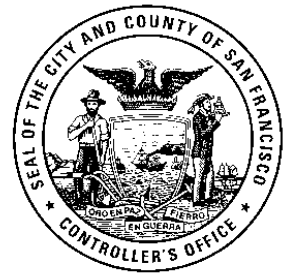
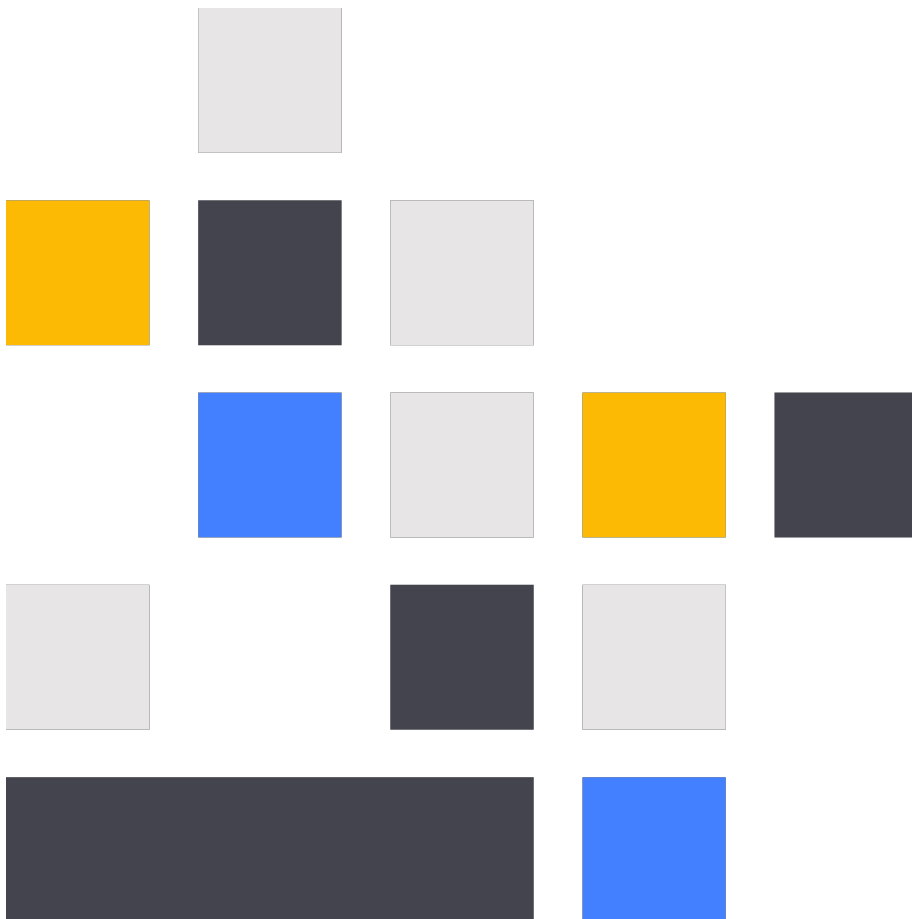


Annual Performance Results

City & County of San Francisco

Fiscal Year 2022-2023



December 18, 2023

City & County Of San Francisco
Office of the Controller
City Performance Unit

About the Controller's Office

The Controller serves as the chief accounting officer and auditor for the City and County of San Francisco. We are responsible for governance and conduct of key aspects of the City's financial operations, including:

- Operating the City's financial systems and issuing its financial procedures.
- Maintaining the City's internal control environment.
- Processing payroll for City employees.
- Managing the City's bonds and debt portfolio.
- Processing and monitoring the City's budget.

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, the City Performance Unit 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:

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ABOUT THE REPORT

San Francisco voters approved [Proposition C](#) in November 2003, which mandated the Controller's Office to monitor the level and effectiveness of public services provided by the City and County of San Francisco. Controller's Office created the Performance Program to partially fulfill this requirement. Specifically, the Program team collects fiscal year-end performance data from all the City's departments and publishes the data in the [Annual Performance Results Report](#) annually. This year's annual report consists of:

- Highlighted measures from six selected service areas in the [Performance Scorecards](#): Public Health, Homelessness, Transportation, Public Works, Public Safety, and Finance.
- An online Performance Measure Table by Department dashboard (please click this [link](#)).
- An online dashboard for the 800+ performance measures (please click this [link](#)).

Please learn more about the Performance Program by visiting its [website](#) at <https://sf.gov/san-francisco-performance-program>.

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Executive Summary

Fiscal Year 2022-2023 (FY23) marks the City's continuing focus on [long-term recovery](#) and the provision of resources to communities most impacted by the pandemic. Performance metrics in the selected service areas highlighted in this report reflect the progress made and challenges the City continued to face during the recovery.

Homelessness and Public Health. Homelessness and Public Health outcome metrics track direct exits from homelessness and the City's response to drug overdoses. Since FY21, the City doubled the number of households who exited homelessness, from 1,599 to 3,571 in FY23, as new housing and problem-solving resources became available. Department of Public Health added new and revised measures to track trends in the expansion of the City's efforts in overdose prevention and substance use services.

Transportation. Annual MUNI ridership increased by 11% to 131 million riders in FY23 but was still below the pre-pandemic high of 209 million riders in FY19. The number of traffic fatalities decreased by 6.5% in FY23 as the City continues to work towards Vision Zero goal of 0 traffic deaths. A historic high of 46% of the eligible population used the free or discounted Muni fare program in FY23, making transit access more equitable to low-income San Francisco residents.

Public Safety. While property crime remained stable and violent crime increased 5% in FY23, both were still slightly below the pre-pandemic high in FY19. The only exception was the auto-theft subcategory of property crime, which reported a 33% increase in incidences from FY22. In the emergency response area, the Percentage Of 911 Calls Answered Within 15 Seconds decreased to 77% (vs. the target of 95%) in FY23, while the Fire Department maintained its Percentage Of Ambulances Arrived On Scene Within 10 Minutes at 88% (vs. the target of 90%).

Public Works. The on-time response rate for street cleaning requests decreased to 79% (vs the target of 95%), while the response rate for pothole requests remained the same at 91% (vs the target of 90%).

Finally, in **Finance**, the City continued to maintain its financial health in FY23 with a prime Aaa General Obligation Bond rating and an increased Economic Stabilization Reserves amount of \$389.7 million.. However, this reserve amount is \$198.7 million lower than the City's peak of \$588.4 million in FY19.



Homelessness

| Measure | FY22 Result | FY23 Target | FY23 Result | FY22-23 Change |
|---|-------------|-------------|-------------|----------------|
| Homeless Population (individuals experiencing homelessness) | 7,754 | N/A | N/A* | N/A |
| Direct Exits from Homelessness (households exiting homelessness via city programs) | 3,063 | ≥1,920 | 3,571 | +16.6% |
| Prevention Assistance (households secured/maintained housing due to HSH grant) | 923 | ≥500 | 1,419 | +53.7% |
| Percent of Shelter Beds Used | 92% | ≥95% | 95% | +3.3% |

*U.S. Department of Housing and Urban Development (HUD) requires that all communities who receive federal funding for homelessness services conduct a count of people experiencing homelessness on a single night once every two years. [This is called the "Point-in-Time" \(PIT\) Count.](#) San Francisco's latest PIT Count was held in February 2022.

The Department of Homelessness and Supportive Housing ([HSH](#)) focuses on preventing and ending homelessness for people in San Francisco. It strives to make homelessness in San Francisco rare, brief, and one-time, through the provision of coordinated, compassionate, and high-quality services.

Direct Exits from Homelessness

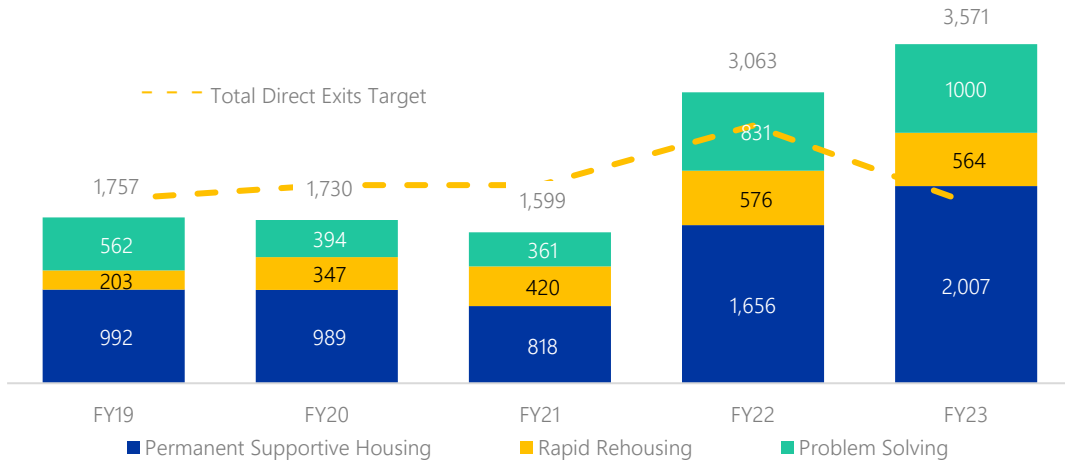
HSH operates programs to help households exit homelessness to housing. Direct exits are the number of households (both individuals and families) who exit homelessness each year through participation in three City programs.

Housing Problem-Solving interventions help people identify pathways to resolve their current housing crisis without needing ongoing shelter. Problem-solving can include conversations to identify real-time solutions, housing relocation assistance, financial assistance, connections to employment, referrals to services, or mediation with family, friends, landlords, or others. In FY23, about 1,000 households exited homelessness through a problem-solving intervention. Prior to FY21, housing problem-solving included only the Homeward Bound program, which provided relocation assistance. For FY21 onward, housing problem-solving exits include all types of assistance.

Rapid Rehousing (RRH) is a time-limited subsidy for tenants to live in private-market units and access supportive services. In FY23, about 564 households exited homelessness into rapid rehousing.

Permanent Supportive Housing offers long-term affordable housing with a range of supportive services, including case management and housing retention assistance. Tenants pay up to 30% of their income on rent. In FY23, about 2,007 households exited homelessness into permanent supportive housing.

Direct Exits from Homelessness by Fiscal Year



*The City sets targets, represented in the chart by the gold dashed line, for each measure years in advance. In this case, when performance targets were set, it was uncertain which program would open by the end of FY23. This explains why the City exceeded its target last fiscal year.

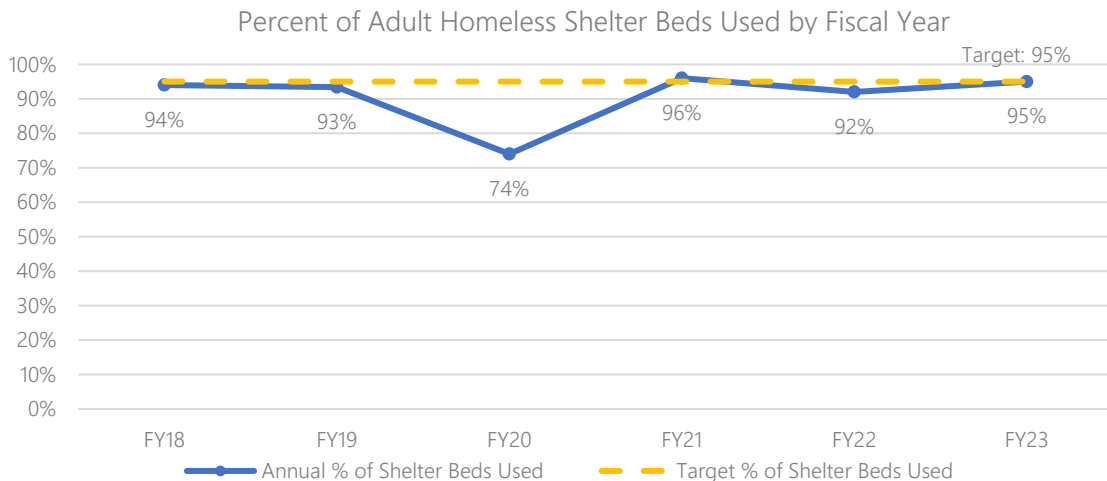
In FY23, 3,571 households exited homelessness through the three City programs listed above. Since FY21, the City has greatly increased the number of households who exited homelessness because new housing and problem-solving resources became available in FY22 and FY23.

Fewer households than expected received placements in FY20 and FY21 due to staffing challenges resulting from the COVID-19 pandemic. During that timeframe, HSH also shifted their emphasis to street outreach and providing safe shelter opportunities to allow vulnerable clients to isolate and quarantine in Shelter-In-Place hotels.

Performance data here may differ from those on the corresponding monthly [Scorecards](#) page. This is due to the different de-duplication methodologies used for annual and monthly data.

Percent of Adult Shelter Beds Used

[Temporary shelter and crisis intervention programs](#) provide temporary places for people to stay while accessing other services and seeking housing solutions. The City provides a range of different types of temporary shelter programs, including Emergency Shelters, Navigation Centers, Cabins, Trailers, and Urgent Accommodation Vouchers, among others. The City also offers crisis intervention programs, which provide overnight amenities, such as security, bathrooms, showers, food, and case management services, but do not fit the U.S. Department of Housing and Urban Development’s (HUD) definition of shelter.



HSH reports on the percentage of available temporary shelter beds for single adults that were used on a nightly basis over the year. This is the shelter occupancy rate for a subset of the City's temporary shelters. The City aims to fill 95% of available adult temporary shelter beds each year. In FY23, HSH reached its target, with 95% of shelter beds used on average. The Percent of Adult Shelter Beds Used has been within three percentage points of the 95% target in five of the past six years.

In FY20 only 74% of available beds were used. The drop in the percentage of beds used in FY20 was due to data complications caused by the COVID-19 pandemic. HSH changed data systems during that period when shelter management was under the purview of the City's COVID Command Center. At the same time, the City was limiting shelter occupancy to allow for social distancing. By FY21, HSH updated the metric to reflect reduced shelter capacity at the time, based on the number of available beds taking social distancing into account.

This measure includes only shelter beds that are open all year and are designated for single adults and, after FY20, transitional-age youth. The measure excludes temporary shelter beds that are only open during periods of high demand (such as winter shelters), beds designated for families, crisis intervention, and transitional housing slots. It also excludes temporary shelter beds that were not immediately available for placement. A bed may be unavailable for placement because it is undergoing maintenance, there is a lack of provider capacity to intake new clients, or beds are reserved for individuals who meet certain eligibility criteria. Learn more about the City's temporary shelter and crisis intervention services at the [HSH's website](#).



Public Safety

| Measure | FY22 Result | FY23 Target | FY23 Result | FY22-23 Change |
|--|-------------|-------------|-------------|----------------|
| Violent Crime (as defined by federal UCR standards* and reported) | 5,063 | 4,936 | 5,292 | +4.5% |
| Property Crime (as defined by federal UCR standards* and reported) | 46,568 | 45,404 | 46,306 | -0.6% |
| Thefts from Autos (thefts from vehicles reported, subset of UCR property crimes) | 21,257 | N/A | 28,263 | +32.9% |
| 9-1-1 Call Response Time (percent of calls answered by DEM dispatch within 15 seconds) | 87% | ≥95% | 77% | -11.5% |
| Ambulance Response Time to Life-Threatening Emergencies (percent of FIR calls responded to within 10 minutes) | 86% | ≥90% | 88% | +2.3% |
| Police & Emergency Management Response Time to Priority “A” Emergencies (median minutes to response) | 8.4 min | ≤8.0 min | 8.7 min | +4.6% |
| County Jail Population (average daily county jail population) | 797 | 1,100 | 818 | +2.6% |

*As the FBI system of classification UCR was recently sunset, the SFPD will submit under the FBI’s new NIBRS classification in the future.

Public safety measures track community and performance trends in law enforcement, emergency medical response, fire suppression, and the City’s jail and probation systems. This section features some of the City’s most essential public safety measures, including crime trends and emergency response times.

Property Crime and Violent Crime

The San Francisco Police Department (SFPD) tracks the number of reported crimes in the City and submits these data to the FBI each month. These data help describe the level and scope of crime occurring in the City.

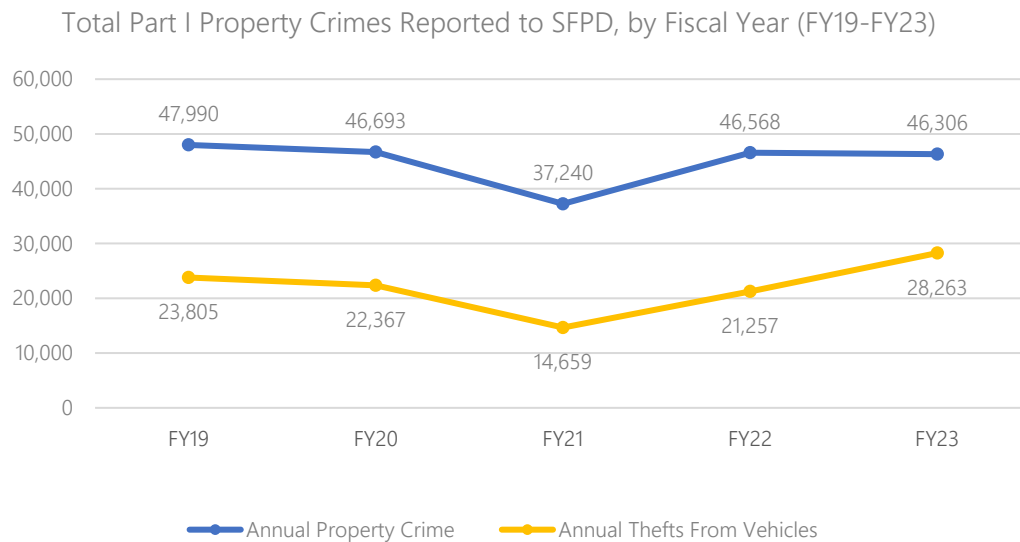
Offenses classified as “Part I” are serious crimes that happen regularly in all parts of the country and are likely to be reported to the police.

| Property Crime Categories | Violent Crime Categories |
|---|---|
| <ul style="list-style-type: none"> • Burglary • Larceny-Theft • Motor Vehicle Theft • Arson | <ul style="list-style-type: none"> • Criminal homicide • Rape • Robbery • Aggravated Assault • Human Trafficking |

Property Crime

In FY23, the SFPD reported 46,306 Property Crimes, which is a slight 0.6% decrease from FY22 and is lower than the 47,990 reported property crimes in pre-pandemic FY19.

The number of property offenses reported per 100,000 individuals of the population, or crime rate, decreased from FY19 to FY23, from 5,427 per 100,000 to 5,348 per 100,000.



Thefts from Vehicles

In FY23, the number of reported Thefts from Vehicles was 28,263, a 32.9% increase from FY22. It represented 61% of total Property Crimes reported in San Francisco and was the biggest driver for all property crimes in San Francisco.

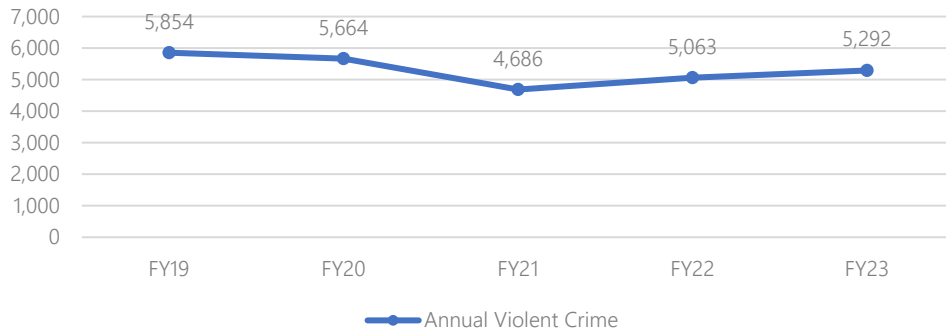
Violent Crime

In FY23, San Franciscans reported 5,292 incidents of violent crime, a 4.5% increase from FY22. Despite the increase, the number of reported violent crime remains below pre-pandemic levels. The number of violent offenses reported per 100,000 individuals of the population, or crime rate, decreased from FY19 to FY23, from 662 to 611.

In the recent Calendar Year [2023 San Francisco City Survey](#), 63% of respondents reported feeling safe walking alone in their neighborhood during the day. Thirty-six percent of respondents reported feeling safe walking alone in their neighborhood at night. Compared to the 2019 City Survey, this is a roughly 20% drop in daytime and nighttime walking safety.

Public perception of safety in San Francisco decreased despite violent and property offenses reported per 100,000 decreasing over the period FY19 to FY23.

Total Part I Violent Crimes Reported to SFPD, by Fiscal Year (FY19-FY23)



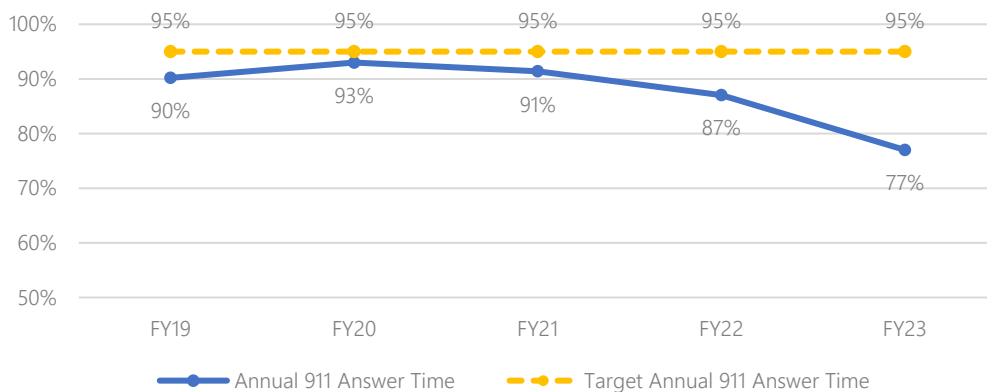
Emergency Response Times

9-1-1 Call Response Times

The Department of Emergency Management (DEM) runs the City’s 9-1-1 Dispatch Center. DEM’s target for answering 9-1-1 calls within 15 seconds is 95%. In FY23, the percentage of 9-1-1 calls answered within 15 seconds was 77%, 18 percentage points short of the target.

A staffing shortage among 9-1-1 dispatchers is the key factor driving the lag in response times. Pre-COVID staffing challenges were exacerbated by the COVID-19 hiring freeze and the subsequent loss of personnel due to the vaccine mandate. DEM engaged a recruiter during FY23 and is beginning to see gains in job applications and academy class enrollment. However, DEM takes 10 months on average to hire a new dispatcher and then another 10 months to fully train them. This means that even with the current hiring push, the true effects of that will not be seen until late 2024.

Percent of 9-1-1 Calls Answered within 15 Seconds by Fiscal Year (FY19-FY23)



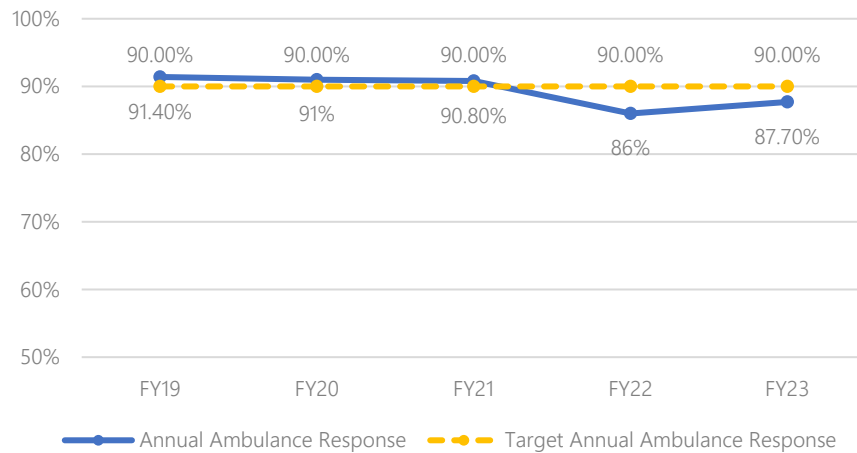
Ambulance Response Times

The San Francisco Fire Department Division of Emergency Medical Services (SFFD) responds to approximately 80 to 90% of 9-1-1 calls in the City requiring an ambulance. In a life-threatening medical emergency, first responders providing basic and advanced life support (BLS/ALS) arrive first at the scene

of the incident. First responders treat the patient until an ambulance arrives to transport the patient to the hospital if necessary. The City has a goal for 90% of ambulances to arrive on the scene of life-threatening medical emergencies within 10 minutes.

After reaching their target from FY19 to FY21, SFFD's ambulance response times were slightly slower in FY22 (86%) and FY23 (87.7%). However, response times did improve slightly in FY23. The number of Code 3 (life-threatening emergency) calls increased by 16% between FY22 and FY23, from 88,353 to 102,210. The department reports staffing and training challenges. SFFD fills open shifts with overtime pay and a variety of other mechanisms.

Percent of Ambulances that Arrive on Scene Within 10-Minutes to Life-Threatening Medical Emergencies, by Fiscal Year (FY19-FY23)





Public Health

| Measure | FY22 Result | FY23 Target | FY23 Result | FY22-23 Change |
|--|-------------|-------------|-------------|----------------|
| Health Insurance Coverage (percent of San Franciscans insured) | 97% | ≥97% | 97% | No Change |
| Health Network Enrollment (SFHN enrollees at end of year) | 111,392 | ≥110,000 | 118,118 | +6.0% |
| Primary Care Patient Satisfaction (percent of patients rating their provider as 9 or 10 on SFHN survey) | 87% | ≥86% | 85% | -2.3% |
| ZSFGH Occupancy Rate (average occupancy rate) | 102% | 95% | 104% | +2.0% |
| Daily Population at Laguna Honda Hospital (average daily number of patients) | 700 | N/A | 559 | -20.1% |
| Individuals receiving Substance Use Services (unique count of clients for the year)* | 15,310 | N/A | 14,952 | -2.3% |
| Individuals receiving Mental Health Services (unique count of clients for the year)* | 37,213 | N/A | 37,501 | +0.8% |
| HIV Viral Suppression Rate (clients at end of year) | 80% | ≥85% | 80% | No Change |

*New measures: These two measures were revised in FY23

N/A: Laguna Honda had no targets for FY23 while under recertification. DPH secured Medicaid recertification in August 2023 and continues to work towards Medicare recertification.

The San Francisco Department of Public Health (DPH) provides health care programs and services through hospitals, clinics, and specialty care programs through the San Francisco Health Network (SFHN) and DPH Behavioral Health Services Division. SFDPH also provides core public health services such as health protection and promotion, disease and injury prevention, disaster preparedness and response, and environmental health services through the DPH Population Health Division. DPH Behavioral Health Services-led overdose prevention activities are the focus in this report.

In-Focus: Overdose Prevention

Substance use care and treatment services can take place in primary care, specialty care settings, community-based settings, shelters and permanent supportive housing, among others, and may include outpatient treatment, medications for addiction treatment (MAT; e.g. buprenorphine and methadone), withdrawal management, residential treatment, and residential step-down.

In October 2022, DPH and Mayor London Breed introduced the City's Overdose Prevention Plan to reduce overdose deaths and address racial disparities. The plan builds on the City's previous and existing efforts, such as the expansion of mental health and substance use services for people experiencing homelessness under Mental Health San Francisco.

The four strategies of Overdose Prevention Plan are:

1. Increase availability and accessibility of the continuum of substance use services.
2. Strengthen community engagement and social support for people at high risk for overdose.
3. Implement a “whole city” approach to overdose prevention.
4. Track overdose trends and related drug use metrics to measure success and inform program development and change.¹

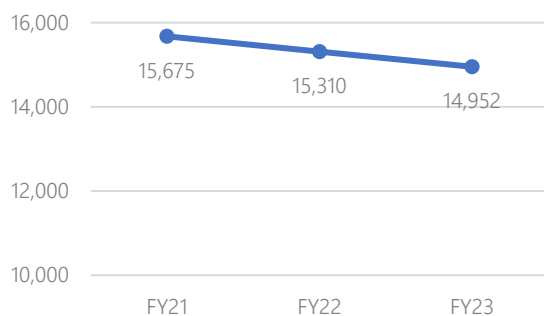
The City will receive funds from the settlement of opioid lawsuits against pharmaceutical companies and distributors to help address the harm caused by the opioid epidemic. The funds are budgeted in part for DPH spending to address the opioid crisis, as well as to cover the cost of the expansion of services at DPH and other City departments in recent years aimed at addressing the impacts of the opioid crisis.

This year’s report includes new and revised measures that will help track trends in expanding the City’s efforts in overdose prevention and substance use services. The measures do not have FY23 targets because targets are set in advance and begin with FY24. Historical results and FY23 results provide a baseline for future trends. The new measures in this section focus on the reach of services and treatments for substance use disorder and response to overdoses.

Individuals with Substance Use Disorder Receiving Services

This measure counts individuals diagnosed with a substance use disorder who are receiving substance use services in a variety of treatment settings across the SFHN. Individuals are counted once in the measure but may have received more than one service and does not include people seeking treatment in non-DPH settings and low-barrier DPH settings, such as SOMA Rise and street response teams.

Number of unique individuals with substance use disorder receiving services in SFHN



Substance use data is updated quarterly at <https://sf.gov/data/substance-use-services>.

The unique number of individuals with a substance use disorder receiving services in the SFHN over the past three fiscal years decreased from 15,675 in FY21 to 14,952 in FY23, a 4.6% decrease. DPH revised this measure to include services throughout the SFHN, including individuals who may only be receiving treatment for a condition related to their substance use diagnosis, replacing a measure that counted only individuals receiving substance use treatment services within DPH’s specialty behavior services programs. The FY24 goal is 16,200 individuals, and historical results for FY21 and FY22 use the revised methodology.

¹ City and County of San Francisco, “Overdose Prevention Plan 2022,” October 6, 2022, <https://sf.gov/reports/october-2022/overdose-prevention-plan-2022#overdose-prevention-plan-goals>

Individuals Receiving Treatment for Opioid Use Disorder

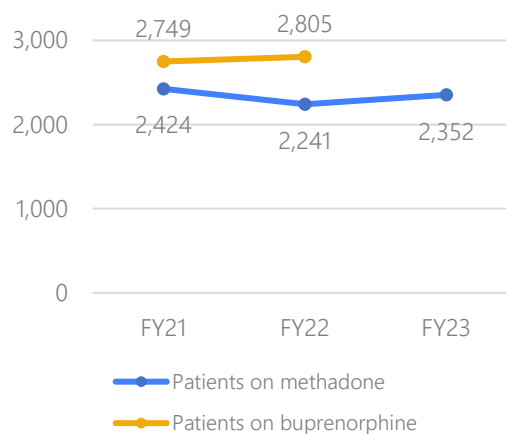
The Overdose Prevention Plan set a goal to increase the number of people receiving medication treatment for addiction by 30% by 2025.

This measure tracks the reach of two key medications aimed at treating opioid disorders—buprenorphine and methadone. Fentanyl, a highly addictive synthetic opioid, contributes to more than half the city's overdoses. Studies indicate these two medications reduce the risk of dying from an opioid overdose by up to 50%.

The unique number of patients receiving these medications increased slightly in the most recent data available. Patients receiving buprenorphine for opioid use disorder treatment increased from 2,749 in FY21 to 2,805 in FY22, a 2.0% increase. Patients receiving methadone increased from 2,241 in FY22 to 2,352 in FY23, up 5%. The FY24 targets are 2,831 patients on buprenorphine and 2,420 patients on methadone.

The federal government lifted the Drug Addiction Treatment Act of 2000 (also known as the X-Waiver) in December 2022. This enabled more medical professionals to prescribe buprenorphine for the treatment of opioid use disorder. DPH also increased access to medications for addiction treatment in many sites, and increased hours of operation, staffing, and in-community treatment. Methadone must be provided in regulated settings. While methadone sites are federally regulated and not as flexible, DPH is expanding hours at existing sites, such as a mobile van site in the Bayview.

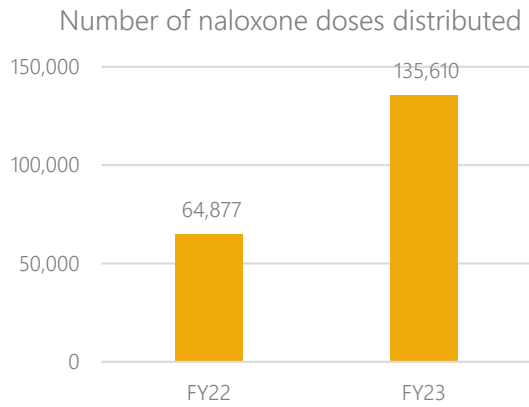
Number of unique patients receiving buprenorphine* and methadone



*Buprenorphine data for FY22-23 is not available until Spring 2024.

Overdose Reversal: Naloxone

Naloxone (also known by the brand name Narcan) is a life-saving medication used to reverse opioid overdoses. The drug reverses the effects of an immediate overdose of opioids such as fentanyl, heroin, or prescription opioid medications. Anyone can administer nasal sprays or injectable medications to a person experiencing an overdose.



This measure tracks the scale of distribution. DPH is actively working to expand its naloxone distribution network by offering free naloxone in various settings, including DPH-funded community-based programs, DPH Pharmacy, community events, and a request-by-mail program. DPH doubled the distribution of doses from 65,877 doses in FY22 to 135,610 in FY23. The FY24 goal is 165,609 doses.



Transportation

| Measure | FY22 Result | FY23 Target | FY23 Result | FY22-23 Change |
|--|-------------|-------------|-------------|----------------|
| Traffic Fatalities* | 33 | 0 | 31 | -6.5% |
| Annual Ridership (boardings on a Muni vehicle) | 116M | 140M | 131M | +12.9% |
| Percentage of Scheduled Service Hours Delivered | 93% | ≥ 99% | 98% | +5.4% |
| Percentage of Citations for Top Five Causes of Collisions* | 48% | ≥ 50% | 55% | +14.6% |
| Crimes on Muni (per 100,000 miles reported by SFPD) | 2.1 | ≤ 3.5 | 2.2 | +4.8% |
| Muni Collisions (per 100,000 vehicle miles) | 3.9 | 5.0 | 4.6 | +17.9% |

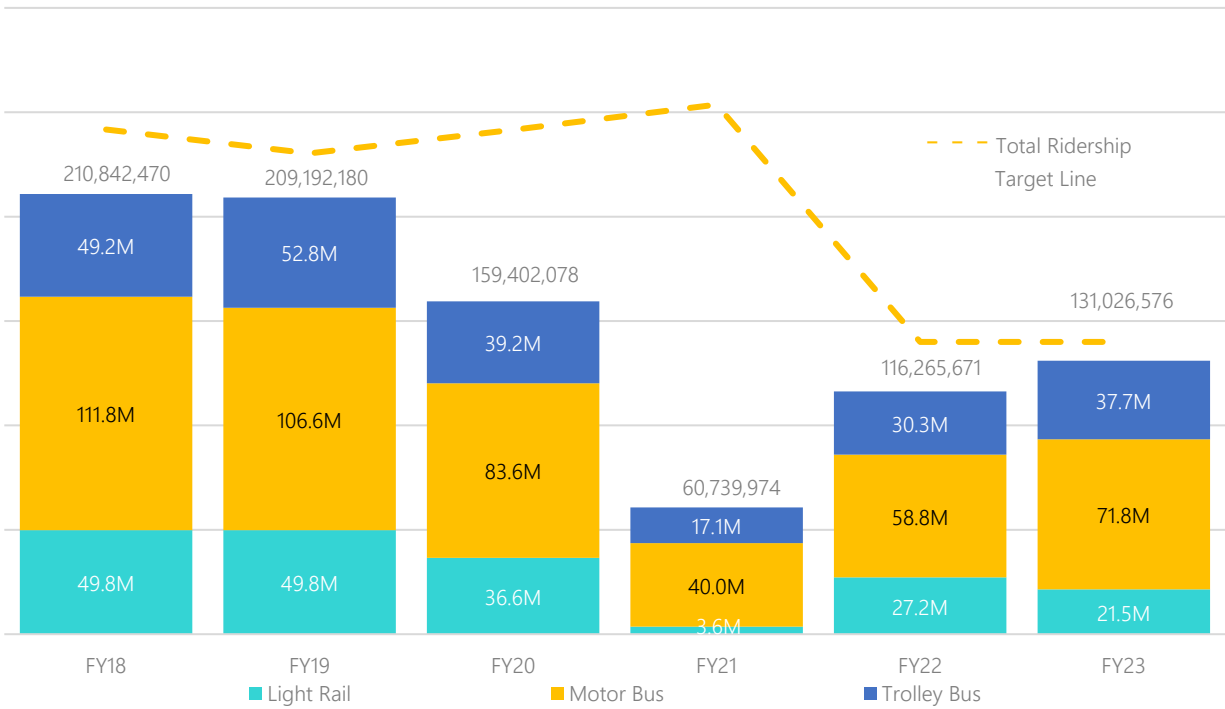
* Vision Zero is an inter-departmental program, including SFPD, SFMTA, and SFDPH. Traffic fatalities are normally tracked by the calendar year instead of fiscal year. For the purposes of this report, traffic fatalities are listed above in fiscal year.

The San Francisco Municipal Transportation Agency (SFMTA) manages all ground transportation in the city, and has oversight over the municipal railway (MUNI) public transit, as well as bicycling, paratransit, parking, traffic, walking, and taxis. The section below features two key performance measures SFMTA tracks for their Muni service: total annual ridership by mode and the percentage of eligible population using free or discounted Muni programs.

Annual Ridership

Annual ridership measures the total number of passengers who board SFMTA’s buses and light rail throughout the fiscal year. Increasing ridership can provide numerous benefits to the City, including reducing traffic congestion, increasing environmental sustainability, and promoting a healthy and vibrant place to live. Ridership is also an indicator of citywide and regional economic activity, as well as a measure of accessibility for residents and visitors.

Annual Total Ridership, by Mode



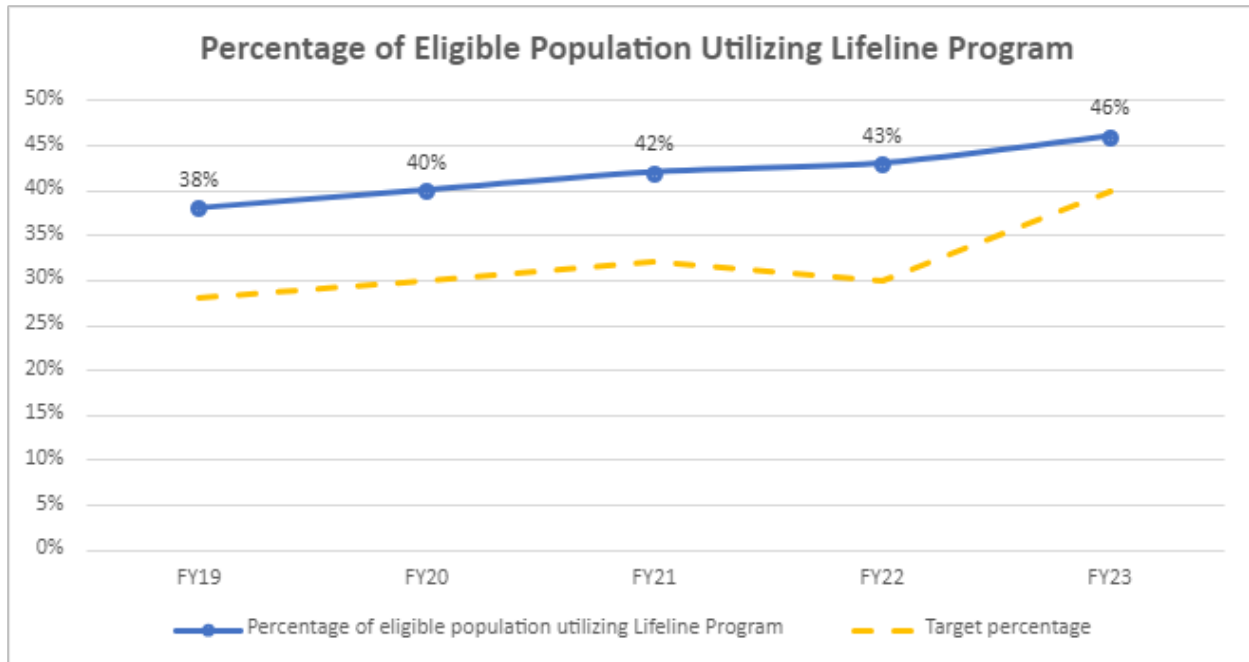
*As of FY20, SFMTA no longer includes streetcar or cable car ridership numbers in the annual count.

In FY23, SFMTA served a total of 131 million riders, 6% below its target of 140 million. Over the course of FY23, Muni ridership continued to recover from the COVID-19 pandemic, albeit at a slower pace than the fiscal year before. Total annual ridership increased 11% between FY22 and FY23, compared to the much more significant 48% increase between FY21 and FY22.

By specific modes, trolley and motor buses saw an increase of 18% and 20%, respectively, between FY22 and FY23. However, light rail experienced a 26% drop in ridership since FY22. This may be partly due to fewer people taking light rail to the downtown area, where office and retail vacancies have significantly increased in the last year.

Percentage of Eligible Population Utilizing Free or Discounted Muni Fare Programs (Lifeline)

SFMTA offers free or discounted fare programs for eligible populations that meet income or age requirements. One of these programs is the Lifeline Pass, which offers the Muni-only monthly pass at a 50% discount to individuals with a gross annual income at or below 200% of the federal poverty level. These programs make access to transit more equitable and can provide environmental and economic benefits to the city.



In FY23, 46% of the eligible population in San Francisco enrolled in the Lifeline Program. This is six percentage points above SFMTA’s target of 40% of the eligible population. Since FY19, enrollment in the Lifeline Program has consistently increased by 1-2% each year. Customers can check their eligibility for the program and find out how to apply on [SFMTA’s website](#).

In addition to the Lifeline Pass, SFMTA offers discounts for seniors and people with disabilities. As of August 2021, the Free Muni for All Youth program allows children 18 and younger to ride for free. SFMTA reports on enrollment numbers for these programs on their [performance dashboards](#).

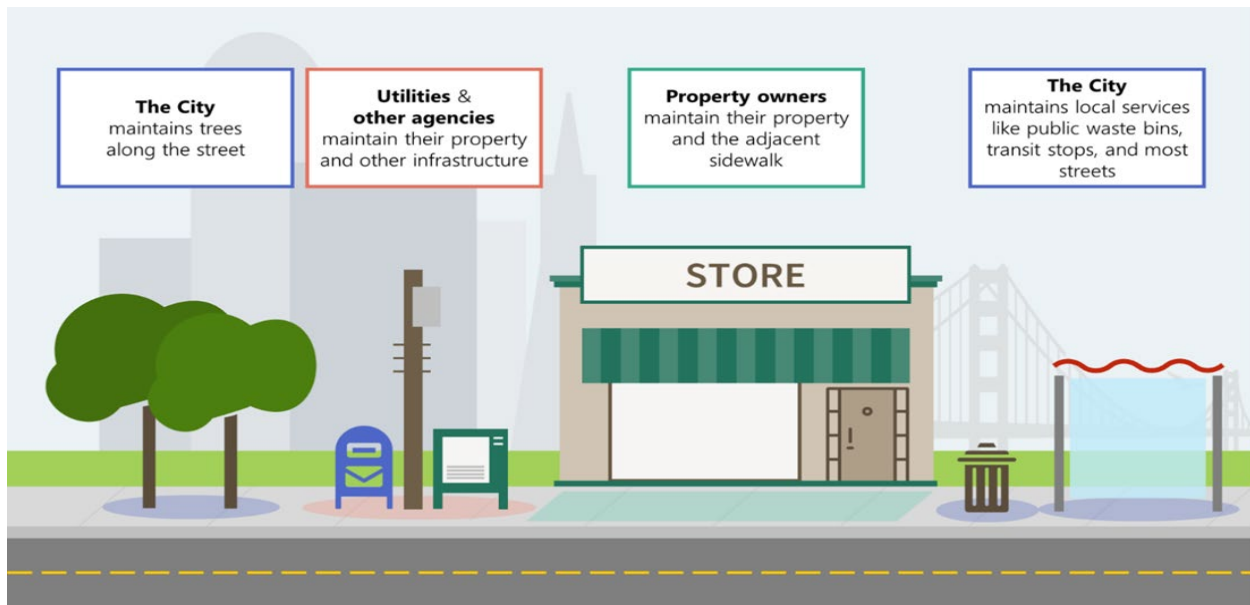


Public Works

| Measure | FY22 Result | FY23 Target | FY23 Result | FY22-23 Change |
|---|-------------|-------------|-------------|----------------|
| Street & Sidewalk Cleaning Response (percent of requests responded to within 48 hours) | 82% | ≥95% | 79% | -3.8% |
| Graffiti Service Requests Response (percent of requests on public property responded to within 48 hours) | 28% | ≥95% | 36% | +22.2% |
| Pothole On-Time Response (percent of requests with response within 72 hours) | 92% | ≥90% | 91% | -1.1% |
| Pavement Condition Index (rating of road conditions on 100-point scale) | 74 | N/A | 74 | No Change |

Who cleans San Francisco's streets?

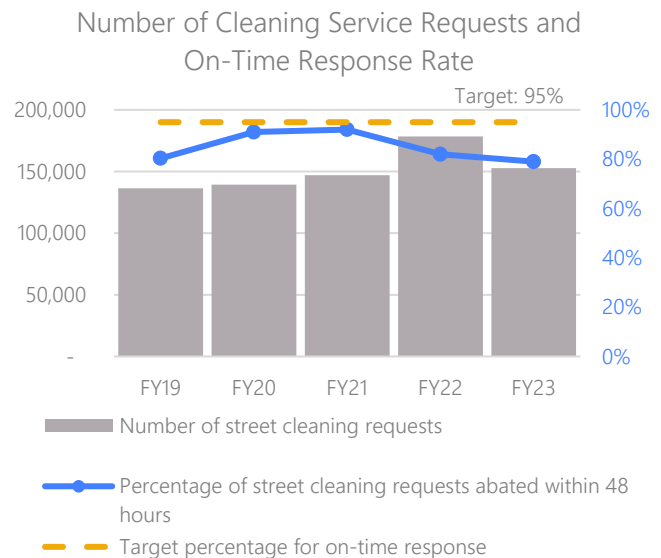
The City, members of the public, property owners, Community Benefit Districts, and other entities all have a role in keeping San Francisco streets and sidewalks clean. [San Francisco Public Works](#) (SFPW) leads the maintenance and street cleaning efforts within the City's purview. The diagram below describes who is primarily responsible for maintaining cleanliness in different areas across the City.



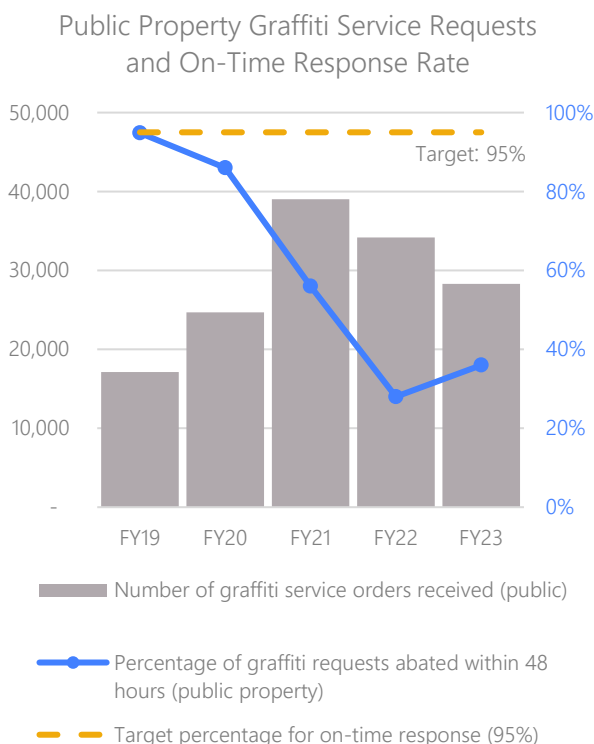
Percentage of street cleaning requests abated within 48 hours

Public Works responds to street and sidewalk cleaning requests through the City's [311 service orders](#), in addition to its scheduled street sweeping operations and other proactive cleaning programs. Depending on the service order received, Public Works sends out specialized crews for the type of cleaning required. Responses can include litter pickup, pressure washing streets, and illegal dumping removal.

In FY23, the City received 152,735 for street and sidewalk cleaning service requests, compared to the 178,482 requests in FY22, a decrease of 17%. Public Work's on-time response rate dropped from 82% in FY22 to 79% in FY23. The FY23 response rate is 16 percentage points below their 95% target of responding to requests within 48 hours. Public Works attributed the decrease in response rate to an emphasis placed on prioritizing proactive cleaning programs and event-related or other special cleaning projects.



Percentage of graffiti requests abated within 48 hours (public property)



Graffiti is an act of vandalism and is categorized as a quality-of-life crime. Public Works is responsible for removing all graffiti on public property in the public right of way. Other city agencies are responsible for public property within their jurisdiction. The Recreation and Park Department, for example, is responsible for removing graffiti at parks and playgrounds; SFMTA is responsible for removing graffiti from bus shelters and Muni bus platforms.

Public Works responds to service requests differently depending on whether the graffiti is on public or private property. For **public** property requests, SFPW sends graffiti abatement crews to remove the graffiti. For **private** property requests, SFPW sends an inspector to verify the presence of graffiti. Still, the cleaning responsibility falls on the property owner, unless the property is in a

commercial district and requests City assistance. Please visit the Public Works [website](#) for more information on the courtesy graffiti abatement program.

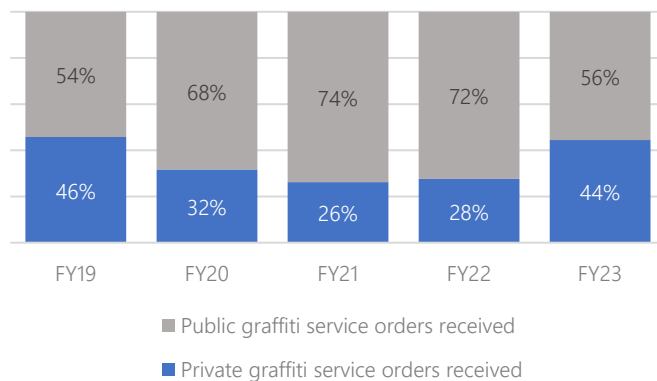
In FY23, there were 28,285 requests on public property, compared to 34,172 requests in FY22. This represents a decrease of 21% from FY22. On average, Public Works responded to 36% of graffiti service requests on public property within 48 hours in FY23, an increase from 28% in FY22. The FY23 response rate is below the target of 95%. Public Works attributed the low response rate to reallocating staff to the Neighborhood Commercial Corridors Graffiti Abatement Opt-In Pilot Program and other non-graffiti services during the major winter storms.

In-Focus: Private Property Graffiti Abatement Pilot Program

While the number of graffiti service requests on public property declined in FY23, the number of service requests for private property saw a 43% increase. In FY23, there were 22,672 requests, compared to 13,028 requests in FY22. Under the City [Graffiti Ordinance](#), it is the responsibility of private property owners to abate graffiti from their buildings within 30 days.

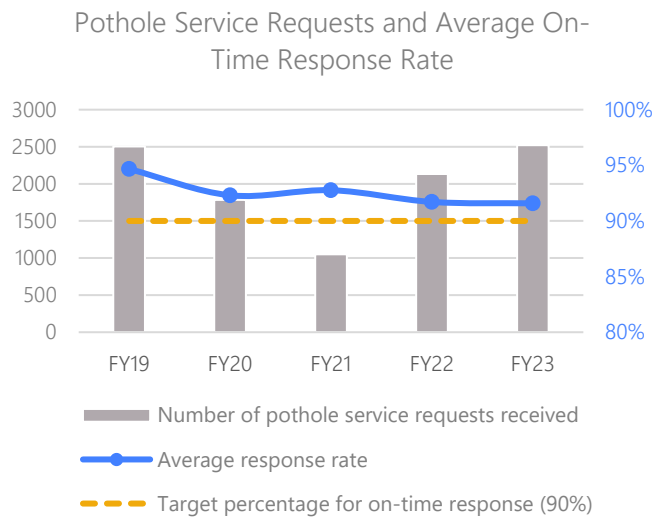
In response to the increase in graffiti service requests on private property, Public Works began piloting a program in the fall of 2022 that allows property owners in designated commercial corridors to request the City remove the graffiti at no cost. There are currently 384 addresses signed up in the program. Between the start of the program in November 2022 and the end of June 2023, 437 graffiti cases have successfully been abated. Each case typically involves the removal of multiple tags at each address. The pilot program will continue through November 2024. To find out if you are eligible to sign up for the program, visit [Public Works' website](#).

Graffiti Service Orders on Private Property and Public Property, by Fiscal Year



Please learn more about Public Works' street cleaning efforts through its [website](#) and [CY22 Annual Street and Sidewalk Maintenance Report](#).

Percentage of pothole service requests responded to within 72 hours



Potholes can be dangerous for people and goods traveling on San Francisco's roadways. SFPW receives requests for pothole repairs through [San Francisco 311](#), the City's customer service center. The response to a single service request requires three steps: 1) triage by administration staff to transfer any service requests to the correct bureau or department and to identify any duplicates; 2) inspection and marking of the pothole to be repaired; and 3) asphalt repair by field crews. The City has a target of responding to 90% of 311 pothole service requests within three business days (72 hours).

In FY23, SFPW received 2,522 pothole service requests, an 8.5% increase from FY22. The average on-time response rate was 91%, slightly exceeding their 90% target for the year.

In March 2023, SFPW received 534 pothole service requests, the most of any month in the last five years. This spike resulted from the unusually wet weather in winter and spring 2023. Despite this increase in service requests, SFPW's on-time response rate still met its target of 90% in March. To view historical monthly data for pothole response rate and other performance measures, please visit the [Performance Program's Scorecards Website](#).

[Pothole repair](#) is an ongoing operation of SFPW's street repair program. Repairs include crack sealing during the spring and fall, filling of potholes, and the patching of larger, deteriorated pavement sections, depressions, sunken trenches, and other defects on city streets. The presence of potholes is one of the factors that SFPW considers when calculating the [Pavement Condition Index \(PCI\)](#) score for a street. The PCI is used to determine which street segments to repave in the City. It is also used as a standard score to compare the street conditions of one jurisdiction to another nationally. Maintaining well-paved streets contributes to a higher PCI.

In-focus: Pothole Sweep Program

In January 2022, SFPW launched a pothole sweep program that rotates its crew through a different supervisory district every month to fill potholes on residential streets. Less driven by the more reactive 311 service requests, the program is a more proactive operation to keep the roadways in good shape and get ahead of constituent complaints. Since its inception, the pothole sweep crew has patched 5,323 potholes, accounting for 31.9%, or almost one-third, of all potholes filled between January 2022 and June 2023. In addition to the proactive pothole sweep crew, SFPW conducts individual pothole sweeps of streets for major city-wide events and parades. These include the Chinese New Year's Parade, the Pride Parade, the St. Patrick's Day Parade, and the SF Marathon.

| Measure* | FY22 Result | FY23 Target | FY23 Result | FY22-23 Change |
|---|-------------|-------------|-------------|----------------|
| General Obligation Bond Rating (Moody's credit rating, March 2023) | Aaa | Aaa | Aaa | No change |
| Stabilization Reserves | 6.0% | 10% | 6.3 | +3.3% |
| Actual vs. Budgeted Expenditures | -3.0% | ≤0% | -2.7% | +10%% |
| Actual vs. Budgeted Revenues | +8.5% | +/- 2% | -0.8% | -109% |

*The data in this table reflects the latest available data.

The Controller's Office manages key aspects of the City's financial operations, including the City's bonds and debt portfolio, and processing and monitoring the City budget. The section below describes two performance measures the Controller's Office monitors closely to assess the City's financial health.

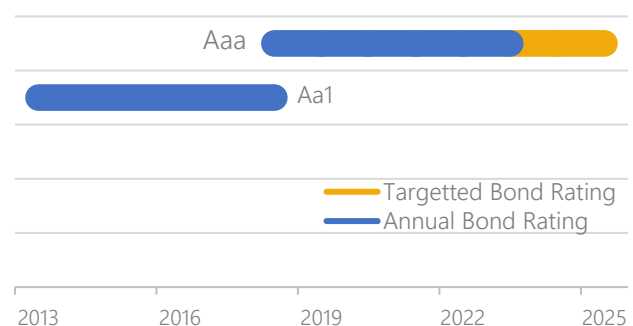
General Obligation Bond Rating

The **General Obligation (GO) bond rating** is the City's credit rating. It measures the overall financial stability of the City. The City issues bonds, or debt, to fund large capital projects. The purchase of those bonds provides the financing for these projects. The GO bond rating indicates how safe of an investment the City's bonds are to potential investors.

Moody's Investors Service is a major municipal bond rating agency that issues a rating for the City. In 2018, Moody's upgraded the City's bond rating from **Aa1** to **Aaa**, the agency's [highest quality level](#), and the City has maintained that prime rating ever since.

Moody's most recently affirmed the City's Aaa rating in its July 2023 report. It cited the City's robust financial profile, large tax base, and strong management practices as reasons to maintain the Aaa rating.

Moody's San Francisco GO Bond Rating



In the same report, Moody's also updated their outlook for the City's Aaa rating from "Stable" to "Negative" due to near-term economic and financial challenges. The challenges include a slow post-pandemic economic recovery, projected declining reserves, elevated pension and retiree health liabilities,

declining population, homelessness, and the high cost of living. A “Negative” rating outlook suggests that the City has a higher likelihood of losing its Aaa GO bond rating over the medium term. The City will need to demonstrate progress in addressing these challenges in the coming years to maintain the Aaa rating. The City’s [GO bond rating target](#) is to maintain the Aaa rating through 2025 and beyond.

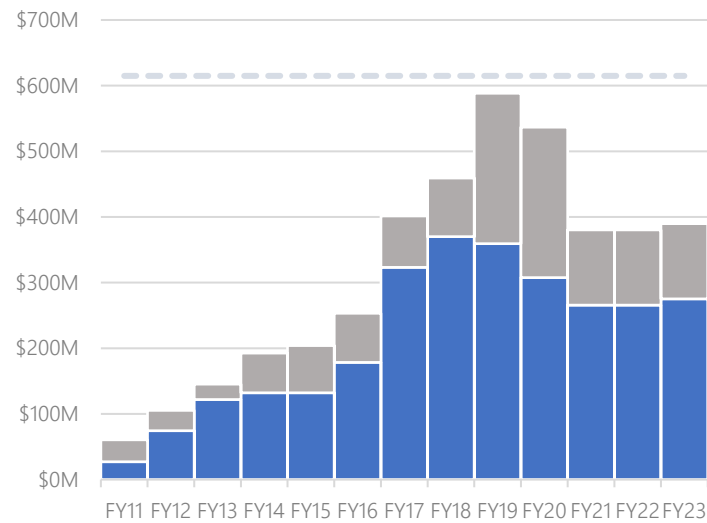
Economic Stabilization Reserves

In years where revenues are stronger than expected, the City sets aside some of its revenue in reserve funds. The City can use these funds during recessions, budget shortfalls, or other disruptions in revenue to help keep critical public services running.

The City [Charter](#) allows up to 10% of general fund revenue to be allocated to Economic Stabilization Reserves, or combined [Rainy...Day](#) and [Budget Stabilization](#) reserves.

The City withdrew from these reserves in FY21 to provide financial stability during the COVID-19 pandemic. As a result of the withdrawals, the FY21 reserve balance stood at \$380.3 million. While the City did use other one-time reserves, modest overall weakness in tax revenues was more than offset by increased operating savings and revenues in departments. As a result, the City deposited \$9.4 million to the [Budget Stabilization](#) Reserve. In FY23, primary rainy day and budget stabilization reserves, which do not include one-time reserves, totaled \$389.7 million, or 6.3 percent of General Fund revenues.

Economic Stabilization Reserve Amounts



Appendix

Performance Measure Tables by Department are available online. Please click on this [link](#) to access.

Details for all 800+ performance measures are also available online. Please click on this [link](#) to access.