

REPORT ON THE CITY AND COUNTY OF
SAN FRANCISCO
MAYORAL TRANSITION

BY SAN FRANCISCO'S 2025 INAUGURAL FUND



CONTENTS

- DEAR SAN FRANCISCO 4
- OVERVIEW AND PROCESS 6
 - VISION AND VALUES 6
 - WHERE WE STARTED 7
- SIGNIFICANT TRANSITION ACTIVITIES 12
 - UNDERSTANDING THE CITY BUDGET 13
 - RESTRUCTURING THE EXECUTIVE BRANCH 15
 - BUILDING THE TEAM 19
 - PUBLIC PRIVATE PARTNERSHIPS 21
- RESOURCING A TRANSITION 23
 - LEGAL BASIS 24
 - HUMAN CAPITAL 25
 - FINANCIAL STATEMENT 26
- RECOMMENDATIONS FOR FUTURE TRANSITIONS 28
- ACKNOWLEDGMENTS 31

**MAYOR-ELECT PRESS CONFERENCE,
ST. MARY'S SQUARE**

On November 8, 2024, surrounded by supporters, the mayor-elect publicly accepted the outcome of the election: "It's a beautiful day in San Francisco. I stand before you humbled and inspired by the great honor and privilege of serving you, the people of San Francisco, as your next mayor. Our mandate is to show how government must deliver on its promises."



February 6, 2025

Dear San Francisco,

The election of Mayor Daniel Lurie marks a generational shift in San Francisco's political landscape. For the first time since 1996, we elected an outsider to bring a fresh perspective and a bold vision to city government. Think about that for a moment. Craigslist had just been founded, Barry Bonds was playing for the Giants, Steve Young was starting for the 49ers, and all of us were three decades younger. The mayor himself was a junior at University High School.

Everywhere he goes, which is everywhere, the mayor exudes optimism around the seemingly impossible ("We have to do better") and brings hometown pride and joy ("San Francisco is the best city in the world") to his daily work. His infectious style is openly chronicled on social media, and well-matched to this moment, one in which residents and leaders alike are gravitating toward a vision of a more unified, big-tent approach to governance.

The mayor invited me to lead this prospective transition in May of 2024. It has been a great privilege to be of service to him and to our city, particularly after spending the last few years focused on the recovery of downtown. This report highlights the actions taken during the 62 days of transition, offering insights into how we hope the process has supported the city we all love. At the end of this report, we make recommendations for future transitions based on this experience.

Throughout the transition, we welcomed talent and goodwill, pulling in expertise from the campaign, professional teams who have managed transitions in other cities, the former city controller, the governor's former chief of staff, executives and leaders from the private sector, and everyday San Franciscans with time to spare and a desire to support the mayor. We were met by dozens of city employees who worked with us to prepare for this change in leadership.

Like the mayor, we are optimistic about the possibilities, and the future of San Francisco.

With hope and immense gratitude,

A handwritten signature in black ink, appearing to read 'SFB', with a stylized flourish at the end.

Sara Fenske Bahat, *Transition Director*

WEEKEND OF SERVICE

Co-hosted by the Civic Joy Fund and Refuse Refuse, the mayor-elect invited the city to join him in “rolling up our sleeves” to clean up six neighborhoods the weekend prior to Inauguration: Ocean Beach, Ingleside, Fillmore, Bayview, Tenderloin and the Mission. He was joined by elected officials and hundreds of volunteers. “We get to define our future. When we are at our best, we are the greatest city in the world.”

Photo by So Yem Photography



OVERVIEW & PURPOSE

VISION AND VALUES

San Francisco has a unique identity. We are unabashedly accepting and inclusive while also unafraid to challenge the status quo. Mayor Daniel Lurie embraced this spirit in his campaign, rooting his vision for the city in accountability, service, and change. These values reflect the mayor’s vision for leadership, the standards he expects of his administration, and what he aspires to deliver for the people of San Francisco.

- ACCOUNTABILITY** Accountability is at the core of the administration’s commitment to serving San Francisco. It means holding responsibility for one another, delivering measurable results, and maintaining transparency with San Francisco residents. The mayor’s office has pledged to embrace this value by setting ambitious goals, rigorously tracking progress, measuring outcomes, and maintaining open lines of communication with the public. These tools will enable the mayor’s office to monitor progress on key initiatives and deliver on its promises.
- SERVICE** Service defines how the mayor intends to engage with San Franciscans—from everyday interactions to broader priorities in service delivery for residents, businesses, workers, and visitors. The administration’s approach is rooted in proactive engagement, responsiveness, and operational excellence, with the aim of providing services that fill residents with pride.
- CHANGE** Change reflects the administration’s bold vision for San Francisco—a city that embraces innovation and challenges the status quo while staying true to its unique identity. The mayor’s office aims to reform systems, improve efficiency, and ensure that progress benefits all residents equitably. Whether via AI or better service design, this mindset of adaptability and growth will underpin the administration’s efforts to drive transformative change and elevate San Francisco’s future.

Together, these values—accountability, service, and change—represent the pillars of Mayor Daniel Lurie’s vision for leadership. They were the compass guiding both the campaign and the transition and are the blueprint for the administration’s work to come, shaping how we serve and uplift San Francisco.

WHERE WE STARTED

We use the word “transition” to refer to the period between a winner being declared, and the moment a newly elected steps formally into the role. While that may technically be the case, the work of a transition begins during the campaign, in the form of commitments made, communities consulted, and people who are brought aboard to assist with big picture planning. Transitions turn the hope for what is possible into tangible action and are successful when the new reality aligns with or surpasses expectations.

Across varied governments’ laws and traditions, public funding and support is often allocated for transitions at every level of government to ensure the continuity of government services and to protect the security of citizens. Presidential transitions, for example, are required by federal law to begin three months before an election, after both major parties have formally nominated their candidates. For California gubernatorial transitions, the transition teams start immediately after the election and the State of California pays for personnel of the incoming Governor in order to begin their duties during the transition period, ensuring a smooth turnover.

While there was some momentum in 2006 for San Francisco to adopt comprehensive guidelines for transitions, such guidelines have not yet been adopted. Though city officers and employees were helpful during this transition, we quickly learned we would need to establish our own guidelines, form a unique 501(c)(4) non-profit entity to govern our activities, and raise money to support nearly all transition and inauguration expenses.

As part of this process, we committed to recommend to the mayor, the city attorney and the city administrator what might make future transitions easier, more effective, and more efficient.

What you told us, San Francisco

WHAT WE DID:

Worked with a third party to survey 521 representative San Franciscans from December 15, 2024 to January 15, 2025 to understand current sentiment.

WHAT WE FOUND:

We face a trust issue, but have significant buy-in.

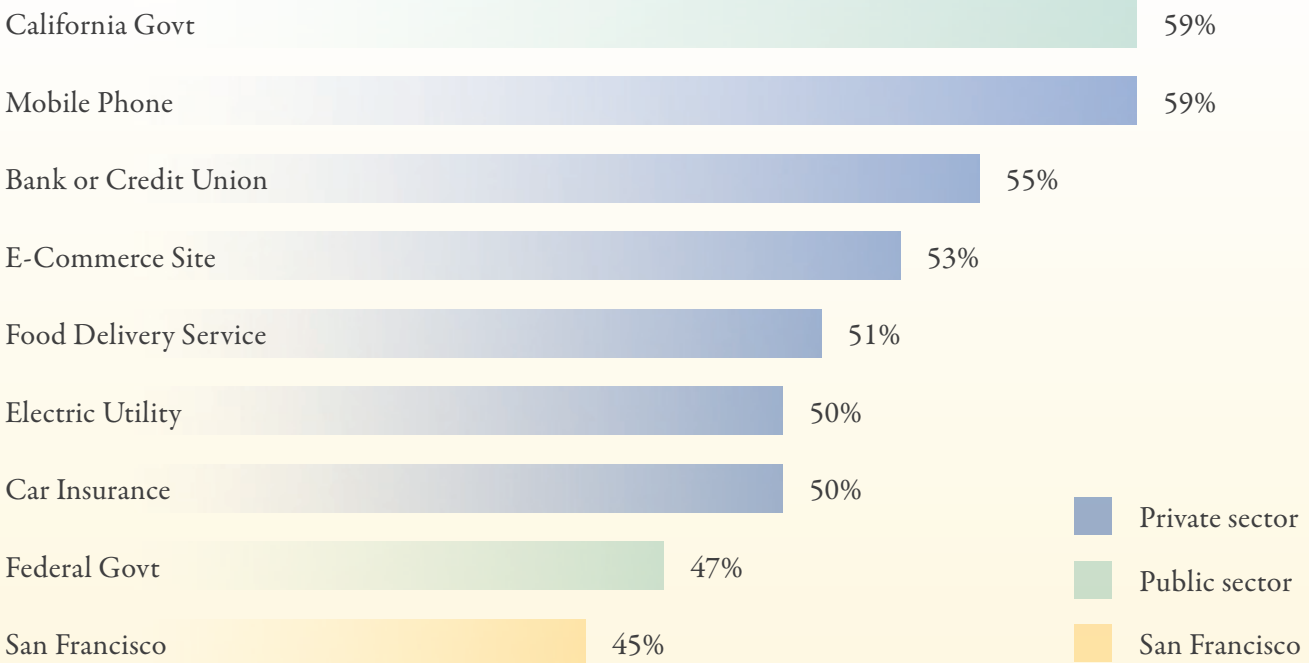
3/5

San Franciscans have low or moderate trust in the city

4/5

San Franciscans are more interested in engaging with the city now than in past two years

San Franciscans are more satisfied with their banks and the federal government than their local government. San Francisco ranks last versus all benchmarks.



Source: SF Resident Survey; Dec 15, 2024 – Jan 15, 2025

What you told us, San Francisco

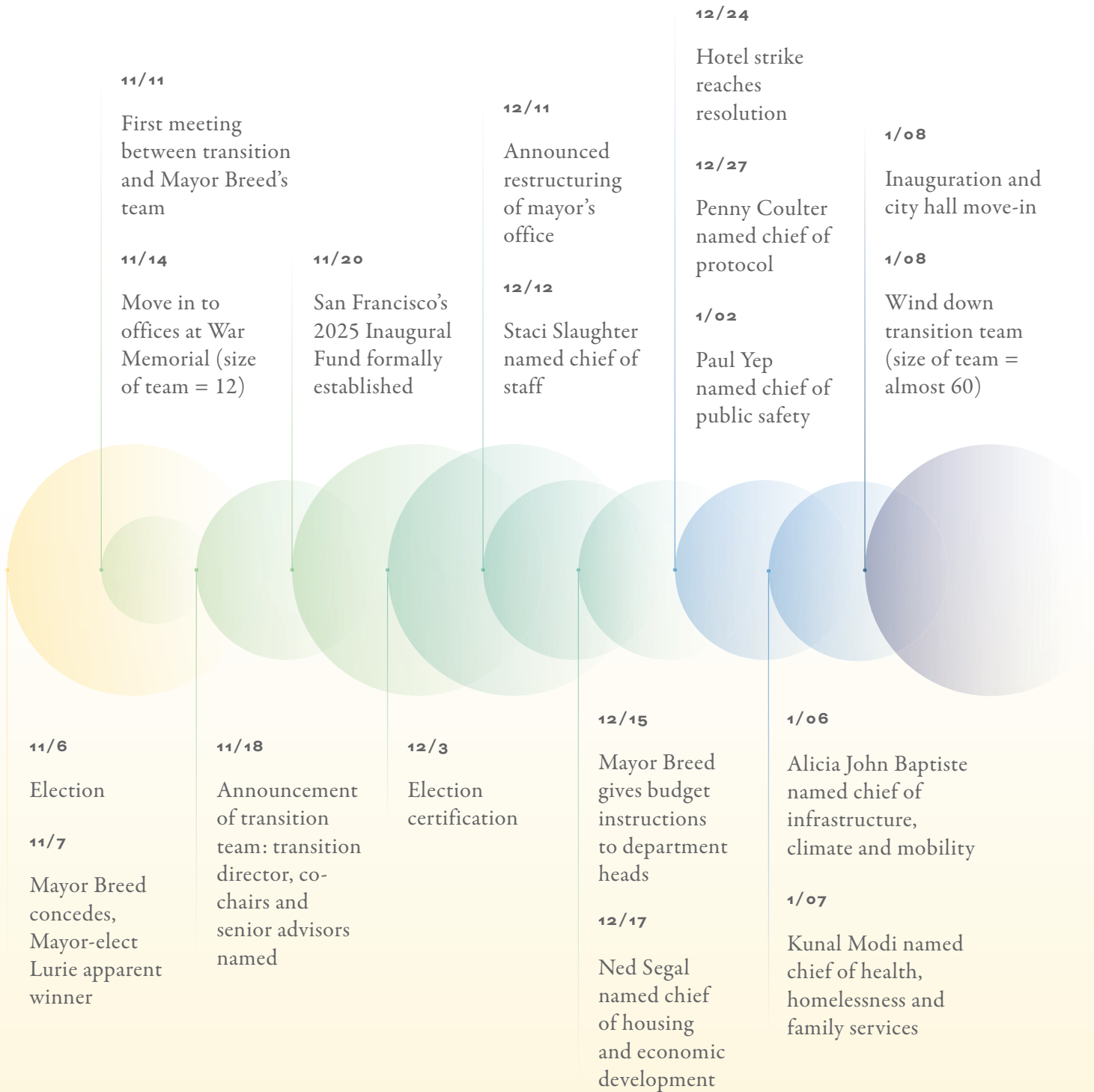
WHAT WE HEARD:

City government should feel personal, fair, and effortless.



Size based on relative frequency of responses.

TIMELINE



INTERFAITH CEREMONY, TEMPLE EMANU-EL

The night before Inauguration, the San Francisco Interfaith Council and Congregation Emanu-El hosted a traditional interfaith unity service in honor of the mayor-elect. This service included a “laying of the hands,” with nearly 60 leaders across different faith traditions offering their spiritual support and symbolic trust in the mayor in his call to service. Participating was Rabbi Brian Lurie, the mayor’s father, who in addition to a traditional blessing, added “I believe, with all my heart, that he will be a blessing for all of San Francisco.”

Photo by So Yem Photography



SIGNIFICANT TRANSITION ACTIVITIES

Mayor Lurie is an exceptional convener and connector, someone who listens and can skillfully find common ground in opposing views. During the campaign, the Lurie team met with thousands of voters and dozens of experts who informed campaign commitments across ten categories, including: Public Safety; Shelter and Homelessness; Mental Health and Drug Crisis; Housing; Arts, Culture and Nightlife; and Family-Friendly San Francisco.

In moving from campaigning to governing, having campaigned on holding city hall accountable, it was critical that we consider not only the policies that won the election, but also the conditions for operationalizing these policies. The two most important considerations were the systemic city budget deficit and the structure of the executive branch. Both had implications for recruiting the right team, and resulted in a recommendation to consider public private partnerships.

-
1. UNDERSTANDING THE CITY BUDGET
 2. RESTRUCTURING THE EXECUTIVE BRANCH
 3. BUILDING THE TEAM
 4. PUBLIC PRIVATE PARTNERSHIPS

1.

UNDERSTANDING THE CITY BUDGET

San Francisco’s government is uniquely consolidated, serving as the only combined city and county in California and one of few such large jurisdictions in the country. Additionally, other functions that are often standalone governments in other places—a transit agency, an airport, a port, and a regional utility—are all consolidated into San Francisco government. This organizational complexity is reflected in the size of the city budget, totaling a near \$16 billion budget for fiscal year 2025.

The city faces continuing economic damage from the pandemic’s lingering impacts on travel and tourism and the shift towards remote work—especially critical given that over 70% of San Francisco’s GDP is generated by in-office industries. Additionally, the city’s population has declined by 7% since the beginning of the pandemic, among the largest losses for a large city in the country.

These economic factors have dramatically impacted the city’s finances since the pandemic, with sharp initial losses from all key major tax revenue streams followed by a slow recovery to date. Federal relief funds, reserves, and other one-time solutions have been used to mask these losses for the past several years. Despite warnings from internal and external experts, these have left a stark set of challenges for Mayor Lurie and the city—a projected \$876 million deficit for the coming two-year budget period, growing to over \$1 billion annually by fiscal year 2028 absent any intervention.

WHAT WE DID

During the transition, the team focused on several key goals related to the budget process, which were already well underway by the time the mayor assumed office:

- Organizing an ongoing series of briefings regarding the outlook to brief the incoming mayor and his team regarding the specific financial challenges facing the city.
- Introducing and working with both internal and external experts to develop a financial planning framework to address this historic outlook in his first years as mayor.
- Developing a set of immediate actions the mayor could take to put the city on a path to financial stability, including the imposition of an immediate hiring freeze and other budgetary actions to be taken during his first days in office.

2.

RESTRUCTURING THE EXECUTIVE BRANCH

Many large cities employ a deputy mayor structure, a title that was banned by voter proposition in San Francisco in 1991. Specifically, the constraint was “the mayor may not designate nor may the city and county employ on the mayor’s behalf any person to act as deputy to the mayor or any similar employment classification, regardless of title, whose responsibilities include but are not necessarily limited to supervision of the administration of any department for which the city administrator, an elected official other than the mayor or an appointed board or commission is assigned responsibility elsewhere in this charter.”

Effectively structuring the executive branch begins with the organization of the mayor’s office itself. As we considered how to best do that, we interviewed several large city deputy mayors regarding the scope and limitations of this structure. We quickly came to understand that if we created multiple policy “chief” positions, and organized them into broad policy areas, we would create portfolio managers and resource both the mayor and departments heads with important support.

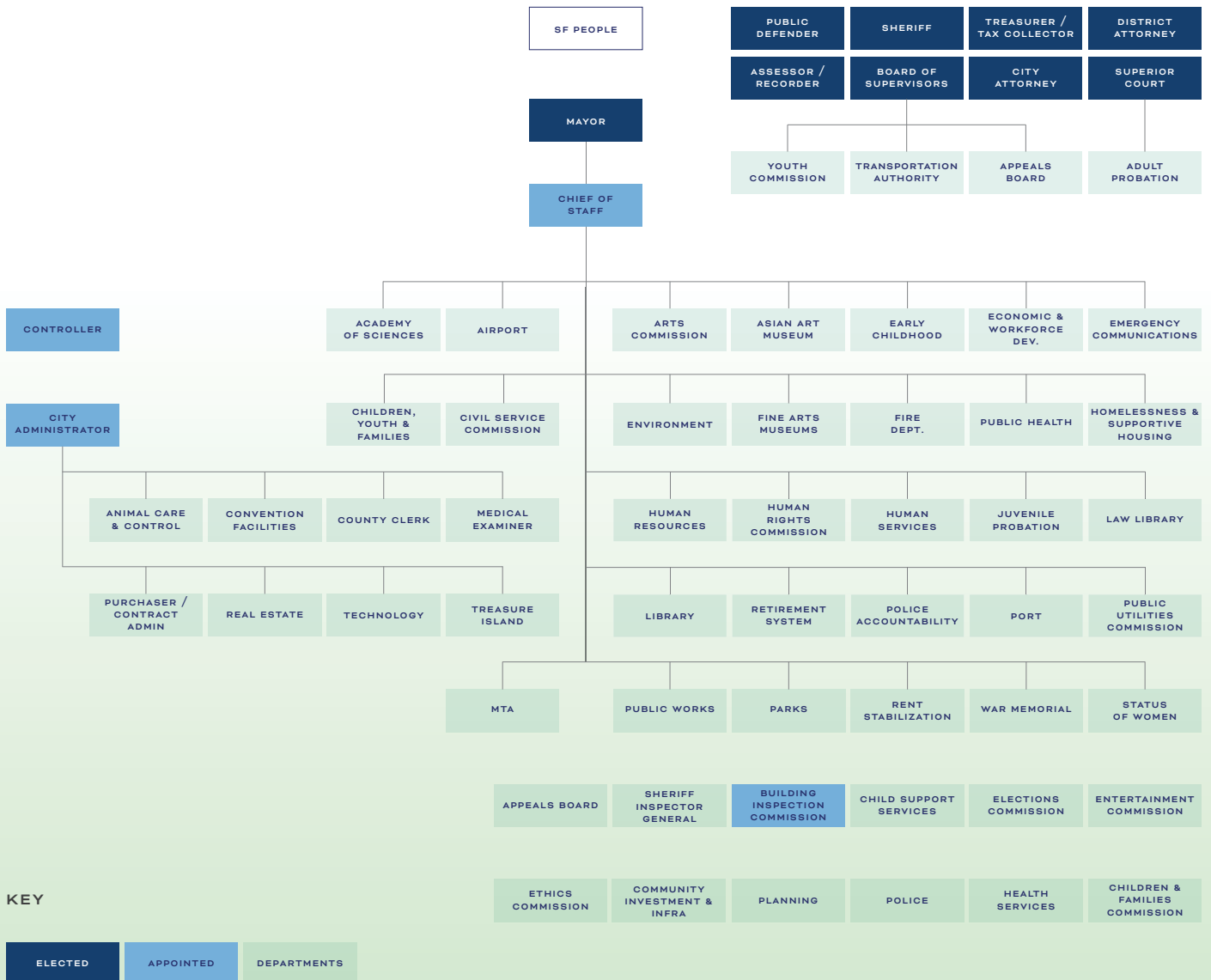
To ensure we placed well-qualified candidates into clear roles, we reviewed job descriptions and our intentions with the city attorney’s office, assessed feasibility from a budget perspective, and perhaps most importantly, consulted both department heads and prospective candidates.

Before

RESTRUCTURING THE EXECUTIVE BRANCH

Looking at the city’s organizational structure, it was easy to understand why so many people voted for change. Our aim was to make government more effective. That started with deciding how best to manage it, within the bounds

what is feasible, and without disrupting major work in progress. Twenty-nine departments reported to the mayor via the chief of staff, with another twelve independently managed by commissions.

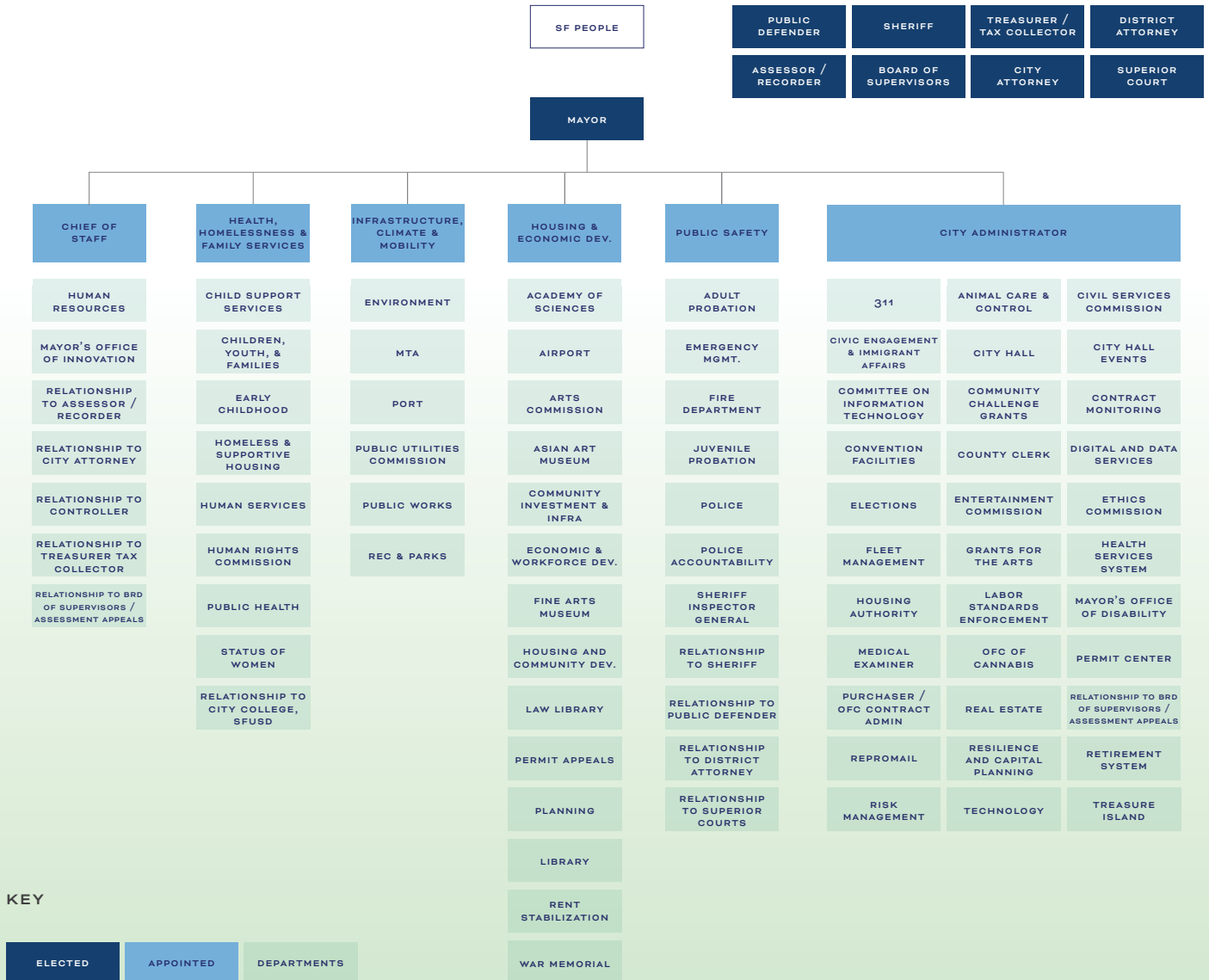


After

RESTRUCTURING THE EXECUTIVE BRANCH

The mayor wanted a cabinet, with leadership across his priority areas. In addition to a chief of staff, we brought in four policy chiefs to distribute the coordination of government to more people, and along thematic lines. (We also discovered 25 departments not present on the

prior org chart.) While we expect some of these may shift over time, taking a portfolio approach will grant the mayor clear line of sight into how departments work together to ensure accountability in operations and planning.



WHAT WE DID

The following parameters led us to a restructured team:

- We could afford four policy chief roles within salary allocations for the mayor's office.
- These positions would need to be peers to the chief of staff, reporting directly to the mayor, in order to attract the best talent possible. This had implications for the scoping of the chief of staff role.
- Affiliation of departments and agencies into one of the four categories could not be direct management or control. This had implications for the types of leaders we would put into these roles, and also the collaboration model for these individuals as colleagues.
- We were effectively merging policy and operations in our thinking about these roles. Hiring senior folks to facilitate the collaboration of different departments suggests a completely different implementation model.
- The city administrator, while hired differently, is an important peer to these positions.

3.

BUILDING THE TEAM

As any incoming mayor has their priorities and the need to quickly establish how they will put them into motion, every city has the ongoing work of government in motion (in San Francisco's case 60+ departments and 30,000+ employees). Transitions offer an opportunity for a deeper mutual understanding of how the permanent apparatus may shift.

WHAT WE DID

Driven by the values of accountability, service and change, the backdrop of a large and systemic budget task, and a plan to restructure the executive branch, the transition quickly aligned on a plan to do the following:

- Understand the work of individual departments in a consistent and unbiased way, providing visibility into their priorities and challenges.
- Categorize departments into clusters to allow for better management of big-picture objectives and results.
- Map campaign commitments to clusters, with an eye to how these commitments may change how individual departments prioritize their activities or collaborate with one another.
- Hire “chief” roles for each cluster, while also developing relationships with department heads, intentionally seeking to understand how collaboration by cluster might help support the strategic alignment of work across city government.
- Develop briefing books to support policy chiefs transition into their newly-created roles.

4.

PUBLIC PRIVATE PARTNERSHIPS

One of the takeaways from the transition is that a deliberate approach to partnership infrastructure would enable San Francisco to address critical challenges quickly and drive meaningful progress. Mayor Lurie is uniquely positioned to deliver one of the most ambitious public-private partnership (PPP) initiatives in San Francisco history.

For cities, particularly mayors' offices, partnering with the private sector helps leverage flexible capital and expertise toward priority programs and policies, maximizing the impact of public investments. Beyond funding, these partnerships allow mayors to deepen their understanding of the challenges that local communities face, and to build trust with philanthropic and community-based organizations who directly serve constituents. For the private sector, direct partnership with city governments amplifies their strategic social impact goals, stretching their investments to enable greater impact while allowing innovative approaches to pressing challenges to be piloted and refined directly in partnership with the city institutions that can help scale them.

Given San Francisco's significant budget deficit, public-private partnerships are more critical than ever in ensuring the city can continue delivering essential services and driving economic recovery. With limited city resources, leveraging external expertise, funding, and innovation will help fill the gaps where government alone cannot. As we work to reverse the so-called "doom loop" narrative, revitalizing our economy requires bold action and creative solutions. That means fostering stronger collaborations between the public sector and private industry to bring fresh investment, create jobs, and ensure San Francisco remains a thriving, world-class city.

MORNING OF INAUGURATION

Mayor Lurie is the first mayor with school-aged children since Mayor Moscone. “I entered the mayor’s race not as a politician, but as a dad who couldn’t explain to my kids what they were seeing on our streets.” The mayor-elect spent the morning prior to Inauguration volunteering at St. Anthony’s with his family, and then walked through the Tenderloin with chief of police Bill Scott before riding a cable car to Ghirardelli Square for hot chocolates.

Photo by So Yem Photography



RESOURCING A TRANSITION

Transitions are fleeting by design. They hold the space between the campaign that was and the administration that will be. San Francisco's 2025 Inaugural Fund was almost like a startup or a big budget movie production. There was a longer, quieter planning phase, full of hope amidst uncertainty. Would this dream be funded, this project green lit? Then, following the election, there was a flurry of activity; a new organization that scaled to nearly 60 individuals in a handful of weeks before rapidly shutting down following the inauguration.

1. LEGAL BASIS
2. HUMAN CAPITAL
3. FINANCIAL STATEMENT

1.

LEGAL BASIS

All of this was made possible by the generosity of donors to San Francisco's 2025 Inaugural Fund, a 501(c)(4) nonprofit created under California law for the sole purpose of supporting these activities. We created this organization consistent with state law and past practices, and because it gave the transition team the most flexibility to set up and fund a transition and inauguration with limited governmental support. Our transition received only in-kind funding for transition and inaugural activities.

Creating a 501(c)(4) is consistent with how other transitions in California have operated, both at the state and local levels. The California Fair Political Practices Commission has specifically advised that a 501(c)(4) organization can be used to defray the cost of mayoral transition activities. Governors-elect Gavin Newsom and Jerry Brown both used 501(c)(4) organizations to raise funds for their inaugural ceremonies and transition expenses, as did San Diego Mayor-elect Kevin Faulconer in 2014, and Mayor-elect London Breed in 2018.

By design, the Inaugural Fund was governed by an independent board of directors, and Mayor Lurie did not direct the activities of the Inaugural Fund. Consistent with Mayor Lurie's commitment to transparency, the Inaugural Fund was advised by experienced counsel and complied with all applicable laws, including by publicly reporting all donations.

2.

HUMAN CAPITAL

Between the election and Thanksgiving, we opened our transition office at the War Memorial Building, created the technical infrastructure to organize our work (e.g., Notion, Slack, Google Workspace), established vetting and onboarding protocols (every member of the team signed an ethics pledge), and onboarded nearly 50 additional people (three quarters of whom were volunteers), all while supporting the mayor-elect's daily needs and scheduling.

This effort took a lot of labor. By the end of the Transition, just under 60 people had contributed and we had amassed more than 10,000 hours of volunteer service (more than 150 volunteer hours per day).

3.

PROVISIONAL FINANCIAL STATEMENT AS OF FEBRUARY 6TH, 2025*

San Francisco’s 2025 Inaugural Fund raised and spent \$2.96M and estimates approximately 10,000 volunteer hours. One hundred percent of all funds secured came from private sources.

CATEGORY / EVENT	COST (\$)
TRANSITION	
Staff / Consultants / Contractors	\$720,000
Office / Technology / Misc	\$30,000
Subtotal	\$750,000
INAUGURATION	
Public Ceremony & City Hall Open House	\$1,320,000
Chinatown Night Market	\$625,000
Supporter Appreciation Event	\$95,000
Interfaith Ceremony	\$15,000
Citywide Service Weekend	\$5,000
Subtotal	\$2,060,000
GOVERNANCE / ADMIN	
Insurance	\$110,000
Finance & Corporate Administration	\$40,000
Subtotal	\$150,000
OVERALL TOTAL	\$2,960,000

**This financial summary is current as of February 6th, 2025 and is subject to final reconciliations and adjustments. Official financial filings, including IRS Form 990, will be completed in accordance with regulatory requirements following a third party financial review.*

INAUGURATION, CIVIC CENTER PLAZA

On January 8, 2025, in front of a crowd of thousands and open to the public, Daniel Lurie became the 46th mayor of San Francisco. “I’m asking you to join me in reclaiming our place as the greatest city in the world—with a new era of accountability, service, and change. It’s time to roll up our sleeves and get to work, San Francisco.” The program featured musical guests, a singalong with the San Francisco Gay Men’s Chorus, words by Dr. Nadine Burke Harris, Golden State Warriors Head Coach Steve Kerr, First Lady Becca Prowda, and of course, the mayor. Guests were introduced by students from San Francisco Unified School District.

Photo by So Yem Photography



RECOMMENDATIONS FOR FUTURE TRANSITIONS

ONGOING

- City administrator develops a transition directory with information on agencies and departments
- Training for appointees (authorized by the law during transition and throughout a mayor's term, but with funding only for the fiscal year in which the transition takes place)
- Agency and Department Transition Directors Council meets (not less than one meeting per year in off-election years)
- Board of Supervisors and Mayor consider appropriation of funds as a part of budget process during election years

12 MONTHS BEFORE ELECTION

- City administrator designates a mayoral transition coordinator, likely the current mayor's chief of staff or city administrator (assuming a November election, the January prior to the election; in the event of a special election, once the need for an election is clear)
- City administrator produces report summarizing modern transition activities and relevant resources

6 MONTHS BEFORE ELECTION

- Mayor establishes a mayoral Transition Coordinating Council
- Agency and Department Transition Directors Council begins to meet on a regular basis
- Each agency or department designates a senior career employee to oversee transition activities

LABOR DAY THROUGH ELECTION

- City administrator begins providing pre-election office space and IT support to eligible candidates
- Not later than September 1, city administrator enters memorandums of understanding with eligible candidates regarding support services
- Not later than September 15, heads of agencies and departments ensure succession plans are in place for non-career positions
- Not later than October 1, the office of the mayor, acting through the mayoral transition coordinator and the city attorney, negotiates memorandums of understanding with transition teams regarding conditions of access to agencies and departments, including agreement by transition teams to implement and make public their ethics plans
- Not later than October 1, the San Francisco Special Events Committee, a city affiliated 501(c)(3) nonprofit, provides a budget and report on funding available for the mayoral inauguration
- Not later than November 1, the Agency and Department Transition Directors Council ensures that transition briefing materials are prepared

POST-ELECTION (WHILE RESULTS ARE UNCLEAR)

- If a “sole apparent successful candidate” is not determined within five days of the election, post-election transition assistance is provided on an equitable basis to any remaining “apparent successful candidates” until there is one apparent successful candidate

- Pre-election support continues for five days unless all but one candidate concedes

POST-ELECTION (ONCE THERE IS CLARITY ON THE OUTCOME)

- On the day following a concession of all but one eligible candidate, or the determination of a sole apparent successful candidate, the city administrator continues to provide office space and support services to the mayor-elect, with support continuing up to 60 days after inauguration
- A briefing regarding emergency management is given to the mayor-elect as soon as possible after the election

- The mayor-elect designates their incoming chief of staff
- Onboarding, training, and orientation activities commence for prospective mayoral appointees
- 30 days before the expiration of the term, city administrator begins support to outgoing mayor

OPEN HOUSE, CITY HALL

Following the formal Inauguration, and coincident with the swearing in of the Board of Supervisors and the election of the new Board President Rafael Mandelman, Mayor Lurie hosted the public at City Hall, taking photos with guests. Alongside the SFJazz High School All Stars, guests were invited to write a personal wish for San Francisco. We've included the ability to participate at the end of this report.



ACKNOWLEDGMENTS

CO-CHAIRS

Sam Altman
Joanne Hayes-White
José A. Quiñonez
Ned Segal*
Michael Tubbs
Nancy Tung
Paul Yep*

LEADERSHIP

Sara Fenske Bahat
Ann O’Leary
Ben Rosenfield
Staci Slaughter*

FINANCE TEAM

Katherine August DeWilde
Ted Janus
Duncan Cady
Emma Davis
Max Boyer Glenn
Mather Martin
Alison Pincus
Amy Salomone Thornton

TRANSITION TEAM AND KEY PARTNERS

Alex Abarca
Tim Alborg
Jim Araby
Nicole Bennett
David Binder
Haakon Black*
Aly Bonde*
Amelia Cady
Ben Chou
Dexter Darmali*
Carmen Delvalle
Kelsey Ebeling
Nathaniel Edwards*
Mia Eisenberg*
Maya El Jawhari
Abby Fay
Laura Furstenthal
Annie Gabillet*
Moises Garcia*
David Gifford
Matthew Goudeau*

Jason Gratiot
Maggie Gratz
Larry Grisolano
Charlie Harris
Tashrima Hossain
Gautham Iyer
Dan Kahn
Zoya Khan
Thomas Jankowski
Kim Kollwitz
Tyler Law
Rebecca Milian
Kunal Modi*
Gail Morse
Laura Oppenheimer
Ketav Patel
Jennifer Pitts
Angelina Polselli*
Jamil Poonja
Bradley Pough
McKenna Quint

Alexander Ramsey
Travis Rapoza
Mike Rice
Kaitlin Roh
Noah Rosenberg
Andrew Santana
Scott St Marie
Cody Storm
Max Szabo
A.J. Thomas
Ben Tingle
Genevieve Trimbell
Parker Toms
Fernando Villareal*
Laney Whitcanack
Bridget Williams
Nini Wu
Rasheq Zarif
Crystal Zepeda
Han Zou*

** These team members are now working in city hall.*

SUPPORTERS

Boston Consulting Group*
Chime Financial Inc.
Katherine & David deWilde
The Fisher Family

Stephanie Block
Linda & Tom Coates
Gayle & Ron Conway
Thao & Jerome Dodson

Airbnb
Another Planet Entertainment LLC*
AT&T
Sapna & Brandon Boze
California Barrel Company
Heidi W. Castelein
Martha Ehmann Conte
Mia & Danny Conway
Michele & Ronny Conway
Sloane & Topher Conway
Natasha & David Dolby
DoorDash
Zoe & Dan Giraud
Max Boyer Glynn & David Glynn
Google
Julia & Kevin Hartz
Caitlin Heising & Michael Menninger
IBEW Local 6
Instacart
Holly Johnson & Parker Harris

Marcia & John Goldman
Kathleen Kelly Janus & Ted Janus
Jenner and Block LLP*
McKinsey & Company*

Kirsten & Mike Green
Rebecca & Cal Henderson
Jash & Neil Mehta
Alison Pincus

Kaitlyn & Mike Krieger
Alexandria & Kevin Marchetti
Katie & Steven Merrill
Meta
Jessica Moment
Jordana & Mason Morfit
Sara Morishige
Anna Ortiz-Morfit
Nor Cal Carpenters Union
Operating Engineers Local 3
Katie & Matt Paige
San Francisco Electrical Contractors Association
Carrie Schwab Pomerantz
Maria Manetti Shrem
Teamsters Joint Council 7
UA Local 38 Plumbers & Pipefitters
Uber
United Airlines
Kyle Vogt
Kay & Sandy Walker

** These donations were in-kind services.*

SUPPORTERS

Amy Banse
Sabrina Buell
Margaret Liu Collins
Joanna Drake &
Christopher Smith
The Dye Family
Joelle Emerson &
Aaron Levie
Five Star Bank
Jason Goldman
Mason Goldman
Jerry Hallisey

Nina Hatvany &
Jonathan Kitchen
Anne Kenner & Jim Scopa
Metta Grokenberger Krach
Matt Levin
Moses Libitzky
Jillian Manus
Leigh & Bill Matthes
National Union of
Healthcare Workers
Patrick O'Dea
Lisa Stone Pritzker

Lisa Sanchez-Corea
Simpson & Justin
Simpson
San Francisco Association
of REALTORS
SF Building &
Construction Trades
Council
San Francisco Chamber
of Commerce
San Francisco Deputy
Sheriffs' Association

San Francisco Firefighters
Local 798
Helen Spalding
Darian Swig
Susan Swig
Allan Thygesen
Summer Tompkins Walker
Juliet Whitcomb &
Elliot Schrage
Diane B. Wilsey

Kellie Johnson Abreu
Nancy & Doug Abbey
Camilo Acosta
Advance SF
Tania & Larry Albuquerk
Daphne Alden
Carrie & Phin Barnes
Sara & Andy Barnes
Ally & Keith Belling
Valli Benesch & Bob Tandler
Asheesh & Nisha Birla
Barbara Brown
Jan & Jim Buckley
Mark Buell
Bryan Cameron

Comcast
Mary Cranston
Cathy & Sandy Dean
Susan deTray
Dagmar Dolby
Mickey Du
Elevator Constructors Local 8
Marina Franco
The Friend Family
Gap, Inc
GoBrands, Inc
Connie Goodyear &
Barry C. Baron
Clare Gupta & Drew Myers
Hala Hijazi

Marie Louise Hurabiell
IATSE Local 16
Robin Joy
Sharky Laguana
David Lichtman
Roger M. Low
Gregg Lynn
Margaret Mak
Anja & Greg Manuel
Marissa Mayer &
Zachary Bogue
Maryam & Oran Muduroglu
Julia & Peter Nanula
Jemmie & Ed Obuchowski
Gina & Dave Pell

Sonja Hoel Perkins
Gina & Stuart Peterson
Leslie & Nick Podell
Sarah Ray
Stefanie Roumeliotes
San Francisco Apartment
Association
Megin Scully & Reed Minuth
Hilary Shaw & Mark Pincus
Jerry Weintraub
Elise Wen
Lynn Wendell
Mary Zlot

FINAL THANKS

First and foremost, gratitude to Mayor Lurie and his family for heeding the call to service. It has been a long time since we had a mayor with school-aged children and we are grateful yours inspired you to run. Public service is a family sport, and every day you are showing all of us what that can look like. Thank you, All.

To the campaign team, without your tenacity and grit, this would have looked very different.

To the transition team, whether you joined for a week or all 62 days, we hope you see your contribution in these pages. Each and every one of you was essential.

To Ann and Ben, for bringing your considerable expertise to this endeavor and for helping to cast a new model for how transitions in San Francisco might look.

To our co-chairs, every week, and often more, we invited you to give us the feedback we needed to understand how we were doing. You made us better.

To the officers of San Francisco's 2025 Inaugural Fund, thank you for being excellent partners.

To our fundraising team, you performed miracles and made all of this possible.

To every partner, contractor and vendor, we often called at the last minute and needed things immediately, or at least on timelines that are not standard, especially during the holidays. We know you stretched and we appreciate it.

To colleagues in other cities and transition experts who cheered us on, THANK YOU. It is immensely helpful and comforting to be able to pick up the phone and check in on what is "normal."

To every city employee we touched during this transition, that's probably hundreds of people and, to a person, you were all consummate professionals. Special shoutout to the War Memorial team, who hosted us.

To everyone joining the Lurie administration, we are wishing you the best of luck, and cheering you on.

Last and certainly not least, to the residents of San Francisco, we did this for all of us, with love.

CHINATOWN CELEBRATION

Co-hosted by San Francisco's 2025 Inaugural Fund and BeChinatown, more than 25,000 people attended the Chinatown Night Market to commemorate the inauguration of San Francisco's 46th mayor. Internationally acclaimed artist and San Francisco native ZHU headlined the event, alongside an opening act from renowned artist DJ Ruckus.

Photo by Annie Gabillet



MY WISH FOR SAN FRANCISCO

fold here

PLACE
STAMP
HERE

**OFFICE OF THE MAYOR
CITY HALL
1 DR CARLTON B GOODLETT PL, ROOM 200
SAN FRANCISCO, CA 94102**