

# Annual Performance Results

Fiscal Year 2023-2024

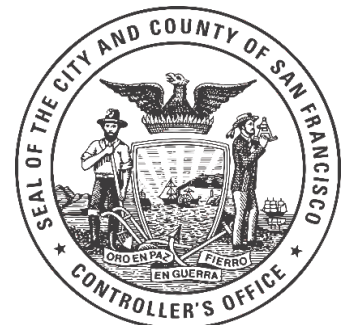
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Prepared by

**OFFICE OF THE CONTROLLER  
CITY PERFORMANCE DIVISION**

**November 21, 2024**



## About the Controller's Office

The Controller is the chief financial officer and auditor for the City and County of San Francisco (City). The Controller's Office produces regular reports on the City's financial condition, economic condition, and the performance of City government. We are also responsible for key aspects of the City's financial operations — from processing payroll for City employees to processing and monitoring the City's budget.

Our team includes financial, tech, accounting, analytical and other professionals who work hard to secure the City's financial integrity and promote efficient, effective, and accountable government. We strive to be a model for good government and to make the City a better place to live and work.

## About City Performance

The [City Performance team](#) is part of the City Services Auditor (CSA) within the Controller's Office. CSA's mandate, shared with the Audits Division, is to monitor and improve the overall performance and efficiency of City Government. The team works with City departments across a range of subject areas, including transportation, public health, human services, homelessness, capital planning, and public safety.

City performance Goals:

- Support departments in making transparent, data-driven decisions in policy development and operational management
- Guide departments in aligning programming with resources for greater efficiency and impact.
- Provide departments with the tools they need to innovate, test, and learn.

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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. The Controller's Office created the Performance Program to fulfill the departmental performance 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 Report annually. To learn more about the Performance Program and to find past reports, [visit our website](#).

This year's annual report consists of the following:

- Featured measures from seven service areas of high public interest. The service areas highlight the work of relevant City departments in Fiscal Year 2024 (FY24, from July 1, 2023 to June 30, 2024). The service areas are:
  - ❖ Homelessness
  - ❖ Public Safety
  - ❖ Public Health
  - ❖ Safety Net
  - ❖ Transportation
  - ❖ Livability
  - ❖ Finance
- An interactive [online dashboard](#) which visualizes current and historical data for all 770+ performance measures across City departments.
- An online [performance measure summary table](#) by City departments.

## About the Performance Program

The [Performance Program](#), operates within the [City Performance Unit](#) of the Controller's Office, offers performance-related data products and services, in addition to this annual report. Our [Scorecards Portal](#), updated monthly, provides timely information on the efficiency and effectiveness of San Francisco Government across eight important service areas that are of greatest interests to the public. The Program also provides the same performance data and data collection services in support of the development of the [annual Mayor's Budget Book](#). Lastly, the Program provides performance management-related technical assistance, data quality assurance, and training to interested City departments.

# Contents

|                                                   |           |
|---------------------------------------------------|-----------|
| About the Report.....                             | 3         |
| <b>Executive Summary .....</b>                    | <b>5</b>  |
| <b>Homelessness.....</b>                          | <b>7</b>  |
| Temporary Shelter Beds.....                       | 8         |
| Homelessness Prevention .....                     | 9         |
| Exits from homelessness.....                      | 10        |
| <b>Public Safety .....</b>                        | <b>12</b> |
| Property Offenses and Violent Offenses.....       | 12        |
| Ambulance Response Time .....                     | 15        |
| Emergency Personnel Dispatch .....                | 16        |
| County Jail Population.....                       | 17        |
| <b>Public Health .....</b>                        | <b>19</b> |
| Overdose Prevention .....                         | 19        |
| Enrollment In City Programs.....                  | 23        |
| <b>Safety Net.....</b>                            | <b>25</b> |
| Healthcare and Nutrition.....                     | 25        |
| Cashaid and Job Assistance .....                  | 26        |
| <b>Transportation .....</b>                       | <b>28</b> |
| IN FOCUS: Vision Zero and Traffic Fatalities..... | 28        |
| SFMTA Ridership and Equity Programs.....          | 30        |
| <b>Livability .....</b>                           | <b>34</b> |
| Street Conditions and Cleanliness.....            | 34        |
| Library Utilization .....                         | 39        |
| Recreation and Parks Programs .....               | 41        |
| <b>Finance .....</b>                              | <b>42</b> |
| <b>Appendix .....</b>                             | <b>45</b> |

# Executive Summary

In Fiscal Year 2023-2024 (FY24), the City continued its focus on [long-term post-COVID-19 pandemic recovery](#) and the provision of resources to communities most in need, after the public health emergency had ended in May 2023. The highlighted Performance metrics in the selected service areas in this report reflect the progress made and challenges the City continued to face during the recovery.



**Homelessness.** In January 2024, the City counted a total of 8,323 individuals experiencing homelessness during the biennial Point-in-Time (PIT) Count, a 7.3% increase from 7,754 in calendar year 2022. Since FY23, the number of households exiting homelessness increased from 3,571 to 3,670 in FY24, possibly due to a growth in Problem Solving interventions. The City also doubled its targeted homelessness prevention grant distributions for the second consecutive fiscal year and maintained the average percent of adult shelter beds used at 94%.



**Public Safety.** From FY23 to FY24, property offenses and thefts from vehicles reported to the San Francisco Police Department (SFPD) decreased by 21% and 57%, respectively. Both reported offense figures were well below pre-pandemic highs. Violent offenses reported to the SFPD decreased by 1.5%, which is the first decrease since FY21. Fire Department (SFFD) ambulances responded to 86.6% of life-threatening emergency (Code 3) calls within 10 minutes, a 1.3 percentage point decrease from the FY23 on-time response rate. When responding to Code 3 calls, the FY24 average travel time for the first SFFD unit arrival on scene was 361 seconds, 3 seconds higher than in FY23. The Department of Emergency Management (DEM) reported that 76% of 9-1-1 calls were answered within 15 seconds, which is 4 percentage points lower than in FY23 and is 14 percentage points below the target of 90%.



**Public Health.** The City continues to expand overdose prevention and response services through targeted investments to increase access to medications for opioid use disorder and distribute the overdose reversal drug naloxone. From FY23 to FY24, the number of patients taking methadone increased by 6.3%. Based on the first nine months of available data for FY24, the City exceeded its target for the number of patients receiving the opioid use disorder treatment drug buprenorphine, serving 2,870 patients between July 2023 and March 2024. The City fell below target for individuals receiving a mental health and substance use treatment service by 14% and 10%, respectively. Total managed care enrollment in the San Francisco Health Network (SFHN) and in the City health program Healthy San Francisco (HSF) both decreased in FY24. HSF, a program designed to serve qualifying uninsured residents, declined in the number of enrollees by 51.5% from 10,777 in FY23 to 5,229 in FY24 due to the Adult Medi-Cal Expansion that extended eligibility to undocumented adults in January 2024. While the SFHN network extended coverage to many of these previous HSF clients, total enrollment in the SFHN fell slightly by 0.7% due to Medi-Cal redeterminations resuming after being on pause during the federal public health emergency that ended in May 2023.



**Safety Net.** Medi-Cal enrollments declined by 5.6% to 139,863 active cases in FY24 due to Medi-Cal redeterminations resuming after the public health emergency ended in May 2023. Similarly, CalFresh cases declined 8.2% in FY24 with a drop of nearly 7,000 active cases. On the other hand,

cash-aid and job assistance program enrollment rose in FY24 - CalWORKs and CAAP cases increased, by 8.4% and 22.5% respectively.



**Transportation.** Annual Muni ridership increased by 16% to 152 million riders in FY24 but was still below the pre-pandemic high of 209 million riders in FY19. The number of people utilizing the free or discounted MUNI fare program reached a historic high in FY24, with 47% of the eligible population participating. As ridership increased, MUNI maintained its high level of services, which is indicated by increases in on-time performance and customer satisfaction ratings.

**In-Focus: Vision Zero.** The City has averaged 28 traffic fatalities per year since the City first adopted Vision Zero as a policy in 2014. The number of fatalities in calendar year 2024 is expected to be above the average, and the City still has not met its goal of achieving zero traffic fatalities in the calendar year. To prevent further crashes in the future, the City is implementing numerous policies and interventions including speed limit reductions, speed safety cameras, Quick-Build projects, separated bike lanes, and traffic calming.



**Livability.** Pertaining to the City's streets, the on-time response rate for street cleaning requests decreased to 73%, which is 22 percentage points below the target of 95%. The response rate for pothole requests fell by 1 percentage point since FY23, but still met the target of 90%. Regarding City libraries, the total number of visitors as well as material circulation increased by 17% and 12% respectively, with both measures exceeding the targets for FY24. With respect to the City's parks, 39,972 people registered for Recreation and Park Department (RPD) programs, slightly below RPD's target of 40,000 participants.



Lastly, in **Finance**, the City maintained its financial health in FY24 with a prime Aaa General Obligation Bond rating and an Economic Stabilization Reserves amount of \$380 million stabilized since FY21. However, the City's future financial outlook has been rated as "Negative," and improvements in its post-pandemic commercial real estate recovery, office worker attendance, and downtown utilization will be necessary to enhance this rating in the future.



# Homelessness

| Measure                                                                                             | FY23<br>Result | FY24<br>Target | FY24<br>Result | FY23-24<br>Change |
|-----------------------------------------------------------------------------------------------------|----------------|----------------|----------------|-------------------|
| <b>Homeless population</b> (number of individuals experiencing homelessness, PIT Count)             | 7,754*         | N/A            | 8,323*         | +7.3%             |
| <b>Percent of shelter beds used</b> (annual average percent of adult shelter beds used)             | 95%            | 95%            | 94%            | -1.0%             |
| <b>Prevention assistance</b> (number of households secured/maintained housing due to HSH grant)     | 1,419          | ≥ 600          | 1,396          | -1.6%             |
| <b>Direct exits from homelessness</b> (number of households exiting homelessness via city programs) | 3,571          | ≥ 2,484        | 3,670          | +2.8%             |

\* The Point-in-Time (PIT) Count of individuals experiencing homelessness was conducted on single nights in January 2022 and January 2024. The PIT count is held every two years as mandated by the U.S. Department of Housing and Urban Development.

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.

## Point-in-Time Count – homeless population count up 7.3% since 2022

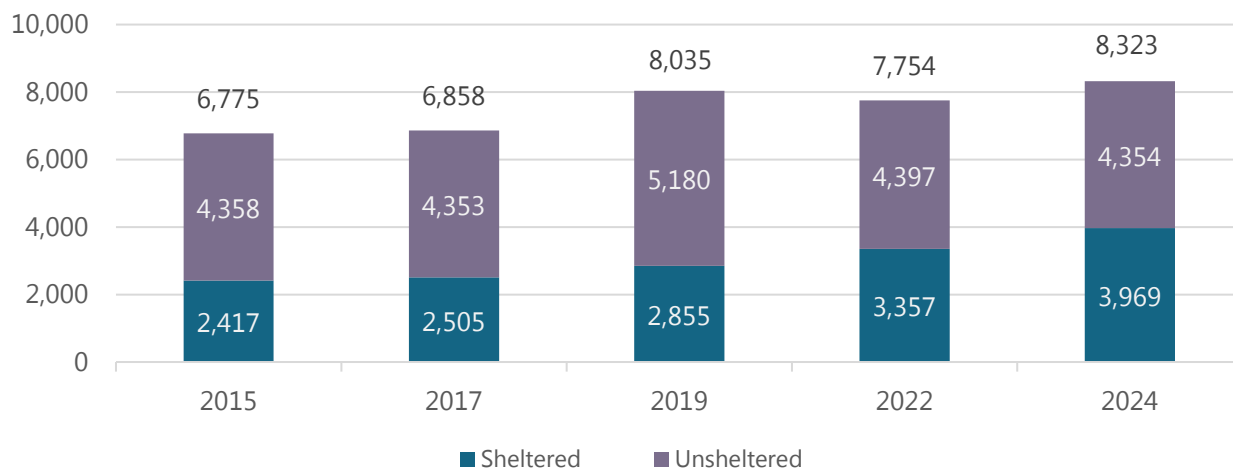
The U.S. Department of Housing and Urban Development (HUD) requires that all communities who receive federal funding for homelessness services conduct a count of people experiencing homelessness on a single night. This is called the "Point-in-Time" (PIT) Count and occurs every two years. The PIT Count provides a critical snapshot of people experiencing homelessness and is helpful for measuring trends over time.

San Francisco's latest [PIT Count](#) was conducted in January 2024. The total number of homeless people recorded in the PIT Count in the City increased by 7.3%, from 7,754 in 2022 to 8,323 in 2024. This is a 3% increase from the pre-COVID-19 pandemic count of 8,035 in January of 2019. The PIT Count represented about 1% of the [City's population](#).

The count includes two categorizations of homelessness:

- **Unsheltered:** A nighttime count of unsheltered homeless individuals and families on January 30, 2024, from approximately 8:00 p.m. to midnight. This includes people sleeping outdoors on the street; at bus and train stations; in parks, tents, and makeshift shelters; and in vehicles and abandoned properties.
- **Sheltered:** A count of homeless individuals and families staying at publicly and privately operated shelters on the night of January 30, 2024. This includes those who occupied emergency shelters, transitional housing, safe parking sites, and domestic violence shelters.

## Point-In-Time Homeless Counts



Each PIT count held since 2015 has indicated that there is a higher proportion of individuals experiencing homelessness who are **unsheltered** rather than **sheltered** in the City. For example, in 2024 a total of 4,354 homeless individuals were **unsheltered**, representing 52% of the total number of homeless individuals counted. However, the number and proportion of **sheltered** homeless people has increased in each PIT Count since 2015. **Sheltered** homeless counts have increased by 64%, from 2,417 in 2015 to 3,969 in 2024. During the same period, only 36% of individuals reported as **sheltered** in 2015, compared to 48% in 2024. This increase in **sheltered** counts indicates that despite the rising number of people experiencing homelessness, HSH is actively working to move unsheltered people into shelters. One contributing factor is maintaining high utilization of the temporary shelter beds, which is discussed next.

## TEMPORARY SHELTER BEDS

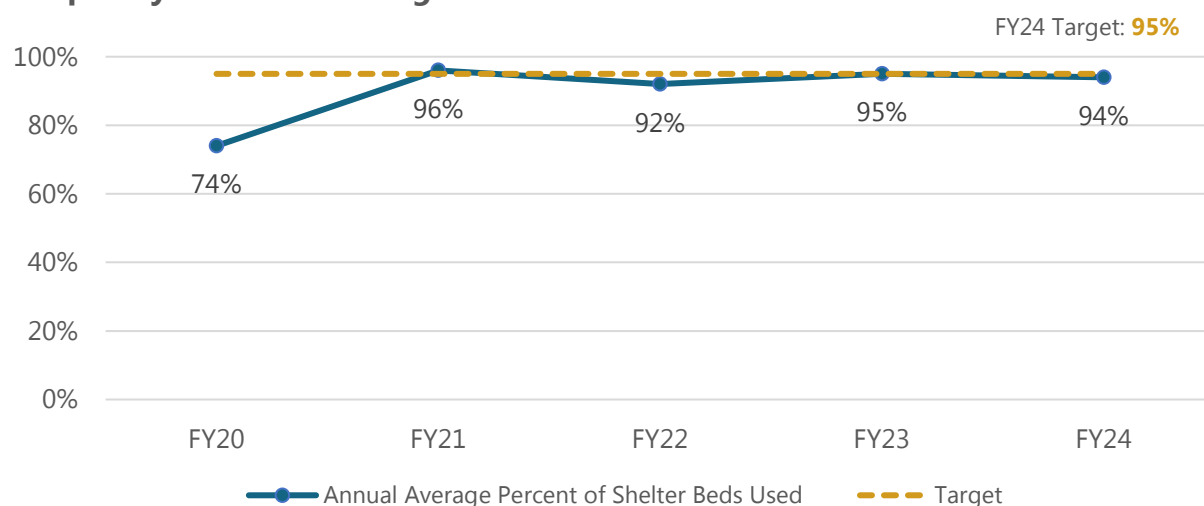
### Bed utilization remains high at 94%, near target

HSH reports on the percentage of available temporary shelter beds used on a nightly basis over the year and includes only beds open year-round for single adults and transitional-age youth. Temporary shelter programs provide temporary places for people to stay while accessing other services and seeking housing solutions. The City provides a range of temporary shelter programs, including Emergency Shelters, Navigation Centers, Cabins, Trailers, and Urgent Accommodation Vouchers. 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.



The City aims to fill 95% of available adult temporary shelter beds each year. A usage rate closer to 100% indicates more efficient use of shelter bed resources. In FY24, HSH almost met its target, with an annual average of 94% of available adult shelter beds being used on a given night. Historically, HSH has been consistently meeting or close to meeting the target 95% bed utilization rate since FY21.

### Temporary Shelter Bed Usage



\*In FY20, HSH reported an average of 74% of shelter beds used due to complications with social distancing and changing data systems. The metric methodology was updated in FY21 to more accurately reflect shelter capacity while taking social distancing into account.

## HOMELESSNESS PREVENTION

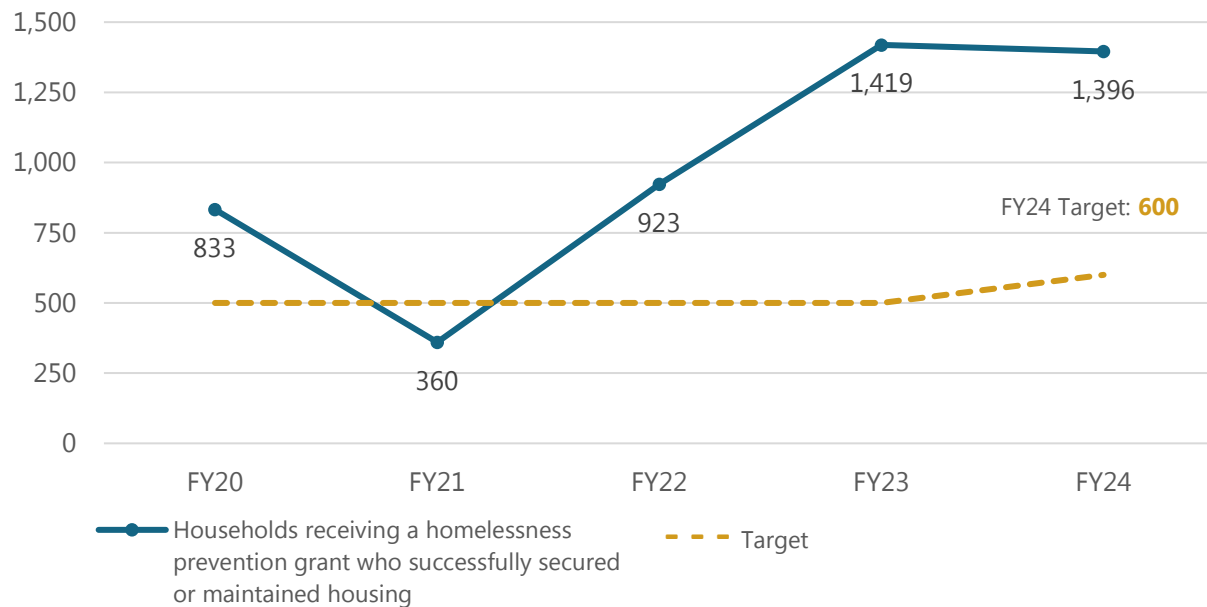
### Homelessness prevention grant distribution exceeds target by 132.6%

The City offers targeted homelessness prevention programs to help households at risk of homelessness remain housed. These programs provide flexible financial assistance to assist with housing expenses such as rent and move-in costs. Early intervention is a proactive tool that can help prevent these families and individuals from entering homelessness in the first place.

HSH tracks the number of unique households that receive financial assistance and successfully maintain or secure housing as a result. This count includes adults, families, and transitional-aged youth who received a homelessness prevention grant.

In FY24, HSH provided homelessness prevention grants to 1,396 households, which substantially exceeded its target of providing prevention grants to at least 600 households. Beginning in FY25, HSH has adjusted its target for this measure and aims to serve at least 1,200 households through homelessness prevention grants.

## Homelessness Prevention



## EXITS FROM HOMELESSNESS

### Total direct exits from homelessness up 2.8%

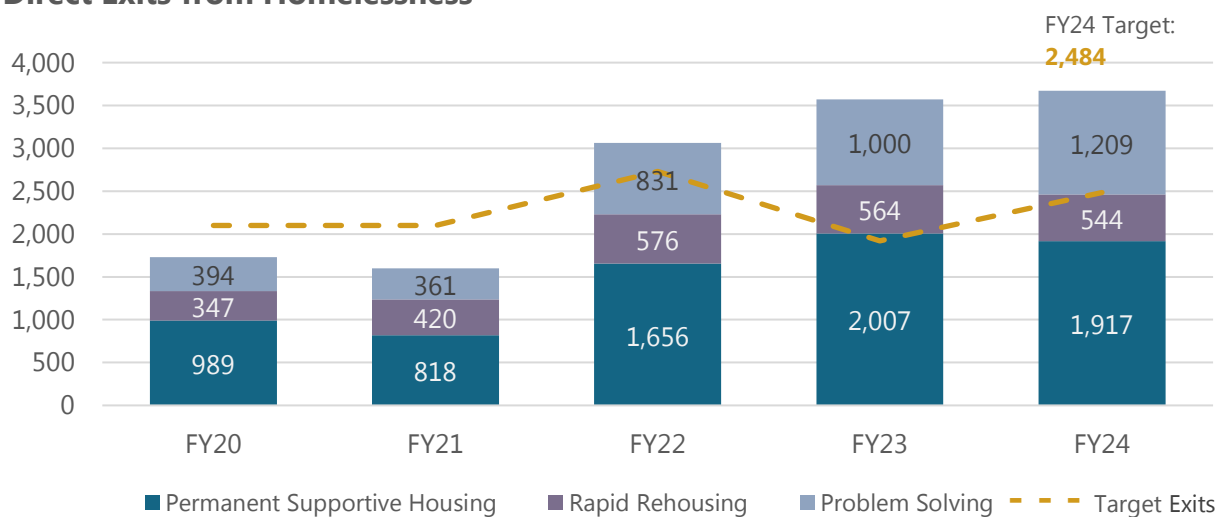
HSH also operates programs to help households exit homelessness into secured housing. Direct exits are the total number of individuals and families who exit homelessness each year through participation in three different types of City programs: permanent supportive housing, rapid rehousing, and housing problem-solving<sup>1</sup>.

In FY24, 3,670 households exited homelessness through these programs. This is a slight 2.8% increase from the 3,571 exits in FY23 but is almost 50% above the target of 2,484.

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<sup>1</sup> Performance data may differ from those on the corresponding monthly [Scorecards](#) page due to different de-duplication methodologies used for reporting monthly data.

## Direct Exits from Homelessness



**Problem-solving** interventions involve working with households experiencing a housing crisis to address their needs without needing to access ongoing shelter. These interventions focus on exploring all available options to safely resolve a housing crisis. These options can include housing relocation assistance, financial assistance, connections to employment, referrals to services, or mediation with family, friends, or landlords.

In FY24, problem-solving interventions successfully helped 1,209 families exit or divert homelessness, which is a 21% increase from the 1,000 exits in FY23.

**Rapid Rehousing** is a time-limited subsidy that allows tenants to live in private-market units and access supportive services, including case management and housing retention assistance.

In FY24, a total of 544 households exited homelessness through rapid rehousing, a slight drop of 3.6% from FY23.

**Permanent Supportive Housing** offers long-term affordable housing where tenants pay up to 30% of their income on rent. Permanent supportive housing offers a range of supportive services that can include education and job training, food security support, and programming for youth and children.

In FY24, permanent supportive housing programs helped 1,917 households exit homelessness, 4.8% less than the reported 2,007 households in FY23.

# Public Safety

| Measure                                                                                                                                                          | FY23 Result | FY24 Target   | FY24 Result         | FY23-FY24 Change |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|---------------------|------------------|
| <b>Violent crime</b> (number of violent crimes reported to SFPD, as defined by federal UCR standards*)                                                           | 5,292       | 5,210         | <b>5,208</b>        | -1.6%            |
| <b>Property crime</b> (number of property crimes reported to SFPD, as defined by federal UCR standards*)                                                         | 46,306      | 48,138        | <b>36,671</b>       | -21%             |
| <b>Thefts from autos</b> (number of thefts from vehicles reported to SFPD, subset of UCR property crimes)                                                        | 28,263      | n/a           | <b>12,255</b>       | -57%             |
| <b>Ambulance response time to life-threatening emergencies</b> (percentage of SFPD calls responded to within 10 minutes)                                         | 87.7%       | > 90%         | <b>86.6%</b>        | -1.3%            |
| <b>Roll time of first unit to respond to Code 3 incidents, in seconds - 90th percentile</b> (in seconds from SFPD unit receiving dispatch call to unit on-scene) | 358 seconds | ≤ 300 seconds | <b>361 seconds</b>  | +3 seconds       |
| <b>9-1-1 call response time</b> (percentage of calls answered by DEM dispatch within 15 seconds)                                                                 | 80%         | > 90%         | <b>76%</b>          | -5%              |
| <b>Police &amp; Emergency Management response time to priority "A" emergencies</b> (median minutes from call entry to on-scene)                                  | 6.9 minutes | ≤ 8.0 minutes | <b>5.96 minutes</b> | -0.94 minutes    |
| <b>County jail population</b> (average daily SF County jail population in custody)                                                                               | 818         | n/a           | <b>1,099</b>        | +34%             |
| <b>County jail population as a percentage of capacity</b> (average daily SF county jail population as a percentage of rated jail capacity)                       | 59%         | n/a           | <b>86%</b>          | +46%             |

\*FY24 Target values for Violent and Property Crime represent projections of expected year-end numbers and are not goals.

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 offense trends, emergency response times, and SF county jail capacity.

## PROPERTY OFFENSES AND VIOLENT OFFENSES

The San Francisco Police Department (SFPD) tracks the number of reported offenses in the City and submits these data to the [FBI](#) each month. These data help describe the level and scope of offense occurring in the City. [Part I offenses](#) are serious offenses that happen regularly in all parts of the country and are likely to be reported to the SFPD.

### Property Crime Categories

- Burglary
- Larceny-Theft
- Motor Vehicle Theft
- Arson

### Violent Crime Categories

- Criminal Homicide
- Rape
- Robbery
- Aggravated Assault
- Human Trafficking

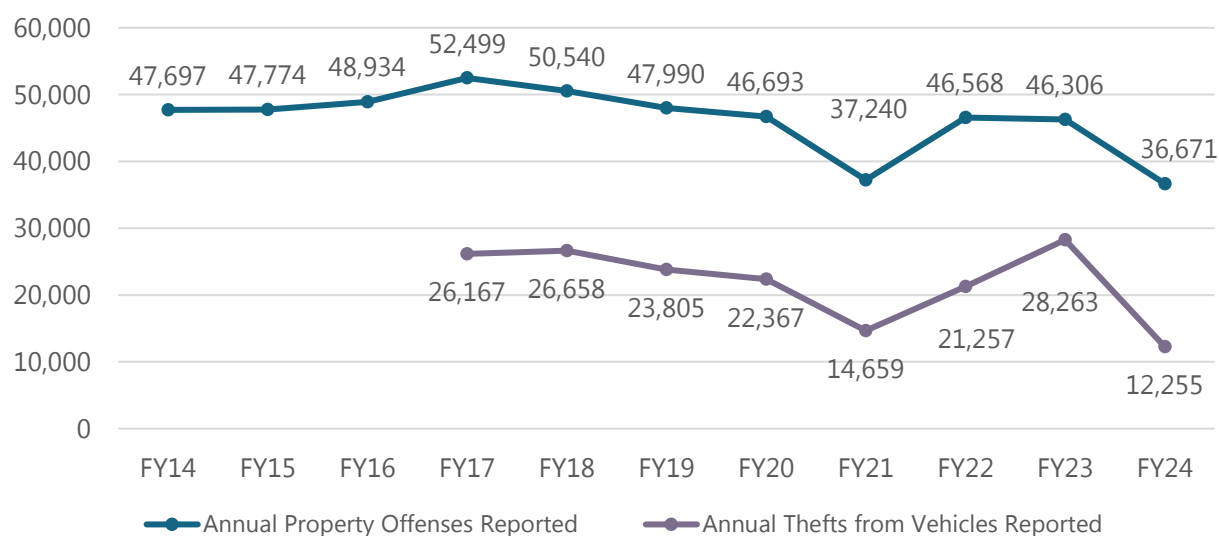
## Reported property offenses down 21%

In FY24, the SFPD recorded 36,671 Property Offense reports, a 21% decrease from 46,306 Property Offense reports in FY23. Overall, FY24's count of Property Offense reports is lower than both the FY19 pre-pandemic count of 47,990 and the FY14-20 historical average of 48,875. Within the first half of FY24, from July through December of 2023, the [SFPD Crime Dashboard](#) data indicates that there were 16% fewer Property Offenses reported compared to the same period in 2022. More dramatically, within the second half of FY24, from January through June of 2024, there were 32% fewer Property Offenses reported compared to the same period in 2023. The [SFPD reports](#) that increased and coordinated law enforcement efforts together with local, state, and federal agencies contributed to the drop in reported property crime.

The FY24 property offense rate of 4,235 offenses per 100,000 residents also reflects this decrease in reported Property Offenses. This decrease represents a 21% drop from the FY23 Property Offense rate of 5,348 offenses per 100,000 residents.

Reform efforts rooted in transparency and accountability contribute to improved confidence in police according to an article on community policing by the [Lesniak Institute for American Leadership](#). In FY24, the SFPD continued to engage with communities and prioritized training officers in effective communication, de-escalation techniques, alternatives to excessive use of force in policing, and problem-solving skills. The goals of these efforts are to build trust in communities, discourage would-be perpetrators of crimes, and encourage public reporting.

### Property Offenses Reported



\*Thefts from vehicles data prior to 2017 are not available.

## Reported thefts from vehicles down 57%

Property Offenses reported to the SFPD in the Larceny-Theft category decreased the most in FY24 from FY23. The subcategory Thefts-from-Vehicles is a subset of the Property Offense Larceny-Theft. The subcategory alone represented 14% of total Property Offenses reported in San Francisco in FY24 and was the biggest component for all Property Offenses in San Francisco.

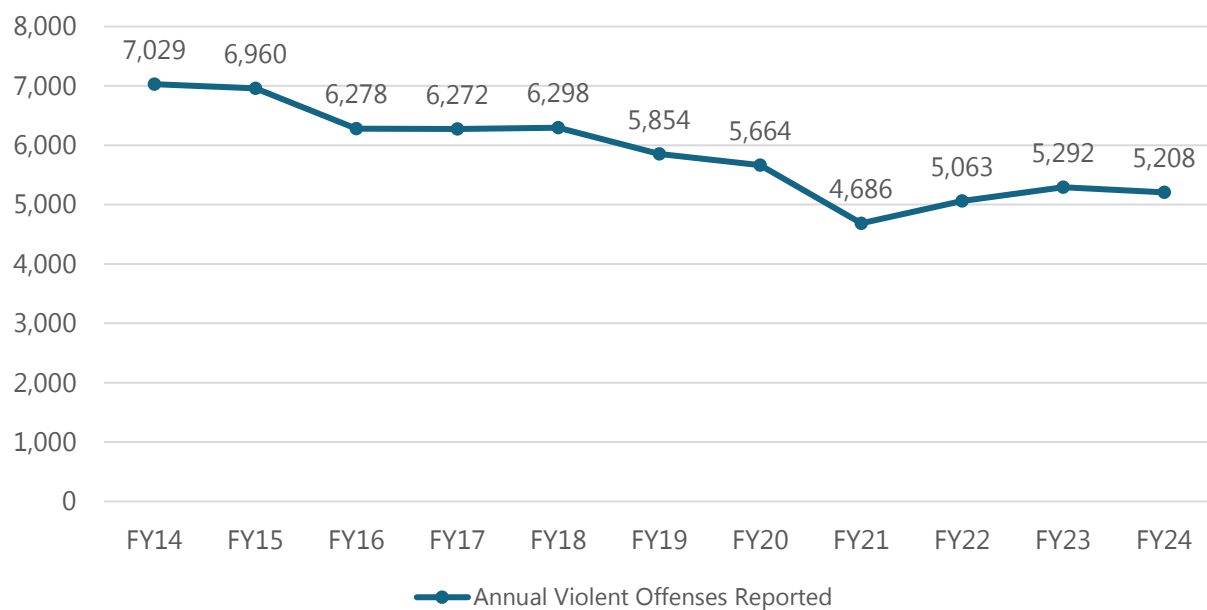
The SFPD recorded 12,255 Thefts-from-Vehicles reports in FY24. This is a 57% decrease compared to FY23's 28,263 reported Thefts-from-Vehicles. The SFPD's FY24 count of reported Thefts from Vehicles is now at its lowest point since reporting began in FY17. The SFPD leadership expects that thefts from, and of, vehicles will go down with increased patrols and enforcement on the streets.

## Reported violent offenses decreased 1.6%

In FY24, the SFPD recorded 5,208 Violent Offense reports, a 1.6% decrease from FY23's 5,292 reports. FY24's result is the first post-pandemic downward trend in reported violent crimes, previously trending downward from FY14 to FY20. A related crime rate measure, the number of violent offenses reported per 100,000 residents, also decreased 1.6% from 611 in FY23 to 601 in FY24.

During the first six months of FY24, from July through December of 2023, there were 4.2% more Violent Offenses reported than in the same period in FY23. However, the SFPD recorded 11% fewer Violent Offenses reports during the second half of FY24, from January through June of 2024, than in the same period in FY23.

### Violent Offenses Reported



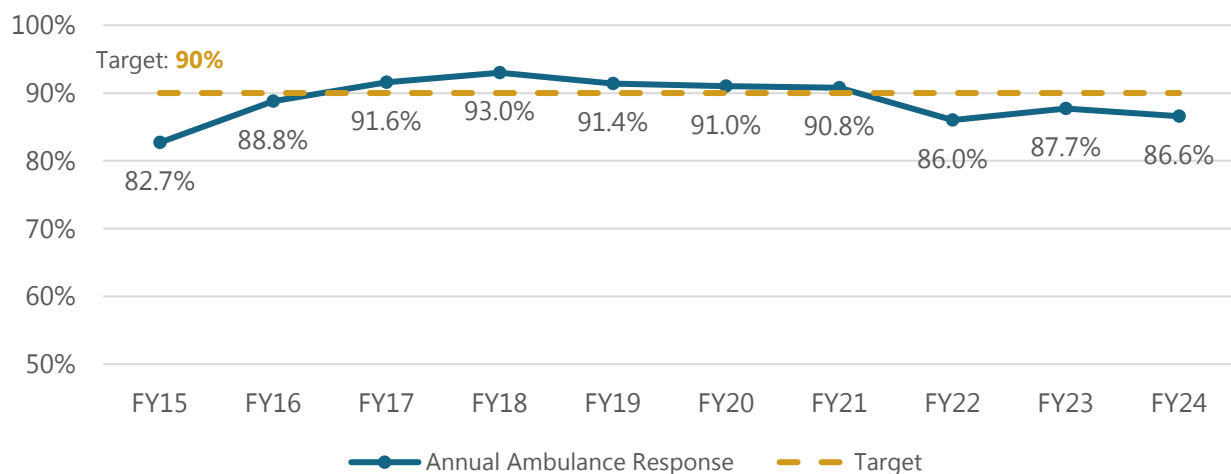
## AMBULANCE RESPONSE TIME

### Ambulance response time within 10 minutes 3.4 percentage points below target

During life-threatening Code 3 (Red lights and siren) incidents, first responders arrive first at the scene of the incident and provide basic and advanced life support (BLS/ALS) to individual(s) in need of medical care until an ambulance arrives to transport them to the hospital, if necessary. The City's [goal](#) is to respond quickly enough that ambulances should arrive at the scene of a life-threatening emergency medical incident within ten minutes, at least 90 percent of the time. The San Francisco Fire Department (SFFD) Division of Emergency Medical Services must manage limited time and resources to provide the quickest response every day to all emergency calls. The following performance metrics indicate how quickly SFFD emergency response personnel respond once dispatched by the Department of Emergency Management.

SFFD responded to 104,058 life-threatening Code 3 medical emergency incidents in FY24 and responded to 86.6% of these calls within 10 minutes. This is 3.4 percentage points lower than the target response rate of "90% or above", and 1.1 percentage points lower than FY23's response rate of 87.7%.

#### Ambulance Response Rate

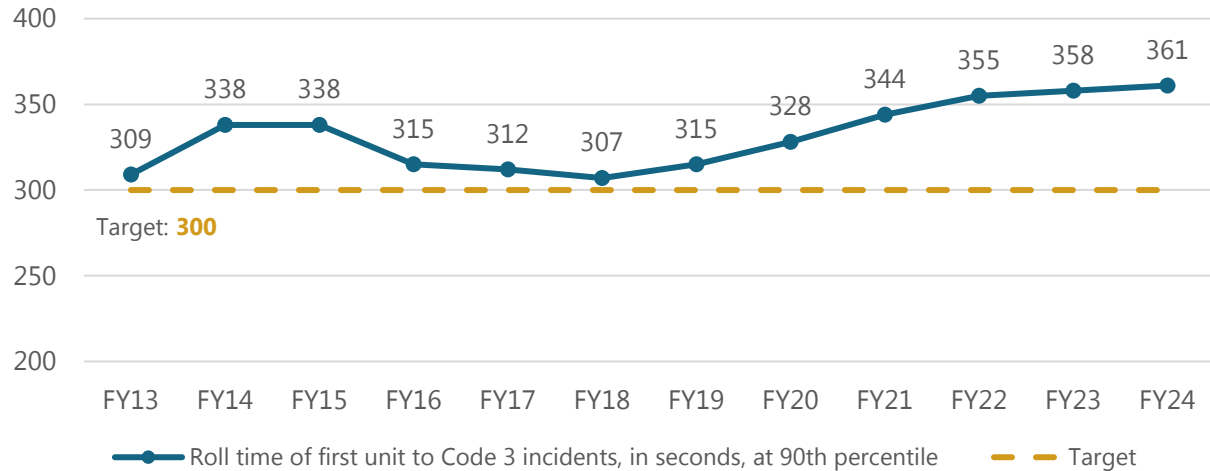


### Roll time of first unit to respond to Code 3 calls at 90<sup>th</sup> percentile up 3 seconds

The SFFD also tracks the roll times of the first unit of emergency response personnel responding to Code 3 incidents, in seconds, at the 90<sup>th</sup> percentile of responses. Roll time is the time between when a dispatch call reaches a unit and when that unit arrives on-scene at an emergency. The FY23 Code 3 Roll Time at the 90<sup>th</sup> percentile was 358 seconds with a target of at-or-below-300 seconds. The roll time value for FY24 was 361

seconds, just 3 seconds longer than in FY23. SFFD came closest to reaching the target in FY18 at 307 seconds.

### Code 3 Incidents' First Unit Roll Time

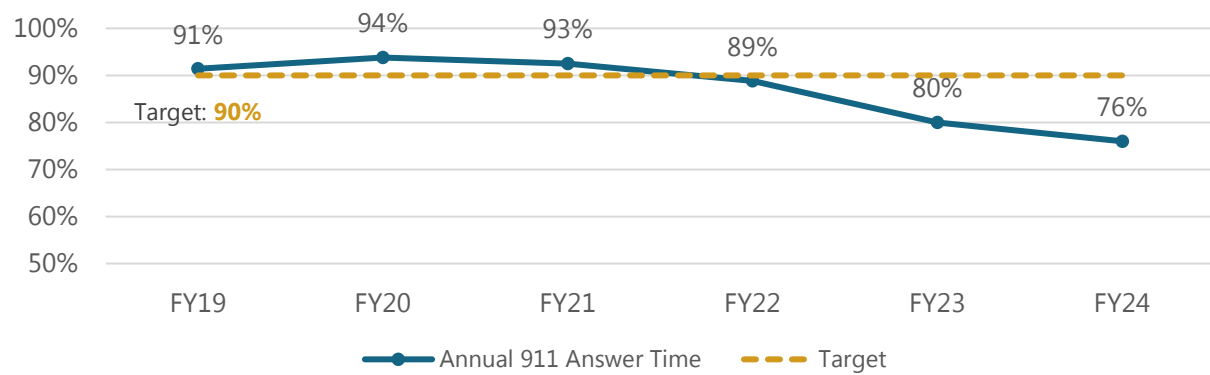


## EMERGENCY PERSONNEL DISPATCH

### Percent of 9-1-1 calls responded within 15 seconds down to 76%

The Department of Emergency Management (DEM) administers the City's 9-1-1 Dispatch Center. When 9-1-1 is dialed, a DEM dispatcher will answer and connect the caller with emergency personnel. Emergencies include, but are not limited to property and violent crime, fire, overdoses, medical emergencies, and mental health crises. DEM's target for answering emergency calls within 15 seconds is 90%. In FY24, the percentage of emergency calls answered within 15 seconds was 76%, 14 percentage points short of the 90% target, and 4 percentage points lower than the 80% result in FY23.

### 9-1-1 Call Response Time





Through the Covid-19 pandemic, the number of dispatch staff at DEM dropped due to attrition, vaccine policy, or sickness. The shortage of staff generally led to falling response times. DEM reports being better able to hire now through continuing use of a recruiter and a new streamlined hiring process that reduced the pre-FY24 hiring time of 10 months down to 8 months. These efforts led to FY24 having the two largest 9-1-1 Dispatch Academy class sizes since before the COVID-19 pandemic. The 18-month total hiring and training times mean that new staff started to come online in late FY24 and will continue to through FY25.

In April 2024, DEM moved back into a renovated and expanded 9-1-1 dispatch center. Additional space and the availability of new work console resources have aided in Dispatch Academy participant training and shadowing. DEM's new Computer Aided Dispatch system is in development and as of FY24, the project timeline indicates a release year of 2026. In the event of a system outage, DEM ensures that all trained dispatch staff can pivot to manual mode. With the new call dispatch center and the activation of new staff, DEM expects the response time decrease and approach the 90% target.

In the next 12 months, DEM leadership hopes to continue efforts in recruitment of quality candidates and staff retention across all DEM divisions and to maximize the Emergency Operations Center's activation readiness.

## COUNTY JAIL POPULATION

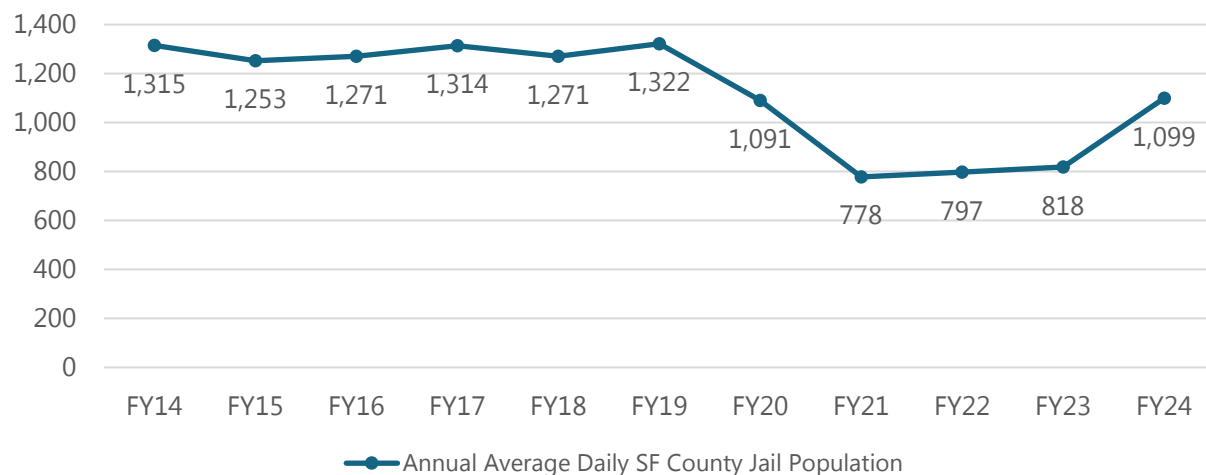
### **Average daily SF county jail population up 34%**

The San Francisco Sheriff's Department strives to protect San Francisco and its population, improve custody conditions, and continue community engagement efforts. The department also manages SF County's jail populations and facilities. As the county jail population fluctuates, the Sheriff's Department must be dynamic in its operations. New highlights in the provision of care include free phone calls, increased peer advocacy, and opioid addiction management at the time of booking for those remaining in custody.

In FY24, the average daily county jail population was 1,099, a 34% increase from 818 in FY23. This figure is close to the FY20 reported value of 1,091. Social distancing during the COVID-19 pandemic led to a large drop in the number of county jail population from FY21 to FY23. For context, the historical average of daily population during the pre-COVID years of FY14-FY19 was 1,291. FY24's result is still a 14% decrease from this average.

In the next 12 months, Sheriff's Office leadership will continue efforts recruiting quality candidates and staff retention across all divisions to support staffing the jails in anticipation of a continued increase in the jail population.

## County Jail Population

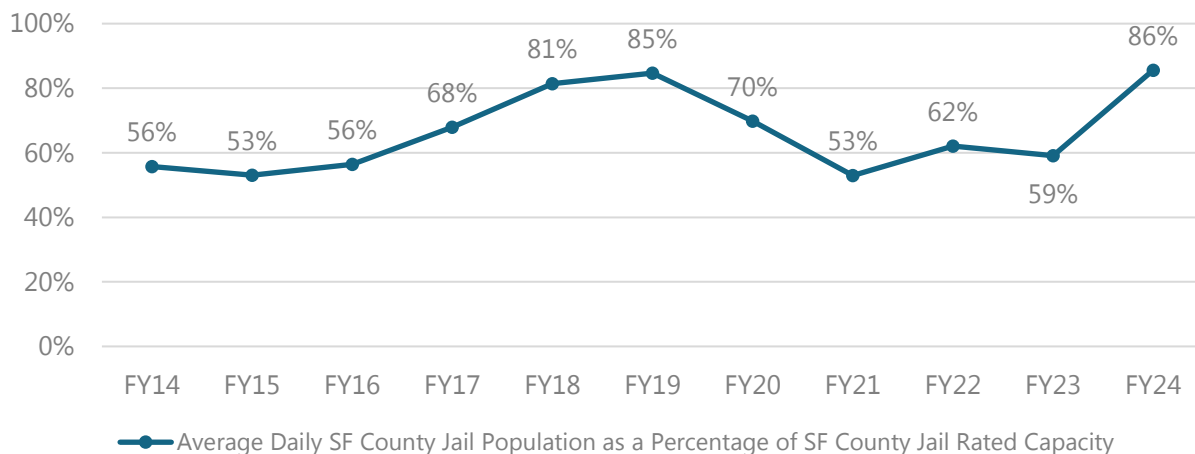


## Average daily jail population as a percentage of rated capacity up 27 percentage points

The Sheriff's Department also manages occupancy in a way that ensures safe and humane environmental conditions for employees and incarcerated people. The Sheriff's Department must operate within the constraints of SF County's jail facilities' rated capacity. Rated capacity is the number of occupants for which a facility's cells or dormitories were planned and designed to the standards and requirements set by the California Board of State and Community Corrections (BSCC). This figure provides the Sheriff's Department with a limit for how many individuals can be safely housed in SF County's Jails. Jail facilities' rated capacity is determined by periodic inspection of SF County's Jail facilities by the BSCC.

In FY24, the rated capacity was 1,284, and the average daily population as a percentage of the rated capacity was 86%. This is an increase of 27 percentage points from the FY23 result of 59%, when the rated capacity was 1,384. The increase indicates that the jails are closer to their rated capacity in FY24.

## Jail Population as a Percentage of SF County Jail Rated Capacity





# Public Health

| Measure                                                                                                                                          | FY23 Result | FY24 Target | FY24 Result | FY23-24 Change |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|----------------|
| <b>Health network enrollment</b> (number of SFHN Managed Care enrollees, including Healthy SF, at end of fiscal year)                            | 118,118     | ≥ 111,000   | 117,308     | -0.7%          |
| <b>Healthy San Francisco enrollment</b> (number of participants in the Healthy SF program for uninsured residents at the end of the fiscal year) | 10,777      | ≥ 6,000     | 5,229       | -51.5%         |
| <b>Individuals receiving mental health services</b> (number of unique clients in the fiscal year)                                                | 35,105      | ≥ 40,800    | 35,404      | +0.9%          |
| <b>Individuals receiving substance use services</b> (number of unique clients in the fiscal year)                                                | 13,951      | ≥ 16,200    | 14,581      | +4.5%          |
| <b>Patients on methadone</b> (number of unique patients in the fiscal year)                                                                      | 2,352       | ≥ 2,240     | 2,504       | +6.5%          |
| <b>Patients on buprenorphine</b> (number of unique patients in the fiscal year)                                                                  | 2,753       | ≥ 2,831     | 2,870*      | N/A*           |
| <b>Naloxone doses distributed</b> (total number of doses distributed in the fiscal year)                                                         | 135,610     | ≥ 165,609   | 157,528     | +16.2%         |

\*N/A: Due to a 6–9-month lag from the state agency that provides these numbers, FY24 buprenorphine full year numbers are not available until Spring 2025. The reported number represents patients receiving buprenorphine from July 2023 through March 2024.

The [San Francisco Department of Public Health \(DPH\)](#) provides health care programs and services through hospitals, clinics, and specialty care programs via its San Francisco Health Network (SFHN) and Behavioral Health Services Division. DPH also provides core public health services including health protection and promotion, disease and injury prevention, disaster preparedness and response, and environmental health services through the DPH Population Health Division. This report highlights performance measures in DPH's coordinated overdose response, as well as SFHN and Healthy San Francisco enrollments.

## OVERDOSE PREVENTION

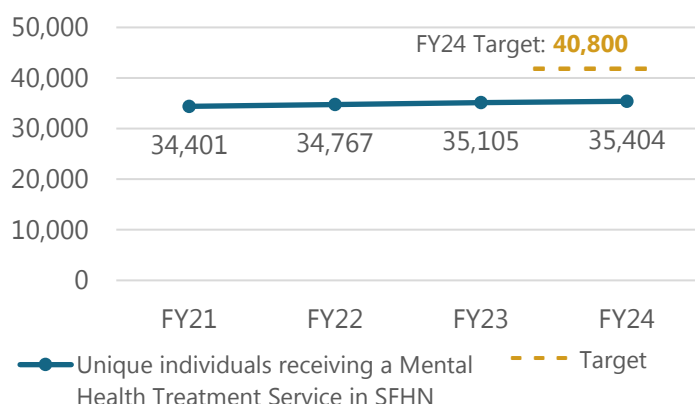
Drug overdoses are a public health crisis on both the local and national level. In 2023, the San Francisco Office of the Chief Medical Examiner reported that 810 people died from an unintentional drug overdose in San Francisco. The first ten months of data indicate that [overdose deaths have decreased in 2024](#) but much remains to be done. DPH developed new and revised measures to help track overdose trends and progress towards addressing the epidemic. The measures included in the Overdose Prevention section focus on the usage of treatment services for mental health and substance use disorders as well as the City's

responses to overdoses<sup>2</sup>. More information on the City’s overdose response, including the most recent Overdose Prevention Plan, is available on DPH’s drug overdose and treatment data [report page](#).

## Patients receiving mental health treatment up by 1%

DPH provides treatment services to individuals with **mental health care needs** in a variety of settings across the SFHN, including primary care, specialty outpatient and inpatient treatment, and residential treatment settings, among others. DPH also provides Mental Health services in the private provider network at Laguna Honda Hospital and at the Zuckerberg San Francisco General Hospital for jail health clients.

### Mental Health Treatment Service



In FY24, DPH increased the number of unique individuals diagnosed with a mental health disorder receiving at least one treatment service by about 0.9%, serving 35,404 patients compared to 35,105 in FY23. This is a 2.9% increase of unique patients accessing mental health treatment services since FY21. In this context, “unique” means that an individual is counted only once during the FY, regardless of how many mental health services received.

While the reach of DPH’s mental health treatment services is steadily increasing each fiscal year, DPH still fell below its FY24 target of serving at least 40,800 unique patients with a diagnosed mental health disorder by 14%. DPH is continuing to refine this metric, which currently does not include many mental health services, including most residential treatment services. To meet its future goal of serving at least 40,800 individuals in FY25 and FY26, DPH is continuing to make targeted investments to enhance mental health services, including increasing support for individuals with acute and complex needs and investing in strengthening culturally congruent care.

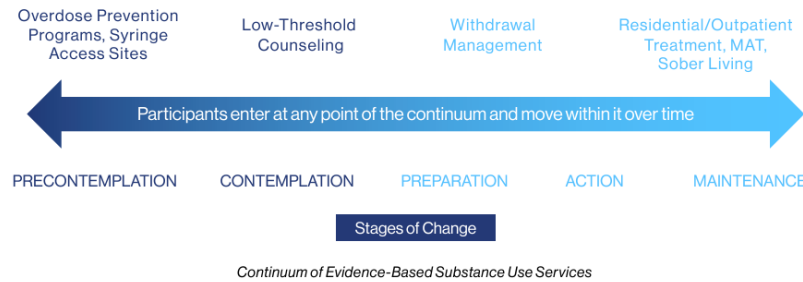
## DPH expands access to substance use treatment services

In addition to tracking the number of individuals receiving a mental health treatment service, DPH tracks the number of individuals receiving treatment for a **substance use disorder (SUD)**. Substance use care and treatment services can take place in primary care, specialty care, community-based settings, shelters and permanent supportive housing, among others.

DPH has designed treatment services to be accessible to patients with a substance use disorder at any point in their continuum of need. As illustrated in the following diagram, treatment options can include outpatient treatment, medications for addiction treatment such as buprenorphine and methadone, withdrawal management, residential treatment, and residential step-down programs.

<sup>2</sup> Data reported previously for FY21-FY23 was inaccurate due to an error in the reporting system. DPH has revised FY21-FY23 actuals to be more accurate. Reported numbers may differ from reported numbers in previous year reports.

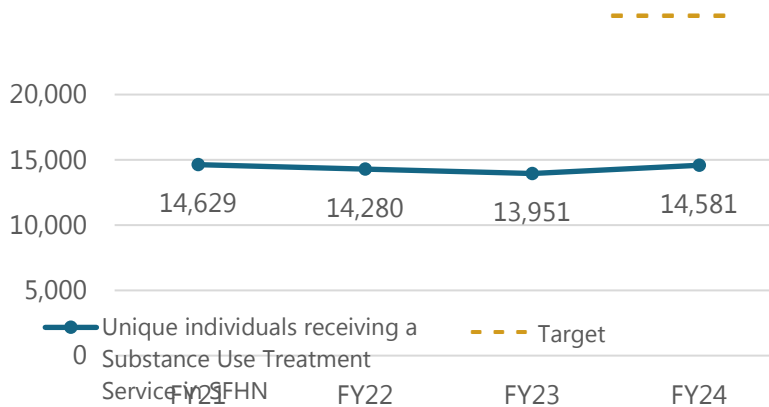
## Continuum of Evidence-Based Substance Use Services from the SFDPH Overdose Prevention Plan



DPH counts the number of unique individuals diagnosed with a substance use disorder (SUD) who receive care in a variety of treatment settings across the SFHN<sup>3</sup>. Individuals are counted once in the measure but may have received more than one service.

### Substance Use Treatment Service

FY24 Target: **16,200**



In FY24, DPH increased the number of unique individuals with a SUD receiving treatment services in the SFHN to 14,581, a 4.5% increase from 13,951 individuals in FY23. DPH's slight increase in patients accessing SUD treatment services is still 10.5% below its target of 16,200 in FY24. DPH seeks to see the number of individuals with SUD continue to increase, with a target of serving at least 16,200 individuals in the SFHN in FY25. DPH expanded SUD

services in FY24, including through investments such as adding eight new residential withdrawal management beds in late 2023, contracting to add 12 additional dual diagnosis beds, opening three new contingency management programs, and expanding navigation into treatment services.

### Gradual increase of opioid use disorder treatments

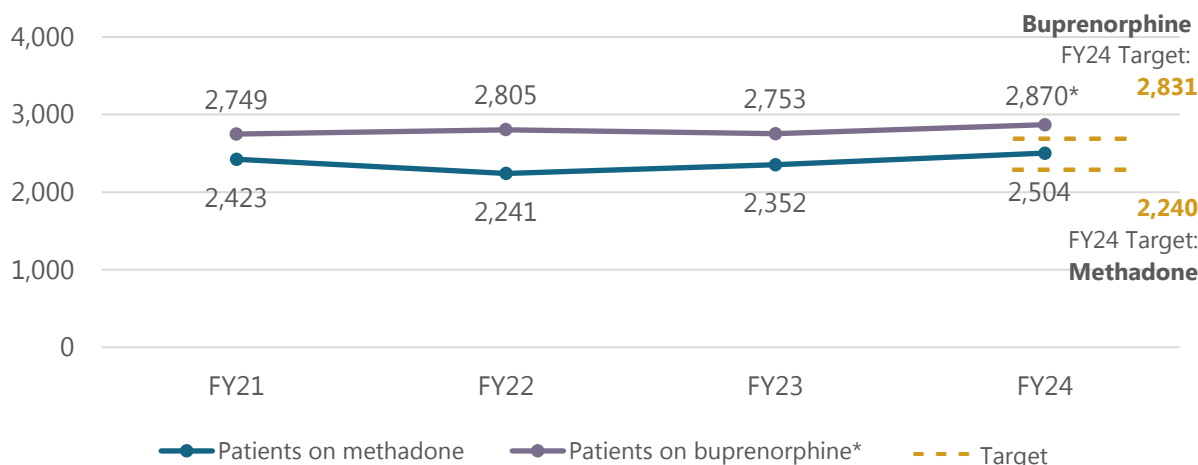
DPH tracks the reach of two key medications that treat opioid use disorders — **buprenorphine** and **methadone**. Buprenorphine and methadone are controlled substances. Methadone is highly regulated and can only be provided in licensed opioid treatment facilities. Buprenorphine is less highly regulated and is provided in primary and specialty care settings in the SFHN.

Studies from the [National Institute on Drug Abuse](#) indicate these two medications significantly reduce opioid use and opioid use disorder-related symptoms, including the risk of dying from an unintentional

<sup>3</sup> Due to different reporting methods, data from some withdrawal management, residential programs, and low-barrier settings such as street response teams are not captured in this metric.

drug overdose. Treatment with these medications improves patients' recovery, lowers the risk of relapses, and reduces the negative effects of withdrawal. In FY24, DPH exceeded its targets for providing methadone and buprenorphine\* to patients diagnosed with an opioid use disorder by 11.8% and 1.4%, respectively.

### Patients Receiving Opioid Use Disorder Treatments



\*The number of unique individuals receiving buprenorphine in FY24 is partial. The reported number of 2,870 patients on buprenorphine represents nine months of data from July 2023 to March 2024. DPH calculates this data using prescription information from the California Department of Justice database of controlled substance prescriptions which has a data lag on six to nine months. Full year data for patients on buprenorphine in FY24 will be available in Spring of 2025.

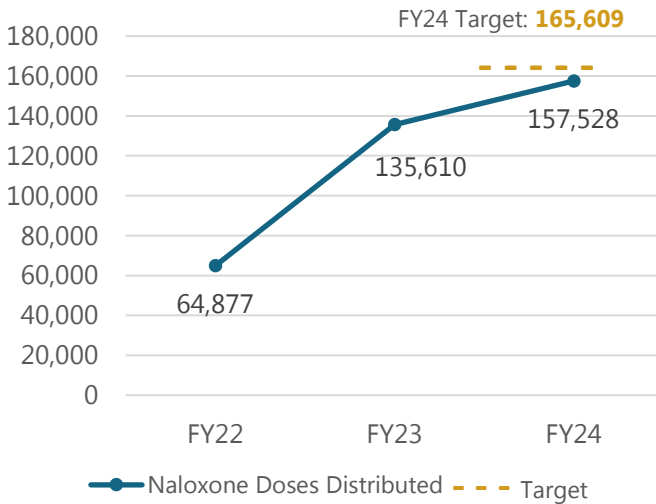
The number of patients on **buprenorphine** has remained steady since FY21 but is projected to exceed previous counts in FY24. Full year data for FY24 will not be available until 2025, however, data as of March 2024 shows that DPH has already exceeded its goal. DPH has provided buprenorphine to 2,870 unique patients as of March 2024, 1.4% more than its full year target of 2,831. DPH aims to provide buprenorphine to at least 3,114 individuals in FY25.

In FY24 DPH provided 2,504 unique clients **methadone**, surpassing its target of 2,240 by 11.8%. DPH aims to reach its FY25 target of 2,464 individuals. As a key tactic of its coordinated overdose response, DPH is implementing strategies to increase desire for methadone treatment, increase intake availability, and improve retention in methadone care. While still highly regulated, federal regulations for methadone are easing and California regulations will align with federal regulations by 2029. All methadone clinics in San Francisco have received temporary exemptions from several state regulations that limit methadone access.

### DPH expands access to life-saving medication naloxone

Naloxone, also known by the brand name Narcan, is a 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.

### Naloxone Dose Distribution



DPH is actively expanding its distribution of the medication by offering free naloxone in various settings, including permanent supportive housing, DPH-funded community-based programs, DPH pharmacy locations, community events, and a request-by-mail program.

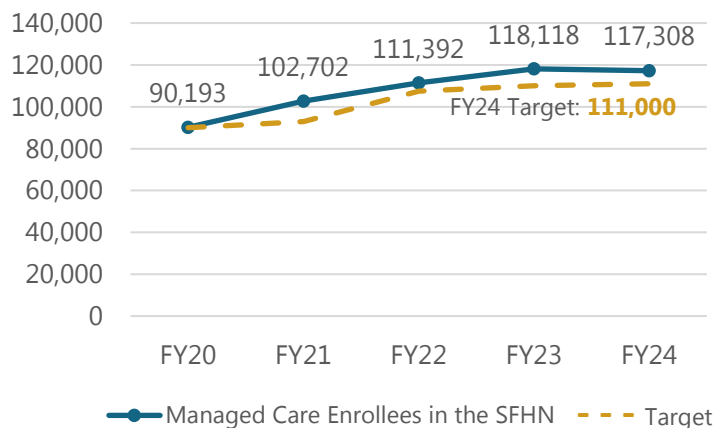
Since FY22, DPH has increased its distribution of naloxone by over 140%, providing 157,528 doses of the medication to the public in FY24 alone. Despite this widescale distribution, DPH still fell 5% short of its target of 165,609 doses. DPH will continue its efforts around high impact interventions for reducing overdose deaths and aims to distribute at least 149,171 doses in FY25.

## ENROLLMENT IN SFHN MANAGED CARE

### Peak enrollment in managed care programs declines

The total number of SFHN enrollees represents members receiving primary care, specialty care, or hospital care through the San Francisco Health Plan (SFHP), Anthem Blue Cross managed care health plan, and Healthy San Francisco (HSF).

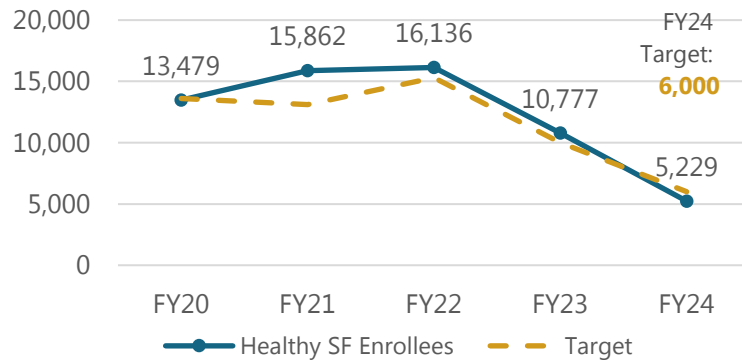
### Managed Care Enrollment



Since the beginning of the COVID-19 pandemic in 2020, enrollment in the [San Francisco Health Network \(SFHN\)](#), has continued to rise by 26%, from 90,193 enrollees in FY20 to over 117,000 enrollees in FY24. In FY23, SFHN reached peak enrollments of 118,118 enrollees since SFHN first launched in 2014. This increase is largely due to the federally [mandated postponement of disenrollments](#) during the public health emergency (PHE).

In FY24, DPH reported a slight 0.7% drop in enrollees compared to FY23. The drop is expected as Medi-Cal redeterminations resumed in RedApril 2023 following the end of the PHE and ineligible members were unenrolled. DPH anticipates SFHN enrollments will begin to steady in the next fiscal year.

## Healthy SF Enrollment



**Healthy SF** is a DPH operated program that provides affordable health care services to uninsured residents who are not eligible for other coverage. In FY24, enrollment in Healthy SF fell by 51.5% from 10,777 in FY23 to 5,229 in FY24.

DPH anticipated the significant drop in enrollments in FY24 due to the recent Medi-Cal expansion that extended coverage to qualifying undocumented adults. Adult Medi-Cal Expansion went

into effect in January 2024, and DPH transitioned qualifying Healthy SF program enrollees to full-scope Medi-Cal coverage. DPH estimates that about 5,400 Healthy SF enrollees were impacted, contributing to the drop in total enrollees at the close of FY24. DPH expects a continued decline of Healthy SF enrollees in FY25.





# Safety Net

| Measure                                                                        | FY23 Result | FY24 Target* | FY24 Result    | FY23-24 Change |
|--------------------------------------------------------------------------------|-------------|--------------|----------------|----------------|
| <b>Medi-Cal caseload</b> (number of households enrolled at end of fiscal year) | 148,181     | N/A          | <b>139,863</b> | -5.6%          |
| <b>CalFresh caseload</b> (number of households enrolled at end of fiscal year) | 86,899      | N/A          | <b>80,046</b>  | -7.9%          |
| <b>CalWORKs caseload</b> (number of households enrolled at end of fiscal year) | 3,424       | N/A          | <b>3,711</b>   | +8.4%          |
| <b>CAAP caseload</b> (number of households enrolled at end of fiscal year)     | 5,112       | N/A          | <b>6,264</b>   | +22.5%         |

\*Safety net program caseloads are citywide indicators of need and utilization of services. These measures provide information on workload demand used to develop future projections and not targets. Projections for these programs are included in the [FY24 Annual Performance Table](#).

Safety Net programs and policies reduce the effects of poverty by providing support to those in need. The San Francisco [Human Service Agency \(HSA\)](#) administers safety net programs designed to support individuals, families, and communities with food, health care, financial, employment, childcare, in-home care, and protective services. This report highlights the workload-related measures from the department including program enrollments for Medi-Cal, CalFresh, California Work Opportunity and Responsibility to Kids (CalWORKs), and County Adult Assistance Programs (CAAP).

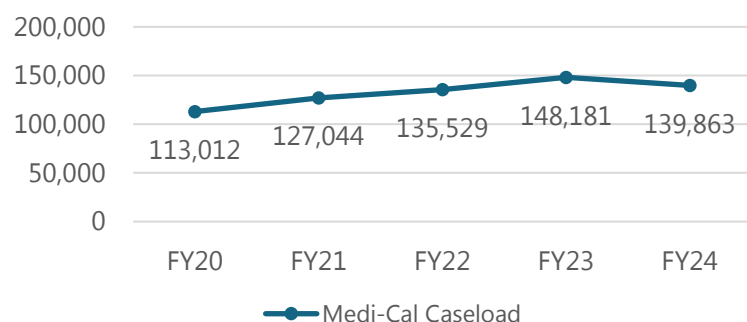
## HEALTHCARE AND NUTRITION

### Decreased enrollment in Medi-Cal and CalFresh after pandemic surge

**Medi-Cal** is California's public health insurance program under the federal insurance, Medicaid. It provides free or low-cost health care coverage to low-income households. The caseload counts for Medi-Cal

increased during the pandemic because no one was discontinued from the program during the national public health emergency, per federal regulations.

### Medi-Cal Caseload

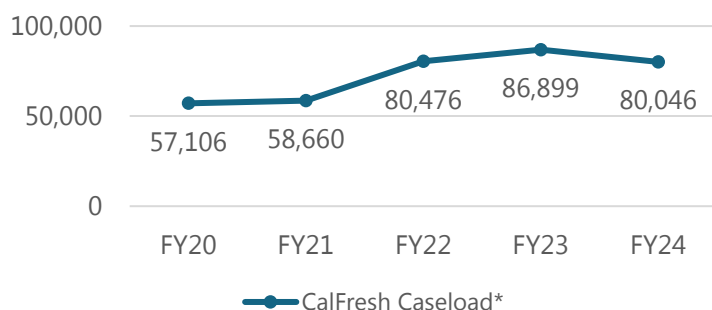


Medi-Cal's caseload peaked in FY23 with 148,181 monthly cases, about 31.1% more than FY20's monthly caseload of 113,012. In FY24, this number dropped by 5.6% to 139,863 cases when SFHSA was required to recertify clients. HSA resumed Medi-Cal redeterminations in April 2023 which contributed to the caseload decline in FY24. Of note, caseload impacts in San Francisco were less severe than elsewhere; across California, Medi-Cal coverage fell almost twice as fast in FY24 as it did in San Francisco. In FY25 HSA projects

that Medi-Cal's active monthly caseload will grow to about 162,000 in FY25. This anticipated increase factors in the recent Medi-Cal expansion that became effective in January 2024 which extended full-coverage Medi-Cal to qualifying uninsured adults.

**CalFresh** is California's food benefits program that is federally known as the Supplemental Nutrition Assistance Program (SNAP). In FY22, HSA updated its reporting methodology to better reflect all cases receiving CalFresh assistance (previous counts excluded some households whose CalFresh assistance was delivered as part of the comprehensive package of CalWORKs benefits).

### CalFresh Caseload



\*In FY22, HSA revised the caseload count to include all households receiving CalFresh benefits. Prior year reflect caseloads that excluded households receiving other types of assistance such as CalWORKs or CAAP.

During the pandemic in FY20 caseloads began to rise and peaked in FY23 with nearly 87,000 active households receiving CalFresh per month. Temporary federal measures during the public health emergency expanded benefit amounts and reduced procedural burdens, contributing to the rise in cases. The end of the public health emergency in [May 2023](#) ended many temporary benefits including benefit increases, eligibility for college students, and streamlined application and renewal procedures (e.g. waiver of interview

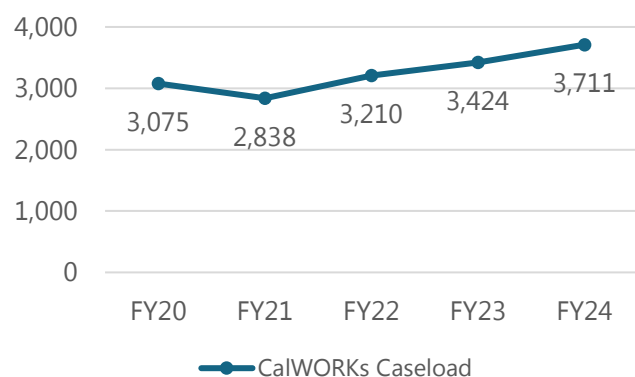
requirements). San Francisco's monthly CalFresh cases dropped by 8.2% from 86,899 in FY23 to 80,046 in FY24. This is likely due to the end of the public health emergency and a stabilizing post-pandemic economy.

## CASHAID AND JOB ASSISTANCE

### Cash assistance program enrollment increases

The California Work Opportunity and Responsibility to Kids (**CalWORKs**) program provides assistance to low-income families with children. Benefits include cash assistance, food, childcare, health care coverage,

### CalWORKs Caseload

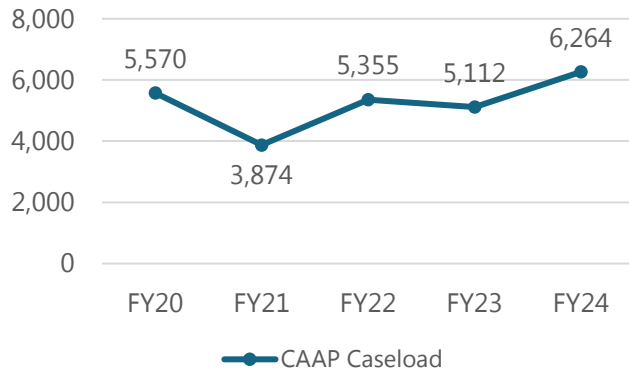


job assistance, and behavioral health services. San Francisco's monthly CalWORKs caseload increased by 8.4% from 3,424 in FY23 to 3,711 in FY24.

Since the start of the pandemic, the number of families enrolled in CalWORKs has increased by 20.7% from 3,075 monthly cases in FY20 to 3,711 in FY24. HSA anticipates continued caseload growth in CalWORKs and projects 4,000 monthly cases in FY25.

San Francisco's County Adult Assistance Program (**CAAP**) provides cash assistance to low-income adults who do not have dependent children. CAAP clients participate in workforce development activities like assignments or job training; for those unable to work, the program helps clients apply for federal disability benefits (SSI).

### CAAP Caseload



HSA's CAAP caseload reached a 10-year high in FY24, providing assistance to 6,264 individuals per month. This is a 22.5% increase from 5,112 cases in FY23. Despite the recent increase, HSA projects enrollments in CAAP to drop to 5,360 in FY25.

Recent legislation may impact the CAAP caseload, but it is difficult to anticipate how and to what extent. In March 2024, San Francisco voters passed Proposition F which will require

people with a substance use disorder who want to access to county-funded cash assistance to participate in treatment. Proposition F will go into effect in January 2025.



# Transportation

| Measure                                                                                                                        | FY23 Result     | FY24 Target | FY24 Result             | FY23-24 Change |
|--------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------|-------------------------|----------------|
| <b>Traffic fatalities*</b> (Number of traffic fatalities between January through September 2024)                               | 26<br>(CY 2023) | 0           | <b>25</b><br>(CY 2024)* | +19%           |
| <b>Annual ridership</b> (total number of boardings on a Muni vehicle)                                                          | 131M            | > 140M      | <b>152M</b>             | +16%           |
| <b>Customer rating: Overall satisfaction with Muni</b> (Percent of customers who rated Muni services as "Excellent" or "Good") | 66%             | > 76%       | <b>72%</b>              | +9%            |
| <b>Muni on-time performance**</b> (percent of vehicles adhering to schedules)                                                  | 57%             | > 85%       | <b>58%</b>              | +1.7%          |
| <b>Percentage of scheduled service hours delivered</b>                                                                         | 98%             | > 98%       | <b>99%</b>              | +1.0%          |
| <b>Percentage of eligible population utilizing free or discounted Muni fare programs</b> (Lifeline Program)                    | 46%             | > 40%       | <b>47%</b>              | +2.2%          |

\*Traffic fatalities are tracked by the calendar year instead of fiscal year. Data for calendar year 2024 are available through September 2024. The value noted in the FY23-24 column represents the percent change between January-September 2023 and the same time period in 2024. Between January-September 2023, there were 21 fatalities, while during the same time period in 2024 there were 25 fatalities, representing a 19% increase.

\*\*SFMTA is currently in the process of replacing "Muni on-time performance" with "Headway adherence". Headway adherence focuses on the regularity and reliability of service intervals rather than strict adherence to a schedule.

## IN FOCUS: VISION ZERO AND TRAFFIC FATALITIES

Vision Zero is San Francisco's commitment to creating safer, more livable streets with the goal of eliminating traffic fatalities and reducing severe injuries. Vision Zero is an inter-departmental program co-chaired by the Department of Public Health (DPH) and the San Francisco Municipal Transportation Agency (SFMTA). Since 2014, DPH and SFMTA have drafted the [Vision Zero Action Strategy](#), which identifies strategic actions for city departments and agencies to reach the city's Vision Zero goal. Vision Zero is guided by the principle that traffic deaths are preventable, and that traffic safety interventions can reduce the likelihood that a collision results in death. SFMTA recently published the [Vision Zero 10-Year Report](#), which commemorates the last decade of the program and lays out a road map for the future.

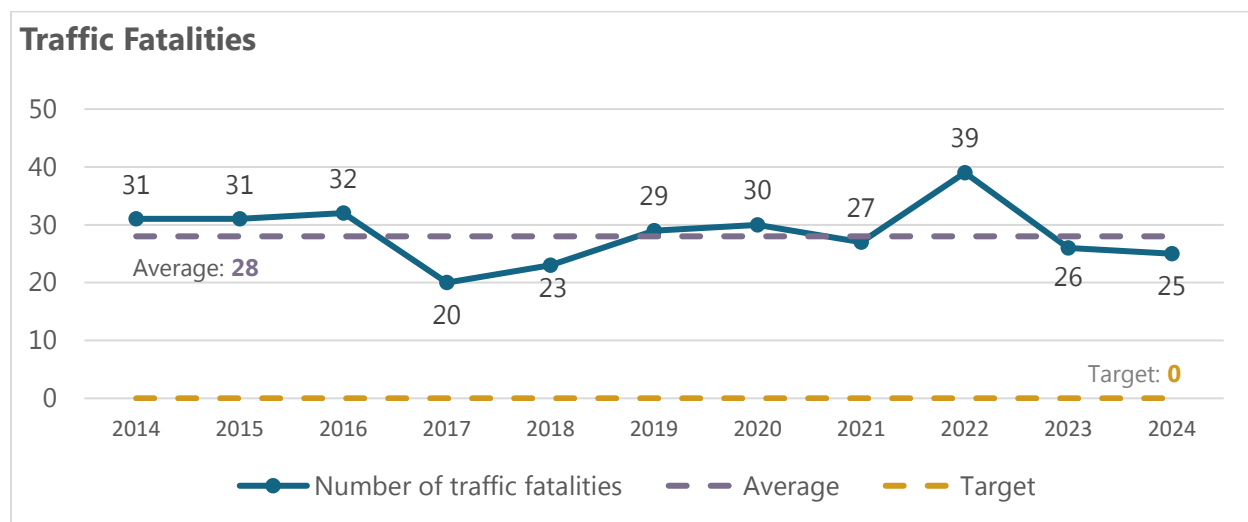
San Francisco's original Vision Zero policy was centered around the traditional roadway approach of engineering, education, and reinforcement of safe roadway behavior. Vision Zero now focuses on a Safe System approach, which recognizes that roadway users will inevitably make mistakes. The Safe System approach anticipates these inevitable mistakes by designing and managing systems – road infrastructure,

vehicles, post-crash care, and others – to keep the risks of mistakes less severe. When a mistake does lead to a crash, a safe system is one that lessens severe impacts on the human body.

## San Francisco has an average of 28 traffic fatalities per year

Traffic fatalities are a core metric of Vision Zero. The City has averaged 28 traffic fatalities per year since the City first adopted Vision Zero as a policy in 2014. Between January 1, 2024 and September 30, 2024, there were 25 total fatalities, which is 4 more than during the same time period in 2023.

Recently, the Controller's Office compared San Francisco's fatalities and injuries rates with peer cities that have a similar population size and density across the country. No city in the benchmarking study has achieved zero traffic fatalities since 2012. However, San Francisco is one of the safer cities by comparison, with fewer fatalities per 100,000 residents than nearly half of the peer cities in the benchmarking study. To learn more about San Francisco's performance in comparison to peer cities, [visit the Controller's website](#).



\*Calendar year 2024 data is from January – September.

## What is the City doing to prevent more collisions?

High vehicle speeds, poor visibility between road users, and intersection hazards all increase the risk of crashes that lead to severe or fatal injuries. Safe Streets initiatives pinpoint design strategies and data-driven engineering solutions to enhance safety.

Speeding is one of the most common factors that leads to a crash in San Francisco. Higher speeds reduce a driver's field of vision and reaction time, making it harder to avoid hazards. Additionally, stopping distances increase with speed, making it more difficult to safely navigate curves and respond to road obstacles. In the event of a collision between a vehicle and a pedestrian or bicyclist, the vehicle's speed will largely determine the survivability of the crash. [According to SFMTA](#), a person hit by a car traveling 20 mph has a 9 in 10 chance of surviving while a person hit by a car traveling at 40 mph only has a 2 in 10 chance of surviving.

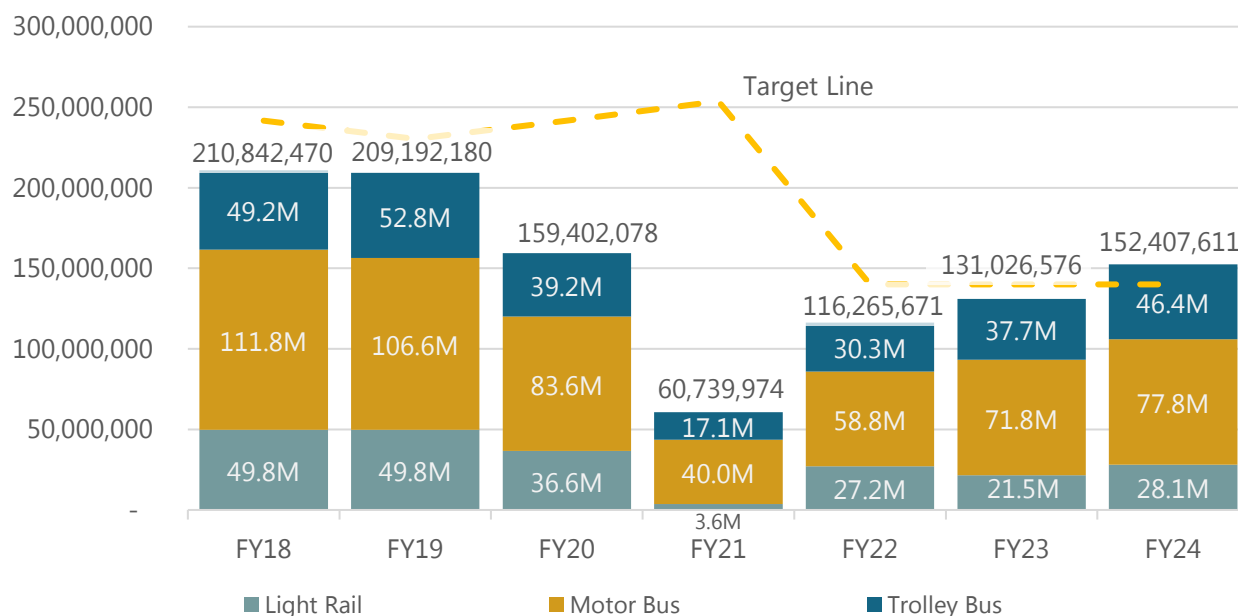
SFMTA uses a variety of tools to improve safety on San Francisco's streets, prioritizing work on the [High Injury Network \(HIN\)](#), the 12% of city streets that account for 68% of severe and fatal collisions. Safety measures like separated bike lanes and [daylighting](#) reduce conflict at intersections, while speed management tools like automated speed enforcement, reduced speed limits, and traffic calming treatments reduce the speed of vehicles on the city's streets. The Quick Build Program uses reversible and adjustable traffic safety tools to quickly address safety issues on HIN corridors. [According to SFMTA](#), on streets with Quick Build projects the annual bike-related crash rate decreased by 33% and the annual pedestrian-related crash rate decreased by 32%. To learn more about the City's progress in speed management and safety measure implementation, visit [SFMTA's Safe Streets Progress Dashboard](#).

## SFMTA RIDERSHIP AND EQUITY PROGRAMS

SFMTA manages all ground transportation in the city and has oversight over the municipal railway (Muni) public transit, bicycling, paratransit, parking, traffic, walking, and taxis. The section below features four key performance measures SFMTA tracks for their Muni service: total annual ridership, Muni customer satisfaction rating, Muni customer complaints, and the percentage of eligible population using free or discounted Muni programs.

### Annual ridership increased 16% to a total of 152M riders

#### Muni Annual Total Ridership



Annual ridership measures the total number of passengers who board SFMTA's buses and light rail throughout the fiscal year. Increasing ridership provides numerous benefits to the City, including reducing traffic congestion, increasing environmental sustainability, and promoting a healthy and vibrant place to live. Moreover, increased ridership aligns with Vision Zero goals by promoting safer streets and reducing

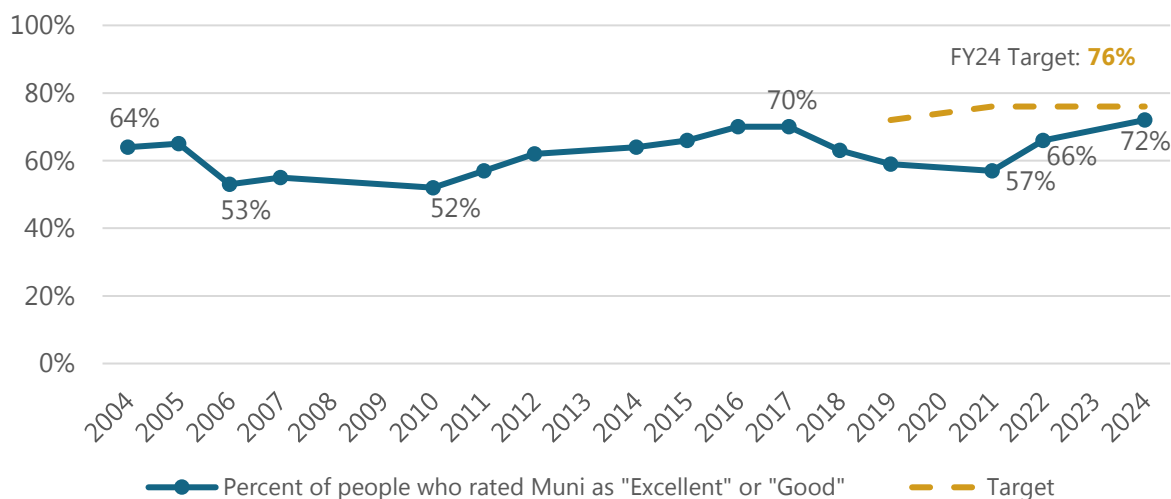
traffic-related fatalities and injuries from less individual vehicles on the streets. Ridership is also an indicator of citywide and regional economic activity, and a measure of accessibility for residents and visitors.

In FY24, Muni ridership continued to recover from its FY21 low of 61.7 million riders during the COVID-19 pandemic. SFMTA served a total of 152 million riders in FY24, 9% above its target of 140 million. This is an increase in ridership of 16% since FY23 and 60% since the FY21 low.

The increase in ridership may be attributed to the gradual return to the offices and people taking public transit to new and returning events around the City. The [SF Live](#) series debuted in May 2024 and runs through October 2024, which brings arts and culture into parks and plazas with free performances offered to the public. Other events around the City include the [Sunset Night Market](#) and [Downtown First Thursdays](#), which are free to attend and encourage people to take public transit.

## Muni customer satisfaction rate improved from 66% to 72%

### Muni Customer Satisfaction Rate

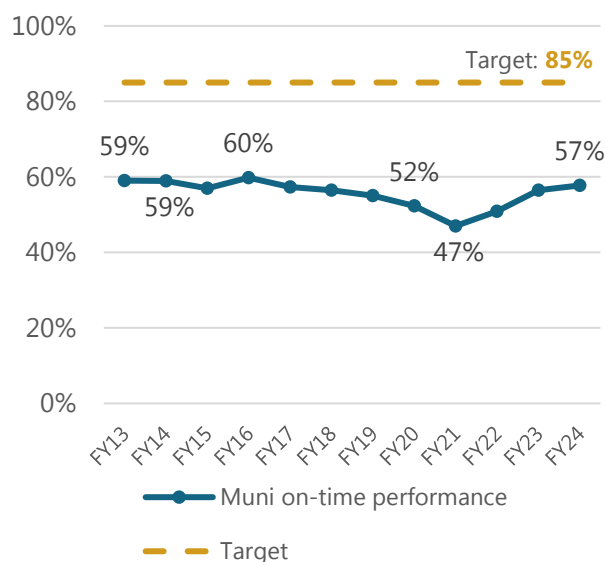


SFMTA is dedicated to providing the fastest, safest, and most reliable public transportation network possible for San Franciscans. In the most recent annual Muni Rider Survey conducted between February and April of 2024, 72% of Muni riders rated Muni services as excellent or good. This is the highest score Muni has ever received in the history of the survey, and up six percentage points from 66% in the previous survey in 2022. The survey asked 553 Muni riders to rate their satisfaction with various service characteristics such as reliability and cleanliness. The 2024 survey reveals that the greatest increases in satisfaction among individual survey categories were Muni's improved accuracy for arrival estimates (64% of people rated "excellent" or "good" in 2024 vs. 49% in 2022), enhanced on-time performance (60% in 2024 vs. 47% in 2022), and more frequent service (63% in 2024 vs. 51% in 2022). These improvements make Muni's services a more compelling alternative to driving. For more details on the survey, visit [SFMTA's Website](#).

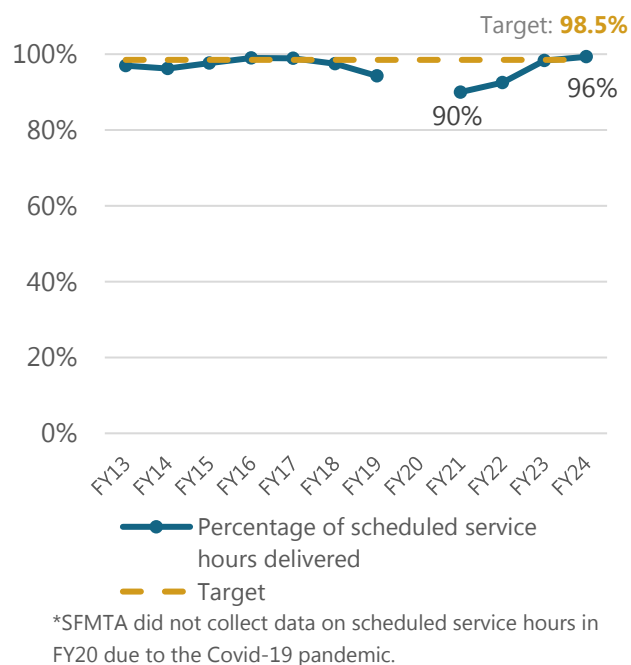
The positive changes in survey responses reflect the fact that riders are noticing the improvements in Muni's services. Muni's FY24 annual performance data shows how it has improved since the COVID-19 pandemic. Muni's on-time performance increased by ten percentage points from its historic low of 47% in FY21 to 57%

in FY24. The percentage of scheduled service hours delivered has also increased by six percentage points from 90% in FY21 to 96% in FY24. SFMTA attributes these improvements to Muni's Transit Service Planning team realigning its service plan to maximize available resources.

### Muni On-Time Performance



### Scheduled Service Hours



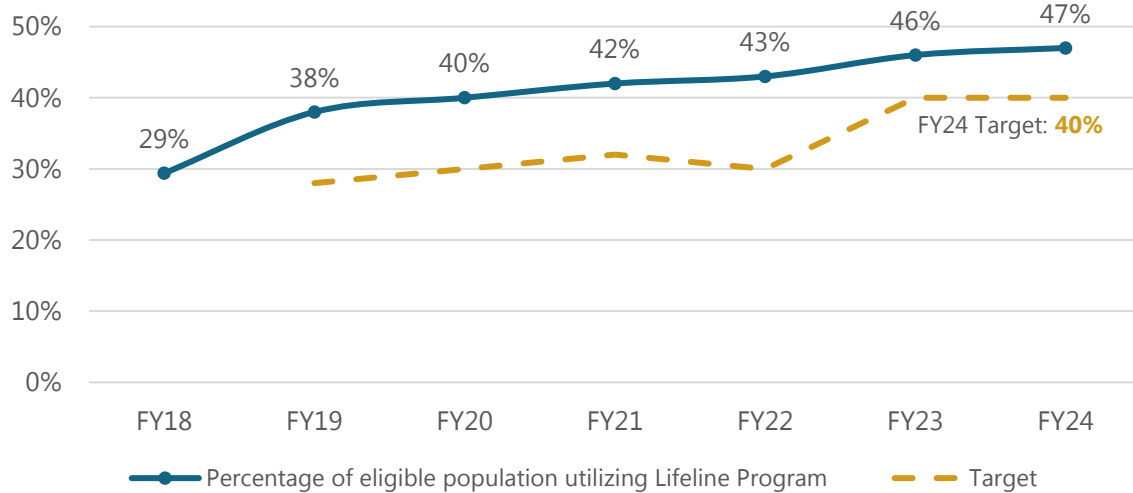
In addition to service improvements, SFMTA is also focusing attention on improving the overall customer experience. Beginning in October 2020 operators and other front-line staff have received Practical Communications Tools for Safety and Service (PaCT) training, which provides techniques on de-escalation, customer service, empathy, and self-care. SFMTA believes this has contributed to an increase in customers submitting more positive feedback for operators. Lastly, during major delays or planned survey shutdowns, SFMTA ambassadors provide customers with service-related information and potential questions.

### Utilization of free or discounted Lifeline Muni fare program continues above target

As part of its equitable strategic goal 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.



## Lifeline Program Utilization



In FY24, 47% of the eligible population in San Francisco enrolled in the Lifeline Program, up from 46% in FY23. This is seven 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 percentage points each year. SFMTA offers multiple ways for customers to access the Lifeline Pass: online application, through the MuniMobile app, or the purchase of monthly stickers in bulk at the SFMTA Customer Service Center. The program is also advertised to clients from the [Human Services Agency](#) and through the [Financial Justice Project](#) by the Office of the Treasurer and Tax Collector. 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 its [performance dashboards](#).

| Measure                                                                                                                | FY23 Result | FY24 Target | FY24 Result       | FY23-24 Change |
|------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------------|----------------|
| <b>Street &amp; sidewalk cleaning response</b> (percent of requests responded to within 48 hours)                      | 79%         | ≥ 95%       | <b>73%</b>        | -7.6%          |
| <b>Volume of street cleaning requests</b> (number of street cleaning requests)                                         | 152,735     | N/A         | <b>136,441</b>    | -10.6%         |
| <b>Graffiti service request response</b> (percent of public property graffiti requests abated within 48 hours)         | 36%         | ≥ 95%       | <b>36%</b>        | No change      |
| <b>Volume of graffiti service requests on public property</b> (number of graffiti service requests on public property) | 28,285      | N/A         | <b>26,188</b>     | -7.4%          |
| <b>Pothole on-time response</b> (percent of requests with response within 72 hours)                                    | 91%         | ≥ 90%       | <b>90%</b>        | -1.1%          |
| <b>Number of pothole service orders received</b> (number of pothole service order received)                            | 2,488       | N/A         | <b>2,192</b>      | -11.9%         |
| <b>Number of persons entering Main and Branch libraries</b>                                                            | 3,398,569   | 3,150,000   | <b>3,976,556</b>  | +17%           |
| <b>Circulation of books and materials</b> (number of physical and e-materials circulated)                              | 12,530,166  | 13,047,251  | <b>14,046,149</b> | +12%           |
| <b>Number of recreation course registrations</b>                                                                       | 38,693      | ≥ 40,000    | <b>39,972</b>     | +3.3%          |

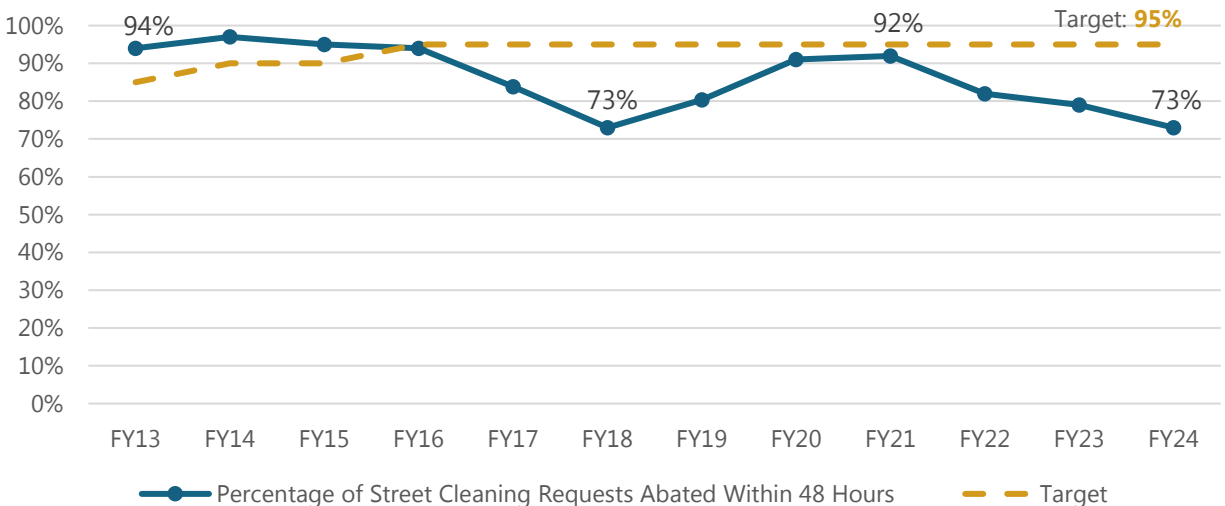
Three City departments are responsible for measures tracking “livability” in San Francisco: Public Works (SFPW), the Recreation and Parks Department (RPD), and the Public Library (SFPL). The highlighted measures track departmental work that is closely related to improving the overall physical, cultural and recreational quality of life for members of the public.

## STREET CONDITIONS AND CLEANLINESS

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. Public Works leads the maintenance and cleaning efforts of public streets and sidewalks within the City’s purview. Public Works receives requests for street cleaning, graffiti abatement, and pothole repairs through [San Francisco 311](#), the City’s customer service center. Administration staff triage service requests to the correct bureau and identify and remove any duplicates. Field crews will then inspect and take action to close the service request.

## Percentage of street cleaning requests abated within 48 hours down to the historical low of 73%, short of the 95% target

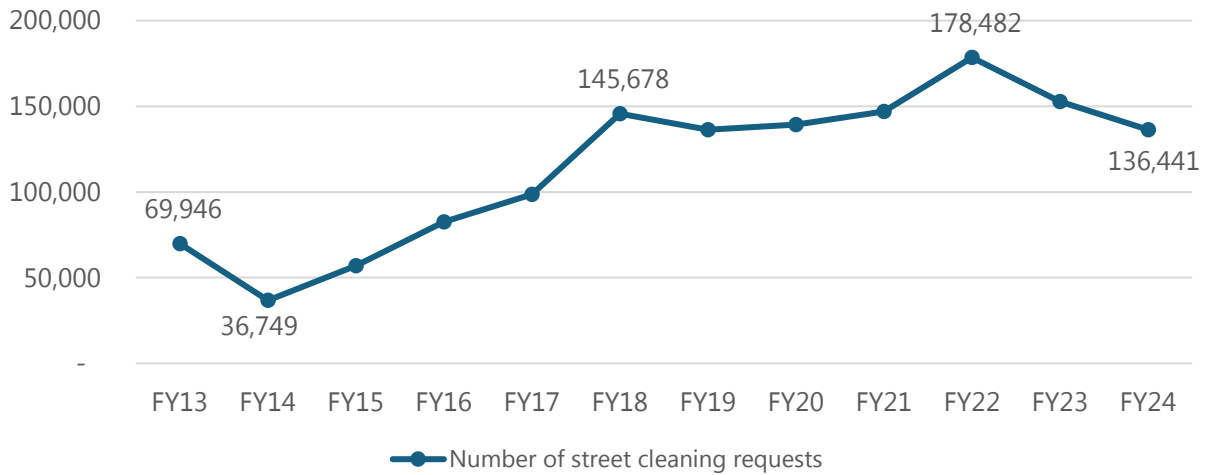
### Street Cleaning Request Response Rate



Public Works responds to street and sidewalk cleaning requests through the City's [311 service orders](#). Public Works sends out specialized crews by service order and type of cleaning required. Responses include, but are not limited to litter pickup, pressure washing streets, and illegal dumping removal.

In FY24, Public Works responded to 73% of street cleaning requests within 48 hours. This response rate is 22 percentage points below their 95% target and reached the historical 12 year low of 73% set in FY18. Public Works attributed the decrease in response rate to an emphasis placed on prioritizing proactive cleaning programs and special cleaning projects. Manual sweeping crews sweep five days per week along commercial corridors throughout the City. Public Works also hired additional staff to the Outreach and Enforcement Team, which informs property owners and businesses about their ongoing responsibility to keep the sidewalk outside their premises clean and safe, remove graffiti, and subscribe to adequate refuse service. This proactive approach is intended to reduce the amount of litter in the public right of way, and Public works staff believe it has contributed to a decrease in the number of service requests.

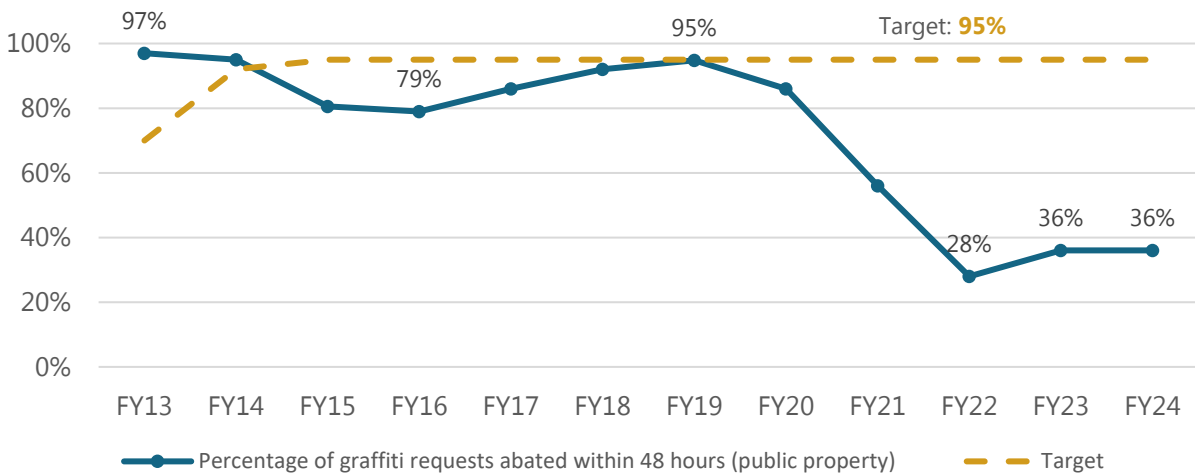
## Street Cleaning Requests



The number of street cleaning requests has returned to levels seen before the COVID-19 pandemic and continues to decline from its peak in FY22. In FY24, the City received 136,441 street and sidewalk cleaning service requests compared to 152,735 requests in FY23, a decrease of 10%. Overall, the number of street cleaning requests is down 26% from its peak in FY22.

## Public property graffiti service request abatement rate unchanged at 36%

### Graffiti Service Request Response Rate

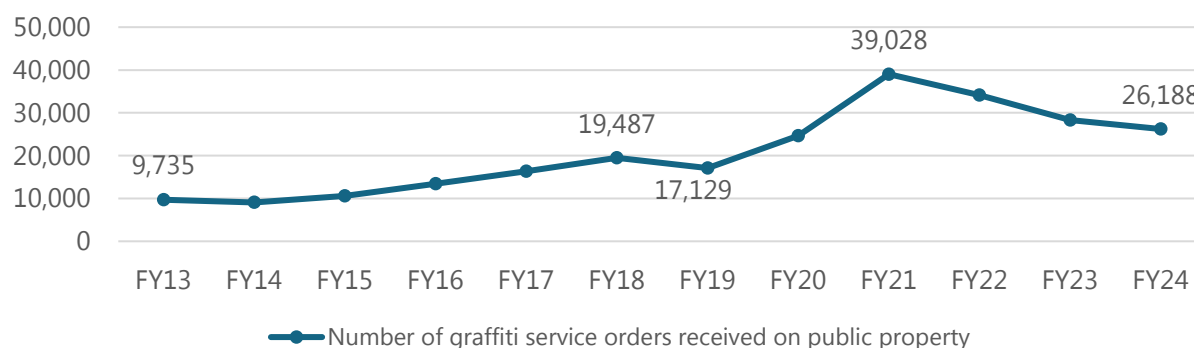


Graffiti is an act of vandalism and is categorized as a quality-of-life crime. Public Works responds to service requests differently depending on whether the graffiti is on public or private property. For public property requests, Public Works sends graffiti abatement crews to remove the graffiti. Public Works targets 95% of public property graffiti service requests are responded to within 48 hours. For private property requests, Public Works sends an inspector to verify the presence of graffiti and thus does not set a target for cleaning. The cleaning responsibility falls on the property owner, unless the property is located in a commercial

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

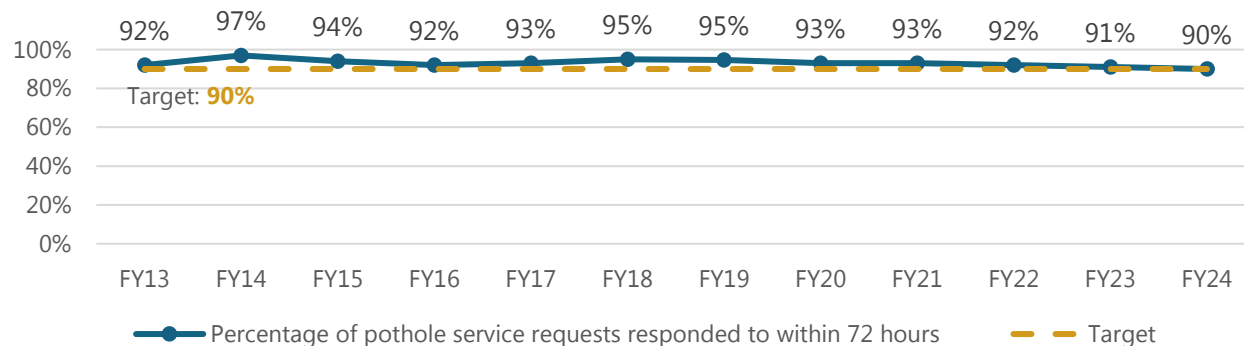
In FY24, there were 26,188 requests on public property, compared to 28,285 requests in FY23 (7% decrease). Public Works attributes the drop in service order volume to increased focus on proactive abatement, rather than specific service requests. In FY24, Public Works responded to 36% of graffiti service requests on public property within 48 hours. The FY24 response rate is 59 percentage points below the target of 95%. Public Works attributes the low on-time response rate to heavy winter storms during FY22 and FY23 that led to the reassignment of graffiti response teams to street cleaning response and changes to the business process to proactively address graffiti in coordination with other street cleaning initiatives, which is not yet accounted for in the data. This will be corrected in future public graffiti service order reports to reflect this change in methodology. Additionally, graffiti abatement was not deemed a priority nor an essential service during the pandemic and Public Works reassigned staff to street cleaning duties. This created a backlog of graffiti service orders which Public Works has steadily reduced since reaching a high of 39,082 orders at the end of FY21.

### Public Property Graffiti Service Orders



### Public Works met its target for pothole service requests for the ninth year in a row

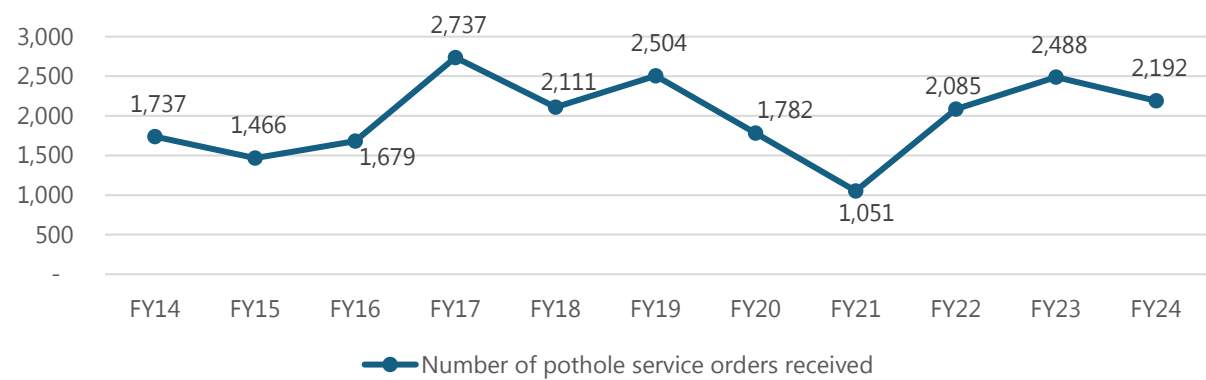
#### Pothole Service Request Response Rate



Potholes can be dangerous for people and goods traveling on San Francisco's roadways. The City has a target response rate of 90% of 311 pothole service requests within three business days (72 hours).

In FY24, Public Works received 2,192 pothole service requests, compared to 2,488 in FY23 (11% decrease). Public Works was able to respond to 90% of these service requests on-time, meeting their annual target. Public Works is consistently able to meet its target pothole service request response rate because of the relatively low number of service requests compared to street cleaning or graffiti. Over the last five years, there were an average of 1,900 pothole service requests compared to 151,000 street cleaning requests and 29,000 graffiti service requests annually.

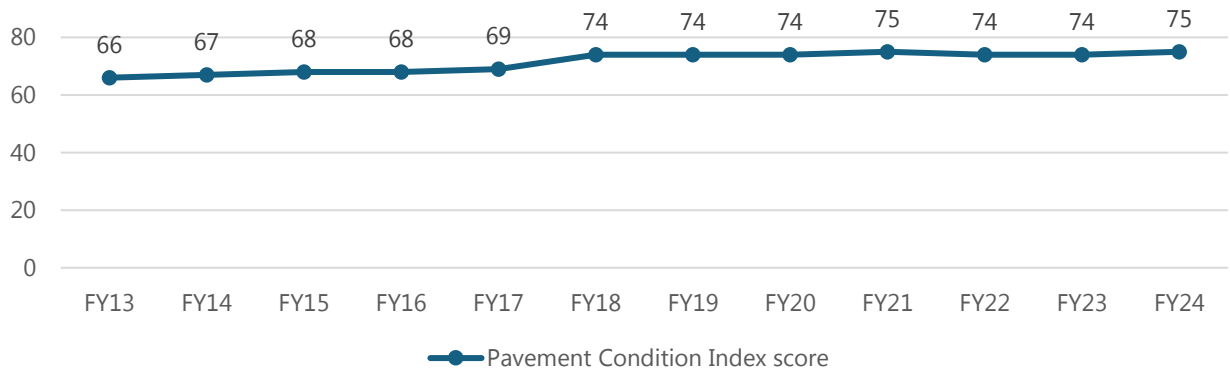
Pothole Service Requests



[Pothole repair](#) is an ongoing operation of Public Works’ 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 Public Works considers when calculating the [Pavement Condition Index \(PCI\)](#) score for a street. The PCI is used to determine which street segments need repaving 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 FY24, the regional Metropolitan Transportation Commission raised the PCI score of the City to 75, which is a rating of “good.” Maintaining streets in good condition is the most cost-effective way to extend their lifespan, rather than allowing them to deteriorate which requires costly repairs later. Public Works’ continued dedication to repairing potholes in a timely manner contributed to the increase in PCI.

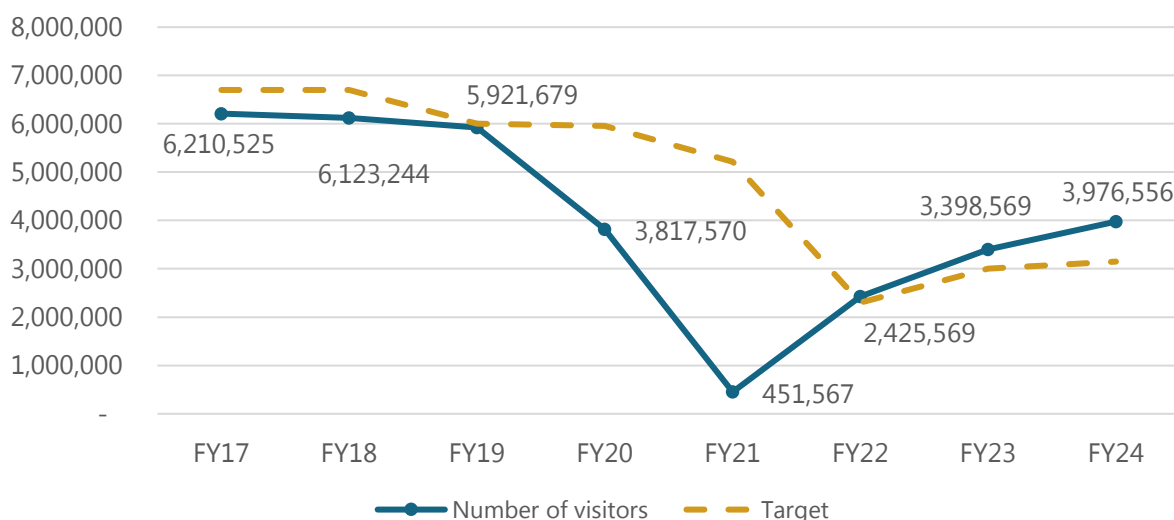
Pavement Condition Index



## LIBRARY UTILIZATION

**The number of library visitors up for third consecutive year, approaching pre-COVID-19 pandemic levels**

### Library Visitors

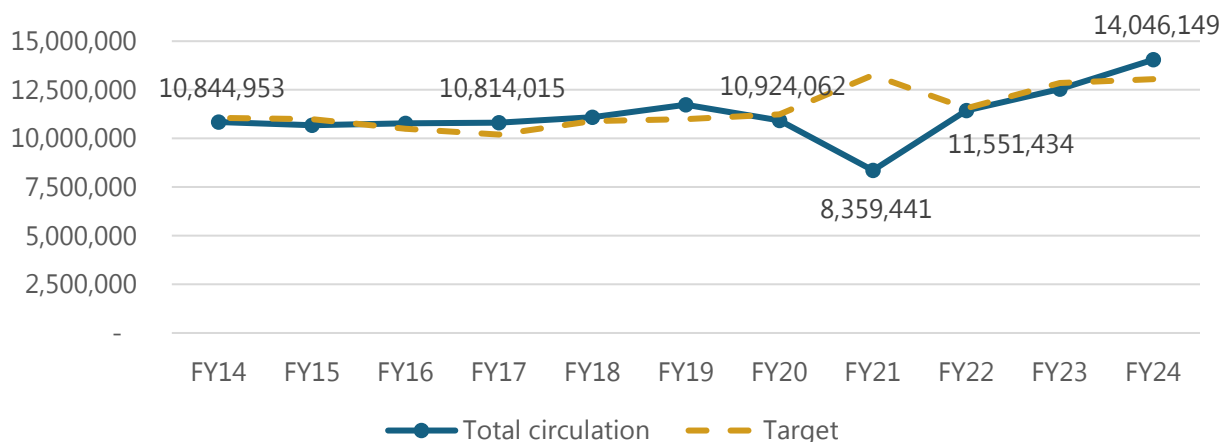


SFPL closed all its locations to the public from March 2020 to May 2021 in response to the COVID-19 Pandemic, leading to a dramatic decrease in visitors in FY20 and FY21. Since the libraries fully re-opened in FY22, the number of visitors has increased steadily each year. In FY24, there were 3,976,556 visitors to the main and branch libraries, a 17% increase from the 3,398,569 visitors in FY23. SFPL exceeded its target of 3,150,000 visitors by 26% in FY24.

SFPL hosted a number of exciting events over the course of FY24 that helped draw in visitors. In February 2024, SFPL hosted its biggest [Global Night of Ideas](#) event yet, bringing approximately 6,700 attendees. The [Queer Comic Festival](#) premiered its inaugural showcase of Bay Area LGBTQIA+ queer comics creators the same month. Also, SFPL hosted its first [Genealogical and Family History Conference](#) in May 2024. Additionally, [Talking Books and Braille Center](#) re-opened in November 2023 after being closed since August 2022 for renovations.

## Library circulation surpasses both the pre-COVID-19 pandemic peak and the FY24 target

### Library Circulation



The total circulation number also decreased significantly when the libraries closed in FY20 and FY21 during the pandemic. While the Library offered a materials pick-up program for patrons to receive physical materials, the extended closure of SFPL's in-person locations limited patrons' ability to check out these materials. However, during this temporary closure, SFPL also worked to increase the number of electronic materials in circulation. In FY22 the libraries re-opened fully, and the number of materials circulated has increased steadily each year.

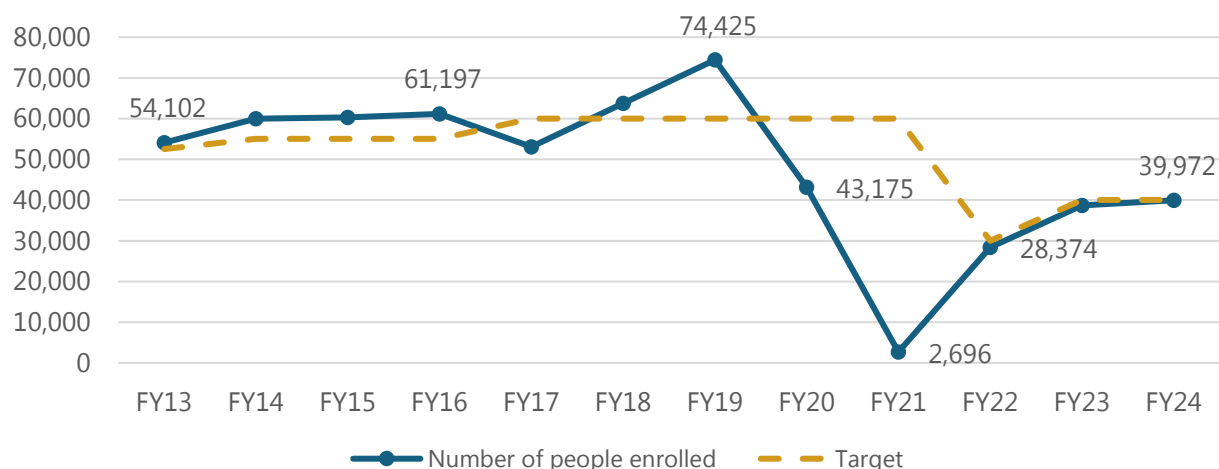
In FY24, total circulation reached 14,046,149, which is a 12% increase from 12,530,166 materials in FY23. This consists of 6,512,370 eBooks and eMedia (13% increase) and 7,533,779 physical books and materials (12% increase). The increase in digital circulation shows a continued interest and reliance on digital materials among SFPL patrons. To meet the ongoing demand for digital resources, the library has expanded its offerings by adding new platforms such as [BayBeats](#), a streaming platform focused on promoting local musical artists. SFPL noted the growth in physical circulation in FY24 can be partially attributed to the increase in renewal limits from three up to five times. This change was implemented at the end of FY23 and allowed patrons to keep their borrowed materials longer than before.



## RECREATION AND PARKS PROGRAMS

**Recreation course enrollment increased slightly from last year by 3%**

### Recreation Program Enrollment



Recreation and Parks Department (RPD) offers a wide range of recreation programs to the public. Types of courses offered include early childhood classes for children under 5, after school programs for youth and teens, and dance and fitness classes for adults. To learn more about the full list of programs offered, [visit RPD's website](#).

In FY24, 39,972 people registered for RPD programs, which is a 3% increase compared to 38,693 in FY23. RPD adjusted its target after the number of program participants dropped in FY20 and FY21 due to the COVID-19 pandemic. Since then, the number of course registrations has steadily increased, and RPD neared its target of 40,000 registrants in the last two fiscal years.

RPD continues to expand on the types of recreation programs it offers to the public. One example is the Community Innovation Lab (the Lab), which opened at the India Basin Waterfront Park in October 2023. The Lab was part of India Basin Park's [Equitable Development Plan](#), which aims to ensure that the park will benefit current Bayview-Hunters Point residents while preserving the culture and identity of the historic neighborhood. The Lab offers a range of new services including free sports equipment rentals, space for community organizations to host their programming, workshops, networking events, and more. The Lab also offers free Wi-Fi access, laptop and tablet lending, technical support, and community services. To learn more about India Basin Waterfront Park, [visit the park's website](#).

| Measure                                                                    | FY23 Result | FY24 Target | FY24 Result | FY23-FY24 Change |
|----------------------------------------------------------------------------|-------------|-------------|-------------|------------------|
| <b>General obligation bond rating*</b> (Moody's credit rating, April 2024) | Aaa         | Aaa         | Aaa         | No change        |
| <b>Stabilization reserves*</b> (percent of General Fund)                   | 6.3%        | 10%         | 6.2%        | -1.5%            |

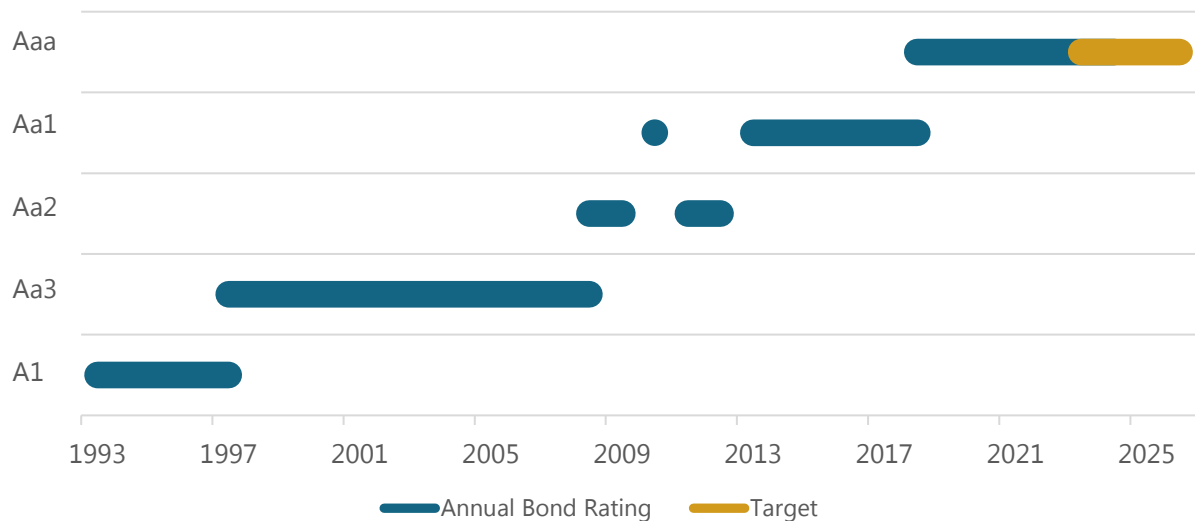
\*In FY25 (on October 22, 2024), Moody's downgraded the City's general obligation bond rating from Aaa to Aa1.

\*\*FY24 Economic Stabilization Reserves percentage is based on a 9-month projection. This measure's figure is subject to change based on the official FY24 amounts included in the Fiscal Year 2023-2024 Annual Comprehensive Financial Report (ACFR), which will be published in December 2024.

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

## The general obligation bond rating remained prime

### Moody's San Francisco GO 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, which have historically involved the following: seismic improvements and disaster preparation, medical and mental health services and infrastructure, affordable housing, transportation enhancements, and renewal and repair of parks, recreation and open spaces. The GO bond rating indicates how safe an investment the City's bonds are to potential investors.

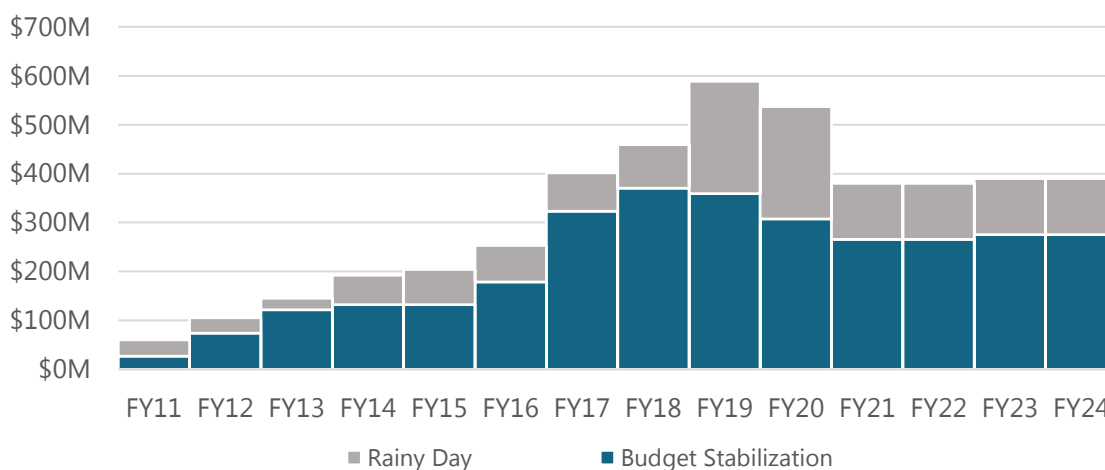
Moody's Investors Service is a major municipal bond rating agency that issues a credit rating for the City. In 2018, Moody's upgraded the City's bond rating from Aa1 to Aaa, the agency's [highest quality level](#).

Moody's reaffirmed the City's Aaa rating in a report published in April of 2024. The report cited the City's robust financial profile, diverse revenue sources, largely residential and built out property tax base, high resident incomes, and strong management practices as reasons to maintain the Aaa rating.

In FY23, Moody's updated their outlook for the City's Aaa rating from "Stable" to "Negative" due to near-term economic and financial challenges. A "Negative" rating outlook suggests that the City has a higher likelihood of losing its Aaa GO bond rating over the medium term. In its April 2024 report, Moody's affirmed the "Negative" outlook based on projected withdrawals from reserves in FY24 and FY25, which reflect the sluggish recovery in the City's commercial real estate and retail sales activity. Moody's also cited the City's slow post-pandemic recovery in commercial real estate, office worker attendance, and downtown utilization as reasons for the rating's "Negative" outlook. The City's GO bond rating goal is to maintain the Aaa rating through 2026 and beyond.

## Stabilization Reserves remained unchanged

### City Economic Reserves



In FY24, the City was not eligible to withdraw from the Rainy Day and [Budget Stabilization](#) reserves and is not projected to deposit into them. This means that the FY24 economic stabilization reserve amount will remain at \$389.7 million, or 6.2 percent of General Fund revenues.

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 Rainy Day reserve accumulates funds when the City's revenue growth exceeds 5%, with 50% of the excess deposited to the reserve. The remaining funds are set aside for capital and other one-time expenditures as well as for general government needs. Rainy Day funds are capped at 10% of General Fund revenues, and the City can withdraw up to 50%

of the Reserve to support the City General Fund and San Francisco Unified School District's (SFUSD) operating budgets in years when revenues decline. Meanwhile, the [Budget Stabilization](#) reserve augments the Rainy Day reserve and is funded by the annual deposit of 75% of property transfer taxes. [Budget Stabilization](#) reserves can only be accessed after Rainy Day reserves have been depleted, providing additional support during prolonged economic challenges.

The City withdrew from these reserves in FY20 and FY21 to provide financial stability during the COVID-19 pandemic. As a result from the withdrawals, the FY21 reserve balance stood at \$380.3 million. In FY23, increased operating savings and department revenues more than offset weakened City tax revenues, allowing the City to deposit \$9.4 million into reserves. In FY24, the City was not eligible to withdraw from the [Budget Stabilization](#) and Rainy Day reserves. However, the City does plan on withdrawing from other reserves in FY24 and FY25.

# Appendix

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

Details for all 770+ performance measures are also available online. Please click on this [link](#) to access.