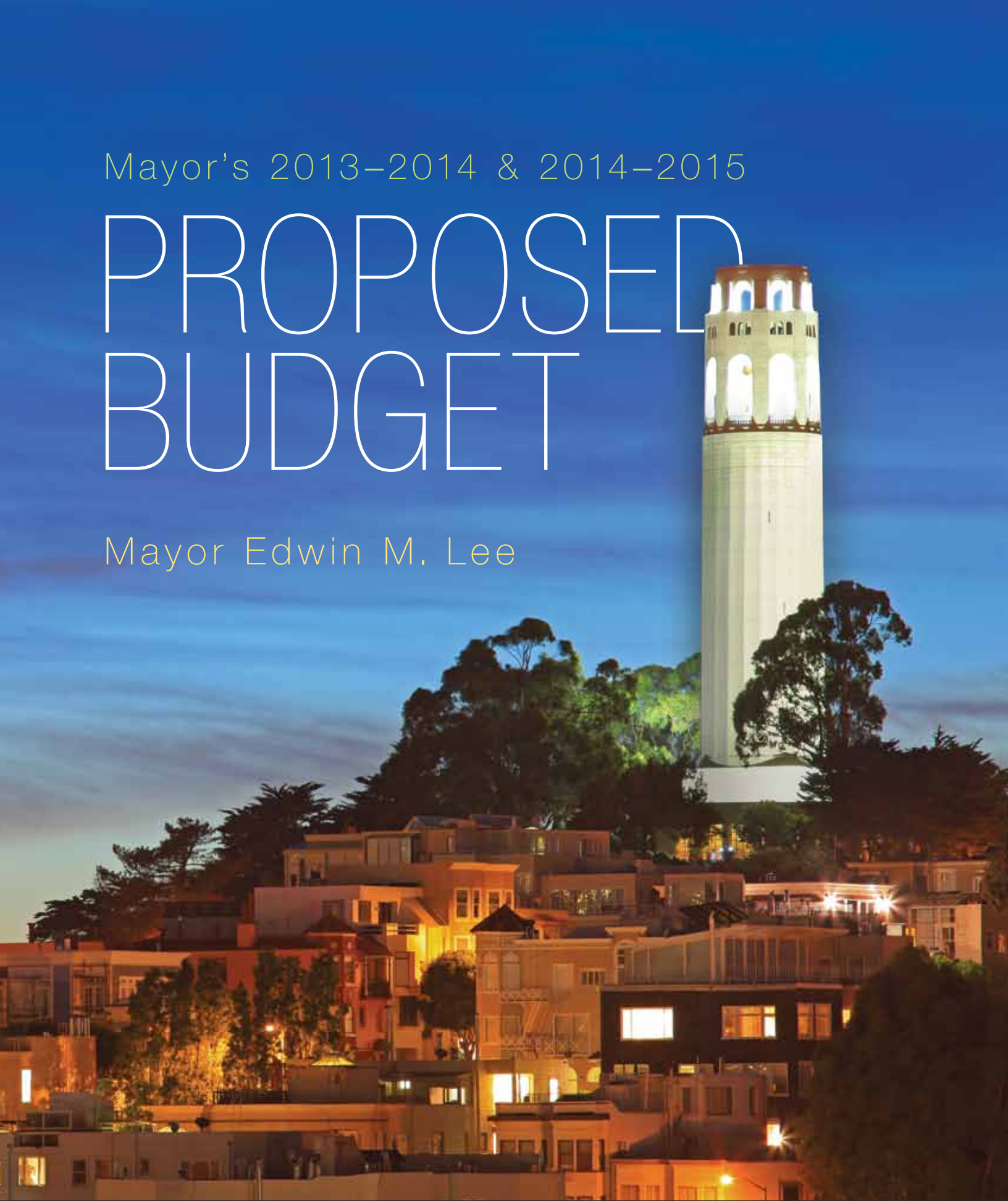


Mayor's 2013–2014 & 2014–2015

# PROPOSED BUDGET

Mayor Edwin M. Lee



CITY AND COUNTY OF  
**SAN FRANCISCO, CALIFORNIA**

MAYOR'S 2013-2014 & 2014-2015

---

# PROPOSED BUDGET

---

Mayor Edwin M. Lee



## MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE

Kate Howard, Mayor's Budget Director

Leo Chyi, Deputy Budget Director

Cindy Czerwin, Deputy Budget Director

Melissa Whitehouse, Senior Fiscal and Policy Analyst

Jason Cunningham, Fiscal and Policy Analyst

Antonio Guerra, Fiscal and Policy Analyst

Chanda Ikeda, Fiscal and Policy Analyst

Jessica Kinard, Fiscal and Policy Analyst

Carol Lu, Fiscal and Policy Analyst

Emily Volberding, Fiscal and Policy Assistant

Lily Liang, Fiscal and Policy Assistant



---

# ACKNOWLEDGEMENTS

## CONTROLLER'S OFFICE

Ben Rosenfield, Controller  
Monique Zmuda, Deputy Controller  
Michelle Allersma  
Kyle Burns  
Connie Chu  
Kate Cohen  
Ted Egan  
Theresa Kao  
Deric Licko  
Devin Macaulay  
Caroline Matthes  
Drew Murrell  
Jeff Pera  
Risa Sandler  
Chris Trenchel

## CAPITAL PLANNING PROGRAM

Brian Strong  
Eliot Chang  
Kaitlyn Connors

## MAYOR'S OFFICE

Naomi Drexler  
Lauren Reed

## DESIGN AND PRODUCTION

### Riezebos Holzbaur Group (RHDG)

Gregg Holzbaur  
Yvo Riezebos  
Ben Hopfer  
Tae Hatayama  
Tim Herald  
Mat Sletten

## REPROMAIL

Salla Vaerma-Jadlos  
Rubia Alvarez-Murillo  
Jaybee Bolinao, Jr.  
Ely Bulandi  
Alex Catigan  
Julie Creer  
Patrick Cheong

## OFFICE OF ECONOMIC & WORKFORCE DEVELOPMENT

Todd Rufo  
Laurel Barsotti





---

# TABLE OF CONTENTS

---



## *Active Memory, 2012*

By Shan Shan Sheng

District 3, Betty Ann Ong Chinese Recreation Center

For the Center's entrance lobby, Chinese-born Shan Shan Sheng created a suspension sculpture that uses language to speak to the unique Chinese American experience in San Francisco and the California landscape. *Active Memory* is a cascade of red Chinese calligraphy that showers visitors upon entry. The artist handmade the glass characters to look handwritten. The sculpture's form, vertical flows of narrative, was inspired by traditional Chinese landscape paintings, which are often inscribed with poems.



---

# CONTENTS

---

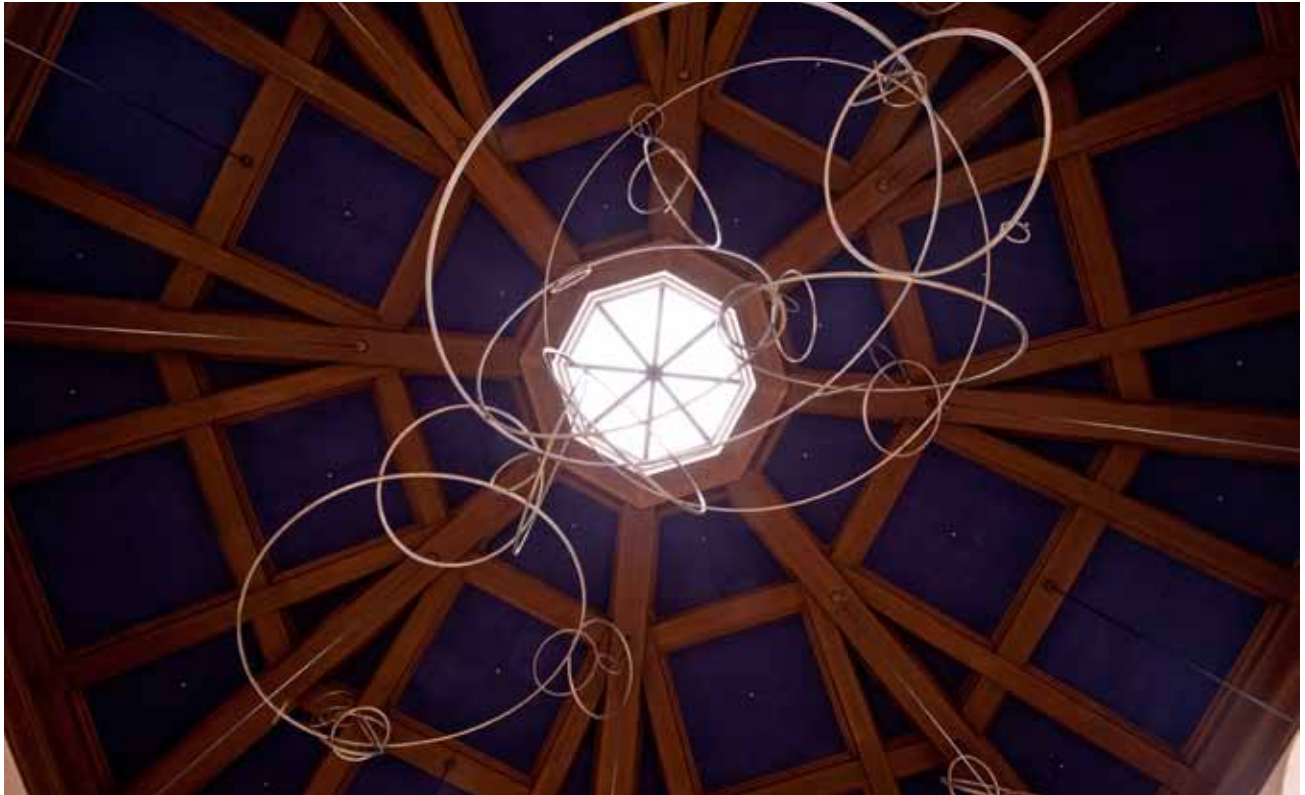
<b>PROPOSED BUDGET</b>	<b>1</b>	Environment	217
<b>TABLE OF CONTENTS</b>	<b>5</b>	Ethics Commission	223
<b>EXECUTIVE SUMMARY</b>	<b>9</b>	Fine Arts Museums	229
Mayor's Letter	11	Fire Department	235
Executive Summary	13	GSA - City Administrator's Office	241
<b>HOW TO USE THIS BOOK</b>	<b>19</b>	GSA - Public Works	249
<b>SAN FRANCISCO: AN OVERVIEW</b>	<b>23</b>	GSA - Technology	255
<b>BUDGET INFORMATION</b>	<b>37</b>	General City Responsibility	261
Fund Structure	39	General Fund Unallocated	263
General Fund Revenue and Expenditure Trends	41	Health Service System	265
Long-term Financial Planning Process	45	Human Resources	271
Annual Financial Planning and Budget Process	49	Human Rights Commission	277
<b>BUDGET SUMMARY TABLES</b>	<b>53</b>	Human Services Agency	283
<b>DEPARTMENT BUDGETS</b>	<b>83</b>	Juvenile Probation	293
Airport	93	Law Library	299
Adult Probation	99	Mayor	303
Arts Commission	105	Municipal Transportation Agency	311
Asian Art Museum	111	Police Department	317
Assessor-Recorder	117	Port	323
Board of Appeals	123	Public Defender	329
Board of Supervisors	129	Public Health	335
Building Inspection	135	Public Library	343
Child Support Services	141	Public Utilities Commission	351
Children and Families Commission	147	Recreation and Parks	359
Children, Youth & Their Families	153	Rent Arbitration Board	365
City Attorney	159	Retirement System	371
City Planning	165	Sheriff	377
Civil Service Commission	171	Status of Women	383
Community Investment and Infrastructure	177	Superior Court	389
Controller	183	Treasurer-Tax Collector	393
County Education	189	War Memorial	399
Economic & Workforce Development	197	<b>BONDED DEBT &amp; LONG TERM OBLIGATIONS</b>	<b>405</b>
Elections	205	<b>CAPITAL PROJECTS</b>	<b>413</b>
Emergency Management	211	<b>INFORMATION &amp; COMMUNICATION TECHNOLOGY PROJECTS</b>	<b>429</b>
		<b>COMMONLY USED TERMS</b>	<b>433</b>



---

# EXECUTIVE SUMMARY

---



## *Full Circles, 2011*

By Mark Grieve and Ilana Spector

District 10, Visitacion Valley Branch Library

*Full Circles* is a dynamic constellation of interlocking steel hoops embellished with recycled bicycle gears, located in the Visitacion Valley Branch Library. According to the artists, the artwork is intended to evoke a “universe of possibilities” and communicate to “all walks of life”.



---

# MAYOR'S LETTER

---

Mayor's Letter

May 31, 2013

It is with great pride that I present the Proposed Budget for the City and County of San Francisco for Fiscal Years 2013-14 and 2014-15. This year's budget reflects a lot of hard work between city government and the people we serve. We've met in every district of the City, worked with our elected city family, and with hundreds of community leaders and providers who help us deliver services to the people of San Francisco. It's because of this consensus approach that I am proud to propose a responsible and balanced two-year budget that reflects the core values that we share in San Francisco - values of fiscal responsibility, social responsibility and investing in our City's future.

When we began this year's budget, we began like many years before: trying to reduce significant budget shortfalls. In late 2012 when I issued my budget instructions to department heads, our projected General Fund deficit was \$129.1 million for Fiscal Year (FY) 2013-14 and \$263.2 million for FY 2014-15. Although these deficits posed a challenge, they were lower than the deficits I faced in my first two years in office because we have pursued policies to control costs, grow our economy, create jobs and stabilize our fiscal health. This year I am proposing a budget that protects our social safety net, increases public safety, and invests in our City's infrastructure at unprecedented levels. It is also a budget that significantly grows our City's reserves.

The past few years have not been easy. We've made tough, but necessary choices on everything from escalating pension and health care costs to reforming our unfair, job-punishing business tax. We've also added a healthy dose of fiscal discipline with two-year budgeting, five-year financial planning, and a Ten-Year Capital Plan to get us to this point.

These tough choices have paid off. I am delivering this budget as San Francisco's economy is recovering, growing, and moving in the right direction. San Franciscans are getting back to work: our unemployment rate has dropped from 9.6 percent in January 2011 to 5.4 percent last month. Our credit rating has been upgraded by bond rating agencies in the last year, making our tax dollars go further when we deliver capital projects and giving our city even more investor confidence. And, by the end



of this two-year budget, the City's reserves will be at 4 percent of the total General Fund budget - an important element of our City's overall fiscal health.

## *Investing in Community Safety*

It is essential that we live in a safe city; this budget includes funding to make San Francisco an even safer city. We developed a six-year Police and Fire Staffing Plan to train the next generation of San Francisco first responders. Over the next two years, San Francisco will hire 300 new, sworn police officers with 6 new academy classes. And, we will add 120 firefighters with 3 new fire academy classes.

Being a safe City also means investing in a social safety net to ensure support for our most vulnerable residents. One thing we agreed on early was that in a time of state and federal cuts, protecting our social safety net is more important than ever. I have rejected all proposed year one mental health and substance abuse reductions from the Public Health Department and I have restored \$4 million in federal cuts to programs serving people living with HIV & AIDS. On our streets, there are still too many individuals and families without a place to call home. That's why we are extending a dedicated emergency family shelter to provide year-round services, adding 25



more units of family supportive housing, and supporting a new approach to housing transitional age youth, which connects these young people to work. We will also continue our efforts to be a healthier City. The Affordable Care Act will extend health insurance to 35,000 San Franciscans, and I have tasked our Department of Public Health and the Human Services Agency to implement the Affordable Care Act.

### *Investing in San Francisco's Infrastructure and Economy*

This budget includes \$445.2 million in capital investments which will support approximately 4,000 construction and related industry jobs over the next two years. My proposed budget also includes historic levels of General Fund support for smart capital investments: \$71.8 million in year one and \$105.3 million in year two, which represents funding at 92 percent of the Capital Plan recommended levels. My budget will fully fund the City's street repaving program to improve streets and sidewalks, and continue construction and planning on critical projects such as the Water and Sewer System Improvement Programs, our new General Hospital, the Bayview Opera House, improvements to MUNI, and—thanks to the \$195 million dollar voter-approved parks bond—we will invest in our parks and open spaces.

It is extremely important to me that as a government we set our innovative citizens up for success. Job growth in San Francisco is outpacing the rest of the state and nation; with 35 construction cranes across our skyline, you can visibly see public and private construction jobs being created - in fact 223,000 jobs will be created over the next ten years! I believe that small businesses are the heart and soul of our economy. My proposed budget includes funding for an online Business Portal to cut through bureaucratic red tape and make starting and operating a business in San Francisco easier. My budget also continues my Invest in Neighborhoods Initiative that is creating customized plans in 25 neighborhood commercial districts, and providing a Job Squad that brings City Hall to our neighborhood businesses. Further, because San Francisco is truly a global city, over the next two years we will continue to build on the success

of ChinaSF and expand our outreach to Latin American and Asian markets - not just attract businesses to locate here, but to introduce SF Made products to these growing markets.

I am especially proud of our City for coming together to ensure the success of our citizens around the Housing Trust Fund. Last year, together with the support of the voters, we passed a \$1.5 billion stream of funding over the next 30 years for affordable housing and assistance for first-time home buyers. Over the next two years we have budgeted \$42.8 million for new affordable housing developments; funds to help first time home owners and first responders with down payment assistance, and funds to preserve and stabilize existing housing. Every public dollar for new affordable housing developments is leveraged with two private dollars. All of these investments are needed to protect the housing stock in our City and make sure San Francisco can be affordable, and we are doing it smartly, with some of the strongest tenant protections in place.

While the worst of the economic crisis may be behind us, we cannot deviate from our commitment to fiscal responsibility and reform. We will continue to invest in our neighborhoods, in our infrastructure, and, most importantly, in our people.

The City Charter requires the Mayor to submit a balanced budget proposal on June 1. However, I view this submission as a first step in a process. I am proud of what we've accomplished in this budget submission, and I look forward to continuing to work with the Board of Supervisors to develop the best budget possible for the City and County of San Francisco.

Sincerely,



Edwin M. Lee  
Mayor

# EXECUTIVE SUMMARY

## SAN FRANCISCO'S BUDGET

The budget for the City and County of San Francisco (the City) for Fiscal Year (FY) 2013-14 and FY 2014-15 is \$7.9 billion and \$7.9 billion, respectively. Roughly 50.2 percent of the budget is comprised of self-supporting activities driven by the City's Enterprise departments, which focus on City-related business operations and include the Port, the Municipal Transportation Agency, the Airport, the Public Utilities Commission, and others. The remaining 49.8 percent is comprised of General Fund monies, which support public services such as Public Health, Police and Fire Services, Recreation and Parks, and others.

Each year, the City makes decisions on how to allocate General Fund monies based on the resources that are available and the priorities and needs of the City and its citizens. The chart to the right summarizes total spending in each of the Major Service Areas.

The City and County of San Francisco is also a major San Francisco employer; the proposed budget for the next two fiscal years includes funding for approximately 27,900 employees. This represents a 3.7 percent growth in labor force over the two-year period, which is largely due to the City preparing for implementation of the

Affordable Care Act at both the Department of Public Health and the Human Services Agency; the hiring of additional maintenance workers to reduce overtime and improve fleet reliability at the Municipal Transportation Agency; and the continued implementation of the Mayor's six-year public safety hiring plan at the Police and Fire departments.

Total Department Uses by Major Service Area	FY 2013-14 (\$ millions)	FY 2014-15 (\$ millions)
Public Protection	1,289.8	1,313.8
Public Works, Transportation & Commerce	2,968.7	2,934.6
Human Welfare & Neighborhood Development	977.8	973.0
Community Health	1,906.8	1,951.5
Culture & Recreation	318.8	313.3
General Administration & Finance	776.9	785.9
General City Responsibilities	838.4	854.3
Less Transfer Adjustments	(1,161.4)	(1,196.6)
<b>Total Budget</b>	<b>7,915.9</b>	<b>7,929.9</b>

## BUDGET PROCESS

The City's budget process begins in September with preliminary revenue projections for the upcoming budget years. In December, the Mayor's Office and the Controller's Office issue budget instructions to departments, which contain detailed guidance on the preparation of departments' budget requests. Departments then prepare their budget requests and submit them to the Controller by mid-February. The Controller consolidates, verifies, and refines the departments' proposed budgets, and turns the proposals over to the Mayor's Office of Public Policy and Finance. From March through May, the Mayor's Office analyzes each budget proposal, examining policy and service implications in order to meet citywide needs and reflect the Mayor's goals and priorities for the upcoming year. Concurrently, the Mayor conducts budget outreach to obtain feedback from the community on budget priorities.

The Mayor presents his balanced two-year budget proposal for departments by June 1st of each year. The Board of Supervisors' Budget and Finance Committee holds public hearings on the budget in June, makes recommendations for approval, and makes changes to the budget before it goes to the full Board. The entire budget is heard and must be voted on and approved by the full Board of Supervisors by August 1st. Finally, the budget returns to the Mayor for his approval and final adoption.

In November of 2009, voters passed Proposition A, which amended the City Charter to require the City to transition to a two-year budget cycle for all departments by FY 2012-13. In FY 2010-11, the City adopted two-year budgets for four early-implementation departments: the Airport, the Municipal Transportation Agency, the Public Utilities

Commission, and the Port Commission. For the first time this year, these four early-implementation departments have a “fixed” two-year budget, and are required to open their FY 2013-14 budgets for re-approval only if updated revenues or expenditures are 5 percent above or below the previously adopted FY 2013-14 levels. Because none of these four departments have changes that meet this threshold the overall budgets for these departments will remain closed, adjusted by supplemental appropriations.

These departments will budget for FY 2014-15 next year as part of their next fixed two-year budget.

All General Fund departments will retain a variable two-year budget while they adjust to the new system; for these departments FY 2013-14 and FY 2014-15 will be the second year of producing a two-year budget.

## SAN FRANCISCO'S FY 2013-14 AND FY 2014-15 BUDGET SHORTFALL

In December of 2012, the Mayor’s Office projected a General Fund deficit of \$129.1 million for FY 2013-14 and \$263.2 million for FY 2014-15. The projected shortfalls are primarily due to growth in City costs such as wage and fringe benefit costs; the opening of new large scale capital projects including the Public Safety Building and the new San Francisco General Hospital; and the implementation of the new Housing Trust Fund set-aside. To help balance the projected shortfalls, the Mayor issued budget instructions to departments to reduce their General Fund Support by 1.5 percent in each year. If fully realized, a 1.5 percent reduction in discretionary General Fund Support would generate approximately \$18.7 million in ongoing savings to the General Fund.

<b>Budget Instructions General Fund Deficit</b>	<b>FY 2013-14 (\$ millions)</b>	<b>FY 2014-15 (\$ millions)</b>
<b>Sources</b>	15.3	80.8
<b>Uses</b>	(144.4)	(344.0)
<b>Projected General Fund Deficit</b>	(129.1)	(263.2)

## FIVE-YEAR FINANCIAL PLAN

The Five-Year Financial Plan, also a requirement of Proposition A, requires the City to forecast expenditures and revenues during the five-year period, propose actions to balance revenues and expenditures during each year of the Plan, and discuss strategic goals and corresponding resources for City departments.

future economic changes. The strategies discussed represent ambitious but achievable targets which seek to slow projected growth while the City develops additional revenue, savings, and operational proposals that may require multi-year planning efforts.

In March 2013, the City’s second ever Five-Year Financial Plan was released and was unanimously approved in April of 2013 by the Board of Supervisors. The Plan shows that the City’s revenue will grow by \$577.5 million, or 13 percent, over the next five years. However, the Plan also shows that expenditures will grow by \$1,065.7 million, or 25 percent, over the same period. The cost of City services is projected to steadily outpace revenue growth during the five-year period if the City does not take additional corrective action.

In addition, the Five-Year Financial Plan updated the City’s shortfall projections to project a General Fund deficit of \$123.6 million in FY 2013-14 and \$256.1 million in FY 2014-15. The more optimistic projections reflect updated positive revenue projections related to the continued economic recovery, as well as updated current year-end fund balance projections.

The Plan identifies proactive measures the City can take to address the imbalance between revenues and expenditures, thereby restoring stability to City finances over the next five years and preparing the City to weather

<b>Five-Year Financial Plan General Fund Deficit</b>	<b>FY 2013-14 (\$ millions)</b>	<b>FY 2014-15 (\$ millions)</b>
<b>Budget Instructions - Projected Shortfall</b>	(129.1)	(263.2)
<b>Changes Reflected in the Five-Year Plan</b>	5.5	7.1
<b>Updated Projected Shortfall</b>	(123.6)	(256.1)

# BALANCING THE BUDGET

In preparing the proposed budget, Mayor Lee undertook an extensive outreach and engagement process. The Mayor partnered with members of the Board of Supervisors to hold six district-based budget town hall meetings across the City; hosted a city-wide online Town Hall with over 1,000 participants; and met with hundreds of residents, community organizations, City commissioners, labor organizations, business owners, and activists to discuss the budget.

The Proposed Budget incorporates a number of strategies, recommended by the Five-Year Financial Plan, in order to balance the City's budget and improve structural balance in the City's finances. The Mayor's balanced budget ensures that as our local economy grows, we continue to address structural budget issues, while making targeted, job-creating investments. The table to the right reflects the combination of solutions that the Mayor's proposed budget includes to create a balanced budget.

**REVENUES AND FUND BALANCE** reflect improving local tax revenues, additional prior year fund balance, an increase in state Public Safety Realignment revenues, and other one-time sources.

**CITYWIDE SOLUTIONS** reflect changes to citywide costs and prior assumptions for capital spending, baselines,

and inflationary costs on non-personnel spending, and projected changes in the City's fringe benefit costs.

**DEPARTMENTAL SAVINGS AND REVENUES** represent the savings and revenue proposals proposed by departments to offset the City's budget shortfall. The majority of the savings reflected in this category are related to revenues and do not reflect service reductions.

Projected Shortfall	FY 2013-14	FY 2014-15
<b>Five-Year Financial Plan Projected Shortfall</b>	(123.6)	(256.1)

Solutions	FY 2013-14	FY 2014-15
<b>Revenue and Fund Balance</b>	119.0	96.3
<b>Citywide Changes and Solutions</b>	(3.8)	118.2
<b>Departmental Changes and Solutions</b>	8.4	41.6
<b>Final Balance After All Changes</b>	0.0	0.0

# HIGHLIGHTS FROM THE FY 2013-14 AND 2014-15 BUDGET

## Generating Economic Growth and Job Creation

When Mayor Lee first came to office in January 2011, San Francisco's unemployment rate was 9.5 percent. At the release of this proposed budget, the unemployment rate has dropped to 5.4 percent. Job growth in San Francisco is outpacing the rest of the State and nation: during the 12-month period ending September 30th, 2012, San Francisco added over 27,000 private sector jobs.

Currently, there are 35 tower cranes at construction projects across San Francisco, which visually illustrates the volume of construction and job creation taking place. Meanwhile, the tourism industry in San Francisco remains strong: in 2012, 16.5 million people visited San Francisco, which amounts to an average of 131,128 visitors every day.

This economic growth is resulting in strong revenue growth for the City's General Fund. In FY 2013-14, the

budget projects an increase of \$368.0 million in General Fund revenues, and an additional \$122.4 million in FY 2014-15, compared to the FY 2012-13 adopted budget. Continuing the trend from FY 2012-13, the largest increases in General Fund revenues are real property transfer tax, property tax, and payroll tax.

As a result, the Mayor's Proposed 2013-14 and 2014-15 budget continues investments key economic development initiatives including: the Invest in Neighborhoods initiative; the Small Business New Jobs Investment Fund; and the one-stop online business portal, geared at making opening and operating businesses in San Francisco easy and efficient. The proposed budget also maintains resources to enable the Office of Economic and Workforce Development (OEWD) to continue the successful sector-based economic development initiatives identified as priorities in the San Francisco Economic Strategy.

In addition, the Mayor's proposed budget enhances the

City's domestic and international business attraction efforts. More than 20 firms have chosen to locate in San Francisco as a result of the City's successful ChinaSF initiative, and San Francisco will build on this success by expanding the model to cover all of Asia as well as Latin America.

### *Reform Efforts Leading to Savings and Stability*

Over the last several years, San Francisco has made significant efforts to manage the City's budget responsibly while navigating through very challenging fiscal conditions. These efforts include the voter approved Proposition A, which created greater discipline in the City's budgeting processes by requiring the City to adopt new, more responsible, long-range financial policies, including the Five-Year Financial Plan. These policies, now in effect, grow the City's reserves, limit the use of some of our most volatile revenues, and ensure that the City is on a more sustainable and less volatile financial path. By the end of FY 2012-13, the City will have \$127.3 million in Rainy Day and Budget Stabilization Reserves. The Mayor's proposed budget includes additional deposits of \$30.0 million over the next two years; rendering \$157.3 million in City reserves by the end of FY 2014-15, which is equal to approximately 4.0 percent of our total General Fund budget of \$3.9 billion. This unprecedented level of reserve funding will help protect our budget during future economic downturns.

A significant portion of the balancing plan for this two-year budget comes from savings generated by the savings in the City's cost for health and pension. Over the last several years, the City and its Health Service System (HSS) have begun to work together to begin to reduce our health care costs. The City has worked together with our employee labor organizations to begin to address employee wellness, which will continue to be an important strategy. In addition, the City will save more than \$52.6 million over the next two years as a result of the innovative work done by HSS. For example, HSS has formed two Accountable Care Organizations that align the incentives of all parties involved in City-supported healthcare plans to quality care, cost containment, and joint collaboration. This policy is already improving City employee outcomes and helping reduce budget deficits.

### *Fiscally Responsible Investments in Capital and Infrastructure*

The Mayor's Proposed FY 2013-14 and 2014-15 budget includes \$445.2 million in capital investments, supporting approximately 4,000 construction and related industry jobs. The proposed budget includes historic levels of General Fund investment in capital and infrastructure with \$71.8 million in spending in FY 2013-14 and \$105.3

million in FY 2014-15, (92 percent of the recommended pay-as-you-go Capital Plan funding level in each year). In contrast, funding for capital ranged from 43.7 percent to 64.3 percent of recommended levels in the prior three years. This budget invests in our City-owned assets to extend their useful life and make them less expensive to maintain and operate; funds planning efforts for future large scale capital projects to ensure project budgets and timelines are accurate and attainable; and ensures the safety of our citizens by investing in seismic improvements and new facilities for first responders and health care providers.

In addition, the FY 2014-15 budget includes \$40.0 million in General Fund support to fully fund the City's street repaving program after the Road Repaving and Street Safety bond funds are expended. This up-front investment will save the City on future, more expensive street repaving costs; reduce repair expenses for Muni; and save car maintenance costs for San Francisco drivers.

### *Improving Government Efficiency*

During the economic downturn, many City departments were forced to reduce services and staff. As a result of this and other economic factors, many departments that provide public services are now experiencing backlogs and delays. This budget supports strategies and initiatives to streamline processes, provide a more efficient and responsive government, and prepare for the next economic downturn. Including:

- Hiring five new positions at the Department of Public Works to keep pace with incoming permit applications and reduce the existing backlog by 47 percent without increasing fees to the public.
- Creating a \$17.0 million Economic Stabilization Reserve at the Department of Building Inspection to provide departmental financial stability during future downturns.
- Adding revenue-backed departmental staff at the City Planning Department to implement a formalized system for processing architectural addenda, and by implementing a policy and protocol establishing a Case Coordinator system with standardized, defined roles and responsibilities across review teams.
- Extending the hours of the Assessment Appeals Board to include nighttime hearings, which will speed up the hearing timeline and provide flexibility for San Franciscans who may find it difficult to attend hearings during the work week.

### *Implementing Federal Healthcare Reform*

One of the major changes facing government in the next two fiscal years is the implementation of the Affordable Care Act (ACA). The ACA is designed to expand health



insurance coverage, improve the health care delivery system, and control increasing health care costs. Healthcare reform will transition the healthcare industry from a volume-based payment system to a value-based payment system, and San Francisco has been preparing for years to ensure successful implementation. However, implementation of ACA still requires major policy and operational shifts for City departments. The Department of Public Health (DPH) is making significant investments to prepare for the change while effectively managing costs, including:

- Developing an integrated delivery system to create a comprehensive system of care that is clinically and financially accountable to provide coordinated health services;
- Reprogramming the Behavioral Health Center to allow DPH patients to be placed more quickly in the appropriate level of care and improve patient flow within the DPH network;
- Strengthening Primary Care to ensure patients receive timely access to preventative care;
- Creating an Office of Managed Care responsible for contracting strategy with other health plans, utilization management, marketing-branding, data reporting, quality improvement, and provider services; and
- Investing in data analysis to collect and procure timely data on utilization and costs and convert that data to actionable operational recommendations.

The Human Services Agency (HSA) will also play a critical role in helping the City's residents participate in and understand the impacts of the ACA. HSA staff will enroll as many as 40,000 newly eligible Medi-Cal clients, and will provide information and services to San Francisco residents who inquire about eligibility for subsidized health insurance offered through the Affordable Care Act-authorized health exchanges.

## *Maintaining Our City's Social Safety Net*

Mayor Lee's proposed budget demonstrates a commitment to health and human services by ensuring no service reductions and including targeted backfills of state and federal funding cuts that would have adversely impacted some of the City's most vulnerable populations. In the City's Five-Year Financial Plan, the Department of Public Health and its structural deficit is discussed in detail as a huge driver of the overall deficit. This two-year budget moves to close this structural problem without implementing cuts to service providers. In addition, the proposed budget backfills past reductions from the State and federal governments, and provides targeted service augmentations, including: \$2.8 million in Title V childcare cuts from the State; \$4.0 million in HIV health and prevention service cuts from the federal government; \$3.8 million in additional funding for homelessness prevention services and housing subsidies; and an additional \$2.5 million for supportive services for seniors, including nutrition and digital inclusion services.

## *Ensuring Public Safety*

Mayor Lee's proposed budget ensures the City's safety and security by building back staffing capacity at the Police and Fire Departments. The proposed budget reflects the Mayor's six-year hiring plans for the Police and Fire Departments with the inclusion of six General Fund supported Police Academies and three General Fund supported Fire Academies during the upcoming two fiscal years, which will translate to the hiring of 300 police officers and 120 fire fighters. In addition, the Mayor's budget also provides for hiring of a class of 20 deputy sheriffs as well as a class of ten 911 call takers. Finally, over the next two years the City will open the doors of the new Public Safety Building (PSB), which will provide a new facility for the Police Department Headquarters and the Southern District Police Station, in addition to moving many of our first responders out of the seismically deficient Hall of Justice into a new building which will remain fully operational as a command center in the event of an emergency. The new Fire Station 4 will open inside the PSB, which will serve the growing Mission Bay neighborhood.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City and County of San Francisco  
California**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Morrell*

President

*Jeffrey R. Egan*

Executive Director

\*The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City and County of San Francisco, California for its annual budget for the fiscal year beginning July 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

---

# HOW TO USE THIS BOOK

---



## *Fantasy Stair, 1996*

By Alice Aycock

District 6, San Francisco Main Library

This functional staircase connects the 5th and 6th floors of the San Francisco Main Library. The stairs wrap around a two-story sculptural cone and appears to unravel.





---

# HOW TO USE THIS BOOK

---

## MAYOR'S PROPOSED BUDGET

The Mayor's Proposed FY 2013-14 and 2014-15 Budget for the City and County of San Francisco (the City) contains citywide budgetary and fiscal policy information as well as departmental budget submissions from General Fund and Enterprise Departments. The proposed budget is organized into the following sections:

**EXECUTIVE SUMMARY:** Includes the Mayor's Letter and the Executive Summary of the proposed budget, and provides a high-level overview of the City's budget, the changes from the prior budget year, an update on how the budget was balanced, and other high-level details on specific policy areas that are changing in the proposed budget.

**OVERVIEW OF SAN FRANCISCO:** Provides a high-level overview of economic, demographic, and financial trends in San Francisco.

**BUDGET INFORMATION:** Provides technical information on the structure, policies, and processes guiding the City's budget development and implementation.

**BUDGET SUMMARY TABLES:** Provides high-level financial data summarizing the Mayor's proposed budget. Tables detail changes over a four-year period: FY 2011-12 actual data, FY 2012-13 budgetary data, and FY 2013-14 and FY 2014-15 proposed budgetary data. The variance column measures the dollar difference between the proposed year and current year data. Summary data is provided on a citywide basis and organized in a variety of ways, including by department, major service area, and by character or type of spending or revenue. Featured tables include:

**Uses By Service Area, Department, and Program** lists citywide expenses at the program level by Major Service Area (MSA). The seven MSAs include Public Protection, Public Works, Transportation and Commerce, Human Welfare and Neighborhood Development, Community Health, Culture and Recreation, General Administration and Finance, and General City Responsibilities.

**Funded Positions, Grand Recap By MSA and Department** lists year-to-year change in funded positions by department. The count of funded positions is determined by the total authorized positions minus budgeted attrition savings.

**DEPARTMENT BUDGETS:** Provides budgetary information and operational priorities for each of the City's departments. Department information is organized alphabetically by department name and includes the following information:

**Description of Services Provided** includes key services or divisions and functions.

**Budget Data Summary** shows a summary of total expenditures and funded positions over time.

**Budget Issues and Details** explains any significant service level changes in Fiscal Years 2013-14 and 2014-15, and highlights key areas of focus.

**Organizational Chart** depicts the department's organizational structure.

**Total Budget – Historical Comparison Chart** illustrates the department's total revenue sources, expenditures, and funded positions over time.

**Performance Measures** illustrates the department's progress in meeting specific goals.

**BONDED DEBT AND LONG TERM OBLIGATIONS:** Provides technical information as well as current data on the City's debt portfolio and other long-term obligations.

**CAPITAL PROJECTS:** Provides information on capital projects funded in the proposed budget. The capital budget is reviewed and proposed by the Capital Planning Committee organized under the City Administrator's Office. Capital projects are supported by General Fund and Non-General Fund sources. Capital projects generally include major construction of new or existing buildings, roads, and other investments in our City's physical infrastructure. Specific projects are detailed in this section and within the corresponding departmental sections.

**INFORMATION AND COMMUNICATION TECHNOLOGY PROJECTS:** Provides information on information and communication technology (IT) projects funded in the proposed budget. The IT projects budget is reviewed and proposed by the Committee on Information Technology (COIT). IT projects are supported by General Fund and Non-General Fund sources. IT projects include new investments and replacement of the City's technology infrastructure. Specific projects are detailed in this section and within the corresponding departmental sections.

## OTHER RESOURCES

The Mayor's proposed FY 2013-14 and FY 2014-15 budget for the City is one of a handful of financial documents that can be a resource to the public seeking budgetary information. In addition, the City produces the following publications:

### *Consolidated Budget and Annual Appropriation Ordinance, FY 2013-14 and FY 2014-15*

The Consolidated Budget and Annual Appropriation Ordinance (AAO) contains the sources of funds and their uses, detailed by department. This document provides the legal authority for the City to spend funds during the fiscal year. The AAO is released annually with the Board's passage and the Mayor's signing of the final budget – usually in mid-August. An interim AAO is passed by a continuing resolution of the Board and provides the City's interim operating budget until the final budget is passed.

### *Annual Salary Ordinance, FY 2013-14 and FY 2014-15*

The Annual Salary Ordinance (ASO) is the legal document that authorizes the number of positions and job

classifications in departments for the budgeted fiscal years. The ASO is passed at the same time as the AAO.

### *Comprehensive Annual Financial Report*

The City's Comprehensive Annual Financial Report (CAFR) summarizes the performance of all revenue sources and accounts for total expenditures in any given fiscal year. The CAFR for the fiscal year ending June 30, 2012 is currently available. The FY 2012-13 CAFR will be made available by the Controller after the fiscal year has closed and the City's financial reports have been reviewed and certified.

### *Five-Year Financial Plan*

The City's Five-Year Financial Plan forecasts expenditures and revenues during the five-year period, proposes actions to balance revenues and expenditures during each year of the plan, and discusses strategic goals and corresponding resources for City departments. The Plan is published each odd calendar year by the Controller's Office, the Mayor's Office of Public Policy and Finance, and the Board of Supervisors' Budget and Legislative Analyst office.

## OBTAINING BUDGET DOCUMENTS AND RESOURCES

Copies of these documents are distributed to all City libraries. They may also be viewed online at the City's website ([www.sfgov.org](http://www.sfgov.org)) and at the following City Hall locations:

### *Mayor's Office of Public Policy & Finance*

1 Dr. Carlton B. Goodlett Place, Room 288  
Phone: (415) 554-6114  
<http://www.sfmayor.org/budget>

### *Controller's Office*

1 Dr. Carlton B. Goodlett Place, Room 316  
Phone: (415) 554-7500  
<http://www.sfcontroller.org/>

### *Clerk of The Board of Supervisors*

1 Dr. Carlton B. Goodlett Place, Room 244  
Phone: (415) 554-5184  
<http://www.sfbos.org/>

---

# SAN FRANCISCO: AN OVERVIEW

---



## *Imagine Even More, 2008*

By Jim Goldberg and Jon Rubin

District 11, Minnie and Lovie Ward Recreation Center

The 26-foot high by 40-foot wide laminated digital print honors daily acts of local heroism from the community. At the center of the image, two larger than life-size trophies bear the names of Minnie and Lovie Ward, beloved neighborhood patrons. Ribbons of different colors connect these trophies to hundreds of other unique trophies inscribed with the names of community members and workers, mapping an invisible but vital web of connections between friends, family, and neighbors.



---

# SAN FRANCISCO: AN OVERVIEW

---

## CITY GOVERNANCE AND STRUCTURE

The City and County of San Francisco (the City) was established by Charter in 1850 and is a legal subdivision of the State of California. It is the only consolidated city and county in the State, exercising the governmental powers of both a city and a county under California law. The City's governance structure, codified in the City Charter of 1996, is similar in form to the federal government. The Mayor's Office comprises the Executive branch, while the Board of Supervisors and Superior Court act as the Legislative and Judicial branches, respectively.

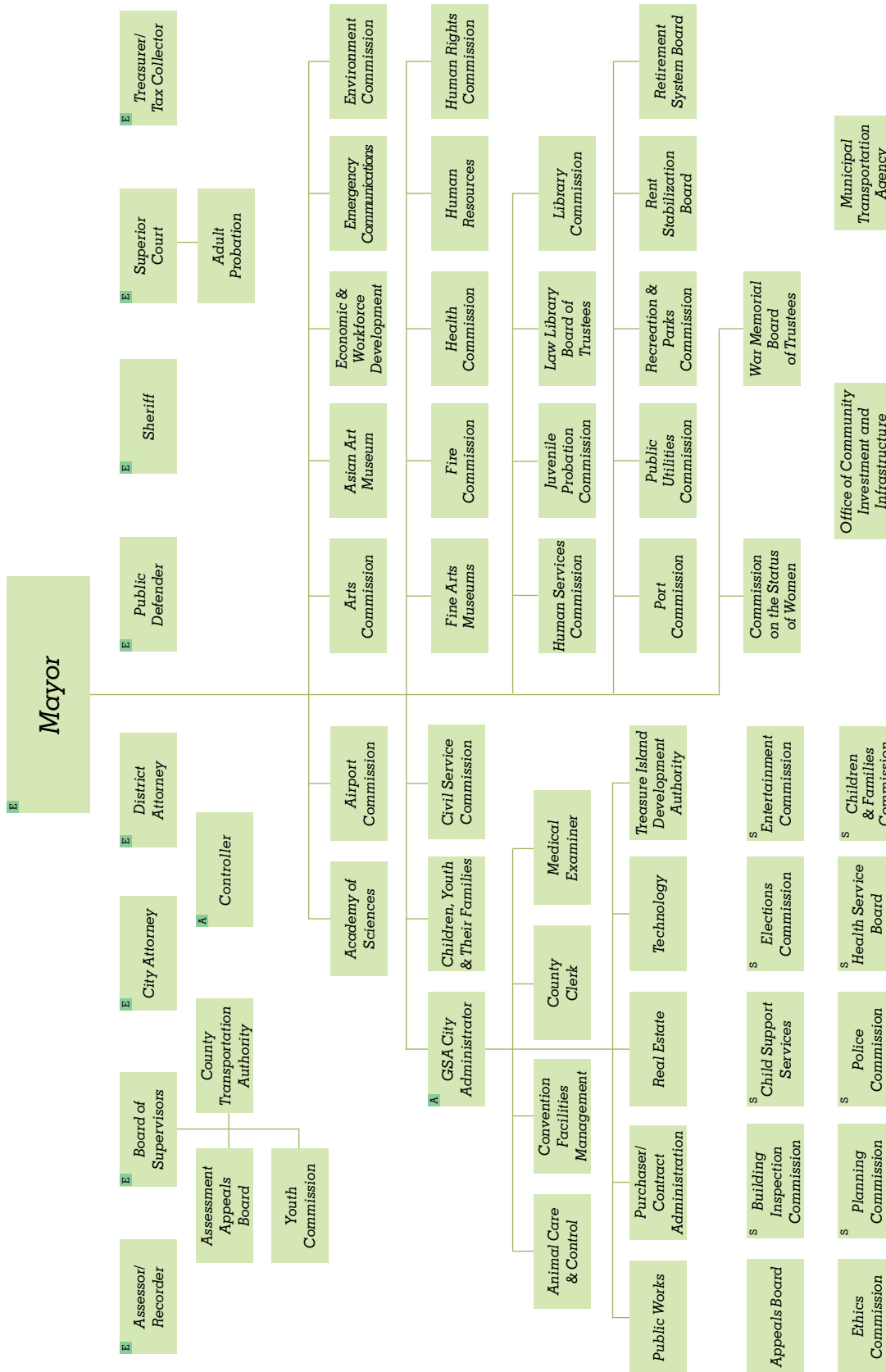
The Mayor and all members of the Board of Supervisors serve four-year terms. Mayoral elections are held on odd numbered years, while Board of Supervisors elections are held on even years. Elections for the Board of Supervisors are staggered, with five or six seats being open each election. Supervisors serve four-year terms and any

vacancies are filled by Mayoral appointment. Both the Mayor and members of the Board of Supervisors are limited to two terms.

The Board of Supervisors has eleven districts. Beginning in November 2000, the Board of Supervisors was elected by district for the first time since the 1970s.

The elected Mayor of San Francisco appoints the heads of most City departments. Many departments are also advised by commissions or boards whose members are citizens appointed by the Mayor or, in some cases, by a combination of the Mayor, the Board of Supervisors, and other elected officials. Elected officials include the Assessor-Recorder, City Attorney, District Attorney, Public Defender, Sheriff, Superior Court Judges, and the Treasurer.

# SAN FRANCISCO: AN OVERVIEW



A = Appointed  
 E = Elected  
 S = Shared Appointment by Various Elected Officials

## ELECTED OFFICIALS

Mayor Edwin M. Lee

## BOARD OF SUPERVISORS

President, District 3	David Chiu
Supervisor, District 1	Eric Mar
Supervisor, District 2	Mark Farrell
Supervisor, District 4	Katy Tang
Supervisor, District 5	London Breed
Supervisor, District 6	Jane Kim
Supervisor, District 7	Norman Yee
Supervisor, District 8	Scott Wiener
Supervisor, District 9	David Campos
Supervisor, District 10	Malia Cohen
Supervisor, District 11	John Avalos

Assessor-Recorder	Carmen Chu
City Attorney	Dennis J. Herrera
District Attorney	George Gascón
Public Defender	Jeff Adachi
Sheriff	Ross Mirkarimi
Superior Courts Presiding Judge	Cynthia Lee
Treasurer/Tax Collector	José Cisneros

## APPOINTED OFFICIALS

City Administrator	Naomi Kelly
Controller	Benjamin Rosenfield

## DEPARTMENT DIRECTORS/ADMINISTRATORS

Academy of Sciences (SCI)	Gregory Farrington, Ph.D.
Adult Probation (ADP)	Wendy Still
Aging and Adult Services (DAAS)	Anne Hinton
Airport (AIR/SFO)	John L. Martin
Animal Care and Control (ACC)	Rebecca Katz
Arts Commission (ART)	Tom DeCaigny
Assessment Appeals Board	Dawn Duran
Assessor-Recorder (ASR)	Carmen Chu



Asian Arts Museum (AAM)	Jay Xu
Building Inspection (DBI)	Tom Hui (Acting)
Board of Appeals (BOA)	Cynthia Goldstein
Board of Supervisors (BOS)	Angela Calvillo
Child Support Services (CSS)	Karen M. Roye
Children and Families Commission (CFC/First 5)	Laurel Kloomok
Children, Youth and Their Families (DCYF)	Maria Su
City Administrator (ADM)	Naomi Kelly
City Attorney (CAT)	Dennis J. Herrera
City Planning (CPC)	John Rahaim
Civil Service Commission (CSC)	Jennifer Johnston
Controller (CON)	Benjamin Rosenfield
Convention Facilities Management	John Noguchi
Office of Community Investment and Infrastructure	Tiffany Bohee
County Transportation Authority (SFCTA)	Maria Lombardo (Interim)
District Attorney (DAT)	George Gascón
Office of Economic and Workforce Development (OEWD)	Todd Rufo
Elections (REG)	John Arntz
Emergency Management (ECD/DEM)	Anne Kronenberg
Entertainment Commission	Jocelyn Kane
Environment (ENV)	Melanie Nutter
Ethics (ETH)	John St. Croix
Fine Arts Museums (FAM)	Colin B. Bailey
Fire (FIR)	Joanne Hayes-White
Health Service System (HSS)	Catherine Dodd
Human Resources (HRD/DHR)	Micki Callahan
Human Rights Commission (HRC)	Theresa Sparks
Human Services Agency (HSA)	Trent Rhorer
Juvenile Probation (JPD)	William Sifferman
Law Library (LLB)	Marcia Bell
Library (LIB)	Luis Herrera
Medical Examiner	Amy P. Hart, M.D.
Municipal Transportation Agency (MTA)	Ed Reiskin
Office of Citizen Complaints (OCC)	Joyce Hicks
Police (POL)	Greg Suhr
Port (PRT)	Monique Moyer
Public Defender (PDR)	Jeff Adachi

Public Health (DPH)  
Public Utilities Commission (PUC)  
Public Works (DPW)  
Recreation and Parks (REC)  
Rent Board (RNT)  
Retirement System (RET)  
Sheriff (SHF)  
Status of Women (WOM)  
Superior Court (CRT)  
Technology (TIS/DT)  
Treasure Island Development Authority (TIDA)  
Treasurer/Tax Collector (TTX)  
War Memorial (WAR)

Barbara Garcia  
Harlan Kelly  
Mohammed Nuru  
Phil Ginsburg  
Delene Wolf  
Jay Huish  
Ross Mirkarimi  
Emily Murase  
T. Michael Yuen  
Marc Touitou  
Mirian Saez  
José Cisneros  
Elizabeth Murray

## COUNTY EDUCATION INSTITUTIONS

San Francisco Unified School District  
San Francisco Community College District

Richard Carranza  
Dr. Thelma Scott-Skillman (Interim)

# DEMOGRAPHIC AND ECONOMIC STATISTICS

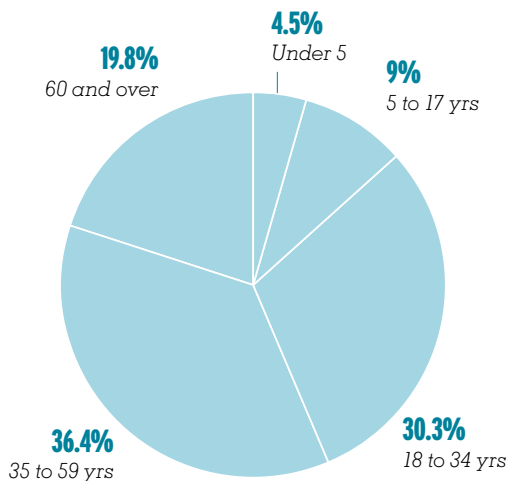
Incorporated on April 15th, 1850, San Francisco is the fourth largest city in the state of California and geographically the smallest county in California. Occupying just 49 square miles of land, the City is located on a peninsula bounded by the Pacific Ocean on the west, San Francisco Bay on the east, the entrance to the Bay and the Golden Gate to the north, and San Mateo County to the south.

While city government has played a key role in San Francisco's development, the true wealth of the City resides in the creative and entrepreneurial spirit of its

pioneering citizens. The U.S. Bureau of the Census, Population Estimates Program estimates a population of 825,863 in 2012, which represents a 1.4 percent increase from July 2011.

International immigration has been, and continues to be, the major reason for San Francisco's cultural diversity. Thirty-seven percent of the City's population over the age of five was born outside of the United States, and 45 percent speak a language other than English at home. Immigration, and its legacy, contribute to a sense of diversity in San Francisco public schools and positions the City's future labor force for success in the global economy.

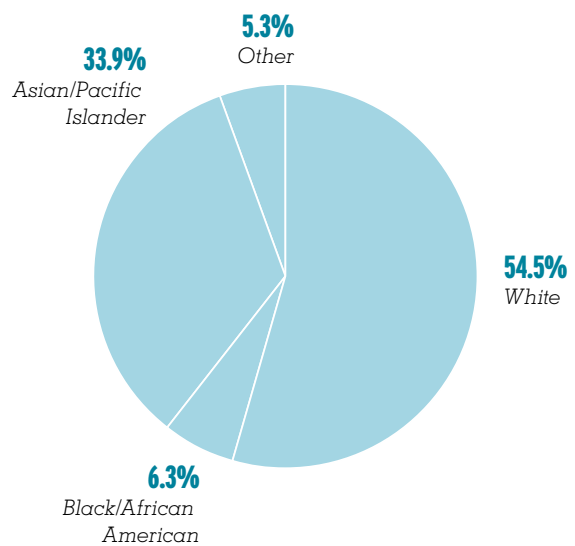
## SAN FRANCISCO AGE RANGES



According to the American Community Survey 2011 data, the population of San Francisco is getting older.

Source: U.S. Census Bureau, 2011 American Community Survey

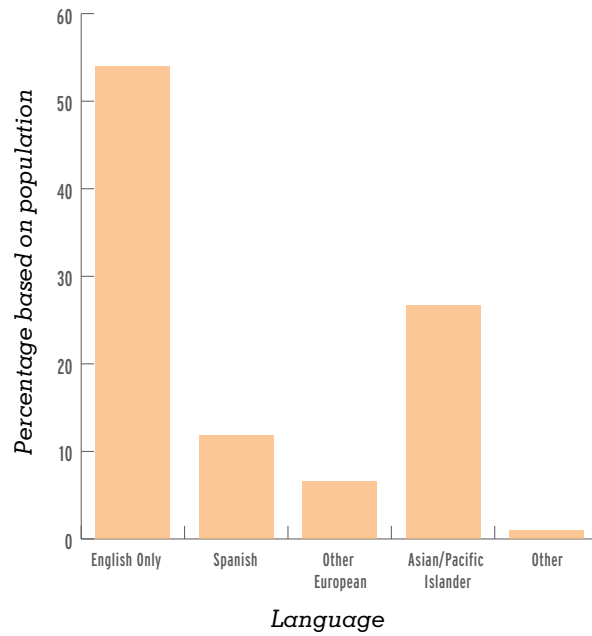
## SAN FRANCISCO RACE IDENTIFICATIONS



Latinos are not listed as Latinos and can be of any race. According to the American Community Survey, Latinos make up 15 percent of the San Francisco population.

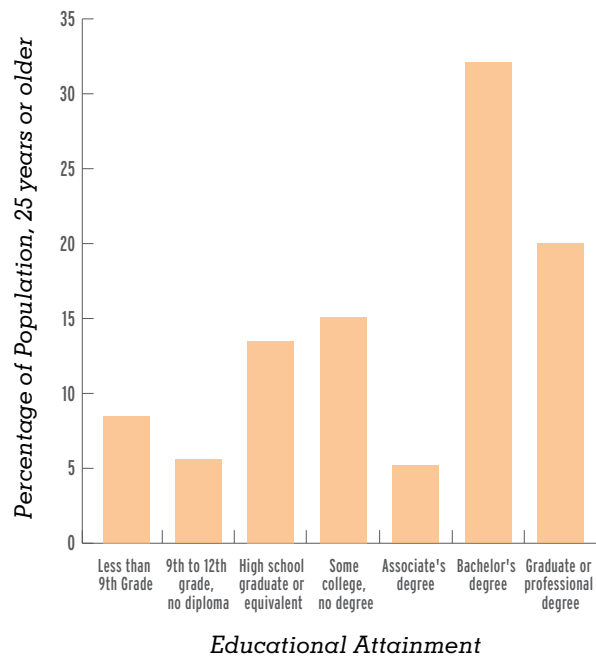
Source: U.S. Census Bureau, 2011 American Community Survey

## LANGUAGES SPOKEN AT HOME



Source: U.S. Census Bureau, 2011 American Community Survey

## EDUCATIONAL ATTAINMENT OF SAN FRANCISCANS



A key component of San Francisco's economic growth is the educational attainment of the City's residents. Over 50 percent of San Franciscans have a Bachelor's degree or higher.

Source: U.S. Census Bureau, 2011 American Community Survey

# LOCAL ECONOMY

Over the past year, the City has again proven to be the center of an innovative region, which continues to create jobs and opportunities, develop lasting social and cultural impacts, and formulate tools and ideas that are used worldwide. The San Francisco Bay Area region is comprised of nine counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. The strength of San Francisco's economy comes from a rich portfolio of well-established industries and businesses as well as emerging and growing sectors. In addition to being an economic center for advanced, knowledge-based services such as professional and financial services, information technology and digital media, health care, and hospitality services, San Francisco is pushing to develop new and innovative fields in civic-based technologies and green technologies to help grow its manufacturing sector.

During the 12 months ending September 30th, 2012, San Francisco added over 27,000 private sector jobs—a 5.7 percent increase—representing the fastest rate of growth of private non-farm employment in the last 40 years.

Job growth was seen in every major industry of the economy. The information sector, which includes many

technology industries, grew the fastest at 12.3 percent. Construction grew 9.4 percent, and other services (including repair and maintenance, personal services, and membership organizations) grew 9.1 percent.

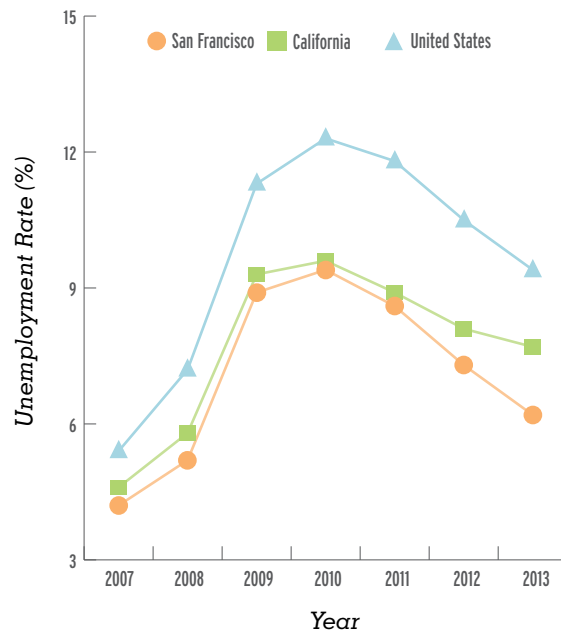
San Francisco's continued success will depend on fostering its relationships with all local businesses and providing emerging businesses with the support necessary to launch the next great San Francisco company.

## Sector Growth

San Francisco is an international hub for surging knowledge industries like the technology, clean technology, and biotech sectors, which spur job creation and drive economic growth. Today there are more than 1,800 technology companies in San Francisco, more than 200 clean technology and green businesses, and more than 125 life sciences companies in the City.

This new leadership in technology complements the City's six Fortune 500 firms and its historical strength in the financial services, professional services, education, health care, and consumer products sectors. As a global gateway

## ANNUAL UNEMPLOYMENT RATE TRENDS



San Francisco's current average unemployment rate as of April 2013 (5.4 percent) remains well below the State's as of April 2013 (9.0 percent). Furthermore, San Francisco is now below the national April 2013 unemployment rate (7.5 percent).

Source and note: For San Francisco and California, Employment Development Department. For the United States, Bureau of Labor Statistics. 2007-2012 data is based on an average of 12 monthly data points. 2013 is based on seasonally-adjusted January-April only.

city, San Francisco is a destination for international firms looking for a North American headquarters.

### **Global Tech Leader**

In its 2012 report, Jones Lang LaSalle found that San Francisco-based firms received \$849.3 million in venture capital (VC) investment in Q2 of 2012, ranking second in the country. Investment in San Francisco companies represented 19.8 percent of all VC technology funding in the US during this time period.

San Francisco tech industry growth in social media, gaming, mobile, cloud, and software is driving demand for commercial office space and creating more jobs in San Francisco. Technology companies leased 54.6 percent of the City's total office leasing in 2012. This is the equivalent to more than 10 Transamerica Pyramids. The following firms have all expanded in San Francisco in the last two years: Salesforce, Square, Dolby, Twitter, Zynga, Riverbed, Airbnb, LinkedIn, Yammer, Lithium, Meraki, Splunk, Github, Tagged, Zoosk, Yelp, One Kings Lane, Macys.com, Pac-12 Enterprises, Mozilla, Zendesk, and Kabam.

Technology companies have increased employment by 50 percent since January 2011, bringing millions of dollars in revenue to our City and making San Francisco the Innovation Capital of the World. Since the Central Market Payroll Tax Exclusion was approved in April 2011, eleven tech companies have leased or occupied more than 950,000 square feet of space along the Central Market corridor.

From large established tech firms to innovative startups, San Francisco is home to a broad range of tech companies. The current wave of investment and growth in the tech industry is centered on firms more attracted to dynamic and creative urban areas than has been the case in the past. San Francisco's continued vision and commitment to being a great place to live and work, combined with a focus on business attraction and retention, is driving job creation and economic growth for tomorrow.

### **A Center for Biotech Innovation, Collaboration, and Discovery**

Since 2004, San Francisco has been home to another industry with deep roots in the region: biotech. Today San Francisco has more than 125 biotech and life sciences companies including FibroGen, Nektar, Celgene, Bayer, and Pfizer. Of those, 38 companies are located in Mission Bay – a 303-acre science and innovation cluster that includes 4.4 million square feet of office, research, and development space, 6,000 units of housing (28 percent affordable), 500,000 square feet of retail, a 500-room hotel, and 49 acres of new public open space. Mission Bay is anchored by a number of leading research institutions including UCSF's 57-acre Mission Bay Campus, the California Institute for Quantitative Biosciences (QB3),

the Gladstone Institutes, and the California Institute for Regenerative Medicine (CIRM). Mission Bay features one of the highest concentrations of incubators anywhere, with four life sciences incubators. The UCSF Medical Center at Mission Bay is under construction and will include a 289-bed complex featuring three separate hospitals that will specialize in children, women's health, and cancer patients. The center is expected to open to the public in February 2015. In the coming years, growth will continue to expand to the greater Mission Bay area, including Pier 70, Seawall Lot 337, and the Central Waterfront.

### **Cleantech Capital of North America**

In 2012, San Francisco was named the Cleantech Capital of North America by the Cleantech Group, a leading cleantech industry research firm. The award recognizes the City's extensive cleantech efforts, which paired bold sustainability policies with smart economic development initiatives. Today, more than 210 clean technology and green companies are located in San Francisco including SunRun, Recurrent, Mission Motors, Adura, SunEdison, Tioga Energy, EnerNOC, and many others. San Francisco has made an aggressive push in the renewable energy sector, particularly with regards to solar energy. Today, more than 30 solar companies are located in San Francisco, including the top five solar photovoltaic panel manufacturers in the world. San Francisco has also become a hub for international cleantech firms, particularly firms from China and Europe. With companies like Opower expanding its west coast offices in San Francisco, and SCIenergy and Recurve headquartered in the City, San Francisco continues to be a leader in the energy efficiency sector.

### **San Francisco as a Top Retail Hub**

Calendar year 2012 marked the largest retail sales year in the City's history. During 2012, the City garnered \$138.1 million in sales tax revenue, which translates into \$13.8 billion in taxable sales for the year. This represents a 6.7 percent increase over 2011 sales. San Francisco will continue to be one of the strongest retail markets in the country, supported by continued job growth across sectors in San Francisco.

For the first time, large-scale retail developments are planned west of the Fifth Street intersection on Market street. The pace of leasing activity is expected to accelerate in the Mid-Market district due to major developments in the pipeline.

### **San Francisco Manufacturers Thrive**

The manufacturing sector in San Francisco continues to thrive. According to a survey conducted in 2012 by SFMade, the City's manufacturing companies added 12.5 percent net new jobs compared to 10.5 percent in 2011. San Francisco manufacturers employ more than 3,200 workers, and the City's local manufacturers brought in over \$325 million in direct revenue into the local economy. The survey captures

a portion but not all of San Francisco’s manufacturing industry. Based on Bureau of Labor Statistics data through September 2012, there were 9,441 manufacturing jobs in San Francisco, a 5.3 percent increase over the previous 12 months. Respondents to the SFMade survey were optimistic about their companies’ prospects, with 85 percent expecting to be profitable by the close of 2012, and 40 percent planning to look for expanded space in the next 12 months.

### The Visitor and Hospitality Industry

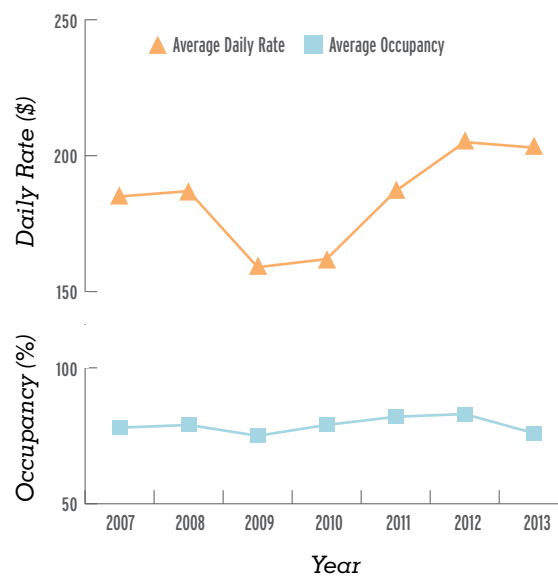
Tourism and business travel in San Francisco continues to rebound as the hotel sector has steadily reported increases in occupancy over the past few years. In 2012, 16.5 million visitors came to San Francisco, which represents an increase of 1 percent from 2011. More notably, there was a 5.5 percent increase in visitor spending, bringing total spending in San Francisco to \$8.9 billion in 2012. This is the highest level of spending by visitors in San Francisco’s history. In 2012, the tourism sector generated \$562 million in taxes, up 6.7 percent from 2011. Jobs supported by tourism increased 3.6 percent to 74,009 jobs in 2012; payroll for these jobs increased 6.2 percent to an annual payroll of \$2.18 billion. In 2012, the San Francisco International Airport facilitated 44.5 million visitors, more than ever in its history. The City expects growth to accelerate in 2013, as San Francisco embarks on several major projects that will help to draw in visitors, including:

**EXPANSION OF THE MOSCONE CENTER** In February 2013, the Moscone Center expansion project finalized project financing with the passage of the Moscone Expansion (assessment) District (MED) and approval by the City to issue certificates of participation and commercial paper. Two-thirds of these issuances will be re-paid by hotel assessments from the MED and one-third will be repaid by the City. The construction and design cost of the project is estimated to be \$500 million. The City hopes to launch construction in December 2014 in phases planned around booked conventions; final completion is scheduled for Spring 2018. Expansion of the Moscone Center will:

- Create 3,424 long-term jobs in addition to union construction jobs;
- Induce \$713 million in direct spending in the first seven years after expansion; and
- Contribute \$320 million more in incremental hotel tax revenues to the General Fund over the life of the District.

**EXPLORATORIUM** The new Exploratorium project on Piers 15 and 17 opened in April 2013 and expects to draw a large new regional and tourist audience that could not easily access the previous location at the Palace of Fine Arts.

## ANNUAL AVERAGE DAILY ROOM AND OCCUPANCY RATES 2007-13



The chart above represents both the occupancy and the average daily rate for San Francisco’s hotels. As both of these measures increase, they demonstrate the strength of San Francisco’s tourism industry.

Note: 2013 figures reflect average rates through March.

2007-2012 data is based on an average of 12 monthly data points.

2013 data is based on seasonally-adjusted data for January-March only.



**PIER 27** With the award of the America's Cup to San Francisco, Pier 27 will now be used for two purposes: as the start and finish line for the America's Cup, and subsequently as San Francisco's premier cruise ship terminal. The Cruise Terminal project on Pier 27 was dedicated in January 2013 in time to host the 2013 America's Cup events. The Port intends to transform the existing ten-acre Pier 27 site into a vibrant year-round cruise terminal, public plaza, and community facility that meets security and passenger handling demands of the cruise industry while also allowing for public recreation and special event uses. The new terminal will function as the main point of entry for ships during the cruise season, but will also be available as a rental to conventions, nonprofit fundraisers, private parties, and community festivals such as Fleet Week and International Arts Festival.

**WARRIORS ARENA** In 2012, San Francisco began actively working with the Warriors to develop a world-class, state-of-the-art sports and entertainment facility in time for the 2017-18 NBA season. In addition to the creation of thousands of new jobs for Bay Area residents, the new arena will generate hundreds of millions of dollars in new economic growth and activity for the City. Games and events will bring people from all over the region, and the money they spend will benefit local businesses.

**PIER 43 PROMENADE AND JEFFERSON STREET IMPROVEMENT PROJECT** The public reopening of the Pier 43 promenade extending The Embarcadero Promenade from Powell Street to Taylor Street in Fisherman's Wharf, and the construction of Phase I of the Jefferson Street Improvement Project along population-dense portions between Hyde and Jones, will greatly enhance the pedestrian and visitor experience in one of the cornerstones of San Francisco's tourism sector.

The Pier 43 promenade was re-opened in December 2012. This public space project enhances a 50+ year Port vision to rehabilitate industrial space for greater public enjoyment and entertainment while still maintaining robust fishing activities. This project replaced the once dilapidated parking lot located near the historic Ferry Arch, with 8,000 square-foot plaza adjacent to Pier 45 resting upon an upgraded section of the seawall. This new public promenade will serve millions of visitors each year, allowing them to pause and enjoy the view with new lighting, picnic tables, and an overall enhanced pedestrian experience at Fisherman's Wharf. The \$10 million Pier 43 Promenade and seawall project was made possible via multiple funding sources, with the majority of funds coming from the 2008 Clean & Safe Neighborhoods Park General Obligation Bond, San Francisco Bay Trail Program, Port Harbor Improvement Bonds, Port Revenue Bonds, and a Homeland Security Lighting Grant.

Construction of the \$4.2 million Phase I portion of the Jefferson Street Improvement Project began in January 2013 and will be completed in June 2013, in time to welcome summer visitors. Improvements on the first two blocks of Jefferson, between Jones and Hyde Streets, were designed with the help of Danish architect Jan Gehl and are being constructed by the Department of Public Works. The promenade is expected to transform Jefferson into the kind of popular, pedestrian-oriented streets that are found in many cities across the world. Since 2006, the San Francisco Planning Department has worked with the Fisherman's Wharf Community Benefit District on improvements to the area. The Jefferson Street Improvements not only address accessibility for the businesses, people, and fishermen who work in the neighborhood, but also creates a better walking and biking environment for the 40,000 - 75,000 people that visit per day.

**AMERICA'S CUP** In December 2010, San Francisco was chosen to host the 2013 America's Cup, the third largest international sporting event. The City hosted two exhibition America's Cup World Series races in Summer 2012, drawing over 150,000 spectators. The America's Cup races in Summer and Fall 2013 include the Louis Vuitton Cup (July 4-August 30), the Red Bull Youth America's Cup (September 1-4), and the America's Cup Finals (September 7-21). These events are expected to draw thousands of visitors to San Francisco and will directly support local hotels, restaurants, shops, and cultural institutions, generating more than \$13 million in taxes for the City.

### *Leading The State's Economic Recovery*

In April 2013, San Francisco's unemployment rate was the third lowest in the state at 5.4 percent, down from 7.8 percent the year before. According to the California Employment Development Department (EDD), San Francisco netted 26,000 additional jobs between Q2 2011 and Q2 2012, with the strongest growth coming from the professional, scientific, and service sectors. Employment in the three-county San Francisco Metro region will grow by 169,000 jobs between 2010 and 2020, an 18.7 percent increase over the decade. By contrast, the State of California is projected to grow by only 16.3 percent over the same period. Local employment growth is expected in nearly all private-sector industries over those years. Professional and business services is projected to add the most jobs, with leisure and hospitality services second. San Francisco County accounts for more than half of the employment in the three-county area (as an annual average 2011 total jobs).

San Francisco's long-term economic fundamentals—the quality of its workforce, environment, technological base, and the general quality of life—remain among the strongest of any city in the United States. These competitive advantages are likely to secure the City's continued prosperity into the future.





---

# BUDGET INFORMATION

---



## *Sunnyside Menagerie, 2009*

By **WOWHAUS**

District 8, Sunnyside Conservatory

*Sunnyside Menagerie* is a family of 23 fantastical bronze creatures designed by the artist team of Wowhaus, Ene Osteras-Constable and Scott Constable. Nestled along the garden pathways at the Sunnyside Conservatory, the suite of sculptures was inspired by the Victorian notion of a conservatory as a living cabinet of curiosities.



---

# FUND STRUCTURE

---

The City and County of San Francisco (the City) adopts budgets for all funds on an annual basis, except for capital project funds and certain debt service funds for which the City usually adopts project-length budgets. A fund is a grouping of related accounts that are used to maintain control over resources that have been segregated for specific activities or objectives. All City funds can be divided into the following three categories: governmental funds, proprietary funds, and fiduciary funds.

## *Governmental Funds*

Governmental funds are used to account for most of the City's basic services, and to record available resources, expected expenditures, and changes. There are different types of funds organized within the governmental fund category including special revenue, debt service, capital projects, and permanent funds. A major fund within this category is the General Fund. The General Fund is the City's main source of discretionary spending.

## *Proprietary Funds*

Proprietary funds are generally used to account for services for which the City charges customers, including outside customers, internal units, and other City departments. The two major types of proprietary funds include internal service funds and enterprise funds. Internal service funds are used to account for the expense of goods or services provided by one City department to another City department on a cost-reimbursement basis. Internal service funds account for the activities of centralized vehicle and equipment maintenance, purchasing, printing, mailing, telecommunications and information services, and lease financing through the Finance Corporation. Enterprise funds are used to support the operations, facilities maintenance, and capital needs of specific entities. Resources in enterprise funds are not available for general City services.

The City reports on the following major proprietary funds:

**THE SAN FRANCISCO INTERNATIONAL AIRPORT FUND** accounts for the activities of the City-owned commercial service airport in the San Francisco Bay Area.

**THE WATER DEPARTMENT FUND** accounts for the activities

of the San Francisco Water Department under the Public Utilities Commission (PUC). The Department is engaged in the distribution of water to the City and certain suburban areas.

**THE HETCH HETCHY WATER AND POWER FUND** accounts for the activities of Hetch Hetchy Water and Power Department (Hetch Hetchy) under the PUC. The Department is engaged in the collection and distribution of approximately 85 percent of the City's water supply, and in the generation and transmission of electricity.

**THE CLEAN WATER PROGRAM FUND** accounts for the activities of the Clean Water Program (CWP) under the PUC. The CWP was created after San Francisco voters approved a proposition in 1976 authorizing the City to issue \$240.0 million in bonds for the purpose of acquiring, constructing, improving, and financing improvements to the City's municipal sewage treatment and disposal system.

**THE MUNICIPAL TRANSPORTATION AGENCY FUND** accounts for the activities of the Municipal Transportation Agency (MTA). The MTA was established by Proposition E, passed by the City's voters in November 1999 and includes: the San Francisco Municipal Railway (MUNI); San Francisco Municipal Railway Improvement Corporation (SFMRIC); and the operations of the Parking and Traffic Commission (DPT) which includes the Parking Authority. MUNI is responsible for the operation of the City's public transportation system. SFMRIC is a nonprofit corporation established to provide capital financial assistance for the modernization of MUNI by acquiring, constructing, and financing improvements to the City's public transportation system. DPT is responsible for proposing and implementing street and traffic changes and overseeing the City's off-street parking operations.

**THE GENERAL HOSPITAL MEDICAL CENTER FUND** accounts for the activities of the San Francisco General Hospital Medical Center, the City-owned acute care hospital.

**THE PORT OF SAN FRANCISCO FUND** accounts for the activities of the Port of San Francisco. The fund was established in 1969 after San Francisco voters approved a proposition accepting the transfer of the Harbor of San Francisco from the State of California.

**THE LAGUNA HONDA HOSPITAL FUND** accounts for the activities of Laguna Honda Hospital, the City-owned skilled nursing facility.

### *Fiduciary Funds*

Fiduciary funds are used to account for resources held for the benefit of parties outside the City. They are not available to support the City's own programs and are comprised of the following major funds:

**THE PERMANENT FUND** accounts for resources legally restricted to the extent that only earnings—not principal—may be used for purposes that support specific programs.

**THE PENSION AND OTHER EMPLOYEE BENEFIT TRUST FUNDS** reflect the activities of the Employees' Retirement System and the Health Service System. The Retirement System accounts for employee contributions, city contributions, and the earnings and profits from investments. It also accounts for the disbursements made for employee retirement benefits, withdrawals, disability and death benefits, and administrative expenses. The Health Service System accounts for contributions from active and retired employees and surviving spouses, employer contributions (including the City, Community College District, and San Francisco Unified School District, among others), and the earnings and profits from investments. It also accounts

for disbursements to various health and dental plans and care providers for the medical and dental expenses of beneficiaries.

**THE INVESTMENT TRUST FUND** accounts for the external portion of the Treasurer's Office investment pool. The funds of the San Francisco Community College District, San Francisco Unified School District, and the Trial Courts are accounted for within the Investment Trust Fund.

**THE AGENCY FUNDS** account for resources held by the City in a custodial capacity on behalf of the State of California and human welfare, community health, and transportation programs.

---

# GENERAL FUND REVENUE AND EXPENDITURE TRENDS

---

## OVERVIEW

Each year, the City prepares a budgetary forecast of General Fund supported operating expenditures and revenues, and projects either a surplus or shortfall between expenditures and revenues. In odd-numbered years, the Mayor's Office works with the Controller's Office to prepare the City's Five-Year Financial Plan which is submitted to the Board of Supervisors for review and adoption. In even-numbered years, the City prepares an update to the Five-Year Financial Plan, commonly referred to as the Joint Report, since it is jointly authored by the Controller, the Mayor's Office of Public Policy and Finance, and the Board of Supervisor's Budget and Legislative Analyst. These reports project updated revenue trends based on the most current economic data and assume no change to existing policies and service levels. The City's first ever Five-Year Financial Plan was released in May of 2011, and in March of 2013, the City released its second Five-Year Financial Plan. This most recent Five-Year Financial Plan projected a \$123.6 million General Fund shortfall for Fiscal Year (FY) 2013-14, a \$256.1 million shortfall for FY 2014-15, a \$367.7 million shortfall in FY 2015-16, a \$423.2 million shortfall in FY 2016-17, and a \$487.2 million shortfall in FY 2017-18.

The City is legally required to balance its budget each year. The Mayor's Proposed Two-Year Budget for Fiscal Years 2013-14 and 2014-15 balances the \$123.6 million and \$256.1 million shortfalls with a combination of one-time and ongoing departmental expenditure savings, citywide consolidations and efficiencies, and better than expected receipts in citywide and departmental revenue due to the economic recovery, in particular increases in payroll and property tax receipts. The proposed FY 2013-14 budget totals \$7.9 billion, a \$561.6 million, or 7.6 percent, increase from the FY 2012-13 budget. The General Fund comprises \$3.9 billion of the total budget, reflecting a \$456.5 million, or 13.1 percent, increase compared to FY 2012-13.

The economic recovery that began in 2010 is projected to continue at the national, state and local levels in Fiscal Years 2013-14 and 2014-15. The revenue projections in the budget are based on the assumption that most tax

revenues will continue to increase in FY 2013-14 and begin to plateau in FY 2014-15. In FY 2013-14, General Fund property and business taxes are projected to increase 7.0 percent and 17.7 percent, respectively, from FY 2012-13 budgeted levels; and by 5.8 percent and 5.9 percent, respectively, in FY 2014-15 from FY 2013-14 projections. The surge in projected FY 2013-14 business tax revenues reflects the impact of Proposition E—passed by the voters in 2012—increasing the registration fee for business licenses. Other local tax revenues, including real property transfer tax, parking tax, and hotel room tax are projected to increase by an average of 7.2 percent in FY 2013-14 from the FY 2012-13 budget and by an average of 2.7 percent in FY 2014-15 from FY 2013-14 projections. Interest income is projected to increase 61.5 percent in FY 2013-14 from the FY 2012-13 budget, with relatively flat growth of 0.6 percent in FY 2014-15, reflecting large increases to cash balances from tax receipts mitigated by continuing low interest rates. Federal government subventions are projected to increase 7.9 percent in FY 2013-14 and decline by 3.4 percent in 2014-15 due to one-time cost reimbursements expected in FY 2013-14. Across all funds (including the hospitals, airport, and utilities), revenue from charges for services is projected to increase 7.8 percent during FY 2013-14 from the FY 2012-13 budget, and maintain relatively flat growth of 0.5 percent during FY 2014-15. The increase in FY 2013-14 is primarily due to citywide increases in development-related inspection fee revenue. The only significant revenue percentage decreases are a 15.0 percent projected loss of Recovery of General Government Costs in FY 2013-14 due to changes in how allocated city costs are recovered, and a 52.2 percent projected decrease in Stadium Admissions Tax revenue in FY 2014-15 due to the loss of San Francisco 49ers games at Candlestick Park.

While the Five-Year Financial Plan projected revenues increase from FY 2012-13 by \$223.7 million in FY 2013-14 and by an additional \$105.2 million in 2014-15, operating expenditures are projected to increase at an even faster rate. The largest projected increase is due to increases in employee salary, wage, and fringe benefit



costs. In the proposed budget, total labor-related costs are \$245.5 million higher in FY 2013-14 than in FY 2012-13, and \$149.3 million higher in FY 2014-15 than in FY 2013-14. Within General Fund operations, labor-related costs are \$179.5 million higher in FY 2013-14 than in FY 2012-13, and \$103.0 million higher in FY 2014-15 than in FY 2013-14. These increases are due to the rapidly rising cost of employee health and pension benefits as well as a proposed increase in the number of funded positions, primarily related to federal healthcare reform and the corresponding expansion of Medi-Cal, which

predominantly affect the Department of Public Health and the Human Services Agency. In addition, the budget reflects position growth at the Municipal Transportation Agency in maintenance and technical job classes as part of an effort to improve the reliability of the transit fleet and reduce overtime; an increase in positions at the Police Department to support the Police Hiring Plan; and increases in custodial staff at the Department of Real Estate for existing services and to operate the new Public Safety Building, which will open in FY 2014-15. General Fund revenue and expenditure trends are discussed in greater detail below.

## REVENUE TRENDS

The City's budget is supported by a number of different revenue sources. Enterprise fund activities are primarily backed by fees for service, while tax revenues will account for approximately 64 percent of total General Fund sources in FY 2013-14 and 66 percent in FY 2014-15.

Citywide revenues are projected to increase by \$368.0 million, or 11.5 percent, from FY 2012-13 to FY 2013-14, and \$122.4 million, or 3.4 percent, from FY 2013-14 to FY 2014-15. Total General Fund resources including transfers, fund balance, and use of reserves are projected to increase from FY 2012-13 by \$460.5 million, or 13.2 percent, in FY 2013-14 and by an additional \$100.4 million, or 2.5 percent, in FY 2014-15. Continuing the trend from FY 2012-13, the largest increases in General Fund revenues on an economic basis are in real property transfer tax, property tax, and payroll tax. General Fund state subventions are increasing \$61.3 million, or 12.2 percent, in FY 2013-14 and \$8.7 million, or 1.5 percent, in FY 2014-15. The budget allocates \$223.9 million in General Fund year-end balance from prior years as a source, which is split \$113.3 million in FY 2013-14 and \$110.6 million in FY 2014-15. The budget also allocates \$51.5 million from prior year reserves, including \$5.8 million and \$4.4 million in Rainy Day Reserve funds to be transferred to the San Francisco Unified School District in FY 2013-14 and FY 2014-15, respectively; \$23.4 million in Citywide Budget Savings Incentive Reserve; \$14.8 million from the Recreation and Park Budget Savings Incentive Reserve; and \$3.0 million of one-time use Rainy Day Reserve funds.

### General Fund Revenues

#### Property Tax Revenue

The General Fund share of property tax revenue is expected to be \$1,153 million in FY 2013-14 and \$1,220 million in FY 2014-15, a 7.0 percent and 5.8 percent increase, respectively, from the FY 2012-13 and FY 2013-14 budgets; reflecting improving residential rolls and rebounding commercial valuations. Approximately

57 percent of Proposition 13's one percent property tax rate accrues to the General Fund. The remainder of the revenue accrues to the State's Education Revenue Augmentation Fund (ERAF), the City's Library Preservation Fund, Children's Fund or Open Space Fund; or accrues to other entities such as the Bay Area Rapid Transit District (BART), the San Francisco Unified School District, and the San Francisco Community College District. In addition to the one percent countywide property tax rate (determined by Proposition 13), the City pays debt service related to voter-approved bonds from a property tax rate add-on that the Controller calculates annually.

#### Business Tax Revenue

Business tax revenue is budgeted at \$533.0 million in FY 2013-14 and \$564.2 million in FY 2014-15 in the General Fund, which represents annual growth of \$80.2 million, or 17.7 percent, and \$31.2 million, or 5.9 percent, respectively. Business tax revenue is comprised of payroll taxes, business license registration fees, and, beginning in FY 2014-15, gross receipts taxes. The proposed revenue level for FY 2013-14 and FY 2014-15 reflects continued improvement over strong growth experienced in FY 2012-13. The budget assumes continued recovery in both the number of jobs and wage levels during tax years 2013 and 2014 and includes \$50.9 million from gross receipts taxes in FY 2014-15.

#### Sales Tax Revenue

Local sales tax is expected to generate \$125.7 million in FY 2013-14 and \$130.1 million in FY 2014-15, an annual increase of 3.3 percent and 3.5 percent, respectively. Local sales tax revenues reached and began to exceed their pre-recessionary peak beginning in FY 2011-12, and are projected to continue growth slightly above inflation in FY 2013-14 and FY 2014-15. In addition, projections reflect the loss of the positive impact from state laws affecting sales tax reporting for online retailers experienced in FY 2012-13 as retailers adopt distribution strategies that decrease sales tax allocations to San



Francisco from online purchases. Sustained increases in this economically sensitive revenue source will depend on tourism, job growth, and business activity.

### Hotel Room Tax Revenue

Hotel room tax revenue is projected to be \$273.9 million in FY 2013-14 and \$289.1 million in FY 2014-15, representing annual increases of 9.3 percent and 5.5 percent respectively. These increases reflect strong year-over-year growth in occupancy and average daily room rates in both years. Room rates are projected to plateau in the near term, reflecting continued moderate growth in employment and airport landings and no change in room supply.

### Access Line and Utility User Tax Revenues

Access line tax revenue is budgeted at \$42.6 million in FY 2013-14 and \$43.0 million in FY 2014-15, representing an annual decrease of \$0.4 million, or 0.9 percent, in FY 2013-14 and increase of \$0.4 million, or 1.0 percent, in FY 2014-15. The budget reflects a proposed inflationary increase to the Access Line Tax rate of 2.2 percent as required under Business and Tax Regulations Code Section 784. Utility users tax (UUT) revenue is budgeted at \$93.5 million in FY 2013-14 and \$95.4 million in FY 2014-15, representing annual increases of \$1.6 million, or 1.8 percent, and \$1.9 million, or 2.0 percent, respectively.

### Parking Tax Revenue

Parking tax revenue is budgeted at \$83.3 million in FY 2013-14, representing an increase of \$6.7 million, or 8.8 percent, over the FY 2012-13 budgeted amount. In FY 2014-15, parking tax revenue is budgeted at \$85.7 million, representing an increase of \$2.5 million, or 3.0 percent, over the FY 2013-14 budgeted amount. Parking tax revenue is positively correlated with business activity and employment, both of which are projected to increase over the next two years.

### Real Property Transfer Tax Revenue

Real property transfer tax revenue is budgeted at \$225.0 million in FY 2013-14, representing an increase of \$21.5 million, or 10.6 percent, over the FY 2012-13 budget of \$203.5 million. In FY 2014-15, real property transfer tax revenue is expected to remain unchanged from FY 2013-14 at \$225.0 million. High value commercial transactions increased significantly during FY 2011-12 and the first half of FY 2012-13. Revenues improved at an even faster pace due to the effect of Proposition N (passed in November 2010), which increased the tax rate on transactions valued at or above \$5.0 million. Increases in the number of high value commercial transactions are expected to plateau during FY 2013-14, to be replaced to some extent by greater numbers of lower value residential transactions. The total value of properties changing ownership is

projected to increase to historic levels in FY 2013-14, and remain unchanged in FY 2014-15. Considering the highly volatile nature of this revenue source, the Controller's Office monitors collection rates throughout the fiscal year and provides updates to the Mayor and Board of Supervisors.

### Federal Revenue

Federal grants and subventions are projected to increase by \$15.7 million, or 7.9 percent, to \$214.5 million in FY 2013-14, and decrease by \$7.2 million, or 3.4 percent, to 207.3 million in FY 2014-15. The FY 2013-14 budgeted amount includes a large one-time payment of \$10 million in federal transportation reimbursements.

### State Revenue

State grants and subventions are projected to increase by \$61.3 million, or 12.2 percent, to \$562.6 million in FY 2013-14 and then increase by \$8.7 million, or 1.5 percent, to \$571.3 million in FY 2014-15. Statewide sales tax revenues reflect changes in funding as a result of state realignment and continued statewide sales recovery that began in FY 2010-11. The budget for FY 2013-14 and FY 2014-15 assumes increases in Health and Welfare Realignment sales tax subventions of \$23.9 million, or 18.4 percent, and \$10.7 million, or 6.9 percent, respectively. Similarly, Proposition 172 Public Safety Sales Tax allocations are projected to increase by \$7.9 million, or 10.0 percent, in FY 2013-14 and by \$3.0 million, or 3.5 percent, in FY 2014-15. The remaining increase is largely due to increases in funding for realignment funding for Public Safety and Health and Welfare Realignment programs. These increases are offset by a projected \$10.7 million decline also related to realignment, or a 15.3 percent decrease, in allocations of statewide Vehicle License Fee (VLF) collections in FY 2013-14 which remains unchanged in FY 2014-15.

### Charges for Services

Charges for services are projected to grow by \$10.3 million, or 6.2 percent, in FY 2013-14 compared to the FY 2012-13 budget, and by \$0.8 million, or 0.4 percent, in FY 2014-15 compared to the FY 2013-14 budget, due primarily to increased recoveries from ambulance billings at the Fire Department allowed by state legislation AB 678 passed in 2011 allowing the City to obtain increased federal Medicare reimbursements for ambulance services.

### Operating Transfers In

Transfers in to the General Fund are projected to increase by \$62.0 million, or 39.8 percent, in FY 2013-14 compared to the FY 2012-13 budget, and decrease by \$3.2 million, or 1.5 percent, in FY 2014-15 compared to the FY 2013-14 budget. The increase in FY 2013-14 is primarily driven by an increased transfer from San Francisco General

Hospital. Increases to the transfer amount in both years are also comprised of increases to the annual service payment of 15.0 percent from San Francisco International Airport concession revenues. Airport concession funding is projected to be \$2.1 million more in FY 2013-14 than the FY 2012-13 budgeted amount, and projected to increase by an additional \$0.8 million from FY 2013-14 to FY 2014-15 as airport traffic continues to increase.

## EXPENDITURE TRENDS

### *Personnel Expenses*

The proposed budget includes an increase in total labor costs of \$245.5 million, or 6.5 percent, and an additional increase of \$149.3 million, or 3.7 percent, for all funds in FY 2013-14 and FY 2014-15, respectively. This total increase includes an increase in General Fund labor costs of \$107.6 million, or 6.1 percent, in FY 2013-14 and an additional increase of \$74.3 million, or 3.9 percent, in FY 2014-15. This increase is due to increasing costs for employee health and pension benefits; a proposed increase in the number of funded positions; and negotiated settlements with the City's labor unions including a 1.75 percent wage increase in FY 2013-14 for most City employees and additional cost sharing of employee medical and retirement costs.

### *Non-Personnel Expenses*

General Fund non-personnel expenses—including professional services, materials and supplies, aid assistance, grants, capital projects and equipment—will increase by \$130.7 million, or 11.5 percent, to \$1.3 billion in FY 2013-14 and remain at those spending levels in FY 2014-15.

### *Contribution Transfers Out*

Contribution Transfers Out of the General Fund are budgeted at \$805.1 million and \$846.6 million in Fiscal Years 2013-14 and 2014-15, respectively, representing an increase of \$189.3 million and an additional \$41.5 million from the FY 2012-13 budgeted amount. These increases are primarily due to an increase in General Fund subsidies for San Francisco General and Laguna Honda Hospitals, as well as increasing baseline funded requirements for the Municipal Transportation Agency, the Public Library, and the Public Education Enrichment Fund.

## SPENDING MANDATES AND DISCRETIONARY SOURCES

In Fiscal Years 2013-14 and 2014-15, the General Fund will represent 49.8 and 51.0 percent of the City's total budget, respectively. General Fund discretionary spending capacity, however, is only slightly above 30 percent of the City's total budget due to voter-approved minimum spending requirements. San Francisco voters have passed ballot measures that require minimum spending levels for certain operations, including the Children's Baseline, the Public Library Baseline, the Public Transportation Baseline, the City Services Auditor operations, the Municipal Symphony Baseline, the Human Services Care Fund, Housing Trust Fund, required reserve deposits, and Police and Fire Department minimum staffing requirements. These requirements will be discussed in detail in the Controller's discussion of the Mayor's Budget, also known as the Revenue Letter, published the second week of June.

---

# LONG-TERM FINANCIAL PLANNING PROCESS

---

The Constitution of the State of California requires all cities to adopt a balanced budget wherein revenues match expenditures. In order to do so, the City must be able to project expected revenues and expenditures in future years. Long-term financial planning involves making revenue and cost projections to inform the City's budget process. Adding to the complexity of financial planning, the San Francisco City Charter and state law restrict how revenue may be generated and specify how the City must spend available funds. Although the City's budget is formally developed between February and June of each year, the City's financial planning is a year-round process.

The following sections provide some detail on the various projections, policies, and plans that inform and enable the City's annual budget process.

## *Two-Year Budgeting*

On November 3, 2009, voters approved Proposition A, amending the Charter to make changes to the City's budget and financial processes intended to stabilize spending by requiring multi-year budgeting and financial planning.

Proposition A required a two-year (biennial) budget, replacing the annual budget. In Fiscal Year (FY) 2010-11, the City adopted two-year budgets for the following four pilot departments: the Airport, the Port, the Public Utilities Commission, and Municipal Transportation Agency (MTA). These four early-implementation departments had a "fixed" two-year budget for FY 2012-13 and FY 2013-14. These departments are only amending their budgets for FY 2013-14 this year if revenues or expenditures are 5.0 percent above or below projections. Last fiscal year, all City departments adopted two-year budgets (FY 2012-13 and FY 2013-14) as required by Proposition A. This fiscal year, these departments adjusted the second year of their previously adopted two-year budget (FY 2013-14) in addition to budgeting for FY 2014-15. Once departments have had a reasonable amount of time to adjust to two-year budgeting, the second year will become fixed for all City departments. The two-year budgets are developed, approved, and implemented pursuant to the same

process as the annual budgets described in the Annual Financial Planning and Budget Process section of this document.

## *Operating Revenue and Expenditure Projections*

The Controller's Office, the Mayor's Office, and the Board of Supervisors are responsible for leading long-term financial planning for the City. Between these three offices, the City produces three annual reports over the course of each fiscal year, including a Five-Year Financial Plan each odd calendar year, and a Joint Report each even calendar year. Together, these reports provide the basis for developing the City's budget. These reports are:

**THE CONTROLLER'S SIX-MONTH BUDGET STATUS REPORT**, published annually in early February, projects the year-end status of the City's General Fund and key special revenue and enterprise funds based on financial activity from July through December. Issues identified within this report can then be incorporated into mid-year budgetary adjustments as necessary.

**THE FOUR YEAR BUDGET PROJECTION ("JOINT REPORT")**, published each even calendar year in March by the Controller's Office, the Mayor's Office of Public Policy and Finance, and the Board of Supervisors' Budget and Legislative Analyst Office, reports on projected citywide revenues and expenditures for the next four fiscal years. First required by voters in 1994, this analysis captures significant one-time budgetary items in addition to forecasting revenue and expenditure trends into the future. Starting in FY 2011-12, the Joint Report was extended to forecast four years into the future (prior to FY 2011-12, the report projected three years into the future). This change is required by Proposition A, which also states that the City must adopt a biennial Five-Year Financial Plan. The Joint Report now serves as an "off-year" update to the Five-Year Financial Plan and projects out the remaining four years of the prior year plan.

**THE FIVE-YEAR FINANCIAL PLAN**, published each odd calendar year in late February by the Controller's Office,

the Mayor's Office of Public Policy and Finance, and the Board of Supervisors' Budget and Legislative Analyst Office, forecasts expenditures and revenues during a five-year period, proposes actions to balance revenues and expenditures during each year of the plan, and discusses strategic goals and corresponding resources for City departments. In March 2013, the Mayor proposed the City's second Five-Year Financial Plan for Fiscal Years 2013-14 through 2017-18, which was unanimously adopted by the Board of Supervisors in April 2013.

**THE CONTROLLER'S NINE-MONTH BUDGET STATUS REPORT**, published annually in early May, reports financial activity from July through March and includes the projected year-end status of the City's General Fund as well as key special revenue and enterprise funds. A comprehensive review of revenue and spending to-date and discussions with financial officers at major City departments drive the report's year-end projections.

These reports are used by the Mayor's Office in preparing a balanced budget to propose to the Board of Supervisors each year, and for developing multi-year budget projections. The reports provide information on the resources available for the City's programs and provide projections on costs moving forward. The independent auditors who certify the City's annual financial statements and the national bond rating agencies provide additional external oversight to the City's financial matters.

### *New Financial Policies and Enhanced Reserves*

Proposition A charges the Controller's Office with proposing to the Mayor and Board of Supervisors financial policies addressing reserves, use of volatile revenues, debt, and financial measures in the case of disaster recovery, and requires the City to adopt budgets consistent with these policies once approved.

In May 2010, new legislation was adopted to codify the City's practice of maintaining an annual General Reserve for fiscal pressures not anticipated in the budget and roughly double the size of the reserve by FY 2015-16; and, to create a new Budget Stabilization Reserve funded by excess receipts from volatile revenue streams to augment the existing Rainy Day Reserve to help the City mitigate the impact of multi-year downturns.

### *Ten-Year Capital Expenditure Projections*

Simultaneous to the revenue and expenditure projection process, the City also engages in a long-term capital planning process for the infrastructure and facilities needs of the City. Managed under the City Administrator, the City has completed a comprehensive assessment of the near- and long-term capital needs on a building-by-

building, asset-by-asset basis each year since 2005. Starting in FY 2011-12, the Ten-Year Capital Plan switched from an annual to a biennial process to be issued along with the City's Five-Year Financial Plan in each odd calendar year. The Ten-Year Capital Plan is a tool to inform policymakers as they make funding decisions for capital projects. The Plan prioritizes projects, establishes timelines for major investments needed to maintain the City's infrastructure, highlights opportunities to combine similar capital projects to generate cost savings, and identifies funding sources. Once passed by the Board of Supervisors and the Mayor, the Capital Plan serves as a central tool in the development of the City's budget. The Plan also presents an opportunity for City departments to coordinate investments and share information about the impact to operating costs that may result from new capital projects.

Funding for capital improvements is appropriated through the City's budget process. Last year, the Capital budget moved to a two-year budget cycle along with the rest of the City's budget. While the creation of a Ten-Year Capital Plan does not change the basic appropriation and funding mechanisms for capital improvements, the priorities in the capital improvement budget do reflect the policies and objectives identified in the plan.

### *Capital Planning Committee*

The legislation requiring the development of the Ten-Year Capital Plan also created the Capital Planning Committee (CPC) composed of elected officials and key department heads. The purpose of the CPC is to establish prioritization and assessment criteria to assist the City Administrator with the development of the Capital Plan, review the City Administrator's bi-annual proposed Capital Plan prior to its submission to the Mayor and Board of Supervisors, and review the annual biennial budgets and any proposed use of long-term debt—including General Obligation bonds—to ensure compliance with the plan. The CPC also provides an opportunity for interdepartmental discussion about the impact of capital investments on City operating costs and service delivery.

Under the direction of the City Administrator, Capital Planning staff annually assesses facility conditions for repair and renewal needs, makes renewal cost projections, and evaluates costs of proposed enhancement projects within the horizon of the Ten-Year Capital Plan. Using criteria designated by the CPC, staff review available funding resources and prepare and update the Ten-Year Capital Plan. Once these recommendations have been integrated into the final draft of the Plan, it is presented to the Mayor and Board of Supervisors for approval. Highlights of the Fiscal Year 2014-2023 Capital Plan and its effects on the City's operating budget are included in the back of this book.

## Five-Year Information & Communications Technology Plan

Simultaneous to the revenue and expenditure projection process, the City also engages in an information and communications technology planning process for the technology needs of the City. Managed by the Committee on Information Technology (COIT), the City has completed an assessment of departmental information and communications technology requests. The Information and Communications Technology (ICT) Plan is issued along with the City's Five-Year Financial Plan in each odd calendar year. The ICT Plan provides a framework for how the City can proactively plan for, fund, and implement projects that support the Plan's strategic goals. Once passed by the Board of Supervisors and the Mayor, the ICT Plan serves as a central tool in the development of the City's budget. The Plan also presents an opportunity for City departments to coordinate investments and share information about the impact to operating costs that may result from new technology projects.

Funding for technology is appropriated through the City's budget process. While the creation of the ICT Plan does not change the basic appropriation and funding mechanisms for technology investments, the Plan establishes citywide priorities and goals.

## Five-Year Financial Planning

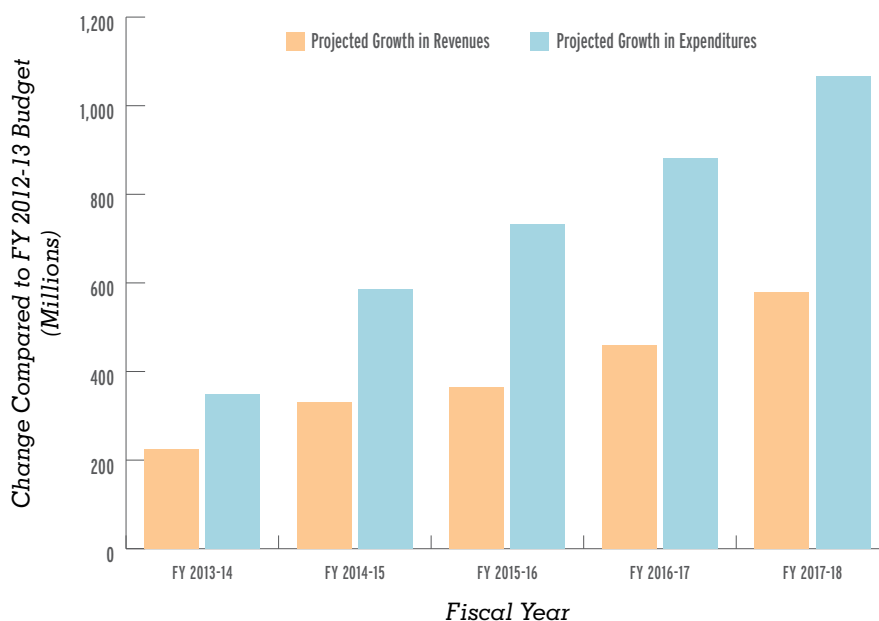
In March 2013, the Mayor proposed the City's Five-Year Financial Plan for Fiscal Years 2013-14 through 2017-18. This Plan projects that, despite continued growth in tax

revenues, the cost of city services will steadily outpace revenue growth over the next five years. If the City does not take corrective action, the gap between General Fund revenues and expenditures will rise from \$123.6 million in FY 2013-14 to approximately \$487.2 million by FY 2017-18. The primary driver of this growing imbalance is employee wage, benefit, and pension costs, which are projected to grow by \$458.9 million over the next five years.

To address this structural imbalance and promote fiscal stability, the Five-Year Financial Plan proposes a number of strategies, including capital spending and debt restructuring, managing employee wage and benefit costs, raising additional revenue, adjusting revenue baseline requirements and allocations, limiting non-personnel cost inflation, finding one-time sources of revenues and savings, and implementing ongoing departmental revenues and savings initiatives. The Plan also recommends phasing out the use of one-time solutions to balance the budget and instead using these measures to fund reserves and one-time expenditures such as capital projects. If the City takes proactive steps to implement these strategies, it can minimize the impact on departmental services and operations and be better prepared for future economic downturns.

In addition to these citywide General Fund projections, the Five-Year Financial Plan also includes more detailed discussion of major budgetary and programmatic issues facing many of the City's largest departments, as well as a summary of the City's Ten-Year Capital Plan and Information and Communications Technology (ICT) Plan.

# PROJECTED GROWTH IN REVENUES AND EXPENDITURES



Expenditures are expected to grow by 25 percent over the next five years, outpacing revenues, which are projected to increase by 13 percent over the next five years.





---

# ANNUAL FINANCIAL PLANNING AND BUDGET PROCESS

---

## *Budgeting Method*

Mission-driven budgeting, as described by the City Charter, requires department budget requests to include goals, programs, targeted clients, and strategic plans. The requested budget must tie program-funding proposals directly to specific goals. In addition, legislation passed by the Board of Supervisors requires establishing performance standards to increase accountability. The City and County of San Francisco operates under a budget that balances all operating expenditures with available revenue sources and prior year fund balance.

Governmental financial information statements are reported using the modified accrual basis of accounting. Revenues are recognized when they are measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recorded when a liability is incurred as under accrual accounting. However, debt service expenditures as well as expenditures related to vacation, sick leave, and claims and judgments are recorded only when payment is due.

The City adopts annual budgets for all government funds on a substantially modified accrual basis of accounting, except for capital project funds and certain debt service funds that generally adopt project-length budgets. The budget of the City is a detailed operating plan that identifies estimated costs and results in relation to estimated revenues. The budget includes: the programs, projects, services, and activities to be provided during the Fiscal Year (FY); the estimated resources (inflows) available for appropriation; and the estimated changes to appropriations. The budget represents a process through which policy decisions are deliberated, implemented, and controlled. The City Charter prohibits expending funds for which there is no legal appropriation.

## *Two-Year Budget Cycle*

In November 2009, voters passed Proposition A, which amended the City Charter to require the City to transition to a two-year budget cycle for all departments by FY

2012-13. In FY 2010-11, the City adopted two-year budgets covering FY 2010-11 and FY 2011-12 for four early-implementation departments: the Airport, the Municipal Transportation Agency, the Public Utilities Commission, and the Port Commission. FY 2012-13 was the first year that all City departments submitted a two-year budget for FY 2012-13 and FY 2013-14. Also for the first time that year, the four early-implementation departments had a “fixed” two-year budget. This means these departments amended their budget this year for FY 2013-14 only if proposed revenues or expenditures were 5.0 percent above or below projections. All other departments are retaining a variable two-year budget while they adjust to the new system; these departments’ budgets for FY 2013-14 are open to changes and must be rebalanced as part of the next two year budget. Moving to a fixed two-year budget for all departments would require the passage of legislation by the Board of Supervisors. The two-year budget is developed, approved, and implemented pursuant to the process described below.

## *Key Participants*

- Citizens provide direction for and commentary on budget priorities throughout the annual budget process. Input from citizens at community town hall meetings, stakeholder working groups convened by the Mayor’s Office, public budget hearings, and communication with elected officials are all carefully considered in formulating the Mayor’s proposed budget.
- City departments prioritize needs and present balanced budgets for review and analysis by the Mayor’s Office of Public Policy and Finance.
- The Capital Planning Committee (CPC) and Committee on Information Technology (COIT) provide recommendations to the Mayor’s Office on citywide priorities for capital and IT investments, and recommend the level of investment needed to meet the priorities they identify.
- The Mayor, with the assistance of the Mayor’s Office of Public Policy and Finance, prepares and submits a balanced budget to the Board of Supervisors on an



annual basis. The Mayor's Office of Public Policy and Finance also conducts multi-year budget projections for the purposes of long-term budget planning.

- The Board of Supervisors is the City's legislative body and is responsible for amending and approving the Mayor's proposed budget. The Board's Budget and Legislative Analyst also participates in reviews of City spending and financial projections and makes recommendations to the Board on budget modifications.
- The Controller is the City's Chief Financial Officer and is responsible for projecting available revenue to fund City operations and investments in both the near- and long-term. In addition, the City Services Auditor Division of the Controller's Office is responsible for working with departments to develop, improve, and evaluate their performance standards.

### Calendar and Process

Beginning in September and concluding in July, the annual budget cycle can be divided into three major stages (see calendar at the end of this section):

- Budget Preparation: budget development and submission to the Board of Supervisors.
- Approval: budget review and enactment by the Board of Supervisors and budget signing by the Mayor.
- Implementation: department execution and budget adjustments.

### Budget Preparation

The budget process begins in September and includes the Controller's Office and Mayor's Office's preliminary projection of Enterprise and General Fund revenues for the budget year. Also at this time, many departments begin budget planning to allow adequate input from oversight commissions and from the public. In December, budget instructions are issued by the Mayor's Office and the Controller's Office with detailed guidance on the preparation of department budget requests. The instructions contain a financial outlook, policy goals, and guidelines as well as technical instructions.

Three categories of budgets are prepared:

- General Fund department budgets: General Fund departments rely in whole or in part on discretionary revenue comprised primarily of local taxes such as property, sales, payroll, and other taxes. The Mayor introduces the proposed General Fund budget to the Board of Supervisors on June 1.
- Enterprise department budgets: Enterprise departments generate non-discretionary revenue primarily from charges for services that are used

to support operations. The Mayor introduces the proposed Enterprise budgets to the Board of Supervisors on May 1.

- Capital budget: Capital budget requests are submitted to the Capital Planning Committee (CPC) for review and inclusion in the City's biannual Ten-Year Capital Plan. The biannual Capital Budget is brought before the Board of Supervisors and Mayor for approval concurrently with the General Fund and Enterprise department budgets.

Between December and early February, departments prepare their budget requests, and submit them to the Controller by mid-February. The Controller consolidates and verifies all of the information that departments have submitted. In the first week of March, the Controller submits departments' proposed budget requests to the Mayor's Office of Public Policy and Finance for review.

From March through June, the Mayor and the Mayor's Office of Public Policy and Finance analyze each budget proposal, examining policy and service implications in order to meet citywide needs and reflect the Mayor's goals and priorities for the upcoming year. Concurrently, the Controller's Office certifies all revenue estimates.

From February through May, the Mayor and the Mayor's staff meet with community groups to provide budget updates and to hear concerns and requests for funding to improve public services. Total budget requests must be brought into balance with estimated total revenues which requires the Mayor's Office of Public Policy and Finance to prioritize funding requests that typically exceed projected available revenues. Before the Mayor's proposed budget is introduced to the Board of Supervisors, the Controller ensures that the finalized budget is balanced and accurate.

### Approval

Upon receiving the Mayor's proposed budget, the Budget and Finance Committee of the Board of Supervisors holds public hearings during the months of May and June to review departmental requests and solicit public input. The Budget and Finance Committee makes recommendations to the full Board for budget approval along with their proposed changes. Since budget review lapses into the new fiscal year, the Interim Budget—usually the Mayor's proposed budget—is passed by the Board as a continuing resolution and serves as the operating budget until the budget is finalized in late July. The Mayor typically signs the budget ordinance into law by mid-August.

The Budget and Finance Committee works closely with the Board of Supervisor's Budget and Legislative Analyst, which develops recommendations on departmental budgets. Informed by departmental discussions that

center on justifications for proposed expenses and comparison with prior year spending, the Board's Budget Analyst forwards a report with recommended reductions. The Budget and Finance Committee reviews the Budget Analyst's recommended expenditure reductions, along with department and public input, before making final budget recommendations to the full Board of Supervisors.

Because the budget must be balanced, expenditure reductions that are made to General Fund departments represent unallocated monies that the Board of Supervisors can apply to new public services or to offset proposed budget cuts. The Board of Supervisors generates a list of budget policy priorities that the Budget and Finance Committee uses to guide funding decisions on the unallocated pool of money. The Budget Committee then votes to approve the amended budget and forwards it to the full Board by July 30th.

As the City Charter requires, the Board of Supervisors must vote on the budget twice between July 15 and August 1. At the first reading, which occurs the first Tuesday after July 15, amendments may be proposed and, if passed by a simple majority, added to the budget. These amendments may be proposed by any member of the Board of Supervisors and can reflect further public input and/or Board policy priorities. At the second reading, the Board votes on the amended budget again and if passed, the budget will be forwarded to the Mayor for final signature. If additional amendments are proposed during the second reading, the budget must go through a new second reading a week later. Final passage by the Board must occur before the August 1 deadline.

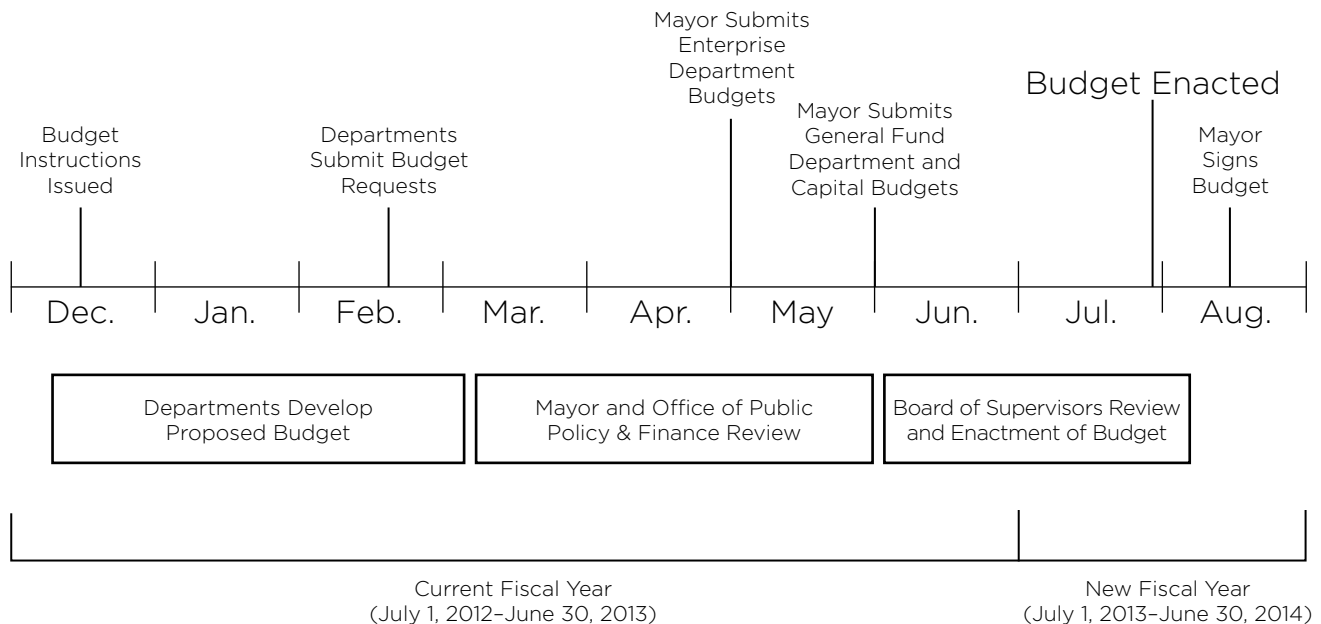
The Mayor has ten days to approve the final budget, now called the Annual Appropriation Ordinance. The Mayor may sign the budget as approved by the Board, making

it effective immediately. The Mayor may also veto any portion of the budget, whereupon it returns to the Board of Supervisors. The Board has ten days to override any or all of the Mayor's vetoes with a two-thirds majority vote. In this case, upon the Board vote, the budget is immediately enacted, thus completing the budget process for the fiscal year. Should the Mayor opt not to sign the budget within the ten-day period, the budget is automatically enacted but without the Mayor's signature of approval. Once the Annual Appropriation Ordinance is passed, it supersedes the Interim Budget.

### Implementation

Responsibility for execution of the budget rests largely with departments. The Mayor's Office and the Controller monitor department spending throughout the year and take measures to mitigate overspending or revenue shortfalls. Both offices, as well as the Board of Supervisors, also evaluate departments' achievement of performance measures on a periodic basis.

Budget adjustments during the fiscal year take place in two ways: through supplemental appropriation requests, and through grants appropriation legislation. Supplemental appropriation requests are made when a department finds that it has inadequate resources to carry it through to the end of the year. Grant appropriations occur when an outside entity awards funding to a department. Both supplemental and grant appropriation requests require Board of Supervisors approval before going to the Mayor for final signature.





---

# BUDGET SUMMARY TABLES

---



## *Incomplete Metamorphosis, 2006*

By Joyce Hsu

District 1, Argonne Playground

Visitors to this mid-block neighborhood playground are greeted by two playful sculptures attached to fence posts at each entrance. They could be model airplanes or giant dragonflies but in fact are the laser-cut aluminum product of the artist's imagination.

# SOURCES AND USES OF FUNDS EXCLUDING FUND TRANSFERS

Category of Sources or Use	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Sources of Funds</b>						
Local Taxes	2,595,804,771	2,611,666,789	2,890,522,366	278,855,577	3,012,489,562	121,967,196
Licenses & Fines	183,336,866	168,930,148	162,588,606	(6,341,542)	177,127,106	14,538,500
Use of Money or Property	503,629,027	500,968,807	514,570,246	13,601,439	516,314,620	1,744,374
Intergovernmental Revenue - Federal	388,048,690	409,257,913	440,613,856	31,355,943	356,393,851	(84,220,005)
Intergovernmental Revenue - State	673,952,866	692,196,254	803,412,682	111,216,428	812,503,983	9,091,301
Intergovernmental Revenue - Other	78,630,626	77,948,611	87,154,306	9,205,695	87,093,306	(61,000)
Charges for Services	2,346,597,015	2,342,123,620	2,508,555,260	166,431,640	2,594,678,346	86,123,086
Other Revenues	475,791,925	166,645,300	178,610,155	11,964,855	207,706,344	29,096,189
Transfer Adjustments-Sources	49,394,713	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(414,319,381)	236,091,357	329,872,522	93,781,165	165,570,760	(164,301,762)
<b>Sources of Funds Subtotals</b>	<b>6,880,867,118</b>	<b>7,205,828,799</b>	<b>7,915,899,999</b>	<b>710,071,200</b>	<b>7,929,877,878</b>	<b>13,977,879</b>
<b>Uses of Funds</b>						
Salaries & Wages	2,499,183,533	2,631,273,685	2,771,828,236	140,554,551	2,811,980,832	40,152,596
Fringe Benefits	1,072,138,328	1,150,356,184	1,255,327,118	104,970,934	1,364,514,573	109,187,455
Overhead	154,575,609	159,850,240	162,336,297	2,486,057	167,571,893	5,235,596
Professional & Contractual Services	1,373,367,016	1,445,486,091	1,638,594,618	193,108,527	1,596,572,437	(42,022,181)
Aid Assistance / Grants	597,367,527	615,798,496	667,258,295	51,459,799	648,774,988	(18,483,307)
Materials & Supplies	254,470,911	288,254,350	293,090,903	4,836,553	295,818,385	2,727,482
Equipment	28,121,115	39,330,079	36,995,497	(2,334,582)	32,304,116	(4,691,381)
Debt Service	562,305,806	804,567,765	940,940,639	136,372,874	936,433,337	(4,507,302)
Services of Other Departments	600,658,201	664,566,947	691,135,882	26,568,935	702,719,364	11,583,482
Expenditure Recovery	(845,450,241)	(995,772,699)	(1,032,911,136)	(37,138,437)	(1,053,428,957)	(20,517,821)
Budgetary Reserves	0	159,850,228	235,647,715	75,797,487	237,145,501	1,497,786
Transfer Adjustments-Uses	295,655,189	0	0	0	0	0
Facilities Maintenance	16,486,931	56,408,647	63,617,446	7,208,799	43,260,678	(20,356,768)
Capital Renewal	196,900	33,754,969	40,781,948	7,026,979	90,304,076	49,522,128
Capital Projects	271,790,293	152,103,817	151,256,541	(847,276)	55,906,655	(95,349,886)
<b>Uses of Funds Subtotals</b>	<b>6,880,867,118</b>	<b>7,205,828,799</b>	<b>7,915,899,999</b>	<b>710,071,200</b>	<b>7,929,877,878</b>	<b>13,977,879</b>

Note: FY 2011-12 Actuals reflect levels of annually budgeted activity. Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories. The City's Comprehensive Annual Financial Report reflects the audited actual total spending including both annually budgeted and non-annually budgeted capital project spending.

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# SOURCES BY CATEGORY AND OBJECT

Object	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Local Taxes</b>						
101 PROPERTY TAXES-CURRENT YEAR	1,099,303,398	922,746,000	995,333,000	72,587,000	1,058,726,000	63,393,000
102 PROPERTY TAXES-PRIOR YEAR	988,369	437,000	438,000	1,000	438,000	0
103 SUPPLEMENTAL-CURRENT	7,195,593	9,539,000	7,923,000	(1,616,000)	7,295,000	(628,000)
104 SUPPLEMENTAL-PRIOR	11,552,202	20,268,000	17,065,000	(3,203,000)	16,131,000	(934,000)
109 OTHER PROPERTY TAXES	236,884,238	415,190,389	488,851,366	73,660,977	494,907,562	6,056,196
111 PAYROLL TAX	429,093,868	445,089,800	496,331,000	51,241,200	475,486,000	(20,845,000)
112 GROSS RECEIPTS TAX	0	0	0	0	50,911,000	50,911,000
113 REGISTRATION TAX	8,583,037	8,716,000	37,657,000	28,941,000	38,783,000	1,126,000
121 SALES & USE TAX	117,071,312	121,736,000	125,697,000	3,961,000	130,096,000	4,399,000
122 HOTEL ROOM TAX	239,567,837	250,351,600	273,930,000	23,578,400	289,070,000	15,140,000
123 UTILITY USERS TAX	91,675,981	91,900,000	93,515,000	1,615,000	95,385,000	1,870,000
124 PARKING TAX	76,645,058	76,530,000	83,251,000	6,721,000	85,749,000	2,498,000
125 PROPERTY TRANSFER TAX	233,591,131	203,470,000	225,150,000	21,680,000	225,150,000	0
129 OTHER LOCAL TAXES	43,652,747	45,693,000	45,381,000	(312,000)	44,362,000	(1,019,000)
<b>Local Taxes Subtotals</b>	<b>2,595,804,771</b>	<b>2,611,666,789</b>	<b>2,890,522,366</b>	<b>278,855,577</b>	<b>3,012,489,562</b>	<b>121,967,196</b>
<b>Licenses &amp; Fines</b>						
201 BUSINESS HEALTH LICENSES	6,718,548	7,449,126	7,408,105	(41,021)	7,408,105	0
202 OTHER BUSINESS/PROFESSIONAL LICENSES	16,049,424	10,911,292	9,884,766	(1,026,526)	9,936,728	51,962
203 ROAD PRIVILEGES & PERMITS	10,738,799	10,515,933	10,530,259	14,326	10,540,268	10,009
206 FRANCHISES	17,924,874	18,341,836	19,019,469	677,633	19,163,240	143,771
207 ETHICS FEES	79,475	45,000	45,000	0	45,000	0
209 OTHER LICENSES & PERMITS	7,947,728	7,942,674	7,954,371	11,697	7,942,674	(11,697)
251 TRAFFIC FINES	96,780,796	108,403,192	101,708,180	(6,695,012)	101,391,012	(317,168)
252 COURT FINES-NON TRAFFIC	212,615	105,099	103,024	(2,075)	95,500	(7,524)
253 OTHER NON-COURT FINES	3,421,306	3,257,460	3,286,896	29,436	3,286,896	0
255 ETHICS FINES	49,529	54,000	54,000	0	54,000	0
259 OTHER FORFEITURES & PENALTIES	23,413,772	1,904,536	2,594,536	690,000	17,263,683	14,669,147
<b>Licenses &amp; Fines Subtotals</b>	<b>183,336,866</b>	<b>168,930,148</b>	<b>162,588,606</b>	<b>(6,341,542)</b>	<b>177,127,106</b>	<b>14,538,500</b>
<b>Use of Money or Property</b>						
301 INTEREST	34,847,099	30,524,026	28,145,786	(2,378,240)	30,745,525	2,599,739
302 DIVIDENDS	7,840	0	0	0	0	0
304 OTHER INVESTMENT INCOME (GROSS)	(1,978,724)	255,928	250,000	(5,928)	250,000	0
351 PARKING METER COLLECTIONS	50,966,206	47,150,400	50,220,041	3,069,641	50,220,041	0
352 PARKING GARAGE/LOT RENTALS	159,364,159	161,360,832	167,314,955	5,954,123	167,306,955	(8,000)
353 REC & PARK - RENTALS	7,994,789	6,777,836	5,799,436	(978,400)	4,737,000	(1,062,436)
354 REC & PARK - CONCESSIONS	8,123,758	9,062,920	8,794,226	(268,694)	7,556,080	(1,238,146)
355 CULTURAL FACILITIES-RENTALS	1,569,926	1,394,961	1,188,178	(206,783)	1,215,611	27,433
356 CULTURAL FACILITIES-CONCESSIONS	426,383	321,619	306,914	(14,705)	306,914	0
357 CONV FACILITIES - RENTALS & CONCESSIONS	20,733,418	23,438,907	25,024,061	1,585,154	25,574,061	550,000
360 PORT-CARGO RENTAL	5,084	0	0	0	0	0
361 PORT-SHIP REPAIR CONCESSION	1,075,559	0	0	0	0	0
362 PORT-HARBOR RENTS	1,966,943	0	0	0	0	0
363 PORT-COMMERCIAL/INDUSTRIALRENT/CONCESSIO	41,779,828	40,816,000	42,050,365	1,234,365	42,874,724	824,359
365 PORT-CRUISE RENTS	211,378	0	0	0	0	0
366 PORT-FISHING RENT	1,817,641	2,068,900	2,110,000	41,100	2,110,000	0
367 PORT-OTHER MARINE RENTS/CONCESSIONS	1,289,672	3,753,016	1,958,817	(1,794,199)	1,958,817	0
372 SFIA-PASSENGER TERMINALS RENTALS	4,993,850	5,256,800	5,432,900	176,100	5,432,900	0
373 SFIA-PAVED & UNIMPROVED-NONAIRLINE RENTA	15,466,830	15,899,000	16,297,000	398,000	16,297,000	0
374 SFIA-ADVERTISING; TEL. & OTHERS	21,465,859	21,472,000	20,057,000	(1,415,000)	20,057,000	0
375 SFIA-NEWS; TOBACCO & GIFTS	38,729,981	38,710,000	40,256,000	1,546,000	40,256,000	0
376 SFIA-AUTO RENTALS	44,731,884	44,527,000	46,593,000	2,066,000	46,593,000	0

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# SOURCES BY CATEGORY AND OBJECT

Object	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
377 SFIA-RESTAURANT & ALLIED SVCS	14,975,151	15,010,000	16,152,000	1,142,000	16,152,000	0
379 SFIA-OTHER GROUND TRANSPORTATION	11,265,104	11,523,000	11,757,000	234,000	11,757,000	0
381 SFIA-CNG SERVICES	109,859	103,000	104,000	1,000	104,000	0
391 SFWD-OTHERS	171,108	0	0	0	0	0
398 OTHER CITY PROPERTY RENTALS	21,500,298	21,542,662	24,758,567	3,215,905	24,809,992	51,425
399 OTHER CONCESSIONS	18,144	0	0	0	0	0
<b>Use of Money or Property Subtotals</b>	<b>503,629,027</b>	<b>500,968,807</b>	<b>514,570,246</b>	<b>13,601,439</b>	<b>516,314,620</b>	<b>1,744,374</b>
<b>Intergovernmental Revenue - Federal</b>						
401 FEDERAL-PUBLIC ASSISTANCE ADMIN	139,322,566	142,079,540	148,984,697	6,905,157	150,554,769	1,570,072
402 FEDERAL-PUBLIC ASSISTANCE PROGRAMS	53,825,490	64,384,283	62,983,067	(1,401,216)	64,171,685	1,188,618
411 FEDERAL-TRANSP/TRANSIT-OPERATING ASSIS	0	3,700,000	3,700,000	0	3,700,000	0
440 FEDERAL HOMELAND SECURITY	53,209,695	11,042,652	23,701,903	12,659,251	23,717,367	15,464
445 FEDERAL-AM RECOVERY & REINVESTMENT ACT	23,836,591	4,141,158	5,101,921	960,763	5,101,921	0
449 FEDERAL-OTHER	117,854,348	183,910,280	196,142,268	12,231,988	109,148,109	(86,994,159)
<b>Intergovernmental Revenue - Federal Subtotals</b>	<b>388,048,690</b>	<b>409,257,913</b>	<b>440,613,856</b>	<b>31,355,943</b>	<b>356,393,851</b>	<b>(84,220,005)</b>
<b>Intergovernmental Revenue - State</b>						
451 STATE-PUBLIC ASSISTANCE ADMIN	45,748,230	45,824,564	49,981,352	4,156,788	50,575,341	593,989
452 STATE-PUBLIC ASSISTANCE PORGRAMS	25,051,847	19,259,691	24,069,560	4,809,869	23,770,449	(299,111)
453 STATE-HEALTH ADMINISTRATION	30,743,526	29,327,844	37,731,749	8,403,905	37,841,343	109,594
454 STATE-HEALTH PROGRAMS	131,881,938	160,490,673	197,905,317	37,414,644	189,983,382	(7,921,935)
455 STATE-HEALTH & WELFARE SALES TAX	154,064,723	155,698,191	177,105,249	21,407,058	188,088,499	10,983,250
456 STATE-HEALTH & WELFARE VEH LICENSE FEES	59,717,107	69,663,000	59,012,000	(10,651,000)	59,012,000	0
457 STATE-HEALTH & HUMAN SERVICES	44,774,148	34,422,865	40,404,950	5,982,085	43,685,921	3,280,971
45C CAPITAL CONTRIBUTIONS-STATE	0	0	56,700	56,700	0	(56,700)
461 STATE-MOTOR VEHICLE IN-LIEU TAX	775,555	0	0	0	0	0
462 STATE-HIGHWAY USERS TAX	23,625,969	27,820,459	30,925,619	3,105,160	31,685,619	760,000
470 STATE-AGRICULTURE	495,924	550,000	550,000	0	550,000	0
471 STATE-TRANSPORT/TRANSIT-OPERATING ASSIST	32,500,536	30,000,000	30,600,000	600,000	30,600,000	0
481 STATE - HOMEOWNERS' PROPERTY TAX RELIEF	5,118,693	5,101,000	5,101,000	0	5,101,000	0
483 STATE - PROP 172 PUBLIC SAFETY FUNDS	76,565,204	78,967,000	86,836,000	7,869,000	89,874,000	3,038,000
489 STATE - OTHER	42,889,466	35,070,967	63,133,186	28,062,219	61,736,429	(1,396,757)
<b>Intergovernmental Revenue - State Subtotals</b>	<b>673,952,866</b>	<b>692,196,254</b>	<b>803,412,682</b>	<b>111,216,428</b>	<b>812,503,983</b>	<b>9,091,301</b>
<b>Intergovernmental Revenue - Other</b>						
491 OTHER-TRANSPORT/TRANSIT-OPERTING ASSIST	78,125,165	77,918,611	79,252,464	1,333,853	79,252,464	0
492 OTHER-TRANSPORT/TRANSIT-CAPITAL ASSIST	339,089	0	0	0	0	0
493 OTHER-IN-LIEU TAXES	0	0	(100,598)	(100,598)	(100,598)	0
499 OTHER - GOVERNMENTAL AGENCIES	166,372	30,000	8,002,440	7,972,440	7,941,440	(61,000)
<b>Intergovernmental Revenue - Other Subtotals</b>	<b>78,630,626</b>	<b>77,948,611</b>	<b>87,154,306</b>	<b>9,205,695</b>	<b>87,093,306</b>	<b>(61,000)</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.



# SOURCES BY CATEGORY AND OBJECT

Object	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Charges for Services</b>						
601 GENERAL GOVERNMENT SERVICES	70,712,565	72,652,004	80,922,570	8,270,566	82,037,138	1,114,568
605 HUMANE SERVICES	200,876	172,100	172,100	0	172,100	0
606 PUBLIC SAFETY SERVICE CHARGES	41,804,620	36,172,720	38,446,530	2,273,810	39,046,288	599,758
607 CORRECTION SERVICE CHARGES	1,693,185	2,525,628	2,154,865	(370,763)	2,604,073	449,208
608 HIGHWAY SERVICE CHARGES	666,468	800,000	800,000	0	800,000	0
609 EMERGENCY SERVICE RELATED CHARGES	432,511	482,737	483,290	553	511,550	28,260
611 PLANNING & ENGINEERING SERVICES	53,188,517	43,274,375	50,256,894	6,982,519	51,414,640	1,157,746
625 LIBRARY SERVICES	877,912	1,000,800	855,800	(145,000)	855,800	0
626 REC & PARK-SERVICE CHARGES	22,093,023	23,201,243	25,136,478	1,935,235	25,448,405	311,927
628 CONCERTS; EXHIBITIONS & PERFORMANCES	4,270,588	4,809,165	4,612,239	(196,926)	4,651,716	39,477
631 SANITATION SERVICE CHARGES	231,757,387	228,374,900	239,936,500	11,561,600	252,000,100	12,063,600
635 PUBLIC HEALTH CHARGES	14,860,938	12,765,474	12,710,734	(54,740)	12,710,785	51
640 PORT-CARGO SERVICES	4,707,146	4,845,020	5,125,559	280,539	5,125,559	0
641 PORT-SHIP REPAIR SERVICES	0	1,534,154	1,893,167	359,013	1,893,167	0
642 PORT-HARBOR SERVICES	15,000	1,944,750	1,992,300	47,550	1,992,300	0
645 PORT-CRUISE SERVICES	2,100,037	2,671,800	3,162,000	490,200	3,162,000	0
646 PORT-FISHING SERVICES	62,760	0	0	0	0	0
647 PORT-OTHER MARINE SERVICES	644,331	1,576,800	1,607,000	30,200	1,607,000	0
651 HOSPITAL SERVICE CHARGES	7,096,721	9,443,358	9,236,782	(206,576)	7,694,378	(1,542,404)
652 INPATIENT REVENUES	1,572,056,543	1,390,974,261	1,414,512,434	23,538,173	1,415,480,973	968,539
653 OUTPATIENT REVENUES	562,073,918	518,935,925	534,025,937	15,090,012	534,044,219	18,282
654 EMERGENCY ROOM REVENUES	218,338,881	0	0	0	0	0
658 REVENUE DEDUCTIONS	(1,973,595,013)	(1,520,521,325)	(1,560,459,946)	(39,938,621)	(1,555,471,861)	4,988,085
659 NET PATIENT REVENUE	162,597,230	156,455,656	169,126,023	12,670,367	183,417,022	14,290,999
660 STATE BILL REVENUES	192,323,009	242,076,880	275,738,212	33,661,332	270,993,566	(4,744,646)
661 TRANSIT PASS REVENUE	88,443,559	96,032,140	92,612,434	(3,419,706)	92,212,434	(400,000)
662 TRANSIT CABLE CAR REVENUE	27,928,252	25,054,000	25,303,000	249,000	25,303,000	0
663 TRANSIT CASH FARES	78,618,610	71,328,000	69,823,073	(1,504,927)	69,654,889	(168,184)
664 TRANSIT CHARTER BUS REVENUE	12,285	10,200	10,200	0	10,200	0
665 TRANSIT ADVERTISING REVENUE	15,370,018	15,142,603	15,613,903	471,300	15,605,072	(8,831)
666 TRANSIT TOKEN REVENUE	4,498,457	3,500,000	3,535,000	35,000	3,535,000	0
667 TRANSIT PARATRANSIT REVENUE	1,294,517	1,400,000	1,414,000	14,000	1,414,000	0
669 TRANSIT OTHER OPERATING REVENUE	1,012,078	150,000	151,500	1,500	151,500	0
671 SFIA-FLIGHT OPERATIONS	200,803,574	177,694,000	220,969,880	43,275,880	233,623,772	12,653,892
672 SFIA-RENTAL AIRLINES	189,371,987	209,209,000	227,872,000	18,663,000	227,872,000	0
673 SFIA-PAVED & UNIMPROVED-AIRLINES	25,222,186	25,272,000	24,779,000	(493,000)	24,779,000	0
674 SFIA-AIRCRAFT & OUTDOOR STORAGE	10,594,754	10,320,000	10,493,000	173,000	10,493,000	0
675 SFIA-AIRLINE SUPPORT SERVICE	41,522,249	40,807,000	41,730,000	923,000	41,730,000	0
676 SFIA-FUEL; OIL & OTHER SERVICES	13,360,426	13,503,000	13,839,000	336,000	13,839,000	0
677 SFIA-PARKING AIRLINES	7,853,044	7,784,000	7,975,000	191,000	7,975,000	0
681 WATER SALES	344,946,218	368,927,909	396,644,109	27,716,200	437,643,800	40,999,691
687 HHETCHY - ELECTRICITY SALES	91,540,081	35,607,926	37,121,032	1,513,106	40,424,100	3,303,068
699 OTHER CHARGES FOR SERVICES	2,131,359	2,466,583	3,645,427	1,178,844	3,645,427	0
860 ISF CHARGES FOR SERVICES TO AAO FUNDS	11,094,208	1,746,834	2,576,234	829,400	2,576,234	0
<b>Charges for Services Subtotals</b>	<b>2,346,597,015</b>	<b>2,342,123,620</b>	<b>2,508,555,260</b>	<b>166,431,640</b>	<b>2,594,678,346</b>	<b>86,123,086</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# SOURCES BY CATEGORY AND OBJECT

Object	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Other Revenues</b>						
701 RETIREMENT - CONTRIBUTIONS	16,083,741	19,414,243	21,204,947	1,790,704	22,124,339	919,392
702 PROPOSITION B HEALTH CARE	9,210,801	9,990,000	16,500,000	6,510,000	21,000,000	4,500,000
707 EXTRAORDINARY GAIN	198,128,975	0	0	0	0	0
753 CHN-OTHER OPERATING REVENUE	12,439,847	11,306,638	12,021,673	715,035	11,183,632	(838,041)
754 DEVELOPMENT IMPACT FEES & EXACTIONS	3,041,490	1,202,573	4,879,072	3,676,499	7,648,000	2,768,928
759 PORT-OTHER NON OPERATING REVENUE	2,338,294	1,495,445	1,471,107	(24,338)	1,469,689	(1,418)
761 GAIN(LOSS) ON SALES OF FIXED ASSETS	830,215	0	1,800,000	1,800,000	1,800,000	0
762 PROCEEDS FROM SALES OF OTHER CITY PROP	703,602	429,000	429,000	0	429,000	0
771 SFIA-COGENERATION FACILITIES	56,360	101,000	102,000	1,000	102,000	0
772 SFIA-ELECTRICITY	17,901,754	18,567,000	23,999,000	5,432,000	23,999,000	0
773 SFIA-WATER	5,624,866	6,628,000	6,759,000	131,000	6,759,000	0
776 SFIA-NATURAL GAS	325,723	349,000	356,000	7,000	356,000	0
779 SFIA-MISCELLANEOUS	8,488,689	8,365,000	7,256,000	(1,109,000)	7,256,000	0
780 WATER-OTHER OPERATING REVENUE	2,304,400	2,291,000	2,360,000	69,000	3,007,100	647,100
781 GIFTS & BEQUESTS	11,040,989	10,955,660	12,150,048	1,194,388	2,068,615	(10,081,433)
782 PRIVATE GRANTS	2,963,488	1,297,103	1,470,107	173,004	985,110	(484,997)
789 OTHER OPERATING ADJUSTMENTS	8,012,538	1,541,284	1,541,284	0	1,541,284	0
797 CUSTOM WORK&SVC TO OTHER GOV'T AGENCIES	6,562,657	0	0	0	0	0
799 OTHER NON-OPERATING REVENUES	143,774,756	61,641,966	58,206,417	(3,435,549)	70,217,575	12,011,158
801 PROCEED FROM LONG-TERM DEBTS	12,179,564	10,443,388	5,000,000	(5,443,388)	25,000,000	20,000,000
803 PROCEED FROM SHORT-TERM DEBTS	10,914,415	0	0	0	0	0
849 OTHER FINANCING SOURCES	2,864,761	627,000	1,104,500	477,500	760,000	(344,500)
<b>Other Revenues Subtotals</b>	<b>475,791,925</b>	<b>166,645,300</b>	<b>178,610,155</b>	<b>11,964,855</b>	<b>207,706,344</b>	<b>29,096,189</b>
<b>Transfers In</b>						
920 CONTRIBUTION TRANSFERS IN (CTI)	405,723,977	502,081,186	602,569,052	100,487,866	655,434,703	52,865,651
930 OTHER OPERATING TRANSFERS IN (OTI)	350,630,480	449,501,261	611,290,020	161,788,759	575,530,259	(35,759,761)
950 INTRAFUND TRANSFERS IN (ITI)	554,682,670	475,789,079	618,751,791	142,962,712	607,205,910	(11,545,881)
<b>Transfers In Subtotals</b>	<b>1,311,037,127</b>	<b>1,427,371,526</b>	<b>1,832,610,863</b>	<b>405,239,337</b>	<b>1,838,170,872</b>	<b>5,560,009</b>
<b>Use of / (Deposit to) Fund Balance</b>						
999 UNAPPROPRIATED FUND BALANCE	(414,319,381)	236,091,357	329,872,522	93,781,165	165,570,760	(164,301,762)
<b>Use of / (Deposit to) Fund Balance Subtotals</b>	<b>(414,319,381)</b>	<b>236,091,357</b>	<b>329,872,522</b>	<b>93,781,165</b>	<b>165,570,760</b>	<b>(164,301,762)</b>
Revenue Subtotals	8,142,509,532	8,633,200,325	9,748,510,862	1,115,310,537	9,768,048,750	19,537,888
Less Interfund and Intrafund Transfers	(1,261,642,414)	(1,427,371,526)	(1,832,610,863)	(405,239,337)	(1,838,170,872)	(5,560,009)
<b>Net Sources</b>	<b>6,880,867,118</b>	<b>7,205,828,799</b>	<b>7,915,899,999</b>	<b>710,071,200</b>	<b>7,929,877,878</b>	<b>13,977,879</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY CATEGORY AND OBJECT

Object	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Salaries &amp; Wages</b>						
001 PERMANENT SALARIES-MISC	1,328,335,177	1,510,933,160	1,612,096,178	101,163,018	1,647,447,250	35,351,072
002 PERMANENT SALARIES-UNIFORM	489,307,943	505,418,933	510,348,953	4,930,020	512,576,663	2,227,710
003 PERMANENT SALARIES-PLATFORM	149,510,398	144,021,108	150,713,346	6,692,238	150,713,346	0
004 PERMANENT SALARIES-NURSES	163,485,688	202,987,851	218,418,302	15,430,451	223,740,269	5,321,967
005 TEMP SALARIES-MISC	87,641,128	44,465,475	49,433,458	4,967,983	46,962,911	(2,470,547)
006 TEMP SALARIES-NURSES	28,987,265	5,248,847	5,349,204	100,357	5,355,312	6,108
009 PREMIUM PAY	92,237,554	90,177,498	94,207,708	4,030,210	94,550,965	343,257
010 ONE-TIME PAYMENTS	24,689,113	4,750,463	4,903,131	152,668	4,702,225	(200,906)
011 OVERTIME	110,831,090	103,997,972	103,491,543	(506,429)	102,988,918	(502,625)
012 HOLIDAY PAY	24,158,177	19,272,378	22,866,413	3,594,035	22,942,973	76,560
<b>Salaries &amp; Wages</b>	<b>2,499,183,533</b>	<b>2,631,273,685</b>	<b>2,771,828,236</b>	<b>140,554,551</b>	<b>2,811,980,832</b>	<b>40,152,596</b>
<b>Fringe Benefits</b>						
013 RETIREMENT	409,324,707	435,323,616	528,610,056	93,286,440	618,304,000	89,693,944
014 SOCIAL SECURITY	139,364,928	152,725,293	162,672,555	9,947,262	164,947,949	2,275,394
015 HEALTH SERVICE	458,005,350	500,518,056	502,681,265	2,163,209	520,389,965	17,708,700
016 DENTAL COVERAGE	41,941,228	39,401,384	41,120,964	1,719,580	42,726,233	1,605,269
017 UNEMPLOYMENT INSURANCE	6,341,799	6,576,975	6,928,289	351,314	7,028,759	100,470
018 PLATFORM TRUST FUND	4,417,000	0	0	0	0	0
019 OTHER FRINGE BENEFITS	12,743,316	15,810,860	13,313,989	(2,496,871)	11,117,667	(2,196,322)
<b>Fringe Benefits</b>	<b>1,072,138,328</b>	<b>1,150,356,184</b>	<b>1,255,327,118</b>	<b>104,970,934</b>	<b>1,364,514,573</b>	<b>109,187,455</b>
<b>Overhead</b>						
020 OVERHEAD	154,575,609	159,850,240	162,336,297	2,486,057	167,571,893	5,235,596
<b>Overhead</b>	<b>154,575,609</b>	<b>159,850,240</b>	<b>162,336,297</b>	<b>2,486,057</b>	<b>167,571,893</b>	<b>5,235,596</b>
<b>Professional &amp; Contractual Services</b>						
021 TRAVEL	2,641,552	2,170,586	2,383,694	213,108	2,299,237	(84,457)
022 TRAINING	6,483,718	7,316,271	7,524,480	208,209	7,442,591	(81,889)
023 EMPLOYEE EXPENSES	1,627,637	829,543	907,685	78,142	911,984	4,299
024 MEMBERSHIP FEES	3,525,400	3,218,882	3,274,273	55,391	3,257,368	(16,905)
025 ENTERTAINMENT AND PROMOTION	1,107,139	631,801	990,896	359,095	995,293	4,397
026 COURT FEES AND OTHER COMPENSATION	11,228,502	10,660,092	10,736,524	76,432	10,736,840	316
027 PROFESSIONAL & SPECIALIZED SERVICES	719,207,476	750,373,322	788,217,979	37,844,657	766,672,089	(21,545,890)
028 MAINTENANCE SVCS-BUILDING & STRUCTURES	39,307,220	33,776,363	34,777,813	1,001,450	34,885,777	107,964
029 MAINTENANCE SVCS-EQUIPMENT	43,900,396	50,044,682	52,845,375	2,800,693	53,061,515	216,140
030 RENTS & LEASES-BUILDINGS & STRUCTURES	83,653,004	129,693,095	136,549,415	6,856,320	138,712,034	2,162,619
031 RENTS & LEASES-EQUIPMENT	10,185,224	10,746,809	11,611,234	864,425	11,493,252	(117,982)
032 UTILITIES	18,223,626	17,728,129	18,284,461	556,332	18,835,660	551,199
033 POWER FOR RESALE	94,986,170	46,817,160	45,452,987	(1,364,173)	46,349,094	896,107
034 SUBSISTANCE	4,185,794	46,000	46,000	0	46,000	0
035 OTHER CURRENT EXPENSES	55,076,655	100,635,082	102,980,109	2,345,027	100,668,904	(2,311,205)
051 INSURANCE	75,685,785	71,105,943	71,484,954	379,011	72,285,226	800,272
052 TAXES; LICENSES & PERMITS	188,281,168	186,418,592	256,512,953	70,094,361	254,026,298	(2,486,655)
053 JUDGMENTS & CLAIMS	63,289,512	34,655,066	31,227,039	(3,428,027)	31,172,039	(55,000)
054 OTHER FIXED CHARGES	718,639	1,012,144	1,066,167	54,023	366,167	(700,000)
058 HEALTH SERV FUND-OTHER BENEFIT EXPENSES	144,308	0	0	0	0	0
06B PROGRAMMATIC PROJECTS-CFWD BUDGET ONLY	0	20,000	20,000	0	953,000	933,000
06C CAPITAL PROJECTS BUDGET - CFWD ONLY	0	(3,416,242)	0	3,416,242	0	0
06D FACILITIES MAINTENANCE BUDGET-CFWD ONLY	0	(50,000)	0	50,000	0	0
06P PROGRAMMATIC PROJECTS-BUDGET	0	19,709,796	98,276,140	78,566,344	77,930,277	(20,345,863)
079 ALLOCATED CHARGES	(52,798,226)	(28,657,025)	(36,575,560)	(7,918,535)	(36,528,208)	47,352
07R PAYMENT TO REFUNDED BOND ESCROW AGENT	2,706,317	0	0	0	0	0
<b>Professional &amp; Contractual Services</b>	<b>1,373,367,016</b>	<b>1,445,486,091</b>	<b>1,638,594,618</b>	<b>193,108,527</b>	<b>1,596,572,437</b>	<b>(42,022,181)</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY CATEGORY AND OBJECT

Object	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Aid Assistance / Grants</b>						
036 AID ASSISTANCE	38,721,367	48,669,898	49,047,678	377,780	50,527,146	1,479,468
037 AID PAYMENTS	232,730,006	244,499,779	239,748,943	(4,750,836)	242,389,375	2,640,432
038 CITY GRANT PROGRAMS	273,472,067	322,328,819	356,565,674	34,236,855	334,837,467	(21,728,207)
039 OTHER SUPPORT & CARE OF PERSONS	52,444,087	300,000	21,896,000	21,596,000	21,021,000	(875,000)
<b>Aid Assistance / Grants</b>	<b>597,367,527</b>	<b>615,798,496</b>	<b>667,258,295</b>	<b>51,459,799</b>	<b>648,774,988</b>	<b>(18,483,307)</b>
<b>Materials &amp; Supplies</b>						
040 MATERIALS & SUPPLIES BUDGET ONLY	0	121,007,841	126,342,095	5,334,254	127,230,067	887,972
041 INVENTORIES	1,724,761	0	0	0	0	0
042 BUILDING & CONSTRUCTION SUPPLIES	25,127,419	21,084,086	20,817,953	(266,133)	20,806,757	(11,196)
043 EQUIPMENT MAINTENANCE SUPPLIES	37,563,124	33,657,704	32,793,859	(863,845)	32,793,859	0
044 HOSPITAL; CLINICS & LABORATORY SUPPLIES	79,252,145	22,752,962	25,699,138	2,946,176	26,315,236	616,098
045 SAFETY	9,647,715	7,305,636	7,587,139	281,503	7,586,867	(272)
046 FOOD	11,449,387	7,234,214	9,264,989	2,030,775	9,507,214	242,225
047 FUELS AND LUBRICANTS	30,322,624	22,915,921	20,270,598	(2,645,323)	20,270,598	0
048 WATER SEWAGE TREATMENT SUPPLIES	10,621,411	13,392,295	13,485,095	92,800	13,485,095	0
049 OTHER MATERIALS & SUPPLIES	47,436,864	36,724,340	34,610,837	(2,113,503)	35,603,492	992,655
04A EQUIPMENT (5K OR LESS-CONTROLLED ASSET)	1,325,461	2,179,351	2,219,200	39,849	2,219,200	0
<b>Materials &amp; Supplies</b>	<b>254,470,911</b>	<b>288,254,350</b>	<b>293,090,903</b>	<b>4,836,553</b>	<b>295,818,385</b>	<b>2,727,482</b>
<b>Equipment</b>						
060 EQUIPMENT PURCHASE	19,677,961	17,589,699	24,408,211	6,818,512	20,676,773	(3,731,438)
061 EQUIPMENT LEASE PURCHASE-INITIAL	1,357,867	0	0	0	0	0
062 EQUIPMENT LEASE/PURCHASE-OPTION RENEWAL	479,873	604,631	372,111	(232,520)	341,813	(30,298)
063 EQUIPT LEASE/PURCHASE-FIN AGCY-INITIAL	173,378	10,552,388	0	(10,552,388)	0	0
064 EQPT LEASE/PURCH-CITY FIN AGCY-OPT RENEW	6,416,221	10,570,861	12,200,675	1,629,814	11,285,530	(915,145)
065 ANIMAL PURCHASE	14,313	12,500	14,500	2,000	0	(14,500)
068 INTEREST EXPENSE-CAPITALIZED	1,502	0	0	0	0	0
<b>Equipment</b>	<b>28,121,115</b>	<b>39,330,079</b>	<b>36,995,497</b>	<b>(2,334,582)</b>	<b>32,304,116</b>	<b>(4,691,381)</b>
<b>Debt Service</b>						
070 DEBT SERVICE - BUDGET ONLY	273,992	30,728,937	27,774,391	(2,954,546)	29,067,586	1,293,195
071 DEBT REDEMPTION	292,519,925	264,917,731	340,754,804	75,837,073	334,613,371	(6,141,433)
073 DEBT ISSUANCE COST	757,187	0	0	0	0	0
074 DEBT INTEREST AND OTHER FISCAL CHARGES	268,754,702	508,921,097	572,411,444	63,490,347	572,752,380	340,936
<b>Debt Service</b>	<b>562,305,806</b>	<b>804,567,765</b>	<b>940,940,639</b>	<b>136,372,874</b>	<b>936,433,337</b>	<b>(4,507,302)</b>
<b>Services of Other Departments</b>						
081 SERVICES OF OTHER DEPTS (AAO FUNDS)	600,658,201	664,566,947	691,135,882	26,568,935	702,719,364	11,583,482
<b>Services of Other Departments</b>	<b>600,658,201</b>	<b>664,566,947</b>	<b>691,135,882</b>	<b>26,568,935</b>	<b>702,719,364</b>	<b>11,583,482</b>
<b>Transfers Out</b>						
092 CONTRIBUTION TRANSFERS OUT (CTO)	389,872,977	483,615,993	575,504,100	91,888,107	633,435,916	57,931,816
092 GENERAL FUND SUBSIDY TRANSFER OUT	16,187,285	18,465,193	27,064,952	8,599,759	21,998,787	(5,066,165)
093 OTHER OPERATING TRANSFERS OUT (OTO)	369,324,858	449,501,261	611,290,020	161,788,759	575,530,259	(35,759,761)
095 INTRAFUND TRANSFERS OUT (ITO)	781,325,286	475,789,079	618,751,791	142,962,712	607,205,910	(11,545,881)
<b>Transfers Out</b>	<b>1,556,710,406</b>	<b>1,427,371,526</b>	<b>1,832,610,863</b>	<b>405,239,337</b>	<b>1,838,170,872</b>	<b>5,560,009</b>
<b>Budgetary Reserves</b>						
096 UNAPPROPRIATED REVENUE-CHARTER RESERVES	0	17,800,000	15,895,000	(1,905,000)	14,377,000	(1,518,000)
097 UNAPPROPRIATED REVENUE RETAINED	0	116,699,200	141,602,267	24,903,067	114,433,681	(27,168,586)
098 UNAPPROPRIATED REVENUE-DESIGNATED	0	25,351,028	78,150,448	52,799,420	108,334,820	30,184,372
<b>Budgetary Reserves</b>	<b>0</b>	<b>159,850,228</b>	<b>235,647,715</b>	<b>75,797,487</b>	<b>237,145,501</b>	<b>1,497,786</b>
<b>Facilities Maintenance</b>						
06F FACILITIES MAINTENANCE PROJECTS-BUDGET	16,486,931	56,408,647	63,617,446	7,208,799	43,260,678	(20,356,768)
<b>Facilities Maintenance</b>	<b>16,486,931</b>	<b>56,408,647</b>	<b>63,617,446</b>	<b>7,208,799</b>	<b>43,260,678</b>	<b>(20,356,768)</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY CATEGORY AND OBJECT

Object	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Capital Renewal</b>						
06R CAPITAL RENEWAL	196,900	33,754,969	40,781,948	7,026,979	90,304,076	49,522,128
<b>Capital Renewal</b>	<b>196,900</b>	<b>33,754,969</b>	<b>40,781,948</b>	<b>7,026,979</b>	<b>90,304,076</b>	<b>49,522,128</b>
<b>Capital Projects</b>						
067 BLDS;STRUCTURES & IMPROVEMENTS	271,790,293	152,103,817	151,256,541	(847,276)	55,906,655	(95,349,886)
<b>Capital Projects</b>	<b>271,790,293</b>	<b>152,103,817</b>	<b>151,256,541</b>	<b>(847,276)</b>	<b>55,906,655</b>	<b>(95,349,886)</b>
Expenditures	8,987,372,576	9,628,973,024	10,781,421,998	1,152,448,974	10,821,477,707	40,055,709
Less Interfund and Intrafund Transfers	(1,261,055,217)	(1,427,371,526)	(1,832,610,863)	(405,239,337)	(1,838,170,872)	(5,560,009)
Less Interdepartmental Recoveries	(845,450,241)	(995,772,699)	(1,032,911,136)	(37,138,437)	(1,053,428,957)	(20,517,821)
<b>Net Uses</b>	<b>6,880,867,118</b>	<b>7,205,828,799</b>	<b>7,915,899,999</b>	<b>710,071,200</b>	<b>7,929,877,878</b>	<b>13,977,879</b>

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# SOURCES BY FUND

Fund	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Fund Type: 1G GENERAL FUND</b>						
AGF GENERAL FUND	3,266,304,399	3,666,456,897	4,186,868,342	520,411,445	4,314,164,082	127,295,740
BSI BUDGET SAVINGS INCENTIVE	22,409,950	0	0	0	0	0
<b>Fund Type: 1G Subtotal</b>	<b>3,288,714,349</b>	<b>3,666,456,897</b>	<b>4,186,868,342</b>	<b>520,411,445</b>	<b>4,314,164,082</b>	<b>127,295,740</b>
<b>Fund Type: 2S SPECIAL REVENUE FUNDS</b>						
BIF BUILDING INSPECTION FUND	44,547,946	51,135,558	100,336,232	49,200,674	72,450,925	(27,885,307)
CDB COMMUNITY DEVELOPMENT SPECIAL REV FUND	5,787,743	11,008,190	7,186,745	(3,821,445)	7,499,678	312,933
CFC CHILDREN AND FAMILIES FUND	19,087,842	30,562,257	44,596,786	14,034,529	38,243,822	(6,352,964)
CFF CONVENTION FACILITIES FUND	87,991,811	82,365,907	80,955,485	(1,410,422)	75,248,351	(5,707,134)
CHF CHILDREN'S FUND	87,424,061	93,223,279	114,808,100	21,584,821	103,074,199	(11,733,901)
CHS COMM HEALTH SVS SPEC REV FD	107,396,109	93,763,045	102,963,447	9,200,402	95,385,806	(7,577,641)
CRF CULTURE & RECREATION SPEC REV FD	24,623,660	10,401,050	28,118,683	17,717,633	25,748,250	(2,370,433)
CSS CHILD SUPPORT SERVICES FUND	12,878,097	12,844,515	13,274,981	430,466	13,198,423	(76,558)
CTF COURTS' SPECIAL REVENUE FUND	4,570,626	4,573,874	4,615,895	42,021	4,619,495	3,600
ENV ENVIRONMENTAL PROTECTION PROGRAM	10,266,993	5,020,623	2,747,279	(2,273,344)	2,851,486	104,207
GOL GOLF FUND	11,585,403	13,355,031	15,258,878	1,903,847	15,022,746	(236,132)
GSF GENERAL SERVICES SPECIAL REVENUE FUND	9,580,008	6,973,376	6,430,460	(542,916)	6,494,051	63,591
GTF GASOLINE TAX FUND	36,910,475	35,585,217	38,707,527	3,122,310	39,464,277	756,750
HWF HUMAN WELFARE SPECIAL REVENUE FUND	19,468,826	25,533,662	30,266,680	4,733,018	26,820,846	(3,445,834)
LIB PUBLIC LIBRARY SPEC REV FD	93,069,748	92,390,594	102,326,489	9,935,895	104,148,343	1,821,854
NDF NEIGHBORHOOD DEVELOPMENT SPEC REV FD	61,670,375	13,223,913	12,845,872	(378,041)	16,057,142	3,211,270
OSP OPEN SPACE & PARK FUND	42,252,053	45,599,571	47,993,162	2,393,591	49,774,734	1,781,572
PPF PUBLIC PROTECTION SPECIAL REVENUE FUND	78,969,911	27,804,779	45,150,917	17,346,138	44,148,877	(1,002,040)
PWF PUBLIC WORKS/TRANS & COMMERCE SRF	21,710,859	15,115,676	16,349,632	1,233,956	16,881,485	531,853
ROF LOW-MOD INCOME HOUSING ASSET FUND	19,620,575	0	6,868,000	6,868,000	6,865,000	(3,000)
RPF REAL PROPERTY SPECIAL REVENUE FUND	1,145,680	24,813,642	25,247,048	433,406	24,937,606	(309,442)
SCP SENIOR CITIZENS' PROGRAMS FUND	28,379	9,487,879	8,501,793	(986,086)	7,819,832	(681,961)
T&C TRANSPORTATION & COMMERCE S/R FD	57,393	0	0	0	0	0
WMF WAR MEMORIAL FUND	11,478,642	12,366,958	12,911,740	544,782	13,144,285	232,545
<b>Fund Type: 2S Subtotal</b>	<b>812,123,215</b>	<b>717,148,596</b>	<b>868,461,831</b>	<b>151,313,235</b>	<b>809,899,659</b>	<b>(58,562,172)</b>
<b>Fund Type: 3C CAPITAL PROJECTS FUNDS</b>						
FPS FIRE PROTECTION SYSTEMS IMPVT. FUND	0	8,272,000	0	(8,272,000)	0	0
PLI PUBLIC LIBRARY IMPROVEMENT FUND	70,802	0	0	0	0	0
RPF RECREATION & PARK CAPITAL IMPVTS FUND	8,783,127	500,000	1,778,961	1,278,961	0	(1,778,961)
SIF STREET IMPROVEMENT FUND	8,334,145	255,538	1,603,626	1,348,088	0	(1,603,626)
XCF CITY FACILITIES IMPROVEMENT FUND	4,274,293	0	0	0	0	0
<b>Fund Type: 3C Subtotal</b>	<b>21,462,367</b>	<b>9,027,538</b>	<b>3,382,587</b>	<b>(5,644,951)</b>	<b>0</b>	<b>(3,382,587)</b>
<b>Fund Type: 4D DEBT SERVICE FUNDS</b>						
GOB GENERAL OBLIGATION BOND FUND	218,668,361	176,601,000	249,667,265	73,066,265	242,734,461	(6,932,804)
ODS OTHER DEBT SERVICE FUNDS	0	266,492	143,246	(123,246)	10,000	(133,246)
<b>Fund Type: 4D Subtotal</b>	<b>218,668,361</b>	<b>176,867,492</b>	<b>249,810,511</b>	<b>72,943,019</b>	<b>242,744,461</b>	<b>(7,066,050)</b>
<b>Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS</b>						
AAA SFIA-OPERATING FUND	777,069,949	844,564,388	880,543,297	35,978,909	877,891,311	(2,651,986)
CPF SFIA-CAPITAL PROJECTS FUND	133,112,156	137,198,209	157,429,491	20,231,282	93,859,772	(63,569,719)
SRF SFIA-SPECIAL REVENUE FUND	88,949	806,360	800,000	(6,360)	800,000	0
<b>Fund Type: 5A Subtotal</b>	<b>910,271,054</b>	<b>982,568,957</b>	<b>1,038,772,788</b>	<b>56,203,831</b>	<b>972,551,083</b>	<b>(66,221,705)</b>
<b>Fund Type: 5C WASTEWATER ENTERPRISE FUNDS</b>						
AAA CWP-OPERATING FUND	218,391,364	241,272,473	252,547,080	11,274,607	264,719,416	12,172,336
CPF CWP-CAPITAL PROJECTS FUND	41,420,337	33,000,000	37,000,000	4,000,000	39,000,000	2,000,000
<b>Fund Type: 5C Subtotal</b>	<b>259,811,701</b>	<b>274,272,473</b>	<b>289,547,080</b>	<b>15,274,607</b>	<b>303,719,416</b>	<b>14,172,336</b>
<b>Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS</b>						
AAA SFGH-OPERATING FUND	860,378,938	887,880,085	1,065,402,704	177,522,619	1,131,647,438	66,244,734
CPF SFGH-CAPITAL PROJECTS FUND	0	0	692,234	692,234	0	(692,234)
<b>Fund Type: 5H Subtotal</b>	<b>860,378,938</b>	<b>887,880,085</b>	<b>1,066,094,938</b>	<b>178,214,853</b>	<b>1,131,647,438</b>	<b>65,552,500</b>
<b>Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS</b>						
AAA LHH-OPERATING FUND	222,552,644	205,503,728	212,124,736	6,621,008	224,546,107	12,421,371

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# SOURCES BY FUND

Fund	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS</b>						
DSF LHH DEBT SERVICE FUND	0	12,747,724	33,959,639	21,211,915	17,319,530	(16,640,109)
<b>Fund Type: 5L Subtotal</b>	<b>222,552,644</b>	<b>218,251,452</b>	<b>246,084,375</b>	<b>27,832,923</b>	<b>241,865,637</b>	<b>(4,218,738)</b>
<b>Fund Type: 5M MTA-MUNICIPAL RAILWAY FUNDS</b>						
AAA MUNI-OPERATING FUND	710,410,826	659,532,379	671,982,100	12,449,721	680,943,916	8,961,816
SRF MUNI-SPECIAL REVENUE FUND	1,751,279	0	0	0	0	0
<b>Fund Type: 5M Subtotal</b>	<b>712,162,105</b>	<b>659,532,379</b>	<b>671,982,100</b>	<b>12,449,721</b>	<b>680,943,916</b>	<b>8,961,816</b>
<b>Fund Type: 5N MTA-PARKING &amp; TRAFFIC FUNDS</b>						
AAA PTC-OPERATING FUND	128,634,265	249,393,362	248,758,173	(635,189)	251,288,173	2,530,000
<b>Fund Type: 5N Subtotal</b>	<b>128,634,265</b>	<b>249,393,362</b>	<b>248,758,173</b>	<b>(635,189)</b>	<b>251,288,173</b>	<b>2,530,000</b>
<b>Fund Type: 5O MTA-TAXI COMMISSION</b>						
AAA TAXI COMMISSION-OPERATING FUND	12,368,337	10,157,739	9,187,172	(970,567)	9,239,134	51,962
<b>Fund Type: 5O Subtotal</b>	<b>12,368,337</b>	<b>10,157,739</b>	<b>9,187,172</b>	<b>(970,567)</b>	<b>9,239,134</b>	<b>51,962</b>
<b>Fund Type: 5P PORT OF SAN FRANCISCO FUNDS</b>						
AAA PORT-OPERATING FUND	107,691,504	99,665,934	108,401,301	8,735,367	77,967,840	(30,433,461)
SBH SOUTH BEACH HARBOR	0	4,283,715	4,346,475	62,760	4,346,475	0
<b>Fund Type: 5P Subtotal</b>	<b>107,691,504</b>	<b>103,949,649</b>	<b>112,747,776</b>	<b>8,798,127</b>	<b>82,314,315</b>	<b>(30,433,461)</b>
<b>Fund Type: 5T PUC-HETCH HETCHY DEPARTMENT FUNDS</b>						
AAA HETCHY OPERATING FUND	178,682,541	103,182,303	110,844,084	7,661,781	90,167,870	(20,676,214)
CPF HETCHY CAPITAL PROJECTS FUND	0	34,454,200	48,723,652	14,269,452	16,537,361	(32,186,291)
<b>Fund Type: 5T Subtotal</b>	<b>178,682,541</b>	<b>137,636,503</b>	<b>159,567,736</b>	<b>21,931,233</b>	<b>106,705,231</b>	<b>(52,862,505)</b>
<b>Fund Type: 5W PUC-WATER DEPARTMENT FUNDS</b>						
AAA SFWD-OPERATING FUND	371,688,776	430,525,647	482,787,803	52,262,156	504,489,331	21,701,528
CPF SFWD-CAPITAL PROJECTS FUND	3,523,079	17,215,000	20,252,600	3,037,600	20,252,600	0
PUC PUC OPERATING FUND	210,429	0	0	0	0	0
<b>Fund Type: 5W Subtotal</b>	<b>375,422,284</b>	<b>447,740,647</b>	<b>503,040,403</b>	<b>55,299,756</b>	<b>524,741,931</b>	<b>21,701,528</b>
<b>Fund Type: 5X PARKING GARAGES/OTHER</b>						
OPF OFF STREET PARKING OPERATING FUND	15,366,776	46,480,492	47,408,901	928,409	47,408,901	0
<b>Fund Type: 5X Subtotal</b>	<b>15,366,776</b>	<b>46,480,492</b>	<b>47,408,901</b>	<b>928,409</b>	<b>47,408,901</b>	<b>0</b>
<b>Fund Type: 5Y SFMTA BICYCLE FUND</b>						
AAA BICYCLE OPERATING FUND	511,054	354,405	370,427	16,022	370,427	0
<b>Fund Type: 5Y Subtotal</b>	<b>511,054</b>	<b>354,405</b>	<b>370,427</b>	<b>16,022</b>	<b>370,427</b>	<b>0</b>
<b>Fund Type: 5Z SFMTA PEDESTRIAN FUND</b>						
AAA PEDESTRIAN OPERATING FUND	128,958	161,391	168,890	7,499	168,890	0
<b>Fund Type: 5Z Subtotal</b>	<b>128,958</b>	<b>161,391</b>	<b>168,890</b>	<b>7,499</b>	<b>168,890</b>	<b>0</b>
<b>Fund Type: 6I INTERNAL SERVICE FUNDS</b>						
CSF IS-CENTRAL SHOPS FUND	125,488	0	700,000	700,000	700,000	0
FCF FINANCE CORP INTERNAL SERVICE FUNDS	0	10,443,388	0	(10,443,388)	0	0
OIS IS-REPRODUCTION FUND	(404,209)	0	146,730	146,730	11,000	(135,730)
TIF DTIS-TELECOMM. & INFORMATION SVCS FUND	(2,684,242)	3,050,301	4,978,739	1,928,438	1,625,826	(3,352,913)
<b>Fund Type: 6I Subtotal</b>	<b>(2,962,963)</b>	<b>13,493,689</b>	<b>5,825,469</b>	<b>(7,668,220)</b>	<b>2,336,826</b>	<b>(3,488,643)</b>
<b>Fund Type: 7E EXPENDABLE TRUST FUNDS</b>						
BEQ BEQUESTS FUND	1,439,706	1,128,098	1,169,935	41,837	1,088,502	(81,433)
GIF GIFT FUND	2,445,777	864,238	1,024,845	160,607	1,024,845	0
<b>Fund Type: 7E Subtotal</b>	<b>3,885,483</b>	<b>1,992,336</b>	<b>2,194,780</b>	<b>202,444</b>	<b>2,113,347</b>	<b>(81,433)</b>
<b>Fund Type: 7P PENSION TRUST FUNDS</b>						
RET EMPLOYEES' RETIREMENT SYSTEM	16,591,671	19,664,243	21,454,947	1,790,704	22,374,339	919,392
<b>Fund Type: 7P Subtotal</b>	<b>16,591,671</b>	<b>19,664,243</b>	<b>21,454,947</b>	<b>1,790,704</b>	<b>22,374,339</b>	<b>919,392</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.



# SOURCES BY FUND

Fund	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Fund Type: 7R RETIREE HEALTH CARE TRUST FUND - PROP B</b>						
RHC RETIREE HEALTH CARE TRUST FUND - PROP B	44,888	10,170,000	16,781,636	6,611,636	21,451,544	4,669,908
<b>Fund Type: 7R Subtotal</b>	<b>44,888</b>	<b>10,170,000</b>	<b>16,781,636</b>	<b>6,611,636</b>	<b>21,451,544</b>	<b>4,669,908</b>
Revenue Subtotals	8,142,509,532	8,633,200,325	9,748,510,862	1,115,310,537	9,768,048,750	19,537,888
Less Interfund and Intrafund Transfers	(1,261,642,414)	(1,427,371,526)	(1,832,610,863)	(405,239,337)	(1,838,170,872)	(5,560,009)
<b>Net Sources</b>	<b>6,880,867,118</b>	<b>7,205,828,799</b>	<b>7,915,899,999</b>	<b>710,071,200</b>	<b>7,929,877,878</b>	<b>13,977,879</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 01 Public Protection</b>						
<b>ADULT PROBATION</b>						
ADMINISTRATION - ADULT PROBATION	2,505,451	4,263,091	4,447,047	183,956	4,611,842	164,795
COMMUNITY SERVICES	7,113,821	9,635,653	9,236,431	(399,222)	9,578,718	342,287
ONE STOP RE ENTRY SERVICES	281,701	1,415,630	1,581,602	165,972	1,613,411	31,809
PRE - SENTENCING INVESTIGATION	3,171,660	2,939,817	2,954,571	14,754	3,050,829	96,258
REALIGNMENT SERVICES-POST RELEASE COMM.	1,894,280	6,121,861	8,789,091	2,667,230	8,907,522	118,431
WORK ORDERS & GRANTS	737,801	600,000	0	(600,000)	0	0
<b>ADULT PROBATION</b>	<b>15,704,714</b>	<b>24,976,052</b>	<b>27,008,742</b>	<b>2,032,690</b>	<b>27,762,322</b>	<b>753,580</b>
<b>DISTRICT ATTORNEY</b>						
ADMINISTRATION - CRIMINAL & CIVIL	1,588,255	2,030,382	2,072,446	42,064	1,916,088	(156,358)
CAREER CRIMINAL PROSECUTION	1,075,230	1,002,495	1,041,013	38,518	1,074,144	33,131
CHILD ABDUCTION	978,886	914,780	998,165	83,385	1,030,297	32,132
FAMILY VIOLENCE PROGRAM	1,157,174	1,216,414	1,595,359	378,945	1,643,409	48,050
FELONY PROSECUTION	22,660,241	24,466,391	27,887,076	3,420,685	28,362,190	475,114
MISDEMEANOR PROSECUTION	2,096,296	1,915,546	1,995,815	80,269	2,063,431	67,616
SUPPORT SERVICES	5,517,417	6,172,219	6,514,328	342,109	6,717,826	203,498
WORK ORDERS & GRANTS	6,447,204	4,939,394	4,791,640	(147,754)	4,286,702	(504,938)
<b>DISTRICT ATTORNEY</b>	<b>41,520,703</b>	<b>42,657,621</b>	<b>46,895,842</b>	<b>4,238,221</b>	<b>47,094,087</b>	<b>198,245</b>
<b>EMERGENCY MANAGEMENT</b>						
911 PROJECT	365,396	0	0	0	0	0
EMERGENCY COMMUNICATIONS	39,620,334	40,316,575	43,231,194	2,914,619	43,189,893	(41,301)
EMERGENCY MANAGEMENT - EMSA (127)		0	0	0	0	0
EMERGENCY SERVICES	51,758,296	6,471,790	26,285,716	19,813,926	26,407,242	121,526
FALSE ALARM PREVENTION	721,716	754,297	0	(754,297)	0	0
OUTDOOR PUBLIC WARNING SYSTEM	83,460	132,258	140,910	8,652	139,145	(1,765)
<b>EMERGENCY MANAGEMENT</b>	<b>92,549,075</b>	<b>47,674,920</b>	<b>69,657,820</b>	<b>21,982,900</b>	<b>69,736,280</b>	<b>78,460</b>
<b>FIRE DEPARTMENT</b>						
ADMINISTRATION & SUPPORT SERVICES	31,190,925	32,864,218	33,013,379	149,161	33,907,633	894,254
CUSTODY	0	715,735	1,621,500	905,765	2,555,500	934,000
FIRE GENERAL	690	1,278,096	1,455,251	177,155	1,358,000	(97,251)
FIRE SUPPRESSION	255,316,638	275,128,440	281,241,048	6,112,608	290,868,254	9,627,206
GRANT SERVICES	234,498	0	0	0	0	0
PREVENTION & INVESTIGATION	11,094,390	11,919,164	12,618,199	699,035	13,171,984	553,785
TRAINING	4,021,504	4,167,160	4,256,727	89,567	4,351,244	94,517
WORK ORDER SERVICES	675,698	0	100,000	100,000	0	(100,000)
<b>FIRE DEPARTMENT</b>	<b>302,534,343</b>	<b>326,072,813</b>	<b>334,306,104</b>	<b>8,233,291</b>	<b>346,212,615</b>	<b>11,906,511</b>
<b>JUVENILE PROBATION</b>						
ADMINISTRATION	7,294,134	7,112,485	7,168,723	56,238	7,288,308	119,585
CHILDREN'S BASELINE	1,065,292	1,001,571	1,010,999	9,428	1,012,158	1,159
JUVENILE HALL	11,052,513	11,472,100	11,649,687	177,587	12,286,201	636,514
JUVENILE HALL REPLACEMENT DEBT PAYMENT	2,626,268	2,660,351	2,667,374	7,023	2,665,174	(2,200)
LOG CABIN RANCH	2,643,749	3,001,666	3,290,352	288,686	3,331,528	41,176
PROBATION SERVICES	9,133,056	10,439,664	11,199,492	759,828	11,641,789	442,297
<b>JUVENILE PROBATION</b>	<b>33,815,012</b>	<b>35,687,837</b>	<b>36,986,627</b>	<b>1,298,790</b>	<b>38,225,158</b>	<b>1,238,531</b>
<b>POLICE</b>						
AIRPORT POLICE	43,784,588	47,645,035	49,622,941	1,977,906	51,074,186	1,451,245
CRIME CONTROL	424	0	0	0	0	0
INVESTIGATIONS	64,194,300	78,528,877	82,049,722	3,520,845	83,494,757	1,445,035
OFFICE OF CITIZEN COMPLAINTS	4,484,454	4,610,850	4,876,485	265,635	5,036,106	159,621
OPERATIONS AND ADMINISTRATION	68,509,203	69,261,206	90,089,595	20,828,389	82,262,669	(7,826,926)
PATROL	276,177,335	275,603,051	290,293,469	14,690,418	297,167,261	6,873,792
POLICE OPERATIONS	19,252	0	0	0	0	0
WORK ORDER SERVICES	15,246,673	14,297,189	10,636,265	(3,660,924)	10,639,868	3,603
<b>POLICE</b>	<b>472,416,229</b>	<b>489,946,208</b>	<b>527,568,477</b>	<b>37,622,269</b>	<b>529,674,847</b>	<b>2,106,370</b>
<b>PUBLIC DEFENDER</b>						
CRIMINAL AND SPECIAL DEFENSE	26,185,622	26,705,704	28,774,520	2,068,816	29,666,458	891,938
GRANT SERVICES	341,433	88,484	96,637	8,153	100,329	3,692
PUBLIC DEFENDER WORK ORDER	79,678	0	0	0	0	0

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 01 Public Protection</b>						
<b>PUBLIC DEFENDER</b>						
<b>PUBLIC DEFENDER</b>	<b>26,606,733</b>	<b>26,794,188</b>	<b>28,871,157</b>	<b>2,076,969</b>	<b>29,766,787</b>	<b>895,630</b>
<b>SHERIFF</b>						
COURT SECURITY AND PROCESS	12,190,982	14,049,521	12,154,845	(1,894,676)	12,206,780	51,935
CUSTODY	83,901,967	96,062,330	100,807,599	4,745,269	104,946,321	4,138,722
FACILITIES & EQUIPMENT	12,441,613	13,307,008	13,637,926	330,918	14,418,153	780,227
HALL OF JUSTICE JAILS	2,442	0	0	0	0	0
NON PROGRAM	8,760,223	0	0	0	0	0
SECURITY SERVICES	16,728,207	16,224,272	16,223,656	(616)	16,794,592	570,936
SHERIFF ADMINISTRATION	12,545,432	8,981,113	13,934,477	4,953,364	13,922,693	(11,784)
SHERIFF FIELD SERVICES	9,881,276	7,976,044	9,047,254	1,071,210	9,123,415	76,161
SHERIFF FIELD SERVICES GRANTS	1,048	0	0	0	0	0
SHERIFF PROGRAMS	12,300,840	12,294,272	11,723,055	(571,217)	11,749,651	26,596
SHERIFF RECRUITMENT & TRAINING	3,300,750	5,828,989	3,300,020	(2,528,969)	4,449,200	1,149,180
<b>SHERIFF</b>	<b>172,054,780</b>	<b>174,723,549</b>	<b>180,828,832</b>	<b>6,105,283</b>	<b>187,610,805</b>	<b>6,781,973</b>
<b>SUPERIOR COURT</b>						
COURT HOUSE CONSTRUCTION	4,570,626	4,573,874	4,615,895	42,021	4,619,495	3,600
DISPUTE RESOLUTION PROGRAM	250,375	280,000	280,000	0	280,000	0
INDIGENT DEFENSE/GRAND JURY	9,527,921	9,873,370	9,703,023	(170,347)	9,703,023	0
TRIAL COURT SERVICES	23,353,658	22,974,197	23,124,197	150,000	23,124,197	0
<b>SUPERIOR COURT</b>	<b>37,702,580</b>	<b>37,701,441</b>	<b>37,723,115</b>	<b>21,674</b>	<b>37,726,715</b>	<b>3,600</b>
<b>Service Area: 01 Subtotals</b>	<b>1,194,904,169</b>	<b>1,206,234,629</b>	<b>1,289,846,716</b>	<b>83,612,087</b>	<b>1,313,809,616</b>	<b>23,962,900</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 02 Public Works, Transportation &amp; Commerce</b>						
<b>AIRPORT COMMISSION</b>						
ADMINISTRATION	35,071,569	42,001,587	44,716,322	2,714,735	46,020,786	1,304,464
AIRPORT DIRECTOR	16,765,220	8,793,873	9,902,222	1,108,349	10,016,001	113,779
BUREAU OF DESIGN AND CONSTRUCTION	5,059,864	14,263,376	14,489,824	226,448	14,640,932	151,108
BUSINESS & FINANCE	415,212,150	448,300,394	467,602,516	19,302,122	482,131,579	14,529,063
CAPITAL PROJECTS AND GRANTS	88,949	86,498,209	76,229,491	(10,268,718)	800,000	(75,429,491)
CHIEF OPERATING OFFICER	4,141,879	4,806,312	5,197,948	391,636	5,302,857	104,909
COMMUNICATIONS & MARKETING	6,241,287	6,488,281	7,313,620	825,339	7,416,714	103,094
CONTINUING PROJECTS, MAINT AND RENEWAL	174,243	10,500,000	9,310,000	(1,190,000)	0	(9,310,000)
DEPARTMENTAL FUND TRANSFER	10,544,000	0	0	0	0	0
FACILITIES	143,828,120	154,682,430	161,995,783	7,313,353	164,461,138	2,465,355
FACILITIES MAINTENANCE, CONSTRUCTION	65,315,441	0	0	0	0	0
FIRE AIRPORT BUREAU NON-PERSONNEL COST	573,175	668,947	872,574	203,627	575,313	(297,261)
OPERATIONS AND SECURITY	53,931,817	59,421,756	63,690,607	4,268,851	64,562,134	871,527
PLANNING DIVISION	3,516,874	3,547,012	3,858,567	311,555	3,959,350	100,783
POLICE AIRPORT BUREAU NON-PERSONNEL COST	1,933,045	3,552,285	3,209,054	(343,231)	2,191,898	(1,017,156)
<b>AIRPORT COMMISSION</b>	<b>762,397,633</b>	<b>843,524,462</b>	<b>868,388,528</b>	<b>24,864,066</b>	<b>802,078,702</b>	<b>(66,309,826)</b>
<b>BOARD OF APPEALS</b>						
APPEALS PROCESSING	738,525	932,443	942,085	9,642	942,085	0
<b>BOARD OF APPEALS</b>	<b>738,525</b>	<b>932,443</b>	<b>942,085</b>	<b>9,642</b>	<b>942,085</b>	<b>0</b>
<b>BUILDING INSPECTION</b>						
ADMINISTRATION/SUPPORT SERVICES	10,970,928	12,695,193	35,002,916	22,307,723	20,633,277	(14,369,639)
HOUSING INSPECTION/CODE ENFORCEMENT SVCS	6,336,655	8,727,166	10,420,268	1,693,102	10,323,650	(96,618)
INSPECTION SERVICES	14,825,637	16,648,234	19,728,730	3,080,496	19,438,198	(290,532)
PERMIT CENTER	2,501	0	0	0	0	0
PLAN REVIEW SERVICES	9,194,640	12,159,405	13,685,762	1,526,357	14,492,838	807,076
<b>BUILDING INSPECTION</b>	<b>41,330,361</b>	<b>50,229,998</b>	<b>78,837,676</b>	<b>28,607,678</b>	<b>64,887,963</b>	<b>(13,949,713)</b>
<b>ECONOMIC AND WORKFORCE DEVELOPMENT</b>						
CHILDREN'S BASELINE	347,889	314,065	314,065	0	314,065	0
ECONOMIC DEVELOPMENT	11,674,581	24,504,084	23,611,791	(892,293)	9,997,767	(13,614,024)
FILM SERVICES	1,203,984	1,291,625	1,325,000	33,375	625,000	(700,000)
OFFICE OF SMALL BUSINESS AFFAIRS	676,332	787,895	866,509	78,614	891,866	25,357
WORKFORCE TRAINING	7,383,311	19,349,235	16,173,063	(3,176,172)	16,261,887	88,824
<b>ECONOMIC AND WORKFORCE DEVELOPMENT</b>	<b>21,286,097</b>	<b>46,246,904</b>	<b>42,290,428</b>	<b>(3,956,476)</b>	<b>28,090,585</b>	<b>(14,199,843)</b>
<b>GENERAL SERVICES AGENCY - PUBLIC WORKS</b>						
ARCHITECTURE	937,269	414,630	443,844	29,214	441,624	(2,220)
BUILDING REPAIR AND MAINTENANCE	11,137,281	18,102,561	18,637,389	534,828	18,981,004	343,615
CAPITAL ASSET PLANNING	292,806	0	0	0	0	0
CITY CAPITAL PROJECTS	22,843,391	37,234,377	40,680,471	3,446,094	81,521,743	40,841,272
CONSTRUCTION MANAGEMENT SERVICES	2,385,829	217,264	271,799	54,535	271,749	(50)
ENGINEERING	2,785,398	883,494	870,432	(13,062)	851,701	(18,731)
FACILITIES MGMT & OPERATIONS	50,255	0	0	0	0	0
GENERAL ADMINISTRATION	3,657	0	0	0	0	0
MAINTENANCE OF STREETLIGHTS	133,308	0	0	0	0	0
MAPPING	4,350,991	0	0	0	0	0
NEIGHBORHOOD BEAUTIFICATION	126,541	0	0	0	0	0
PARKING & TRAFFIC	216,627	0	0	0	0	0
STREET AND SEWER REPAIR	10,881,795	16,776,235	17,233,619	457,384	18,135,243	901,624
STREET ENVIRONMENTAL SERVICES	36,321,639	39,926,370	43,947,522	4,021,152	44,665,913	718,391
STREET USE MANAGEMENT	8,070,712	16,142,550	18,469,276	2,326,726	19,426,067	956,791
URBAN FORESTRY	10,075,552	16,875,004	17,749,310	874,306	18,259,036	509,726
<b>GENERAL SERVICES AGENCY - PUBLIC WORKS</b>	<b>110,613,051</b>	<b>146,572,485</b>	<b>158,303,662</b>	<b>11,731,177</b>	<b>202,554,080</b>	<b>44,250,418</b>
<b>MUNICIPAL TRANSPORTATION AGENCY</b>						
ACCESSIBLE SERVICES	13,801,006	20,913,224	22,178,474	1,265,250	22,221,590	43,116
ADMINISTRATION	52,075,497	69,028,044	73,440,798	4,412,754	73,741,974	301,176
AGENCY WIDE EXPENSES	92,558,473	105,049,662	66,625,738	(38,423,924)	68,419,790	1,794,052
CAPITAL PROGRAMS & CONSTRUCTION	18,313	100,402	(2,434)	(102,836)	(1,626)	808
CUSTOMER SERVICE	919	0	0	0	0	0
DEVELOPMENT AND PLANNING	917,187	714,521	919,103	204,582	931,322	12,219

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 02 Public Works, Transportation &amp; Commerce</b>						
<b>MUNICIPAL TRANSPORTATION AGENCY</b>						
PARKING & TRAFFIC	76,468,029	82,629,336	90,364,209	7,734,873	91,551,487	1,187,278
PARKING GARAGES & LOTS	18,327,941	24,377,430	27,724,828	3,347,398	27,724,828	0
RAIL & BUS SERVICES	464,632,482	443,907,050	486,718,110	42,811,060	493,174,596	6,456,486
REVENUE, TRANSFERS & RESERVES	16,999,761	0	0	0	0	0
SECURITY, SAFETY, TRAINING & ENFORCEMENT	56,855,561	79,798,726	78,675,457	(1,123,269)	80,350,138	1,674,681
TAXI SERVICES	2,336,542	4,098,656	3,252,770	(845,886)	3,304,732	51,962
<b>MUNICIPAL TRANSPORTATION AGENCY</b>	<b>794,991,711</b>	<b>830,617,051</b>	<b>849,897,053</b>	<b>19,280,002</b>	<b>861,418,831</b>	<b>11,521,778</b>
<b>PORT</b>						
ADMINISTRATION	21,714,196	25,973,010	28,017,972	2,044,962	28,144,011	126,039
ENGINEERING & ENVIRONMENTAL	4,131,372	4,354,256	4,512,906	158,650	4,661,156	148,250
MAINTENANCE	38,478,295	32,353,913	36,950,802	4,596,889	22,980,859	(13,969,943)
MARITIME OPERATIONS & MARKETING	2,967,232	8,014,541	8,104,649	90,108	8,174,126	69,477
PLANNING & DEVELOPMENT	2,898,054	4,341,865	3,433,220	(908,645)	3,525,524	92,304
REAL ESTATE & MANAGEMENT	9,458,221	10,436,166	11,007,953	571,787	11,362,047	354,094
<b>PORT</b>	<b>79,647,370</b>	<b>85,473,751</b>	<b>92,027,502</b>	<b>6,553,751</b>	<b>78,847,723</b>	<b>(13,179,779)</b>
<b>PUBLIC UTILITIES COMMISSION</b>						
ADMINISTRATION	286,810,296	128,875,975	132,231,159	3,355,184	147,240,634	15,009,475
CUSTOMER SERVICES	11,553,113	12,561,644	13,795,151	1,233,507	14,218,814	423,663
DEBT SERVICE	421,667	232,022,270	272,054,871	40,032,601	273,187,178	1,132,307
ENERGY CONSERVATION	45,736	0	0	0	0	0
ENGINEERING	(26,206)	27,784	0	(27,784)	0	0
FINANCE	10,172,199	10,670,196	11,075,808	405,612	11,173,217	97,409
GENERAL MANAGEMENT	(51,156,921)	(59,148,630)	(62,495,480)	(3,346,850)	(63,953,999)	(1,458,519)
HETCH HETCHY CAPITAL PROJECTS	31,975,153	34,574,200	49,723,652	15,149,452	16,537,361	(33,186,291)
HETCH HETCHY POWER	6,651,877	0	0	0	0	0
HETCH HETCHY PROJECT OPERATIONS	18,348	0	0	0	0	0
HETCHY WATER OPERATIONS	15,494,904	60,050,094	55,917,619	(4,132,475)	56,436,013	518,394
HUMAN RESOURCES	8,399,975	10,126,539	10,450,022	323,483	10,812,963	362,941
MANAGEMENT INFORMATION	17,310,083	20,603,495	21,637,054	1,033,559	22,063,683	426,629
OPERATING RESERVE	0	1,754,144	7,063,432	5,309,288	34,634,732	27,571,300
POWER INFRASTRUCTURE DEVELOPMENT	6,963,282	21,711,391	20,295,346	(1,416,045)	21,316,769	1,021,423
POWER PURCHASING/ SCHEDULING	29,241,715	45,751,628	45,889,480	137,852	46,054,169	164,689
POWER UTILITY FIELD SERVICES	1,787,709	0	0	0	0	0
POWER UTILITY SERVICES	72,143,441	342,000	357,000	15,000	0	(357,000)
STRATEGIC PLANNING/COMPLIANCE	6,190,583	12,543,797	12,782,488	238,691	13,096,580	314,092
STREET USE MANAGEMENT	39,028	0	0	0	0	0
TECHNOLOGY	18,083	0	0	0	0	0
WASTEWATER CAPITAL PROJECTS	22,540,554	33,000,000	37,000,000	4,000,000	39,000,000	2,000,000
WASTEWATER COLLECTION	30,632,906	31,144,431	31,366,160	221,729	31,781,942	415,782
WASTEWATER DISPOSAL	3,386,371	0	0	0	0	0
WASTEWATER OPERATIONS	2,416,238	3,843,922	3,565,309	(278,613)	3,122,499	(442,810)
WASTEWATER TREATMENT	64,864,189	69,858,634	71,395,185	1,536,551	72,610,673	1,215,488
WATER CAPITAL PROJECTS	44,073,849	22,216,000	25,772,600	3,556,600	27,381,600	1,609,000
WATER PUMPING	1,871,821	0	0	0	0	0
WATER SOURCE OF SUPPLY	16,454,067	19,850,880	23,170,324	3,319,444	22,202,456	(967,868)
WATER SUPPLY & POWER OPERATIONS	(926,717)	0	0	0	0	0
WATER TRANSMISSION/ DISTRIBUTION	71,654,272	50,661,642	51,709,956	1,048,314	52,824,721	1,114,765
WATER TREATMENT	36,718,461	42,595,492	43,278,524	683,032	44,006,774	728,250
<b>PUBLIC UTILITIES COMMISSION</b>	<b>747,740,076</b>	<b>805,637,528</b>	<b>878,035,660</b>	<b>72,398,132</b>	<b>895,748,779</b>	<b>17,713,119</b>
<b>Service Area: 02 Subtotals</b>	<b>2,558,744,824</b>	<b>2,809,234,622</b>	<b>2,968,722,594</b>	<b>159,487,972</b>	<b>2,934,568,748</b>	<b>(34,153,846)</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 03 Human Welfare &amp; Neighborhood Development</b>						
<b>CHILD SUPPORT SERVICES</b>						
CHILD SUPPORT SERVICES PROGRAM	13,158,097	13,244,947	13,724,030	479,083	13,464,850	(259,180)
<b>CHILD SUPPORT SERVICES</b>	<b>13,158,097</b>	<b>13,244,947</b>	<b>13,724,030</b>	<b>479,083</b>	<b>13,464,850</b>	<b>(259,180)</b>
<b>CHILDREN AND FAMILIES COMMISSION</b>						
CHILDREN AND FAMILIES FUND	15,125,044	19,266,703	21,308,637	2,041,934	21,673,821	365,184
PUBLIC ED FUND - PROP H ( MARCH 2004 )	11,910,776	20,124,057	32,657,333	12,533,276	25,939,185	(6,718,148)
<b>CHILDREN AND FAMILIES COMMISSION</b>	<b>27,035,820</b>	<b>39,390,760</b>	<b>53,965,970</b>	<b>14,575,210</b>	<b>47,613,006</b>	<b>(6,352,964)</b>
<b>CHILDREN; YOUTH &amp; THEIR FAMILIES</b>						
CHILDREN'S BASELINE	33,795,588	31,363,590	31,803,066	439,476	30,516,223	(1,286,843)
CHILDREN'S FUND PROGRAMS	41,227,625	45,758,046	53,216,726	7,458,680	53,002,825	(213,901)
CHILDREN'S SVCS - NON - CHILDREN'S FUND	11,803,628	6,396,880	6,018,778	(378,102)	5,429,620	(589,158)
PUBLIC EDUCATION FUND ( PROP H )	29,143,000	33,362,000	47,450,000	14,088,000	37,180,000	(10,270,000)
VIOLENCE PREVENTION	5,547,851	6,532,442	5,582,495	(949,947)	5,583,703	1,208
<b>CHILDREN; YOUTH &amp; THEIR FAMILIES</b>	<b>121,517,692</b>	<b>123,412,958</b>	<b>144,071,065</b>	<b>20,658,107</b>	<b>131,712,371</b>	<b>(12,358,694)</b>
<b>COUNTY EDUCATION OFFICE</b>						
COUNTY EDUCATION SERVICES	116,026	116,000	116,000	0	116,000	0
<b>COUNTY EDUCATION OFFICE</b>	<b>116,026</b>	<b>116,000</b>	<b>116,000</b>	<b>0</b>	<b>116,000</b>	<b>0</b>
<b>ENVIRONMENT</b>						
CLEAN AIR	1,130,816	781,857	858,062	76,205	865,306	7,244
CLIMATE CHANGE/ENERGY	9,649,841	3,179,097	754,945	(2,424,152)	771,656	16,711
ENVIRONMENT	6,688,243	7,261,554	8,060,746	799,192	8,170,088	109,342
ENVIRONMENT-OUTREACH	203,135	219,521	218,688	(833)	223,962	5,274
ENVIRONMENTAL JUSTICE / YOUTH EMPLOYMENT	944,027	173,709	173,569	(140)	179,652	6,083
GREEN BUILDING	566,449	383,130	478,322	95,192	490,941	12,619
RECYCLING	4,216,518	4,760,233	5,198,426	438,193	5,195,760	(2,666)
SOLID WASTE MANAGEMENT	347,901	0	0	0	0	0
TOXICS	1,781,208	1,500,874	1,611,516	110,642	1,649,093	37,577
URBAN FORESTRY	37,232	37,665	48,624	10,959	50,302	1,678
<b>ENVIRONMENT</b>	<b>25,565,370</b>	<b>18,297,640</b>	<b>17,402,898</b>	<b>(894,742)</b>	<b>17,596,760</b>	<b>193,862</b>
<b>HUMAN RIGHTS COMMISSION</b>						
HUMAN RIGHTS COMMISSION	5,584,873	1,863,720	1,947,040	83,320	1,975,878	28,838
<b>HUMAN RIGHTS COMMISSION</b>	<b>5,584,873</b>	<b>1,863,720</b>	<b>1,947,040</b>	<b>83,320</b>	<b>1,975,878</b>	<b>28,838</b>
<b>HUMAN SERVICES</b>						
ADMINISTRATIVE SUPPORT	85,275,509	89,019,945	91,571,997	2,552,052	93,809,008	2,237,011
ADULT PROTECTIVE SERVICES	5,949,156	5,504,522	6,001,882	497,360	6,225,519	223,637
CALWORKS	44,437,990	46,935,371	45,865,071	(1,070,300)	47,028,660	1,163,589
CHILDREN'S BASELINE	18,926,131	28,051,313	28,007,598	(43,715)	28,814,357	806,759
COUNTY ADULT ASSISTANCE PROGRAM	51,113,165	52,028,814	50,220,515	(1,808,299)	50,713,875	493,360
COUNTY VETERANS SERVICES	379,250	419,939	436,282	16,343	451,402	15,120
DIVERSION AND COMMUNITY INTEGRATION PROG	3,212,488	3,656,139	3,832,139	176,000	3,832,139	0
DSS CHILDCARE	26,081,489	30,648,321	28,621,266	(2,027,055)	28,577,534	(43,732)
FAMILY AND CHILDREN'S SERVICE	101,573,324	119,100,732	119,065,248	(35,484)	121,812,001	2,746,753
FOOD STAMPS	15,556,160	21,147,407	24,619,146	3,471,739	25,942,971	1,323,825
HOMELESS SERVICES	81,974,874	88,884,866	103,157,394	14,272,528	101,649,214	(1,508,180)
IN HOME SUPPORTIVE SERVICES	125,492,758	127,436,807	131,806,971	4,370,164	135,391,753	3,584,782
INTEGRATED INTAKE	1,020,521	1,212,564	1,797,703	585,139	2,041,581	243,878
MEDI-CAL	23,164,780	24,703,735	30,687,541	5,983,806	32,721,372	2,033,831
NO COMMUNITY	242,499	0	0	0	0	0
OFFICE ON AGING	19,386,880	29,155,582	30,493,623	1,338,041	30,108,514	(385,109)
PUBLIC ADMINISTRATOR	1,541,721	1,518,043	1,478,206	(39,837)	1,531,698	53,492
PUBLIC CONSERVATOR	1,714,293	1,407,365	1,465,174	57,809	1,520,220	55,046
PUBLIC ED FUND - PROP H ( MARCH 2004 )	215,420	0	0	0	0	0
PUBLIC GUARDIAN	2,329,938	2,684,063	2,790,457	106,394	2,888,255	97,798
REPRESENTATIVE PAYEE	562,014	558,936	580,591	21,655	599,603	19,012
WELFARE TO WORK	25,388,747	29,454,222	32,891,457	3,437,235	33,445,256	553,799
<b>HUMAN SERVICES</b>	<b>635,539,107</b>	<b>703,528,686</b>	<b>735,390,261</b>	<b>31,861,575</b>	<b>749,104,932</b>	<b>13,714,671</b>
<b>RENT ARBITRATION BOARD</b>						
RENT BOARD	5,197,290	6,001,378	6,233,794	232,416	6,419,111	185,317

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 03 Human Welfare &amp; Neighborhood Development</b>						
<b>RENT ARBITRATION BOARD</b>						
<b>RENT ARBITRATION BOARD</b>	<b>5,197,290</b>	<b>6,001,378</b>	<b>6,233,794</b>	<b>232,416</b>	<b>6,419,111</b>	<b>185,317</b>
<b>STATUS OF WOMEN</b>						
CHILDREN'S BASELINE	198,450	198,677	198,677	0	198,677	0
COMMISSION ON STATUS OF WOMEN	3,164,487	3,393,920	4,541,327	1,147,407	4,609,725	68,398
DOMESTIC VIOLENCE	194,000	210,000	237,974	27,974	210,000	(27,974)
<b>STATUS OF WOMEN</b>	<b>3,556,937</b>	<b>3,802,597</b>	<b>4,977,978</b>	<b>1,175,381</b>	<b>5,018,402</b>	<b>40,424</b>
<b>Service Area: 03 Subtotals</b>	<b>837,271,212</b>	<b>909,658,686</b>	<b>977,829,036</b>	<b>68,170,350</b>	<b>973,021,310</b>	<b>(4,807,726)</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.



# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 04 Community Health</b>						
<b>PUBLIC HEALTH</b>						
CENTRAL ADMINISTRATION	108,981,896	152,192,421	214,369,599	62,177,178	215,820,010	1,450,411
CHILDREN'S BASELINE	38,828,188	47,823,044	53,229,227	5,406,183	54,631,694	1,402,467
COMM HLTH - COMM SUPPORT - HOUSING	26,973,854	24,852,099	30,017,815	5,165,716	30,752,635	734,820
COMM HLTH - PREV - MATERNAL & CHILD HLTH	21,206,816	27,057,827	28,168,874	1,111,047	28,767,341	598,467
COMM HLTH - PREVENTION - AIDS	52,322,785	58,469,635	58,319,655	(149,980)	57,300,381	(1,019,274)
COMM HLTH - PREVENTION - DISEASE CONTROL	19,029,725	19,731,308	19,610,043	(121,265)	20,037,454	427,411
COMM HLTH - PREVENTION - HLTH EDUCATION	5,430,907	6,495,393	7,594,655	1,639,262	7,618,765	24,110
EMERGENCY SERVICES AGENCY	1,036,500	1,400,000	1,228,050	(171,950)	1,200,000	(28,050)
ENVIRONMENTAL HEALTH SERVICES	20,247,015	19,097,927	19,955,613	857,686	20,377,283	421,670
FORENSICS - AMBULATORY CARE	28,656,644	28,831,213	29,515,090	683,877	30,433,326	918,236
HEALTH AT HOME	7,103,201	6,496,357	6,603,240	106,883	6,839,039	235,799
LAGUNA HONDA - LONG TERM CARE	214,976,422	203,354,724	220,560,383	17,205,659	233,623,367	13,062,984
LAGUNA HONDA HOSP - ACUTE CARE	2,715,375	3,874,554	3,755,942	(118,612)	3,898,828	142,886
LAGUNA HONDA HOSP - COMM SUPPORT CARE	55	(21,496)	0	21,496	(1)	(1)
MENTAL HEALTH - ACUTE CARE	2,490,402	3,462,797	3,462,797	0	3,462,797	0
MENTAL HEALTH - CHILDREN'S PROGRAM	35,533,164	38,425,920	38,672,491	246,571	38,293,955	(378,536)
MENTAL HEALTH - COMMUNITY CARE	167,160,128	152,343,350	171,340,803	18,997,453	159,244,263	(12,096,540)
MENTAL HEALTH - LONG TERM CARE	33,733,418	28,086,587	28,901,228	814,641	26,475,751	(2,425,477)
NON PROGRAM	29,065	0	0	0	2,250,393	2,250,393
OCCUPATIONAL SAFETY & HEALTH	1,948,503	1,846,839	1,930,468	83,629	1,972,270	41,802
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	58,982,910	71,328,487	73,296,993	1,968,506	76,586,627	3,289,634
SFGH - ACUTE CARE - FORENSICS	2,144,039	3,437,973	3,056,502	(381,471)	3,174,469	117,967
SFGH - ACUTE CARE - HOSPITAL	556,289,516	603,946,169	698,553,453	94,607,284	731,086,498	32,533,045
SFGH - ACUTE CARE - PSYCHIATRY	31,391,626	26,127,815	25,794,682	(333,133)	26,386,738	592,056
SFGH - AMBU CARE - ADULT MED HLTH CNTR	37,116,869	27,739,879	38,097,241	10,357,362	39,313,859	1,216,618
SFGH - AMBU CARE - METHADONE CLINIC	2,458,758	1,638,208	2,809,528	1,171,320	2,917,562	108,034
SFGH - AMBU CARE - OCCUPATIONAL HEALTH	3,365,049	2,327,135	3,555,890	1,228,755	3,680,266	124,376
SFGH - EMERGENCY - EMERGENCY	32,252,127	24,472,046	33,457,049	8,985,003	35,218,882	1,761,833
SFGH - EMERGENCY - PSYCHIATRIC SERVICES	7,293,849	9,133,300	7,736,875	(1,396,425)	7,921,064	184,189
SFGH - LONG TERM CARE - RF PSYCHIATRY	15,437,355	16,871,492	13,388,697	(3,482,795)	12,114,414	(1,274,283)
SUBSTANCE ABUSE - COMMUNITY CARE	59,837,681	65,033,010	69,806,554	4,773,544	70,136,200	329,646
<b>PUBLIC HEALTH</b>	<b>1,594,973,842</b>	<b>1,675,336,013</b>	<b>1,906,789,437</b>	<b>231,453,424</b>	<b>1,951,536,130</b>	<b>44,746,693</b>
<b>Service Area: 04 Subtotals</b>	<b>1,594,973,842</b>	<b>1,675,336,013</b>	<b>1,906,789,437</b>	<b>231,453,424</b>	<b>1,951,536,130</b>	<b>44,746,693</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 05 Culture &amp; Recreation</b>						
<b>ACADEMY OF SCIENCES</b>						
ACADEMY OF SCIENCES	3,994,811	4,026,851	4,432,695	405,844	4,266,550	(166,145)
<b>ACADEMY OF SCIENCES</b>	<b>3,994,811</b>	<b>4,026,851</b>	<b>4,432,695</b>	<b>405,844</b>	<b>4,266,550</b>	<b>(166,145)</b>
<b>ARTS COMMISSION</b>						
ART COMMISSION-ADMINISTRATION	2,043,144	1,902,745	1,439,039	(463,706)	680,142	(758,897)
CIVIC COLLECTION	77,712	351,821	582,766	230,945	1,163,938	581,172
CIVIC DESIGN	0	142,509	186,410	43,901	191,174	4,764
COMMUNITY ARTS & EDUCATION	4,022,036	204	0	(204)	0	0
COMMUNITY ARTS & EDUCATION-GENERAL ADMIN	0	3,409,561	5,345,656	1,936,095	3,565,987	(1,779,669)
CULTURAL EQUITY	1,719,868	2,333,867	2,837,755	503,888	2,857,370	19,615
EDUCATIONAL PROGRAMS	0	649,253	595,317	(53,936)	601,486	6,169
GALLERY	45,925	327,824	482,284	154,460	494,458	12,174
GRANTS FOR THE ARTS	0	30,000	0	(30,000)	0	0
MUNICIPAL SYMPHONY CONCERTS	1,993,934	2,031,816	2,139,061	107,245	2,258,237	119,176
PUBLIC ART	415,796	31,130	129,586	98,456	129,586	0
STREET ARTISTS	266,982	312,033	312,033	0	322,954	10,921
<b>ARTS COMMISSION</b>	<b>10,585,397</b>	<b>11,522,763</b>	<b>14,049,907</b>	<b>2,527,144</b>	<b>12,265,332</b>	<b>(1,784,575)</b>
<b>ASIAN ART MUSEUM</b>						
ASIAN ARTS MUSEUM	7,597,190	8,313,225	8,744,439	431,214	9,330,370	585,931
<b>ASIAN ART MUSEUM</b>	<b>7,597,190</b>	<b>8,313,225</b>	<b>8,744,439</b>	<b>431,214</b>	<b>9,330,370</b>	<b>585,931</b>
<b>FINE ARTS MUSEUM</b>						
ADMISSIONS	3,223,957	3,230,767	3,145,650	(85,117)	3,177,574	31,924
OPER & MAINT OF MUSEUMS	11,947,966	13,018,703	14,001,060	982,357	14,724,218	723,158
<b>FINE ARTS MUSEUM</b>	<b>15,171,923</b>	<b>16,249,470</b>	<b>17,146,710</b>	<b>897,240</b>	<b>17,901,792</b>	<b>755,082</b>
<b>LAW LIBRARY</b>						
LAW LIBRARY	606,639	738,179	1,284,995	546,816	1,484,499	199,504
<b>LAW LIBRARY</b>	<b>606,639</b>	<b>738,179</b>	<b>1,284,995</b>	<b>546,816</b>	<b>1,484,499</b>	<b>199,504</b>
<b>PUBLIC LIBRARY</b>						
ADULT SERVICES	357,071	400,000	400,000	0	400,000	0
BRANCH PROGRAM	20,092,557	19,570,250	20,997,341	1,427,091	21,989,760	992,419
CHILDREN'S BASELINE	8,569,976	8,635,577	8,926,363	290,786	9,379,362	452,999
CHILDREN'S SERVICES	1,025,730	1,168,384	1,292,682	124,298	1,318,925	26,243
COLLECTION TECHNICAL SERVICES	5,649,769	13,466,587	14,086,975	620,388	15,124,752	1,037,777
COMMUNITY PARTNERSHIPS AND PROGRAMMING	8,407,623	1,400,466	1,024,781	(375,685)	1,059,084	34,303
FACILITIES	11,320,844	12,757,244	15,212,215	2,454,971	13,818,552	(1,393,663)
INFORMATION TECHNOLOGY	5,139,445	6,173,935	8,072,934	1,898,999	7,545,799	(527,135)
LIBRARY ADMINISTRATION	11,153,280	11,968,453	13,188,705	1,220,252	15,659,966	2,471,261
MAIN PROGRAM	16,373,778	16,857,541	17,692,189	834,648	18,277,590	585,401
<b>PUBLIC LIBRARY</b>	<b>88,090,073</b>	<b>92,398,437</b>	<b>100,894,185</b>	<b>8,495,748</b>	<b>104,573,790</b>	<b>3,679,605</b>
<b>RECREATION AND PARK COMMISSION</b>						
CAPITAL PROJECTS	33,172,552	13,795,112	25,857,936	12,062,824	16,188,976	(9,668,960)
CHILDREN'S BASELINE	10,399,256	9,650,793	10,177,899	527,106	10,379,201	201,302
CHILDREN'S SVCS - NON - CHILDREN'S FUND	505,159	400,000	1,100,000	700,000	1,100,000	0
CULTURE & RECREATION/DEPARTMENTAL	1,161	0	0	0	0	0
GOLDEN GATE PARK	11,569,095	10,630,582	11,228,981	598,399	11,545,234	316,253
MARINA HARBOR	1,669,143	3,013,871	4,590,583	1,576,712	3,989,288	(601,295)
NEIGHBORHOOD SERVICES	42,100	0	0	0	0	0
PARKS	63,285,524	72,315,697	76,076,576	3,760,879	75,681,642	(394,934)
REC & PARK ADMINISTRATION	147,595	76,158	76,350	192	76,350	0
RECREATION	12,619,315	14,762,173	16,339,219	1,577,046	16,869,038	529,819
STRUCTURAL MAINTENANCE	14,326,477	13,860,366	14,870,788	1,010,422	15,245,597	374,809
<b>RECREATION AND PARK COMMISSION</b>	<b>147,737,377</b>	<b>138,504,752</b>	<b>160,318,332</b>	<b>21,813,580</b>	<b>151,075,326</b>	<b>(9,243,006)</b>
<b>WAR MEMORIAL</b>						
OPER & MAINT OF MUSEUMS	166,199	0	0	0	0	0
OPERATIONS & MAINTENANCE	15,753,447	12,115,869	11,934,740	(181,129)	12,382,285	447,545
<b>WAR MEMORIAL</b>	<b>15,919,646</b>	<b>12,115,869</b>	<b>11,934,740</b>	<b>(181,129)</b>	<b>12,382,285</b>	<b>447,545</b>
<b>Service Area: 05 Subtotals</b>	<b>289,703,056</b>	<b>283,869,546</b>	<b>318,806,003</b>	<b>34,936,457</b>	<b>313,279,944</b>	<b>(5,526,059)</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 06 General Administration &amp; Finance</b>						
<b>ASSESSOR / RECORDER</b>						
PERSONAL PROPERTY	2,412,830	2,996,239	3,124,644	128,405	2,960,111	(164,533)
REAL PROPERTY	6,221,191	7,257,028	8,251,326	994,298	6,647,533	(1,603,793)
RECORDER	1,520,683	3,389,611	2,367,599	(1,022,012)	2,361,260	(6,339)
TECHNICAL SERVICES	6,526,717	6,514,062	6,796,969	282,907	10,121,709	3,324,740
TRANSFER TAX	1,254,988	1,051,644	1,278,361	226,717	1,747,630	469,269
<b>ASSESSOR / RECORDER</b>	<b>17,936,409</b>	<b>21,208,584</b>	<b>21,818,899</b>	<b>610,315</b>	<b>23,838,243</b>	<b>2,019,344</b>
<b>BOARD OF SUPERVISORS</b>						
BOARD - LEGISLATIVE ANALYSIS	2,049,002	2,000,000	2,000,000	0	2,000,000	0
BOARD OF SUPERVISOR	4,759,070	6,183,898	6,668,149	484,251	6,856,302	188,153
CHILDREN'S BASELINE	149,398	175,530	266,905	91,375	275,525	8,620
CLERK OF THE BOARD	3,514,038	4,054,693	3,973,861	(80,832)	4,115,565	141,704
LOCAL AGENCY FORMATION	279,317	0	0	0	0	0
<b>BOARD OF SUPERVISORS</b>	<b>10,750,825</b>	<b>12,414,121</b>	<b>12,908,915</b>	<b>494,794</b>	<b>13,247,392</b>	<b>338,477</b>
<b>CITY ATTORNEY</b>						
CLAIMS	4,034,186	6,060,764	6,305,851	245,087	6,529,935	224,084
LEGAL SERVICE	61,168,121	58,817,487	61,858,081	3,040,594	63,789,064	1,930,983
LEGAL SERVICE-PAYING DEPTS	2,735,000	2,735,000	2,735,000	0	2,735,000	0
<b>CITY ATTORNEY</b>	<b>67,937,307</b>	<b>67,613,251</b>	<b>70,898,932</b>	<b>3,285,681</b>	<b>73,053,999</b>	<b>2,155,067</b>
<b>CITY PLANNING</b>						
ADMINISTRATION/PLANNING	8,668,031	9,928,716	9,953,961	25,245	9,876,856	(77,105)
CITYWIDE PLANNING	4,171,985	4,623,888	5,885,155	1,261,267	6,408,189	523,034
CURRENT PLANNING	6,747,167	7,106,022	8,122,387	1,016,365	8,279,964	157,577
ENVIRONMENTAL PLANNING	3,344,524	4,958,878	4,620,442	(338,436)	5,393,857	773,415
ZONING ADMINISTRATION AND COMPLIANCE	1,071,267	1,568,206	1,635,626	67,420	1,695,810	60,184
<b>CITY PLANNING</b>	<b>24,002,974</b>	<b>28,185,710</b>	<b>30,217,571</b>	<b>2,031,861</b>	<b>31,654,676</b>	<b>1,437,105</b>
<b>CIVIL SERVICE COMMISSION</b>						
CIVIL SERVICE COMMISSION	854,826	858,926	925,114	66,188	953,722	28,608
<b>CIVIL SERVICE COMMISSION</b>	<b>854,826</b>	<b>858,926</b>	<b>925,114</b>	<b>66,188</b>	<b>953,722</b>	<b>28,608</b>
<b>CONTROLLER</b>						
ACCOUNTING OPERATIONS AND SYSTEMS	7,074,742	7,202,436	8,167,819	965,383	8,441,922	274,103
CITY SERVICES AUDITOR	8,853,804	12,363,860	13,671,802	1,307,942	13,570,165	(101,637)
ECONOMIC ANALYSIS	403,403	442,997	517,577	74,580	536,061	18,484
FINANCIAL SYSTEMS PROJECTS	273,155	0	2,300,000	2,300,000	250,000	(2,050,000)
MANAGEMENT, BUDGET AND ANALYSIS	3,551,678	4,987,141	5,025,271	38,130	4,926,145	(99,126)
PAYROLL AND PERSONNEL SERVICES	12,814,403	13,250,360	13,889,096	638,736	15,263,969	1,374,873
PUBLIC FINANCE	526,952	540,378	692,028	151,650	756,602	64,574
<b>CONTROLLER</b>	<b>33,498,137</b>	<b>38,787,172</b>	<b>44,263,593</b>	<b>5,476,421</b>	<b>43,744,864</b>	<b>(518,729)</b>
<b>ELECTIONS</b>						
ELECTIONS	14,558,710	12,416,848	16,847,957	4,431,109	15,981,195	(866,762)
<b>ELECTIONS</b>	<b>14,558,710</b>	<b>12,416,848</b>	<b>16,847,957</b>	<b>4,431,109</b>	<b>15,981,195</b>	<b>(866,762)</b>
<b>ETHICS COMMISSION</b>						
ELECTION CAMPAIGN FUND	1,993,827	1,899,308	1,903,559	4,251	1,906,395	2,836
ETHICS COMMISSION	2,058,628	2,256,239	2,453,391	197,152	2,543,049	89,658
<b>ETHICS COMMISSION</b>	<b>4,052,455</b>	<b>4,155,547</b>	<b>4,356,950</b>	<b>201,403</b>	<b>4,449,444</b>	<b>92,494</b>
<b>GENERAL SERVICES AGENCY - CITY ADMIN</b>						
311 CALL CENTER	10,134,541	10,879,996	11,479,480	599,484	11,794,312	314,832
ANIMAL WELFARE	4,338,669	5,395,922	5,712,200	316,278	4,963,433	(748,767)
CAPITAL ASSET PLANNING	590,650	750,000	750,000	0	750,000	0
CITY ADMINISTRATOR - ADMINISTRATION	9,053,675	9,469,713	10,528,005	1,058,292	10,415,663	(112,342)
COMMUNITY AMBASSADOR PROGRAM	0	496,385	580,753	84,368	718,484	137,731
COMMUNITY REDEVELOPMENT	0	0	728,678	728,678	752,019	23,341
CONTRACT MONITORING	0	4,476,177	4,662,030	185,853	3,986,097	(675,933)
COUNTY CLERK SERVICES	1,266,502	1,894,985	1,886,255	(8,730)	1,876,877	(9,378)
DISABILITY ACCESS	5,037,809	8,424,249	7,937,835	(486,414)	5,490,603	(2,447,232)
EARTHQUAKE SAFETY PROGRAM	0	440,000	590,000	150,000	590,000	0
ENTERTAINMENT COMMISSION	692,177	861,464	851,356	(10,108)	875,315	23,959
FACILITIES MGMT & OPERATIONS	36,645,611	40,692,393	45,788,116	5,095,723	50,922,979	5,134,863

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 06 General Administration &amp; Finance</b>						
<b>GENERAL SERVICES AGENCY - CITY ADMIN</b>						
FLEET MANAGEMENT	872,904	991,055	990,923	(132)	1,125,655	134,732
GRANTS FOR THE ARTS	12,007,087	11,888,347	12,787,639	899,292	12,814,723	27,084
IMMIGRANT AND LANGUAGE SERVICES	1,274,570	1,841,055	2,009,655	168,600	2,026,021	16,366
JUSTIS PROJECT - CITY ADM OFFICE	3,772,014	3,481,495	3,397,792	(83,703)	3,425,758	27,966
LIVING WAGE / LIVING HEALTH (MCO/HCAO)	2,855,619	3,297,163	3,722,140	424,977	3,820,910	98,770
MEDICAL EXAMINER	6,395,591	6,191,525	11,406,772	5,215,247	6,738,758	(4,668,014)
MOSCONE EXPANSION PROJECT	0	1,700,000	3,400,000	1,700,000	0	(3,400,000)
NEIGHBORHOOD BEAUTIFICATION	839,209	1,865,000	1,840,000	(25,000)	1,380,000	(460,000)
PROCUREMENT SERVICES	4,372,103	5,106,654	5,366,628	259,974	5,544,031	177,403
PUBLICITY AND ADVERTISING	49,392	0	0	0	0	0
REAL ESTATE SERVICES	23,533,525	26,874,789	27,414,519	539,730	29,921,138	2,506,619
REPRODUCTION SERVICES	5,714,562	6,025,989	6,853,219	827,230	6,799,546	(53,673)
RISK MANAGEMENT / GENERAL	11,740,636	14,325,471	18,305,849	3,980,378	18,376,381	70,532
TOURISM EVENTS	58,801,377	73,465,907	73,595,485	129,578	74,688,351	1,092,866
TREASURE ISLAND	1,329,343	1,758,079	1,924,948	166,869	1,848,550	(76,398)
VEHICLE & EQUIPMENT MAIN & FUELING	25,741,018	25,949,934	30,375,336	4,425,402	31,070,417	695,081
<b>GENERAL SERVICES AGENCY - CITY ADMIN</b>	<b>227,058,584</b>	<b>268,543,747</b>	<b>294,885,613</b>	<b>26,341,866</b>	<b>292,716,021</b>	<b>(2,169,592)</b>
<b>GENERAL SERVICES AGENCY - TECHNOLOGY</b>						
ADMINISTRATION	21,869,117	23,541,789	27,024,554	3,482,765	27,940,734	916,180
GOVERNANCE AND OUTREACH	7,777,432	9,087,343	8,965,129	(122,214)	9,356,228	391,099
OPERATIONS	26,404,986	31,333,200	32,694,054	1,360,854	30,237,969	(2,456,085)
REPRODUCTION SERVICES	(32)	0	0	0	0	0
TECHNOLOGY	1,629,361	2,601,035	3,242,459	641,424	2,508,443	(734,016)
TECHNOLOGY SERVICES:PUBLIC SAFETY	10,504,083	9,071,502	11,185,739	2,114,237	10,302,274	(883,465)
<b>GENERAL SERVICES AGENCY - TECHNOLOGY</b>	<b>68,184,947</b>	<b>75,634,869</b>	<b>83,111,935</b>	<b>7,477,066</b>	<b>80,345,648</b>	<b>(2,766,287)</b>
<b>HEALTH SERVICE SYSTEM</b>						
HEALTH SERVICE SYSTEM	6,367,888	6,552,236	9,115,128	2,562,892	9,630,226	515,098
<b>HEALTH SERVICE SYSTEM</b>	<b>6,367,888</b>	<b>6,552,236</b>	<b>9,115,128</b>	<b>2,562,892</b>	<b>9,630,226</b>	<b>515,098</b>
<b>HUMAN RESOURCES</b>						
ADMINISTRATION	622,832	833,056	1,094,180	261,124	1,154,069	59,889
CLASS AND COMPENSATION	295,424	603,795	480,605	(123,190)	497,796	17,191
EMPLOYEE RELATIONS	6,477,342	4,291,925	5,484,599	1,192,674	4,637,378	(847,221)
EQUAL EMPLOYMENT OPPORTUNITY	1,065,122	1,145,098	1,487,528	342,430	1,608,755	121,227
HEALTH SERVICE SYSTEM	144,308	0	0	0	0	0
MANAGEMENT INFORMATION SYSTEM	51,797	0	0	0	0	0
RECRUIT/ ASSESS/ CLIENT SERVICES	7,611,661	7,317,440	7,725,039	407,599	7,880,668	155,629
WORKERS COMPENSATION	56,650,300	58,991,898	60,925,530	1,933,632	62,003,215	1,077,685
WORKFORCE DEVELOPMENT	935,858	759,445	685,862	(73,583)	704,352	18,490
<b>HUMAN RESOURCES</b>	<b>73,854,644</b>	<b>73,942,657</b>	<b>77,883,343</b>	<b>3,940,686</b>	<b>78,486,233</b>	<b>602,890</b>
<b>MAYOR</b>						
AFFORDABLE HOUSING	71,676,349	9,356,855	31,456,143	22,099,288	32,369,885	913,742
CITY ADMINISTRATION	4,011,143	4,460,237	4,653,049	192,812	4,702,454	49,405
COMMUNITY INVESTMENT	5,890,001	3,815,211	3,845,514	30,303	3,198,513	(647,001)
CRIMINAL JUSTICE	155,578	8,101	8,095	(6)	8,097	2
HOMELESS SERVICES	5,267,078	6,635,496	9,629,687	2,994,191	12,396,841	2,767,154
LEAD-BASED PAINT HAZARD CONTROL PROGRAM	245,569	0	0	0	0	0
NEIGHBORHOOD SERVICES	201,924	335,341	407,392	72,051	421,252	13,860
PUBLIC FINANCE	9,640,604	0	0	0	0	0
PUBLIC POLICY & FINANCE	1,202,564	1,410,795	1,469,933	59,138	1,520,341	50,408
<b>MAYOR</b>	<b>98,290,810</b>	<b>26,022,036</b>	<b>51,469,813</b>	<b>25,447,777</b>	<b>54,617,383</b>	<b>3,147,570</b>
<b>RETIREMENT SYSTEM</b>						
ADMINISTRATION	1,663,448	1,513,005	1,617,539	104,534	1,733,331	115,792
EMPLOYEE DEFERRED COMP PLAN	809,870	893,084	1,143,513	250,429	1,171,129	27,616
INVESTMENT	2,017,052	3,030,848	3,201,735	170,887	3,629,192	427,457
RETIREMENT SERVICES	12,434,712	15,160,905	16,676,188	1,515,283	17,052,331	376,143
<b>RETIREMENT SYSTEM</b>	<b>16,925,082</b>	<b>20,597,842</b>	<b>22,638,975</b>	<b>2,041,133</b>	<b>23,585,983</b>	<b>947,008</b>
<b>TREASURER/TAX COLLECTOR</b>						
BUSINESS TAX	6,111,637	6,975,254	5,880,543	(1,094,711)	6,007,854	127,311

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 06 General Administration &amp; Finance</b>						
<b>TREASURER/TAX COLLECTOR</b>						
DELINQUENT REVENUE	7,349,441	7,691,639	8,790,901	1,099,262	9,012,419	221,518
GROSS RECEIPTS TAX	0	0	5,975,296	5,975,296	9,230,280	3,254,984
INVESTMENT	1,515,791	2,328,040	2,355,479	27,439	2,455,593	100,114
LEGAL SERVICE	258,070	441,801	519,184	77,383	535,949	16,765
MANAGEMENT	5,242,722	5,352,917	5,050,766	(302,151)	5,359,054	308,288
PROPERTY TAX/LICENSING	2,531,349	2,542,945	2,503,149	(39,796)	2,342,053	(161,096)
TAXPAYER ASSISTANCE	1,183,338	1,409,882	1,637,952	228,070	1,690,539	52,587
TRANSFER TAX	211,893	0	0	0	0	0
TREASURY	1,971,005	2,690,203	2,816,036	125,833	2,931,071	115,035
<b>TREASURER/TAX COLLECTOR</b>	<b>26,375,246</b>	<b>29,432,681</b>	<b>35,529,306</b>	<b>6,096,625</b>	<b>39,564,812</b>	<b>4,035,506</b>
<b>Service Area: 06 Subtotals</b>	<b>690,648,844</b>	<b>686,366,227</b>	<b>776,872,044</b>	<b>90,505,817</b>	<b>785,869,841</b>	<b>8,997,797</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2011-2012 Actual	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 07 General City Responsibilities</b>						
<b>GENERAL CITY RESPONSIBILITY</b>						
GENERAL CITY RESPONSIBILITIES	974,617,202	1,108,303,167	1,423,484,588	315,181,421	1,487,582,795	64,098,207
GENERAL FUND UNALLOCATED	69,901,791	0	0	0	0	0
INDIGENT DEFENSE/GRAND JURY	0	750,000	750,000	0	750,000	0
RETIREE HEALTH CARE - PROP B	44,888	10,170,000	16,781,636	6,611,636	21,451,544	4,669,908
<b>GENERAL CITY RESPONSIBILITY</b>	<b>1,044,563,881</b>	<b>1,119,223,167</b>	<b>1,441,016,224</b>	<b>321,793,057</b>	<b>1,509,784,339</b>	<b>68,768,115</b>
<b>GENERAL FUND UNALLOCATED</b>						
GENERAL FUND UNALLOCATED	9,934,127	0	0	0	0	0
NO COMMUNITY	3,085	0	0	0	0	0
<b>GENERAL FUND UNALLOCATED</b>	<b>9,937,212</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Area: 07 Subtotals</b>	<b>1,054,501,093</b>	<b>1,119,223,167</b>	<b>1,441,016,224</b>	<b>321,793,057</b>	<b>1,509,784,339</b>	<b>68,768,115</b>
Expenditure Subtotals	8,220,747,040	8,689,922,890	9,679,882,054	989,959,164	9,781,869,928	101,987,874
Less Interdepartmental Recoveries And Transfers	(1,339,879,922)	(1,484,094,091)	(1,763,982,055)	(279,887,964)	(1,851,992,050)	(88,009,995)
<b>Net Uses</b>	<b>6,880,867,118</b>	<b>7,205,828,799</b>	<b>7,915,899,999</b>	<b>710,071,200</b>	<b>7,929,877,878</b>	<b>13,977,879</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.

# CONSOLIDATED SCHEDULE OF SOURCES AND USES

Sources of Funds	2013-2014			2014-2015		
	General Fund	Self Supporting	Total	General Fund	Self Supporting	Total
Prior Year Fund Balance	113,307,118	164,036,004	277,343,122	110,550,000	37,088,372	147,638,372
Prior Year Reserves	33,737,100	18,792,300	52,529,400	17,725,223	207,165	17,932,388
Regular Revenues	3,578,150,671	4,007,876,806	7,586,027,477	3,700,501,808	4,063,805,310	7,764,307,118
Transfers Into the General Fund	217,982,482	(217,982,482)	0	214,791,783	(214,791,783)	0
<b>Total Sources of Funds</b>	<b>3,943,177,371</b>	<b>3,972,722,628</b>	<b>7,915,899,999</b>	<b>4,043,568,814</b>	<b>3,886,309,064</b>	<b>7,929,877,878</b>
Uses of Funds	General Fund	Self Supporting	Total	General Fund	Self Supporting	Total
Regular Expenditures:						
Gross Expenditures	3,379,111,956	5,078,395,529	8,457,507,485	3,428,426,263	5,128,263,662	8,556,689,925
Less Interdepartmental Recoveries	(371,678,733)	(661,232,403)	(1,032,911,136)	(376,278,214)	(677,150,743)	(1,053,428,957)
Net Regular Expenditures	3,007,433,223	4,417,163,126	7,424,596,349	3,052,148,049	4,451,112,919	7,503,260,968
Transfers From the General Fund	805,124,434	(805,124,434)	0	846,604,571	(846,604,571)	0
Capital Projects	45,028,374	147,010,115	192,038,489	83,705,196	62,505,535	146,210,731
Facilities Maintenance	13,200,716	50,416,730	63,617,446	8,615,678	34,645,000	43,260,678
Reserves	72,390,624	163,257,091	235,647,715	52,495,320	184,650,181	237,145,501
<b>Total Uses of Funds</b>	<b>3,943,177,371</b>	<b>3,972,722,628</b>	<b>7,915,899,999</b>	<b>4,043,568,814</b>	<b>3,886,309,064</b>	<b>7,929,877,878</b>

\*The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary revenue and cost estimates for these departments.



# AUTHORIZED POSITIONS, GRAND RECAP DETAIL

Position Detail	2011-2012	2012-2013	2013-2014		2014-2015	
	Budget	Budget	Proposed Budget	Change From 2012-2013	Proposed Budget	Change From 2013-2014
<b>Operating</b>						
Permanent	28,845.10	29,425.14	30,155.07	729.93	30,314	159
Temporary	525.12	575.46	622.93	47.47	585	(38)
<b>Non-Operating</b>						
Grant	371.64	396.70	367.62	(29.08)	364	(3)
Capital/Other	1,469.11	1,485.50	1,565.74	80.24	1,591	25
<b>Authorized Positions - Subtotal:</b>	<b>31,210.97</b>	<b>31,882.80</b>	<b>32,711.36</b>	<b>828.56</b>	<b>32,854</b>	<b>143</b>
<b>Unfunded Positions</b>						
Attrition Savings	(3,156.30)	(3,162.34)	(3,045.38)	116.96	(3,030)	16
Capital/Other	(1,872.35)	(1,864.74)	(1,943.98)	(79.24)	(1,969)	(25)
<b>Unfunded Positions - Subtotal:</b>	<b>(5,028.65)</b>	<b>(5,027.08)</b>	<b>(4,989.36)</b>	<b>37.72</b>	<b>(4,999)</b>	<b>(9)</b>
<b>Net Funded Positions:</b>	<b>26,182.32</b>	<b>26,855.72</b>	<b>27,722.00</b>	<b>866.28</b>	<b>27,855</b>	<b>133</b>

\*The table above reflects Fiscal Year 2013-14 authorized positions for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary authorized positions for these departments.

# FUNDED POSITIONS, GRAND RECAP BY MAJOR SERVICE AREA & DEPARTMENT TITLE

Department	2011-2012 Budget	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 01 Public Protection</b>						
ADULT PROBATION	108.00	138.10	141.12	3.02	141.44	0.32
DISTRICT ATTORNEY	238.52	244.97	254.77	9.80	251.54	(3.23)
EMERGENCY MANAGEMENT	213.56	243.70	244.55	0.85	248.97	4.42
FIRE DEPARTMENT	1,473.76	1,462.51	1,466.77	4.26	1,469.47	2.70
JUVENILE PROBATION	236.49	236.02	239.43	3.41	239.17	(0.26)
POLICE	2,664.92	2,654.67	2,734.06	79.39	2,742.88	8.82
PUBLIC DEFENDER	159.80	157.87	156.50	(1.37)	156.34	(0.16)
SHERIFF	1,010.22	1,013.20	993.29	(19.91)	1,008.15	14.86
<b>Service Area: 01 TOTAL</b>	<b>6,105.27</b>	<b>6,151.04</b>	<b>6,230.49</b>	<b>79.45</b>	<b>6,257.96</b>	<b>27.47</b>
<b>Service Area: 02 Public Works, Transportation &amp; Commerce</b>						
AIRPORT COMMISSION	1,377.31	1,443.36	1,462.82	19.46	1,461.22	(1.60)
BOARD OF APPEALS	5.00	5.00	5.00	0	5.00	0.00
BUILDING INSPECTION	242.76	265.82	285.09	19.27	291.55	6.46
ECONOMIC AND WORKFORCE DEVELOPMENT	64.86	76.10	85.88	9.78	87.70	1.82
GENERAL SERVICES AGENCY - PUBLIC WORKS	783.24	807.51	826.21	18.70	827.64	1.43
MUNICIPAL TRANSPORTATION AGENCY	4,140.59	4,388.17	4,481.32	93.15	4,480.83	(0.49)
PORT	223.16	235.98	236.79	0.81	236.73	(0.06)
PUBLIC UTILITIES COMMISSION	1,615.62	1,619.57	1,621.27	1.70	1,620.58	(0.69)
<b>Service Area: 02 TOTAL</b>	<b>8,452.54</b>	<b>8,841.51</b>	<b>9,004.38</b>	<b>162.87</b>	<b>9,011.25</b>	<b>6.87</b>
<b>Service Area: 03 Human Welfare &amp; Neighborhood Development</b>						
CHILD SUPPORT SERVICES	94.44	90.35	84.25	(6.10)	80.76	(3.49)
CHILDREN AND FAMILIES COMMISSION	16.11	15.87	17.00	1.13	17.00	0.00
CHILDREN; YOUTH & THEIR FAMILIES	32.05	33.38	37.42	4.04	37.11	(0.31)
COUNTY EDUCATION OFFICE	0.99	0	0	0	0.00	0.00
ENVIRONMENT	58.55	59.43	59.09	(0.34)	58.65	(0.44)
HUMAN RIGHTS COMMISSION	33.52	12.00	11.81	(0.19)	11.68	(0.13)
HUMAN SERVICES	1,690.52	1,750.07	1,870.98	120.91	1,893.95	22.97
RENT ARBITRATION BOARD	28.91	28.53	28.53	0	28.52	(0.01)
STATUS OF WOMEN	4.76	4.71	5.67	0.96	5.67	0.00
<b>Service Area: 03 TOTAL</b>	<b>1,959.85</b>	<b>1,994.34</b>	<b>2,114.75</b>	<b>120.41</b>	<b>2,133.34</b>	<b>18.59</b>
<b>Service Area: 04 Community Health</b>						
PUBLIC HEALTH	5,671.29	5,800.22	6,138.87	338.65	6,199.76	60.89
<b>Service Area: 04 TOTAL</b>	<b>5,671.29</b>	<b>5,800.22</b>	<b>6,138.87</b>	<b>338.65</b>	<b>6,199.76</b>	<b>60.89</b>
<b>Service Area: 05 Culture &amp; Recreation</b>						
ACADEMY OF SCIENCES	12.48	12.35	12.35	0	12.35	0.00
ARTS COMMISSION	19.37	26.87	28.43	1.56	28.43	0.00
ASIAN ART MUSEUM	58.31	57.91	57.83	(0.08)	57.77	(0.06)
FINE ARTS MUSEUM	106.06	109.86	111.14	1.28	110.94	(0.20)
LAW LIBRARY	3.00	3.00	3.00	0	3.00	0.00

\*The table above reflects Fiscal Year 2013-14 funded positions for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary funded position estimates for these departments.

# FUNDED POSITIONS, GRAND RECAP BY MAJOR SERVICE AREA & DEPARTMENT TITLE

Department	2011-2012 Budget	2012-2013 Budget	2013-2014 Proposed	Change From 2012-2013	2014-2015 Proposed	Change From 2013-2014
<b>Service Area: 05 Culture &amp; Recreation</b>						
PUBLIC LIBRARY	628.41	640.48	651.73	11.25	653.97	2.24
RECREATION AND PARK COMMISSION	833.73	841.26	863.20	21.94	862.92	(0.28)
WAR MEMORIAL	62.73	63.33	56.55	(6.78)	57.91	1.36
<b>Service Area: 05 TOTAL</b>	<b>1,724.09</b>	<b>1,755.06</b>	<b>1,784.23</b>	<b>29.17</b>	<b>1,787.29</b>	<b>3.06</b>
<b>Service Area: 06 General Administration &amp; Finance</b>						
ASSESSOR / RECORDER	146.67	142.04	153.87	11.83	149.89	(3.98)
BOARD OF SUPERVISORS	62.70	70.32	74.62	4.30	74.60	(0.02)
CITY ATTORNEY	299.29	303.47	303.86	0.39	303.82	(0.04)
CITY PLANNING	150.83	151.77	158.59	6.82	161.37	2.78
CIVIL SERVICE COMMISSION	5.70	5.70	6.02	0.32	6.02	0.00
CONTROLLER	200.68	197.67	203.66	5.99	205.57	1.91
ELECTIONS	54.63	42.25	53.44	11.19	47.43	(6.01)
ETHICS COMMISSION	17.32	16.79	17.51	0.72	17.50	(0.01)
GENERAL SERVICES AGENCY - CITY ADMIN	637.47	688.62	717.61	28.99	732.98	15.37
GENERAL SERVICES AGENCY - TECHNOLOGY	196.23	199.20	217.95	18.75	215.87	(2.08)
HEALTH SERVICE SYSTEM	34.82	35.10	45.78	10.68	48.39	2.61
HUMAN RESOURCES	123.06	123.77	135.87	12.10	132.53	(3.34)
MAYOR	37.14	38.52	49.70	11.18	50.78	1.08
RETIREMENT SYSTEM	94.70	96.59	97.99	1.40	99.96	1.97
TREASURER/TAX COLLECTOR	208.04	201.74	212.81	11.07	218.92	6.11
<b>Service Area: 06 TOTAL</b>	<b>2,269.28</b>	<b>2,313.55</b>	<b>2,449.28</b>	<b>135.73</b>	<b>2,465.63</b>	<b>16.35</b>
<b>Report Grand Total</b>	<b>26,182.32</b>	<b>26,855.72</b>	<b>27,722.00</b>	<b>866.28</b>	<b>27,855.23</b>	<b>133.23</b>

\*The table above reflects Fiscal Year 2013-14 funded positions for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended. For Fiscal Year 2014-15 this contains preliminary funded position estimates for these departments.

# CITY AND COUNTY OF SAN FRANCISCO

## MAJOR FUND BUDGETARY RECAP

(IN THOUSANDS OF DOLLARS)

	Governmental Funds							Total All Funds
	General Fund	Special Revenue	Capital Project	Debt Service	Enterprise	Internal Service	Other Agency/Trust	
<b>Sources</b>								
Prior Year Fund Balance - 6/30/13 (est.)	113,307	54,755	1,604	20,586	85,861	1,229	0	277,343
Prior Year Reserves	33,737	1,986	0	0	16,807	0	0	52,529
<b>Prior Year Sources</b>	<b>147,044</b>	<b>56,741</b>	<b>1,604</b>	<b>20,586</b>	<b>102,668</b>	<b>1,229</b>	<b>0</b>	<b>329,873</b>
Property Taxes	1,153,417	127,862	0	228,331	0	0	0	1,509,610
Other Local Taxes	846,924	0	0	0	0	0	0	846,924
Business Taxes	532,988	1,000	0	0	0	0	0	533,988
Rents & Concessions	23,061	36,819	0	0	425,167	171	957	486,174
Fines and Forfeitures	6,830	5,186	0	0	95,730	0	0	107,747
Interest & Investment Income	10,946	1,974	0	0	14,830	0	647	28,396
Licenses, Permits & Franchises	25,534	10,717	0	0	18,592	0	0	54,842
Intergovernmental - State	562,649	95,418	0	750	144,596	0	0	803,413
Intergovernmental - Federal	214,499	145,572	0	0	80,543	0	0	440,614
Intergovernmental - Other	3,602	2,551	0	0	80,960	41	0	87,154
Charges for Services	177,048	94,471	0	0	2,233,760	700	0	2,505,979
Other Revenues	19,549	7,856	1,779	0	107,069	0	38,828	175,082
Other Financing Sources	1,104	0	0	0	5,000	0	0	6,104
<b>Subtotal Current Year Sources</b>	<b>3,578,151</b>	<b>529,426</b>	<b>1,779</b>	<b>229,081</b>	<b>3,206,247</b>	<b>912</b>	<b>40,431</b>	<b>7,586,027</b>
Transfers In	217,982	218,886	0	143	773,163	3,684	0	1,213,859
<b>Total Available Sources</b>	<b>3,943,177</b>	<b>805,053</b>	<b>3,383</b>	<b>249,811</b>	<b>4,082,079</b>	<b>5,825</b>	<b>40,431</b>	<b>9,129,759</b>
<b>Uses</b>								
Public Works, Transportation & Commerce	82,877	109,826	0	0	2,521,365	0	0	2,714,068
Community Health	698,904	102,963	0	0	1,071,320	0	0	1,873,188
Public Protection	1,135,506	44,989	0	0	74,472	0	0	1,254,966
Human Welfare & Neighborhood Dev	695,810	230,709	0	0	0	0	544	927,063
General City Responsibilities	132,213	0	0	249,811	0	0	292	382,316
General Administration & Finance	243,913	112,079	0	0	0	2,141	21,455	379,588
Culture & Recreation	118,935	184,196	1,779	0	0	0	1,651	306,561
<b>Subtotal Current Year Uses</b>	<b>3,108,157</b>	<b>784,763</b>	<b>1,779</b>	<b>249,811</b>	<b>3,667,157</b>	<b>2,141</b>	<b>23,942</b>	<b>7,837,750</b>
Transfers Out	805,124	3,059	1,604	0	400,388	3,684	0	1,213,859
<b>Total Proposed Uses</b>	<b>3,913,282</b>	<b>787,821</b>	<b>3,383</b>	<b>249,811</b>	<b>4,067,545</b>	<b>5,825</b>	<b>23,942</b>	<b>9,051,609</b>
<b>Fund Balance - 6/30/14 (est.)</b>	<b>29,896</b>	<b>17,232</b>	<b>0</b>	<b>0</b>	<b>14,534</b>	<b>0</b>	<b>16,489</b>	<b>78,150</b>

**Notes:**

- 1) Transfers In and Out shown gross on this budgetary recap, whereas the Consolidated Summary of the AAO shows only Contribution Transfers gross and Operating Transfers net.
- 2) The table above reflects Fiscal Year 2013-14 appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco that were previously approved or amended.

# CITY AND COUNTY OF SAN FRANCISCO

## MAJOR FUND BUDGETARY RECAP

(IN THOUSANDS OF DOLLARS)

	Governmental Funds							Total All Funds
	General Fund	Special Revenue	Capital Project	Debt Service	Enterprise	Internal Service	Other Agency/Trust	
<b>Sources</b>								
Prior Year Fund Balance - 6/30/14 (est.)	110,550	30,630	0	2,975	3,311	173	0	147,638
Prior Year Reserves	17,725	0	0	0	207	0	0	17,932
<b>Prior Year Sources</b>	<b>128,275</b>	<b>30,630</b>	<b>0</b>	<b>2,975</b>	<b>3,518</b>	<b>173</b>	<b>0</b>	<b>165,571</b>
Property Taxes	1,220,417	135,600	0	221,480	0	0	0	1,577,498
Other Local Taxes	869,812	0	0	0	0	0	0	869,812
Business Taxes	564,180	1,000	0	0	0	0	0	565,180
Rents & Concessions	20,597	37,590	0	0	426,004	171	957	485,319
Fines and Forfeitures	6,870	4,512	0	15,279	95,430	0	0	122,091
Interest & Investment Income	11,010	1,918	0	0	17,251	0	817	30,996
Licenses, Permits & Franchises	25,533	10,860	0	0	18,644	0	0	55,036
Intergovernmental - State	571,252	90,455	0	750	150,047	0	0	812,504
Intergovernmental - Federal	207,308	139,484	0	0	9,602	0	0	356,394
Intergovernmental - Other	3,583	2,508	0	0	80,960	42	0	87,093
Charges for Services	177,805	96,159	0	0	2,317,439	700	0	2,592,102
Other Revenues	21,375	11,884	0	0	107,098	0	44,166	184,523
Other Financing Sources	760	0	0	0	25,000	0	0	25,760
<b>Subtotal Current Year Sources</b>	<b>3,700,502</b>	<b>531,968</b>	<b>0</b>	<b>237,509</b>	<b>3,247,475</b>	<b>913</b>	<b>45,939</b>	<b>7,764,307</b>
Transfers In	214,792	203,962	0	2,260	808,701	1,250	0	1,230,965
<b>Total Available Sources</b>	<b>4,043,569</b>	<b>766,560</b>	<b>0</b>	<b>242,744</b>	<b>4,059,694</b>	<b>2,337</b>	<b>45,939</b>	<b>9,160,843</b>
<b>Uses</b>								
Public Works, Transportation & Commerce	112,287	112,659	0	0	2,410,377	0	0	2,635,322
Community Health	699,713	95,386	0	0	1,120,643	0	0	1,915,741
Public Protection	1,159,204	43,989	0	0	76,513	0	0	1,279,706
Human Welfare & Neighborhood Dev	714,041	208,888	0	0	0	0	544	923,473
General City Responsibilities	138,989	0	0	242,744	0	0	222	381,956
General Administration & Finance	246,838	109,039	0	0	0	1,086	22,374	379,337
Culture & Recreation	115,105	189,334	0	0	0	0	1,570	306,008
<b>Subtotal Current Year Uses</b>	<b>3,186,176</b>	<b>759,294</b>	<b>0</b>	<b>242,744</b>	<b>3,607,533</b>	<b>1,086</b>	<b>24,710</b>	<b>7,821,543</b>
Transfers Out	846,605	3,059	0	0	380,051	1,250	0	1,230,965
<b>Total Proposed Uses</b>	<b>4,032,780</b>	<b>762,353</b>	<b>0</b>	<b>242,744</b>	<b>3,987,584</b>	<b>2,336</b>	<b>24,710</b>	<b>9,052,508</b>
<b>Fund Balance - 6/30/15 (est.)</b>	<b>10,788</b>	<b>4,207</b>	<b>0</b>	<b>0</b>	<b>72,110</b>	<b>1</b>	<b>21,229</b>	<b>108,335</b>

**Notes:**

- 1) Transfers In and Out shown gross on this budgetary recap, whereas the Consolidated Summary of the AAO shows only Contribution Transfers gross and Operating Transfers net.
- 2) The table above contains Fiscal Year 2014-15 preliminary appropriations for the Airport Commission, the San Francisco Public Utilities Commission, the Municipal Transportation Agency and the Port of San Francisco.

---

# DEPARTMENT BUDGETS

---



## *Passage, 2010*

By Kent Roberts

District 2, Moscone Recreation Center

*Passage* is a 25-foot stainless steel sculpture resembling the skeleton of an old wooden ship cruising through the park. *Passage* serves as a monument to the ships that carried early settlers from around the world into San Francisco Bay, and it also evokes the pleasure boats and commercial vessels that are viewable from the recreation center site.



# ACADEMY OF SCIENCES

The California Academy of Sciences (SCI or “the Academy”) is a multifaceted scientific institution that houses an aquarium, a planetarium, and a natural history museum, and is committed to leading-edge research, educational outreach, and finding new and innovative ways to engage and inspire the public.

## SERVICES

Although the Academy of Sciences is made up of many divisions that run its operations, programs, and research departments, the only portion of the Academy that receives funding from the City and County of San Francisco through the budget process is the Steinhart Aquarium.

**THE STEINHART AQUARIUM'S** goal is to be the most creative, innovative, effective, and respected institution of its type in the world. It works toward this goal by emphasizing the following three key philosophies: exhibit and emphasize the diversity, interconnectedness, importance, and fragility of global ecosystems; develop novel, creative exhibition techniques and related programs that support the mission of the entire institution; and practice science-based animal management and provide high-quality animal care.

The Steinhart Aquarium is home to 38,000 live animals that represent more than 900 separate species from around the world. Established through a gift to the City, the Aquarium educates the public about aquatic species. The Aquarium has one of the most important fish collections in the world, and the largest collection of Pacific invertebrates in the United States. Together, these two collections make the Academy a major center for ocean life. Its collections of reptiles, plants, and insects are among the best in the world.

For more information, call (415) 379-8000 or 311; or visit [www.calacademy.org](http://www.calacademy.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	3,994,811	4,026,851	4,432,695	405,844	4,266,550	(166,145)
<b>Total FTE</b>	12	12	12	0	12	0



# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$4.4 million for the Academy is \$0.4 million, or 10.1 percent, higher than the FY 2012-13 budget of \$4.0 million. A significant amount of this increase is due to increases in salary and fringe benefits costs, as well as additional funding allocated to the Academy for capital renewal and facilities maintenance. The FY 2013-14 budget represents 60 percent of the direct expenditures for the Steinhart Aquarium, which total \$6.7 million. Consistent with prior years, the Academy will fund this difference through a draw on the organization's endowment.

The FY 2014-15 proposed budget of \$4.3 million for the Academy is \$0.2 million, or 3.7 percent, less than the FY 2013-14 budget of \$4.4 million. A significant portion of this decrease is due to the expiration of the FY 2012-13 and FY 2013-14 capital planning contributions to facilities maintenance.

## *Contributing to San Francisco's Economy*

In FY 2011-12, the Academy attracted 1.3 million visitors, 148,000 special events attendees, and over 700 volunteers. Seventy-three percent of these visitors and volunteers are estimated to be non-San Francisco residents, generating incremental tourism spending and impacts to the City. Excluding any economic activity generated by San Francisco residents, the economic benefits of the Academy to San Francisco are estimated to total \$122.3 million. The Academy's presence is estimated to have created 922 additional jobs in the City, primarily in the food and beverage, retail, and hotel sectors; this figure is exclusive of the 415 San Francisco-based Academy employees. The Academy remains dedicated to playing its part in San Francisco's vital tourism sector.

## *Promoting Science Literacy*

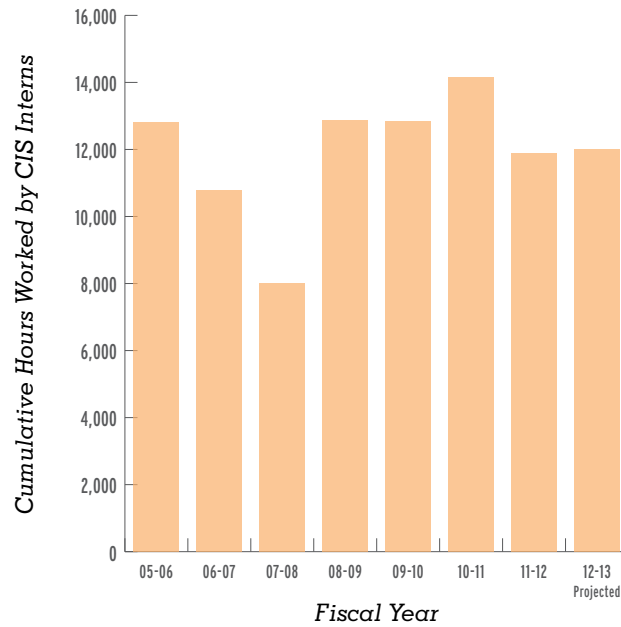
The Academy strives to be a global leader in enhancing science literacy about nature, life, and sustainability for people of all ages. To this end, the Academy works to offer highly creative and effective programs that amplify

the guest experience, engage youth with science in a personal and direct way, and inspire students to take up careers in science. The Academy hosts over 44,000 San Francisco school group visitors annually and continues to provide free access through Quarterly Free Sundays and Neighborhood Free Days. The Academy provides a variety of Out-of-School-Time and Digital Learning programs for middle and high school-aged youth, including paid internships. Participation in the free Community Access Ticket Service and the San Francisco Public Library's free Family Pass program are also Academy priorities.

## *Animal Care and Conservation Facility*

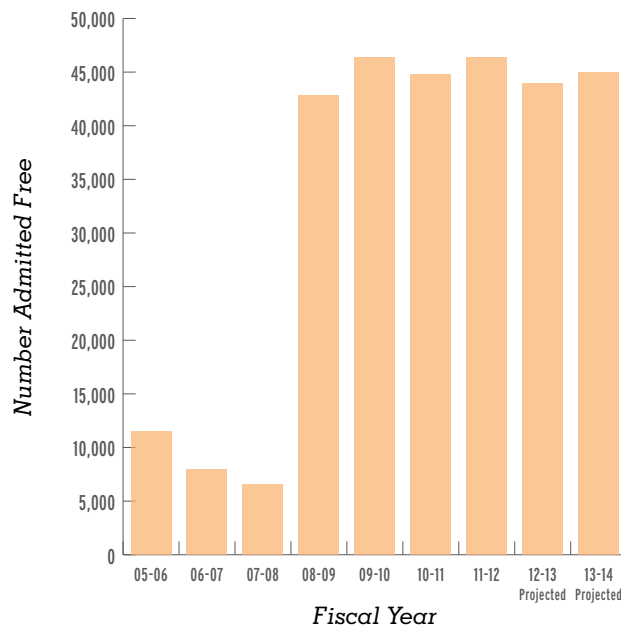
In order to maintain professional accreditation with the Association of Zoos and Aquariums (AZA), the Academy has begun construction of its \$3.0 million Animal Care and Conservation Facility and is projected to complete construction in FY 2013-14. Increasing the quality and quantity of the Steinhart Aquarium's animal care facilities allows the Academy to maintain a greater diversity of species on display, particularly for specimens gathered on research expeditions. In addition, these improvements will increase staff efficiency and align workflows by moving offices closer together. The areas vacated by staff are being reconfigured to create new holding, husbandry, and quarantine areas. The end result of this project will be a 2,000 square foot increase combined with substantial improvements to the existing 3,500 square feet of animal care, holding, and quarantine space.

## NUMBER OF HOURS WORKED BY CAREERS IN SCIENCE (CIS) INTERNS



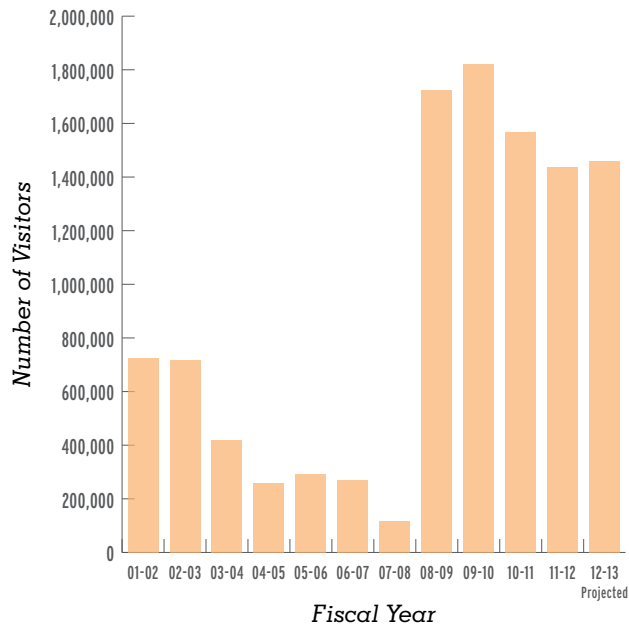
Careers in Science interns are projected to work more than 11,000 hours in FY 2012-13 at the Steinhart Aquarium.

## NUMBER OF SAN FRANCISCO SCHOOL CHILDREN ADMITTED FREE IN EDUCATIONAL GROUPS



More than 44,000 school children in educational groups are admitted free into the museum annually.

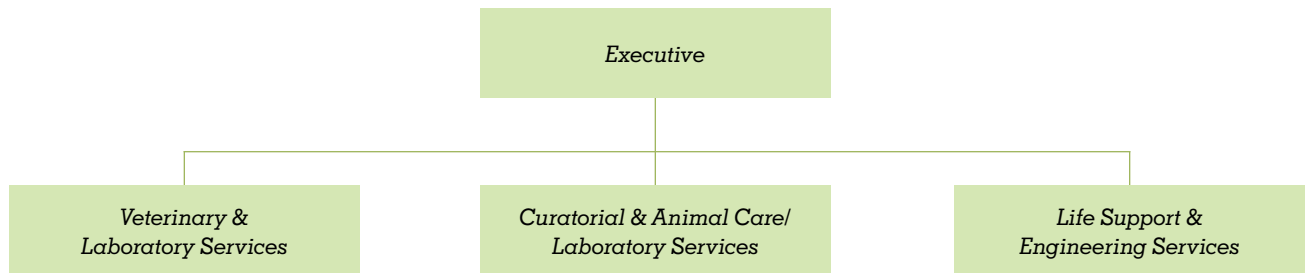
# NUMBER OF VISITORS



Attendance levels peaked in 2009 due to the Academy of Sciences moving into the new facility in Golden Gate Park.

---

# ACADEMY OF SCIENCES



# TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14

### AUTHORIZED POSITIONS

Total Authorized	12.48	12.35	12.35	0.00	12.35	0.00
<b>Net Operating Positions</b>	<b>12.48</b>	<b>12.35</b>	<b>12.35</b>	<b>0.00</b>	<b>12.35</b>	<b>0.00</b>

### SOURCES

Local Taxes	1,208,000	1,208,000	0	(1,208,000)	0	0
General Fund Support	2,786,811	2,818,851	4,432,695	1,613,844	4,266,550	(166,145)
<b>Sources Total</b>	<b>3,994,811</b>	<b>4,026,851</b>	<b>4,432,695</b>	<b>405,844</b>	<b>4,266,550</b>	<b>(166,145)</b>

### USES - OPERATING EXPENDITURES

Salaries & Wages	1,046,297	1,067,283	1,050,953	(16,330)	1,062,885	11,932
Fringe Benefits	431,628	433,053	463,827	30,774	504,150	40,323
Professional & Contractual Services	2,116,169	2,112,215	2,152,215	40,000	2,152,215	0
Services of Other Departments	250,717	264,300	297,300	33,000	320,900	23,600
<b>Uses - Operating Expenditures Total</b>	<b>3,844,811</b>	<b>3,876,851</b>	<b>3,964,295</b>	<b>87,444</b>	<b>4,040,150</b>	<b>75,855</b>

### USES - PROJECT EXPENDITURES

Facilities Maintenance	150,000	150,000	218,400	68,400	226,400	8,000
Capital Renewal	0	0	250,000	250,000	0	(250,000)
<b>Uses - Project Expenditures Total</b>	<b>150,000</b>	<b>150,000</b>	<b>468,400</b>	<b>318,400</b>	<b>226,400</b>	<b>(242,000)</b>

### USES BY PROGRAM RECAP

Academy Of Sciences	3,994,811	4,026,851	4,432,695	405,844	4,266,550	(166,145)
<b>Uses by Program Recap Total</b>	<b>3,994,811</b>	<b>4,026,851</b>	<b>4,432,695</b>	<b>405,844</b>	<b>4,266,550</b>	<b>(166,145)</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ACADEMY OF SCIENCES</b>					
<b>Ensure that visitors receive an excellent guest experience</b>					
Number of exhibit days	364	363	363	363	363
Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better	95%	85%	90%	90%	90%
City cost per visitor	\$1.96	\$1.98	\$1.98	\$2.01	\$1.94
<b>Reach school-aged and pre-school children in San Francisco and provide educational resources to San Francisco schools and teachers.</b>					
Number of school-aged children reached	210,174	276,500	275,000	276,500	278,000
Number of visitors to the Early Childhood Education Center	83,044	113,000	113,000	114,000	115,000
Percentage of SF schools attending the Academy or an Academy sponsored program	82%	82%	82%	82%	82%
<b>Reach and engage a broad range of local, national, and international visitors.</b>					
Number of visitors (adults & children)	1,439,143	1,550,000	1,425,000	1,425,000	1,425,000
Percentage of visitors from outside the Bay Area	28%	35%	35%	35%	35%
<b>Ensure a safe and sustainable institution for the public visitors, the living collections and the aquarium staff</b>					
Recycling rate of Academy waste	75%	70%	75%	75%	75%



---

# AIRPORT

The San Francisco International Airport (SFO or “the Airport”) strives to be an exceptional airport in service to its communities. SFO is the Bay Area’s largest airport, offering non-stop links with more than 31 international destinations on 30 international carriers as well as non-stop connections to more than 74 cities in the U.S. on 15 domestic airlines.

---

## SERVICES

The Airport provides services through the following divisions:

**ADMINISTRATION** creates and enhances partnerships within the city and with the Airport’s neighbors; recruits and maintains a competent workforce; and oversees medical services at the Airport.

**BUSINESS AND FINANCE** ensures that Airport property and facilities achieve the maximum non-airline revenue return; provides the proper environment for existing and new businesses; develops and implements innovative fiscal policies and solutions; and manages the Airport’s financial performance.

**CHIEF OPERATING OFFICER** provides executive oversight to Administration, Design and Construction, Operations, Maintenance, Planning, and the Museum program to ensure the delivery of safe, secure, and efficient services to the traveling public; promotes high standards of customer service; and protects the environment. This division also works with the Director and Executive Committee in developing Airport-wide policy, vision, and strategy.

**COMMUNICATIONS AND MARKETING** provides timely and accurate information regarding the Airport to the public, media, airlines, and neighboring communities; markets opportunities for new or expanded airline services and on-site parking and concessions to increase Airport

revenue; and oversees customer service programs.

**DESIGN AND CONSTRUCTION** plans and implements capital improvement projects and programs. This division designs and oversees improvements to buildings, utility systems, and other Airport systems.

**MAINTENANCE** keeps the Airport facilities clean, safe, and running efficiently.

**MUSEUMS** provides a broad range of attractions for the traveling public and creates an ambiance in the Airport that reflects the sophistication and cultural diversity of San Francisco.

**OPERATIONS AND SECURITY** manages the airfield, public transportation, terminals, airport security program, and emergency procedures to provide the public with a safe, secure, efficient, and customer-friendly Airport.

**PLANNING** prepares long-range facility development planning studies and analyzes projects to support the development of the Airport capital improvement program.

For more information, call (650) 821-5042 or 311; or visit [www.flysfo.com](http://www.flysfo.com)



# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14	
	Actual Budget	Original Budget	Amended Budget	Change from 2012-13
<b>Total Expenditures</b>	762,397,633	843,524,462	868,388,528	24,864,066
<b>Total FTE</b>	1,377	1,443	1,463	20

## BUDGET ISSUES AND DETAILS

The Airport is one of four Enterprise departments that is entering the second year of a fixed Fiscal Year (FY) 2012-13 and 2013-14 budget. The FY 2013-14 adopted budget of \$866.9 million is \$23.3 million, or 1.6 percent, higher than the FY 2012-13 budget of \$843.5 million. A significant amount of this increase is due to the annualization of positions added in the prior year; proposed new positions; cost increases for operating the shuttle buses and AirTrain; a new guest services training program; and aviation security consulting services. In addition, debt service expenses are higher as a result of scheduled increases for previously issued bonds. The Mayor’s Office has introduced a policy supplemental appropriation to adjust the budget by \$1.6 million to \$868.5 million. This supplemental reflects policy and fiscal changes that were unknown and thus unbudgeted in the original two-year budget, including the increase in the Annual Service Payment to the City due to higher than projected concession revenues. The amended budget of \$868.4 million reflects the policy supplemental as well as work order cost adjustments and other citywide technical adjustments.

The Airport does not have a budget for FY 2014-15 because it is operating on a fixed two-year budget cycle, which will begin anew next year for FY 2014-15 and FY 2015-16.

### *Supporting Tourism and Trade*

The Airport forecasts that enplanements (the number of passengers boarding a plane) will reach 22.5 million in FY 2013-14, a 5.4 percent increase from FY 2012-13. While the Airport has experienced dramatic growth in domestic traffic over the last several fiscal years, this growth is expected to moderate over the next few years. For international service, the Airport has added new seasonal service from SAS to Copenhagen and additional flights to Europe and Mexico by current air carriers. By attracting new and expanding existing airline service, the Airport supports tourism and international trade, promotes lower airfares, and improves its competitive position. The Airport projects that expanding international traffic will be the source of its long-term growth.

### *Providing Local Business Opportunities and Revenue*

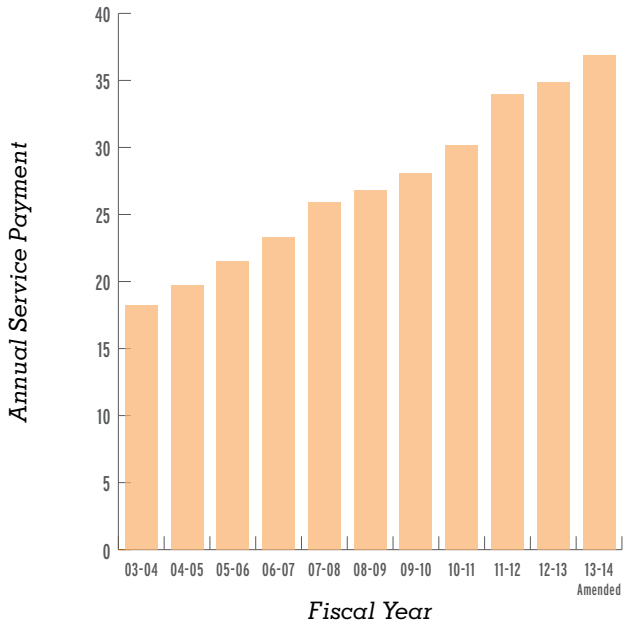
The Airport’s concession program continues to perform well, with passenger spending rates that are among the highest in North America. The concessions include high-end retailers, many restaurants, and vendors that offer a broad range of services. In 2011, SFO ranked fourth among the top performing airports for retail, food, and beverage concessions with an overall spend-per-passenger of \$12.21. In calendar year 2012, Terminal 2 (which opened in 2011 and has many unique concession offerings) had a spending rate of \$14.22 per passenger. The budget for concession revenues is 8.4 percent higher than FY 2012-13, which will increase the Airport’s Annual Service Payment to the City’s General Fund.

In recognition of its continued success in its concession program, Airport Revenue News (ARN) honored SFO with four awards: “Airport with the Best Concessions Management Team;” “Airport with the Best Overall Concession Program” in the Large Airport category; and SFO’s Terminal 2 was recognized as the “Airport with the Most Unique Services” and “Airport with the Best Overall Concession Program.”

### *Capital Investment and Job Creation*

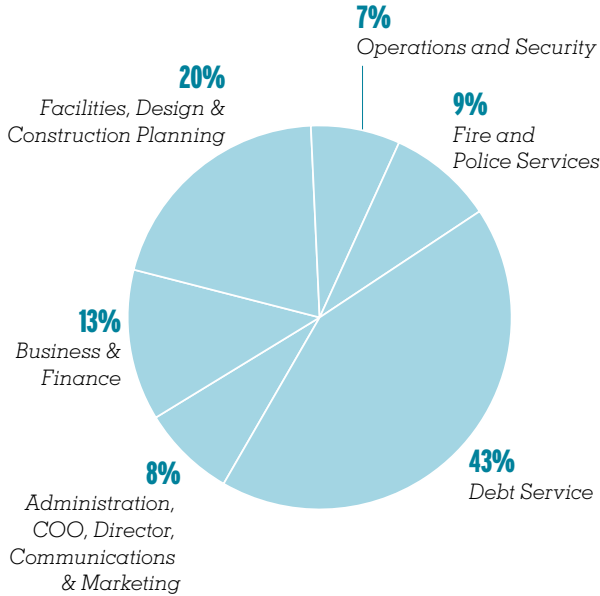
The Airport’s \$4.1 billion Ten-Year Capital Plan will support the local economy and businesses by investing in Airport infrastructure. The Airport Capital Plan will create approximately 36,000 jobs over the 10-year period. The Plan includes \$2.89 billion in investments in terminal improvements, including the renovation of Boarding Area B in Terminal 1; \$327.4 million on airport support projects, such as a new air traffic control tower, access control system upgrades, public safety facilities and equipment, and cargo and hangar facilities; \$699.0 million in spending on the airfield for runway safety areas and other improvements; \$163.2 million for utility infrastructure; and \$102.8 million on roadways, AirTrain, and parking facilities.

# ANNUAL SERVICE PAYMENT TO GENERAL FUND (\$ IN MILLIONS)



The Airport has a unique provision called the Annual Service Payment (ASP) which allows it to pay 15 percent of its concession revenues to the City. The ASP has more than doubled over the last 10 years.

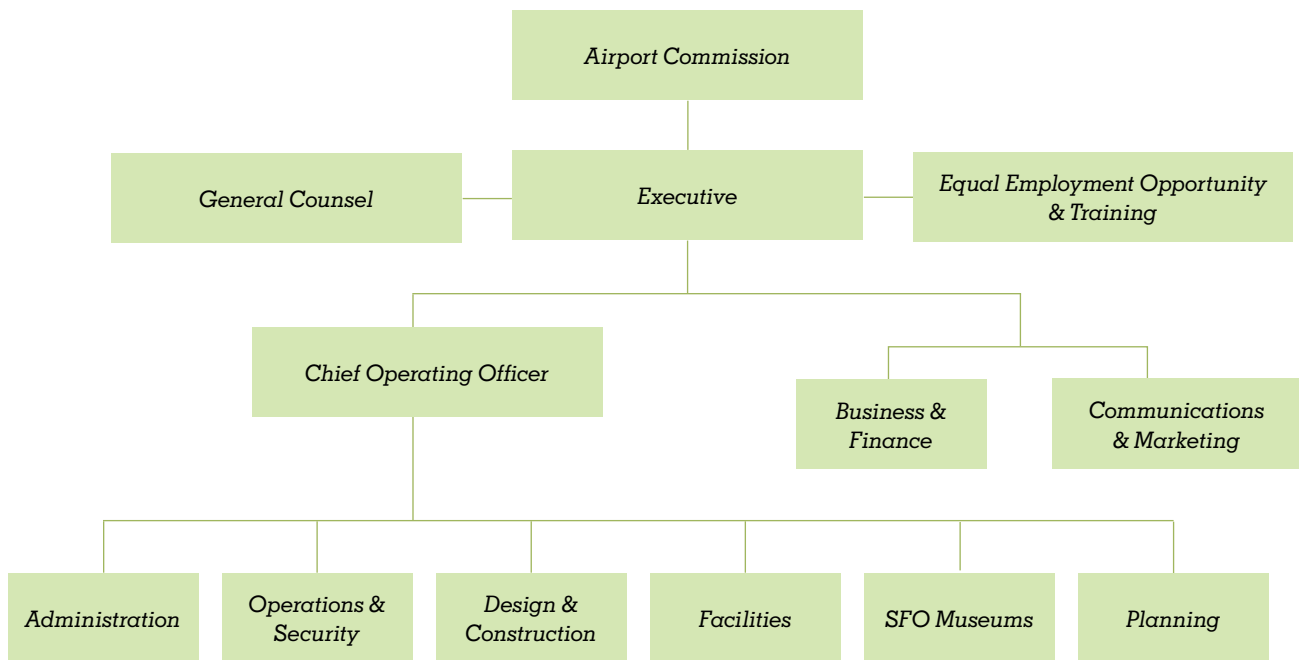
## FY 2013-14 USES BY SERVICE AREA



63 percent of the Department's expenditures go toward facilities, design and construction, planning, and debt service.

---

# AIRPORT



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13
<b>AUTHORIZED POSITIONS</b>				
Total Authorized	1,499.31	1,570.98	1,606.45	35.47
Non-operating Positions (cap/other)	(122.00)	(127.62)	(143.63)	(16.01)
<b>Net Operating Positions</b>	<b>1,377.31</b>	<b>1,443.36</b>	<b>1,462.82</b>	<b>19.46</b>
<b>SOURCES</b>				
Licenses & Fines	197,970	173,000	173,000	0
Use of Money or Property	254,732,883	265,465,525	264,141,900	(1,323,625)
Intergovernmental Revenue - Federal	15,633,529	75,183,521	71,741,491	(3,442,030)
Intergovernmental Revenue - State	35,538	15,000	15,000	0
Charges for Services	488,739,830	484,589,000	547,657,880	63,068,880
Other Revenues	42,657,675	34,010,000	38,472,000	4,462,000
Transfers In	85,228,586	77,983,517	107,510,750	29,527,233
Expenditure Recovery	30,146	7,569,408	8,257,385	687,977
Transfer Adjustments-Sources	(85,228,586)	(146,613,903)	(178,641,645)	(32,027,742)
Use of / (Deposit to) Fund Balance	(39,629,938)	45,149,394	9,060,767	(36,088,627)
<b>Sources Total</b>	<b>762,397,633</b>	<b>843,524,462</b>	<b>868,388,528</b>	<b>24,864,066</b>
<b>USES - OPERATING EXPENDITURES</b>				
Salaries & Wages	105,701,975	123,274,059	128,633,243	5,359,184
Fringe Benefits	52,429,167	69,593,193	75,164,984	5,571,791
Overhead	3,009	2,543,707	2,588,499	44,792
Professional & Contractual Services	92,284,697	95,331,174	99,570,646	4,239,472
Materials & Supplies	14,610,021	15,240,279	15,195,354	(44,925)
Equipment	1,531,818	2,251,338	1,624,825	(626,513)
Debt Service	337,487,154	350,144,580	364,166,429	14,021,849
Services of Other Departments	48,493,394	54,038,035	59,722,359	5,684,324
Transfers Out	129,769,543	112,893,405	144,493,448	31,600,043
Transfer Adjustments-Uses	(85,228,586)	(77,983,517)	(107,510,750)	(29,527,233)
<b>Uses - Operating Expenditures Total</b>	<b>697,082,192</b>	<b>747,326,253</b>	<b>783,649,037</b>	<b>36,322,784</b>
<b>USES - PROJECT EXPENDITURES</b>				
Facilities Maintenance	5,203,285	10,500,000	9,310,000	(1,190,000)
Capital Projects	60,112,156	85,698,209	75,429,491	(10,268,718)
<b>Uses - Project Expenditures Total</b>	<b>65,315,441</b>	<b>96,198,209</b>	<b>84,739,491</b>	<b>(11,458,718)</b>
<b>USES BY PROGRAM RECAP</b>				
Administration	35,071,569	42,001,587	44,716,322	2,714,735
Airport Director	16,765,220	8,793,873	9,902,222	1,108,349
Bureau Of Design And Construction	5,059,864	14,263,376	14,489,824	226,448
Business & Finance	415,212,150	448,300,394	467,602,516	19,302,122
Capital Projects And Grants	88,949	86,498,209	76,229,491	(10,268,718)
Chief Operating Officer	4,141,879	4,806,312	5,197,948	391,636
Communications & Marketing	6,241,287	6,488,281	7,313,620	825,339
Continuing Projects, Maint And Renewal	174,243	10,500,000	9,310,000	(1,190,000)
Departmental Fund Transfer	10,544,000	0	0	0
Facilities	143,828,120	154,682,430	161,995,783	7,313,353
Facilities Maintenance,Construction	65,315,441	0	0	0
Fire Airport Bureau Non-Personnel Cost	573,175	668,947	872,574	203,627
Operations And Security	53,931,817	59,421,756	63,690,607	4,268,851
Planning Division	3,516,874	3,547,012	3,858,567	311,555
Police Airport Bureau Non-Personnel Cost	1,933,045	3,552,285	3,209,054	(343,231)
<b>Uses by Program Recap Total</b>	<b>762,397,633</b>	<b>843,524,462</b>	<b>868,388,528</b>	<b>24,864,066</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ADMINISTRATION, BUSINESS</b>					
<b>Contribute to the strength of the local economy</b>					
Amount of annual service payment to the City's General Fund, in millions	\$34.0	\$33.9	\$36.3	\$36.9	\$37.7
Percent change in domestic air passenger volume	9.4%	2.1%	3.8%	1.2%	1.6%
Percent change in international air passenger volume	3.3%	2.8%	3.0%	2.9%	2.6%
<b>Increase concession revenues</b>					
Total concession revenue per enplaned passenger	\$10.34	\$10.59	\$10.65	\$10.69	\$10.75
<b>Control airline cost per enplaned passenger</b>					
Airline cost per enplaned passenger (in constant 2008 dollars)	\$13.54	\$14.13	\$13.85	\$14.31	\$14.94
<b>SAFETY &amp; SECURITY</b>					
<b>Provide accessible and convenient facilities and superior customer service</b>					
Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	4.0	4.1	4.1	4.1	4.1
Average immigration and customs wait times as a percent of the average of six comparable airports	103%	92%	115%	117%	115%

---

# ADULT PROBATION

The Adult Probation Department (ADP) contributes to public safety through its court services, evidence-based supervision, and treatment referral functions.

The Department supervises approximately 5,700 adult probationers as well as 600-700 mandatory supervision and post-release community supervision clients on court-ordered supervision and diversion programs.

---

## SERVICES

The Adult Probation Department provides services through the following divisions:

**PRE-SENTENCE INVESTIGATIONS** prepares pre-sentencing investigative and supplemental reports to the Superior Court when a defendant is charged with a felony offense or has violated the conditions of his or her probation. The reports include an evidence-based risk and needs assessment to aid the courts in sentencing decisions. Support staff maintains the official Department records for clients and processes reports.

**COMMUNITY SERVICES SUPERVISION** provides evidence-based supervision services as well as wrap-around care and treatment services to clients to promote their success and ensure accountability for their compliance with the court-established terms and conditions of probation. In addition to enforcing court orders, probation officers assist victims and facilitate re-socialization of probationers. The Specialized Intensive Services Units closely monitor high-risk probationers who have committed gang, sex, drug, or domestic violence offenses.

**POST-RELEASE COMMUNITY SUPERVISION** provides intensive supervision of the post-release community supervision population. The Pre-Release Team coordinates the release of inmates from the county jail or State prison to County Community Supervision.

**REENTRY SERVICES** coordinates a seamless continuum of care and support to probationers to increase successful outcomes, reduce recidivism, and minimize victimization. This includes the coordination of policies and the implementation of evidence-based supervision practices that are effective alternatives to incarceration, reduce recidivism of adults returning to San Francisco, and improve community safety and health.

**ADMINISTRATIVE SERVICES** provides fiscal management, personnel, and payroll services; grants and contract administration; operational and performance analysis; and capital improvement and management information services.

For more information call (415) 553-1706 or 311; or visit [www.sfgov.org/adultprobation](http://www.sfgov.org/adultprobation)

# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	15,704,714	24,976,052	27,008,742	2,032,690	27,762,322	753,580
<b>Total FTE</b>	108	138	141	3	141	0

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$27.0 million for the Adult Probation Department is \$2.0 million, or 8.1 percent, higher than the FY 2012-13 budget of \$25.0 million. A significant amount of this increase is due to funding for the Public Safety Realignment initiative implemented on October 1, 2011. In addition, the FY 2013-14 proposed budget includes funding for the continued implementation and improvement of evidence-based supervision to enhance public safety and maximize offender restitution, reconciliation, and restorative services to victims of crime. The newly implemented risk and needs assessment tool and training will allow the Department to accurately classify an offender’s risk for recidivism and direct staff and resources toward the offenders who are more likely to reoffend.

The FY 2014-15 proposed budget of \$27.8 million for ADP is \$0.8 million, or 2.8 percent, higher than the FY 2013-14 budget of \$27.0 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

### *Using Data to Improve Services*

The Adult Probation Department is collecting, reporting, analyzing, and interpreting data to improve the effectiveness of its supervision and reentry services, as well as outcomes for clients. The Department produces management reports on various metrics to assess performance of the organization, including quality assurance reports developed through its new case management system. Over the next two fiscal years, the Department will continue to expand the evaluation of reentry services, treatment, and housing as they relate to the outcomes of ADP clients permanently exiting the criminal justice system. The Department reports on reentry services, treatment, and housing referrals monthly, and will expand these reports to continuously inform decisions related to current and projected service level needs.

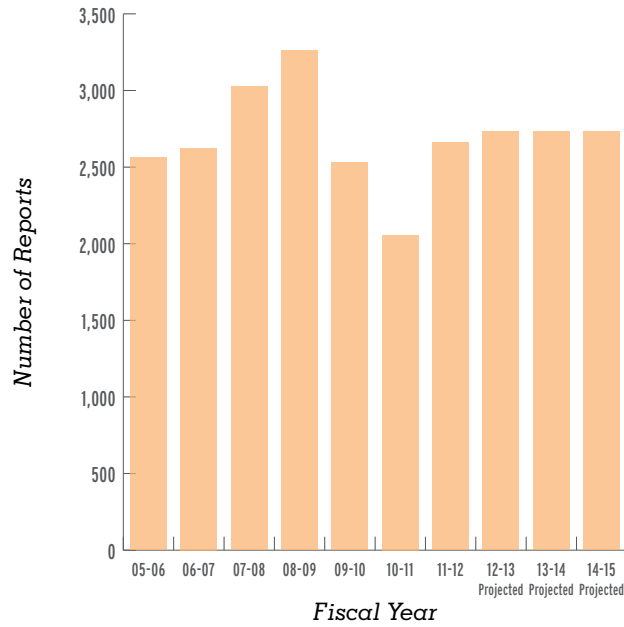
### *State Realignment AB109*

Assembly Bill (AB) 109 State Public Safety Realignment was implemented in October 2011 as a State budget initiative to reduce prison costs by releasing non-serious, non-violent, non-sex offenders back to their county of origin while allocating resources directly to the county responsible for public safety. The Department has experienced an increase in caseloads from the addition of the post-release community supervision population. In response the Department has established a Post-Release Community Supervision division and a Pre-Release Team that provides intensive supervision of the post-release community supervision population. The Pre-Release Team is responsible for coordinating the release of inmates from county jail or State prison to County Community Supervision, administering a risk needs assessment, and reviewing special conditions with clients prior to their release to community supervision in order to address individual needs and improve outcomes.

### *Client Supportive Services*

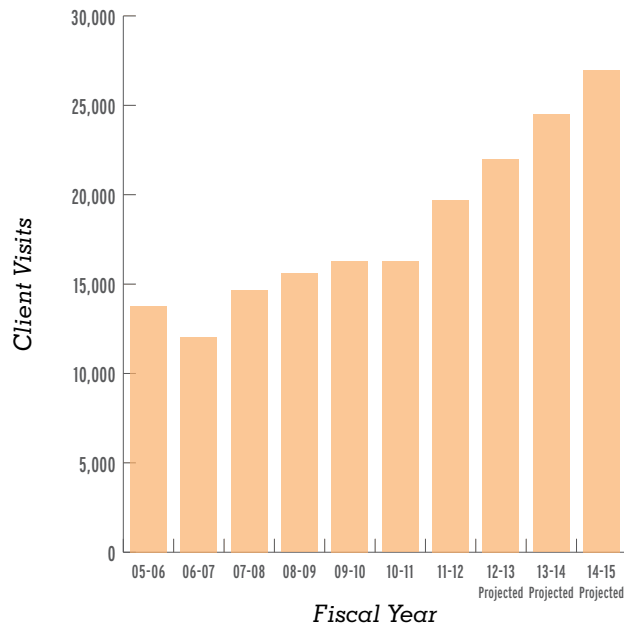
In FY 2013-14 and FY 2014-15, ADP will continue to work collaboratively with the Department of Public Health, the Human Services Agency, and Child Support Services to provide a seamless continuum of care and support to clients in order to increase successful outcomes and to reduce recidivism and victimization. In addition, the Department’s Community Assessment Center will open in June 2013 to better coordinate benefits and services for ADP clients.

## SUPPLEMENTAL REPORTS SUBMITTED TO THE SUPERIOR COURT



Supplemental Reports submitted to the Superior Court have been increasing since FY 2010-11 due to the Public Safety Realignment population.

## CLIENT VISITS TO ADULT PROBATION OFFICE

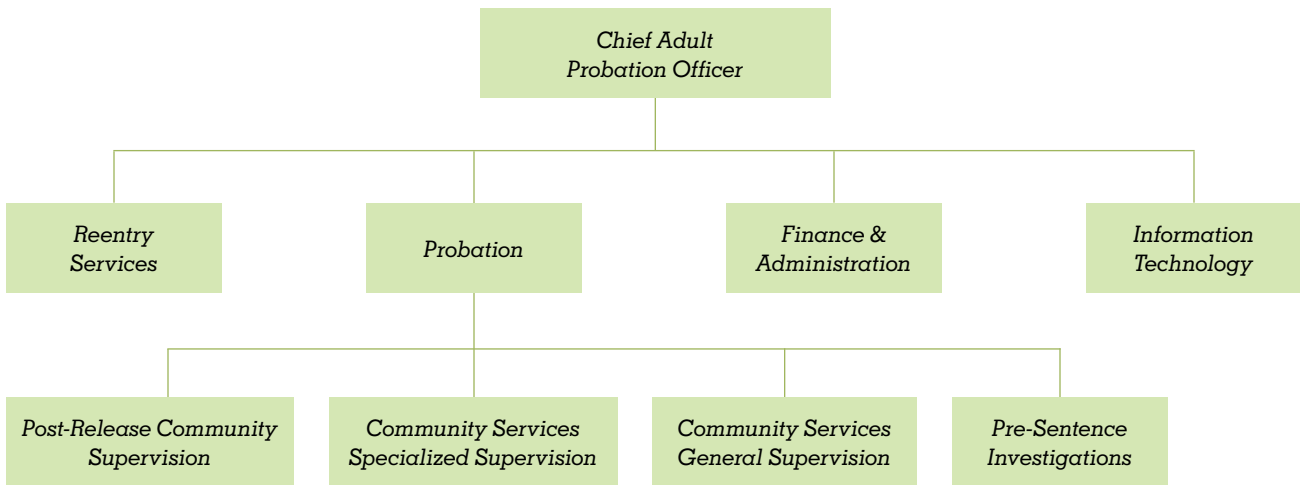


Client Visits have been increasing since FY 2006-07. The increase in client visits are attributed to increased services to clients and improved case management techniques. Additionally, client visits started to increase significantly in FY 2011-12 due to Public Safety Realignment.



---

# ADULT PROBATION



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	108.00	138.35	141.12	2.77	141.44	0.32
Non-operating Positions (cap/other)	0.00	(0.25)	0.00	0.25	0.00	0.00
<b>Net Operating Positions</b>	<b>108.00</b>	<b>138.10</b>	<b>141.12</b>	<b>3.02</b>	<b>141.44</b>	<b>0.32</b>
<b>SOURCES</b>						
Intergovernmental Revenue - Federal	1,128,417	771,296	139,945	(631,351)	139,945	0
Intergovernmental Revenue - State	6,294,838	8,750,946	10,720,585	1,969,639	9,685,585	(1,035,000)
Charges for Services	386,485	230,000	267,000	37,000	267,000	0
Other Revenues	(880)	1,356,567	632,779	(723,788)	632,779	0
Expenditure Recovery	161,589	122,853	120,088	(2,765)	124,196	4,108
Use of / (Deposit to) Fund Balance	(780,791)	0	0	0	0	0
General Fund Support	8,515,056	13,744,390	15,128,345	1,383,955	16,912,817	1,784,472
<b>Sources Total</b>	<b>15,704,714</b>	<b>24,976,052</b>	<b>27,008,742</b>	<b>2,032,690</b>	<b>27,762,322</b>	<b>753,580</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	8,914,105	12,200,644	12,833,043	632,399	13,005,042	171,999
Fringe Benefits	3,911,237	4,416,703	4,636,183	219,480	5,113,645	477,462
Professional & Contractual Services	866,772	3,650,137	4,764,725	1,114,588	4,814,725	50,000
Aid Assistance / Grants	0	159,700	159,700	0	159,700	0
Materials & Supplies	220,866	342,459	302,815	(39,644)	302,815	0
Equipment	178,722	39,327	82,134	42,807	135,182	53,048
Services of Other Departments	1,613,012	4,167,082	4,230,142	63,060	4,231,213	1,071
<b>Uses - Operating Expenditures Total</b>	<b>15,704,714</b>	<b>24,976,052</b>	<b>27,008,742</b>	<b>2,032,690</b>	<b>27,762,322</b>	<b>753,580</b>
<b>USES BY PROGRAM RECAP</b>						
Administration - Adult Probation	2,505,451	4,263,091	4,447,047	183,956	4,611,842	164,795
Community Services	7,113,821	9,635,653	9,236,431	(399,222)	9,578,718	342,287
One Stop Re Entry Services	281,701	1,415,630	1,581,602	165,972	1,613,411	31,809
Pre - Sentencing Investigation	3,171,660	2,939,817	2,954,571	14,754	3,050,829	96,258
Realignment Services-Post Release Comm.	1,894,280	6,121,861	8,789,091	2,667,230	8,907,522	118,431
Work Orders & Grants	737,801	600,000	0	(600,000)	0	0
<b>Uses by Program Recap Total</b>	<b>15,704,714</b>	<b>24,976,052</b>	<b>27,008,742</b>	<b>2,032,690</b>	<b>27,762,322</b>	<b>753,580</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ADMINISTRATION - ADULT PROBATION</b>					
<b>Maximize staff effectiveness</b>					
Probationers per Probation Officer	102	n/a	64	50	50
<b>COMMUNITY SERVICES</b>					
<b>Provide protection to the community through supervision and provision of appropriate services to adult probationers</b>					
Number of site visits made to batterer treatment programs	94	60	60	60	60
Number of community meetings attended by probation staff	376	200	250	250	250
Number of cases successfully terminated	1,324	1,100	900	900	900
Number of visits to the Department	19,700	16,000	20,000	20,000	20,000
<b>POST RELEASE COMMUNITY SUPERVISION</b>					
<b>Provide protection to the community through supervision and provision of appropriate services to adult probationers</b>					
Percent of individuals who have been on PRCS for at least twelve months that have successfully completed PRCS.	n/a	90%	90%	90%	90%
Percent of individuals completing Mandatory Supervision who complete successfully.	n/a	75%	80%	90%	90%
<b>PRE-SENTENCING INVESTIGATION</b>					
<b>Provide timely reports to guide the courts with rendering appropriate sentencing decisions</b>					
Percentage of reports submitted to the Court two days prior to sentencing as per agreement with the Courts	94%	100%	97%	100%	100%
Percentage of identifiable victims for whom notification was attempted prior to the sentencing of the defendant	100%	100%	100%	100%	100%
Number of COMPAS risk/needs assessments and reassessments conducted	1,986	2,000	1,500	1,500	1,500

---

# ARTS COMMISSION

The San Francisco Arts Commission (ART) strives to ensure that all San Francisco residents have equal access to arts experiences in all disciplines, that programs are provided comprehensively and evenly throughout the City, and that these programs are innovative and of the highest quality.

---

## SERVICES

The Arts Commission provides services through the following program areas:

**CIVIC ART COLLECTION** oversees the care and maintenance of 4,000 objects in all media that comprise the City's \$90 million collection, which includes over 100 historic monuments.

**PUBLIC ART PROGRAM** commissions new art for the City and is funded with 2 percent of the gross construction cost of City capital improvement projects, as mandated by the City's Art Enrichment Ordinance.

**COMMUNITY ARTS AND EDUCATION (CAE)** promotes community revitalization through the arts in economically disadvantaged and undeserved areas via six community cultural centers, the Central Market ARTery Project, the Arts Education Program, and WritersCorps, a creative writing and youth development program.

**CULTURAL EQUITY GRANTS (CEG)** awards project-based grants to San Francisco arts organizations and individual artists to nurture the continued growth of a vibrant arts scene that celebrates the City's diversity and its variety of cultural traditions.

**STREET ARTISTS PROGRAM** administers licenses to hundreds of local crafts people who sell handmade products in legal vending spaces, providing the City with a colorful marketplace year-round.

**CIVIC DESIGN REVIEW** fulfills the Arts Commission's original Charter mandate to review the design of all structures placed on City property to ensure the quality of the built environment in San Francisco.

**SAN FRANCISCO ART COMMISSION (SFAC) GALLERIES** present year-round curated exhibitions in three publicly accessible locations that both reflect our regional diversity and position the Bay Area within an international art landscape.

For more information, call (415) 252-2590 or 311; or visit [www.sfartscommission.org](http://www.sfartscommission.org)

# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	10,585,397	11,522,763	14,049,907	2,527,144	12,265,332	(1,784,575)
<b>Total FTE</b>	19	27	28	2	28	0

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$14.0 million for the Arts Commission is \$2.5 million, or 21.9 percent, higher than the FY 2012-13 budget of \$11.5 million. A significant amount of this increase is due to \$2.2 million in one time funding towards capital renewal and facilities maintenance projects. In addition the Arts Commission is increasing Cultural Equity grants by \$0.2 million.

The FY 2014-15 proposed budget of \$12.3 million for the Arts Commission is \$1.8 million, or 12.7 percent, lower than the FY 2013-14 budget of \$14.0 million. A significant amount of this decrease is due to the expiration of one-time capital funds.

The proposed budget does not include funding for the Arts Commission’s largest program—the Public Art Program—which is funded with capital improvement project funds, as stipulated by the City’s Art Enrichment ordinance. These funds are not allocated annually in the budget process, but rather are transferred to the Department on a project-by-project basis. Depending on project size, this funding may span several years.

### *Data-Driven Decision Making*

In FY 2013-14 and FY 2014-15, the Arts Commission will continue to conduct a strategic assessment and planning process to identify key needs and opportunities within the San Francisco arts ecology, enable the Department to better connect information and resources from citywide initiatives to the arts community, and improve the City’s responsiveness to community need. The analysis will result in measurable objectives and goals for the Department, and will include an implementation plan.

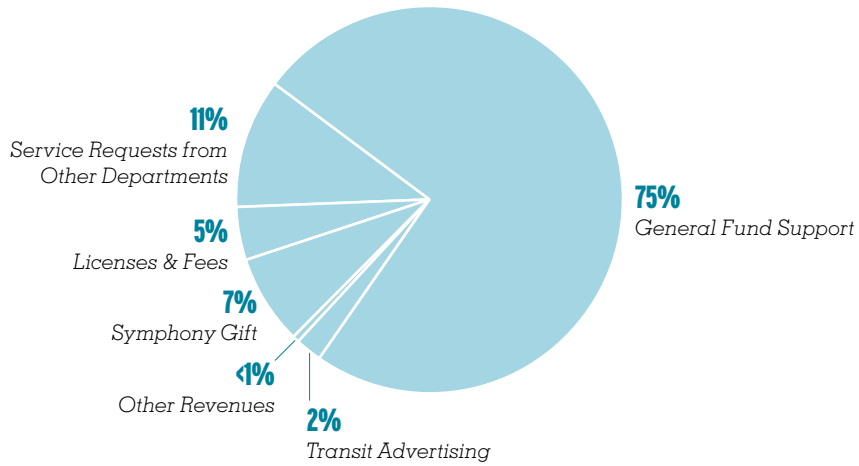
### *Caring for Capital Assets*

The FY 2013-14 and 2014-15 proposed budget includes capital funding for the Veterans War Memorial renovation project, as the Department plans to move into the building in May 2015. The Department anticipates occupying space in the building on three floors, with administrative offices on the third floor, a gallery and public programming space on the first floor, and basement storage space for the civic art collection. Additionally, the FY 2013-14 and 2014-15 proposed budget includes capital maintenance funding for the City’s four cultural centers as well as funding for critical restoration and conservation projects.

### *Civic Art Collection Inventory*

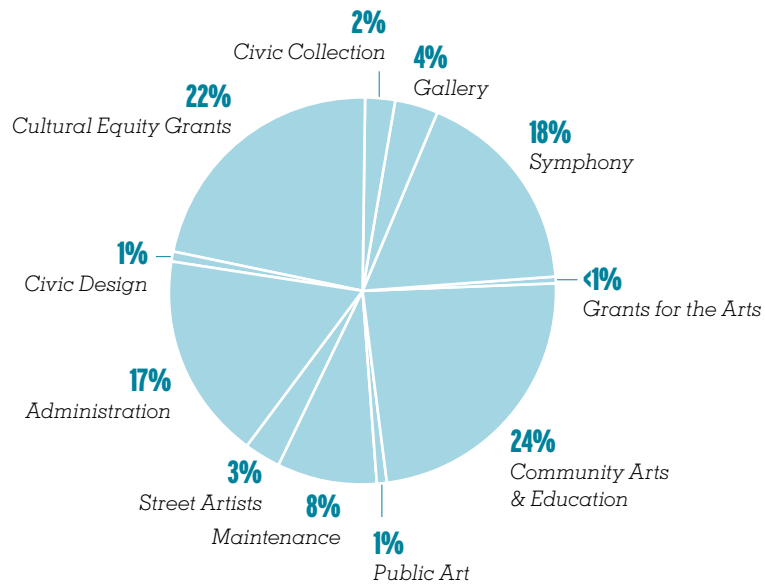
The Arts Commission plans to complete a comprehensive inventory of the City’s civic art collection at the end of FY 2013-14. The information gathered will allow the Department to assess the maintenance and conservation requirements of the collection in order to better anticipate future capital funding needs and identify revenue sources. The Arts Commission is also investigating the creation of a cost-neutral rotating arts loan program for City departments in order to ensure that a greater portion of the collection is on display and publicly accessible.

## FY 2013-14 DEPARTMENT SOURCES



75 percent of the Department's funding comes from the General Fund.

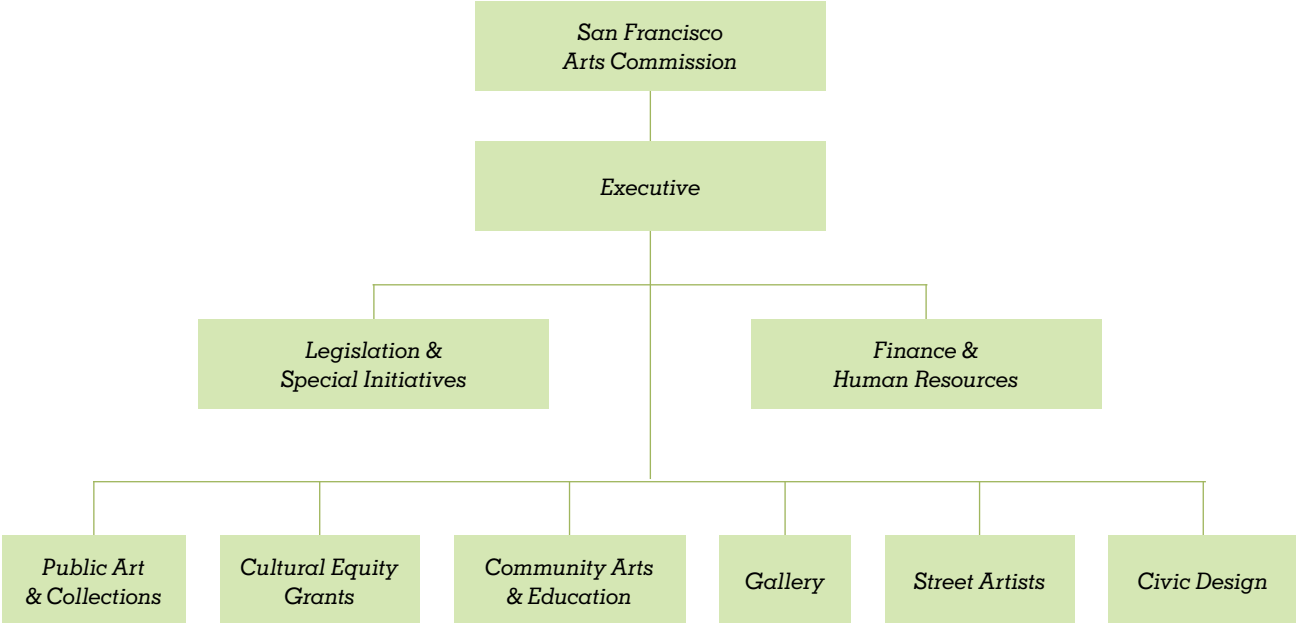
## FY 2013-14 DEPARTMENT USES BY PROGRAM AREA



The Community Arts and Education and Cultural Equity Grants Programs together represent 38 percent of the Department's total budget.

---

# ARTS COMMISSION



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
Total Authorized	30.27	34.07	34.63	0.56	34.63	0.00
Non-operating Positions (cap/other)	(10.90)	(7.20)	(6.20)	1.00	(6.20)	0.00
<b>Net Operating Positions</b>	<b>19.37</b>	<b>26.87</b>	<b>28.43</b>	<b>1.56</b>	<b>28.43</b>	<b>0.00</b>

### SOURCES

Local Taxes	3,232,000	3,232,000	0	(3,232,000)	0	0
Licenses & Fines	252,954	312,033	312,033	0	322,954	10,921
Use of Money or Property	826	0	0	0	0	0
Intergovernmental Revenue - Other	0	0	60,000	60,000	60,000	0
Charges for Services	686,334	1,194,137	1,202,847	8,710	1,216,575	13,728
Other Revenues	840,300	496,049	20,000	(476,049)	20,000	0
Transfers In	74,217	55,000	3,553,600	3,498,600	3,553,600	0
Expenditure Recovery	1,211,192	1,113,803	902,254	(211,549)	902,254	0
Use of / (Deposit to) Fund Balance	352,041	0	0	0	0	0
General Fund Support	3,935,533	5,119,741	7,999,173	2,879,432	6,189,949	(1,809,224)
<b>Sources Total</b>	<b>10,585,397</b>	<b>11,522,763</b>	<b>14,049,907</b>	<b>2,527,144</b>	<b>12,265,332</b>	<b>(1,784,575)</b>

### USES - OPERATING EXPENDITURES

Salaries & Wages	2,110,583	2,229,350	2,368,229	138,879	2,402,867	34,638
Fringe Benefits	941,645	1,002,960	1,107,149	104,189	1,200,377	93,228
Overhead	0	310,901	(354,650)	(665,551)	(411,489)	(56,839)
Professional & Contractual Services	2,991,647	2,589,693	4,675,375	2,085,682	4,784,482	109,107
Aid Assistance / Grants	3,671,647	4,089,638	2,601,117	(1,488,521)	2,601,117	0
Materials & Supplies	105,070	7,441	34,158	26,717	34,158	0
Services of Other Departments	376,880	424,950	507,524	82,574	524,820	17,296
<b>Uses - Operating Expenditures Total</b>	<b>10,197,472</b>	<b>10,654,933</b>	<b>10,938,902</b>	<b>283,969</b>	<b>11,136,332</b>	<b>197,430</b>

### USES - PROJECT EXPENDITURES

Facilities Maintenance	212,140	175,507	185,000	9,493	194,000	9,000
Capital Renewal	0	442,323	1,106,005	663,682	755,000	(351,005)
Capital Projects	175,785	250,000	1,820,000	1,570,000	180,000	(1,640,000)
<b>Uses - Project Expenditures Total</b>	<b>387,925</b>	<b>867,830</b>	<b>3,111,005</b>	<b>2,243,175</b>	<b>1,129,000</b>	<b>(1,982,005)</b>

### USES BY PROGRAM RECAP

Art Commission-Administration	2,043,144	1,902,745	1,439,039	(463,706)	680,142	(758,897)
Civic Collection	77,712	351,821	582,766	230,945	1,163,938	581,172
Civic Design	0	142,509	186,410	43,901	191,174	4,764
Community Arts & Education	4,022,036	204	0	(204)	0	0
Community Arts & Education-General Admin	0	3,409,561	5,345,656	1,936,095	3,565,987	(1,779,669)
Cultural Equity	1,719,868	2,333,867	2,837,755	503,888	2,857,370	19,615
Educational Programs	0	649,253	595,317	(53,936)	601,486	6,169
Gallery	45,925	327,824	482,284	154,460	494,458	12,174
Grants For The Arts	0	30,000	0	(30,000)	0	0
Municipal Symphony Concerts	1,993,934	2,031,816	2,139,061	107,245	2,258,237	119,176
Public Art	415,796	31,130	129,586	98,456	129,586	0
Street Artists	266,982	312,033	312,033	0	322,954	10,921
<b>Uses by Program Recap Total</b>	<b>10,585,397</b>	<b>11,522,763</b>	<b>14,049,907</b>	<b>2,527,144</b>	<b>12,265,332</b>	<b>(1,784,575)</b>



# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ART COMMISSION-ADMINISTRATION</b>					
<b>Ensure the quality of the built environment by providing design review of all City Building Projects.</b>					
Number of public building projects reviewed by the Civic Design Review Committee	49	50	50	50	50
<b>CIVIC COLLECTION</b>					
<b>Maintain the City's Civic Art Collection</b>					
Number of major restorations of artwork in the Civic Art Collection	7	4	4	4	4
<b>PUBLIC ART</b>					
<b>Implement significant public art projects for the enjoyment of SF's residents and visitors, which are accessible to the blind and sight-impaired</b>					
Number of public art projects completed during the year	12	15	11	17	8
<b>STREET ARTISTS</b>					
<b>Assist artists in supporting themselves through selling their work</b>					
Number of new licenses issued	166	179	174	179	179

# ASIAN ART MUSEUM

The Asian Art Museum (AAM) houses and provides long-term care, maintenance, security, and display of the City’s collection of over 17,000 Asian art pieces; hosts special exhibitions of Asian art from around the world; and produces educational and outreach programs to inform a broad, diverse public about Asian art and culture.

## SERVICES

The Asian Art Museum provides services through the following program areas:

**COLLECTION & SPECIAL EXHIBITIONS** showcase the Asian Art Museum as a cultural touchstone for visitors. With continuing growth in new markets, and the trend toward increasing globalization, the collections of the Museum represent a rare insight into the culture, arts, and history of countries emerging as global trade partners. For many, experiencing the collections of the Asian Art Museum is their first contact with the history and cultures of Asia.

Rated as a three-star “must see” attraction by the Michelin Guide®, the AAM continues to enhance its role

and reputation as a unique cultural asset to the City. The Museum’s collection is one of the country’s most comprehensive collections of Asian art.

**EDUCATIONAL AND OUTREACH PROGRAMMING** is designed for a global audience of Bay Area residents, students, and domestic and international tourists. These programs utilize that vast collection to foster knowledge and appreciation for Asian art.

For more information, call (415) 581-3500 or call 311; or visit [www.asianart.org](http://www.asianart.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	7,597,190	8,313,225	8,744,439	431,214	9,330,370	585,931
<b>Total FTE</b>	58	58	58	0	58	0

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$8.7 million for the Asian Art Museum is \$0.4 million, or 5.2 percent, higher than the FY 2012-13 budget of \$8.3 million. A significant amount of this increase is due to increases in salary and fringe benefits costs and an increase in capital expenditures.

The FY 2014-15 proposed budget of \$9.3 million for the Asian Art Museum is \$0.6 million, or 6.7 percent, higher than the FY 2013-14 budget of \$8.7 million. A significant amount of this increase is also due to increases in salary and fringe benefits costs and an increase in capital renewal and facility maintenance allocations.

The Department's budget represents a unique private-public partnership: AAM receives funding from the General Fund to cover approximately one-third of its budget; the remaining two-thirds are funded through the Asian Art Museum Foundation (the Foundation).

## Featured Programming

Over the course of the next two fiscal years, AAM will host a number of notable exhibitions representing the diversity and depth of Asian art and culture, including:

### In the Moment: Japanese Art from the Larry Ellison Collection (FY 2013-14)

In the summer of 2013, as the America's Cup Challenger Series takes to San Francisco Bay, the Asian Art Museum will present an exhibition of Japanese art from the rarely seen collection of Larry Ellison, Oracle CEO and owner of ORACLE TEAM USA, defender of the 2013 America's Cup. *In the Moment: Japanese Art from the Larry Ellison Collection* introduces approximately 80 artworks spanning 1,300 years, and explores the dynamic nature of art selection and display in traditional Japanese settings. Included are significant works by noted artists of the Momoyama (1573-1615) and Edo (1615-1868) periods, along with other important examples of religious art, lacquer, woodwork, and metalwork. Highlights include a 13-14th century wooden sculpture of Shotoku Taishi; six-panel folding screens dating to the 17th century by

Kano Sansetsu; and 18th century paintings by acclaimed masters Maruyama Okyo and Ito Jakuchu.

### In Grand Style: Celebrations in Korean Art (FY 2013-14)

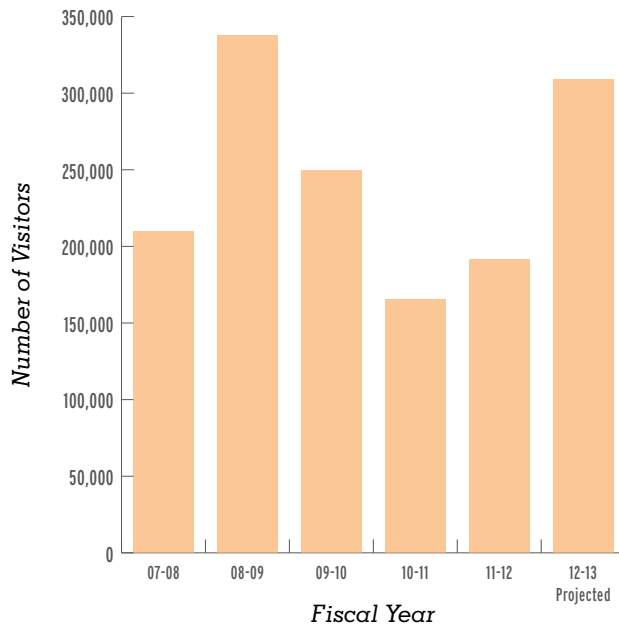
*In Grand Style: Celebrations in Korean Art* explores the importance and cultural significance of celebrations during Korea's Joseon dynasty (1392-1911). During this period, Confucianism was culturally embedded in society as the governing state belief, and festivities marking important rites of passage – political appointments, birthdays, weddings, funerals – followed elaborate protocols. *In Grand Style* features approximately 150 objects from 13 Korean institutions representing this tradition – from kings' and queens' seals and protocol books (uigwe) with paintings of royal banquets, to special ceremonial robes and furniture. The exhibition reveals the cultural and political significance at the core of the celebrations. Nearly all of the artworks and their accompanying narratives will be presented to U.S. audiences for the first time through this exhibit.

### Yoga: The Art of Transformation (FY 2013-14)

All over the world, millions of people practice yoga to find spiritual insight or better health. Practitioners and non-practitioners alike are aware of yoga's origins in India, but few know of yoga's goal of transforming body and consciousness, its profound philosophical underpinnings, its presence within Jain, Buddhist, and Sufi as well as Hindu traditions, or the surprisingly diverse social roles played by male and female yogic practitioners over centuries.

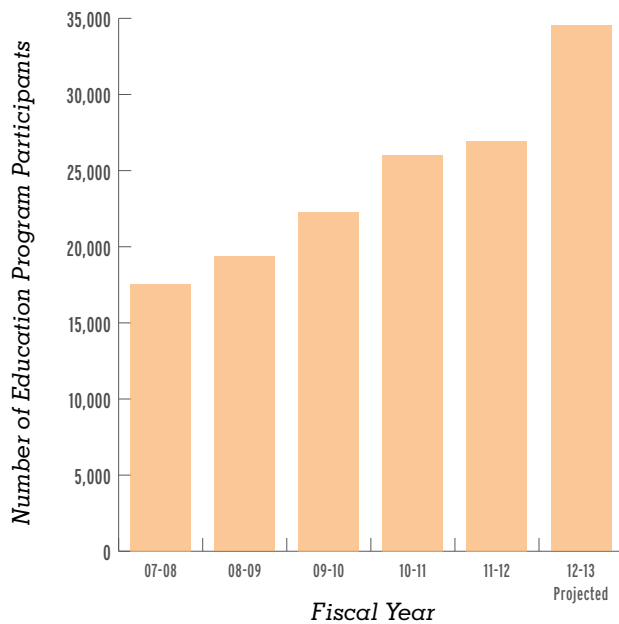
Borrowed from 25 museums and private collections in India, Europe, and the United States, *Yoga: The Art of Transformation* includes an installation that reunites for the first time three monumental stone yogini goddesses from a 10th-century Chola temple; 10 folios from the first illustrated compilation of asanas (yogic postures); and a Thomas Edison film, *Hindoo Fakir* (1906), the first movie ever produced about India.

## NUMBER OF VISITORS



In FY 2012-13, the number of visitors to the museum is projected to increase by 87 percent over the previous year. This is partially due to the popularity of the Terra Cotta Warriors exhibit.

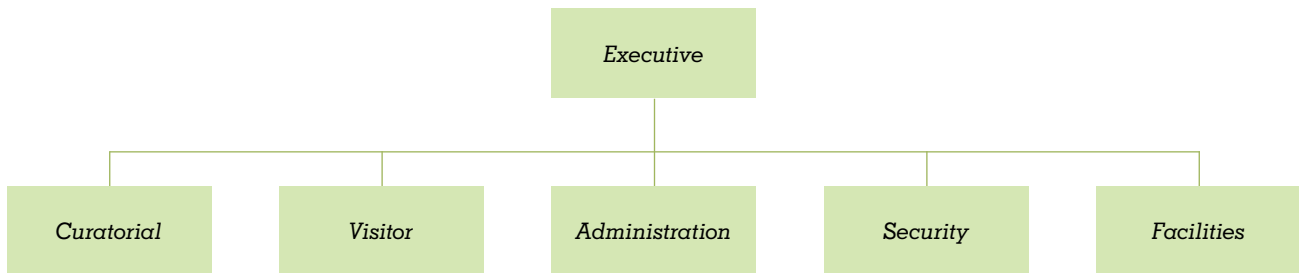
## NUMBER OF EDUCATION PROGRAM PARTICIPANTS



The number of education program participants in the museum has steadily increased from FY 2007-08.

---

# ASIAN ART MUSEUM



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	58.31	57.91	57.83	(0.08)	57.77	(0.06)
<b>Net Operating Positions</b>	<b>58.31</b>	<b>57.91</b>	<b>57.83</b>	<b>(0.08)</b>	<b>57.77</b>	<b>(0.06)</b>
<b>SOURCES</b>						
Local Taxes	2,229,000	2,229,000	0	(2,229,000)	0	0
Charges for Services	424,762	481,928	498,865	16,937	498,865	0
General Fund Support	4,943,428	5,602,297	8,245,574	2,643,277	8,831,505	585,931
<b>Sources Total</b>	<b>7,597,190</b>	<b>8,313,225</b>	<b>8,744,439</b>	<b>431,214</b>	<b>9,330,370</b>	<b>585,931</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	3,645,942	4,135,812	4,207,039	71,227	4,264,518	57,479
Fringe Benefits	1,560,197	1,716,299	1,849,458	133,159	1,987,594	138,136
Overhead	48,933	25,585	27,444	1,859	27,444	0
Professional & Contractual Services	1,365,597	1,317,734	1,372,122	54,388	1,356,142	(15,980)
Services of Other Departments	826,521	960,895	1,017,928	57,033	1,059,514	41,586
Budgetary Reserves	0	0	3,723	3,723	6,433	2,710
<b>Uses - Operating Expenditures Total</b>	<b>7,447,190</b>	<b>8,156,325</b>	<b>8,477,714</b>	<b>321,389</b>	<b>8,701,645</b>	<b>223,931</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	150,000	156,900	220,725	63,825	228,725	8,000
Capital Renewal	0	0	46,000	46,000	400,000	354,000
<b>Uses - Project Expenditures Total</b>	<b>150,000</b>	<b>156,900</b>	<b>266,725</b>	<b>109,825</b>	<b>628,725</b>	<b>362,000</b>
<b>USES BY PROGRAM RECAP</b>						
Asian Arts Museum	7,597,190	8,313,225	8,744,439	431,214	9,330,370	585,931
<b>Uses by Program Recap Total</b>	<b>7,597,190</b>	<b>8,313,225</b>	<b>8,744,439</b>	<b>431,214</b>	<b>9,330,370</b>	<b>585,931</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ASIAN ART MUSEUM</b>					
<b>Increase museum membership</b>					
Number of museum members	13,725	16,000	14,667	14,995	15,300
<b>Increase number of museum visitors</b>					
Number of museum visitors	191,404	205,000	246,991	220,000	240,000
<b>Provide quality programs on Asian art and culture</b>					
Number of education program participants	26,956	26,000	27,380	30,000	25,000
Number of public program participants	52,737	50,000	55,000	55,000	45,000

# ASSESSOR-RECORDER

The Office of the Assessor-Recorder (ASR) identifies and assesses the value of all taxable property in the City and County of San Francisco. ASR also records and maintains the official records of the City. ASR is committed to providing fair and equitable treatment of taxpayers and delivering outstanding public service.

## SERVICES

The Assessor-Recorder provides services through the following divisions:

**REAL PROPERTY** maintains the City’s parcel maps, locates taxable property, identifies ownership, establishes taxable value, and reassesses property after a change in ownership and/or new construction.

**BUSINESS PERSONAL PROPERTY (BPP)** conducts routine audits on over 35,000 City businesses that pay property tax. Business personal property is assessed annually and the owners of all businesses must file a property statement with BPP detailing the cost of their supplies, equipment, and fixtures. BPP assists the City’s business community in completing these forms.

**TRANSACTIONS** reviews and evaluates all recorded real estate transactions to determine their suitability for assessment.

**EXEMPTIONS** processes exemption requests and properly applies all legal exemptions to assessed property.

**RECORDER** provides the underlying framework for the City’s real estate transactions and is responsible for recording legal documents that determine ownership of real property. The Recorder division also assesses and collects transfer taxes; and maintains, indexes, and issues official copies of all recorded documents, such as public marriage records.

**PUBLIC SERVICES** answers public questions for all Assessor or Recorder functions. The Public Service division provides translation services to customers, assists the public in accessing official City records, and helps those facing foreclosure with information and resources.

For more information, call (415) 554-5596 or 311; or visit [www.sfassessor.org](http://www.sfassessor.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	17,936,409	21,208,584	21,818,899	610,315	23,838,243	2,019,344
<b>Total FTE</b>	147	142	154	12	150	(4)



# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$21.8 million for ASR is \$0.6 million, or 2.9 percent, higher than the FY 2012-13 budget of \$21.2 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

The FY 2014-15 proposed budget of \$23.8 million for ASR is \$2.0 million, or 9.2 percent, higher than the FY 2013-14 budget of \$21.8 million. A significant amount of this increase is due to the appropriation of funds to process record-high rates of assessment appeals.

## *Increased Department Revenues*

The City's General Fund receives over \$1 billion in property tax revenue. Property tax accounts for more than a third of the General Fund and is its largest single component. Property tax revenue depends on the Department's efforts in maintaining the assessment roll, reassessing properties as necessary, and collecting transfer tax revenue. In addition to the property tax revenue that goes to the General Fund, the Department collects its own revenue from recording fees. This revenue is expected to increase by 42 percent in FY 2013-14 compared to the FY 2012-13 budget. This projected increase – from \$3.9 million to \$5.5 million – is attributed to an increase in the number of recorded documents due to the improved real estate market, and adjustment to fees made in the prior year.

## *Increased Workload*

One of the largest factors impacting the Department's operations in recent years has been the unprecedented increase in Assessment Appeals Board (AAB) appeals. The annual number of AAB appeals filed has increased from an average of 1,500 between FY 2000-01 to FY 2008-09 to over 6,000 between FY 2009-10 to FY 2012-13. To address

this workload surge, the Department added limited-term staff in FY 2011-12 to focus exclusively on AAB appeals. As a result, the number of annually closed appeals increased from approximately 2,500 in FY 2009-10 to over 5,500 in FY 2011-12. Despite this increase in productivity, the number of open AAB appeals is still approximately 8,000. A significant portion of the increased funds in the Department's FY 2014-15 proposed budget will go towards the continuation of the project and associated staff to work down the backlog.

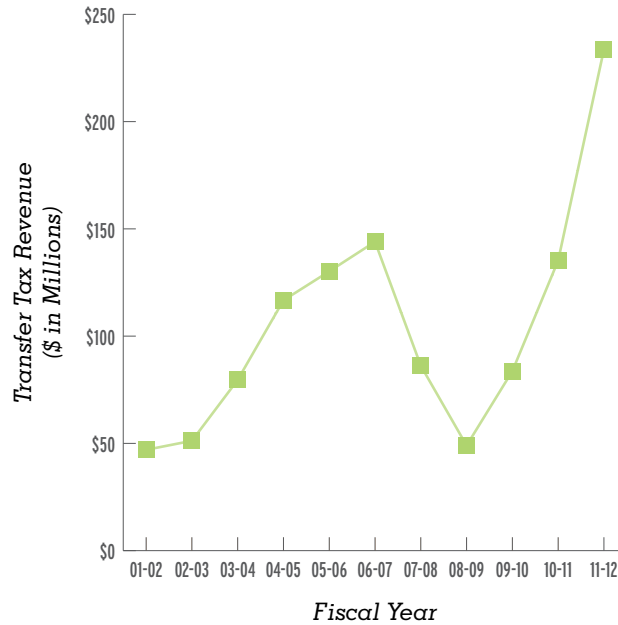
## *Enhancement of Mapping Function*

ASR's Mapping Unit is responsible for the accurate and timely mapping of more than 204,000 parcels located in the City. Other City departments and taxpayers heavily rely on the work of this Unit. ASR is enhancing the Mapping Unit's ability to serve taxpayers, leverage the newest Geographical Imaging Systems (GIS) technology, and ensure business continuity.

## *Improving Business Processes and Service through Technology*

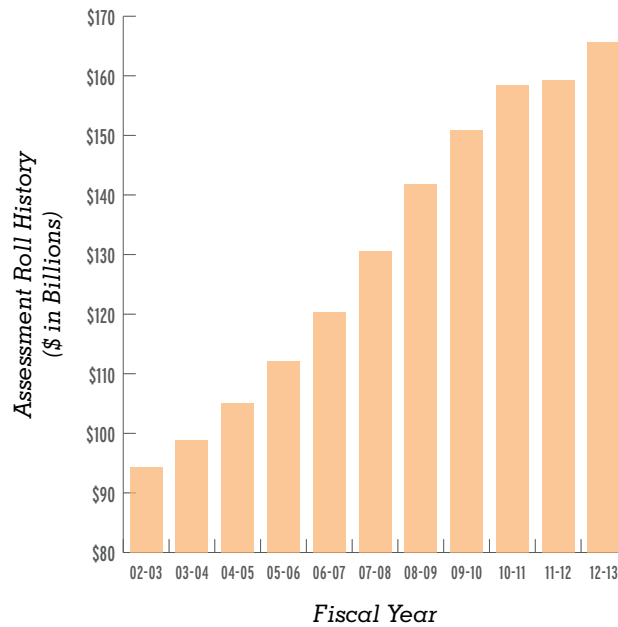
ASR continues to leverage technology to enhance many of its business processes, to improve its service delivery, and to increase efficiency. In FY 2012-13, ASR successfully launched its e-Recording function, a new paperless recording process for agencies and companies that electronically submit documents to ASR for recordation. Additional IT initiatives planned for FY 2013-14 and FY 2014-15 include: planning and research regarding the replacement of the department's two main systems; expansion of the e-Recording function to include more partners submitting documents electronically; and continued digitization efforts across all ASR business units.

## TRANSFER TAX REVENUE HISTORY



After declines in FY 2007-08 and FY 2008-09, transfer tax revenue has rebounded and reached a 10-year peak in FY 2011-12. The increase is due to a recovering real estate market and the Prop N transfer tax rate increases on properties over \$5.0 million that took effect in December of 2010.

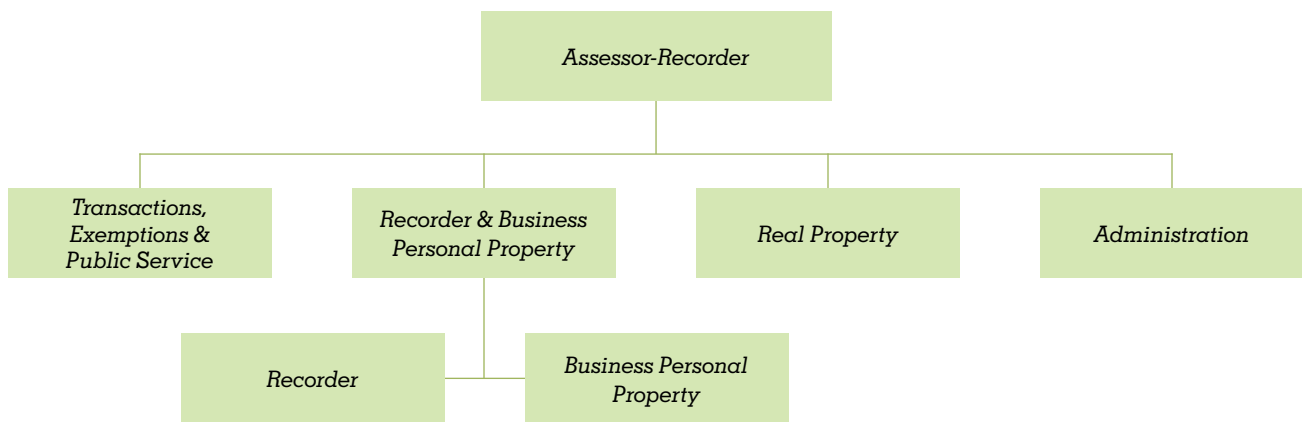
## ASSESSMENT ROLL HISTORY



In FY 2012-13, the City's assessment roll increased by 4 percent. The City's continued positive roll growth places it in the very small minority of California counties that avoided any assessment roll decline the past decade.

---

# ASSESSOR-RECORDER



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	153.21	149.04	165.49	16.45	162.89	(2.60)
Non-operating Positions (cap/other)	(6.54)	(7.00)	(11.62)	(4.62)	(13.00)	(1.38)
<b>Net Operating Positions</b>	<b>146.67</b>	<b>142.04</b>	<b>153.87</b>	<b>11.83</b>	<b>149.89</b>	<b>(3.98)</b>
<b>SOURCES</b>						
Charges for Services	4,265,523	3,884,000	5,504,974	1,620,974	5,530,113	25,139
Transfers In	256,567	0	0	0	0	0
Expenditure Recovery	0	45,000	150,000	105,000	150,000	0
Transfer Adjustments-Sources	(256,567)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(22,995)	1,555,611	32,625	(1,522,986)	1,147	(31,478)
General Fund Support	13,693,881	15,723,973	16,131,300	407,327	18,156,983	2,025,683
<b>Sources Total</b>	<b>17,936,409</b>	<b>21,208,584</b>	<b>21,818,899</b>	<b>610,315</b>	<b>23,838,243</b>	<b>2,019,344</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	10,078,330	11,411,516	12,764,598	1,353,082	12,529,025	(235,573)
Fringe Benefits	4,270,864	4,753,453	5,474,626	721,173	5,774,853	300,227
Overhead	62,237	127,318	329,812	202,494	329,812	0
Professional & Contractual Services	1,212,737	2,689,550	1,254,820	(1,434,730)	3,148,174	1,893,354
Materials & Supplies	250,046	174,689	106,500	(68,189)	106,500	0
Equipment	131,850	180,363	16,300	(164,063)	0	(16,300)
Services of Other Departments	1,756,670	1,851,695	1,859,269	7,574	1,936,766	77,497
Transfers Out	256,567	0	0	0	0	0
Budgetary Reserves	0	20,000	12,974	(7,026)	13,113	139
Transfer Adjustments-Uses	(256,567)	0	0	0	0	0
<b>Uses - Operating Expenditures Total</b>	<b>17,762,734</b>	<b>21,208,584</b>	<b>21,818,899</b>	<b>610,315</b>	<b>23,838,243</b>	<b>2,019,344</b>
<b>USES - PROJECT EXPENDITURES</b>						
Capital Projects	173,675	0	0	0	0	0
<b>Uses - Project Expenditures Total</b>	<b>173,675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>USES BY PROGRAM RECAP</b>						
Personal Property	2,412,830	2,996,239	3,124,644	128,405	2,960,111	(164,533)
Real Property	6,221,191	7,257,028	8,251,326	994,298	6,647,533	(1,603,793)
Recorder	1,520,683	3,389,611	2,367,599	(1,022,012)	2,361,260	(6,339)
Technical Services	6,526,717	6,514,062	6,796,969	282,907	10,121,709	3,324,740
Transfer Tax	1,254,988	1,051,644	1,278,361	226,717	1,747,630	469,269
<b>Uses by Program Recap Total</b>	<b>17,936,409</b>	<b>21,208,584</b>	<b>21,818,899</b>	<b>610,315</b>	<b>23,838,243</b>	<b>2,019,344</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>REAL PROPERTY</b>					
<b>Assess all taxable property within the City and County of San Francisco</b>					
Value (in billions) of working assessment roll (Secured Roll, excluding SBE Roll)	\$157.50	\$164.07	\$165.46	\$171.92	\$178.97
Number of Supplemental and Escape Assessments	32,057	23,000	22,482	17,600	13,800
<b>Effectively defend and resolve assessment appeals</b>					
Number of appeals resolved in a year	5,563	5,500	5,535	5,500	5,500
<b>RECORDER</b>					
<b>Collect all fees for recording of documents</b>					
Recording fees	\$4,258,429	\$3,884,000	\$5,207,379	\$5,504,974	\$5,530,113
Number of documents recorded	232,551	225,000	246,000	240,000	240,000

# BOARD OF APPEALS

The Board of Appeals (BOA) provides the public with a final administrative review process for the issuance, denial, suspension, revocation, and modification of City permits as well as certain decisions of the Zoning Administrator, Planning Commission, and Historic Preservation Commission.

## SERVICES

The Board of Appeals provides services through the following program areas:

**APPEAL PROCESSING** provides information on the appeals process and assists members of the public who want to file or respond to an appeal. BOA staff ensure that appeals are processed in conformance with the requirements of the City Charter and relevant codes; that appeals are decided at duly noticed public hearings; and that BOA issues timely decisions to uphold, overrule, or modify departmental decisions.

**CUSTOMER SERVICE** provides notification of and information on public hearings on appeals, and strives to create a fair and impartial forum within which appeals may be considered and decided. Information about the appeal process is available on the Department’s website, in its offices, and at Department meetings in City Hall.

Written materials are available in English, Spanish, and Chinese, and Department staff members are available to assist limited-English speaking customers in Spanish, Cantonese, and Mandarin.

The benchmarks used by the Department to assess the quality of its customer service include clearly articulated timelines for assigning hearing dates, established briefing schedules, and hearing protocols that create a fair and accessible process that allows all parties an equal opportunity to present their case. To ensure the appeals process is carried out in a timely manner, the BOA also benchmarks the speed with which the Department makes determinations and issues written decisions.

For more information, call (415) 575-6880 or 311; or visit [www.sfgov.org/boa](http://www.sfgov.org/boa)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	738,525	932,443	942,085	9,642	942,085	0
<b>Total FTE</b>	5	5	5	0	5	0

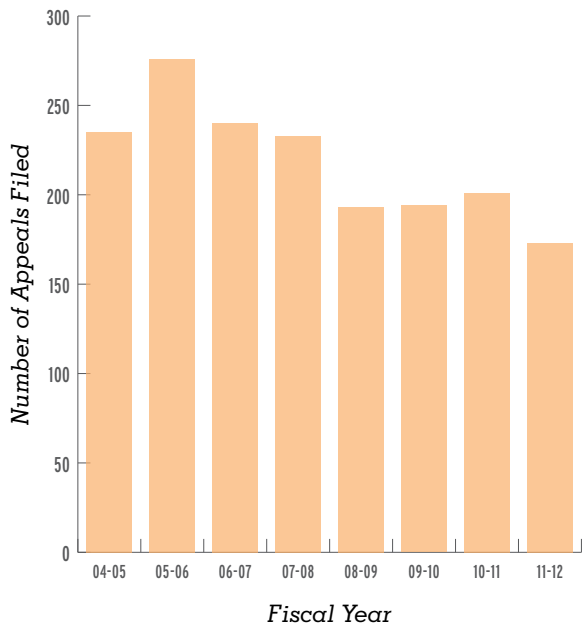
# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$0.9 million for the Board of Appeals is roughly equal to the FY 2012-13 budget. The FY 2014-15 proposed budget of \$0.9 million for the Board of Appeals is equal to the FY 2013-14 proposed budget. There are no significant changes to the Department’s budget in either fiscal year.

## Launching Appeal Management Database

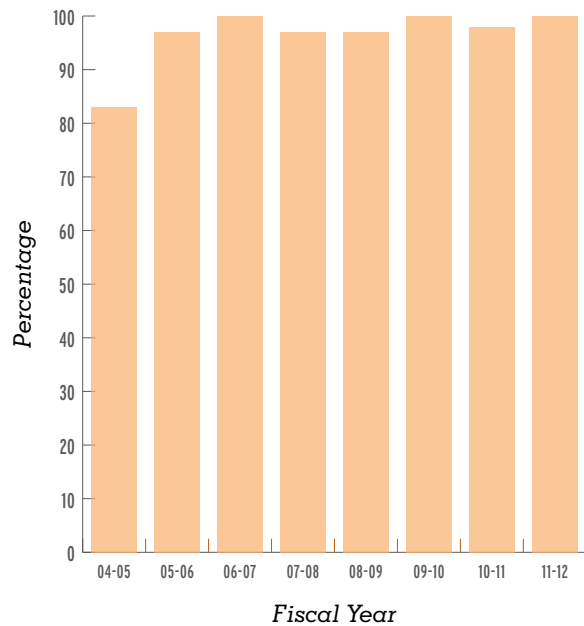
The Board of Appeals is launching an appeal management database to increase efficiency in how appeals are filed and tracked and to enhance the Department’s ability to report on appeal trends and outcomes. This system will also allow the BOA to electronically share appeal-related data with the other City departments that have determinations appealed to the BOA. This will be especially useful where the Board of Supervisors imposes special requirements or restrictions on properties that are the subject of land use-related appeals.

### NUMBER OF APPEALS FILED



Examples of appeals received include DBI issued permits, DPW Bureau of Street Use & Mapping permits, and Zoning Administrator Determinations.

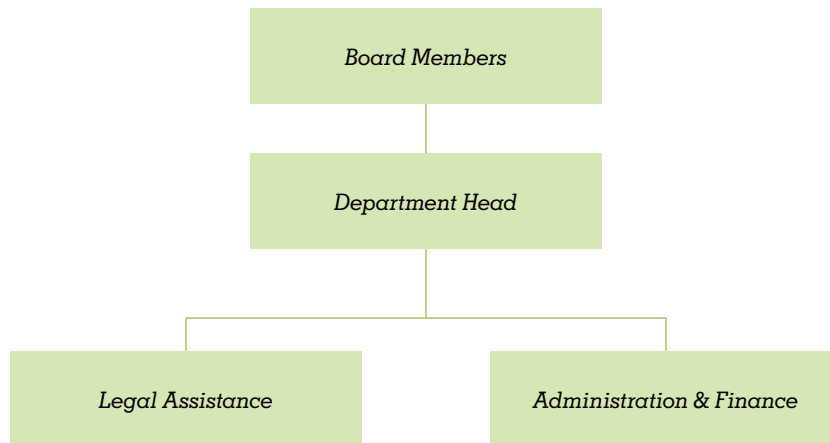
### PERCENTAGE OF ON-TIME DECISIONS



The Department has a consistently high rate of releasing written decisions within 15 days of final action.

---

# BOARD OF APPEALS





## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	5.00	5.00	5.00	0.00	5.00	0.00
<b>Net Operating Positions</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>5.00</b>	<b>0.00</b>
<b>SOURCES</b>						
Charges for Services	739,175	932,443	942,085	9,642	942,085	0
Other Revenues	(650)	0	0	0	0	0
<b>Sources Total</b>	<b>738,525</b>	<b>932,443</b>	<b>942,085</b>	<b>9,642</b>	<b>942,085</b>	<b>0</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	359,050	399,374	409,688	10,314	415,275	5,587
Fringe Benefits	225,989	216,758	225,052	8,294	219,782	(5,270)
Overhead	0	6,723	0	(6,723)	0	0
Professional & Contractual Services	22,720	74,192	74,192	0	74,192	0
Materials & Supplies	4,194	9,398	9,398	0	9,398	0
Services of Other Departments	126,572	225,998	223,755	(2,243)	223,438	(317)
<b>Uses - Operating Expenditures Total</b>	<b>738,525</b>	<b>932,443</b>	<b>942,085</b>	<b>9,642</b>	<b>942,085</b>	<b>0</b>
<b>USES BY PROGRAM RECAP</b>						
Appeals Processing	738,525	932,443	942,085	9,642	942,085	0
<b>Uses by Program Recap Total</b>	<b>738,525</b>	<b>932,443</b>	<b>942,085</b>	<b>9,642</b>	<b>942,085</b>	<b>0</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
--	---------------------	---------------------	------------------------	---------------------	---------------------

**APPEALS PROCESSING**

**Provide a fair and efficient administrative appeals process to the public**

Percentage of cases decided within 75 days of filing	65%	65%	72%	60%	60%
Percentage of written decisions released within 15 days of final action	100%	97%	100%	97%	97%



---

# BOARD OF SUPERVISORS

The Board of Supervisors (BOS or “Board”) is the legislative branch of government in the City and County of San Francisco. The Board of Supervisors responds to the needs of the people of San Francisco by adopting legislation, establishing policies, and assisting constituents with their issues. As provided in the City Charter, the Board of Supervisors provides for the public’s access to government meetings, documents, and records.

---

## SERVICES

The Board of Supervisors provides services through the following divisions:

**THE BOARD OF SUPERVISORS** is comprised of 11 elected members who are responsible for adopting the City’s budget, appropriating funds, approving City laws, and establishing policies and procedures to improve the overall quality of life in San Francisco.

**THE CLERK OF THE BOARD** is the steward of the legislative record and manages the affairs and staff of the Department.

**ASSESSMENT APPEALS BOARD** adjudicates disputes between the Office of the Assessor-Recorder and property owners. It equalizes the valuation of the taxable property within the City for the purpose of taxation.

**BUDGET AND LEGISLATIVE ANALYST** provides fiscal and policy analyses, special studies, and management audit reports on city departments and programs for the Board.

**LOCAL AGENCY FORMATION COMMISSION (LAFCO)** reviews and approves jurisdictional boundary changes. LAFCo plays an advisory role for the Community Choice Aggregation energy program.

**SUNSHINE ORDINANCE TASK FORCE** advises the Board, and provides information to other City departments, on appropriate ways to implement the Sunshine Ordinance in order to ensure that deliberations of commissions, boards, councils, and other agencies of the City are conducted before the people, and that City operations are open to the public’s review.

**YOUTH COMMISSION** is a body of 17 San Franciscans between the ages of 12 and 23 responsible for advising the Board and the Mayor on policies and laws related to young people.

For more information, call (415) 554-5184 or 311; or visit [www.sfbos.org](http://www.sfbos.org)

# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	10,750,825	12,414,121	12,908,915	494,794	13,247,392	338,477
<b>Total FTE</b>	63	70	75	5	75	0

## BUDGET ISSUES

The Fiscal Year (FY) 2013-14 proposed budget of \$12.9 million for the Board of Supervisors is \$0.5 million, or 4.0 percent, higher than the FY 2012-13 budget of \$12.4 million. A significant amount of this increase is due to the annualization of eleven Legislative Assistant positions that were added to the FY 2012-13 budget.

The FY 2014-15 proposed budget of \$13.2 million for the Board of Supervisors is \$0.3 million, or 2.6 percent, higher than the FY 2013-14 proposed budget of \$12.9 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

### *Mandated Services*

The City Charter requires that the Board of Supervisors provide direct services that support open and participatory government. Charter-mandated positions and programs include board members, board aides, the Clerk of the Board, the Assessment Appeals Board, the Sunshine Ordinance Task Force, the Youth Commission, committee clerks, the Comprehensive Annual Financial Report (CAFR), official/legal advertising, and budget and legislative analysis. In the next two fiscal years, the Board will continue to strive to provide these mandated services in the most efficient and effective manner.

### *More Responsive and Effective Government*

Since FY 2012-13, the Board has developed and implemented major projects that increase the efficiency of mandated services. In FY 2013-14, the Department

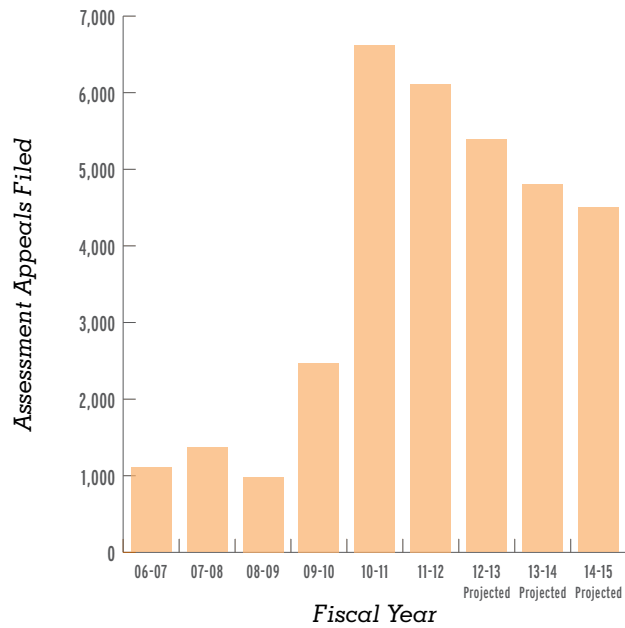
will continue its work on updating the outdated and unsupported information technology system used by the Assessment Appeals Board. Currently, all assessment appeals must be provided in hard copy to the Board, and Department staff enter information from the forms into the Board's online system. This work will enable online assessment appeals filing for customers, eliminating the need for manual entry by Department staff.

Additionally, the Department recently unveiled its legislative research center, which allows the public to research over a decade of the City and County's legislative record online. In the past, members of the public would have to file a formal records request for historical information.

### *Increasing AAB Appeals Hearings*

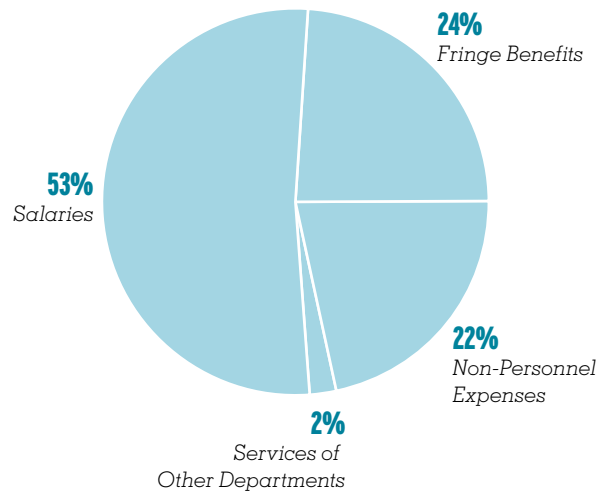
The Assessment Appeals Board, in collaboration with the Assessor-Recorder, the Treasurer Tax Collector, and the Controller, is working to streamline and improve the property tax refund process. As part of this effort, the Assessment Appeals Board plans to begin holding evening hearings in autumn 2013 to address the current backlog of approximately 8,000 appeals. Evening hearings will improve the appeals experience for property-owners, by speeding the hearing timeline and providing flexibility for those who may find it difficult to attend hearings during the work week. By hiring one additional staff member to address this backlog, the Assessment Appeals Board projects to be able to increase the number of residential hearings by at least 50 percent, from 16 to 24 per month.

## ASSESSMENT APPEALS FILED BY FISCAL YEAR



With the recent mortgage crisis, coupled with the rise in vacancy rates affecting commercial properties, the Assessment Appeals Board saw a dramatic increase in the number of appeals filed in FY 2010-11. These numbers have decreased as the market has begun to improve; however, they remain at all-time highs.

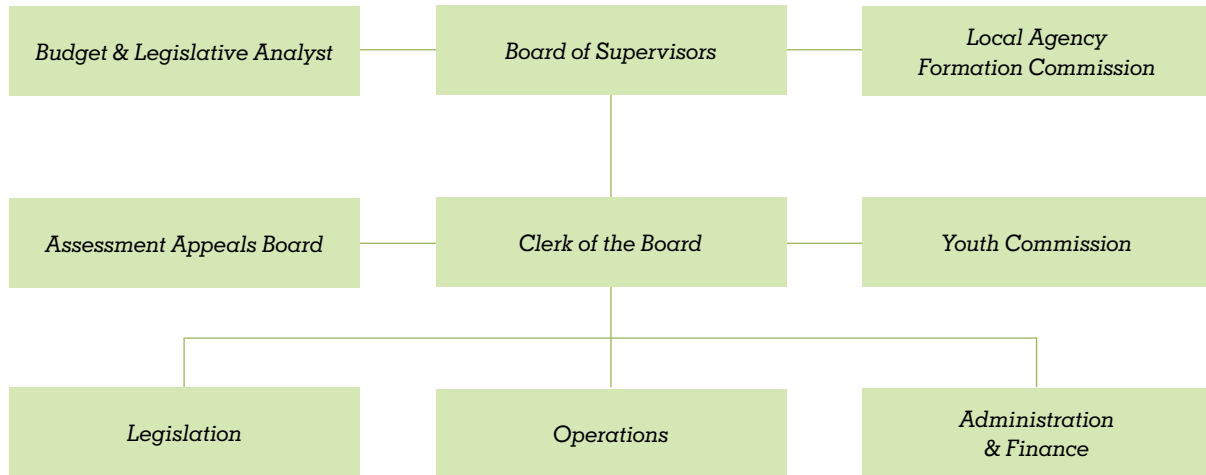
## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



The Department expends 77 percent of its budget on staff salaries and fringe benefits.

---

# BOARD OF SUPERVISORS



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14

### **AUTHORIZED POSITIONS**

Total Authorized	64.70	72.32	78.12	5.80	78.10	(0.02)
Non-operating Positions (cap/other)	(2.00)	(2.00)	(3.50)	(1.50)	(3.50)	0.00
<b>Net Operating Positions</b>	<b>62.70</b>	<b>70.32</b>	<b>74.62</b>	<b>4.30</b>	<b>74.60</b>	<b>(0.02)</b>

### **SOURCES**

Charges for Services	513,223	465,250	468,000	2,750	450,000	(18,000)
Other Revenues	(1,170)	0	0	0	0	0
Expenditure Recovery	330,611	167,617	167,617	0	167,617	0
General Fund Support	9,908,161	11,781,254	12,273,298	492,044	12,629,775	356,477
<b>Sources Total</b>	<b>10,750,825</b>	<b>12,414,121</b>	<b>12,908,915</b>	<b>494,794</b>	<b>13,247,392</b>	<b>338,477</b>

### **USES - OPERATING EXPENDITURES**

Salaries & Wages	5,441,479	6,435,177	6,799,045	363,868	6,867,217	68,172
Fringe Benefits	2,221,075	2,597,933	2,928,099	330,166	3,177,678	249,579
Professional & Contractual Services	2,832,760	3,075,585	2,856,259	(219,326)	2,879,572	23,313
Materials & Supplies	62,218	92,051	92,051	0	92,051	0
Services of Other Departments	193,293	213,375	233,461	20,086	230,874	(2,587)
<b>Uses - Operating Expenditures Total</b>	<b>10,750,825</b>	<b>12,414,121</b>	<b>12,908,915</b>	<b>494,794</b>	<b>13,247,392</b>	<b>338,477</b>

### **USES BY PROGRAM RECAP**

Board - Legislative Analysis	2,049,002	2,000,000	2,000,000	0	2,000,000	0
Board Of Supervisor	4,759,070	6,183,898	6,668,149	484,251	6,856,302	188,153
Children's Baseline	149,398	175,530	266,905	91,375	275,525	8,620
Clerk Of The Board	3,514,038	4,054,693	3,973,861	(80,832)	4,115,565	141,704
Local Agency Formation	279,317	0	0	0	0	0
<b>Uses by Program Recap Total</b>	<b>10,750,825</b>	<b>12,414,121</b>	<b>12,908,915</b>	<b>494,794</b>	<b>13,247,392</b>	<b>338,477</b>



# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
--	---------------------	---------------------	------------------------	---------------------	---------------------

## BOARD - LEGISLATIVE NOTICING REQUIREMENTS

**Provide response and support to the Board, Committees, Commissions and Task Force, other department/agencies and general public on legislative or policy related matters.**

Percentage of Board or Committee meeting agendas posted on website at least 72 hours prior to meeting	100%	100%	100%	100%	100%
Percentage of Board or Committee meeting agendas continued due to improper notice and/or missed publication within required timeframes	6.00%	0.00%	0.00%	0.00%	0.00%
Percentage of Board or Committee legislative items continued due to improper notice and/or missed publication within required timeframes	6.00%	0.00%	0.00%	0.00%	0.00%

## CLERK OF THE BOARD

**Provide response and support to the Board of Supervisors, Committee, Commissions, Task Force, other departments/agencies and general public on legislative or policy related matters.**

Percentage of written, electronic public records and telephone requests answered within established time frame	95%	90%	90%	90%	90%
Customer service surveys	87%	85%	85%	85%	85%

# BUILDING INSPECTION

The Department of Building Inspection (DBI) safeguards the life and property of the citizens of San Francisco by enforcing the City’s building, housing, plumbing, electrical, and mechanical codes, as well as the disability access regulations.

## SERVICES

The Department of Building Inspection provides services through the following divisions:

**PERMIT SERVICES** is responsible for the collection of fees associated with permits; over-the-counter permit plan check and issuance; coordination of submitted permit applications; final approval; and technical services to ensure that proposed construction work meets all code safety requirements. This process is performed in a timely, professional, and courteous manner. Permit Services also includes Management Information Services and Information Technology Project Management.

**INSPECTION SERVICES** is responsible for inspecting buildings, structures, and sites within the City for compliance with applicable laws regulating construction, quality of materials, use of occupancy, location, and maintenance.

**ADMINISTRATION SERVICES** consists of the Development Fee Collection Unit, Records Management, Financial Services, and Personnel and Payroll Services.

For more information, call (415) 558-6088 or 311; or visit [www.sfdbi.org](http://www.sfdbi.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	41,330,361	50,229,998	78,837,676	28,607,678	64,887,963	(13,949,713)
<b>Total FTE</b>	243	266	285	19	292	6

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$78.8 million for the Department of Building Inspection is \$28.6 million, or 57.0 percent, higher than the FY 2012-13 budget of \$50.2 million. A significant amount of this increase is due to increased labor and overhead costs associated with increasing permit volumes and complexity; increases in travel, training, and materials and supplies for new staff; and increased costs for trainings on new state laws regarding accessibility and updated building codes. In addition, DBI is investing in one-time costs including capital and tenant improvements at 1660 Mission Street, electric vehicles and associated charging infrastructure, and a facility master plan.

The FY 2014-15 proposed budget of \$64.9 million for the Department of Building Inspection is \$13.9 million, or 17.7 percent, lower than the FY 2013-14 budget of \$78.8 million. A significant amount of this decrease is due to the exclusion of one-time Capital Reserve funding included in the FY 2013-14 budget.

## *Increased Demand for DBI Services*

The Department's financial situation has improved significantly since the major downturn in the construction industry, which began in FY 2008-09. DBI revenues for FY 2012-13 are projected to be 14 percent greater by year-end than what was projected in DBI's original budget due to the continued economic recovery and corresponding demand for DBI's services. The proposed FY 2013-14 budget assumes that the revenue from charges for services will continue to be 14 percent greater than the original FY 2012-13 budget. The proposed FY 2014-15 budget assumes revenue will grow by an additional 3 percent.

## *Increased Staffing Needs*

As a result of increased demand for services, DBI requires an increase in staffing levels. DBI is proposing 22 new positions in its FY 2013-14 budget – an increase of 16 positions from the six already approved in the original FY 2013-14 budget – and is proposing four additional new positions in its FY 2014-15 budget. These staff will address the increased permit volume and complexity; facilitate the timely processing of requests so that the City can continue to attract and retain jobs; enable DBI to adequately address the new soft story program, earthquake safety working group, green building group, and code cycle changes; and make government more responsive and effective, including by reducing the backlog in code enforcement.

The new positions in FY 2013-14 include 12 in Inspection Services, five in Permit Services, and one in Administrative Services; and four in the Soft Story Project to address records requests, code enforcement, plan check, and inspection needs. The new positions in FY 2014-15 include one in Permit Services and one in the Soft Story Project.

## *Saving for the Future*

In the most recent economic recession, DBI reduced 30 percent of total work hours between FY 2006-07 and FY 2010-11 in the form of layoffs and furloughs. During this stronger economic climate, DBI is designating \$17.0 million of fund balance as an Economic Stabilization Reserve to provide departmental financial stability during future downturns, consistent with recommendations made by the Controller's Office.

## *Permit and Project Tracking System*

In coordination with the City Planning Department, the Department is currently implementing the new Permit and Project Tracking System (PPTS), which will consolidate the City's existing multiple systems into one citywide permitting system and allow city departments to share data. Benefits of the new system include increased transparency, assurance of data and financial accountability, reduction of processing times, and improved reporting across departments. From the user perspective, PPTS will allow the public to track planning applications and building permits online, file some applications online, file complaints, and search for general property information. This system is on budget and scheduled to go live in November 2013.

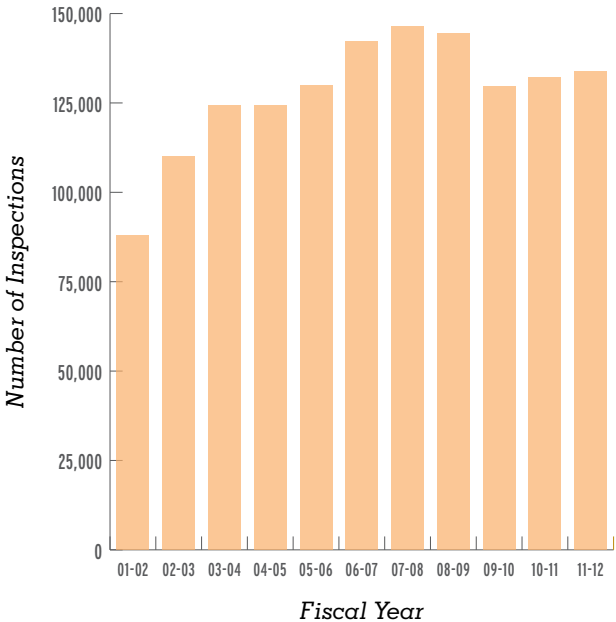
## *New and Continuing Projects*

DBI is moving forward with its conversion of records project to digitize its current and historical records, which will shorten the time required to reproduce documents and satisfy records requests to City customers. DBI also plans to implement a tenant improvement program at 1660 Mission to improve service delivery and effectiveness of its staff by replacing the generator with a unit large enough to power the entire building in an emergency; upgrading the phone system to increase reliability and increase the transfer speed of the large amounts of data in the system; upgrading the HVAC system and elevator; creating a facility master plan to assess DBI's space needs; and conducting a fee study. In addition, DBI is proposing increased seed funding for the Repair and Demolition Fund so that the Department can contract emergency work after an emergency.

## *New Regulations and Code Updates*

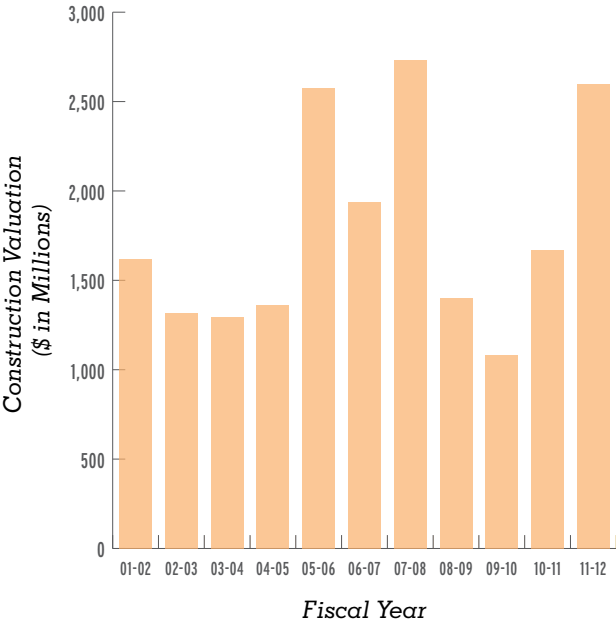
State law requires that many DBI inspectors and engineers receive Certified Access Specialist program (CASP) training and certification. The training and certification cost approximately \$1,500 per staff person. International and State Building Codes are updated on a three-year cycle, and purchase of and training on new code books is required in FY 2013-14. The budget accounts for these essential training costs.

# INSPECTION PERFORMANCE



The number of inspections is increasing with the return of construction activity after a drop in FY 2009-10 due to the recession.

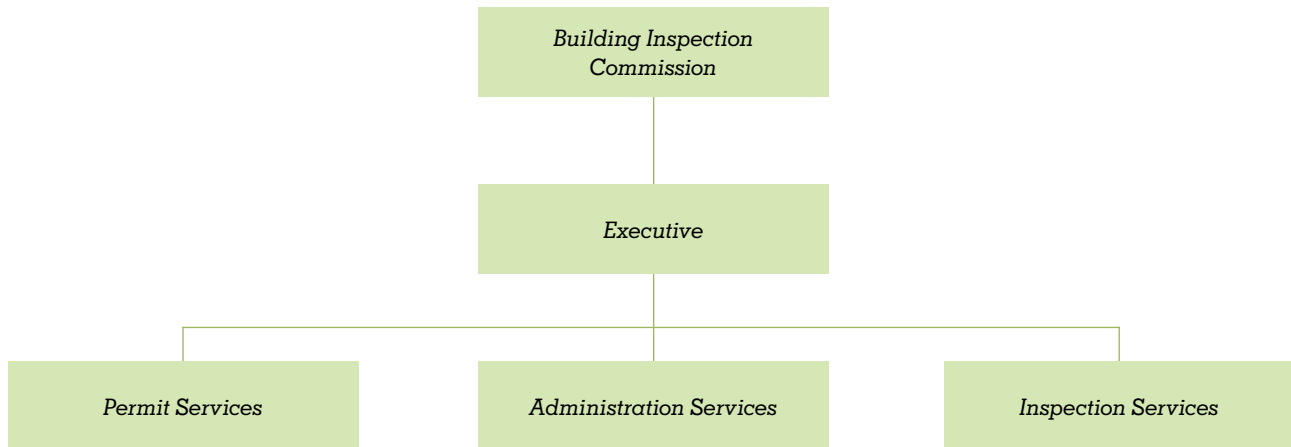
# CONSTRUCTION VALUATION OF ISSUED PERMITS



The construction valuation for issued permits, exclusive of refunds, increased significantly in FY 2011-12. The valuation excludes large projects, such as the Transbay Terminal.

---

# BUILDING INSPECTION



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14

### AUTHORIZED POSITIONS

Total Authorized	242.76	271.67	295.86	24.19	303.32	7.46
Non-operating Positions (cap/other)	0.00	(5.85)	(10.77)	(4.92)	(11.77)	(1.00)
<b>Net Operating Positions</b>	<b>242.76</b>	<b>265.82</b>	<b>285.09</b>	<b>19.27</b>	<b>291.55</b>	<b>6.46</b>

### SOURCES

Licenses & Fines	6,663,389	6,760,674	6,760,674	0	6,760,674	0
Use of Money or Property	71,214	252,152	459,214	207,062	459,214	0
Charges for Services	50,226,003	42,766,517	49,794,820	7,028,303	50,945,358	1,150,538
Other Revenues	1,876	0	0	0	0	0
Transfers In	4,474,936	1,096,385	21,739,543	20,643,158	7,706,950	(14,032,593)
Expenditure Recovery	869,353	190,825	240,987	50,162	143,988	(96,999)
Transfer Adjustments-Sources	(4,086,938)	(1,096,385)	(21,739,543)	(20,643,158)	(7,706,950)	14,032,593
Use of / (Deposit to) Fund Balance	(16,889,472)	259,830	21,581,981	21,322,151	6,578,729	(15,003,252)
<b>Sources Total</b>	<b>41,330,361</b>	<b>50,229,998</b>	<b>78,837,676</b>	<b>28,607,678</b>	<b>64,887,963</b>	<b>(13,949,713)</b>

### USES - OPERATING EXPENDITURES

Salaries & Wages	20,758,151	25,820,633	28,451,241	2,630,608	29,517,515	1,066,274
Fringe Benefits	9,429,894	11,296,116	13,071,733	1,775,617	14,356,909	1,285,176
Overhead	0	742,252	1,275,123	532,871	1,275,123	0
Professional & Contractual Services	1,831,273	2,437,011	4,713,618	2,276,607	3,178,533	(1,535,085)
Aid Assistance / Grants	1,514,890	1,767,612	1,777,612	10,000	1,777,612	0
Materials & Supplies	268,530	562,048	561,098	(950)	476,848	(84,250)
Equipment	1,360,697	300,000	1,641,000	1,341,000	370,000	(1,271,000)
Services of Other Departments	6,145,764	7,303,744	7,804,251	500,507	7,606,657	(197,594)
Transfers Out	4,086,938	1,096,385	21,739,543	20,643,158	7,706,950	(14,032,593)
Budgetary Reserves	0	582	15,000,000	14,999,418	0	(15,000,000)
Transfer Adjustments-Uses	(4,086,938)	(1,096,385)	(21,739,543)	(20,643,158)	(7,706,950)	14,032,593
<b>Uses - Operating Expenditures Total</b>	<b>41,309,199</b>	<b>50,229,998</b>	<b>74,295,676</b>	<b>24,065,678</b>	<b>58,559,197</b>	<b>(15,736,479)</b>

### USES - PROJECT EXPENDITURES

Capital Projects	21,162	0	4,542,000	4,542,000	6,328,766	1,786,766
<b>Uses - Project Expenditures Total</b>	<b>21,162</b>	<b>0</b>	<b>4,542,000</b>	<b>4,542,000</b>	<b>6,328,766</b>	<b>1,786,766</b>

### USES BY PROGRAM RECAP

Administration/Support Services	10,970,928	12,695,193	35,002,916	22,307,723	20,633,277	(14,369,639)
Housing Inspection/Code Enforcement Svcs	6,336,655	8,727,166	10,420,268	1,693,102	10,323,650	(96,618)
Inspection Services	14,825,637	16,648,234	19,728,730	3,080,496	19,438,198	(290,532)
Permit Center	2,501	0	0	0	0	0
Plan Review Services	9,194,640	12,159,405	13,685,762	1,526,357	14,492,838	807,076
<b>Uses by Program Recap Total</b>	<b>41,330,361</b>	<b>50,229,998</b>	<b>78,837,676</b>	<b>28,607,678</b>	<b>64,887,963</b>	<b>(13,949,713)</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>DBI - INSPECTION SERVICES</b>					
<b>Improve Code Enforcement</b>					
Percentage of Life Hazards or Lack of Heat Complaints Responded to Within One Business Day	93%	100%	100%	100%	100%
Inspections per inspector/day (building)	11.4	11.0	11.0	11.0	11.0
Inspections per inspector/day (electrical)	13.3	11.0	11.0	11.0	11.0
Inspections per inspector/day (plumbing)	10.1	11.0	11.0	11.0	11.0
<b>Improve Construction Inspection Response Time</b>					
Percentage of Customer-Requested Inspections Completed Within Two Business Days of Requested Date	98%	90%	90%	90%	90%
<b>DBI - PERMIT SERVICES</b>					
<b>Percentage of Submitted Permit Applications Routed within One Business Day</b>					
Timeliness of Distributing Submitted Drawings	100%	90%	90%	90%	90%
<b>DBI - PLAN REVIEW SERVICES</b>					
<b>Improve Plan Review Turnaround Time</b>					
Percentage of Permit Applications for Multi-Family Residential and/or Mixed-Use Buildings Reviewed Within 42 Calendar Days	99%	90%	90%	90%	90%
Percentage of Permit Applications for Office and/or Commercial Buildings Reviewed Within 42 Calendar Days	98%	90%	90%	90%	90%

# CHILD SUPPORT SERVICES

The Department of Child Support Services (CSS) works to empower parents to provide economic and medical support for their children, thereby contributing to the well-being of families and children.

## SERVICES

The Department of Child Support Services provides services through the following divisions:

**ADMINISTRATION** provides policy direction and acts as the conduit to all federal, state, and local government agencies. This division ensures compliance with personnel management regulations and all related MOU labor contracts, and assures the fiscal integrity of the Department as it relates to reporting, record-keeping, and procurement.

**CASE MANAGEMENT** manages the Department’s child support caseload and works with families to ensure that children are financially, medically, and emotionally

supported. This division delivers direct services to clients through the provision of a variety of programs focused on the economic security of the family and the safety of the child.

**LEGAL SERVICES** provides initial and on-going support to parents in the areas of paternity establishment, location of parents, requests for child and medical support orders from the court, enforcement and modification of support orders, and the collection and distribution of child support.

For more information, call (415) 356-2700 or 311; or visit [www.sfgov.org/DCSS](http://www.sfgov.org/DCSS)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	13,158,097	13,244,947	13,724,030	479,083	13,464,850	(259,180)
<b>Total FTE</b>	94	90	84	(6)	81	(3)



# BUDGET ISSUES

The Fiscal Year (FY) 2013-14 proposed budget of \$13.7 million for Child Support Services is \$0.5 million, or 3.6 percent, higher than the FY 2012-13 budget of \$13.2 million. A significant amount of this increase is due to the State's restoration of baseline funding reduced in FY 2012-13. In addition, the California Department of Child Support Services has proposed an increase in one-time funding to support the purchase of replacement equipment, a data storage system, and related materials.

The FY 2014-15 proposed budget of \$13.5 million for Child Support Services is \$0.3 million, or 1.9 percent, lower than the FY 2013-14 budget of \$13.7 million. A significant amount of this decrease is due to the reduction of one-time funds received in FY 2013-14 for system improvements.

## *Moving to a Virtual Server System*

In an effort to improve efficiency and effectiveness of its data management systems, the Department, in consultation with the California Department of Child Support Services (CA DCSS) Technology Services Division division, has elected to move from a physical server system to a virtual server system. Currently, the Department has over 14 physical servers with a life span of approximately five years, all of which require high employee interaction and must be regularly replaced at growing costs. Additionally, the physical servers are difficult to monitor remotely and therefore do not comport with system security protocols prescribed by the CA DCSS. Over time, the virtual host server system will reduce the Department's dependency on physical servers to zero and permit both the CA DCSS and the City's Department of Technology to have oversight and better support the CSS in the event of a system failure.

## *Reducing Barriers to Employment*

In collaboration with the Office of Economic and Workforce Development (OEWD), the Human Services Agency (HSA), and SF Goodwill, CSS won an Enhanced Job Training Demonstration grant from the Department of Labor for "Transitions SF". Transitions SF recruits and refers non-custodial parents aged 18-59 who have minor children, reside in San Francisco, and who have been identified by CSS as either delinquent in child support payments or non-job ready, to Goodwill for employment services. In addition to assisting non-custodial parents in securing employment, CSS provides specialized, intensive services to Transitions SF participants to assist them in modifying child support orders, repaying arrears, and getting child support obligations in line with their income and ability to pay. To date, approximately 590 non-custodial parents have been randomly assigned to participate in Transitions SF, and CSS intends to enroll a

total of 1000 non-custodial parents by December of 2014 as it prepares for the phasing out of the grant in July of 2015.

## *Reducing Domestic Violence*

CSS developed a Family Violence Indicator (FVI) for case managers to flag cases of domestic violence where the enforcement of child support obligations may be dangerous. The Department is currently seeing unprecedented growth in the number of clients who are exposed to family violence: in 2009, the Department served 391 clients exposed to family violence; in July of 2011, there were 1,901 open cases flagged for family violence. In response, CSS has trained caseworkers and attorneys to communicate effectively with victims and perpetrators of domestic violence, and to work with non-custodial parents to secure child support for the custodial parent safely. As of February 2013, approximately 72 percent of the total cases flagged for domestic violence have made payments.

## *Serving Incarcerated Parents*

In 2007, CSS established a formal relationship with the Sheriff's Department to provide on-site child support services to incarcerated parents. Caseworkers and attorneys meet weekly with noncustodial parents who are incarcerated in the San Francisco County jail to discuss and respond to client concerns and modify orders. CSS staff provide educational presentations and answer questions at parole release meetings, as well as meet with attending parents to discuss their child support cases. Between 2007 and 2013, the jail outreach initiative identified 3,286 non-custodial parents whose whereabouts were previously unknown and whose overall debt owed is in excess of \$19.7 million. The Department has reduced these arrears by modifying current support obligations, enrolling eligible inmates in CSS program opportunities upon their release, and addressing current balances through the Department's Compromise of Arrears Program.

## *Reentry Services for Parents*

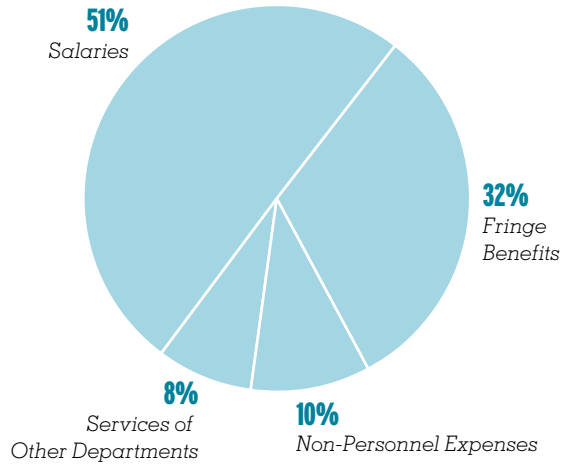
CSS partners with the Adult Probation Department (ADP) to incorporate child support assessment and plans as part of the probation plan for post-release parents with open child support cases. Strategies include: the gradual re-introduction of realistic orders that are mindful of the instability many parents experience as they transition from incarceration; consolidation of out-of-county cases; paternity establishment; and timely modification of orders. This initiative reduces the negative impact that full child support enforcement may have on the successful reintegration of post-release parents.

### Health Care Reform and Child Support

The Affordable Care Act (ACA), is slated to go into effect in 2014 and will improve accessibility and affordability for custodial and non-custodial parents in meeting their obligation to ensure adequate medical coverage for

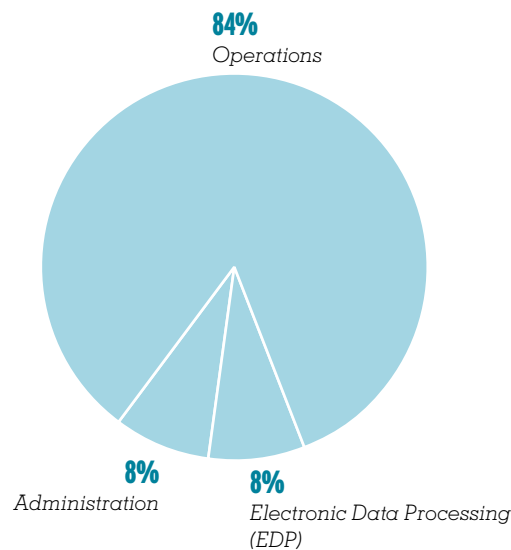
their children. CSS, along with California's entire child support program, is moving aggressively to implement the requirements and programmatic changes necessitated by ACA legislation.

## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



Over 80 percent of the Department's FY 2013-14 proposed budget is expended on salaries and fringe benefits.

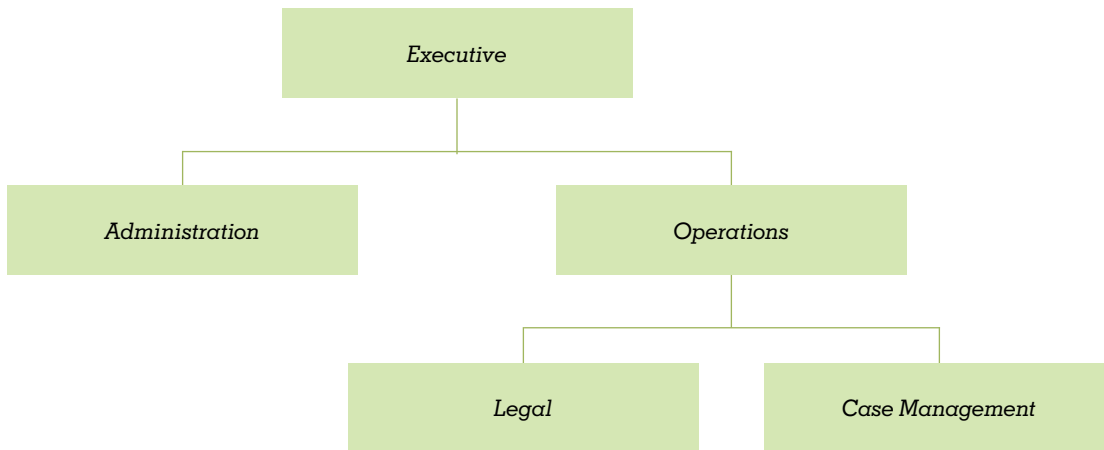
## FY 2013-14 DEPARTMENT USES BY SERVICES AREA



Only 8 percent of the Department's FY 2013-14 proposed budget is allocated to administrative support.

---

# CHILD SUPPORT SERVICES



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	94.44	90.35	84.25	(6.10)	80.76	(3.49)
<b>Net Operating Positions</b>	<b>94.44</b>	<b>90.35</b>	<b>84.25</b>	<b>(6.10)</b>	<b>80.76</b>	<b>(3.49)</b>
<b>SOURCES</b>						
Use of Money or Property	6,300	0	0	0	0	0
Intergovernmental Revenue - Federal	8,502,220	8,543,216	8,828,674	285,458	8,778,146	(50,528)
Intergovernmental Revenue - State	4,379,934	4,301,299	4,446,307	145,008	4,420,277	(26,030)
Expenditure Recovery	280,000	400,432	449,049	48,617	266,427	(182,622)
Use of / (Deposit to) Fund Balance	(10,357)	0	0	0	0	0
<b>Sources Total</b>	<b>13,158,097</b>	<b>13,244,947</b>	<b>13,724,030</b>	<b>479,083</b>	<b>13,464,850</b>	<b>(259,180)</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	7,471,968	7,225,328	6,839,338	(385,990)	6,656,505	(182,833)
Fringe Benefits	3,523,226	3,777,458	4,023,595	246,137	4,200,630	177,035
Professional & Contractual Services	1,136,163	1,263,985	1,585,307	321,322	1,518,579	(66,728)
Materials & Supplies	129,986	101,711	115,162	13,451	124,641	9,479
Equipment	0	9,715	117,453	107,738	30,995	(86,458)
Services of Other Departments	896,754	866,750	1,043,175	176,425	933,500	(109,675)
<b>Uses - Operating Expenditures Total</b>	<b>13,158,097</b>	<b>13,244,947</b>	<b>13,724,030</b>	<b>479,083</b>	<b>13,464,850</b>	<b>(259,180)</b>
<b>USES BY PROGRAM RECAP</b>						
Child Support Services Program	13,158,097	13,244,947	13,724,030	479,083	13,464,850	(259,180)
<b>Uses by Program Recap Total</b>	<b>13,158,097</b>	<b>13,244,947</b>	<b>13,724,030</b>	<b>479,083</b>	<b>13,464,850</b>	<b>(259,180)</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>CHILD SUPPORT SERVICES PROGRAM</b>					
<b>Establish paternity for children born out of wedlock in the county</b>					
Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	91.0%	90.0%	91.0%	91.0%	91.0%
<b>Establish child support orders</b>					
San Francisco orders established as a percentage of cases needing an order	90.9%	89.4%	90.8%	90.8%	90.8%
<b>Increase economic self-sufficiency of single parent families</b>					
Amount of child support collected by SF DCSS annually, in millions	\$27.5	\$26.8	\$27.3	\$27.3	\$27.3
San Francisco current collections as a percentage of current support owed	70.6%	70.9%	72.1%	72.9%	72.9%
San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases in San Francisco	67.0%	70.6%	68.0%	71.3%	71.3%
<b>Provide effective services to clients</b>					
Number of unemancipated children in San Francisco caseload	12,629	11,392	11,783	10,723	9,758

# CHILDREN AND FAMILIES COMMISSION

The San Francisco Children and Families Commission (First 5) was established in 2000 as part of the statewide First 5 California movement to assist public agencies, non-profit organizations, and families in supporting early education, pediatric healthcare, and family support.

## SERVICES

First 5 provides services through the following divisions:

**CHILD HEALTH AND FAMILY SUPPORT** supports healthy, strong, nurturing families by promoting activities that provide parents with increased resources and social support networks, encourage family literacy, and decrease the impact of risk factors in young children's homes. First 5 invests in health and mental health consultation services, including developmental screening and inclusion practices, to link more children to supportive services earlier in life.

**CHILD DEVELOPMENT & EARLY CHILDHOOD EDUCATION (INCLUDING PRESCHOOL FOR ALL)** promotes enhanced school readiness by supporting greater access to high-quality early care and education for all of San Francisco's young children.

**OPERATIONS AND ADMINISTRATION** manages the administration of First 5, including budget and human resources needs, and coordinates with all divisions on short- and long-term program needs.

**PLANNING AND EVALUATION** evaluates, coordinates, and aligns systems that directly affect young children and their families in order to holistically improve school readiness outcomes.

For more information, call (415) 934-4849 or 311; or visit [www.first5sf.org](http://www.first5sf.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	27,035,820	39,390,760	53,965,970	14,575,210	47,613,006	(6,352,964)
<b>Total FTE</b>	16	16	17	1	17	0

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$54.0 million for First 5 is \$14.6 million, or 37.0 percent, higher than the FY 2012-13 budget of \$39.4 million. A significant amount of this increase is due to a \$8.0 million increase in the Department's Proposition H (Prop H) allocation. In addition, First 5 is receiving a \$4.7 million Child Signature Program grant from First 5 California and a \$328,150 Race to the Top federal grant through the California Department of Education.

The FY 2014-15 proposed budget of \$47.6 million for First 5 is \$6.4 million, or 11.8 percent, lower than the FY 2013-14 budget of \$54.0 million. A significant amount of this decrease is due to a \$5.6 million decrease in the Department's Prop H allocation. Prop H, passed by the voters in March 2004, creates an annual City General Fund allocation for K-12 and preschool education. Up to 25 percent of the allocation may be deferred by the City in the event that the City projects a budget shortfall greater than \$100 million. The proposed budget allocates all Prop H funds in FY 2013-14, but defers 25 percent of the allocation in FY 2014-15 to balance the City's projected \$256.1 million shortfall.

First 5's allocation of Prop H dollars in FY 2012-13 was \$17.7 million; the proposed FY 2013-14 and FY 2014-15 allocation is \$25.7 million and \$20.2 million, respectively.

In FY 2013-14 and FY 2014-15, First 5 continues to face declining revenue from its statewide tobacco tax revenue (Proposition 10). This decline is not unexpected, and the Department has created a sustainability plan to guide its funding decisions. To partially offset these declining revenues, First 5 will draw down its sustainability fund over time.

## *Partnering for Sustained Effectiveness*

First 5's 2012-2015 Strategic Plan focuses on promoting school readiness and school success, and engages many community and city partners to achieve these goals. Approximately 30 percent of First 5 funds are committed to the joint funding of child and family well-being initiatives with other city departments.

FY 2012-13 marked the first year of a new three-year \$10 million initiative by First 5, the Human Services Agency (HSA), and the Department of Children, Youth & their Families (DCYF) to support neighborhood-based and population-focused family resource centers. These centers are in neighborhoods throughout the City with varying levels of services based on the needs of local families.

Population-focused family resource centers provide services to families citywide, but focus on children and families who are homeless and under-housed, recent immigrants, populations with special needs, LGBTQ and teen families, and families with children exposed to violence.

In FY 2013-14, First 5 will continue to contribute approximately \$6.6 million to jointly fund early care and education (ECE) initiatives with DCYF and HSA. These efforts include funding for health screening and early childhood mental health consultation; childcare subsidies for low-income families with infants and toddlers; a variety of professional development and education attainment activities for teachers; and inclusion strategies for children with special needs.

## *Preschool for All (PFA)*

In addition to overseeing Proposition 10 dollars, First 5 is also responsible for implementing the City's Universal Preschool for All Program (PFA), which is funded by local General Fund revenues as part of Proposition H. The Department began the implementation of PFA in FY 2005-06 and expanded the program in FY 2008-09 to serve all neighborhoods. In FY 2013-14, the Department anticipates funding half-day free preschool for approximately 3,500 four-year-olds, and will continue to target PFA funds to children from low-income families.

The Department's high level organization chart reflects a change to the division formally referred to as the "Preschool for All" division. First 5 has added federal and state grant funding to its preschool initiatives, which is now referred to as the Child Development and Early Childhood Education division to reflect the broader scope and funding sources involved.

## *Improving Child Care Quality*

Over the next two fiscal years, First 5 will focus on improving the quality of child care in San Francisco by investing \$12.2 million in their SF Quality Rating and Improvement System (SF-QRIS). SF-QRIS is a system of on-going program improvement that ensures that City investments in early care and education are outcomes-based and data driven, and coordinates and connects external assessment of performance and technical assistance services. SF QRIS data will guide ECE providers in making program improvements, track technical assistance services and their outcomes, and increase the capacity of policymakers to make data-driven decisions.

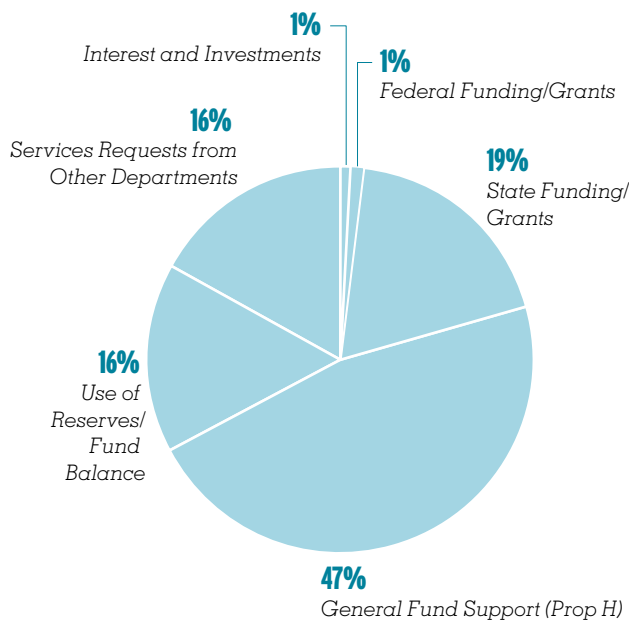
### Prop H One-Time Funds

As a result of the City’s full funding of the Proposition H allocation in FY 2013-14, First 5 is receiving an additional \$6.4 million in funding. The Department plans to use these one-time funds to improve early care and education facilities; improve special education preschool classrooms and bring them into the PFA network; improve the coordination, data and evaluation capabilities of the early care and education network; enhance the availability of developmentally appropriate educational materials; and identify gaps in service and develop a plan to ensure sustainability of the network during federal, state, and local policy changes.

### Filling Gaps in Early Care and Education

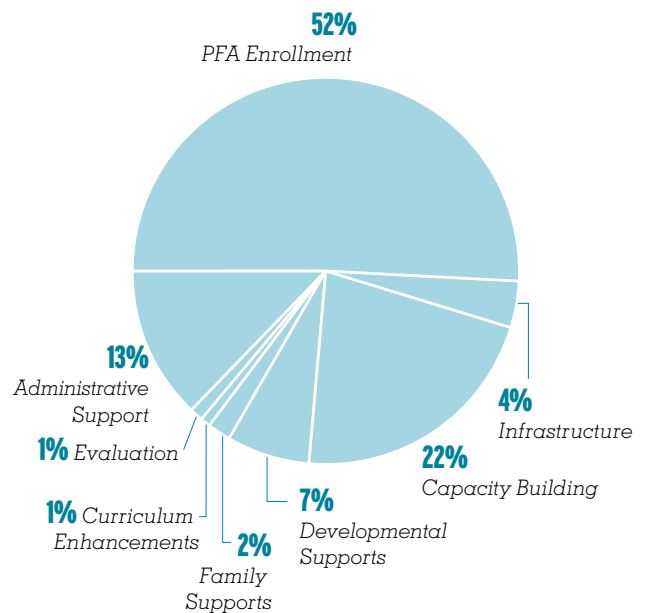
The Department is committing part of its sustainability reserve to backfill state cuts to early care and education (ECE) services, including by: preserving 100 childcare vouchers for CalWORKs 4-year olds expected to lose their vouchers from the State; ensuring 170 children will retain full day Head Start; and helping the City continue to backfill the 10 percent Title V cut passed down from the State last year. First 5 is also committing funds to pull an additional 200 children off the City’s ECE/childcare waitlist.

**FY 2013-14  
DEPARTMENT SOURCES**



47 percent of the Department’s FY 2013-14 revenues come from the City’s General Fund in the form of a Proposition H allocation.

**FY 2013-14  
DEPARTMENT USES BY  
SERVICE AREA**

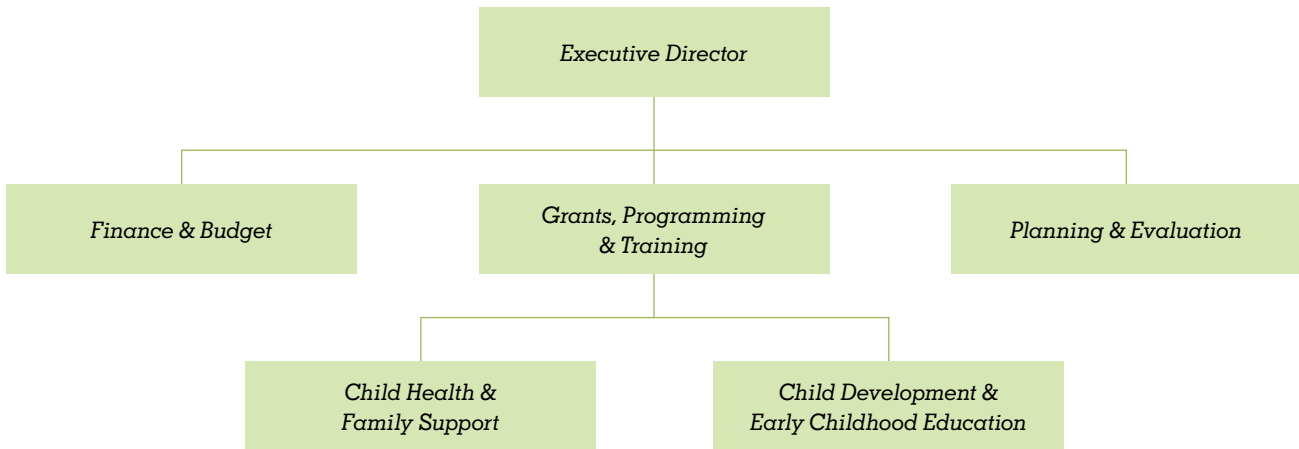


The majority of department expenses go toward reimbursements to child care providers based on Preschool for All (PFA) enrollment.



---

# CHILDREN AND FAMILIES COMMISSION



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	16.11	15.87	17.00	1.13	17.00	0.00
<b>Net Operating Positions</b>	<b>16.11</b>	<b>15.87</b>	<b>17.00</b>	<b>1.13</b>	<b>17.00</b>	<b>0.00</b>
<b>SOURCES</b>						
Use of Money or Property	463,666	187,416	320,748	133,332	264,682	(56,066)
Intergovernmental Revenue - Federal	0	0	328,150	328,150	380,800	52,650
Intergovernmental Revenue - State	6,407,874	8,991,723	10,441,532	1,449,809	10,430,598	(10,934)
Expenditure Recovery	7,947,978	8,828,503	9,369,184	540,681	9,369,184	0
Use of / (Deposit to) Fund Balance	(3,634,698)	3,683,118	7,786,356	4,103,238	7,017,742	(768,614)
General Fund Support	15,851,000	17,700,000	25,720,000	8,020,000	20,150,000	(5,570,000)
<b>Sources Total</b>	<b>27,035,820</b>	<b>39,390,760</b>	<b>53,965,970</b>	<b>14,575,210</b>	<b>47,613,006</b>	<b>(6,352,964)</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	905,455	1,403,535	1,531,758	128,223	1,557,663	25,905
Fringe Benefits	469,318	666,276	714,024	47,748	776,679	62,655
Professional & Contractual Services	367,251	1,572,439	2,208,871	636,432	1,668,871	(540,000)
Aid Assistance / Grants	19,835,158	31,314,806	43,420,225	12,105,419	37,644,457	(5,775,768)
Materials & Supplies	36,021	122,251	190,770	68,519	193,420	2,650
Services of Other Departments	5,422,617	4,311,453	4,874,307	562,854	4,570,694	(303,613)
Budgetary Reserves	0	0	1,026,015	1,026,015	1,201,222	175,207
<b>Uses - Operating Expenditures Total</b>	<b>27,035,820</b>	<b>39,390,760</b>	<b>53,965,970</b>	<b>14,575,210</b>	<b>47,613,006</b>	<b>(6,352,964)</b>
<b>USES BY PROGRAM RECAP</b>						
Children And Families Fund	15,125,044	19,266,703	21,308,637	2,041,934	21,673,821	365,184
Public Ed Fund - Prop H ( March 2004 )	11,910,776	20,124,057	32,657,333	12,533,276	25,939,185	(6,718,148)
<b>Uses by Program Recap Total</b>	<b>27,035,820</b>	<b>39,390,760</b>	<b>53,965,970</b>	<b>14,575,210</b>	<b>47,613,006</b>	<b>(6,352,964)</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>CHILDREN AND FAMILIES FUND</b>					
<b>Improve parents' /caregivers' ability to support their children's readiness for school</b>					
Number of parents participating in a parent education workshop or class series	1,249	1,000	1,000	1,000	1,000
Number of children participating in school readiness activities and services	1,533	1,275	1,500	1,500	1,500
<b>Information, resources, and supports are available to promote and protect the oral, physical, and mental health of young children.</b>					
Number of children receiving vision, hearing, and/or dental screenings	4,458	4,000	4,000	4,000	4,000
<b>Providers have the capacity and skills to implement evidence-based practices that ensure the healthy social-emotional and physical development of all children.</b>					
Number of resource centers receiving early childhood mental health consultation	90	86	157	150	150
Number of children screened for special needs	4,045	2,475	2,475	2,475	2,475
<b>PUBLIC EDUCATION FUND - PROP H</b>					
<b>Increase access to high quality preschool</b>					
Number of four-year olds enrolled in Preschool For All (PFA) program	3,066	3,300	3,300	3,500	3,600
<b>Provide preschool sites with enhancements to improve children's readiness for school</b>					
Number of PFA classrooms participating in early literacy curriculum enhancements	197	200	200	250	250
<b>Increase preschool workforce development opportunities</b>					
Number of Preschool For All (PFA) staff participating in PFA professional development activities	1,525	1,500	1,750	1,750	1,750

# CHILDREN, YOUTH & THEIR FAMILIES

The Department of Children, Youth & their Families (DCYF) works to ensure that families with children are a prominent and valued segment of San Francisco’s social fabric by supporting programs and activities in every neighborhood. DCYF takes a multi-faceted approach to accomplishing its mission, including strategic funding, program partnerships, policy innovation, and informing and engaging the public.

## SERVICES

The Department of Children, Youth, & their Families provides services through the following divisions:

**GRANTS AND PROGRAMS** manages Department grants for over 400 programs, including contracting and fiscal/performance monitoring; providing technical assistance to grantees; and conducting data analysis and evaluations of Department services.

**POLICY AND PLANNING** plans, researches, develops, and implements the Department’s three-year strategic plan, which consists of the Community Needs Assessment (CNA), Children’s Services Allocation Plan (CSAP), and Request for Proposals (RFP).

**BUDGET AND OPERATIONS** manages the administration and finance functions of the Department, including

budget, human resources, facilities, and information technology needs.

Together, these divisions work to partner with community-based organizations, the San Francisco Unified School District (SFUSD), and other City departments to provide various children and family services, including out-of-school time academic programs, recreation, and enrichments activities; youth workforce development and health and wellness services; youth empowerment opportunities; summer lunch/snack programs; family support and violence prevention/intervention services; and SFKIDS.org, a parent resource website.

For more information, call (415) 554-8990 or 311; or visit [www.dcyf.org](http://www.dcyf.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	121,517,692	123,412,958	144,071,065	20,658,107	131,712,371	(12,358,694)
<b>Total FTE</b>	32	33	37	4	37	0

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$144.1 million for the Department of Children, Youth & their Families is \$20.7 million, or 16.7 percent, higher than the FY 2012-13 budget of \$123.4 million. A significant amount of this increase is due to a \$15.0 million increase in transfer funds to San Francisco Unified School District (SFUSD). In addition, the Department is experiencing a \$3.2 million increase in their Children's Fund revenues, used primarily for grants to community-based organizations.

The FY 2014-15 proposed budget of \$131.7 million for the Department of Children, Youth & their Families is \$12.4 million, or 8.6 percent, lower than the FY 2013-14 budget of \$144.1 million. A significant amount of this decrease is due to a \$11.4 million reduction in transfer funds to the SFUSD.

Proposition H (Prop H), passed by the voters in March 2004, creates an annual City General Fund allocation for K-12 and preschool education. DCYF passes SFUSD's allocation of Prop H funds through their budget to SFUSD. Up to 25 percent of the allocation may be deferred by the City in the event that the City projects a budget shortfall greater than \$100 million. The proposed budget allocates all Prop H funds in FY 2013-14, but defers 25 percent of the allocation in FY 2014-15 to balance the City's projected \$256.1 million shortfall.

## *Implementing the 2013-16 Children's Services Allocation Plan (CSAP)*

FY 2013-14 marks the first year of the Department's new three-year Children's Services Allocation Plan (CSAP) cycle. The CSAP targets resources to programs that meet the Department's primary goal of ensuring that children and youth are ready to learn and are succeeding in school. The FY 2013-14 and FY 2014-15 proposed budget for the Department includes increased funding for grants to community-based organizations as prescribed by the Department's CSAP. The FY 2013-14 and 2014-15 proposed budget funds the following services in each year:

- **Out-of-School Time (OST)** – \$16.8 million will be allocated to various academic enrichment, summer, and recreation programs. The Department completed the FY 2013-2016 OST/Y-LEAD RFP in FY 2012-2013. The new funding amount represents \$1.5 million in increased annual funding for these core services.
- **Youth, Leadership, and Development (Y-LEAD)** – \$21.0 million will be allocated to youth workforce development, teen, transitional aged youth (TAY), and

health and wellness programs. This amount includes a \$1.2 million annual increase to fund new RFP awards completed in FY 2012-13.

- **Family Support (FS)** – \$5.0 million will be allocated to family support services including family resource centers.
- **Violence Prevention and Intervention (VPI)** – \$11.7 million will be allocated to various programs, including alternative education and case management programs.
- **Early Care and Education (ECE)** – \$10.0 million will be allocated to the Office of Early Childcare and Education for various ECE programs that provide child care subsidies and improve program quality.
- **Citywide Systems Support (SS)** – \$8.0 million will be allocated to citywide programs, such as Healthy Kids San Francisco, SFKIDS.org, and Kindergarten to College.

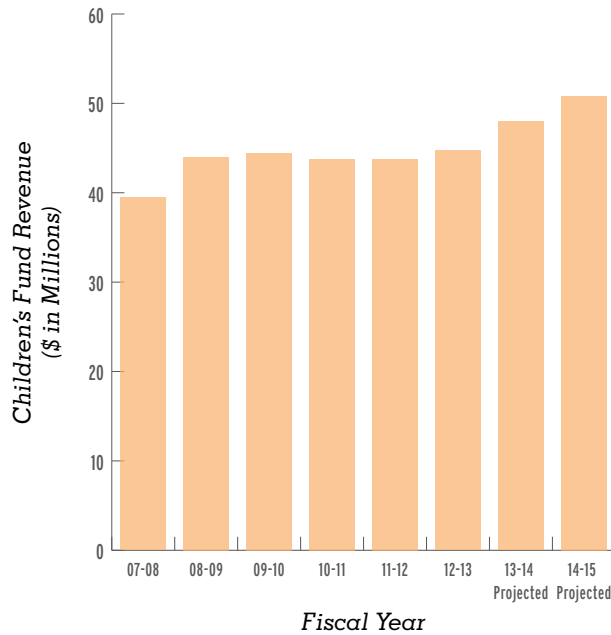
## *Promoting Accountability and Service Quality Efforts*

In FY 2013-14 and FY 2014-15, the Department will continue to focus on quality improvements by working with its community-based organization partners to evaluate its programs and improve provision of services. In partnership with community stakeholders, the Department has developed and conducted program quality assessments. In addition, the Department has provided technical assistance workshops to community-based organizations, offering tools and approaches for classroom management, program safety, and youth participation. The FY 2013-14 and 2014-15 proposed budget includes over \$1.0 million in funding for evaluation, capacity building, and technical assistance. In addition, the Department will continue to strengthen internal operations that have a direct impact on services, including program and fiscal monitoring, and data analysis.

## *Partnering with SFUSD*

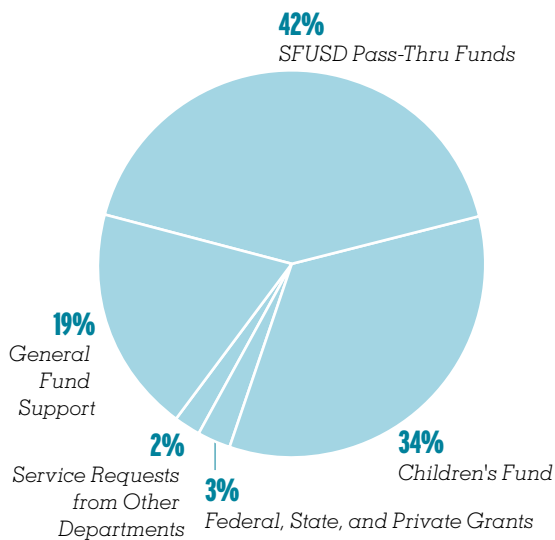
The Department's primary goal is to ensure that children and youth are ready to learn and are succeeding in school. To meet this goal, DCYF works closely with the San Francisco Unified School District in the administration of a variety of programs, including afterschool, summer, arts, athletics, wellness, truancy prevention, and work-based learning programs. The FY 2013-14 proposed budget includes \$60.6 million in SFUSD transfer funds. This represents an increase of \$15.0 million over the prior year and includes the full funding of Proposition H.

# CHILDREN'S FUND REVENUE



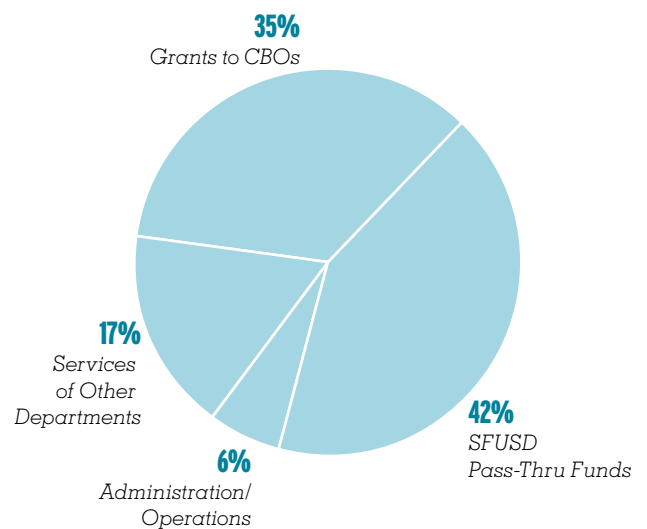
Children's Fund revenue has increased with the recovery from the economic recession.

## FY 2013-14 DEPARTMENT SOURCES



The Children's Fund is the Department's largest source of funds.

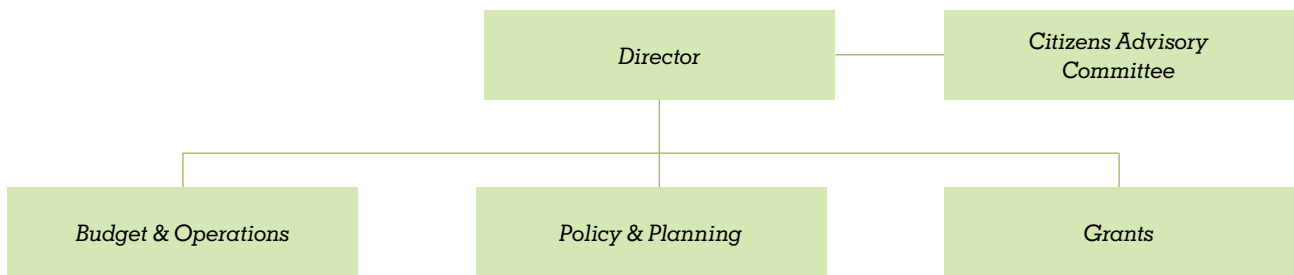
## FY 2013-14 DEPARTMENT USES



The Department's largest expenditure in FY 2013-14 is SFUSD Pass-Thru Funds. This represents a larger than normal proportion of DCYF's budget due to the City's full funding of Prop H.

---

# CHILDREN, YOUTH & THEIR FAMILIES



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	33.05	34.38	38.42	4.04	37.11	(1.31)
Non-operating Positions (cap/other)	(1.00)	(1.00)	(1.00)	0.00	0.00	1.00
<b>Net Operating Positions</b>	<b>32.05</b>	<b>33.38</b>	<b>37.42</b>	<b>4.04</b>	<b>37.11</b>	<b>(0.31)</b>
<b>SOURCES</b>						
Local Taxes	43,796,420	44,716,000	47,950,000	3,234,000	50,850,000	2,900,000
Use of Money or Property	324,850	108,000	108,000	0	108,000	0
Intergovernmental Revenue - Federal	1,735,131	1,328,811	1,358,312	29,501	1,359,520	1,208
Intergovernmental Revenue - State	2,421,932	3,508,521	3,060,152	(448,369)	3,060,152	0
Other Revenues	1,034,679	160,000	110,000	(50,000)	0	(110,000)
Transfers In	44,419,000	45,700,000	60,600,000	14,900,000	49,190,000	(11,410,000)
Expenditure Recovery	6,498,509	2,180,455	2,216,389	35,934	2,210,389	(6,000)
Transfer Adjustments-Sources	(3,300,000)	(3,360,000)	(3,660,000)	(300,000)	(3,820,000)	(160,000)
Use of / (Deposit to) Fund Balance	(3,582,346)	1,311,046	4,810,901	3,499,855	1,697,000	(3,113,901)
General Fund Support	28,169,517	27,760,125	27,517,311	(242,814)	27,057,310	(460,001)
<b>Sources Total</b>	<b>121,517,692</b>	<b>123,412,958</b>	<b>144,071,065</b>	<b>20,658,107</b>	<b>131,712,371</b>	<b>(12,358,694)</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	2,714,816	3,064,439	3,515,842	451,403	3,548,810	32,968
Fringe Benefits	1,244,890	1,318,239	1,613,134	294,895	1,716,765	103,631
Professional & Contractual Services	1,387,335	2,179,865	2,826,465	646,600	2,823,543	(2,922)
Aid Assistance / Grants	98,043,360	93,147,708	110,674,653	17,526,945	98,134,894	(12,539,759)
Materials & Supplies	164,887	187,433	201,927	14,494	187,880	(14,047)
Services of Other Departments	17,962,404	23,515,274	25,239,044	1,723,770	25,300,479	61,435
Transfers Out	3,300,000	3,360,000	3,660,000	300,000	3,820,000	160,000
Transfer Adjustments-Uses	(3,300,000)	(3,360,000)	(3,660,000)	(300,000)	(3,820,000)	(160,000)
<b>Uses - Operating Expenditures Total</b>	<b>121,517,692</b>	<b>123,412,958</b>	<b>144,071,065</b>	<b>20,658,107</b>	<b>131,712,371</b>	<b>(12,358,694)</b>
<b>USES BY PROGRAM RECAP</b>						
Children's Baseline	33,795,588	31,363,590	31,803,066	439,476	30,516,223	(1,286,843)
Children's Fund Programs	41,227,625	45,758,046	53,216,726	7,458,680	53,002,825	(213,901)
Children's Svcs - Non - Children's Fund	11,803,628	6,396,880	6,018,778	(378,102)	5,429,620	(589,158)
Public Education Fund ( Prop H )	29,143,000	33,362,000	47,450,000	14,088,000	37,180,000	(10,270,000)
Violence Prevention	5,547,851	6,532,442	5,582,495	(949,947)	5,583,703	1,208
<b>Uses by Program Recap Total</b>	<b>121,517,692</b>	<b>123,412,958</b>	<b>144,071,065</b>	<b>20,658,107</b>	<b>131,712,371</b>	<b>(12,358,694)</b>



# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>CHILDREN'S BASELINE</b>					
<b>Support the health of children and youth</b>					
Number of high school students served at school Wellness Centers	7,487	6,513	6,513	6,513	6,513
<b>CHILDREN'S FUND PROGRAMS</b>					
<b>Improve the availability and quality of DCYF-funded programs/services</b>					
Percentage of Children's Fund grant recipients who fulfill their work plan objectives & meet minimum fiscal, organizational and program standards	59%	90%	68%	75%	75%
Number of children, youth, and their families participating in programs/services funded by the Children's Fund	59,704	50,000	60,000	60,000	60,000
<b>Increase the availability and quality of out-of-school time programs</b>					
Number of children and youth attending afterschool programs for five or more hours per week	13,648	7,700	14,000	14,000	14,000
Percentage of participants in afterschool programs who report enhanced enjoyment and engagement in learning as a result of the program	82%	75%	76%	75%	75%
<b>Prepare San Francisco youth 14 to 17 years old for a productive future by helping them to develop the skills and competencies needed to succeed in school and work</b>					
Number of 14 to 17 years old served by DCYF-funded YLEAD programs	13,433	10,000	9,000	10,000	10,000
Number of 14 to 17 year olds placed in a job (subsidized or unsubsidized), internship, or on-the-job training program (excluding the Mayor's Summer Jobs+ Program)	1,665	2,500	2,250	2,500	2,500
Percentage of youth in YWD programs who report developing education or career goals and learning the steps needed to achieve their goals	64%	75%	75%	75%	75%
<b>Improve the outcomes of youth that have been identified as at-risk for poor social and educational outcomes</b>					
Number of youth 14-24 years old in DCYF-funded case management program receiving case management services	879	800	810	900	900

# CITY ATTORNEY

The City Attorney's Office (CAT) provides legal services to the Mayor's Office, the Board of Supervisors, and to the many departments, boards, and commissions that comprise the government of the City and County of San Francisco.

## SERVICES

The City Attorney's Office provides services through the following divisions:

**LITIGATION DIVISION** handles all claims and litigation filed against the City. The litigation team also prosecutes civil actions in which the City is a plaintiff. Trial attorneys handle matters from the enforcement of the City's building codes against slumlords to the prosecution of fraud and unfair competition actions against corporate defendants. The litigation team represents the City in approximately 7,500 actions annually, ranging from personal injury and property damage to child custody, welfare fraud, breach of contract, and workers' compensation.

**GOVERNMENT DIVISION** acts as the City's general counsel. Attorneys in this division draft all municipal ordinances and contracts, and advise City officials and agencies on a wide range of legal issues. Their expertise covers every aspect of municipal government. Areas of specialization within the division include: Appellate Advocacy; Construction; Contracts and Intellectual Property; Environmental Protection; Finance and Real Estate;

Government Ethics; Health, Education, and Social Services; Labor Relations; Public Utilities; Taxation; Telecommunications; and Transportation.

**NEIGHBORHOOD AND COMMUNITY SERVICES DIVISION** protects City residents, businesses, and neighborhoods by aggressively enforcing San Francisco's building, health, and public safety codes; prepares annual reviews; and makes available to the public a codification of City ordinances.

**ADMINISTRATIVE SERVICES DIVISION** manages the operations of the Department. Division staff are responsible for secretarial, clerical, personnel, administrative, and information systems support, including management of the law library and coordination of the in-house continuing legal education program. This division also handles special projects, such as the coordination of the City's sexual harassment prevention workshops.

For more information, call (415) 554-4700 or 311; or visit [www.sfcityattorney.org](http://www.sfcityattorney.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	67,937,307	67,613,251	70,898,932	3,285,681	73,053,999	2,155,067
<b>Total FTE</b>	299	303	304	1	304	0

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$70.9 million for the City Attorney is \$3.3 million, or 4.9 percent, higher than the FY 2012-13 budget of \$67.6 million. A significant amount of this increase is due to increases in salary and fringe benefits costs, and an increase in rent costs associated with a new office lease.

The FY 2014-15 proposed budget of \$73.1 million for the City Attorney is \$2.2 million, or 3.0 percent, higher than the FY 2013-14 budget of \$70.9 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

## *Affirmative Litigation Program*

Since 1998, the Department's Affirmative Litigation Program has successfully advanced important public policy initiatives in San Francisco and across the United States, and has proven to be of critical importance to the protection of the health, social, and financial interests of San Francisco and its citizens. In collaboration with Yale University, the Department's Affirmative Litigation Working Group researches potential litigation and explores innovative public policy litigation strategies. In FY 2013-14 and FY 2014-15, the program will continue to focus on:

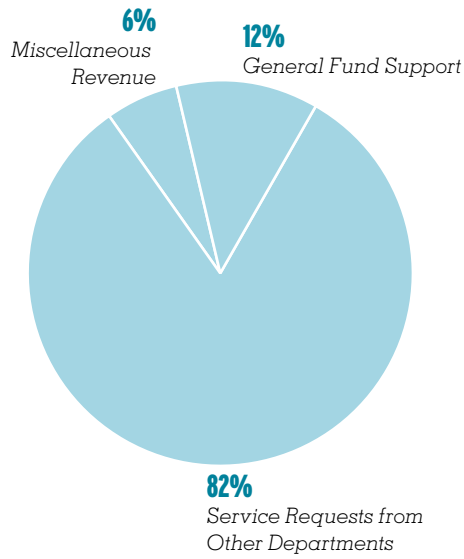
- The investigation and prosecution of public integrity cases to ensure the probity and transparency of the City's contracting and decision-making processes, and to seek damages where public funds have been misappropriated;
- The exposure and elimination of unscrupulous business practices, and the pursuit of restitution on behalf of consumers;
- The filing of anti-trust cases on behalf of the City to recover overcharges due to price fixing and other anti-trust violations; and
- The filing of cases on behalf of the City to require federal and State agencies to fulfill their legal duties to protect the citizens of San Francisco.

## *Protecting San Francisco's Neighborhoods and Residents*

The Department's Neighborhood and Resident Protection team is responsible for the enforcement of municipal and State laws governing public nuisance. Over the course of the next two fiscal years, through a coordinated effort with relevant City agencies, the team will investigate complaints of public nuisance and, when appropriate, enforce the law to abate that nuisance through all necessary means, including litigation. Public nuisance actions usually result in substantial penalties and generate the recovery of attorneys' fees and costs.

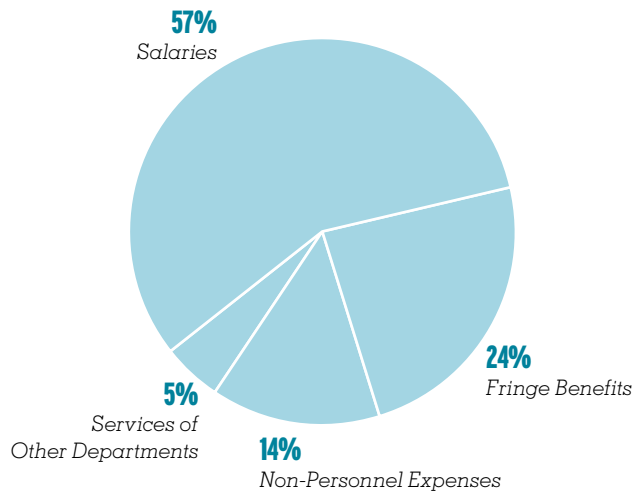
The Neighborhood and Resident Protection team will also continue to abate gang-related problems through the civil gang injunction. The Department now has four permanent, active injunctions in Bayview Hunters Point, the Mission, Visitacion Valley, and the Western Addition. The team cooperates with local, state, and federal law enforcement to minimize gang-related violence in San Francisco. Neighborhoods in San Francisco that experience isolated instances of criminal activity may benefit from other legal options, such as drug abatement actions and unfair competition actions. The team works closely with the San Francisco Police Department to implement the most effective solutions to crimes and other undesirable activities throughout the City.

## FY 2013-14 DEPARTMENT SOURCES



The Department receives 82 percent of its revenue through payments from other City departments.

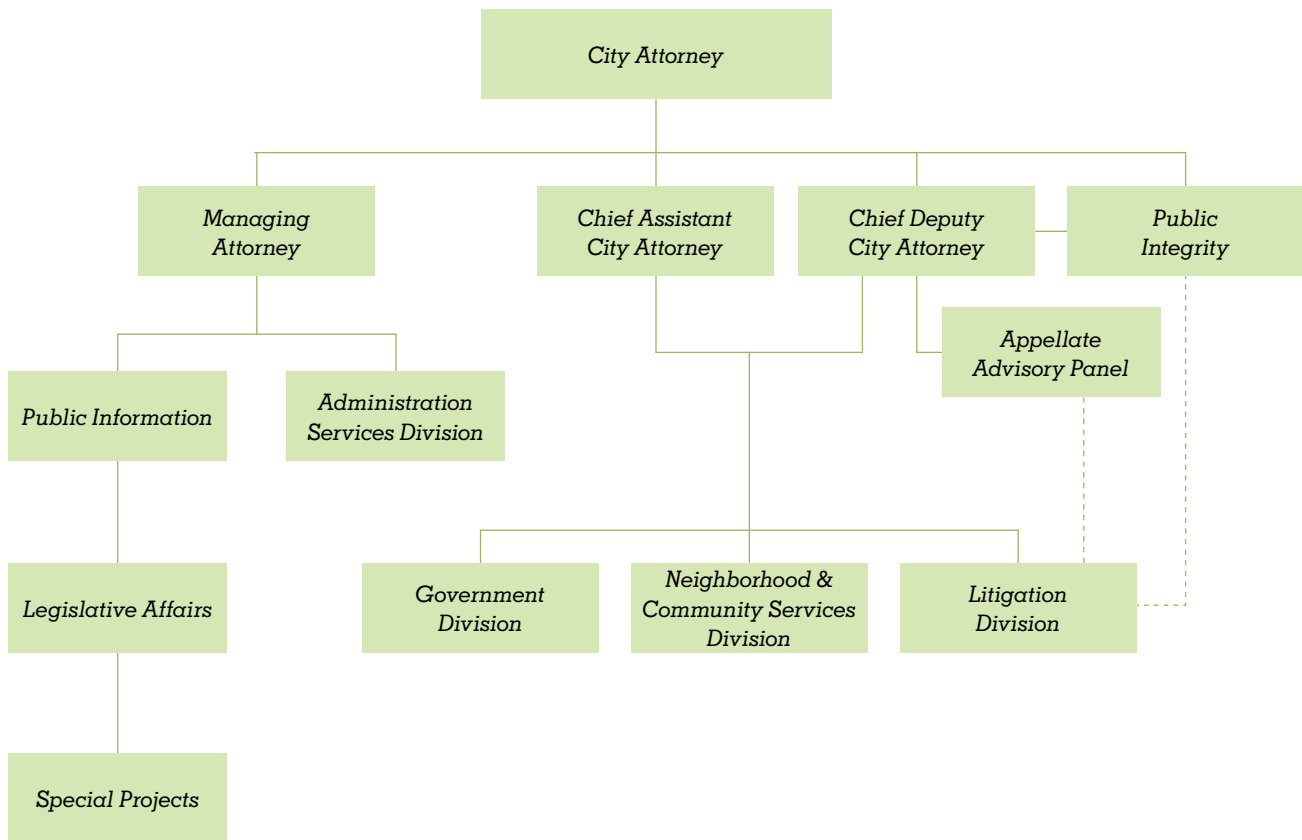
## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



The Department expends 81 percent of its budget on staff salaries and fringe benefits.

---

# CITY ATTORNEY



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	299.29	303.47	303.86	0.39	303.82	(0.04)
<b>Net Operating Positions</b>	<b>299.29</b>	<b>303.47</b>	<b>303.86</b>	<b>0.39</b>	<b>303.82</b>	<b>(0.04)</b>
<b>SOURCES</b>						
Licenses & Fines	2,600,000	1,872,101	1,836,578	(35,523)	1,836,578	0
Intergovernmental Revenue - Other	0	0	2,176,000	2,176,000	2,137,000	(39,000)
Other Revenues	1,205	0	0	0	0	0
Expenditure Recovery	58,747,507	58,875,340	58,031,179	(844,161)	57,805,179	(226,000)
Use of / (Deposit to) Fund Balance	880,519	0	0	0	0	0
General Fund Support	5,708,076	6,865,810	8,855,175	1,989,365	11,275,242	2,420,067
<b>Sources Total</b>	<b>67,937,307</b>	<b>67,613,251</b>	<b>70,898,932</b>	<b>3,285,681</b>	<b>73,053,999</b>	<b>2,155,067</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	37,737,887	39,475,770	40,367,178	891,408	40,878,355	511,177
Fringe Benefits	14,685,645	15,854,104	17,152,570	1,298,466	18,761,174	1,608,604
Professional & Contractual Services	11,705,751	8,446,455	9,386,468	940,013	9,511,468	125,000
Materials & Supplies	126,346	124,641	132,441	7,800	132,441	0
Equipment	0	0	137,679	137,679	48,525	(89,154)
Services of Other Departments	3,681,678	3,712,281	3,722,596	10,315	3,722,036	(560)
<b>Uses - Operating Expenditures Total</b>	<b>67,937,307</b>	<b>67,613,251</b>	<b>70,898,932</b>	<b>3,285,681</b>	<b>73,053,999</b>	<b>2,155,067</b>
<b>USES BY PROGRAM RECAP</b>						
Claims	4,034,186	6,060,764	6,305,851	245,087	6,529,935	224,084
Legal Service	61,168,121	58,817,487	61,858,081	3,040,594	63,789,064	1,930,983
Legal Service-Paying Depts	2,735,000	2,735,000	2,735,000	0	2,735,000	0
<b>Uses by Program Recap Total</b>	<b>67,937,307</b>	<b>67,613,251</b>	<b>70,898,932</b>	<b>3,285,681</b>	<b>73,053,999</b>	<b>2,155,067</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>CLAIMS</b>					
<b>Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims</b>					
Number of claims opened	2,968	2,850	2,850	2,850	2,850
Number of claims closed	2,986	3,000	3,000	3,000	3,000
Average number of days from claim filing to final disposition	56	150	150	150	150
Percent of claims denied	52%	52%	52%	52%	52%
Percent of claims settled	47%	48%	48%	48%	48%
<b>LEGAL SERVICE</b>					
<b>Research and/or draft legislation, for all departments including Board of Supervisors, which expresses the desired policies of the City and County of San Francisco.</b>					
Number of pieces of legislation researched and/or drafted for all departments, including the Board of Supervisors	240	300	300	300	300
<b>Provide legal services to client departments which meet client expectations for quality</b>					
Percent of client departments who believe that the fees charged by the Office reflect the value of the work performed	88%	88%	n/a *	88%	n/a
Percent of client departments who consider the overall service of the Office to be of high quality	90%	90%	n/a *	90%	n/a
<b>Advise Board of Supervisors and/or research or draft legislation which expresses the desired policies of the City and County of San Francisco</b>					
Number of Board-generated work assignments	205	266	266	266	266
<b>LEGAL SERVICE-PAYING DEPTS</b>					
<b>Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government</b>					
Number of tort litigation cases opened	437	460	460	460	460

\* The client satisfaction survey is conducted every other year; therefore data for FY 2012-13 and FY 2014-15 is not available.

# CITY PLANNING

The City Planning Department (CPC) works to make San Francisco the world’s most livable urban place — environmentally, economically, socially, and culturally.

## SERVICES

The City Planning Department provides services through the following divisions:

**CITYWIDE PLANNING** maintains the City’s General Plan, prepares neighborhood plans, and develops planning code controls and other regulations that implement the General Plan.

**CURRENT PLANNING** reviews project applications, provides public information, and implements historic preservation programs.

**ENVIRONMENTAL PLANNING** prepares state- and federally-mandated environmental review documents for the City.

**ZONING ADMINISTRATION AND COMPLIANCE** administers, interprets, and enforces the City’s Planning Code.

**ADMINISTRATION** includes the Director’s Office, Commission functions, and the Chief Administrative Officer functions; this division provides department-wide support in the areas of information technology, finance, legislative affairs, communications, personnel and training, and special projects such as the permit and project tracking system.

For more information, call (415) 558-6378 or 311; or visit [www.sf-planning.org](http://www.sf-planning.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	24,002,974	28,185,710	30,217,571	2,031,861	31,654,676	1,437,105
<b>Total FTE</b>	151	152	159	7	161	2



# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$30.2 million for the City Planning Department is \$2.0 million, or 7.2 percent, higher than the FY 2012-13 budget of \$28.2 million. A significant amount of this increase is due to increased revenue from the continuing trend of larger project reviews and the automatic indexing of the Department's fees. In addition, the Department anticipates grant revenue to increase.

The FY 2014-15 proposed budget of \$31.7 million for the City Planning Department is \$1.4 million, or 4.8 percent, higher than the FY 2013-14 budget of \$30.2 million. A significant amount of this increase is due to the automatic indexing of the Department's fees.

## *Permit and Case Volume Trends*

While CPC anticipates caseload growth to be flat in FY 2013-14 and FY 2014-15, the recent years' growth has created a significant backlog, despite the Department's efforts to redirect staff resources to address this problem. This workload will be addressed through additional positions in the proposed budget, in conjunction with those added in the Department's FY 2012-13 revenue-backed supplemental appropriation.

## *Neighborhood Initiatives*

Over the next two fiscal years, the Department will continue to be a lead player in the City's Invest in Neighborhoods Initiative, which covers 25 traditional neighborhood commercial districts and is led by the Office of Economic and Workforce Development (OEWD). CPC will continue to direct staff support and provide the initiative with land use and data assessments, public realm design and beautification, community outreach and facilitation, land use and zoning policy recommendations, and project design review. Additionally, the Department will continue to provide support to the Central Market area through its participation in the City's Better Market Street team.

## *General Plan Updates and Community Plans*

In FY 2013-14, CPC will engage City and community stakeholders to perform significant updates to the General Plan, including the Transportation Element, the Urban Design Element, and the creation of a new General Plan framework document to serve as a summary of major San Francisco planning policies as well as a guide for future development. The Department will continue work on the Central Corridor Plan, which will propose changes to the allowed land uses and building heights, and will include a strategy for improving the pedestrian experience along the central corridor in association with the coming Central Subway. The Department's community planning efforts include strategies to increase community outreach and engagement and to provide equity indicators such as affordable housing, job development, and community stabilization.

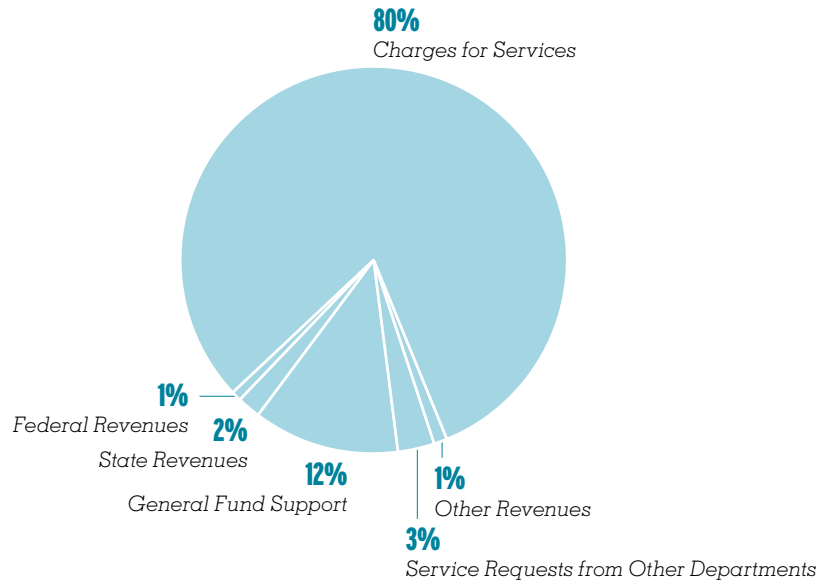
## *Transportation Initiatives*

The Department will continue to invest resources in planning for reliable public transit and transportation initiatives, including completing the Environmental Impact Report (EIR) for the Transit Effectiveness Project (TEP) and working on the EIR for the Transportation Sustainability Program (TSP) in collaboration with the Municipal Transportation Agency (MTA), San Francisco County Transportation Authority (SFCTA), and OEWD. CPC anticipates completing both EIRs in FY 2013-14.

## *Permit and Project Tracking System*

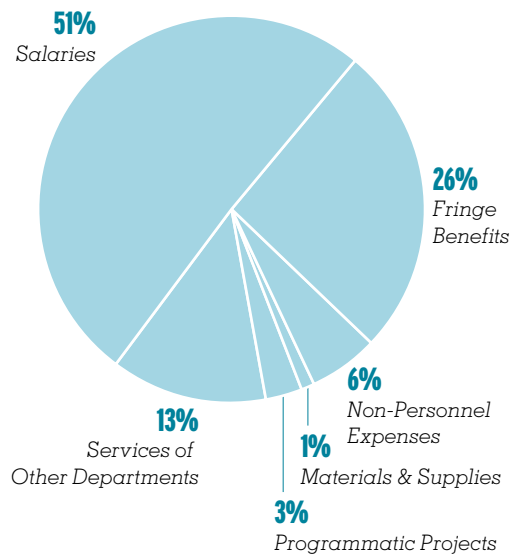
In coordination with the Department of Building Inspection, the Department is currently implementing the new Permit and Project Tracking System (PPTS), which will consolidate the City's existing multiple systems into one citywide permitting system and allow city departments to share data. Benefits of the new system include increased transparency, assurance of data and financial accountability, reduction of processing times, and consolidated and more advanced reporting across department boundaries. From the user perspective, PPTS will allow the public to track planning applications and building permits online, file some applications online, file complaints, and search for general property information. This system is on budget and scheduled to go live in November 2013.

## FY 2013-14 DEPARTMENT SOURCES



80 percent of the Planning Department's proposed budget is supported by charges for services.

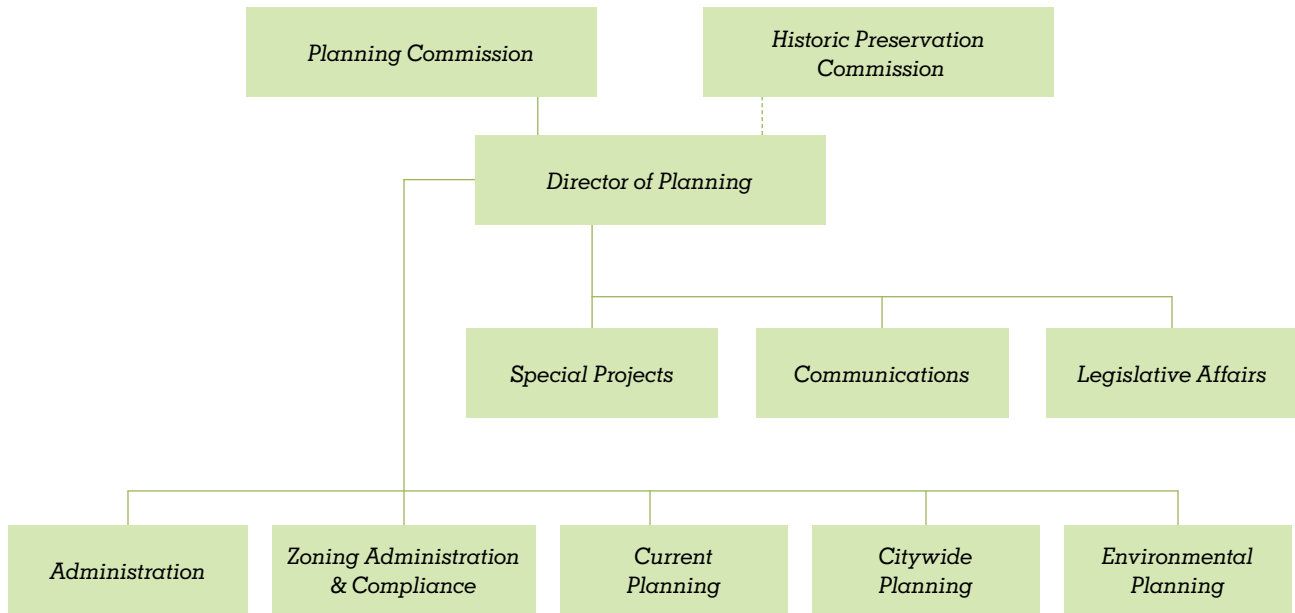
## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



The Planning Department expends 77 percent of its budget on salaries and fringe benefits.

---

# CITY PLANNING



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	154.13	156.80	178.05	21.25	182.56	4.51
Non-operating Positions (cap/other)	(3.30)	(5.03)	(19.46)	(14.43)	(21.19)	(1.73)
<b>Net Operating Positions</b>	<b>150.83</b>	<b>151.77</b>	<b>158.59</b>	<b>6.82</b>	<b>161.37</b>	<b>2.78</b>
<b>SOURCES</b>						
Intergovernmental Revenue - Federal	84,870	0	342,067	342,067	0	(342,067)
Intergovernmental Revenue - State	0	762,746	522,500	(240,246)	1,322,500	800,000
Intergovernmental Revenue - Other	57,393	0	175,000	175,000	183,000	8,000
Charges for Services	20,111,968	21,109,469	25,175,254	4,065,785	25,779,766	604,512
Other Revenues	1,489,572	312,573	283,411	(29,162)	737,600	454,189
Expenditure Recovery	1,511,137	1,216,771	749,740	(467,031)	458,740	(291,000)
Use of / (Deposit to) Fund Balance	(1,697,518)	0	0	0	0	0
General Fund Support	2,445,552	4,784,151	2,969,599	(1,814,552)	3,173,070	203,471
<b>Sources Total</b>	<b>24,002,974</b>	<b>28,185,710</b>	<b>30,217,571</b>	<b>2,031,861</b>	<b>31,654,676</b>	<b>1,437,105</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	12,332,940	14,372,874	15,461,585	1,088,711	16,078,764	617,179
Fringe Benefits	5,592,931	6,513,698	7,441,825	928,127	8,009,194	567,369
Overhead	97,101	564,028	313,400	(250,628)	313,400	0
Professional & Contractual Services	940,682	2,567,169	2,084,726	(482,443)	2,678,860	594,134
Aid Assistance / Grants	0	0	57,500	57,500	0	(57,500)
Materials & Supplies	124,577	160,560	157,573	(2,987)	147,768	(9,805)
Equipment	11,140	110,743	72,144	(38,599)	35,698	(36,446)
Services of Other Departments	4,022,185	3,871,638	4,224,506	352,868	4,090,992	(133,514)
Transfers Out	20,642	0	0	0	0	0
<b>Uses - Operating Expenditures Total</b>	<b>23,142,198</b>	<b>28,160,710</b>	<b>29,813,259</b>	<b>1,652,549</b>	<b>31,354,676</b>	<b>1,541,417</b>
<b>USES - PROJECT EXPENDITURES</b>						
Capital Projects	860,776	25,000	404,312	379,312	300,000	(104,312)
<b>Uses - Project Expenditures Total</b>	<b>860,776</b>	<b>25,000</b>	<b>404,312</b>	<b>379,312</b>	<b>300,000</b>	<b>(104,312)</b>
<b>USES BY PROGRAM RECAP</b>						
Administration/Planning	8,668,031	9,928,716	9,953,961	25,245	9,876,856	(77,105)
Citywide Planning	4,171,985	4,623,888	5,885,155	1,261,267	6,408,189	523,034
Current Planning	6,747,167	7,106,022	8,122,387	1,016,365	8,279,964	157,577
Environmental Planning	3,344,524	4,958,878	4,620,442	(338,436)	5,393,857	773,415
Zoning Administration And Compliance	1,071,267	1,568,206	1,635,626	67,420	1,695,810	60,184
<b>Uses by Program Recap Total</b>	<b>24,002,974</b>	<b>28,185,710</b>	<b>30,217,571</b>	<b>2,031,861</b>	<b>31,654,676</b>	<b>1,437,105</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>CITYWIDE PLANNING</b>					
<b>Perform timely and comprehensive review of projects.</b>					
Percent of general plan referrals completed within 45 days	46%	90%	90%	90%	90%
<b>Successfully program development impact fee revenue.</b>					
Percent of projected development impact fee revenue for the following 2 fiscal years programmed by fiscal year end	92%	90%	90%	90%	90%
<b>CURRENT PLANNING</b>					
<b>Perform timely and comprehensive review of applications</b>					
Percentage of all building permits involving new construction and alterations review, approved or disapproved within 90 days	66%	75%	75%	75%	75%
Percentage of conditional use applications requiring Commission action approved or disapproved within 180 days	52%	70%	71%	70%	70%
Percentage of public initiated Discretionary Review applications approved or disapproved within 90 days	27%	80%	50%	80%	80%
<b>DEPARTMENT-WIDE/OTHER</b>					
<b>Perform timely review of legislation.</b>					
Percentage of Ordinances initiated by an elected office that are reviewed by the Commission within 90 days or continued at the request of the elected official.	87%	85%	100%	85%	85%
<b>Implement the new Permit &amp; Project Tracking System (PPTS) in a timely manner.</b>					
Percent completion of the Permit and Project Tracking System (PPTS) to be fully implemented for staff use by November of 2013	33%	100%	80%	100%	100%
<b>Respond to information requests in a timely and professional manner.</b>					
Percent of helpdesk requests resolved within 24 hours	87%	75%	75%	75%	75%
<b>ENVIRONMENTAL PLANNING</b>					
<b>Perform timely and comprehensive reivew of applications</b>					
Percent of all environmental impact reports (EIRs) completed within 24 months	50%	75%	75%	75%	75%
Percent of Negative Declarations (Neg Decs), Class 32s, Community Plan Exemptions (CPEs), and Addenda completed within 9 months	58%	75%	75%	75%	75%
Percentage of categorical exemptions reviewed within 45 days	82%	75%	75%	75%	75%
<b>ZONING ADMIN &amp; COMPLIANCE</b>					
<b>Effectively compel compliance for cases in violation.</b>					
Percent of complaints where enforcement proceedings have been initiated within 30 business days of complaint filing	97%	95%	95%	95%	95%

# CIVIL SERVICE COMMISSION

The Civil Service Commission (CSC) establishes, ensures, and maintains an equitable and credible merit system for public service employment for the citizens of San Francisco, and strives to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.

## SERVICES

The Civil Service Commission provides services through the following divisions:

**GENERAL DIVISION** establishes rules, policies, and procedures to carry out the civil service merit system for public service employment; administers appeals and requests for hearings on the decisions of the Human Resources Director and the Municipal Transportation Agency’s Director of Transportation; monitors the operation of the merit system through inspection services and audits; conducts surveys; sets salaries for elected officials; and administers the City’s Employee Relations Ordinance.

**TRAINING, EDUCATION, AND OUTREACH DIVISION** educates the public on the Civil Service Commission’s functions and services through publications and expanding information on its website; provides outreach, information, and notification of the Catastrophic Illness Program; and provides training and education about the merit system.

For more information, call (415) 252-3247 or 311; or visit [www.sfgov.org/civil\\_service](http://www.sfgov.org/civil_service)

## BUDGET DATA SUMMARY

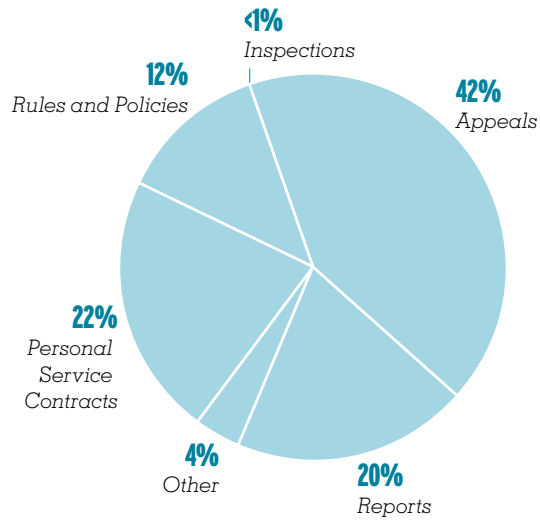
	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	854,826	858,926	925,114	66,188	953,722	28,608
<b>Total FTE</b>	6	6	6	0	6	0

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$0.9 million for the Civil Service Commission is \$66,188, or 7.7 percent, higher than the FY 2012-13 budget of \$0.9 million. A significant portion of this increase is due to increases in salary and fringe benefits costs.

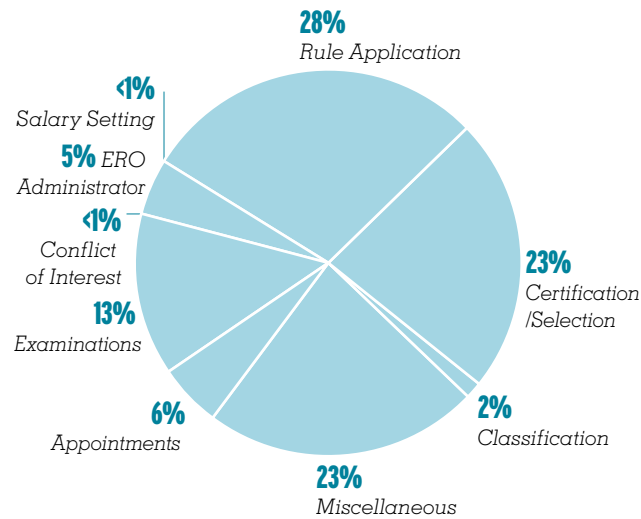
The FY 2014-15 proposed budget of \$1.0 million for the Civil Service Commission is \$28,608, or 3.1 percent, higher than the FY 2013-14 budget of \$0.9 million. A significant portion of this increase is also due to increases in salary and fringe benefits costs.

## MATTERS HEARD BY THE CIVIL SERVICE COMMISSION



42 percent of the cases heard by the Commission are related to appeals.

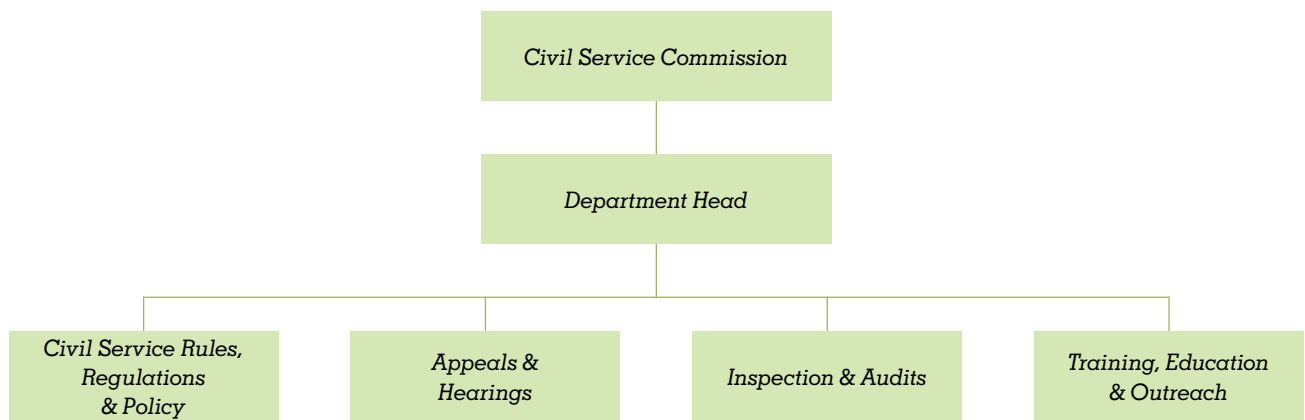
## TYPES OF INSPECTION REQUESTS



37 percent of all inspection requests made to the Department are related to the application of City rules and regulations.

---

# CIVIL SERVICE COMMISSION





## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	5.70	5.70	6.02	0.32	6.02	0.00
<b>Net Operating Positions</b>	<b>5.70</b>	<b>5.70</b>	<b>6.02</b>	<b>0.32</b>	<b>6.02</b>	<b>0.00</b>
<b>SOURCES</b>						
Charges for Services	94	0	0	0	0	0
Expenditure Recovery	310,000	310,000	310,000	0	310,000	0
General Fund Support	544,732	548,926	615,114	66,188	643,722	28,608
<b>Sources Total</b>	<b>854,826</b>	<b>858,926</b>	<b>925,114</b>	<b>66,188</b>	<b>953,722</b>	<b>28,608</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	521,598	528,631	565,505	36,874	572,614	7,109
Fringe Benefits	231,052	215,471	245,238	29,767	266,975	21,737
Professional & Contractual Services	2,264	10,300	10,300	0	10,300	0
Materials & Supplies	2,335	3,395	3,395	0	3,395	0
Services of Other Departments	97,577	101,129	100,676	(453)	100,438	(238)
<b>Uses - Operating Expenditures Total</b>	<b>854,826</b>	<b>858,926</b>	<b>925,114</b>	<b>66,188</b>	<b>953,722</b>	<b>28,608</b>
<b>USES BY PROGRAM RECAP</b>						
Civil Service Commission	854,826	858,926	925,114	66,188	953,722	28,608
<b>Uses by Program Recap Total</b>	<b>854,826</b>	<b>858,926</b>	<b>925,114</b>	<b>66,188</b>	<b>953,722</b>	<b>28,608</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>CIVIL SERVICE COMMISSION</b>					
<b>Support Commission in resolving civil service issues</b>					
Percentage of appeals and requests for hearings processed within seven days	98%	100%	100%	100%	100%
Percentage of appeals forwarded and resolved by the Commission in the fiscal year	60%	65%	65%	65%	65%
The percentage of completed responses to Inspection Service requests within 60 days	88%	80%	80%	80%	80%
The number of merit system audits conducted and completed in the fiscal year	7	7	7	8	8



---

# COMMUNITY INVESTMENT AND INFRASTRUCTURE

The Office of Community Investment and Infrastructure (OCII) is the Successor Agency to the San Francisco Redevelopment Agency, which was dissolved by the State of California in 2012.

---

## SERVICES

On February 1, 2012 the San Francisco Redevelopment Agency (SFRA), along with all 400 redevelopment agencies in California, was dissolved pursuant to Assembly Bill 26 (AB 26) and by order of the California State Supreme Court. In June of 2012, Assembly Bill 1484 was passed to further clarify certain aspects of AB 26. Together the two assembly bills are known as the Dissolution Law. Pursuant to the Dissolution Law and to Board of Supervisors Ordinance 215-12, the City created the Office of Community Investment and Infrastructure (OCII) as the Successor Agency to the San Francisco Redevelopment Agency. As Successor Agency, OCII is tasked with completing the previously approved enforceable obligations of the SFRA.

The Office of Community Investment and Infrastructure provides services through the following divisions:

**MAJOR APPROVED DEVELOPMENT PROJECTS** were previously approved by the SFRA. These development projects are located at Hunter's Point Shipyard / Candlestick Point, Mission Bay North and South Redevelopment Project, and Transbay.

### **ASSET MANAGEMENT & DISPOSITION OF PROPERTIES**

includes the management of SFRA assets including those at Yerba Buena Center and Gardens, South Beach Harbor, and other real property that must be reduced under the Dissolution Law.

**AFFORDABLE HOUSING** ensures the development of affordable housing in the Major Approved Development Projects as well as fulfilling a Replacement Housing Obligation.

**FINANCE AND ADMINISTRATION** provides financial and accounting oversight, debt management, and records and IT management for the Office's entire portfolio.

For more information, call (415) 759-2400 or 311; or visit [www.sfredevelopment.org](http://www.sfredevelopment.org)

# BUDGET ISSUES AND DETAILS

At the time the Mayor submitted the proposed Fiscal Year (FY) 2012-13 budget, all operations of the former Redevelopment Agency were transferred to the City and County of San Francisco based on AB 26 and the actions of the Board of Supervisors. Subsequent amendments made to the Dissolution Law in June of 2012 established that the Successor Agency to the former Redevelopment Agency must remain a separate legal entity from the City and County of San Francisco, while remaining under the legislative authority of the Board of Supervisors. Accordingly, in FY 2013-14, the OCII budget is being considered separately from the City and County budget. The OCII operates with an annual budget, so only the FY 2013-14 budget is presented here.

The Fiscal Year (FY) 2013-14 proposed budget of \$311.2 million is \$157.8 million, or 102.9 percent, higher than the FY 2012-13 budget of \$153.4 million. This increase is primarily due to the issuance of bonds for the Mission Bay North and South project areas, developer fees that will be applied toward affordable housing, and previously appropriated fund balance for affordable housing expenditures and commitments.

## *Major Approved Development Projects*

### **Hunters Point Ship Yard / Candlestick Park**

The Hunters Point Shipyard and Candlestick Point form 770 acres along the southeastern waterfront of San Francisco. These two sites are the subject of the Hunters Point Shipyard Redevelopment Plan and the Bayview Hunters Point Redevelopment Plan. The transfer of property after environmental remediation by the U.S. Navy to OCII, and in turn, the redevelopment of the property, will occur in phases.

Phase 1 will include the establishment of 26 acres of open space and construction of 1,600 homes, over half of which will be completed in the next five years. Phase 2 involves construction of an additional 10,500 new homes, with 32 percent meeting affordable housing guidelines, as well as the rebuilding of the Alice Griffith Public Housing development. Phase 2 also includes almost 3 million square feet of research and development and office uses as a hub for emerging technologies on the Shipyard, and over 300 acres of parks and open space including a complete renovation of the Candlestick Point State Recreation area. Phase 1 and Phase 2 will generate more than 12,000 permanent jobs; new community facilities; new transit infrastructure; and will provide approximately \$90 million in community benefits. The full build-out will occur over 20 to 25 years.

### **Mission Bay**

The Mission Bay North and South Redevelopment Project Areas were established in 1998 to create a vibrant, transit-oriented, mixed-use community that will result in 6,000 residential units (30 percent of which will be affordable); 4.4 million square feet of office and biotechnology space; 400,000 square feet of retail uses; a new University of California, San Francisco (UCSF) research campus and medical center; a 500-room hotel; 41 acres of open space; and a new public school, public library, and the new public safety building. Completion of the Mission Bay project is anticipated to occur over 25 to 30 years and result in the construction of more than \$700 million of new infrastructure, the development of over \$8 billion in private vertical development, and the creation of 31,000 permanent jobs.

By early 2015, there will be many visible improvements in the area including the completion of all market-rate residential units and an additional 150 to 350 affordable units, the first phase of the new UCSF medical center that will provide 289 new hospital beds, the new Public Safety Building that will provide additional security to the neighborhood with a local fire and police station, as well as the San Francisco Police Headquarters. In addition, the 4th Street commercial corridor will be mostly complete and filled with new, local-serving commercial uses.

### **Transbay**

The Transbay Redevelopment Project Area (Project Area) was adopted in 2005 and consists of approximately 40 acres in downtown San Francisco surrounding the new Transbay Transit Center (TTC). The Project Area goals include the development of: 1) the new, multi-modal TTC and related public infrastructure; 2) a new, transit-oriented neighborhood on approximately 10 acres of publicly-owned property, most of which was formerly owned by the State; and 3) approximately 1,200 affordable housing units, which equals 35 percent of the new residential units constructed in the Project Area. OCII acts as the master developer for most of the formerly State-owned parcels in the Project Area, issuing requests for proposals and selecting developers to construct the improvements, as specified in the Redevelopment Plan for the Transbay Redevelopment Project Area (Redevelopment Plan) and related documents.

The new, transit-oriented neighborhood that will be developed on the 10-acres of formerly State-owned property in the Project Area will consist of more than 3,000 new housing units, including affordable units,

commercial space, and new public open space. In addition, the new Transbay Transit Center site will include a 5.5-acre rooftop park and a 1.35-million-square-foot office tower. The development program for the Project Area embodies a balanced approach to density, with office and residential towers spaced apart to protect views and sunlight, and retail and townhouses to maintain visual interest at the ground level. The program includes significant widening and improvement of sidewalks and reconfiguration of an Interstate 80 off-ramp to help create a safe and attractive pedestrian environment.

### *Asset Management and Disposition of Properties*

In addition to the Major Approved Development Projects, OCII has significant asset management responsibilities in several active and expired redevelopment project areas. These asset management responsibilities include: (1) property management of physical land and buildings; (2) lease management; (3) loan management and administration; (4) oversight of public parking garages; (5) landlord and creditor responsibilities in bankruptcies; (6) managing and monitoring development agreements; (7) managing the 700-berth South Beach Harbor; (8) managing a community facilities district; (9) general asset management and problem-solving; and (10) developing and implementing a long-range property management plan that is required under Redevelopment Dissolution Law and that will be submitted to the Commission, the Oversight Board, and the State Department of Finance (DOF).

In the Property Management Plan, the OCII must identify its real property for one of the following uses: governmental use, future development, fulfillment of an enforceable obligation, or sale of the property. Redevelopment Dissolution Law requires the Oversight Board and DOF to approve the Property Management

Plan and imposes other conditions on the assets if the plan is approved. During FY 2013-14, OCII staff expect to develop the Property Management Plan, the Plan guide through the approvals process, and to develop specific disposition plans for the South Beach Harbor and Yerba Buena Center and Gardens.

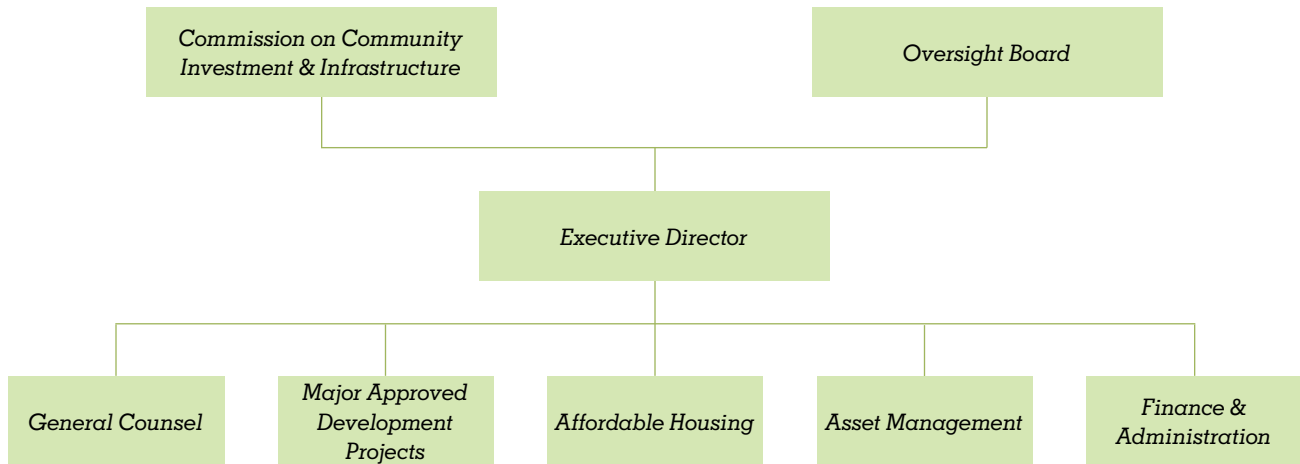
### *Affordable Housing*

OCII has retained three types of Affordable Housing Obligations from SFRA. First are the affordable housing projects that were under construction and were drawing down funds from loan agreements that were entered into prior to the Dissolution Law. The majority of these projects are expected to have fully drawn down those loan funds by the end of FY 2013-14. Second are the Affordable Housing Obligations that are integrally related to the three critical redevelopment legacy projects under the Major Approved Development Projects that OCII, as Successor Agency, must continue to implement under enforceable obligations consistent with the Dissolution Law. And third are OCII's Affordable Housing Obligations include the replacement of residential units that were destroyed by SFRA in the early years of redevelopment.

These obligations are referred to as OCII's Retained Housing Obligations. To implement these obligations, OCII will work with the Mayor's Office of Housing and Community Development (MOHCD) to provide staffing, policy direction, and technical expertise. Upon completion of the project, the Dissolution Law requires OCII to transfer the assets (land, loan agreements, ground leases, etc.) to MOHCD, which is the designated Housing Successor Agency under the Dissolution Law and Board of Supervisors' action. After this transfer, MOHCD must ensure continuing compliance with the underlying enforceable obligation, e.g. the Mission Bay Housing Program, but otherwise has all rights and liabilities of the asset.

---

# COMMUNITY INVESTMENT AND INFRASTRUCTURE



## FY 2013-14 PROPOSED BUDGET SUMMARY, IN \$ THOUSANDS

	FY 2012-13 Budget	FY 2013-14 Proposed
<b>Sources</b>		
Property Tax Increment - Debt Svc	\$96,811	\$97,230
Property Tax Increment - Housing	2,600	10,619
Property Tax Increment - Other	14,346	11,400
<b>Subtotal Property Tax Increment</b>	<b>113,756</b>	<b>119,249</b>
Hotel Tax - Debt Svc	3,177	3,089
Rent & Lease Revenues	11,918	13,329
Developer Payments	14,683	9,450
Developer Fees for Affordable Housing	-	35,700
Federal & State Grants/Program Income	1,495	8,863
Garage Revenues	3,508	3,533
City Reimbursements for OCII Staff	150	540
New Bond Proceeds	-	58,600
<b>Subtotal Current Revenues</b>	<b>148,687</b>	<b>252,352</b>
Fund Balance - Housing	2,439	48,620
Fund Balance - Other	2,245	10,194
<b>Total Sources</b>	<b>153,370</b>	<b>311,167</b>
<b>Uses - Operations</b>		
Salaries and Benefits	6,354	6,140
General Administrative & Mgmt Services	903	850
Affordable Housing Project Mgmt Services	1,350	1,368
Rent	348	441
Retiree Health Insurance	913	975
Auditing & Accounting Services	125	315
Bond management services	459	464
Legal Services	1,384	3,066
Planning, Design Rvw, & Constr Mgmt Svcs	545	2,852
Asset Management	5,478	4,658
Other Professional Services	2,414	3,601
Grants to Community-Based Organizations	4,080	7,564
Payments to other Public Agencies	2,872	2,555
Other Current Expenses	12,619	3,388
<b>Subtotal Operations</b>	<b>39,844</b>	<b>38,236</b>
Affordable Housing Loans	1,000	82,931
Development Infrastructure	9,950	71,022
Restricted Developer Fee Reserve	-	9,300
Restricted Tax Increment Reserve	-	-
Bldg Imprvmnts/Lead & Asbestos Abatement	-	6,336
Public Art	1,229	2,136
Debt Service	101,348	101,206
<b>Total Uses</b>	<b>\$153,370</b>	<b>\$311,167</b>





---

# CONTROLLER

The Controller's Office (CON) works to ensure the City's financial integrity and to promote efficient, effective, and accountable government. The Controller's Office strives to be a model for good government and to make the City a better place to live and work.

---

## SERVICES

As the Chief Fiscal Officer and Auditor for the City and County of San Francisco, the Controller's Office is responsible for the fiscal management and oversight of a \$7.9 billion budget, as well as the budgetary planning and monitoring of the receipt, collection, and disbursement of City funds.

The Controller's Office provides services through the following divisions:

**ACCOUNTING OPERATIONS AND SYSTEMS DIVISION** controls the financial activities of the City, which include the certification of funds for contracts, vendor payments, personnel requisitions, and the oversight of departmental expenditures to assess the overall fiscal condition of the City. The division is also responsible for the production of the City's annual audited financial statements, and for maintaining and managing the City's financial information systems.

**BUDGET AND ANALYSIS DIVISION** provides fiscal management and oversight, budgetary planning, and public policy analysis for the City's budget. The division implements and controls budgetary changes, balances revenues with expenditures, projects the mid-year and year-end financial condition of the City, and produces the Countywide Cost Allocation Plan (COWCAP). The division also provides financial, budgetary, and economic information to a wide range of customers, including the Mayor, Board of Supervisors, city departments, rating agencies, community stakeholders, and the press.

**CITY SERVICES AUDITOR DIVISION** conducts financial and performance audits of city departments, agencies, concessions, and contracts. The division has broad

authority for benchmarking, performance management, and best practices. The division also oversees the City's Whistleblower Program.

**ECONOMIC ANALYSIS DIVISION** reports on pending City legislation that has potentially substantial economic impacts on the city. The division analyzes proposed legislative and policy changes on business attraction and retention, job creation, and tax and fee revenues; and reports on other matters relating to the overall economic health of the city.

**PAYROLL/PERSONNEL SERVICES** provides payroll services for City employees and ensures compliance with City, State, and federal tax, wage, and hour regulations. It also develops and manages the City's new web-based integrated Human Resources, Benefits Administration, and Payroll system services to the active, retired, and future workforces.

**PUBLIC FINANCE DIVISION** issues and manages the City's General Fund debt obligations. It provides low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefits to the citizens of San Francisco, while balancing market and credit risk appropriate benefits, mitigations, and controls. The City relies on the issuance of General Obligation bonds to leverage property tax receipts for voter-approved capital expenditures for construction and/or acquisition of improvements to real property.

For more information, call (415) 554-7500 or 311; or visit [www.sfcontroller.org](http://www.sfcontroller.org)

# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	33,498,137	38,787,172	44,263,593	5,476,421	43,744,864	(518,729)
<b>Total FTE</b>	201	198	204	6	206	2

## BUDGET ISSUES

The Fiscal Year (FY) 2013-14 proposed budget of \$44.3 million for the Controller’s Office is \$5.5 million, or 14.1 percent, higher than the FY 2012-13 budget of \$38.8 million. A significant amount of this increase is due to new information technology (IT) projects.

The FY 2014-15 proposed budget of \$43.7 million for the Controller’s Office is \$0.5 million, or 1.2 percent, lower than the FY 2013-14 budget of \$44.3 million. A significant amount of this decrease is due to the reduction in one-time funds for information technology projects provided in FY 2013-14.

### *Focusing on the City’s IT Systems*

In FY 2013-14 and FY 2014-15, the Controller’s Office will focus on four key IT projects:

#### **Financial System Replacement Project**

Over the next two fiscal years, the Department will continue its work on the Financial System Replacement project and will focus on developing a recommended scope, boundaries, and approach for replacement; refining cost and resource estimates for design and implementation; and requesting proposals for system and implementation services.

#### **Citywide Financial Systems Disaster Recovery Project**

In partnership with the Department of Technology, the Controller’s Office will initiate the next phase of the Citywide Financial Disaster Systems Recovery project in FY 2013-14. This includes design and development to connect the City’s financial systems to the California State Office of Technology Services Data Center in the Sacramento area. This new off-site location will provide secure, reliable, redundant, on-time systems disaster recovery for the City’s core financial, human resources, benefits administration, and payroll information.

#### **eMerge – New Human Resources, Benefits Administration, and Payroll System**

Phase I of the new eMerge PeopleSoft system was completed in FY 2012-13 with a successful citywide roll-out in the fall of 2012. Work has now begun on Phase II, with the objective of converting all departments currently using the Time Entry Scheduling System into use of PeopleSoft Time & Labor scheduling system. The Controller’s office will initiate system and integration testing in FY 2013-14.

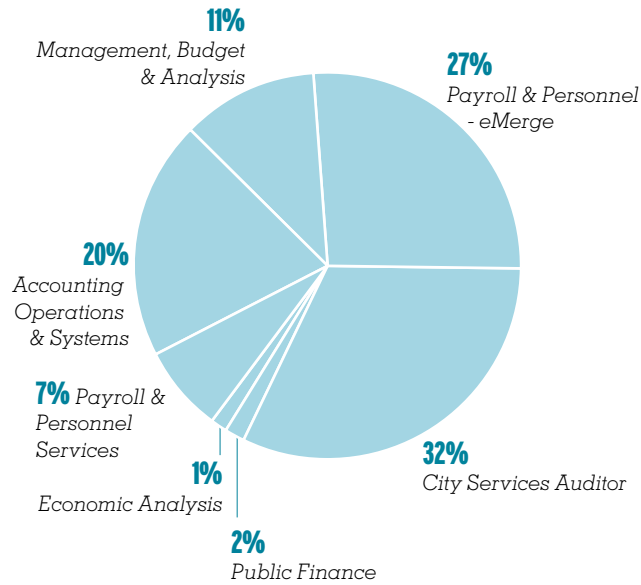
#### **Financial Transparency Website**

The Controller’s Office will provide the public with greater access to City financial data through a financial transparency website. The Phase I release, completed in early 2013, presents the public with historical spending and revenue data, and allows users to view five-year comparisons and generate charts. In FY 2013-14, Phase II will fully develop this capability to include budget, vendor payment, and employee compensation information.

### *Implementing Business Gross Receipts Tax*

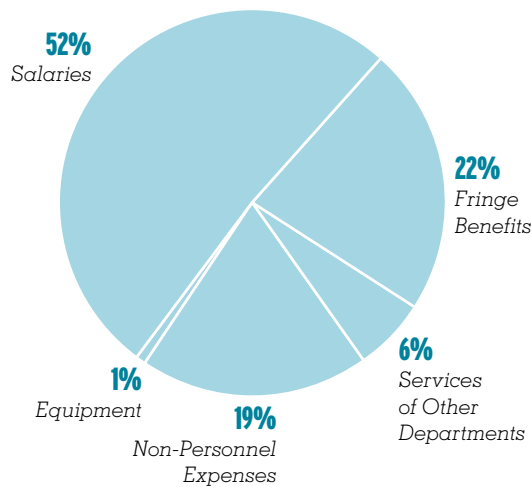
The Gross Receipts Tax and Business Registration Fees Ordinance (Proposition E) was approved by San Francisco voters in November 2012. The first taxpayer filings affected will be the Business Registration Fees due May 31, 2014. The changes to the Gross Receipts Tax and Payroll Expense Tax commence January 1, 2014. The City will phase in the Gross Receipts Tax and reduce the Payroll Expense Tax over a five-year period beginning in 2014. In FY 2013-14, the Controller’s Office will work with the Office of Treasurer-Tax Collector to make the necessary preparations to enact the new ordinance.

## FY 2013-14 DEPARTMENT USES BY SERVICE AREA



The City Services Auditor is the Department's largest program area.

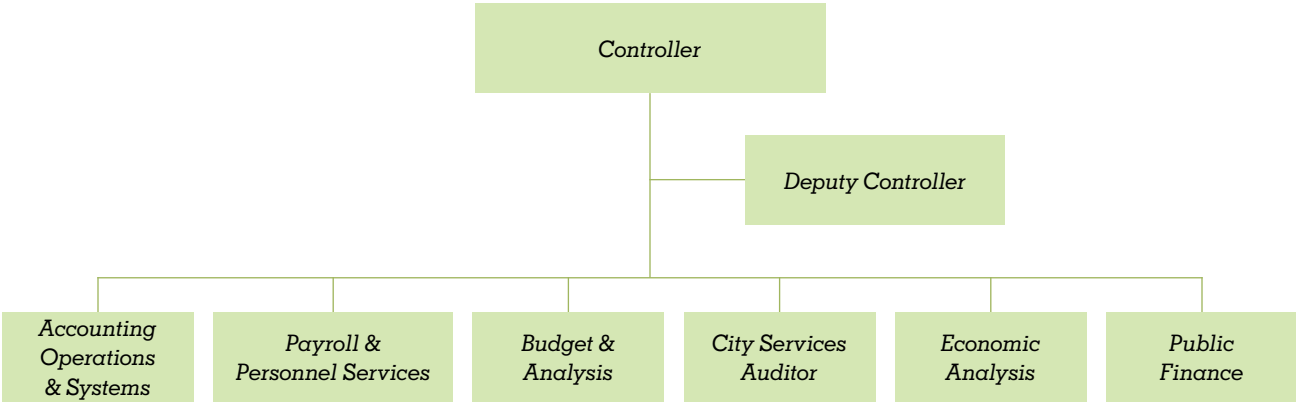
## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



The Department expends 74 percent of its budget on staff salaries and fringe benefits.

---

# CONTROLLER



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	207.68	204.75	217.09	12.34	222.57	5.48
Non-operating Positions (cap/other)	(7.00)	(7.08)	(13.43)	(6.35)	(17.00)	(3.57)
<b>Net Operating Positions</b>	<b>200.68</b>	<b>197.67</b>	<b>203.66</b>	<b>5.99</b>	<b>205.57</b>	<b>1.91</b>
<b>SOURCES</b>						
Local Taxes	41,491	36,360	36,360	0	36,360	0
Intergovernmental Revenue - Other	0	0	125,000	125,000	130,000	5,000
Charges for Services	422,289	365,826	365,826	0	365,826	0
Other Revenues	201,623	0	0	0	0	0
Transfers In	198,208	0	0	0	0	0
Expenditure Recovery	22,449,284	26,970,844	29,525,963	2,555,119	30,528,817	1,002,854
Transfer Adjustments-Sources	(198,208)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	570,000	183,849	757,118	573,269	0	(757,118)
General Fund Support	9,813,450	11,230,293	13,453,326	2,223,033	12,683,861	(769,465)
<b>Sources Total</b>	<b>33,498,137</b>	<b>38,787,172</b>	<b>44,263,593</b>	<b>5,476,421</b>	<b>43,744,864</b>	<b>(518,729)</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	18,204,309	19,643,630	21,186,413	1,542,783	21,744,520	558,107
Fringe Benefits	7,358,427	7,904,974	8,908,592	1,003,618	9,804,243	895,651
Professional & Contractual Services	5,391,766	7,959,366	10,760,996	2,801,630	7,993,723	(2,767,273)
Materials & Supplies	206,021	409,775	475,470	65,695	470,200	(5,270)
Equipment	343,468	294,597	234,277	(60,320)	1,009,162	774,885
Services of Other Departments	1,994,146	2,574,830	2,697,845	123,015	2,723,016	25,171
Transfers Out	198,208	0	0	0	0	0
Transfer Adjustments-Uses	(198,208)	0	0	0	0	0
<b>Uses - Operating Expenditures Total</b>	<b>33,498,137</b>	<b>38,787,172</b>	<b>44,263,593</b>	<b>5,476,421</b>	<b>43,744,864</b>	<b>(518,729)</b>
<b>USES BY PROGRAM RECAP</b>						
Accounting Operations And Systems	7,074,742	7,202,436	8,167,819	965,383	8,441,922	274,103
City Services Auditor	8,853,804	12,363,860	13,671,802	1,307,942	13,570,165	(101,637)
Economic Analysis	403,403	442,997	517,577	74,580	536,061	18,484
Financial Systems Projects	273,155	0	2,300,000	2,300,000	250,000	(2,050,000)
Management, Budget And Analysis	3,551,678	4,987,141	5,025,271	38,130	4,926,145	(99,126)
Payroll And Personnel Services	12,814,403	13,250,360	13,889,096	638,736	15,263,969	1,374,873
Public Finance	526,952	540,378	692,028	151,650	756,602	64,574
<b>Uses by Program Recap Total</b>	<b>33,498,137</b>	<b>38,787,172</b>	<b>44,263,593</b>	<b>5,476,421</b>	<b>43,744,864</b>	<b>(518,729)</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ACCOUNTING OPERATIONS AND SYSTEMS</b>					
<b>Ensure that the City follows appropriate accounting procedures</b>					
Number of findings of material weakness in annual City audit	0	0	0	0	0
<b>Provide accurate, timely financial reporting</b>					
City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)	1	1	1	1	1
<b>CITY SERVICES AUDITOR</b>					
<b>Provide effective consulting and technical assistance to City departments to improve their operations</b>					
Percentage of client ratings for technical assistance projects that are good or excellent	95%	95%	95%	95%	95%
<b>ECONOMIC ANALYSIS</b>					
<b>Provide timely economic and operational analyses to inform legislation and management decisions</b>					
Percentage of OEA economic impact reports completed by the hearing date	100%	100%	100%	100%	100%
<b>MANAGEMENT, BUDGET AND ANALYSIS</b>					
<b>Provide accurate, timely information to support fiscal planning</b>					
Percentage by which actual General Fund revenues vary from prior year revised budget estimates	6.12%	2.00%	2.00%	2.00%	2.00%
<b>PAYROLL &amp; PERSONNEL SERVICES</b>					
<b>Provide accurate, timely financial transactions</b>					
Percentage of payroll transactions not requiring correction	99.3%	96.5%	96.5%	97.0%	97.0%
<b>PUBLIC FINANCE</b>					
<b>Reduce the City's debt service costs through bond refinancings</b>					
Present value savings from bond refinancings	\$47,130,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000

---

# COUNTY EDUCATION

Funding for support staff at the San Francisco Unified School District's (SFUSD) County Education Office is maintained in this submission, as legally required of counties under the California Constitution.

---

## SERVICES

In Fiscal Year (FY) 2002-03, funding for programs and services at the County Education Office was diverted to the Department of Children, Youth & their Families (DCYF), which administers the funds in conjunction with the San Francisco Unified School District (SFUSD).

In FY 2013-14 and FY 2014-15, General Fund support for arts, music, and athletics programs offered through the school district will increase with an increased allocation of Public Education Enrichment Fund (Proposition H) dollars.

In March 2004, voters approved Proposition H creating a Public Education Enrichment Fund and requiring that the

City deposit General Fund funding each year to support programs at SFUSD and First 5 San Francisco. The total Prop H funding obligation is \$77.1 million for FY 2013-14 and \$60.4 million for FY 2014-15. More detail about this program can be found in the department sections for Children and Families Commission (also known as the First 5 San Francisco) and DCYF.

In addition, the FY 2013-14 and 2014-15 budget contains allocations to SFUSD of \$5.8 million and \$4.4 million, respectively, out of the City's Rainy Day Reserve.

For more information, call (415) 241-6000 or 311; or visit [www.sfusd.edu](http://www.sfusd.edu)



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	10.99	0.00	0.00	0.00	0.00	0.00
Non-operating Positions (cap/other)	(10.00)	0.00	0.00	0.00	0.00	0.00
<b>Net Operating Positions</b>	<b>0.99</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>SOURCES</b>						
Other Revenues	(360)	0	0	0	0	0
General Fund Support	116,386	116,000	116,000	0	116,000	0
<b>Sources Total</b>	<b>116,026</b>	<b>116,000</b>	<b>116,000</b>	<b>0</b>	<b>116,000</b>	<b>0</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	94,305	0	0	0	0	0
Fringe Benefits	21,721	0	0	0	0	0
Aid Assistance / Grants	0	116,000	116,000	0	116,000	0
<b>Uses - Operating Expenditures Total</b>	<b>116,026</b>	<b>116,000</b>	<b>116,000</b>	<b>0</b>	<b>116,000</b>	<b>0</b>
<b>USES BY PROGRAM RECAP</b>						
County Education Services	116,026	116,000	116,000	0	116,000	0
<b>Uses by Program Recap Total</b>	<b>116,026</b>	<b>116,000</b>	<b>116,000</b>	<b>0</b>	<b>116,000</b>	<b>0</b>

# DISTRICT ATTORNEY

The District Attorney's Office (DAT) collaborates with the City's diverse communities, law enforcement, and stakeholders to make San Francisco safe. The Department engages in public education and crime prevention efforts, and investigates, charges, and prosecutes all criminal violations occurring within the City and County of San Francisco.

## SERVICES

The District Attorney provides services through the following departments:

**GENERAL OPERATIONS DEPARTMENT** is comprised of the Criminal Division and Victim Services Division. The Criminal Division investigates and prosecutes serious and violent felony offenses and misdemeanor crimes. The Victim Services Division provides support services, such as crisis intervention and court accompaniment, to over 5,000 victims of crime annually. General Operations also manages all alternative courts, including Behavioral Health Court, Drug Court, Community Justice Center, Truancy Court, Back on Track, Community Courts, and the Neighborhood Prosecutor initiative.

**SPECIAL OPERATIONS DEPARTMENT** is comprised of the White Collar Division, the Investigations Division, and the Brady, Appellate & Training Division. The White Collar Division investigates and prosecutes a variety of

specialized crimes. The Investigations Division is the sworn investigative branch of the office, which conducts investigations and provides law enforcement support to the General Operations Department. The Brady, Appellate & Training Division is responsible for handling writs and appeals, specialized legal motions, and evaluating and responding to trial integrity issues.

**SUPPORT SERVICES DEPARTMENT** provides administrative, financial, information technology, human resource, and legal support to the investigative, prosecutorial, and victim service divisions of the Department. Legal support includes paralegal assistance, legal internship programs, the Charging Unit, Library Services, the Record Room, and general office reception.

For more information, call (415) 553-1751 or 311; or visit [www.sfdistrictattorney.com](http://www.sfdistrictattorney.com)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	41,520,703	42,657,621	46,895,842	4,238,221	47,094,087	198,245
<b>Total FTE</b>	239	245	255	10	252	(3)

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$46.9 million for the District Attorney is \$4.2 million, or 9.9 percent, higher than the FY 2012-13 budget of \$42.7 million. A significant amount of this increase is due to the annualization of a supplemental appropriation provided in FY 2012-13, which added positions to the Department's budget.

The FY 2014-15 proposed budget of \$47.1 million for the District Attorney is \$0.2 million, or 0.4 percent, higher than the FY 2013-14 budget of \$46.9 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

## *Continued Decline of Non-General Fund Sources*

Of the FY 2013-14 proposed budget, 9.4 percent comes from non-General Fund sources. The District Attorney continues to face a decline in available non-General Fund revenue due to a trend of dwindling outside funding to support public safety and prosecution. In particular, the FY 2013-14 and 2014-15 proposed budget includes reductions in funding from the Reentry grant managed by the Adult Probation Department and the STOP grant managed by Police Department, both of which fund key collaborations around public safety. In addition, the Department is subject to reductions in grant funding that support core prosecutorial efforts in mortgage fraud, insurance fraud, and high-tech fraud.

## *Victim Services*

Since 2009, the District Attorney's Victim Services Division has seen a 15 percent increase in victims seeking assistance. A large part of the increase represents victims of domestic violence, assaults, and robbery. In 2012, the Department launched a pilot program to place Victim Advocates in community based organizations. This pilot provides a critical linkage in assisting victims of crime who historically underreport crime. As a result, the

Department will continue implementing this program in FY 2013-14 and FY 2014-15.

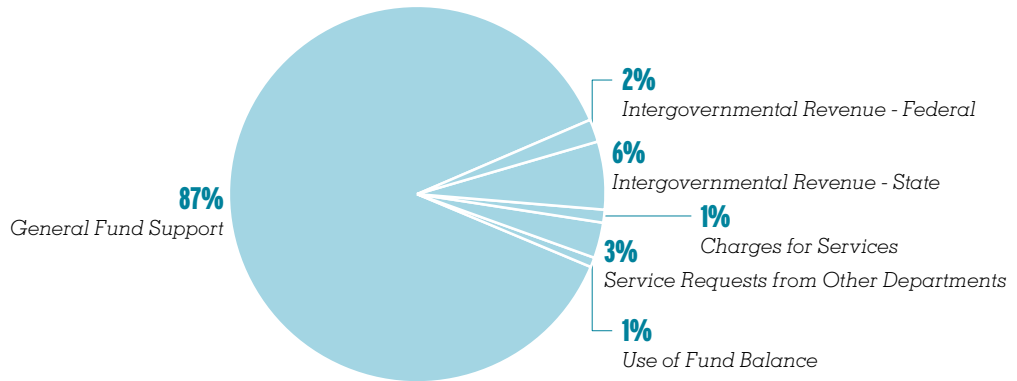
## *Crime Prevention Programming*

Given that 94 percent of homicide victims under the age of 25 in San Francisco are high school dropouts, and 75 percent of the nation's incarcerated individuals were habitual truants, interventions to keep youth in school remain critical in impacting the cycle of crime. In 2011, the District Attorney began supporting a pilot program at Burton High School to help incoming ninth graders with histories of significant truancy and academic failure to make a successful transition to high school. Each year, 20 students identified by Burton High School staff receive on-site individual case management provided by San Francisco's Truancy Assessment and Resource Center. In its first year, students in the Burton truancy pilot program attended an average of 23 percent more school days than in their previous year of school. The Department will continue to support this program in the next two budget years.

## *Dedicated Domestic Violence Unit*

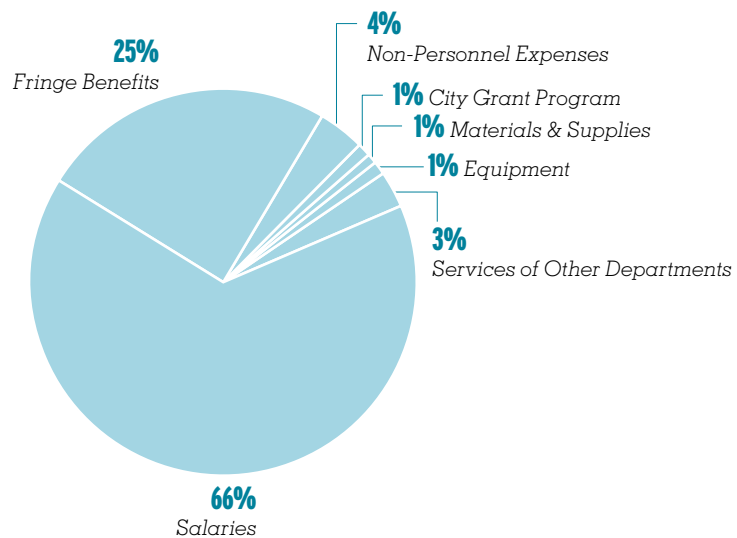
Domestic violence is a notoriously difficult crime to prosecute. By definition, the victim is in a relationship with the offender, which creates complications for prosecutors. Over the last 10 years, San Francisco has prided itself on taking a hard line against domestic violence. From 2010 to 2012, the number of felony and misdemeanor Domestic Violence plea agreements dropped significantly, impacting attorneys' caseloads and sending the number of jury trials to an all-time high. As a result, the District Attorney sought and was granted supplemental funding in FY 2012-13. The FY 2013-14 and FY 2014-15 proposed budget continues to fund the expansion of a dedicated Domestic Violence Unit that enables the office to address all facets of each domestic violence case.

## FY 2013-14 DEPARTMENT SOURCES



87 percent of the Department's budget comes from the General Fund.

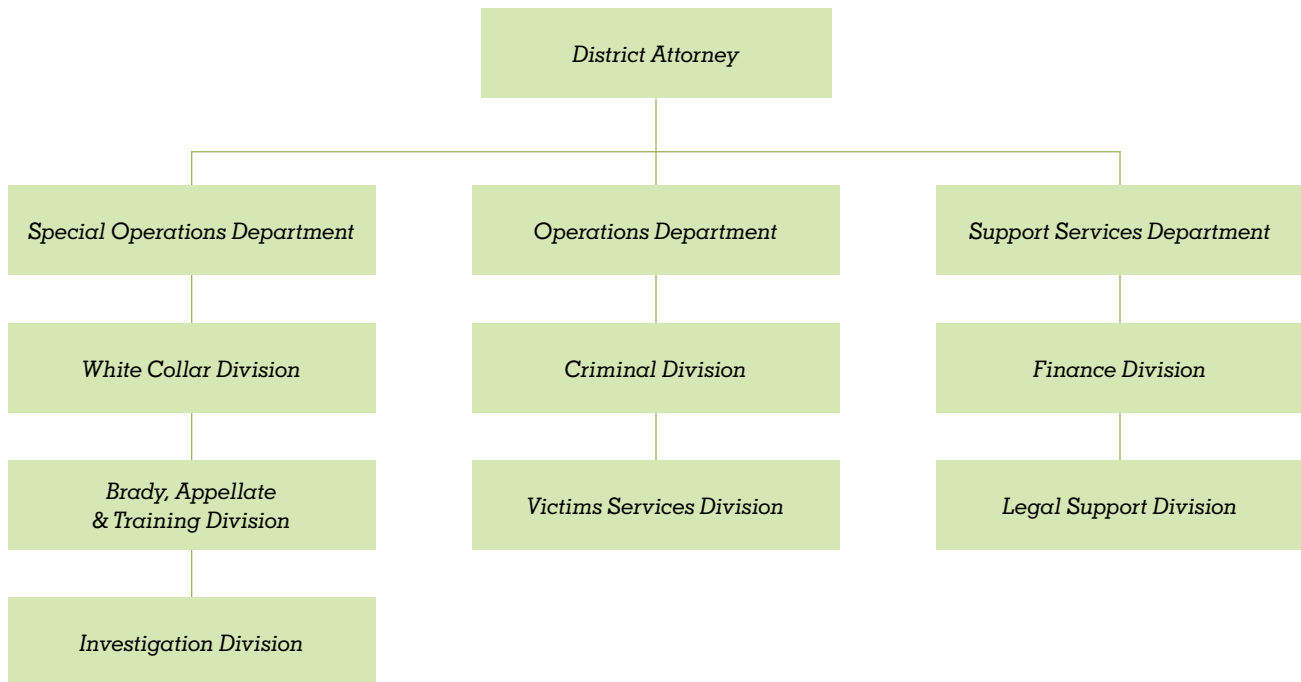
## FY 2013-14 DEPARTMENT USES



The Department expends 91 percent of its budget on salaries and fringe benefits costs.

---

# DISTRICT ATTORNEY



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	244.77	246.22	254.77	8.55	251.54	(3.23)
Non-operating Positions (cap/other)	(6.25)	(1.25)	0.00	1.25	0.00	0.00
<b>Net Operating Positions</b>	<b>238.52</b>	<b>244.97</b>	<b>254.77</b>	<b>9.80</b>	<b>251.54</b>	<b>(3.23)</b>
<b>SOURCES</b>						
Licenses & Fines	1,032,012	0	0	0	0	0
Use of Money or Property	5,569	0	0	0	0	0
Intergovernmental Revenue - Federal	2,333,115	917,771	924,754	6,983	924,754	0
Intergovernmental Revenue - State	3,175,704	2,740,526	2,865,066	124,540	2,584,128	(280,938)
Charges for Services	171,826	670,279	573,814	(96,465)	573,814	0
Other Revenues	14,835	0	0	0	0	0
Expenditure Recovery	1,187,665	1,486,852	1,248,820	(238,032)	992,820	(256,000)
Use of / (Deposit to) Fund Balance	187,494	332,588	490,904	158,316	355,225	(135,679)
General Fund Support	33,412,483	36,509,605	40,792,484	4,282,879	41,663,346	870,862
<b>Sources Total</b>	<b>41,520,703</b>	<b>42,657,621</b>	<b>46,895,842</b>	<b>4,238,221</b>	<b>47,094,087</b>	<b>198,245</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	27,799,426	28,888,079	30,899,417	2,011,338	30,826,580	(72,837)
Fringe Benefits	9,772,233	10,307,851	11,753,689	1,445,838	12,528,497	774,808
Overhead	77,051	40,928	0	(40,928)	0	0
Professional & Contractual Services	2,027,599	1,618,325	1,918,031	299,706	1,929,417	11,386
Aid Assistance / Grants	584,869	247,992	252,952	4,960	252,952	0
Materials & Supplies	316,152	185,132	294,630	109,498	210,752	(83,878)
Equipment	48,537	170,371	578,173	407,802	397,451	(180,722)
Services of Other Departments	890,373	1,198,943	1,198,950	7	948,438	(250,512)
<b>Uses - Operating Expenditures Total</b>	<b>41,516,240</b>	<b>42,657,621</b>	<b>46,895,842</b>	<b>4,238,221</b>	<b>47,094,087</b>	<b>198,245</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	4,463	0	0	0	0	0
<b>Uses - Project Expenditures Total</b>	<b>4,463</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>USES BY PROGRAM RECAP</b>						
Administration - Criminal & Civil	1,588,255	2,030,382	2,072,446	42,064	1,916,088	(156,358)
Career Criminal Prosecution	1,075,230	1,002,495	1,041,013	38,518	1,074,144	33,131
Child Abduction	978,886	914,780	998,165	83,385	1,030,297	32,132
Family Violence Program	1,157,174	1,216,414	1,595,359	378,945	1,643,409	48,050
Felony Prosecution	22,660,241	24,466,391	27,887,076	3,420,685	28,362,190	475,114
Misdemeanor Prosecution	2,096,296	1,915,546	1,995,815	80,269	2,063,431	67,616
Support Services	5,517,417	6,172,219	6,514,328	342,109	6,717,826	203,498
Work Orders & Grants	6,447,204	4,939,394	4,791,640	(147,754)	4,286,702	(504,938)
<b>Uses by Program Recap Total</b>	<b>41,520,703</b>	<b>42,657,621</b>	<b>46,895,842</b>	<b>4,238,221</b>	<b>47,094,087</b>	<b>198,245</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>FAMILY VIOLENCE PROGRAM</b>					
<b>Assist victims to recover in the aftermath of crime</b>					
Number of victims provided with crisis intervention services	2,978	3,153	2,900	2,900	2,900
<b>FELONY PROSECUTION</b>					
<b>Hold felony offenders accountable for their crimes</b>					
Number of adult felony arrests reviewed	11,196	15,000	12,000	12,000	12,000
Number of adult felony arrests charged or handled by probation revocation	5,652	7,000	6,000	6,000	6,000
<b>Effectively prosecute homicide cases</b>					
Average number of cases handled per attorney in the homicide unit	7	7	7	7	7
<b>Maintain and increase specialized skills of investigators and prosecutors through training programs</b>					
Number of enhanced trainings provided for attorneys and investigators	188	100	105	100	100

---

# ECONOMIC & WORKFORCE DEVELOPMENT

The Office of Economic and Workforce Development (OEWD) supports the City's economic vitality through key programs focused on neighborhood commercial corridors, workforce development, joint development projects, industry-focused business recruitment and retention, small business assistance, and international business development. OEWD's goal is to work continually to make San Francisco an even better place to live, work, and do business.

---

## SERVICES

The Office of Economic and Workforce Development provides services through the following divisions:

**BUSINESS ATTRACTION AND RETENTION DIVISION** works to attract and retain businesses, with an emphasis on key industry clusters.

**WORKFORCE DEVELOPMENT DIVISION** provides overall strategic coordination for the City's workforce development system and implements job training programs in high-demand industries.

**SMALL BUSINESS COMMISSION, OFFICE OF SMALL BUSINESS, AND SMALL BUSINESS ASSISTANCE CENTER** provide citywide policy direction on issues affecting small businesses and operate a One-Stop Small Business Assistance Center that supports small businesses.

**INVEST IN NEIGHBORHOODS DIVISION** facilitates the revitalization of commercial corridors in neighborhoods across the city and creates Community Benefit Districts throughout the city. This division also provides oversight and technical assistance in support of a number of community-based efforts.

**JOINT DEVELOPMENT DIVISION** manages major public-private real estate development projects in order to maximize public benefits, including the development of affordable housing, economic activity, jobs, and open space.

**FILM COMMISSION** promotes San Francisco as a destination to filmmakers and spurs additional City revenue and jobs by attracting and facilitating film productions.

**INTERNATIONAL TRADE AND COMMERCE DIVISION** increases international business opportunities in the city through direct international business attraction efforts, development of international government and non-governmental organization partnerships, and the expansion of infrastructure to facilitate increased international travel to San Francisco.

For more information, call (415) 554-6969 or 311; or visit [www.oewd.org](http://www.oewd.org)



# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	21,286,097	46,246,904	42,290,428	(3,956,476)	28,090,585	(14,199,843)
<b>Total FTE</b>	65	76	86	10	88	2

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$42.3 million for the Office of Economic & Workforce Development is \$4.0 million, or 8.6 percent, lower than the FY 2012-13 budget of \$46.2 million. A significant amount of this decrease is due to the expiration of one-time capital funds to the first phase of construction on the James R. Herman Cruise Terminal.

The FY 2014-15 proposed budget of \$28.1 million for the Office of Economic & Workforce Development is \$14.2 million, or 33.6 percent, lower than the FY 2013-14 budget of \$42.3 million. A significant portion of this decrease is due to the completion of the 34th America's Cup project.

### Strengthening Neighborhoods

#### Invest in Neighborhoods

In FY 2012-13, OEWD launched the Invest in Neighborhoods initiative to improve the deployment of City resources and services in order to better meet the needs of 25 commercial districts around the city. The commercial districts served through the initiative received an initial assessment, a point person at City Hall, the opportunity to apply for small project grants, and access to a range of other services. In its first year, Invest in Neighborhoods also successfully initiated a variety of specific programs and outreach efforts, including dispatching the Jobs Squad in West Portal, Ocean Avenue, and the Mission to engage with residents on disaster response and recovery efforts. As part of the Small Business New Jobs Investment Fund, OEWD implemented an ADA Program, which provides ADA assessments and awards competitive grant funding for remediation; and launched the new Emerging Business Loan Fund, which provides loans between \$50,000-\$1.0 million to qualifying businesses. Additionally, the initiative awarded a contract for the development and management of a city-wide storefront vacancy-tracking online database.

In FY 2013-14, OEWD will build upon the foundation laid in FY 2012-13 by working with other City agencies to deploy customized services in each commercial district; build the capacity of community partners to implement

projects, develop organizational structures, and increase neighborhood vitality and resilience. The Department will continue to leverage the growing Small Business New Jobs Investment Fund, the new vacancy tracking system, and SF Shines Façade and Tenant Improvement Program.

#### Improve Blighted Areas

In FY 2012-13, OEWD launched the Improve Blighted Areas initiative, which focuses on the Central Market and 6th Street areas. The program includes business attraction and retention activities, arts revitalization, and on-going economic development planning. Through these efforts, OEWD facilitated the lease signings and/or openings of eight new retail businesses and five new arts venues in 2012. The district has demonstrated a 20 percent increase in sales tax revenue from 2010 to 2012, reflecting major gains in the attraction of new employers and small businesses.

In FY 2013-14, OEWD will build upon this success by increasing focus on public safety initiatives, workforce development, community capacity building, and business retention in the Central Market and 6th Street areas.

### Attracting and Growing Jobs

Over the next two fiscal years, OEWD will continue the successful sector-based economic development initiatives focused on identified as priorities in the San Francisco Economic Strategy, including tech, biotech, cleantech, manufacturing, and international sectors. The Department will build upon its successful effort to support local manufacturing with a focus on apparel, consumer products and food sectors. Additionally, the Department will continue its "start/stay/grow" effort to support companies as they start, keep them as they expand, and support their continued growth in the city. The Department remains focused on preparing and connecting San Franciscans to jobs in these key sectors.

The Department is also expanding business attraction efforts both domestically and internationally. The City has attracted more than 20 firms to the City with the

ChinaSF initiative, and the Mayor's budget supports expanding this model with new initiatives to cover Asia as a whole, as well as Latin America.

### *Investing In Workforce Programs*

In FY 2013-14 and FY 2014-15, the Department will continue to focus on responding to key industries that drive San Francisco's economy. OEWD bridges the gap between educational and vocational training institutions and industries, and provides San Francisco workers with access to quality employment opportunities. Specific programs include CityBuild, Hospitality Initiative, TechSF, and the Health Care Academy. The Department will also work to provide young adults and mid-career workers with connections to growth areas in the local labor market by leveraging public and private sector apprenticeship and internship opportunities, coupled with targeted skills training. Increased areas of focus include providing more neighborhood-based access points for entry into the city-wide, cross-department workforce system.

The Mayor's budget includes additional resources for the City's First Source Hiring program, improving the infrastructure for job seekers interested in non-construction jobs. The program also includes full General Fund support for core workforce development activities, and maintaining resources for community-based training providers and the broad range of clients they serve. Over the next two years, OEWD's Workforce Division will also develop, test, and rigorously evaluate technology and training innovations focused on improving workforce services for both job seekers and employers.

### *Supporting Small Businesses*

In the next two budget years, the Office of Small Business will provide additional outreach and education to assist small businesses with the transition from the current payroll tax system to the new gross receipts tax system. In addition, the Office of Small Business, in collaboration with the Mayor's Office of Civic Innovation and the Department of Technology, will start on the second

phase in the development of a comprehensive one-stop online business portal. The first phase of the project was completed in FY 2012-13 and has already served approximately 1,000 unique businesses; continued development of this project will make starting and operating a business in San Francisco easier and more efficient.

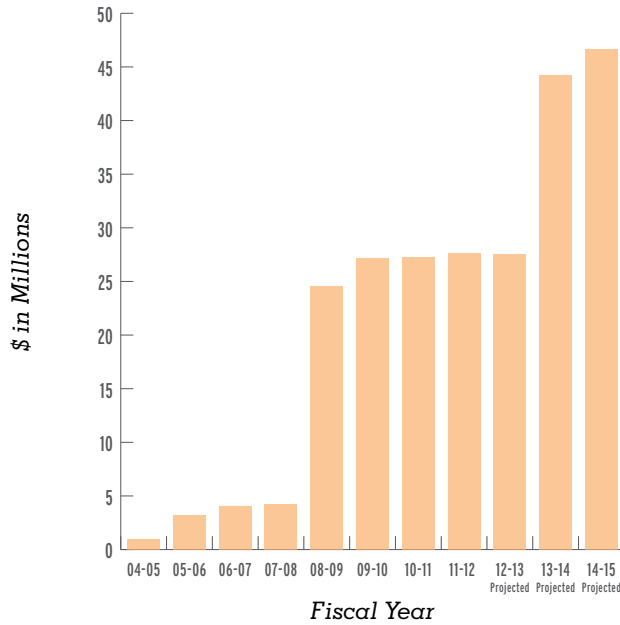
### *Implementing Local Hire*

In its first year of implementation, the City's Local Hiring policy mandated a local hiring requirement of 20 percent by trade. On March 25, 2012, the policy began its second year of implementation with an increase in hiring requirements to 25 percent by trade. The preliminary findings for the period between March 25, 2012 and March 24, 2013 indicate that for the 40 active projects, 32 percent of the total craft hours and 56 percent of the apprentice hours worked were performed by San Francisco residents. On March 25, 2013, the policy entered its third year with increased mandatory hire requirements of 30 percent by trade. OEWD will work closely with City departments and the public to ensure continued success for Local Hire into the future.

### *Promoting Film*

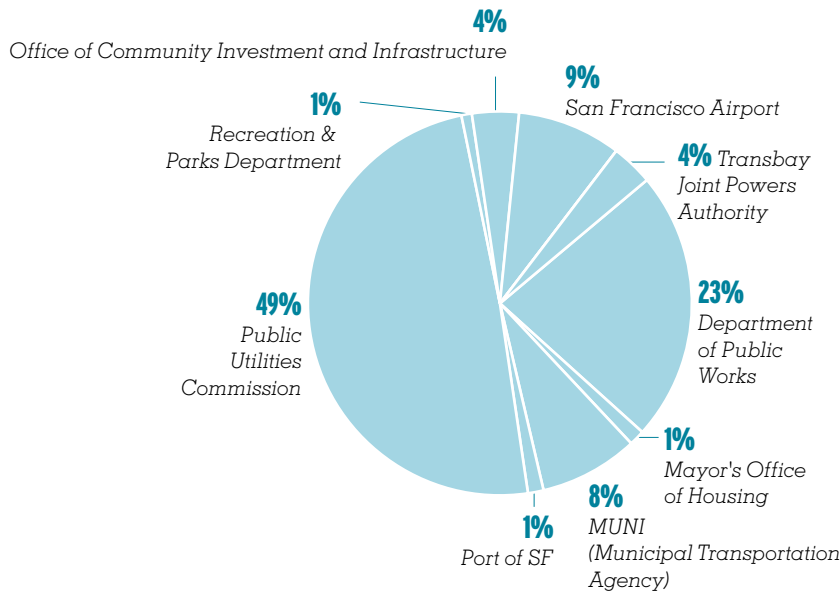
In FY 2013-14, the Department will continue its "Scene in San Francisco" Rebate Program, which attracted two feature films in 2012: Woody Allen's *Blue Jasmine*, and a small independent film by local film maker, Chris Mason Johnson, *Test*. Both productions used mostly local hires for their films. In FY 2013-14 and FY 2014-15, the Film Commission will continue to promote its Vendor Discount Program, which offers discounts from local merchants to visiting productions in an effort to lower the costs of filming in San Francisco. In addition, the Film Commission will continue to nurture the production of local independent films through its Film Space Grant and the continuation of the SF Film Collective, which provides affordable office space to emerging filmmakers and creative professionals with significant ties to San Francisco.

## COMMUNITY BENEFIT DISTRICT ASSESSMENT REVENUE



In FY 2013-14, expected growth in Community Benefit District Assessment revenue is driven by the Moscone Expansion District. This assessment will serve as a mechanism to help fund the design, engineering, planning, entitlements, and construction of the proposed expansion of the Moscone Convention Center.

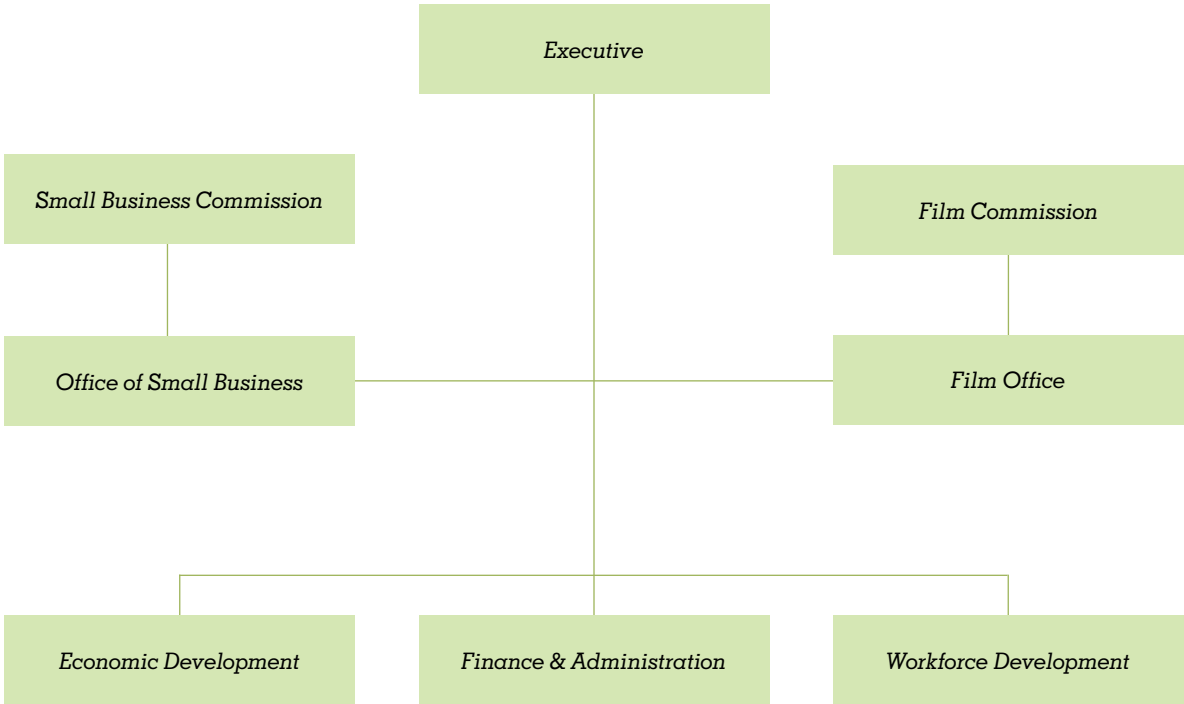
## FY 2012-13 CITYBUILD PLACEMENTS BY DEPARTMENT



CityBuild provides workforce training and job placement services to San Francisco residents interested in pursuing a career in the construction industry.

---

# ECONOMIC & WORKFORCE DEVELOPMENT



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	79.26	88.04	98.28	10.24	100.10	1.82
Non-operating Positions (cap/other)	(14.40)	(11.94)	(12.40)	(0.46)	(12.40)	0.00
<b>Net Operating Positions</b>	<b>64.86</b>	<b>76.10</b>	<b>85.88</b>	<b>9.78</b>	<b>87.70</b>	<b>1.82</b>
<b>SOURCES</b>						
Local Taxes	0	0	56,000	56,000	56,000	0
Use of Money or Property	0	0	8,728	8,728	8,728	0
Intergovernmental Revenue - Federal	761,912	10,135,444	6,123,475	(4,011,969)	6,123,722	247
Charges for Services	1,142,713	922,875	1,126,250	203,375	1,126,250	0
Other Revenues	8,516,277	11,372,642	11,752,978	380,336	1,843,404	(9,909,574)
Transfers In	651,546	700,000	701,272	1,272	1,272	(700,000)
Expenditure Recovery	3,520,108	4,093,943	4,329,786	235,843	4,330,120	334
Transfer Adjustments-Sources	0	0	(1,272)	(1,272)	(1,272)	0
Use of / (Deposit to) Fund Balance	(203)	0	0	0	0	0
General Fund Support	6,693,744	19,022,000	18,193,211	(828,789)	14,602,361	(3,590,850)
<b>Sources Total</b>	<b>21,286,097</b>	<b>46,246,904</b>	<b>42,290,428</b>	<b>(3,956,476)</b>	<b>28,090,585</b>	<b>(14,199,843)</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	4,464,735	7,166,036	8,376,722	1,210,686	8,654,014	277,292
Fringe Benefits	1,776,603	3,180,657	3,742,983	562,326	4,111,133	368,150
Professional & Contractual Services	6,561,255	10,721,583	11,578,078	856,495	1,624,358	(9,953,720)
Aid Assistance / Grants	6,018,373	17,236,320	15,952,792	(1,283,528)	12,657,706	(3,295,086)
Materials & Supplies	83,293	150,487	154,987	4,500	154,987	0
Services of Other Departments	2,348,490	663,821	1,650,507	986,686	878,387	(772,120)
Transfers Out	33,348	2,228,000	835,631	(1,392,369)	11,272	(824,359)
Transfer Adjustments-Uses	0	0	(1,272)	(1,272)	(1,272)	0
<b>Uses - Operating Expenditures Total</b>	<b>21,286,097</b>	<b>41,346,904</b>	<b>42,290,428</b>	<b>943,524</b>	<b>28,090,585</b>	<b>(14,199,843)</b>
<b>USES - PROJECT EXPENDITURES</b>						
Capital Projects	0	4,900,000	0	(4,900,000)	0	0
<b>Uses - Project Expenditures Total</b>	<b>0</b>	<b>4,900,000</b>	<b>0</b>	<b>(4,900,000)</b>	<b>0</b>	<b>0</b>
<b>USES BY PROGRAM RECAP</b>						
Children's Baseline	347,889	314,065	314,065	0	314,065	0
Economic Development	11,674,581	24,504,084	23,611,791	(892,293)	9,997,767	(13,614,024)
Film Services	1,203,984	1,291,625	1,325,000	33,375	625,000	(700,000)
Office Of Small Business Affairs	676,332	787,895	866,509	78,614	891,866	25,357
Workforce Training	7,383,311	19,349,235	16,173,063	(3,176,172)	16,261,887	88,824
<b>Uses by Program Recap Total</b>	<b>21,286,097</b>	<b>46,246,904</b>	<b>42,290,428</b>	<b>(3,956,476)</b>	<b>28,090,585</b>	<b>(14,199,843)</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ECONOMIC DEVELOPMENT</b>					
<b>To improve the business climate in San Francisco in order to attract and retain businesses, with specific focus on targeted industries and including small business</b>					
Number of businesses taking advantage of incentive programs including local payroll tax exemptions and state enterprise zone benefits	1,531	1,300	1,375	1,400	1,500
Number of state and local enterprise zone vouchers issued	9,310	12,200	11,000	11,000	11,000
<b>To strengthen the economic vitality of neighborhoods and commercial corridors</b>					
Annual Community Benefit District (CBD) revenue	\$27,652,272	\$31,473,241	\$27,519,628	\$44,221,800	\$46,657,129
<b>To grow and support quality workforce opportunities for all San Francisco residents</b>					
Placement rate of individuals in jobs	68%	60%	68%	70%	70%
<b>To foster international trade</b>					
Number of international trade delegations hosted or co-hosted	160	120	145	150	160
<b>Develop, assist, and promote film activities</b>					
Number of permits issued	443	450	530	580	600
Revenues collected from film permits	\$165,000	\$162,500	\$180,000	\$190,000	\$205,000
<b>OFFICE OF SMALL BUSINESS AFFAIRS</b>					
<b>Foster, promote and retain small businesses in San Francisco</b>					
Number of small businesses assisted	2,807	2,600	3,032	3,184	3,250



---

# ELECTIONS

The Department of Elections (REG) works to conduct accurate and efficient elections under the rules and regulations established by federal, state, and local laws; facilitate an open process that ensures public confidence in the election system; consistently improve public outreach and education to all eligible voters in San Francisco; and continue to improve services provided by streamlining processes and looking ahead to the future needs of the voters of San Francisco.

---

## SERVICES

The Department of Elections provides services through the following divisions:

**BALLOT DISTRIBUTION DIVISION** manages the design, translation, production, and distribution of multi-card trilingual ballots for each election, including vote-by-mail ballots for over 200,000 permanent vote-by-mail voters.

**CAMPAIGN SERVICES DIVISION** provides information about, and facilitates the filing of, candidate nomination papers, ballot measures, and the proponent and opponent arguments that appear in the Voter Information Pamphlet.

**LOGIC & ACCURACY DIVISION** tests optical-scan voting machines and touchscreen voting machines to confirm the accuracy of software and hardware formulated for a particular election.

**INFORMATION TECHNOLOGY DIVISION** produces data reports and is responsible for the Department's website and network infrastructure.

**OUTREACH DIVISION** provides community and voter outreach and education programs in English, Spanish, Chinese, and Russian, as required by federal, state, and local laws.

**POLL WORKER DIVISION** assesses, hires, and trains inspectors, clerks, high school students, and translators to staff every polling place in San Francisco.

**PRECINCT SERVICES DIVISION** secures and equips the use of all voting sites – in public buildings, businesses, and private homes – throughout San Francisco following the guidelines set forth by the Americans with Disabilities Act (ADA), the Help America Vote Act (HAVA), and the Secretary of State's Office (SOS).

**PUBLICATIONS DIVISION** produces San Francisco's sample and official ballots and Voter Information Pamphlets. Materials must be printed in English, Chinese, and Spanish and appear in a neutral yet appealing format.

**VOTER SERVICES DIVISION** administers the voter roll, voter registration, vote-by-mail voting, and petition signature verification, as well as answers the public's general questions about voting.

**WAREHOUSE DIVISION** manages the Pier 48 Warehouse and ancillary storage facilities, ensures proper handling and distribution of voting equipment, and is responsible for the management of the Processing Center, which serves as a ballot collection site on election night.

For more information, call (415) 554-4375 or 311; or visit [www.sfelections.org](http://www.sfelections.org)



# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	14,558,710	12,416,848	16,847,957	4,431,109	15,981,195	(866,762)
<b>Total FTE</b>	55	42	53	11	47	(6)

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$16.8 million for the Department of Elections is \$4.4 million, or 35.7 percent, higher than the FY 2012-13 budget of \$12.4 million. A significant amount of this increase is due to the two scheduled elections in FY 2013-14 (the November 5, 2013 Municipal Election and the June 3, 2014 Statewide Primary Election) compared to the one election that took place in FY 2012-13. For the November 5 election, the Department will consolidate polling places to achieve savings in poll worker stipends and polling place fees, reduce costs for Parking and Traffic to retrieve ballots, reduce Sheriff’s security costs, and reduce nonpersonnel expenses such as vehicle rentals and supplies. In accordance with California Elections Code Section 12241, the consolidation of polling places is only allowed for municipal elections, thus the Department will return to a full allotment of voting precincts for the June 3 election.

The FY 2014-15 proposed budget of \$16.0 million for the Department of Elections is \$0.9 million, or 5.1 percent, lower than the FY 2013-14 budget of \$16.8 million. A significant amount of this decrease is due to there being only one scheduled election in FY 2014-15 compared to two elections in FY 2013-14. The one scheduled election in FY 2014-15 is the November 2014 Consolidated General Election. Because the November 2014 General Election will likely result in higher voter turnout, and it is anticipated that more candidates and propositions will be on the ballot, the FY 2014-15 budget includes a relatively higher level of temporary salaries, overtime, professional services, printing, postage, and work order expenses than an average municipal election or primary election would require.

### Data Driven Election Administration

The Department’s costs vary significantly based on the time of year and the number of elections that the County is required to conduct each fiscal year. The Department collects historical statistics for each election, including voter turnout, number of vote-by-mail ballots mailed and returned, types of calls received from the public during election cycle, and the number of voters who voted at the polls and during the early voting period. By analyzing this data, the Department can better prepare for high peaks of

activity and more effectively allocate staffing resources. Furthermore, the data indicating the voter turnout at each voting site enables the Department to meet voter demand by increasing or decreasing the number of assigned poll workers and quantities of Election Day supplies and materials, as well as ensure that the funds are spent judiciously.

After each election cycle, the Department administers a survey to poll workers, the volunteers who administer voting at the polls. The survey asks these volunteers for input regarding their Election Day experience, their training, and about any suggestions they might have for future poll worker training. Consistent data gathering allows the Department to measure successes of its training program and identify areas that require additional focus.

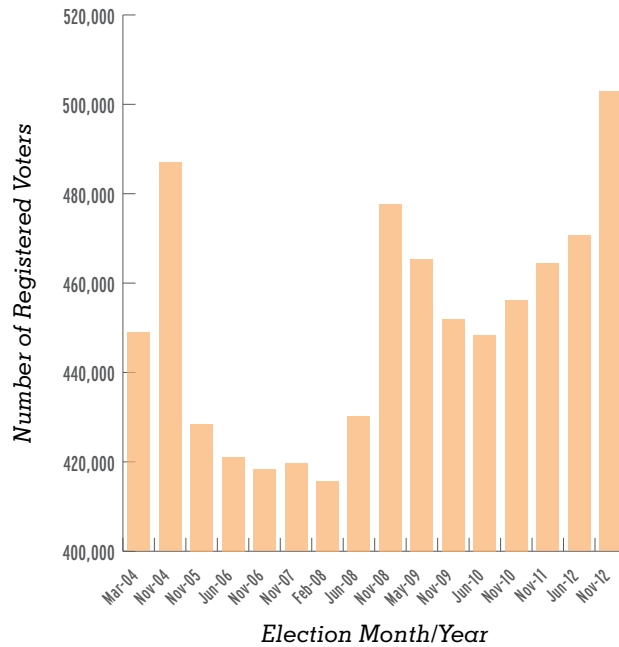
### Increasing Participation in the Electoral Process

The Department maintains a database of the more than 500 community-based organizations it partners with to schedule outreach events and presentations. Data kept on all events includes communities served, languages spoken, number of people in attendance, materials distributed, and voter registrations collected. This data is used for evaluating outreach success at meetings, tracking performance measures for each election, and planning future elections.

To provide proper bilingual assistance on Election Day, the Department assigns Chinese and Spanish-speaking poll workers to many voting locations. To identify sites in which voters may need language assistance, and to determine the number of bilingual poll workers to assign to those sites, the Department collects and uses a variety of data, such as voter requests for election materials in Chinese or Spanish, voter countries of origin, and voter surnames.

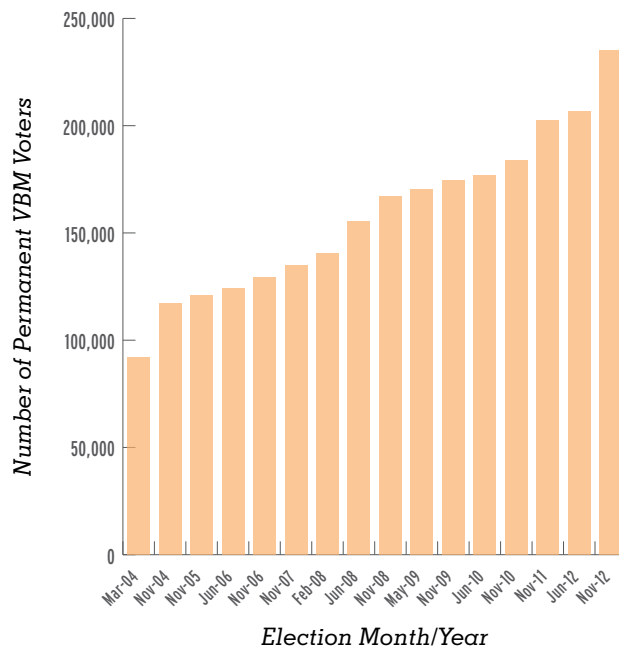
The Department’s website is an invaluable tool to inform voters about registration, election procedures, polling place locations, and to encourage informed participation. To evaluate the effectiveness of the site, the Department uses monitoring tools to identify and collect data on usage patterns, including how long users spend on each page, how they navigate the site, and what type of information they seek.

## NUMBER OF REGISTERED VOTERS



The number of registered voters in San Francisco peaked with the Presidential election in the Fall of 2012.

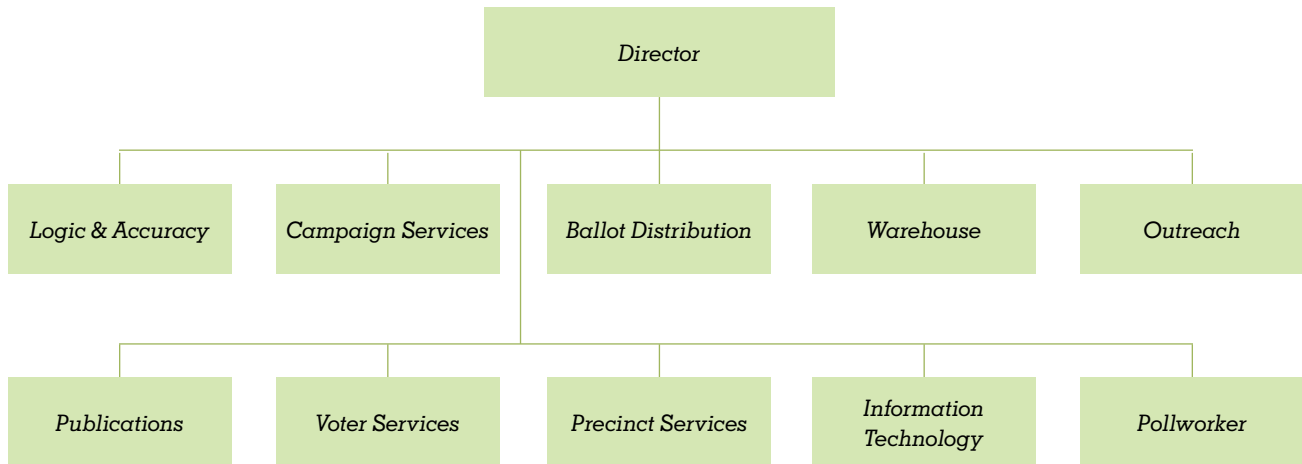
## ACTUAL NUMBER OF PERMANENT VOTE-BY-MAIL VOTERS (VBM)



The number of San Francisco registered voters who have requested to be permanent Vote-By-Mail (VBM) voters is steadily increasing.

---

# ELECTIONS



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	55.40	42.25	53.44	11.19	47.43	(6.01)
Non-operating Positions (cap/other)	(0.77)	0.00	0.00	0.00	0.00	0.00
<b>Net Operating Positions</b>	<b>54.63</b>	<b>42.25</b>	<b>53.44</b>	<b>11.19</b>	<b>47.43</b>	<b>(6.01)</b>
<b>SOURCES</b>						
Charges for Services	198,740	82,564	188,393	105,829	98,203	(90,190)
Expenditure Recovery	166,021	809,792	145,000	(664,792)	687,279	542,279
General Fund Support	14,193,949	11,524,492	16,514,564	4,990,072	15,195,713	(1,318,851)
<b>Sources Total</b>	<b>14,558,710</b>	<b>12,416,848</b>	<b>16,847,957</b>	<b>4,431,109</b>	<b>15,981,195</b>	<b>(866,762)</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	4,537,084	3,821,573	4,865,194	1,043,621	4,131,321	(733,873)
Fringe Benefits	1,460,033	1,475,629	1,640,209	164,580	1,793,033	152,824
Professional & Contractual Services	7,309,928	5,814,337	8,967,307	3,152,970	6,780,470	(2,186,837)
Materials & Supplies	200,949	380,797	235,433	(145,364)	267,146	31,713
Equipment	27,684	29,838	94,044	64,206	99,500	5,456
Services of Other Departments	1,023,032	894,674	1,045,770	151,096	909,725	(136,045)
<b>Uses - Operating Expenditures Total</b>	<b>14,558,710</b>	<b>12,416,848</b>	<b>16,847,957</b>	<b>4,431,109</b>	<b>13,981,195</b>	<b>(2,866,762)</b>
<b>USES - PROJECT EXPENDITURES</b>						
Capital Projects	0	0	0	0	2,000,000	2,000,000
<b>Uses - Project Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>USES BY PROGRAM RECAP</b>						
Elections	14,558,710	12,416,848	16,847,957	4,431,109	15,981,195	(866,762)
<b>Uses by Program Recap Total</b>	<b>14,558,710</b>	<b>12,416,848</b>	<b>16,847,957</b>	<b>4,431,109</b>	<b>15,981,195</b>	<b>(866,762)</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ELECTIONS</b>					
<b>San Francisco voter registration and turnout</b>					
Number of registered voters	467,524	473,244	502,841	473,718	491,011
Voter turnout	171,174	360,000	364,875	189,500	320,000
Vote-by-mail turnout	104,150	172,000	193,196	127,500	176,000
Turnout as a percentage of registration	37%	76%	73%	40%	65%
Vote-by-mail turnout as a percentage of total turnout	61%	48%	53%	68%	55%
<b>Providing a voter education and outreach program in accordance with the Voting Rights Act, the Help America Vote Act, and the Equal Access to Services Ordinance</b>					
Number of outreach events	435	350	191	241	170
Number of educational presentations	360	350	178	224	160
Number of educational presentation program attendees	19,416	16,032	28,000	35,000	25,200
<b>Providing bilingual poll workers at San Francisco's polling places</b>					
Number of bilingual poll workers recruited	1,882	2,200	1,175	1,300	670
<b>Maintaining a program to analyze and improve the customer service that the Department provides.</b>					
Average rating for the level of customer service provided (scale of 1-5)	4.9	5.0	4.6	5.0	5.0

# EMERGENCY MANAGEMENT

The Department of Emergency Management (DEM) leads the City in planning, preparedness, communication, response, and recovery for daily emergencies, large-scale citywide events, and major disasters. DEM is the vital link in emergency communication between the public and first responders, and provides key coordination and leadership to City departments, stakeholders, residents, and visitors.

## SERVICES

The Department of Emergency Management provides services through the following divisions:

### DIVISION OF EMERGENCY COMMUNICATIONS (DEC)

personnel, commonly referred to as Public Safety Communications Dispatchers, are cross-trained to process police, medical, and fire emergency calls. In addition, dispatchers are responsible for monitoring and coordinating two-way radio communication with public safety responders and maintaining the status of field personnel through a computer-aided dispatch system.

**DIVISION OF EMERGENCY SERVICES (DES)** personnel coordinate the multi-disciplinary citywide planning, preparation, and response for emergencies that go beyond or are outside the resources of traditional response departments. In addition, staff coordinate training,

exercises, education, and outreach for city residents, the private sector, City agencies, and others associated with emergency management and disaster planning. DES serves as the City’s primary link to state and federal emergency management and Homeland Security partners. DES also houses the Emergency Medical Services Agency (EMSA), which regulates and coordinates all components of the City’s pre-hospital care system.

**ADMINISTRATION AND SUPPORT** provides the Department with payroll and personnel services, budget and accounting functions, IT systems planning and management, facility management, and other administrative functions.

For more information, call (415) 558-3800 or 311; or visit [www.sfdem.org](http://www.sfdem.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	92,549,075	47,674,920	69,657,820	21,982,900	69,736,280	78,460
<b>Total FTE</b>	214	244	245	1	249	4

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$69.7 million for the Department of Emergency Management is \$22.0 million, or 46.1 percent, higher than the FY 2012-13 budget of \$47.7 million. A significant amount of this increase is due to the inclusion of \$22.9 million in pass-through grant revenues from the Department of Homeland Security (DHS). In prior years, this revenue has been accepted into the budget mid-year through the City's Accept and Expend process and therefore was not included in the annual budget figure. The performance period of DHS grants has been shortened from 36 months to 24 months, which allows DEM to draw down funds sooner, thereby maximizing the availability of grant funds. DEM serves as the fiscal agent for these funds, 77.1 percent of which are sub-granted to other local jurisdictions. In addition, \$1.2 million of this budgetary increase is due to the funding of a class of 10 dispatchers in FY 2013-14, to address overtime and attrition at the City's 9-1-1 call center.

The FY 2014-15 proposed budget of \$69.7 million for the Department of Emergency Management is roughly the same as the FY 2013-14 proposed budget.

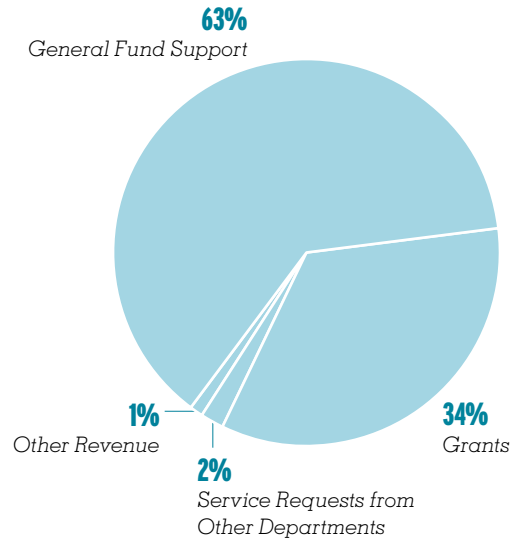
## *Public Safety Technology Projects*

In alignment with the City's Information & Communication Technology (ICT) Plan, DEM is spearheading a number of large technology projects. To

strengthen security and disaster preparedness, DEM has requested funding through the Committee on Information Technology (COIT) to replace the City's legacy 800MHz Radio System, which is estimated to cost \$69.0 million. In FY 2013-14 and FY 2014-15, \$1.8 million has been allocated for planning phase of the Public Safety Radio Replacement project, which includes the hiring of dedicated project staff and the selection of a consultant to provide a needs-analysis and detailed project budget planning.

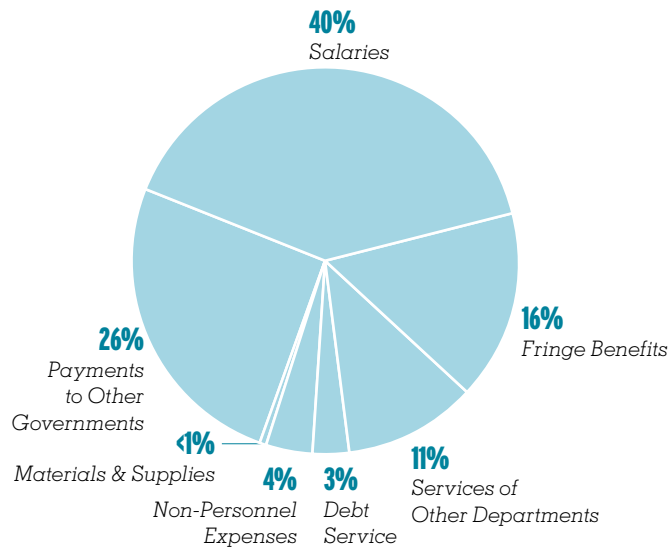
Another of DEM's critical technology projects is the Bay Area Wireless Enhanced Broadband (BayWEB) project, which will build a wireless broadband data network throughout the seven-county Bay Area, dedicated for the region's public safety agencies. This project is one of the first phases of a nationwide network buildout of the FirstNet system. The BayWEB network incorporates cutting-edge 4G LTE technology that allows police, firefighters, and other first responders in the field to share texts, download photos of suspects or lost children, view video of incident scenes, and use new mobile apps to work smarter. As a dedicated network just for public safety, BayWEB will work if commercial cellular traffic fails during a major incident. In FY 2013-14 and FY 2014-15, a total of \$0.5 million is budgeted for network implementation, which accounts for City staff time, establishing lease agreements, and utility expenses.

## FY 2013-14 DEPARTMENT SOURCES



Following the passage of Proposition O in 2008, the Emergency Response Fee was replaced by the Access Line Tax (ALT). The ALT is treated as a general tax, so the Department is now mostly supported by the General Fund.

## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE

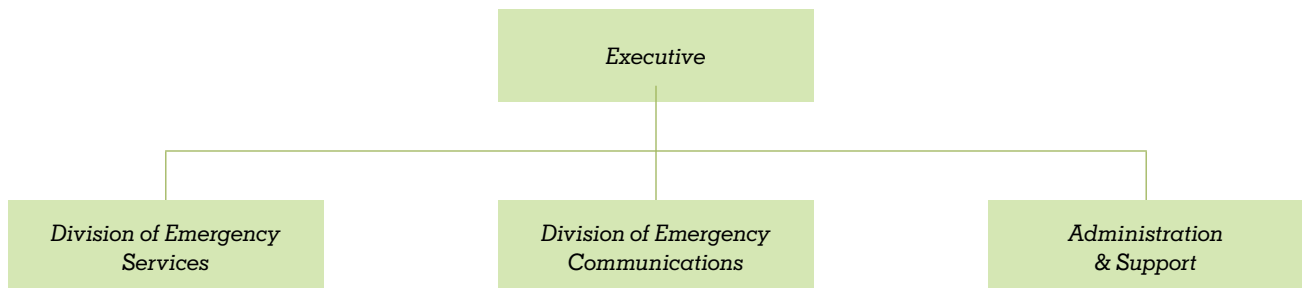


Over a quarter of the Department's proposed budget consists of payments to other governments through grant pass-throughs.



---

# EMERGENCY MANAGEMENT



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	233.56	243.70	246.09	2.39	249.97	3.88
Non-operating Positions (cap/other)	(20.00)	0.00	(1.54)	(1.54)	(1.00)	0.54
<b>Net Operating Positions</b>	<b>213.56</b>	<b>243.70</b>	<b>244.55</b>	<b>0.85</b>	<b>248.97</b>	<b>4.42</b>
<b>SOURCES</b>						
Use of Money or Property	3,842	0	0	0	0	0
Intergovernmental Revenue - Federal	48,809,482	4,618,326	22,901,903	18,283,577	22,917,367	15,464
Intergovernmental Revenue - State	10,000	0	0	0	0	0
Charges for Services	438,522	484,277	485,460	1,183	513,720	28,260
Other Revenues	(440)	0	0	0	0	0
Expenditure Recovery	1,824,422	521,757	1,634,373	1,112,616	1,678,512	44,139
Use of / (Deposit to) Fund Balance	769,980	0	0	0	0	0
General Fund Support	40,693,267	42,050,560	44,636,084	2,585,524	44,626,681	(9,403)
<b>Sources Total</b>	<b>92,549,075</b>	<b>47,674,920</b>	<b>69,657,820</b>	<b>21,982,900</b>	<b>69,736,280</b>	<b>78,460</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	26,207,688	25,840,852	26,743,222	902,370	27,572,423	829,201
Fringe Benefits	9,753,846	9,380,969	10,265,281	884,312	11,342,594	1,077,313
Overhead	601	6,322	5,481	(841)	5,481	0
Professional & Contractual Services	44,133,579	3,349,764	22,305,793	18,956,029	20,769,125	(1,536,668)
Materials & Supplies	1,067,769	127,994	286,076	158,082	268,352	(17,724)
Equipment	2,482,909	88,889	5,924	(82,965)	10,885	4,961
Debt Service	0	2,213,627	2,178,840	(34,787)	2,181,840	3,000
Services of Other Departments	8,118,761	6,406,503	7,266,353	859,850	7,367,580	101,227
Transfers Out	365,396	0	0	0	0	0
<b>Uses - Operating Expenditures Total</b>	<b>92,130,549</b>	<b>47,414,920</b>	<b>69,056,970</b>	<b>21,642,050</b>	<b>69,518,280</b>	<b>461,310</b>
<b>USES - PROJECT EXPENDITURES</b>						
Capital Renewal	0	0	379,000	379,000	218,000	(161,000)
Capital Projects	418,526	260,000	221,850	(38,150)	0	(221,850)
<b>Uses - Project Expenditures Total</b>	<b>418,526</b>	<b>260,000</b>	<b>600,850</b>	<b>340,850</b>	<b>218,000</b>	<b>(382,850)</b>
<b>USES BY PROGRAM RECAP</b>						
911 Project	365,396	0	0	0	0	0
Emergency Communications	39,620,334	40,316,575	43,231,194	2,914,619	43,189,893	(41,301)
Emergency Management - Emsa	(127)	0	0	0	0	0
Emergency Services	51,758,296	6,471,790	26,285,716	19,813,926	26,407,242	121,526
False Alarm Prevention	721,716	754,297	0	(754,297)	0	0
Outdoor Public Warning System	83,460	132,258	140,910	8,652	139,145	(1,765)
<b>Uses by Program Recap Total</b>	<b>92,549,075</b>	<b>47,674,920</b>	<b>69,657,820</b>	<b>21,982,900</b>	<b>69,736,280</b>	<b>78,460</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>DEM EMERGENCY COMMUNICATIONS</b>					
<b>Staff emergency communication center with fully-trained personnel</b>					
Number of new dispatchers successfully completing the training program	8	10	8	10	10
<b>Respond quickly to incoming calls</b>					
Percentage of emergency calls answered within ten seconds	88%	90%	90%	90%	90%
Calls handled per dispatcher FTE/hour	13	14	14	14	14
<b>DEM EMERGENCY SERVICES</b>					
<b>Exercise emergency response capabilities</b>					
Overall satisfaction with DES led exercises.	4	4	4	4	4
<b>Coordinate interagency planning</b>					
Number of disaster council meetings	3	4	4	4	4
Overall satisfaction with trainings provided by DES staff.	4	4	4	4	4
<b>Promote community preparedness for emergencies</b>					
Number of preparedness presentations made	35	20	25	25	25

---

# ENVIRONMENT

The Department of the Environment (ENV) creates visionary policies and innovative programs that promote social equity, protect human health, and lead the way toward a sustainable future. Environment puts this mission into action by mobilizing communities and providing the resources needed to safeguard our homes, our city, and ultimately our planet.

---

## SERVICES

The Department of the Environment provides services through the following program areas:

**CLEAN TRANSPORTATION** promotes alternatives to driving for residents, businesses, and City agencies; promotes clean alternative fuel technology; and monitors the alternative fuel composition of the City fleet.

**CLIMATE** tracks greenhouse gas emissions for San Francisco's citywide and municipal operations, and designs and coordinates policies to reduce the City's carbon footprint in line with approved goals.

**ENERGY** provides energy efficiency audits at commercial establishments; offers retrofits pending available State funding; provides free energy-efficient appliances to commercial and residential clients; and promotes both residential and commercial solar energy installations.

**Green Building** focuses on promoting resource conservation in the construction, demolition, and maintenance of municipal building projects, and enhances the environmental performance of residential and commercial buildings in San Francisco.

**Green Business** helps San Francisco businesses adopt environmental practices that are sustainable as well

as profitable and recognizes these businesses for their efforts with the San Francisco Green Business seal.

**ENVIRONMENTAL JUSTICE** addresses air quality, energy infrastructure, and health concerns in communities that bear a disproportionate environmental burden, helping to build healthier, more sustainable neighborhoods.

**OUTREACH** provides outreach to San Francisco residents and schools. The school outreach program provides curriculum to over 225 San Francisco public and private schools, and teaches K-12 students how to protect nature through topics such as zero waste, urban gardening, and water pollution prevention.

**TOXICS REDUCTION** promotes proper use and disposal of toxic products, and educates municipal, commercial, and residential clients on non-toxic alternatives.

**ZERO WASTE** promotes recycling, materials reuse, and waste reduction for municipal, commercial, and residential clients, bringing the city ever closer to the goal of zero waste by 2020.

For more information, call (415) 355-3700 or 311; or visit [www.sfenvironment.org](http://www.sfenvironment.org)

# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	25,565,370	18,297,640	17,402,898	(894,742)	17,596,760	193,862
<b>Total FTE</b>	59	59	59	0	59	0

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$17.4 million for the Department of the Environment is \$0.9 million, or 4.9 percent, lower than the FY 2012-13 budget of \$18.3 million. A significant amount of this decrease is due to changes in grant funding.

The FY 2014-15 proposed budget of \$17.6 million for the Department of the Environment is \$0.2 million, or 1.1 percent, higher than the FY 2013-14 budget of 17.4 million. A significant amount of this increase is due to increased salary and fringe benefits costs.

The Department's budget fluctuates depending on the timing and size of external grants. The Department received significant federal funding in prior years, both through an earmark and through American Recovery and Reinvestment Act (ARRA) funding that will end in December 2013.

### *Green Jobs and Waste Division*

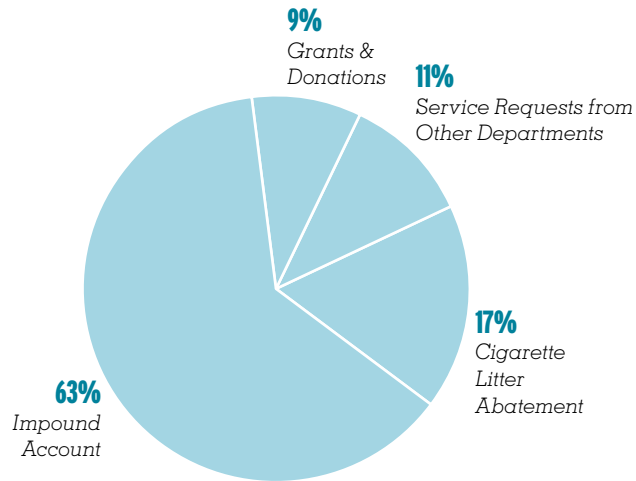
With a citywide goal of zero waste by 2020, the

Department will continue to promote recycling, composting, and other waste diversion practices in FY 2013-14 and FY 2014-15. The Department is pleased to continue the Environment Now education and outreach program, which hires local San Francisco residents for extensive green jobs training. The program provides leadership development and on-the-job training to workers from the City's most underserved neighborhoods.

### *Initiating Biodiversity Program*

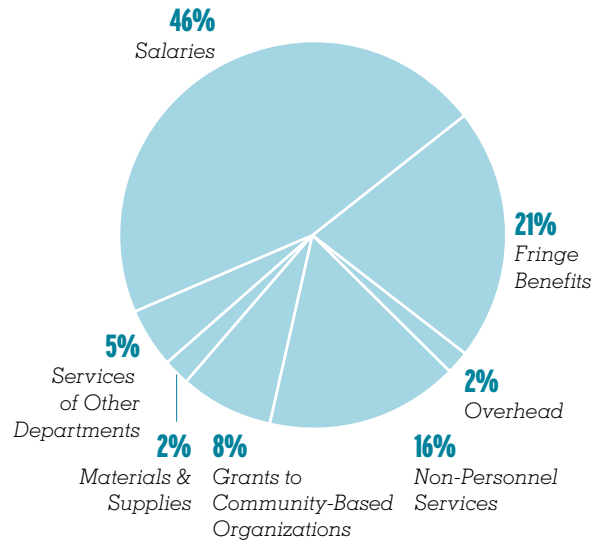
San Francisco's iconic park lands and open natural areas harbor remarkably diverse ecological communities of native habitats, plants, and animals, including 10 federally-listed endangered species, 20 globally rare plants, and hundreds of species of resident and migratory birds. The Department is initiating a Biodiversity Program to advance planning and policymaking for the protection, conservation, and restoration of the City's natural lands and biodiversity.

## FY 2013-14 DEPARTMENT SOURCES



The majority of the Department's budget is funded by the City's Solid Waste Impound Account, which is collected through a 3 percent set-aside from garbage rate fees.

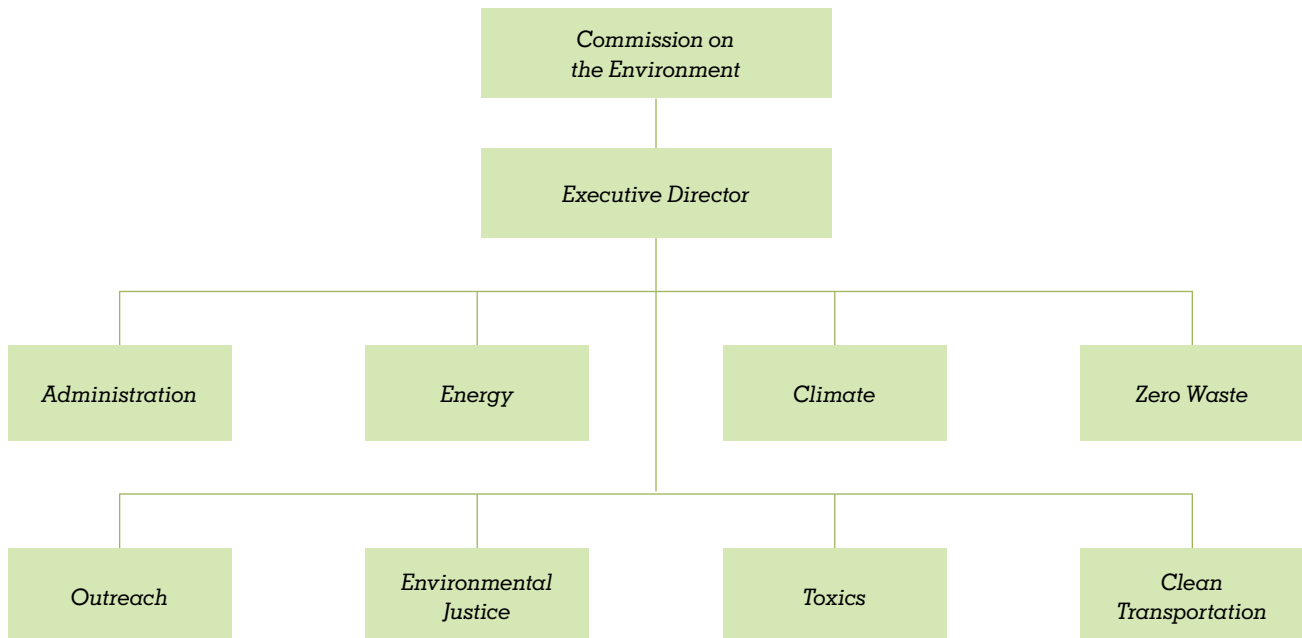
## FY 2013-14 USES BY EXPENDITURE TYPE



8 percent of the Department's expenditures are allocated for grants to community-based organizations.

---

# ENVIRONMENT



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14

### AUTHORIZED POSITIONS

Total Authorized	88.74	87.08	87.58	0.50	87.14	(0.44)
Non-operating Positions (cap/other)	(30.19)	(27.65)	(28.49)	(0.84)	(28.49)	0.00
<b>Net Operating Positions</b>	<b>58.55</b>	<b>59.43</b>	<b>59.09</b>	<b>(0.34)</b>	<b>58.65</b>	<b>(0.44)</b>

### SOURCES

Intergovernmental Revenue - Federal	2,763,960	0	0	0	0	0
Intergovernmental Revenue - State	6,218,649	553,055	536,135	(16,920)	540,921	4,786
Intergovernmental Revenue - Other	701,153	418,611	672,904	254,293	672,904	0
Charges for Services	11,325,698	10,883,868	11,641,478	757,610	11,951,133	309,655
Other Revenues	373,607	4,132,282	1,596,443	(2,535,839)	1,695,864	99,421
Transfers In	0	2,891,272	2,890,157	(1,115)	2,890,157	0
Expenditure Recovery	4,228,395	2,309,824	2,939,141	629,317	2,719,141	(220,000)
Transfer Adjustments-Sources	0	(2,891,272)	(2,890,157)	1,115	(2,890,157)	0
Use of / (Deposit to) Fund Balance	(424,300)	0	16,797	16,797	16,797	0
General Fund Support	378,208	0	0	0	0	0
<b>Sources Total</b>	<b>25,565,370</b>	<b>18,297,640</b>	<b>17,402,898</b>	<b>(894,742)</b>	<b>17,596,760</b>	<b>193,862</b>

### USES - OPERATING EXPENDITURES

Salaries & Wages	6,151,435	4,710,128	4,910,806	200,678	4,941,132	30,326
Fringe Benefits	2,980,280	2,567,782	2,710,818	143,036	2,922,762	211,944
Overhead	1,043,047	614,848	541,648	(73,200)	528,676	(12,972)
Professional & Contractual Services	8,687,944	5,751,727	3,714,617	(2,037,110)	3,714,617	0
Aid Assistance / Grants	1,756,475	950,000	1,133,000	183,000	1,132,066	(934)
Materials & Supplies	265,617	227,056	318,349	91,293	318,349	0
Equipment	7,683	0	0	0	0	0
Services of Other Departments	3,655,287	3,476,099	3,278,686	(197,413)	3,274,179	(4,507)
Transfers Out	1,017,602	2,891,272	2,890,157	(1,115)	2,890,157	0
Budgetary Reserves	0	0	794,974	794,974	764,979	(29,995)
Transfer Adjustments-Uses	0	(2,891,272)	(2,890,157)	1,115	(2,890,157)	0
<b>Uses - Operating Expenditures Total</b>	<b>25,565,370</b>	<b>18,297,640</b>	<b>17,402,898</b>	<b>(894,742)</b>	<b>17,596,760</b>	<b>193,862</b>

### USES BY PROGRAM RECAP

Clean Air	1,130,816	781,857	858,062	76,205	865,306	7,244
Climate Change/Energy	9,649,841	3,179,097	754,945	(2,424,152)	771,656	16,711
Environment	6,688,243	7,261,554	8,060,746	799,192	8,170,088	109,342
Environment-Outreach	203,135	219,521	218,688	(833)	223,962	5,274
Environmental Justice / Youth Employment	944,027	173,709	173,569	(140)	179,652	6,083
Green Building	566,449	383,130	478,322	95,192	490,941	12,619
Recycling	4,216,518	4,760,233	5,198,426	438,193	5,195,760	(2,666)
Solid Waste Management	347,901	0	0	0	0	0
Toxics	1,781,208	1,500,874	1,611,516	110,642	1,649,093	37,577
Urban Forestry	37,232	37,665	48,624	10,959	50,302	1,678
<b>Uses by Program Recap Total</b>	<b>25,565,370</b>	<b>18,297,640</b>	<b>17,402,898</b>	<b>(894,742)</b>	<b>17,596,760</b>	<b>193,862</b>



## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>CLEAN AIR</b>					
<b>Increase the use of biofuels and/or other alternative fuels by the city fleet</b>					
Percentage of CCSF fleet fuel usage that is biodiesel	14%	20%	15%	20%	20%
<b>CLIMATE CHANGE/ENERGY</b>					
<b>Encourage the use of renewable energy and energy efficiency</b>					
Metric Tons of CO2 greenhouse gas reduced through SF Energy Watch program activities	8,910	6,609	10,000	6,609	6,609
Megawatt reduction: SF Energy Watch program activities	4	3	5	3	3
<b>GREEN BUILDING</b>					
<b>Ensure energy efficiency and environmental-friendly designed buildings</b>					
Quantity of LEED certified municipal green building stock in San Francisco (square footage).	2,300,000	4,000,000	4,000,000	4,500,000	5,000,000
<b>TOXICS</b>					
<b>Improve environmental quality and reduce toxics</b>					
Number of Green Businesses certified through Green Business program	177	270	212	230	240

# ETHICS COMMISSION

The Ethics Commission (ETH) acts as a filing officer, enforcement and investigations entity, administrator of public finance programs, and advisor to City departments on ethical matters.

The Ethics Commission promotes and practices the highest standards of ethical behavior in government.

## SERVICES

The Ethics Commission provides services through the following divisions:

**ENFORCEMENT AND INVESTIGATIONS** investigates ethics complaints, imposes administrative penalties when appropriate, and oversees the registration and regulation of campaign consultants and lobbyists.

**CAMPAIGN FINANCE** serves as the filing officer for campaign disclosure statements submitted by political candidates and committees, and for financial disclosure statements submitted by city elected officials, members of boards and commissions, and department heads. This division also assesses and collects late fees for failure to adhere to deadlines and requirements.

**AUDITS AND PUBLIC FINANCE** audits campaign disclosure statements of targeted and randomly selected campaign

committees and all publicly financed candidates to ensure compliance with state and local laws. This division administers the Election Campaign Fund for the City, which provides publicly-matched funds to candidates for the Board of Supervisors and Mayor, by verifying eligibility, disbursing funds, and conducting audits of all publicly financed candidates at the completion of each election cycle.

In addition, the Department provides advice regarding the application of campaign finance, ethics, lobbyist, and campaign consultant laws, as well as training on these laws.

For more information call (415) 252-3100 or 311; or visit [www.sfgov.org/ethics](http://www.sfgov.org/ethics)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	4,052,455	4,155,547	4,356,950	201,403	4,449,444	92,494
<b>Total FTE</b>	17	17	18	1	18	0

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$4.4 million for the Ethics Commission is \$0.2 million, or 4.8 percent, higher than the FY 2012-13 budget of \$4.2 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

The FY 2014-15 proposed budget of \$4.4 million for the Ethics Commission is roughly the same as the FY 2013-14 proposed budget.

## *Election Campaign Fund*

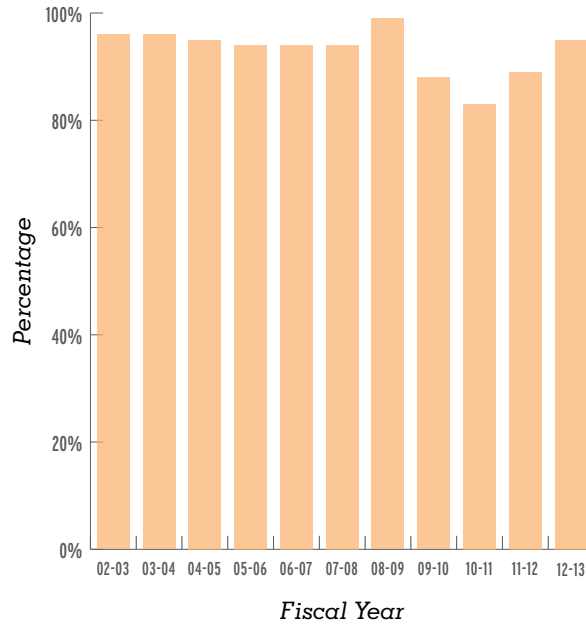
San Francisco's public financing program for candidates for the Board of Supervisors was adopted through a ballot measure (Proposition O) in November 2000. In 2006, the program was extended to include Mayoral candidates as well. The San Francisco Ethics Commission administered the public financing program in elections for candidates for the Board of Supervisors beginning in 2002. Because no candidate for Mayor qualified for public funding in 2007, the Commission administered the public financing

program in a Mayoral election for the first time in 2011. The City allocates a set amount of funding per resident to the Election Campaign Fund yearly, with the goal of reaching \$7.0 million the year of a mayoral election.

## *Use of Data for Effectiveness*

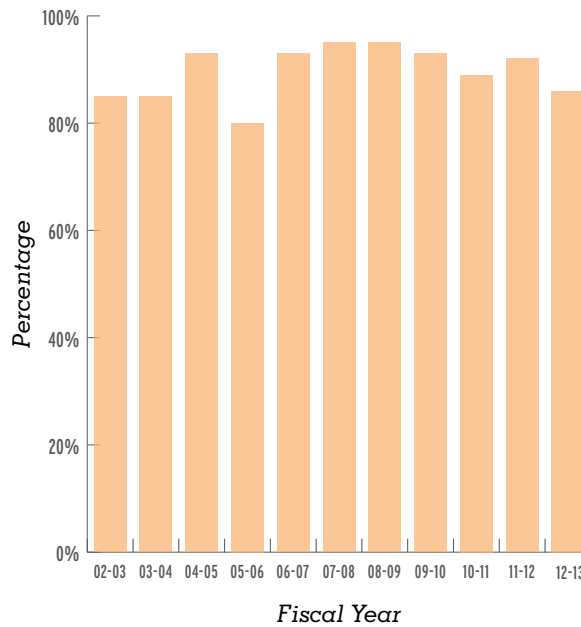
Each unit of the Ethics Commission utilizes and relies on data to effectively accomplish Department objectives. The Late Filing Fees unit uses data to identify late filers and assess late fees. The Campaign Filings unit uses data to identify filers that may need additional customer support to help them to file on time. The Statement of Economic Interests (SEI) unit uses data to identify filers who must file with the Ethics Commission and designated employees who have failed to file their SEIs with their departments. The Audit unit uses data to project the amount of public funds disbursements that will occur in each election. The Legal unit uses data to determine whether changes to laws and regulations are needed.

## PERCENTAGE OF IDENTIFIED LOBBYISTS FILING REPORTS ON A TIMELY BASIS



In FY 2011-12, approximately 95 percent of lobbyists filed reports on a timely basis.

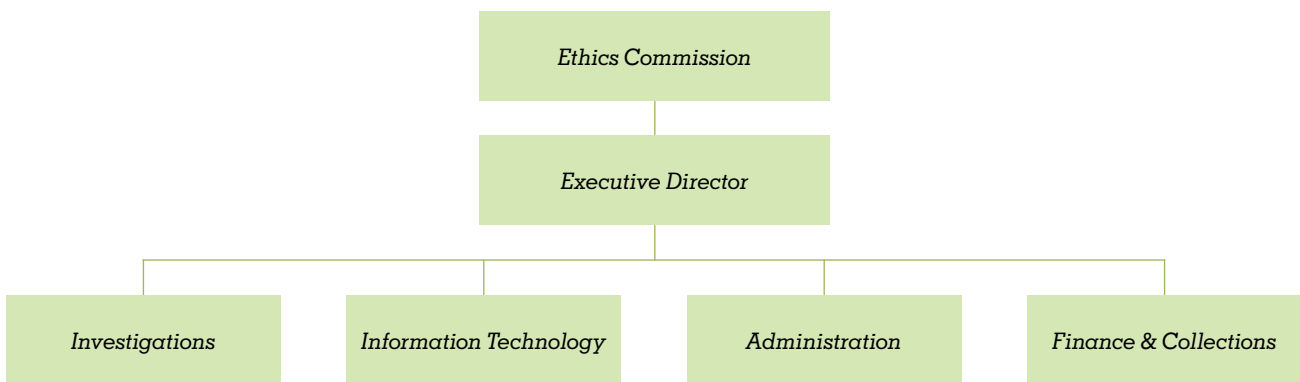
## PERCENTAGE OF IDENTIFIED CAMPAIGN CONSULTANTS WHO FILE QUARTERLY REPORTS ON A TIMELY BASIS



According to the Campaign Consultant Ordinance, registered campaign consultants must file quarterly reports with the Ethics Commission. The percent of campaign consultants who filed their quarterly reports on a timely basis decreased from FY 2010-11 to FY 2011-12.

---

# ETHICS COMMISSION



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	17.32	16.79	17.51	0.72	17.50	(0.01)
<b>Net Operating Positions</b>	<b>17.32</b>	<b>16.79</b>	<b>17.51</b>	<b>0.72</b>	<b>17.50</b>	<b>(0.01)</b>
<b>SOURCES</b>						
Licenses & Fines	129,004	99,000	99,000	0	99,000	0
Charges for Services	316	1,000	1,000	0	1,000	0
Other Revenues	(150)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	0	4,000,000	2,000,000	(2,000,000)	0	(2,000,000)
General Fund Support	3,923,285	55,547	2,256,950	2,201,403	4,349,444	2,092,494
<b>Sources Total</b>	<b>4,052,455</b>	<b>4,155,547</b>	<b>4,356,950</b>	<b>201,403</b>	<b>4,449,444</b>	<b>92,494</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	1,242,199	1,375,980	1,488,011	112,031	1,517,275	29,264
Fringe Benefits	541,024	558,860	639,045	80,185	700,265	61,220
Professional & Contractual Services	112,427	136,744	136,744	0	136,744	0
Aid Assistance / Grants	1,993,827	1,899,308	1,903,559	4,251	1,906,395	2,836
Materials & Supplies	7,303	15,466	13,466	(2,000)	13,466	0
Services of Other Departments	155,675	169,189	176,125	6,936	175,299	(826)
<b>Uses - Operating Expenditures Total</b>	<b>4,052,455</b>	<b>4,155,547</b>	<b>4,356,950</b>	<b>201,403</b>	<b>4,449,444</b>	<b>92,494</b>
<b>USES BY PROGRAM RECAP</b>						
Election Campaign Fund	1,993,827	1,899,308	1,903,559	4,251	1,906,395	2,836
Ethics Commission	2,058,628	2,256,239	2,453,391	197,152	2,543,049	89,658
<b>Uses by Program Recap Total</b>	<b>4,052,455</b>	<b>4,155,547</b>	<b>4,356,950</b>	<b>201,403</b>	<b>4,449,444</b>	<b>92,494</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ETHICS COMMISSION</b>					
<b>Promote compliance with state and local filing requirements</b>					
Percentage of identified lobbyists filing reports on a timely basis	95%	90%	95%	92%	92%
Percentage of identified campaign consultants who file quarterly reports on a timely basis	86%	84%	86%	88%	88%
<b>Promote and ensure compliance with state and local campaign reporting and disclosure laws</b>					
Number of campaign committees and publicly financed candidate committees audited	12	28	23	22	23
Percentage of expected campaign finance statements (Form 460) filed on time	90%	90%	90%	92%	92%
<b>Investigate complaints of alleged violations of state and local law relating to campaign finance, governmental ethics, and conflicts of interest that are within the jurisdiction of the Commission</b>					
Percentage of complaints resolved	45%	45%	45%	45%	45%

---

# FINE ARTS MUSEUMS

The Fine Arts Museums of San Francisco (FAM), through the de Young and the Legion of Honor museums, offer residents and visitors to the city an overview of artistic achievement spanning from ancient times to the present. The Fine Arts Museums provide, through the development and utilization of collections, exhibitions, education, and community outreach programs, a rich and diversified experience of art and culture for Bay Area, Northern California, national, and international audiences.

---

## SERVICES

The Fine Arts Museums provide services through the following divisions:

**GENERAL DIVISION** is responsible for the security and maintenance of the de Young Museum and the Legion of Honor, as well as for the security, conservation, and public display of the City's art collection. The de Young is home to a world class collection of American paintings; decorative arts and crafts; arts from Africa, Oceania, and the Americas; Western and non-Western textiles; and photography. The Legion of Honor is known for its rich overview of European art history, from medieval times through the 20th Century. It also houses an outstanding collection of ancient art.

**ADMISSIONS DIVISION** is responsible for administering public entry into the two museums in the form of ticket sales. The Fine Arts Museums' special exhibitions bring significant and rare art works to the Bay Area. In Fiscal Year (FY) 2012-13, the Department presented more than 20 special exhibitions, ranging from contemporary prints

and photography, costumes, fashion, textiles, and Italian masterworks, to *Girl With a Pearl Earring: Dutch Paintings From The Mauritshuis*, and *Royal Treasures from the Louvre*.

Additionally, the Department offers a variety of educational and outreach programs throughout the year aimed at engaging a broad and diverse public with the Fine Arts Museums' collections and exhibitions. The Department partnered with other San Francisco institutions to bring about a more robust cross-pollination of the City's arts and culture in our community. In calendar year 2012, the combined attendance at the de Young and the Legion of Honor exceeded 1.4 million visitors, including 241,000 individuals who participated in education or outreach programs. Membership in FY 2012-13 continues to be strong with more than 101,000 households.

For more information, call (415) 750-3600 or 311; or visit [deyoungmuseum.org](http://deyoungmuseum.org) or [legionofhonor.org](http://legionofhonor.org)



# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	15,171,923	16,249,470	17,146,710	897,240	17,901,792	755,082
<b>Total FTE</b>	106	110	111	1	111	0

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$17.1 million for the Fine Arts Museums is \$0.9 million, or 5.5 percent, higher than the FY 2012-13 budget of \$16.2 million. A significant amount of this increase is due to increases in salary, fringe benefits costs, utility rates, and operational costs. Additionally, the Fine Arts Museums are receiving General Fund support to fund an additional 10 days of public operations during traditional holiday closures.

The FY 2014-15 proposed budget of \$17.9 million for the Fine Arts Museums is \$0.8 million, or 4.4 percent, higher than the FY 2013-14 budget of \$17.1 million. A significant amount of this increase is due to increases in capital outlay and facilities maintenance and increased costs associated with salary and fringe benefits costs.

### Major Exhibitions

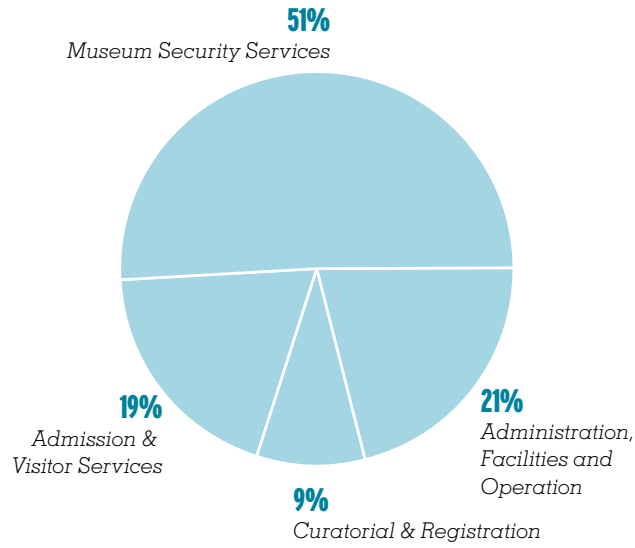
The Department will work over the next two fiscal years to expand tourism and trade by mounting major exhibitions and displaying artwork in collaboration with SFMOMA during their closure. At the de Young, special

exhibitions include *Richard Diebenkorn: The Berkeley Years* (June-October, 2013), *David Hockney: A Bigger Exhibition* (October 2013-January 2014), *Modern Nature: Georgia O'Keeffe and Lake George* (February-May 2013), and the *Meyerhoff Collection from the National Gallery* (June-October, 2014). Featured special exhibitions at the Legion of Honor include *Impressionists on the Water* (June-September, 2013), *Anders Zorn: Sweden's Master Painter* (November, 2013-February, 2014), and *19th-Century French Paintings from the National Gallery* (March-August, 2014).

### Educational Programming

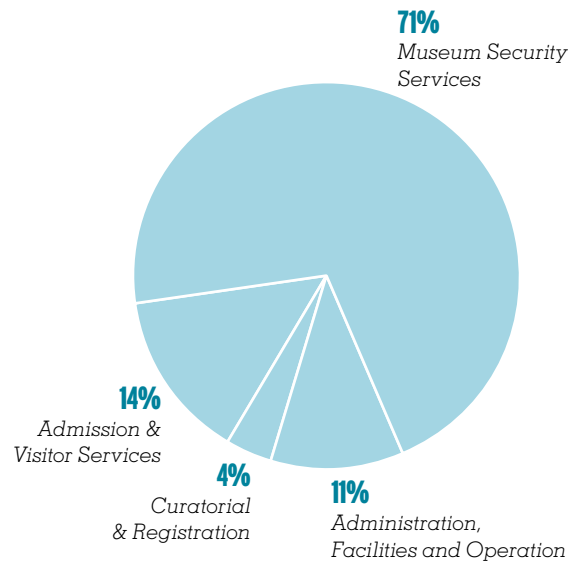
The Department works with local colleges and universities on internship and fellowship programs in digital media and conservation. Additionally, the Department works with the San Francisco Unified School District (SFUSD) on the Museum Ambassadors program, which provides teens from under-resourced schools with job training and experience, and on the Get Smart with Art art-integrated curriculum for 1st-12th grade students.

## FY 2013-14 USES BY SERVICE AREA



Over half of the Department's expenditures go to Museum Security Services.

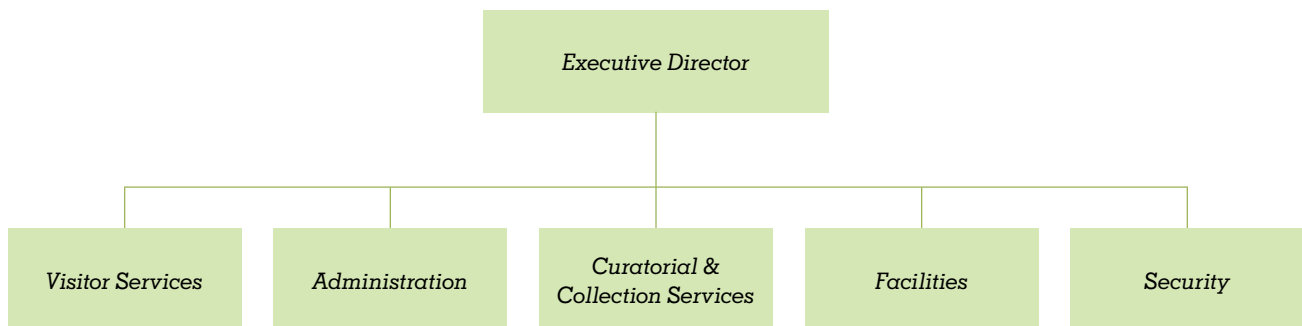
## FY 2013-14 STAFFING BY SERVICE AREA



Seventy-one percent of the Department's staffing supports Museum Security Services.

---

# FINE ARTS MUSEUMS



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	106.06	109.86	111.14	1.28	110.94	(0.20)
<b>Net Operating Positions</b>	<b>106.06</b>	<b>109.86</b>	<b>111.14</b>	<b>1.28</b>	<b>110.94</b>	<b>(0.20)</b>
<b>SOURCES</b>						
Local Taxes	5,620,000	5,620,000	0	(5,620,000)	0	0
Charges for Services	3,223,956	3,230,767	3,145,650	(85,117)	3,177,574	31,924
Other Revenues	599,965	0	0	0	0	0
Expenditure Recovery	159,000	154,000	179,000	25,000	179,000	0
Use of / (Deposit to) Fund Balance	(599,964)	0	0	0	0	0
General Fund Support	6,168,966	7,244,703	13,822,060	6,577,357	14,545,218	723,158
<b>Sources Total</b>	<b>15,171,923</b>	<b>16,249,470</b>	<b>17,146,710</b>	<b>897,240</b>	<b>17,901,792</b>	<b>755,082</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	7,278,582	7,578,592	8,094,709	516,117	8,191,346	96,637
Fringe Benefits	2,658,726	3,054,568	3,320,108	265,540	3,570,530	250,422
Overhead	130,572	161,451	117,008	(44,443)	117,008	0
Professional & Contractual Services	2,461,235	2,248,383	2,062,507	(185,876)	2,067,658	5,151
Materials & Supplies	25,412	39,600	39,400	(200)	39,400	0
Services of Other Departments	2,324,947	2,385,379	2,531,719	146,340	2,643,917	112,198
<b>Uses - Operating Expenditures Total</b>	<b>14,879,474</b>	<b>15,467,973</b>	<b>16,165,451</b>	<b>697,478</b>	<b>16,629,859</b>	<b>464,408</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	159,999	150,000	158,000	8,000	166,000	8,000
Capital Renewal	0	631,497	823,259	191,762	1,105,933	282,674
Capital Projects	132,450	0	0	0	0	0
<b>Uses - Project Expenditures Total</b>	<b>292,449</b>	<b>781,497</b>	<b>981,259</b>	<b>199,762</b>	<b>1,271,933</b>	<b>290,674</b>
<b>USES BY PROGRAM RECAP</b>						
Admissions	3,223,957	3,230,767	3,145,650	(85,117)	3,177,574	31,924
Oper & Maint Of Museums	11,947,966	13,018,703	14,001,060	982,357	14,724,218	723,158
<b>Uses by Program Recap Total</b>	<b>15,171,923</b>	<b>16,249,470</b>	<b>17,146,710</b>	<b>897,240</b>	<b>17,901,792</b>	<b>755,082</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ADMISSIONS</b>					
<b>Provide quality art and educational experiences to attract a large and diverse audience</b>					
Number of Legion of Honor visitors	386,254	300,000	313,090	317,500	317,500
Number of de Young visitors	1,201,915	1,280,000	1,204,277	1,263,000	1,263,000
Number of education program participants	257,997	250,000	225,000	233,000	250,000
Number of exhibitions	21	23	24	18	20
Number of paid memberships	105,851	115,000	107,100	105,000	105,000
City cost per visitor (All museums)	\$7.24	\$7.65	\$7.58	\$8.66	\$8.81
<b>DEVELOPMENT</b>					
<b>Provide for collection growth through gifts, bequests and purchases</b>					
Number of acquisitions through gifts, bequests and purchases	490	450	507	470	470

# FIRE DEPARTMENT

The Fire Department (FIR) protects the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; provides emergency medical services; prevents fires through prevention and education programs; and provides a work environment that values health, wellness, and cultural diversity, and is free of harassment and discrimination.

## SERVICES

The Fire Department provides services through the following divisions:

**SUPPRESSION** fights fires, provides Emergency Medical Services (EMS), oversees specialized services such as Hazardous Materials units and Search and Rescue units, and conducts disaster planning and preparedness training.

**PREVENTION** minimizes injuries, deaths, and property loss due to fire through code enforcement, public education, and inspection programs that detect and eliminate fire hazards.

**INVESTIGATION** determines, documents, and reports on the origin and cause of fires and explosions, ensuring that such incidents can be prosecuted if appropriate.

**SUPPORT SERVICES** manages the Department's facilities, equipment, and water supply systems and is responsible for all maintenance, repairs, and capital improvements.

**TRAINING** instructs and evaluates all Department staff and new recruits, and provides comprehensive Fire and EMS training to all staff.

**FIREBOAT** operates and maintains the City's two fireboats, and is responsible for Water Rescue and Fire Suppression on the San Francisco Bay.

**AIRPORT** provides fire services at the San Francisco International Airport, including but not limited to Fire Suppression, EMS, and Water Rescue.

**ADMINISTRATION** provides support and oversees the Department's programs in areas such as accounting and finance, planning and research, human resources, payroll, public information, the physician's office, and management information services.

For more information, call (415) 558-3200 or 311; or visit [www.sf-fire.org](http://www.sf-fire.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	302,534,343	326,072,813	334,306,104	8,233,291	346,212,615	11,906,511
<b>Total FTE</b>	1,474	1,463	1,467	4	1,469	3

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$334.3 million for the Fire Department is \$8.2 million, or 2.5 percent, higher than the FY 2012-13 budget of \$326.1 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

The FY 2014-15 proposed budget of \$346.2 million for the Fire Department is \$12.0 million, or 3.6 percent, higher than the FY 2013-14 budget of \$334.3 million. A significant amount of this increase is due to increases in salary and fringe benefits costs. In addition, the proposed budget includes staffing for Fire Station 4, which is currently under construction as part of the 2010 Earthquake Safety and Emergency Response (ESER) Bond program and is scheduled to open in Fall 2014.

## *Public Safety Hiring*

As part of the Mayor's Public Safety Hiring plan announced in June 2012, there will be an academy class for 42 firefighters in both fiscal years. The Department will hold an additional academy class of 36 entry-level firefighters in January 2014 to further increase uniform staffing levels. Hiring is critical to the Department's operational stability, as the Department needs to replace a large number of retired employees. Over the next two years, these 120 new firefighters will reduce the Department's reliance on overtime staffing to fulfill its fixed staffing model.

## *Investment in Infrastructure*

In June 2010, voters passed Proposition B, the Earthquake Safety and Emergency Response (ESER) Bond, proposed as part of the City's Ten-Year Capital Plan. This bond provides funding for infrastructure improvements, including the repair and seismic retrofitting of a number of the Department's firehouses; repair and upgrade of the Auxiliary Water Supply System; and construction of the new Public Safety Building in Mission Bay, which

will house the new Fire Station 4. Construction work has begun on the initial bond projects and will continue through the next two fiscal years. In addition, planning efforts have commenced for potential future ESER bond programs.

As part of the Capital Plan, the Fire Department will invest \$3.4 million over the two fiscal years to repair and refurbish its aging Fire Stations.

## *More Responsive and Effective Government*

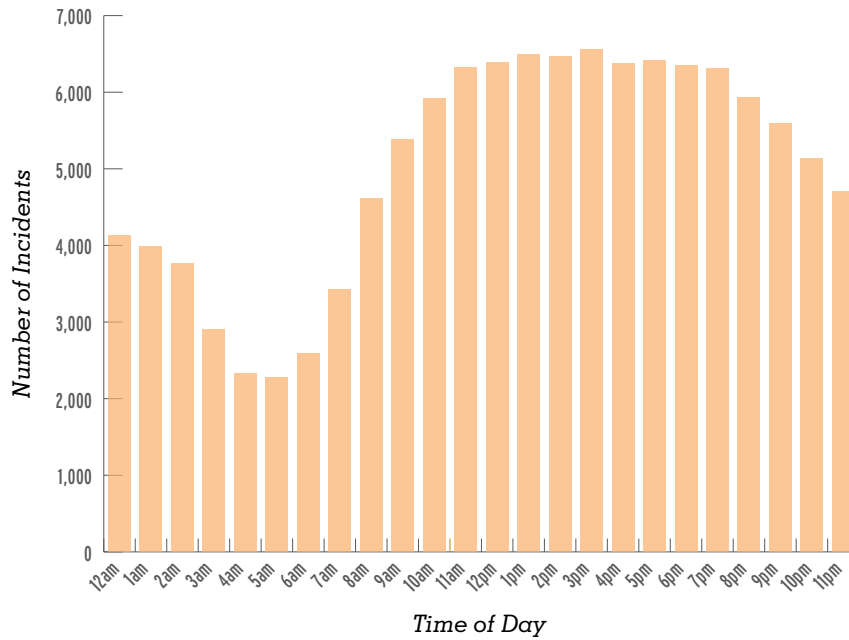
The Department is continually exploring ways to become more effective in its operational and administrative practices. To this end, the Department regularly reviews trends in medical call supply and demand and uses data to improve the Department's ambulances deployment. Additionally, the Department works with the Department of Emergency Management's 9-1-1 dispatch center to improve response times for deployed units.

The Department will continue implementing a variety of technology-driven initiatives over the two fiscal years. In FY 2014-15, the Department will add high-speed wireless data service and replace data terminals in its apparatus. These technology investments enable the Department to be more responsive to fires and other emergencies.

## *Financial Stability and Long-Term Planning*

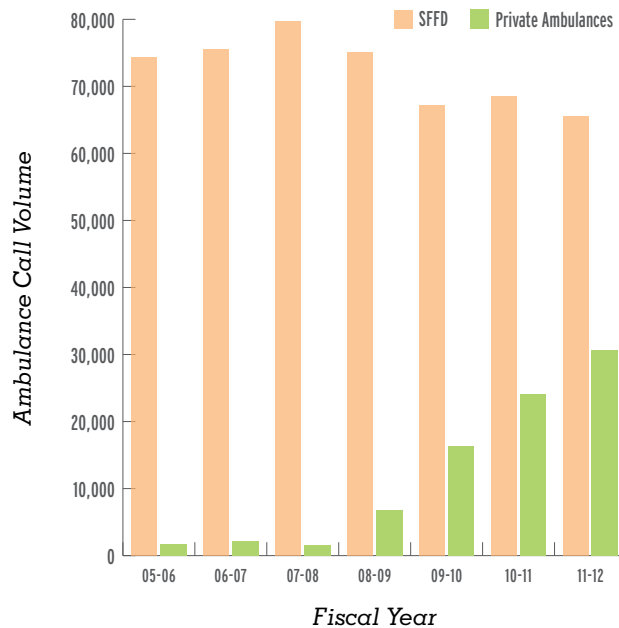
As part of the City's overall long-term planning strategy, the Department will continue to work with the Mayor's Office on its multi-year planning efforts. The Department is also working with the Department of Emergency Management on the design and structure of the City's ambulance system, as a result of the recent State ruling on the Exclusive Operating Area agreement for San Francisco.

## FISCAL YEAR 2011-12 TOTAL RUNS BY TIME OF DAY



Call volume peaks at around 3:00pm each day.

## FIRE DEPARTMENT VERSUS PRIVATE EMS CALL VOLUME

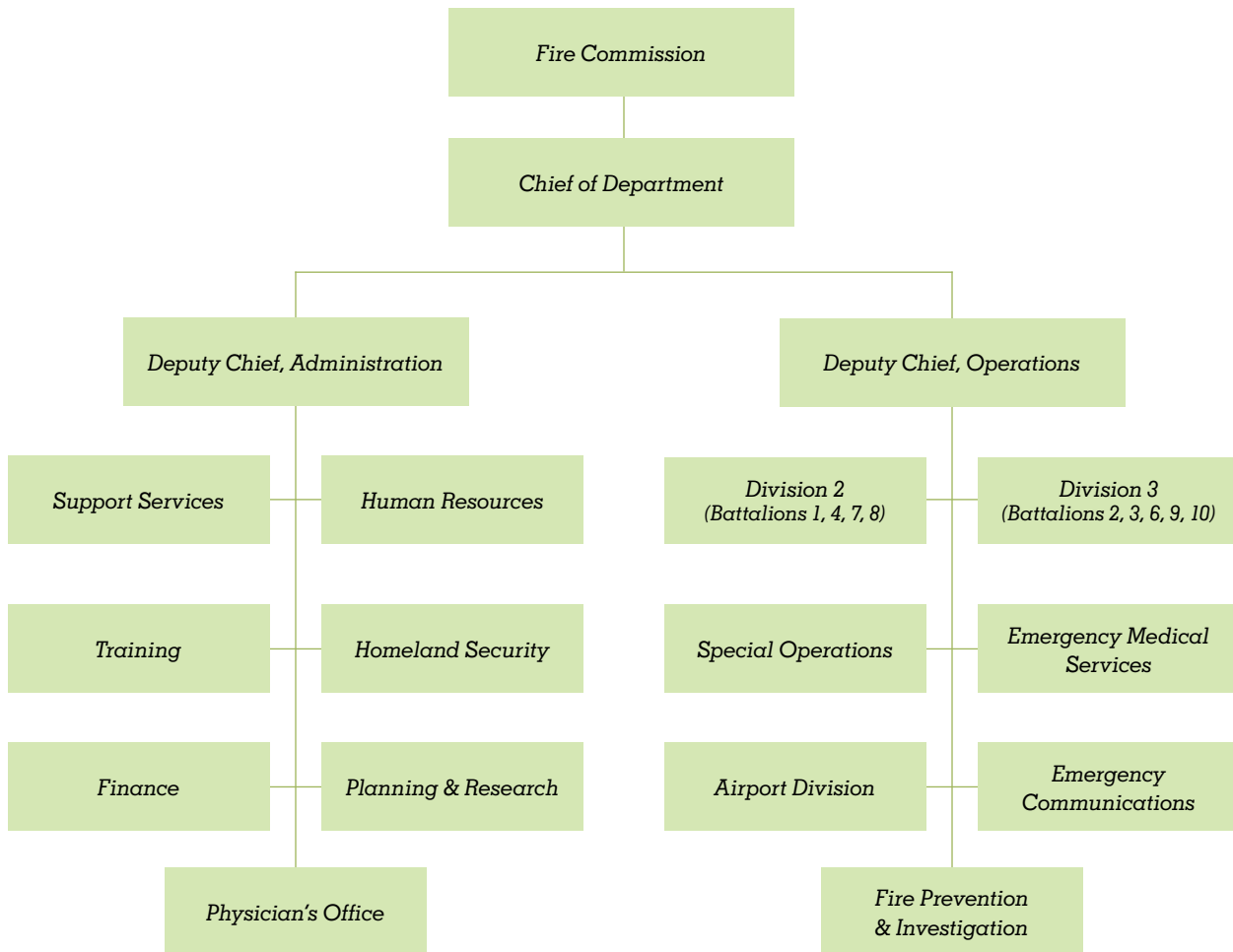


The Fire Department handles the majority of EMS ambulance calls in the City.



---

# FIRE DEPARTMENT



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	1,475.76	1,465.51	1,471.31	5.80	1,474.47	3.16
Non-operating Positions (cap/other)	(2.00)	(3.00)	(4.54)	(1.54)	(5.00)	(0.46)
<b>Net Operating Positions</b>	<b>1,473.76</b>	<b>1,462.51</b>	<b>1,466.77</b>	<b>4.26</b>	<b>1,469.47</b>	<b>2.70</b>
<b>SOURCES</b>						
Licenses & Fines	770	880	880	0	880	0
Use of Money or Property	630,620	370,000	370,000	0	370,000	0
Intergovernmental Revenue - Federal	1,894,267	1,840,503	1,868,641	28,138	1,868,641	0
Intergovernmental Revenue - State	38,282,602	39,483,500	43,418,000	3,934,500	44,937,000	1,519,000
Charges for Services	32,170,472	40,882,321	43,697,316	2,814,995	43,697,316	0
Other Revenues	1,350	0	0	0	0	0
Transfers In	2,048,768	5,004,503	2,457,641	(2,546,862)	2,457,641	0
Expenditure Recovery	4,363,313	4,032,791	4,269,717	236,926	4,171,717	(98,000)
Transfer Adjustments-Sources	(2,048,769)	11,057,932	22,391,156	11,333,224	22,981,394	590,238
Use of / (Deposit to) Fund Balance	21,509,890	8,272,000	0	(8,272,000)	0	0
General Fund Support	203,681,060	215,128,383	215,832,753	704,370	225,728,026	9,895,273
<b>Sources Total</b>	<b>302,534,343</b>	<b>326,072,813</b>	<b>334,306,104</b>	<b>8,233,291</b>	<b>346,212,615</b>	<b>11,906,511</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	224,348,235	236,696,105	237,922,604	1,226,499	240,524,203	2,601,599
Fringe Benefits	51,836,769	59,664,074	64,376,474	4,712,400	71,375,959	6,999,485
Overhead	56,234	126,727	111,485	(15,242)	111,485	0
Professional & Contractual Services	1,728,752	1,997,190	2,674,166	676,976	3,130,011	455,845
Aid Assistance / Grants	0	0	100,000	100,000	0	(100,000)
Materials & Supplies	4,926,992	5,593,776	4,953,231	(640,545)	4,945,231	(8,000)
Equipment	1,963,960	3,702,107	5,045,305	1,343,198	5,457,245	411,940
Services of Other Departments	17,108,375	17,577,099	17,501,339	(75,760)	18,112,981	611,642
Transfers Out	2,048,769	5,004,503	2,457,641	(2,546,862)	2,457,641	0
Transfer Adjustments-Uses	(2,048,769)	(5,004,503)	(2,457,641)	2,546,862	(2,457,641)	0
<b>Uses - Operating Expenditures Total</b>	<b>301,969,317</b>	<b>325,357,078</b>	<b>332,684,604</b>	<b>7,327,526</b>	<b>343,657,115</b>	<b>10,972,511</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	95,771	615,735	889,000	273,265	973,000	84,000
Capital Renewal	0	0	632,500	632,500	1,582,500	950,000
Capital Projects	469,255	100,000	100,000	0	0	(100,000)
<b>Uses - Project Expenditures Total</b>	<b>565,026</b>	<b>715,735</b>	<b>1,621,500</b>	<b>905,765</b>	<b>2,555,500</b>	<b>934,000</b>
<b>USES BY PROGRAM RECAP</b>						
Administration & Support Services	31,190,925	32,864,218	33,013,379	149,161	33,907,633	894,254
Custody	0	715,735	1,621,500	905,765	2,555,500	934,000
Fire General	690	1,278,096	1,455,251	177,155	1,358,000	(97,251)
Fire Suppression	255,316,638	275,128,440	281,241,048	6,112,608	290,868,254	9,627,206
Grant Services	234,498	0	0	0	0	0
Prevention & Investigation	11,094,390	11,919,164	12,618,199	699,035	13,171,984	553,785
Training	4,021,504	4,167,160	4,256,727	89,567	4,351,244	94,517
Work Order Services	675,698	0	100,000	100,000	0	(100,000)
<b>Uses by Program Recap Total</b>	<b>302,534,343</b>	<b>326,072,813</b>	<b>334,306,104</b>	<b>8,233,291</b>	<b>346,212,615</b>	<b>11,906,511</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ADMINISTRATION-FIRE DEPARTMENT</b>					
<b>Educate the public in handling emergencies</b>					
Number of citizens trained in emergency techniques and procedures	1,580	1,600	1,600	1,600	1,600
<b>FIRE BUREAU OF TRAINING</b>					
<b>Train fire and rescue personnel to effectively respond to emergencies</b>					
Number of new recruits trained	70	50	50	50	50
<b>FIRE INVESTIGATION</b>					
<b>Determine the causes of fire in an effective and efficient manner</b>					
Number of fires investigated	260	300	300	300	300
Total arson arrests	27	30	30	30	30
<b>FIRE PREVENTION</b>					
<b>Prevent fire through inspection and permit services</b>					
Number of new fire permits issued	3,963	4,000	4,000	4,000	4,000
Number of inspections made	15,849	12,000	12,000	12,000	12,000
<b>FIRE SUPPRESSION</b>					
<b>Respond timely to calls for emergency assistance</b>					
Total number of responses to emergency incidents	268,238	252,000	252,000	252,000	252,000
Number of Code 3 (Emergency) Incidents	80,470	78,000	78,000	78,000	78,000
Number of fires extinguished	3,623	3,400	3,400	3,400	3,400
Roll time of first unit to respond to Code 3 incidents, in seconds - 90th percentile	308	300	300	300	300
Roll time of first transport-capable company to Code 3 incidents requiring possible medical care, in seconds - 90th Percentile	552	600	600	600	600

---

# GSA – CITY ADMINISTRATOR’S OFFICE

The General Services Agency–City Administrator’s Office (ADM) works to ensure efficient delivery of services and the reduction of fiscal waste and excess; generate revenue through external and internal partnerships; and develop a workplace atmosphere where employees are valued and challenged. The Department is dedicated to responding to all of its customers’ needs in a timely and efficient manner, while complying with legal mandates.

---

## SERVICES

The GSA – City Administrator’s Office provides services through the following divisions:

**311 CUSTOMER SERVICE CENTER** provides prompt, courteous, and professional customer service experience over the phone and online 24 hours a day to San Francisco residents, visitors, and businesses seeking general information and government services.

**ANIMAL CARE AND CONTROL** is responsible for the city’s stray, injured, abandoned, neglected, and mistreated animals, both domestic and wild.

**CIVIC ENGAGEMENT AND IMMIGRANT AFFAIRS (OCEIA)** promotes civic participation and inclusive policies that improve the lives of San Francisco’s residents, particularly immigrant, underserved, and vulnerable communities.

**COMMUNITY CHALLENGE GRANT PROGRAM** provides matching grants to local residents, businesses, non-profits, and other community groups to make physical improvements to their neighborhoods.

**CONTRACT MONITORING** ensures all contracts that the City enters into comply with the Equal Benefits Ordinance and the Local Business Enterprise and Non-Discrimination in Contracting Ordinance.

**CONVENTION FACILITIES** markets and maintains the Moscone Center and provides direction to the San Francisco Travel Association in its task of promoting San Francisco as a destination for conventions, meetings, and tradeshows.

**COUNTY CLERK’S OFFICE** issues marriage licenses and municipal identification cards; performs civil ceremonies; and registers, certifies, and maintains records such as domestic partnerships, notary publics, vital records, and other forms.

**ENTERTAINMENT COMMISSION** provides permit services to the entertainment industry, acts as an ombudsman to permit applicants, and promotes entertainment as a viable and dynamic part of the City’s economic engine.

**GRANTS FOR THE ARTS** provides funding for the arts in San Francisco.

**MAYOR’S OFFICE ON DISABILITY (MOD)** ensures that all programs, activities, services, and benefits operated or funded by the City are fully accessible to and usable by people with disabilities.

**MEDICAL EXAMINER** is mandated by State law to investigate sudden, unexpected, and violent deaths in the City. The office also conducts drug and poison analysis.

**OFFICE OF LABOR STANDARDS ENFORCEMENT (OLSE)** enforces labor laws adopted by San Francisco voters and the San Francisco Board of Supervisors.

**INTERNAL SERVICES** provides services to other City departments.

**CAPITAL PLANNING PROGRAM** is responsible for the development and implementation of the City’s Capital Plan and its annual capital budget (please see the capital section at the end of the budget book for more information).

**FLEET MANAGEMENT** provides quality service and reduces vehicle and equipment downtime for all City departments.

**PURCHASING (OFFICE OF CONTRACT ADMINISTRATION)** supports the procurement of materials, equipment, and services that are essential to providing governmental services for the citizens of San Francisco.

**REAL ESTATE DIVISION** is responsible for the property transactions of most General Fund departments

(purchases, sales, and leases), assists Enterprise departments with aspects of their real estate needs, and provides real estate consultant services to a variety of departments, the Board of Supervisors, and the Mayor’s Office. This division is responsible for providing professional property management services to over four million square feet of improved premises in 51 different locations throughout the city.

**RISK MANAGEMENT** is dedicated to minimizing the risk or loss and maximizing opportunities to the City through Strategic Risk Analysis, facilitation of risk transfer, and the creation and maintenance of a culture of collaborative risk management within all City departments.

**TREASURE ISLAND DEVELOPMENT AUTHORITY (TIDA)** is a non-profit, public benefit agency dedicated to the economic development of former Naval Station Treasure Island.

For more information, call (415) 554-4852 or 311; or visit [www.sfgsa.org](http://www.sfgsa.org)

## BUDGET DATA SUMMARY

	2011–12	2012–13	2013–14		2014–15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012–13	Proposed Budget	Change from 2013–14
<b>Total Expenditures</b>	227,058,584	268,543,747	294,885,613	26,341,866	292,716,021	(2,169,592)
<b>Total FTE</b>	637	689	718	29	733	15

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$294.9 million for the City Administrator is \$26.3 million, or 9.8 percent, higher than the FY 2012-13 budget of \$268.5 million. A significant portion of this increase is due to increases in capital project costs.

The FY 2014-15 proposed budget of \$292.7 million for the City Administrator is \$2.2 million, or 0.7 percent, lower than the FY 2013-14 budget of \$294.9 million. A significant portion of this decrease is due to reductions in overhead and capital project costs.

### *Fleet Management*

Over the next two fiscal years, Fleet Management will focus on minimizing the costs and environmental

impacts of operating City vehicles by continuing to reduce the City’s fleet size; spending approximately \$3.0 million each year to replace 192 total older vehicles and comply with the Healthy Air and Clean Transportation Ordinance (HACTO); promoting car sharing enterprises to flexibly expand transportation for City and public use; and increasing the use of electric plug-in vehicles.

### *Earthquake Safety Implementation Program*

The Earthquake Safety Implementation Program (ESIP) evolved out of the Community Action Plan for Seismic Safety (CAPSS), a 10-year study of earthquake impacts and recommendations contracted through the Department of Building Inspection. ESIP began in FY

2011-12 in the City Administrator's Office as a 30-year program to implement the CAPSS recommendations to minimize the impacts of earthquakes through information and education, and through the voluntary and mandatory strengthening of San Francisco's most vulnerable building stock. In FY 2013-14, the City committed \$0.6 million to hire staff who will work with seismic safety experts to continue the development of this program.

### *Strengthening Language Access Services*

In 2009, the Board of Supervisors amended the San Francisco Language Access Ordinance (LAO), mandating numerous new requirements under the Office of Civic Engagement and Immigrant Affairs (OCEIA), including responsibility for citywide implementation, monitoring, annual compliance, and technical assistance.

As of the 2010 census, over 46 percent of the City's population speaks a language other than English at home. Under the LAO, City departments that provide information to the public must comply with the law, including providing translated documents and interpreters upon request. These language services are especially critical during crisis, emergency and public safety situations. Tagalog now qualifies as one of three languages (including Chinese and Spanish) that meets the language population threshold outlined in the LAO.

Starting in FY 2013-14, an increase of \$0.6 million is included in the OCEIA budget to fund one new Tagalog interpreter and \$0.4 million in grant funds to

the community to ensure that OCEIA can continue to partner with community based, culturally competent organizations for needed language services and community interpreters.

### *Improving the Shelter Bed Reservation System*

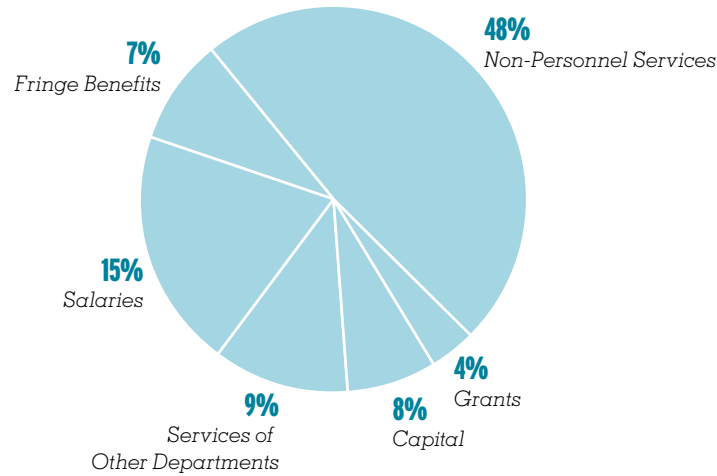
The FY 2013-14 and 2014-15 proposed budget includes funding to improve the shelter reservation system through 311. Currently, homeless individuals seeking a shelter bed reservation must apply in person at a homeless resource center. This investment will increase access and coordination of the emergency shelter system by allowing homeless individuals to reserve shelter beds by calling 311. This will especially help homeless disabled, seniors, and employed individuals as they will not have to stand in line for extended periods of time in order to access services.

### *Office of Chief Medical Examiner (OCME) Facility*

In the FY 2013-14 budget, the Chief Medical Examiner's Office (OCME) will receive \$4.6 million in capital funding to continue implementation of the replacement of the Medical Examiner's current facility.

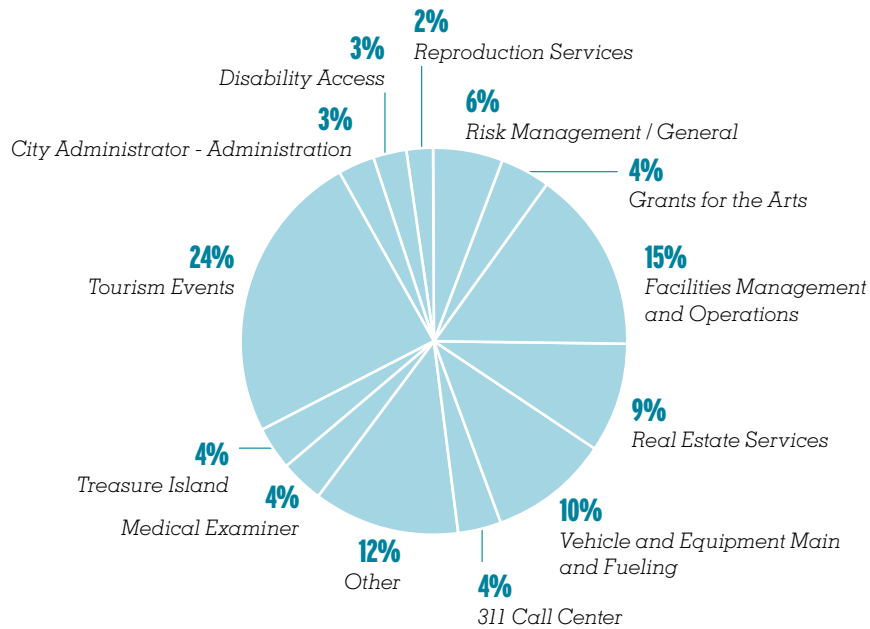
The project will relocate the OCME to a 45,000 square feet seismically-safe facility at 1 Newhall to house administrative offices, an autopsy suite, toxicology lab, support spaces, and off-street parking for department vehicles.

## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



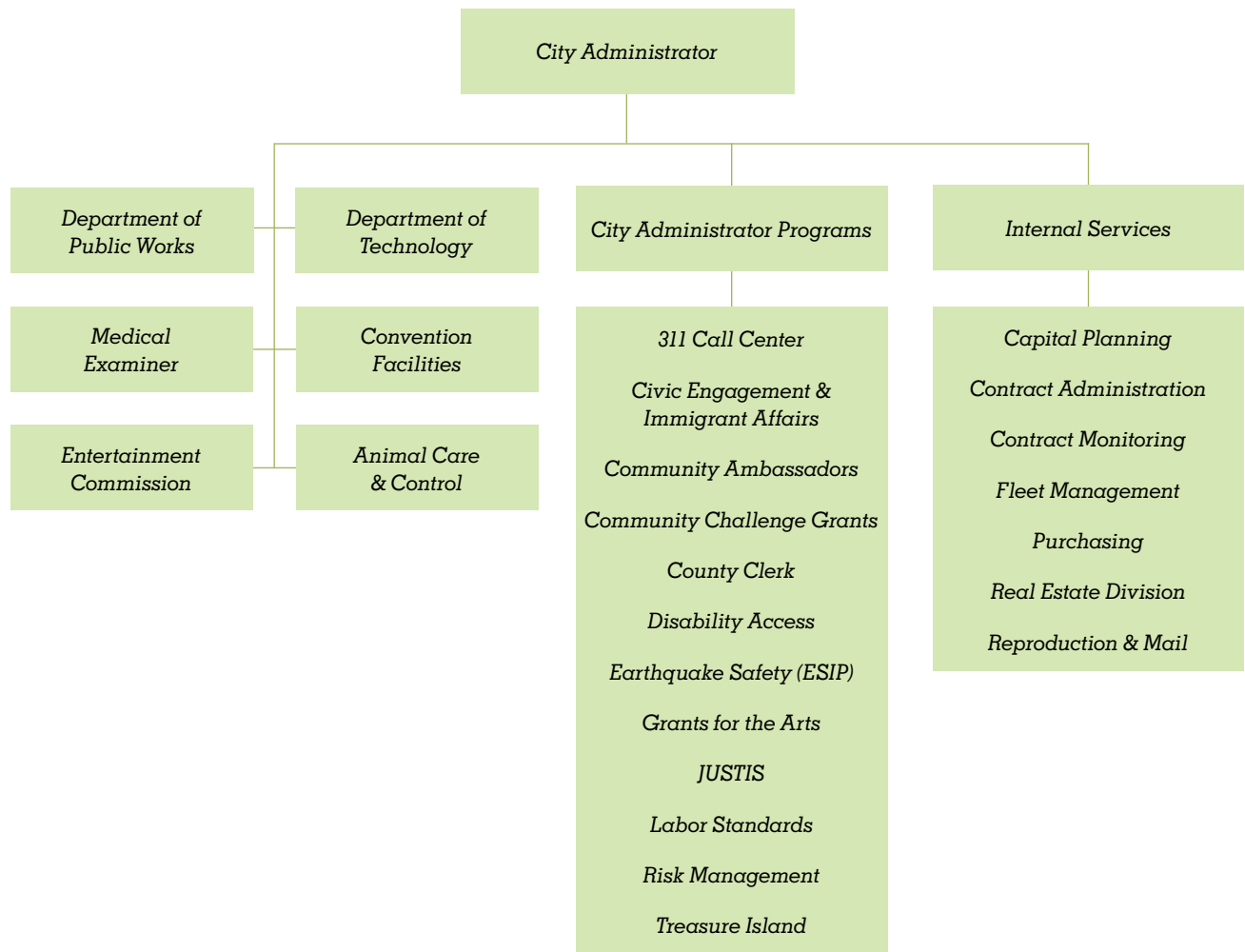
In FY 2013-14, the Department will spend 48 percent of its budget on non-personnel services payments. This is largely made up of debt service for large capital projects such as the Moscone Convention Center improvements.

## FY 2013-14 DEPARTMENT USES BY PROGRAM



The Tourism Events program area makes up 24 percent of the Department's overall budget.

# GENERAL SERVICES AGENCY





# TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	646.47	698.39	729.15	30.76	744.98	15.83
Non-operating Positions (cap/other)	(9.00)	(9.77)	(11.54)	(1.77)	(12.00)	(0.46)
<b>Net Operating Positions</b>	<b>637.47</b>	<b>688.62</b>	<b>717.61</b>	<b>28.99</b>	<b>732.98</b>	<b>15.37</b>
<b>SOURCES</b>						
Local Taxes	55,456,181	54,095,000	1,000,000	(53,095,000)	1,000,000	0
Licenses & Fines	1,982,914	1,866,036	1,906,036	40,000	1,946,036	40,000
Use of Money or Property	24,985,882	26,186,621	27,924,775	1,738,154	28,512,775	588,000
Intergovernmental Revenue - Federal	93,865	0	0	0	0	0
Intergovernmental Revenue - Other	0	0	1,618,000	1,618,000	1,625,000	7,000
Charges for Services	3,143,389	3,595,862	4,268,862	673,000	4,268,862	0
Other Revenues	554,078	345,000	420,000	75,000	725,000	305,000
Transfers In	1,188,560	23,311,267	79,470,557	56,159,290	76,134,507	(3,336,050)
Expenditure Recovery	112,524,352	125,079,585	138,084,035	13,004,450	144,051,009	5,966,974
Transfer Adjustments-Sources	(20,616)	(23,156,825)	(24,852,355)	(1,695,530)	(21,489,221)	3,363,134
Use of / (Deposit to) Fund Balance	17,744,934	12,833,103	13,208,133	375,030	9,065,961	(4,142,172)
General Fund Support	9,405,045	44,388,098	51,837,570	7,449,472	46,876,092	(4,961,478)
<b>Sources Total</b>	<b>227,058,584</b>	<b>268,543,747</b>	<b>294,885,613</b>	<b>26,341,866</b>	<b>292,716,021</b>	<b>(2,169,592)</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	51,137,098	57,088,390	60,656,456	3,568,066	62,443,831	1,787,375
Fringe Benefits	22,270,785	25,072,158	27,606,313	2,534,155	30,709,131	3,102,818
Overhead	179,117	2,480,014	2,423,689	(56,325)	2,423,689	0
Professional & Contractual Services	77,848,243	120,773,568	127,968,941	7,195,373	128,627,282	658,341
Aid Assistance / Grants	11,306,635	10,204,626	11,075,119	870,493	11,075,119	0
Materials & Supplies	13,791,758	12,420,070	16,084,305	3,664,235	16,411,661	327,356
Equipment	658,584	282,509	759,611	477,102	333,519	(426,092)
Debt Service	507,931	506,231	506,231	0	506,231	0
Services of Other Departments	23,027,434	27,622,044	27,961,640	339,596	30,010,777	2,049,137
Transfers Out	18,878,964	23,211,825	24,907,355	1,695,530	21,544,221	(3,363,134)
Budgetary Reserves	0	0	0	0	781	781
Transfer Adjustments-Uses	(20,616)	(23,156,825)	(24,852,355)	(1,695,530)	(21,489,221)	3,363,134
<b>Uses - Operating Expenditures Total</b>	<b>219,585,933</b>	<b>256,504,610</b>	<b>275,097,305</b>	<b>18,592,695</b>	<b>282,597,021</b>	<b>7,499,716</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	345,754	425,000	967,000	542,000	469,000	(498,000)
Capital Renewal	0	1,120,937	815,100	(305,837)	3,450,000	2,634,900
Capital Projects	7,126,897	10,493,200	18,006,208	7,513,008	6,200,000	(11,806,208)
<b>Uses - Project Expenditures Total</b>	<b>7,472,651</b>	<b>12,039,137</b>	<b>19,788,308</b>	<b>7,749,171</b>	<b>10,119,000</b>	<b>(9,669,308)</b>
<b>USES BY PROGRAM RECAP</b>						
311 Call Center	10,134,541	10,879,996	11,479,480	599,484	11,794,312	314,832
Animal Welfare	4,338,669	5,395,922	5,712,200	316,278	4,963,433	(748,767)
Capital Asset Planning	590,650	750,000	750,000	0	750,000	0
City Administrator - Administration	9,053,675	9,469,713	10,528,005	1,058,292	10,415,663	(112,342)
Community Ambassador Program	0	496,385	580,753	84,368	718,484	137,731
Community Redevelopment	0	0	728,678	728,678	752,019	23,341
Contract Monitoring	0	4,476,177	4,662,030	185,853	3,986,097	(675,933)
County Clerk Services	1,266,502	1,894,985	1,886,255	(8,730)	1,876,877	(9,378)
Disability Access	5,037,809	8,424,249	7,937,835	(486,414)	5,490,603	(2,447,232)
Earthquake Safety Program	0	440,000	590,000	150,000	590,000	0
Entertainment Commission	692,177	861,464	851,356	(10,108)	875,315	23,959
Facilities Mgmt & Operations	36,645,611	40,692,393	45,788,116	5,095,723	50,922,979	5,134,863
Fleet Management	872,904	991,055	990,923	(132)	1,125,655	134,732
Grants For The Arts	12,007,087	11,888,347	12,787,639	899,292	12,814,723	27,084
Immigrant And Language Services	1,274,570	1,841,055	2,009,655	168,600	2,026,021	16,366

## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
Justis Project - City Adm Office	3,772,014	3,481,495	3,397,792	(83,703)	3,425,758	27,966
Living Wage / Living Health (Mco/Hcao)	2,855,619	3,297,163	3,722,140	424,977	3,820,910	98,770
Medical Examiner	6,395,591	6,191,525	11,406,772	5,215,247	6,738,758	(4,668,014)
Moscone Expansion Project	0	1,700,000	3,400,000	1,700,000	0	(3,400,000)
Neighborhood Beautification	839,209	1,865,000	1,840,000	(25,000)	1,380,000	(460,000)
Procurement Services	4,372,103	5,106,654	5,366,628	259,974	5,544,031	177,403
Publicity And Advertising	49,392	0	0	0	0	0
Real Estate Services	23,533,525	26,874,789	27,414,519	539,730	29,921,138	2,506,619
Reproduction Services	5,714,562	6,025,989	6,853,219	827,230	6,799,546	(53,673)
Risk Management / General	11,740,636	14,325,471	18,305,849	3,980,378	18,376,381	70,532
Tourism Events	58,801,377	73,465,907	73,595,485	129,578	74,688,351	1,092,866
Treasure Island	1,329,343	1,758,079	1,924,948	166,869	1,848,550	(76,398)
Vehicle & Equipment Main & Fueling	25,741,018	25,949,934	30,375,336	4,425,402	31,070,417	695,081
<b>Uses by Program Recap Total</b>	<b>227,058,584</b>	<b>268,543,747</b>	<b>294,885,613</b>	<b>26,341,866</b>	<b>292,716,021</b>	<b>(2,169,592)</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>311 CUSTOMER SERVICE CENTER</b>					
<b>One Call Resolution</b>					
Percentage of calls handled without a transfer	96%	95%	96%	95%	95%
<b>Quality Assurance</b>					
Quality assurance percentage score	96%	92%	95%	92%	92%
<b>ANIMAL WELFARE</b>					
<b>Decrease number of animals euthanized</b>					
Percentage of live animal releases	75%	76%	75%	76%	76%
<b>Decrease or maintain average field emergency response time</b>					
Field service emergency response time, in minutes	22	23	23	23	23
<b>COUNTY CLERK SERVICES</b>					
<b>Streamline delivery of County Clerk services</b>					
Percentage of customers assisted within ten minutes from the time they are ready to be served	91%	90%	95%	90%	90%
<b>DISABILITY ACCESS</b>					
<b>Conduct required plan and site reviews in a timely manner</b>					
Percentage of requests for plan reviews fulfilled within twenty business days	95%	85%	85%	85%	85%
<b>FLEET MANAGEMENT</b>					
<b>Control citywide vehicle costs by reducing the number of vehicles assigned to departments</b>					
Number of vehicles assigned to departments	875	890	880	880	880
<b>Transition the general purpose fleet to clean fuel technologies</b>					
Percentage of the general purpose fleet that is clean fuel	47%	50%	49%	53%	53%
<b>GRANTS FOR THE ARTS</b>					
<b>Promote San Francisco as a tourist destination by supporting the arts and cultural community</b>					
Number of attendees at programs and events supported by GFTA funding	9,421,838	9,650,000	9,650,000	9,650,000	9,650,000
<b>LABOR STANDARDS ENFORCEMENT</b>					
<b>Implement and enforce San Francisco labor laws</b>					
Number of education/outreach presentations made regarding the San Francisco Labor Laws	54	60	60	60	60
<b>MEDICAL EXAMINER</b>					
<b>Complete cases and investigations in a timely manner</b>					
Percentage of all notifications of families completed within 24 hours	94%	90%	93%	90%	90%
<b>REAL ESTATE SERVICES</b>					
<b>Keep rental rates for City tenants below market rates</b>					
Average occupancy rate in City-owned buildings managed by Real Estate	100%	95%	99%	95%	95%
<b>TOURISM EVENTS</b>					
<b>Promote San Francisco as a convention destination by providing high quality services</b>					
Percentage of client post-convention survey ratings in the above average or higher category.	87%	80%	80%	80%	80%
<b>VEHICLE &amp; EQUIPMENT MAIN &amp; FUELING</b>					
<b>Maintain a reasonable average maintenance cost per vehicle</b>					
Average annual maintenance cost per Police vehicle	\$4,531	\$4,100	\$5,700	\$4,000	\$4,000
Average annual maintenance cost per general purpose vehicle	\$1,255	\$1,100	\$1,500	\$1,000	\$1,000

# GSA – PUBLIC WORKS

The General Services Agency–Department of Public Works (DPW) designs, builds, operates, maintains, greens, and improves the City’s infrastructure, public right-of-way, and facilities with skill, pride, and responsiveness in partnership with the San Francisco community.

## SERVICES

The Department of Public Works provides services through the following program areas:

**BUILDING DESIGN AND CONSTRUCTION** provides comprehensive planning, project management, architectural, and building construction management services for the development of new buildings, and the modernization of existing buildings, facilities, and public urban landscape.

**BUILDING REPAIR** provides quality construction, repair, remodeling, and facility maintenance management services to City-owned facilities, and operates the City’s various drawbridges.

**INFRASTRUCTURE DESIGN AND CONSTRUCTION** provides engineering planning, project development, design, construction management, and consulting services for a range of capital improvement projects as well as maintains the City’s right-of-way infrastructure, including streets, structures, sidewalks, curb ramps, and streetscapes.

**PROJECT CONTROLS SERVICES** supports the Department’s capital projects by providing contract support services,

hazardous materials investigation, materials testing, contract compliance monitoring, quality assurance and quality control, cost estimating, and project scheduling.

**STREET AND SEWER REPAIR** is responsible for street paving and repair, sewer repair, and pothole filling. In addition, the bureau constructs curb ramps and repairs stairways, landings, retaining walls, walkways, curbs, gutters, and sidewalks around City-maintained trees.

**STREET ENVIRONMENTAL SERVICES AND URBAN FORESTRY** uses mechanical street sweepers, strategic litter receptacle placement, and City work crews to clean streets and curbs, remove graffiti, and to pick up illegally dumped debris. The bureau also maintains the City’s street trees and median landscaping.

**STREET USE AND MAPPING** ensures that city sidewalks and streets are safe and accessible by permitting and inspecting the use of the public right-of-way. The bureau also maintains the official city map.

For more information, call (415) 554-6920 or 311; or visit [www.sfdpw.org](http://www.sfdpw.org)

## BUDGET DATA SUMMARY

	2011–12	2012–13	2013–14		2014–15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012–13	Proposed Budget	Change from 2013–14
<b>Total Expenditures</b>	110,613,051	146,572,485	158,303,662	11,731,177	202,554,080	44,250,418
<b>Total FTE</b>	783	808	826	19	828	1

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$158.3 million for the Department of Public Works is \$11.7 million, or 8.0 percent, higher than the FY 2012-13 budget of \$146.6 million. A significant amount of this increase is due to changes in capital project funding.

The FY 2014-15 proposed budget of \$202.6 million for the Department of Public Works is \$44.3 million, or 28.0 percent, higher than the FY 2013-14 budget of \$158.3 million. A significant amount of this increase is also due to changes in capital project funding. Specifically, the budget includes \$40.0 million in General Fund support for street repaving once the Road Resurfacing and Street Safety bond funding expires.

## *Cleaning and Greening San Francisco*

DPW remains committed to maintaining clean streets through a myriad of strategies that include partnering with the community, augmenting grant resources, enforcing the City's litter laws and right-of-way codes, and conducting community outreach on issues such as illegal dumping and graffiti abatement. Starting in FY 2013-14, DPW plans to augment outreach, education, and code enforcement efforts to increase community awareness and accountability around street and sidewalk cleanliness.

## *Improving City Streets and Buildings*

DPW will continue managing a number of major bond programs and capital projects including General Hospital, the Earthquake Safety and Emergency Response bond program, Moscone Expansion, Veteran's Memorial, and the Road Repair & Safe Streets Bond. When implementing these projects and programs, DPW will ensure that

facilities and streets are designed and constructed in such a way that they grant full and fair access to all users.

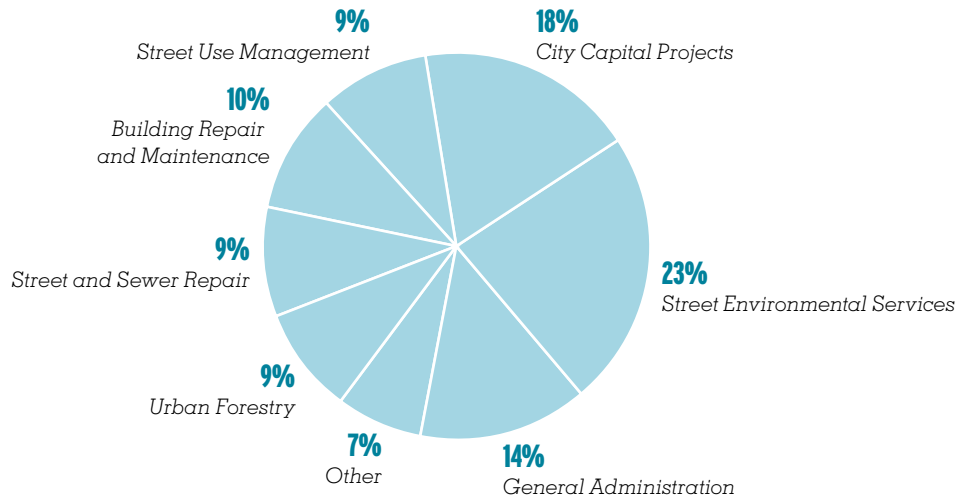
## *Tree Relinquishment*

The Department's FY 2013-14 budget includes the appropriation of one-time funds in the amount of \$0.7 million to hire four arborist technicians on an as-needed basis for one year to prune 3,000 street trees, which will then be relinquished to adjacent property owners. This funding will ensure that the Department can move forward with tree relinquishment as planned in prior year budgets and that the trees will be in good condition and recently pruned before being relinquished to property owners.

## *Using Data to Advance Programmatic Efficiency*

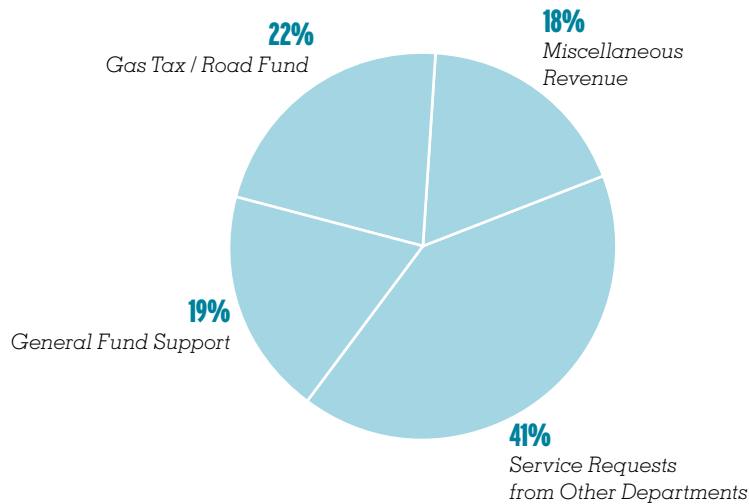
For the past three years, DPW has used an internal performance management system to analyze real-time business intelligence data. At monthly DPW Stat meetings, managers and staff monitor and analyze performance data of key operational activities. These meetings have helped shape strategic staffing assignments as well as awareness of and response to the City's most pressing needs. In FY 2012-13, DPW implemented DPW Stat for capital projects, new monthly meeting where design and construction managers emphasize performance of capital projects. The goal of these meetings is to increase the accountability of project managers and ensure that projects are delivered on-time and on-budget. Through DPW Stat, the Department continues to focus on making strategic service and project improvements by relying upon empirical data.

## FY 2013-14 DEPARTMENT USES BY PROGRAM AREA



The Department spends 9 percent of its budget on Urban Forestry.

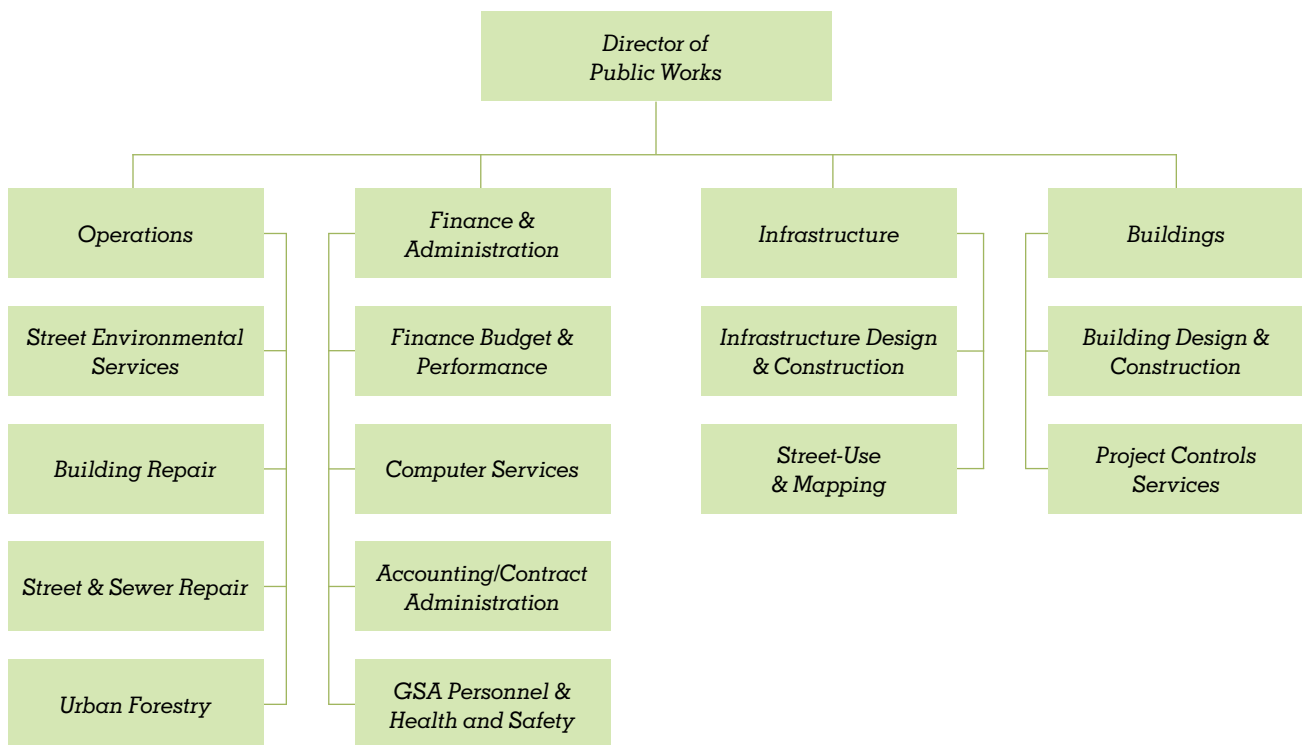
## FY 2013-14 DEPARTMENT SOURCES



The Department receives 41 percent of its revenue through service requests from other City departments.

---

# DEPARTMENT OF PUBLIC WORKS



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	1,146.17	1,216.28	1,279.52	63.24	1,297.88	18.36
Non-operating Positions (cap/other)	(362.93)	(408.77)	(453.31)	(44.54)	(470.24)	(16.93)
<b>Net Operating Positions</b>	<b>783.24</b>	<b>807.51</b>	<b>826.21</b>	<b>18.70</b>	<b>827.64</b>	<b>1.43</b>
<b>SOURCES</b>						
Licenses & Fines	989,170	501,500	515,826	14,326	514,914	(912)
Use of Money or Property	353,469	229,653	131,661	(97,992)	131,661	0
Intergovernmental Revenue - Federal	2,731,111	0	10,000,000	10,000,000	0	(10,000,000)
Intergovernmental Revenue - State	26,913,463	32,032,621	35,137,781	3,105,160	35,897,781	760,000
Intergovernmental Revenue - Other	1,492,722	0	0	0	0	0
Charges for Services	19,263,615	11,923,157	15,343,603	3,420,446	15,661,626	318,023
Other Revenues	442,827	0	220,000	220,000	949,000	729,000
Transfers In	1,137,131	1,945,742	1,383,133	(562,609)	876,048	(507,085)
Expenditure Recovery	84,914,891	122,933,200	127,104,541	4,171,341	130,644,426	3,539,885
Transfer Adjustments-Sources	(51,538,726)	(51,424,070)	(62,958,725)	(11,534,655)	(64,475,063)	(1,516,338)
Use of / (Deposit to) Fund Balance	13,835,133	149,546	1,603,626	1,454,080	0	(1,603,626)
General Fund Support	10,078,245	28,281,136	29,822,216	1,541,080	82,353,687	52,531,471
<b>Sources Total</b>	<b>110,613,051</b>	<b>146,572,485</b>	<b>158,303,662</b>	<b>11,731,177</b>	<b>202,554,080</b>	<b>44,250,418</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	41,640,199	66,780,539	69,979,150	3,198,611	71,043,221	1,064,071
Fringe Benefits	23,129,325	33,168,631	35,386,780	2,218,149	38,335,931	2,949,151
Overhead	34,263,004	32,260,940	33,768,753	1,507,813	35,084,207	1,315,454
Professional & Contractual Services	7,799,714	4,916,048	10,641,889	5,725,841	10,194,916	(446,973)
Materials & Supplies	4,262,618	2,397,172	3,450,685	1,053,513	3,393,185	(57,500)
Equipment	2,536,963	2,940,842	3,828,515	887,673	3,676,607	(151,908)
Debt Service	266,492	201,887	201,887	0	152,092	(49,795)
Services of Other Departments	23,574,426	24,735,884	26,116,511	1,380,627	26,838,155	721,644
Transfers Out	4,263,628	2,212,234	3,120,005	907,771	876,048	(2,243,957)
Transfer Adjustments-Uses	(51,538,726)	(59,696,070)	(62,958,725)	(3,262,655)	(64,475,063)	(1,516,338)
<b>Uses - Operating Expenditures Total</b>	<b>90,197,643</b>	<b>109,918,107</b>	<b>123,535,450</b>	<b>13,617,343</b>	<b>125,119,299</b>	<b>1,583,849</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	396,838	2,781,800	3,808,965	1,027,165	3,264,553	(544,412)
Capital Renewal	0	18,080,312	22,082,036	4,001,724	67,090,205	45,008,169
Capital Projects	20,018,570	15,792,266	8,877,211	(6,915,055)	7,080,023	(1,797,188)
<b>Uses - Project Expenditures Total</b>	<b>20,415,408</b>	<b>36,654,378</b>	<b>34,768,212</b>	<b>(1,886,166)</b>	<b>77,434,781</b>	<b>42,666,569</b>
<b>USES BY PROGRAM RECAP</b>						
Architecture	937,269	414,630	443,844	29,214	441,624	(2,220)
Building Repair And Maintenance	11,137,281	18,102,561	18,637,389	534,828	18,981,004	343,615
Capital Asset Planning	292,806	0	0	0	0	0
City Capital Projects	22,843,391	37,234,377	40,680,471	3,446,094	81,521,743	40,841,272
Construction Management Services	2,385,829	217,264	271,799	54,535	271,749	(50)
Engineering	2,785,398	883,494	870,432	(13,062)	851,701	(18,731)
Facilities Mgmt & Operations	50,255	0	0	0	0	0
General Administration	3,657	0	0	0	0	0
Maintenance Of Streetlights	133,308	0	0	0	0	0
Mapping	4,350,991	0	0	0	0	0
Neighborhood Beautification	126,541	0	0	0	0	0
Parking & Traffic	216,627	0	0	0	0	0
Street And Sewer Repair	10,881,795	16,776,235	17,233,619	457,384	18,135,243	901,624
Street Environmental Services	36,321,639	39,926,370	43,947,522	4,021,152	44,665,913	718,391
Street Use Management	8,070,712	16,142,550	18,469,276	2,326,726	19,426,067	956,791
Urban Forestry	10,075,552	16,875,004	17,749,310	874,306	18,259,036	509,726
<b>Uses by Program Recap Total</b>	<b>110,613,051</b>	<b>146,572,485</b>	<b>158,303,662</b>	<b>11,731,177</b>	<b>202,554,080</b>	<b>44,250,418</b>



# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ARCHITECTURE</b>					
<b>Develop accurate construction cost estimates for City projects</b>					
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the architect's estimate	75%	90%	90%	90%	90%
<b>CONSTRUCTION MANAGEMENT SERVICES</b>					
<b>Track City construction project costs</b>					
Percentage change order cost to original contracts, for projects exceeding \$2 million	14.8%	14.4%	10.0%	14.4%	13.0%
<b>Develop accurate construction cost estimates for City projects</b>					
Percentage change order cost to original contracts, due to errors and omissions in design, for projects exceeding \$2 million	2.5%	3.2%	2.0%	3.2%	2.9%
<b>ENGINEERING</b>					
<b>Develop accurate construction cost estimates for City projects</b>					
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the engineer's estimate	76%	75%	75%	75%	75%
<b>Maintain quality of City streets through repaving program</b>					
Number of blocks of City streets repaved	346	420	420	520	420
<b>STREET AND SEWER REPAIR SERVICES</b>					
<b>Maintain City streets in good repair</b>					
Percentage of potholes repaired within 72 hours of request	88%	85%	90%	90%	90%
Cost per block paved by BSSR	\$26,853	\$23,021	\$23,021	\$23,021	\$23,022
<b>STREET ENVIRONMENTAL SERVICES</b>					
<b>Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education</b>					
Percentage of street cleaning requests abated within 48 hours	90%	85%	90%	90%	90%
Percentage of graffiti requests abated within 48 hours (public property)	80%	70%	92%	92%	92%
Cost per curb mile mechanically swept (controlled routes)	\$69	\$73	\$73	\$73	\$73

# GSA - TECHNOLOGY

The General Services Agency–Department of Technology (DT) provides high-quality, cost-effective, customer-focused information technology and telecommunications solutions.

## SERVICES

The Department of Technology provides services through the following divisions:

**ENTERPRISE TECHNOLOGY OFFICE** manages the on-going support and upgrade of the City’s information technology infrastructure. This includes building and maintaining voice, video, and data networks, which support the City’s computing needs; and maintaining and operating the City’s data center, which houses the hardware that supports enterprise applications such as the centralized financial system, e-mail, and Geographic Information Systems (GIS). In addition, this division maintains the public safety, mission-critical wireless and wired communication and information systems of the City’s Emergency Management, Fire, and Police departments. These systems include the 9-1-1 dispatch network, outdoor public warning system, emergency telephone system, and all wireless radio systems.

**CUSTOMER SERVICE** provides enterprise technology support services to all City departments, including database administration, business process mapping, and

solution development. This division also serves as the primary point of customer contact through the operation of DT’s Customer Service Desk. Additionally, this division oversees security services and business continuation planning for the Department.

**MEDIA AND POLICY** operates the award-winning SFGovTV, the City’s website, and a variety of Social Media and e-Government initiatives. In addition, this division manages the Cable Franchise and the Public Education and Government (PEG) activities.

**ADMINISTRATION** manages contract management and procurement, Chief Information Officer (CIO) review of all information technology (IT) purchases, citywide enterprise agreements, accounting and budgetary functions, enterprise telephone billing, human resources, and administration for the Department.

For more information call (415) 581-4000 or 311; or visit [www.sfgov.org/dt](http://www.sfgov.org/dt)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	68,184,947	75,634,869	83,111,935	7,477,066	80,345,648	(2,766,287)
<b>Total FTE</b>	196	199	218	19	216	(2)

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$83.1 million for the Department of Technology is \$7.5 million, or 9.9 percent, higher than the FY 2012-13 budget of \$75.6 million. A significant amount of this increase is due to new IT projects as well as increases in salary and fringe benefits costs.

The FY 2014-15 proposed budget of \$80.3 million for the Department of Technology is \$2.8 million, or 3.3 percent, lower than the FY 2013-14 proposed budget of \$83.1 million. A significant portion of this decrease is due to the one-time project funding expiration of the FY 2013-14 budget.

## *New Initiatives*

In accordance with the Information and Communication Technology (ICT) Plan, the Department continues to focus on supporting citywide enterprise technology that will create operational and budgetary efficiencies while better serving its customers.

DT is committed to completing the following initiatives over the next two fiscal years:

**Mobile Services** – implement new mobile phone and tablet solutions with the goal of improving access to City services and information online;

**City WiFi** – provide accessible wireless connectivity for City residents and employees at City buildings;

**Security** – continue investment in the City’s IT security to safeguard its networks and infrastructure from ongoing security risks and threats;

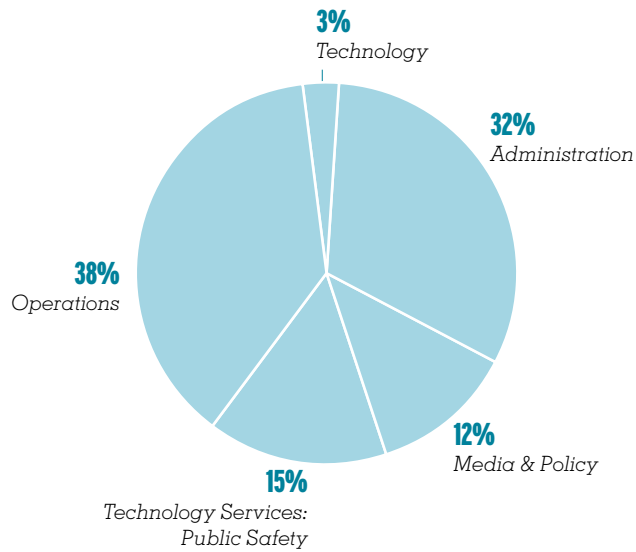
**Fiber Services** – continue building a comprehensive, robust City fiber network;

**Disaster Recovery** – working with the Controller’s Office to build and implement the City’s disaster recovery infrastructure;

**Radio Security Enhancement Project** – upgrade dated and insufficient security systems at the various City radio sites to protect the City’s communication infrastructure critical to public safety; and

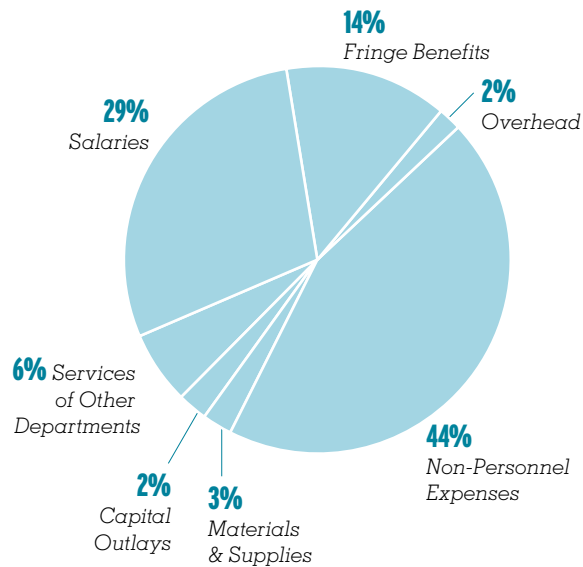
**Project Management Office** – strengthen project management capabilities at the Department to ensure that existing projects are completed on-time and on-budget.

## FY 2013-14 DEPARTMENT USES BY SERVICE AREA



The Department's largest service area is Operations, which manages the on-going support and upgrades to the City's IT infrastructure.

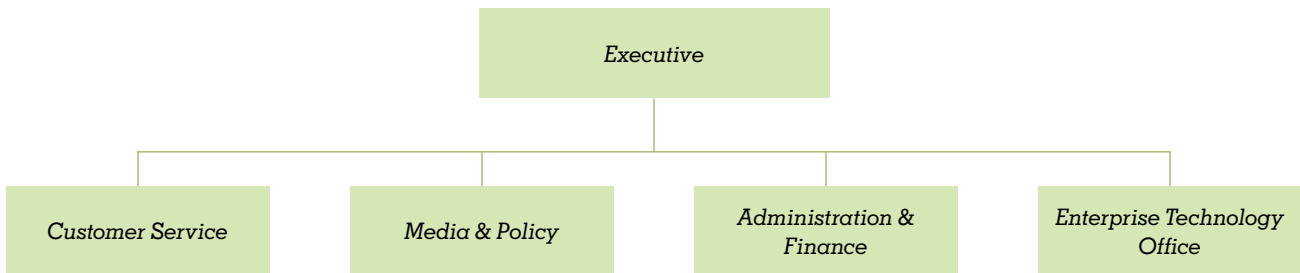
## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



Non-Personnel Expenses comprise 44 percent of the Department's budget and are the largest type of expenditure. Included in these expenses are IT equipment and licensing fees.

---

# DEPARTMENT OF TECHNOLOGY



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	227.23	233.20	250.49	17.29	249.87	(0.62)
Non-operating Positions (cap/other)	(31.00)	(34.00)	(32.54)	1.46	(34.00)	(1.46)
<b>Net Operating Positions</b>	<b>196.23</b>	<b>199.20</b>	<b>217.95</b>	<b>18.75</b>	<b>215.87</b>	<b>(2.08)</b>
<b>SOURCES</b>						
Licenses & Fines	2,350,134	2,471,836	2,921,360	449,524	3,065,131	143,771
Use of Money or Property	62,401	64,148	215,345	151,197	215,970	625
Intergovernmental Revenue - Federal	2,436,586	0	0	0	0	0
Intergovernmental Revenue - Other	0	0	30,000	30,000	31,000	1,000
Charges for Services	20	0	0	0	0	0
Other Revenues	2,625	0	0	0	0	0
Transfers In	0	0	3,684,417	3,684,417	1,250,476	(2,433,941)
Expenditure Recovery	65,221,886	68,480,441	77,143,662	8,663,221	75,029,766	(2,113,896)
Transfer Adjustments-Sources	0	0	(3,684,417)	(3,684,417)	(1,250,476)	2,433,941
Use of / (Deposit to) Fund Balance	(3,588,737)	3,030,653	1,093,477	(1,937,176)	172,880	(920,597)
General Fund Support	1,700,032	1,587,791	1,708,091	120,300	1,830,901	122,810
<b>Sources Total</b>	<b>68,184,947</b>	<b>75,634,869</b>	<b>83,111,935</b>	<b>7,477,066</b>	<b>80,345,648</b>	<b>(2,766,287)</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	19,794,862	21,557,614	23,811,952	2,254,338	23,844,566	32,614
Fringe Benefits	8,677,857	9,283,082	10,574,545	1,291,463	11,065,706	491,161
Overhead	1,553,024	1,652,566	1,808,551	155,985	1,876,714	68,163
Professional & Contractual Services	25,086,303	33,496,011	38,105,294	4,609,283	34,970,400	(3,134,894)
Aid Assistance / Grants	951,746	0	0	0	0	0
Materials & Supplies	4,176,409	3,174,036	2,116,244	(1,057,792)	1,952,643	(163,601)
Equipment	1,407,578	1,810,185	2,443,487	633,302	2,325,164	(118,323)
Services of Other Departments	4,662,153	4,661,375	4,251,862	(409,513)	4,310,455	58,593
Transfers Out	838,444	0	3,684,417	3,684,417	1,250,476	(2,433,941)
Transfer Adjustments-Uses	0	0	(3,684,417)	(3,684,417)	(1,250,476)	2,433,941
<b>Uses - Operating Expenditures Total</b>	<b>67,148,376</b>	<b>75,634,869</b>	<b>83,111,935</b>	<b>7,477,066</b>	<b>80,345,648</b>	<b>(2,766,287)</b>
<b>USES - PROJECT EXPENDITURES</b>						
Capital Projects	1,036,571	0	0	0	0	0
<b>Uses - Project Expenditures Total</b>	<b>1,036,571</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>USES BY PROGRAM RECAP</b>						
Administration	21,869,117	23,541,789	27,024,554	3,482,765	27,940,734	916,180
Governance And Outreach	7,777,432	9,087,343	8,965,129	(122,214)	9,356,228	391,099
Operations	26,404,986	31,333,200	32,694,054	1,360,854	30,237,969	(2,456,085)
Reproduction Services	(32)	0	0	0	0	0
Technology	1,629,361	2,601,035	3,242,459	641,424	2,508,443	(734,016)
Technology Services:Public Safety	10,504,083	9,071,502	11,185,739	2,114,237	10,302,274	(883,465)
<b>Uses by Program Recap Total</b>	<b>68,184,947</b>	<b>75,634,869</b>	<b>83,111,935</b>	<b>7,477,066</b>	<b>80,345,648</b>	<b>(2,766,287)</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>CUSTOMER SERVICE</b>					
<b>Provide leadership for project methodology and efficient, cost-effective management for projects engaging DT resources</b>					
Percent of projects completed on time, on budget and to specification	58%	85%	64%	85%	85%
<b>ENTERPRISE OPERATIONS</b>					
<b>Ensure high availability of the systems managed by DT</b>					
Network Up Time	99.91%	99.00%	99.00%	99.00%	99.00%
E-mail System	n/a	99.00%	99.00%	99.00%	99.00%

# GENERAL CITY RESPONSIBILITY

General City Responsibility is a departmental designation for expenditures that are citywide in nature. For example, General Fund payment of claims, retiree subsidies, or health services administration costs are budgeted in General City Responsibility rather than allocating costs to General Fund departments.

## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>SOURCES</b>						
Local Taxes	179,646,251	170,851,000	228,330,977	57,479,977	221,480,173	(6,850,804)
Licenses & Fines	16,521,512	0	0	0	15,279,147	15,279,147
Use of Money or Property	9,035,199	180,000	281,636	101,636	451,544	169,908
Intergovernmental Revenue - State	770,896	750,000	750,000	0	750,000	0
Other Revenues	16,750,605	21,060,388	17,604,500	(3,455,888)	21,760,000	4,155,500
Transfers In	25,296,166	266,492	143,246	(123,246)	2,260,393	2,117,147
Expenditure Recovery	12,304	0	0	0	0	0
Use of / (Deposit to) Fund Balance	82,963,049	0	20,586,288	20,586,288	2,974,748	(17,611,540)
General Fund Support	713,567,899	424,034,101	570,750,525	146,716,424	589,393,631	18,643,106
<b>Sources Total</b>	<b>1,044,563,881</b>	<b>617,141,981</b>	<b>838,447,172</b>	<b>221,305,191</b>	<b>854,349,636</b>	<b>15,902,464</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	(431)	0	0	0	0	0
Fringe Benefits	55,663,196	62,654,915	58,313,112	(4,341,803)	63,413,262	5,100,150
Professional & Contractual Services	26,675,638	13,755,074	13,039,679	(715,395)	12,539,679	(500,000)
Aid Assistance / Grants	0	10,039,200	0	(10,039,200)	0	0
Equipment	0	11,070,388	1,104,500	(9,965,888)	760,000	(344,500)
Debt Service	215,962,044	171,867,492	249,846,621	77,979,129	244,759,981	(5,086,640)
Services of Other Departments	13,650,476	13,759,635	14,552,989	793,354	15,791,930	1,238,941
Transfers Out	732,612,958	269,291,777	416,734,245	147,442,468	440,383,250	23,649,005
Budgetary Reserves	0	61,703,500	81,892,136	20,188,636	73,717,044	(8,175,092)
<b>Uses - Operating Expenditures Total</b>	<b>1,044,563,881</b>	<b>614,141,981</b>	<b>835,483,282</b>	<b>221,341,301</b>	<b>851,365,146</b>	<b>15,881,864</b>
<b>USES - PROJECT EXPENDITURES</b>						
Capital Projects	0	3,000,000	2,963,890	(36,110)	2,984,490	20,600
<b>Uses - Project Expenditures Total</b>	<b>0</b>	<b>3,000,000</b>	<b>2,963,890</b>	<b>(36,110)</b>	<b>2,984,490</b>	<b>20,600</b>
<b>USES BY PROGRAM RECAP</b>						
General City Responsibilities	974,617,202	606,221,981	820,915,536	214,693,555	832,148,092	11,232,556
General Fund Unallocated	69,901,791	0	0	0	0	0
Indigent Defense/Grand Jury	0	750,000	750,000	0	750,000	0
Retiree Health Care - Prop B	44,888	10,170,000	16,781,636	6,611,636	21,451,544	4,669,908
<b>Uses by Program Recap Total</b>	<b>1,044,563,881</b>	<b>617,141,981</b>	<b>838,447,172</b>	<b>221,305,191</b>	<b>854,349,636</b>	<b>15,902,464</b>





# GENERAL FUND UNALLOCATED

General Fund Unallocated is a department designation for revenues that are not directly attributable to a City department. For example, undesignated property taxes, business taxes, and hotel taxes are deposited into General Fund Unallocated. The benefits of these revenues are spread to departments in the form of a General Fund subsidy allocation.

## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>SOURCES</b>						
Local Taxes	2,220,986,602	2,239,100,900	2,531,943,000	292,842,100	2,653,500,000	121,557,000
Licenses & Fines	20,313,492	20,718,000	20,598,109	(119,891)	20,598,109	0
Use of Money or Property	1,147,570	2,894,191	6,906,000	4,011,809	6,814,000	(92,000)
Intergovernmental Revenue - Federal	110,279	0	0	0	0	0
Intergovernmental Revenue - State	4,585,675	(11,161,000)	3,895,700	15,056,700	3,839,000	(56,700)
Charges for Services	10,436,829	13,096,954	11,380,092	(1,716,862)	11,380,092	0
Other Revenues	40,210	50,000	50,000	0	11,650,000	11,600,000
Transfers In	248,110,997	197,698,696	165,850,418	(31,848,278)	166,635,668	785,250
Use of / (Deposit to) Fund Balance	(320,790,403)	114,770,526	133,882,880	19,112,354	122,405,000	(11,477,880)
General Fund Support	(2,175,004,039)	(2,577,168,267)	(2,874,506,199)	(297,337,932)	(2,996,821,869)	(122,315,670)
<b>Sources Total</b>	<b>9,937,212</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>USES - OPERATING EXPENDITURES</b>						
Transfers Out	9,937,212	0	0	0	0	0
<b>Uses - Operating Expenditures Total</b>	<b>9,937,212</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>USES BY PROGRAM RECAP</b>						
General Fund Unallocated	9,934,127	0	0	0	0	0
No Community	3,085	0	0	0	0	0
<b>Uses by Program Recap Total</b>	<b>9,937,212</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



---

# HEALTH SERVICE SYSTEM

The Health Service System (HSS) administers and manages health benefits for more than 108,000 active employees, retirees, and dependents from four employers: City & County of San Francisco, San Francisco Unified School District, City College of San Francisco, and the San Francisco Superior Court. The Health Service System is dedicated to preserving and improving sustainable, quality health benefits and to enhancing the well-being of its members and dependents.

---

## SERVICES

The Health Service System provides services through the following divisions:

**ADMINISTRATION** develops policy recommendations, rates and benefits analysis, and plan designs to proactively manage health care costs; coordinates monthly Health Service Board meetings; oversees plan vendor selections and performance analysis; and maintains relationships with employers, City departments, plan vendors, and external partners.

**FINANCE** ensures the timeliness and accuracy of over 12,500 annual financial transactions; conducts the Charter-mandated 10-county rates survey; calculates over 6,700 annual premium rates; oversees the annual external audit of the Health Service Trust Fund; and routinely reports on the Health Service Trust Fund and administrative budget.

**OPERATIONS** provides health benefits counseling and enrollment support for the more than 108,000 HSS members and dependents; maintains regulatory

compliance and membership rules; conducts eligibility audits; and manages data exchanges and information technology related to benefits administration.

**COMMUNICATIONS** oversees the distribution of 65,000 annual Open Enrollment packets; maintains a benefits website viewed by over 53,000 members each year; prepares reports and presentations; manages information requests; and reviews all vendor communications to HSS members for clarity and accuracy.

**HEALTH PROMOTION AND WELLNESS** coordinates wellness councils and creates opportunities for wellness programming designed to proactively manage health care costs. HSS oversees the City's Employee Assistance Program (EAP), which provides behavioral health services and workshops.

For more information, call (415) 554-1727 or 311; or visit [www.myhss.org](http://www.myhss.org)

# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	6,367,888	6,552,236	9,115,128	2,562,892	9,630,226	515,098
<b>Total FTE</b>	35	35	46	11	48	2

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$9.1 million for Health Service System is \$2.6 million, or 39.1 percent, higher than the FY 2012-13 budget of \$6.6 million. A significant amount of this increase is due to the addition of positions related to the continued implementation of the eMerge system, improved vendor contracts management, data analysis and benchmarking, overall cost containment, wellness programming for city employees, and benefit sustainability efforts.

The FY 2014-15 proposed budget of \$9.6 million for the Health Service System is \$0.5 million, or 5.7 percent, higher than the FY 2013-14 proposed budget of \$9.1 million. A significant amount of this increase is due to increases in salary and fringe benefits costs and the annualization of new positions added in FY 2013-14. These increases are partially offset by having no Health Service Board Election costs and no equipment purchases in FY 2013-14.

### *Federal Healthcare Reform — Patient Protection and Affordable Care Act*

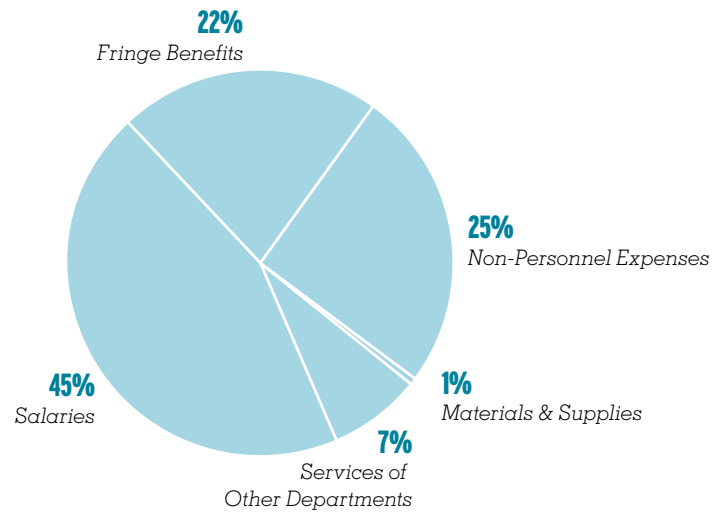
Implementation of the Patient Protection and Affordable Care Act (PPACA) began in 2011 and will continue through 2018. PPACA contains complex regulatory requirements, potentially dramatic changes to cost

drivers, and core structural changes to healthcare benefits delivery. HSS must have sufficient resources to ensure regulatory compliance while also developing strategies for minimizing the anticipated cost impact of PPACA on taxes, fees, and premiums.

### *Cost Containment and Sustainability of Benefits*

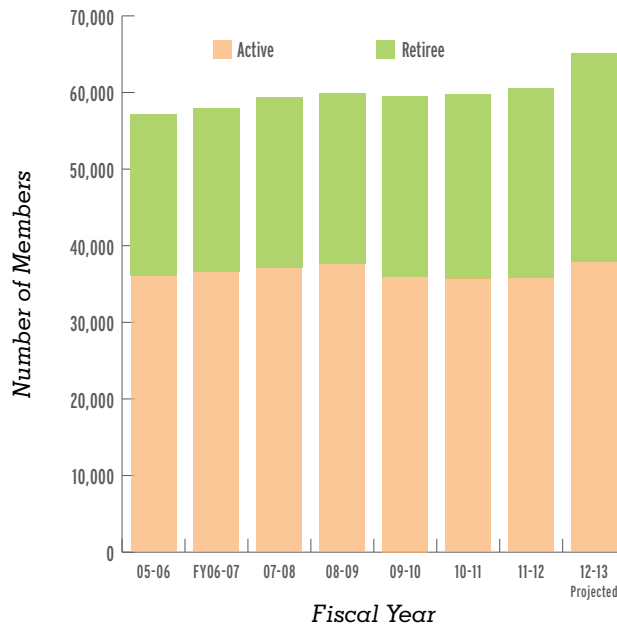
During 2012 and 2013 rate negotiations, HSS implemented a wide array of innovations reducing 2012 (6-month benefit period) and 2013 (calendar year) rate renewals by a projected \$46.8 million. Due to the Department's aggressive strategy, aggregate health premium increases for HSS medical plans have been less than half the local, state, and federal averages for the past three cycles. Flex funding of the Blue Shield plan accounted for \$25.2 million of the estimated decrease. Additional innovations included mitigating enrollment migration to maintain cost competition between plans and collaborating with Blue Shield, hospitals, and medical groups to form two Accountable Care Organizations (ACOs), which will lower health care spending and improve patient care in San Francisco. Several of these cost containment measures will reduce the City's Other Post Employment Benefits (OPEB) liability in future years.

## DEPARTMENT USES BY EXPENDITURE TYPE



67 percent of the Department's budget is used for salaries and fringe benefits.

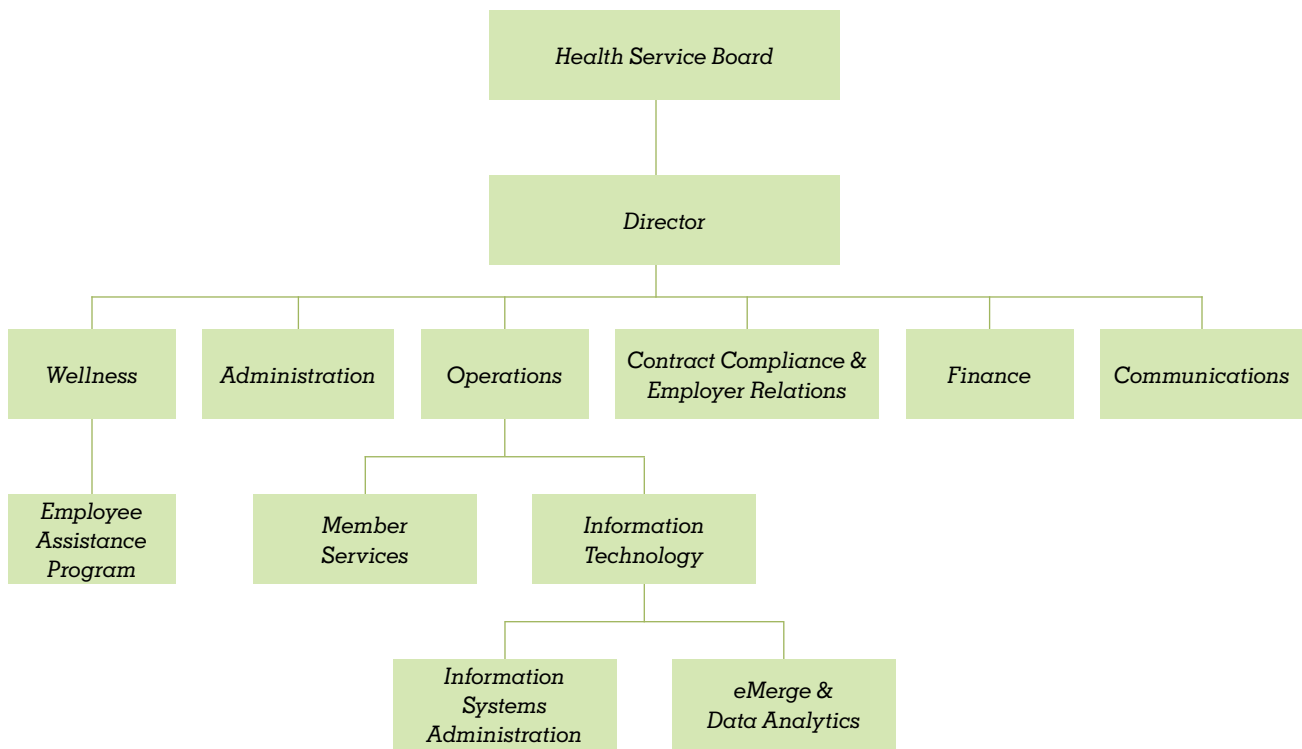
## HSS MEMBERSHIP TREND



Since FY 2005-06, retirees have steadily grown as a percentage of HSS members.

---

# HEALTH SERVICES SYSTEM



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	36.82	37.10	47.78	10.68	50.39	2.61
Non-operating Positions (cap/other)	(2.00)	(2.00)	(2.00)	0.00	(2.00)	0.00
<b>Net Operating Positions</b>	<b>34.82</b>	<b>35.10</b>	<b>45.78</b>	<b>10.68</b>	<b>48.39</b>	<b>2.61</b>
<b>SOURCES</b>						
Charges for Services	6,200	0	6,000	6,000	6,000	0
Other Revenues	161,155	167,355	167,355	0	167,355	0
Expenditure Recovery	6,200,533	6,384,881	8,941,773	2,556,892	9,456,871	515,098
<b>Sources Total</b>	<b>6,367,888</b>	<b>6,552,236</b>	<b>9,115,128</b>	<b>2,562,892</b>	<b>9,630,226</b>	<b>515,098</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	2,721,825	2,950,245	4,066,200	1,115,955	4,368,261	302,061
Fringe Benefits	1,336,659	1,450,916	1,982,064	531,148	2,272,331	290,267
Professional & Contractual Services	1,549,231	1,513,870	2,307,752	793,882	2,332,571	24,819
Materials & Supplies	34,204	35,626	59,000	23,374	41,000	(18,000)
Equipment	26,307	0	11,550	11,550	0	(11,550)
Services of Other Departments	699,662	601,579	688,562	86,983	616,063	(72,499)
<b>Uses - Operating Expenditures Total</b>	<b>6,367,888</b>	<b>6,552,236</b>	<b>9,115,128</b>	<b>2,562,892</b>	<b>9,630,226</b>	<b>515,098</b>
<b>USES BY PROGRAM RECAP</b>						
Health Service System	6,367,888	6,552,236	9,115,128	2,562,892	9,630,226	515,098
<b>Uses by Program Recap Total</b>	<b>6,367,888</b>	<b>6,552,236</b>	<b>9,115,128</b>	<b>2,562,892</b>	<b>9,630,226</b>	<b>515,098</b>



# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>HEALTH SERVICE SYSTEM</b>					
<b>Improve customer service</b>					
Average time to answer telephone calls (in seconds)	14	30	28	30	30
Call abandonment rate	1.7%	5.0%	3.0%	5.0%	5.0%
Average lobby wait time (in minutes)	7.0	10.0	4.0	10.0	10.0
Percentage of staff who are bilingual	62%	25%	50%	25%	25%
Percentage of appeals responded to within 30 days and appeals not reaching the Health Service Board	100%	95%	95%	95%	95%
<b>Improve the accuracy and timeliness of financial reporting and payments</b>					
Percentage of payments to vendors made on or before the due date	100%	99%	99%	99%	99%
Percentage of accounts current in premium payments (delinquent less than 60 days)	100%	100%	100%	100%	100%
<b>Improve the monitoring of contracts and communications with contract vendors</b>					
Percentage of vendor contracts that include performance guarantees	100%	100%	100%	100%	100%
<b>Membership satisfaction</b>					
Percentage of survey respondents who found the HSS Fair beneficial	85%	85%	85%	85%	85%
Percentage of survey respondents who rate HSS service as good or better	80%	80%	80%	80%	80%
Percentage of survey respondents who find the HSS website informative	80%	80%	80%	80%	80%

# HUMAN RESOURCES

The Department of Human Resources (DHR) recruits, engages, and develops the City’s workforce to meet the expectations and service needs of San Franciscans.

## SERVICES

The Department of Human Resources provides services through the following functional areas:

**EMPLOYMENT SERVICES** includes the Recruitment and Assessment Services team, the Client Service team, the Classification and Compensation team, and the Employment Information Services team. Collectively, these teams provide innovative human resources solutions, technical consultation, and direct services in all operational areas of the City’s human resources programs. They are also responsible for ensuring equal employment opportunity and the application of merit system principles.

**EMPLOYEE RELATIONS** negotiates and administers the provisions of collective bargaining agreements between the City and County of San Francisco and the labor organizations that represent City employees, and engages in legally required meet and confer processes regarding issues within the scope of representation. Employee Relations staff advises departmental personnel representatives in the interpretation of contractual provisions, manages and reviews all grievances related to contract interpretation/ application and disciplinary actions, and evaluates bargaining unit assignments for City classifications.

**EQUAL EMPLOYMENT OPPORTUNITY (EEO)** provides professional consultation to applicants, employees,

and departments in the areas of equal employment opportunity, employment discrimination and harassment, and accommodation of persons with disabilities. EEO staff also trains supervisors and managers to prevent workplace harassment and implements investigation and alternative dispute resolution of harassment and employment discrimination complaints.

**WORKERS’ COMPENSATION** administers benefits related to industrial injuries and illnesses in compliance with state and local laws and regulations; coordinates citywide safety and prevention efforts; and facilitates return-to-work programs.

**WORKFORCE DEVELOPMENT AND TRAINING** develops and presents citywide professional training programs and organizational design consultation to City departments; manages succession planning programs; and designs and implements internship and apprenticeship programs.

**ADMINISTRATION, FINANCE, BUDGET, AND INFORMATION SERVICES** provides internal administrative support to ensure efficient department operations.

For more information, call (415) 557-4800 or 311; or visit [www.sfdhr.org](http://www.sfdhr.org)

## BUDGET DATA SUMMARY

	2011–12	2012–13	2013–14		2014–15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012–13	Proposed Budget	Change from 2013–14
<b>Total Expenditures</b>	73,854,644	73,942,657	77,883,343	3,940,686	78,486,233	602,890
<b>Total FTE</b>	123	124	136	12	133	(3)

# BUDGET ISSUES AND DETAILS

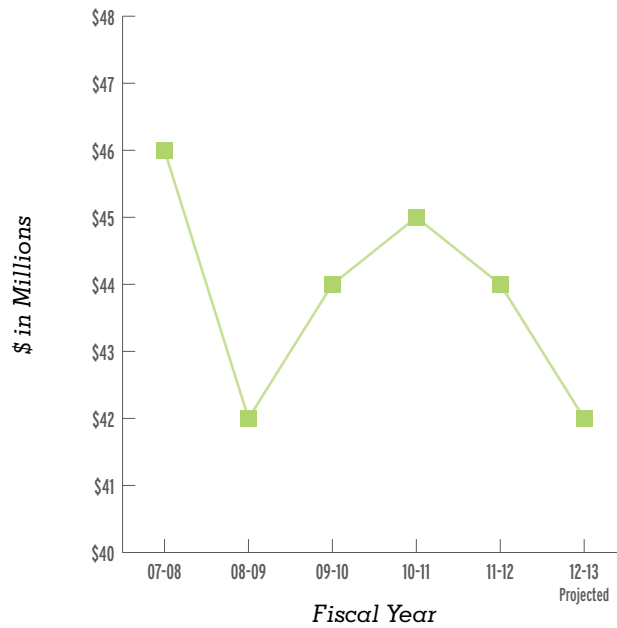
The Fiscal Year (FY) 2013-14 proposed budget of \$77.9 million for the Department of Human Resources is \$3.9 million, or 5.3 percent, higher than the FY 2012-13 budget of \$73.9 million. A significant amount of this increase is due to the Department's Labor Project budget, which will increase due to anticipated contract negotiations for City employees' wages and benefits. In addition, the Department is adding new positions and professional services for a new Citywide Leave Management Unit.

The FY 2014-15 proposed budget of \$78.5 million for the Department is \$0.6 million, or 0.8 percent, higher than the FY 2013-14 budget of \$77.9 million. A significant amount of this increase is due to higher workers' compensation claims costs as well as the annualization of new positions budgeted in FY 2013-14.

## *Citywide Leave Management Unit*

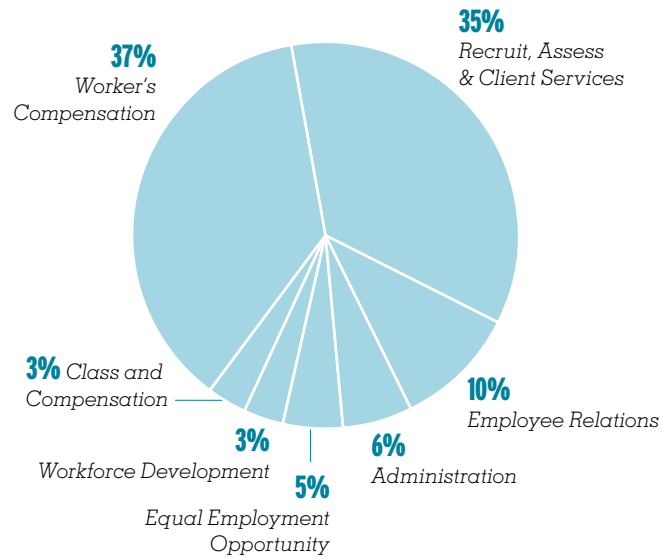
In FY 2013-14, the Department will establish a Citywide Leave Management Unit to advise and train human resources personnel regarding the myriad of federal, state, and local laws governing leaves and their overlap with the City's leave programs. The new unit will enable the City to consistently apply and communicate leave entitlements to employees, leading to overall decreased labor costs. As a result of this project, the City will be implementing what is considered a best practice for identifying, addressing, and managing employees' leave usage.

## TOTAL WORKERS' COMPENSATION CLAIMS COSTS



Annual claims costs decreased by 7 percent from a high of \$46 million in FY 2007-08.

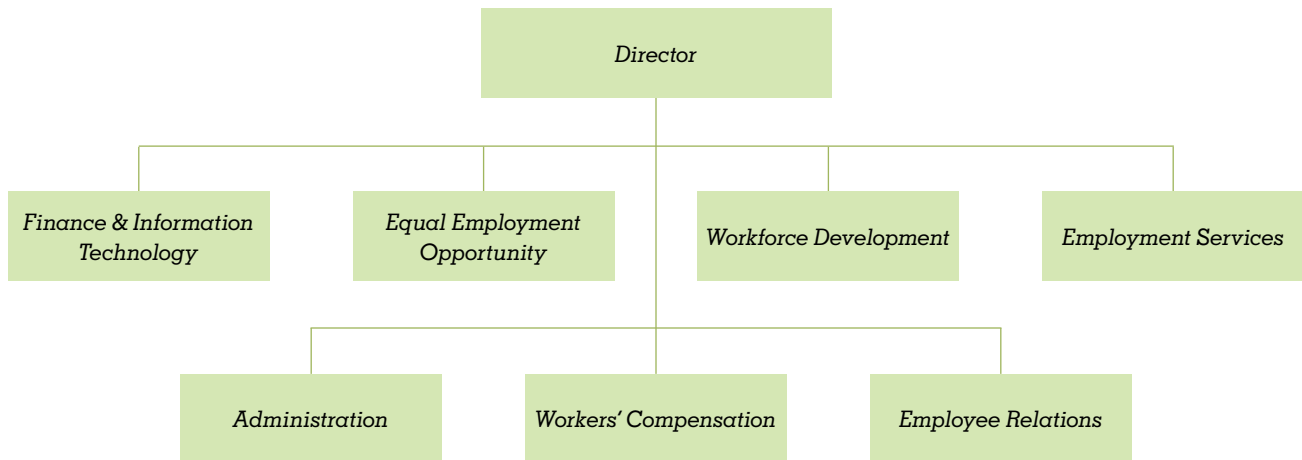
## FULL-TIME EQUIVALENT POSITIONS BY PROGRAM



37 percent of all DHR employees work in the Workers' Compensation Program.

---

# HUMAN RESOURCES



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	123.06	123.77	138.87	15.10	135.53	(3.34)
Non-operating Positions (cap/other)	0.00	0.00	(3.00)	(3.00)	(3.00)	0.00
<b>Net Operating Positions</b>	<b>123.06</b>	<b>123.77</b>	<b>135.87</b>	<b>12.10</b>	<b>132.53</b>	<b>(3.34)</b>
<b>SOURCES</b>						
Other Revenues	(50)	0	0	0	0	0
Transfers In	4,589	0	0	0	0	0
Expenditure Recovery	61,734,758	64,564,100	66,515,888	1,951,788	67,574,881	1,058,993
Use of / (Deposit to) Fund Balance	(7,463)	0	0	0	0	0
General Fund Support	12,122,810	9,378,557	11,367,455	1,988,898	10,911,352	(456,103)
<b>Sources Total</b>	<b>73,854,644</b>	<b>73,942,657</b>	<b>77,883,343</b>	<b>3,940,686</b>	<b>78,486,233</b>	<b>602,890</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	11,774,529	11,093,827	12,248,743	1,154,916	12,139,195	(109,548)
Fringe Benefits	4,802,498	4,634,544	5,802,226	1,167,682	6,303,516	501,290
Professional & Contractual Services	53,177,951	54,192,783	55,320,090	1,127,307	55,755,506	435,416
Materials & Supplies	147,029	138,313	136,313	(2,000)	136,313	0
Services of Other Departments	3,952,637	3,883,190	4,375,971	492,781	4,151,703	(224,268)
<b>Uses - Operating Expenditures Total</b>	<b>73,854,644</b>	<b>73,942,657</b>	<b>77,883,343</b>	<b>3,940,686</b>	<b>78,486,233</b>	<b>602,890</b>
<b>USES BY PROGRAM RECAP</b>						
Administration	622,832	833,056	1,094,180	261,124	1,154,069	59,889
Class And Compensation	295,424	603,795	480,605	(123,190)	497,796	17,191
Employee Relations	6,477,342	4,291,925	5,484,599	1,192,674	4,637,378	(847,221)
Equal Employment Opportunity	1,065,122	1,145,098	1,487,528	342,430	1,608,755	121,227
Health Service System	144,308	0	0	0	0	0
Management Information System	51,797	0	0	0	0	0
Recruit/ Assess/ Client Services	7,611,661	7,317,440	7,725,039	407,599	7,880,668	155,629
Workers Compensation	56,650,300	58,991,898	60,925,530	1,933,632	62,003,215	1,077,685
Workforce Development	935,858	759,445	685,862	(73,583)	704,352	18,490
<b>Uses by Program Recap Total</b>	<b>73,854,644</b>	<b>73,942,657</b>	<b>77,883,343</b>	<b>3,940,686</b>	<b>78,486,233</b>	<b>602,890</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>CLASS AND COMPENSATION</b>					
<b>Provide high quality compensation services</b>					
Percent of wage rate calculations not requiring pay corrections	99%	100%	100%	100%	100%
<b>EQUAL EMPLOYMENT OPPORTUNITY</b>					
<b>Provide City employees with a discrimination-free workplace</b>					
Percentage of discrimination complaints investigated within 6 months of receipt	74%	70%	60%	70%	70%
<b>RECRUIT/ ASSESS/ CLIENT SERVICES</b>					
<b>Streamline the examination process to facilitate permanent appointment and maintain low level of provisional appointment</b>					
Percentage of employees citywide that are provisional	1.50%	1.60%	1.60%	1.60%	1.60%
Average time between examination announcement closing and list adoption, in months	1.8	2.0	2.0	2.0	2.0
<b>WORKERS COMPENSATION</b>					
<b>Resolve employee Workers Compensation claims in a timely and effective manner</b>					
Workers' Compensation claims closing ratio	109%	105%	106%	105%	105%
<b>WORKFORCE DEVELOPMENT</b>					
<b>Provide high quality training to employees</b>					
Average rating of DHR workshops by participants (1-5 scale)	4.4	4.4	4.7	4.4	4.4

# HUMAN RIGHTS COMMISSION

The Human Rights Commission (HRC), established in 1964 by City Ordinance, provides leadership and advocacy in securing, protecting, and promoting human rights for all people.

## SERVICES

The Human Rights Commission provides services through the following divisions:

**DISCRIMINATION COMPLAINTS INVESTIGATION & MEDIATION DIVISION** investigates and mediates complaints of discrimination and non-compliance in employment, housing, and public accommodation, as prescribed by San Francisco Administrative Code Chapters 12A, 12B, 12C and 12N and San Francisco Police Code Articles 33, 38 and 1.2. In addition, this Division is charged with implementing the Sanctuary City Ordinance by assisting the public in filing, mediating, and investigating

complaints of non-compliance as prescribed by San Francisco Administrative Code Chapters 12H.

**POLICY AND SOCIAL JUSTICE DIVISION** collaborates closely with other governmental agencies, community-based organizations, and members of the community to address a wide-range of civil rights and other related social justice issues affecting the residents of San Francisco.

For more information, call (415) 252-2500 or 311; or visit [www.sf-hrc.org](http://www.sf-hrc.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	5,584,873	1,863,720	1,947,040	83,320	1,975,878	28,838
<b>Total FTE</b>	34	12	12	0	12	0



# BUDGET ISSUES AND DETAILS

The FY 2013-14 proposed budget of \$1.9 million for the Human Rights Commission is \$83,320, or 4.5 percent, higher than the FY 2012-13 budget of \$1.9 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

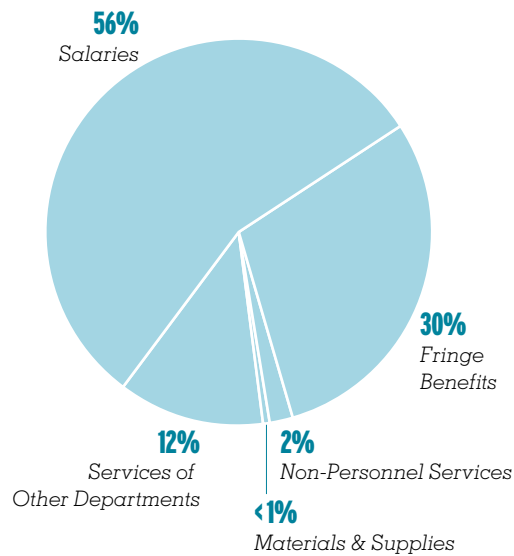
The FY 2014-15 proposed budget of \$2.0 million for the Human Rights Commission is \$28,838, or 1.5 percent higher than the FY 2013-14 proposed budget of \$1.9 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

## Using Technology to Enhance Efficiency

In 2012, the Human Rights Commission developed a web-based application to maximize the effectiveness

of services provided by the Discrimination Complaints Investigation and Mediation Division throughout the complaint process. This centralized information-sharing system has transformed HRC investigations, increasing the efficiency with which the Department approaches, tracks, and monitors data related to discrimination complaints. The improved capacity to track, monitor, and report information related to claims of discrimination enables the City to better analyze activity in employment, housing, and public accommodations. In turn, the Department can effectively identify patterns and trends in these areas, and collaborate with employers, housing providers, City contractors, and other businesses to address any problematic findings.

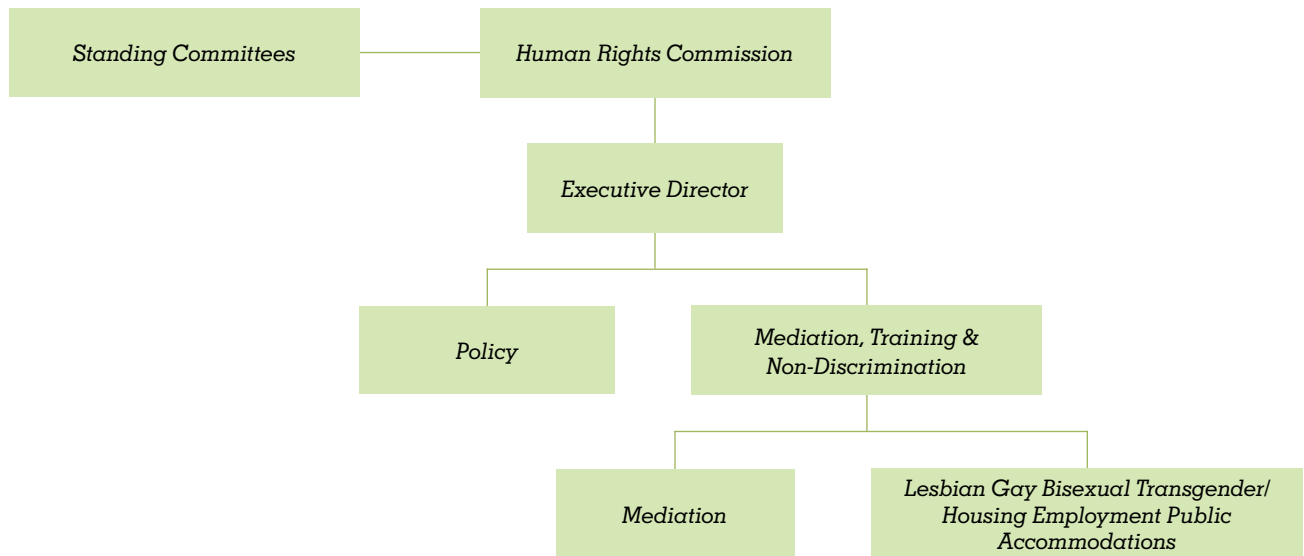
## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



HRC expends 86 percent of its budget on salaries and fringe benefits.

---

# HUMAN RIGHTS COMMISSION



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	35.52	12.00	11.81	(0.19)	11.68	(0.13)
Non-operating Positions (cap/other)	(2.00)	0.00	0.00	0.00	0.00	0.00
<b>Net Operating Positions</b>	<b>33.52</b>	<b>12.00</b>	<b>11.81</b>	<b>(0.19)</b>	<b>11.68</b>	<b>(0.13)</b>
<b>SOURCES</b>						
Charges for Services	354	0	15,100	15,100	0	(15,100)
Expenditure Recovery	4,509,831	647,946	713,438	65,492	0	(713,438)
General Fund Support	1,074,688	1,215,774	1,218,502	2,728	1,975,878	757,376
<b>Sources Total</b>	<b>5,584,873</b>	<b>1,863,720</b>	<b>1,947,040</b>	<b>83,320</b>	<b>1,975,878</b>	<b>28,838</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	2,919,822	1,119,835	1,124,653	4,818	1,129,747	5,094
Fringe Benefits	1,385,271	508,251	477,435	(30,816)	514,454	37,019
Overhead	49,896	0	0	0	0	0
Professional & Contractual Services	451,300	34,300	56,900	22,600	41,800	(15,100)
Materials & Supplies	21,535	5,000	5,000	0	5,000	0
Services of Other Departments	757,049	196,334	283,052	86,718	284,877	1,825
<b>Uses - Operating Expenditures Total</b>	<b>5,584,873</b>	<b>1,863,720</b>	<b>1,947,040</b>	<b>83,320</b>	<b>1,975,878</b>	<b>28,838</b>
<b>USES BY PROGRAM RECAP</b>						
Human Rights Commission	5,584,873	1,863,720	1,947,040	83,320	1,975,878	28,838
<b>Uses by Program Recap Total</b>	<b>5,584,873</b>	<b>1,863,720</b>	<b>1,947,040</b>	<b>83,320</b>	<b>1,975,878</b>	<b>28,838</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
--	---------------------	---------------------	------------------------	---------------------	---------------------

### Discrimination Division

#### Address complaints of discrimination in employment, housing and public accommodations within the City and County of San Francisco

Total Inquiries & Intakes	1,479	1,700	1,700	1,700	1,800
Total Number of Complaints Filed	95	120	107	107	107
Total Number of Complaints Filed and Settled	20	30	23	23	23



---

# HUMAN SERVICES AGENCY

The Human Services Agency (HSA) promotes well-being and self-sufficiency among individuals, families, and communities in San Francisco. The Human Services Agency is comprised of two separate departments. The Department of Aging and Adult Services (DAAS) is charged with planning, coordinating, providing, and advocating for community-based services for older adults and individuals with disabilities, and works with nearly 44,000 San Franciscans each year. The Department of Human Services (DHS) works with approximately 146,000 San Franciscans each year to provide critical housing, nutrition assistance, income support, and child welfare services.

---

## SERVICES

The Department of Aging and Adult Services provides services through the following divisions:

**IN-HOME SUPPORTIVE SERVICES (IHSS)** assists more than 22,000 low-income elderly, disabled and/or blind San Franciscans to live safely in their own homes, rather than in a nursing home or other group care facility. The program employs more than 18,000 individuals as independent providers. IHSS workers assist consumers with household chores and personal care. The program works with hospitals and other medical facilities to ensure that homecare services are in place at the time of discharge, which helps to mitigate hospital recidivism.

**PROTECTIVE SERVICES DIVISION** is comprised of Adult Protective Services (APS), Public Guardian, Public Administrator, Public Conservator, and Representative Payee. Adult Protective Services assists elders (65+) and adults with disabilities/dependent adults (18-64) who are abused or neglected, or at risk of abuse or neglect. The Public Guardian provides probate conservatorship services for San Francisco's seniors and adults with disabilities who are substantially unable to provide for

their own personal needs. The Public Administrator handles the estates of deceased San Franciscans when no family members are willing or able to act. The Public Conservator provides mental health conservatorship services for San Franciscans deemed gravely disabled due to mental illness. The Representative Payee manages money for adults with disabilities who cannot manage their own funds and who voluntarily agree to have the Payee manage their money for them.

**LONG-TERM CARE OPERATIONS DIVISION** is comprised of the Diversion and Community Integration Program (DCIP), the Community Living Fund (CLF), and the San Francisco Transitional Care Program (SF TCP). DAAS is the lead organization of the DCIP, which provides an integrated approach to offering supportive services and housing for individuals diverted from or discharged from Laguna Honda Hospital. The CLF was created to support aging in place and community placement alternatives for individuals who may otherwise require care within an institution. The CLF provides for home- and community-based services, or a combination of equipment and services, that help individuals currently or at risk of being

institutionalized to continue living independently in their homes, or to return to community living. SF TCP is a partnership comprised of eight San Francisco hospitals, nine community-based organizations, and DAAS. The focus of the TCP is to lower hospital readmission rates by providing short-term, targeted social services for adults with disabilities and seniors leaving acute hospital settings.

**COMMUNITY SERVICES/INTAKE DIVISION** includes the Office on the Aging, County Veterans’ Service Office (CVSO), and Integrated Intake. The Office on the Aging works with community-based organizations to provide a wide range of programs and services for seniors and adults with disabilities, including nutrition programs, activity centers, transportation, and legal services. The CVSO helps veterans and their dependents to obtain veterans’ benefits and entitlements. Integrated Intake provides 24-hour information and assistance services pertaining to adults with disabilities and seniors, and takes reports of elder/dependent adult abuse, IHSS and CLF referrals, and requests for home delivered meals.

The Department of Human Services provides services through the following program areas:

**CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO CHILDREN (CALWORKS) AND WELFARE-TO-WORK SERVICES** provide financial assistance and supportive services, such as job readiness assistance, behavioral health treatment, transportation, and services designed to help parents of low-income families secure and retain employment and become self-sufficient.

**CHILD CARE PROGRAMS**, administered by the Office of Early Care and Education, link low-income families to subsidized child care slots and provide funding for numerous initiatives, including facilities and workforce investments to help ensure that children have access to high-quality early childhood education.

**COUNTY ADULT ASSISTANCE PROGRAMS (CAAP)** provide financial aid and supportive services such as job training, shelter, Supplemental Security Income (SSI) Advocacy, permanent housing, Homeward Bound, and other services to eligible low-income San Francisco adult residents in order to help clients secure and retain employment and become self-sufficient.

**HOUSING AND HOMELESS SERVICES** provide assistance and support to homeless individuals and families, including early intervention and prevention, emergency shelters, transitional housing, permanent supportive housing, and other services to help them achieve the highest possible level of self-sufficiency. The Care Not Cash program aims to improve the health and welfare of homeless CAAP clients by offering housing and services as part of their benefit package.

**FAMILY AND CHILDREN’S SERVICES** protects children from abuse and neglect; supports the well-being of children and families; and finds permanency for children through reunification, legal guardianship, or adoptions. This division operates the child abuse hotline, conducts investigations and case planning, and provides case management for families and for children living at home and in foster care.

**CAL-FRESH (FOOD STAMPS)** helps adults and families improve their health by providing access to a nutritious diet.

**MEDI-CAL HEALTH CONNECTIONS** connects San Francisco residents, including seniors, people with disabilities, families, pregnant women, children, and young adults, to free and low-cost health coverage through the Medi-Cal program. With the implementation of the Affordable Care Act in California, the Medi-Cal program will serve many single adults who are not pregnant or disabled, and provide information and enrollment services to San Francisco residents who may be eligible for subsidized health insurance through the Affordable Care Act-authorized health exchange.

**ADMINISTRATION, POLICY, AND PLANNING** provides support to programs for both DAAS and DHS. Administrative functions include budget, finance, contracts and facilities management, information technology, and human resources. Policy and Planning conducts analyses to support on-going improvement of services to clients, while the investigations office works to ensure program integrity.

For more information, call (415) 557-5000 or 311; or visit [www.sfhsa.org](http://www.sfhsa.org)

## BUDGET DATA SUMMARY

	2011–12	2012–13	2013–14		2014–15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012–13	Proposed Budget	Change from 2013–14
<b>Total Expenditures</b>	635,539,107	703,528,686	735,390,261	31,861,575	749,104,932	13,714,671
<b>Total FTE</b>	1,691	1,750	1,871	121	1,894	23

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$735.4 million for the Human Services Agency is \$31.9 million, or 4.5 percent, higher than the FY 2012-13 budget of \$703.5 million. A significant amount of this increase is due to increased revenue to support the expansion of Medi-Cal as part of the implementation of the Affordable Care Act (ACA), and increased state revenue related to social service realignment and the administration of in-home supportive services. New programs include grant-funded administration of the Housing Opportunities for Persons with AIDS (HOPWA) rental assistance program and a state revenue supported refocusing of CalWORKs services on connecting clients to work.

The FY 2014-15 proposed budget of \$749.1 million for the Human Services Agency is \$13.7 million, or 1.9 percent, higher than the FY 2013-14 budget of \$735.4 million. A significant amount of this increase is due to increases in salary and fringe benefits costs, along with a small increase in the housing and homeless budget for new supportive housing sites opening in FY 2014-15.

## *Medi-Cal Expansion*

The implementation of the Affordable Care Act (ACA) in California will lead to a dramatic expansion in the Medi-Cal caseload. Projections indicate that there may be as many as 40,000 new clients eligible for Medi-Cal in San Francisco beginning in January 2014, and HSA is responsible for enrolling the new clients. In addition, HSA will have to begin providing information and services to San Francisco residents who inquire about eligibility for subsidized health insurance offered through the ACA-authorized health exchange.

This influx of new clients requires new staffing and business processes to improve efficiency. New records management, reception, and eligibility staff included in the FY 2013-14 and 2014-15 budget will allow HSA to streamline services and provide seamless services to clients whether they come to the Department's office in person or call in for service.

## *Service Center Technology*

Multiple programs at HSA—including Medi-Cal, CalFresh, and CalWORKs—have moved some or all of their operations to a service center approach. In contrast to past practices linking each client to one caseworker, this approach allows clients to access their information with any available caseworker in person, on the phone, online, and through the mail. Client information is available electronically, allowing caseworkers to respond to clients' questions and inquiries quickly and efficiently.

HSA continues to invest in the software and technology necessary to enhance this approach, and also schedule clients more effectively for appointments.

## *Connecting to Work*

Governor Jerry Brown's redesign of the CalWORKs program for families calls on counties to refocus on connecting clients to meaningful work and long-term self-sufficiency beginning in FY 2013-14. This new approach fits well with HSA's existing Jobs Now program and other employment-focused programs. To meet the State's demands, HSA is adding employment assistance staff as funded by CalWORKs revenue, and updating program rules in order to more fully engage all CalWORKs clients.

## *Improving Effectiveness*

HSA's commitment to data-driven accountability and continuous improvement is rooted in the rigorous analyses performed by its Planning Unit. The Planning Unit works with the executives and program managers of DHS and DAAS programs to develop and analyze information to support Department decision-making and to improve efficiency and effectiveness. Planning analysts track program caseloads and trends on an ongoing basis, providing managers with the reports needed to monitor their programs. Planning analysts also conduct needs assessments and program evaluations that inform programmatic changes. Recently, the Planning Unit spearheaded a systematic review of the Department's contracts to sharpen the contract outcomes, align them with program goals, and hold providers to the highest level of accountability. HSA launched an online contracts management database in FY 2012-13 that tracks contractor performance on these outcomes over time.

## *HOPWA Subsidies*

In Spring 2013, HSA assumed responsibility for local administration of the Housing Opportunities for Persons with AIDS (HOPWA) Rental Assistance Program from the San Francisco Housing Authority. The HOPWA Program provides rental subsidies to San Francisco residents who are living with HIV/AIDS and who are very low-income. The FY 2013-14 budget includes \$3.1 million from the Mayor's Office of Housing for the program, \$2.9 million of which is for rental assistance for clients. The remaining funds support administration of the program. The program's transition to HSA follows a similar, successful transition of the administration of the rental assistance portion of the Shelter Plus Care Program to HSA from the Housing Authority in 2011.



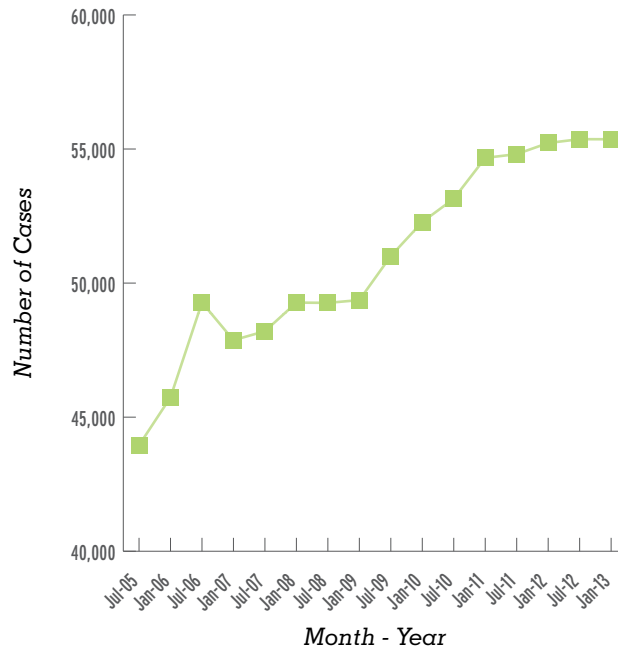
## *SSI Advocacy*

Over the next two fiscal years, HSA will continue to strengthen the Social Security Income (SSI) Advocacy program. This program serves single adults with disabilities in the County Adult Assistance Programs (CAAP) by helping them complete applications and appeals for federal SSI benefits. If clients are successful in their application for SSI, they receive increased income, sometimes as much as \$10,000 more a year in cash aid, as well as gain eligibility for Medi-Cal benefits. A recent analysis shows that the SSI Advocacy program benefits the City: a total of 717 clients were awarded SSI during FY 2011-12, resulting in a net benefit of approximately \$3.3 million for HSA alone (additional reimbursement also comes to the City through the Department of Public Health for medical services). For every dollar HSA spent on the SSI Advocacy program, it recouped \$2.98 in the form of increased revenue, such as reimbursements from SSA and forgone future aid payments. For every dollar HSA spent on the program, HSA estimates that it and the Department of Public Health recouped a combined \$4.07.

## *Broadband Technology Opportunities Program*

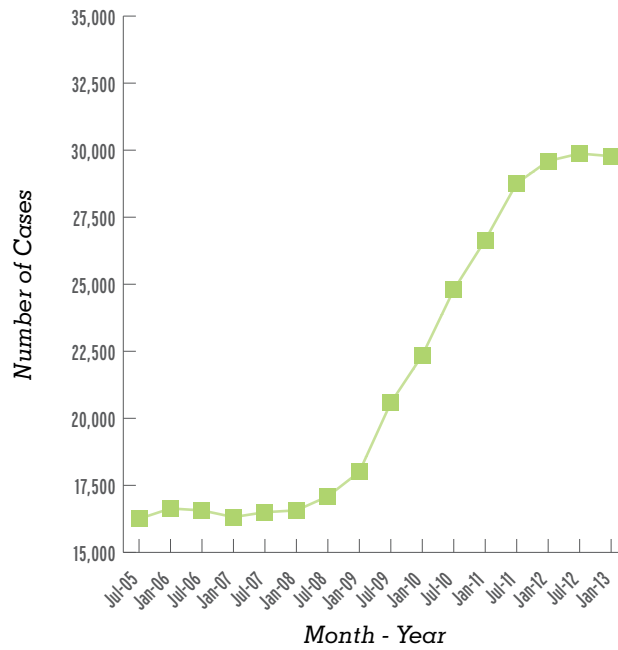
In 2010, the U.S. Department of Commerce awarded \$7.9 million to San Francisco for a Broadband Technology Opportunities Program (BTOP). The purpose of the award was to increase technology accessibility in San Francisco with a focus on bridging the digital divide of seniors and adults with disabilities. Of the \$7.9 million, HSA received approximately \$3.0 million for DAAS Senior Programs. While the activities have helped to enrich the lives of seniors and adults with disabilities, this important work would not be continued after September 2013 without new funding. The FY 2013-14 and 2014-15 budget contains over \$1.4 million in General Fund support to continue this program. Over the next two fiscal years, DAAS will work with each of the existing 54 BTOP sites to ensure program effectiveness.

## MEDI-CAL CASELOAD GROWTH



The Medi-Cal caseload has grown by 26 percent since July 2005.

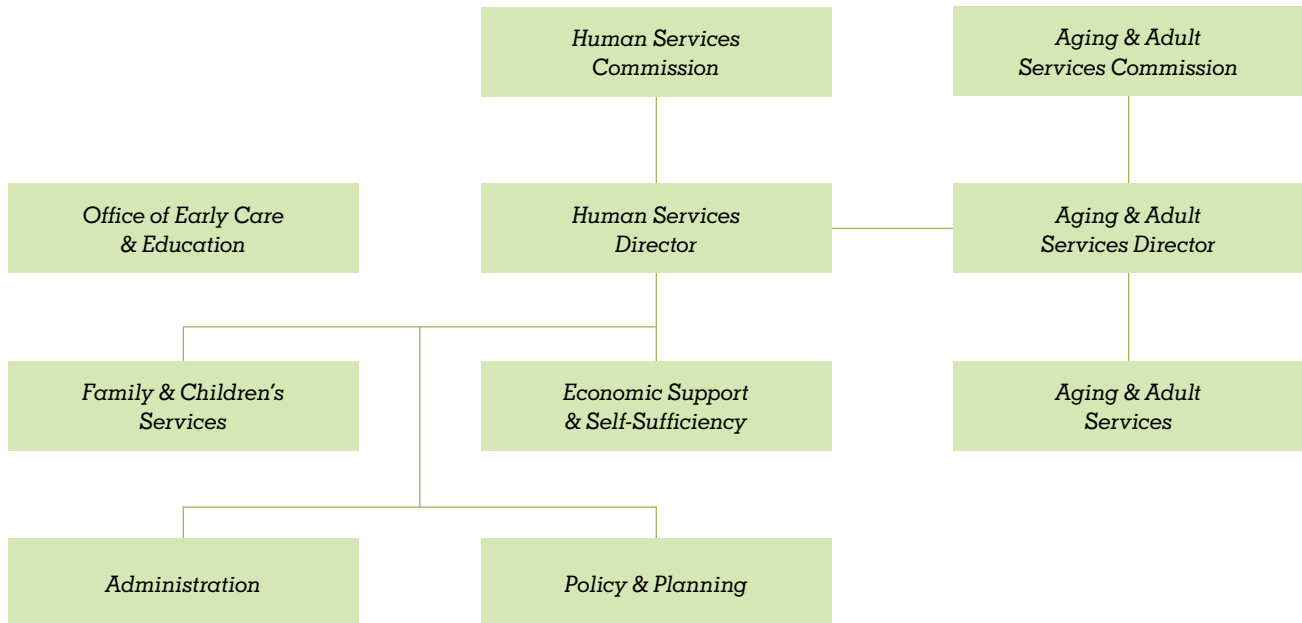
## NON-ASSISTANCE FOOD STAMPS CASELOAD GROWTH



The Non-Assistance Food Stamps caseload has grown by 83 percent since July 2005.

---

# HUMAN SERVICES AGENCY



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	1,704.52	1,767.07	1,884.90	117.83	1,906.95	22.05
Non-operating Positions (cap/other)	(14.00)	(17.00)	(13.92)	3.08	(13.00)	0.92
<b>Net Operating Positions</b>	<b>1,690.52</b>	<b>1,750.07</b>	<b>1,870.98</b>	<b>120.91</b>	<b>1,893.95</b>	<b>22.97</b>
<b>SOURCES</b>						
Use of Money or Property	339,472	449,928	444,000	(5,928)	444,000	0
Intergovernmental Revenue - Federal	200,968,911	225,541,041	233,412,653	7,871,612	232,221,625	(1,191,028)
Intergovernmental Revenue - State	215,378,496	213,455,932	241,685,515	28,229,583	245,616,169	3,930,654
Intergovernmental Revenue - Other	44,301	0	40,000	40,000	0	(40,000)
Charges for Services	3,317,129	1,394,778	1,275,771	(119,007)	1,275,771	0
Other Revenues	593,716	1,105,861	2,260,728	1,154,867	2,201,153	(59,575)
Transfers In	18,014,051	16,190,156	16,150,250	(39,906)	16,150,250	0
Expenditure Recovery	25,471,895	30,580,766	34,176,557	3,595,791	34,122,571	(53,986)
Transfer Adjustments-Sources	(18,014,051)	(16,190,156)	(16,150,250)	39,906	(16,150,250)	0
Use of / (Deposit to) Fund Balance	(2,238,345)	0	0	0	0	0
General Fund Support	191,663,532	231,000,380	222,095,037	(8,905,343)	233,223,643	11,128,606
<b>Sources Total</b>	<b>635,539,107</b>	<b>703,528,686</b>	<b>735,390,261</b>	<b>31,861,575</b>	<b>749,104,932</b>	<b>13,714,671</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	126,827,418	136,501,016	152,349,345	15,848,329	157,199,582	4,850,237
Fringe Benefits	64,049,850	67,423,293	76,877,716	9,454,423	84,566,567	7,688,851
Professional & Contractual Services	26,310,234	25,220,761	26,821,674	1,600,913	26,956,709	135,035
Aid Assistance / Grants	374,159,891	422,558,906	430,010,495	7,451,589	430,269,541	259,046
Materials & Supplies	2,587,551	2,490,011	2,000,261	(489,750)	2,012,233	11,972
Equipment	297,704	200,260	1,579,521	1,379,261	979,016	(600,505)
Services of Other Departments	40,858,572	45,792,989	45,396,249	(396,740)	46,748,284	1,352,035
Transfers Out	18,256,550	16,190,156	16,150,250	(39,906)	16,150,250	0
Transfer Adjustments-Uses	(18,014,051)	(16,190,156)	(16,150,250)	39,906	(16,150,250)	0
<b>Uses - Operating Expenditures Total</b>	<b>635,333,719</b>	<b>700,187,236</b>	<b>735,035,261</b>	<b>34,848,025</b>	<b>748,731,932</b>	<b>13,696,671</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	143,763	257,450	355,000	97,550	373,000	18,000
Capital Renewal	0	3,084,000	0	(3,084,000)	0	0
Capital Projects	61,625	0	0	0	0	0
<b>Uses - Project Expenditures Total</b>	<b>205,388</b>	<b>3,341,450</b>	<b>355,000</b>	<b>(2,986,450)</b>	<b>373,000</b>	<b>18,000</b>
<b>USES BY PROGRAM RECAP</b>						
Administrative Support	85,275,509	89,019,945	91,571,997	2,552,052	93,809,008	2,237,011
Adult Protective Services	5,949,156	5,504,522	6,001,882	497,360	6,225,519	223,637
Calworks	44,437,990	46,935,371	45,865,071	(1,070,300)	47,028,660	1,163,589
Children's Baseline	18,926,131	28,051,313	28,007,598	(43,715)	28,814,357	806,759
County Adult Assistance Program	51,113,165	52,028,814	50,220,515	(1,808,299)	50,713,875	493,360
County Veterans Services	379,250	419,939	436,282	16,343	451,402	15,120
Diversion And Community Integration Prog	3,212,488	3,656,139	3,832,139	176,000	3,832,139	0
Dss Childcare	26,081,489	30,648,321	28,621,266	(2,027,055)	28,577,534	(43,732)
Family And Children's Service	101,573,324	119,100,732	119,065,248	(35,484)	121,812,001	2,746,753
Food Stamps	15,556,160	21,147,407	24,619,146	3,471,739	25,942,971	1,323,825
Homeless Services	81,974,874	88,884,866	103,157,394	14,272,528	101,649,214	(1,508,180)
In Home Supportive Services	125,492,758	127,436,807	131,806,971	4,370,164	135,391,753	3,584,782
Integrated Intake	1,020,521	1,212,564	1,797,703	585,139	2,041,581	243,878
Medi-Cal	23,164,780	24,703,735	30,687,541	5,983,806	32,721,372	2,033,831
No Community	242,499	0	0	0	0	0
Office On Aging	19,386,880	29,155,582	30,493,623	1,338,041	30,108,514	(385,109)
Public Administrator	1,541,721	1,518,043	1,478,206	(39,837)	1,531,698	53,492
Public Conservator	1,714,293	1,407,365	1,465,174	57,809	1,520,220	55,046

## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14

### USES BY PROGRAM RECAP

Public Ed Fund - Prop H ( March 2004 )	215,420	0	0	0	0	0
Public Guardian	2,329,938	2,684,063	2,790,457	106,394	2,888,255	97,798
Representative Payee	562,014	558,936	580,591	21,655	599,603	19,012
Welfare To Work	25,388,747	29,454,222	32,891,457	3,437,235	33,445,256	553,799
<b>Uses by Program Recap Total</b>	<b>635,539,107</b>	<b>703,528,686</b>	<b>735,390,261</b>	<b>31,861,575</b>	<b>749,104,932</b>	<b>13,714,671</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>ADULT SERVICES</b>					
<b>Assist individuals and families to achieve their greatest potential within the context of family, community and/or society</b>					
Total number of In Home Support Services (IHSS) clients	21,591	21,900	21,740	21,840	21,900
Number of unduplicated clients served by the Community Living Fund program	511	500	700	650	650
Percentage of formerly institutionalized Community Living Fund clients who have successfully continued community living for a period of at least six months	77%	80%	80%	80%	80%
<b>Promote the health and well being of San Franciscans</b>					
Number of meals served at centers (OOA)	714,243	750,450	714,147	718,475	718,475
Number of meals delivered to homes (OOA)	1,193,328	987,860	1,333,481	1,007,593	1,007,593
Number of unduplicated individuals served meals through senior congregate and home-delivered meal programs (OOA)	17,570	19,600	17,570	17,800	17,800
<b>Assist individuals and families to achieve their greatest potential within the context of family, community and/or society</b>					
Number of referrals and requests for information about Aging and Adult Services	24,335	23,000	27,000	32,000	32,000
<b>Maximize personal and agency resources</b>					
Number of unduplicated veterans that received assistance	2,432	3,000	3,000	3,000	3,000
<b>Protect and shield against abuse and neglect</b>					
Number of individuals served by the Public Conservator's Office	796	800	800	800	800
Public Guardian: Percentage of mandated visits made per quarter	98%	100%	100%	100%	100%
Total number of conservatees receiving services through the Public Guardian Office	343	350	340	330	330
<b>FAMILY AND CHILDREN'S SERVICE</b>					
<b>Assist individuals and families to achieve their greatest potential within the context of family, community and/or society</b>					
Percent of children who were reunified from child welfare supervised foster care during the most recent 12 month study period and had been in care less than 12 months	61%	75%	65%	75%	75%
<b>FOOD STAMPS</b>					
<b>Promote the health and well being of San Franciscans</b>					
Food Stamps: Error rate	2.7%	4.5%	3.4%	4.5%	4.5%
Current active food stamp caseload	28,057	29,000	28,000	29,000	30,000
<b>HOMELESS SERVICES</b>					
<b>Promote the health and well being of San Franciscans</b>					
Number of households that secured and/or maintained housing due to a one-time grant	1,928	2,500	2,526	2,200	2,200
Number of CAAP clients leaving homelessness due to obtaining housing through Care Not Cash	275	275	296	275	275
Percent of formerly homeless clients (single adults ) still in supportive housing or other appropriate placements after one year	91%	90%	91%	90%	90%
<b>Assist individuals and families to achieve their greatest potential within the context of family, community and/or society</b>					
Number of families receiving a rental subsidy	186	200	212	185	185
<b>WORKFORCE DEVELOPMENT</b>					
<b>Facilitate economic self-sufficiency</b>					
Rate of completion of participants enrolled in job readiness programs	69%	65%	67%	70%	70%
Job placement rate for aided individuals	70%	45%	56%	60%	60%
Number of individuals that received workforce development services	3,631	2,500	2,800	3,000	3,000
Number of individuals that were placed in employment (subsidized or unsubsidized)	2,025	1,200	2,300	2,400	2,400



# JUVENILE PROBATION

The Department of Juvenile Probation (JPD) locates, develops, and administers programs for the assessment, education, treatment, rehabilitation, and effective supervision of youth under the jurisdiction of the Department.

## SERVICES

The Department of Juvenile Probation provides services through the following program areas:

**RESIDENTIAL PROGRAMS** operates two facilities: the Juvenile Justice Center, where the county juvenile detention facility is located (Juvenile Hall); and the Log Cabin Ranch School, a residential program for adjudicated youth located in La Honda, California.

**PROBATION SERVICES** serves the community by investigating referrals of youth who are alleged to be beyond parental control or to have committed a crime. The Department also provides supervision services for youth who are wards of the court, or who have been deemed in need of such services by the San Francisco Superior Court.

**COMMUNITY PROGRAMS** partners with the Department of Children, Youth and Their Families (DCYF) and the Department of Public Health (DPH) to fund violence prevention services provided by community-based organizations. DCYF manages the community-based organization services on behalf of City departments with direction from the Joint Funders, a steering committee composed of principal stakeholders from DCYF, JPD, and DPH.

For more information call (415) 753-7800 or 311; or visit [www.sfgov.org/juvprobation](http://www.sfgov.org/juvprobation)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	33,815,012	35,687,837	36,986,627	1,298,790	38,225,158	1,238,531
<b>Total FTE</b>	236	236	239	3	239	0



# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$37.0 million for the Department of Juvenile Probation is \$1.3 million, or 3.6 percent, higher than the FY 2012-13 budget of \$35.7 million. A significant amount of this increase is due to increases in salary and fringe benefits costs; an increase in cost associated with water treatment operations at Log Cabin Ranch; and increases funds for other capital projects. These costs are offset by federal sources.

The FY 2014-15 proposed budget of \$38.2 million for the Department of Juvenile Probation is \$1.2 million, or 3.3 percent, higher than the FY 2013-14 proposed budget of \$37.0 million. A significant amount of this increase is due to increases in salary and fringe benefits costs as well as funding for capital projects and facilities maintenance.

## *Collaborative Approach to Community-Based Programming*

Juvenile Probation, the Department of Children, Youth and Their Families, and the Department of Public Health will continue to fund community-based service providers that offer a range of violence prevention programs to San Francisco youth and their families. Strategies aimed at case management, detention alternatives, gender-specific programming, and after-care services continue to be a priority for the Department and the City, as reflected in the Local Action Plan adopted by the Juvenile Justice Coordinating Council.

## *Juvenile Collaborative Reentry Team (JCRU)*

This year, the Department is expanding its reentry programming for youth. Based on a successful three-year pilot, the Department has launched the Juvenile Collaborative Reentry Team (JCRU). The model establishes a collaborative team approach in the development and implementation of reentry plans for youth. A dedicated team of attorneys, social workers, social advocates, probation officers, and clinical case coordinators work with the children and their families to ensure that youth are assisted in a comprehensive and monitored transition and community reintegration process.

## *Addressing Capital Needs*

In FY 2012-13, the Capital Planning Committee funded multiple projects for JPD to improve the conditions of two aging facilities: the Youth Guidance Center Courts and Administration Building and the Log Cabin Ranch facility. In FY 2013-14 and FY 2014-15, the City will invest over \$3.5 million in maintaining and improving JPD's capital and facilities infrastructure. Furthermore, the Department has established a close partnership with the San Francisco Public Utilities Commission to assist with the operations and improvements at the water and wastewater treatment system. The Department will expand that partnership in FY 2013-14 to make further improvements.

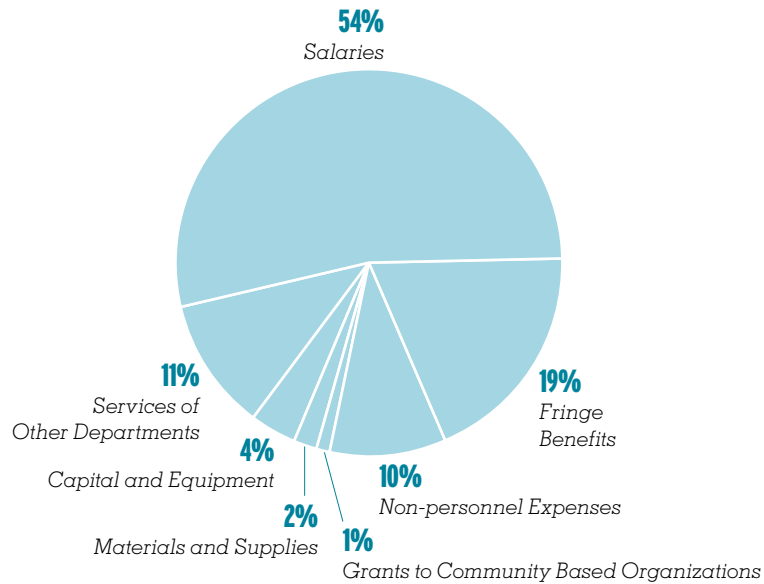
## *Foster Care Revenue*

For FY 2013-14 and continuing in FY 2014-15, the Department will increase its revenue from federal foster care sources (Title IV-E) by \$900,000 due to improved time studying for work that probation officers do with foster youth.

## *Organizational and Staff Development*

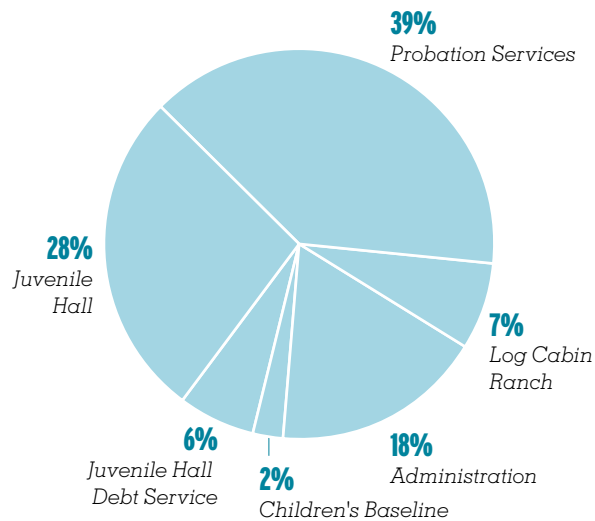
JPD will continue its efforts towards leadership development and training, strengthened community partnerships, and the continued implementation of evidence-based practices. In the coming fiscal years, the Department will continue to extend technical assistance and training for its community partners, provide leadership training for staff, and work to strengthen its operations. In addition, the Department is finalizing a comprehensive policy audit of all of its policies and procedures to ensure consistency with state and federal law, and national best practices.

## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



73 percent of Juvenile Probation's budget is expended on staff salaries and benefits.

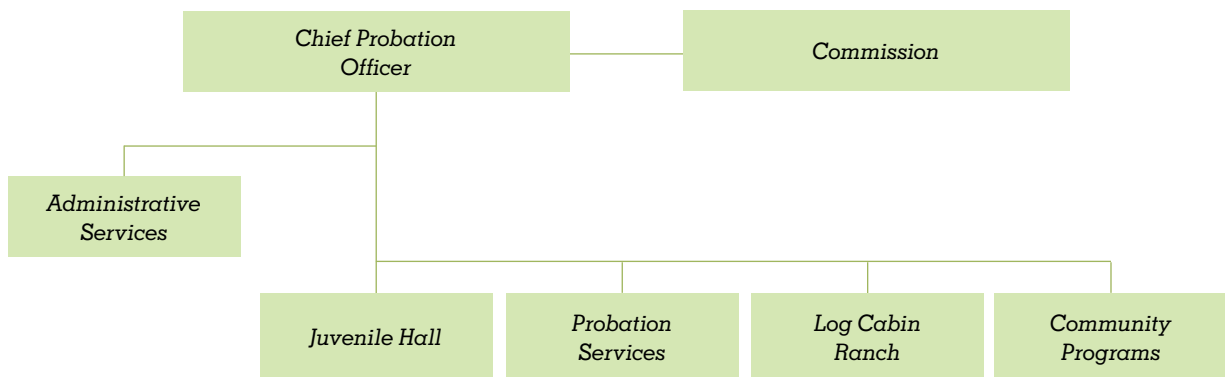
## FY 2013-14 DEPARTMENT USES BY SERVICE AREA



76 percent of Juvenile Probation's budget represents direct interactions with and services for San Francisco youth.

---

# JUVENILE PROBATION



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	238.49	237.52	240.43	2.91	240.17	(0.26)
Non-operating Positions (cap/other)	(2.00)	(1.50)	(1.00)	0.50	(1.00)	0.00
<b>Net Operating Positions</b>	<b>236.49</b>	<b>236.02</b>	<b>239.43</b>	<b>3.41</b>	<b>239.17</b>	<b>(0.26)</b>
<b>SOURCES</b>						
Licenses & Fines	31	0	0	0	0	0
Intergovernmental Revenue - Federal	2,974,420	1,608,294	2,544,238	935,944	2,521,294	(22,944)
Intergovernmental Revenue - State	4,691,433	4,513,182	4,628,324	115,142	4,734,224	105,900
Charges for Services	44,469	39,000	39,000	0	39,000	0
Other Revenues	140,340	0	0	0	0	0
Expenditure Recovery	89,547	80,000	80,000	0	80,000	0
Use of / (Deposit to) Fund Balance	66,837	0	0	0	0	0
General Fund Support	25,807,935	29,447,361	29,695,065	247,704	30,850,640	1,155,575
<b>Sources Total</b>	<b>33,815,012</b>	<b>35,687,837</b>	<b>36,986,627</b>	<b>1,298,790</b>	<b>38,225,158</b>	<b>1,238,531</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	17,942,050	19,150,314	19,873,025	722,711	20,024,941	151,916
Fringe Benefits	7,058,568	6,783,230	6,947,396	164,166	7,529,293	581,897
Overhead	10,000	0	0	0	0	0
Professional & Contractual Services	842,341	3,472,491	3,786,616	314,125	3,780,523	(6,093)
Aid Assistance / Grants	0	248,000	216,256	(31,744)	219,408	3,152
Materials & Supplies	633,972	693,647	673,647	(20,000)	729,177	55,530
Equipment	21,401	23,638	219,092	195,454	128,393	(90,699)
Services of Other Departments	4,321,466	4,136,517	3,965,595	(170,922)	3,949,423	(16,172)
Transfers Out	2,624,818	0	0	0	0	0
<b>Uses - Operating Expenditures Total</b>	<b>33,454,616</b>	<b>34,507,837</b>	<b>35,681,627</b>	<b>1,173,790</b>	<b>36,361,158</b>	<b>679,531</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	360,396	330,000	497,000	167,000	364,000	(133,000)
Capital Renewal	0	600,000	808,000	208,000	1,200,000	392,000
Capital Projects	0	250,000	0	(250,000)	300,000	300,000
<b>Uses - Project Expenditures Total</b>	<b>360,396</b>	<b>1,180,000</b>	<b>1,305,000</b>	<b>125,000</b>	<b>1,864,000</b>	<b>559,000</b>
<b>USES BY PROGRAM RECAP</b>						
Administration	7,294,134	7,112,485	7,168,723	56,238	7,288,308	119,585
Children's Baseline	1,065,292	1,001,571	1,010,999	9,428	1,012,158	1,159
Juvenile Hall	11,052,513	11,472,100	11,649,687	177,587	12,286,201	636,514
Juvenile Hall Replacement Debt Payment	2,626,268	2,660,351	2,667,374	7,023	2,665,174	(2,200)
Log Cabin Ranch	2,643,749	3,001,666	3,290,352	288,686	3,331,528	41,176
Probation Services	9,133,056	10,439,664	11,199,492	759,828	11,641,789	442,297
<b>Uses by Program Recap Total</b>	<b>33,815,012</b>	<b>35,687,837</b>	<b>36,986,627</b>	<b>1,298,790</b>	<b>38,225,158</b>	<b>1,238,531</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>JUVENILE HALL</b>					
<b>Provide a safe and secure environment for staff and detainees</b>					
Cost per youth per day - Juvenile Hall	\$367	\$377	\$377	\$377	\$377
<b>LOG CABIN RANCH</b>					
<b>Improve results for residents placed at Log Cabin Ranch</b>					
Percentage of Log Cabin Ranch graduates enrolled in vocational or educational programs within 30 days of release	94%	80%	75%	75%	89%
Percentage of Log Cabin Ranch graduates who do not incur sustained charges for new law violations within the first year of graduation	62%	50%	65%	65%	65%
<b>PROBATION SERVICES</b>					
<b>Utilize probation services and community resources to assist youth in successfully navigating probation.</b>					
Percentage of Early Morning Studies Academy (EMSA) youth who complete GED	66%	70%	70%	70%	72%
Percentage of youth who successfully complete the Evening Report Center Programs	57%	75%	75%	75%	75%
Percentage of probationer applicants through the New Directions Employment Program who get jobs compared with those who have applied	76%	72%	72%	72%	75%
Total number of community service hours completed by probation involved youth	1,665	1,000	1,100	1,100	1,200
<b>Reduce repeat offenders</b>					
Percentage of youth who incur a sustained finding for a new law violation while on probation	3%	5%	5%	5%	5%

---

# LAW LIBRARY

The Law Library (LLB) provides the people of San Francisco free access to legal information and specialized reference assistance in the use of those materials so that they may preserve their rights and conduct their legal affairs.

---

## SERVICES

The Law Library provides the following services:

**MAINTAINS A COMPREHENSIVE LEGAL COLLECTION** in electronic and print formats, including federal, state, and local laws, ordinances, regulations, and cases; court and legal forms; legal treatises, periodicals, texts, and encyclopedias; practice manuals, legal finding aids, and reference tools; legal materials and guides to meet the needs of both the public and legal professionals; legal resources and databases; and comprehensive archives of precedential cases, laws, regulations, and other essential materials.

**ASSISTS PROFESSIONALS** in navigating the law and finding the information they need by providing legal research assistance; instruction in the use of complex legal databases; orientation in how to find and use legal resources; library-created reference guides; seminars and legal educational programs; one-on-one legal information services; and by continuously refining, enhancing, and developing new services to meet emerging technologies.

**ENSURES THE CURRENCY AND ACCURACY OF THE LEGAL COLLECTION** by continuing to update codes and regulations, new case law reports, and current practice materials in print and electronic formats; processing, cataloging, and updating incoming materials daily to ensure their availability in LLB's database system; deleting outdated materials; adding, maintaining, and regularly updating modules to the specialized library software systems; enhancing and adding databases as essential new legal products are developed; monitoring the range of legal information materials, both in print and in electronic formats, to determine what will best serve Law Library patrons; and periodically replacing public computers and legal reference software.

For more information, call (415) 554-6821 or 311; or visit [www.sflawlibrary.org](http://www.sflawlibrary.org)

## BUDGET DATA SUMMARY

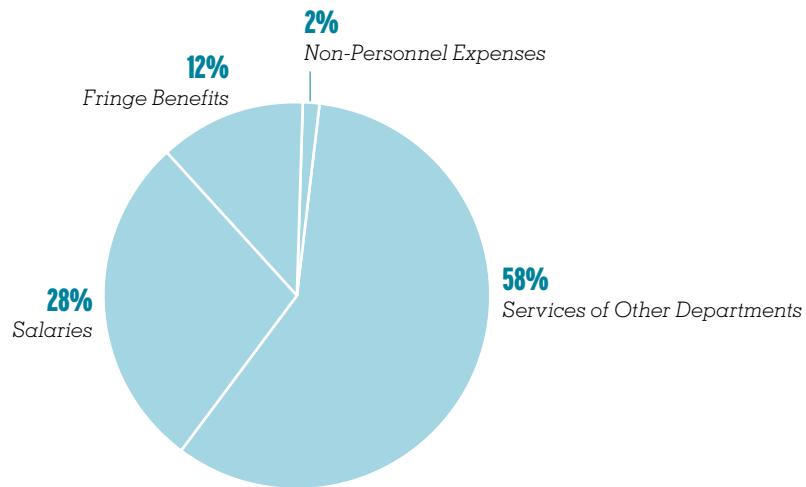
	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	606,639	738,179	1,284,995	546,816	1,484,499	199,504
<b>Total FTE</b>	3	3	3	0	3	0

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$1.3 million for the Law Library is \$0.5 million, or 74.1 percent, higher than the FY 2012-13 budget of \$0.7 million. A significant amount of this increase is due to increased facilities rental costs associated with the Law Library's move from the Veterans War Memorial to a new location.

The FY 2014-15 proposed budget of \$1.5 million for the Law Library is \$0.2 million, or 15.5 percent, higher than the FY 2013-14 budget of \$1.3 million. A significant amount of this increase is also due to increased facilities rental costs.

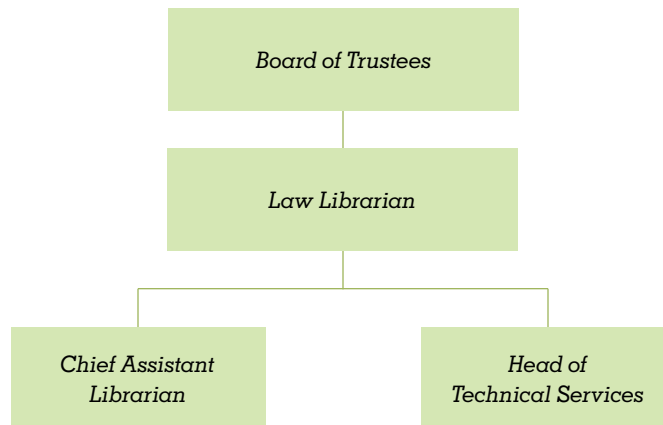
## DEPARTMENT USES BY EXPENDITURE TYPE



58 percent of the Department's budget is spent on services of other departments, primarily rent.

---

# LAW LIBRARY





## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	3.00	3.00	3.00	0.00	3.00	0.00
<b>Net Operating Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>
<b>SOURCES</b>						
General Fund Support	606,639	738,179	1,284,995	546,816	1,484,499	199,504
<b>Sources Total</b>	<b>606,639</b>	<b>738,179</b>	<b>1,284,995</b>	<b>546,816</b>	<b>1,484,499</b>	<b>199,504</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	244,922	346,563	363,194	16,631	367,640	4,446
Fringe Benefits	113,703	140,277	157,554	17,277	171,415	13,861
Professional & Contractual Services	15,627	17,275	17,275	0	17,275	0
Materials & Supplies	435	443	443	0	443	0
Services of Other Departments	231,952	233,621	746,529	512,908	927,726	181,197
<b>Uses - Operating Expenditures Total</b>	<b>606,639</b>	<b>738,179</b>	<b>1,284,995</b>	<b>546,816</b>	<b>1,484,499</b>	<b>199,504</b>
<b>USES BY PROGRAM RECAP</b>						
Law Library	606,639	738,179	1,284,995	546,816	1,484,499	199,504
<b>Uses by Program Recap Total</b>	<b>606,639</b>	<b>738,179</b>	<b>1,284,995</b>	<b>546,816</b>	<b>1,484,499</b>	<b>199,504</b>

# MAYOR

The Mayor's Office (MYR) represents the people of the City and County of San Francisco and ensures that San Francisco is a place where all residents can live full lives in a safe, prosperous, and vibrant environment.

## SERVICES

The Mayor's Office has executive leadership and citywide governance responsibilities, including budget development and public policy direction and implementation. Divisions within the Mayor's Office also provide a range of services to the public, including:

**MAYOR'S OFFICE OF NEIGHBORHOOD SERVICES** works to ensure that the needs of constituents are addressed quickly and effectively, and fosters communication among residents, neighborhood groups, and City departments.

**MAYOR'S OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT** coordinates the City's efforts to maximize housing opportunities for low-income households and individuals, and administers a variety of housing finance programs. Its Community Development Division strengthens the social, economic and physical infrastructure of the city's low-income neighborhoods

and communities in need. Formerly the Mayor's Office of Housing, in June 2013, the Division has been renamed the Mayor's Office of Housing and Community Development to reflect the Mayor's continued priority to build thriving communities and better integrate housing and community services.

**MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE** develops and oversees administration and implementation of the Mayor's policy initiatives; develops the City's annual budget; and provides fiscal oversight to City departments.

**MAYOR'S OFFICE OF LEGISLATIVE AND GOVERNMENT AFFAIRS** advocates in the City's interest at the local, regional, state, and federal levels of government.

For more information, call (415) 554-6141 or 311; or visit [www.sfmayor.org](http://www.sfmayor.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	98,290,810	26,022,036	51,469,813	25,447,777	54,617,383	3,147,570
<b>Total FTE</b>	37	39	50	11	51	1

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$51.5 million for the Mayor's Office is \$25.4 million, or 97.8 percent, higher than the FY 2012-13 budget of \$26.0 million. A significant amount of this change is due to the passage in November 2012 of Proposition E – the Housing Trust Fund, which sets aside \$20.0 million of city funds for affordable housing beginning FY 2013-14. In FY 2013-14, the Mayor's Office will continue to focus its resources on implementing the Mayor's vision and priorities for the City, including the Mayor's 17-Point Jobs Plan and the Interrupt, Predict and Organize strategy for crime prevention; advocating for funding and policy changes at the state and federal levels; and implementing long-term, sound fiscal policies to improve City government.

The FY 2014-15 proposed budget of \$54.6 million for the Mayor's Office is \$3.1 million, or 6.1 percent, higher than the FY 2013-14 budget of \$51.5 million. A significant amount of this increase is due to increases in salary and fringe benefits costs, and \$2.8 million in mandated growth to the Housing Trust Fund.

## *Long-Term Financial Planning*

The Mayor's Office is taking the lead in implementing reforms to provide for more comprehensive long-term financial planning in accordance with Proposition A, which was approved by voters in November 2009. In March of 2013, the Mayor's Office proposed the City's second Five-Year Financial Plan that forecast expenditures and revenues for the next five fiscal years, and provided strategies to address the structural imbalance in the City's finances. This two-year budget will include growing financial reserves, as required by the City's adopted financial policies. These efforts help prepare the City for future economic downturns.

## *State and Federal Advocacy*

In FY 2013-14 and FY 2014-15, the Mayor's Office will continue to advocate for the City's interests as the state and federal governments look to implement significant policy changes, including Health Care Reform, the continued realignment of public safety and human services functions, and the elimination of redevelopment agencies. Another important priority for the City is the implementation of High Speed Rail and its northern terminus at the Transbay Transit Center.

## *Violence Prevention*

In July 2012, Mayor Lee announced a new violence prevention and intervention initiative – “Interrupt, Predict, and Organize for a Safer San Francisco” (IPO). As a part of IPO, multiple goals and objectives are outlined to ensure public safety. One of the major objectives of IPO is to implement a coordinated service strategy and to address early intervention, education, workforce, and behavioral health needs of high at-risk and in-risk individuals in San Francisco's high crime neighborhoods. This initiative seeks to ensure better coordination between City departments, as well as implement new innovative crime prevention strategies.

## *Housing Trust Fund (Proposition C)*

In November 2012, voters overwhelmingly passed Proposition C, the Mayor's initiative to create a Housing Trust Fund (HTF) to provide 30 years of ongoing funding to build and preserve homes affordable to San Francisco's low- and middle-income residents. FY 2013-14 marks the first year of HTF funding, starting at \$20 million and growing annually. Implementation of the Housing Trust Fund focuses on four principal outcomes: to create a long-term funding stream to build and preserve thousands of affordable rental homes and homeownership opportunities; provide incentives to market-rate developers to build homes affordable to middle-income San Franciscans onsite within private developments; fund neighborhood improvements; and stimulate overall housing production by creating a more consistent and predictable set of development rules.

To ensure successful implementation, the Mayor's Office of Housing and Community Development (MOHCD) has undertaken steps to update the City's Inclusionary Housing program; conduct stakeholder outreach to receive input on existing program enhancements and new program development; and identify projects in the City's affordable housing pipeline for funding commitments. Key programs and projects to be funded from the HTF include: (1) expansion of down payment assistance programs, including new opportunities for the City's First Responders; (2) expansion of single family rehabilitation and healthy homes programs; (3) implementation of a new small site acquisition and rehabilitation program for properties of fewer than 25 units; (4) additional funding for foreclosure and eviction prevention services; and (5) funding commitments for multifamily affordable housing development.

## *HOPE SF and Citywide Affordable Housing Progress*

The FY 2013-14 and 2014-15 proposed budget includes funding for HOPE SF, the City's signature initiative that works to revitalize the most distressed public housing sites as mixed-income developments. In FY 2013-14, construction on the second phase of the Hunters View development will start. Alice Griffith, the second HOPE SF project, which is a 1,200 unit development that is part of the Hunters Point Shipyard Major Approved Development Project, will begin construction on its first phase. Additionally, MOHCD will work on environmental and land use approvals in coordination with the development teams for Sunnydale and Potrero, following upon the receipt of federal Choice Neighborhoods Initiative planning grants by each of those sites in 2012.

The Mayor's Office of Housing and Community Development and its partner agencies continue to fund additional supportive housing developments, making significant progress towards the housing goals of the City's Ten-Year Plan to End Homelessness. The key projects under construction in FY 2013-14 include: St. Anthony's Senior Housing, a 90-unit senior housing development to be built above a renovated St. Anthony's Dining Room in the Tenderloin; 1180 4th Street, the first affordable housing development in Mission Bay South; Broadway-Sansome Family Apartments, a 74-unit supportive housing development for low-income and homeless families on a former Embarcadero Freeway on-ramp site; and 1100 Ocean Avenue, a 70-unit supportive housing development for families and transitional age youth (TAY) on a former SFMTA bus loop across from San Francisco City College.

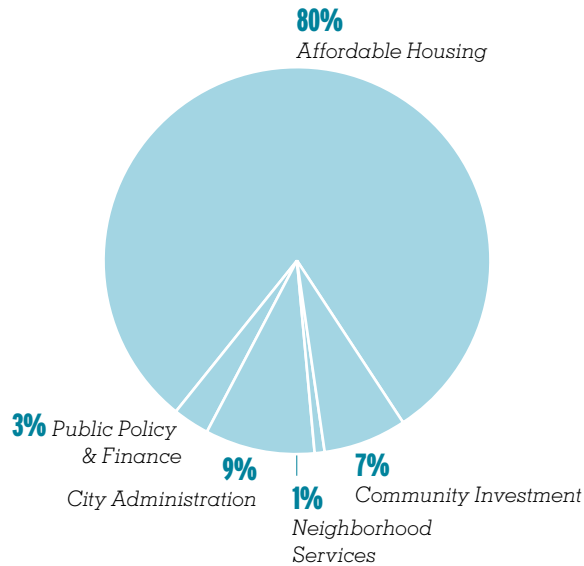
## *Preserving Services to Communities and Vulnerable Residents*

Despite federal funding reductions to the City's U.S. Department of Housing and Urban Development (HUD) entitlement programs, the Mayor's Office of Housing and Community Development will be able to sustain FY 2012-13 fund levels for its federal grantees through FY 2013-14. MOHCD grants will assist more than 3,000 individuals with counseling to help prevent eviction or loss of housing; provide more than 3,500 individuals with free legal counseling and representation to protect victims of domestic violence, employment discrimination, and housing discrimination; and assist more than 1,000 individuals with financial literacy and homeownership counseling to build assets and become economically self-sufficient. Grants will also fund critical capital improvements at 19 community facilities; support tree-planting and other landscaping improvements at 135 locations; and sustain supportive services, operating costs and capital repairs for living facilities for people with HIV/AIDS.

## *Implementing OCII Affordable Housing Obligations*

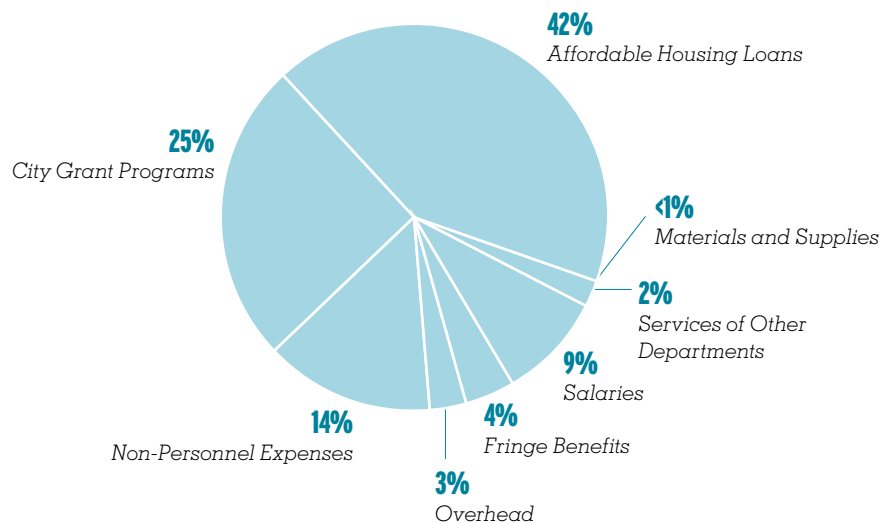
In 2012, all former Redevelopment Agency Housing assets (real property and outstanding loans) were transferred to MOHCD as a result of the State's budgetary action to dissolve redevelopment agencies throughout California. MOHCD continues to oversee the management of these housing assets. In FY 2013-14, MOHCD will continue to partner with the Office of Community Investment and Infrastructure (OCII), the Successor Agency to the San Francisco Redevelopment Agency, to assist OCII in implementing its enforceable housing obligations that include the Alice Griffith HOPE SF site, the City's replacement housing obligation, and sites in the three Major Approved Development Projects (Mission Bay, Hunters Point Shipyard, and Transbay).

## FY 2013-14 DEPARTMENT USES BY SERVICE AREA



The Mayor's Office of Housing and Community Development accounts for approximately 87 percent of the Mayor's Office's budget, providing community investment and affordable housing.

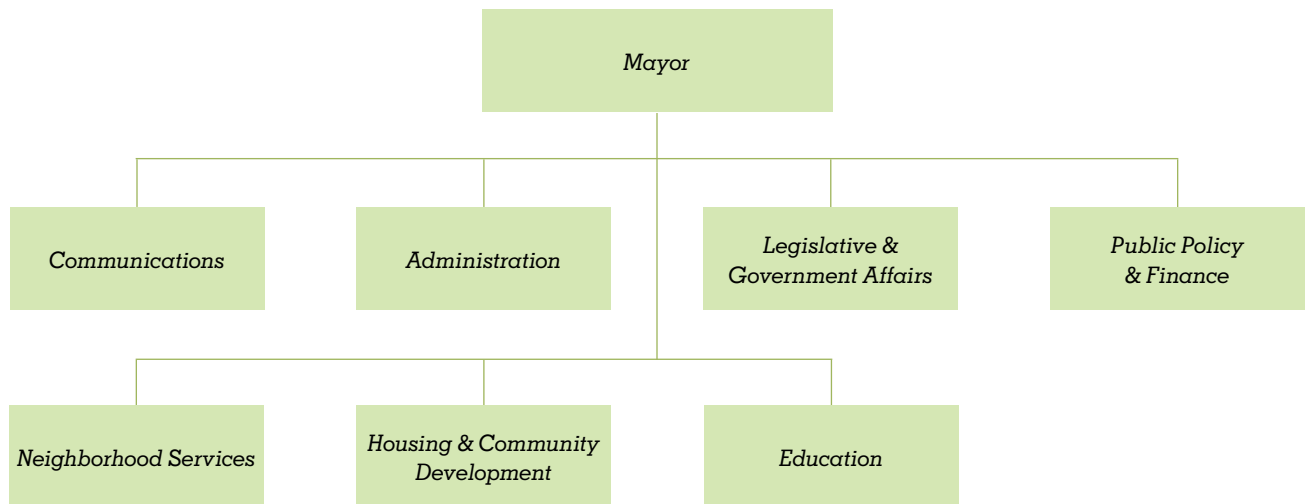
## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



Work associated with the new Housing Trust Fund comprises the largest portion of the Mayor's Office's expenditures.

---

# MAYOR



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14

### AUTHORIZED POSITIONS

Total Authorized	93.44	94.82	106.00	11.18	107.08	1.08
Non-operating Positions (cap/other)	(56.30)	(56.30)	(56.30)	0.00	(56.30)	0.00
<b>Net Operating Positions</b>	<b>37.14</b>	<b>38.52</b>	<b>49.70</b>	<b>11.18</b>	<b>50.78</b>	<b>1.08</b>

### SOURCES

Local Taxes	500,000	5,500,000	0	(5,500,000)	0	0
Licenses & Fines	0	0	650,000	650,000	0	(650,000)
Use of Money or Property	2,376,385	3,000,000	5,500,000	2,500,000	5,500,000	0
Intergovernmental Revenue - Federal	10,077,536	0	0	0	0	0
Intergovernmental Revenue - State	823,895	907,000	1,037,000	130,000	1,035,000	(2,000)
Intergovernmental Revenue - Other	0	0	1,368,000	1,368,000	1,365,000	(3,000)
Other Revenues	245,256,954	300,000	350,000	50,000	350,000	0
Transfers In	1,316,870	0	20,560,000	20,560,000	23,360,000	2,800,000
Expenditure Recovery	9,662,767	8,485,775	11,527,678	3,041,903	14,320,172	2,792,494
Transfer Adjustments-Sources	(1,316,870)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(174,437,661)	690,855	712,143	21,288	732,948	20,805
General Fund Support	4,030,934	7,138,406	9,764,992	2,626,586	7,954,263	(1,810,729)
<b>Sources Total</b>	<b>98,290,810</b>	<b>26,022,036</b>	<b>51,469,813</b>	<b>25,447,777</b>	<b>54,617,383</b>	<b>3,147,570</b>

### USES - OPERATING EXPENDITURES

Salaries & Wages	4,135,162	3,782,059	4,881,778	1,099,719	5,068,013	186,235
Fringe Benefits	1,802,616	1,573,223	2,146,543	573,320	2,396,542	249,999
Overhead	0	0	1,405,582	1,405,582	1,408,305	2,723
Professional & Contractual Services	25,028,918	9,877,818	7,379,358	(2,498,460)	7,170,752	(208,606)
Aid Assistance / Grants	63,853,148	9,909,345	34,739,882	24,830,537	37,907,036	3,167,154
Materials & Supplies	21,704	43,689	43,689	0	43,689	0
Debt Service	(4,123)	0	0	0	0	0
Services of Other Departments	3,453,385	835,902	872,981	37,079	623,046	(249,935)
Transfers Out	1,316,870	0	0	0	0	0
Transfer Adjustments-Uses	(1,316,870)	0	0	0	0	0
<b>Uses - Operating Expenditures Total</b>	<b>98,290,810</b>	<b>26,022,036</b>	<b>51,469,813</b>	<b>25,447,777</b>	<b>54,617,383</b>	<b>3,147,570</b>

### USES BY PROGRAM RECAP

Affordable Housing	71,676,349	9,356,855	31,456,143	22,099,288	32,369,885	913,742
City Administration	4,011,143	4,460,237	4,653,049	192,812	4,702,454	49,405
Community Investment	5,890,001	3,815,211	3,845,514	30,303	3,198,513	(647,001)
Criminal Justice	155,578	8,101	8,095	(6)	8,097	2
Homeless Services	5,267,078	6,635,496	9,629,687	2,994,191	12,396,841	2,767,154
Lead-Based Paint Hazard Control Program	245,569	0	0	0	0	0
Neighborhood Services	201,924	335,341	407,392	72,051	421,252	13,860
Public Finance	9,640,604	0	0	0	0	0
Public Policy & Finance	1,202,564	1,410,795	1,469,933	59,138	1,520,341	50,408
<b>Uses by Program Recap Total</b>	<b>98,290,810</b>	<b>26,022,036</b>	<b>51,469,813</b>	<b>25,447,777</b>	<b>54,617,383</b>	<b>3,147,570</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>AFFORDABLE HOUSING</b>					
<b>Provide affordable housing</b>					
Number of homeownership opportunities or assistance received by first time homebuyers	122	130	130	130	130
<b>COMMUNITY DEVELOPMENT</b>					
<b>Promote economic development in low-income communities</b>					
Number of small business and micro-enterprise start-ups assisted	415	325	380	380	380
Number of jobs created	269	190	315	315	315
Number of business expansions assisted	704	450	500	500	500
Number of jobs retained	240	80	200	200	200
Number of direct loans made to small businesses and micro-enterprises	4	15	20	18	18
<b>NEIGHBORHOOD SERVICES</b>					
<b>Respond to citizens</b>					
Number of Certificates, Proclamations, and Greeting Letters Issued	1,645	1,500	1,610	1,500	1,600
Number of Town Halls Produced	7	7	7	7	7
<b>PUBLIC POLICY &amp; FINANCE</b>					
<b>Obtain citizen input and promote understanding of the City's budget</b>					
Number of presentations to advocates, labor groups, community organizations and other stakeholders	35	25	25	25	25





---

# MUNICIPAL TRANSPORTATION AGENCY

The Municipal Transportation Agency (MTA) operates the Municipal Railway (Muni), manages parking, traffic and taxi regulation, and manages pedestrian, bicycling, and streetscape programs. On a daily basis, the MTA endeavors to improve the quality of life for residents, businesses, and visitors alike through implementation of the City's Transit First Policy, and to ensure mobility for all who live, visit, and work in San Francisco.

---

## SERVICES

The Municipal Transportation Agency provides services through the following program areas:

**MUNI** provides electric trolley bus, hybrid and diesel motor coach, light rail, cable car, historic streetcar, and contracted paratransit service to the city. Muni also manages the Transit Effectiveness Project (TEP), which was the first comprehensive study and assessment of the Muni system in a generation. The TEP is expected to improve operational effectiveness and system reliability through various measures, which will be launched in the coming years.

**SUSTAINABLE STREETS** manages the safe and convenient operation of city streets, including traffic, pedestrians, bicycles, and transit lanes, as well as public parking garages and parking meters; installs and maintains traffic signals, traffic signs, and street markings; and coordinates safe traffic flow at school intersections.

**PEDESTRIAN AND BICYCLE PROGRAMS** focus on improving walking and bicycling in San Francisco by emphasizing

safety, congestion improvements, emissions reduction, and personal health promotion.

**SAFETY, TRAINING, SECURITY & ENFORCEMENT** enhances safety and security of the transit system as well as enforcement of parking regulations and a system safety program focused on attaining an optimum level of safety and environmental compliance.

**ACCESSIBLE SERVICES** manages contracted paratransit (door-to-door) service for customers with disabilities who cannot independently use regular Muni service, and ensures that fixed-route Muni services and other MTA services and programs are accessible to seniors and persons with disabilities.

**TAXI SERVICES** regulates the taxi industry with the goal of improving services to residents and visitors to San Francisco by working with taxi drivers, taxi companies, and medallion holders.

For more information, call 311; or visit [www.sfmta.com](http://www.sfmta.com)

# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14	
	Actual Budget	Original Budget	Amended Budget	Change from 2012-13
<b>Total Expenditures</b>	794,991,711	830,617,051	849,897,053	19,280,002
<b>Total FTE</b>	4,141	4,388	4,481	93

## BUDGET ISSUES AND DETAILS

The Municipal Transportation Agency is one of four Enterprise departments that is entering the second year of a fixed Fiscal Year (FY) 2012-13 and FY 2013-14 budget. The FY 2013-14 adopted budget of \$853.0 million for the Department is \$22.4 million, or 2.7 percent, higher than the FY 2012-13 budget of \$830.6 million. This increase reflects revenue increases from the Department’s General Fund baseline, parking fees and fines, transit fare, operating grants, and miscellaneous revenues, as well as expenditure increases in salary and fringe benefits costs, debt service work orders, and non-personnel services. The amended budget of \$849.9 million is the same as the adopted budget, but reflects work order cost adjustments and other citywide technical adjustments.

The MTA does not have a budget for FY 2014-15 because it is operating on a fixed two-year budget cycle, which will begin anew next year for FY 2014-15 and FY 2015-16.

### Investment in Maintenance

In recent years, the MTA has not sufficiently funded Muni’s maintenance costs, which has adversely impacted the system’s reliability. The MTA’s budget will focus on reversing that trend by making a significant investment in maintenance to improve service and address safety. At the same time, the MTA is budgeting for the system’s future by ensuring funding for key planning efforts to improve service, such as all-door boarding. The budget also includes efficiencies and revenue measures. Efficiencies include management position elimination, labor savings from open labor contracts, reduction in overtime expenditures, and improved workers’ compensation performance. Revenue measures include inflation-based indexing of most fares, fees, and fines, as well as an additional pass-through of a state-imposed parking ticket fee. Altogether, this budget represents an important step towards implementation of MTA’s FY 2013-2018 Strategic Plan.

### Revenue Bonds

In Summer 2012, the MTA refunded \$47.0 million existing debt on garages and parking meters as well as

issued \$28.0 million in revenue bonds to fund state-of-good-repair transit and garage projects. Addressing these long-standing capital needs will reduce MTA’s maintenance expenses in their operating budget. The revenue bonds will be obligations of the MTA, with the principal and interest payable from MTA’s gross revenues, excluding General Fund transfers. Annual debt service is expected to be less than 2 percent of MTA’s annual operating budget.

### Free Muni for Low-Income Youth Pilot

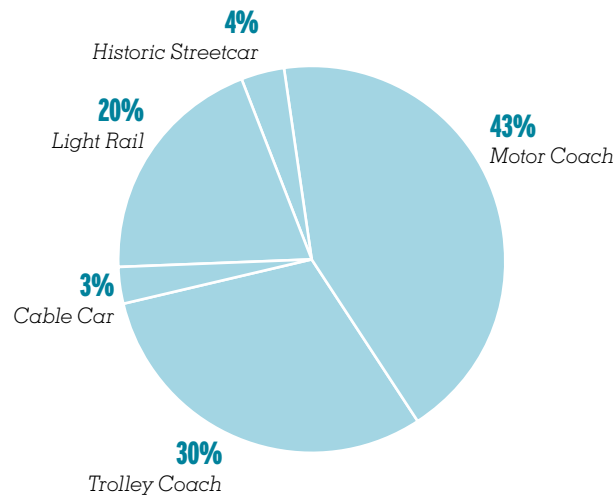
On March 1, 2013, the MTA began providing free transit service for low-income youth, ages 5-17, who use a Clipper® card for a monthly pass. The MTA originally secured a \$1.6 million Metropolitan Transportation Commission (MTC) grant in FY 2012-13. An additional \$2.2 million is expected for FY 2013-14 allowing for a sixteen month pilot program. These grant funds supplement \$4.3 million in existing operating funds approved by the MTA Board of Directors and \$0.4 million from the San Francisco County Transportation Authority to use towards this program.

### Central Subway

The Central Subway Project is Phase 2 of the Third Street Light Rail Program that will link the Bayview and Visitacion Valley with Mission Bay, South of Market (SoMa), Yerba Buena/Moscone Center, Union Square, and Chinatown. The Central Subway will improve regional connections to Caltrain, BART, Muni rail lines, and bus routes while reducing travel time and providing rapid transit in this burgeoning and increasingly congested corridor.

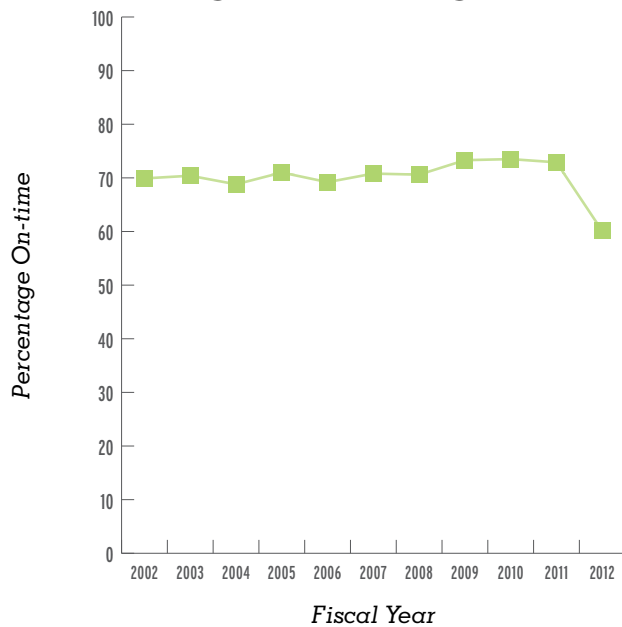
This year, the MTA commenced major construction in SoMa and Union Square. Due to community concerns about construction disruptions, the MTA has worked to relocate the retrieval site of tunnel boring machines to private property in North Beach. The extended light rail line is slated to open to the public in 2019.

## MUNI PASSENGERS BY VEHICLE MODE



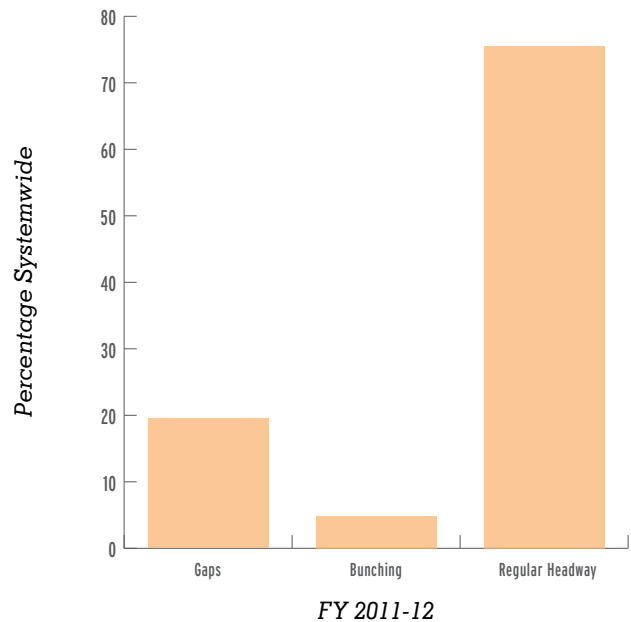
Each year, Muni carries over 200 million passengers – approximately 700,000 on an average weekday. Approximately one-quarter of trips are served on the rail systems, and over half are on the zero-emission electric fleet (trolley coach, cable car, light rail, and historic streetcar).

## PERCENTAGE OF MUNI VEHICLES MEETING ON-TIME STANDARDS



The decline in on-time performance from FY 2010-11 to FY 2011-12 is largely due to an improved calculation methodology that more accurately measures schedule adherence.

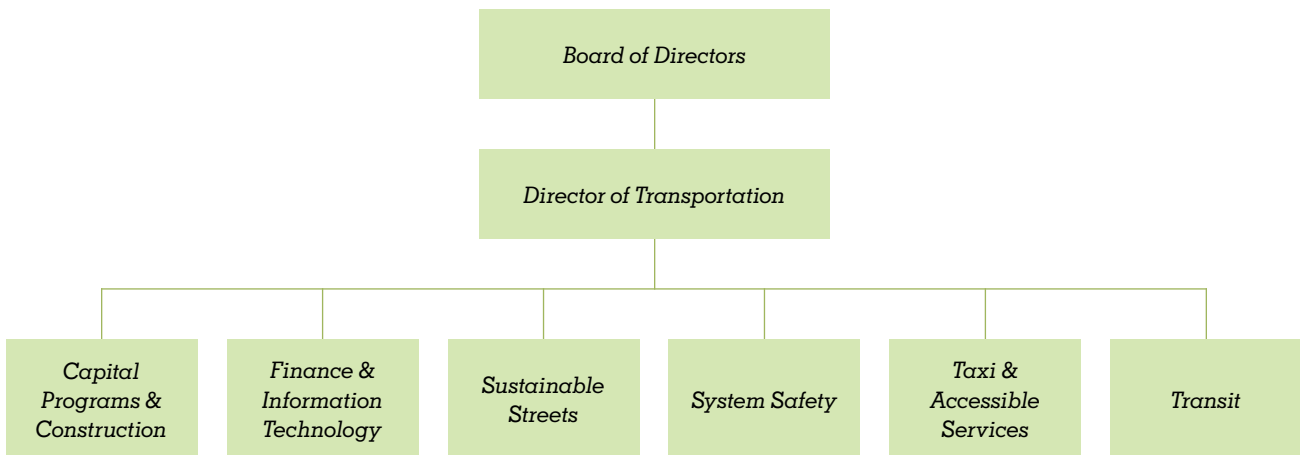
## HEADWAY STATUS OF MUNI VEHICLES



For more than 75 percent of observed timepoints, Muni vehicles arrived at expected time intervals.

---

# MUNICIPAL TRANSPORTATION AGENCY



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13
<b>AUTHORIZED POSITIONS</b>				
Total Authorized	4,514.34	4,751.17	4,849.36	98.19
Non-operating Positions (cap/other)	(373.75)	(363.00)	(368.04)	(5.04)
<b>Net Operating Positions</b>	<b>4,140.59</b>	<b>4,388.17</b>	<b>4,481.32</b>	<b>93.15</b>
<b>SOURCES</b>				
Licenses & Fines	113,416,202	119,690,539	111,887,772	(7,802,767)
Use of Money or Property	96,917,024	94,639,056	98,361,428	3,722,372
Intergovernmental Revenue - Federal	0	3,700,000	3,700,000	0
Intergovernmental Revenue - State	35,480,245	32,500,000	33,100,000	600,000
Intergovernmental Revenue - Other	75,797,812	77,500,000	78,870,000	1,370,000
Charges for Services	229,306,150	225,144,634	221,946,345	(3,198,289)
Other Revenues	789,471	0	0	0
Transfers In	150,837,868	199,975,539	198,010,118	(1,965,421)
Expenditure Recovery	80,767,024	87,132,257	87,822,149	689,892
Transfer Adjustments-Sources	(160,142,558)	(222,594,974)	(215,800,759)	6,794,215
Use of / (Deposit to) Fund Balance	(40,817,527)	0	0	0
General Fund Support	212,640,000	212,930,000	232,000,000	19,070,000
<b>Sources Total</b>	<b>794,991,711</b>	<b>830,617,051</b>	<b>849,897,053</b>	<b>19,280,002</b>
<b>USES - OPERATING EXPENDITURES</b>				
Salaries & Wages	365,476,076	346,502,310	355,842,807	9,340,497
Fringe Benefits	178,972,173	176,178,282	189,835,767	13,657,485
Overhead	81,636,233	85,637,927	86,992,379	1,354,452
Professional & Contractual Services	94,832,252	141,274,265	135,132,605	(6,141,660)
Materials & Supplies	56,983,572	81,643,783	77,182,744	(4,461,039)
Equipment	2,091,395	1,088,999	978,355	(110,644)
Debt Service	2,685,035	9,000,000	12,000,000	3,000,000
Services of Other Departments	60,189,812	64,053,920	62,132,416	(1,921,504)
Transfers Out	98,381,606	137,902,539	130,554,118	(7,348,421)
Budgetary Reserves	0	9,930,000	10,000,000	70,000
Transfer Adjustments-Uses	(160,142,558)	(222,594,974)	(215,800,759)	6,794,215
<b>Uses - Operating Expenditures Total</b>	<b>781,105,596</b>	<b>830,617,051</b>	<b>844,850,432</b>	<b>14,233,381</b>
<b>USES - PROJECT EXPENDITURES</b>				
Capital Renewal	196,900	0	0	0
Capital Projects	13,689,215	0	5,046,621	5,046,621
<b>Uses - Project Expenditures Total</b>	<b>13,886,115</b>	<b>0</b>	<b>5,046,621</b>	<b>5,046,621</b>
<b>USES BY PROGRAM RECAP</b>				
Accessible Services	13,801,006	20,913,224	22,178,474	1,265,250
Administration	52,075,497	69,028,044	73,440,798	4,412,754
Agency Wide Expenses	92,558,473	105,049,662	66,625,738	(38,423,924)
Capital Programs & Construction	18,313	100,402	(2,434)	(102,836)
Customer Service	919	0	0	0
Development And Planning	917,187	714,521	919,103	204,582
Parking & Traffic	76,468,029	82,629,336	90,364,209	7,734,873
Parking Garages & Lots	18,327,941	24,377,430	27,724,828	3,347,398
Rail & Bus Services	464,632,482	443,907,050	486,718,110	42,811,060
Revenue, Transfers & Reserves	16,999,761	0	0	0
Security, Safety, Training & Enforcement	56,855,561	79,798,726	78,675,457	(1,123,269)
Taxi Services	2,336,542	4,098,656	3,252,770	(845,886)
<b>Uses by Program Recap Total</b>	<b>794,991,711</b>	<b>830,617,051</b>	<b>849,897,053</b>	<b>19,280,002</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>Goal 2: Make transit, walking, bicycling, taxi, ridesharing &amp; carsharing the preferred means of travel</b>					
<b>Objective 2.1: Improve customer service and communications</b>					
Hazardous traffic signal reports: % responded to and repaired within two hours	97%	98%	97%	98%	98%
Parking meter malfunction reports: % responded to and repaired within 48 hours	84%	86%	81%	86%	86%
<b>Objective 2.2: Improve transit performance</b>					
Percentage of on-time performance	60.1% *	85.0%	59.1% **	85.0%	85.0%
% of scheduled service hours delivered	97.5%	98.5%	96.9%	98.5%	98.5%
<b>Goal 3: Improve the environment and quality of life in San Francisco</b>					
<b>Objective 3.4: Deliver services efficiently</b>					
Cost per revenue mile	\$26.82	n/a	\$27.89	\$29.01	\$30.17
Cost per boarding	\$2.93	n/a	\$3.05	\$3.17	\$3.30
Farebox recovery ratio	31%	n/a	31%	30%	30%

\* Due to data collection constraints associated with new OTP calculation methodology, reported FY 2011-12 figures include only observations from October 14, 2011 through June 30, 2012.

\*\* Methodology for calculating On-Time Performance (OTP) in FY 2011-12 and beyond differs from previous methodology. The more conservative current methodology reflects whether vehicles are actually adhering to their defined schedules and has resulted in lower on-time performance figures.”

---

# POLICE DEPARTMENT

The Police Department (POL) is committed to excellence in law enforcement and dedicated to the people, traditions, and diversity of the City and County of San Francisco. In order to protect life and property, prevent crime, and reduce the fear of crime, the Department provides service with understanding, response with compassion, performance with integrity, and law enforcement with vision.

---

## SERVICES

The Police Department provides services through the following divisions:

**OPERATIONS** serves to protect life and property, works closely with the community to prevent crime, solves crimes using thorough investigative techniques, identifies and arrests suspects, prepares cases for prosecution, and reduces the fear of crime while providing a safe San Francisco environment. This is accomplished by forming partnerships with the residents, merchants, and visitors of the City, and working collaboratively to solve neighborhood problems.

The three major sub-divisions of the Operations Division are: Patrol – Golden Gate Division; Patrol – Metro Division; and the Investigations Bureau.

**SPECIAL OPERATIONS** shares the mission of Operations and is comprised of the specialized units within the Police Department. These include Tactical units such as Specialists, Hondas, Canines and Mounted, Explosive Ordinance Disposal, Fugitive Recovery Enforcement Team, as well as the Marine, Homeland Security, Violence Reduction Team, and Joint Terrorist Task Force units.

Special Operations also collaborates with the Public Utilities Commission (PUC) and the Municipal Transportation Agency (MTA), to ensure the safety of our city’s water system and the security of passengers, drivers, and property of the MTA.

**AIRPORT** handles security, traffic control, and law enforcement at the San Francisco International Airport, which is physically located in San Mateo County. Police personnel assigned to the Airport support the security programs and emergency procedures of the Airport to provide the public with a safe, secure, efficient, and customer-friendly airport.

**ADMINISTRATION** provides technical and administrative support, works to increase overall Department efficiency, and ensures that daily functions are carried out effectively. Administration consists of Crime Information Services, Fleet, Forensic Services, Property, Staff Services, Technology, and Training.

For more information, call (415) 553-1651 or 311; or visit [www.sf-police.org](http://www.sf-police.org)

**OFFICE OF CITIZEN COMPLAINTS (OCC)** is a civilian department under the jurisdiction of the San Francisco Police Commission. The OCC is independent from the Police Department but is included as part of the Police Department’s budget. The City Charter mandates the OCC to “promptly, fairly, and impartially investigate” all civilian complaints of misconduct or neglect of duty against Police Department sworn members, confidentially report its factual findings in investigations, and present statistical reports and policy recommendations to the Police Commission. The OCC mediates eligible complaints and conducts outreach to inform the public and create transparency about its services.

For more information, call (415) 241-7711 or 311; or visit [www.sfgov.org/occ](http://www.sfgov.org/occ)



# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	472,416,229	489,946,208	527,568,477	37,622,269	529,674,847	2,106,370
<b>Total FTE</b>	2,665	2,655	2,734	79	2,743	9

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$527.6 million for the Police Department is \$37.6 million, or 7.7 percent, higher than the FY 2012-13 budget of \$489.9 million. A significant amount of this increase is due to increases in salary and fringe benefits costs. In addition, this proposed budget includes one-time capital dollars to purchase furniture, fixtures, and equipment (FF&E) for the new public safety building scheduled to open in the fall of 2014.

The FY 2014-15 proposed budget of \$529.7 million for the Police Department is \$2.1 million, or 0.4 percent, higher than the FY 2013-14 budget of \$527.6 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

### Comprehensive Hiring Plan

In recent years, the Police Department has experienced a large number of retirements. With the expiration of the Deferred Retirement Option Program (DROP), the Department is certain that there will continue to be significant retirements in FY 2013-14 and FY 2014-15. To address attrition, the Department is in the 2nd year of implementation of its six-year hiring plan. This plan allows the department to conduct three General Fund-supported Police Academy classes of 50 recruits each year in order to backfill retirements and increase the size of the force. The Department's hiring plan also includes a commitment to increase civilian hiring, which will ensure that there is adequate staff in non-sworn functions. The FY 2013-14 proposed budget supports 32 of these hires, which will allow the Department to move officers currently performing these functions out into the field.

### Public Safety Building Progress

Funded by the first Earthquake Safety and Emergency Response General Obligation Bond, the new Public Safety Building construction project broke ground in FY 2011-12. The Public Safety Building will house Police headquarters as well as a district police and fire station in the Mission Bay neighborhood. The FY 2013-14 proposed budget includes funding for the purchase of FF&E to ensure that the constructed building will be ready for use when it opens in 2014.

### Technological Improvements

The Police Department strives to utilize new technology to improve its policing efforts and will continue its effort to move to a more stable and robust technology platform. The Department's four-point plan for technology improvements includes creating a robust data warehouse, equipping officers with proper technology tools, creating a technology help desk, and building a strong technology team. The Crime Data Warehouse, a year into development, will enable better crime prevention and improve officer safety and effectiveness. The Department will add to its recent technological advancements with continued enhancements of its data warehouse, which provides immediate access to crime data as crime occurs. This will allow the Department members to instantly identify suspects, locate similar crimes nationwide, and identify hot spots and crime trends. This new technology-based platform integrates over 24 criminal justice systems into one easy-to-use system for police access in vehicles, stations, or on their smart devices deployed in the field.

### Community Policing

Community Policing is a shared philosophy and organizational strategy in which the police work collaboratively with community and business members, community-based organizations, and other City agencies, in order to reduce violent crime, create safer communities, and enhance the health and vibrancy of neighborhoods in San Francisco. There are several components to Community Policing, which include genuine partnerships between the police and community, problem solving, shared responsibility, mutual respect, interaction with youth, and communication. Community Policing requires that the police communicate regularly and openly with the community in a language-accessible manner, and provide information about crime and crime prevention.

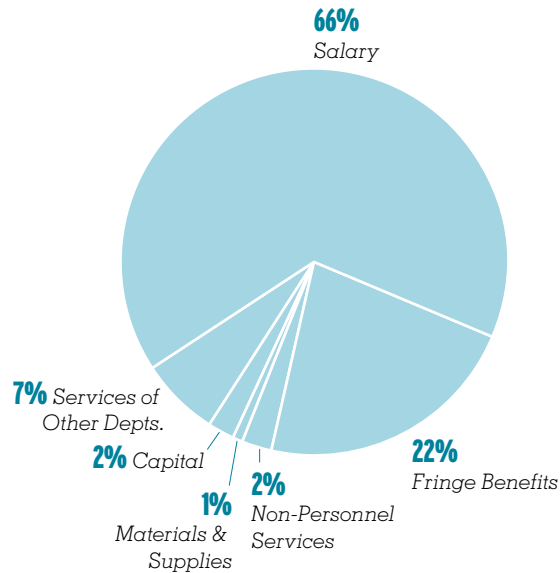
### Youth Programs

In the next two fiscal years, the Police Department will continue to prioritize partnerships and increase communication with community-based organizations

and educational institutions to provide San Francisco youth with opportunities to participate in positive learning activities. Although the Department continues to participate in and sponsor numerous events and programs, including the Wilderness and Fishing programs and the Police Activities League (PAL), in FY 2013-14, the Department will emphasize promoting the

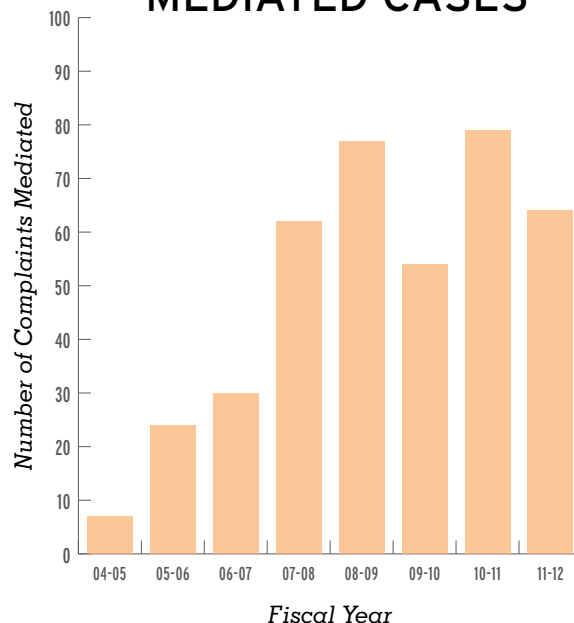
Chief's "finish high school" philosophy. To this end, the Department will continue to implement the Future Graduates Program in which members of the Police Department, along with a diverse group of City employees who began their jobs with only a high school diploma, encourage students to stay in school for a healthy and successful life.

## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



The Department expends 88 percent of its budget on staff salaries and fringe benefits.

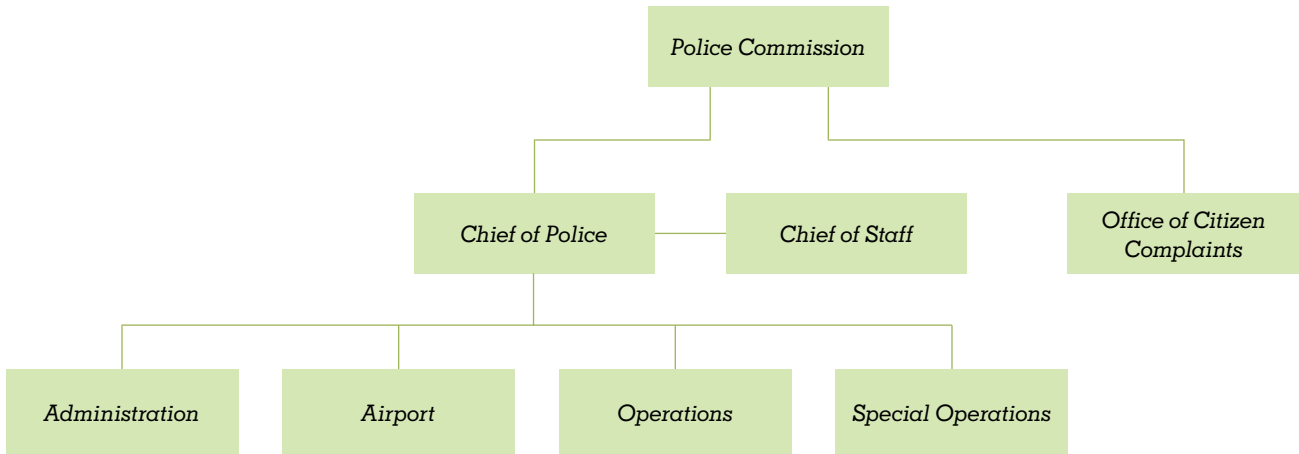
## OFFICE OF CITIZEN COMPLAINTS (OCC) MEDIATED CASES



The number of complaints mediated decreased by 19 percent in FY 2011-12 compared to the previous fiscal year.

---

# POLICE



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	2,725.34	2,695.47	2,745.25	49.78	2,746.88	1.63
Non-operating Positions (cap/other)	(60.42)	(40.80)	(11.19)	29.61	(4.00)	7.19
<b>Net Operating Positions</b>	<b>2,664.92</b>	<b>2,654.67</b>	<b>2,734.06</b>	<b>79.39</b>	<b>2,742.88</b>	<b>8.82</b>
<b>SOURCES</b>						
Licenses & Fines	2,683,462	2,065,587	2,548,775	483,188	2,531,607	(17,168)
Use of Money or Property	37,901	48,800	48,800	0	48,800	0
Intergovernmental Revenue - Federal	9,677,563	1,717,366	2,427,290	709,924	1,879,347	(547,943)
Intergovernmental Revenue - State	39,282,965	40,506,759	44,475,668	3,968,909	46,103,039	1,627,371
Intergovernmental Revenue - Other	3,000	0	0	0	0	0
Charges for Services	5,506,692	6,471,719	6,180,498	(291,221)	6,725,233	544,735
Other Revenues	6,523	0	0	0	0	0
Expenditure Recovery	15,930,596	17,905,831	14,477,987	(3,427,844)	13,614,704	(863,283)
Transfer Adjustments-Sources	0	47,645,035	49,622,941	1,977,906	51,074,186	1,451,245
Use of / (Deposit to) Fund Balance	42,557,915	332,271	354,582	22,311	258,102	(96,480)
General Fund Support	356,729,612	373,252,840	407,431,936	34,179,096	407,439,829	7,893
<b>Sources Total</b>	<b>472,416,229</b>	<b>489,946,208</b>	<b>527,568,477</b>	<b>37,622,269</b>	<b>529,674,847</b>	<b>2,106,370</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	331,745,449	332,475,921	341,841,391	9,365,470	342,051,492	210,101
Fringe Benefits	87,775,792	99,548,154	110,469,218	10,921,064	121,803,816	11,334,598
Professional & Contractual Services	13,574,806	14,695,501	28,530,898	13,835,397	14,910,046	(13,620,852)
Aid Assistance / Grants	0	0	120,000	120,000	120,000	0
Materials & Supplies	4,083,320	5,477,232	5,010,546	(466,686)	5,076,601	66,055
Equipment	3,211,099	2,310,224	3,579,526	1,269,302	4,716,514	1,136,988
Services of Other Departments	31,594,378	33,482,276	36,533,898	3,051,622	39,464,378	2,930,480
Transfers Out	125,000	0	0	0	0	0
<b>Uses - Operating Expenditures Total</b>	<b>472,109,844</b>	<b>487,989,308</b>	<b>526,085,477</b>	<b>38,096,169</b>	<b>528,142,847</b>	<b>2,057,370</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	0	120,000	126,000	6,000	132,000	6,000
Capital Renewal	0	332,900	1,152,000	819,100	1,150,000	(2,000)
Capital Projects	306,385	1,504,000	205,000	(1,299,000)	250,000	45,000
<b>Uses - Project Expenditures Total</b>	<b>306,385</b>	<b>1,956,900</b>	<b>1,483,000</b>	<b>(473,900)</b>	<b>1,532,000</b>	<b>49,000</b>
<b>USES BY PROGRAM RECAP</b>						
Airport Police	43,784,588	47,645,035	49,622,941	1,977,906	51,074,186	1,451,245
Crime Control	424	0	0	0	0	0
Investigations	64,194,300	78,528,877	82,049,722	3,520,845	83,494,757	1,445,035
Office Of Citizen Complaints	4,484,454	4,610,850	4,876,485	265,635	5,036,106	159,621
Operations And Administration	68,509,203	69,261,206	90,089,595	20,828,389	82,262,669	(7,826,926)
Patrol	276,177,335	275,603,051	290,293,469	14,690,418	297,167,261	6,873,792
Police Operations	19,252	0	0	0	0	0
Work Order Services	15,246,673	14,297,189	10,636,265	(3,660,924)	10,639,868	3,603
<b>Uses by Program Recap Total</b>	<b>472,416,229</b>	<b>489,946,208</b>	<b>527,568,477</b>	<b>37,622,269</b>	<b>529,674,847</b>	<b>2,106,370</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>PATROL</b>					
<b>Reduce crime; Uniform Crime Reporting (UCR) numbers</b>					
UCR: Number UCR Part I violent offenses reported	6,842	6,626	7,200	6,295	5,980
UCR: Number of UCR Part I violent offenses reported per 100,000 population	810.3	787.0	854.0	748.0	711.0
UCR: Number of UCR Part I property offenses reported per 100,000 population	4,191.4	3,966.0	5,139.0	3,768.0	3,579.6
<b>Respond timely to calls for emergency assistance</b>					
Response time: Priority A calls (in seconds)	260	240	273	240	250
Response time: Priority B calls (in seconds)	484	459	501	450	480
<b>SPECIAL OPERATIONS</b>					
<b>Reduce traffic accidents and ensure pedestrian safety</b>					
Number of traffic accidents that result in injuries	1,546	2,921	3,250	2,775	2,692
Number of traffic accidents that result in fatalities	35	n/a*	42	n/a	n/a
<b>THE OFFICE OF CITIZEN COMPLAINTS</b>					
<b>Address civilian complaints of police misconduct professionally and efficiently</b>					
Number of Cases Closed During the Reporting Period per FTE Investigator	60	48	48	48	48
Percentage of Sustained Cases Completed within the One-Year Statute of Limitations Under Government Code 3304	100.0%	100.0%	100.0%	100.0%	100.0%

\* As a matter of policy, the Police Department does not set target for traffic accidents resulting in fatalities.

# PORT

The Port (PRT) promotes a balance of maritime, recreational, industrial, transportation, environmental stewardship, public access, and commercial activities on a self-supporting basis through appropriate management and development of the waterfront for the benefit of the public.

## SERVICES

The Port provides services through the following divisions:

**ENGINEERING** provides project and construction management, engineering design, facility inspection, contracting, code compliance review, and permit services for all Port facilities.

**MARITIME** manages and markets cruise and cargo shipping, ship repair, commercial and sport fishing, ferry and excursion operations, and other harbor services.

**MAINTENANCE** is responsible for repairing piles, piers, roofs, plumbing and electrical systems, and street cleaning along the Port's seven-and-a-half miles of waterfront property.

**PLANNING AND DEVELOPMENT** sees that the development and use of Port lands is consistent with the goals and policies of the Waterfront Land Use Plan, maintains and

amends Plan policies, leads community planning projects for specified waterfront areas, and administers land use regulatory review of projects on Port property.

**REAL ESTATE** oversees all property and lease management for marketing and leasing the Port's commercial and industrial property.

**ADMINISTRATION** manages the Port's operations and support services including Human Resources, Accounting, Finance, Information Systems, Contracts, and Business Services.

**EXECUTIVE** includes the Port Executive Director, the Communications Department, Homeland Security, Special Projects, Port Commission Secretary, and the Port's General Counsel.

For more information, call (415) 274-0400 or 311; or visit [www.sfport.com](http://www.sfport.com)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14	
	Actual Budget	Original Budget	Amended Budget	Change from 2012-13
<b>Total Expenditures</b>	79,647,370	85,473,751	92,027,502	6,553,751
<b>Total FTE</b>	223	236	237	1

# BUDGET ISSUES AND DETAILS

The Port is one of four Enterprise departments that is entering the second year of a fixed Fiscal Year (FY) 2012-13 and FY 2013-14 budget. The FY 2013-14 adopted budget of \$87.8 million for the Port is \$2.3 million, or 2.7 percent, higher than the FY 2012-13 budget of \$85.5 million, reflecting capital improvements as well as increased fringe benefits costs for existing employees. The Mayor's Office introduced a policy supplemental appropriation to further increase the Port's budget by \$3.9 million to \$91.7 million. This supplemental appropriation reflects additional spending on capital improvements to Pier 35, roofs, and compliance with the Americans with Disabilities Act, as well as increased debt service payments. The amended budget of \$92.0 million reflects the policy supplemental as well as work order cost adjustments and other citywide technical adjustments.

The Port does not have a budget for FY 2014-15 because it is operating on a fixed two-year budget cycle, which will begin anew next year for FY 2014-15 and FY 2015-16.

## *150th Anniversary*

The Port observed its 150th Anniversary on April 24, 2013 and continues its celebration throughout FY 2013-14. On April 24, 1863, the State Legislature created the State Harbor Commission, which oversaw the development of the Port, including the seawall that continues to serve San Francisco today. The Port's heritage began just following the Gold Rush era during Abraham Lincoln's term as President of the United States. The Port will hold events and activities on the waterfront and throughout the city that highlight the Port's rich maritime and cultural history and showcase the vibrant "people port" that it is today.

## *Completing the James R. Herman Cruise Terminal and Preparing for the America's Cup*

On December 31, 2010, San Francisco was selected by the America's Cup Event Authority to host the 34th America's Cup (AC34) in 2013. Since that time, the Port has delivered the operational and capital improvements necessary for AC34 (including completion of Phase 1 of the James R. Herman Cruise Terminal to serve as the headquarters for the event), invested \$13.0 million on other infrastructure improvements, and \$12.2 million to meet project permitting and mitigation requirements. The majority of this work will leave a long-lasting legacy for cruises, the local economy, and the public.

Following the sailing races in September 2013, the Port will undergo Phase 2 of the James R. Herman Cruise Terminal project. The new Cruise Terminal is sized to handle vessels up to 1,200 feet long carrying 2,600 passengers, and has the capacity at key areas to allow it to service vessels carrying as many as 5,000 passengers. On non-cruise days, the facility will be used as a special event facility. With its expansive vistas and centralized waterfront location, the new Cruise Terminal is the perfect picture frame for all that is both iconic and exciting about San Francisco: the spires of the Bay Bridge and Ferry Building; the Transamerica Building; to Coit Tower; and the wonderful homes nestled into Telegraph Hill.

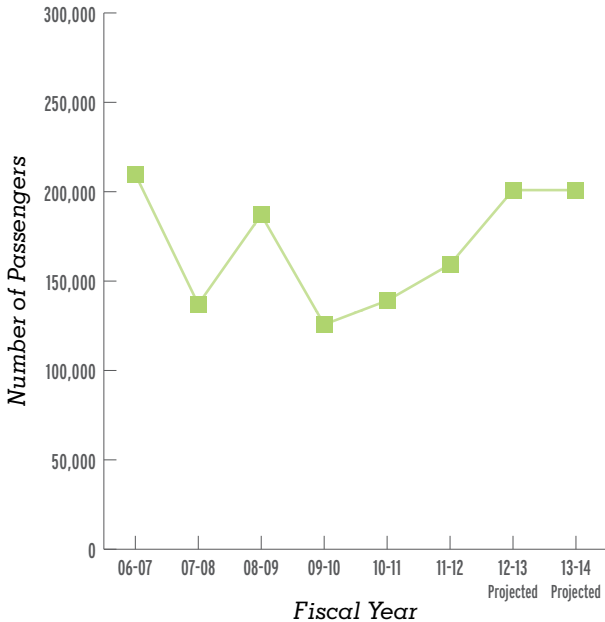
## *The Exploratorium*

On April 17, 2013 the Exploratorium, the internationally acclaimed museum of science, art, and human perception, re-opened to the public at the Port's historic Pier 15 on the Embarcadero. Located at the Palace of Fine Arts since its founding in 1969, the Exploratorium launched the \$300 million capital campaign to build its new waterfront home in the fall of 2010. The new campus provides twice the space of the prior location, and annual attendance is projected to at least double to one million. Guests are encouraged to explore over 600 hands-on exhibits, both indoors and outdoors, while enjoying breathtaking views of the San Francisco Bay.

## *Parks and Open Space*

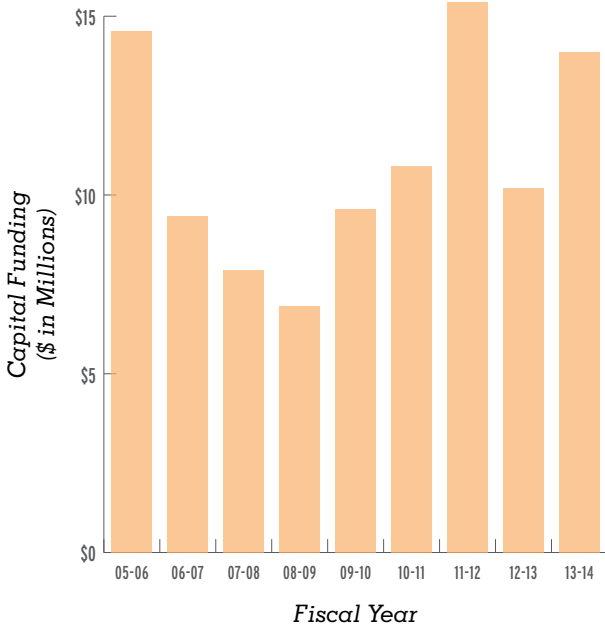
In 2012, San Francisco voters approved Proposition B for the \$195 million Clean and Safe Neighborhood Parks Bond, which includes \$34.5 million for the Port to complete repairs and renovations at Islais Creek, Warm Water Cove, Agua Vista Park, Fisherman's Wharf Plaza, Pier 70 Parks, and the Northeast Wharf Plaza. The Northeast Wharf Plaza will be completed along with the new James R. Herman Cruise Terminal at Pier 27. The new 2.7 acre park is expected to feature a large lawn for informal recreation and many places to enjoy views of the San Francisco Bay and cruise ships. There are a number of open spaces planned for Pier 70, including Crane Cove Park, Slipways Park, Machine Shop Courtyard, and Central Plaza. Each site has an opportunity to provide significant benefit to the Blue Greenway and allow the public to enjoy and learn about the history of Pier 70, which is an eligible National Register Historic District and home to the nation's longest continually operated civilian ship repair yard.

# CRUISE PASSENGERS AT THE PORT OF SF



Cruise passenger projections are improving as a result of the stronger economic climate and the planned availability of the new James R. Herman Cruise Terminal, which will have capacity for larger ships that carry more passengers.

# ANNUAL CAPITAL INVESTMENTS

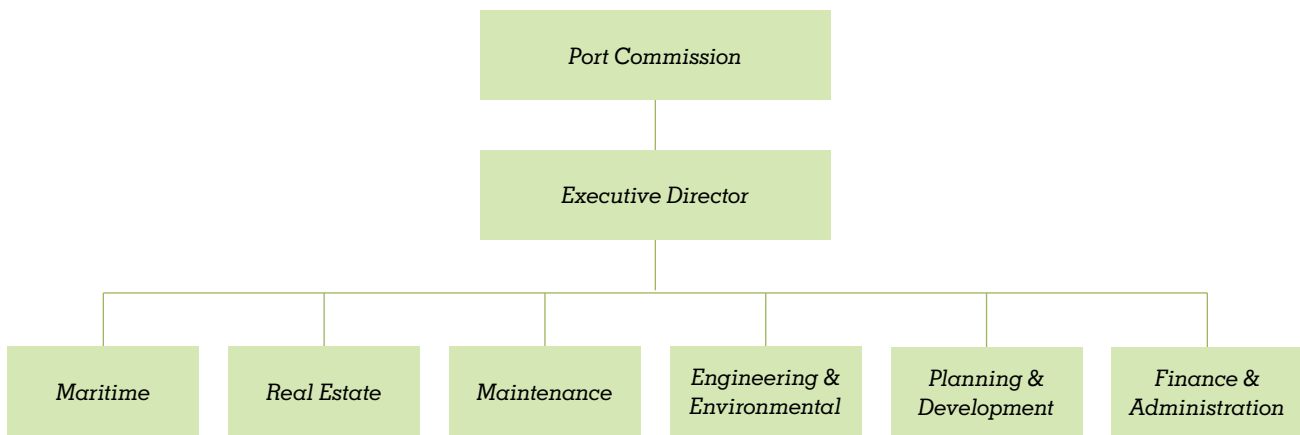


Capital investment is an important priority for the Port, as its Ten-Year Capital Plan estimates \$1.6 billion in deferred maintenance of infrastructure on the waterfront.



---

# PORT



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13
<b>AUTHORIZED POSITIONS</b>				
Total Authorized	243.93	254.98	260.18	5.20
Non-operating Positions (cap/other)	(20.77)	(19.00)	(23.39)	(4.39)
<b>Net Operating Positions</b>	<b>223.16</b>	<b>235.98</b>	<b>236.79</b>	<b>0.81</b>
<b>SOURCES</b>				
Licenses & Fines	2,231,512	2,060,000	2,261,000	201,000
Use of Money or Property	64,497,874	60,293,416	61,059,323	765,907
Intergovernmental Revenue - Other	0	0	2,090,000	2,090,000
Charges for Services	7,970,672	12,872,524	14,080,026	1,207,502
Other Revenues	1,978,591	1,495,445	1,471,107	(24,338)
Transfers In	26,168,203	17,544,982	18,377,018	832,036
Expenditure Recovery	751,956	190,168	173,228	(16,940)
Transfer Adjustments-Sources	(26,168,203)	(18,666,066)	(20,893,502)	(2,227,436)
Use of / (Deposit to) Fund Balance	2,185,464	9,683,282	13,409,302	3,726,020
General Fund Support	31,301	0	0	0
<b>Sources Total</b>	<b>79,647,370</b>	<b>85,473,751</b>	<b>92,027,502</b>	<b>6,553,751</b>
<b>USES - OPERATING EXPENDITURES</b>				
Salaries & Wages	20,623,618	22,755,717	23,351,086	595,369
Fringe Benefits	9,680,129	10,798,599	11,501,291	702,692
Overhead	12,234	0	315,652	315,652
Professional & Contractual Services	10,092,604	13,251,579	12,072,514	(1,179,065)
Materials & Supplies	1,108,377	1,410,166	1,447,598	37,432
Equipment	138,696	572,685	477,421	(95,264)
Debt Service	3,271,837	7,899,840	8,991,802	1,091,962
Services of Other Departments	11,766,829	12,252,662	13,046,233	793,571
Transfers Out	26,848,152	16,196,870	18,440,372	2,243,502
Budgetary Reserves	0	0	2,055,666	2,055,666
Transfer Adjustments-Uses	(26,168,203)	(15,316,982)	(17,552,659)	(2,235,677)
<b>Uses - Operating Expenditures Total</b>	<b>57,374,273</b>	<b>69,821,136</b>	<b>74,146,976</b>	<b>4,325,840</b>
<b>USES - PROJECT EXPENDITURES</b>				
Facilities Maintenance	2,643,738	3,260,073	3,415,526	155,453
Capital Projects	19,629,359	12,392,542	14,465,000	2,072,458
<b>Uses - Project Expenditures Total</b>	<b>22,273,097</b>	<b>15,652,615</b>	<b>17,880,526</b>	<b>2,227,911</b>
<b>USES BY PROGRAM RECAP</b>				
Administration	21,714,196	25,973,010	28,017,972	2,044,962
Engineering & Environmental	4,131,372	4,354,256	4,512,906	158,650
Maintenance	38,478,295	32,353,913	36,950,802	4,596,889
Maritime Operations & Marketing	2,967,232	8,014,541	8,104,649	90,108
Planning & Development	2,898,054	4,341,865	3,433,220	(908,645)
Real Estate & Management	9,458,221	10,436,166	11,007,953	571,787
<b>Uses by Program Recap Total</b>	<b>79,647,370</b>	<b>85,473,751</b>	<b>92,027,502</b>	<b>6,553,751</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>MAINTENANCE</b>					
<b>Financial Stability - Improve utilization of maintenance resources</b>					
Percentage of preventative maintenance of sewer pumps performed on schedule	71%	100%	95%	95%	95%
Maintenance cost per square foot of Port facilities	\$1.73	\$1.71	\$1.64	\$1.71	\$1.71
<b>MARITIME OPERATIONS &amp; MARKETING</b>					
<b>Economic Impact - Increase the volume of cargo shipping</b>					
Total cargo tonnage - Bulk	1,166,386	1,000,000	1,200,000	1,200,000	1,300,000
<b>Economic Impact - Increase cruise volume</b>					
Total number of cruise ship calls	59	63	65	64	66
<b>Economic Impact - Track ferry passenger volume</b>					
Total number of ferry passengers transiting through Port managed facilities.	1,542,479	1,450,000	1,545,000	1,545,000	1,550,000
<b>PLANNING &amp; DEVELOPMENT</b>					
<b>Quality of Life - Public participation in implementation of Waterfront Land Use Plan</b>					
Total number of community meetings held to discuss ongoing Port projects and programs	22	32	30	25	25
<b>REAL ESTATE &amp; MANAGEMENT</b>					
<b>Economic Impact - Achieve maximum revenue from leasing activities</b>					
Amount of revenue earned from commercial/industrial rent and parking, in millions	\$58.9	\$57.7	\$62.1	\$61.4	\$64.2

# PUBLIC DEFENDER

The Office of the Public Defender (PDR) delivers competent, effective, and ethical legal representation to indigent persons accused of crimes and involved in conservatorship matters in San Francisco.

## SERVICES

The Public Defender provides services through the following divisions:

**FELONY UNIT** provides legal representation to individuals charged with felony offenses, including those charged with serious and violent offenses like murder, manslaughter, rape, fraud, robbery, burglary, criminal threats, assault, weapon possession, and narcotic offenses.

**MISDEMEANOR UNIT** provides legal representation to individuals charged with misdemeanor offenses, including persons charged with assault and battery, driving under the influence, theft, weapon possession, vandalism, and domestic violence.

**JUVENILE UNIT** provides legal representation to youth on delinquency matters and is responsible for meeting the educational, social, and behavioral health needs of youth in order to ensure their long-term success at home, school, and in the community.

**MENTAL HEALTH UNIT** provides representation to clients

at all stages of the involuntary treatment commitment process, including petitions to extend maximum terms of commitment, and ensures that clients receive effective mental health treatment.

**SPECIALTY COURTS / CLEAN SLATE AND REENTRY UNITS** are designed to reduce recidivism. The Specialty Courts—Drug Court, Behavioral Health Court, and the Community Justice Center—employ evidence-based practices to obtain positive social outcomes. The Clean Slate/Reentry units eliminate barriers to employment and link clients to essential services.

**MAGIC PROGRAM** convenes, facilitates, and coordinates a network of 100 community-based organizations that support and build the collective capacity of service providers, schools, City agencies, and community members in Bayview Hunters Point and the Western Addition neighborhood.

For more information, call (415) 553-1671 or 311; or visit [www.sfpublicdefender.org](http://www.sfpublicdefender.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	26,606,733	26,794,188	28,871,157	2,076,969	29,766,787	895,630
<b>Total FTE</b>	160	158	157	(1)	156	0

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$28.9 million for the Public Defender is \$2.0 million, or 7.8 percent, higher than the FY 2012-13 budget of \$26.8 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

The FY 2014-15 proposed budget of \$29.8 million for the Public Defender is \$0.9 million, or 3.1 percent, higher than the FY 2013-14 budget of \$28.9 million. A significant amount of this increase is also due to increases in salary and fringe benefits costs.

## *Community Justice Center*

The Community Justice Center (CJC), established in May 2009, offers a community-centered approach to addressing crimes that directly affect neighborhoods in a treatment-oriented collaborative setting. Beginning in March 2012, with the agreement of the Superior Court, the Public Defender resumed representing all eligible clients at the CJC utilizing existing staff.

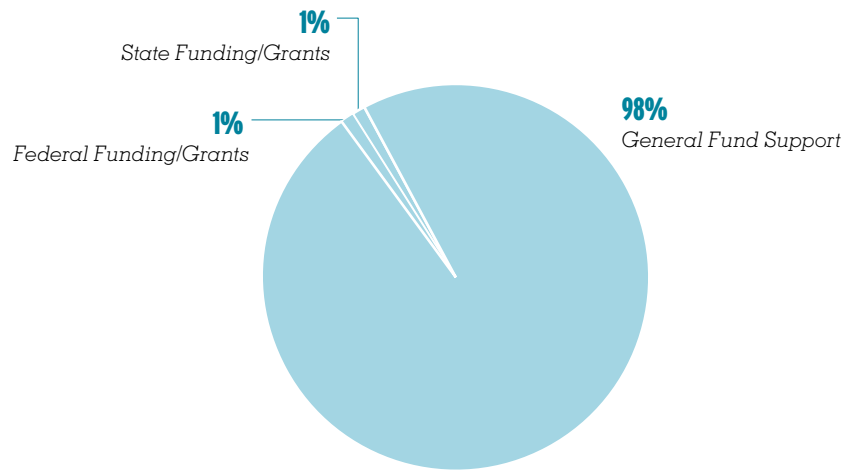
## *Parole Violation Court*

Under the AB109 state realignment initiative, the Department will begin providing legal representation to parolees charged with violating their parole on July 1, 2013. This responsibility was previously handled by state contractors. Based on the most recent statistics, the Department expects to handle at least 2,384 cases and 300 parole hearings each of the coming two fiscal years.

## *New Conflicts Policy*

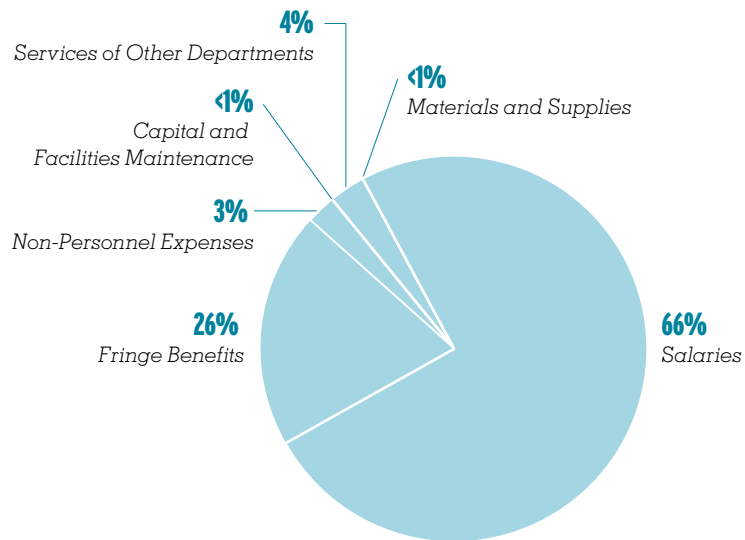
The Public Defender instituted a new conflicts policy during FY 2012-13, which controls when the Department must refer cases to the Indigent Defense Panel. Consistent with new court decisions, the Department now utilizes ethical firewalls and an updated definition of “currently represented client” for the purposes of declaring conflicts. Concurrently, the court system has seen a decline in the number of cases referred to the Indigent Defense Panel.

## FY 2013-14 DEPARTMENT SOURCES



General Fund support comprises 98 percent of Department sources.

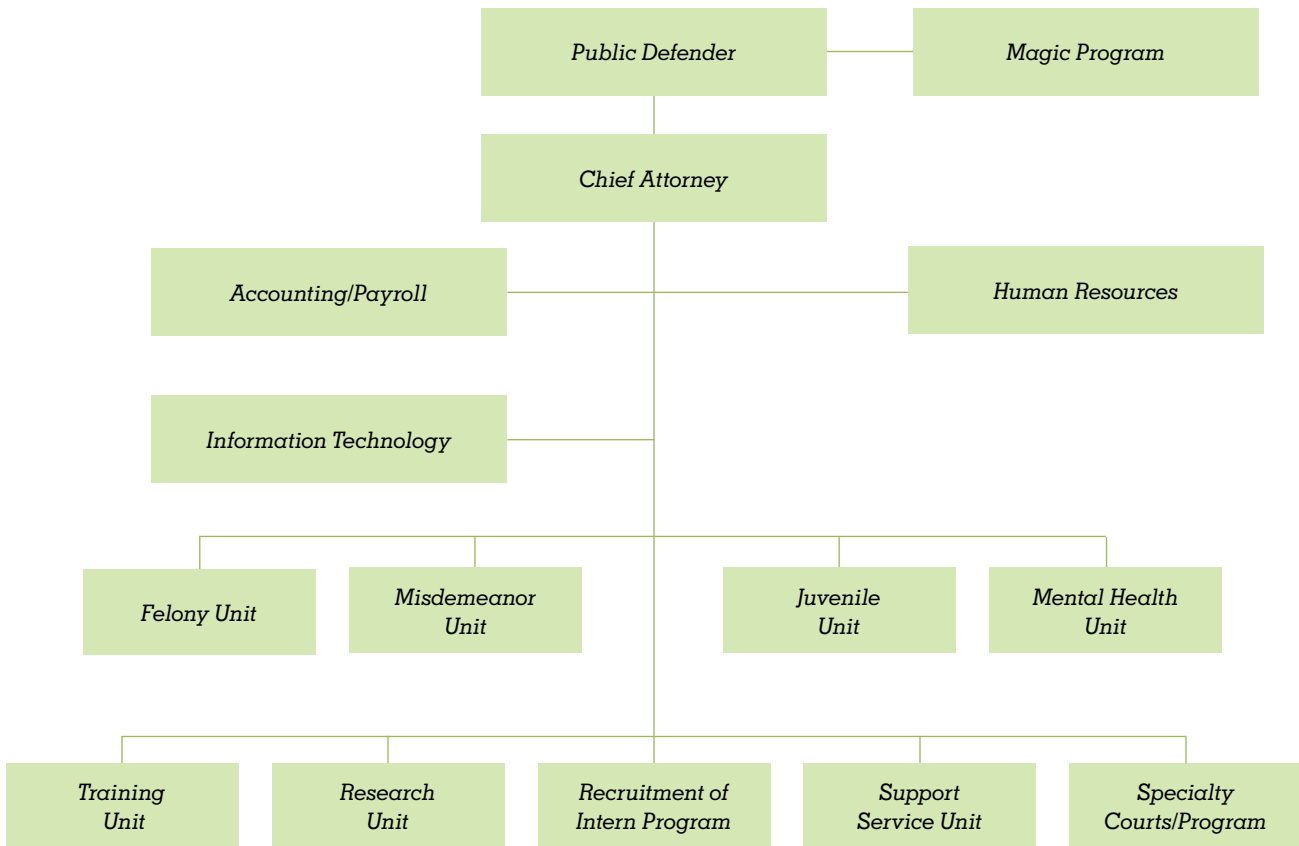
## FY 2013-14 DEPARTMENT USES BY EXPENDITURE TYPE



The Department expends 92 percent of its budget on salary and fringe benefits costs.

---

# PUBLIC DEFENDER



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	162.22	161.56	159.04	(2.52)	159.34	0.30
Non-operating Positions (cap/other)	(2.42)	(3.69)	(2.54)	1.15	(3.00)	(0.46)
<b>Net Operating Positions</b>	<b>159.80</b>	<b>157.87</b>	<b>156.50</b>	<b>(1.37)</b>	<b>156.34</b>	<b>(0.16)</b>
<b>SOURCES</b>						
Intergovernmental Revenue - Federal	281,418	88,484	96,637	8,153	100,329	3,692
Intergovernmental Revenue - State	190,507	109,755	151,000	41,245	119,000	(32,000)
Other Revenues	55,941	0	0	0	0	0
Expenditure Recovery	139,206	54,258	100,000	45,742	100,000	0
Use of / (Deposit to) Fund Balance	4,074	0	0	0	0	0
General Fund Support	25,935,587	26,541,691	28,523,520	1,981,829	29,447,458	923,938
<b>Sources Total</b>	<b>26,606,733</b>	<b>26,794,188</b>	<b>28,871,157</b>	<b>2,076,969</b>	<b>29,766,787</b>	<b>895,630</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	17,966,558	17,915,403	19,027,288	1,111,885	19,261,051	233,763
Fringe Benefits	6,503,807	6,632,248	7,455,014	822,766	8,132,656	677,642
Professional & Contractual Services	862,089	916,208	964,522	48,314	940,862	(23,660)
Materials & Supplies	141,887	141,809	141,809	0	141,809	0
Equipment	0	0	36,331	36,331	48,525	12,194
Services of Other Departments	1,132,392	1,188,520	1,246,193	57,673	1,241,884	(4,309)
<b>Uses - Operating Expenditures Total</b>	<b>26,606,733</b>	<b>26,794,188</b>	<b>28,871,157</b>	<b>2,076,969</b>	<b>29,766,787</b>	<b>895,630</b>
<b>USES BY PROGRAM RECAP</b>						
Criminal And Special Defense	26,185,622	26,705,704	28,774,520	2,068,816	29,666,458	891,938
Grant Services	341,433	88,484	96,637	8,153	100,329	3,692
Public Defender Work Order	79,678	0	0	0	0	0
<b>Uses by Program Recap Total</b>	<b>26,606,733</b>	<b>26,794,188</b>	<b>28,871,157</b>	<b>2,076,969</b>	<b>29,766,787</b>	<b>895,630</b>



## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>CRIMINAL AND SPECIAL DEFENSE</b>					
<b>Represent defendants effectively</b>					
Number of felony matters handled	7,672	7,425	8,433	8,433	8,433
Number of misdemeanor matters handled	4,570	4,269	3,625	4,269	3,625
Number of mental health clients represented	2,965	3,000	3,270	3,000	3,000
Number of juvenile matters handled	4,758	4,850	4,460	4,600	4,600
<b>Provide expungement services</b>					
Number of applicants/individuals receiving legal consultation and referrals via drop in services and telephone conferences	5,268	4,758	4,800	4,758	4,800
Number of motions filed on behalf of the clients under Clean Slate	1,129	1,400	720	720	720
<b>Provide alternatives to incarceration</b>					
Number of new participants in Drug Court	272	336	150	150	150
Number of carryover participants in Drug Court	283	200	200	200	200
Number of dismissals of Drug Court client cases	132	120	80	80	80
<b>Provide Re-entry Services to Clients</b>					
Number of clients evaluated for referral to services	284	300	300	300	300
Number of clients referred to services	232	200	200	200	200

# PUBLIC HEALTH

The mission of the Department of Public Health (DPH) is to protect and promote the health of all San Franciscans.

## SERVICES

The Department of Public Health provides services through the following areas/divisions:

**SAN FRANCISCO GENERAL HOSPITAL (SFGH)** is a licensed general acute care hospital owned and operated by the City and County of San Francisco. SFGH provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health, and rehabilitation services for adults and children. Additionally, SFGH is the designated trauma center for the 1.5 million residents of San Francisco and northern San Mateo County.

**LAGUNA HONDA HOSPITAL** provides a full range of skilled nursing services to adult residents of San Francisco who are disabled or chronically ill, including specialized care for those with wounds, head trauma, stroke, spinal cord and orthopedic injuries, HIV/AIDS, and dementia.

**COMMUNITY PROGRAMS** provides community-oriented primary care delivered through 20 city-run clinics

throughout San Francisco, including at SFGH's campus, HIV/AIDS health services, mental health and substance abuse treatment, housing and homelessness assistance, and maternal and child healthcare.

**HEALTH AT HOME** provides home health services to residents of San Francisco, which reduces their reliance on unnecessary institutionalization and supports independent living in the community.

**JAIL HEALTH SERVICES** provides a comprehensive and integrated system of medical, psychiatric, and substance abuse services to inmates in San Francisco jails.

**PUBLIC HEALTH SERVICES** provides health promotion and prevention, HIV/AIDS programs, infectious disease control, and environmental health.

For more information, call 311 or visit [www.sfdph.org](http://www.sfdph.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	1,594,973,842	1,675,336,013	1,906,789,437	231,453,424	1,951,536,130	44,746,693
<b>Total FTE</b>	5,671	5,800	6,138	338	6,199	61

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$1.9 billion for the Department of Public Health is \$231.5 million, or 13.8 percent, higher than the FY 2012-13 budget of \$1.7 billion. A significant amount of this increase is due to a correction of structural shortfalls in the budgets for San Francisco General (SFGH) and Laguna Honda Hospital, as well as the purchase of furniture, fixtures, and equipment for the new San Francisco General Hospital building and investments and program changes to meet the requirements under healthcare reform.

The FY 2014-15 proposed budget of \$1.9 billion for the Department of Public Health is \$44.7 million, or 2.3 percent, higher than the FY 2013-14 budget. A significant amount of this increase is due to additional purchases of furniture, fixtures, and equipment for the new San Francisco General Hospital building, as well as annualization of positions added in FY 2013-14 for implementation of health care reform.

## *Realigning Services For Success*

In anticipation of new programmatic responsibilities expected with the implementation of the Affordable Care Act (ACA) on January 1, 2014 and California's 1115 Waiver – coupled with uncertainty regarding future funding for healthcare – DPH has been examining its service delivery system to better integrate its delivery system, promote efficiency, minimize costs, and prioritize services more consistently. Healthcare reform will transition the healthcare industry from a volume-based payment system to a value-based payment system. In order to effectively manage costs, maintain revenues, and provide quality care, DPH must make significant investments and changes in its infrastructure to ensure that it minimizes its exposure to financial risks.

## *Developing An Integrated Delivery System*

In FY 2010-11, DPH underwent an internal planning process focused on strengthening and integrating its delivery system in response to healthcare reform, with the goal of creating a comprehensive system of care that is clinically and financially capable of providing coordinated health services. This process yielded over 40 recommendations in policy and strategic oversight, system development and change management, and operational and administrative infrastructure. Most of these recommendations are being implemented within existing resources, but the process identified critical shortfalls in departmental capacity for case management and utilization management, among others, which require additional investment to implement effectively.

## *Community Programs Request For Proposals (RFP)*

In the next two fiscal years, the Department will release a packet of RFP solicitations both to reduce costs and to realign its contractual services to meet one or more of the following objectives: essential services to meeting the ACA milestones; services reimbursable under ACA; services that directly help hospital discharge; and services that support population health.

The Department will retain some contractual services that do not meet these objectives, allowing the continuation of a system of care where applicable. The implementation of the RFPs will result in \$8.8 million in partial-year savings in FY 2014-15. The Departmental sections that will be participating in the RFP process include: Community Behavioral Health Services (CBHS), Housing and Urban Health (HUH), HIV Health Services (HHS), HIV Prevention Section (HPS), and Community Health Promotion and Prevention (CHPP).

## *Reprogramming The Behavioral Health Center (BHC)*

Since its formation, the BHC has been a critical facility for DPH and San Francisco, allowing the Department to provide the appropriate level of care for its clients. The role of the BHC within the DPH network will be more critical than ever after the transition to a more managed care-focused model and the implementation of healthcare reform, but some programming changes are needed both to achieve budgetary savings and to maximize the use of the facility. The program changes include:

- Creation of respite level beds for both Mental Health and Medicine that do not currently exist but could positively impact acuity at SFGH.
- Creation of Residential Care Facility for the Elderly beds that would be available for non-ambulatory residents. This is a level of care that is currently in short supply in the City.
- Transition of SNF patients to appropriate care elsewhere within the DPH system, including to less restrictive settings where possible.

Implementation of these changes will improve patient flow within the DPH network, resulting in better use of resources, improved revenues, and an enhanced ability to allow the City's residents to pursue independence.

## *Strengthening Primary Care*

Primary care plays a central role in healthcare reform, ensuring that patients receive timely access to preventive

care. To meet quality standards and to minimize risk and costs, DPH plans to strengthen the infrastructure of and expand access to its community-oriented primary clinics.

Over the next two fiscal years, DPH will provide additional staffing to enable the Community Oriented Primary Care (COPC) system to provide expanded evening and weekend clinic hours for up to eight clinic sessions per week. Additionally, for COPC to remain competitive and to receive maximum revenue reimbursement, DPH is developing a patient-centered package of services that will attract patients to select or retain DPH as their healthcare provider.

DPH will also create effective leadership at the clinics to ensure that services are well coordinated, timely, accessible, culturally competent, appropriate, and effective. While the Department has reduced staffing at the clinics in the past to achieve budget savings and efficiencies, this investment is critical in light of the future expansion and pivotal role of these services.

### *Reorganizing Population Health Division*

In March 2013, DPH's Population Health and Prevention Division changed its name to the Population Health Division (PHD), reflecting a reorganization effort underway since November 2011. Broadly, reorganization will allow PHD – and DPH more widely – to better respond to emerging public health issues, changes in public health practice, developments in public health financing, and emerging public health leadership opportunities.

### *Creating A Sound Financial Foundation*

#### **Setting A Realistic Budget**

The Mayor's proposed budget includes an increase in General Fund support of \$51 million in FY 2013-14 and \$55 million in FY 2014-15 to correct a historical structural shortfall in the Department's budget. For each of the past several years, the Department has required a mid-year supplemental appropriation to realign its budget to its actual costs. As the imbalance has grown, it has created increasing financial uncertainty for the Department and the City's General Fund. The Mayor's budget corrects this imbalance, improving financial stability and transparency for the Department's budget. The correction includes the addition of permanent clinical positions to support existing services so the Department will rely less on temporary staff, as well as adjustments to salary savings assumptions to more accurately reflect the actual staffing patterns at San Francisco General and Laguna Honda Hospitals. With this correction, the Department will no longer require mid-year supplemental appropriations to continue its current

operations through the fiscal year and allow managers to effectively manage their budgets. The cost of this expense is partially offset by additional projected revenue growth.

### **Creating An Office of Managed Care**

As healthcare regulations change, public healthcare providers such as DPH will increasingly operate in a managed care environment, where it receives a fixed per-member per-month reimbursement rather than fee-for-service reimbursement. To be successful, DPH must create an organizational infrastructure to manage costs and business relationships with other plans and providers. In anticipation of this change, the Mayor's FY 2013-14 and FY 2014-15 proposed budget includes a new Office of Managed Care (OMC), which will be responsible for contracting strategy with health plans, utilization management, marketing-branding, data reporting, quality improvement, and provider services. The OMC will be developed to (1) manage resources more effectively to maximize benefits for clients and (2) reduce misuse, overuse, and underuse of services.

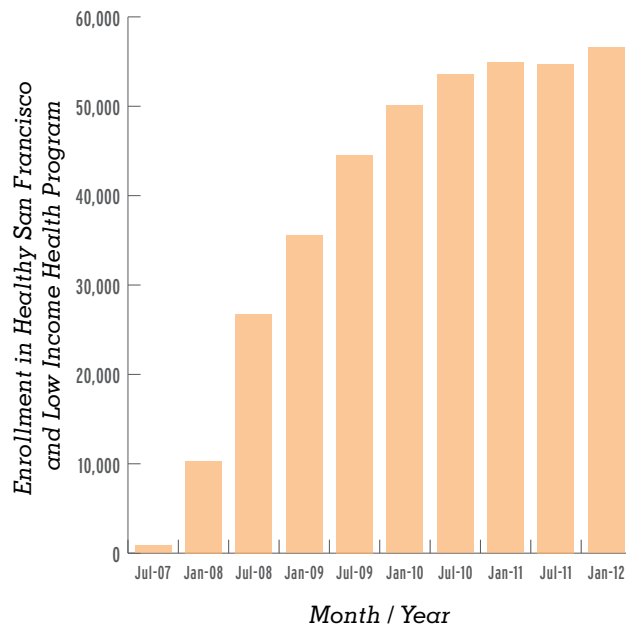
### **Addressing Reductions In Federal Funding**

In FY 2012-13, the Department experienced significant federal Ryan White Act and Center for Disease Control (CDC) funding reductions for HIV services. The Mayor's proposed FY 2013-14 and FY 2014-15 budget backfills this cut with a restoration of \$4.0 million in HIV Health Services and HIV Prevention programs. However, federal funding formulas continue to shift dollars to counties where incidence rates of disease are increasing, rather than remaining stable as they are in San Francisco. Consequently, the Department has recently received additional reductions in HIV Prevention and Health Services of \$2.2 million in FY 2013-14, growing to \$3.1 million in FY 2014-15. In addition to HIV funding reductions, the CDC also reduced its support of tuberculosis control and public health prevention programs.

### *Preparing For the New San Francisco General Hospital*

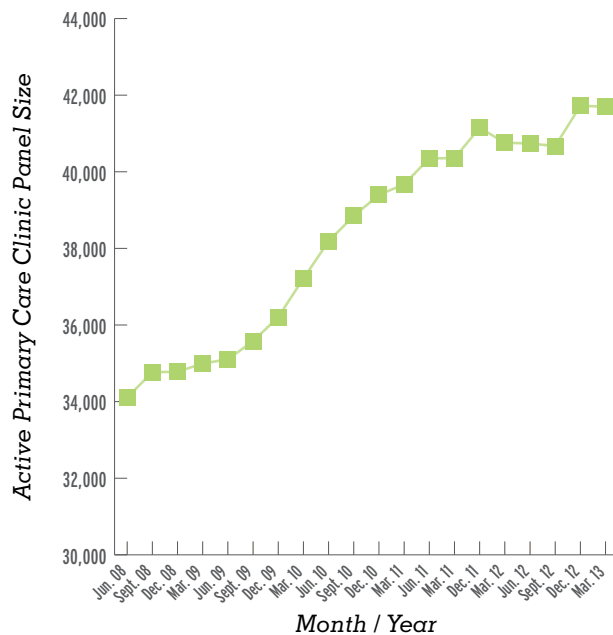
In late 2015, the new San Francisco General Hospital (SFGH) will open. All acute care services will be relocated to the new facility and all non-acute services not subject to State requirements for seismic compliance will remain in the current building. To plan for the transition of patients and services and the day-to-day operations of this new facility, DPH will invest \$2.0 million for new facility and transition planning over the next several years. In addition, \$49.0 million in FY 2013-14 and \$56.0 million in FY 2014-15 is budgeted to begin procurement of furniture, fixtures, and equipment for this new facility.

## ENROLLMENT IN HEALTHY SAN FRANCISCO AND LOW-INCOME HEALTH PROGRAM



Currently, over 59,000 of the estimated 64,000 uninsured are enrolled in Healthy San Francisco (HSF) or the Low Income Health Program (LIHP). Many of these clients will transition to MediCal or will be eligible to access insurance through the exchange.

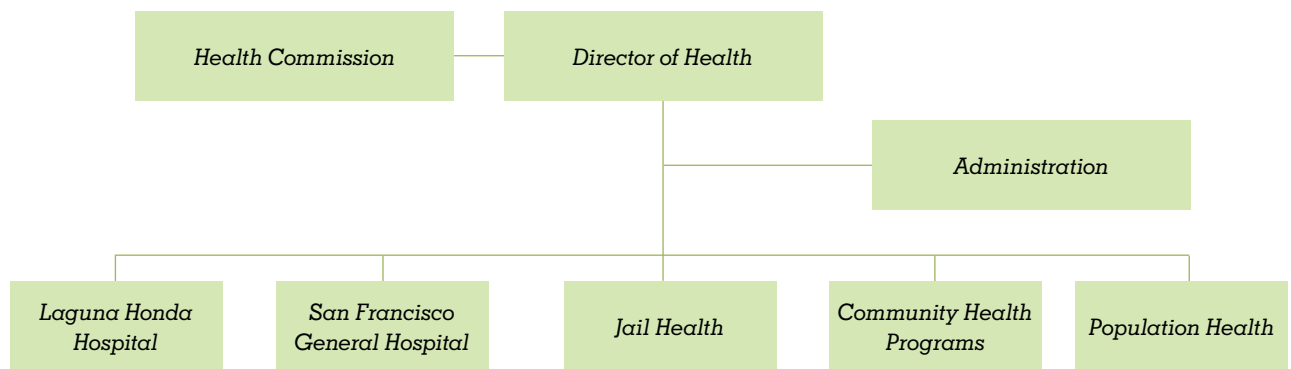
## LINKING PATIENTS WITH PRIMARY CARE PROVIDERS IN COMMUNITY-ORIENTATED PRIMARY CARE



Through the implementation of the care team model to increase provider productivity and expansion of clinic hours, DPH has successfully increased the number of patients actively engaged in primary care.

---

# PUBLIC HEALTH



# TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	5,736.63	5,866.52	6,206.99	340.47	6,268.33	61.34
Non-operating Positions (cap/other)	(65.34)	(66.30)	(68.12)	(1.82)	(68.57)	(0.45)
<b>Net Operating Positions</b>	<b>5,671.29</b>	<b>5,800.22</b>	<b>6,138.87</b>	<b>338.65</b>	<b>6,199.76</b>	<b>60.89</b>
<b>SOURCES</b>						
Licenses & Fines	9,424,726	9,961,246	9,730,725	(230,521)	9,730,725	0
Use of Money or Property	895,666	989,240	974,240	(15,000)	974,240	0
Intergovernmental Revenue - Federal	73,802,723	73,232,994	73,218,172	(14,822)	72,220,907	(997,265)
Intergovernmental Revenue - State	276,055,400	299,333,772	338,847,801	39,514,029	341,558,993	2,711,192
Intergovernmental Revenue - Other	31,585	30,000	(70,598)	(100,598)	(70,598)	0
Charges for Services	736,097,949	781,439,979	825,762,976	44,322,997	839,741,831	13,978,855
Other Revenues	104,282,414	28,139,995	35,612,236	7,472,241	54,637,063	19,024,827
Transfers In	142,799,664	174,555,661	243,065,108	68,509,447	252,825,785	9,760,677
Expenditure Recovery	25,719,218	32,896,883	33,601,882	704,999	33,544,841	(57,041)
Transfer Adjustments-Sources	(135,635,529)	(172,347,580)	(240,859,420)	(68,511,840)	(250,620,097)	(9,760,677)
Use of / (Deposit to) Fund Balance	37,488,079	539,643	35,834,773	35,295,130	207,165	(35,627,608)
General Fund Support	324,011,947	446,564,180	551,071,542	104,507,362	596,785,275	45,713,733
<b>Sources Total</b>	<b>1,594,973,842</b>	<b>1,675,336,013</b>	<b>1,906,789,437</b>	<b>231,453,424</b>	<b>1,951,536,130</b>	<b>44,746,693</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	555,039,238	569,208,551	624,168,254	54,959,703	639,931,087	15,762,833
Fringe Benefits	237,677,344	239,101,046	271,992,089	32,891,043	297,923,395	25,931,306
Overhead	1,754,526	1,562,679	1,590,657	27,978	1,587,501	(3,156)
Professional & Contractual Services	581,511,802	650,662,024	790,013,062	139,351,038	776,427,222	(13,585,840)
Aid Assistance / Grants	2,301,315	75,000	25,000	(50,000)	25,000	0
Materials & Supplies	96,159,858	102,142,507	107,779,826	5,637,319	109,699,744	1,919,918
Equipment	2,523,953	3,679,735	3,108,963	(570,772)	3,696,959	587,996
Debt Service	1,471,211	20,613,670	15,825,585	(4,788,085)	15,818,796	(6,789)
Services of Other Departments	73,590,598	79,750,801	83,799,797	4,048,996	87,493,535	3,693,738
Transfers Out	162,713,138	172,347,580	240,859,420	68,511,840	252,870,490	12,011,070
Budgetary Reserves	0	0	0	0	2,112,498	2,112,498
Transfer Adjustments-Uses	(135,635,529)	(172,347,580)	(240,859,420)	(68,511,840)	(250,620,097)	(9,760,677)
<b>Uses - Operating Expenditures Total</b>	<b>1,579,107,454</b>	<b>1,666,796,013</b>	<b>1,898,303,233</b>	<b>231,507,220</b>	<b>1,936,966,130</b>	<b>38,662,897</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	1,571,322	2,510,000	3,836,204	1,326,204	2,770,000	(1,066,204)
Capital Renewal	0	2,530,000	2,375,000	(155,000)	2,350,000	(25,000)
Capital Projects	14,295,066	3,500,000	2,275,000	(1,225,000)	9,450,000	7,175,000
<b>Uses - Project Expenditures Total</b>	<b>15,866,388</b>	<b>8,540,000</b>	<b>8,486,204</b>	<b>(53,796)</b>	<b>14,570,000</b>	<b>6,083,796</b>
<b>USES BY PROGRAM RECAP</b>						
Central Administration	108,981,896	152,192,421	214,369,599	62,177,178	215,820,010	1,450,411
Children's Baseline	38,828,188	47,823,044	53,229,227	5,406,183	54,631,694	1,402,467
Comm Hlth - Comm Support - Housing	26,973,854	24,852,099	30,017,815	5,165,716	30,752,635	734,820
Comm Hlth - Prev - Maternal & Child Hlth	21,206,816	27,057,827	28,168,874	1,111,047	28,767,341	598,467
Comm Hlth - Prevention - Aids	52,322,785	58,469,635	58,319,655	(149,980)	57,300,381	(1,019,274)
Comm Hlth - Prevention - Disease Control	19,029,725	19,731,308	19,610,043	(121,265)	20,037,454	427,411
Comm Hlth - Prevention - Hlth Education	5,430,907	5,955,393	7,594,655	1,639,262	7,618,765	24,110
Emergency Services Agency	1,036,500	1,400,000	1,228,050	(171,950)	1,200,000	(28,050)
Environmental Health Services	20,247,015	19,097,927	19,955,613	857,686	20,377,283	421,670
Forensics - Ambulatory Care	28,656,644	28,831,213	29,515,090	683,877	30,433,326	918,236
Health At Home	7,103,201	6,496,357	6,603,240	106,883	6,839,039	235,799
Laguna Honda - Long Term Care	214,976,422	203,354,724	220,560,383	17,205,659	233,623,367	13,062,984
Laguna Honda Hosp - Acute Care	2,715,375	3,874,554	3,755,942	(118,612)	3,898,828	142,886
Laguna Honda Hosp - Comm Support Care	55	(21,496)	0	21,496	(1)	(1)
Mental Health - Acute Care	2,490,402	3,462,797	3,462,797	0	3,462,797	0
Mental Health - Children's Program	35,533,164	38,425,920	38,672,491	246,571	38,293,955	(378,536)
Mental Health - Community Care	167,160,128	152,343,350	171,340,803	18,997,453	159,244,263	(12,096,540)
Mental Health - Long Term Care	33,733,418	28,086,587	28,901,228	814,641	26,475,751	(2,425,477)

## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
Non Program	29,065	0	0	0	2,250,393	2,250,393
Occupational Safety & Health	1,948,503	1,846,839	1,930,468	83,629	1,972,270	41,802
Primary Care - Ambu Care - Health Cntrs	58,982,910	71,328,487	73,296,993	1,968,506	76,586,627	3,289,634
SFGH - Acute Care - Forensics	2,144,039	3,437,973	3,056,502	(381,471)	3,174,469	117,967
SFGH - Acute Care - Hospital	556,289,516	603,946,169	698,553,453	94,607,284	731,086,498	32,533,045
SFGH - Acute Care - Psychiatry	31,391,626	26,127,815	25,794,682	(333,133)	26,386,738	592,056
SFGH - Ambu Care - Adult Med Hlth Cntr	37,116,869	27,739,879	38,097,241	10,357,362	39,313,859	1,216,618
SFGH - Ambu Care - Methadone Clinic	2,458,758	1,638,208	2,809,528	1,171,320	2,917,562	108,034
SFGH - Ambu Care - Occupational Health	3,365,049	2,327,135	3,555,890	1,228,755	3,680,266	124,376
SFGH - Emergency - Emergency	32,252,127	24,472,046	33,457,049	8,985,003	35,218,882	1,761,833
SFGH - Emergency - Psychiatric Services	7,293,849	9,133,300	7,736,875	(1,396,425)	7,921,064	184,189
SFGH - Long Term Care - Rf Psychiatry	15,437,355	16,871,492	13,388,697	(3,482,795)	12,114,414	(1,274,283)
Substance Abuse - Community Care	59,837,681	65,033,010	69,806,554	4,773,544	70,136,200	329,646
<b>Uses by Program Recap Total</b>	<b>1,594,973,842</b>	<b>1,675,336,013</b>	<b>1,906,789,437</b>	<b>231,453,424</b>	<b>1,951,536,130</b>	<b>44,746,693</b>



# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>COMM HLTH - COMM SUPPORT - HOUSING</b>					
<b>Increase the number of supportive housing units</b>					
Number of bed slots in housing programs	2,403	2,629	2,629	2,803	2,803
Number of unduplicated clients served in supportive housing	1,278	1,376	1,376	1,359	1,359
<b>Increase attention to social and economic factors that affect health status</b>					
Number of unduplicated clients served by housing and housing-related programs	3,820	3,974	3,974	3,935	3,935
<b>COMM HLTH - PREV - MATERNAL &amp; CHILD HLTH</b>					
<b>Increase the number of breastfed infants in the Women, Infants and Children (WIC) program</b>					
Percentage of breastfed infants participating in the WIC program per month	66%	67%	67%	67%	67%
<b>COMM HLTH - PREVENTION - AIDS</b>					
<b>Strengthen primary and secondary prevention activities</b>					
Percentage of clients testing HIV+ who are successfully linked to medical care	76%	75%	75%	75%	75%
<b>COMM HLTH - PREVENTION - BEHM</b>					
<b>Protect and respond to the environmental health of San Francisco residents</b>					
Percentage of environmental health complaints abated	81%	80%	82%	80%	80%
<b>FORENSICS - AMBULATORY CARE</b>					
<b>Provide continuity of care for recipients of DPH services</b>					
Number of jail health screenings	16,402	17,000	16,000	17,000	16,000
<b>LAGUNA HONDA - LONG TERM CARE</b>					
<b>Improve health outcomes among San Francisco residents</b>					
Cost per patient per day at Laguna Honda Hospital	\$790	\$835	\$835	\$876	\$920
<b>MENTAL HEALTH - CHILDREN'S PROGRAM</b>					
<b>Increase the number of high-risk children served in mental health treatment settings</b>					
San Francisco residents under 19 years of age receiving services provided by Children's Mental Health Services	4,892	5,000	5,000	5,000	5,000
<b>MENTAL HEALTH - COMMUNITY CARE</b>					
<b>Provide clinical services to target populations</b>					
Number of unique mental health clients in treatment	26,240	25,000	27,000	25,000	27,000
Percentage of new mental health clients who are homeless	17%	15%	19%	20%	20%
<b>PRIMARY CARE - AMBU CARE - HEALTH CNTRS</b>					
<b>Provide clinical services to target populations</b>					
Percentage of patients who are uninsured	44%	41%	41%	41%	44%
Percentage of patients who are homeless	13%	11%	10%	11%	10%
Percentage of outpatient visits by uninsured patients	36%	36%	36%	36%	36%
Percentage of outpatient visits by homeless patients	13%	12%	12%	12%	12%
<b>SFGH - ACUTE CARE - HOSPITAL</b>					
<b>Provide clinical services to target populations</b>					
Number of hospital medical/surgical inpatient days at SFGH	79,635	80,000	78,000	80,000	80,000
Uninsured medical/surgical inpatient days as a percentage of total medical/surgical inpatient days	21%	21%	21%	21%	20%
Homeless outpatient visits as a percentage of total visits	6%	6%	6%	6%	6%
<b>Decrease rate of ambulance diversions</b>					
Percentage of time that San Francisco General Hospital's Emergency Department is unable to accept lower-priority emergency cases	21%	23%	23%	23%	20%
<b>SUBSTANCE ABUSE - COMMUNITY CARE</b>					
<b>Provide substance abuse treatment services</b>					
Number of unique substance abuse clients in treatment	7,705	9,000	8,000	8,000	8,000
Percentage of homeless clients among substance abuse treatment admissions	35%	26%	37%	37%	37%

# PUBLIC LIBRARY

The Public Library (LIB or “the Library”) is dedicated to free and equal access to information, knowledge, independent learning, and reading for our community. The Library consists of the Main Library at Civic Center, 27 branch libraries spread out across the city, mobile libraries that travel around the city, and the public website. In addition to the Library’s collection of 3.4 million items in various formats and over 50 languages, the Library offers the public access to computers, various technologies, and educational, literary, and recreational programming.

## SERVICES

The Public Library provides services through the following strategic areas:

**LITERACY AND LEARNING** initiatives provide robust collections, resources, services, and programs that support reading and address the changing literacy and learning needs of the 21st century.

**DIGITAL STRATEGIES** ensure equitable access to public technology and resources.

**YOUTH ENGAGEMENT** supports the city’s youth with myriad programs and services including early literacy, the summer reading program, homework help services, test

preparation programs, outreach to schools, and expanded teen services on technology and media literacies.

**STRATEGIC PARTNERSHIPS** leverage the Library’s resources to strengthen the services and programs offered and to help the Library reach a larger audience.

**DIVERSE PROGRAMMING** promotes the Library as a key center for literary arts and a provider of accessible services, fosters community engagement, and serves as a place where all San Franciscans feel welcome.

For more information, call (415) 557-4400 or 311; or visit [www.sfpl.org](http://www.sfpl.org)

## BUDGET DATA SUMMARY

	2011–12	2012–13	2013–14		2014–15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012–13	Proposed Budget	Change from 2013–14
<b>Total Expenditures</b>	88,090,073	92,398,437	100,894,185	8,495,748	104,573,790	3,679,605
<b>Total FTE</b>	628	640	652	12	654	2

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$100.9 million for the Public Library is \$8.5 million, or 9.2 percent, higher than the FY 2012-13 budget of \$92.4 million. A significant amount of this increase is due to increases in salary and fringe benefits costs, which are driven by the addition of 56 hours per week of public library operating hours, as well as the on-going financial effects of the FY 2012-13 expanded hours. In addition, the FY 2013-14 budget includes an additional \$1.2 million for the Main Library's Teen Center construction phase. The Library's proposed budget also includes enhancements to library collections and facilities maintenance.

The FY 2014-15 proposed budget of \$104.6 million for the Public Library is \$3.7 million, or 3.6 percent, higher than the FY 2013-14 budget of \$100.9 million. A significant amount of this increase is also due to increases in salary and fringe benefits costs. In addition, the Library continues to increase funding to ensure that it maintains a robust materials collection and invests in information technology, infrastructure, and programs for the public that meet evolving needs.

## *Facilities Investments*

Following voter approval of \$106.0 million in General Obligation bonds in 2000, the City leveraged the approved bond funds with State grants, gifts, and revenue bonds supported by the Library Preservation Fund to finance the \$196.3 million Branch Library Improvement Program (BLIP). BLIP calls for the renovation of 16 branches, the replacement of four leased facilities with City-owned buildings, the replacement of three branches with new buildings, the construction of a new Mission Bay branch, and the creation of a support services center. The Library has completed 23 of the 24 BLIP projects. The most recent branch opening was the Bayview Branch Library on February 23, 2013. The Bayview project surpassed local hire requirements: 68 percent of the subcontractors were local business enterprises, and approximately half of all construction workers were from San Francisco, including residents from the Bayview-Hunters Point community. The remaining and final BLIP project is the North Beach branch library. It is approximately 15 percent complete and is anticipated to open to the public mid-2014.

Post-occupancy evaluation of Library facilities has helped identify the investments required to ensure that facilities meet the service needs of public and staff, and achieve operating efficiencies. Over the next several years, the Library will make improvements to building control systems, lighting, and acoustics; repair and replace public furnishings and flooring; and improve exterior finishes. Other facilities improvements include investments in custodial and security services.

## *Expansion of Public Hours*

Charter Section 16.109 requires that the Library Commission assess and modify as appropriate the hours of operation for the Main and branch libraries at least once every five years. In the Fall 2012, the Library Commission established a community input process, which included surveys and public hearings in 11 supervisorial districts. The result was a recommendation to expand hours by 56 hours per week systemwide, including increasing hours at the Main Library's Library for the Blind and Print Disabled, Deaf Center, and History Center. With the addition of these hours in FY 2013-14, the Library will be open to the public a total of 1,370 hours per week, or 159 (13 percent) more hours per week than the 1,211 permanent weekly hours established in Charter Section 16.109.

## *Strong Library Collections*

The proposed FY 2013-14 and FY 2014-15 budgets continue to invest in strong library collections, which represent approximately 11 percent of the operating budget. Print books remain the primary material format, but the library is expanding its investments in eResources, including eBooks, eMusic, eVideo, databases, and eLearning. Other investments include youth materials, materials in international languages, and periodicals. The FY 2013-14 collection budget increased approximately 7 percent over the FY 2012-13 budget; in FY 2014-15, it will increase an additional 10 percent.

## *Embracing Innovation*

Over the next two fiscal years, the Library will further upgrade its servers, networks, bandwidth, and infrastructure as well as improve the public's access to technology in order to help close the city's digital divide. For example, starting in FY 2013-14, the Library will pilot laptop/eResource lending kiosks and invest in public eReaders and tablets to help meet public technology needs. Other technology enhancements include shifting public computing software from OpenOffice to the Microsoft Office Suite so that the patrons will have access to standard workplace software.

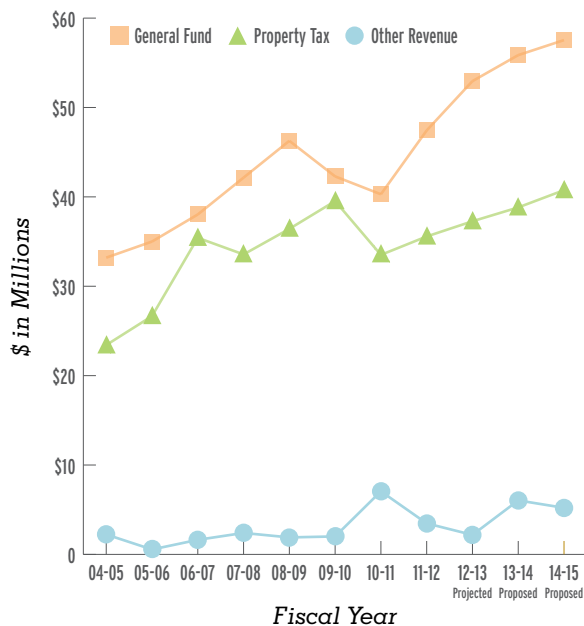
## *Youth Engagement*

In FY 2011-12, the Department received a \$100,000 grant from the Institute of Museum and Library Sciences to build a Teen Center Learning Lab Program that will support the attainment of multiple literacies in technology, media, environment and health, reading, and civic engagement. Youth who engage in the planning process and Learning Lab programs will learn how

to select and use resources in new ways as sources for creative media projects, be better consumers and evaluators of digital content, use technology and media production tools, share and license work produced in the Creative Commons, and tell stories that support and celebrate local culture and diversity. Teen producers, distributors, and curators of work in a digital world will gain practical knowledge about distribution rights, copyright, journalism ethics, and more to help them in

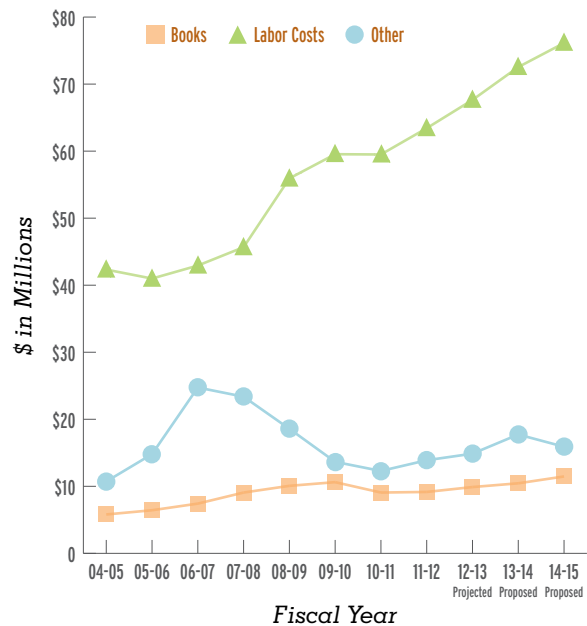
their current projects and future careers. The Library's FY 2013-14 budget includes \$1.2 million for a new Teen Center Learning Lab within the Main Library and related tenant improvements for services and programs that will be relocated in the building. The remaining estimated project costs will be funded via private fundraising. The new Teen Center will act as a hub for youth media education and literacy development.

## DEPARTMENT SOURCES BY FISCAL YEAR



The Library expects modest growth in property tax revenue in FY 2013-14 as well as an increase in its General Fund baseline.

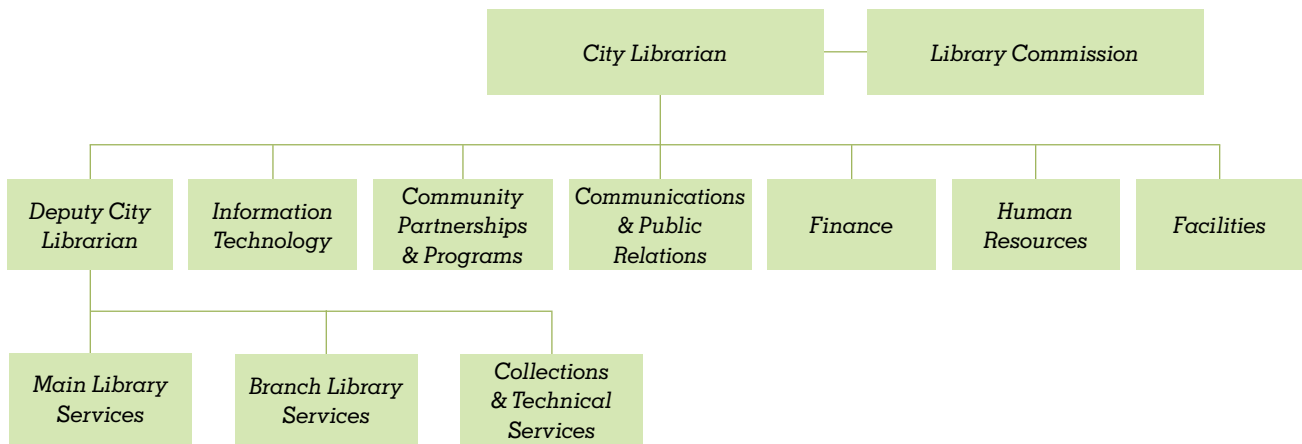
## DEPARTMENT USES BY FISCAL YEAR



The Library expects continued increases in labor costs while other expenses decrease. As more branch libraries reopen and library hours are increased in FY 2013-14, labor costs will increase further.

---

# PUBLIC LIBRARY



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	628.41	640.48	651.73	11.25	653.97	2.24
<b>Net Operating Positions</b>	<b>628.41</b>	<b>640.48</b>	<b>651.73</b>	<b>11.25</b>	<b>653.97</b>	<b>2.24</b>
<b>SOURCES</b>						
Local Taxes	36,497,018	37,265,000	39,956,000	2,691,000	42,375,000	2,419,000
Use of Money or Property	1,056,522	646,688	646,688	0	646,688	0
Intergovernmental Revenue - Federal	33,017	0	0	0	0	0
Intergovernmental Revenue - State	290,299	165,000	215,000	50,000	215,000	0
Charges for Services	869,810	1,000,800	855,800	(145,000)	855,800	0
Other Revenues	539,589	101,422	160,133	58,711	160,500	367
Transfers In	5,778,742	550,000	2,050,997	1,500,997	195,855	(1,855,142)
Expenditure Recovery	58,804	56,421	58,560	2,139	60,802	2,242
Transfer Adjustments-Sources	(5,778,742)	(550,000)	(2,050,997)	(1,500,997)	(195,855)	1,855,142
Use of / (Deposit to) Fund Balance	(4,124,986)	213,106	1,312,004	1,098,898	0	(1,312,004)
General Fund Support	52,870,000	52,950,000	57,690,000	4,740,000	60,260,000	2,570,000
<b>Sources Total</b>	<b>88,090,073</b>	<b>92,398,437</b>	<b>100,894,185</b>	<b>8,495,748</b>	<b>104,573,790</b>	<b>3,679,605</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	41,444,434	43,511,718	45,235,293	1,723,575	46,124,524	889,231
Fringe Benefits	22,970,156	24,126,623	25,938,067	1,811,444	28,215,692	2,277,625
Professional & Contractual Services	5,300,791	6,322,048	7,148,043	825,995	7,040,187	(107,856)
Materials & Supplies	11,489,911	11,869,257	12,709,492	840,235	13,714,064	1,004,572
Equipment	183,058	75,000	601,501	526,501	112,828	(488,673)
Services of Other Departments	5,599,312	5,943,791	7,210,792	1,267,001	7,284,006	73,214
Transfers Out	5,778,742	550,000	2,050,997	1,500,997	195,855	(1,855,142)
Budgetary Reserves	0	0	0	0	1,886,634	1,886,634
Transfer Adjustments-Uses	(5,778,742)	(550,000)	(2,050,997)	(1,500,997)	(195,855)	1,855,142
<b>Uses - Operating Expenditures Total</b>	<b>86,987,662</b>	<b>91,848,437</b>	<b>98,843,188</b>	<b>6,994,751</b>	<b>104,377,935</b>	<b>5,534,747</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	350,524	0	0	0	0	0
Capital Renewal	0	0	150,000	150,000	0	(150,000)
Capital Projects	751,887	550,000	1,900,997	1,350,997	195,855	(1,705,142)
<b>Uses - Project Expenditures Total</b>	<b>1,102,411</b>	<b>550,000</b>	<b>2,050,997</b>	<b>1,500,997</b>	<b>195,855</b>	<b>(1,855,142)</b>
<b>USES BY PROGRAM RECAP</b>						
Adult Services	357,071	400,000	400,000	0	400,000	0
Branch Program	20,092,557	19,570,250	20,997,341	1,427,091	21,989,760	992,419
Children's Baseline	8,569,976	8,635,577	8,926,363	290,786	9,379,362	452,999
Children's Services	1,025,730	1,168,384	1,292,682	124,298	1,318,925	26,243
Collection Technical Services	5,649,769	13,466,587	14,086,975	620,388	15,124,752	1,037,777
Community Partnerships And Programming	8,407,623	1,400,466	1,024,781	(375,685)	1,059,084	34,303
Facilities	11,320,844	12,757,244	15,212,215	2,454,971	13,818,552	(1,393,663)
Information Technology	5,139,445	6,173,935	8,072,934	1,898,999	7,545,799	(527,135)
Library Administration	11,153,280	11,968,453	13,188,705	1,220,252	15,659,966	2,471,261
Main Program	16,373,778	16,857,541	17,692,189	834,648	18,277,590	585,401
<b>Uses by Program Recap Total</b>	<b>88,090,073</b>	<b>92,398,437</b>	<b>100,894,185</b>	<b>8,495,748</b>	<b>104,573,790</b>	<b>3,679,605</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>BRANCH PROGRAM</b>					
<b>Meet citizens' needs in quantity and availability of library collections at the branch libraries</b>					
In-library use of materials at branch libraries	2,698,336	2,550,000	2,550,000	2,680,000	2,815,000
<b>Provide hours of operation at the branch libraries that respond to user demand</b>					
Weekly hours of operation in the branch libraries including Bookmobiles, Log Cabin Ranch and Juvenile Justice Center	1,282	1,278	1,278	1,334	1,334
Number of persons entering branch libraries including Bookmobiles, Log Cabin Ranch and Juvenile Justice Center	5,060,860	5,162,077	5,162,077	5,410,000	5,680,500
<b>Ensure customer satisfaction with services at the branch libraries</b>					
Number of questions answered annually at the branch libraries including Bookmobiles, Log Cabin Ranch and Juvenile Justice Center	1,720,367	1,605,000	1,605,000	1,640,000	1,674,000
<b>Ensure that all library facilities are safe, accessible and sustainable public spaces</b>					
Percentage of branch libraries that are seismically upgraded, moved from leased to permanent spaces, and made ADA compliant	92%	96%	96%	96%	100%
<b>CHILDREN &amp; YOUTH SERVICES (CYS)</b>					
<b>Provide high quality programs for children and youth</b>					
Number of programs provided	6,260	6,232	6,232	6,294	6,300
Number of children and youth attending programs	254,611	240,000	240,000	245,000	246,000
<b>Support education of children and youth through instruction on library resources and how to use them</b>					
Number of instructional visits or programs for school classes	3,366	3,400	3,400	3,450	3,470
Number of children and teens receiving instruction via school visits or library visits	83,094	84,000	84,000	85,000	86,000
<b>COLLECTIONS &amp; TECHNICAL SERVICES (CTS)</b>					
<b>Acquire, prepare and maintain library materials for public use</b>					
Number of new materials made available to the public	407,012	400,000	360,000	350,000	300,000
<b>Ensure access to materials and services for patrons who speak/read a language other than English</b>					
Number of physical items in languages other than English added to the library's collection	59,344	61,000	60,000	60,000	60,000
<b>Meet citizens' needs in quantity and availability of library collections</b>					
Circulation of physical books and materials	10,971,974	11,130,000	10,600,000	10,300,000	10,000,000
Circulation of eBooks and eMedia	379,506	440,000	550,000	750,000	900,000
<b>COMMUNICATIONS PROGRAMS &amp; PARTNERSHIPS (CPP)</b>					
<b>Provide for and inform the public on high quality educational and cultural programs and services offered by the library</b>					
Number of people attending adult programs	47,893	45,000	40,000	45,000	45,000
<b>INFORMATION TECHNOLOGY</b>					
<b>Meet patron needs for access to technology</b>					
Number of web pages viewed (or hits) to the Library's web server	12,510,099	12,000,000	12,000,000	12,000,000	12,000,000
Number of public computers available for use	905	1,050	920	950	1,000
Number of hours used by patrons at public computer terminals, including both reserved and walk-in use	539,985	550,000	528,801	528,000	525,000
Average number of wi-fi users per day at the Main Library	1,217	660	475	500	600
Average number of wi-fi users per day at branch libraries	2,502	1,440	1,300	1,350	1,450
<b>Ensure access to materials and services for patrons who speak/read a language other than English</b>					
Number of uses (or hits) to the Library's web pages in Chinese and Spanish	205,198	220,000	210,000	215,000	215,000
Number of website and catalog page views by mobile devices	5,082,706	3,000,000	5,000,000	5,000,000	5,000,000

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>MAIN PROGRAM</b>					
<b>Provide hours of operation at the Main Library that respond to user demand</b>					
Number of persons entering the Main Library	2,187,564	2,225,000	2,000,000	2,000,000	2,000,000
<b>Ensure customer satisfaction with services at the Main Library</b>					
Number of questions answered annually at the Main Library	975,278	925,000	900,000	900,000	900,000
<b>SYSTEMWIDE</b>					
<b>Meet citizens' needs in quantity and availability of library collections</b>					
Collection Expenditures per Number of Borrowers	\$22.41*	n/a	\$22.54	\$23.65	\$25.79
Expenditures per Number of Visits	\$12.76*	n/a	\$12.82	\$13.31	\$13.44

\* This measure is new and therefore did not have a target for 2012-13.





# PUBLIC UTILITIES COMMISSION

The Public Utilities Commission (PUC) provides customers with high quality, efficient, and reliable water, power, and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted in their care.

## SERVICES

The Public Utilities Commission provides services through the following divisions:

**WATER ENTERPRISE** is responsible for collecting, treating, and distributing 234 million gallons of water per day to 2.5 million people, including retail customers in the City and 27 wholesale customers located in San Mateo, Santa Clara, and Alameda Counties. Retail customers include residential, commercial, industrial, and governmental users.

**WASTEWATER ENTERPRISE** collects, transmits, treats, and discharges sanitary and stormwater flows generated within the city for the protection of public health and environmental safety. This involves operating, cleaning, and maintaining 1,000 miles of city sewers, 29 pump stations, three wastewater treatment plants as well as responding to sewer-related service calls. The Wastewater Enterprise serves approximately 150,000 residential accounts, which discharge about 39 million gallons per day, and approximately 22,000 non-residential accounts, which discharge about 19 million gallons per day of sanitary flow.

**HETCH HETCHY WATER AND POWER** is comprised of the Power Enterprise and the upcountry operations of the Water Enterprise. This includes the collection and conveyance of approximately 85 percent of the City's water supply and the generation and transmission of electricity from that source. About two thirds of the electricity generated by Hetch Hetchy Water and Power is used by the City's municipal customers, including the Public Hospitals and Municipal Railway (MUNI). The balance of electricity generated is sold to other publicly-owned utilities, such as the Turlock and Modesto Irrigation Districts. Hetch Hetchy Water and Power includes a system of reservoirs, hydroelectric power plants, aqueducts, pipelines, and transmission lines, carrying water and power from the Sierra Nevada to customers in the City and portions of the surrounding San Francisco Bay Area.

**PUC BUREAUS** provide infrastructure planning as well as managerial and administrative support to the PUC.

For more information, call (415) 554-3155 or 311; or visit [www.sfwater.org](http://www.sfwater.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14	
	Actual Budget	Original Budget	Amended Budget	Change from 2012-13
<b>Total Expenditures</b>	747,740,076	805,637,528	878,035,660	72,398,132
<b>Total FTE</b>	1,616	1,620	1,621	1

# BUDGET ISSUES AND DETAILS

The Public Utilities Commission is one of four Enterprise departments that is entering the second year of a fixed Fiscal Year (FY) 2012-13 and 2013-14 budget. The FY 2013-14 adopted budget of \$889.4 million for the Department is \$83.8 million, or 10.4 percent, higher than the FY 2012-13 budget of \$805.6 million, largely reflecting increases in debt service payments as the Department funds critical infrastructure improvements, including the Water System Improvement Project's seismic upgrades and wastewater system improvements. In addition, the adopted budget accounts for increases in salary and fringe benefits costs. The amended budget of \$878.0 million is the same as the adopted budget, but reflects work order cost adjustments and other citywide technical adjustments.

The FY 2012-13 and 2013-14 adopted budget supports the PUC's strategic goals to provide high quality services, plan for the future, promote a green and sustainable City, engage the public, and invest in our communities. All PUC utilities operate 24/7 providing essential service utilities to meet its customers' water, power, and sewer service needs.

The PUC does not have a budget for FY 2014-15 because it is operating on a fixed two-year budget cycle, which will occur next year for FY 2014-15 and FY 2015-16.

## *Water Enterprise*

The Water Enterprise's top priority for the next two fiscal years is to ensure the completion of the Water System Improvement Program (WSIP) upgrades and to plan the post-construction integration of critical infrastructure improvements. Environmental mitigation and the monitoring of prior commitments are key elements to the plan. A continued focus on the 24/7 delivery of water and the diversification of the water supply – including water conservation programs and the development of groundwater and recycled water sources – remain important priorities.

## *Wastewater Enterprise*

Capital improvements, along with the 24/7 operations of the City's sewer system, remains the Wastewater Enterprise's top priority. This includes the continued planning and implementation of the Sewer System Improvement Program (SSIP) through completion of sewer condition assessments of mains, pipelines, and treatment plants as well as pump stations and watersheds.

Funding is requested to comply with the new permit requirements for separate storm and sanitary systems and to develop standard operating procedures to comply with these mandates. In addition, the PUC continues to fund the expansion of green programs, including Fat, Oil, and Grease (FOG) collections (in conjunction with the Bio-diesel and digester food waste), and the rain barrels and cistern incentive program; to develop standards for future Low Impact Design (LID) projects; and to expand the commitment to co-generation and other alternative energy assets system.

## *Hetch Hetchy Water & Power and the Power Enterprise*

Hetch Hetchy priorities include: compliance with power and water regulatory requirements, including the North America Electric Corporation (NERC) and the Western Electricity Coordinating Council (WECC); funding fishery studies mandated by the Federal Regulatory Commission (FERC) as part of the requirement under the Districts' FERC license to operate the Don Pedro Project; and a water transfer with the Modesto Irrigation District for a dry year supply. The Power Enterprise's priorities include the continued promotion of green and sustainable power practices, the purchase of renewable energy, and energy efficiency programs.

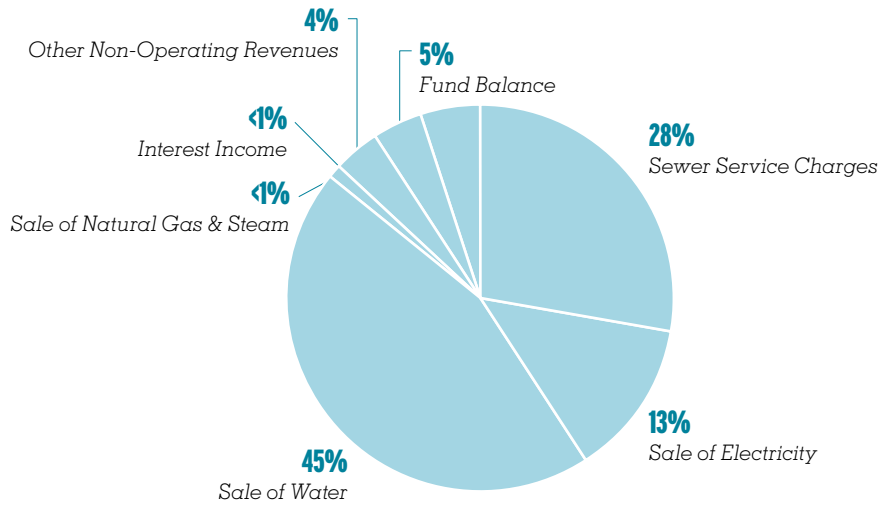
## *GoSolarSF*

The FY 2013-14 budget includes \$4.0 million for the GoSolarSF program. To encourage more installations of solar power in San Francisco, the PUC is offering incentives to San Francisco residents and businesses to install solar power on their properties. One solar incentive is available per electric meter for business, residential and non-profit non-residential incentive applications. For non-profit residential incentive applicants, one solar incentive is available per service site.

## *CleanPowerSF*

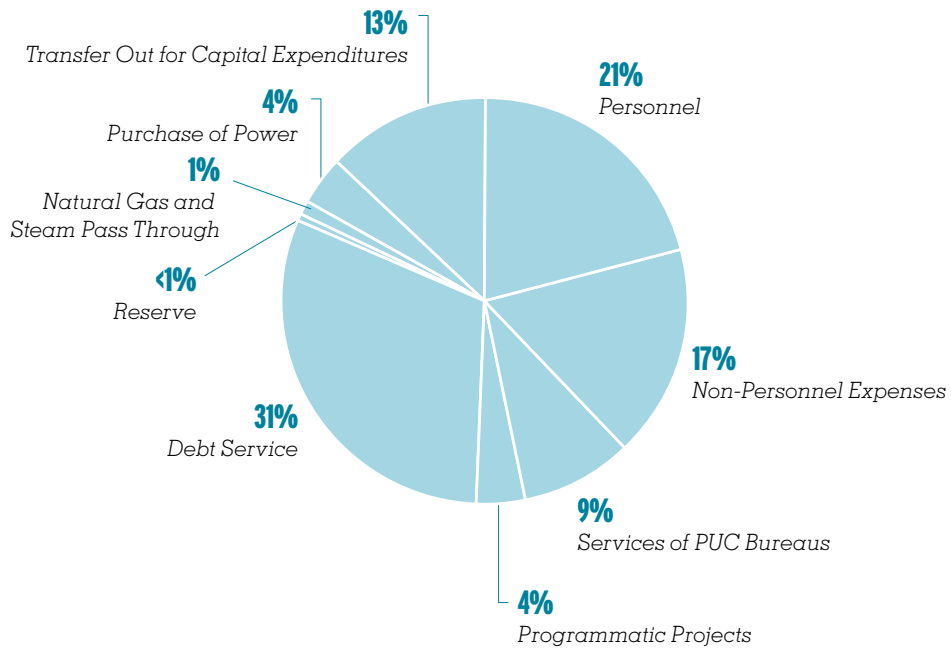
CleanPowerSF is the PUC's Community Choice Aggregation (CCA) Program, which allows cities and counties to pool their citizens' purchasing power to buy electricity. CleanPowerSF will provide San Franciscans with an alternative, 100 percent renewable energy supply. Advertising will take place to ensure that customers are aware that they must opt-out if they are enrolled in the program. The program will move forward after the adoption of not-to-exceed power rates.

## FY 2013-14 DEPARTMENT SOURCES



86 percent of the Department's sources come from the sale of electricity, water, and sewer services.

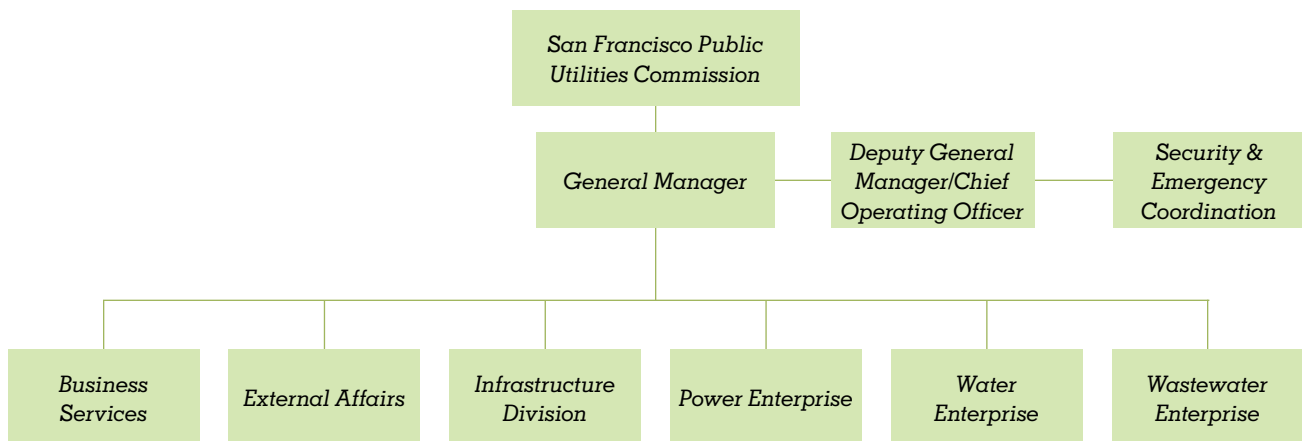
## FY 2013-14 DEPARTMENT USES



PUC uses will rise in Fiscal Year 2013-14 due to large capital projects and debt service costs.

---

# PUBLIC UTILITIES COMMISSION



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13
<b>AUTHORIZED POSITIONS</b>				
Total Authorized	2,220.89	2,225.07	2,225.77	0.70
Non-operating Positions (cap/other)	(605.27)	(605.50)	(604.50)	1.00
<b>Net Operating Positions</b>	<b>1,615.62</b>	<b>1,619.57</b>	<b>1,621.27</b>	<b>1.70</b>
<b>SOURCES</b>				
Licenses & Fines	2,242,088	0	0	0
Use of Money or Property	13,904,671	14,852,000	15,870,000	1,018,000
Charges for Services	678,083,001	632,910,735	673,701,641	40,790,906
Other Revenues	21,947,377	40,508,275	40,594,838	86,563
Transfers In	135,607,236	150,592,255	177,597,369	27,005,114
Expenditure Recovery	175,835,544	247,245,092	254,423,024	7,177,932
Transfer Adjustments-Sources	(236,056,844)	(301,257,187)	(328,542,583)	(27,285,396)
Use of / (Deposit to) Fund Balance	(43,822,997)	20,786,358	44,391,371	23,605,013
<b>Sources Total</b>	<b>747,740,076</b>	<b>805,637,528</b>	<b>878,035,660</b>	<b>72,398,132</b>
<b>USES - OPERATING EXPENDITURES</b>				
Salaries & Wages	163,277,541	196,966,259	201,040,753	4,074,494
Fringe Benefits	75,358,769	83,776,752	89,802,765	6,026,013
Overhead	6,336,511	3,779,416	557,951	(3,221,465)
Professional & Contractual Services	164,237,349	106,826,842	92,814,202	(14,012,640)
Aid Assistance / Grants	3,059,790	2,995,125	2,995,125	0
Materials & Supplies	24,739,685	28,042,970	28,216,152	173,182
Equipment	5,057,654	5,963,207	5,198,421	(764,786)
Debt Service	587,667	241,863,938	284,893,342	43,029,404
Services of Other Departments	133,364,594	162,095,692	164,294,423	2,198,731
Transfers Out	311,932,294	150,684,921	177,692,506	27,007,585
Budgetary Reserves	0	87,334,911	116,454,603	29,119,692
Transfer Adjustments-Uses	(236,056,844)	(301,257,187)	(328,542,583)	(27,285,396)
<b>Uses - Operating Expenditures Total</b>	<b>651,895,010</b>	<b>769,072,846</b>	<b>835,417,660</b>	<b>66,344,814</b>
<b>USES - PROJECT EXPENDITURES</b>				
Facilities Maintenance	1,667,689	30,943,682	33,602,000	2,658,318
Capital Renewal	0	3,501,000	6,016,000	2,515,000
Capital Projects	94,177,377	2,120,000	3,000,000	880,000
<b>Uses - Project Expenditures Total</b>	<b>95,845,066</b>	<b>36,564,682</b>	<b>42,618,000</b>	<b>6,053,318</b>
<b>USES BY PROGRAM RECAP</b>				
Administration	286,810,296	128,875,975	132,231,159	3,355,184
Customer Services	11,553,113	12,561,644	13,795,151	1,233,507
Debt Service	421,667	232,022,270	272,054,871	40,032,601
Energy Conservation	45,736	0	0	0
Engineering	(26,206)	27,784	0	(27,784)
Finance	10,172,199	10,670,196	11,075,808	405,612
General Management	(51,156,921)	(59,148,630)	(62,495,480)	(3,346,850)
Hetch Hetchy Capital Projects	31,975,153	34,574,200	49,723,652	15,149,452
Hetch Hetchy Power	6,651,877	0	0	0
Hetch Hetchy Project Operations	18,348	0	0	0
Hetchy Water Operations	15,494,904	60,050,094	55,917,619	(4,132,475)

## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13
Human Resources	8,399,975	10,126,539	10,450,022	323,483
Management Information	17,310,083	20,603,495	21,637,054	1,033,559
Operating Reserve	0	1,754,144	7,063,432	5,309,288
Power Infrastructure Development	6,963,282	21,711,391	20,295,346	(1,416,045)
Power Purchasing/ Scheduling	29,241,715	45,751,628	45,889,480	137,852
Power Utility Field Services	1,787,709	0	0	0
Power Utility Services	72,143,441	342,000	357,000	15,000
Strategic Planning/Compliance	6,190,583	12,543,797	12,782,488	238,691
Street Use Management	39,028	0	0	0
Technology	18,083	0	0	0
Wastewater Capital Projects	22,540,554	33,000,000	37,000,000	4,000,000
Wastewater Collection	30,632,906	31,144,431	31,366,160	221,729
Wastewater Disposal	3,386,371	0	0	0
Wastewater Operations	2,416,238	3,843,922	3,565,309	(278,613)
Wastewater Treatment	64,864,189	69,858,634	71,395,185	1,536,551
Water Capital Projects	44,073,849	22,216,000	25,772,600	3,556,600
Water Pumping	1,871,821	0	0	0
Water Source Of Supply	16,454,067	19,850,880	23,170,324	3,319,444
Water Supply & Power Operations	(926,717)	0	0	0
Water Transmission/ Distribution	71,654,272	50,661,642	51,709,956	1,048,314
Water Treatment	36,718,461	42,595,492	43,278,524	683,032
<b>Uses by Program Recap Total</b>	<b>747,740,076</b>	<b>805,637,528</b>	<b>878,035,660</b>	<b>72,398,132</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>Customer and Community</b>					
<b>Invest in Customers/Community</b>					
Percent of procured hours worked through community-based employment: WSIP Projects Covered by the WSIPLA	7.70%	5.00%	10.00%	5.00%	5.00%
Percent of procured hours worked through community-based employment (Non-WSIP)	6.98%	5.00%	3.50%	3.00%	3.00%
Cost per gallon of water	\$0.70	n/a*	\$0.78	\$0.84	\$0.94
Cost per gallon of wastewater	\$0.99	n/a*	\$1.04	\$1.09	\$1.15
Cost per Kilowatt hour of electricity	\$0.10	n/a*	\$0.11	\$0.08	\$0.10
<b>Environment</b>					
<b>Steward the Environment</b>					
Total amount of water sold to San Francisco residential customers in gallons per capita per day (gpcd)	50.29	55.00	49.69	55.00	55.00
Percent of total water supplied by alternative sources to retail customers	3.00%	3.40%	3.25%	3.40%	3.40%
Percent sewage sludge (the residual, semi-solid material left from the sewage treatment process) going to beneficial reuse	100.00%	100.00%	100.00%	100.00%	100.00%
Average monthly electricity used per SFPUC street light (in kWh)	52.00	52.00	50.00	45.20	39.00
Total electricity reduction achieved by customers (in MWh)	3,142.00	2,790.00	3,140.00	4,353.00	4,353.00
<b>Governance</b>					
<b>Improve Governance</b>					
Drinking water quality compliance rate (percent days in full compliance with drinking water standards)	100.00%	100.00%	100.00%	100.00%	100.00%
Percent completion within 60 days from Commission Award to Certification of components of construction contracts that are within SFPUC control	65.00%	70.00%	70.00%	70.00%	50.00%
Distribution system renewal and replacement rate for water mains (percent)	0.22%	0.75%	0.38%	1.00%	1.00%
System renewal and replacement rate for Wastewater (miles)	8.70	12.00	15.00	15.00	15.00

\* This measure is new and therefore did not have a target for 2012-13.





# RECREATION AND PARKS

The Recreation and Park Department (RPD) strives to foster the well-being of San Francisco’s diverse community by maintaining beautiful parks, preserving the environment, and providing enriching recreational activities. RPD maintains more than 200 parks, playgrounds, and open spaces, including Camp Mather, the Marina Yacht Harbor, Candlestick Park, six municipal golf courses, and other recreational facilities and urban forestry areas.

## SERVICES

The Recreation and Park Department provides services through the following divisions:

**RECREATION** provides a broad range of recreation programming in four key areas – community services, cultural arts, sports and athletics, and leisure services – in 25 full-service recreation facilities and nine swimming pools across San Francisco.

**GOLDEN GATE PARK** manages park maintenance, the Japanese Tea Garden, Kezar Stadium, the Botanical Garden, and the Conservatory of Flowers.

**PARKS** maintains the City’s neighborhood and regional parks, natural areas, and open spaces, as well as manages turf maintenance, golf courses, and Candlestick Park.

**STRUCTURAL MAINTENANCE** conducts preventative maintenance and completes small capital projects throughout the Recreation and Parks system.

For more information, call (415) 831-2700 or 311; or visit [www.sfrecpark.org](http://www.sfrecpark.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	147,737,377	138,504,752	160,318,332	21,813,580	151,075,326	(9,243,006)
<b>Total FTE</b>	834	841	863	22	863	0

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$160.3 million for the Recreation and Parks Department is \$21.8 million, or 15.7 percent, higher than the FY 2012-13 budget of \$138.5 million. A significant amount of this increase is due to increased salary and fringe benefits cost and an increase to recreation program staffing, work order, and software licensing costs.

The FY 2014-15 proposed budget of \$151.1 million for the Recreation and Park Department is \$9.2 million, or 5.8 percent, lower than the FY 2013-14 budget of \$160.3 million. A significant amount of this decrease is due to a reduction in capital project spending.

## *Enhancing Recreation Programming*

The Recreation and Park Department continues to improve the breadth and scope of its recreation programming. In FY 2012-13, the Department achieved a 70 percent recreation program enrollment rate. In FY 2013-14, RPD intends to use several different tools, including enhanced employee training, online customer evaluations, and a new quarterly recreation program assessment process to increase that rate. The Department will use feedback from these evaluation processes to guide its decisions regarding what type and how many sessions of programs to offer. Over the last year, the Department has increased programming for adults, offering leagues and classes ranging from dodgeball and volleyball to yoga, video editing, and pilates. In FY 2013-14, the Department will continue to increase adult recreation options and will also expand recreation programming for adults between the ages of 18 and 25.

Supporting the Mayor's commitment to workforce development, RPD will expand its Workreation program to add school year employment slots for youth ages 14 to 17.

As RPD enhances its programs, it remains committed to ensuring that ability to pay is never a barrier to participation in recreation. The Department manages a strong scholarship program, providing financial support to low-income San Francisco residents. In FY 2011-12, RPD gave \$764,000 in scholarship assistance to recreation program users, an increase of 54 percent from the previous year. The Department expects to offer at least \$800,000 in scholarship assistance in FY 2012-13 and in the coming two fiscal years.

## *Maintaining Beautiful Parks and Facilities*

RPD provides beautiful, clean, and safe parks and open spaces to all San Francisco residents and visitors.

The Department's commitment to this mission is demonstrated by its Park Maintenance Standards score of 91.3 percent for the first six months of FY 2012-13. This score is over a half percentage point higher than the score from the same period in the prior fiscal year. To achieve this level of park maintenance, RPD has standardized its gardener work schedules and implemented a custodian relief program, which deploys as-needed custodians to ensure shift coverage in case of staff illness or vacation.

## *Improving Parks and Recreation Facilities*

RPD is in the midst of a multi-year effort to renovate facilities and parks across the city. The Department has benefitted from a rich array of capital funding in the last decade, including \$110 million from the 2000 Neighborhood Parks Bond, \$185 million from the 2008 Clean and Safe Neighborhood Parks Bond, two lease revenue bonds for a total amount of \$65 million, and multiple grants and philanthropic gifts. FY 2012-13 was also an active period of investment in RPD assets. In FY 2012-13, the Department opened the Betty Ann Ong Chinese Recreation Center, Mission Playground, Fulton Playground, and Sunset Recreation Center. In November 2012, voters approved a new \$195 million General Obligation Bond to improve 15 neighborhood parks and pools, playgrounds, irrigation infrastructure, forestry, and regional parks, including Lake Merced and McLaren and Golden Gate Parks. In 2013-14, RPD will start work on the first of the 2012 bond projects, which include Glen Park, Joe DiMaggio Playground, Balboa Swimming Pool, and Mountain Lake Playground. This era of investment will ensure that San Franciscans have great places to play, relax, and enjoy nature in parks for decades to come.

## *Reducing Water Consumption*

In partnership with the Public Utilities Commission (PUC), RPD has reduced water usage, improved landscapes, and reduced costs through the replacement of outdated and decaying irrigation systems in three parks: Alta Plaza, Balboa, and Jefferson Square. The projects include installation of state-of-the-art irrigation controllers and planting of "no mow" grass and drought tolerant plants. In FY 2013-14, RPD and the PUC will jointly fund another water conservation project, replacing the irrigation system at Alamo Square.

## *Striving for Financial Sustainability*

Understanding that financial sustainability supports department stability, RPD continues to seek to increase the revenue generated from its leases, concessions, and other park amenities, and to pursue philanthropic

support. In FY 2013-14, the Department’s new agreement with the promoter of the Outside Lands concert in Golden Gate Park will generate \$300,000 in additional annual revenue to support RPD operations. The Department’s four parking garages will add nearly \$2 million in revenue, and park amenities and concessions will add \$250,000 in new revenue to RPD’s budget.

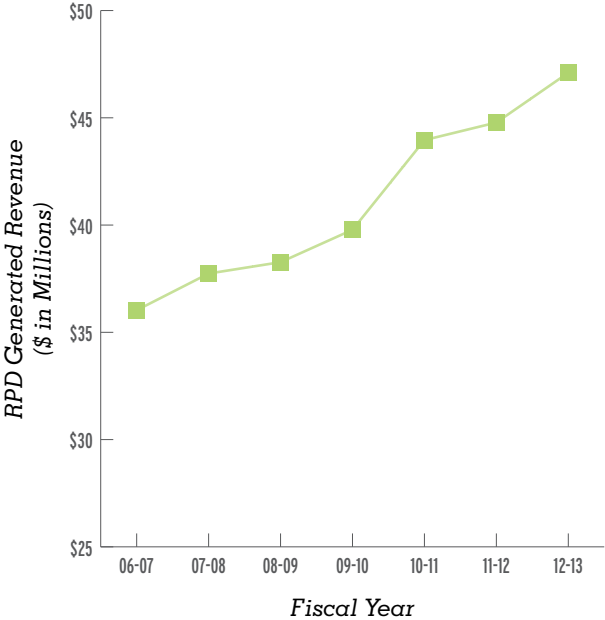
In addition, the Department has successfully cultivated philanthropic support of its operations and capital program. In FY 2012-13, RPD raised \$20,000 to support a summer day camp for autistic children; \$95,000 to fund a mobile program bringing activities such as rock climbing, skate boarding, and kayaking to every San Francisco neighborhood; and \$100,000 to endow a gardener at the Polo Fields in Golden Gate Park. In 2013-14, the Department

expects to receive a gift of \$60,000 to fund learn-to-swim classes for youth in low-income neighborhoods, and nearly \$2 million in funding to support renovations of playgrounds at Huntington and Sue Bierman Parks.

**Candlestick Park**

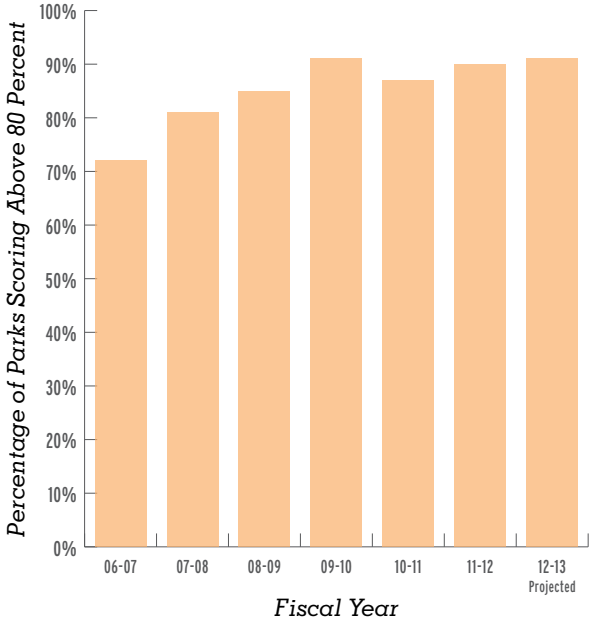
This budget assumes that 2013 will be the 49ers last football season at Candlestick Park and that Lennar Corp. will take ownership of the site on January 1, 2015 as part of the Bayview Hunters Point Area Plan. If the 49ers do leave Candlestick Park after the 2013 season the team will pay the Department \$3.3 million in FY 2014-15 as compensation and \$0.5 million in FY 2014-15 and FY 2015-16 to support youth recreation programming.

**DEPARTMENT-GENERATED REVENUE**



The Recreation and Park Department generates over \$47 million a year in revenue from its programs, property, and concessions to support its services.

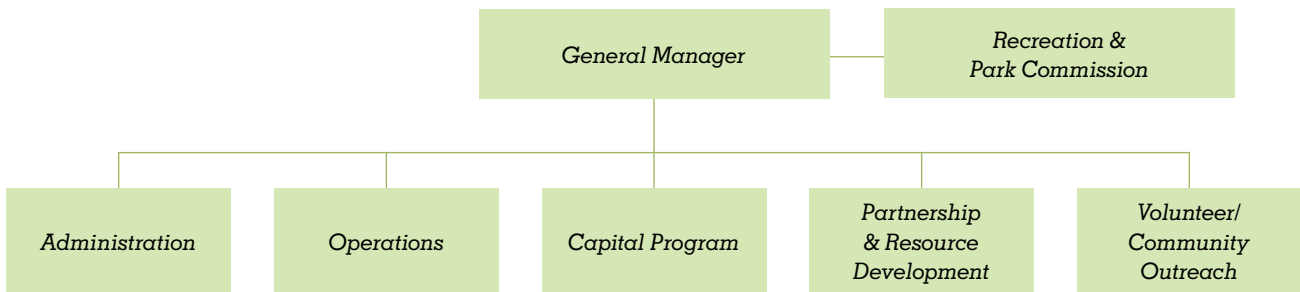
**PARK EVALUATION SCORES**



Based on mid-year results, the Department’s park maintenance scores have continued to improve in FY 2012-13.

---

# RECREATION & PARKS



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	855.97	865.50	888.21	22.71	888.16	(0.05)
Non-operating Positions (cap/other)	(22.24)	(24.24)	(25.01)	(0.77)	(25.24)	(0.23)
<b>Net Operating Positions</b>	<b>833.73</b>	<b>841.26</b>	<b>863.20</b>	<b>21.94</b>	<b>862.92</b>	<b>(0.28)</b>
<b>SOURCES</b>						
Local Taxes	37,366,754	38,160,000	40,869,000	2,709,000	42,811,000	1,942,000
Licenses & Fines	0	10,099	0	(10,099)	0	0
Use of Money or Property	25,597,712	23,182,432	23,635,164	452,732	21,326,582	(2,308,582)
Intergovernmental Revenue - State	168,024	152,000	152,000	0	152,000	0
Intergovernmental Revenue - Other	502,660	0	0	0	0	0
Charges for Services	22,076,023	23,201,243	25,136,478	1,935,235	25,448,405	311,927
Other Revenues	8,935,932	1,408,173	4,910,219	3,502,046	5,964,158	1,053,939
Transfers In	9,121,736	8,746,373	20,398,332	11,651,959	11,366,200	(9,032,132)
Expenditure Recovery	31,120,319	30,869,609	33,750,509	2,880,900	34,758,924	1,008,415
Transfer Adjustments-Sources	(36,834,329)	(37,122,183)	(49,851,416)	(12,729,233)	(43,431,325)	6,420,091
Use of / (Deposit to) Fund Balance	18,904,483	5,263,717	13,248,990	7,985,273	6,398,239	(6,850,751)
General Fund Support	30,778,063	44,633,289	48,069,056	3,435,767	46,281,143	(1,787,913)
<b>Sources Total</b>	<b>147,737,377</b>	<b>138,504,752</b>	<b>160,318,332</b>	<b>21,813,580</b>	<b>151,075,326</b>	<b>(9,243,006)</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	51,765,500	55,479,325	58,352,312	2,872,987	59,102,930	750,618
Fringe Benefits	23,138,857	25,131,708	27,387,276	2,255,568	29,674,088	2,286,812
Overhead	27,219,209	27,012,419	28,225,690	1,213,271	29,197,287	971,597
Professional & Contractual Services	16,961,775	17,032,524	19,716,994	2,684,470	18,844,236	(872,758)
Aid Assistance / Grants	204,836	293,657	417,754	124,097	417,754	0
Materials & Supplies	4,595,681	4,743,869	5,318,933	575,064	5,072,114	(246,819)
Equipment	1,520,293	1,730,782	3,040,243	1,309,461	2,421,647	(618,596)
Debt Service	70,558	256,500	2,329,402	2,072,902	1,661,402	(668,000)
Services of Other Departments	17,731,052	19,083,178	20,551,179	1,468,001	20,364,610	(186,569)
Transfers Out	8,104,299	8,746,373	18,794,706	10,048,333	11,366,200	(7,428,506)
Budgetary Reserves	0	673,000	8,407,624	7,734,624	1,543,045	(6,864,579)
Transfer Adjustments-Uses	(36,834,329)	(37,122,183)	(49,851,416)	(12,729,233)	(43,431,325)	6,420,091
<b>Uses - Operating Expenditures Total</b>	<b>114,477,731</b>	<b>123,061,152</b>	<b>142,690,697</b>	<b>19,629,545</b>	<b>136,233,988</b>	<b>(6,456,709)</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	2,749,863	3,200,000	5,073,626	1,873,626	1,480,000	(3,593,626)
Capital Renewal	0	2,497,000	2,970,048	473,048	2,870,438	(99,610)
Capital Projects	30,509,783	9,746,600	9,583,961	(162,639)	10,490,900	906,939
<b>Uses - Project Expenditures Total</b>	<b>33,259,646</b>	<b>15,443,600</b>	<b>17,627,635</b>	<b>2,184,035</b>	<b>14,841,338</b>	<b>(2,786,297)</b>
<b>USES BY PROGRAM RECAP</b>						
Capital Projects	33,172,552	13,795,112	25,857,936	12,062,824	16,188,976	(9,668,960)
Children's Baseline	10,399,256	9,650,793	10,177,899	527,106	10,379,201	201,302
Children's Svcs - Non - Children's Fund	505,159	400,000	1,100,000	700,000	1,100,000	0
Culture & Recreation/Departmental	1,161	0	0	0	0	0
Golden Gate Park	11,569,095	10,630,582	11,228,981	598,399	11,545,234	316,253
Marina Harbor	1,669,143	3,013,871	4,590,583	1,576,712	3,989,288	(601,295)
Neighborhood Services	42,100	0	0	0	0	0
Parks	63,285,524	72,315,697	76,076,576	3,760,879	75,681,642	(394,934)
Rec & Park Administration	147,595	76,158	76,350	192	76,350	0
Recreation	12,619,315	14,762,173	16,339,219	1,577,046	16,869,038	529,819
Structural Maintenance	14,326,477	13,860,366	14,870,788	1,010,422	15,245,597	374,809
<b>Uses by Program Recap Total</b>	<b>147,737,377</b>	<b>138,504,752</b>	<b>160,318,332</b>	<b>21,813,580</b>	<b>151,075,326</b>	<b>(9,243,006)</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>NEIGHBORHOOD and CITYWIDE SERVICES</b>					
<b>Improve the quality of park maintenance and create safe, welcoming parks and facilities</b>					
Citywide percentage of park maintenance standards met for all parks inspected	91%	90%	90%	90%	90%
Citywide percentage of restroom standards met in parks	94%	90%	90%	90%	90%
Percentage of graffiti work orders completed within 48 hours	77%	75%	75%	75%	75%
Number of trees maintained	1,905	1,200	1,040	950	950
Operating Investment Per Acre of San Francisco Parks Maintained (Excluding Golf and Natural Areas)	\$15,250	n/a	\$16,265	\$15,250	\$15,250
<b>Improve community loyalty</b>					
Number of recreation volunteer hours	78,228	73,000	73,000	75,000	75,000
Number of park volunteer hours	69,139	73,000	73,000	75,000	75,000
<b>Increase access to, and improve quality of, Recreational Programming</b>					
Number of recreation course registrations	54,334	52,500	52,500	55,000	55,000
Percentage of recreation courses with 70% capacity of class size	65%	68%	68%	70%	70%
<b>Improve RPD infrastructure in both buildings and grounds</b>					
Percentage of work orders completed	81%	75%	65%	75%	75%
Percentage of emergency work orders completed	98%	95%	95%	95%	95%
Percentage of capital projects completed on or under budget	80%	90%	100%	90%	90%

# RENT ARBITRATION BOARD

The Rent Arbitration Board (RNT) protects tenants from excessive rent increases and unjust evictions while assuring landlords of fair and adequate rents; provides fair and even-handed treatment for both tenants and landlords through efficient and consistent administration of the rent law; promotes the preservation of sound, affordable housing; and enhances the ethnic and cultural diversity that is unique to San Francisco.

## SERVICES

The Rent Arbitration Board provides services in the following areas:

**PUBLIC INFORMATION AND COUNSELING** provides information to the public regarding Rent Ordinance rules and regulations, as well as other municipal, state, and federal ordinances in the area of landlord/tenant law.

**HEARINGS AND APPEALS** consists of 10 Administrative Law Judges (ALJs) who are supervised by two Senior Administrative Law Judges. The ALJs conduct arbitrations and mediations to resolve disputes between landlords and tenants and issue decisions in accordance with applicable laws.

For more information, call (415) 252-4601 or 311; or visit [www.sfrb.org](http://www.sfrb.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	5,197,290	6,001,378	6,233,794	232,416	6,419,111	185,317
<b>Total FTE</b>	29	29	29	0	29	0



# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$6.2 million for the Rent Arbitration Board is \$0.2 million, or 3.9 percent, higher than the FY 2012-13 budget of \$6.0 million. A significant amount of this increase is due to increases in salary and fringe benefits costs.

The FY 2014-15 proposed budget of \$6.4 million for the Rent Arbitration Board is \$0.2 million, or 3.0 percent, higher than the FY 2013-14 budget of \$6.2 million. A significant amount of this increase is also due to increases in salary and fringe benefits costs.

## Protecting Housing Affordability

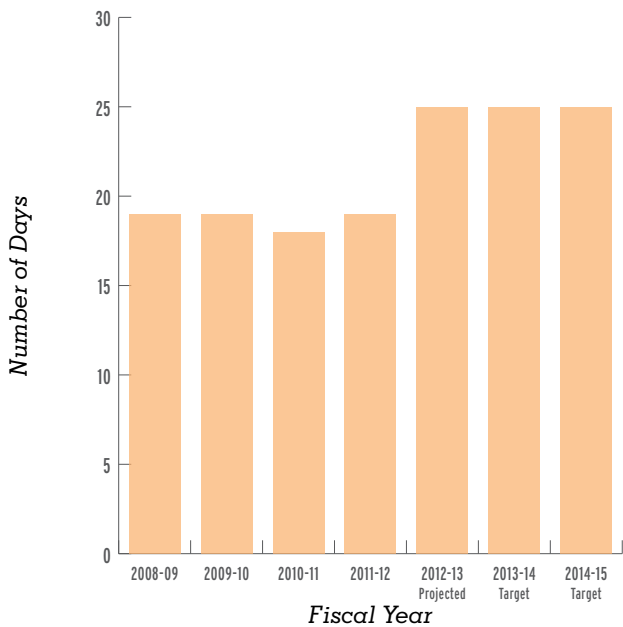
The Department’s central function of regulating rents during a tenant’s tenancy, and preventing evictions without good cause, keeps rents affordable, and promotes affordable housing. During the past fiscal year, the

Department answered over 27,000 counseling calls, served over 10,000 counter visitors, adjudicated 1,368 tenant petitions, and investigated 570 Wrongful Eviction Reports, providing substantially more service than the previous fiscal year.

## Using Data to Improve Department Effectiveness

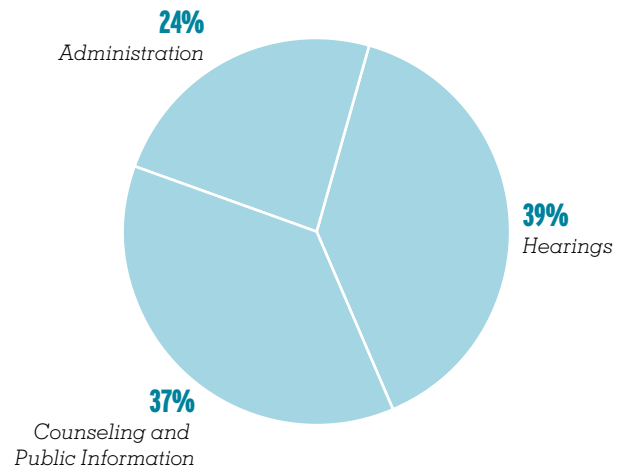
The Department uses a wide variety of data and reports to monitor and increase the effectiveness of its operations, including performance measures to track department progress towards making information available in multiple languages and average number of days to process a petition. The Department reports on its operations on an annual and monthly basis. These reports include the Annual Statistical Report, the Annual Eviction Report, and the Monthly Statistical Reports.

## AVERAGE NUMBER OF DAYS FOR ADMINISTRATIVE LAW JUDGE TO SUBMIT DECISIONS FOR REVIEW



The Department strives to adjudicate cases as quickly as possible. The legal mandate for reviewing cases is 30 days.

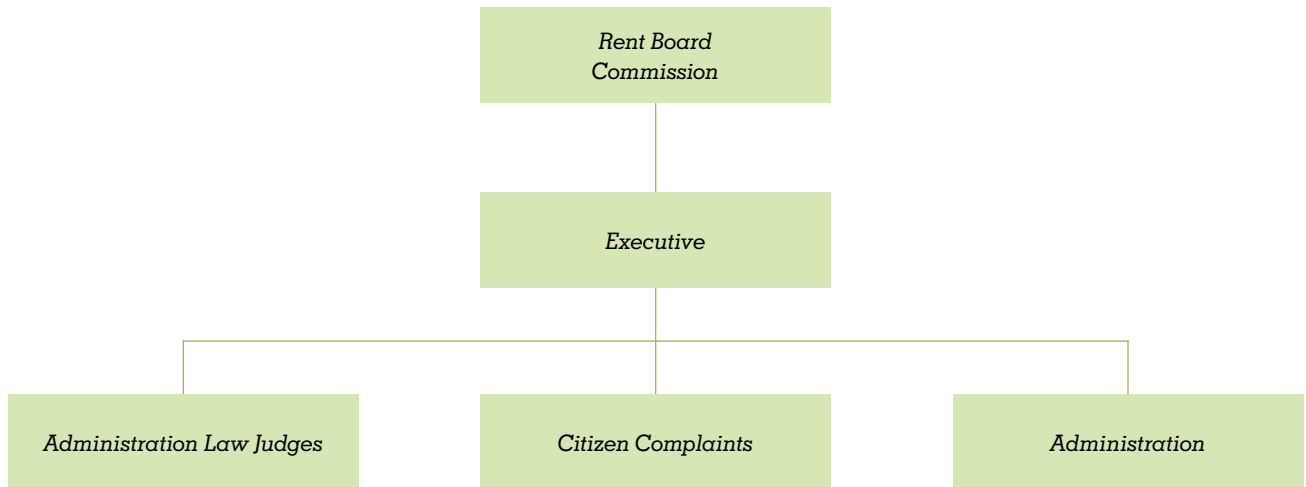
## FY 2013-14 DEPARTMENT STAFFING BY SERVICE AREA



76 percent of the Rent Arbitration Board’s staff provides direct services to tenants and landlords.

---

# RENT ARBITRATION BOARD



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	28.91	28.53	28.53	0.00	28.52	(0.01)
<b>Net Operating Positions</b>	<b>28.91</b>	<b>28.53</b>	<b>28.53</b>	<b>0.00</b>	<b>28.52</b>	<b>(0.01)</b>
<b>SOURCES</b>						
Charges for Services	5,051,299	4,796,263	5,068,975	272,712	5,075,030	6,055
Expenditure Recovery	43,121	96,000	96,000	0	96,000	0
Use of / (Deposit to) Fund Balance	102,870	1,109,115	1,068,819	(40,296)	1,248,081	179,262
<b>Sources Total</b>	<b>5,197,290</b>	<b>6,001,378</b>	<b>6,233,794</b>	<b>232,416</b>	<b>6,419,111</b>	<b>185,317</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	2,909,978	3,211,988	3,329,101	117,113	3,374,311	45,210
Fringe Benefits	1,259,683	1,386,334	1,503,615	117,281	1,642,476	138,861
Overhead	14,352	10,361	0	(10,361)	0	0
Professional & Contractual Services	115,112	163,058	163,058	0	163,058	0
Aid Assistance / Grants	108,566	120,000	120,000	0	120,000	0
Materials & Supplies	25,957	37,499	37,499	0	37,499	0
Services of Other Departments	763,642	1,072,138	1,080,521	8,383	1,081,767	1,246
<b>Uses - Operating Expenditures Total</b>	<b>5,197,290</b>	<b>6,001,378</b>	<b>6,233,794</b>	<b>232,416</b>	<b>6,419,111</b>	<b>185,317</b>
<b>USES BY PROGRAM RECAP</b>						
Rent Board	5,197,290	6,001,378	6,233,794	232,416	6,419,111	185,317
<b>Uses by Program Recap Total</b>	<b>5,197,290</b>	<b>6,001,378</b>	<b>6,233,794</b>	<b>232,416</b>	<b>6,419,111</b>	<b>185,317</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>RENT BOARD</b>					
<b>Provide a timely resolution for all allegations of wrongful eviction filings</b>					
Average number of days needed to process allegations of wrongful evictions	1.5	2.0	2.0	2.0	2.0
<b>Provide a timely resolution of all petitions</b>					
Average number of days for Administrative Law Judges to submit decisions for review	19.0	25.0	25.0	25.0	25.0
<b>Provide translations of documents and make available through multiple sources</b>					
Number of discrete documents in languages other than English	387	412	400	416	416
Number of locations where translated documents are available	746	826	800	830	830



# RETIREMENT SYSTEM

The Retirement System (RET) works to secure, protect, and prudently invest the City’s pension trust accounts, administer mandated benefit programs, and provide promised benefits.

## SERVICES

The Retirement System provides services through the following divisions:

**ADMINISTRATION** directs the overall administration of the Retirement System, including implementation of Retirement Board policies and directives; implementation of legislative changes to the Retirement System; legal and procedural compliance of all activities of the Retirement System; administration of member retirement counseling and pension payment processing; administration of the disability application and hearing officer process; and management of the Retirement System’s information technology, budget, and financial systems.

**RETIREMENT SERVICES** provides retirement counseling for active and retired members; maintains historical employment data and retirement accounts for both active and retired members; calculates and processes all benefits payable as a result of a member’s retirement, death, or termination of employment; disburses monthly retirement allowances to more than 25,000 retirees and

beneficiaries; and maintains Retirement System financial records and reporting in compliance with all applicable legal and regulatory requirements.

**INVESTMENT** manages and invests the \$16.8 billion San Francisco Employee Retirement System (SFERS) Trust in accordance with the investment policy of the Retirement Board; monitors the performance of external investment managers; and maintains information and analysis of capital markets and institutional investment opportunities.

**DEFERRED COMPENSATION** oversees and administers the City’s \$2.3 billion Deferred Compensation Plan (DCP). The City’s Deferred Compensation Plan and Trust are established separately from, and are independent of, the Retirement System’s defined benefit pension plan.

For more information, call (415) 487-7020; or 311; or visit [www.sfers.org](http://www.sfers.org)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	17,433,012	20,597,842	22,638,975	2,041,133	23,585,883	947,008
<b>Total FTE</b>	95	97	98	1	100	2

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$22.6 million for the Retirement System is \$2.0 million, or 9.9 percent, higher than the FY 2012-13 budget of \$21.0 million. A significant amount of this increase is due to an increase in staff levels, including a new investment risk manager position to meet the fiduciary needs of the SFERS Trust, as well as the service needs of the members and participants. The entirety of the Department's budget is funded from the SFERS Trust or through reimbursement from the third-party administrator of the City's Deferred Compensation Plan.

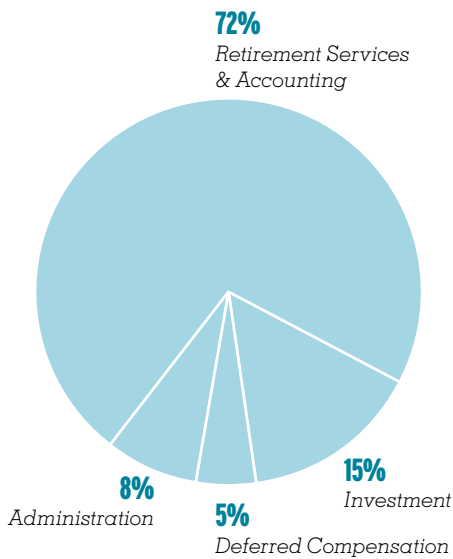
The FY 2014-15 proposed budget of \$23.6 million for the Retirement System is \$1.0 million, or 4.2 percent, higher than the FY 2013-14 budget of \$22.6 million. A significant portion of this increase is due to the addition of two new senior security analyst positions in the Investment Division and increases in salary and fringe benefits costs.

## Reducing City Costs

The SFERS Trust earned an annualized investment return of over 11 percent in the last three fiscal years. This investment return was significantly higher than the Plan's investment return assumption, and served to reduce the expected increase in the employer contribution requirements to SFERS resulting from the Plan's use of five-year smoothing.

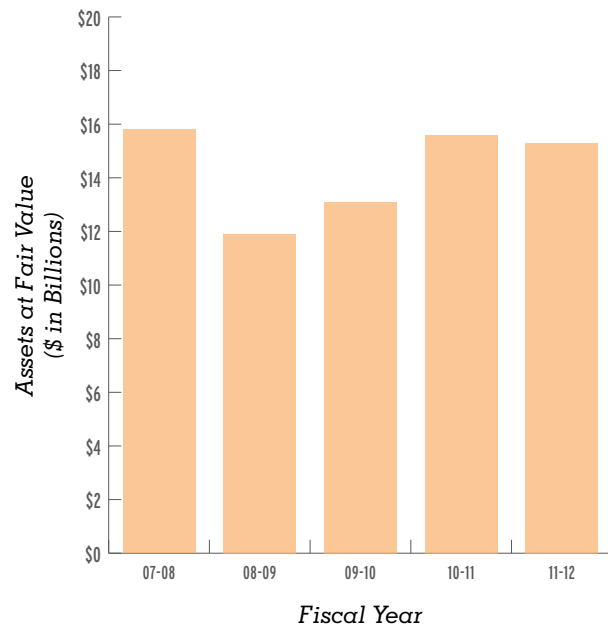
The Department will continue to work to maintain superior levels of investment returns on SFERS trust fund assets. The Department's performance target is to achieve a return on trust investments that ranks in the top 50th percentile or better. As of March 31, 2013, the Department was just under this performance target on a five-year average return basis, but it is in the top quartile on a three-year average return basis. The Department anticipates that it will meet or exceed this five-year average return target as of June 30, 2013.

## FY 2013-14 DEPARTMENT USES BY SERVICE AREA



72 percent of the Department's expenditures go towards retirement services and accounting.

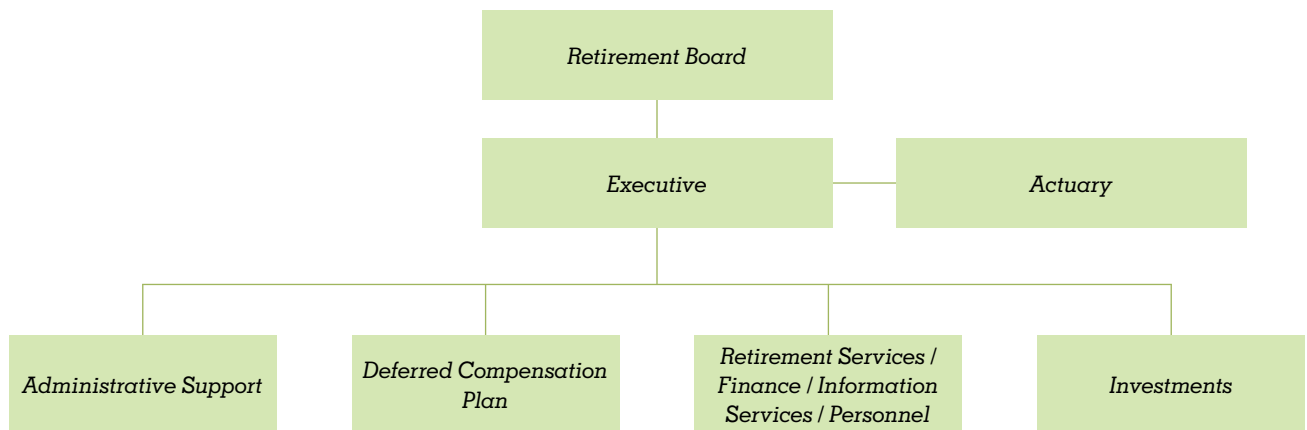
## PENSION FUND NET ASSETS



The City's pension fund's net assets fell during the recession but started to rebound in FY 2009-10.

---

# RETIREMENT SYSTEM





## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	94.70	96.59	97.99	1.40	99.96	1.97
<b>Net Operating Positions</b>	<b>94.70</b>	<b>96.59</b>	<b>97.99</b>	<b>1.40</b>	<b>99.96</b>	<b>1.97</b>
<b>SOURCES</b>						
Use of Money or Property	507,930	251,000	251,000	0	251,000	0
Charges for Services	610,000	935,902	1,142,513	206,611	1,170,129	27,616
Other Revenues	16,083,741	19,414,243	21,204,947	1,790,704	22,124,339	919,392
Expenditure Recovery	31,471	40,515	40,515	0	40,515	0
General Fund Support	199,870	(43,818)	0	43,818	0	0
<b>Sources Total</b>	<b>17,433,012</b>	<b>20,597,842</b>	<b>22,638,975</b>	<b>2,041,133</b>	<b>23,585,983</b>	<b>947,008</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	7,721,229	9,316,373	9,906,454	590,081	10,303,222	396,768
Fringe Benefits	3,607,216	4,076,797	4,461,020	384,223	4,974,333	513,313
Overhead	28,718	175,108	166,917	(8,191)	166,917	0
Professional & Contractual Services	3,033,760	3,725,848	5,001,883	1,276,035	5,001,883	0
Materials & Supplies	143,601	220,000	220,000	0	220,000	0
Equipment	29,385	172,287	22,784	(149,503)	0	(22,784)
Services of Other Departments	2,361,173	2,723,194	2,859,917	136,723	2,919,628	59,711
Budgetary Reserves	0	188,235	0	(188,235)	0	0
<b>Uses - Operating Expenditures Total</b>	<b>16,925,082</b>	<b>20,597,842</b>	<b>22,638,975</b>	<b>2,041,133</b>	<b>23,585,983</b>	<b>947,008</b>
<b>USES BY PROGRAM RECAP</b>						
Administration	1,663,448	1,513,005	1,617,539	104,534	1,733,331	115,792
Employee Deferred Comp Plan	809,870	893,084	1,143,513	250,429	1,171,129	27,616
Investment	2,017,052	3,030,848	3,201,735	170,887	3,629,192	427,457
Retirement Services	12,434,712	15,160,905	16,676,188	1,515,283	17,052,331	376,143
<b>Uses by Program Recap Total</b>	<b>16,925,082</b>	<b>20,597,842</b>	<b>22,638,975</b>	<b>2,041,133</b>	<b>23,585,983</b>	<b>947,008</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>EMPLOYEE DEFERRED COMP PLAN</b>					
<b>Provide effective administration of the Deferred Compensation Plan</b>					
Percentage of eligible City employees who participate in the Deferred Compensation Plan	53%	50%	53%	50%	50%
<b>INVESTMENT</b>					
<b>Maximize investment returns at an acceptable risk level for Plan participants</b>					
Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion, using 5-year average return (1 equals yes)	1	1	1	1	1



---

# SHERIFF

The Sheriff's Department (SHF) provides for the safe and secure detention of persons arrested or under court order; operates county jail facilities, including in-custody educational, vocational, and transitional programs; operates alternative sentencing and in and out of custody community programs; provides law enforcement services for a number of City facilities; and carries out criminal and civil warrants and court orders.

---

## SERVICES

The Sheriff's Department provides services through the following operational areas:

**ADMINISTRATION** includes the Office of the Sheriff and central departmental functions such as financial services, payroll, Investigative Services, and Information and Technology Support Services.

**COURT SECURITY** provides security staffing for the courtrooms at the Civic Center Courthouse, Hall of Justice Courts, Family Courts at the Youth Guidance Center, and the Community Justice Court.

**CUSTODY AND JAIL PROGRAMS** facilitates the intake, classification, and custody of all prisoners. The Department operates jail facilities at 425 Seventh Street (Jails 1 and 2), the Hall of Justice (Jails 3 and 4), and the San Bruno Jail Complex (Jails 5 and 6). Each housing jail oversees its own in-custody programs that target the reentry needs of prisoners based on their history and risk assessment. Additional in-custody services include Prisoner Legal, Religious Programming, Visiting, and Recreation.

**FACILITIES AND EQUIPMENT** oversees the Department's vehicles, radios, capital program, and maintenance of the jails and training facilities.

**COMMUNITY PROGRAMS** organizes and operates the Department's many innovative alternatives to incarceration as well as out of custody programs

designed to provide on-going support to recently released prisoners. The Sheriff's Work Alternative Program (SWAP) and Electronic Monitoring are also part of Community Programs.

**PERSONNEL, TRAINING, AND BACKGROUND UNITS** are responsible for the recruitment, hiring, and background investigations of all employees. As a law enforcement agency employing first responders, all staff must meet Peace Officer Training mandates for hiring, background investigations, and training. Additionally, these units manage all federal, State, and locally mandated leaves and safety programs, such as the Injury and Illness Prevention Program and workers' compensation.

**SHERIFF'S FIELD SUPPORT AND SERVICES** oversees building security services for a number of City buildings, including City Hall, the Hall of Justice, San Francisco General Hospital, and Laguna Honda Hospital; runs the Central Warrant Bureau and Warrant Services; manages the Prisoner Transportation Unit; and provides security and bailiffs for the criminal and civil courts. This division also supervises security during elections and works closely with the Police Department to provide assistance and mutual aid for civil unrest, large civic events, and emergencies. The Civil unit serves subpoenas, writs of execution, restraining orders issued by the Superior Courts, performs evictions, and provides eviction assistance to tenants.

For more information, call (415) 554-7225 or 311; or visit [www.sfsheriff.com](http://www.sfsheriff.com)

# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	172,054,780	174,723,549	180,828,832	6,105,283	187,610,805	6,781,973
<b>Total FTE</b>	1,010	1,013	993	(20)	1,008	15

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$180.8 million for the Sheriff’s Department is \$6.1 million, or 3.5 percent, higher than the FY 2012-13 budget of \$174.7 million. A significant amount of this increase is due to debt service costs related to the replacement of County Jails 3 and 4.

The FY 2014-15 proposed budget of \$187.6 million for the Sheriff’s Department is \$6.8 million, or 3.8 percent, higher than the FY 2013-14 budget. A significant amount of this increase is due to increases in salary and fringe benefits costs.

### *Custody Trends – Acute Mental Health*

The Department has seen a flattening of the daily jail population, coupled with an increase in the intensity of the jail population’s psychiatric needs. This increased acuity is reflected in the growth of the number of hours of psychiatric care provided by the Department. According to Jail Psychiatric Services, the number of hours of psychiatric care has increased 19 percent from 58,515 hours in 2009 to 69,347 hours in 2012. The acute special needs of the mentally ill population require intense staff resources to maintain prisoner and staff safety. In response to this trend, the Department has increased its emphasis on providing services for the mentally ill, including specialized staff training for managing mentally ill patients, increased focus on programming for the mentally ill, and acquisition of grants such as Keys to Freedom that fund services for the mentally ill population.

### *Program Trends*

In FY 2013-14, the Department will continue to partner with community-based organizations to provide new and innovative in and out of custody programming to reduce recidivism, decrease the number of crimes committed, and increase public safety. These programs reflect an increased emphasis on specialized programming targeted at violence prevention, mental illness, substance abuse, and vocational training. In FY 2013-14, the Sheriff’s Department will be providing the most robust vocational training in the Department’s history, including horticulture, culinary, and bike repair training programs. Furthermore, keeping with industry emphasis on evidence-based practice, the program

awards made for FY 2013-14 reflect an enhanced focus on data collection and program evaluation.

### *Reentry Pod*

In February 2013, the Department worked collaboratively with the Adult Probation Department (ADP) to open a designated reentry housing unit, known as the Reentry Pod. The Reentry Pod is a pilot program to connect individuals who will soon be released to the supervision of Adult Probation to ensure they are better connected with community-based treatment, benefits, housing, job training, and supportive services upon their release. After being released, these individuals will continue to access resources at ADP’s Community Assessment and Services Center and other public or community-based partner sites. Providing this continuum of services pre-release and immediately upon release is expected to improve outcomes for a high-risk, high-needs population.

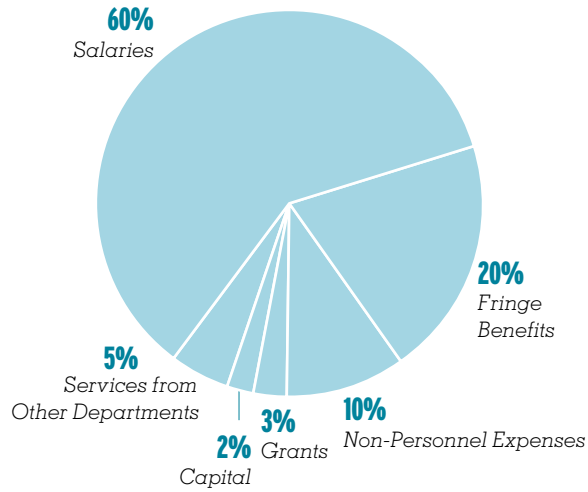
### *Efficient Service Provision*

In response to the current fiscal environment, which requires all departments to provide high quality service efficiently, the Sheriff’s Department plans to intensify the specialization of its labor force, hiring and assigning staff to the tasks best suited to each person’s skill set. In FY 2013-14, the Sheriff’s Department will prioritize the allocation of sworn staff to Custody and Field Support posts and will hire civilian staff to perform critical, non-security related tasks. In addition, the Department will work closely with the Department of Human Resources to enhance management of mandated leaves and workers’ compensation.

### *Staffing Needs*

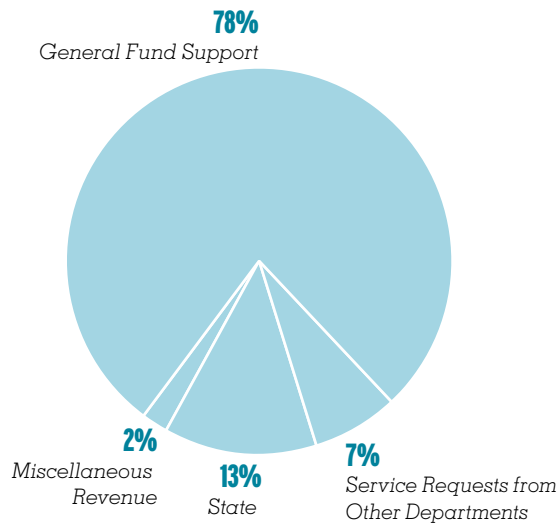
In the past four years, the Sheriff’s Department has seen a reduction of over 75 sworn staff positions due to the consolidation of prisoners at five of the six jails, as well as retirements and separations. As a result, the Department has supplemented with overtime to perform its essential functions. In FY 2013-14, for the first time since 2009, the Department will hold a full Academy class of 20 deputies and expects that these new staff will enter the system and begin to reduce overtime expenditures in FY 2014-15.

## FY 2013-14 DEPARTMENT USES



80 percent of the Department's budget is comprised of staff salaries and fringe benefits.

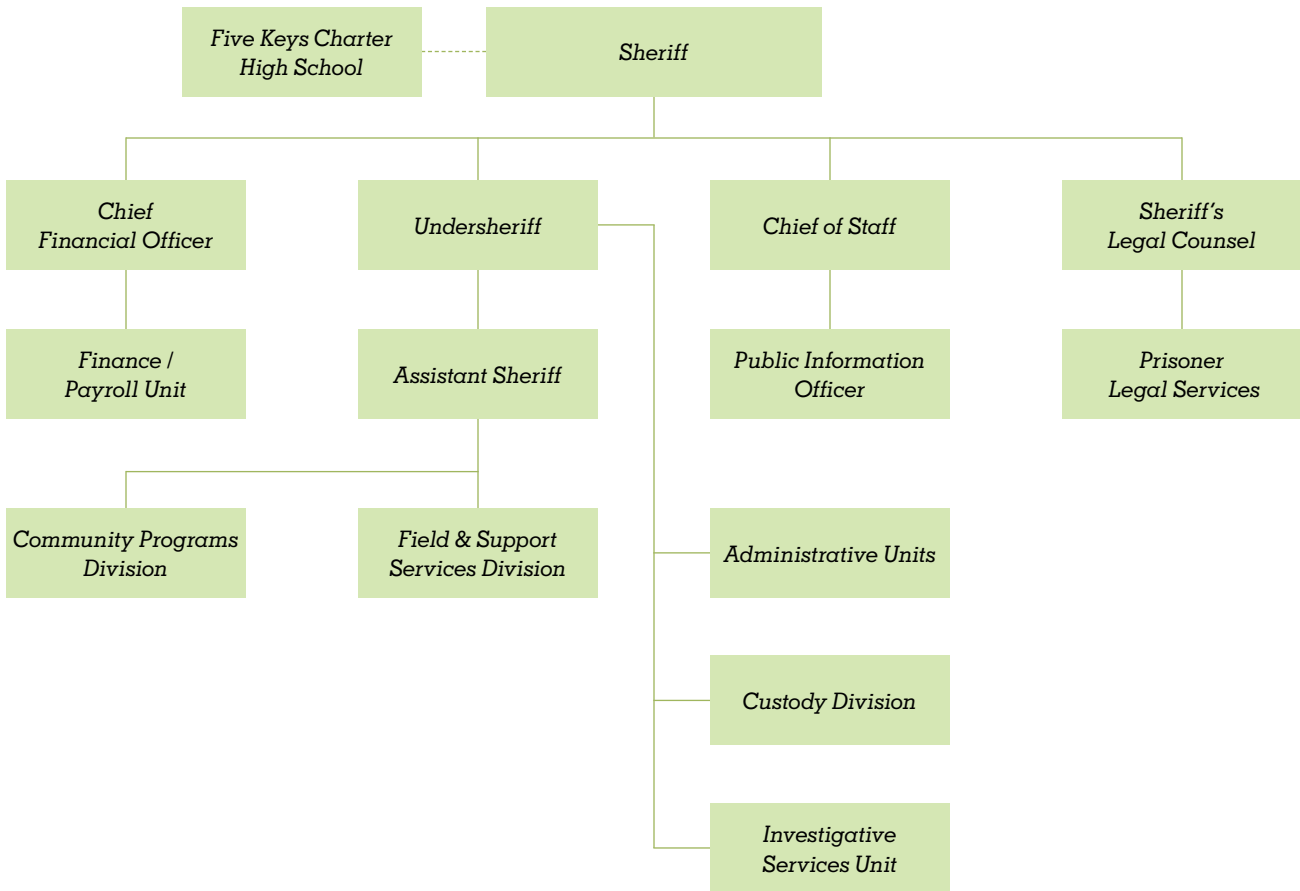
## FY 2013-14 DEPARTMENT SOURCES



13 percent of the Department's sources comes from Realignment and Trial Court revenue from the State.

---

# SHERIFF



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	1,010.78	1,013.20	993.29	(19.91)	1,008.15	14.86
Non-operating Positions (cap/other)	(0.56)	0.00	0.00	0.00	0.00	0.00
<b>Net Operating Positions</b>	<b>1,010.22</b>	<b>1,013.20</b>	<b>993.29</b>	<b>(19.91)</b>	<b>1,008.15</b>	<b>14.86</b>
<b>SOURCES</b>						
Licenses & Fines	0	123,053	123,053	0	123,053	0
Use of Money or Property	5,276	3,000	3,000	0	3,000	0
Intergovernmental Revenue - Federal	1,214,358	30,846	657,454	626,608	457,454	(200,000)
Intergovernmental Revenue - State	2,094,497	9,823,917	23,311,616	13,487,699	22,387,616	(924,000)
Charges for Services	2,551,974	3,222,264	2,876,983	(345,281)	3,315,713	438,730
Other Revenues	(1,678)	0	0	0	0	0
Expenditure Recovery	23,526,878	24,152,556	12,949,274	(11,203,282)	13,341,520	392,246
Use of / (Deposit to) Fund Balance	(189,529)	225,766	0	(225,766)	0	0
General Fund Support	142,853,004	137,142,147	140,907,452	3,765,305	147,982,449	7,074,997
<b>Sources Total</b>	<b>172,054,780</b>	<b>174,723,549</b>	<b>180,828,832</b>	<b>6,105,283</b>	<b>187,610,805</b>	<b>6,781,973</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	102,096,286	103,609,924	107,588,289	3,978,365	108,168,359	580,070
Fringe Benefits	36,603,561	34,832,958	34,382,473	(450,485)	38,164,088	3,781,615
Professional & Contractual Services	2,238,845	11,881,953	13,350,034	1,468,081	15,345,927	1,995,893
Aid Assistance / Grants	4,974,445	5,133,888	5,112,690	(21,198)	4,944,216	(168,474)
Materials & Supplies	5,508,419	6,266,162	6,062,062	(204,100)	6,059,193	(2,869)
Equipment	321,668	232,050	356,418	124,368	349,148	(7,270)
Services of Other Departments	8,662,975	9,959,614	10,406,866	447,252	10,536,874	130,008
Transfers Out	8,760,223	0	0	0	0	0
<b>Uses - Operating Expenditures Total</b>	<b>169,166,422</b>	<b>171,916,549</b>	<b>177,258,832</b>	<b>5,342,283</b>	<b>183,567,805</b>	<b>6,308,973</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	281,386	350,000	518,000	168,000	536,000	18,000
Capital Renewal	0	935,000	637,000	(298,000)	957,000	320,000
Capital Projects	2,606,972	1,522,000	2,415,000	893,000	2,550,000	135,000
<b>Uses - Project Expenditures Total</b>	<b>2,888,358</b>	<b>2,807,000</b>	<b>3,570,000</b>	<b>763,000</b>	<b>4,043,000</b>	<b>473,000</b>
<b>USES BY PROGRAM RECAP</b>						
Court Security And Process	12,190,982	14,049,521	12,154,845	(1,894,676)	12,206,780	51,935
Custody	83,901,967	96,062,330	100,807,599	4,745,269	104,946,321	4,138,722
Facilities & Equipment	12,441,613	13,307,008	13,637,926	330,918	14,418,153	780,227
Hall Of Justice Jails	2,442	0	0	0	0	0
Non Program	8,760,223	0	0	0	0	0
Security Services	16,728,207	16,224,272	16,223,656	(616)	16,794,592	570,936
Sheriff Administration	12,545,432	8,981,113	13,934,477	4,953,364	13,922,693	(11,784)
Sheriff Field Services	9,881,276	7,976,044	9,047,254	1,071,210	9,123,415	76,161
Sheriff Field Services Grants	1,048	0	0	0	0	0
Sheriff Programs	12,300,840	12,294,272	11,723,055	(571,217)	11,749,651	26,596
Sheriff Recruitment & Training	3,300,750	5,828,989	3,300,020	(2,528,969)	4,449,200	1,149,180
<b>Uses by Program Recap Total</b>	<b>172,054,780</b>	<b>174,723,549</b>	<b>180,828,832</b>	<b>6,105,283</b>	<b>187,610,805</b>	<b>6,781,973</b>



# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>COURT SECURITY AND PROCESS</b>					
<b>Provide inmate escort and security to the courts and prevent physical harm to any person or property in, or in the vicinity of, any courthouse in San Francisco</b>					
Number of court staff or public who have been harmed while in or in the vicinity of any courthouse in San Francisco	2	0	1	0	0
<b>CUSTODY</b>					
<b>Provide for the secure and safe detention of persons arrested or under court order</b>					
Cost per jail day calculated according to State guidelines for Daily Jail Rate	\$135	\$140	\$135	\$138	\$138
Average daily population (ADP)	1,535	1,900	1,550	1,600	1,600
ADP as a percentage of rated capacity of jails	72%	85%	70%	85%	85%
Number of inmate Safety Cell placements	1,134	2,100	1,534	2,100	2,100
<b>SHERIFF ADMINISTRATION</b>					
<b>Execute criminal and civil warrants and court orders</b>					
Number of pre-eviction home visits	1,612	1,350	1,928	1,873	1,873
Number of eviction day crisis interventions	110	120	162	170	170
Number of evictions executed	1,041	1,200	1,047	1,200	1,200
<b>SHERIFF FIELD SERVICES</b>					
<b>Safely transport prisoners</b>					
Number of prisoners transported	33,067	37,000	35,019	37,000	37,000
Number of major transport incidents	0	0	1	0	0
<b>SHERIFF PROGRAMS</b>					
<b>Provide education, skill development, and counseling programs in jail</b>					
Average daily number of prisoners in substance abuse treatment and violence prevention programs.	288	380	336	380	380
Average daily attendance of participants enrolled in charter school	266	250	275	250	250
<b>Provide alternative sentencing options and crime prevention programs.</b>					
Hours of work performed in the community	44,128	50,000	40,552	50,000	50,000
Number of clients enrolled in community antiviolence programs	657	700	621	700	700
Re-arrest rate for antiviolence program clients	14%	15%	13%	13%	13%

# STATUS OF WOMEN

The Department on the Status of Women (WOM) promotes and fosters the equitable treatment and the socioeconomic, political, and educational advancement of women and girls in San Francisco through policies, legislation, and programs that focus primarily on women in need. In 1998, San Francisco became the first municipality in the nation to adopt a local ordinance reflecting the principles of the United Nations Convention to Eliminate All Forms of Discrimination Against Women, an international bill of rights for women.

## SERVICES

The Department on the Status of Women provides services through the following program areas:

**VIOLENCE AGAINST WOMEN PREVENTION & INTERVENTION (VAW) GRANTS PROGRAM** makes up over 80 percent of the Department’s funds. These grants support 31 community programs that address violence against women. In Fiscal Year (FY) 2011-12, these grants served 29,434 individuals.

In addition, the Department collaborates with other organizations working to end violence against women. These collaborative efforts include the Justice and Courage Oversight Panel, which oversees domestic violence policy reform; the Family Violence Council, which coordinates services, analyzes trends, and advises

officials on family violence issues; and the San Francisco Collaborative Against Human Trafficking, which works to increase awareness, collect data, and share information on human trafficking.

**WOMEN’S HUMAN RIGHTS INITIATIVES**, fostered through gender analysis and gender budgeting, ensure that the City’s policies reflect the City’s diverse population. The Department developed the Gender Equity Principles (GEP) Initiative, which works to ensure gender equitable workplaces.

For more information, call (415) 252-2570 or 311; or visit [www.sfgov.org/dosw](http://www.sfgov.org/dosw)

## BUDGET DATA SUMMARY

	2011–12	2012–13	2013–14		2014–15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012–13	Proposed Budget	Change from 2013–14
<b>Total Expenditures</b>	3,556,937	3,802,597	4,977,978	1,175,381	5,018,402	40,424
<b>Total FTE</b>	5	5	6	1	6	0

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$5.0 million for the Department on the Status of Women is \$1.2 million, or 30.9 percent, higher than the FY 2012-13 budget of \$3.8 million. This increase is due to annualization of a supplemental appropriation for domestic violence programs and services passed by the Board of Supervisors in February 2013, additional funding for the Violence Against Women grants, and increases in salary and fringe benefits costs.

The FY 2014-15 proposed budget of \$5.0 million for the Department on the Status of Women is roughly the same as the FY 2013-14 budget of \$5.0 million. There are no significant budgetary changes in the FY 2014-15 proposed budget.

## *Violence Against Women*

The proposed budget increases funding levels for

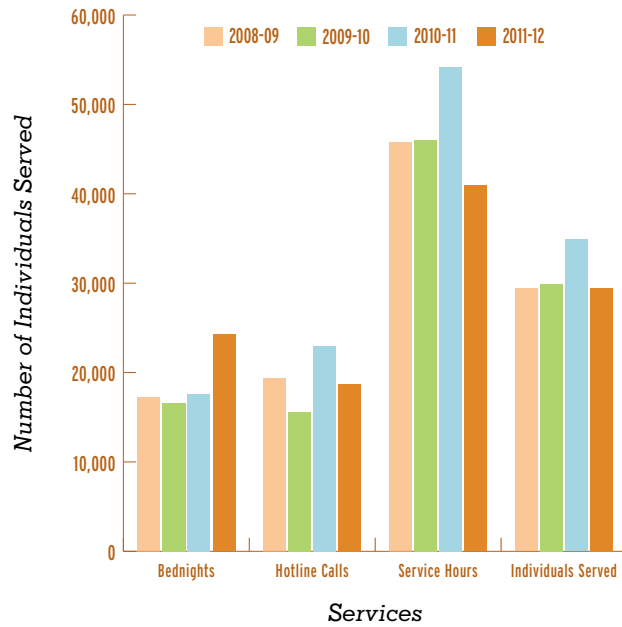
domestic violence programs for two years, and funds domestic violence analysis, assessment, and training. It includes new funding focused on reducing violence against transgender women in San Francisco, and preventing and intervening against human trafficking.

The Department anticipates major advances in the City's coordination, training, and policies related to violence against women, which will include domestic violence, family violence, transgender violence, and human trafficking.

## *Advancing Women's Equality*

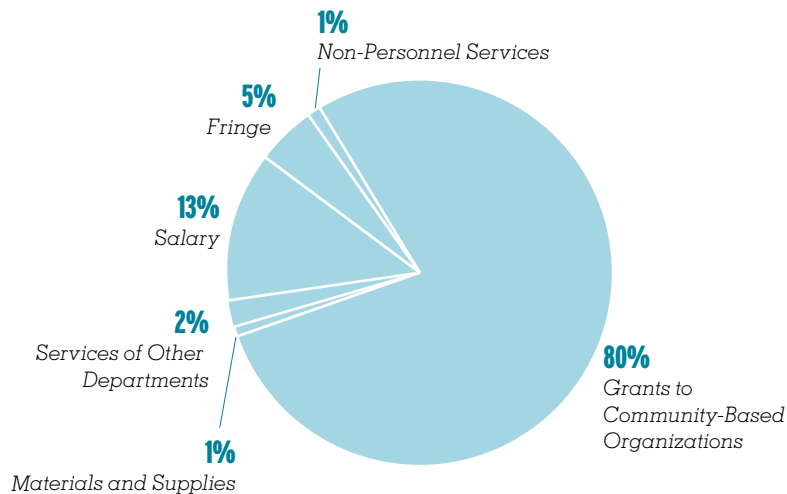
In FY 2013-14 and FY 2014-15, members of the Department's Gender Equality Principles (GEP) Initiative will continue to work with a group of San Francisco's largest employers to advance women's equality in the workplace.

# VIOLENCE AGAINST WOMEN PREVENTION & INTERVENTION GRANTS PROGRAM OUTCOMES



The number of individuals served by community-based organizations (funded by the Department) decreased slightly from FY 2010-11 to FY 2011-12.

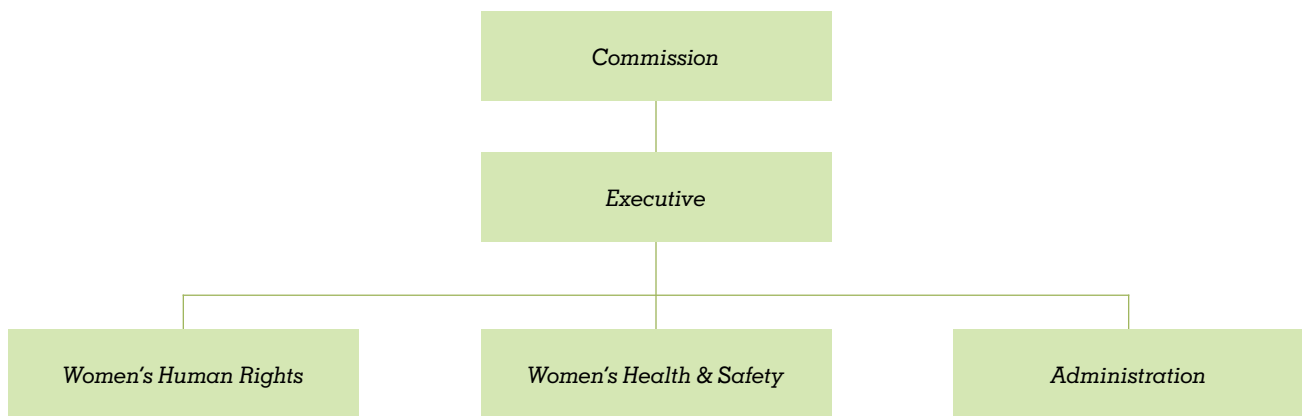
## FY 2013-14 DEPARTMENT USES BY SERVICE AREA



80 percent of department expenditures go towards grants to community-based organizations.

---

# STATUS OF WOMEN



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	4.76	4.71	5.67	0.96	5.67	0.00
<b>Net Operating Positions</b>	<b>4.76</b>	<b>4.71</b>	<b>5.67</b>	<b>0.96</b>	<b>5.67</b>	<b>0.00</b>
<b>SOURCES</b>						
Licenses & Fines	229,221	210,000	229,221	19,221	210,000	(19,221)
Charges for Services	146	0	146	146	0	(146)
Other Revenues	19,425	0	0	0	0	0
Expenditure Recovery	71,000	0	11,500	11,500	0	(11,500)
Use of / (Deposit to) Fund Balance	(35,431)	0	8,607	8,607	0	(8,607)
General Fund Support	3,272,576	3,592,597	4,728,504	1,135,907	4,808,402	79,898
<b>Sources Total</b>	<b>3,556,937</b>	<b>3,802,597</b>	<b>4,977,978</b>	<b>1,175,381</b>	<b>5,018,402</b>	<b>40,424</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	419,664	450,740	569,647	118,907	577,812	8,165
Fringe Benefits	160,752	180,613	240,830	60,217	262,563	21,733
Professional & Contractual Services	35,642	5,840	17,340	11,500	5,840	(11,500)
Aid Assistance / Grants	2,778,181	3,011,665	3,996,864	985,199	4,018,890	22,026
Materials & Supplies	31,530	34,735	34,735	0	34,735	0
Services of Other Departments	131,168	119,004	118,562	(442)	118,562	0
<b>Uses - Operating Expenditures Total</b>	<b>3,556,937</b>	<b>3,802,597</b>	<b>4,977,978</b>	<b>1,175,381</b>	<b>5,018,402</b>	<b>40,424</b>
<b>USES BY PROGRAM RECAP</b>						
Children's Baseline	198,450	198,677	198,677	0	198,677	0
Commission On Status Of Women	3,164,487	3,393,920	4,541,327	1,147,407	4,609,725	68,398
Domestic Violence	194,000	210,000	237,974	27,974	210,000	(27,974)
<b>Uses by Program Recap Total</b>	<b>3,556,937</b>	<b>3,802,597</b>	<b>4,977,978</b>	<b>1,175,381</b>	<b>5,018,402</b>	<b>40,424</b>

# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>COMMISSION ON THE STATUS OF WOMEN</b>					
<b>Advance the human rights of women and girls in the workforce, services, and budget of city government</b>					
Number of City programs and agencies monitored under the Women's Human Rights Ordinance (CEDAW)	4	4	4	4	4
<b>Promote gender equality in the workplace and community</b>					
Number of people educated and trained about gender equality and San Francisco's Women's Human Rights Ordinance (CEDAW)	1,667	1,500	1,020	1,500	1,500
Number of private sector entities engaged in the San Francisco Gender Equality Principles (GEP) Initiative	53	53	45	53	53
<b>VIOLENCE AGAINST WOMEN PREVENTION AND INTERVENTION (VAW) GRANTS PROGRAM</b>					
<b>Monitor direct services in violence against women prevention and intervention</b>					
Hours of supportive services by department-funded shelters, crisis services, transitional housing, advocacy, prevention and education annually	40,908	32,318	32,318	32,318	32,318
Number of unduplicated individuals served in shelters, crisis services, transitional housing, advocacy, prevention, and education annually	29,434	24,576	25,185	24,576	24,576
Percent of people accessing services for which English is not a primary language.	26	32	32	32	32
Number of calls to crisis lines annually	16,614	14,547	14,547	14,547	14,547
Number of shelter bed-nights annually	5,228	3,534	5,600	3,534	3,534
Number of transitional housing bed nights annually	19,029	11,355	11,790	11,355	11,355

---

# SUPERIOR COURT

The Superior Court (CRT) assures equal access, fair treatment, and the just and efficient resolution of disputes for all people asserting their rights under the law in the City and County of San Francisco.

---

The Superior Court of California, County of San Francisco is a State entity that serves the City and County of San Francisco. Article VI of the California Constitution establishes the Judicial Branch, which includes the Superior Court, as a separate and equal branch of government governed by the Judicial Council of California. Two legislative acts have relieved the City and County from future funding responsibility for court operations and facilities:

**THE LOCKYER-ISENBERG TRIAL COURT FUNDING ACT OF 1997** designated the Judicial Council, rather than counties, as the entity responsible for allocation of funding for all Superior Court operations throughout the State. In exchange for relief from funding court operations, counties must make a fixed perpetual annual maintenance of effort (MOE) payment to the State that is equal to what counties allocated for court operations in Fiscal Year (FY) 1994-95. All future costs of court operations will be funded by the State and allocated by the Judicial Council.

**THE TRIAL COURT FACILITIES ACT OF 2002** mandated that ownership and responsibility for all court facilities be transferred from counties to the Judicial Council. In exchange for relief from court facilities responsibilities, counties must make a fixed county facilities payment (CFP) to the State that is based on an average of what was expended on court facilities maintenance during

FY 1995-96 through FY 1999-00. All future costs of maintaining court facilities will be funded by the State and allocated by the Judicial Council.

Since 1998, the City and County of San Francisco has been making a maintenance of effort payment to the State for relief from court operations responsibility, and since 2009, the City has been making a CFP payment for relief from court facilities responsibility. State legislative requirements and Constitutional separation preclude local government from reviewing Judicial Branch budgets. However, the exceptions to this are judicial supplemental benefits and the following county-funded program that is managed by the Superior Court:

**INDIGENT DEFENSE PROGRAM** provides funding for outside legal counsel in cases that represent a conflict of interest for the Public Defender and is constitutionally-mandated.

**CIVIL GRAND JURY** selection and empanelment of jurors is a state-mandated responsibility of the Superior Court. Beginning in 2013-14, Civil Grand Jury administrative support will transfer to the Controller's Office.

For more information, call (415) 551-4000 or 311; or visit [www.sfsuperiorcourt.org](http://www.sfsuperiorcourt.org)



# BUDGET DATA SUMMARY

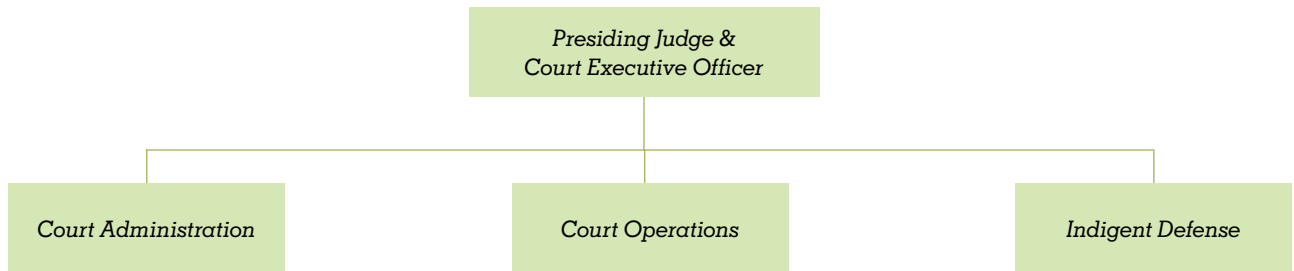
	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	37,702,580	37,701,441	37,723,115	21,674	37,726,715	3,600

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$37.7 million for the Superior Court is roughly equal to the FY 2012-13 budget. The FY 2014-15 proposed budget of \$37.7 million for the Superior Court is also roughly equal to the FY 2013-14 budget.

---

# SUPERIOR COURT



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>SOURCES</b>						
Licenses & Fines	72,556	34,564	34,564	0	34,564	0
Use of Money or Property	(15,365)	0	0	0	0	0
Charges for Services	3,278,409	3,780,000	3,780,000	0	3,780,000	0
Use of / (Deposit to) Fund Balance	1,485,401	1,039,310	1,081,331	42,021	1,084,931	3,600
General Fund Support	32,881,579	32,847,567	32,827,220	(20,347)	32,827,220	0
<b>Sources Total</b>	<b>37,702,580</b>	<b>37,701,441</b>	<b>37,723,115</b>	<b>21,674</b>	<b>37,726,715</b>	<b>3,600</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	298,474	0	0	0	0	0
Fringe Benefits	297,998	500,000	650,000	150,000	650,000	0
Professional & Contractual Services	32,284,379	36,882,606	36,748,837	(133,769)	36,752,437	3,600
Aid Assistance / Grants	250,375	280,000	280,000	0	280,000	0
Materials & Supplies	728	1,000	0	(1,000)	0	0
Services of Other Departments	0	37,835	44,278	6,443	44,278	0
Transfers Out	4,190,495	0	0	0	0	0
<b>Uses - Operating Expenditures Total</b>	<b>37,322,449</b>	<b>37,701,441</b>	<b>37,723,115</b>	<b>21,674</b>	<b>37,726,715</b>	<b>3,600</b>
<b>USES - PROJECT EXPENDITURES</b>						
Capital Projects	380,131	0	0	0	0	0
<b>Uses - Project Expenditures Total</b>	<b>380,131</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>USES BY PROGRAM RECAP</b>						
Court House Construction	4,570,626	4,573,874	4,615,895	42,021	4,619,495	3,600
Dispute Resolution Program	250,375	280,000	280,000	0	280,000	0
Indigent Defense/Grand Jury	9,527,921	9,873,370	9,703,023	(170,347)	9,703,023	0
Trial Court Services	23,353,658	22,974,197	23,124,197	150,000	23,124,197	0
<b>Uses by Program Recap Total</b>	<b>37,702,580</b>	<b>37,701,441</b>	<b>37,723,115</b>	<b>21,674</b>	<b>37,726,715</b>	<b>3,600</b>

# TREASURER-TAX COLLECTOR

The Office of the Treasurer-Tax Collector (TTX) serves as the banker, collection agent, and investment officer for the City and County of San Francisco.

## SERVICES

The Office of the Treasurer-Tax Collector provides services through the following divisions:

**BUSINESS TAX** implements and enforces the business tax ordinances for the City. These taxes include payroll expense tax, parking tax, transient occupancy tax, utility users' tax, access line tax, and stadium taxes. In addition, this division collects the business registration and emergency response fees.

**PROPERTY TAX & LICENSING** bills, collects, records, and reports payments of secured and unsecured property taxes, special assessments, and license fees for the Public Health, Police, and Fire departments, as well as dog licenses for the Department of Animal Care and Control.

**DELINQUENT REVENUE** is the official collection arm of the City. It is authorized to collect all of the City's accounts receivable that exceed \$300 and are at least 90 days overdue.

**INVESTMENT** administers and controls the investment of all monies in the Treasurer's custody that are not required for payment of current obligations. This division's goal is to maximize interest income while preserving the liquidity and safety of the principal.

**TAXPAYER ASSISTANCE** provides tax information to the public and serves as the Department's primary public contact unit.

For more information, call (415) 554-6888 or 311; or visit [www.sftreasurer.com](http://www.sftreasurer.com)

## BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	26,375,246	29,432,681	35,529,306	6,096,625	39,564,812	4,035,506
<b>Total FTE</b>	208	202	213	11	219	6

# BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$35.5 million for the Treasurer-Tax Collector is \$6.1 million, or 20.7 percent, higher than the FY 2012-13 budget of \$29.4 million. A significant amount of this increase is due to the passage of the Gross Receipts Tax, which the Department is accountable for implementing. In addition, the Department is taking on new responsibilities related to alarm licenses that were managed by the Department of Emergency Management in the past.

The FY 2014-15 proposed budget of \$39.6 million for the Treasurer-Tax Collector is \$4.0 million, or 11.3 percent, higher than the FY 2013-14 budget of \$35.5 million. A significant amount of this increase is due to the implementation of the Gross Receipts Tax.

## *Implementing the Gross Receipts Tax*

The Gross Receipts Tax and Business Registration Fees Ordinance (2012 Proposition E) was approved by San Francisco voters on November 6, 2012. The first taxpayer filings affected by Prop. E will be the Business Registration Fees due May 31, 2014. The changes to the Gross Receipts Tax and Payroll Expense Tax commence January 1, 2014. The Department is responsible for implementing the new tax along with the other business taxes.

The Department projects costs to increase as a result of Gross Receipts Tax implementation by \$5.7 million in FY 2013-14 and by an additional \$3.3 million in FY 2014-15. As implementation transitions to regular operations, costs of the implementation project will decrease.

## *Kindergarten to College Savings*

In FY 2010-11, in collaboration with the Mayor, the Department launched the first program in the nation to automatically open a college savings account for all children entering kindergarten in the City's public

schools. This Kindergarten to College program (K2C) includes a matching component and incentives to boost family savings, and puts San Francisco at the forefront of national savings policy models. K2C now covers all 4,400 students entering into kindergarten each year. Since its inception, K2C has opened 8,000 accounts for San Francisco children. As the only program in North America operating at this scale, K2C is a flagship for ensuring students have the financial foundation for higher education and financial "knowledge" for good decision making related to money matters.

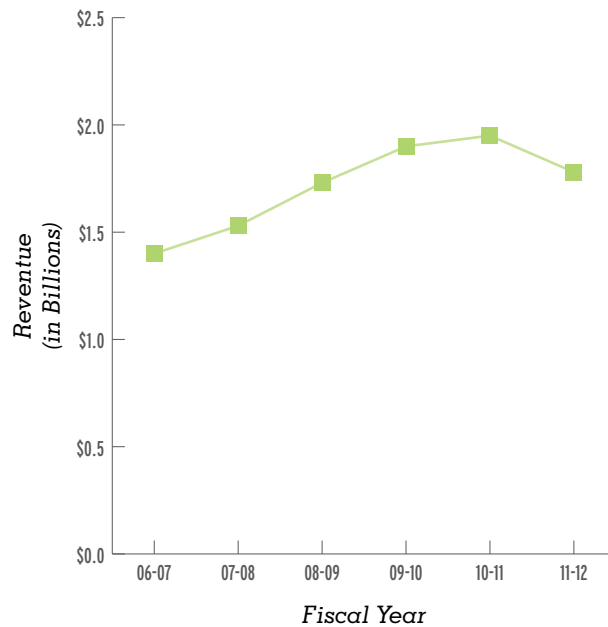
## *Reforming of Permit Renewals*

The Treasurer, along with Mayor Lee and Board of Supervisors President David Chiu, initiated legislation to ease burdens on small businesses operating in San Francisco. Businesses of all types are required to have permits to operate, and the annual renewal of these permits previously occurred sporadically throughout the year depending on the type of permit and the location of the business. The legislation passed in FY 2011-12 consolidates permit renewal billings by business owner on one date, making it easier for the business to plan, track, and pay. In FY 2013-14, the Department will expand its efforts by working with other departments on License 1-2-3 as well as on developing models for improved ways for businesses to register in San Francisco.

## *Making Government More Efficient & Effective Through Technology*

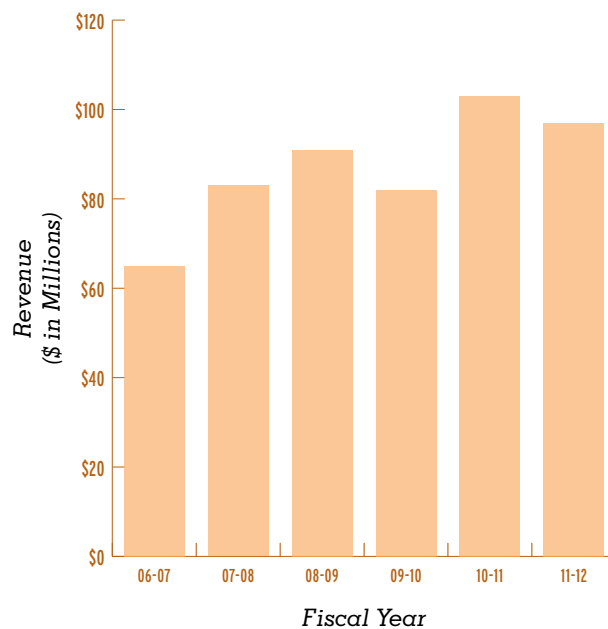
The Department has been actively utilizing technological innovations in order to improve customer service, increase efficiency, and grow collections. Over the past few fiscal years, the Department has automated a majority of its tax collection processes. In FY 2013-14, the Department will have implemented two major projects: the new cashier and remittance system and the new business tax system.

## SECURED PROPERTY TAX REVENUE COLLECTION 6 YEAR COMPARISON



Secured property tax revenue in FY 2011-12 decreased by \$170 million from its peak of \$1.95 billion in FY 2010-11.

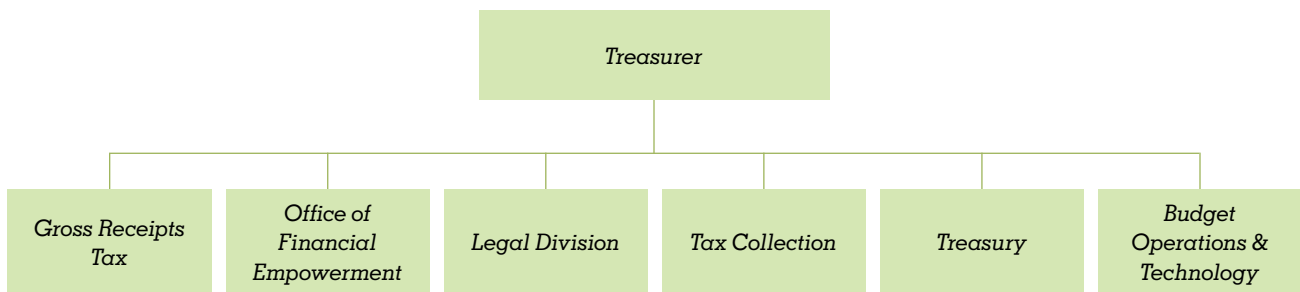
## SECURED SUPPLEMENTAL PROPERTY TAX REVENUE COLLECTION 6 YEAR COMPARISON



Supplemental property tax collection in FY 2011-12 decreased by \$5 million from its peak of \$103 million in FY 2010-11.

---

# TREASURER-TAX COLLECTOR



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	213.04	206.74	222.81	16.07	228.92	6.11
Non-operating Positions (cap/other)	(5.00)	(5.00)	(10.00)	(5.00)	(10.00)	0.00
<b>Net Operating Positions</b>	<b>208.04</b>	<b>201.74</b>	<b>212.81</b>	<b>11.07</b>	<b>218.92</b>	<b>6.11</b>
<b>SOURCES</b>						
Local Taxes	548,793	495,029	381,029	(114,000)	381,029	0
Licenses & Fines	3,747	0	0	0	0	0
Use of Money or Property	3,650,011	4,924,689	5,388,599	463,910	5,544,596	155,997
Charges for Services	3,431,401	2,822,849	2,787,849	(35,000)	2,787,849	0
Other Revenues	881,053	709,030	716,481	7,451	642,640	(73,841)
Expenditure Recovery	4,950,264	6,264,194	5,842,294	(421,900)	5,842,294	0
General Fund Support	12,909,977	14,216,890	20,413,054	6,196,164	24,366,404	3,953,350
<b>Sources Total</b>	<b>26,375,246</b>	<b>29,432,681</b>	<b>35,529,306</b>	<b>6,096,625</b>	<b>39,564,812</b>	<b>4,035,506</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	14,395,459	15,619,688	17,247,559	1,627,871	18,110,937	863,378
Fringe Benefits	6,238,036	6,510,426	7,628,747	1,118,321	8,557,250	928,503
Overhead	0	8,020	(124,344)	(132,364)	(145,767)	(21,423)
Professional & Contractual Services	3,293,834	4,873,551	7,067,541	2,193,990	8,964,276	1,896,735
Materials & Supplies	323,333	278,915	233,736	(45,179)	233,736	0
Equipment	6,909	0	0	0	0	0
Services of Other Departments	2,117,675	2,142,081	3,476,067	1,333,986	3,844,380	368,313
<b>Uses - Operating Expenditures Total</b>	<b>26,375,246</b>	<b>29,432,681</b>	<b>35,529,306</b>	<b>6,096,625</b>	<b>39,564,812</b>	<b>4,035,506</b>
<b>USES BY PROGRAM RECAP</b>						
Business Tax	6,111,637	6,975,254	5,880,543	(1,094,711)	6,007,854	127,311
Delinquent Revenue	7,349,441	7,691,639	8,790,901	1,099,262	9,012,419	221,518
Gross Receipts Tax	0	0	5,975,296	5,975,296	9,230,280	3,254,984
Investment	1,515,791	2,328,040	2,355,479	27,439	2,455,593	100,114
Legal Service	258,070	441,801	519,184	77,383	535,949	16,765
Management	5,242,722	5,352,917	5,050,766	(302,151)	5,359,054	308,288
Property Tax/Licensing	2,531,349	2,542,945	2,503,149	(39,796)	2,342,053	(161,096)
Taxpayer Assistance	1,183,338	1,409,882	1,637,952	228,070	1,690,539	52,587
Transfer Tax	211,893	0	0	0	0	0
Treasury	1,971,005	2,690,203	2,816,036	125,833	2,931,071	115,035
<b>Uses by Program Recap Total</b>	<b>26,375,246</b>	<b>29,432,681</b>	<b>35,529,306</b>	<b>6,096,625</b>	<b>39,564,812</b>	<b>4,035,506</b>



# PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>DEPARTMENTAL MANAGEMENT</b>					
<b>Expand access to City government by placing information and transactions online</b>					
Number of web-enabled transactions completed online using the City's SFGOV Online Services portal	89,110	70,000	85,000	100,000	100,000
<b>TTX-BUSINESS TAX</b>					
<b>Promote compliance with the Business Tax Ordinance</b>					
Number of taxpayer audits completed	667	650	780	780	780
<b>TTX-DELINQUENT REVENUE</b>					
<b>Maximize revenue through intensive collection activity</b>					
Amount of total revenue collected on all delinquent debts, in millions	\$103.0	\$80.0	\$90.0	\$90.0	\$90.0
<b>TTX-PROPERTY TAX/LICENSING</b>					
<b>Maintain low property tax delinquency rates</b>					
Percentage of delinquency rate of secured property taxes	2.50%	2.00%	2.00%	2.00%	2.00%
<b>TTX-TREASURY</b>					
<b>Maximize interest earnings for San Francisco by processing payments efficiently</b>					
Percentage of payments received that are processed and deposited during the same business day.	99%	99%	99%	99%	99%

---

# WAR MEMORIAL

The War Memorial (WAR) manages, operates, and maintains the War Memorial and Performing Arts Center, including the War Memorial Opera House, Veterans Building, Davies Symphony Hall, Zellerbach Rehearsal Hall, Memorial Court, and adjacent grounds. The Department works to provide safe, first-class facilities to promote cultural, educational, and entertainment opportunities in a cost-effective manner for maximum use and enjoyment of the public, and to best serve the purposes and beneficiaries of the War Memorial Trust.

---

## SERVICES

The War Memorial provides services in the following areas:

**FACILITIES MANAGEMENT** is responsible for the management, oversight, and delivery of daily engineering, maintenance, custodial, security, and stage/technical services to support facilities' operations; management and administration of tenant occupancies and coordination of tenant services; and planning, coordination, and implementation of regular and periodic facilities maintenance and capital improvement projects.

**BOOKING, MARKETING AND EVENT SERVICES** is responsible for the booking of the Opera House, Davies Symphony Hall, Herbst Theatre, Green Room, and Zellerbach Rehearsal rental facilities, including license agreement administration, box office and ticket sales services, stage/event production and technical coordination, front-of-

house usher services, food and beverage concession and catering services, lost and found, customer service center, program accessibility, and public information.

**WAR MEMORIAL TRUST ADMINISTRATION** ensures that the War Memorial, a group of facilities entrusted to the City's care by the 1921 War Memorial Trust Agreement, upholds its specific duties and responsibilities under the Trust, including providing rent-free space and facilities for the San Francisco Posts of the American Legion, a named beneficiary of the Trust. The War Memorial schedules and coordinates the American Legion Posts' building occupancy and uses pursuant to the Trust provisions.

For more information, call (415) 554-6300 or 311; or visit [www.sfwmpac.org](http://www.sfwmpac.org)

# BUDGET DATA SUMMARY

	2011-12	2012-13	2013-14		2014-15	
	Actual Budget	Original Budget	Proposed Budget	Change from 2012-13	Proposed Budget	Change from 2013-14
<b>Total Expenditures</b>	15,919,646	12,115,869	11,934,740	(181,129)	12,382,285	447,545
<b>Total FTE</b>	63	63	57	(7)	58	1

## BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2013-14 proposed budget of \$11.9 million for the War Memorial is \$0.2 million, or 1.5 percent, lower than the FY 2012-13 budget of \$12.1 million. A significant amount of this decrease is due to the planned closure of the Veterans Building on July 1, 2013 for a two-year construction period to implement seismic and life safety renovations. The Veterans Building closure is projected to reduce FY 2013-14 expenditures by \$1.3 million. This savings is partially offset by an increase in salary and fringe benefits costs, an increase in utility rates, and an increase in FY 2013-14 capital project expenditures for the Opera House and Davies Symphony Hall.

The FY 2014-15 proposed budget of \$12.4 million for the War Memorial is \$0.4 million, or 3.7 percent, higher than the FY 2013-14 budget of \$11.9 million. A significant amount of this increase is due to increases in salary and fringe benefits costs, as well as the costs and debt payments associated with the War Memorial Veterans Building seismic upgrade.

### *Veterans Building Seismic Upgrade and Improvements Project*

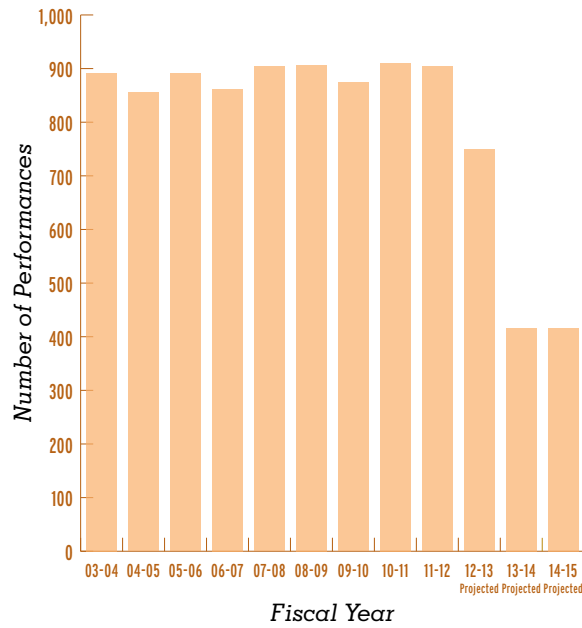
As provided in the City’s Ten-Year Capital Plan, the two-year construction period of the Veterans Building Seismic Upgrade and Improvements Project will commence on July 1, 2013. This major project represents an investment in one of San Francisco’s historic properties and has a significant impact on the War Memorial’s budget for the next two fiscal years, in terms of both revenues and

expenditures. Earned revenues from Herbst Theatre and Green Room rentals, as well as other Veterans Building occupancies, will decrease by \$0.6 million in both FY 2013-14 and FY 2014-15. Veterans Building operating expenditures will decrease by \$1.2 million in FY 2013-14, and by \$1.0 million in FY 2014-15, largely due to the reduction of positions and discontinuation of building services and utilities during the two-year Veterans Building closure. The Veterans Building Project will create hundreds of construction jobs, and the Local Hire Ordinance will insure new jobs for San Franciscans. Upon completion of the Veterans Building Project, the War Memorial will restore necessary staffing and building services and utilities, and the building will re-open with significantly improved and new facilities for veterans and arts organizations that will generate additional earned revenue.

### *Automated Booking System*

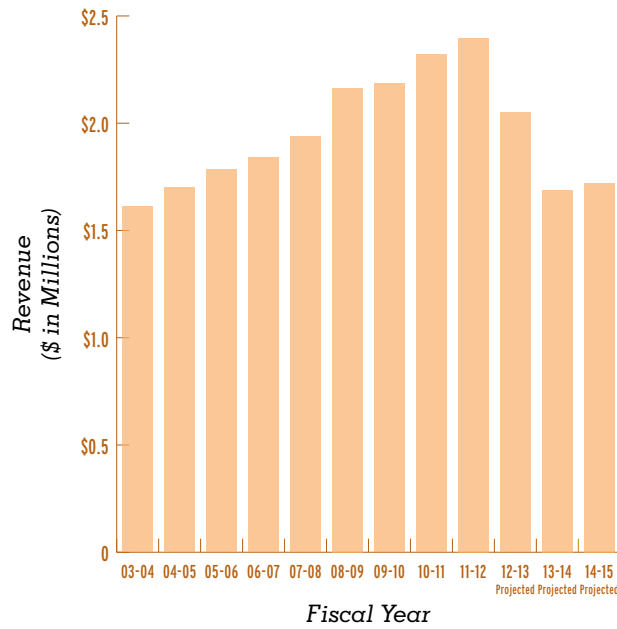
Following extensive review of available venue and room scheduling software products, the War Memorial installed new booking software in late FY 2011-12. Software customization and staff training is on-going, and full conversion from manual booking processes to online booking and scheduling is now targeted for June 2013. Automated booking will greatly improve efficiency and effectiveness of booking and licensing performance venues and will generate a wide variety of reports and data that will assist in identifying trends, creating marketing tools, and quantifying successes.

## TOTAL ANNUAL PERFORMANCES



Performances are projected to decrease in the next two fiscal years due to the seismic renovation of the War Memorial Veterans Building.

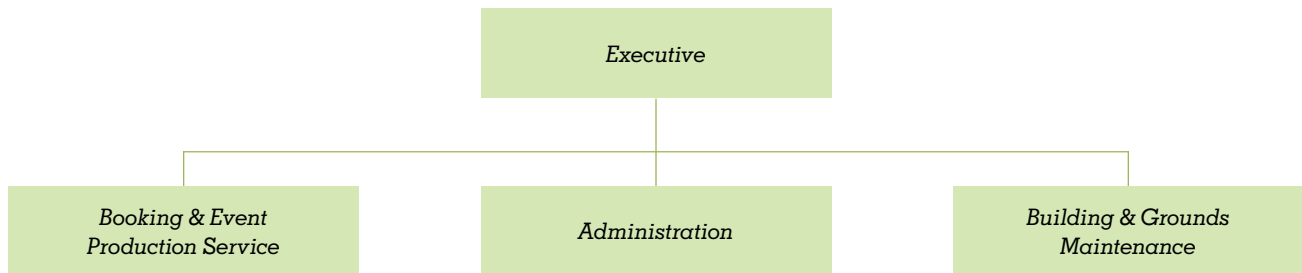
## ANNUAL EARNED REVENUE



Annual Earned Revenue from facility and equipment rental fees, food, beverage, and merchandise concession commissions are projected to decrease in the next two fiscal years due to the seismic renovation of the War Memorial Veterans Building.

---

# WAR MEMORIAL



## TOTAL BUDGET – HISTORICAL COMPARISON

	2011-12	2012-13	2013-2014		2014-2015	
	Actual	Original Budget	Proposed Budget	Chg From 2012-13	Proposed Budget	Chg From 2013-14
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	63.73	64.33	57.55	(6.78)	58.91	1.36
Non-operating Positions (cap/other)	(1.00)	(1.00)	(1.00)	0.00	(1.00)	0.00
<b>Net Operating Positions</b>	<b>62.73</b>	<b>63.33</b>	<b>56.55</b>	<b>(6.78)</b>	<b>57.91</b>	<b>1.36</b>
<b>SOURCES</b>						
Local Taxes	8,676,261	9,158,500	0	(9,158,500)	0	0
Use of Money or Property	2,033,657	1,750,852	1,519,997	(230,855)	1,547,430	27,433
Charges for Services	363,555	298,436	169,690	(128,746)	174,448	4,758
Other Revenues	601,772	0	0	0	0	0
Transfers In	2,579,509	482,500	10,357,306	9,874,806	10,142,306	(215,000)
Expenditure Recovery	274,275	231,411	0	(231,411)	0	0
Transfer Adjustments-Sources	0	(482,500)	(977,000)	(494,500)	(762,000)	215,000
Use of / (Deposit to) Fund Balance	1,390,617	676,670	864,747	188,077	1,280,101	415,354
<b>Sources Total</b>	<b>15,919,646</b>	<b>12,115,869</b>	<b>11,934,740</b>	<b>(181,129)</b>	<b>12,382,285</b>	<b>447,545</b>
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	4,797,999	5,113,966	4,688,123	(425,843)	4,855,371	167,248
Fringe Benefits	2,275,307	2,416,046	2,338,566	(77,480)	2,569,853	231,287
Overhead	0	0	249,570	249,570	249,570	0
Professional & Contractual Services	728,173	787,322	753,269	(34,053)	766,028	12,759
Materials & Supplies	253,232	288,000	252,500	(35,500)	262,500	10,000
Debt Service	0	0	500	500	169,115	168,615
Services of Other Departments	2,978,265	3,028,035	2,675,212	(352,823)	2,747,848	72,636
Transfers Out	50,000	482,500	977,000	494,500	762,000	(215,000)
Transfer Adjustments-Uses	0	(482,500)	(977,000)	(494,500)	(762,000)	215,000
<b>Uses - Operating Expenditures Total</b>	<b>11,082,976</b>	<b>11,633,369</b>	<b>10,957,740</b>	<b>(675,629)</b>	<b>11,620,285</b>	<b>662,545</b>
<b>USES - PROJECT EXPENDITURES</b>						
Facilities Maintenance	0	482,500	437,000	(45,500)	412,000	(25,000)
Capital Renewal	0	0	540,000	540,000	350,000	(190,000)
Capital Projects	4,836,670	0	0	0	0	0
<b>Uses - Project Expenditures Total</b>	<b>4,836,670</b>	<b>482,500</b>	<b>977,000</b>	<b>494,500</b>	<b>762,000</b>	<b>(215,000)</b>
<b>USES BY PROGRAM RECAP</b>						
Oper & Maint Of Museums	166,199	0	0	0	0	0
Operations & Maintenance	15,753,447	12,115,869	11,934,740	(181,129)	12,382,285	447,545
<b>Uses by Program Recap Total</b>	<b>15,919,646</b>	<b>12,115,869</b>	<b>11,934,740</b>	<b>(181,129)</b>	<b>12,382,285</b>	<b>447,545</b>

## PERFORMANCE MEASURES

	2011-2012 Actual	2012-2013 Target	2012-2013 Projected	2013-2014 Target	2014-2015 Target
<b>OPERATIONS &amp; MAINTENANCE</b>					
<b>Provide maximum number of performances and events</b>					
Opera House performances/events	181	169	169	171	171
Davies Symphony Hall performances/events	259	234	234	245	245
Herbst Theatre performances/events	286	206	190	n/a	n/a
Green Room performances/events	178	140	135	n/a	n/a
<b>Provide continued successful utilization of the facilities</b>					
Opera House percentage of days rented	94%	92%	92%	94%	92%
Davies Symphony Hall percentage of days rented	88%	81%	81%	82%	81%
Herbst Theatre percentage of days rented	81%	76%	65%	n/a*	n/a*
Green Room percentage of days rented	51%	52%	45%	n/a*	n/a*
Veterans' use of meeting rooms	468	370	340	n/a*	n/a*

\* Due to seismic retrofitting of the Veterans Building beginning July 1, 2013, there will be no use of the Herbst Theater, Green Room, or Veteran's meeting rooms in FY 2013-14 and FY 2014-15.

---

# BONDED DEBT & LONG TERM OBLIGATIONS

---



## *History Windows, 1996*

By Ann Chamberlain

District 9, General Hospital Parking Garage

The glass fiber reinforced concrete (GFRC) walls and glass brick windows created by Ann Chamberlain recall the architectural detailing on the original General Hospital buildings and present a photographic history of General Hospital, Potrero Hill, the Mission District, and the transportation systems which connect them.





---

# BONDED DEBT & LONG-TERM OBLIGATIONS

The Office of Public Finance is housed within the Controller's Office and provides and manages low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefit to the City and its citizens while balancing market and credit risk with appropriate benefits, mitigations, and controls.

---

## STRATEGIC ISSUES

- Maintain access to cost-effective borrowing.
- Maintain moderate debt and debt service payment with effective planning and coordination with City departments.
- Meet significant capital demands through debt financing and alternate financing mechanisms such as public/private partnerships.
- Achieve the highest practical credit rating.
- Ensure compliance with applicable state and federal law.
- Ensure full and timely payment of debt.

### *Background*

The City and County of San Francisco enjoys national recognition among investors in municipal debt obligations as a high profile economic center of one of the country's largest, most vibrant metropolitan areas. Investor interest benefits the City in the form of lower interest rates and lower annual debt service expenditures compared to other California cities.

The City utilizes three principal types of municipal debt obligations to finance long-term capital projects: General Obligation (G.O.) bonds, lease revenue bonds, and certificates of participation. The issuance of G.O. bonds enables the City to leverage property tax receipts

for capital expenditures associated with the acquisition or improvement of real property such as libraries, hospitals, parks, and cultural and educational facilities. G.O. bonds must be voter-approved by a two-thirds majority vote.

The City utilizes lease revenue bonds and certificates of participation to leverage General Fund receipts (such as fees and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the City. Debt service payments for lease revenue bonds and certificates of participation are typically paid from revenues of the related project or fees, taxes, or surcharges imposed on users of the project. For example, debt service on the lease revenue bonds issued to construct the Moscone Center Expansion Project are repaid primarily from the 2 percent increase in hotel taxes approved by the Board of Supervisors in August 1996 and passed by the voters in November 1998. However, the 2 percent increase is not directly pledged for such debt service and repayment can be funded from any lawful monies of the City's General Fund. Lease revenue bonds must be voter-approved by a simple majority vote.

The City utilizes Commercial Paper Certificates of Participation Program from time to time to pay approved project costs in connection with the acquisition, improvement, renovation, and construction of real property; and the acquisition of capital equipment and vehicles in anticipation of long-term financing.

## Ratings

### General Obligation Bonds

The City's G.O. bond debt, which carries the City's strongest ratings, is rated Aa1/AA/AA by Moody's Investor Services (Moody's), Standard & Poor's, and Fitch Ratings, respectively, with AAA being the highest rating attainable.

On February 5, 2013, Moody's upgraded the City and County of San Francisco's General Obligation bonds rating to "Aa1" from "Aa2". Moody's has also upgraded the rating on the City's essential-asset lease obligation and certificates of participation to "Aa3" from "A1". The outlook for the City's long-term ratings is "stable". Moody's upgrade recognizes the quality of the City's exceptionally "large tax base, wealthy populace, recovering housing market, large and diverse regional economy, and sound prospects for continued economic improvement at a rate superior to the likely state and national growth rate". The action also reflects the City's fiscal position which is likely to improve, and moderate debt levels.

On March 28, 2013, Fitch upgraded the City's general obligation bonds rating to "AA" from "AA-". Fitch also upgraded the rating on the City's lease obligation and certificates of participation to "AA-" from "A+". Fitch's outlook for the City's long-term ratings is "stable". Fitch's upgrade reflects solid improvements to the City's budgeting, planning, and reserve policies as well as the City's continued meaningful progress addressing its post-retirement benefit liabilities.

On April 15, 2013, Standard & Poor's affirmed the City's general obligation bonds "AA" rating and revised the rating outlook to "stable" from "negative".

### Lease Revenue Bonds

Standard & Poor's, Moody's, and Fitch Ratings rate the City's lease revenue bonds AA-/Aa3/AA-, respectively, with stable outlooks.

The ratings are one to two rating levels below the City's G.O. bond ratings, a normal relationship between G.O. bonds and lease revenue bonds. This difference can be attributed in part to the less stringent voter requirement for lease revenue bonds. In addition, the City has no legal obligation or authority to levy taxes for repayment, as is the case for G.O. bonds; only to appropriate rent on the use of the facilities financed when it has use and occupancy.

Despite the City's sizable budget requirements, state and federal funding uncertainties, and numerous capital projects, the ratings reflect overall strengths such as strong financial management, low to moderate debt burden, strong tax base growth, and favorable socio-economic profile.

In 2006, Standard & Poor's enhanced its analysis of financial management policies and procedures with the introduction of the concept of the Financial Management Assessment ("FMA"), a transparent assessment of a government's financial practices. Standard & Poor's has assigned a strong FMA to the City, which indicates that the City practices are strong, well-embedded, and likely sustainable.

**TABLE 1: OUTSTANDING G.O. BONDS & LONG TERM OBLIGATIONS DEBT SERVICE FOR FISCAL YEAR 2013-14**

<b>Principal Outstanding</b>	
General Obligations (as of 7/1/13)	\$1,657,133,269
Plus Expected New Issuance	\$452,860,000
<b>Total General Obligations</b>	<b>\$2,109,993,269</b>
Long-Term Obligations (as of 7/1/13)	\$1,121,277,301
Plus Expected New Issuance	\$253,560,000
<b>Total Long-Term Obligations</b>	<b>\$1,374,837,301</b>
<b>Total Principal Outstanding</b>	<b>\$3,484,830,570</b>
<b>Fiscal Year 2013-2014 Debt Service</b>	
General Obligation Bonds	\$230,004,763
Long-Term Obligations	\$124,025,744
<b>Total Annual Debt Service</b>	<b>\$354,030,507</b>

## Debt Profile

Pursuant to the City Charter, the City must have voter authorization to issue G.O. bonds and lease revenue bonds. In the case of G.O. bonds, authorization is required by a two-thirds majority vote. In the case of lease revenue bonds, authorization is required by a simple majority vote (50% of those voting plus one).

The City's outstanding General Fund debt consists of G.O. bonds, lease revenue bonds, and certificates of participation. Of the \$3.48 billion in outstanding debt and other long-term obligations, \$124.4 million or 3.6 percent are in variable rate demand bonds. In addition, there are long-term obligations issued by public agencies whose jurisdictions overlap the boundaries of the City in whole or in part.

As shown in Table 1, the Fiscal Year (FY) 2013-14 budget provides \$354.0 million for the payment of debt service on \$3.48 billion in debt and other long term obligations.

## General Obligation Bonds

The City's issuance of G.O. bonds must be approved by at least two-thirds of the voters. In addition, the principal amount of bonds outstanding at any one time must not exceed 3 percent of the assessed value of all taxable real and personal property located within the boundaries of the City.

For debt management and federal expenditure requirements, and because large-scale capital improvement projects are typically completed over a number of years, bonds are usually issued in installments. For that reason, and because

**TABLE 2: GENERAL OBLIGATION BONDS (AS OF JULY 1, 2013)**

DESCRIPTION OF ISSUE (DATE OF AUTHORIZATION)	SERIES	ISSUED	OUTSTANDING <sup>[1]</sup>	AUTHORIZED & UNISSUED
Seismic Safety Loan Program (11/3/92) <sup>[2]</sup>	2007A	\$30,315,450	\$26,323,269	\$284,684,550
Branch Library Facilities Improvement (11/7/00)	2008A	31,065,000	25,460,000	
Clean & Safe Neighborhood Parks (2/5/08)	2008B	42,520,000	35,165,000	
	2010B	24,785,000	14,025,000	
	2010D	35,645,000	35,645,000	
	2012B	73,355,000	60,270,000	8,695,000
San Francisco General Hospital and Trauma Center (11/4/08)	2009A	131,650,000	103,565,000	
	2010A	120,890,000	68,410,000	
	2010C	173,805,000	173,805,000	
	2012D	251,000,000	211,180,000	209,955,000
Earthquake Safety and Emergency Response Bond (6/8/10)	2010E	79,520,000	74,230,000	
	2012A	183,330,000	150,505,000	
	2012E	38,265,000	37,010,000	111,185,000
Road Repaving & Street Safety (11/8/11)	2012C	74,295,000	61,695,000	173,705,000
Clean & Safe Neighborhood Parks (11/6/12)				195,000,000
<b>SUBTOTALS</b>		<b>\$1,290,440,450</b>	<b>\$1,077,288,269</b>	<b>\$983,224,550</b>
General Obligation Refunding Bonds			23,520,000	
Series 2006-R1 issued 10/31/06		90,690,000	54,155,000	
Series 2006-R2 issued 12/18/06		66,565,000	30,300,000	
Series 2008-R1 issued 5/29/08		232,075,000	53,465,000	
Series 2008-R2 issued 5/29/08		39,320,000	24,610,000	
Series 2008-R3 issued 7/30/08		118,130,000	118,130,000	
Series 2011-R1 issued 11/9/2011		339,475,000	299,185,000	
Series 2011-R1 issued 11/9/2011		339,475,000	118,130,000	
<b>SUB TOTALS</b>		<b>886,255,000</b>	<b>579,845,000</b>	
<b>TOTALS</b>		<b>\$2,176,695,450</b>	<b>\$1,657,133,269</b>	<b>\$983,224,550</b>

<sup>[1]</sup> Section 9.106 of the City Charter limits issuance of general obligation bonds of the City to 3% of the personal assessment assessed value of all real and district indebtedness or any redevelopment agency indebtedness.

<sup>[2]</sup> Of the \$35,000,000 authorized by the Board of Supervisors in February 2007, \$30,315,450 has been drawn upon to date pursuant to the Credit Agreement described under "General Obligation Bonds Authorized but Unissued."

Source: Office of Public Finance, City and County of San Francisco.

G.O. bonds are repaid in the interim, the full amount of G.O. bonds authorized by the electorate typically exceeds the amount of G.O. bonds outstanding.

As of July 1, 2013, the total amount of G.O. bonds authorized by the voters but not yet issued will be \$983.2 million. Of the \$1.7 billion G.O. bonds outstanding, a total principal amount of \$2.1 billion was originally issued. Table 2 lists the City's outstanding G.O. bonds including authorized programs where G.O. bonds have not yet been issued.

Table 2 does not include the approximately \$452.9 million in general obligation bonds to be issued in June 2013 and in FY 2013-14, which includes G.O. bonds for the voter-approved San Francisco Clean and Safe Neighborhood Parks Bonds, Earthquake Safety and Emergency Response Bonds, Road Repaving and Street Safety Bonds, and the San Francisco General Hospital Bonds. Debt service on the City's G.O. bonds is repaid from taxes levied on all real and personal property within the City boundaries.

### Long-Term Obligations

Long-term obligations include lease financings known as lease revenue bonds and certificates of participation. Pursuant to the Charter, lease revenue bonds must be approved by a simple majority of the voters. As with G.O. bonds, there is frequently a significant delay between the date of voter authorization and the time the lease obligations are actually issued. As of July 1, 2013, the City will have \$1.1 billion in long-term obligations outstanding.

As shown in Table 1, the FY 2013-14 budget provides for the payment of debt service on \$1.4 billion in long-term obligations expected to be outstanding during the fiscal year, including \$253.6 million in projected new issuances. The new issuances include lease revenue bonds associated with the Equipment Purchase Program and projects for the Port of San Francisco; certificates of participation for the Hope SF project; and certificates of participation for the War Memorial Veterans Building seismic upgrade project.

In 1994, voters approved Proposition B, which authorized the issuance of up to \$60.0 million in lease revenue bonds for the acquisition and construction of a combined dispatch center for the City's emergency 9-1-1 communication system, and for the center's emergency information and communications equipment. In 1997 and 1998, the Finance Corporation issued \$22.6 million and \$23.3 million of Proposition B lease revenue bonds, respectively, leaving \$14.0 million in remaining authorization. There is no current plan to issue additional series of bonds under Proposition B. This does not include lease revenue bonds authorized by the voters in an unspecified amount under Proposition F in 1989 which may be issued to construct various parking facilities within the City.

On March 7, 2000, voters approved Proposition C, which extended a two and one half cent per \$100 in assessed valuation property tax set-aside for the benefit of the Recreation and Park Department (the Open Space Fund). Proposition C also authorizes the issuance of lease revenue bonds or other forms of indebtedness payable from the Open Space Fund. The City issued approximately \$27.0 million and \$42.4 million of such Open Space Fund lease revenue bonds in October 2006 and October 2007, respectively.

In November 2007 voters approved Proposition D which renewed a two and one half cent per \$100 in assessed valuation property tax set-aside for the benefit of the Library (the Library Preservation Fund) and authorized the City to issue lease revenue bonds or other types of debt to construct and improve library facilities. The City issued Library Preservation Fund lease revenue bonds in the amount of approximately \$34.3 million in March 2009.

### Commercial Paper Program

The Board authorized on March 17, 2009 and the Mayor approved on March 24, 2009, the establishment of a not-to-exceed \$150.0 million Commercial Paper Certificates of Participation Program (the CP Program). Under the proposed CP Program, Commercial Paper Notes (the CP Notes) will be issued from time to time to pay approved project costs in connection with the acquisition, improvement, renovation, and construction of real property and the acquisition of capital equipment and vehicles in anticipation of long-term financing to be issued when market conditions are favorable. Projects will be eligible to access the CP Program once the Board and the Mayor have approved the project and the long-term, permanent financing for the project. In June 2010, the City obtained letters of credit securing the CP Notes issued by J.P. Morgan Chase Bank, N.A. with a maximum principal amount of \$50 million and by U.S. Bank, N.A. with a maximum principal amount of \$50 million. As of April 9, 2013, the outstanding principal amount of CP Notes is \$89.0 million. The weighted average interest rate for the CP Notes is approximately 0.17 percent. The CP Program has provided interim financing for various projects, including Moscone Center Improvement, Hope SF, War Memorial, Port Facilities, and capital equipment for the Department of Public Works.

### Tax and Revenue Anticipation Notes

Pursuant to the Charter and the Constitution and laws of the State of California, the City may issue tax and revenue anticipation notes (TRANs), which are payable solely from Unrestricted Revenues of the City's General Fund in the fiscal year in which such TRANs are issued. The amount issued, when added to the interest payable in any given fiscal year, may not exceed 85 percent of the estimated Unrestricted Revenues legally available for payment of the TRANs. Proceeds of the TRANs may only be used to pay obligations of the General Fund occurring in the fiscal year in which the TRANs are issued.

## Overlapping Debt Obligations

Overlapping debt obligations are long-term obligations sold in the public credit markets by public agencies whose boundaries overlap the boundaries of the City in whole or in part. These overlapping debt obligations generally are not repaid from revenues of the City nor are they necessarily obligations secured by land within the City. In many cases, overlapping debt obligations issued by a public agency are payable only from the revenues of the public agency, such as sales tax receipts generated within the City's boundaries. Overlapping debt obligations of the City have been issued by such public agencies as the former San Francisco Redevelopment Agency, now the Office of Community Investment and Infrastructure, Association of Bay Area Government, the Bayshore-Hester Assessment District, the Bay Area Rapid Transit District (BART), the San Francisco Community College District, and the San Francisco Unified School District.

As of July 1, 2013, the City estimates that \$2.3 billion in overlapping debt obligations will be outstanding. As these are direct obligations of other public agencies, no debt service with respect to these obligations is included in the City's FY 2013-14 budget.

## Debt Limit

The City's debt limit for outstanding G.O. bond principal is governed by Section 9.106 of the City's Charter and is subject to Article XIII of the State Constitution. Under the Charter, the City's outstanding G.O. bond principal is limited to 3 percent of the assessed value of all taxable real and personal property located within the jurisdiction of the City and County of San Francisco.

As indicated in Table 3, the City has a G.O. bond limit of \$5.0 billion, based upon the Controller's Certificate of Assessed Valuation released on August 1, 2012. As of

July 1, 2013, the City will have \$1.7 billion of G.O. bonds outstanding which results in a G.O. bond debt to assessed value ratio of 1.0 percent. The City's remaining legal capacity for G.O. bond debt will be \$3.3 billion based on the FY 2012-13 Assessed Valuation. The FY 2013-14 Assessed Valuation will be released in August 2013 and will likely result in modest growth in the City's G.O. bond debt capacity.

The voters have approved an additional \$983.2 million in G.O. bonds which the City has not yet issued. The amount of authorized but unissued debt is not included in the debt limit calculation since the limit applies only to outstanding bonds. Principal on previously issued bonds is repaid on a continuous basis allowing for additional debt capacity despite continued authorization for the issuance of new debt. Furthermore, debt capacity will increase or decrease in proportion to an increase or decrease in the assessed value of all real and personal property within the City.

## Citizens' General Obligation Bond Oversight Committee

In the March 2002 Primary Election, San Francisco voters approved Proposition F, creating the Citizens' General Obligation Bond Oversight Committee (the Committee). The purpose of the Committee is to inform the public concerning the expenditure of general obligation bond proceeds. The Committee actively reviews and reports on the expenditure of taxpayers' money in accordance with the voter authorization; and convenes to provide oversight for ensuring that general obligation bond revenues are expended only in accordance with the ballot measure and no general obligation bond funds are used for any administrative salaries or other general governmental operating expenses, unless specifically authorized in the ballot measure for such general obligation bonds.

### TABLE 3: CALCULATION OF DEBT LIMIT RATIO

Debt Limit Ratio: 3% of Net Assessed Value	
Assessed Value (8/1/12)	\$172,544,301,567
Less Exemptions	(7,501,181,277)
<b>Net Assessed Value (8/1/12)</b>	<b>\$165,043,120,290</b>
Legal Debt Capacity (3 percent)	\$4,951,293,609
Outstanding G.O. Bonds (7/1/13)	\$1,657,133,269
G.O. Debt Ratio (7/1/13)	1.00%
<b>Unused Capacity</b>	<b>\$3,294,160,340</b>



Proposition F also provides that all ballot measures seeking voter authorization for general obligation bonds subsequent to the 2002 adoption of Proposition F must provide 0.1 percent of the gross proceeds from the proposed bonds be deposited in a fund established by the Controller's Office and appropriated by the Board at the direction of the Committee to cover the Committee's costs. The Committee, which was initially convened on January 9, 2003, continuously reviews existing G.O. bond programs. The Committee issues reports on the results of its activities to the Board of Supervisors at least once per year.

Since the Committee was convened in 2003, the voters have approved \$1.9 billion in G.O. Bonds to fund various bond programs such as Clean and Safe Neighborhood Parks Bonds, Earthquake Safety and Emergency Response Bonds, Road Repaving & Street Safety Bonds, and San Francisco General Hospital Bonds.

### *Enterprise Department Principal Outstanding and Debt Service for FY 2013-14*

There are six Enterprise Departments of the City and County of San Francisco that do not require discretionary

City funding for their support, or in the case of revenue bond indebtedness, to offset long-term debt. These departments are: the Airport (AIR); the Municipal Transportation Agency (MTA); the Port (PRT); the Public Utilities Commission (PUC); the Rent Arbitration Board (RNT); and the Retirement System (RET). Of these six departments, the Airport, MTA, Port, and PUC have issued revenue bonds to leverage operating revenues in order to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the public. Table 4 shows the total FY 2013-14 Enterprise Departments' principal outstanding and debt service payments due. As of July 1, 2013, the Enterprise Departments will have \$9.2 billion in principal outstanding including \$1.6 billion expected to be issued by the end of the fiscal year. The FY 2013-14 budget provides for the debt service payment of \$576.8 million in revenue bonds.

**TABLE 4: ENTERPRISE DEPARTMENT REVENUE BOND PRINCIPAL OUTSTANDING AND DEBT SERVICE FOR FISCAL YEAR 2013-14**

<b>Agency</b>	<b>Principal Amount Outstanding As of 7/1/13</b>	<b>Expected New Issuance</b>	<b>Total</b>	<b>Fiscal Year 2013-14 Principal and Interest Payments</b>
PUC <sup>1</sup>	\$4,984,307,667	\$927,949,378	\$5,912,257,045	\$192,167,286
MTA-Parking and Traffic <sup>2</sup>	60,720,000	200,000,000	\$260,720,000	12,000,000
Port Commission <sup>3</sup>	72,749,351	17,000,000	89,749,351	6,733,521
Airport Commission	4,058,750,000	426,819,856	4,485,569,856	365,927,096
<b>Total</b>	<b>\$9,176,527,018</b>	<b>\$1,571,769,234</b>	<b>\$10,748,296,252</b>	<b>\$576,827,903</b>

<sup>1</sup> Includes revenue bonds, commercial paper, State Loans.

<sup>2</sup> The SFMTA 2012 Series Revenue Bonds were issued on July 11, 2012. SFMTA 2013 Series Revenue Bonds and Commercial Papers have not yet been issued.

<sup>3</sup> Includes loans from the California Department of Boating & Waterways and the SFPUC.

---

# CAPITAL PROJECTS

---



## *Building the Iron Horse, 2010*

By Owen Smith

District 7, Laguna Honda Hospital

Owen Smith chose to illustrate the building of the Golden Gate Bridge because of the subject matter's connection to the Glen Wessel WPA murals, in the original Laguna Honda building, which include themes related to labor and the four classic elements. To Smith, the building of the Golden Gate Bridge represents human audacity, bravery, skill, and artistic and engineering achievement. The location of the bridge is a meeting of water, earth, and sky (air), and the bridge is forged in steel (fire).





---

# CAPITAL PROJECTS

---

## TEN-YEAR CAPITAL PLAN AND PROPOSED FY 2013-14 AND 2014-15 CAPITAL BUDGET

Every two years, the City Administrator submits a Ten-Year Capital Plan to the Mayor and Board of Supervisors, as required under Section 3.21 of the Administrative Code. The Ten-Year Capital Plan (the Plan) provides an assessment of the City's capital infrastructure needs and a financing plan for addressing those needs. Under the authority of the City Administrator, the Capital Planning Program prepares the Plan and presents it to the Capital Planning Committee (CPC) for review. The Plan, along with the City's Five-Year Financial Plan and Information and Communication Technology Plan, is issued in odd years. In those years, the Plan is submitted to the Board on March 1 for approval no later than May 1. Following adoption of the Plan, the Capital Planning Committee proposes a rolling two-year capital budget for consideration by the Board of Supervisors during the regular budget process.

### *Eligible Projects*

Within the Plan, capital projects fall into one of five general funding categories, which make up the City's Capital pay-as-you-go program:

#### 1. Routine Maintenance

The day-to-day maintenance of existing buildings and infrastructure, which often includes labor costs.

#### 2. Renewals

**FACILITY RENEWALS:** Investments that preserve or extend the useful life of facilities and infrastructure. Examples include the repair and replacement of major building systems such as roofs, exterior walls and windows, and heating and cooling systems.

**STREETS & RIGHT-OF-WAY RENEWALS:** Investments that preserve or extend the useful life of streets, and repair or replace infrastructure in the public right-of-way. Examples include street resurfacing, sidewalk repair, and plaza rehabilitation.

#### 3. Enhancements

**AMERICANS WITH DISABILITIES ACT (ADA) TRANSITION PLAN:** Investments that improve the accessibility of City facilities, as well as the public right-of-way including curb ramps and sidewalks.

#### **OTHER ENHANCEMENTS:**

Investments that increase an assets value or useful life and/or change its use. Examples include purchasing a new facility or park; major additions to an existing facility; and planting new trees.

#### 4. Project Development

Investments in the planning of major capital improvement programs. Examples of planning activities include project design and environmental review.

#### 5. Critical Capital Improvements and Emerging Needs

Investments that address a critical need (which may or may not be identified in the Plan whether they have been clearly defined or not) investments that can be used to leverage additional funds. Examples include emergency repairs or stabilization projects resulting from unforeseen events or disasters, building and infrastructure evaluations and studies, and improvements to comply with state, federal, or local mandates and policy priorities.

# HIGHLIGHTS OF THE FY 2014-23 CAPITAL PLAN

The City's Fiscal Year (FY) 2014-23 Ten-Year Capital Plan, adopted in April 2013, recommends total investments of \$25.1 billion between FYs 2013-14 and 2022-23. The proposed projects address a variety of critical capital needs for the City's water and sewer systems, Port and Airport, mass transit and roadway network, parks and plazas, and public health and public protection facilities. Examples of investments in the Capital Plan directed at General Fund programs and services include:

## *Improved Maintenance of City Facilities, Roads, and Infrastructure*

Overall investment levels in the maintenance and renewal of facilities and right-of-way infrastructure increase gradually over the life of the Plan. Totalling \$1.6 billion in General Fund sources, the proposed renewal investments capture 55.0 percent of the need in year one and increase to 136.0 percent in year ten of the Plan, at which point the City will begin to address the current backlog of deferred maintenance, which is projected to grow to an estimated \$1.2 billion by FY 2022-23.

## *Earthquake and Public Safety Improvements at Critical Facilities*

The Plan heavily prioritizes seismic and other public safety projects that ensure city facilities are seismically safe and operable after an emergency. These investments total more than \$1.9 billion. The highest priorities are projects in the June 2014 and June 2021 Earthquake Safety and Emergency Response General Obligation bonds, and the replacement of County Jails 3 and 4 now at the Hall of Justice.

## *Disability Access Improvements*

The Plan also prioritizes improving the accessibility of city facilities for the disabled in accordance with the City's Americans with Disabilities Act (ADA) transition plan. It recommends spending \$159.0 million over the next ten years to improve the accessibility of city facilities and the public right-of-way, including curb ramps and sidewalks.

## *Parks and Open Space Improvements*

The Plan proposes \$310.0 million in system wide work, funded primarily with bond issuances from the \$195.0 million Clean and Safe Neighborhood Parks General Obligation bond that was approved by voters in November 2012.

# IMPACT OF FY 2014-23 CAPITAL PLAN ON CITY'S OPERATING BUDGET

The City's Ten-Year Capital Plan anticipates a number of major Capital Improvement Programs that will have an impact on the City's operating budget. The City is starting to quantify these operating expenditures and include them in the Capital Plan's cost estimates and the City's long-term financial planning projections. Below are some highlights of changes to operating costs due to the projects in the Ten-Year Capital Plan. A more detailed discussion of specific projects can be found in the Ten-Year Capital Plan.

## *Growth in General Fund Cash Expenditures*

The Ten-Year Capital Plan recommends an annual increase of 10.0 percent in the level of General Fund cash expenditures for capital improvements from the inception

of the Plan in 2006. These increases are anticipated in the City's FY 2013-14 through FY 2017-18 Five-Year Financial Plan in the projection for General Fund operating revenues and expenditures. The solutions section of the Five-Year Financial Plan recommends adjusting the level of anticipated cash investments to FY 2013-14 levels and then growing at 10.0 percent per year to address projected General Fund budget shortfalls over the next five years. This strategy will be revisited in the City's next Ten-Year Capital Plan.

## *Pre-funding Capital Bond Programs*

Over the past seven years, the Capital Plan has included a policy of pre-funding planning for major capital improvement programs with General Fund pay-as-you-go funding. On several occasions in the City's history, the

City proposed to voters General Obligation (G.O.) bond programs without adequate planning or complete cost estimates. As a result, the value of the voter-approved bonds was insufficient to complete the promised project scope, leading to financial challenges. The policy of pre-funding planning for capital improvement programs has been successfully implemented with the 2008 San Francisco General Hospital rebuild bond, the 2010 Earthquake Safety and Emergency Response (ESER) bond, the 2011 Road Repaving and Street Safety Bond, and the 2012 Clean and Safe Neighborhood Parks bond. The FY 2013-14 budget includes funding to plan the second ESER bond in June 2014, and the FY 2014-15 budget includes funding to plan the Public Health bond in November 2015. This interaction between the operating budget and major capital programs has additional long-term financial benefits for the City's operating budget, since incomplete cost estimates historically have meant operating funds must be diverted to make up for shortfalls in G.O. bond-funded improvements. Furthermore, many bond eligible expenses are reimbursable to the General Fund in later years; the FY 2014-15 budget includes reimbursements for \$11.6 million in past critical project development expenses mostly from ESER 1. These funds will cover the upcoming \$11.6 million in project development in the FY 2014-15 budget for the 2015 Public Health bond and the Jail Replacement project.

### *Justice Facilities Improvement Program*

The Earthquake Safety and Emergency Response bond passed by voters in 2010, as well as a similar bond planned for 2014, are part of a larger plan to replace the seismically vulnerable Hall of Justice. The City dedicates approximately \$0.6 million per year from the General Fund in short-term repairs and upgrades to keep the Hall of Justice safe and operational until a larger portion of the building can be relocated. While the cost to relocate criminal justice functions out of the Hall of Justice is substantial, the potential cost of delaying the project is even more significant. For example, in the event of a major seismic event, the City would need to pay for the 800 prisoners and employees housed in Jails 3 and 4 to be moved to a temporary facility while building a replacement facility at a cost of several hundred of millions of dollars.

### *San Francisco General Hospital*

Over the next few years, construction will be completed on the new San Francisco General Hospital. The Department of Public Health anticipates the need for approximately \$170.0 million in equipment that cannot be paid for with G.O. bond funds. The Department hopes to fund a portion of this need with donations from the San Francisco General Hospital Foundation and \$105.0 million is included in this proposed two-year budget.

### *Streets and Right-of-Way*

Failure to maintain the City's streets leads to street reconstruction that is 4.6 times the cost of regular maintenance. General Fund impacts and cost concerns led the Mayor and President of the Board of Supervisors to create a Street Resurfacing Finance Working Group. This Working Group put forth a report detailing funding and policy options to maintain and improve the City's streets and right-of-way, in part leading to the introduction and passage of the \$248.0 million Road Repaving and Street Safety G.O. bond measure in 2011.

The City is responsible for maintaining approximately 865 miles of streets and roadways comprising of 12,855 street segments. The statewide average Pavement Condition Index (PCI) score is 66, while the San Francisco PCI is 65. The City has committed to reaching a PCI of 70 by funding street resurfacing through the General Fund after the 2012 Road Resurfacing and Street Safety General Obligation bond is exhausted, and as a result the FY 2014-15 budget includes \$40.0 million in additional General Fund monies to repave the City's streets. Over the next ten years, the Plan recommends that the City invest \$867.0 million in street repaving from all sources to improve the PCI to 70 and sustain that condition.

Additional investments are proposed in the FY 2014-23 Ten-Year Capital Plan for a comprehensive set of improvements through the Transportation and Street Infrastructure Package (TSIP), which will provide safe and complete streets in neighborhoods across the City and improve transit reliability. The Plan recommends using \$660.0 million in funding from several sources including the General Fund; the business tax, passed in November 2012; and a vehicle license fee to be proposed on the November 2014 ballot. The TSIP also includes a proposed \$150.0 million Transportation Improvement bond for the November 2014 ballot along with the vehicle license fee.

# PROPOSED CAPITAL BUDGET FOR FY 2013-14 AND FY 2014-15

For FY 2013-14 and FY 2014-15, the capital budget proposes \$210.0 million in total capital investments for General Fund departments, supporting approximately 1,900 direct and indirect jobs during the life of the projects. The fixed FY 2013-14 capital budget for Enterprise departments, approved in May 2012 and adjusted by supplemental appropriations in May 2013, includes an additional \$235.2 million in total capital projects, supporting approximately 2,000 jobs.

The proposed capital budget prioritizes critical infrastructure and life-safety projects, as well as projects that will create jobs for San Francisco residents and generate economic activity.

## *Enterprise Department Capital Projects*

Major Enterprise department projects in the FY 2013-14 budget include the continuation of the Runway Safety Area Program at the San Francisco International Airport; structural improvements to several piers along the Port's waterfront to support the America's Cup; and the Sewer System Improvement Program by the Public Utilities Commission. In addition, several major Enterprise department projects not included in the City's budget are expected to begin or make significant progress over the next two fiscal years, including the Central Subway, Doyle Drive, and the Transbay Terminal. These projects are funded outside of the City's budget process through supplemental appropriations or grant resolutions.

## *General Fund Department Capital Projects*

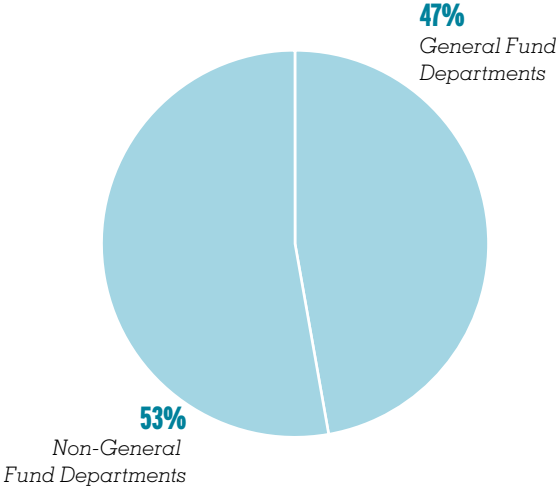
The proposed General Fund pay-as-you-go investments in the Fiscal Years 2013-14 and 2014-15 capital budget total approximately \$177.1 million. These investments include ADA improvements; routine maintenance of City assets; funding for our streets and right-of-way; renewals at facilities supporting the delivery of public safety and health services; and planning and design for critical infrastructure projects including projects related to the replacement of the Hall of Justice and the Department of Public Health. This funding commitment presents 92 percent of the Capital Plan's recommended funding level. This significant General Fund investment in capital includes \$78.1 million in FY 2013-14 and \$105.3 million in FY 2014-15. The increase in funding from FY 2013-14 to 2014-15 is due to a large General Fund increase for street repaving to make up for the expiration of the Road Resurfacing and Street Safety Bond.

Additional non-General Fund sources such as the Open Space Fund, the Marina Yacht Harbor Fund, the Golf Fund, federal and state grants, development impact fees, and other sources, bring the total capital investments for General Fund departments to approximately \$210.0 million over the next two years.

Detailed information on the evaluation and prioritization of capital projects can be found in the Executive Summary and Appendix of the FY 2014-23 Capital Plan, which is available online at [www.onesanfrancisco.org](http://www.onesanfrancisco.org)

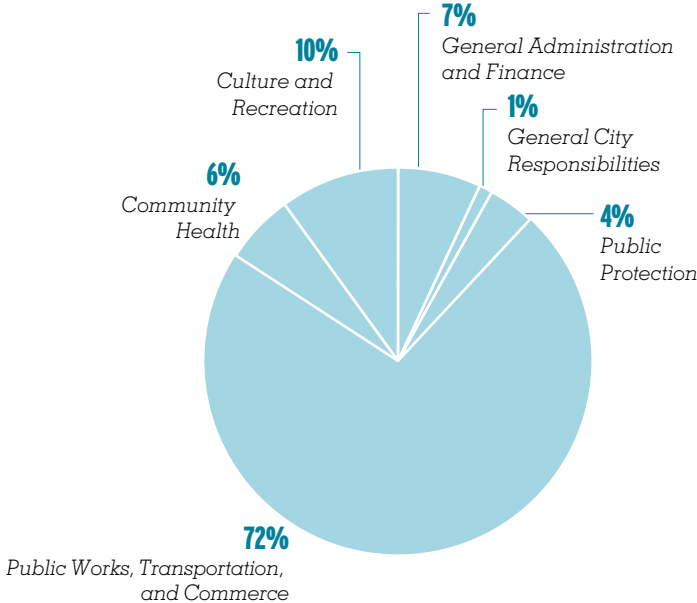
A list of projects included in the FY 2013-14 and 2014-15 proposed budget is included on the following pages.

# FY 2013-14 AND FY 2014-15 TOTAL CAPITAL BUDGET



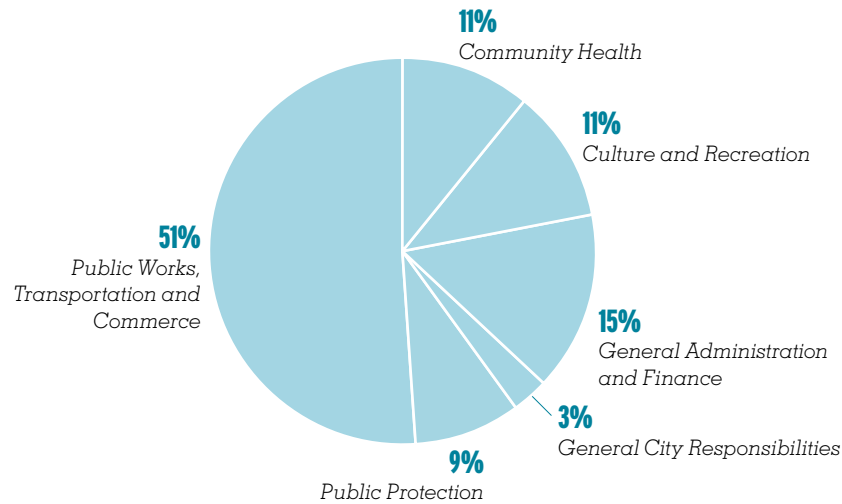
Over the next two years, \$445.2 million will be spent on capital; 47.2 percent will go towards needs for General Fund departments. However, some FY 2014-15 capital projects for the four Enterprise departments aren't captured in these figures, as they will budget for FY 2014-15 next year.

# FY 2013-14 AND FY 2014-15 CAPITAL BUDGET BY SERVICE AREA



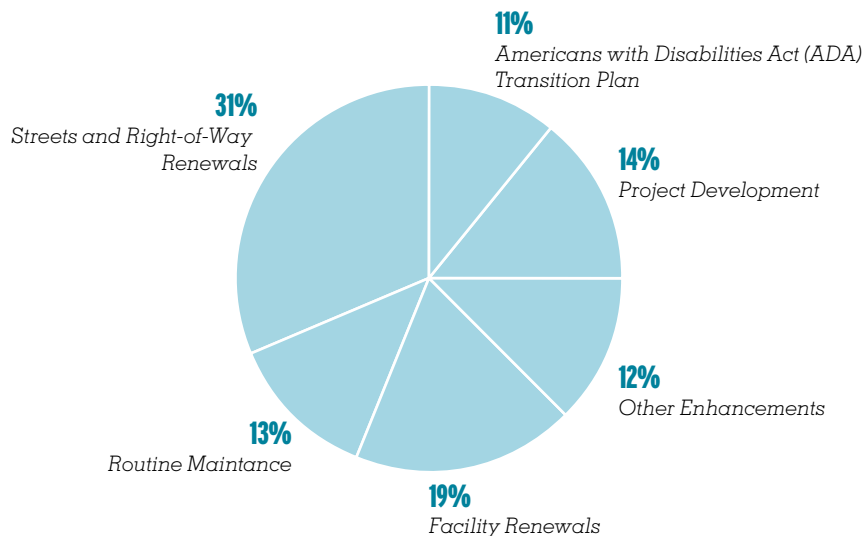
Approximately 72 percent of the City's total capital budget funds Public Works, Transportation, and Commerce projects. Because San Francisco is a City and a County, the budget includes funding for such diverse functions as street paving, pier maintenance, sewer and water system repairs, and improvements to our Airport.

## FY 2013-14 AND FY 2014-15 GENERAL FUND CAPITAL BUDGET BY SERVICE AREA



Public Works, Transportation, and Commerce represents 51.1 percent of total General Fund department capital spending. In FY 2014-15, funding for Public Works, Transportation and Commerce capital projects grows by \$41.6 million over the prior year, largely due to the City funding \$40.0 million in street repaving with General Fund monies after the Road Resurfacing and Street Safety bond funding is expended.

## FY 2013-14 AND FY 2014-15 GENERAL FUND CAPITAL BUDGET BY EXPENDITURE TYPE



Streets and Right-of-Way projects make up 31.2 percent of the General Fund capital budget; this includes spending on pothole filling, streetscape projects, greening projects, initial paving of large portions of market street, and general street resurfacing in FY 2014-15. In FY 2013-14, street resurfacing is funded with bond proceeds.

# PROPOSED CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2013-2014	Proposed 2014-2015
<b>Department : AAM ASIAN ART MUSEUM</b>				
CAA06R00AABE	BUILDING EXTERIORS	GF-ANNUAL PROJECT	46,000	
FAA06F0000FM	FACILITY MAINTENANCE	GF-ANNUAL PROJECT	220,725	228,725
FAAFAC00	AAM - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT		400,000
<b>Department :AAM Subtotal</b>			<b>266,725</b>	<b>628,725</b>
<b>Department : ADM GENERAL SERVICES AGENCY - CITY ADMIN</b>				
CAD067IPEN01	COMMUNITY OPPORTUNITIES GRANT	GF-CONTINUING PROJECTS	25,000	200,000
CAD067IPMO01	COMMUNITY OPPORTUNITIES PROGRAM	GF-CONTINUING PROJECTS	50,000	180,000
CAD067MDLHAD	ADA	GF-CONTINUING PROJECTS	200,000	
CAD067MDRPAD	ADA	GF-CONTINUING PROJECTS	500,000	1,500,000
CAD067MDYGAD	ADA	GF-CONTINUING PROJECTS	400,000	2,000,000
CAD067MEMEPD	PROJECT DEVELOPMENT	GF-CONTINUING PROJECTS	4,560,000	
CAD067RELL01	TENANT IMPROVEMENTS	GF-ANNUAL PROJECT	520,000	
CAD06RACACIF	INTERIOR FINISHES	GF-CONTINUING PROJECTS	52,000	
CAD06RRE2VEC	ELEVATOR REFURBISHMENT	GF-CONTINUING PROJECTS		1,500,000
CAD06RREBGR	ROOF REPLACEMENT	GF-CONTINUING PROJECTS	100,000	50,000
CAD06RRECHIF	INTERIOR FINISHES	GF-CONTINUING PROJECTS		300,000
CADANC00	ANIMAL SHELTER FACILITY PLAN	GF-ANNUAL PROJECT	700,000	
CADCHG11	CITY HALL EMERGENCY GENERATOR PROJECT	GF-CONTINUING PROJECTS	1,084,203	620,000
CADCHSRECH00	CITY HALL SECURITY SYSTEM	GF-CONTINUING PROJECTS	290,000	
CADEND191299	ADA MAINT&RENEWAL FY11-12 RESERVE	GF-CONTINUING PROJECTS	1,235,005	
CADEND301299	ADA SFGH CAMPUS	GF-CONTINUING PROJECTS	2,000,000	
CADEND311299	ADA GSA	GF-CONTINUING PROJECTS	1,612,000	
CADEND321299	ADA GSA	GF-CONTINUING PROJECTS	500,000	100,000
CADEND331299	ADA DPH	GF-CONTINUING PROJECTS	700,000	650,000
CADEND341299	ADA HSA	GF-CONTINUING PROJECTS		200,000
CADFIR11	CITY HALL FIRE ALARM PROJECT	GF-CONTINUING PROJECTS	313,100	
CCF50000	MOSCONE CONVENTION CENTER EXPANSION PLAN	CONV FAC FD-CONTINUING PROJECTS	3,400,000	
FADANC06	ROOF REPLACEMENT	GF-ANNUAL PROJECT	50,000	
FADCHL03	WINDOW STABILIZATION	GF-ANNUAL PROJECT		1,600,000
FADHOJBU1199	FY10-11 CIP BUDGET	GF-ANNUAL PROJECT	184,000	193,000
FADMAR01	REPAVING PROJECT	GF-ANNUAL PROJECT	300,000	
FADOF1214	FY 13-14 CIP BUDGET	GF-ANNUAL PROJECT	263,000	276,000
PATCPCPB099	CAPITAL PLANNING 06-07	GF-CONTINUING PROJECTS	750,000	750,000
<b>Department :ADM Subtotal</b>			<b>19,788,308</b>	<b>10,119,000</b>
<b>Department : AIR AIRPORT COMMISSION</b>				
CAC046UN4601	ENVIRONMENTAL IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	1,854,000	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	63,087,491	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	4,488,000	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	6,000,000	
CATCLM99	AIRPORT ANTICIPATED CLAIMS	SFIA-CONTINUING PROJ-OPERATING FD	200,000	
FAC20099	AIRFIELD FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	600,000	
FAC30099	TERMINAL FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	2,700,000	
FAC40099	GROUNDSIDE FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	700,000	
FAC45099	UTILITIES FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	2,000,000	
FAC50099	SUPPORT FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	2,500,000	
FAC55099	WEST OF BAYSHORE FACILITY MAINTENANCE	SFIA-CONTINUING PROJ-OPERATING FD	500,000	
MACART99	AIRPORT MUSEUM ART ACQUISITION	SFIA-CONTINUING PROJ-OPERATING FD	110,000	
<b>Department :AIR Subtotal</b>			<b>84,739,491</b>	<b>0</b>



# PROPOSED CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2013-2014	Proposed 2014-2015
<b>Department : ART ARTS COMMISSION</b>			
CAR067CCBV01	BVOH - RENOVATION	1,050,000	
CAR067CO00SR	CIVIC COLL - STRUCT ASSMT & REINFORCEMNT		160,000
CAR067IPMO01	PATRICIA'S GREEN ROTATING ART PROJECT	20,000	20,000
CAR06RCCAEE	AAACC - ELECTRICAL EQUIP/ROUGH-IN	159,005	
CAR06RCCAARR	AAACC - ROOF REPLACEMENT	50,000	
CAR06RCCMCHV	MCCLA - HVAC DISTRIB SYS/CONTROLS/EQUIP		250,000
CAR06RCCSORR	SOMA - ROOF REPLACEMENT	797,000	
CAR06RCO00CR	CIVIC COLL - RESTORATION		350,000
CAR06RCO00CT	CIVIC COLL - CONS ASSMT & TRTMT	100,000	155,000
CARWAR	ART MOVE TO VETERANS BUILDING	750,000	
FAR06FCC00FM	CIVIC COLL - RESTORATION	106,000	111,000
FAR06FCO00FM	CIVIC COLL - MAINTENANCE	79,000	83,000
<b>Department :ART Subtotal</b>		<b>3,111,005</b>	<b>1,129,000</b>
<b>Department : CPC CITY PLANNING</b>			
CCP067IPMO01	BRADY BLOCK PARK		100,000
CCPBMS01	BETTER MARKET STREET PROJECT	150,000	
CCPPTP01	PAVEMENT TO PARKS PROGRAM	254,312	
CCPSTI01	STREET TREE INVENTORY		200,000
<b>Department :CPC Subtotal</b>		<b>404,312</b>	<b>300,000</b>
<b>Department : DBI BUILDING INSPECTION</b>			
CBIEVT0101	ELEVATOR UPGRADE	500,000	1,000,000
CBIGEN01	GENERATOR REPLACEMENT	500,000	1,328,766
CBIHVA0101	HVAC UPGRADE	500,000	2,000,000
CBIPHN01	PHONE SYSTEM REPLACEMENT	400,000	
CBITEI0101	TENANT IMPROVEMENT	2,642,000	2,000,000
<b>Department :DBI Subtotal</b>		<b>4,542,000</b>	<b>6,328,766</b>
<b>Department : DPH PUBLIC HEALTH</b>			
CHC101	DPH ADMIN BLDG SEISMIC RETROFIT	400,000	2,500,000
CHCCUR00	CURRY CENTER PROJECT-REVENUE		150,000
CHCMPC0102	COPC MAXINE HALL -PATIEN CAP-CHN WORK	750,000	
CHCPHC0102	POTRERO HILL HLTH CTR HVAC & ROOF-CHN WK	375,000	
CHGB5R0102	BLDG 5 RENOVATION & SEISMIC RETRO-CHN	875,000	5,800,000
CHGB5S0102	SFGH BLDG 5 SWITCHBOARD REPL - CHN WORK		500,000
CHGB5W0102	SFGH BLDG 5 WARD 7A; B & C PSYCH		150,000
CHGB890102	SFGH BLDG 89 & 90 -CHN WORK	250,000	1,000,000
CHGELE0102	SFGH ELEVATOR REPLACEMENT BLDG 5-CHN	2,000,000	
CHGFAS0102	SFGH CAMPUS FIRE ALARM SYSTEM-CHN WORK		350,000
CHGKRR0102	SFGH KITCHEN RETHERM REPLACEMENT-CHN		75,000
CHLPNT0101	LHH WARDS A B C & H PAINTING		400,000
CHLPNT0201	LHH PAINT EXTERIORS K L & M WINGS		475,000
CHLROF0101	LHH ROOFING AT A B & C WINGS.		400,000
FHC20001	FACILITIES MAINTENANCE-HEALTH CENTERS	315,000	331,000
FHG20001	MISC FAC MAINT PROJ	1,155,000	1,213,000
FHL350	MISC FAC MAINT PROJ	998,000	1,048,000
GHC315	VAR LOC-MISC FAC MAINT PROJS	53,000	56,000
GHG9110101	EMS 911 FUND - ALL YEARS	506,970	
PHG101	UC MAINT/CAPITAL IMPVT FUND MASTER PRJ	692,234	
PHM313	DATA CONVERSION	116,000	122,000
<b>Department :DPH Subtotal</b>		<b>8,486,204</b>	<b>14,570,000</b>

# PROPOSED CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2013-2014	Proposed 2014-2015
<b>Department : DPW GENERAL SERVICES AGENCY - PUBLIC WORKS</b>				
CENSTRSSBU99	STREET STRUCTURES REPAIRS BUDGET ALLOCTN	GF-CONTINUING PROJECTS	500,000	1,102,500
CHUT14SRBU99	STREET RECONSTR & RENOVATION BGT ALLOC	ROAD FUND	6,884,293	7,158,942
CHUT14SRBU99	STREET RECONSTR & RENOVATION BGT ALLOC	SPECIAL GAS TAX STREET IMPVT FUND	12,165,707	12,651,058
CPWBLDSS0399	BETTER MARKET STREET BUDGET	GF-CONTINUING PROJECTS	2,320,000	
CPWBLDYDBU01	TRAINING & DEPT OPER CTR TRAILER REPLACE	GF-CONTINUING PROJECTS	450,000	
CPWBLDYDBU02	CARPENTER SHOP DUST COLLECTION SYS REWOR	GF-CONTINUING PROJECTS		303,450
CPWCRMBOBU99	BUDGET	GF-CONTINUING PROJECTS	1,247,000	
CPWCRMCRCBU99	CURB RAMPS (ADA ROW TRAN PLAN) BUDGET	GF-CONTINUING PROJECTS		4,617,996
CPWOFAERBU99	DPW-EMERGENCY CAPITAL REPAIRS BUDGET	GF-CONTINUING PROJECTS	315,000	330,750
CPWPLZPLBU99	HALLIDIE PLAZA ELEVATOR REPLACE BUDGET	GF-CONTINUING PROJECTS		500,000
CPWSSCCCBU99	IPIC-LIVING ALLEYWAY COM CHAL PROG (MK &	MARKET & OCTAVIA COMMUNITY IMPROVEMENT		250,000
CPWSSCPDBU01	TSIP-PED & BIKE SAFETY IMPROV BUDGET	GF-CONTINUING PROJECTS	1,000,000	
CPWSSCPDBU02	IPIC-PED MID-BLOCK PED PATH BET FOLSOM &	RINCON HILL & SOMA COMMUNITY FUNDS		573,000
CPWSSCSSBU01	TSIP-COMplete ST CORRIDOR DEV BUDGET	GF-CONTINUING PROJECTS	1,500,000	
CPWSSCSSBU02	TSIP-STREETScape IMP PROG (16TH ST) BUDG	GF-CONTINUING PROJECTS	1,000,000	
CPWSSCSSBU99	STREETScape IM PROJECTS BUDGET	GF-CONTINUING PROJECTS	553,000	500,000
CPWSSCSWBU99	IPIC-GENEVA WESTBOUND SIDEWALK IMP BUDGE	BALBOA PARK COMMUNITY IMPROVEMENT FUND		69,000
CPWTRNSRBU99	STREET RECONSTR & RENOVATION BGT ALLOC	GF-CONTINUING PROJECTS		40,007,812
CSMDSRSABU99	ACCELERATED SIDEWALK ABATEMENT BUDGET	GF-CONTINUING PROJECTS	194,229	852,198
CSMDSRSWBU99	EXPANDED SIDEWALK REPAIR PROGRAM - BGT	GF-CONTINUING PROJECTS	461,344	2,207,957
CUFTRNTRBU99	NEW STREET TREE PLANTING BGT ALLOCATION	GF-CONTINUING PROJECTS	584,677	536,570
CUFTRNTRBU99	NEW STREET TREE PLANTING BGT ALLOCATION	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	50,000	57,000
FBRDPWFMBU99	FACILITIES MAINTENANCE-RECURRING - BGT	GF-CONTINUING PROJECTS	367,500	385,875
GCMOFALABU99	DPW-BCM ASBESTOS & LEAD ABATEMENT - BGT	GF-CONTINUING PROJECTS	138,915	146,000
PENSTRIPBU99	STREET STRUC INSP PROG BUDGET ALLOCATN	GF-CONTINUING PROJECTS	231,000	242,550
PPWCRMCRCBU99	CURB RAMP INSPECTION & REPLACEMENT BUDGE	GF-CONTINUING PROJECTS		500,000
PPWPLZIRBU99	DPW-PLAZA INSPECTION & REPAIR BUDGET	GF-CONTINUING PROJECTS	83,075	87,229
PPWTRNLSBU99	DPW-LANDSLIDE/ROCKFALL RESPONSE BUDGET	GF-CONTINUING PROJECTS	105,000	110,250
PSMDSRSABU99	ACCELERATED SIDEWALK ABATEMENT BUDGET	OTHER SPECIAL REVENUE FUND	560,786	970,168
PSMDSRSWBU99	SIDEWALK INSPECTION/REPAIR BUDGET ALLOCA	OTHER SPECIAL REVENUE FUND	1,257,211	1,070,027
PSRTRNPRBU99	DPW-SSR POTHOLE REPAIR	GF-CONTINUING PROJECTS	1,764,000	1,852,200
PUFOFAVRBU99	MAINT. EXISTING MEDIANS-VAR - BGT	GF-CONTINUING PROJECTS	99,225	104,186
PUFTRNTMBU99	STREET TREE MAINTENANCE - BGT	GF-CONTINUING PROJECTS	936,250	248,063
<b>Department :DPW Subtotal</b>			<b>34,768,212</b>	<b>77,434,781</b>
<b>Department : DSS HUMAN SERVICES</b>				
FSS06F0000FM	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	200,000	210,000
FSS06F00CCFM	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	71,000	75,000
FSS06F00HSFM	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	84,000	88,000
<b>Department :DSS Subtotal</b>			<b>355,000</b>	<b>373,000</b>
<b>Department : ECD EMERGENCY MANAGEMENT</b>				
CED06700DCHR	DEM CABLE VAULT HARDENING REALIGNMENT PR	GF-CONTINUING PROJECTS	50,000	
CED06700DCHV	DEM DATA CENTER HVAC IMPROVEMENTS	GF-CONTINUING PROJECTS	171,850	
CED06R00TUBE	911 CENTER 1003 TURK ST GUTTER REPLCMT	GF-CONTINUING PROJECTS		218,000
CED06R00TUEE	ELECTRICAL IMPROVEMENTS FOR 1011 TURK ST	GF-CONTINUING PROJECTS	379,000	
<b>Department :ECD Subtotal</b>			<b>600,850</b>	<b>218,000</b>
<b>Department : FAM FINE ARTS MUSEUM</b>				
CFA06R00DY01	DY -DRAINAGE REPAIRS	GF-CONTINUING PROJECTS		150,000
CFA06R00DYBE	DY - EXTERIOR LIGHTING	GF-CONTINUING PROJECTS		175,000
CFA06R00DYHV	DY - VIBRATION ANALYSIS	GF-CONTINUING PROJECTS		25,000
CFA06R00LHBE	LH - MASONRY	GF-CONTINUING PROJECTS	137,255	416,745
CFA06R00LHEC	LH - ELEVATOR REFURBISHMENT	GF-CONTINUING PROJECTS		20,000
CFA06R00LHHV	LH - HVAC	GF-CONTINUING PROJECTS	268,750	
CFA06R00LHRR	LH - ROOF REPLACEMENT	GF-CONTINUING PROJECTS	417,254	319,188
FFA06F0000FM	FAM - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	158,000	166,000
<b>Department :FAM Subtotal</b>			<b>981,259</b>	<b>1,271,933</b>

# PROPOSED CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2013-2014	Proposed 2014-2015
<b>Department : FIR FIRE DEPARTMENT</b>				
CFC067DS00SR	SEISMIC REINFORCEMENT	GF-CONTINUING PROJECTS	100,000	
CFC06RDS0001	EXHUAUST EXTRACTORS	GF-CONTINUING PROJECTS	250,000	300,000
CFC06RDS0002	BOILERS	GF-CONTINUING PROJECTS	282,500	332,500
CFC06RDS0003	APPARATUS DOOR REPLACEMENT	GF-CONTINUING PROJECTS	100,000	200,000
CFC06RDS00EG	EMERGENCY GENERATORS	GF-CONTINUING PROJECTS		500,000
CFC06RDS00HV	HVAC	GF-CONTINUING PROJECTS		250,000
FFC06F0000FM	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	600,000	670,000
FFC06F000TFM	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	289,000	303,000
<b>Department :FIR Subtotal</b>			<b>1,621,500</b>	<b>2,555,500</b>
<b>Department : GEN GENERAL CITY RESPONSIBILITY</b>				
PGEPHR00	PUBLIC HOUSING REBUILD FUND	GF-CONTINUING PROJECTS	2,963,890	2,984,490
<b>Department :GEN Subtotal</b>			<b>2,963,890</b>	<b>2,984,490</b>
<b>Department : JUV JUVENILE PROBATION</b>				
CJV067LC00MP	MASTER PLAN	GF-CONTINUING PROJECTS	200,000	300,000
CJV06RLC00RR	ROOF REPLACEMENT	GF-ANNUAL PROJECT		350,000
CJV06RYG00RP	REPAVING	GF-CONTINUING PROJECTS		200,000
CJV06RYGJBE	BUILDING EXTERIORS	GF-CONTINUING PROJECTS		250,000
CJV06RYGJHV	HVAC DISTRIBUTIONS SYS/CONTROLS/EQUIP	GF-CONTINUING PROJECTS		400,000
CJV06RYGYAFD	FIRE DETECTION/PROTECTION SYS	GF-CONTINUING PROJECTS	547,000	
CJV13213	PLUMBING REPLCMNT AT LCR FY12-13	GF-ANNUAL PROJECT	61,000	
FJV06F0000FM	JUV - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	497,000	364,000
<b>Department :JUV Subtotal</b>			<b>1,305,000</b>	<b>1,864,000</b>
<b>Department : LIB PUBLIC LIBRARY</b>				
CLBPOPBR14BU	POST-OCCUPANCY ENHANCMTS FY13-14 BGT	LIBRARY FUND - CONTINUING PROJECTS	250,997	
CLBPOPBR15BU	POE-F15-BUDGET	LIBRARY FUND - CONTINUING PROJECTS		195,855
CLBTNCA14BU	TEEN CENTER-FY14-BUDGET	LIBRARY FUND - CONTINUING PROJECTS	1,650,000	
FLBCPC	10 YEAR CAPITAL PLANNING PROGRAM	LIBRARY FUND - CONTINUING PROJECTS	150,000	
<b>Department :LIB Subtotal</b>			<b>2,050,997</b>	<b>195,855</b>
<b>Department : MTA MUNICIPAL TRANSPORTATION AGENCY</b>				
		MUNI-OPERATING-NON-PROJ-CONTROLLED FD	5,046,621	5,046,621
<b>Department :MTA Subtotal</b>			<b>5,046,621</b>	<b>5,046,621</b>
<b>Department : POL POLICE</b>				
CPC0670000SR	POLICE STATIONS SEISMIC IMPROVEMENTS	GF-CONTINUING PROJECTS	180,000	
CPC06700MD01	SFPD MARINE BOAT DOCK	GF-CONTINUING PROJECTS	25,000	
CPC06700MI01	MISSION SECURITY FENCING	GF-CONTINUING PROJECTS		250,000
CPC06R000001	POLICE STATIONS HOT WATER SUPPLY SYSTEMS	GF-CONTINUING PROJECTS	50,000	50,000
CPC06R000002	POLICE FACILITIES DRAINAGE REPAIRS	GF-CONTINUING PROJECTS	50,000	150,000
CPC06R0000HV	POLICE STATION HVAC UPGRADES	GF-CONTINUING PROJECTS	375,000	
CPC06R0000RR	POLICE FACILITIES ROOFS REPAIRS	GF-CONTINUING PROJECTS		250,000
CPC06R00ACHV	ACADEMY HVAC AND ELECTRICITY UPGRADES	GF-CONTINUING PROJECTS	250,000	
CPC06R00LM01	LAKE MERCED RANGE MAINTENANCE PROJECTS	GF-CONTINUING PROJECTS	200,000	200,000
CPC06R00ST00	GGP STABLES RENOVATION	GF-CONTINUING PROJECTS	227,000	500,000
FPC06F0000FM	POLICE FACILITIES MAINTENANCE	GF-CONTINUING PROJECTS	105,000	110,000
GPC06F0000HZ	POLICE HAZMAT ABATEMENT	GF-CONTINUING PROJECTS	21,000	22,000
<b>Department :POL Subtotal</b>			<b>1,483,000</b>	<b>1,532,000</b>

# PROPOSED CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2013-2014	Proposed 2014-2015
<b>Department : PRT PORT</b>				
CPO61901	EMERGENCY FACILITY MAINTENANCE	PORT-CONTINUING PROJ-OPERATING FD	502,776	
CPO6251901	MAINTENANCE DREDGING FY 11/12 & FY 12/13	PORT-CONTINUING PROJ-OPERATING FD	3,200,000	550,000
CPO68001	PORT ADA TRANSITION PLAN	PORT-CONTINUING PROJ-OPERATING FD	300,000	
CPO72001	PIER 80/92/96 TRACK MAINT.	PORT-CONTINUING PROJ-OPERATING FD	100,000	
CPO7271101	MATERIALS TESTING FY 12/13 & FY 13/14	PORT-CONTINUING PROJ-OPERATING FD	750,000	
CPO75901	ROOF REPAIR PROJECT	PORT-CONTINUING PROJ-OPERATING FD	1,725,224	
CPO76101	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	2,690,000	
CPO77401	GREENING/BEAUTIFICATION IMP - S.WATERFNT	PORT-CONTINUING PROJ-OPERATING FD	150,000	
CPO77601	LEASING CAPITAL IMPROVEMENT PROJECT	PORT-CONTINUING PROJ-OPERATING FD	100,000	
CPO77801	PIER STRUCTURE RPR PRJT PH II	PORT-CONTINUING PROJ-OPERATING FD	732,000	
CPO79401	SO WATERFRNT OPEN SPACE ENHNCMNTS/ALTERN	PORT-CONTINUING PROJ-OPERATING FD	550,000	
CPO79601	PIER 70 INFRASTRUCTURE PLAN	PORT-CONTINUING PROJ-OPERATING FD	200,000	
CPO9219ARJ01	P35 SUBSTRUCTURE REPAIR	PORT-CONTINUING PROJ-OPERATING FD	3,000,000	
GPO22801	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	190,000	
GPO23601	PUBLIC ACCESS IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	75,000	
GPO53601	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	185,000	
GPO54301	FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	287,000	
GPO54701	WHARF J-10 OVERSIGHT	PORT-OPERATING-ANNUAL PROJECTS	40,000	
GPO54801	ABANDONED MAT/ILLEGAL DUMPING CLEANUP-RE	PORT-OPERATING-ANNUAL PROJECTS	180,000	
GPO54901	ICS TRAINING DVLPMNT & IMPLEMENTATION	PORT-OPERATING-ANNUAL PROJECTS	25,000	
GPO55001	HAZARDOUS WASTE ASSESSMENT & REMOVAL	PORT-OPERATING-ANNUAL PROJECTS	50,000	
GPO55101	A/E CNSLTNG PRJT PLNNING; DSG & COST EST	PORT-OPERATING-ANNUAL PROJECTS	450,000	
GPO55501	PIER 90 SUBSURFACE PETROLEUM INVSTGION	PORT-OPERATING-ANNUAL PROJECTS	40,000	
GPO55601	UTILITY ANNUAL MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	50,000	
GPO55701	OIL SPILL RESPONSE TRAINING & INVSTGION	PORT-OPERATING-ANNUAL PROJECTS	90,000	
GPO55901	EMERGENCY OPERATIONS EQUIPT & DOC SUPPLI	PORT-OPERATING-ANNUAL PROJECTS	25,000	
GPO56101	PIER 94/96 BACKLANDS SITE INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	30,000	
GPO56301	EMERGE CITYWIDE PAYROLL PROJECT	PORT-OPERATING-ANNUAL PROJECTS	151,526	
GPO56501	SANITARY SEWER MANAGEMENT PLAN	PORT-OPERATING-ANNUAL PROJECTS	90,000	
GPO56601	PORT RESILIENCE & RECOVERY PROJECT	PORT-OPERATING-ANNUAL PROJECTS	50,000	
GPO56801	PIER 80 UST INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	75,000	
GPO56901	GIS PROJECT	PORT-OPERATING-ANNUAL PROJECTS	208,000	
GPO57101	ORACLE R12 UPGRADE PROJECT	PORT-OPERATING-ANNUAL PROJECTS	300,000	
GPO57201	AMERICA'S CUP	PORT-OPERATING-ANNUAL PROJECTS	350,000	
GPO62401	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	109,000	
GPO63201	HERON'S HEAD PARK (PIER 98)	PORT-OPERATING-ANNUAL PROJECTS	115,000	
GPO72802	PORT EVENTS & PROMOTION	PORT-OPERATING-ANNUAL PROJECTS	150,000	
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	PORT-OPERATING-ANNUAL PROJECTS	565,000	
<b>Department : PRT Subtotal</b>			<b>17,880,526</b>	<b>550,000</b>

# PROPOSED CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2013-2014	Proposed 2014-2015
<b>Department : PUC PUBLIC UTILITIES COMMISSION</b>				
CUH88701	SF ELECTRICAL RELIABILITY/TRANSBAY PRJCT	TRANSBAY CABLE	2,000,000	2,000,000
CUH99801	CAMP MATHER LEACH FIELD PROJECT	HETCHY CONTINUING PROJ-OPERATING FD	1,000,000	
CUW25701	WATERSHED PROTECTION	SFWD-CONTINUING PROJ-OPERATING FD	500,000	500,000
CUW26501	LANDSCAPE CONSERVATION PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	1,500,000	2,000,000
CUW27101	LONG TERM MONITORING & PERMIT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	3,520,000	4,629,000
FUH10001	HETCHY WATER - FACILITIES MAINTENENCE	HETCHY OPERATING-ANNUAL PROJECTS	1,600,000	1,600,000
FUW10101	AWSS MAINTENANCE - CDD	SFWD-OPERATING-ANNUAL PROJECTS	500,000	500,000
FUW10201	WATER ENTERPRISE-WATERSHED PROTECTION	SFWD-OPERATING-ANNUAL PROJECTS	1,996,000	1,696,000
PUH50301	ARC FLASH & ELECTRICAL HAZARD	HETCHY OPERATING-ANNUAL PROJECTS	357,000	
PUH50401	WECC/NERC COMPLIANCE	HETCHY OPERATING-ANNUAL PROJECTS	2,672,000	2,672,000
PUW50201	WATER RESOURCES PLANNING AND DEVELOPMENT	SFWD-OPERATING-ANNUAL PROJECTS	2,100,000	1,000,000
PUW51100	TREASURE ISLAND - MAINTENANCE	HETCHY OPERATING-ANNUAL PROJECTS	2,910,000	2,997,000
PUW51100	TREASURE ISLAND - MAINTENANCE	SFWD-OPERATING-ANNUAL PROJECTS	1,132,000	1,165,000
PUW51101	TREASURE ISLAND - WASTEWATER	CWP-OPERATING-ANNUAL PROJECTS	1,200,000	1,236,000
PUW51401	525 GOLDEN GATE - O & M	CWP-OPERATING-ANNUAL PROJECTS	692,000	713,000
PUW51401	525 GOLDEN GATE - O & M	HETCHY OPERATING-ANNUAL PROJECTS	359,000	370,000
PUW51401	525 GOLDEN GATE - O & M	SFWD-OPERATING-ANNUAL PROJECTS	2,240,000	2,300,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	CWP-OPERATING-ANNUAL PROJECTS	2,424,000	2,424,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	HETCHY OPERATING-ANNUAL PROJECTS	1,248,000	1,248,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	SFWD-OPERATING-ANNUAL PROJECTS	9,167,000	9,166,000
PWW10001	LOW IMPACT DEVELOPMENT	CWP-OPERATING-ANNUAL PROJECTS	1,181,000	681,000
PYAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	CWP-OPERATING-ANNUAL PROJECTS	697,864	300,000
PYAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	HETCHY OPERATING-ANNUAL PROJECTS	332,136	150,000
PYAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	SFWD-OPERATING-ANNUAL PROJECTS	1,290,000	1,150,000
<b>Department :PUC Subtotal</b>			<b>42,618,000</b>	<b>40,497,000</b>
<b>Department : REC RECREATION AND PARK COMMISSION</b>				
CRPACQ01	OS ACQUISITION-BUDGET	OPEN SPACE-CONTINUING PROJECTS	2,028,000	2,149,000
CRPADA01	ADA COMPLIANCE-BUDGET	GF-CONTINUING PROJECTS	300,000	800,000
CRPCCPCAC01	CIVIC CENTER PLAZA ADA BUDGET	GF-CONTINUING PROJECTS	850,000	650,000
CRPCON01	OPEN SPACE CONTINGENCY-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,217,000	1,289,000
CRPCPM01	OS CAPITAL PROGRAM MGMT-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,000,000	1,000,000
CRPENH1FPK	17TH & FOLSOM PARK	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	300,000	1,120,000
CRPENHEN01	EASTERN NEIGHBORHOOD PARK REHAB BUDGET	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND		400,000
CRPENHSMPLO1	SOMA PLANNING PROCESS - BUDGET	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	100,000	
CRPERW01	EROSION CONTROL & RETAINING WALL REPL	GF-CONTINUING PROJECTS	247,000	247,000
CRPGAR01	OS COMMUNITY GARDENS-BUDGET	OPEN SPACE-CONTINUING PROJECTS	200,000	200,000
CRPGGPBI01	GGP BISON PADDOCK FENCING BUDGET	GF-CONTINUING PROJECTS	200,000	
CRPGLF01	GOLF PROGRAM	GOLF FUND -CONTINUING PROJECTS	320,000	330,000
CRPIRR01	IRRIGATION SYSTEMS	GF-CONTINUING PROJECTS		500,000
CRPKRT01	KEZAR RUNNING TRACT REPLACEMENT	GF-CONTINUING PROJECTS	2,000,000	
CRPMOCMHPG01	MARGARET HAYWARD PLAYGROUND BUDGET	MARKET & OCTAVIA COMMUNITY IMPROVEMENT		50,000
CRPNRVERPP01	EMERGING NEEDS PROJECTS BUDGET	2000 VARIOUS PARK LSE REV BOND-S2004	1,778,961	
CRPPFR01	PLAYING FIELDS REPLACEMENT	GF-CONTINUING PROJECTS		1,074,240
CRPPMGPS01	PORTSMOUTH SQUARE GARAGE REHAB BUDGET	GF-CONTINUING PROJECTS		300,000
CRPPRP01	PUMP REPLACEMENT PROJECT-BUDGET	GF-CONTINUING PROJECTS	250,000	250,000
CRPRHPRHGP01	RINCON HILL-GUY PLACE PARK BUDGET	RINCON HILL & SOMA COMMUNITY FUNDS	500,000	2,227,900
CRPRSF01	COURT RESURFACING	GF-CONTINUING PROJECTS		400,000
CRPSEC01	SECURITY AND LIGHTING SYSTEM-BUDGET	GF-CONTINUING PROJECTS	125,000	125,000
CRPSSD01	SOMA SKATE PARK & DOG PARK	GF-CONTINUING PROJECTS	1,603,626	
CRPTH01	TELEGRAPH HILL STABILIZATION-BUDGET	GF-CONTINUING PROJECTS	250,000	
CRPVVHTBV01	HILLTOP TRAIL TO BAYVIEW HILL BUDGET	VISITACION VALLEY INFRASTRUCTURE FUND	340,000	275,000
CRPYFREHRN	EAST HARBOR RENOVATION	R&P-MARINA YACHT HARBOR FUND	200,000	
CRPYRP01	MARINA YACHT RENOVATION PROGRAM	R&P-MARINA YACHT HARBOR FUND	200,000	
FRPCOM01	MONSTER PARK - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	1,837,500	
FRPFRH01	FIELD REHABILITATION	GF-ANNUAL PROJECT	103,000	56,000
FRPGEN01	GENERAL FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	811,500	695,000
FRPMAT01	MATHER FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	210,000	221,000
FRPMBB01	MIDNIGHT BASKETBALL - BUDGET	GF-ANNUAL PROJECT	68,000	68,000

# PROPOSED CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2013-2014	Proposed 2014-2015
FRPYFM01	MYH-FACILITIES MAINTENANCE-BUDGET	R&P-MARINA YACHT HARBOR FUND	300,000	300,000
FRPYFMWHDR01	MARINA RENO. WEST HARBOR DREDGING BUDGET	R&P-MARINA YACHT HARBOR FUND	273,048	99,198
PRPMDP01	MISSION DOLORES PG FAC MAINT RESERVE	GF-CONTINUING PROJECTS	15,000	15,000
<b>Department :REC Subtotal</b>			<b>17,627,635</b>	<b>14,841,338</b>
<b>Department : REG ELECTIONS</b>				
PRG04300	REG - WAREHOUSE MOVE	GF-NON-PROJECT-CONTROLLED		2,000,000
<b>Department :REG Subtotal</b>			<b>0</b>	<b>2,000,000</b>
<b>Department : SCI ACADEMY OF SCIENCES</b>				
CSC06R00SCHV	AHU REPLACEMENT	GF-CONTINUING PROJECTS	250,000	
FSC06F0000FM	FACILITES MAINTENANCE	GF-ANNUAL PROJECT	218,400	226,400
<b>Department :SCI Subtotal</b>			<b>468,400</b>	<b>226,400</b>
<b>Department : SHF SHERIFF</b>				
CSH0670000PD	PROJECT DEVELOPMENT	GF-NON-PROJECT-CONTROLLED	275,000	
CSH067CJ03PD	PROJECT DEVELOPMENT	GF-CONTINUING PROJECTS	2,140,000	2,550,000
CSH06RCJ0101	HOLDING CELL IMPROVEMENT	GF-CONTINUING PROJECTS	100,000	
CSH06RCJ0102	HOT WATER SYSTEM IMPROVEMENT	GF-CONTINUING PROJECTS		205,000
CSH06RCJ01CC	CLOSED CIRCUIT SECURITY EQUIPMENT	GF-CONTINUING PROJECTS	50,000	
CSH06RCJ01RR	ROOF REPAIR	GF-CONTINUING PROJECTS		250,000
CSH06RCJ0201	CELL SECURITY REFURBISHMENT	GF-CONTINUING PROJECTS	185,000	200,000
CSH06RCJ02ES	EQUIPMENT REPLACEMENT	GF-CONTINUING PROJECTS	165,000	
CSH06RCJ0301	VISITOR AREA UPGRADE	GF-CONTINUING PROJECTS		110,000
CSH06RCJ031F	INTERIOR FINISH	GF-CONTINUING PROJECTS	137,000	
CSH06RCJ04ES	EQUIPMENT REPLACEMENT	GF-CONTINUING PROJECTS		60,000
CSH06RCJ05ES	EQUIPMENT REPLACEMENT	GF-CONTINUING PROJECTS		132,000
FSH06F0000FM	FACILITES MAINTENANCE	GF-ANNUAL PROJECT	368,000	386,000
FSH06FCJ03FM	FACILITES MAINTENANCE	GF-ANNUAL PROJECT	150,000	150,000
<b>Department :SHF Subtotal</b>			<b>3,570,000</b>	<b>4,043,000</b>
<b>Department : WAR WAR MEMORIAL</b>				
CWM06R00DSEC	DS ELEVATOR REFURBISHMENT	WAR MEMORIAL-CONTINUING PROJECTS		350,000
CWM06R00DSIF	DS INTERIOR FINISHES	WAR MEMORIAL-CONTINUING PROJECTS	400,000	
CWM06R000HRR	OH ROOF REPLACEMENT	WAR MEMORIAL-CONTINUING PROJECTS	140,000	
FWM06F0000FM	WAR - FACILITY MAINTENANCE	WAR MEMORIAL-ANNUAL PROJECTS	437,000	412,000
<b>Department :WAR Subtotal</b>			<b>977,000</b>	<b>762,000</b>
<b>Capital Project Total</b>			<b>255,655,935</b>	<b>189,471,409</b>



---

# INFORMATION & COMMUNICATION TECHNOLOGY PROJECTS

---



## *Celebrate Ability, 2013*

By Johanna Poethig

District 5, Hamilton Recreation Center

*Celebrate Ability* is a series of mosaic medallions that play with words and images of California native species to highlight the shared activities that take place at the Center.





---

# INFORMATION & COMMUNICATION TECHNOLOGY PROJECTS

---

## INFORMATION & COMMUNICATION TECHNOLOGY (ICT) PLAN AND THE PROPOSED FY 2013-14 AND FY 2014-15 BUDGET

Every other year, the City Administrator submits an Information & Communication Technology Plan (ICT Plan) to the Mayor and Board of Supervisors, as required under Section 22.A of the Administrative Code. The ICT Plan provides an assessment of the City's information and communication technology (IT) needs for the next five years and a financing plan for addressing those needs. Under the authority of the City Administrator, the Committee on Information Technology (COIT) prepares the ICT Plan. The Plan is submitted to the Board of Supervisors on March 1 for approval no later than May 1. Following adoption of the Plan, COIT proposes a two-year IT budget for consideration by the Mayor and Board of Supervisors during the regular budget process. The FY 2013-14 through FY 2017-18 ICT Plan was unanimously adopted by the Board of Supervisors in April 2013.

### *Eligible Projects*

Within the Plan, IT projects fall into four major categories:

#### **1. New / Enhancements**

Investments that increase an asset's value or useful life

and/or change its use. These typically result from the passage of new laws or mandates, functional changes, or technological advancements.

#### **2. Renewals / Replacements**

Investments to preserve or extend the useful life of existing IT infrastructure.

#### **3. Routine Maintenance**

Projects that provide for the day-to-day maintenance of existing IT infrastructure, including labor costs. Unlike renewals and enhancements, these costs are often funded within departments' operating budgets.

#### **4. Critical Project Development**

Funding for pre-project development and planning. This category continues the City's commitment established through the Capital Planning Program to funding pre-development planning, so that project costs and impacts are clearly understood before a decision is made to either fund or place a project before voters.

## HIGHLIGHTS OF THE FY 2013-14 THROUGH FY 2017-18 ICT PLAN

The City's ICT Plan, adopted in April of 2013, identifies goals and priorities to guide the Committee on Information Technology (COIT) as it evaluates departmental IT project requests.

ICT Plan recommends prioritizing projects that:

### *Make Government More Efficient & Effective*

In all economic climates, the City will strive to become more efficient and effective in all business operations and public service offerings. Technology enables and supports

the City's efforts to maximize resources and provide the best possible service to its constituents.

### *Improve Public Access & Transparency*

The City recognizes that a foundation of effective governance is the provision of public access to City information and services. The City will invest in projects to expand online services, improve access to citywide information, and address the digital divide.

### *Strengthen Security & Disaster Preparedness*

The City considers the protection of its business systems and services a primary objective. The City's IT Security

program takes a holistic approach to protecting City government services and providing secure, reliable technology solutions for constituents and visitors.

### *Support & Maintain Critical City IT Infrastructure*

Investing in the City's IT infrastructure continues to be a foundational need. The ICT Plan recommends that the City will invest in this crucial area to implement new systems as well as also sustain current systems.

During the five-year period covered by the ICT Plan, FY 2014-18, departments requested a total of \$548.0 million in IT project funding. The ICT Plan identified a \$205.4 million funding gap and proposed a number of financial strategies to address the shortfall.

## **FISCAL YEARS 2013-14 AND FY 2014-15 FOR PROPOSED IT PROJECT BUDGET**

Departments proposed \$199.5 million in IT projects for FYs 2013-14 and 2014-15, including \$102.0 million in General Fund requests and \$97.5 million in non-General Fund requests. The Committee on Information Technology recommends funding priority IT projects through \$59.8 million of General Fund support and \$100.3 million of non-General Fund support.

### *Non-General Fund Department IT Projects*

Major non-General Fund projects in the Mayor's FY 2013-14 and 2014-15 proposed budget include a variety of large, multi-year projects such as: electronic medical records conversion at the Department of Public Health; replacement of the secure local area network at the Airport; implementation of systems monitoring and control at the Public Utilities Commission; and a train controls systems upgrade at the Municipal Transportation Agency.

### *General Fund Support of IT Projects*

The FY 2013-14 and 2014-15 budget includes General Fund of \$59.8 million in new and continuing IT investments. Major projects include:

- \$27.0 million to fund IT infrastructure at the new San Francisco General Hospital.
- \$17.1 million in public safety investments for: computer aided dispatch and fire station alerting; the development of an interoperable public safety data network; high-tech mobile devices for police officers; crime data warehouse; planning and project development of the public safety radio system replacement; and IT infrastructure for the new Public Safety Building.
- \$1.3 million to complete the scoping of the replacement of the City's legacy financial system.
- \$3.0 million to provide security for projects that include the protection of radio sites, on-going IT security measures, and citywide financial systems disaster recovery.
- \$1.1 million in investments for fiber and wi-fi to city buildings.

Detailed information about these and other proposed IT projects and a full copy of the City's ICT Plan can be found online at [www.sfcoit.org](http://www.sfcoit.org)

---

# COMMONLY USED TERMS

---



## *Swimmers' Waves, 2008*

By Catherine Wagner

District 4, Sava Pool

*Swimmer's Waves* consists of 27 porcelain enamel panels with images of the waves created by swimmers in a pool. Two of the panels include an image of the beloved former lifeguard Charlie Sava.



# COMMONLY USED TERMS

**ACCRUAL BASIS ACCOUNTING** – An accounting methodology that recognizes revenues or expenditures when services are provided.

**ANNUAL APPROPRIATION ORDINANCE (AAO)** – The piece of legislation that enacts the annual budget.

**ANNUAL SALARY ORDINANCE (ASO)** – The piece of legislation that grants departments the authority to fill a specified number of positions during the fiscal year. Note that this is not the same as having the funding to fill that number of positions. The ASO is passed at the same time as the AAO.

**ANNUALIZATION** – Adjusting a partial year revenue or expense to reflect a full year's worth of income or spending.

**ATTRITION SAVINGS** – Salary savings that result when positions at a department are vacant.

**BALANCING** – Process of making revenues match expenditures within each departmental budget and within the City budget as a whole.

**BASELINE** – (1) The annualized budget for the current fiscal year, which serves as the starting point for preparing the next fiscal year's budget. (2) A required minimum of spending for a specific purpose.

**BUDGET CYCLE** – The period of time in which the City's financial plan for the upcoming fiscal year is developed; submitted to, reviewed, and enacted by the Board of Supervisors and signed by the Mayor; and implemented by city departments.

**CAPITAL BUDGET** – Funds to acquire land, plan and construct new buildings, expand or modify existing buildings, and/or purchase equipment related to such construction.

**CASH BASIS ACCOUNTING** – An accounting methodology that recognizes revenues and expenditures when payments are actually made.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)** – The City's Annual Financial Report, which summarizes the performance of all revenue sources and accounts for total expenditures in the prior fiscal year.

**CARRYFORWARD** – Funds remaining unspent at year-end that a department requests permission to spend during the following fiscal year. Some funds carry forward automatically at year-end.

**COST-OF-LIVING ADJUSTMENT (COLA)** – A regularly scheduled adjustment to salaries, aid payments or other types of expenditures to reflect the cost of inflation.

**COUNTY-WIDE COST ALLOCATION PLAN (COWCAP)** – The County-Wide Cost Allocation Plan is developed annually by the Controller's Office and calculates the overhead rate charged to each department for its share of citywide overhead costs, such as payroll, accounting, and operations.

**DEFICIT** – An excess of expenditures over revenues.

**ENTERPRISE DEPARTMENT** – A department that does not require a General Fund subsidy because it generates its own revenues by charging a fee for service.

**FISCAL YEAR** – The twelve-month budget cycle. San Francisco's fiscal year runs from July 1st to June 30th.

**FRINGE** – The dollar value of employee benefits such as health and dental, which varies from position to position.

**FULL-TIME EQUIVALENT (FTE)** – One or more employees who cumulatively work 40 hours/week.

**FUND** – Government budgets are made up of funds that organize and account for specific resources. Each fund is considered a separate accounting entity.

**FUND BALANCE** – The amount of funding that remains in a given fund at the end of the fiscal year.

**GENERAL FUND** – The largest of the City's funds, the General Fund is a source for discretionary spending and funds many of the basic municipal services such as public safety, health and human services and public works. Primary revenue sources include local taxes such as property, sales, payroll and other taxes.

**GENERAL FUND DEPARTMENT** – A department that receives an annual appropriation from the City's General Fund.

**INTERIM BUDGET** – The citywide budget that is in effect for the first two months of the fiscal year, during the lag period between July 1st—the date on which the Board of Supervisors must technically submit its budget—until mid-August when the new budget is signed into effect by the Mayor. The Mayor's proposed budget serves as the interim budget.

**MAYOR'S PROPOSED BUDGET** – The citywide budget submitted to the Board of Supervisors by the Mayor's Office, on May 1st for selected Enterprise and General Fund departments and June 1st for all remaining departments, that makes recommendations and estimates for the City's financial operations for the ensuing fiscal year.

**MEMORANDUM OF UNDERSTANDING (MOU)** – A binding agreement between two parties.

**ORDINANCE** – A proposed or enacted law. Typically prepared by the City Attorney.

**RAINY DAY RESERVE** – Funds that are legally set-aside by the City Charter, Section 9.113.5, with the intent of protecting the City from being negatively impacted by the economy's boom-bust cycle. Generally, the Rainy Day Reserve requires that money be saved when revenue growth exceeds a certain level (in good economic times) in order to create a cushion during economic downturns.

**RESOLUTION** – A type of legislation. Typically prepared by the sponsoring department or a member of the Board of Supervisors and is generally directed internally.

**REVISED BUDGET** – The department's budget at year-end. Over the course of the fiscal year, the department's original budget may be amended to reflect supplemental appropriations, and receipts of unbudgeted grants.

**SPECIAL FUND** – Any fund other than the General Fund. Revenue in special funds is non-discretionary.

**SURPLUS** – An excess of revenue over expenditures.

**TECHNICAL ADJUSTMENT** – Changes made by the Mayor's Office to the Mayor's proposed budget after it has been submitted to the Board of Supervisors.

**TWO-YEAR BUDGETING** – The new citywide process (beginning Fiscal Year 2012-13) of budgeting each year for the next two fiscal years.