Taylor

94110

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:00:10 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

Supportive housing residents deserve a real choice in the kind of environment they live in. For many, that means the option to live in a safe, drug free residential community.

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This legislation is about:

• Giving residents the ability to choose what works for them

• Creating safer and more stable living environments

• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

James Krepelka

94115

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:02:13 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

Supportive housing residents deserve a real choice in the kind of environment they live in. For many, that means the option to live in a safe, drug free residential community.

San Francisco's current approach inflicts a 100 percent drug tolerant Housing First model on everyone. It allows rampant illegal drug use, including fentanyl and methamphetamine, with zero consequences. That is why Supervisor Dorsey is sponsoring this legislation to give residents of permanent supportive housing the choice to live in safe, drug free communities.

This legislation is about:

• Giving residents the ability to choose what works for them

• Creating safer and more stable living environments

• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

Raoul Duke

94115

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:02:42 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

Supportive housing residents deserve a real choice in the kind of environment they live in. For many, that means the option to live in a safe, drug free residential community.

San Francisco's current approach inflicts a 100 percent drug tolerant Housing First model on everyone. It allows rampant illegal drug use, including fentanyl and methamphetamine, with zero consequences. That is why Supervisor Dorsey is sponsoring this legislation to give residents of permanent supportive housing the choice to live in safe, drug free communities.

This legislation is about:

• Giving residents the ability to choose what works for them

• Creating safer and more stable living environments

• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

Robert Grisso

94118

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:05:48 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

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• Moving beyond a one size fits all system

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Please vote yes on this ordinance.

Sincerely,

Elaine L

94103

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:08:24 AM

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Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

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Please vote yes on this ordinance.

Sincerely,

Mike Grisso

94118

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:08:53 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

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No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

Mostafa Donia

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:10:55 AM

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Dear Members of the San Francisco Board of Supervisors,

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• Moving beyond a one size fits all system

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Please vote yes on this ordinance.

Sincerely,

Melissa Buckingham-Adams

94118

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:12:50 AM

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Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

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• Moving beyond a one size fits all system

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Please vote yes on this ordinance.

Sincerely,

Brandly Mazariegos

94118

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:18:59 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

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• Moving beyond a one size fits all system

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Please vote yes on this ordinance.

Sincerely,

Dylan Craddock

94127

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:19:05 AM

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Dear Members of the San Francisco Board of Supervisors,

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• Moving beyond a one size fits all system

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Please vote yes on this ordinance.

Sincerely,

Nickolas Dimitre

94116

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:26:42 AM

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Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

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• Moving beyond a one size fits all system

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Please vote yes on this ordinance.

Sincerely,

Uma Kumar

94127

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 11:32:22 AM

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Dear Members of the San Francisco Board of Supervisors,

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• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

Jack Pirrone

94121

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 2:16:15 PM

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Dear Members of the San Francisco Board of Supervisors,

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Please vote yes on this ordinance.

Sincerely,

Leo Katz

94107

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 5:29:00 PM

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Dear Members of the San Francisco Board of Supervisors,

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• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

John O'Connor

94115

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Friday, May 1, 2026 7:16:48 PM

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Dear Members of the San Francisco Board of Supervisors,

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Please vote yes on this ordinance.

Sincerely,

Maxwell Meadows

94112

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Saturday, May 2, 2026 2:00:05 AM

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Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

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Please vote yes on this ordinance.

Sincerely,

Alexandra Wythes

94123

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Saturday, May 2, 2026 8:38:23 AM

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Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

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• Moving beyond a one size fits all system

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Please vote yes on this ordinance.

Sincerely,

Matthew Grisso

94118

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Sunday, May 3, 2026 6:48:47 AM

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Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

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• Moving beyond a one size fits all system

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Please vote yes on this ordinance.

Sincerely,

Remi Tan

94115

From: Jotform
To: Board of Supervisors (BOS); Crayton, Monique (BOS); info@drugfreesidewalks.org
Subject: Re: Support Drug-Free Housing Ordinance (File #251003) - Serena Ramirez
Date: Sunday, May 3, 2026 2:52:25 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Board of Supervisors,

I'm writing to express my support for expanding Drug-Free Permanent Supportive Housing (PSH). Data from the Office of the Chief Medical Examiner highlights the need for improvements in our housing policy - between June 2024 and July 2025, 26% of overdose deaths occurred in PSH, a higher percentage than in shelters, hospitals, private homes, or on the street.

Today, under California's Housing First law, state funds are prohibited from being used for drug-free housing. San Francisco funds are not subject to the same law, however San Francisco voluntarily decided to follow suit. As a result, if a family or an individual living deeply below the poverty line qualifies for permanent supportive housing, almost 100% of these units allow illicit drug use. A single PSH building averages two calls per day to the police. This is a tough environment for a person in recovery, much less a child.

We have nearly 10,000 site-based PSH units and their status as drug-tolerant will not change under this ordinance. But we can change future permanent supportive housing funded by the city to be drug-free so that people have options.

The last thing I want to see is an increase in the number of people living on the streets. The good news is that this ordinance has been written so that people who have a single relapse are not automatically evicted, instead they will be offered relapse services. And, if a person's behavior continues to substantially disrupt their building, the City will seek to find the person housing that is appropriate for their situation.

The number of overdose deaths barely budged between 2024 and 2025 in San Francisco. It's time to expand our housing solutions and it starts by allowing drug-free housing options.

Thank you.
Serena Ramirez

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Sunday, May 3, 2026 4:48:08 PM

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Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

Supportive housing residents deserve a real choice in the kind of environment they live in. For many, that means the option to live in a safe, drug free residential community.

San Francisco's current approach inflicts a 100 percent drug tolerant Housing First model on everyone. It allows rampant illegal drug use, including fentanyl and methamphetamine, with zero consequences. That is why Supervisor Dorsey is sponsoring this legislation to give residents of permanent supportive housing the choice to live in safe, drug free communities.

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No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

Connor Owens

94114

From: Marie Morris
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Sunday, May 3, 2026 5:42:16 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Clerk BOS Clerk,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

This ordinance undermines Housing First, the evidence-based model that California has established as its standard for addressing homelessness. Housing First works because it treats stable housing as the foundation for recovery. A study of over 6,500 people across 86 California programs found that those with high fidelity to Housing First principles reduced days spent homeless by 87%, compared to just 34% in programs that deviated from the model. In San Francisco, 97% of PSH residents remain successfully housed. This ordinance moves the city away from a framework with a proven track record.

Overdose deaths in Permanent Supportive Housing are a crisis that demands serious response. But this ordinance misdiagnoses the cause. The City places its most vulnerable residents in PSH: people with severe substance use disorders, mental health conditions, and chronic health needs. A high overdose rate in that setting is not an indictment of the housing model. It is an indictment of uneven service provision across the portfolio. San Francisco PSH sites with peer-led overdose prevention programs are preventing deaths right now. Episcopal Community Services has implemented a successful Narcan floor captain program in its buildings that includes trained peer responders, onsite behavioral health services, and Narcan distribution. This ordinance does not require a single one of those interventions. Instead, it offers eviction.

PSH operators in San Francisco already evict tenants with extraordinary regularity and without meaningful accountability. Drug use that causes disruptive behavior is already grounds for lease enforcement. This ordinance does not solve a gap in the system. It hands publicly funded landlords another tool to cycle vulnerable tenants back to the street while collecting city contracts to do so. At the same time, it blocks the creation of new PSH during a period when

federal Continuum of Care funding faces cuts of up to $22 million and the Lurie administration has announced plans to close existing PSH buildings. The result is a bottleneck with no mechanism to address it: more people pushed out of housing, fewer units to take them in, and longer waitlists for everyone. Eviction does not lead to recovery. It severs people from services, pushes them beyond the reach of care, and increases their risk of overdose and death.

I ask you to vote no on File No. 251003.

Marie Morris
terrymcbridemorris@gmail.com
856 Peralta Ave
San Francisco, California 94110-6230

From: Kate Hellenga
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Sunday, May 3, 2026 6:39:38 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). I am a clinical-community psychologist, living in D9. My late partner, Jason Albertson LCSW, worked for 20+ years in San Francisco with unhoused drug users (with SFHOT, DHSH, PHACS, and the COVID response team). Through my work and education, and even moreso through my conversations and volunteer weekend outreach with Jason, I've learned a great deal about the lives of unhoused people, including those with drug and alcohol use disorders.

The ordinance in question appears to be more about appearances and politics than a desire to address this issue with nuance and a commitment to approaches that actually work. It's true, many people in the community imagine that users will suddenly decide to quit, and will do so successfully, if only their housing options require it. If improving one's lot in life were sufficient to overcome the pull of addiction, we would not have as big a problem as we do. For those who want to give it a try, sober housing rules are often too stringent for people in early recovery, resulting in expulsion from housing and its associated program support.

Why not increase sober housing, which is a great idea, without adding in the misguided, narrow restriction on all future PSH projects?

This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

This ordinance undermines Housing First, the evidence-based model that California has established as its standard for addressing homelessness. Housing First works because it treats stable housing as the foundation for recovery. A study of over 6,500 people across 86 California programs found that those with high fidelity to Housing First principles reduced days spent homeless by 87%, compared to just 34% in programs that deviated from the model. In San Francisco, 97% of PSH residents remain successfully housed. This ordinance moves the

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I ask you to vote no on File No. 251003.

Thank you,

Kate Hellenga, Ph.D

Kate Hellenga
drkatehellenga@gmail.com
856 Peralta Ave
San Francisco, California 94110

From: Katelyn Surprenant
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Sunday, May 3, 2026 10:09:36 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Clerk BOS Clerk,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Katelyn Surprenant
katelynsur@gmail.com
510 24th Ave Apt 66
San Francisco, California 94121

From: Jennifer Friedenbach
To: Board of Supervisors (BOS)
Subject: Drug Free Housing -- Please Amend
Date: Monday, May 4, 2026 2:02:27 PM
Attachments: New Redline V2 Dorsey Sober Housing.docx

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisor,

Tomorrow is an important vote that will impact lives, for some dramatically.

Attached is copy of our redline File #251003 Expanding Drug-Free Permanent Supportive Housing.

There are some slight modifications that the legislation needs to ensure success. Supportive housing providers and tenants, addiction experts have come to together not to kill this legislation but to collaborate to improve outcomes. Expertise and experience should matter- this is not about ideology, it is about positive results.

We support recovery housing, and many of our members would benefit from this form of housing. However, they generally don't want to be evicted for use of drugs, and for the very few who don't mind being evicting for return to use because they don't see themselves at risk, they prefer scattered site options.

The amendments are quite reasonable:

1). **Don't evict for return to use.** The current language suggests an offer of alternative placement but does not require it, and refers to evicting for drug use. Instead have strong language that requires providers to allow tenants to transfer to other housing or allow folks to enter treatment and return. Recovery is a process and the expectation is that many people will return to use many times. Don't throw them out, that will only result in increased public drug use. Having evictions on individuals records is a huge barrier to ever being housed again, thus exacerbating homelessness. Eviction is a risk that will prevent tenants from being honest about their use with case workers and clinicians, and will discourage people from entering this type of housing.

2) **Don't ban funding for other forms of housing.** The language as written will negatively impact projects in the pipeline, and the ability to backfill federal reductions. It will add red tape for other forms of housing needed such as mental health focused housing, workforce housing and so forth. Rather than prohibiting the use of funds for current models of permanent supportive housing (PSH), t**he ordinance should be amended to create a pilot program for recovery housing.** This would encourage an exploration and evaluation of this model, without restricting funding or creating more barriers for PSH. The current waiver language would create another hurdle. A pilot program is proactive and will generate an additive model that creates more housing, rather than creating restrictions on desperately needed housing for people experiencing homelessness. There may be other ways to achieve this goal, but the idea is to have legislation that proactively creates sober housing without hurting other models or restricting flexibility needed to address housing needs.

By working collaboratively, outcomes can be greatly improved, and good sound policy can be achieved. We hope you will support these modest amendments.

Jennifer Friedenbach (she,her)
jfriedenbach@cohsf.org
Coalition on Homelessness
280 Turk Street
San Francisco, CA 94102
(415)346-3740
https://url.avanan.click/v2/r01/___http://www.cohsf.org/___.YXAzOnNmZHQyOmE6bzoyZjg5NWEwNDIxMjIxOGZmYTZhNTg2NjJlOTEyM2NiNjo3OjgzMGE6NTEyNGM3OGVmYTAyYjlxYzlkM2FiNmY5ZmMyOGIzZGFhNjUwZjZkNjUyMTAyMTk4ZWI3Yzk4MGQ4MjY4ZjdlYjp0OlQ6Tg
Twitter @TheCoalitionSF
Instagram coalitiononhomelessness
Facebook

Donate now to the Coalition on Homelessness!

"Love is the only force capable of transforming an enemy into a friend."

Martin Luther King, Jr.

From: Chip Supanich
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 3:14:44 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Chip Supanich
chipsupanich@gmail.com
409 Laguna St Apt 2C
San Francisco, California 94102

From: Jon Ramirez-Monaco
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 5:07:13 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Clerk BOS Clerk,

Dear Members of the Board of Supervisors,

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I ask you to vote no on File No. 251003.

Thank you.

-Jon Ramirez-Monaco

Jon Ramirez-Monaco
johnramirez8001@gmail.com
1170 Guerrero St. #307
San Francisco , California 94110

From: Robin Phillips
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 5:20:55 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Clerk BOS Clerk,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003).

What does it take for you to do the right thing?!?! Your constituents are watching and we VOTE.

Robin Phillips
robinbud@gmail.com
16 Amber Dr
San Francisco, California 94131

From: Lisa King
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 5:29:51 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Lisa King
lisakingsf@yahoo.com
656 Sweeny St.
San Francisco , California 94134

From: Madelaine Martin
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 5:41:18 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Clerk BOS Clerk,

Dear Members of the Board of Supervisors,

I work with homeless residents in sf and we need harm reduction which is proven to be most effective to save lives when it comes to housing and drug use. We need housing first which means no strings attached. Interesting how sup Dorsey was able to keep his housing while he was using drugs but he's asking other people to prove their sobriety to have housing.
I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Madelaine Martin
madygmartin@gmail.com
123 10th st
San Francisco , 94113

From: cecilia martin
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 5:45:50 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

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I ask you to vote no on File No. 251003.

cecilia martin
cecemartin@me.com
4463 Mission st
San Francisco, California 94112

From: Julia McEvoy
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 5:48:26 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Julia McEvoy
jammac0691@gmail.com
4463, Mission St., Apt 2, San Francisco CA 94112, United States
San Francisco, California 94112

From: Kristine Hoang
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 5:57:32 PM

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BOS Clerk BOS Clerk,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

This ordinance undermines Housing First, the evidence-based model that California has established as its standard for addressing homelessness. Housing First works because it treats stable housing as the foundation for recovery. A study of over 6,500 people across 86 California programs found that those with high fidelity to Housing First principles reduced days spent homeless by 87%, compared to just 34% in programs that deviated from the model. In San Francisco, 97% of PSH residents remain successfully housed. This ordinance moves the city away from a framework with a proven track record.

Overdose deaths in Permanent Supportive Housing are a crisis that demands serious response. But this ordinance misdiagnoses the cause. The City places its most vulnerable residents in PSH: people with severe substance use disorders, mental health conditions, and chronic health needs. A high overdose rate in that setting is not an indictment of the housing model. It is an indictment of uneven service provision across the portfolio. San Francisco PSH sites with peer-led overdose prevention programs are preventing deaths right now. Episcopal Community Services has implemented a successful Narcan floor captain program in its buildings that includes trained peer responders, onsite behavioral health services, and Narcan distribution. This ordinance does not require a single one of those interventions. Instead, it offers eviction.

PSH operators in San Francisco already evict tenants with extraordinary regularity and without meaningful accountability. Drug use that causes disruptive behavior is already grounds for lease enforcement. This ordinance does not solve a gap in the system. It hands publicly funded landlords another tool to cycle vulnerable tenants back to the street while collecting city contracts to do so. At the same time, it blocks the creation of new PSH during a period when

federal Continuum of Care funding faces cuts of up to $22 million and the Lurie administration has announced plans to close existing PSH buildings. The result is a bottleneck with no mechanism to address it: more people pushed out of housing, fewer units to take them in, and longer waitlists for everyone. Eviction does not lead to recovery. It severs people from services, pushes them beyond the reach of care, and increases their risk of overdose and death.

I ask you to vote no on File No. 251003.

Kristine Hoang
kghoang@hotmail.com
833 Maury Street
Memphis, Tennessee 38107

From: Alex Behrend
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 6:05:29 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Alex Behrend
asb.sfo@gmail.com
761 Minna
SF, California 94103

From: nelson.e25@gmail.com
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 6:15:58 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Clerk BOS Clerk,

Dear Members of the Board of Supervisors,

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I ask you to vote no on File No. 251003.

nelson.e25@gmail.com
4463 Mission
San Francisco, California 94112

From: Rheannan Watson
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 6:22:35 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Rheannan Watson
rheannan.watson@yahoo.com
9986 Bloomsbury Ave
Cordova, Tennessee 38016

From: Davis Negrete
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 6:56:31 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Rafael Mandelman,

If you are serious about effectively saving lives and pulling people out of both addiction and homelessness, then I'd hope that you would vote no on the upcoming Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance goes against established research. It's also deeply unempathetic to the point of being cruel. If this passes, members of the SF community in some of the most dire and vulnerable possible circumstances will die, when they would have otherwise lived. How much does that matter to you? Enough to vote no?

I sincerely ask you to vote no on File No. 251003.

Your constituent,
Davis N.

Davis Negrete
davisnegrete@gmail.com
1839 15th Street
San Francisco, California 94103

From: Jennifer Foerster
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 7:00:48 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Clerk BOS Clerk,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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federal Continuum of Care funding faces cuts of up to $22 million and the Lurie administration has announced plans to close existing PSH buildings. The result is a bottleneck with no mechanism to address it: more people pushed out of housing, fewer units to take them in, and longer waitlists for everyone. Eviction does not lead to recovery. It severs people from services, pushes them beyond the reach of care, and increases their risk of overdose and death.

I ask you to vote no on File No. 251003.

Jennifer Foerster
jenfoerster@me.com
765 Mangels Avenue 2215
San Francisco, California 94127

From: Marvin Paddock
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 7:04:48 PM

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BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

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I ask you to vote no on File No. 251003.

Marvin Paddock
soulmecca5@gmail.com
765 Mangels Avenue
San Francisco , California 94127

From: Jax Puliatti
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 7:29:05 PM

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BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

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I ask you to vote no on File No. 251003.

Jax Puliatti
jaxpuliatti@gmail.com
1386 Florida St
San Francisco, California 94110

From: Emma Dolan
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 8:00:42 PM

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BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Emma Dolan
emmadolan17@yahoo.com
1576 Golden Gate Ave Apt 4
San Francisco, California 94115

From: Riley Wicenzcik
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 8:47:34 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Clerk BOS Clerk,

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I ask you to vote no on File No. 251003.

Riley Wicenzcik
rileywicen@gmail.com
324 Larkin St Apt 3
San Francisco , California 94102

From: liza kachko
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 9:32:57 PM

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BOS Clerk BOS Clerk,

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I ask you to vote no on File No. 251003.

liza kachko
lizakmail@yahoo.com
1326 32nd Ave
San Francisco, California 94122

From: Rose Arrieta
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 9:58:22 PM

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BOS Clerk BOS Clerk,

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PSH operators in San Francisco already evict tenants with extraordinary regularity and without meaningful accountability. Drug use that causes disruptive behavior is already grounds for lease enforcement. This ordinance does not solve a gap in the system. It hands publicly funded landlords another tool to cycle vulnerable tenants back to the street while collecting city contracts to do so. At the same time, it blocks the creation of new PSH during a period when

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I ask you to vote no on File No. 251003.

Rose Arrieta
rnarrieta@gmail.com
2847 Harrison street
San Francisco , California 94110

From: Laura Cohen
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Monday, May 4, 2026 10:42:27 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Laura Cohen
circlewalker2121@gmail.com
860 geary
San Francisco , California 94109

From: Sarah Steinmetz
To: Board of Supervisors (BOS)
Subject: Housing first works
Date: Tuesday, May 5, 2026 6:53:12 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear BOS,

I'm deeply disturbed by the direction our city is moving in. It's frustrating to watch city leaders move away from peer reviewed scientific evidence about the benefits of housing first policies and instead, backing Supervisor Dorsey's punishing proposal to refuse housing to non sober individuals.

It is so clear that this will lead to more people on the streets. Housing. First. Policies. Work.

I know I can count on supervisors Chan, Walton and Fielder to try and block this new proposal but I'm also so tired of the new and inexperienced supervisors just going along with Mayor Lurie and their dangerous GrowSF peers.

Again- housing. First. Policies. Work. If you want San Franciscans to get clean, they need stable housing. If you want to increase the homeless population, keep supporting Supervisor Dorsey and Denim Dan.

I miss critical thinking. Please make an effort to find your thinking caps.

Sarah Steinmetz, D1

From: Laura Saunders
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Tuesday, May 5, 2026 7:50:23 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Laura Saunders
Tolsaunders@yahoo.com
170 King St
San Francisco , California 94107

From: Nikitha Gajula
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Tuesday, May 5, 2026 9:41:49 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Nikitha Gajula
nikithagajula@gmail.com
45 Lansing St
San Francisco , California 94105

From:	Allen Jones
To:	laura.waxmann@sfchronicle.com; DorseyStaff (BOS); maggie.angst@sfchronicle.com
Cc:	Board of Supervisors (BOS)
Subject:	Drug free housing
Date:	Tuesday, May 5, 2026 10:04:58 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

I had a brother who live at The West Hotel from 2009 to 2016. He was placed there through a city program that I supported. He was clean for at least 3 years that I am sure of.

He died in his apartment due to a drug overdose.

This hotel was a "drug free" hotel under city rules for placement of drug addicts released from SFGH at the time.

While standing outside the hotel as my siblings were clearing out his apartment I discovered the cause of his relapse and death. On two occasions two different people asked me if I wanted to buy something.

If you are gonna have drug free rules you can't have drug sales going on outside at the front door.

I encourage you all to go by The West Hotel at 144 Eddy Street. See for yourselves if ten years later there is still drug sells going on at the front door of a city sanctioned hotel. (I do not know if the city is still using this hotel to house drug addicts)

But if it is, this legislation once passed will do little to reduce overdoses in these properties.

Allen Jones
(415) 756-7733
jones-allen@att.net
Californiaclemency.org

The Only thing I love more than justice is the freedom to fight for it.

From: Stephany Medina
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Tuesday, May 5, 2026 10:08:20 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Stephany Medina
medinaste@gmail.com
4463 mission st
san francisco , California 94112

From: Stephany Medina
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Tuesday, May 5, 2026 10:08:20 AM

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BOS Clerk BOS Clerk,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Stephany Medina
medinaste@gmail.com
4463 mission st
san francisco , California 94112

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Crayton, Monique (BOS); blueprint@sfblueprint.org
Subject: Support Ordinance #251003: Support Drug-Free Housing.
Date: Tuesday, May 5, 2026 10:46:30 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Board of Supervisors,

I am writing to urge you to support Supervisor Matt Dorsey's ordinance to expand drug free housing options in San Francisco.

Supportive housing residents deserve a real choice in the kind of environment they live in. For many, that means the option to live in a safe, drug free residential community.

San Francisco's current approach inflicts a 100 percent drug tolerant Housing First model on everyone. It allows rampant illegal drug use, including fentanyl and methamphetamine, with zero consequences. That is why Supervisor Dorsey is sponsoring this legislation to give residents of permanent supportive housing the choice to live in safe, drug free communities.

This legislation is about:

• Giving residents the ability to choose what works for them

• Creating safer and more stable living environments

• Moving beyond a one size fits all system

No one should be forced into a housing environment that does not support their well being.

Please vote yes on this ordinance.

Sincerely,

Karen Breslin

94127

From:	Kevin Liu
To:	Board of Supervisors (BOS); Calvillo, Angela (BOS)
Subject:	Pubic Comment: Please Improve File #251003 Expanding Drug-Free Permanent Supportive Housing
Date:	Tuesday, May 5, 2026 11:14:42 AM
Attachments:	Outlook-tndc_logo_.png

Dear Board of Supervisors,

My name is Kevin Liu; I'm a District 3 resident and a community organizer at TNDC, and I am writing to share concerns about File #251003, the ordinance Expanding Drug-Free Permanent Supportive Housing. I support expanding housing that provides a supportive environment to recover from drug use or live in a sober environment if that is what someone prefers.

However, the way this ordinance is currently written seeks to block the creation of more Housing First units and divert its resources to building Sober Housing units. Sober Housing units may work for folks that demonstrate a need and likelihood of success in such units, but given recurrence of use is a natural part of recovery, for most folks, being in Sober Housing would result in eviction for recurrence of use, creating more street homelessness and public drug use.

Not to mention, this ordinance, if applied to all of San Francisco's forthcoming permanent supportive housing, will force folks into sobriety to get housing, and when coercion is part of the equation, even if people do get the housing, likelihood of success is further reduced.

As a District 3 resident, I question how any proposal to create more street homelessness is even being entertained.
Furthermore, consider that Leora Tanjuatco Ross, the California director of YIMBY Action, has also stated, "Making it harder to build permanent supportive housing, at a time when San Francisco is already far behind on its state housing production goals, is exactly the wrong thing to do."

As a community organizer, I know that permanent supportive housing residents want support for our unhoused folks, as many received the same support, helping them get off the streets and into housing, where their struggles with substance use could be addressed.

Please, rather than prohibit the use of funds for current models of permanent supportive housing, **support amendments to this legislation that specify only allocating a portion of funds to sober recovery housing.**

Additionally, support amendments to provide stronger eviction protections. If a tenant is at risk of being evicted, the tenant should be allowed to stay in housing until they can move into alternative housing. That is the bottom line. This will avoid increasing homelessness and forcing someone struggling with drug use out onto the street.

We all want people to feel comfortable in their housing, and that only happens when we are intentional in the creation of a new type of recovery housing. Tenants should feel safe in admitting that they relapsed and need help because they are not afraid of ending up back on the street. Amending the ordinance will produce an effective type of recovery housing that makes a positive impact for tenants and communities.

Sincerely,

Kevin Liu, RD, MPH (he/him pronouns)
Overdose Prevention Outreach Coordinator
Community Organizing Office
Phone: 415-967-6771 | Email: kliu@tndc.org

210 Golden Gate Ave, San Francisco, CA 94102

At TNDC, we believe that everyone deserves to thrive. We support tenants and community members in building transformative communities through Homes, Health, and Voice. Together, we can build a future with economic and racial equity. Join us at tndc.org!

From: Jennifer Friedenbach
To: Board of Supervisors (BOS)
Cc: Lupe Velez
Subject: Rebuttal to Dorsey Rebuttal to SFMMS
Date: Tuesday, May 5, 2026 11:42:19 AM
Attachments: Dorsey Rebuttal.pdf

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors,

Just some quick notes in attached letter to clarify points in Dorsey Sober Housing legislation and rebuttal to SFMMS.

I am hoping you all can rise above and put forward policy that incorporates easy fixes that are coming from a broad spectrum of stakeholders and subject experts.

Jennifer Friedenbach (she,her)
jfriedenbach@cohsf.org
Coalition on Homelessness
280 Turk Street
San Francisco, CA 94102
(415)346-3740
https://url.avanan.click/v2/r01/___http://www.cohsf.org/___.YXAzOnNmZHQyOmE6bzozMmRlYTJhYjhmZDg5MDhlYTI4NzAzMzc2OGI2NWQzNjo3OjhjYzg6MDg4M2NlMGQzNmVhZjY1ZTU0YjFmOTBkNThmZmMyZGVkYmI1NzY2MDImMjlmNDY3NWJkMjYxZTI4ZWNiNWM4ODp0OlQ6Tg
Twitter @TheCoalitionSF
Instagram coalitiononhomelessness
Facebook

Donate now to the Coalition on Homelessness!

"Love is the only force capable of transforming an enemy into a friend."

Martin Luther King, Jr.

From: diana.valentine@gmail.com
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Tuesday, May 5, 2026 12:30:34 PM

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BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

diana.valentine@gmail.com
1364 Grove Street
San Francisco , California 94117

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS); Crayton, Monique (BOS)
Subject:	FW: Rebuttal to Dorsey Rebuttal to SFMMS - File No. 251003
Date:	Tuesday, May 5, 2026 2:17:04 PM
Attachments:	Screenshot 2026-05-05 at 1.22.37 PM.png Screenshot 2026-05-05 at 1.23.52 PM.png Dorsey Rebuttal.pdf

Dear Supervisors,

Please see below and attached from Coalition on Homelessness regarding:

> File No. 251003 - Ordinance amending the Administrative Code to state that it is City policy to expand the availability of Site-Based Permanent Supportive Housing ("PSH") that prohibits on-site illicit drug use among residents ("Drug-Free PSH") to meet the demand of people experiencing homelessness who prefer such a residential option; bar the City from funding new Site-Based PSH for people experiencing homelessness that prohibits evictions on the basis of drug use alone ("Drug-Tolerant PSH"), except where operation of the housing as Drug-Free PSH would conflict with standards imposed by law or by a condition of other funding, or the Board of Supervisors has waived the funding prohibition based on specific findings; and require the Department of Homelessness and Supportive Housing ("HSH") to survey residents of Site-Based PSH to assess their interest in living in either Drug-Tolerant PSH or Drug-Free PSH and report on the survey findings and HSH's strategies to meet PSH residents' demands.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.*

From: Jennifer Friedenbach <jfriedenbach@cohsf.org>
Sent: Tuesday, May 5, 2026 1:25 PM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Cc: Lupe Velez <lvelez@cohsf.org>
Subject: Re: Rebuttal to Dorsey Rebuttal to SFMMS

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Friends,

Last file was corrupted, apologies. Here are screenshots in case letter fails to open again. Also attached one more time.



COALITION ON HOMELESSNESS

May 5, 2026

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

Rebuttal to the Matt Dorsey Rebuttal to San Francisco Marin Medical Society, File 251003

Dear Supervisors,

I wanted to take this opportunity to clarify statements made by Supervisor Dorsey regarding his legislation in his rebuttal.

We can and should do sober housing, have done sober housing and simply need to recognize that by doing so we don't want to drive up evictions. Diversifying our PSH is a great idea. Intentional sober housing should be designed to succeed for the individual – not just the person who doesn't have a SUD but also for those who do. They should be allowed to go to a program and return to housing. That is NOT allowed the way the legislation is currently written, as it mandates eviction on second return to use. Evictions are expensive, take months and anyway why in the world would we want more of them?

From the beginning, there has been multiple efforts to collaborate with Supervisor Dorsey on this legislation, and I have made multiple unsuccessful attempts to meet with his office to both clarify the intent of this legislation, and to modify the language.

First, on several occasions verbally and in writing the Supervisor has said there are good guard rails in the legislation regarding eviction. However, the legislation creates a new form of PSH that *literally is defined as evicting based on drug use*. He correctly notes that already illicit substances are banned in all leases. He then incorrectly notes that evicting for illicit substances is explicitly prohibited in PSH leases. Addendum A of leases clearly prohibit use of illicit drugs and alcohol in common areas, but no language protects drug use. There is a soft suggestion in legal text to provide alterative housing, which is contradicted by the definition and the limited exclusion of a single relapse.

Supervisor Dorsey also notes that he is centering the choices of PSH residents. However, his legislation calls for a survey AFTER the ban takes place. Nowhere in this process have PSH residents been consulted in a meaningful way. *If they were, Supervisor Dorsey would have likely found, as we have, that the small portion of PSH residents who support sober housing, and would like to move into it, overwhelmingly oppose evicting for drug use, and would prefer scattered site sober housing.*

Dorsey says this legislation is needed because Sober Housing is not allowed and then says it is allowed by naming 1174 Folsom
Street. In his letter, he quotes Dr. Humphreys who incorrectly asserts that it is currently illegal to use state dollars for drug free housing. In fact, the California Interagency Council on Homelessness released these guidelines proceeding Governor Newsom stating that indeed yes state dollars can be used on drug free or sober housing.

In addition, the legislation bans new funding on non-sober housing. This unnecessarily creates obstacles for backfilling Trump HUD cuts, and for projects in the pipeline. Yes, the board can require an extra step to do a resolution to override this. The board can also just amend the legislation now to fix what will be more red tape later.

In these days of discarding and disrespecting expertise, except those few cherry-picked voices outside the mainstream who happen to agree, it is especially important to honor science and the experience of those living and working on these issues daily. No need to get stuck. Working together will improve this legislation, and working together could have avoided any conflict to start with. Building consensus is how we get to best of both worlds.

Please amend this legislation.

Sincerely,



Jennifer Friedenbach
Executive Director

Jennifer Friedenbach (she,her)
jfriedenbach@cohsf.org
Coalition on Homelessness
280 Turk Street
San Francisco, CA 94102
(415)346-3740
https://url.avanan.click/v2/r01/___http://www.cohsf.org/___.YXAzOnNmZHQyOmE6bzo5MzgzOTRmZjE1YWQ5ZjkwNDNjNzc2MTczODZmY2ZjYzo3OmU5Nzk6ZTQyMDkyNzNh

MTMyZjFiNGU0MDM1MWU3MDY3Njg5OWU4YmM1MmZmYTI4YzRjZDUyNDk4ODBiMmY0NzUwNWM2ODp0OlQ6Tg
Twitter @TheCoalitionSF
Instagram coalitiononhomelessness
Facebook

Donate now to the Coalition on Homelessness!

"Love is the only force capable of transforming an enemy into a friend."

Martin Luther King, Jr.

On May 5, 2026, at 11:41 AM, Jennifer Friedenbach <jfriedenbach@cohsf.org> wrote:

Dear Supervisors,

Just some quick notes in attached letter to clarify points in Dorsey Sober Housing legislation and rebuttal to SFMMS.

I am hoping you all can rise above and put forward policy that incorporates easy fixes that are coming from a broad spectrum of stakeholders and subject experts.

<Dorsey Rebuttal.pdf>

Jennifer Friedenbach (she,her)
jfriedenbach@cohsf.org
Coalition on Homelessness
280 Turk Street
San Francisco, CA 94102
(415)346-3740
https://url.avanan.click/v2/r01/___http://www.cohsf.org/___.YXAzOnNmZHQyOmE6bzo5MzgzOTRmZjE1YWQ5ZjkwNDNjNzc2MTczODZmY2ZjYzo3OjE1ZTc6ODQ3ZWNjMjhjNzlkY2RmMzUxNTdmYWM4YTkzN2Y2OWE4NDVmMDQyZWFhZjJkOWNkNjM0MjlkZjdhMDcxYjU2Yjp0OlQ6Tg
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May 5, 2026

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City Hall, Room 244
1 Dr. Carlton Goodlett Place
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Please amend this legislation.

Sincerely,



Jennifer Friedenbach
Executive Director

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS); Crayton, Monique (BOS)
Subject:	File No. 251003 - 7 letters
Date:	Thursday, May 7, 2026 12:14:10 PM
Attachments:	251003 - 7 letters.pdf

Dear Supervisors,

Please see attached 7 letters from members of the public and various organizations regarding:

> File No. 251003 - Ordinance amending the Administrative Code to state that it is City policy to expand the availability of Site-Based Permanent Supportive Housing ("PSH") that prohibits on-site illicit drug use among residents ("Drug-Free PSH") to meet the demand of people experiencing homelessness who prefer such a residential option; bar the City from funding new Site-Based PSH for people experiencing homelessness that prohibits evictions on the basis of drug use alone ("Drug-Tolerant PSH"), except where operation of the housing as Drug-Free PSH would conflict with standards imposed by law or by a condition of other funding, or the Board of Supervisors has waived the funding prohibition based on specific findings; and require the Department of Homelessness and Supportive Housing ("HSH") to survey residents of Site-Based PSH to assess their interest in living in either Drug-Tolerant PSH or Drug-Free PSH and report on the survey findings and HSH's strategies to meet PSH residents' demands.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.*

From: Cal Lorenz
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Wednesday, May 6, 2026 2:17:51 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Clerk BOS Clerk,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

This ordinance undermines Housing First, the evidence-based model that California has established as its standard for addressing homelessness. Housing First works because it treats stable housing as the foundation for recovery. A study of over 6,500 people across 86 California programs found that those with high fidelity to Housing First principles reduced days spent homeless by 87%, compared to just 34% in programs that deviated from the model. In San Francisco, 97% of PSH residents remain successfully housed. This ordinance moves the city away from a framework with a proven track record.

Overdose deaths in Permanent Supportive Housing are a crisis that demands serious response. But this ordinance misdiagnoses the cause. The City places its most vulnerable residents in PSH: people with severe substance use disorders, mental health conditions, and chronic health needs. A high overdose rate in that setting is not an indictment of the housing model. It is an indictment of uneven service provision across the portfolio. San Francisco PSH sites with peer-led overdose prevention programs are preventing deaths right now. Episcopal Community Services has implemented a successful Narcan floor captain program in its buildings that includes trained peer responders, onsite behavioral health services, and Narcan distribution. This ordinance does not require a single one of those interventions. Instead, it offers eviction.

PSH operators in San Francisco already evict tenants with extraordinary regularity and without meaningful accountability. Drug use that causes disruptive behavior is already grounds for lease enforcement. This ordinance does not solve a gap in the system. It hands publicly funded landlords another tool to cycle vulnerable tenants back to the street while collecting city contracts to do so. At the same time, it blocks the creation of new PSH during a period when

federal Continuum of Care funding faces cuts of up to $22 million and the Lurie administration has announced plans to close existing PSH buildings. The result is a bottleneck with no mechanism to address it: more people pushed out of housing, fewer units to take them in, and longer waitlists for everyone. Eviction does not lead to recovery. It severs people from services, pushes them beyond the reach of care, and increases their risk of overdose and death.

I ask you to vote no on File No. 251003.

Cal Lorenz
calderlorenz@gmail.com
2415 Folsom Street
San Francisco , California 94110

From: Nayeli Maxson Velazquez
To: Board of Supervisors (BOS)
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Tuesday, May 5, 2026 10:13:59 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Clerk BOS Clerk,

Dear Members of the Board of Supervisors,

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I ask you to vote no on File No. 251003.

Nayeli Maxson Velazquez
nayelimax@gmail.com
474 sanchez st
san francisco, California 94114

From: Piper Alldredge
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Tuesday, May 5, 2026 7:45:39 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Piper Alldredge
piper.alldredge@gmail.com
3947 Mission St
San Francisco, California 94112

From: Amy Hecht
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Tuesday, May 5, 2026 6:48:52 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

Dear Members of the Board of Supervisors,

I urge you to vote no on the Expanding Drug-Free Permanent Supportive Housing ordinance (File No. 251003). This ordinance is being presented as an expansion of sober housing, a goal that San Franciscans across the political spectrum share. But it does not simply create a sober housing option. It prohibits city funding for any new Permanent Supportive Housing that does not adopt a sobriety-conditioned model, effectively blocking the creation of housing that keeps people off the streets. Sober housing can and should be expanded without restricting the Permanent Supportive Housing pipeline. This ordinance does the opposite, and it will leave people homeless.

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I ask you to vote no on File No. 251003.

Amy Hecht
amy@finefolks.org
44 Cumberland st
San Francisco, California 94110

From: Audrey Fisher
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Tuesday, May 5, 2026 1:05:28 PM

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BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

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I ask you to vote no on File No. 251003.

Audrey Fisher
audreyfisher961@gmail.com
550 Church St
San Francisco, California 94114

From:	Kevin Liu
To:	Mahmood, Bilal (BOS); Board of Supervisors (BOS); Calvillo, Angela (BOS)
Subject:	Public Comments (Bundle of Two): Please Improve File #251003 Expanding Drug-Free Permanent Supportive Housing
Date:	Tuesday, May 5, 2026 1:38:55 PM
Attachments:	image.png Public Comments - Drug-Free Housing Ordinance.pdf

---

Dear Supervisor Mahmood and the entire Board of Supervisors,

Please see the attached file for two letters from TNDC residents addressing the ordinance "Expanding Drug-Free Permanent Supportive Housing."

Kindly,

Kevin Liu, RD, MPH (he/him pronouns)
Overdose Prevention Outreach Coordinator
Community Organizing Office
Phone: 415-967-6771 | Email: kliu@tndc.org

210 Golden Gate Ave, San Francisco, CA 94102

At TNDC, we believe that everyone deserves to thrive. We support tenants and community members in building transformative communities through Homes, Health, and Voice. Together, we can build a future with economic and racial equity. Join us at tndc.org!

From: Aria C
To: Board of Supervisors (BOS); BOS-Legislative Aides
Subject: Vote No on: Expanding Drug-Free Permanent Supportive Housing (File No. 251003)
Date: Tuesday, May 5, 2026 3:34:11 PM

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BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

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I ask you to vote no on File No. 251003.

Aria C
atctedatc@gmail.com
1140 Harrison Street
san francisco, 94103

Item 10

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS); Carroll, John (BOS)
Subject:	File No. 260132 - 2 letters
Date:	Tuesday, May 5, 2026 1:43:44 PM
Attachments:	2 letters.pdf

Dear Supervisors,

Please see attached from various organizations regarding:

> File No. 260132 - Ordinance 1) temporarily excluding certain sites from the provisions of California Senate Bill No. 79 (SB 79) that require local jurisdictions to allow residential uses at various densities, heights, and floor area ratios on sites within one-half mile of a transit-oriented development stop; 2) permanently excluding from those provisions of SB 79 sites located in industrial employment hubs, including certain sites zoned M (Industrial), SALI (Service/Arts/Light Industrial), PDR (Production, Distribution, Repair), WMUO (WSoMa Mixed Use-Office), and P (Public), and sites with a walking path of more than one mile to the closest transit development stop; 3) amending the Planning Code to permit additional density and height for residential projects on certain parcels within one-half mile of a transit-oriented development stop; 4) adopting an Alternative Plan to SB 79, including making findings that the Alternative Plan provides equivalent development capacity; 5) making findings that these exemptions and the City's residential capacity meet the requirements of SB 79; and 6) directing the Clerk of the Board of Supervisors to transmit a copy of this ordinance to the California Department of Housing and Community Development; and affirming the Planning Department's determination under the California Environmental Quality Act; making findings of consistency with the General Plan and the eight priority policies of Planning Code, Section 101.1; and making public necessity, convenience, and welfare findings under Planning Code, Section 302.

Regards,

Richard Lagunte
Office of the Clerk of the Board – Operations Division
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-7709 | Fax (415) 554-5163
richard.lagunte@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

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identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.

From: Jack Farrell
To: Board of Supervisors (BOS)
Subject: Public Comment 5/5/BoS meeting Item 10
Date: Monday, May 4, 2026 5:41:17 AM
Attachments: 5_5_26 San Francisco SB 79 Compliance.pdf

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good morning,

Please find attached letter of comment from YIMBY Law for tomorrow's Board of Supervisor's meeting.

Sincerely,

Jack Farrell *he/him*
Research Attorney
267-218-1147



Check out everything we achieved in 2025!

YIMBY Law

2261 Market Street STE 10416
San Francisco, CA 94114
hello@yimbylaw.org

YIMBY LAW

5/5/2026

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

Re: SB 79 Compliance, Agenda Item 10

Dear San Francisco Board of Supervisors,

YIMBY Law is a 501(c)3 non-profit corporation, whose mission is to increase the accessibility and affordability of housing in California. YIMBY Law sues municipalities when they fail to comply with state housing laws, including the Housing Element Law. Should San Francisco fail to follow the law, YIMBY Law will not hesitate to file suit to ensure that the law is enforced.

Today the Board will consider measures to implement SB 79, including permanently excluding sites located in industrial employment hubs. While SB 79 does contemplate such an exemption, that exemption explicitly does not apply to sites where housing is "a permitted use" where it would be excluded, including through the creation of an "industrial employment hub."[1] The statutory text makes no distinction between sites where housing is permitted and where it is "principally permitted", as used and defined in AB 2011[2]. If any form of housing is allowed at all by local zoning, the underlying site may not be excluded from SB 79.

Among the parcels that San Francisco proposes to withdraw, some districts allow certain housing uses. The Western SOMA Mixed Use Office district allows accessory dwelling

[1] Gov. Code § 65912.160(e)(2).
[2] Gov. Code § 65912.101(n), § 65912.111(a).

units under a local ADU ordinance[3] and the "Service/Arts/Light Industrial" district allows both ADUs pursuant to the same ordinance and 100% affordable housing developments with a conditional use permit.[4] The area also includes parcels zoned as P-Public, which principally permit affordable housing. Therefore, those sites may not be excluded from SB 79.

Under California law, the Board must not approve the permanent exclusion of sites zoned P-Public, or within the Western SOMA Mixed Use Office district or the Service/Arts/Light Industrial district from SB 79. Because these zoning districts permit housing, the statutory exemption for industrial employment hubs does not apply. More specifically, two such parcels are owned by state entities, i.e. California Department of Transportation and the University of California. State owned lands are exempted from local zoning ordinances where development on that land would serve a governmental purpose.[5] Because the City cannot legally ban housing on State or UC land, those sites cannot be used to satisfy the exemption criteria.

Approving the proposed withdrawal would violate state law and undermine the very purpose of SB 79 to facilitate housing production. YIMBY Law urges the Board to revise the proposal to remove these ineligible parcels from any exclusion.

Sincerely,



Sonja Trauss
Executive Director
YIMBY Law

[3] S.F. Planning Code, § 840.
[4] S.F. Planning Code, § 836.
[5] *Bame v. City of Del Mar*, 86 Cal.App.4th 1346, 1358 (2001); *Regents of Univ. of California v. Superior Ct.*, 102 Cal. App. 5th 852, 856–57 (2024).

From:	James Lloyd
To:	ChanStaff (BOS); DorseyStaff (BOS); Fielder, Jackie (BOS); MahmoodStaff; MandelmanStaff (BOS); MelgarStaff (BOS); SauterStaff; SherrillStaff; Walton, Shamann (BOS); Board of Supervisors (BOS)
Cc:	Cityattorney; Dennis Phillips, Sarah (CPC)
Subject:	public comment re item 10, file #260132, for the Board of Supervisors meeting of May 5, 2026
Date:	Monday, May 4, 2026 4:22:40 PM
Attachments:	San Francisco - SB 79 - 5 May 2026.pdf

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Dear San Francisco Board of Supervisors and Planning Department,

The California Housing Defense Fund ("CalHDF") and Californians for Homeownership submit the attached public comment regarding item 10, file number 260132, for the Board of Supervisors meeting of May 5, 2026, an amendment to the City's zoning code to implement the provisions of SB 79.

Sincerely,

James M. Lloyd
Director of Planning and Investigations
California Housing Defense Fund
james@calhdf.org
CalHDF is grant & donation funded
Donate today - https://calhdf.org/donate/

CALIFORNIANS FOR HOMEOWNERSHIP

CAL HDF

May 4, 2026

City of San Francisco
49 S Van Ness Ave Suite 1400
San Francisco, CA 94103

By Email: ChanStaff@sfgov.org; ChanStaff@sfgov.org; DorseyStaff@sfgov.org; Jackie.Fielder@sfgov.org; MahmoodStaff@sfgov.org; MandelmanStaff@sfgov.org; MelgarStaff@sfgov.org; SauterStaff@sfgov.org; SherrillStaff@sfgov.org; Shamann.Walton@sfgov.org; Board.of.Supervisors@sfgov.org;

CC: cityattorney@sfcityatty.org; sarah.dennis-phillips@sfgov.org;

Re: Illegal Prohibition on Use of State Density Bonus Law

Dear San Francisco Board of Supervisors and Planning Department,

The California Housing Defense Fund ("CalHDF") and Californians for Homeownership submit this letter as a public comment regarding item 10, file number 260132, for the Board of Supervisors meeting of May 5, 2026, an amendment to the City's zoning code to implement the provisions of SB 79.

The proposed code amendment violates state law, as it prohibits the use of State Density Bonus Law (DBL).

The proposed ordinance seeks to implement an alternative plan pursuant to Government Code section 65912.161, subdivision (a). As part of this plan, the ordinance will upzone certain parcels to 50% of the density allowed by Government Code section 65912.157.

However, proposed code section 207.11(b)(5) forbids applicants who use this increased zoning capacity from invoking the benefits of the DBL: "Is not seeking a density bonus pursuant to Section 206.6."

This provision is illegal, as discussed below.

Background

State law contains many provisions that grant rights and protections to proposed housing developments and applications for proposed housing developments. These include the DBL,

codified at Government Code section 65915 et seq. The DBL furthers pro-housing policies by, among other things, allowing proposed housing developments that include affordable units to reduce or avoid local zoning and other land use restrictions, as well as to receive increased density. The DBL calculates density bonuses using a "base density," defined as "the greatest number of units allowed under the zoning ordinance, specific plan, or land use element of the general plan." (Gov. Code, § 65915, subd. (o)(6).)

The proposed ordinance upzones certain parcels so that the City can avoid the primary provisions of SB 79 by implementing an alternative plan. The aforementioned state laws then further expand the allowed range of housing projects on these parcels, providing for even greater density and even more forgiving standards for projects.

However, proposed code section 207.11(b)(5) attempts to defeat the DBL entirely. If not for this provision, housing project applicants would be able to propose projects under this upzoning and then provide further affordable housing (and market rate units) under the DBL. Thus, the critical question is: does proposed section 207.11(b)(5) have any legal effect? As explained below, the answer is no. Developers may use both this upzoning and the DBL.

The City Cannot Forgo the Application of State Law

State law preempts local law. (Cal. Const., art. XI, § 7.) This is a foundational constitutional principle, and it is no less true in the land use context than anywhere else. As a corollary to this principle, local governments "cannot choose to forgo application of land use policies imposed by the Legislature." (*Ailanto Properties*, *supra*, 142 Cal.App.4th at 595.) Proposed section 207.11(b)(5), however, attempts to do exactly that: it states, in effect, that state land use laws do not apply to projects proceeding under the proposed upzoning. Code section 207.11(b)(5)'s intended purpose is unmistakably to "forgo application of land use policies imposed by the Legislature," as caselaw and the California constitution forbid. (*Ibid.*)

The DBL does not allow local governments to circumvent or opt out of these rules. The attempt to do so, in section 207.11(b)(5) of the proposed SB 79 ordinance, does not pass legal muster, and project applicants will be entitled to ignore it.

Project Applicants Cannot Waive State Law Protections to Which They Are Entitled

Just as the City cannot waive the application state land use and housing laws, neither can developers. "[A] law established for a public reason cannot be contravened by a private agreement." (Civ. Code, § 3513.) In other words, if a law is designed to accomplish a public benefit (possibly in addition to private benefits), the law's provisions cannot be waived. (See, e.g., *County of Riverside v. Superior Court* (2000) 86 Cal.App.4th 211, 220 [holding employment protections for public safety officers, although they benefitted individual officers, also served a broader public purpose and could not be waived].) The legislature has made clear

that pro-housing laws serve the broader public interest.[1] (See, e.g., Gov. Code, §§ 65915, subd. (u); 65913.4, subd. (u); 65582.1; Stats. 2024, ch. 294, § 1; Stats. 2023, ch. 783, § 1.) The legislative history for these laws, moreover, confirms they are intended to serve the public by expanding the supply of housing and affordable housing. (See *Doskocz v. ALS Lien Services* (2024) 102 Cal.App.5th 107, 115-116 [legislative history is relevant in deciding whether law serves a public purpose and hence cannot be waived].) Hence, project applicants have no authority to disclaim the application of the DBL, as the City's proposed SB 79 ordinance would have them do.

Two additional reasons prevent project applicants from waiving their right to pursue state law protections.

First, as with all legal waivers, such a waiver must be voluntary. (*Harvey v. County of Kern* (1930) 107 Cal.App. 590, 597.) As currently framed, the SB 79 ordinance does not ask project applicants to voluntarily waive their state law rights. It instead makes waiver *mandatory* for any project applicant. No waiver can occur through such an ultimatum; to the extent that the issue is unclear, moreover, the ambiguity resolves against the existence of a waiver. (See *Perini v. Perini* (1964), 225 Cal.App.2d 399.)

Second, waiver requires "an abandonment of a right that could be enforced or a privilege that could be exercised." (*Estate of Goyette* (1971) 14 Cal.App.3d 224, 232 [internal citations omitted].) Thus, for an applicant to be able to waive the application of state law to a project, it must be the case that the applicant could, absent the waiver, enforce the application of the relevant state law. And it must be the case, from there, that the applicant could choose *not* to waive their rights and instead apply state law protections and bonuses to their project. In this way, the City faces a catch-22, and however it resolves the dilemma, developers will be able to use both the SB 79 upzoning and state law.

Even if the City Can Prohibit the Application of State Law, the Density Bonus Law Gives Project Applicants the Legal Right to Circumvent the City's Prohibition

Even if the above legal rules do not neutralize the City's attempt to avoid state law, any project eligible for the DBL will be able to defeat the application of proposed section 207.11(b)(5) . The DBL states: "In no case may a city, county, or city and county apply any development standard that will have the effect of physically precluding the construction of a development meeting the criteria of subdivision (b) at the densities or with the concessions or incentives permitted by this section." (Gov. Code, § 65915, subd. (e)(1).) If a proposed project complies with the proposed upzoning except for section 207.11(b)(5) – because it seeks

[1] On one occasion, California courts found that a law establishing time limits for housing permit application processing primarily benefitted project applicants and not the general public, and hence project applicants could waive them. (*Bickel v. City of Piedmont* (1997) 16 Cal.4th 1040, 1049-1052.) The legislature immediately rebuked the Courts and overturned the *Bickel* holding through legislation. (See *Riverwatch v. County of San Diego* (1999) 76 Cal.App.4th 1428, 1439.)

benefits under the DBL – and the application of section 207.11(b)(5) would physically preclude the project by eliminating its eligibility for the density available under the upzoning, then the City cannot apply that section to the project. To the extent the City doubts or intends to contest this, CalHDF and Californians for Homeownership remind the City that the DBL, by its terms, "shall be interpreted liberally in favor of producing the maximum number of total housing units." (*Id.* at subd. (r).) Flouting the law on this point also carries severe penalties, including mandatory payment of attorney's fees to a project applicant who challenges the City in court. (*Id.* at subd. (e)(1).)

Similarly, the DBL defines the "base density" on which an applicant may seek benefits under the DBL, as "the greatest number of units allowed under the zoning ordinance ... or, if a range of density is permitted ... the greatest number of units allowed by the specific zoning range ..." The City's proposed SB 79 ordinance, regardless of whether it includes language to prevent projects from using the DBL, increases the "base density" for DBL purposes. Thus, project applicants can avail themselves of the DBL's benefits using the newly zoned density. Language to the contrary in the City's ordinance is so much useless ink.

Sincerely,





Matthew Gelfand
Californians for Homeownership

Dylan Casey
CalHDF

Item 11

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS); Carroll, John (BOS)
Subject:	FW: Support for Item 28 - May 5, 2026 - File No. 260379
Date:	Tuesday, May 5, 2026 12:34:52 PM
Attachments:	image001.png

Dear Supervisors,

Please see below from Denise LaPointe regarding:

> File No. 260379 - Resolution approving the official naming of certain unnamed public and private streets and the proposed renaming of the existing Bill Walsh Way to Giants Drive along Gilman Playground Park (between Gilman and Ingerson Avenues) to establish consistency with the segment of Giants Drive located north of Carroll Avenue located at Candlestick Point.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

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From: Denise LaPointe <denise@lapointegroupcorp.com>
Sent: Tuesday, May 5, 2026 10:31 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>
Subject: Support for Item 28 - May 5, 2026

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear President Mandelman and Members of the Board of Supervisors,

On behalf of my client, CP Development Co, LLC (Five Point Holdings) and the project team, we respectfully request your support for Item 28 on your calendar today, May 5,2026 regarding the Candlestick Point street name changes.

This action represents an important step as we finalize key permits needed to begin construction on critical infrastructure later this year - work that will lay the foundation for long-anticipated neighborhood investment, job creation, and economic growth.
Approval now ensures the correct street names can be reflected in the upcoming Final Map for Major Phase 2, avoiding delays and keeping the project on track for introduction in June.

The naming plan reflects years of community engagement, with input from residents, stakeholders, and the Hunters Point Shipyard Citizens Advisory Committee. The result is a thoughtful balance - honoring local community leaders while also recognizing the historic legacy of Candlestick as a major sports and cultural destination.

While administrative in nature, this action helps unlock the next phase of a community-driven development that will bring new housing, infrastructure, open space, and sustained economic opportunity to the Bayview and broader District 10 neighborhood.

We also want to thank Supervisor Walton for his leadership and sponsorship of this item, and the Land Use and Transportation Committee for its unanimous approval on May 4,2026 and OCII, DPW and city staff for their ongoing work - an important signal of forward momentum as we move toward breaking ground on infrastructure later this year, creating jobs, and advancing real, on-the-ground progress for the Bayview community.

Thank you for your time and attention and we appreciate your consideration and support.

Sincerely,

Denise LaPointe

Denise M. LaPointe // Owner
290 Twin Peaks Boulevard
San Francisco, California 94114

T: 415 / 665 4346
Denise@LaPointeGroupCorp.com

Item 12

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	FW: 2317-2335 Market
Date:	Thursday, May 7, 2026 11:35:16 AM

Dear Supervisors,

Please see below from Jim Hannah regarding a proposed project at 2317-2335 Market Street.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

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From: Jim Hannah <jimhansf@gmail.com>
Sent: Friday, May 1, 2026 9:57 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: 2317-2335 Market

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

I live next door at 2339 Market Street. A new project has been proposed by owner of the two story building between Noe and Castro. You are probably familiar with Crystal Way, Klein-Epstein

Parker Tailors, and Entour. It is a 7 story apartment complex in the backyard. Will involve removal of all the trees (five in total) and destroy the peace and quiet so necessary in this busy neighborhood. Just take a look and see what you think.
I know Scott Weiner's push for infill and the new state law. Not sure if this is what the intention was. Turning backyards into large complexes.
Jim Hannah 415-786-1294



Item 13

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	FW: attached documents - File No. 250282
Date:	Tuesday, May 5, 2026 9:15:28 AM
Attachments:	2026.04.27_2243_1310 Junipero Serra Blvd_Inspection Report for 04.23.26_DPH (1).pdf Dear Civic LeadersA.pdf

Dear Supervisors,

Please see below and attached from Linda Shah regarding:

> File No. 250282 - Motion conditionally disapproving the decision of the Planning Commission by its Motion No. 21685, approving a Conditional Use Authorization, identified as Planning Case No. 2023-007010CUA, for a proposed project at 1310 Junipero Serra Boulevard; and conditionally approving a Conditional Use Authorization for the same Planning Case and property with additional conditions, subject to the adoption of written findings by the Board in support of this determination.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

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From: Linda Shah <lp1114@aol.com>
Sent: Tuesday, May 5, 2026 8:36 AM
To: SherrillStaff <SherrillStaff@sfgov.org>; SauterStaff <SauterStaff@sfgov.org>; WongStaff (BOS)

<WongStaff@sfgov.org>; MahmoodStaff <MahmoodStaff@sfgov.org>; DorseyStaff (BOS) <DorseyStaff@sfgov.org>; MelgarStaff (BOS) <melgarstaff@sfgov.org>; MandelmanStaff (BOS) <mandelmanstaff@sfgov.org>; Fielder, Jackie (BOS) <Jackie.Fielder@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; ChenStaff <ChenStaff@sfgov.org>; ChanStaff (BOS) <chanstaff@sfgov.org>; Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Cc: Hoang, Tina (DPH) <tina.hoang@sfdph.org>
Subject: attached documents

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Friends,

I am the grandmother of a Second Grader at St. Thomas More School. The attached letter details concerns I have related to construction adjacent to the school.
This project was approved unanimously by the Board of Supervisors a year ago. But in the very first month there have been serious problems.

Also attached is a report generated by Senior Health Inspector Tina Hoang after a site visit on April 23rd of this year.

I would greatly appreciate your taking the time to read these attachments.

Sincerely,

Linda Shah

Dear Civic Leaders:

An hypothesis: if everyone of you believes that respiratory stress/distress and illnesses can be caused by dust and particles equal or smaller than PM10 in size – especially in young children under 12 years of age (whose respiratory systems are still maturing/developing), then should not everyone from the highest City leader to the lowest level Union worker be striving to lessen or eliminate the causes of such dust from wood and soil sources whenever and wherever remedies can be imagined?

Our statement of fact(s) is as follows: construction at the 1310 Junipero Serra Boulevard construction site has been causing wood and soil dust at the very earliest stages of construction there. Tree removals, stump extractions, trenching and earth leveling are now being done by CVG Construction.

The dust from the soil disturbance is measurable, but the general contractor has only recently been recording the data obtained from their two air quality monitors. The monitors' positioning is nowhere near the pre-school or the classrooms. So, there's been a great deal of data lost for review and inspection since the old growth trees were cut down, roots removed, and the entire construction was leveled.

Construction workers are mandated to wear safety equipment and even respirator masks, but no such protections are provided to school children or their teachers. It seems ironic that Unions are hyper-sensitive when seeking workplace protections for their workers, but they agree to work under contracts that could be causing immeasurable harm to young school kids without seeking equal protection.

Something should and can be done when schools, senior living facilities and health facilities are this close to a major construction site! Here are things which we believe <u>can</u> <u>be</u> <u>done</u>:

- The general contractor's large format air quality monitors should be placed on a daily basis along the boundary fence – especially right up close to the pre-school play yard.
- Air socks and anemometers can be installed in all areas near where daily construction activities are planned. There could be a pre-determined wind velocity and direction allowable for construction activities to proceed – if there's a general belief that soil dampening or other abatement procedure would be likely to keep excessive dust from blowing onto the school grounds.
- The existing boundary fence along the south boundary of the school and gymnasium could be raised by a factor or 2 or 3 times the present height to catch more dust in a fine mesh material – before it descends on the preschool area or into open classroom doors and windows.
- Although it is the standard practice to wet the soil on a construction site multiple times each day as conditions merit or as per code, dangers to young children's respiratory health demand more here. If a golf course can water their fairways and greens so frequently, certainly it's fair to assume that the golf course can rig up sprinklers and water supply to keep the exposed boundary soil damp at all times along the school's southern boundary and the public sidewalk along Thomas More Way. The areas to be constantly watered might extend into the construction site say "20 feet"?
- Two *permanent*, large format air quality monitors could be loaned to the school and pre-school during the entirety of the construction and landscaping work ...and remain in place for the first full-year of operations for the industrial maintenance building – thereby helping to ensure that a safe operation of the new facility can be conducted.
- Lastly, and not entirety tongue-in-cheek, the project sponsor could choose [in a show of true public goodwill] to move their building complex further back from the school than the permissible 20-40 feet – lest a future unfortunate lithium battery accident/incident ruin their dream for a modern new complex and deprive the children of their right to a save and healthy school experience.

SITE MITIGATION INSPECTION REPORT

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH
ENVIRONMENTAL HEALTH BRANCH
49 South Van Ness Ave, Suite 600, San Francisco, CA 94103
hhttps://www.sf.gov/departments/site-assessment-and-mitigation-program
Phone: (415) 252-3800 Fax: (415) 252-3875

INSPECTION DATE: 4/23/2026
TIME ON-SITE: 9:50am
TIME OFF-SITE: 10:53am

SITE/FACILITY NAME (DBA): San Franciso Golf Course		INSPECTION TYPE: Dust Complaint
ADDRESS: 1310 Junipero Serra Blvd		RE-INSPECTION DATE (on or after):
OWNER: San Franciso Golf Course	PHONE: 415-469-4104	SMED ID: 2243

VISIBLE DUST PRESENT? ☐ YES ☒ NO
BAAQMD SPARE THE AIR DAY? ☐ YES ☒ NO

WEATHER: Sunny, upper 60's, no wind

REPRESENTATIVE(S) PRESENT NAME:	TITLE:	AGENCY/ORGANIZATION:
Kevin Wentworth	General Manager	San Francisco Golf Course
Mike Nulty	Site Superintendent	Cody Vermette Group (CVG)
Tina Hoang	Sr Env Health Inspector	DPH EHB-SAM

DUST CONTROL MEASURES (observed in practice)	
☒	Use water to prevent dust emissions
☐	Use washers to clean trucks etc. leaving the site
☐	Minimize excavated material stored onsite
☐	Minimize drop height of excavated material
☐	Cover loads of excavated material being moved
☐	Analyze wind speed and direction
☐	Establish onsite personnel with authority to terminate operations if visible dust is observed onsite and remains uncontrolled after 5 minutes and/or to terminate operations if visible dust is crossing project boundaries
☐	Terminate excavation if wind speed exceeds 25 mph
☐	Apply non-toxic soil stabilizers
☐	Speed limit no greater than 15 mph onsite
☐	Street sweeping if visible soil
☒	Install wind curtains, tarps, or wind breaks
☒	PM_{10} or asbestos monitoring onsite

OBSERVATIONS:

Background: Site investigation was conducted in response to a referral sent from the Planning Department on 4/20/2026. The original complaint was received by Planning on 4/18/2026 and alleged the following:

- Unabated dust, which has resulted in the need to shut school windows, cancel outdoor recess, and move physical education classes indoors.
- Multiple calls and complaints to the site's dust control hotline, with no response or follow-up.

Findings

- Dust complaint sign with hotline was prominently displayed at Site entrance. The hotline directs calls to CVG's voicemail.
- Kevin Wentworth (San Francisco Golf Course) granted verbal permission for Tina Hoang to enter the site, conduct an inspection, and take photos. Mike Nulty (CVG) provided a site walk. Tina took photos of site conditions.
- During the site visit, one excavator was actively disturbing soil at a relaxed pace, with water spraying directed at the soil ahead of the excavator bucket. Neither visible dust nor evidence of soil track-out were observed.
- Two dust monitors were present and operating: the upwind monitor located near the construction trailer and the downwind monitor located near the school.
- Mike stated that he sets up, zero-calibrates, and takes down the dust monitors daily. Dust monitors are connected to a real-time dashboard, which notifies him of any exceedances. Mike also checks wind direction and speed with a handheld wind meter. Mike stated that Essel Environmental (author of the site-specific dust control plan) does not currently have staff to perform dust monitoring. Dust monitoring data from the preceding week did not exceed action levels.
- Kevin stated that they have been providing construction updates to the Archdiocese of San Francisco and the principal of St. Thomas More School, with the understanding that this information would be distributed to the school community/parents. When the project team received the dust complaint voicemails for construction activities occurring on April 15 – 17, 2026, Kevin sent an email to the Archdiocese addressing the complaints and summarizing their responses. The project team did not call any of the complainants back to explain how they addressed the complaints. The project team also did not notify DPH EHB-SAM of the complaints.

COMMUNICATION WITH PERSONNEL ONSITE:

☒ Right of entry granted by Kevin Wentworth

FAILURE TO COMPLY WITH SAN FRANCISCO HEALTH CODE, ARTICLE 22B MAY RESULT IN REFERRAL TO SAN FRANCISCO DEPARTMENT OF BUILDING INSPECTION FOR FURTHER ENFORCEMENT.

INSPECTOR NAME: Tina Hoang	INSPECTOR SIGNATURE: DocuSigned by: Tina Hoang
INSPECTOR PHONE: 415-252-3927	RECEIVED BY:

SITE MITIGATION INSPECTION REPORT

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH
ENVIRONMENTAL HEALTH BRANCH
49 South Van Ness Ave, Suite 600, San Francisco, CA 94103
hhttps://www.sf.gov/departments/site-assessment-and-mitigation-program
Phone: (415) 252-3800 Fax: (415) 252-3875

INSPECTION DATE: 4/23/2026
TIME ON-SITE: 9:50am
TIME OFF-SITE: 10:53am

SITE/FACILITY NAME (DBA): San Franciso Golf Course		INSPECTION TYPE: Dust Complaint
ADDRESS: 1310 Junipero Serra Blvd		RE-INSPECTION DATE (on or after):
OWNER: San Franciso Golf Course	PHONE: 415-469-4104	SMED ID: 2243

OBSERVATIONS (CONTINUED):

- The project boundary is adjacent to the preschool outdoor space of St. Thomas More School. Preschool tables, play equipment, and children are directly on the other side of the project fence. Per conversation with the preschool director, Stephanie Vorrises, dust has been settling on the preschool tables and equipment, and require constant cleaning (multiple times a day) before children are allowed outside. A video recording from Stephanie showed that a white wipe was visibly darkened with dirt, after wiping the table. Stephanie stated that the preschool is unable to relocate their outdoor space and that preschool regulations require a set amount of outdoor time for the children. Parents are deeply concerned about the children's dust inhalation.

Conclusions

Although emissions of visible dust were not observed during the time of the inspection, investigation revealed that the site had violated the following requirements of the site-specific dust control plan (dated 6/26/2024):

- The project team did not notify DPH EHB-SAM within 48-hours of receiving community complaints (see approval letter dated 7/30/2024).
- An independent, third-party environmental consultant is not onsite to perform the dust monitoring. Per the dust control plan, the consultant is responsible for monitoring and documenting wind and dust conditions, and informing the contractor if dust-generating activities need to be shut down.
- Until prompted on 4/20/2026, the project team had not been sending weekly dust monitoring reports to the DPH EHB-SAM.

To rectify these violations, the project team must:

- Send a summary email to the DPH EHB-SAM within 48-hours of receiving a public dust complaint, describing the complaint and how it was resolved.
- Ensure that an independent third-party environmental consultant is onsite during all dust-generating activities, and provide the consultant's contact information to the DPH EHB-SAM.
- Send the consultant's weekly dust monitoring reports to the DPH EHB-SAM. Reports should include PM10 data, daily field inspection forms, and summary of complaints, dust observations, construction and dust-generating activities, and corrective actions.

Given that the site is immediately adjacent to an outdoor preschool area, the project team must:

- Propose methods to the DPH EHB-SAM to improve the physical barrier to minimize dust impacts to this area.

We recommend that the project team:

- Return calls to complainants, if complainants leave a callback number when reporting dust complaints.
- Establish a direct line of communication to the community to better address community concerns. Such communication may include sharing the lookahead construction schedule and work areas, with layperson description of construction activities, such that the community understands and anticipates the potential intensity for soil disturbance and noise. This is especially important for construction work that occurs near the preschool area.
- Collaborate with the community on best practices to minimize construction impacts to the students.



MAP (NOT TO SCALE):
Site location is indicated in the red outline.
Blue outline indicates preschool outdoor area in the northeastern side of the Site.
Yellow X's indicate approximated dust monitor locations.

Entire site consists of exposed sand/dirt. Construction in grading phase.

INSPECTOR NAME: Tina Hoang	INSPECTOR SIGNATURE: Tina Hoang (Docu Signed by: 50329940588B43E...)
INSPECTOR PHONE: 415-252-3927	RECEIVED BY:

Item 14

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS); Jalipa, Brent (BOS)
Subject:	File No. 260178 Transfer Tax - 12 letters
Date:	Thursday, May 7, 2026 3:15:18 PM
Attachments:	260178 12 letters.pdf

Dear Supervisors,

Please see attached 12 letters from members of the public regarding:

> File No. 260178 - Ordinance amending the Business and Tax Regulations Code to, for transfers occurring on or after July 1, 2026: halve the real property transfer tax rate from 5.5% to 2.75% when the consideration or value of the property conveyed equals or exceeds $10,000,000 but is less than $25,000,000, and from 6% to 3% when the consideration or value equals or exceeds $25,000,000; exempt from these reductions the transfer of single-family residences; reduce the penalties for delinquent real property transfer taxes; and affirming the Planning Department's determination under the California Environmental Quality Act.

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.*

From:	Tara Dixon
To:	Lurie, Daniel (MYR); Sauter, Danny (BOS); SauterStaff
Cc:	tara.dixon.online@proton.me; Board of Supervisors (BOS); Jalipa, Brent (BOS)
Subject:	Do not repeal Prop I—protect social housing funding
Date:	Saturday, May 2, 2026 11:08:00 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisor Danny Sauter and Mayor Daniel Lurie,

I am writing to ask you to protect Proposition I and its funding for the Social Housing Program.

In 2020, San Francisco voters passed Prop I, which levied a transfer tax on properties worth over $10 million. The Board of Supervisors unanimously passed a resolution assuring voters that Prop I revenue would fund a Social Housing Program—permanently affordable, publicly-owned housing for a wide mix of incomes.

Do not repeal Prop I. Oppose the BUILD Act (File No. 260178) as it is currently written. Spend Prop I's revenue on the Social Housing Program as voters intended. Oppose any attempt to remove or reduce the property transfer tax until equal or greater substitute funding for social housing is secured and passed into law.

Hundreds of my fellow San Franciscans for Social Housing have already signed onto a petition asking you to spend Prop I revenue on the Social Housing Program as voters intended. Please don't take away our city's only tool to fund social housing. Please don't gut Prop I.

San Franciscans need real housing solutions. Prop I is one of the few tools we have to fund them. Do not undermine a law voters approved only a few years ago. Fulfill the promise of Prop I.

Sincerely,
Tara Dixon
970 Geary Street
tara.dixon.online@proton.me
District 3 resident

From: Jotform
To: ChenStaff; Lurie, Daniel (MYR); Board of Supervisors (BOS)
Subject: Re: Support Amending and Decreasing Real Property Transfer Tax - Jay Elliott
Date: Monday, May 4, 2026 3:02:48 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

From: jayelliott415@gmail.com

Subject: Please Support Amending and Decreasing Real Property Transfer Tax

Dear Mayor Lurie and Board of Supervisors,

We support your efforts to amend and reduce the tax rates on real property transfers.

As you are aware, the current conditions in the market are not cooperating with the unit economics to pave the way for developers to build housing in San Francisco.

We believe reversing the real property transfer tax rate to the rate it was prior to Prop I (2020) was approved.
We propose reversing the real property transfer tax rate to the rate established prior to the approval of Proposition I in 2020.

While offering an alternative solution to offset the tax reduction from real property transfers helps all parties get to their own respective goals and aspirations.

Continuing to remove barriers, such as this proposal to reduce real property transfers will give San Francisco a better chance at creating more jobs, welcoming new residents to San Francisco and rejuvenating projects that have been stalled for years.

Please approve this common sense ordinance.

Sincerely,
Jay Elliott
Miraloma

From: Jotform
To: ChenStaff; Lurie, Daniel (MYR); Board of Supervisors (BOS)
Subject: Re: Support Amending and Decreasing Real Property Transfer Tax - Nora Rooney
Date: Monday, May 4, 2026 3:03:32 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

From: norarooney26@gmail.com

Subject: Please Support Amending and Decreasing Real Property Transfer Tax

Dear Mayor Lurie and Board of Supervisors,

We support your efforts to amend and reduce the tax rates on real property transfers.

As you are aware, the current conditions in the market are not cooperating with the unit economics to pave the way for developers to build housing in San Francisco.

We believe reversing the real property transfer tax rate to the rate it was prior to Prop I (2020) was approved.
We propose reversing the real property transfer tax rate to the rate established prior to the approval of Proposition I in 2020.

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Continuing to remove barriers, such as this proposal to reduce real property transfers will give San Francisco a better chance at creating more jobs, welcoming new residents to San Francisco and rejuvenating projects that have been stalled for years.

Please approve this common sense ordinance.

Sincerely,
Nora Rooney
Miraloma

From: Jotform
To: ChenStaff; Lurie, Daniel (MYR); Board of Supervisors (BOS)
Subject: Re: Support Amending and Decreasing Real Property Transfer Tax - Doerte Murray
Date: Monday, May 4, 2026 3:24:42 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

From: doerte.murray9655@sbcglobal.net

Subject: Please Support Amending and Decreasing Real Property Transfer Tax

Dear Mayor Lurie and Board of Supervisors,

We support your efforts to amend and reduce the tax rates on real property transfers.

As you are aware, the current conditions in the market are not cooperating with the unit economics to pave the way for developers to build housing in San Francisco.

We believe reversing the real property transfer tax rate to the rate it was prior to Prop I (2020) was approved.
We propose reversing the real property transfer tax rate to the rate established prior to the approval of Proposition I in 2020.

While offering an alternative solution to offset the tax reduction from real property transfers helps all parties get to their own respective goals and aspirations.

Continuing to remove barriers, such as this proposal to reduce real property transfers will give San Francisco a better chance at creating more jobs, welcoming new residents to San Francisco and rejuvenating projects that have been stalled for years.

Please approve this common sense ordinance.

Sincerely,

Doerte Murray
Doerte Murray
Haight

From: Jotform
To: ChenStaff; Lurie, Daniel (MYR); Board of Supervisors (BOS)
Subject: Re: Support Amending and Decreasing Real Property Transfer Tax - Julien DeFrance
Date: Monday, May 4, 2026 3:30:51 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

From: julien.defrance@gmail.com

Subject: Please Support Amending and Decreasing Real Property Transfer Tax

Dear Mayor Lurie and Board of Supervisors,

We support your efforts to amend and reduce the tax rates on real property transfers.

As you are aware, the current conditions in the market are not cooperating with the unit economics to pave the way for developers to build housing in San Francisco.

We believe reversing the real property transfer tax rate to the rate it was prior to Prop I (2020) was approved.
We propose reversing the real property transfer tax rate to the rate established prior to the approval of Proposition I in 2020.

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Continuing to remove barriers, such as this proposal to reduce real property transfers will give San Francisco a better chance at creating more jobs, welcoming new residents to San Francisco and rejuvenating projects that have been stalled for years.

Please approve this common sense ordinance.

Sincerely,
Julien DeFrance
Lower Polk

From: Jotform
To: ChenStaff; Lurie, Daniel (MYR); Board of Supervisors (BOS)
Subject: Re: Support Amending and Decreasing Real Property Transfer Tax - TIMOTHY WIESE
Date: Monday, May 4, 2026 4:22:21 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

From: wieseman2001@gmail.com

Subject: Please Support Amending and Decreasing Real Property Transfer Tax

Dear Mayor Lurie and Board of Supervisors,

We support your efforts to amend and reduce the tax rates on real property transfers.

As you are aware, the current conditions in the market are not cooperating with the unit economics to pave the way for developers to build housing in San Francisco.

We believe reversing the real property transfer tax rate to the rate it was prior to Prop I (2020) was approved.
We propose reversing the real property transfer tax rate to the rate established prior to the approval of Proposition I in 2020.

While offering an alternative solution to offset the tax reduction from real property transfers helps all parties get to their own respective goals and aspirations.

Continuing to remove barriers, such as this proposal to reduce real property transfers will give San Francisco a better chance at creating more jobs, welcoming new residents to San Francisco and rejuvenating projects that have been stalled for years.

Please approve this common sense ordinance.

Sincerely,
TIMOTHY WIESE
SUNSET

From:	Runy Pinzon Romero
To:	Lurie, Daniel (MYR); Sauter, Danny (BOS); SauterStaff
Cc:	runypinzonromero@gmail.com; Board of Supervisors (BOS); Jalipa, Brent (BOS)
Subject:	Do not repeal Prop I—protect social housing funding
Date:	Monday, May 4, 2026 4:29:38 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisor Danny Sauter and Mayor Daniel Lurie,

I am writing to ask you to protect Proposition I and its funding for the Social Housing Program.

In 2020, San Francisco voters passed Prop I, which levied a transfer tax on properties worth over $10 million. The Board of Supervisors unanimously passed a resolution assuring voters that Prop I revenue would fund a Social Housing Program—permanently affordable, publicly-owned housing for a wide mix of incomes.

Do not repeal Prop I. Oppose the BUILD Act (File No. 260178) as it is currently written. Spend Prop I's revenue on the Social Housing Program as voters intended. Oppose any attempt to remove or reduce the property transfer tax until equal or greater substitute funding for social housing is secured and passed into law.

Hundreds of my fellow San Franciscans for Social Housing have already signed onto a petition asking you to spend Prop I revenue on the Social Housing Program as voters intended. Please don't take away our city's only tool to fund social housing. Please don't gut Prop I.

San Franciscans need real housing solutions. Prop I is one of the few tools we have to fund them. Do not undermine a law voters approved only a few years ago. Fulfill the promise of Prop I.

Sincerely,
Runy Pinzon Romero
374 Ellis St
runypinzonromero@gmail.com
District 3 resident

From: Jotform
To: ChenStaff; Lurie, Daniel (MYR); Board of Supervisors (BOS)
Subject: Re: Support Amending and Decreasing Real Property Transfer Tax - Edward Sullivan
Date: Monday, May 4, 2026 8:35:44 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

From: efsullyjr@aol.com

Subject: Please Support Amending and Decreasing Real Property Transfer Tax

Dear Mayor Lurie and Board of Supervisors,

We support your efforts to amend and reduce the tax rates on real property transfers.

As you are aware, the current conditions in the market are not cooperating with the unit economics to pave the way for developers to build housing in San Francisco.

We believe reversing the real property transfer tax rate to the rate it was prior to Prop I (2020) was approved.
We propose reversing the real property transfer tax rate to the rate established prior to the approval of Proposition I in 2020.

While offering an alternative solution to offset the tax reduction from real property transfers helps all parties get to their own respective goals and aspirations.

Continuing to remove barriers, such as this proposal to reduce real property transfers will give San Francisco a better chance at creating more jobs, welcoming new residents to San Francisco and rejuvenating projects that have been stalled for years.

Please approve this common sense ordinance.

Sincerely,
Edward Sullivan
Sunset

From: Jotform
To: ChenStaff; Lurie, Daniel (MYR); Board of Supervisors (BOS)
Subject: Re: Support Amending and Decreasing Real Property Transfer Tax - Richard Frankel
Date: Monday, May 4, 2026 10:37:30 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

From: rfrankel@gmail.com

Subject: Please Support Amending and Decreasing Real Property Transfer Tax

Dear Mayor Lurie and Board of Supervisors,

We support your efforts to amend and reduce tax rates on real property transfers.

As you are aware, the current conditions in the market are highly unfavorable. We must materially change the economics of sale and construction to pave the way for developers to build adequate housing in San Francisco.

So I strongly agree with reversing the real property transfer tax rate to the rate established prior to the approval of Proposition I in 2020. Indeed I would like to see it reduced further, ideally all the way to zero in every case.

Between excessive fees and Prop 13 imposed limitations, owners have huge incentives against selling, properties remain undervalued for decades, and property tax revenue is grossly limited.

Economic research has very clearly shown that when combined with the long-term potential for increased property tax revenue, our goal should be to reduce barriers and allow for sale and redevelopment. Given the demand that we have for homes and the potential for significantly expanded and increased density in our developments, the long-term potential for property tax revenue massively dwarfs (by 10 to 20 times at least) any possible revenue from transfer taxes.

Continuing to remove barriers, such as this proposal to reduce real property transfers will give San Francisco a better chance at creating more jobs, welcoming new residents to San Francisco and rejuvenating projects that have been stalled for years.

Please approve this common sense ordinance. The role of government is to plan for the long term. Yes, reducing the transfer tax rate could cause a short-term hit in revenue. But within a few years that would be more than made up for by increased property taxes. Our beautiful city would grow and thrive. Massive numbers of jobs would be created. And we'd have places for thousands of new families to live.

Sincerely,

Richard Frankel
Richard Frankel
Inner Sunset

From: Jotform
To: ChenStaff; Lurie, Daniel (MYR); Board of Supervisors (BOS)
Subject: Re: Support Amending and Decreasing Real Property Transfer Tax - Elizabeth Huchberger
Date: Tuesday, May 5, 2026 12:06:52 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

From: eheidim@gmail.com

Subject: Please Support Amending and Decreasing Real Property Transfer Tax

Dear Mayor Lurie and Board of Supervisors,

We support your efforts to amend and reduce the tax rates on real property transfers.

As you are aware, the current conditions in the market are not cooperating with the unit economics to pave the way for developers to build housing in San Francisco.

We believe reversing the real property transfer tax rate to the rate it was prior to Prop I (2020) was approved.
We propose reversing the real property transfer tax rate to the rate established prior to the approval of Proposition I in 2020.

While offering an alternative solution to offset the tax reduction from real property transfers helps all parties get to their own respective goals and aspirations.

Continuing to remove barriers, such as this proposal to reduce real property transfers will give San Francisco a better chance at creating more jobs, welcoming new residents to San Francisco and rejuvenating projects that have been stalled for years.

Please approve this common sense ordinance.

Sincerely,
Elizabeth Huchberger

From:	pZwUBZvAiDPIHJDaZ
To:	Lurie, Daniel (MYR)
Cc:	e.sava.k.i.m.50.4@gmail.com; Board of Supervisors (BOS); Jalipa, Brent (BOS)
Subject:	Do not repeal Prop I—protect social housing funding
Date:	Wednesday, May 6, 2026 7:58:37 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Daniel Lurie,

I am writing to ask you to protect Proposition I and its funding for the Social Housing Program.

In 2020, San Francisco voters passed Prop I, which levied a transfer tax on properties worth over $10 million. The Board of Supervisors unanimously passed a resolution assuring voters that Prop I revenue would fund a Social Housing Program—permanently affordable, publicly-owned housing for a wide mix of incomes.

Do not repeal Prop I. Oppose the BUILD Act (File No. 260178) as it is currently written. Spend Prop I's revenue on the Social Housing Program as voters intended. Oppose any attempt to remove or reduce the property transfer tax until equal or greater substitute funding for social housing is secured and passed into law.

Hundreds of my fellow San Franciscans for Social Housing have already signed onto a petition asking you to spend Prop I revenue on the Social Housing Program as voters intended. Please don't take away our city's only tool to fund social housing. Please don't gut Prop I.

San Franciscans need real housing solutions. Prop I is one of the few tools we have to fund them. Do not undermine a law voters approved only a few years ago. Fulfill the promise of Prop I.

Sincerely,
pZwUBZvAiDPIHJDaZ
EtnIeEwaWnufHfqpGoKFVLBl
e.sava.k.i.m.50.4@gmail.com

From:	tFfqUeEPFHSmBWwT
To:	Lurie, Daniel (MYR); Chan, Connie (BOS); ChanStaff (BOS)
Cc:	u.m.unuw.oro.x.81@gmail.com; Board of Supervisors (BOS); Jalipa, Brent (BOS)
Subject:	Do not repeal Prop I—protect social housing funding
Date:	Thursday, May 7, 2026 6:49:32 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisor Connie Chan and Mayor Daniel Lurie,

I am writing to ask you to protect Proposition I and its funding for the Social Housing Program.

In 2020, San Francisco voters passed Prop I, which levied a transfer tax on properties worth over $10 million. The Board of Supervisors unanimously passed a resolution assuring voters that Prop I revenue would fund a Social Housing Program—permanently affordable, publicly-owned housing for a wide mix of incomes.

Do not repeal Prop I. Oppose the BUILD Act (File No. 260178) as it is currently written. Spend Prop I's revenue on the Social Housing Program as voters intended. Oppose any attempt to remove or reduce the property transfer tax until equal or greater substitute funding for social housing is secured and passed into law.

Hundreds of my fellow San Franciscans for Social Housing have already signed onto a petition asking you to spend Prop I revenue on the Social Housing Program as voters intended. Please don't take away our city's only tool to fund social housing. Please don't gut Prop I.

San Franciscans need real housing solutions. Prop I is one of the few tools we have to fund them. Do not undermine a law voters approved only a few years ago. Fulfill the promise of Prop I.

Sincerely,
tFfqUeEPFHSmBWwT
UfSKqDXYvDMTuWDVjS
u.m.unuw.oro.x.81@gmail.com
District 1 resident

Item 15

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS); Carroll, John (BOS)
Subject:	File No. 260361 prohibit smoking in outdoor patios of bars and taverns - 2 letters
Date:	Thursday, May 7, 2026 11:50:03 AM
Attachments:	260361 2 letters.pdf

Dear Supervisors,

Please see attached from various organizations regarding:

> File No. 260361 - Ordinance amending the Health Code to prohibit smoking in outdoor patios of bars and taverns; eliminate exceptions allowing indoor smoking in bars with no employees, bars with historically compliant semi-enclosed smoking rooms, and hotel rooms, to conform to provisions of California law; and repeal suspended and superseded provisions regulating smoking in certain locations.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.*

From:	Rod Lew
To:	Board of Supervisors (BOS); Carroll, John (BOS); Chan, Connie (BOS); ChanStaff (BOS); Sherrill, Stephen (BOS); SherrillStaff; Sauter, Danny (BOS); SauterStaff; Wong, Alan (BOS); WongStaff (BOS); Mahmood, Bilal (BOS); MahmoodStaff; Dorsey, Matt (BOS); DorseyStaff (BOS); Mandelman, Rafael (BOS); MandelmanStaff (BOS); Fielder, Jackie (BOS); FielderStaff; Walton, Shamann (BOS); Waltonstaff (BOS); Chen, Chyanne (BOS); ChenStaff; Melgar, Myrna (BOS); MelgarStaff (BOS)
Cc:	Adam Francis; Dr John Maa
Subject:	Letter of Support for Ordinance 260361 (Melgar)
Date:	Monday, May 4, 2026 5:54:32 PM
Attachments:	APPEAL SF Bar Patio LOS April 26.pdf

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Please find our letter of support for Ordinance 260361
Thank you,
Rod Lew

Rod Lew, MPH
Executive Director, **APPEAL**
Asian Pacific Partners for Empowerment, Advocacy and Leadership
2255 Morello Avenue, Suite 208
Pleasant Hill, CA 94523
cell 510-757-8668

M-F 10 am- 6 pm PT

www.appealforhealth.org



A P P E A L

ASIAN PACIFIC PARTNERS FOR EMPOWERMENT, ADVOCACY AND LEADERSHIP

April 25, 2026

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

Re: Ordinance 260361 (Melgar)
Position: Support

Dear Board of Supervisors:

Asian Pacific Partners for Empowerment, Advocacy and Leadership (APPEAL) urges your strong Support for Supervisor Melgar's ordinance to improve the health of workers and the public by closing a dangerous public health loophole. The ordinance would prohibit smoking or vaping on bar patios and semi-enclosed rooms in bars, closing a hazardous loophole that exposes San Franciscans and visitors to dangerous secondhand smoke. No one should have to choose between their health or a paycheck.

As a national organization with nearly 30 years of experience, APPEAL has been working towards building and facilitating effective national networks on tobacco, chronic diseases, and health equity for Native Hawaiian and Pacific Islander (NHPI) and Asian American (AA) communities. Our mission is to achieve equity (including data equity) and empowerment for all marginalized communities by supporting and mobilizing community-led movements through advocacy and leadership development on critical public health issues.

San Francisco law protects people from secondhand smoke nearly everywhere, including farmer's markets, sports arenas, movie lines, ATM lines, bus stops, parklets, restaurant patios, and indoor areas of bars, BUT NOT bar patios. Workers and patrons deserve the same protection at bar patios as they have at restaurant patios, bus stops and ATMs.

Despite leading in other areas, San Francisco has fallen far behind other cities and counties in the Bay Area when it comes to ensuring clean air for workers and patrons. More than 50 other Bay Area cities including Oakland and San Jose have closed this loophole.

While any business might be fearful of changes to how they operate, 25 years of data shows that smoke-free air laws do not have a negative impact on bar or restaurant employment. After the law designated indoor areas of California bars smoke-free in 1998, California's bars GAINED revenue. Any discomfort with change is nothing compared to the well-established and proven health impact for those that must suffer the severe consequences of secondhand smoke. The Centers for Disease Control and Prevention (CDC) states there is "no safe level of exposure to secondhand smoke." Nonsmokers who are exposed to secondhand smoke, even for a short time, can suffer harmful health effects, including cancer, bronchitis, asthma, heart disease, stroke, and Type 2 diabetes. Underrepresented groups, including LGBTQ+ adults in California, use tobacco at higher rates than their non-LGBTQ+ counterparts, and face higher levels of secondhand smoke and vape exposure.

For these reasons, and many more, we urge your support for this important ordinance.

Thank you,
Sincerely,



Rod Lew, MPH
Executive Director, APPEAL
rodlew@appealforhealth.org 510-757-8668

From: Kevin Reed
To: Board of Supervisors (BOS); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS)
Cc: Lurie, Daniel (MYR); ChanStaff (BOS); SherrillStaff; SauterStaff; WongStaff (BOS); MahmoodStaff; DorseyStaff (BOS); MelgarStaff (BOS); MandelmanStaff (BOS); FielderStaff; Waltonstaff (BOS); ChenStaff; Office of Cannabis (ADM); SFOSB (ECN); Birnbach, Kerry (ECN); Employer Services (ECN); BusinessPermitHelp (ECN); DPH, EnvHealth (DPH); DPH-Harm Reduction Training Institute; CPC-Commissions Secretary; PIC, PLN (CPC); Commission, Entertainment (ADM); Liang, May (ADM); Rice, Dylan (ADM); info@sfchamber.com; Rodney Fong; ggra@ggra.org; amy@ggra.org; laurie@ggra.org; lori@sftravel.com; Dale Gieringer NORML; normelle
Subject: File No. 260361 — Cannabis Exemption Request & Opposition to False Consumption Solutions
Date: Thursday, May 7, 2026 7:16:53 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To: Board of Supervisors + Key Legislative Staff
CC: Office of Cannabis, Office of Small Business, Small Business Commission, DPH Environmental Health, OEWD, Entertainment Commission, Planning Commission
BCC: Business Groups, Cannabis Advocates, Press, Allies

Dear President and Members of the San Francisco Board of Supervisors:

I write on behalf of The Green Cross, one of San Francisco's oldest licensed cannabis retailers, to respectfully urge policymakers across our City to confront a growing contradiction in cannabis policy: San Francisco welcomes cannabis commerce, taxes it heavily, and continues expanding cannabis licensing while steadily reducing practical, lawful ways for adults to responsibly consume it.

California legalized cannabis with the promise of freedom, safety, and sensible regulation. Yet, in practice, lawful adult use remains heavily restricted. Public consumption is broadly prohibited on sidewalks, in parks, in hotels, in many rental properties, and in countless other everyday spaces. For renters, apartment dwellers, working-class residents without private outdoor areas, and the millions of visitors who come to San Francisco each year, lawful consumption has become largely theoretical.

A freedom that cannot reasonably be exercised is not freedom at all.

When adults are left with almost no practical place to lawfully consume cannabis, use is not prevented—it is displaced into neighborhoods, onto sidewalks, and into public areas where families and children are present. That is not thoughtful regulation; it is a failure of policy design.

At the same time, the City continues issuing cannabis permits, collecting substantial tax revenue, processing new applications, and pursuing additional license categories that add fees and regulatory complexity without addressing the core issue. **Creating new enclosed consumption businesses is not a meaningful solution.** Many adults do not wish to consume cannabis in confined indoor environments, and expanding these models simply introduces more bureaucracy, greater market pressure, and further industry oversaturation while leaving the central problem unchanged:

Adults still lack reasonable, lawful, open-air spaces to consume responsibly.

If San Francisco is serious about cannabis policy, it must move beyond symbolic regulation and address real-world conditions. The solution is not more confined consumption models or additional costly license categories, but thoughtful policy that recognizes adult liberty, practical realities, and responsible outdoor accommodation.

Adults should not be pushed into impossible choices or displaced simply for using a legal product in a respectful and lawful manner.

San Francisco has long led by prioritizing common sense over stigma and harm reduction over political theater. The Board now has an opportunity to uphold that legacy by protecting freedom where it can actually be exercised, ensuring reasonable accommodation, and preserving the true intent of legalization.

Anything less risks creating a system where legalization exists in name, but prohibition persists in practice.

Respectfully submitted,

--

Kevin Reed
Founder & President
The Green Cross

415.846.7671
KevinReed@TheGreenCross.org
TheGreenCross.org



Item 16

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS); Carroll, John (BOS)
Subject:	FW: Ordinance Amending Landmark Designation No. 307 – "Site of the Compton's Cafeteria Riot" (Planning Code Amendment to Include the Entire Building at 101-121 Taylor Street and Expand the Period of Significance) - File No. 260415
Date:	Thursday, May 7, 2026 11:56:48 AM

Dear Supervisors,

Please see below from Alliance for a Better District 6 regarding:

> File No. 260415 - Ordinance amending the Landmark Designation for Landmark No. 307, the Turk and Taylor Streets Intersection together with defined portions of 101 Taylor Street, Assessor's Parcel Block No. 0339, Lot No. 003 (known as the "Site of the Compton's Cafeteria Riot"), under Article 10 of the Planning Code, to include the entire building at 101-121 Taylor Street and to expand the period of significance; affirming the Planning Department's determination under the California Environmental Quality Act; and making public necessity, convenience, and welfare findings under Planning Code, Section 302, and findings of consistency with the General Plan, and the eight priority policies of Planning Code, Section 101.1.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.*

From: Michael Nulty <sf_district6@yahoo.com>
Sent: Thursday, April 30, 2026 1:44 PM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Cc: Carroll, John (BOS) <john.carroll@sfgov.org>
Subject: Ordinance Amending Landmark Designation No. 307 – "Site of the Compton's Cafeteria Riot" (Planning Code Amendment to Include the Entire Building at 101-121 Taylor Street and Expand the Period of Significance)

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

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

The Honorable Daniel Lurie
Mayor of San Francisco
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

April 30, 2026

Re: Strong Support for the Ordinance Amending Landmark Designation No. 307 – "Site of the Compton's Cafeteria Riot" (Planning Code Amendment to Include the Entire Building at 101-121 Taylor Street and Expand the Period of Significance)

Dear Supervisors and Mayor Lurie,

Representing the **Alliance for a Better District 6**, I write with heartfelt enthusiasm to support the ordinance expanding the landmark designation of the "Site of the Compton's Cafeteria Riot." This vital amendment would embrace the entire four-story building at 101-121 Taylor Street in the Tenderloin, as well as the intersection of Turk and Taylor Streets, and broaden the period of significance to more fully honor the site's rich and layered history.

The Compton's Cafeteria Riot of August 1966 marks a turning point in both San Francisco's and America's story. Years before Stonewall, transgender women, drag queens, street youth, and their allies in the Tenderloin bravely stood up to relentless police harassment and discrimination. Their uprising, which began within the walls of Compton's Cafeteria and surged into the streets, became one of the earliest collective acts of resistance by gender-marginalized people in the United States. This bold defiance sparked lasting change, amplifying transgender voices and advocacy, and paving the way for the broader queer rights movement.

While the current landmark designation rightly acknowledges the intersection and parts of the ground-floor storefront, expanding it to encompass the entire building is essential. The full building was far more than a backdrop to the uprising: Compton's Cafeteria was a lifeline and gathering place, while the upper floors, including the Hyland Hotel, offered crucial shelter for a vibrant transgender community. By broadening the designation, we pay true tribute to the building's legacy as a haven for kinship, resilience, and resistance amid years of adversity.

This amendment safeguards San Francisco's vibrant and diverse cultural legacy. It ensures that future generations will recognize the Tenderloin's vital role in the ongoing fight for dignity, gender expression, and equality. By preserving the building's defining features, from its striking façades to its unique presence at the intersection, we protect the spirit of the site while allowing it to evolve and serve the community's future needs.

At the Alliance for a Better District 6, we champion thoughtful improvements that uplift downtown and its neighborhoods, especially the Tenderloin. We know that honoring our history strengthens community bonds, attracts cultural visitors, and helps create a city that is both vibrant and inclusive. Expanding Landmark No. 307 in this way is a model of responsible stewardship, blending respect for the past with a vision for the building's ongoing role in the neighborhood.

We respectfully urge the Board of Supervisors to approve this ordinance and to call on Mayor Lurie to provide a swift signature. By doing so, San Francisco will reaffirm its leadership in honoring and safeguarding places of deep significance to LGBTQ+ and transgender history.

Thank you for your attention to this important matter and for your ongoing service to the City and County of San Francisco. We are happy to provide any additional information or testimony in support.

Sincerely,

Michael Nulty
Executive Director / Co-Founder
Alliance for a Better District 6

Michael Nulty

P.O. Box 420782
San Francisco, CA 94142-0782
(415) 339-8327 - Direct
(415) 339-8779 - Alliance for a Better District 6
http://abd6.cfsites.org/

Item 17

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	15 Marina Blvd - 22 letters
Date:	Thursday, May 7, 2026 12:03:31 PM
Attachments:	15 Marina Blvd - 22 letters.pdf

Dear Supervisors,

Please see the attached 22 letters from members of the public regarding a proposed housing development at 15 Marina Boulevard.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

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From: David Banks
To: Lurie, Daniel (MYR); Board of Supervisors (BOS); Sherrill, Stephen (BOS); commission@sfwater.org; Commission, Recpark (REC); CPC-Commissions Secretary; Cityattorney; dph@sfdph.org; publicworks@sfdpw.org; CAC@sfwater.org; Chan, Connie (BOS); Wong, Alan (BOS); Sauter, Danny (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Ethics Commission, (ETH); info@bcdc.ca.gov; Press, DEM (DEM); DBICUSTOMERSERVICE, DBI (DBI); publiccomment@bcdc.ca.gov; EHS DPH (DPH); themarina94123@gmail.com; info@sfmca.org; info@phra-sf.org; info@cowhollowassociation.org; solutionsnotsandbags@gmail.com; eileen.white@waterboards.ca.gov; Bill.Johnson@waterboards.ca.gov; ross.steenson@waterboards.ca.gov; brian.thompson@waterboards.ca.gov
Subject: Request to Delay Approval of Safeway Development Pending Sewer Infrastructure Remediation
Date: Saturday, May 2, 2026 5:39:56 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

I am writing as a resident/community member regarding the proposed Safeway redevelopment project in the Marina District.

Since the closure of the Pierce Street outfall in May 2021, the surrounding sewer system has experienced repeated overflow conditions during storm events. These events have resulted in the discharge of untreated sewage into residential properties. These are documented, recurring conditions with implications for public health and safety.

Under the California Environmental Quality Act, public agencies are required to evaluate all reasonably foreseeable environmental impacts of a project, including conditions involving the release of hazardous materials during upset or system failure scenarios. CEQA Guidelines further require analysis where a project may expose the public to hazards through such conditions. The existing conditions in the Marina indicate an ongoing exposure pathway associated with sewer system performance during storm events. Increasing density and wastewater load on a system already experiencing overflow conditions raises serious concerns regarding compliance with CEQA and applicable health and safety standards.

Public Resources Code §21002 provides that a project should not be approved where feasible mitigation measures are available to substantially lessen significant environmental effects. In this context, further evaluation of infrastructure capacity, system performance, and appropriate mitigation measures appears warranted prior to the introduction of additional load.

In addition, the Laguna outfall currently discharges into a proposed recreational water activities. Where system performance during storm events results in overflow or discharge conditions, the potential for impacts to recreational waters and public exposure may warrant further evaluation. This is particularly relevant in the context of environmental review and interagency coordination.

Accordingly, I respectfully request that:

Approval of the proposed Safeway development be delayed until sewer system performance during storm conditions can be fully evaluated.

A comprehensive review be conducted of cumulative impacts related to existing infrastructure limitations and projected increases in wastewater load.

Any project approval be conditioned on demonstrated measures that address system performance and reduce the potential for overflow-related impacts affecting residential areas, public rights-of-way, and recreational waters.

This request is not an opposition to development, but a request that development proceed in a manner consistent with environmental review requirements and established health and safety standards.

Thank you for your consideration.

Sincerely,

Please review all newsletters

April 23rd 2026
https://url.avanan.click/v2/r01/___https://us18.admin.mailchimp.com/campaigns/wizard/neapolitan?id=14055492___.YXAzOnNmZHQyOmE6bzowMWNkMmY4NWU4MzdmNmNiOWI1ZDUwNDk5NmY4OGU1Yjo3OmYxNzI6NjBmN2Y2MWQxM2I0N2JmOWM5MTk2OWVmNjRlMWE5MjMyZWY4MzAwYTY5MGQ2OTQ3MGJmNjdhZDViNTNmYjE5ZDpwOlQ6Tg

Wed, Jan 11, 2023
https://url.avanan.click/v2/r01/___https://mailchi.mp/043f27535c86/city-closes-pierce-st-outfall___.YXAzOnNmZHQyOmE6bzowMWNkMmY4NWU4MzdmNmNiOWI1ZDUwNDk5NmY4OGU1Yjo3OmNjNzY6YTA2NTY1YmYwYzQ1NGM0ODEyZWZlYjQxOWE1ZTIzYTJjZGJkYjBmNTExNTJlOGJlOTdhOGVjYzA1NjUzZWEyZjpwOlQ6Tg

Mon, Mar 31, 2025
https://url.avanan.click/v2/r01/___https://mailchi.mp/8684f12e50b1/city-closes-pierce-st-outfall-14052929___.YXAzOnNmZHQyOmE6bzowMWNkMmY4NWU4MzdmNmNiOWI1ZDUwNDk5NmY4OGU1Yjo3Ojl5ZjI6ZmMyZWRlZDkwOGNmMmMzYmI4NTI0Mzk5MWE3MDAzNzU3MGI2Nzk3MTU2ZDNlZDRmMWU3MzFjNWRmNWYwZWE3ZDpwOlQ6Tg

From: Sheila Dowell
To: Lurie, Daniel (MYR); Board of Supervisors (BOS); Sherrill, Stephen (BOS); commission@sfwater.org; Commission, Recpark (REC); CPC-Commissions Secretary; Cityattorney; dph@sfdph.org; publicworks@sfdpw.org; CAC@sfwater.org; Chan, Connie (BOS); Wong, Alan (BOS); Sauter, Danny (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Ethics Commission, (ETH); info@bcdc.ca.gov; Press, DEM (DEM); DBICUSTOMERSERVICE, DBI (DBI); publiccomment@bcdc.ca.gov; EHS DPH (DPH); themarina94123@gmail.com; info@sfmca.org; info@ghra-sf.org; info@cowhollowassociation.org; solutionsnotsandbags@gmail.com; eileen.white@waterboards.ca.gov; Bill.Johnson@waterboards.ca.gov; ross.steenson@waterboards.ca.gov; brian.thompson@waterboards.ca.gov
Subject: Request to Delay Approval of Safeway Development Pending Sewer Infrastructure Remediation
Date: Saturday, May 2, 2026 8:01:45 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

I am writing as a resident/community member regarding the proposed Safeway redevelopment project in the Marina District.

Since the closure of the Pierce Street outfall in May 2021, the surrounding sewer system has experienced repeated overflow conditions during storm events. These events have resulted in the discharge of untreated sewage into residential properties. These are documented, recurring conditions with implications for public health and safety.

Under the California Environmental Quality Act, public agencies are required to evaluate all reasonably foreseeable environmental impacts of a project, including conditions involving the release of hazardous materials during upset or system failure scenarios. CEQA Guidelines further require analysis where a project may expose the public to hazards through such conditions. The existing conditions in the Marina indicate an ongoing exposure pathway associated with sewer system performance during storm events. Increasing density and wastewater load on a system already experiencing overflow conditions raises serious concerns regarding compliance with CEQA and applicable health and safety standards.

Public Resources Code §21002 provides that a project should not be approved where feasible mitigation measures are available to substantially lessen significant environmental effects. In this context, further evaluation of infrastructure capacity, system performance, and appropriate mitigation measures appears warranted prior to the introduction of additional load.

In addition, the Laguna outfall currently discharges into a proposed recreational water activities. Where system performance during storm events results in overflow or discharge conditions, the potential for impacts to recreational waters and public exposure may warrant further evaluation. This is particularly relevant in the context of environmental review and interagency coordination.

Accordingly, I respectfully request that:

Approval of the proposed Safeway development be delayed until sewer system performance during storm conditions can be fully evaluated.

A comprehensive review be conducted of cumulative impacts related to existing infrastructure limitations and projected increases in wastewater load.

Any project approval be conditioned on demonstrated measures that address system performance and reduce the potential for overflow-related impacts affecting residential areas, public rights-of-way, and recreational waters.

This request is not an opposition to development, but a request that development proceed in a manner consistent with environmental review requirements and established health and safety standards.

Thank you for your consideration.

Sincerely,
Sheila Dowell

Please review all newsletters

April 23rd 2026
https://url.avanan.click/v2/r01/___https://us18.admin.mailchimp.com/campaigns/wizard/neapolitan?id=14055492___.YXAzOnNmZHQyOmE6bzpjMWYxNjI1NmNjZTZkMjYwMDAwOThlYjdhNDRjYjVkYzo3OjYyZWU6ZDRhNzFkZjcwNDVhYmQzYzQ1ZDMyODJiYzNlODAyN2ZkY2Y3MTdkNjlmZjQxN2UzOGMxYjc5NmFiNDJjYTY1MzpwOlQ6Tg

Wed, Jan 11, 2023
https://url.avanan.click/v2/r01/___https://mailchi.mp/043f27535c86/city-closes-pierce-st-outfall___.YXAzOnNmZHQyOmE6bzpjMWYxNjI1NmNjZTZkMjYwMDAwOThlYjdhNDRjYjVkYzo3OjUyYTA6MTJhNjY3ODhkYjNmM2FkYTlkNmE1YzBhN2FmYWRjZDRkYTBjYzkyYmM2ZmE2NDk3NDVlYThjYjNlZTI3NjU1ZjpwOlQ6Tg

Mon, Mar 31, 2025
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From: Sheila Dowell
To: Lurie, Daniel (MYR); Board of Supervisors (BOS); Sherrill, Stephen (BOS); commission@sfwater.org; Commission, Recpark (REC); CPC-Commissions Secretary; Cityattorney; dph@sfdph.org; publicworks@sfdpw.org; CAC@sfwater.org; Chan, Connie (BOS); Wong, Alan (BOS); Sauter, Danny (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Ethics Commission, (ETH); info@bcdc.ca.gov; Press, DEM (DEM); DBICUSTOMERSERVICE, DBI (DBI); publiccomment@bcdc.ca.gov; EHS DPH (DPH); themarina94123@gmail.com; info@sfmca.org; info@phra-sf.org; info@cowhollowassociation.org; solutionsnotsandbags@gmail.com; eileen.white@waterboards.ca.gov; Bill.Johnson@waterboards.ca.gov; ross.steenson@waterboards.ca.gov; brian.thompson@waterboards.ca.gov
Subject: Request to Delay Approval of Safeway Development Pending Sewer Infrastructure Remediation
Date: Saturday, May 2, 2026 10:00:01 PM

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I am writing as a resident/community member regarding the proposed Safeway redevelopment project in the Marina District.

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This request is not an opposition to development, but a request that development proceed in a manner consistent with environmental review requirements and established health and safety standards.

Thank you for your consideration.

Sincerely,

Please review all newsletters

April 23rd 2026
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Wed, Jan 11, 2023
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From: Ury
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 9:47:37 AM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Kathy
Last Name	Ury
Email Address	kury@demancreationmarketing.com
Street Address	116 16th Avenue
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: benning
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 10:44:36 AM

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YES, IT CAN REALLY HAPPEN . . .

First Name	annica
Last Name	benning
Email Address	annicabenning@gmail.com
Street Address	2340 Filbert St
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: Starr
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 10:45:24 AM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Catherine
Last Name	Starr
Email Address	cstarr2017@gmail.com
Street Address	711 Elizabeth St
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From:	Julie Sante
To:	Lurie, Daniel (MYR); Board of Supervisors (BOS); Sherrill, Stephen (BOS); commission@sfwater.org; Commission, Recpark (REC); CPC-Commissions Secretary; Cityattorney; dph@sfdph.org; publicworks@sfdpw.org; CAC@sfwater.org; Chan, Connie (BOS); Wong, Alan (BOS); Sauter, Danny (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Ethics Commission, (ETH); info@bcdc.ca.gov; Press, DEM (DEM); DBICUSTOMERSERVICE, DBI (DBI); publiccomment@bcdc.ca.gov; EHS DPH (DPH); themarina94123@gmail.com; info@sfmca.org; info@phra-sf.org; info@cowhollowassociation.org; solutionsnotsandbags@gmail.com; eileen.white@waterboards.ca.gov; Bill.Johnson@waterboards.ca.gov; ross.steenson@waterboards.ca.gov; brian.thompson@waterboards.ca.gov
Subject:	Request to Delay Approval of Safeway Development Pending Sewer Infrastructure Remediation
Date:	Sunday, May 3, 2026 10:54:12 AM

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I am writing as a resident/community member regarding the proposed Safeway redevelopment project in the Marina District.

Since the closure of the Pierce Street outfall in May 2021, the surrounding sewer system has experienced repeated overflow conditions during storm events. These events have resulted in the discharge of untreated sewage into residential properties. These are documented, recurring conditions with implications for public health and safety.

Under the California Environmental Quality Act, public agencies are required to evaluate all reasonably foreseeable environmental impacts of a project, including conditions involving the release of hazardous materials during upset or system failure scenarios. CEQA Guidelines further require analysis where a project may expose the public to hazards through such conditions. The existing conditions in the Marina indicate an ongoing exposure pathway associated with sewer system performance during storm events. Increasing density and wastewater load on a system already experiencing overflow conditions raises serious concerns regarding compliance with CEQA and applicable health and safety standards.

Public Resources Code §21002 provides that a project should not be approved where feasible mitigation measures are available to substantially lessen significant environmental effects. In this context, further evaluation of infrastructure capacity, system performance, and appropriate mitigation measures appears warranted prior to the introduction of additional load.

In addition, the Laguna outfall currently discharges into a proposed recreational water activities. Where system performance during storm events results in overflow or discharge conditions, the potential for impacts to recreational waters and public exposure may warrant further evaluation. This is particularly relevant in the context of environmental review and interagency coordination.

Accordingly, I respectfully request that:

Approval of the proposed Safeway development be delayed until sewer system performance during storm conditions can be fully evaluated.

A comprehensive review be conducted of cumulative impacts related to existing infrastructure limitations and projected increases in wastewater load.

Any project approval be conditioned on demonstrated measures that address system performance and reduce the potential for overflow-related impacts affecting residential areas, public rights-of-way, and recreational waters.

This request is not an opposition to development, but a request that development proceed in a manner consistent with environmental review requirements and established health and safety standards.

Thank you for your consideration.

Sincerely,

Julie Sante
Please review all newsletters

April 23rd 2026
https://us18.admin.mailchimp.com/campaigns/wizard/neapolitan?id=14055492

Wed, Jan 11, 2023
https://mailchi.mp/043f27535c86/city-closes-pierce-st-outfall

Mon, Mar 31, 2025
https://mailchi.mp/8684f12e50b1/city-closes-pierce-st-outfall-14052929

From: Sidell
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 11:27:35 AM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Maggie
Last Name	Sidell
Email Address	Maggie.Sidell@gmail.com
Street Address	1555 Chestnut, #33, SF CA 94123
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: Finkbeiner
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 11:29:26 AM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Carl
Last Name	Finkbeiner
Email Address	finkbeiner.carlr@gmail.com
Street Address	2073 Jefferson St
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: Cook
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 11:54:25 AM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Stephanie
Last Name	Cook
Email Address	SMCook350@gmail.com
Street Address	3136 Steiner st
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: Grant
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 11:54:27 AM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Johnathan
Last Name	Grant
Email Address	jmg@johnmark-grant.com
Street Address	3136 Steiner Street
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

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From: Aufricht
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 11:55:36 AM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Katie
Last Name	Aufricht
Email Address	aufrichtk@gmail.com
Street Address	3136 Steiner St
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: Gil
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 1:02:27 PM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Nohelia
Last Name	Gil
Email Address	noheliagilc18@gmail.com
Street Address	Green St
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: Gardella
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 2:27:28 PM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Gabriella
Last Name	Gardella
Email Address	gbgardella@gmail.com
Street Address	2846 Gough St
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

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From: Bucher
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 5:48:30 PM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Curtis
Last Name	Bucher
Email Address	cpbucher5@gmail.com
Street Address	2340 Union St San Francisco CA
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

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From: A-L
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Sunday, May 3, 2026 7:28:36 PM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Matthew
Last Name	A-L
Email Address	matthewathanaslinden@yahoo.com
Street Address	2660 3rd street
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: Grove
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Monday, May 4, 2026 11:17:35 AM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Angela
Last Name	Grove
Email Address	angelanealgrove@gmail.com
Street Address	2925 Pierce street, 94123
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: Hertsenberg
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Monday, May 4, 2026 12:04:43 PM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Jennifer
Last Name	Hertsenberg
Email Address	jenniferhertsenberg@gmail.com
Street Address	3043 Webster St
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: Bradshaw
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Monday, May 4, 2026 6:06:43 PM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Kristen
Last Name	Bradshaw
Email Address	krissy.bradshaw@gmail.com
Street Address	1237 Chestnut St #1
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: Licciardo
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Tuesday, May 5, 2026 10:53:53 AM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Brandi
Last Name	Licciardo
Email Address	branlicciardo@gmail.com
Street Address	3526 Webster Street
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: Telhado
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Tuesday, May 5, 2026 5:06:33 PM

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YES, IT CAN REALLY HAPPEN . . .

First Name	Monica
Last Name	Telhado
Email Address	Telhadomonica@gmail.com
Street Address	1750 Greenwich St
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

From: O"Neil
To: Lurie, Daniel (MYR); investor-relations@albertsons.com; Board of Supervisors (BOS); SherrillStaff; media@albertsons.com; PIC, PLN (CPC); ssemblymember.stefani@assembly.ca.gov
Subject: Re: YES, IT CAN REALLY HAPPEN . . .
Date: Wednesday, May 6, 2026 6:54:35 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.



YES, IT CAN REALLY HAPPEN . . .

First Name	Leslie
Last Name	O'Neil
Email Address	lesliemoneil@yahoo.com
Street Address	2330 Filbert Street
Email Subject	Request to Reconsider the Scale of the Marina Safeway Project
Email Message Body	Dear City Leaders and Project Sponsors, This message is directed to the San Francisco Planning Department, the Mayor's Office, the Board of Supervisors, Albertsons/Safeway, Scott Weiner, Catherine Stefani and Align Real Estate regarding the proposed Marina Safeway redevelopment. I'm writing regarding the proposed redevelopment of the Marina Safeway site. While many of us support adding housing in San Francisco, the current Marina Safeway proposal — including two towers of 20 and 25-stories — is far out of scale with the Marina and with other of Safeway/Align's planned redevelopments (Bernal,Richmond,San Mateo). Just because something can be built under current rules does not mean it should be. A project in the range of 6-8 stories could still deliver substantial housing while respecting the surrounding neighborhood and the people who live there. Residents are being urged to boycott Safeway stores until a more balanced plan is developed. We hope Safeway, Align, city and state officials will reconsider the scale of this project and work toward a proposal that better reflects the community you serve. Sincerely,

You can edit this submission and view all your submissions easily.

Item 18

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	Traffic Safety - 2 letters
Date:	Thursday, May 7, 2026 12:09:01 PM
Attachments:	traffic safety 2 letters.pdf

Dear Supervisors,

Please see attached 2 letters from members of the public regarding traffic safety.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.*

From: Kathryn Hyde
To: claire@sfbike.org; Board of Supervisors (BOS); SherrillStaff; ChenStaff; dclearwaters@sfbike.org
Cc: afrank@sfbike.org; jhobbs@sfbike.org; Press Office, Mayor (MYR); kkruse@sfbike.org; FielderStaff; info@rothmanntalksandtours.com
Subject: Waymo + Street Safety
Date: Thursday, April 30, 2026 2:33:16 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Officials & Staff -

I am writing to share my concerns about vehicle traffic and safety in San Francisco. As a community, we are all working to improve our city— keeping it safe and clean while strengthening and modernizing its infrastructure.

My Concerns:

Autonomous Vehicles (e.g., Waymo and similar services)
Please consider monitoring and limiting the number of autonomous vehicles, such as Waymo, to a manageable level (for example, 150 total within San Francisco). In addition, these companies should be required to partner with property owners who have vacant or underutilized spaces for vehicle storage when the cars are not in service.

Autonomous vehicles should not occupy public street parking, as parking availability is already limited and insufficient. Utilizing private or unused commercial spaces would reduce congestion and create an opportunity for property owners to generate revenue through leasing arrangements.

Examples of potential locations include:

- Former Ross store on Geary near 18th Avenue
- Office Depot on Geary near Arguello
- Empty lot on Haight near Shrader
- Many other underutilized sites throughout the city, such as closed stores with parking
- Church and school parking lots when not in use

In addition, the Waymo should be plain white for visibility The ones that are painted look like play cars and do not look professional.

Street Safety and Signage
Many streets are currently missing proper signage. This creates

unsafe conditions for drivers and cyclists, who may slow down or stop unexpectedly to identify street names before turning. The absence of clear signage increases the risk of accidents.

Addressing this issue could be a practical initiative for the Department of Public Works. Assigning staff to systematically inspect intersections and ensure all street signs are present and visible would significantly improve safety.

I know each you is working diligently to satisfy your constituents.

All my best,

Kathryn Hyde
94117

From: Girish Gupta
To: Lurie, Daniel (MYR); Board of Supervisors (BOS)
Subject: Re: Can you deal with this?
Date: Tuesday, May 5, 2026 5:33:45 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Who is going to actually do something about the awful driving in this city? I see zero progress.

On Tue, May 5, 2026 at 17:26 Girish Gupta <girish@girishgupta.com> wrote:

> I have emailed you so many times and you always ignore me. What the fuck is the purpose of your leadership?
>
> On Tue, May 5, 2026 at 17:25 Girish Gupta <girish@girishgupta.com> wrote:
>
> > This cunt drove into me. Deal with it.

Item 19

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS); Jalipa, Brent (BOS)
Subject:	City Budget - 4 letters
Date:	Thursday, May 7, 2026 3:22:58 PM
Attachments:	Budget 4 letters.pdf

Dear Supervisors,

Please see the attached 4 letters from members of the public regarding the San Francisco Budget.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

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To: San Francisco City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2026 MAY 01 PM04:09
JKA

Re: Restore Funding for District 2 University (D2U)

Dear Mayor Lurie and Supervisors,

I am writing to ask that you restore funding for NEXT Village's District 2 University (D2U) in the upcoming City budget.

D2U provides essential social, educational, and cultural programming for older adults in District 2 and beyond. In the past year alone, the program offered nearly 400 hours of programming with 3,000+ attendees from D2U and beyond. District 2 University is not a senior center. Programming is held out in the community, where life is happening!

Programs like D2U play a vital role in combating social isolation among seniors, a serious public health issue that can lead to declining health and increased service needs.

The entire program costs the City approximately $142,000 per year, yet the impact on the lives of older adults is enormous.

I respectfully ask that you:

- Reinstate funding for District 2 University
- Protect senior services funded through the Dignity Fund
- Restore $2.9M in funding to the Department of Disability and Aging Services programs

San Francisco's older residents deserve programs that help them remain connected, engaged, and healthy in their communities.

Thank you for your leadership and for supporting the well-being of our City's seniors.

Sincerely,

Phyllis Quiros (81-yr-old member)

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Jalipa, Brent (BOS); Kittler, Sophia (MYR); blueprint@sfblueprint.org
Subject: Fix the City Budget the right way - no short term fixes.
Date: Friday, May 1, 2026 2:27:37 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor and Members of the San Francisco Board of Supervisors,

I am writing to urge the City to confront San Francisco's long-term structural budget deficit, which could grow to over $1 billion by 2030, with a clear-eyed, responsible approach that restores fiscal stability and public trust.

As the City's own financial projections make clear, San Francisco is facing a persistent spending problem. Our City is simply spending money it does not have. The deficit is a serious structural problem that if not solved, will harm our quality of life and lead to cuts to services that we cherish such as our libraries and parks.

Critically, this deficit cannot be solved by relying on strategies that merely delay hard decisions. San Francisco must address its budget gap while following the below principles:

• Do not use reserves, which exist to protect the City during true emergencies and economic shocks and not to paper over recurring imbalances.

• Do not use one-time fixes and shortcuts, which provide temporary relief while worsening the long-term outlook.

• Do not increase taxes, which would further burden residents and businesses already struggling with affordability and economic uncertainty.

Using reserves, one-time fixes, or new taxes may appear expedient in the short run, but each approach ultimately weakens the City's fiscal foundation and compounds the problem in future budget cycles.

Instead, the City should focus on sustainable solutions that align recurring spending with recurring revenues. That means taking a hard look at baseline costs, staffing levels, and program effectiveness including roughly $1.6 billion in annual nonprofit spending, where repeated audits and scandals have revealed weak oversight, misuse of funds, and poor accountability for results.

It also means confronting the City's own irresponsible spending practices. San Francisco has poured billions into homelessness programs with little improvement in outcomes and even raided a dedicated healthcare fund to paper over short-term budget gaps. These practices reflect a broader failure to track spending, measure performance, and enforce accountability.

San Franciscans expect and deserve a budget strategy that is honest about the scale of the challenge and disciplined in how it is addressed. Tackling the structural deficit

responsibly is essential not only to the City's financial health, but to its credibility, economic recovery, and ability to deliver on its commitments to residents.

I respectfully urge you to prioritize long-term fiscal sustainability and to commit to solutions that solve the problem at its root rather than passing it forward to future leaders, future taxpayers, and future budgets.

Thank you for your leadership and consideration.

Sincerely,

Emily Elott

From: Blueprint SF
To: Lurie, Daniel (MYR); Chan, Connie (BOS); Sherrill, Stephen (BOS); Sauter, Danny (BOS); Wong, Alan (BOS); Mahmood, Bilal (BOS); Dorsey, Matt (BOS); Melgar, Myrna (BOS); Mandelman, Rafael (BOS); Fielder, Jackie (BOS); Walton, Shamann (BOS); Chen, Chyanne (BOS); Board of Supervisors (BOS); Jalipa, Brent (BOS); Kittler, Sophia (MYR); blueprint@sfblueprint.org
Subject: Fix the City Budget the right way - no short term fixes.
Date: Saturday, May 2, 2026 9:30:30 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor and Members of the San Francisco Board of Supervisors,

I am writing to urge the City to confront San Francisco's long-term structural budget deficit, which could grow to over $1 billion by 2030, with a clear-eyed, responsible approach that restores fiscal stability and public trust.

As the City's own financial projections make clear, San Francisco is facing a persistent spending problem. Our City is simply spending money it does not have. The deficit is a serious structural problem that if not solved, will harm our quality of life and lead to cuts to services that we cherish such as our libraries and parks.

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It also means confronting the City's own irresponsible spending practices. San Francisco has poured billions into homelessness programs with little improvement in outcomes and even raided a dedicated healthcare fund to paper over short-term budget gaps. These practices reflect a broader failure to track spending, measure performance, and enforce accountability.

San Franciscans expect and deserve a budget strategy that is honest about the scale of the challenge and disciplined in how it is addressed. Tackling the structural deficit

responsibly is essential not only to the City's financial health, but to its credibility, economic recovery, and ability to deliver on its commitments to residents.

I respectfully urge you to prioritize long-term fiscal sustainability and to commit to solutions that solve the problem at its root rather than passing it forward to future leaders, future taxpayers, and future budgets.

Thank you for your leadership and consideration.

Sincerely,

Julien DeFrance

From: Kim, Emilie
To: Board of Supervisors (BOS); Lurie, Daniel (MYR)
Cc: Gabriela Gomez; kgiles; Michelle Atencion
Subject: Please do not close Cole Street and Larkin Street Clinics
Date: Tuesday, May 5, 2026 10:43:27 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor and Board of Supervisors,

I work as the school district Wellness Coordinator at Wallenberg High School in the Richmond District, and I am writing to advocate for the continued funding of the Cole Street and Larkin Street Youth Clinics. These clinics both provide crucial health services for youth in our City.

The Wallenberg Wellness Center has referred many students for a variety of needs including confidential health services, sexual health care, substance use support, and mental health support.

The Cole St. Youth Clinic is very convenient to our school providing a short Muni ride for students seeking these crucial services that our school-based Wellness Center does not provide (confidential health services, sexual health services, substance use support) or very limited in providing (mental health support) given we are only open while school is in session.

Most of our youth need more long-term care that both Cole & Larkin St. Youth Clinics provide. Honestly, if we referred students to other CHPY Clinics such as Balboa Youth Clinic, 3rd Street Youth Clinic or New Generation, most will not follow through and go due to safety in taking cross City buses to get to them.

The services provided by these institutions are so valued due to their easy accessibility/low-barrier to access, and their harm-reduction approach to meeting youth where they are. These two clinics provide in-services at schools, mental health support in the community and at the clinics, **and vital medical services for youth who want to take ownership of their own health care**. I refer youth on a weekly basis, and we need these resources to continue to be available.

Please feel free to contact me for additional information. Our Wellness Team is deeply concerned about the possibility of losing these community supports.

Please keep Cole Street and Larkin Street Clinics open

--

Thank you,

Emilie Kim
Wellness Coordinator
Wallenberg High School
San Francisco Unified School District

Students, families, and school staff can access the Student and Family Resource Link in three ways:

- Go to familylink.sfusd.edu to complete an online request form
- Email request at sflink@sfusd.edu
- Call 415-340-1716 *

*Hours of operation for the phone will be Monday through Friday, from 9 a.m. to noon and 1 to 3 p.m. (closed from 12 to 1 p.m. every day). Phones will be closed on school holidays. Callers can still leave a voicemail at all hours.

Employee Wellness Resources
Youth Services

CONFIDENTIAL STUDENT INFORMATION:

This e-mail message is for the sole use of the designated SFUSD recipient(s) with a legitimate educational interest and may contain legally confidential information protected by the Family Education Rights Privacy Act (FERPA) 20 USC 1232g. Any unauthorized review, use, distribution or disclosure is strictly prohibited. If you are not the intended recipient, please contact the sender by reply email and destroy all copies of the original message. This email cannot be produced for a records request.

Item 20

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	Crocker Amazon - 28 letters
Date:	Thursday, May 7, 2026 3:27:42 PM
Attachments:	Crocker Amazon 28 Letters.pdf

Dear Supervisors,

Please see attached 28 letters from members of the public regarding the renovation of the Crocker Amazon baseball and softball fields.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

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From:	Judy P
To:	ChenStaff; Lurie, Daniel (MYR); Commission, Recpark (REC)
Cc:	Board of Supervisors (BOS); John-Baptiste, Alicia (MYR)
Subject:	Opposition to Artificial Turf for Crocker Amazon Ball Field Renovation
Date:	Friday, May 1, 2026 2:14:37 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Commissioners,

I'm writing to urge you to revise and substantially improve the proposed renovation plan for Crocker Amazon Park.

Crocker Amazon is a city treasure, enjoyed by generations of San Franciscans. Please do not allow the San Francisco Recreation and Park Department to cut down over 100 mature trees and convert natural grass meadows into a fenced-in, 20-acre artificial turf baseball complex. Artificial turf is petroleum-based, sheds microplastics, and has been associated with higher rates of ACL and Achilles injuries compared to well-maintained natural grass. Converting this shared, multi-generational and multi-ethnic public space into a specialized facility serving a narrow user group would fundamentally change the character of the park and limit access for many current users.

Organically managed natural grass fields do not carry the same environmental justice burdens as plastic turf. Rec & Park has already concentrated approximately 85% of its synthetic turf installations in neighborhoods with the highest asthma rates and a documented history of racial and environmental inequities. As currently proposed, this project would increase that concentration to roughly 90% of the City's total artificial turf acreage in historically disenfranchised communities.

We can and must do better. Investing in high-quality, organically

managed natural grass fields, similar to the improvements made at West Sunset Playground, would preserve trees, avoid unnecessary plastic pollution, and maintain a welcoming, multi-use park for residents of all ages.

I ask that you prioritize a renovation plan that protects public health, advances environmental justice, preserves mature trees, and keeps Crocker Amazon a park for everyone, young and old.

Sincerely,
Judy Park, Crocker Amazon resident

From:	John Flanagan
To:	Lurie, Daniel (MYR); John-Baptiste, Alicia (MYR); recpark.commision@sfgov.org; Board of Supervisors (BOS); ChanStaff (BOS); Chan, Connie (BOS)
Subject:	Crocker Amazon Park Fiasco...
Date:	Friday, May 1, 2026 5:13:51 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

To You All,
please, please reconsider taking away the natural grass and trees from Crocker Amazon. I played there as a child, and have incredible memories.
I feel it's a huge mistake. If this goes through, there's no turning back on the damage that will be done. Please don't let this happen.
sincerely, john flanagan
494 27th Ave. #53 San Francisco, CA 94121

From:	Elsie Rapisura
To:	Lurie, Daniel (MYR); Commission, Recpark (REC)
Cc:	a.john_baptiste@sfgov.org; DorseyStaff (BOS); MahmoodStaff; WongStaff (BOS); SauterStaff; SherrillStaff; ChanStaff (BOS); Board of Supervisors (BOS); MelgarStaff (BOS); MandelmanStaff (BOS); FielderStaff@sfgov.com; Waltonstaff (BOS); ChenStaff
Subject:	Opposition to Artificial Turf for Crocker Amazon Ball Field Renovation
Date:	Saturday, May 2, 2026 12:21:02 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Commissioners, and Supervisior

I'm writing to urge you to revise and substantially improve the proposed renovation plan for Crocker Amazon Park.

Crocker Amazon is a city treasure, enjoyed by generations of San Franciscans. Please do not allow the San Francisco Recreation and Park Department to cut down over 100 mature trees and convert natural grass meadows into a fenced-in, 20-acre artificial turf baseball complex. Artificial turf is petroleum-based, sheds microplastics, and has been associated with higher rates of ACL and Achilles injuries compared to well-maintained natural grass. Converting this shared, multi-generational, and multi-ethnic public space into a specialized facility serving a narrow user group would fundamentally change the character of the park and limit access for many current users.

Organically managed natural grass fields do not carry the same environmental justice burdens as plastic turf. Rec & Park has already concentrated approximately 85% of its synthetic turf installations in neighborhoods with the highest asthma rates and a documented history of racial and environmental inequities. As currently proposed, this project would increase that concentration to roughly 90% of the City's total artificial turf acreage in historically disenfranchised communities.

We can and must do better. Investing in high-quality, organically managed natural grass fields, similar to the improvements made at West Sunset Playground, would preserve trees, avoid unnecessary plastic pollution, and maintain a welcoming, multi-use park for residents of all ages.

I ask that you prioritize a renovation plan that protects public health, advances environmental justice, preserves mature trees, and keeps Crocker Amazon a park for everyone, young and old.

Sincerely,
Elsie Rapisura

From:	Helen Kent
To:	Lurie, Daniel (MYR); Commission, Recpark (REC)
Cc:	Board of Supervisors (BOS); John-Baptiste, Alicia (MYR)
Subject:	Opposition to Artificial Turf for Crocker Amazon Ball Field Renovation
Date:	Saturday, May 2, 2026 2:27:29 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Commissioners,

I'm writing to urge you to revise and substantially improve the proposed renovation plan for Crocker Amazon Park.

Crocker Amazon is a city treasure, enjoyed by generations of San Franciscans. Please do not allow the San Francisco Recreation and Park Department to cut down over 100 mature trees and convert natural grass meadows into a fenced-in, 20-acre artificial turf baseball complex. Artificial turf is petroleum-based, sheds microplastics, and has been associated with higher rates of ACL and Achilles injuries compared to well-maintained natural grass. Converting this shared, multi-generational and multi-ethnic public space into a specialized facility serving a narrow user group would fundamentally change the character of the park and limit access for many current users.

Organically managed natural grass fields do not carry the same environmental justice burdens as plastic turf. Rec & Park has already concentrated approximately 85% of its synthetic turf installations in neighborhoods with the highest asthma rates and a documented history of racial and environmental inequities. As currently proposed, this project would increase that concentration to roughly 90% of the City's total artificial turf acreage in historically disenfranchised communities.

We can and must do better. Investing in high-quality, organically

managed natural grass fields, similar to the improvements made at West Sunset Playground, would preserve trees, avoid unnecessary plastic pollution, and maintain a welcoming, multi-use park for residents of all ages.

I ask that you prioritize a renovation plan that protects public health, advances environmental justice, preserves mature trees, and keeps Crocker Amazon a park for everyone, young and old.

Sincerely,
Helen Kent

From:	Nora Roman
To:	ChanStaff (BOS); SherrillStaff; SauterStaff; WongStaff (BOS); MahmoodStaff; DorseyStaff (BOS); MelgarStaff (BOS); MandelmanStaff (BOS); FielderStaff; Waltonstaff (BOS)
Cc:	Lurie, Daniel (MYR); John-Baptiste, Alicia (MYR); Commission, Recpark (REC); Board of Supervisors (BOS)
Subject:	Opposition to Artificial Turf for Crocker Amazon Ball Field Renovatio
Date:	Saturday, May 2, 2026 4:15:34 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

As a retired RN, a mother and grandmother and homeowner who has lived in SF 45 years and uses our parks, I'm writing to urge you to revise and substantially improve the proposed renovation plan for Crocker Amazon Park.

Crocker Amazon is a city treasure, enjoyed by generations of San Franciscans. Please do not allow the San Francisco Recreation and Park Department to cut down over 100 mature trees and convert natural grass meadows into a fenced-in, 20-acre artificial turf baseball complex. **Artificial turf is petroleum-based, sheds microplastics, and has been associated with higher rates of ACL and Achilles injuries compared to well-maintained natural grass. Petroleum products and plastics are also implicated in Endocrine disruption and cancer.**

Converting this shared, multi-generational and multi-ethnic public space into a specialized facility serving a narrow user group (baseball only) would fundamentally change the character of the park and limit access for many current users.

Organically managed natural grass fields do not carry the same environmental justice burdens as plastic turf. Rec & Park has already concentrated approximately 85% of its synthetic turf installations in neighborhoods with the highest asthma rates and a documented history of racial and environmental inequities. As currently proposed, this project would increase that concentration

to roughly 90% of the City's total artificial turf acreage in historically disenfranchised communities. WHY????

We can and must do better. Investing in high-quality, **organically managed natural grass fields**, similar to the improvements made at West Sunset Playground, would preserve trees, avoid unnecessary plastic pollution, and maintain a welcoming, multi-use park for residents of all ages.

I ask that you prioritize a renovation plan that **protects public health**, **advances environmental justice**, preserves mature trees, and keeps Crocker Amazon a park for everyone, young and old.

WE ARE SICK AND TIRED OF LIVING IN A TOXIC SOUP WHERE OTHER PEOPLE DECIDE TO EXPOSE OUR FAMILIES TO DANGER.

thank you

Nora Roman,RN

From:	Jezudl Grossman
To:	Lurie, Daniel (MYR)
Cc:	John-Baptiste, Alicia (MYR); Commission, Recpark (REC); Board of Supervisors (BOS)
Subject:	Subject: Opposition to Artificial Turf for Crocker Amazon Ball Field Renovation
Date:	Saturday, May 2, 2026 6:42:18 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Commissioners,

I am writing to urge you to protect Crocker Amazon Park from a proposal that would replace its natural open space with a fenced-in artificial turf sports complex.

The plan proposed by the San Francisco Recreation and Park Department in partnership with the San Francisco Giants and team owner/Trump donor Charles B. Johnson is being framed as a "gift." However, many neighbors did not ask for this project and do not support paving over meadows, cutting down mature trees, and fencing off large portions of a beloved community park.

Artificial turf also raises serious concerns. Synthetic fields are associated with higher surface temperatures, increased injury rates compared to well-maintained natural grass, and exposure to toxins like PFAS and microplastics. It's particularly troubling that the majority of artificial turf installations have been clustered in neighborhoods already burdened by asthma and environmental justice challenges.

I strongly support renovating Crocker Amazon Park, but doing so the right way:

- Yes to meaningful community input.
- Yes to natural grass fields and open green space.
- Yes to preserving mature trees and the park's character.

- Yes to space for seniors, families, cricket players, dog walkers, and youth sports alike.
- No to expanding toxic artificial turf.
- No to increased traffic, noise, and late-nightly bright field lighting.
- No to privatization and fencing that limits access.
- No to cutting down the majority of existing trees.

Please stand with neighborhood residents and protect this city treasure. Invest in improvements that enhance public health, environmental justice, and shared access, not in plastic infrastructure that narrows and intensifies use.

Sincerely,
Sulema Gaona.

From:	linda n
To:	Lurie, Daniel (MYR); Commission, Recpark (REC); MandelmanStaff (BOS)
Cc:	Board of Supervisors (BOS); John-Baptiste, Alicia (MYR)
Subject:	Opposition to Artificial Turf for Crocker Amazon Ball Field Renovation
Date:	Saturday, May 2, 2026 7:55:10 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Commissioners,

I'm writing to urge you to revise and substantially improve the proposed renovation plan for Crocker Amazon Park.

Crocker Amazon is a city treasure, enjoyed by generations of San Franciscans. Please do not allow the San Francisco Recreation and Park Department to cut down over 100 mature trees and convert natural grass meadows into a fenced-in, 20-acre artificial turf baseball complex. Artificial turf is petroleum-based, sheds microplastics, and has been associated with higher rates of ACL and Achilles injuries compared to well-maintained natural grass. Converting this shared, multi-generational and multi-ethnic public space into a specialized facility serving a narrow user group would fundamentally change the character of the park and limit access for many current users.

Organically managed natural grass fields do not carry the same environmental justice burdens as plastic turf. Rec & Park has already concentrated approximately 85% of its synthetic turf installations in neighborhoods with the highest asthma rates and a documented history of racial and environmental inequities. As currently proposed, this project would increase that concentration to roughly 90% of the City's total artificial turf acreage in historically disenfranchised communities.

We can and must do better. Investing in high-quality, organically

managed natural grass fields, similar to the improvements made at West Sunset Playground, would preserve trees, avoid unnecessary plastic pollution, and maintain a welcoming, multi-use park for residents of all ages.

I ask that you prioritize a renovation plan that protects public health, advances environmental justice, preserves mature trees, and keeps Crocker Amazon a park for everyone, young and old.

Sincerely,

Linda Nakasone

From: noreen@naturetrip.com
To: Lurie, Daniel (MYR); Commission, Recpark (REC)
Cc: Board of Supervisors (BOS); John-Baptiste, Alicia (MYR)
Subject: No Artificial Turf at Crocker Amazon
Date: Sunday, May 3, 2026 8:35:39 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Commissioners,

Re: Crocker Amazon Park

Thank you for the opportunity to comment on the Crocker Amazon Park. I urge you to reject the proposal that would replace its natural open space with a fenced-in artificial turf sports complex.

The plan proposed by the San Francisco Recreation and Park Department in partnership with the San Francisco Giants and team owner/Trump donor Charles B. Johnson is posed as a "gift." The community did not ask for this project and does not support covering meadows with artificial turf, removing mature trees, and fencing off large portions of Crocker Amazon.

Artificial turf raises serious concerns. Synthetic fields are associated with higher surface temperatures, increased injury rates compared to well-maintained natural grass, and exposure to toxins like PFAS and microplastics. The majority of artificial turf installations have been clustered in neighborhoods already burdened by asthma and environmental justice challenges. Then in 8-10 years the artificial turf needs to be replaced. In the past these artificial turf fields have not been recycled. In at least one instance, San Francisco sent artificial to Malaysia (shipping San Francisco toxic waste to Asia is awful!).

Instead, this generous money can be used in a way that benefits the residents, park users and our environment.
I urge you to support renovating Crocker Amazon Park by:

- Incorporating meaningful and feasible community input into the design.
- Utilizing natural grass fields and optimize open green space.
- Preserving healthy mature trees and the park's character.
- Providing space for seniors, families, cricket players, dog walkers, and youth sports as well as baseball.
- Improving the park with natural grass fields like the Giants and others use for sports fields, do not use artificial turf.
- Designing the park in a way that reduces vehicle traffic and amplified noise.
- Using dark skies approved lighting to protect neighbors and wildlife from artificial light at night.
- Supporting access instead of privatization and fencing.

Retain healthy trees and replace the unhealthy trees and other vegetation with native plants which are appropriate for this park and require less maintenance while supporting the City’s biodiversity.

Support the neighborhood and protect this city park. Do not support plastic infrastructure that limits and intensifies use. Wisely use this generous gift to direct SF Recreation and Parks to invest in long term improvements that enhance public health, environmental justice, and shared access.

Thank you for considering these comments.

Noreen Weeden
San Francisco, CA

From:	San Francisco Tree Campaign
To:	Lurie, Daniel (MYR); Commission, Recpark (REC)
Cc:	Board of Supervisors (BOS); John-Baptiste, Alicia (MYR)
Subject:	Urgent Request to Revise the Proposed Renovation Plan for Crocker Amazon Park
Date:	Sunday, May 3, 2026 9:02:07 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Board of Supervisors,

I am writing to urge you to substantially revise and improve the proposed renovation plan for Crocker Amazon Park.

Crocker Amazon is a treasured public space, enjoyed by generations of San Franciscans across ages, cultures, and neighborhoods. The current proposal—to remove more than 100 mature trees and replace natural grass meadows with a fenced, 20-acre artificial turf baseball complex—would fundamentally alter the character of this park and significantly limit access for many existing users.

Artificial turf is petroleum-based, sheds microplastics, and has been linked to higher rates of ACL and Achilles injuries compared to well-maintained natural grass. Converting a shared, multi-generational public park into a highly specialized facility serving a narrow user group raises serious concerns about public health, environmental sustainability, and equitable access.

Organically managed natural grass fields do not carry the same environmental justice burdens as synthetic turf. Yet San Francisco Recreation and Park has already concentrated approximately 85% of the City's artificial turf installations in neighborhoods with the highest asthma rates and a documented history of racial and environmental inequities. As currently proposed, the Crocker Amazon project would increase that concentration to roughly 90% of the City's total artificial turf acreage in historically disenfranchised communities.

We can and must do better. Investing in high-quality, organically managed natural grass fields—similar to the successful improvements at West Sunset Playground—would preserve mature trees, avoid unnecessary plastic pollution, and maintain Crocker Amazon as a welcoming, multi-use park for residents of all ages.

I respectfully urge you to prioritize a renovation plan that protects public health, advances environmental justice, preserves our tree canopy, and keeps Crocker Amazon a park for everyone—now and for generations to come.

Thank you for your consideration.
https://sanfranciscotreecampaign.blogspot.com

From:	Linda Mar
To:	info@letsplaycrocker.com; Lurie, Daniel (MYR); John-Baptiste, Alicia (MYR); Commission, Recpark (REC); Board of Supervisors (BOS); customerservice@sfgiants.com
Subject:	Crocker Amazon Project
Date:	Sunday, May 3, 2026 1:32:14 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie, Board of Supervisors, Parks and Recreation, and SF Giants,

I am a parent in Sacramento who just won a fight to stop artificial turf from being installed at my son's elementary school, Crocker Riverside. Now that I have some more free time, I want to voice my opposition to the artificial turf baseball fields proposed at Crocker Amazon.

As a lifelong Northern Californian and someone who has lived in San Francisco, I love your public parks! Your parks, especially Golden Gate, and public playgrounds are outstanding examples of what public works projects can achieve. Your work, your results, and your commitment to the community are amazing.

I have been a lifelong Giants fan since the days of Will Clark. My son has participated in the Junior Giants program. I love that the Giants care so much about their community and I appreciate all they do for our youth. It’s also great that they are contributing a substantial amount of money for this project. But I was disappointed to find out about the artificial turf.

I have some questions about this project.

If fake turf is so great.
1. Then why don't the Giants play on it at Oracle Park?
2. Why are there only 5 out of 30 MLB stadiums with fake turf?
3. Why did the A’s reject fake turf for their temporary home in Sacramento?
4. Why do the majority of MLB, NFL and pro soccer players prefer real grass?
5. Why did the English Premier League ban it for its top tier players?

If fake turf is so ‘safe’
1. Then why did the Los Angeles school district ban it from elementary and middle schools?
2. Why did Boston, Millbrae and Santa Monica ban it from their public parks?
3. Why are hundreds of scientists across the world examining its harms to human health and the environment?
5. Why are thousands of parents and community members fighting to get it banned from schools and parks across the country?

If San Francisco is so rainy and fields are closed due to muddy conditions.
1. Then how do they do it at Oracle Park where there is real grass?
2. How do they do it on England's soccer pitches which get more precipitation and see way more action than baseball fields?
3. The rainy season in SF is from November to March, couldn't you just

shift the baseball/softball season by a few weeks or a month to avoid the rain in Spring?
4. Either way, baseball games would be canceled due to rainy/wet conditions. It is difficult and dangerous to play with slippery baseballs and fields.

The 'Let's Play Crocker' website says,' advanced drainage systems for synthetic turf fields so stormwater does not enter groundwater.'
1. These 'advanced drainage systems' can also support grass fields to keep them from getting muddy.
2. We WANT rainwater to enter the groundwater! That's how the water cycle works! Artificial turf will destroy the micro-climate in that region in addition to its many other harms to human health and the environment as a whole.
3. The fact that they say they don't want stormwater entering groundwater suggests that any rainwater seeping through artificial turf would be hazardous due to PFAS, PAHs, microplastics, etc.

There are disadvantages to artificial turf for kids learning the game of baseball.
1. Ground balls don't bounce the same on artificial turf as they do on real grass.
2. Kids will be less skilled at reading and fielding hops when they play on real grass.
3. Digging into the dirt in the batter's box is how hitters stabilize themselves and get focused.
4. Sliding will be more dangerous.
5. Bunting will be less effective.
6. A dirt/clay pitcher's mound is better for mechanics, traction, and injury prevention.
7. Real grass is real baseball.

Kids will also be robbed of some of the most cherished and traditional aspects of the game.
1.Grass and dirt stained uniforms are a baseball rite of passage.
2. The smell of freshly cut grass will linger into adulthood and remind them of the fun and carefree days of childhood.
3. 'Picking daisies in the outfield' will have no meaning for these kids.
4. Eating sunflower seeds will not be allowed! Why don't we take away puppies and sunshine next?
5. And no spitting either! Do you even know how baseball is played?

Would 'Field of Dreams' hit the same if Kevin Costner rolled out a green plastic carpet?
We all know the answer to that.
Turn Crocker Amazon into a real field of dreams! Use REAL GRASS!

Please prioritize the health and safety of the children who will be spending hundreds of hours on these fields as well as the community and the environment.
Thank you,
Linda Mar

From:	Paul Vignaux
To:	Lurie, Daniel (MYR); Commission, Recpark (REC); Board of Supervisors (BOS); John-Baptiste, Alicia (MYR)
Subject:	Opposition to Artificial Turf for Crocker Amazon Ball Field Renovation
Date:	Sunday, May 3, 2026 6:07:01 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Commissioners,

I'm writing to urge you to revise and substantially improve the proposed renovation plan for Crocker Amazon Park.

Crocker Amazon is a city treasure, enjoyed by generations of San Franciscans. Please do not allow the San Francisco Recreation and Park Department to cut down over 100 mature trees and convert natural grass meadows into a fenced-in, 20-acre artificial turf baseball complex. Artificial turf is petroleum-based, sheds microplastics, and has been associated with higher rates of ACL and Achilles injuries compared to well-maintained natural grass. Converting this shared, multi-generational and multi-ethnic public space into a specialized facility serving a narrow user group would fundamentally change the character of the park and limit access for many current users.

Organically managed natural grass fields do not carry the same environmental justice burdens as plastic turf. Rec & Park has already concentrated approximately 85% of its synthetic turf installations in neighborhoods with the highest asthma rates and a documented history of racial and environmental inequities. As currently proposed, this project would increase that concentration to roughly 90% of the City's total artificial turf acreage in historically disenfranchised communities.

We can and must do better. Investing in high-quality, organically

managed natural grass fields, similar to the improvements made at West Sunset Playground, would preserve trees, avoid unnecessary plastic pollution, and maintain a welcoming, multi-use park for residents of all ages.

I ask that you prioritize a renovation plan that protects public health, advances environmental justice, preserves mature trees, and keeps Crocker Amazon a park for everyone, young and old.

Sincerely,

Paul Vignaux
Excelsior Resident and Voter

From: Aristel Delacruz
To: Board of Supervisors (BOS)
Subject: No to Artificial Turf at Crocker Amazon
Date: Monday, May 4, 2026 9:07:33 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello Board of Supervisors

I am a long-time resident of the Excelsior and frequent visitor of Crocker Amazon Park. I recently heard about a proposal to remove natural plant life and mature trees in order to install artificial turf. I firmly oppose this project because I have yet to see a thorough environmental impact report. Additionally, the turf will NOT contain materials that are 100% safe. To my understanding, much of the turf will be largely plastic in addition to other chemicals which are health risks for both people nearby and animal life. San Francisco is highly urbanized in itself and it is important that we maintain as much of the natural world in our parks for all the benefits it provides to people and the air.

Every park needs improvements but this proposal is certainly not the one that Crocker Amazon needs. We want to maintain and protect our trees and have space that is open to the public and not exclusively accessible to people that play sports. I would love to personally see more support for growing food and expanding the work of the existing Hummingbird Farm which provides space for community gatherings as well as teaching people across all generations the importance of living in harmony with the natural world. These are the kind of things the city should invest in.

Sincerely,
Aristel de la Cruz

From:	Anthony Barreiro
To:	Lurie, Daniel (MYR); Commission, Recpark (REC)
Cc:	FielderStaff; Board of Supervisors (BOS); John-Baptiste, Alicia (MYR)
Subject:	Save the trees and grass at Crocker Amazon Playground, no plastic baseball fields
Date:	Monday, May 4, 2026 12:12:24 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie, Supervisors, and Recreation and Park Commissioners --

The current proposal by the Giants and Rec and Park staff to cut down trees and replace grass with plastic baseball fields at Crocker Amazon Playground would do great harm to our environment and the communities who use the playground. The renovation plan must be substantially revised and improved.

Crocker Amazon is a city treasure, enjoyed by generations of San Franciscans. Please do not allow the San Francisco Recreation and Park Department to cut down over 100 mature trees and convert natural grass meadows into a fenced-in, 20-acre artificial turf baseball complex. Artificial turf is petroleum-based, sheds microplastics, and has been associated with higher rates of ACL and Achilles injuries compared to well-maintained natural grass. Converting this shared, multi-generational and multi-ethnic public space into a specialized facility serving a narrow user group would fundamentally change the character of the park and limit access for many current users.

Organically managed natural grass fields do not carry the same environmental justice burdens as plastic turf. Rec & Park has already concentrated approximately 85% of its synthetic turf installations in neighborhoods with the highest asthma rates and a documented history of racial and environmental inequities. As currently proposed, this project would increase that concentration to roughly 90% of the City's total artificial turf acreage in historically disenfranchised communities.

We can and must do better. Investing in high-quality, organically managed natural grass fields, similar to the improvements made at West Sunset Playground, would preserve trees, avoid unnecessary plastic pollution, and maintain a welcoming, multi-use park for residents of all ages.

I ask that you prioritize a renovation plan that protects public health, advances environmental justice, preserves mature trees, and keeps Crocker Amazon a park for everyone, young and old.

Thank you for your consideration, and your service to the people of San Francisco.

Sincerely,

Anthony L. Barreiro

973 South Van Ness Avenue, Apartment B
San Francisco, CA 94110

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Anthony Barreiro (he, him) anthonybarreiro@yahoo.com
San Francisco, California, Turtle Island
Ramaytush Ohlone Land

==========

May all beings be happy, peaceful, and free.

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From:	A Wonder
To:	Lurie, Daniel (MYR); John-Baptiste, Alicia (MYR); Commission, Recpark (REC); Board of Supervisors (BOS); ChanStaff (BOS); SherrillStaff; SauterStaff; WongStaff (BOS); MahmoodStaff; DorseyStaff (BOS); MelgarStaff (BOS); MandelmanStaff (BOS); FielderStaff; Waltonstaff (BOS); ChenStaff
Subject:	Opposition to Artificial Turf for Crocker Amazon Ball Field Renovation
Date:	Monday, May 4, 2026 12:32:27 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Commissioners,

I am writing to urge you to protect Crocker Amazon Park from a proposal that would replace its natural open space with a fenced-in artificial turf sports complex.

The plan proposed by the San Francisco Recreation and Park Department in partnership with the San Francisco Giants and team owner/Trump donor Charles B. Johnson is being framed as a "gift." However, many neighbors did not ask for this project and do not support paving over meadows, cutting down mature trees, and fencing off large portions of a beloved community park.

Artificial turf also raises serious concerns. Synthetic fields are associated with higher surface temperatures, increased injury rates compared to well-maintained natural grass, and exposure to toxins like PFAS and microplastics. It's particularly troubling that the majority of artificial turf installations have been clustered in neighborhoods already burdened by asthma and environmental justice challenges.

I strongly support renovating Crocker Amazon Park, but doing so the right way:

- Yes to meaningful community input.
- Yes to natural grass fields and open green space.
- Yes to preserving mature trees and the park's character.

- Yes to space for seniors, families, cricket players, dog walkers, and youth sports alike.
- No to expanding toxic artificial turf.
- No to increased traffic, noise, and late-nightly bright field lighting.
- No to privatization and fencing that limits access.
- No to cutting down the majority of existing trees.

Please stand with neighborhood residents and protect this city treasure. Invest in improvements that enhance public health, environmental justice, and shared access, not in plastic infrastructure that narrows and intensifies use.

Sincerely,
Anandi Worden
district 9 voter

From:	Dr. Karimah AdisaThomas
To:	Lurie, Daniel (MYR)
Cc:	John-Baptiste, Alicia (MYR); Commission, Recpark (REC); Board of Supervisors (BOS); ChenStaff
Subject:	Keep Crocker Real
Date:	Monday, May 4, 2026 1:06:24 PM
Attachments:	Keep Crocker Real.msg

This message is from outside the City email system. Do not open links or attachments from untrusted sources.



May 4, 2026

Subject: Opposition to Artificial Turf for Crocker Amazon Ball Field Renovation and Removal of Trees
To: daniel.lurie@sfgov.org, recpark.commission@sfgov.org
Cc: Board.of.Supervisors@sfgov.org, a.john-baptiste@sfgov.org
Bcc: hello@keepcrockerreal.com

Dear Mayor Lurie and Commissioners,

I am writing to urge you to protect Crocker Amazon Park from a proposal to replace its natural open space with a fenced artificial-turf sports complex.

The plan proposed by the San Francisco Recreation and Park Department, in partnership with the San Francisco Giants and team owner and Trump donor Charles B. Johnson, is being framed as a "gift." However, many neighbors neither requested this project nor support paving over meadows, cutting down mature trees, or fencing off large portions of a beloved community park.

Artificial turf also raises serious concerns. Synthetic fields are linked to higher surface temperatures, higher injury rates than on well-maintained natural grass, and exposure to toxins such as PFAS and microplastics. It's particularly troubling that most artificial turf

installations are clustered in neighborhoods already burdened by asthma and environmental justice challenges.
I strongly support renovating Crocker Amazon Park, but doing so the right way:

- Yes to meaningful community input.
- Yes to natural grass fields and open green space.
- Yes to preserving mature trees and the park's character.
- Yes to space for seniors, families, cricket players, dog walkers, and youth sports alike.
- No to expanding toxic artificial turf.
- No to increased traffic, noise, and late-night bright field lighting.
- No to privatization and fencing that limits access.
- No to cutting down the majority of existing trees.

Please stand with neighborhood residents to protect this city treasure. Invest in improvements that enhance public health, environmental justice, and shared access, not in plastic infrastructure that narrows and intensifies use.

Sincerely,

Dr. Karimah AdisaThomas

From:	SF Forest
To:	Lozano, Jesus (ENV)
Cc:	Walton, Shamann (BOS); Board of Supervisors (BOS); DorseyStaff (BOS); WongStaff (BOS); Sauter, Danny (BOS); Chan, Connie (BOS); Sherrill, Stephen (BOS); Mahmood, Bilal (BOS); Melgar, Myrna (BOS); Fielder, Jackie (BOS); MandelmanStaff (BOS); ChenStaff; Lurie, Daniel (MYR)
Subject:	Item 5 on the agenda - Discussion Regarding The Crocker Amazon Baseball and Softball Fields Renovation, 5-6-2026, - public comment
Date:	Monday, May 4, 2026 2:23:44 PM
Attachments:	image.png

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Dear Members of the San Francisco Urban Forestry Council,

Thank you for drafting "Resolution opposing the current Crocker Amazon Fields renovation proposal and urging a redesign that protects historic trees, preserves canopy, and upholds San Francisco's environmental commitments", FILE NO. 2026-2-UFC .

We urge you to adopt this resolution.

San Francisco Forest Alliance is strongly against the current plan for Crocker Amazon Park.

We are especially appalled by current plans to cut down 128 mature, healthy, historic trees - the majority of existing park trees - each to be replaced with 2 saplings (god only knows where and when these plantings will take place). This "generous" offer is equivalent to an offer of a replacement of a $100 bill in your wallet with two(!!) $1 bills. How many saplings are really needed to replace services (carbon sequestration, cleaning air pollution, stormwater absorption, wildlife habitat, shade/urban heat island mitigation) of one mature healthy tree?

We support renovating Crocker Amazon Park, but doing so the right way. The city needs to invest in improvements that enhance public health, environmental justice, and shared access.

Sincerely,

San Francisco Forest Alliance

San Francisco Forest Alliance is a 501(c)4 not-for-profit organization with a mission of **inclusive environmentalism**. We fight to protect our environment through outreach and providing information. We oppose the unnecessary destruction of trees, oppose the use of toxic herbicides in parks and public lands, and support public access to our parks and conservation of our tree canopy. We stand for transparency in the use of public funds.

From:	Anastasia Glikshtern
To:	Lozano, Jesus (ENV)
Cc:	Melgar, Myrna (BOS); Sauter, Danny (BOS); MandelmanStaff (BOS); Chan, Connie (BOS); Mahmood, Bilal (BOS); WongStaff (BOS); DorseyStaff (BOS); ChenStaff; Fielder, Jackie (BOS); Board of Supervisors (BOS); SherrillStaff; Walton, Shamann (BOS); Lurie, Daniel (MYR)
Subject:	Discussion Regarding The Crocker Amazon Baseball and Softball Fields Renovation, Item 5 on the agenda, 5-6-2026, - public comment
Date:	Monday, May 4, 2026 3:17:27 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Members of the San Francisco Urban Forestry Council,

Thank you for "Resolution opposing the current Crocker Amazon Fields renovation proposal and urging a redesign that protects historic trees, preserves canopy, and upholds San Francisco's environmental commitments", FILE NO. 2026-2-UFC .

Please adopt this resolution.

It is appalling that San Francisco, while prizing itself on being environmentally advanced, wants to cover our parks and playfields with the toxic monstrosity of synthetic turf.

Synthetic fields - no matter how "state-of-the-art" they are - are ful of PFAS and shedding microplastics. (No, PFAS free turf does not exist - all manufacturers claims are disproved by independent testing.) They are poisoning soil, water, and all of us, especially children playing on these fields.

Ironically, SF Department of the Environment was showing a documentary about PFAS, "The Devil We Know", in 2018 in collaboration with assembly member Ting (who was trying to pass a PFAS limiting legislation), and EWG (with their CEO, Ken Cook, in attendance). They successfully got in a city rule forbidding the PFAS in food packaging, but are all for covering parks and playgrounds with PFAS-rich artificial turf.

Giants, hypocritically pushing hard for the current Crocker Amazon Park project, have grass fields in Oracle Park. The synthetic turf in Candlestick Park, installed in 1971, was removed in 1979 and replaced with natural grass "primarily due to player safety, physical deterioration, and weather-related traction issues". An AI summary also lists high injury risk and maintenance costs ("replacing ... artificial turf was too expensive compared to the cost of installing an improved natural grass field") as reasons for the removal. Somehow these synthetic fields - bad for Giants - are supposed to be good for San Francisco children, and - being too expensive to replace for Giants - be providing cost savings for the RPD.

Here is a quote from a 2 years old Sierra Club article "**Artificial Turf Wars: People Fighting to**

Protect Their Communities" -
https://www.sierraclub.org/loma-prieta/blog/2024/05/artificial-turf-wars-people-fighting-protect-their-communities#

"Ultimately, people, especially local government decision makers, faced with deciding between plastic or natural grass will have to ask themselves the following: Is it worth it to allow people to be exposed to a cumulative slow poison while creating continuing demand for unrecyclable landfill-bound non-biodegradable plastic petroleum products that contaminate waterways, create heat islands, destroy local ecosystems and accelerate climate change?"

Once again, thank you very much for drafting this excellent and very detailed resolution. Please adopt it.

Sincerely,
Anastasia Glikshtern
1683 34th Ave.,
San Francisco, CA 94122

From: Nicole Lee
To: Lurie, Daniel (MYR); John-Baptiste, Alicia (MYR); Commission, Recpark (REC); Board of Supervisors (BOS)
Subject: Artificial Turf Harms Our Communities and Our Environment
Date: Monday, May 4, 2026 5:21:27 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good afternoon and thank you, Youth Commission

My name is Nicole and I'm currently studying environmental engineering at UC Berkeley in addition to being a member of the Sierra Club Loma Prieta Chapter's executive committee.

According to the EPA, the most potent source of water pollution is urban run-off. Artificial turf is a major contributor to this problem, polluting waterways with hundreds of pounds of toxic chemicals and plastic per year per field.

In most plastic turfs, not only are the blades itself made of plastic, but so are the materials that are scattered throughout the plastic blades of the turf. These pebbles are actually cut up pellets of rubber tires, which are non-biodegradable.

Activity on this artificial turf leads to this plastic content ending up in various rivers or waterways where they poison wildlife and the people that use the water. In addition, the turf and infill is just plain uncomfortable for athletes and students that use these fields regularly.

Artificial turf is also extremely toxic. PFAS, chemicals that are commonly found in artificial turf, can lead to cancer, autoimmune diseases, severe damage to organs, and birth defects. Just look at the case where 6 baseball players for the Philadelphia Phillies who played on artificial turf all contracted and died from glioma, a rare brain cancer. Plastics contain many other harmful chemicals as well, which may cause chemical burns to the lungs, lead to lung damage, and affect our body's nervous system. The toxicity of artificial turf and its virus-like ability to spread are what make it such a huge concern.

I still remember when I was taking part in my school's color guard and PE. After running around for mere minutes, I had already gotten handfuls of rubber pellets stuck in my shoe, which just goes to show how easily the plastic can spread.

This is just one of many reasons why action has already been taken to address the issue. In late 2022, Boston banned artificial turf in parks. Millbrae in San Mateo County also established the Interim Ordinance, a moratorium banning the installation of artificial turf and synthetic grass. This moratorium has since evolved into a permanent ordinance and now completely bans the installation of artificial turf.

For the immense health and safety concern, we ask for more community engagement, transparency, and input.

Thank you for reading, and thank you for your time!

From:	Wesley Saunders
To:	Board of Supervisors (BOS)
Cc:	Mahmood, Bilal (BOS); ChenStaff; Chan, Connie (BOS); Lurie, Daniel (MYR); Sauter, Danny (BOS); DorseyStaff (BOS); Fielder, Jackie (BOS); John-Baptiste, Alicia (MYR); Melgar, Myrna (BOS); SherrillStaff; Walton, Shamann (BOS); WongStaff (BOS); MandelmanStaff (BOS)
Subject:	Keep Crocker Real
Date:	Monday, May 4, 2026 6:28:32 PM
Attachments:	7031DA90-3130-44BE-A784-3C3AC04FF6E0.png

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors,

The Community Workshop on Sunday, April 26, regarding the future of Crocker Amazon Park was well-attended by many people in the neighborhood. Residents are anxious and angry because they had no idea that the fields may be replaced with artificial turf. They want to know more about the decision-making process and relevant time-lines. We heard residents expressing their opposition to artificial turf to the Recreation and Parks department

Keep Crocker Real started in February of 2025 after the first community meeting with RPD. By this time RPD had been working on the project for 4 years and came with fully realized concept drawings and fuzzy facts. It was obvious from the beginning that RPD was not truly looking for input from the community.

We hoped to make the neighbors aware of the project and to insert them into the process. When it seemed unclear that RPD would have more meetings we held our own in September of 2025. We have been present at all other meetings.

Since inception we have grown the organization to over **300 people** with the majority living close to the park. We have generated more than **4,000 letters** to the commission in opposition (some attached, it's a lot). We have over **10,000 signatures** on our petitions calling for a halt to artificial turf. We have over **50 local**, regional and national organizations endorsing our city-wide moratorium on artificial turf including the Natural Resource Defense Council, Baykeeper, Clean Water Action and the Refuse/Refuse. This week the Urban Forestry Council and the San Francisco Youth Council will be passing resolutions against RPD's Crocker plan.

Residents have thanked Keep Crocker Real for news about the park and for notifying them of the meetings. Many people volunteered to pass out fliers or help in many other ways. In the coming months we will be coalition building with other local groups. We will be coming in front of the board in the next few months to make our case.

We are working with our neighbors because we want to live in a healthy environment. We have developed an alternative plan with community input (attached) that would not need “Giants” money. Let’s renovate Crocker Amazon Park, but let’s do it the right way with the community as it’s foundation.

Sincerely,
Keep Crocker Real

- People’s Plan v2.0 05.01.26
- 2026 Oppose_Redacted.pdf
- 2025 Oppose_Redacted.pdf

From:	Elia Meza
To:	Lurie, Daniel (MYR); Commission, Recpark (REC)
Cc:	Board of Supervisors (BOS); John-Baptiste, Alicia (MYR)
Subject:	hello@keepcrockerreal.com
Date:	Tuesday, May 5, 2026 12:29:07 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Commissioners,

I am writing to urge you to protect Crocker Amazon Park from a proposal that would replace its natural open space with a fenced-in artificial turf sports complex. Don't let San Francisco contribute to environmental generational amnesia or to the "extinction of experience," where the loss of interaction with nature leads to a decline in knowledge and appreciation of the natural world.

The plan proposed by the San Francisco Recreation and Park Department in partnership with the San Francisco Giants and team owner/Trump donor Charles B. Johnson is being framed as a "gift." However, many neighbors did not ask for this project and do not support paving over meadows, cutting down mature trees, and fencing off large portions of a beloved community park.

Artificial turf raises serious concerns. Synthetic fields are associated with higher surface temperatures, increased injury rates compared to well-maintained natural grass, and exposure to toxins like PFAS and microplastics. It's particularly troubling that the majority of artificial turf installations have been clustered in neighborhoods already burdened by asthma and environmental justice challenges.

I strongly support renovating Crocker Amazon Park, but in a way that aligns with the neighborhood's character and a version of City we can all be proud of:

- Yes to meaningful community input.
- Yes to natural grass fields and open green space.
- Yes to preserving mature trees and the park's character.
- Yes to space for seniors, families, cricket players, dog walkers, and youth sports alike.
- No to expanding toxic artificial turf.
- No to increased traffic, noise, and late-nightly bright field lighting.
- No to privatization and fencing that limits access.
- No to cutting down the majority of existing trees.

Please stand with neighborhood residents and protect this city treasure. Invest in improvements that enhance public health, environmental justice, and shared access, not in plastic infrastructure that narrows and intensifies use.

Sincerely,
Elia Meza

SF Home Owner

From:	lance m
To:	Lozano, Jesus (ENV); Melgar, Myrna (BOS); Sauter, Danny (BOS); MandelmanStaff (BOS); Chan, Connie (BOS); Mahmood, Bilal (BOS); WongStaff (BOS); DorseyStaff (BOS); ChenStaff; Fielder, Jackie (BOS); Board of Supervisors (BOS); SherrillStaff; Walton, Shamann (BOS); Lurie, Daniel (MYR)
Subject:	Discussion Regarding The Crocker Amazon Baseball and Softball Fields Renovation, Item 5 on the agenda, 5-6-2026, - public comment
Date:	Tuesday, May 5, 2026 1:41:20 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Madams and Sirs,

Please adopt this resolution.

It is appalling that San Francisco, while prizing itself on being environmentally advanced, wants to cover our parks and playfields with the toxic monstrosity of synthetic turf.

Synthetic fields - no matter how "state-of-the-art" they are - are ful of PFAS and shedding microplastics. (No, PFAS free turf does not exist - all manufacturers claims are disproved by independent testing.) They are poisoning soil, water, and all of us, especially children playing on these fields.

Ironically, SF Department of the Environment was showing a documentary about PFAS, "The Devil We Know", in 2018 in collaboration with assembly member Ting (who was trying to pass a PFAS limiting legislation), and EWG (with their CEO, Ken Cook, in attendance). They successfully got in a city rule forbidding the PFAS in food packaging, but are all for covering parks and playgrounds with PFAS-rich artificial turf.

Giants, hypocritically pushing hard for the current Crocker Amazon Park project, have grass fields in Oracle Park. The synthetic turf in Candlestick Park, installed in 1971, was removed in 1979 and replaced with natural grass "primarily due to player safety, physical deterioration, and weather-related traction issues". An AI summary also lists high injury risk and maintenance costs ("replacing ... artificial turf was too expensive compared to the cost of installing an improved natural grass field") as reasons for the removal. Somehow these synthetic fields - bad for Giants - are supposed to be good for San Francisco children, and - being too expensive to replace for Giants - be providing cost savings for the RPD.

Here is a quote from a 2 years old Sierra Club article "**Artificial Turf Wars: People Fighting to Protect Their Communities" -**
https://www.sierraclub.org/loma-prieta/blog/2024/05/artificial-turf-wars-people-fighting-protect-their-communities#

"Ultimately, people, especially local government decision makers, faced with deciding between plastic or natural grass will have to ask themselves the following: Is it worth it to allow people to be exposed to a cumulative slow poison while creating continuing demand for unrecyclable landfill-bound non-biodegradable plastic petroleum products that contaminate waterways, create heat islands, destroy local ecosystems and accelerate climate change?"

Once again, thank you very much for drafting this excellent and very detailed resolution. Please adopt it.

Sincerely,

Lance Mellon
643 Hamilton St
San Francisco, CA 94134
415 604 7079

PS: Posted in NEXTDOOR as of today
Portola University Mound
I hope the supervisors are reading all these comments AGAINST the thought of using artificial turf and cutting down the trees. And not just looking at the huge amount of money being thrown at them. We do not need plastic playing fields. The gardeners can easily keep natural fields maintained. I know this because I am a landscape gardener. What is wrong with a kid playing in the grass and dirt? Let them be kids. Jeesh! Whats wrong with people? The Hippocratic Oath: First Do No Harm.. That means leave the trees and grass alone!

Why can't we adopt 'ORGANIC gardening practices' in all SF public land?

From: Helen Kent
To: FielderStaff
Cc: Lurie, Daniel (MYR); Commission, Recpark (REC); Board of Supervisors (BOS)
Subject: Stop the Plastic Turf Takeover Crocker Amazon is for eyeryone, lets keep ir open
Date: Tuesday, May 5, 2026 7:25:16 PM

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Begin forwarded message:

From: Central Bernal Heights Posts <reply@ss.email.nextdoor.com>
Subject: Lance Mellon started a conversation on May 1
Date: May 5, 2026 at 1:27:26 PM PDT
To: kent_helen@yahoo.com
Reply-To: "Nextdoor Po..." <reply+GE3DMMZYGE4DSX3QOJXWI5LDORUW63S7KBHVGVC7GQ3TKMZSGEYDEMA=@reply.nextdoor.com>

Nextdoor logo

H

https://www.youtube.com/watch?v=2595abcvh2M ***** BAN ARTIFICIAL TURF... See more

L Lance Mellon

6

View post

This message was intended for kent_helen@yahoo.com

420 Taylor Street, San Francisco, CA 94102

Unsubscribe or adjust your email settings

From:	Denise Selleck
To:	Lurie, Daniel (MYR); Commission, Recpark (REC)
Cc:	Board of Supervisors (BOS); John-Baptiste, Alicia (MYR); WongStaff (BOS)
Subject:	Opposition to Artificial Turf for Crocker Amazon Ball Field Renovation
Date:	Tuesday, May 5, 2026 7:50:33 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Commissioners,

I'm writing to urge you to revise and substantially improve the proposed renovation plan for Crocker Amazon Park. I am a fourth generation San Franciscan who lives in D4 and feel this "improvement" will only hurt the children of San Francisco and anyone who goes to Crocker Amazon. The toxic playing fields at Golden Gate Park are not far from my house, and I don't want my neighbors on the other side of the city to have to deal with it like we do.

Crocker Amazon is a city treasure, enjoyed by generations of San Franciscans. Please do not allow the San Francisco Recreation and Park Department to cut down over 100 mature trees and convert natural grass meadows into a fenced-in, 20-acre artificial turf baseball complex. Artificial turf is petroleum-based, sheds microplastics, and has been associated with higher rates of ACL and Achilles injuries compared to well-maintained natural grass. Converting this shared, multi-generational and multi-ethnic public space into a specialized facility serving a narrow user group would fundamentally change the character of the park and limit access for many current users.

Organically managed natural grass fields do not carry the same environmental justice burdens as plastic turf. Rec & Park has already concentrated approximately 85% of its synthetic turf installations in neighborhoods with the highest asthma rates and a documented history of racial and environmental inequities. As currently proposed, this project would increase that concentration to roughly 90% of the City's total artificial turf acreage in historically disenfranchised communities.

We can and must do better. Investing in high-quality, organically managed natural grass fields, similar to the improvements made at West Sunset Playground, would preserve trees, avoid unnecessary plastic pollution, and maintain a welcoming, multi-use park for residents of all ages.

I ask that you prioritize a renovation plan that protects public health, advances environmental justice, preserves mature trees, and keeps Crocker Amazon a park for everyone, young and old.

Sincerely,

Denise Selleck
1375 45th Ave.

From: Louis Girling, Jr.
To: Lurie, Daniel (MYR); Commission, Recpark (REC); John-Baptiste, Alicia (MYR)
Cc: Board of Supervisors (BOS); ChenStaff
Subject: Opposition to Astroturf for Crocker Amazon Park
Date: Tuesday, May 5, 2026 10:52:50 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Commissioners,

As a neighborhood resident and a pediatrician, I am writing to oppose the currently proposed renovation plan for Crocker Amazon Park. This plan will destroy one of the greatest treasures in San Francisco's Excelsior neighborhood. We deserve a better park improvement plan that prioritizes healthy green spaces and well-maintained natural grass fields.

Please do NOT allow the Recreation and Parks Department to cut our mature trees, destroy the local ecosystem, install fences and artificial playing surfaces, and dramatically increase our community's contribution to climate change and plastic pollution.

As a physician, I know that green spaces are critically important to the physical, mental and social health of our children, families, and elders. Crocker Amazon park is very important to ALL members of our community, young and old. I implore our city leaders to recognize this.

I am convinced that if everyone who plays baseball could visit the park at quiet times – at sunrise, sundown, or on a foggy day – they would see the creatures who live here and resolve to support a different park improvement plan that prioritizes sharing the space with these creatures. We see herons nesting high in mature tree canopies and standing alert in the fields hunting rodents. We see coyotes coming home to rest in the early morning. We hear owls in the evening and see them take flight across the trails. Robins, hummingbirds, hawks, and ravens live and forage here.

If we allow the project at Crocker Amazon to proceed as planned, we will immediately lose our mature tree canopy and the ecosystem that makes the place healthy and hospitable for humans and other animals. We should use our tax dollars instead to improve the park by conserving this precious resource for the neighborhood and all who visit. At the same time, we should improve and maintain the natural grass fields for baseball, football, and cricket players, as well as all who use these fields for exercising, running their dogs, and gatherings with family and friends.

I am asking you to oppose the current plan for Crocker Amazon Park and instead to mandate park improvements that protect the trees, the animals, and the environment while providing safe and well-maintained natural grass fields and facilities not only for baseball, but also for all of the sports and social gatherings that our community enjoys at Crocker Amazon Park.

Sincerely,

Louis Girling, Jr., MD

From:	Carol Whitney
To:	Chen, Chyanne (BOS); Lurie, Daniel (MYR); John-Baptiste, Alicia (MYR); Commission, Recpark (REC); Board of Supervisors (BOS)
Subject:	Last hope
Date:	Wednesday, May 6, 2026 3:42:45 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

I saw your post, thanks so much for being against the Crocker Amazon AstroTurf project. Please take a minute to copy and paste to get our voices heard on a higher level than this app. You can do it right now if you haven't already.

Include details like:

Regarding Crocker Amazon Park from tree cutting and astroturf. San Francisco is lucky to have natural spaces and the Park dept is destroying it from misguided thinking.

Replacing mature, healthy trees with saplings that may or may not survive is a mistake that cannot be undone in our lifetimes. We are placing an even greater heat and pollution burden on Southeast SF, which already struggles under an unfair share because of socioeconomic inequality.

What we need is natural space, free of microplastics (yes, the blades of fake grass are made of plastic even if other parts are cork), for our children to enjoy for the much longer term.

Please protect our park, the wildlife and the people who use it every day!

Sincerely
Carol Whitney

From:	David Romano
To:	ChanStaff (BOS)
Cc:	Lurie, Daniel (MYR); Board of Supervisors (BOS); Commission, Recpark (REC)
Subject:	Please protect Crocker Amazon Park from tree cutting and astroturf
Date:	Wednesday, May 6, 2026 7:24:58 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisor Chan,

You are our last hope. Please protect Crocker Amazon Park from tree cutting and astroturf. San Francisco is lucky to have natural spaces and the Park dept is destroying it from misguided thinking. Replacing mature, healthy trees with saplings that may or may not survive is a mistake that cannot be undone in our lifetimes. We are placing an even greater heat and pollution burden on Southeast SF, which already struggles under an unfair share because of socioeconomic inequality.

We do not need this. What we need is natural space, free of microplastics (yes, the blades of fake grass are made of plastic even if other parts are cork), for our children to enjoy for the much longer term.

Please step in and protect our park, the wildlife and the people who use it every day!

David Romano
San Francisco CA 94121

From: Jon L. Jacobi
To: Lurie, Daniel (MYR); John-Baptiste, Alicia (MYR); Commission, Recpark (REC); Board of Supervisors (BOS); Mauer, Dan (REC); MahmoodStaff; Mahmood, Bilal (BOS); ChenStaff
Subject: I"ve played extensively on that artificial turf, and it"s an inferior experience to grass in nearly every way...
Date: Wednesday, May 6, 2026 8:59:59 AM

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I have extensive experience playing on artificial surfaces in San Francisco and Tri-Valley. To be perfectly blunt, I hate them -- predictable hop/bounce, all-weather access or no.

1. Faux surfaces are hard on the body as they don't give as real turf does. I've seen far more injuries of all types on plastic than on grass. The long term effects of the increased impact forces are highly unlikely to benefit anyone, even fans of it.

2. On sunny days, plastic surfaces trap and radiates heat you can feel through your shoes and on really hot days the - the rest of your body. There's a noticeable stink of plastic, meaning there are chemicals being released. On the other hand, grass produces oxygen which is likely of at least some benefit.

3. Plastic turf also reflects sunlight, making it even more difficult to keep your person cool on a warm day.

4. Plastic "blades" break off and get into your shoes, the bag you carry your shoes in, your car, then finally your home.

5. Even worse in that last regard are the little brown plastic pellets meant to simulate dirt. I still find them in my equipment bags and trunk, years after the fact.

I'm no expert as to the ultimate health and environmental impact of breathing plastic emissions, or scattering plastic bits all over the place. But I do know that there's no negative impact with grass (assuming you're not allergic). There's a reason the FIA specifies natural grass for all World Cup matches, and players unions everywhere demand real turf. Additionally, our kids will eventually have to play on real turf, so they should learn to play on it.

I doubt that modern artificial surfaces are as dangerous as what's described in the link below, but note that the correlation described in this article was not discovered for several decades.

https://url.avanan.click/v2/r01/___https://people.com/sports/dangerous-chemicals-found-in-turf-at-old-phillies-stadium-where-6-former-players-developed-b/___.YXAzOnNmZHQyOmE6bzozNmE1ZGQ2MzEwYjdjY2VjMzJlODE0Y2NmZTY1N2U2NTo3OmRkZWM6YWI5M2ZmNWFhNTg2NmIzZWEzNGQ1MTY4NWM1NzU5ODIxNjg5OTUwMTg1ZjVmNmM3NzZkZTQyNmYzOGViODYwNDpwOlQ6Tg

In my opinion, any monetary savings or extra games played provided/allowed by artificial turf simply aren't worth the long-term consequences. No new ones should be installed (note the word "installed") and those artificial surfaces that already exist should be removed and replaced with grass.

I encourage you to head out to an artificial surface on a relatively warm day and simply observe the characteristics I've described for yourself. Bring your cleats.

Sincerely, Jon L. Jacobi

From:	Carroll, John (BOS)
To:	Board of Supervisors (BOS)
Subject:	FW: Public Comment: Request to Introduce Resolution Initiating Article 10 Landmark Nomination: Crocker Amazon Playground
Date:	Wednesday, May 6, 2026 12:44:02 PM
Attachments:	Cultural Landscape Report_Crocker Amazon Final CLR_2024-0111-compressed.pdf

For C-Pages.

There is not presently an open file for this.

JEC

From: Robert Hall <bilgepump100@sbcglobal.net>
Sent: Monday, May 4, 2026 6:46 PM
To: ChanStaff (BOS) <chanstaff@sfgov.org>; ChenStaff <ChenStaff@sfgov.org>; DorseyStaff (BOS) <DorseyStaff@sfgov.org>; AlcarazStaff@sfgov.org; Fielder, Jackie (BOS) <Jackie.Fielder@sfgov.org>; MahmoodStaff <MahmoodStaff@sfgov.org>; MandelmanStaff (BOS) <mandelmanstaff@sfgov.org>; MelgarStaff (BOS) <melgarstaff@sfgov.org>; SauterStaff <SauterStaff@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; SherrillStaff <SherrillStaff@sfgov.org>; Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; Carroll, John (BOS) <john.carroll@sfgov.org>
Subject: Public Comment: Request to Introduce Resolution Initiating Article 10 Landmark Nomination: Crocker Amazon Playground

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors,

We write on behalf of Keep Crocker Real (https://url.avanan.click/v2/r01/___www.keepcrockerreal.com___.YXAzOnNmZHQyOmE6bzo3N2U1NWVkOTRkZDg4ZGRmOWI5MGIxZWEwMmUwMzk4OTo3OjExNGQ6NTEzN2I2YTI3YTVmZTAwN2RiM2U5ODczNTgxMDZlMjhiZGVkM2VmZjE3OWIzZDNjNWViZmExNDUyYTYzMmEwNjp0OlQ6Tg), a grassroots community organization representing residents of the Crocker Amazon and Excelsior neighborhoods, to respectfully request that one or more members of the Land Use and Transportation Committee introduce a resolution initiating an Article 10 landmark nomination for Crocker Amazon Playground. We have dozens of organizations aligned with us on this issue from Save the Bay, Clean Water Action, Refuse/Refuse, SF Bay Area Physicians for Social Responsibility to local groups like OMI Cultural Participation Project and Climate Action Now. Our actions have resulted in over 4,000 comment letters and over 10,000 signatures on our two petitions.

WHY THIS IS URGENT

Crocker Amazon Playground (Geneva Avenue & Moscow Street, SF 94112) is one of San Francisco's most significant surviving New Deal–era cultural landscapes. Designed by master architect William G. Merchant and built between 1934 and 1941 with over $938,000 in WPA and SERA funding — the largest New Deal investment in any single San Francisco playground — the park served communities through the Great Depression, World War II (as U.S. Naval Receiving Hospital No. 113), and nine decades of neighborhood life in the Excelsior and Crocker Amazon communities.

The City's own Cultural Landscape Report (Architectural Resources Group / Denise Bradley Cultural Landscapes, January 2024) documents the park's historical significance under National Register Criteria A and C: for its New Deal–era construction, its WWII naval hospital association, and as a distinctive example of William G. Merchant's design work. The report specifically finds that the park's two WPA-era concrete bleacher buildings — the only such WPA-funded structures built in San Francisco — retain integrity of location, association, and partial integrity of design and materials.

Despite this documented significance, the San Francisco Recreation and Park Department and the San Francisco Giants' Crocker Amazon Project LLC are currently advancing a $50 million proposal that would:

• Replace approximately 20 acres of historic natural grass fields with PFAS-laden synthetic turf and an expanded parking lot;
• Remove over 100 mature trees, including WPA-era plantings that have defined the park for nearly 90 years;
• Enclose the park with chain-link fencing, converting an open multi-use community landscape into a restricted baseball complex;
• Permanently destroy the spatial organization and character-defining features of William G. Merchant's design.

The project is currently in CEQA environmental review, with a construction start date of 2027–2028. Once demolition begins, this historic landscape cannot be restored.

THE ARTICLE 10 PATH — AND WHY A BOARD RESOLUTION MATTERS

Under Article 10 of the San Francisco Planning Code, the Board of Supervisors has the authority to initiate a City Landmark nomination by resolution. Once initiated, the nomination triggers a stay on demolition permits, giving the Historic Preservation Commission time to formally evaluate the site and make a recommendation before irreversible harm occurs.

We are making this request to the Board of Supervisors because a resolution would send a powerful signal — to SF RPD, the Planning Department, and the CEQA process — that the Board takes seriously its obligation to evaluate this site's historic significance before approving its demolition.

The park sits within a formally designated Environmental Justice community — low-income, predominantly communities of color, including a Pacific Islander Cultural District — and serves an extraordinary diversity of users who have had no meaningful voice in the current

renovation design process. The Board's 2020 commitment to racial and social equity in city governance, and the Historic Preservation Commission's Resolution No. 1127 centering preservation on equity, both point in the same direction. At the few community meetings the Rec/Park has held, the neighbors have been overwhelmingly opposed to their radical demolition plans.

OUR REQUEST

We respectfully ask that the Board introduce a resolution directing the Historic Preservation Commission to initiate a City Landmark nomination for Crocker Amazon Playground under Article 10 of the Planning Code — and to do so before the CEQA process concludes.

We would welcome the opportunity to meet with your offices to provide additional information, including the full Cultural Landscape Report (attached). We are available at your convenience.

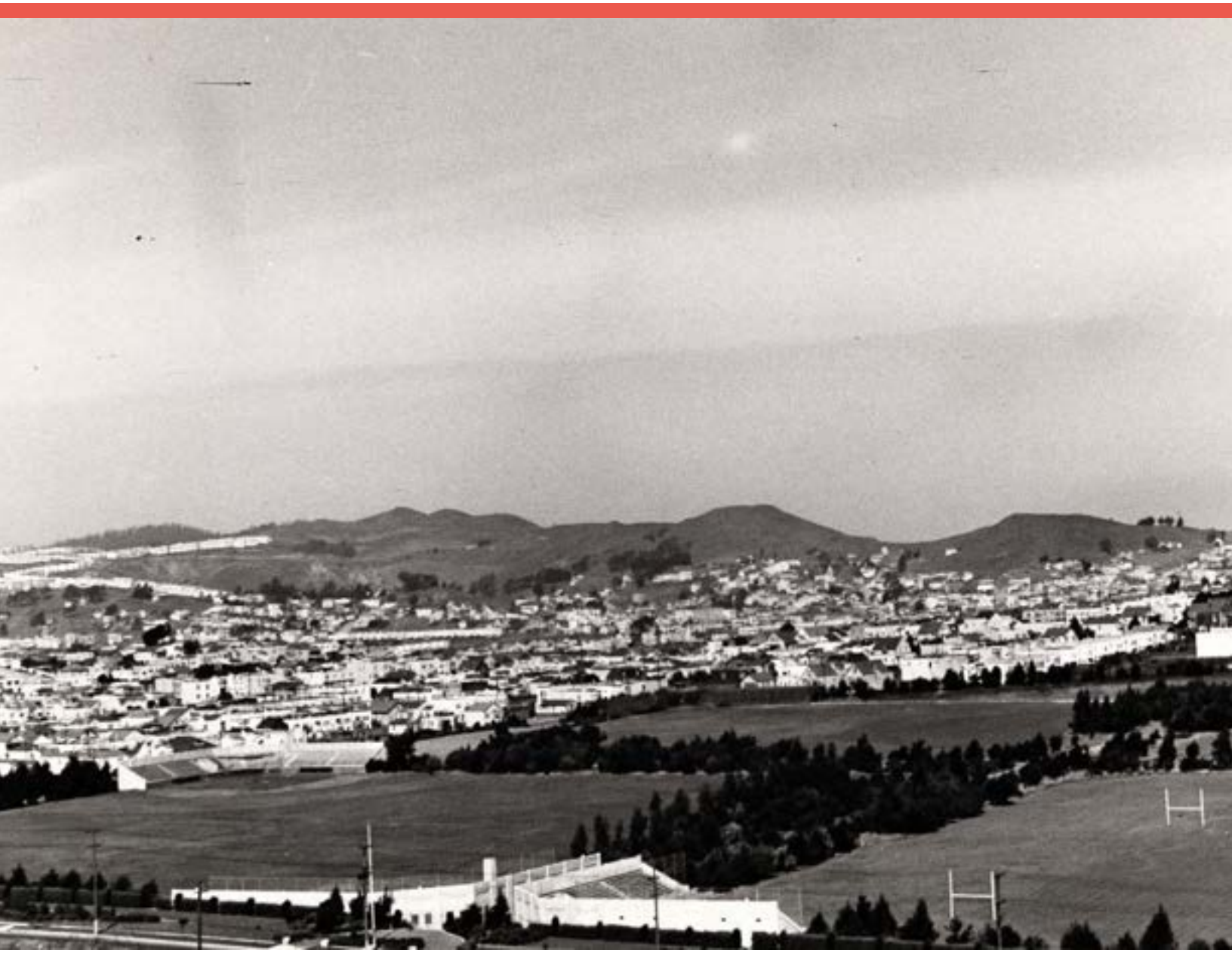
Thank you,
Bob Hall
bilgepump100@sbcglobal.net
Keep Crocker Real
https://url.avanan.click/v2/r01/___www.keepcrockerreal.com___.YXAzOnNmZHQyOmE6bzo3N2U1NWVkOTRkZDg4ZGRmOWI5MGIxZWEwMmUwMzk4OTo3OjlkNTA6MWMzYWM2ZDc5MjlhNjQ2MGMwZGFjNjk2NmQ2ZTFkYzQ1YzYzOTQyZDRlYjNjNGNiMWY2ZmUxM2Q5NjQ1YWM5Yjp0OlQ6Tg

CULTURAL LANDSCAPE REPORT

Crocker Amazon Playground

San Francisco Department of Recreation and Parks | January 11, 2024

Architecture
Planning
Conservation



Architectural
Resources Group

CLIENT:

City and County of San Francisco
Recreation and Park Department
501 Stanyan Street
San Francisco, CA 94117

Alexis Ward
Project Manager
Capital & Planning Division

Jordan Harrison
Planner III
Capital & Planning Division

Kerstin Kalchmayr
Planner
Capital & Planning Division

Dan Mauer
Project Manager Supervisor
Capital & Planning Division

PRIME HISTORIC CONSULTANT:

Architectural Resources Group, Inc.
Pier 9, The Embarcadero, Suite 107
San Francisco, CA 94111

David Wessel, AIC, FAPT
Principal-in-charge, Project Manager

Stacy Farr
Architectural Historian

Sydney Andrea Landers
Architectural Historian, Graphics

CULTURAL LANDSCAPE SUBCONSULTANT:

Denise Bradley
Denise Bradley Cultural Landscapes
San Francisco, CA

Architectural
Resources Group

Table of Contents

1. Introduction 1

- Project Purpose and Need
- Scope and Methodology
- Existing Historic Status
- Cultural Landscape Terminology
- Summary of Findings

Part 1: Site History and Historic Context

2. Site History 7

- Introduction
- Indigenous Peoples Presence, ca. Prehistoric Era- ca. 1776
- First Settler Ownership and Use, 1841-1919
- Plan for Reservoir Use and Acquisition by the San Francisco Public Utilities commission, 1919-1934
- Recreation Commission Lease and WPA/SERA Improvements, 1932-1938
- Wartime Use, 1941-1945
- Post-WWI Veteran's Housing and Return to Park Use (1945-1960)
- San Francisco Recreation and Park Department Management 1960-present

3. Historic Context 31

- Park and Playground Development in San Francisco
- Design Professionals Associated with Crocker Amazon Playground
  - William G. Merchant, Architect (1889-1962)
  - Ryan and Lee
  - Ted Osmundson

Architectural
Resources Group

Table of Contents *continued*

Part 2: Existing Conditions

4. Introduction 43

5. Existing Conditions 45

- Natural Systems and Features
- Spatial Organization
- Overview
- Views and Vistas
- Topography
- Circulation Features
- Vegetation Features
- Buildings
- Structures
- Small-Scale Features

6. Landscape Features Development 91

- Spatial Organization
- Views and Vistas
- Topography
- Circulation Features
- Vegetation Features
- Buildings
- Structures
- Small-Scale Features

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Resources Group

Table of Contents *continued*

7. Conditions Assessment 99

- Topography
- Views and Vistas
- Circulation Features
- Vegetation Features
- Buildings
- Structures
- Small-Scale Features

Part 3: Analysis and Evaluation

8. Analysis and Evaluation 103

- Introduction
- National Register of Historic Places
- California Register of Historical Resources
- Summary of Findings
- Significance Evaluation
- Integrity Evaluation
- Historic Register Eligibility Findings

Appendices

- Appendix A. Bibliography
- Appendix B. Historic Photographs
- Appendix C. Historic Plans and Drawings
- Appendix D. Cultural Landscape Characteristics and Features
- Appendix E. Development Eras
- Appendix F. Expanded Chronology

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Chapter One

Introduction



Figure 1. Contemporary Aerial of Crocker Amazon Playground, red lines are park boundaries (Credit: Google Earth, edited by ARG).

PROJECT PURPOSE AND NEED

At the request of the Capital and Planning Division of San Francisco Recreation and Park Department (SF RPD), Architectural Resources Group (ARG) has prepared a Cultural Landscape Report (CLR) for Crocker Amazon Playground in San Francisco, California.[1] Crocker Amazon Playground encompasses approximately fifty-five acres bordered by Geneva Avenue to the south,

[1] Throughout this report, "the park" shall refer to Crocker Amazon Playground unless otherwise noted.

Introduction

Moscow Street to the west, France Avenue and an unpaved pedestrian pathway to the north, and McLaren Park to the east (Figure 1).[2] The parcel was in agricultural use prior to its selection in 1919 as the site of a municipal reservoir. The site was assembled through eminent domain and cleared by the San Francisco Public Utilities Commission (SFPUC), but the reservoir was never constructed. Instead, the SFPUC leased the site in 1933 to the SF Recreation and Park Commission for the development of a playground and recreation grounds to serve the rapidly developing residential neighborhoods of Crocker Amazon and the Excelsior. Recreation and Park Commission consulting architect William G. Merchant designed Crocker Amazon Playground in 1935, and between 1935 and 1941, Works Progress Association (WPA) workers and laborers from the State Emergency Relief Administration (SERA) graded the site, installed axial roads within the playground, constructed concrete bleacher buildings and a small comfort station, set up large wood bleachers, installed gravel, paving and sod at various sport courts, laid a network of concrete drainage gutters, and planted dozens of trees and shrubs, among other efforts.

During World War II, the U. S. Navy commissioned the site in 1944 and quickly constructed the U. S. Naval Receiving Hospital (Fleet Hospital No 113). The receiving hospital was the first of its kind in the nation and replicated mobile medical units employed at naval bases overseas in the Pacific Theater. The 2,000-bed facility treated 1,000 patients weekly for less than a year before it was decommissioned in December 1945. Most of the sixty-one buildings on the site were converted to veteran's housing administered by the San Francisco Housing Authority (SFHA) and remained in use as such through the mid-1950s.

The post-War population increase in San Francisco brought with it increased demands on unused and under-used land, and in 1957, after several years of debate over the best use of the site, SFPUC granted SF RPD a new lease at Crocker Amazon Playground. Between 1957 and 1960, the SFHA cleared the wartime era buildings and rehabilitated the site very close to its original configuration. Crocker Amazon Playground reopened to the public as a recreational space in 1960.

While many components remain in place at Crocker Amazon Playground from the first period of development between 1935 and 1941, and from the period of rehabilitation between 1957 and 1960, since 1960, SF RPD has made ongoing improvements in the park, including construction of the Clubhouse (1981); construction of the Covered Bocce Ball Court (1986); installation of the Geneva Avenue Parking Lot (1987); installation of the Clubhouse Playground (ca. 1987); installation of the community garden (ca. 1995); construction of the Skate Park (2001); installation of the football field (2001); demolition of the comfort station and construction of the Purple Playground (2003 with additional improvements in 2007); demolition of one concrete bleacher building and construction of a new Soccer Complex with artificial turf (2008); and construction of the Maintenance Building and the Restroom and Pumphouse Building (both 2008). Ongoing landscape and small-scale feature improvements in the post-1960 era have included new irrigation, new lighting, new sod, new asphalt, new and replacement fencing, tree removal and reforestation, a new backstop, new base path cinder, and new scoreboards, and installation of scores of small-scale features such as benches, picnic tables, water fountains, signs, and trash cans.

SF RPD is currently developing a proposed project at Crocker Amazon Playground that would remove some existing park features and construct new features, including but not limited to new buildings, sport fields, and dog parks. In advance of this proposed project the San Francisco Planning Department has requested the Crocker Amazon

[2] The park is arranged approximately ten degrees off of cardinal directions; this report will use cardinal directions for clarity. The east boundary of Crocker Amazon Playground is not formally delineated from McLaren Park; this report shall include a presumed boundary based on functional areas considered through use to be included in Crocker Amazon Playground, as depicted in Figure 1 and subsequent maps and aerial photographs.

Playground be formally evaluated for eligibility for listing in the National Register of Historic Resources (National Register) and the California Register of Historical Resources (California Register).

This CLR Part 1 will include a history of the development of Crocker Amazon Playground, relevant historic contexts, and a narrative and graphic illustration of existing conditions at the park, and close with an evaluation of the park's historic significance, material integrity, and register eligibility.

SCOPE AND METHODOLOGY

ARG has prepared this CLR according to the format and contents outlined in *A Guide to Cultural Landscape Reports: Contents, Process, and Techniques*, authored by Robert R. Page, Cathy A. Gilbert, and Susan A. Dolan and published by the U. S. Department of the Interior, National Park Service in 1998. Per a scope outlined by ARG and approved by the San Francisco Planning Department, the CLR will be submitted as a Part 1, inclusive of a history of the development of Crocker Amazon Playground, relevant historic contexts, narrative and graphic illustration of existing conditions at the park, and an evaluation of the park's historic significance, material integrity, and California and National register eligibility.

ARG and cultural landscape specialist subconsultant Denise Bradley completed several site visits to Crocker Amazon Playground in February, March, April, and May 2022 to document existing conditions. ARG and Denise Bradley met with San Francisco Recreation and Park department staff online and at the park to identify issues and concerns related to the park's current configuration and functionality, as well as to understand intentions of the proposed project. Research was conducted in the archival collections of the San Francisco Recreation and Parks Department, the San Francisco Public Library and the California Historical Society. The project team collected and reviewed archival materials including architectural drawings, historical photographs, existing reports, and maintenance and repair records to complete this report. Both field investigation and research based on primary and secondary sources informs this study.

EXISTING HISTORIC STATUS

Crocker Amazon Playground (APN 6284/A001) has not been previously evaluated for historic significance or eligibility for the California or National registers. The property currently has a San Francisco Planning Department Historic Resource Status Code of "B" indication that is not currently considered a historic resource but is age eligible for historic resource status.[3]

CULTURAL LANDSCAPE TERMINOLOGY

This section includes definitions of terminology used in the report that may be unfamiliar to the reader.

Cultural Landscape – a geographic area (including both cultural and natural resources and the wildlife or domestic animals therein), associated with a historic event, activity, or person or exhibiting other cultural or aesthetic values.

There are four general types of cultural landscapes, not mutually exclusive: historic sites, historic designed landscapes, historic vernacular landscapes, and ethnographic landscapes.

Cultural Landscape Report - refers to the primary management document for cultural landscapes within the National Park Service. A cultural landscape report documents the history and existing conditions of a cultural landscape, evaluates its significance according to Secretary of Interior standards, and provides design and management recommendations for the property.

Integrity – the authenticity of a property's historic identity, evidenced by the survival of physical characteristics that existed during the property's historic or prehistoric period. The seven qualities of integrity as defined by the National Register Program are location, setting, feeling, association, design, workmanship, and materials.

[3] San Francisco Planning Department, Property Information Map, 785-799 Moscow Street, accessed April 8, 2022 at https://sfplanninggis.org/pim/.

Significance – the meaning or value ascribed to a cultural landscape based on the National Register criteria for evaluation. It normally stems from a combination of association and integrity.

Treatment - work carried out to achieve a particular historic preservation goal.

Character-Defining Feature - a prominent or distinctive aspect, quality, or characteristic of a cultural landscape that contributes significantly to its physical character. Land use patterns, vegetation, furnishings, decorative details, and materials may be such features.

Feature - The smallest element(s) of a landscape that contributes to the significance and that can be the subject of a treatment intervention. Examples include a woodlot, hedge, lawn, specimen plant, house, meadow or open field, fence, wall, earthwork, pond or pool, bollard, orchard, or agricultural terrace.

Historic Character - the sum of all visual aspects, features, materials, and spaces associated with a cultural landscape's history, i.e. the original configuration together with losses and later changes. These qualities are often referred to as character-defining.

Landscape Characteristics – tangible and intangible aspects of a landscape from the historic periods; these aspects individually and collectively give a landscape its historic character and aid in the understanding of its cultural importance.

SUMMARY OF FINDINGS

Crocker Amazon Playground is historically significant under National Register and California Register Criterion A/1 at the local level for its association with the period of construction of playgrounds and recreation facilities in San Francisco that took place during the New Deal era, with a period of significance of 1935-1941; and its association as the site of the U. S. Naval Receiving Hospital (Fleet Hospital No 113), with a period of significance of 1944-1945. The site is also historically significant under National Register and California Register Criterion C/3 at the local level as a site that embodies the distinctive characteristics of a type and period, namely the New Deal era recreation facility, with a period of significance of 1935-1941; and as a unique example of the recreational site design work of William G. Merchant, who is recognized as a master architect within the San Francisco context, with a period of significance of 1935-1941.

However, evaluation of the site's integrity indicates that due to incremental changes to the site over time, in the form of both loss of original landscape characteristics and buildings, and the addition of non-historic landscape characteristics and buildings, Crocker Amazon Playground does not retain sufficient integrity as a site to convey its historic significance under any criteria. As a result, Crocker Amazon Playground is not eligible for the National Register or the California Register as a site, cultural landscape, or district.

Within Crocker Amazon Playground, the Diamond 1 and Diamond 2 Bleacher buildings are age-eligible for historic evaluation, and as such were evaluated for National Register and California Register eligibility. These building are modest interpretations of the PWA Moderne architectural style, and are undistinguished examples within the broad career oeuvre of their architect William G. Merchant. For these reasons, the buildings do not appear individually significant under any of the National or California register criteria. A brief discussion of the integrity of the Diamond 1 and Diamond 2 Bleachers buildings included for reference purposes only found the buildings retain integrity of location and association and partial integrity of design, setting, materials, workmanship, and feeling.

Part 2: Site History and Historic Context

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Chapter Two

Site History

INTRODUCTION

The Site History and Historic Context section of the CLR provides a narrative description of the development of Crocker Amazon Playground from the prehistoric era through the contemporary era, as well as relevant historic contexts to support the significance evaluation for historic register eligibility. Information in this section of the CLR is based on primary and secondary research, and a review of historic maps, drawings, and photographs.

INDIGENOUS PEOPLES PRESENCE, CA.PRESHISTORIC ERA- CA. 1776

The San Francisco Peninsula has been occupied by indigenous peoples for at least 13,500 years.[4] Prior to the region's colonization in the late 18th and early 19th centuries, the area that is now the City of San Francisco was home to a group of the Ramaytush Ohlone referred to today as the Yelamu.[5] Archeological research and early Spanish accounts indicate that several Yelamu villages existed within the present-day limits of San Francisco, including Petlenuc in the Presidio near Crissy Field; Sitlintac and Chutchui along Mission Creek; and Amuctac and Tubsinte in the area around Visitacion Valley, east of the present site of Crocker Amazon Playground.[6] These villages had a combined population size of approximately 200 persons, who moved seasonally about the hills and lower marshes, and "utilized a variety of natural resources provided by the land and sea, including fish, shellfish, waterfowl, land mammals, acorns, tule, and a wide range of other plants and animals."[7]

In 1776, the Spanish established Presidio de San Francisco, a strategic military outpost overlooking the Golden Gate, and Mission San Francisco de Asis (now known as Mission Dolores). Their presence initiated "a process of rapid, fundamental change" within the San Francisco landscape which had been formed by Yelamu's resource management practices.[8] The Spanish released their livestock to roam and forage freely, and, as a result, native grasses were overgrazed, sand dunes were destabilized, and the native oak forests and coastal scrub habitats were impacted.[9] The Yelamu were among the first Native people to be baptized and indoctrinated into the Spanish Mission system after the establishment of Mission Dolores in 1776.[10] Over the following decades, the Yelamu and surrounding Ramaytush Ohlone people ceased to occupy established villages around the San Francisco Peninsula as they were forced to assimilate and to work in the mission system.

[4] L. Panich L, J. Holson, and A. Vanderslice, "Historic Context and Archaeological/Architectural Survey Report for the Habitat Reserve Program, Alameda, San Mateo, Santa Clara, And Tuolumne Counties, California," prepared for San Francisco Public Utilities Commission, 2009.

[5] Randall Milliken, Laurence H. Shoup, and Beverly R. Ortiz, "Ohlone/Costanoan Indians of the San Francisco Peninsula and their Neighbors, Yesterday and Today," prepared for the National Park Service, Golden Gate National Recreation Area, San Francisco, California, 2009, 4.

[6] Milliken, Shoup, and Ortiz, "Ohlone/Costanoan Indians of the San Francisco Peninsula," 291.

[7] San Francisco Estuary Institute, "Yelamu: the Native Peoples of San Francisco," accessed June 7, 2022 at https://www.sfei.org/projects/hidden-nature-san-francisco.

[8] Harry Fuller, "Evolution of Natural History of San Francisco" in San Francisco Breeding Bird Atlas (San Francisco Field Ornithologists: June 2003), accessed June 6, 2022 at https://sfbirds.net/san-francisco-breeding-bird-atlas.

[9] Harry Fuller, "Evolution of Natural History of San Francisco."

[10] The Association of Ramaytush Ohlone, "Spanish Arrival in Aramai Lands," website of the Association of Ramaytush Ohlone, accessed May 5, 2022 at https://www.ramaytush.org/spanish-arrival.html#:~:text=Spanish%20Arrival%20in%20Aramai%20Lands,explorers%20beheld%20San%20Francisco%20Bay.

FIRST SETTLER OWNERSHIP AND USE, 1841-1919

When Mexico gained independence from Spain in 1821, California became a Mexican territory. The new government secularized the missions beginning in 1834 and distributed former mission land as large grants to private citizens to establish a stronger presence in the sparsely settled territory. Mexican ranchos were typically self-sustaining entities, where owners raised cattle, sheep, and horses and grew crops, such as wheat, barley, corn, and legumes, for both personal use and trade. Many rancho owners traded large quantities of hide and tallow produced from vast cattle herds as a primary means of income.[11]

In 1841, Governor Juan B. Alvarado awarded the approximately 6,400-acre Rancho Cañada de Guadalupe la Visitación y Rodeo Viejo to Jacob P. Leese (1809-1892).[12] An Ohio native, Leese moved to the California territory in the early 1830s, and married Rosalia Vallejo in San Francisco in 1837. As a member of a prominent Mexican family, Leese obtained rancho land that straddled the present-day border between San Francisco and San Mateo counties; the area that became Crocker Amazon Playground was located at the northwest corner of Leese's rancho, near the boundary with Rancho Rincon de Las Salinas Y Potrero.

In 1841, Leese moved with his family to Sonoma, and in 1845, he traded Rancho Cañada de Guadalupe la Visitación y Rodeo Viejo, in San Francisco, for Rancho Callayomi, in present-day Lake County, which had been awarded to Robert T. Ridley ca. 1844-1845.[13] Robert T. Ridley (1818-1851) was an early American settler in California, who moved to San Francisco in the early 1840s and married Presentación Briones, the eldest daughter of Juana Briones. After trading ranchos with Leese, Ridley reportedly inherited a house located in present-day Brisbane, but little is known about the exact use of the rancho land. Ridley also became a prolific businessman in San Francisco, operating a series of saloons and investing in real estate.[14] After 1845, Rancho Cañada de Guadalupe la Visitación y Rodeo Viejo became informally known as the Ridley Rancho or Ridley's Rancho.

California became a territory of the United States in 1848 following a war with Mexico and was awarded statehood in 1850. Coinciding with the Gold Rush, population increased rapidly in California, and the presumed ownership and boundaries of ranchos became highly contested. The U.S. Congress passed the California Land Act of 1851 to establish a board of three land commissioners to review and adjudicate Spanish and Mexican land claims. The U.S. Surveyor General assumed the responsibility of surveying the land grants. The land commission began hearings on January 2, 1852 and represented only a first legal step, as both sides—the land claimant and the United States—had the right of appeal in the California district courts, and when necessary, in the California Supreme Court. Attorneys routinely filed appeals, extending the average length of time between initial petition to the commission and the issuance of final land patents to nearly two decades.[15]

Robert Ridley died in 1851, after which his widow Presentación Ridley attempted to retain control of the family's rancho property. In 1854, her claim for

[11] James J. Rawls and Walton Bean, California: An Interpretive History, 8th ed. (New York: McGraw-Hill, 2003), 66-68.
[12] The Illustrated History of San Mateo County (1878; repr., Woodside, CA: Gilbert Richards Publications, 1974), 10.
[13] Marie Silva, "Finding Aid to the Jacob P. Leese Papers, 1837-1862, MS OV 10," California Historical Society, 2012, accessed on April 20, 2022, https://oac.cdlib.org/findaid/ark:/13030/c8d50kdc/; Visitacion Valley History Project, San Francisco's Visitacion Valley (Charleston, SC: Arcadia Publishing, 2005), 12.

[14] Jeanne Farr McDonnell, Juana Briones of 19th Century California (Tucson: The University of Arizona Press, 2008), 94-96, 107, 161; "Died," Nevada Journal (Nevada City, CA), November 15, 1851; Gibson Museum & Cultural Center, "The Men Who Claimed the Spanish Land Grants," accessed April 20, 2022, https://middletownhistory.weebly.com/robert-t-ridley--george-roch-rock.html.
[15] Leonard Pitt, The Decline of the Californios: A Social History of the Spanish-Speaking Californians, 1846-1890 (Berkeley: University of California Press, 1998); Cris Perez, "Grants of Land in California Made by Spanish or Mexican Authorities," prepared for Boundary Determination Office, State Lands Commission, Boundary Investigation Unit, August 23, 1982.

Site History

Rancho Cañada de Guadalupe la Visitación y Rodeo Viejo was presented before the Board of the U.S. Land Commissioners.[16] Presentación Ridley lost her claim, and by 1859, a large portion of the rancho, including the area that became Crocker Amazon Playground, was acquired by Alfred Wheeler. Alfred Wheeler (1822–1903) was a native of New York who moved to San Francisco in 1849; he became involved in politics and land use law, and published the reference book *Land Titles in San Francisco* in 1851. Wheeler would over time own more than 6,000 acres of land in San Francisco, including a large portion of Rancho Cañada de Guadalupe la Visitación y Rodeo Viejo.[17]

In 1859, Wheeler began subdividing the rancho land and advertising its convenient access to water, views, and downtown San Francisco.[18] An undeterred Presentación Ridley published warnings alongside Wheeler's newspaper advertisements, claiming to be the rightful owner of the rancho land and warning against purchasing subdivided parcels, stating "any person purchasing from Alfred Wheeler will buy at their own risk."[19] By 1864, Wheeler had formed a partnership with William H. Clark and Jules B. Bayerque, and the majority of the former rancho land was under the ownership of Bayerque, Clark & Wheeler.[20]

By 1861, Wheeler had subdivided and sold a cluster of adjacent properties in the immediate vicinity where Crocker Amazon Playground would later be developed. A map drawn in 1861 shows property boundaries for three parcels owned by Valley, Somps, and an unidentified person; georeferencing tools place the two buildings depicted in this map within the present-day park boundary (Figure 1).[21]



Figure 1. 1861 map of the City and County of San Francisco (edited by author), showing buildings noted in back, and approximate boundaries of Crocker Amazon Playground highlighted in red (Published by Henry G. Langley, 1861; in the collection of David Rumsey)

Phillip Vallet, also listed as Phillip Villet, was described as a farmer in the 1861 San Francisco city directory, indicating he used this property for agriculture.[22] Research has not uncovered any additional information about Vallet's life. Pierre G. Somps (1836-1904) emigrated from France in 1852, and after a short time mining in Tuolumne County, he relocated to San Francisco and became a farmer credited with growing the first strawberries sold at local markets.[23] City directories state he was a vegetable gardener in

[16] McDonnell, Juana Briones, 96-97; "Law Courts," Daily Alta California, November 25, 1851; "Estate of Robert T. Ridley," Daily Alta California, March 12, 1852; "Board of U.S. Land Commissioners," Daily Alta California, August 2, 1854.
[17] "Death Claims a Noted Pioneer," San Francisco Chronicle, August 19, 1903.
[18] "Land! For Country Seats, Farms or Gardens," advertisement placed by Alfred Wheeler, Daily Alta California, January 4, 1859.
[19] "Caution to the Public," advertisement placed by Presentación Ridley, Daily Alta California, January 4, 1859.
[20] James Butler, Map of the City and County of San Francisco [map], 1:15,840 (San Francisco: Britton & Co., 1864).
[21] V. Wackenreuder, City and County of San Francisco, Compiled from Official Surveys, and Sectionized in Accordance with U.S. Surveys [map], 1:32,800 (San Francisco: Henry G. Langley, 1861). The georeferenced version of the map is accessible at the David Rumsey Map Collection, https://www.davidrumsey.com/luna/servlet/detail/RUMSEY~8~1~2290~180032:City-And-County-Of-San-Francisco-?qvq=mgid:63354&mi=13&trs=18.
[22] San Francisco City Directory, 1861.
[23] "Pioneer Has Fatal Relapse," San Francisco Chronicle, May 30, 1904.



Figure 2. 1869 map of the City and County of San Francisco (edited by author), approximate boundaries of Crocker Amazon Playground highlighted in red (Published by Britton & Rey, 1869; in the collection of David Rumsey)



Figure 3. 1895 map of the City and County of San Francisco (edited by author), approximate boundaries of Crocker Amazon Playground highlighted in red (Anonymous, 1895; in the collection of David Rumsey)

Visitacion Valley in 1858, operated a garden "on Old San José Road 6 miles from City Hall" in 1865, and was a farmer at an unspecified location in 1868; presumably these activities took place at the lot he owned within the present-day park boundary.[24]

By 1869, residential development, or at least the framework for future residential development, had begun to extend to the formerly remote area, as homestead associations including the Excelsior Homestead and Visitacion Valley Homestead began to plat blocks around the present-day site of Crocker Amazon Playground (Figure 2). By this year, Somps still owned his large parcel, although he and his family lived not at the parcel but in various locations closer to downtown San Francisco. Vallet had sold his property to a J. A. Mason, and Amazon Avenue had been extended east between the two parcels to connect to Diamond Street (no longer extant).[25]

By 1895, Somps still owned his lot, and the Mason lot had been purchased by real estate investment firm Bayerque Land Co. (Figure 3).[26] Large parcels of land in the surrounding area were owned by the Crocker Estate Company, as that company began to prepare for the subdivision of a residential park in the area.

A map published in 1911 shows several buildings on the present-day site of Crocker Amazon Playground, including two at the middle of the Somps lot, and six south of Amazon Avenue on the lot owned by the Bayerque Land Co. (Figure 4).

Four years later, an updated version of the same map shows significant change in the area. While the Somps tract remained undivided, the land south of Amazon Avenue had been purchased by the development company behind the Mission & Amazon Tract (later named Crocker Amazon), and

[24] San Francisco City Directories, 1858, 1865, 1868.
[25] George H. Goddard, City and County of San Francisco [map], 1:16,000 (San Francisco: Britton & Rey, 1869).

[26] Guide Map of the City & County of San Francisco [map], 1:26,000 (San Francisco: n.p., 1895); David G. Dalin and Charles A. Fracchia, "Forgotten Financier: François L. A. Pioche," California Historical Quarterly (Spring, 1974) Vol. 53, No. 1, 17-24.

a new roadway, East Bay Boulevard (now Geneva Avenue) had been established at what would become the present-day site of Crocker Amazon Playground (Figure 5).[27]

After Pierre G. Somps died in 1904, his window Pauline Somps married John Tonningsen, a prominent businessperson, in 1906. The Tonningsens retained what was still known as the Somps lot until 1920 when they sold it to the City of San Francisco.[28]

PLAN FOR RESERVOIR USE AND ACQUISITION BY THE SAN FRANCISCO PUBLIC UTILITIES COMMISSION, 1919-1934

In the early 1890s, the City of San Francisco identified the Tuolumne River flowing through Hetch Hetchy Valley in the Sierra Nevada as a potential source of a municipally owned water conveyance system that would provide an alternative to the privately held Spring Valley Water Company. The city formally selected Hetch Hetchy Valley in 1901, and Mayor James D. Phelan filed for water rights as a private citizen and conveyed those rights to the city in 1903. Upon learning of the acquisition, private landowners feared the loss of their rights to draw water from the watershed and filed extensive legal challenges, prompting the city to abandon the plan.[29]

Mayor Eugene Schmitz revived the plan to develop a municipal water system shortly after the devastating 1906 earthquake and fires. The city requested a permit to develop water infrastructure, including a dam and reservoir, in the Hetch Hetchy Valley from the federal government because the valley was located within Yosemite National



Figure 4. 1911 map of the City and County of San Francisco (edited by author), approximate boundaries of Crocker Amazon Playground highlighted in red (August Chevalier, 1911; in the collection of David Rumsey)



Figure 5. 1915 map of the City and County of San Francisco (edited by author), approximate boundaries of Crocker Amazon Playground highlighted in red (August Chevalier, 1915; in the collection of David Rumsey)

[27] August Chevalier, The Up to Date Map of San Francisco [map], 1:27,000 (San Francisco: self-published, 1915).
[28] San Francisco City Directories, 1858, 1865, 1868; "Pioneer Has Fatal Relapse," San Francisco Chronicle, May 30, 1904; "Pierre G. Somps," U.S. Find a Grave Index, 1600s-Current, accessed via Ancestry.com; California Voter Registers, 1866-1898; U.S. Federal Census, 1880; accessed via Ancestry.com; San Francisco City Directory, 1901; "Met After Fire, Will Now Wed," San Francisco Chronicle, September 29, 1906.
[29] Warren D. Hanson, San Francisco Water and Power: A History of the Municipal Water Department & Hetch Hetchy System (San Francisco: San Francisco Public Utilities Commission, 2005), 20-22.

Park. In 1908, the Secretary of the Interior issued a permit granting the construction of reservoirs, dams, aqueducts, and other infrastructure at Hetch Hetchy Valley and Lake Eleanor, and two years later, city voters passed a bond to fund the project. Vocal opposition from John Muir and other environmentalists, the privately held Spring Valley Water Company, and several water districts stalled the project, however. In 1913, following a heated battle in the U.S. Congress, U.S. Representative John Edward Raker's namesake bill was passed, granting the city the right to construct the Hetch Hetchy water system and bypassing the federal permit system. The Raker Act of 1913 cleared the way for the city to begin construction the following year.[30]

Concurrent with the passage of the Raker Act, the charismatic politician James D. Phelan was elected as mayor in 1912 and promptly appointed M. M. O'Shaughnessy as City Engineer to oversee the Hetch Hetchy project. Built over the course of twenty-four years, it would ultimately include the O'Shaughnessy Dam and reservoir completed in 1923 in the Hetch Hetchy Valley and a complex system of reservoirs, powerhouses, and aqueducts conveying water by gravity approximately 160 miles west to San Francisco. Water would be delivered to the city upon the completion of the municipal water system in 1934.[31]

M. M. O'Shaughnessy initially planned for the construction of a terminal reservoir at the location of present-day Crocker Amazon Park. Known as the Amazon Reservoir, it would hold 340 million gallons of water, the equivalent of a nine-day supply of water for the city, within a fifty-five-acre site. The site was selected for its slope and elevation (240 feet) to accommodate the gravity-fed water system and because it included the "old Somps tract," a twenty-six-acre undeveloped parcel of land owned by the Tonningsens. In 1919, the Board of Supervisors authorized eminent domain proceedings for the $1.5 million reservoir. The land acquisition was reported as the city's largest since purchasing the site for the new Civic Center and would be the largest in size, after Golden Gate Park, Lincoln Park, and the Laguna Honda Hospital.[32]

In 1920, the city had paid the Tonningsens $97,000 for their parcel of land, thereby consolidating the land it would need for the reservoir. It planned to purchase additional parcels as a buffer around the site.[33] The Board of Supervisors reported the acquisition of smaller Crocker Amazon Tract lots through the 1920s, including payments of the following:

- $7,000 to Giacomo Armanini for Lots 7, 8, 9, and 10 of Block No. 6400 of the Crocker-Amazon Tract, Subdivision No. 2;
- $1,800 to August and Helena Hofman for Lots 28 and 29 of Block No. 6400 of the Crocker-Amazon Tract, Subdivision No. 2;
- $5,000 to L. C. and Esther C. Ibanez for Lot 34 in Block No. 20 of the Crocker-Amazon Tract;
- $5,000 to Jean Victor and Geraldine Lafitte for Lots 10 and 11 of Block No. 20 of the Crocker-Amazon Tract;
- $1,250 to the Burnett Building & Loan Association for land adjacent to the Somps Tract;
- $3,463 to the Martin Investment Company, Sophie G. Harvey, and Genevieve G. Riley for land adjacent to the Somps Tract;
- $1,750 to Agnes D. Denny for land adjacent to the Somps Tract; and
- $725 to Louis C. and Annie Weyland for Lot No. 3 in Block No. 20 of the Crocker Amazon Tract.[34]

In 1929, the Amazon Reservoir was illustrated in a map of the Hetch Hetchy water supply published by the Department of Public Works (Figure 6). Although the site was assembled and largely cleared, the Amazon Reservoir ultimately was not constructed; research has

[30] Hanson, San Francisco Water and Power, 22-27.
[31] Hanson, San Francisco Water and Power, 27-30.
[32] "Condemnation Suit Ordered for Reservoir," San Francisco Examiner, January 21, 1919; "City Selects Reservoir Site," San Francisco Examiner, January 19, 1919.
[33] "Reservoir Site Deal is Closed," San Francisco Examiner, February 29, 1920.
[34] Journal of the Proceedings Board of Supervisors, City and County of San Francisco 16, no. 2 (San Francisco: The Recorder Printing and Publishing Co., 1921), 178-179, 223, 255-256, 686-687, 970.

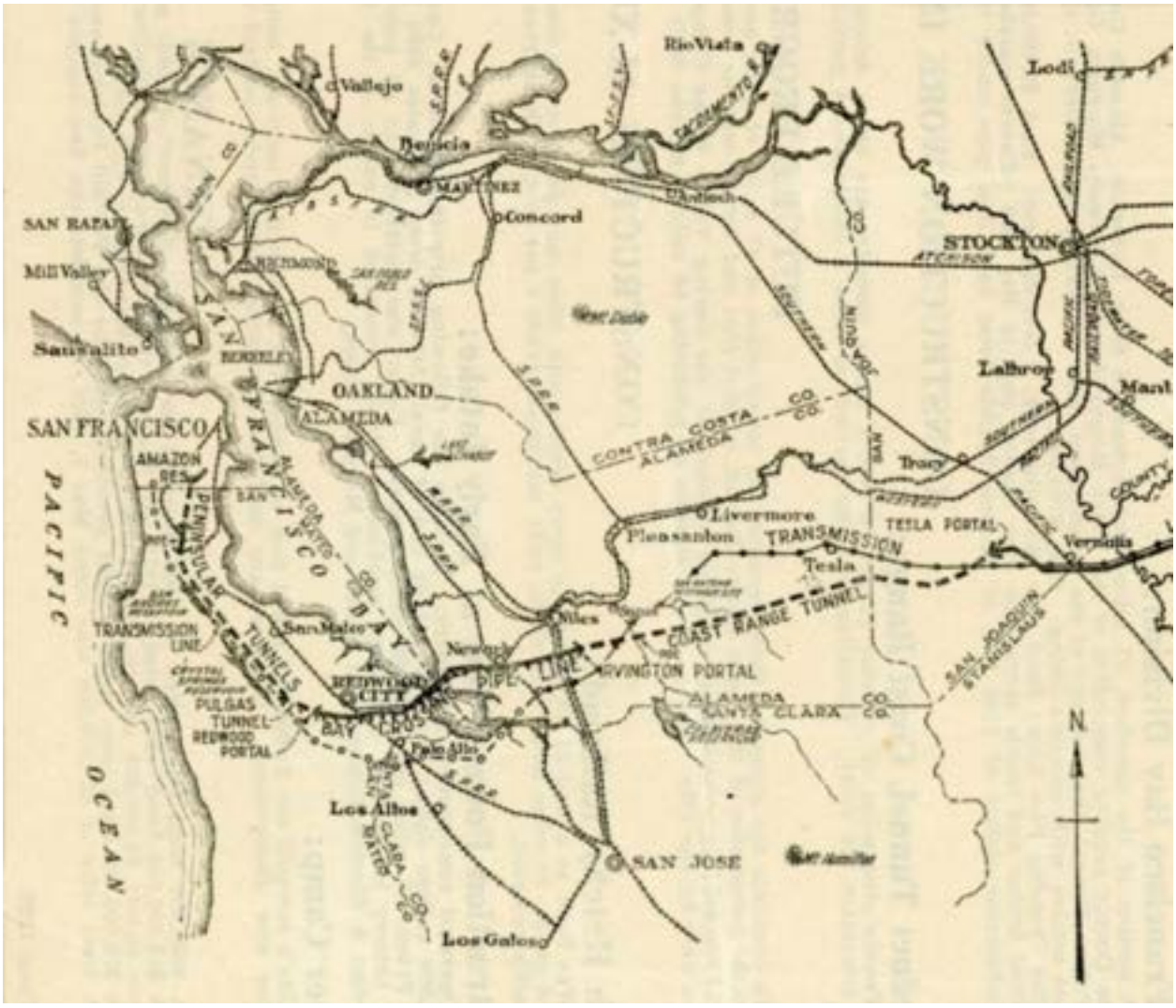


Figure 6. 1929 map of the Hetch Hetchy water system (edited by author) with planned location of the Amazon Reservoir (San Francisco Department of Public Works, 1929; in the collection of L. W. Currey, Inc.)

not uncovered a reason for this late change of plans. By 1935, a revised map of the Hetch Hetchy water system depicts three aqueducts extending from the Crystal Springs, Pilarcitos, and San Andreas reservoirs on the peninsula to the University Mound, College Hill, and Laguna Honda reservoirs in the city.[35]

[35] San Francisco Public Utilities Commission, San Francisco Water and Power (n.p., 1935), map precedes the table of contents.

The Amazon Reservoir site remained as open land nestled in between the rapidly developing residential neighborhoods of Crocker Amazon and the Excelsior. The San Francisco Public Utilities Commission (SFPUC) leased the site to truck farmers for approximately $150 per month. These farmers planted vegetable gardens and took advantage of the handful of buildings, including a residence, three barns, and several outbuildings, that remained on the site. In 1934, T.

Ferrando & Co. was paid $1,300 and F. Giocondi and others were paid $1,600 to terminate their leases in preparation for converting the site to a park.[36]

RECREATION COMMISSION LEASE AND WPA/ SERA IMPROVEMENTS, 1932-1941

In 1932, residents of adjacent neighborhoods attended an SFPUC hearing to recommend the construction of a playground at the Amazon Reservoir site; the commission supported the idea. In particular, the Crocker Amazon Park Improvement Association was an enthusiastic and vocal advocate for the park throughout its design and construction. In late 1932, the SF Recreation and Park Commission (SFRPC) agreed to lease the reservoir site from the SFPUC for $150 a month for a ten-year period. In January 1933, the SFPUC officially leased the reservoir site to the SFRPC to develop a playground, baseball facilities, and courts and fields for other sporting activities.[37] On August 7, 1934, Mayor Angelo Rossi and other local dignitaries attended the ground breaking for what would become the city's largest dedicated recreational facility at that time.[38]

Working as a consultant architect for the SFRPC, William G. Merchant designed the site plan, landscape plan, buildings, and sport court and field configurations of Crocker Amazon Playground in 1935 (Figure 7).[39] Merchant completed several proposed schemes for the site, all of which divided the site into four quadrants and included eleven baseball diamonds. New roads within the site included the North-South Axis Road, aligning approximately with Prague Street, and the East-West Axis Road, aligning approximately with Italy Street. All schemes included a mixture of L-plan, bracket-plan, and single-rise bleachers, located at exterior corners of all four quadrants of the site.[40] As planned, the larger concrete bleachers would seat 6,000 spectators and include amenities, such as lockers and showers, and the smaller bleachers would seat 600 people.[41]

In addition to the quadrants, baseball diamonds, and bleachers, Merchant located a grouping of sport courts in the triangular section on the west perimeter of the park. These courts would include six tennis courts, a volleyball court, two basketball courts, and a horseshoe court area. A series of curvilinear pathways would extend from the sidewalk along Moscow Street and provide access to the courts. The southwest corner of the park was designed to include a large field house, a small convenience station, lawns, a "mother's area," a children's tanbark play area,

[36] SF Recreation and Park Commission, "Topographic Map of Crocker Amazon Site," drawing dated November 14, 1933, RP-031-33-3; "Playground Permit Given," San Francisco Examiner, May 9, 1933; "Resolution No. 1258, Code No. 12.17352," San Francisco Chronicle, February 1, 1934; W. S. Salisbury, President of the Crocker Amazon Improvement Association, to William Mooser Jr., dated December 14, 1937, in Report on the Progress of the Works Program in San Francisco, January 1938, William Mooser Jr. (n.p., 1938), 169-170.
[37] "Commission Asks Money for Airport," San Francisco Examiner, September 27, 1932; "Playground Planned for Crocker Amazon," San Francisco Examiner, January 12, 1933; "Playfield Approved," San Francisco Examiner, December 2, 1932; "Playground Site Permit Approved," San Francisco Examiner, January 7, 1933.
[38] "Baseball Dedication on Today, Crocker-Amazon Tract Fete," San Francisco Chronicle, August 7, 1934.
[39] SF Recreation and Park Commission, Minutes for SF Recreation and Park Commission Hearings, November 17, 1934, November 21, 1934, December 19, 1934, April 17, 1935, compiled in San Francisco Park & Recreation Commission Minutes, Volume 1908-1937 [microform], on file at the San Francisco Public Library and digitized by the Internet Archive; University of California, Berkeley Environmental Design Archives, "Merchant, William," accessed April 30, 2022, https://archives.ced.berkeley.edu/collections/merchant-william.
[40] William G. Merchant, "Proposed Scheme "H" Layout and Location for Eleven Baseball Diamonds (drawing)," 1935; William G. Merchant, "Proposed Scheme "F" Layout and Location for Eleven Baseball Diamonds (drawing)," 1935; William G. Merchant, Proposed Scheme "E" Layout and Location for Eleven Baseball Diamonds (drawing)," 1935; William G. Merchant, Proposed Scheme "F" Layout and Location for Eleven Baseball Diamonds, Sheet 2 (drawing)," 1935; William G. Merchant, "Crocker Amazon Layout of Paths," Sheet No. 1, drawing dated June 1937, RP-031-37-3; William G. Merchant, "Crocker Amazon Half Plans & Details of Staircases on Lines J+40 & G+04," Sheet No. 2, no date, presumed 1937, RP-031-37-3.
[41] "Ceremony to Usher in Work on B. B. Field," San Francisco Chronicle, August 2, 1934.

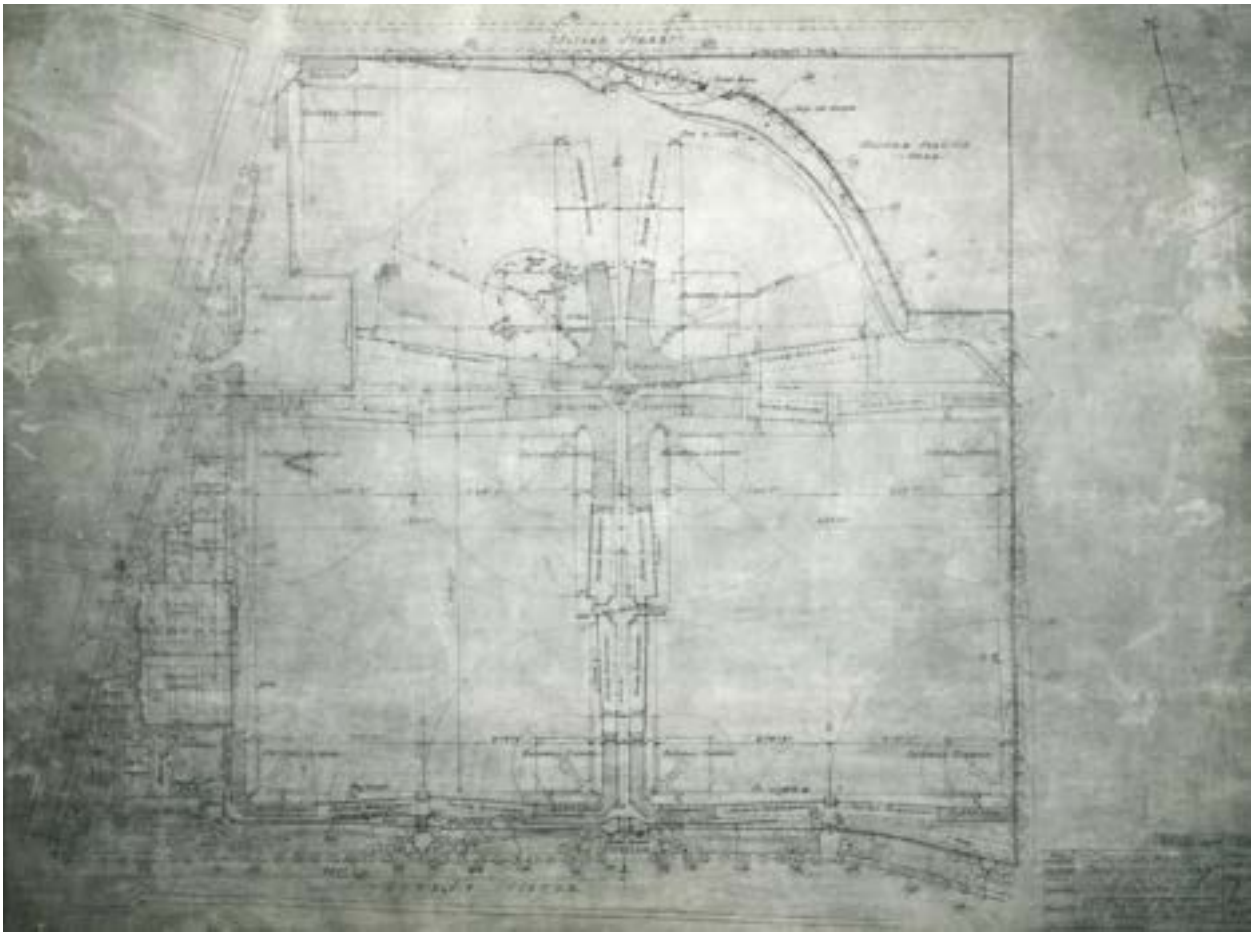


Figure 7. William G. Merchant plan for Crocker Amazon Playground, 1935 (William G. Merchant Archive, Environmental Design Archive, UC Berkeley)

and a small reflecting pool or fountain. Along Geneva Avenue, a series of curvilinear pathways would intersect with pedestrian roundabouts. Three staircases into the park along Geneva Avenue included the main staircase with access to the North-South Axis Road, and two smaller staircases with access to the baseball diamonds.[42]

The construction of Crocker Amazon Playground was largely implemented with funding and labor from the State Emergency Relief Administration (SERA) and the Works Progress Administration (WPA). SERA was formed by the State of California in 1933 to distribute federal relief funds by paying wages to unemployed workers hired to help complete a wide array of projects.[43] Crocker

[42] William G. Merchant, "Crocker Amazon Layout of Paths," Sheet No. 1, drawing dated June 1937, RP-031-37-3; William G. Merchant, "Crocker Amazon Half Plans & Details of Staircases on Lines J+40 & G+04," Sheet No. 2, no date, presumed 1937, RP-031-37-3.

[43] California State Archives, "Inventory of the State Relief Administration Records, F3448," 2004, accessed on April 30, 2022, http://pdf.oac.cdlib.org/pdf/csa/streliad.pdf.

Amazon Playground was assigned WPA Project Numbers 1151, 3838, and 8978(4), and received just over $938,000 in funding.[44] Work at the site included excavating soil and creating embankments; installing and seeding loam; paving driveways and pathways; installing a sprinkler system, rock gutters and steps, log retaining walls, artificial stone sidewalks, fencing, plantings, and other small-scale features; grading an area for two playgrounds; upgrading a convenience station; and surfacing tennis courts.[45] At Crocker Amazon Playground, SERA employed upward of 1,000 men, including paying approximately 500 men $113,000 to grade, level, and seed the land for the baseball diamonds (Figure 8).[46] Through the close of the 1930s, Crocker Amazon Playground was the largest and best-funded of the seventy individual WPA-funded parks and recreation projects completed within the city.[47]

Despite the influx of WPA and SERA funding and labor, the construction of Crocker Amazon Playground proceeded slowly from its ground breaking in 1934 through the end of the 1930s. The tennis courts at the west end were among the earliest components completed in 1937 (Figure 9). W. S. Salisbury, president of the Crocker Amazon Improvement Association, was highly complementary of the tennis courts and landscaping, stating that residents were grateful for the ability to host tennis tournaments. By January 1938, the fields for the baseball diamonds had been graded and seeded, although the grass needed additional time to grow. While it would officially open to the public in August 1938, the completion of the entire project was anticipated to take



Figure 8. SERA workers leveling the site of Crocker Amazon Playground, no date (ca. 1935) (National Archives Record Group 69.3.1, published on the website of the Living New Deal)



Figure 9. Completed basketball, tennis, and volleyball courts, no date (ca. 1937) (San Francisco Public Library, Historical Photo Collection, AAB-8289)

[44] Clyde E. Healy, San Francisco Improved: Report of Clyde E. Healy, Assistant City Engineer-City of San Francisco and Coordinator of W.P.A. Projects, Period October 10, 1935 to August 31, 1939 (San Francisco: n.p., 1939), 61-62.
[45] Clyde E. Healy, San Francisco Improved, 61-62.
[46] "Playground Permit Given," San Francisco Examiner, May 9, 1933; "San Francisco Will Have 12 New Diamonds," San Francisco Chronicle, February 1, 1934; "SERA Slates Ditch Digging, Opera Projects," San Francisco Chronicle, August 5, 1934.
[47] Timothy Keegan, "W.P.A. Construction in San Francisco (1935-1942)," The Argonaut 14, no. 1 (Spring 2003), republished on FoundSF, accessed April 30, 2022, https://www.foundsf.org/index.php?title=W.P.A._Construction_in_San_Francisco_(1935-1942).

another two-and-a-half years. The city installed temporary bleachers and dressing rooms to serve as a stopgap.[48]

An aerial photograph taken in 1938 indicates that by that year, the North-South Axis Road and East-West Axis Road been platted; the convenience station and small reflecting pool had been constructed at the southwest corner of the site; all of the sport courts were completed; the Moscow Street Parking was installed; wood bleachers had been installed flanking the northwest corner of the site and at the north and south sides of the southeast quadrant of the park; construction of two concrete bleacher buildings was underway at the southwest quadrant of the site; and trees and other vegetation had been planted along the axis roads, at the parking lot, and around the perimeter of the park (Figure 10).[49] By October 1938, a soccer field was under construction at the southeast corner of the park and opened the following year in time for the upcoming soccer season.[50]

By the end of 1939, Crocker Amazon Playground had received $938,869 in WPA funding for its planned and ongoing improvements, the largest expenditure for a single playground site in the city.[51] In spite of this, in 1940, the Crocker Amazon Park Improvement Association complained to the Recreation Commission that the Crocker Amazon facilities were insufficient. Superintendent of Recreation Josephine Randall responded that a playground director was located on site and that one baseball diamond and the tennis, volleyball, basketball, and horseshoe courts were open to the public daily. Randall reported that two Class AA baseball diamonds for semi-pro teams would be completed by the WPA by the end of 1940. She also stated that the city lacked the funds to build the field house as originally planned, and that the convenience station would have to suffice.[52]

In October 1940, the San Francisco Chronicle reported that the first of the Class AA baseball diamonds with a concrete bleacher building had been opened for semi-pro baseball games. The article stated that "The infield is second to none in the country and the club house facilities are styled after the Seals' Stadium, with individual dressing stalls, tile shower rooms, and other conveniences. There are ample bleacher accommodations for twenty-five hundred people, all enclosed with wire mesh fence as added protection for the fans."[53] A similar baseball diamond was predicted to open in early 1941.[54]

By 1941, two concrete bleacher buildings with baseball diamonds were completed in the southwest quadrant of the park, and third concrete bleacher building was completed in the southeast quadrant of the park, providing viewing for a football field (Figure 11). The three free-standing concrete

[48] "Local Semipros to Have New Diamonds This Year," San Francisco Chronicle, January 3, 1938; "S. F. to Get New Baseball Plant, School, Church," San Francisco Chronicle, January 15, 1938; "Tennis Lessons," San Francisco Examiner, December 18, 1938; W. S. Salisbury, President of the Crocker Amazon Improvement Association, to William Mooser Jr., dated December 14, 1937, in Report on the Progress of the Works Program in San Francisco, January 1938, William Mooser Jr. (n.p., 1938), 169-170; "Name for Recreation Center Starts Debate," San Francisco Chronicle, March 9, 1938; "$10,000 More Asked for Park," San Francisco Chronicle, April 8, 1938; "$61,845,915 Budget Voted," San Francisco Examiner, May 24, 1938; untitled article under "Geary Group, Police Board to Debate 'Angle' Parking," San Francisco Chronicle, July 28, 1938; "Real Estate, Development News of S. F. and Bay Area," San Francisco Chronicle, August 6, 1938 "S.F. Gears Up to Spend-Lend Plan," San Francisco Examiner, August 9, 1938; untitled article under "Mission Civic Club Urges Bernal Heights Tunnel," San Francisco Chronicle, August 11, 1938.

[49] Harrison Ryker, "63. San Francisco Aerial Negative," Harrison Ryker Aerial 1938 Survey, 1:6,000, August 1938, accessed via Internet Archive.

[50] "Soccer Men Cancel Card," San Francisco Chronicle, October 16, 1938; "Teutonia Rovers Win," San Francisco Chronicle, October 30, 1939; "Soccerites Meet Today," San Francisco Chronicle, October 19, 1941.

[51] Healy, San Francisco Improved, 37.

[52] "City Gives Ruling on Playground," San Francisco Chronicle, March 13, 1940.

[53] "Crocker Amazon Field Opens for Baseball," San Francisco Chronicle, October 12, 1940.

[54] Leo S. Bunner, "Seals Stadium Recreation Leagues Open," San Francisco Chronicle, October 13, 1940; Leo S. Bunner, "Leagues Five Weeks Late Now," San Francisco Chronicle, December 30, 1940.



Figure 10. Aerial photograph of Crocker Amazon Playground under construction, 1938 (Harrison Ryker, Frame 63, 1938, in the collection of David Rumsey Maps)

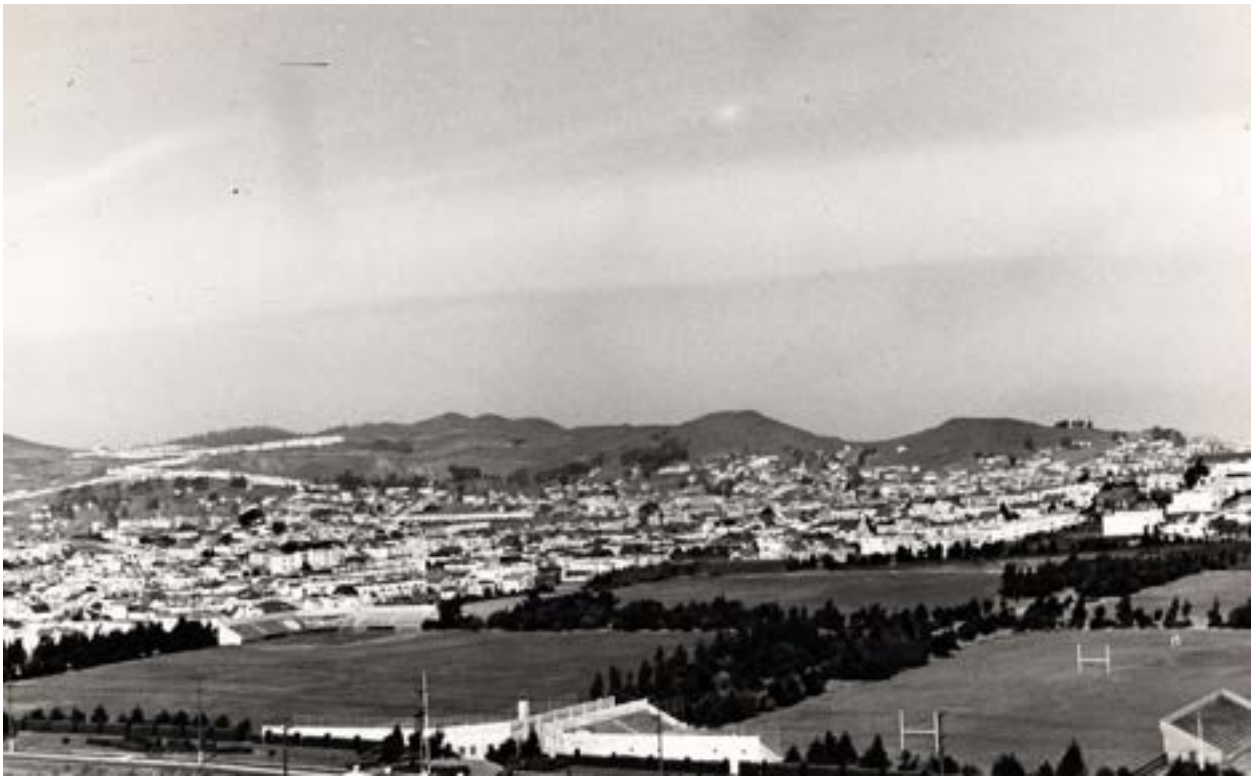


Figure 11. Crocker Amazon Playground at completion, no date (ca. 1941) (San Francisco Public Library, Historic Photo Collection, AAB-8292)

bleacher buildings at Crocker Amazon Playground were the only WPA-funded buildings of this type designed and constructed in San Francisco.[55] Additional features included wood bleachers and a baseball diamond in the northwest quadrant of the park, and wood bleachers and a soccer field at the southeast quadrant of the park.[56]

Over the next several years, Crocker Amazon Park remained largely unaltered, and local residents and semi-pro baseball teams enjoyed the numerous fields and courts at the site. By 1943, trees, shrubs and vegetation planned by William G. Merchant in 1935 and planted by the WPA and SERA workers had begun to mature, and Crocker Amazon Playground flourished as a neighborhood playground and recreation center (Figure 12).

[55] Healy, San Francisco Improved, 56, 62, 71-72.
[56] Fairchild Aerial Surveys, Flight C-6660, Frame 25, 1941, accessed via University of California, Santa Barbara Library.



Figure 12. Aerial photograph of Crocker Amazon Playground, 1943 (Frame 2b-131, 1943, in the collection of UCSB/Framefinder)

WARTIME USE, 1941-1945

During World War II, the U.S. Armed Forces significantly expanded its presence in California. In 1930, primary military installations within California included the San Francisco Presidio and Mare Island Naval Shipyard in the San Francisco Bay Area, Fort Ord near Monterey, March Air Reserve Base in Riverside, naval facilities in San Diego, and others. During the war, the military rapidly expanded existing facilities and established new ones, resulting in the dramatic transformation of the San Francisco Bay Area. In particular, the Bay Area became the nation's largest shipbuilding center, resulting in an influx of new residents and the rapid construction of new housing and urban infrastructure.[57]

The military buildup during the war extended into San Francisco's parks, primarily through the temporary occupation of parks and playgrounds. The U.S. Army began occupying Moscone Park adjacent to Fort Mason shortly after the bombing at Pearl Harbor and installed barracks for an embarkation camp. The Women's Army Corps later occupied the site for the remainder of the war. The U.S. Army and Navy also took over portions of present-day Crocker Amazon, Potrero Hill, and Presidio Wall (formerly Julius Khan) playgrounds and the non-extant Father Crowley playground.[58]

In the early years of the war, Crocker Amazon Playground continued to be used by the public; baseball, soccer, and cricket matches were held by local teams, and residents enjoyed the courts and play areas.[59] The first documented use of the park by the military occurred in mid-August 1941, when groups of U.S. Army soldiers camped overnight while traveling from Fort Ord and Camp San Luis Obispo north to Washington. In October 1941, SFRPC Superintendent Josephine Randall advised Mayor Rossi to recommend to the SFPUC the construction of permanent buildings at Crocker Amazon for military recreation, a plan that never came to fruition. In December 1942, the SFRPC announced that it would plant a victory garden at the playground, to augment gardens that already had been planted at several other parks throughout the city.[60]

On December 9, 1944, the U.S. Navy commissioned the park for use as a temporary receiving hospital. Known first as Fleet Hospital No. 113, the facility was renamed the U.S. Naval Receiving Hospital in February 1945. The receiving hospital was the first of its kind in the nation and replicated mobile medical units employed at naval bases overseas in the Pacific Theater. Wounded servicemen were received at the hospital upon returning stateside and were fed, screened, and entertained before being transferred to other hospitals. The facility also trained medical officers and nurses.[61]

The temporary receiving hospital comprised prefabricated buildings initially erected at the Medical Supply Depot in Brooklyn, disassembled, shipped to San Francisco, and installed at Crocker Amazon Playground in less than four months (Figure 13). When complete, the site included approximately sixty buildings, including an administration building, medical and surgical wards, a galley, mess halls, a recreation building with a movie theater, store, and other amenities. Other buildings housed a post office, garage, storerooms, laundry facilities, and a bag room to store luggage. The facility had a 2,000-bed capacity, and,

[57] Rawls and Bean, California, 354-358; Marilynn S. Johnson, The Second Gold Rush: Oakland and the East Bay in World War II (Berkeley: University of California Press, 1993), 1-4.
[58] Randolph Stephen Delehanty, "San Francisco Park and Playgrounds, 1839 to 1990: The History of a Public Good in One North American City" (PhD diss., Harvard University, 1992), 421.
[59] Leo S. Brunner, "Sherrys Play Owl Drugs at San Mateo," San Francisco Chronicle, January 30, 1944.
[60] "Motorists Asked to Assist Troop Moves," San Francisco Examiner, August 16, 1941; "Development of Playground Area Sought," San Francisco Chronicle, October 28, 1941; "Victory Gardens in City Playfields," San Francisco Chronicle, December 27, 1942.
[61] "S.F. Navy Hospital Unit to be Opened," Oakland Tribune, December 8, 1944; U.S. Naval Receiving Hospital, U.S. Naval Receiving Hospital, December 1944-December 1945, Anniversary Booklet (n.p., 1945); "Fleet Hospital No. 113 Commissioned," Journal of the American Medical Association 126, no. 18 (December 30, 1944): 1157; "Decommissioning Date is Slated for 15 December," Receiving Examiner 2, no. 13 (December 6, 1945): 1.



Figure 13. Fleet Hospital No. 113 under construction, no date (ca. 1944) (San Francisco Public Library, Historic Photo Collection, AAB-8288)

after the first patients arrived on December 24, 1944, the hospital treated 1,000 patients weekly.[62]

An aerial photograph taken in 1948 shows the full extent of hospital construction and the relation of the hospital to the preexisting landscape features and buildings of Crocker Amazon Playground (Figure 14). Existing axis roads remained in place, along with most of their mature vegetation, and additional east-west roads were established. Hospital buildings were located primarily on the park's sport fields, as well as in the previously undeveloped Upper Terrace Area at the northeast corner of the site, and to the east, beyond what has formerly functioned as the east perimeter of the park. Long, narrow buildings were primarily arranged north-south parallel to Moscow Street, and smaller buildings were placed perpendicular to the longer buildings, forming a T-shaped configuration, with larger buildings and open space scattered throughout the facility. The existing concrete bleacher buildings and wood bleachers at the northwest corner of the site remained in place, as did all of the features along the south and west perimeter of the park, including the curvilinear pedestrian pathways, play area, convenience station, sport courts, and parking lot.[63]

Installation of the hospital buildings chewed up much of the turf lawns and roads within Crocker Amazon Playground, and the Navy paved streets and graded, sodded, and planted new lawns and flowers.[64] Enlisted men and women who worked at or were treated at the receiving hospital had access to the basketball, tennis, and horseshoe courts and a newly erected gymnasium for indoor sports. Basketball and softball teams representing Fleet Hospital No. 113 competed in friendly tournaments with other

[62] "Fleet Hospital No. 113 Commissioned," Journal of the American Medical Association 126, no. 18 (December 30, 1944): 1157; U.S. Naval Receiving Hospital, U.S. Naval Receiving Hospital, December 1944-December 1945, Anniversary Booklet (n.p., 1945).

[63] Harrison Ryker, "87. San Francisco Aerial Negative," Harrison Ryker Aerial 1948 Survey, 1:6,000, August 1938, accessed via David Rumsey Map Collection.

[64] Aerial Photograph, Project No. CP000, Roll 2, Frame 85, 1:23,600, July 29, 1946, accessed via USGS EarthExplorer; U.S. Naval Receiving Hospital, U.S. Naval Receiving Hospital, December 1944-December 1945, Anniversary Booklet (n.p., 1945).



Figure 14. U.S. Naval Receiving Hospital at Crocker Amazon Playground after decommissioning, 1948 (Harrison Ryker, Frame 87, 1938, in the collection of David Rumsey Maps)

Bay Area naval hospitals, including Oak Knoll in Oakland.[65] After less than a year of operation, however, the U. S. exited World War II in September 1945, and the U.S. Naval Receiving Hospital was soon thereafter decommissioned on December 15, 1945.[66]

POST-WWII VETERAN'S HOUSING AND RETURN TO PARK USE (1945-1960)

After World War II, San Francisco experienced a rapid population increase as veterans returned home, people who had moved to the area for wartime work remained, and new settlers arrived. An acute housing shortage was compounded by the lack of building materials for new privately built housing. In April 1946, the San Francisco Board of Supervisors approved the city's participation in a federal program to convert what had been temporary wartime buildings into 1,200 units of housing for veterans and their families. The city agreed to provide $70,000 of the estimated $3.7 million cost to convert the buildings at the U.S. Naval Receiving Hospital at Crocker Amazon Playground, as well as WAVES barracks in Balboa Park and dorms at Hunters Point, into two- and four-room apartments. The Federal Public Housing Administration (FPHA) would disburse the funds and oversee the rehabilitation of existing buildings and construction of new infill buildings. The SFPUC would retain ownership and lease Crocker Amazon Playground to the San Francisco Housing Authority (SFHA), who would maintain and rent the unit. The terms of the SFPUC lease included the condition that the property would be returned to its prewar condition after the lease expired.[67]

Work at Crocker Amazon soon commenced but was halted in December 1946 as federal funding dried up and labor and material costs soared. The FPHA allowed construction to resume at a much diminished capacity and reduced the number of units at Crocker Amazon from 744 to 694, prompting the SFHA to assert that over 5,200 veterans were waiting for housing.[68] In turn, San Francisco Mayor Roger Lapham wrote to President Harry S. Truman, stating "I am at a loss to comprehend how the United States Government can break faith with the State and the city, in view of the critical housing shortage in San Francisco."[69]

At the end of December 1946, the FHPA declared that 120 units at Crocker Amazon and Hunters Point were ready to be occupied. City officials and the SFHA disputed the condition of the units, stating they were substandard. They claimed that the interiors were improperly finished with paper covered with one coat of paint, the interior fixtures needed replacement, and the building exteriors were not waterproof. Jaugdo W. Post, Regional Director for FPHA, replied, "As far as we are concerned, these places are finished. They are not in as good shape as we'd like them to be."[70] He also stated that "the units in question are identical with some 9500 which have already been accepted by other communities in the region. Only in San Francisco have such units been refused."[71]

The FPHA then stated it would seize the units at Crocker Amazon and Hunters Point if the city did not accept the rental housing by January 8, 1947. The FPHA and SFHA reached a settlement, with the FPHA agreeing to provide an additional $15 per unit for additional painting (a fraction of the $166 per unit requested by the SFHA to make the units

[65] "Defeat T. I. in Tourney Finale by 50-39 Score," The Oak Leaf (U.S. Naval Hospital Oakland, CA), March 17, 1945; "Softballers Split; Beat QM Team and Lose to 113," The Oak Leaf (U.S. Naval Hospital Oakland, CA), May 5, 1945; "Pirates Lose to USNRH113 in Championship Playoff," The Oak Leaf (U.S. Naval Hospital Oakland, CA), September 8, 1945.
[66] U.S. Naval Receiving Hospital, U.S. Naval Receiving Hospital.
[67] "Lapham to Ask State, U.S. Aid to House 2000 Veterans," San Francisco Chronicle, March 20, 1946; "City's Share is Approved in Housing Plan for Vets," San Francisco Chronicle, April 16, 1946.
[68] "Mayor to Scan Housing Plan," San Francisco Examiner, March 19, 1946; "Lapham to Ask State, U.S. Aid to House 2000 Veterans," San Francisco Chronicle, March 20, 1946; "Stanford Outlook: Doubled Enrollment, 3000 Vets," San Francisco Chronicle, August 6, 1946; "Housing Cutback," San Francisco Chronicle, December 20, 1946.
[69] "Veterans' Housing," San Francisco Chronicle, December 24, 1946.
[70] "S. F. Officials Say Units Incomplete," San Francisco Chronicle, December 27, 1946.
[71] "Veterans' Disputes: Housing and S. F. Jobs, FPHA and City Still Disagree on Incomplete Units," San Francisco Chronicle, December 12, 1946.

habitable). Veterans began moving into rental apartments at Crocker Amazon Playground by the end of January 1947. Eventually over 700 families resided at the site, with veterans and their families given priority for leases.[72]

The SFHA operated veteran rental housing at Crocker Amazon Playground through 1951. In 1952, the SFPUC indicated it did not want to renew the SFHA's lease and recommended that the valuable land be transferred to private builders. Discussions over the fate of the property continued over the next several years. The SFHA sought a negotiation wherein it could be released from its obligation to return Crocker Amazon Playground to its prewar condition, and in 1953 attempted to give the San Francisco Recreation and Parks Department (SF RPD) twenty-nine acres in Glen Canyon in exchange for being released from this obligation. SF RPD countered with a plan, never executed, to purchase half of Crocker Amazon Playground from the SFPUC and reinstall baseball diamonds. Another unsuccessful proposition came in 1956 from Mayor George Christopher, who suggested building a major league baseball stadium at the park.[73]

Within a political environment where San Francisco voters had approved major recreation bond funding measures in 1947, 1954, and 1957, the SFPUC ultimately agreed that the Crocker Amazon Playground would be converted back to a public park, and granted a new lease to the SF RPD in January 1957. Over the course of 1957, 600 families that still lived at the site moved to other SFHA properties or secured private housing. In 1958, San Francisco architecture firm Ryan and Lee was retained by the SFHA to undertake restoration of the site. Ryan and Lee had completed previous SFHA projects including the design of the Harbor Slope Housing Project at Hunters Point in 1955, and completed park and playground projects at Laurel Hill Playground in 1955; Portola Playground in 1958; and improvements to existing facilities at the Hunters Point Gymnasium in 1959.[74]

At Crocker Amazon Playground, the firm was tasked with returning the site to its prewar configuration and condition. Plans included the demolition of all buildings and structures constructed at the site during the war; retention and repaving of the cross-axis roads within the park; retention and restoration of the three concrete bleacher buildings; retention of the wood bleachers at the northwest corner of the site; retention and cleaning of the concrete gutter system; and removal of all other grades, slabs, walks, foundation, and piping to a depth of six inches.[75] At the three concrete bleachers, drawings indicate that the buildings' doors and windows had been boarded over during wartime use, and the firm retained all of the original façade detail and most original interior layout and fenestration (Figure 15; also see drawing set in Appendix C).

Ryan and Lee's scope of work excluded any efforts at the sport courts along Moscow Street, suggesting these features remained in operable use during the War and in the postwar era. By September 1959, work on the site's rehabilitation was preceding rapidly, with representatives from SF RPD inspecting the work as it was completed.[76] Although the SFHA continued to object to its obligation

[72] "U.S. May Seize City's Vet Housing," San Francisco Chronicle, January 1, 1946; "S. F. Housing Group Drafts Peace Plan," San Francisco Chronicle, January 3, 1947; "Federal Housing Dispute with City Near Settlement," San Francisco Chronicle, January 9, 1947; "City Will Finish Vet Housing Units," San Francisco Chronicle, January 14, 1947; "Vets Get Those Homes Today," San Francisco Chronicle, January 17, 1947; "U.S. Housing Taken Over by Counties, San Francisco Chronicle, December 23, 1949.

[73] Jackson Doyle, "S. F. Plans Low Income Housing," San Francisco Chronicle, December 3, 1951; "City PUC Asks $71,000 to Draw Up Subway Plan," San Francisco Chronicle, January 29, 1952; "City Land Switch," San Francisco Chronicle, February 16, 1953; "Yerba Buena Center for Aged OK'd," San Francisco Chronicle, August 10, 1956; "Christopher Proposes Ball Park Site," San Francisco Chronicle, December 7, 1956.

[74] "Architects Named for Harbor Slope," San Francisco Chronicle, November 21, 1952, 27; "Paul A. Ryan," American Architects Directory.

[75] Ryan and Lee Architects, "Restoration of Crocker-Amazon Playground, Geneva & Moscow St. for San Francisco Housing Authority," Sheets A-1-A-9 and M1-M3, September 24, 1958.

[76] City and County of San Francisco Recreation and Park Department, "1958-1959 Annual Report," (San Francisco; 1959) 37.

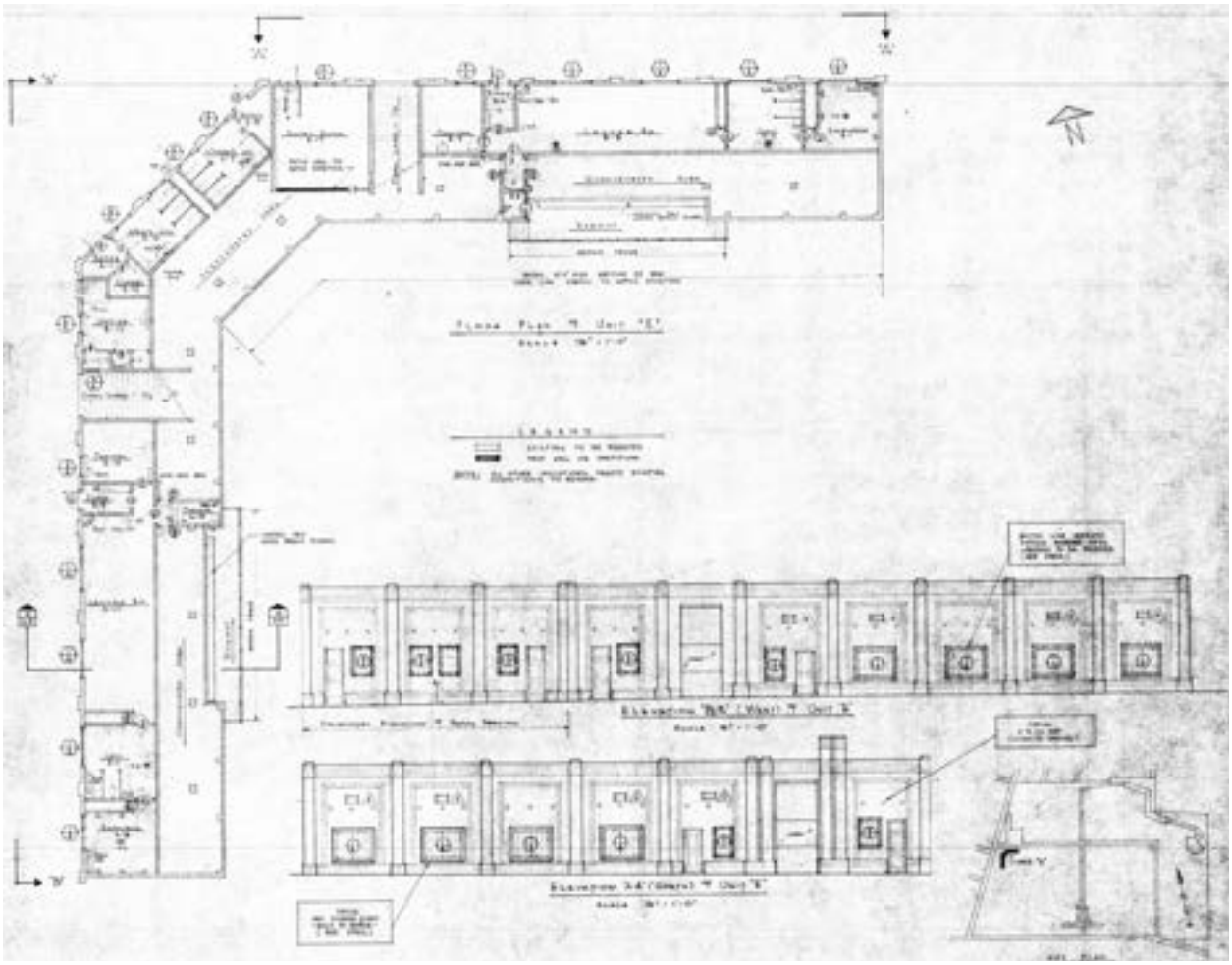


Figure 15. Ryan and Lee, plan for rehabilitation of bleacher building, 1958 (COllection of the San Francisco Recreation and Parks Department)

to return the park to its prewar condition, the park rehabilitation project does not appear to have received any funding from the three major recreation bonds passed between 1947 and 1957.[77] Rather, the SFHA spent $300,000 improving the park before the property was turned over to the San Francisco Recreation and Parks Department at the close of 1959.[78]

[77] City and County of San Francisco Recreation and Park Department, "1958-1959 Annual Report;" "1959-1960 Annual Report;" and "1960-1961 Annual Report," (San Francisco; 1959, 1960, 1961).

[78] San Francisco Recreation and Park Commission, Resolution No. 3467, dated February 26, 1959, in Recreation and Park Commission Minutes January Through December 1959, on file at the San Francisco Public Library and digitized by the Internet Archive.

SAN FRANCISCO RECREATION AND PARK DEPARTMENT MANAGEMENT 1960-PRESENT

Upon taking over management of Crocker Amazon Playground, SF RPD recorded an immediate embrace of the park by neighborhood residents, with annual attendance in 1961-1962 of over 153,000 people, topped only by a handful of other recreation facilities in the city such as North Beach Playground and Fort Funston.[79] The site was maintained by a limited staff, and preparation of some of the turf fields at some of the baseball diamonds was ongoing after the playground opened. In addition to all of the sports and other recreation activities that had historically been enjoyed in the park, new forms of recreation were embraced at the site as well, and a dedicated improved area for model airplane flying enthusiasts was offered by 1962.[80]

Ongoing landscape improvements in the early 1960s included resodding and reseeding the soccer field, located in the southeast quadrant of the park; regrading and reseeding the perimeter lawns along street frontages; the removal of numerous shrubbery groups and replacement with grass beds; removal of largely dead hedges and replacement with younger plants; and thinning, topping, limbing, and removing dead or dangerous trees.[81] An aerial photograph taken in 1965 indicates that despite some changes to landscape features at the site, Crocker Amazon Playground had generally returned to its pre-war configuration (Figure 16).

Ongoing maintenance to sport fields, paving, and trees and other landscape features continued through the 1970s, on a reduced schedule and with reduced maintenance personnel as municipal budgets tightened during a national period of economic recession.[82] In 1978, landscape architect Ted Osmundson designed the La Grande Playground, which was installed by March 1980 at a previously undeveloped area at the northern perimeter of Crocker Amazon Playground.[83] In 1981, after more than a decade of advocacy from the Crocker Amazon Improvement Association, the Clubhouse was constructed with funding from a multi-agency grant; Mayor Diane Feinstein attended the building's dedication.[84]

During the 1986-1987 fiscal year, the Planning and Development office of SF RPD completed master plans for several major parks and recreation areas in San Francisco, including Crocker Amazon Playground.[85] In 1987, San Francisco voters passed a $18 million general obligation bond to fund the restoration of six city recreation facilities, allowing some master plan work to be completed at Crocker Amazon Playground, including a new irrigation system at the sport fields; new lighting; reforestation efforts including three years of staff support; refreshed asphalt paving; installation of vinyl-coated fencing; installation of the Clubhouse Playground; and construction of the Geneva Avenue Parking Lot.[86]

While no notable development happened within the park in the 1990s, in 2000, a partnership between the San Francisco Giants Community Fund, Good Tidings Foundation, the Olympic Club, and SF RPD sponsored significant improvements to the sport fields in the southwest quadrant of the park.[87] Improvements included new sod, a new backstop, new base path cinder, fencing, two new scoreboards, and repair and paint of bleachers.

[79] City and County of San Francisco Recreation and Park Department, "1961-1962 Annual Report," (San Francisco; 1962) 3.
[80] SF RPD, "1961-1962 Annual Report," 12.
[81] SF RPD, "1961-1962 Annual Report," 17-18.
[82] City and County of San Francisco Recreation and Park Department, "1977-1978 Annual Report," (San Francisco; 1978) 14.
[83] City and County of San Francisco Recreation and Park Department, "1979-1980 Annual Report," (San Francisco; 1980) 39.
[84] SF Recreation and Park Commission, Minutes for SF Recreation and Park Commission Hearings, June 7, 1969, compiled in San Francisco Park & Recreation Commission Minutes, Volume 1967-1969 [microform], 116-B, on file at the San Francisco Public Library and digitized by the Internet Archive; San Francisco Parks Alliance, "Crocker Amazon Playground," San Francisco Parks Alliance, 2008.
[85] City and County of San Francisco Recreation and Park Department, "1986-1987 Annual Report," (San Francisco; 1987) 15.
[86] City and County of San Francisco Recreation and Park Department, "1987-1988 Annual Report," (San Francisco; 1988) 1; San Francisco Parks Alliance, "Crocker Amazon Playground."
[87] San Francisco Parks Alliance, "Crocker Amazon Playground."



Figure 16. Aerial photograph of Crocker Amazon Playground, 1965
(Frame cas-65-130_1-58, 1965 in the collection of UCSB/Framefinder)



Figure 17. Aerial photograph of Crocker Amazon Playground, 2000
(Frame hm-2000-usa-1123-257, 2000, in the collection of UCSB/Framefinder)

Diamond 2 was renovated to host both hardball and softball games, and Diamond 5 was upgraded for T-ball games. Grass was planted at the northeast portion of the area to accommodate mixed-uses including cricket. An aerial photograph taken in 2000 shows the general appearance of Crocker Amazon Playground following construction of the Le Grande Playground, Clubhouse, bond improvements, and improvements to the sport fields in the southwest quadrant of the park (Figure 17). The La Grande Community Garden was also in place by this year, and sport fields at the southeast quadrant of the park were in visibly poor condition, presaging major alterations to come in the park in the following decade.

The first decade of the twenty-first century brought a series of significant changes to Crocker Amazon Playground. The Skate Park was designed by the San Francisco Department of Public Works in 1999 with $500,000 funding from SF RPD, and installation was complete in 2001.[88] Along with the Skate Park, the scope of work completed at this time included accessibility improvements that changed the grade and route of the west end of the East-West Axis Road, directly south of the Clubhouse. In 2002, the San Francisco 49ers, NFL Charities Youth Football Fund, and the Local Initiatives Support Corporation partnered to award $100,000 for the installation of the football field in the northwest quadrant of the park.[89] Funding was administered through the NFL Grassroots Program to the Good Tidings Foundation to construct the field, as part of a broader effort to build football fields in low income neighborhoods. In 2003, the convenience station and play area at the southwest portion of the park were removed and the Purple Playground was installed.[90] The Parks Open Space Citizens Advisory Committee (PRESAC) contributed $10,000 in funding for this change, during which a metal swing set was retained and remains at the Purple Playground. Further changes were made to this area of the park in 2007, when the Friends of Crocker Amazon and the Excelsior (FACE) partnered with SF RPD and Precita Eyes Mural Arts Center to obtain a Community Challenge Grant to continue enhancements at the playground and engage users in playground maintenance.[91] The mosaic-decorated seating benches and boat feature at the Purple Playground were installed through these efforts.

The last period of major change at Crocker Amazon Playground occurred in 2008, when SF RPD worked with non-profit partner the City Fields Foundation to remove the poorly drained and uneven turf fields at the southeast quadrant of the park, which were reported to be closed for at least three months of the year due to poor conditions, and replace them with five artificial turf fields, generally configured for soccer and lacrosse. Additional work completed as part of $10.1 million renovation included removal of the concrete bleacher building that was constructed at the southwest corner of the quadrant ca. 1941, during the site's first phase of development; construction of the Maintenance Building and the Restroom and Pumphouse Building; removal of some existing basket-top pole lighting and installation of new in-kind lights; and the addition of stadium lighting, bleacher seating, picnic tables, and new areas of landscaping.[92]

[88] San Francisco Parks Alliance, "Crocker Amazon Playground"; Bureau of Engineering, Department of Public Works, Cit and County of San Francisco, "Skatepark Crocker Amazon Playground (drawing set)," 1999, Sheets L-1.0, L-3.0, L-3.3, L 3.4.
[89] San Francisco Parks Alliance, "Crocker Amazon Playground."
[90] San Francisco Parks Alliance, "Crocker Amazon Playground."
[91] San Francisco Parks Alliance, "Crocker Amazon Playground."

[92] Marisa Lagos, "Synthetic turf fields stir up fans and foes," San Francisco Chronicle, October 19, 2008, B2.

Chapter Three

Historic Context

PARK AND PLAYGROUND DEVELOPMENT IN SAN FRANCISCO

The development of parks and playgrounds in San Francisco has generally reflected broader national trends in municipal park development. Nineteenth century European principles of the pastoral picturesque movement in landscape design were used by early park designers including Frederick Law Olmsted, responsible for the design of Central Park in New York and Golden Gate Park in San Francisco. These early parks were envisioned to serve as a refuge from the urbanized landscape of capitalism, and included walking paths, water features, and sporting grounds, among other landscape features. Parks of this era generally did not include buildings, which were seen as intrusions into scenic landscapes.[93]

The first major park to be constructed in San Francisco was Golden Gate Park, designed by Frederick Law Olmsted and opened in 1872. The 1,017-acre park is one of the largest urban parks in the United States and includes paths, roads, recreational and cultural facilities, along with Olmstead's characteristic pastoral picturesque landscape features. The Children's Playground (now called Koret Children's Quarter) opened in 1888 and is credited as being the nation's first public playground. This ground breaking space dedicated solely to youth recreation included a carrousel, grassy areas, swings, additional playground equipment, and a stone Children's House (Figure 18).[94]



Figure 18. Children's Playground in Golden Gate Park, 1904 (San Francisco Public Library, Historic Photo Collection, AAA-7543)

Around the turn of the twentieth century, progressive reform movements enabled many working-class people to have greater access to leisure time. Public parks began to be seen as "a moral defense against the potential for chaos [...] in this new abundance of free time."[95] Playgrounds emerged as a moral movement as play began to be recognized for its ability mold children into good citizens. Dedicated playgrounds were often constructed within existing parks, and programming such as athletics, crafts, and dancing often spurred construction of new buildings such as clubhouses, field houses, swimming pools and locker rooms.[96]

In San Francisco, smaller neighborhood parks and playgrounds began to be constructed around the turn of the twentieth century. Municipal investment in playgrounds emerged at this time: in 1901, the San Francisco Board of Supervisors paid the Board of Education $12,000 to lease and equip the Southside Playground at 7th and

[93] Galen Cranz, *The Politics of Park Design: A History of Urban Parks in America* (Cambridge, MA: MIT Press, 1992), 8, 15.
[94] San Francisco Recreation and Parks, "Koret Children's Quarter and Carousel," published at San Francisco Recreation and Parks, accessed May 6, 2022 at https://sfrecpark.org/Facilities/Facility/Details/Koret-Childrens-Quarter-and-Carousel-414.

[95] Cranz, *The Politics of Park Design*, 62.
[96] Cranz, 65, 72, 96.

Harrison streets, and, in 1904, the city passed a bond to fund the Board of Supervisors' purchase of the Southside Playground and North Beach Playground.[97] The San Francisco Playground Commission was established by the City Charter in 1907.[98] Reverend Denis O. Crowley served as the Commission's president and was known as "the father of the playground movement" by the time of his death in 1928.[99] Playground sites were acquired either by land transfer from the existing Parks Commission; by purchase by the Board of Supervisors; or by direct purchase by the Playground Commission itself. The City Charter was amended in 1924 to appropriate between five and seven cents on every $100 of assessed property value to fund the Playground Commission.[100]

Among this early generation of San Francisco's public parks, recreation facilities, and playgrounds were the North Beach swimming pool within the North Beach Playground (1913); the Mission Pool (1915); and the Margaret S. Hayward Playground (1918). By 1928, the San Francisco Playground Commission held jurisdiction over a total of twenty-two playgrounds, fifteen school yards, two pools, and five community buildings.[101] The architectural design of buildings constructed in San Francisco's parks, recreation facilities, and playgrounds during this era reflected larger architectural trends, with Beaux Arts and Classical Revival style buildings constructed early in the century, shifting to Spanish and Mediterranean Revival style structures in the 1920s.[102]

By the 1930s, parks and playgrounds were a part of the urban landscape throughout the United States. With the onset of the Great Depression, park construction was impacted by falling municipal budgets, but augmented by funding from the myriad of work relief programs established by the New Deal. Many of these programs focused primarily on low-cost, short-term projects that could employ a large number of low-skilled workers, ideal for park and playground construction.[103]

The design of parks and playgrounds during this era moved decisively towards providing spaces for active rather than passive recreation, as mass numbers of unemployed adults joined the existing population of children seeking spaces to recreate. Park design during the New Deal era shifted, as one historian described it, from "building not bandstands and belvederes, but grandstands and athletic fields."[104] New Deal era parks and playgrounds also reflected the general characteristics of the era, including utility, standardization, and austerity, and in many cases sacrificed quality over rapidity of construction, in order to meet what was perceived as a dangerous gap between the new enforced leisure time of the unemployed, and the lack of available recreation spaces where these people could spend their time.[105]

In San Francisco, according to historian Randolph Delehanty, the Great Depression ushered in a great expansion of municipal recreational facilities:

> The 1930s were the golden age of municipal recreation and playground expansion and improvement in San Francisco. […] Never again would San Francisco see such a well-balanced, extensive, and effective system of public recreation designed to serve the needs of ordinary San Franciscans. The Depression was a national catastrophe that turned out to have beneficial effects for local recreation. [Superintendent of Recreation] Josephine Randall met the administrative challenge of instant expansion with great success.[106]

[97] San Francisco Playground Commission, Annual Report, 1928-29, and Review of Activities, 17.
[98] San Francisco Playground Commission, 17.
[99] San Francisco Playground Commission, 17.
[100] Page & Turnbull, "Historic Resource Evaluation, Cayuga Clubhouse," 17.
[101] Delehanty, "San Francisco Park and Playgrounds," 399.
[102] Delehanty, 460.
[103] Phoebe Cutler, The Public Landscape of the New Deal (New Haven, CT: Yale University Press, 1985) 7.
[104] Cutler, The Public Landscape of the New Deal, 9.
[105] Cutler, The Public Landscape of the New Deal, 15, 27.
[106] Delehanty, "San Francisco Park and Playgrounds," 408.

Shortly after the New Deal was established in 1933, the State Emergency Relief Administration (SERA) was created in California to distribute state and federal unemployment relief funds. Superintendent of Recreation Josephine Randall and her counterpart at the parks department sought federal funding for projects including a new municipal yacht harbor in the Marina district, a new bathing beach and pavilion at Aquatic Park, and about $6 million in capital improvements to over forty public playgrounds and parks.[107] With funding from SERA and the Civil Works Administration (CWA), the Recreation Commission (formerly Playground Commission, renamed in 1932) employed around 2,500 people, often grading new playground sites in the city's outlying residential neighborhoods, returfing, and planting new trees.[108] Some of the variety of recreation facilities constructed in San Francisco during the New Deal era included clubhouses, community centers, convenience stations, playground equipment, ball fields, sport courts, and bleachers.[109] The architectural style of these facilities ranged from high style examples such the Streamline Moderne design of the waterfront complex at Aquatic Park, to a simplified Spanish Colonial Revival and Art Deco style used at many park convenience stations, to PWA Moderne at some utilitarian park structures such as the bleachers at Crocker Amazon Playground.[110]

To meet the demands of this great expansion, the Recreation Commission named William G. Merchant consulting architect for San Francisco's playground building projects in 1932. Merchant designed and oversaw the development, construction, and reconstruction of numerous recreation facilities; three of Merchant's designs from this era, including the Cabrillo Playground Clubhouse (1934), the Glen Park Recreation Center (1938),



Figure 19. Rossi Playground, no date (ca. 1940) (San Francisco Public Library, Historic Photo Collection, AAE-0031)

and the Fulton Playground Clubhouse (1938), have been recognized as historically significant by the San Francisco Planning Department.[111] The successes of the Recreation Commission during this era were so well regarded that the organization was invited to build a pavilion and athletic field at Treasure Island for the Golden Gate International Exposition in 1939. By 1940, there were fifty-two playgrounds, twenty-seven school yards, nine gymnasiums, and thirty-four summer school yards in San Francisco (Figure 19).[112]

In San Francisco, World War II brought the end of New Deal era funding programs, and deep cuts to the Recreation Commission budget. Staffing at existing parks and playgrounds was reduced, including the elimination of the playground director position, and all land purchases and building projects were halted.[113] At the same time, there was an acute need for new recreation facilities to serve the families that arrived for wartime employment. Recreation centers were hastily opened near housing projects including Sunnydale, Valencia Gardens, Candlestick Cove, Navy Point,

[107] Christopher VerPlanck and Donna Graves, "Draft San Francisco New Deal Historic Context Statement," prepared for the San Francisco Planning Department, 2020, 57.
[108] Delehanty, "San Francisco Park and Playgrounds," 405.
[109] VerPlanck and Graves, "Draft San Francisco New Deal Historic Context Statement," 217.
[110] VerPlanck and Graves, "Draft San Francisco New Deal Historic Context Statement," 210-212.
[111] Delehanty, "San Francisco Park and Playgrounds," 405; San Francisco Planning Department, Property Information Map for 851 38th Avenue, 855 27th Avenue, and 70 Elk Street. Accessed June 17, 2022 at https://sfplanninggis.org/pim/.
[112] Delehanty, "San Francisco Park and Playgrounds," 407.
[113] Cutler, The Public Landscape of the New Deal, 4.

Southgate, Harbor Slope, Double Rock and the Wisconsin, Carolina and Channel War Dwellings.[114]

During the baby boom that followed World War II, there was a nationwide wave of park and playground construction, often at a smaller scale to fit within developed residential areas. In San Francisco, the city's population stayed high, and the baby boom added additional pressure for more recreation facilities. In 1947, San Francisco voters approved Proposition 6, a $12 million bond measure for recreational improvements across the city.[115] The Recreation Commission developed a five-year plan to upgrade and expand the city's recreational facilities. San Francisco voters approved another ballot measure in 1949 to merge the Recreation Commission with the Park Commission, which was completed in 1950.[116] Follow-up bond measures in 1954 and 1955 created an additional $12 million in funding for the newly merged department of Parks and Recreation.[117]

Midcentury Recreation Historic District

The historic significance of this period of park, playground, and recreation facility construction has been recognized by the San Francisco Planning Department with a finding of California Register-eligibility for a discontinuous Midcentury Recreation Historic District.[118] This district includes approximately twenty-eight contributors and is significant for both an association with the period of post-war development and for architectural design; the period of significance is 1947 to 1961, spanning from when the first bond measure passed to the date when the final bond measure project was completed.[119]

Park design in the second half of the twentieth century favored specialized facilities, and standardized equipment, fences, benches, and landscaping became common.[120] In San Francisco, by 1950, annual playground attendance was cited at more than 4.1 million people at the city's forty-four playgrounds, twelve housing centers, ten teen-age centers, two pools, thirty-one all-year schoolyards, twenty-two summer schoolyards, and seventeen gymnasiums.[121] Still in the position of Superintendent of Recreation, Josephine Randall returned during this era to the services of William G. Merchant as consulting architect for the Recreation Department. With a focus on the building, design, and redesign of the city's smaller parks, Merchant had twenty-eight projects completed or in process by 1949 and oversaw the design of at least thirty-five new recreation facilities between 1949 and 1959.[122] Many of Merchant's designs from this era are considered contributors to the Midcentury Recreation Historic District.[123]

The architectural design of buildings constructed as part of San Francisco's parks, playgrounds, and recreation facilities during this era reflected the broad architectural shift towards the Modern style. Many buildings incorporated a design vocabulary of similar features, such as large brick-faced chimneys, low-slung planters, slanted shed roofs, and wood floors and cabinets (Figure 20). In some cases, building designs were nearly identical. Landscape design also shifted during this period, breaking from more formal and symmetrical designs to more simplified, open, and informal landscapes. Modern park and playground

[114] Delehanty, "San Francisco Park and Playgrounds," 425.
[115] Delehanty, "San Francisco Park and Playgrounds," 431, 433.
[116] Delehanty, 538.
[117] Delehanty, 448, 457.
[118] Page & Turnbull, "Historic Resource Evaluation, Cayuga Clubhouse," 50; ARG, Inc., "Golden Gate Park Tennis Courts & Clubhouse Historic Resource Evaluation Update," prepared for the San Francisco Recreation and Park Department, 2015, 34; ARG, Inc., "J. P. Lang Field Bleachers – Impacts Assessment Memorandum," prepared for the San Francisco Recreation and Park Department, 2017, 11.
[119] ARG, Inc., "J. P. Lang Field Bleachers – Impacts Assessment Memorandum," 11.
[120] Cranz, The Politics of Park Design, 122-123.
[121] SF Recreation and Park Commission, Annual Report of the SF Recreation and Park Commission 1950, 3.
[122] Delehanty, "San Francisco Park and Playgrounds," 459; Mary Brown, "San Francisco Architecture and Landscape Design 1935-1970, Historic Context Statement," San Francisco City and County Planning Department, 2011, 249-250.
[123] Page & Turnbull, "Historic Resource Evaluation, Cayuga Clubhouse."



Figure 20. Grattan Playground and Fieldhouse, 1964 (constructed 1949) (San Francisco Public Library, Historic Photo Collection, AAD-6394)

landscapes often incorporated concrete patios extending from clubhouses, raised concrete octagonal sandboxes, and play areas ringed by concrete curbs and planting beds.[124]

Nationally, the economic downturn of the 1970s brought about additional efforts to reduce park maintenance costs. Older park landscape components like plantings and turf lawns were often removed in favor of new hard surface features, which were easier to maintain and could often serve multiple uses within park settings. Parks and playgrounds of this era reflected a near-total departure from the pastoral picturesque movement that guided the design of the earliest-constructed urban parks. Many existing parks and playgrounds in San Francisco were modified to reflect these broader national trends. New parks and playgrounds were often associated with major redevelopment projects that were constructed starting in the 1960s and through the 1970s and 1980s. Redevelopment projects in Diamond Heights, the Golden Gateway, the Western Addition, and in Bayview/Hunters Point included a mixture of small pocket parks, "threaded" park spaces located between and behind large multi-unit housing buildings, and hardscaped garage-top parks and playgrounds.[125] Through the last decades of the twentieth century and first decades of the twenty-first century, public-private park and open space development and privately-owned public spaces have proliferated in San Francisco. However, San Franciscans continue to fund SF RPD park investment and improvements, notably through the passage of the $18 million Recreation and Park Bonds in 1987; the $110 million Neighborhood Recreation and Park Facilities Improvement Bonds in 2000; and the $185 million Clean and Safe Neighborhood Parks Bonds in 2008.[126]

[124] Delehanty, "San Francisco Park and Playgrounds," 460.

DESIGN PROFESSIONALS ASSOCIATED WITH CROCKER AMAZON PLAYGROUND

William G. Merchant, Architect (1889-1962)

William G. Merchant designed Crocker Amazon Playground in 1935, including the layout of the site and the buildings and major landscape features within, while working as a consulting architect for the SF Recreation and Park Commission.

William Gladstone Merchant was born in Healdsburg, California in 1889. He graduated from the Wilmerding School of Industrial Arts in San Francisco in 1909 and received his architectural training in the offices of renowned architects John Galen Howard and Bernard Maybeck. In 1915, while working for Maybeck, Merchant assisted in the design of the Palace of Fine Arts at the Panama-Pacific International Exposition (PPIE). Merchant received his license to practice architecture in 1920 and worked with the architect George W. Kelham from 1917 to 1928. After a year travelling in Europe, Merchant returned to San Francisco

[125] Delehanty, "San Francisco Park and Playgrounds," 485-482.
[126] San Francisco Public Library Government Information Center, "San Francisco Ballot Propositions Database," accessed June 7, 2022 at https://sfpl.org/locations/main-library/government-information-center/san-francisco-government/san-francisco-1/san-1.

and established his own firm in 1930.[127]

In 1932 Merchant began to work as a consulting architect for the SF Recreation and Park Commission; he was the sole dedicated architectural consultant for that agency during a period of rapid growth coinciding with federal funding on recreation projects during the New Deal.[128] As previously introduced, three of Merchant's designs from this era have been recognized as historically significant buildings by the San Francisco Planning Department, including the Cabrillo Playground Clubhouse (1934), the Glen Park Recreation Center (1938), and the Fulton Playground Clubhouse (1938). In 1947, his work from this era was published in a nationally-distributed handbook of playground design and recreation architecture.[129] Although Merchant ended his consulting architect relationship with the SFRPC in 1939, he continued to design scores of playgrounds and other recreation facilities for the agency through the 1940s, 1950s, and into the 1960s.[130] As also previously introduced, Merchant is closely associated with the discontiguous Midcentury Recreation Historic District, having designed the majority of contributors to that district.[131]

Known projects for which Merchant designed playgrounds or other recreation facilities for the SFRPC include:

- Rossi Playground Preliminary Study 1934;
- Cabrillo Playground Clubhouse, 1934;
- Crocker Amazon Playground, 1935;
- Fulton Playground Clubhouse, 1938;
- Glen Park Recreation Center, 1938;
- Burnett Recreation Center, 1949;
- Byxbee (now Merced Heights) Playground Improvements and Fieldhouse, 1949;
- Cayuga Playground Improvements & Clubhouse, 1949;
- Corona Heights Improvements & Clubhouse, 1949
- Grattan Playground Improvements & Fieldhouse, 1949
- Murphy Playground & Fieldhouse, 1949
- Ocean View Recreation Center, 1949
- Potrero Hill Recreation Center, 1949
- South Sunset Playground Improvements & Clubhouse, 1949
- St. Mary's Recreation Center, 1949
- Sunset Recreation Center, 1949
- Wawona Clubhouse, 1949
- Aptos Playground Improvements & Fieldhouse, 1950
- Chinese Recreation Center, 1950
- Longfellow Playground Improvements & Fieldhouse, 1950
- Miley, (now Cow Hollow) Playground Improvements & Fieldhouse, 1950
- Miraloma Playground Improvements & Fieldhouse, 1950
- Presidio Heights Playground Improvements & Fieldhouse, 1950
- Richmond Playground Improvements & Fieldhouse, 1950
- Visitacion Playground Improvements & Fieldhouse, 1950
- West Portal Playground Improvements & Fieldhouse, 1950

[127] Betsy Frederick, Environmental Design Archives (UC Berkeley), "Biographical Notes: William G. Merchant / Hans U. Gerson Collection, 1897-1993," UC Berkeley, 2003, 3; "World's Fair Builders – Wm. Gladstone Merchant," The Architect and Engineer (July 1938): 48.
[128] Frederick, "Biographical Notes: William G. Merchant," 3.
[129] Delehanty, "San Francisco Park and Playgrounds," 405; George D. Butler, Play Areas: Their Design and Equipment (New York: A. S. Barnes and Company, 1947) 56, 65.
[130] Frederick, "Biographical Notes: William G. Merchant," 3.
[131] Page & Turnbull, "Historic Resource Evaluation, Cayuga Clubhouse;" ARG, Inc., "J. P. Lang Field Bleachers – Impacts Assessment Memorandum;" San Francisco Property Information Map, " California Register of Historical Resources, Eligible Midcentury Recreation Historic District (Discontiguous)," accessed June 20, 2022 at www.sfpim.gov.

- Silver Terrace Playground Improvements & Fieldhouse, 1951
- Hamilton Recreation Center & Playground, 1951-1953
- Argonne Playground Improvements & Fieldhouse, 1952
- Phelan Beach Recreation Building, 1953
- West Sunset Community Center Assembly Building, 1953
- North Beach Recreation Center & Pool, 1955;
- Garfield Recreation Center & Pool, 1956;
- Pine Lake Recreation Area Improvements & Fieldhouse, 1956;
- Larsen Park Swimming Pool, 1957;
- Sigmund Stern Recreation Grove, addition to Fieldhouse, 1957;
- McLaren Park Pool; 1957;
- McLaren Park Special Recreation Building, 1958;
- McLaren Park Playground & Clubhouse, 1963.[132]

Merchant's prolific career also included residential, commercial, and civic projects. He served on the Architectural Commission for the 1939 Golden Gate International Exposition (GGIE), and designed exhibition buildings such as the California Recreation Building, Redwood Empire Building, Temples of the East, and Pacific House.[133] Merchant also continued to collaborate with Bernard Maybeck's firm Maybeck and White on residential designs. Merchant expanded his practice as William G. Merchant and Associates in 1946, and completed projects for the Sailors' Union of the Pacific, Pacific Gas & Electric, San Francisco State College. A partial list of non-SFRPC projects completed by William G. Merchant in San Francisco includes:

- Juvenile Court & Youth Guidance Center, 375 Woodside Avenue, 1945
- World Trade Center, later incorporated into the Ferry Building, 1946-1957
- Sailors' Union of the Pacific Building, 450 Harrison St., 1950
- Irving Memorial Blood Bank, San Francisco State College, 1951
- Silver Terrace Playground Improvements & Fieldhouse, 1951
- Hamilton Recreation Center & Playground, 1951-1953
- Argonne Playground Improvements & Fieldhouse, 1952
- Phelan Beach Recreation Building, 1953
- West Sunset Community Center Assembly Building, 1953
- San Francisco Medical Society Building, 1954
- Lick Wilmerding School, 1955

In addition to his architectural practice, Merchant served as a Regent of the University of California from 1949 to 1961, president of the Mechanics' Institute, and president of the Downtown Association.[134] In 1960, as one of his final projects, Merchant was hired to advise on the reconstruction of the Palace of Fine Arts structures, nearly a half-century after the close of the PPIE.[135] Merchant died in San Francisco in 1962.[136]

Ryan (1907-1988) and Lee (1914-1967)

The architecture firm of Ryan and Lee designed the restoration of Crocker Amazon Playground in 1958, including rehabilitation of the bleacher buildings, axis roads, and sport fields.

John M. Lee was born in New York in 1914.[137] He attended Notre Dame University and received a master's degree from

[132] Frederick, "Biographical Notes: William G. Merchant;" Brown, "San Francisco Architecture and Landscape Design 1935-1970, Historic Context Statement," 249-250.
[133] William Gladstone Merchant, "Temples of the East," The Architect and Engineer (February 1939) 33.
[134] "William G. Merchant Dies at 72," San Francisco Chronicle, February 25, 1962, 29.
[135] Frederick, "Biographical Notes: William G. Merchant."
[136] "William G. Merchant Dies at 72," San Francisco Chronicle.
[137] "John M. Lee," San Francisco Chronicle, August 12, 1967, 23.

Princeton University. Lee moved to Marin County in 1946, and that year established a partnership with architect Paul A. Ryan.[138] Paul A. Ryan was born in Alameda, California in 1907 and graduated from the Ecole des Beaux Arts in 1933.[139] He practiced briefly with Lewis P. Hobart during which time he contributed to Hobart's design for Grace Cathedral in San Francisco.[140] Ryan practiced independently from 1936 through 1946 when he and John M. Lee formed their partnership.

The firm focused generally on Catholic clients, and notable projects included Archbishop Riordan High School (1950) at 175 Frida Kahlo Way in San Francisco; dormitories for the Convent of the Good Shephard (1950) at 1310 Beacon Street in San Francisco; St. Jarlath's Church and Rectory (1954) at 2620 Pleasant Street in Oakland; and the Carmelite Chapel and Monastery of Christo Rey (1958) at 731 Parker Avenue in San Francisco.[141] Additional church projects, all in Marin County, included St. Sebastian's Church (1956) at 373 Bon Air Road in Kentfield; Blessed Sacrament Church in Santa Venita; and the school and rectory of St. Rita Catholic Church at 100 Marinda Drive in Fairfax.[142]

Ryan and Lee also completed multiple municipal projects in San Francisco. In 1952, the San Francisco Housing Authority selected Ryan and Lee to design the Harbor Slope Housing Project (address unknown) at Hunters Point; the project was completed in 1955, as was the design for the Laurel Hill Playground at 251 Euclid Avenue.[143] In 1958 and 1959, the firm was involved in design and construction of alterations to the Portola Playground, improvements to existing facilities at the Hunters Point Gymnasium, and the restoration of Crocker Amazon Playground.[144]

Ryan and Lee ended their partnership in 1960, although they partnered again in 1963, along with architect Angus McSweeney, to design the Cathedral of St. Mary of the Assumption at 1111 Gough Street. Eventually working alongside internationally known architects Pietro Belluschi and Pier-Luigi Nervi, the cathedral was completed in 1970 and is regarded as one of San Francisco's most iconic Modern church designs.[145]

John M. Lee died in Marin County in 1967, at the age of 53.[146] Paul A. Ryan practiced independently for several years after the completion of St. Mary's Cathedral and died in San Francisco in 1988.[147]

Ted Osmundson (1921-2009)

Landscape Architect Ted Osmundson designed the La Grande Playground in 1978. Theodore "Ted" Osmundson was born in Portsmouth, Virginia, in 1921, and received a bachelor of science degree in landscape architecture from Iowa State University in 1943.[148] He moved to the Bay Area and worked briefly in the offices of pioneering landscape architects Thomas D. Church and Garrett Eckbo before establishing a firm with Iowa State classmates John Staley and Jack Gibson in 1946.[149] His early career focused on private residential gardens throughout the Bay Area, but his portfolio expanded over the course of a nearly

[138] "John M. Lee," San Francisco Chronicle; "Paul A. Ryan," American Architects Directory, 1956, 479.
[139] "Paul A. Ryan," American Architects Directory.
[140] "Paul A. Ryan," San Francisco Examiner, February 18, 1988, 23.
[141] "Paul A. Ryan," American Architects Directory; "Nuns Moving into Unique New Home," San Francisco Chronicle, July 21, 1958, 11.
[142] Architect and Engineer, March 1956, 43; "John M. Lee," San Francisco Chronicle.
[143] "Architects Named for Harbor Slope," San Francisco Chronicle, November 21, 1952, 27; "Paul A. Ryan," American Architects Directory.
[144] San Francisco Recreation and Park Commission Minutes, January through December 1958; San Francisco Recreation and Park Commission Minutes, January through December 1959.
[145] Cathedral of St. Mary of the Assumption, "History of St. Mary's Cathedral," published at the website of the Cathedral of St. Mary of the Assumption, accessed May 6, 2022 at https://smcsf.org/cathedral-2/history/.
[146] "John M. Lee," San Francisco Chronicle.
[147] "Paul A. Ryan," San Francisco Examiner.
[148] Gary O. Robinette, "Theodore "Ted" Osmundson," published on the website of the Cultural Landscape Foundation, accessed May 6, 2022 at https://www.tclf.org/pioneer/theodore-ted-osmundson.
[149] Carolyne Zinko, "Theodore Osmundson, landscape architect, dies," San Francisco Chronicle, April 17, 2009, published online at SFGate, accessed May 6, 2022 at https://www.sfgate.com/bayarea/article/Theodore-Osmundson-landscape-architect-dies-3244426.php.

sixty-year career to include, parks, playgrounds, college campuses, recreation areas, historic properties, and rooftop landscapes.

In 1960, Osmundson's firm completed a 3.5-acre rooftop garden located atop the five-story parking garage of the Kaiser Industries headquarters building at 300 Lakeside Drive in Oakland.[150] When completed it was one of the first purpose-built rooftop gardens atop a parking structure in the United States. Additional large-scale projects included John F. Kennedy Park in Richmond, California; Keller Beach Park (1967), also in Richmond; portions of McLaren Park (1977); and a plaza on Market Street in San Francisco formerly called Standard Oil Plaza.[151]

Osmundson joined the American Association of Landscape Architects in 1950, and served as the society's Northern California chapter president in the 1950s, and later as the national president from 1967 through 1969. He was instrumental in establishing the first state licensing law for landscape architects in the United States.[152] Osmundson died in Oakland in 2009.

PWA MODERNE STYLE ARCHITECTURE

The Diamond 1 and Diamond 2 Bleacher buildings are designed in the PWA Moderne style. The Public Works Administration (PWA) was established in 1933 under the National Industrial Recovery Act (NIRA) to stimulate the building materials and construction industries through building large-scale public works.[153] The PWA served as the umbrella agency under which most new construction that took place during the New Deal was funded; hence, the distinct architectural style that emerged during this era bears the name PWA Moderne.

In the mid-1920s, a sustained period of economic growth and social exuberance found its architectural expression in the emergence of the Art Deco style. Architects, along with designers and artists, rejected inherited classical Greek and Roman styles in favor of new eclectic decorative approaches, and looked toward non-western sources for inspiration, ranging from pyramids and ziggurats of ancient Egypt and Mesopotamia to African textiles and wood carvings, Mesoamerican temples, and contemporary European artistic movements such as Cubism and Fauvism. Art Deco style architecture relied heavily on façade manipulation, primarily low-relief geometric patterns including chevrons, zigzags, papyrus fronds, circles, and incised linear motifs.[154]

By the early 1930s, the machine era and the influence of industrial design spurred a simplification and refinement of the Art Deco style and the emergence of the Streamline Moderne style, which incorporated the features of "streamlined" products, like ocean liners and airplanes, into architectural design. The dominant characteristics of the Streamline Moderne style included planar surfaces finished in smooth materials; horizontal accent moldings called "speed lines"; vertical pulvinated or "reeded" moldings; curved canopies above entrances and windows; ribbon, lozenge, and porthole windows; brushed metal or aluminum trim, light fixtures, and hardware; structural glass block windows; and extruded aluminum handrails and balustrades.[155]

[150] Pacific Coast Architectural Database, "Kaiser Industries, Kaiser Center, Downtown Oakland, CA," published at the website Pacific Coast Architectural Database (PCAD), accessed May 6, 2022 at https://pcad.lib.washington.edu/building/16631/.
[151] Robinette, "Theodore "Ted" Osmundson;" Harold Gillam, "Beauty on the Bay at Richmond," San Francisco Chronicle, December 10, 1967, 183; Walter Blum, "Parks From Grass Roots," San Francisco Chronicle, July 24, 1977, 235.
[152] Zinko, "Theodore Osmundson, landscape architect, dies."
[153] The Living New Deal, "Public Works Administration (PWA) (1933)," The Living New Deal, published November 18, 2016, accessed June 10, 2022 at https://livingnewdeal.org/glossary/public-works-art-project-pwap-1933/.
[154] Virginia Savage McAlester, A Field Guide to American Houses (New York: Knopf, 2020) 581-585.
[155] McAlester, A Field Guide to American Houses, 581-585.

PWA Moderne style is a variant of the Streamline Moderne style and is closely identified with the New Deal. PWA Moderne style buildings generally have a classically derived Beaux Arts plan with symmetrical massing and a gridded fenestration pattern.[156] Classical façade detail is eschewed in favor of a restrained interpretation of Streamline Moderne detail, including shallow, flat, or rounded pilasters, a flattened cornice, a simple frieze incised with a building inscription, and a flat roof with tiered parapets. PWA Moderne buildings often have stacked or tiered massing. Minimal ornament can include raised horizontal or vertical bands and geometric patterns cast into concrete or stucco at entrance surrounds, parapets, or other façade features.[157]

Due to its correlation with New Deal era construction, the PWA Moderne style is well represented in San Francisco. The style was applied to many municipal buildings including fire stations, parks and recreation facilities, federal buildings such as the Veterans Administration's Fort Miley Medical Center, and many of the city's public schools (Figures 21, 22, 23). A corollary feature of the PWA Moderne style is a set of common traits shared by almost all New Deal-era projects, primarily simplicity, durability, and permanence.[158] Most WPA projects were designed to be built with manual labor, preferably using hand tools to employ as many men as possible. Since WPA workers came from all walks of life, WPA projects were designed to require as little skilled labor as possible, avoiding complicated construction techniques or specialized craftsmanship. As a result, simple, poured-in-place, board-formed concrete construction was often used for building construction. In addition to being relatively easy to execute using unskilled labor, concrete construction is extremely strong and durable. For these reasons, many WPA projects remain in use through the present day.

[156] VerPlanck and Graves, "Draft San Francisco New Deal Historic Context Statement," 210.
[157] Joseph Maresca, WPA Buildings Architecture and Art of the New Deal (Atglen, PA: Schiffler Publishing, 2016) 9-13.
[158] VerPlanck and Graves, "Draft San Francisco New Deal Historic Context Statement," 210, 213.



Figure 21. Fire Station 8, 36 Bluxome Street, constructed 1939 (Earthquake Safety and Emergency Response Board, no date)



Figure 22. James Denman Junior High School (now James Denman Middle School), constructed 1939 (Christopher VerPlanck, 2017)



Figure 23. Fort Miley Medical Center, constructed early 1930s (Western Neighborhoods Project, 1959)

Part 2: Existing Conditions

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Chapter Five

Introduction



Photo 1. Northwest Quadrant

The Existing Conditions section of the CLR provides a narrative description and photographs of the existing features of the site, grouped by landscape features, followed by a summary of the chronological development of each landscape feature, and a conditions assessment. Information in this section of the CLR is based on a series of site visits, including a site visit with park staff; historic research; and a review of historic drawings, maps, and photographs.

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Chapter Five

Existing Conditions

NATURAL SYSTEMS AND FEATURES

Natural Systems and Features are defined as the natural aspects that have influenced the development and physical form of the landscape.

The site's natural hydrology, topography, and native vegetation and fauna were altered by the development of the surrounding residential neighborhoods and the use of the site as a truck farm prior to its development as Crocker Amazon Playground. The site continues to be influenced by the climate and its location on the eastern side of the city. San Francisco's Mediterranean climate is characterized by moist mild winters and dry summers with moderate temperatures throughout the year. Plant materials found throughout the site include native species and nonnative species that are adapted to this climate. Over eighty percent of San Francisco's seasonal rain typically falls between November and March. Due to this rainfall pattern, irrigation is required to maintain the large athletic fields which are planted in grass. The location of the site on the eastern side of the city shelters it from the northwesterly winds and fog that occur within the western portion of the city in the summer months and provides a comfortable setting for the recreational activities found within the site.

Note: See Existing Conditions Map at end of the chapter.

SPATIAL ORGANIZATION

Spatial Organization is defined as the three-dimensional organization of physical forms and visual associations in the landscape, including the articulation of ground, vertical, and overhead planes that define and create spaces.

Overview

Crocker Amazon Playground occupies 56.5 acres at the corner of Moscow Street and Geneva Avenue.[157] Houses in the Crocker Amazon neighborhood are immediately to the north, with four residential streets—Munich Street, Prague Street, Dublin Street, and La Grande Avenue—dead-ending at the property's north boundary. The eastern side of Crocker Amazon Playground is contiguous with McLaren Park. Geneva Avenue and Moscow Street define the southern and western edges of the property, respectively.

A large, level, open space occupies the majority of the land within Crocker Amazon Playground. Two roads align in a cross axis and divide this open space into four quadrants. These four quadrants contain athletic fields used for baseball, football, and soccer. The Northwest, Southeast, and Southwest Quadrants are roughly rectangular in shape; their edges are created by the linear alignment of the axis roads, banks, and/or fences that run along their outer sides. The Northeast Quadrant is roughly triangular in shape with a steep bank running from its northwest to southeast corners. The land northeast of this bank—referred to in this report as the "Upper Terrace"—sits at a higher elevation. This elevation difference creates a physical and visual separation between the Upper Terrace and the athletic fields in the four quadrants.

A strip of land along the southern side of the Crocker Amazon Playground property provides direct access to Geneva Avenue. Similarly, a strip of land along the western side providing direct access to Moscow Street. In this report, these strips of land are referred to as the Geneva Avenue Frontage and Moscow Street Frontage, respectively. Buildings and structures are located along the edges of the quadrants or along the Moscow Street Frontage. This

[157] Dan Mauer, San Francisco Recreation and Parks Department, correspondence with Maria Oropeza Singh, San Francisco Planning Department, February 6, 2007.

arrangement facilitates access to the recreational and support facilities while maintaining the interior of the site as an expansive open space for the athletic fields.

Field Quadrants

The Northwest Quadrant covers approximately 7.7 acres. Its western half is designated as Baseball Diamond 3, and a baseball backstop and metal bleachers are located in the northwest corner of the quadrant. The eastern half is a multipurpose field with two football goal posts (one at the northern end and one at the southern end) and a set of metal bleachers on an asphalt pad and a large storage container along the eastern side.

The Northeast Quadrant covers approximately 4 acres and is designated as Baseball Diamond 4. This area is an open field with a baseball backstop at the southwestern corner.

The Southeast Quadrant covers approximately 10 acres and contains a soccer field complex. Sidewalks divide this area into three field areas and provide internal connections within the field complex and links to surrounding facilities. The entire soccer field complex is fenced. Outside of the fence, two sets of metal bleachers sit along the northern edge of the complex, recreational amenities—picnic tables and benches, the Restroom and Pumphouse Building, and metal bleachers—line the western edge, and picnic tables and benches are located to the east.

The Southwest Quadrant covers approximately 10.25 acres. The northwest quarter is designated as Baseball Diamond 1, and a large concrete bleachers structure (Diamond 1 Bleachers building) and a baseball backstop occupy the northwestern corner of this area. The northeast quarter section is a multi-purpose grass field; a metal storage container is located along the eastern edge. The southeast quarter is designated as Baseball Diamond 2, and a concrete bleachers structure (Diamond 2 Bleachers building) and a baseball backstop—a mirror image to the features in Baseball Diamond 1—occupy the southeastern corner of this area. The southwest quarter is designated as Baseball Diamond 5, and a baseball backstop and metal bleachers



Photo 2. Northeast Quadrant



Photo 3. Southeast Quadrant



Photo 4. Southwest Quadrant

are located in the southwest corner. Fences along the edges of three baseball fields limit access into these areas.

Upper Terrace

The Upper Terrace covers approximately 4.3 acres. The La Grande Community Garden, rows of individual beds where members raise food and flowering plants, sits at the northwestern corner of the Upper Terrace. The La Grande Playground is located approximately 65 feet to the east of the community garden; a pedestrian path bisects the play area and creates small asphalt-paved plaza with a semi-circular footprint, and sand-filled play area, also with a semi-circular footprint, including a swing set and slide. The land south and east of these two features is an open field with scattered trees which is designated as the Dog Play Area.

Geneva Avenue Frontage

The Geneva Avenue Frontage, the land between southern edge of the athletic field complex and Geneva Avenue, provides an interface between Crocker Amazon Playground and the adjacent neighborhood. It consists of a wide strip of lawn (approximately 100 feet wide) with three pedestrian entrances and a vehicular entrance into a parking lot at its east end. A public sidewalk runs along its outer edge next to Geneva Avenue.

Moscow Street Frontage

The Moscow Street Frontage, the land between the western edge of the athletic field complex and Moscow Street, provides an interface between Crocker Amazon Playground and the adjacent neighborhood. The Moscow Street Parking Lot and recreation facilities (Clubhouse, Clubhouse Playground, bocce ball courts, basketball, volleyball, and tennis court complex, and Purple Playground) are arranged along its eastern side. A lawn separates these facilities from Moscow Street, and a public sidewalk runs along its outer edge next to Moscow Street. There are pedestrian connections from Moscow Street to the recreational facilities located along this frontage and a vehicular entrance at its north end into the parking lot.



Photo 5. Upper Terrace



Photo 6. Geneva Avenue Frontage



Photo 7. Moscow Street Frontage



Photo 8. View across Northwest Quadrant of residential neighborhood to north and west



Photo 9. Vista along East-West Axis Road

Eastern Edge

The Maintenance Building, Skate Park, a large, paved parking lot, and a small unpaved lot occupy the land to the east of the Southeast Quadrant.

VIEWS AND VISTAS

Views are defined as the expansive and/or panoramic prospect of a broad range of vision which may be naturally occurring or deliberately contrived. Vistas are the controlled prospect of a discrete, linear range of vision, which is deliberately contrived.

The adjacent residential neighborhoods are visible in views to the north, west, and south, and McLaren Park's naturalistic landscape is visible to the east.

There are two vistas within the Crocker Amazon Playground—one along each of the two axis roads which divide the athletic field complex into four quadrants. The band of trees that line both side of the two axis roads create the narrow linear vista along each axis.

TOPOGRAPHY

Topography is defined as the three-dimensional configuration of the landscape surface characterized by features (such as slope and articulation) and orientation (such as elevation and solar aspect).

The athletic field complex has a slight consistent slope from northwest to southeast. Vegetated banks of varying gradients run along the edges of the athletic field complex. Concrete retaining walls are found where the slope of the bank required reinforcement or the cut approached 90 degrees. Concrete retaining walls are found at the southwest corner and along parts of the southern side of the athletic field complex. Additionally low concrete retaining walls are incorporated into the gutter system along the south side of the Southwest Quadrant, along the north side of Northwest Quadrant, and along north side of Upper Terrace Road.

The Geneva Avenue Frontage has a slight consistent slope downward from west to east. The western half of the frontage has a higher elevation than the athletic field complex, and bank along the southern side of the athletic field connects the two elevations. This elevation difference reverses at the eastern end where the soccer field complex sits at a higher elevation than the frontage; here the frontage slopes downward from soccer field complex to the Geneva Avenue public sidewalk.

North of the Clubhouse, Baseball Diamond 3 and the Moscow Street Parking Lot are at a higher elevation than Moscow Street. Due to the relatively narrow width of the Moscow Street Frontage in this area, the topography consists of a bank that slopes downward from these features to the street. The Clubhouse Playground and Clubhouse are located at street level, and a retaining wall along the playground's north end and the east sides of the playground and Clubhouse stabilizes the vertical cut into the frontage bank that created the level area for these two features. The bocce ball, basketball, volleyball, and tennis courts are located on a large terrace to the south of the Clubhouse; the land in front (west) of the courts has a gradual slope down to the public sidewalk along Moscow Street.

The Purple Playground is located at the southwest corner of the property at the intersection of Geneva Avenue and Moscow Street. There is a slight slope downward from Geneva Avenue to the level area where the playground equipment is located. A semi-circular sidewalk with low steps which functions as a low retaining wall separates the playground and slope.

The Upper Terrace sits at a higher elevation than the athletic field complex. A bank along the southern edge of the Upper Terrace slopes down steeply to Baseball Diamond 4. Another steep bank along its north edge accommodates the elevation difference between the Upper Terrace and the neighborhood to the north. The interior of the Upper Terrace has a gradual slope downward from northwest to southeast.



Photo 10. Intersection of Cross Axis Roads



Photo 11. North-South Axis Road



Photo 12. East-West Axis Roads

CIRCULATION FEATURES

Circulation Features are defined as the spaces, features, and applied material finishes which constitute the systems of movement in a landscape.

Axis Roads

Two roads are aligned in a cross axis which divides the athletic field complex into four quadrants. Both axis roads are paved with asphalt and have a concrete gutter (described under Small Scale Features) along one side.



Photo 13. Road at East side of Southeast Quadrant



Photo 14. Moscow Street Parking Lot



Photo 15. Geneva Avenue Parking Lot

The North-South Axis Road extends from a formal entrance staircase at Geneva Avenue to the base of the bank that runs along the north side of the field complex. The East-West Axis Road extends from the Moscow Street Parking Lot to the northeast corner of the Soccer Complex (the Southeast Quadrant).

Road at East Side of Southeast Quadrant

An asphalt-paved road runs along the east side of the Southeast Quadrant and provides a vehicular connection between the East-West Axis Road, the Maintenance Building, the Skate Park, the Geneva Avenue Parking Lot, and Geneva Avenue.

Parking Lots

The asphalt-paved Moscow Street Parking Lot, in the western part of the Northwest Quadrant, provides approximately ninety parking spaces and is accessed at its north end from Moscow Street. The asphalt-paved Geneva Avenue Parking Lot, just east of the Soccer Complex, provides approximately 104 parking spaces and is accessed via a short entrance drive from Geneva Avenue.

Between the Geneva Avenue Parking Lot and Geneva Avenue, an unpaved overflow parking area provides parking for between eighteen and twenty cars. Access into this lot is from the paved drive along its western side which leads into the Geneva Avenue Parking Lot.



Photo 16. Informal Parking Lot

Sidewalk Connections and Pedestrian Entrances along Geneva Avenue

A small, asphalt-paved, entrance plaza connects the Geneva Avenue public sidewalk to a concrete staircase that leads down to the mid-point of the field level in the Southwest Quadrant. The plaza has a circular footprint with a small round planting bed at its center. Low concrete curbs define the edges of the plaza and the planting bed. The staircase spans the bank that defines the southern edge of the field complex. Each side of staircase is enclosed by a concrete wall comprised of a series of concrete panels. The outer corner of each panel is curved, and two deep grooves—running parallel to the sides of the staircase—are cut into the top and front of each panel. At the base of the staircase, a concrete platform spans the open gutter that run along the base of the bank. Access to the top of the staircase is currently blocked by a double-leaf, chain-link gate.

The main pedestrian entrance along Geneva Avenue consists of an asphalt-paved plaza that connects the Geneva Avenue public sidewalk to a concrete staircase at the south end of the North-South Axis Road. The plaza has a semi-circular footprint. A semi-circular planting bed, with semi-circular notch on its north side, creates two entrances into the plaza from Geneva Avenue. Two short concrete columns frame each of these two street-side entrances into the plaza. Concrete curbs define the edges of the plaza and the planting bed. The staircase consists of an upper flight of nine steps, a central landing, and a lower flight of ten steps. Pipe handrails run down the center and along both sides of the staircase. A concrete retaining wall connects to both sides of the staircase.

A straight, concrete sidewalk connects the Geneva Street public sidewalk to the Soccer Complex.



Photo 17. Entrance Plaza on Geneva Avenue



Photo 18. Staircase



Photo 19. Main Entrance Plaza and retaining wall



Photo 20. Main Entrance Staircase and retaining wall



Photo 22. Main pedestrian entrance from Moscow Street



Photo 21. Sidewalk to Soccer Complex



Photo 23. Concrete sidewalks provide connections from Moscow Street to courts

Sidewalk Connections and Pedestrian Entrances along Moscow Street

An asphalt-paved sidewalk runs along the western side of the Clubhouse Playground and continues around the eastern side of the Clubhouse. Two gates in the chain-link fence that runs along the western side of the playground provide access into the playground from Moscow Street. The paving material within the playground itself consists of sand.

An asphalt-paved sidewalk between the Clubhouse and the northern side of the bocce ball courts provides the main pedestrian entrance into Crocker Amazon Playground at Moscow Street. This sidewalk connects to the east end of the East-West Axis Road.

Concrete sidewalks provide connections between the basketball, volleyball, and tennis courts and the Moscow Street public sidewalk.

Purple Playground

There are three pedestrian entrances into the Purple Playground—one from Moscow Street, one at the corner of Geneva Avenue and Moscow Street, one from Geneva Avenue at the playground's southeast corner. A circular dedication feature is embedded in the pavement at each entrance. The dedication feature has a ring of red-colored dedication plaques which is framed by an outer and inner ring of plain concrete; there is an opening at the center for a tree. Each of the three entrances connects to a curvilinear asphalt-paved sidewalk, each of which leads to a semi-circular concrete sidewalk with a series of low steps that defines the outer edge of the lawn next to the playground equipment. The circulation within the playground itself consists of a continuous paved rubber surface.



Photo 24. Entrance to Purple Playground and asphalt sidewalk

Northern Boundary Path and Pedestrian Entrances

The Northern Boundary Path is a narrow pedestrian path that runs along the northern edge of the site from the corner at Moscow Street and France Avenue to the vicinity of Dublin Street where it connects to the Upper Terrace Road. The western end of the path, from the street intersection to midway along the north side of Baseball Diamond 3, is paved with concrete. The rest of the path is reinforced with compacted dirt and gravel.



Photo 25. Semi-circular sidewalk defines outer edge of the lawn next to the playground equipment and functions as a retaining wall.

There are four pedestrian connections along the north side of Crocker Amazon Playground—one in the vicinity of each of the four roads which dead end at the northern boundary. A gate in a chain-link fence that runs along the property's northern boundary provides a direct connection to the path in the vicinity of Munich Street.

The Prague Street connection consists of an opening in the chain-link fence which connects to the upper level of a staircase that leads down the bank to the north end of the North-South Axis Road. The staircase is comprised of a series of box steps with compacted dirt tread; a pipe handrail runs along portions of each side of the staircase.

A narrow asphalt-paved path runs down the bank from Dublin Street—where the end of the path is marked by a short metal pole—to Upper Terrace Road.



Photo 26. Rubber surface at playground



Photo 27. Northern Boundary Path



Photo 30. Dublin Street entrance path



Photo 28: Munich Street Gate



Photo 31. La Grande Avenue entrance path



Photo 29: Prague Street Staircase



Photo 32. La Grande Avenue railroad tie steps



Photo 33. Upper Terrace Road (left) and dirt road (right)



Photo 34. Path along east side of Dog Play Area

An asphalt-paved path connects La Grande Avenue—where the end of the path is marked by a short metal pole—to the eastern side of La Grande Playground and the paved path that bisects this feature. Additionally, an unpaved path and set of railroad tie steps connect the La Grande Avenue entrance path to the basketball court that comprises the northern half of La Grande Playground.

Upper Terrace

The Upper Terrace Road begins at the northern end of the North-South Axis Road. It continues eastward up a bank to provide paved vehicular access to the Upper Terrace area. This asphalt-paved road narrows to a path in the vicinity of La Grande Playground. The path continues eastward, bisecting La Grande Playground, to intersect with another paved path which runs along the eastern side of the Dog Play Area. The path along the eastern side of the Dog Play Area connects to a concrete staircase which, in turn, connects to the East-West Axis Road below; a pipe handrail runs along the western side of the staircase.

A narrow dirt road runs along the south edge of the Upper Terrace area connecting the paved Upper Terrace Road to the path along the east side of the Dog Play Area.

An asphalt-paved semicircular sidewalk borders the south side of the La Grande Playground.



Photo 35: Concrete Staircase



Photo 36. La Grande Playground sidewalk

VEGETATION FEATURES

Vegetation Features are defined as deciduous and evergreen trees, shrubs, vines, ground covers and herbaceous plants, and plant communities, whether indigenous or introduced in the landscape.

Grass Fields

The athletic fields in the Northwest, Northeast, and Southwest quadrants are planted with grass. These fields are mowed and irrigated regularly to maintain the grass for team sports such as baseball, soccer, and football.

Bands of Trees Along Axis Roads

Large trees—primarily a mix of Monterey cypress (*Cupressus macrocarpa*), Monterey pine (*Pinus radiata*), and blue gum (*Eucalyptus globulus*)—line the two axis roads. These trees reinforce the alignment of the two axes that divide the field complex and reinforce the narrow linear view (the vista) along each axis. There are two spider gum (*Eucalyptus conferruminata*) at the northwest corner of the intersection of the two axes; these trees were not part of the original planting.

Rows of Trees Defining Boundaries and Edges

Trees are used to define the edges of major use areas (such as edges of the athletic fields) and boundaries (such as boundary along the site's northern edge). Intact examples of this type of vegetation feature include the following.

Blue gum trees line the western edge of the field complex in the Southwest Quadrant and eastern edge of court complex in Moscow Street Frontage.

Monterey cypress and blackwood acacia (*Acacia melanoxylon*) trees line the western edge of the Northwest Quadrant separating the athletic field from the Moscow Street Parking Lot.

Monterey cypress trees line the eastern edge of the Southeast Quadrant, between the Soccer Complex and the Soccer Complex Parking Lot. Although some of the original trees have been removed from this location, the extant trees still function to define this edge.



Photo 37. Trees along North-South Axis Road



Photo 38. Trees along East-West Axis Road

Monterey cypress trees line the top of the bank that extends across the northern edge of the Northeast Quadrant/southern edge of the Upper Terrace. The end of this row originally extended to the vicinity of the present-day Maintenance Building. The concrete staircase, which provides a pedestrian link between the Dog Play Area and the East-West Axis Road, divides the original row and only a few trees remain to the east of the staircase.

In some areas, only a few trees remain in what were formerly rows or bands of trees, and the extant trees no longer function to define an edge or boundary. More details of these areas are provided in the "Summary of Landscape Characteristics."



Photo 39. Blue gum trees along western edge of Southwest Quadrant



Photo 40. Trees along eastern edge of Southeast Quadrant



Photo 41. Trees along the top of the bank that seperates the Northeast Quadrant from the Upper Terrace

Bank Vegetation

The banks at the south edge of the Southwest Quadrant, north edge of Northwest Quadrant, north edge of Northeast Quadrant, and north edge of Upper Terrace have different combinations of trees, common shrubs, perennials, annuals, and grasses. These areas are not pruned, mowed, or irrigated.

Along Frontages

Lawns, where the grass is regularly irrigated and mowed, are maintained in the frontages along Geneva Avenue and Moscow Street. Additionally, trees and some large shrubs are found along both frontages in the following locations.



Photo 42. Bank vegetation along south side of Southwest Quadrant



Photo 43. Bank vegetation along north side of Northwest Quadrant



Photo 44. Young trees along Geneva Avenue Frontage



Photo 45. Trees on west side of Purple Playground

Young Monterey cypress and pine trees, arranged loosely into two rows, are found in the frontage landscape along Geneva Avenue.

An olive tree is growing in the center of the circular dedication plaque at the entrances into the Purple Playground from Moscow Street and at the intersection of Geneva Avenue and Moscow Street.

Trees (Monterey cypress, pine, deodar cedar, and oak) and some large Victorian box (*Pittosporum undulatum*), which may have originally been planted as shrubs, are found in the southwest corner of the Purple Playground.

At the northern end of the Moscow Street Frontage next to Baseball Diamond 3 are several Monterey cypress trees and a row of sweet hakea shrubs (*Hakea sauveolens*). Along the bank west of the Moscow Street Parking lot are scattered Monterey cypress trees and overgrown shrubs.

A row of olive trees frames the outer (western) wall of the bocce ball courts.

Chinese elm trees (*Ulmus parvifolia*) are planted in the lawn along the Moscow Street Frontage in the vicinity of the basketball, volleyball, and tennis courts. Additionally, there is one Monterey cypress tree and scattered large shrubs (*Metrosideros* sp. and *Hakea sauveolens*) outside the fence along the western edge of the courts.



Photo 46. Olive tree at entrance into Purple Playground



Photo 47. Vegetation at north end of Moscow Street Frontage



Photo 48. Young Chinese elm trees in Moscow Street Frontage



Photo 49. Vegetation in Dog Play Area

Planting Beds at Entrances

Beds with a variety of low growing ornamental plants (different varieties of common perennials, groundcovers, succulents, or small shrubs) are located at the pedestrian entrances at the intersection of Geneva Avenue and Moscow Street into the Purple Playground, on Geneva Avenue in the circular planter at the mid-point of the southwest quadrant, on Geneva Avenue at the North-South axis road, on Geneva Avenue at the soccer complex, and on Moscow Street on the west side of the Clubhouse.

Upper Terrace

The fenced La Grande Community Garden has individual garden plots which contain a variety of food and flowering plants.

Vegetation at the Dog Play Area consists of grass and common annuals with eucalyptus and Monterey cypress trees growing in an informal arrangement within the grass area. There are scattered large shrubs (cotoneaster and lemonade berry) in the vicinity of the La Grande Playground. The bank along the north edge of the Upper Terrace contains redwood trees (*Sequoia sempervirens*).

A group of small flowering cherry trees are located in a triangular bed created by the intersection of paths in the northeast corner of Upper Terrace.

With the exception of the Community Garden, the vegetation in the Upper Terrace is not irrigated. Grass within the Dog Area is only mowed periodically, and the character of the vegetation is more similar to the character of the naturalistic landscape of McLaren Park than to the mowed grass and lines of trees in the main body of Crocker Amazon Playground.

BUILDINGS

Buildings are defined as the elements primarily built for sheltering any form of human activities. Six buildings at the Crocker Amazon Playground include the Diamond 1 Bleachers (ca. 1940), the Diamond 2 Bleachers (ca. 1941), the Clubhouse (1981), the Covered Bocce Ball Court (1986), the Maintenance Building (2008), and the Restroom and Pumphouse Building (2008).

Diamond 1 Bleachers

The Diamond 1 Bleachers building is located at the west edge of Crocker Amazon Playground, directly south of the western terminus of the East-West Axis Road. The Diamond 1 Bleachers building is a one-story concrete building with a bracket-plan footprint. The Diamond 1 Bleachers building was designed by William G. Merchant in 1935, constructed by WPA/SERA workers between 1937 and 1940, and opened to the public in 1940. Restoration by architects Ryan and Lee completed in 1960 retained the majority of the building's original features and materials.

The exterior-facing facets include a mixture of fenestration and restrained concrete ornament while the field-facing facets comprise concrete bleachers facing onto Baseball Diamond 1. The exterior-facing façades face north, northwest, and west, and are organized into regular bays by engaged concrete pilasters with curved profiles and vertically scalloped caps. Bays are further articulated by stepped perimeter moldings and additional bands of stepped upper- and lower-perimeter moldings. The central, joining portion of the bracket faces northeast, and the façade includes three bays, with two recessed metal entry doors to male and female restrooms, and four multi-lite metal fixed and awning windows; these and all other windows at the building are covered by anodized metal security cages. The longer north and west façades are organized into seven bays; both façades include one open bay flanked by doubled pilasters, through which a concrete ramp provides pedestrian access to the bleachers. At the north façade, the east doubled pilaster continues above the roofline, joined by two additional pilaster forms to form a chimney for mechanical equipment in the boiler room, ornamented by reeded molding. At both façades, the open bay is flanked by bays with a half-glazed metal door and a multi-lite metal fixed and awning window. Remaining bays include paired multi-lite metal fixed and awning windows, with pipe vents and rectangular vented openings at their upper area.

End façades have a triangular profile and are blind, with stepped perimeter moldings. The field-facing façades face east, southeast, and south, and comprise ten rows of concrete bleacher seating, accessed via the portal ramps, which are separated from the bleachers by concrete half-walls, and intermittent concrete steps. Bleacher seating is enclosed at the front and sides by concrete half-walls and at the rear by a higher concrete wall. Dugouts are recessed below grade at the east and south wings and accessed via concrete stairs. Each dugout includes a wood bench affixed to the rear wall, and the overhang is supported by metal I-beams. Fencing between the bleachers and the field is described in a separate section of the report.



Photo 50. Diamond 1 Bleachers building, northwest facade



Photo 51. Diamond 1 Bleachers building, north facade

Interior arrangement includes male and female restrooms at the central joining volume of the bracket; a boiler room at the north wing and an office (originally an umpire's room) at the west wing; and, past the portal ramps, generally similar layouts at both wings, which include a small office originally used by a trainer; a larger room originally used as a locker room, with a narrow passageway to the dugout; a restroom; and, at the terminus of the wing, a smaller room originally used as a shower room. Interior finishes appear largely updated, and include concrete floors, concrete painted walls, tile in former shower rooms (shower fixtures are removed), and a painted wood exposed rafters.



Photo 52. Diamond 1 Bleachers building, west facade



Photo 53. Diamond 1 Bleachers building, bleachers

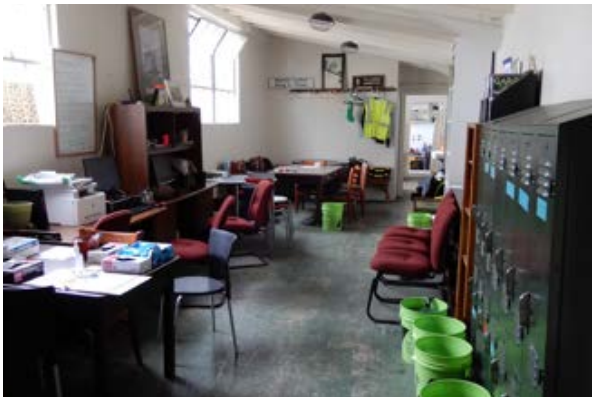


Photo 54. Diamond 1 Bleachers building, typical interior

Diamond 2 Bleachers

The Diamond 2 Bleachers building is located at the south edge of Crocker Amazon Playground, directly west of the southern terminus of the North-South Axis Road. The Diamond 2 Bleachers building is a one-story concrete building with a bracket-plan footprint; nearly identical to the Diamond 1 Bleachers building, it was also designed by William G. Merchant in 1935 and constructed between 1938 and 1941. Restoration by architects Ryan and Lee completed in 1960 retained the majority of the building's original features and materials.

The exterior-facing facets of the building's bracket footprint include a mixture of fenestration and restrained concrete ornament while the field-facing facets comprise concrete bleachers facing onto Baseball Diamond 2. The exterior-facing façades face east, southeast, and south, and are organized into regular bays by engaged concrete pilasters with curved profiles and vertically scalloped caps. Bays are further articulated by stepped perimeter moldings and additional bands of stepped upper- and lower-perimeter moldings. The central, joining portion of the bracket faces southeast, and the façade includes three bays, with two recessed metal entry doors that originally accessed male and female restrooms (currently used for storage), and four multi-lite metal fixed and awning windows; these and all other windows at the building are covered by anodized metal security cages. East and south façades are longer and organized into seven bays; both façades include one open bay flanked by doubled pilasters, through which a concrete ramp provides pedestrian access to the bleachers (south façade open bay is currently fenced closed). At the east façade, the doubled pilaster continues above the roofline, joined by two additional pilaster forms to form a chimney for mechanical equipment in the boiler room, ornamented by reeded molding. At both façades, the open bay is flanked by bays with a half-glazed metal door and a multi-lite metal fixed and awning window. Remaining bays include paired multi-lite metal fixed and awning windows, with pipe vents and rectangular vented openings at their upper area.



Photo 55. Diamond 2 Bleachers building, east facade



Photo 56. Diamond 2 Bleachers building, east and southeast facades



Photo 57. Diamond 2 Bleachers building, south facade

End façades have a triangular profile and are blind, with stepped perimeter moldings. The interior-facing façades face north, northwest, and west, and comprise ten rows of concrete bleacher seating, accessed via the portal ramps, which are separated from the bleachers by concrete half-walls, and intermittent concrete steps. Bleacher seating is enclosed at the front and sides by concrete half-walls and at the rear by a higher concrete wall. Dugouts are recessed below grade at the south and east wings and accessed via concrete stairs. Each dugout includes a wood bench affixed to the rear wall, and the overhang is supported by metal I-beams. Fencing between the bleachers and the field is described in a separate section of the report.

Interior arrangement includes male and female restrooms at the central, joining volume (currently used for storage); a boiler room at the east wing and an office (originally an umpire's room) at the south wing; and, past the portal ramps, generally similar layouts at both wings, which include a small office originally used by a trainer; a larger room originally used as a locker room, with a narrow passageway to the dugout; a restroom; and, at the terminus of the wing, a smaller room originally used as a shower room. Interior finishes appear largely updated, and include concrete floors, concrete painted walls, tile in former shower rooms (shower fixtures are removed), and a painted wood ceiling with exposed rafters. Rooms in the south wing of the Diamond 2 Bleacher building are permanently closed and were not surveyed for this report.



Photo 58. Diamond 2 Bleachers building, west facade



Photo 61. Clubhouse, east facade



Photo 59. Diamond 2 Bleachers building, bleacher detail



Photo 62. Clubhouse, south facade



Photo 60. Diamond 2 Bleachers building, typical interior

Clubhouse

The Clubhouse is located at the west edge of Crocker Amazon Playground, at the south end of the Moscow Street parking lot and north of the Diamond 1 Bleachers. The Clubhouse is a one-story frame building with a generally rectangular footprint, clad in stucco and capped with a compound flat and gable roof. The building was constructed in 1981 and massing includes a central gabled volume surrounded at the west, north, and east by flat-roofed volumes. Entrance doors are located at the east side of the south façade and include paired four-lite metal doors and a single four-lite metal door; an additional set of paired four-lite metal doors is located at the west side of the south

façade. Windows are generally regularly arranged, including one set of windows in the gable end, and include a mix of anodized metal fixed and awning, and anodized metal sliding. A chimney and chimney stack project from the west façade, corresponding with an interior fireplace at the west wall of the recreation room.

Interior arrangement includes a large central recreation room, smaller arts and crafts room, office, commercial kitchen, restrooms, and a janitor's closet. Interior doors are wood; the floor is concrete with linoleum tile; walls are painted drywall or similar; and the ceiling is finished with acoustic tile. A shallow concrete bench or apron with a curved profile projects from and spans the lower perimeter of the west wall of the recreation room. Exterior facades terminate with a simple wood fascia molding. Directly south of the Clubhouse is a concrete and asphalt paved patio, partially enclosed by a wood railing and baluster along its south perimeter, and a bracket-shaped stucco wall inset with rectangular vented openings at its west perimeter.

Covered Bocce Ball Court

The Covered Bocce Ball Court is located in the southwest quadrant of Crocker Amazon Playground, on the east side of the bocce ball court area directly west of the Diamond 1 Bleachers. The Covered Bocce Ball Court is a one-story frame building with a rectangular footprint, clad in horizontal shiplap siding and capped with a barrel roof of corrugated metal. The building was constructed in 1986 and houses a bocce ball court and viewing area. The west façade is symmetrically arranged and includes two unglazed entry doors at the north and south, flanked further north and south by horizontally oriented two-lite windows, and separated at the center of the façade by a continuous band of approximately sixteen window openings and spandrels with Plexiglas coverings. North and south facades are blind with the exception of circular openings covered by corrugated fiberglass at the barrel gable ends, and the east façade is blind. The interior was not directly surveyed but interior arrangement generally includes a bocce court surrounded by perimeter seating. The building terminates with a shallow eave overhang and the roof includes a large centrally located barrel monitor.



Photo 63. Clubhouse, west facade



Photo 64. Clubhouse, north facade



Photo 65. Covered Bocce Ball Court, west facade

Maintenance Building

The Maintenance Building is located at the east edge of Crocker Amazon Playground, at the north terminus of the paved road that extends north from the Geneva Avenue Parking Lot. The Maintenance Building is a one-story masonry building with a rectangular footprint, clad in stucco and capped with a hipped roof with eight skylights. The building was constructed in 2008. The west façade is spanned by three metal roll-up vehicular entry doors. The south façade includes three additional metal roll-up vehicular entry doors, grouped at the east side of the façade, and a centrally located metal pedestrian entry door. The east and north façades are partially built into the surrounding earth berm and are blind. Interior arrangement includes undivided space used for vehicle and equipment storage; a restroom; and an enclosed area used for changing and/or office use. Interior walls are unfinished concrete masonry unit, the floor is concrete, and the ceiling is unfinished with exposed trusses and rafters. Exterior facades terminate with shallow overhanging eaves. Directly south of the Maintenance Building is a concrete paved area enclosed by fencing, used for additional maintenance equipment and materials storage.

Restroom and Pumphouse

The Restroom and Pumphouse is located in the southeast quadrant of Crocker Amazon Playground, on the east side of the North-South Axis Road midway between the East-West Axis Road and Geneva Avenue. The Restroom and Pumphouse is a one-story masonry building with a rectangular footprint, clad in stucco and capped with a low-pitched hipped roof with four skylights. The building was constructed in 2008 to house restrooms, food vending, and a pumphouse for the soccer field complex. The building is arranged with two restrooms at the center portion of the building, which are accessed from both the east and west facades by two metal mesh doors and separated by a janitorial closet accessed from the west façade by a metal door; vending at the north portion of the building, accessed



Photo 66. Maintenance Building, west facade



Photo 67. Maintenance Building, south facade



Photo 68. Maintenance Building, interior



Photo 69. Restroom and Pumphouse, south facade



Photo 71. Restroom and Pumphouse, east facade



Photo 70. Restroom and Pumphouse, west facade



Photo 72. Restroom and Pumphouse, north facade

by metal roll-up vending windows at the east, north and west facades (west façade window configuration obscured by a plywood ancillary structure affixed to the west façade); and a pumphouse at the south portion of the building, accessed solely by a metal entry door at the south portion of the west façade. Interior finishes include concrete floors, exposed concrete masonry unit walls, and unfinished ceiling with exposed rafters at the pumphouse, and tile finishes at the restrooms (the interior of the vending area was not surveyed). Exterior façades are ornamented by horizontal and vertical bands of raised and stepped stucco moldings, and all façades terminate with overhanging eaves with exposed rafters and a simple wood fascia.

STRUCTURES

Structures are defined as the functional elements constructed for other purposes than sheltering human activity. Structures in Crocker Amazon Playground include sport courts and playgrounds.

Diamond 1

Diamond 1 is a baseball field located at the northwest corner of the Southwest Quadrant of the park. The mound and basepath are packed dirt and the remainder of the field is turf. The field is enclosed at the infield by the Diamond 1 Bleacher building, and the outfield by low fencing, described in the Small-Scale Features section of this report. The field is lit by eight pole mounted lights, described in the Small-Scale Features section of this report.



Photo 73. Diamond 1

Diamond 2

Diamond 2 is a baseball field located at the southeast corner of the Southwest Quadrant of the park. The mound and basepath are packed dirt and the remainder of the field is turf. The field is enclosed at the infield by the Diamond 2 Bleacher Building, and the outfield by low fencing, described in the Small-Scale Features section of this report. Diamond 2 includes no field lighting.



Photo 74. Diamond 2

Diamond 3

Diamond 3 is a baseball field located at the northwest corner of the Northwest Quadrant of the park. The infield is packed dirt and the remainder of the field is turf. The field is enclosed at the infield by tall fencing, described in the Small-Scale Features section of this report; the outfield is not enclosed. Metal and wood bleachers and a metal bench for viewing the field are described in the Small-Scale Features section of this report. Diamond 3 includes no field lighting.



Photo 75. Diamond 3

Diamond 4

Diamond 4 is a baseball field located at the southwest corner of the Northeast Quadrant of the park. The infield is packed dirt and the remainder of the field is turf. The field is enclosed at its southwest perimeter by a bracket-shaped backstop constructed of painted dimensional lumber. The backstop is surmounted by armature constructed of an anodized metal poles and fencing, with fencing, described in the Small-Scale Features section of this report. The outfield is not enclosed. Diamond 4 includes no seating or field lighting.



Photo 76. Diamond 4

Diamond 5

Diamond 5 is a baseball field located at the southwest corner of the Southwest Quadrant of the park. The infield is packed dirt and the remainder of the field is turf. The area where Diamond 5 is located is enclosed at its southwest perimeter by a bracket-shaped concrete retaining wall built into the graded embankment. Diamond 5 is enclosed at its southwest perimeter by a backstop constructed of painted dimensional lumber. The backstop is surmounted by fencing which continues to enclose most of the infield; fencing is described in the Small-Scale Features section of this report. The outfield is not enclosed. Diamond 5 includes concrete pads with metal and wood bleachers, described in the Small-Scale Features section of this report. Diamond 5 includes no field lighting.



Photo 77. Diamond 5

Football Field

The Football Field is located at the east side of the Northwest Quadrant of the park. The field is turf and currently lacks any measured markings. Painted steel goalposts are located at the north and south ends of the field, and the field is not enclosed. A concrete pad at the east side of the field includes wood and metal bleachers, and a smaller concrete pad includes a metal shipping container; both the bleachers and the container are described in the Small-Scale Features section of this report. The Football Field includes no field lighting.



Photo 78. Football field



Photo 79. Soccer Complex, typical pitch



Photo 80. Soccer Complex, paved walkway and concrete bleacher setting



Photo 81. Soccer Complex, paved walkway and integrated concrete planter

Soccer Complex

The Soccer Complex occupies the full extent of the Southeast Quadrant of the park and includes five soccer pitches (fields) with artificial turf, regulation markings, and movable metal and net goals. The soccer pitches are terraced, with the two pitches at the north side of the quadrant above the grade of the three pitches at the south side of the quadrant; these two grades are bisected by a paved walkway on an east-west axis, which also includes concrete steps with metal pipe handrails; concrete bleacher seating; and integrated concrete planters. An additional paved walkway extends on a north-south axis to the southern edge of the Soccer Complex. Small-scale features within the Soccer Complex include trashcans, fencing, and bleachers, described in the Small-Scale Features section of this report. The Soccer Complex is enclosed by fencing and lit by pole lighting, described in the Small-Scale Features section of this report.

Basketball, Volleyball, and Tennis Courts

The Basketball, Volleyball, and Tennis Courts are located at the far west portion of the park, west of Diamonds 1 and 5, south of the Bocce Ball Courts, and north of the Purple Playground. There are two basketball courts, two volleyball courts, and three tennis courts, all with composite paving and regulation markings. At the basketball courts, pole-mounted baskets have plexiglass backboards, metal rims, and rope baskets. Volleyball and tennis courts have



Photo 82. Basketball court



Photo 83. Basketball and volleyball courts



Photo 84. Tennis courts amd bleacher seating



Photo 85. Skate Park

mesh nets supported by metal pole posts. Movable benches of several types are arranged around the courts, described in the Small-Scale Features section of this report. Concrete bleachers are located at the south perimeter of this area, south of the tennis courts, and the entire area is enclosed by fencing; bleachers and fencing are described in the Small-Scale Features section of this report. The courts are lit by several types of pole mounted lights, described in the Small-Scale Features section of this report.

Skate Park

The Skate Park is located in the far east portion of the park, east of the Soccer Pitches, north of the Geneva Avenue parking lot and south of the Maintenance Building, The Skate Park includes a concrete bowl with raised curbs, and a raised concrete ramp with curbs. One wood and metal viewing bench is located on the north side of the Skate Park, described in the Small-Scale Features section of this report. The Skate Park is enclosed at all sides by metal picket fencing, described in the Small-Scale Features section of this report. The Skate Park does not include lighting.

Bocce Ball Courts

The Bocce Ball Courts are located at the far west portion of the park, west of the Diamond 1 Bleacher building and south of the Clubhouse. Two courts are paved with asphalt and gravel while the surrounding walk paths are finished with concrete. Courts are enclosed at their long sides by low walls and at their terminating sides by wood backstops surmounted by shade trellises, all of painted dimensional lumber. Movable metal and wood benches are arrayed around the courts; benches are described in the Small-Scale Features section of this report. Concrete bleachers with wood seating platforms are located at the west perimeter of the bocce ball court area; the remainder of area is enclosed by metal chain link fence at the east and north, and a plywood wall at the south; bleachers and fencing are described in the Small-Scale Features section of this report. The Bocce Ball Courts include no dedicated court lighting.



Photo 86. Bocce Ball Courts



Photo 87. Bocce Ball Courts with bleachers



Photo 88. La Grande Playground, semi-circular sand-filled play area



Photo 89. La Grande Playground, semi-circular asphalt half-court basketball-playing area

La Grande Playground

La Grande Playground is located at the Upper Terrace area close to the north perimeter of the park, past the southern terminus of La Grande Avenue. The playground was designed by the landscape architecture firm of Theodore Osmundson & Associates in 1978. The La Grande Playground includes a semi-circular asphalt-paved half-court basketball-playing area with an arched-pole-mounted basket with a painted backboard, metal rim, and rope basket. Two fixed wood benches and two wood bollards are also located at this paved area; the design of these benches and bollards is identical to ones designed by Theodore Osmundson & Associates for park improvements at McLaren Park around this same time. The benches and bollards at La Grande Playground were originally left unpainted and were pressure treated with pentachlorophenol. A semi-circular sand-filled play area with a metal swing set and sliding board is located directly

south of the paved area; the two areas are separated by a low concrete retaining wall surmounted by a metal fence. Two additional fixed wood benches are located along the semi-circular sidewalk adjacent the sand-filled play area; the La Grande Playground does not include any dedicated lighting.

Clubhouse Playground

The Clubhouse Playground, also called the Little Playground, is located at the west perimeter of the park, north of the Clubhouse and west of the Moscow Street parking lot. The playground was installed ca. 1987. The playground is located within an irregular oval sand-filled play area surrounded by low masonry retaining walls and asphalt curbing. Play equipment includes a play structure with metal, wood, and plastic components; a swing set with vertical wood posts and metal components; and a small metal spinner. Fixed wood and metal benches and picnic tables are located along the west side of the play area, and the area is enclosed by chain link fencing; these features are described in the Small-Scale Features section of this report. The Clubhouse Playground does not include any dedicated lighting.

Purple Playground

The Purple Playground, also called Crocker Amazon Playground, is located at the southwest corner of the park, south of the tennis courts and west of Diamond 5. The playground was installed in 2003 and further improved in 2007. The playground is located within an irregular soft-surface play area surrounded by concrete paving and low walls used for observational seating and covered with contemporary tile mosaics. Play equipment includes one large play structure and one small play structure, both composed of metal and plastic components; a metal swing set; and a sandbox with a boat-themed surround. Two fixed metal and composite picnic tables; a fixed metal and composite bench; a two-head water fountain; metal pipe bike racks; and a typical metal and composite two-bin trashcan are all located at the west side of the playground; these features are described in the Small-Scale Features



Photo 90. Clubhouse Playground



Photo 91. Purple Playground



Photo 92. Purple Playground, swing set

SMALL-SCALE FEATURES

Small-scale features are the elements which provide detail and diversity for both functional needs and aesthetic concerns in the landscape.

Small-scale features within Crocker Amazon Playground include site furnishings (bleachers, benches, picnic tables, water fountains, bike racks, and trashcans), lighting, fences, signage, concrete gutters, utility-related features, and various other features; many of these features are standardized installations that occur at multiple sites within the park. The following table identifies each type of small-scale feature, followed by a brief description, representative photograph, and information about where each feature is located within the park.

Feature	*Description*	*Location(s)*	*Representative Photograph(s)*
Bleachers: square tube metal frame with aluminum seating	Black painted square tube metal frame with aluminum seating and footrest planks. Includes three or four seating rows	North, south, and west perimeter exterior of Soccer Complex	 Photo 93. Metal bleachers  Photo 94. Metal bleachers
Bleachers: aluminum frame with wood seating	Anodized aluminum frame with wood seating and footrest planks. Nine seating rows. Aluminum tube railing above uppermost row of seating	East of Football Field; south and west of Diamond 5; west of Diamond 3	 Photo 95. Anodized bleachers

Feature	Description	Location(s)	Representative Photograph(s)
Bleachers; concrete	Solid concrete with concrete seating, footrests, steps, and rear wall; five seating rows	South of Tennis Courts	 Photo 96. Concrete bleachers
Bleachers: concrete with wood seating	Solid concrete with concrete seating platforms topped by wood planks. Rear and side walls ornamented with simple horizontal scoring. Three seating rows	West of Bocce Ball Courts	 Photo 97. Concrete bleachers with wood planks
Bench: fixed metal	Fixed location bench with three black metal pipe legs supporting black metal mesh seat and backrest	North of Diamond 3	 Photo 98. Fixed metal bench
Bench: fixed metal legs with two-plank wood seat and backrest	Fixed location bench with two square metal legs supporting two-plank wood seats and two-plank wood backrest	West side of Clubhouse Playground	 Photo 99. Fixed metal and wood bench

Feature	Description	Location(s)	Representative Photograph(s)
Bench: fixed metal legs with multi-plank curved seat and backrest	Fixed location bench with three fixed square metal legs supporting a curved wood plank seat and backrest	West side of Purple Playground	 Photo 100. Fixed metal and wood bench with curved seat
Bench: movable metal legs with single-plank aluminum seat and backrest	Movable location bench with two metal pipe legs with horizontal feet, supporting aluminum single-plank seat and backrest	West and east sides of the Basketball, Volleyball, and Tennis Courts	 Photo 101. Movable metal bench
Bench: movable metal legs and frame with multi-plank wood seat and backrest	Movable location bench with four painted metal legs and a painted metal frame and armrests, supporting multi-plank wood seat and backrest	West and east sides of the Basketball, Volleyball, and Tennis Courts	 Photo 102. Movable metal and wood bench with armrests
Bench: fixed wood legs and three-plank wood seat	Fixed location bench with three square wood posts supporting three-plank wood seat	West of Tennis Courts, surrounding flagpole	 Photo 103. Fixed wood bench

Feature	Description	Location(s)	Representative Photograph(s)
Bench: movable metal legs and frame with three-plank wood seats and backrest	Movable location bench with four painted metal legs (connected by cross-bracing and a horizontal foot) , supporting three-plank wood seat and backrest	Around Bocce Ball Courts	 Photo 104. Movable metal and wood bench
Bench: fixed wood post legs and frame with three-plank wood seats and single plank backrest	Fixed location bench designed by landscape architecture firm Theodore Osmundson & Associates, with fixed wood post legs and frame with three-plank wood seats and single plank backrest. Originally left unpainted.	La Grande Playground	 Photo 105. Fixed wood bench at La Grande Playground, front.  Photo 106. Fixed wood bench at La Grande Playground, back.

Feature	Description	Location(s)	Representative Photograph(s)
Picnic Table: fixed metal legs and frame with square wood multi-plank table	Fixed location picnic table with metal support legs and frame and a multi-plank square wood table and three three-plank wood seats	West of Clubhouse Playground	 Photo 107. Square picnic table
Picnic Table: fixed metal legs and frame with rectangular wood multi-plank table	Fixed location picnic table with metal support legs and frame and a multi-plank rectangular wood top and two two-plank wood seats	West and east of Soccer Complex	 Photo 108. Rectangular wood picnic table
Picnic Table: fixed metal legs and frame with rectangular composite multi-plank table	Fixed location picnic table with metal support legs and frame and a multi-plank rectangular composite top and two two-plank composite seats	West of Purple Playground	 Photo 109. Rectangular composite picnic table

Feature	Description	Location(s)	Representative Photograph(s)
Water Fountain: Unpainted metal with two basins	Unpainted metal fountain with a tapered base with beveled corners, supporting one basin and fountain and one projecting arm with a basin and fountain	North of Diamond 1 Bleachers Building	 Photo 110. Tapered metal water fountain
Water Fountain: Painted metal with water bottle filler and one basin	Painted metal fountain with a streamlined base rising to a platform for water bottles, fed by a curved arm with a water dispenser; one projecting arm includes an integrated basin and a fountain	West of Soccer Complex and north of Restroom and Pumphouse Building.	 Photo 111. Painted metal water fountain, water bottle filler and one basin
Water Fountain: Anodized metal with three basins	Anodized metal fountain with a tube-shaped base topped by an integrated basin and fountain; two projecting arms include shallow basins and fountains	East of Soccer Pitch	 Photo 112. Anodized metal water fountain, three basins
Water Fountain: Painted metal with water bottle filler and three basins	Painted metal fountain with a tube-shaped base topped by an integrated water-bottle filler; two projecting arms include shallow basins and fountains; one pet-level basin and fountain	Upper Terrace area west of Community Garden	 Photo 113. Painted metal water fountain, water bottle filler and three basins

Feature	Description	Location(s)	Representative Photograph(s)
Water Fountain: Painted metal with two basins	Painted metal fountain with a squared base topped by an integrated basin and fountain; one projecting arm includes a shallow basin and fountain	West side of Purple Playground	 Photo 114. Painted metal water fountain, two basins
Bike Racks	Three painted metal U-shaped tube bike locking racks	West side of Purple Playground	 Photo 115. Bike Racks
Trash Can	Rectangular footprint with metal case ornamented with vertical composite material slats; two hinged front doors with a raised lock; contains two bins; capped by a metal cap with angled profile and two hinged openings with painted signage; raised metal handles	East side of Upper Terrace area; west side of Upper Terrace area west of Community Garden; west side of Purple Playground; east of Soccer Pitches; north of Diamond 1; west of Soccer Pitches (2)	 Photo 116. Trash can

Feature	*Description*	*Location(s)*	*Representative Photograph(s)*
Signage: Scoreboard	Two painted aluminum panel scoreboards, facing Diamond 1 and Diamond 2, each with seven illuminated scoring panels. Large aluminum pole supports are tied at their upper sections by cross bracing. Additional sensor equipment is mounted to the upper portion of the boards	Directly outside of the outfield fence encircling Diamond 1	 Photo 117. Scoreboard, southeast side  Photo 118. Scoreboard, northwest side
Signage: Wood posts with information board and shingled gabled top member	Wood board sign (one example includes glass covering) supported by wood posts and surmounted by a horizontal sign reading “Crocker Amazon” and a gabled roof structure covered with wood shingles	East of Soccer Complex near Skate Park; West of Tennis Courts and west entrance to the Purple Playground	 Photo 119. Wood board sign, west of Tennis Courts  Photo 120. Wood board sign, east of Soccer Complex

Feature	Description	Location(s)	Representative Photograph(s)
Signage: Affixed metal sign with wood posts	Metal sign listing specific park area rules, mounted on two wood posts	Upper Terrace area.	 Photo 121. Metal sign with wood posts showing park rules
Signage: Affixed metal sign with metal posts	Metal sign listing park rules, mounted on two metal posts	West of Diamond 3; various	 Photo 122. Metal sign with metal posts showing park rules
Signage: Integrated metal sign with metal posts	Metal sign with park map, integrated with two metal posts	Northwest corner of the park, northwest of Diamond 3; north side of Upper Terrace Area; various	 Photo 123. Metal sign showing park map
Signage: Small-scale metal signs mounted on poles or affixed to fences	Painted metal signage throughout the park. Small scale informational signs affixed to single poles and existing fencing	Various	 Photo 124. Painted metal signage

Feature	Description	Location(s)	Representative Photograph(s)
Lighting: Metal pole with multiple fixtures on short, curved crossmembers	Painted metal pole with tapering profile mounted on concrete base; directed lighting mounted on short, curved crossmembers	Moscow Street Parking Lot	 Photo 125. Lighting at Moscow Street Parking Lot
Lighting: Metal pole with multiple fixtures on platform crossmember	Partially painted metal pole with tapering profile and climbing pegs, mounted on concrete base; directed lighting of varying shapes and sizes mounted on a platform crossmember.	Surrounding Diamond 1	 Photo 126. Lighting at Diamond 1
Lighting: Metal pole with single basket-shaped head	Painted metal pole mounted on concrete base; single light with "basket" appearance comprising vertical ribs surmounted by a solid horizontal band	South side of East-West Axis road; east side of south portion of the North-South Axis road; east side of Soccer Pitches; Purple Playground	 Photo 127. Basket lighting fixtures along East-West Axis Road

Feature	Description	Location(s)	Representative Photograph(s)
Lighting: Metal pole with multiple fixtures mounted on two horizontal poles	Metal pole with tapering profile mounted on a below-grade base; uniformly sized directed lighting mounted on two horizontal crossmembers	East side, west side, and center line of Soccer Pitches	 Photo 128. Lighting at Soccer Complex
Lighting: Square metal post with single square head fixture	Anodized metal square post mounted on concrete base; single square down-facing light	East and west side of Geneva Avenue parking lot	 Photo 129. Lighting at Geneva Avenue Parking Lot
Lighting: Metal pole with arched upper arms and two fixtures	Painted metal pole mounted on small metal base; two arched upper arms each include one ovoid down-facing light	Top of stair from Geneva Avenue to North-South Axis Road	 Photo 130. Lighting at Geneva Avenue entrance to North-South Axis Road

Feature	Description	Location(s)	Representative Photograph(s)
Lighting: Metal pole with multiple fixtures mounted on a curved horizontal crossmember	Anodized metal pole with tapering profile, mounted on a low concrete base; directed lighting mounted on a curved horizontal crossmember, some with additional vertical pole mounts	Middle line of Tennis Courts	 Photo 131. Lighting at Tennis Courts
Lighting: Metal pole with two fixtures mounted on a short horizontal crossmember	Anodized metal pole with tapering profile, mounted on a low concrete base; two directed lights of varying types mounted on a short horizontal crossmember	Basketball and Volleyball courts	 Photo 132. Lighting at basketball and volleyball courts
Fencing: Galvanized Aluminum Chain Link with Posts and Rails	Standard gauge galvanized aluminum chain link fencing with galvanized aluminum posts and rails	Surrounding Diamond 2; Infield of Diamond 3; Backstop and armature at Diamond 4; West side of the Clubhouse Playground perimeter along Moscow Street; South and east perimeter of Geneva Avenue parking lot	 Photo 133. Standard gauge galvanized aluminum chain link fencing

Feature	Description	Location(s)	Representative Photograph(s)
Fencing: Galvanized Aluminum Chain Link with shaped posts and ornamented caps	Standard gauge galvanized aluminum chain link fencing with galvanized aluminum I-beam or faceted posts and ornamented loop-caps	North perimeter of park along France Avenue; west perimeter of park west of Diamond 3 and north of Moscow Street parking lot; Tennis Courts; east perimeter of Upper Terrace Area, east of concrete stair	 Photo 134. Standard gauge galvanized aluminum chain link fencing with I-beam or faceted posts
Fencing: Vinyl Coated Chain Link (standard gauge) with Posts and Rails	Standard gauge vinyl coated chain link fencing with vinyl coated posts and rails	Around Diamond 1; around Soccer Pitches; south side of walkway to Upper Terrace Area and along south side of Upper Terrace Area	 Photo 135. Standard gauge vinyl coated chain link fencing
Fencing: Vinyl Coated Chain Link (small gauge) with Posts and Rails	Small gauge vinyl coated chain link fencing with vinyl coated posts and rails	South and west side of Diamond 5; around Purple Playground	 Photo 136. Small gauge vinyl coated chain link fencing
Fencing: Metal Cord with Wood Posts	Short painted wood posts with a squared profile, connected by two continuous lines of plastic-coated metal cord	West side of Geneva Avenue parking lot; south park perimeter along Geneva Avenue east of the park entrance aligned with the North-South Axis Road	 Photo 137. Wood posts with cord fencing

Feature	Description	Location(s)	Representative Photograph(s)
Fencing: Painted Black Iron Picket	Painted black iron picket fencing with posts and rails	Perimeter of the Skate Park	 Photo 138. Painted black iron picket fencing
Fencing: Vinyl Coated Chain Link (standard gauge) with Wood Posts and Rails	Wood post and rail framework with vinyl coated chain link fencing	Around the Community Garden	 Photo 139. Wood post and rail framework with vinyl coated chain link fencing
La Grande Community Garden Beds	Triangular enclosure (fence described elsewhere) with approximately 50 raised planting beds formed by dimensional lumber	Upper Terrace area, west of LaGrande Playground	 Photo 140. Triangular enclosure with raised beds
La Grande Community Garden Storage Cabinet	Rectangular painted plywood box with hinged shed lid metal hasp closure	East of Community Garden between the garden and LaGrande Playground	 Photo 141. Community Garden storage cabinet

Feature	Description	Location(s)	Representative Photograph(s)
Shipping Containers	Rectangular metal shipping containers with vertical metal seam cladding and hinged doors at short ends; used for storage	North of Diamond 2 Bleacher Building; East of Football Field	 Photo 142. Shipping container
Bollards	Metal and/or aluminum bollards with concrete fill	South side of East-West Axis Road near Diamond 1 Bleacher building; North perimeter park entrance at LaGrande and Dublin avenues	 Photo 143. Bollards
Bollards	Fixed wood post bollards designed by landscape architecture firm Theodore Osmundson & Associates. Originally left unpainted.	La Grande Playground	 Photo 144. Wood bollards at La Grande Playground

Feature	Description	Location(s)	Representative Photograph(s)
Concrete gutters	System of ground drainage throughout Crocker Amazon Playground consisting of concrete gutters of varying depth, leading to underground drains covered by metal grates. Gutters are primarily located along generally level areas of the park; exceptions include a concrete channel with concrete cross bracing located directly west of the concrete stair accessing the Upper Terrace Area, and along the north side of the Upper Terrace Road	North side of East-West Axis Road; west side of North South Axis Road; south side of Diamonds 2 and 5, and west side of Diamond 5; north side of Diamond 3 and the Football Field; north side of Upper Terrace Road to Community Garden; north side of Diamond 4 field at the base of the embankment; west side of concrete stair to Upper Terrace Area; east side of the road that extends from the Geneva Avenue parking lot to the east terminus of the East- West Axis Road	 Photo 145. Concrete gutter along North-South Axis Road  Photo 146. Concrete gutter south of concrete stairs to Upper Terrace Area
Water Pumps	Above-ground water pumps enclosed by galvanized aluminum fencing and/ or metal grates. Smaller utility fixtures include metal manhole and hatch covers	Northwest corner of the park near Diamond 3; north perimeter of the park near La Grande Street entrance; southern perimeter of the park along Geneva Avenue	 Photo 147. Water pump

Feature	*Description*	*Location(s)*	*Representative Photograph(s)*
Electrical Cabinets	Rectangular painted metal electrical cabinets	Southern perimeter of the park along Geneva Avenue	 Photo 148. Electrical cabinets
Manhole and hatch covers	Circular, rectangular, and/or rounded-rectangle in-ground metal or composite manhole and hatch covers, accessing electrical and water utilities	Throughout the park generally proximate to Axis roads	 Photo 149. Utility hatch covers

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Chapter Six

Landscape Features Development

A consolidated table including all landscape features, including their period of development and any alterations after the park's major period(s) of development, is included in Appendix D.

SPATIAL ORGANIZATION

The following spatial organization characteristics of the Crocker Amazon Playground were installed during the site's first period of development by the WPA and SERA workers (1935-1941), and were retained when the site was rehabilitated in 1957-1960:

- the athletic field complex divided into four quadrants by two roads aligned at a cross axis;
- the size and shape of the four quadrants;
- the definition of outer edges of the quadrants by banks;
- the Geneva Avenue and Moscow Street Frontages providing an interface with the surrounding neighborhood;
- recreation buildings and support facilities located along the edges of the quadrants or along the western edge of the property adjacent to Moscow Street; and,
- the size and shape of the Upper Terrace, although due to its location and higher elevation, the Upper Terrace and the internal organization of its features have never been organized with the formal arrangement that characterizes the athletic field quadrants.

The area east of the Southeast Quadrant was not part of the original development of the site by SERA/WPA (1935-1941), nor was it developed when the Playground was restored in 1958-1960. This area does not relate to the formal spatial organization of the athletic field quadrants.

VIEWS AND VISTAS

The views of the surrounding neighborhood to the north, south, and west, and McLaren Park to the east, have been a consistent part of the landscape features since the site was developed by SERA/WPA (1935-1941). Houses on the south side of Geneva Avenue, fronting onto the park, were not built until the 1960s.

The two vistas along the cross-axis roads were created as part of the original development of Crocker Amazon Playground by SERA/WPA (1935-1941). At that time, the sides of the two axis roads were planted with bands of trees intended to reinforce the narrow linear vista along each axis. Trees have been removed from these bands after 1960, and the impact of the vistas have been lessened. Both sides of the two axis roads have fewer extant trees, and there are gaps where trees have been removed completely from sections of the band. This is particularly noticeable at the east end of the East-West Axis Road when trees were removed along the road's south side as part of the development of the Soccer Complex (2008). Additional changes to the vista along the North-South Axis Road occurred in 2008 when a bleacher building on the east side of the road, which reinforced the narrow linear vista, was removed as part of the development of the Soccer Complex.

TOPOGRAPHY

Topographic features constructed or installed at Crocker Amazon Playground during its first period of development by SERA/WPA (1935-1941) and retained when the site was rehabilitated in 1958-1960 include:

- the level athletic field complex;
- banks of varying gradients along the edges of the athletic field complex;

- the presence of Upper Terrace at a higher elevation than the athletic field complex;
- the gentle slope from west to east along the Geneva Avenue Frontage;
- banks of varying gradients along the Moscow Street Frontage north of Italy Street;
- the level terraces for the bocce, basketball, volleyball, and tennis courts; and,
- the gentle slope from the basketball, volleyball, and tennis courts to the public sidewalk along Moscow Street.

Topographic features that have been altered or installed after the park was rehabilitated in 1960 include:

- grading and installation of the Geneva Avenue Parking Lot (1987);
- grading and installation of the Skate Park (2001);
- excavation and grading at the bank along the Moscow Street to create level ground for construction of the Clubhouse (1981) and the Clubhouse Playground (1987);
- grading and lowering of the southwest corner of the site for installation of semi-circular sidewalk, low steps, and the Purple Playground (2003); and,
- regrading of the Southeast Quadrant and installation of the Soccer Complex (2008).

CIRCULATION FEATURES

Axis Roads

The East-West and North-South Axis roads were installed at Crocker Amazon Playground during its first period of development by SERA/WPA (1935-1941) and retained when the site was rehabilitated in 1958-1960. These roads retain their original alignment, but the western end of the East-West Axis Road, which originally connected to Moscow Street, was a part of the construction of the Clubhouse (1981). The asphalt curb that runs along the north side of the East-West Axis Road in the Northeast Quadrant is not original and appears to have been added after 1960.

Road at East Side of Southeast Quadrant

The road along the east side of the Southeast Quadrant was a pedestrian path during the site's first period of development by SERA/WPA (1935-1941). During World War II, when the site was in use as a fleet hospital (1944-1945), this path was widened into a road and extended south to connect to Geneva Avenue. The road was incorporated into the Geneva Avenue Parking Lot when that feature was installed (1987).

Parking Lots

The Moscow Street Parking Lot was installed at Crocker Amazon Playground during its first period of development by SERA/WPA (1935-1941) and retained when the site was rehabilitated in 1958-1960. The south portion of the lot was altered when a short drive that provided an additional connection to Moscow Street was removed in preparation for the construction of the Clubhouse in 1981.

The Geneva Avenue Parking Lot was not included in the first phase of development of the site by SERA/WPA (1935-1941), nor was it installed during the park's rehabilitation in 1958-1960. Aerial photographs indicate that the area was used as an informal, unpaved parking area by the late 1980s, and the lot was paved in 1987. Aerial photographs indicate that the unpaved overflow parking area began to be used for parking in the early 2000s.

Sidewalk Connections and Pedestrian Entrances along Geneva Avenue

During the first period of development of Crocker Amazon Playground by SERA/WPA (1935-1941), three pedestrian entrances and a curvilinear sidewalk system were located along the park's Geneva Avenue frontage, connecting to a similarly arranged curvilinear sidewalk at the Moscow Street frontage. These features remained in place after the park was restored in 1958-1960, but the curvilinear sidewalk system was removed in the mid-to-late 1960s.

The main pedestrian entrance is located at the south end of the North-South Axis Road, and retains many historic features including a semi-circular plaza, a planting bed, concrete curbs, four short columns, and a concrete

staircase. The original gravel paving was replaced by asphalt at an unknown date. Pipe handrails at the staircase and pavers at the base of the staircase were added as when the Soccer Complex was installed in 2008.

A smaller entrance plaza at the mid-point of the Southwest Quadrant retains many of its historic features including a circular plaza and planting bed, concrete curbs, and a concrete staircase; these features are in poor physical condition. The original gravel paving was replaced by asphalt at an unknown date. The asphalt in the circular plaza—which is not the original paving—is broken and uneven. Openings on the east and west sides of the plaza's curbing show the original location of the curvilinear sidewalk system, which was removed in the mid-to-late 1960s.

A third entrance plaza at the midpoint of the Southeast Quadrant (Soccer Complex) historically included a circular plaza, circular planting bed, and concrete curbs; these features were removed and replaced with a straight sidewalk when the Soccer Complex was constructed in 2008.

Sidewalk Connections and Entrances along Moscow Street

During the first period of development of Crocker Amazon Playground by SERA/WPA (1935-1941), a curvilinear sidewalk system, similar to the one along Geneva Avenue, was located along the Moscow Street frontage, and provided pedestrian connections to an earlier playground at the location of the Purple Playground, the volleyball, basketball, and tennis courts, and the western terminus of the East-West Axis Road. This curvilinear sidewalk system appears to have been removed during the park's restoration in 1958-1960.

The extant sidewalk connections along Moscow Street were developed after the park's restoration in 1958-1960. The sidewalk system around the Clubhouse and the Clubhouse Playground were installed after these features were added in 1981 and 1987. Sidewalk connections to the volleyball, basketball, and tennis courts were added in 2020.

Purple Playground

During the first period of development of Crocker Amazon Playground by SERA/WPA (1935-1941), the area where the Purple Playground is now located included a curvilinear sidewalk system accessing a playground and convenience station. This sidewalk system remained in place during the site's use as a fleet hospital during World War II and afterward while the site was used as housing, but appears to have been removed during the park's restoration in 1958-1960. Circulation features at the Purple Playground, including three entrance features, three asphalt sidewalks, semi-circular concrete sidewalk, and rubber playground surface, were constructed as part of the development of the playground in 2003 and improvement of the playground in 2007.

Northern Boundary Path and Pedestrian Entrances

The Northern Boundary Path and entrance paths into the site from Prague Street, Dublin Street, and La Grande Avenue appear to have been developed after the park's restoration in 1958-1960. An unpaved path along the northern boundary developed (or was laid out) in the late 1960s. The Prague Street staircase was originally constructed around 1966 and was rebuilt in 2016 in conjunction with improvements to the boundary path. The Dublin Street entrance path appears to have been an informal social trail which developed after the end of the period of significance and then was paved at some point. The alignment for the La Grande Avenue entrance path and the railroad tie steps were a part of the development of the La Grande Playground in 1978.

Upper Terrace

The Upper Terrace Road was installed during the first period of development of Crocker Amazon Playground by SERA/WPA (1935-1941) and retained when the park was rehabilitated in 1958-1960, although during that time the alignment continued eastward across the Upper Terrace Area to connect to a path into McLaren Park. The concrete staircase that connects the Upper Terrace Area and the Southeast Quadrant of the park appears to have

been installed during the site's use as a fleet hospital and retained when the park was rehabilitated in 1958-1960. The portion of the Upper Terrace Road east of the La Grande Community Garden; the dirt road along its south side; and the alignment of the paths all appear to have developed incrementally after the park was rehabilitated in 1958-1960. The asphalt-paved semicircular concrete sidewalk that borders the La Grande Playground was part of the development of this play area in 1978. The present-day alignment of the paths along the northern and eastern edges of the Upper Terrace dates from the early 2000s.

VEGETATION FEATURES

Grass Fields

Grass turf was planted in the athletic fields covering all four quadrants of the park during the first period of development by SERA/WPA (1935-1941) and replanted when the site was restored in 1958-1960. The grass turf in the Southeast Quadrant was removed and replaced with artificial turf when the Soccer Complex was constructed in 2008.

Bands of Trees along Axis Roads

The bands of large trees along the two axis roads were planted during the first period of development by SERA/WPA (1935-1941). Small trees were planted in broad bands lining both sides of the park's axis roads. These bands varied in width from approximately 30 to 55 feet, and the trees within each band were planted close together and in multiple rows. The trees reinforced the alignment of the two axes that divided the field complex and reinforced the narrow linear vistas along each axis. The placement and density of these trees remained largely intact when the park was rehabilitated in 1958-1960.

Since 1960 the integrity of this vegetation feature has been diminished by the removal of trees. At different times, individual trees have been removed in different locations along both sides of each of the two axis roads; this has created gaps within each band and has diminished the overall density and width of the planting bands. Based on a review of aerial photographs, the bands of trees remained intact through the 1990s but gaps became noticeable in the early 2000s. In 2004, replacement trees (Monterey cypress) were planted along the western portion of the East-West Axis Road; however only a few of replacement these trees remain extant. The construction of the Soccer Complex in 2008 removed most trees along the west and north edges of the Southeast Quadrant and created gaps in the bands of trees that lined the adjacent axis roads.

Rows of Trees Defining Boundaries and Edges

Rows of trees and hedges were planted during the first period of development by SERA/WPA (1935-1941) to define the edges of major use areas and boundaries of the park. These tree rows and hedges remained largely intact when the park was rehabilitated in 1958-1960. In the years after 1960, portions of tree rows and hedges at park edges and major use areas have been removed, resulting in the loss of the formality that characterized the original planting design.

Trees continue to provide this function in a few areas, including a row of eucalyptus trees along the western edge of the Southwest Quadrant and the row of Monterey cypress trees along the southern edge of the Upper Terrace. In other areas, tree bands are partially intact, including the Monterey cypress trees at the east eastern edge of the Southeast Quadrant (northern third of tree band removed), and the western edge of the Northwest Quadrant, separating the field from the Moscow Street Parking Lot (blackwood acacia trees added in the late 1990s-early 2000s).

A few large Monterey cypress trees and one Monterey pine remain at the frontage along Geneva Avenue, remnants of a much more robust original vegetation feature—hedges and bands of trees that ran the length of the south perimeter of the park. This vegetation feature remained intact through the early 2000s, after which trees were removed from the vicinity of the Southeast Quadrant as part of the construction of the Soccer Complex in 2008, and from the edges of the Southwest Quadrant in the mid-2010s.

At the northern perimeter of the park, few large Monterey cypress trees are located at the top of the bank between Moscow Street and Dublin Street. These trees are also remnants of a much more robust original vegetation feature which defined the boundary between the park and the residential neighborhood. Gaps appears in the tree row in the 1960s, and most of the remaining trees were removed in the mid-2010s. Bands of trees installed at the north and east edges of the Upper Terrace during the first period of development by SERA/WPA (1935-1941) appear to have been removed entirely by the early 1950s.

Hedges installed at the western edge of the basketball, volleyball, and tennis court areas during the first period of development by SERA/WPA (1935-1941) were retained through the park's rehabilitation in 1958-1960, but removed at some point after rehabilitation was complete and are no longer extant.

Bank Vegetation

The banks at the edges of the quadrants and along the northern boundary of Crocker Amazon Playground are planted with a variety of vegetation that stabilizes the slopes. While these banks were vegetated during the first period of development by SERA/WPA (1935-1941) and through the park's rehabilitation in 1958-1960, the current composition of the plantings evolved after the rehabilitation was complete in 1960; some of the vegetation may have been deliberately planted and some may have been naturalized.

Along Frontages

Lawns in the frontages along Geneva Avenue and Moscow Street, where the grass is regularly mowed and irrigated, were installed during the first period of development by SERA/WPA (1935-1941) and either retained or reinstalled through the park's rehabilitation in 1958-1960. These features have been a consistent vegetation feature since Crocker Amazon Playground was constructed. However, this is the only vegetation feature along the two frontages to remain intact from the period of significance.

The ornamental beds laid out along the curvilinear sidewalks have been lost. These ornamental beds and the sidewalks were removed along Moscow Street between 1956 and 1965 and along Geneva Avenue in the mid-to-late 1960s.

The trees and over-grown specimens of Victorian box are remnants of an original vegetation feature that framed the now nonextant curvilinear sidewalk system. These remnants of that more extensive planting no longer reflect their original design.

The scattered trees and overgrown shrubs at the north end of the Moscow Street frontage are remnants of a more extensive and unified planting scheme that once included a band of trees in the vicinity of the Baseball Diamond 3 bleachers, and a hedge along the western side of the parking lot. Similarly, the scattered overgrown shrubs along the western edges of the basketball, volleyball, and tennis courts are remnants of the hedge and shrub that once extended along the entire length of the western side of the court complex. These remnants no longer reflect their original design.

The Chinese elm trees along the Moscow Street Frontage and the young Monterey cypress and pine trees along Geneva Avenue were added around 2020 and in locations that had no trees during the period of significance.

Planting Beds at Pedestrian Entrances

Planting beds were constructed at all three pedestrian entrances along Geneva Avenue during the first period of development by SERA/WPA (1935-1941) and retained through the park's rehabilitation in 1958-1960. Planting beds at the easternmost pedestrian entrance were removed during construction of the Soccer Complex in 2008. The remaining two planting beds are currently planted with ornamental vegetation (different varieties of common perennials, groundcovers, succulents, small shrubs, and small trees).

The planting beds at the pedestrian entrances to the Purple Playground are planted with olive trees; these features were installed in 2003 and improved in 2007.

The planting bed along the west side of the Clubhouse on Moscow Street was added after this building was completed in 1981.

Upper Terrace

All of the vegetation in the Upper Terrace was planted after the park was rehabilitated in 1958-1960. Redwood trees and large shrubs in the vicinity of the La Grande Playground may be remnants of vegetation that was added in the 1980s as part of the development of this play area. The vegetation within the Dog Play Area has evolved gradually with trees first appearing in aerial photographs in the late 1980s and early 1990s. The group of flowering cherry trees at the northeastern edge of the Upper Terrace are small and were planted within the last decade.

BUILDINGS

The Bleacher buildings at Diamond 1 and 2 were constructed at Crocker Amazon Playground during the site's first period of development by SERA/WPA (1935-1941). These buildings remained in place while the site was used as a fleet hospital (1944-1945) and in the post-war years when the site was used for housing. The majority of the building's original features and materials were left in place when the Playground was rehabilitated in 1958-1960.

Other buildings constructed during the site's first period of development by SERA/WPA (1935-1941) that are no longer extant at the site include an additional bleacher building that was located at the southwest portion of what is now the Soccer Complex, removed when the Soccer Complex was constructed in 2008, and a convenience station at the northeast portion of what is now the Purple Playground, removed after 2000, presumably in advance of construction of the Purple Playground in 2003. Buildings constructed after the park was rehabilitated in 1960 include the Clubhouse (1981), Covered Bocce Ball Court (1986); Maintenance Building (2008), and Restroom and Pumphouse Building (2008).

STRUCTURES

As introduced in the discussion of Vegetation, turf lawns association with Diamond 1, 2, 3, 4, and 5 were installed at Crocker Amazon Playground during its first period of development by SERA/WPA (1935-1941) and reinstalled when the Playground was rehabilitated in 1958-1960. The Basketball, Volleyball, and Tennis Courts likewise were installed during its first period of development (1935-1941); they appear to have remained in use while the site was in use as a field hospital during World War II and during the post-War period when it was used for housing, and refinished and improved when the Playground was rehabilitated in 1958-1960. The Bocce Ball Courts were installed as horseshoe pits during the first period of development by SERA/WPA (1935-1941); they remained in use or at least in place through the War and housing periods, and were refinished and improved when the Playground was rehabilitated in 1958-1960. The date that the use shifted from horseshoe to bocce ball was not uncovered through research. The remaining structures were installed after the park was rehabilitated in 1960, including La Grande Playground (1978), the Clubhouse Playground (1987), the Skate Park (2001), and the Purple Playground (2003, improved in 2007).

SMALL-SCALE FEATURES

Small-scale features that are known to have been or appear likely to have been installed at Crocker Amazon Playground during its first period of development by SERA/WPA (1935-1941) include the concrete bleacher seating at the tennis and bocce ball courts, and the system of concrete gutters throughout the site. Small-scale features that appear likely to have been installed while the site was in use as a fleet hospital during World War II or as housing in the post-War period are limited to areas of galvanized aluminum fencing with I-beam or faceted posts and ornamental caps, near the Moscow Street and France Avenue frontages and in the Upper Terrace area east of the concrete staircase.

Landscape Features Development

Small-scale features that are known to have been or appear likely to have been installed when the Playground was rehabilitated in 1958-1960 include the unpainted metal water fountain adjacent to the Diamond 1 Bleacher building; the benches with fixed wood legs and three-plank wood seats at the Tennis Courts; the lighting with single basket-shaped heads along the south side of the East-West Axis Road (with some replaced in kind during later periods of development) and the south portion of the North-South Axis Road; lighting around Diamond 1; and the standard gauge galvanized aluminum chain link fencing at Diamonds 1, 2, and 3, and west of the Clubhouse Playground. Small scale features that are known to have been or appear likely to have been installed after the playground was rehabilitated in 1960 include all of the movable bleachers throughout the park; all benches except for the Tennis Court benches; all picnic tables, all water fountains except the fountain adjacent to the Diamond 1 Bleacher building; the bike racks; all trash cans; all signage; all lighting other than that at Diamond 1 and the basket-head lighting along the axes roads; all vinyl coated fencing; the wood post and metal cord fencing; the painted iron picket fencing; the La Grande Community Garden Beds and fencing; the Community Garden storage cabinet; the shipping containers; and the utility features including water pumps, electrical cabinets, and manholes and hatch covers.

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Chapter Seven

Conditions Assessment

The condition of Crocker Amazon Playground was assessed through a visual inspection of landscape characteristics and features during site visits that were conducted as part of the documentation for this report. Overall, the Crocker Amazon Playground landscape showed no major negative disturbance or deterioration by natural and/or human forces. Minor condition issues for specific topography, vegetation features, circulation features, buildings, structures, and small-scale features are noted below.

TOPOGRAPHY

There are areas of erosion along some of the banks. Erosion along the bank that lines the northern edge of the Northwest Quadrant has covered most of the gutter system at the base of the bank and created gullies along both sides of the staircase that connects the Upper Terrace to the East-West Axis Road. Erosion on the bank to the east of the road along the east side of the Soccer Complex has covered part of the gutter system and is creating an unstable areas along the bank.

VIEWS AND VISTAS

The loss of trees along the two axis roads has lessened the impact of the vistas associated with these roads.

CIRCULATION FEATURES

Some portions of the asphalt paving along the two axis roads have crumbling edges and are uneven with multiple layers of paving exposed.

The westernmost pedestrian entrance plaza at the Geneva Avenue Frontage (at the mid-point of the Southwest Quadrant) is in poor condition. The asphalt in the circular plaza, which replaced original gravel paving, is cracked, uneven, and missing in places.

The asphalt paving in the main pedestrian entrance plaza on Geneva Avenue, which connects to the North-South Axis Road, is covering some of the concrete curbs that define the plaza and planting bed. The asphalt paving replaced original gravel paving.

VEGETATION FEATURES

The trees along the two axis roads and those used to define edges were planted during the park's first period of development by SERA/WPA (1935-1941). Age, structural issues, pest issues, and climate conditions may be impacting the condition of these trees. While the *Draft Arborist Report: Crocker Amazon Park Athletic Fields,* prepared by HortScience | Bartlett Consulting in 2021, provides some of this information, a condition assessment of the trees should be prepared by a qualified consulting arborist.

BUILDINGS

While a full building conditions assessment is beyond the scope of this CLR, both the Diamond 1 and Diamond 2 bleacher buildings are both experiencing multiple substantial conditions issues. Both buildings have interior water damage, inoperable restrooms, inoperable heating and ventilation systems, and past-useful-life plumbing and electrical systems. Both buildings need to be painted and the bleachers' wooden seating platforms are deteriorated and need to be replaced. Conditions issues at the Clubhouse include staining at the exterior wall finishes, and wear to interior finishes. The interior of the Covered Bocce Ball Court was not surveyed but the building appears in

generally good condition. The later-constructed buildings at the park, including the Maintenance Building (2008) and the Restroom and Pumphouse Building (2008) are in good condition.

STRUCTURES

No notable conditions issues were observed at any of the structures at Crocker Amazon Playground.

SMALL-SCALE FEATURES

Small-scale features with conditions issues include the concrete gutter system, which is inoperable, covered in mud and debris in many areas, and has areas of cracked concrete; areas of galvanized aluminum fencing with I-beam or faceted posts and ornamental caps, which generally no longer stand straight and/or have areas of damaged chain link; the unpainted metal water fountain adjacent to the Diamond 1 Bleacher building, which appears rusted and is seeping water; the benches with fixed wood legs and three-plank wood seats at the Tennis Courts, which have areas of broken plank; and some of the galvanized metal and wood plank seating bleachers, which have areas of broken plank. All other small-scale features appear to be in good condition.

Part 3: Analysis and Evaluation

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Chapter Eight

Analysis and Evaluation

INTRODUCTION

The Analysis and Evaluation section of the CLR provides information about the evaluative framework for determining historic significance under the National Register of Historic Places and the California Register of Historical Resources; evaluates Crocker Amazon Playground for historic significance under these frameworks, both the full site as a cultural landscape and the buildings within the site; evaluates the historic integrity of both Crocker Amazon Playground and the buildings within the site; and closes with a finding of historic register eligibility.

Analysis and evaluation in this section of the CLR is based on guidance provided by the National Park Service's *National Register Bulletin: How to Apply the National Register Criteria for Evaluation*; J. Timothy Keller Genevieve P. Keller's *National Register Bulletin: How to Evaluate and Nominate Historic Designed Landscapes*; the State of California Office of Historic Preservation's *California Office of Historic Preservation Technical Assistance Series #7 How to Nominate a Resource to the California Register of Historical Resources*, and the National Park Service's *A Guide To Cultural Landscape Reports: Contents, Process, and Techniques.*[158]

NATIONAL REGISTER FOR HISTORIC PLACES

The National Register of Historic Places (National Register) is the nation's inventory of historic places and the national repository of documentation on historic property types, significance, abundance, condition, ownership, needs, and other information. The National Register Criteria for Evaluation define the scope of the National Register of Historic Places; they identify the range of resources and kinds of significance that will qualify properties for listing in the National Register. The Criteria are written broadly to recognize the wide variety of historic properties associated with our prehistory and history. A property eligible for the National Register must be significant at the local, state, or national level under one or more of the following criteria:

A. Association with events that have made a significant contribution to the broad patterns of our history.

B. Association with the lives of significant persons in our past.

C. A property that embodies the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable entity whose components may lack individual distinction.

D. A property that had yielded or may be likely to yield information important in history or prehistory.

[158] U. S. Department of the Interior, National Park Service, *National Register Bulletin: How to Apply the National Register Criteria for Evaluation* (Washington D. C.: U.S. Department of the Interior, 1990; revised for internet 1995). Accessed June 10, 2022 at https://www.nps.gov/subjects/nationalregister/upload/NRB-15_web508.pdf; J. Timothy Keller Genevieve P. Keller, *National Register Bulletin: How to Evaluate and Nominate Historic Designed Landscapes* (Washington D. C.: U.S. Department of the Interior, no date). Accessed June 14, 2022 at https://www.nps.gov/subjects/nationalregister/upload/NRB18-Complete.pdf; State of California, Office of Historic Preservation, Department of Parks and Recreation, *California Office of Historic Preservation Technical Assistance Series #7 How to Nominate a Resource to the California Register of Historical Resources* (Sacramento, CA: Department of Parks and Recreation, 2001). Accessed June 10, 2022 at https://ohp.parks.ca.gov/pages/1056/files/07_TAB%207%20How%20To%20Nominate%20A%20Property%20to%20California%20Register.pdf; Robert R. Page, Cathy A. Gilbert, and Susan A. Dolan, *A Guide To Cultural Landscape Reports: Contents, Process, and Techniques* (Washington D. C.: U.S. Department of the Interior, 1998).

For a property to qualify under the National Register, it must retain "historic integrity of those features necessary to convey its significance."[159] Integrity is the authenticity of a historical resource's physical identity evidenced by the survival of characteristics that existed during the resource's period of significance. Since integrity is based on a property's significance within a specific historic context, an evaluation of a property's integrity can only occur after historic significance has been established. To determine if a property retains the physical characteristics corresponding to its historic context, the National Register has identified seven aspects of integrity:

- *Location* is the place where the historic property was constructed or the place where the historic event occurred.
- *Setting* is the physical environment of a historic property.
- *Design* is the combination of elements that create the form, plan, space, structure, and style of a property.
- *Materials* are the physical elements that were combined or deposited during a particular period of time and in a particular pattern or configuration to form a historic property.
- *Workmanship* is the physical evidence of the crafts of a particular culture or people during any given period in history or prehistory.
- *Feeling* is a property's expression of the aesthetic or historic sense of a particular period of time.
- *Association* is the direct link between an important historic event or person and a historic property.

[159] U. S. Department of the Interior, National Park Service, National Register Bulletin: How to Apply the National Register Criteria for Evaluation.

CALIFORNIA REGISTER FOR HISTORICAL RESOURCES

The California Register of Historical Resources (California Register) is the authoritative guide to the State's significant historical and archaeological resources. It serves to identify, evaluate, register, and protect California's historical resources. The California Register program encourages public recognition and protection of resources of architectural, historical, archaeological, and cultural significance; identifies historical resources for state and local planning purposes; determines eligibility for historic preservation grant funding; and affords certain protections under the California Environmental Quality Act (CEQA). All resources listed in or formally determined eligible for the National Register are automatically listed in the California Register. In addition, properties designated under municipal or county ordinances are eligible for listing in the California Register.

The California Register criteria are modeled on the National Register criteria. A historical resource must be significant at the local, state, or national level under one or more of the following criteria:

1. It is associated with events or patterns of events that have made a significant contribution to the broad patterns of local or regional history, or the cultural heritage of California or the United States.
2. It is associated with the lives of persons important to local, California, or national history.
3. It embodies the distinctive characteristics of a type, period, region, or method of construction, or represents the work of a master, or possesses high artistic values.
4. It has yielded, or has the potential to yield, information important to the prehistory or history of the local area, state or the nation.

Like the National Register, evaluation for eligibility to the California Register requires an establishment of historic significance before integrity is considered. California uses the same seven aspects of integrity to determine if a property retains the physical characteristics corresponding to its historic significance. However, the integrity threshold is slightly lower at the state level than at the federal level. As a result, some resources that are historically significant but do not meet National Register integrity standards may be eligible for listing in the California Register.

SUMMARY OF FINDINGS

Detailed within the full evaluation, below, are the following findings:

- Crocker Amazon Playground is historically significant under Criterion A/1 for its association with New Deal-era playground and recreation facility construction in San Francisco, and as the site of the U. S. Naval Receiving Hospital (Fleet Hospital No 113). It is also historically significant under Criterion C/3 as a site that embodies the distinctive characteristics of a New Deal-era recreation facility, and as a unique example of a comprehensive playground site plan by William G. Merchant, who is recognized as a prominent architect within the San Francisco context. However, due to the loss of integrity of design, materials, workmanship, and feeling, the site does not retain sufficient integrity to convey its historic significance under any of these eligibility criteria. For this reason, Crocker Amazon Playground is not eligible for the National or California registers as a site, cultural landscape, or district.
- Within Crocker Amazon Playground, two age-eligible buildings, the Diamond 1 and Diamond 2 Bleacher buildings, were evaluated for individual eligibility for historic register listing. These buildings were determined not to be eligible for historic register listing, due to their utilitarian use and comparatively modest architectural style; they are also not distinguished within the broad career oeuvre of William G. Merchant such that they would be significant for their association with Merchant. Additionally, the bleacher buildings have lost integrity due to changes to their original setting, design, and feeling; advanced material deterioration and malfunctioning building equipment also contribute to reduced integrity of materials and workmanship. For these reasons, the Diamond 1 and Diamond 2 Bleacher buildings do not appear individually eligible for the National or California registers.

HISTORIC SIGNIFICANCE EVALUATION: CROCKER AMAZON PLAYGROUND

This evaluation pertains to the Crocker Amazon Playground as a cultural landscape. An evaluation of the Diamond 1 and Diamond 2 Bleachers buildings follows. Because the California Register criteria are explicitly modeled on the National Register criteria, evaluations under both registers' criteria are consolidated in these evaluations.

National Register/California Register Criterion A/1: Events

To be considered eligible for listing under Criterion A/1, a property must be associated with one or more events important in a defined historic context. This criterion recognizes properties associated with single events, a pattern of events, repeated activities, or historic trends.[160]

Crocker Amazon Playground appears significant under Criterion A/1 at the local level for its association with the period of construction of parks, playgrounds, and recreation facilities in San Francisco that took place during the New Deal era. The design and construction of Crocker Amazon Playground represents the overlapping and multi-focal goals of the SF Recreation and Park Commission and the WPA: the employment of a large and largely unskilled workforce; the construction of new recreation centers in the city's

[160] U. S. Department of the Interior, National Park Service, National Register Bulletin: How to Apply the National Register Criteria for Evaluation.

outlying residential neighborhoods; and the shift from passive to active recreation. Crocker Amazon Playground was the largest and best-funded of the seventy individual WPA-funded parks, playgrounds, and recreation projects completed within the city between 1933 and 1939. These parks, playgrounds, and recreation projects had a lasting and significant impact on the city's urban fabric and the continued presence of Crocker Amazon Playground conveys a legacy of federal and city investment in public spaces. The period of significance for this association is 1935-1941, the period during which the site was planned and constructed.

Crocker Amazon Playground also appears significant under Criterion A/1 at the local level as the site of the U. S. Naval Receiving Hospital (Fleet Hospital No 113). This facility was the first of its kind in the nation and its rapid construction and utilization characterized the speed and efficiency of wartime construction. Despite the short period during which the hospital was operational, the site has significance as the only temporary receiving hospital in San Francisco during the war. The period of significance for this association is 1944-1945, the period during which the site was commissioned, in operation, and decommissioned.

A review of Crocker Amazon Playground's potential association with later historically significant periods in park development in San Francisco, specifically the previously identified California register-eligible Midcentury Recreation Historic District, indicates that the site does not have a direct association with that period. The park was established well before the district's period of significance (1947-1961). While substantial work was undertaken at Crocker Amazon Playground between 1957 and 1959 before the park reopened to the public in 1960, the scope of this work returned the park to its pre-war, New Deal-era appearance, and was undertaken not by SF RPD but by the SFHA. Research did not indicate that this work was funded by the municipal funding bonds that passed in 1947, 1954, and 1957, nor were any new buildings constructed in the park during this period. Restoration of the existing buildings at the site, namely the Diamond 1 and Diamond 2 Bleacher buildings, was limited in scope to replacing a small number of damaged fenestration elements and dugout and fencing components. Overall, Crocker Amazon Playground does not appear to have a significant association with post-war park development in San Francisco, and would not be considered a contributor to the previously identified California register-eligible Midcentury Recreation Historic District.

National Register/California Register Criterion B/2: Person(s)

This criterion "applies to properties associated with individuals whose specific contributions to history can be identified and documented." It identifies properties associated with individuals "whose activities are demonstrably important within a local, State, or national historic context."[161]

Crocker Amazon Playground does not appear significant under Criterion 2/B. While the site has been used by innumerable San Francisco residents since it opened to the public in the late 1930s, and by thousands of military personnel and veterans while it was in use during World War II as a naval fleet hospital and as veterans housing in the post-war era, research did not uncover any association between the property and any individuals who have made specific contributions to history or whose activities are demonstrably important within a local, State, or national historic context. For these reasons, the site does not appear significant under Criterion 2/B.

National Register/California Register Criterion C/3: Design or Construction

This criterion applies to properties that "embody the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable entity whose components may lack individual distinction."[162] "Distinctive characteristics" are

[161] U. S. Department of the Interior, National Park Service, National Register Bulletin: How to Apply the National Register Criteria for Evaluation.

[162] U. S. Department of the Interior, National Park Service, National Register Bulletin: How to Apply the National Register Criteria for Evaluation.

the physical and design features that commonly recur in individual types, periods, or methods of construction. To be eligible, a property must clearly contain enough of those characteristics to be considered a true representative of a particular style.[163] A master "is a figure of generally recognized greatness in a field, a known craftsman of consummate skill, or an anonymous craftsman whose work is distinguishable from others by its characteristic style and quality."[164]

Crocker Amazon Playground appears significant under Criterion C/3 at the local level as a site that embodies the distinctive characteristics of a type and period, namely the New Deal era recreation facility. During the New Deal, parks, playgrounds, and recreation facilities moved further towards providing space for active rather than passive recreation, described by one historian as building "not bandstands and belvederes, but grandstands and athletic fields." In its site design, Crocker Amazon Playground provided a strikingly broad array of active recreation features, including baseball diamonds; concrete baseball bleacher buildings; soccer pitches; basketball, volleyball, and tennis courts; horseshoe pits; a field house (not constructed); a convenience station; and a play area including a mother's area, children's area, and a small reflecting pool. While the Cabrillo Playground Clubhouse (1934), the Glen Park Recreation Center (1938), and the Fulton Playground Clubhouse (1938) have been recognized as historically significant by the San Francisco Planning Department for their association with the New Deal era (as well as their architectural significance), Crocker Amazon Playground was the largest and best-funded of the seventy individual WPA-funded parks and recreation projects completed within the city during the New Deal era. The site's provision of space for a broad variety of active rather than passive recreation is an excellent example of New Deal-era recreation facility design. The period of significance for this association is 1935-1941, the period during which the site was planned and constructed.

Crocker Amazon Playground also appears significant under Criterion C/3 at the local level as a unique example of the recreation site planning work of William G. Merchant, who is recognized as a master architect within the San Francisco context. William G. Merchant was an established architect in San Francisco when he was selected by the SF Recreation and Park Commission in 1932 to serve as consulting architect for the agency's playgrounds and recreation facilities. Merchant worked for the SFRPC as a dedicated consultant through 1939, coinciding with a period of rapid growth in the agency as a result of New Deal federal funding. While Merchant's architectural contributions during this era have been recognized in findings of historic register eligibility for his designs for the Glen Park Recreation Center, Fulton Playground Clubhouse, and the Cabrillo Clubhouse, Crocker Amazon Playground represents both his largest playground design and a rare example of Merchant's design for a comprehensive site plan. The success of Merchant's design for Crocker Amazon Playground can be measured both by his long tenure designing for the SFRPCand SF RPD in the decades after Crocker Amazon Playground was complete, and by the choice to faithfully and nearly identically reconstruct the park in 1957-1960 according to Merchant's original plans. For these reasons, Crocker Amazon Playground as a site would be considered a unique and significant example of the recreation planning work of master architect William G. Merchant. The period of significance for this association is 1935-1941, the period during which the site was planned and constructed.

National Register/California Register Criterion D/4: Information Potential

The "potential to yield, information important to the prehistory or history of the local area, state or the nation" typically relates to archaeological resources rather than built resources. When Criterion D/4 does relate to built resources, it is relevant for cases when the building serves

[163] U. S. Department of the Interior, National Park Service, National Register Bulletin: How to Apply the National Register Criteria for Evaluation.
[164] U. S. Department of the Interior, National Park Service, National Register Bulletin: How to Apply the National Register Criteria for Evaluation.

as the principal source of important construction-related information.

Crocker Amazon Playground does not appear to have the potential to provide important information related to its materials or construction type. No material or constructed components of the site would be considered exceptionally unique, rare, or obsolete such that they would yield information important to the prehistory or history. Therefore, it does not appear to be eligible for the National or California Register under Criterion D/4. The analysis of the site was limited to above-ground resources: the identification and evaluation of archeological resources is beyond the scope of this report.

Summary of Historic Significance and Periods of Significance: Crocker Amazon Playground

Crocker Amazon Playground as a site appears historically significant under the following criteria with the following period(s) of significance:

- Criterion A/1 at the local level for association with the period of construction of playgrounds and recreation facilities in San Francisco that took place during the New Deal era. Period of significance: 1935-1941.
- Criterion A/1 at the local level as the site of the U. S. Naval Receiving Hospital (Fleet Hospital No 113). Period of significance: 1944-1945.
- Criterion C/3 at the local level as a site that embodies the distinctive characteristics of a type and period, namely the New Deal era recreation facility. Period of significance: 1935-1941.
- Criterion C/3 at the local level as the work of William G. Merchant, who is recognized as a master architect within the San Francisco context. Period of significance: 1935-1941.

INTEGRITY EVALUATION: CROCKER AMAZON PLAYGROUND

Integrity is the authenticity of a historical resource's physical identity evidenced by the survival of characteristics that existed during the resource's period of significance. Evaluation of integrity of the site is based on a comparison of the presence and appearance of the site's seven extant categories of landscape characteristics – spatial organization; views and vistas; topography; circulation features; vegetation features; buildings and structures; and small-scale features – against the presence and appearance of these characteristics during the site's periods of significance, including 1935-1941 (association with New Deal recreation development; embodies the distinctive characteristics of a type and period; and the work of master architect William G. Merchant); and 1944-1945 (naval hospital use).[165] Graphic illustrations of these changes over time are included in Appendix E.

Because all of the buildings, structures, and small-scale features that were constructed at Crocker Amazon Playground from 1944 through 1945 during its use as a naval fleet hospital have been removed, and all of the other landscape characteristics at the site were installed either prior to or after that period, a detailed analysis of integrity as it relates to this historically significant period is not included here: the site does not retain integrity of design, materials, workmanship, feeling, or association with relation to this period, and would not be eligible for the National or California registers under Criterion A/1 at the local level as the site of the U. S. Naval Receiving Hospital. The following integrity analysis is therefore confined to the remaining findings of significance of the site.

[165] Integrity of the site's natural systems and features is not evaluated because the site has been completely developed and is no longer strongly characterized by its natural systems and features.

Location

Location refers to the place where the historic property was constructed or the place where the historic event took place.

All of the landscape characteristics at Crocker Amazon Playground remain in the location where they were originally constructed within the park, and have not been moved to another location outside the park. As such the site retains integrity of location.

Design

Design refers to the combination of elements that create the form, plan, space, structure, and style of a property.

While some landscape characteristics at Crocker Amazon Playground continue to reflect the design of the site during the period of significance, a series of changes have occurred within the site outside of the period of significance, such that the park does not retain integrity of design.

The site retains some of the basic, "broad strokes" design components that were installed or constructed during the park's period of significance (1935-1941) and retained when the park was rehabilitated from 1957-1960. These include the spatial organization of the site into four quadrants with cross-axes roads; turf sport fields at three of the park's four quadrants; two concrete bleacher buildings at the southwest quadrant; paved sport courts at the Moscow Street frontage; concrete bleachers at the tennis and bocce ball courts; mature trees along cross-axes roads within the park; vegetated setbacks along the street frontages of Geneva Avenue and Moscow Street; two entry stairs from the Geneva Avenue frontage; some lighting and fencing; and the concrete gutter system. Other "broad strokes" design components that were installed, constructed, retained, and/or reinstalled during these eras have been removed after 1960, including turf sport fields at one of the park's four quadrants; one concrete bleacher building at the southeast quadrant; large wood bleachers at the northwest quadrant of the park and the southeast quadrant of the park; some of the mature trees along cross-axes roads; a convenience station building and play area at the southwest corner of the site; and the curvilinear sidewalk system located along the street frontages of Geneva Avenue and Moscow Street. Changes have also been made to smaller "fine grain" design components that were installed during the period of significance (1935-1941) and retained through or reinstalled when the park was rehabilitated from 1957-1960, including the removal of most of the original vegetation features from the street frontages of Geneva Avenue and Moscow Street; the removal of most original interior fixtures and finishes at the bleachers buildings; and removal of all small-scale features that may have been installed prior to 1960 such as benches, water fountains, trashcans, and similar. Finally, both broad strokes and fine grain design components have been added to the site after the park was rehabilitated from 1957-1960, including La Grande Playground; circulation features at the north perimeter of the park and at the Upper Terrace; the Clubhouse; Clubhouse Playground; Geneva Avenue Parking Lot; La Grande Community Garden; Skate Park; Purple Playground; artificial turf and hardscaping at the Soccer Complex; the Maintenance and Restroom and Pumphouse buildings; and most of the site's small-scale features such as benches, picnic tables, water fountains, lighting, fencing, and others. Considered overall, changes of both subtraction and addition made outside of the period of significance have substantially reduced Crocker Amazon Playground's integrity of design.

Setting

Setting refers to the physical environment of a historic property.

The setting of Crocker Amazon Playground is characterized by single family residential development to the north, west, and south of the site, and open space of McLaren Park east of the site. While the density of residential development in the area surrounding the site has increased in the decades since the park was constructed, overall, the setting of Crocker Amazon Playground is largely unchanged outside of the period of significance and as such the site retains integrity of setting.

Materials

Materials include the physical environments where combined or deposited during a particular period of time and in a particular pattern or configuration to form a historic property.

While some landscape characteristics at Crocker Amazon Playground continue to reflect materials installed during the period of significance, a series of changes have occurred outside of the period of significance, such that the park does not retain integrity of materials.

As introduced in the discussion of design integrity, the site retains some of the materials that were installed or constructed during the park's period of significance (1935-1941) and retained through or reinstalled when the park was rehabilitated from 1957-1960. These include turf sport fields at three of the park's four quadrants (materials updated in kind); two concrete bleacher buildings at the southwest quadrant; paved sport courts at the Moscow Street frontage (materials updated, similar if not in kind); concrete bleachers at the tennis and bocce ball courts; mature trees along cross-axes roads within the park; vegetated setbacks along the street frontages of Geneva Avenue and Moscow Street (some materials updated, similar if not in kind); two entry stairs from the Geneva Avenue frontage; some lighting and fencing; and the concrete gutter system. Other materials that were installed, constructed, retained, and/or reinstalled during these eras have been removed after 1960, including turf sport fields at the southeast quadrant; one concrete bleacher building at the southeast quadrant; large wood bleachers at the northwest quadrant of the park and the southeast quadrant of the park; some of the mature trees along cross-axes roads; a convenience station building and play area at the southwest corner of the site; the curvilinear sidewalk system located along the street frontages of Geneva Avenue and Moscow Street; most of the original vegetation features from the street frontages of Geneva Avenue and Moscow Street; most original interior fixtures and finishes at the bleachers buildings; and any small-scale features that may have been installed prior to 1960 such as benches, water fountains, trashcans, and similar. Substantial quantities of new material have been installed or constructed at the site after 1960, including La Grande Playground; circulation features at the north perimeter of the park and at the Upper Terrace; the Clubhouse; Clubhouse Playground; Geneva Avenue Parking Lot; La Grande Community Garden; Skate Park; Purple Playground; artificial turf and hardscaping at the Soccer Complex; the Maintenance and Restroom and Pumphouse buildings; and most of the site's small-scale features such as benches, picnic tables, water fountains, lighting, fencing, and others. While a certain amount of material loss, updating, and replacement is to expected in a landscape over time, much of the original material lost at Crocker Amazon Playground has not been updated or replaced in kind, and a substantial amount of new material has been introduced at the site. Considered overall, changes of both subtraction and addition made outside of the period of significance have substantially reduced Crocker Amazon Playground's integrity of materials, such that the park does not retain integrity of materials.

Workmanship

Workmanship refers to the physical evidence of the crafts of a particular culture or people during any given period in history or prehistory.

Workmanship at a recreational landscape like Crocker Amazon Playground can generally be understood to include the workmanship contributed by the site's designer, William G. Merchant, in devising the original landscape plan and design of the park; as well perhaps more broadly as the efforts of unnamed scores of men employed by the WPA and SERA who participated in the installation and construction of features within the park. For these reasons, the evaluation of workmanship largely overlaps with the evaluation of design and materials at the site, because original design and materials must be present to exhibit and convey the workmanship of the men who designed and built the park. As introduced in the discussions of design

and materials, while the site retains some of the design and materials that were installed or constructed during the park's period of significance (1935-1941) and retained through or reinstalled when the park was rehabilitated from 1957-1960, some design features and many original material features have been lost. The original design of the site has been further diluted through new construction outside of the period of significance, and much of the lost original material has not been updated or replaced in kind. Considered overall, loss of both original design features and original material at the site outside of the period of significance have substantially reduced Crocker Amazon Playground's integrity of workmanship, such that the park does not retain integrity of workmanship.

Feeling

Feeling refers to a property's expression of the aesthetic or historic sense of a particular period of time.

While Crocker Amazon Playground retains some landscape characteristics that enable the site to convey an aesthetic or historic sense of its period(s) of significance, a series of changes outside of the period of significance have introduced non-historic features into the park and reduce the park's integrity of feeling, such that the park does not retain integrity of feeling.

As detailed in the discussion of integrity of design, materials, and workmanship, the site retains some of the landscape characteristics that were installed or constructed during the park's period of significance (1935-1941) and retained through or reinstalled when the park was rehabilitated from 1957-1960, while other landscape characteristics installed, constructed, retained, and/or reinstalled during these eras have been removed since 1960. In the period after 1960, many substantial landscape characteristics have been installed or constructed at the site, including La Grande Playground; circulation features at the north perimeter of the park and at the Upper Terrace; the Clubhouse; Clubhouse Playground; Geneva Avenue Parking Lot; La Grande Community Garden; Skate Park; Purple Playground; artificial turf and hardscaping at the Soccer Complex; the Maintenance and Restroom and Pumphouse buildings; and most of the site's small-scale features such as benches, picnic tables, water fountains, lighting, fencing, and others. Considered overall, the loss of landscape characteristics installed or constructed during the site's period of significance combined with the addition of non-historic landscape characteristics installed or constructed after the period of significance have substantially reduced Crocker Amazon Playground's integrity of feeling, such that the park does not retain integrity of feeling.

Association

Association refers to the direct link between an important historic event or person and a historic property.

Crocker Amazon Playground retains integrity of association. The site has historic significance for association (Criterion A/1) at the local level with the period of construction of playgrounds and recreation facilities in San Francisco that took place during the New Deal era. The site remains in use as a playground and recreational site, and as such retains its historically significant association.

Summary of Integrity Findings: Crocker Amazon Playground

Crocker Amazon Playground when considered as a cultural landscape retains integrity of location, setting, and association, and does not retain integrity of design, materials, workmanship, and feeling.

HISTORIC REGISTER ELIGIBILITY FINDINGS: CROCKER AMAZON PLAYGROUND

Crocker Amazon Playground is historically significant for its association with the period of construction of playgrounds and recreation facilities in San Francisco that took place during the New Deal era; as the site of the U. S. Naval Receiving Hospital (Fleet Hospital No 113); as a site that embodies the distinctive characteristics of the New Deal era

recreation facility; and as the work of William G. Merchant, who is recognized as a master architect within the San Francisco context. However, due to a loss of integrity of design, materials, workmanship, and feeling at the site, including both the loss of historic features and materials and the addition of a substantial number of new features and materials, the site as a whole does not retain sufficient integrity to convey its historic significance. For this reason, Crocker Amazon Playground is not eligible for the National or California registers as a site, cultural landscape, or district.

HISTORIC SIGNIFICANCE EVALUATION: DIAMOND 1 AND DIAMOND 2 BLEACHER BUILDINGS

This evaluation pertains to the Diamond 1 and Diamond 2 Bleachers buildings as potentially significant individual buildings. All other buildings within the site were constructed within the past 45 years, and do not warrant individual evaluation due to their recency of construction. As previously introduced, because the California Register criteria are explicitly modeled on the National Register criteria, evaluations under both registers' criteria are consolidated in these evaluations.

National Register/California Register Criterion A/1: Events

To be considered eligible for listing under Criterion A/1, a property must be associated with one or more events important in a defined historic context. This criterion recognizes properties associated with single events, a pattern of events, repeated activities, or historic trends.[166]

The Diamond 1 and Diamond 2 Bleacher buildings do not appear significant under Criterion A/1 for association with any historically significant events or patterns of events. Research did not uncover any discrete historically significant events that have taken place at these buildings.

While the buildings were constructed during the period of parks, playgrounds, and recreation facility development in San Francisco that took place during the New Deal era, the buildings when considered individually are a small component of this larger pattern of events and do not have a direct association that would elevate them to historic significance. Nor do they appear eligible for association with any other, later historically significant patterns of events.

Like the park as a whole, the Diamond 1 and Diamond 2 Bleacher buildings are not associated with the aforementioned Midcentury Recreation Historic District. Construction of both buildings was complete by 1941, prior to the district's period of significance (1947-1961). While the bleacher buildings were rehabilitated between 1957 and 1960, that rehabilitation was limited in scope to replacing a small number of damaged fenestration elements and dugout and fencing components, essentially keeping the buildings in their original appearance. Nor was this work funded by the municipal bonds that passed in 1947, 1954, and 1957, which characterize the other properties included in the historic district. Overall, the Diamond 1 and Diamond 2 Bleacher buildings do not appear to have a significant association with post-war park development in San Francisco, and would not be considered contributors to the previously identified California register-eligible Midcentury Recreation Historic District.

For these reasons, the buildings do not appear significant under Criteria A/1.

National Register/California Register Criterion B/2: Person(s)

This criterion "applies to properties associated with individuals whose specific contributions to history can be identified and documented." It identifies properties associated with individuals "whose activities are demonstrably important within a local, State, or national historic context."[167]

[166] U. S. Department of the Interior, National Park Service, National Register Bulletin: How to Apply the National Register Criteria for Evaluation.

[167] U. S. Department of the Interior, National Park Service, National Register Bulletin: How to Apply the National Register Criteria for Evaluation.

The Diamond 1 and Diamond 2 Bleacher buildings do not appear significant under Criterion B/2. While these buildings have been used by innumerable San Francisco residents since they opened to the public by 1941, research did not uncover any association between the buildings and any individuals who have made specific contributions to history or whose activities are demonstrably important within a local, State, or national historic context. For these reasons, the site does not appear significant under Criterion B/2.

National Register/California Register Criterion C/3: Design or Construction

This criterion applies to properties that "embody the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable entity whose components may lack individual distinction."[168] "Distinctive characteristics" are the physical and design features that commonly recur in individual types, periods, or methods of construction. To be eligible, a property must clearly contain enough of those characteristics to be considered a true representative of a particular style.[169] A master "is a figure of generally recognized greatness in a field, a known craftsman of consummate skill, or an anonymous craftsman whose work is distinguishable from others by its characteristic style and quality."[170]

The Diamond 1 and Diamond 2 Bleacher buildings do not appear significant under Criterion C/3 as buildings that embody the distinctive characteristics of a type, period, or method of construction. The bleachers are designed in a modest, utilitarian application of the PWA Moderne style. Due to its correlation with the New Deal, the PWA Moderne style was commonly used for municipal buildings that were constructed in earnest during that era, including fire stations, parks and recreation facilities, federal buildings, and many of the city's public schools. While the Diamond 1 and Diamond 2 Bleacher buildings include basic elements of the PWA Moderne style, such as board-formed concrete construction, symmetrical massing, regular fenestration, and flat pilasters and facade ornament, they lack the full complement of more distinctive architectural features that would enable the building to embody the style, such as incised friezes; cast concrete or stucco geometric patterns at entrance surrounds, parapets, or other façade features; tiered parapets; and stacked or tiered massing. While the scope of this CLR does not include a citywide survey of PWA Moderne style buildings, the Draft San Francisco New Deal Historic Context Statement (2020) describes the style as well represented throughout the city, as the style most identified with New Deal era construction. A higher-style example of this era's style applied to a recreation facility can be found at Aquatic Park, where the concrete bleachers are included in the multi-resource listing on the National Register of Historic Places, for a broad finding of significance that includes architectural style (Streamline Moderne) and association with the WPA. Overall, the bleachers at Crocker Amazon represent a modest, utilitarian interpretation of a commonly-constructed architectural style, and do not embody the distinctive characteristics of PWA Moderne style architecture to such a degree that they would be individually eligible for listing in the National or California Register under Criterion C/3.

Additionally, while the Diamond 1 and Diamond 2 Bleacher buildings were designed by William G. Merchant, who is recognized as a master architect within the San Francisco context, they do not appear to be distinguished buildings within Merchant's broad career oeuvre. William G. Merchant was selected by the SF Recreation and Park Commission in 1932 to serve as consulting architect for the agency's playgrounds and recreation facilities and stayed in that role as a dedicated consultant through 1939, coinciding with a period of rapid growth in the agency as

[168] U. S. Department of the Interior, National Park Service, National Register Bulletin: How to Apply the National Register Criteria for Evaluation.
[169] U. S. Department of the Interior, National Park Service, National Register Bulletin: How to Apply the National Register Criteria for Evaluation.
[170] U. S. Department of the Interior, National Park Service, National Register Bulletin: How to Apply the National Register Criteria for Evaluation.

a result of New Deal federal funding. Merchant continued to design playgrounds and other recreation facilities for the agency through the 1940s, 1950s, and into the 1960s and is responsible for upwards of forty known sites of this type throughout San Francisco. Merchant's architectural contributions during this era have been recognized in findings of historic register eligibility for his designs for the Glen Park Recreation Center, Fulton Playground Clubhouse, and the Cabrillo Clubhouse. As previously introduced, while the overall site plan for Crocker Amazon Playground appears to be a unique example of Merchant's approach to recreation site planning, the modest and utilitarian design of the bleacher buildings would not be considered as distinctive or representative examples of Merchant's design work within the context of his long and prodigious career in park architecture. As such, the bleachers would be individually eligible for listing in the National or California Register under Criterion C/3 as the work of a master architect. Nor can they be said to possess high artistic values, nor do they represent a significant and distinguishable entity whose components may lack individual distinction.

For these reasons, the Diamond 1 and Diamond 2 Bleacher buildings do not appear individually historically significant under Criterion C/3.

National Register/California Register Criterion D/4: Information Potential

The "potential to yield, information important to the prehistory or history of the local area, state or the nation" typically relates to archaeological resources rather than built resources. When Criterion 4 does relate to built resources, it is relevant for cases when the building serves as the principal source of important construction-related information.

The Diamond 1 and Diamond 2 Bleacher buildings do not appear to have the potential to provide important information related to their materials or construction type. The buildings are constructed of concrete and would not be considered exceptionally unique, rare, or obsolete such that they would yield information important to the prehistory or history. Therefore, the Diamond 1 and Diamond 2 Bleacher buildings do not appear to be eligible for the California Register under Criterion D/4. The analysis of the site was limited to above-ground resources: the identification and evaluation of archeological resources is beyond the scope of this report.

Summary of Individual Historic Significance: Diamond 1 and Diamond 2 Bleacher Buildings

The Diamond 1 and Diamond 2 Bleacher buildings are modest interpretations of the PWA Moderne architectural style, and are undistinguished examples within the broad career oeuvre of their architect William G. Merchant. For these reasons, the buildings do not appear individually significant under any of the National or California register criteria.

INTEGRITY EVALUATION: DIAMOND 1 AND DIAMOND 2 BLEACHERS

As previously introduced, integrity is the authenticity of a historical resource's physical identity evidenced by the survival of characteristics that existed during the resource's period of significance. Evaluation of integrity is not conducted when a potential resource is not found to be historically significant under any historic register criteria. However, a brief discussion of the integrity of the Diamond 1 and Diamond 2 Bleachers buildings is included here for reference purposes only.

Location

Location refers to the place where the historic property was constructed or the place where the historic event took place.

The Diamond 1 and Diamond 2 Bleacher buildings have not been moved from the location where they were originally constructed and retain integrity of location.

Design

Design refers to the combination of elements that create the form, plan, space, structure, and style of a property.

The Diamond 1 and Diamond 2 Bleacher buildings partially retain integrity of design. Based on a review of historic drawings and photographs, the exterior of the bleachers appear largely unaltered since their construction. Restoration of these buildings completed between 1957 and 1960 by architects Ryan and Lee was limited in scope to replacing a small number of damaged fenestration elements and dugout and fencing components. The interior arrangement has undergone some alteration, and some interior finishes have been updated.

Setting

Setting refers to the physical environment of a historic property.

The Diamond 1 and Diamond 2 Bleacher buildings partially retain integrity of setting. The setting of the Diamond 1 and Diamond 2 Bleacher buildings is characterized by the surrounding components of Crocker Amazon Playground, notably sport fields and courts, playgrounds, and the Moscow Street Parking Lot. The broader setting includes single family residential development and open space of McLaren Park. While the overall setting of the bleachers, located within a multi-use public park, is largely unchanged, new buildings and features constructed in the area around the bleacher include the Clubhouse (1981), the Covered Bocce Ball Court (1986), updates to the playgrounds, the Soccer Complex (2008), and Restroom and Pumphouse (2008).

Materials

Materials include the physical environments where combined or deposited during a particular period of time and in a particular pattern or configuration to form a historic property.

The Diamond 1 and Diamond 2 Bleacher buildings partially retain integrity of materials. The buildings are constructed of concrete with metal fenestration. Restoration of these buildings completed between 1957 and 1960 by architects Ryan and Lee was limited in scope to replacing a small number of damaged fenestration elements in kind, and dugout and fencing components. Restoration included no significant alterations to materials at the buildings' facades, fenestration, or interior arrangement. In the intervening years. Some interior arrangements have changed and finishes have been updated. Additionally, substantial conditions issues contribute to lowered integrity of materials.

Workmanship

Workmanship refers to the physical evidence of the crafts of a particular culture or people during any given period in history or prehistory.

The Diamond 1 and Diamond 2 Bleacher buildings partially retain integrity of workmanship. The buildings' simple design and materials are in keeping with their PWA Moderne architectural style and the common traits shared by most New Deal-era construction of simplicity, durability, and permanence. Restoration of these buildings completed between 1957 and 1960 by architects Ryan and Lee was limited in scope to replacing a small number of damaged fenestration elements in kind, and dugout and fencing components. These buildings generally convey the workmanship of architect William G. Merchant and the men who built them. However, the substantial conditions issues contribute to lowered integrity of workmanship.

Feeling

Feeling refers to a property's expression of the aesthetic or historic sense of a particular period of time.

The Diamond 1 and Diamond 2 Bleacher buildings partially retain integrity of feeling. These buildings retain much of the design, materials, and workmanship from the period in

which they were constructed, but the demolition of a third bleacher building from that era along with the introduction of multiple new buildings, structures, and playground features outside of the historic era generally diminish the buildings' ability to convey the aesthetic or historic sense of the era in which they were constructed.

Association

Association refers to the direct link between an important historic event or person and a historic property.

The Diamond 1 and Diamond 2 Bleacher buildings are not individually significant for any association, but generally retain integrity of association because they largely retain their historic appearance and remain in the recreation use for which they were constructed.

Summary of Integrity Findings: Diamond 1 and 2 Bleacher Buildings

While they have not been found to be individually significant under any of the National or California register criteria, the Diamond 1 and Diamond 2 Bleacher buildings retain integrity of location and association, and partially retain integrity of design, setting, materials, workmanship, and feeling.

Appendices

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Appendix A

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Appendix B

Historic Photographs



SERA workers leveling the site of Crocker Amazon Playground, no date (ca. 1935)
(National Archives Record Group 69.3.1, published on the website of the Living New Deal)

Historic Photographs



SERA workers grading the site of Crocker Amazon Playground, no date (ca. 1935)
(San Francisco Public Library, Historical Photo Collection, AAE-0018)

Historic Photographs



Completed basketball, tennis, and volleyball courts, no date (ca. 1937)
(San Francisco Public Library, Historical Photo Collection, AAB-8289)



Crocker Amazon Playground Tennis Courts, no date (ca. 1939)
(National Archives and Records Administration, published on the website of the Living New Deal)

Historic Photographs



Aerial photograph of Crocker Amazon Playground under construction, 1938
(Harrison Ryker, Frame 63, 1938, in the collection of David Rumsey Maps)

Historic Photographs



Crocker Amazon Playground under construction, Northwest and Northeast Quadrants, view west, no date (ca. 1938)
(San Francisco Public Library, Historical Photo Collection, AAB-8291)

Historic Photographs

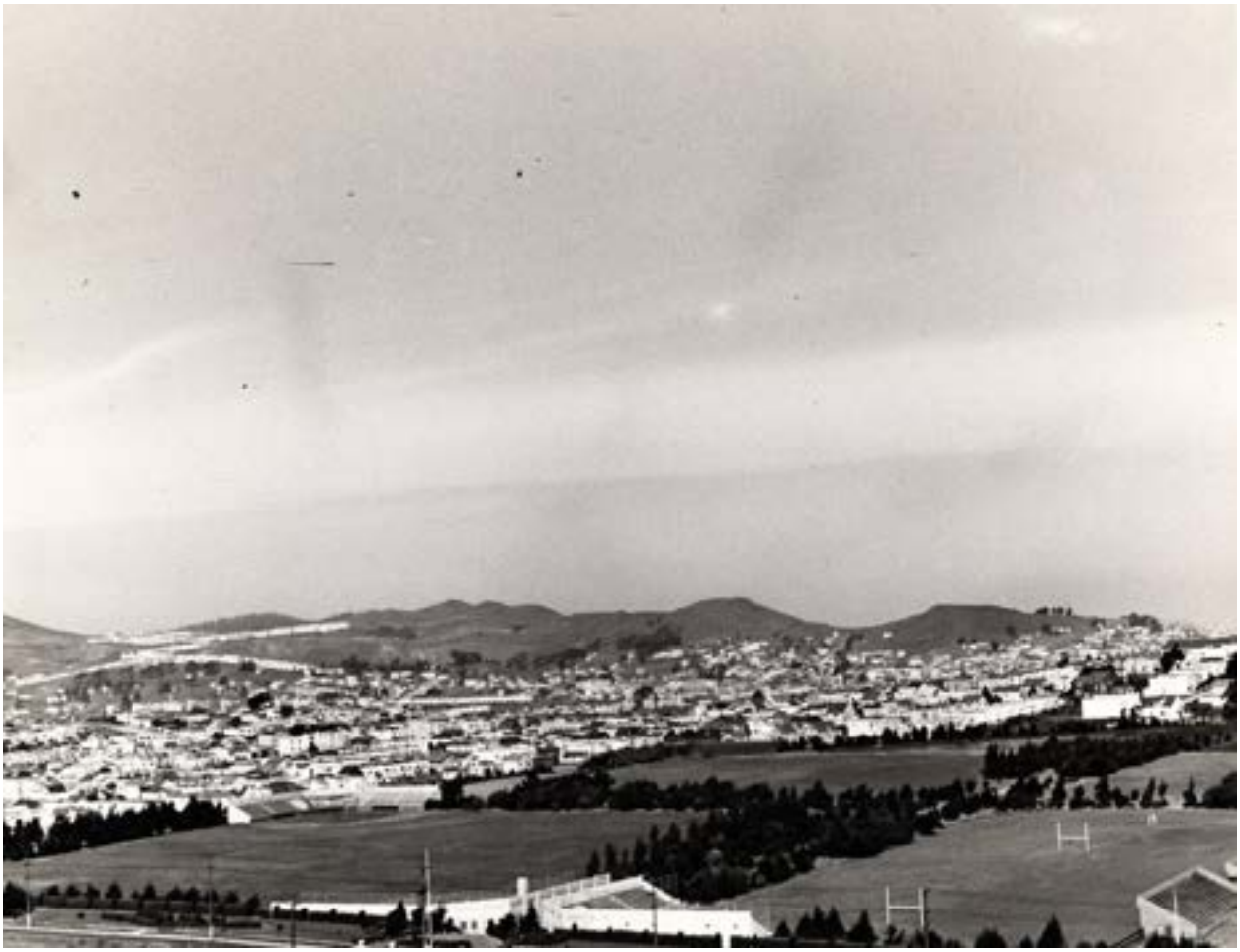


Crocker Amazon Playground under construction, Southwest and Southeast Quadrants, view southwest, no date (ca. 1938)
(San Francisco Public Library, Historical Photo Collection, AAB-8290)



Crocker Amazon Playground Tennis Courts, no date (ca. 1939)
(National Archives and Records Administration, published on the website of the Living New Deal)

Historic Photographs



Crocker Amazon Playground at completion, no date (ca. 1941)
(San Francisco Public Library, Historic Photo Collection, AAB-8292)



Soccer game being played on eastern portion of Southeast Quadrant in 1941 showing two wooden bleachers along the west side of the field that are no longer extant (OpenSFHistory.org, wnp14.6910)



Soccer game being played on eastern portion of Southeast Quadrant in 1941 showing wood fence that is no longer extant along edge of field and rows of trees marking edge of site, view to northeast (OpenSFHistory. org, wnp14.6911)



Wooden Bleachers at Diamond 3 in Northwest Quadrant, no longer extant, ca. late 1930s-early 1940s, view to northwest (OpenSFHistory.org, wnp26.1551)



Aerial photograph of Crocker Amazon Playground, 1943
(Frame 2b-131, 1943, in the collection of UCSB/Framefinder)

Historic Photographs



Fleet Hospital No. 113 under construction, no date (1944)
(San Francisco Public Library, Historic Photo Collection, AAB-8288)

Historic Photographs



U.S. Naval Receiving Hospital at Crocker Amazon Playground after decommissioning, 1948
(Harrison Ryker, Frame 87, 1938, in the collection of David Rumsey Maps)



Fleet hospital buildings in use as temporary housing at Crocker Amazon Playground, foreground, ca. 1950; view east (OpenSFHistory.org, wnp27.4136)

Historic Photographs



Play area and convenience station (no longer extant) at the southwest area of Crocker Amazon Playground, current location of Purple Playground, 1964
(San Francisco Public Library, Historic Photo Collection, AAE-0017)



Aerial photograph of Crocker Amazon Playground, 1965
(Frame cas-65-130_1-58, 1965 in the collection of UCSB/Framefinder)

Historic Photographs



Aerial photograph of Crocker Amazon Playground, 2000
(Frame hm-2000-usa-1123-257, 2000, in the collection of UCSB/Framefinder)

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Appendix C

Historic Plans and Drawings

RELATED TO SERA/WPA DEVELOPMENT 1935-1941

Topographic Map of Site [before Construction of Crocker Amazon Playground] (1934)

Topographic Map of Proposed Grading for Crocker Amazon Playground (1934)

William G. Merchant, Proposed Scheme "H" Layout and Location for Eleven Baseball Diamonds (1935)

William G. Merchant, Proposed Scheme "F" Layout and Location for Eleven Baseball Diamonds (1935)

William G. Merchant, Proposed Scheme "E" Layout and Location for Eleven Baseball Diamonds (1935)

William G. Merchant, Proposed Scheme "F" Layout and Location for Eleven Baseball Diamonds, Sheet 2 (1935)

William G. Merchant, Layout of Paths along Geneva Avenue and Moscow Street Frontages (1937)

William G. Merchant, Half Plan & Details of Staircases [and Pedestrian on Geneva Avenue] (ca. 1937)

Auto Parking Area [Moscow Street Parking Lot] (1937)

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PIERCE AVE

ITACA AVE

MADISON STREET

AMAZON AVE.

GENEVA AVE.

CUT

FILL

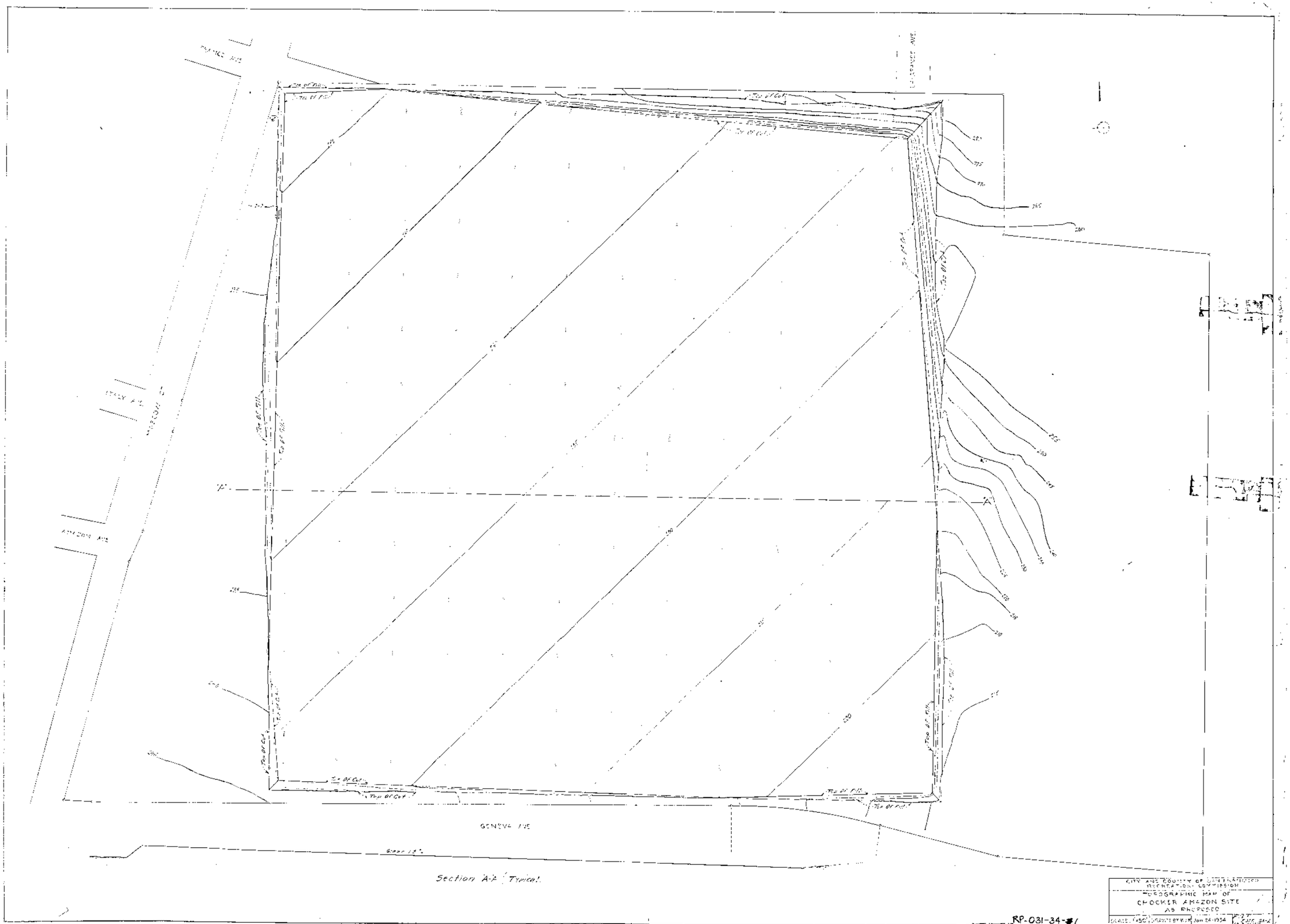
Removed (typ.)

Approx. Natural Line

Property Line

RP-031-33-3

TOPOGRAPHIC MAP
OF
CROCKER AMAZON SITE



CITY AND COUNTY OF SAN FRANCISCO
RECREATION - COMMISSION
TOPOGRAPHIC MAP OF
CROCKER AMAZON SITE
AS PROPOSED
SCALE: 1"=50' SURVEYED BY W.H. Jan 24-1934

RP-031-34-#1

FUTURE STREET

FUTURE PARKING AREA

BASEBALL DIAMOND

FUTURE BLEACHERS

GENEVA AVENUE

940'

N

GENERAL PLAN
PROPOSED DEVELOPMENT
OF
CITY & COUNTY OF SAN FRANCISCO
RECREATION DEPARTMENT
JOHN McLAREN - ENGINEER
1939

FUTURE STREET

FUTURE PARKING AREA

PROPERTY LINE

FILLING AREA

BASEBALL DIAMOND

FUTURE BLEACHERS

ENTRANCE

DIAMOND

300'

275'

WOMEN'S VOLLEY BALL

MEN'S VOLLEY BALL

MEN'S BASKETBALL

TENNIS COURTS

TENNIS COURTS

FIELD HOUSE

GENEVA AVE.

OCEAN AVE.

Note:
Diamond Field Requirements as per Amateur Official American League Baseball Guide.

WILLIAM G. MERCHANT - ARCHITECT

SAN FRANCISCO RECREATION DEPARTMENT

PROPOSED SCHEME "B"

LAYOUT OF LOCATION OF PLAYING FIELDS, TENNIS COURTS &c.

Sheet #1

FUTURE STREET

FUTURE PARKING AREA

BASEBALL DIAMOND

300'

250'

FIELD HOUSE

TENNIS COURTS

GENEVA AVE.

Note: Minimum Field Requirements 330' Reach Official American League Baseball Guide.

NOTE: REVISED TO CONFORM WITH SITE PROBLEMS OF H. BLAMPIED, ARCHITECT

PROPOSED DETAIL & LAYOUT OF LOCATION OF BASEBALL DIAMONDS

1403

Future Street

Tennis Courts

Tennis Courts

Field House

Grand Ave.

William G. McGarvant Architect

MOSCOW STREET

GENEVA AVE.

LAWN

LAWN

FIELD HOUSE

TENNIS COURTS

TENNIS COURTS

VOLLEYBALL

BASKETBALL

HORSESHOE COURTS

SANDBOX

MOTHERS WALK

BLEACHERS

BLEACHERS

BLEACHERS

GENEVA AVENUE

CROCKER AMAZON
LAYOUT OF PATHS

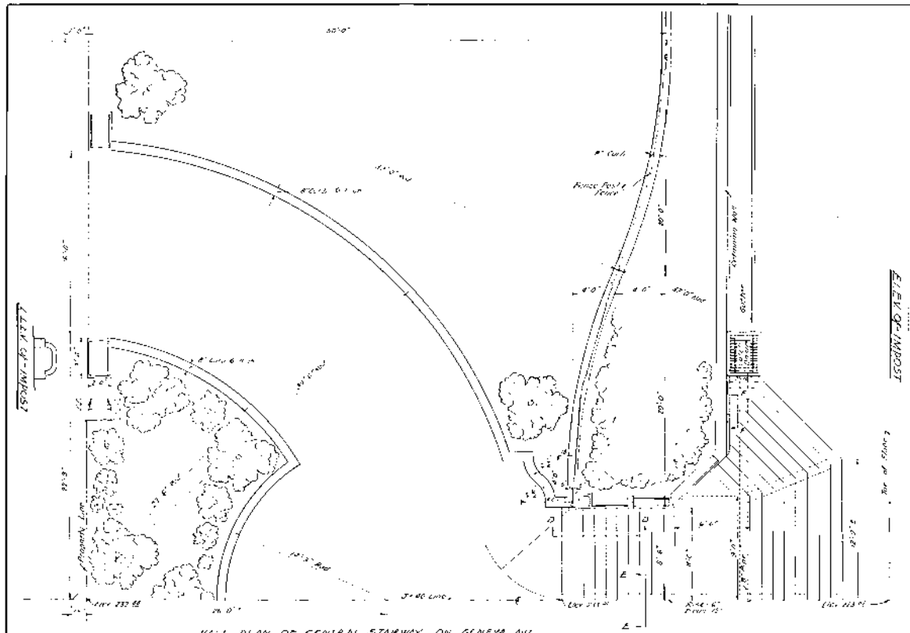
CITY & COUNTY OF SAN FRANCISCO
RECREATION COMMISSION

SCALE 1" = 40'

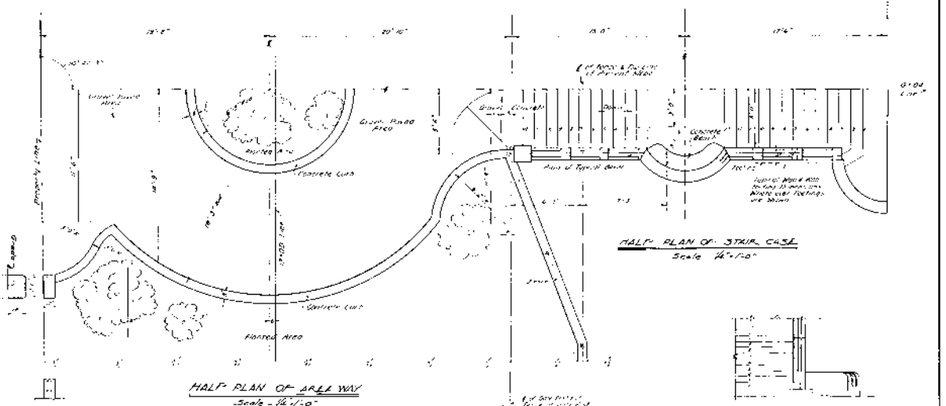
SHEET NO 1

I.I. NO. ~~3030~~

RP-031-37-~~B~~ 3



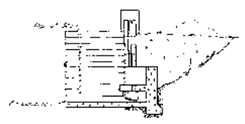
HALF PLAN OF CENTRAL STAIRWAY ON GENEVA AVE.
Scale ½"=1'-0"



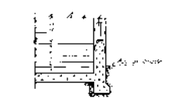
HALF PLAN OF ARLE WAY
Scale ½"=1'-0"

HALF PLAN OF STAIR CASE
Scale ½"=1'-0"

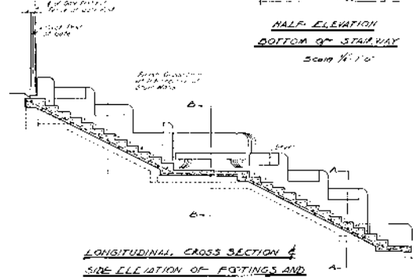
HALF ELEVATION
BOTTOM OF STAIRWAY
Scale ½"=1'-0"



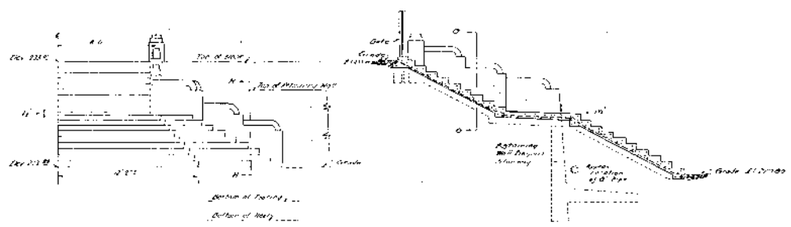
CROSS SECTION LINE B-b
Scale ½"=1'-0"



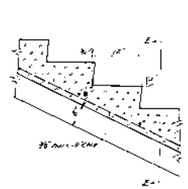
CROSS SECTION LINE A-A
Scale ½"=1'-0"



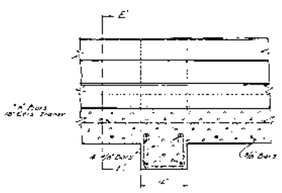
LONGITUDINAL CROSS SECTION & SIDE ELEVATION OF FOOTINGS AND STAIR WALLS
Scale ½"=1'-0"



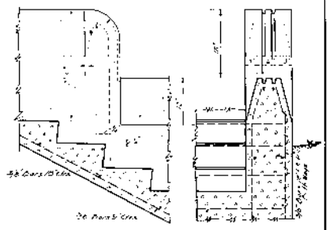
SIDE ELEVATION & SECTION OF STAIRWAY
Scale ½"=1'-0"



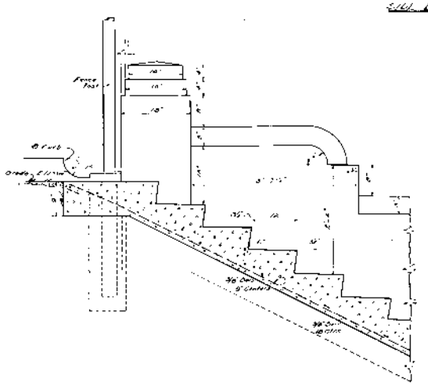
SECTION E'-F'



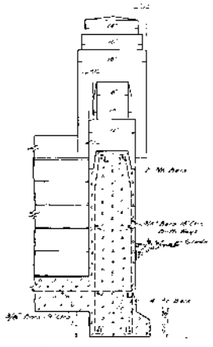
SECTION E-E
Scale 1"=1'-0"



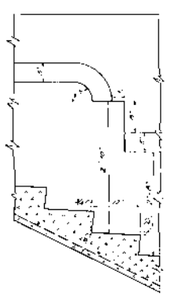
TYPICAL DETAILS THRU A-A
Scale - 1"=1'-0"



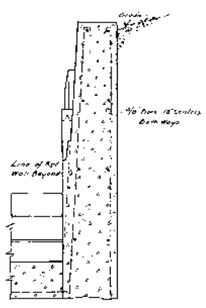
SECTION D-D
Scale 1"=1'-0"



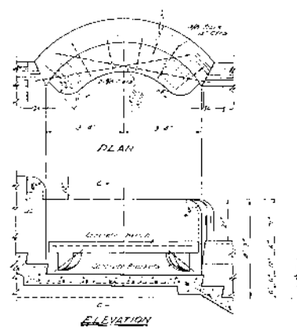
SECTION G-G



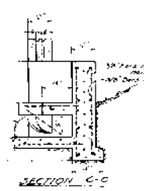
SECTION F-F



SECTION H-H
Scale 1"=1'-0"

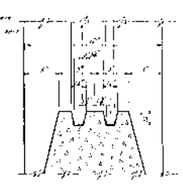


ELEVATION

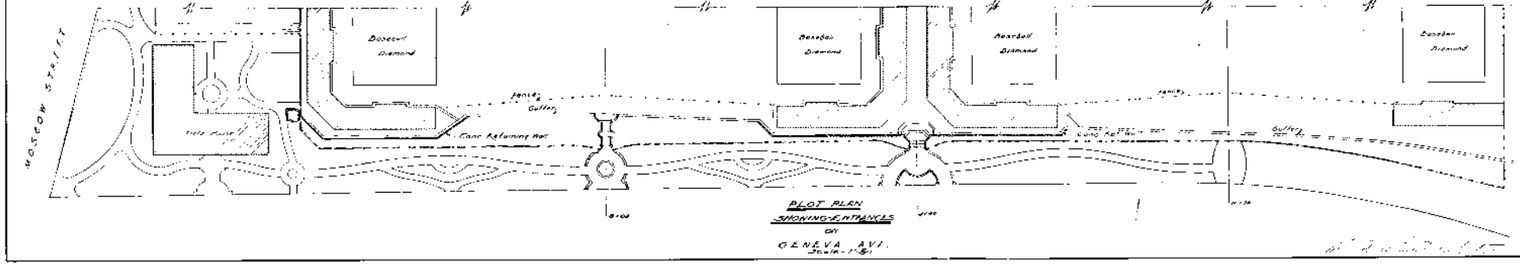


SECTION C-C

DETAILS OF CONCRETE RAIL
Scale ½"=1'-0"



TYPICAL DETAIL OF FLUTES IN TOP OF STAIR WALLS
Scale 3"=1'-0"



PLOT PLAN
SHOWING ENTRANCES
ON
GENEVA AVE.

DATE	CROCKER AMAZON
DRAWN BY	HALF PLANS & DETAILS OF STAIRCASES ON LINES J-40 & G-04
TRACED BY	CITY & COUNTY OF SAN FRANCISCO
CHECKED BY	RECREATION COMMISSION
SUPERINTENDENT OF PARKS	

SCALE AS SHOWN
SHEET NO 2
FILE NO 3-Single

RP-031-37-#3

Landscaping

Landscaping

Landscaping

20'

20½'

20'

20'

20

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RELATED TO SFPUC/SFHA REHABILITATION 1958-1960

Site Plan (1958)

Demolition Plan North Parcel (1958)

Demolition Plan South Parcel (1958)

Restoration Plan North Parcel (1958)

Restoration Plan South Parcel (1958)

Unit E [Diamond 1 Bleacher Building] (1958)

Unit G [Diamond 2 Bleacher Building] (1958)

Unit H [Concrete Bleacher Building at southwest corner of Southeast Quadrant] (1958)

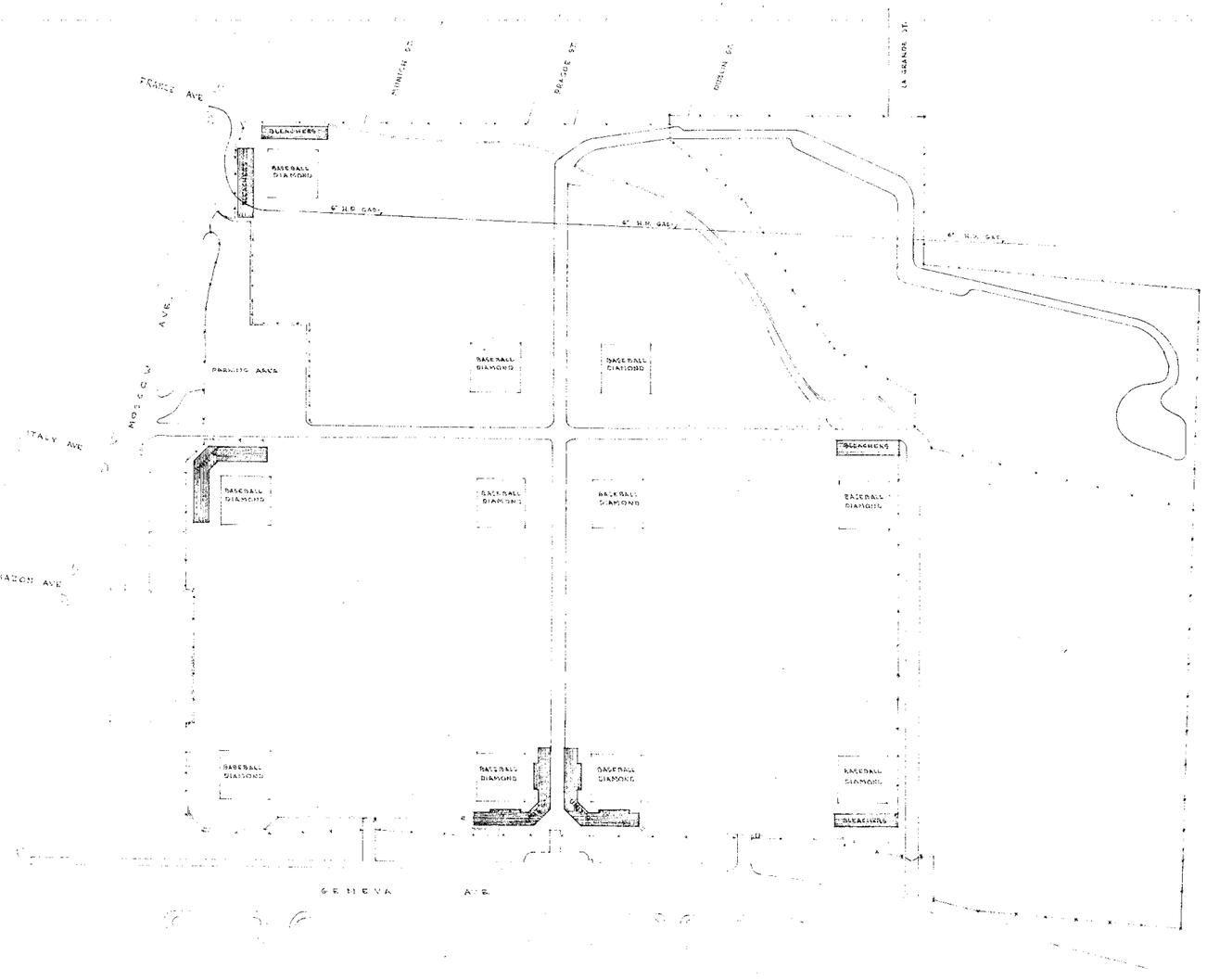
Details: Window Schedule, Door Schedule (1958, revised 1959)

Electrical-Mechanical North Parcel (1958)

Electrical-Mechanical South Parcel (1958)

Electrical-Mechanical Units “E”, “G”, and “H” (1958)

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S I T E P L A N

1" = 100'-0"

Note: REMOVE ALL FALLEN TREES

DRAWING INDEX

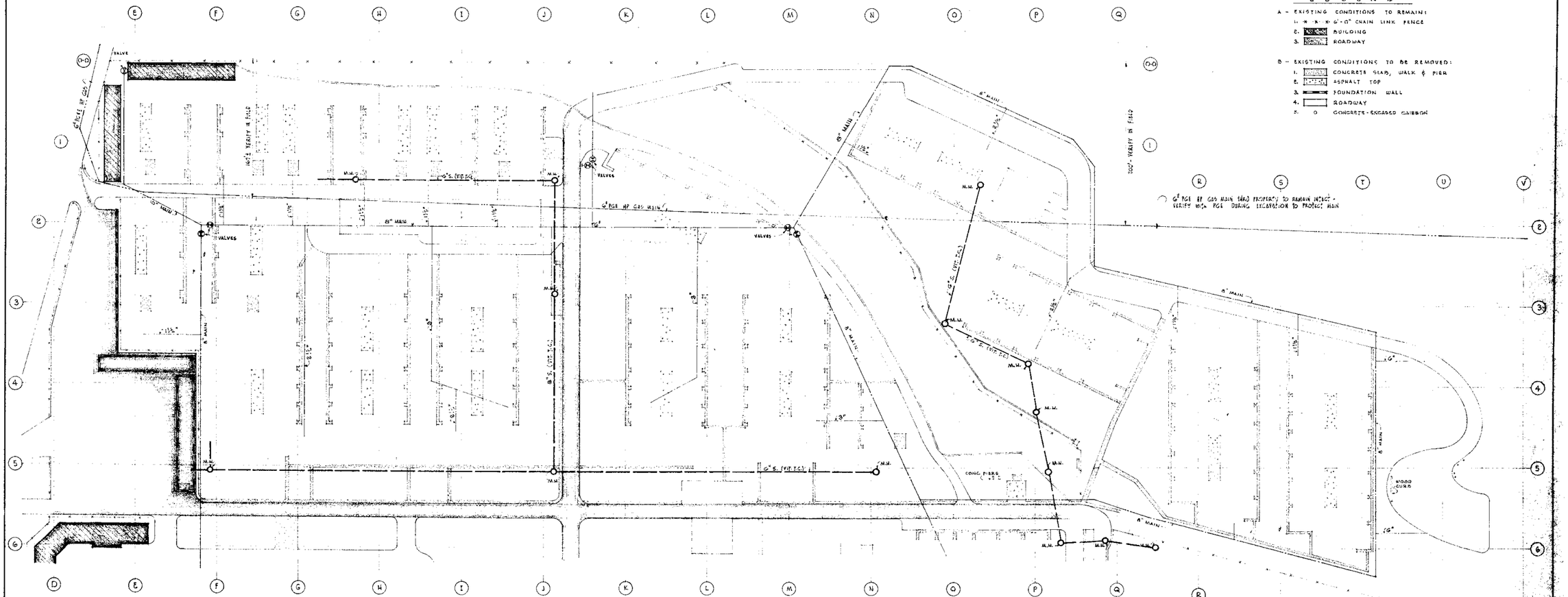
SHEET NO.	CONTENTS
A-1	SITE PLAN
A-2	NORTH PARCEL — DEMOLITION PLAN
A-3	SOUTH " — " "
A-4	NORTH " — RESTORATION PLAN
A-5	SOUTH " — " "
A-6	UNIT E — FLOOR PLAN, ELEVATIONS, & ROOM SCHEDULE
A-7	UNIT G — FLOOR PLAN, ELEVATIONS, & ROOM SCHEDULE
A-8	UNIT H FLOOR PLAN, & ELEVATIONS
A-9	DETAILS, WINDOW & DOOR SCHEDULES
ME-1	MECHANICAL & ELECTRICAL — NORTH PARCEL
ME-2	" " " — SOUTH "
ME-3	" " " FOR UNITS E, G, & H

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PAUL A. RYAN JOHN MICHAEL LEE

RESTORATION OF CROCKER-AMAZON PLAYGROUND
GENEVA & MOSCOW CT. SAN FRANCISCO
FOR
SAN FRANCISCO HOUSING AUTHORITY

SHEET TITLE: SITE PLAN

DATED 9-24-58
DRAWN J.L.D.
SHEET A-1 OF 9



NORTH PARCEL DEMOLITION PLAN

1" = 50'-0"

NOTES

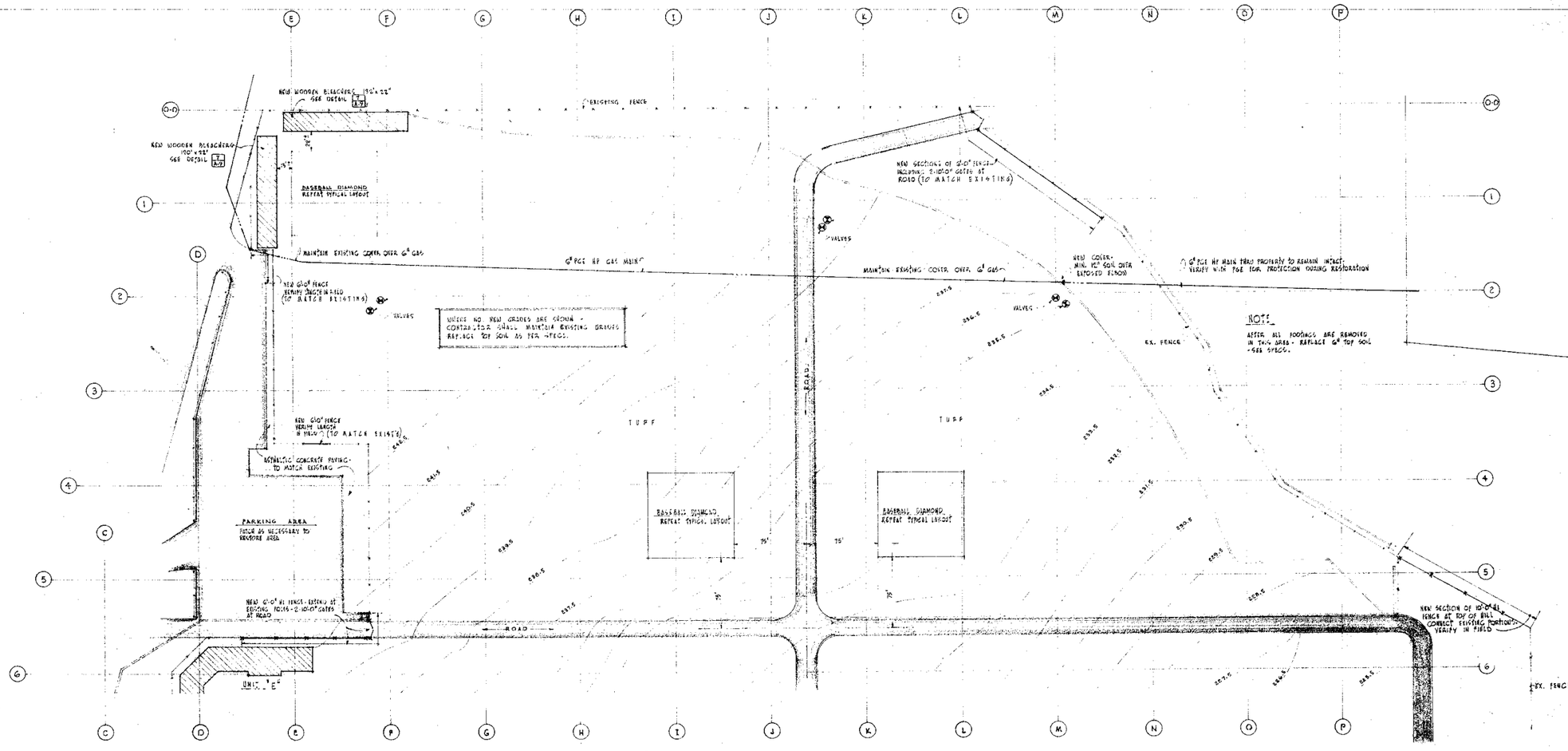
1. UNLESS ESPECIALLY SHOWN OR NOTED, ALL EXISTING GRADES, SLABS, WALKS, FOUNDATIONS, PIPING, ETC., SHALL BE REMOVED TO A DEPTH OF 2'.
2. IN CASE OF CONFLICT BETWEEN DRAWINGS & SITE CONDITIONS, VERIFY w/ ARCHITECT BEFORE PROCEEDING w/ THAT PORTION OF WORK.
3. ALL GUTTERS TO REMAIN & BE CLEAN OF DEBRIS.

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GENEVA & MOSCOW ST. SAN FRANCISCO
FOR
SAN FRANCISCO HOUSING AUTHORITY

SHEET TITLE
DEMOLITION PLAN
NORTH PARCEL

DATED 7-24-68
DRAWN W.Y.L.
SHEET A-2



A/A-4 DETAIL OF ABANDONED MANHOLE and EXISTING PIPING

3/4" = 1'-0" 1" = 1'-0"

NORTH PARCEL — RESTORATION PLAN

1" = 50'-0"

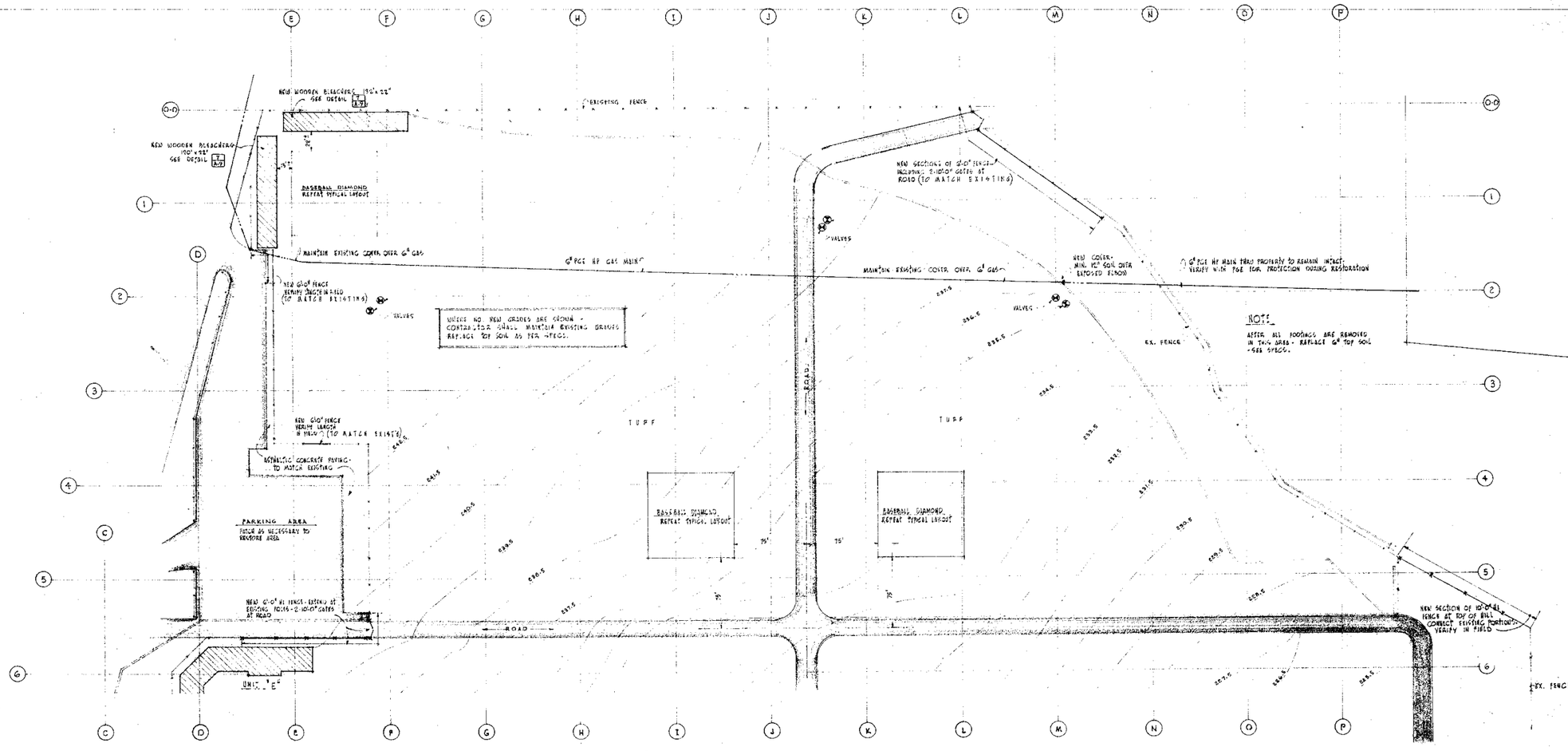
KEY PLAN

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RESTORATION OF CROCKER-AMAZON PLAYGROUND
GENEVA & MOSCOW ST. SAN FRANCISCO
FOR
SAN FRANCISCO HOUSING AUTHORITY

SHEET TITLE
RESTORATION PLAN
NORTH PARCEL

DRAWN R.W.L.
SHEET A-4 OF 9



A/A-4 DETAIL OF ABANDONED MANHOLE and EXISTING PIPING

3/4" = 1'-0" 1" = 1'-0"

NORTH PARCEL — RESTORATION PLAN

1" = 50'-0"

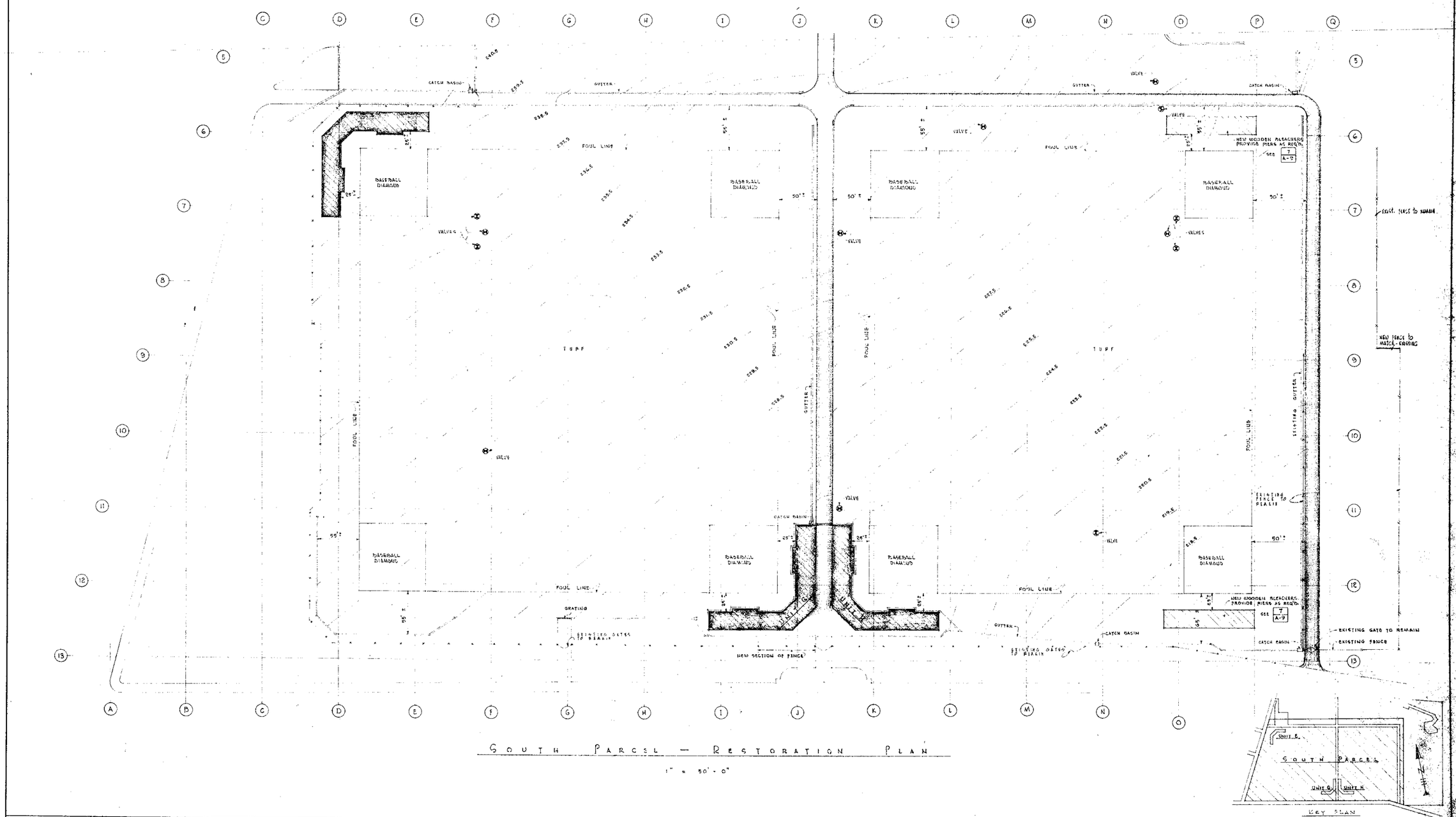
KEY PLAN

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RESTORATION OF CROCKER-AMAZON PLAYGROUND
GENEVA & MOSCOW ST. SAN FRANCISCO
FOR
SAN FRANCISCO HOUSING AUTHORITY

SHEET TITLE
RESTORATION PLAN
NORTH PARCEL

DRAWN R.W.L.
SHEET A-4 OF 9



SOUTH PARCEL — RESTORATION PLAN

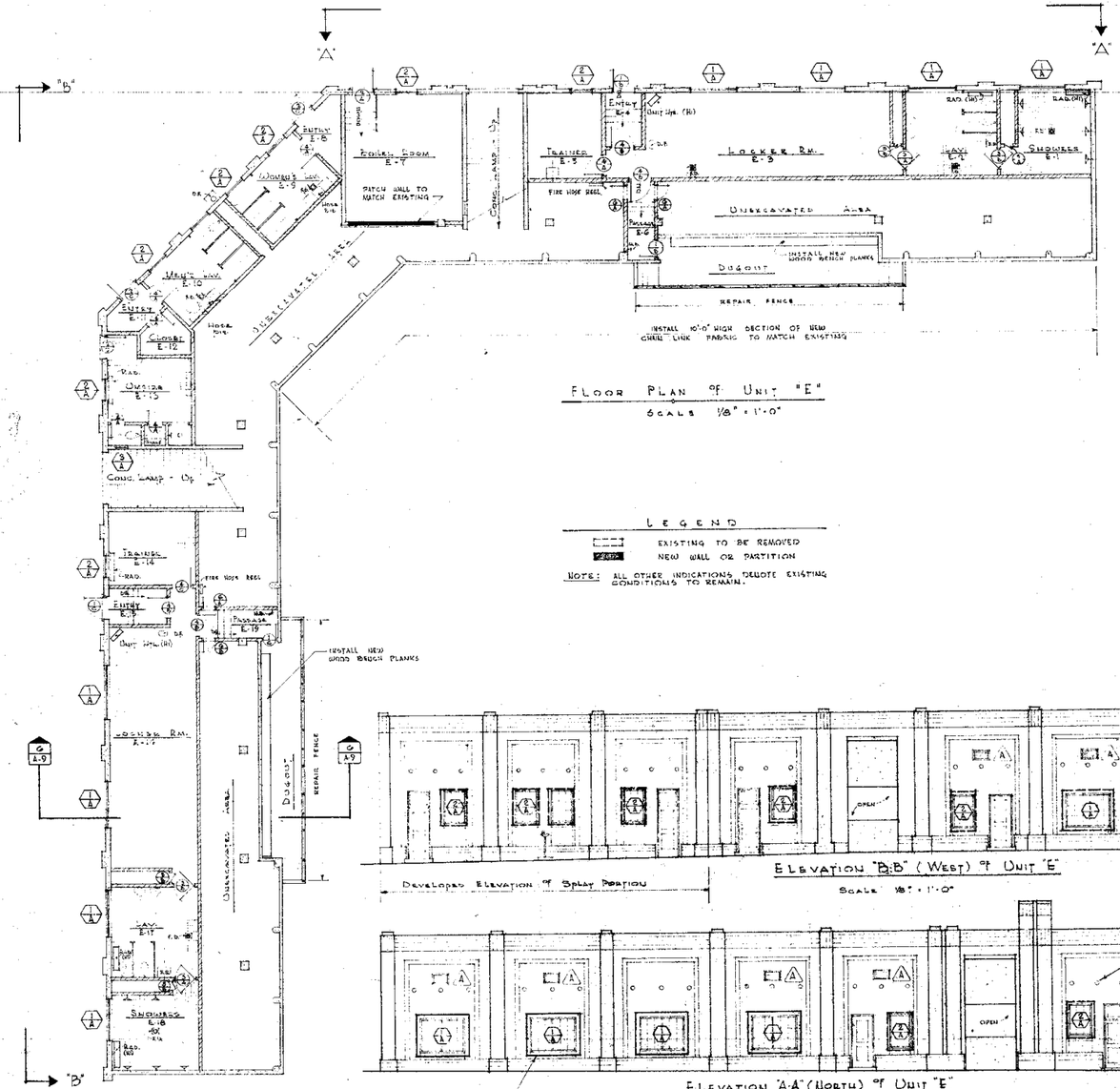
1" = 50'-0"

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RESTORATION OF CROCKER-AMAZON PLAYGROUND
GENEVA & MOSCOW ST. - SAN FRANCISCO
FOR
SAN FRANCISCO HOUSING AUTHORITY

SHEET TITLE
RESTORATION PLAN
SOUTH PARCEL

DATED 9-26-58
DRAWN BY E.-J.L.R.
SHEET A-5 OF 9



FLOOR PLAN OF UNIT "E"

SCALE 1/8" = 1'-0"

LEGEND

EXISTING TO BE REMOVED

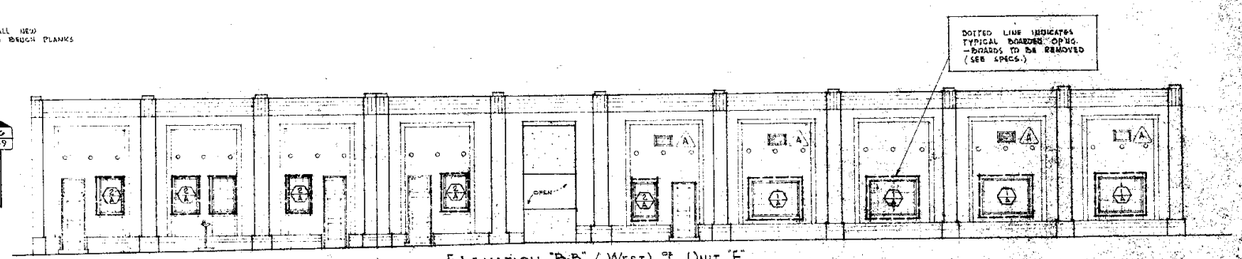
NEW WALL OR PARTITION

NOTE: ALL OTHER INDICATIONS DELOTE EXISTING CONDITIONS TO REMAIN.

· ROOM SCHEDULE ·

NO.	ROOM	CLG. HT.	FLOOR	CEILING	WALL	WAINSCOT	REMARKS
E-1	SHOWERS	7-10 FT.	TILE	MASTIC	PLASTER	TILE	
E-2	LAVATORY	8-11 FT.	CONCRETE	EXP. T&G	CONC./PLAS.	——	
E-3	LOCKER RM.	8-11 FT.	do	do	do	——	
E-4	ENTRY	9-11 FT.	do	do	do	——	
E-5	TRAINER	8-11 FT.	do	do	do	——	
E-6	PASSAGE	7-8 FT.	do	CONCRETE	do	——	
E-7	BOILER RM.	14-16 FT.	do	do	do	——	PATCH WALL TO MATCH EXISTING.
E-8	ENTRY	9-11 FT.	do	EXP. T&G	do	——	
E-9	LAV. (WOMEN)	8-11 FT.	do	do	do	——	
E-10	LAV. (MEN)	8-11 FT.	do	do	do	——	
E-11	ENTRY	9-11 FT.	do	do	do	——	
E-12	CLOSET	8-9 FT.	do	do	do	——	
E-13	UMPIRE	9-11 FT.	do	do	do	——	
E-14	TRAINER	8-11 FT.	do	do	do	——	
E-15	ENTRY	9-11 FT.	do	do	do	——	
E-16	LOCKER RM.	8-11 FT.	do	do	do	——	
E-17	LAVATORY	8-11 FT.	do	do	do	——	
E-18	SHOWERS	7-10 FT.	TILE	MASTIC	PLASTER	TILE	
E-19	PASSAGE	7-8 FT.	CONCRETE	CONCRETE	CONC./PLAS.	——	

© CEILING HT. VARIES - SEE A-9

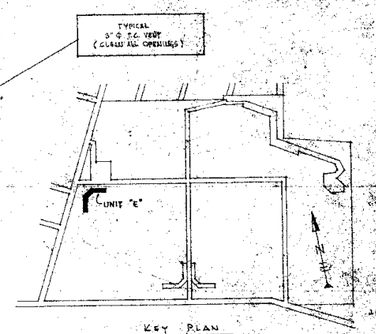


ELEVATION "B-B" (WEST) OF UNIT "E"

SCALE 1/8" = 1'-0"

ELEVATION "A-A" (NORTH) OF UNIT "E"

SCALE 1/8" = 1'-0"



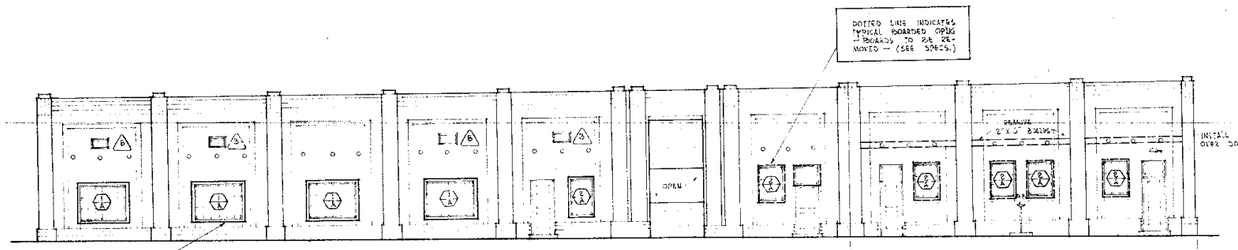
KEY PLAN

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RESTORATION OF CROCKER-AMAZON PLAYGROUND
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• FOR •
SAN FRANCISCO HOUSING AUTHORITY

SHEET TITLE
UNIT E
1-FLOOR PLAN
2-ELEVATIONS
3-ROOM SCHEDULE

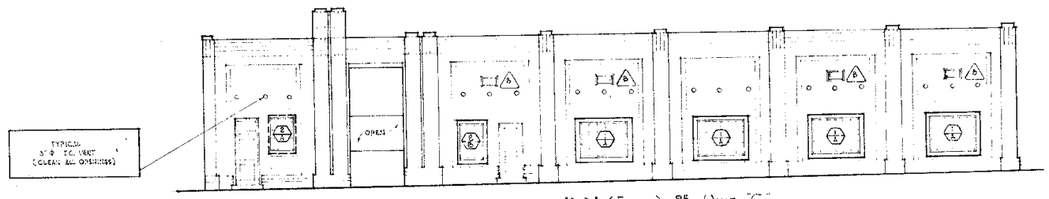
DATED 9-24-58
DRAWN
SHEET A-6 OF



ELEVATION "A-A" (SOUTH) OF UNIT "G"

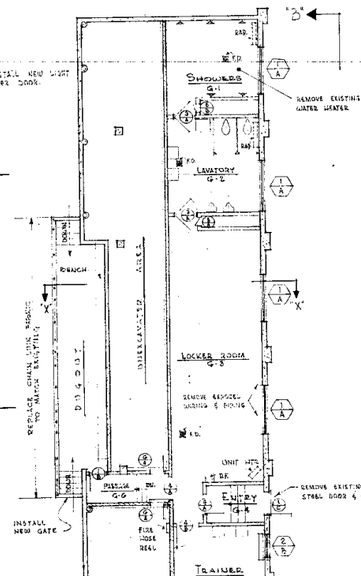
Scale 1/8" = 1'-0"

Developed Elevation of Splay Portion



ELEVATION "B-B" (EAST) OF UNIT "G"

Scale 1/8" = 1'-0"



KEY PLAN

LEGEND

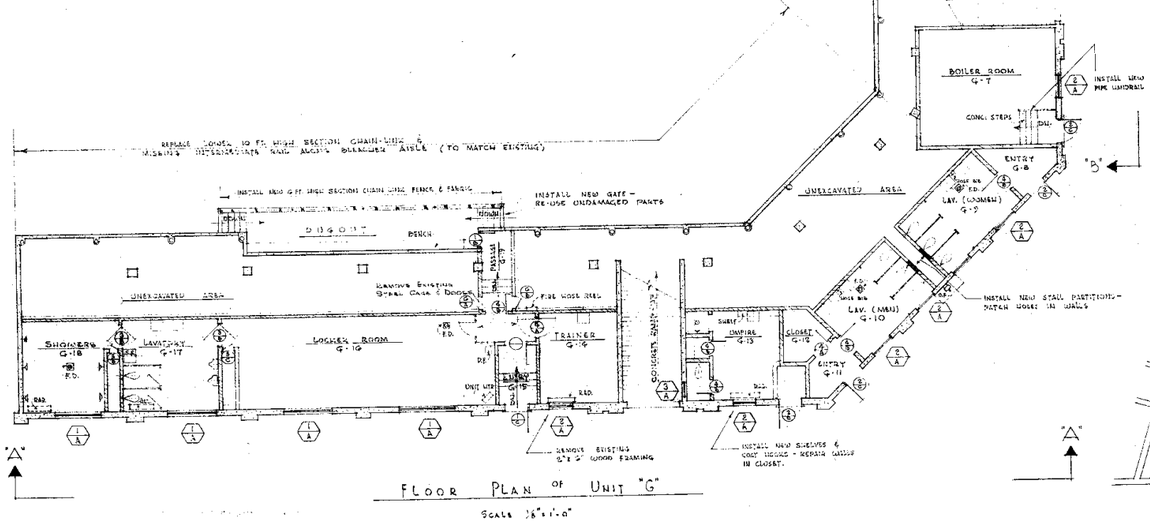
- EXISTING TO BE REMOVED
- NEW WALL OR PARTITION

NOTE: ALL OTHER INDICATIONS DENOTE EXISTING CONDITIONS TO REMAIN UNLESS OTHERWISE NOTED.

ROOM SCHEDULE

NO.	ROOM	CLG. HT.①	FLOOR	CEILING	WALL	WAINSCOT	REMARKS
G-1	SHOWERS	7'-10 FT.	TILE	PLASTER	PLASTER	4'-9" TILE	PATCH SOLE IN WALL
G-2	LAVATORY	8'-11 FT.	CONC.	EXP. T. & G.	CONC./PLAS.	———	———
G-3	LOCKER ROOM	8'-11 FT.	do	do	do	———	REMOVE WOODEN SHELVING & PIPING
G-4	ENTRY	9'-11 FT.	do	do	do	———	REMOVE EX. STEEL DOOR & FRAME
G-5	TRAINER	8'-11 FT.	do	do	do	———	———
G-6	PASSAGE	7'-8 FT.	do	CONC.	do	———	———
G-7	BOILER ROOM	14'-10 FT.	do	do	do	———	INSTALL NEW PIPE HANDRAIL
G-8	ENTRY	9'-11 FT.	do	EXP. T & G	do	———	———
G-9	LAV. (WOMEN)	8'-11 FT.	do	do	do	———	INSTALL NEW STALL PARTITIONS - PATCH SOLE IN WALL
G-10	LAV. (MEN)	8'-11 FT.	do	do	do	———	SAME AS G-9 (ABOVE)
G-11	ENTRY	9'-11 FT.	do	do	do	———	———
G-12	CLOSET	8'-9 FT.	do	do	do	———	———
G-13	UMPIRE	9'-8 FT.	do	do	do	———	INSTALL NEW SLEEVES & COAT HOOKS - REMOVE SOLE IN CLOSET
G-14	TRAINER	8'-11 FT.	do	do	do	———	REMOVE EXISTING WOOD PARTITION FRAMING & STEEL GRILL DOOR
G-15	ENTRY	9'-11 FT.	do	do	do	———	REMOVE EX. STEEL GRILL & DOOR
G-16	LOCKER ROOM	8'-11 FT.	do	do	do	———	REMOVE EX. STEEL GRILL & DOOR
G-17	LAVATORY	8'-11 FT.	do	do	do	———	———
G-18	SHOWERS	7'-10 FT.	TILE	PLASTER	PLASTER	4'-9" TILE	———
G-19	PASSAGE	7'-8 FT.	CONC.	CONC.	CONC./PLAS.	———	———

① CEILING HT. VARIES - SEE S/A9



FLOOR PLAN OF UNIT "G"

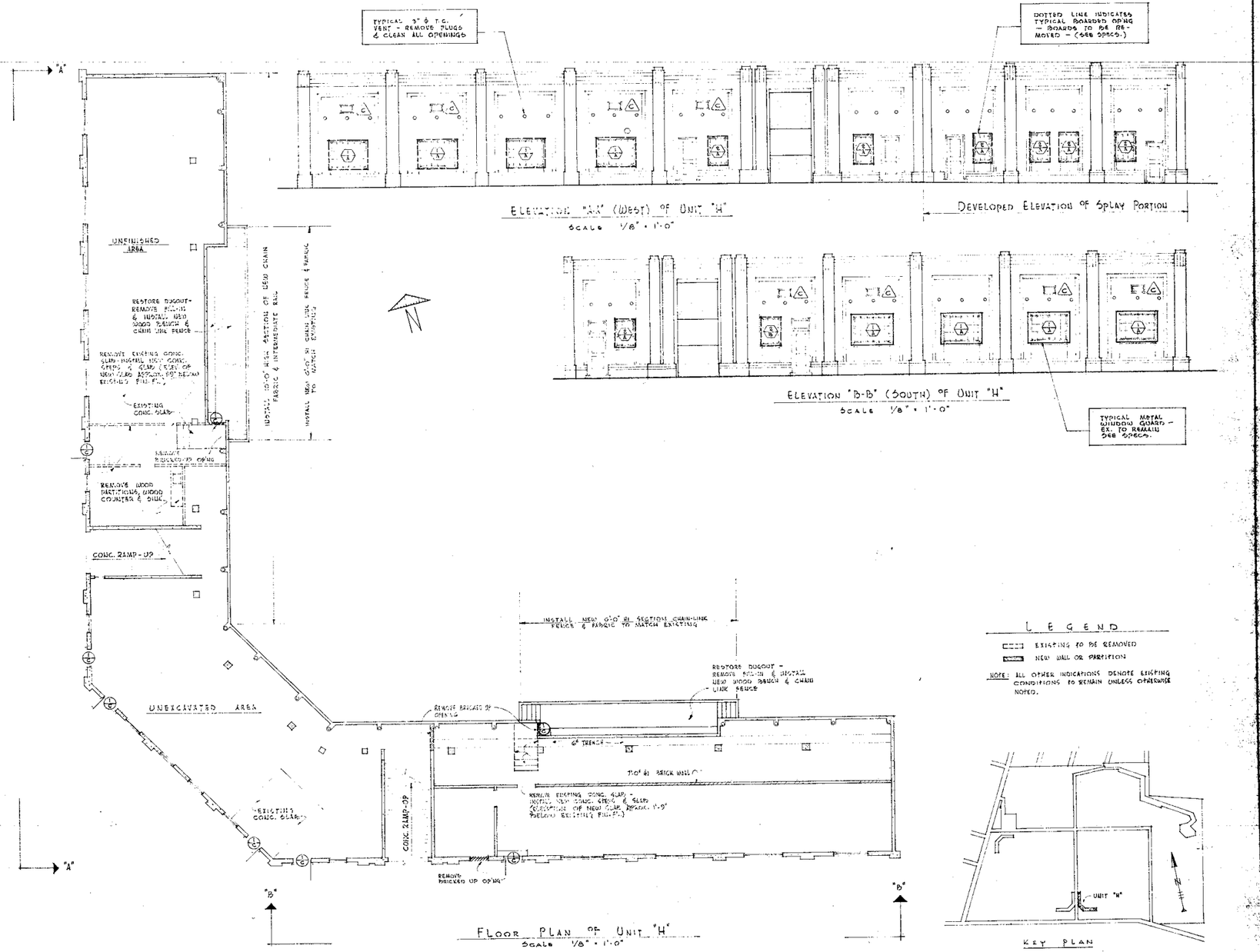
Scale 1/8" = 1'-0"

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• FOR •
SAN FRANCISCO HOUSING AUTHORITY

SHEET TITLE
UNIT G
1- FLOOR PLAN
2- ELEVATIONS
3- ROOM SCHEDULE

DATED 9-24-62
DRAWN JAS
SHEET A-7 of 9

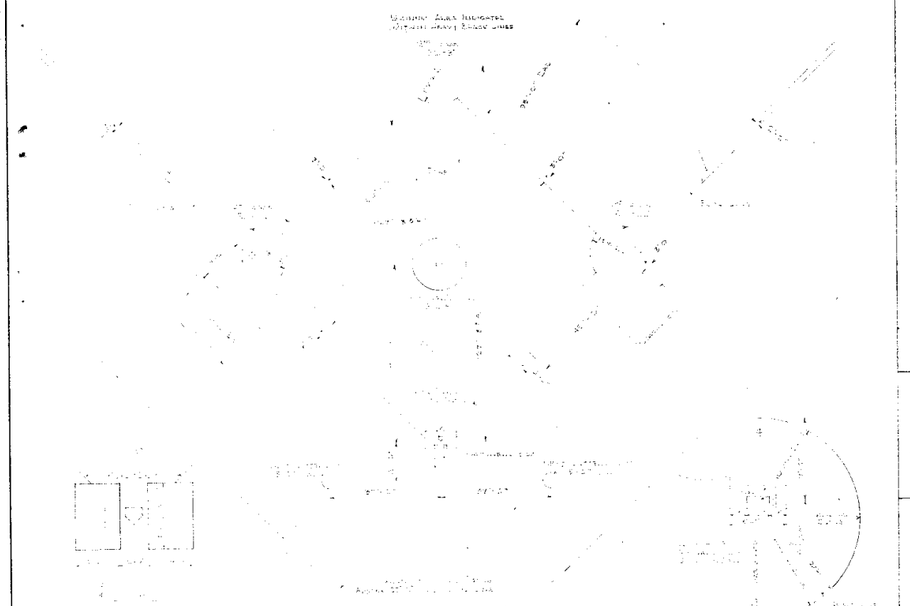


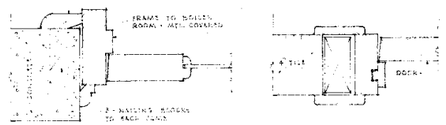
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305 GRANT AVENUE • SAN FRANCISCO • CALIFORNIA
PAUL A. RYAN JOHN MICHAEL LEE

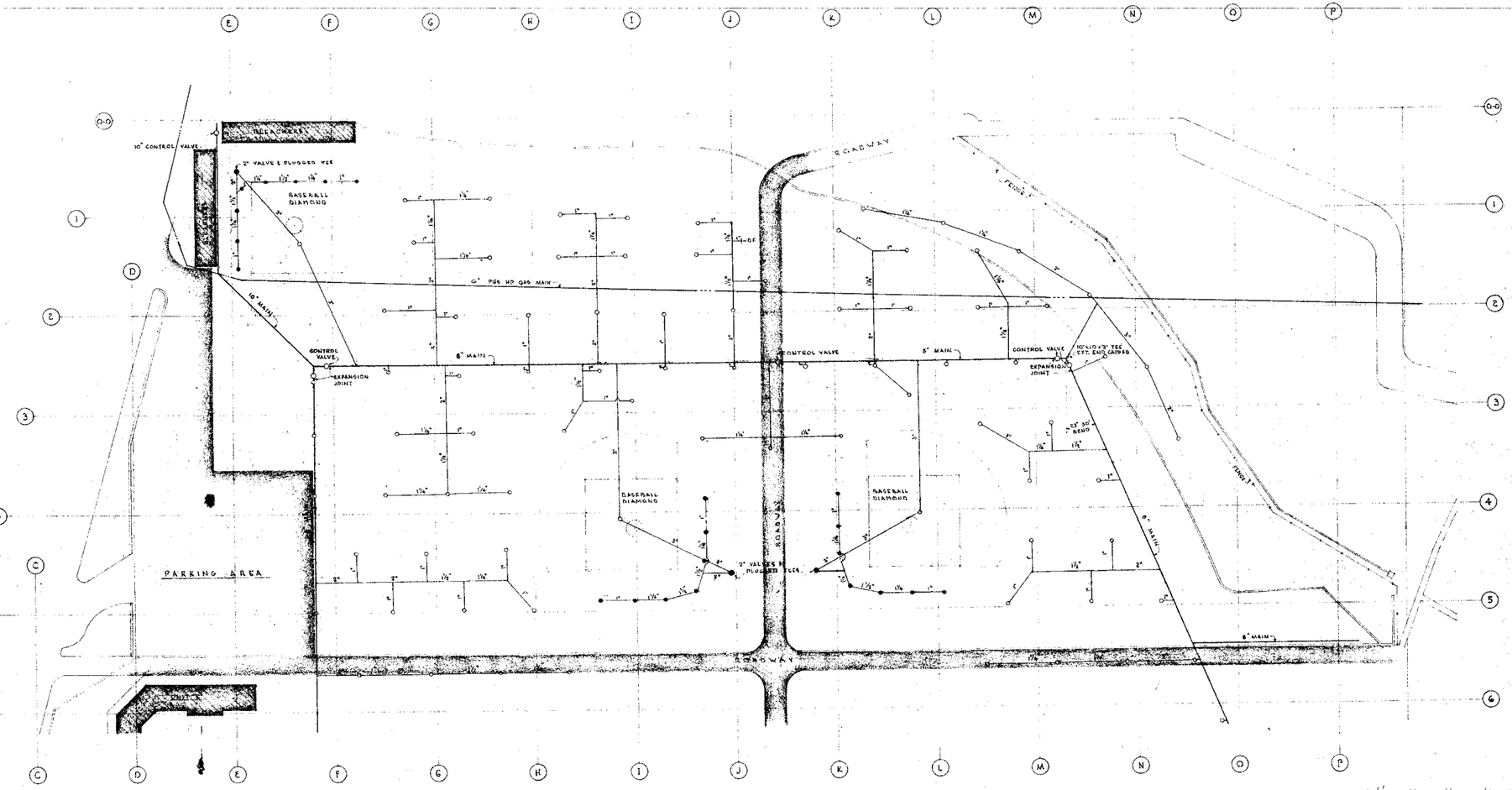
RESTORATION OF CROCKER-AMAZON PLAYGROUND
• GENEVA & MOSCOW ST. – SAN FRANCISCO •
• FOR •
SAN FRANCISCO HOUSING AUTHORITY

SHEET TITLE
UNIT "H"
1. FLOOR PLAN
2. ELEVATIONS

DATED 9-24-58
DRAWN J.A.B.
SHEET A-8 OF 9







NORTH PARCEL – SITE PLAN

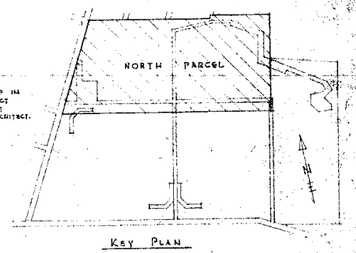
Scale 1" = 50'-0"

NOTES

1. VERIFY LOCATIONS, SIZE OF EXISTING 8" LOOP IN FIELD. IN CASE OF CONFLICT, NOTIFY ARCHITECT IMMEDIATELY & DO NOT CONTINUE WITH THAT PORTION OF WORK WITHOUT APPROVAL OF ARCHITECT.

LEGEND

○ RUCHHER #14 - 1" - 70' △ SPACING.
● RUCKLER #1091 - 5/64" - 5/32" NOZZLE - 76'ϕ COVERAGE 80' APART.



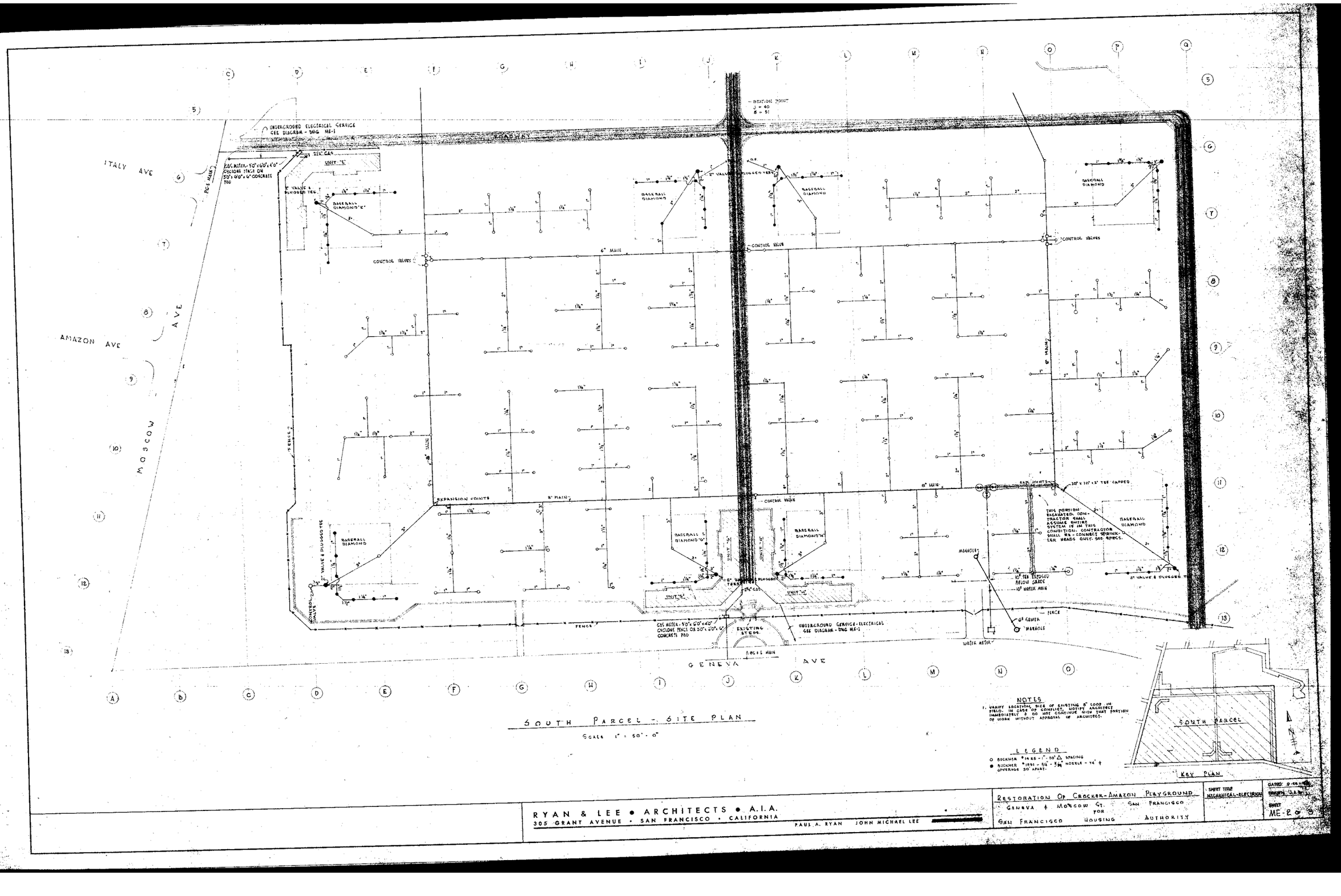
Key Plan

RYAN & LEE • ARCHITECTS • A.I.A.
305 GRANT AVENUE • SAN FRANCISCO • CALIFORNIA
PAUL A. RYAN JOHN MICHAEL LEE

RESTORATION OF CROCKER-AMAZON PLAYGROUND
GENEVA & MOSCOW ST. SAN FRANCISCO
FOR
SAN FRANCISCO HOUSING AUTHORITY

SHEET TITLE MECHANICAL - SPRINKLING

DATED 9-28-66
DRAWN W.K.L.
SHEET ME-1 OF 9



SOUTH PARCEL - SITE PLAN

SCALE 1" = 50'-0"

NOTES

1. VARIFY LOCATIONS, SIZE OF EXISTING 8" LOOP IN FIELD. IN CASE OF CONFLICT, NOTIFY ARCHITECT IMMEDIATELY & DO NOT CONTINUE WITH THAT PORTION OF WORK WITHOUT APPROVAL OF ARCHITECT.

LEGEND

- ○ BUCKNER #1845 - 1" - 70' △ SPACING
- ● BUCKNER #1891 - 3/4 - 5/32 NOZZLE - 74' ϕ COVERAGE 30' APART.

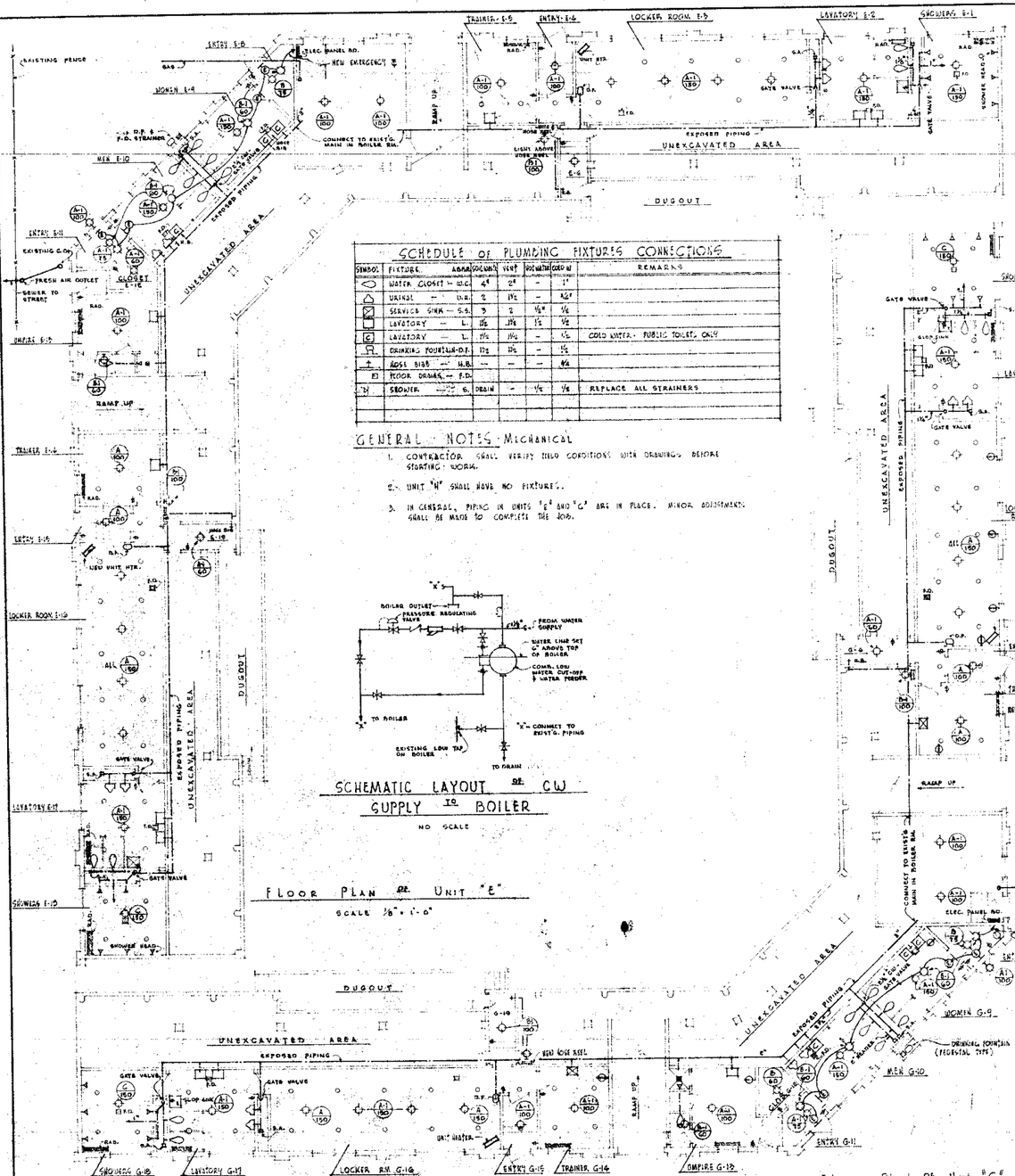
RYAN & LEE • ARCHITECTS • A.I.A.
305 GRANT AVENUE • SAN FRANCISCO • CALIFORNIA
PAUL A. RYAN JOHN MICHAEL LEE

RESTORATION OF CRACKER-AMAZON PLAYGROUND
GENEVA & MOSCOW ST. SAN FRANCISCO
FOR
SAN FRANCISCO HOUSING AUTHORITY

SHEET TITLE MECHANICAL-ELECTRICAL

DATED: 9-26-69
DRAWING NO. 3 OF 3

SHEET ME-2 OF 3



CIRCUIT NO.	CAPACITY	FEEDER	WIRE SIZE	NO. POLES
1	15A	LOCKER RM., SHOWER, LAV., UMPIRE	#12	1
2	15A	" " " TRAINER	#12	1
3	15A	PASSAGE & RAMP	#12	1
4	15A	CONVENIENCE OUTLETS	#12	1
5	15A	2 - 1/8 H.P. HEATER UNITS	#12	1
6	15A	1 - 1/6 H.P. MOTOR CIRCULATOR	#12	1
7	15A	1 - 1/6 H.P. MOTOR SUMP	#12	2
8	15A	1 - 1/6 H.P. MOTOR BURNER	#12	2
9	15A	1 - 1 H.P. MOTOR PUMP	#12	2
10	50A	PARKING AREA	#4 AL	4
11	100A	MAIN BREAKER		2

UNIT "E"

PANELBOARD UNIT "E"

CIRCUIT NO.	CAPACITY	FEEDER	WIRE SIZE	NO. POLES
1	15A	LOCKER RM., SHOWER, LAV., UMPIRE	#12	1
2	15A	" " " TRAINER	#12	1
3	15A	PASSAGE & RAMP	#12	1
4	15A	CONVENIENCE OUTLETS	#12	1
5	15A	2 - 1/8 H.P. HEATER UNITS	#12	1
6	15A	1 - 1/6 H.P. MOTOR CIRCULATOR	#12	1
7	15A	1 - 1/6 H.P. MOTOR SUMP	#12	2
8	15A	1 - 1 H.P. MOTOR BURNER	#12	2
9	35A	1 - 5 H.P. MOTOR SUMP	#12	6
10	35A	1 - 5 H.P. MOTOR SUMP	#12	6
11	100A	MAIN BREAKER		2

DISTRIBUTION SCHEDULES
UNIT "G"

PANELBOARD UNIT "G"

EXIST. RISER OR POLE
EXIST. 10"ø C - UNDERGROUND SERVICE - REMOVE EX. CONDUCTORS & FOLL IN 3"ø G.I.C. (POWER UNG) IN UNIT "H"
NEW PANEL-PARKER ELECTRIC CO. NLAB
2 - 3P - 30A - 5/8" PUMPS
1 - 2P - 100A - SERVED TO UNIT "G" PANEL
4 - 3P - 20A - SPARES
4 - 1P - 20A - SPACES
SUPPLY CT CAN & METER BASE AS PER PG&E REQUIREMENTS
200A MAIN SWITCH 4P5W
2-200A & 1-100A FUSES
NEW 2P5W-150A† - EX OF SWITCH. TAP LINE SIDE OF SWITCH DIRECTLY TO PANEL 60S - EMERGENCY LTG
NEW 3"ø BOX - WEMD
EXIST. 2"C - REPLACE DAMAGED CONDUCTORS, REMOVE EXISTING CONDUCTORS & FOLL IN 3/4" T.U. & 2 #12 T.W.
NEW 3"ø BOX
2 #12 TO TOILET RMS EMERGENCY ☆
NEW PANEL - UNIT "G" PARKER ELECTRIC CO. NLAB - SEE ☆ SCHED
UNITS "G" AND "H"
EXIST. RISER OR POLE
EXIST. 2"C - UNDERGROUND - REMOVE EXISTING CONDUCTORS & FOLL IN 3/4"
SUPPLY METER BASE
NEW 2P5W-150A† - EX OF SWITCH. TAP LINE SIDE OF SWITCH - DIRECTLY TO PANEL 60S - EMERGENCY LTG
2 #12
NEW PANEL - UNIT "E" PARKER ELECTRIC CO. NLAB - SEE ☆ SCHED
UNIT "E"
SINGLE LINE WIRING DIAGRAMS
NO SCALE

ELECTRIC FIXTURE LIST
A = 16"ø GREEN ENAMELLED SHADE w/ BASKET GUARD
A-1 = 16" SHADE EXISTING. PROVIDE BASKET GUARD ONLY
C = VAPOR PROOF SHOWER LIGHT w/ CAST ALUMINUM GUARD.
15 = KEYLOCK PORCELAIN - EXISTING
B-1 = " " - NEW
E = EXIT LITE - C.N. CODE T-102-GC - CEILING MOUNTED UNIT

GENERAL NOTES: ELECTRICAL
1. CONDUCTORS TO ALL BRANCH CIRCUITS IN ALL UNITS TO BE REMOVED AND REPLACED WITH NEW CONDUCTORS #12 TW MINIMUM.
2. ELECTRIC METERING FACILITIES TO BE IN ACCORDANCE WITH PG&E CO. REQUIREMENTS.
3. REMOVE AND DISPOSE OF ALL EXISTING ELECTRIC PANELS, SWITCHES & CUTTER.
4. TEMPORARY CONDUIT NOW EXISTING (UNIT "H" ESPECIALLY) SHALL BE DISCONNECTED FROM PANELBOARD BUT LEFT IN PLACE.

FLOOR PLAN OF UNIT "H"
SCALE ⅛" = 1'-0"
KEY PLAN

RYAN & LEE • ARCHITECTS • A.I.A.
305 GRANT AVENUE • SAN FRANCISCO • CALIFORNIA
PAUL A. RYAN JOHN MICHAEL LEE

RESTORATION OF CROCKER-AMAZON PLAYGROUND
GENEVA & MOSCOW ST., SAN FRANCISCO
FOR
SAN FRANCISCO HOUSING AUTHORITY

SHEET TITLE: MECHANICAL - ELECTRICAL UNITS "E" "G" "H"
DRAWN: [illegible]
SHEET: M-E-3 of 3

SFRP DEVELOPMENT POST-1960

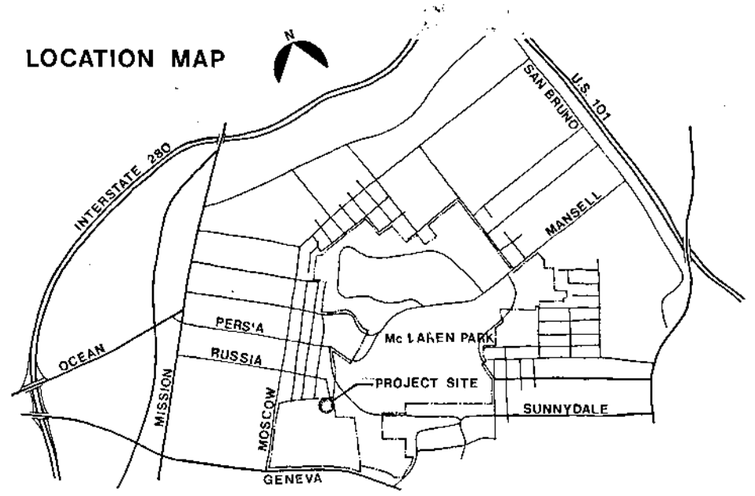
La Grande Playground Development (1978)

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CROCKER-AMAZON PLAYGROUND IMPROVEMENTS

SAN FRANCISCO CALIFORNIA

LOCATION MAP



SHEET INDEX

Title:	Sheet no.
COVER SHEET	1
EXISTING CONDITIONS	2
GRADING PLAN	3
STAKING PLAN	4
PLANTING PLAN	5
IRRIGATION PLAN	6 "AS BUILT"
CONSTRUCTION DETAILS	7
" " "	8
" " "	9
" " "	10

REGISTERED LANDSCAPE ARCHITECT
THEODORE OSMUNDSON
No. 675
9/25/78
STATE OF CALIFORNIA

SHEET TITLE: COVER SHEET

REFERENCES (INCLUDE FILE NO.'S OF SURVEYS, PLANS ETC., USED)

Spec. No. 24 123

CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF PUBLIC WORKS
BUREAU OF ENGINEERING

CROCKER-AMAZON PLAYGROUND IMPROVEMENTS
Vicinity of LaGrande Ave.
(RP-778)

SCALE N.S. SHEET 1 OF 10 SHEETS

DESIGNED BY | DATE
TRACED BY AC 7-7-78
CHECKED BY

APPROVED
SECTION HEAD DAP 9/26/78
DIVISION HEAD DAP 9-26-78

APPROVED W. J. Lee DATE 11/7/78
CITY ENGINEER

FILE RP-031.781

TABLE OF CHANGES
CAUTION: CHECK WITH TRACING TO SEE IF YOU HAVE LATEST REVISION

A RECREATION AND PARK COMMISSION PROJECT

THEODORE OSMUNDSON & ASSOCIATES
LANDSCAPE ARCHITECTS
855 Sansome Street Suite 300
San Francisco, California 94111 415-434-3573

REFERENCES

LA GRANDE AVE.

1,442,800E

1,443,000E

448,400N

448,200N

EXISTING FENCE

PARK BOUNDARY CROCKER AMAZON

EXISTING AC. ROADBED

EXISTING 4" LIGHT STANDARD

EXISTING AC. ROADBED

PARK BOUNDARY CROCKER AMAZON

SAN FRANCISCO COUNTY SCHOOL DISTRICT

0 5 10 20 35 feet

N

LEGEND

- CITY OF SAN FRANCISCO MONUMENT SYSTEM
- EXISTING CONTOUR
- EXISTING SPOT ELEVATION
- EOP EDGE OF PAVEMENT
- EXISTING TREE
- CITY MONUMENT SYSTEM REFERENCE POINT. SOURCE: CITY OF SAN FRANCISCO DRAWING, REF FILE No. M-8-78
- UTILITY HOLE (E.)
- MANHOLE (E.)
- PARK BOUNDARY
- EXISTING FENCE
- EXISTING PAVEMENT TO BE REMOVED DIAGRAMMATIC ONLY.
- EXISTING PAVEMENT TO REMAIN
- (E) EXISTING

NOTES:

ALL ELEVATIONS ARE BASED ON CITY DATUM.

THE CONTRACTOR SHALL ASSUME ALL RESPONSIBILITY FOR ANY DAMAGES TO ADJACENT PROPERTIES AND RESTORE PROPERTY TO ITS ORIGINAL CONDITION SHOULD ANY DAMAGES BE INCURRED.

CONTRACTOR SHALL DEMOLISH ALL PAVING AS SHOWN ON THE DRAWINGS AND ALL ADDITIONAL PAVEMENT AS INCLUDED BY OR REQUIRED TO PROPERLY CONSTRUCT ALL IMPROVEMENTS IN ACCORDANCE WITH THE PLANS AND SPECIFICATIONS.

THE CONTRACTOR SHALL REMOVE AS HIS PROPERTY AND DISPOSE OF IN A LEGAL MANNER ALL DEMOLISHED EXISTING PAVING, VEGETATION AND DEBRIS REQUIRED TO PREPARE THE SITE FOR NEW INSTALLATIONS AND CONSTRUCTION.

CONTRACTOR TO SAFEGUARD ALL EXISTING TREES.

CONTRACTOR SHALL FAMILIARIZE HIMSELF WITH AND VERIFY ALL EXISTING CONDITIONS INCLUDING UTILITIES ON SITE PRIOR TO COMMENCEMENT OF WORK AND NOTIFY THE ENGINEER OF ANY DISCREPANCIES.

7/14/78

SHEET TITLE: **EXISTING CONDITIONS**

REFERENCES (SHEET FILE NOS OF SURVEYS, PLANS, ETC., USED)

Spec. No. 24,123

CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF PUBLIC WORKS
BUREAU OF ENGINEERING

CROCKER-AMAZON PLAYGROUND IMPROVEMENTS

Vicinity of La Grande Ave.

(RP-778)

SCALE 1" = 10'-0" SHEET 2 OF 10 SHEETS

APPROVED UP 7/14/78

DATE 11/7/78

FILE RP-031-78-1

THEODORE OSMUNDSON & ASSOCIATES
LANDSCAPE ARCHITECTS
855 Sansome Street Suite 300
San Francisco, California 94111 415-434-3578

REFERENCES

TABLE OF CHANGES
CAUTION: CHECK WITH TRACING TO SEE IF YOU HAVE LATEST REVISION

LA GRANDE AVE.

1,442,800 E.

1,442,900 E.

448,400 N

448,300 N

APPROXIMATE LIMIT OF GRADING

LEGEND

BW	BASE OF WALL.
TW	TOP OF WALL.
LP.	LOW POINT.
HP.	HIGH POINT.
TC.	TOP OF CURB.
BC.	BASE OF CURB.
BS.	BOTTOM OF STEPS.
TS.	TOP OF STEPS.
260	PROPOSED CONTOUR.
260	EXISTING CONTOUR.
330.0	PROPOSED SPOT ELEVATION.
330.0	EXISTING SPOT ELEVATION.
	DIRECTION OF SLOPE.
	CENTERLINE OF DRAINAGE SWALE.
	LIMIT OF GRADING LINE.
	MANHOLE (E.).
	UTILITY POLE. (E.)
(E.)	EXISTING.

NOTES:

ALL GROUND SURFACES SHALL BE FINISHED TO UNIFORM GRADES AND SLOPES IN SUCH A MANNER AS TO DRAIN PROPERLY AND BE FREE OF DEPRESSIONS WHICH MAY CAUSE AREAS OF STANDING WATER.

THE CONTRACTOR SHALL CLEAR AND REMOVE ALL DEBRIS, MATTER DEBRIS, AND RUBBISH FROM WITHIN THE LIMIT OF GRADING. CONTRACTOR SHALL DISPOSE OF SAID MATERIALS IN A LEGAL MANNER AS HIS PROPERTY.

CONTRACTOR SHALL BASE, TOP AND TOE OF ALL SLOPES TO PROVIDE SMOOTH TRANSITIONS BETWEEN GROUND PLANES.

AT DRAINAGE SUMPS PROVIDE 4' LENGTH OF 6" DIA. PERFORATED PIPE WITH SOIL SEPARATOR, AND CAP END OF PIPE. PIPE FROM SUMPS TO OUTFALLS TO BE 6" DIA NON-PERFORATED TYPE. EXTEND @ MID OUTFALL.

DRAINAGE SWALE DETAIL TYP

DRAINAGE SWALE AT SAND BOX, NU OF 1' 6" DRAIN PIPE TO BE SWALED BOTTOM OF SAND TO SWALE LOW POINT OF SWALE SURFACE.

DRAINAGE SWALE AT MH OF 1' 6" DRAIN PIPE TO BE SWALED

DRAIN OUTFALL EXCAVATE 2'-6" x 2'-0" DEEP HOLE AND FILL WITH DRAIN ROCK MIDPT OF DRAIN PIPE AT OUTLET TO BE SWALED

0 5 10 20 35 feet

N

REGISTERED LANDSCAPE ARCHITECT No. 875 Theodore Osmundson 9/25/78 STATE OF CALIFORNIA

THEODORE OSMUNDSON & ASSOCIATES
LANDSCAPE ARCHITECTS
855 Sansome Street Suite 300
San Francisco, California 94111 415 434 3578

REFERENCES

TABLE OF CHANGES
CAUTION: CHECK WITH TRACING TO SEE IF YOU HAVE LATEST REVISION

SHEET TITLE: **GRADING PLAN**

REFERENCES
SURVEY FILE NOS. OF SURVEYS, PLANS, ETC., USED

Spec. No. 24123

CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF PUBLIC WORKS
BUREAU OF ENGINEERING

CROCKER-AMAZON PLAYGROUND IMPROVEMENTS

Vicinity of La Grande Ave.

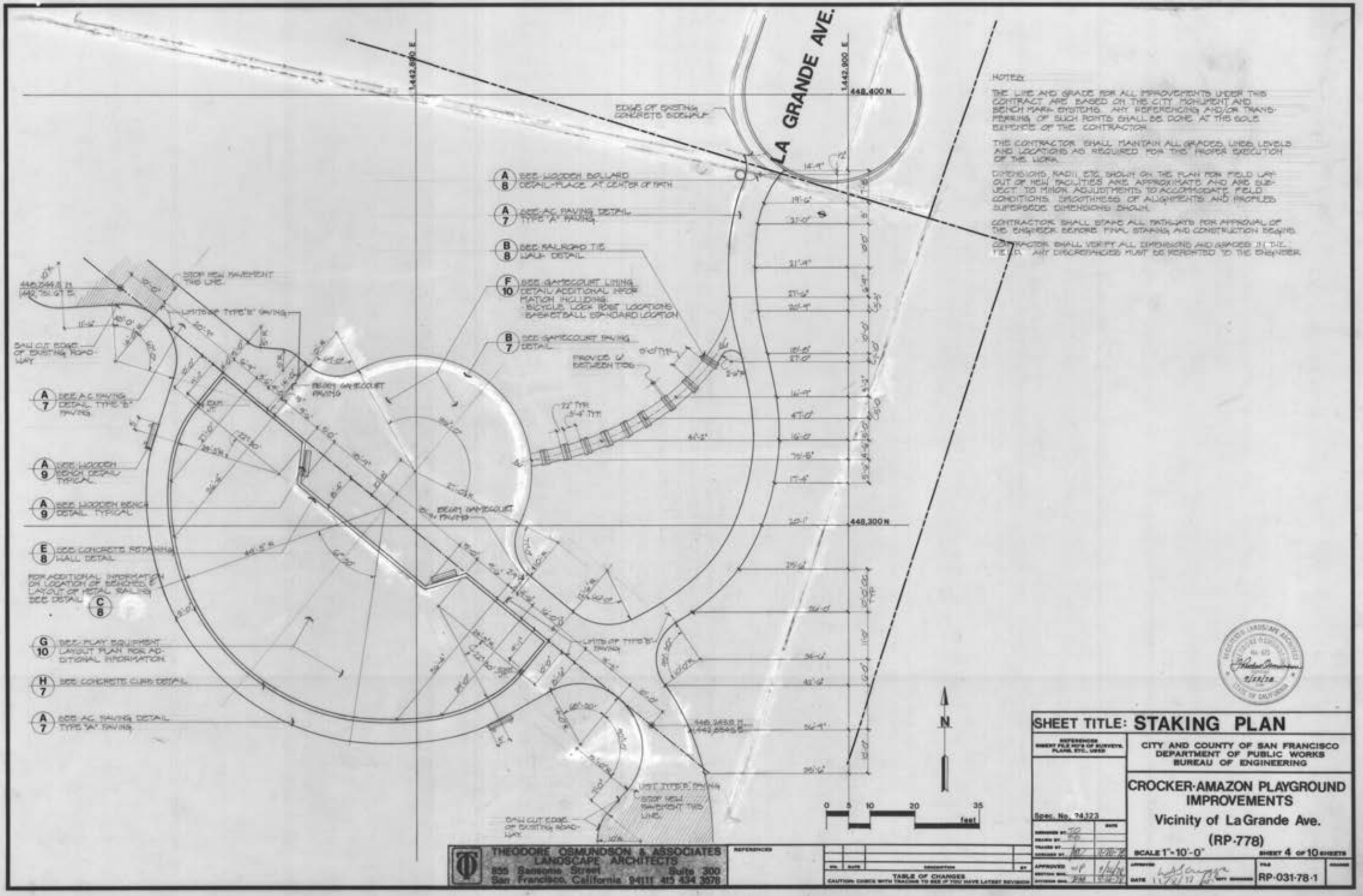
(RP-778)

SCALE 1"=10'-0" SHEET 3 OF 10 SHEETS

APPROVED WP 11/15/78

DATE 11/15/78

FILE RP-031-78-1



NOTES:

THE LINE AND GRADE FOR ALL IMPROVEMENTS UNDER THIS CONTRACT ARE BASED ON THE CITY MONUMENT AND BENCH MARK SYSTEMS. ANY REFERENCING AND/OR TRANSFERRING OF SUCH POINTS SHALL BE DONE AT THE SOLE EXPENSE OF THE CONTRACTOR.

THE CONTRACTOR SHALL MAINTAIN ALL GRADES, LINES, LEVELS AND LOCATIONS AS REQUIRED FOR THE PROPER EXECUTION OF THE WORK.

DIMENSIONS, RADII, ETC. SHOWN ON THE PLAN FOR FIELD LAY OUT OF NEW FACILITIES ARE APPROXIMATE AND ARE SUBJECT TO MINOR ADJUSTMENTS TO ACCOMMODATE FIELD CONDITIONS. SMOOTHNESS OF ALIGNMENTS AND PROFILES SUPERSEDE DIMENSIONS SHOWN.

CONTRACTOR SHALL STAKE ALL PATHWAYS FOR APPROVAL OF THE ENGINEER BEFORE FINAL STAKING AND CONSTRUCTION BEGINS.

CONTRACTOR SHALL VERIFY ALL DIMENSIONS AND GRADES IN THE FIELD. ANY DISCREPANCIES MUST BE REPORTED TO THE ENGINEER.

REGISTERED LANDSCAPE ARCHITECT No. 615 STATE OF CALIFORNIA 9/22/78

SHEET TITLE: **STAKING PLAN**

REFERENCES SHEET FILE NO'S OF SURVEYS, PLANS, ETC., USED

CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF PUBLIC WORKS
BUREAU OF ENGINEERING

CROCKER-AMAZON PLAYGROUND IMPROVEMENTS

Vicinity of La Grande Ave.

(RP-778)

Spec. No. 74123

SCALE 1"=10'-0" SHEET 4 OF 10 SHEETS

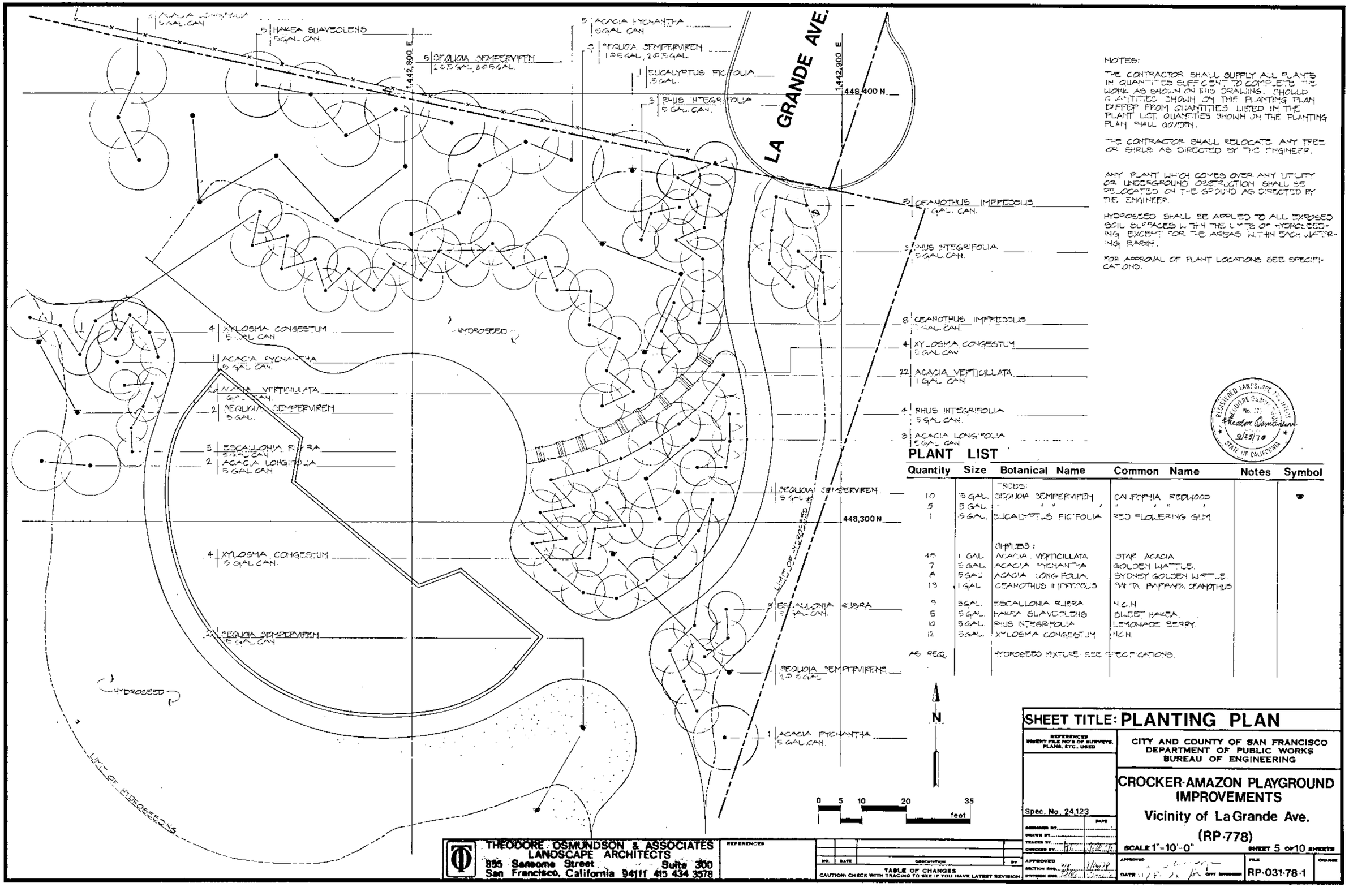
DESIGNED BY	TD	DATE
DRAWN BY	RG	
TRACED BY	MT	10-26-78
CHECKED BY		
APPROVED	WF	9/22/78
APPROVED		
DATE	11/29/78	FILE RP-031-78-1

THEODORE OSMUNDSON & ASSOCIATES
LANDSCAPE ARCHITECTS
855 Sansome Street Suite 300
San Francisco, California 94111 415 434 3578

REFERENCES

TABLE OF CHANGES
CAUTION: CHECK WITH TRACING TO SEE IF YOU HAVE LATEST REVISION

NO.	DATE	DESCRIPTION	BY



NOTES:

THE CONTRACTOR SHALL SUPPLY ALL PLANTS IN QUANTITIES SUFFICIENT TO COMPLETE THE WORK AS SHOWN ON THIS DRAWING. SHOULD QUANTITIES SHOWN ON THIS PLANTING PLAN DIFFER FROM QUANTITIES LISTED IN THE PLANT LIST, QUANTITIES SHOWN ON THE PLANTING PLAN SHALL GOVERN.

THE CONTRACTOR SHALL RELOCATE ANY TREE OR SHRUB AS DIRECTED BY THE ENGINEER.

ANY PLANT WHICH COMES OVER ANY UTILITY OR UNDERGROUND OBSTRUCTION SHALL BE RELOCATED ON THE GROUND AS DIRECTED BY THE ENGINEER.

HYDROSEED SHALL BE APPLIED TO ALL EXPOSED SOIL SURFACES WITHIN THE LIMITS OF HYDROSEEDING EXCEPT FOR THE AREAS WITHIN EACH WATERING BASIN.

FOR APPROVAL OF PLANT LOCATIONS SEE SPECIFICATIONS.

REGISTERED LANDSCAPE ARCHITECT
LOUDRE CAMPBELL
No. 1[illegible]
Theodore Osmundson
9/25/78
STATE OF CALIFORNIA

PLANT LIST

Quantity	Size	Botanical Name	Common Name	Notes	Symbol
		TREES:			
10	5 GAL.	SEQUOIA SEMPERVIREN	CALIFORNIA REDWOOD		
5	5 GAL.	" " "	" " "		
1	5 GAL.	EUCALYPTUS FICIFOLIA	RED FLOWERING GUM.		
		SHRUBS:			
45	1 GAL	ACACIA VERTICILLATA	STAR ACACIA		
7	5 GAL.	ACACIA HYCNANTHA	GOLDEN WATTLE.		
8	5 GAL.	ACACIA LONGIFOLIA	SYDNEY GOLDEN WATTLE.		
13	1 GAL	CEANOTHUS IMPRESSUS	SANTA BARBARA CEANOTHUS		
9	5 GAL.	ESCALLONIA RUBRA	M.C.N.		
5	5 GAL.	HAKEA SLAVEOLENS	SWEET HAKEA.		
10	5 GAL.	RHUS INTEGRIFOLIA	LEMONADE BERRY.		
12	5 GAL.	XYLOSMA CONGESTUM	M.C.N.		
AS REQ.		HYDROSEED MIXTURE: SEE SPECIFICATIONS.			

THEODORE OSMUNDSON & ASSOCIATES
LANDSCAPE ARCHITECTS
855 Sansome Street Suite 300
San Francisco, California 94111 415 434 3578

REFERENCES

NO.	DATE	DESCRIPTION	BY

TABLE OF CHANGES
CAUTION: CHECK WITH TRACING TO SEE IF YOU HAVE LATEST REVISION

SHEET TITLE: **PLANTING PLAN**

REFERENCES
INSERT FILE NOS OF SURVEYS, PLANS, ETC., USED

CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF PUBLIC WORKS
BUREAU OF ENGINEERING

CROCKER-AMAZON PLAYGROUND IMPROVEMENTS

Vicinity of La Grande Ave.

(RP-778)

Spec. No. 24,123

DESIGNED BY
DRAWN BY
TRACED BY
CHECKED BY
APPROVED
SECTION ENG.
DIVISION ENG.
APPROVED
DATE
CITY ENGINEER

SCALE 1"=10'-0"

SHEET 5 OF 10 SHEETS

FILE RP-031-78-1

CHANGE

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Historic Plans and Drawings

Crocker Amazon Playground: Bocce Ball Court Cover (1986)

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OFFICIAL COPY
SAN FRANCISCO
DBI
DEPARTMENT OF
BUILDING INSPECTION

CROCKER AMAZON PARK
BOCCE BALL
COURT COVER
SAN FRANCISCO, CA.

OWNER : RECREATION and PARK DEPARTMENT
ARCHITECTS : D.P.W. BUREAU OF ARCHITECTURE
ENGINEERS : D.P.W. BUREAU OFENGINEERING

INDEX	ABBREVIATIONS		GENERAL NOTES	VICINITY MAP

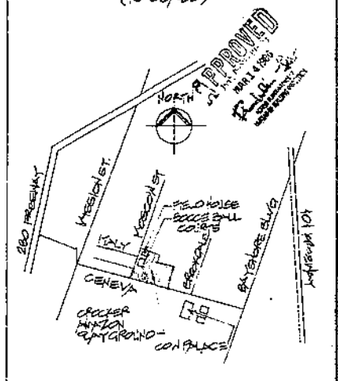
A1 - COVER SHEET
VICINITY MAP
GENERAL NOTES
ABBREVIATIONS
INDEX

S1 - SITE PLAN
SECTIONS
DETAILS
ELEVATIONS

℄	CENTER LINE
COL.(S)	COLUMNS
CONC.	CONCRETE
CORR.	CORRUGATED
D	DEEP
(E), ST.ST.G.	EXISTING
EL.	ELEVATION
EQUAL	EQUAL
FIN.	FINISH
GA	GALVANIZED
GAUGE	GAUGE
H	HIGH
∠	ANGLE
MET.	METAL
(N)	NEW
NTS	NOT TO SCALE
N.I.C.	NOT IN CONTRACT
Ø	DIAMETER
#	RATE
RELOC.	RELOCATE
REQ'D	REQUIRED
RETG.	RETAINING
STL., ST.	STEEL
TYP.	TYPICAL
U.O.N.	UNLESS OTHERWISE NOTED
V.I.F.	VERIFY WIDTH
W	WIDTH

1. VERIFY THAT EXISTING CONDITIONS ARE AS NOTED ON THE DRAWINGS AND SPECIFICATIONS. NOTIFY CITY ARCHITECT IMMEDIATELY OF VARIATIONS OR DISCREPANCIES. DO NOT PROCEED WITH AFFECTED WORK UNTIL THE MEANS ARE RESOLVED BY THE CITY ARCHITECT.
2. INSTALL ALL WORK PLUMB, LEVEL AND STRAIGHT.
3. ALL WELDING SHALL BE GROUND SMOOTH.
4. WORK REQUIRED UNDER THIS CONTRACT INCLUDES ALL LABOR, MATERIALS, EQUIPMENT, ETC. NECESSARY TO COMPLETE THIS PROJECT.
5. ALL CONSTRUCTION AND INSTALLATION WORK SHOWN ON DRAWINGS, OR INDICATED IN SPECIFICATIONS, SHALL BE MADE IN ACCORDANCE WITH ALL SAN FRANCISCO BUILDING CODES AND ORDINANCES.
6. ALL BOLTS TO HAVE TAMPERPROOF HEADS.

(NO SCALE)



RECEIVED
JUN 5 1986
DPW PLAN CHECKING SECTION

PERMIT NUMBER
8600510
REVISED
For Compliance with City and County Ordinances and State Codes
The statements of this plan and specifications/details NOT be held as particular for an approval of the inclusion of any City and County ordinance or State law.
Approval is subject to Field inspection by the Fire Department.
These plans must be kept on the job site and available for inspection at all times.

8600510/2

8600510

BUREAU OF ARCHITECTURE
DEPARTMENT OF PUBLIC WORKS
CITY AND COUNTY OF SAN FRANCISCO

CITY ARCHITECT	DATE 10/86	PROJECT TITLE	CROCKER AMAZON PARK BOCCE BALL COURT COVER
CHECKED CO	DRAWN MMD	DRAWING TITLE	COVER SHEET
		SHEET	A1
		OF	1 SHEETS
		JOB NO.	6268A

OFFICIAL COPY

SAN FRANCISCO
DEPARTMENT OF
BUILDING INSPECTION

A WEST ELEVATION
A/S1 SCALE: 1/4"=1'-0"

B SECTION
B/S1 N.T.S.

C SECTION
C/S1 N.T.S.

D SECTION @ CLERESTORY
D/S1 SCALE: 3/8"=1'-0"

E SECTION-TYPICAL
E/S1 SCALE: 3/8"=1'-0"

TYP. DOUBLE COL. CONNECTION DETAIL
N.T.S.

SITE PLAN
SCALE: 1/8"=1'-0"

DETAIL
N.T.S.

ELEVATION
N.T.S.

ELEVATION-GUTTERS
N.T.S.

DETAIL
N.T.S.

FOOTING SCHEDULE			
COLUMN LINE	h	h	'L' SIZE
① & ⑨	1'-0"	2'-6"	5'-#5 E.W.
②③④⑥⑦⑧	1'-0"	2'-9"	5'-#5 E.W.
⑤	1'-6"	3'-6"	7'-#5 E.W.

VERIFY ALL CONDITIONS AND DIMENSIONS AT BUILDING

CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF PUBLIC WORKS
BUREAU OF ENGINEERING

BUREAU OF ARCHITECTURE
DEPARTMENT OF PUBLIC WORKS
CITY AND COUNTY OF SAN FRANCISCO

CITY ARCHITECT — DATE 1/10/86
DIV. ARCHITECT — PROJ. ARCHITECT
CHECKED — DRAWN

PROJECT TITLE: CROCKER AMAZON PARK BOCCE BALL COURT COVER

DRAWING TITLE: SITE PLAN, SECTIONS, DETAILS, ELEVATIONS.

SHEET S1 OF 1 SHEETS
JOB NO. 4598A

APPROVED
BOARD OF BUILDING INSPECTION
MAR 3 1986

RECEIVED
BOARD OF BUILDING INSPECTION
MAR 3 1986
SAN FRANCISCO
NOTED FOR BOARD RECORD

Skate Park at Crocker Amazon Playground (1999)

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Skatepark at Crocker Amazon Playground

A Recreation and Park Commission Project

ABBREVIATIONS

ADA	AMERICANS WITH DISABILITIES ACT
AC	ASPHALTIC CONCRETE
ASPH	ASPHALT
CCSF	CITY & COUNTY OF SAN FRANCISCO
℄	CENTER LINE
CLR.	CLEAR
CONC.	CONCRETE
CONT.	CONTINUOUS
DIA.	DIAMETER
DWG	DRAWING
(E)	EXISTING
EA	EACH
EJ	EXPANSION JOINT
EQ	EQUAL
FG	FINISHED GRADE
GALV	GALVANIZED
HORIZ	HORIZONTAL
HP	HIGH POINT
HPS	HIGH POINT OF SWALE
HDPE	HIGH DENSITY POLYETHYLENE PIPE
IN	INCH
IE	INVERT ELEVATION
MAX	MAXIMUM
MFR	MANUFACTURER
MIN	MINIMUM
NTS	NOT TO SCALE
O.C.	ON CENTER
PERF.	PERFORATED
QC	QUICK COUPLER
QTY	QUANTITY
R	RADIUS
RE	RIM ELEVATION
REBAR	REINFORCING BAR
SCH	SCHEDULE
SF	SQUARE FEET
SIM	SIMILAR
SJ	SCORE JOINT
SPECS	SPECIFICATION(S)
SSDPWSF	STANDARD SPECIFICATIONS OF DEPARTMENT OF PUBLIC WORKS OF SAN FRANCISCO
STL	STEEL
TC/BC	TOP OF CURB/BOTTOM OF CURB
TS/BS	TOP OF STAIR/BOTTOM OF STAIR
TW/BW	TOP OF WALL/BOTTOM OF WALL
TYP	TYPICAL
UON	UNLESS OTHERWISE NOTED
W/	WITH
#	NUMBER

INDEX TO DRAWINGS

L-1.0	TITLE SHEET
L-2.0	EXISTING CONDITIONS & DEMOLITION PLAN
L-3.0	LAYOUT PLAN
L-3.1	DETAIL REFERENCE AND PAVING PATTERN PLAN
L-3.2	ADA PATH OF TRAVEL AND DETAILS
L-3.3	ADA PATH OF TRAVEL AND DETAILS
L-3.4	ADA SIGNAGE PLAN
L-4.0	GRADING AND DRAINAGE PLAN
L-5.0	IRRIGATION PLAN
L-5.1	IRRIGATION DETAILS
L-6.0	PLANTING PLAN
L-6.1	PLANTING DETAILS
L-7.0	CONSTRUCTION DETAILS
L-7.1	CONSTRUCTION DETAILS
L-7.2	CONSTRUCTION DETAILS
L-7.3	CONSTRUCTION DETAILS
L-7.4	CONSTRUCTION DETAILS
L-7.5	CONSTRUCTION DETAILS
L-7.6	CONSTRUCTION DETAILS
L-7.7	CONSTRUCTION DETAILS
R-1	AS-BUILT CONDITIONS CROCKER AMAZON IRRIGATION 3 AND 4

LICENSE CLASSIFICATION

In accordance with the provisions of California Public Contract Code 3300, the City has determined that the Contractor shall possess a valid Class A General Engineering Contractor license at the time the Contract is bid. A class C-27 Landscaping Specialty License shall be required for all landscaping work. Failure to possess licenses shall render the bid non-responsive and shall act as a bar to award of the Contract to any bidder not possessing said license at the time of award.

GENERAL NOTES

All work to be performed shall conform to all applicable codes and ordinances of governmental agencies having jurisdiction over the project.

Protect all existing utilities, improvements, structures and restore to new condition at no cost to the City if damaged during the course of work.

Coordinate all work to prevent conflicts between trades and report conflicts, or incongruities between new improvements and exisiting facilities to the Engineer immediately.

Clear and remove all organic matter, debris and rubbish from within the limit of work. Dispose of said material in a legal manner as the Contractor's property.

All excavated material shall be relocated within the park site as directed by the Engineer. Alternate Bid Item 6: Offhaul and dispose of excess excavated material at a licensed landfill.

Submit shop drawings for all custom work.

Notify Engineer and Mario Avendano, Recreation and Park Department Electrician, 753-7013, if existing electrical conduit is affected by construction.

Installation all of parking and roadway striping and parking signage by others. This work not in contract. (NIC)

Apply slurry seal to all new AC paving areas.

SITE METAL WORK NOTES

Submit shop drawings for all metal work.

All members shall be structural or stainless steel, size and type as indicated on detail drawings.

Shop assembly, with full depth welds, type "fillet weld" continuous, grind smooth.

Hot dip galvanize all members per specifications.

City and County of San Francisco

Willie Lewis Brown, Jr., Mayor
Mark A. Primeau, AIA, Director

(415) 557-4700
FAX (415) 557-4701
TTY (415) 558-4088
http://www.sfdpw.com/dac

Department of Public Works
30 Van Ness Avenue, 8th Floor
San Francisco, CA 94102-6020

To: John Fons, **Project Manager**

From: Susan M. Ferreyra, Office of DPW Access Coordinator

Subject: DISABILITY ACCESS QUALITY ASSURANCE REVIEW

Project: Skatepark at Crocker-Amazon Playground

Client Department: Recreation and Park Department

Date: September 9, 1999

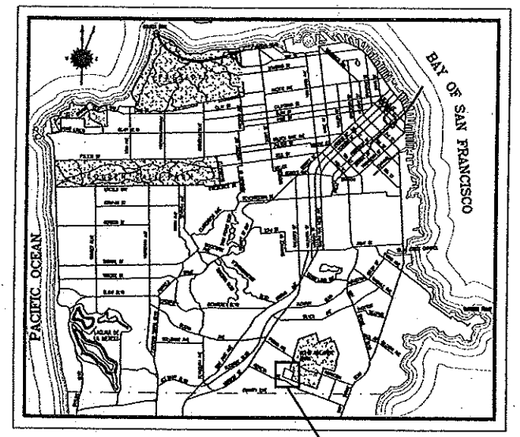
THIS MEMOS IS TO CONFIRM THAT I HAVE REVIEWED THE CONSTRUCTION DOCUMENTS AND THE APPLICABLE FEDERAL AND STATE REQUIREMENTS FOR PHYSICAL AND PROGRAMATIC ACCESIBILITY FOR THE ABOVE NOTED PROJECT.

Sincerely,

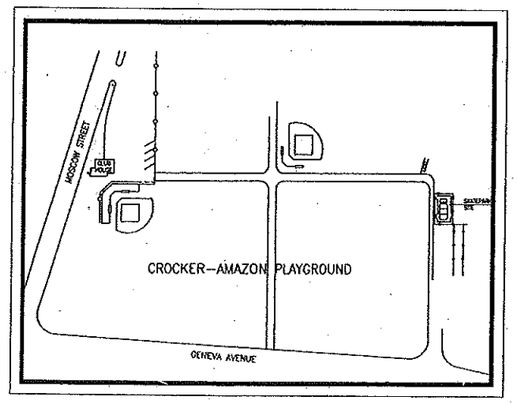
Susan M. Ferreyra
Office of DPW Disability Access Coordinator

pc:dpwemails dacmanager

"IMPROVING THE QUALITY OF LIFE IN SAN FRANCISCO" We are dedicated individuals committed to teamwork, customer service and continuous improvements in partnership with the community.
Customer Service · Teamwork · Continuous Improvement



LOCATION MAP
Not to Scale



DETAIL MAP
Not to Scale

NO.	DATE	DESCRIPTION	BY	APP.

TABLE OF REVISIONS
CHECK WITH TRACING TO SEE IF YOU HAVE LATEST REVISION

REFERENCE INFORMATION & FILE NO. OF SURVEYS

BUREAU OF ENGINEERING
DEPARTMENT OF PUBLIC WORKS
CITY AND COUNTY OF SAN FRANCISCO

LICENSED LANDSCAPE ARCHITECT — RICHARD V. THALL — 1108 — EXP. 8-31-01 — 9-10-99 — STATE OF CALIFORNIA

DESIGNED: DATE:	RT/ML 10/98
DRAWN: DATE:	ML/BI/HD 6/99
CHECKED: DATE:	SH 8/99

APPROVED

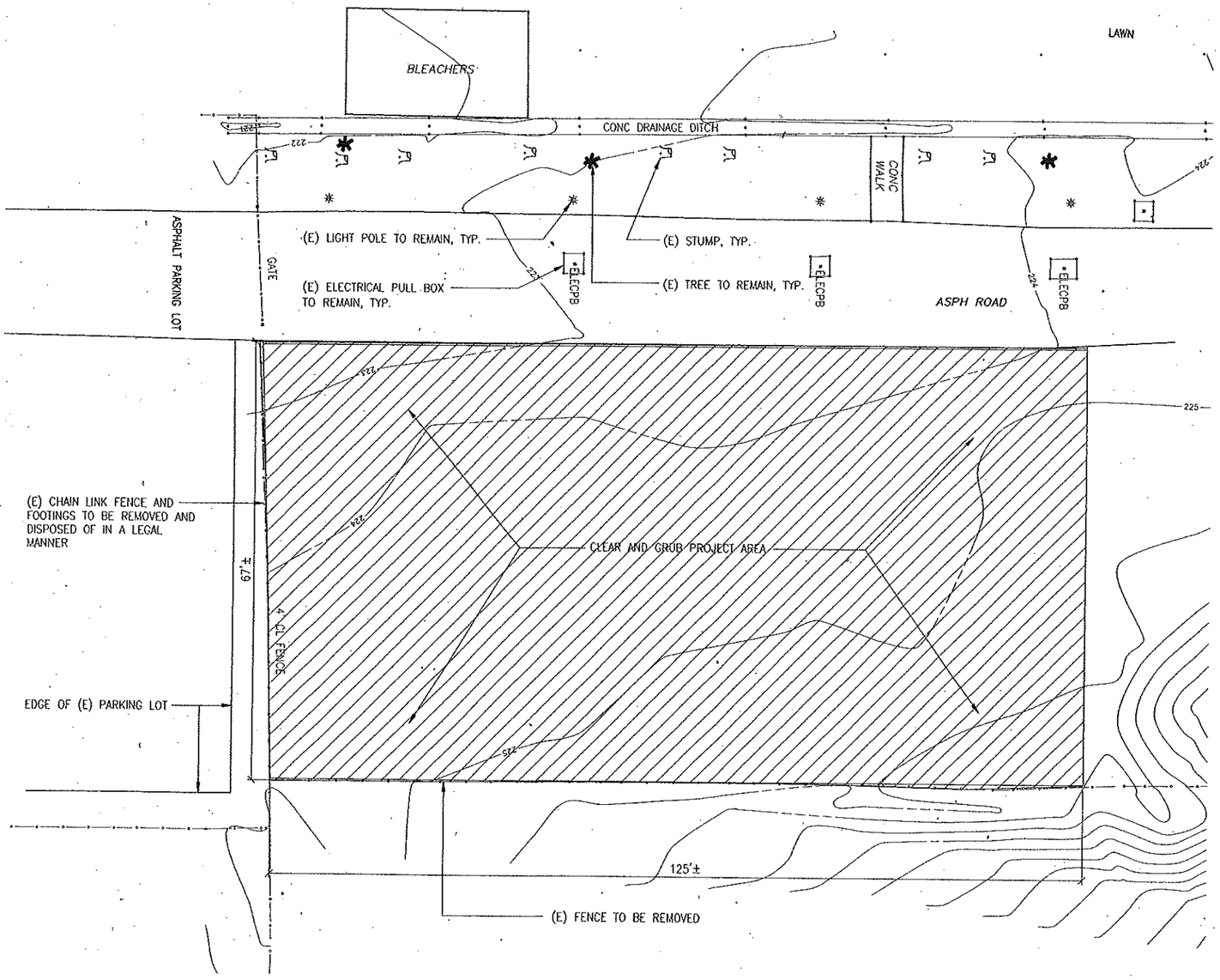
SECTION MANAGER — DATE: 9/99
DIVISION MANAGER — DATE: 9/17/99
CITY ENGINEER — DATE: 9/10/99

SCALE: NONE

SHEET OF SHEETS: 1 OF 21

SKATEPARK
CROCKER-AMAZON PLAYGROUND
TITLE SHEET

SPECIFICATION NO.	1525N
DRAWING NO.	L-1.0
FILE NO.	737,001
REV. NO.	



N

10 0 10 20
SCALE IN FEET

NO.	DATE	DESCRIPTION	BY	APP.

TABLE OF REVISIONS
CHECK WITH TRACING TO SEE IF YOU HAVE LATEST REVISION

REFERENCE INFORMATION & FILE NO. OF SURVEYS

BUREAU OF ENGINEERING
DEPARTMENT OF PUBLIC WORKS
CITY AND COUNTY OF SAN FRANCISCO

LICENSED LANDSCAPE ARCHITECT RICHARD V. THALL JR. 4109 STATE OF CALIFORNIA

DESIGNED: RT	DATE: 10/98
DRAWN: ML/BI	DATE: 6/99
CHECKED: SH	DATE: 8/99

APPROVED
SECTION MANAGER — DATE: 9/99
DIVISION MANAGER — DATE: 9/17/99
CITY ENGINEER — DATE: 9/10/99

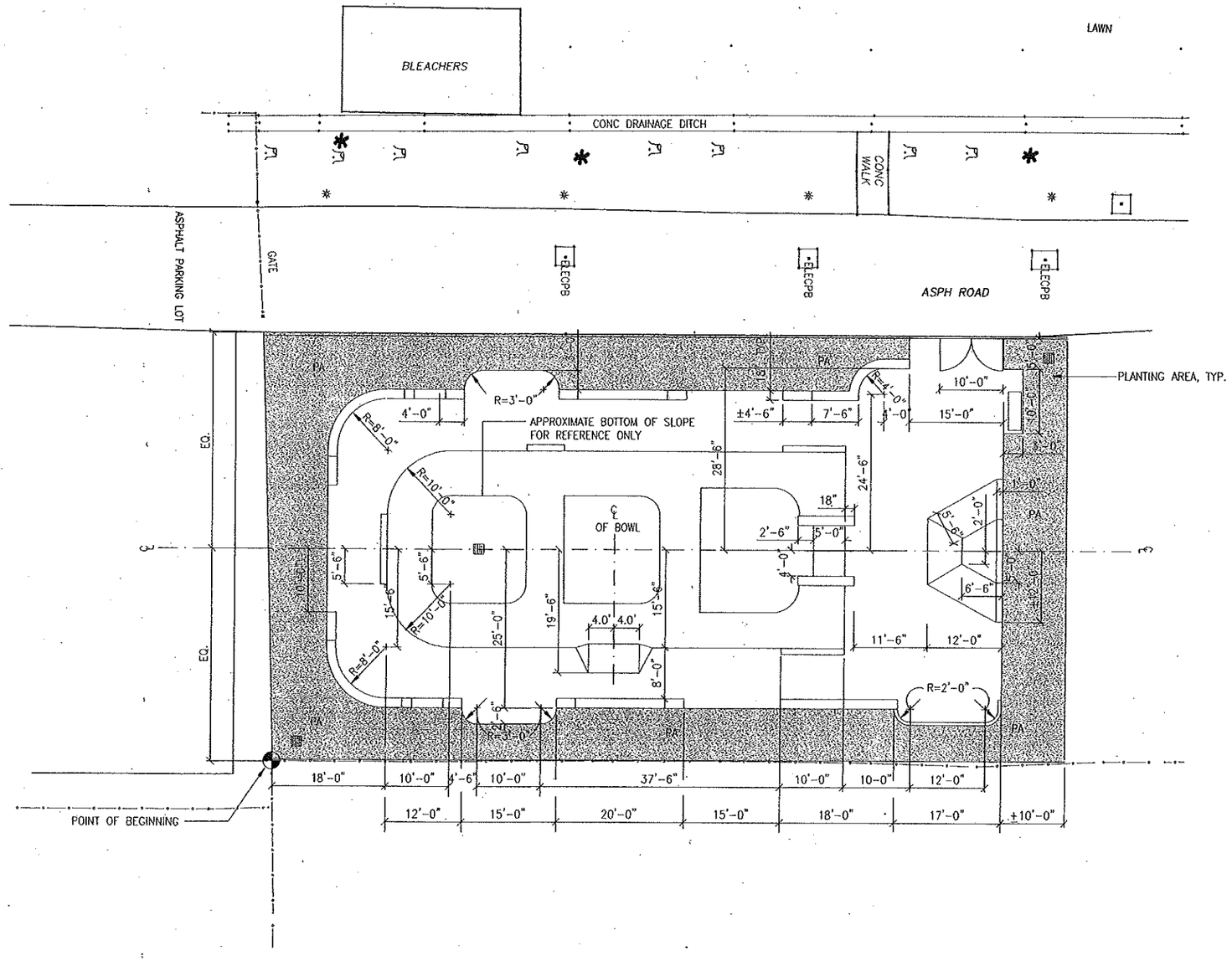
SCALE: 1"=10'-0"

SHEET OF SHEETS: 2 OF 21

SKATEPARK
CROCKER-AMAZON PLAYGROUND

EXISTING CONDITIONS AND DEMOLITION PLAN

SPECIFICATION NO.	1525N
DRAWING NO.	L-2.0
FILE NO.	737,002
REV. NO.	



LAYOUT NOTES

VERIFY ALL DIMENSIONS IN THE FIELD PRIOR TO BEGINNING CONSTRUCTION. REPORT DESCREPANCIES TO THE ENGINEER BEFORE PROCEEDING.

WRITTEN DIMENSIONS SUPERSEDE SCALED DIMENSIONS.

ALL DIMENSIONS SHALL BE MEASURED HORIZONTALLY.

PLACE EXPANSION JOINTS WHERE ALL HORIZONTAL PAVING ABUTS A VERTICAL SURFACE AND AS INDICATED ON PLANS.

SCORE JOINTS SHALL BE 1/4 INCH WIDE AND 1/2 INCH DEEP, TYPICAL. EDGES SHALL HAVE AN 1/8 INCH TOOLED RADIUS.

STAKE ALL PAVED AREAS AND FOOTINGS FOR REVIEW BY THE ENGINEER BEFORE CONSTRUCTION.

N

10 0 10 20
SCALE IN FEET

NO.	DATE	DESCRIPTION	BY	APP.

TABLE OF REVISIONS
CHECK WITH TRACING TO SEE IF YOU HAVE LATEST REVISION

REFERENCE INFORMATION & FILE NO. OF SURVEYS

BUREAU OF ENGINEERING
DEPARTMENT OF PUBLIC WORKS
CITY AND COUNTY OF SAN FRANCISCO

LICENSED LANDSCAPE ARCHITECT RICHARD T. THALL JR. STATE OF CALIFORNIA

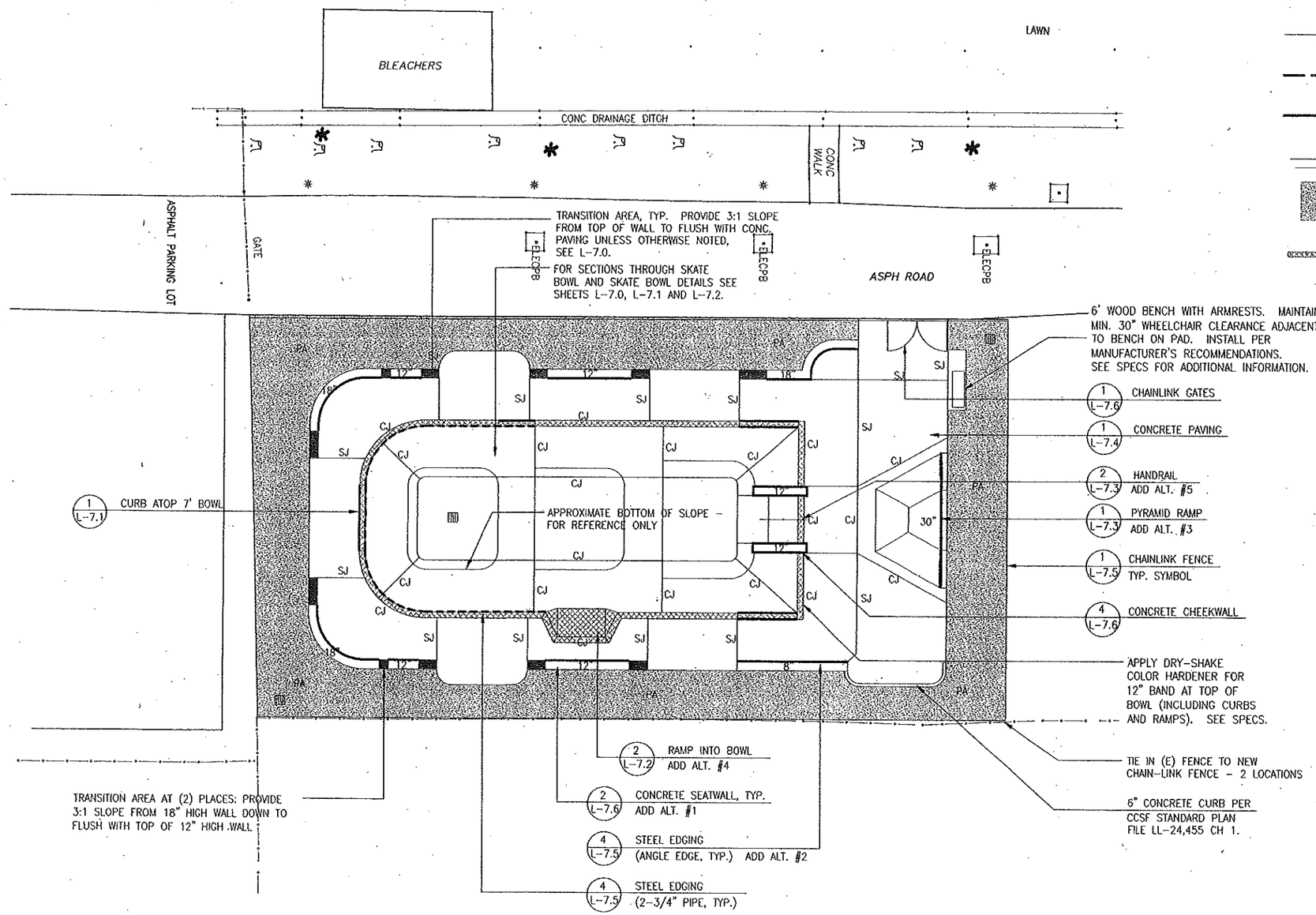
DESIGNED:	DATE:
RT	7/98
DRAWN:	DATE:
ML/BI/HD	6/99
CHECKED:	DATE:
SH	8/99

APPROVED
SECTION MANAGER DATE: 9/99
DIVISION MANAGER DATE: 9/17/99
CITY ENGINEER DATE: 9/10/99

SCALE: 1"=10'-0"
SHEET OF SHEETS: 3 OF 21

SKATEPARK
CROCKER-AMAZON PLAYGROUND
LAYOUT PLAN

SPECIFICATION NO. 1525N
DRAWING NO. L-3.0
FILE NO. 737,003
REV. NO.



LEGEND

- SJ — SCORE JOINT, SEE (2 / L-7.4)
- CJ — CONTROL JOINT/TOE CONNECTION, SEE (3 / L-7.4)
- 2-3/4" PIPE EDGE, SEE (4 / L-7.5)
- ANGLE EDGE, SEE (4 / L-7.5) (ADD ALT. #2)
- 12" — CONCRETE SEATWALL WITH DESIGNATED HEIGHT, SEE (2 / L-7.6) (ADDITIVE ALTERNATE #1)
- PLANTING AREA
- DRY SHAKE COLOR HARDENER

10 0 10 20
SCALE IN FEET

NO.	DATE	DESCRIPTION	BY	APP.

TABLE OF REVISIONS
CHECK WITH TRACING TO SEE IF YOU HAVE LATEST REVISION

REFERENCE INFORMATION & FILE NO. OF SURVEYS

BUREAU OF ENGINEERING
DEPARTMENT OF PUBLIC WORKS
CITY AND COUNTY OF SAN FRANCISCO

RICHARD V. THALL, JR. 4108 — LICENSED LANDSCAPE ARCHITECT — STATE OF CALIFORNIA — 9-2-99

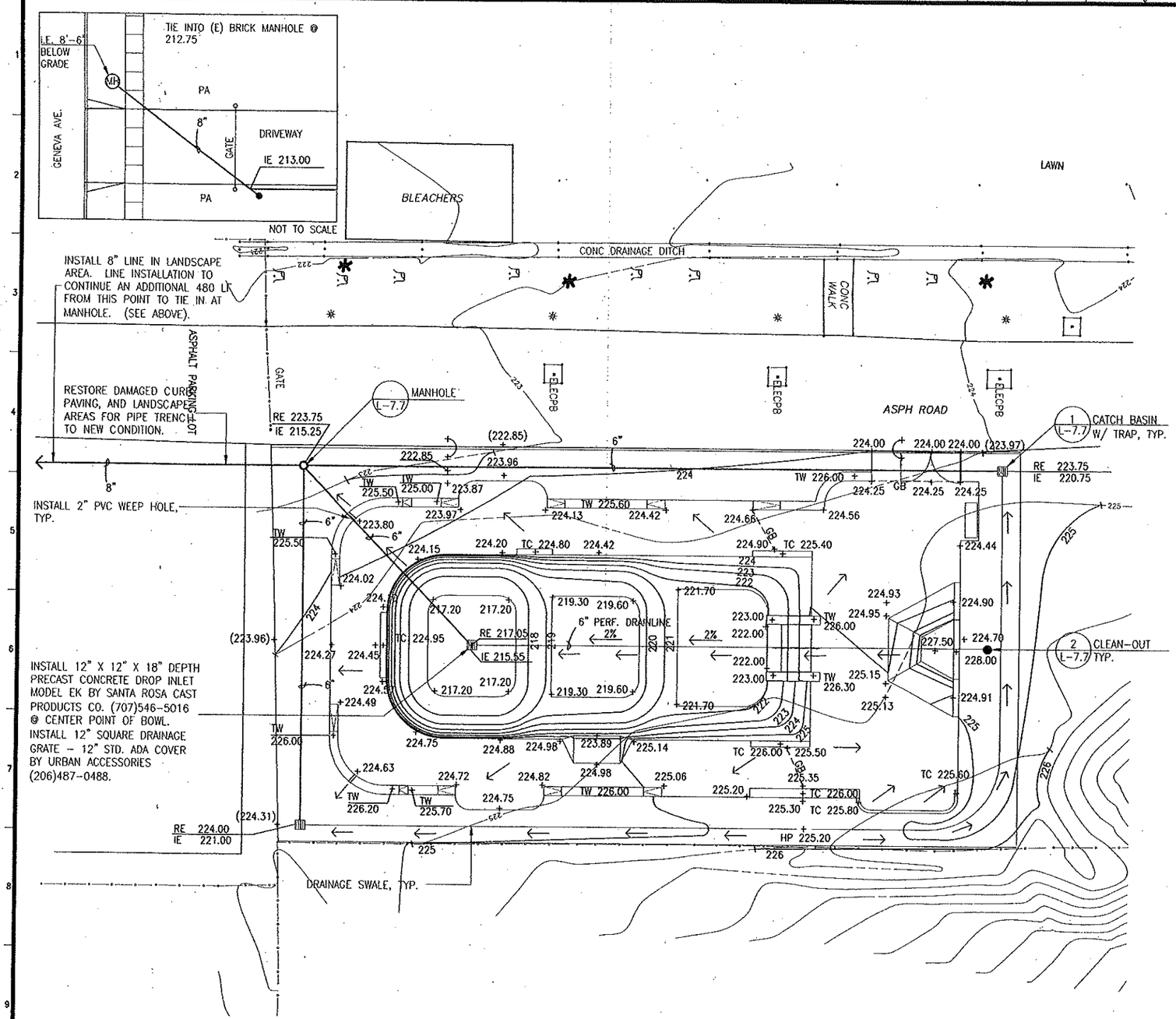
DESIGNED:	DATE:
RT	7/98
DRAWN:	DATE:
ML/BI/HD	6/99
CHECKED:	DATE:
SH	8/99

APPROVED
SECTION MANAGER — 9/99 — DATE:
DIVISION MANAGER — 9/17/99 — DATE:
CITY ENGINEER — 9/10/99 — DATE:

SCALE: 1"=10'-0"
SHEET OF SHEETS: 4 OF 21

SKATEPARK
CROCKER-AMAZON PLAYGROUND
DETAIL REFERENCE AND PAVING PATTERN PLAN

SPECIFICATION NO. 1525N
DRAWING NO. L-3.1
FILE NO. 737,004
REV. NO.



GRADING NOTES

VERIFY ALL GRADES IN THE FIELD BEFORE PROCEEDING WITH WORK, INCLUDING EXISTING IMPROVEMENTS. EXISTING GRADES SHOWN ARE APPROXIMATE AND SHALL BE FIELD VERIFIED. ALL DISCREPANCIES SHALL BE REPORTED TO THE ENGINEER IMMEDIATELY.

THE CONTRACTOR SHALL BE RESPONSIBLE FOR SURFACE DRAINAGE IN ALL PAVING AND PLANTING AREAS. ALL GROUND SURFACES SHALL BE FINISHED TO A SMOOTH AND CONTINUOUS GRADE, DRAINING PROPERLY AND FREE OF STANDING WATER.

PROVIDE A SMOOTH TRANSITION BETWEEN EXISTING AND NEW GRADES IN PLANTING AREAS.

WHERE NEW PAVEMENT ABUTS EXISTING PAVEMENT, FINISH GRADES SHALL BE FLUSH UNLESS OTHERWISE NOTED.

EASE TOP AND TOE OF ALL SLOPES TO PROVIDE SMOOTH TRANSITIONS BETWEEN GROUND PLANES.

THE ENGINEER RESERVES THE RIGHT TO MAKE ADJUSTMENTS IN THE FINISHED GRADES AS WORK PROGRESSES.

ELEVATIONS ARE BASED ON CITY AND COUNTY OF SAN FRANCISCO DATUM, UNLESS OTHERWISE INDICATED.

LEGEND

224	PROPOSED CONTOUR
225	EXISTING CONTOUR
(222.85) +	EXISTING ELEVATION
224.42 +	PROPOSED ELEVATION
HP 225.20	HIGH POINT
TW 225.50	TOP OF WALL
TC 223.50	TOP OF CURB
RE 217.05	RIM ELEVATION
IE 215.05	INVERT ELEVATION
→	DIRECTION OF FLOW
→ →	FLOW LINE AND PERFORATED DRAINLINE (3 L-7.7)
*	EXISTING TREE TO REMAIN
GB	GRADE BREAK
	HDPE DRAINLINE
•	CLEAN OUT (2 L-7.7)

N

10 0 10 20
SCALE IN FEET

NO.	DATE	DESCRIPTION	BY	APP.

TABLE OF REVISIONS
CHECK WITH TRACING TO SEE IF YOU HAVE LATEST REVISION

REFERENCE INFORMATION & FILE NO. OF SURVEYS

BUREAU OF ENGINEERING
DEPARTMENT OF PUBLIC WORKS
CITY AND COUNTY OF SAN FRANCISCO

LICENSED LANDSCAPE ARCHITECT RICHARD V. THALL JR. 4100 STATE OF CALIFORNIA

DESIGNED: DATE:	RT 7/98
DRAWN: DATE:	ML/BI/HD 6/99
CHECKED: DATE:	SH 8/99

APPROVED
SECTION MANAGER DATE: 9/97
DIVISION MANAGER DATE: 9/17/99
CITY ENGINEER DATE: 9/20/99

SCALE: 1"=10'-0"
SHEET OF SHEETS 8 OF 21

SKATEPARK
CROCKER-AMAZON PLAYGROUND
GRADING PLAN

SPECIFICATION NO. 1525N
DRAWING NO. L-4.0
FILE NO. 737,008
REV. NO.

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Historic Plans and Drawings

Crocker Amazon City Fields Project [Soccer Complex) (2007)

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CITY FIELDS PROJECT

CROCKER AMAZON PLAYGROUND

SAN FRANCISCO, CA

CITY FIELDS PROJECT

CROCKER AMAZON

ROYSTON HANAMOTO ALLEY & ABEY

R H A A

LANDSCAPE ARCHITECTS & PLANNERS

Registration and Signature

CONSULTANTS

DISABILITY ACCESS QUALITY ASSURANCE REVIEW

Mayor's Office on Disability
DISABILITY ACCESS COMPLIANCE APPROVAL

Gavin Newsom
Mayor

Susan Mizner
Director

PROJECT Crocker Amazon Playground
Project Address Geneva Ave. and Moscow St. 94112

Number: FY2006 ___

THE MAYOR'S OFFICE ON DISABILITY HAS REVIEWED AND APPROVED
Site Permit Plans
Final Construction Plans

ACCESSIBILITY COMPLIANCE AT THE SITE HAS BEEN APPROVED IN THE FOLLOWING FORM
Temporary Certificate of Occupancy (TCO)
Final Signoff
Certificate of Final Completion (CFC)

By _____ Date 1/15/08

GENERAL NOTES and LEGEND

THE SCOPE OF THIS WORK IS REMOVAL OF EXISTING BARRIERS TO FIELDS [illegible]

[illegible] PRIOR TO CONSTRUCTION THE CONTRACTOR IS RESPONSIBLE [illegible]

SURFACE AS SHOWN ON PLAN. CONTRACTOR SHALL NOTIFY MEMBERS OF THE [illegible]

A PAVEMENT SLOPE HAS BEEN MADE TO FLATTEN AND REDUCE A [illegible]

ABBREVIATIONS

A	ASPHALT
AC	ASPHALT CONCRETE
BOW	BACK OF WALK
BS	BOTTOM OF SLOPE
C	CENTER LINE
CONC	CONCRETE
DF	DRAINAGE FRAME
DP	DRAIN PAVEMENT
E	EXISTING
EP	EDGE
FF	FINISH FLOOR
FW	FACE OF WALL
HP	HIGH POINT
LP	LOW POINT
N	NORTH
NAP	NAPPING
NIC	NOT IN CONTRACT
NTS	NOT TO SCALE
SE	SEWER LINE
SD	STORM DRAIN LINE
TOW	TOP OF WALL
TS	TOP OF SLOPE
TW	TOP OF WATER
TC	TOP OF CURB
W	TOP OF WALL
S	TOP OF STEPS

CONSULTANT SCHEDULE

CITY FIELDS FOUNDATION:
BAYCOR, CONSTRUCTION MANAGER
MATTHEW TOCKARY
117-B MITCHELL BLVD.
SAN RAFAEL, CA 94903
(415) 837-5403

LANDSCAPE ARCHITECTURE
CONSULTANT:
ROYSTON HANAMOTO ALLEY & ABEY
CORCY HILL
225 MILLER AVE
MILL VALLEY, CA 94941
(415) 383-7900

ELECTRICAL CONSULTANT:
ZEIGER ENGINEERINGS INC.
RON ZEIGER
478 3RD STREET
OAKLAND, CA 94607
(510) 452-9391

LIGHTING CONSULTANT
MUSCO LIGHTING
BOB CROOKHAM, JASEN DLNIZ
3420 COACH LANE #8-C
CAMERON PARK, CA 95682
(866) 489-2806

CIVIL ENGINEERING CONSULTANT:
MILLER PACIFIC ENGINEERING
IAN MACLEAN
504 REDWOOD BLVD. SUITE 220
NOVATO, CA 94947
(415) 382-4450

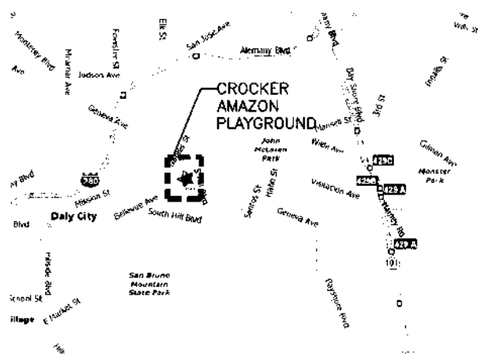
STRUCTURAL CONSULTANT:
Tennebaum Monsalm Engineers
NANCY TENNEBAUM
414 MASON STREET, SUITE 605
SAN FRANCISCO, CA 94102
(415) 772-9891

SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS:
HYDRAULICS SECTION
GENEVIE FONG
1680 MISSION STREET, 2ND FLOOR
SAN FRANCISCO, CA 94103
(415) 554-6920

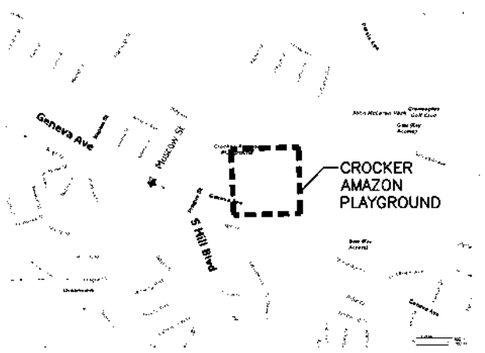
LIST OF DRAWINGS

L0.0	TITLE SHEET
L1.0	SURVEY/ EXISTING CONDITIONS
L1.1	SURVEY/ EXISTING CONDITIONS
L1.2	DEMOLITION PLAN
L1.3	DEMOLITION PLAN
GW2.0	SYNTHETIC TURF FIELD GRADING & DRAINAGE PLAN
GW2.1	SYNTHETIC TURF FIELD GRADING & DRAINAGE PLAN
L2.1	SYNTHETIC TURF FIELD CONSTRUCTION DETAILS
L3.1	FENCE DETAILS
L3.2	SYNTHETIC TURF DETAILS
E2.1	DEMOLITION ELECTRICAL PLAN
E2.2	ELECTRICAL SITE PLAN
E3.1	ELECTRICAL PLANS
E3.2	FOOTING DETAILS
L4.0	LIGHTING SITE PLAN AND SCHEDULES
L4.1	ENLARGED PLAN PLAN
L4.2	ENLARGED PLAN PLAN
L4.3	DETAILS
L5.0	GRADING PLAN
L5.1	GRADING PLAN
L5.2	AMENITIES PLAN
L5.3	AMENITIES PLAN
L6.0	CONSTRUCTION DETAILS
L6.1	CONSTRUCTION DETAILS
L6.2	CONSTRUCTION DETAILS
L6.3	CONSTRUCTION DETAILS
L6.4	CONSTRUCTION DETAILS
L6.5	CONSTRUCTION DETAILS
L6.6	CONSTRUCTION DETAILS
L6.7	CONSTRUCTION DETAILS
L6.8	CONSTRUCTION DETAILS
L6.9	CONSTRUCTION DETAILS
L7.0	PLANTING PLAN
L7.1	PLANTING PLAN
L7.2	PLANTING MAINTENANCE
L8.0	IRRIGATION PLAN
L8.1	IRRIGATION PLAN
L8.2	IRRIGATION DETAILS
L8.3	IRRIGATION SCHEDULE
L9.0	PLANTING PLAN
L9.1	PLANTING PLAN
L9.2	PLANTING MAINTENANCE
L9.3	IRRIGATION PLAN
L9.4	IRRIGATION PLAN
L9.5	IRRIGATION DETAILS

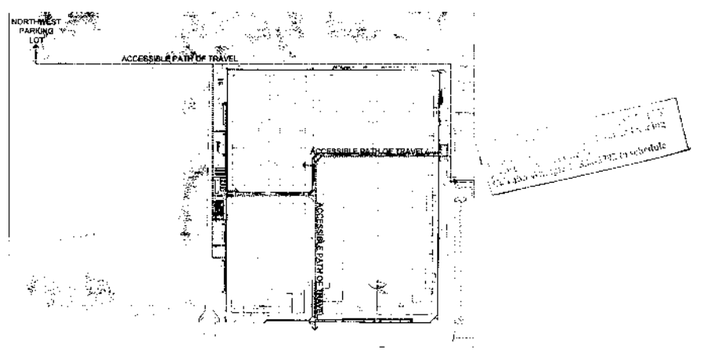
VICINITY MAP



SITE MAP



ADA ROUTE OF TRAVEL PLAN



Key Map

APPROVED
JAS [illegible]
MAYOR'S OFFICE ON DISABILITY

No.	Date	Issues and Revisions	By	Check
	07.16.07	Bid Set		
1	09.04.07	Bid Addendum		

Sheet Title
TITLE SHEET

Scale: As Noted

Date: 09/04/07

Job Number: 05068

All drawings and written material appearing herein constitute original and unpublished work of the landscape architect and may not be duplicated, altered, used or disclosed without written consent of Royston Hanamoto Alley & Abey

Sheet Number

L0.0

OF x SHEETS

LEGEND:

REMOVE CONCRETE/ASPHALT PATH AND ALL ASSOCIATED BASE MATERIALS TO FULL DEPTH

REMOVE ALL TURF AND IRRIGATION EQUIPMENT. SALVAGE ALL IRRIGATION HEADS, REMOTE CONTROL VALVES, QUICK COUPLER VALVES AND DELIVER TO THE RECREATION AND PARKS DEPARTMENT STAFF

REMOVE CHAINLINK FENCE FABRIC, POSTS, AND FOOTINGS TO FULL DEPTH

EXISTING CONCRETE SWALE TO BE REMOVED

PROTECT AND PRESERVE EXISTING PATHWAY LIGHT POLES AND UNDERGROUND UTILITIES

REMOVE EXISTING PARKING LOT LIGHT

REMOVE EXISTING FIELD LIGHTS AND FIXTURES TO SUBGRADE DEPTH ON GRADING PLAN, FILL ANY VOIDS AFTER POST REMOVAL

EXISTING TREE TO BE REMOVED- GRIND STUMP 2' BELOW EXISTING GRADE (BY OTHERS)

CLEAR AND GRUB SIDEWALK, CURB, OR PLANTING TO ACCOMODATE NEW CONDITIONS

GRIND TO ACCEPT OVERLAY

STUMP TO BE REMOVED- GRIND STUMP 2' BELOW EXISTING GRADE (BY OTHERS)

RELOCATE TREE. SEE SPECS, BY OTHERS

(N) 331 NEW RELOCATED TREE LOCATION. BY OTHERS

NOTE:
1) DEMOLITION BY OTHERS INCLUDES REMOVAL OF BLEACHER STRUCTURE TO THE SLAB & PRESERVATION & PROTECTION OF THE EXISTING UTILITIES, INCLUDING ELECTRICAL & IRRIGATION EQUIPMENT BY CONSTRUCTION OF TEMPORARY STRUCTURE AS NOTED BELOW.
2) REMOVE ALL LOGS/FALLEN TREES INCLUDING LOGS ALONG GENEVA USED AS WHEELSTOPS
3) REMOVE ALL SHRUBS WITHIN LIMIT OF WORK INCLUDING LARGE SHRUBS ALONG EASTERN FENCE AND SOUTH OF FIELD AND AROUND ENTRY TO STEPS TO EXISTING BLEACHERS.
4) REMOVE ALL TEMPORARY WEATHERPROOF STRUCUTRES AT EXISTING UTILITIES AS REQUIRED.

CITY FIELDS PROJECT

CROCKER AMAZON

ROYSTON HANAMOTO ALLEY & ABEY

RHAA

LANDSCAPE ARCHITECTS & PLANNERS

[illegible] 415 383 7900
[illegible] 415 981 1900

Registration and Signature

CONSULTANTS

SEE SHEET L1.3

SEE SHEET L1.3

PROTECT & RELOCATE EXISTING PATHWAY LIGHTS, SEE ELECTRICAL PLAN FOR NEW LOCATION (2).

RELOCATE EXISTING BOOSTER PUMP, CONTROLLERS AND CONTROL WIRES TO AREA SOUTH OF PROPOSED BUILDING WITHIN TEMPORARY WEATHERPROOF STRUCTURE. PROVIDE TEMPORARY IRRIGATION MAINLINE CONNECTIONS FROM THE EXISTING BACKFLOW PREVENTOR TO THE RELOCATED BOOSTER PUMP AND EXISTING MAINLINES IRRIGATING THE EXISTING PARK OUTSIDE THE LIMITS OF WORK. CONNECT ALL CONTROL WIRES TO IRRIGATE PARK DURING CONSTRUCTION. SEE AS-BUILT DRAWINGS.

NOTE: PROTECT AND PRESERVE EXISTING UTILITIES. PROVIDE WEATHER PROOF TEMPORARY STRUCTURE LARGE ENOUGH TO ACCOMMODATE UTILITIES W/ 4'-0" CLEARANCE. STRUCTURE TO BE T-111 PLYWOOD ON WOOD FRAME WITH SINGLE PLY ASPHALT SHINGLE ROOF AND SINGLE ENTRY 4'-0" WIDE DOOR WITH CLASP FOR PADLOCK.

GRIND TO ACCEPT OVERLAY

REMOVE EXISTING FIELD LIGHT, TYP.

REMOVE EXISTING BLEACHER STRUCTURE TO DEPTH OF 219' SUBSTRUCTURE 8'-12' BELOW THE 219 ELEVATIONS IS TO BE ABANDONED (BY OTHERS) PROVIDE COMPACTED STRUCTURAL FILL ABOVE ABANDONED SUBSTRUCTURE. PROVIDE SMOOTH CUT AT EDGE OF ADJACENT ASPHALT AND MAINTAIN EXISTING ASPHALT (BASE BID)

REMOVE EXISTING SEWER PUMP. PRESERVE CONNECTING PIPING (BY OTHERS) PROVIDE NEW PUMP IN NEW LOCATION AND CONNECTIONS TO EXISTING PIPING SEE MECHANICAL PLANS (BASE BID)

PRESERVE & PROTECT EXISTING ELECTRICAL AND IRRIGATION EQUIPMENT AND CONNECTIONS DURING BLEACHER DEMOLITION- SEE NOTE ABOUT PROVISION OF TEMPORARY STRUCTURE. (BY OTHERS) RELOCATE PER ELECTRICAL PLAN (BASE BID)

RELOCATE EXISTING IRRIGATION BOOSTER PUMP IN TEMPORARY LOCATIONS FOR TEMPORARY USE DURING CONSTRUCTION, INSTALL NEW BOOSTER PUMP PER MECHANICAL PLANS IN UTILITY ROOM.(BASE BID)

EXISTING CONCRETE SWALE TO BE REMOVED

LIMIT OF FENCE TO BE REMOVED

CAP EXISTING MAINLINE, PROVIDE TEMPORARY IRRIGATION DURING CONSTRICTION TO AREAS CUT OFF FROM MAINLINE

RELOCATED TREES, BY OTHERS.

(N) 374

(N) 375

(N) 302

(N) 373

(N) 308

CLEAR & GRUB PLANTING TO ACCOMMODATE FOR NEW WALK

No Scale

STUMP TO BE REMOVED, TYP

24"x36" (E) LOGS TO BE REMOVED

NOTE: PROTECT AND PRESERVE EXISTING UTILITIES. PROVIDE WEATHER PROOF TEMPORARY STRUCTURE LARGE ENOUGH TO ACCOMMODATE UTILITIES W/ 4'-0" CLEARANCE. STRUCTURE TO BE T-111 PLYWOOD ON WOOD FRAME WITH SINGLE PLY ASPHALT SHINGLE ROOF AND SINGLE ENTRY 4'-0" WIDE DOOR WITH CLASP FOR PADLOCK (BY OTHERS)

CONCRETE HEADWALL AND PIPE TO BE REMOVED

TREE TO BE REMOVED, TYP.

STUMP TO BE REMOVED, TYP.

ASPHALT TO BE REMOVED, PROVIDE SMOOTH CONTINUOUS CUT AT GUTTER

24"- 36" (E) LOGS TO BE REMOVED

SAWCUT EXISTING A.C. ALONG EDGE OF PROPOSED CURB. SEE LAYOUT PLAN FOR CURB LOCATION

REMOVE EXISTING FIELD LIGHT, TYP.

GRIND TO RECEIVE OVERLAY SEE SPECS

PARKING LOT SURVEY/ DEMO 5 L3.4

REMOVE EXISTING PARKING LOT LIGHTS, TYP.

REMOVE EXISTING BLEACHERS

REMOVE EXISTING PARKING LOT LIGHTS, TYP.

EXISTING CONCRETE SWALE TO BE REMOVED

TREE TO BE MOVED TO ANOTHER LOCATION.

CONSTRUCTION FENCE

Key Map

APPROVED
JAN 15
MAYOR'S OFFICE ON DISABILITY

No	Date	Issues and Revisions	By	Check
	07.18.07	Bid Set		
1	09.04.07	Bid Addendum		

Sheet Title

DEMOLITION PLAN

Scale: As Noted

Date: 08/04/07

Job Number: 06068

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Sheet Number

L1.2

OF x SHEETS

0 10 20 40 60 NORTH

LEGEND:

REMOVE CONCRETE/ASPHALT PATH AND ALL ASSOCIATED BASE MATERIALS TO FULL DEPTH

REMOVE ALL TURF AND IRRIGATION EQUIPMENT. SALVAGE ALL IRRIGATION HEADS, REMOTE CONTROL VALVES, QUICK COUPLER VALVES AND DELIVER TO THE RECREATION AND PARKS DEPARTMENT STAFF

REMOVE CHAINLINK FENCE FABRIC, POSTS, AND FOOTINGS TO FULL DEPTH

EXISTING CONCRETE SWALE TO BE REMOVED

PROTECT AND PRESERVE EXISTING PATHWAY LIGHT POLES AND UNDERGROUND UTILITIES

REMOVE EXISTING PARKING LOT LIGHT

REMOVE EXISTING FIELD LIGHTS AND FIXTURES TO SUBGRADE DEPTH ON GRADING PLAN, FILL ANY VOIDS AFTER POST REMOVAL

EXISTING TREE TO BE REMOVED- GRIND STUMP 2' BELOW EXISTING GRADE (BY OTHERS)

CLEAR AND GRUB SIDEWALK, CURB, OR PLANTING TO ACCOMODATE NEW CONDITIONS

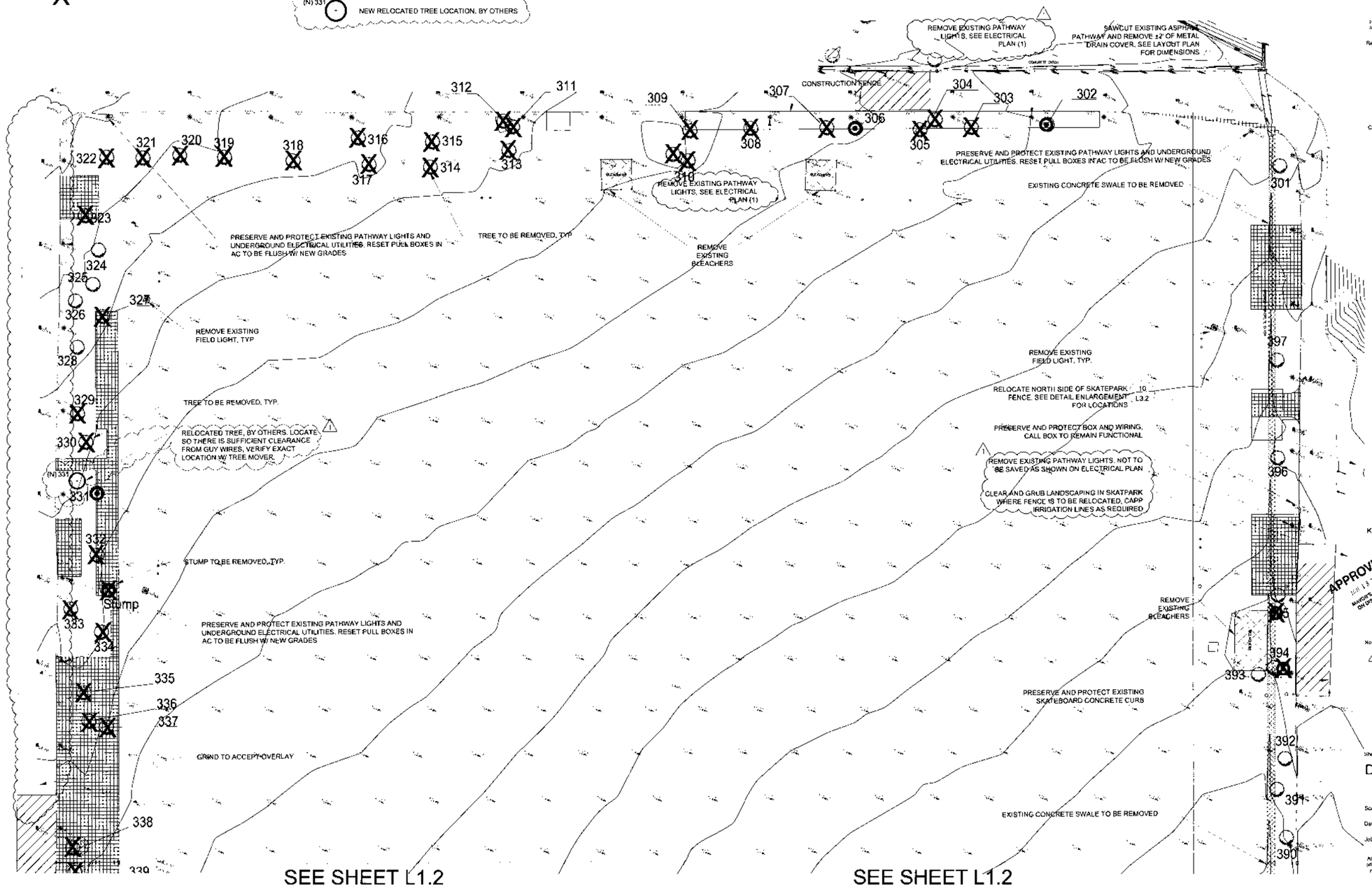
GRIND TO ACCEPT OVERLAY

STUMP TO BE REMOVED- GRIND STUMP 2' BELOW EXISTING GRADE (BY OTHERS)

RELOCATE TREE, SEE SPECS, BY OTHERS

(N) 331 NEW RELOCATED TREE LOCATION, BY OTHERS

NOTE:
1) DEMOLITION BY OTHERS INCLUDES REMOVAL OF BLEACHER STRUCTURE TO THE SLAB & PRESERVATION & PROTECTION OF THE EXISTING UTILITIES, INCLUDING ELECTRICAL & IRRIGATION EQUIPMENT BY CONSTRUCTION OF TEMPORARY STRUCTURE AS NOTED BELOW.
2) REMOVE ALL LOGS/FALLEN TREES INCLUDING LOGS ALONG GENEVA USED AS WHEELSTOPS
3) REMOVE ALL SHRUBS WITHIN LIMIT OF WORK INCLUDING LARGE SHRUBS ALONG EASTERN FENCE AND SOUTH OF FIELDS AND AROUND ENTRY TO STERS TO EXISTING BLEACHERS.
4) REMOVE ALL TEMPORARY WEATHERPROOF STRUCUTRES AT EXISTING UTILITIES AS REQUIRED.



SEE SHEET L1.2

SEE SHEET L1.2

0 10 20 40 60 NORTH

CITY FIELDS PROJECT

CROCKER AMAZON

ROYSTON HANAMOTO ALLEY & ABEY

R H A A

LANDSCAPE ARCHITECTS & PLANNERS

Registration and Signature

CONSULTANTS

Key Map

APPROVED
MAYOR'S OFFICE ON DISABILITY

No	Date	Issues and Revisions	By	Check
	07.10.07	Bid Set		
1	09.04.07	Bid Addendum		

Sheet Title

DEMOLITION PLAN

Scale: As Noted

Date: 09.04.07

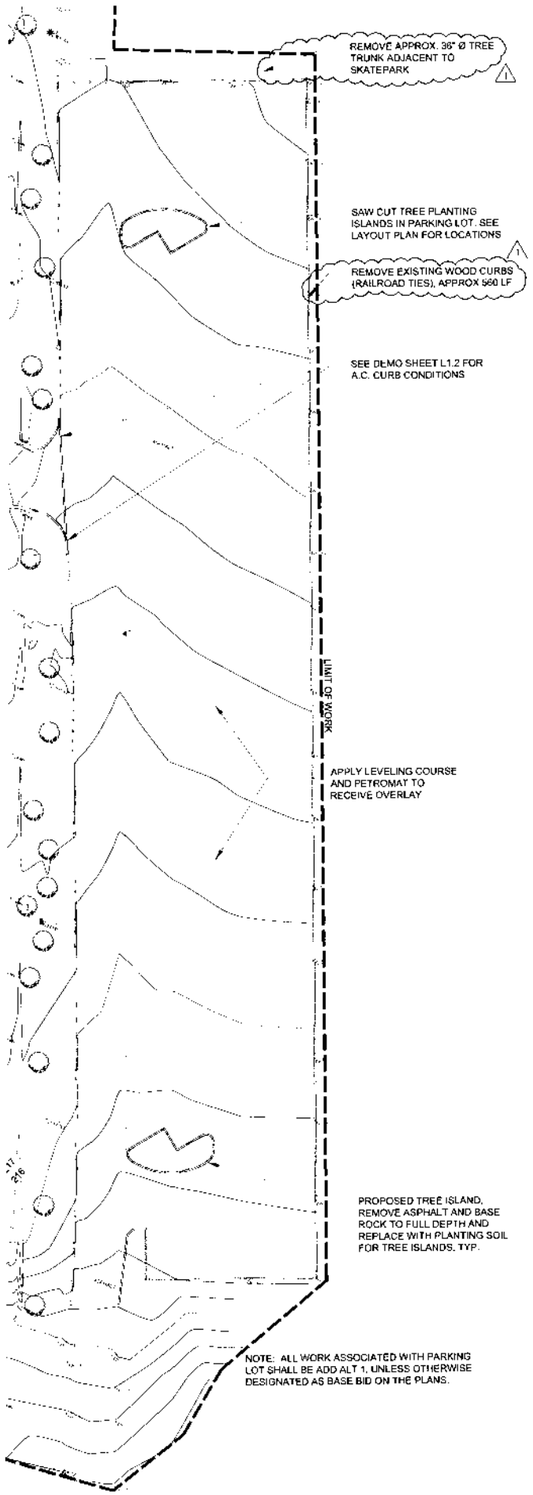
Job Number: 06068

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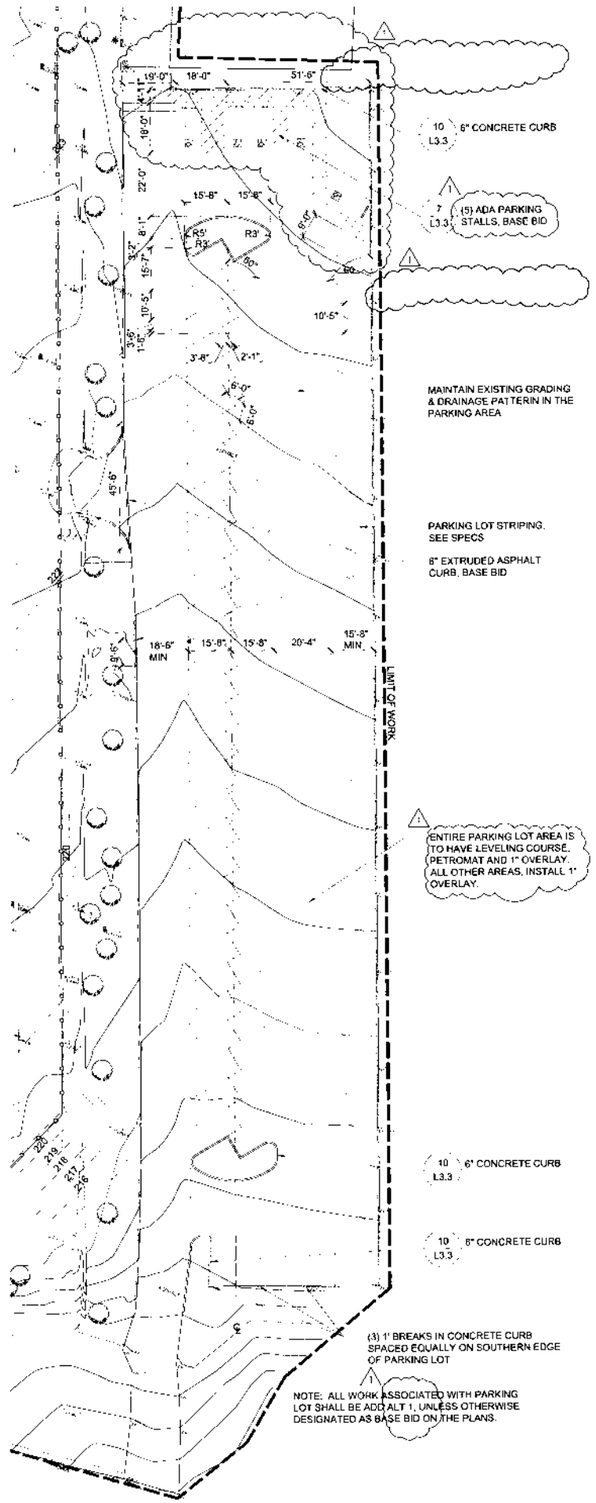
Sheet Number

L1.3

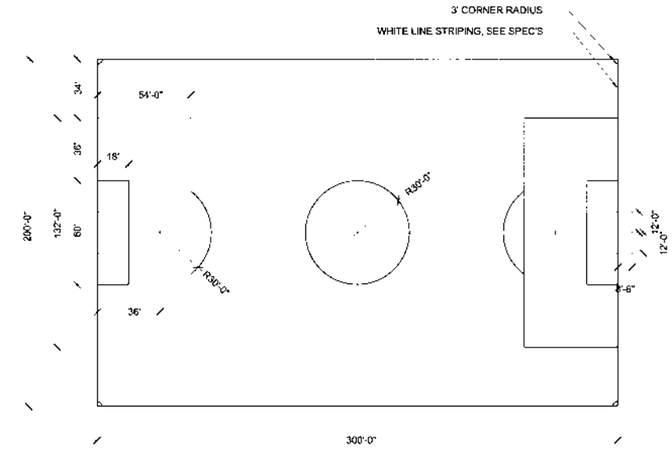
OF x SHEETS



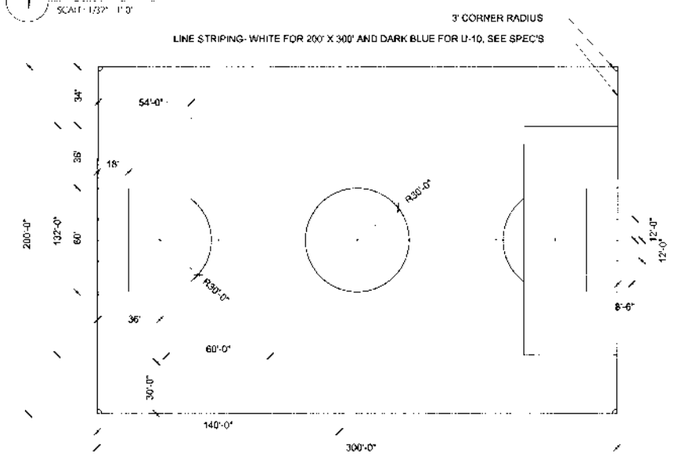
5 PARKING LOT SURVEY /DEMO-ADD ALT
SCALE: 1" = 20'-0"



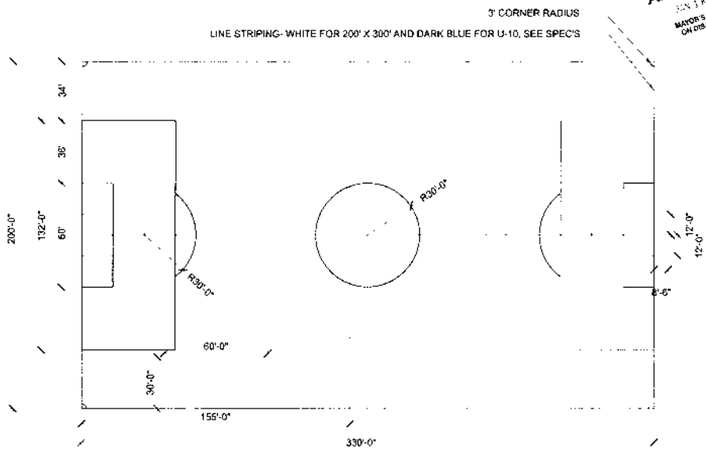
4 PARKING LOT LAYOUT
SCALE: 1" = 20'-0"



1 200'x300' SOCCER FIELD
SCALE: 1/32" = 1'-0"



2 200'X300' SOCCER FIELD W/ 140'X200' U10 FIELD
SCALE: 1/32" = 1'-0"



3 200'X330' SOCCER FIELD W/ 155'X200' U10 FIELD
SCALE: 1/32" = 1'-0"

CITY FIELDS PROJECT

CROCKER AMAZON

ROYSTON HANAMOTO ALLEY & ABEY

RHAA

LANDSCAPE ARCHITECTS & PLANNERS

CONSULTANTS

Registration and Signature

Key Map

APPROVED
MAYOR'S OFFICE ON DISABILITY

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	07.16.07	Bid Set		
1	08.04.07	Bid Addendum		

Sheet Title
CONSTRUCTION DETAILS

Scale: As Noted

Date: 09/04/07

Job Number: 06068

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Sheet Number
L3.4

OF X SHEETS

PLANTING LIST - TREES

SYMBOL	ABBREVIATION	BOTANICAL NAME	COMMON NAME	SIZE	HEIGHT	SPREAD	CALIPER	QTY.	REMARKS	SPACING
TURF										
SOD PLANTING										
TOP SEED										
PLANT QUANTITY										
PLANT ABBREVIATION										
PLANT SIZE										
TREES										
	MEL ERI	MELALEUCA ERICIFOLIA	HEATH MELALEUCA	24" BOX	10-12'	4-5'	1 3/4-2"	8	STANDARD	AS SHOWN
	CED DEO	CEDRUS DEODARA	DEODAR CEDAR	24" BOX	9-11'	3-4'	1 1/2-1 3/4"	12		AS SHOWN
	CUP MAC	CUPRESSUS MACROCARPA	MONTEREY CYPRESS	24" BOX	8-10'	4-5'	1 1/2-1 3/4"	19		AS SHOWN
	EUC LEU	EUCALYPTUS LEUCOXYLON	HEATH EUCALYPTUS	24" BOX	4-6'	2-3'	1-11/2"	8	STANDARD	AS SHOWN
	CUP LEY	CUPRESSOCYPARIS LEYLANDII	LEYLAND CYPRESS	24" BOX	9-11'	3-4'	1 1/2-1 3/4"	12		AS SHOWN

9 MAL ADA
15 GAL

PLANTING LIST - SHRUBS + GROUNDCOVERS

SYMBOL	ABBREVIATION	BOTANICAL NAME	COMMON NAME	SIZE	QTY.	SPACING
SHRUBS						
	KNI UVA	KNIPHOFIA UVARIA	RED-HOT POKER	1 G.C.	105	30" O.C.
	ARC UVA	ARCTOSTAPHYLOS UVA-URSI	BEARBERRY	1 G.C.	796	24" O.C.
	COL SUN	COLEONEMA PULCHRUM 'SUNSET GOLD'	PINK BREATH OF HEAVEN	1 G.C	254	24" O.C.
	LIM PER	LIMONIUM PEREZII	SEA LAVENDER	1 G.C.	380	18" O.C.
	VIN MIN	VINCA MINOR	DWARF PERIWINKLE	FLATS	4803	12" O.C.
	PLU AUR	PLUMBAGO AURICULATA	CAPE PLUMBAGO	1 G.C	160	18" O.C.
	TRA JAS	TRACHELOSPERMUM JASMINOIDES	STAR JASMINE	1 G.C.	164	18" O.C.

NOTE: PLANT THE VARIETY, QUANTITY AND SIZE INDICATED. THE TOTAL QUANTITY TABULATED ON THE DRAWINGS ARE CONSIDERED APPROXIMATE AND FURNISHED FOR CONVENCE ONLY. CONTRACTOR SHALL PERFORM HIS/HER OWN PLANT QUANTITY CALCULATIONS AND SHALL PROVIDE ALL PLANTS SHOWN ON THE DRAWINGS.

CITY FIELDS PROJECT

CROCKER AMAZON

ROYSTON HANAMOTO ALLEY & ABEY

RHAA

LANDSCAPE ARCHITECTS & PLANNERS

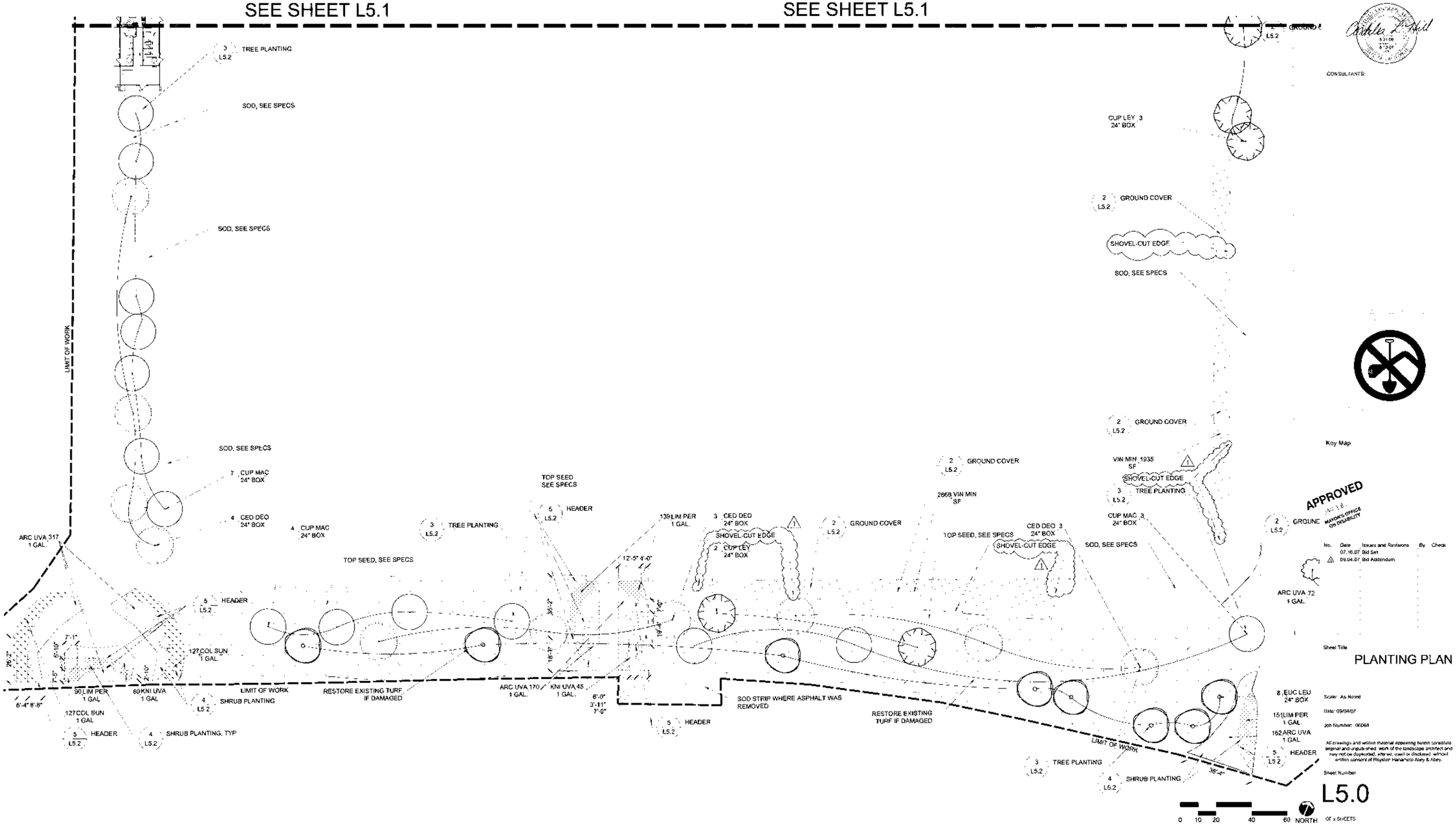
325 Reed Avenue Mill Valley, CA 94941 415.383.7900
320 Dewey Street, #100 San Francisco, CA 94129 415.561.7900

Registration and Signature

CONSULTANTS:

SEE SHEET L5.1

SEE SHEET L5.1



Key Map

APPROVED
MAYOR'S OFFICE ON DISABILITY

No.	Date	Issues and Revisions	By	Check
	07.16.07	Bid Set		
1	09.04.07	Bid Addendum		

Sheet Title

PLANTING PLAN

Scale: As Noted

Date: 09/04/07

Job Number: 06068

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Sheet Number

L5.0

OF x SHEETS

TURF

SOD PLANTING

TOP SEED

9 MAL ADA — PLANT QUANTITY
15 GAL — PLANT ABBREVIATION
PLANT SIZE

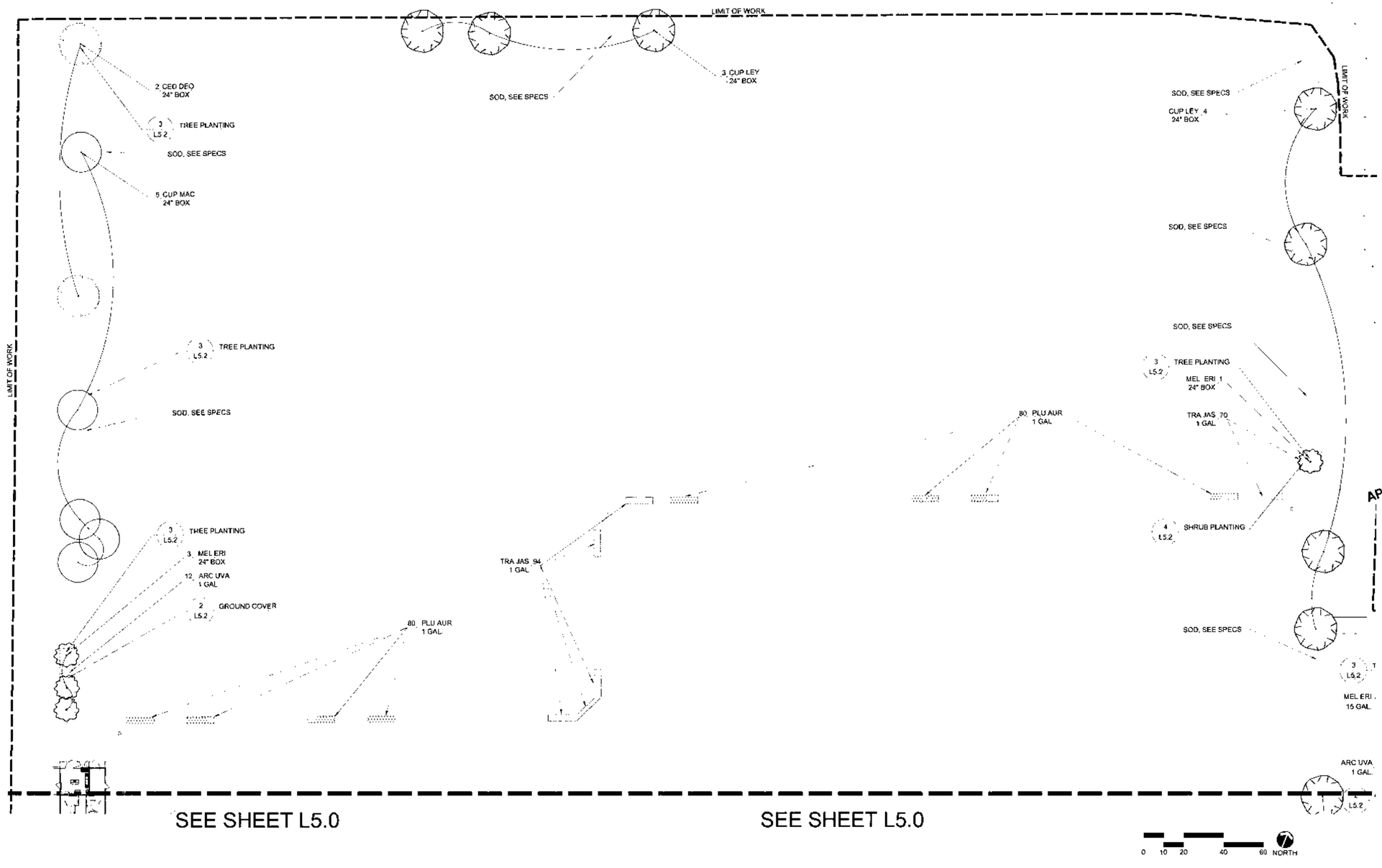
PLANTING LIST - TREES

SYMBOL	ABBREVIATION	BOTANICAL NAME	COMMON NAME	SIZE	HEIGHT	SPREAD	CALIPER	QTY.	REMARKS	SPACING
TREES										
	MEL ERI	MELALEUCA ERICIFOLIA	HEATH MELALEUCA	24" BOX	10-12'	4-5'	1 3/4-2"	8	STANDARD	AS SHOWN
	CED DEO	CEDRUS DEODARA	DEODAR CEDAR	24" BOX	9-11'	3-4'	1 1/2-1 3/4"	12		AS SHOWN
	CUP MAC	CUPRESSUS MACROCARPA	MONTEREY CYPRESS	24" BOX	8-10'	4-5'	1 1/2-1 3/4"	19		AS SHOWN
	EUC LEU	EUCALYPTUS LEUCOXYLON	HEATH EUCALYPTUS	24" BOX	4-6'	2-3'	1-1 1/2"	6	STANDARD	AS SHOWN
	CUP LEY	CUPRESSOCYPARIS LEYLANDII	LEYLAND CYPRESS	24" BOX	9-11'	3-4'	1 1/2-1 3/4"	12		AS SHOWN

PLANTING LIST - SHRUBS + GROUNDCOVERS

SYMBOL	ABBREVIATION	BOTANICAL NAME	COMMON NAME	SIZE	QTY.	SPACING
SHRUBS						
	KNI UVA	KNIPHOFIA UVARIA	RED-HOT POKER	1 G.C.	105	30" O.C.
	ARC UVA	ARCTOSTAPHYLOS UVA-URSI	BEARBERRY	1 G.C.	796	24" O.C.
	COL SUN	COLEONEMA PULCHRUM 'SUNSET GOLD'	PINK BREATH OF HEAVEN	1 G.C.	254	24" O.C.
	LIM PER	LIMONIUM PEREZII	SEA LAVENDER	1 G.C.	380	18" O.C.
	VIN MIN	VINCA MINOR	DWARF PERIWINKLE	FLATS	4803	12" O.C.
	PLU AUR	PLUMBAGO AURICULATA	CAPE PLUMBAGO	1 G.C.	160	18" O.C.
	TRA JAS	TRACHELOSPERMUM JASMINOIDES	STAR JASMINE	1 G.C.	184	18" O.C.

NOTE: PLANT THE VARIETY, QUANTITY AND SIZE INDICATED THE TOTAL QUANTITY TABULATED ON THE DRAWINGS ARE CONSIDERED APPROXIMATE AND FURNISHED FOR CONVIENCE ONLY. CONTRACTOR SHALL PERFORM HIS/HER OWN PLANT QUANTITY CALCULATIONS AND SHALL PROVIDE ALL PLANTS SHOWN ON THE DRAWINGS.



CITY FIELDS PROJECT

CROCKER AMAZON

ROYSTON HANAMOTO ALLEY & ABEY

R H A A

LANDSCAPE ARCHITECTS & PLANNERS

Registration and Signature

CONSULTANTS

Key Map

APPROVED
JUN 15
MAYOR'S OFFICE ON DISABILITY

No	Date	Issues and Revisions	By	Check
	07.16.07	Bid Set		
1	09.04.07	Bid Addendum		

Sheet Title
PLANTING PLAN

Scale: As Noted

Date: 09/04/07

Job Number: 06068

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Sheet Number
L5.1

OF 4 SHEETS

West Building [Restroom and Pumphouse) (2007)

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CROCKER AMAZON CITY PARK

PROJECT STATISTICS

PROJECT NAME: CROCKER AMAZON PARK

PROJECT LOCATION: ⚠ 785 MOSCOW ST.
SAN FRANCISCO, CA 94112

OCCUPANCY GROUPS: B (CONCESSION / RESTROOM BUILDING
S3 (MAINTENANCE / SHED BUILDING)

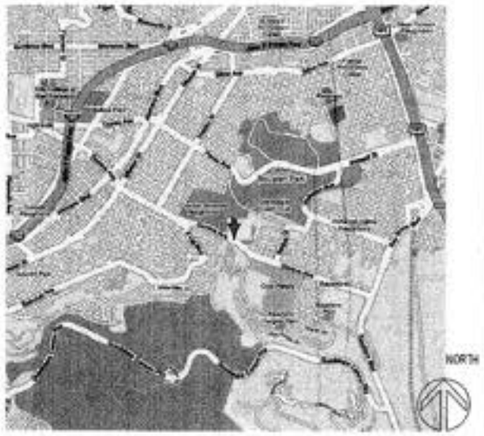
CONSTRUCTION TYPE: NON-RATED TYPE V, NON-SPRINKLERED

BUILDING HEIGHT: 1 STORY
CONCESSION / RESTROOM BUILDING :
15'-9" TOP OF RIDGE
12'-8" AVERAGE HEIGHT OF HIGHEST GABLE (CBC 209-H)

MAINTENANCE / SHED BUILDING :
17'-7" TOP OF RIDGE
13'-4" AVERAGE HEIGHT OF HIGHEST GABLE (CBC 209-H)

BUILDING FLOOR AREA: CONCESSION / RESTROOM BUILDING : 1,244 S.F. (CBC 207-F)
MAINTANCE / SHED BUILDING : 2,016 S.F. (CBC 207-F)

VICINITY MAP



BUILDING DATA: CONCESSION/RESTROOM

OCCUPIABLE AREA: 1,244 S.F.

OCCUPANT LOAD:

USE	SIZE SF	OCCUPANCY FACTOR	OCCUPANT LOAD	EXITS REQ'D	EXITS PROV'D
PUMP ROOM	265	300	1	1	1 @ 48"W
MECH'L ROOM	170	300	1	1	1 @ 36"W
RESTROOM MEN	250	100	3	1	2 @ 36"W
RESTROOM WOMEN	265	100	3	1	2 @ 36"W
CONCESSION	197	200	1	1	1 @ 36"W
CLOSET	97	300	1	1	1 @ 36"W

PARKING DATA

EXISTING ACCESIBLE PARKING BY OTHERS, SEE SHEET A1.1 AT PATH OF TRAVEL. THE NEW STRUCTURES OF THIS PROJECT DO NOT INCREASE THE OCCUPANT LOAD OR REQUIRED PARKING FOR THE EXISTING PARK.

SCOPE OF PROJECT ⚠

CONSTRUCTION OF 1 STORY CONCESSION & PUBLIC RESTROOM BUILDING IN A PUBLIC CITY PARK. CONCURRENT SITE WORK BY OTHERS, AND THE ASSOCIATED ELECTRICAL WORK UNDER SEPARATE PERMIT.

APPLICABLE ENFORCING CODES

EXECUTE WORK IN ACCORDANCE WITH ANY AND ALL APPLICABLE STATE & LOCAL CODES, MANUFACTURERS' RECOMMENDATIONS AND TRADE AND REFERENCE STANDARDS, INCLUDING BUT NOT LIMITED TO:

2001 CALIFORNIA BUILDING CODE
2001 CALIFORNIA PLUMBING CODE
2001 CALIFORNIA MECHANICAL CODE
2000 NATIONAL ELECTRICAL CODE, INCLUDING ALL CALIFORNIA STATE AMENDMENTS
NFPA, ASME, ANSI, FIRE AND SAFETY CODES
STATE TITLE AND LOCAL ADMINISTRATIVE CODES, CODE AMENDMENTS AMERICANS WITH DISABILITIES ACT, AND LOCAL ORDINANCE OF AUTHORITIES WITH JURISDICTION OVER THIS PROJECT.

PROJECT DIRECTORY

BUILDING OWNER
CITY OF SAN FRANCISCO
RECS & PARK DEPT
30 VAN NESS AVE., 5TH FLOOR
SAN FRANCISCO, CA 94102
PHONE: (415) 581-2542
FAX: (415) 581-2540

CONTACT: DAN MAUER
EMAIL: dan.mauer@sfgov.org

CONSTRUCTION MANAGER
CITY FIELDS FOUNDATION

117 MITCHELL BLVD. SUITE B
SAN RAFAEL, CA 94903
PHONE: (415) 326-0206
FAX: (415) 326-0201

CONTACT: BRUCE POWELSON
EMAIL: bruce@bayoorbuilders.com

ARCHITECT
STRAUSS ARCHITECTS

901 BATTERY STREET, SUITE 304
SAN FRANCISCO, CA 94111
PHONE: (415) 362-3144
FAX: (415) 362-1818

CONTACT: PHIL HAYES
EMAIL: phil@straussarchitects.com

STRUCTURAL ENGINEER
HOLMES CULLEY

130 SUTTER STREET, SUITE 400
SAN FRANCISCO, CA 94104
PHONE: (415) 693-1600
FAX: (415) 693-1760

CONTACT: DENNY KWAN
EMAIL: dkwan@holmesculley.com

M.E.P. ENGINEER
TIMMONS DESIGN ENGINEERS

901 MARKET STREET, SUITE 480
SAN FRANCISCO, CA 94103
PHONE: (415) 957-8788
FAX: (415) 957-8798

CONTACT: WALKER JOHNSON
EMAIL: walker.j@timmonsdesigneng.com

DISABILITY ACCESS QUALITY ASSURANCE REVIEW

Mayor's Office on Disability
DISABILITY ACCESS COMPLIANCE APPROVAL

Gavin Newsom, Mayor
Susan Mizner, Director

PROJECT: CROCKER AMAZON PARK – SUPPORT BUILDINGS
Number: FY2007:____
Project Address: 1537 GENEVA AVE
SAN FRANCISCO, CA 94112

THE MAYOR'S OFFICE ON DISABILITY HAS REVIEWED AND APPROVED:
___ Site Permit Plans
___ Final Construction Plans

ACCESSIBILITY COMPLIANCE AT THE SITE HAS BEEN APPROVED IN THE FOLLOWING FORM:
___ Temporary Certificate of Occupancy (TCO)
___ Final Signoff
___ Certificate of Final Completion (CFC)

By: Jim Wiggins Date

Rev. March 05 401 Van Ness, Suite 300 San Francisco, CA 94102 415.554.6790 415.554.6159 Fax 415.554.6799 TTY MOD@sfgov.org

SHEET INDEX

		ISSUED / REVISED	11.30.07 ISSUED	02.06.08 PLAN CHECK COMMENTS ISSUED / REVISED	1 ISSUED / REVISED	1 ISSUED / REVISED	1 ISSUED / REVISED	1 ISSUED / REVISED
GENERAL								
A0.0	COVER SHEET		■	■				
A0.1	ABBREVIATION, SYMBOLS & GENERAL NOTES		■	■				
A0.2	GENERAL NOTES		■	■				
A0.3	SPECIFICATIONS		■					
ARCHITECTURAL								
A1.1	SITE PLAN & PATH OF TRAVEL		■	■				
A1.2	PARTIAL SITE PLANS / ROOF PLANS		■	■				
A2.1	RESTROOM / CONCESSION BLDG FLOOR PLAN		■	■				
~~A2.2~~	~~MAINTENANCE SHED BLDG FLOOR PLAN~~		■					
A3.1	RESTROOM / CONCESSION BLDG EXTERIOR ELEVATIONS		■	■				
~~A3.2~~	~~MAINTENANCE SHED BLDG EXTERIOR ELEVATIONS~~		■					
A3.3	BUILDING SECTIONS		■	■				
A5.1	INTERIOR ELEVATIONS (ADA INFO)		■	■				
A6.1	DOOR, WINDOW, FINISH, AND ACCESSORIES SCHEDULE		■	■				
A8.1	DETAILS		■	■				
A8.2	DETAILS & ACCESSIBILITY COMPLIANCE GUIDELINES		■	■				
STRUCTURAL								
S1.1	STRUCTURAL NOTES		■	■				
S1.2	STRUCTURAL NOTES, SCHEDULES & ABBREVIATIONS		■	■				
S1.3	TYPICAL DETAILS & SCHEDULES		■	■				
S2.1	CONCESSION FOUNDATION & ROOF PLAN		■	■				
~~S2.2~~	~~SHED FOUNDATION & ROOF PLAN~~		■					
S3.1	FOUNDATION DETAILS		■	■				
S4.1	FRAMING DETAILS		■	■				
MECHANICAL								
M0.01	LEGENDS, SYMBOLS, NOTES & ABBREVIATIONS		■	■				
M2.01	MECHANICAL PLANS		■	■				
ELECTRICAL								
E0.01	LEGENDS, SYMBOLS, NOTES & ABBREVIATIONS		■	■				
E0.02	TITLE 24 COMPLIANCE		■	■				
E0.03	TITLE 24 COMPLIANCE		■	■				
E0.04	TITLE 24 COMPLIANCE		■	■				
E0.05	ELECTRICAL SCHEDULES		■	■				
E0.06	ELECTRICAL SPECIFICATIONS		■	■				
E2.01	ELECTRICAL PLAN		■	■				
~~E2.02~~	~~SHED BUILDING ELECTRICAL PLAN~~		■					
PLUMBING								
P0.01	LEGENDS, SYMBOLS, NOTES & ABBREVIATIONS		■	■				
P0.02	PLUMBING SCHEDULES		■	■				
P0.03	PLUMBING SPECIFICATIONS		■	■				
P2.01	PLUMBING PLAN		■	■				
~~P2.02~~	~~SHED BUILDING PLUMBING PLAN~~		■					
P4.01	ENLARGED PLUMBING PLAN		■	■				

CITY FIELDS PROJECT:

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(CONCESSION & RESTROOMS)

785 MOSCOW ST.
SAN FRANCISCO,
CALIFORNIA 94112

Architecture Planning Interior Design
901 Battery Street - Suite 304
San Francisco, California 94111
Tel 415 362 3144
Fax 415 362 1818
www.straussarchitects.com

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INDEX PLAN

⚠ PLAN CHECK COMMENTS 02.06.08 DR/PH
PERMIT ISSUE 11.30.07 DR/PH

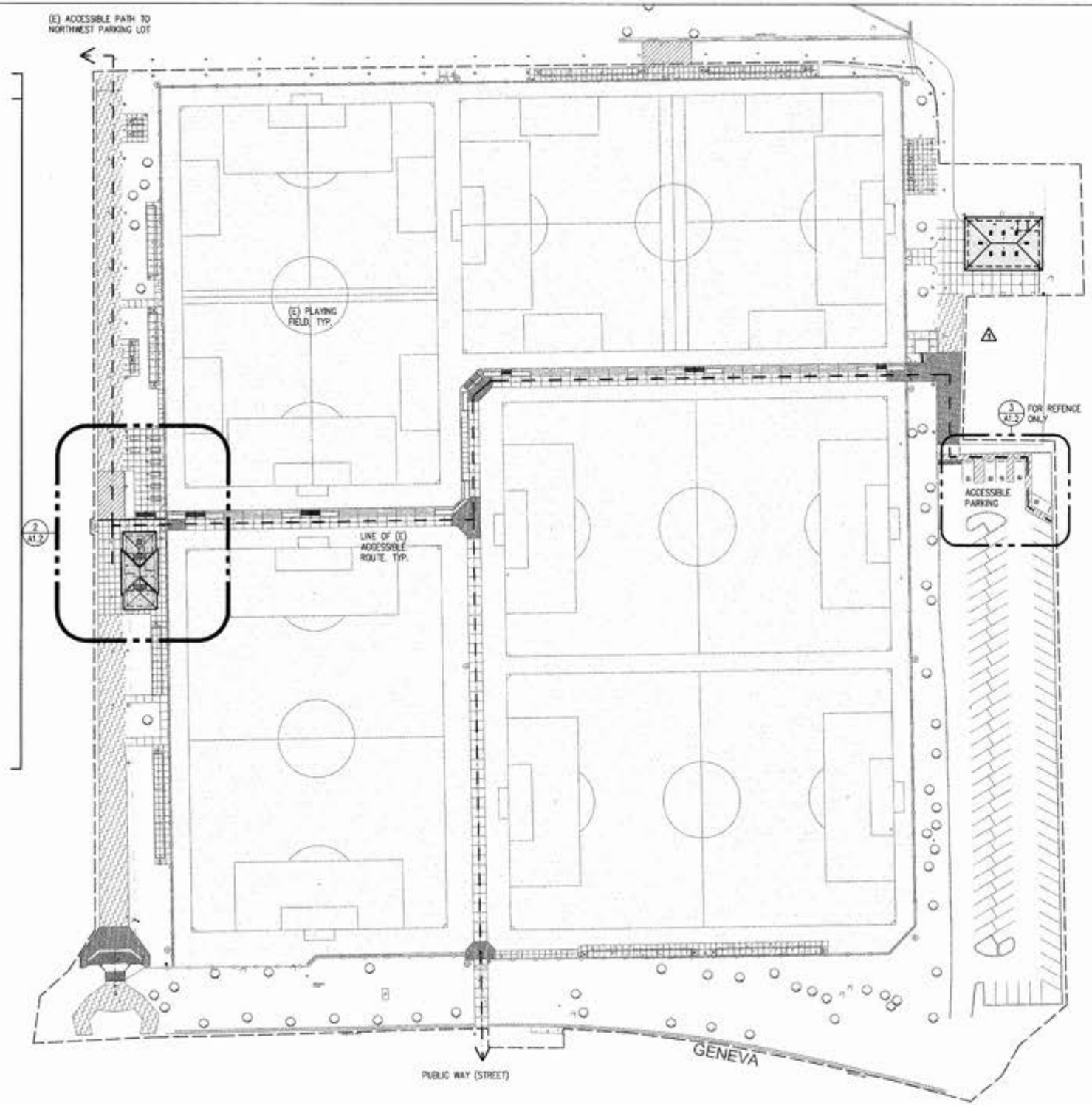
API: 6284-A-001

SCALE: NO SCALE

PROJECT NO: 20739.00

SHEET TITLE: COVER SHEET

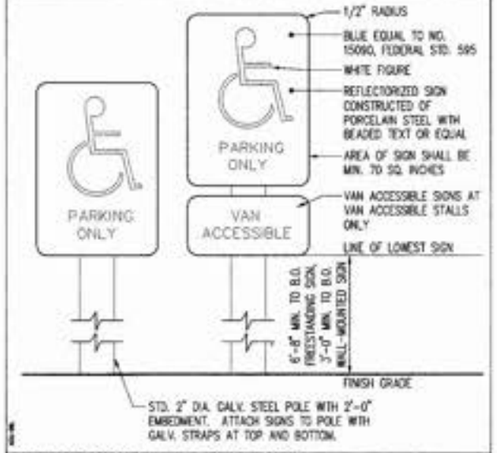
SHEET NO: A0.0



1 SITE PLAN
1" = 20'-0"

FOR REFERENCE ONLY

PARKING IMPROVEMENTS N.I.C.



2 ACCESSIBLE PARKING SIGN 3"=1'-0"

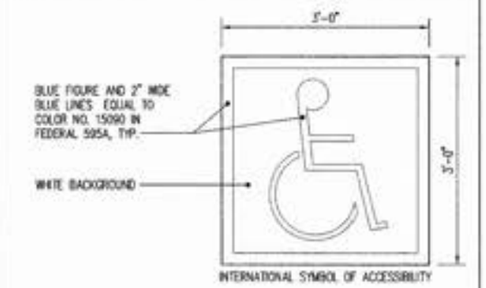


NOTES:

1. LETTERS SHALL BE 1" MIN. IN HEIGHT.
2. POSTED ADJACENT AND VISIBLE FROM EACH PARKING STALL.
3. POSTED AT EACH ENTRANCE TO OFF-STREET PARKING FACILITIES.
4. MATERIALS: REFLECTORIZED PAINT OR PORCELAIN ON METAL.
5. COLORS: WHITE LETTERING ON BLUE BACKGROUND EQUAL TO NO. 15090, FEDERAL STD. 595.
6. OPTION: SUBSTITUTE COMMERCIAL SIGN COMPLYING WITH 24 CAC SECTION 2-7102
7. SUPPORT: STANDARD 2" DIA. GALV. STEEL POLE WITH 2'-0" EMBEDMENT. ATTACH SIGN TO POLE WITH GALV. STRAPS AT TOP AND BOTTOM.

APPROPRIATE INFORMATION MUST BE INCLUDED ON SIGN AS PERMANENT PART OF SIGN, VERIFY WITH ARCHITECT

3 SITE ENTRANCE SIGNAGE 1 1/2"=1'-0"



4 ACCESSIBILITY PAVEMENT SYMBOL 1"=1'-0"

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785 MOSCOW ST.
SAN FRANCISCO,
CALIFORNIA 94112

Architecture Planning Interior Design
601 Gallery Street - Suite 304
San Francisco, California 94111
Tel: 415 362 3144
Fax: 415 362 1856
www.straussarchitects.com

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⚠ PLAN CHECK COMMENTS	
02.06.08	GW/PH
PERMIT ISSUE	
11.30.07	GW/PH

APN 6284-A-001

1"=40'-0"

20736.00

SITE PLAN & PATH OF TRAVEL

PROJECT NORTH NORTH

A1.1

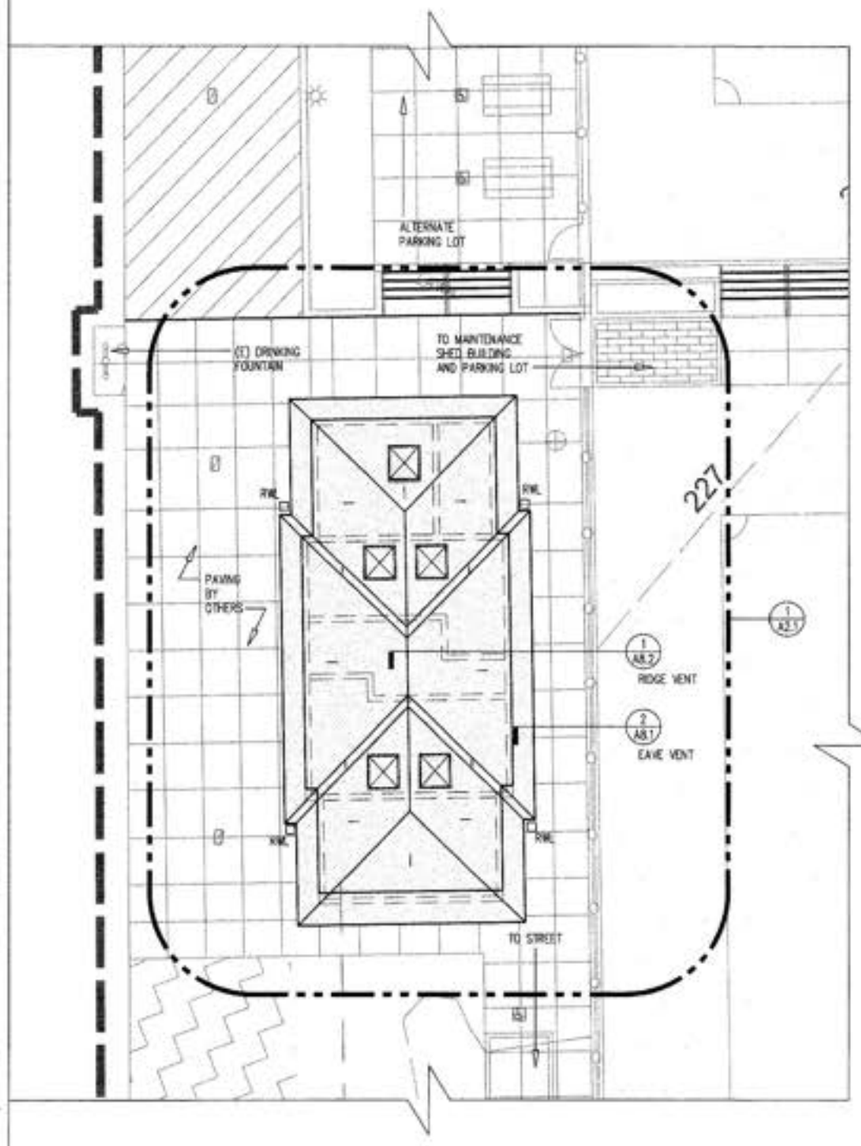
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⚠

ROOF VENTILATION (CONCESSION BLDG)

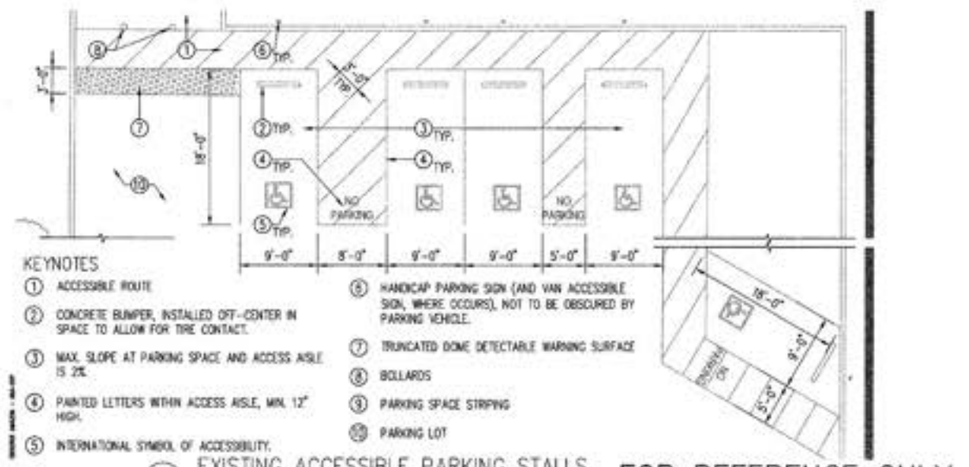
AREA: 1276SF x 144 SQ IN./SF/150 (NO INSULATION)	= 1225 SQ IN. REQ'D
⚠ RIDGE VENTS: 34LF x 20 SQ IN./LF	= 680 SQ IN.
EAVE VENTS: 160LF x 6.3 SQ IN./LF	= 1008 SQ IN.
TOTAL PROVIDED	= 1688 SQ IN.

S.M.D. FOR ADDITIONAL INFORMATION



2 PARTIAL SITE PLAN – CONCESSION / RESTROOM BUILDING
1/8" = 1'-0"

1 NOT USED
N/A ⚠



KEYNOTES

1. ACCESSIBLE ROUTE
2. CONCRETE BUMPER, INSTALLED OFF-CENTER IN SPACE TO ALLOW FOR TIRE CONTACT.
3. MAX. SLOPE AT PARKING SPACE AND ACCESS AISLE IS 2%
4. PAINTED LETTERS WITHIN ACCESS AISLE, MIN. 12" HIGH.
5. INTERNATIONAL SYMBOL OF ACCESSIBILITY.
6. HANDICAP PARKING SIGN (AND VAN ACCESSIBLE SIGN, WHERE OCCURS), NOT TO BE OBSCURED BY PARKING VEHICLE.
7. TRUNCATED DOME DETECTABLE WARNING SURFACE
8. BOLLARDS
9. PARKING SPACE STRIPING
10. PARKING LOT

3 EXISTING ACCESSIBLE PARKING STALLS
1/8" = 1'-0" ⚠

FOR REFERENCE ONLY

CITY FIELDS PROJECT:

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785 MOSCOW ST.
SAN FRANCISCO,
CALIFORNIA 94112

Architecture Planning Interior Design
301 Battery Street - Suite 304
San Francisco, California 94111
Tel 415 362 3444
Fax 415 362 1978
www.strauss-architects.com

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⚠	PLAN CHECK COMMENTS 02.08.08	GW/PH
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APN 6284-A-001

1/8" = 1'-0"

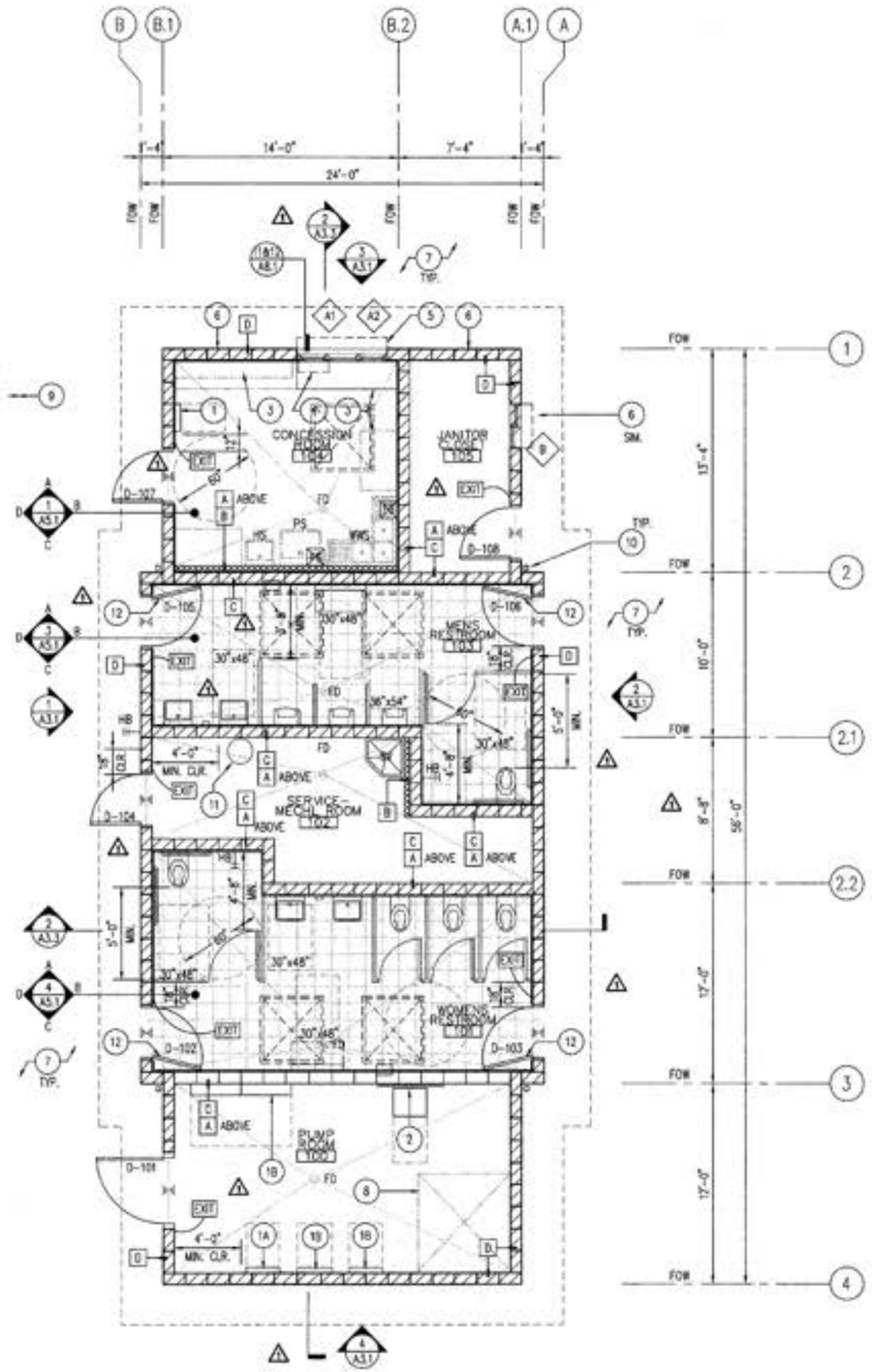
20739.00

PARTIAL SITE PLAN/ ROOF PLANS

PROJECT NORTH NORTH

A1.2

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1 FLOOR PLAN
1/4" = 1'-0"

GENERAL NOTES

1. REFER TO INTERIOR ELEVATIONS SHEET A-5.1 AND DETAIL SHEET A8.2 FOR ADDITIONAL INFORMATION AND ADA COMPLIANCE.

2. REFER ELECTRICAL SHEETS FOR ELECTRICAL AND LIGHTING PLAN, AND ELECTRICAL FIXTURE SCHEDULE.

3. REFER PLUMBING SHEETS FOR ADDITIONAL INFORMATION AND PLUMBING FIXTURE SCHEDULE.

4. REFER TO DOOR, WINDOW AND FINISH SCHEDULES ON SHEET A8.1.

5. TYPICAL ROOM FINISHES:
SEALED CONC. FLOOR WITH LIGHT BROOM FINISH; PAINTED MASONRY WALLS WITH PAINTED GWB ABOVE TO CEILING; PAINTED GWB CEILING AT UNDERSIDE OF RAFTERS; NOTE CONCESSION AND RESTROOMS TO HAVE CERAMIC TILE FLOORS' AND MASONRY WALLS' FINISH; ALL MASONRY WALLS SHALL HAVE SEALER-PRIMER; ALL PAINT HAS ANTI-GRAFFITI FINISH COAT. ALL FLOOR COVERING TO BE SLIP RESISTANT AND HAVE A COEFFICIENT OF FRICTION OF 0.6 OR BETTER. 1

6. PROVIDE FIRE EXTINGUISHER CABINET LARSEN # 2409 WITH 5 LBS MULTI-PURPOSE DRY CHEM. (2A-10BC) AND ALL COMPLIANT LABELS, AT ROOMS 100,102,104 TO BE LOCATED BY FIRE MARSHAL.

KEY NOTES

1A ELECTRICAL PANEL AND DASHED LINE OF 3'-0" CLEAR SERVICE AREA, S.E.D.

1B SIM. TO ABOVE, THIS WORK UNDER SEPARATE, EXISTING PERMIT BY OTHERS.

2 ELECTRICAL TRANSFORMER AND DASHED LINE OF 3'-0" CLEAR SERVICE AREA AND 3/4" PLYWD WALL BOARD, S.E.D.

3 FUTURE FOOD SERVICE COUNTER, CABINET OR EQPT. BY OTHERS, SHOWN FOR REFERENCE ONLY.

4 SCHEDULED AIR CURTAIN OVER FOOD SERVICE PASS-THRU WINDOW BY MFG., S.M.D. & S.E.D.

5 SCHEDULED COIL COUNTER DOOR, SEE DETAILS

6 FOLDING BULLETIN BOARD WITH LOCK, SEE ELEVATIONS.

7 EXTERIOR PAVING 2% SLOPE MAX., BY OTHERS.

8 AREA OF FUTURE IRRIGATION BOOSTER PUMP; THIS WORK UNDER SEPARATE, EXISTING PERMIT BY OTHERS.

9 ADA ACCESSIBLE DRINKING FOUNTAIN BY OTHERS, SEE SITE PLAN FOR LOCATION.

10 RAINWATER LEADER, SEE ELEVATIONS, VER. FINAL LOCATIONS.

11 HOT WATER HEATER, HI-LOW STRAPPING TO WALL AS REQ'D, S.P.D.

12 GATE TO BE LOCKED IN OPEN POSITION DURING BUSINESS HOURS

SYMBOL LEGEND

~~3 5/8" MTL FRAMING W/ 5/8" GWB (ABOVE CMU TO ROOF)~~ 1

3 5/8" MTL FURRING W/ 5/8" GYP. BACKER BD B

8x8x16 CMU EXTERIOR WALL, FULLY GROUTED, S.S.D. D

8x8x16 CMU INTERIOR WALL, FULLY GROUTED, S.S.D. WITH C AT BOTTOM
3 5/8" MTL FRAMING W/ 5/8" GWB (ABOVE CMU TO ROOF) A AT TOP

CONSTRUCTION ABOVE

FUTURE EQPT. BY OTHERS, N.I.C.

FOOD SERVICE COUNTERTOP, SEE ELEVATIONS

C — WALL TYPE TAG, SEE DETAILS ON A8 SHEET SERIES

D-101 — DOOR TAG, SEE DOOR SCHEDULE ON A8.1

B — WINDOW TAG, SEE DOOR SCHEDULE ON A8.1

EXIT — PROVIDE TACTILE EXIT SIGNAGE PER CBC SECTION 1117B.5.1 #2 WITH INDICATED TEXT SHOWN. MOUNT WHERE INDICATED +60"A.F.F. TO CENTERLINE OF SIGN, SEE 12/A8.2 1

PLUMBING FIXTURE LEGEND

REFER TO ENGINEERED P-SHEET SERIES
FOR ADDITIONAL INFORMATION

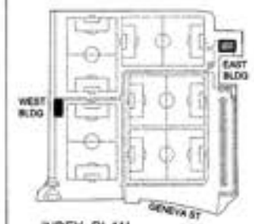
DF: DRINKING FOUNTAIN (BY OTHERS, N.I.C.)
FD: FLOOR DRAIN
FS: FLOOR DRAIN SINK
HB: HOSE BIB FAUCET
HS: HAND SINK
LV: LAVATORY
PS: PREP SINK
SV: SERVICE SINK
UR: URINAL
WC: WATER CLOSET
WHS: WAREWASHING SINK

CITY FIELDS PROJECT:

CROCKER AMAZON PARK - WEST BUILDING
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INDEX PLAN

1 PLAN CHECK COMMENTS 02.06.08 GW/PH
PERMIT ISSUE 11.30.07 GW/PH

APN: 6284-A-001

1/4"=1'-0"

20739.00

RESTROOM & CONCESSION BLDG FLOOR PLAN

PROJECT NORTH NORTH

1 2 5 10

A2.1

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GENERAL NOTES

1. SEE TYPICAL DETAILS FOR CEMENT PLASTER FINISH OVER CMU WALL. ALL FINISHED SURFACED TO BE PAINTED WITH LAYTEX COLOR FINISH COAT, SEE FINISH SCHEDULE.

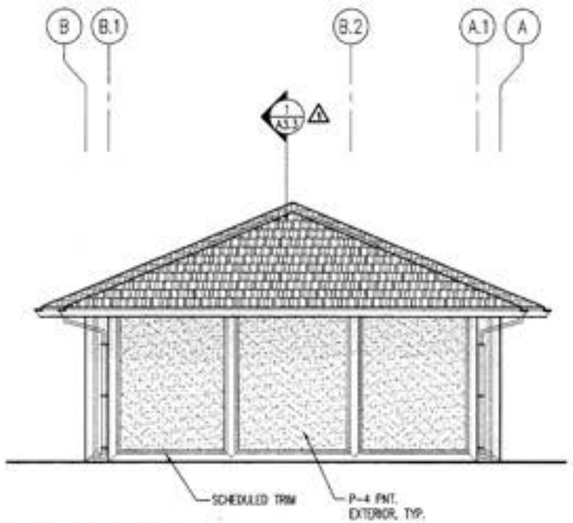
2. TYPICAL CLASS A ROOFING ASSEMBLY:
COMPOSITION ASPHALT SHINGLES INSTALL PER MFG "CERTAINTEED – LANDMARK SPECIAL" 50YR OR APPROVED EQUAL, COLOR TBD, O/ (2) LAYERS 15LBS ASPHALT SATURATED FELT PAPER, S.S.D. FOR ROOF DECK, S.S.D.

3. ALL EXTERIOR EXPOSED WOOD TO BE PRESSURE TREATED AND PAINTED, TYP.

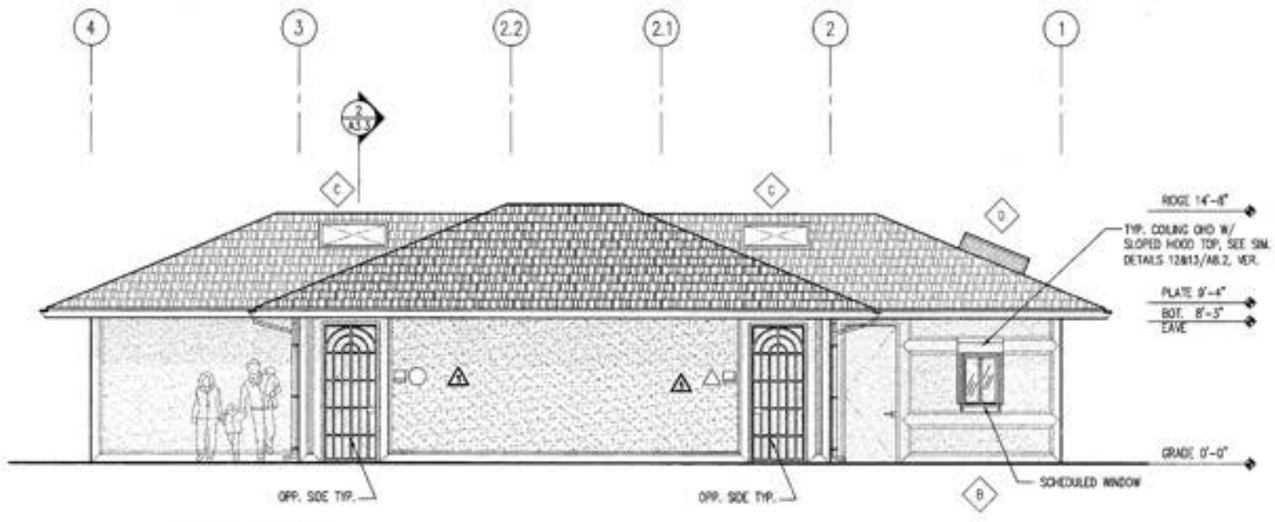
4. PROVIDE PNT. GSM 5" OGEE FASCIA GUTTERS, COLOR TBD. REFER TO PLAN FOR LOCATIONS OF RAINWATER LEADERS..

5. DESIGN/BUILD WATERPROOFING DETAILS, TYP. ALL SPECIFICATIONS OF MATERIALS, INSTALLATIONS AND ASSEMBLIES TO BE VERIFIED BY DESIGN/BUILD WATERPROOFING CONTRACTOR AND APPROVED BY ARCHITECT BEFORE INSTALLATION.

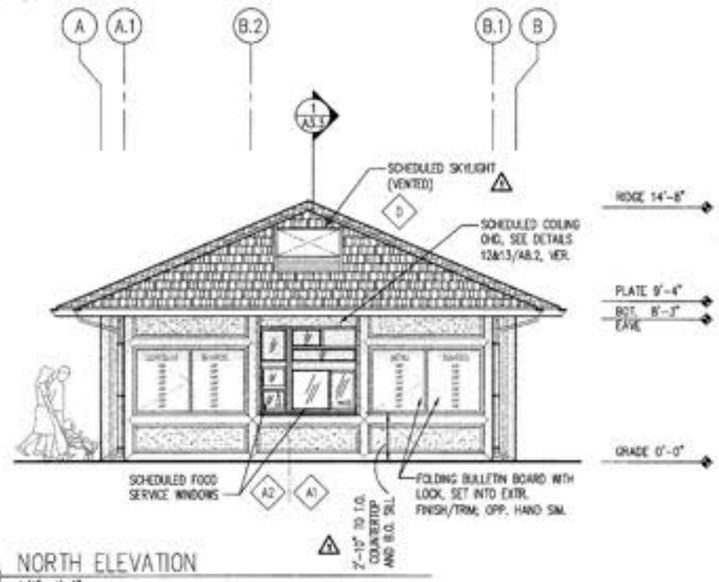
6. REFER TO DOOR, WINDOW & FINISH SCHEDULES ON A6.01 FOR ADDITIONAL INFORMATION.



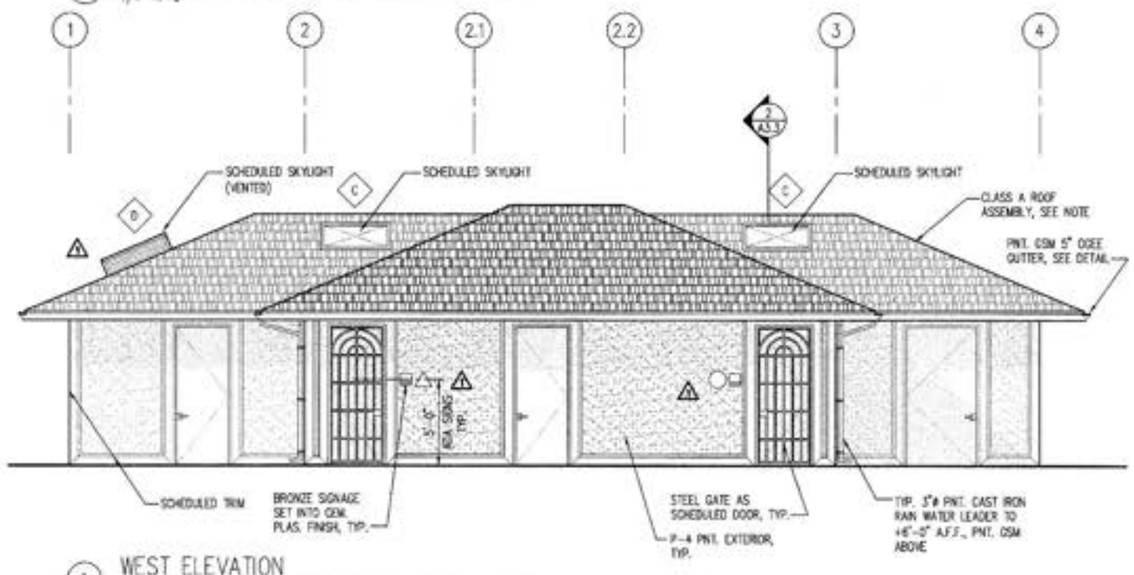
4 SOUTH ELEVATION
1/4" =1'-0"



2 EAST ELEVATION
1/4" =1'-0"



3 NORTH ELEVATION
1/4" =1'-0"



1 WEST ELEVATION
1/4" =1'-0"

CITY FIELDS PROJECT:

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INDEX PLAN

1	PLAN CHECK COMMENTS	
	02.06.08	GW/PH
	PERMIT ISSUE	
	11.30.07	GW/PH

APN: 6284-A-001

1/4"=1'-0"

20739.00

RESTROOMS & CONCESSION BLDG ELEVATIONS & SECTIONS

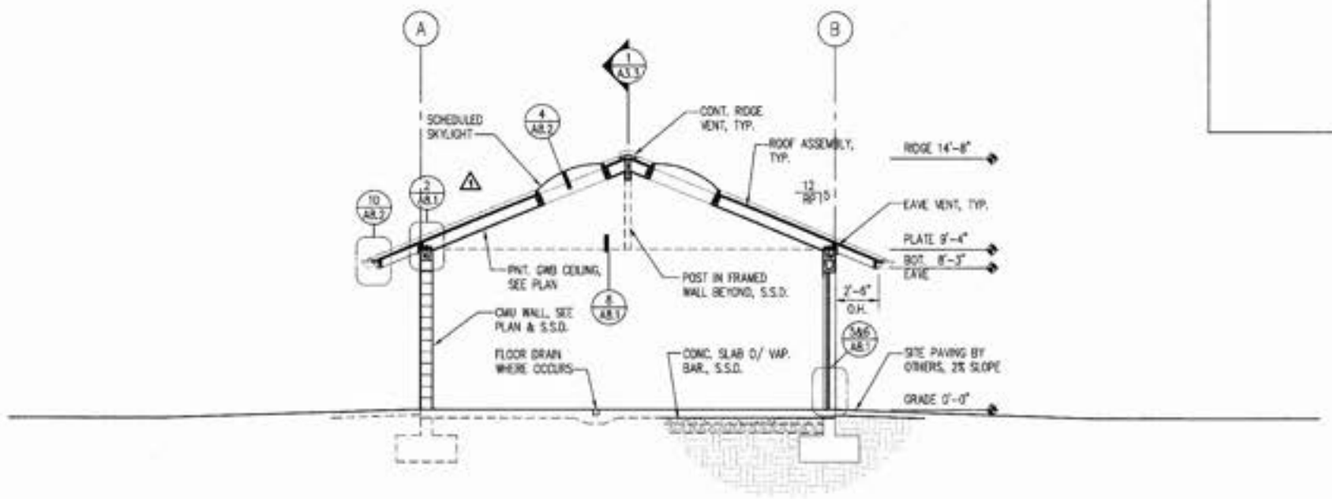
1 2 5 10

A3.1

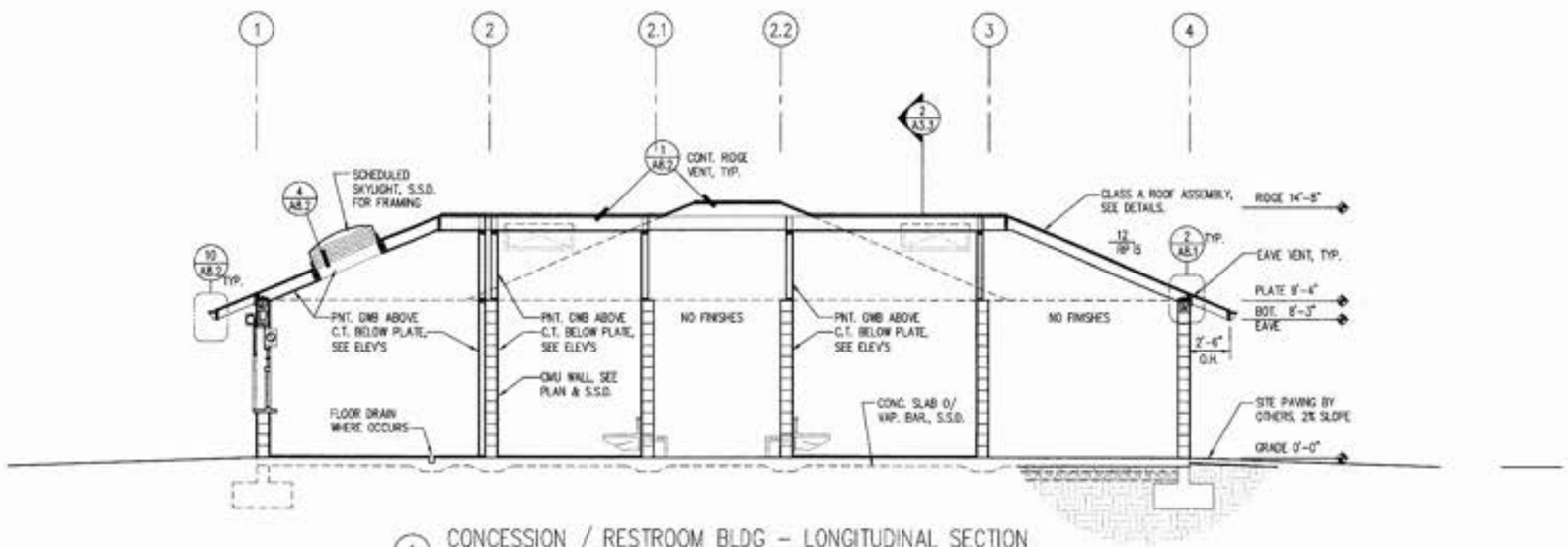
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GENERAL NOTES

1. REFER TO DETAILS FOR TYPICAL CONSTRUCTION AND CONNECTIONS.
2. REFER TO STRUCTURAL AND M.E.P. DRAWINGS FOR ADDITIONAL INFORMATION.
3. REFER TO ROOF PLAN FOR VENTING.



2 CONCESSION / RESTROOM BLDG – TRANSVERSE SECTION
1/4" = 1'-0"



1 CONCESSION / RESTROOM BLDG – LONGITUDINAL SECTION
1/4" = 1'-0"

CITY FIELDS PROJECT:

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INDEX PLAN

1	PLAN CHECK COMMENTS	
	02.06.08	GW/PH
	PERMIT ISSUE	
	11.30.07	GW/PH

APN: 6284-A-001

1/4"=1'-0"

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MAINTENANCE SHED BLDG SECTIONS

A3.3

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Appendix D

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Spatial Organization					
Athletic field complex divided into four quadrants by two roads aligned at a cross axis.	X				none
Size and shape of quadrants	X				none
Geneva Avenue Frontage providing direct access to Geneva Avenue and interface with neighborhood.	X				none
Moscow Street Frontage providing direct access to Moscow Street and interface with neighborhood	X				none
Recreation buildings/structures and support facilities located along the edges of the quadrants or along the western edge of the property that is adjacent to Moscow Street	X				none
Upper Terrace with internal organization separate from athletic field quadrants	X				none

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Development to the east of the Southeast Quadrant				X	na
Views and Vistas					
Views					
To north, west, and south of the adjacent residential neighborhoods	X				none
To east of McLaren Park	X				none
Vistas					
Along North-to-South Axis Road	X				Vista impacted by removal of trees and concrete bleacher building
Along East-to-West Axis Road	X				Vista no longer extends to Moscow Street after addition of Clubhouse
Topography					
Slight consistent slope of athletic field complex from northwest to southeast.	X				Altered by regrading of Southeast Quadrant for Soccer Complex
Banks along the edges of athletic field complex					

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
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Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
North side of Northwest Quadrant	X				none
Northeast side of Northeast Quadrant	X				none
South side of Southeast Quadrant	X				Regraded as part of Soccer Complex
South side of Southwest Quadrant	X				none
West side of Southwest Quadrant	X				none
Gentle slope from west to east along Geneva Avenue Frontage	X				none
Bank along northern half of Moscow Street Frontage	X				Altered by excavations for Clubhouse and Clubhouse Playground
Level terraces for bocce, basketball, volleyball, and tennis courts and gentle slope from courts down to Moscow Street	X				none

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Upper Terrace					
At a higher elevation than athletic field complex	X				none
Banks that define edges along north and south sides	X				none
Interior has gradual slope from northwest to southeast	X				none
Purple Playground					
Level area for play equipment at elevation below Geneva Avenue				X	na
Gentle slope from Geneva Avenue to play equipment				X	na
Excavations for Skate Park				X	na
Grading to create Geneva Avenue Parking Lot				X	na
Circulation Features					
North-South Axis Road	X				none

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
East-West Axis Road	X				West end of road, from Moscow Street Parking Lot to Moscow Street, removed as part of construction of Club House
Road along eastern side of Southeast Quadrant		X			Part of this road incorporated into Geneva Avenue Parking Lot
Moscow Street Parking Lot	X				South entrance and southwest corner of lot removed as part of construction of Clubhouse
Geneva Avenue Parking Lot				X	na
Unpaved parking lot on Geneva Avenue				X	na
Geneva Avenue Pedestrian Circulation Features					
Curvilinear Sidewalk System along Geneva Avenue	X				Removed and no longer extant
Entrance Plaza and staircase that connect Geneva Avenue to mid-point of field level in Southwest Quadrant	X				Original gravel paving replaced with asphalt

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Entrance Plaza and staircase with retaining wall that connect North-South Axis Road to Geneva Avenue	X				Original gravel paving replaced with asphalt; handrail added to staircase; infill of the original gap in curb where nonextant curvilinear sidewalk formerly connected; and concrete pavers added at base of staircase
Sidewalk that connects Soccer Complex to Geneva Avenue	X				Historic entrance features removed. Current sidewalk added as part of Soccer Complex development
Moscow Street Pedestrian Circulation Features					
Curvilinear Sidewalk System along Moscow Street	X				Removed and no longer extant
Asphalt sidewalk at Clubhouse Playground and along eastern side of the Clubhouse				X	na
Asphalt sidewalk between the Clubhouse and Bocce Ball Complex that connects Moscow Street to East-West Axis Road				X	na

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Concrete sidewalk from basketball, volleyball, and tennis courts to Moscow Street public sidewalk				X	na
Purple Playground					
Three entrances, their dedication features, and three asphalt sidewalks				X	na
Semi-circular concrete sidewalk with low steps that also functions as a retaining wall				X	na
Rubber playground surface				X	na
Northern Boundary Path and Pedestrian Entrances					
Northern Boundary Path (Moscow Street to vicinity of Dublin Street)				X	na
Entrance vicinity of Munich Street				X	na
Entrance at Prague Street and Prague Street staircase				X	na

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Entrance at Dublin Street and entrance path				X	Na
Entrance at La Grande Avenue and entrance path				X	na
Railroad tie steps at La Grande Avenue entrance				X	na
Upper Terrace					
Upper Terrace Road (between North-South Axis Road and east end of Community Garden)	X				none
Upper Terrace paved path (from east end of Community Garden to east side of Dog Play Area)				X	na
Semicircular sidewalk on south side of La Grande Playground				X	na
Path along east side of Dog Play Area				X	na
Unpaved road along the south edge of Dog Play Area				X	na
Concrete staircase connecting Dog Play Area to East-West Axis Road		X			Handrail to west may have been added

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Vegetation Features					
Grass Fields					
Northwest Quadrant	X				none
Northeast Quadrant	X				none
Southwest Quadrant	X				none
Southeast Quadrant	X				Grass replaced with artificial turf as part of Soccer Complex development
Bands of trees (Monterey cypress, Monterey pine, and blue gum eucalyptus) along both sides of North-South Axis and East-West Axis roads	X				Sections of trees missing and individual trees removed from the remaining extant sections
Rows of Trees Defining Boundaries and Edges					
Row of trees (blue gum eucalyptus) along western edge of Southwest Quadrant	X				none
Rows of trees (Monterey cypress) along western edge of the Northwest Quadrant separating the field from the parking lot	X				Blackwood acacia trees replaced some of missing original trees

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Row of trees (Monterey cypress) along eastern edge of the Southeast Quadrant	X				Some of the trees have been removed
Row of trees (Monterey cypress) along the top of the bank that extends across the southern edge of Upper Terrace	X				Concrete stairs (added ca. 1945) cuts this row into two parts
Rows of trees and hedges along northern edge of the frontage along Geneva Avenue.	X				Vegetation feature no longer extant. Only a few individual trees (Monterey cypress and one Monterey pine) remain
Row of trees (Monterey cypress) along top of northern boundary bank	X				Vegetation feature no longer extant and only a few individual trees remain
Bank Vegetation					
Banks along north edge of Northwest Quadrant, north edge of Northeast Quadrant, and south and west edges of Southwest Quadrant	X				Current vegetation composition planted or evolved after 1960
Banks along northern edge of property	X				Current vegetation composition planted or evolved after 1960

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Along Geneva Avenue Frontage					
Grass	X				none
Monterey cypress and pine trees arranged in loosely planted rows				X	na
Olive tree in the center of the dedication plaque at two of the entrances to the Purple Playground				X	na
Trees in the lawn at southwest corner of Purple Playground	X			X	Remnant of the original vegetation feature that no longer reflects its original design
Along Moscow Street Frontage					
Trees and scattered overgrown shrubs at north end of Moscow	X				Remnant of the original vegetation feature that no longer reflects its original design and post-1960 vegetation
Row of olive trees along western wall of Bocce Ball Courts				X	na

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Chinese elm trees in lawn in vicinity of basketball, volleyball, and tennis courts				X	na
Scattered shrubs along west side of vicinity of basketball, volleyball, and tennis courts	X				Remnant of the original vegetation feature which no longer reflect original design and post-1960 vegetation
Ornamental Planting Beds at Entrances					
At the intersection of Geneva Avenue and Moscow Street at the entrance into the Purple Playground				X	na
On Geneva Avenue in the circular planter at the entrance located at the mid-point of the Southwest Quadrant	X				Current vegetation composition added recently and does not reflect what was used during periods of significance
Geneva Avenue at the entrance that aligns with the North-South Axis Road	X				Current vegetation composition added recently and does not reflect what was used during periods of significance

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
On Geneva Avenue at the entrance into the Soccer Complex	X				Original planting beds removed as part of Soccer Complex development. Current vegetation composition added recently and does not reflect what was used during periods of significance.
Planting bed on west side of Clubhouse on Moscow Street				X	na
Upper Terrace					
Vegetation on the bank along the northern edge of the property (from Dublin Street entrance path to La Grande Avenue entrance path)				X	na
La Grande Community Garden				X	na
Grass and trees in the Dog Play Area				X	na
Group of flowering cherry trees in northeast corner of Dog Play Area				X	na

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Buildings					
Diamond 1 Bleacher Building	X		X		none
Diamond 2 Bleacher Building	X		X		none
Club House				X	na
Covered Bocce Court				X	na
Maintenance Building				X	na
Restroom and Pumphouse				X	na
Structures					
Diamond 1	X		X		none
Diamond 2	X		X		none
Diamond 3	X		X		none
Diamond 4	X		X		none
Diamond 5	X		X		none
Concrete retaining wall on west and south sides of Southwest Quadrant	X				none

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Basketball, Volleyball, and Tennis Courts	X		X		none
Bocce Ball Courts (formerly horseshoe pits)	X		X		none
Clubhouse Playground				X	na
La Grande Playground				X	na
Skate Park				X	na
Purple Playground				X	na
Soccer Complex				X	na
Small Scale Features					
Bleachers					
Concrete Bleachers at Tennis Courts	X				none
Concrete Bleachers at Bocce Ball Courts (formerly horseshoe pits)	X				none
All other bleachers				X	na

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Benches					
Fixed benches at Tennis Courts			X		none
All other benches				X	na
Picnic Tables				X	na
Water Fountains					
Water fountain adjacent to Diamond 1 Bleacher Building			X		none
All other water fountains				X	na
Trash cans				X	na
Signage				X	na
Bike Racks				X	na
Lighting					
Lights with single basket-shaped heads found along East-West Axis Road at north side of Southwest Quadrant			X		none
Lighting around Diamond 1			X		unknown
All other lighting				X	na

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Fencing					
Galvanized aluminum fencing with I-beam or faceted posts and ornamental caps		X			ongoing repair and replacement
Standard gauge galvanized aluminum chain link fencing			X		ongoing repair and replacement
All other fencing				X	na
Community Garden				X	na
Community Garden Storage Cabinet				X	na
Shipping Containers				X	na
Bollards				X	na
Concrete Gutter System					
Along part of east side of road east of Southeast Quadrant				X	na
All other concrete gutters	X				Sections along south and east sides of Southeast Quadrant removed

Cultural Landscape Characteristics and Features

Crocker Amazon Playground List of Cultural Landscape Characteristics and Features					
	Era of Development				
Landscape Characteristic/Feature Resource Name	**SERA/WPA Development 1935-1941**	**U.S. Naval Fleet Hospital 1944-1945**	**SFPUC/SFHA Rehabilitation 1957-1960**	**SFRP Development Post 1960**	**Alterations to Historic Features After 1960**
Water Pumps				X	na
Electrical Cabinets				X	na
Manholes and Hatch Covers				X	na

Appendix E

Development Eras

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Source of Aerial Photograph: UCSB Library Aerial Photography Collection, aerial frame ddb-1943_2b-131 (1-1-1943)

KEY for SERA/WPA Development Era (1935-1941)

Buildings/Structures

1: Wooden Bleachers*
2: Diamond 1 Bleachers
3: Diamond 2 Bleachers
4: Concrete Bleachers*
5: Horseshoe Pits**
6: Basketball Courts
7: Volleyball Courts
8: Tennis Courts
9: Comfort Station*
10: Mothers Play Area*
Gutter system (yellow line)

Circulation Features

A: Pedestrian Entrance
B: Moscow Street Parking Lot
C: Upper Terrace Road
D. Unpaved Road east of Southeast Quadrant*
E. Curvilinear Sidewalk System along Moscow Street and Geneva Avenue Frontages*

* No Longer Extant
** Present-day location of Bocce Ball Courts



Source of Aerial Photograph: UCSB Library Aerial Photography Collection, Harrison Ryker 1948 aerial frame 87 (7-25-1948)

KEY for U.S. Naval Fleet Hospital Era (1944-1945)

Buildings/Structures

1: Wooden Bleachers*
2: Diamond 1 Bleachers
3: Diamond 2 Bleachers
4: Concrete Bleachers*
5: Horseshoe Pits**
6: Basketball Courts
7: Volleyball Courts
8: Tennis Courts
9: Comfort Station*
10: Mothers Play Area*
Gutter system (yellow line)

Circulation Features

A: Pedestrian Entrance
B: Moscow Street Parking Lot
C: Upper Terrace Road
D. Road east of Southeast Quadrant*
E. Curvilinear Sidewalk System along Moscow Street and Geneva Avenue Frontages*
F. Concrete Staircase

* No Longer Extant
** Present-day location of Bocce Ball Courts



Source of Aerial Photograph: UCSB Library Aerial Photography Collection, aerial frame cas-63-130_1-58 (5-11-1965)

KEY for SFPUC/SFHA Rehabilitation Era (1957-1960)

Buildings/Structures

1: Diamond 1 Bleachers
2: Diamond 2 Bleachers
3: Concrete Bleachers*
4: Bocce Ball Courts
5: Basketball Courts
6: Volleyball Courts
7: Tennis Courts
8: Comfort Station*
9: Mothers Play Area*
Gutter system (yellow line)

Circulation Features

A: Pedestrian Entrance
B: Moscow Street Parking Lot
C: Upper Terrace Road
D. Road east of Southeast Quadrant
E: Curvilinear Sidewalk System along Moscow Street and Geneva Avenue Frontages*
F: Concrete Staircase

* No Longer Extant
** Present-day location of Bocce Ball Courts



Source of Aerial Photograph: Google Earth (9-2021)

KEY for Existing Conditions

Buildings/Structures

1: Clubhouse Playground
2: Clubhouse
3: Diamond 1 Bleachers
4: Bocce Ball Court
5: Basketball Courts
6: Volleyball Courts
7: Tennis Courts
8: Purple Playground
9: Diamond 2 Bleachers
10: Restroom/Pump Building
11: Maintenance Building
12: Skate Park
13: La Grande Community Garden
14: La Grande Playground

Gutter system (yellow line)
Gutter system covered or partially covered (dashed yellow line)

Circulation Features

A: Pedestrian Entrance
B: Moscow Street Parking Lot
C: Road east side of Southeast Quadrant
D: Geneva Avenue Parking Lot
E: Unpaved Overflow Parking Lot
F: North Boundary Path
G: Upper Terrace Paved Road
H: Upper Terrace Paved Paths
I: Upper Terrace Unpaved Road
J: Concrete Staircase

Appendix F

Expanded Chronology

Year	*Note*	*Citation*
1841	Jacob P. Leese received the approximately 6,400-acre Rancho Cañada de Guadalupe la Visitación y Rodeo Viejo; the area that became Crocker Amazon Playground was located at the northwest corner of Leese's rancho.	*The Illustrated History of San Mateo County* (1878; repr., Woodside, CA: Gilbert Richards Publications, 1974).
1845	Jacob P. Leese traded Rancho Cañada de Guadalupe la Visitación y Rodeo Viejo to Robert T. Ridley.	Marie Silva, "Finding Aid to the Jacob P. Leese Papers, 1837-1862, MS OV 10," California Historical Society, 2012; Visitacion Valley History Project, *San Francisco's Visitacion Valley* (Charleston, SC: Arcadia Publishing, 2005).
1859	Robert Ridley's widow Presentación Ridley loses claim to the rancho and ownership transfers to Alfred Wheeler.	"Death Claims a Noted Pioneer," *San Francisco Chronicle*, August 19, 1903; "Land! For Country Seats, Farms or Gardens," *Daily Alta California*, January 4, 1859.
1861	Wheeler had subdivided and sold a cluster of adjacent properties in the vicinity where Crocker Amazon Playground would later be developed. A map drawn in 1861 shows property boundaries for three parcels owned by Valley, Pierre G. Somps, and an unidentified person. Land is in agricultural use.	V. Wackenreuder, City and County of San Francisco, Compiled from Official Surveys, and Sectionized in Accordance with U.S. Surveys [map], 1:32,800 (San Francisco: Henry G. Langley, 1861).
1869	Properties in the vicinity where Crocker Amazon Playground would later be developed are owned by Somps and J. A. Mason. Land is in agricultural use.	George H. Goddard, *City and County of San Francisco* [map], 1:16,000 (San Francisco: Britton & Rey, 1869).
1895	Properties in the vicinity where Crocker Amazon Playground would later be developed are owned by Somps and the Bayerque Land Co. Land is in agricultural use.	*Guide Map of the City & County of San Francisco* [map], 1:26,000 (San Francisco: n.p., 1895).

Expanded Chronology

Year	*Note*	*Citation*
1915	Properties in the vicinity where Crocker Amazon Playground would later be developed are owned by Somps and the development company behind the Mission & Amazon Tract. Several buildings are located on Somps' land, while south portion of the site is platted with new roadways.	August Chevalier, *The Up to Date Map of San Francisco* [map], 1:27,000 (San Francisco: self-published, 1915).
1919	Board of Supervisors authorized eminent domain proceedings to acquire site where Crocker Amazon Playground was later developed for the construction of a 340-million-gallon terminal reservoir for new municipal water supply.	"City Selects Reservoir Site," *San Francisco Examiner*, January 19, 1919.
1920	City purchased old Somps tract (owned by Somps' widow Pauline Tonningsen) for $97,000.	"Reservoir Site Deal is Closed," *San Francisco Examiner*, February 29, 1920.
1921	City purchased additional lots (continuing into the mid-1920s) and assembled the full extent of the parcel where Crocker Amazon Playground was later developed.	*Journal of the Proceedings Board of Supervisors, City and County of San Francisco* 16, no. 2 (San Francisco: The Recorder Printing and Publishing Co., 1921).
Ca. 1930	Plan to construct reservoir abandoned; San Francisco Public Utilities Commission leased site to truck farmers.	"Playground Permit Given," *San Francisco Examiner*, May 9, 1933; "Resolution No. 1258, Code No. 12.17352," *San Francisco Chronicle*, February 1, 1934.
1932	Residents of adjacent neighborhoods recommend the construction of a playground at the Amazon Reservoir site; SFPUC commission supported the idea. SF Recreation and Park Commission (SFRC) agreed to lease the reservoir site from the SFPUC for $150 a month for a ten-year period.	"Commission Asks Money for Airport," *San Francisco Examiner*, September 27, 1932.
1933	SFPUC leased the reservoir site to the SFRPCto develop a playground, baseball facilities, and courts and fields for other sporting activities.	"Playground Site Permit Approved," *San Francisco Examiner*, January 7, 1933.
1934	Mayor Angelo Rossi attended the groundbreaking for Crocker Amazon Playground, the city's largest dedicated recreational facility at that time.	"Baseball Dedication on Today, Crocker-Amazon Tract Fete," *San Francisco Chronicle*, August 7, 1934.

Expanded Chronology

Year	*Note*	*Citation*
1935; 1937	Architect William G. Merchant designed the site plan, landscape plan, buildings, and sport court and field configurations of Crocker Amazon Playground. Revisions were drawn in 1937 for paths and staircases.	William G. Merchant, "Proposed Scheme "H" Layout and Location for Eleven Baseball Diamonds (drawing)," 1935; William G. Merchant, "Crocker Amazon Layout of Paths," Sheet No. 1, drawing dated June 1937, RP-031-37-3; William G. Merchant, "Crocker Amazon Half Plans & Details of Staircases," Sheet No. 2, no date, presumed 1937, RP-031-37-3.
1935-1941	SERA and WPA workers constructed Crocker Amazon Playground; work included excavating soil and creating embankments; installing and seeding loam; paving driveways and pathways; installing a sprinkler system, rock gutters and steps, log retaining walls, artificial stone sidewalks, fencing, plantings, and other small-scale features; grading an area for two playgrounds; upgrading a convenience station; surfacing tennis courts; and constructing both temporary wood and permanent concrete bleachers.	Clyde E. Healy, *San Francisco Improved: Report of Clyde E. Healy, Assistant City Engineer-City of San Francisco and Coordinator of W.P.A. Projects, Period October 10, 1935 to August 31, 1939* (San Francisco: n.p., 1939); Timothy Keegan, "W.P.A. Construction in San Francisco (1935-1942)," *The Argonaut* 14, no. 1 (Spring 2003).
1944-1945	The U.S. Navy commissioned Crocker Amazon Playground for use as a temporary receiving hospital in December 1944. Known first as Fleet Hospital No. 113, the facility was renamed the U.S. Naval Receiving Hospital in February 1945. Less than a year after the hospital was commissioned, the U. S. exited World War II in September 1945, and the U.S. Naval Receiving Hospital was decommissioned on December 15, 1945	"Fleet Hospital No. 113 Commissioned," *Journal of the American Medical Association* 126, no. 18 (December 30, 1944); U.S. Naval Receiving Hospital, *U.S. Naval Receiving Hospital, December 1944-December 1945, Anniversary Booklet* (n.p., 1945).
1946	San Francisco Board of Supervisors approved the city's participation in a federal program to convert temporary wartime buildings into housing for veterans and their families, including the buildings at the U.S. Naval Receiving Hospital at Crocker Amazon Playground.	"City's Share is Approved in Housing Plan for Vets," *San Francisco Chronicle*, April 16, 1946.

Expanded Chronology

Year	*Note*	*Citation*
1947	Veterans moved into rental apartments at Crocker Amazon Playground in January 1947. Eventually over 700 families resided at the site.	"Vets Get Those Homes Today," *San Francisco Chronicle*, January 17, 1947; "U.S. Housing Taken Over by Counties, *San Francisco Chronicle*, December 23, 1949.
1952	SFPUC indicated it did not want to renew the SFHA's lease at Crocker Amazon Playground and recommended the land be transferred to private builders.	"City PUC Asks $71,000 to Draw Up Subway Plan," *San Francisco Chronicle*, January 29, 1952.
1957	SFPUC agreed that the Crocker Amazon Playground would be converted back to a public park and granted a lease to SF RPD in January 1957. 600 families that still lived at the site moved to other SFHA properties or secured private housing.	"Crocker-Amazon Housing Will Be Vacated by Fall," *San Francisco Chronicle*, January 18, 1957; "City Replaces Old Low-Rent Housing Units," *San Francisco Chronicle*, May 12, 1957.
1958	San Francisco architecture firm Ryan and Lee were retained by the SFHA to undertake restoration of the site.	Ryan and Lee Architects, "Restoration of Crocker-Amazon Playground, Geneva & Moscow St. for San Francisco Housing Authority," Sheets A-1-A-9 and M1-M3, September 24, 1958.
1959	Restoration of Crocker Amazon Playground is completed by the end of 1959 with a reopening planned for 1960.	"City Gets Back a Playground," S*an Francisco Chronicle,* October 29, 1959.
1960	While SFPUC retained ownership of the site, management of Crocker Amazon Playground by SF RPD commences and continues to the present day.	San Francisco Recreation and Park Commission, Resolution No. 3467, dated February 26, 1959, in *Recreation and Park Commission Minutes January Through December 1959.*
1962	Landscape improvements by this year included resodding and reseeding the soccer field (southeast quadrant); regrading and reseeding the perimeter lawns along street frontages; removal of numerous shrubbery groups and replacement with grass beds; removal of largely dead hedges and replacement with younger plants; and thinning, topping, limbing, and removing dead or dangerous trees.	City and County of San Francisco Recreation and Park Department, "1961-1962 Annual Report," San Francisco; 1962.

Expanded Chronology

Year	*Note*	*Citation*
1978-1980	Landscape architect Ted Osmundson designed the La Grande Playground, which was installed by March 1980 at a previously undeveloped area at the northern perimeter of Crocker Amazon Playground.	Ted Osmundson, "Crocker Amazon Playground Improvements, Vicinity of La Grande Ave. RP 788 (drawing set)" 1978; City and County of San Francisco Recreation and Park Department, "1979-1980 Annual Report," San Francisco; 1980.
1981	Clubhouse constructed.	San Francisco Parks Alliance, "Crocker Amazon Playground," San Francisco Parks Alliance, 2008.
1987	San Francisco voters passed a $18 million general obligation bond to fund the restoration of six city recreation facilities; work at Crocker Amazon Playground included a new irrigation system at the sport fields; new lighting; reforestation efforts including three years of staff support; refreshed asphalt paving; installation of vinyl-coated fencing; installation of the Clubhouse Playground; and construction of the Geneva Avenue Parking Lot.	City and County of San Francisco Recreation and Park Department, "1987-1988 Annual Report," San Francisco; 1988; San Francisco Parks Alliance, "Crocker Amazon Playground."
2000	A partnership between the San Francisco Giants Community Fund, Good Tidings Foundation, the Olympic Club, and SF RPD sponsored significant improvements to the sport fields in the southwest quadrant of the park including new sod, a new backstop, new base path cinder, fencing, two new scoreboards, and repair and paint of bleachers. Diamond 2 was renovated to host both hardball and softball games, and Diamond 5 was upgraded for T-ball games. Grass was planted at the northeast portion of the area to accommodate mixed-uses including cricket. The La Grande Community Garden was also in place by this year.	San Francisco Parks Alliance, "Crocker Amazon Playground."

Expanded Chronology

Year	*Note*	*Citation*
2001	Construction of Skate Park completed. Additional work included accessibility improvements that changed the grade and route of the west end of the East-West Axis Road, directly south of the Clubhouse.	San Francisco Parks Alliance, "Crocker Amazon Playground"; Bureau of Engineering, Department of Public Works, Cit and County of San Francisco, "Skatepark Crocker Amazon Playground (drawing set)," 1999, Sheets L-1.0, L-3.0, L-3.3, L 3.4.
2002	The San Francisco 49ers, NFL Charities Youth Football Fund, and the Local Initiatives Support Corporation partnered to award $100,000 for the installation of the football field in the northwest quadrant of the park.	San Francisco Parks Alliance, "Crocker Amazon Playground."
2003	Convenience station and play area at the southwest portion of the park were demolished and removed, and the Purple Playground was installed. Funding was contributed by Parks Open Space Citizens Advisory Committee (PRESAC).	San Francisco Parks Alliance, "Crocker Amazon Playground."
2007	Friends of Crocker Amazon and the Excelsior (FACE) partnered with SF RPD and Precita Eyes Mural Arts Center to obtain a Community Challenge Grant to continue enhancements at the Purple Playground. The mosaic-decorated seating benches and boat feature were installed through these efforts.	San Francisco Parks Alliance, "Crocker Amazon Playground."
2008	SF RPD and non-profit partner the City Fields Foundation replaced turf fields at the southeast quadrant of the park with five artificial turf fields, generally configured for soccer and lacrosse. Additional work included removal of the concrete bleacher building at the southeast quadrant, constructed ca. 1941; construction of the Maintenance Building and the Restroom and Pumphouse Building; removal of some existing basket-top pole lighting and installation of new in-kind lights; and the addition of stadium lighting, bleacher seating, picnic tables, and new areas of landscaping. Renovation cost was $10.1 million.	San Francisco Parks Alliance, "Crocker Amazon Playground;" Marisa Lagos, "Synthetic turf fields stir up fans and foes," *San Francisco Chronicle*, October 19, 2008.

SAN FRANCISCO
Pier 9, The Embarcadero, Suite 107
San Francisco, California 94111
T: 415.421.1680
F: 415.421.0127

SF@ARGcreate.com

LOS ANGELES
360 E 2nd Street, Suite 225
Los Angeles, CA 90012
T: 626.583.1401
F: 626.583.1414

LA@ARGcreate.com

PORTLAND
720 SW Washington Street, Suite 300
Portland, OR 97205
T: 971.256.5324

PNW@ARGcreate.com

Item 21

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	FW: Holes in ground, not blockage of view, revenge
Date:	Thursday, May 7, 2026 3:34:26 PM

Dear Supervisors,

Please see below from a member of the public, regarding activities in parks.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: 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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.

-----Original Message-----
From: stan loftus <stanislausloftus@gmail.com>
Sent: Tuesday, May 5, 2026 9:31 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: Holes in ground, not blockage of view, revenge

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Brett, Letter to Editor NYT

“The Race Is On to Find the Treasure Buried in San Francisco”

Always enjoy reading articles by Heather Knight, and this piece is another good one.
I'm curious to know, though, what exactly is motivating these two anonymous San Franciscans to bury $10,000 in coins? Is this some sort of an advertising campaign? People don't just give $10,000 to strangers.
So, the obvious question is: What's behind this whimsical treasure hunt?

Brett Thank You

Stan, Letter to Editor, NYT

Dig into S.F. Park Alliance former Head and true money location history.
Motivation becomes self explanatory

Picture of a shovel being used to dig plant roots to find gold. How many human gopher holes are there? Digging permits, particularly in Golden Gate Park, were halted around 2020 due to the high volume of searchers because of environmental damage & safety Hazards. Easy injury lawsuit money San Francisco doesn't have.

Item 22

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	FW: Ella Hill Hutch Community Center
Date:	Thursday, May 7, 2026 3:40:37 PM

Dear Supervisors,

Please see below from Ericka Scott regarding Ella Hill Hutch Community Center.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

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From: Ericka Scott <erickascott90@gmail.com>
Sent: Tuesday, May 5, 2026 6:58 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; ChanStaff (BOS) <chanstaff@sfgov.org>; SherrillStaff <SherrillStaff@sfgov.org>; SauterStaff <SauterStaff@sfgov.org>; WongStaff (BOS) <WongStaff@sfgov.org>; DorseyStaff (BOS) <DorseyStaff@sfgov.org>; MelgarStaff (BOS) <melgarstaff@sfgov.org>; MandelmanStaff (BOS) <mandelmanstaff@sfgov.org>; FielderStaff <FielderStaff@sfgov.org>; ChenStaff <ChenStaff@sfgov.org>; Mahmood, Bilal (BOS) <bilal.mahmood@sfgov.org>
Subject: Fwd: Ella Hill Hutch Community Center

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sources.

Dear SF Board of Supervisors:

I understand that some of you were asked to support the approval of Booker T. Washington Community Center and its leadership to operate programs at the Ella Hill Hutch Community Center, due to the removal and misappropriation allegations of the former leadership.
Unfortunately, our District Supervisor Mahmood of District 5, City Department leads and Booker T's leadership has moved very quietly with this hostile take over and only recently has it been shared with community. Please read the message I sent to the Mayor. Our community is not in agreement with this process. Please reconsider your support until a fair public process is implemented.
Thank you for your time and consideration.

On Tue, May 5, 2026, 5:57 AM Ericka Scott <erickascott90@gmail.com> wrote:

> Dear Mayor Lurie:
> I am asking that you intervene in the direction of what's currently happening with Ella Hill Hutch Community Center. I believe when you say you want the Fillmore and Black people to thrive in San Francisco. However, the current direction for Ella Hill Hutch is not what's best for our community as a whole.
> **Sheryl Davis' leadership was most harmful because not enough cheques and balances were in place. Shakirah Smiley worked very closely with Sherly Davis for years at HRC (a current funding source for the Ella Hill Hutch Community Center project), benefitting from their working relationship, Shakirah was appointed to each of her positions from that regime including her current role as Executive Director of the Booker T. Washington Community Center. Leading the programs at two of our most prominent centers is a recipe for disaster Again!**
> The current plan is a 'quick fix' that will create more detrimental long-term harm. Your team probably had good intentions, but definitely not enough understanding has gone into the decision. I am disappointed that I had numerous conversations and meetings with Supervisor Bilal and Ernest Jones very early on in their current roles, asking that if any

decisions were being made regarding Ella HIll Hutch they would share with the community at large. **I currently sit on the Fillmore Community Action Plan Committee, I'm equally disappointed with the overall lack of transparency and honesty, being that I brought Ella Hill Hutch up in those meetings as well.**
Honestly, I'm truly loosing hope in our City government and decisions made without consideration of the people directly related to the problems and solutions. The decision for Shakirah Smiley, Executive Director of Booker T Washington Community Center to lead programming at our beloved Ella Hill Hutch Community Center is not in the best interest for our community. **For far too long the Fillmore neighborhood has been led by a select few, who work in direct connection with City Departments and these quick solutions are made that do not address the underlying root problems.** It is very unfortunate that Jayda Mabrey lost her life a few months ago in our neighborhood and I'm sure some sincere thought went into the decision to quickly restore services at The Ella Hill Hutch Community Center. However, there are other detrimental circumstances that also need just as much attention. **I am asking for a reconsideration of leadership; Renard Monroe has the capacity, the expertise and the true community spirit needed to support programs and to help restore hope in our leaders and government partnerships. Renard grew up and works across town; however, he has already shown his understanding of community and how important it is for those of us with the history and the ties to this community to be directly involved with such significant decision making in our neighborhood. Renard attends public meetings, he listens directly from both those who know him and those who do not. He wants to help heal the wounds of our community; tangible and untangible. Shikarah said at a public meeting 'there is no room on her board for new members, she and her team will solely make decisions for the direction of Ella Hill Hutch and we should let her steer the ship without any additional input.' Her lack of compassion and understanding is dangerous. She's extremely condescending and looks down on community-members. *She has said on multiple occasions she would never consult with community members with 'failed businesses.' who are illiterate, and unable to work with children.'* All unwarranted attacks against hard-working law abiding members of our community. Opposed to her privilege of**

being handed high-paying jobs from her early deals with Sheryl Davis and the Bi-rite Market agreements they made early in Shakirah's career in our neighborhood..The articles I sited later in this message speak to the detrimental harm that this type of leadership keeps our vulnerable community members feeling less-than and without hope and aspirations.

Family members with children recently at Ella Hill Hutch stated that meetings and interactions feel like a hostile take-over with Shakirah and the City!

When I asked community members why are they going along with this, they said 'we didn't think we had a choice.' Unfortunately, I'm starting to feel helpless against this machine myself. But I have to stand up for as long as I can.

Generations of our families have endured this type of leadership, which perpetuates a dependent cycle of poverty, violence, etc.

'corruption is covert, opportunistic, repetitive and powerful, reliant upon dominance, fear and unspoken codes: a significant component of the 'quiet violence'. (1)

Experts implement interventions without a full understanding of the incentives and power dynamics, and with limited consideration of the long-term implications of such interventions. (2)

To my knowledge, no one on the team who are directly involved in this process grew up in the Fillmore neighborhood:

Shakirah Smiley

Ernest Jones

Bilal Mahmood

Sherrice Dorsey

Mawuli Tugbenyoh

Peggy Moriarty

Renard Monroe did not either; however, he is the only person who is consistently meeting with native community members to make necessary assessments. I grew up on Golden Gate and Steiner Street. As a college freshman, I attended UC Berkeley. I didn't live on campus, I walked to the BART Station everyday, passing by Ella Hill Hutch Community Center. Making a point to stop and talk to friends, neighbors, previous classmates; no one knew I literally cried on BART and when I reached my stop across the water. I wondered 'why did I get to leave? why did I get to experience such an amazing campus? why

was I chosen to learn so much about how the world operates?'As a child, I was actually told to NOT go near Virgos (the store formally next door to the Ella Hill Hutch Community Center) where people hung out at night; where some sad and harmful activities did take place. However, from my daily conversations in front of the Ella Hill Hutch Community Center and the learnings on campus in my Education, Women's Studies and American Studies classes I was learning and understanding why these gathering places and others like it throughout our country existed. In my planning classes, I learned that streets, neighborhoods, districts, placements, invisible lines, etc are all intentional and contribute to the overall design of the City and its inner workings. I have been an advocate for community members and this outcry is very sincere and comes from a real place; there are serious concerns that are being overlooked.

While in college, a requirement in my public policy class was to volunteer at a nonprofit. Of course, I selected Ella Hill Hutch. Years later, on the Stanford University campus I earned my teaching certification from the National Foundation for Teaching Entreprenureship. Again, first stop; Ella Hill Hutch Community Center, I asked the Executive Director at the time Mr. Lefty Gordon if I could teach business classes, he was delighted at my achievements and my desire to to share my knowledge. My family is generally working class, some are professionals; attorneys, accountants, teachers, professor, some PHD's, etc, I share that because many still question my desire to work in community, why waste my time? low-paying, not much change, corrupt government, etc. After my last conversations with: Shakirah Smiley, Ernest Jones, Bilal Mahmood, Sherrice Dorsey, Mawuli Tugbenyoh

I'm starting to understand why my family tried for so long to protect me from 'what I believed to be my life's work.'

Decisions made by a select-few with long-standing relationships with City employees, government workers 'deciding what's best' for "us." no cheques and balances, is very very disheartening.

Please reconsider this decision.

Sincerely,

Ericka Scott

(1) https://pmc.ncbi.nlm.nih.gov/articles/PMC6014157/

(2) https://blogs.worldbank.org/en/governance/corruption-fragile-conflict-and-violent-settings-false-dilemmas-and-inadequate-

Item 23

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS); Jalipa, Brent (BOS)
Subject:	Employee Assistance Program (EAP) Elimination - 7 letters
Date:	Thursday, May 7, 2026 9:42:21 AM
Attachments:	EAP 7 letters.pdf

Dear Supervisors,

Please see attached 7 letters from members of the public regarding the proposed elimination of the City and County of San Francisco's internal Employee Assistance Program (EAP).

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

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From: Scola, Matthew (FIR)
To: Board of Supervisors (BOS)
Subject: Elimination of HSS EAP 1st Responder Staff
Date: Monday, May 4, 2026 10:10:11 AM

Greetings,

My name is Lt. Matt Scola and I am in charge of the Behavioral Health Unit of the San Francisco Fire Department. Our Unit is charged with the mental wellbeing of members of the SFFD and their families. I am reaching out to inform some of you of the proposed elimination of staff at our HSS EAP, and our sentiments on that, as well as implore those that are making this decision to please reverse direction on this matter.

It is not lost on me or my Unit that the current CCSF budget challenges are hitting every department hard. But we feel that the proposed staffing cuts specifically to the 1st Responder EAP will be extremely detrimental to members of the City's 1st responder departments and their families.

The BHU has collaborated with our EAP team (Carrie Beshears, Jeannette Longtin, and Doug Cyr) for years before I took over the Unit and this team has been instrumental in assisting us serve our members during my tenure. They have all been responsive, effective and thorough in a timely and consistent manner with myself and my team. But beyond that, their team fulfills a needed roll that will not be realized by outsourcing their duties to an external EAP.

On a consistent and regular basis, we consult with and rely upon the 1st Responder EAP team to assist us with:

~ Workers Comp. paperwork and processes to navigate our members and their families to therapy and in-patient/out-patient facilities for substance abuse recovery
~ Vetting and onboarding of new Specialty Providers (licensed clinicians) who our members and their families reach out to in times of crisis.
~ Connect 1st Responder Depts. with specific Specialty Providers for debriefings after traumatic events/calls
~ Facilitating **Cultural Competency** with our Specialty Providers so they can better serve 1st Responders and their families.
~ Workplace mediation

The list above is not all that we rely on this team for, but it is some of the most important and vital duties that they provide us. 1st Responders are a unique group due to the work they do and events they experience. The emphasis on, and importance of, cultural competency with regard to our SP's cannot be underestimated. Outsourcing that service to a faceless organization halfway across the country will negatively impact the quality of SP's and thus their ability to properly serve our members.

I ask that the elimination of this team as it currently exists be reconsidered and allowed to remain in place for the good and welfare of all CCSF 1st Responders and their families.

Thank you and be well,

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From:	Ocampo, Lisa (HSS)
To:	Board of Supervisors (BOS); ChanStaff (BOS); ChenStaff; DorseyStaff (BOS); FielderStaff; MahmoodStaff; MandelmanStaff (BOS); MelgarStaff (BOS); SauterStaff; SherrillStaff; Walton, Shamann (BOS); WongStaff (BOS); Lurie, Daniel (MYR)
Subject:	Request to Retain CCSF Internal EAP Program
Date:	Monday, May 4, 2026 12:37:30 PM
Attachments:	image001.png

Dear Mayor Lurie and Members of the San Francisco Board of Supervisors,

I am writing to respectfully urge you to reconsider the decision to eliminate the City and County of San Francisco's internal Employee Assistance Program (EAP), including the layoff of two senior EAP counselors.
I have been a proud CCSF employee for 19 years and have served as a Health Program Coordinator with the San Francisco Health Service System (HSS) for the past 12 years. CCSF has long been known for its commitment to employee well-being, including a dedicated internal EAP program with counselors who understand and directly serve our workforce.

I have personally witnessed the impact of this program during some of the most difficult moments our employees face. Earlier this year, following the tragic stabbing and death of an employee at Zuckerberg San Francisco General Hospital, our internal EAP counselors were immediately deployed to provide on-site grief counseling and support to DPH and ZSFG staff. Similarly, I have seen them respond to traumatic incidents at the San Francisco Public Library, where employees witnessed a suicide during the workday. In both cases, EAP counselors were present, responsive, and deeply trusted in moments of crisis—providing immediate care that cannot be replicated by an external vendor.

This level of support is especially critical for our first responder departments, including public safety and frontline staff who are routinely exposed to traumatic incidents. Internal EAP counselors understand the unique demands of this work and provide timely, culturally competent support that helps employees process trauma, remain resilient, and continue serving the public effectively.

Our internal EAP counselors are not only crisis responders—they are a critical bridge to care. They help employees navigate a complex mental health care system, connect them to appropriate services, and follow through to ensure they receive support. Without this guidance, many employees would struggle to access care when they need it most.

They also provide tailored trainings such as Leadership in Action, Making Work Work, and Stress First Aid—programs designed specifically for CCSF's workforce and challenges. This level of customization and institutional knowledge is something an external model simply cannot match.

Eliminating the internal EAP program will have a direct and lasting impact on employee well-being, particularly in times of crisis. This is not a service that can be meaningfully replaced without significant consequences.
I understand the difficult budget decisions you face, but I urge you to consider what will be lost—not just a program, but a trusted, immediate, and life-impacting support system for the people who serve this City every day.

Thank you for your time and consideration.

Sincerely,
Lisa

Lisa Ocampo
Well-Being Program Coordinator
(Pronouns: she/her)

1145 Market Street, Suite 220
San Francisco, CA 94103
(628) 652-4626 OFFICE
(628) 652-4650 WELL-BEING
sfhss.org/well-being

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From: Harris, Sonya (DBI)
To: Board of Supervisors (BOS)
Subject: Support of EAP Team
Date: Monday, May 4, 2026 12:44:42 PM

Good afternoon Honorable Supervisors,

I am reaching out to express support of the internal Employee Assistance Program (EAP) team. As a city employee and Well-Being Champion, I can attest that this program has been extremely helpful.
DBI staff and I have found that the counseling team of Jeanette Longtin and Douglas Cyr have been instrumental in assisting the department over the past few years. Periodically, I've recommended
that coworkers contact the EAP team for various situations, such as marital counseling, mental health issues, individual counseling, etc. Without telling me the details of their personal situations, several people
have followed up and said how helpful it was talking to Jeanette or Doug, and felt they may not have gotten through it if they hadn't connected with them. A very recent incident when having internal EAP staff was
extremely helpful was when Jeanette assisted our inspectors and other staff following the unexpected death of a beloved employee who had only retired a few weeks prior. He'd told everyone of his exciting plans to travel
with his son, so we were all shocked and saddened to hear the news. The group grief counseling session allowed a space for everyone to meet in person and get their feelings out, share good memories, cry, laugh, etc.
I was initially hesitant about attending the session, but once I saw that Jeanette was leading it and the room was full of people I joined as well. Although it was a sad occasion, it was definitely helpful for me and everyone who attended and it was much needed. In addition, Doug has been helpful in arranging for mediation sessions and offering his expertise when training us as Well-Being Champions. Having the option of mediation is extremely important when resolving conflicts between management and staff, so if this goes away unfortunately there could be a lot more situations being escalated to the Department of Human Resources. In conclusion, nothing beats having valued people like Jeanette and Doug who have been fantastic at bringing the very human and personal touch during difficult times. I am in hopes that they both

will remain and continue being able to offer the invaluable Employee Assistance Services (EAP) that they've provided throughout the years.

Thank you.

Sonya

Sonya Harris (she/her)
Secretary
Building Inspection Commission
City & County of San Francisco
Department of Building Inspection
49 South Van Ness Avenue, 5th Floor
San Francisco, CA 94103
628-652-3510 Phone Email: Sonya.Harris@sfgov.org
SF.gov/DBI
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From: Brandy Krueg
To: Board of Supervisors (BOS)
Subject: Regarding SFHSS Internal EAP
Date: Tuesday, May 5, 2026 11:05:07 AM

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Happy Tuesday,
I am writing to support keeping the internal EAP. I am a therapist that solely works with first responders and those in high stress positions. I have found that having a culturally competent internal EAP has been a great benefit, especially for such a large organization. My hope is that you also will see the benefit and reconsider. I would love to see more departments having this internal; support.

Brandy Krueg, LCSW
Find me here: https://brandykrueg.com/
LCSW108683
916-407-0988
Krueg Therapy Services
National Suicide Prevention Phone : 9-8-8 call or text

From:	Cyr, Douglas (HSS)
To:	Farrah, Michael (BOS)
Cc:	aflores@ifpte21.org; Board of Supervisors (BOS); MelgarStaff (BOS); DorseyStaff (BOS); ChanStaff (BOS); SherrillStaff; SauterStaff; SauterStaff; WongStaff (BOS); MahmoodStaff; MandelmanStaff (BOS); FielderStaff; Waltonstaff (BOS); ChenStaff; Longtin, Jeannette (HSS)
Subject:	Concern Regarding Proposed Outsourcing of PCS EAP Positions and MOU Compliance
Date:	Tuesday, May 5, 2026 11:56:39 AM
Attachments:	image001.png image002.png
Importance:	High

Hello Michael,

My name is Douglas Cyr, and I serve as one of two Senior Employee Assistance (EAP) Counselors with the San Francisco Health Service System. I am a Licensed Marriage and Family Therapist, Certified Employee Assistance Professional, and hold a Master of Public Administration in Healthcare Administration, along with a *Fellow* credential from the American Academy of Experts in Traumatic Stress. My colleague, Jeannette Longin, is also a Licensed Marriage and Family Therapist and Certified Employee Assistance Professional, holds an MBA from Dominican University of California, and serves as the HSS EAP contract manager and liaison for First Responder EAP services across the City.

I am writing to express serious concern regarding the proposed reassignment of two PCS positions to an external contractor, which appears to be inconsistent with the IFPTE Local 21 Memorandum of Understanding (MOU). This is not simply a staffing decision, but a matter of contractual integrity and public trust. The City's MOUs are binding agreements, and actions that circumvent their terms —*particularly by outsourcing positions while replicating the same scope of work through a contractor*—raise significant legal, ethical, and governance concerns. **It also sets a concerning precedent for how negotiated labor agreements are upheld.**

Equally important are the operational implications. San Francisco's internal EAP is not a generic service model; it is an integrated function embedded within the City's workforce and systems. Since the early 1960s, the internal EAP has developed trusted relationships with Human Resources, Employee Relations, and departmental leadership. These relationships enable highly specialized consultation,

rapid critical incident response, and coordinated support during complex and sensitive workforce situations.

This level of organizational fluency and trust cannot be replicated through an external vendor model. While contracted EAP services can provide valuable supplemental support, they cannot replace the institutional knowledge, access, and credibility required for high-stakes consultation, crisis response, and workforce stabilization in a large, unionized public-sector environment.

My colleague and I have spent our careers developing the expertise required for this work. Prior to joining the City, I served as a Field Consultant with the Federal Occupational Health EAP and as Manager of Behavioral Health Services for Pacific Gas & Electric's internal EAP. Ms. Longin brings over a decade of experience within the HSS EAP, along with extensive experience in a large corporate EAP setting. We share this background not to elevate ourselves, but to underscore the specialization required—and the risk of assuming these functions can be seamlessly transferred to a generalist contractor model.

I respectfully urge the Board to closely review this proposed action, ensure that the terms and intent of the IFPTE Local 21 MOU are upheld, and fully consider the broader implications for workforce stability, service effectiveness, and organizational trust.

Thank you for your time and consideration.

Sincerely,
Doug

Douglas Cyr, MPA, CEAP, FAAETS
Senior Employee Assistance Counselor
Certified Workplace Mediator and Trainer
EMDRIA Certified Therapist
LMFT #43201

1145 Market Street, 2nd Floor, Room 205
San Francisco, CA 94103
(415) 919-9613 Cell Phone

(628) 652-4628 Desk Phone
(628) 652-4600 EAP Main Number 24/7
sfhss.org/eap

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From: Farrah, Michael (BOS) <michael.farrah@sfgov.org>
Sent: Tuesday, May 5, 2026 9:10 AM
To: Ocampo, Lisa (HSS) <lisa.ocampo@sfgov.org>
Cc: MelgarStaff (BOS) <melgarstaff@sfgov.org>
Subject: RE: Request to Retain CCSF Internal EAP Program

Dear Lisa,

Thank you for taking the time to write and for your thoughtful perspective. I want to acknowledge how much I appreciate the work you do on behalf of City employees and the care you bring to supporting their well-being.

Your letter highlights the real, human impact of these services in a way that budget documents simply cannot capture. The examples you shared underscore how vital it is that our workforce has access to timely, trusted support—especially in moments of crisis.

The budget discussions this year will be difficult.

Supervisor Melgar does not sit on the Budget and Finance committee but she will be following the deliberation about EAP.

Thank you again for your dedication and for making your voice heard.

Sincerely,

Michael R. Farrah Jr.
Legislative Aide to Myrna Melgar

Office of Supervisor Myrna Melgar, District 7
1 Dr. Carlton B. Goodlett Place, Room 273
San Francisco, CA 94102
Office: 415-554-6516
www.sf.gov/sfbos/melgar
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From: Ocampo, Lisa (HSS) <lisa.ocampo@sfgov.org>
Sent: Monday, May 4, 2026 12:37 PM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; ChanStaff (BOS) <chanstaff@sfgov.org>; ChenStaff <ChenStaff@sfgov.org>; DorseyStaff (BOS) <DorseyStaff@sfgov.org>; FielderStaff <FielderStaff@sfgov.org>; MahmoodStaff <MahmoodStaff@sfgov.org>; MandelmanStaff (BOS) <mandelmanstaff@sfgov.org>; MelgarStaff (BOS) <melgarstaff@sfgov.org>; SauterStaff <SauterStaff@sfgov.org>; SherrillStaff <SherrillStaff@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; WongStaff (BOS) <WongStaff@sfgov.org>; Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>
Subject: Request to Retain CCSF Internal EAP Program

Dear Mayor Lurie and Members of the San Francisco Board of Supervisors,

I am writing to respectfully urge you to reconsider the decision to eliminate the City and County of San Francisco's internal Employee Assistance Program (EAP), including the layoff of two senior EAP counselors.
I have been a proud CCSF employee for 19 years and have served as a Health Program Coordinator with the San Francisco Health Service System (HSS) for the past 12 years. CCSF has long been known for its commitment to employee well-being, including a dedicated internal EAP program with counselors who understand and directly serve our workforce.

I have personally witnessed the impact of this program during some of the most difficult moments our employees face. Earlier this year, following the tragic stabbing and death of an employee at Zuckerberg San Francisco General Hospital, our internal EAP counselors were immediately deployed to provide on-site grief counseling and support to DPH and ZSFG staff. Similarly, I have seen them respond to traumatic incidents at the San Francisco Public Library, where employees witnessed a suicide during the workday. In both cases, EAP counselors were present, responsive, and deeply trusted in moments of crisis—providing immediate care that cannot be replicated by an external vendor.

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Our internal EAP counselors are not only crisis responders—they are a critical bridge to care. They help employees navigate a complex mental health care system, connect them to appropriate services, and follow through to ensure they receive support. Without this

guidance, many employees would struggle to access care when they need it most.

They also provide tailored trainings such as Leadership in Action, Making Work Work, and Stress First Aid—programs designed specifically for CCSF's workforce and challenges. This level of customization and institutional knowledge is something an external model simply cannot match.

Eliminating the internal EAP program will have a direct and lasting impact on employee well-being, particularly in times of crisis. This is not a service that can be meaningfully replaced without significant consequences.
I understand the difficult budget decisions you face, but I urge you to consider what will be lost—not just a program, but a trusted, immediate, and life-impacting support system for the people who serve this City every day.

Thank you for your time and consideration.

Sincerely,
Lisa

Lisa Ocampo
Well-Being Program Coordinator
(Pronouns: she/her)

1145 Market Street, Suite 220
San Francisco, CA 94103
(628) 652-4626 OFFICE
(628) 652-4650 WELL-BEING
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From:	Chang, Steven (FIR)
To:	Board of Supervisors (BOS)
Subject:	Letter of Support for Jeannette Longtin – Request to Add to Upcoming Board Agenda
Date:	Wednesday, May 6, 2026 1:30:34 PM
Attachments:	Letter of Support – Jeannette Longtin.pdf Outlook-2wyvn32l.png

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Dear Board of Supervisors,

I'm writing to share the attached letter regarding EAP Senior Counselor Jeannette Longtin and to express our strong support for her continued role.

Given the importance of this issue to the health and functioning of our department, I wanted to ask if you could please make sure this matter is included for discussion on the agenda for the next Board meeting.

Thank you for your time and consideration. Please don't hesitate to reach out if any additional information would be helpful.

Sincerely,

Steven Chang, DO, DABFM
Medical Director | SFFD Office of Employee Health
Department Physician | San Francisco Fire Department
Volunteer Clinical Professor | UCSF Family and Community Medicine
698 2nd Street, Suite 323
San Francisco, CA 94107
Office: 415-558-3446
Fax: 415-558-3448
Pronouns: he | him

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CITY AND COUNTY OF SAN FRANCISCO
SAN FRANCISCO FIRE DEPARTMENT

OFFICE OF EMPLOYEE HEALTH
698 SECOND STREET, SUITE 323
SAN FRANCISCO, CA 94107-2015

Telephone: (415) 558-3446
Fax: (415) 558-3448
Email: FireMD@sfgov.org

Date: April 28, 2026

To the San Francisco Health Service System Board,

We are writing from the San Francisco Fire Department Office of Employee Health to strongly urge reconsideration of the proposed layoff of EAP Senior Counselor Jeannette Longtin. We do not write this as a formality. We write because losing Jeannette would cause harm to the people we are entrusted to care for, and because we have seen her work firsthand, in ways that have made a concrete difference.

Jeannette is not simply a skilled clinician. She is someone our firefighters, EMTs, and paramedics trust. And in a workplace culture where seeking help is not always easy, that trust matters enormously. She has taken the time to understand the demands of first responder work, the organizational culture of SFFD, and the specific challenges our members face. Because of that familiarity, people engage with her who might not seek support elsewhere.

Her impact on our work as leaders has been equally significant. Not long ago, SFFD Medical Director, Dr. Steven Chang, was navigating a difficult situation involving an employee with performance concerns and an interpersonal conflict. Jeannette helped him think through how to approach the employee with both directness and care. She provided guidance on how to have a difficult conversation in a way that was honest without being harmful. That employee stayed on the job. A potential crisis was avoided. That outcome was not inevitable. It happened because Jeannette was accessible, knowledgeable, and understood both the clinical and workplace dimensions of the situation.

This kind of practical, behind-the-scenes support is a consistent part of what she offers. She helps our members navigate workers' compensation, behavioral health benefits, and systems that can otherwise feel overwhelming. She bridges clinical care and the workplace in a way that takes years of relationship building to develop and cannot be easily replaced by an outside provider.

First responders do not extend trust easily. Jeannette has earned it over time, and that relationship has real value for the health and functioning of this department.

We strongly urge the Board to retain Jeannette Longtin in her role. Her contributions to the well-being of SFFD members are significant, and the continuity she provides is not something that can be quickly rebuilt if lost.

Respectfully,

Steven Chang, DO

Steven Chang, DO
Medical Director

Stephanie Phelps

Stephanie Phelps, RN, NP
Office of Employee Health

From:	Longtin, Jeannette (HSS)
To:	Board of Supervisors (BOS); MelgarStaff (BOS); DorseyStaff (BOS); ChanStaff (BOS); SherrillStaff; SauterStaff; SauterStaff; WongStaff (BOS); MahmoodStaff; MandelmanStaff (BOS); FielderStaff; Waltonstaff (BOS); ChenStaff; Farrah, Michael (BOS)
Cc:	Alicia Flores
Subject:	Reconsider the Elimination of the Internal EAP
Date:	Wednesday, May 6, 2026 11:00:14 PM
Attachments:	image002.png image003.png image004.png image005.png image006.png
Importance:	High

Dear Members of the Board of Supervisors,

I am writing to urge you to reconsider any proposal to eliminate or reduce the City's internal Employee Assistance Program (EAP). While budget discussions may frame this as a cost-saving measure, the reality is that the loss of the internal EAP would deeply impact City employees, managers, directors, department heads, HR and worker's comp professionals and the departments that rely on these essential services every day.

The Senior EAP Counselors who staff this program are highly trained professionals with clinical licenses, master's-level business degrees, and numerous specialized certifications. Their years of service in the field, expertise and qualifications as Certified Employee Assistance Professionals, allows them to provide sophisticated, responsive services to employees and leadership at every level of City government. Replacing this deeply integrated and experienced team with an external vendor may appear efficient on paper, but it would inevitably result in less responsive support, diminished continuity of care, less services and a lower quality of service for employees facing complex workplace and personal challenges.

The scope of work performed by the internal EAP extends far beyond traditional counseling services. The team provides critical navigation for health plan mental health and substance abuse benefits and services, helping employees access care during periods of crisis and vulnerability. As a Senior EAP Counselor and first responder department liaison, I have personally developed key stakeholder relationships with first responder departments to ensure timely and expert care for our SF first responders in Fire, Police, 911 Dispatch, Sheriff, Animal Care and Control, and The Office of the Chief Medical Examiner. I personally manage these relationships and provide operational management of contracts for first responder EAP services and specialized first responder wellness applications. This includes creating workflows and processes, recruiting culturally competent first responder clinicians, troubleshooting service gaps, and managing highly sensitive first responder support systems while working closely with internal peer support units.

In addition, the internal EAP provides:
• Management consultation and executive coaching services that go deep into complex problem solving when employee and organization issues arise
• Human Resources and Employee Relations consultation about complex employee issues that are most often multilayered
• Workplace mediation services
• Development and facilitation of workshops and trainings for employees and leadership that are customized to meet the needs of the specific work group and speak to the complexity of the city systems

• Outreach, marketing, and promotion of EAP and first responder specialized services
• Group facilitation and team support in times of crisis and change
• Critical incident response services including responding to high profile situations such as the patron suicides that took place at the SF Main Library, threats of violence to department heads, and the recent stabbing murder of a beloved city employee
• Bridge-to-care support and navigation for workers' compensation mental health claims in partnership with the Worker's Compensation Department
• Navigation assistance involving HR, Employee Relations, unions, whistleblower concerns, ethics matters, Civil Service issues, and employee benefits
• Crisis assessment and navigation services
• Advocacy for employees attempting to access benefits and care
• Subject matter expertise for citywide mental health initiatives and campaigns
• Support services for the broader Health Service System wellbeing team and benefits team

These are not isolated or easily outsourced functions. They depend on institutional knowledge, trusted relationships, familiarity with City systems, and the ability to respond quickly and compassionately in moments of crisis. The internal EAP has developed expertise specific to the realities of public sector employment and the unique demands placed on San Francisco's workforce, especially first responders and frontline employees.

At a time when employee burnout, stress, trauma, and mental health concerns continue to rise, dismantling or weakening this program would send a deeply discouraging message to the workforce. Employees who dedicate themselves to serving the residents of San Francisco deserve access to high-quality, trusted support systems staffed by professionals who understand the complexity of their work environments.
I respectfully ask the Board to fully acknowledge the profound loss employees would experience if these services are reduced or outsourced and to prioritize preserving the City's internal Employee Assistance Program and the talented professionals who sustain it.

Thank you for your time, consideration, and commitment to the wellbeing of San Francisco's public workforce.
Sincerely,

Jeannette Longtin

Jeannette Longtin, MS, MBA, CEAP LMFT #20579
Senior Employee Assistance Counselor
(415) 919-9718 Cell Phone
(628) 652-4643 Desk Phone
(628) 652-4600 EAP Main Number 24/7
sfhss.org/eap



Get Outdoors For Your Mental Health

If you or someone you know is in crisis, reach out for help – Call the National Suicide Prevention and Crisis Hotline: Dial or text 988 or call 800-273-8255.

SAN FRANCISCO
HEALTH SERVICE SYSTEM
Affordable, Quality Benefits & Well-Being

Mailing Address:
1145 Market Street, Suite 210 (2nd Floor)
San Francisco, CA 94103



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Item 24

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	Julien DeFrance various subjects - 4 letters
Date:	Thursday, May 7, 2026 3:43:46 PM
Attachments:	Julien DeFrance 4 letters.pdf

Dear Supervisors,

Please see the attached 4 letters from Julien DeFrance regarding various subjects.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

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From:	Julien DeFrance
To:	constituentrqst@sfmta.com; Mayor, MYR (MYR); Board of Supervisors (BOS); Lurie, Daniel (MYR); MTABoard; Board of Supervisors (BOS)
Cc:	ChanStaff (BOS); Chan, Connie (BOS); Chen, Chyanne (BOS); ChenStaff; Dorsey, Matt (BOS); DorseyStaff (BOS); Wong, Alan (BOS); WongStaff (BOS); Fielder, Jackie (BOS); FielderStaff; MahmoodStaff; Mahmood, Bilal (BOS); Mandelman, Rafael (BOS); MandelmanStaff (BOS); Melgar, Myrna (BOS); MelgarStaff (BOS); Sauter, Danny (BOS); SauterStaff; Sherrill, Stephen (BOS); SherrillStaff; Walton, Shamann (BOS); Waltonstaff (BOS); SFPD, Chief (POL)
Subject:	Re: URGENT / IMMEDIATE ACTION REQUIRED - REOPEN MARKET ST TO ALL CAR TRAFFIC NOW!
Date:	Thursday, April 30, 2026 12:05:50 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

There shouldn't be anything illegal about driving on Market St.

https://www.sfgate.com/local/article/cars-market-street-22234601.php

Our SFPD officers would be put at much better use near 6th St, SOMA, the Tenderloin, Lower Polk, etc… than wasting everyone's time (including theirs) ticketing those poor drivers on Market St.

Enough with the Bike Coalition BS. Enough with those climate lunatics.

Streets belong to cars.

REOPEN MARKET ST TO ALL CAR TRAFFIC NOW!

Our Downtown recovery depends on it.

https://www.sfgate.com/local/article/cars-market-street-22234601.php

> On Apr 20, 2026, at 15:21, Julien DeFrance <julien.defrance@gmail.com> wrote:
>
> Dear Mayor Lurie and Members of the Board of Supervisors,
>
> **I am writing to demand the immediate and unconditional reopening of Market Street to all car traffic, 24 hours a day, 7 days a week.**
>
> **Cars, bikes, and public transit coexisted on Market Street for decades.**
>
> The car-free policy has been a failure by every measurable standard. Foot traffic has collapsed. Dozens of businesses have closed. **The street is a dead zone.** While COVID dealt a serious blow to small businesses, the Market Street closure compounded the damage at the worst possible time — and that damage is ongoing.
>
> Making matters worse, SFPD is severely understaffed. Assigning officers to cite

drivers who intentionally or inadvertently drive or turn onto Market Street is an inexcusable misuse of limited police resources. Those officers should be focused on drug dealing, shoplifting, and vehicle and package theft — crimes that are actively harming residents and businesses every single day.

The solution is straightforward: reopen Market Street to all vehicles immediately, without conditions or further delay. Our businesses and our neighborhoods cannot afford more inaction.

I urge you to act now.

Sincerely,

JD.

From:	Julien DeFrance
To:	Mayor, MYR (MYR); Board of Supervisors (BOS); Board of Supervisors (BOS); ChanStaff (BOS); Chan, Connie (BOS); Chen, Chyanne (BOS); ChenStaff; Dorsey, Matt (BOS); DorseyStaff (BOS); Wong, Alan (BOS); WongStaff (BOS); Fielder, Jackie (BOS); FielderStaff; MahmoodStaff; Mahmood, Bilal (BOS); Mandelman, Rafael (BOS); MandelmanStaff (BOS); Melgar, Myrna (BOS); MelgarStaff (BOS); Sauter, Danny (BOS); SauterStaff; Sherrill, Stephen (BOS); SherrillStaff; Walton, Shamann (BOS); Waltonstaff (BOS)
Subject:	HILLARY RONEN's Appointment at La Raza Centro Legal: Public Funding & Executive Compensation Concerns
Date:	Thursday, April 30, 2026 3:57:45 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie and Members of the Board of Supervisors,

I am writing as a San Francisco taxpayer to raise concerns about city funding directed to La Raza Centro Legal following the recent announcement that former Supervisor Hillary Ronen has been appointed its new Executive Director.

https://missionlocal.org/2026/04/san-francisco-hillary-ronen-mission-district-la-raza-centro-legal/

According to public filings, La Raza Centro Legal is a $2.5 million organization that derives approximately 72% of its revenue from government grants — nearly half of which comes directly from the City and County of San Francisco. **That amounts to roughly $900,000 in city taxpayer funding annually.**

While I appreciate the legal services the organization provides to the community, I believe this level of public financial dependence warrants heightened scrutiny — particularly when a former elected official steps into a paid leadership role. Questions I urge you to consider:

1. What salary is Ms. Ronen receiving as Executive Director, and is it commensurate with the organization's mission and public funding obligations?

2. Is there a policy governing compensation caps for nonprofit executives who receive substantial city grants?

3. Given San Francisco's $600+ million budget deficit, is this level of city funding to a single organization still justified?

San Francisco residents have witnessed far too much misuse of public funds for far too long. Across the city, so- called "nonprofit" executives have been paying themselves $200,000, $300,000, $400,000 or more annually — often funded largely by taxpayer dollars. This pattern is unacceptable, and this appointment is an opportunity to draw a clear line.

The public has a right to know how city dollars are spent. I respectfully ask that the Mayor's Office and the Board of Supervisors ensure proper oversight and transparency over nonprofits receiving significant taxpayer support.

Thank you for your attention to this matter.

JD.

From:	Julien DeFrance
To:	Mayor, MYR (MYR); Lurie, Daniel (MYR); SFPD, Chief (POL); SFPD Tenderloin Station, (POL); Sullivan, Matthew (POL); Board of Supervisors (BOS); Board of Supervisors (BOS); ChanStaff (BOS); Chan, Connie (BOS); Chen, Chyanne (BOS); ChenStaff; Dorsey, Matt (BOS); DorseyStaff (BOS); Wong, Alan (BOS); WongStaff (BOS); Fielder, Jackie (BOS); FielderStaff; MahmoodStaff; Mahmood, Bilal (BOS); Mandelman, Rafael (BOS); MandelmanStaff (BOS); Melgar, Myrna (BOS); MelgarStaff (BOS); Sauter, Danny (BOS); SauterStaff; Sherrill, Stephen (BOS); SherrillStaff; Walton, Shamann (BOS); Waltonstaff (BOS); McCormick, Patrick (POL); SFPD Northern Station, (POL)
Subject:	Shocking video shows zombie-like state of SF drug addicts
Date:	Friday, May 1, 2026 7:02:24 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor and Supervisors,

We just can’t keep on having these kinds of videos popping up again and again…

What progress have we made, if at all, any?

Why are there still so many homeless encampments, why so many passed out crackheads, why so many zombies all over Lower Polk, Lower Nob Hill, Little Saigon, Tenderloin, Civic Center, Market/Powell, Market/6th, and SOMA?

Why are we still allowing such a shit show between Mission/15th and Mission/16th?

https://nypost.com/2026/04/30/us-news/shocking-video-shows-zombie-like-state-of-san-francisco-drug-addicts

https://x.com/war24182236/status/2049890526196023474?s=20

Time to clean up our streets, make arrests, force all of these folks into treatments.

Maybe for real, this time.

Thank you.

From:	Julien DeFrance
To:	Lurie, Daniel (MYR); blueprint@sfblueprint.org; Board of Supervisors (BOS); Board of Supervisors (BOS); ChanStaff (BOS); Chan, Connie (BOS); Chen, Chyanne (BOS); ChenStaff; Dorsey, Matt (BOS); DorseyStaff (BOS); Wong, Alan (BOS); WongStaff (BOS); Fielder, Jackie (BOS); FielderStaff; MahmoodStaff; Mahmood, Bilal (BOS); Mandelman, Rafael (BOS); MandelmanStaff (BOS); Melgar, Myrna (BOS); MelgarStaff (BOS); Sauter, Danny (BOS); SauterStaff; Sherrill, Stephen (BOS); SherrillStaff; Walton, Shamann (BOS); Waltonstaff (BOS)
Cc:	Logan, Samantha (BOS); Cooper, Raynell (BOS); Macfie, William (BOS); Matter, Cassandra (BOS); Lee, Amy (BOS); Andrews, Michelle (BOS); Bell, Tita (BOS); Nagano, Tomio (BOS); Ferrigno, Jennifer (BOS); Herrera, Ana (BOS); Gaona, Sasha (BOS); Fieber, Jennifer (BOS); Low, Jen (BOS); Farrah, Michael (BOS); Hare, Emma (BOS); Hsieh, Frances (BOS); Yu, Angelina (BOS); Burke, Robyn (BOS); Yan, Calvin (BOS)
Subject:	Re: Prop D Supporters? STOP Misleading San Franciscans, RECONSIDER NOW! VOTE NO ON PROP D!
Date:	Tuesday, May 5, 2026 4:45:46 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors,

Please - STOP lying to us: https://www.sfexaminer.com/forum/taxing-large-corporations-and-passing-prop-d-will-help-not-hurt-san-francisco/article_8b71d9ff-5497-4980-8200-6acbee542ba6.html

Prop D will only deceive us and cause more business closures in San Francisco, and ultimately affect our much needed recovery.

Don't we already have enough taxes in California? Even more so here in this city?

For once, please demonstrate a bit of common sense, and VOTE NO ON PROP D. You'll be glad you did!

Best regards,

JD.

On Thu, Apr 16, 2026 at 6:20 PM Julien DeFrance <julien.defrance@gmail.com> wrote:

> Dear Supervisors,
>
> I am writing to urge some of you to reconsider their clueless and/or misguided support for Proposition D, the so-called “Overpaid CEO Tax.”
>
> With respect, this measure is being sold to voters under a deeply misleading premise, and elected officials who know better have a responsibility to say so.
>
> Let’s be clear: Prop D is not a tax on CEOs. It is a gross receipts tax — a tax on business revenue — that companies will inevitably pass on to consumers in the form of higher prices. San Franciscans are already stretched thin. This will make everything more expensive, for everyone.
>
> Worse, the measure would represent the largest business tax hike in San Francisco history — in some cases an increase exceeding 800% — at the exact moment our city’s economic recovery remains fragile. Incentivizing large employers to leave is not a budget strategy. It is

economic self-sabotage.

Here are two more inconvenient truths your constituents deserve to hear:

1. This tax punishes the wrong companies. Due to how pay ratios are calculated, tech giants like Google, Meta, and Amazon are largely exempt — their highly paid workforces keep their ratios low. The businesses actually hit are grocery stores, pharmacies, and retailers with hourly workers. These are the neighborhood businesses San Franciscans depend on daily, and many are already closing their doors.

2. Prop D breaks a deal voters already ratified. Just two years ago, in 2024, labor, business, and city leaders negotiated Proposition M — a broadly supported business tax overhaul that voters passed. Prop D tears up that compromise before the ink is even dry. Stability and predictability matter to businesses deciding whether to stay in San Francisco. Constantly relitigating settled policy sends exactly the wrong signal.

San Francisco cannot afford political theater disguised as tax policy.

I urge you to show your constituents the honesty and leadership they deserve — and VOTE NO ON PROP D.

Respectfully,

JD.

Item 25

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS); Jalipa, Brent (BOS)
Subject:	FW: Our Zoo, Panda Funding and Other Thoughts
Date:	Thursday, May 7, 2026 3:59:45 PM

Dear Supervisors,

Please see below from Kim Forwood regarding:

> File No. 260393 - Resolution authorizing the Recreation and Park Department to enter into an agreement to loan up to $8,500,000 to the San Francisco Zoological Society ("SFZS") to support the operations and long-term financial sustainability of the San Francisco Zoo contingent on various milestones and terms and conditions effective upon approval of this Resolution, to be repaid over 10 years in the form of deductions from the SFZS's Management Fee; allowing for the City to terminate the Lease and Management Agreement with the SFZS in the event the loan is not timely repaid or if the conditions in the loan agreement are otherwise not met; and authorizing the Recreation and Park Department General Manager to enter into amendments or modifications to the loan agreement that do not materially increase the obligations or liabilities to the City and are necessary to effectuate the purposes of the permit or this Resolution.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

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From: kim <leo811sf@gmail.com>
Sent: Tuesday, May 5, 2026 6:11 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: Our Zoo, Panda Funding and Other Thoughts

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello Members of the Board of Supervisors,

Below are links to four recent posts to my Zoo related blog. I am forwarding these to you, as I believe each one contains information that should be of interest. At the very least, words I'd like to share.

>April 12
*All Entities Taking Responsibility, Revisiting Restructuring & Redefining Management

https://iamnotananteater.blogspot.com/2026/04/all-entities-taking-responsibility.html

>April 26
*Is The Selfish Panda Want Setting Our Zoo Up To Fail?

https://iamnotananteater.blogspot.com/2026/04/is-selfish-panda-want-setting-our-zoo.html

>May 2
*The Audit Findings - Excuse Me, But NO F**KING SHIT

https://iamnotananteater.blogspot.com/2026/05/the-audit-findings-excuse-me-but-no.html

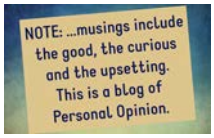
>May 2
*The Audit - Furthermore To Zoo Board and City Officials... Do Not Say It!!!

https://iamnotananteater.blogspot.com/2026/05/the-audit-furthermore-to-zoo-board-and.html

Thank you
Kim Forwood

i am NOT an anteater!

... musings from my san francisco zoo visits



"Personal Opinions and Facts presented publicly are Not against the law or any rules. ... Censorship and Retaliation Actions in an attempt at Suppression are frowned upon by Healthy Societies."
- Kim aka leo811

MY OPINIONS, LIKE IT OR NOT.

"Everything written in this blog is based on My Personal Experience. Things I see and hear myself. Research I've done myself. These are My Opinions. You may not agree with them, you may not like them,

SUNDAY, APRIL 12, 2026

All Entities Taking Responsibility, Revisiting Restructuring & Redefining Management

I spent several hours this morning combining what turned out to be forty-two notepad documents of drafts and thoughts, into one place. Don't let that be confused with actually reading any those documents. So, with the day now half over, I can't handle that overwhelm, and want to just move on.

Yesterday, I couldn't decide where to go next, so I went nowhere. Unpacking my reaction to the Loan news and my comments (not bad, just honest) about so much of it, is too much for now. Not wanting to let time go without alleviating some thought weight, I decided to follow-up on two things from my last post.

I wrote about "irritations" about Panda mentions from Mayor Lurie and CEO Costello, and I ended the post with my opinion of what direction Our Zoo should take, which can also be noted as, what I'd like to see happen. The later, that references Mountain Lions and Hippos, came from that "Part Two" post I keep referring to. It's a long (in time and length) thought-out idea for the future of Animal enclosures at Our Zoo.

The "irritations" are fueled by the continued obsession with acquiring Pandas, especially in the same time frame as talk about Our Zoo's desperate financial situation. It's insanity. But there's more. While I'm not going to unpack the four News articles I read about the Loan, there are a few basic things I should note, because I don't want anyone to think I have a problem with the Loan. I don't.

I am thankful that CEO Costello went to the City and asked for this. I'm thankful that Supervisor Melgar is supportive of saving Our Zoo and was proactive in taking action to

WORDS TO LIVE BY ...

"Never, never be afraid to do what's right, especially if the well-being of a person or animal is at stake. Society's punishments are small compared to the wounds we inflict on our soul when we look the other way."
-Martin Luther King Jr.

"Many people, especially ignorant people, want to punish you for speaking the truth. For being correct. For being you. Never apologize for being correct, or for being years ahead of your time. If you're right and you know it, speak your mind. Speak your mind. Even if you are a minority of one, the truth is still the truth."
- Ghandi

and that's ok, that's why you would then be welcome to comment or start your own blog. One of the things we are allowed in this Country (at least for now!) is the Freedom of Speech."
- Kim aka leo811

SEARCH THIS BLOG FOR "HOT TOPICS"

BLOG ARCHIVE

▼ 2026 (19)

► May (3)

▼ April (3)

Is The Selfish Panda Want Setting Our Zoo Up To Fail?

All Entities Taking Responsibility, Revisiting Res...

A Week Of Zoo News - Ocelot Move, Duiker Arrival, ...

► March (5)

► February (3)

► January (5)

► 2025 (115)

► 2024 (124)

make this happen. I'm thankful Mayor Lurie was on board, despite the City's own financial woes.

That all said, there is content in those articles that harken back to many long standing issues and other related factors.

First of all, I'm sorry but this needs to be said,...

How dare anyone from The City even suggest looking at Closing Our Zoo, even be an option.

I find it offensive, and apparently keeping it open is being presented as the lessor of the financial evils.

Considering City entities, specifically the Recreation and Park Dept (Manager and Commissioners), as well as the Zoological Society Board, and primarily the former CEO/ Director Tanya Peterson, are all to blame for the state Our Zoo is currently in. Each one of these entities were negligent in their responsibilities to Our Zoo, and each one turned a blind eye on Our Zoo, for at least the eighteen years I have been monitoring it. They chose to ignore endless communication from myself and constant pleas from the staff, regarding the mass mismanagement by Peterson. They chose to support their friendship with Peterson over what was right for Our Animals, the living Beings that depended on Our Zoo being stable. Nothing proves this more than both the Board and Park Dept failing to remove Peterson, even after all the shit that hit the proverbial fan.

Make no mistake, Our Zoo is in this position now because of Tanya Peterson and by proxy the Board and Park Dept negligence. This is on The City. It was long-standing before Mayor Lurie took office, but thankfully he was there when the time came, and had the balls to force Peterson out.

So, money. The Loan is obviously much needed, it will need to be paid back. Much more is needed to fix Our Zoo. In my opinion, every Board Member who supported Tanya Peterson, and her lack of fundraising, should pony-up some big bucks. The Board is, or was, made-up of some of the City's wealthiest, they were tasked with making sure Our Zoo was managed properly and failed. Additionally, someone should look into suing Peterson for the damages

"The world is a dangerous place, not because of those who do evil, but because of those who look on and do nothing"
- Albert Einstein

"There comes a time, when one must take a position that is neither safe, nor politic, nor popular, but he must take it because conscience tells him it is right."
- Martin Luther King Jr.

"The thing about smart people is that they seem like crazy people to dumb people."
-Stephen Hawking

► 2023 (45)
► 2022 (45)
► 2021 (50)
► 2020 (59)
► 2019 (70)
► 2018 (48)
► 2017 (24)
► 2016 (9)
► 2015 (103)
► 2014 (67)
► 2013 (120)
► 2012 (140)
► 2011 (4)

AWESOME LINKS

my youtube ... usually updated weekly

photo site supplement to this blog :)

my other zoo related sites

who i am

she did to Our Zoo.

The last thing I'll mention in this post is about what I have referred to as, The Pyramid of Power. One of the posts I've had in draft since Peterson left eight months ago is titled, "Is Hiring A New CEO Is Enough For Fundamental Change? The Mayor Must Think So." Apparently I was right, as not until just over a week ago, did Mayor Lurie ever mention Our Zoo again, and when he did it was about Pandas!

The Recreation and Park Department may have a new Manager, but will that change anything in the Park Commission's interpretation of it's role in regard to Our Zoo?

Likewise, the Zoological Society named a new Board Chairperson. Has that done anything to change how the Board views their role as the highest managing entity?

The answer to both those questions is seemingly No.

In October 2014, I wrote two blog posts. Part one, mostly about the need to get rid of Tanya Peterson. The second detailing my thoughts on the need for Restructuring Management, and Redefining Management Entity Roles, to create a better checks and balances, and most importantly creating an unbiased Zoo Board, by establishing a Co-Op Management Team. This was sent to Mayor Lurie. Maybe he should have taken a look at it. It's not too late. If he cares about Our Zoo's success, he needs to again assert authority and urge for change in the overall way the Zoo is managed.

My thoughts in that post are obviously not a stringent plan, there are even things I'd tweak a bit, but it's a guideline that I believe has some decent ideas that could work for the betterment of Our Zoo.

Instead of The City batting about notions that Closing Our Zoo could ever even be looked at as an option, maybe the scenario to look at is as I proposed, that the Zoo could benefit to run as a Cooperative Management, between the Employees and the Society. The Employees basically managing the the Zoo and the current Society (Board) Members remaining a fundraising entity. This would create an equal partnership in a newly defined Zoological Society

Board.

My Restructuring idea's goal is better oversight, to prevent tasked entities from being negligent in their duties. It suggests a more balanced management group, to prevent being steamrolled by nonStaff Board Members with no awareness as to what is going on, on the grounds.

My Redefining idea's goal is to provide entities with a definite description of their duty, to prevent authority figures from claiming no authority, if an issue arises. This happened before and can not happen again.

I've linked the referenced post at the bottom. Here's a synopsis of bullet points taken from that post...

There are four things that need to happen.

1) Hiring a New Director ✓

2) Restructuring of The Zoological Society Partnership

3) Redefining the Rec and Park's role

4) Restructuring and Redefining the role and responsibility of the Joint Zoo Committee

In detail: (full description for each point in post)

1) Hiring a new Director.

2) Restructuring of The Zoological Society Partnership

2A) Society Managing entity

2B) Society Fundraising entity

2C) Creation of New Board

3) Redefining the Rec and Park's role

4) Restructuring and Redefining the role and responsibility of the Joint Zoo Committee

This went longer than planned, and my mind probably borrowed from other posts in draft. Hopefully so, less for me to document in additional posts, and less Zoo thoughts in my mind.

I still want to get to the future Animal enclosures notation I

mentioned at the top. Obviously now left for a separate post. So, will take a break here and see if I got it in me for tonight.

Referenced Post:

*The Change That's Needed To Save Our Zoo - Part Two - Restructuring Management

https://iamnotananteater.blogspot.com/2024/10/the-change-thats-needed-to-save-our-zoo_19.html

Previous Post:

* A Week Of Zoo News - Ocelot Move, Duiker Arrival, And Two Panda Plan Irritations

https://iamnotananteater.blogspot.com/2026/04/a-week-of-zoo-news-ocelot-move-duiker.html

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#SpeciesSurvivalPlan , #SSP , #Animals , #Wildlife , #Nature , #AnimalWelfare , #AnimalCruelty , #AndeanBear , #KomodoDragon , #Chimpanzees , #PatasMonkey , #Fossa , #Orangutans , #Barriers , #PerimeterFence, #Pandas , #Bison

Posted by leo811 (twitter) at 6:08 PM

No comments:

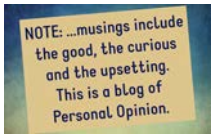
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SUNDAY, APRIL 26, 2026

Is The Selfish Panda Want Setting Our Zoo Up To Fail?

As my title for this post states (and not for the first time), in my opinion, the Want for bringing Pandas to Our Zoo at this time, is Selfish. I've obviously been closely following all things Panda since former Mayor London Breed announced that she had secured Pandas for Our San Francisco Zoo.



That date was April 19, 2024, coincidentally, exactly two years from the day that SF Mayor Daniel Lurie, reportedly left for his trip to China last Sunday.

I wasn't going to post again until I put together that long-awaited (lol!) Part Two post, that nobody even remembers what is was about. It's the one with my Animal related thoughts about what Our Zoo should be doing not only for the betterment of Our Zoo, but for it's thriving into the future. I started this post last Monday, but only now getting back to it, a week later. That morning, I was up too early, and about to work on that Pt Two post before going out, when I changed course. I caught up on a couple recent articles about the Mayor's trip to China this (past) week, so skipped over that post, thinking I'd be timely, but dude's back already. I had already planned to put this Panda nonsense out there again at some point soon-ish, so

WORDS TO LIVE BY ...

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"Many people, especially ignorant people, want to punish you for speaking the truth. For being correct. For being you. Never apologize for being correct, or for being years ahead of your time. If you're right and you know it, speak your mind. Speak your mind. Even if you are a minority of one, the truth is still the truth."
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I'm continuing on with it now. I think about it often, as I strongly believe for so many reasons, that bringing Pandas to Our Zoo at this time will not only cause further damage to Our Zoo, but possibly be the downfall of Our Zoo.

After Lurie's trip to China was announced, ABC7 News asked him about Pandas. His initial statement was, "We are in dialogue about it. We are making sure our zoo is ready to host those pandas. So we'll have more conversations about that."

Last Sunday, ABC7 News again reported on the Mayor's trip to China.

> In San Francisco's Chinatown, there's a lot of love for pandas. (Asia Star Fantasy) business owner Nancy Yu Law is holding out hope. "I really look forward to panda coming," said Yu Law.

For now, Lurie's trip to China will not focus on panda diplomacy... As for pandas coming to San Francisco?

"The city and the zoo, from what I understand, are still working on it. From the airport's perspective, we think that would be a really big boon. We've always understood that whenever China sends pandas to a jurisdiction, it's like a bat signal to Chinese tourists that hey, 'that place is a good place to go. It's a place we trust.' And, if that brings more visitors from China that's to our benefit," said Malcolm Yeung (Chief Executive Officer of Chinatown Community Development Center and is President of the San Francisco Airport Commission). "We know at the airport, pre pandemic Chinese passengers had by far the largest per passenger spend. So there's a large benefit within the airport economy. But there's also a benefit within the San Francisco economy." <

So yea, Selfish.

In addition to continually hearing Zoo CEO Cassandra Costello talking about Pandas, by proxy of the Zoological Society Board, SF Supervisor Myrna Melgar is repeatedly vocal about her support for bringing Pandas to Our Zoo.

It disturbs me that with everything that has gone on in the last two years, culminating with The City's recent loan agreement to keep the Zoo afloat, that anyone would

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AWESOME LINKS

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support an endeavor as huge as acquiring Pandas. Hosting Pandas carries a massive financial burden, and will cause chaos in many ways, including displacing Our Lions from their home, making their continued residency here uncertain, disrupting the landscape of the Zoo, side-lining the Needs of current residents, improvements, and other acquisitions that will make Our Zoo whole again. Our Zoo Needs a lot of fixing, and a lot of fundraising for many things, before even considering Pandas. And certainly before altering Our Historic Lion House and jeopardizing the security of Our Legacy Lions at Our Zoo.

Each person mentioned, the Business Owner, the Airport Commissioner, The Mayor, the Supervisor, in addition to the RecPark Commissioners, and Zoological Society Board, none of these entities care about anything in that last paragraph.

I've written handfuls of posts about the Panda Plan in the last two years. I've sent many of them to The Mayor, Supervisors, and RecPark Commissioners (as I will this one). These people know. The Zoological Society Board knows. Members of Animal Care Staff have expressed to the Board their opposition to bringing Pandas here. Unfortunately, the Want by people who don't even come to the Zoo, and who really have no idea the chaos acquiring Pandas, and using the Lion House will cause, is stronger than the Needs Our Zoo is currently desperate for. These entities believe Pandas will be such a huge draw that they will Save Our Zoo (financially). I don't see it. I hope I'm wrong, but I'm not alone in this thought.

With the Zoo's new CEO/Director reaching out Guardian Members for Panda donations, there is seemingly no Donor support from outside Zoo circles. I don't see where enough funds will be raised to cover building a new enclosure for Our Lions, renovations to Lion House for Pandas, rumored Panda specific Vets and Keeper Staff, flying in bamboo, all on top of the $2 Million a year rental fee.

I noted previously that asking for Panda funds from Zoo Members, in my opinion feels like funds being taken away from the General Fund, that would benefit current Animal Needs, and other expenses.

When former Mayor London Breed sought approval from

Supervisors to fundraise for Pandas, Mayoral Chief of Staff Sean Elsbernd was quoted, "We want to make sure that not a single dollar of general fund go into this proposal," said "And that's why we come to you to ensure that only philanthropy will go to support the panda exhibit and all the costs associated with it at the zoo."

Two Supervisors, one being the current seated Connie Chan, wanted to "explore whether the money raised can also go towards deferred maintenance at the zoo."

That all changed when Breed couldn't raise any funds, and former Zoo CEO/Director Tanya Peterson said she would be raising funds for Pandas. As this effort was not City connected, there were no stipulations as to how the Zoological Society could spend the funds raised. That meant, no funds were guaranteed for any current Animal Needs, or "deferred maintenance".

I have noted in at least two posts the statement published in the Chronicle by Rebecca Snyder, Chair of the Giant Panda Conservation Foundation. Snyder is quoted, "The U.S. Fish and Wildlife Service, which administers permits to zoos,... does not allow them to keep any profit from pandas. Instead, it expects extra money to go to back to panda conservation in China."

I have tried many times to confirm this, emailing Snyder and the USFW, and asking specifically whether Zoos benefit from additional revenue brought in by Pandas. I have gotten no response, which I consider suspicious.

Has any one of the above entities bothered to vet this statement for accuracy? Seems like a pretty important factor, considering everyone's counting on an "economic growth" factor as the main reasoning for acquiring Pandas.

Related Post: Panda notes in this one in my opinion are Necessary Reading

*Unaware Mayor & Officials Still Pushing For Pandas - Unpacking Director's Resignation Media Attention Pt Three

https://iamnotananteater.blogspot.com/2025/08/unaware-mayor-officials-still-pushing.html

Previous Post:

*All Entities Taking Responsibility, Revisiting Restructuring & Redefining Management

https://iamnotananteater.blogspot.com/2026/04/all-entities-taking-responsibility.html

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Posted by leo811 (twitter) at 11:51 PM

2 comments:

Anonymous said...

Pandas? To benefit Chinese tourism? Where is the benefit for the animals we have?
If Snyder's statement is true - is she being hushed? - then there will be no benefit to the zoo animals. A state of the art exhibit for pandas will accentuate the degradation elsewhere.
Don't any of these decision-makers consider what you have laid out?
Would needy residents in a city falling into dilapidation benefit from a fancy new museum sure to attract tourists? I'm not sure. But it's kinda the same thing here imo.

April 27, 2026 at 3:07 AM

Anonymous said...

Why wouldn't the zoo first care about and ameliorate the lives of our current residents before bringing in new ones who will just suck more resources from those who need more?
Luxury should supersede necessity only after needs are met, no?

April 27, 2026 at 3:19 AM

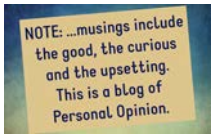
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SATURDAY, MAY 2, 2026

The Audit - Furthermore To Zoo Board and City Officials... Do Not Say It!!!

Do Not Say You Didn't Know.

Do Not Say You Cared.

You Did Not.

As I hit the button to publish my last post, I felt a wave of anger. After writing that no one cared, because No One did care, I could see all these entities moaning begs to differ.

The Zoo Board knows damn well they passed the buck to former CEO/Director Tanya Peterson to handle everything, blind faith, no questions asked. They don't care about Our Zoo, unless they are invited to a cocktail party. They are, Negligent in their Management Responsibility.

The RecPark Commissioners know damn well they ignore Our Zoo. They act like it's not even part of their department. They don't care about Our Zoo, they don't even show up to the cocktail parties. They are, Negligent in their Oversight Responsibility.

I could see the Commissioner's patting themselves on the back for a job well-done. At a Joint Zoo Meeting once many years ago, I literally saw a couple patting themselves on the back. I witnessed several Rude and Disrespectful responses from Joint Zoo Panel Members at many Meetings, several during a time when Keeper's had tried to bring things to the Panel's attention. There was rolling of the eyes that they had to listen to Keeper's. Commissioner Buell stated that he "recognizes it takes courage for SFZS keepers to come forward with concerns but feels this is not the forum for such". Dr Spinelli, a Vet that held a panel

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seat for too many years, made it a point to put down and almost reprimand Keepers. Dr Spinelli made sure they knew they were not the Board, and basically that the Panel has no voice on these matters. His position on the Panel had no voting ability, but it had a voice. And certainly the RecPark Commissioner's and Zoo Board Members sitting along side of him had the ability to take notice of the concerns Keeper's were raising, yet no one did, because no one cared.

The above paragraph are instances from 2015, during the time frame of my crusade to Save Our Chimps, and in the months after. Not even the KGO News story or subsequent public outrage to that disrespectful attempt, was there any investigation by City Officials, RecPark, or the Zoo Board, into allegations of mismanagement. The News story included my blog, which even in it's earlier efforts, still contained enough information to have piqued the interest of anyone who cared. Sadly, no one did.

Four years later, not even photos of the plight of our newly acquired Orangutans being kept in caged tubes because they had no enclosure, could get Officials to evoke some care. No care, no compassion, no empathy, for Living Beings, Great Apes, our shared DNA relatives.



Amoi and Ollie in their usual position watching the Chimpanzees, from their caged tunnel home.

I know Officials saw the photos then, and in more recent times, when the Panda Plan was announced. I sent then Mayor Breed the photos, the blog posts, likewise to current Mayor Lurie. I've sent the same to the RecPark Commissioners and Board of Supervisors. They saw the photos and Not One Person Cared.

No one cared until finances got involved and the City realized they may have to shell out some money to help Our Zoo. Disgusting.

"The world is a dangerous place, not because of those who do evil, but because of those who look on and do nothing"
- Albert Einstein

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AWESOME LINKS

my youtube ... usually updated weekly

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THIS is why there is a desperate Need for Restructuring Management and Re-Defining Management Roles.

The Zoo Board and City Officials allowed the Zoo to get to this desperate position, and seemingly only now because it might cost The City some big bucks to make up for years of their negligence. They should all be Ashamed.

Hopefully the Zoo Board and City Officials are up to the task of helping new CEO/Director Cassandra Costello Save Our Zoo, as she is seemingly going to give it her best shot.

Putting a Stop to the Panda Plan is where to start. What do you say Mayor?

Previous Posts:

*The Audit Findings - Excuse Me, But NO F**KING SHIT

https://iamnotananteater.blogspot.com/2026/05/the-audit-findings-excuse-me-but-no.html

*All Entities Taking Responsibility, Revisiting Restructuring & Redefining Management

https://iamnotananteater.blogspot.com/2026/04/all-entities-taking-responsibility.html

*It's Time For The Zoo To Wake-Up & Let Go Of The Panda Fantasy.

https://iamnotananteater.blogspot.com/2025/10/its-time-for-zoo-to-wake-up-let-go-of.html

*What Will Happen If the Panda Plan Goes Through

https://iamnotananteater.blogspot.com/2025/05/what-will-happen-if-panda-plan-goes.html

*The Moral Crime Of Bringing Pandas To Our Zoo

https://iamnotananteater.blogspot.com/2025/05/the-moral-crime-of-bringing-pandas-to.html

Posted by leo811 (twitter) at 2:29 PM

No comments:

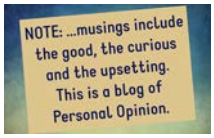
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SATURDAY, MAY 2, 2026

The Audit Findings - Excuse Me, But NO F**KING SHIT

After publishing yesterday's post, I took a break for the afternoon, as I planned to start finishing that Part Two draft post in the evening. As it has happened many times in the past, when I feel I have it in me to tackle a post that has languished in draft too long, something unexpected comes my way that tries to derail me. It happened again. I finished my dinner just about 7p, and was taking a breather before tackling that post. I checked email. An Anonymous message via my blog comment form had come in.

"Curious if you've seen the audit yet"

... Linking me to the document, which I'll share at the bottom. Thank you to whoever sent this.

I have been inquiring to Supervisors about this for months. Waiting through the month of April, as that was the noted time it would be made public. And they release it one day after the month ends, and as I have four drafts set for the weekend. Unbelievable, though not really.

My first thought was, Don't Open It! Seriously, as much as I wanted to, my goal had to be finishing that draft post, especially now that this was probably going to backburner all other draft posts. I sat there, curiosity gnawing at me. I can't write while digesting, so I gave in and decided to just take a look. It's 248 pages. I peeked a bit further. I ended-up scanning the first 29 pages, because frankly I couldn't believe what I was reading. I felt relieved that I was reading something official that could finally help Our Zoo, yet sad and sick, that it's taken eighteen years for there to be some attention, thought and care shown to Our Zoo after so many years of negligence. All I was reading was familiar, and reminiscent of too many of my own words,

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expressed in this blog and letters to Officials. Pleas for help. Enlightenment and Suggestions. Thankfully I had the strength to close it for the time being. I proceeded to work on that draft for the next seven+ hours, finally putting that aside at 4a.

I had checked Google News, when this came in and there was nothing about this yet. I thought to immediately just share the link here, but I knew I'd get wrapped-up in it somehow, so I decided to wait til today, in hopes of publishing that draft post first. It's early morning now, and checking News again, there's a Chronicle article. It's dated last night, so they must have got it in not long before the day ended. Since their reporting on it is out there, I'm going to share the link to the Audit Document now, as opposed to later today when I expect to publish that draft post. Not a fan of this flow, but it does also give me opportunity to possibly finish and post the other drafts as well, before getting into dissecting the Audit, which will take some time to even read, let alone write my reactions to.

That said, this post is obviously not my full reaction to the Audit, but to the brief scan through of the first twenty-nine pages, and to acknowledge it's been made public, and share the link (at bottom) to the Audit Document.

All I can say for now is, I TOLD YOU SO.

I've been telling City Officials for over a decade, no one wanted to listen, because No One Cared.

This is all on the Mayor's, past and present over the last eighteen years, the Recreation and Park Commissioners and previous Park General Manager, the City Supervisors, and the San Francisco Zoological Society. The later and it's chosen former CEO/Director are primarily to blame, but they were allowed to run Our Zoo into the ground with mass mismanagement and elitist behavior, with absolutely no oversight from City entities, despite Our Zoo being owned by The City.

The amount of effort I put forward, in 1,111 blog posts over fifteen years, spending over 6600 hours minimum, not including time spent writing endless emails ad nauseam, containing more information than was needed to alert and

"The world is a dangerous place, not because of those who do evil, but because of those who look on and do nothing"
- Albert Einstein

"There comes a time, when one must take a position that is neither safe, nor politic, nor popular, but he must take it because conscience tells him it is right."
- Martin Luther King Jr.

"The thing about smart people is that they seem like crazy people to dumb people."
-Stephen Hawking

► 2024 (124)
► 2023 (45)
► 2022 (45)
► 2021 (50)
► 2020 (59)
► 2019 (70)
► 2018 (48)
► 2017 (24)
► 2016 (9)
► 2015 (103)
► 2014 (67)
► 2013 (120)
► 2012 (140)
► 2011 (4)

AWESOME LINKS

my youtube ... usually updated weekly

photo site supplement to this blog :)

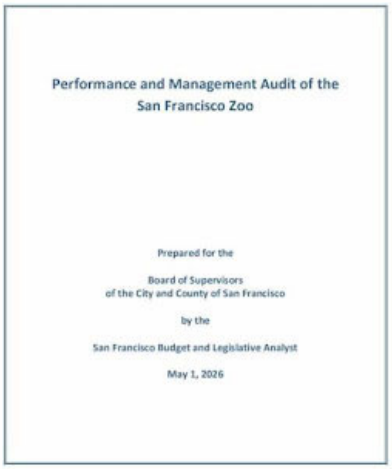
my other zoo related sites

who i am

highlight what was going on at Our Zoo, and I started documenting over thirteen years before the Chronicle ever wrote an exposing word.

THEY ALL KNEW. While my voice as the only member of the public, attempted to Roar the loudest, I watched as Staff members tried to express the need for help to the RecPark Commissioners and Zoological Society Board Members who sat on the Joint Zoo Committee.

NO ONE CARED. Not one person in a sea of those who could have helped. Who could have Saved Our Zoo from this desperate position a very long time ago. SHAME ON ALL OF YOU!!!


Performance and Management Audit of the
San Francisco Zoo

Prepared for the
Board of Supervisors
of the City and County of San Francisco
by the
San Francisco Budget and Legislative Analyst
May 1, 2026

Audit Document PDF

https://media.api.sf.gov/documents/050126_Performance_and_Management_Audit_of_San_Francisco_Zoo.pdf

Related Post:

*The Audit - Furthermore To Zoo Board and City Officials... Do Not Say It!!!

https://iamnotananteater.blogspot.com/2026/05/the-audit-furthermore-to-zoo-board-and.html

Posted by leo811 (twitter) at 10:34 AM

1 comment:

Anonymous said...

I, too, am appalled, but not surprised, given your years of sounding alarms. It's outrageous that so many of those who oversaw this are still in positions to make financial decisions!
I hope Tanya is, in some way, ashamed of herself. But given the smugness of having friends in high places, and the subsequent freedom to steal money points to an incurable narcissism.
It's clear that the zoo needs a total overhaul of management.
This is the type of theft that irks so many of us.
Mayor's move?
Keep up the fight!
Keep pointing it out!!!
These people are crooks.

May 2, 2026 at 3:29 PM

Post a Comment

Newer Post Home Older Post

Subscribe to: Post Comments (Atom)

Item 26

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	FW: Notice of Unlawful Unauthorized Benefit Package being Offered by the Human Services Agency an benefit package not authorized by the Board of Supervisors
Date:	Thursday, May 7, 2026 3:54:13 PM

Dear Supervisors,

Please see below from Paul James Galligan Cromwell, regarding the County Adult Assistance Programs (CAAP).

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

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From: Paul James Galligan Cromwell 7cvlion7 <7cvlion7@proton.me>
Sent: Tuesday, May 5, 2026 2:45 PM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; GEORGE, JOHN (CAT) <John.George@sfcityatty.org>; ChanStaff (BOS) <chanstaff@sfgov.org>; ChenStaff <ChenStaff@sfgov.org>; DorseyStaff (BOS) <DorseyStaff@sfgov.org>; Fielder, Jackie (BOS) <Jackie.Fielder@sfgov.org>; MahmoodStaff <MahmoodStaff@sfgov.org>; MandelmanStaff (BOS) <mandelmanstaff@sfgov.org>; MelgarStaff (BOS) <melgarstaff@sfgov.org>; SauterStaff <SauterStaff@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; SherrillStaff <SherrillStaff@sfgov.org>; WongStaff (BOS) <WongStaff@sfgov.org>; Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>; david.chiu@sfcityatty.org

Subject: Notice of Unlawful Unauthorized Benefit Package being Offered by the Human Services Agency an benefit package not authorized by the Board of Supervisors

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello,

My name is Paul James Galligan Cromwell. I may have knocked on your door recently in an effort to get some help with a problem that I have been facing at the SFHSA. I applied for cash aid and recieved $124 to cover two months of "back pay
and then recieved another $59 on the first. these benffits were set at $714 which would have resulted in $2,136 in benefits. I am still waiting for about $2,000. This is true for about 3,000 recipients of CAAP.

Why this matter is that at most SF can legally only with hold up to 25% of cash benefits for hopusing shared with 3 or more due to state law CA WIC 170001.5.
Also there are only 320 beds available for care not cash yet benefits are withheld for care not cash in excess of 3,000 beds. It should be noted that the 320 beds are theorhetical and the same number existed in 2003 as exists in 2026.

Funds can only be withheld if services are first recieved and must be done in a way that offers due process because once applied for the benefits come with property rights that accrue once the application for benefits is recieved. Those are constitutionally protected property rights. B ut no one at the HSA seems to know of that. Which is funny because they have increased their powers while at the same time taking power from each supervisor by creating their own benfit scheme with what they call CBP Package.

I'll bring documents by later today to verify what I am saying but just in case I can't make it here's some reading material that i hope will result in benefits being added to my ebt card late but added nonetheless

Respectfully Sent,

Paul James Galligan Cromwell
cash aid case numb er 1480532 or sometimes 381480532

The San Francisco Administrative Code gives the Board of Supervisors *direct, explicit legal authority* to set the program limits, maximum grant amounts, and core eligibility rules for the County Adult Assistance Program (CAAP), including General Assistance (GA).

This communication serves as formal legal notice regarding the unlawful reduction of benefits by the San Francisco Human Services Agency (SFHSA).

The current reduction of my benefits through what SFHSA refers to as a "CAAP Benefit Package (CBP)" is unlawful.

A. No Legal Authority Exists for CBP

There is no legal authority—by ordinance, regulation, or statute—authorizing the creation or enforcement of a "CAAP Benefit Package."

Specifically:

- No provision of **San Francisco Administrative Code Chapter 20** references or authorizes CBP
- No Board of Supervisors ordinance establishes CBP
- No published CAAP regulation defines or implements CBP
- No state statute (Welfare & Institutions Code §§17000–17001.5) permits such a construct

CBP is therefore an **ultra vires policy**, void as a matter of law.

B. Violations of San Francisco Administrative Code

SFHSA's actions violate multiple mandatory provisions:

1. §20.7-3 — Publication Requirement
All rules affecting eligibility or benefits must be published.
CBP is not published.

2. §20.7-5 — Cash Grant Restrictions
Cash benefits may only be reduced when actual in-kind aid is provided.
My benefits have been reduced without the provision of actual shelter or equivalent services.

3. §20.7-21 — Notice Requirements
Any reduction must include:

- Written notice
- Legal basis
- Factual basis
- Appeal rights

These requirements have not been satisfied.

C. Violations of State Law

Under Welfare & Institutions Code §17001.5, counties must:

- Adopt **written, uniform standards**
- Apply them consistently

CBP is neither written nor uniform, and is applied arbitrarily.

D. Federal Constitutional Violations

1. Due Process (Goldberg v. Kelly)
CAAP benefits constitute a protected property interest.
Reduction without lawful authority and adequate notice violates procedural due process.

2. 42 U.S.C. §1983
SFHSA personnel, acting under color of law, have deprived me of:

- Property (cash benefits)
- Due process rights
- Equal protection

Because CBP has no legal basis, the deprivation is unlawful per se.

III. FACTUAL POSITION

My benefits have been reduced to a minimal cash amount under the asserted CBP framework, without:

- Actual provision of equivalent in-kind aid
- Lawful notice
- Any identifiable statutory or regulatory authority

This constitutes an ongoing unlawful withholding of funds to which I am entitled.

IV. NOTICE OF LIABILITY

Continued enforcement of CBP exposes the City and responsible officials to liability, including:

- §1983 damages
- Injunctive relief
- Restitution of withheld benefits
- Attorneys' fees under 42 U.S.C. §1988

Each continued denial constitutes a separate actionable violation.

V. OPPORTUNITY TO CURE

To resolve this matter without escalation, the following must occur immediately:

1. Full restoration of my CAAP benefits
2. Payment of all withheld amounts
3. Written confirmation of the legal authority relied upon (if any) for CBP

VI. NOTICE OF ESCALATION

If this matter is not cured promptly, I will proceed with:

- Filing a civil action under 42 U.S.C. §1983
- Seeking injunctive relief to halt CBP enforcement
- Pursuing all available damages and remedies

VII. CONCLUSION

The “CAAP Benefit Package” is not a lawful program. It is an unauthorized internal policy used to reduce benefits in violation of:

- Local law
- State law
- Federal constitutional protections

Immediate corrective action is required.

Date: 05/05/2026
Name: PAUL JAMES GALLIGAN CROMWELL
Contact: 7CVLION7@PROTON.ME

Item 27

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	FW: Comments to the Board
Date:	Thursday, May 7, 2026 10:20:00 AM

Dear Supervisors,

Please see below from Nina Beety regarding various subjects.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

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From: Nina Beety <nbeety@netzero.net>
Sent: Tuesday, May 5, 2026 10:58 PM
To: Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>; Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; ChanStaff (BOS) <ChanStaff@sfgov.org>; SherrillStaff <SherrillStaff@sfgov.org>; SauterStaff <SauterStaff@sfgov.org>; WongStaff (BOS) <WongStaff@sfgov.org>; MahmoodStaff <MahmoodStaff@sfgov.org>; DorseyStaff (BOS) <DorseyStaff@sfgov.org>; MelgarStaff (BOS) <MelgarStaff@sfgov.org>; MandelmanStaff (BOS) <mandelmanstaff@sfgov.org>; FielderStaff <FielderStaff@sfgov.org>; Waltonstaff (BOS) <waltonstaff@sfgov.org>; ChenStaff <ChenStaff@sfgov.org>; Administrator, City (ADM) <city.administrator@sfgov.org>
Subject: Comments to the Board

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Mayor and Board of Supervisors:

International events will have a severe impact on San Francisco unless civic leaders take action.

On May 1, UN investigative journalist Richard Medhurst reported the creation of the petrogas dollar and establishing the US as the sole source of gas and oil for the world, including Europe and Asia, as the underlying goal of current US actions. That includes the military's attacks on Iran, the Navy's kidnapping of Pres. Maduro and his wife, Navy blockade of oil and gas from other countries and the Arctic, and Navy capture and sinking of oil tankers, the destruction of Levantine ports, and the US-enabled destruction of oil and gas infrastructure of other countries. Chevron has become a significant beneficiary.
https://richardmedhurst.substack.com/p/how-the-us-pulled-off-an-armed-robbery article https://www.youtube.com/watch?v=0nt1CgQsgpIvideo
How the US Pulled off an Armed Robbery of the World's Energy Supply and Created the Petrogas-Dollar – A forensic investigation into how Washington leveraged the war in Iran to replace Nord Stream, save the dollar, and establish total command over the world’s fuel from the Arctic to the Indian Ocean.

Why is that important? The price of gasoline keeps escalating, but former UN weapons inspector Scott Ritter asks, What happens when there is no gasoline at the gas stations? https://www.youtube.com/watch?v=hLhf5E_F6HQ

What happens when there is no aviation fuel? Spirit is out of business. Airlines are cancelling flights. How will that impact SFO and the national and international travel that San Francisco relies on?

When people can't get to their jobs, when tourists and business people don't come to the San Francisco Bay region and the hotel TOT tax is zero, when Big Ag in the Salinas Valley and Central Valley can't grow crops because they don't have fertilizer, when food can't be shipped, and store shelves are empty, remember that the US military, principally the Navy, caused this, and local and federal leaders including Nancy Pelosi caused this.

The close uncritical local partnership with the Navy, despite the enduring contamination at Treasure Island, Hunters Point, and offshore San Francisco, could destroy the city. The military's contamination with PFAS, jet fuel, radioactivity, chemical weapons, other toxic chemicals, and microwave transmitters already damage the communities around bases, causing cancer, illness and death, and the SF Bay region has multiple toxic sites. Meanwhile, the Navy and Pentagon continue to siphon off American taxpayer dollars to pay for their endless wars for world domination.

In addition, the military has put California at risk for attack. Other countries will take action against the Navy and military to stop the piracy and other crimes against their nations and the Earth, making Californians a target. The US military missions and facilities up and down the state once deemed a benefit by politicians now pose an unacceptable security threat to all of us. Will you continue to put this community at terrible risk?

On the eve of Mothers' Day, a new study has found that approximately 1800 babies have died in Cuba since 2017 due to US sanctions and the blockade. https://cepr.net/publications/us-sanctions-and-the-sharp-rise-in-infant-mortality-in-cuba/

Who is conducting the blockade that kills these babies? The US Navy – your partners – are the ones responsible.

Julia Ward Howe founded Mothers Day to stop the wars. https://peacealliance.org/history-of-mothers-day-as-a-day-of-peace-julia-ward-howe/

There is no future for San Francisco, the children here or anywhere, unless Americans stop this lawless, immoral behavior now. I urge you to loudly protest these federal and military actions now.

Sincerely,

Nina Beety
Monterey

MOTHER'S DAY PROCLAMATION
Boston, 1870

"Arise, then… women of this day!
Arise, all women who have hearts,
whether our baptism be that of water or of tears!
Say firmly:
We will not have great questions decided by irrelevant agencies.
Our husbands shall not come to us, reeking with carnage,
for caresses and applause.
Our sons shall not be taken from us to unlearn
all that we have been able to teach them of charity, mercy and patience.
We, women of one country, will be too tender of those of another country
to allow our sons to be trained to injure theirs.
From the bosom of the devastated earth a voice goes up with our own.
It says: Disarm, Disarm!
The sword of murder is not the balance of justice.
Blood does not wipe out dishonor,
nor violence vindicate possession.

As men have often forsaken the plough and the anvil
at the summons of war,
let women now leave all that may be left of home
for a great and earnest day of council.
Let them meet first, as women, to bewail and commemorate the dead.
Let them then solemnly take council with each other as to the means
whereby the great human family can live in peace,
each bearing after his own kind the sacred impress, not of Caesar,
but of God.
In the name of womanhood and of humanity, I earnestly ask
that a general congress of women, without limit of nationality,
may be appointed and held at some place deemed most convenient,
and at the earliest period consistent with its objects,
to promote the alliance of the different nationalities,
the amicable settlement of international questions,
the great and general interests of peace.“
~ Julia Ward Howe

Item 28

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	FW: Go against your instincts. Listen to the people this time. Stand With CCA Workers and Honor Your Commitment to SF"s Creative Soul
Date:	Thursday, May 7, 2026 10:16:25 AM

Dear Supervisors,

Please see below from Lea McGeever regarding California College of the Arts.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

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From: Lea McGeever <lea.mcgeever@gmail.com>
Sent: Wednesday, May 6, 2026 12:05 PM
To: Mayor, MYR (MYR) <mayor@sfgov.org>
Cc: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: Go against your instincts. Listen to the people this time. Stand With CCA Workers and Honor Your Commitment to SF's Creative Soul

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor Lurie,

Go against your wealth hoarding instincts. Listen to the people even though you don't care about them. Being a mayor of a city means people will BLAME YOU for their degrading quality of life because in large part in this instance IT IS YOUR FAULT.

I am writing to urge you to take action in support of the workers, students, and community affected by the sudden closure of California College of the Arts and its acquisition by Vanderbilt University.

CCA is a 120-year-old institution and the last nonprofit art school in the Bay Area. Its closure represents an enormous loss not only for the 304 adjunct faculty and staff represented by SEIU Local 1021 and the 110 tenure-track faculty represented by the California Federation of Teachers, but for San Francisco's entire creative ecosystem.

California taxpayers invested in CCA. Last year, the state granted CCA $20 million to support operations and keep the school open. This was an investment in the creative economy and in CCA's educational mission. Any transition must honor that investment and ensure that arts education, workers, and the creative community continue to thrive in San Francisco.

CCA’s closure is a tragedy, not a “win,” and your response is deeply disappointing. When the closure was announced, you called it "a big day for the city" and celebrated Vanderbilt's investment — without even mentioning CCA, its workers, or what this loss means for San Francisco. This is not the leadership our creative community needs. Your campaign promises matter. On your own website, you committed to supporting San Francisco's "creative soul" by increasing funding for arts and culture that pays artists a living wage, incentivizing creative businesses, and recognizing that "supporting arts and cultural creators supports our entire economy."

I agree—but for the arts to thrive, artists need infrastructure, and infrastructure needs workers. CCA is not only a school but an employer of artisans, skilled technicians, educators, and artists. Many CCA employees are also alumni. They deserve recognition, respect, and a voice in this process.

Vague promises are not enough. Both Vanderbilt and CCA administration claim they will "honor CCA's legacy," but these commitments lack concrete details. The CCA community deserves a say in what honoring that legacy actually looks like.

I urge you to:
Use your office to ensure workforce retention, union recognition, worker protections, continuity for students, and community input in this transition
Hold CCA and Vanderbilt accountable to specific, concrete commitments to workers, students, and the San Francisco arts community. Vanderbilt must recognize and negotiate with the unions on campus.
Provide critical support and funding for artists, including opportunities for emerging artists to work, create, and showcase in San Francisco

Your words on the campaign trail were powerful. Now is the time to match them with action. San Francisco's creative community is watching, and we need you to stand with CCA workers.

Sincerely,
Lea McGeever, M.S.
D6 homeowner
San Francisco, CA

Item 29

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	FW: Automatic reply: Neighborhood permit parking program
Date:	Thursday, May 7, 2026 4:04:11 PM

Dear Supervisors,

Please see below from a member of the public regarding residential parking permits.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

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From: emin <orangeassassin@gmail.com>
Sent: Thursday, May 7, 2026 8:56 AM
To: Lurie, Daniel (MYR) <daniel.lurie@sfgov.org>; Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: Re: Automatic reply: Neighborhood permit parking program

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Hello,

As I have outlined in my previous emails this issue still persists. Parking in the inner sunset is near impossible with the lack of enforcement. I have written to both the mayor and my district supervisor on this matter with no response. My next step is to contact the media due to the lack of response. I would like to understand where our residential permit money is being spent if it is not in enforcement, which is what the expectation was when we applied to have residential permits in our neighborhood.

On Tue, Apr 21, 2026 at 8:22 AM Lurie, Daniel (MYR) <daniel.lurie@sfgov.org> wrote:

> Thank you for reaching out to me. I greatly value hearing from members of our community and appreciate you taking the time to connect.
>
> Due to the large number of inquiries my office receives, it may take several days for us to respond. My team and I are committed to reviewing every message and will be in touch as soon as we are able.
>
> If you need more immediate assistance, you may want to direct your inquiry to the appropriate person on my team:
>
> * City Services: Please call 311 or visit https://www.sf.gov/topics/311-online-services
> * Press Inquiries: For media and press-related questions, please email mayorspressoffice@sfgov.org
> * Commendation Requests: If you are requesting a commendation, please contact commendations@sfgov.org
> * Scheduling Requests: To invite me to an event or request a meeting, please reach out to scheduling@sfgov.org
> * Appointments and Board Opportunities: For information on appointments or serving on boards, please email mayor.appointments@sfgov.org
>
> Thank you for your patience and understanding as my team works to respond as quickly as possible. I am committed to a responsive city government and to serving you and our community.
>
> Sincerely,
>
> Daniel Lurie
> Mayor of San Francisco

Item 30

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	BOS-Operations; Calvillo, Angela (BOS); De Asis, Edward (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS)
Subject:	FW: Rule 9-6 hydronic date: please consider Jan. 1, 2029 instead of 2031
Date:	Friday, May 1, 2026 8:48:09 AM
Attachments:	Harvest_Comments_on_BAAQMD_Rule_9-6_Hydronic_Flexibility_Amendment 4-27-2026.pdf

Hello,

Please see attached and below communication regarding the Bay Area Air Quality Management District (BAAQMD) Regulation 9-4 and 9-6.

Regards,

John Bullock
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
(415) 554-5184
BOS@sfgov.org | www.sf.gov/sfbos

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From: Pierre Delforge <pierre@harvest-thermal.com>
Sent: Friday, May 1, 2026 8:26 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>
Subject: Rule 9-6 hydronic date: please consider Jan. 1, 2029 instead of 2031

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Dear Supervisor Walton,

I'm writing on behalf of Harvest Thermal, a Bay Area manufacturer of hydronic heat pump systems, regarding the proposed Jan. 1, 2031 compliance date for hydronic systems in the Rule 9-6 Flexibility Amendment. **A 2031 date pushes most retrofit activity into the years when the federal Section 48E tax credit for thermal energy storage (30–40% of project cost) begins ramping down** — making compliance materially **less affordable** for the single-family and multifamily property owners the Board is rightly trying to protect.

Hydronic systems are not a niche issue: they are common in Bay Area multifamily buildings built from the 1960s through the early 2000s, and **hydronic retrofits are already cost-competitive with gas furnace retrofits today**. Aligning the hydronic compliance date in Rule 9-6 with the **Rule 9-4 gas furnace date of Jan. 1, 2029** treats functionally equivalent technologies the same and keeps the federal tax credit window open for Bay Area owners.

I respectfully ask that **staff and the Board consider an earlier hydronic compliance date** than Jan. 1, 2031, ideally aligned with Rule 9-4 at Jan. 1, 2029. The attached comments lay out the affordability case in more detail. Thank you for your time and leadership.

Sincerely,
Pierre Delforge
Chief Product and Innovation Officer
Harvest
408-597-7151



Schedule a call with me

Harvest

Harvest Thermal
663 Coventry Rd
Kensington, CA 94707

To: Bay Area Air Quality Management District

4/27/2026

Re.: Comments on the proposed hydronic flexibility amendment in the Rule 9-6 Regulatory Overview published April 2026

Harvest Thermal (Harvest) respectfully submits these comments on the proposed hydronic flexibility amendment. Harvest is a Bay Area-based company that manufactures a hydronic heat pump solution integrating thermal energy storage with a split heat pump water heater to serve both space and water heating with a single heat pump. The system is designed to reduce both capital and operating costs of residential heat pump upgrades, making them more affordable and scalable, particularly for hydronic retrofits. Harvest has deployed more than 500 systems to date, most of them in the Bay Area, in both single and multifamily buildings, and including many hydronic system retrofits.

Our central recommendation is for the Air District to align the hydronic compliance date with the Rule 9-4 gas furnace date of **Jan. 1, 2029**. Doing so protects single-family and multifamily property owner affordability by preserving the window to capture federal tax credits that offset retrofit costs, and by letting market competition among compliance pathways (mini splits, central heat pumps, and hydronic systems) work over a longer runway before the credits ramp down.

Hydronic Systems in the Bay Area

Hydronic systems are not a niche application in the Bay Area housing stock. The vast majority of hydronic systems affected by Rule 9-6 are hydronic fan-coil (air handler) systems fed by a residential gas storage water heater that serves both domestic hot water and space heating. These systems — mounted in soffits, dropped ceilings, closets, or attics — were routinely installed in small and medium multifamily buildings from the 1960s through the early 2000s. Small and medium multifamily housing represents roughly 30–40% of all California housing units built during that period, which makes hydronic air handler systems a substantial share of the Bay Area's existing multifamily stock.[1]

The scale matters for the affordability question. Decisions about the Rule 9-6 hydronic compliance date are not a narrow technical matter affecting a small set of buildings; they affect a large population of multifamily property owners and their tenants. Getting the date right —

[1] ECONorthwest for ABAG, “The Bay Area’s Middle Housing Market”, September 2021

aligned with the federal tax credit window and the Rule 9-4 gas furnace date — is therefore a material affordability decision for a meaningful share of Bay Area renters and owners.

The Federal Investment Tax Credit Window

The Bay Area has a limited window of opportunity to leverage federal funding to reduce the cost of the zero-NOx transition for Bay Area property owners. The federal investment tax credit for thermal energy storage (section 48E) offers multifamily property owners and single-family leasing providers a 30% to 40% tax credit (depending on the location, with most of the Bay Area at 40%) for systems with thermal energy storage like Harvest. The tax credit is “Direct Pay,” meaning entities that have no tax liability like nonprofits get paid the amount of the credit by the IRS.

This tax credit is a unique and time-limited opportunity. It pays at full value through 2033 and expires in 2035. It will not be replaced by comparable state funding. Every year of retrofit activity that occurs inside the full-value window is a year in which Bay Area property owners bear a materially smaller share of the retrofit cost. This timing is the single most important variable in the affordability analysis that follows.

Hydronic Exemption

A firm compliance date is valuable — but 2031 is too late

The Rule 9-6 Flexibility Amendments published April 13, 2026 propose a Jan. 1, 2031 compliance date for hydronic systems. This is better than an indefinite exemption: a firm date provides market certainty, allowing property owners to plan for retrofitting hydronic systems and look for cost-effective solutions to comply by the effective date.

However, a Jan. 1, 2031 date works against property owner affordability. In practice, the market will not focus on hydronic retrofits until roughly 1 to 2 years before the compliance date — which means 2031 pushes the retrofit activity closer to when the federal thermal energy storage tax credit begins ramping down in 2033 and expires in 2035. Property owners who retrofit later will face materially higher net costs than those who retrofit earlier. Setting the compliance date at Jan. 1, 2029 instead passes the savings from federal credits directly to single-family and multifamily owners.

Multiple market-based compliance pathways already exist

There are multiple options available on the market right now for retrofitting hydronic systems, from new hydronic systems to conversion to non-hydronic solutions like mini-split or central heat pumps. Mini-split and central heat pumps are mainstream and no more difficult to install than A/C systems. There is a large, trained HVAC contractor workforce installing them today. Hydronic retrofit solutions are newer but are just an additional option available, not a requirement.

The rule sets the date; property owners and their contractors choose the technology and vendor that delivers the best value for their building. That is the market-based structure the Rule 9-6 framework already relies on, and it is working: a competitive set of manufacturers, installers, and financing providers is actively driving down costs. Jan. 1, 2029 preserves that competition during the window when federal subsidies are largest.

Hydronic retrofits are cost-competitive with gas retrofits today

Hydronic retrofit solutions are no more expensive than retrofitting a gas furnace. In fact, they can be significantly less expensive when pairing the heat pump with thermal energy storage, which enables downsizing the heat pump, reduces the need for panel upgrades, and provides access to the federal tax credit for thermal energy storage that is available at full amount until 2033.

Because cost parity with gas retrofits already exists today, the affordability case for delaying beyond 2029 is weak — property owners gain no meaningful cost advantage from a later date, but they do lose access to the most generous years of federal subsidy.

Aligning with the Rule 9-4 gas furnace date is the right benchmark

Harvest has demonstrated hydronic system retrofits in the Bay Area for $2,000 to $7,000 per apartment after rebates and tax credits, less than a typical gas furnace retrofit to a heat pump. Therefore, it makes sense to synchronize the compliance date for hydronic systems with that for gas furnaces under rule 9-4, i.e. Jan. 1, 2029. They are functionally and financially equivalent, even if they are covered under two separate rules. There is no regulatory barrier for rule 9-6 to set a compliance date for water heaters used in hydronic systems to match that of gas furnaces under rule 9-4.

The $2,000–$7,000 per-apartment range is directly relevant to multifamily property owners, who face the greatest scrutiny on retrofit economics; these figures are already achievable today and will only improve as the installer base grows. A two-year earlier date does not raise these per-unit costs — it makes these low cost accessible to more Bay Area property owners because more of the retrofit volume falls within the full-value federal credit window.

Leasing Options

A common concern with rebates and tax credits is the delay between the cash outlay and receiving the payment, which requires available cash that many households and property owners do not have. Harvest is now offering a lease option that makes hydronic system retrofits available at zero upfront cost and an affordable monthly payment. The lease captures the federal tax credit, allowing individual homeowners to benefit from the tax credit through third-party ownership, similar to a car or solar lease.

Harvest

Affordability

Harvest offers solutions that reduce both **upfront costs** and **energy costs:** upfront costs are reduced by using thermal storage to downsize the heat pump and to be eligible for the clean energy investment tax credit; by using a single heat pump for both space and water heating; and by avoiding the need for electrical panel upgrades. User energy bills are reduced by about 30% compared to gas appliances and conventional heat pumps, by using thermal energy storage to automatically use electricity when it is cheapest. These savings are supported by independent measurement & verification.[2]

This is a key opportunity to address affordability challenges with the zero-NOx transition and unwarranted delays would be a missed opportunity. We recognize the Board's concern about imposing undue costs on single-family and multifamily property owners, and we note that the existing low-income property owner exemption already addresses the most cost-sensitive segment. For the owners who remain subject to the rule, the 2029 date is the lower-cost outcome — it maximizes their access to federal tax credits and keeps the competitive installer market focused on this region rather than letting attention and capacity shift elsewhere.

Why Regulation Is Needed Alongside Market Forces

A reasonable question follows from the affordability case above: if hydronic heat pump retrofits are already cost-competitive with gas, and federal tax credits cover 30–40% of eligible costs, why is a compliance date needed at all?

In practice, market forces alone have not moved adoption at anywhere near the pace that the underlying economics would suggest. The reason is market inertia: incumbent gas technologies benefit from well-understood structural advantages that do not disappear when a better product enters the market. Contractors default to the equipment they have always installed. Homeowners and property managers, facing an unplanned equipment failure, take the fastest path back to working heat and hot water — which is a like-for-like gas replacement, not a new technology decision. Financing, permitting, parts inventories, and installer training are all deeper for gas. And incumbent technologies enjoy economies of scale that new entrants have not yet reached. These are not failures of the new technology; they are features of any mature incumbent system.

The role of Rule 9-6 is not to override the market; it is to supplement it by providing the demand certainty that lets newer, more affordable technologies reach the scale at which they can compete without incentives and tax credits. A firm compliance date signals to manufacturers, installers, and lenders that a durable Bay Area market exists, which justifies the investments in supply, workforce training, and financing products that drive unit costs down. This is the same pattern that worked for rooftop solar and electric vehicles: a defined policy runway, combined with time-limited incentives, allowed those markets to scale to the point where today they

[2] https://www.peninsulacleanenergy.com/electrification/innovative-heat-pump-system/

operate with diminishing or no public support. The goal is the same here: a temporary policy scaffold that then stands down.

This is why 2029 matters: it aligns rule 9-6 with the window when federal support is at full value, while 2031 misaligns them and pushes costs onto Bay Area property owners.

Conclusion

We appreciate the Air District's leadership on zero-NOx standards and respectfully urge the Board to align the hydronic compliance date with the Rule 9-4 gas furnace date of Jan. 1, 2029. Doing so is both principled — two functionally and financially equivalent technologies treated the same — and the pro-affordability outcome for Bay Area property owners.

Sincerely,

Pierre Delforge
Chief Product and Innovation Officer
pdelforge@harvest-thermal.com

Item 31

From:	Board of Supervisors (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	Alice Griffith Apartments
Date:	Thursday, May 7, 2026 2:43:51 PM
Attachments:	Alice Griffith Apts.pdf

Dear Supervisors,

Please see attached from Destination Freedom regarding Alice Griffith Apartments.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

Pronouns: he, him, his

Disclosures: *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 provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors' website or in other public documents that members of the public may inspect or copy.*

April 27, 2026

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2026 MAY 05 AM08:25
JKA BOS-11

Via Priority Mail

To the Honorable Members of the San Francisco Board of Supervisors,
Daniel Tsai, Director of Health, San Francisco Department of Public Health,
Dr. Susan Philip, Health Officer, City and County of San Francisco,
Mayor Daniel Lurie,
City Attorney David Chiu

Re: Alice Griffith Apartments

I write to you with urgency regarding conditions at Alice Griffith Apartments in Bayview–Hunters Point and the growing public concern surrounding a reported cluster of deaths among residents and community members connected to the development since January 2026.

This correspondence is grounded in documented environmental history, official redevelopment records, and current reporting on deteriorating living conditions within the complex. Taken together, these factors establish a clear and immediate need for formal public health intervention.

Public records confirm that the Alice Griffith redevelopment underwent extensive environmental review, including a Targeted Brownfields Assessment, Draft and Final Environmental Impact Statements, and a Record of Decision. These documents identified contamination risks, including shallow groundwater conditions and the potential for soil-vapor intrusion. Under San Francisco's Maher Ordinance (Health Code Article 22A), such risks required investigation, mitigation, and ongoing oversight.

The issue before you is no longer whether studies were conducted. The issue is whether the assumptions, mitigation measures, and protections established during redevelopment remain effective under present-day conditions.

"Justice Delayed Is Justice Denied"
William E. Gladstone

Destination: Freedom
Destination Freedom Media Group
P O Box 15222
Colorado Springs, Colorado 80935-5222
(775) 335-7773
Website: www.destination-freedom.org

Advocates for Prisoner rights, rehabilitation and criminal justice reform

At the same time, residents and reporting have documented serious habitability concerns within Alice Griffith Apartments, including mold, pest infestations, ventilation failures, and infrastructure breakdowns. The property manager, John Stewart Company, has faced ongoing criticism across multiple properties for poor maintenance practices, neglect, and tenant mistreatment, raising additional concern regarding current living conditions.

In this context, the reported deaths—while not yet publicly linked to environmental causes—constitute a pattern that meets the threshold for epidemiological review. The absence of a confirmed causal finding is not justification for inaction; it is precisely why an investigation is required.

Accordingly, I formally call upon the City and County of San Francisco to take the following actions without delay:

1. Initiate a comprehensive public health investigation into reported deaths associated with Alice Griffith Apartments, including cluster analysis and review of causes of death.
2. Conduct indoor environmental testing, including assessment of air quality, mold, carbon monoxide, and potential vapor intrusion pathways.
3. Perform targeted soil and groundwater testing where warranted, based on prior environmental findings and current site conditions.
4. Audit full compliance with the Maher Ordinance, including evaluation of whether required mitigation measures were implemented, maintained, and remain effective.
5. Publicly release all relevant environmental review documents, monitoring data, and compliance records in an accessible format.

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Destination Freedom Media Group
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Colorado Springs, Colorado 80935-5222
(775) 335-7773
Website: www.destination-freedom.org

6. Convene a public hearing in Bayview–Hunters Point to present findings and allow for direct community engagement.

In addition, I recently spoke with Adrian Tirtanadi, Executive Director of Open Door Legal, which maintains an office in Bayview on Third Street. Mr. Tirtanadi stated that he and his colleagues are committed to supporting the tenants of Alice Griffith Apartments. Given Open Door Legal's recent expansion and support from the City and County of San Francisco, it is essential that residents in District 10 see meaningful access to these pro-bono legal services.

Bayview–Hunters Point has long carried a disproportionate environmental and public health burden. That history imposes a heightened obligation on City leadership to act decisively when credible concerns arise.

This is not simply a housing issue. It is a matter of public health, environmental accountability, and basic governance.

If there is no connection between environmental conditions and the reported harms, a transparent investigation will provide clarity and reassurance. If there is a connection, then immediate intervention is required.

Either outcome demands action.

The residents of Alice Griffith Apartments—and the broader Bayview–Hunters Point community—deserve answers grounded in evidence, not silence.

Respectfully,

Malik Washington
Journalist, Destination Freedom Media Group
Contributor, The Davis Vanguard
Coordinator, Marie Harrison Community Foundation

Encl: Evidentiary Appendix

Destination: Freedom
Destination Freedom Media Group
P O Box 15222
Colorado Springs, Colorado 80935-5222
(775) 335-7773
Website: www.destination-freedom.org

EVIDENTIARY APPENDIX
The Price of Being Poor – Part 7

Alice Griffith Apartments – Environmental, Public Health, and Regulatory Record

1. **San Francisco Department of Public Health – Maher Ordinance (Health Code Article 22A)**
Source: San Francisco Department of Public Health (SFDPH)
Link: https://www.sfdph.org/dph/EH/HazWaste/maher/default.asp

Summary:
The Maher Ordinance requires environmental investigation and mitigation for properties in San Francisco with known or suspected contamination. It mandates site history review, soil and groundwater testing, risk assessment, and implementation of mitigation measures prior to development.

Relevance:
Establishes the legal framework governing contaminated-site development in San Francisco. Confirms that Alice Griffith redevelopment was subject to mandatory environmental oversight.

Key Point for Article:
Demonstrates that any contamination risk at Alice Griffith should have been identified and mitigated under binding local law.

2. **Candlestick Point–Hunters Point Shipyard / Alice Griffith Redevelopment** – Environmental Impact Statement (EIS) and Record of Decision (ROD)
Source: San Francisco Mayor's Office of Housing and Community Development (MOHCD) / Federal Review Record
Link: https://sfmohcd.org

Summary:
The redevelopment project underwent federal environmental review, including Draft and Final EIS documents and a Record of Decision. These documents identify environmental risks and outline required mitigation strategies.

Relevance:
Confirms that environmental risks were formally identified prior to construction, including hazardous materials exposure pathways and proximity to contaminated areas.

Key Point for Article:
Refutes any claim that the development occurred without environmental awareness; instead shows risk acknowledgment and conditional approval based on mitigation.

3. Bayview–Hunters Point Targeted Brownfields Assessment (TBA)
Source: U.S. Environmental Protection Agency (EPA) / San Francisco Department of the Environment
Link: https://sfenvironment.org☐

Summary:
Provides a detailed environmental history of Bayview–Hunters Point, including industrial land uses, soil contamination risks, and groundwater conditions.

Relevance:
Documents the industrial legacy of the surrounding area, including hazardous materials, shallow groundwater, and artificial fill conditions.

Key Point for Article:
Supports the claim that Alice Griffith is located within a historically contaminated environmental corridor.

4. San Francisco Civil Grand Jury Report (2022) – Hunters Point Shipyard
Source: San Francisco Civil Grand Jury
Link: https://civilgrandjury.sfgov.org☐

Summary:
Investigates environmental risks at Hunters Point Shipyard, including groundwater rise, contaminant mobilization, and long-term public health concerns.

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Colorado Springs, Colorado 80935-5222
(775) 335-7773
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Relevance:
Highlights ongoing and evolving environmental risks, particularly groundwater movement and vapor intrusion pathways.

Key Point for Article:
Supports argument that environmental conditions are dynamic, meaning past mitigation may not fully address present-day risks.

5. U.S. Environmental Protection Agency – Hunters Point Naval Shipyard Superfund Site
Source: U.S. Environmental Protection Agency (EPA)
Link: https://www.epa.gov/hunters-point-naval-shipyard☐

Summary:
Federal Superfund designation documenting contamination at the Hunters Point Naval Shipyard, including radiological materials, heavy metals, and industrial pollutants.

Relevance:
Confirms proximity of Alice Griffith to a federally recognized hazardous site.

Key Point for Article:
Establishes the broader environmental context and validates long-standing contamination concerns in the area.

6. Mission Local – Reporting on Conditions at Alice Griffith Apartments
Source: Mission Local (Investigative Journalism Outlet)
Link: https://missionlocal.org☐

Summary:
Reports on living conditions at Alice Griffith Apartments, including pest infestations, mold, structural issues, and maintenance failures.

Relevance:
Provides current, on-the-ground documentation of unsafe housing conditions.

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Colorado Springs, Colorado 80935-5222
(775) 335-7773
Website: www.destination-freedom.org

Key Point for Article:
Supports claims that residents face immediate health and safety risks independent of environmental contamination.

7. **San Francisco Planning Department – Environmental Review Documents**
Source: San Francisco Planning Department
Link: https://sfplanning.org/environmental-review-documents☐

Summary:
Repository of Environmental Impact Reports (EIRs), mitigation monitoring programs, and planning approvals.

Relevance:
Allows verification of project-specific environmental review compliance and mitigation commitments.

Key Point for Article:
Supports analysis of whether planned safeguards were implemented and maintained.

8. **OEHHA CalEnviroScreen – Environmental Burden Data**
Source: California Office of Environmental Health Hazard Assessment (OEHHA)
Link: https://oehha.ca.gov/calenviroscreen☐

Summary:
Statewide tool identifying communities disproportionately impacted by pollution and environmental hazards.

Relevance:
Bayview–Hunters Point consistently ranks among high-burden environmental justice communities.

Destination: Freedom
Destination Freedom Media Group
P O Box 15222
Colorado Springs, Colorado 80935-5222
(775) 335-7773
Website: www.destination-freedom.org

Key Point for Article:
Provides data-driven support that the area is already environmentally vulnerable, increasing the significance of any additional risk.

9. **Bay Area Air Quality Management District (BAAQMD) – AB 617 Community Health Program**
Source: BAAQMD
Link: https://www.baaqmd.gov/community-health/community-programs

Summary:
Air quality monitoring and emissions reduction program targeting high-impact communities, including Bayview–Hunters Point.

Relevance:
Confirms recognition of elevated air pollution exposure risks in the community.

Key Point for Article:
Supports argument that residents face cumulative environmental exposure, not isolated risks.

10. Committee to Bridge the Gap – Hunters Point Environmental Oversight Materials
Source: Committee to Bridge the Gap (CBG)
Link: https://www.committeetobridgethegap.org

Summary:
Independent scientific watchdog group monitoring radiological and environmental cleanup at Hunters Point.

Relevance:
Provides technical critiques and independent oversight of environmental remediation efforts.

Key Point for Article:
Reinforces concerns about data reliability, cleanup adequacy, and long-term safety assurances.

Destination: Freedom
Destination Freedom Media Group
P O Box 15222
Colorado Springs, Colorado 80935-5222
(775) 335-7773
Website: www.destination-freedom.org

11. California Department of Toxic Substances Control (DTSC) – Site Mitigation Oversight
Source: California DTSC
Link: https://dtsc.ca.gov

Summary:
State agency responsible for hazardous waste cleanup and oversight of contaminated sites.

Relevance:
Confirms regulatory structure governing cleanup standards and enforcement.

Key Point for Article:
Supports scrutiny of whether state-level oversight aligned with local mitigation claims.

12. San Francisco Department of the Environment – Brownfields Program
Source: SF Environment
Link: https://sfenvironment.org

Summary:
Program addressing redevelopment of contaminated properties through assessment and remediation.

Relevance:
Demonstrates institutional acknowledgment of widespread contaminated land in San Francisco redevelopment zones.

Key Point of Email/Letter to City Officials
Supports the broader narrative that development on compromised land requires sustained oversight—not one-time approval.

Closing Note for Appendix
This evidentiary appendix does not assert that any specific death at Alice Griffith Apartments was caused by environmental exposure. Rather, it establishes:
A documented history of contamination and environmental risk
A regulatory framework requiring mitigation and oversight
Current conditions that independently pose health risks.

"Justice Delayed Is Justice Denied"
William E. Gladstone

Destination: Freedom
Destination Freedom Media Group
P O Box 15222
Colorado Springs, Colorado 80935-5222
(775) 335-7773
Website: www.destination-freedom.org

Advocates for Prisoner rights, rehabilitation and criminal justice reform

From:	Board of Supervisors (BOS)
To:	BOS-Legislative Aides
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Ng, Wilson (BOS); Somera, Alisa (BOS); De Asis, Edward (BOS); BOS-Operations; Board of Supervisors (BOS)
Subject:	FW: Rebuttal to SFMMS opposition to Drug-Free Supportive Housing legislation (File No. 251003)
Date:	Monday, May 4, 2026 8:51:26 AM
Attachments:	Rebuttal to SFMMS on Drug-Free PSH Final.pdf

Hello,

Please see below and attached, from Supervisor Matt Dorsey, regarding

> File No. 251003 - Ordinance amending the Administrative Code to state that it is City policy to expand the availability of Site-Based Permanent Supportive Housing ("PSH") that prohibits on-site illicit drug use among residents ("Drug-Free PSH") to meet the demand of people experiencing homelessness who prefer such a residential option; bar the City from funding new Site-Based PSH for people experiencing homelessness that prohibits evictions on the basis of drug use alone ("Drug-Tolerant PSH"), except where operation of the housing as Drug-Free PSH would conflict with standards imposed by law or by a condition of other funding, or the Board of Supervisors has waived the funding prohibition based on specific findings; and require the Department of Homelessness and Supportive Housing ("HSH") to survey residents of Site-Based PSH to assess their interest in living in either Drug-Tolerant PSH or Drug-Free PSH and report on the survey findings and HSH's strategies to meet PSH residents' demands.

Regards,

Richard Lagunte
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Voice (415) 554-5184 | Fax (415) 554-5163
bos@sfgov.org | www.sf.gov/sfbos

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From: Dorsey, Matt (BOS) <matt.dorsey@sfgov.org>
Sent: Monday, May 4, 2026 7:50 AM
To: Board of Supervisors (BOS) <board.of.supervisors@sfgov.org>; Chan, Connie (BOS) <connie.chan@sfgov.org>; Sherrill, Stephen (BOS) <Stephen.Sherrill@sfgov.org>; Sauter, Danny (BOS) <Danny.Sauter@sfgov.org>; Wong, Alan (BOS) <alan.wong@sfgov.org>; Mahmood, Bilal (BOS) <bilal.mahmood@sfgov.org>; DorseyStaff (BOS) <DorseyStaff@sfgov.org>; Melgar, Myrna (BOS) <myrna.melgar@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Fielder, Jackie (BOS) <Jackie.Fielder@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; Chen, Chyanne (BOS) <Chyanne.Chen@sfgov.org>
Cc: Oo, Heyman (UCSF) <Heyman.Oo@ucsf.edu>; AFrancis@sfmms.org; Modi, Kunal (MYR) <kunal.modi@sfgov.org>; Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>; RUSSI, BRAD (CAT) <Brad.Russi@sfcityatty.org>; Thongsavat, Adam (MYR) <adam.thongsavat@sfgov.org>
Subject: Rebuttal to SFMMS opposition to Drug-Free Supportive Housing legislation (File No. 251003)

Dear Colleagues,

Please find attached my detailed rebuttal to the San Francisco Marin Medical Society's letter of opposition to the Expanding Drug-Free Supportive Housing legislation (File No. 251003) that is up for a vote on first reading tomorrow.

Please note that two of the nation's leading experts in addiction medicine — Dr. Keith Humphreys and Dr. Anna Lembke, both of Stanford University's School of Medicine — have endorsed this legislation. As my letter explains, the sweeping last-minute amendments SFMMS has proposed are highly problematic for being ill-advised, antithetical to the legislation's intent, unsupported by facts or evidence, and needlessly duplicative of existing law.

If you have any questions, please don't hesitate to contact me or my staff. I'm happy to discuss it.

Thanks so much for your consideration!

Best,
MATT DORSEY

Member, Board of Supervisors, District 6
CITY AND COUNTY OF SAN FRANCISCO
City Hall, Room 244

1 Dr. Carlton B. Goodlett Place
San Francisco, Calif. 94102
+ 1 (415) 554-7970

City and County
of San Francisco

Board of Supervisors
Member, District 6

MATT DORSEY
麥德誠

May 4, 2026

Hon. Connie Chan, District 1
Hon. Stephen Sherrill, District 2
Hon. Danny Sauter, District 3
Hon. Alan Wong, District 4
Hon. Bilal Mahmood, District 5
Hon. Myrna Melgar, District 7
Hon. Rafael Mandelman, District 8
Hon. Jackie Fielder, District 9
Hon. Shamann Walton, District 10
Hon. Chyanne Chen, District 11

SAN FRANCISCO BOARD OF SUPERVISORS
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, Calif. 94102-4689

Transmitted via email to: Board.of.Supervisors@sfgov.org

Rebuttal to the San Francisco Marin Medical Society's 'Oppose Unless Amended' letter regarding the Drug-Free Supportive Housing legislation, File No. 251003

Dear Colleagues,

As you may be aware, the San Francisco Marin Medical Society (SFMMS) on April 21, 2026 submitted an "Oppose Unless Amended" letter[1] regarding legislation I authored (File No. 251003) to expand Drug-Free Permanent Supportive Housing, or PSH, citywide.

Going back more than a decade, I've had many occasions to stand with this organization on the public health priorities we shared, including efforts while I served on former City Attorney Dennis Herrera's executive staff to help defend San Francisco's enforcement of

[1] San Francisco Marin Medical Society letter Re: Ordinance 251003 (Dorsey) Position: Oppose Unless Amended, April 21, 2026, https://acrobat.adobe.com/id/urn:aaid:sc:us:03442291-856f-4ea9-9d69-2320b6d021f1.

health warnings on ads for sugary beverages;[2] as a private-sector campaign strategist who helped lead the convincing, come-from-behind defeat of a 2019 ballot measure by Juul Labs that sought to preserve e-cigarette sales and repeal city restrictions on flavored tobacco;[3] as a supervisor in 2024 to pass legislation I authored requiring that all retail pharmacies stock sufficient quantities of buprenorphine citywide;[4] and most recently to enact a groundbreaking "Recovery First" ordinance that established a self-directed and healthy life, free from illicit drug use, as the primary goal of San Francisco's drug policy.[5]

While I appreciate SFMMS's decision to weigh in on a legislative priority that Board President Rafael Mandelman and I have been working on for the better part of two years, I was surprised and disappointed to see such an unexpectedly sweeping set of demands for amendments just 48 hours before the legislation's April 23, 2026 hearing.

Far more disappointing to me, however, was that SFMMS's eleventh hour engagement — *on a topic it had never before raised with me until two weeks prior* — advanced material mischaracterizations of my legislation that, if left unaddressed, risk misleading Board members and the public about its intent and effect if enacted. Indeed, in key respects, SFMMS critiques the proposed ordinance for doing the *exact opposite* of what it actually does. Beyond these misrepresentations, too, SFMMS proposes problematic policy changes I would strongly oppose as either antithetical to the legislation's intent, unsupported by facts or evidence, or needlessly duplicative of existing law.

I offer this rebuttal letter to set the record straight.

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[2] "Big Soda falls flat: Herrera beats back motion by American Beverage Association to preliminarily enjoin San Francisco from enforcing health warnings on fixed ads for sugary beverages," City Attorney Dennis Herrera News Release, May 17, 2016 , https://sfcityattorney.org/big-soda-falls-flat/.

[3] "Juul dominates SF ballot measure spending, shelling out $4.3 million to defend vaping" by Catherine Ho, *San Francisco Chronicle*, August 19, 2019, https://www.sfchronicle.com/business/article/Juul-dominates-SF-ballot-measure-spending-14339354.php.

[4] San Francisco Marin Medical Society letter Re: Buprenorphine Ordinance, File No. 240502, (Dorsey) Position: Support, https://acrobat.adobe.com/id/urn:aaid:sc:US:46c3e27f-c91b-4c61-82e5-05a421abab88.

[5] "Dorsey to amend 'Recovery First' legislation to win backing from the S.F. Marin Medical Society; Legislation would prioritize long-term remission from Substance Use Disorder — 'free from illicit drug use,' through process of recovery — as S.F.'s primary goal," Office of Supervisor Matt Dorsey, April 24, 2025, https://acrobat.adobe.com/id/urn:aaid:sc:US:0ce48c9d-954a-4f8a-a687-cee2a291ee58

Summary of the Proposed Drug-Free Supportive Housing Ordinance

The Drug-Free Supportive Housing Ordinance[6] I've proposed is a modest, targeted, incremental, and forward-looking policy reform that would add much-needed flexibility to address the structural imbalance in San Francisco's PSH portfolio by introducing and expanding a housing model that is almost entirely absent now: Drug-Free PSH.

It would accomplish this in three ways:

- **First**, it would require that all new city-funded Permanent Supportive Housing be illicit-drug-free — with the same lease rules governing evictions for the use of illicit drugs as all standard residential leases in San Francisco. (See Sec. 12K.4.)

- **Second**, it would require a survey of PSH residents *themselves* to ask which option they would prefer as PSH options scale up in years to come: whether to live in a "drug-tolerant" or "drug-free" residential community. (See Sec. 12K.5.)

- **Third**, it would establish as city policy San Francisco's intent to ultimately meet the demand of what PSH residents *themselves* want in terms of drug-tolerant or drug-free residential communities. (See Sec. 12K.3.)

Importantly, there is nothing novel about illicit-drug-free housing, which reflects longstanding lease provisions that are standard under California and local law, and which currently govern approximately 240,000 residential tenancies across San Francisco. Only PSH leases — *and PSH leases uniquely among all other residential tenancies citywide* — expressly include provisions that prohibit evictions for the use of illicit drugs on site.

As with all standard residential leases, Drug-Free PSH would prohibit unlawful activity on the premises — including the use of illicit drugs — while permitting *lawful* conduct that includes the use of such legal intoxicants as alcohol or marijuana. In this respect, the proposed ordinance would merely extend to new implementations of city-funded PSH the

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[6] File No. 251003, "Administrative Code - Expanding Drug-Free Permanent Supportive Housing" (Dorsey) Board of Supervisors of the City and County of San Francisco, https://sfgov.legistar.com/View.ashx?M=F&ID=15325376&GUID=08D77728-1F83-4632-A3A0-9EE7B8F3EDF4.

very same baseline residential expectations that protect the rights of tenants throughout the private residential rental market in San Francisco and throughout California.

In short, the defining ethos of this proposed legislation is to *center the choices of Permanent Supportive Housing residents themselves.* My legislation seeks to move city policy beyond the ill-informed and frankly arrogant presumption that everyone in Permanent Supportive Housing is an active drug user — and that all PSH residents deserve a tenancy standard substantively below that of other residential tenants in San Francisco.

I think that's unfair, and this rigidly inflexible status quo is what my legislation aims to fix.

SFMMS's Letter is at Odds with Nationally Recognized Addiction Medicine Experts

Although SFMMS acknowledges that it represents local physicians "of every medical specialty and mode of practice," its opposition makes no representation that it reflects any specialized expertise in the realm of addiction medicine beyond the summary recitation of "Housing First" principles it outlines.

By contrast, supporters of the Drug-Free Housing legislation I've proposed include two of the nation's most widely recognized experts in addiction medicine.

Keith Humphreys, PhD., endorses the Drug-Free Supportive Housing legislation.

- Dr. Humphreys is the Esther Ting Memorial Professor of Psychiatry at Stanford University School of Medicine. He served in President Obama's White House as senior policy advisor in the Office of National Drug Control Policy, is a senior research career scientist in the Veterans Administration, and is a nationally sought-after expert on drug addiction and its effect on public health and safety.

- Dr. Humphreys's letter of support[7] noted that "drug-free housing options particularly benefit people struggling with their use of methamphetamine,

[7] Keith Humphries, Ph.D., Stanford University School of Medicine, letter Re: Drug-Free Housing, File #251003 (Dorsey) Position: Support, April 22, 2026, https://acrobat.adobe.com/id/urn:aaid:sc:us:c09de162-2d24-4a35-9220-3101ec7c35e7.

fentanyl, and other drugs," citing a DePaul University study of individuals in substance-free settings "with a pro-recovery culture" that reported "double the rate of abstaining from substance use," with a 50 percent greater likelihood to have a job than those residing in non-sober settings.

- Dr. Humphreys added: "Under current California law, it is unfortunately not legal to use state housing dollars to create drug-free housing options that would yield benefits like this. The only option San Francisco therefore has is what this proposal offers, namely using local funds to support such therapeutic living environments. I believe that doing so will greatly aid people who are seeking recovery from addiction and I therefore respectfully urge you to support this proposal."

Dr. Anna Lembke endorses the Drug-Free Supportive Housing legislation.

- Dr. Lembke is the Medical Director of Addiction Medicine at Stanford University School of Medicine, where she also serves as a professor and program director of the Stanford Addiction Medicine Fellowship. Her 2016 book, "Drug Dealer, MD — How Doctors Were Duped, Patients Got Hooked, and Why It's So Hard to Stop" won praise from the *New York Times* as one of the top five books to help understand the opioid epidemic. Her 2021 book, "Dopamine Nation: Finding Balance in the Age of Indulgence," is an international bestseller that examines the neuroscience of addiction and the wisdom of abstinence-based recovery traditions.

- Dr. Lembke's email of support [8] expressed gratitude to me "from the bottom of my heart for the good and important work you are doing," adding: "It strikes me as simple common sense that people would want to live in a place where illicit drug use is prohibited, especially women and families with young children, whether or not they're in recovery. Illicit drug use is closely linked to violence, crime, and trauma. People living on the street are seeking and deserve not just housing, but safe housing."

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[8] Dr. Anna Lembke, Medical Director of Addiction Medicine, Stanford University School of Medicine, Re: San Francisco legislation: "Drug-Free Supportive Housing Ordinance," May 1, 2026, https://acrobat.adobe.com/id/urn:aaid:sc:US:e5284025-f9ba-4d92-9faa-6b4998fea992.

SFMMS Would Exclude Families With Children from Drug-Free Supportive Housing

Among the contentions in its counterproposal I found surprising, SFMMS's dismissive exclusion of "families seeking a less disorderly living environment" from the likely benefits of a drug-free supportive housing option was one I would least have predicted.

In SFMMS's reimagination of the legislation I have proposed, this "set of individuals" — *families with children!* — would "likely be best served by housing with diligent property management," yet denied the choice of an alternative to the exclusively drug-tolerant standard contemplated in California's implementation of "Housing First."

SFMMS then seeks to wholly re-define Drug-Free Permanent Supportive Housing in a manner that would be strictly limited to individuals or families "in recovery" or seeking recovery services, noting that this set of individuals "would need diligent property management combined with recovery services, which require a different set of resources, staffing, and coordination with the health care system, among other considerations."

While I don't disagree with the notion that individuals and families in recovery or who seek recovery services should have access to them, the legislation as currently proposed is, *again*, intentionally designed to make voluntary residential choice (and not a medical diagnosis) the standard by which PSH residents might access a drug-free alternative.

I strongly disagree with SFMMS that families with children should be excluded from a drug-free supportive housing alternative, if that's the option that would choose. Indeed, whatever else we supervisors may disagree about on topics of drug policy, housing, or homelessness services, I would hope we could find broad agreement that families exiting homelessness face circumstances and sensitivities that deserve far better than solely "diligent property management" within explicitly drug-tolerant residential communities.

'Drug-Free Supportive Housing' is *NOT* 'Sober Housing' or 'Recovery Housing'

Although SFMMS urges this Board of Supervisors to amend the ordinance in a manner that would limit its benefits to those diagnosed with Substance Use Disorders (SUDs), the Drug-Free Supportive Housing option contemplated in the proposed legislation is not

intended to be "sober housing." Neither is it designed to be a "Recovery Residence" (as defined by AB 1556[9]) or a "Supportive-Recovery Residence" (as defined by AB 255[10]). Rather, it is intended to offer PSH residents a wholly voluntary choice — whatever their circumstances may be — to access an alternative to the solely drug-tolerant housing model now available to them.

The proposed ordinance is intentionally designed to make voluntary residential choice — *and not a clinical diagnosis* — the standard for which PSH residents could seek a new drug-free option.

To be sure, individuals in recovery from SUDs would likely benefit from a new drug-free PSH option as an alternative to the mandatory drug-tolerant rules governing virtually all PSH units citywide — as would families with children, seniors and others our PSH portfolio was designed to serve. Accordingly, these vulnerable populations were referenced in the legislation's findings; but it was never to suggest that drug-free options be limited to them.

SFMMS Misrepresents the Drug-Free Supportive Housing Ordinance as Inflexible

Despite an "Oppose Unless Amended" position that, by definition, argues to retain an inflexible status quo as the preferred alternative to my proposal as written, SFMMS argues without evidence that my legislation "goes against [the] principle of flexibility."

This representation is patently false.

In truth, it is the *current system* that's wholly inflexible. San Francisco's PSH portfolio is virtually *entirely* governed by drug-tolerant policies rooted in state Housing First core components[11] — whether legally required as a condition of funding or not — and there are no meaningful drug-free options available today for PSH residents in San Francisco.

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[9] California Assembly, Assembly Bill 1556 (Haney), 2025–2026 Regular Session, https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202520260AB1556.

[10] California Assembly, Assembly Bill 255 (Haney), 2025–2026 Regular Session, https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202520260AB255.

[11] California Welfare and Institutions Code § 8255(b), "Core Components of Housing First," https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=WIC&division=8.&title=&part=&chapter=6.5.&article=.

However, a new drug-free option is not the *only* way my proposed Drug-Free Supportive Housing legislation would add flexibility to the currently inflexible, "one-size-fits-all" status quo that SFMMS evidently prefers. The proposed legislation would additionally maximize flexibility over existing city policy in the following ways, by ensuring…

- That not a single dollar in state funding to add more Drug-Tolerant PSH models would be delayed or prohibited. (See Sec. 12K.4 (c))
- That even blended or braided funding schemes that *include* Housing-First-encumbered state funding with city dollars be exempted. (See Sec. 12K.4 (c))
- And that waivers from the ordinance's restrictions, if found broadly "in the public interest," are possible by resolution by a simple majority vote. (See Sec. 12K.4 (d))

In other words, the ordinance doesn't solely introduce a second lane to what is currently a one-lane system; it goes above and beyond in other ways to facilitate unfettered state funding for PSH, and to ensure maximum flexibility for any unforeseen eventuality.

So, SFMMS's charge of inflexibility is not a difference of opinion; it is flatly incorrect.

SFMMS Baselessly Alleges Obstacles to Housing and Needed Services

Escalating even more outrageously on its factually unsupported "Parade of Horribles" my legislation would purportedly risk, SFMMS leans in with some particularly absurd showstoppers that insultingly presume some dark ulterior motive to restrict funding as "the main reason this ordinance was introduced." To the contrary, Expanding Drug-Free Permanent Supportive Housing — exactly as the legislation is entitled — is the main reason this ordinance was introduced. As SFMMS wrote…

> Mandating exclusive funding for recovery housing, and creating obstacles to override that mandate, reduces the City's ability to meet other housing needs as they arise (e.g., mental health housing, veterans housing, or housing for those who are unable or unwilling to discontinue substance use). Presumably restrictive funding policy is the main reason this ordinance was introduced. San Francisco should not make the same mistake of creating another restricted funding source. SFMMS agrees that, due to current circumstances, a prioritization of funding for recovery housing is appropriate, but does not

> agree with creating obstacles to the City's ability to use its own housing funding in the most appropriate manner identified at any given point in time.

SFMMS's above-cited claims aren't just overstated; they are flatly contradicted by the plain text of the ordinance itself. Resting on a fictional premise that simply does not exist in the legislation, SFMMS advances scorched-earth arguments here I would expect from a negative campaign ad or political rival — but not from a good-faith policymaking partner.

First, leaving aside the fact that the legislation doesn't apply to "recovery housing" *at all*, there is nothing in the proposed ordinance "mandating exclusive funding for recovery housing" in the rigid, inflexible way SFMMS states. As outlined previously, the Drug-Free Supportive Housing proposal expressly preserves flexibility in two separate and meaningful ways: (1) it allows funding for drug-tolerant housing wherever required by law or funding conditions (see Sec. 12K.4 (c)); and (2) it authorizes the Board of Supervisors, by a simple majority vote, to waive the funding preference whenever doing so is in the public interest and supported by the relevant departments (see Sec. 12K.4 (d)).

That is not rigidity — it is a thoughtful, responsibly crafted policy preference paired with explicit, built-in override authority.

Second, SFMMS offers no evidence whatsoever — none — that this ordinance would reduce housing production or impair the City's ability to fund other housing needs. That omission is telling. The legislation does not reduce funding levels, redirect existing appropriations, or eliminate any funding source. It simply establishes a standard residential lease condition as a requirement for how local dollars are spent within a portion of the City's portfolio as a routine and necessary function of policymaking. To leap from that to claims about reduced production or impaired system capacity is factually unsupported and irresponsible.

Third, the SFMMS position ignores a central reality the ordinance is designed to address: San Francisco already operates under a de facto monopoly of drug-tolerant PSH, driven in large part by state Housing First requirements to which city-funded PSH adheres voluntarily — even while having long had the legal option to do otherwise.

Again, the legislation does not "reduce" flexibility — it introduces it, for the first time, by creating a meaningful alternative using local funds where the City actually has discretion. SFMMS's position effectively defends the status quo while labeling any deviation from it as "inflexible," which turns the concept on its head.

Finally, the suggestion that prioritizing drug-free housing somehow crowds out mental health housing, veterans housing, or other needs is a false tradeoff. Drug-Free PSH is not a separate population silo: it is a housing model that likely can and will serve many of the same individuals, including those with co-occurring SUDs or mental health issues. The ordinance explicitly contemplates a mixed portfolio aligned with resident demand, and informed by a required citywide survey. As drafted, this legislation creates a data-driven allocation framework; not a constraint on it.

In short, SFMMS is warning of harms that the ordinance does not create, while ignoring the flexibility it plainly offers. Its claim that this measure would undermine housing production or constrain funding decisions is unsupported by the text, unsupported by evidence, and, I hope, unpersuasive to your consideration of SFMMS's position.

The Legislation Doesn't Undermine 'Housing First,' But Adjusts For Its Limitations

In the context of the proposed ordinance, SFMMS invokes Housing First as a settled, consistently interpreted, and uniformly successful model for which there should be no amendment or alternative.

In fact, Housing First is neither consistently interpreted nor uniformly successful, and I am mystified why a public health advocacy organization would dismiss evidence from the legislation's findings — that PSH in San Francisco accounts for fully 26 percent of overdose fatalities citywide, a higher percentage than in shelters, hospitals, private homes, or on the street — and yet support retaining the status quo over a modestly incremental effort to extend the option of a drug-free residential lease provision to PSH residents who choose it. (Importantly, again, SFMMS's position on this legislation is not "Support If Amended," but "Oppose Unless Amended" — meaning it advocates for a preferred status quo over the proposed legislation, rather than mere neutrality.)

First, California's implementation of Housing First in 2016[12] defied guidance from the Obama Administration's Department of Housing and Urban Development (HUD) the prior year, which strongly encouraged the inclusion of recovery housing models "so long as entry into the program is based on the choice of the program participant." As the 2015 HUD Recovery Housing Policy Brief[13] noted:

> HUD strongly encourages CoC's ["Continuums of Care"] to adopt a system-wide Housing First orientation that removes barriers whenever possible and that addresses the housing needs of people at all stages of recovery. When operated in a manner consistent with this guidance, Recovery Housing might not be in conflict with this approach so long as entry into the program is based on the choice of the program participant. [Emphasis added.]

Second, even leading experts in addiction policy have informed this debate that Housing First has *not* been uniformly successful for all the residents it endeavors to serve. As noted by Dr. Keith Humphreys in his letter of support for the legislation[14] I've proposed, a review by the National Academies of Sciences found no evidence that Housing First programs help in reducing substance use.

These distinctions matter.

My proposed ordinance would *not* dismantle Housing First. It would leave it intact where it is required, and it wouldn't undo it wherever it is already implemented. What it *would* do is acknowledge that a single, harm-reduction-only model is insufficient to meet the full range of needs in our PSH population, particularly given that many PSH residents have substance use or mental health challenges. Adding a drug-free option is not a rejection of Housing First. It is a recognition of limitations that would be informed by data on residential choices.

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[12] California Senate, Senate Bill 1380 (Mitchell) Homeless Coordinating and Financing Council, 2015-2016 Regular Session, https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201520160SB1380.

[13] U.S. Department of Housing and Urban Development, Recovery Housing Policy Brief, December 2015, https://acrobat.adobe.com/id/urn:aaid:sc:us:c09de162-2d24-4a35-9220-3101ec7c35e7.

[14] Keith Humphries, Ph.D., Stanford University School of Medicine, letter Re: Drug-Free Housing, File #251003 (Dorsey) Position: Support, April 22, 2026, https://acrobat.adobe.com/id/urn:aaid:sc:us:c09de162-2d24-4a35-9220-3101ec7c35e7.

Section 12K.4 Is a Deliberate Policy Correction, Not an Arbitrary Constraint

SFMMS proposes wholly deleting Section 12K.4, which governs the use of City funds. This would effectively eliminate the ordinance's operational mechanism. The purpose of Section 12K.4 is to ensure that local funding is used to address an unmet need — namely, the absence of drug-free housing options — while preserving…

- Legal compliance with state and federal funding rules; and
- Board discretion through a waiver process based on findings.

Without this provision, the City would simply continue its existing funding patterns, and the "choice" the ordinance seeks to create would remain largely theoretical.

Eviction and Relapse Protections Are Built In

SFMMS raises concerns about eviction practices and proposes writing highly prescriptive procedural requirements into the legislation. It would do so in a way that, in my view, reflects exigencies more appropriate to the SUD-restricted approach SFMMS seeks in its "gut-and-amend" recommended amendments, and that should be left to departmental experts in developing rules and regulations.

As written, the ordinance already provides important guardrails on some of what SFMMS seeks:

- A single relapse is not grounds for automatic eviction. (See Sec. 12K.6 (a)(2))
- Residents must be offered relapse support. (See Sec. 12K.6 (a)(2))
- Eviction is tied to behavior that disrupts the community, not mere use alone. (See Sec. 12K.6 (a)(3))
- HSH must use its best efforts to provide alternative housing or shelter for any individual at risk of displacement for illicit drug use. (See Sec. 12K.6 (b))

In its wholesale reimagination of the Drug-Free Supportive Housing legislation, SFMMS's proposal would layer on prescriptive clinical requirements that would be more

appropriate to licensed treatment programs than for a housing model based on standard, non-PSH residential leases in San Francisco and elsewhere. The likely result would be to deter providers from participating and to limit the scalability of Drug-Free PSH.

Beyond the fact that SFMMS's proposed changes to this section reflect half-baked public policy, I think we also recognize as elected policymakers that it is a generally sound lawmaking practice to avoid overly prescriptive elements when assigning rulemaking responsibilities to those with relevant expertise, as Section 12K.6 of the proposed legislation does with the Department of Homelessness and Supportive Housing (HSH) in consultation with the Department of Public Health (PDH).

I would welcome SFMMS's advocacy and participation in the rulemaking process, of course. In addition, we as members of the Board of Supervisors will have ample opportunity to review and provide feedback on the rules and regulations "prior to the implementation of any new Drug-Free PSH site," given Section 12K.6 of the legislation, which will require HSH to submit its rules and regulations to the Board.

SFMMS's Equity and Oversight Amendment Betrays Its Ignorance of Existing Law

Lastly, SFMMS expressed reasonable concerns "about the historic pattern of eviction disproportionately affecting marginalized communities" in its request for specific additions to the legislation that would monitor eviction patterns in Drug-Free PSH.

Common sense, of course, would suggest such worthwhile metrics be compiled for the full panoply of shelter and supportive housing services HSH provides — rather than solely for a discrete category of Drug-Free PSH, which would be likely to start out small and take years to build out.

Fortunately, more than a decade ago, San Francisco already enacted the "Tenant Eviction Annual Reports Ordinance" (S.F. Admin. Code § 20.500),[15] which together with HSH's

[15] San Francisco Administrative Code, Article XIV: Tenant Eviction Annual Reports, added by Ord. 11-15, File No. 141122, App. 2/2/2015, Eff. 3/4/2015, https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_admin/0-0-0-50453.

Home by the Bay Plan[16] and Home by the Bay Equity Analysis[17] already does what SFMMS now seeks to legislate anew.

No one doubts the value of monitoring homeless services for inequitable outcomes, of course, including in Drug-Free Supportive Housing, if enacted. In the unlikely circumstance that existing law somehow prevented HSH from assessing outcomes in Drug-Free PSH, that would more properly be addressed as a clean-up amendment to S.F. Admin. Code § 20.500.

I have asked the City Attorney for guidance on whether updates to HSH's tenant eviction equity analyses would be advised if the proposed legislation passes; I have asked that this guidance be shared with the full board and Mayor's Office before Tuesday's vote.

Conclusion

At its core, SFMMS's position is not whether drug-free supportive housing should exist. SFMMS agrees it should. Rather, its stated opposition is rooted in its belief that Drug-Free PSH be strictly medicalized — supporting *only* "individuals and families in recovery or seeking to recover from substance use disorders ('SUDs')" — rather than reflecting voluntary choices PSH residents may wish to make for themselves or their families.

Indeed, SFMMS's proposed amendments would effectively redefine Drug-Free PSH into a legal synonym for "Recovery Residence," as currently contemplated under pending state legislation.[18] While I strongly support expanding funding to Recovery-Supportive PSH models, that is far more complex than what the proposed ordinance coming up on a vote on first reading Tuesday seeks to accomplish.

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[16] "Home by the Bay: An Equity-Driven Plan to Prevent and End Homelessness in San Francisco, 2023 – 2028," City and County of San Francisco, Department of Homelessness and Supportive Housing, https://www.sf.gov/sites/default/files/2024-08/Home-by-the-Bay-Single_Page-Layout.pdf.

[17] "Home by the Bay Equity Analysis: Executive Summary," City and County of San Francisco, HSH, Nov. 2025, https://media.api.sf.gov/documents/Equity_Analysis_-_Executive_Summary.pdf.

[18] California Assembly, Assembly Bill 1556 (Haney), 2025–2026 Regular Session, https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202520260AB1556.

As stated earlier, the defining ethos of the Drug-Free Supportive Housing legislation is to center the choices of PSH residents themselves, and to move city policy beyond ill-informed and arrogant presumptions that all PSH residents deserve a drug-tolerant tenancy standard substantively different from that of all other residential tenants.

It's about basic fairness.

I am happy to answer any questions your or your legislative staffers may have before you vote tomorrow and (hopefully) next week on second reading. I hope this modest, thoughtfully crafted and incremental effort to create drug-free options in San Francisco's PSH portfolio will earn your support.

Sincerely,



MATT DORSEY

Cc: Dr. Heyman Oo,
Chair, Advocacy and Policy Committee
San Francisco Marin Medical Society
Heyman.Oo@ucsf.edu

Adam Francis,
Senior Director of Advocacy and Policy
San Francisco Marin Medical Society
AFrancis@sfmms.org

Kunal Modi,
Office of Mayor Daniel Lurie
Chief of Health, Homelessness, and Family Services
Kunal.Modi@sfgov.org

Angela Calvillo,
Clerk of the Board
San Francisco Board of Supervisors
Angela.Calvillo@sfgov.org

Brad Russi,
Deputy City Attorney
Office of City Attorney David Chiu
Brad.Russi@sfcityatty.org