

**Please fill out the following:**

Name: **David Chiu**

Neighborhood you live in: **Polk/Russian Hill**

Occupation: **President, Board of Supervisors**

**Questions**

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

I love the progressive values shared by the vast majority of San Franciscans. Those values include respect for diversity and tolerance, a spirit of creativity and innovation, and a belief that government can be a force for social justice. But oftentimes in our politics, we can get too focused on knee-jerk ideological labels and forget what we achieve together if we keep our shared values in mind. The tone of our political discourse has definitely one of my least favorite things about the City, and my desire to change it was one of the reasons I ran for office in the first place. I think we all need to remember that those with whom we disagree are not the enemy, and our political leaders in particular need to focus less on rhetoric and more on results.

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

Creating jobs and fostering economic development has been my top priority as a Supervisor and will continue to be so as Mayor. In the aftermath of the Great Recession, I have spoken to hundreds of workers struggling to hang on - unsure of where their next paycheck will come from, or if it will come at all.

I want to protect the jobs of today while making sure the jobs of tomorrow are created right here in San Francisco. I am proud to have helped to bring billions of dollars in economic activity and thousands of jobs to the city through projects like the Hunter's Point Shipyard, Park Merced, Treasure Island, Central Subway and the America's Cup, and to have sponsored several pieces of legislation to ensure that more of our city's business goes to local firms with local workers.

Additionally, small businesses are the engine of our economy and the biggest creator of good-paying jobs for our residents. We need to do more to make it easier to start, build and grow small businesses in San Francisco - particularly in our blighted neighborhoods, so that vacant storefronts turn into hubs of economic activity. As a Supervisor, I've eliminated dozens of fees nickling and diming local businesses - money that's better used to hire employees and increase productivity - but there is even more red tape to be cut. We should be providing incentives for small businesses to hire now, and we should be looking at a tax system that doesn't penalize small (and large) businesses for creating jobs here in San Francisco.

So many of the other issues that we care about—health, safety, family security, education—must rest on a foundation of economic stability. There are 6 broad strategies for job creation that I will employ:

- **Create an Environment for Small Businesses to Flourish** by consolidating fees and permitting processes, increasing the number of City contracts awarded to local small businesses, and increasing access to loan programs that enable businesses to expand.

- **Support High-Growth Industries**, not just in the technology sectors, but in artisanal manufacturing, social enterprise, and other industries that create opportunities for people without a college degree and who have barriers to employment.
- **Ensure Access to Career Pathways For All San Franciscans** by aggressively implementing and enforcing the local hire ordinance, strengthening partnerships between business and education institutions, and addressing barriers that prevent individuals from accessing workforce services and employment.
- **Reform our Business Tax** by replacing the payroll tax with a gross receipts tax that is more equitable and does not disincentivize hiring.
- **Strengthen our Neighborhood Commercial Corridors** by increasing investment in physical infrastructure (e.g., T-3rd Street Muni line, parklets, streetscape improvements); highlighting and expanding local institutions; and expanding support for existing neighborhood economic development programs.
- **Protect Workers from Abuse** by strengthening our Office of Labor Standards Enforcement, and connecting employees with information about their rights and benefits.

**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:**

- Residents to pay for the various services needed in San Francisco?
- Workers who commute into San Francisco via private cars, car pools, or one of the transit options available (ferry, bus, Caltrain, BART)?
- Visitors who come to San Francisco for business or pleasure travel?

While we need to do everything we can to create jobs, since a growing economy will increase City revenues, we also need to look at new sources of revenue. I have consistently supported new revenues to help balance the City's budget, since the size of our recent budget deficits have meant that we cannot only rely on service cuts to achieve budgetary balance.

I am working right now on an ambitious proposal to replace the current business tax, which is based on payroll, with a gross receipts tax that could increase revenue by broadening the tax base. Currently, only about 8,000 of the City's 80,000 businesses are required to pay the payroll tax. I have also been a strong advocate of Senator Leno's legislation to allow San Francisco to reestablish the Vehicle License Fee at the level it was at before Governor Schwarzenegger wreaked havoc on state finances, and will support it vigorously as Mayor if it comes up before the Governor again during my term.

Other revenue ideas are smaller but still worthwhile. I recently asked the Department of Technology to look closer at the revenue possibility of leasing some of the City's unused high-speed communications infrastructure -- called dark fiber -- to the private and nonprofit sectors. I also support the work of the coalition of labor and community-based organizations to increase revenues through strategies such as improved property tax collection.

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

During every budget process I have participated in, I have asked the Board's Budget Analyst to look carefully at City departments to identify any additional cuts that make sense. We can do a

better job of identifying successful programs and focus our limited resources as efficiently as possible. Within our 50-department city government, 15 departments regulate the business community, which has resulted in hundreds of fees nickling and diming small businesses; 12 departments are responsible for pedestrian safety, which is a reason we have one of the most dangerous intersections in California; 3 departments share responsibility for setting child care policy, in a city where only half of our parents can afford child care. From an IT system alone, we have 7 different email systems when we should have 1, and 3 dozen data centers when we should have 2. We need a Mayor who will shake things up in the bureaucracy, to streamline, consolidate and make efficient our city government.

**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’ve only been in City Hall for 3 years, but that’s long enough to know that one of our biggest problems is a lack of coordination between agencies that ostensibly share interests and should be working together. As Mayor, I will put a premium on interagency communication and demand that department heads don’t treat their areas as fiefdoms, but rather as parts of a greater whole that operate in service of the public good.

As far as customer focus, there is no doubt that many residents feel a significant disconnect between their \$6.8 billion dollar, 26,000 employee, 50 department bureaucracy known as the City and County of San Francisco. We need to evolve our city government to be one that is truly community based - and this why I support community-based budgeting, community-based planning, and community-based policing.

Since it is so critical that city residents have a real dialogue with city agencies, I would like to replicate a model of collaboration that I have championed. In my Supervisorial district, residents, merchants and city staff come together on neighborhood councils to tackle local problems. This model empowers the community to face their problems first-hand and provides them the resources and access to do so, and as Mayor I would take it citywide.

I have also proposed in my Blueprint for a 21st Century San Francisco that every department that provides public-facing services - like the MTA and the Recreation and Parks Department, for example - must have a dedicated neighborhood liaison with whom residents can communicate concerns, suggestion, or even praise. I would also use technology and new open government tools to get direct citizen feedback on everything from the lateness of a Muni bus to the latest repair needed in a neighborhood park.

**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?**

I have been a champion for Community Benefits Districts and Business Improvement Districts to augment existing public services, which are often inadequate. I passed legislation to triple the size of the Union Square BID, have been a strong supporter of the Fisherman’s Wharf CBD, and have been in discussions with advocates for new Broadway and Financial District CBDs. If property owners are willing to set up districts to help market merchant corridors, clean streets

and keep neighborhoods safe, I support that.

**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?**

The City's Downtown Plan, adopted in the 1980s, put the right elements in place: concentrate office development in the transit-rich Market Street corridor; put caps on commuter parking; and require downtown developers to pay transportation impact fees and provide childcare, on-site transit sales, and streetscape and public space improvements.

During the last decade, we improved upon some of those provisions by adding requirements for secure bicycle parking and lockers, showers and changing rooms, removing the minimum residential parking requirements, and requiring car sharing in new residential and office facilities.

But the fact remains that many downtown streets are still clogged with traffic and the neighborhoods surrounding downtown are severely impacted by that traffic. Too many streets in Downtown, SoMa, and the Tenderloin are still unsafe, high-speed, high-volume traffic nightmares. Pedestrian and bicycle safety and access are poor in much of Downtown. Many transit routes to, from, and within downtown are slow, unreliable, and overcrowded.

I recently introduced legislation I worked on with Livable City, which will reduce downtown traffic congestion and encourage walking, cycling, and transit. Among other elements, the ordinance would:

- Require downtown developments to secure conditional use authorization for excess parking, and to effectively mitigate traffic impacts on pedestrians, cyclists, and transit.
- Reduce parking requirements and establishing stronger maximum parking requirements in the neighborhoods to the north of Downtown.
- Expand bicycle parking requirements for hotel and retail developments.
- Expand public open space requirements to all non-residential developments.
- Expand the prohibition on new surface parking lots to include all of downtown.

I support many other efforts to reduce congestion, including:

- Creating more transit priority streets, in particular Market, Stockton, Columbus, 4th, Geary, and California and Van Ness.
- Installing wider sidewalks and traffic calming, and more pedestrianized streets such as Downtown's 'Destination Alleyways' and Chinatown Alleyways.
- Creating a plan to deal with capacity constraints on BART and Muni Metro.
- Encourage temporary street closures (like Sunday Streets and farmer's markets) and build more parklets to make our streets more livable as we also foster community.
- Closing Market Street to only Muni, taxis, pedestrians and cyclists (I recently sponsored a unanimous Board resolution to move forward with additional pilots on Market Street)

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

Transit

The problems of funding are real for Muni. The recession saw revenues plummet for transportation agencies throughout the Bay Area. I support new revenue for the MTA and Muni, but the agency also has to get its management and labor houses in order. Over the past years, I have led the fight at the Board of Supervisors to ensure adequate Muni funding, and would continue to do so as Mayor.

While the MTA Board directly controls Muni fares, and the Agency already has a policy to increase fares with inflation, I would use the bully pulpit as Mayor to push back on further fare increases. We should not be balancing Muni's budget on the backs of Muni riders. To raise the revenue needed to fund Muni, I have supported new revenue sources such as business tax reform, bringing back the vehicle license fee to pre-2003 levels, and licensing our city's dark fiber. I also believe that the long needed reforms of the TEP will save Muni money that can be put into other services - low cost measures like consolidating bus stops or implementing all door boarding will allow buses to complete their trips quicker and thus cheaper for taxpayers.

Roads

There's no doubt that road repairs should be a part of our regular operating budget. But years of mismanagement at City Hall let a backlog of years of road maintenance needs pile up and if we don't address it comprehensively now, the cost of repairs will quadruple over the next half decade. Since I was elected in 2008, I've pushed to find the funding - but given other priorities and the economic downturn, there's just not enough there. The short answer is that we have to use debt financing now to avoid a catastrophe later. The good news: the bond will put nearly \$150 million towards street repaving, \$50 million towards pedestrian and bike safety improvements, and over \$20 million towards traffic signal upgrades along busy Muni routes. Going forward, we need to make road maintenance a top priority in our budgeting or we will be right back here where we started in 10, 20, or 30 years.

Bicycling

Bike infrastructure is one of the most important investments we can make in our City's future. I am a firm believer that the safer and easier we make bicycling, the more that people turn to it as a viable transportation options. That, of course, means money up front, but I believe we should find the money for it now so we will reap the health and quality of life benefits in the near future. I am open to many ideas for funding sources for bicycle projects; for example, we should explore whether our residential parking program adequately captures the real cost of street parking; continue to expand SFpark's use of technology to optimize pricing strategies; identify bond monies and operating funds for bicycle projects; and create a dedicate fund for bicycle infrastructure improvements. I also believe there are significant regional, state and federal funds that may be available to build a world-class transportation network, and will pursue those vigorously as Mayor.

**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?**

I support the continuation of the Patrol Special Police, for communities that wish to hire them. Additionally, with today's budget deficits, we need to find new ways to make our City's dollars go farther for public safety. One approach is to explore civilianization, where law enforcement agencies hire nonsworn personnel to supplement its corps of sworn officers - three civilian staff for the cost of one police officer. As Mayor, I would work with Police Department leadership to determine the optimal mix.

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

I have been a strong supporter of the San Francisco Fire Department's Neighborhood Emergency Response Team (NERT). As a member of this year's Budget Committee, I voted against proposed cuts to the NERT program. As Mayor, I would expand the NERT program and work more closely with community-based organizations to maximize its impact.

**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?**

Rincon Hill and Mission Bay have experienced significant changes over the past decade that have transformed those areas and brought vibrancy to sections of our city with incredible potential. In Rincon Hill, the build-out of approved units has been slowed by the recession, and as development picks up again, the area should become more of a neighborhood. Overall, I believe that growth in Rincon Hill and Mission Bay is good for our city and represent the kind of density and transit-oriented housing that we need.

With development in these areas restarting, and the Transbay plan just around the corner, we need to look closely to be sure that these transformed neighborhoods have the qualities that make San Francisco great, including street-level commercial storefronts, sufficient parks and open space, and housing units for residents of mixed income levels.

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

Too often these days, I hear from San Franciscans who aren't sure if they have a place in our City anymore. Families who have no choice but to move because they don't have access to good jobs, schools, child care or parks. Tenants fighting evictions or homeowners fighting foreclosures. Whether it is day laborers from the Mission, African Americans from the Bayview, Chinese seniors in public housing, or families in SROs living on less than \$10,000 a year, if we're going to succeed as a city, we need to make sure people of diverse backgrounds can live here. This will take much effort in many areas.

First, we need to expand quality, accessible childcare, early education and elder care options for all families. I believe that city government can help provide adequate funding for childcare and help connect families with community-based organizations that provide these services.

Second, we need to improve our public schools. We simply cannot tolerate schools that are failing our children, or continue to have families flee our city because of them. I assisted with

the passage of the last school parcel tax, which increased teacher salaries and makes infrastructure improvements to San Francisco's schools. While the Mayor does not directly manage the SF Unified School District, City College or SF State, I am committed to engaging teachers, parents and students in crafting my education priorities for San Francisco. I am proud to have received the endorsements of former Board of Education Presidents Norman Yee, Mark Sanchez and Eric Mar.

Third, we need to invest more in open spaces and parks, as well as make neighborhoods more family friendly. I helped to pass the last bond measure to invest in our San Francisco's declining parks, and have worked to see that the monies are well-spent. As past chair of Lower Polk Neighbors, I have shown my deep commitment to making our neighborhoods cleaner and safer, a commitment that has continued in my work as Board President.

Fourth, we need to focus on improving Muni. Many San Franciscans rely on Muni to get to work to support their families, and many children take the bus to school. We have to understand that a late bus is not just a late bus. A late bus means economic hazard for a parent - getting to work late generates uncertainty and heightens the potential for dismissal.

Lastly, we need to build more affordable housing. As the past chair of the one of our city's largest affordable housing organizations, I have worked and will continue to work on increasing our city's affordable housing stock for years to come.

**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?**

As the Supervisor for District 3, which has the unfortunate distinction of having the least open space per resident, I understand this problem all too well through the eyes of my constituents. It is an environmental justice issue in addition to a quality of life one. As Mayor, I would direct RPD to prioritize the acquisition of open space in neighborhoods that most need them. I would work with Planning, OEWD and other City entities to develop more incentives for the creation of more open space.

In addition, the Open Space Fund, created in 1974 and renewed in 2000, provides RPD with a dedicated set-aside of 2.5 cents per \$100 in property taxes. While initially intended for acquisition and capital purposes, over the past years it has been used more and more for ongoing operational uses, a situation that is undermining the original intent of the fund. There is discussion of increasing the open space set-aside from 2.5 cents to 5 cents, and I support the investigation of this potential funding source in order to ensure that we are able to dedicate adequate funds to the original purpose, as well as provide the department with more secure funding sources.

Lastly, as the Board of Supervisors representative on the Capital Planning Committee, I have already supported the Parks Bond, and I will continue to play a leadership role on it as Mayor.

**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.?**

As a Supervisor who has seen significant public safety issues at several nightclubs in my district, I passed several pieces of legislation to empower the Entertainment Commission to

more effectively monitor and regulate nightclub violence. I have several years of experience at working to manage these conflicts.

As Mayor, I would work closely with neighborhood residents and small businesses as well as the arts and late-night communities to tackle issues together. For example, I worked closely with many stakeholders to craft my recently-passed party promoter legislation; after learning from nightclub owners that after-hours violence often occurs in unmonitored, privately-owned parking lots, I introduced legislation that would put stricter requirements on parking lot owners to make their properties safer for patrons. I would always look to convene diverse stakeholders -- artists, business owners, neighbors, patrons and law enforcement officials -- to figure out the best approaches to tackling public safety issues.

**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?**

I have been in office for 3 years now, which is long enough to see how City hall can be overly influenced by lobbyists and powerbrokers who game the system on behalf of those who pay to play. Pay-to-play politics has no place in San Francisco, and will have no place in a Chiu administration - you can count on that. It is important not just for a Mayor to act appropriately or apologize after the fact, but also to avoid the appearance of impropriety altogether. I introduced tough ethics legislation in my first year as Supervisor to shine sunlight on lobbyist activity in City Hall, and would go even further as Mayor.

For example, just as a company that receives a specific city contract is prohibited from making contributions to avoid the reality or perception of pay-to-play politics, I would be open to supporting a measure that would ban contributions from a business that specifically benefits financially from a city decision, as long as that decision is explicitly targeted for that particular business (for example, if an entire class of businesses was impacted by a tax or zoning law change, I don't think it's reasonable to ban contributions from all employees of any of those businesses).

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

We should focus on consolidating stops on the N and L lines in order to improve east-west connectivity of MUNI service in South of Market. By making them more like light rail and supplementing them with local bus service that makes all existing stops, we would improve connectivity and travel times significantly. Other ideas worth exploring are removing stop signs along the route and implementing crossing guard rails at these intersections to really prioritize these lines.

**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?**

While businesses should pay their fair share for the city services they receive, having run a tech company in San Francisco for nine years, I know all too well that City Hall could be much fairer



and more efficient at how we tax and regulate the private sector. That's why as Supervisor I eliminated dozens of fees nickeling and diming our small businesses, passed legislation to make it easier for local and diverse businesses to win city contracts, and supported the replacement of our city's payroll tax that discourages job creation long before any other candidate. I also believe it's a travesty that there are 15 separate departments that have piecemeal regulatory authority over small businesses; dealing with this bureaucracy imposes unnecessary administrative costs (and literal headaches) on small business owners who are just trying to create jobs and make ends meet. As Mayor, I will be committed to cutting additional fees for small businesses, reforming our contracting process, overhauling our permitting system, and replacing the payroll tax with a fairer and more broad-based alternative.

OEWD must be more focused in meeting the needs of workers, rather than just focusing on business development. As Mayor, I'd ensure that we're looking out for both the interests of San Francisco workers and businesses, not pit them against each other. This means ensuring the aggressive implementation of the local hire ordinance, promoting industries that create opportunities for low-income people, improving the quality of low-wage jobs (with a focus on our service sectors), consolidating the City's workforce development services, educating our community on training services, and continuing the Jobs Now program that incentivizes hiring.

***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?***

After the unfulfilled promises of past mayors, we need continued, relentless mayoral focus on the incredible challenge of homelessness. In addition to fighting for ever-depleted state and federal funding, we need a mayor who will work proactively to achieve results with city departments and nonprofits who serve homeless individuals, and a mayor who will champion the solution that we know works -- housing. While I have supported Care Not Cash because the policy has led to a greater investment in permanent housing, I believe we need to focus even more on supportive housing that pairs a room to sleep in with robust services that can rebuild lives - from mental health and substance abuse treatment to job training. A recent study in Los Angeles found that it is five times more expensive for a person to live on the streets and receive emergency care than it is to create a supportive housing unit for that person. We must also remember that many homeless San Franciscans are those that have been hit hardest by the recession. Job creation, which will be my top priority as Mayor, has to be an important part of any homelessness strategy.

Our city's homeless debate often swings between the ideological pendulum of a law-and-order approach that criminalizes behavior associated with homelessness and a service-based approach that does not always get to the root of the problem. We must integrate the two approaches, as well as incent the construction of truly affordable family housing to end the cycle of homelessness once and for all. And the good news is, many of these reforms are low cost and won't require a massive outlay from our City budget - they just require the commitment of a Mayor who won't kick the can down the road anymore:

- As a Supervisor, I have worked with the city's Planning Department and the Mayor's Office of Housing to pass a comprehensive update to the city's low-income affordable housing program, bringing it in line with recent state requirements while ensuring that affordable units are built. As Mayor, I am committed to bringing together public, private and nonprofit stakeholders so we can prioritize the creation of truly affordable housing. As I did with the Hunter's Point Shipyard redevelopment project, I will work to

craft agreements in which new developments must have a significant percentage of units that are permanently affordable and suitable for our families and workforce.

- I support San Francisco's existing Surplus Property Ordinance, which requires such property to be transferred to the Mayor's Office of Housing to be used to create affordable housing, particularly for San Franciscans who are homeless. As Mayor, I would work with all City departments to make sure that they are abiding by the letter and the spirit of the ordinance.
- Supportive housing with a continuum of care services is one of the most important things we can do to address homelessness, as well as to care for seniors and other communities in need of care. We continue to innovate new solutions for their public health care and connect the homeless with integrated services they need and deserve – health care, drug or alcohol treatment, mental health, job training, and affordable housing. I'm proud to have amended the planning code to incent the construction of senior housing, as well as to sponsor the legislation turning 150 Otis into affordable housing for homeless veterans.
- It is unacceptable that LGBT youth make up a disproportionately high percentage of San Francisco's homeless population. Promoting supportive and accepting families is probably the single biggest thing we can do to significantly lower risk of LGBT youth homelessness. The City can and should implement outreach programs that educate families on the effects of rejecting their children who may come out at an early age. We must also take seriously the reality of emotional and even physical abuse of LGBT youth by their own communities, and make clear that things like bullying will not be tolerated in a City like ours.
- All too often, our law enforcement agencies are involved in an endless revolving-door cycle of the arrests, incarcerations and releases of homeless individuals charged with quality-of-life offenses, a cycle that does not address the root causes of homelessness and costs our city tens of millions of dollars. We need to do a far better job of creating partnerships and protocols between our law enforcement agencies and public health & human service agencies, so that our police officers can bring our homeless residents to get the assistance they need to begin to rebuild their lives.

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

As a former criminal prosecutor and judge-arbitrator for a neighborhood community court, I know that public safety requires extensive collaboration between our police department, District Attorney, court system, probation and social service programs that can prevent crimes in the first place. No single strategy will solve the problems of gang violence, but there are several things we can do to make San Franciscans more secure.

First, I believe strongly in community policing, and will make it a cornerstone of our City's public safety strategy as Mayor. That means promoting formal and informal mechanisms for residents to collaborate with the police department, and supporting beat patrol officers to build effective relationships.

Second, good data analysis is crucial to effective policing. The SFPD should continue to integrate the CompStat model into its everyday policing, and we need to implement our JUSTIS program to share data between law enforcement agencies, particularly concerning gang activity.

Third, the SFPD must continue to implement ongoing reforms and modernization. Additionally, with many police officers retiring, we need trained professionals to replenish the ranks. In this year's budget, I supported funding for a new Police Academy class because it's critical for long-

term public safety.

Fourth, while gang injunctions can be one tool in law enforcement's arsenal to curb gang violence, as the former president of the Youth Leadership Institute, I believe we must also invest in after-school programs, programs for at-risk youth, truancy programs, youth employment and other programs to address the root causes of youth violence.

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

Our City deserves a Mayor who has a record of results and a vision for the future. I have proven my ability to build bridges, seek common ground, and solve problems rather than score political points, and my record of fighting for San Franciscans is unique among the candidates:

Since 2009, I have been President of the San Francisco Board of Supervisors. Before I came to City Hall, there were times when the Mayor and members of the Board of Supervisors couldn't even be in the same room, let alone work together on the difficult issues of the day. I'm proud that since I took office, things have changed for the better. I have proven my ability at building bridges, seeking common ground, and looking to solve problems rather than score political points.

I have experience as a founder of a small business here in San Francisco. I've worked as a civil rights attorney and a criminal prosecutor here. And I've volunteered as a leader of my neighborhood association and chair of an affordable housing organization here. All these experiences have given me perspectives on the challenges that everyday San Franciscans face - perspectives that I would bring to the Mayor's Office.

Other candidates may say what they are going to do, but I have a record of results in just three years in City Hall that I would put up against anyone in this race. In my tenure leading the Board of Supervisors, we have balanced our budgets, reached a deal to rein in pension costs, won the America's Cup and approved the creation of thousands of new affordable housing units across the city. I have been at the center of all these negotiations and shown my ability to get things done for the people of this City, particularly our most vulnerable.

Success for my administration will be based on simple, clear metrics:

- Are more San Franciscans finding a job?
- Are our schools graduating more of our kids and preparing them well for college, career, and active citizenship?
- Have we reversed the trend of family flight?
- How many units of affordable housing have we built?
- Is Muni running on time?
- Have we built a 21st transportation network that includes safer streets for walking, driving, and bicycling?

No Mayor, or mayoral candidate, can promise you that all our City's problems will be resolved. But I promise that, just as I have been as President of the Board, as Mayor I will always focus on getting results, remain committed to making things better, and take responsibility if and when they are not.

Please return your candidate's completed questionnaire to [SBRMBNA@gmail.com](mailto:SBRMBNA@gmail.com) with the subject line: Mayoral Questionnaire - CANDIDATE NAME no later than Friday, October 14th at noon. Responses will be posted to [www.SBRMBNA.com](http://www.SBRMBNA.com) in the order they are received.

Thank you very much for providing your perspective on issues of great concern to residents of the South Beach, Rincon Hill, South Park, and Mission Bay neighborhoods.

Please stop by to visit with SoMa waterfront residents at Red's Java House at Pier 30 on Saturday, October 15th between 3 p.m. and 5 p.m.