

# MAYOR'S 2011-2012 PROPOSED BUDGET

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**MAYOR EDWIN M. LEE**

**CITY AND COUNTY SAN FRANCISCO, CALIFORNIA**



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# HOW TO USE THE MAYOR'S PROPOSED BUDGET

## BUDGET AND OTHER RESOURCES

### MAYOR'S PROPOSED MAY 1 BUDGET

The Mayor's proposed May 1 budget for the City and County of San Francisco (the City) contains departmental budget submissions from Enterprise Departments. The proposed budget is organized into the following sections:

**MAYOR'S BUDGET INTRODUCTION** This provides an overview of the Mayor's proposed budget including highlights and priorities for the 2011–12 budget year.

**BUDGET SUMMARY TABLES** These provide high-level summaries of the Mayor's proposed budget, detailing changes over a three-year period: 2009–10 actual data; 2010–11 budgetary data; and 2011–12 proposed budgetary data. The variance columns measure the dollar and percentage difference between the proposed year and current year data.

- **Uses by Service Area, Department and Program:** This 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:** This 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** These provide budgetary information and operational priorities for each of the City's departments. Department information is organized alphabetically and includes the following sections:

- **Mission Statement:** Describes the general objective of the department.
- **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 the 2011–12 budget year and highlights key areas of focus.
- **Organizational Chart:** Depicts the department's organizational structure.
- **Total Budget (Historical Comparison):** Illustrates the department's total revenue sources, expenditures and funded positions over time.
- **Performance Measures:** Illustrates the department's progress in meeting specific goals.

**CAPITAL PROJECTS:** This provides information on capital projects funded in the proposed budget. The Fiscal Year 2011–12 Capital Budget is reviewed and proposed by the Capital Planning Committee (CPC) organized under the City Administrator's Office (CAO). 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 department section.

There will be an additional Mayor's proposed budget introduced on June 1st, which will include all remaining departmental budget submissions.

## **CONSOLIDATED BUDGET AND ANNUAL APPROPRIATION ORDINANCE, FISCAL YEAR 2011-12**

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.

## **ANNUAL SALARY ORDINANCE, FISCAL YEAR 2011-12**

The Annual Salary Ordinance (ASO) is the legal document that authorizes the number of positions and job classifications in departments for the Fiscal Year. 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, 2010 is currently available. The 2010-11 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.

## **OBTAINING BUDGET DOCUMENTS AND RESOURCES**

Copies of these documents are distributed to all City libraries. They may also be viewed at the following City Hall locations and online:

### **MAYOR'S OFFICE OF PUBLIC POLICY & FINANCE**

1 Dr. Carlton B. Goodlett Place, Room 288

Phone: (415) 554-6114

[www.sfinmayor.org](http://www.sfinmayor.org)

### **CONTROLLER'S OFFICE**

1 Dr. Carlton B. Goodlett Place, Room 316

Phone: (415) 554-7500

[www.sfcontroller.org](http://www.sfcontroller.org)

### **CLERK OF THE BOARD OF SUPERVISORS**

1 Dr. Carlton B. Goodlett Place, Room 244

Phone: (415) 554-5184

[www.sfbos.org](http://www.sfbos.org)

The Mayor's proposed budget and these other documents can also be viewed on the City's website: [www.sfgov.org](http://www.sfgov.org)

# COMMONLY USED TERMS

**ACCRUAL BASIS ACCOUNTING** – An accounting methodology that recognizes revenues or expenditures when services are provided.

**THE AMERICAN RECOVERY AND REINVESTMENT ACT OF 2009 (ARRA)** – Legislation enacted in February 2009, which provides an infusion of federal dollars into the economy. Several City departments will leverage resources through the many provisions of ARRA, which aims to create and save jobs, jumpstart our economy, and build the foundation for economic growth.

**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.



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# MAYOR'S BUDGET INTRODUCTION

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# MAYOR'S LETTER

May 1, 2011

Dear Residents of San Francisco:

I am pleased to present my May 1 budget, which includes proposed revenues and expenditures for six city departments with budgets totaling \$1.6 billion. This May 1 proposal, which is focused on our largest enterprise departments, is the first step in crafting a balanced budget for the coming year. There is much more work to be done in the coming weeks. By June 1, we must close a \$306 million General Fund budget deficit.

While our economy is slowly stabilizing after the sharp downturn over the past several years, we must continue working to steer the City back toward long-term economic and financial stability. The City departments included in this May 1 proposed budget are critical to the short-term and long-term economic health of the City. The funding in this proposed budget will be used to protect our city's water supply after a major earthquake, invest in our Airport as an economic engine for visitors and business travellers, and continue the revival of our eastern waterfront, including laying the foundation for the 34th America's Cup, an international sailing event that will be hosted in San Francisco in 2013. These investments will also provide much-needed jobs for city residents as we struggle to emerge from the economic downturn. Over the next two years, these departments will support 3,200 jobs in San Francisco by infusing \$487 million into our local economy through capital projects. These infrastructure investments will provide an opportunity to implement our new local hire ordinance, which will ensure construction and trade jobs funded with City dollars are used to hire local residents.

Our city's budget is a statement of our values. I have asked city departments to use three guiding principles as they submit their budgets. I want our city to be Safe, Solvent and Successful.

**A Safe City.** Ensuring our city is safe is a principal responsibility of government. In this budget we will propose a series of projects that will enhance the safety and security of much of our city's infrastructure. The Public Utilities Commission proposes spending \$316 million over the coming two years to maintain and improve the water, wastewater and power resources for the City. These investments are in addition to two major, multi-year capital programs to seismically strengthen our water and sewer systems, ensuring a reliable water supply and quick recovery after the next major earthquake. Additionally, this budget includes the first phase of San Francisco International Airport's 10-year, \$206 million investment in the development of the Runway Safety Area Plan. The Port of San Francisco will continue to invest in the seismic safety of our waterfront piers and facilities, and our waterfront facilities to improve safety and detect possible terrorist activity. A safe city also refers to our social safety net. We must provide a basic level of support and services to youth, families, seniors and others who need them most.

**A Solvent City.** While we continue to invest in our infrastructure, a familiar financial picture is evident in this proposed budget: if we do not take action to address our growing pension and benefit liabilities, the rapid growth in our employee costs will soon restrict our ability to make the investments our city needs for the future. Next year, employee benefit costs will grow by \$27 million for these six departments alone. Over the next five years, citywide pension costs will approach \$800 million. This growth in costs means less funding is available for seismic safety improvements and upgrades to infrastructure needed to keep our economy competitive. To address this issue, I have been working closely with our city employees to develop a pension reform proposal for the November 2011 ballot that will help us reduce costs while ensuring we continue to provide a dignified retirement for our public servants.



**A Successful City.** A successful city is one that creates an exciting, unique and enjoyable environment for its residents and visitors. Despite our economic challenges, we know San Francisco can continue to be successful. In this budget we will begin the investments needed to host the America's Cup in 2013. This event will bring in an estimated 250,000 visitors to our city, and generate more than \$1.4 billion in economic activity to support local businesses.

This budget is not about making new promises; it is about fulfilling the promises we've already made. This budget reflects the City's second year of two-year budgeting for our largest enterprise departments. In May, we will also issue the first draft Five-Year Financial Plan for the City and County of San Francisco. I am challenging myself, our city departments, and our community partners to shift to a longer-term view of our City's finances, and begin to think practically and strategically about the steps we need to ensure San Francisco remains the exciting, diverse city we love. I look forward to working with the Board of Supervisors and all of the residents, businesses, and stakeholders who care about our city both on this budget and our plans for the years to come.

Sincerely,

A handwritten signature in black ink, appearing to read 'Edwin M. Lee', with a stylized, cursive script.

Mayor Edwin M. Lee

# BUDGET SUMMARY TABLES

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## USES BY DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	Change From 2010-2011	% Chg
<b>AIRPORT COMMISSION</b>					
ADMINISTRATION	29,922,960	37,156,965	36,884,934	(272,031)	(1%)
AIRPORT DIRECTOR	6,761,384	10,979,545	14,643,261	3,663,716	33%
BUREAU OF DESIGN AND CONSTRUCTION	2,342,947	2,856,659	2,707,041	(149,618)	(5%)
BUSINESS & FINANCE	355,598,187	413,579,649	429,309,658	15,730,009	4%
CAPITAL PROJECTS AND GRANTS	0	68,374,119	39,498,903	(28,875,216)	(42%)
CHIEF OPERATING OFFICER	3,615,796	4,013,545	4,679,735	666,190	17%
COMMUNICATIONS & MARKETING	5,524,672	5,867,878	5,933,000	65,122	1%
CONTINUING PROJECTS, MAINT AND RENEWAL	3,761,391	6,000,000	7,075,000	1,075,000	18%
DEPARTMENTAL FUND TRANSFER	18,853,204	0	0	0	N/A
FACILITIES	130,657,474	138,474,553	153,098,383	14,623,830	11%
FACILITIES MAINTENANCE,CONSTRUCTION	86,946,099	0	0	0	N/A
FIRE AIRPORT BUREAU NON-PERSONNEL COST	524,256	849,417	813,542	(35,875)	(4%)
OPERATIONS AND SECURITY	46,665,352	51,535,730	54,515,318	2,979,588	6%
OTHER PROGRAMS	13,180	0	0	0	N/A
PLANNING DIVISION	3,444,745	3,888,957	4,126,230	237,273	6%
POLICE AIRPORT BUREAU NON-PERSONNEL COST	1,884,064	4,170,905	2,497,843	(1,673,062)	(40%)
<b>AIRPORT COMMISSION Subtotals</b>	<b>696,515,711</b>	<b>747,747,922</b>	<b>755,782,848</b>	<b>8,034,926</b>	<b>1%</b>
<b>BOARD OF APPEALS</b>					
APPEALS PROCESSING	769,689	931,631	929,258	(2,373)	0%
<b>BOARD OF APPEALS Subtotals</b>	<b>769,689</b>	<b>931,631</b>	<b>929,258</b>	<b>(2,373)</b>	<b>0%</b>
<b>ENVIRONMENT</b>					
CLEAN AIR	1,039,075	680,506	972,871	292,365	43%
CLIMATE CHANGE/ENERGY	5,381,736	456,241	1,587,008	1,130,767	N/A
ENVIRONMENT	6,885,562	5,554,133	6,347,830	793,697	14%

## USES BY DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	Change From 2010-2011	% Chg
<b>ENVIRONMENT</b>					
ENVIRONMENT-OUTREACH	22,559	219,487	219,342	(145)	0%
ENVIRONMENTAL JUSTICE / YOUTH EMPLOYMENT	805,120	248,218	509,963	261,745	N/A
GREEN BUILDING	519,002	369,170	435,734	66,564	18%
POWER UTILITY FIELD SERVICES	493,319	0	0	0	N/A
RECYCLING	4,250,774	3,887,663	4,564,288	676,625	17%
SOLID WASTE MANAGEMENT	276,660	191,290	272,162	80,872	42%
TOXICS	1,781,603	1,897,965	2,165,818	267,853	14%
URBAN FORESTRY	45,683	32,587	35,987	3,400	10%
<b>ENVIRONMENT Subtotals</b>	<b>21,501,093</b>	<b>13,537,260</b>	<b>17,111,003</b>	<b>3,573,743</b>	<b>26%</b>
<b>PORT</b>					
ADMINISTRATION	16,153,907	21,911,534	22,942,839	1,031,305	5%
ENGINEERING & ENVIRONMENTAL	2,823,638	4,192,624	4,197,396	4,772	0%
MAINTENANCE	22,887,455	30,588,386	33,809,680	3,221,294	11%
MARITIME OPERATIONS & MARKETING	2,222,307	3,186,781	3,834,026	647,245	20%
NON-GRANT CONSTRUCTION PROJECTS	0	139,456	0	(139,456)	(100%)
PLANNING & DEVELOPMENT	2,839,768	3,491,920	2,946,078	(545,842)	(16%)
REAL ESTATE & MANAGEMENT	8,607,298	10,482,398	10,055,492	(426,906)	(4%)
<b>PORT Subtotals</b>	<b>55,534,373</b>	<b>73,993,099</b>	<b>77,785,511</b>	<b>3,792,412</b>	<b>5%</b>
<b>PUBLIC UTILITIES COMMISSION</b>					
ADMINISTRATION	254,863,181	100,184,259	112,067,263	11,883,004	12%
CUSTOMER SERVICES	11,172,435	11,626,697	11,996,867	370,170	3%
DEBT SERVICE	0	179,301,410	212,923,930	33,622,520	19%
FINANCE	8,363,644	9,830,757	10,155,781	325,024	3%
GENERAL MANAGEMENT	(45,935,550)	(52,310,120)	(56,373,238)	(4,063,118)	(8%)

# USES BY DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	Change From 2010-2011	% Chg
<b>PUBLIC UTILITIES COMMISSION</b>					
HETCH HETCHY CAPITAL PROJECTS	36,779,488	75,327,000	72,264,500	(3,062,500)	(4%)
HETCH HETCHY POWER	5,316,288	0	0	0	N/A
HETCHY WATER OPERATIONS	19,356,652	46,627,367	50,607,584	3,980,217	9%
HUMAN RESOURCES	7,143,153	8,261,495	9,437,422	1,175,927	14%
MANAGEMENT INFORMATION	16,569,678	19,067,986	20,025,984	957,998	5%
OPERATING RESERVE	0	21,933,961	17,719,154	(4,214,807)	(19%)
OTHER PROGRAMS	73,695	0	0	0	N/A
POWER INFRASTRUCTURE DEVELOPMENT	5,538,881	9,451,861	9,348,510	(103,351)	(1%)
POWER PURCHASING/ SCHEDULING	23,098,733	42,542,924	44,758,768	2,215,844	5%
POWER UTILITY FIELD SERVICES	1,992,489	493,319	0	(493,319)	(100%)
POWER UTILITY SERVICES	71,787,171	13,051,753	11,869,084	(1,182,669)	(9%)
STRATEGIC PLANNING/COMPLIANCE	6,010,505	9,528,398	10,667,171	1,138,773	12%
WASTEWATER CAPITAL PROJECTS	0	14,067,180	30,487,450	16,420,270	N/A
WASTEWATER COLLECTION	29,070,559	30,377,645	30,109,997	(267,648)	(1%)
WASTEWATER DISPOSAL	3,429,539	0	0	0	N/A
WASTEWATER OPERATIONS	2,065,927	10,217,994	6,023,804	(4,194,190)	(41%)
WASTEWATER TREATMENT	62,388,417	63,991,494	70,337,495	6,346,001	10%
WATER CAPITAL PROJECTS	31,382,086	40,840,671	38,570,330	(2,270,341)	(6%)
WATER PUMPING	1,992,794	0	0	0	N/A
WATER SOURCE OF SUPPLY	13,050,592	20,677,950	20,935,775	257,825	1%
WATER TRANSMISSION/ DISTRIBUTION	64,791,628	49,709,395	50,390,013	680,618	1%
WATER TREATMENT	31,893,993	36,732,701	37,917,145	1,184,444	3%
<b>PUBLIC UTILITIES COMMISSION Subtotals</b>	<b>662,195,978</b>	<b>761,534,097</b>	<b>822,240,789</b>	<b>60,706,692</b>	<b>8%</b>
<b>RENT ARBITRATION BOARD</b>					
RENT BOARD	4,923,514	5,496,379	5,965,424	469,045	9%
<b>RENT ARBITRATION BOARD Subtotals</b>	<b>4,923,514</b>	<b>5,496,379</b>	<b>5,965,424</b>	<b>469,045</b>	<b>9%</b>
Expenditure Subtotals	1,441,440,358	1,603,240,388	1,679,814,833	76,574,445	5%
Less Interdepartmental Recoveries And Transfers	(102,747,104)	(125,752,825)	(127,850,735)	(2,097,910)	(2%)
<b>Net Uses</b>	<b>1,338,693,254</b>	<b>1,477,487,563</b>	<b>1,551,964,098</b>	<b>74,476,535</b>	<b>5%</b>

## USES BY DEPARTMENT

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	Change From 2010-2011	% Chg
AIRPORT COMMISSION	696,515,711	747,747,922	755,782,848	8,034,926	1%
BOARD OF APPEALS	769,689	931,631	929,258	(2,373)	0%
ENVIRONMENT	21,501,093	13,537,260	17,111,003	3,573,743	26%
PORT	55,534,373	73,993,099	77,785,511	3,792,412	5%
PUBLIC UTILITIES COMMISSION	662,195,978	761,534,097	822,240,789	60,706,692	8%
RENT ARBITRATION BOARD	4,923,514	5,496,379	5,965,424	469,045	9%
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<b>Net Uses</b>	<b>1,338,693,254</b>	<b>1,477,487,563</b>	<b>1,551,964,098</b>	<b>74,476,535</b>	<b>5%</b>

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

Department	2009-2010 Budget	2010-2011 Budget	2011-2012 Proposed	Change From 2010-2011	% Chg
<b>Service Area: 02 PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>					
AIRPORT COMMISSION	1,232.56	1,293.59	1,382.52	88.93	6.9%
BOARD OF APPEALS	5.00	5.00	5.00	0	0.0%
PORT	215.05	216.83	222.16	5.33	2.5%
PUBLIC UTILITIES COMMISSION	1,549.40	1,583.85	1,626.91	43.06	2.7%
<b>Service Area: 02 TOTAL</b>	<b>3,002.01</b>	<b>3,099.27</b>	<b>3,236.59</b>	<b>137.32</b>	<b>4.4%</b>
<b>Service Area: 03 HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT</b>					
ENVIRONMENT	55.97	56.20	58.79	2.59	4.6%
RENT ARBITRATION BOARD	28.92	28.94	28.91	(0.03)	(0.1%)
<b>Service Area: 03 TOTAL</b>	<b>84.89</b>	<b>85.14</b>	<b>87.70</b>	<b>2.56</b>	<b>3.0%</b>
<b>Report Grand Total</b>	<b>3,086.90</b>	<b>3,184.41</b>	<b>3,324.29</b>	<b>139.88</b>	<b>4.4%</b>



# DEPARTMENT BUDGETS

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Be an exceptional airport in service to its communities.

## SERVICES

The San Francisco International Airport (Airport or SFO) provides the following services:

**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 the Airport property and facilities are used to achieve 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 in order 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;

it also markets opportunities for new or expanded airline services, on-site parking and concessions to increase Airport revenue.

**DESIGN AND CONSTRUCTION** plans and implements capital improvement projects and programs at the Airport, focusing on controlling and maintaining project costs and schedules. This division also designs and constructs utility systems, buildings and other Airport systems.

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

**MUSEUMS** provide a broad range of attractions for the traveling public and create 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

	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	2012-2013 Proposed	Change from 2010-2011	% Change from 2010-2011
<b>Total Expenditures</b>	607,305,538	673,373,803	710,008,803	731,599,439	36,635,142	5%
<b>Total FTE</b>	1,232.56	1,293.59	1,382.52	1,386.83	88.93	7%

# BUDGET ISSUES AND DETAILS

Due to a full year of operation of the newly renovated Terminal 2, the Airport's proposed operating budget of \$710 million is increasing by \$37 million (5.5 percent) over the Fiscal Year 2010–11 budget of \$673 million. The Airport budget also includes \$38.7 million of annual appropriations for capital projects and \$7.1 million for facilities maintenance as part of a planned \$954 million infrastructure investment over the next 10 years.

## NEW FIVE-YEAR STRATEGIC PLAN

Airport staff developed a new five-year strategic plan with a new mission statement, vision statement, overall goals, objectives, and strategic initiatives to guide the Airport for the next five years. When this initiative launched, the Airport was in a strong position: for two years in row, SFO was one of the three fastest growing airports in the world, its finances were strong, it had just welcomed four new international carriers, Virgin America was growing, and the Airport was in the process of remodeling Terminal 2. From this position of strength, executive staff created a new five-year strategic plan for SFO and worked to change the culture of the workplace – to make it more inclusive, more open to change, more ready for the future, and to empower workers by reaching down into the ranks for great ideas and great initiatives among employees.

## AIRPORT CAPITAL PROGRAM

Over the next ten years, the Airport plans to spend \$954 million on capital projects. As part of this investment, the Fiscal Year 2011–12 Airport budget includes \$38.7 million in annual appropriations to fund various capital projects including airfield runway and taxiway reconstruction, runway safety area planning, terminal renovations and upgrades to terminal baggage systems. Funding sources for these projects come from grants, interest earnings from bonds, and bond proceeds. The proposed budget provides \$44.4 million in grant funds for improvements to the checked baggage systems in the International Terminal and Terminal 3. The Capital Plan also includes \$206.5 million for the Runway Safety Area project to meet Federal Aviation Administration (FAA) requirements, and funding to complete renovations to Boarding Area E in Terminal 3.

## PASSENGER TRAFFIC TRENDS

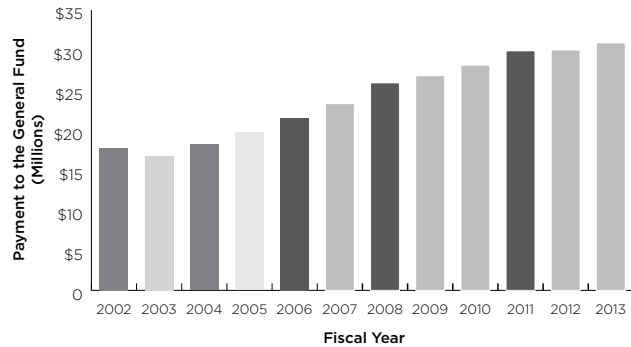
Fiscal Year 2010–11 is projected to end 3.1 percent higher than the prior year, with a total of 19.7 million enplanements (the number of passengers boarding an airplane). In 2010, SFO moved up in the airport rankings based on enplanements from tenth to eighth in the country. Enplanements are forecast to increase an additional 1.6 percent to 20.0 million in Fiscal Year 2011–12, and increase by another 1.9 percent to 20.4 million in Fiscal Year 2012–13. Domestic travel is forecast to increase, but at a slower rate than the last several years. As the world economy recovers from the global recession, international traffic is projected to drive long-term growth in enplanements.

Recent increases in service at SFO reflect growth in domestic and international travel, with new or increased flights by Virgin America, Swiss International, LAN Peru, Air Canada, and WestJet, offsetting discontinuation of service by Mexicana. As a result of their merger, passenger services of United Airlines and Continental Airlines will be combined beginning May 1, 2011. However, with only two overlapping destinations, the merger is expected to have little effect on enplanements at the Airport. Similarly, Southwest Airlines' planned acquisition of AirTran in mid- 2011 is expected to have little effect, as the two airlines have no overlapping destinations at the Airport. The Airport will continue its marketing efforts to attract new international and domestic air carriers to SFO and to expand the operations of existing air carriers.

## SAFETY AND SECURITY

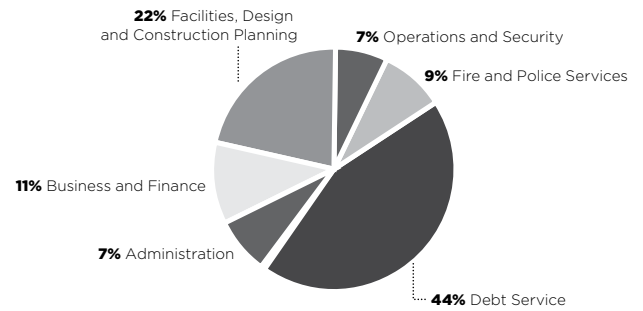
Safety and security remain fundamental to the operation of SFO. For more than a decade, the Airport has actively sought, developed and deployed cost-effective technology solutions to enhance safety, security and efficiency. In the coming year, SFO will receive significant grant funds from the Transportation Security Administration (TSA) to upgrade its explosive detection systems that are an integral part of the baggage handling systems in the International Terminal and Terminal 3.

## Annual Service Payment to the General Fund



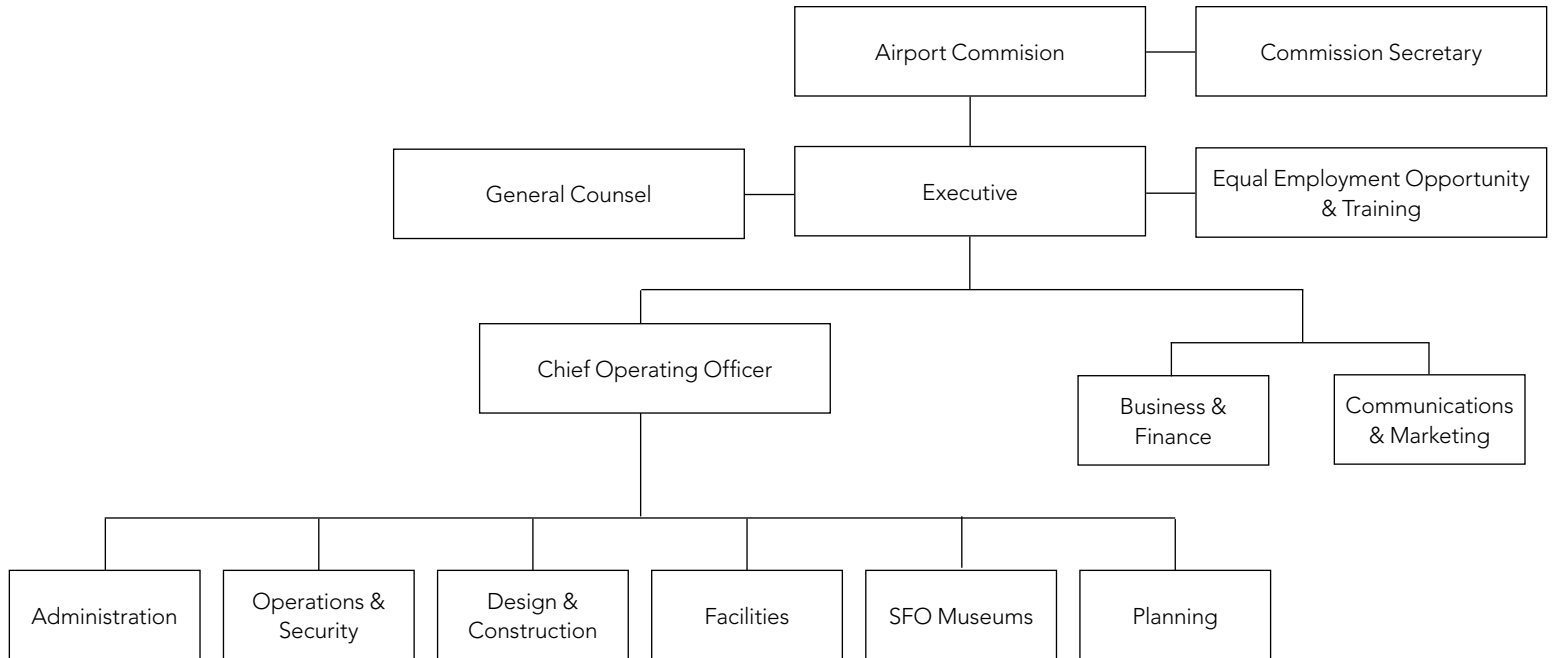
SFO has a unique provision which allows the airport to pay 15 percent of its concession revenues to the City and County of San Francisco, called the Annual Service Payment (ASP).

## Resources by Service Area



The Airport projects to spend 44 percent on debt service; the Department undertakes many large capital projects each year, (for example the remodeling of Terminal 2) that require long term planning and funding.

# AIRPORT



# TOTAL BUDGET - HISTORICAL COMPARISON

	2009-2010	2010-2011	2011-2012			2012-2013		
	Actual	Original	Proposed	Chg from 2010-2011	% Chg 2010-2011	Proposed	Chg from 2010-2011	% Chg 2011-2012
<b>AUTHORIZED POSITIONS</b>								
Total Authorized	1,359.56	1,421.13	1,505.52	84.39	6%	1,509.82	4.30	0%
Non-operating Positions (cap/other)	(127.00)	(127.54)	(123.00)	4.54	(4%)	(123.00)	0.00	0
<b>Net Operating Positions</b>	<b>1,232.56</b>	<b>1,293.59</b>	<b>1,382.52</b>	<b>88.93</b>	<b>7%</b>	<b>1,386.82</b>	<b>4.30</b>	<b>0%</b>
<b>SOURCES</b>								
Licenses & Fines	(28,661)	263,000	249,000	(14,000)	(5%)	249,000	0	0
Use of Money or Property	215,300,259	221,784,189	231,238,000	9,453,811	4%	238,420,000	7,182,000	3%
Intergovernmental Revenue - Federal	22,189,494	51,139,558	32,386,032	(18,753,526)	(37%)	70,756,785	38,370,753	N/A
Intergovernmental Revenue - State	0	0	567,003	567,003	N/A	0	(567,003)	(100%)
Charges for Services	428,824,958	456,247,589	487,445,000	31,197,411	7%	537,273,000	49,828,000	10%
Other Revenues	78,909,458	36,888,816	35,776,000	(1,112,816)	(3%)	37,096,000	1,320,000	4%
Transfers In	78,765,045	118,365,012	111,225,086	(7,139,926)	(6%)	125,657,205	14,432,119	13%
Expenditure Recovery	30,234	22,000	35,000	13,000	59%	25,000	(10,000)	(29%)
Transfer Adjustments-Sources	(78,725,044)	(178,048,082)	(178,244,791)	(196,709)	0%	(196,133,220)	(17,888,429)	10%
Use of / (Deposit to) Fund Balance	(48,750,032)	41,085,840	35,106,518	(5,979,322)	(15%)	12,937,454	(22,169,064)	(63%)
<b>Sources Total</b>	<b>696,515,711</b>	<b>747,747,922</b>	<b>755,782,848</b>	<b>8,034,926</b>	<b>1%</b>	<b>826,281,224</b>	<b>70,498,376</b>	<b>9%</b>
<b>USES - OPERATING EXPENDITURES</b>								
Salaries & Wages	98,360,040	99,718,470	108,941,444	9,222,974	9%	114,471,871	5,530,427	5%
Fringe Benefits	40,105,625	57,520,245	63,075,316	5,555,071	10%	68,681,839	5,606,523	9%
Overhead	47,406	0	0	0	N/A	0	0	N/A
Professional & Contractual Services	71,643,635	90,352,585	92,528,815	2,176,230	2%	86,365,915	(6,162,900)	(7%)
Materials & Supplies	12,343,518	14,329,983	15,431,227	1,101,244	8%	15,289,027	(142,200)	(1%)
Equipment	2,451,178	1,771,339	2,384,563	613,224	35%	2,436,738	52,175	2%
Debt Service	289,836,306	328,291,154	342,780,901	14,489,747	4%	354,927,413	12,146,512	4%
Services of Other Departments	45,564,582	52,493,899	54,568,679	2,074,780	4%	57,379,423	2,810,744	5%
Transfers Out	125,678,292	147,261,140	141,523,086	(5,738,054)	(4%)	156,796,205	15,273,119	11%
Budgetary Reserves	0	0	0	0	N/A	908,213	908,213	N/A
Transfer Adjustments-Uses	(78,725,044)	(118,365,012)	(111,225,086)	7,139,926	(6%)	(125,657,205)	(14,432,119)	13%
<b>Uses - Operating Expenditures Total</b>	<b>607,305,538</b>	<b>673,373,803</b>	<b>710,008,945</b>	<b>36,635,142</b>	<b>5%</b>	<b>731,599,439</b>	<b>21,590,494</b>	<b>3%</b>
<b>USES - PROJECT EXPENDITURES</b>								
Facilities Maintenance	636,758	6,000,000	7,075,000	1,075,000	18%	8,500,000	1,425,000	20%
Capital Projects	88,573,415	68,374,119	38,698,903	(29,675,216)	(43%)	86,181,785	47,482,882	N/A
<b>Uses - Project Expenditures Total</b>	<b>89,210,173</b>	<b>74,374,119</b>	<b>45,773,903</b>	<b>(28,600,216)</b>	<b>(38%)</b>	<b>94,681,785</b>	<b>48,907,882</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>								
Administration	29,922,960	37,156,965	36,884,934	(272,031)	(1%)	37,946,208	1,061,274	3%
Airport Director	6,761,384	10,979,545	14,643,261	3,663,716	33%	8,808,672	(5,834,589)	(40%)
Bureau Of Design And Construction	2,342,947	2,856,659	2,707,041	(149,618)	(5%)	2,789,437	82,396	3%
Business & Finance	355,598,187	413,579,649	429,309,658	15,730,009	4%	445,087,371	15,777,713	4%
Capital Projects And Grants	0	68,374,119	39,498,903	(28,875,216)	(42%)	86,981,785	47,482,882	N/A
Chief Operating Officer	3,615,796	4,013,545	4,679,735	666,190	17%	4,880,763	201,028	4%
Communications & Marketing	5,524,672	5,867,878	5,933,000	65,122	1%	6,126,590	193,590	3%
Continuing Projects, Maint And Renewal	3,761,391	6,000,000	7,075,000	1,075,000	18%	8,500,000	1,425,000	20%
Departmental Fund Transfer	18,853,204	0	0	0	N/A	0	0	N/A
Facilities	130,657,474	138,474,553	153,098,383	14,623,830	11%	162,016,824	8,918,441	6%
Facilities Maintenance,Construction	86,946,099	0	0	0	N/A	0	0	N/A
Fire Airport Bureau Non-Personnel Cost	524,256	849,417	813,542	(35,875)	(4%)	705,843	(107,699)	(13%)
Operations And Security	46,665,352	51,535,730	54,515,318	2,979,588	6%	56,097,885	1,582,567	3%
Other Programs	13,180	0	0	0	N/A	0	0	N/A
Planning Division	3,444,745	3,888,957	4,126,230	237,273	6%	4,290,376	164,146	4%
Police Airport Bureau Non-Personnel Cost	1,884,064	4,170,905	2,497,843	(1,673,062)	(40%)	2,049,470	(448,373)	(18%)
<b>Uses by Program Recap Total</b>	<b>696,515,711</b>	<b>747,747,922</b>	<b>755,782,848</b>	<b>8,034,926</b>	<b>1%</b>	<b>826,281,224</b>	<b>70,498,376</b>	<b>9%</b>

## PERFORMANCE MEASURES

	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target	2012-2013 Target
<b>ADMINISTRATION, BUSINESS</b>					
<b>Contribute to the strength of the local economy</b>					
Percent change in domestic air passenger volume	6.1%	1.5%	2.8%	1.2%	1.2%
Percent change in international air passenger volume	0.5%	5.5%	4.5%	3.0%	4.4%
<b>Increase concession revenues</b>					
Total concession revenue per enplaned passenger	\$9.57	\$9.22	\$9.85	\$9.76	\$9.84
<b>Control airline cost per enplaned passenger</b>					
Airline cost per enplaned passenger (in constant 2008 dollars)	\$13.62	\$14.35	\$13.89	\$14.49	\$15.76
<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)	3.9	4.0	4.0	4.0	4.0
Average immigration and customs wait times as a percent of the average of five comparable airports	99%	92%	98%	96%	94%

# BOARD OF APPEALS

To provide the public with a final administrative review process for the issuance, denial, suspension and revocation of City permits as well as for certain decisions of the Zoning Administrator, Planning Commission and Historic Preservation Commission. Reviews include an efficient, fair, and expeditious public hearing and decision-making process before an impartial panel as a last step in the City's permit issuance process.

## SERVICES

The Board of Appeals provides the following services:

**APPEALS PROCESSING** as required by the Charter. Information about the appeals process is available through a variety of outlets, including the Internet, brochures, phone, fax and in-person. Appeals processing includes duly noticed public hearings and timely decisions to uphold, overrule or modify departmental decisions.

**CUSTOMER SERVICE** includes: (1) creating a fair and impartial forum within which appeals may be considered and decided; (2) satisfying the legal requirements surrounding the processing of appeals and providing notification of public hearings on appeals; and (3) providing appropriate access to information regarding all appeals and the appeal process.

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

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

## BUDGET DATA SUMMARY

	2009-2010 Actual	2010-2011 Original Budget	2011-2012 Proposed	Change from 2010-2011	% Change from 2010-2011
Total Expenditures	769,689	931,631	929,258	(2,373)	0%
Total FTE	5.00	5.00	5.00	0.00	--

# BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, the Board of Appeals is proposing a \$929,258 budget, which represents a \$2,373 decrease from the Fiscal Year 2010–11 budget. This change is wholly due to a decrease in citywide overhead costs.

As a result of the economic downturn that began in 2008, the Board of Appeals has seen a decline in permit volumes in Fiscal Year 2009–10 which continued, though slightly less severely, in Fiscal Year 2010–11. In Fiscal Year 2011–12, the Department expects the recovery trend to continue.

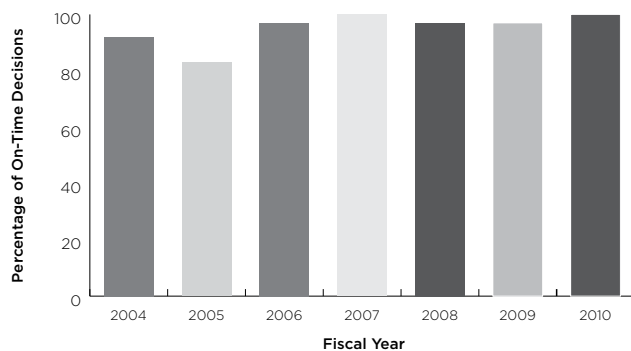
The Department continues to fine-tune its appeals-processing procedures through rules revision and staff training to improve service quality and the timely adjudication of appeals. In addition, the Board will translate some of its educational materials into languages other than English in order to improve access to its services for the limited-English speaking public.

## REVENUE CHANGES

The majority of appeals filed with the Board focus on land use disputes arising out of permits and other determinations issued by the City Planning Department and Department of Building Inspection. Due to an ongoing decline in the number of permit applications being filed throughout the City, the volume of permit appeals has dropped. As the economy begins to show signs of improvement, appeal volume has begun to increase and this growth is expected to continue in Fiscal Year 2011–12.

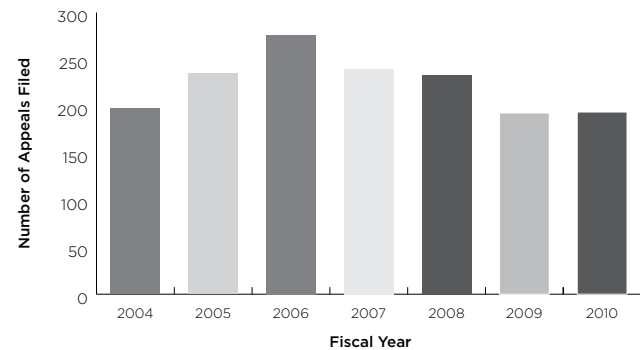
The Board's budget is derived from two sources: 95 percent from surcharges placed on permit applications and five percent from fees paid by individuals and businesses filing appeals. Filing fee revenue is projected to come in at or above the target for the year; however, the citywide decrease in permit applications continues to cause the Board to experience a shortfall in surcharge revenue. As provided for by City law, the Board's surcharges will be adjusted for Fiscal Year 2011–12 to produce revenue sufficient to cover the Board's operating expenses.

## Percentage of On-Time Decisions



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

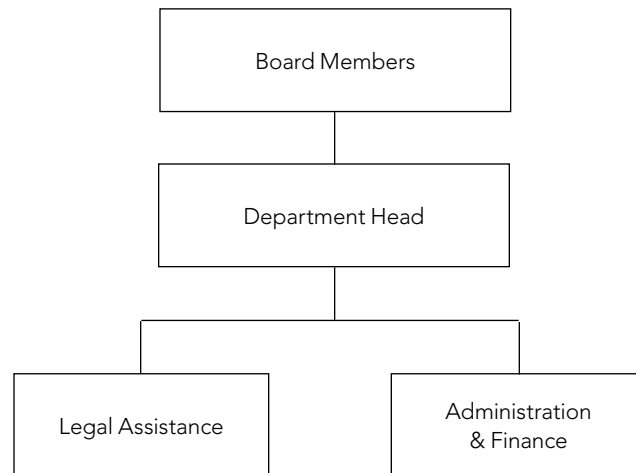
## Number of Appeals Filed



The number of appeals filed has fluctuated with the economy.



# BOARD OF APPEALS



## TOTAL BUDGET - HISTORICAL COMPARISON

	2009-2010	2010-2011	2011-2012		
	Actual	Original	Proposed Budget	Change from 2011-2012	% Chg from 2010-2011
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	5.00	5.00	5.00	0.00	0
<b>Net Operating Positions</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>---</b>
<b>SOURCES</b>					
Charges for Services	773,598	931,631	929,258	(2,373)	0%
General Fund Support	(3,909)	0	0	0	N/A
<b>Sources Total</b>	<b>769,689</b>	<b>931,631</b>	<b>929,258</b>	<b>(2,373)</b>	<b>0%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	357,353	371,002	380,259	9,257	2%
Fringe Benefits	168,159	178,427	210,480	32,053	18%
Overhead	36,928	45,121	0	(45,121)	(100%)
Professional & Contractual Services	26,753	47,192	47,192	0	0
Materials & Supplies	2,059	9,398	9,398	0	0
Services of Other Departments	178,437	280,491	281,929	1,438	1%
<b>Uses - Operating Expenditures Total</b>	<b>769,689</b>	<b>931,631</b>	<b>929,258</b>	<b>(2,373)</b>	<b>0%</b>
<b>USES BY PROGRAM RECAP</b>					
Appeals Processing	769,689	931,631	929,258	(2,373)	0%
<b>Uses by Program Recap Total</b>	<b>769,689</b>	<b>931,631</b>	<b>929,258</b>	<b>(2,373)</b>	<b>0%</b>

## PERFORMANCE MEASURES

	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
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### APPEALS PROCESSING

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

Percentage of cases decided within 75 days of filing	74%	70%	65%	70%
Percentage of written decisions released within 15 days of final action	100%	97%	97%	97%



# ENVIRONMENT

To improve, enhance and preserve the environment and promote San Francisco's long-term environmental well-being.

## SERVICES

In addition to providing environmental policy direction for the Mayor and the Board of Supervisors, the Department of the Environment delivers programs to city departments, residents, nonprofits and businesses through the following program areas:

**ENVIRONMENTAL JUSTICE** coordinates environmental health and food security projects, including a farmers' market and job training programs, in communities that bear a disproportionate environmental burden.

**CARBON NEUTRALITY** helps individuals and organizations minimize their production of greenhouse gases and sequester additional emissions through innovative projects and policies such as the purchase of carbon credits.

**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.

**CLEAN AIR** 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.

**ZERO WASTE** promotes recycling, materials reuse and waste reduction for municipal, commercial and residential clients.

**TOXICS REDUCTION** promotes proper use and disposal of toxic products and educates municipal, commercial and residential clients on non-toxic alternatives.

**SCHOOL EDUCATION** serves over 225 public and private schools in San Francisco by providing schoolwide assemblies, classroom presentations, field trips, teacher workshops, environmental education materials and technical assistance on environmental issues.

**GREEN BUILDING** promotes resource conservation in the construction, demolition and maintenance of municipal building projects, along with the environmental performance of residential and commercial buildings in San Francisco.

**URBAN FOREST** coordinates policy and management issues across multiple agencies and nonprofits and develops long-term forestation and funding plans for the restoration of San Francisco's urban forest.

For more information, call (415) 355-3700 or 311; or visit [www.sfenvironment.org](http://www.sfenvironment.org)

## BUDGET DATA SUMMARY

	2009-2010 Actual	2010-2011 Original Budget	2011-2012 Proposed	Change from 2010-2011	% Change from 2010-2011
Total Expenditures	21,007,774	13,537,260	17,111,003	3,573,743	26%
Total FTE	55.97	56.20	58.79	2.59	5%

# BUDGET ISSUES AND DETAILS

## PROMOTING ENERGY EFFICIENCY AND RENEWABLE ENERGY

In Fiscal Year 2011–12, the Department of the Environment is proposing a \$17 million budget. The Department will continue delivering energy efficiency retrofits through the Energy Watch Program, a unique partnership with Pacific Gas & Electric. This program delivers energy efficiency retrofits to commercial buildings and multi-family residences, with an overall goal of reducing energy consumption in San Francisco by 10 megawatts. Additionally, the Department secured substantial American Recovery and Reinvestment Act (ARRA) funds and is for the first time offering energy efficiency audits and retrofits for single family residences.

## SMART BUILDING PRACTICES

For Fiscal Year 2011–12, the Department will continue working with other city departments to make San Francisco a leader in green building practices. The Department plans to roll out a program that requires energy benchmarking and auditing for existing commercial buildings.

## WASTE DIVERSION

With a citywide waste diversion goal of zero waste by 2020, the Department will continue to promote recycling, composting, and other waste diversion practices in Fiscal Year 2011–12. In particular, the Department is proud to continue the Environment Now program. In Fiscal Year 2010–11, Environment Now staff conducted an extensive outreach campaign in the Bayview and as a result

participation levels in the waste diversion program doubled over a three month period. The Department plans to continue this work in other neighborhoods in Fiscal Year 2011–12.

## REDUCE VEHICLE EMISSIONS

The Department continues to make sure city employees can conveniently use public transportation by providing tax-free commuter assistance programs. The Department also manages the Emergency Ride Home Program that allows commuters that take public transportation to use a taxi during an emergency. The Department is focusing this year on developing infrastructure for plug-in hybrid electric vehicles.

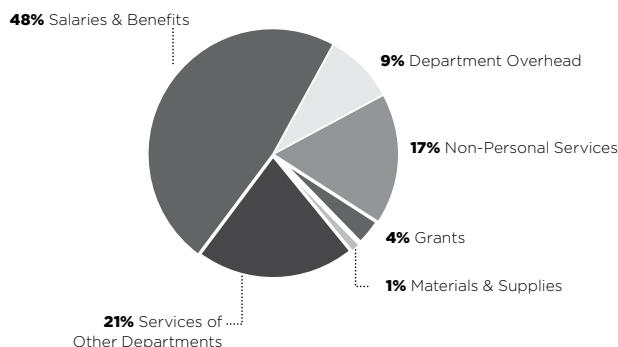
## TOXICS REDUCTION TO PROTECT ENVIRONMENTAL AND HUMAN HEALTH

San Francisco has discontinued use of the most toxic pesticides, and overall pesticide use has decreased by as much as 82 percent since 1996. The Department is currently working to implement a program that requires cell phone retailers to disclose the level of radiation coming from individual cell phones at the point of sale.

## MANAGE HAZARDOUS WASTE

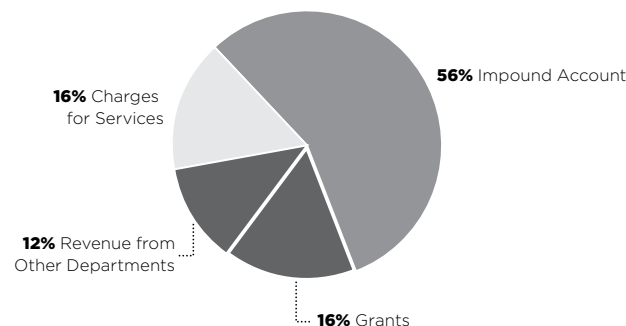
The Department assists residents and businesses in finding appropriate ways to dispose of toxic substances ranging from latex paint to used motor oil. The Department promotes home collection programs to help residents dispose of waste such as bulky items, used batteries, and other toxic household products.

## 2011–12 Environment Uses



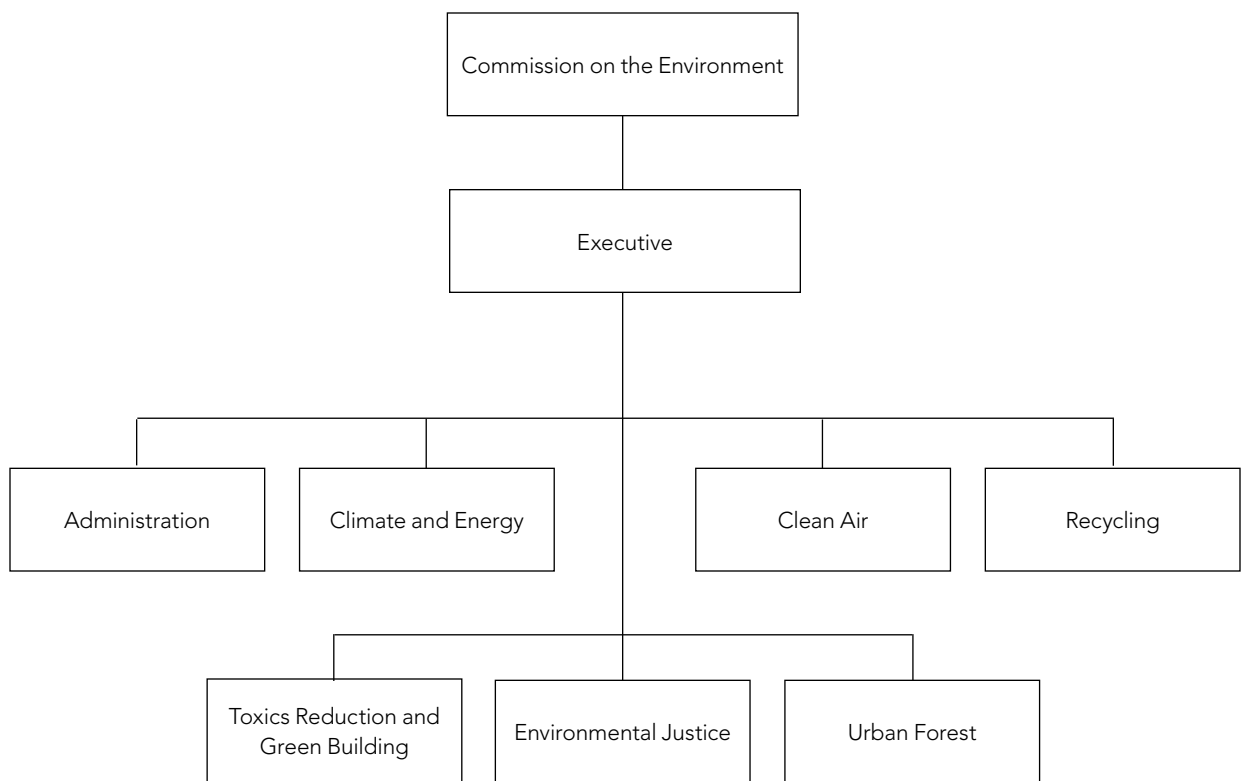
Personnel and Non-personnel Operating Costs make up 65 percent of the Department's budget.

## 2011–12 Environment Sources



A majority of the Department's budget is funded by the City's Solid Waste Impound Account, which is collected through a three percent set-aside from garbage rate fees.

# ENVIRONMENT



## TOTAL BUDGET - HISTORICAL COMPARISON

	2009-2010	2010-2011	2011-2012		
	Actual	Original	Proposed Budget	Change from 2011-2012	% Chg from 2010-2011
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	67.97	83.04	88.98	5.94	7%
Non-operating Positions (cap/other)	(12.00)	(26.84)	(30.19)	(3.35)	12%
<b>Net Operating Positions</b>	<b>55.97</b>	<b>56.20</b>	<b>58.79</b>	<b>2.59</b>	<b>5%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	317,534	0	249,554	249,554	N/A
Intergovernmental Revenue - State	3,092,857	428,528	581,836	153,308	36%
Intergovernmental Revenue - Other	738,068	405,837	390,613	(15,224)	(4%)
Charges for Services	8,408,701	10,194,134	11,306,638	1,112,504	11%
Other Revenues	2,717,740	1,175,245	3,129,298	1,954,053	N/A
Transfers In	611,178	1,033,349	0	(1,033,349)	(100%)
Expenditure Recovery	1,769,050	1,333,516	1,453,064	119,548	9%
Transfer Adjustments-Sources	(611,178)	(1,033,349)	0	1,033,349	(100%)
Use of / (Deposit to) Fund Balance	4,605,948	0	0	0	N/A
General Fund Support	(148,805)	0	0	0	(100%)
<b>Sources Total</b>	<b>21,501,093</b>	<b>13,537,260</b>	<b>17,111,003</b>	<b>3,573,743</b>	<b>26%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	5,307,540	4,207,549	4,472,633	265,084	6%
Fringe Benefits	1,891,939	1,958,086	2,307,671	349,585	18%
Overhead	347,998	179,691	1,576,108	1,396,417	N/A
Professional & Contractual Services	6,306,135	2,710,489	4,196,019	1,485,530	55%
Aid Assistance / Grants	1,001,048	469,000	574,860	105,860	23%
Materials & Supplies	227,021	191,539	240,623	49,084	26%
Services of Other Departments	5,886,093	3,820,906	3,743,089	(77,817)	(2%)
Transfers Out	651,178	1,033,349	0	(1,033,349)	(100%)
Transfer Adjustments-Uses	(611,178)	(1,033,349)	0	1,033,349	(100%)
<b>Uses - Operating Expenditures Total</b>	<b>21,007,774</b>	<b>13,537,260</b>	<b>17,111,003</b>	<b>3,573,743</b>	<b>26%</b>



## TOTAL BUDGET - HISTORICAL COMPARISON

	2009-2010	2010-2011	2011-2012		
	Actual	Original	Proposed Budget	Change from 2011-2012	% Chg from 2010-2011
<b>USES - PROJECT EXPENDITURES</b>					
Capital Projects	493,319	0	0	0	N/A
<b>Uses - Project Expenditures Total</b>	<b>493,319</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Clean Air	1,039,075	680,506	972,871	292,365	43%
Climate Change/Energy	5,381,736	456,241	1,587,008	1,130,767	N/A
Environment	6,885,562	5,554,133	6,322,165	768,032	14%
Environment-Outreach	22,559	219,487	219,342	(145)	0%
Environmental Justice / Youth Employment	805,120	248,218	509,963	261,745	N/A
Green Building	519,002	369,170	435,734	66,564	18%
Power Utility Field Services	493,319	0	0	0	N/A
Recycling	4,250,774	3,887,663	4,564,288	676,625	17%
Solid Waste Management	276,660	191,290	272,162	80,872	42%
Toxics	1,781,603	1,897,965	2,191,483	293,518	15%
Urban Forestry	45,683	32,587	35,987	3,400	10%
<b>Uses by Program Recap Total</b>	<b>21,501,093</b>	<b>13,537,260</b>	<b>17,111,003</b>	<b>3,573,743</b>	<b>26%</b>

## PERFORMANCE MEASURES

	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>CLEAN AIR</b>				
<b>Encourage the use of public transportation to improve air quality</b>				
Number of commuters with access to emergency ride home	73,536	75,000	87,000	89,000
<b>CLIMATE CHANGE/ENERGY</b>				
<b>Encourage the use of renewable energy and energy efficiency</b>				
Tons of CO2 greenhouse gas reduced through SF Energy Watch program activities	21,716	24,000	32,000	34,000
Megawatt reduction: SF Energy Watch	13	14	15	16
<b>GREEN BUILDING</b>				
<b>Ensure energy efficiency and environmental-friendly designed buildings</b>				
Number of trainings/workshops on resource-efficient buildings	87	60	60	60
<b>RECYCLING</b>				
<b>Decrease landfill waste through recycling and other waste diversion</b>				
Percentage of total solid waste diverted in a calendar year	77%	72%	77%	77%
Total tons disposed of in all landfills	560,330	630,000	630,000	625,000
<b>TOXICS</b>				
<b>Improve environmental quality and reduce toxics</b>				
Pounds of hazardous waste collected	1,209,000	925,000	925,000	925,000
Number of Green Businesses certified through Green Business program	170	190	190	195

To promote maritime, recreational, transportation, public access and commercial activities on a self-supporting basis by managing and developing San Francisco's waterfront.

## SERVICES

The Port leases and manages commercial, industrial and maritime properties and provides the public with waterfront access and recreational activities, through the following divisions:

**ENGINEERING** provides project and construction management, engineering design, facility inspection, contracting, code compliance review and permit services for all of the Port's 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 the Port's 7.5 miles of waterfront property and repairing piles, piers, roofs, plumbing and electrical systems, and street cleaning.

**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 along San Francisco's waterfront.

**ADMINISTRATION** manages the Port's operations and support services including Human Resources, Accounting, Finance, Information Systems, Contracts and Business Services.

For more information, call (415) 274-0400 or 311; or visit [www.sfport.com](http://www.sfport.com)

## BUDGET DATA SUMMARY

	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	2012-2013 Proposed	Change from 2010-2011	% Change from 2010-2011
<b>Total Expenditures</b>	48,115,013	58,884,104	60,170,975	62,534,882	1,286,871	2%
<b>Total FTE</b>	215.05	216.83	222.16	222.71	5.33	2%

## BUDGET ISSUES AND DETAILS

In accordance with Proposition A, which established two-year budgeting for city departments, the Port prepared budgets for Fiscal Year 2011-12 and Fiscal Year 2012-13. The Fiscal Year 2011-12 operating budget is \$60.2 million, a \$4.6 million (eight percent) increase over Fiscal Year 2010-11. The growth in expenditures is due primarily to growth in salaries and benefits, offset by a reduction in services by other departments. The Fiscal

Year 2012-13 budget is \$62.5 million, a \$2.4 million (four percent) increase from Fiscal Year 2011-12 due primarily to ongoing growth in existing salary and benefit expenses. This expenditure growth in both fiscal years is supported by improving revenues, primarily in parking, commercial and industrial rent, interest income and harbor services revenue.

## IMPROVING THE PORT'S INFRASTRUCTURE

One of the most challenging issues facing the Port is the condition of its physical infrastructure, much of which is 80 to 100 years old and well past its original usable life. In response to this need for repairs, the Port developed a 10-year capital plan with a multi-year capital finance plan that identifies and prioritizes capital projects to complete in the coming years. The Fiscal Year 2012-21 update of the Port's 10-Year Capital Plan identifies a total need of approximately \$2.16 billion, primarily from deferred maintenance and seismic upgrade work required on Port facilities. The Fiscal Year 2011-12 capital budget includes \$14.1 million for a variety of key projects throughout the Port including: the cruise terminal at Pier 27 (\$1.0 million) pier repair (\$4.6 million), dredging (\$3.8 million), and dry dock disposal (\$1.8 million). The Fiscal Year 2012-13 proposed capital budget totals \$8.6 million with dredging and pier repair remaining the largest projects.

## PREPARING FOR AMERICA'S CUP

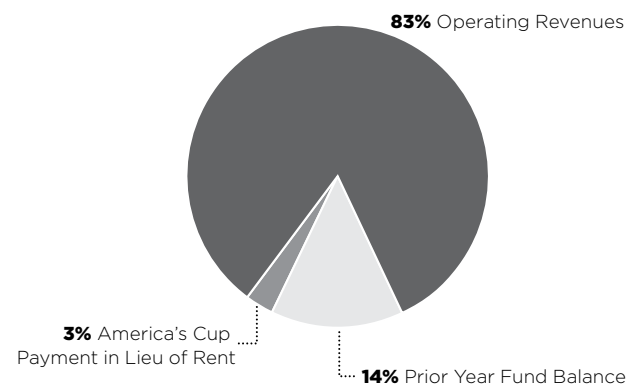
On December 31, 2010, San Francisco was selected by the America's Cup Event Authority to host the 34th America's Cup (AC34) Final Match in 2013 under the terms set forth in the Host City and Venue Agreement.<sup>1</sup> The Event features several weeks of sailing races and a multi-year build-up to the final match that promises an estimated

\$1.4 million economic benefit to the region, including at least \$19.5 million in additional tax revenue to the City and over 9,000 jobs. The City's selection as host city for the America's Cup will change the direction and course of the Port's long-term operations and capital program and will significantly accelerate waterfront improvements. Under the agreement, Piers 19, 23, 27-29, 26, 28, and 30-32 and Seawall Lot 330 are proposed as venues for America's Cup-related activities, and the Event Authority will complete any needed substructure, infrastructure, and superstructure repairs and improvements to Piers 30-32 and other Port property with the Port's consent. If the Event Authority's expenditures meet or exceed \$55 million, the Event Authority will have the right to a 66-year lease for Piers 30-32 and fee title to Seawall Lot 330. The Event Authority also has the option to perform additional work on Pier 26 and Pier 28 with the Port's consent to obtain long term leasing rights to those piers.

Port management believes that the primary strategic priority over the next three years is supporting AC34, delivering the operational and capital improvements necessary for the event, and staging the Cruise Terminal project to be compatible with the event use and to be a long lasting legacy for cruises, the local economy, and the public. The strong and stable foundation Port management has built will allow the Port to play a key role in the success of the project while continuing its stewardship of the tidelands for the people of the State of California.

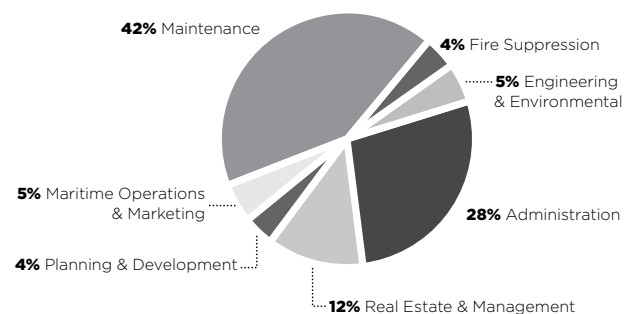
<sup>1</sup> This agreement sets forth the rights and obligations of the City, including the Port, and the America's Cup Event Authority, LLC, subject to the City's approval of the America's Cup project following completion of environmental review under the California Environmental Quality Act (CEQA).

## Sources of Funds

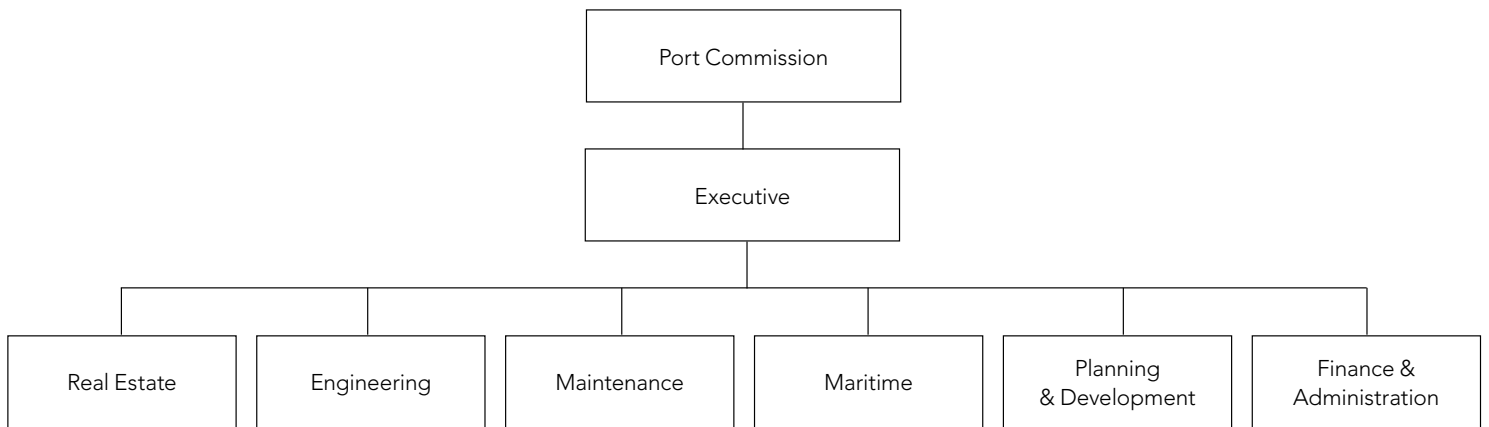


The Port is an economic engine for the City, generating revenues from real estate leasing, parking, maritime and development projects. Prior year fund balances resulting from operating surpluses are dedicated to funding the Port's capital program.

## Uses by Program



The repair and replacement of physical infrastructure is a critical component of the Port's budget. In Fiscal Year 2011-12, the Port will spend \$14.1 million on capital projects and \$3.8 million on debt service, for current and completed projects, that will improve deteriorating infrastructure and create opportunities to generate additional revenues.



# TOTAL BUDGET - HISTORICAL COMPARISON

	2009-2010	2010-2011	2011-2012			2012-2013		
	Actual	Original	Proposed	Chg from 2010-2011	% Chg 2010-2011	Proposed	Chg from 2010-2011	% Chg 2011-2012
<b>AUTHORIZED POSITIONS</b>								
Total Authorized	231.05	235.91	242.16	6.25	3%	242.71	0.55	0%
Non-operating Positions (cap/other)	(16.00)	(19.08)	(20.00)	(0.92)	5%	(20.00)	0.00	0
<b>Net Operating Positions</b>	<b>215.05</b>	<b>216.83</b>	<b>222.16</b>	<b>5.33</b>	<b>2%</b>	<b>222.71</b>	<b>0.55</b>	<b>0%</b>
<b>SOURCES</b>								
Licenses & Fines	1,275,356	1,600,000	1,366,000	(234,000)	(15%)	1,380,000	14,000	1%
Use of Money or Property	56,395,119	52,173,000	50,921,000	(1,252,000)	(2%)	50,839,500	(81,500)	0%
Charges for Services	6,344,465	12,254,000	13,552,000	1,298,000	11%	13,363,500	(188,500)	(1%)
Other Revenues	3,134,780	999,756	1,470,494	470,738	47%	1,471,494	1,000	0%
Transfers In	11,904,500	15,132,746	19,248,278	4,115,532	27%	14,675,336	(4,572,942)	(24%)
Expenditure Recovery	76,417	267,001	167,168	(99,833)	(37%)	167,168	0	0
Transfer Adjustments-Sources	(11,904,500)	(18,283,848)	(20,280,378)	(1,996,530)	11%	(15,026,564)	5,253,814	(26%)
Use of / (Deposit to) Fund Balance	(11,691,764)	9,850,444	11,340,949	1,490,505	15%	7,900,672	(3,440,277)	(30%)
<b>Sources Total</b>	<b>55,534,373</b>	<b>73,993,099</b>	<b>77,785,511</b>	<b>3,792,412</b>	<b>5%</b>	<b>74,771,106</b>	<b>(3,014,405)</b>	<b>(4%)</b>
<b>USES - OPERATING EXPENDITURES</b>								
Salaries & Wages	20,182,452	20,137,137	20,625,549	488,412	2%	21,613,319	987,770	5%
Fringe Benefits	7,542,537	8,774,678	9,812,975	1,038,297	12%	10,864,560	1,051,585	11%
Overhead	274,163	100,191	0	(100,191)	(100%)	0	0	N/A
Professional & Contractual Services	7,658,277	10,859,376	10,919,966	60,590	1%	10,754,482	(165,484)	(2%)
Materials & Supplies	1,146,872	1,484,510	1,355,468	(129,042)	(9%)	1,337,740	(17,728)	(1%)
Equipment	317,774	504,955	713,898	208,943	41%	569,384	(144,514)	(20%)
Debt Service	231,760	3,075,050	3,850,937	775,887	25%	4,672,445	821,508	21%
Services of Other Departments	11,383,151	13,282,622	12,228,443	(1,054,179)	(8%)	12,015,635	(212,808)	(2%)
Transfers Out	11,282,527	15,798,331	17,728,257	1,929,926	12%	12,393,395	(5,334,862)	(30%)
Transfer Adjustments-Uses	(11,904,500)	(15,132,746)	(17,064,518)	(1,931,772)	13%	(11,686,078)	5,378,440	(32%)
<b>Uses - Operating Expenditures Total</b>	<b>48,115,013</b>	<b>58,884,104</b>	<b>60,170,975</b>	<b>1,286,871</b>	<b>2%</b>	<b>62,534,882</b>	<b>2,363,907</b>	<b>4%</b>
<b>USES - PROJECT EXPENDITURES</b>								
Facilities Maintenance	1,196,867	4,270,539	3,504,636	(765,903)	(18%)	3,686,224	181,588	5%
Capital Projects	6,222,493	10,838,456	14,109,900	3,271,444	30%	8,550,000	(5,559,900)	(39%)
<b>Uses - Project Expenditures Total</b>	<b>7,419,360</b>	<b>15,108,995</b>	<b>17,614,536</b>	<b>2,505,541</b>	<b>17%</b>	<b>12,236,224</b>	<b>(5,378,312)</b>	<b>(31%)</b>
<b>USES BY PROGRAM RECAP</b>								
Administration	16,153,907	21,911,534	22,942,839	1,031,305	5%	23,859,553	916,714	4%
Engineering & Environmental	2,823,638	4,192,624	4,197,396	4,772	0%	4,516,346	318,950	8%
Maintenance	22,887,455	30,588,386	33,809,680	3,221,294	11%	29,237,083	(4,572,597)	(14%)
Maritime Operations & Marketing	2,222,307	3,186,781	3,834,026	647,245	20%	3,749,341	(84,685)	(2%)
Non-Grant Construction Projects	0	139,456	0	(139,456)	(100%)	0	0	N/A
Planning & Development	2,839,768	3,491,920	2,946,078	(545,842)	(16%)	3,093,412	147,334	5%
Real Estate & Management	8,607,298	10,482,398	10,055,492	(426,906)	(4%)	10,315,371	259,879	3%
<b>Uses by Program Recap Total</b>	<b>55,534,373</b>	<b>73,993,099</b>	<b>77,785,511</b>	<b>3,792,412</b>	<b>5%</b>	<b>74,771,106</b>	<b>(3,014,405)</b>	<b>(4%)</b>

## PERFORMANCE MEASURES

	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target	2012-2013 Target
<b>MAINTENANCE</b>					
<b>Financial Stability - Improve utilization of maintenance resources</b>					
Percentage of preventative maintenance of sewer pumps performed on schedule	80%	100%	80%	100%	100%
<b>MARITIME OPERATIONS &amp; MARKETING</b>					
<b>Economic Impact - Increase cruise volume</b>					
Total number of cruise ship calls	48	56	56	42	42
<b>Economic Impact - Track ferry passenger volume</b>					
Total number of ferry passengers transiting through Port managed facilities.	1,413,627	1,400,000	1,450,000	1,450,000	1,450,000
<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	\$52.2	\$52.9	\$55.9	\$54.0	\$54.1
Overall Port Vacancy Rate	13.4%	13.0%	13.0%	12.0%	11.0%





# PUBLIC UTILITIES COMMISSION

To provide our 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 to our care.

## SERVICES

The San Francisco Public Utilities Commission (SFPUC) consists of the Water Enterprise, Wastewater Enterprise, Hetch Hetchy Water & Power and the SFPUC Bureaus.

**WATER ENTERPRISE** is responsible for collecting, treating and distributing 250 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. The Water Enterprise operates and maintains the following:

	Regional Water System	In-City Water Delivery System
<b>Pipelines</b>	280 miles	1,250 miles
<b>Tunnels</b>	60 miles	NA
<b>Pump Stations</b>	5	12
<b>Reservoirs and/or Water Tanks</b>	11	12/9
<b>Treatment Plants</b>	2	NA

**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 933 miles of city sewers, 27 pump stations,

three wastewater treatment plants and responding to sewer-related service calls. The Wastewater Enterprise serves approximately 150,000 residential accounts, which discharge about 19 million units of sanitary flow per year (measured in hundreds of cubic feet, or ccf) and approximately 22,000 non-residential accounts, which discharge about 9.2 million units of sanitary flow per year.

**HETCH HETCHY WATER AND POWER** operates the collection and conveyance of approximately 85 percent of the City's water supply and the generation and transmission of electricity from that source. Approximately 63 percent of the electricity generated by Hetch Hetchy Water and Power is used by the City's municipal customers. 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.

**SFPUC BUREAUS** provide infrastructure planning, managerial and administrative support for all SFPUC operations.

For more information, call (415) 554-3155 or 311; or visit [www.sfwater.org](http://www.sfwater.org)

## BUDGET DATA SUMMARY

	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	2012-2013 Proposed	Change from 2010-2011	% Change from 2010-2011
<b>Total Expenditures</b>	597,833,625	614,956,838	666,530,017	712,445,312	51,573,179	8%
<b>Total FTE</b>	1,549.40	1,583.85	1,626.91	1,628.99	43.06	3%

# BUDGET ISSUES AND DETAILS

The San Francisco Public Utilities Commission (SFPUC) Fiscal Year 2011–12 budget request continues to support the Commission’s strategic goals to provide high quality services; plan for the future; promote a green and sustainable city; engage SFPUC’s public and invest in our communities; and invest in SFPUC’s people. Compared to the Fiscal Year 2010–11 adopted budget, this request is eight percent higher mainly due to increased debt service costs for both the Water and Wastewater Enterprises, salary and benefits, overhead, and capital projects. This budget continues to prioritize and provide funding that ensures system reliability, regulatory compliance, resource sustainability, health and safety, community benefits and jobs, as well as environmental justice and stewardship. All SFPUC utilities prioritize around-the-clock, 24/7 operations and essential service delivery to meet our customers’ water, power and sewer service needs.

## WATER ENTERPRISE

The Water Enterprise is prioritizing completion of the rebuild and retrofit of the Hetch Hetchy Water System (i.e. the Water System Improvement Program, WSIP) by 2015 and operationally integrating completed projects into the system; continuing water conservation efforts; completion of the retrofit/replacement of the 180,000 visual-read water meters with automated-read water meters; completion of the new 525 Golden Gate SFPUC Headquarters building; and providing long-term stewardship of natural resources while ensuring excellent water quality.

## WASTEWATER ENTERPRISE

Wastewater Enterprise priorities include the planning and implementation of the Sewer System Improvement Program (SSIP) and continued effort on infrastructure asset condition assessment to ensure sound operational focus on system components with the most need. The SSIP is a series of capital improvement projects focused on wastewater system upgrades and preparedness to meet both present and future needs of San Francisco and Treasure Island. Projects will increase sewer system reliability and future sustainability consistent with the SFPUC’s endorsed goals and levels of service for the wastewater system.

## HETCH HETCHY

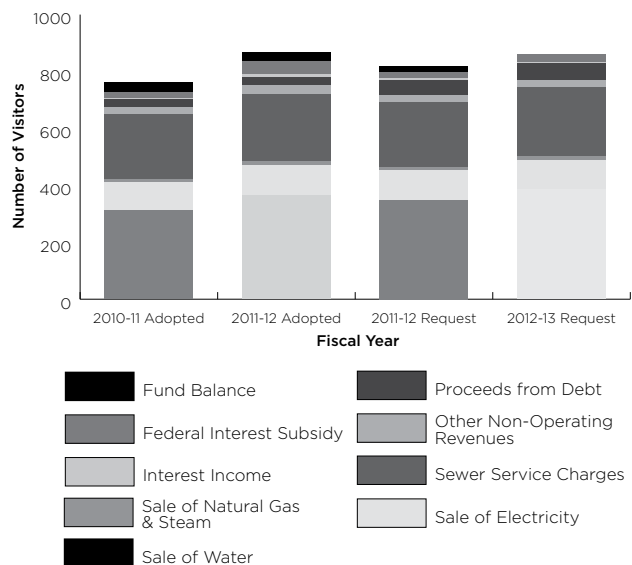
Hetch Hetchy priorities include completion of condition assessments for upcountry water facilities and rehabilitation of the power system; support of the Bay-Delta & Federal Energy Regulatory Commission proceedings; compliance with regulatory requirements; constructive engagement with regulators, legislators and stakeholders to keep apprised of market and policy conditions to ensure protection of San Francisco customers’ interests; promotion of a green and sustainable San Francisco through power generation optimization from the Hetch Hetchy project; development of a diverse portfolio of resources; a complementary and energy-saving LED streetlight conversion program; and implementation of CleanPowerSF, our community choice aggregation program.

## COMMUNITY BENEFITS PROGRAM

New for Fiscal Year 2011–12 is the community benefits program which is consistent with the Commission’s adopted community benefits policy. The goals of the program are to: implement the environmental justice policy; develop and implement guidelines, metrics and evaluation methodologies; and develop and deploy effective communication strategies. The priorities include working with city partners to implement the local hiring policy; bolstering programs such as BAYWORK, the Bay Area Workforce Development Collaborative of water and

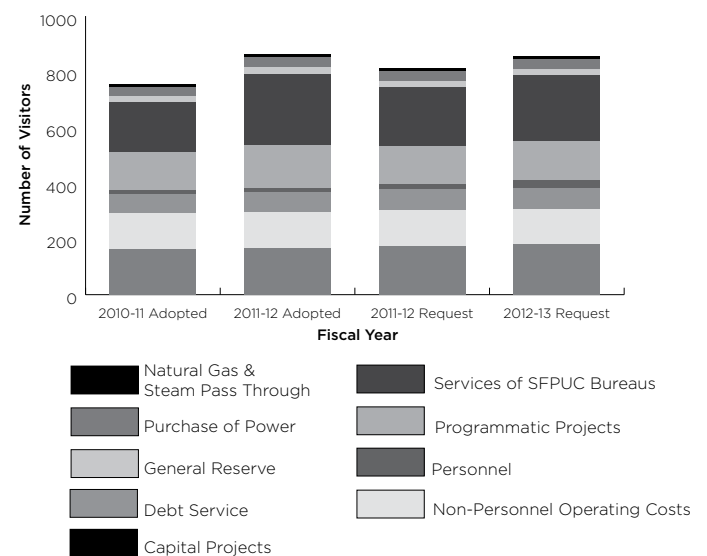
wastewater utilities in six Bay Area counties; and piloting initiatives that maximize job opportunities. Additionally, the commission is maximizing Local Business Enterprise utilization; partnering with the San Francisco Unified School District, City College, SF State and community-based organizations to educate the public and youth about the SFPUC work; bolstering existing programs, Earth Stewards Programs and SAGE/Sunol AgPark; launching Contractors Assistance Center; and developing land use policy along with central coordination of the SFPUC’s vital natural resources. Three new positions are requested to deliver community benefits program initiatives.

## Sources of Funds



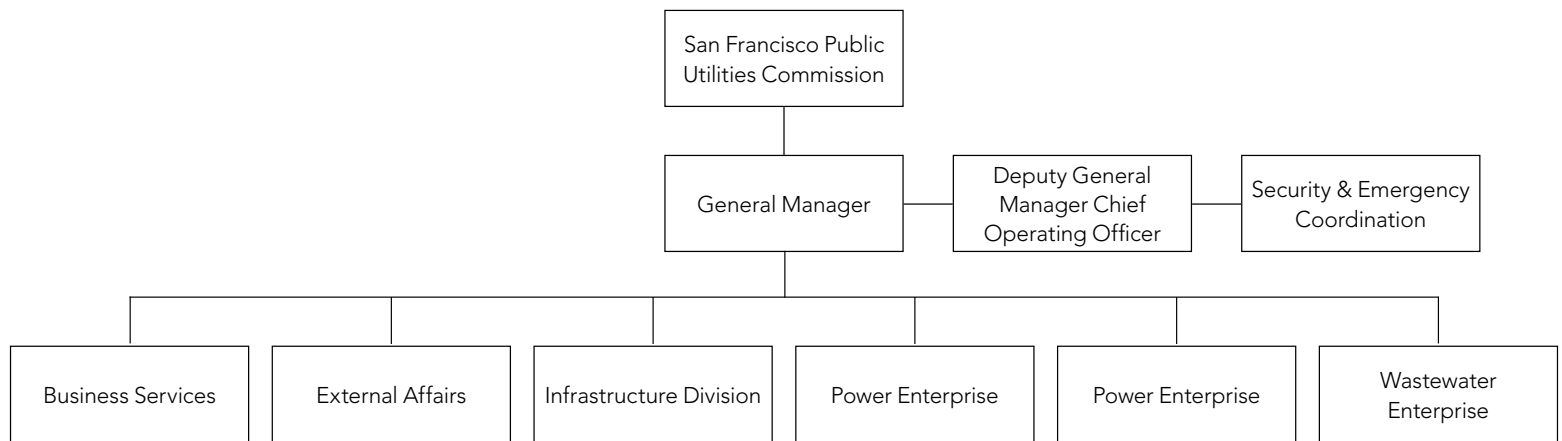
The San Francisco Public Utilities Commission will see an overall revenue decrease in Fiscal Year 2011–12 of \$50 million, mainly due to a decrease in water sales revenue, use of fund balance, and a lower federal interest subsidy.

## Uses of Funds



The proposed budget for Fiscal Year 2011–12 includes an increase of \$63 million over the prior year.

# PUBLIC UTILITIES COMMISSION



# TOTAL BUDGET - HISTORICAL COMPARISON

	2009-2010	2010-2011	2011-2012			2012-2013		
	Actual	Original	Proposed	Chg from 2010-2011	% Chg 2010-2011	Proposed	Chg from 2010-2011	% Chg 2011-2012
<b>AUTHORIZED POSITIONS</b>								
Total Authorized	2,154.29	2,185.29	2,232.18	46.89	2%	2,234.39	2.21	0%
Non-operating Positions (cap/other)	(604.89)	(601.44)	(605.27)	(3.83)	1%	(605.50)	(0.23)	0%
<b>Net Operating Positions</b>	<b>1,549.40</b>	<b>1,583.85</b>	<b>1,626.91</b>	<b>43.06</b>	<b>3%</b>	<b>1,628.89</b>	<b>1.98</b>	<b>0%</b>
<b>SOURCES</b>								
Licenses & Fines	123,006	0	0	0	N/A	0	0	N/A
Use of Money or Property	13,264,861	18,073,700	15,945,357	(2,128,343)	(12%)	16,078,464	133,107	1%
Intergovernmental Revenue - State	0	0	(30,000,000)	(30,000,000)	N/A	0	30,000,000	(100%)
Charges for Services	539,057,327	623,232,644	669,679,719	46,447,075	7%	716,690,948	47,011,229	7%
Other Revenues	40,304,709	57,610,102	119,185,993	61,575,891	N/A	105,703,546	(13,482,447)	(11%)
Transfers In	125,212,291	167,848,387	154,434,682	(13,413,705)	(8%)	150,520,324	(3,914,358)	(3%)
Expenditure Recovery	161,399,355	226,120,392	238,018,547	11,898,155	5%	252,742,269	14,723,722	6%
Transfer Adjustments-Sources	(214,224,728)	(365,941,064)	(365,013,269)	927,795	0%	(371,012,996)	(5,999,727)	2%
Use of / (Deposit to) Fund Balance	(3,178,771)	34,589,936	19,989,760	(14,600,176)	(42%)	2,737,189	(17,252,571)	(86%)
General Fund Support	237,928	0	0	0	N/A	0	0	N/A
<b>Sources Total</b>	<b>662,195,978</b>	<b>761,534,097</b>	<b>822,240,789</b>	<b>60,706,692</b>	<b>8%</b>	<b>873,459,744</b>	<b>51,218,955</b>	<b>6%</b>
<b>USES - OPERATING EXPENDITURES</b>								
Salaries & Wages	159,106,383	186,403,448	189,621,579	3,218,131	2%	198,407,708	8,786,129	5%
Fringe Benefits	55,722,737	68,808,003	79,914,995	11,106,992	16%	88,841,635	8,926,640	11%
Overhead	2,140,158	3,891,114	5,839,300	1,948,186	50%	5,839,300	0	0
Professional & Contractual Services	155,812,988	178,070,588	184,919,895	6,849,307	4%	184,654,409	(265,486)	0%
Aid Assistance / Grants	1,590,507	1,470,000	1,580,000	110,000	7%	1,580,000	0	0
Materials & Supplies	25,724,433	26,173,311	27,235,423	1,062,112	4%	27,229,885	(5,538)	0%
Equipment	6,960,566	7,182,583	6,208,114	(974,469)	(14%)	5,850,685	(357,429)	(6%)
Debt Service	421,667	181,617,216	215,210,624	33,593,408	18%	253,242,634	38,032,010	18%
Services of Other Departments	118,849,433	136,124,669	148,846,520	12,721,851	9%	152,597,867	3,751,347	3%
Transfers Out	285,729,481	169,223,009	154,447,682	(14,775,327)	(9%)	150,520,324	(3,927,358)	(3%)
Budgetary Reserves	0	21,933,961	17,719,154	(4,214,807)	(19%)	14,693,861	(3,025,293)	(17%)
Transfer Adjustments-Uses	(214,224,728)	(365,941,064)	(365,013,269)	927,795	0%	(371,012,996)	(5,999,727)	2%
<b>Uses - Operating Expenditures Total</b>	<b>597,833,625</b>	<b>614,956,838</b>	<b>666,530,017</b>	<b>51,573,179</b>	<b>8%</b>	<b>712,445,312</b>	<b>45,915,295</b>	<b>7%</b>
<b>USES - PROJECT EXPENDITURES</b>								
Facilities Maintenance	2,143,621	13,858,214	14,425,186	566,972	4%	23,727,932	9,302,746	64%
Capital Renewal	0	86,928,045	104,161,086	17,233,041	20%	125,385,500	21,224,414	20%
Capital Projects	62,218,732	45,791,000	37,124,500	(8,666,500)	(19%)	11,901,000	(25,223,500)	(68%)
<b>Uses - Project Expenditures Total</b>	<b>64,362,353</b>	<b>146,577,259</b>	<b>155,710,772</b>	<b>9,133,513</b>	<b>6%</b>	<b>161,014,432</b>	<b>5,303,660</b>	<b>3%</b>
<b>USES BY PROGRAM RECAP</b>								
Administration	254,863,181	100,184,259	112,067,263	11,883,004	12%	123,771,816	11,704,553	10%
Customer Services	11,172,435	11,626,697	11,996,867	370,170	3%	12,796,484	799,617	7%
Debt Service	0	179,301,410	212,923,930	33,622,520	19%	244,283,868	31,359,938	15%
Finance	8,363,644	9,830,757	10,155,781	325,024	3%	10,656,132	500,351	5%
General Management	(45,935,550)	(52,310,120)	(56,373,238)	(4,063,118)	8%	(58,978,538)	(2,605,300)	5%
Hetch Hetchy Capital Projects	36,779,488	75,327,000	72,264,500	(3,062,500)	(4%)	43,386,000	(28,878,500)	(40%)
Hetch Hetchy Power	5,316,288	0	0	0	N/A	0	0	N/A
Hetchy Water Operations	19,356,652	46,627,367	50,607,584	3,980,217	9%	52,699,759	2,092,175	4%
Human Resources	7,143,153	8,261,495	9,437,422	1,175,927	14%	9,841,573	404,151	4%
Management Information	16,569,678	19,067,986	20,025,984	957,998	5%	20,495,880	469,896	2%
Operating Reserve	0	21,933,961	17,719,154	(4,214,807)	(19%)	14,141,097	(3,578,057)	(20%)
Other Programs	73,695	0	0	0	N/A	0	0	N/A
Power Infrastructure Development	5,538,881	9,451,861	9,348,510	(103,351)	(1%)	9,568,937	220,427	2%
Power Purchasing/ Scheduling	23,098,733	42,542,924	44,758,768	2,215,844	5%	45,070,620	311,852	1%
Power Utility Field Services	1,992,489	493,319	0	(493,319)	(100%)	0	0	N/A
Power Utility Services	71,787,171	13,051,753	11,869,084	(1,182,669)	(9%)	12,403,267	534,183	5%
Strategic Planning/Compliance	6,010,505	9,528,398	10,667,171	1,138,773	12%	11,231,351	564,180	5%
Wastewater Capital Projects	0	14,067,180	30,487,450	16,420,270	N/A	32,776,000	2,288,550	8%

## TOTAL BUDGET - HISTORICAL COMPARISON

	2009-2010	2010-2011	2011-2012			2012-2013		
	Actual	Original	Proposed	Chg from 2010-2011	% Chg 2010-2011	Proposed	Chg from 2010-2011	% Chg 2011-2012
Wastewater Collection	29,070,559	30,377,645	30,109,997	(267,648)	(1%)	30,765,504	655,507	2%
Wastewater Disposal	3,429,539	0	0	0	N/A	0	0	N/A
Wastewater Operations	2,065,927	10,217,994	6,023,804	(4,194,190)	(41%)	2,811,484	(3,212,320)	(53%)
Wastewater Treatment	62,388,417	63,991,494	70,337,495	6,346,001	10%	71,525,278	1,187,783	2%
Water Capital Projects	31,382,086	40,840,671	38,570,330	(2,270,341)	(6%)	71,083,266	32,512,936	84%
Water Pumping	1,992,794	0	0	0	N/A	0	0	N/A
Water Source Of Supply	13,050,592	20,677,950	20,935,775	257,825	1%	21,018,303	82,528	0%
Water Transmission/ Distribution	64,791,628	49,709,395	50,390,013	680,618	1%	52,882,270	2,492,257	5%
Water Treatment	31,893,993	36,732,701	37,917,145	1,184,444	3%	39,229,393	1,312,248	3%
<b>Uses by Program Recap Total</b>	<b>662,195,978</b>	<b>761,534,097</b>	<b>822,240,789</b>	<b>60,706,692</b>	<b>8%</b>	<b>873,459,744</b>	<b>51,218,955</b>	<b>6%</b>

# PERFORMANCE MEASURES

	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 Target
<b>HETCH HETCHY POWER</b>				
<b>Promote energy conservation</b>				
Total number of kilowatt hours reduced	5,822,965	5,500,000	4,199,000	3,000,000
Total number of peak kilowatts reduced	1,309	1,400	668	340
<b>Develop and implement renewable energy projects</b>				
Increase in kilowatts per year of renewable capacity and energy (non-Hetch Hetchy generated)	0	5,414	4,970	377
<b>Respond to streetlight and pole needs promptly</b>				
Percent of SFPUC streetlight malfunctions (as reported by customers) repaired within two business days	71%	80%	65%	80%
<b>Generate power to help meet the needs of the City and County of San Francisco</b>				
Power generated to meet San Francisco's needs, in gigawatt hours (annual target set assuming average annual hydrology)	1,448	1,600	1,950	1,600
<b>WASTEWATER OPERATIONS</b>				
<b>Collect wastewater in an efficient and effective fashion</b>				
Number of catch basins inspected and cleaned	9,313	8,000	12,500	12,500
Linear feet of main collection system sewer lines inspected	695,399	660,000	844,800	844,800
Number of Fats, Oils, & Grease (FOG) inspections (to reduce sewer blockages and control odor problems)	913	1,200	1,000	1,200
<b>Maintain the wastewater system in a state of good repair</b>				
Percent maintenance work done that is planned vs unplanned	87%	58%	58%	85%
Percent of scheduled maintenance jobs completed within 10% of initial estimate for staff hours required	45%	40%	40%	50%
<b>Foster Constructive Relationships with Neighborhoods and Contribute to the Community</b>				
Percent of sewer complaints responded to in person within 8 hours	100%	100%	80%	100%
<b>WATER DISTRIBUTION</b>				
<b>Maintain and improve customer service</b>				
Percent of customer inquiries or complaints responded to within 2 business hours of initial contact	100%	100%	100%	100%
Unplanned disruptions of less than 4 hours in San Francisco (per 1,000 customer accounts)	0.45	1.10	0.33	1.10
<b>Maintain infrastructure to keep water system in a state of good repair and operation</b>				
Number of residential and commercial water meters replaced in San Francisco	1,243	122,000	55,000	53,000
Miles of water main replaced in San Francisco	5.3	6.0	4.0	6.0
Percent of maintenance that is scheduled rather than unscheduled in the Hetch Hetchy system	47%	50%	50%	50%





# RENT ARBITRATION BOARD

To protect tenants from excessive rent increases and unjust evictions while assuring landlords of fair and adequate rents; provide fair and even-handed treatment for both tenants and landlords through efficient and consistent administration of the rent law; and promote the preservation of sound, affordable housing and enhance the ethnic and cultural diversity that is unique to San Francisco.

## SERVICES

The Rent Arbitration Board provides the following services:

**PUBLIC INFORMATION AND COUNSELING** unit provides information to the public regarding the Rent Ordinance and rules and regulations, as well as other municipal, state and federal ordinances in the area of landlord/tenant law.

**HEARINGS AND APPEALS** unit consists of ten Administrative Law Judges (ALJs) who are supervised by two Senior Administrative Law Judges. The ALJs are attorneys who 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

	2009-2010 Actual	2010-2011 Original Budget	2011-2012 Proposed	Change from 2010-2011	% Change from 2010-2011
<b>Total Expenditures</b>	4,923,514	5,496,379	5,965,424	469,045	9%
<b>Total FTE</b>	28.92	28.94	28.91	(0.03)	0%

# BUDGET ISSUES AND DETAILS

The Rent Arbitration Board is proposing a \$5.9 million budget, which represents a nine percent increase from the Fiscal Year 2010–11 budget. This change is driven by mandatory increases in salary and benefit costs, departmental efforts to make its materials more accessible online, and outreach service costs.

## RENT BOARD FEES

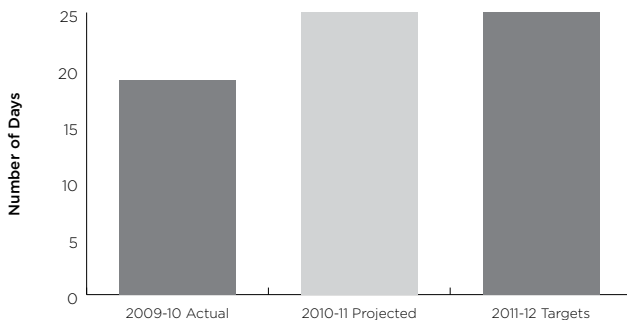
The Rent Board fee is currently applied to all rental units in the City that come under the jurisdiction of the Rent Ordinance with the exception of Section 8 units. Annually, after taking into account any operating savings from previous years, the Controller's Office adjusts the Rent Board fee to cover the operating costs of the Department. In Fiscal Year 2011–12, the fee will remain the same \$29 per unit fee to cover mandatory increases in salary steps, retirement contributions, and fringe benefits.

## IMPROVING ACCESS TO INFORMATION

The Department continues to work to make as much of the information it disseminates available in as many languages as possible. Outreach contracts with community organizations also provide expanded language assistance to the Chinese, Spanish, Russian, Vietnamese, and Korean communities. The Department also provides interpreters for hearings and mediations for parties who cannot afford these services.

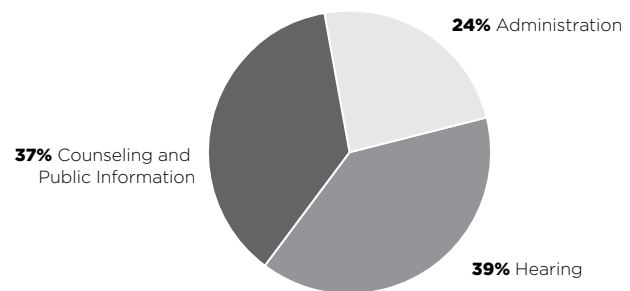
In an effort to increase its outreach efforts, the department has devoted more resources to make materials more accessible and is working cooperatively with community organizations and the San Francisco Public Library. In Fiscal Year 2011–12, this outreach effort will increase as the department looks to further improve its efforts to be more efficient in reaching various communities within San Francisco.

## Average Number of Days for Administrative Law Judges to Submit Decisions for Review



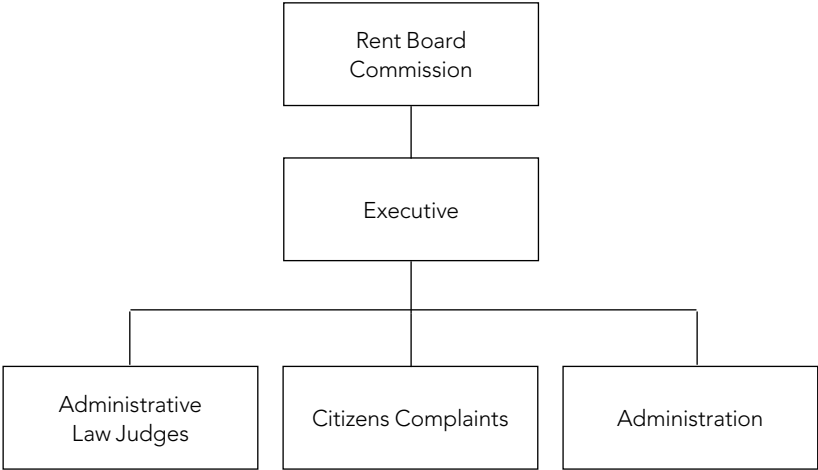
The Rent Board strives to adjudicate cases as quickly as possible. The legal mandate for reviewing cases is 30 days.

## Staffing by Service Area



76 percent of the Rent Board's staff provides direct services to tenants and landlords.

# RENT ARBITRATION BOARD



## TOTAL BUDGET - HISTORICAL COMPARISON

	2009-2010	2010-2011	2011-2012		
	Actual	Original	Proposed Budget	Change from 2011-2012	% Chg from 2010-2011
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	28.92	28.94	28.91	(0.03)	0%
<b>Net Operating Positions</b>	<b>28.92</b>	<b>28.94</b>	<b>28.91</b>	<b>(0.03)</b>	<b>0%</b>
<b>SOURCES</b>					
Charges for Services	5,121,529	4,911,619	4,796,263	(115,356)	(2%)
Other Revenues	(18)	0	0	0	N/A
Expenditure Recovery	66,415	71,085	96,000	24,915	35%
Use of / (Deposit to) Fund Balance	(264,412)	513,675	1,073,161	559,486	N/A
<b>Sources Total</b>	<b>4,923,514</b>	<b>5,496,379</b>	<b>5,965,424</b>	<b>469,045</b>	<b>9%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	2,935,613	2,971,375	3,117,756	146,381	5%
Fringe Benefits	998,933	1,203,462	1,357,395	153,933	13%
Overhead	61,601	17,509	14,352	(3,157)	(18%)
Professional & Contractual Services	63,738	109,058	203,058	94,000	86%
Aid Assistance / Grants	119,524	120,000	120,000	0	0
Materials & Supplies	25,421	26,967	41,967	15,000	56%
Services of Other Departments	718,684	1,048,008	1,110,896	62,888	6%
<b>Uses - Operating Expenditures Total</b>	<b>4,923,514</b>	<b>5,496,379</b>	<b>5,965,424</b>	<b>469,045</b>	<b>9%</b>
<b>USES BY PROGRAM RECAP</b>					
Rent Board	4,923,514	5,496,379	5,965,424	469,045	9%
<b>Uses by Program Recap Total</b>	<b>4,923,514</b>	<b>5,496,379</b>	<b>5,965,424</b>	<b>469,045</b>	<b>9%</b>

## PERFORMANCE MEASURES

	2009-2010 Actual	2010-2011 Target	2010-2011 Projected	2011-2012 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	1.1	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
<b>Provide translations of documents and make available through multiple sources</b>				
Number of discrete documents in languages other than English	385	394	394	402
Number of locations where translated documents are available	773	846	846	856



# CAPITAL PROJECTS

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# CAPITAL PROJECTS

## SUMMARY OF MAY 1 CAPITAL PROJECTS

A key role of the City and County of San Francisco is to provide the facilities and infrastructure that maintain and improve San Francisco's quality of life, environment, and economy. These include the City's fire stations, hospitals, libraries, parks, police stations, roads and public transit systems—the physical assets that shape urban life. Each year, the Capital Planning Program, under the direction of the City Administrator, updates the City's 10-year Capital Plan, which outlines a long-term strategy for these investments. The Capital Plan for Fiscal Years 2012 through 2021 was adopted by the Board of Supervisors in March, 2011 and provides information to help guide the Mayor's budget submission.

The Mayor's proposed May budget submission includes \$225.0 million in capital projects for Fiscal Year 2011–12 and \$267.9 million for Fiscal Year 2012–13, supporting over 3,200 local jobs during the life of the projects. Under the City's 10-year Capital Plan, the departments in the Mayor's May 1 budget submission plan to invest \$16.3 billion in capital projects over the next decade, supporting approximately 10,700 jobs per year. These projects are funded by various revenue sources, including fee and concession revenue, bond proceeds, and state and federal grants. Major projects included in this submission are the building of runway safety zones at the San Francisco International Airport, structural improvements to several piers along the Port's waterfront to support the America's Cup, and the continued installation of energy-efficient Light Emitting Diode (LED) bulbs in over 17,600 streetlights operated by the Public Utilities Commission. A list of proposed projects is presented on the following pages.

Not included in this submission are several major Enterprise Department projects that are expected to begin or make significant progress over the next two fiscal years, including the Central Subway, Doyle Drive, the Water System Improvement Project, and the Transbay Terminal. These projects are funded outside of the budget process through supplemental appropriations or grant resolutions.

A complete capital project submission covering all city departments will be included in the Mayor's proposed June budget. For more information on the City's Capital Planning Program visit [www.onesanfrancisco.org](http://www.onesanfrancisco.org).

# CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2010-2011	Proposed 2011-2012
<b>Department : AIR AIRPORT COMMISSION</b>				
CAC035UN3501	BOARDING AREA A IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	(39,300)	
CAC045UN4501	NOISE INSULATION & MANAGEMNT SYS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	(222,351)	
CAC046UN4601	ENVIRONMENTAL IMPROVEMENTS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	222,351	
CAC046UN4601	ENVIRONMENTAL IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	760,985	898,291
CAC0479C4701	AIRFIELD IMPROVEMENTS-RUNWAYS & TAXIWAYS	2009 SFIA CAPITAL PLAN	2,000,000	
CAC0479C4701	AIRFIELD IMPROVEMENTS-RUNWAYS & TAXIWAYS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	2,750,000	
CAC0479C4702	AIRFIELD CAPITAL EQUIPMENT	2009 SFIA CAPITAL PLAN	(1,000,000)	
CAC0479C4702	AIRFIELD CAPITAL EQUIPMENT	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(2,250,000)	
CAC0479C4703	AIRFIELD IMPROVEMENTS-EMAS/RUNWAY SAFETY	2009E NON-AMT/PRIVATE ACTIVITY BONDS	2,404,071	
CAC0479C4704	AIRFIELD IMPROVEMENTS-PERIMETER SECURITY	2009 SFIA CAPITAL PLAN	2,000,000	
CAC0479C4704	AIRFIELD IMPROVEMENTS-PERIMETER SECURITY	2009E NON-AMT/PRIVATE ACTIVITY BONDS	2,500,000	
CAC0479C4705	AIRFIELD IMPROVEMENTS-UTILITIES	2009 SFIA CAPITAL PLAN	(5,000,000)	
CAC0479C4705	AIRFIELD IMPROVEMENTS-UTILITIES	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(5,404,071)	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 15 NON-AMT BONDS	2,020	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	184,703	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	132,626	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 23B-NON AMT BONDS	256,679	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	418,496	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA-ISSUE 9B-NON-AMT BOND	6,624	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	58,869	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	47,826	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	763,939	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	206,742	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	332,793	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2002 SFIA ISSUE 28B NON AMT BONDS	3,849	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2005 SFIA ISSUE 32 AUCTION RATE BONDS	76,775	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	10,743,610	46,865,433
CAC0489C4801	SAFETY AND SECURITY IMPROVEMENTS	2009 SFIA CAPITAL PLAN	5,100,000	
CAC0489C4801	SAFETY AND SECURITY IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	433,000	
CAC0489C4802	SECURITY IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(4,000,000)	
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	2009E NON-AMT/PRIVATE ACTIVITY BONDS		250,000
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND		810,001
CAC0509C5001	AIRPORT SUPPORT IMPROVEMENTS	2009 SFIA CAPITAL PLAN	33,000,000	
CAC0509C5001	AIRPORT SUPPORT IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	12,000	
CAC0509C5002	UPGRADE SUPPORT FACILITIES & INFRASTRUCT	2009E NON-AMT/PRIVATE ACTIVITY BONDS	1,105,000	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	(124,612)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	(187)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	(31,356)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(24,073)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	(5,789)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	(329,054)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	19,562,707	21,343,976
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND		3,500,000
CAC0549C5401	GROUNDSIDE IMPROVEMENTS-VIADUCT IMPV	2009 SFIA CAPITAL PLAN	(8,000,000)	
CAC0549C5401	GROUNDSIDE IMPROVEMENTS-VIADUCT IMPV	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(1,250,000)	
CAC0549C5402	GROUNDSIDE IMPROVEMENTS-ROADWAY IMPV	2009 SFIA CAPITAL PLAN	(3,000,000)	
CAC0549C5402	GROUNDSIDE IMPROVEMENTS-ROADWAY IMPV	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(3,000,000)	
CAC054UN5401	ROADWAY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	518,730	39,084
CAC0559C5501	PARKING IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(8,800,000)	
CAC0559C5501	PARKING IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(1,300,000)	
CAC0579C5702	TERMINAL SAFETY IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(3,000,000)	
CAC0579C5703	TERMINAL FACILITY RENOVATIONS	2009 SFIA CAPITAL PLAN	30,000,000	
CAC0579C5703	TERMINAL FACILITY RENOVATIONS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	4,500,000	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	678,027	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 NON-AMT BONDS	(2,020)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15A-COMM PAPER-AMT		12,475,000
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	(60,091)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	(132,476)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23B-NON AMT BONDS	(233,803)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	(418,496)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 5-MASTER PLAN BOND FD	1,080	

# CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2010-2011	Proposed 2011-2012
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 9B-NON-AMT BOND	(2,164)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	(58,682)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	(16,470)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1997 COMMERCIAL PAPER FUND (AMT)	9,578	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	121,708	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(739,866)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	1,150,565	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	(200,953)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	(3,739)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2002 SFIA ISSUE 28B NON AMT BONDS	(3,849)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2004 SFIA ISSUE 31A AMT BONDS	253,851	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2005 SFIA ISSUE 32 AUCTION RATE BONDS	(76,775)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2009E NON-AMT/PRIVATE ACTIVITY BONDS	1,000,000	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	3,578,641	
CAC0609C6001	TELECOMMUNICATION SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(4,800,000)	
CAC0609C6001	TELECOMMUNICATION SYSTEM IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(2,000,000)	
CAC0609C6002	WATER SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(2,000,000)	
CAC0609C6002	WATER SYSTEM IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(750,000)	
CAC0609C6003	CENTRAL PLANT IMPROVEMENTS	2009 SFIA CAPITAL PLAN	2,000,000	
CAC0609C6003	CENTRAL PLANT IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	1,500,000	
CAC0609C6004	STORM DRAIN IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(3,500,000)	
CAC0609C6004	STORM DRAIN IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	750,000	
CAC0609C6005	UTILITY; POWER & LIGHTING SYS IMPVMNT	2009 SFIA CAPITAL PLAN	(6,663,700)	
CAC0609C6005	UTILITY; POWER & LIGHTING SYS IMPVMNT	2009E NON-AMT/PRIVATE ACTIVITY BONDS	1,500,000	
CAC0609C6006	WASTEWATER SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(22,500,000)	
CAC0609C6006	WASTEWATER SYSTEM IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(1,500,000)	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	2009 SFIA CAPITAL PLAN	(1,836,300)	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-STATE FUND	567,003	
CACC8755	CT5500-PROF. SERVICES	1992 SFIA-ISSUE 5-MASTER PLAN BOND FD	(1,080)	
CACG2810	CT5900B-CONSTRUCTION	1992 SFIA-ISSUE 9B-NON-AMT BOND	(4,460)	
CACI8110	CT4004-CONSTRUCTION	2000 SFIA ISSUE 24A AMT BONDS	(9,082)	
CACI8110	CT4004-CONSTRUCTION	SFIA-CAPITAL PROJECTS-OPERATING FUND	(198,120)	
CACK9410	CT5706A-CONSTRUCTION	1992 SFIA ISSUE 23B-NON AMT BONDS	(22,876)	
CACM0925	CT3842-AE & I DESIGN	1992 SFIA ISSUE 19 NON-AMT BONDS	(150)	
FAC20099	AIRFIELD FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD		85,000
FAC30099	TERMINAL FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	3,115,000	3,580,000
FAC40099	GROUNDSDIDE FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	200,000	615,000
FAC45099	UTILITIES FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	2,450,000	2,350,000
FAC50099	SUPPORT FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	1,065,000	1,697,000
FAC55099	WEST OF BAYSHORE FACILITY MAINTENANCE	SFIA-CONTINUING PROJ-OPERATING FD	170,000	173,000
MACART99	AIRPORT MUSEUM ART ACQUISITION	SFIA-CONTINUING PROJ-OPERATING FD	75,000	
<b>Department :AIR Subtotal</b>			<b>45,773,903</b>	<b>94,681,785</b>

# CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2010-2011	Proposed 2011-2012
<b>Department : PRT PORT</b>				
CPO61901	EMERGENCY FACILITY MAINTENANCE	PORT-CONTINUING PROJ-OPERATING FD	200,000	100,000
CPO62518	MAINTENANCE DREDGING FY10/11 & FY11/12	PORT-CONTINUING PROJ-OPERATING FD	3,045,500	2,595,340
CPO68001	PORT ADA TRANSITION PLAN	PORT-CONTINUING PROJ-OPERATING FD	200,000	175,000
CPO72001	PIER 80/92/96 TRACK MAINT.	PORT-CONTINUING PROJ-OPERATING FD		100,000
CPO72710	MATERIALS TESTING FY 10/11 & FY 11/12	PORT-CONTINUING PROJ-OPERATING FD	750,000	700,000
CPO75201	AMADOR ST FORCED SEWER MAIN	PORT-CONTINUING PROJ-OPERATING FD	700,000	200,000
CPO75501	EMERGENCY TUGBOAT RESPONSE	PORT-CONTINUING PROJ-OPERATING FD	1,816,900	
CPO76101	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	175,000	204,660
CPO76904	PIERS 27/29 SHORESIDE POWER	PORT-CONTINUING PROJ-OPERATING FD	1,000,000	1,225,000
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	100,000
CPO77801	PIER STRUCTURE RPR PRJT PH II	PORT-CONTINUING PROJ-OPERATING FD	4,622,500	1,500,000
CPO78301	FW HARBOR OFFICE & SFPD MARINE UNIT HDQT	PORT-CONTINUING PROJ-OPERATING FD	200,000	
CPO78501	FERRY TERMINAL FLOAT REPAIRS	PORT-CONTINUING PROJ-OPERATING FD	350,000	300,000
CPO78801	WATERFRONT SEWER PUMP-PHASE II PROJECT	PORT-CONTINUING PROJ-OPERATING FD		100,000
CPO79101	PIER 70 HISTORIC BUILDING CLEAN-UP	PORT-CONTINUING PROJ-OPERATING FD	50,000	
CPO79401	SO WATERFRNT OPEN SPACE ENHNCMNTS/ALTERN	PORT-CONTINUING PROJ-OPERATING FD	550,000	550,000
CPO79501	PRT ELEVATOR/ESCALATOR UPGR;REP&REPLMNT	PORT-CONTINUING PROJ-OPERATING FD	200,000	300,000
CPO79601	PIER 70 INFRASTRUCTURE PLAN	PORT-CONTINUING PROJ-OPERATING FD		100,000
CPO79701	PIER 94/96 HIGH MAST LIGHTING PROJECT	PORT-CONTINUING PROJ-OPERATING FD		300,000
GPO22801	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	205,000	205,000
GPO23601	PUBLIC ACCESS IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	75,000	70,000
GPO53601	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	185,000	185,000
GPO54301	FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	287,000	287,000
GPO54701	WHARF J-10 OVERSIGHT	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO54801	ABANDONED MAT/ILLEGAL DUMPING CLEANUP-RE	PORT-OPERATING-ANNUAL PROJECTS	165,000	165,000
GPO54901	ICS TRAINING DVLPMNT & IMPLEMENTATION	PORT-OPERATING-ANNUAL PROJECTS	25,000	25,000
GPO55001	HAZARDOUS WASTE ASSESSMENT & REMOVAL	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO55101	A/E CNSLTNG PRJT PLNNING; DSG & COST EST	PORT-OPERATING-ANNUAL PROJECTS	475,000	475,000
GPO55401	CMMS PRJT (AVANTIS REPLACEMENT)	PORT-OPERATING-ANNUAL PROJECTS		51,588
GPO55601	UTILITY ANNUAL MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO55701	OIL SPILL RESPONSE TRAINING & INVSTGTION	PORT-OPERATING-ANNUAL PROJECTS	90,000	90,000
GPO55901	EMERGENCY OPERATIONS EQUIPT & DOC SUPPLI	PORT-OPERATING-ANNUAL PROJECTS	25,000	25,000
GPO56101	PIER 94/96 BACKLANDS SITE INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	40,000	40,000
GPO56301	EMERGE CITYWIDE PAYROLL PROJECT	PORT-OPERATING-ANNUAL PROJECTS	103,116	103,116
GPO56501	SANITARY SEWER MANAGEMENT PLAN	PORT-OPERATING-ANNUAL PROJECTS	100,000	100,000
GPO56601	PORT RESILIENCE & RECOVERY PROJECT	PORT-OPERATING-ANNUAL PROJECTS	100,000	100,000
GPO56801	PIER 80 UST INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	250,000	
GPO56901	GIS PROJECT	PORT-OPERATING-ANNUAL PROJECTS	204,520	239,520
GPO57001	DISASTER RECOVERY PROJECT	PORT-OPERATING-ANNUAL PROJECTS		150,000
GPO57101	ORACLE R12 UPGRADE PROJECT	PORT-OPERATING-ANNUAL PROJECTS	50,000	250,000
GPO62401	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	109,000	109,000
GPO63201	HERON'S HEAD PARK (PIER 98)	PORT-OPERATING-ANNUAL PROJECTS	151,000	151,000
GPO72802	PORT EVENTS & PROMOTION	PORT-OPERATING-ANNUAL PROJECTS	150,000	150,000
PYAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	PORT-OPERATING-ANNUAL PROJECTS	565,000	565,000
<b>Department :PRT Subtotal</b>			<b>17,614,536</b>	<b>12,236,224</b>

# CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2010-2011	Proposed 2011-2012
<b>Department : PUC PUBLIC UTILITIES COMMISSION</b>				
CENMSCICSR00	SEWER REPLACEMENT	2011A BOND FUND	10,000,000	
CENMSCICSR00	SEWER REPLACEMENT	2012A BOND FUND	12,999,600	
CENMSCICSR00	SEWER REPLACEMENT	CWP-OPERATING GRANTS-STATE FUND	(30,000,000)	
CENMSCICTF00	TREATMENT FACILITIES IMPROVEMENTS	2012A BOND FUND	11,467,716	
CENMSCSP0600	SSIP PLANNING	2011A BOND FUND	(5,413,000)	
CENMSCSP0600	SSIP PLANNING	2012A BOND FUND	(10,300,000)	
CUH88501	TRANSMISSION/DISTRIBUTION SYSTEMS IMPROV	HETCHY CONTINUING PROJ-OPERATING FD		830,000
CUH88601	525 GOLDEN GATE-NON CONSTRUCTION	HETCHY CONTINUING PROJ-OPERATING FD	2,709,000	
CUH88601	525 GOLDEN GATE-NON CONSTRUCTION	QUALIFIED ENERGY CONSERVATION BOND	8,291,000	
CUH88701	SF ELECTRICAL RELIABILITY/TRANSBAY PRJCT	TRANSBAY CABLE	2,000,000	2,000,000
CUH89601	STREETLIGHT REPLACEMENT	HETCHY CONTINUING PROJ-OPERATING FD	8,930,000	1,259,000
CUH94763	SOLAR ENERGY INCENTIVE FUND	HETCHY CONTINUING PROJ-OPERATING FD	3,000,000	2,000,000
CUH97201	LOAD METER PROGRAM	HETCHY CONTINUING PROJ-OPERATING FD		1,000,000
CUH97500	WATER INFRASTRUCTURE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	1,902,500	715,000
CUH97500	WATER INFRASTRUCTURE - BUDGET	HETCHY WATER BOND FUNDED PROJECT	6,647,500	13,585,000
CUH97600	POWER INFRASTRUCTURE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	13,340,000	10,685,000
CUH97700	FACILITIES RENEWALS - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	9,075,000	3,575,000
CUH97700	FACILITIES RENEWALS - BUDGET	HETCHY WATER BOND FUNDED PROJECT	7,425,000	2,925,000
CUH97801	COMMUNITY CHOICE PROJECT - CCA	HETCHY CONTINUING PROJ-OPERATING FD	1,000,000	
CUH98301	CIVIC CENTER DISTRICT - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	962,000	962,000
CUH98601	SEA - ENERGY EFFICIENCY GENERAL FUND	HETCHY CONTINUING PROJ-OPERATING FD	4,932,500	1,500,000
CUH99201	GENERATION/OCEAN - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	200,000	500,000
CUH99301	SMALL RENEWABLE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	1,500,000	1,500,000
CUH99401	SMALL HYDRO - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	200,000	200,000
CUH99501	ENTERPRISE DEPTS- ENERGY EFFICIENCY	HETCHY CONTINUING PROJ-OPERATING FD	150,000	150,000
CUW25701	WATERSHED PROTECTION	SFWD-CONTINUING PROJ-OPERATING FD	1,270,000	270,000
CUW2600001	LOCAL REPAIR & REPLACEMENT PROGRAM	2002 PROP E BOND FUND	9,568,636	25,138,000
CUW26200	REGIONAL WATER RNR - TREATMENT FACILITY	SFWD-CAPITAL PROJECTS-LOCAL FUND	2,712,500	612,500
CUW26200	REGIONAL WATER RNR - TREATMENT FACILITY	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	5,037,500	1,137,500
CUW26300	REGIONAL RNR - CONVEYANCE/TRANSMISSION	2002 PROP E BOND FUND	1,000,000	4,000,000
CUW26300	REGIONAL RNR - CONVEYANCE/TRANSMISSION	SFWD-CAPITAL PROJECTS-LOCAL FUND		3,745,000
CUW26300	REGIONAL RNR - CONVEYANCE/TRANSMISSION	WHOLESALE CUSTOMER CAPITAL FUND (WATER)		6,955,000
CUW26400	WATERSHED & ROW MANAGEMENT PROGRAM	SFWD-CAPITAL PROJECTS-LOCAL FUND	1,540,000	1,960,000
CUW26400	WATERSHED & ROW MANAGEMENT PROGRAM	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	2,860,000	3,640,000
CUW26501	LANDSCAPE CONSERVATION PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	1,000,000	1,000,000
CUW27001	TREASURE ISLAND CAPITAL IMPROVEMENTS	2002 PROP E BOND FUND	6,525,000	5,775,000
CUW27101	LONG TERM MONITORING & PERMIT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	1,600,000	3,231,000
CWW10000	PROPERTY PURCHASE	CWP-CAPITAL PROJECTS-LOCAL FUND	3,250,000	
CWWBAE00	BIOFUEL ALTERNATIVE ENERGY PROGRAM	2012A BOND FUND	(1,210,000)	
CWWLID00	LOW IMPACT DESIGN PROJECT	2012A BOND FUND	(1,500,000)	
CWWNR00	WWE REPAIR AND REPLACEMENT PROGRAM	2012A BOND FUND	(12,722,866)	
CWWNRCS0000	WWE RNR COLLECTION SYSTEM	2012A BOND FUND	7,445,550	
CWWNRCS0000	WWE RNR COLLECTION SYSTEM	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	23,037,450	24,181,000
CWWNRIOI01	OUTFALL INSPECTION/RECEIVING WATER	2012A BOND FUND	3,500,000	
CWWNRRTF0000	WWE RNR TREATMENT FACILITIES	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	7,450,000	8,595,000
CWWSIPCT00	CENTRAL BAYSIDE SYSTEM IMPROVEMENTS	2012A BOND FUND	(5,000,000)	
CWWSIPDP00	BIOSOLIDS/DIGESTER PROJECT BUDGET	2012A BOND FUND	(14,000,000)	
CWWSIPNC00	NORTHSHORE TO CHANNEL FORCE MAIN	2012A BOND FUND	15,000,000	
CWWSIPPL00	SSIP PLANNING PROJECT	2011A BOND FUND	5,413,000	
CWWSIPPL00	SSIP PLANNING PROJECT	2012A BOND FUND	8,300,000	
CWWSIPPS00	BAYSIDE & WESTSIDE PUMP STATIONS	2012A BOND FUND	1,020,000	
CWWSIPRB00	RICHMOND BASIN IMPROVEMENTS	2012A BOND FUND	1,000,000	
CWWSIPUW00	URBAN WATERSHED ASSESSMENT PROJECT	2012A BOND FUND	4,000,000	
FUW10001	FACILITIES MAINTENANCE - WSTD	SFWD-CAPITAL PROJECTS-LOCAL FUND	1,109,500	1,631,000
FUW10001	FACILITIES MAINTENANCE - WSTD	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	2,060,500	3,029,500
FUW10101	AWSS MAINTENANCE - CDD	SFWD-OPERATING-ANNUAL PROJECTS	1,100,000	1,100,000
PUW50201	WATER RESOURCES PLANNING AND DEVELOPMENT	SFWD-OPERATING-ANNUAL PROJECTS	2,100,000	1,400,000
PUW51100	TREASURE ISLAND - MAINTENANCE	HETCHY OPERATING-ANNUAL PROJECTS	2,810,000	2,810,000
PUW51100	TREASURE ISLAND - MAINTENANCE	SFWD-OPERATING-ANNUAL PROJECTS	1,132,000	1,132,000
PUW51101	TREASURE ISLAND - WASTEWATER	CWP-OPERATING-ANNUAL PROJECTS	1,200,000	1,200,000
PUW51401	525 GOLDEN GATE - O & M	CWP-OPERATING-ANNUAL PROJECTS	600,390	640,509

## CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2010-2011	Proposed 2011-2012
PUW51401	525 GOLDEN GATE - O & M	HETCHY OPERATING-ANNUAL PROJECTS	338,026	357,145
PUW51401	525 GOLDEN GATE - O & M	SFWD-OPERATING-ANNUAL PROJECTS	2,163,375	2,265,213
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	CWP-OPERATING-ANNUAL PROJECTS		1,457,829
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	HETCHY OPERATING-ANNUAL PROJECTS		705,139
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	SFWD-OPERATING-ANNUAL PROJECTS		7,678,702
PWW10001	LOW IMPACT DEVELOPMENT	CWP-OPERATING-ANNUAL PROJECTS	681,395	681,395
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	HETCHY OPERATING-ANNUAL PROJECTS	150,000	150,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	SFWD-OPERATING-ANNUAL PROJECTS	1,150,000	1,150,000
<b>Department :PUC Subtotal</b>			<b>155,710,772</b>	<b>161,014,432</b>
<b>Capital Project Total</b>			<b>219,099,211</b>	<b>267,932,441</b>