



MEMORANDUM

TO: Citizens General Obligation Bond Oversight Committee

FROM: Peg Stevenson, City Performance Director

DATE: October 13, 2009

SUBJECT: Quarterly Update for October 2009 Meeting

The following are highlights of City Services Auditor (CSA) performance and technical assistance activity since your last meeting:

- The City Services Auditor Division of the Controller's Office ended Fiscal Year 2008-2009 on budget, expending a total of \$9.8 million for all types of audit and project work. Of that, approximately \$7.7 million was work performed for workorder and enterprise departments such as the Airport, Public Utilities Commission, Department of Public Health and others, and the remaining \$2.1 million was performed for General Fund departments and citywide efforts. We spent approximately 76% of the 2/10ths of 1% which is budgeted under the Charter requirement for the City Services Auditor, with the balance returned to enterprise and workorder funds, or, in a few cases, carried forward into fiscal year 2009-2010 to fund upcoming work.
- CSA's annual workplan for FY 2009-2010 was issued on September 3, 2009, CGOBOC members should have received the document by email and it is posted on our website. The high-level summary that it provides and the list of major audits and projects that it includes has already been useful in communicating priorities to the public and answering questions. More detail is available on any listed audit or project should you be interested.
- We have not issued any major reports on technical assistance and analytical projects since your last meeting so the table which is usually a part of this update is not attached. However, I am attaching brief written updates on three significant projects. These summaries were prepared for the Mayor and give information on the Transit Effectiveness Project and the Police Effectiveness Review pilot, which are both now well into their implementation efforts, and on the formal evaluation of the City's substance abuse treatment programs, which has been a priority of Dr. Katz and the Health Department and is now proceeding, with the research design and analytical stages underway as of the first quarter of FY2009-2010.
- I will be out of town unfortunately for your October 22nd meeting. However members of my staff will be available to answer questions as needed.



Date: September 23, 2009
To: Mayor Gavin Newsom
From: Sally Allen, Liz Garcia, Controller's Office City Services Auditor Division
Re: Transit Effectiveness Project (TEP) Status Update

Background

The TEP seeks to improve reliability, reduce travel time, update Muni routes and adjust service frequencies to reflect current and projected travel patterns. The analytical and planning phase of the project concluded in October 2008 with the SFMTA Board's endorsement of staff recommendations. We are now in the implementation phase of this work.

Implementation Planning

City staff is working with PB Americas, Inc. to develop a five-year TEP Implementation Plan spanning FY11 to FY15. The plan will include goals and target outcomes, a phasing plan for route updates and service changes, a detailed list of required capital projects and funding strategies and a master schedule with critical path steps to deliver the five-year program. Muni's fall service changes due to its budget cuts modified the baseline service plan on which the TEP recommendations were based and slowed progress, however a final plan is expected by December. Concurrently, staff is working with City Planning to have the required environmental assessment processes underway in the spring of 2010.

Reliability Initiatives

Informed by TEP findings, SFMTA has established on-time performance teams at each division. The Agency is minimizing missed service with more operators, assistant superintendents and street inspectors, reducing unscheduled and long-term operator absences, and implementing a road call incident reduction program. Schedule adjustments and light rail and bus rehabilitation projects funded by the American Recovery and Reinvestment Act will also increase reliability. This past fiscal year, Muni service achieved the highest on-time performance in its history.

Travel Time Improvements

Staff and consultants are refining the TEP travel time improvement initiatives—eg the strategies to reduce delays along major corridors. These include new transit lanes, bus bulbs, transit priority signal systems, and off-vehicle fare collection. Traffic engineers and planners are developing low-cost items first, followed by more capital intensive ones so MTA can seek funding and environmental clearances.

November 2009 Service Changes (see attachment for details by route)

Muni's fall service changes were informed by the technical analysis and community outreach from the TEP planning phase. These changes include:

- Adjusting scheduled running times to improve reliability to reflect actual traffic conditions. As a result, customers will experience less bunching and more predictable service.
- Discontinuing routes and eliminating route segments with low ridership or high subsidies per passenger. Most routes have alternative service available along parallel routes.
- Increasing service on crowded routes, restructuring routes to make new connections and expanding limited-stop service. For example, there is new limited stop service on the 9L-San Bruno and all-day service on the 14L-Mission.

Routes and Lines	Service Change
F Market & Wharves	No changes
J Church	No changes
L Taraval	No changes
M Ocean View	No changes
N Judah	No weekday changes Segment eliminated on weekends between Embarcadero Station and Caltrain. T Third provides alternative service.
K Ingleside / T Third	No changes
1 California	Segments eliminated south of Sacramento Street on Davis, Beale, Howard, Main and Drumm streets. 30X Marina Express and 41 Union provide alternative service. Last trip changed to 12:20 a.m.
1AX California 'A' Express	Express zone begins at 8 th Avenue instead of 14 th Avenue and Park Presidio Boulevard.
1BX California 'B' Express	Express route begins at 6 th Avenue instead of 12 th Avenue. Stops at 8 th , 10 th , and 12 th avenues served by 1AX.
2 Clement	Segment eliminated west of Park Presidio Boulevard. 1 California, 38 Geary and 38L Geary Limited provide alternative service between 14 th and 33 rd avenues. 3 Jackson provides alternative service on Sutter Street east of Fillmore Street. Service extended to Ferry Plaza everyday.
3 Jackson	Last trip changed to 12:25 a.m.
4 Sutter	Route discontinued. 1 California, 2 Clement and 3 Jackson provide alternative service.
5 Fulton	Frequency changed. Peak period frequencies increased east of 6 th Avenue and decreased west of 6 th Avenue. Evening service extended from Jones/McAllister streets to Transbay Terminal. Transition to Owl service changed to 12:45 a.m. Owl terminal remains at Jones/McAllister streets.
6 Parnassus	Frequency increased during peak periods. Last trip changed to 12:10 a.m.
7 Haight	Route discontinued. 6 Parnassus and 71L Haight-Noriega Limited provide alternative service.
9 San Bruno (see 9L)	Frequency changed. Frequency decreased during p.m. peak period. Limited stops have increased frequency all day until 8 p.m.
9L San Bruno Limited	New limited stop service along same route as 9 San Bruno between Arleta/San Bruno avenues and Downtown. Limited stops have increased frequency all day until 6:20 p.m.
8X Bayshore Express (Formerly "9X" Bayshore Express")	Inbound service rerouted from Rutland Street and Arleta Avenue to Visitación Avenue and Bayshore Boulevard. Inbound service also rerouted from Bayshore Boulevard to San Bruno Avenue north of Bacon Street. Frequency increased Last trip changed to 12:10 a.m.
8AX Bayshore 'A' Express (Replaces parts of 9AX and 9BX)	Express zones modified Service operates during peak periods in peak direction from City College via Geneva Avenue, Santos Street, Sunnydale Avenue, Hahn Street, Visitación Avenue and Bayshore Boulevard to Blanken Avenue, and then operates non-stop to SoMa, making local stops in Downtown, Chinatown and Fisherman's Wharf. Frequency increased
8BX Bayshore 'B' Express (Replaces parts of 9AX and 9BX)	Express zones modified Service operates during peak periods in peak direction non-stop from Geneva Avenue/Schwerin Street via Geneva Avenue and Bayshore Boulevard to Arleta Avenue, making local stops along San Bruno Avenue to Silver Avenue, and then operates non-stop to SoMa, making local stops in Downtown and Chinatown to Broadway. Frequency increased

Routes and Lines	Service Change
9X, 9AX, 9BX Bayshore Expresses (see 8X, 8AX, 8BX)	Replaced by 8X, 8AX, 8BX Bayshore Expresses. Express zones modified along AX and BX.
10 Townsend	Segments eliminated north of Broadway and to Transbay Terminal. 47 Van Ness provides alternative service along North Point Street. Service operates from Jackson/Fillmore streets (weekdays) or from Jackson Street/Van Ness Avenue (weekends) to Broadway/Sansome Street, and through Downtown via Sansome and 2 nd streets. Service extended across Potrero Hill to San Francisco General Hospital. New connections from Pacific Heights to Caltrain and from Potrero Hill to Downtown. Frequency decreased , but 10 Townsend and 12 Folsom-Pacific provide combined 10-minute frequency on Pacific Avenue, Sansome and 2 nd streets.
12 Folsom-Pacific	Segments eliminated along 26 th Street, Broadway east of Battery Street, The Embarcadero, and along Folsom and Harrison streets east of 2 nd Street. F Market & Wharves provides alternative service along The Embarcadero. Service operates from Pacific/Van Ness avenues to Broadway/Sansome Street and through Downtown via Sansome and 2 nd streets continuing via Folsom Street to the Mission District. Service extended to the 24 th Street BART Station. Frequency decreased during peak periods, but 10 Townsend and 12 Folsom-Pacific provide combined 10-minute frequency on Pacific Avenue, Sansome and 2 nd streets. Last trip changed to 12:30 a.m.
14 Mission	No changes
14L Mission Limited	Service expanded to operate from 6 a.m. to 7 p.m. on weekdays and from 9 a.m. to 5:30 p.m. on Saturdays and Sundays. Frequency increased Some changes to stops served
14X Mission Express	Frequency increased during peak periods.
16X Noriega Express (Formerly "16AX Noriega 'A' Express")	Service combined with 16BX and renamed "16X." Segments eliminated along Sunset Boulevard and Lincoln Way west of 23 rd Avenue. 29 Sunset and N Judah provide alternative service.
16BX Noriega 'B' Express	Service combined with 16AX, renamed "16X" and extended to Ocean Beach. Frequency increased during a.m. peak period.
17 Parkmerced	Last trip changed to 11 p.m.
18 46 th Ave	Segments eliminated along Geary Boulevard and Point Lobos Avenue. 38 Geary and 38L Geary Limited provide alternative service. Service operates via Cabrillo Street, 45 th Avenue, Balboa Street and 33 rd Avenue. Last trip changed to 12 a.m.
19 Polk	Frequency changed. Peak period frequency reduced. Midday frequency increased south of Townsend Street and decreased north of Townsend Street. Last trip changed to 12:40 a.m.
20 Columbus	Route discontinued. 30 Stockton and 41 Union provide alternative service.
21 Hayes	Segment eliminated west of Stanyan Street. 5 Fulton provides alternative service. Last trip changed to 12:10 a.m.
22 Fillmore	No changes
23 Monterey	No changes

Routes and Lines	Service Change
24 Divisadero	No changes
26 Valencia	Route discontinued. J Church, 14/14L Mission and 49 Van Ness-Mission Limited provide alternative service. 36 Teresita extended to cover segment from the Glen Park BART Station to Cesar Chavez/Valencia streets.
27 Bryant	Last trip changed to 12:35 a.m.
28 19 th Ave	No changes
28L 19 th Ave Limited	No changes
29 Sunset	Segment eliminated north of Baker Beach. PresidiGo shuttles provide alternative service within the Presidio. Last trip changed to 12:15 a.m.
30 Stockton	Last trip changed to 12:45 a.m.
30X Marina Express	No changes
31 Balboa	Frequency decreased during peak periods. Last trip changed to 11:55 p.m.
31AX Balboa 'A' Express	No changes
31BX Balboa 'B' Express	No changes
33 Stanyan	Last trip changed to 12:30 a.m.
35 Eureka	Last trip changed to 11 p.m.
36 Teresita	Segment eliminated between Monterey Boulevard and Balboa Park Station. 43 Masonic provides alternative service. Service operates from Forest Hill Station along former 26 Valencia route to Cesar Chavez/Valencia streets via the Glen Park BART Station. Frequency decreased during peak periods. Last trip changed to 11 p.m.
37 Corbett	Last trip changed to 11 p.m.
38 Geary 38 Geary Owl	Segments eliminated along Ocean Beach Branch on Balboa Street, 45 th Avenue and Cabrillo Street. 18 46 th Avenue and 31 Balboa provide alternative service.
38L Geary Limited	Frequency increased during peak periods. Service expanded to operate until 9 p.m.
38AX Geary 'A' Express	No changes
38BX Geary 'B' Express	No changes
39 Coit	Inbound stop moved to provide direct connection to Pier 39 and F Market & Wharves. <i>Exact routing to be determined.</i>
41 Union	Segment eliminated between Lyon and Steiner streets. 45 Union-Stockton provides alternative service.
43 Masonic	No changes
44 O'Shaughnessy	Frequency increased
45 Union-Stockton	No changes
47 Van Ness	Last trip changed to 12:35 a.m.
48 Quintara-24 th Street	Segments eliminated on 20 th , Arkansas and Wisconsin streets. Extended 10 Townsend provides alternative service. Service operates over Potrero Hill via 25 th Street and Pennsylvania Avenue.
49 Van Ness-Mission	No changes
52 Excelsior	Last trip changed to 11 p.m.
53 Southern Heights	Route discontinued. 10 Townsend, 19 Polk, 22 Fillmore, 33 Stanyan and 48 Quintara-24 th Street provide alternative service.
54 Felton	Last trip changed to 12:10 a.m.
56 Rutland	No changes

Routes and Lines	Service Change
66 Quintara	Last trip changed to 11 p.m.
67 Bernal Heights	Segment eliminated along western portion of circular loop. Service operates two-way between Alemany Boulevard and the 24 th Street BART Station. 14 Mission, 14L Mission Limited, 23 Monterey and 49 Van Ness-Mission provide alternative service. Last trip changed to 11 p.m.
71 Haight-Noriega	Last trip changed to 12:15 a.m.
71L Haight-Noriega Limited	Frequency increased during peak periods.
74X Culture Bus	Route discontinued effective August 15, 2009. N Judah, 5 Fulton and 71 Haight-Noriega provide alternative service.
76 Marin Headlands	No changes
80x Gateway Express	No changes
81X Caltrain Express	No changes
82X Levi Plaza Express	Frequency increased Service expanded to operate in the peak direction only during the a.m. peak period and also during the p.m. peak period every 15 minutes.
88 BART Shuttle	Segment eliminated west of I-280. M Ocean View and 29 Sunset provide alternative service.
89 Laguna Honda	Route discontinued. Laguna Honda Hospital will provide alternative service.
90 San Bruno Owl	No changes
91 Owl	No changes
108 Treasure Island	Segment eliminated between Transbay Terminal and Caltrain. N Judah, T Third and 10 Townsend provide alternative service. Service rerouted from Avenue M to Avenue H on Treasure Island.



MEMO

Date: September 23, 2009
To: Mayor Gavin Newsom
From: Corina Monzón, Catherine McGuire, Controller's Office City Services Auditor Division
Re: Police Effectiveness Review (PER) Status Update

Background

The PER was done in response to requests by the Mayor, Police Commission and Police Chief to evaluate the organizational structure, staffing, and other issues affecting service delivery by the SFPD. The Controller's Office and SFPD engaged the Police Executive Research Forum (PERF) for the study. The analytical phase of the project concluded in December 2008. We are now underway with implementation, the largest piece of which is a pilot program in the Ingleside District.

SFPD Implements a Phased Approach – Ingleside District Station Selected

In April 2009 Police Chief Heather Fong selected the Ingleside District Station to implement 47 recommendations from the PERF report and other recent studies of the SFPD. Captain David Lazar is managing the effort and receiving implementation assistance from PERF through 2010. The Controller's Office is also providing support and will evaluate the Phase 1 District effectiveness pilot in achieving its goals. Goals are to solve multiple crime and disorder problems through community and police partnerships. Success will be measured through: decreases in targeted crime and disorder problems, increased community satisfaction with quality of life and improved trust between community and police.

Major Changes Underway at the Ingleside District

The district is making changes to its organizational structure, staffing, training, communications and outreach for the pilot effort including:

- Creating a Resource Unit headed by a lieutenant and designed to support the daily activities of sector patrol with concentrated and coordinated resources. The unit includes a part-time crime analyst, problem solving team, plain-clothes team, foot beats, and school, park, housing and solo officers.
- Instituting a systematic problem solving process called SARA (Scan, Analyze, Respond, Assess), overseen by a Problem Analysis Committee. Thirty problems in the Ingleside have been identified for this approach.
- Foot beat deployment based on crime incidents, calls for service and community survey results. Foot beat officers are now the primary responders on all calls for service within a beat. Sector patrol officer deployment is based on committing time for community engagement and problem solving—about 60% of available time. Radio codes to define and track community policing activities are under development.
- A five week training program that includes instruction by the Center for Problem-Oriented Policing starts the week of September 28th.
- New forums have been established to increase community communications and outreach:
 - Ingleside District Community Advisory Board has been established;
 - Sergeant and officer liaisons have been assigned to communities and organizations, including Spanish and Chinese speaking officers in Visitacion Valley;
 - Voicemail and email have been provided to each officer;
 - Multilingual outreach has been increased through creation of Spanish and Chinese tip lines and regular communication with KTSF Channel 26, Sing Tao and World Journal.
 - Graduate students at the SFSU College of Business will complete a communications plan during the Fall of 2009. SFSU students will also assist in creating culturally competent PSAs for release in 2010.



MEMO

Date: September 23, 2009
To: Mayor Gavin Newsom
From: Randle McClure, Michelle Schurig, Controller's City Services Auditor Division
Re: Substance Abuse Treatment Evaluation Status Update

Background

The Department of Public Health's Community and Behavioral Health Services (CBHS) provides substance abuse treatment services to approximately 11,000 unique clients at a cost of over \$150M per year. Clients are treated at 46 outpatient clinics, 33 residential programs, six methadone clinics and six day treatment programs. During planning meetings in recent years, Dr. Mitch Katz, Director of DPH, has requested that the City Services Auditor (CSA) evaluate these programs with the goals of ensuring ongoing excellence and consistency with best practices and building capacity in DPH's substance abuse treatment service provision. The evaluation will determine whether substance abuse treatment services are optimally effective in responding to the long-term nature of recovery and addiction reduction and will provide comprehensive feedback and recommendations for improvements to the substance abuse treatment system. Through a competitive procurement process, the Controller's Office and the Department of Public Health selected expert consultants Davis Ja & Associates, Inc. for this work. The Substance Abuse Treatment Evaluation (SATE) formally began in September 2009 and is scheduled to last for three years.

Evaluation Summary

The project has three primary tasks:

1. Configuration Review: A system-wide configuration review detailing the capacity and client flow of all substance abuse programs within all modalities provided by CBHS to determine whether it is meeting the needs of its clients. This review will produce program portfolios for each substance abuse program detailing its capacity, client flow, need, utilization, access, engagement and treatment retention, linkages to community services and the types and quality of substance abuse services.
2. EBBP Assessment: An assessment of existing evidence-based best practices (EBBPs) and promising practices used at the program level. This assessment will result analyze the existence and implementation of EBBPs and promising practice interventions, effectiveness of staff EBP trainings and client outcomes at the program level associated with the utilization of these techniques.
3. Outcomes Study: A longitudinal 24-month study of 250 former and existing substance abuse treatment clients measuring outcomes to determine whether CBHS services are optimally effective. This study will result in an increased understanding of client movement across modalities, programs, the typical pathways of recovery and about how clients make decisions and behave over time.

Conclusion

Davis Ja & Associates will work closely with CBHS and the Controller's Office, guided by an Advisory Group of policy experts and stakeholders. The evaluation's findings will reveal system efficiencies and recommend solutions. The results will allow future policy and resource decisions at CBHS to be based on rigorous data analysis and will improve delivery of City-wide substance abuse treatment services going forward.