

**SOUTH BEACH, RINCON HILL, SOUTH PARK, AND MISSION BAY
NEIGHBORHOOD ASSOCIATION**

Mayoral Candidate Questionnaire

Name: Dennis J. Herrera

Neighborhood you live in: Dogpatch

Occupation: City Attorney

Questions

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

The worst problem facing San Francisco is the budget. As discussed throughout this questionnaire, I believe that the most important piece of our budget puzzle is a serious plan to restore robust job growth and sustainable, vigorous economic activity in the city. As our economic picture improves, so will our fiscal outlook at City Hall as well.

As City Attorney, I managed an office during tough economic times, balanced our office budget, and cut back wherever possible. At a time when our government is struggling to stretch every dollar to save vital services, my office has returned tens of millions of dollars to taxpayers. As Mayor, I will work to ensure the city government is clean and efficient, so we can spend taxpayer money on services that matter – like our schools and resources for underserved communities.

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

Creating jobs in San Francisco is job number one for our next mayor. We must use every tool at our disposal to revitalize our local economy, to get people back to work who are unemployed, and to create better, more rewarding opportunities for those who are underemployed. Some people complain San Francisco is an expensive place to do business. I believe San Francisco has unique comparative advantages for attracting the smartest people, the best innovators, the fastest-growing businesses and the best jobs if we put our minds to removing barriers and promoting our strengths.

But we can't just create any jobs—we need to create the right kind of jobs for San Francisco and focus on retaining and supporting existing businesses. Jobs that help working families, provide a living wage, create a greener city, and promote our common values of innovation, creativity and community service. And we need a city government that helps—rather than hinders—those who want to start or grow a business in San Francisco. Imagine a city that provides long term, sustainable economic opportunity for people at every skill level.

Since I announced my candidacy in August, I've heard from residents, business owners, and workers throughout the city about how to create jobs in San Francisco. I've spoken with policy experts and drawn from my more than nine years of experience as your City Attorney. And I proudly released an extensive, substantive plan to create jobs in San Francisco. To read the full plan, please visit my website at www.HerreraforMayor.com.

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?**

One of my top priorities will be to ensure that San Francisco gets back to basics – delivering the services that residents depend upon. Cutting these services in a “slash-and-burn” approach is not a long-term, sustainable budget solution.

Before looking to cut critical programs, we must fight to ensure that our government is operating effectively and efficiently. Our City's elected officials must commit to agree on any revenue reform package before we take it to voters. Asking voters for a tax or fee hike is a big ask, frankly — especially in tough times. If we can't agree on a proposal — or if we once again propose competing ballot measures — how can we possibly expect voters to agree? I support a long term, strategic plan to provide sustainable sources of revenue for the services San Franciscans depend on. That's the kind of leadership I've shown as City Attorney, and that's the kind of leadership I will bring to the Mayor's office.

4. Which City and County of San Francisco departments and/or

services should be reduced, consolidated or eliminated and why?

As Mayor, I will take a critical and thoughtful look at the way the City provides services, making sure that all City departments, commissions, and services are operating efficiently and effectively. With a little creative thinking we can not only streamline government, but provide better services to our citizens.

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?

As Mayor, I will set a tone that requires that City departments be more responsive to the community and work more collaboratively with one another. I will lead by example, providing strong leadership, sitting down at the table, rolling up my sleeves, and working together to get our City working again.

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?

As detailed in this questionnaire, as Mayor I will convene a Tax Summit to explore new and effective tax policies to raise revenues, grow and encourage businesses and create jobs.

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?

As voters and elected leaders made clear in adopting San Francisco’s transit-first policy, the ability of the City and County to reduce traffic congestion depends on the adequacy of our regional public transportation. I am committed to that policy and others to promote the use of regional mass transit and continue to develop an integrated system that elevates bicycling and walking as real alternatives to driving an automobile, especially to downtown San Francisco.

As I discussed earlier, adequate funding for Muni is the linchpin of those efforts, and part of a larger conversation for San Francisco’s elected leaders on the issues of budget and tax policy. At the risk of sounding like a broken record, it’s necessary to restate a point I’ve discussed in other questions involving the adequacy of public funding for our public services. Public transportation is a core public function that will succeed or fail by City leaders’ ability to govern

effectively, and fund it adequately. If we can create a problem-solving culture in San Francisco City Hall — from the Mayor on down — I'm convinced we can fix anything, including bringing our budget and revenue into balance. Including meeting the obligations of our local government. Including having a public transit system that offers a reliable, accessible alternative to driving. And that's how we'll succeed in reducing congestion downtown.

In terms of pedestrian malls, not only do I think they are feasible, as Mayor, I intend to finally accomplish San Francisco's decades-long vision of a car-free Market Street, from the Ferry Building to Van Ness Avenue. I will push for a near-term temporary closure, and to work through the planning and review processes toward permanent closure.

My "Market Street Creative Corridor" plan will make arts, culture and entertainment a centerpiece of San Francisco's strategies for economic development and mid-Market revitalization. For too long, City leaders have balked on plans to make Market Street car-free. To my mind, the enormous success of car-free, arts-driven urban pedestrian zones worldwide have settled the debate: Copenhagen's Strøget, Barcelona's La Rambla, New York's Times Square, Denver's 16th Street Corridor, Sacramento's K Street Mall—even, on a smaller scale, our own 17th Street closure at Castro and Market. Cars don't create economic activity. People and businesses do.

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

I intend to fight for improved funding for Muni; the rest are details.

We can continue to rearrange bureaucracy and debate transit route changes with the hope of improving reliability, but the promise of our transit-first policy cannot be achieved with persistent cuts and service reductions, year after year after year.

Transit-first is a voter-enacted mandate I've taken seriously in my legal advice to clients as City Attorney, and it's a policy I'll push to fulfill as Mayor. Our City's transit-first mandate rightly recognizes that public transportation directly affects our quality of life and our economic wellbeing. It's a policy that San Francisco political and business leaders ignore at their peril if we hope to truly create a City that works — that attracts jobs, that retains middle-class families, that's environmentally sustainable, and that remains a livable City for San Franciscans yet to come.

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 think that Patrol Special Police can provide a measure of security in certain neighborhoods.

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

I am supportive of NERT, a partnership between the community and City government that trains community members to prepare for emergencies and disasters. I think it is an innovative way to engage and involve San Franciscans in preparing to be first responders.

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?

This is an extremely important issue to me because raising a family here in Dogpatch is my biggest motivation for running for Mayor, and the main reason San Francisco's future matters so much to me. But the honest answer to this question is answered by almost every other answer in this questionnaire. Every success San Francisco's local government can achieve—for better transportation; public parks, open space and recreational facilities to enjoy; streets to bike on; sidewalks to walk on; good jobs without long commutes; clean energy; accessible, effective and responsive government; and the promise of clean air, soil and water that isn't polluted; etc. All of it matters to the current and future residents of these neighborhoods. And none of it is unimportant for keeping families in San Francisco.

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

Providing our children with access to quality public education is critical to retain families in San Francisco. I believe that we share a responsibility for our children's future and must work together to ensure that every child that graduates from our schools is given the tools to succeed. As Mayor, I will implement measures that bolster multilingual programs, empower teachers and principals, and make our public schools more responsive to families with children. We must eliminate the incentives for families to leave San Francisco once their children reach school age, and instead to make San Francisco a nationwide model for creating an urban multilingual workforce. I strongly believe that City government

can do more to support and improve upon our school system. That's why I've put forward a specific plan to strengthen our schools. As Mayor, I will:

- **Invest in Our School System:** Proposition H funding is a demonstration of San Francisco's commitment to the education of our children. As Mayor, I will support the renewal and increase of this critical funding beyond its current level to ensure that our schools receive the resources that they so desperately need. I will work with the School Board to dedicate a significant portion of this funding to dramatically increasing access to language immersion programs from kindergarten through high school, since San Francisco's kids need to become prepared to work in the new, international economy, and language skills (particularly Chinese and Spanish) are becoming more and more essential for that. This would make San Francisco the leading City in the nation in terms of providing multilingual education to its students, and it would create a local workforce that would help attract foreign trade and create jobs for our people. It would also attract more families to SFUSD schools by making available the programs that they want.
- **Empower Teachers and Administrators:** A School District cannot succeed without a strong infrastructure, and a District's infrastructure consists of its people. Teachers and principals need to be given the support (both in terms of finances and professional development) that will eliminate the incentive to leave San Francisco for private or suburban schools once they have obtained a few years of experience. Accordingly, a significant portion of the funding should also be dedicated to attracting and retaining strong teachers and principals. In particular, the money should be used to ensure that teachers and principals receive strong training (for teachers, through Stanford's National Board Resource Center, which provides an advanced credential, and for principals through Berkeley's Principal Leadership Institute, which credentials school administrators), and to ensure that salaries remain competitive, particularly for teachers in their third, fourth and fifth years.
- **Support Community Schools:** We can help support our schools by encouraging partnerships between the schools and other local, neighborhood resources. As Mayor, I will work to make our schools the centers of our community, open to all people and activities. Integrating academics, social services, youth programs, and community engagement will help prepare our children to enter school and later to enter the workplace. It will also encourage parents and community members to have a personal investment in the success of our local 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?

As Mayor I will work with the RFD and other city departments to ensure that every neighborhood in San Francisco has green, open space. As remarked in the Neighborhood Parks Council's Green Envy study:

The city will see a radical transformation of the skyline and population within twenty years. Considering this, time is of the essence to create new strategies and standards for open space acquisition to correct past disparities in the park system and to plan for future demographic shifts. Strong governmental leadership and cooperative planning between stakeholders is essential to the success and endurance of this initiative.

I agree that the changing demographics of San Francisco coupled with some of the denser development occurring in areas such as SOMA and the Eastern neighborhoods, require that government think strategically and act cooperatively. All San Francisco neighborhoods have a right to safe, green, open space and as Mayor I am committed to making that goal a reality.

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.?

Entertainment and the tourism industry it supports are among San Francisco's economic cornerstones and has a significant presence in our South of Market neighborhood. Visitors from throughout the region and across the globe visit San Francisco for its world-class entertainment. Once here, they stay in our hotels, shop in our stores, and patronize our local establishments—contributing the tax revenue to support needed public services. The entertainment industry generates hundreds of thousands of dollars and employs thousands of people each year.

As Mayor, I believe that San Francisco needs to find a way to encourage and support responsible entertainment by eliminating bureaucratic entanglements, bringing greater governmental efficiencies, and consistently enforcing laws against irresponsible businesses to ensure that entertainment in San Francisco can grow and flourish, free of violence and nuisance. While we must support our vibrant entertainment industry, we must not do so at the expense of our residents.

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?

As an elected official, and as an officer of the court, I believe our highest obligation is to ensure that we fulfill our public duties honestly, independently, and without regard to the influence of moneyed special interests that seek to divert us from the public's interest.

As City Attorney I have seen the pernicious effects of this influence and have worked hard to rid San Francisco of corruption, fraud, and abuse. I've exposed fraud, waste, abuse and corruption in city government and recovered millions of dollars for San Francisco taxpayers. I created a partnership between the City Attorney's office and auditors in the City Controller's office to systematically target fraud and abuse by city contractors. I sued construction giant Tutor-Saliba, recovering millions for their over billing of construction projects at the airport. I filed an official misconduct case against former Supervisor Ed Jew, negotiating his resignation from the Board of Supervisors.

As Mayor, I will lead a City that works with the same determination I brought to making my office one of the most respected and professional public law offices in the nation. I will demand accountability, honesty, and fairness. San Franciscans deserve nothing less.

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

As Mayor, I will work with MUNI to ensure that we not only have effective and comprehensive MUNI service in our South of Market neighborhoods, but that the service will adequately accommodate the growing population in those areas. I would also push to implement the Transit Effectiveness Project, city commissioned in-depth review of Muni and what can be done to make the system faster, more reliable, and more efficient. What resulted was an extensive report with recommendations for service improvements, travel time reduction, infrastructure changes, and long-term investment studies. This report has a number of well-thought out and researched solutions, such as directing the bulk of services to the busiest corridors based on the study, and eliminating bus stops that are rarely used. Unfortunately, this blue print for change has run into red tape in terms of implementation and has been virtually shelved since it was created.

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?

Most of the local business owners I've talked to express a somewhat more nuanced view: they understand the need for taxation and regulation—but think San Francisco is doing it unfairly and incompetently. And I agree.

As Mayor, I'll push for a long overdue reform of our job killing business payroll tax, which is too unfair to the just ten percent of businesses that pay it, and too unpredictable for discretionary programs reeling year to year from budget cuts. Because tax measures require voter approval, I'll convene a "Tax Summit" to put all the ideas on the table, and forge political support for a consensus measure in November 2012.

That proposal may not mean *lower* taxes for every business—but, as Mayor, I'll insist it be a *fairer* tax for every business.

Second, I pledged in my comprehensive Jobs Plan (at <http://herreraformayor.com/issues/jobs-plan/>) to ensure that our City departments such as OEWD, work together to use the tools at our disposal to reinvigorate our local neighborhoods and create local jobs, without losing the unique characteristics of our neighborhoods. City government needs to help, not hinder, those starting or growing business—and create jobs—here in San Francisco.

- 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?**

I believe that local government can make a difference in people's lives every day, especially for our most vulnerable residents. As City Attorney, I supported former Mayor Newsom's comprehensive plan to combat homelessness and get people off the streets. I strongly support San Francisco's efforts to address the city's chronic homelessness issue through innovative programs that move people from the streets and into housing. Housing First is a strategy that succeeded in moving 7,000 formerly homeless people in San Francisco off the streets, allowing a continuum of care services that have achieved great strides in connecting vulnerable residents with mental health, substance abuse and health care services.

As Mayor, my plan to combat homelessness includes:

- 1.) Support our Homeless Outreach Team**
The Homeless Outreach Team (HOT) program is currently run by the Department of Public Health, which provides service teams doing direct outreach on the streets. I would move this program into the

Mayor's office to reflect the priority that these outreach workers deserve and the need to have better coordination amongst responsible city departments and staff. As Mayor, I will ensure the outreach teams have the resources they need to get our homeless population off the streets and into stable environments

2.) **Create a City-Run Drop-In Center**

We currently have no city-run drop-in centers in San Francisco to receive homeless individuals and connect them with our system of care. Police officers and other city workers are only able to cite homeless who are in violation of the law without linking them to the resources they desperately need. Various non-profits run a number of drop-in centers for homeless in San Francisco, but they are limited in the services they are able to offer. Creating a city-run drop-in center for homeless in addition to already existing centers would give city officials who engage with the homeless on the street a central location to take them where they can get a shelter bed, treatment slot, or even just a shower when they need it. I support the creation of a city-run drop-in center to help get homeless off the streets and connect them with critical city services.

3.) **Increase Coordination With and Accountability in the Court System**

One persistent challenge we face is quality of life issues that accompany homelessness: disorderly street behavior such as drunkenness, public urination, aggressive panhandling, and use of the City's parks for camping. The opening of the Criminal Justice Court in 2009 was a significant step forward in not only expediting review of these cases, but more importantly, of connecting people who come into the court with services and treatment. However, the system only works if fully utilized by the court itself. As Mayor, I would increase coordination with the Criminal Justice Court so that chronic offenders of quality of life issues are connected with the city services they need or, in the alternative, held accountable for their conduct.

4.) **Protect the Care Not Cash Program**

I opposed recent efforts to roll back significant portions of the Care Not Cash program by removing "shelter" from the definition of housing that must be offered by the City to a General Assistance beneficiary to avoid paying the full cash grant. Care Not Cash is an extremely effective program that has reduced homelessness in the City while saving money. If this measure passes, the City would have to pay the full cash grant of \$422 per month to most recipients, or cut other programs to find funding to building new housing units. We would also lose the \$15 million that Care Not Cash saves the city each year, which is used for critical supportive housing.

5.) **Increase Accountability**

While our city is lucky to have committed and effective community partners in the battle against homelessness, we must ensure that every dollar spent is used to its maximum capacity. As Mayor, I will institute systems to promote more accountability among nonprofit service providers and the ability to better channel funds to effective programs. Currently, the Human Services Agency and Department of Public Health do not have a method of measuring the effectiveness of particular programs according to the outcomes of individual homeless people. The ability to measure our results and accurately gauge the effectiveness of our efforts will be critical to determining programmatic success in serving the City's most vulnerable residents.

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

I support community-based policing as one tool that our police and local communities can use to keep our neighborhoods safe. One of the important lessons I learned as President of the Police Commission is that every San Francisco neighborhood is different and faces unique problems, so a one-size-fits-all approach won't stop crime everywhere. By bringing together our policy force and neighborhood activists, we can craft a unique approach to local crime issues that utilizes all the tools at our disposal. The City should do what it can and use creative approaches to help give the Police Department the resources to implement community-based policing in key neighborhoods. As City Attorney, I negotiated a settlement with AIMCO that led to the creation of a new Boys and Girls Club in the Bayview and the opening of an associated San Francisco Police Department community policing office at the facility.

In addition, as City Attorney, I've worked hard to make San Francisco streets safer by taking on criminal street gangs, and securing civil gang injunctions that have made real progress in dramatically reducing gang-related violence and nuisance conduct in several City neighborhoods. These injunctions bar known gang members from engaging in intimidation, graffiti vandalism, trespassing, and associating with other gang members inside of court-ordered "safety zones."

What I've learned as City Attorney—and what a Herrera Administration will reflect in the public safety strategies it pursues in Room 200—is that effective public safety strategies require collaboration and engagement. Not just among other law enforcement offices, but also among neighborhood stakeholders and community organizations.

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

I know local government — run honestly, and well — can win the trust of the people it serves. And I know San Francisco can aspire to solutions as big as its problems. That's the leadership I've demonstrated as City Attorney. And that's why I'm running for Mayor of San Francisco.

For nearly a decade, I've taken an activist approach to being your City Attorney. I've done the heavy lifting behind the scenes. I've shepherded projects to create thousands of jobs, and resolved multi-million dollar disputes. I've negotiated tough agreements, and drove hard bargains to maximize the public benefits to San Franciscans.

I've defended our local government from fraud and corruption. I ended years of corrupt business practices by City Tow, and secured a corrupt supervisor's ouster from the Board of Supervisors because of his fraudulent residency claims.

I've protected our neighborhoods from crime. I secured civil gang injunctions even amidst political controversy to make traditionally neglected neighborhoods safer. And I worked with nightlife industry leaders to keep club goers and neighbors safe from violent operators.

I've done more than anyone in the race for mayor to take on powerful interests — and even other governments — to protect San Franciscans. I filed the first government lawsuit in history for marriage equality, and won a landmark LGBT rights ruling. And I negotiated Mirant's shutdown of its filthy Potrero Power Plant.

Leading an award-winning law office for nine-and-a-half years has given me an opportunity unique in this race to prove my mettle for executive leadership. More than any other candidate for Mayor, I've demonstrated my ability to take on the toughest adversaries, and still work cooperatively to solve problems.

As Mayor, I will work tirelessly to make sure that government operates intelligently, efficiently, and effectively. As Mayor, I will gauge my success on my ability to confront the issues that persistently plague our City and collaborate with community and government leaders to implement concrete, effective, and lasting solutions.

Please return your candidate's completed questionnaire to 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 in the order they are received.