

Mayor Lee & the City He Loved

A SUMMARY OF ACCOMPLISHMENTS

2011-2017





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Written and compiled with great affection by former Mayor staff and city departments



“I am grateful to be a San Franciscan, a City where we honor and love one another, and stand up for each other.”

MAYOR ED LEE

State of the City Address, 2017



ABOUT

Mayor Edwin M. Lee



Left: November 15, 2013 - San Francisco turned into "Gotham," the fictional home of Batman, to fulfill a Make-A-Wish project for Batkid Miles Scott.

Above: Mayor Lee at Veterans' Day Parade

Edwin M. Lee was the 43rd Mayor of the City and County of San Francisco and the first Asian-American mayor in San Francisco's history. Appointed in 2010 and elected and re-elected in 2011 and 2015 respectively, Mayor Lee's term was a time of unprecedented prosperity in San Francisco and Mayor Lee sought to bring that prosperity and opportunity to all San Franciscans. He focused on balancing the budget, creating jobs, boosting San Francisco's economy, building housing, housing the homeless, creating a cleaner and safer city and addressing affordability challenges.

Mayor Lee began his city government career as an investigator for the City's first whistle-blower program in 1989 and also led the Human Rights Commission, the City Purchasing Office, and the Department of Public Works before he was appointed City Administrator in 2005. Mayor Lee was a community organizer and civil rights advocate and from 1979 to 1989, he was a Managing Attorney for the San Francisco Asian Law Caucus. He was born in Seattle, Washington, and graduated Summa Cum Laude from Bowdoin College in 1974 and from Boalt Hall School of Law at the University of California at Berkeley in 1978.



1 Mayor Lee with family 2 Mayor Lee, Tania Lee, and Brianna Lee 3 Mayor Lee and his family after being sworn-in at his first inauguration: his daughter Brianna Lee, his wife Anita Lee, Ed Lee, his mother Pansy Lee, his daughter Tania Lee 4 Mayor Lee and wife Anita Lee volunteer at Salvation Army 5 Mayor Lee and his family after being sworn-in

To the residents of San Francisco,

Ed Lee was dedicated to public service and social justice long before he was ever elected to office. As his wife and daughters, we saw the goofy, family-oriented and lighthearted side of him that wasn't always visible to the public during his time as Mayor — but we also saw firsthand how deeply he was committed to the city he loved.

It was never his style to self-aggrandize or hoard credit for his administration's accomplishments. He focused on problem solving. He was pragmatic. He had no interest in political games. He sacrificed weekends and vacations for his work, and often stayed up late into the night, surrounded by news reports and policy briefs.

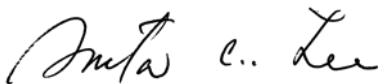
Along the way, he used his actions to demonstrate to us his values and the lessons he had gleaned from his experience: Leadership means having a proactive vision, not just opposing the status quo. Listen to voices that have few opportunities to be heard. Work toward solutions not just to tomorrow's problems, but the problems that will arise decades down the line. Leave the doors open for others.

When he unexpectedly passed away in December 2017, the whole city grieved with us.

And as difficult as it has been, knowing that all of his incredible work for the people of San Francisco is documented and recorded for the archives brings us joy and comfort.

He would have been 67 this month and, while we miss him every day, we are happy to celebrate his life through his many accomplishments. It would be impossible for one book to encapsulate everything about the kind of person he was, but we are thrilled to know there will be a longstanding record of what he was able to accomplish through so much hard work.

As much as he loved us, Mayor Ed Lee, our father and husband, also loved San Francisco. This book is a fitting tribute of his spirit of selflessness and service to the people of the city that he loved.



Anita Lee
Wife



Tania Lee
Daughter



Brianna Lee
Daughter





On behalf of the Lee Administration,

We wish Ed Lee were alive to read this book – to see the totality of his accomplishments spelled out in such vivid and impressive detail. To see the breadth of the work he led and the City he shaped.

While the pages that follow detail his record only as Mayor, we know he also achieved so much more through the various other City and community-based jobs he held. His decades of service to San Francisco have left lasting, positive impressions on almost every block and every resident in the City. We celebrate his work to bring gender balance to the Fire Department, to protect the I-Hotel residents from eviction, to pioneer minority-owned and women-owned business preferences, to shape the 10-year Capital Plan, and to significantly improve the seismic resilience of our City. He built a legacy greater and more impactful than possibly any other public servant in San Francisco history.

By the time he reached Room 200, Mayor Lee had honed and clarified his values and vision. The seven years he spent as the Chief Executive of his adopted hometown were guided by a very clear moral compass. He entered office during the Great Recession and presided over the rebuilding of San Francisco's economy. He foresaw the housing crisis and crafted the Housing Trust Fund. He reinvented and reformed public housing in San Francisco. He cared deeply about equity and education and invested particular time and resources in our middle schools. He mentored generations of up-and-coming Asian American leaders, always keeping his community top of mind.

Beyond the pages of this book, Ed Lee was a friend, mentor, boss, father, and husband. He was a civic booster for San Francisco, beaming with pride for his sports teams and locally made products. His sense of humor and even clearer sense of public purpose are what stick with us most. His interest in the personal well-being of his staff was always genuine.

He was one of a kind and we miss him every day. We hope this book reminds future generations of Ed Lee's important place in San Francisco history.

Sincerely,

Naomi Kelly
City Administrator

Steve Kawa
Chief of Staff

Jason Elliott
Chief of Staff





Jobs & the Economy



Mayor Lee came into office during the Great Recession. San Francisco was facing nearly 10 percent unemployment, \$500 million budget deficits and overwhelming economic uncertainty. To lead the City through recovery, Mayor Lee implemented his 17-point jobs plan to support small businesses, create jobs, invest in neighborhoods, build housing and connect San Franciscans to career opportunities. Mayor Lee prioritized workforce development, launching TechSF, expanding CityBuild, and ensuring that residents in underserved communities had access to good jobs through Local Hire. Mayor Lee also understood the importance of advancing

equity and shared prosperity by building affordable housing, supporting commercial corridors and maximizing public benefits from major development projects. Mayor Lee stood on the side of the community, demanding comprehensive outreach and strong representation from stakeholders. He believed in finding consensus through engagement and communication. Mayor Lee occasionally said that he was in the business of keeping others' promises, rather than making more of his own. He prioritized real solutions to real problems and put San Franciscans at the center of his decision-making.



Accomplishments

- ▶ **Getting People Back to Work:** During Mayor Lee's time in office, San Francisco added 145,000 jobs and unemployment dropped from 9.6 percent in January 2011 to 2.3 percent in November 2017, the lowest recorded rate in City history.
- ▶ **Creating Shared Prosperity with Equity-Driven Workforce Programs:** Initiatives such as the Mayor's Summer Jobs, Youth Jobs+, TechSF, CityBuild, and IPO (Interrupt, Predict, Organize), opened doors to fulfilling, living-wage careers for San Franciscans in low-income and underserved communities.



- ▶ **Central Market and Tenderloin Revitalization:** In 2010, San Francisco's Central Market neighborhood had a 22 percent office vacancy rate and 30 percent storefront vacancies – the highest in the City. Many efforts to revitalize the area had failed. Since Mayor Lee's efforts began, more than 40 new storefront businesses, 15 new arts organizations and many major employers have moved in, dropping office vacancy to just

2 percent and creating nearly 12,000 jobs. New hotels, affordable housing developments and public projects like parks are also contributing to the Central Market/Tenderloin revitalization.

- ▶ **Strengthening All Neighborhoods:** Mayor Lee launched an Invest in Neighborhoods Initiative that strengthened commercial corridors throughout the City and spurred the creation of Community Benefit Districts. In addition, Calle 24, SOMA Pilipinas, and Compton's Transgender Cultural Districts were formed, and the Japantown Cultural Heritage & Economic Sustainability Strategy was completed.
- ▶ **Making it Easier to Start, Stay and Grow a Business in San Francisco:** Mayor Lee launched the San Francisco Business Portal, which guided entrepreneurs and business owners through permitting and legal compliance issues. He also created the Small Business Solutions team, which assisted entrepreneurs as they navigated particularly challenging issues to opening or expanding their business.
- ▶ **Supporting the Nonprofit Sector:** Mayor Lee launched a multi-agency Nonprofit Sustainability Initiative to address displacement and other issues facing nonprofit agencies so that they could continue their work of providing childcare, legal aid, youth programs, senior services, arts programs and other critical services to the people of San Francisco.
- ▶ **Expanding International Partnerships:** Through Mayor Lee's international programs, San



Francisco has become a destination for businesses around the world. Through the ChinaSF, LatinSF and SFAsia initiatives, San Francisco recruited 155 companies, created nearly 1,200 jobs and generated \$5.1 billion in economic activity.

► **Reinvigorating the Manufacturing Sector:** Mayor Lee prioritized Production, Distribution, and Repair initiatives like FashionSF, creating the first permanently affordable manufacturing space in the City, and facilitating the creation of more than 9,200 jobs in the industrial sector.

► **Making Sure Large Developments Benefited the Community:** Mayor Lee's term saw significant growth and large scale developments. He made sure those developments translated into benefits for the public. Projects at Treasure Island, Parkmerced, Mission Rock, Visitacion Valley, and major projects along the waterfront like Pier 70 and the Chase Center also brought new parks, trees, public spaces, more affordable housing and improved transit.





By the Numbers

95,500

residents gained jobs (19.4 percent growth), contributing to a 2.3 percent unemployment rate between 2011 and 2017.



“Mayor Lee led San Francisco out of the depths of the Great Recession and brought good jobs and opportunity back to our City. He cared most about helping people: the small business owner in the Castro or the Sunset, the entrepreneur in Mid-Market, and most of all, the young people in our neighborhoods from Bayview to the Mission to Chinatown.”

RODNEY FONG

CEO, SF Chamber of Commerce

145,000

jobs added (25.3 percent growth), bringing the total number of jobs to an historically high 717,400 between 2011 and 2017.



nearly 4,000

local San Francisco residents contributed to public construction projects.

4.3 million

hours, or 36 percent, of all construction hours subject to the Local Hiring Policy were performed by local residents.

41,000

San Francisco youth participants of the Mayor’s Youth Jobs+ initiative connected to internships and job opportunities, 81 percent of whom were from low-income neighborhoods.

9,000

monthly users served by the San Francisco Business Portal

16

Community Benefit Districts (CBDs): 5 new CBDs were formed and 2 were renewed



\$5 million

awarded to 25 nonprofit organizations to help them secure long-term or permanent space. 75 organizations received capacity-building services, grants, or both.

1,100

San Francisco residents found high-wage jobs in the tech industry (88 percent of whom were low-income), part of Mayor Lee's TechSF initiative.

\$85 million

invested in San Francisco's commercial corridors and created or retained more than 6,500 jobs, as part of Mayor Lee's Invest in Neighborhoods initiative.

“Mayor Lee, whose own Chinese-immigrant mother worked in a garment manufacturing factory, had a particular passion for ensuring that San Francisco retained its family and immigrant-owned manufacturing businesses, long after many US cities had given up. As a result of his vision, in partnership with SFMade, the city more than tripled the size of its manufacturing base over the past eight years, becoming a national model for how a city can sustain a vibrant urban manufacturing sector that reflects the diversity of our communities both in the workforce and even in the ownership of these businesses.”

KATE SOFIS

Founder, SF Made





The Housing Mayor

Mayor Lee addressed San Francisco's housing crisis from his first term. Under his leadership, San Francisco generated hundreds of millions of dollars for affordable housing; committed to build or preserve 30,000 new homes by 2020 at all income levels; and completely reform the Housing Authority to provide San Francisco's most in need residents with affordable, safe, and modern housing.



Accomplishments

- ▶ **Stabilizing Affordable Housing Production:** After the dissolution of California's Redevelopment Agencies in 2011, Mayor Lee led the effort to create the landmark Housing Trust Fund, ensuring a \$1.3 billion investment in affordable housing over 30 years. It represented investments in thousands of permanently affordable homes, a down payment assistance program for San Francisco's first responders, and a Housing Stabilization Program to help distressed low and moderate income residents remain in their homes.
- ▶ **Re-envisioning San Francisco Public Housing:** Under Mayor Lee's leadership, San Francisco's Housing Authority initiated a \$2 billion project to transfer 3,500 public housing units across 29 sites to private, community-based nonprofits, and invest \$700 million in much needed capital improvements. The program is improving living conditions for more than 10,000 low-income residents.
- ▶ **Disrupting Intergenerational Poverty:** Mayor Lee secured and leveraged nearly \$2 billion in public financing and more than \$15 million in philanthropic giving to build the nation's first large-scale public housing transformation initiative aimed at disrupting intergenerational poverty, reducing social isolation, and creating vibrant mixed income communities without displacing residents. The HOPE SF projects spanned across four neighborhoods in southeast San Francisco that saw more than 500 deeply affordable homes rebuilt for public housing residents while adding nearly 250 affordable homes for working families.
- ▶ **Setting Ambitious Housing Goals:** In 2014, Mayor Lee pledged to build 30,000 new and rehabilitated homes by 2020, with at least one-third permanently affordable to low and moderate income families, and the majority within reach of working, middle income San Franciscans. The City built or rehabilitated 18,726 homes as part of the Mayor's pledge.
- ▶ **Prioritizing New Funding for Housing:** In 2015, Mayor Lee led the charge to get a general obligation bond for Housing passed by voters to address critical housing needs. His efforts resulted in \$310 million to support the rehabilitation of public housing and acquire, rehabilitate and build new affordable homes for low and middle income households.
- ▶ **Modernizing the Affordable Housing Application Process:** Under Mayor Lee's leadership, the City launched DAHLIA (Database of Affordable Housing Listings, Information, and Applications), a web-based portal that connects eligible residents with affordable housing, making the process easier and more transparent for applicants.
- ▶ **Delivering More Housing More Affordably:** Mayor Lee developed the Public Land for Housing program to build at least 4,000 units of new housing by 2020, 50 percent of which are affordable to low or middle income households. The City started development on eight public sites for affordable housing in neighborhoods such as South of Market, the Mission, North Beach, and Hayes Valley. By far, the largest among these sites,



the Balboa Reservoir, is now in predevelopment and will be a mixed-income community with up to 1,100 units, 50 percent designated as affordable to low- and middle-income households.

- ▶ **Accelerating Housing Production:** Mayor Lee directed his administration to retain existing habitable units, speed review and approval of new housing, and encourage housing construction. City permitting departments prioritized development projects based on the amount of affordable housing produced; reduced the loss of housing – legal or otherwise – and streamlined permitting so housing could be built faster and more efficiently, with the goal of building 5,000 units annually.
- ▶ **Increasing Affordable Housing in City Re-Zoning Efforts:** In a variety of plans including the Transbay Plan and Central SOMA, the Mayor ensured that greater numbers of affordable housing were built, along with many other community benefits. This includes nearly 28 percent of the planned 4,400 homes in the Transbay Transit Center are affordable to San Francisco’s low and moderate income families as

well as 33 percent of the planned 8,300 housing units in Central SOMA.

- ▶ **Eviction Prevention and Tenant Empowerment:** Mayor Lee dramatically increased funding for eviction prevention services and tenant empowerment strategies, increasing funding from under \$1 million to \$7.4 million in order to serve thousands of residents.
- ▶ **Protecting Multi-Family Rental Buildings:** Launched in 2014, the Small Sites Program funds the acquisition and stabilization of multi-family rental buildings that are occupied by low to moderate income tenants who are particularly susceptible to evictions and rising rents. To date, 25 buildings, including 160 residential units and nine commercial spaces, have been protected and preserved.
- ▶ **Building Teacher Housing:** In partnership with the school district, Mayor Lee initiated new housing, down payment assistance, and rental subsidies for teachers. These programs will stabilize housing for 500 educator households.



By the Numbers

nearly 19,000

homes rehabbed or developed, 6,430 of which are permanently affordable to low or moderate income households.

approximately

1,000

units of affordable housing underway in the Mission – a neighborhood that had no new affordable housing projects in the pipeline when Mayor Lee assumed office.

500

deeply affordable new homes built for former public housing residents, replacing every unit in Alice Griffith and Hunters View.



“Ed Lee will always be known as San Francisco’s Housing Mayor. His strategy of both building housing and protecting tenants and the city’s rental housing stock will forever frame the vision for San Francisco.”

RANDY SHAW

Executive Director, Tenderloin Housing Clinic



1 million+

visits to the DAHLIA Online Housing Portal.

110,000

residents living in seismically retrofit buildings through the Mandatory Soft Story Retrofit program



25

buildings preserved and made permanently affordable through the Small Sites program

9,000+

units of permanently affordable housing funded through the Housing Trust Fund

“Mayor Lee created a fundamental shift in the politics of affordable housing. People forget that when he first championed the Housing Trust Fund in 2012, we were just coming out of a recession. Affordability in San Francisco wasn’t the issue it is now. Affordable housing was never a mainstream issue up until his administration. Mayor Lee reframed the affordable housing debate from a left progressive issue into motherhood and apple pie. Nowadays, there are few, if any, San Franciscans that don’t recognize the critical importance of affordable housing. Ed Lee did that.”

MALCOLM YEUNG

Deputy Director, Chinatown Community Development Center





Homelessness

Mayor Lee took office at a time when the City was grappling with the impacts of the Great Recession and cities across the country were facing increasing numbers of people experiencing homelessness. During his tenure, Mayor Lee increased homeless funding by an historic 75 percent and launched innovative programs that became successful national models. He demonstrated that smart investments could transform lives and ensure the safety and dignity of all residents.

Early on, Mayor Lee recognized that in order to help those living on the streets transition into safe and healthy housing, the city needed to understand that each person was homeless due to a unique and individual set of circumstances. Finding the root cause of an individual's homelessness helped target the right investment to get to a better outcome for that person. Mayor Lee launched programs that specifically addressed different aspects of homelessness, such as mental health and drug addiction, family estrangement and unemployment to find the best support for the person in need. As a result, thousands of people left the streets for a home as Mayor Lee increased housing opportunities, shelter beds, supportive services, outreach and community involvement.



Accomplishments

- ▶ **Bringing a Comprehensive Approach:** In a controversial and bold move, Mayor Lee created the Department of Homelessness and Supportive Housing, a move that consolidated programs, staff and funding. The new department helped Mayor Lee implement San Francisco's first citywide strategy to tackle homelessness and was directly linked to a reduction in homelessness.
- ▶ **Getting More Resources:** The Mayor also recognized the need to leverage state and federal resources as well as the San Francisco community at large. His efforts led to a \$20 million increase in state and federal funding and he led the largest philanthropic drive for donations and support in the city's history, raising more than \$150 million.
- ▶ **A New Way to Address Street Homelessness:**



Frustrated with the endless cycle of the shelter system, Mayor Lee created the Navigation Center model that eliminated the typical barriers that prevented people experiencing homelessness from seeking shelter and engaging with the City to stabilize their lives. For the first time, people could enter shelter with their partner, their possessions or their pets, get onsite stabilization services and strategize a housing outcome unique to every person. San Francisco's first Navigation Center opened in 2015 and it quickly expanded to eight centers. San Francisco's Navigation Center model is being replicated in Seattle, Los Angeles and other cities across the country. In 2015, Mayor Lee opened Jazzie's Place, the first LGBTQ shelter in the United States, and also opened Hummingbird Place, the first Navigation Center to help those suffering with behavioral health issues.

- ▶ **Family Homelessness:** Mayor Lee created new shelters and housing to serve and house families and helped raise more than \$30 million from private donations to address their critical needs.

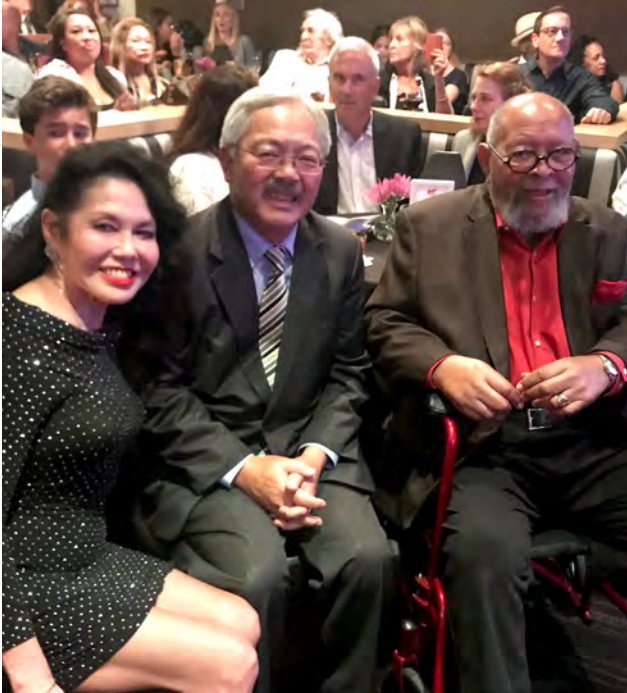
► **Serving Veterans:** Mayor Lee created outreach and housing programs for those that served our country, reducing the number of homeless veterans on the streets of San Francisco by more than 50 percent. He partnered with local nonprofits and the federal government to significantly expand the number of supportive housing units available for veterans to achieve this outcome.

► **Expanding and Streamlining Outreach:** Mayor Lee reorganized Homeless Outreach teams to better serve and stabilize San Francisco’s most vulnerable and at-risk homeless individuals. In addition, in 2017, Mayor Lee launched the Healthy Streets Operation, bringing together all of the disparate agencies involved in serving the homeless to better address homelessness, unhealthy street behaviors and other non-emergency quality of life issues. Since its creation, it reduced tent encampments by more than 65 percent and helped get more than 1,000 people off the streets.





By the Numbers



“Mayor Lee loved everybody, and he embodied Glide’s values of radical inclusivity and acceptance. We always talked about making things better for those who are sometimes forgotten like the homeless and the poor. He wanted San Francisco to be proud to say, ‘we’re a City with a world-class heart’ and encouraged everyone to open their hearts and give back to those less fortunate. He wanted for the world to become a more lovable place and a more courageous place. It takes courage to embrace change.”

**REV. CECIL WILLIAMS AND
JANICE MIRIKITANI**

Co-Founders, Glide

75%

increase in funding for homeless services

\$150 million

raised in philanthropic investments

\$20 million

increase in state and federal aid

4,000

permanent supportive housing units built





over 50%

decrease in chronically homeless veterans during Mayor Lee's term.

1,000

rental subsidies added for homeless adults, families and youth

\$30 million

initiative in partnership with the school district to end family homelessness. (12 percent decline since 2015 in families with children experiencing homelessness)

13,250

exits from homelessness during administration

13%

decline since 2015 in San Francisco's youth homeless population

828

beneficiaries successfully exit homelessness since the Navigation Center program began

"Mayor Lee grew up in public housing in Seattle, and was a passionate activist for housing security for the most vulnerable among us his entire life. Under Mayor Lee, San Francisco steered unprecedented resources into addressing the disinvestment in public housing and homelessness. He launched the first-ever emergency Navigation Center, which has become a national model, and created the Department of Homelessness and Supportive Housing to better coordinate City services for the homeless, and more importantly, monitor outcomes and results. Despite a crushing regional housing shortage, Mayor Lee's commitment to tackling homelessness helped move thousands of homeless families, veterans, LGBT youth and seniors off the streets and restore their dignity."

TOMIQUIA MOSS

CEO, Hamilton Families





Clean & Safe Neighborhoods

San Francisco is known around the world for its unique, vibrant and diverse neighborhoods. Mayor Lee understood that strategic investments in all our neighborhoods not only helped residents feel safe in their own communities, but led to increased community involvement and participation that helped City government do its job better. With the goal of delivering city services better and faster, Mayor Lee's signature Neighborhood Promise Initiative expanded street cleaning, hired more police officers to walk beats in the neighborhoods, created Fix It Teams to identify and solve neighborhood problems quickly and effectively and made improvements to the City's 311 customer service center.



Accomplishments

► **Rebuilding the Police Department:** In 2011 when Mayor Lee took office, San Francisco had not hired any police officers in more than three years. The retirement rate of officers was spiking, and crime was increasing, as the Mayor was faced with a city budget and economy deeply impacted by the Great Recession. Recognizing these trends, Mayor Lee invested in a plan to hire 900 officers over six years, adding 250 net new officers to the force. He also hired more professional staff to support the work of officers to improve overall police services. As a result, San Francisco saw a substantial decrease in crime during his tenure and a historic drop in homicides. Moreover, he set the department on a path to becoming more transparent, accountable and community-oriented by investing in training, technology and infrastructure.

► **Addressing Neighborhood Blight:** In order to address quality of life concerns and to identify unique challenges facing each neighborhood, Mayor Lee launched the Fix-It program. It



brought a collaborative approach that engaged residents to help identify critical cleanliness and safety issues that affected their lives. From painting out graffiti, dealing with illegal dumping, repainting curbs, to broken streetlights and dirty streets, the Fix It Team partnered with residents and quickly addressed their needs, cutting through red tape and getting it done. The Fix-It Team was so successful that the pilot program has been expanded by two subsequent mayors.



► **Innovative Solutions:** Responding to pleas from residents, Mayor Lee launched a public toilet program called the Pit Stop. The first pit stops were opened in the City's Tenderloin neighborhood in 2014, providing clean and safe public toilet facilities while improving sidewalk conditions and neighborhood livability. In addition to staffed public toilets, Pit Stops provided used-needle receptacles and dog waste stations in San Francisco's most impacted neighborhoods. In

addition, these facilities provided job training opportunities and jobs-skills experience for the attendants, many of whom were homeless or incarcerated. There are now more than 25 sites in 12 neighborhoods with Pit Stops. The program was recognized by the Harvard Kennedy School for innovation and serves as a national model now being used by other cities.

- ▶ **Improved Customer Service:** Mayor Lee improved SF311, the City’s customer service portal. An improved website, expanded information knowledgebase, and more call takers helped reduce wait times and made it even easier for residents, businesses and visitors to access City services and receive notifications about major events and services in more than 175 languages 24 hours a day, seven days a week, 365 days a year.
- ▶ **Nurturing Neighborhoods and Small Business:** Mayor Lee launched the Invest in Neighborhoods Initiative to provide focused, customized assistance to meet the specific needs of San Francisco’s



neighborhood commercial corridors to strengthen and revitalize them. He invested \$10 million in this program to bolster local jobs, keep merchant corridors vibrant and help small businesses start, stay and grow in their neighborhood. The mayor also provided funding for façade and tenant improvement programs offering assistance and matching grants to small business owners seeking to upgrade their storefronts.





By the Numbers

250

new officers added to the streets between 2012-2017

272

Police Reforms underway

\$12 million

provided in small business loans

80

local businesses added to Legacy Business Program



“Ed Lee was a friend and a mentor. Nothing made him happier than when he rolled up his sleeves and pitched in side by side with the people of San Francisco, whether sweeping sidewalks or planting trees. He personally helped green and clean every San Francisco neighborhood to create more beauty and vibrancy. That will forever be part of his legacy.”

MOHAMMED NURU

Director, San Francisco Public Works

\$500,000+

for Small Business Retention and Relocation Program

25

sites in 12 neighborhoods with Pit Stops

\$12 million

provided in small business loans

Launched five Fix It Zones in 2016, grew to 25 in 2017

1,300

community members engaged

15

successful community volunteer cleanup events

600

street lights fixed

250

trees pruned

1,600

crosswalks/curbs painted

550

street signs repaired

328

blocks cleaned weekly

24

partnerships with Community Benefit Districts and Neighborhood Associations

53

community meetings + community walks







Infrastructure & Resiliency



Mayor Lee tours construction of Central Subway, which will better connect communities

Mayor Lee understood that a growing economy and world class infrastructure go hand in hand. Under his leadership, San Francisco made historic investments across the board, from streets to civic buildings, to our water supply system and transportation network, to our parks and open spaces, waterfront and more. As a result, San Francisco is a more resilient and vibrant City, better able to serve its residents and better positioned to meet the challenges of the 21st Century.

Spurred by revenue from a booming economy, San Francisco funded a record level of capital projects during Mayor Lee's term. He insisted on an

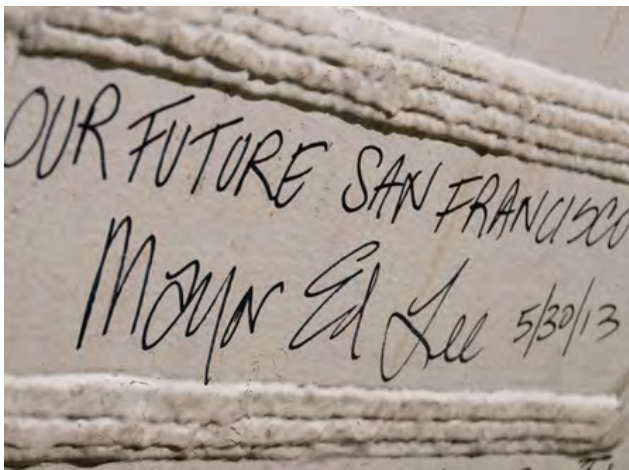
objective and principled investment strategy and full transparency with the residents of San Francisco who funded these critical projects. As a result, billions in capital commitments, including more than \$2 billion in voter-approved general obligation bonds, was invested in our City's infrastructure.

At the core of Mayor Lee's commitment to building and maintaining San Francisco's infrastructure was a desire to see that the City would not only survive, but thrive after facing any challenge whether a major earthquake, the effects of climate change or the challenges of increased urbanization.



Accomplishments

- ▶ **A Smooth Ride:** Mayor Lee knew that the backbone of city services started on the very sidewalks and streets we use to get around. After decades of poor investment, Mayor Lee secured a \$248 million Road Repaving and Street Safety General Obligation Bond and established the City's Pay-As-You-Go Program, ensuring a reliable and consistent source of funding to improve streets. During his term, the pavement condition score increased from 64 to 75, a record improvement.
- ▶ **A Safe and Reliable Water Supply:** Mayor Lee upgraded the City's regional and local water systems ensuring better and more reliable firefighting capabilities and safe, high-quality drinking water for all San Francisco neighborhoods.
- ▶ **World Class Public Health Facilities:** Mayor Lee left a legacy of accessible, high-quality public health facilities. In addition to rebuilding San Francisco General Hospital, the hub of crisis response and a safety net for people in need,



Mayor Lee secured investments to improve health care clinics throughout the City.

- ▶ **Reliable Regional and Local Transportation:** With a growing City and historic demands on our transportation network, Mayor Lee saw that transportation investments in our city and region were not only necessary, but critical to our future economic success. He championed projects that will move people and goods around easier, faster and safer. The new Transbay Transit Center, Bus Rapid Transit projects, and the Central Subway are just a few examples.
- ▶ **A Global Gateway:** Under Mayor Lee's leadership, San Francisco International Airport expanded, improved safety and embarked on a multi-billion dollar capital investment plan. The airport built a new air traffic control tower, and rebuilt terminals, airfields, and runways setting the stage for all time high passenger traffic, growing to more than 55 million annual boardings in 2017; a 36 percent increase during Mayor Lee's term.
- ▶ **Public Safety Infrastructure:** Mayor Lee helped build a new public safety headquarters in Mission Bay, seismically strengthened and improved fire and police stations throughout the City, and made critical investments in first responder communications infrastructure.
- ▶ **Libraries and Lifelong Learning:** The largest building campaign in San Francisco Public Library history was completed during Mayor Lee's term. Renovated branch libraries including Bayview, North Beach, the Presidio, and Visitacion Valley,



as well as two major capital projects within the downtown Main Library—the Bridge Literacy and Learning Center and the Mix Teen Digital Media Lab—represent a legacy of lifelong learning for San Francisco.

► **Beautiful Parks and Open Space:** Mayor Lee was a tireless advocate for accessible, beautiful parks and recreation for all San Franciscans. During his term, San Francisco became the first and only city in the nation where all residents lived within a 10-minute walk of a park.

► **Transforming the Waterfront:** Mayor Lee oversaw transformative changes along San Francisco’s legendary waterfront. From major developments at Mission Rock and Pier 70 to the reclaimed open space at Crane Cove Park to the Warrior’s new Chase Center, San Francisco’s revitalized waterfront is the result of Mayor Lee’s vision.





By the Numbers

“Ed Lee knew that a healthy infrastructure was a key component to ensure a thriving city while the Bay Area saw record levels of growth. Amidst climate change and in the event of the next major disaster, Ed was forward-thinking in making San Francisco resilient through smart fiscal forecasting as seen in the two-year Budget process, the Five-Year Fiscal Plan, and the 10-Year Capital Plan, a fiscally constrained expenditure plan for infrastructure investments. During his tenure as both City Administrator and Mayor, he created the Lifelines Council, a city and region-wide collaboration to ensure recovery efforts following a major disaster event, established

the Neighborhood Empowerment Network (NEN), comprised of agencies, organizations and networks that work to advance a neighborhood’s disaster resilience, and headed the creation of the Capital Planning Committee. Through these efforts, and many more, Mayor Lee set the City on a major path of sustainability and resilience to ensure San Franciscans and visitors alike enjoy its beauty for years to come.”

NAOMI KELLY

*City Administrator,
City & County of San Francisco*

7x

increase in the City’s annual capital budget

4,543

blocks repaved

75

Pavement Condition Index (11 point increase during Mayor Lee’s tenure)



30

local cisterns seismically strengthened

8

local water pump stations and tanks upgraded

\$315 million

in Plan Area Impact Fees raised for infrastructure improvements in rapidly growing neighborhoods

\$2 billion

in General Obligation Bonds passed without raising the property tax rate above 2006 levels

284

beds built at Zuckerberg San Francisco General Hospital and Trauma Center

42

neighborhood fire stations funded for improvements through the Earthquake Safety and Emergency Response bond program

all 10

police district stations and the Police Academy made ADA accessible



1,000,000

square feet built at the Transbay Transit Center

94%

compliance in Soft Story Program, helping to seismically strengthen vulnerable buildings

9

neighborhood branch library renovations completed

18

major capital improvements completed at San Francisco parks and recreation centers

11,162

curb ramps constructed





Transportation

Mayor Lee recognized that as the City's economy and population grew, so did the need for significant investments in the City's transportation network, including public transit, and bicycle and pedestrian infrastructure. Mayor Lee championed once-in-a-generation improvements to Muni during his tenure, creating the Transportation 2030 Task Force to plan for the future, passing the first-ever \$500 million transportation bond in 2014, and increasing the San Francisco Municipal Transportation Agency's budget each year for fleet upgrade and replacement, 'state of good repair' and service enhancements and expansions. Mayor Lee was also personally committed to bicycle and pedestrian safety and dramatically expanded bike and pedestrian safety infrastructure.



Accomplishments

- ▶ **Improving Transit Effectiveness:** The Transit Effectiveness Project (now Muni Forward), is a comprehensive, systematic evaluation of the entire Muni system. It recommended service changes, route restructuring, and capital improvements to make Muni service more efficient and better able to meet present and future demands.
- ▶ **Mayor's Transportation 2030 Task Force:** Mayor Lee convened a task force of civic and community leaders to identify resources to improve the transportation system. The task force thoroughly evaluated conditions and needs and recommended a package of revenue measures, the first of which, a \$500 million general obligation bond championed by Mayor Lee, was approved by voters in 2014.
- ▶ **Increasing Pedestrian and Bicycle Safety:** Mayor Lee made San Francisco the second city in the nation to adopt the Vision Zero agenda to eliminate traffic deaths. At critical moments he found ways to link Vision Zero to the City's transportation policy and funding and pushed for better engineered streets, a more educated public and increased enforcement of traffic laws to eliminate pedestrian and bicycle fatalities.
- ▶ **Increasing Muni Service:** In what was one of the largest Muni service increases in recent memory, Muni service increased by 10 percent in 2015 focusing on the busiest lines.
- ▶ **Replacing the Bus Fleet:** At the start of Mayor Lee's tenure, Muni had one of the oldest bus fleets



in the nation. Starting in 2012, the City began replacing its 800+ bus fleet, which will be largely completed by the end of 2019.

- ▶ **Expanding Muni Light Rail Vehicles:** Muni's light rail system moves hundreds of thousands of people every day with its 149-car fleet. In 2013, the SFMTA began the process of replacing the entire fleet and significantly increasing it, leading to the signing in 2014 of the largest light rail vehicle procurement in U.S. history. Mayor Lee placed the first car into service in 2017.
- ▶ **The Central Subway:** Phase 2 of the T-Third Light Rail Project, the Central Subway, achieved a milestone in 2012 by receiving a more than \$900 million federal grant, the largest ever received by the City. During Mayor Lee's tenure, design was completed, utilities relocated, and the 1.5-mile tunnel constructed.



By the Numbers

10%

increase in Muni service

70%

customer satisfaction rating – highest ever – achieved

800+

buses replaced

90+

percent reduction in CO2 emissions

40%

increase in light rail vehicle fleet

over 20

transformative streets projects underway including Better Market Street, the busiest street for people on buses, trains, bikes and foot west of the Mississippi.

\$500 million

general obligation bond approved

\$942 million

federal grant secured

over 20

miles annually of safety treatments since 2015 on the highest need streets across San Francisco to make it safer to walk and bike

“Under Mayor Lee, San Francisco made unprecedented investments in repairing and expanding our City’s critical transportation infrastructure, from rail and roads to new buses and bicycle lanes. He made our transit system accessible to all with free Muni for low-income youth, seniors and people with disabilities. His personal focus on pedestrian safety led San Francisco to be among the first cities in the nation to adopt the Vision Zero pledge to eliminate traffic deaths.”

TOM NOLAN

Former Board Chair, San Francisco Municipal Transportation Agency







Climate Change & the Environment



Mayor Lee believed that cities like San Francisco are proof that a prosperous economy was possible even with aggressive climate action. While leading San Francisco out of the Great Recession, Mayor Lee simultaneously championed smart and inclusive climate policies that led to an unprecedented 26% reduction in citywide emissions during his time in office from 2010-2017.

Mayor Lee's commitment to equity and inclusion permeates every sustainability policy and program that he championed. He ensured that the City's CleanPowerSF program would offer cleaner energy

at or below the current rate to not regressively impact communities. He also structured solar incentive programs to prioritize installations and hiring from our disadvantaged communities.

Today, thanks to his leadership, San Francisco now has the most comprehensive recycling and composting program in the entire country. His investments in recycling, bikeshare, public transit, and clean energy have not only helped San Francisco surpass our climate goals, but has left a clear roadmap to help carry the city forward sustainably into the future.



Accomplishments



- ▶ **Reducing Citywide Emissions:** In 2017, San Francisco reduced carbon emissions 36% as compared to 1990 levels, even while the population grew by 22% and the local economy by 166%. 26% of that reduction alone occurred during Mayor Lee's time in office.
- ▶ **Improved Recycling and Composting Rates:** San Francisco recovers more recyclables and compostable material than it sends to landfill. 99% of all residences and businesses now have recycling and composting service.
- ▶ **Transitioned the City's fleet to Renewable Diesel:** In 2015, San Francisco became the first major city to switch its entire city fleet, including public buses, firefighting vehicles, and trucks to renewable diesel. The switch immediately reduced tailpipe emissions and dramatically reduce tailpipe air pollutants around the city.
- ▶ **Provided Cleaner, Affordable Energy for All:** In 2016, San Francisco launched CleanPowerSF, our municipal program offering residents the option

of cleaner energy at a lower cost. Without Mayor Lee's intervention to redefine the program, this program would not nearly be the success it is today and the City would not be on a firm trajectory to meet its 100% renewable electricity targets.

- ▶ **Advanced Zero-Emission Electric Vehicles:** In 2015, Mayor Lee convened the Mayor's Electric Vehicle Working Group to help identify actions that would increase the number of electric vehicles. Two years later that work led to city requirements in 2017 that all new and renovated buildings install electric vehicle charging infrastructure and that the municipal passenger fleet be fully electric by 2022.
- ▶ **Get Pedaling:** In 2016, Mayor Lee brought Ford GoBike to San Francisco to create a citywide docked bike share network featuring a low-cost option for qualifying low-income residents. Installation of bike share stations has led to a 10% increase in bikes counted in nearby routes.
- ▶ **Making every trip count:** In 2017, San Francisco surpassed its goal of 50% sustainable trips by biking, walking, or on public transit. The goal was achieved due to Mayor Lee's steadfast investments in biking and public transit infrastructure, and Vision Zero safety measures.





By the Numbers

36%

greenhouse-gas-emissions reduction with 22% increase in population, 166% increase in GDP (compared to 1990 levels) for San Francisco in 2017

26%

reduction in emissions from 2010-2017 under Mayor Lee's tenure

130 million

square feet of certified green buildings in the city

54%

percentage of trips made sustainably in 2017

85%

waste diverted away from landfill

56%

reduction in greenhouse-gas-emissions; 34% in particulate matter; 14% reduction in nitrogen oxide – Benefit of transitioning the City fleet to renewable diesel

“Mayor Lee was a climate champion for all of San Francisco. He was always balancing his drive to protect the planet with his belief that any benefit and opportunities be equitably directed to those communities most in need.”

SARAH WAN

*Commissioner, S.F. Environment &
Executive Director, Community Youth Center*

48 megawatt

of new solar capacity installed in San Francisco





#USCMWinter15





Innovation, Efficiency & Transparency

In San Francisco, the Innovation Capital of the World, Mayor Lee thought government should bring the spirit of innovation into the public sector. He believed this could help solve our toughest civic challenges and create a better San Francisco. He knew that innovation is not just about technology - it is about addressing our City's challenges creatively and effectively with the leadership of both our public and private sectors. Mayor Lee harnessed the very innovation that was being developed in San Francisco to make government more responsive and efficient.



Accomplishments

- ▶ **Pioneering Civic Innovation:** With the appointment of the nation's first Chief Innovation Officer in 2012, Mayor Lee established the Mayor's Office of Civic Innovation to make government more collaborative, inventive, and responsive. Under his leadership, San Francisco became an internationally recognized leader in civic innovation. Inspired by the Obama Presidential Innovation Fellows, Mayor Lee created the Mayor's Executive Fellowship program where cross-sector leaders spend one year in City Hall working on high impact projects.
- ▶ **Pro-bono Public-Private Partnerships:** Mayor Lee saw that San Francisco's booming private sector and the talent pool that went with it as a great City assets. He founded Civic Bridge in 2015 to recruit private sector volunteers to collaborate with city employees to solve vexing city problems. Companies such as Google, Adobe, Bloomberg, Pricewaterhouse Coopers, and Ford, worked with the City and brought new skills and approaches to problem-solving.
- ▶ **Harnessing the Power of Innovation:** Mayor Lee launched the Startup in Residence program in 2014 to provide city department's with innovative solutions to better serve the public. The private sector helped the Human Services Agency streamline the process for connecting potential foster parents with children in need of a home. The new system shaved 20 to 40 percent of a social worker's time off of the process and reduced the length of time to approve an applicant by half.
- ▶ **Leading on Net Neutrality:** Mayor Lee recognized that the internet is not a luxury for the select few. It is an essential tool for communication, education and community-building, and plays a vital role in democracy. When the Federal Communications Commission threatened to eliminate net neutrality rules that protect the democratic principles of the internet, Mayor Lee was the first to oppose restrictive legislation and rallied Mayors across the U.S. to fight back and stand up for an equitable, open internet. He was committed to transparency, the free flow of information, no blocking of lawful web sites or network traffic and no paid prioritization. Mayor Lee led the development of technology policy leadership for Mayors across the country as the founding chairman of the the U.S. Conference of Mayor's Technology & Innovation Taskforce.
- ▶ **Inclusive, Accessible Digital Services:** Under Mayor Lee's leadership, city services were made more accessible and easy to use for residents and visitors through the development of new websites and digital applications. Connecting immigrants to legal help, simplifying business permitting,





registering short-term rental hosts, and applying for affordable housing were just a few of the ways city services were improved.

► **Improving Digital Connectivity & Inclusion:**

Mayor Lee recognized early on the importance of high-quality internet access for education, connecting residents to employment, and linking residents to City services. He vigorously championed the City’s plan to improve digital access through a municipal broadband network, and the City continues moving forward with that plan in his memory. Mayor Lee was committed to closing the digital divide and providing the same level of internet access to all residents, especially those in public housing. He set aside funding for a program to connect fiber to every public housing unit. Mayor Lee believed these tools would help students succeed in school, provide access to health care and enable people get jobs. Mayor Lee sponsored the creation of the SFConnected Program which provides digital literacy training for seniors and adults with disabilities to this day.





By the Numbers

32

San Francisco public parks are connected with free wifi, now exceeding 500,000 users per month.

13,000+

hours of volunteer private sector support across 30+ projects, the equivalent of more than \$3.7 million pro-bono consulting support.

1,200+

San Francisco public housing units have been connected to the Internet.

"I had the honor of working with Mayor Lee for many years. I always found him to be someone who cared deeply about ensuring that government works for, and is accountable to, those that need it most. He believed firmly that decisions made in support of that work must be made in consultation with the communities we serve."

BEN ROSENFELD

Controller, City & County of San Francisco



12,000+

hours of training conducted for 2,000 clients and over 50 tech labs operated through the SFConnected program.

50

startups with city agencies via a 16-week collaborative design and streamlined procurement processes through Startup in Residence (Now in its 4th cohort in 11 cities across the U.S.)

“Mayor Lee was a ‘good government’ Mayor who devoted his life to public service. He celebrated the important work of frontline city employees and fought his whole career to bring more transparency, more efficiency and more accountability to City Government.”

ALICIA JOHN-BAPTISTE

President and CEO, SPUR







Children, Families & Seniors

Mayor Lee understood that a thriving San Francisco was directly linked to a strong social safety net that protected and supported children, families and seniors with quality education, family support programs and aging-in-place and senior wellness programs. From home delivered meals for seniors to quality early care for children to helping veterans access housing and health care, San Francisco not only protected vulnerable populations under Mayor Lee's leadership, but supported them and made sure they had the opportunity to succeed and thrive.



Accomplishments

- ▶ **Supporting and Preparing our Youngest San Franciscans:** Mayor Lee increased high quality and affordable early care and education by focusing resources, streamlining services and strengthening public policies that supported children ages 0 to 5 and their families. He created the Office of Early Care and Education that secured preschool slots for thousands of children and saw increased funding and coordination with the result of accessible, quality services for our youngest residents.
- ▶ **Innovating San Francisco Middle Schools:** Mayor Lee's Science, Technology, Engineering and Mathematics (STEM) Leadership Initiative, in partnership with salesforce.org, invested nearly \$34 million in middle schools throughout the City to help students excel in math and science to set themselves up for success in the 21st century job market. Scores increased and the program is being replicated in elementary and high schools.



- ▶ **Training and Employing Young People:** With high youth unemployment combined with an increased demand for summer programs for young people, Mayor Lee launched a Summer Youth Jobs Plus initiative to help prepare nearly 41,000 youth (ages 16-24) for the workforce with paid jobs and internships. The program was so successful, plans for a regional effort with Oakland began in 2018.
- ▶ **Making Higher Education More Accessible:** Mayor Lee made a higher education possible for San Franciscans, regardless of income level. The Free City College program included free tuition for San Francisco residents and grants for low income students to pay for books, childcare and transportation at one of the nation's largest city colleges.

▶ **Teacher Housing:** Mayor Lee knew it was important that our teachers lived in the very communities they served. When rising rents led to teacher displacement, he led the effort to invest \$44 million in city funds to begin creation of more than 100 homes for teachers in the Sunset District.

▶ **Increasing Equity and Opportunity:** Mayor Lee helped secure \$30 million for the Mission Promise Neighborhood Initiative. This program provided wraparound services to families in four underperforming schools. The results speak for themselves: increased preschool attendance, increased graduation rates, better overall academic success, and financial security and housing support for thousands of families.

▶ **Supporting Seniors and People with Disabilities:** Mayor Lee recognized the tremendous need to support older adults and people with disabilities in San Francisco and allow them to age with dignity in their own community. His support of the Dignity Fund, a voter initiative that provided more social services to these communities, allowed the City to better address their unmet and emerging needs. The initial investment of \$38 million in 2017 will grow by \$33 million by 2027 and will help improve equity among historically disadvantaged groups and underserved neighborhoods.





By the Numbers



increase from \$50,000 to

\$1.5 million

scholarship fund to provide free and subsidized recreation programs to more than 8,000 children every year.

\$7.7 million

in scholarships was awarded to San Francisco children during Mayor Lee's term

37

elementary, middle and high schools were assigned community partners to mentor, support, and provide resources through the Circle the Schools Initiative

“Mayor Ed Lee supported the charter amendment to create the Dignity Fund to make sure seniors would not go hungry, would not be homeless and could access the services they needed. With proposed federal cuts threatening many services for seniors including home-delivered meal programs, Mayor Lee sought to fully fund much-needed services for our residents at the local level to ensure that there was a baseline of funding for older adults, veterans, adults with disabilities, and caregivers, and addresses the unmet and emerging needs of these communities.”

SANDY MORI

*Co-Founder, Kimochi &
Dignity Fund Oversight/Advisory Committee*





8,600+

young people learned how to swim and more than 37,000 hours of recreation programming for children every year of Mayor Lee's term.

\$33million

additional funding for senior service for the next decade through passage of 2016 Proposition I The Dignity Fund



nearly \$375 million

over five years to more than 151 community based organizations serving children, youth and their families.

from nine to

27

Beacon Centers in every middle school and high need elementary school across the city, providing powerful learning, integrated health and social support.

"Mayor Lee had a deeply rooted commitment to provide a myriad of opportunities for youth and senior adults to learn. His exuberance at the opening of The Mix Teen Digital Media Center at the Main Library is an experience I'll never forget. Mayor Lee's devotion and zeal for learning and literacy was at the heart of serving all San Franciscans."

LUIS HERRERA

*Former City Librarian,
City & County of San Francisco*







Civil Rights, Equity & Inclusion

Equity, diversity and inclusiveness were at the heart of Mayor Lee's commitment to San Francisco. As a civil rights lawyer, he was a natural champion for the rights of all and under his leadership, San Francisco continued its legacy as a national and worldwide human rights leader.

Mayor Lee developed model policies and launched programs that protected and enhanced the rights of workers, minorities, women, immigrants, the LGBTQ community and more.



Accomplishments

- ▶ **Raising the Minimum Wage:** In 2014, Mayor Lee built a coalition of business leaders, labor groups and community activists to raise the City's minimum wage to the nation's highest. The working group came to a consensus that resulted in a successful ballot measure that saw San Francisco's minimum wage reach \$15 per hour in 2018, one of the first cities in the nation to reach this milestone for low wage workers.
- ▶ **Advancing Equity for Young People of Color:** San Francisco took on President Obama's challenge to tear down barriers that prevent young people of color from reaching their full potential. Mayor Lee launched San Francisco's 'My Brothers and Sisters Keeper' to develop policies and strategies that address the systemic and structural racism that disproportionately affects people of color. The initiative strengthened services in the areas of family

support and advocacy, education, health and wellness, workforce development and violence prevention.

- ▶ **Creating a Safer City:** Mayor Lee carried out comprehensive police reforms to increase public safety and build greater trust between police officers and the community. These reforms, many developed in partnership with the U.S. Department of Justice, fundamentally re-engineered use of force policies, including new prohibitions on the use of firearms and emphasizing de-escalation methods. Under the mayor's leadership, the police department created a Bureau of Professional Standards & Principled Policing, and began a Community Safety Initiative that recruits young people from San Francisco neighborhoods most impacted by violence. As a result, San Francisco police reported using force in 30% fewer cases in 2018.



► **Challenging Discriminatory Laws Nationwide:**

Mayor Lee was an advocate for LGBTQ rights nationwide and around the world. He signed legislation making San Francisco the first City in the nation to prohibit travel for official city business and prohibit contracting with and purchasing from companies in states that passed anti LGBTQ laws. In 2016, Mayor Lee founded Mayors Against LGBT Discrimination, a bipartisan coalition of more than 300 mayors advocating for equal treatment for LGBTQ people in all aspects of life.

► **Supporting the Trans Community:**

Mayor Lee created the nation's first Office of Transgender Initiatives to improve the City's policies, programs, and city-wide initiatives to better serve the transgender community. Mayor Lee also supported the All Gender Restrooms Ordinance that requires all single stall facilities in City buildings, businesses, and public accommodations. The bill increases accessibility and safety for transgender and gender non-conforming residents.

► **Creating Pathways to Citizenship:**

In 2013, Mayor Lee initiated the San Francisco Pathways to Citizenship Initiative. Through increased Naturalization Workshops, more than 8,500 Legal Permanent Residents became US Citizens.

► **Legal Defense for Immigrants:**

In response to threats of federal immigration enforcement actions, San Francisco established a multifaceted approach offering community based legal and social services to immigrant families. The networks support the city's strategy to provide a 24-hour multi-lingual rapid response hotline for constituents, ICE raid verifications and multilingual full scope legal representation for detained and non-detained clients.



► **Sanctuary City:**

Mayor Lee understood that Sanctuary Cities are safer, healthier, and more productive places to live. He protected and affirmed San Francisco's Sanctuary City policies amidst a nationwide attack on immigrant communities by the Trump Administration in 2017.

► **Supporting Dreamers:**

Mayor Lee was steadfast and vocal in his support for undocumented immigrants who arrived in the United States as children and were seeking protection and citizenship. He provided subsidies and covered the cost for applications and enrollment in federal programs designed to protect this group of youth, who came to be known as dreamers. At the same time, Mayor Lee pushed for comprehensive immigration reform.

► **Women's Rights:**

In 2016, Mayor Lee partnered with Oakland Mayor Libby Schaaf to host a Bay Area Women's Summit, to bring female leaders from government, business, and labor organizations together to advance women's equity, empowerment and opportunity in the region. The conferences were attended by thousands and laid the groundwork for year-round collaboration and partnerships.



By the Numbers

8,500

Legal Permanent Residents helped to become U.S. Citizens through the Pathways to Citizenship Initiative

\$5 million

backfilled HIV/AIDS funding from federal government budget cuts to support prevention, supportive care, and housing.

1st

U.S. Mayor to appoint a Senior Advisor on Transgender Initiatives.

1,000

people participated in equity workshops



“Mayor Lee understood the importance of diversity, equality and inclusion, and he made sure his policies reflected those values. Mayor Lee embraced the Lesbian, Gay, Bisexual, Transgender and Queer communities, pushed for marriage equality, backfilled AIDS funding cuts and promoted economic opportunities for the transgender community. He understood that representation matters, and appointed many LGBTQ community leaders to Commissions and his Mayoral staff. He was the first mayor to appoint a senior level advisor on transgender initiatives and founded Mayors Against Discrimination, which rallied other mayors from across the U.S. to challenge laws that encouraged discrimination and take away an individual’s rights. He was the first mayor to attend the Trans March during LGBT Pride Month, and never forgot our most marginalized communities. His values reflected a City that were welcoming to all, particularly for those who were not welcome anywhere else.”

CECILIA CHUNG

*Senior Director of Strategic Initiatives,
Transgender Law Center &
Commissioner, SF Dept. of Public Health*



200

people participated in community conversations about police reforms.

100

partners in the My Brothers and Sisters Keeper initiative



“A civil rights lawyer and a human rights champion, Mayor Ed Lee wanted to ensure that all residents had opportunities to succeed in San Francisco. He spearheaded leading policies to protect the rights of those without a voice at City Hall including providing language access and a path to citizenship. Mayor Lee started programs to level the playing field and give economic opportunities for minorities, women, immigrants and the LGBT community. Mayor Lee helped to pull the levers of government for those who could not fight for themselves.”

DAVID ISHIDA

Regional Administrator, Administration for Community Living, U.S. Department of Health and Human Services





Celebrating San Francisco

“Simply put, Mayor Ed Lee loved his family, public service, people, San Francisco, getting involved, stories, ordinary things, odd jokes, golf, movies, ice cream, his judge’s robe for marrying couples, and his orange Giants jacket. His heart was in public service, and he wanted everyone in public service to be proud of their work. He truly was a Mayor for the people; and when we lost Mayor Lee, we lost the best friend and the best caretaker the City ever had.”

OLGA RYERSON

Worked for Mayor Lee for 20 years



“Mayor Lee and I both grew up in public housing and that shared experience brought us together. While he was Mayor, we fought alongside one another to preserve and rehabilitate many of our public housing projects, which were ignored for far too long. He advocated for our public schools, for access to childcare, for the creation of new housing, and for the civil rights of all of our residents.

For all of his accomplishments, it was Mayor Lee’s character that set him apart. He performed his mayoral duties with a kind heart and deep humility. With his trademark sense of humor, determination and respect, he brought everyone to the table to work on issues as one San Francisco community.”

LONDON N. BREED

*Mayor,
City & County of San Francisco*





“Ed Lee was quite simply the most qualified person ever to serve as Mayor of San Francisco. He was an activist, an administrator, a leader and one of the most decent and caring men I’ve ever known. As the City’s first Chinese-American mayor, his elevation to the job made history. He was taken from us far too soon, but we will forever remember his friendship, his devotion to San Francisco, and his legacy of accomplishments.”

WILLIE L. BROWN JR.

*Former Mayor,
City & County of San Francisco*





“History will remember Ed Lee not just for leading San Francisco out of the Great Recession, or that he was the City’s first Chinese-American Mayor, but for his kindness, his attention to the needs of all our neighborhoods, his lifelong devotion to public service and, perhaps most of all, his abiding love for our great city and its residents.”

DIANNE FEINSTEIN
*US Senator & Former Mayor,
 City & County of San Francisco*





“Mayor Lee’s genuine enthusiasm for the many and varied special events we hosted in San Francisco during his administration, whether it was celebrating a Giants or Warriors Championship, watching the action at the US Open at the Olympic Club, awarding the Key to the City to Batkid, was unrivaled. It was an honor to work for Mayor Lee and help him present a universe of special events which enriched the lives of all of his constituents.”

MARTHA COHEN

*Special Events,
City & County of San Francisco*



“Though he assumed the role reluctantly at first, Ed Lee’s whole life and career prepared him to be Mayor of San Francisco. He governed in a time of great change and economic growth, but to his last day he remained an activist and an agitator when it came to expanding opportunity for everyone and defending California’s values. He gave his whole life to the job and to the City he loved, and we miss him dearly.”

GAVIN NEWSOM

*California Governor & Former Mayor,
City & County of San Francisco*



*“Live your lives boldly and
keep the door open for others!”*



EDWIN M. LEE

*Former Mayor,
City & County of San Francisco*

 *Horatio Jung*



**Office of the City
Administrator
*Naomi M. Kelly***

Published May 28, 2019