



## **2007 STATE OF THE CITY ADDRESS**

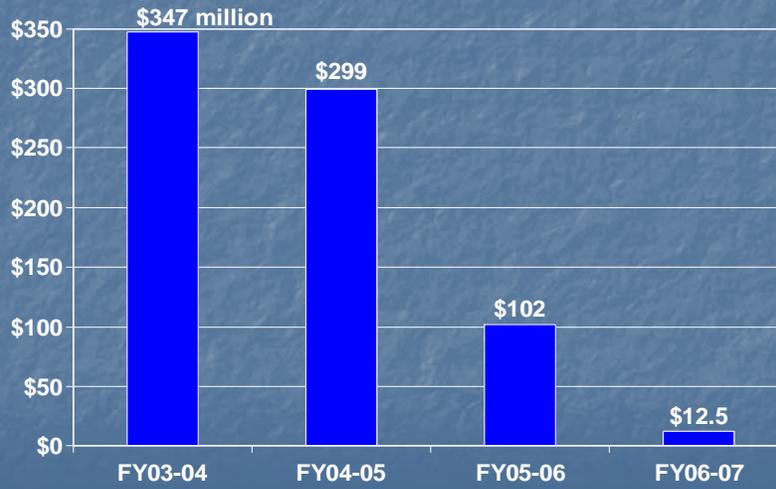
**\$1.029 billion  
structural budget imbalance**

- **High unemployment**
- **High office vacancy**
- **Stagnant job growth**
- **Host of unmet challenges**

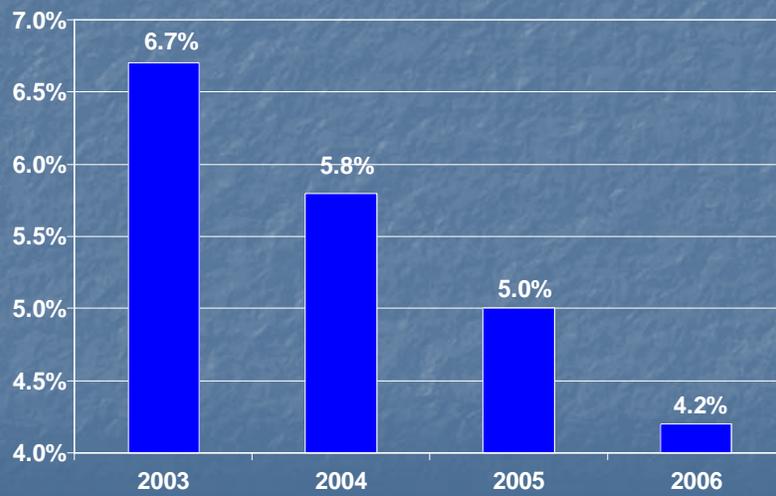


## **Progress by the Numbers**

## City Budget Deficit



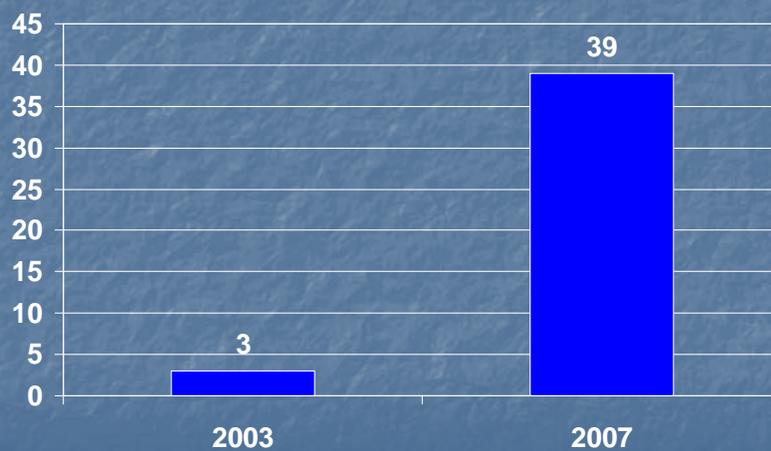
## Unemployment Rate



## Emerging New Industries

- **Clean Tech** - Advisory Council
- **Digital Media** - Advisory Council
- **Biotech** - Advisory Council

## Biotech Companies



## **Workforce Development / Job Training**

- **Mayor's Office of Economic and WORKFORCE Development (MOEWD)**
- **Partnerships**
  - San Francisco State University
  - City College
  - SF Unified School District
- **CityBuild Academy**

## **Headquartered & Newly Located Companies**

- |                            |                  |
|----------------------------|------------------|
| ■ Google                   | ■ Gymboree       |
| ■ The Wikimedia Foundation | ■ FibroGen       |
| ■ Lucas Arts               | ■ Cathay Pacific |
| ■ Riverbed                 | ■ The Body Shop  |
| ■ Microsoft                | ■ Suntech        |
| ■ CurrentTV                | ■ Yahoo!         |

**78 HQ locations; 32 non-HQ**

## Stem Cell Headquarters

- California Institute for Regenerative Medicine (CIRM)

May 2005

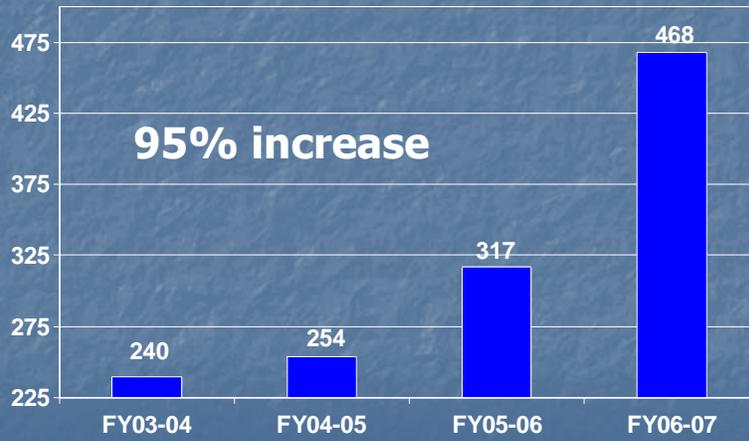


## Marketplace Initiative

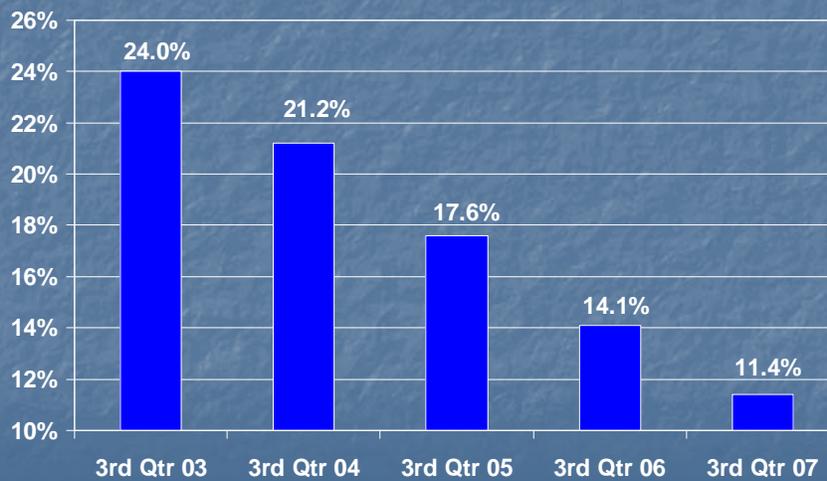
- Leland Avenue
- 3<sup>rd</sup> Street
- San Bruno Avenue
- Ocean Avenue
- Mission
- Lower Polk Street
- Lower Divisadero Street



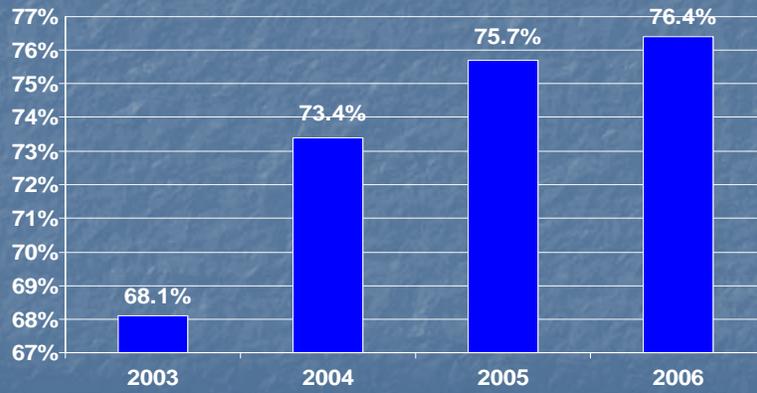
## Start-Up Businesses Assisted



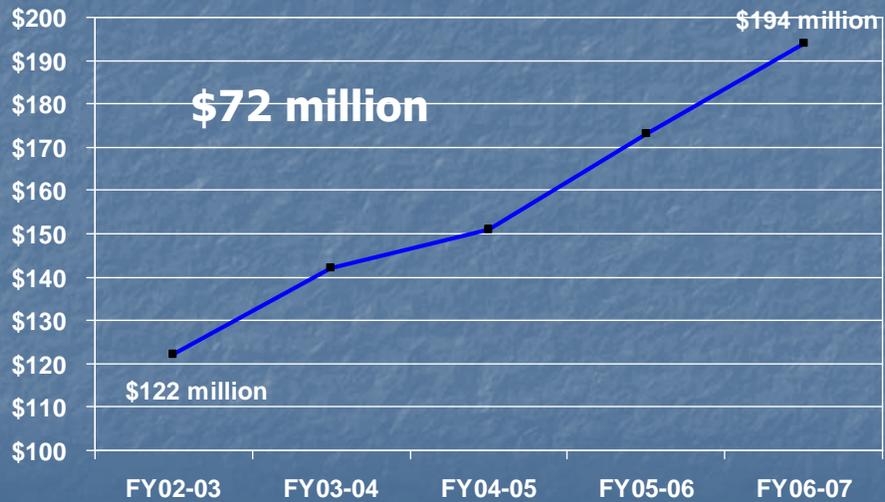
## Office Space Vacancy Rate



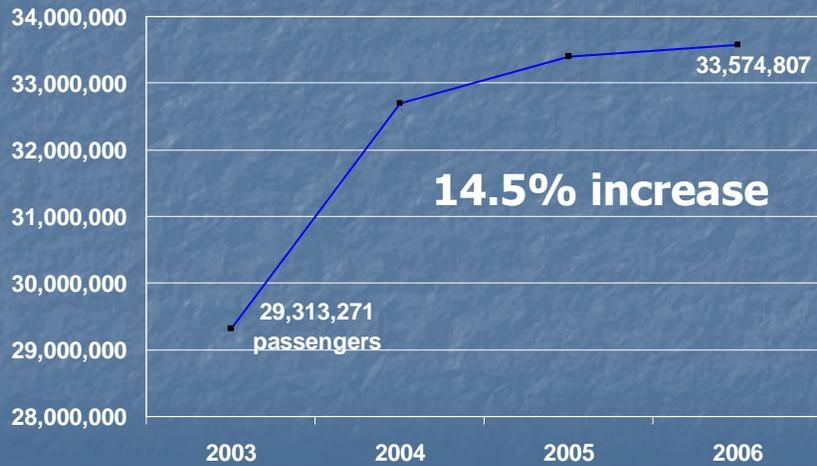
## Hotel Occupancy Rate



## Hotel Tax Revenue



## SFO Passenger Traffic



## International Flights

- Air New Zealand
- Air China
- Aer Lingus
- Cathay Pacific
- Philippine
- TACA
- United
  - Taipei
  - Seoul
  - Nagoya
  - Frankfurt
  - Cabo San Lucas
  - Puerto Vallarta
  - Cancun
  - Guangzhou

73 weekly



## Domestic Flights

- **Jet Blue**
  - New York
  - Boston
  - Salt Lake City

- **Southwest**
  - Chicago
  - Las Vegas
  - Los Angeles
  - San Diego



## VIRGIN AMERICA

Headquartered in the  
San Francisco Bay Area

*98 Weekly Flights from SFO*

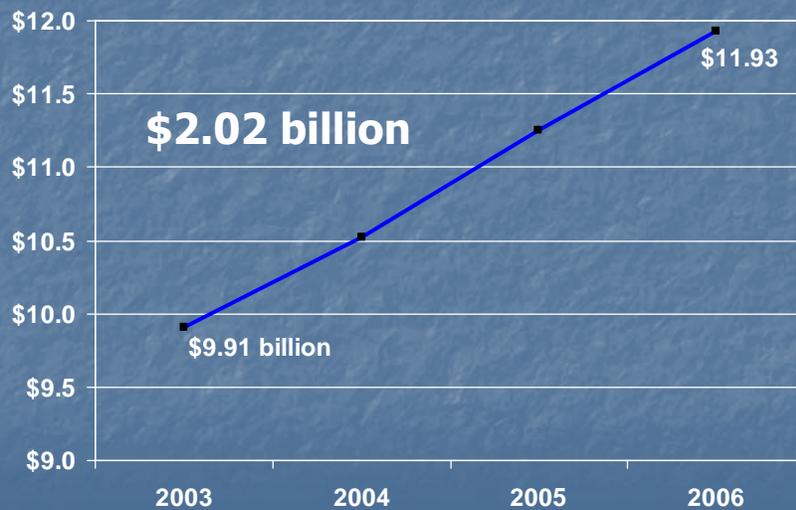
## Domestic Flights

- **Virgin America** - HQ
  - Los Angeles
  - Las Vegas
  - New York
  - Washington
- **Jet Blue**
  - New York
  - Boston
  - Salt Lake City
- **Southwest**
  - Chicago
  - Las Vegas
  - Los Angeles
  - San Diego

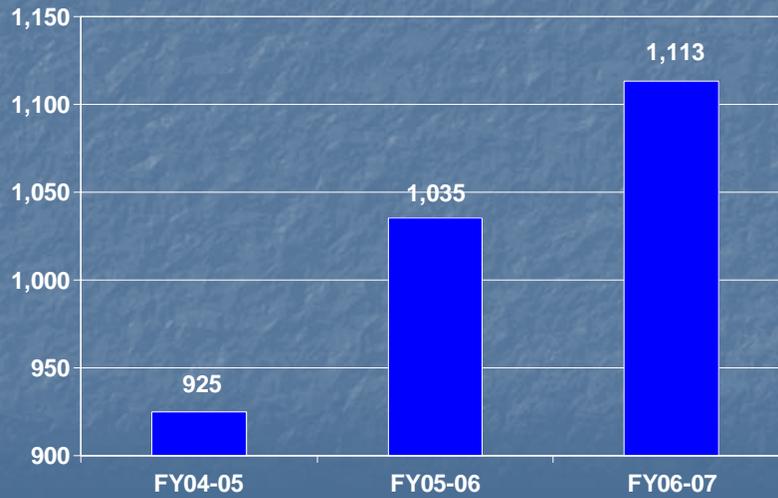
**315 weekly**



## Retail Sales Growth



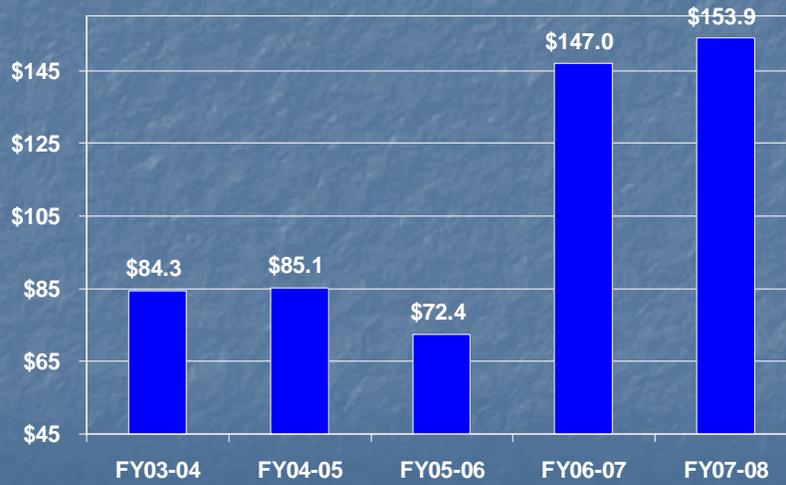
## Convention Group Bookings



- **Strong Economy**
- **Record Revenues**
- **Record Reserves**



## Record Reserves



## Budget Growth Comparison

2002-2007

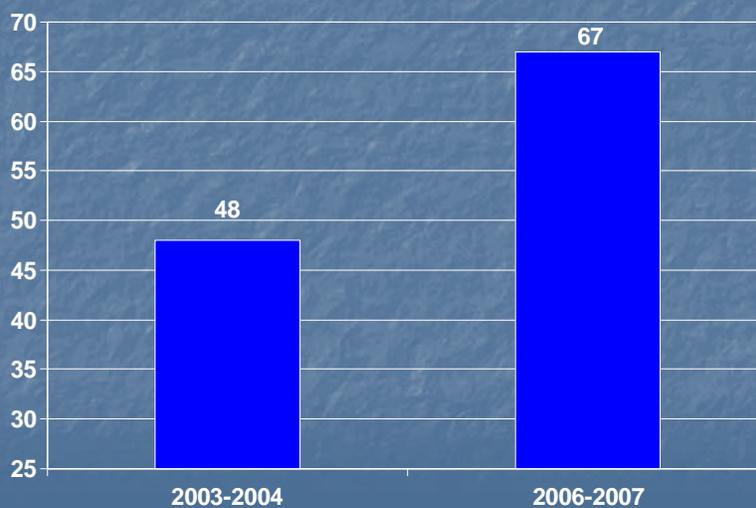


California Federal Government San Francisco

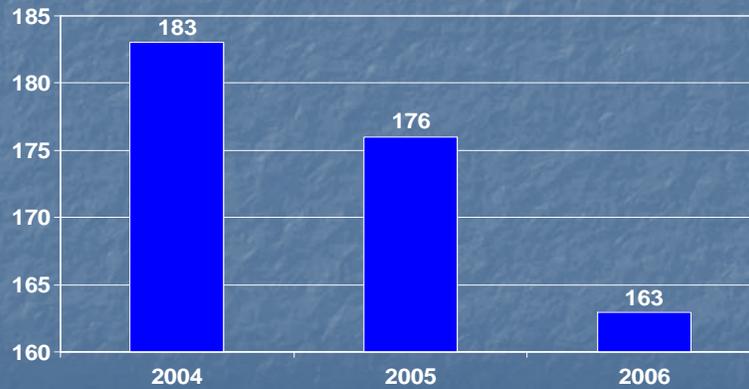
## Consolidation / Efficiency

- Consolidated 8 City agencies
- Eliminated 4 City departments
- Online reservation system through Recreation and Parks
- Muni Fast Passes and parking meter payment cards
- E-procurement
- Human Resources consolidation / Project eMerge

## Increased Audits



## Reduced Sole Source Contracts



## Comprehensive Civil Service Reform

- **36 of 47 recommendations complete**
  - Performance evaluations for all City employees
  - Reduced hiring times to 90 days
  - City University
  - Online job applications
  - 14 labor agreements consolidated into 1
  - Eliminated interdepartmental bumping (Managers)

## SFStat

- SFStat launched 2004
- 13 Departments, 80% of City's budget
  
- Increased coordination
- Increased collaboration
- Increased information sharing
  
- **Increased accountability**



**Office of Language Services**

## 10 Year Capital Plan

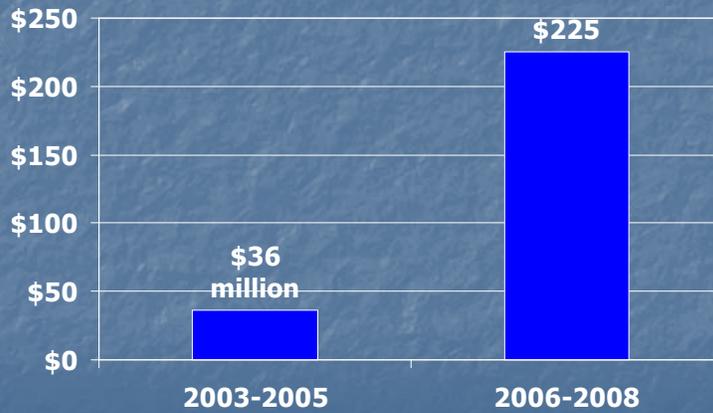
- **\$17.4 billion total 2007-2017**
  - \$360 million for street resurfacing
  - \$454 million for recreation and parks
  - \$44 million for libraries
  - \$120 million fire protection and emergency response

## Streets/Sidewalks/Potholes

- **\$36.4 million - Streets**
- **\$6.2 million - Sidewalks**
- **\$1.7 million - Potholes**

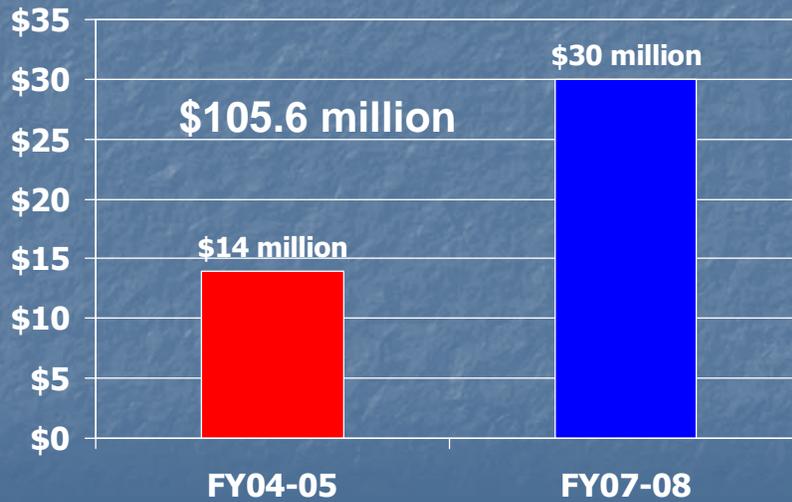


## General Fund Capital Investments



**PARKS/LIBRARIES**

## Capital Funding for Parks



## Completed Parks Projects

- Argonne PG & Clubhouse
- Rossi PG-Children's PS
- Stern Grove-Concert Meadow
- SOMA Park (Victoria Manalo Draves)
- Aptos Playground
- 24th Street Mini Park
- Rochambeau PG & Clubhouse
- Palace of Fine Arts (incl Lagoon)
- Moscone PG- Children's PS
- Fay Park-Garden
- Helen Wills Park & Clubhouse
- North Beach PG-Pool & Clubhouse
- St. Mary's Square
- McCoppin Square-Irrigation
- Parkside Square-Children's PS & Landscape
- South Sunset PG-Children's PS
- Stern Grove-Master Plan
- West Sunset PG-Fence Replacement
- Alamo Square-Children's PS
- Koshland Park
- Franklin Square & Youngblood Coleman Field
- Hoff Street Park
- Balboa Park-Restroom
- Hawk Hill-Acquisition
- West Portal Playground & Clubhouse
- Joseph Lee PG & RC
- Douglass PG
- Eureka Valley PG-RC
- Glen Park PG-Canyon & Assessment
- Noe Courts Retaining Wall
- Randall Museum-Grounds
- Upper Noe Dog Park
- Walter Haas Playground
- Bernal Heights Park (Phase I)
- Mission Pool
- Bernal Heights Park (Phase II)
- Garfield Square-Master Plan
- Garfield Square-Children's Playstructure & Field
- Holly Park
- Parque Ninos Unidos
- St. Mary's PG-Dog Park
- Bayview PG-MLK Jr. Pool
- Esprit Park Landscaping & Improvements
- McLaren Park-Acquisition
- Visitacion Valley Greenway (RT)-Campbell/Rutland MP
- Visitacion Valley PG-Clubhouse
- Crocker Amazon PG-Children's PS (Phase I)
- Excelsior Playground
- Geneva Car Barn Improvements
- Lessing/Sears Mini Park

## Active Parks Projects

- Alta Plaza Park-Children's PS
- Moscone Recreation Center
- Palace of Fine Arts
- Chinese Recreation Center Seismic
- North Beach PG-Master Plan (WSQ)
- Larsen Park Sava Pool
- Pine Lake Park- Meadow
- Hamilton PG & RC & Pool
- J.P. Murphy PG- Clubhouse
- Junipero Serra P/G- Clubhouse
- Midtown Terrance Playground
- Sunnyside Clubhouse & PG
- Buena Vista Park Landscape Imp.
- Duboce Park-Harvey Milk Center
- Sunnyside Conservatory
- Upper Noe PG-RC
- Rolph Park PG & Clubhouse
- St. Mary's PG
- Herz PG-Coffman Pool
- Kelloch-Velasco Park
- McLaren Park-Yosemite Marsh
- Potrero del Sol
- Visitacion Valley Greenway
- (RT)-Tioga Lot
- Visitacion Valley Greenway
- (RT)-Senior Park
- Oceanview PG & RC

## Branch Libraries

### Complete

- Excelsior
- Mission Bay
- West Portal
- Sunset
- Marina
- Glen Park

### Active

- Noe Valley  
Spring 2008
- Western Addition  
Spring 2008
- Richmond  
Early 2009
- Ingleside
- Portola
- Bernal Heights
- Potrero
- Eureka Valley

### Pending

- Anza
- Visitacion Valley
- Parkside
- Park
- Presidio
- North Beach
- Bayview
- Ortega
- Golden Gate Valley
- Merced



## CLEAN/GREEN

### Community Corridors

- Clement
- Irving
- Haight
- Divisadero
- Chestnut
- Polk
- Larkin
- Columbus
- Grant
- Stockton
- Mission
- 24th Street
- West Portal
- Ocean
- Diamond/Chenery/Bosworth
- Third Street
- San Bruno
- Leland
- Geary
- Kearny
- Stockton
- Polk
- Taraval
- Haight
- Divisadero
- Irving
- 16th Street
- Valencia
- Church
- 18th Street
- 24th Street
- Potrero
- Leland
- Geneva
- Naples

# Community Benefit Districts

- Union Square

## Created since 2004

- Central Market
- Castro/Upper Market
- Noe Valley
- North Market/Tenderloin
- Mission
- Fisherman's Wharf
- Fillmore

## Planning Phase

- Ocean
- Yerba Buena
- Excelsior
- Maiden Lane
- North Beach/Broadway
- Japantown

# Greening

## ■ Great Streets Strategy:

- \$11 million
  - San Bruno Avenue – Districts 9, 10
  - Van Ness Avenue – District 6
  - Polk Street – District 3
  - Valencia Street – Districts 6, 8, 9
  - Balboa Street – District 1
  - Divisadero Street – District 5
  - Leland Avenue – District 10
  - 19th Avenue – Districts 4, 7
  - Ocean Avenue – District 11
  - Cesar Chavez Street – District 9
  - Chestnut Street – District 2



- Median strips
- Gateways
- Hanging baskets



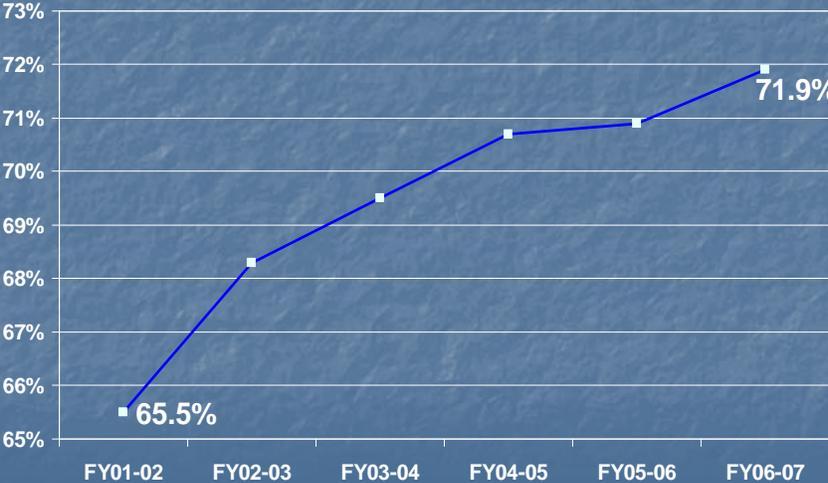
**MUNI**

**MTA Deficit**

**2004-2008**

**\$195.4 million**

# Muni On-time Performance



## New Shelters

- \$306 million in revenue over 20-year period
- 1,500 shelters and 150 kiosks; up from 1,120 and 39 today
- Includes smart shelters, solar panels, real-time information
- Focus on maintenance efforts
- Bike share system



## Muni Metro Station Makeovers

- Powell
- Van Ness
- Montgomery
- Civic Center



## NextMuni



411 total installed

## SFgo

- Receiving \$58 million in federal funding for signal upgrades along Lombard/Van Ness as part of the Urban Partnership Program
- \$14.5 million (from Transportation Authority)



## Other Transportation Initiatives

- 3<sup>rd</sup> Street Lightrail
- Central Subway
- Bus Rapid Transit (BRT) Network
- Translink
- Smart Parking
- AB 101



## Transbay Transit Center

- Pelli Clarke Pelli Architects and Hines design selected fall 2007 (\$351 million)
- Groundbreaking 2008
- Transit-friendly neighborhood
- Supports High Speed Rail (HSR)



## Transit Effectiveness Project (TEP)

### Objectives

- Improve overall performance and promote long-term financial stability
- Provide faster, more convenient travel that reflects current travel patterns
- Develop more cost-effective operating practices
- Develop action plan that clearly articulates goals, strategies, and resources, and provides a five to seven year road map for the SFMTA

## State & Federal Funding

- **\$680 Million for projects such as:**
  - Doyle Drive
  - Central Subway
  - Transbay Terminal
  - Improvements for Muni buses and bus facilities

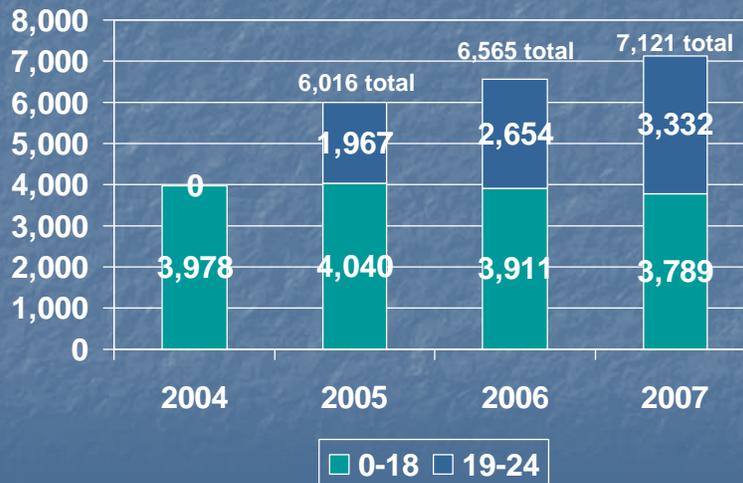
## Revenue Panel

- Feasibility of Free Muni
- Examine Ways to Stabilize Muni's Finances, Revenues, and Fares
- Looking at Structural Deficits and Fare Structures
- Make Pricing Recommendations on Meters and Parking Structures
- **January 2008**



## HEALTHCARE

## Healthy Kids & Young Adults



## Healthy San Francisco

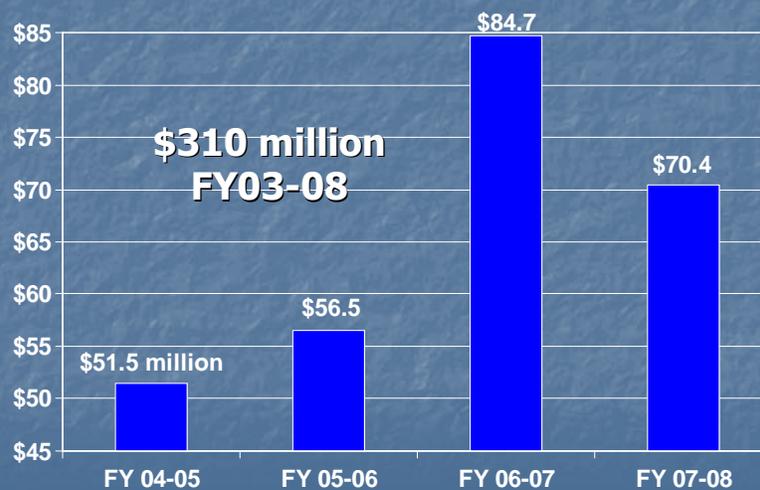
- 3,073 enrolled
- 22 clinics at 27 sites in fall 2007
- Expect to enroll 46,000 by summer 2008



## Health Initiatives

- San Francisco General Hospital
- Laguna Honda Hospital
- Community Living Trust Fund
- Long Term Care Coordinator
- HEP B outreach
- Lead paint program
- Power Plant closures
- Wellness Centers
- ShapeUp SF
- Health Disparities Study

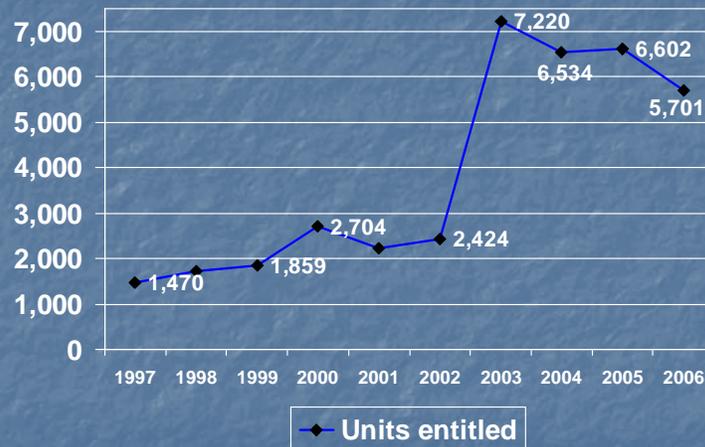
## Federal Funding for Hunters Point Shipyard Cleanup





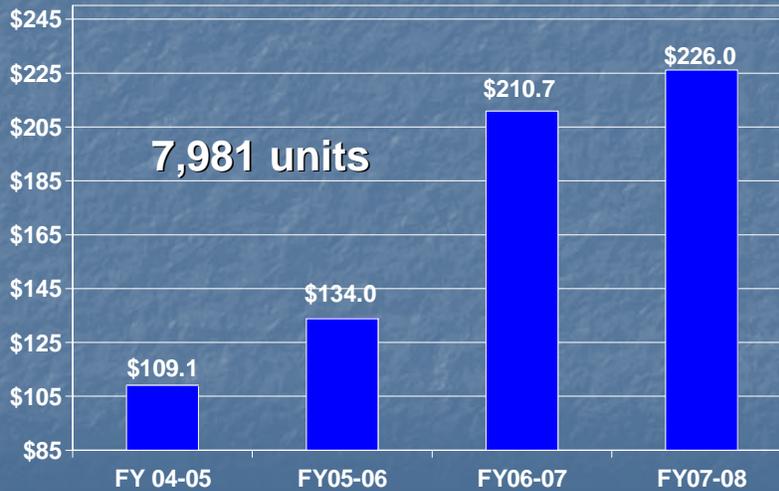
## HOUSING

### Home 15/5



**15,000 housing units/5,000 affordable by 2010**

## Affordable Housing Funding



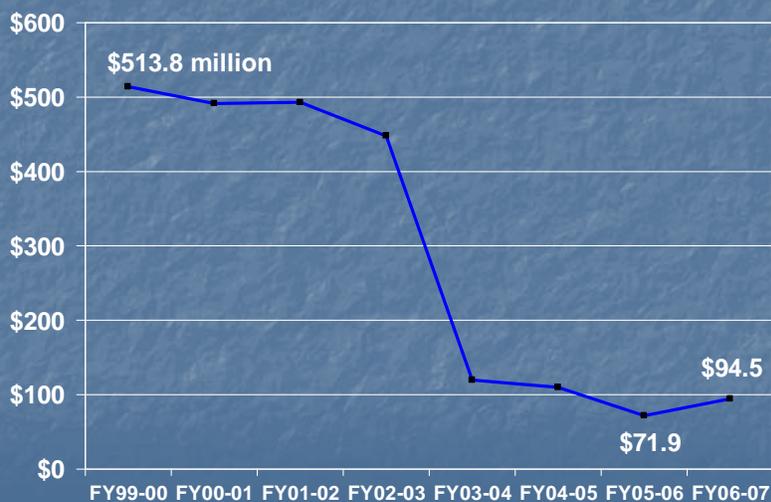
## Redevelopment Plans

- **Transbay**
    - 3,465 units, 1,398 affordable
  - **Treasure Island**
    - 6,000 units, 1,238 affordable
  - **Bayview**
    - 3,724 units, 1,800 affordable
- 
- **4,436 affordable units**
  - **33.6%**

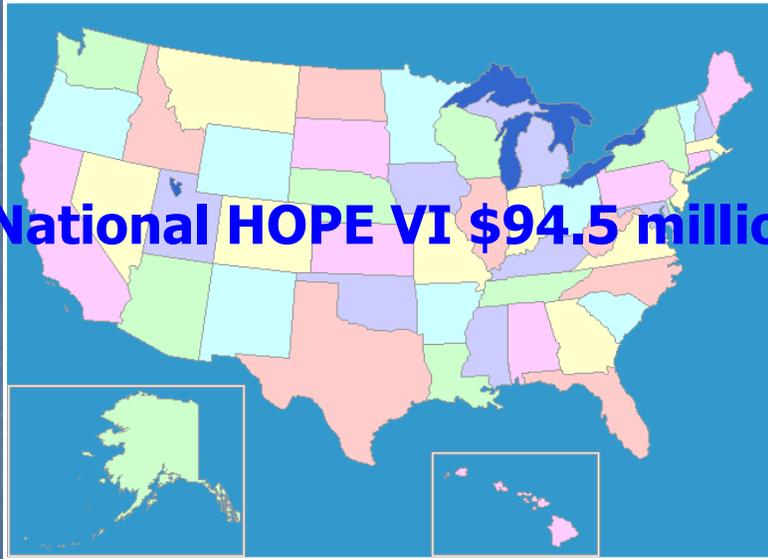
## Investing in the Neighborhoods

- Market/Octavia
- Balboa Park
- Japantown
- Transit Center District (Transbay)
- Bayview/Hunters Point
- Treasure Island
- Rincon Hill
- Schlage Lock/ Visitacion Valley
- Western Addition/Fillmore
- Geary Boulevard
- Eastern Neighborhoods
- Glen Park
- Fisherman's Wharf

## National Decrease in Federal HOPE VI Funds



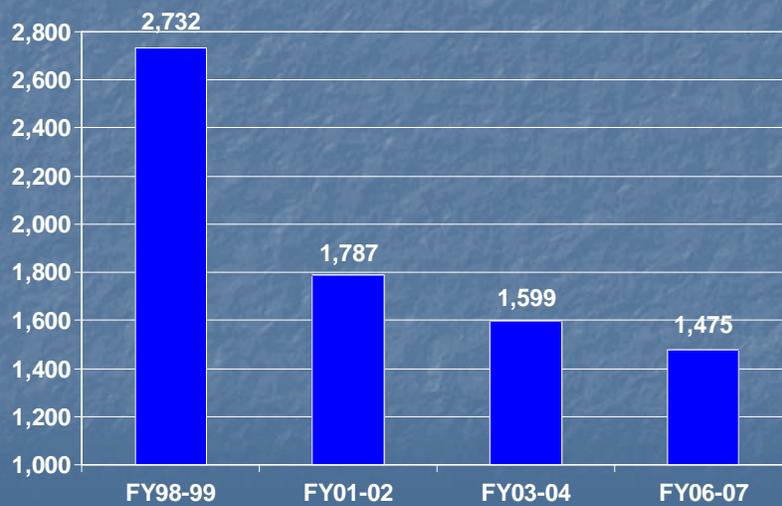
**National HOPE VI \$94.5 million**



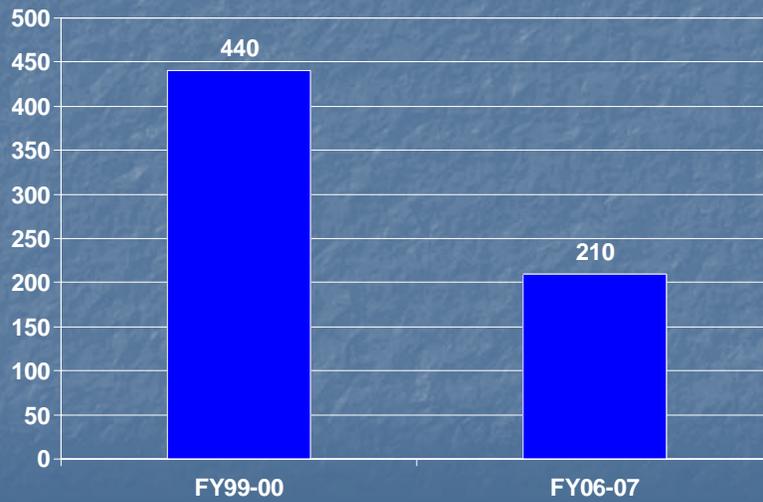
## Eviction Prevention Investment



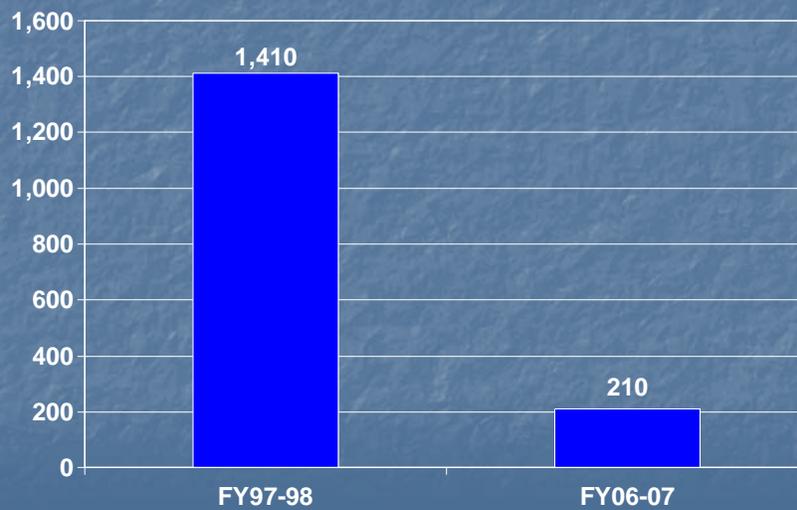
## Evictions



## Ellis Act Evictions



## Owner Move-In Evictions

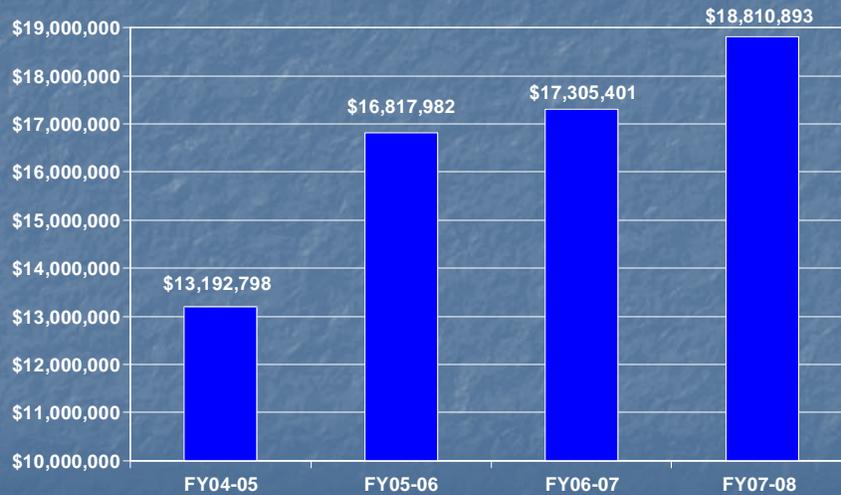




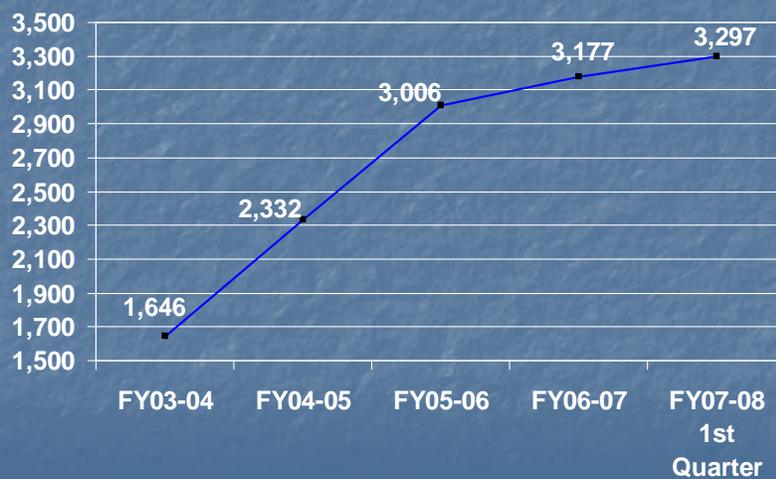
# HOMELESSNESS

## 10 Year Homeless Plan

## Federal Homelessness Funding for San Francisco



## Supportive Housing Units Created



## Homeless Housed



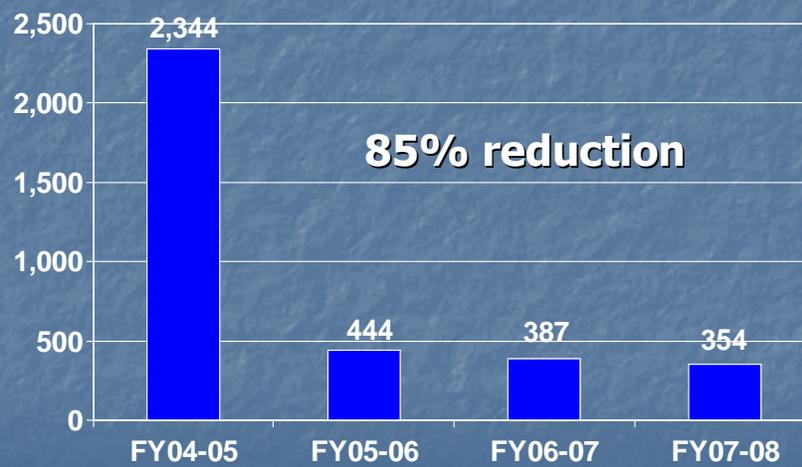
## Homeless Off the Streets Since 2004

- Total: 6,288
- Housed CAAP Homeless: 2,062
- Housed Non-CAAP Homeless: 771
- Homeless Housed at DPH: 1,012
- Homeward Bound: 2,443

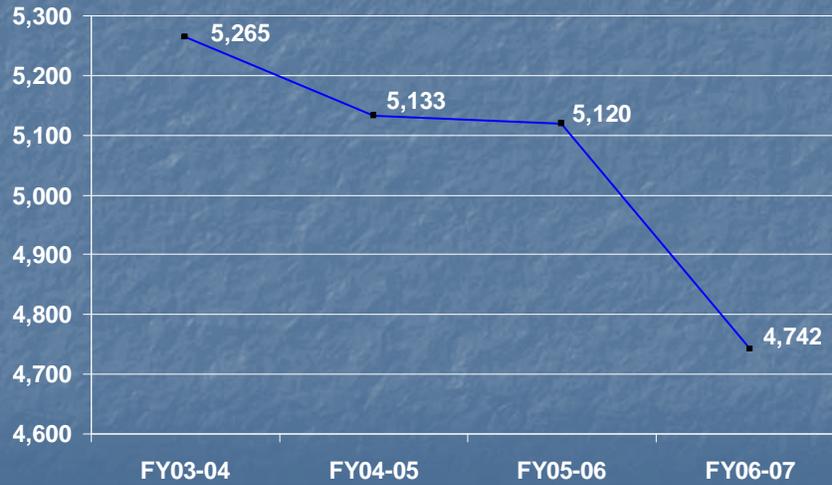
## Homeless Off the Streets Since 2004

■ **38.9% decline**

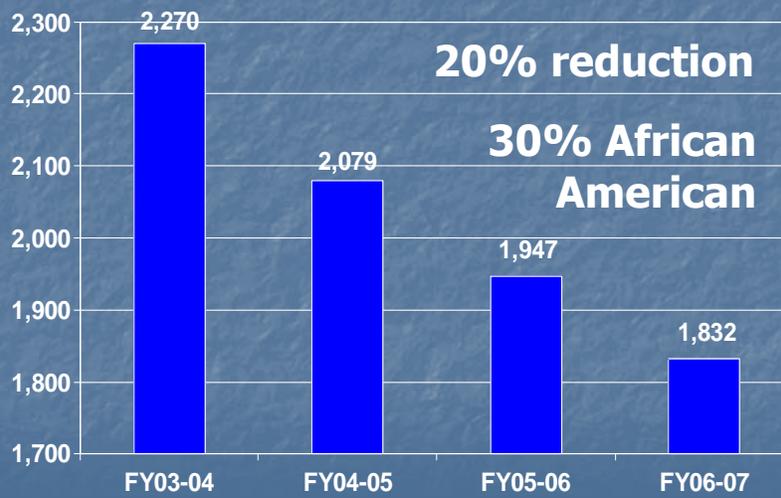
## Care Not Cash Caseloads



## Welfare Caseload



## Foster Care Caseload

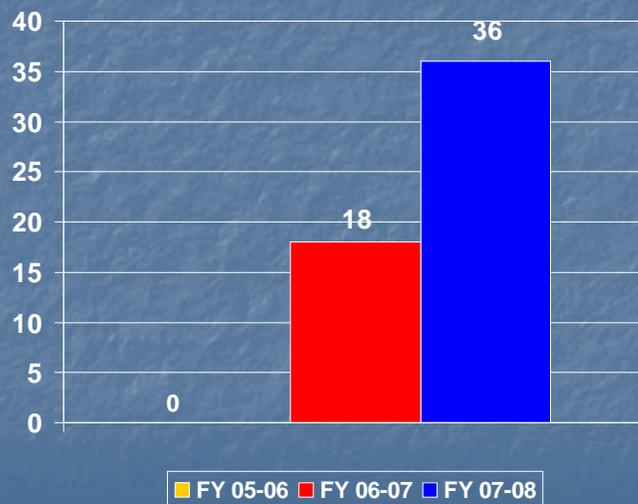


## Other Initiatives

- Project Homeless Connect
- Serial Inebriate Program
- Medical Respite Access
- Shelter improvements
- HMIS upgrade
- New outreach



## Homeless Outreach Team Workers



# Community Justice Center



## PUBLIC SAFETY

## Emergency Planning in San Francisco

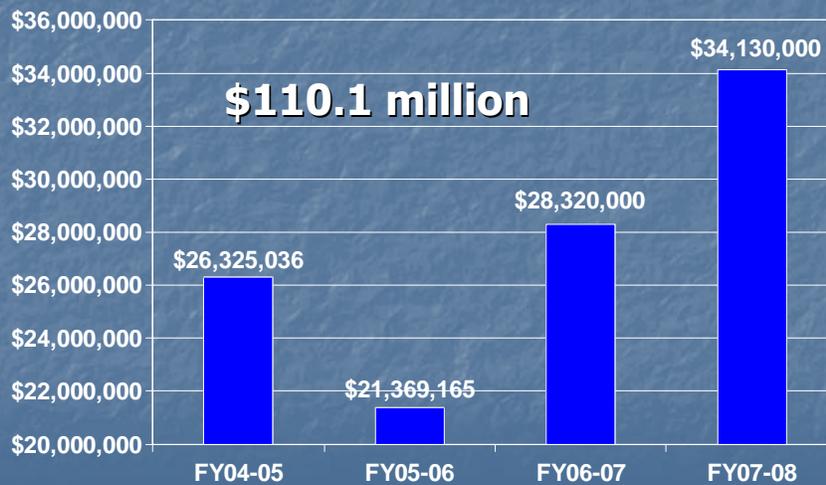
- Disaster Council
- Emergency Operations Plan
- Shelter and Care program
- Interoperability
- 72hours.org
- AlertSF
- NERT
- Sirens and other warning systems
- 911 text messaging notification
- Updated department emergency plans
- Back-up/311

**59 multi-agency exercises**

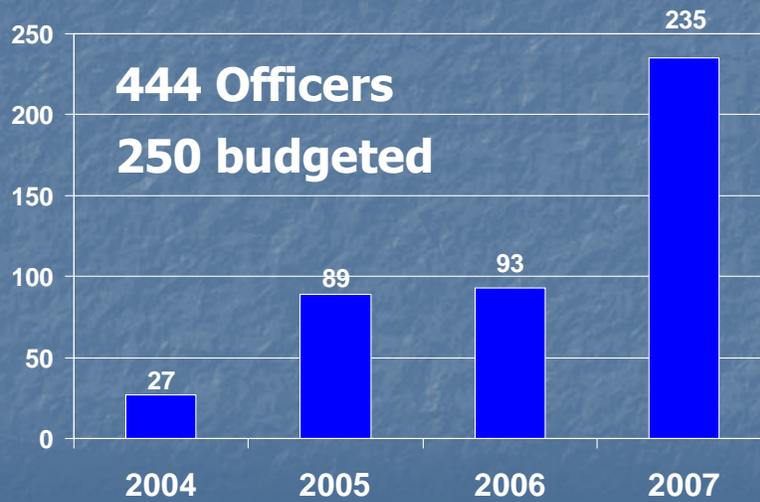
# 10 county regional disaster response plan

First in nation

## Super Urban Area Security Initiative (SUASI) Funding



## Police Officers Added



## Increased Foot Patrols

- 147 new beat officers

## Violence Prevention

- Community Response Network
- Community Response Teams
- Safety Network
- Community Conveners
- Community Policing Advisory Committee
- Call-Ins
- Revitalized Family Violence Prevention Council
- UCSF Violence Prevention Plan

## Violence Prevention Investment



## Violence Prevention Initiatives

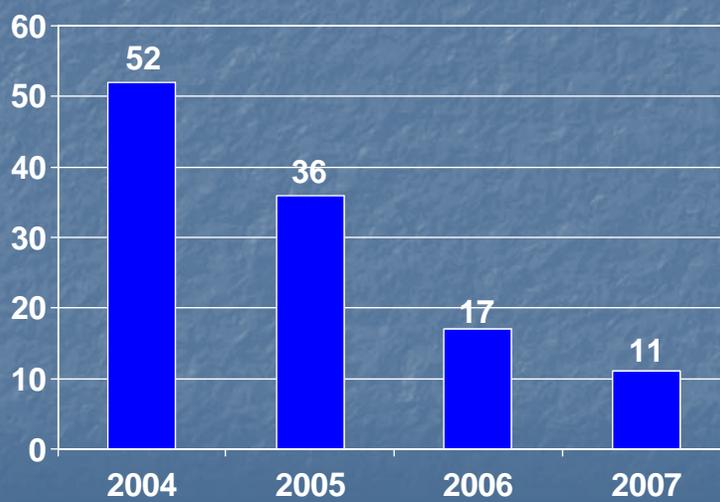
- Anti-Gun Legislation – most restrictive in nation
- Safety Cameras – 68 installed, 25 more budgeted
- Rewards - \$100,000
- Gun Buy Back – “Gifts for Guns”
- Enhanced Witness Protection Program
- Shotspotter

## Serious Crime 2003-2007

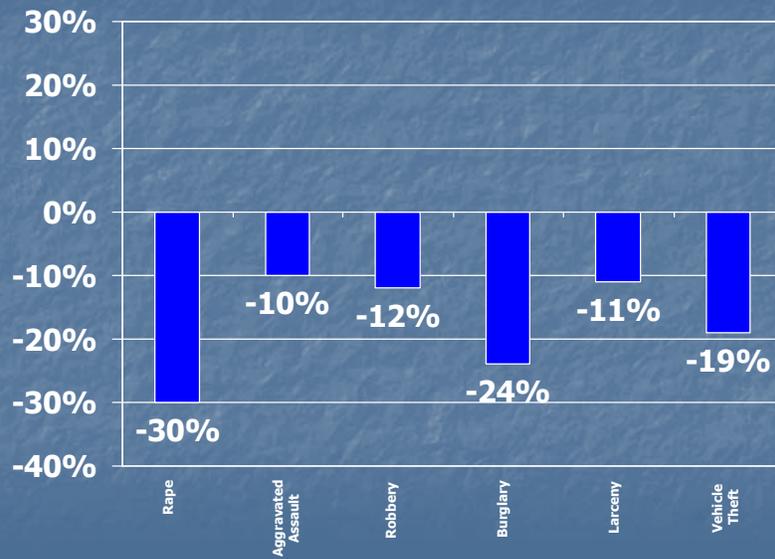
- |  |   |
|--|---|
| ■ Rape:<br>■ <b>48% Reduction</b>              | ■ Burglary:<br>■ <b>16% Reduction</b>   |
| ■ Aggravated Assault:<br>■ <b>3% Reduction</b> | ■ Auto Theft:<br>■ <b>24% Reduction</b> |
| ■ Larceny/Theft:<br>■ <b>16% Reduction</b>     | ■ Arson:<br>■ <b>11% Reduction</b>      |

**Serious crimes down 10%**

### **Black on Black Gang Homicides**



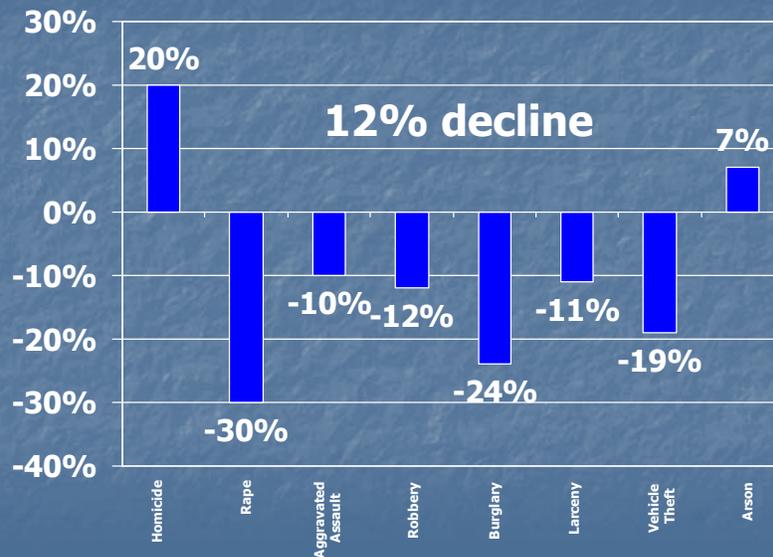
## Year to Date



## Year to Date



## Year to Date



## Police Effectiveness Review

- Foot Patrol Pilot Program Evaluation
- District Station Boundary Analysis
- Organizational Assessment with PERF (August 2008)



## EDUCATION

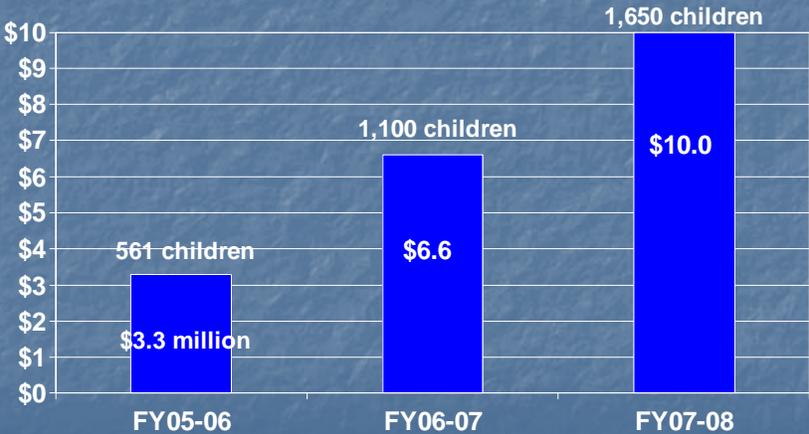
### Partnership for Achievement

- Building Community Support and Civic Engagement
- Supporting Teachers and Principals
- Promote Adequate School Funding
- Increasing Opportunities
- Preparing for the 21<sup>st</sup> Century
- Strengthening Schools as Community Institutions

# City Investment in Education



# Preschool For All (PFA)



## **Afterschool For All**

- 2,777 slots created
- 1,250 enrichment opportunities
- 600 new slots to CBOs

## **Arts Education Master Plan**

- Launched September 2006
- 72 elementary schools have arts coordinators
- Doubled Prop H investment per pupil on art supplies and musical instruments

## Education Initiatives

- Shared Playgrounds / Facilities
- Truancy
  - CARE
- Mandarin Immersion
- Liaison position
- Downpayment assistance for teachers
- Teacher Recognition
- Principal Leadership Initiative
- Beacons
- School visits – 78 of 111
- SF Promise

## Public Art



# Permanent Art Exhibitions

## Completed Public Art Projects: 11 Permanent

- Mission Bay Branch Library
- Glen Park Branch Library
- Sister City Light Project
- Octavia Blvd - 12 Transcopes
- Argonne Playground
- Juvenile Hall
- T-Third Street Light Rail Project
- Koret Children's Quarters
- 6th and Folsom Park
- Pine Lake Sculpture Project
- SOMA Park

## Completed Public Art Projects: 10 Temporary

- Lotta's Opera-Art on Mkt Street performance
- Talking Mkt St-Art on Mkt St
- Art on Mkt Street Kiosk Poster Series
- Golden Gateway
- Wowhaus Golf Course Flock Sculpture
- High Five Civic Center & GGPark
- 3 Blue Greenway Projects
- Pepe Ozan, Dreamer
- David Best Temple

# Cultural Institutions Opened

## Completed Projects:

- de Young Museum
- Museum of the African Diaspora
- Museum of Craft + Design
- Conservatory of Music



## Pending:

- Contemporary Jewish Museum
- Academy of Sciences
- Exploratorium
- San Francisco Museum and Historical Society at The Mint
- Contemporary Art Museum of the Presidio
- Bay View Opera House
- Mexican Museum



## YOUTH & FAMILIES

### Family Initiatives

- Policy Council on Children, Youth and Families
- Working Families Credit
- SFkids.org
- Rec Connect
- Transitional Youth Task Force
- Task Force on African American Out-Migration

## Youth & Families Funding



## Family Events

- **Family Appreciation Day**  
30,000 individuals participated in 2007 at 36 attractions, including:
  - Exploratorium
  - SF MOMA
  - SF Zoo
- **San Francisco Family Festival**
  - 2005: 8,000 families
  - 2006: 10,000 families
  - 2007: 20,000 families
- **Summer Resource Fair**
  - 2006-2007: 6,000

## Communities Of Opportunity

- 2,600 families
- In Alice Griffith and Oakdale developments:
  - 100% enrolled in Heritage Camp improved core competency academic scores last year; 0 suspensions
  - Year 1: 150 youth, Year 2: 500 youth
  - 280 in transitional employment
  - 550 new computers in public housing units
  - Free Wi-Fi
  - 4 community hubs renovated
  - 1,200 COO members
  - Parent University
  - Bank on SF
- 25% decrease in unemployment unsubsidized living wage jobs
- 44% decrease in violent crime at Alice Griffith

## Environment

- Biodiesel
- Clean Tech Committee / Payroll tax exemption
- Solar
- Energy efficiency
- Green Building Ordinance
- Recycling
- Tidal / wave power
- UN Environmental Accords
- Vehicle fleet
- Water bottles / plastic bags
- Slow food
- Farmers markets
- Community gardens
- 25,000 trees

