Citywide Benchmarking Report

Demographics

Livability

Public Safety

Transportation

Finance

Safety Net

Population Health

February 16, 2017

Office of the Controller
City Performance

About City Performance

The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the San Francisco City Charter that was approved by voters in November 2003. Within CSA, City Performance ensures the City's financial integrity and promotes efficient, effective, and accountable government.

City Performance Goals:

- City departments make transparent, data-driven decisions in policy development and operational management.
- City departments align programming with resources for greater efficiency and impact.
- City departments have the tools they need to innovate, test, and learn.

City Performance Team:
Peg Stevenson, *Director*
Natasha Mihal, *Project Manager*
Samuel Thomas, *Performance Analyst*
Sam Abbott, *Performance Analyst*
Omar Corona, *San Francisco Fellow*

City Department Performance Contacts

For more information, please contact:

Natasha Mihal
Office of the Controller
City and County of San Francisco
(415) 554-7429 | natasha.mihal@sfgov.org

Or visit:

http://www.sfcontroller.org

http://sfgov.org/scorecards/

Executive Summary

The City and County of San Francisco Charter requires the City Services Auditor (CSA) to monitor the level and effectiveness of City services. Specifically, that CSA shall review performance and cost benchmarks, and conduct comparisons of the cost and performance of San Francisco City and County government with other cities, counties, and public agencies performing similar functions. Benchmarking analysis complements the public reporting of performance results, such as on the San Francisco Performance Scorecards website.

This report evaluates how San Francisco compares to peer jurisdictions across a variety of performance metrics, using both publicly available and survey data. While the Controller's Office has made efforts to ensure that performance data and analysis is as consistent as possible across peers, benchmark comparisons are not always apples-to-apples. However, benchmarking results provide useful context for the public and policymakers to assess how San Francisco compares to similar peer jurisdictions and to identify areas for further research and awareness.

The scope of this report primarily covers spending, service outputs, and a limited number of performance measures. The Controller's Office does not make judgements on the quality or efficiency of services, and higher or lower spending on certain services should not be used to draw conclusions in these areas.

Benchmark topics and peer jurisdictions

This report compares San Francisco to 16 jurisdictions across a variety of metrics in demographics, livability (parks, libraries, environment, and public works), public safety, transportation and finance. The Controller's Office collected and analyzed data for fiscal year-end 2015, except as noted, and selected the following 16 peers using a "likeness score" methodology that accounted for population and population density:

- Baltimore, MD
- Boston, MA
- Chicago, IL
- Denver, CO
- Long Beach, CA
- Los Angeles, CA
- Miami, FL
- Minneapolis, MN
- Oakland, CA
- Philadelphia, PA
- Portland, OR
- Sacramento, CA
- San Diego, CA
- San Jose, CA
- Seattle, WA
- Washington, DC

For water usage, safety net, and population health metrics, this analysis compares San Francisco to peers in California only.

Demographics highlights

- In 2014, only 13 percent of San Francisco's residents were under 18, the lowest percentage among peers (20 percent peer average).

- San Francisco has a significantly lower black population than most peer cities. As of 2014, only 5.7 percent of residents identified as black or African American.
- In 2014, San Francisco had the highest average household income among peers, $112,459. San Francisco does, however, have the highest cost of living among peers.
- 63.4% of occupied housing units in San Francisco were renter-occupied in 2014, ranking third highest among peers.

Livability highlights

- San Francisco spent $213 per resident on recreation and parks compared to an average of $151 across peers.
- San Francisco libraries logged 8 visits per resident, second highest behind Seattle with 9.4.
- San Francisco residents used 42 gallons of water per day, on average, 14.8 gallons less than its closest peer in California.
- San Francisco's Pavement Condition Index was 68 in 2015, second highest among its peers.

Public Safety highlights

- San Francisco had the fourth highest property crime rate among peers. In 2015, 4,726 property crimes were committed per 100,000 daytime population, compared to the peer average of 3,058.
- San Francisco had 190 sworn officers per 100,000 daytime population. This number is virtually equivalent to the peer average for this measure.
- Compared to peer cities, San Francisco had a lower than average 911 call volume. In fiscal year 2014-15, there were 0.57 911 calls per daytime population compared to the 0.85 peer average.
- San Francisco County's average daily jail population per 100,000 resident population was 144, lower than seven of eight surveyed peers.

Transportation highlights

- In 2014, 34 percent of workers in San Francisco commuted to work using public transportation compared to a peer average of 17 percent.
- There were 3.6 traffic fatalities per 100,000 residents in San Francisco in 2014, lower than the peer average of 5.0.
- On average in 2014, a San Franciscan boarded a public transit vehicle 272 times. This number is much higher than other peer transit systems (65 times).
- The average speed of San Francisco’s motorbuses was 8.1 miles per hour while in service -- the slowest speed among peers.
- Total operating expense per passenger trip was $3.05 dollars for San Francisco Muni, below the peer average of $4.05.

Finance highlights

- San Francisco's General Obligation Bond Rating from Moody's is Aa1—the second highest possible rating—and higher than the median rating of Aa2.
- San Francisco's employee pension plan funded ratio was higher than peers (86 percent compared to 72 percent).
- San Francisco spent less than budgeted by 4.3 percent in fiscal year (FY) 2014-15 compared to the peer average of 5.0 percent.
- San Francisco earned 3.9 percent more revenue than budgeted in FY 2014-15, higher than the 2.5 percent peer average.

Safety Net highlights

- The number of San Franciscans in poverty was 105,244, a rate of 12.4 percent, slightly higher than the peer average poverty rate of 11.9 percent.
- San Francisco's average monthly CalFresh enrollment was 52,302 and on average 6 percent of residents per month received benefits compared to 8 percent in peer jurisdictions.
- San Francisco’s count of homeless individuals was 795 per 100,000 population (compared to 479 in peer jurisdictions).
- San Francisco had an average monthly general assistance caseload of 5,826 and on average provided $369 per month to cash grant recipients.

Population Health highlights

- Sixteen percent of San Francisco's population was food insecure, meaning they lacked access to enough food for an active, healthy lifestyle, compared to a 13 percent peer average.
- San Francisco's HIV Prevalence (2,004 cases per 100,000 population) was nearly four times greater than the second highest ranked county.
- San Francisco County had 794 mental health providers per 100,000 population, ranking first among peers and higher than the peer average of 390 providers.
- San Francisco had the second smallest percentage of uninsured children (5.2 percent compared to peer average of 6.6 percent) and the smallest percentage of uninsured adults (13.9 percent compared to 18.7 percent) among this peer group.

Table of Contents

Executive Summary **3**
Demographics **7**
Livability **16**
Recreation and Parks 18
Library 20
Environment 23
Public Works 25
Public Safety **30**
Crime and Police Staffing 32
911 34
Jail 35
Emergency Medical Services 36
Transportation **37**
Commuting Habits 39
Congestion 42
Traffic Fatalities 43
Public Transportation 44
Finance **51**
Safety Net **60**
Population Health **69**
Notes **75**
Demographics 75
Livability 77
Public Safety 81
Transportation 83
Finance 86
Safety Net 87
Population Health 89

Demographics

DEMOGRAPHICS

Cities are concentrations of people. This section provides an overview of basic characteristics of the people of San Francisco and the 16 peer cities.

San Francisco is a geographically small, densely populated city. The age distribution of San Francisco residents is different from peers in that a larger-than-average portion of residents are 25 to 44, while a smaller-than-average portion are under 25.

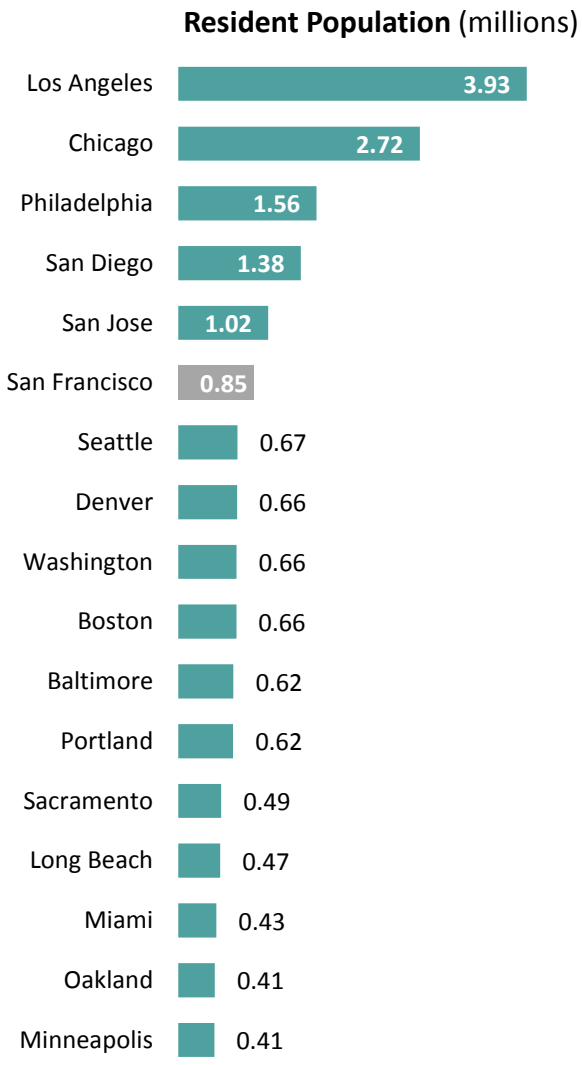
San Francisco has a higher than average percentage of Asian residents, and a relatively low percentage of other races and ethnicities, particularly black residents.

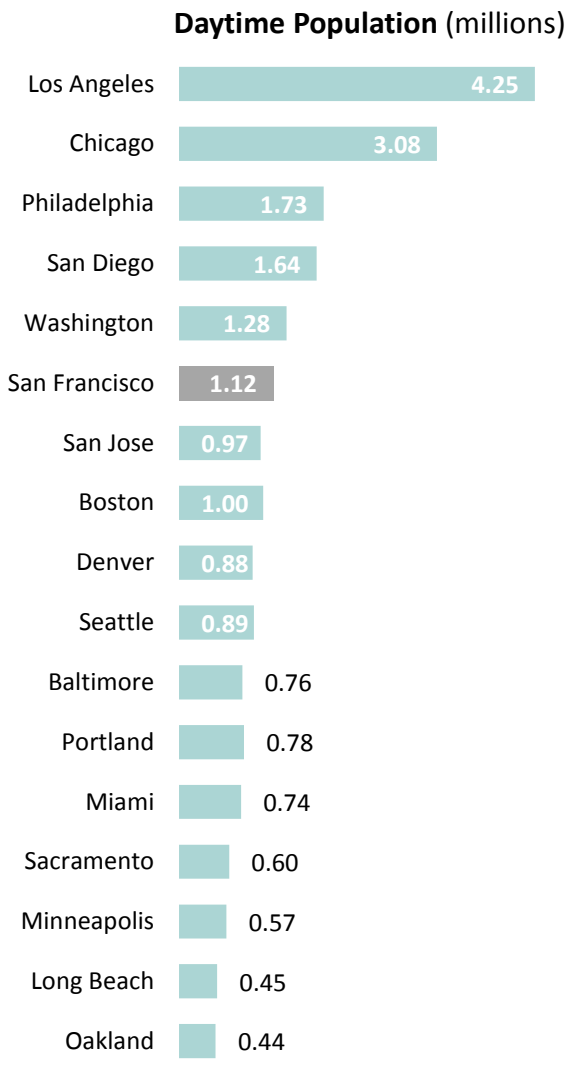
San Francisco has a highly-educated, high-earning population with relatively low unemployment. However, the city has the highest cost of living among peers and a large portion of residents rent housing.

TOPIC	MEASURE	PEER AVG
Population Density	San Francisco has the highest population density among peers with **18,176 people per square mile**	**8,863**
Age	As of 2014, only **13%** of San Francisco's residents were under 18, the lowest percentage among peers	**20%**
Race and Ethnicity	San Francisco has a significantly lower black population than most peer cities. As of 2014, only **5.7%** of residents identified as black or African American	**20.6%**
Housing	**63.4%** of occupied housing units in San Francisco were renter-occupied as of 2014, ranking third highest among peers	**55.5%**
Household Income	In 2014, San Francisco had the highest average household income among peers, **$112,459**. But as of 2010, San Francisco had the highest cost of living among peers	**$78,923**
Educational Attainment	As of 2014, **53%** percent of San Franciscans 25 and over had a Bachelor's or graduate degree	**39%**

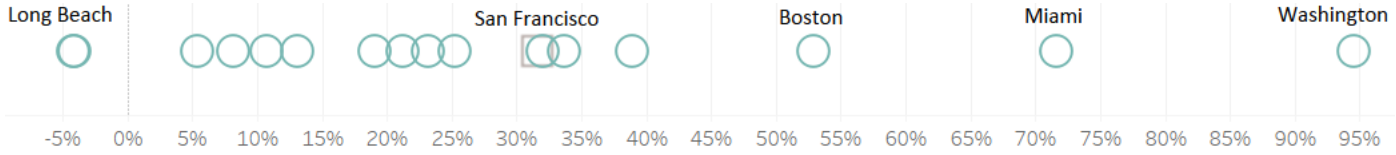
Population versus Daytime Population

Throughout this report, measures are often reported on a per population basis. Because a city experiences large fluctuations in the number of people in its boundaries each day, resident and daytime population are essential for accurate analysis. Both population measures below are based on data from the 2014 US Census. Resident Population is "total population" for the city, while Daytime Population factors in workers commuting in and out of the city and includes tourists and visitors. All measures presented on a per capita basis will use Resident Population unless otherwise noted.



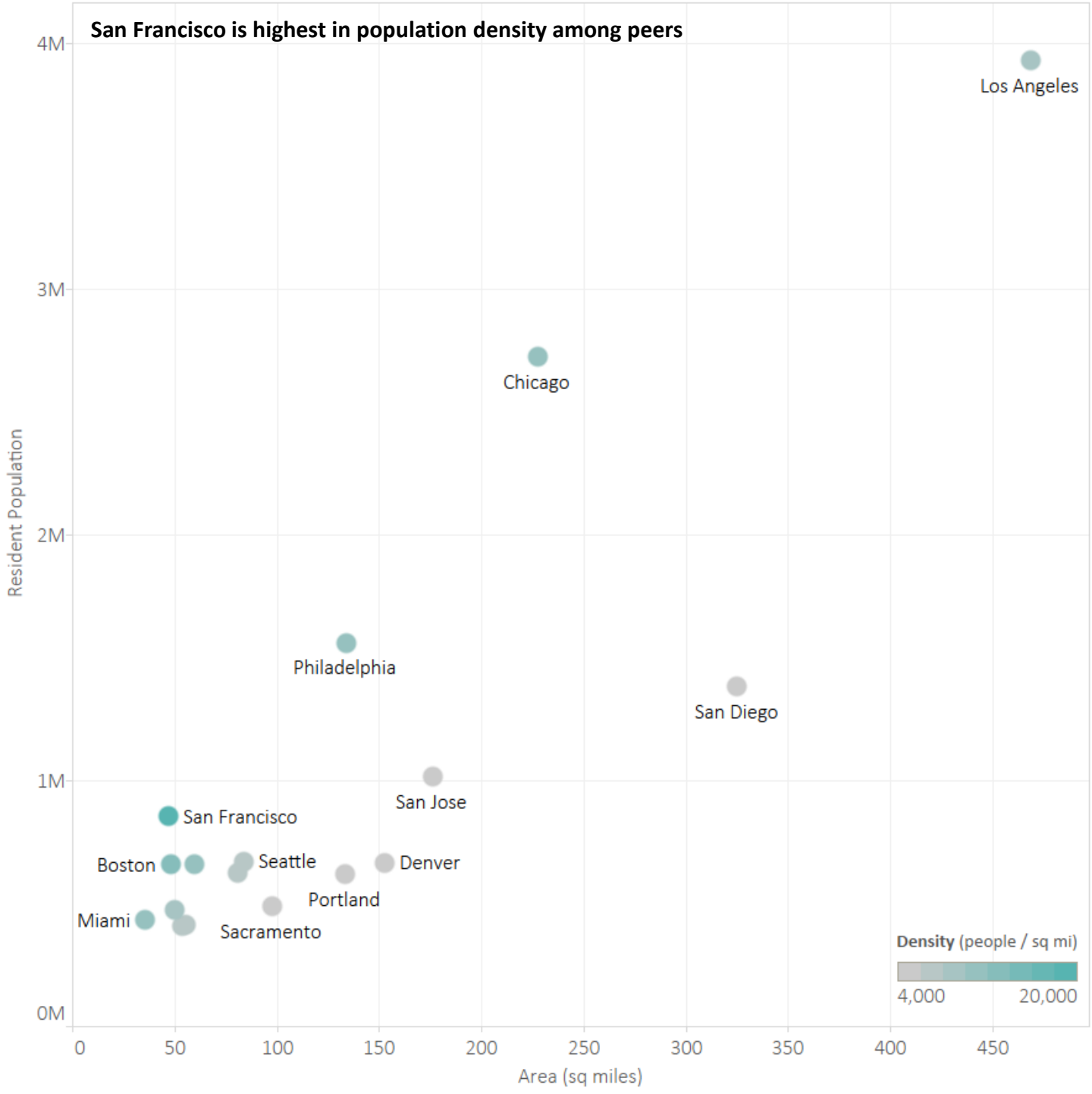


Percentage Change from Resident to Daytime Population



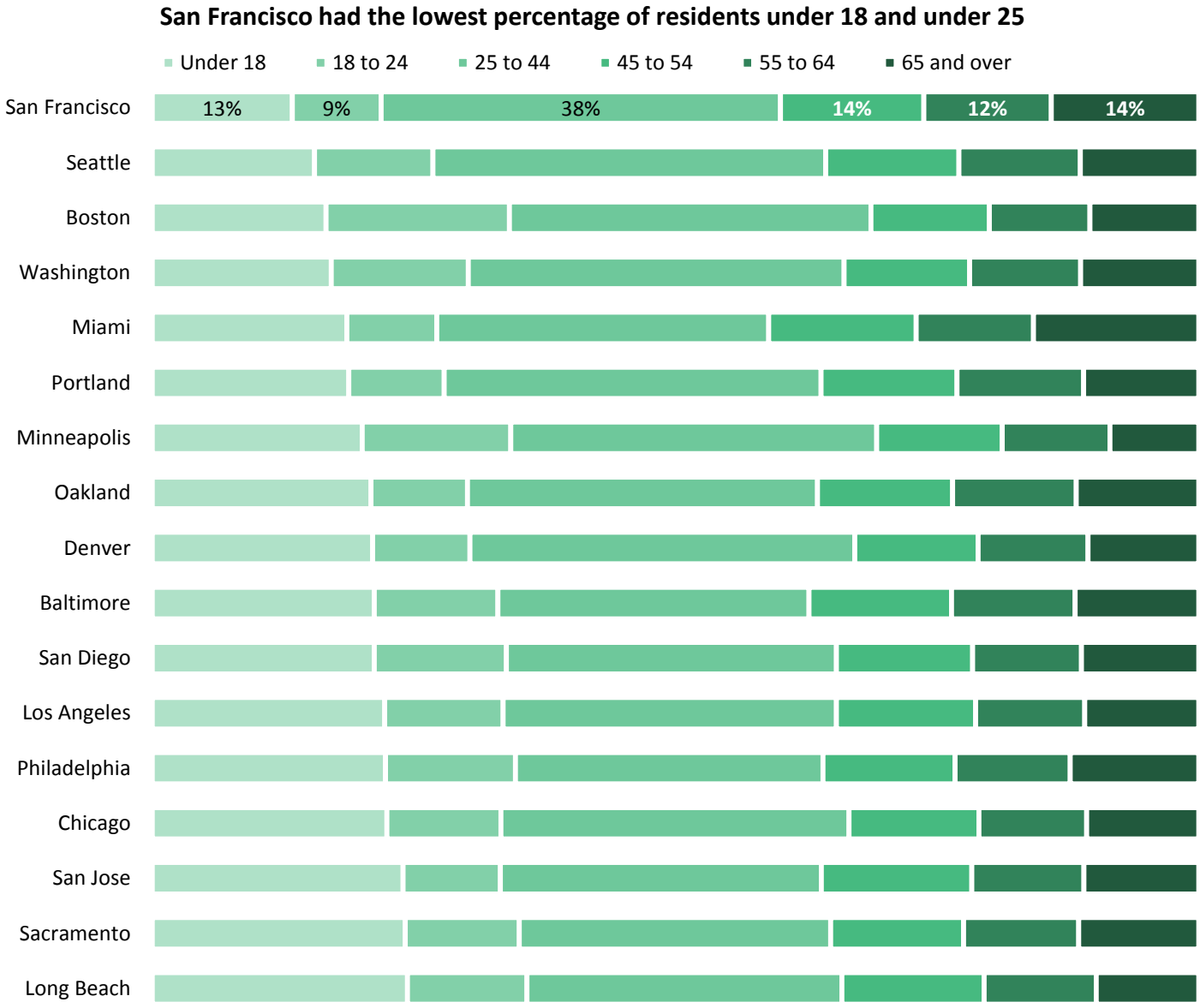
Population, Area, Density

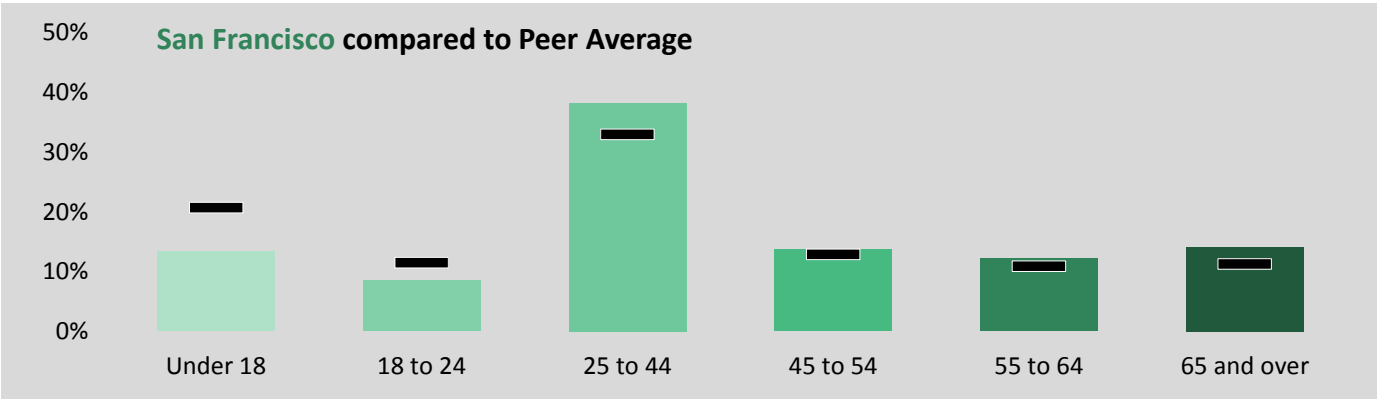
For the most part, the selected peer cities fall in a similar range for population, land area, and population density. There are, however, a few outliers such as Los Angeles. Using 2014 Census data, the below scatterplot shows how large each city is in terms of resident population and area (in square miles). The color of the dot represents how dense each city is in terms of people per square mile. San Francisco is the densest of the cities with 18,176 people per square mile, considerably higher than the second densest city in the group – Boston (13,583). Sacramento, Portland, Denver and San Diego are the four least densely populated cities, each with a population density under 5,000 people per square mile.



Age

Using 2014 US Census data, these two charts show the distribution of resident population by age. The top chart shows this distribution for each peer city. The bottom chart shows San Francisco compared to the peer average in each age category.

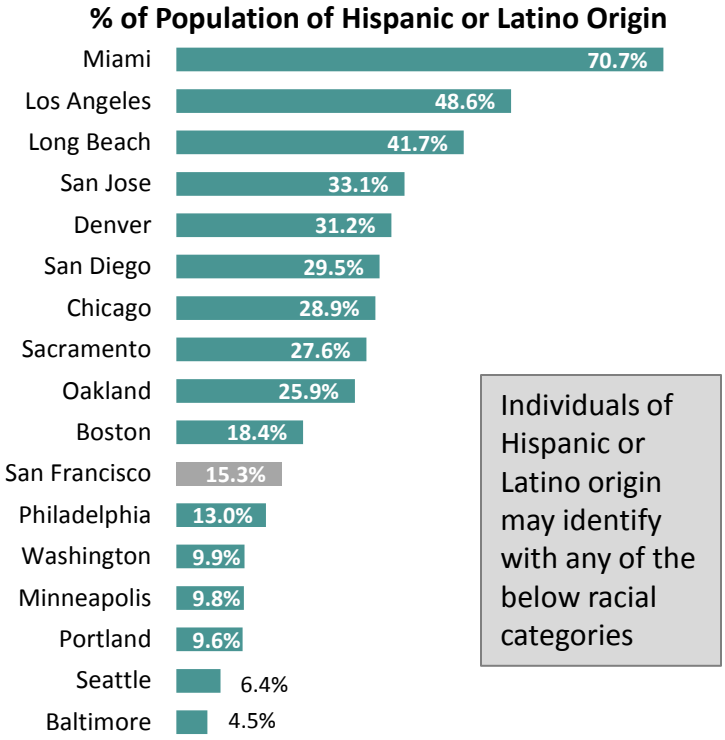


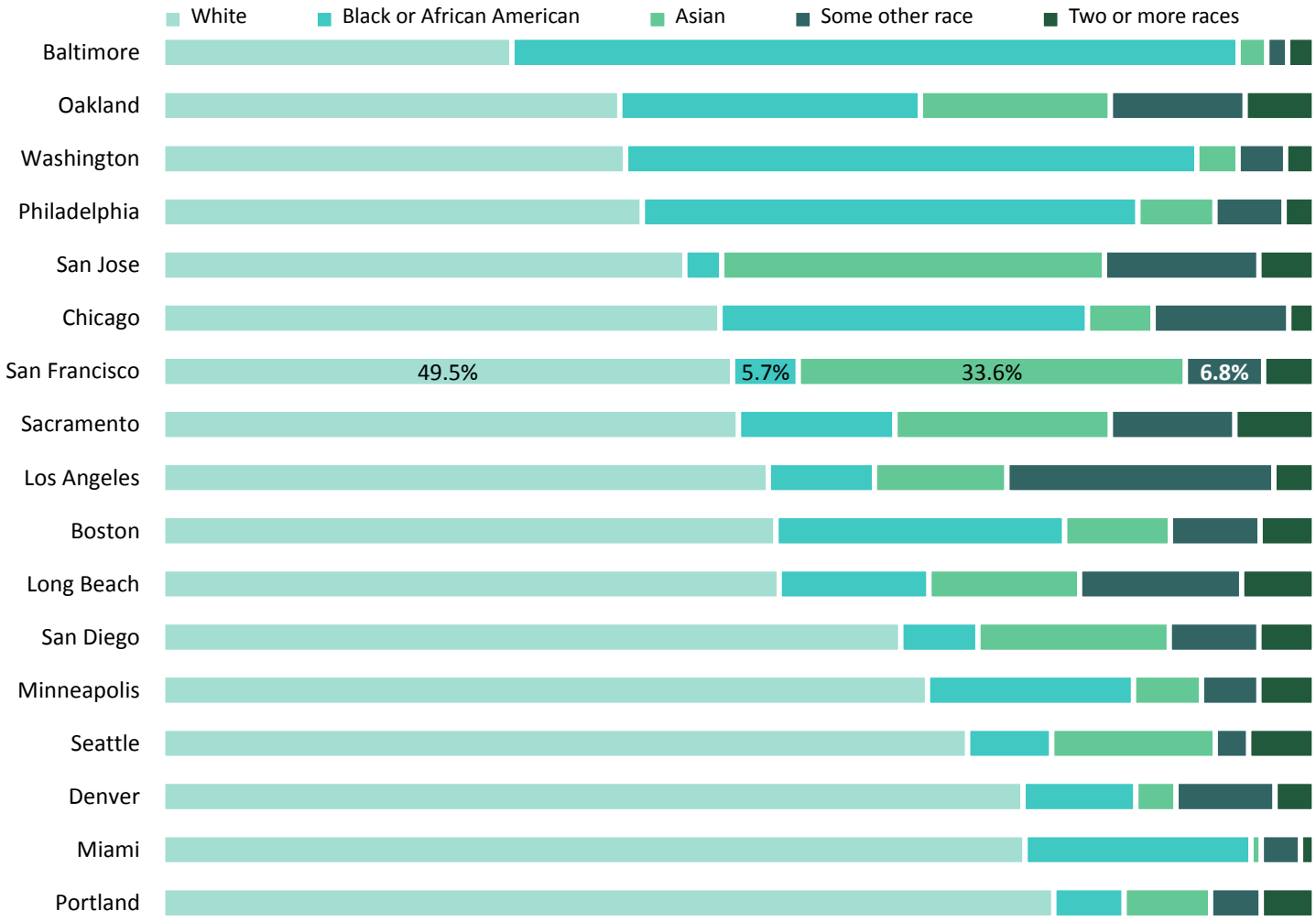


Race and Ethnicity

The two charts on this page use 2014 US census data. The chart to the right represents the percentage of residents of Hispanic or Latino origin. Those individuals are also represented in the chart below which shows the percentage of all residents who identify with the five listed racial categories from the Census. Please note that American Indian and Alaska Native as well as Native Hawaiian and Other Pacific Islander are captured in "Some other race".

San Francisco has seen significant changes in the racial composition of its residents over the past few decades. The black population in San Francisco has fallen from 13.4% in 1970 to 5.7% in 2014. The white population fell from 71.4% in 1970 to 49.5% in 2014. The Asian population has grown from 13.3% in 1970 to 33.6% in 2014.





Housing and Household Income

The 2014 American Community Survey provides data on what percentage of occupied housing units are rented by the occupant or owned by the occupant. Far over half (63.4%) of San Francisco's occupied housing units were renter-occupied in 2014, above the peer average of 55.5%.

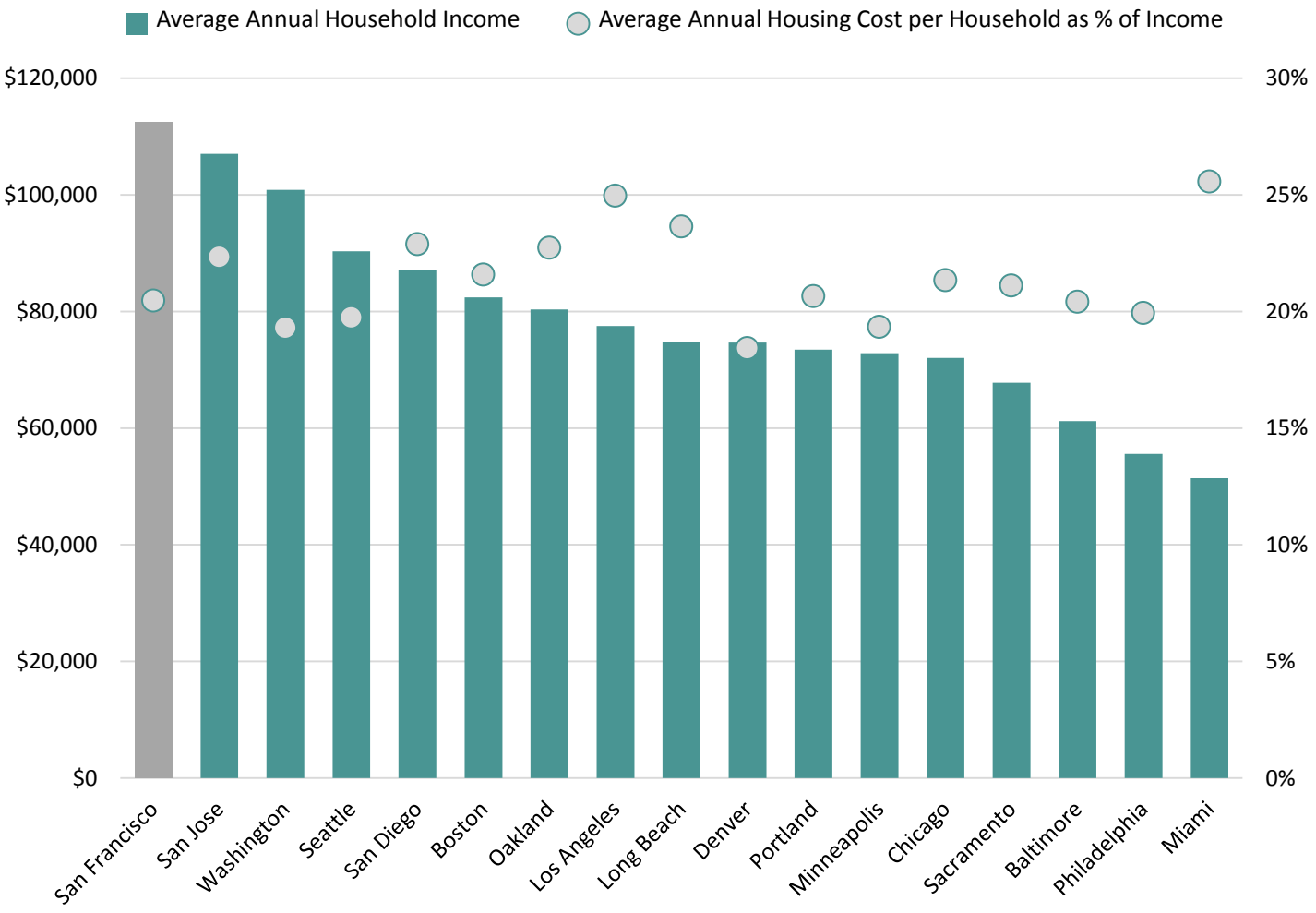
The bottom chart uses 2014 US Census data to show the average household income in each peer city as well as the average percentage of that income dedicated to housing expenses, or each household's "housing burden." On average, San Franciscan households actually spend a smaller percentage of their income on housing than households in peer cities (20%, versus peer average of 21%). A wide variety of factors may influence this result including San Francisco's high number of seniors and high net-worth households who have little mortgage debt as well as rent control which leads rent payments to be much lower than market rents for vacant rental units.

Renter-occupied

San Francisco: 63.4%
Peer Average: 55.5%
Rank: 3rd out of 17

Owner-occupied

San Francisco: 36.6%
Peer Average: 44.5%
Rank: 15th out of 17



Worker Income and Unemployment

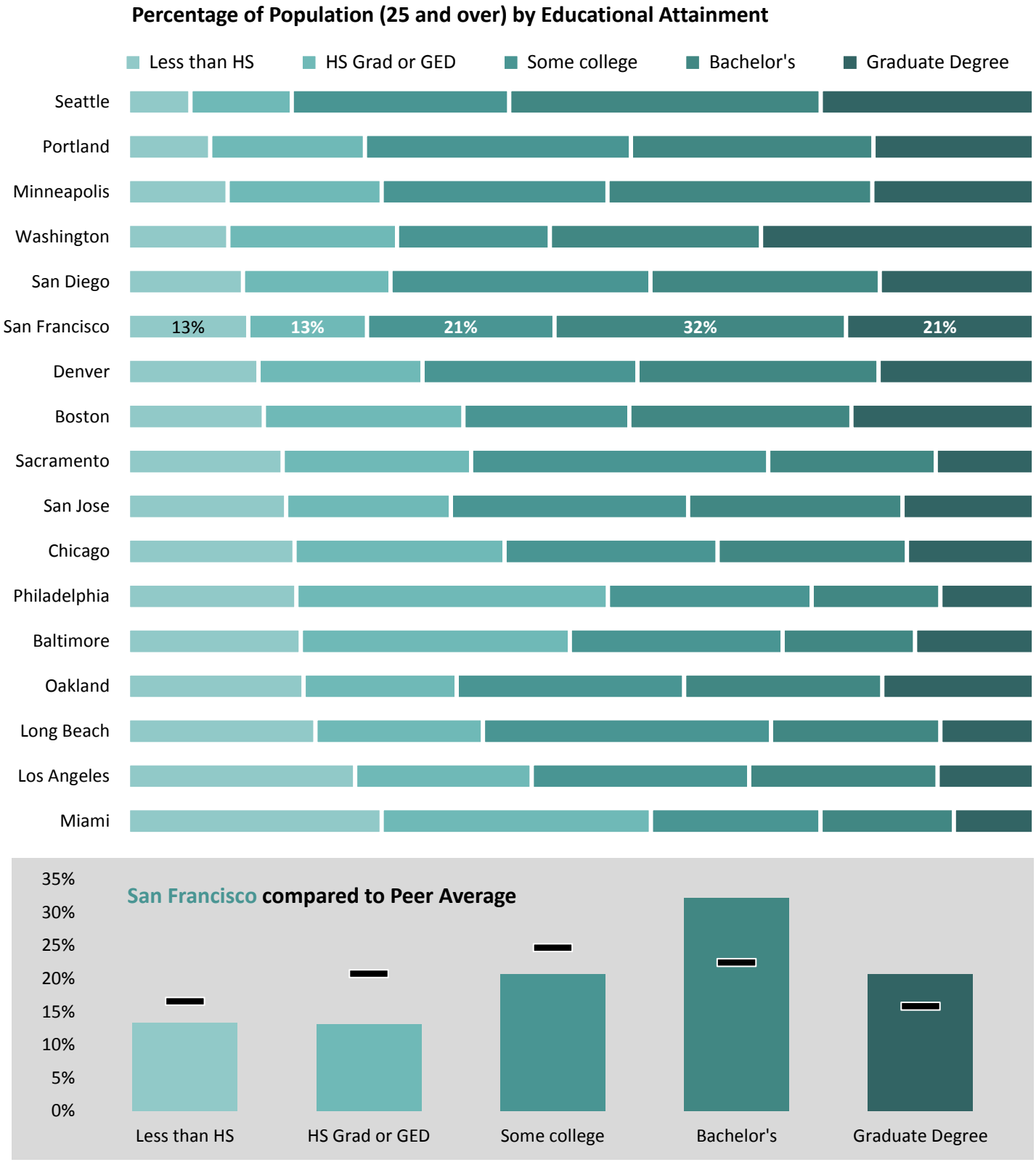
The below table uses 2014 American Community Survey (ACS) data to portray the distribution of income for workers in San Francisco versus the peer average. The American Community Survey measures income as earnings in the past 12 months by residents 16 years and over with earnings.

As of 2014, San Francisco had a much larger percentage of its workers earning *$75,000 or more* than the peer average. It should be noted, however, that the cost of living in San Francisco is highest among peers. Based on a 2010 composite index with 100% being the average cost of living in the US, San Francisco's cost of living was 164%. San Jose (156%) and Oakland (139%) were also in the top four among peers.

Income Range	San Francisco	Rank	Peer Average
$75,000 or more	**44%**	1st out of 17	**27%**
$50,000 to $74,999	**21%**	13th out of 17	**21%**
$35,000 to $49,000	**14%**	17th out of 17	**19%**
$25,000 to $34,999	**10%**	17th out of 17	**15%**
$15,000 to $24,999	**8%**	16th out of 17	**13%**
$14,999 or less	**4%**	15th out of 17	**6%**
Unemployment Rate (Dec 2016)	**3.4%**	3rd lowest of 15 metro areas	**3.9%**

Educational Attainment

The below charts, using 2014 US Census data, show what percentage of residents (25 and over) fall into one of the five listed levels of educational attainment. The bottom chart shows how San Francisco compares to the peer average in each of the five categories. San Francisco ranked third behind Washington and Seattle for the highest combined percentage of residents with Bachelor's or Graduate Degrees.



Livability

LIVABILITY

This section examines spending and staffing of city services that have a direct impact on San Francisco's livability. It also examines environmental factors that contribute to citizen health and well-being. Subjects include street cleanliness, street condition, urban forestry, parks, libraries, and environmental stewardship and conservation.

In San Francisco, city agencies that provide services in these areas include Public Works, the Library, the Recreation & Parks Department (Parks), and the Public Utilities Commission (PUC).

Data on these different factors are derived from diverse sources that include the Trust for Public Land, the Public Library Association, the Environmental Protection Agency, and self-reported peer surveys developed by the Controller's Office.

Jurisdictions responding to surveys include Baltimore, Chicago, Denver, Long Beach, Minneapolis, Oakland, Philadelphia, Portland, Sacramento, San Diego, San Francisco, San Jose, and Seattle. Taken together, they provide an outline of San Francisco's livability compared to its peers.

Due to differing reporting capabilities, some peer jurisdictions included overhead in their costs, while others did not. For street resurfacing measures, San Francisco is compared to both groups. This dual comparison provides some insight into the extent of overhead costs as a cost driver in San Francisco compared to peers.

All Public Works-related spending figures represent fiscal years ending in 2015 (FY15).

TOPIC	MEASURE	PEER AVG
Parks	San Francisco spent **$213** per resident on recreation and parks	**$151**
Library	San Francisco libraries logged **8 visits** per resident	**5.1**
Water Use	San Francisco residents used **42 gallons** of water per day, on average	**68**
Public Works	San Francisco's Pavement Condition Index was **68 in 2015**, second highest among its peers	**64**
	San Francisco met its Pothole Repair time-to-completion goal **96%** of the time	**75%**
	San Francisco spent **$1.1M** per Square Mile (Sq. Mi.) on road resurfacing	**$225.3K**

Recreation and Parks: Space and Use

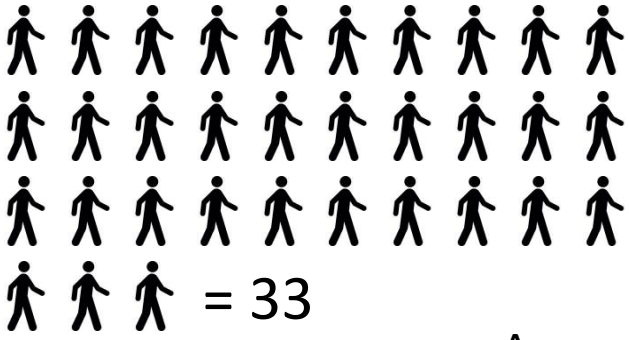
Parks and recreational areas provide enriching activities, natural spaces to play, and preservation of the environment for the well-being of communities. There are a number of factors to consider when examining a city's parks, including how well they are used, how much park space is available, and how well-resourced they are.

Park visits are calculated on a per capita basis using the population of a given city. Acreage is a standard measure of available space, while acreage per square mile is a normalized measure for comparison between jurisdictions.

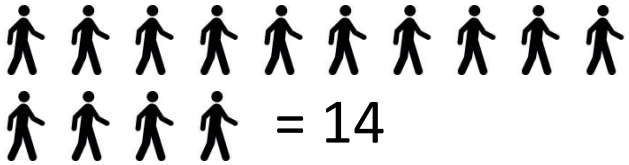
All park data is sourced from the Trust for Public Land's 2015 City Park Facts report. These data, and figures within this section, encompass all public parks within peer city limits, including federal and state parks. When collecting data the Trust for Public Land asks agencies that reach beyond a city's boundary to calculate the portion of their resources that go to parks within the city. San Francisco figures include city agencies as well as the U.S. National Park Service, California Department of Parks and Recreation, and the Presidio Trust.

Visits per Capita

San Francisco



Peer Average



Acreage per Sq. Mi.

San Francisco

121

Peer Average

86

Recreation and Parks: Spending and Staffing

A useful method of looking at recreation and parks spending is to examine operational and capital spending. Operational spending is a measure of resources devoted to running facilities and programs, and can be understood as spending on the *present*. Capital spending is a measure of how much a city is investing in acquisition and upgrading of physical assets, and can be though of as investments in the *future*.

FTEs per 1,000 population provides a picture of how well parks are staffed.

Spending per Resident

San Francisco

$213

Peer Average

$151

San Francisco spends $0.22 of capital outlays for every dollar of operating spending compared to the peer average of $0.34

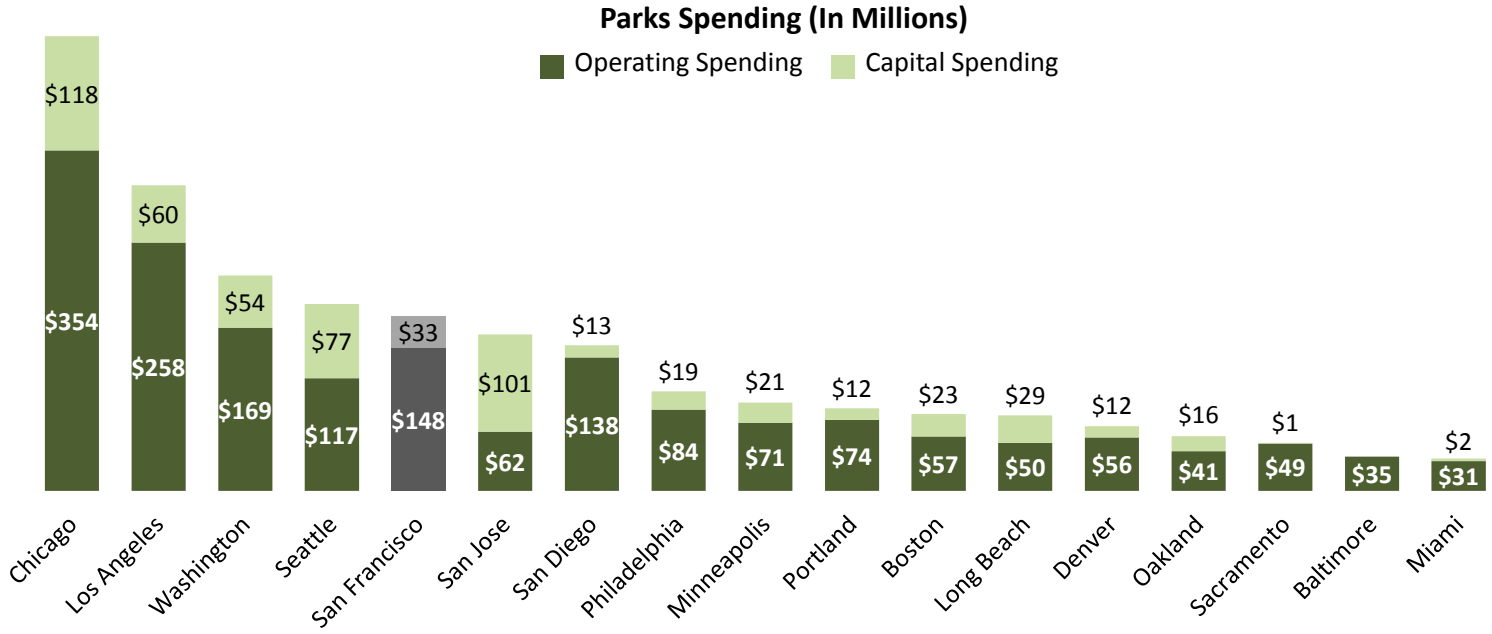
FTEs per 1,000 Population

San Francisco

0.9 FTEs

Peer Average

0.7 FTEs

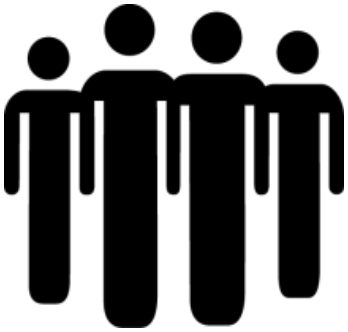


Library: Visits and Borrowers

Libraries connect people to information and are safe havens for many members of the community. Libraries serve people of every age, income level, location, ethnicity, or physical ability, and provide a full range of information resources needed to live, learn, govern, and work. In short, they are institutions critical to a city's civic life.

Library benchmarking measures include those that consider system utilization, the kinds of materials being consumed, and expenditures. All measures are sourced from the Public Library Association's PLA Metrics 2015 database, which contains self-reported information on library spending, operations, and programs.

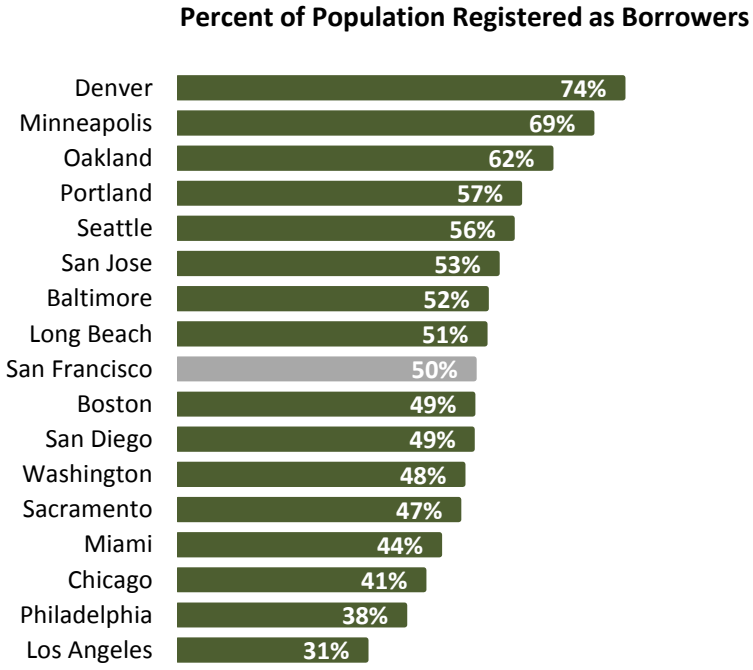
Visits per Capita



San Francisco	Peer Average
8	5.1

San Francisco ranks #2 in visits per capita behind only Seattle with 9.4

Percentage of Population Registered as Borrowers



San Francisco ranks #9 in the percentage of its population registered as borrowers. Denver is #1 with 74% registered

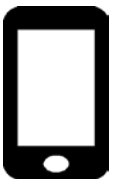
Library: Circulation

Circulation provides a measure of how heavily a library systems' collection is used by its registered borrowers. The types of materials being circulated can be indicative of the types of materials available to users, and can also be indicative of demand for certain material types.

Print Materials

San Francisco: **6.2M**
Peer Avg: **6.9M**

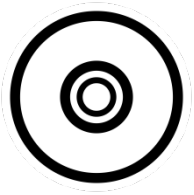
Electronic Materials



San Francisco: **1.3M**
Peer Avg: **913K**

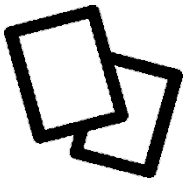
San Francisco's Total per Capita Material Circulation was 14 compared to the peer average of 13

CDs and DVDs



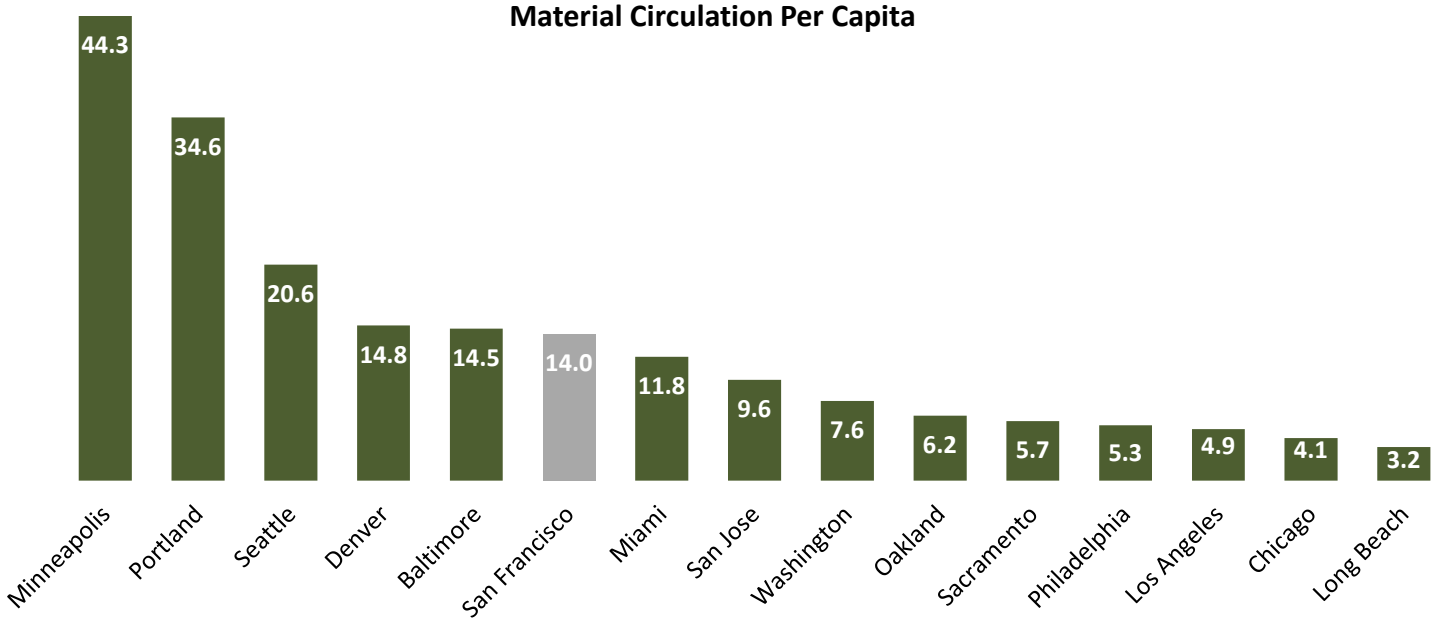
San Francisco: **3.2M**
Peer Avg: **2.1M**

Other Materials



San Francisco: **1.3M**
Peer Avg: **1.1M**

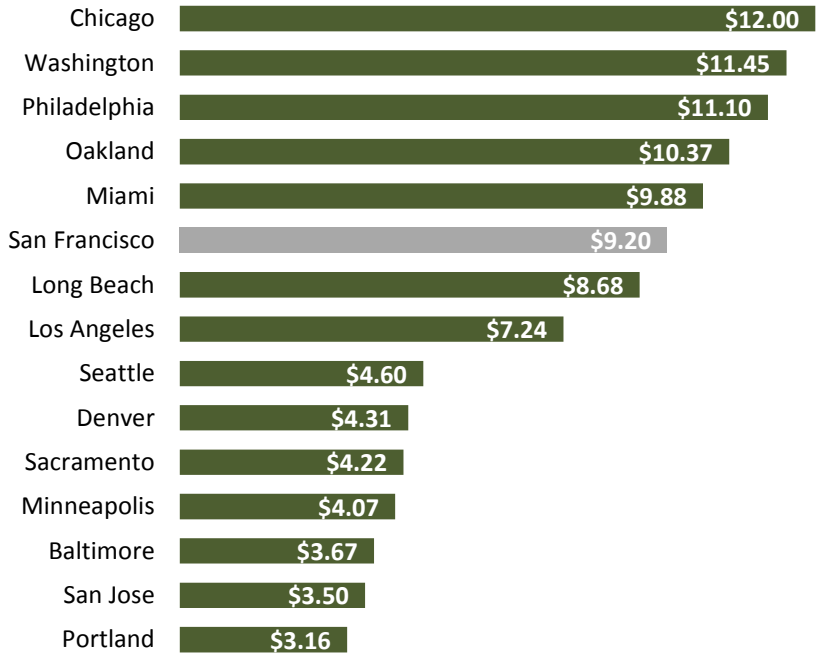
Material Circulation Per Capita



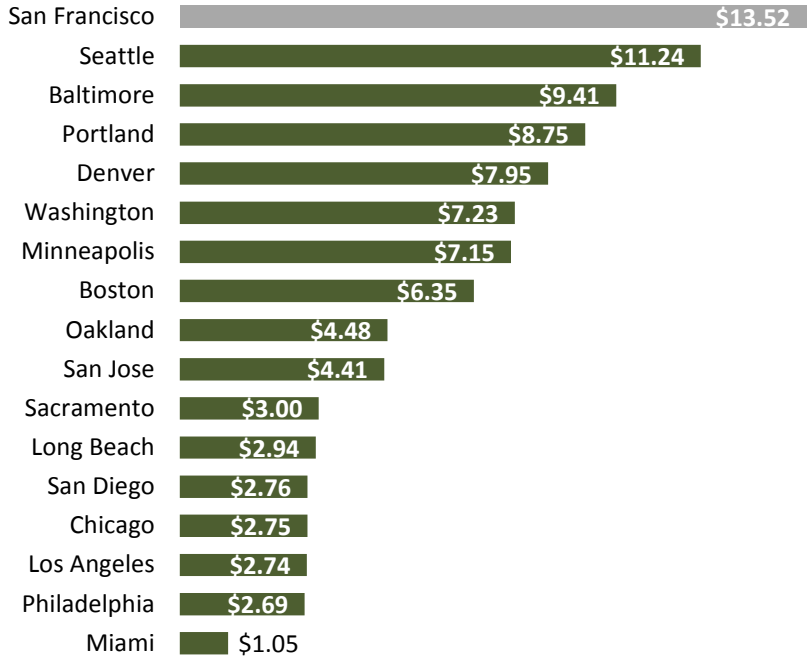
Library: Spending and Staffing

Operating expenditures are examined per circulation of library materials. This normalization method provides insight into spending based on use of library materials. Material expenditures per capita uses the total population of a library's service area to compare spending in this category.

Operating Expenditures per Circulation



Material Expenditures per Capita



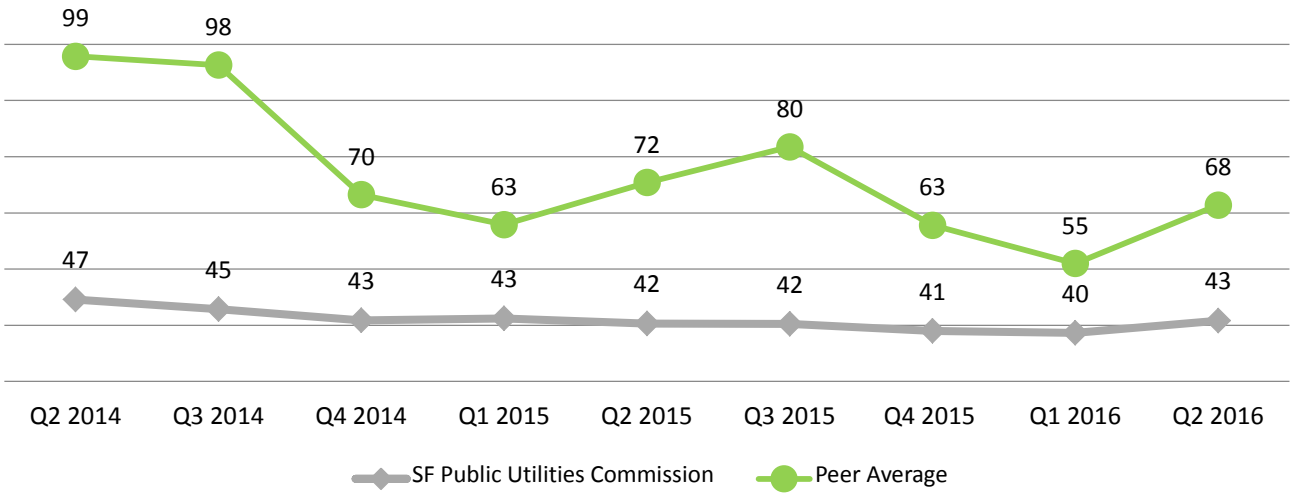
Environment: Water Use

Stewardship and conservation of the environment are critical components to local and global population health. The most basic necessities of any community include clean water and clean air.

This section covers per capita residential water consumption, the daily amount of water used by the average residential customer served by peer water systems. Water use is one indicator of city and county water conservation efforts and their progress. R-GPCD is influenced by many factors, including rainfall, population growth, population density, socioeconomic measures, and water district rate structures.

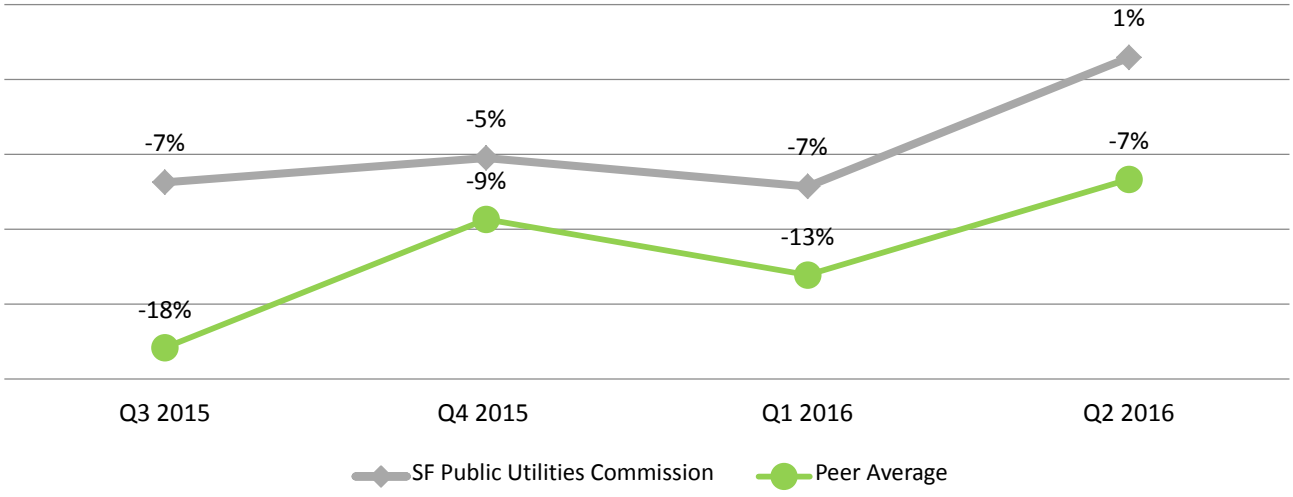
Peers include California water systems, as water use data is centrally sourced from the California State Water Resources Control Board. For a full list of peer water districts, please reference the Livability Data Notes section.

Average Residential Gallons per Capita per Day (R-GPCD) Water Use



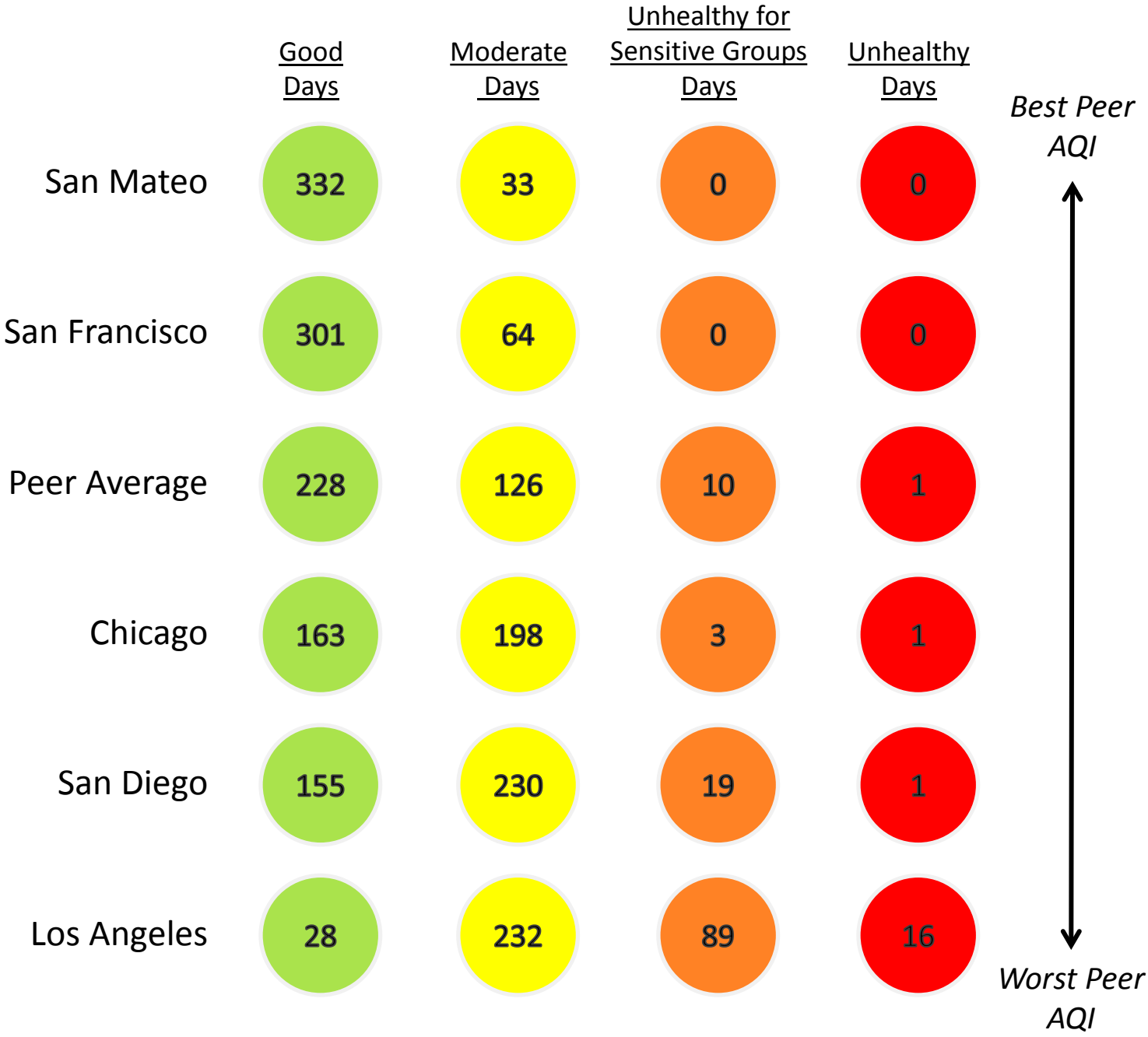
San Francisco's R-GPCD of 47 was the lowest of its peers when the State Water Resources Control Board began tracking water use in Q2 2014 . Long Beach, the next closest peer, used 75 R-GPCD, or 37% more water

Average R-GPCD Percentage Reduction Compared to same Quarter of Prior Year



Environment: Air Quality

This section covers air quality through calendar year 2015 Air Quality Index (AQI) data. The U.S. Environmental Protection Agency (EPA) calculates and publishes AQI each day based on real-time monitoring for five major air pollutants regulated by the Clean Air Act: ground-level ozone, particle pollution (also known as particulate matter), carbon monoxide, sulfur dioxide, and nitrogen dioxide.



Los Angeles had combined "Unhealthy for Sensitive Groups" and "Unhealthy" days 28% percent of the time in 2015. San Diego and Sacramento were the next closest with 5.5% and 4.9% of days, respectively

Public Works: Street Cleaning

Street cleaning is important to the aesthetics, environmental quality, health, and safety of a city. The Controller's Office conducted surveys to obtain all Public Works peer city data on spending and full-time equivalent employees (FTEs).

Spending on this service is benchmarked by population per square mile using the following equation:

$$\frac{Total\ Street\ Cleaning\ Spending}{Total\ Population\ \div Square\ Miles\ of\ Land\ Area}$$

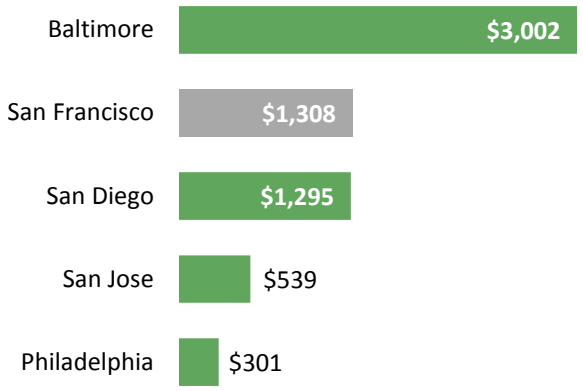
This method normalizes spending by population density, a factor in the need for street cleaning services. Spending includes both mechanical and manual street cleaning and includes salaries, benefits, equipment maintenance, equipment replacement, and contracts.

Street cleaning FTEs per 100,000 population is measured by dividing FTEs for mechanical and manual street cleaning by the total population divided by 100,000.

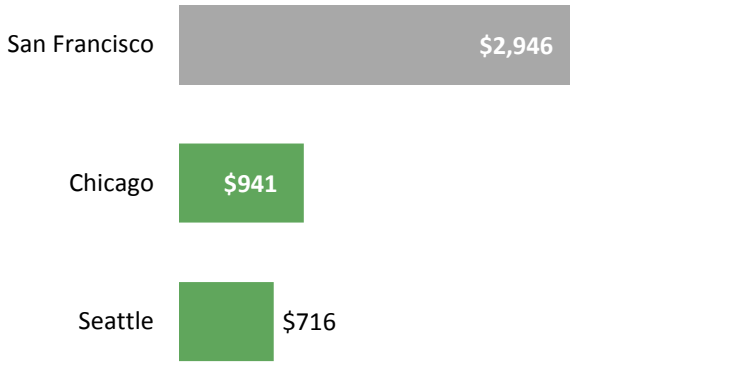
Adjusting for population density, in FY15 San Francisco spent less than Baltimore and about the same as San Diego, excluding overhead. Including overhead, San Francisco spent more than three times what Chicago and Seattle spent.

San Francisco provides street cleaning services that may not be present to the same degree in other jurisdictions. These include steam cleaning to dispose of human waste, and the collection and disposal of syringes.

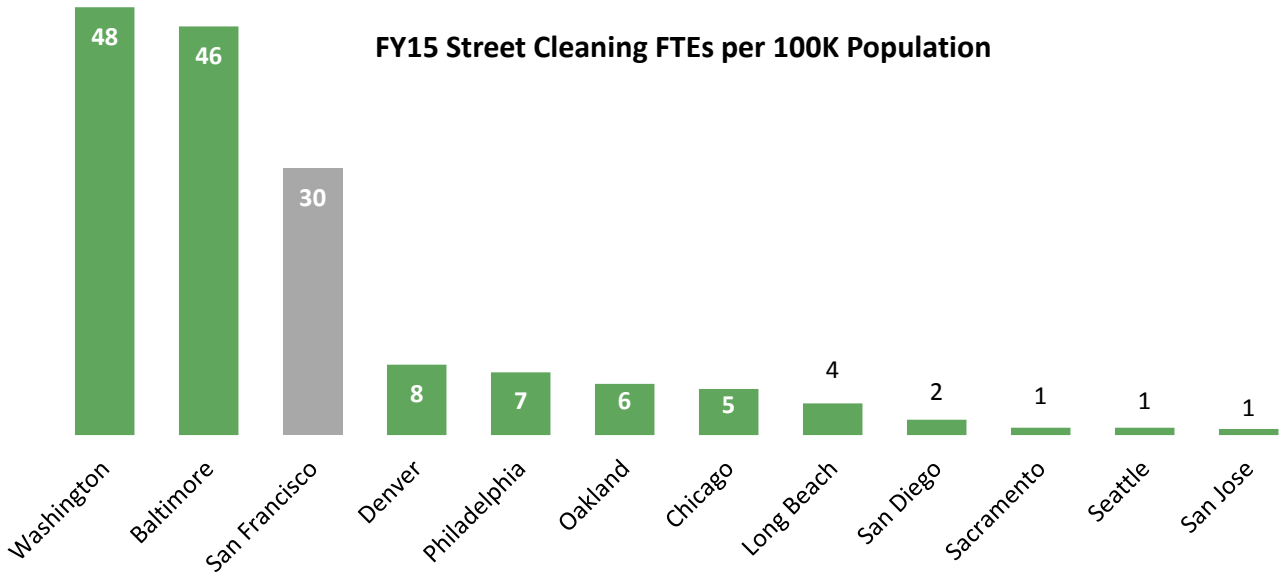
FY15 Street Cleaning Spending per Population per Sq. Mi. (No Overhead)



FY15 Street Cleaning Spending per Population per Sq. Mi. (Overhead Included)



FY15 Street Cleaning FTEs per 100K Population



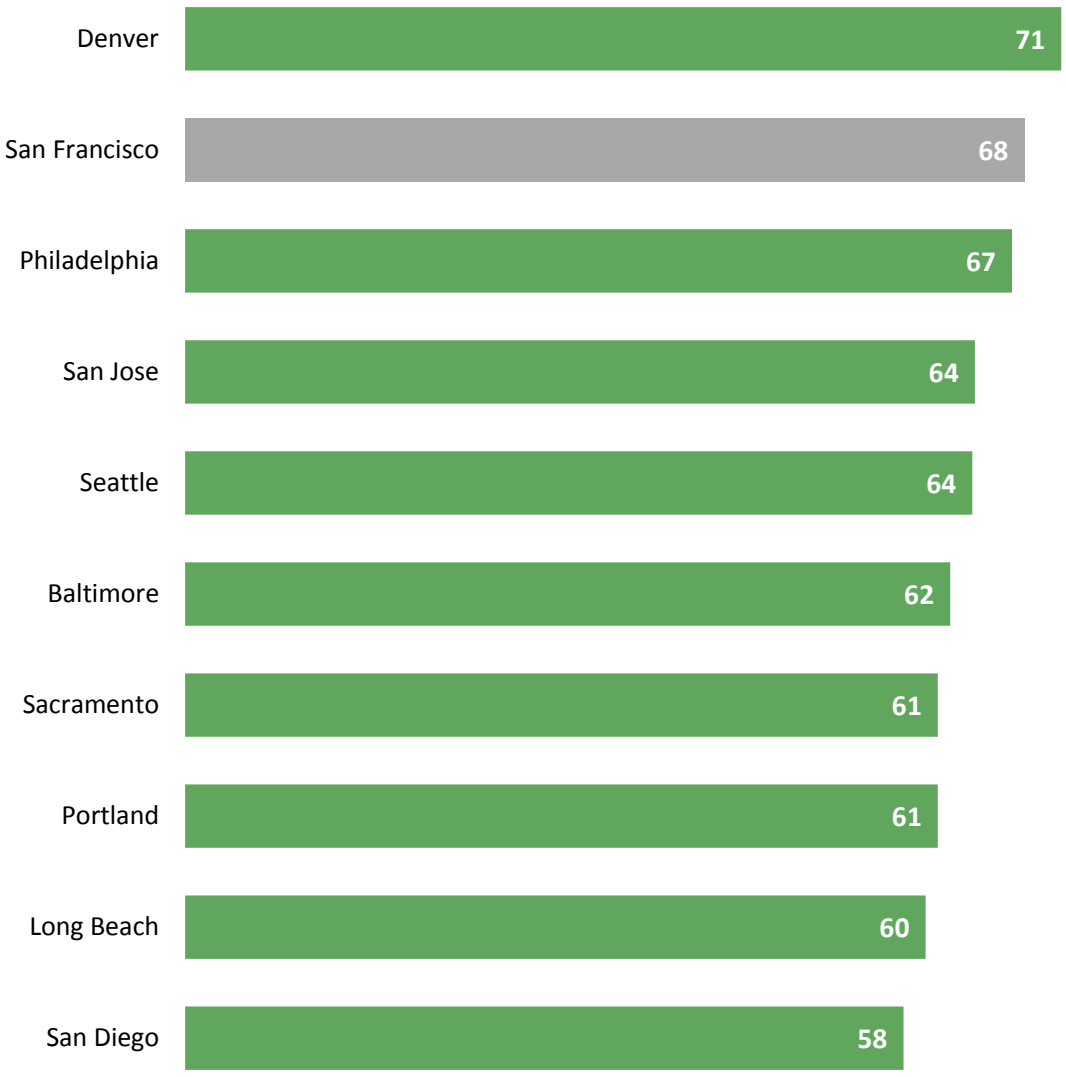
Public Works: Pavement Condition

The Pavement Condition Index (PCI) is an overall average rating of a municipality's road conditions on a scale from 0-100, with zero being a pothole-riddled crumbling street and 100 being a newly surfaced roadway. A PCI score of 85-100 is rated as “excellent,” 70-84 as “good”, 50-69 as “at-risk”, 25-49 as “poor”, and 0-24 as “very poor”.

Frequency of scoring varies by city, but typically takes place at least every 2-3 years. Factors that impact PCI include investments in preventive maintenance, pothole patching, and resurfacing relative to the rate of pavement wear experienced in a given jurisdiction. Pavement wear rates are influenced by factors such as population density as well as daytime population, two areas in which San Francisco ranks high.

In 2011, San Franciscans approved the Road Repaving and Street Safety Bond, in a concerted effort to drive up PCI, and the City provided General Fund resources to fully fund the street repaving program once the bond spending was completed.. This increase in investment is reflected by San Francisco’s rising PCI, from an all-time low of 63 in 2009, to 68 in 2015.

Pavement Condition Index at Last Measure as of 2015



Public Works: Street Resurfacing

Street rehabilitation is an important measure of infrastructure repair and modernization. Roadways deteriorate over time and must be resurfaced on a regular basis. In the case of older roadbeds, they must be reconstructed with modern materials to ensure resilient and cost-effective infrastructure.

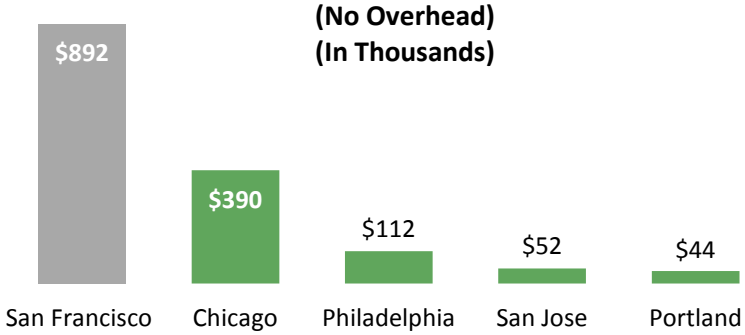
Spending on roadway rehabilitation is calculated per square mile, which provides the best normalized measure of street rehabilitation throughout a city.

Many cities use a combination of in-house and contracted resources to perform roadway rehabilitation functions, though some exclusively use one or the other.

Main cost drivers of street rehabilitation include labor, materials, and the type of work being performed. For example, resurfacing with asphalt is lower cost than base reconstruction, which repairs the underlying roadbed and requires greater time and materials. Some peers did not include costs for, or did not perform, base and reconstruction repairs in FY15.

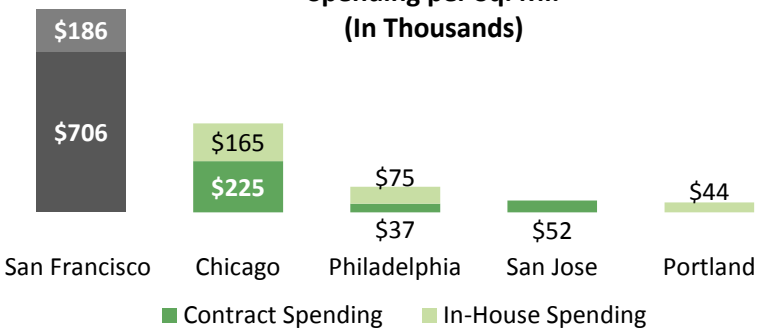
San Francisco is the only city among respondent peers that has exclusively composite streets made of more expensive concrete *and* asphalt material, but which also wears more slowly.

FY15 Road Resurfacing Spending per Sq. Mi.
(No Overhead)
(In Thousands)



FY15 Road Resurfacing Spending per Sq. Mi.
(Overhead Included)
(In Thousands)

FY15 Contract and In-House Road Resurfacing Spending per Sq. Mi.
(In Thousands)



Base and Reconstruction Cost Presence and Paving Materials

Jurisdiction	Base and Reconstruction Included	Paving Materials Used
Chicago	Yes	Combination of composite and asphalt
Philadelphia	No	Unknown
Portland	No	Combination of composite and asphalt
San Diego	No	Asphalt only
San Francisco	**Yes**	**Composite on all streets**
San Jose	Yes	Asphalt Only
Seattle	Yes	Combination of composite and asphalt

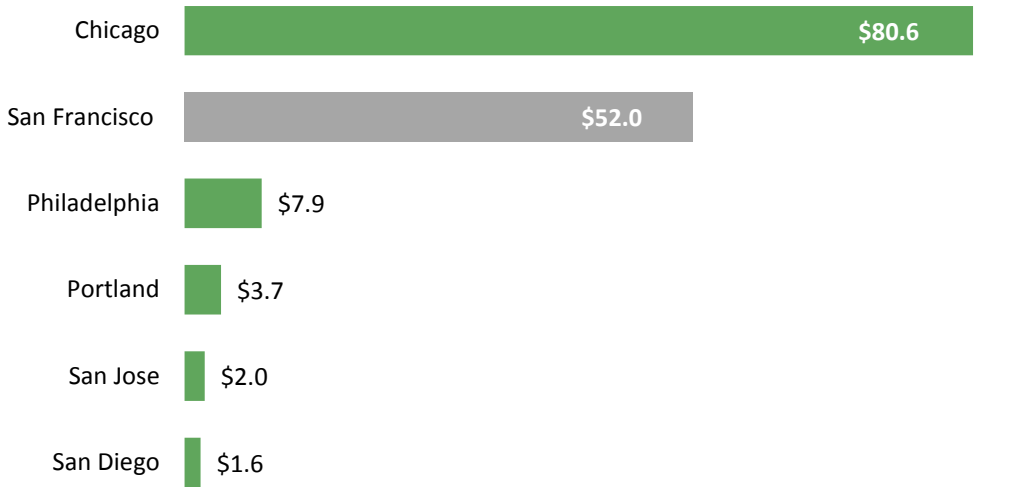
Public Works: Pothole Repair

Potholes are small depressions, de-laminations and holes in the road surface large enough to be a hazard or concern, and that can be repaired without base repair or paving. Potholes are a nuisance to drivers and their prevalence adds to personal and public vehicle operating costs.

When potholes are quickly patched, there is less potential for damage to vehicles, and less potential for more extensive and costly damage to roadways. Spending on this service is calculated by dividing total spending by the jurisdiction's square mileage.

Actual spending for this measure does not include overhead. An important measure of performance in pothole repair service is how quickly cities patch reported potholes, and whether or not they are meeting stated performance goals.

FY15 Pothole Repair Actual Spending per Sq. Mi. (In Thousands)



Jurisdiction	Pothole Repair Response Time-to-Completion Goal	Completion Performance (% of time goal met in FY15)
Denver	100% within 72 hours	99%
Baltimore	100% within 48 hours	98%
San Francisco	**90% within 72 hours**	**96%**
Portland	100% examined within 48 hours and repaired within 28 days	95%
Seattle	80% within 3 business days	95%
Philadelphia	100% within 3 business days	84%
San Jose	85% within 48 hours	80%
San Diego	100% within 5 days on average	77%
Sacramento	100% within 48 hours	75%
Chicago	100% within 7 days	65%
Oakland	85% of priority 1 requests within 3 business days	13%

Public Works: Urban Forestry

The urban forest provides cities with numerous environmental, social, and economic benefits, including cooling, increased carbon capture, and reduced runoff into waterways.

Spending on trees is calculated by dividing maintenance spending, which includes trimming and removal only, by the number of trees maintained in FY15. Spending amounts do not include overhead or surrounding concrete maintenance.

Maintaining trees takes resources that jurisdictions can choose to provide, or not. Of peer cities in FY15, only San Francisco and San Jose were not legally and financially responsible for maintaining all trees adjacent to private property on street right of ways. For both jurisdictions, tree maintenance purview was mostly limited to public parkways. Parks and easement trees are not included in numbers herein.

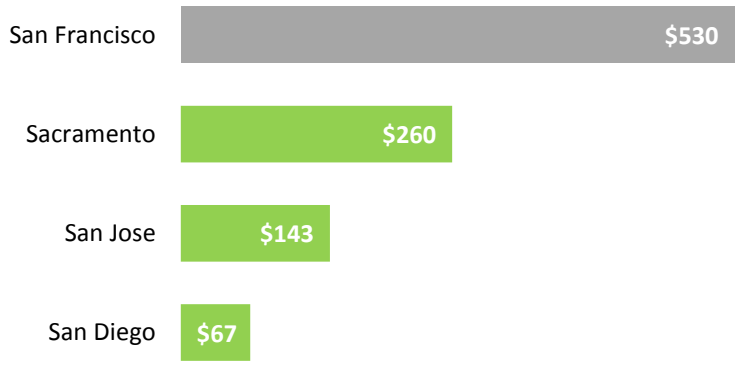
In FY15, San Francisco maintained 8.8% of trees under its purview, compared to a peer average of 10.9%. At this rate, San Francisco would maintain its entire FY15 tree stock once every 11.3 years, compared to a peer median of 9.4 years.

A consideration in tree maintenance costs and maintenance rates is tree dormancy. For example, San Francisco must maintain trees all year round, while a in a colder climate like Chicago, trees are mostly maintained during only part of the year.

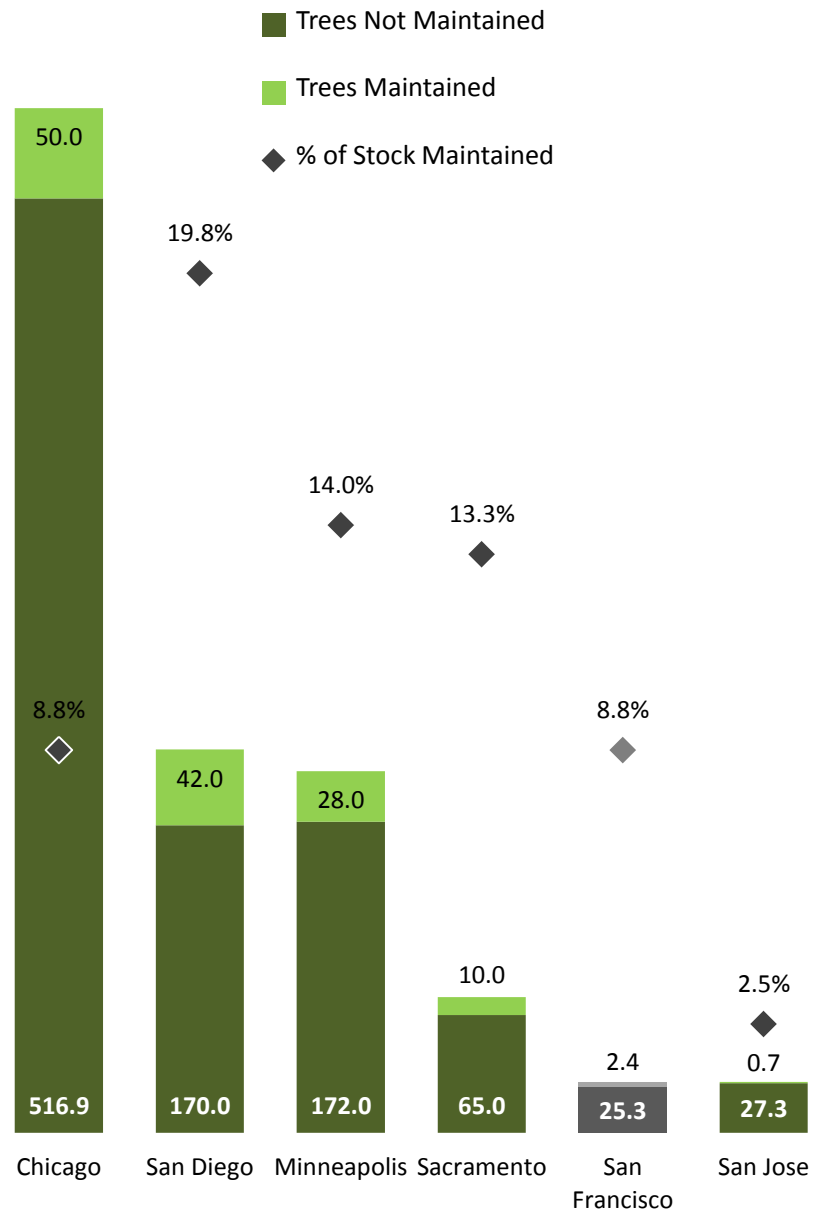
Other factors that contribute to the tree maintenance costs include a city's density, busyness of roadways, street access limitations, and public transportation routes. The type of tree species in a city and their differing care requirements can also contribute to costs.

In 2016, San Franciscans voted in favor of Proposition E, a ballot measure under which the City will reclaim tree maintenance responsibility. This will add approximately 100,000 trees to San Francisco's purview.

FY15 Maintenance Spending per Maintained Tree



FY15 Tree Counts (In Thousands) and Proportion Maintained



Public Safety

PUBLIC SAFETY

Many public agencies play a role in maintaining public safety in cities. This section highlights a few indicators of public safety sourced from nationwide databases as well as self-reported data from surveys administered by Controller's Office staff. Most measures in this section are normalized using daytime population to give a more complete picture of the number of people a jurisdiction is tasked with keeping safe.

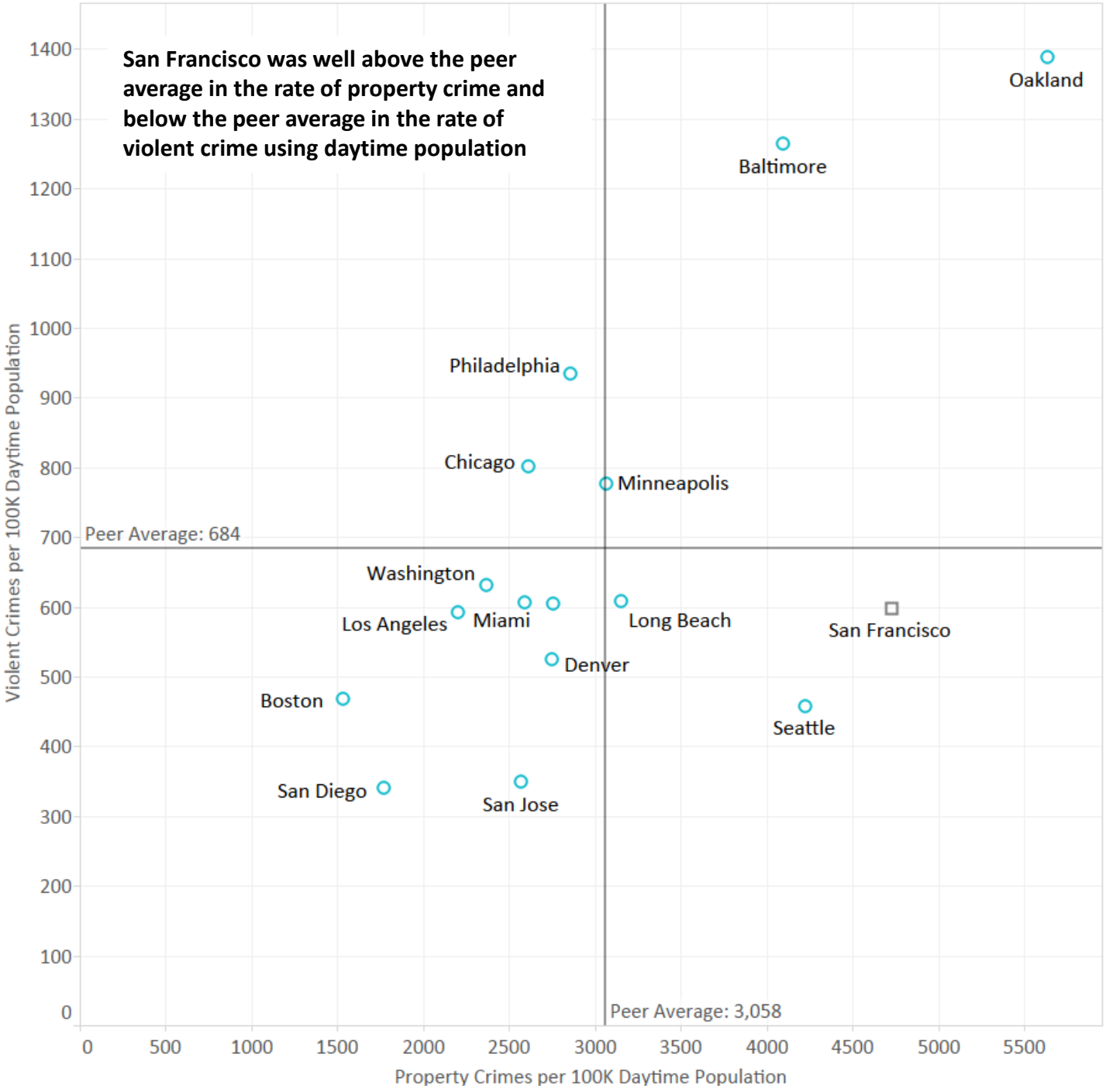
2015 FBI data shows that San Francisco was above the peer average in property crime rate and slightly below average in violent crime rate. San Francisco's police staffing – the number of officers and civilian staff per capita – was close to the peer average.

Survey data shows that San Francisco was below average in 911 call volume and response time in FY15. Survey data collected from peer counties also shows San Francisco to have a very high daily jail rate – the cost per day to jail one person. For certain kinds of medical emergencies San Francisco's Emergency Medical Services performed better than most peers.

TOPIC	MEASURE	PEER AVG
Crime	San Francisco had the fourth highest property crime rate among peers. In 2015, **4,726** property crimes were committed per 100,000 daytime population	**3,058**
Police Staffing	San Francisco had **190** sworn officers per 100,000 daytime population, virtually equivalent to the peer average	**190**
911 Calls	Compared to peer cities who provided data, San Francisco had a lower than average 911 call volume. In fiscal year 2015, there were **0.57** 911 calls per daytime population	**0.85**
Jail	San Francisco County's average daily jail population per 100,000 resident population was **144**, lower than seven of eight survey respondents	**189**
	The Daily Jail Rate for San Francisco County - the cost per day to jail one person in FY15 - was **$245**, significantly higher than all surveyed peers	**$149**

Crime

The below scatterplot presents violent and property crimes in each peer city as reported in the 2015 Crime in the United States tables of the FBI's Unified Crime Reporting (UCR) Program. To normalize between peers, the unit for each axis is crimes per 100,000 daytime population. Violent crime, as defined in the UCR, includes murder, nonnegligent manslaughter, rape, robbery, and aggravated assault. Property crime, as defined in the UCR includes burglary, larceny-theft, motor vehicle theft, and arson. The ranges of the axes vary significantly; note that property crime occurs in larger numbers. The peer average lines represent the average of all peer cities.

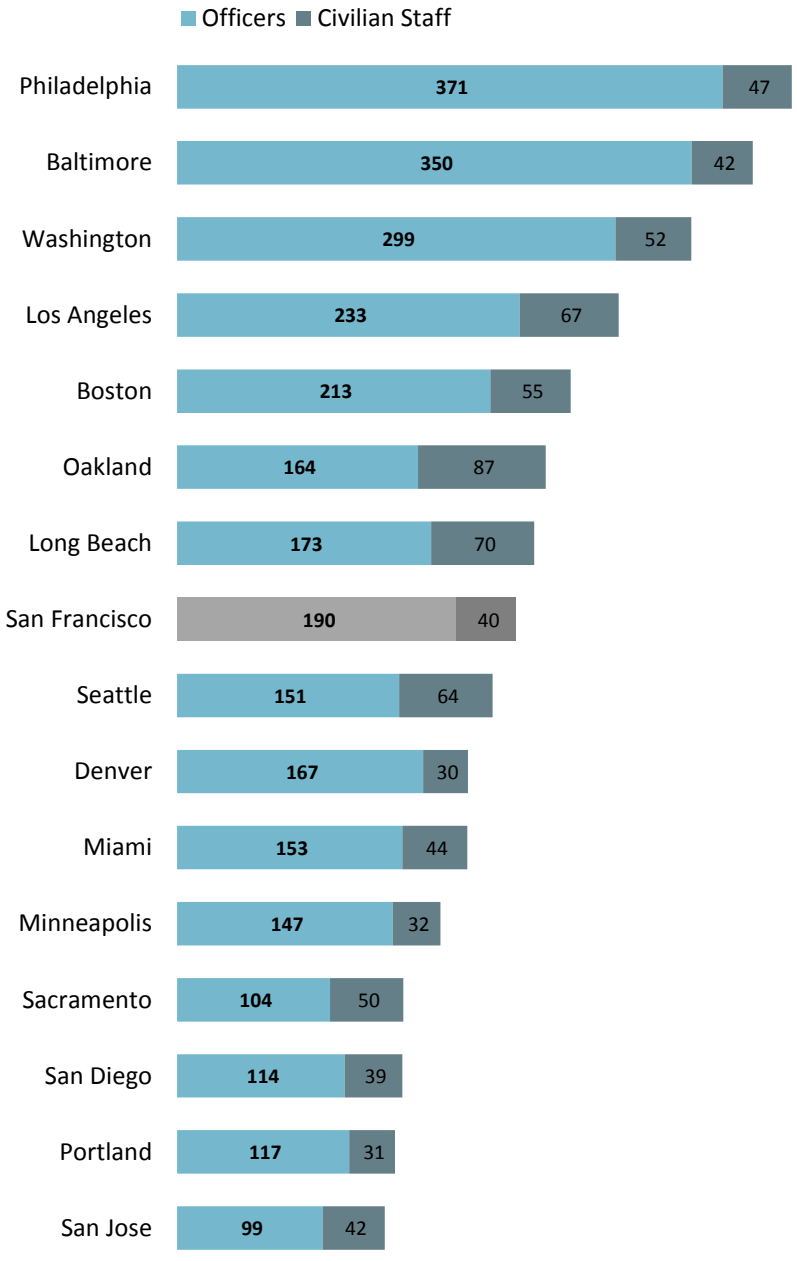


Police Staffing

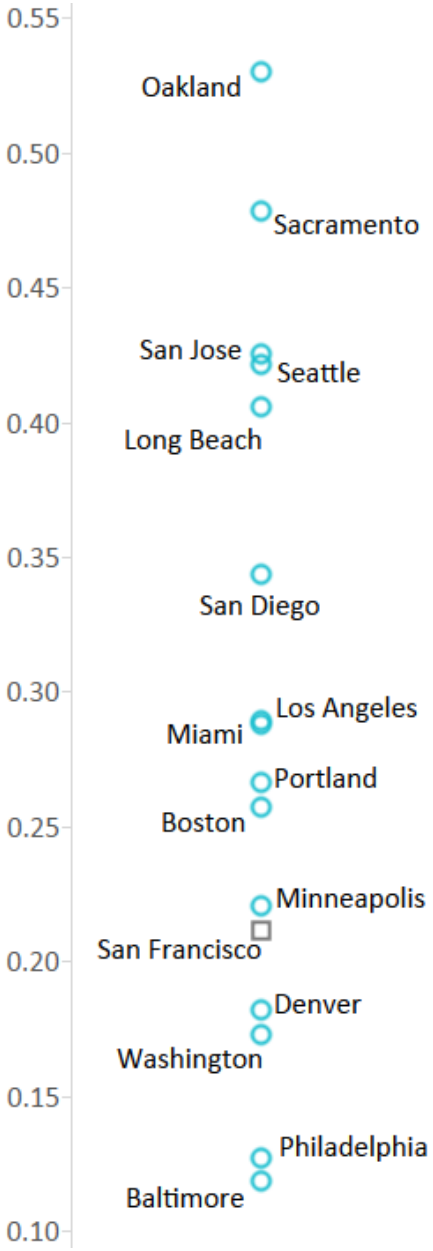
Data on police staffing comes from the 2015 Crime in the United States tables of the FBI's Unified Crime Reporting (UCR) Program. The lefthand chart shows the total number of sworn officers and civilian law enforcement staff in each city per 100,000 daytime population. The chart on the right shows the total number of civilian staff divided by the total number of sworn officers for each city.

The peer average number of officers per 100,000 daytime population was 190 and the same figure for civilian staff was 50. Oakland ranked highest in the ratio of civilian to sworn staff while San Francisco ranks 11th out of 16 cities. The peer average for this ratio was 0.30.

Police Department Staffing per 100,000 Daytime Population

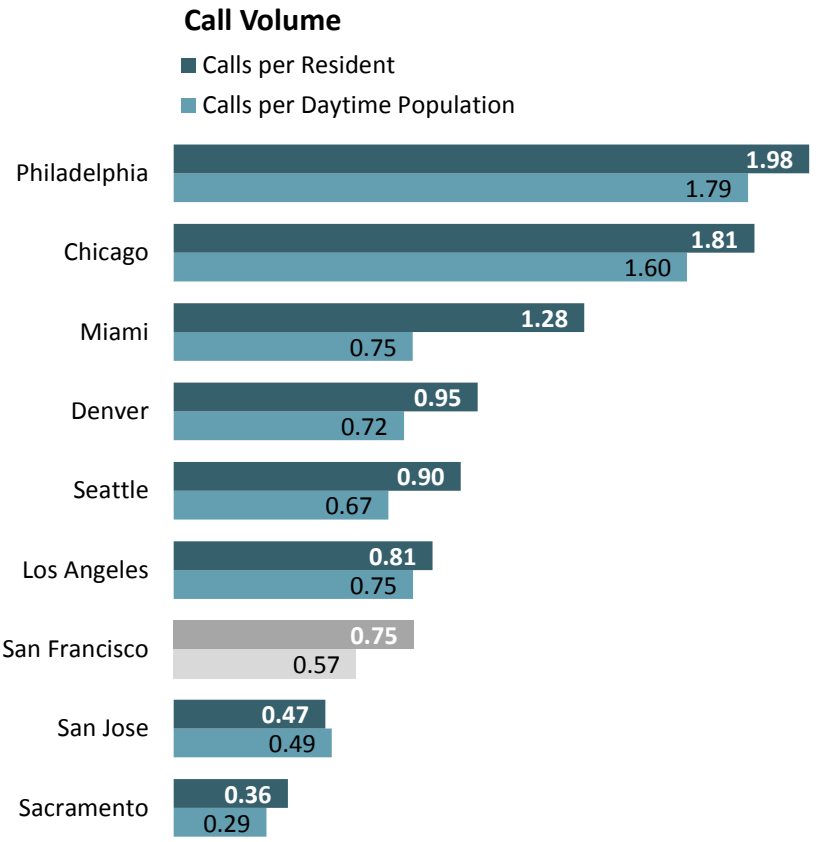


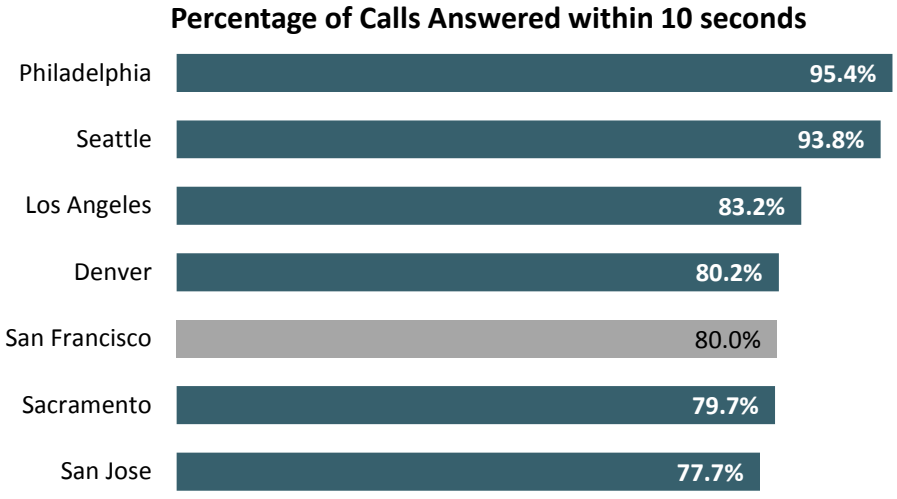
Number of Civilian Staff per Officer



911 Calls

The below charts present self-reported data from cities who participated in the Controller's Office survey on 911 call volume and response time. All data is from FY15. The top chart presents the number of 911 calls received by each city's primary public safety answering point, per resident and per daytime population. The bottom chart helps indicate how quickly the city responds to 911 calls by presenting the percentage of calls which were answered within 10 seconds. San Francisco was below the peer average in both measures.

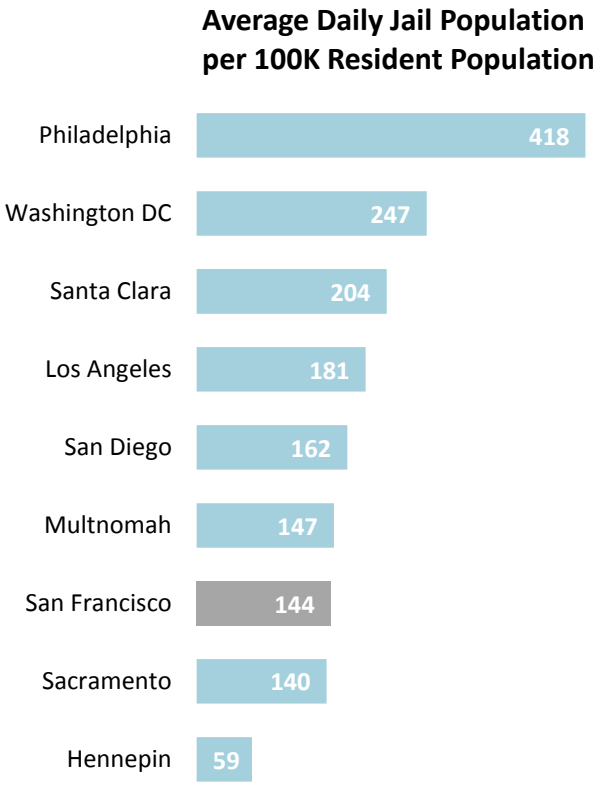


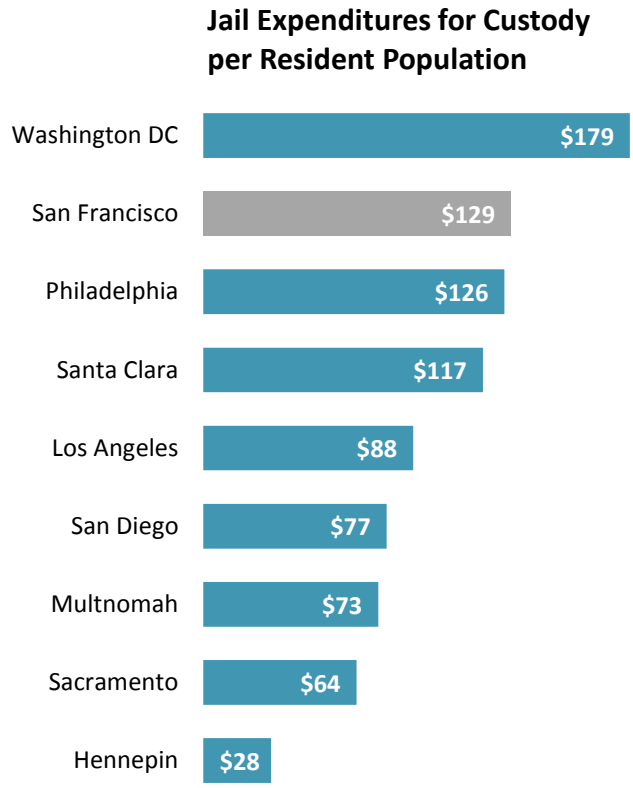


Jail

The below charts present self-reported data from counties who participated in the Controller's Office survey average daily jail population and jail expenditures. In order to make a consistent comparison across counties, the expenditures encompass custody only. Average Daily Jail population represents the average number of people in the county's jail system on a given day in FY15. Please see Public Safety Data Notes for more details. The chart across the bottom of the page captures each county's Daily Jail Rate. It was calculated by dividing custody expenditures by Average Daily Jail Population x 365. The Daily Jail Rate represents how much it costs each county per day to jail one person.

San Francisco was below the peer average in jail population (189 per 100K resident population) and above the peer average in expenditures ($98 for custody per individual resident population) and which contributed to its much higher than average Daily Jail Rate. The peer average for Daily Jail Rate was $149.





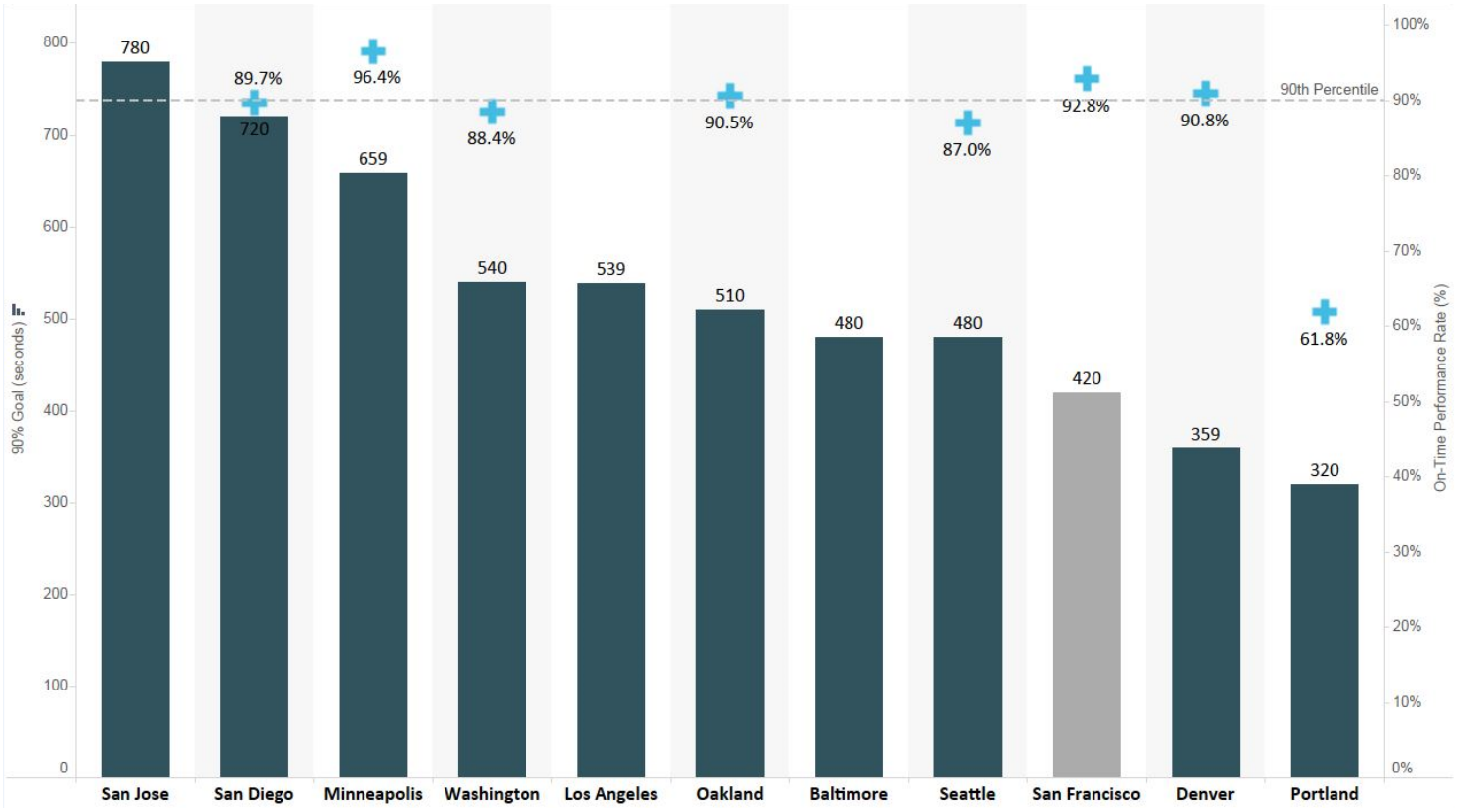
Emergency Medical Services (EMS)

Following recommendations made by the National Fire Protection Association (NFPA), many fire departments have adopted “90% on-time” as the standard performance goal for responding to emergency medical service incidents. However, this "on-time" standard varies in length of time for each city.

The below chart captures two measures. The left axis measures, in seconds, each city fire departments’ goal for responding to an emergency with Advanced Life Support (ALS). This is represented by the vertical bars. The right axis measures the percentage of time that a city’s fire department meets their own goal. This is represented by the crosses. Data comes from publicly available sources or survey responses from peer cities. All data comes from 2014, 2015 or 2016. Please note that San Jose and Los Angeles have available data on their goals, but do not report on-time performance in the same way as other peers.

Compared to peers, San Francisco’s response time goal was low at 420 seconds or 7 minutes. San Francisco met this goal 92.8% of the time. The peer average for the ALS goal was 528 seconds, or approximately 9 minutes. The peer average for on-time performance of cities with available data was 88.6%.

City-Specific Emergency Response Goals and Performance



San Francisco exceeded its performance goal of 90% , responding to 92.8% of emergencies requiring Advanced Life Support within 420 seconds.

Transportation

TRANSPORTATION

Benchmarking measures in this section use cities, metro areas, and public transit systems as units of comparison to create a multi-faceted view of the transportation landscape in each peer city.

In San Francisco, workers are more likely to commute using non-car methods of transportation compared to peer cities. Using a car is still very common, but San Franciscans are less likely than all peers besides Boston to use a personal vehicle for commuting. Despite these characteristics, congestion is severe and high relative to peers. Although San Francisco ranks relatively low in terms of the number of traffic fatalities per capita, a considerable number occurred in 2014.

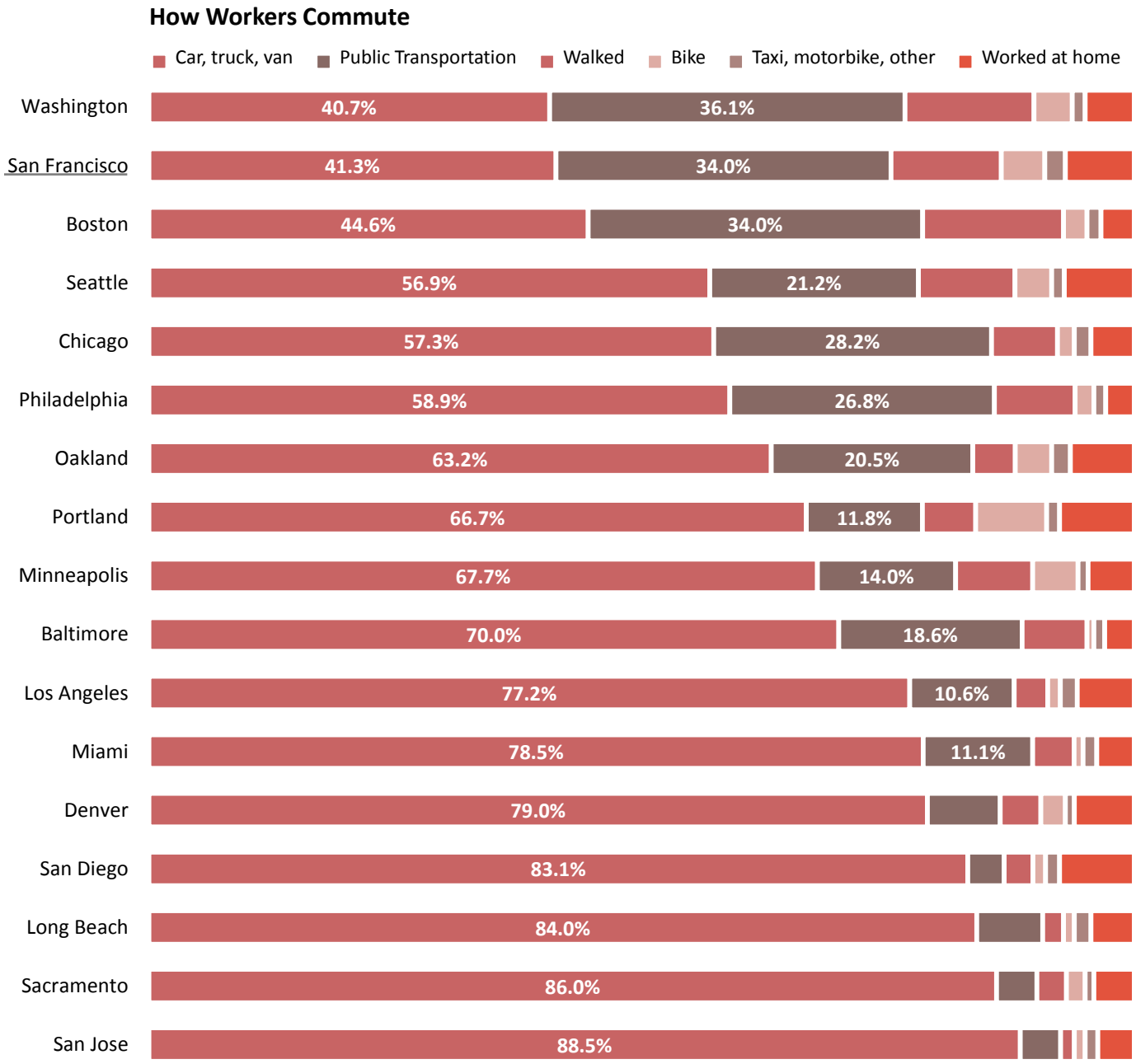
San Francisco's public transportation system ("Muni") is heavily used among its relatively small service area population. Unlike peer systems which cover city and suburban areas, Muni's service area covers a small, but entirely urban area. Compared to peers, Muni's three primary modes (motorbus, light rail, trolleybus) move slowly while operating in this densely populated urban service area. Muni also ranked relatively low in operating expense per passenger trip.

TOPIC	MEASURE	PEER AVG
Commuting Habits	**34%** of workers in San Francisco commuted to work using public transportation	**17%**
Congestion	The San Francisco – Oakland metro area experienced **6.6** rush hours per day, based on congestion levels	**5.4**
Traffic Fatalities	There were **3.6** traffic fatalities per 100,000 residents in San Francisco in 2014	**5.0**
Public Transportation	On average in 2014, a San Franciscan boarded a public transit vehicle **272** times. This number is much higher than other peer transit systems	**65**
	The average speed of San Francisco's motorbuses was **8.1** miles per hour while in service - the slowest speed among peers	**11.2**
	Total operating expense per passenger trip is **$3.05** dollars for San Francisco Muni, below the peer average	**$4.05**

Commuting Habits

The below chart, using 2014 American Community Survey data, shows what percentage of each city's workers commuted to work and by what method. The most notable differences between cities appear in the two most common categories -- car, truck, van and public transportation. The vast majority of workers in some peer cities commuted using a car, truck or van, while in Washington, San Francisco and Boston, fewer than half of workers used this method.

This data does not break out carpooling from car, truck, van, nor does it capture transportation network companies (TNCs) as their own category. TNC commuters were likely included within the car, truck, van or taxi categories but not in a consistent manner.



Commuting Habits

San Francisco ranked high among peer cities in each of the four major methods of commuting listed below. Using 2014 American Community Survey data, this infographic shows that San Francisco is above the peer average by a large margin for each mode. In the case of car, truck, or van it is well below the peer average.

Car, truck, or van

San Francisco 41.3%
Rank 2nd lowest
Peer Average 67.3%

Public Transportation

San Francisco 34.0%
Rank 2nd highest
Peer Average 17.2%

Walk

San Francisco 11.2%
Rank 3rd highest
Peer Average 6.4%

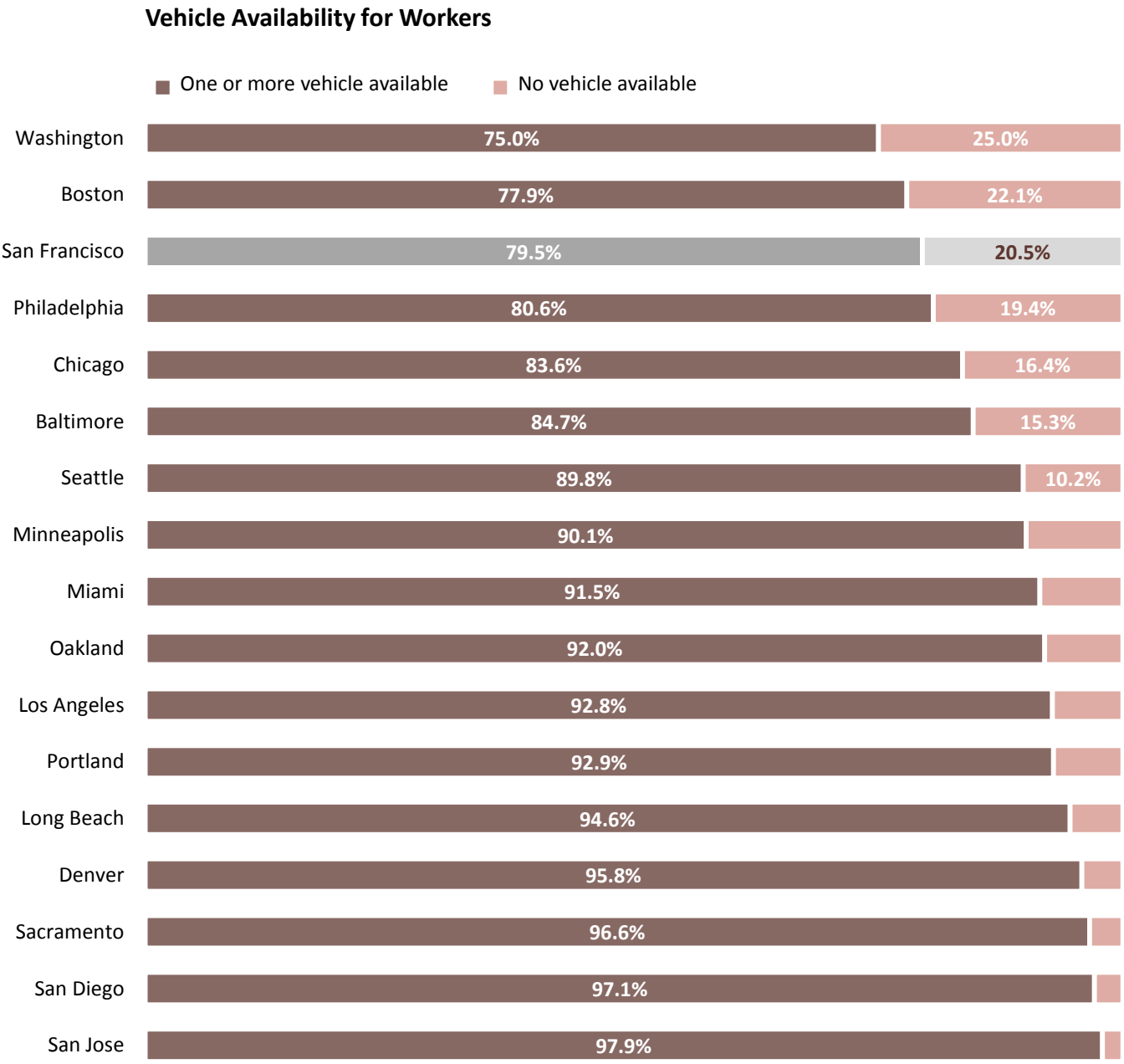
Bike

San Francisco 4.4%
Rank 3rd highest
Peer Average 2.6%

Commuting Habits

To gain further understanding of the commuting habits in each city, the below chart demonstrates how common transportation by personal vehicle is in each city. The exact variables recorded in the chart – percentage of workers 16 and over in households where vehicles are available – comes from the 2014 American Community Survey. This is not precisely the same as car ownership, but serves as a proxy to demonstrate how many people use cars for transportation outside of their work commute.

San Francisco ranked closely with other dense cities like Washington, Boston, Philadelphia and Chicago. The peer average of the below measures are 89.0% and 11.0%.



Congestion

Despite ranking highly in non-car commuting habits and having a relatively low level of access to vehicles, San Francisco suffers from severe congestion. The below table captures four measures from the 2015 Urban Mobility Scorecard Report from the Texas A&M Transportation Institute. This report uses data from 2014 for metro areas. San Francisco's metro area in this report includes the peer city of Oakland, but does not include San Jose.

San Francisco ranked within the top three of each of the below measures, topped only by Los Angeles-Long Beach-Anaheim, San Jose, or Washington.

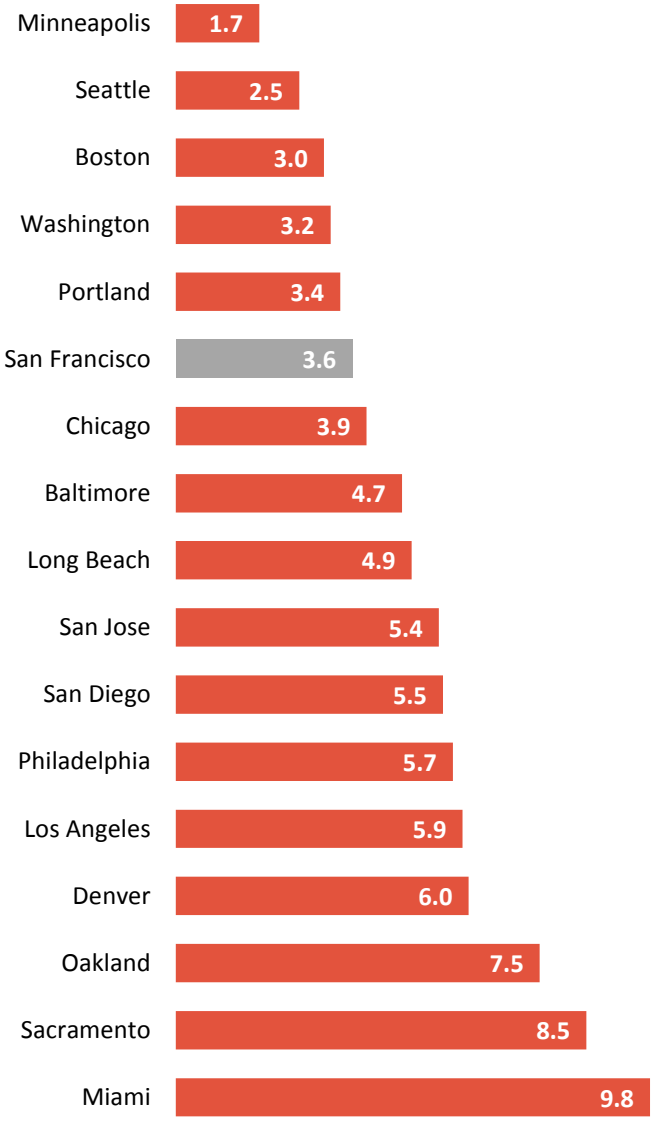
Measure	San Francisco – Oakland Metro Area	Rank	Peer Average
Rush Hours per Day	6.6	3rd Highest	5.4
Gallons of Excess Fuel per Year per Auto Commuter	33	2nd Highest	25
Hours of Delay per Year per Auto Commuter	78	3rd Highest	58
Congestion **Cost** per Year per Auto Commuter	$1,675	3rd Highest	$1,308

Traffic Fatalities

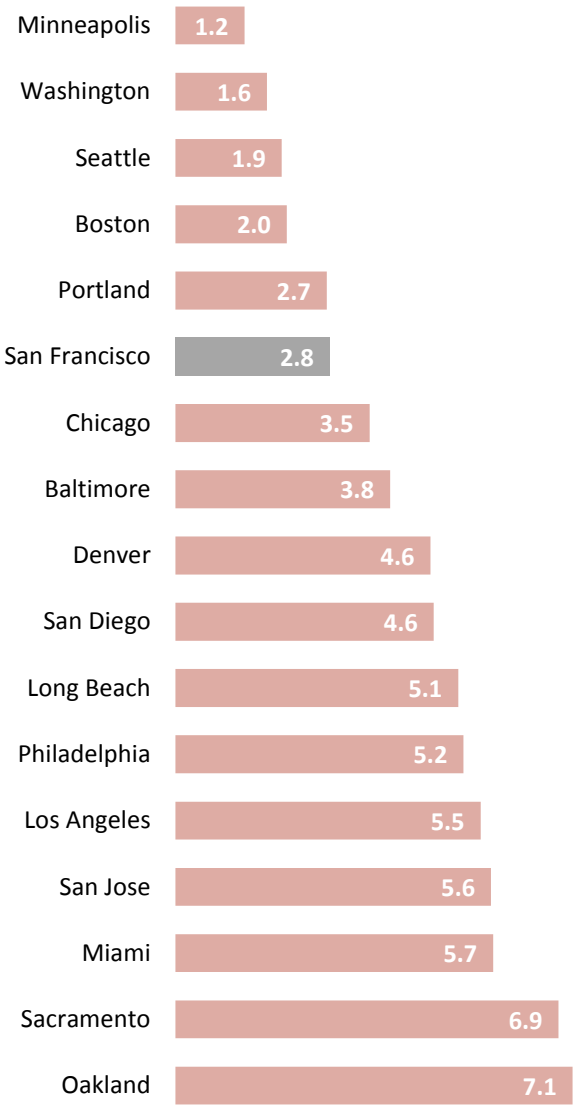
The Fatality Analysis Reporting System (FARS) of the National Highway Traffic Safety Administration records data on traffic fatalities across the United States. The below charts use 2014 data from FARS to capture the number of traffic fatalities, which included both vehicle occupants as well as non-vehicle occupants (e.g. pedestrians).

San Francisco ranked 6th lowest among peers and below the peer average (5.0 and 4.1) for both of these measures.

Traffic Fatalities per 100K Population



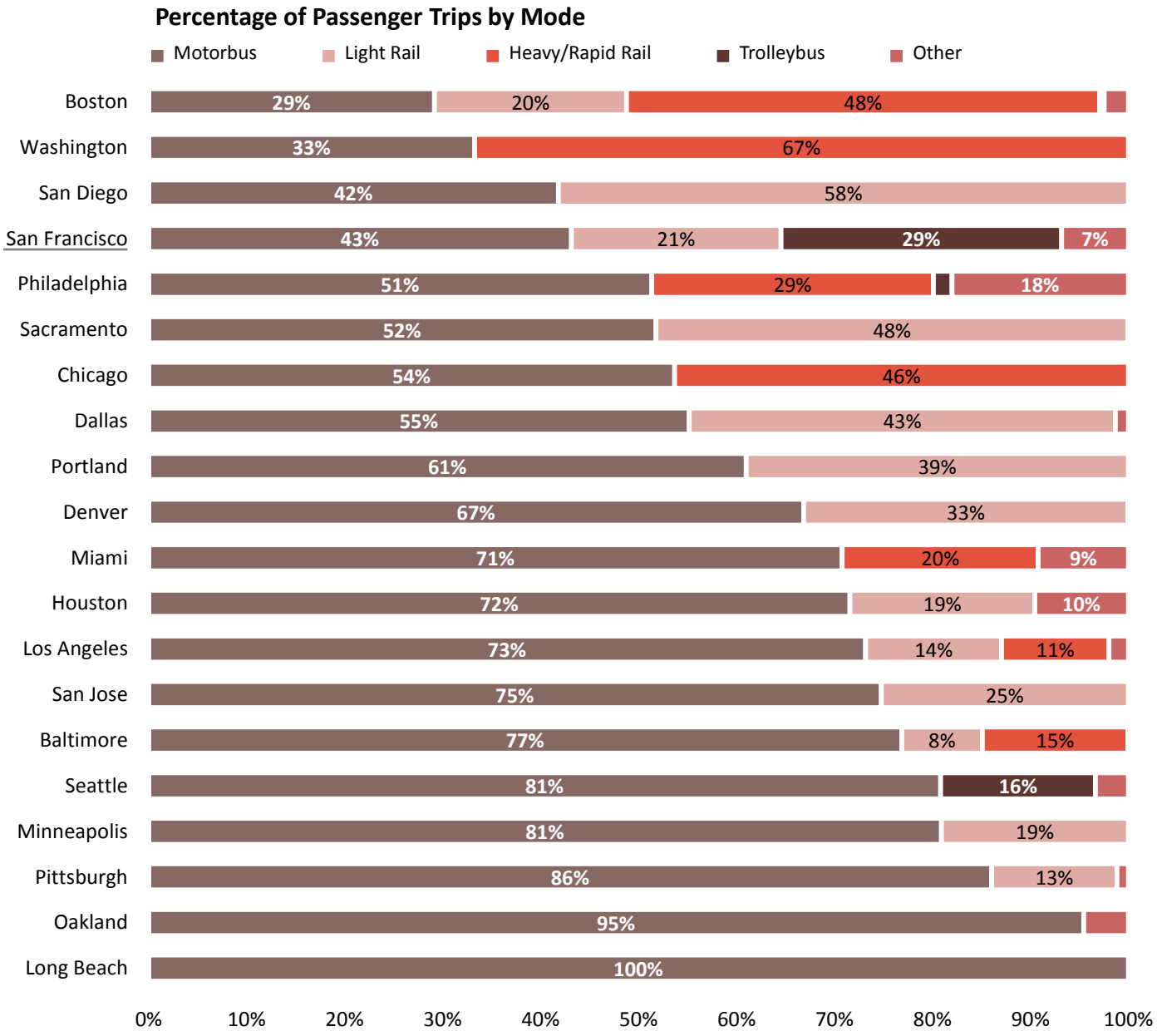
Traffic Fatalities per 100K Daytime Population



Public Transportation: Composition

The measures in the next several pages use 2014 data from the National Transit Database (NTD). While the charts in this section are labeled with city names, the underlying data is for one major transportation system in that city. For example, for San Francisco it is the San Francisco Municipal Railway ("Muni"), while for Boston it is the Massachusetts Bay Transportation Authority. This section includes additional peers – Dallas, Houston, Pittsburgh – which offer similar services as Muni. It should also be noted that multiple transit systems operate within cities, but this section only captures data for one system per peer. For example, in San Francisco, Bay Area Rapid Transit (BART) and CalTrain provide heavy rail and commuter rail service, but it is not captured in this data.

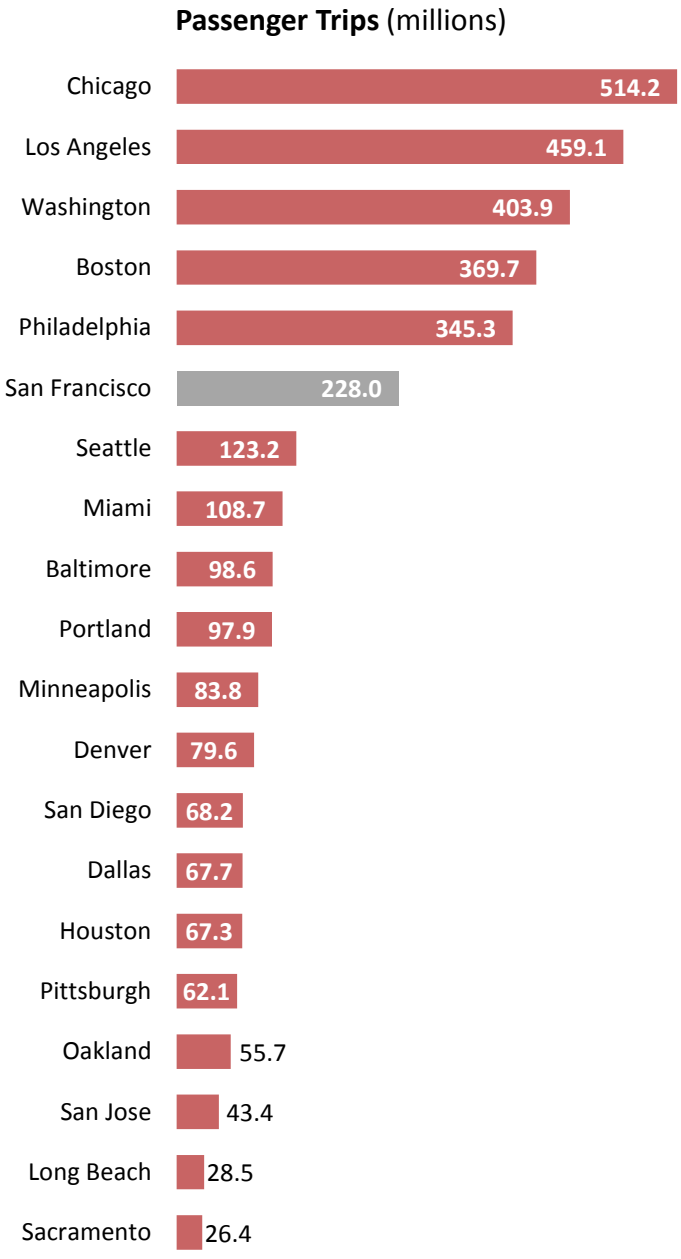
Peer cities' systems differ in the modes they offer, but for this section, transit systems are often compared on a systemwide basis, inclusive of all modes. Notable differences between Muni and its peers are Muni's lack of heavy/rapid rail (electric railway with exclusive right-of-way) and the high percentage of passenger trips by trolleybus (buses powered by electricity from overhead wires).



Public Transportation: Size

This page presents four distinct size variables from the National Transit Database to establish a context for each public transportation system. The lefthand chart displays each system's total passenger trips for 2014, in millions. A passenger trip takes place each time a passenger boards a transit vehicle. Therefore, taking a bus and then a train to work constitutes two passenger trips. The three boxes on the right display five elements each: 1) the variable name, 2) San Francisco Muni's amount for that variable, 3) its rank, 4) the peer average, and 5) a small visualization of that variable for all systems, in the same order as the lefthand chart.

San Francisco Muni ranked 6th highest in passenger trips, but has a very small service area population compared to peers. Due in part to San Francisco's unique geography, Muni's service area is almost entirely urban. Most peer systems have a service area which includes urban and suburban spaces. Since suburban populations tend to not use public transit as often, this factor is useful for interpreting data in this section.



Service Area Population
population of area where transit system operates, often includes suburbs

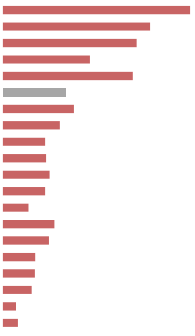
San Francisco 0.84 M
Rank 2nd lowest
Peer Average 2.61 M

Revenue Miles
miles transit vehicles are scheduled to or actually travel while in revenue service

San Francisco 24.0 M
Rank 7th lowest
Peer Average 42.7 M

Revenue Hours
hours transit vehicles are scheduled to or actually travel while in revenue service

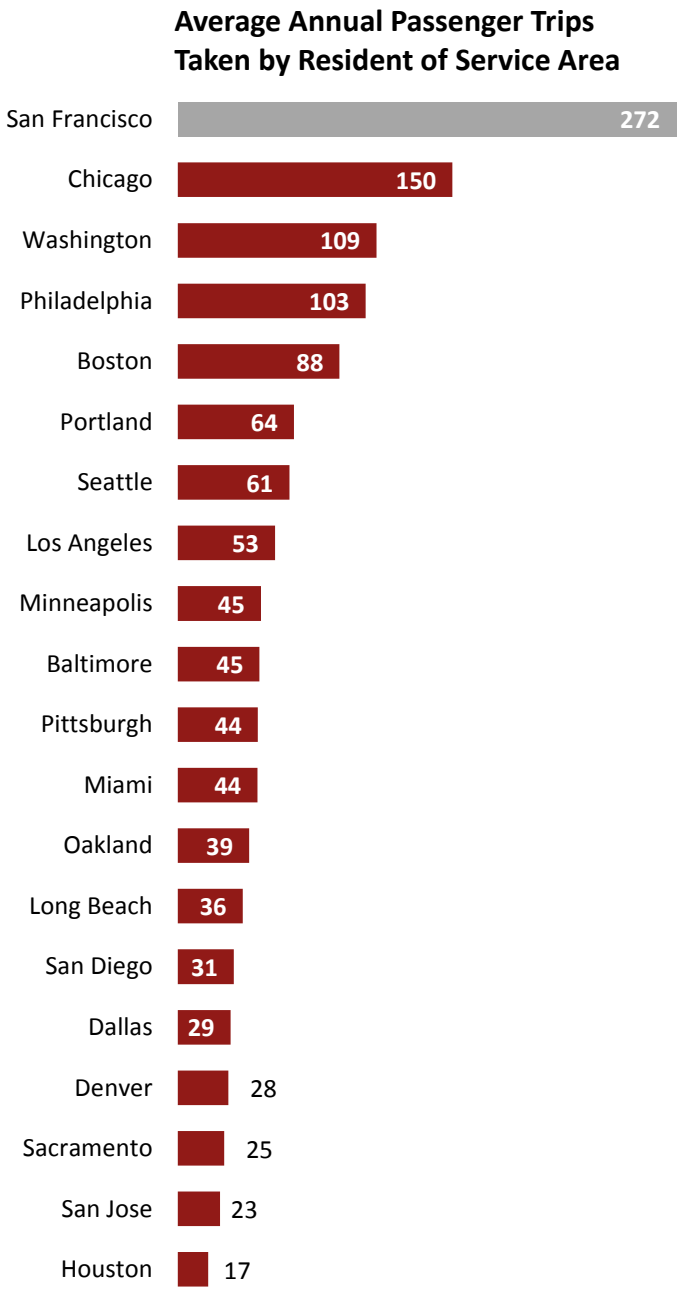
San Francisco 3.2 M
Rank 7th highest
Peer Average 3.3 M



Public Transportation: Usage

These measures establish a context for how busy each public transportation system is. The lefthand chart displays the average number of passenger trips taken in 2014 by a person living in that system's service area. In each box on the right there are five elements: 1) the name of the variable dividing total passenger trips, 2) San Francisco Muni's amount for that calculation, 3) its rank, 4) the peer average, and 5) a small visualization of that calculation for all systems, in the same order as the large, lefthand chart.

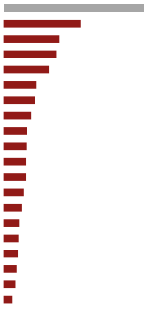
San Francisco Muni ranked very highly in usage relative to its peers because of its relatively large number of passenger trips but small service area population and amount of revenue miles and hours.



Passenger Trips per…

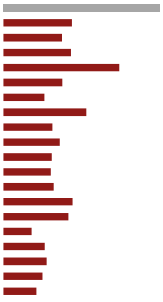
100K Service Area Pop
population of area where transit system operates, often includes suburbs

San Francisco 27.2 M
Rank 1st highest
Peer Average 6.5 M



Revenue Mile
miles transit vehicles are scheduled to or actually travel while in revenue service

San Francisco 9.5
Rank 1st highest
Peer Average 3.7



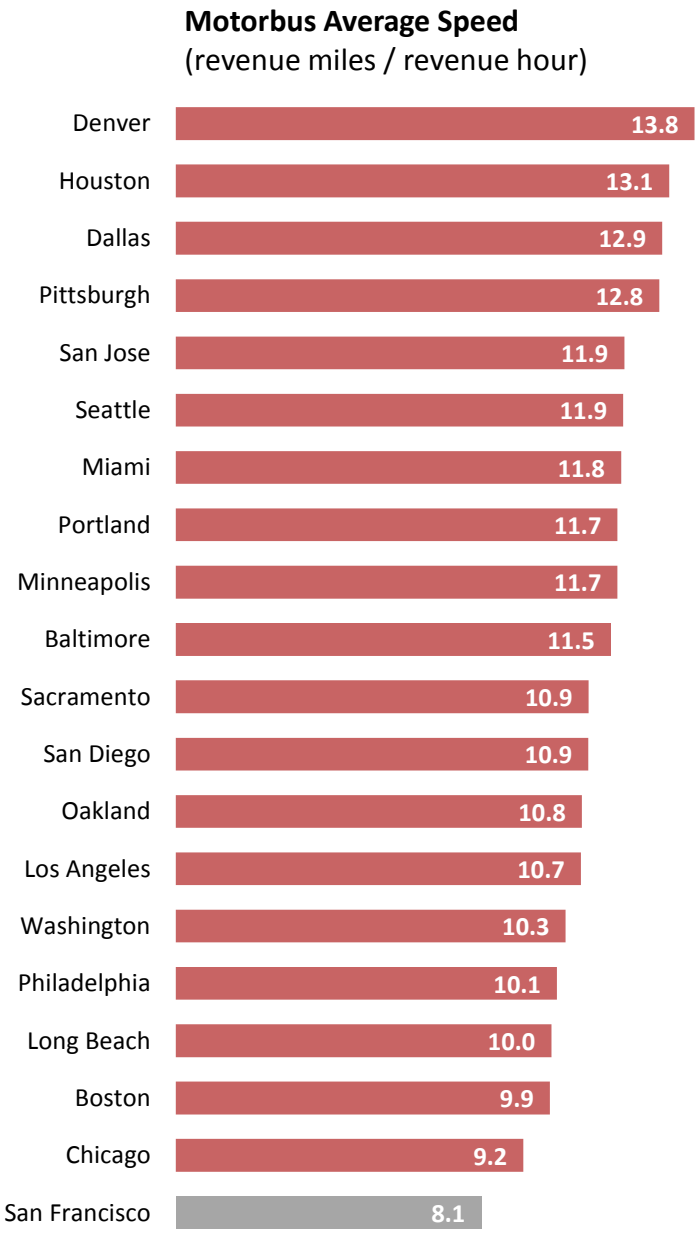
Revenue Hour
hours transit vehicles are scheduled to or actually travel while in revenue service

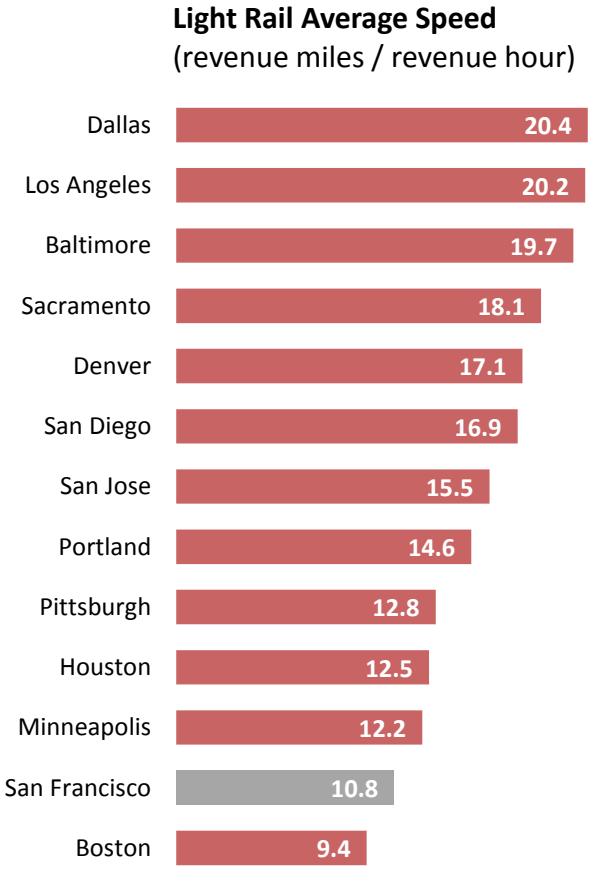
San Francisco 71.5
Rank 2nd highest
Peer Average 45.1

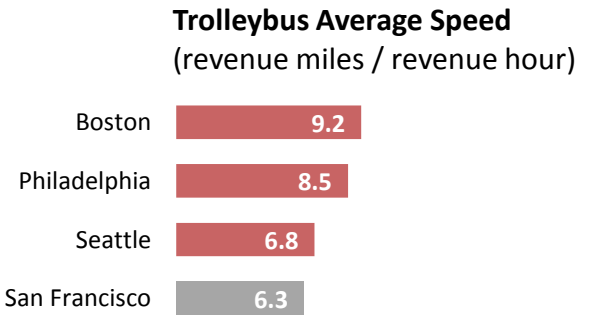
Public Transportation: Speed

The below measures offer data on public transportation system speed for three modes. Data comes from the National Transit Database (2014). Average speed is calculated by taking total revenue miles for a mode and dividing it by total revenue hours for the same mode. These three modes were chosen because they are the most heavily used in San Francisco's system. For San Francisco Muni, 43% of all passenger trips in 2014 were on motorbus, 21% on light rail, and 29% on trolleybus. Each system which contains one of the three modes is represented in the respective chart. There are a variety of factors which contribute to speed but three which may be particularly relevant to San Francisco are urban density, congestion, and usage.

San Francisco Muni ranked last in average speed for motorbus and trolleybus among peer systems. It ranked second to last in light rail average speed. San Francisco Muni was also below the peer average for each mode. Those averages were motorbus (11.2), light rail (15.4), trolleybus (7.7).





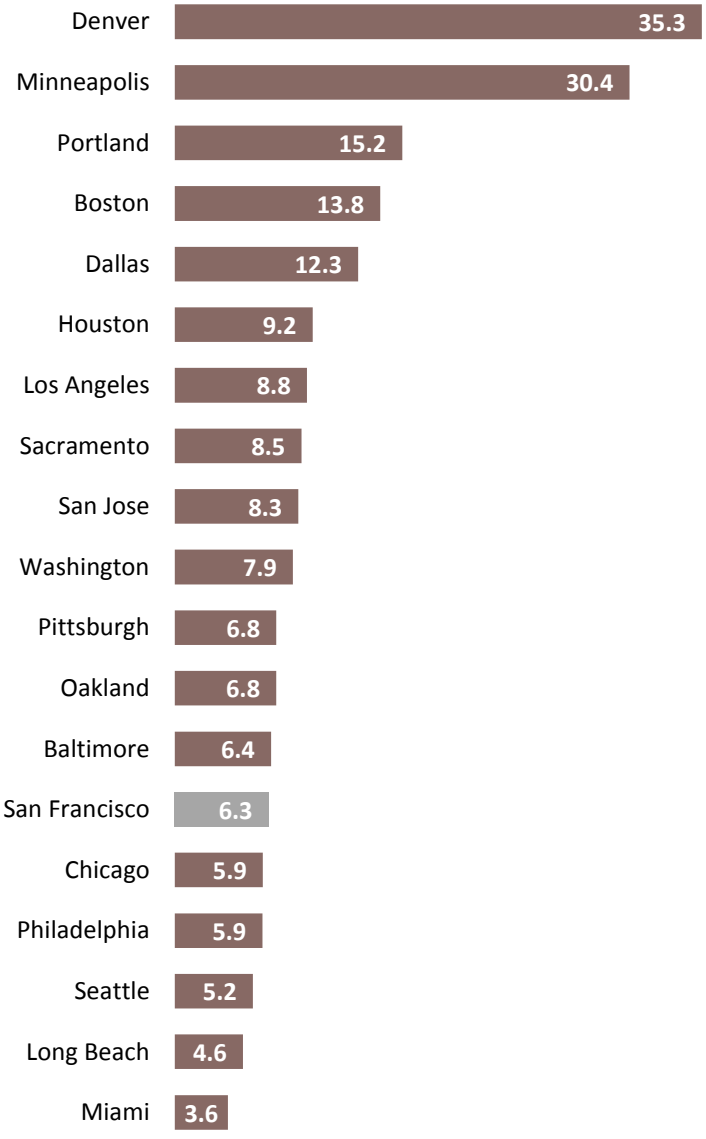


Public Transportation: Major Vehicle Failures

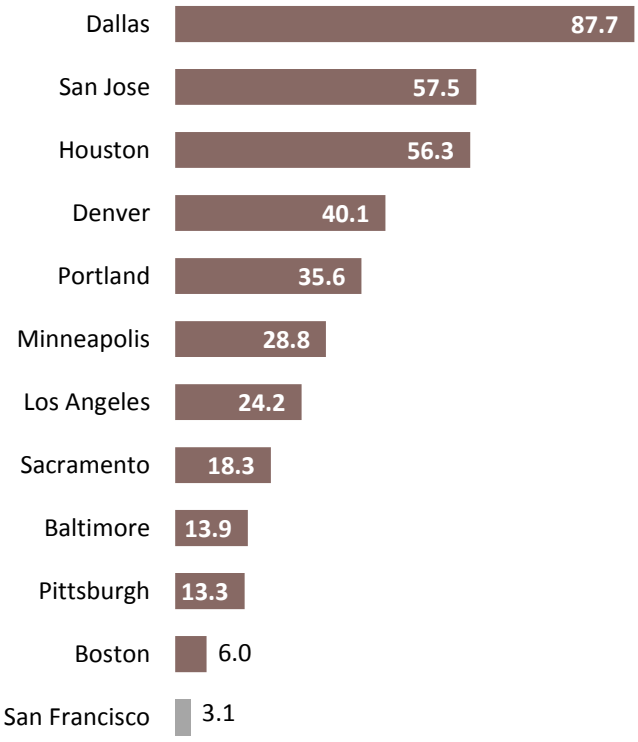
The below measures, using 2014 data from the National Transit Database, capture the average number of revenue miles traveled between major vehicle failures for three modes. This measure is calculated by dividing the total number of revenue miles for a mode by total major vehicle failures for the same mode. These three modes were chosen because they are the most heavily used in San Francisco's system. For San Francisco Muni, 43% of all passenger trips in 2014 were on motorbus, 21% on light rail, and 29% on trolleybus. Each system which contains one of the three modes is represented in the respective chart.

San Francisco Muni ranked fourteenth for motorbus, last for light rail, and second last for trolleybus. San Francisco Muni was also below the peer average for each mode. Those averages were – motorbus (10.6), light rail (32.1), trolleybus (11.4).

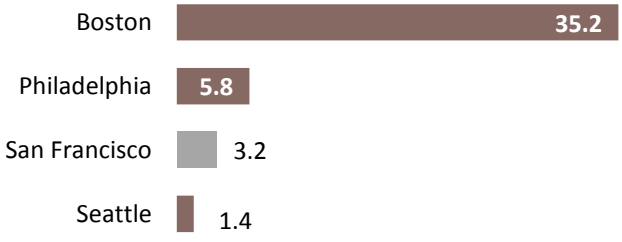
Motorbus Revenue Miles (thousands)
Between Major Vehicle Failures



Light Rail Revenue Miles (thousands)
Between Major Vehicle Failures

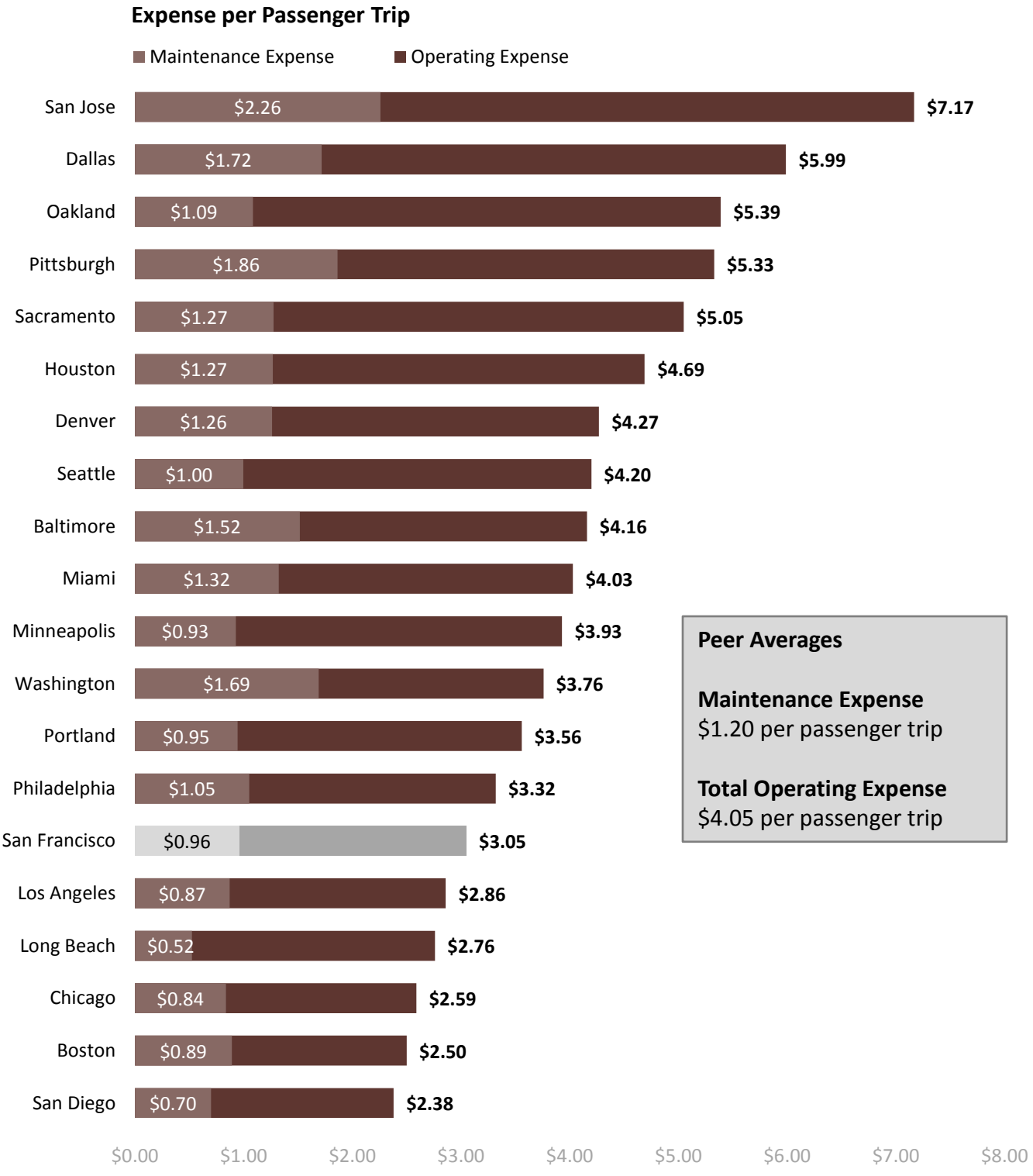


Trolleybus Revenue Miles (thousands)
Between Major Vehicle Failures



Public Transportation: Expense

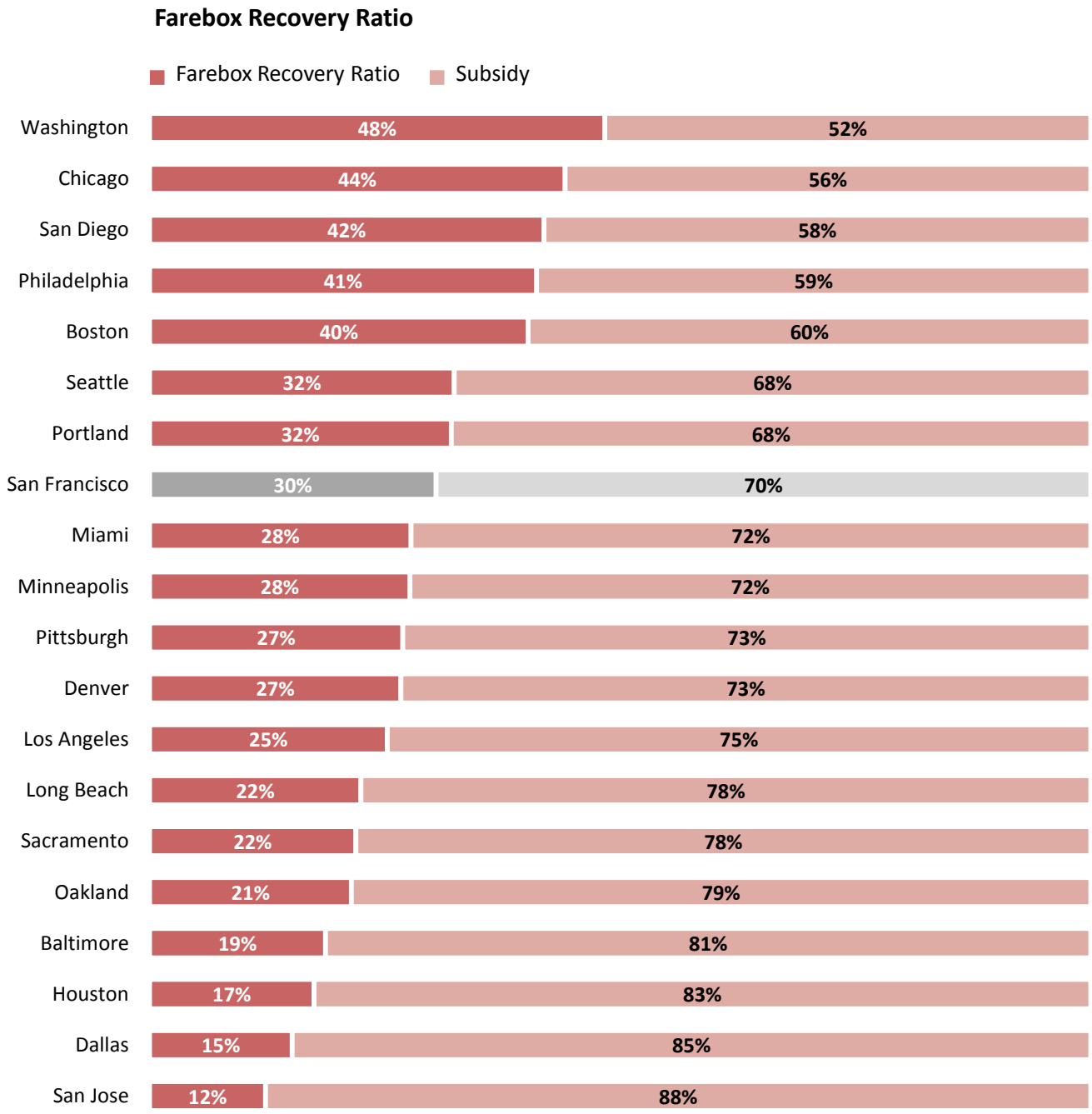
The below graphic shows the systemwide total annual operating expense per passenger trip for 2014 according to the National Transit Database. Maintenance expense is a subset of operating expense. Due in part to San Francisco Muni's high number of passenger trips, Muni was below the peer average for both maintenance expense and total operating expense per passenger trip.



Public Transportation: Expense

The Farebox Recovery Ratio, as defined by the National Transit Database, is the proportion of the amount of revenue generated through fares by paying customers as a percentage of the cost of total operating expenses. In other words, it is a percentage representing the amount of operating expenses which is covered by passenger fares. The remaining percentage is labeled below as *subsidy.* The subsidy is the percentage of the amount of operating expenses not covered by passenger fares.

For both of these measures, San Francisco Muni's public transit system was very close to the peer averages of 29% and 71% respectively.



Finance

FINANCE

A city's financial health is vital to funding and providing quality public services to its residents. This section covers an array of measures which offer an indication of the financial health of San Francisco and its 16 peer cities.

All data in this section is sourced from Moody's. This central source ensures consistent comparison of San Francisco and peers across finance measures. The data for each city is for the fiscal year ending in 2015, with four exceptions -- Chicago, Denver, Minneapolis, Seattle -- with fiscal years ending in December 2014.

Across finance measures, San Francisco exhibited comparatively strong financial health. San Francisco received the second highest General Obligation Bond rating. The City earned more and spent less than budgeted in FY15. The City also had a higher than average Available Fund Balance ratio.

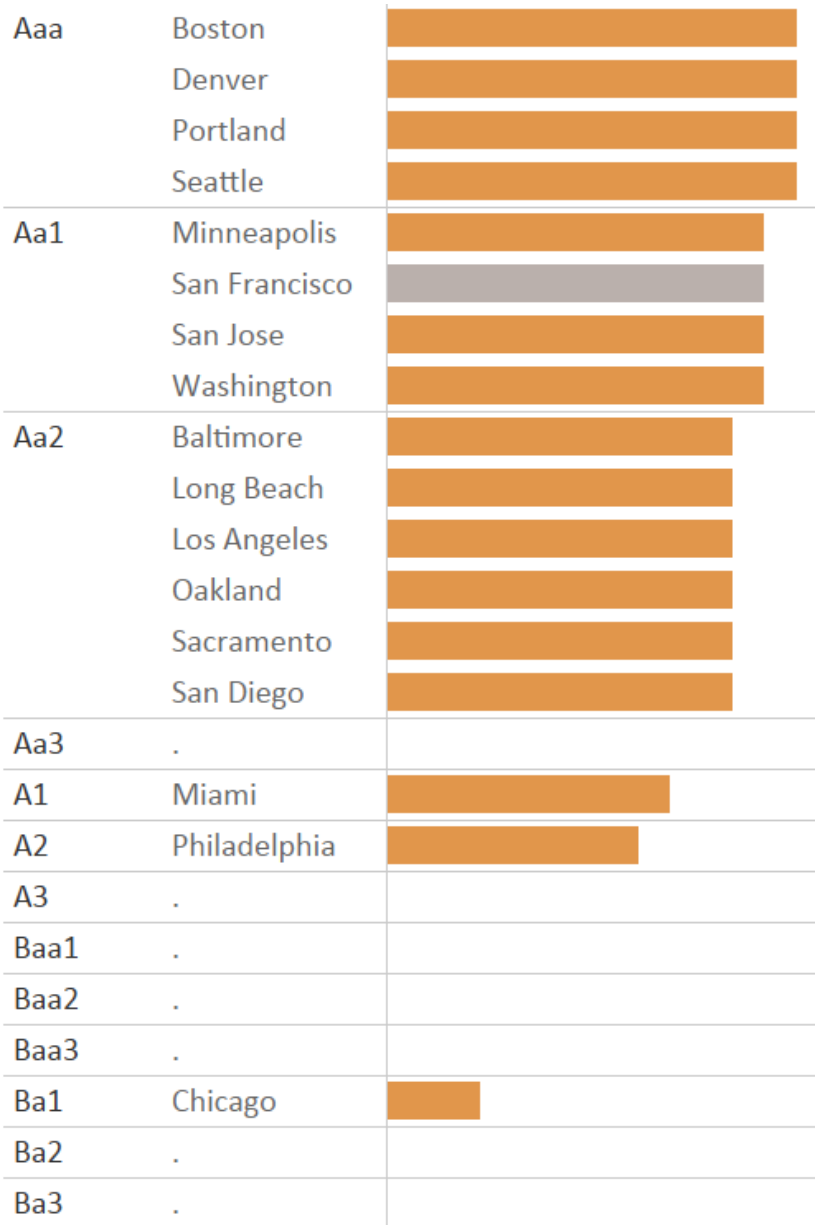
One area where San Francisco can be interpreted as performing below the peer average is in Other Post-Employment Benefits. San Francisco was below the peer average in OPEB Funded Ratio and above average in OPEB Unfunded Actuarial Accrued Liability.

TOPIC	MEASURE	PEER AVG
General Obligation Bond Rating	San Francisco's General Obligation Bond Rating from Moody's was **Aa1**, the second highest possible rating	**Aa2** (median)
Actual vs. Budgeted Revenues	The City and County of San Francisco earned **3.9%** more revenue than budgeted in FY15	**2.5%**
Actual vs. Budgeted Expenditures	The City and County of San Francisco spent less than budgeted, by **4.3%** in FY15	**5.0%**
Pension Funded Ratio	San Francisco's employee pension plan funded ratio was **86%** as of close of FY15	**72%**
Available Fund Balance	San Francisco's Available Fund Balance as a percentage of General Fund Revenues was **23.5%** as of close of FY15	**19.4%**

General Obligation Bond Rating

A general obligation bond rating acts as a city's credit rating and is a measure of overall financial stability. In order to fund large capital projects, a city issues bonds, or debt, and the purchase of those bonds provides the financing for these capital projects. The GO bond rating indicates how safe of an investment the city's bonds are to potential purchasers.

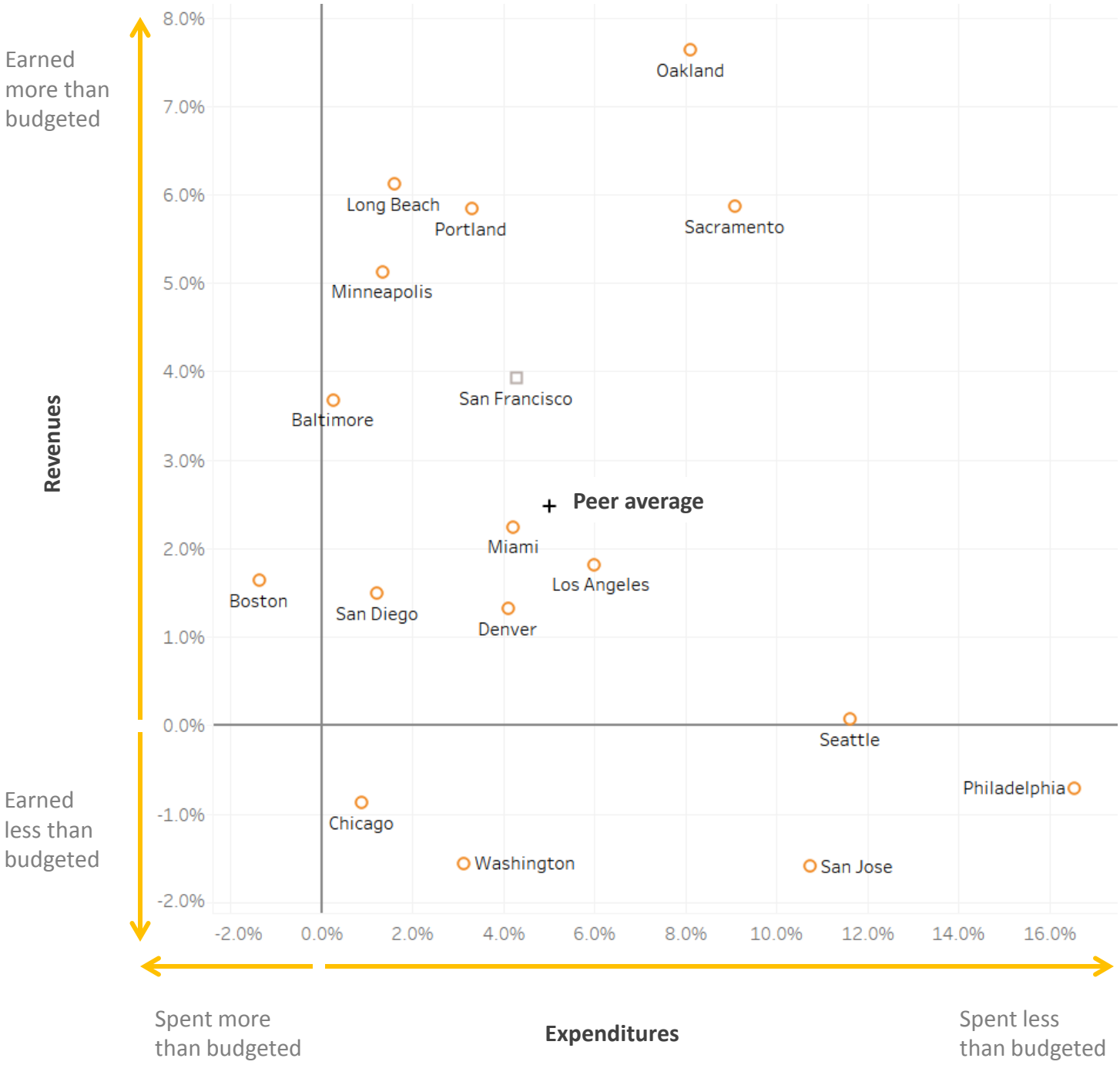
There are three main municipal bond rating agencies: Moody's, Standard & Poor's, and Fitch. Each rating agency has a proprietary methodology for assigning ratings to a municipality. Moody's ratings are used in the below graph. San Francisco was above average in this peer group. Aa1 is the second highest possible rating. All ratings are as of April 2016.



Actual vs. Budgeted – Revenues and Expenditures

Measuring expenditures and revenues versus the adopted budget is a means of determining how well a city is managing spending versus its adopted spending plan and how well a city's tax revenue base is performing versus expectations. The goal is to spend in line with, and not in excess of, budgeted amounts and to collect revenues in accordance with, and not below, budgeted amounts.

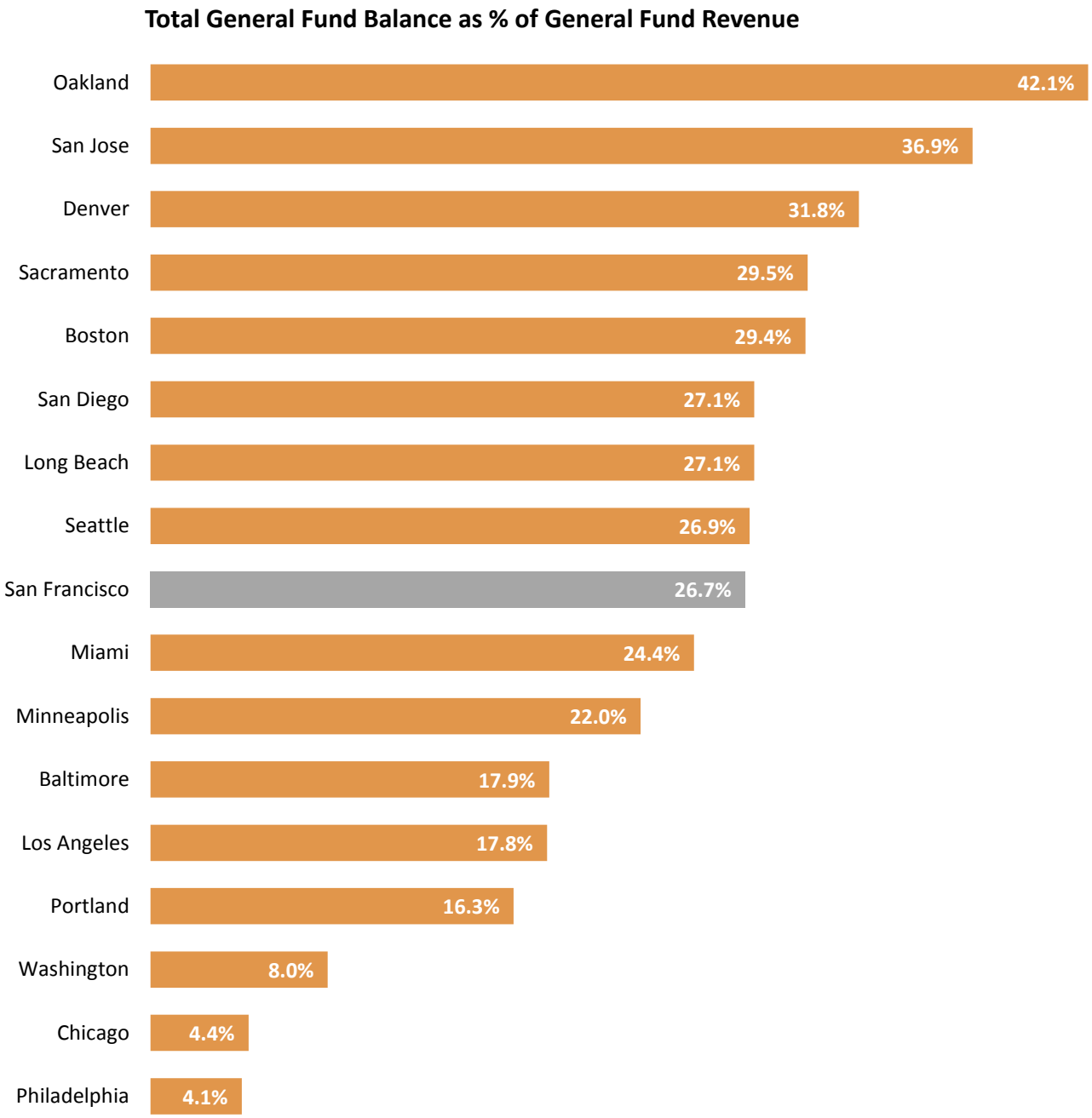
San Francisco earned more revenue and spent less than budgeted in FY15.



Total General Fund Balance

The below chart represents Total General Fund Balance divided by General Fund revenue. Fund balance is the difference of available funds after accounting for a government's assets minus its liabilities and deferred outflows.

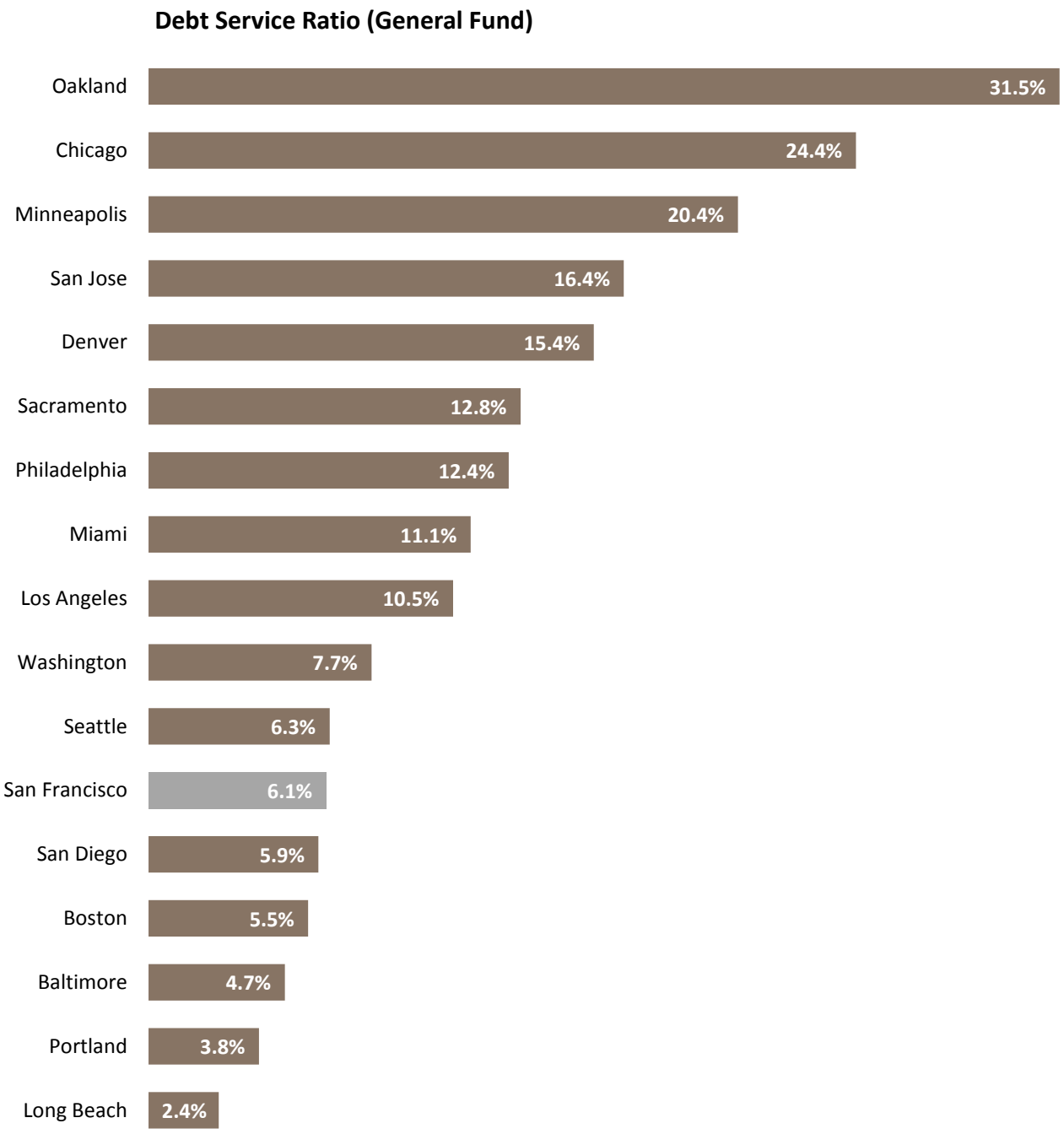
For FY15, San Francisco was slightly above the peer average for Total General Fund Balance as a percentage of General Fund Revenue. The peer average for this measure was 23.1%.



Debt Service Ratio

The below chart captures peer cities' Debt Service Ratio. Debt Service Ratio is calculated as Debt Service Expenditure divided by Total General Fund revenues. Debt Service Expenditure is the cash used to repay interest and principal on a debt for a particular time period.

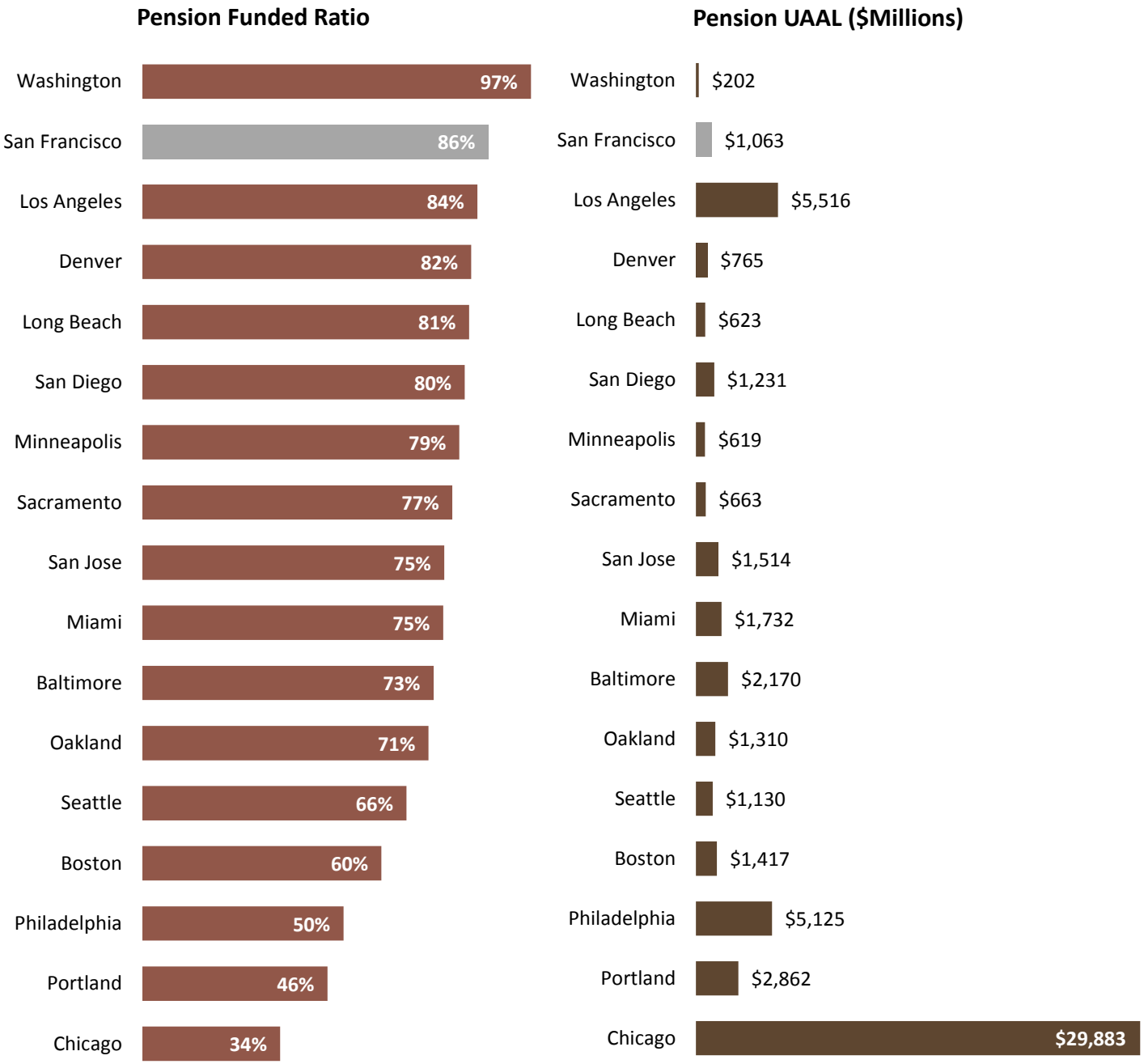
For FY15, San Francisco was below the peer average for Debt Service Ratio (General Fund) of 11.6%.



Pension

The general financial health of retirement systems can be measured in many ways, but the most basic is through comparison of a given plan's liabilities versus its assets, expressed as a funded ratio. The left chart shows the funded ratio for city employees' pension plan. At the close of FY15, San Francisco was above the peer average of 72% for Pension Funded Ratio.

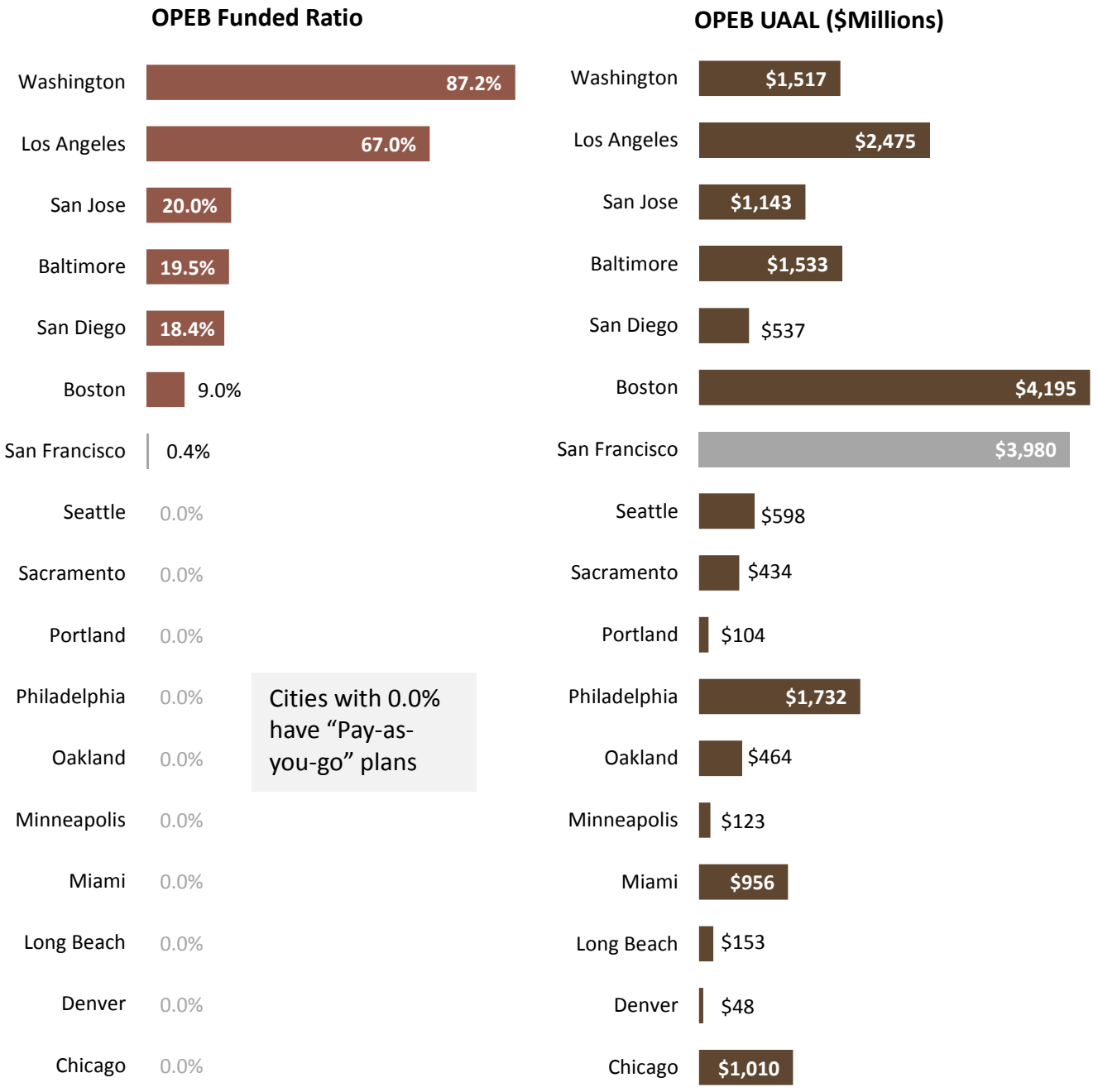
The right chart measures the Pension Unfunded Actuarial Accrued Liability (UAAL). UAAL refers to the difference between the actuarial values of assets (AVA) and the actuarial accrued liabilities (AAL) of a plan. Essentially, the UAAL is the amount of retirement that is owed to an employee in future years that exceed current assets and their projected growth. San Francisco was below the peer average of $1,746 million. The peer average excludes Chicago.



Other Post-Employment Benefits (OPEB)

Another way to assess the general financial health of retirement systems is through the funded ratio of cities' Other Post-Employment Benefits (OPEB) plans. The left chart shows the funded ratio for city employees' OPEB plans. At the close of FY15, of those cities without "Pay-as-you-go" plans, San Francisco was below the peer average of 31.6% for OPEB Funded Ratio.

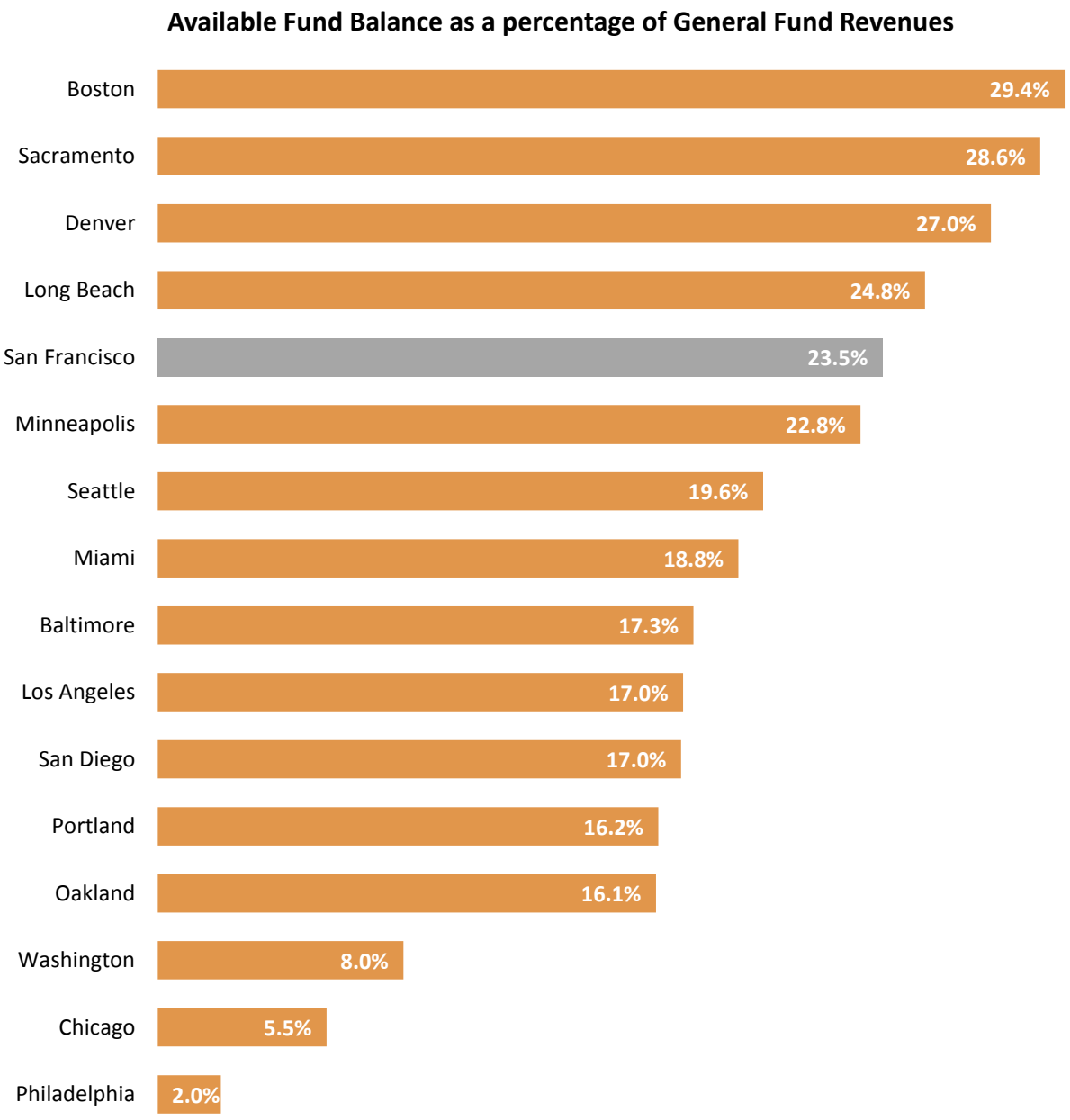
The right chart measures the OPEB Unfunded Actuarial Accrued Liability (UAAL). UAAL refers to the difference between the actuarial values of assets (AVA) and the actuarial accrued liabilities (AAL) of a plan. Essentially, the UAAL is the amount of retirement benefits that is owed to an employee in future years that exceed current assets and their projected growth. At the close of FY15, San Francisco was above the peer average of $2,197 million.



Available Fund Balance

Available Fund Balance as a percentage of General Fund Revenues is viewed by rating agencies and financial professionals as a general, high-level indicator of a government's financial health. The Government Finance Officers Association (GFOA) recommends that governments maintain an available fund balance equivalent to a minimum of two months of revenues.

According to Moody's, Available Fund Balance is defined as the sum of Unassigned, Assigned, and Committed funds. Nonspendable and Restricted funds are excluded from the Available Fund Balance. For FY15, San Francisco was above the peer average (19.4%) for Available Fund Balance as a percentage of General Fund Revenues.



Safety Net

SAFETY NET

"Social safety nets" are assistance programs meant to protect people from poverty and economic dislocation. They improve the lives and livelihoods of vulnerable people, preventing individuals from falling into destitution.

In San Francisco, social safety net programs include food assistance (CalFresh), medical assistance (Medi-Cal), cash transfers (General Assistance), welfare-to-work and cash transfers to families (CalWORKS), and in-home care assistance for the elderly and disabled (IHSS), among other programs.

These programs are funded by a mix of federal, state, and local dollars. In San Francisco, a local government entity, the San Francisco Human Services Agency (HSA), administers safety net programs and benefits.

HSA's mission is to promote well-being and self-sufficiency among individuals, families and communities in San Francisco.

Because safety net benefit types and program structures vary greatly between states, this section compares safety net metrics across select California peer counties. The exception is comparison of homeless-related measures, for which a broader set of national peer Continuums of Care are used.

Metrics contained herein represent fiscal years ending in 2015 (FY15), and are sourced from a mix of publicly available data and self-administered surveys.

Survey respondent counties include Marin, Contra Costa, San Francisco, and Santa Clara.

TOPIC	MEASURE	PEER AVG
Poverty	The number of San Franciscans in poverty in 2015 was **105,244**, a rate of **12.4%**	**11.9%**
CalFresh	San Francisco's average monthly individual enrollment was **52,302** and on average **6%** of residents per month received benefits	**8%**
Medi-Cal	San Francisco had an average monthly individual enrollment of **217,019** and on average **25%** of residents received benefits	**25%**
General Assistance	San Francisco had an average monthly caseload of **5,826** and on average provided **$369** per month to cash grant recipients	**$229**
In-Home Support Services	San Francisco's average monthly individual enrollment was **25,057** and on average **2.9%** of residents per month received benefits	**1.4%**
Homelessness	San Francisco's count of homeless individuals was **795 per 100k population** in 2015.	**479**

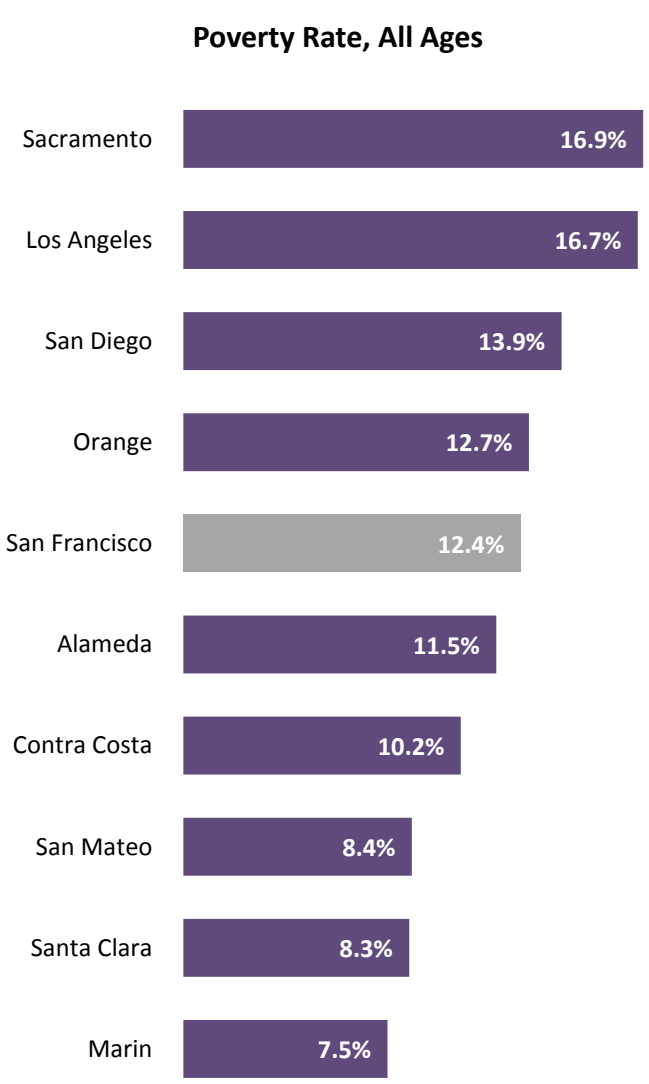
Poverty

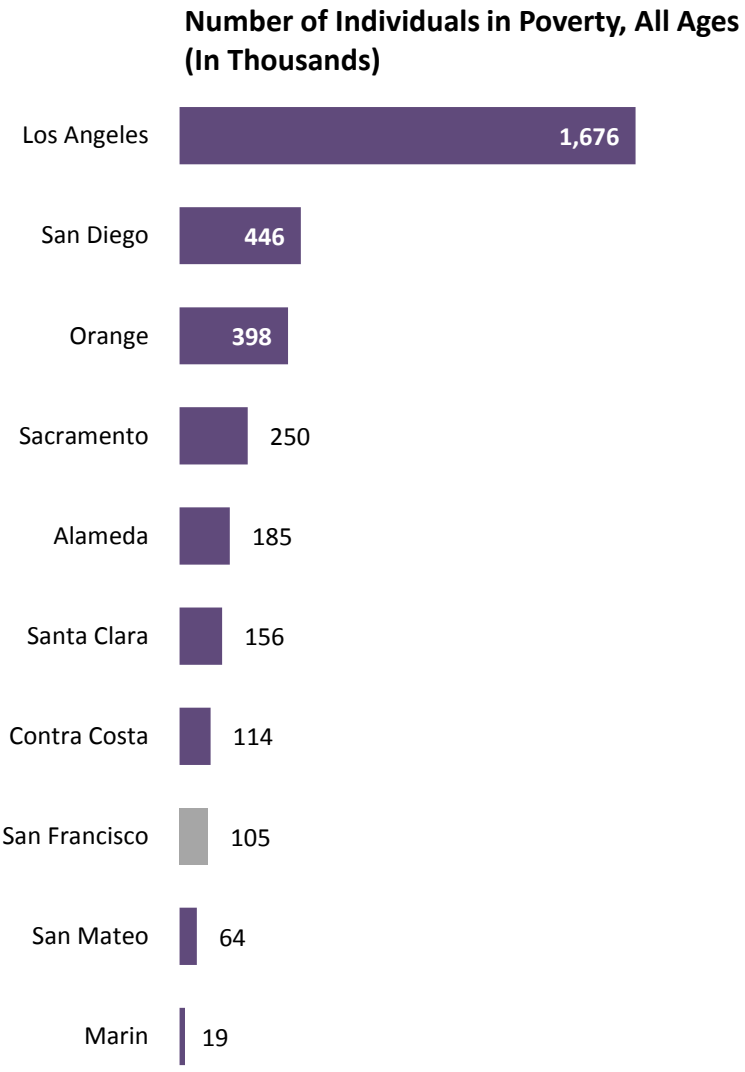
Poverty is defined as a lack of necessities and means for proper existence. For the purposes of this report, poverty rates and the number of affected individuals provide context for peer counties' populations, and the possible number of individuals that safety net programs may serve.

Poverty rates are a proxy for program-eligible populations as it is a major factor in determining program eligibility of programs herein profiled. "Penetration rate"—the respective percentage of total eligible individuals enrolled in each program—would be a true measure by which to understand how well a county is reaching and serving its most vulnerable individuals. Penetration rate is, however, outside the scope of this report.

The Controller's Office sourced county poverty data from the U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE) Program, 2015 Poverty and Median Household Income Estimates. The Census Bureau uses a set of income thresholds that vary by family size and composition to determine who is in poverty.

San Francisco ranks fifth of 10 peer counties in its overall poverty rate. In absolute numbers San Francisco has the third lowest number of individuals in poverty.





CalFresh

The CalFresh Program, federally known as the Supplemental Nutrition Assistance Program (SNAP), improves the health and well-being of qualified households and individuals by providing them a means to meet their nutritional needs.

The Controller's Office sourced data representing enrollment and annual benefit amounts from the California Department of Social Services CF 296 and DFA 256 data tables and conducted surveys to obtain administrative funding amounts and percentages.

The number of clients and percentage of county residents participating in CalFresh are influenced by a number of factors such as poverty rates and population composition. One that is outside the control of local agencies is the percentage of eligible households per county. A major factor under control of local administrators is agency outreach to eligible households.

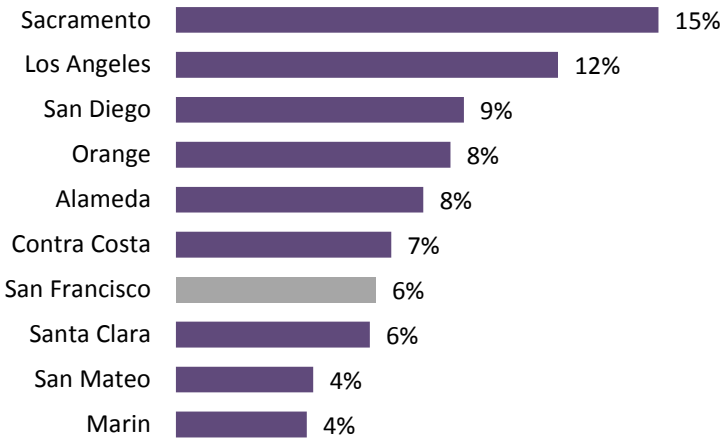
Counties seeking to limit costs, and therefore benefits, can make the choice of limiting resources expended on outreach. It is difficult to exactly know the priorities of peer counties, but general categorical inferences can be made using survey data.

To boost CalFresh program participation and take full advantage of federal funds, the state of California has made a programmatic decision to assume greater administrative costs—known as "match waiver"— if counties increase their outreach and enrollment activities. This allows counties to expand program enrollment while decreasing administrative cost shares down to a floor of 10 percent. Lower administrative cost shares indicate greater outreach and enrollment efforts.

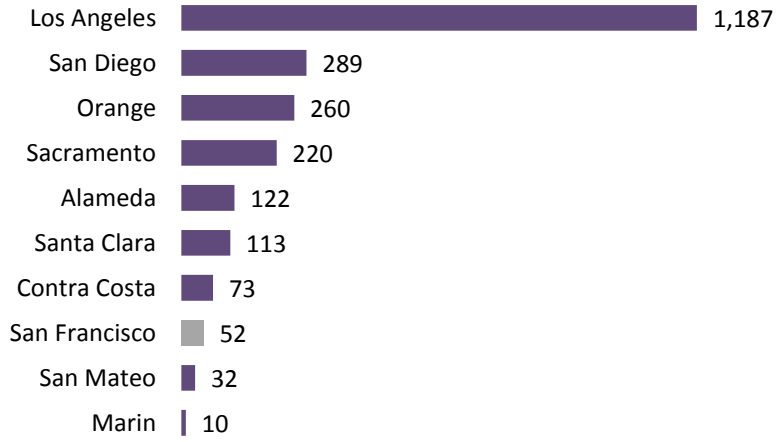
In FY15, all responding peer counties that took advantage of the match waiver and increased outreach activities to boost enrollment included Marin (14.7%), San Francisco (14.3%), Santa Clara (14.2%), and Contra Costa (11.5%).

SNAP Fund Sources	Administrative Funding	Benefit Funding
Local	15%	-
State	35%	-
Federal	50%	100%

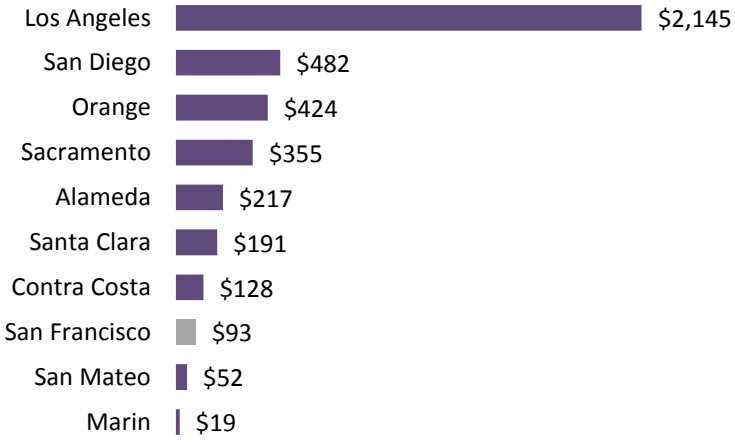
Percent of County Residents Receiving CalFresh



Average Clients per Month (In Thousands)



Total Annual Value of Benefits (In Millions)



Medi-Cal

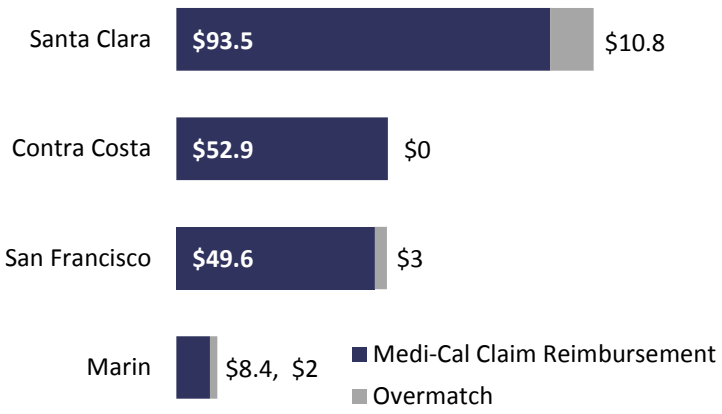
Medi-Cal is free or low-cost health coverage for children and adults with limited income. It is federally known as Medicaid. Medi-Cal provides a core set of health benefits, including doctor visits, hospital care, immunization, pregnancy-related services and nursing home care.

Medi-Cal benefit and administrative costs are covered by the federal and state government through an annual allocation of funds. Counties can choose to spend above allocated funds for many reasons, including to boost enrollment, increase the timeliness of application and renewal processing, to implement technologies intended to improve efficiency, or to otherwise improve the customer experience.

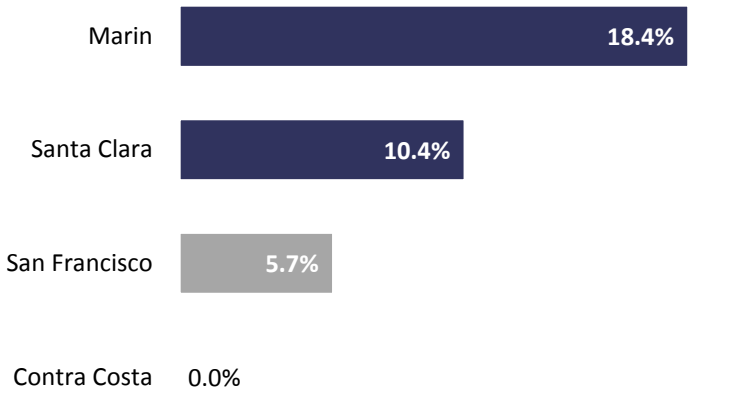
Spending above administrative allocations is also known as "overmatch." If a county chooses to overmatch their initial allocations they may be reimbursed in end-of-year reconciliation if other counties underspend their funds, but there is no guarantee of full reimbursement.

In FY15, many counties overmatched to respond to an influx of clients due to the Affordable Care Act. The Controller's Office conducted surveys to obtain administrative claim amounts and reimbursement rates, and sourced Medi-Cal enrollment data from the California Department of Healthcare Services Medi-Cal Certified Eligibles— Recent Trends.

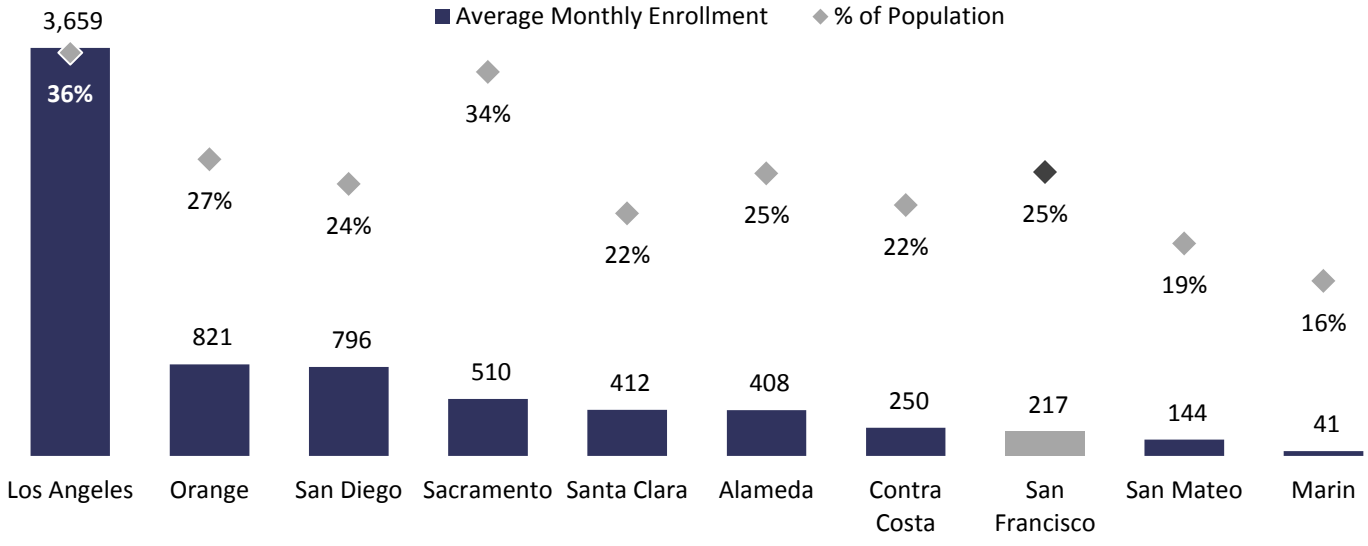
Medi-Cal Administrative Claim and Overmatch (In Millions)



Medi-Cal Overmatch as a Percent of Claim



Average Monthly Medi-Cal Clients (In Thousands) and % of Population Enrolled



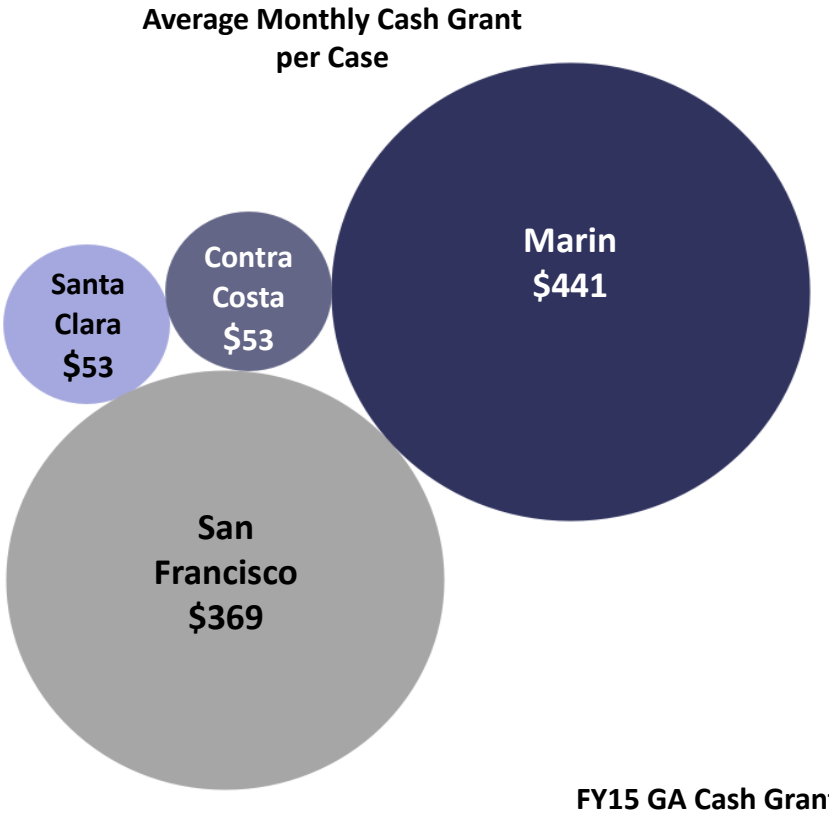
General Assistance

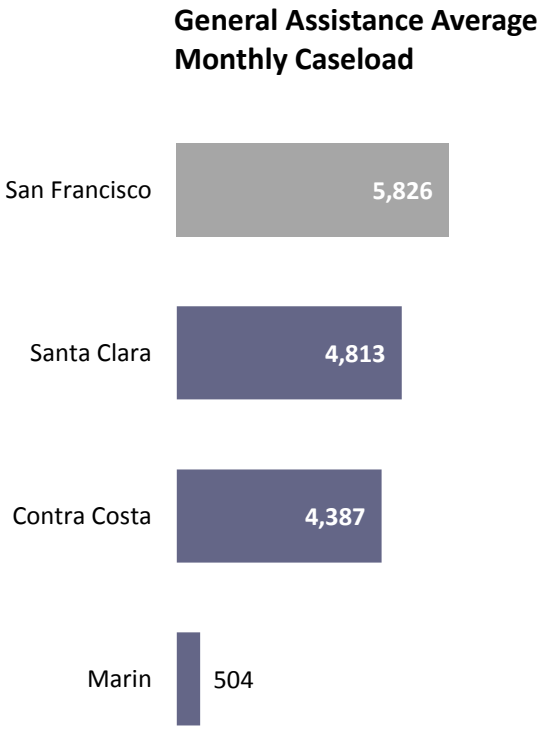
The General Assistance or General Relief Program (GA) is designed to provide relief and support to indigent adults without children who are not supported by their own means, other public funds, or assistance programs.

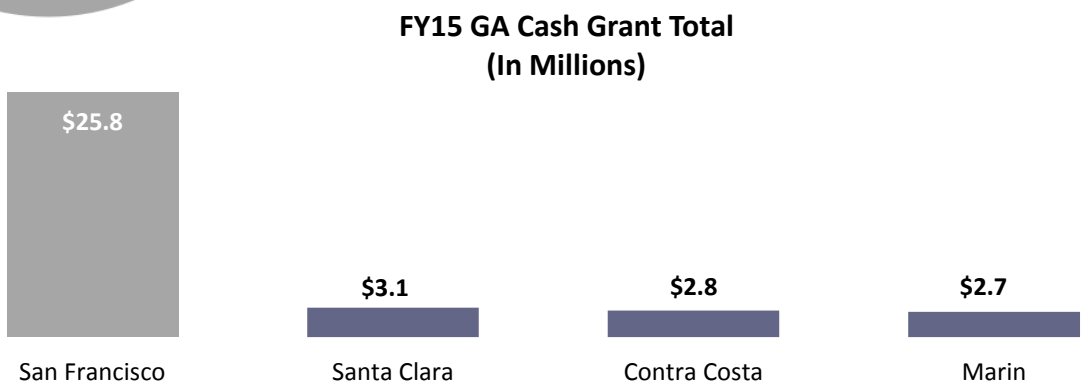
Each county's GA program is established and funded 100 percent by its own Board of Supervisors. The state is not involved in this program and benefits, payment levels, and eligibility requirements vary among each of California's 58 counties. In San Francisco, GA is a sub-program of the County Adult Assistance Program (CAAP).

The Controller's Office conducted surveys to obtain all GA data. Caseload numbers are approximate, as program tracking methods vary by jurisdiction, and each respondent had limitations in their reporting capabilities. Contra Costa reported unduplicated clients, San Francisco reported average monthly caseload, Marin reported unduplicated clients, and Santa Clara reported a point in time case count.

In FY15, San Francisco's average cash grant was the second highest of respondent counties. Its monthly caseload exceeded the next closest county by approximately 1,000 cases, and the total amount spent exceeded the next closest county by 736%, or $22,729,988. This large difference in programmatic scale demonstrates San Francisco's commitment to support those without means to support themselves.







CalWORKs

CalWORKS is a time-limited income support and employment services program that helps low-income families reach self-sufficiency. Federally known as Temporary Assistance to Needy Families (TANF), the federal government provides a fixed annual block grant to states.

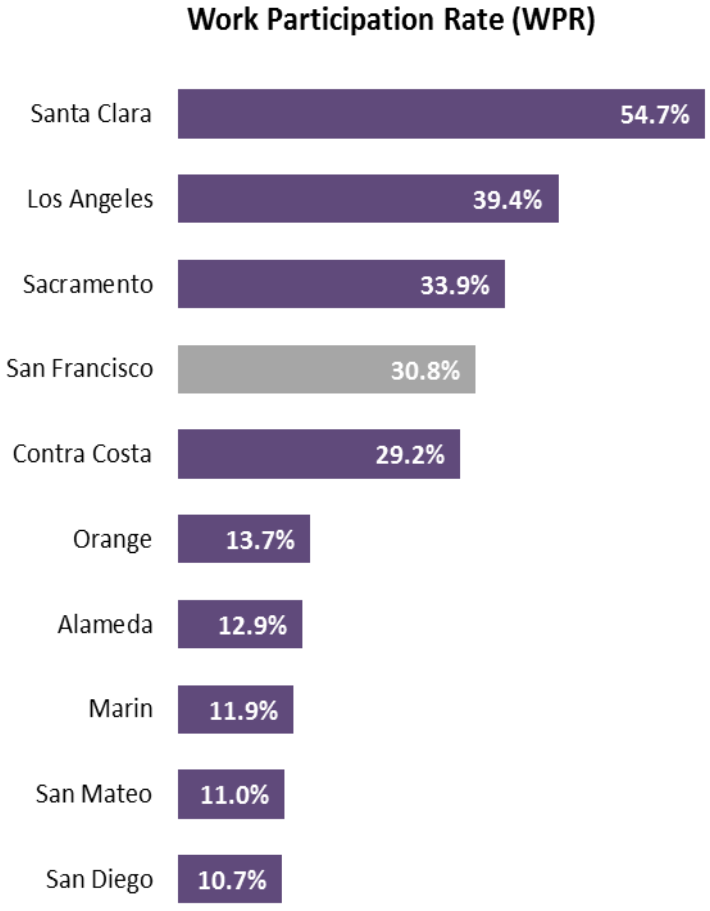
Each of California's 58 counties receive a single allocation in the form of a block grant to fund cash assistance, employment and training services, child care, housing support, transportation assistance, behavioral health services, and other supportive services for low-income families.

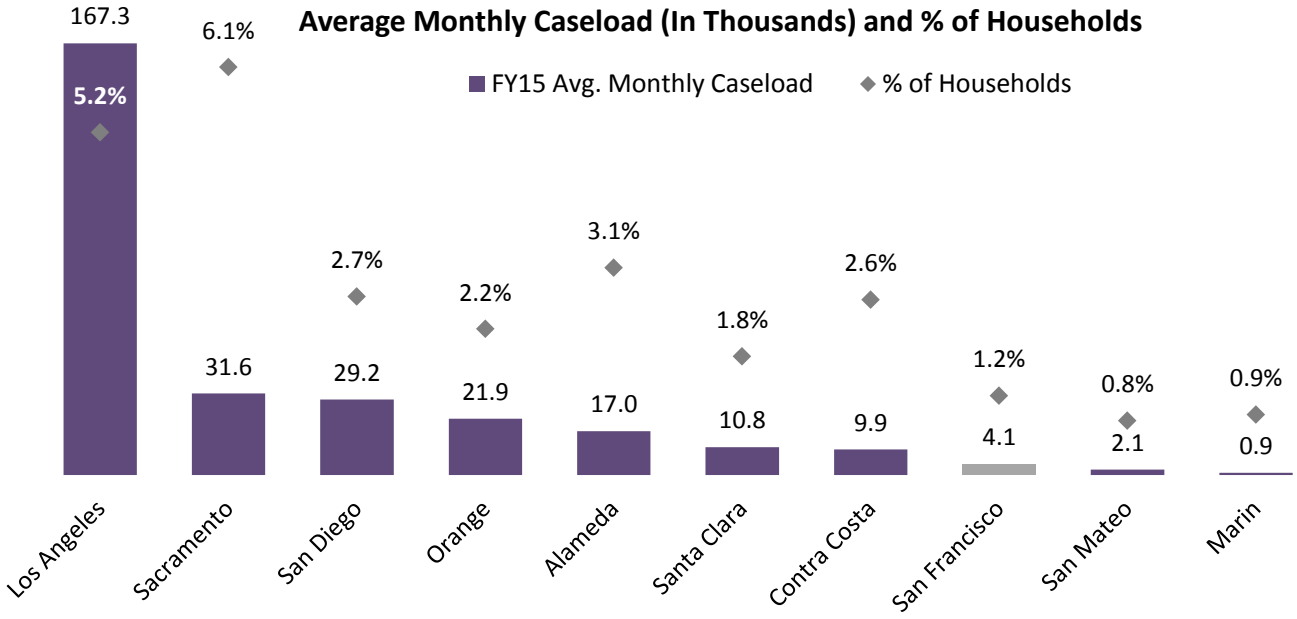
Counties receive state and federal funds to pay 97.5% of costs for cash assistance payments to CalWORKs families, and counties pay 2.5% of grant costs.

The Controller's Office sourced CalWORKs Federal Fiscal Year 2013 data from the California Department of Social Services CA 237 CW data tables and AB 1808 - Publications and Data Master Plan. Household data is sourced from 2010 Census figures.

CA 237 CW shows that San Francisco has lower average monthly enrollment than most other peer counties. San Francisco's work participation rate (WPR) is 30.8% compared to a peer average of 24.8%, and is the fourth highest.

WPR is a significant CalWORKs program measure, as CalWORKs participants are required to participate in welfare to work activities as a condition of receiving aid.





In-Home Support Services

In-Home Supportive Services (IHSS), a benefit tied to Medi-Cal, helps pay for caretaking services so that elderly and disabled individuals can remain safely in their homes. To be eligible, individuals must be over 65 years of age, or disabled, or blind. Disabled children are also potentially eligible for IHSS. IHSS is considered an alternative to out-of-home care, such as nursing homes or board and care facilities.

The San Francisco Human Services Agency (HSA) administers IHSS by determining client eligibility, authorizing caretaker hours, and managing clients. Once clients are approved, providers are paid through a statewide IHSS payroll system. The San Francisco IHSS Public Authority keeps a provider registry to serve clients who do not know someone able to work for them. The Public Authority also provides a Peer Mentoring service for clients, as well as an emergency on call service when a client's providers are unavailable. A small percentage of clients have severe disabilities are contracted out to Homebridge, a home-care service non-profit.

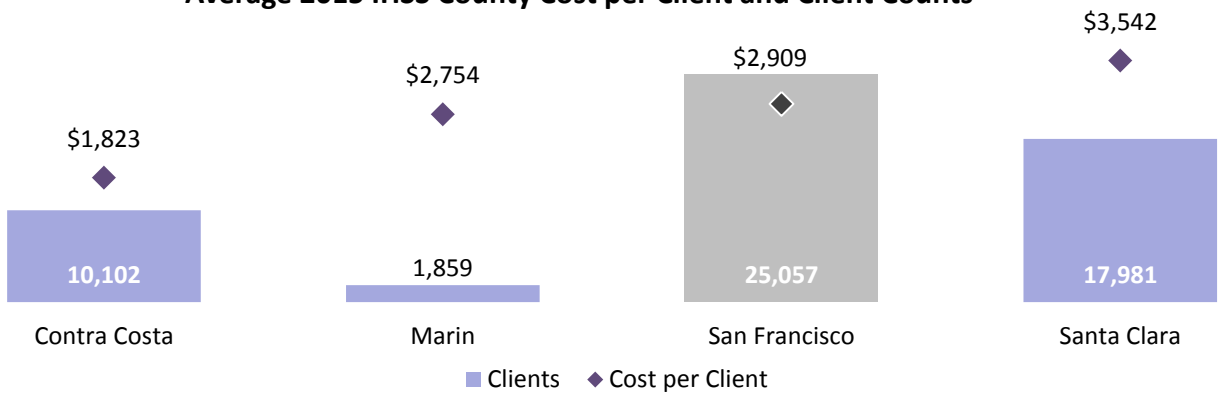
IHSS services are funded by a combination of federal, state, and local dollars. In FY15, San Francisco's share of total program costs (also known as Maintenance of Effort) was $74,945,711.

The Controller's Office conducted surveys to obtain IHSS hours and client data from peer counties and sourced FY15 IHSS funding/cost information from "Final FY 2014-2015" information contained in the California Department of Social Services' CFL 15/16-38 (February 2, 2016).

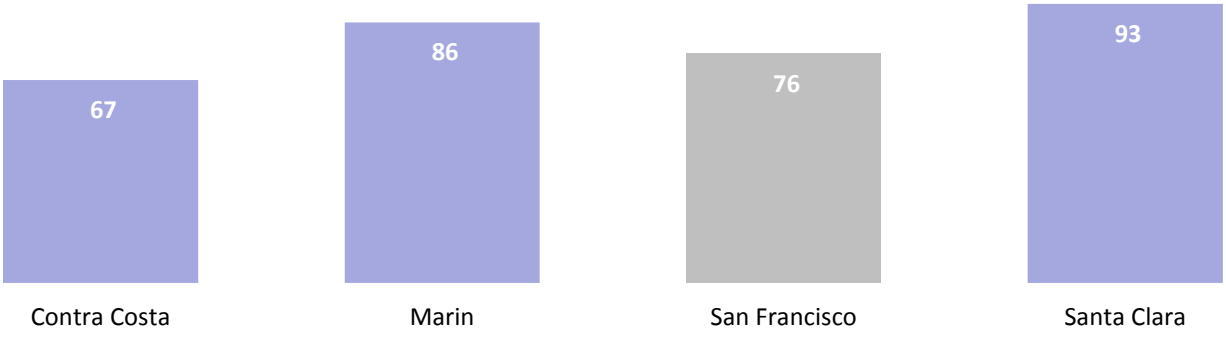
In FY15, San Francisco had the highest number of IHSS clients and the second highest average cost to the county per client. Cost per client is calculated using the local share of program costs only. Program costs are driven primarily by caretaker wages that are governed by labor agreements. Therefore, average costs per client are correlated with the cost of living in a given county. They are also indicative of the intensity of required care, which translates into greater caretaker hours.

San Francisco had the third highest average caretaker hours per IHSS client. So while San Francisco had the most clients in FY15, the intensity of required services were lower compared to Santa Clara and Marin.

Average 2015 IHSS County Cost per Client and Client Counts



Average Monthly Hours per IHSS Case



Homelessness

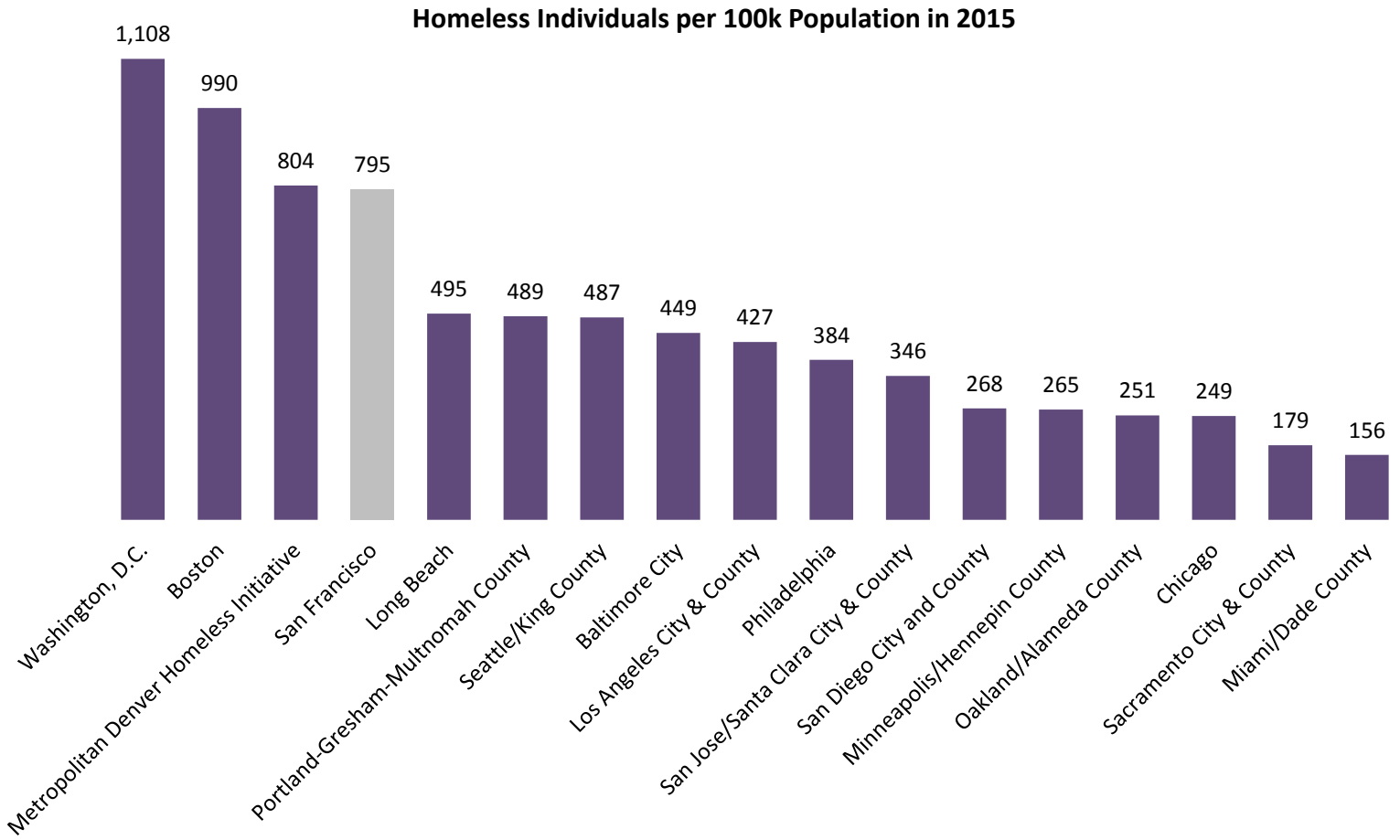
Homelessness, basically understood, is the condition of not having a permanent residence. Homelessness can affect anyone, and can be caused by a number of factors including lack of social and familial supports, job loss, domestic violence, lack of affordable housing, mental illness, and addiction.

The Controller's Office sourced homeless data from the U.S. Department of Housing and Urban Development (HUD), 2015 Point-In-Time (PIT) count and Housing Inventory Count (HIC). It includes PIT and HIC estimates of homelessness and estimates of chronically homeless persons, homeless veterans, homeless children and youth. The jurisdictions in charts below are Continuums of Care (CoC), HUD's observed geographic units for homelessness. The CoC Program is HUD-run and provides funding to nonprofit service providers, and state & local governments to rehouse homeless individuals and families.

Overall, San Francisco ranks fifth of 17 peer CoCs in the number of homeless individuals per 100,000 resident population. Examining particular sub-populations, 24% and 8% of San Francisco's homeless individuals are chronically homeless and homeless veterans, respectively, compared to a peer average of 21% and 9%.

San Francisco stands out for having the highest proportion of unaccompanied homeless youth– 22% compared to a 7% peer average. Homeless youth are classified as individuals "under the age of 25 who are experiencing homelessness on their own, not in the company of their parent or guardian."

San Francisco also conducts its own PIT counts using a different methodology that has historically yielded results different from HUD. Please see the Data Notes section for links to these reports.



Population Health

POPULATION HEALTH

This section highlights indicators of county-level population health. To control for potential differences in health outcomes due to varying state healthcare systems peers are exclusively California counties. San Francisco, unlike its peers, is both a city and a county and is densely-populated, with approximately 47 square miles in land area. Its entirely urban composition differs significantly from other peers that contain a mix of urban and suburban areas.

Overall, San Francisco displays a mixed, sometimes counterintuitive, set of health indicators. San Francisco performs well in health insurance coverage rates. It ranks second highest in levels of food insecurity, but ranks very low in terms of obesity and diabetes prevalence. San Francisco's population has high rates of chlamydia and HIV compared to peer counties. Among additional indicators, San Francisco ranks first in terms of the number of mental health providers per 100,000 population.

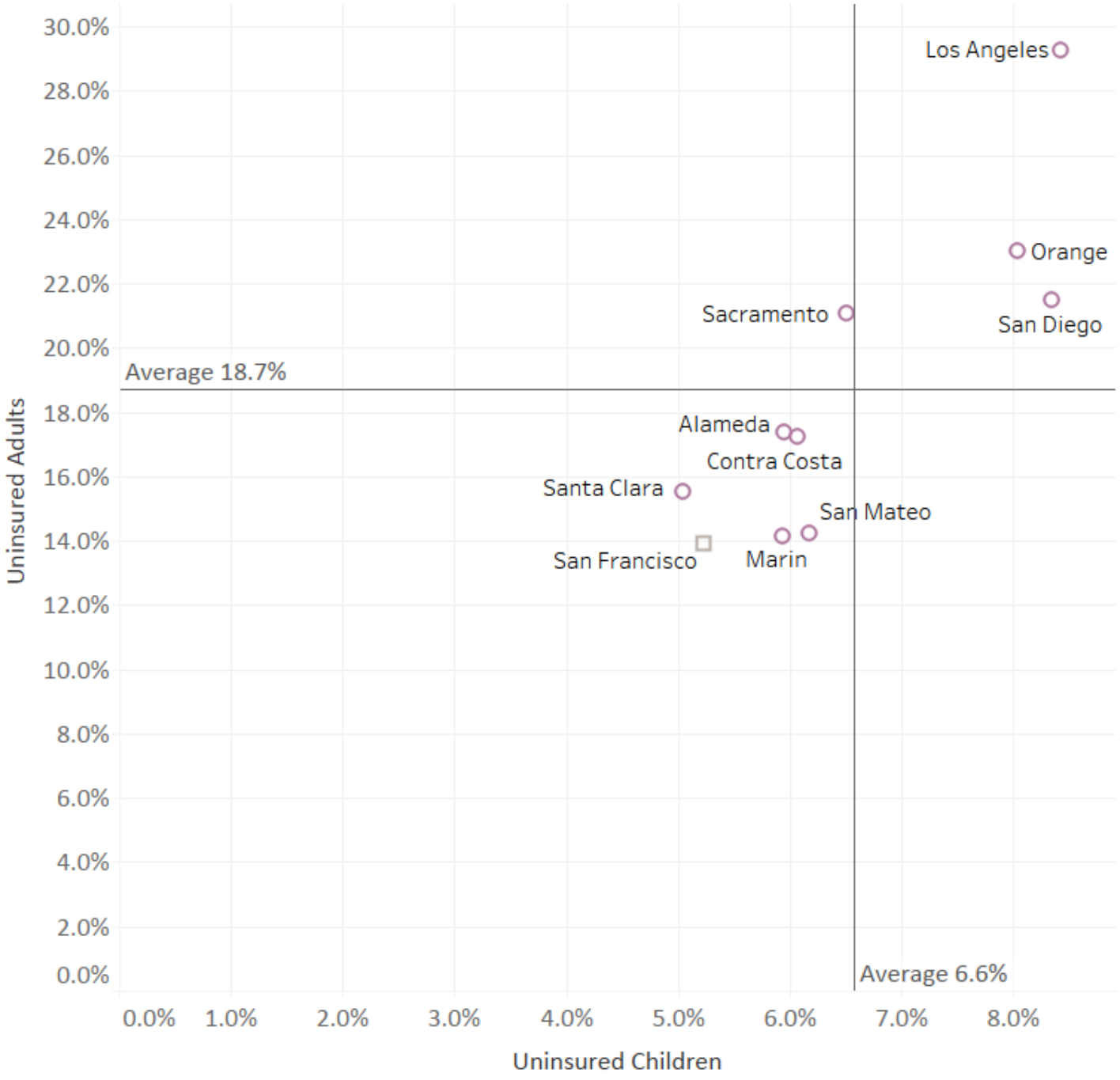
Data for this section comes from The Robert Wood Johnson Foundation's (RWJ) 2016 County Health Rankings. All data in this section comes from this 2016 report, but the data underlying the measures are sourced by RWJ from a variety of institutions and a range of years, though none earlier than 2011. Specific sources and years that the data represent are noted on measure pages.

TOPIC	MEASURE	PEER AVG
Health Insurance Coverage	San Francisco had the second smallest percentage of uninsured children, at **5.2%**, and the smallest percentage of uninsured adults, at **13.9%**, as of 2013	**6.6%** **18.7%**
General Health Indicators	San Francisco County has **794** mental health providers per 100,000 population, ranking first among peers	**390**
	11.5% of adults in San Francisco County smoke, slightly above the peer average	**11.2%**
Food and Diet	**16%** of San Francisco's population was food insecure in 2014 meaning they lacked access to enough food for an active, healthy lifestyle	**13%**
Sexual Health	San Francisco's HIV Prevalence Rate of **2,004** cases per 100,000 population is nearly four times greater than the second highest ranked county	**503**

Health Insurance

The below scatterplot captures the percentage of adults and children uninsured in each peer county. This data comes from 2013 U.S. Census Small Area Health Insurance Estimates. San Francisco has the second smallest percentage of uninsured children at 5.2%, and the smallest percentage of uninsured adults at 13.9%, among this peer group.

Percentage of Uninsured Children and Adults

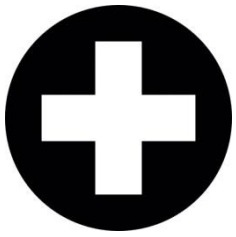


General Health Indicators

The Robert Wood Johnson Foundation's 2016 County Health Rankings capture a wide variety of health indicators. Below are four measures selected on the basis of representing general health. For each measure, San Francisco's value is presented along with San Francisco's rank within the group of ten California counties by peer average. The four measures are straightforward with the exception of Preventable Hospital Stay Rate. This measure represents the number of hospital stays for ambulatory care sensitive conditions per 1,000 Medicare enrollees. High blood pressure is an example of ambulatory care sensitive conditions, which if managed properly, do not require hospital admission.

San Francisco compares well with peer counties in infant mortality rate and mental health providers, but does not fare as well for smoking and preventable hospital stays. In rankings below, higher numbers are better.

Infant Mortality Rate per 100K Births



San Francisco 3.6
Rank 3 of 10
Peer Average 4.2

Mental Health Providers per 100K Pop.

San Francisco 794
Rank 1 of 10
Peer Average 390

Percentage of Adults who Smoke

San Francisco 11.5%
Rank 7 of 10
Peer Average 11.2%

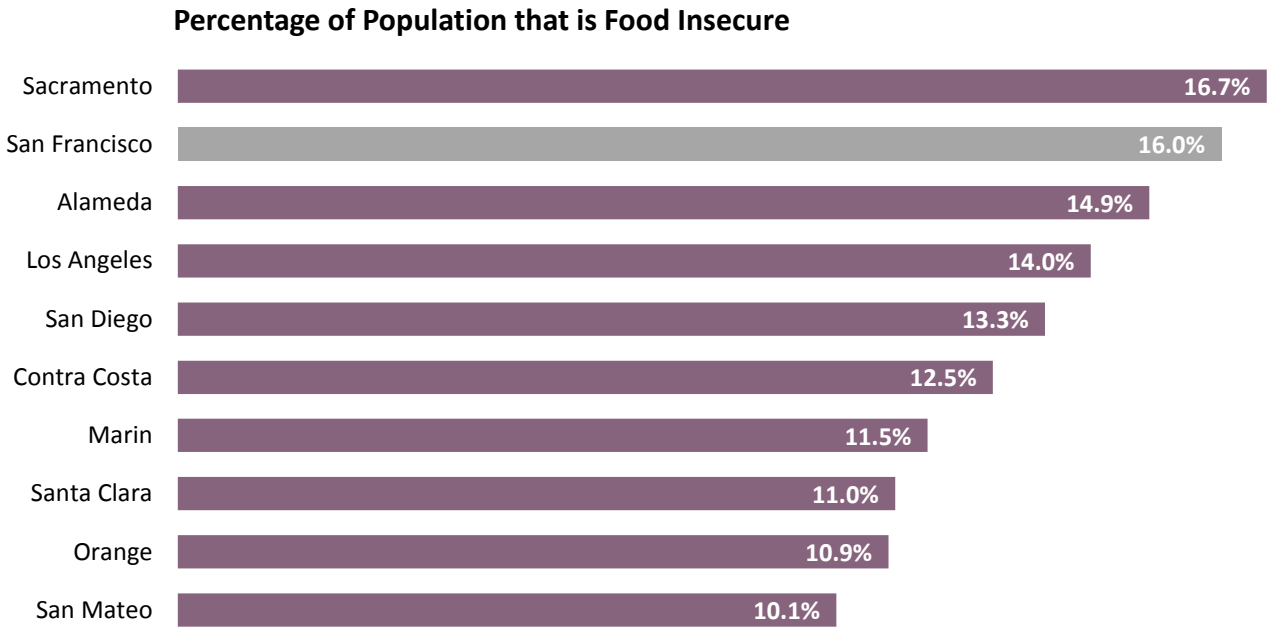
Preventable Hospital Stay Rate

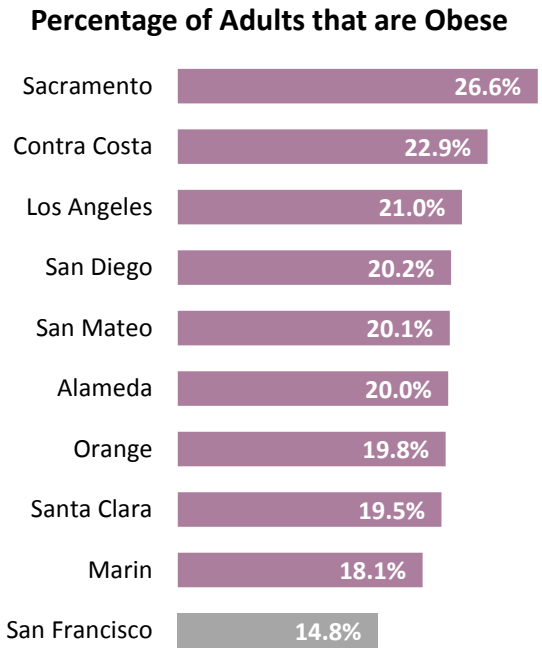
San Francisco 35
Rank 6 of 10
Peer Average 35

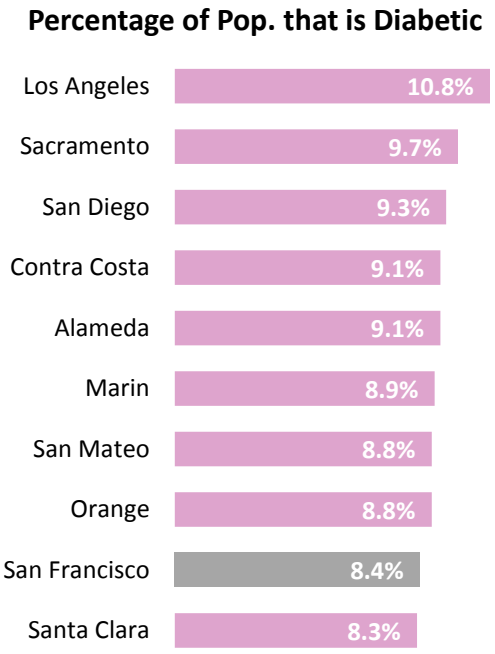
Food and Diet

Access to healthy food and diet choices greatly impact individual health. The top chart uses data from Feeding America's 2014 Map the Meal Gap dataset to compare peer counties by food insecurity. Food insecurity is a USDA metric of individuals' lack of access to enough food for an active, healthy life. San Francisco ranks second highest in this measure and above the peer average of 13.1%.

The bottom two charts display 2012 Center for Disease Control data on the percentage of adults that are obese (those with a body mass index greater than or equal to 30) and the percentage of the population that is diabetic. San Francisco ranks at or near the bottom of the peer group on both measures. San Francisco is below the peer average for each measure at 20% and 9.1%, respectively.



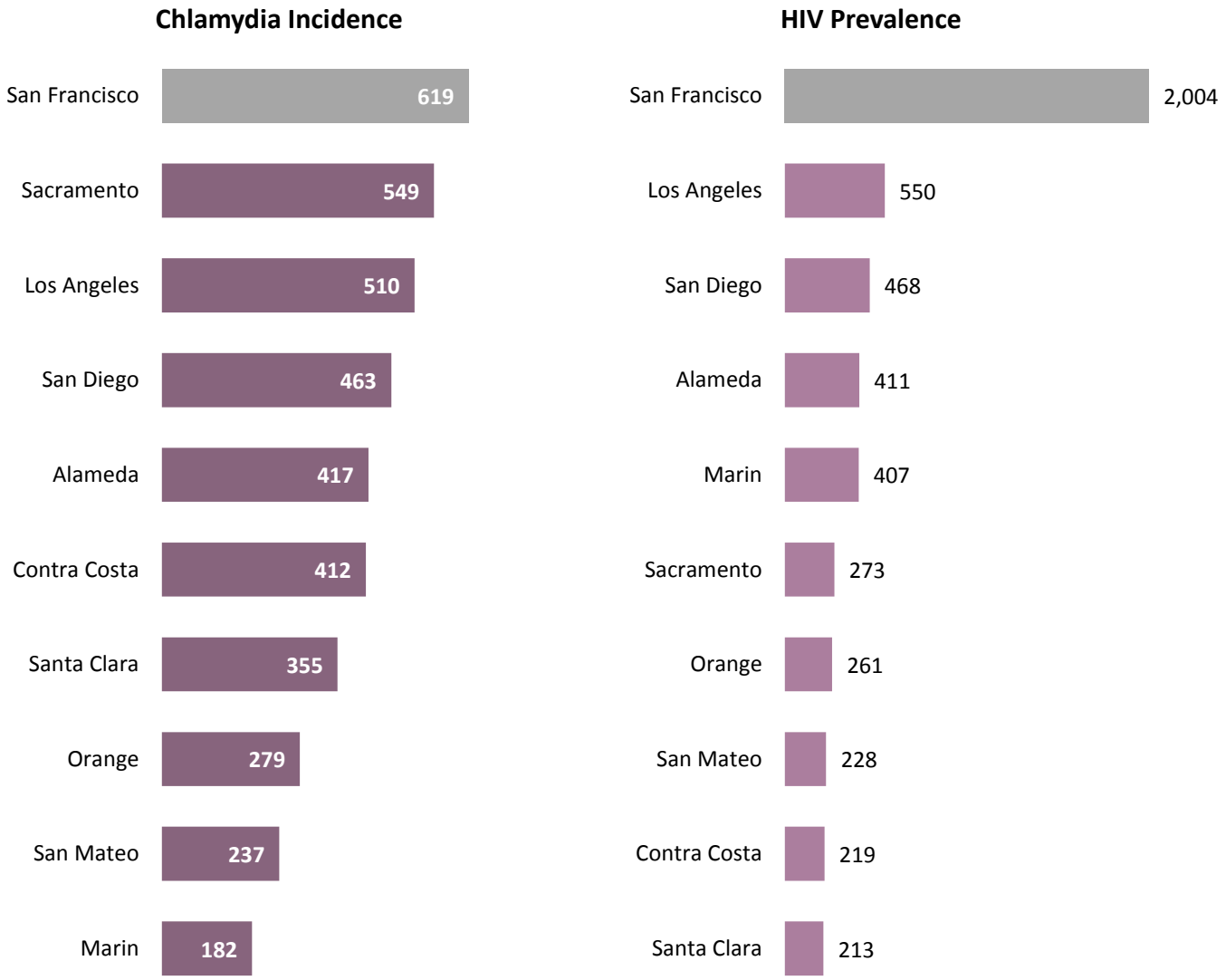




Sexual Health

The below charts capture the incidence of chlamydia and prevalence of HIV in San Francisco. Incidence is the number of newly diagnosed cases per population, while prevalence is the proportion of the population diagnosed during a given time. Chlamydia data is for calendar year 2013 and comes from the National Center for HIV/AIDS, Viral Hepatitis, STD, and TB Prevention. HIV data is from calendar year 2012 and comes from the National HIV Surveillance System.

San Francisco is well above the peer average in both measures. San Francisco had an incidence of 619 cases of chlamydia per 100,000 population compared to a peer average of 402, and 2,004 HIV cases per 100,000 population compared to a peer average of 503.



Demographics Data Notes

Population versus Daytime Population

Population (also referred to as Resident Population) is the number of people who live in each city according to the 2014 US Census. (https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Daytime Population is calculated for each city by taking :

- Total Population (Table B01003 of 2014 US Census)
- adding the Worker Population (B08604)
- subtracting Workers who work in place of residence (B08008)
- subtracting Workers who work outside place of residence (B08008)
- and then adding an approximation for tourism
    - This additional tourism estimate is based on the number of available hotel rooms in a jurisdiction and an assumption of 1.8 people per room and a 75 percent occupancy rate.

Population, Area, Density

Total Population for each city (Table B01003 of 2014 US Census). Area comes the US Census. Density is calculated by dividing the population data by area for each city.
(https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Age

Table S0501 of the 2014 US Census.
(https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Race and Ethnicity

Table S2301 of the 2014 US Census.
(https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Housing and Household Income

Data on renter versus owner-occupied property comes from Table S0501 of the 2014 US Census. Data on household income and housing costs come from the 2014 US Census – Tables B19025, B25060, B25089, B19001. (https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Demographics Data Notes

Worker Income and Unemployment

Cost of Living data comes from C2ER, Arlington, VA, ACCRA Cost of Living Index, Annual Average 2010 (http://www.infoplease.com/business/economy/cost-living-index-us-cities.html).

Worker Income data comes from Table S0501 of the 2014 US Census. (https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Unemployment figures come from the US Bureau of Labor Statistics "Unemployment Rates for Large Metropolitan Areas" December 2016, not seasonally adjusted. (https://www.bls.gov/web/metro/laulrgma.htm#laulrgma.f.p)

Educational Attainment

Table S2301 of the 2014 US Census.

(https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Livability Data Notes

The San Francisco Controller's Office contacted the following agencies with a request to participate in benchmarking surveys: Baltimore Public Works, Baltimore Department of Transportation, Chicago Department of Streets and Sanitation, Chicago Department of Transportation, Denver Public Works, Long Beach Department of Public Works, Minneapolis Park & Recreation Board, Oakland Public Works Agency, Philadelphia Fairmount Park Street Tree Management Division, Philadelphia Streets Department, Portland Bureau of Development Services, Portland Trees, Portland Bureau of Transportation, Sacramento Public Works, Sacramento Recycling and Solid Waste Division, San Diego Street Division, San Francisco Department of Public Works, San Jose Department of Transportation, Seattle Department of Transportation, Washington Department of Public Works.

Recreation and Parks: Space and Use

The Trust for Public Land: 2015-City Park Facts-Parkland-Density (https://www.tpl.org/2015-city-park-facts)

Recreation and Parks: Spending and Staffing

The Trust for Public Land: 2015-City Park Facts-Spending and Staffing Data (https://www.tpl.org/2015-city-park-facts)

Library Sections

Public Library Association: Public Library Data Service (PLDS) Statistical Report digital database (http://www.plametrics.org/index.php)

Environment: Water Use

The Pacific Institute: California Water Use Data Table (http://www2.pacinst.org/gpcd/table/)

California State Water Resources Control Board, Factors that Affect R-GPCD (http://www.waterboards.ca.gov/waterrights/water_issues/programs/drought/docs/factors.pdf)

Peer water districts do not in all cases 100% correspond to counties or cities. Some counties and cities may have multiple water districts that services residents. For the purposes of this report, the Controller's Office selected the top 1-2 water districts that served the majority of residents in a given peer county or city.

Water District Peers
Alameda County Water District
Contra Costa Water District
East Bay Municipal Utilities District
Long Beach, City of
Los Angeles Department of Water and Power
Marin Municipal Water District
Sacramento, City of
San Diego, City of
San Jose, City of
San Jose Water Company
SF Public Utilities Commission

Livability Data Notes

Environment: Air Quality

U.S. Environmental Protection Agency Air Data: Air Quality Data Collected at Outdoor Monitors Across the US (https://www.epa.gov/outdoor-air-quality-data)

AQI peers are as follows:

County
Los Angeles
San Diego
Sacramento
Philadelphia
Alameda
Santa Clara
King
Denver
Baltimore
Cook
Hennepin
District of Columbia
Marin
Suffolk
Contra Costa
Miami-Dade
San Francisco
Multnomah
San Mateo

Public Works: Pavement Condition

Applicable survey questions were as follows:

- Does your jurisdiction measure pavement condition index (PCI)?
- What was your jurisdiction's PCI number at last measurement?
- What was the last calendar year in which PCI was measured?

Public Works: Street Cleaning

Applicable survey questions were as follows:

- What was your jurisdiction's FY15 total actual spending on mechanical and manual street cleaning?
- What was your jurisdiction's number of FY15 FTEs for job functions related to street cleaning, manual and mechanical?

City	Total Spending (Overhead Included)
San Jose	$3,100,000
Philadelphia	$3,500,000
San Diego	$5,500,000
Baltimore	$23,106,681
San Francisco	$23,773,367

City	Total Spending (No Overhead)
Seattle	$5,700,000
Chicago	$11,259,672
San Francisco	$53,540,000

Livability Data Notes

Public Works: Street Resurfacing

Applicable survey questions were as follows:

- What was your department's FY15 actual spending on In-House road resurfacing/paving?
- What was your department's FY15 actual spending on Contracted road resurfacing/paving?
- In General, Are overhead costs included in your reported totals? For example, costs for in-house management staff
- Did you include base and reconstruction (defined as repairs 8”-12” below pavement surface) costs in your reported in-house and contract amounts?
- What type of roadway materials does your department use? 1) Composite (asphalt surface and concrete base), 2) Asphalt Only
- Did you include “soft” costs in your reported total? For example, project management costs, consultants costs (i.e., non-construction costs) If Yes, for how much of the totals does it account?
- What was your FY15 total number of in-house FTEs with road resurfacing job functions?
- What was the total number of blocks resurfaced/paved by your department?

Peer City	Total Road Resurfacing Spending
Baltimore	$21,573,536
Chicago	$88,722,981
Denver	$12,934,901
Philadelphia	$15,000,000
Portland	$5,816,000
Sacramento	$5,900,000
San Diego	$11,146,430
San Francisco	$53,200,000
San Jose	$9,200,000
Seattle	$25,200,000

Because contract services do not always track overhead, Street Resurfacing overhead amounts may or may not be included in contract dollar totals in the chart *Contract v. In-House Road Resurfacing Spending per Sq. Mi. (No Overhead).* In-House dollar totals are representative of jurisdictions’ spending that does not include overhead.

Livability Data Notes

Public Works: Pothole Repair

Applicable survey questions were as follows:

- What was your department's FY15 actual spending on pothole service?
- Does your jurisdiction have a pothole service response time goal? (e.g., 90% requests responded to in 72 hours) If yes, what is the completion goal? (Please specify hours, calendar days, or business days) If yes, what percentage of responses met your time to completion goal?
- What was your average time-to-completion from when a request was initiated?
- What roadway defects are considered potholes for the purpose of this response time goal?
- What is the event that starts the time measurement? (e.g. receipt of report by 311, or dispatch to repair crew, etc.)

Public Works: Urban Forestry

Applicable survey questions were as follows:

- Is your jurisdiction legally responsible for the maintenance of trees located on street right of ways?
- If yes, what was the FY15 total amount spent on maintaining trees located on street right of way
- If yes, how many trees are located in your jurisdiction on street right of ways for which your department is responsible for maintaining?
- What proportion/how many of your reported street right-of-way trees do you maintain on a yearly basis?

Public Safety Data Notes

Crime

Table 8 of the 2015 Crime in the United States tables of the FBI's Unified Crime Reporting (UCR) Program. (https://ucr.fbi.gov/crime-in-the-u.s/2015/crime-in-the-u.s.-2015)

Population (also referred to as Resident Population) is the number of people who live in each city according to the 2014 US Census. (https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Daytime Population is calculated for each city by taking :

- Total Population (Table B01003 of 2014 US Census)
- adding the Worker Population (B08604)
- subtracting Workers who work in place of residence (B08008)
- subtracting Workers who work outside place of residence (B08008)
- and then adding an approximation for tourism
    - This additional tourism estimate is based on the number of available hotel rooms in a jurisdiction and an assumption of 1.8 people per room and a 75 percent occupancy rate.

Please note that crime data for Portland was unavailable.

Police Staffing

Table 78 of the 2015 Crime in the United States tables of the FBI's Unified Crime Reporting (UCR) Program. (https://ucr.fbi.gov/crime-in-the-u.s/2015/crime-in-the-u.s.-2015)

Population (also referred to as Resident Population) is the number of people who live in each city according to the 2014 US Census. (https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Daytime Population is calculated for each city by taking :

- Total Population (Table B01003 of 2014 US Census)
- adding the Worker Population (B08604)
- subtracting Workers who work in place of residence (B08008)
- subtracting Workers who work outside place of residence (B08008)
- and then adding an approximation for tourism
    - This additional tourism estimate is based on the number of available hotel rooms in a jurisdiction and an assumption of 1.8 people per room and a 75 percent occupancy rate.

Please note data on police staffing for Chicago was unavailable.

Public Safety Data Notes

The San Francisco Controller's Office contacted the emergency call centers and county jails for each peer. The Controller's Office requested each of these contacts to participate in benchmarking surveys.

911 Calls

Applicable survey questions were as follows:

- Number of total 911 calls received during fiscal year (year-end 2015)
- Does your department measure the time between when a 911 call arrives at the Public Safety Answering Point (PSAP) and when a dispatcher answers the call?
- For fiscal year-end 2015, the number of 911 calls answered by staff within 10 seconds of when the call arrives at the PSAP:

Of the 16 cities which were contacted, eight cities provided information. One city, Miami, was only able to provide data from April to December 2015. This data was used to calculate a monthly average rate and then multiplied by 12 to approximate a total call volume.

Jail

Applicable survey questions were as follows:

- Total Actual County Jail Expenditure for fiscal year-end 2015. For custody only, not including programs.
- Average Daily Jail Population: The fiscal year average (for fiscal year-end 2015) of the total daily population of the County's jail(s)

County Population for counties comes from Total Population (Table B01003 of 2014 US Census) (https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Of the 16 counties which were contacted, six provided information in the surveys. Of those six, all provided data for fiscal year ending in 2015 except San Diego. San Diego's data comes from fiscal year 2013. The Controller's Office followed up with two jurisdictions by phone, Washington and Philadelphia, to obtain information for the same survey questions. The Philadelphia Department of Prisons oversees both jails and prisons. Philadelphia's jail expenditures figure comes from feedback to use an estimate of 80% of the Department of Prisons expenditures on custody. This suggestion and the figure for Average Daily Jail population came from Department of Prisons staff.

Emergency Medical Services (EMS)

Data comes from publically available reports on cities' websites or from contacting peer city staff by phone and requesting data for these measures. All data comes from 2014, 2015 or 2016. Please note that San Jose and Los Angeles have available data on their performance goals, but do not report on-time performance in the same way as other peers.

Transportation Data Notes

Commuting Habits – How Workers Commute

Table S0801 of the 2014 American Community Survey (https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Commuting Habits – Vehicle Availability for Workers

Table S0801 of the 2014 American Community Survey(https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)

Congestion

2015 Urban Mobility Scorecard Report from the Texas A&M Transportation Institute. The peers for this measure are the following regions:

Philadelphia PA-NJ-DE-MD
Miami FL
Chicago IL-IN
Sacramento CA
Boston MA-NH-RI
Denver-Aurora CO
Minneapolis-St. Paul MN-WI
Portland OR-WA
Baltimore MD
Washington DC-VA-MD
Seattle WA
San Diego CA
San Francisco-Oakland CA
San Jose CA
Los Angeles-Long Beach-Anaheim CA

https://mobility.tamu.edu/ums/report/

Traffic Fatalities

Fatality Analysis Reporting System (FARS) of the National Highway Traffic Safety Administration. The measure uses 2014 data from FARS to capture the number of traffic fatalities, which includes both vehicle occupants as well as non-vehicle occupants (e.g. pedestrians).

(https://www.nhtsa.gov/research-data/fatality-analysis-reporting-system-fars)

Transportation Data Notes

Public Transportation

For Public Transportation measures, data comes from the National Transit Database (https://www.transit.dot.gov/ntd). All figures are for 2014. This database tracks information by transit system. The systems used in this report are:

City	System
Baltimore	Maryland Transit Administration
Boston	Massachusetts Bay Transportation Authority
Chicago	Chicago Transit Authority
Dallas	Dallas Area Rapid Transit
Denver	Denver Regional Transportation District
Houston	Metropolitan Transit Authority of Harris County, Texas
Long Beach	Long Beach Transit
Los Angeles	Los Angeles County Metropolitan Transportation Authority dba: Metro
Miami	Miami-Dade Transit
Minneapolis	Metro Transit
Oakland	Alameda-Contra Costa Transit District
Philadelphia	Southeastern Pennsylvania Transportation Authority
Pittsburgh	Port Authority of Allegheny County
Portland	Tri-County Metropolitan Transportation District of Oregon
Sacramento	Sacramento Regional Transit District
San Diego	San Diego Metropolitan Transit System
San Francisco	San Francisco Municipal Railway
San Jose	Santa Clara Valley Transportation Authority
Seattle	King County Department of Transportation - Metro Transit Division
Washington	Washington Metropolitan Area Transit Authority

Public Transportation: Composition

Data comes from the National Transit Database using the Florida Department of Transportation's Integrated National Transit Database Analysis System. All figures are from 2014. (http://www.ftis.org/urban_iNTD.aspx)

Modes captured in "Other" include: Bus Rapid Transit, Cable Car, Commuter Bus, Commuter Rail, Demand Response, Inclined Plane, Monorail/Automated Guide, Street Car, Vanpool

Transportation Data Notes

Public Transportation: Size

National Transit Database using the Florida Department of Transportation's Integrated National Transit Database Analysis System. All figures are from 2014. All figures are for directly-operated service. (http://www.ftis.org/urban_iNTD.aspx)

Public Transportation: Usage

National Transit Database using the Florida Department of Transportation's Integrated National Transit Database Analysis System. All figures are from 2014. All figures are for directly-operated service. (http://www.ftis.org/urban_iNTD.aspx)

Public Transportation: Speed

National Transit Database using the Florida Department of Transportation's Integrated National Transit Database Analysis System. All figures are from 2014. All figures are for directly-operated service. (http://www.ftis.org/urban_iNTD.aspx)

Public Transportation: Major Vehicle Failures

National Transit Database using the Florida Department of Transportation's Integrated National Transit Database Analysis System. All figures are from 2014. All figures are for directly-operated service. (http://www.ftis.org/urban_iNTD.aspx) Data for San Diego was not included for this measure.

A Major Vehicle Failure is "A failure of some mechanical element of the revenue vehicle that prevents the vehicle from completing a scheduled revenue trip or from starting the next scheduled revenue trip because actual movement is limited or because of safety concerns." (https://www.transit.dot.gov/ntd/national-transit-database-ntd-glossary)

Public Transportation: Expense – Expense per Passenger Trip

National Transit Database using the Florida Department of Transportation's Integrated National Transit Database Analysis System. All figures are from 2014. All figures are for directly-operated service. (http://www.ftis.org/urban_iNTD.aspx)

Public Transportation: Expense – Farebox Recovery Ratio

National Transit Database using the Florida Department of Transportation's Integrated National Transit Database Analysis System. All figures are from 2014. All figures are for directly-operated service. Many of the peer systems (e.g., Washington DC's WMATA and Philadelphia's SEPTA) have distance-based fare structures for some modes, which tends to increase farebox recovery as travel over longer distances increases fares. San Francisco's Muni does not have distance-based fare structures. (http://www.ftis.org/urban_iNTD.aspx)

Finance Data Notes

General Obligation Bond Rating

Moody's as of April 2016.

Actual vs. Budgeted – Revenues and Expenditures

Moody's. The data for each city is for the fiscal year which ended in 2015, with four exceptions – Chicago, Denver, Minneapolis, Seattle. For these cities, the fiscal year ended in December 2014.

Total General Fund Balance

Moody's. The data for each city is for the fiscal year which ended in 2015, with four exceptions – Chicago, Denver, Minneapolis, Seattle. For these cities, the fiscal year ended in December 2014.

Debt Service Ratio

Moody's. The data for each city is for the fiscal year which ended in 2015, with four exceptions – Chicago, Denver, Minneapolis, Seattle. For these cities, the fiscal year ended in December 2014.

Pension

Moody's. The data for each city is for the fiscal year which ended in 2015, with four exceptions – Chicago, Denver, Minneapolis, Seattle. For these cities, the fiscal year ended in December 2014.

Other Post-Employment Benefits (OPEB)

Moody's. The data for each city is for the fiscal year which ended in 2015, with four exceptions – Chicago, Denver, Minneapolis, Seattle. For these cities, the fiscal year ended in December 2014.

Available Fund Balance

Moody's. The data for each city is for the fiscal year which ended in 2015, with four exceptions – Chicago, Denver, Minneapolis, Seattle. For these cities, the fiscal year ended in December 2014. Available Fund Balance is defined as the sum of Unassigned, Assigned, and Committed funds. Nonspendable and Restricted funds are excluded from the Available Fund Balance.

Safety Net Data Notes

The San Francisco Controller's Office contacted the following California County human service agencies with a request to participate in benchmarking surveys: Alameda, Contra Costa, Los Angeles, Marin, Orange County, Sacramento, San Diego, San Francisco, San Mateo, Santa Clara

Poverty

U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE) Program, 2015 Poverty and Median Household Income Estimates (http://www.census.gov/did/www/saipe/data/statecounty/data/2015.html)

All of the programs profiled are income based. Federal poverty level (FPL) is used to determine eligibility.

CalFresh

California Department of Social Services: CalFresh - Data Tables CF 296, DFA 256 (http://www.cdss.ca.gov/research/PG349.htm)

Applicable survey questions were as follows:

- What was your department's FY15 administrative claim amount for CalFresh?
- How much of the FY15 CalFresh claim amount was reimbursed?

Medi-Cal

California Department of Healthcare Services: Medi-Cal Certified Eligibles - Recent Trends (http://www.dhcs.ca.gov/dataandstats/statistics/Pages/Medi-Cal-Certified-EligiblesRecentTrends.aspx)

Applicable survey questions were as follows:

- What was your department's FY15 claim amount for Medi-Cal Administration?
- How much of the FY15 Medi-Cal Administration claim amount was reimbursed?
- How many unique FY15 MediCal clients did your office manage throughout FY15?

General Assistance

Applicable survey questions were as follows:

- What was your department's total FY15 amount of cash grants issued as General Assistance program benefits?
- How many unique FY15 General Assistance clients did your office manage?

Caseload numbers are approximate as counties reported their numbers using different methods. Varied reporting methods for General Assistance are indicative of the local nature of the program and the absence of standardized State or Federal reporting requirements. Counties reported cases as follows:

- Contra Costa: unduplicated clients
- San Francisco: average monthly caseload
- Marin: unduplicated clients
- Santa Clara: point-in-time count

Safety Net Data Notes

CalWORKs

California Department of Social Services: CalWORKs Data Tables CA 237 CW (http://www.cdss.ca.gov/research/PG276.htm)

California Department of Social Services: AB 1808 - Publications and Data Master Plan, County TANF Annual Work Participation Rates, FFY2013 (http://www.dss.cahwnet.gov/research/PG280.htm)

U.S. Census Bureau, 2010 Census. Summary File 1, Tables P17, P18, P28, P29, P37, P38, and P39 (https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml)

Applicable survey questions were as follows:

- What was your department's FY15 CalWORKs expenditure claim amount for all program allocations your county offers?
- How much of your total CalWORKs FY15 claim amount was reimbursed for all programs?
- How many unique FY15 CalWORKs clients did your office manage for all programs?

In-Home Support Services

California Department of Social Services: 2015/16 County Fiscal Letters – Allocations, CFL 15/16-38 (February 2, 2016) (http://www.dss.cahwnet.gov/lettersnotices/PG4790.htm)

Applicable survey questions were as follows:

- What was your department's FY15 Maintenance of Effort (MOE) amount?
- What was your department's total FY15 claim amount for all IHSS reimbursements?
- How much of the total FY15 claim amount was reimbursed by the state of California?
- How many FY15 unique IHSS clients did your department manage?
- How many FY15 care-taker hours were logged for IHSS clients?

All counties with the exception of Santa Clara reported annual unduplicated clients and total annual caretaker hours. Santa Clara reported a monthly average of caretaker hours. For comparative purposes, Santa Clara's reported caretaker hours contained in Safety Net charts are monthly averages multiplied by 12.

Homelessness

U.S. Department of Housing and Urban Development: 2015 Annual Homeless Assessment Report (AHAR), 2007 - 2015 Point-in-Time Estimates by CoC (https://www.hudexchange.info/resource/4832/2015-ahar-part-1-pit-estimates-of-homelessness/)

2015 San Francisco Point-In-Time Homeless Count & Survey (http://dhsh.sfgov.org/wp-content/uploads/2016/06/2015-San-Francisco-Homeless-Count-Report_0-1.pdf)

2009 San Francisco Homeless Count And Survey (http://www.sfhsa.org/asset/ReportsDataResources/HomelessCountFINALReportSF2009.pdf)

Population Health Notes

Data Sources

2016 County Health Rankings (http://www.countyhealthrankings.org/rankings/data)

Health Insurance

Small Area Health Insurance Estimates 2013

General Health

Percentage of Adults Who Smoke: Behavioral Risk Factor Surveillance System 2014

Preventable Hospital Stays: Dartmouth Atlas of Health Care 2013

Infant Mortality: Health Indicators Warehouse 2006-2012

Mental Health Providers: Centers for Medicare & Medicaid Services, National Provider Identification File 2015

Food and Diet

Food Insecurity: Feeding America, Map the Meal Gap 2014

Adult Obesity: Center for Disease Control, Interactive Atlas 2012

Diabetes Prevalence: Center for Disease Control, Interactive Atlas 2012

Sexual Health

National HIV Surveillance System 2012

National Center for HIV/AIDS, Viral Hepatitis, STD, and TB Prevention 2013