FILE NO: 180228

Petitions and Communications received from February 26, 2018 through March 5, 2018, for reference by the President to Committee considering related matters, or to be ordered filed by the Clerk on March 13, 2018.

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

From the Office of the Mayor, pursuant to Charter, Section 3.100(18), making the following appointment. Copy: Each Supervisor. (1)

Elizabeth Salveson - Civil Service Commission - term ending June 30, 2019

From the Office of the Mayor, pursuant to Charter, Section 4.135, making the following appointment. Copy: Each Supervisor. (2)

Kate Black - Historic Preservation Commission - term ending December 31, 2018

From the Office of the Mayor, pursuant to Charter, Section 4.136, making the following appointment. Copy: Each Supervisor. (3)

Paul Henderson - Director of Police Accountability - indefinite term

From the Office of the Controller's City Services Auditor, submitting an audit of pre-construction activities for the 2014 Earthquake Safety and Emergency Response Bond. Copy: Each Supervisor. (4)

From Pete Lester, Vice President Chooda Board of Directors, regarding public health and safety because of Uber and Lyft drivers. Copy: Each Supervisors. (5)

From Allen Jones, regarding a ballot measure titled, "Relocation of Professional Sports Teams." Copy: Each Supervisor. (6)

From Alene Deyein, regarding a racial attack in North Beach. Copy: Each Supervisor. (7)

From the Kelley Family, regarding the filth, homeless, and drug problems in San Francisco. Copy: Each Supervisor. (8)

From Juliana E. Morris, MD, regarding police violence and inadequate police accountability. Copy: Each Supervisor. (9)

From West Area CPUC, pursuant to Section IV.C.2 of the General Order No. 159A of the Public Utilities Commission of the State of California, submitting a Notification Letter for City of San Francisco Small Cells 2/27/18. Copy: Each Supervisor. (10)

From Henry Karnilowicz, President of the San Francisco Council of District Merchants Associations, submitting a letter regarding the Mission Rock Giants Development. Copy: Each Supervisor. (11)

From Donald Henry, regarding housing issues. Copy: Each Supervisor. (12)

Leg. Clerk, Rules, COB, Leg Dep & Bob-11
Dep. City Atty, cPage

OFFICE OF THE MAYOR
SAN FRANCISCO

MARK E. FARRELL
MAYOR

March 5, 2018

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

Dear Ms. Calvillo,

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

> Elizabeth Salveson to the Civil Service Commission for a term ending June 30, 2019, to the seat formerly held by Gina Roccanova.

I am confident that Ms. Salveson, an elector of the City and County, will continue to serve our community well. Attached is her qualifications to serve, which will demonstrate how her appointment represents the communities of interest, neighborhoods and diverse populations of the City and County of San Francisco.

Should you have any questions related to this appointment, please contact my Deputy Chief of Staff, Francis Tsang, at (415) 554-6467.

Sincerely,

Mark E. Farrell

Mark E. Farrell
Mayor

BOARD OF SUPERVISORS
SAN FRANCISCO
2018 MAR -5 PM 1:03
BY

1

OFFICE OF THE MAYOR
SAN FRANCISCO

MARK E. FARRELL
MAYOR

March 6, 2018

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

Dear Ms. Calvillo,

Pursuant to Charter Section 4.135, I hereby make the following nomination for the Historic Preservation Commission:

> Kate Black, Seat 6 – a real estate professional or contractor who has demonstrated a special interest, competence, experience, and knowledge in historic preservation – for a term ending December 31, 2018, for the seat formerly held by Karl Hasz.

I am confident that Ms. Black, a CCSF elector, will serve our community well. Attached is her qualifications to serve, which demonstrates how her nomination represents the communities of interest, neighborhoods and diverse populations of the City and County of San Francisco.

I encourage your support of Ms. Black and am pleased to advise you of her nomination.

Sincerely,

Mark E. Farrell
Mayor

BOARD OF SUPERVISORS
SAN FRANCISCO
2018 MAR -6 PM 3:12

OFFICE OF THE MAYOR
SAN FRANCISCO

MARK E. FARRELL
MAYOR

March 5, 2018

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

Dear Ms. Calvillo,

Pursuant to Section 4.136 of the Charter of the City and County of San Francisco, I hereby nominate Paul Henderson as Director of the Department of Police Accountability under the Police Commission.

I am confident that Mr. Henderson will serve our community well. Attached herein for your reference are his qualifications to serve.

I am pleased to advise you of this nomination and encourage the support of the Board of Supervisors.

Should you have any questions related to this nomination, please contact my Deputy Chief of Staff, Francis Tsang, at (415) 554-6467.

Sincerely,

Mark E. Farrell

Mark E. Farrell
Mayor

BOARD OF SUPERVISORS
SAN FRANCISCO
2018 MAR -5 PM 3:27
BY:

(3)

From: Reports, Controller (CON)
Sent: Thursday, March 01, 2018 12:23 PM
To: Calvillo, Angela (BOS); Mchugh, Eileen (BOS); BOS-Supervisors; BOS-Legislative Aides; Elliott, Jason (MYR); Leung, Sally (MYR); Hussey, Deirdre (MYR); Canale, Ellen (MYR); Tugbenyoh, Mawuli (MYR); pkilkenny@sftc.org; Rose, Harvey (BUD); Campbell, Severin (BUD); Newman, Debra (BUD); Docs, SF (LIB); CON-EVERYONE; Nuru, Mohammed (DPW); Lopez, Edgar (DPW); Dawson, Julia (DPW); Robertson, Bruce (DPW); Higueras, Charles (DPW); Fernandez, Marisa (DPW); King, Nicolas (DPW); nicole@secteam.com
Subject: Issued: SF Public Works: Additional Steps Should Be Taken to Improve Pre-Construction Activities for the 2014 Earthquake Safety and Emergency Response Bond

The Office of the Controller's City Services Auditor (CSA) today issued a report on its audit of pre-construction activities for the 2014 Earthquake Safety and Emergency Response (ESER) Bond. The audit found that San Francisco Public Works (Public Works) implemented many leading practices to manage and oversee the 2014 ESER Bond Program pre-construction activities. However, Public Works should take additional steps to improve management over certain pre-construction activities and fully comply with established bond accountability measures. Further, it should enhance some of its current practices to provide greater transparency into project selection and prioritization and improve performance reporting of program and project progress toward meeting established goals.

To view the report, please visit our website at:
http://openbook.sfgov.org/webreports/details3.aspx?id=2549

This is a send-only e-mail address. For questions about the report, please contact Chief Audit Executive Tonia Lediju at tonia.lediju@sfgov.org or 415-554-5393 or the CSA Audits Division at 415-554-7469.

Follow us on Twitter @SFController.

City and County of San Francisco

Office of the Controller – City Services Auditor

SAN FRANCISCO PUBLIC WORKS:

Additional Steps Should Be Taken to Improve Pre-Construction Activities for the 2014 Earthquake Safety and Emergency Response Bond

March 1, 2018

OFFICE OF THE CONTROLLER
CITY SERVICES AUDITOR

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

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

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

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

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

For questions regarding the report, please contact Chief Audit Executive Tonia Lediju at Tonia.Lediju@sfgov.org or 415-554-5393 or CSA at 415-554-7469.

CSA Audit Team: Nicole Kelley, Lead Supervising Auditor
Salem Chuah, Senior Auditor

Audit Consultants: Sjoberg Evashenk Consulting, Inc.

CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

March 1, 2018

Mr. Mohammed Nuru
Director
San Francisco Public Works
1 Dr. Carlton B. Goodlett Place, Room 348
San Francisco, CA 94102

Dear Mr. Nuru:

The Office of the Controller's City Services Auditor Division (CSA) presents its audit report of the 2014 Earthquake Safety and Emergency Response (ESER) Bond Program administered by San Francisco Public Works (Public Works). CSA engaged Sjoberg Evashenk Consulting, Inc., (SEC) to conduct the audit. The audit objectives were to evaluate the effectiveness and efficiency of Public Works' pre-construction procedures to implement the 2014 ESER Bond Program, including program oversight and project management procedures.

The audit concluded that Public Works implemented many leading practices to manage and oversee the 2014 ESER Bond Program pre-construction activities. However, it should take additional steps to improve management over certain pre-construction activities and fully comply with established bond accountability measures. Further, Public Works should enhance some of its current practices to provide greater transparency into project selection and prioritization and improve performance reporting of program and project progress toward meeting established goals.

The report includes 21 recommendations for Public Works to establish criteria for changing projects included in the approved project portfolios, document the methodology and assumptions used to forecast spending, ensure established policies and procedures are followed, and develop mechanisms to report the status of 2014 ESER projects. Public Works' response to the report is attached as an appendix. CSA will work with the department to follow up every six months on the status of the open recommendations made in this report.

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

Respectfully,

Tonia Lediju
Chief Audit Executive

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

City and County of San Francisco

Office of the Controller – City Services Auditor

Performance Audit of the Public Works Earthquake Safety and Emergency Response 2014 Bond Program

March 2018

SJOBERG EVASHENK CONSULTING, INC

455 Capitol Mall • Suite 700 • Sacramento, California • 95814 • Tel 916.443.1300 • www.secteam.com

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REPORT HIGHLIGHTS

SJOBERG EVASHENK CONSULTING, INC

RESULTS

The City and County of San Francisco's Department of Public Works, known as San Francisco Public Works (Public Works) implemented many leading practices to manage and oversee the Earthquake Safety and Emergency Response (ESER) 2014 Bond Program. However, it should take additional steps to improve management over certain pre-construction activities and fully comply with established bond accountability measures. Further, Public Works should enhance some of its current practices to provide greater transparency into project selection and prioritization as well as improve performance reporting of program and project progress towards meeting established goals.

PURPOSE

The City Services Auditor contracted Sjoberg Evashenk Consulting, Inc., to conduct a performance audit of Public Works' ESER 2014 Bond Program. The objective of the audit is to evaluate the effectiveness and efficiency of Public Work's pre-construction procedures to implement the bond program, including program oversight and project management procedures.

BACKGROUND

In 2014, San Francisco voters passed the $400 million ESER 2014 bond proposition to fund seismic repairs and necessary improvements to essential earthquake and emergency response infrastructure. ESER 2014 is part of a broader ESER Bond Program and included funding for two major capital projects and three programmatic components.

KEY FINDINGS – PUBLIC WORKS:

- Obtained appropriate approvals and support from stakeholders but could make project selection and prioritization for the Police Facilities and Neighborhood Fire Stations bond components more transparent.
- Has not expended ESER 2014 bond sale proceeds as quickly as planned and should enhance the methodology for projecting the timing of bond funding to meet activities.
- Has implemented many leading project management practices, such as using project management teams with a variety of skills and backgrounds from project initiation to completion and establishing formal policies and procedures to guide pre-construction activities; however, these policies and procedures are not always followed, and opportunities for improvement exist.
- Did not always follow established record retention policies and procedures or keep project files well-organized, making it challenging to locate key project files, determine the rationale and deliberation that occurred for key project decisions, and differentiate between various versions of key documents.
- Did not submit the required bond accountability report for the first bond sale and did not include all required certifications in the bond accountability report for the second bond sale.

KEY RECOMMENDATIONS – PUBLIC WORKS SHOULD:

- Establish criteria for changing projects included in the approved project portfolios for both the Neighborhood Fire Stations and Police Facilities bond components.
- Document the methodology and assumptions used to forecast spending, determine cash flow needs, and time bond sales, and include sufficient project-level detail to enable management to assess the reasonableness and accuracy of projections.
- Ensure established policies and procedures are followed, particularly those related to record retention.
- Develop project cards or another mechanism to report the status of ESER 2014 projects, including brief project descriptions, baseline-to-actual budgets and schedules, key milestones, challenges and project changes, and next steps.

Glossary of Abbreviations

CEQA:	California Environmental Quality Act
CGOBOC:	Citizens' General Obligation Bond Oversight Committee
City:	City and County of San Francisco
CM/GC:	Construction Manager/General Contractor
CMSS:	Construction Management Support Services
COI:	Cost of Issuance
CSA:	City Services Auditor
DB:	Design-Build
DBB:	Design-Bid-Build
EFWS:	Emergency Firefighting Water System
ESER:	Earthquake Safety and Emergency Response Bond (2010 & 2014)
NFS:	Neighborhood Fire Stations
OME:	San Francisco Office of the Medical Examiner
PF:	Police Facilities
PMP:	Project Management Plan
Fire Department:	San Francisco Fire Department
Police Department:	San Francisco Police Department
SFPUC:	San Francisco Public Utilities Commission
Public Works:	San Francisco Public Works
TC&FSD:	Traffic Company & Forensic Services Division (part of Police Department)

Introduction and Background

The $400 million Earthquake Safety and Emergency Response 2014 Bond Program (ESER 2014) was proposed by the City and County of San Francisco (City) to voters in 2014 to fund seismic repairs and necessary improvements to essential earthquake and emergency response infrastructure. As a continuation of the $412 million ESER 2010, the City's objective was to use funds from ESER 2014 to provide further capital improvements that would allow emergency personnel to respond more quickly and effectively to earthquakes, natural disasters, and other emergencies; and thereby ensure the safety and welfare of its citizens. The City's Capital Planning Committee recommended that the Mayor's Office and Board of Supervisors fund ESER 2014 through general obligation bonds. The bond ordinance was adopted by the Board of Supervisors in February 2014 and approved by voters in June 2014.

ESER 2014 is part of a broader ESER Bond Program included in the Public Safety portion of the City's Capital Plan, as shown in Exhibit 1. In addition to ESER 2010 and ESER 2014, bond measures are planned for elections in 2020 and 2026, each slated to raise another $290 million if approved by voters.

EXHIBIT 1. ESER BOND PROGRAM

Source: City's Capital Plan

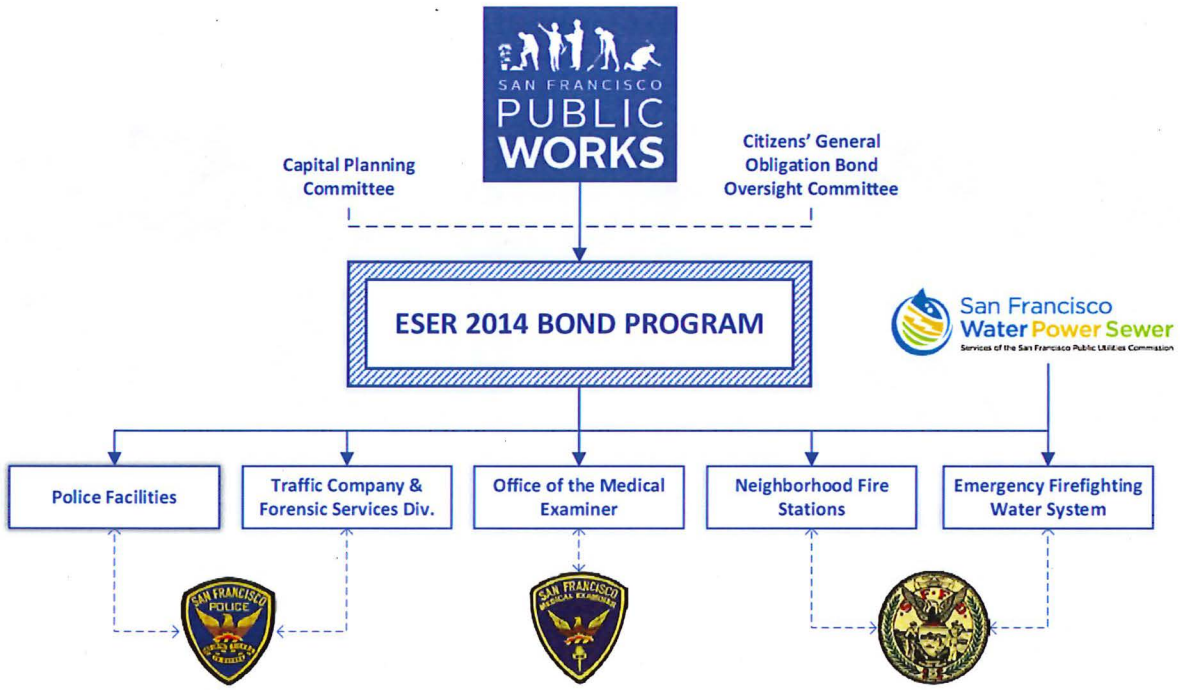
ESER 2014 comprises five components:

- **Neighborhood Fire Stations (NFS):** Projects to repair, renovate, or relocate City Fire Stations and other Fire Department facilities to address seismic, safety, and work environment deficiencies.
- **Emergency Firefighting Water System (EFWS):** Projects to repair and improve the City's backup emergency water system, which is used to deliver water at high pressure to fight fires, and includes cisterns, pipelines and tunnels, and other core facilities such as reservoirs, tanks, and pump stations.
- **Police Facilities (PF):** Projects to renovate, upgrade, or relocate district police stations to ensure they are seismically safe.
- **Traffic Company and Forensic Services Division (TC&FSD):** Demolition of the existing structures and construction of a new building and separate parking structure to relocate the Police Department's motorcycle unit and crime lab.

- **Office of the Medical Examiner (OME):** Relocation of OME[1] from the Hall of Justice to an existing City building at 1 Newhall Street. The building will be renovated to add a second floor and ensure the structure is seismically safe.

As shown in Exhibit 2, San Francisco Public Works (Public Works) is responsible for the program's delivery and directly reports to the Citizens' General Obligation Bond Oversight Committee (GOBOC). Public Works manages the ESER Bond Program and four of its five components. The San Francisco Public Utilities Commission (SFPUC) manages the EFWS component. SEC excluded the EFWS component and SFPUC activities from the scope of this audit, which focused on Public Works' oversight and management of the ESER 2014 Bond Program and project management procedures for pre-construction activities of the four bond components other than EFWS.

EXHIBIT 2. ESER 2014 BOND PROGRAM OVERSIGHT AND MANAGEMENT STRUCTURE



Source: Auditor generated and confirmed by Public Works

The project operating budget for the bond program is $400 million. Through June 30, 2017, there had been two bond sales totaling $210.3 million, of which $103.6 million (49 percent) had been expended. Exhibit 3 shows how the funds from the sale of both bonds were allocated to each of the five components, including costs related to oversight, accountability, and cost of issuance.

[1] Also referred to as Office of the Chief Medical Examiner (OCME), including in Public Works contracts. However, the official name of the department is the Office of the Medical Examiner, which is headed by the chief medical examiner.

EXHIBIT 3. ESER 2014 BOND PROGRAM INITIAL OPERATING BUDGET, REVISED OPERATING BUDGET, AND EXPENDITURES THROUGH JUNE 2017

Component	Revised Bond Operating Budget	Bond Funds Appropriated Through June 2017	Bond Expenditures Through June 2017
Neighborhood Fire Stations	$81,216,979	$23,793,505	$10,052,443
Emergency Firefighting Water System	$54,065,000	$54,065,000	$4,214,793
Police Facilities	$29,490,000	$17,077,653	$6,329,113
Traffic Company & Forensic Services Division	$162,195,000	$46,703,201	$23,178,512
Office of the Medical Examiner	$66,233,024	$66,233,024	$57,943,296
Oversight/Accountability and Cost of Issuance	$6,800,000	$2,378,790	$1,879,260
Total	**$400,000,000**	**$210,251,174**	**$103,597,419**

Source: ESER Quarterly Status Reports, September 2014 and March 2016, and June 2017 Monthly Financial Report.
Note: Budgeted amounts only represent those from bond funds and exclude those from other funding sources.

Scope and Methodology

The Office of the Controller's City Services Auditor Division (CSA) contracted Sjoberg Evashenk Consulting, Inc., (SEC) to conduct an independent performance audit of Public Works' ESER 2014 Bond Program. Specifically, SEC was asked to evaluate the effectiveness and efficiency of Public Works' pre-construction procedures to implement the bond program, including program oversight and project management procedures.

To meet the audit's objectives, SEC performed the following audit steps:

1. Reviewed applicable bond ordinances, laws, rules and regulations, and Public Works' program policies, procedures, and guidelines.

2. Interviewed key personnel responsible for administering the bond funds to understand how Public Works manages the bond program and project pre-construction activities. SEC also interviewed representatives of the Office of Public Finance assigned to the ESER 2014 Bond Program to understand bond financing and spending requirements.

3. Assessed project selection and planning steps, including an evaluation of the prioritization system used, needs assessments conducted, practices used to develop costs estimates and schedules, and processes used to obtain approval from user departments for projects selected.

4. Determined whether Public Works followed bond accountability measures and whether reports include all required information.

5. Obtained a list of active projects for the ESER 2014 Bond Program from Public Works to select a representative sample of six projects to audit based on a variety of project delivery methods, bond program components, project sizes and scales, budget, project types and complexity, and project managers, as shown in Exhibit 4. The six projects selected represented more than $266 million of the $400 million ESER 2014 Bond Program, or nearly 67 percent.

EXHIBIT 4. ESER 2014 PROJECTS SELECTED FOR AUDIT

Project	Project Component and Type	In-House or Contracted Design	Project Delivery Method	Project Budget[1, 2]
1) Fire Station 35 (Fire Boat)	NFS – Seismic	Contracted	Design-Build	$32,711,448
2) Package 3	NFS – Focused Scope	In-House	Other – On-call services from pre-qualified list	13,095
3) Northern Police Station[3]	PF – Comprehensive	In-House	Design-Bid-Build	3,403,372
4) Police Facilities Americans with Disabilities Act (ADA) Upgrades[4]	PF – Focused Scope	In-House	Design-Bid-Build and In-House	1,871,121

Project	Project Component and Type	In-House or Contracted Design	Project Delivery Method	Project Budget[1, 2]
5) Traffic Company & Forensic Services Division	TC & FSD – Seismic	Contracted	Hybrid Construction Manager/ General Contractor with Design-Build for Core Trades	162,195,000
6) Office of the Medical Examiner	OME – Seismic	Contracted	Construction Manager/ General Contractor	66,233,024
			Total:	**$266,427,060**

Notes: [1] Except for the TC&FSD and OME projects, project budget excludes project management costs.

[2] Budget as of February 2017. Only includes bond funds; excludes funds from other sources.

[3] Proposal submitted to include mechanical, electrical, and plumbing upgrades in Package 1 of the Northern Police Station project.

[4] Project included two packages that were later divided into two projects.

Source: Auditor generated from project listing provided by Public Works.

6. Evaluated project delivery and monitoring practices, focusing on pre-construction activities, for compliance with stated policies and procedures, the San Francisco Administrative Code (Administrative Code), and best practices such as reasonability and controls over budgets and schedule, employment of appropriate organizational structure, value engineering, compliance with California Environment Quality Act (CEQA) requirements, and stakeholder engagement in pre-construction processes.

7. Tested the construction and professional services contract award process, including inspecting contract documents, bid forms, proposals, scoring sheets, and executed contracts for sampled projects to assess whether scoring and evaluations were accurate, contracts were awarded to the responsible bidder submitting the lowest responsive bid or the highest ranked proposer (as appropriate to the project delivery method), contracts complied with the Administrative Code, Chapter 6, and contained proper approvals, and contract and bid amounts agreed.

8. Tested payments to contractors and consultants, including inspecting invoices and required supporting documentation to assess whether invoices were properly approved, aligned with project scope and contract requirements, and complied with the Administrative Code and bond program requirements.

9. Reviewed Architect/Engineering service contracts to determine whether contracts included key provisions to protect the City's interest and clearly identified the contractor's roles and responsibilities.

10. Reviewed industry leading practices reports and materials, including the Construction Extension to the Project Management Body of Knowledge Third Edition, the Construction Management Association of America Construction Management Standards 2010 Edition, the Government Accountability Office Cost Estimating and Assessment Guide March 2019, and the California Multi-Agency CIP Benchmarking Study Annual Report Update 2016.

Audit field work was completed during May through August 2017.

SEC conducted this audit in accordance with generally accepted government auditing standards. Those standards require SEC to plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. SEC believes that the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

Chapter 1: Opportunities Exist to Enhance the Management of the ESER 2014 Bond Program

Since the passage of the ESER 2014 bond, Public Works has made progress allocating funds and delivering projects. Public Works expects that the four components it manages will be completed by June 2021—one year ahead of initial schedules. Through June 30, 2017, approximately $103.6 million, or nearly 26 percent, of the $400 million bond program had been expended. As shown in Exhibit 5, through June 2017 Public Works had completed 25 programmatic projects (20 NFS and 5 PF projects) and was expected to complete construction for the OME project in September 2017.

EXHIBIT 5. ESER 2014 PUBLIC WORKS' PROJECTS STATUS IN JUNE 2017[1]

Projects/Components	Planned Projects as of February 2017	Project Status as of June 2017	Initial Construction Completion Date	Revised Construction Completion Date
Office of the Medical Examiner (OME)	1 Seismic	In Progress (91% Construction)	October 2016	September 2017
Traffic Company & Forensic Services Division (TC&FSD)	1 Seismic	In Progress (Design)	July 2018	Winter 2020
Police Facilities (PF)	13 projects Comprehensive – 5 Focused Scope – 3 Other – 4 New – 1	14 projects[2, 3] In Progress – 9 Completed – 5	Not Provided	July 2019
Neighborhood Fire Stations (NFS)	44 projects Focused Scope – 39 Seismic – 4 Comprehensive – 1	43 projects[3] In Progress – 23 Completed – 20	July 2022	June 2021
Total	**59 projects** **Focused Scope – 42** **Comprehensive – 6** **Seismic – 6** **Other – 4** **New – 1**	**59 projects[2, 3]** **In Progress – 34** **Completed – 25**	**July 2022**	**June 2021**

Notes: [1] Excludes EFWS component managed by SFPUC.

[2] The focused-scope ADA Upgrades project originally had two packages that were later split into two projects.

[3] Two projects were cancelled, one NFS and one PF.

Source: Auditor generated from ESER 2014 Budget Report as of February 2017 provided by Public Works, ESER 2014 Bond Report, and ESER Quarterly Report, June 2017

Public Works implemented many leading practices, such as developing in-house design expertise, bundling smaller projects into one bid package to reduce administrative overhead and take advantage of economies of scale, and reviewing bids received against independent cost estimates. Although Public Works obtained the appropriate approvals and support from stakeholders, practices used to select and prioritize projects for two programmatic components were not as clear and transparent as the bond report states. In particular,

limited documentation exists supporting the rationale, deliberations (both internally and between Public Works and owner departments), and methodology used to make decisions. Further, the methodology and assumptions used to forecast program expenditures and funding needs were not clearly documented, and actual expenditures and project progress has been significantly slower than forecasted.

Finding 1. Public Works Conducted Thorough Needs Assessments, But Did Not Establish Formal Criteria to Select and Prioritize Projects

Public Works conducted a thorough needs assessment for both the PF and NFS components to identify the portfolio of potential projects and estimate costs, used a multi-disciplinary team with both internal and external stakeholders, and obtained support from stakeholders, including the Police and Fire commissions and the Capital Planning Committee. However, Public Works did not establish formal criteria to select and prioritize projects or rules for funding, scope, and prioritization changes, as required by the bond report. The bond report states that transparent and responsible oversight procedures would be put in place for project selection and prioritization, including objective means for prioritizing projects using the criteria identified in the bond and clear rules for funding, scope, and prioritization changes based on the same criteria.

Although Public Works project managers, in coordination with the ESER program manager and designated representatives from user departments, used professional judgment to select and prioritize projects, there was limited or no documentation supporting the rationale for selecting one project over another, for determining the mix of projects to be completed (such as focused scope,[2] comprehensive renovation,[3] or seismic improvement),[4] or for making changes to the funding, scope, or prioritization of projects. The following sections discuss the project selection and prioritization process used for each of the two programmatic components managed by Public Works.

Fire Stations

In 2009—before ESER 2010 and ESER 2014—Public Works partnered with the San Francisco Fire Department (Fire Department) to assess all 42 fire stations and three other fire facilities to identify deficiencies that could compromise the Fire Department's ability to respond to emergencies. After the universe of potential projects was identified, Public Works developed a high-level cost estimate to identify the total cost of addressing all fire station and ancillary facility needs. This preliminary assessment found that it would cost more than $350 million to address all deficiencies. Public Works also partnered with a contractor to develop guidelines and standards for designing fire stations to ensure projects were consistently designed to meet the needs of the occupants.

For ESER 2010, Public Works allocated $64 million of capital improvements at 16 of the 42 fire stations and initially planned to develop a capital improvement plan to identify and prioritize future projects.

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[2] Focused-scope projects target **one** element of the facility, such as ADA compliance, roof, exterior envelope, mechanical upgrades, electrical upgrades, etc.

[3] Comprehensive projects target **multiple** elements of the facility, such as ADA compliance, roof, exterior envelope, mechanical upgrades, electrical upgrades, etc.

[4] Seismic projects where a building is designed and/or strengthened to perform at an operational or immediate occupancy performance level following a substantial earthquake.

According to Public Works this plan was not completed due to funding and resource limitations. As part of ESER 2014, Public Works allocated an additional $81.2 million to perform work at the remaining 26 stations that were not in ESER 2010's scope.

Once the ESER 2014 bond measure passed, Public Works partnered with the Fire Department to establish project priorities and project delivery methods; however, these deliberations were not always documented. According to the project manager, during early planning meetings with the Fire Department, several focused-scope projects were identified that Public Works believed were guaranteed to be included in the final approved list of projects. Thus, Public Works began work on these projects before establishing the portfolio of projects to be completed as part of ESER 2014. Further, before the final approval of the portfolio of projects, Public Works had also begun work on other project designs, with some projects reaching 90 percent of design completion.

According to the project manager, rather than using a scoring system to prioritize projects, Public Works took a dynamic approach in which it informally evaluated projects by considering several factors, such as the permanency of the solution to the deficiency identified, overall condition of the facility, and impact of the deficiency on the Fire Department's operations. Public Works developed a "heat map" of potential projects, identifying projects as low, medium, or high priority for both seismic and focused-scope projects; however, it is challenging to identify the linkage between the project assessment/heat map and actual projects selected or the correlation between the projects identified as high priority on the heat map and actual project prioritization. According to Public Works, it used a combination of professional judgment and input from the Fire Department to develop the portfolio of projects to be completed under ESER 2014.

The ESER program manager reviewed the mix of projects and agreed with the project portfolio recommendations. In 2015, while the project portfolio was being finalized, Public Works contracted with an independent estimator to update the 2009 initial cost estimates to reflect current market conditions. The portfolio of projects was presented to and approved by the Fire Commission in May 2016. Public Works also presented the project portfolio to CGOBOC and the Capital Planning Committee for support in September and November 2016. Once the Fire Department approved the final portfolio of projects, Public Works staff conducted a second, more-detailed round of project scoping and project cost estimates to include both soft costs, such as project management, and hard costs, such as construction contractor costs.

To demonstrate the fluidity and dynamic nature of the project selection process, the progression of project selection from March 2015 through March 2017 is detailed in Exhibit 6. For example, for apparatus bay doors focused-scope projects, the projects expanded from one package with work at Fire Stations 7, 13, and 15 to three packages with work at all fire stations. Similarly, for seismic projects, the project portfolio expanded from seismic work at two stations in March 2016 to four stations in March 2017, after the portfolio of projects had been approved. Although the project changes may have been necessary and justifiable, the reasons for the changes were not memorialized.

EXHIBIT 6. NEIGHBORHOOD FIRE STATION PROJECTS SELECTED FOR COMPLETION, FROM MARCH 2015 TO MARCH 2017

Project Type	March 2015	March 2016	March 2017
Focused-Scope Projects			
Apparatus Bay Doors	**Package 1** – FS 7, 13 & 15	**Package 1** – FS 15 **Package 2** – Stations TBD **Package 3** – FS 9 & 17 **Package 4** – Stations TBD	**Package 1** – FS 15 **Package 2** – All Stations **Package 3** – FS 6, 9, 10, 11, 17 & 38 **Package 4** – 31 Stations
Exterior Envelope	**Package 1** – TBD by June 2015	**Package 1** – FS 8, 23 & 29 **Package 2** – FS 24 & 34 **Package 3** – FS 11 & 20 **Package 4** – FS 22	**Package 1** – FS 8, 20, 23 & 29 **Package 2** – FS 24 & 34 **Package 3** – FS 11 **Package 4** – FS 22
Generator	**Package 1** – FS 3, 19, 31 & 39	**Package 1** – FS 31	**Package 1** – FS 31 **Package 2** – FS 14 **Package 3** – FS 24 **Package 4** – FS 37
Mechanical (Heating, Ventilation, and Air Conditioning)	**Package 1** – FS 7, 8, 14, 20, 22, 23, 41, 42 & 49	**Package 1** – FS 7, 8, 14, 20, 22, 23, 41, 43 & 49	**Package 1** – FS 8, 9, 14, 20 & 41
Roofing	**Package 1** – FS 3	**Package 1** – FS 3 **Package 2** – FS 40 **Package 3** – FS 7 & 9 **Package 4** – FS 3 & 17 (immediate repair) **Package 5** – FS 43 & 49 **Package 6** – FS 11, 12, 20, 23 & 29	**Package 1** – FS 3 **Package 2** – FS 40 **Package 3** – FS 3 & 17 **Package 5** – FS 43 **Package 6** – FS 9, 20, 23 & 24 **Package 7** – FS 29
Shower	**Package 1** – FS 20, 22 & 34	**Package 1** – FS 13, 17, 20, 22 & 34	**Package 1** – FS 13, 20, 22 & 34 **Package 2** – FS 10, 17, 19 & 33
Sidewalk	[Not listed]	**Package 1** – FS 13 **Package 2** – FS 31 **Package 3** – FS 26	**Package 1, 2 & 3** – FS 13, 20, 26 & 31
Windows	**Package 1** – FS 8, 9, 19, 20, 21, 22 & 24	**Package 1** – FS 9, 19, 25 & 39 **Package 2** – Training Tower **Package 4** – FS 8, 20 & 21 **Package 5** – FS 11 & 37 **Package 6** – FS 12, 14, 23, 33 & 43	**Package 1** – FS 9, 19, 24 & 39 **Package 3** – FS 25 **Package 4** – FS 8, 20 & 21 **Package 5** – FS 14, 33, 37 & 43 **Package 6** – FS 11, 12 & 23
Comprehensive Renovation Projects			
Fire Station 3	[Not listed]	[Not listed]	Fire Station 3[1]
Fire Station 7	[Not listed]	[Not listed]	Fire Station 7
Seismic Improvement Projects			
Fire Station 35	[Not listed]	Fire Station 35 Fire Boat	Fire Station 35 Fire Boat
Fire Station 48	[Not listed]	Fire Station 48 Treasure Island	Fire Station 48 Treasure Island
Hose Tower	[Not listed]	[Not listed]	Hose Tower Removal & Roofing
Pier 26 Fire Boat Berthing	[Not listed]	[Not listed]	Pier 26 Fire Boat Berthing

Note: [1]This project was later canceled.

Source: Auditor generated from ESER Quarterly Reports from March 2015, 2016, and 2017.

Police Facilities

Public Works hired consultants to conduct a Facilities Evaluation and Standards study to identify the needs of the San Francisco Police Department (Police Department) in terms of the functional adequacy of district police stations, including minimum space, operational, technical, safety, and security requirements. The study assessed the level of improvement needed by classifying needs into one of three categories: building replacement, comprehensive renovation, or incremental renovation. The Facilities Evaluation and Standards Study report, issued in March 2013, identified $250 million in capital improvement needs; however, only $30 million was programmed for the component in ESER 2014. Potential projects were classified as either:

- Americans with Disabilities Act (ADA) access
- Exterior building envelope
- Mechanical, Electrical, and Plumbing (MEP), including fire protection systems
- Site
- Structural and seismic integrity

According to Public Works, the funding principles of the City's Capital Plan were used to guide project prioritization. Specifically, Funding Principle 1 is "Addresses Legal or Regulatory Mandate." According to the project manager, this meant selecting and prioritizing projects with ADA upgrades. Before the approval of the final portfolio of projects, Public Works proceeded with the design of two focused-scope projects—ADA packages 1 and 2.

Later in 2015, Public Works completed more comprehensive structural assessments. After the 12 police facilities were assessed for scoping, a preliminary program of projects was presented to the Police Chief in September and November 2015. Although Public Works provided documentation demonstrating the assessment of police facilities, it is unclear how the needs assessment correlated to the projects selected and the methodology used to prioritize projects. Further, Public Works did not adequately document how it determined the mix of focused scope, comprehensive, and seismic projects. According to Public Works, it partnered with the Police Department to determine which projects should be included. However, limited documentation surrounding these deliberations exists.

The portfolio of projects was presented to and approved by the Police Commission in February 2016. Public Works also presented the allocation of funding among project types to the Capital Planning Committee in February 2016, but the detailed portfolio of projects was not in the presentation.

Exhibit 7 shows how the list of ESER 2014 projects changed from March 2015 through March 2017. Several project changes had occurred by just one month after the Police Commission approved the final portfolio of projects in February 2016, and more changes occurred in the following year, through March 2017. For example, in March 2016 only one comprehensive renovation project was listed in the quarterly report, but by March 2017, five comprehensive renovation projects (at additional police stations) were listed.

EXHIBIT 7. POLICE FACILITIES PROJECT PRIORITIZATION TABLE, FROM MARCH 2015 TO MARCH 2017

Project Type	March 2015	March 2016	March 2017
Focused Scope[1] Projects			
ADA	[Not listed]	**Package 1** – Bayview, Mission, Tenderloin, Central, Northern **Package 2** – Richmond, Taraval, Ingleside, Park, Police Academy	**Package 1**
MEP	[Not listed]	**Package 1** – Richmond, Ingleside, Taraval	**Package 1** **Package 2**
Comprehensive Renovation Projects			
Ingleside Police Station	[Not listed]	[Not listed]	Ingleside Police Station
Golden Gate Stables	[Not listed]	[Not listed]	[Not listed]
Mission Police Station	[Not listed]	[Not listed]	Mission Police Station
Northern Police Station	[Not listed]	Northern Police Station	Northern Police Station
Park Police Station	[Not listed]	[Not listed]	Park Police Station
Police Academy	[Not listed]	[Not listed]	Police Academy
New Construction Projects			
Firearms Simulator	[Not listed]	[Not listed]	Firearms Simulator
Special Projects			
Park Police Station Exterior	[Not listed]	[Not listed]	Park Police Station Exterior Repairs
Pistol Range Roof	[Not listed]	[Not listed]	Pistol Range Roof Repairs

Note: [1]Per the March 2015 ESER Quarterly Report, it was expected that the majority of projects to be assembled and delivered under ESER 2014 for police facilities would be in the focused-scope category.

Source: Auditor generated from ESER Quarterly Reports from March 2015, 2016, and 2017

Although movement and changes in project portfolios is common in capital programs, best practices prescribe establishing clear criteria and documentation of the rationale for selecting and prioritizing projects. Other San Francisco bond programs, such as the 2014 Transportation and Road Improvement Bond Program, provide a detailed discussion of the programs and project prioritization criteria used in quarterly reports. For example, for the Safer Streets Pedestrian Safety Improvement component of the 2014 Transportation and Road Improvement Bond, each intersection received a score based on the number of severe and fatal injuries to pedestrians over a five-year period, number of injuries to adults over 65, and number of injuries to children under 17. Similarly, the San Francisco International Airport (Airport) applies a multiple-step review in which proposed projects are ranked and prioritized based on formal criteria including safety and security, customer experience, airport operational impact, financial impact, and sustainability. The Airport documents deliberations and ensures that appropriate approvals are received before a project can become part of its capital improvement program.

Establishing and documenting the project selection and prioritization process is not only a leading practice, but also provides greater accountability and assurance that limited funds are being used in the most effective and efficient manner to meet established priorities and goals. Equally important, the use of consistent criteria reduces the potential for political or other outside influences to sway or bias the project selection and prioritization process. In the future, Public Works needs to establish written criteria for changing approved project portfolios for both the Fire Stations and Police Facilities bond components. Public Works must also formally document the rationale for and deliberations about potential and approved changes.

Now that it has identified the universe of potential projects for both NFS and PF, Public Works should partner with the owner departments to develop capital improvement programs that can be used to program projects for future ESER bonds. To provide greater accountability over future ESER bonds, Public Works should also establish the funding levels that will be set aside for each project type and the number of projects of each type to be completed. The General Obligation Bond Program Report for Fiscal Year 2016-2017 made similar recommendations for expanding pre-bond planning to create more precise scopes, schedules, and budgets to help expedite spending of bond funds.

Recommendation(s)

San Francisco Public Works should:

1. Establish criteria for changing the portfolios of approved projects, such as changes to funding, scope, and prioritization, for both the Neighborhood Fire Stations and Police Facilities components and for future bond projects.
2. Partner with the Fire Department and Police Department to develop a capital improvement program of planned projects to be included in future ESER bond measures.
3. Formally document the rationale for and deliberations about potential and approved project and program changes.
4. Establish funding levels set aside for each project type and the number of projects of each type to be completed to provide greater accountability over future ESER bonds.

Finding 2. The Encumbrance Schedule Was Not Reviewed and Did Not Contain Forecasted Spending Plan Assumptions

In preparation for the first bond sale, the ESER 2014 program team developed an encumbrance schedule that functioned as its plan of finance to forecast quarterly bond spending for each component of the bond and estimate the first bond sale amount. The encumbrance schedule did not document the assumptions used to estimate spending and funding needs and determine the timing of bond sales for ESER 2014. Typically, a plan of finance will summarize major underlying assumptions and methodologies related to cost estimates, revenue forecasts, cashflow projections, and the debt model. A plan of finance is a management tool that is used in conjunction with a debt policy to develop an optimal strategy to maintain sufficient funding for an organization's capital needs.

Public Works submitted the encumbrance schedule to the Office of Public Finance for review, provided PowerPoint presentations to the Capital Planning Committee, and submitted required forms to the Budget and Analysis Division of the Controller's Office. Although it appropriately provided the spending projections to the oversight bodies and the projections were approved, Public Works did not provide documentation demonstrating how it arrived at its projections.

Further, the project manager did not review the encumbrance schedule before it was submitted to the Office of Public Finance. Public Works later found that land acquisition costs had been inadvertently excluded from the schedule submitted to the Office of Public Finance. To account for these costs, Public Works moved $16.1 million from the amount requested for the Office of the Medical Examiner (OME) bond component to the Traffic Company & Forensic Services Division (TC&FSD) bond component.

Recommendation(s)

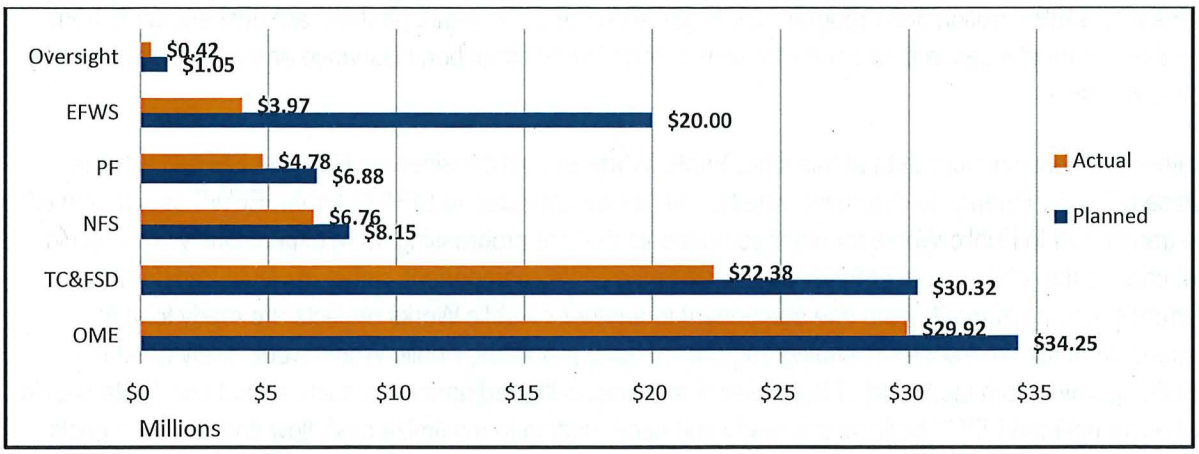
San Francisco Public Works should:

5. Document the assumptions and rationale behind spending projections and funding needs to improve future spending forecasts.
6. Maintain detailed projections of spending at the project level. ESER Program management should review the assumptions used to project spending and determine funding needs for reasonableness and accuracy.
7. Implement a step for project managers to review the final encumbrance schedule before submission to the Office of Public Finance.

Finding 3. Bond Proceeds Are Being Spent Slower Than Anticipated, Which May Not Comply with the Three-Year Spending Rule

ESER 2014 funds from the first bond sale are being spent at a significantly slower rate than initially planned. According to the encumbrance schedule developed in support of the first bond sale, Public Works anticipated all funds from the first bond sale would be expended by the second quarter of calendar year 2015. More recent projections show funds for the first bond sale will continue to be spent through the second quarter of calendar year 2018—three years later than initially planned. This is concerning because when the City issues bonds, it represents in the tax certificate that it has a "reasonable expectation" to spend 85 percent of bond proceeds within three years of the bond sale. According to a presentation from the City Attorney's Office, the three-year rule helps to avoid the possibility that the Internal Revenue Service would characterize a bond as a "hedge bond"—that is, a bond issued far in advance of when the money is needed to construct or acquire an asset—and allows unrestricted investment of bond proceeds for the three-year period. Exhibit 8 compares planned expenditures to actual expenditures for the first bond sale.

EXHIBIT 8. FIRST BOND SALE PLANNED EXPENDITURES COMPARED TO ACTUAL EXPENDITURE, AS OF FEBRUARY 2017 (IN MILLIONS)



Note: SFPUC manages the EFWS component.

Source: Auditor generated from Public Works Internal ESER 2014 Bond Program Spend Down Tracking Spreadsheets

Because the first bond sale was issued in October 2014 for nearly $100.7 million, nearly $85.6 million should have been expended by October 2017 to meet the 85 percent requirement. Yet, as of February 2017, only $68.2 million, or 68 percent, had been expended, and Public Works' March 2017 estimates projected that $83.0 million, or 82 percent, would be expended at the three-year mark for the first bond sale—$2.6 million less than required. Moreover, $16.0 million (40 percent) of the $32.5 million of unspent funds was for the EFWS component, which SFPUC manages so is outside of Public Works' control. Similarly, for the second bond sale, in March 2017 Public Works estimated that only 69 percent of bond proceeds would be expended by the three-year mark—again, with a large percent of unspent funds related to the EFWS component.

A factor that likely contributed to the delayed spending was that Public Works had not finalized the portfolio of projects for the PF and NFS components until February 2016 and May 2016, respectively, despite the aggressive spending forecasts initially envisioned for the first bond sale. The encumbrance schedule for both the first and second bond sales found that the spending projections for NFS and PF were at a component level, not project level, making it challenging to assess how Public Works planned to use the bond proceeds. Compounding the delay in spending, both the TC&FSD and OME projects have had delays.

After audit field work was completed in August 2017, Public Works provided updated estimates projecting that expenditures for the first and second bond sales would meet the 85 percent requirement at the three-year mark.[5] However, Public Works did not provide support for the updated projections, and the total of the expenditures to-date plus encumbrances was less than the projected expenditures. Consequently, neither the reasonableness nor accuracy of the updated projections could be assessed.

[5] Public Works September 2017 Spend Down Schedule.

Despite the delayed spending of both the first and second bond sale proceeds, Public Works planned to work with the Office of Public Finance to issue a third and fourth (which will be the final) bond sale for the remaining $189.7 million bond program funds at the end of 2017. Although there are unspent funds from the existing bond sales, a third bond sale would result in additional bond issuance and annual debt service interest costs.

Rather than issuing more debt at this time, Public Works should consider working with SFPUC and the Office of Public Finance to determine whether funds now allocated to SFPUC for the EFWS component can be transferred to Public Works for other components that are progressing more expeditiously. This would not change the total amount of funds dedicated to the EFWS component; rather, it would transfer the current spending authority from one component to another if Public Works projects are ready to start expending funds. To transfer spending authority of bond proceeds, Public Works would likely need to obtain approval from the Board of Supervisors and amend the ordinance. As such, a third bond sale should not occur until the EFWS projects are ready and need funding to maximize cash flow and minimize costs. Other bond programs experiencing similar challenges, such as the 2014 Transportation and Road Improvement Bond Program, moved funds between components to transfer funds from projects that were progressing slowly to those projects that needed funds more urgently.

Recommendation(s)

8. San Francisco Public Works, before requesting the issuance of additional debt, should work with the San Francisco Public Utilities Commission and Office of Public Finance to determine the feasibility of transferring spending authority from one component to another.

Chapter 2. Certain Project Management Practices Should Be Strengthened

Public Works incorporated many leading project management practices over its pre-construction activities for ESER 2014 Bond projects, such as establishing multi-disciplinary project teams that are involved from project initiation through completion; completing a number of studies and reviews, including feasibility studies, constructability reviews, and quality assurance and quality control reviews of design documents; and using independent cost estimators. Further, Public Works developed a comprehensive set of policies and procedures to guide project management activities. For example, Public Works' procedure manual includes requirements for feasibility studies for large projects, instructions on preparing a Project Plan (also known as a Project Management Plan or PMP), and guidelines for project file record retention. However, Public Works did not always follow its established policies and procedures. Key project records detailing compliance with California Environmental Quality Act (CEQA) requirements, project decisions, milestones, budget, and schedule were often difficult to locate or missing. Also, project management practices could be further enhanced to better align with industry best practices. Further, five of the six sample projects experienced delays that adversely affected the project schedule and several of the projects were expected to exceed their budgets.

Finding 4. Project Record Retention Policies Should be Enhanced and Updated to Reflect Current Practices

For all six sample projects audited, project records were incomplete, challenging to locate, and often organized in a manner inconsistent with internal record retention policies and procedures. To ensure that a comprehensive account of a project is maintained, leading project management practices suggest that entities diligently record and retain critical project documentation, such as general correspondence, periodic reports, drawings, budgets, schedules, submittals, and meeting minutes, among other items. Public Works recognizes the importance of maintaining complete and orderly records to facilitate filing, retrieval, archiving, and transferring of projects between project managers and to provide the transparency and accountability needed to support financial and management audits and claims litigation defense. To this end, Public Works established formal policies and procedures for project file record retention and developed a formal filing structure for electronic records maintained on the Public Works' network drive. However, Public Works does not always adhere to these policies and procedures.

Public Works provided a copy of project records maintained on its project shared drive for a sample of projects SEC selected for audit. As shown in Exhibit 9, record retention practices varied by project managers, and some key documents were missing from project files. In some cases, Public Works found missing documents elsewhere, indicating that project files had been saved in another location outside the official project file. For example, files initially provided for one sample project were missing all design documents, but Public Works later found and provided some of the missing documents. According to Public Works, the project manager that initially oversaw this project is no longer employed at Public Works. In another example, two sample projects had a change in the assigned project manager, and the current

project managers could not locate some files supporting key project decisions that occurred before they were assigned to the projects.

In addition to missing documents, files were inconsistently or redundantly labeled, making it challenging to determine which version was final when multiple versions existed. For example, for one sample project, there were four documents titled "Baseline Budget," and there were numerous other budget documents—some of which appear to be drafts for the TC&FSD project. Further, Public Works could not provide documentation that the internal CEQA checklist and initial determination had been completed for any of the projects inspected. Similarly, despite the department's protocol to retain conflict-of-interest forms, Public Works could not locate one such form for a panelist on the OME CM/GC selection panel. Public Works management indicated it is aware of this issue and is challenged in ensuring that staff follows established record retention procedures.

EXHIBIT 9. RESULTS OF PROJECT FILE INSPECTION

Record Retention (Original Project Files Received) – Main Document Topic	ESER 2014 Sample Projects					
	OME	TC&FSD	PF: ADA Upgrades	PF: Northern PS	NFS: Roofing Package 3 [1]	NFS: FS 35
Budget/Costs - Including cost estimates, baseline budget, budget revisions, and budget-to-actual reports	Partial*	Partial*	Partial*	Partial	None	Partial
Schedule - Including preliminary, baseline, and any schedule revisions	✓	Partial*	Partial	Partial	Partial	✓
Meetings/Status Updates	✓	✓	Partial*	✓	None	Partial
General Project Management - Including MOU with client department, Project scope, Project management plan	Partial	Partial	Partial*	Partial	Partial	Partial
Quality Management - Including Risk analysis, Project Quality Assurance/Quality Control plan	Partial*	Partial [3]	Partial	Partial*	None	Partial [3]*
Design Documents[2] - Conceptual and schematic designs, Design scope changes, Feasibility studies, Environmental reviews	✓	✓	Partial*	✓	Partial*	Partial*

Legend: ✓ = File generally includes all related documents
Partial = File includes some related documents
None = File does not include related documents

Notes: * Public Works located additional documents after providing official project records.
[1] Due to project size, would not necessarily expect all documents related to specific topics to be in file
[2] Design documents up to current project phase (i.e., conceptual design, schematic design, design development)

Source: Auditor generated based on inspection of project files provided by Public Works

Further, the audit's comparison of the filing structure maintained in formal policies and procedures and Public Works' current filing structure template found that the two are not aligned. To improve consistency in the filing structure, Public Works should update its established policies and procedures to align with the current practices. To address similar challenges, it has with maintaining organized and complete project files, the Airport is implementing a customized project management software that will allow it to maintain, track, and easily locate project files. Another local government, the City of Tucson, Arizona, uses contracted project management support services to gather and organize capital construction project files. Public Works should consider these and other options to improve its record retention practices.

Recommendation(s)

San Francisco Public Works should:

9. Consider options for enhancing its project file retention practices, such as acquiring project management software that would facilitate record retention and providing documented periodic reviews of project files to ensure required project files are retained and established filing structures are followed.
10. Consider establishing standard guidelines for labeling files to provide version control and help ensure electronic files are easily searchable.
11. Update record retention policies and procedures related to filing structure, to align with current practices.

Finding 5. Projects' External Environments Have Made It Difficult to Meet Initial Schedules and Budgets

All five projects experienced delays, and three of the five projects were forecasted to exceed their budgets.[6] Similar to other areas of California, as San Francisco's economy improved and the number of capital construction projects increased in recent years, fewer bidders have responded to solicitations and construction bids have more often been higher than expected. According to Public Works, there have been ongoing challenges with the bid environment, including multiple projects underway or emerging, a scarcity of labor resulting in higher trade costs, limited interest from potential bidders in the City's solicitations, and higher than budgeted bids. In fact, the Fiscal Year 2018 – 2027 City Capital Plan states that the "local boom in private sector construction continues to drive up demand for construction services, and with it, overall construction costs."

In response to the changing market conditions, Public Works has had to reduce project scopes to account for cost increases and/or re-bid or re-package projects. Exhibit 10 compares projects' baseline schedules to actual schedules and Exhibit 11 compares projects' baseline budgets to actual budgets.

[6] The NFS Roofing Package 3 is excluded from this analysis because project records were incomplete and Public Works did not provide the baseline and actual budgets and schedules for the package.

EXHIBIT 10. BASELINE SCHEDULES COMPARED TO ACTUAL SCHEDULES, AS OF AUGUST 2017

Project	Complete CEQA Review		Enter Design Phase		Start Bid Process (for Project Construction)		Begin Construction	
	Baseline	Current/ Actual	Baseline	Current/ Actual	Baseline	Current/ Actual	Baseline	Current/ Actual
Office of the Medical Examiner	May 2013	May 2013	Jan. 2014	Jan. 2014	Oct. 2014	Aug. 2015	Apr. 2015	Nov. 2015
Traffic Company & Forensic Services Division	Dec. 2013	Nov. 2013	Sept. 2014	Aug. 2014	Jun. 2016	Jul. 2017	June 2016	Oct. 2017
Police Facilities ADA Upgrades: Package 1			Jun. 2015		Sept. 2015	Oct. 2015	Dec. 2015	Feb. 2016
Police Facilities ADA Upgrades: Package 2		Mar. 2016	Jun. 2015		Nov. 2015	Apr. 2016	Feb. 2016	Jun. 2016
Northern Police Station		May 2016	Feb. 2016	Feb. 2016	Sept. 2016		Dec. 2016	Spring 2017
Fire Station 35 (Fire Boat)	Oct. 2018	Nov. 2018	Aug. 2017	Aug. 2017	N/A	N/A		Jul. 2019

Source: Auditor generated from baseline and current project schedules located in Public Works project files, ESER Quarterly Reports, and memorandums of understanding between Public Works and user departments.

Note: Blank fields indicate that project file provided by Public Works did not include documentation.

As discussed earlier in this chapter, project files provided by Public Works indicate that baseline dates were inconsistently reported and schedules were not always updated to reflect revisions or that scheduled milestone dates were achieved. Consequently, the dates listed in Exhibit 10 represent the best available information at the time audit field work was completed in August 2017.

For example, according to the Annual General Obligation Bond Program Oversight Report for Fiscal Year 2015-2016, completion of the OME project was expected to be delayed by seven months, from April to November 2015. This included a three-month delay during the design phase due to the owner department requesting additions to the scope of work, a delay in receiving an addendum to the demolition permit package, and construction delays due to contaminated soil and removal of existing concrete reinforced tilt-up panels in lieu of keeping the panels in place.

Similarly, the TC&FSD project experienced significant delays that impacted construction schedules. For instance, after the completion of the schematic design phase, cost estimates exceeded the project budget. After the bond was approved, the user department requested that the Body Worn Camera unit be added to the project scope, which was an estimated $2.5 million addition. According to Public Works, the project's design development phase was put on hold until the project was redesigned to better align with the established project budget. This was done by conducting cost reduction analyses and working with the design team to reduce the building footprint and re-design the motorcycle parking area. Although these steps may have been necessary, the re-design added time to the project schedule.

Another project, the Northern Police Station, experienced delays during the bid process. Specifically, Public Works held a bid opening on November 17, 2016, and received three bids. However, the two lowest bidders withdrew their bids, and the remaining bid was 17 percent over budget. Public Works decided to reject all the bids and re-package the project solicitation with another project whose bid opening was held on February 28, 2017, causing a delay of more than three months.

EXHIBIT 11. BASELINE BUDGETS COMPARED TO ACTUAL BUDGETS, AS OF JUNE 2017

Project	Baseline Bond Operating Budget (A)	Current/Actual Bond Operating Budget (B)	Current Total Budget[2] (C)	Forecasted Total Cost at Completion (D)	Variance Over/(Under) (D) – (C)
Office of the Medical Examiner	$63,895,000	$66,233,024	$75,178,444	$75,396,121	$0
Traffic Company & Forensic Services Division	$162,195,000	$162,195,000	$173,035,000	$176,084,023	$3,049,023
Police Facilities ADA Upgrades: Packages 1 & 2	$2,903,583	$1,871,121	$1,871,121	$2,054,318	$183,197
Northern Police Station	$4,647,976	$3,485,916	$3,485,916	$3,485,916	$0
Fire Station 35 (Fire Boat)	$32,711,448[1]	$32,711,448	$37,848,277	$39,949,643	$2,101,366

Notes: [1] The baseline budget reported is the baseline budget established once the project scope of work was established during ESER 2014.
[2] Current total budget includes all funding sources.

Source: Auditor generated from Project Listing as of February 2017, ESER 2014 Monthly Financial Report June 2017, and project files provided by Public Works.

As discussed earlier in this report, the OME bond operating budget was increased from nearly $63.9 million to more than $66.2 million to account for owner-requested changes to the scope of work, including providing rubber flooring and wall base in corridors, office areas, and laboratories. Also, the Traffic Company and Forensic Services Division project was projected to be more than $3 million over budget. According to the revised June 2017 Monthly Financial Report, the forecasted total cost is higher than budgeted amounts because of increased costs related to plan check and permit fees and increases in the City's construction change order contingency.

After the completion of audit field work, Public Works indicated that it had revised several of the Traffic Company and Forensic Services Division project forecasts for the overbudget line items and that the line items were expected be within budgeted amounts. For the Police Facilities ADA Upgrades, forecasted costs exceeded the budgeted amount due to market conditions at the time of bid. Similarly, according to Public Works, for the Fire Station 35 project, market conditions increased costs.

Recommendation(s)

San Francisco Public Works should:

12. To help ensure projects stay on schedule and on budget, establish practices to limit the number of owner-requested scope changes and partner with the owner department to ensure potential changes are discussed early in the design phase.

13. Continue its practice of bundling projects to take advantage of potential economies of scale and entice more bidders, where appropriate.

Finding 6. The Rationale or Approval for the Project Delivery Method Selected Was Not Always Documented

Project files do not always include the rationale for the selected project delivery method or department head approval. The project manager must select the project delivery method. If the method will be other than Design-Bid-Build (DBB), the project manager must obtain the division manager's approval. Additional approval from the Office of the City Administrator or commission overseeing the client department is required if the project delivery method selected is Construction Manager/General Contractor (CM/GC) or Design-Build (DB), which both involve the construction contractor in the project delivery before the design is complete.

- **Rationale for Project Delivery Method Selection Was Not Always Documented:**
  Although Public Works has developed some useful guidance and procedures for project delivery method selection, including an explanation of the advantages and disadvantages of different methods, Public Works should consider enhancing the existing procedures. Additional guidance could address when each project delivery method is most appropriate and the type of documentation that should be retained to support the rationale for the selected method.

  For the three sample projects audited that did not use the DBB project delivery method, project files did not typically contain any discussion of how or why the project delivery method was selected. This is contrary to a leading practice, which is to document the rationale for selecting one project delivery method over another. One of the major projects, TC&FSD, along with one NFS project had limited documentation indicating that a discussion about the project delivery method took place; however, project records are limited, and project team discussions were not always documented.

  Without a record of conversations or deliberations, the audit could not assess the factors Public Works considered when selecting a project delivery method or determine whether internal policies and procedures were followed. Specifically, Public Works policies and procedures[7] state that they will use the most cost-effective and expedient project delivery method to deliver projects consistent with client department needs and the City Administrative Code.
- **Required Approvals for Alternative Project Delivery Method Selection Were Missing:**
  For two of the three projects audited with a project delivery method other than DBB, the project files provided by Public Works did not include documentation of the Public Works director's approval as required. According to the project manager and as confirmed by the ESER program manager, for the Fire Station 35 project, both the project manager and ESER program manager presented the proposed project delivery method to the Public Works director and obtained verbal approval for the method selected. However, no correspondence or documentation was in the file to demonstrate that the approval was obtained. For the OME project, the city administrator's approval was documented, but the project files did not contain the Public Works director's approval. The

[7] Procedure 09.03.02

Administrative Code, sections 6.61 and 6.68, require that the department head also approve the use of CM/GC or DB project delivery methods.

Recommendation(s)

14. San Francisco Public Works should retain evidence of all project delivery method discussion, selection, and approval documents in the project files. To ensure compliance with its policies and procedures, Public Works should ensure its director's approval is retained in project files and should discourage the use of verbal-only approvals. At a minimum, if verbal approval is provided, Public Works should document the date and time the approval was obtained or send an e-mail confirmation to memorialize the approval.

Finding 7. Public Works Did Not Develop the Project Management Plans Required by Its Own Policies

Although required by its own policies, Public Works did not develop a project plan for any of the six projects audited. Referred to as a project plan in Public Works policies and procedures, its project management plan (PMP)-like tool defines key elements of the project and communicates for the client and project team how the project will be delivered from project initiation to completion. Public Works Procedure 09.03.04 requires project managers to have a project plan before schematic or preliminary design work commences. Depending on the project's size and complexity, the project plan should contain most, if not all, of the following elements:

- Project history or background
- Project description, location, and scope of work
- Primary assumptions and constraints
- Project objectives
- Completion criteria
- Overall budget that details the cost of planning, design, construction, contingencies, and other expenses
- Amount of funds from each funding source
- Final product/deliverables
- Management and client signoffs
- Schedule detailing the key milestone dates and sequence and timing of work tasks
- Detailed work breakdown structure that itemizes the resources needed for each task and the responsibility for each task
- Major project risks and management strategy
- Key stakeholder success criteria
- Control framework
- Cash draw-down schedule

In line with best practices, the procedure also requires that the project plan be updated at each successive project phase and account for major scope or budget changes. The client must approve all changes to the plan. Leading project management practices use PMPs to help guide a project and outline the strategies to be taken to meet the requirements of the project. This leading practice is used at other San Francisco departments, including the Airport, where project managers create and update project management plans for larger projects, a practice whose importance Public Works has recognized.

Recommendation(s)

15. San Francisco Public Works should partner with project managers to ensure project plans are created and updated as required.

Finding 8. Public Works Could Enhance Risk Management Activities to Better Align with Best Practices

Public Works' procedures briefly discuss the concept of risk management through the identification and update of contingencies. However, only two of the six projects had documentation of a risk analysis in the project files. Risk analysis was included in the monthly reports for both the OME and TC&FSD projects. For example, on the TC&FSD project, one risk identified related to scope expansion to accommodate the body camera program and the impact it could have on schedule and budget.

Generally, there are three major steps in a risk management plan: identify, analyze, and manage. When implemented correctly, a risk management process minimizes risks and maximizes a program's chances of being delivered on time, within budget, and with the promised functionality. To mitigate the risk for the TC&FSD project, options include providing direction to the designer to include the added scope soon, obtaining additional funding, and considering locations for the body camera program staff other than the TC&FSD building.

Although it may not be cost-effective to perform rigorous risk analysis for smaller projects such as a roof repair or ADA upgrades, best practices suggest using a risk analysis for the larger more complex projects, such as Fire Station 35 and the Police Department's Northern Station. According to Public Works, once the DB contract is awarded, the selected contractor will be required to complete a formal risk analysis for the Fire Station 35 project.

Recommendation(s)

16. San Francisco Public Works should ensure project managers document risk analyses conducted and include documentation in project files.

Finding 9. Public Works Could Not Demonstrate Compliance with CEQA Requirements in One Instance

Public Works did not follow its established policies and procedures and could not demonstrate compliance with California Environmental Quality Act (CEQA) requirements for the Police Facilities ADA upgrade project. This project was divided into two packages at different locations. Public Works provided documentation demonstrating that the second package had received an exemption from CEQA requirements but could not provide similar documentation for the first package. According to Public Works, the missing exemption was not obtained due to an oversight. However, the first package was likely exempt because it was a small-scale project similar to the second package, and it was not expected to cause considerable physical change to the environment.

CEQA requires state and local government agencies to identify and review potential environmental impacts of proposed actions and projects and to eliminate or reduce those impacts, if possible. Public agencies are entrusted to ensure compliance with CEQA and they must determine what is, and is not, subject to CEQA. In San Francisco, the Planning Department administers the environmental review process pursuant to CEQA regulations[8] and the Administrative Code, Chapter 31.[9]

San Francisco defines projects subject to CEQA as those that have potential for causing considerable physical change to the environment and require a discretionary decision by the City. Exempt projects are generally small-scale new construction or demolition, some changes of use, certain additions, and other small-scale projects. No action can be taken to implement a project determined to be subject to CEQA requirements until the environmental review is complete and a Final Negative Declaration or a Final Mitigated Negative Declaration is obtained.

Recommendation(s)

17. San Francisco Public Works should ensure established CEQA environmental review policies and procedures are followed and documents demonstrating the review process are retained in project files.

[8] California Public Resources Code, Section 21000, and Title 14 of the California Code of Regulations, Section 15000.
[9] San Francisco Administrative Code, Chapter 31: California Environmental Quality Act Procedures and Fees.

Chapter 3. Opportunities Exist to Provide Greater Transparency and Ensure Full Compliance with Required Oversight and Accountability Measures

The 2014 ESER Bond Program includes several accountability measures to assure voters that bond funds will be spent in accordance with the ballot measure, including oversight by the Citizens' General Obligation Bond Oversight Committee (CGOBOC), issuance of bond accountability reports before bond sales, and periodic presentations to the governing Fire Commission, Police Commission, and Capital Planning Committee. In addition, to promote greater public transparency and accountability, the bond also included a requirement that Public Works maintain a website describing the bond program, project progress, and activity updates. Public Works generally complied with most required oversight and accountability measures; however, in some instances, certain elements of the requirement were not fully followed, and opportunities exist for Public Works to provide greater transparency of project performance. Further, Public Works inconsistently reported information in ESER 2014 reports and presentations, making it challenging to determine the status of projects, to determine whether projects had been added or deleted, and to easily identify changes to project budgets, scope, and schedule.

Finding 10. Public Works Did Not Meet Certain Bond Accountability Report Requirements

Through August 2017, two ESER 2014 bond sales had occurred. Public Works did not issue the required bond accountability report for the first bond sale or obtain a waiver of the accountability report requirement. Although Public Works did not issue the required bond accountability report before the first bond sale, on July 21,2014 it presented to the Capital Planning Committee its appropriation request detailing how funds from the sale would be appropriated among components. For the second bond sale, Public Works submitted a bond accountability report in the timeframe required.

The Administrative Code, Section 2.71(a), requires Public Works to submit a bond accountability report at least 60 days before the issuance of a bond sale. According to Public Works, it believed the bond report issued before voter approval of ESER 2014 was sufficient to meet this requirement for the first bond sale. The Office of Public Finance concurred that the bond report submitted was sufficient to meet the bond accountability report requirements before the issuance of the bond sale. However, while the submitted bond report included general information about the bond program and projects that would be included, it did not specify how the proceeds from the first bond sale would be spent by project line item, did not specify the amounts remaining for future bond sale appropriations by line item, and did not include certifications, as required.[10]

Other general obligation bond programs, such as the 2012 San Francisco Clean & Safe Neighborhood Parks Bond, issued a bond report before voter approval that summarized the bond program and a bond accountability report before the issuance of the first bond sale that detailed how bond proceeds would be

[10] San Francisco Administrative Code, Section 2.71(a), (d), (g-j)

spent and project timelines. For the park bond, the first bond accountability report provided detailed program and project schedules and budgets, including how proceeds from the first bond sale would be spent, amounts to be appropriated to each project, and estimated remaining appropriations from future bond sales, by project, as required by the Administrative Code. In addition, according to the bond report issued for the 2014 Transportation and Road Improvement Bond Program, a bond accountability report must be issued 60 days before the issuance of any portion of the bond authority—including the first bond sale. Not only should Public Works have issued a bond accountability report with the required information, but it should have done so within 60 days of the first bond sale.

Further, the Administrative Code, Section 2.72 (a) and (i), requires an authorized officer to certify that the information in the report is true and accurate and a certification that the project line items are in conformity with the ballot measure. The intent behind this requirement is to increase the accountability of responsible parties for ensuring that the information reported is accurate and reliable and that bond funds are being used as the ballot measure states. Public Works did not include the required certification in the bond report or the bond accountability report submitted for the second bond sale. For the second bond sale, Public Works provided a transmittal letter that was sent with the bond accountability report indicating that the report was submitted by the Public Works Deputy Director and City Architect; however, the transmittal letter did not include a certification stating the information in the report was true and accurate and that project line items were in conformity with the ballot measure, as required.

Recommendation(s)

San Francisco Public Works should:

18. In the future, ensure it submits all required bond accountability reports and includes required certifications in these reports as required by the Administrative Code.

Finding 11. ESER Reports Sometimes Contain Inconsistent, Limited, or Inaccurate Project Information, Making It Challenging to Assess Project Performance

Although Public Works complied with requirements to submit quarterly reports to CGOBOC, the level of detail included in the reports varied. Specifically, as shown in Exhibit 12, the quarterly reports submitted before September 2016 provided detailed information on each project's schedule, budget, status, and key milestones, as well as ESER 2014 program information and descriptions of the bond components. Beginning with the September 2016 quarterly report, Public Works significantly reduced the level of detail presented, making it challenging to identify the universe of projects being completed under ESER 2014 and assess project status and performance.

EXHIBIT 12. COMPARISON OF PRIOR ESER QUARTERLY REPORTS AND CURRENT ESER QUARTERLY REPORTS CONTENT

Reporting Element	Prior Quarterly Reports	Quarterly Reports as of September 2016
Background of Bond Program	✓	✓
Bond Program Component Description	✓	✓
Project Descriptions	✓	Partial – for major projects only
Project Status and Key Milestones[1]	✓	Partial – high-level discussion of recent accomplishments and upcoming milestones for major projects and by program component for programmatic projects
Detailed Project Schedules	✓	Partial – high-level schedule for major project and program component schedule for programmatic projects
Detailed Project Budgets	✓	Partial – high-level budget for major project and total component budget for programmatic projects

Source: Auditor generated based on auditor reviews of ESER Quarterly Reports

Note: [1]Includes details on project delays, changes in scope and budget, and key milestones (e.g., environmental review and awarded contracts, such as those for design services and construction management services).

Key: ✓= Element provided in reports.

Other San Francisco bond programs and voter-approved financing measures use project cards to provide detailed project-specific information, such as project description, baseline-to-actual budgets and schedules, project status, challenges encountered, and upcoming milestones. Exhibit 13 shows an example of a project card. Using similar project cards for ESER 2014 would provide greater accountability to voters and quickly communicate project performance, allowing voters to more easily identify projects in their district and the benefits derived from the bond program.

EXHIBIT 13. SAMPLE PROJECT CARD INCLUDED IN THE MARCH 2017 QUARTERLY REPORT FOR THE 2014 TRANSPORTATION AND ROAD IMPROVEMENT BOND

FY 2016-17 Quarterly Project Status Report — Quarter 3: 1/1/2017 - 3/31/2017

N Judah Transit Priority Project (Arguello to 9th Ave)

The N Judah has the highest ridership of any line in the Muni Metro network, serving 45,000 customers on an average weekday. The main causes of delay to the N Judah include long passenger boarding and alighting times, a high number of stop signs along the route and areas of closely spaced transit stops. This project will build transit priority lanes with efficient stop spacing, create better boarding zones to make boarding safer and faster, and make it easier to find stops and shelters with improved signage.

ACCOMPLISHMENTS THIS PERIOD:

The construction contract has been re-rid multiple times. The latest bid was protested. The next bid opening is scheduled in April 2017.

PROJECT MANAGER: Hennessy, Cathal
CURRENT PROJECT PHASE: Bid & Award
SUBSTANTIAL COMPLETION DATE: 06/30/2018

UPCOMING PROJECT MILESTONES (3 MONTH LOOK-AHEAD):

Pre-bid meeting and bid opening.

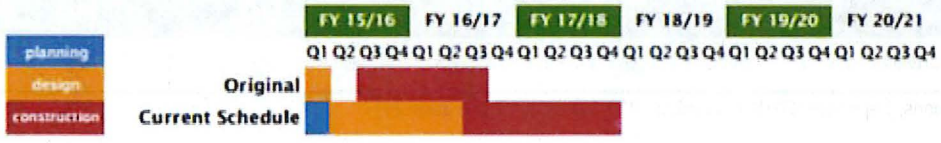
PROJECT CHALLENGES / AREAS OF CONCERN:

Rebidding of the contract impacts the construction timeline and spending. PM working with MTA Finance to address.

FUNDING/SCHEDULE

Current Total Budget	$3,730,000	Original Budget	$3,320,000
Funds Currently Allocated			
	Bond Funds	**Other Funds**	**Total**
Allocated to Date	$3,270,000	$1,005,000	$4,275,000
Encumbered	$0	$0	$0
Expended	$109,198	$512,894	$622,092
Remaining Balance	$3,160,802	$492,106	$3,652,908

*This total budget excludes Prop K funds for Planning and Design.



Source: http://sftransportation2030.com

In addition, some agencies have developed a combination of project cards and program dashboards to report project performance. For example, the San Diego Association of Governments developed a performance dashboard to report the status of projects funded as part of a voter-approved sales tax initiative, called *TransNet*. As shown in Exhibit 14, the dashboard provides the baseline and current project

start and completion dates for each project and indicates whether the project is on schedule or not. Similarly, the Washington State Department of Transportation releases a quarterly report that includes a list of capital projects, budgeted amount, expenditures to-date, project schedule, comparisons between engineer's estimates and actual award amounts, number of bidders, project status, and other relevant comments.

EXHIBIT 14. SAMPLE OF SAN DIEGO ASSOCIATION OF GOVERNMENTS *TRANSNET* PROJECT DASHBOARD

Program: **TransNet Early Action Program (P1)**
Corridor: **(not selected)**
Segment: **(not selected)**

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CORRIDOR	BASELINE START DATE	BASELINE END DATE	CURRENT PLAN START DATE	CURRENT PLAN END DATE	STATUS
I-5 South Corridor	11/24/2003	12/23/2024	11/24/2003	6/30/2026	Y
Mid-Coast LRT (1041501)					G
SuperLoop (1041502)	6/23/2006	9/1/2010	6/1/2006	12/31/2018	R
I-5/I-8 West to North Connector Improvements (1200505)	7/10/2008	12/31/2016	7/10/2008	11/30/2018	G
I-5/Genesee Interchange and Widening (1200506)	11/24/2003	6/1/2018	11/24/2003	5/31/2024	R
I-5/Voigt Drive Improvements (1200507)	7/1/2011	2/29/2016			G
I-5/Gilman Drive Bridge (1200508)	7/31/2015	12/23/2024	7/1/2015	6/28/2019	G
Mid-Coast Light Rail Transit (LRT) (1257001)	1/28/2005	12/31/2017	9/1/2011	6/30/2026	R
I-15 Corridor	1/1/1998	7/31/2017	1/1/1998	7/31/2019	Y
I-15 Express Lanes South Segment (1201501)	1/1/1998	6/15/2015	1/1/1998	4/30/2019	G

Source: https://www.transnettrip.com/

Public Works used an inconsistent methodology for reporting the total number of projects among quarterly reports. For instance, as shown in Exhibit 15, Public Works reported a total of 36 NFS projects in the September 2016 report, then 65 projects in the December 2016 report, and 44 projects in the June 2017 report. According to Public Works, the number of projects did not change over this period; rather, the differences were due to inconsistent methodologies used to count the number of projects. Public Works indicated it would adopt a consistent approach for counting and reporting NFS projects and update future quarterly reports using the new methodology.

EXHIBIT 15. COMPARISON OF NFS PROJECTS REPORTED IN ESER QUARTERLY REPORTS

Neighborhood Fire Stations	ESER Quarterly Reports Presented			
	September 2016	December 2016	March 2017	June 2017
Number of Projects Reported	36	65	65	44

Source: ESER Quarterly Reports, September 2016, December 2016, March 2017, and June 2017

Also, budget changes for ESER 2014 were not disclosed in the quarterly reports. Specifically, the OME project bond operating budget was increased from nearly $63.9 million to more than $66.2 million, and the NFS bond operating budget was decreased by the same amount, from nearly $83.6 million to $81.2 million. According to Public Works, the transfer of funds between components in ESER 2014 was offset by an increase in funds allocated to NFS in ESER 2010 from savings on the cost of issuance and interest earned. Although the transfer does not appear to be unallowable, Public Works did not provide a discussion of the

change in quarterly reports and only reflected the revised amount. Further, although requested, by the time the audit field work was completed, Public Works had not provided documentation detailing the deliberations that occurred or approvals received. Public Works should ensure that a narrative describing the transfer between project components is included in the third bond accountability report.

Finally, although Public Works' monthly financial reports provide valuable information to stakeholder departments on project spending, the June 2017 report used incorrect formulas to calculate differences between budgeted and forecasted amounts. This is a problem, primarily because the monthly financial reports are reviewed by stakeholder departments and used by management to make project and program decisions.

For example, for the TC&FSD project, the "DBI Plan Check and Permit" project control subcategory line item showed a budgeted amount of $1,000,000 and a forecast of $2,363,500, yet the report indicated the line item was under budget by $1,362,500 rather than over budget by this amount. Further, the project control summary indicated there was no change between the budgeted and forecasted amounts despite the increase in the subcategory line item. For the same project, the "City's Construction (Change Order Contingency)" line item reported a budgeted amount of $6,300,000 and a forecasted amount of $7,875,000; however, the variance column indicated the line item was forecasted to be under budget by $1,575,000 instead of over budget. Moreover, the project summary did not reflect either of these increased forecasts and indicated the project was expected to be completed on budget. Upon being notified of this by the audit team, Public Works corrected the errors and issued a revised June 2017 report.

Recommendation(s)

San Francisco Public Works should:

19. To enhance its communication of progress towards meeting ESER 2014 goals and objectives as well as project status and performance, consider developing a project card or other mechanism to report the status of all ESER 2014 projects, including brief project descriptions, baseline-to-actual budgets and schedules, key milestones, challenges and project changes, and next steps.

20. Ensure information is consistently and accurately reported in monthly and quarterly reports and presentations and include in quarterly reports a discussion of significant changes to the bond program.

Finding 12. Public Works' Bond Website Could Be Enhanced to Better Communicate Program and Project Progress Towards Meeting Objectives

Public Works created and maintains a website for the ESER Bond Program, which includes information for both the ESER 2010 and ESER 2014 bond issuances, as required. However, it is challenging to identify the portfolio of projects planned for ESER 2014 or key project information for non-major projects, such as the location, budget, schedule, and status. As shown in Exhibit 16, other San Francisco general obligation bond programs provide maps of projects being completed under the bond program to show bond fund spending, work completed in each district, and benefits of the bond program. If Public Works provided

similar project maps, combined with project cards or dashboards, as recommended earlier in this chapter, voters could more easily see the progress of programs and projects toward meeting objectives.

EXHIBIT 16. EXAMPLES OF OTHER SAN FRANCISCO GENERAL OBLIGATION BOND PROGRAMS' PROJECT MAPS

Source: http://sftransportation2030.com/progress and http://sfrecpark.org/wp-content/uploads/2012-Bond-Accountability-Report-March-2013.pdf

Further, Public Works should consider posting all presentations made to stakeholders to the website because these presentations include valuable information on program and project progress. The ESER program website only includes presentations from 2016.

Recommendation(s)

21. San Francisco Public Works should consider updating the ESER Program website to include a map of projects being completed with ESER 2014 funds and publish all bond-related presentations to stakeholders on the website.

APPENDIX A: DEPARTMENT RESPONSE

SAN FRANCISCO PUBLIC WORKS

Mark Farrell
Mayor

Mohammed Nuru
Director

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February 15, 2018

Tonia Lediju
Director of City Audits
Office of the Controller, City Services Auditor Division
1 Dr. Carlton B. Goodlett Place, Room 476
San Francisco, CA 94102

RE: 2018 Audit of Public Works' pre-construction activities for the 2014 ESER Bond Program

Dear Ms. Lediju:

Thank you for the opportunity to review the audit report for pre-construction activities for the 2014 Earthquake Safety and Emergency Response (ESER) Bond Program. San Francisco Public Works manages this complex $400 million bond program to deliver 59 construction projects among four separate bond components on behalf of three clients: San Francisco Police Department, San Francisco Fire Department, and the Office of the Chief Medical Examiner (OCME); the SFPUC manages the separate bond component of Emergency Firefighting Water System. Public Works' projects include new and renovated firehouses, renovated police stations, an SFPD crime lab, and a state-of-the-art facility for the OCME.

In general, deliberate expenditure of bond proceeds, project prioritization, and other decisions are driven by our commitment to efficient project delivery and responsiveness to client departments. Even as we continue to comply with bond report oversight procedures, various MOUs, and regular updates to the Capital Planning Committee, commissions, and the General Obligation Bond Oversight Committee, we recognize that we can always make procedures and decision-making more transparent and efficient.

The report includes 21 recommendations. We *CONCUR* with 12 and *PARTIALLY CONCUR* with the remaining 9. Choosing to *PARTIALLY CONCUR* usually means that we believe that, in the context of being responsive to client departments and circumstances, we acted in good faith within procedures and practices at the time.

As always, the audit report and the in-depth conversations with auditors leading to the final draft are essential contributions to our mission of delivering quality projects to the public on behalf of client departments. We will factor your recommendations into current and future practices and continue to deliver projects.

Sincerely,

Mohammed Nuru
Director

cc: Edgar Lopez, Deputy Director
Charles Higueras, ESER Program Manager
Marisa Fernandez, Capital Projects & Program Controls Manager
Kelly Griffin, Senior Analyst
Nicolas King, Performance and Accountability

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

RECOMMENDATIONS AND RESPONSES

Recommendation	Agency Response	CSA Use Only Status Determination*
San Francisco Public Works should:		
1. Establish criteria for changing the portfolios of approved projects, such as changes to funding, scope, and prioritization, for both the Neighborhood Fire Stations and Police Facilities components and for future bond projects.	☐ Concur ☐ Do Not Concur ☒ Partially Concur The current practice to document changes in funding, scope, and prioritization for both NFS and PF is to utilize the "Program Revision Acceptance Form" [Attachment B1 of the Memorandum of Understating (MOU) between Public Works and client department]. The form is prepared by Public Works, signed by the client department, and kept in the project record. Public Works will identify possible circumstances that might compel changes to the approved projects (e.g. extraordinary market and bid conditions, unexpected or changed department priorities, etc.), and will revise the ESER 2020 MOU Revision form to acknowledge such circumstances and make unambiguous the triggers to use the form.	☒ Open ☐ Closed ☐ Contested

* Status Determination based on audit team's review of the agency's response and proposed corrective action.

Recommendation	Agency Response	CSA Use Only Status Determination*
2. Partner with the Fire Department and Police Department to develop a capital improvement program of planned projects to be included in future ESER bond measures.	☒ Concur ☐ Do Not Concur ☐ Partially Concur Capital Planning has provided funding through the general fund through FY19-20 for identification and development of select projects to be included for NFS and PF in ESER 2020. Establishment of baseline project budgets and schedules depend on the level of Capital Planning funding received that allow for such specificity to occur. In the absence of sufficient Capital Planning and pre-bond funding—through FY 19-20—to make possible, approximate budgets and schedules will be redefined during post-bond development activities. Public Works began partnering with the Fire Department and Police Department in Q2/FY18 to develop a list of projects to be included in ESER 2020. Projects will have a budget, scope of work and schedule which will serve as a baseline to measure our performance.	☒ Open ☐ Closed ☐ Contested
3. Formally document the rationale for and deliberations about potential and approved project and program changes.	☐ Concur ☐ Do Not Concur ☒ Partially Concur Project Managers will continue to formally document project and program changes. Approved changes are documented via the "Program Revision Acceptance Form" (Attachment B of the MOU). For example, this form was used to document formal changes made to the NFS component's budget, schedule, and scope of work which was approved by SFFD on 10/03/2017.	☒ Open ☐ Closed ☐ Contested

* Status Determination based on audit team's review of the agency's response and proposed corrective action.

Recommendation	Agency Response	CSA Use Only Status Determination*
4. Establish funding levels set aside for each project type and the number of projects of each type to be completed to provide greater accountability over future ESER bonds.	☒ Concur ☐ Do Not Concur ☐ Partially Concur Funding levels for Focus Scope projects can be established as an anticipated range of cost in recognition of unknown conditions when scoping such projects post-bond when deeper analysis becomes possible. If sufficient pre-bond Capital Planning funding is available, post-bond budgets and scopes will be developed for specific projects. This has been established for ESER 2014 projects and will be implemented at the outset of ESER 2020.	☒ Open ☐ Closed ☐ Contested
5. Document the assumptions and rationale behind spending projections and funding needs to improve future spending forecasts.	☒ Concur ☐ Do Not Concur ☐ Partially Concur For ESER 2020, a narrative and/or footnotes section will accompany each encumbrance schedule and spend-down schedule to document the assumptions and rationale behind spending projections.	☒ Open ☐ Closed ☐ Contested
6. Maintain detailed projections of spending at the project level. ESER Program management should review the assumptions used to project spending and determine funding needs for reasonableness and accuracy.	☒ Concur ☐ Do Not Concur ☐ Partially Concur For ESER 2020, a spend-down schedule will be produced quarterly which will include assumptions and projection methodology to provide transparency to the Program/Project Manager. Further, it will compare its performance against the base-line financial schedules.	☒ Open ☐ Closed ☐ Contested
7. Implement a step for project managers to review the final encumbrance schedule before submission to the Office of Public Finance.	☒ Concur ☐ Do Not Concur ☐ Partially Concur For ESER 2020, the lead analyst will ensure that each project manager has reviewed and signed-off on the encumbrance schedule before submitting the schedule to the Office of Public Finances. In addition, the project managers will be included in the distribution list when transmitting the encumbrance schedule to the Office of Public Finance.	☒ Open ☐ Closed ☐ Contested

* Status Determination based on audit team's review of the agency's response and proposed corrective action.

Recommendation	Agency Response	CSA Use Only Status Determination*
8. Before requesting the issuance of additional debt, work with the San Francisco Public Utilities Commission and Office of Public Finance to determine the feasibility of transferring spending authority from one component to another.	☐ Concur ☐ Do Not Concur ☒ Partially Concur Public Works initiated conversation of potentially transferring spending authority from one component to another in May 2017. It was determined in December 2017 to be unnecessary due to Public Works' strategy to utilize partial encumbrances which would satisfy the cash flow needs for all components through June 2018.	☒ Open ☐ Closed ☐ Contested
9. Consider options for enhancing its project file retention practices, such as acquiring project management software that would facilitate record retention and providing documented periodic reviews of project files to ensure required project files are retained and established filing structures are followed.	☒ Concur ☐ Do Not Concur ☐ Partially Concur ESER 2020 will seek to adopt a software that would across all projects, small and large, establish a defined discipline to the organization of all project data/files in order to serve as a reliable repository and provide certain access and retrieval among all authorized participating parties to the project(s).	☒ Open ☐ Closed ☐ Contested
10. Consider establishing standard guidelines for labeling files to provide version control and help ensure electronic files are easily searchable.	☒ Concur ☐ Do Not Concur ☐ Partially Concur For future projects, the ESER team will follow the Building, Design & Construction standard guidelines for labeling files.	☒ Open ☐ Closed ☐ Contested
11. Update record retention policies and procedures related to filing structure, to align with current practices.	☒ Concur ☐ Do Not Concur ☐ Partially Concur Public Works' will update record retention policies and procedures as it pertains to filing structure, to align with current practices by the close of FY2018.	☒ Open ☐ Closed ☐ Contested

* Status Determination based on audit team's review of the agency's response and proposed corrective action.

Recommendation	Agency Response	CSA Use Only Status Determination*
12. To help ensure projects stay on schedule and on budget, establish practices to limit the number of owner-requested scope changes and partner with the owner department to ensure potential changes are discussed early in the design phase.	☐ Concur ☐ Do Not Concur ☒ Partially Concur Effective immediately, the Program Manager will re-emphasize the importance of stewarding Owner requested changes to align with budget. Owner-requested changes normally occur during design phases, and these are typically reconciled to be budget-neutral via adjustments among other building aspects such as area (sq. ft.), components (glazing, finishes) and, if necessary, functional intent. At times, such changes are not easily reconciled insofar as they emerge from new regulation, ordinances, or operational necessity, and the offset required to remain budget-neutral is not possible without significant functional compromise. This situation is engaged in a most timely and inclusive manner to ensure full understanding of the consequences of the alternative resolution strategies and informs the decision ultimately made to mitigate. The practices in-place for this activity are inherent in professional design management as provided by Public Works project managers and its design and construction services consultants.	☐ Open ☒ Closed ☐ Contested
13. Continue its practice of bundling projects to take advantage of potential economies of scale and entice more bidders, where appropriate.	☐ Concur ☐ Do Not Concur ☒ Partially Concur As practicable, "bundling" strategies to seek desirable cost economies are pursued, balanced with other considerations that include logistical impact to client department's operations, City commitment to providing bid opportunities to business enterprises, and alignment with understood bidder community interest, capacity and capability, etc. ESER 2020 will continue this practice of balancing considerations in assessing "bundling" opportunities among projects.	☒ Open ☐ Closed ☐ Contested

* Status Determination based on audit team's review of the agency's response and proposed corrective action.

Recommendation	Agency Response	CSA Use Only Status Determination*
14. Retain evidence of all project delivery method discussion, selection, and approval documents in the project files. To ensure compliance with its policies and procedures, Public Works should ensure its director's approval is retained in project files and should discourage the use of verbal-only approvals. At a minimum, if verbal approval is provided, Public Works should document the date and time the approval was obtained or send an e-mail confirmation to memorialize the approval.	☒ Concur ☐ Do Not Concur ☐ Partially Concur For future projects the PM will seek written approval by the director to ensure project records retain sufficient documentation of the intended project delivery method.	☒ Open ☐ Closed ☐ Contested
15. Partner with project managers to ensure project plans are created and updated as required.	☒ Concur ☐ Do Not Concur ☐ Partially Concur Project Management Plans – PMPs – are useful for launching projects with clarity of purpose and identification of key parameters. The suggested updating of a project PMP at end of milestone phases would provide a useful summary of the project status for all involved parties. ESER 2014 projects TC&FSD and FS35 will provide going forward from the date of this audit, and ESER 2020 will establish this as a requirement for all projects.	☒ Open ☐ Closed ☐ Contested

* Status Determination based on audit team's review of the agency's response and proposed corrective action.

Recommendation	Agency Response	CSA Use Only Status Determination*
16. Ensure project managers document risk analyses conducted and include documentation in project files.	☒ Concur ☐ Do Not Concur ☐ Partially Concur ESER 2014 projects TC&FSD and FS35 will provide risk analyses going forward from the date of this audit, and ESER 2020 will establish this as a requirement for all projects. This topic is best addressed within the PMP as recommended in Public Works Procedure 09-03-04 Project Plan.	☒ Open ☐ Closed ☐ Contested
17. Ensure established CEQA environmental review policies and procedures are followed and documents demonstrating the review process are retained in project files.	☒ Concur ☐ Do Not Concur ☐ Partially Concur This was typically done, save for one instance that could not be documented, and will continue as a practice in ESER 2020.	☒ Open ☐ Closed ☐ Contested
18. In the future, ensure it submits all required bond accountability reports and includes required certifications in these reports as required by the Administrative Code.	☐ Concur ☐ Do Not Concur ☒ Partially Concur There have been two bond sales. For the first bond sale, the Office of Public Finance and the Bond Counsel confirmed that the Bond Report (prepared in conjunction with the ballot measure) was sufficient to meet the Bond Accountability Report requirement before the first issuance. For the second bond sale, the Bond Accountability Report was issued 60 days prior to the bond issuance. For ESER 2020 and future bond programs, Public Works will submit the Bond Accountability report for the first bond sale. Further, it will ensure that the contents are true and correct (Section 2.72 (a)) and that each project identified is in conformity with the voter authorization pursuant to Section 2.72(i).	☒ Open ☐ Closed ☐ Contested

* Status Determination based on audit team's review of the agency's response and proposed corrective action.

Recommendation	Agency Response	CSA Use Only Status Determination*
19. To enhance its communication of progress towards meeting ESER 2014 goals and objectives as well as project status and performance, consider developing a project card or other mechanism to report the status of all ESER 2014 projects, including brief project descriptions, baseline-to-actual budgets and schedules, key milestones, challenges and project changes, and next steps.	☐ Concur ☐ Do Not Concur ☒ Partially Concur A dashboard template was established and deployed for quarterly communication to the General Obligation Bond Oversight Committee (GOBOC) as requested by the Controller's Office, but which abbreviated the more elaborated program and project reporting previously offered to GOBOC. Providing the suggested project-by-project status reports would be more informational; consideration will be reviewed and strategy determined for deployment in FY2018-2019.	☒ Open ☐ Closed ☐ Contested
20. Ensure information is consistently and accurately reported in monthly and quarterly reports and presentations and include in quarterly reports a discussion of significant changes to the bond program.	☐ Concur ☐ Do Not Concur ☒ Partially Concur The ESER team always strives to provide accurate financial reporting. To ensure our financial spreadsheets and related documents contain the most current and accurate calculations, effective January 2018 we assign an additional staff member to oversee and validate the report before distribution.	☐ Open ☒ Closed ☐ Contested
21. Consider updating the ESER Program website to include a map of projects being completed with ESER 2014 funds and publish all bond-related presentations to stakeholders on the website.	☐ Concur ☐ Do Not Concur ☒ Partially Concur This information is available on the ESER website and can be more prominent through better site placement and enhanced graphical representations. Improvements will begin in Q3/FY2018.	☒ Open ☐ Closed ☐ Contested

* Status Determination based on audit team's review of the agency's response and proposed corrective action.

From: Pete Lester <pete.a.lester@gmail.com>
Sent: Monday, March 05, 2018 10:25 AM
To: Board of Supervisors, (BOS)
Subject: Public health and safety are at risk due to Uber and Lyft

Good morning.
I am a cyclist who has been riding in SF and on the Peninsula since 1972.
I have been a bike messenger, worked on the Aids LifeCycle and am the Vice President of a local non-profit who is fighting HIV/AIDS and Poverty globally.
I am also a cyclist who increasingly fears for my life on our overcrowded and digitally distracted streets.

I am motivated to write this letter today because while I was getting ready for my commute to work this morning I reached for a pair of socks and thought, "No, I don't want to wear those-those are the socks I got married in. I would hate to die in them." I had this thought. I seriously now have to consider what I want to wear when I am killed by an overworked, underpaid, stressed out TNC driver.
Think that attitude is extreme? Come and ride with me, see for yourself.

What the heck are we going to do about this out of control industry?
Here are a couple of ideas I have;

1. Limit the number of drivers on these platforms at any one time. Study after study show in excess of 50,000 added vehicles on our roads daily. THis has got to change.
2. Eliminate cross platforming. Or combine the platforms so that we can limit the number of hours a driver works. (In the transit industry buses and trucks are now equipped with devices that monitor hours of operation and will shut the bus down if the driver tries to work too many hours.)
3. Require cars used in TNC work to be clearly labeled and numbered. When I was a messenger we sometimes would have cab drivers who would target us. We would then have several courses of action open to us. (Without ID number what do we have?)
    1. Radio our dispatcher with the cab number and have them alert the rider community.
    2. Call the police and report the driver and behavior.
    3. Talk with fellow riders to share the cabs ID number.
4. Require vehicles used as TNC's to have a license plate.
    1. I am seeing more and more of the newer cars with just dealer plates, the paper ones w/o any useful info-sort of like the cars used in so many vehicle break ins.
    2. How in the world is it even legal for a car w/o a plate to be used as a form of hired transport?
5. Require any TNC with tinted drivers windows to be suspended from service till the tint is removed.
    1. Is it even legal to tint these windows?
    2. This tint must impair nighttime visibility leading to danger for driver, passenger and pedestrian.

That would be a start.

In a few short years we have seen our streets go from risky to downright deadly.
What will you do?

Action needs to be taken and I am watching you.
I vote and I will be working for candidates who I feel represent the City of San Francisco and the people who live here. I will be voting against those who I feel do not represent SF and her best interests.

(5)

Thank you.

--

Pete A Lester
Vice President Chooda Board of Directors
Event Planner and Coordinator
Bike Zambia Planning Committee
Certified Bike Fitter
Certified Bosch E-Bike Mechanic
Help me raise money to fight HIV/Aids and Poverty in Zambia
Join Us on the ride!

)

From: Allen Jones <jones-allen@att.net>
Sent: Saturday, March 03, 2018 9:34 AM
To: Board of Supervisors, (BOS); MayorMarkFarrell (MYR)
Cc: metro@sfchronicle.com; Newstips; Heather Knight; Joe Garofoli; 48 Hills
Subject: courtesy June election material
Attachments: argument33.docx

Attention: Mayor Mark Farrell and All Members of the San Francisco Board of Supervisors,

As you all know; and keep ignoring, I am the proponent of a June 5, 2018 ballot measure; titled by the City Attorney's Office: "Relocation of Professional Sports Teams."

As a courtesy to you all, I invite you to view a 30 minute YouTube video, which describes my strategy for dealing with City Hall arrogance and courteousness, which led to the Warriors arena Mission Bay project. This prompted me to write my ballot measure, where I turned in 14,766 signature and will be a part of the June 5 election. This measure should be shared with the ownership of the Golden State Warriors.

I also describe in the video how offended I am of the selection of Mark Farrell to lead San Francisco for one day; let alone the next four months. I honestly did not believe him being mayor would be a problem, until he announced he was allowing residents ten-minutes to talk with him in person. My personal experience (in the video) indicates he can't pay attention for two-minutes.

At the 12:28 mark of the video, you will learn why I am and should be offended. Click on Hottest - sf49erfanrevolt (June 2018 Campaign of Shame)

Hottest - sf49erfanrevolt
San Francisco politics and professional football

Allen Jones
(415) 756-7733
jones-allen@att.net
Good Neighbor Coalition of the SF Bay Area

The only thing I love more than justice is the freedom to fight for it!
--Allen Jones--

(10)

Good Neighbor Coalition of the SF Bay Area

The community of Oakland has supported the team for 45 seasons - San Francisco should respect such a great asset...

P.S. Proponent's "argument", which will be in the June election voters pamphlet is attached.

From: Alene D <deyein1@gmail.com>
Sent: Wednesday, February 28, 2018 10:08 PM
To: Board of Supervisors, (BOS)
Subject: Racial attack

Dear Board of Supervisors,

On Wednesday, February 28, 2018, my daughter, Leila Weefur, walked into a convenience store in North Beach and wanted to purchase hot water. The older lady inside the store started to scream at her to get out, and began to call the police.

My 28 year old daughter is a respected member of the Bay Area art community, a Mills College graduate, and a LBGQT community member. She has never disrespected anyone or broken the law.

She could have lost her life at worst, and been jailed at best for simply asking to purchase hot water. The store is North Beach Food Mart, and is located at Columbus and Lombard.

Some action needs to be taken against this store. Please advise.

Alene Deyein

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From: Board of Supervisors, (BOS)
Sent: Wednesday, February 28, 2018 10:54 AM
To: BOS-Supervisors
Subject: FW: San Francisco - No longer will visit or spend any money in SF

From: Mark Kelley [mailto:kelleys_home@yahoo.com]
Sent: Wednesday, February 28, 2018 10:36 AM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: San Francisco - No longer will visit or spend any money in SF

Dear SF Board of Supervisors,

I wanted to let you know that my family will not be visiting San Francisco in the near future, due to the filth, stench, urine, feces, homeless, drug problem in your city. It is totally unacceptable. The last time we were walking from the Hyatt Embarcadero to Union Square we came across several drugged out and homeless people. It is unfortunate that SF has come to this. We went to Boston on family vacation recently and there was no comparison between cities. My son, aged 13, keeps talking about how beautiful Boston was and how disgusting SF is...he refuses to go visit SF as he is too afraid. We walked all over Boston from the Financial District to the Back Bay, Fenway Park. It is a beautiful city, unlike SF. SF is no longer a city we would recommend to anyone. We are utterly disgusted. Our money will go elsewhere.

Sincerely,

The Kelley Family
Belmont, California

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From: Juliana Morris <juliana.e.morris@gmail.com>
Sent: Tuesday, February 27, 2018 10:28 PM
To: Board of Supervisors, (BOS)
Cc: Cohen, Malia (BOS); Stefani, Catherine (BOS); Fewer, Sandra (BOS); Kim, Jane (BOS); Peskin, Aaron (BOS); Ronen, Hillary; Safai, Ahsha (BOS); Sheehy, Jeff (BOS); Tang, Katy (BOS); Yee, Norman (BOS)
Subject: Public comment Re: 2-27-18 BOS meeting

Dear Members of the Board of Supervisors,

As a family doctor serving a diverse patient population in San Francisco, I'm deeply concerned about the impact that police violence and inadequate police accountability is having on our city. I urge you to do your part to ensure that the next Police Officer's Association (POA) contract include provisions that will facilitate the implementation of much needed, common-sense policing reforms.

In my primary care clinic, my patients have taught me a lot about the impact of over-policing, racial profiling, and police brutality in their lives. I have worked with patients who have experienced cuts, bruises, and broken bones at the hands of police. Even more prevalent is the sensation they describe to me of being under constant surveillance and suspicion, and that at any moment if they were at the wrong place at the wrong time, they could fall victim to the fatal police violence that has claimed over twenty lives in San Francisco since 2011. This fear is even more pronounced for my patients who are people of color, experiencing homelessness, or have mental illness or a disability. They know that they are at a disproportionately increased risk of experiencing excessive use of force at the hands of law enforcement.[1,2]

The health impacts of these experiences with policing are tremendous. In addition to the injuries and loss of life that result, there are important emotional and mental health impacts as well.[3,4,5,6] Studies have shown incidents of police violence associated with increased rates of post-traumatic stress disorder and anxiety.[7,8,9] There are also important long-term physical effects of the chronic stress that results from these experiences. These stress pathways can lead to increased prevalence of high-morbidity conditions such as cardiovascular disease, hypertension, heart attack, and stroke.[10] And these impacts go beyond just the individuals experiencing violent interactions with the police; they also ripple out and have lasting effects on these individuals' family members and communities.[10] Just recently, Erica Garner, daughter of Eric Garner who was killed by New York City Police, died from a heart attack at the very young age of 27. I do not doubt that the stress of her father's killing played a role in her own untimely death.

Police violence is a public health issue, and I am committed to doing my part to transform policing in our city. That's why I'm a proud member of the Do No Harm Coalition, a group of over 500 health workers in the Bay Area fighting to combat police violence and promote accountability. And that's why, as a coalition, we have

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joined as a cosponsor of the "No Justice, No Deal" campaign, to demand that the next POA contract reflect our values of justice, non-discrimination, accountability, public safety, and public health.

For far too long, the POA has blocked, watered down, or stalled necessary police reforms that are critical to safeguarding the well being of all San Franciscans. Please do your part to ensure that this new contract moves our city forward, rather than upholding a harmful and toxic status quo. Please involve community voices and support the priorities of the No Justice, No Deal coalition.

Sincerely,

Juliana E. Morris, MD

References:

1. Reese P. The facts about police shootings in California: Black, white and Latino. *The Sacramento Bee*. 12 July 2016. Accessed 21 May 2017. http://www.sacbee.com/site-services/databases/article89089872.html

2. Swaine J, Laughland O, Lartey J, McCarthy C. Young black men killed by US police at highest rate in year of 1,134 deaths. *The Guardian.* 31 December 2015. Accessed 21 May 2017. https://www.theguardian.com/us-news/2015/dec/31/the-counted-police-killings-2015-young-black-men

3. Krieger N, Chen JT, Waterman PD, Kiang MV, Feldman J. Police Killings and Police Deaths Are Public Health Data and Can Be Counted. *PLoS Med.* 2015;12(12).

4. By the numbers: Lartey J. US police kill more in days than other countries do in years. *The Guardian.* 9 June 2015. Accessed 21 May 2017. https://www.theguardian.com/us-news/2015/jun/09/the-counted-police-killings-us-vs-other-countries

5. Cooper H, Fullilove M. Excessive Police Violence as a Public Health Issue. *Journal of Urban Health: Bulletin of the NYU Academy of Medicine*. 2016;93:51-57.

6. American Public Health Association. Law Enforcement Violence as a Public Health Issue. Policy Number: LB-16-02. http://apha.org/policies-and-advocacy/public-health-policy-statements/policy-database/2016/12/09/law-enforcement-violence-as-a-public-health-issue

7. A Call to Action: Bridging Public Health and Medicine to Fight Racism, Police Brutality and State-Sanctioned Violence. *Do No Harm Coalition*. 2016.

8. Justice Policy Institute. *Rethinking the Blues: How We Police In The U.S. And At What Cost*; May 2012. http://www.justicepolicy.org/uploads/justicepolicy/documents/rethinkingtheblues_final.pdf

9. Geller A, Fagan J, Tyler T, Link B. Aggressive Policing and the Mental Health of Young Urban Men. *American Journal of Public Health*. 2014;104(12):2321-2327.

10. Alang S, McAlpine D, McCreedy E, Hardeman R. Policy Bruality and Black Health: Setting the Agenda for Public Health Scholars. *American Journal of Public Health* 107, no. 5 (May 1, 2017): pp. 662-665.

From: Board of Supervisors, (BOS)
Sent: Tuesday, February 27, 2018 3:15 PM
To: BOS-Supervisors
Subject: FW: CPUC Notification - Verizon Wireless - City of SF Small Cells 2-27-18
Attachments: CPUC Notification - Verizon Wireless - City of SF Small Cells 2-27-18.pdf

From: West Area CPUC [mailto:WestAreaCPUC@VerizonWireless.com]
Sent: Tuesday, February 27, 2018 3:11 PM
To: CPC.Wireless <CPC.Wireless@sfgov.org>; Administrator, City (ADM) <city.administrator@sfgov.org>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Cc: GO159Areports@cpuc.ca.gov; West Area CPUC <WestAreaCPUC@VerizonWireless.com>
Subject: CPUC Notification - Verizon Wireless - City of SF Small Cells 2-27-18

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

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

Thank you

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verizon

February 27, 2018

Ms. Anna Hom
Consumer Protection and Enforcement Division
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA 94102
GO159Areports@cpuc.ca.gov

RE: Notification Letter for City of SF Small Cells 2-27-18
San Francisco-Oakland, CA / GTE Mobilnet of California Limited Partnership / U-3002-C

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

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

Sincerely,

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

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

CPUC Attachment A

Initial Build (new presence for Verizon Wireless)

verizon

Site Name	Site Address	Site APN	Site Coordinates (NAD 83)	Project Description	Number & type of Antennas	Tower Design	Tower Appearance	Tower Height (in feet)	Size of Building or NA	Type of Approval	Approval Issue Date	Approval Effective Date	Approval Permit Number	Resolution Number
Pac Heights SF PAC037	2898 Clay St San Francisco, CA 94115	N/A - public right-of-way	37 47 23.83 N 122 26 26.47 W	Install new telecommunications facility on an existing PGE brown pole in the public right of way. Installation involves: (1) Amphenol CWS070X06 antenna, (2) mRRUs, (1) electrical meter, (1) disconnect switch, and (2) fiber diplexors on existing brown PGE pole in the public right of way	1 cylindrical antenna	PGE brown pole	Antenna RAD of 26'-10"	29'-5	N/A	Wireless Box Permit	4/23/2015	5/23/2015	16WR-0129	N/A
Pac Heights SF PAC067	2035 Lyon St San Francisco, CA 94115	N/A - public right-of-way	37 47 23.14 N 122 26 45.41 W	Install new telecommunications facility on an existing PGE brown pole in the public right of way. Installation involves: (1) Amphenol CWS070X06 antenna, (2) mRRUs, (1) electrical meter, (1) disconnect switch, and (2) fiber diplexors on existing brown PGE pole in the public right of way	1 cylindrical antenna	PGE brown pole	Antenna RAD of 30'-10"	32'-1	N/A	Wireless Box Permit	4/23/2015	5/23/2015	17WR-0251	N/A
Pac Heights SF_PAC041	2499 California St San Francisco, CA 94115	N/A - public right-of-way	37 47 23.84 N 122 23 58.11 W	Install new telecommunications facility on an existing PGE brown pole in the public right of way. Installation involves: (1) Amphenol CWS070X06 antenna, (2) mRRUs, (1) electrical meter, (1) disconnect switch, and (2) fiber diplexors on existing brown PGE pole in the public right of way	1 cylindrical antenna	PGE brown pole	Antenna RAD of 31'-1"	32'-3	N/A	Wireless Box Permit	4/23/2015	5/23/2015	16WR-0131	N/A
Pac Heights SF_PAC054	2801 Jackson St San Francisco, CA 94115	N/A - public right-of-way	37 47 29.62 N 122 26 28.68 W	Install new telecommunications facility on an existing PGE brown pole in the public right of way. Installation involves: (1) Amphenol CWS070X06 antenna, (2) mRRUs, (1) electrical meter, (1) disconnect switch, and (2) fiber diplexors on existing brown PGE pole in the public right of way	1 cylindrical antenna	PGE brown pole	Antenna RAD of 31'-11"	32'-10	N/A	Wireless Box Permit	4/23/2015	5/23/2015	16WR-0135	N/A

From: Board of Supervisors, (BOS)
Sent: Tuesday, February 27, 2018 8:56 AM
To: BOS-Supervisors; Somera, Alisa (BOS)
Subject: FW: Mission Rock, Giants development
Attachments: Giants support letter.pdf

From: Henry Karnilowicz [mailto:occexp@aol.com]
Sent: Monday, February 26, 2018 9:53 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Tang, Katy (BOS) <katy.tang@sfgov.org>; Kim, Jane (BOS) <jane.kim@sfgov.org>; Breed, London (BOS) <london.breed@sfgov.org>; Cohen, Malia (BOS) <malia.cohen@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Sheehy, Jeff (BOS) <jeff.sheehy@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>
Cc: lbaer@sfgiants.com; jbair@sfgiants.com; rmapps@sfgiants.com; MayorMarkFarrell (MYR) <mayormarkfarrell@sfgov.org>; henry@sfcdma.org
Subject: Mission Rock, Giants development

Dear Supervisors,

Attached is the CDMA letter in support of the Mission Rock, Giants development.

Sincerely,

Henry Karnilowicz
President
San Francisco Council of District Merchants Associations

1019 Howard Street
San Francisco, CA 94103-2806
415.420.8113 cell
415.621.7583 fax

(11)

San Francisco Council of District Merchants Associations

Henry Karnilowicz, President | Albert Chow, Vice President | Yuka Ioroi, Secretary | Keith Goldstein, Treasurer

SFCDMA

MEMBER ASSOCIATIONS

Arab American Grocers Association
Balboa Village Merchants Association
Bayview Merchants Association
Castro Merchants
Chinatown Merchants Association
Clement St. Merchants Association
Dogpatch Business Association
Excelsior Outer Mission Merchants
Fillmore Merchants Association
Fishermans Wharf Merchants Association
Golden Gate Restaurant Association
Glen Park Merchants Association
Golden Gate Restaurant Association
Greater Geary Boulevard Merchants & Property Owners Association
Hayes Valley Neighborhood Association
Inner Sunset Merchants Association
Lower Haight Merchants & Neighbors Association
Japantown Merchants Association
Mission Creek Merchants Association
Mission Merchants Association
Noe Valley Merchants Association
North Beach Business Association
North East Mission Business Assn.
People of Parkside Sunset
Polk District Merchants Association
Potrero Dogpatch Merchants Association
Sacramento St. Merchants Association
San Francisco Community Alliance for Jobs and Housing
South Beach Mission Bay Business Association
South of Market Business Association
The Outer Sunset Merchant & Professional Association
Union Street Association
Valencia Corridor Merchants Association
West Portal Merchants Association

February 26, 2018

San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, CA 94102-4689

Dear Supervisors,

I am writing to you on behalf of the San Francisco Council of District Merchants Associations to express our support for the Mission Rock, Giants development.

The project includes 8 acres of new parks and open space, approximately 1,500 new rental homes, 40% affordable to low and middle income individuals and families, sea level rise resiliency and adaptation features, the Historic rehabilitation of Pier 48 and public waterfront access improvements along Blue Greenway trail.

Not only will jobs be created during construction but also after construction for landscapers, maintenance workers and the many small businesses.

What is truly being created is a village where both residents and visitors alike will have access to the many amenities. I visualize a variety of shops such as a hairdresser, gift shop, book shop, jewelry shop, hardware store, mini market with fresh fruit, vegetables cheeses and sundries, a courtyard food court and maybe even a pub! A truly wonderful opportunity for small business entrepreneurs!

I urge you to approve all the items on the agenda concerning the Mission Rock Development at the February 27, meeting.

Sincerely,

Henry Karnilowicz
President

Cc:
The Honorable Mark E. Farrell - Mayor of San Francisco

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February 27, 2018

,M IT SHOULD CONCERN:

I AM NOT COMING HERE TODAY TO THREATING ANYONE IN ANY SHAPE FORM ARE FASHION. I CAME TO PRACTICE MY CONSTITION RIGHTS, AS A TAX PAYING REGISTERED VOTER. I AM SUBMITTING PROBLEMS WITH IN THE HOUSING AUTHORITY AGIANST TENTANTS THAT HAS NOT BEEN ADDRESSED, FOR AT LEAST TWENTY YEARS, NEW MANAGEMENT, JOHN STEWART COMPANY, CHANGED THE LEASE AGREEMENT FROM THE HOUSING AUTHORITY LEASE AGREEMENT TO USE TENACALATIES AGAINST MOST AFRICAN AMERICAN, TO EVICITIONS. THERE WERE NO OPPOSTIONS, TO THE TENTANTSM YOU HAD TO SIGN THE JOHN STEWART, NEW LEASE AGREEMENT UNDER DURESS OR BE EVICITED. WHAT I WOULD LIKE THIS BOARD TO DO IS ADDRESS THIS PROBLEM IMMEDIATLLY, AND ENFORCE AN INVESTATION TO WHY THIS IS HAPPENING TO MOST AFRICAN AMERICAN, WHO HAS NO COMPLAINTS AGAINST THEM AND THEY WERE NOT NOTIFIED THE PROPER WAY BEFORE THE EVICITION PROCESS STARTED. I NEED THIS BOARD OF SUPERVISORS TO RESENT THE EVICITION AND HAVE THE CITY ATTORNEY AND THE DISTRICT ATTORNEY TO INVESTIGATE THIS MATTER, WHICH HAS BEEN ENFORCED TO LONG AGAINST TENTANTS AND NO ADDRESSED IT.

SINCERELY,

Donald Hunt

I do need. call-me
415-377-2069

(12)

HYDE STREET
HSCS
COMMUNITY SERVICES

HYDE STREET COMMUNITY SERVICES, INC.

815 Hyde St. | SAN FRANCISCO, CA 94109
phone: (415) 673-5700 | fax: (415) 292-7140 | TTY: (415) 931-6883
www.hydestreetcs.org

February 8, 2018

RE: Donald Henry (7/28/60)

To whom it may concern:

Mr. Donald Henry has been coming to Hyde Street Community Services aka Tenderloin Outpatient Clinic for a disabling mental illness since 3/3/2009. Since I, Paula Lee, Psychiatric Nurse Practitioner, have been working with Mr. Henry since 2014, he has been stable in his unit and there have been no report of housing issues until recently. He has been regular in his appointments, adherent to his medications, and responsible when he needs to reschedule or cancel his appointments. I am writing on behalf of my client, Mr. Henry, to request that his mental illness and related symptoms be considered in relation to this eviction. The stress of the eviction process and possible homelessness will have negative impacts on his mental health and may lead to symptom exacerbations and possible hospitalization.

Thank you for your consideration,

Paula Lee, NP