

Please fill out the following:

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Questions

1. What is the worst thing about San Francisco, why? And what should be done about it?

The City's most dire problem is skyrocketing pension and benefit costs for City employees. This year, taxpayers spent one out of every six tax dollars – nearly a billion dollars – on City employee benefits. Within five years, that number is expected to double. Over the next twelve months alone, the City's benefits costs for City employees will soar by \$100 million, and every year that number will grow. By 2015, these costs will reach \$800 million annually. Meanwhile, the City is facing a \$483 million deficit in the coming fiscal year. Unless significant reforms are made immediately, the City will have little choice but to divert scarce funding away from education, law enforcement, parks and recreation programs, public health and other basic services in order to pay for City employee benefits.

San Francisco needs its next Mayor to be firmly committed to solving this problem, even if the face of push-back from powerful interest groups. For the second year in a row, I have been at the forefront of reform. I am the author of Proposition D, the largest fiscal austerity measure ever proposed in San Francisco.

In 2011, I set out to reform the City's pension system because, put simply, escalating employee pension and benefits costs are bankrupting our city. After meeting with members of the 2010 civil grand jury who felt that their calls for reform of pension system had been ignored by elected officials, I urged Mayor Gavin Newsom and the Board of Supervisors to take on this issue, to no avail. Because no elected official had the bravery to push for pension reform, I took the issue directly to the people of San Francisco. While the November 2010 pension and health care reform ballot measure did not pass, it garnered 116,000 'yes' votes.

Taking what I learned from that experience, I retained former San Francisco City Attorney Louise Renne's law firm to help draft Proposition D for the November 2011 ballot. Proposition D improves on the earlier ballot reform measure by exempting lower-paid workers – those with salaries less than \$50,000 – from any increases in retirement contributions, and by setting a graduated contribution rate so that higher paid City employees will contribute to their retirement at a higher rate than lower paid employees. Proposition D also provides a fairer, more sustainable retirement system for new hires, and it prohibits pension spiking.

Proposition D, if approved, will be the largest fiscal austerity measure in the history of the City. According to the City Controller, Proposition D will save taxpayers \$1.7 billion over the next seven years, enabling the City to prevent further cuts to and even restore important City services. While Proposition C purports to address the pension crisis facing our City, it saves much less, and does much less in terms of pension spiking. It also fails to cap pensions and still allows some employees to receive 90% of the income they received while working. In short, it does not result in long-term, sustainable pension reform.

San Francisco has already cut summer school for children because there was no room in the budget for the \$1 Million it cost. Without pension reform, our City's other educational programs and general infrastructure will continue to be cut and it will be even more difficult to tackle our multiple problems such as a lack of jobs, lack of affordable housing, unreliable public transportation, and homelessness.

2. What proposals do you have for creating job growth — and preventing job losses — in San Francisco?

Over the last several decades, San Francisco's approach to economic development and job creation has been backwards. It has not encouraged the development of small businesses, nor has it resulted in new jobs. The City has relied on a losing formula of "trickle down" economics through the San Francisco Redevelopment Agency. The ineffectiveness of such policies prompted Governor Brown to cut these redevelopment agencies throughout California. The solution to creating jobs is to fund programs that work. And what works is microenterprise development.

Over 90% of California businesses are small businesses and 88% of all businesses in California (businesses with 5 or fewer employees) require \$35,000 or less in start-up capital. These businesses have a higher percentage of women and people of color employees or owners, and a higher percentage are family businesses. They are "home grown" and let people in our communities find work and food on the table. As Mayor, I would set aside \$40 million every year for investment in microenterprise job creation by issuing 1,000 small businesses start-up loans of \$40,000 each. These tested mechanisms will shepherd people through the process of creating their own businesses. The expertise to do this in San Francisco is at our fingertips – it's just not being utilized much.

According to small business statistics specific to microenterprises, in just its first year of implementation, my plan would create:

- 1000 new businesses
- 7200 new jobs
- \$1.2 billion in economic activity.

Over the course of 4 years, San Francisco would have 28,000 new jobs and \$4 billion dollars of new economic activity. The funding for this microenterprise program will come from investing in job creation—rather than job retirement, by way of pension reform.

3. Do you believe that increased revenues are needed to balance the City Budget? If yes, what are the most equitable means to increasing revenues from:

No. As the Public Defender of San Francisco, I brought my office in under budget for 8 out of the 9 years I have been the head of the office, without having to lay off a single attorney or staff member. When I became Public Defender, I worked hard to improve client representation by ensuring that the office had adequate staffing and by putting workload standards in place. At the same time, I increased productivity, morale, and accountability by implementing effective training and employee evaluations. I began my term in 2003 by asking the City Controller's office to conduct a comprehensive study of my office's operations. I worked to implement the recommendations of the report, and through evidence-based decision making on the merits, I have succeeded in taking a department that was overwhelmed and understaffed and turned it into one of the most effective offices in city government. The San Francisco Public Defender's Office is now recognized as one of the best Public Defender offices in the country. In 2000, I received the prestigious Managerial Excellence Award given to the City's top managers by the Mayor's Fiscal Advisory Committee, an independent group of business and government leaders. In 2006, I received the American Bar Association's national award for the best government law office.

I brought the Public defender's office in under budget for eight out of nine years and developed innovative programs which address some of the fundamental challenges facing our City at the same time. As mayor, I will do the same for our city.

- Residents to pay for the various services needed in San Francisco?

It is crucial to our city's future that we maintain a balanced budget without placing an unfair burden on middle and low income San Francisco residents. As mayor I will oppose increases in regressive fees, including parking fees, while working to replace the current payroll tax- which discourages hiring of new workers- with a gross receipts tax. We are all San Franciscans and I will seek to improve services, programs and recreation through budgetary decisions that benefit the city as a whole.

- Workers who commute into San Francisco via private cars, car pools, or one of the transit options available (ferry, bus, Caltrain, BART)?

We need to encourage, not discourage people from coming into San Francisco for work or for leisure. The more it costs to commute into our city, regardless of the means of travel, the less incentives people will have for bringing their patronage here.

- Visitors who come to San Francisco for business or pleasure travel?

As I touched upon above, tourism and business travel is a vital part of San Francisco's economy. As mayor, I would use resources to make San Francisco a top travel destination and implement measures that promote rather than discourage visitation. Tourism infuses San Francisco businesses small and large with revenue and creates revenue for the city itself.

4. Which City and County of San Francisco departments and/or services should be reduced, consolidated or eliminated and why?

I would reduce management bureaucracy by requiring every city department to abide by a 1:8 ratio (best practices ratio) between management and direct service positions. Further, I would require competitive bidding on all city contracts where there is no oversight provided by a commission, and stop funding of city infrastructure based on non-taxpayer approved spending. I have spent two years working on pension and benefits reform, and have put two pension reform measures on the ballot, signed by 150,000 voters. The current measure, Prop D, will save the City and residents \$1.7 billion over the next ten years, \$400 million more than the plan advanced by the Mayor. It will also provide a long-term fix so we won't have to do this again in two years.

I would favor consolidating department and services that were redundant or could be combined. Two examples are the various technology and information processing departments and the multiple arts boards/commissions that could be consolidated.

5. What strategies do you have for encouraging San Francisco city departments to become "customer focused" and to work together as a single "City Family" instead of disparate fiefdoms?

I am not a fan of the term "City Family" because it connotes that departments can operate independently and only come to a collaborative meeting when called upon. Collaboration needs to happen at the very beginning step of every project, not only at the end when project are already underway and it is too late for discussion. I would require that City departments abide by a 1:8 ratio (best practices ratio) between management and direct service positions, thereby re-focusing every department on serving the people of San Francisco. As the Public Defender, I have worked with many other departments such as the City Attorney's office and the District Attorney's office. Even though we may have differing opinions on some ideas, an open discourse encourages the best ideas and best decisions.

6. Do you support the need for taxing entities known as "Business Improvement Districts" or "Community Benefit Districts", each covering their own microcosm within San Francisco, or do they perform services that taxpayers should expect to receive from the city government anyway? If you support such districts, what do you believe are the best uses for such taxing entities?

Yes I do, but only when the merchants/communities want them. Business Improvement Districts have the ability to revitalize deteriorating urban areas. However, I do not believe this is best done through taxing businesses to improve their surrounding blighted areas, but rather, I support incentive measures for developers to move into blighted areas. I support the idea of individual communities and districts having a collaborative voice that assess the needs of that district as well as assessing the cost that the members of that district would agree to in order to address a specific need. However, this can lead to a piecemeal and un-cohesive city with only some neighborhoods receiving and providing services and programs that everyone in our city would benefit from. As mayor, I would encourage neighborhood leaders to collaborate and bring their needs to my attention so that we could explore providing the needed service across the entire city.

7. How will you mitigate traffic congestion in downtown San Francisco to improve the safety, health, and welfare of pedestrians? Do you believe “pedestrian malls” would be feasible in some parts of the city?

Increasing the reliability, frequency, and quality of MUNI and making biking safer downtown will encourage people to find alternate ways of getting to work which in turn will reduce the traffic congestion. I would not implement a pedestrian mall downtown. The union square, the financial district, and SOMA areas are mostly comprised of businesses which many people commute into our city to visit. Banning cars from those areas would be a great deterrent from doing business in our city and would make it more difficult for our own residents as well.

8. How should the City pay for substantial future changes in San Francisco transportation infrastructure?

A major discussion has commenced concerning the Central Subway project in San Francisco. I strongly believe that the questions raised by the Civil Grand Jury must be addressed and answered before the City moves forward with the project. As Mayor, I would investigate the recommendations made by the SF Civil Grand Jury, which concluded that the Central Subway needs to be reevaluated in light of the huge cost increases that are now coming to light for the first time. Originally projected to cost approximately \$650 million in 2003, the price tag has now escalated to a projected \$1.6 billion, with the City on the hook for any potential cost overruns.

The addition of a new subway line will add to an existing operating deficit which will stretch the SFMTA’s maintenance environment to the breaking point. The project does not link the new line to existing MUNI and BART lines, it ignores service to the Financial District, and ignores current 2011 transportation trends which virtually guarantee that it will be outdated by the time it opens several years from now.

As mayor, I would call for a hearing on the Central Subway project in order to review the issues identified in the grand jury report. This review should include potential redesigns of the project, or, if it’s the right thing to do, scrap the project altogether in favor of using existing SFMTA infrastructure to improve transit along the Chinatown-Financial District

corridor. I will not have ordinary taxpayers pay for the special interests that would profit from this project and will move it forward only if the plan's benefits to traffic flow in the City outweigh the budgetary burden and long-term maintenance and infrastructure costs of maintaining the Central Subway.

Additionally, I oppose Proposition B, which proposes to borrow nearly \$250 Million in order to repave our deteriorative streets. The cost of borrowing these funds is that we have to pay the funding back, with interest, to the tune of approximately \$440 Million. This bond would be repaid with \$189,000,000 in interest, interest repaid by your tax dollars. But your tax dollars are *already* supposed to be used for pay-as-you-go maintenance on streets and other infrastructure. Your tax dollars instead being diverted to ever-escalating city employee wages, overtime, pensions, and politicians' pet projects. Borrowing money now to repave our roads, then paying back more than double is not fiscally responsible or logical, especially when we should have enough funding in our general fund set aside for just this purpose every year. City Hall already has a multi-billion budget at their disposal to fund street maintenance; they have just chosen to divert the money elsewhere. I will make our streets a budget priority.

By passing pension reform, our city saves \$1.7 Billion over the next seven years. Part of this new funding will be used, in addition to the amount we already have in our general fund, to improve our public transportation infrastructure.

9. Do you believe the continuation of the Patrol Special Police, for those communities that wish to hire them, impacts public safety positively, negatively or neither?

Yes, I support the Patrol Special Police, when communities wish to hire them or engage them. However, it is important that they be held accountable and that they provide quality policing services. We need community collaborations with the city instead of a semi-private police force-for-hire. When neighborhoods feel they need Patrol Special Police, we need to do something more permanent to increase their safety.

10. What are your views on the San Francisco Fire Department's Neighborhood Emergency Response Team (NERT)?

I think NERT is an excellent program and it an essential and critical part of emergency preparedness.

11. Tens of thousands of new residential dwellings are planned to be built in the Rincon Hill/Transbay and Mission Bay neighborhoods over the next decade. What infrastructure investments need to be made now to ensure families who move into these areas do not ultimately feel forced to move to the suburbs to raise their kids or to care for their senior parents?

As mayor, I will work hard to ensure that families can live in any and every neighborhood in San Francisco. Making sure that families have what they need to stay

and thrive requires that they have easy access to everything they need. This includes grocery stores, schools, hospitals/clinics nearby, easy access to and reliable public transportation, libraries and community centers, and open park spaces. As mayor, I would ensure that planning of all new developments includes consideration of all of these elements. Education is vital, which is one reason I support free MUNI for children, to allow them and their parents to easily get to and from school. I also strongly favor and would enforce all community benefits agreements. As mayor, I would work with stakeholders to negotiate effective and fair community benefits agreements before new development is approved.

12. How could the City and County of San Francisco better retain families in San Francisco?

As touched upon in my answer above, San Francisco needs to work for all of her citizens, with a City Hall that supports children and families from every neighborhood and respects the diversity of our community. My priorities are the children and families who are struggling to survive in our City and making sure that everyone has access to a quality education, jobs, clean and safe streets, and quality social services and health care. I have previously partnered with community-based organizations to establish the BMAGIC (2004) and MO'MAGIC (2006) programs to facilitate and coordinate resources and opportunities for youth. As Mayor, I will continue to empower the voices of children and families in all of the City's policy and funding decisions by:

- **Making San Francisco Affordable for Families:** I oppose regressive taxes, like high-priced parking tickets, that encourage working and middle class families to leave San Francisco. I will work to make the fines, fees and taxes levied by the City fair and proportional to residents of all income levels. I will also focus on the development of more affordable housing to ensure that the middle class and those with lower incomes are not priced out of the housing market.
- **Increasing Child-Care Options:** With long waiting lists for Head Start and subsidized child care and deep state cuts to child care services, San Francisco families are desperately in need of additional child-care options. I will identify funding for the creation of additional child-care facilities in San Francisco, and offer City contractors bonus points or tax credits if they offer onsite child-care for their employees.
- **Creating Family-Friendly Neighborhoods:** San Francisco's public spaces must be kept beautiful and accessible to all. As Mayor, I will work to keep our parks sufficiently staffed, funded, safe, and free to the general public. I will focus on supplying families with affordable housing, ensuring educational excellence in our public schools, and improving health care, especially for our youth and seniors.
- **Reforming the juvenile justice and foster care systems:** As Public Defender, I was an early leader in imposing a moratorium on sending our youth to the California Division of Juvenile Justice due to the unsafe and inhumane treatment of its wards. As mayor, I will see to it that our Juvenile Probation Department and Human Services Agency are

working to strengthen families and their communities. I will reallocate resources to rehabilitation and prevention through the increased use of community-based alternatives.

- **Creating Recreational and Job Opportunities for Youth:** All youth need safe places to play and to participate in sports and the arts, as well as to receive skills-based training and job experience. I will fund after-school and summer programs, as well as the Beacon Centers. I will also make MUNI service free for children under 18, making it easier for kids to move around the city to their schools and jobs. As Mayor, I will advocate for the renewal of the Public Education Enrichment Fund established by 2004's Prop H to ensure that arts, music, sports and library programs continue in the schools.

13. How does the City provide new recreational and open space needed by the additional residents moving into Supervisorial Districts 3 and 6 over the next 20 years as higher density residences are built?

According to the San Francisco Planning and Urban Research Association, the Recreation and Parks Department needs an additional \$30 million to \$35 million in annual operating funds to properly care for the parks system. I have three strategies for raising raise this additional funding:

First, I would increase public financing by doubling the Open Space Fund, forming a citywide assessment district, and taxing unhealthy behaviors (e.g. tobacco use). Second, I would develop philanthropic funding and support partners, including a closely-related partner philanthropy, long-term individual donors, and parks councils and friends groups. Third, I would generate earned revenue by reactivating existing structures and spaces, expanding park programming, and adding concessions and vendors - all activities that would enhance rather than diminish the park experience. I will also maximize the revenue generating potential of major events, like America's Cup and music festivals.

As mayor, I would ensure that planning of all new developments includes consideration of schools, open spaces, public art, transit and affordable housing. I would work with local developers to find places within new developments or currently unused property to establish new recreational and open spaces. These may include more Privately Owned Public Spaces (POPS) on the ground floor of new developments, and incentives for developers to include a new public area or to refurbish an existing space near to their developments.

14. There are more "Place of Entertainment" permits in the South of Market District than any other area of San Francisco. How will you manage the conflicts of residents who work 8 a.m. to 5 p.m. and the nightclubs that want to operate between 8 p.m. to 5 a.m.?

There has to be a balance between encouraging a vibrant night life scene which attracts business and being able to raise a family in our city without feeling the need to move to the suburbs. I would ensure that neighborhood leaders and residents have a voice in

deciding whether new businesses that operate outside regular hours should be permitted to operate in their neighborhoods.

- 15. Many believe San Francisco city government today operates under a corrupt “pay-to-play” system where a cartel of businesses, lobbyists, associations, and non-profits support particular politicians in exchange for favors that may not be in the best interests of most San Franciscans or the long-term fiscal health of the City. Do you believe this is true and, if so, what structural changes to city government would you recommend to remedy the situation?**

Yes, I do. I do not believe elected office should be awarded to the highest bidder. That is the way things have been done in the past and I am committed to a new way of doing business at City Hall. I will open up the political process to those who have been excluded in the past, including those without wealth or connections as opposed to paid lobbyists who influence City Hall for the benefit of the special interests. City Hall needs to serve the interests of all residents. Unlike other candidates for mayor, I will not be beholden to special interests who finance their campaigns. I will work to do what is in the best interest of all San Francisco and I will provide a seat at the table for everyone, including those who have historically been excluded.

I have an on-line video explaining my views on this issue:

<http://www.youtube.com/user/adachiformayor#p/a/u/0/3rsnEA8oRiw>

- 16. How would you improve east-west connectivity of MUNI service in South of Market?**

I would work to implement the Transit First plan and work to ensure that MUNI was serving the needs of residents. In order to achieve this, as Mayor I would: 1) reassess the governance structure of how we manage transportation in the City; 2) make the promise of 85% reliability for MUNI a reality; 3) oversee effective implementation of Proposition G; and 4) prioritize funding for transportation improvements instead of administration costs, including improving east-west connectivity in the SOMA area.

Having reviewed the most recent civil grand jury report, I have serious concerns about the current Central Subway plan. We need to determine once and for all the facts about ridership and what plan or design would best improve transportation in a way that people would best serve riders.

- 17. How should the City and County of San Francisco change rules or incentives to support the creation and success of small businesses? What can OEWD do to work with new communities or those lacking neighborhood services and small businesses to attract those businesses to those newly developed areas of SF?**

As mayor, I would set aside \$40 million dollars every year for investment in small businesses and microenterprise job creation by issuing 1,000 small businesses microenterprise start-up loans of \$40,000 each. Several non-profit organizations current

use similar programs with great success. As discussed above, funding for this program will come from the millions of dollars saved by pension reform.

More broadly, I believe the city has not fostered a business climate that supports small businesses. I will also make the City friendlier to businesses by improving services and removing start-up barriers and costs such as permit costs.

Under my administration, OEWD would play a much more active role in assisting small businesses. My \$40 million micro-loan program will provide loans up to \$40,000 to both new and existing businesses. This program and its training component will be provided by OEWD working in conjunction with micro-loan companies and nonprofits, such as the Women's Initiative, which provides training to small businesses owned by women.

18. What steps would you take to address the current epidemic of homelessness and panhandling on city streets, especially in the downtown area? Specifically, how would you treat mentally ill street people? How would you fund your plan? What is the best way to work with various advocacy groups who might stand in the way of your plan?

San Francisco's persistent homeless problem is not intractable. As mayor, I will implement three feasible, cost-effective solutions that will restore decency to the City's streets while addressing the needs of the chronically homeless, even those who are prone to refuse help.

First, I will expand the availability of supportive housing programs, which provide participants with a residence and in-house services. The track record for supportive housing programs in San Francisco and cities across the country is clear: taxpayers save millions of dollars annually when the core homeless population – high-utilizers of the City's emergency rooms, ambulances, and jails – is placed into stable housing that addresses the root causes of their homelessness, like mental illness and substance abuse. To increase supportive housing stock, I will work together with nonprofit organizations, like the Tenderloin Neighborhood Development Corporation, and members of the business community to facilitate the leasing, purchasing, and renovation of underused single-room occupancy hotels. I will also create a central coordinating entity that is housed within the Department of Public Health and is equipped to organize and streamline a large-scale supportive housing network. This entity will periodically measure the financial and human impact of supportive housing on the City's homeless population. Finally, I will reallocate the taxpayer money that is freed up because we are diverting the chronically homeless away from the public health and criminal justice systems; the savings will be reinvested back into supportive housing programs so that they grow in size and effectiveness.

Second, I will revamp the City's byzantine shelter reservation system. Currently, homeless San Franciscans wait in shelter lines for hours only to be turned away, while the City reports vacant shelter beds every night. I will implement several reforms, including: lengthen initial reservations to six weeks, with subsequent extensions of up to six months;

provide reservation assistance for people with mental disabilities, and allow them to keep the reservation for at least six months; and erect at least one centrally located around-the-clock drop-in shelter with around-the-clock reservation capacity. A user-friendly, needs-driven reservation system will move shelter-seeking homeless into available beds and off of City streets.

Finally, I support local adoption and implementation of Laura's Law. Laura's Law is the California statute that allows for court-ordered assisted outpatient medical treatment for individuals with serious mental illness who pose a threat to themselves or others. While implementing Laura's Law, I will bring mental health advocates to the table to help ensure that the use of Laura's Law does not unnecessarily or unjustifiably restrict the civil liberties of the mentally ill. As a longtime public defender, I have had thousands of clients with a wide array of mental illnesses, including hundreds who were too ill to make reasoned decisions about their own care. While it is important to preserve basic liberties and freedoms of homeless and mentally ill San Franciscans, for many who are suffering from mental illness, court-ordered supervised treatment can be a sound life-preserving option. Laura's Law allows individuals who need treatment to receive it on an outpatient basis, making our communities safer while avoiding the expense and loss of liberty that accompanies inpatient treatment. This approach also allows mentally ill San Franciscans to live more normal and productive lives while they are receiving treatment. Because mental illness is one of the largest factors in causing homelessness, helping more persons with mental illnesses receive treatment will reduce the homeless population and enable more persons to live on their own, and off of the streets.

19. What steps would you take to curb gang violence in the city?

No mayoral candidate has worked face-to-face with as many current and former gang members and affected families and community members as I have during my long career as a public defender. I have heard countless first-hand accounts of gang violence from its victims, its perpetrators, and its innocent bystanders.

There is no simple solution to San Francisco's ongoing gang violence. History has demonstrated that traditional law enforcement efforts continuously fail to solve the problem. It is therefore time that we look to innovative, collaborative solutions that involve schools, law enforcement, community-based and faith-based organizations, rather than purportedly "new" solutions that merely enhance police power. To this end, I propose the following ten-part plan of action:

1. Establish a working relationship between the San Francisco Police Department, Probation Department and community-based organizations that specialize in gang outreach and intervention work. In 2007, Los Angeles saw a 50 percent drop in killings in some South Los Angeles neighborhoods, such as Watts, after police embarked on a new strategy that involved working with ex-gang members to help prevent violence. Rather than trying to suppress violence entirely, this approach minimizes the effects of inevitable flare-ups and retaliatory violence. San Francisco already has a number of community-based programs that employ street outreach workers, former gang members, and youth

counselors – HOMEY, United Playaz, and Brothers Against Guns, to name a few. The San Francisco Police Department should collaborate with these community-based programs to bring warring parties together to resolve differences in a peaceful way and expand street outreach efforts to counsel youth to stay out of gangs.

2. Offer anti-violence curriculum and anti-truancy programs in schools through a partnership with San Francisco Unified School District. According to San Francisco's Violence Prevention Plan 2008-2013, more than 90 percent of San Francisco's homicide victims under the age of 25 are high school dropouts. Negative school-related experiences, like poor academic performance, truancy, and dropping out of school are powerful predictors of future violence and gang activity. According to the 2004 Gang Free Communities Initiative report, schools are common places for gang-driven violence, recruiting and drug dealing. The report also found that youth generally become involved with gangs before age 15. Alliances with educational leaders are critical to keeping kids in school and deterring gang participation. We must incorporate anti-violence curriculum and restorative justice dialogue in classrooms in order to combat bullying, stealing, and other behavioral issues. Programming in schools should incorporate recreational, organized sports, so that young people can channel their aggression. Culturally competent academic programming must be supported to teach youth about their history and foster cultural self-worth in order to replace the sense of identity, pride and respect that gangs offer young people.

3. Create peace councils in affected neighborhoods. Law enforcement cannot initiate gang truces. These must come from the leadership of the gangs themselves. However, in the world of gang warfare, where the line between victim and offender is often skewed, gang members find themselves caught in a deadly cycle of retaliatory violence. By encouraging dialogue to address these deep-rooted feelings of anger and pain, Peace Councils can help set warring parties onto a path of resolution and peace.

4. Increase community-based gang-intervention. These efforts must go beyond prevention alone. The Gang Free Communities Initiative Report found that "interventions that focus merely on educating youth on the risks of gang participation are likely to fail." The report also found that law enforcement intervention was likely to have little effect on whether a person quit a gang. Instead, interventions should focus on supportive institutions (family, school, faith, recreation, and after-school programs) that supplant gangs in the areas that participants see as beneficial: monetary gain, sense of support, belonging, and fun. According to the report, even in the most impacted neighborhoods, only a tiny percentage of youth actually joins a gang. Identifying at-risk youth and understanding their needs are vital to successful intervention. Intervention programs must offer language, age and gender appropriate services. Programs must be willing to embrace youth culture and encourage them to communicate on their terms and in the language of their generation. Encouraging parent participation in intervention programs will also serve to break generational cycles of gang involvement.

5. Provide jobs and life skills training to former gang members who agree not to engage in acts of violence. Parents may offer their child a dollar to clean his or her room. Similarly, we can encourage youth and young adults to clean up their acts by giving them access to jobs and a living wage. San Francisco should invest in jobs and life skills for at-risk young adults and offer them a viable alternative to street enterprise. This investment will encourage the type of self-worth, pride, and perspective that can only come with self-reliance. Funding for the YouthWorks internship program, for example, should be expanded so that any San Francisco student can have access to a paid summer internship. As Public Defender, I have provided dozens of paid internships to high school student every year. When at-risk students spend their free time in a paid internship surrounding by working adults, they are far less likely to join a gang and far more likely to see themselves as future college students and professionals.

6. Decrease reliance on the City's gang injunctions because they fail to curb gang violence or promote public safety. A 2007 report by the Justice Policy Institute found that the billions of dollars spent on traditional gang suppression activities, which include the enforcement of gang injunctions, have failed to promote public safety and are often counterproductive. According to the report, in cities like Los Angeles where gang activity is most prevalent, more police, more prisons and more punitive measures have not stopped the cycle of gang violence.

Gang injunctions and other heavy-handed efforts by law enforcement inadvertently perpetuate gang membership in two alarming ways: First, gang control policies make the process of leaving a gang more difficult by targeting former gang members long after their gang affiliation has ended. Second, they increase gang cohesion and police-community tensions by generating an 'us versus them' environment. Rather than spend scarce resources on enacting and enforcing gang injunctions, the City should focus its resources on merit-based prevention and intervention efforts, like those suggested in this ten-part plan.

7. Monitor gang-related crimes by neighborhood. Rather than rely on anecdotal evidence and reactionary measures, we should compile comprehensive and detailed crime statistics in neighborhoods affected by gang violence. With crime data at our fingertips, we'll be able to measure the effectiveness of gang injunctions, other law enforcement intervention, peace councils, and community-based intervention efforts. The data will help us tweak, target, and craft anti-gang efforts in the years to come.

8. Establish objective criteria of gang membership. Currently, local law enforcement arbitrarily identifies gang members. Instead, San Francisco should establish clear, objective criteria to be used to identify alleged gang members. Such criteria may include proof of tattoos indicating gang membership, self-proclaimed gang membership, and convictions for gang-related crimes. These criteria should be made known to community leaders, youth and even gang members themselves.

9. Employ re-entry programs to work with gang-involved individuals in the criminal and juvenile justice systems. Programs that provide job readiness training, job placement, life coaching, substance abuse, anger management, and mentoring to individuals returning to the community from prison or jail are the best defense against criminal recidivism.

Giving people the tools necessary to overcome barriers to employment, health, and self-sufficiency provides the ultimate incentive to leave the gang lifestyle. San Francisco has several model programs that could be expanded or replicated in other parts of the city, such as CARECEN's tattoo removal service and the Sheriff's Department's No Violence Alliance (NOVA) program, a community-based counseling and case management program for ex-offenders.

10. Adopt measured outcomes for success. There must be a system of accountability and outcomes to measure and evaluate the progress of these efforts. The City, through the Department of Children, Youth and Families, SFUSD, and the Department of Public Health should conduct an inventory of gang intervention services in affected areas, and provide an objective method for measuring positive outcomes for gang involved youth, including school attendance, and remaining arrest and violence-free.

This ten-point strategy for gang reduction addresses the root causes of gang involvement, such as the need for positive mentoring, education, models for peaceful conflict resolution, employment opportunities, and vocational programs. It also requires the cooperation and coordination of law enforcement, community-based organizations, businesses, government agencies, elected officials, and residents.

These programs should also agree to work with specific gangs, who may not seek services from service providers located in rival gangs' neighborhoods. Agencies that have a proven track record of success in reducing gang involvement and violence should be supported and funded. Similarly, the various tools used by local law enforcement and other agencies to combat gang violence should be constantly evaluated and reported to the Mayor and Board of Supervisors. San Franciscans demand and deserve to live in a city where they feel safe and secure. Establishing a comprehensive plan, followed by action and accountability, is the first step in realizing this goal.

20. What is your main motivation to be Mayor of San Francisco for the next 4 years? How will you gauge your success?

I decided to run for Mayor of San Francisco to restore integrity and financial accountability to the city. It wasn't until I really listened to what the candidates were saying in the last few debates about pension reform that I became convinced that either the critical structural reforms in government were not being addressed.

I am an outcome focused manager. I would create performance measures for each City department, based upon the overall objectives I am seeking to achieve and then ensure that the objectives are met. In my first year, my goals include: 1) reforming the City's business tax to encourage job growth; 2) fixing the City's unfunded health and pension

liability; 3) requiring competitive bidding in all city contracts; 4) making SF more business-friendly by enacting a series of reforms to make it easier and less expensive to start a business here; 5) creating a \$40 million micro-loan program to fund 1,000 new small businesses in SF; and 6) restoring summer school for 10,000 kids.