



MAYOR'S 2014-2015 & 2015-2016

PROPOSED BUDGET

Mayor Edwin M. Lee



CITY AND COUNTY OF SAN FRANCISCO • CALIFORNIA

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MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE

Kate Howard, Mayor's Budget Director

Leo Chyi, Deputy Budget Director

Melissa Whitehouse, Deputy Budget Director

Chanda Ikeda, Senior Fiscal and Policy Analyst

Jessica Kinard, Senior Fiscal and Policy Analyst

Jason Cunningham, Fiscal and Policy Analyst

Antonio Guerra, Fiscal and Policy Analyst

Carol Lu, Fiscal and Policy Analyst

Marisa Pereira Tully, Fiscal and Policy Analyst

Chris Simi, Fiscal and Policy Analyst

Lily Liang, Fiscal and Policy Assistant

Emily Volberding, Fiscal and Policy Assistant

ACKNOWLEDGEMENTS

Controller's Office

Ben Rosenfield, Controller
Monique Zmuda, Deputy Controller
Ted Egan, Chief Economist
Michelle Allersma
Celeste Berg
Kyle Burns
Connie Chu
Nicholas Delgado
Yuri Hardin
Theresa Kao
Alex Koskinen
Jay Liao
Devin Macaulay
Drew Murrell
Jeff Pera
Risa Sandler

Capital Planning Program

Brian Strong
Kaitlyn Connors
Nishad Joshi
Hemiar Alburati

Design and Production

Tandem Creative, Inc.
Gregg Holzbaur
Yvo Riezebos
Ben Hopfer
Tae Hatayama

ReproMail

Salla Vaerma-Jadlos
Rubia Alvarez-Murillo
Ely Bulanadi
Jeff Choy
Julie Creer

Office of Economic & Workforce Development

Todd Rufo
Laurel Arvanitidis

Mayor's Office

Joy Bonaguro

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EXECUTIVE SUMMARY



Batkid

Make-A-Wish Foundation, John and Marcia Goldman Foundation,
San Francisco Giants, Autodesk, Residents & Volunteers, City Departments

On November 15, 2013, numerous local and national governmental organizations teamed up with the Make-A-Wish Foundation to transform San Francisco into Gotham City for the day, on behalf of Miles Scott, a five-year-old Tulelake resident who had undergone treatment for lymphoblastic leukemia. Miles's wish was to be "Batkid", and throughout the day, he worked with Batman to rescue a damsel in distress, free the San Francisco Giants' mascot Lou Seal from the clutches of the evil Penguin, and stop a heist in progress at a vault in the Financial District. In front of a large crowd gathered in Civic Center at the end of the day, Mayor Lee gave Miles a key to the City, which had been created and donated by Autodesk. The events of the day would not have been possible without the Make-A-Wish Foundation for organizing the event; the John and Marcia Goldman Foundation, which donated over \$100,000 to cover costs incurred by the City; and the donations of goods, services, and time by countless volunteers, business owners, and private individuals.

MAYOR'S LETTER

June 2, 2014

Dear Residents of San Francisco,

It is with tremendous pride that I present the Proposed Budget for the City and County of San Francisco for Fiscal Years 2014-15 and 2015-16. This year's budget reflects a lot of hard work between City government and the people we serve. This year, I had the pleasure of meeting with constituents over coffee in every district of the City to discuss budget priorities, walk neighborhood commercial corridors, and visit important community facilities. I also worked closely with our elected city family, and with community leaders and service providers who are equally committed to San Francisco's well-being and success. It's because of this consensus approach that I am able to propose a balanced two-year budget that reflects fiscal and social responsibility, investment in our City's future, and my affordability agenda.

When I first came into office, the City's financial outlook was very different than it is today. The unemployment rate was 9.5 percent, revenues were mostly stagnant, and we faced budget deficits of nearly \$400 million. We had to make many difficult decisions during those challenging economic times to balance the City's budget, and I am pleased to say that today with the release of my two year proposed budget, the City's financial condition has greatly improved. The unemployment rate has dropped to 4.4 percent, the first year budget deficit was under \$100 million for the first time in over 6 years, and construction is booming across the City.

However, this economic growth, which no one would have thought possible even a few years ago, has also led to rising prices for homes and other goods and services across the City. I recognize that many San Franciscans are feeling anxiety about how to make a living and a life in this great City, and I believe that City government has an important role to play in making the lives of all people better. Through this budget I believe we are making smart, responsible and targeted investments to ensure that San Francisco is a more affordable and better place to live for everyone.

Directly Addressing Our Affordability Crisis

No matter who I talk to, the number one issue I hear about is the affordability of housing in San Francisco. I believe the success of our City will continue to be based on our



commitment to making sure that San Francisco remains a place that people from every background and income level can call home. The shortage of housing that is affordable to working and low- and middle-income people has become a genuine crisis and demands solutions. Earlier this year, we set an aggressive goal to complete 30,000 new and rehabilitated homes by 2020, with at least one-third of those permanently affordable to low and moderate income families.

Two years ago, we worked together on the Housing Trust Fund to create a \$1.5 billion dollar stream of funding for affordable housing for low- and middle-income residents over the next 30 years. But given the challenges we face, I believe we must do more now. In this budget, I am including \$50 million in additional new funding to expedite affordable housing projects over the next two years. These additional funds represent a meaningful infusion to fill gap funding on projects and seed new projects throughout San Francisco. In addition to creating more housing for low- and middle-income residents, my budget focuses on re-envisioning and transforming our public housing sites, reducing obstacles and red tape that slow down construction, and continuing funding for eviction prevention and rapid rehousing, as well as the successful right-to-civil-council pilot.

Service Increases to Make San Francisco More Livable

In addition to the availability of housing, receiving reliable, quality public service is an important aspect of how San Franciscans feel about living in our great City. Over the coming two years, San Franciscans will benefit from a 10 percent service increase at Muni which will help to address crowding and reliability. Building on the progress we made with the Road Repaving and Street Safety Bond, this two-year budget fully funds our City's street repaving program, which will allow us to repave 1,700 blocks over the next two years. We will expand services at DPW and our Recreation and Park departments to keep our streets cleaner, maintain our City's trees and promote public safety throughout our parks.

This budget also continues to fund our six-year public safety hiring plan to train the next generation of public safety personnel. Over the next two years, San Francisco will hire 300 new police officers, 96 firefighters, 30 paramedics and 10 911 dispatchers to enhance community safety.

Strengthening Civic Engagement

As San Francisco's economy recovers and grows, I believe the success of our City is dependent on our ability to work with each other to ensure that everyone benefits. In particular, I will continue to encourage and challenge our private sector to strengthen our spirit of civic engagement. Over the last few months, I have brought together non-profit leaders, business leaders and consulted with leaders from philanthropy to create and enhance public private partnerships. In the coming year, building on these efforts, I am launching an Office of Strategic Partnerships in the Mayor's Office to work more deliberately with foundations, non-profits, and the private sector to do more good for more people.

Long-Term Financial Sustainability

My proposed budget also balances the need for increased and enhanced services for City residents with the need to ensure long-term financial stability. Coming to agreement with our labor unions, making strategic one-time investments in capital and information technology, and maintaining strong reserves are all part of this approach to fiscal discipline.

In February 2014, the City began negotiations with 27 of its employee organizations to craft new labor contracts, and I am pleased to note that these negotiations are nearly complete. The new contracts cover more than 24,000 employees for the next three years. These settlements provide a fair wage increase for the City's greatest resource—its workforce—and provide better financial stability for the City in the form of known labor cost increases for the next three years.

In past budget cycles, when the City faced significant budgetary shortfalls, we prioritized direct services to the most vulnerable over critical one-time investments in capital and information technology. Now that we are in better financial times, my proposed budget prioritizes these smart investments that save us money in the long run while reducing long-term financial obligations.

In the coming year, we will fully fund the Capital Plan's recommended level in the first year of the budget, and invest an unprecedented \$213 million in General Fund support for the recommendations of our City's Ten-Year Capital Plan.

In addition to making strategic one-time investments, this budget also continues to grow the City's reserves to offset the impact if an economic downturn does occur. By the end of FY 2015-16 the City should have \$234.9 million across its General Reserve, Budget Stabilization Reserve and Rainy Day Reserve. These reserves function as the City's savings accounts; protecting us from economic uncertainty and helping us upgrade our credit rating, resulting in reduced borrowing costs for City projects.

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

Sincerely,



Edwin M. Lee
Mayor

EXECUTIVE SUMMARY

SAN FRANCISCO'S BUDGET

The budget for the City and County of San Francisco (the City) for Fiscal Year (FY) 2014-15 and FY 2015-16 is \$8.6 billion in each year. Roughly half of the budget is comprised of self-supporting activities at the City's Enterprise departments, which focus on City-related business operations and include the Port, the Municipal Transportation Agency, the Airport, the Public Utilities Commission, and others. The remaining 50 percent is comprised of General Fund monies, which support public services such as Public Health, Police and Fire Services, Recreation and Parks, and others.

Each year, the City makes decisions on how to allocate the City's budget based on the resources that are available and the priorities and needs of the City and its citizens. The chart to the right summarizes total spending in each of the next two years in the City's Major Service Areas.

The City and County of San Francisco is also a major San Francisco employer; the proposed budget for the next two fiscal years includes funding for approximately 29,000 employees. This represents a 5.1 percent growth in labor force over the two-year period, which is largely due to the opening of the new San Francisco General Hospital at the Department of Public Health; implementing the Affordable Care Act at the Human Services Agency and

Total Department Uses by Major Service Area	FY 2014-15 (\$ millions)	FY 2015-16 (\$ millions)
Public Protection	1,327.8	1,341.0
Public Works, Transportation & Commerce	3,303.9	3,345.4
Human Welfare & Neighborhood Development	1,089,.8	1,097.1
Community Health	1,982.0	1,972.8
Culture & Recreation	330.3	335.2
General Administration & Finance	875.1	871.1
General City Responsibilities	1,555.6	1,555.1
Less Transfer Adjustments	(1,897.5)	(1,959.1)
Total Budget	8,567.0	8,558.6

the Department of Public Health; the hiring of additional staff to improve fleet reliability and implement a 10 percent service increase at the Municipal Transportation Agency; and the continued implementation of the Mayor's six-year public safety hiring plan at the Police and Fire departments. As in prior years, the City will spend approximately 50 percent of its budget on staff to deliver core public services over the next two years.

BUDGET PROCESS

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

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

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

FY 2014-15 and 2015-16 proposed budget, these four early-implementation departments – as well as Library, Retirement, and Child Support Services – are budgeting for the next fixed two-year budget. These departments will only be required to open their budgets for re-approval next year if updated revenues or expenditures are 5

percent above or below the levels adopted in this year. All other departments will retain a rolling two-year budget while they adjust to the new system. For these departments, the Mayor's FY 2014-15 and FY 2015-16 proposed budget will be the third year of producing a two-year budget.

SAN FRANCISCO'S FY 2014-15 AND FY 2015-16 BUDGET INSTRUCTIONS SHORTFALL

In December of 2013, the Mayor's Office projected a General Fund deficit of \$100.7 million for FY 2014-15 and \$118.3 million for FY 2015-16. The projected shortfalls were primarily due to growth in City costs such as wage and fringe benefit costs and the one-time and ongoing operating costs of new large scale capital projects including the Public Safety Building and the new San Francisco General Hospital. To help balance the projected shortfalls, the Mayor issued budget instructions to departments to reduce their General Fund Support by 1.5 percent the first year and an additional 1 percent the second year. If fully

realized, a 1.5 percent reduction in discretionary General Fund Support would generate approximately \$21.5 million in ongoing savings to the General Fund.

Budget Instructions General Fund Shortfall	FY 2014-15 (\$ millions)	FY 2015-16 (\$ millions)
Sources	63.1	196.3
Uses	(163.8)	(314.6)
Projected General Fund Deficit	(100.7)	(118.3)

JOINT REPORT

In March 2014, the Mayor's Office, Controller's Office, and the Board of Supervisor's Budget and Legislative Analyst updated the City's budget projection in the Joint Report, a report that provides a four year forward looking projection of revenue and expenditure trends, and updates any projected shortfall over the four-year horizon. The Joint Report updated the City's shortfall projections to project a General Fund deficit of \$66.7 million in FY 2014-15 and \$133.4 million in FY 2015-16. The projections reflect updated positive revenue information (including current year-end fund balance) in FY 2014-15, but greater projected

expenditure increases for salary and benefit costs and information technology investments in FY 2015-16.

Joint Report General Fund Shortfall	FY 2014-15 (\$ millions)	FY 2015-16 (\$ millions)
Budget Instructions - Projected Shortfall	(100.7)	(118.3)
Changes Reflected in the Joint Report	34.0	(15.1)
Updated Projected Shortfall	(66.7)	(133.4)

BALANCING THE BUDGET

In preparing the proposed budget, Mayor Lee undertook an extensive outreach and engagement process. The Mayor partnered with members of the Board of Supervisors to hold 11 district-based budget outreach meetings across the City; hosted a city-wide online Town Hall; and met with hundreds of residents, community organizations, City commissioners, labor organizations, business owners, and activists to discuss the budget.

The proposed budget incorporates a number of strategies, recommended by the previously adopted Five-Year Financial Plan, in order to balance the City's budget and improve structural balance in the City's finances. The Mayor's balanced budget ensures that as the local economy continues to grow, the budget addresses structural issues, while making targeted, smart investments to increase and improve service to the public. The table below reflects the combination of cost increases and solutions since the Joint Report that the Mayor includes in his proposed balanced budget. The figures in the table represent changes from FY 2013-14 to FY 2014-15 in the first column, and then cumulative changes from FY 2013-14 to FY 2015-16 in the second column to show the City's balanced budget over the next two years:

Projected Shortfall	FY 2014-15 (\$ millions)	FY 2015-16 (\$ millions)
Joint Report Projected Shortfall	(66.7)	(133.4)
Changes and Solutions	FY 2014-15 (\$ millions)	FY 2015-16 (\$ millions)
Revenue and Fund Balance	140.4	78.2
Citywide Changes and Solutions	(31.1)	62.4
Departmental Changes and Solutions	(42.5)	(7.2)
Final Balance After All Changes	0.0	0.0

REVENUES AND FUND BALANCE reflect continued improvement in local tax revenues, additional prior year fund balance, better than expected revenues at the Department of Public Health, an increase in state Public Safety Realignment revenues, and other one-time sources. Sources are increasing by \$140.4 million and \$78.2 million over the revenue projections in the Joint Report compared to FY 2013-14. The table below outlines the major changes since the Joint Report:

Revenues & Fund Balance	FY 2014-15 (\$ millions)	FY 2015-16 (\$ millions)
General Fund Revenues	18.3	14.0
Changes in One-Time Sources	64.1	34.5
Public Health Revenues	53.9	28.2
Other Revenue Changes	4.2	1.5
Subtotal Revenues & Fund Balance	140.4	78.2

CITYWIDE CHANGES AND SOLUTIONS reflect changes to citywide costs and prior assumptions for personnel costs, capital spending, baselines, and inflationary costs on non-personnel spending, and projected changes in the City's fringe benefit costs:

Citywide Costs & Solutions	FY 2014-15 (\$ millions)	FY 2015-16 (\$ millions)
Baselines and Deposits to Reserves	(3.6)	(2.2)
Additional Labor Costs	(44.6)	(58.5)
Health and Pension Savings	38.5	75.9
1.5% COLA for direct service providers only	(6.8)	14.8
Minimum Wage Reserve	(1.3)	(5.9)
Capital, Equipment and IT	(19.4)	36.5
Other Citywide Costs and Solutions	6.1	1.6
Subtotal Citywide Costs & Solutions	(31.1)	62.4

Overall, citywide costs are \$31.1 million higher in FY 2014-15 and \$62.4 million lower in FY 2015-16 compared to projections in the Joint Report. Citywide personnel costs are increasing by \$44.6 million and \$58.5 million over the Joint Report projections. However, savings on health and pension costs are largely offsetting these cost increases with \$38.5 million and \$75.9 million in savings in each year. In addition, the Proposed Budget includes higher costs for capital, equipment and IT in FY 2014-15 to fully fund the Capital Plan and increase necessary one-time investments, and these areas decrease the next year, which represents a balancing solution in FY 2015-16.

The proposed budget also includes a minimum wage reserve and a 1.5 percent cost-of-doing-business increase for the City's nonprofit providers, which are discussed in greater detail later in this section. Finally, additional balancing solutions in this section include debt savings in both years and a decision not to fully fund a cost-of-living adjustment (COLA) on non-personnel inflationary costs in FY 2015-16.

DEPARTMENTAL CHANGES AND SOLUTIONS

represent cost increases and savings proposals that are specific to City departments. The Mayor's Proposed

Budget includes no reductions in services, and in many cases includes additional investment to increase service levels to the public.

Overall, departmental costs are growing by \$42.5 million in FY 2014-15 and \$7.2 million in FY 2015-16 over the projections in the Joint Report. Major drivers of these changes include:

- One-time and ongoing operating costs of the new San Francisco General Hospital, opening in December 2015;
- Additional funding to support higher staffing levels for emergency medical transports;
- Restoration of mental health and substance abuse treatment services and of federal HIV and AIDS cuts;
- Increases to the Human Services Agency's County Aid budget offset by increasing state and federal revenues; and
- Various service increases across departments which are detailed below and throughout departmental sections.

HIGHLIGHTS FROM THE FY 2014-15 AND 2015-16 BUDGET

An Affordable and Livable City for All San Franciscans

When Mayor Lee came to office in January 2011, San Francisco's financial outlook was very different than it is today. The unemployment rate was 9.5 percent, revenues were mostly stagnant, and the City's pension system had suffered significant losses from the economic downturn. Facing ongoing budget deficits of \$300-500 million and rising, the Mayor was forced to make many difficult decisions to balance the budget including service reductions, furlough days for City employees, and the deferral of critical capital and information technology investments.

Today, the City's financial condition has changed dramatically. The unemployment rate has dropped to 4.4 percent, the FY 2014-15 budget deficit was under \$100 million for the first time in over 6 years, and construction is booming across the City. Revenues are up: the budget includes revenue growth of 8.8 percent from FY 2013-14 to FY 2014-15 and additional growth of 2.6 percent from FY 2014-15 to FY 2015-16. This economic growth and activity, which few envisioned a few years ago, has also led to rising prices for homes, rental properties, and other goods

and services. This budget balances the prosperity of the economic boom with realities faced by San Franciscans by proposing smart, responsible, and targeted investments to make San Francisco a better and more affordable place to live and work for everyone.

Housing Opportunities for All San Francisco Residents

The proposed budget addresses needs across the housing spectrum, including more housing available at all income levels, homeownership opportunities, increased tenant protections, and reinvestment in the City's public housing stock.

To reach the Mayor's goal of creating 30,000 new and rehabilitated housing units by 2020, including 10,000 units affordable for low- and moderate-income San Franciscans, this budget includes a landmark \$50 million in new funding for affordable housing and supports process improvements and increased staffing to speed up the creation of all forms of housing. In addition, the In-Law Legalization Program will bring thousands of existing, naturally-affordable units into the formal housing market, and additional down payment assistance

funding will provide opportunities for residents, including first responders and teachers, to purchase their first home. Long-time tenants evicted through the Ellis Act will receive preference in City-sponsored affordable housing developments, while additional resources at the Rent Board will be available to protect the City's tenants. This budget also continues the City's commitment to its public housing residents through steady support for the rebuild of the most distressed public housing sites and for the rehabilitation of a portfolio of nearly 3,500 units scattered across the City.

Supporting a Living Wage for Everyone

In the current environment of increasing costs, there are active discussions among representatives of the business, non-profit and labor communities about increasing the City's minimum wage. This budget reflects the Mayor's commitment to a responsible minimum wage increase by including a minimum wage reserve to pay for increased wages for both internal and contracted City-funded staff.

Maintaining and Improving Our City's Social Safety Net

Affordable housing and a higher minimum wage address critical needs of San Francisco residents, but many of the City's most vulnerable residents are also in need of additional social services. This budget reflects this need by containing an additional \$51 million over the next two years in enhanced aid and targeted new investments to prevent crisis and to stabilize and transition struggling individuals and families towards self-sufficiency. This includes:

- \$21.6 million in increased investments in homeless and eviction prevention, in shelter and in other homeless supports, and in supportive housing for veterans, transitional aged youth, and seniors;
- \$6.2 million in enhanced mental health services for the chronically homeless;
- \$2.8 million in investments for seniors including additional food security and meal support as well as investments to prevent and address elder abuse; and
- \$20.8 million in increased aid assistance.

In addition, the proposed budget includes the restoration of \$3 million annually in federal cuts to HIV/AIDS prevention and services, and \$8.8 million to the Department of Public Health's community partners to provide primary care, substance abuse, mental health, and other vital public health services.

As the City relies on its non-profit partners to deliver many of the critical services that protect the City's most vulnerable, this budget also includes a 1.5 percent cost-of-doing-business increase for all non-profit contractors to

ensure the continued delivery of quality, effective services in the face of rising costs. In addition, over the next three years, the City will disburse \$4.5 million in non-profit rent stabilization services and also launch a non-profit sector initiative to provide strategic, technical assistance to ensure long-term stability and viability of the sector and the people it serves.

Safe, Reliable, and Affordable Transportation

An affordable and reliable transportation system is critical to ensuring the livability and success of any great city. San Francisco needs a transportation system that serves the needs of all users by providing efficient and low-cost travel options to the public. The Municipal Transportation Agency's (MTA) proposed FY 2014-15 and 2015-16 budget addresses this need through a combination of service increases, reliability improvements, and reduced or free fares for targeted populations.

The MTA's proposed budget includes funding for a 10 percent service increase over the next two years to add additional hours of service while addressing crowding and reliability issues. These increases will result in service that is more frequent, rapid, and dependable.

The budget also contains measures to ensure that Muni is accessible to all. Currently, Muni's fares are among the lowest of peer transit agencies across the region and country. A recent survey of 22,000 Muni riders revealed that more than half are low-income, with approximately a quarter living in households making less than \$15,000 annually. In order to address the needs of all of its customers, the MTA's operating budget includes the continuation of the free Muni for low and moderate income youth program, which will be funded over the next two years through a \$6.8 million grant from Google.

Improving the Urban Environment

In addition to ensuring that the City remains affordable for all, the urban environment must be livable and enjoyable for all. This budget proposes the restoration and expansion of services that improve livability and directly benefit the general public, including:

- A new alley cleaning crew for trash pick-up, steam cleaning, and graffiti abatement;
- Additional landscape maintenance gardeners, laborers, and arborist apprentices to green the City and maintain the urban forest;
- Additional park patrol staff and the redeployment of Candlestick Park patrol officers to neighborhood parks to improve park safety;
- An additional urban forestry maintenance crew to manage and maintain the park canopy and \$1 million

- in funding to replace aging and diseased trees;
- Expansion of aquatics and outdoor recreation programming at the Recreation and Park Department; and
 - Expansion of free Wi-Fi access across the City, specifically targeting commercial corridors.

Ensuring a Safe San Francisco

The Mayor's Proposed Budget makes meaningful investments in the public safety of the City by fully funding the City's public safety hiring plan over the next two years, which puts 300 new police officers on the street and 96 new firefighters on duty. This budget also funds one Deputy Sheriff and one 911 Dispatcher academy class, as well as the hiring of additional EMS staff at the Fire Department.

The proposed budget also increases support for the workforce component of the Mayor's IPO (Interrupt, Predict and Organize for a Safer San Francisco) violence prevention strategy. Participants in the 13-month job-readiness program, started in FY 2012-13, are 18-25 year olds identified as being at-risk or in-risk by Police and Adult Probation. The first cohort graduated in the current fiscal year with 74 percent of participants having received a GED or high school diploma, and 78 percent exiting with long term employment. The second and third cohorts are currently underway, with a fourth cohort scheduled to start in the fall of 2014.

Putting Kids First

This November, the reauthorization of the Children's Amendment and the Public Education Enrichment Fund, which provide significant support to San Francisco's children and families, will be on the ballot. The Fiscal Year 2014-15 and 2015-16 proposed budget assumes reauthorization of these measures and includes \$291.1 million between the two funds, of which \$126.3 million will be in direct funding to the San Francisco Unified School District; \$55.9 million for Preschool for All, which will provide 4,100 children with subsidized, quality early education; and \$108.9 million will flow into the Children's Fund.

The budget also supports the Mayor's Summer Jobs+ initiative, which will help 7,000 young San Franciscans get a job or paid internship in the public, private, or non-profit sector. For many of these youth, this is their first professional experience.

Transportation 2030

In January 2013, Mayor Lee called for a Transportation Task Force to develop a coordinated set of priorities and actionable recommendations for funding the City's transportation infrastructure between now and the year 2030. On May 13, 2014 the Mayor and all 11 members

of the Board of Supervisors introduced one of the key recommendations of the Transportation Task Force, a proposed \$500 million General Obligation bond for the November 2014 ballot. This bond will increase Muni reliability and travel speed, upgrade transit stops and stations, improve pedestrian and bicycle safety, and prepare for growth on the City's busiest travel corridors, all without raising property taxes.

Additionally, the Mayor's Proposed Budget includes full funding of \$83.5 million over the next two years for the City's street repaving program. Paving in excess of 1,700 blocks over the next two years will continue to move our streets towards a "good" Pavement Condition Index (PCI), which will prevent more expensive street repaving costs in the future, reduce repair expenses for Muni, and lower car maintenance costs for San Francisco drivers. These investments will help ensure that the City's transit system is faster, more accessible, and reliable for the long term.

Ensuring the Long-Term Stability of the City's Finances

The proposed budget balances the need for increased and enhanced services for City residents with the need to ensure long-term financial stability. This budget continues to invest responsibly to ensure stability over the long term while reducing the impact of economic changes.

Investing in Capital and Infrastructure Assets

In past budget cycles, when revenues declined, the City prioritized direct services to the most vulnerable over important one-time investments in capital and information technology. During this time of economic expansion, the proposed budget prioritizes smart one-time investments that save money in the long run by reducing long-term financial obligations and guard against the need for service cuts during the next downturn. Critical investments include:

- \$647.5 million in capital investments over the next two years, supporting approximately 6,000 construction and related industry jobs;
- \$213 million in General Fund support for capital and infrastructure, including full funding of the recommended level in the first year of the budget;
- Investments in City-owned assets to extend their useful life and make them less expensive to maintain and operate;
- Funds for planning efforts for future large scale capital projects to ensure project budgets and timelines are accurate and attainable; and
- Investments in seismic improvements and new facilities for first responders and health care providers.

Strengthening Reserves

Consistent with the City's Financial Policies, the City's reserves for economic stabilization will also grow over the next two years. By the end of FY 2015-16 the City projects to have \$234.9 million across its General Reserve, Budget Stabilization Reserve and Rainy Day Reserve. These reserves function as the City's savings account; protecting the City's budget and service levels from economic uncertainty. In 2013, the ratings for City's General Obligation bonds were upgraded by Standard & Poor, Fitch, and Moody's; all three agencies noted the City's strong financial performance, growing reserves, and increasingly responsible financial practices as the reasons for their upgrades.

Managing Labor Costs

In February 2014, the City began negotiations with 27 of its employee organizations to craft new labor contracts. The new contracts cover over 24,000 employees for the next three years. The City is now in the final stage of negotiations, as the majority of the open contracts have been settled or arbitrated. With a few small exceptions, the

agreements include raises of 3 percent in October 2014, 3.25 percent in October 2015, and between 2.25-3.25 percent (depending on inflation) in July of 2016. These settlements provide a fair wage increase for the City's workforce and provide better financial stability for the City in the form of known labor cost increases for the next three years.

Although wage costs will increase beyond the City's prior projections, these costs are largely offset over the next two years by lower-than-expected growth of the City's employee and retiree health and pension costs. Over the past several years, the City and its Health Service System (HSS) have collaborated to begin to reduce health care costs. The City has also worked with its employee labor organizations to address employee wellness, and in June 2014 the City will release and implement its new Wellness Plan. The overall savings from employee and retiree health and pension costs represent a savings from of \$38.5 million in FY 2014-15 and \$75.9 million in FY 2015-16 from the Joint Report's projections.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City and County of San Francisco
California**

For the Fiscal Year Beginning

July 1, 2013

A handwritten signature in black ink, appearing to read "Jeffrey P. Evans".

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City and County of San Francisco, California for its annual budget for the fiscal year beginning July 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



Giant Sweep

San Francisco Giants, Clean City, Recology, Residents & Volunteers, City Departments

Just as winning the World Series required the effort of the entire San Francisco Giants organization, keeping our City clean requires everyone to participate. Mayor Lee, the Department of Public Works, and the Giants have joined forces to get the whole City involved in being responsible for the City's cleanliness. In 2012, the City received 23,000 calls to pick up items left on the streets and sidewalks, and over 30,000 tons of garbage, recyclables, and compost were dumped in the public right-of-way. Giant Sweep calls on residents to dispose of waste responsibly, to sweep sidewalks and leave parks cleaner than they were found, and to report unwanted junk that is left on the street. The photo depicts volunteers from Roosevelt Middle School and the African American Art & Cultural Complex. Schools, businesses, and communities can form teams and compete throughout the year for the chance to win prizes by registering at www.sfgiantsweep.org; the reward for everyone is a cleaner San Francisco!

SAN FRANCISCO: AN OVERVIEW

CITY GOVERNANCE AND STRUCTURE

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

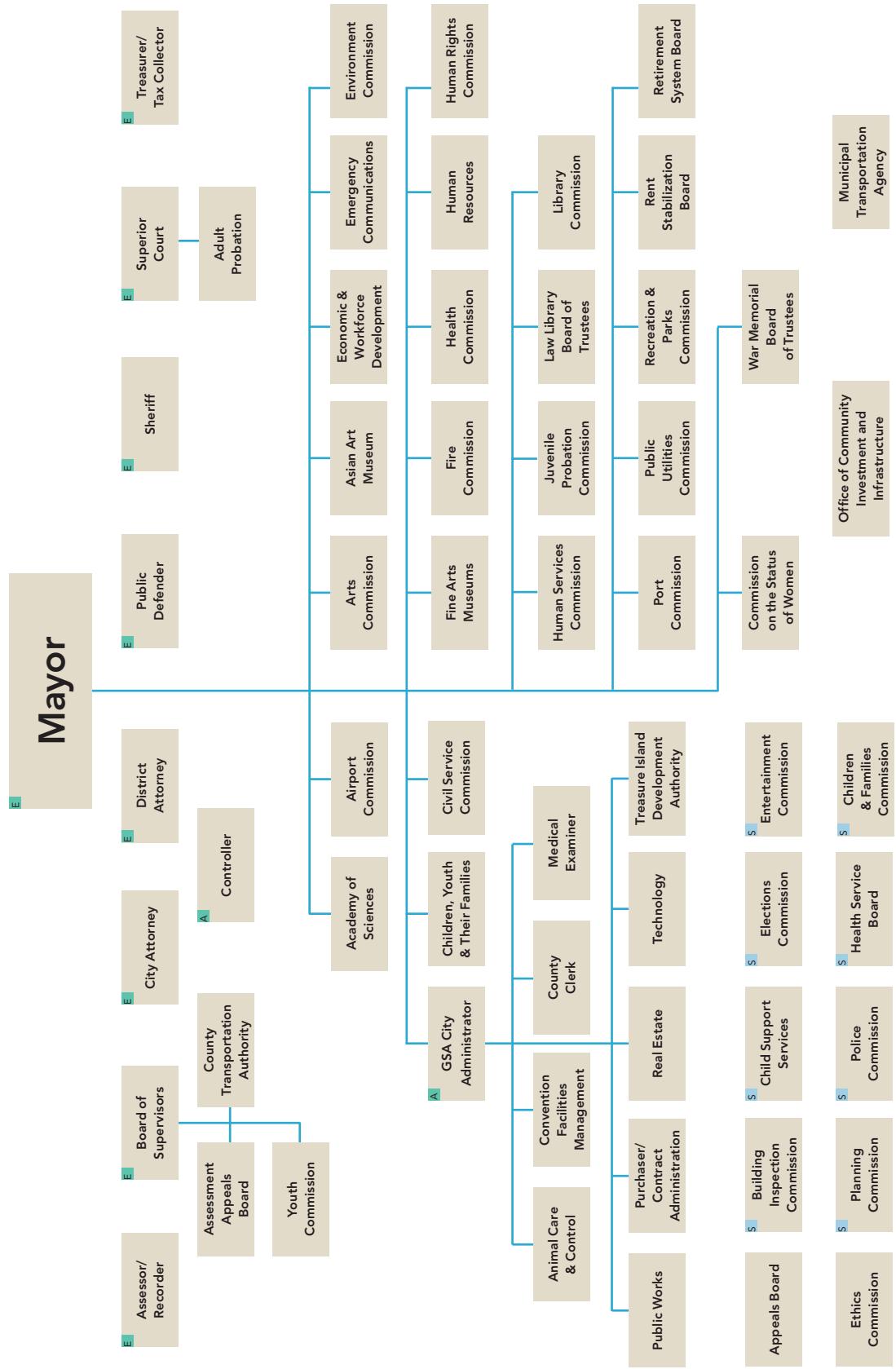
The Mayor and all members of the Board of Supervisors serve four-year terms. Mayoral elections are held on odd-numbered years, while Board of Supervisors elections are held on even-numbered years. Elections for the Board of Supervisors are staggered, with five or six seats being open each election. Supervisors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

the Mayor and members of the Board of Supervisors are limited to two terms.

Each of the City's 11 districts is represented by a member of the Board of Supervisors. Beginning in November 2000, the Board of Supervisors was elected by district for the first time since the 1970s.

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

SAN FRANCISCO: AN OVERVIEW



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

ELECTED OFFICIALS

Mayor

Edwin M. Lee

BOARD OF SUPERVISORS

President, District 3

David Chiu

Supervisor, District 1

Eric Mar

Supervisor, District 2

Mark Farrell

Supervisor, District 4

Katy Tang

Supervisor, District 5

London Breed

Supervisor, District 6

Jane Kim

Supervisor, District 7

Norman Yee

Supervisor, District 8

Scott Wiener

Supervisor, District 9

David Campos

Supervisor, District 10

Malia Cohen

Supervisor, District 11

John Avalos

Assessor-Recorder

Carmen Chu

City Attorney

Dennis J. Herrera

District Attorney

George Gascón

Public Defender

Jeff Adachi

Sheriff

Ross Mirkarimi

Superior Courts Presiding Judge

Cynthia Ming-Mei Lee

Treasurer

José Cisneros

APPOINTED OFFICIALS

City Administrator

Naomi Kelly

Controller

Benjamin Rosenfield

DEPARTMENT DIRECTORS AND ADMINISTRATORS

Academy of Sciences (SCI)	Jonathan Foley, Ph.D.
Adult Probation (ADP)	Wendy Still
Aging and Adult Services (DAAS)	Anne Hinton
Airport (AIR/SFO)	John L. Martin
Animal Care and Control (ACC)	Rebecca Katz
Arts Commission (ART)	Tom DeCaigny
Assessment Appeals Board (AAB)	Dawn Duran
Assessor-Recorder (ASR)	Carmen Chu
Asian Arts Museum (AAM)	Jay Xu
Building Inspection (DBI)	Tom Hui
Board of Appeals (BOA/PAB)	Cynthia Goldstein
Board of Supervisors (BOS)	Angela Calvillo
Child Support Services (CSS)	Karen M. Roye
Children and Families Commission (CFC/First 5)	Laurel Kloomok
Children, Youth and Their Families (DCYF)	Maria Su
City Administrator (ADM)	Naomi Kelly
City Attorney (CAT)	Dennis J. Herrera
City Planning (CPC)	John Rahaim
Civil Service Commission (CSC)	Jennifer Johnston
Controller (CON)	Benjamin Rosenfield
Convention Facilities Management	John Noguchi
Office of Community Investment and Infrastructure (OCII)	Tiffany Bohee
County Transportation Authority (SFCTA)	Tilly Chang
District Attorney (DAT)	George Gascón
Office of Economic and Workforce Development (OEWD)	Todd Rufo
Elections (REG)	John Arntz
Emergency Management (ECD/DEM)	Anne Kronenberg
Entertainment Commission	Jocelyn Kane
Environment (ENV)	Deborah Raphael
Ethics (ETH)	John St. Croix
Fine Arts Museums (FAM)	Colin B. Bailey
Fire (FIR)	Joanne Hayes-White
Health Service System (HSS)	Catherine Dodd
Human Resources (HRD/DHR)	Micki Callahan

Human Rights Commission (HRC)	Theresa Sparks
Human Services Agency (HSA)	Trent Rhorer
Juvenile Probation (JPD)	Allen Nance
Law Library (LLB)	Marcia Bell
Library (LIB)	Luis Herrera
Medical Examiner	Kenneth Bukowski (Acting)
Municipal Transportation Agency (MTA)	Ed Reiskin
Office of Citizen Complaints (OCC)	Joyce Hicks
Police (POL)	Greg Suhr
Port (PRT)	Monique Moyer
Public Defender (PDR)	Jeff Adachi
Public Health (DPH)	Barbara Garcia
Public Utilities Commission (PUC)	Harlan Kelly
Public Works (DPW)	Mohammed Nuru
Recreation and Parks (REC)	Phil Ginsburg
Rent Board (RNT)	Delene Wolf
Retirement System (RET)	Jay Huish
Sheriff (SHF)	Ross Mirkarimi
Status of Women (WOM)	Emily Murase, Ph.D.
Superior Court (CRT)	T. Michael Yuen
Technology (TIS/DT)	Marc Touitou
Treasure Island Development Authority (TIDA)	Mirian Saez
Treasurer/Tax Collector (TTX)	José Cisneros
War Memorial (WAR)	Elizabeth Murray

COUNTY EDUCATION INSTITUTIONS

San Francisco Unified School District	Richard Carranza
San Francisco Community College District	Dr. Arthur Q. Tyler

DEMOGRAPHIC AND ECONOMIC STATISTICS

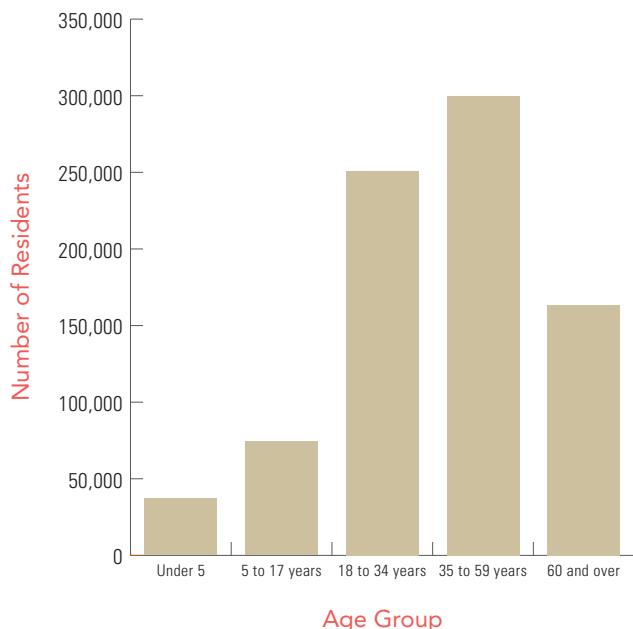
Incorporated on April 15th, 1850, San Francisco is the fourth largest city in the state of California and geographically the smallest county in California. Occupying just 49 square miles of land, the City is located on a peninsula bounded by the Pacific Ocean on the west, San Francisco Bay on the east,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

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

pioneering citizens. The U.S. Bureau of the Census estimates a population of 837,442 in 2013, a 1.2 percent increase since 2012.

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

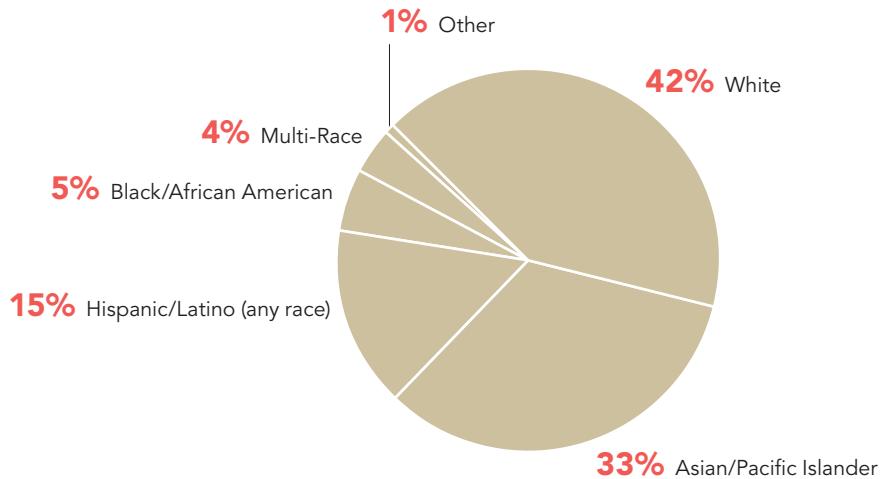
SAN FRANCISCO AGE RANGES



Over 550,000 residents of San Francisco (two-thirds of the City's population) are between ages 18 and 59.

U.S. Census Bureau, 2012 American Community Survey

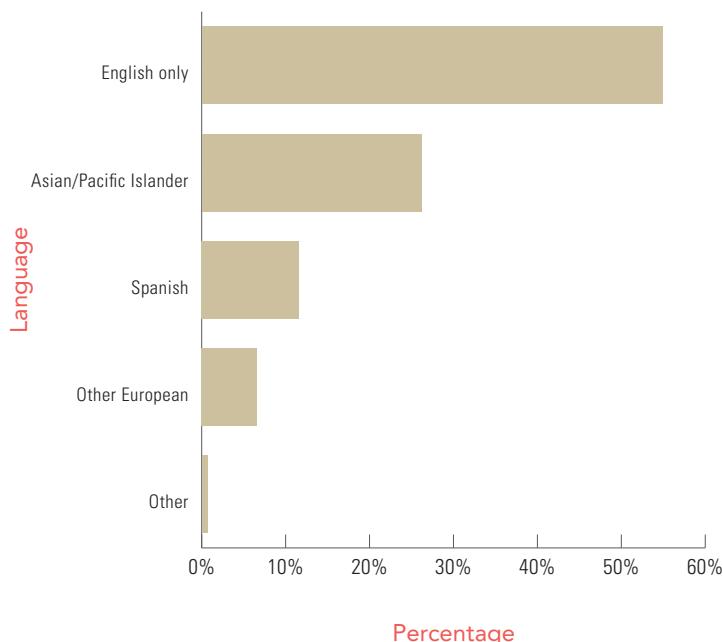
SAN FRANCISCO RACE IDENTIFICATIONS



75 percent of San Francisco residents self-identify as White or Asian/Pacific Islander.

U.S. Census Bureau, 2012 American Community Survey

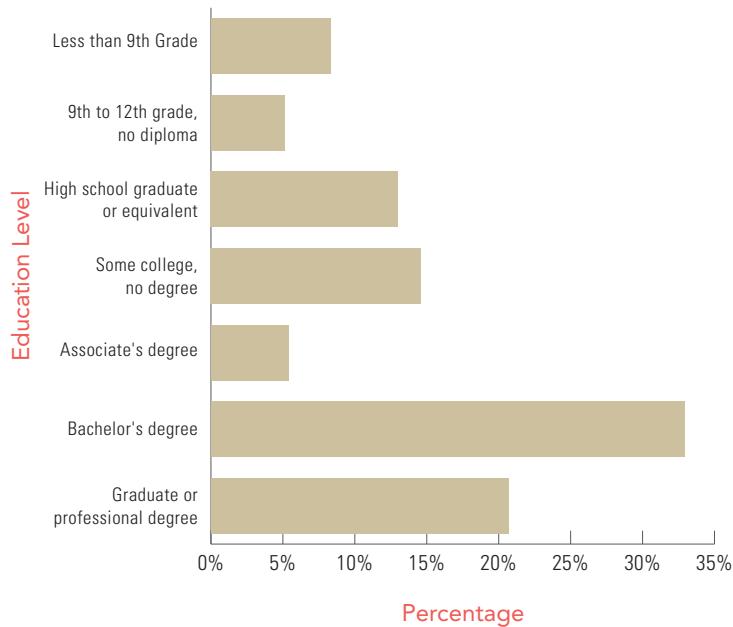
LANGUAGES SPOKEN AT HOME



45 percent of San Francisco residents speak a language other than English at home.

U.S. Census Bureau, 2012 American Community Survey

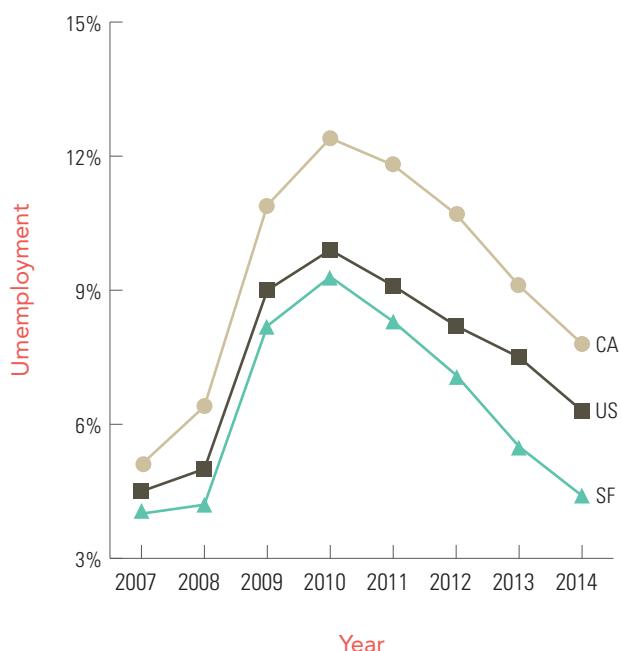
EDUCATIONAL ATTAINMENT



Over half of San Francisco residents over age 25 have a college degree; one in five has an advanced degree.

U.S. Census Bureau, 2012 American Community Survey

ANNUAL UNEMPLOYMENT RATE TRENDS



San Francisco County has the third-lowest unemployment rate among counties in California.

For San Francisco and California, CA Employment Development Department.

For the United States, Bureau of Labor Statistics. Data taken from April of each year.

LOCAL ECONOMY

San Francisco is at the center of a dynamic and innovative region, which continues to create jobs and opportunities, develop lasting social and cultural impacts, and formulate tools and ideas that are used worldwide. The San Francisco Bay Area region is comprised of nine counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. The strength of San Francisco's economy comes from a rich portfolio of well-established industries and businesses as well as emerging and growing sectors. In addition to being an economic center for advanced, knowledge-based services such as professional and financial services, information technology and digital media, health care, and hospitality services, San Francisco companies are developing new and innovative fields in civic-based and green technologies to help grow its manufacturing sector. During the 12 months ending September 2013, San Francisco added nearly 22,800 private sector jobs—a 4.6 percent increase—continuing a trend of year-over-year job growth that began in 2010.

This strong job growth was spread across almost every major industry of the economy. The professional and business services sector grew the fastest at 9.0 percent between 2012 and 2013. The information sector, which includes many technology industries, grew at 5.3 percent over the same period. San Francisco's continued economic success will depend on supporting its mature sectors, nurturing emerging ones, and fostering relationships between them, all while providing the environment necessary to launch the next great San Francisco company.

Sector Growth

San Francisco is an international hub for surging knowledge industries like technology, clean technology (cleantech), and biotech, which spur job creation and drive economic growth. Today there are more than 1,900 technology companies in San Francisco, over 200 cleantech and green businesses, and over 140 life sciences companies.

This new leadership in technology complements the City's six Fortune 500 firms and its historical strength in the financial services, professional services, education, health care, and consumer products sectors. As a global gateway city, San Francisco is a destination for international firms looking for a North American headquarters.

Global Tech Leader

From large, established tech firms to innovative startups, San Francisco is home to a broad range of tech companies.

The current wave of investment and growth in the tech industry is centered on firms that are attracted to San Francisco's dynamic and creative urban environment. The City's continued vision and commitment to being a great place to live and work, combined with a focus on business attraction and retention, is driving job creation and economic growth for tomorrow.

In its 2014 report, the San Francisco Center for Economic Development found that San Francisco-based firms received \$1.3 billion in venture capital (VC) investment in Q4 of 2013, representing 15 percent of all VC technology funding in the US during this time period.

San Francisco tech industry growth in social media, gaming, mobile, cloud, and software is driving demand for commercial office space and creating more jobs in San Francisco. The technology industry has surpassed the banking and finance industry as the number one generator of office jobs in San Francisco and as of Q1 2013 represented 21.5 percent of office jobs in San Francisco. The following firms have all signed leases to expand in San Francisco in the last year: Amazon, AppDynamics, Cisco/Meraki, Eventbrite, Fitbit, Github, LinkedIn, Lumosity, Neustar, Obvious Corp, Practice Fusion, Salesforce, Twitter, Uber, Weebly, Xoom, Yahoo, and Zendesk.

A Center for Biotech Innovation, Collaboration, and Discovery

Since 2004, San Francisco has been home to another industry with deep roots in the region: biotech. Today San Francisco has more than 140 biotech and life sciences companies, including FibroGen, Nektar, Celgene, Bayer, and Pfizer. Of those, 42 companies are located in Mission Bay – a 303-acre science and innovation cluster that includes 4.4 million square feet of office, research, and development space, 6,000 units of housing (28 percent of which are affordable), 500,000 square feet of retail, a 500-room hotel, and 49 acres of new public open space. Mission Bay is anchored by a number of leading research institutions including a 57-acre UCSF Campus, the California Institute for Quantitative Biosciences (QB3), the Gladstone Institutes, and the California Institute for Regenerative Medicine (CIRM). Mission Bay features one of the highest concentrations of incubators anywhere, including four life sciences incubators. The UCSF Medical Center at Mission Bay is under construction and will include a 289-bed complex featuring three separate buildings specializing in children, women's health, and cancer patients. The center is expected to open to the public in February 2015. In the coming years, growth will continue to expand to the greater Mission Bay area, including Pier 70, and the Central Waterfront.

Cleantech Capital of North America

In 2012, San Francisco was named the Cleantech Capital of North America by the Cleantech Group, a leading cleantech industry research firm. The award recognizes the City's extensive cleantech efforts, which pair bold sustainability policies with smart economic development initiatives. Today, more than 200 cleantech and energy efficiency companies are headquartered in San Francisco, including SunRun, Recurrent, Mission Motors, Adura, Grid Net, and Pattern Energy. Other market leaders with a presence in the City include SunEdison, EnerNOC, and Opower which is expanding its West Coast headquarters.

San Francisco has made an aggressive push in the renewable energy sector, particularly in solar energy. Today, more than 30 solar companies are located in the City, including four of the top ten solar photovoltaic panel manufacturers in the world. San Francisco has also become a North American hub for international cleantech firms, particularly Chinese and European firms.

San Francisco as a Top Retail Hub

During 2013, taxable sales in the City grew by approximately 3.5 percent, driving a general fund sales tax revenue increase for the same period of \$4.2 million. Total sales and use tax revenue for the same period grew by \$6.5 million from \$118.9 million to \$125.5 million. San Francisco will continue to be one of the strongest retail markets in the country, supported by continued job growth across sectors in San Francisco as well as the opening of Market Street Place, a 235,000 square foot shopping center under construction on Market Street between 5th and 6th Streets.

An International Nightlife Destination

San Francisco's nightlife and entertainment sector boasts award-winning restaurants, bars, nightclubs, and live music venues that constitute a major industry within the City. Comprised of over 3,200 businesses, the sector saw a net increase of roughly 3,600 jobs in 2012 for a total of 52,616 employees. According to a 2012 economic impact study, the sector generates \$4.2 billion in spending by 80 million consumers annually. The most recent study found that the nightlife sector spent approximately \$1.6 billion on local supplies and services, and paid roughly \$55 million in payroll and sales taxes to the City.

An integral part of the City's fabric, nightlife and entertainment businesses attract residents and visitors to our diverse neighborhoods and provide social spaces that are critical to the development of our unique and vibrant cultural life, all while making a major contribution to the local economy.

San Francisco Manufacturers Thrive

The manufacturing sector in San Francisco continues to thrive. According to a survey conducted in 2013 by SFMade, the City's net new manufacturing job growth was 12.9 percent, compared to 12.5 percent in 2012. Of these jobs, the food and beverage sector was responsible for almost 55 percent of the new job growth, with San Francisco breweries adding more than 100 new jobs alone. San Francisco manufacturers employ more than 4,000 workers, of which 75 percent are San Franciscans. SFMade members brought over \$395 million in direct revenue into the local economy and another \$750 million of indirect economic activity in 2013. In the near future, close to 30 percent of local manufacturing companies plan to seek new or shared space.

Visitor and Hospitality Industry

Tourism and business travel in San Francisco continues to rebound as the hotel sector has steadily reported increases in occupancy over the past few years. In 2013, 16.9 million visitors came to San Francisco, a 2.3 percent increase from 2012. More notably, there was a 5.1 percent increase in visitor spending, bringing total spending in San Francisco to \$9.4 billion in 2013. This is the highest level of spending by visitors in San Francisco's history. In 2013, the tourism sector generated \$607 million in taxes, up 8.1 percent from 2012. Jobs supported by tourism increased 3.8 percent to 76,834 jobs in 2013; payroll for these jobs increased by 5.7 percent to an annual payroll of \$2.3 billion. In 2013, 22.5 million visitors were enplaned at San Francisco International Airport. The City expects overall tourism growth to accelerate in 2014, as San Francisco embarks on several major projects that will draw in visitors, described below.

Joint Development Efforts

Golden State Warriors Arena

In 2012, San Francisco began actively working with the Golden State Warriors to develop a world-class, state-of-the-art sports and entertainment pavilion in San Francisco. The project, scheduled to open in time for the 2018-2019 basketball season, is estimated to create in excess of 3,000 jobs, over 1,000 of which will be permanent.

Approximately 200 games and other events will be held annually at the pavilion, bringing new life to an area of Mission Bay that has been dormant for decades. The new pavilion will welcome visitors from all over the region, whose spending will benefit local businesses while generating hundreds of millions of dollars in new economic growth and activity.

Located at the intersection of 16th and 3rd Streets, the pavilion will offer robust public transportation options, including nearby access to Caltrain, Muni, and the AT&T Park ferry terminal. These links will be supplemented by scheduled improvements to the Muni 22 line, which will provide direct access from the Mission and Western Addition. The Caltrain Modernization Program, scheduled to be completed in 2019, will significantly upgrade the performance and frequency of Caltrain's commuter rail service from points south, while completion of the Central Subway that year will create a direct link to BART's Powell Street Station.

Expansion Of The Moscone Center

In February 2013, the Moscone Center expansion project finalized financing with the passage of the Moscone Expansion District (MED) and approval by the City to issue certificates of participation and commercial paper. Two-thirds of these issuances will be re-paid by hotel assessments from the MED and one-third will be repaid by the City. The construction and design cost of the project is estimated to be \$500 million. The City plans to launch construction in November 2014 in phases planned around booked conventions; final completion is scheduled for Spring 2018. Expansion of the Moscone Center will create more than 6,800 jobs, induce \$734 million in direct spending in its first eight years of operation, and add over 350,000 square feet of exhibition space. The project will also provide public amenities in the form of over 8,000 square feet of new public open space and 25,000 square feet of pedestrian-friendly space.

The James R. Herman Cruise Terminal at Pier 27

The transformation of an existing ten-acre pier into a vibrant year-round cruise terminal, public plaza, and community facility is currently under construction and will be operational as a cruise facility by late September 2014. Starting in October, the terminal will be available to host special events when it is not needed for cruise operations. The terminal space will be a unique event space, offering waterfront access and expansive views of San Francisco Bay while accommodating on-site parking. The goal is to fully utilize Pier 27 by supplementing its role as a premier international cruise terminal with support space for maritime events such as Fleet Week and the Tall Ships Festival, as well as a venue for civic, community, and corporate events.

Pier 43 Promenade and Jefferson Street Improvement Project

The construction of the \$4.2 million Phase I portion of the Jefferson Street Improvement Project was completed in June 2013, in time to welcome summer visitors. Improvements on the first two blocks of Jefferson,

between Jones and Hyde Streets, were designed with the help of Danish architect Jan Gehl and were constructed by the Department of Public Works (DPW). The project provides comfort and safety for pedestrians, cyclists, and autos as well as an improved retail and restaurant atmosphere. It better suits visitors and residents alike by creating a lively and memorable street, strengthening the identity of Fisherman's Wharf, while providing a slow, safe pace for bicycles and pedestrians. The Jefferson Street improvements not only enhance accessibility for the businesses, people, and fishermen who work in the neighborhood, but also creates a better environment for the area's 40,000 to 75,000 daily visitors. In 2013, the Planning Department and DPW completed a concept design for Phase II of the Jefferson Street Improvement Project with the Fisherman's Wharf community. Phase II will extend the Phase I design along Jefferson Street three additional blocks past Jones Street to the east, ending at Powell Street. In FY 2014-15, the Planning Department and DPW will continue to work with the Fisherman's Wharf Community on the evaluation of Jefferson Street Phase I Improvements, and on applications for capital funds for the design and construction of Jefferson Street Improvements Phase II.

Leading The State's Economic Recovery

In April 2014, San Francisco's unemployment rate was the third lowest in the State at 4.4 percent, down from 5.3 percent the year before. According to the Bureau of Labor Statistics' Quarterly Census on Employment and Wages, San Francisco netted over 24,700 additional jobs between Q2 2012 and Q2 2013, with the strongest growth coming from professional and business services. The California Employment Development Department (EDD) projects that employment in the three-county San Francisco Metro region (including Marin and San Mateo Counties) will grow by 196,000 jobs between 2010 and 2020, an 18.7 percent increase over ten years. By contrast, the State of California is projected to grow by only 16.3 percent over the same period. Local employment growth is expected in nearly all private-sector industries over those years. Professional and business services is projected to add the most jobs, with leisure and hospitality services second. San Francisco County accounts for more than half of the employment in the three-county area.

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

BUDGET INFORMATION



Parks for People

Trust for Public Land, Recreation & Parks Department

The Parks for People project of the Trust for Public Lands works with San Francisco's Recreation and Parks Department to strengthen our parks system. Parks for People provides assistance by identifying areas of need and transforming worn-out parks into vital community resources, incorporating input from community members and green building practices, when possible. Examples of this partnership at work in our community include the Hayes Valley Playground, Balboa Park, the Canal Community Garden, the Visitacion Valley Greenway, and Potrero Hill Recreation Center Playground (depicted above). *(Photo credit: Nita Winter/The Trust for Public Land)*

FUND STRUCTURE

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

Governmental Funds

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

Proprietary Funds

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

The City reports on the following major proprietary funds:

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

THE WATER DEPARTMENT FUND accounts for the activities of the San Francisco Water Department under the Public Utilities Commission (PUC). The Department is engaged in the distribution of water to the City and certain suburban areas.

THE HETCH HETCHY WATER AND POWER FUND

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

THE CLEAN WATER PROGRAM FUND accounts for the activities of the Clean Water Program (CWP) under the PUC. The CWP was created after San Francisco voters approved a proposition in 1976 authorizing the City to issue \$240 million in bonds for the purpose of acquiring, constructing, improving, and financing improvements to the City's municipal sewage treatment and disposal system.

THE MUNICIPAL TRANSPORTATION AGENCY FUND

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

THE GENERAL HOSPITAL MEDICAL CENTER FUND

accounts for the activities of the San Francisco General Hospital Medical Center, the City-owned acute care hospital.

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

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

Fiduciary Funds

Fiduciary funds are used to account for resources held for the benefit of parties outside the City. They are not

available to support the City's own programs and are comprised of the following major funds:

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

THE PENSION AND OTHER EMPLOYEE BENEFIT TRUST FUNDS reflect the activities of the Employees' Retirement System and the Health Service System. The Retirement System accounts for employee contributions, City contributions, and the earnings and profits from investments. It also accounts for the disbursements made for employee retirement benefits, withdrawals, disability and death benefits, and administrative expenses. The Health Service System accounts for contributions from active and retired employees and surviving spouses,

employer contributions (including the City, Community College District, and San Francisco Unified School District, among others), and the earnings and profits from investments. It also accounts for disbursements to various health and dental plans and care providers for the medical and dental expenses of beneficiaries.

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

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

GENERAL FUND REVENUE AND EXPENDITURE TRENDS

OVERVIEW

Each year, the City prepares a budgetary forecast of General Fund supported operating expenditures and revenues, and projects either a surplus or shortfall between expenditures and revenues. In odd-numbered years, the Mayor's Office works with the Controller's Office to prepare the City's Five-Year Financial Plan which is submitted to the Board of Supervisors for review and adoption. In even-numbered years, the City prepares an update to the Five-Year Financial Plan, commonly referred to as the Joint Report, since it is jointly authored by the Controller, the Mayor's Office of Public Policy and Finance, and the Board of Supervisor's Budget and Legislative Analyst. These reports project updated revenue trends based on the most current economic data and assume no change to existing policies and service levels. The City's second Five-Year Financial Plan was released in March of 2013 and updated in March 2014. This most recent Joint Report updated projections from the Five-Year Financial Plan projecting a \$66.7 million General Fund supported operations shortfall for Fiscal Year (FY) 2014-15, a \$133.4 million shortfall for FY 2015-16, a \$282.6 million shortfall in FY 2016-17, a \$339.4 million shortfall in FY 2017-18.

The City is legally required to balance its budget each year. The Mayor's Proposed Two-Year Budget for FY 2014-15 and 2015-16 balances the \$66.7 million and \$133.4 million shortfalls with a combination of one-time and ongoing departmental expenditure savings, citywide consolidations and efficiencies, and better than expected receipts in citywide and departmental revenue due to the economic recovery, in particular, increases in payroll and property tax receipts. The proposed FY 2014-15 budget totals \$8.6 billion, a \$656.8 million, or 8.3 percent increase from the FY 2013-14 budget. The General Fund comprises \$4.3 billion of the total budget, reflecting a \$313.8 million, or 7.9 percent, increase compared to FY 2014-15.

The economic recovery that began in 2010 is projected to continue at the national, state and local levels in Fiscal Years 2014-15 and 2015-16. The revenue projections in the budget are based on the assumption that most tax revenues will continue to increase in FY 2014-15 and begin to plateau in FY 2015-16. In FY 2014-15, General

Fund property and business taxes are projected to increase 4.8 percent and 7.1 percent, respectively, from FY 2013-14 projected revenue; and by 4.8 percent and 4.4 percent, respectively, in FY 2015-16 from FY 2014-15 budgeted amounts. Modest growth in other local tax revenues is projected after several years of strong growth averaging 1.0 percent and 1.4 percent in FY 2014-15 and FY 2015-16 respectively. Interest income is projected to decrease 39.0 percent FY 2014-15 from FY 2013-14 projected revenue, with flat growth of 0.5 percent projected in FY 2015-16, reflecting continuing low interest rates and decreases to cash balances due to in part to pre-funding eligible retirement payments. State government subventions are projected to increase 9.2 percent and 2.9 percent in FY 2014-15 and FY 2015-16 respectively due to large increases in state aid social service aid payments expected in FY 2014-15. Across all funds (including the hospitals, airport, and utilities), revenue from charges for services is projected to increase 9.1 percent during FY 2014-15 from the FY 2013-14 budget, and maintain relatively flat growth of 2.5 percent during FY 2015-16. The increase in FY 2014-15 is primarily due to increases in hospital and airline fee collections. No significant charges for service revenue decreases are expected in FY 2014-15. In FY 2015-16 the only significant decrease expected is a loss of one-time prior year ambulance fee revenue in the Fire Department.

While the Joint Report projected general fund supported sources would increase from FY 2013-14 by \$126.6 million in FY 2014-15 and by an additional \$130.8 million in 2015-16, operating expenditures are projected to increase at an even faster rate. The largest projected increase is due to increases in employee salary, wage, and fringe benefits costs. In the proposed budget, total labor-related costs are \$305.1 million higher in FY 2014-15 than in FY 2013-14, and \$81.9 million higher in FY 2015-16 than in FY 2014-15. Within General Fund operations, labor-related costs are \$123.9 million higher in FY 2014-15 than in FY 2013-14, and \$42.0 million higher in FY 2015-16 than in FY 2014-15. These increases are largely due to the newly negotiated wage increases of 3.0 percent starting on October 1, 2015 and then 3.25 percent on October 1, 2016 for most employees aside from police officers and fire fighters. Wage increases were also negotiated for police officers and fire fighters over the next four years, with

increases of 1 percent in FY 2015-16, and then 2 percent in both FY 2016-17 and FY 2017-18. Employee costs are growing at a much slower rate starting in FY 2015-16, and this is largely due to slower rates of growth for retiree and employee health and pension benefits. FY 2014-15 marked the peak year for the smoothing in of the losses to the City's retirement system from the 2008 economic downturn, and starting in FY 2015-16 the employer share for retirement pension contributions starts to fall.

Additionally, personnel costs are increasing due to an increase in employees of 5.1 percent over the next two years. This increase is largely due to the opening of the new San Francisco General Hospital at the Department of Public Health; implementing the Affordable Care Act at the Human Services Agency and the Department of Public Health; the hiring of additional staff to improve fleet reliability and implement a 10 percent service increase at the Municipal Transportation Agency; and the continued implementation of the Mayor's six-year public safety hiring plan at the Police and Fire departments.

REVENUE TRENDS

The City's budget is supported by a number of different revenue sources. Enterprise fund activities are primarily backed by fees for service, while tax revenues will account for approximately 64 percent of total General Fund sources in FY 2014-15 and 65 percent in FY 2015-16.

General fund revenues are projected to increase by \$313.5 million, or 8.8 percent, from FY 2013-14 to FY 2014-15, and \$101.5 million, or 2.6 percent, from FY 2014-15 to FY 2015-16. Total General Fund resources including transfers, fund balance, and use of reserves are projected to increase from FY 2013-14 by \$313.8 million, or 7.9 percent, in FY 2014-15 and by an additional \$53.0 million, or 1.2 percent, in FY 2015-16. In FY 2014-15 the largest General Fund tax revenue increases are in property, business, and hotel taxes with increases of \$79.5 million or 6.9 percent, \$39.4 million or 7.4% and \$44.4 million or 16.2 percent respectively. In FY 2015-16 property and business taxes are expected to continue to grow with increases of \$59.1 million or 4.8 percent and \$25.5 million or 4.4 percent respectively. General Fund state subventions are increasing \$51.9 million, or 9.2 percent, in FY 2014-15 and \$17.8 million, or 2.9 percent, in FY 2015-16. The budget allocates \$270.1 million in General Fund year-end balance from prior years as a source, which is split \$137.1 million in FY 2014-15 and \$133.1 million in FY 2015-16. The budget also allocates \$71.1 million from prior year reserves, including \$11.1 million in Rainy Day Reserve funds to be transferred to the San Francisco Unified School District in FY 2014-15; \$29.1 million in Citywide Budget Savings Incentive Reserve; \$7.7 million from the Recreation and Park Budget Savings Incentive Reserve; and \$14.9 million of one-time use Rainy Day Reserve funds.

General Fund Revenues

Property Tax Revenue

The FY 2014-15 General Fund share of property tax revenue is estimated at \$1,233 million, which is \$79.5 million (6.9%)

more than the FY 2013-14 budget. The FY 2015-16 General Fund share of property tax revenue is projected to be \$1,292 million, which is \$59.1 million (4.8%) more than the proposed FY 2014-15 budget. Approximately 57 percent of Proposition 13's one percent property tax rate accrues to the General Fund. The remainder of the revenue accrues to the State's Education Revenue Augmentation Fund (ERAF), the City's Library Preservation Fund, Children's Fund or Open Space Fund; or accrues to other entities such as the Bay Area Rapid Transit District (BART), the San Francisco Unified School District, and the San Francisco Community College District. In addition to the one percent countywide property tax rate (determined by Proposition 13), the City pays debt service related to voter-approved bonds from a property tax rate add-on that the Controller calculates annually.

Business Tax Revenue

Business tax revenue is budgeted at \$572.4 million in FY 2014-15 and \$597.8 million in FY 2015-16 in the General Fund, which represents annual growth of \$39.4 million, or 7.4 percent, and \$25.5 million, or 4.4 percent, respectively. Business tax revenue is comprised of payroll taxes, business license registration fees, and gross receipts taxes. The proposed revenue level for FY 2014-15 and FY 2015-16 reflects continued economic growth but at a slower rate than FY 2013-14. The budget assumes \$100.4 million in FY 2014-15 and \$196.0 million of gross receipts tax, a portion of which is shifted from payroll tax revenue as a result of the new tax structure based on gross receipts.

Sales Tax Revenue

Local sales tax is expected to generate \$136.1 million in FY 2014-15 and \$142.2 million in FY 2015-16, an annual increase of 8.3 percent and 4.5 percent, respectively. Local sales tax revenues reached and began to exceed their pre-recessionary peak beginning in FY 2011-12, and are projected to continue growth slightly above inflation in FY 2014-15 and FY 2015-16. In addition, projections reflect changes from state laws affecting sales tax

reporting for online retailers experienced in FY 2012-13 as retailers adopt distribution strategies that allocate sales tax to San Francisco from online purchases. Sustained increases in this revenue source will depend on changes to the current state and federal legislative framework, and order fulfillment strategies for online retailers.

Hotel Room Tax Revenue

Hotel room tax revenue is projected to be \$318.4 million in FY 2014-15 and \$336.1 million in FY 2015-16, representing annual increases of 16.2 percent and 5.6 percent respectively. These increases reflect continuing strong year-over-year growth in occupancy and average daily room rates in both years. Room rates are projected to plateau in the near term, reflecting continued moderate growth in employment and airport landings and no change in room supply.

Access Line and Utility User Tax Revenues

Access line tax revenue is budgeted at \$43.0 million in FY 2014-15 and \$43.9 million in FY 2015-16, representing an annual increase of 1.0 percent in FY 2014-15, and increase of 2.0 percent in FY 2015-16. The budget reflects a proposed inflationary increase to the Access Line Tax rate of 2.6 percent as required under Business and Tax Regulations Code Section 784. Utility users tax (UUT) revenue is budgeted at \$91.7 million in FY 2014-15 and \$92.3 million in FY 2015-16, representing annual decrease of \$1.8 million, or 1.9 percent, and increase of \$0.5 million, or 0.6 percent, respectively. The budget assumes \$3.8 million decline of gas electric steam user tax in FY2014-15 as historically low natural gas prices are expected to continue.

Parking Tax Revenue

Parking tax revenue is budgeted at \$84.9 million in FY 2014-15, representing an increase of \$1.6 million, or 2 percent, over the FY 2013-14 budgeted amount. In FY 2015-16, parking tax revenue is budgeted at \$87.1 million, representing an increase of \$2.2 million, or 2.6 percent, over the FY 2014-15 budgeted amount. Parking tax revenue is positively correlated with business activity and employment, both of which are projected to increase over the next two years.

Real Property Transfer Tax Revenue

Real property transfer tax revenue is budgeted at \$235.0 million in FY 2014-15, representing an increase of \$9.9 million, or 4.4 percent, over the FY 2013-14 budget. In FY 2015-16, real property transfer tax revenue is projected to decline by \$15 million, 6.4 percent from FY 2013-14. The budget assumes continued strong demand from institutional investors and owner-users for San Francisco real estate across all property types (office, hotel, retail, and residential) and associated growth in real property transfer revenue but at a slower rate than FY 2012-13 or

FY 2013-14. Considering the highly volatile nature of this revenue source, the Controller's Office monitors collection rates throughout the fiscal year and provides updates to the Mayor and Board of Supervisors

Federal Revenue

Federal grants and subventions are budgeted at \$235.3 million in FY 2014-15 and \$235.7 million for FY2015-16, representing annual growth of \$20.8 million or 9.7 percent in FY 2014-15, and \$0.4 million or 0.2 percent in FY 2015-16. The \$20.8 million growth in FY 2014-15 over FY2013-14 budget is due to the increases in social service aid categories.

State Revenue

State grants and subventions are budgeted at \$614.7 million in FY 2014-15 and \$632.5 million in FY 2015-16, which represents an annual increase of \$51.9 million, or 9.2 percent in FY 2014-15, and an increase of \$17.8 million, or 2.9 percent in FY 2015-16. The growth in FY 2014-15 is largely due to a \$21.2 million increase in In Home Supportive Services (IHSS) caseload revenue, a \$12.7 million increase in other social service subventions received by the Human Services Agency (HSA), and a \$4.5 million increase in Proposition 172 Public Safety Sales Tax allocations. These increases are offset by the projected loss from "clawback" amounts in Health and Welfare Realignment and AB 109 Realignment based on the governor's proposed budget.

Charges for Services

Charges for services are budgeted at \$209.8 million in FY2014-15 and \$199.4 million in FY2015-16, representing a projected annual growth of \$32.7 million, or 18.5 percent in FY 2014-15, and decline of \$10.4 million, or 4.9 percent in FY 2015-16. Growth in FY 2014-15 is primarily composed of Healthy San Francisco enrollment fee revenue increases and increases to fee recoveries from outside agencies. Decreases in FY 2015-16 are driven by the loss of \$5.9 million in one-time revenue anticipated from Ground Emergency Medical Transportation (GEMT) program in FY 2014-15.

Operating Transfers In

Transfers in to the General Fund are projected to decrease by \$38.7 million or 17.8 percent in FY 2014-15 compared to the FY 2013-14 budget, and increase by \$1.2 million or 0.7 percent in FY 2015-16 compared to the FY 2014-15 budget. The decrease in FY 2013-14 is primarily driven by \$38.6 million reduction in transfer from San Francisco General Hospital. Transfers from Airport are projected to increase by \$1.4 million in FY 2014-15 and another \$1.2 million in FY 2015-16 from the growth in San Francisco International Airport concession revenues.

EXPENDITURE TRENDS

Personnel Expenses

The proposed budget includes an increase in total labor costs of \$305.1 million, or 7.9 percent, and an additional increase of \$81.9 million, or 2.0 percent, for all funds in FY 2014-15 and FY 2015-16, respectively. This total increase includes an increase in General Fund labor costs of \$123.9 million, or 6.8 percent, in FY 2013-14 and an additional increase of \$42.0 million, or 2.2 percent, in FY 2014-15. These increases are largely due to the cost of negotiated wage increases for most of the City's employees over the next several years, as well as the addition of new employees into the budget to increase service to the public.

Non-Personnel Expenses

General Fund non-personnel expenses—including professional services, materials and supplies, aid assistance, grants, capital projects and equipment, debt

service and contributions to reserves—will increase by \$158.9 million, or 12.0 percent, to \$1.5 billion in FY 2014-15 and will decrease by 39.7 million, or 2.7 percent, to \$1.5 billion in FY 2014-15.

Contribution Transfers Out

Contribution Transfers Out of the General Fund are budgeted at \$835.7 million and \$886.4 million in Fiscal Years 2014-15 and 2015-16, respectively, representing an increase of \$31.0 million and an additional \$50.7 million from the FY 2013-14 budgeted amount. These increases are primarily due to an increase in General Fund subsidies for San Francisco General and Laguna Honda Hospitals, as well as increasing baseline funded requirements for the Municipal Transportation Agency, the Public Library, and the Public Education Enrichment Fund.

SPENDING MANDATES AND DISCRETIONARY SOURCES

In Fiscal Years 2014-15 and 2015-16, the General Fund will represent 49.8 and 50.4 percent of the City's total budget, respectively. General Fund discretionary spending capacity, however, is less than 30 percent of the City's total budget due to voter-approved minimum spending requirements. San Francisco voters have passed ballot measures that require minimum spending levels for certain operations, including the Children's Baseline, the Public Library Baseline, the Public Transportation

Baseline, the City Services Auditor operations, the Municipal Symphony Baseline, the Human Services Care Fund, Housing Trust Fund, required reserve deposits, and Police and Fire Department minimum staffing requirements. These requirements will be discussed in detail in the Controller's discussion of the Mayor's Budget, also known as the Revenue Letter, published the second week of June.

LONG-TERM FINANCIAL PLANNING PROCESS

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

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

Two-Year Budgeting

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

Proposition A required a two-year (biennial) budget, replacing the annual budget. In Fiscal Year (FY) 2010-11, the City adopted two-year budgets for the following four departments: Airport, Port, Public Utilities Commission, and Municipal Transportation Agency (MTA). These four early-implementation departments had a "fixed" two-year budget for FY 2012-13 and FY 2013-14. Following the completion of their initial two-year budgets, each of these agencies, as well as three additional agencies — Library, Retirement, Child Support Services — submitted proposed fixed budgets for FY 2014-15 and 2015-16. Once departments have had a reasonable amount of time to adjust to two-year budgeting, the second year may become fixed for all City Departments. The two-year budgets are developed, approved, and implemented pursuant to the same process as the annual budgets described in the Annual Financial Planning and Budget Process section of this document.

Operating Revenue and Expenditure Projections

The Controller's Office, the Mayor's Office, and the Board of Supervisors are responsible for leading long-term

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

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

THE FOUR YEAR BUDGET PROJECTION ("JOINT REPORT"), published each even calendar year in March by the Controller's Office, the Mayor's Office of Public Policy and Finance, and the Board of Supervisors' Budget and Legislative Analyst Office, reports on projected citywide revenues and expenditures for the next four fiscal years. First required by voters in 1994, this analysis captures significant one-time budgetary items in addition to forecasting revenue and expenditure trends into the future. Starting in FY 2011-12, the Joint Report was extended to forecast four years into the future (prior to FY 2011-12, the report projected three years into the future). This change is required by Proposition A, which also states that the City must adopt a biennial Five-Year Financial Plan. The Joint Report now serves as an "off-year" update to the Five-Year Financial Plan and projects out the remaining four years of the prior year plan. This report was last published in March 2014, as an update to the City's Five Year Financial Plan for FY 2013-14 through FY 2017-18.

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

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

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

Financial Policies and Enhanced Reserves

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

In May 2010, legislation was adopted to codify the City's practice of maintaining an annual General Reserve for fiscal pressures not anticipated in the budget and to help the City mitigate the impact of multi-year downturns. This included augmentation of the existing Rainy Day Reserve, the creation of a new Budget Stabilization Reserve funded by excess receipts from volatile revenue streams, which is scheduled to increase to \$140.7 million by the end of FY 2014-15. By the end of FY 2015-16, this reserve will grow to 5.4 percent of the General Fund.

Ten-Year Capital Expenditure Projections

Simultaneous to the revenue and expenditure projection process, the City also engages in a long-term capital planning process for the infrastructure and facilities needs of the City. Managed under the City Administrator, the City has completed a comprehensive assessment of the near- and long-term capital needs on a building-by-building, asset-by-asset basis each year since 2005. Starting in FY 2011-12, the Ten-Year Capital Plan switched from an annual to a biennial process to be issued along with the City's Five-Year Financial Plan in each odd calendar year. The Ten-Year Capital Plan is a tool to inform policymakers as they make funding decisions for capital projects. The Plan prioritizes projects, establishes timelines for major

investments needed to maintain the City's infrastructure, highlights opportunities to combine similar capital projects to generate cost savings, and identifies funding sources. Once passed by the Board of Supervisors and the Mayor, the Capital Plan serves as a central tool in the development of the City's budget. The Plan also presents an opportunity for City departments to coordinate investments and share information about the impact to operating costs that may result from new capital projects.

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

Capital Planning Committee

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

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

Five-Year Information & Communications Technology Plan

Simultaneous to the revenue and expenditure projection process, the City also engages in an information and communications technology planning process for the

technology needs of the City. Managed by the Committee on Information Technology (COIT), the City completes an annual assessment of departmental information and communications technology requests. The Information and Communications Technology (ICT) Plan is issued along with the City's Five-Year Financial Plan in each odd calendar year. The ICT Plan provides a framework for how the City can proactively plan for, fund, and implement projects that support the Plan's strategic goals. Once passed by the Board of Supervisors and the Mayor, the ICT Plan

serves as a central tool in the development of the City's budget. The Plan also presents an opportunity for City departments to coordinate investments and analyze the impact of new technology projects on on-going operations.

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

ANNUAL FINANCIAL PLANNING AND BUDGET PROCESS

Budgeting Method

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

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

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

Two-Year Budget Cycle

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

2012-13. In FY 2010-11, the City adopted two-year budgets covering FY 2010-11 and FY 2011-12 for four early-implementation departments: the Airport, the Municipal Transportation Agency, the Public Utilities Commission, and the Port Commission. FY 2012-13 was the first year that all City departments submitted a two-year budget for FY 2012-13 and 2013-14. Also for the first time that year, the four early-implementation departments had a “fixed” two-year budget. This means that in the second year, these departments could only amend their budget if proposed revenues or expenditures were 5.0 percent above or below projections. All other departments are retaining a variable two-year budget while they transition to the new system; three additional departments submitted fixed two-year budgets for FY 2014-15 and 2015-16. All remaining departments’ budgets for FY 2015-16 are open to changes and must be rebalanced as part of the next two year budget. Moving to a fixed two-year budget for all departments would require the passage of legislation by the Board of Supervisors. The two-year budget is developed, approved, and implemented pursuant to the process described below.

Key Participants

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

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

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

Calendar and Process

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

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

Budget Preparation

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

Three categories of budgets are prepared:

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

primarily from charges for services that are used to support operations. The Mayor introduces the proposed Enterprise budgets to the Board of Supervisors on May 1.

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

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

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

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

Approval

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

The Budget and Finance Committee works closely with the Board of Supervisor's Budget and Legislative Analyst, which develops recommendations on departmental

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

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

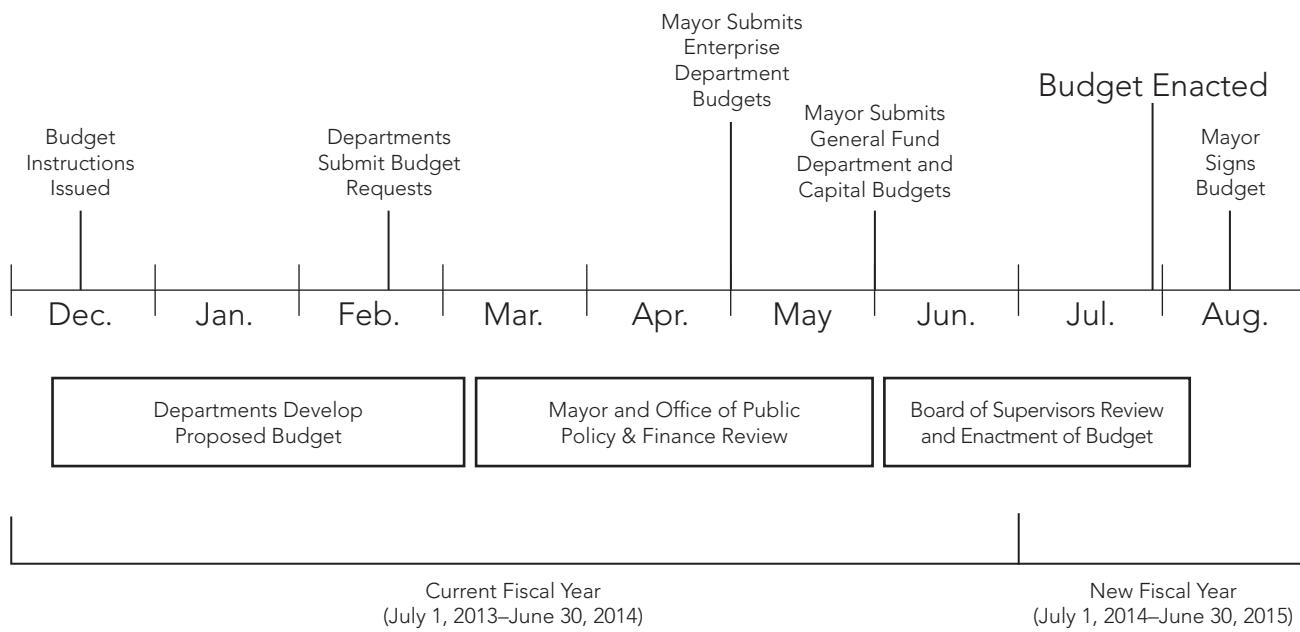
As the City Charter requires, the Board of Supervisors must vote on the budget twice between July 15 and August 1. At the first reading, which occurs the first Tuesday after July 15, amendments may be proposed and, if passed by a simple majority, added to the budget. These amendments may be proposed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

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

Implementation

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

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





Ocean Avenue Community Benefit District

Ocean Avenue Association, Friends of the Urban Forest, and Residents

The Community Benefit District (CBD) program strives to improve the overall quality of life in targeted commercial districts and mixed-use neighborhoods through partnerships between the City and local communities. Once an area has voted to establish a CBD, local property owners are levied a special assessment to fund improvements to their neighborhood. The funds are administered by a non-profit organization established by the neighborhood. Ocean Avenue, depicted above, is one of eleven CBDs in San Francisco. The Ocean Avenue CBD includes 148 properties, including commercial, retail, educational, non-profit and residential uses. The Ocean Avenue Association, the nonprofit organization which is managing this initiative, will focus its work on cleaning, maintenance, safety, marketing, and streetscape improvements (such as sidewalk gardens) for 15 years. *(Photo credit: Sara Bloomberg)*

SOURCES AND USES OF FUNDS EXCLUDING FUND TRANSFERS

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Sources of Funds						
Local Taxes	2,706,695,888	2,879,642,745	3,077,518,867	197,876,122	3,149,001,983	71,483,116
Licenses & Fines	207,128,727	165,894,061	178,489,534	12,595,473	182,017,168	3,527,634
Use of Money or Property	559,652,650	514,570,246	552,136,667	37,566,421	571,959,512	19,822,845
Intergovernmental Revenue - Federal	432,192,820	440,007,372	404,959,847	(35,047,525)	407,337,892	2,378,045
Intergovernmental Revenue - State	759,257,337	803,687,019	809,923,905	6,236,886	826,845,091	16,921,186
Intergovernmental Revenue - Other	109,080,779	87,115,404	96,906,865	9,791,461	96,259,981	(646,884)
Charges for Services	2,842,779,604	2,511,610,013	2,741,172,246	229,562,233	2,809,279,208	68,106,962
Other Revenues	385,050,716	173,053,520	265,971,730	92,918,210	239,203,569	(26,768,161)
Transfer Adjustments-Sources	121,235,566	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(737,316,666)	333,221,276	439,917,175	106,695,899	276,708,643	(163,208,532)
Sources of Funds Subtotals	7,385,757,421	7,908,801,656	8,566,996,836	658,195,180	8,558,613,047	(8,383,789)
Uses of Funds						
Salaries & Wages	2,625,250,180	2,767,913,464	2,940,404,219	172,490,755	3,075,126,945	134,722,726
Fringe Benefits	1,107,412,263	1,253,252,376	1,390,724,983	137,472,607	1,344,593,902	(46,131,081)
Overhead	163,998,883	163,627,364	188,580,202	24,952,838	194,911,615	6,331,413
Professional & Contractual Services	1,358,613,340	1,637,568,434	1,722,862,206	85,293,772	1,651,544,383	(71,317,823)
Aid Assistance / Grants	604,836,368	686,976,531	765,547,839	78,571,308	771,764,908	6,217,069
Materials & Supplies	271,783,600	292,950,511	304,263,626	11,313,115	328,555,678	24,292,052
Equipment	43,116,914	34,344,301	46,914,935	12,570,634	41,165,381	(5,749,554)
Debt Service	573,790,724	930,061,018	985,756,713	55,695,695	1,034,386,956	48,630,243
Services of Other Departments	652,811,642	692,642,110	750,307,177	57,665,067	754,921,537	4,614,360
Expenditure Recovery	(833,000,906)	(1,035,341,939)	(1,119,941,113)	(84,599,174)	(1,139,376,453)	(19,435,340)
Budgetary Reserves	0	227,451,551	225,150,034	(2,301,517)	219,922,620	(5,227,414)
Transfer Adjustments-Uses	381,579,084	0	0	0	0	0
Facilities Maintenance	17,540,733	63,764,446	70,204,324	6,439,878	66,421,069	(3,783,255)
Capital Renewal	278,987	40,781,948	97,314,544	56,532,596	108,226,033	10,911,489
Capital Projects	417,745,609	152,809,541	198,907,147	46,097,606	106,448,473	(92,458,674)
Uses of Funds Subtotals	7,385,757,421	7,908,801,656	8,566,996,836	658,195,180	8,558,613,047	(8,383,789)

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

SOURCES BY CATEGORY AND OBJECT

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Local Taxes						
101 PROPERTY TAXES-CURRENT YEAR	1,129,430,887	995,333,000	1,072,020,000	76,687,000	1,130,865,000	58,845,000
102 PROPERTY TAXES-PRIOR YEAR	1,026,391	438,000	434,000	(4,000)	435,000	1,000
103 SUPPLEMENTAL-CURRENT	12,503,871	7,923,000	8,510,000	587,000	7,635,000	(875,000)
104 SUPPLEMENTAL-PRIOR	12,515,519	17,065,000	18,825,000	1,760,000	17,020,000	(1,805,000)
109 OTHER PROPERTY TAXES	258,357,498	477,971,745	493,914,867	15,943,122	471,271,983	(22,642,884)
111 PAYROLL TAX	470,155,945	496,331,000	437,410,000	(58,921,000)	365,610,000	(71,800,000)
112 GROSS RECEIPTS TAX	0	0	100,420,000	100,420,000	195,990,000	95,570,000
113 REGISTRATION TAX	9,974,704	37,657,000	35,555,000	(2,102,000)	37,235,000	1,680,000
121 SALES & USE TAX	122,271,318	125,697,000	136,080,000	10,383,000	142,200,000	6,120,000
122 HOTEL ROOM TAX	238,781,864	273,930,000	318,350,000	44,420,000	336,110,000	17,760,000
123 UTILITY USERS TAX	91,870,947	93,515,000	91,740,000	(1,775,000)	92,260,000	520,000
124 PARKING TAX	81,644,598	83,251,000	84,880,000	1,629,000	87,100,000	2,220,000
125 PROPERTY TRANSFER TAX	232,729,670	225,150,000	235,000,000	9,850,000	220,000,000	(15,000,000)
129 OTHER LOCAL TAXES	45,432,676	45,381,000	44,380,000	(1,001,000)	45,270,000	890,000
Local Taxes Subtotals	2,706,695,888	2,879,642,745	3,077,518,867	197,876,122	3,149,001,983	71,483,116
Licenses & Fines						
201 BUSINESS HEALTH LICENSES	7,659,877	7,408,105	7,978,758	570,653	7,978,758	0
202 OTHER BUSINESS/PROFESSIONAL LICENSES	9,727,020	10,923,507	15,185,519	4,262,012	15,250,959	65,440
203 ROAD PRIVILEGES & PERMITS	11,915,296	10,530,259	10,723,303	193,044	10,858,404	135,101
206 FRANCHISES	18,361,659	19,019,469	20,047,131	1,027,662	20,215,131	168,000
207 ETHICS FEES	55,495	45,000	42,000	(3,000)	42,000	0
209 OTHER LICENSES & PERMITS	8,107,653	7,954,371	8,058,009	103,638	8,058,009	0
251 TRAFFIC FINES	105,466,010	101,708,180	96,476,628	(5,231,552)	99,461,648	2,985,020
252 COURT FINES-NON TRAFFIC	288,577	103,024	94,500	(8,524)	94,500	0
253 OTHER NON-COURT FINES	18,990,319	5,553,610	2,693,053	(2,860,557)	2,773,053	80,000
255 ETHICS FINES	73,770	54,000	27,000	(27,000)	27,000	0
259 OTHER FORFEITURES & PENALTIES	26,483,051	2,594,536	17,163,633	14,569,097	17,257,706	94,073
Licenses & Fines Subtotals	207,128,727	165,894,061	178,489,534	12,595,473	182,017,168	3,527,634
Use of Money or Property						
301 INTEREST	32,817,564	28,145,786	20,975,164	(7,170,622)	25,199,544	4,224,380
302 DIVIDENDS	9,881	0	0	0	0	0
304 OTHER INVESTMENT INCOME (GROSS)	(2,768,375)	250,000	160,000	(90,000)	160,000	0
351 PARKING METER COLLECTIONS	58,151,896	50,220,041	51,958,452	1,738,411	57,439,509	5,481,057
352 PARKING GARAGE/LOT RENTALS	195,586,791	167,314,955	188,323,944	21,008,989	193,236,250	4,912,306
353 REC & PARK - RENTALS	8,547,496	5,799,436	5,362,500	(436,936)	1,712,500	(3,650,000)
354 REC & PARK - CONCESSIONS	8,156,446	8,794,226	7,495,652	(1,298,574)	7,847,344	351,692
355 CULTURAL FACILITIES-RENTALS	1,572,258	1,188,178	1,363,686	175,508	1,593,312	229,626
356 CULTURAL FACILITIES-CONCESSIONS	399,153	306,914	370,621	63,707	383,796	13,175
357 CONV FACILITIES - RENTALS & CONCESSIONS	23,432,643	25,024,061	26,138,128	1,114,067	24,285,026	(1,853,102)
360 PORT-CARGO RENTAL	3,828	0	0	0	0	0
361 PORT-SHIP REPAIR CONCESSION	1,897,552	0	0	0	0	0
362 PORT-HARBOR RENTS	1,972,757	0	0	0	0	0
363 PORT-COMMERCIAL/INDUSTRIALRENT/CONCESSIO	41,738,172	42,050,365	43,779,000	1,728,635	46,280,000	2,501,000
365 PORT-CRUISE RENTS	206,099	0	0	0	0	0
366 PORT-FISHING RENT	2,108,753	2,110,000	2,237,000	127,000	2,281,000	44,000
367 PORT-OTHER MARINE RENTS/CONCESSIONS	974,097	1,958,817	2,523,470	564,653	2,596,520	73,050
372 SFIA-PASSENGER TERMINALS RENTALS	5,083,815	5,432,900	5,361,000	(71,900)	5,563,000	202,000
373 SFIA-PAVED & UNIMPROVED-NONAIRLINE RENTA	15,961,143	16,297,000	17,893,000	1,596,000	18,335,000	442,000
374 SFIA-ADVERTISING; TEL. & OTHERS	23,356,386	20,057,000	24,762,000	4,705,000	25,645,000	883,000
375 SFIA-NEWS; TOBACCO & GIFTS	39,527,854	40,256,000	40,618,000	362,000	41,161,000	543,000
376 SFIA-AUTO RENTALS	47,574,827	46,593,000	52,715,000	6,122,000	53,697,000	982,000
377 SFIA-RESTAURANT & ALLIED SVCS	16,345,995	16,152,000	17,767,000	1,615,000	19,023,000	1,256,000
379 SFIA-OTHER GROUND TRANSPORTATION	12,498,465	11,757,000	15,870,000	4,113,000	18,066,000	2,196,000

SOURCES BY CATEGORY AND OBJECT

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
381 SFIA-CNG SERVICES	106,121	104,000	71,000	(33,000)	71,000	0
391 SFWD-OTHERS	160,023	0	0	0	0	0
398 OTHER CITY PROPERTY RENTALS	24,211,214	24,758,567	26,392,050	1,633,483	27,383,711	991,661
399 OTHER CONCESSIONS	19,796	0	0	0	0	0
Use of Money or Property Subtotals	559,652,650	514,570,246	552,136,667	37,566,421	571,959,512	19,822,845
Intergovernmental Revenue - Federal						
401 FEDERAL-PUBLIC ASSISTANCE ADMIN	141,346,111	148,606,674	169,677,883	21,071,209	167,293,389	(2,384,494)
402 FEDERAL-PUBLIC ASSISTANCE PROGRAMS	60,006,313	63,312,277	69,926,347	6,614,070	73,557,977	3,631,630
411 FEDERAL-TRANSP/TRANSIT-OPERATING ASSIS	0	3,700,000	3,810,000	110,000	3,890,000	80,000
440 FEDERAL HOMELAND SECURITY	53,808,110	23,701,903	24,662,257	960,354	24,669,104	6,847
445 FEDERAL-AM RECOVERY & REINVESTMENT ACT	9,652,350	5,101,921	5,641,666	539,745	3,780,460	(1,861,206)
449 FEDERAL-OTHER	167,379,936	195,584,597	131,241,694	(64,342,903)	134,146,962	2,905,268
Intergovernmental Revenue - Federal Subtotals	432,192,820	440,007,372	404,959,847	(35,047,525)	407,337,892	2,378,045
Intergovernmental Revenue - State						
451 STATE-PUBLIC ASSISTANCE ADMIN	50,073,733	49,855,689	62,648,650	12,792,961	62,735,918	87,268
452 STATE-PUBLIC ASSISTANCE PORGRAMS	39,780,344	24,069,560	47,045,753	22,976,193	48,971,792	1,926,039
453 STATE-HEALTH ADMINISTRATION	30,251,881	37,731,749	41,690,051	3,958,302	41,511,202	(178,849)
454 STATE-HEALTH PROGRAMS	150,744,214	197,905,317	145,780,116	(52,125,201)	143,506,060	(2,274,056)
455 STATE-HEALTH & WELFARE SALES TAX	190,187,267	177,505,249	171,432,618	(6,072,631)	177,968,740	6,536,122
456 STATE-HEALTH & WELFARE VEH LICENSE FEES	59,010,983	59,012,000	64,570,000	5,558,000	64,990,000	420,000
457 STATE-HEALTH & HUMAN SERVICES	34,879,454	40,404,950	44,266,130	3,861,180	46,273,168	2,007,038
45C CAPITAL CONTRIBUTIONS-STATE	0	56,700	0	(56,700)	0	0
461 STATE-MOTOR VEHICLE IN-LIEU TAX	805,223	0	0	0	0	0
462 STATE-HIGHWAY USERS TAX	19,575,701	30,925,619	27,722,803	(3,202,816)	27,446,749	(276,054)
470 STATE-AGRICULTURE	30,323	550,000	689,000	139,000	689,000	0
471 STATE-TRANSPORT/TRANSIT-OPERATING ASSIST	34,812,465	30,600,000	36,260,000	5,660,000	37,260,000	1,000,000
481 STATE - HOMEOWNERS' PROPERTY TAX RELIEF	5,028,523	5,101,000	5,130,000	29,000	5,130,000	0
483 STATE - PROP 172 PUBLIC SAFETY FUNDS	83,238,178	86,836,000	91,380,000	4,544,000	95,040,000	3,660,000
489 STATE - OTHER	60,839,048	63,133,186	71,308,784	8,175,598	75,322,462	4,013,678
Intergovernmental Revenue - State Subtotals	759,257,337	803,687,019	809,923,905	6,236,886	826,845,091	16,921,186
Intergovernmental Revenue - Other						
491 OTHER-TRANSPORT/TRANSIT-OPERTING ASSIST	104,161,281	79,252,464	88,115,100	8,862,636	90,358,000	2,242,900
492 OTHER-TRANSPORT/TRANSIT-CAPITAL ASSIST	406,567	0	0	0	0	0
493 OTHER-IN-LIEU TAXES	0	(100,598)	0	100,598	0	0
499 OTHER - GOVERNMENTAL AGENCIES	4,512,931	7,963,538	8,791,765	828,227	5,901,981	(2,889,784)
Intergovernmental Revenue - Other Subtotals	109,080,779	87,115,404	96,906,865	9,791,461	96,259,981	(646,884)

SOURCES BY CATEGORY AND OBJECT

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Charges for Services						
601 GENERAL GOVERNMENT SERVICES	81,464,407	80,886,570	89,637,273	8,750,703	87,635,691	(2,001,582)
605 HUMANE SERVICES	208,764	172,100	172,100	0	172,100	0
606 PUBLIC SAFETY SERVICE CHARGES	50,351,686	38,446,530	46,140,060	7,693,530	46,075,408	(64,652)
607 CORRECTION SERVICE CHARGES	1,611,274	2,154,865	1,718,342	(436,523)	1,716,150	(2,192)
608 HIGHWAY SERVICE CHARGES	666,468	800,000	800,000	0	800,000	0
609 EMERGENCY SERVICE RELATED CHARGES	508,262	483,290	482,930	(360)	482,930	0
611 PLANNING & ENGINEERING SERVICES	63,784,510	50,256,894	59,296,052	9,039,158	61,488,799	2,192,747
625 LIBRARY SERVICES	841,206	855,800	750,800	(105,000)	750,800	0
626 REC & PARK-SERVICE CHARGES	25,057,845	25,116,234	29,409,920	4,293,686	27,966,934	(1,442,986)
628 CONCERTS; EXHIBITIONS & PERFORMANCES	5,345,960	4,612,239	4,532,438	(79,801)	4,880,330	347,892
631 SANITATION SERVICE CHARGES	236,733,891	239,936,500	258,213,700	18,277,200	271,095,700	12,882,000
635 PUBLIC HEALTH CHARGES	17,734,329	12,710,734	14,452,107	1,741,373	14,452,107	0
640 PORT-CARGO SERVICES	4,976,863	4,875,564	5,080,000	204,436	5,228,000	148,000
641 PORT-SHIP REPAIR SERVICES	0	1,893,167	1,906,000	12,833	1,547,000	(359,000)
642 PORT-HARBOR SERVICES	13,750	1,992,300	2,061,000	68,700	2,102,000	41,000
645 PORT-CRUISE SERVICES	2,577,870	3,162,000	5,990,000	2,828,000	7,271,000	1,281,000
646 PORT-FISHING SERVICES	69,049	0	0	0	0	0
647 PORT-OTHER MARINE SERVICES	656,033	1,607,000	1,695,000	88,000	1,731,000	36,000
651 HOSPITAL SERVICE CHARGES	9,330,715	9,236,782	8,941,619	(295,163)	8,941,619	0
652 INPATIENT REVENUES	1,650,224,903	1,414,512,434	1,153,756,581	(260,755,853)	1,153,801,455	44,874
653 OUTPATIENT REVENUES	621,756,845	533,894,982	555,408,672	21,513,690	562,197,111	6,788,439
654 EMERGENCY ROOM REVENUES	255,285,019	0	0	0	0	0
658 REVENUE DEDUCTIONS	(2,143,006,565)	(1,560,459,946)	(1,330,612,157)	229,847,789	(1,336,237,806)	(5,625,649)
659 NET PATIENT REVENUE	233,102,961	169,126,023	258,721,998	89,595,975	252,979,415	(5,742,583)
660 STATE BILL REVENUES	239,424,076	275,738,212	275,634,000	(104,212)	275,634,000	0
661 TRANSIT PASS REVENUE	102,215,872	92,612,434	93,103,795	491,361	89,755,000	(3,348,795)
662 TRANSIT CABLE CAR REVENUE	26,697,764	25,303,000	25,809,060	506,060	26,580,000	770,940
663 TRANSIT CASH FARES	83,322,363	72,520,900	78,000,551	5,479,651	80,530,000	2,529,449
664 TRANSIT CHARTER BUS REVENUE	11,266	10,200	10,200	0	10,000	(200)
665 TRANSIT ADVERTISING REVENUE	18,111,314	15,613,903	19,525,136	3,911,233	20,413,843	888,707
666 TRANSIT TOKEN REVENUE	4,276,345	3,535,000	3,605,700	70,700	3,710,000	104,300
667 TRANSIT PARATRANSIT REVENUE	1,154,273	1,414,000	1,164,541	(249,459)	1,200,000	35,459
669 TRANSIT OTHER OPERATING REVENUE	4,157,588	151,500	3,440,000	3,288,500	3,440,000	0
671 SFIA-FLIGHT OPERATIONS	213,734,727	221,764,000	257,445,000	35,681,000	237,500,000	(19,945,000)
672 SFIA-rental AIRLINES	215,550,440	227,872,000	243,265,000	15,393,000	257,892,000	14,627,000
673 SFIA-PAVED & UNIMPROVED-AIRLINES	24,035,753	24,779,000	22,605,000	(2,174,000)	22,898,000	293,000
674 SFIA-AIRCRAFT & OUTDOOR STORAGE	12,225,852	10,493,000	13,149,000	2,656,000	13,352,000	203,000
675 SFIA-AIRLINE SUPPORT SERVICE	45,191,074	41,730,000	48,691,000	6,961,000	49,862,000	1,171,000
676 SFIA-FUEL; OIL & OTHER SERVICES	13,414,899	13,839,000	14,151,000	312,000	14,505,000	354,000
677 SFIA-PARKING AIRLINES	8,625,676	7,975,000	9,128,000	1,153,000	9,351,000	223,000
681 WATER SALES	597,568,907	396,644,109	416,024,253	19,380,144	476,850,621	60,826,368
687 HHETCHY - ELECTRICITY SALES	96,992,399	37,121,032	44,029,161	6,908,129	46,154,587	2,125,426
699 OTHER CHARGES FOR SERVICES	4,619,563	3,645,427	1,493,289	(2,152,138)	219,289	(1,274,000)
860 ISF CHARGES FOR SERVICES TO AAO FUNDS	12,153,408	2,576,234	2,344,125	(232,109)	2,344,125	0
Charges for Services Subtotals	2,842,779,604	2,511,610,013	2,741,172,246	229,562,233	2,809,279,208	68,106,962

SOURCES BY CATEGORY AND OBJECT

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Other Revenues						
701 RETIREMENT - CONTRIBUTIONS	16,823,765	20,999,736	26,489,465	5,489,729	24,532,379	(1,957,086)
702 PROPOSITION B HEALTH CARE	13,233,592	16,500,000	21,750,000	5,250,000	26,700,000	4,950,000
753 CHN-OTHER OPERATING REVENUE	11,188,517	12,021,673	9,867,280	(2,154,393)	9,867,280	0
754 DEVELOPMENT IMPACT FEES & EXACTIONS	14,167,752	4,879,072	19,847,200	14,968,128	27,581,300	7,734,100
759 PORT-OTHER NON OPERATING REVENUE	2,319,357	1,367,859	5,272,300	3,904,441	5,283,545	11,245
761 GAIN/(LOSS) ON SALES OF FIXED ASSETS	4,089,245	1,800,000	1,000,000	(800,000)	0	(1,000,000)
762 PROCEEDS FROM SALES OF OTHER CITY PROP	675,859	429,000	429,000	0	429,000	0
769 INSURANCE PROCEEDS	11,449,880	0	0	0	0	0
771 SFIA-COGENERATION FACILITIES	0	102,000	0	(102,000)	0	0
772 SFIA-ELECTRICITY	17,069,816	23,999,000	22,996,000	(1,003,000)	23,572,000	576,000
773 SFIA-WATER	4,944,683	6,759,000	5,430,000	(1,329,000)	5,753,000	323,000
776 SFIA-NATURAL GAS	292,712	356,000	291,000	(65,000)	297,000	6,000
779 SFIA-MISCELLANEOUS	10,408,476	7,256,000	9,072,000	1,816,000	9,092,000	20,000
780 WATER-OTHER OPERATING REVENUE	3,288,515	2,360,000	4,588,491	2,228,491	4,726,146	137,655
781 GIFTS & BEQUESTS	4,185,451	7,150,048	1,014,524	(6,135,524)	1,007,871	(6,653)
782 PRIVATE GRANTS	3,218,638	1,470,107	1,975,359	505,252	1,595,583	(379,776)
789 OTHER OPERATING ADJUSTMENTS	8,114,369	1,541,284	2,141,284	600,000	2,141,284	0
797 CUSTOM WORK&SVC TO OTHER GOV'T AGENCIES	2,819,793	0	0	0	0	0
799 OTHER NON-OPERATING REVENUES	53,453,159	57,958,241	68,657,327	10,699,086	67,582,681	(1,074,646)
801 PROCEED FROM LONG-TERM DEBTS	32,187,948	5,000,000	64,125,000	59,125,000	28,125,000	(36,000,000)
803 PROCEED FROM SHORT-TERM DEBTS	169,331,527	0	0	0	0	0
849 OTHER FINANCING SOURCES	1,787,662	1,104,500	1,025,500	(79,000)	917,500	(108,000)
Other Revenues Subtotals	385,050,716	173,053,520	265,971,730	92,918,210	239,203,569	(26,768,161)
Transfers In						
920 CONTRIBUTION TRANSFERS IN (CTI)	496,220,254	602,163,033	622,537,127	20,374,094	660,601,746	38,064,619
930 OTHER OPERATING TRANSFERS IN (OTI)	618,943,854	615,050,778	599,001,246	(16,049,532)	626,503,879	27,502,633
950 INTRAFUND TRANSFERS IN (ITI)	674,739,716	620,936,497	734,892,156	113,955,659	639,586,022	(95,306,134)
Transfers In Subtotals	1,789,903,824	1,838,150,308	1,956,430,529	118,280,221	1,926,691,647	(29,738,882)
Use of / (Deposit to) Fund Balance						
999 UNAPPROPRIATED FUND BALANCE	(737,316,666)	333,221,276	439,917,175	106,695,899	276,708,643	(163,208,532)
Use of / (Deposit to) Fund Balance Subtotals	(737,316,666)	333,221,276	439,917,175	106,695,899	276,708,643	(163,208,532)
Revenue Subtotals	9,054,425,679	9,746,951,964	10,523,427,365	776,475,401	10,485,304,694	(38,122,671)
Less Interfund and Intrafund Transfers	(1,668,668,258)	(1,838,150,308)	(1,956,430,529)	(118,280,221)	(1,926,691,647)	29,738,882
Net Sources	7,385,757,421	7,908,801,656	8,566,996,836	658,195,180	8,558,613,047	(8,383,789)

USES BY CATEGORY AND OBJECT

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Salaries & Wages						
001 PERMANENT SALARIES-MISC	1,403,607,560	1,608,275,827	1,728,079,552	119,803,725	1,823,498,801	95,419,249
002 PERMANENT SALARIES-UNIFORM	503,104,321	509,500,219	517,157,360	7,657,141	532,427,065	15,269,705
003 PERMANENT SALARIES-PLATFORM	149,883,694	150,713,346	172,236,966	21,523,620	182,656,630	10,419,664
004 PERMANENT SALARIES-NURSES	207,497,218	218,358,305	229,512,077	11,153,772	240,136,490	10,524,413
005 TEMP SALARIES-MISC	80,841,149	49,427,489	57,212,582	7,785,093	56,450,394	(762,188)
006 TEMP SALARIES-NURSES	13,131,772	5,349,204	5,025,598	(323,606)	4,993,161	(32,437)
009 PREMIUM PAY	97,501,473	94,006,486	96,592,632	2,586,146	97,903,431	1,310,799
010 ONE-TIME PAYMENTS	25,028,227	4,903,131	4,162,850	(740,281)	4,210,811	47,961
011 OVERTIME	119,462,158	104,531,044	104,987,187	456,143	107,028,382	2,041,195
012 HOLIDAY PAY	25,192,608	22,848,413	25,437,415	2,589,002	25,821,780	384,365
Salaries & Wages	2,625,250,180	2,767,913,464	2,940,404,219	172,490,755	3,075,126,945	134,722,726
Fringe Benefits						
013 RETIREMENT	430,991,673	527,571,429	599,390,081	71,818,652	553,329,358	(46,060,723)
014 SOCIAL SECURITY	147,476,960	162,399,994	175,457,276	13,057,282	183,222,026	7,764,750
015 HEALTH SERVICE	473,239,076	501,889,174	554,807,710	52,918,536	545,010,522	(9,797,188)
016 DENTAL COVERAGE	37,909,273	41,045,126	41,264,215	219,089	43,237,339	1,973,124
017 UNEMPLOYMENT INSURANCE	6,224,869	6,918,500	7,349,506	431,006	8,301,222	951,716
019 OTHER FRINGE BENEFITS	11,570,412	13,428,153	12,456,195	(971,958)	11,493,435	(962,760)
Fringe Benefits	1,107,412,263	1,253,252,376	1,390,724,983	137,472,607	1,344,593,902	(46,131,081)
Overhead						
020 OVERHEAD	163,998,883	163,627,364	188,580,202	24,952,838	194,911,615	6,331,413
Overhead	163,998,883	163,627,364	188,580,202	24,952,838	194,911,615	6,331,413
Professional & Contractual Services						
021 TRAVEL	3,099,979	2,376,694	2,514,707	138,013	2,557,944	43,237
022 TRAINING	6,740,212	7,470,779	8,276,501	805,722	8,665,909	389,408
023 EMPLOYEE EXPENSES	1,535,052	907,685	976,878	69,193	973,932	(2,946)
024 MEMBERSHIP FEES	3,511,426	3,274,273	3,427,357	153,084	3,472,452	45,095
025 ENTERTAINMENT AND PROMOTION	1,115,535	918,293	1,086,689	168,396	1,141,253	54,564
026 COURT FEES AND OTHER COMPENSATION	10,892,732	10,336,524	9,877,255	(459,269)	9,880,949	3,694
027 PROFESSIONAL & SPECIALIZED SERVICES	751,742,027	791,260,829	843,919,030	52,658,201	822,290,096	(21,628,934)
028 MAINTENANCE SVCS-BUILDING & STRUCTURES	40,127,901	34,777,813	36,539,162	1,761,349	36,630,393	91,231
029 MAINTENANCE SVCS-EQUIPMENT	49,991,394	52,777,815	54,878,627	2,100,812	61,148,491	6,269,864
030 RENTS & LEASES-BUILDINGS & STRUCTURES	86,638,066	136,854,089	141,792,104	4,938,015	140,964,631	(827,473)
031 RENTS & LEASES-EQUIPMENT	10,793,565	11,611,234	15,401,251	3,790,017	12,633,313	(2,767,938)
032 UTILITIES	18,718,962	17,923,741	20,329,154	2,405,413	20,780,489	451,335
033 POWER FOR RESALE	22,234,330	45,452,987	42,325,003	(3,127,984)	63,124,214	20,799,211
034 SUBSISTANCE	91,748	46,000	46,000	0	52,000	6,000
035 OTHER CURRENT EXPENSES	53,190,539	103,733,609	118,670,120	14,936,511	117,137,228	(1,532,892)
051 INSURANCE	71,735,925	71,513,453	70,450,769	(1,062,684)	72,056,414	1,605,645
052 TAXES; LICENSES & PERMITS	241,632,324	255,526,857	233,676,589	(21,850,268)	216,396,638	(17,279,951)
053 JUDGMENTS & CLAIMS	30,749,090	31,377,039	29,302,639	(2,074,400)	27,296,212	(2,006,427)
054 OTHER FIXED CHARGES	409,143	1,066,167	775,314	(290,853)	775,314	0
058 HEALTH SERV FUND-OTHER BENEFIT EXPENSES	145,541	0	0	0	0	0
06B PROGRAMMATIC PROJECTS-CFWD BUDGET ONLY	0	0	933,000	933,000	933,000	0
06C CAPITAL PROJECTS BUDGET - CFWD ONLY	0	0	454,454	454,454	0	(454,454)
06P PROGRAMMATIC PROJECTS-BUDGET	0	94,938,113	126,144,352	31,206,239	71,590,547	(54,553,805)
079 ALLOCATED CHARGES	(46,482,151)	(36,575,560)	(38,934,749)	(2,359,189)	(38,957,036)	(22,287)
Professional & Contractual Services	1,358,613,340	1,637,568,434	1,722,862,206	85,293,772	1,651,544,383	(71,317,823)
Aid Assistance / Grants						
036 AID ASSISTANCE	49,131,327	49,116,664	56,572,632	7,455,968	54,955,671	(1,616,961)
037 AID PAYMENTS	249,607,323	240,478,153	278,810,228	38,332,075	287,456,031	8,645,803
038 CITY GRANT PROGRAMS	285,902,003	375,485,714	408,953,915	33,468,201	408,888,575	(65,340)
039 OTHER SUPPORT & CARE OF PERSONS	20,195,715	21,896,000	21,211,064	(684,936)	20,464,631	(746,433)
Aid Assistance / Grants	604,836,368	686,976,531	765,547,839	78,571,308	771,764,908	6,217,069

USES BY CATEGORY AND OBJECT

		2012-13	2013-14	2014-15		2015-16	
		Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Materials & Supplies							
040	MATERIALS & SUPPLIES BUDGET ONLY	0	126,140,703	132,106,607	5,965,904	149,528,278	17,421,671
041	INVENTORIES	1,085,956	0	0	0	0	0
042	BUILDING & CONSTRUCTION SUPPLIES	26,343,635	20,817,953	20,007,876	(810,077)	20,170,723	162,847
043	EQUIPMENT MAINTENANCE SUPPLIES	42,324,105	32,793,859	32,612,452	(181,407)	32,825,335	212,883
044	HOSPITAL; CLINICS & LABORATORY SUPPLIES	86,538,369	25,699,138	26,207,484	508,346	27,515,850	1,308,366
045	SAFETY	13,308,038	7,587,139	8,538,798	951,659	8,486,048	(52,750)
046	FOOD	11,462,714	9,264,989	8,293,990	(970,999)	8,525,531	231,541
047	FUELS AND LUBRICANTS	31,136,987	20,270,598	21,264,389	993,791	23,121,342	1,856,953
048	WATER SEWAGE TREATMENT SUPPLIES	11,936,672	13,485,095	13,665,706	180,611	13,793,413	127,707
049	OTHER MATERIALS & SUPPLIES	46,332,698	34,671,837	39,409,208	4,737,371	42,432,042	3,022,834
04A	EQUIPMENT (5K OR LESS-CONTROLLED ASSET)	1,314,426	2,219,200	2,157,116	(62,084)	2,157,116	0
Materials & Supplies		271,783,600	292,950,511	304,263,626	11,313,115	328,555,678	24,292,052
Equipment							
060	EQUIPMENT PURCHASE	31,961,317	21,757,015	35,593,917	13,836,902	26,032,228	(9,561,689)
061	EQUIPMENT LEASE PURCHASE-INITIAL	1,085,072	0	112,040	112,040	95,450	(16,590)
062	EQUIPMENT LEASE/PURCHASE-OPTION RENEWAL	497,624	372,111	0	(372,111)	0	0
063	EQUIPT LEASE/PURCHASE-FIN AGCY-INITIAL	145,589	0	0	0	0	0
064	EQPT LEASE/PURCH-CITY FIN AGCY-OPT RENEW	9,385,398	12,200,675	11,197,533	(1,003,142)	14,989,743	3,792,210
065	ANIMAL PURCHASE	25,987	14,500	11,445	(3,055)	47,960	36,515
066	LAND	15,927	0	0	0	0	0
Equipment		43,116,914	34,344,301	46,914,935	12,570,634	41,165,381	(5,749,554)
Debt Service							
070	DEBT SERVICE - BUDGET ONLY	0	27,774,391	33,455,646	5,681,255	45,665,233	12,209,587
071	DEBT REDEMPTION	296,023,452	329,875,183	314,074,954	(15,800,229)	297,156,827	(16,918,127)
073	DEBT ISSUANCE COST	(4,941)	0	0	0	0	0
074	DEBT INTEREST AND OTHER FISCAL CHARGES	277,772,213	572,411,444	638,226,113	65,814,669	691,564,896	53,338,783
Debt Service		573,790,724	930,061,018	985,756,713	55,695,695	1,034,386,956	48,630,243
Services of Other Departments							
081	SERVICES OF OTHER DEPTS (AAO FUNDS)	652,811,642	692,642,110	750,307,177	57,665,067	754,921,537	4,614,360
Services of Other Departments		652,811,642	692,642,110	750,307,177	57,665,067	754,921,537	4,614,360
Transfers Out							
092	CONTRIBUTION TRANSFERS OUT (CTO)	478,510,254	575,098,081	592,857,939	17,759,858	629,964,418	37,106,479
092	GENERAL FUND SUBSIDY TRANSFER OUT	18,475,193	27,064,952	29,679,188	2,614,236	30,637,328	958,140
093	OTHER OPERATING TRANSFERS OUT (OTO)	606,402,832	615,050,778	599,001,246	(16,049,532)	626,503,879	27,502,633
095	INTRAFUND TRANSFERS OUT (ITO)	946,859,063	620,936,497	734,892,156	113,955,659	639,586,022	(95,306,134)
Transfers Out		2,050,247,342	1,838,150,308	1,956,430,529	118,280,221	1,926,691,647	(29,738,882)
Budgetary Reserves							
096	UNAPPROPRIATED REVENUE-CHARTER RESERVES	0	15,950,000	19,090,000	3,140,000	0	(19,090,000)
097	UNAPPROPRIATED REVENUE RETAINED	0	137,102,267	133,962,100	(3,140,167)	145,031,512	11,069,412
098	UNAPPROPRIATED REVENUE-D designates	0	74,399,284	72,097,934	(2,301,350)	74,891,108	2,793,174
Budgetary Reserves		0	227,451,551	225,150,034	(2,301,517)	219,922,620	(5,227,414)
Facilities Maintenance							
06F	FACILITIES MAINTENANCE PROJECTS-BUDGET	17,540,733	63,764,446	70,204,324	6,439,878	66,421,069	(3,783,255)
Facilities Maintenance		17,540,733	63,764,446	70,204,324	6,439,878	66,421,069	(3,783,255)
Capital Renewal							
06R	CAPITAL RENEWAL	278,987	40,781,948	97,314,544	56,532,596	108,226,033	10,911,489
Capital Renewal		278,987	40,781,948	97,314,544	56,532,596	108,226,033	10,911,489
Capital Projects							
067	BLDS;STRUCTURES & IMPROVEMENTS	417,745,609	152,809,541	198,907,147	46,097,606	106,448,473	(92,458,674)
Capital Projects		417,745,609	152,809,541	198,907,147	46,097,606	106,448,473	(92,458,674)
Expenditures							
		9,887,426,585	10,782,293,903	11,643,368,478	861,074,575	11,624,681,147	(18,687,331)

USES BY CATEGORY AND OBJECT

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Less Interfund and Intrafund Transfers	(1,668,668,258)	(1,838,150,308)	(1,956,430,529)	(118,280,221)	(1,926,691,647)	29,738,882
Less Interdepartmental Recoveries	(833,000,906)	(1,035,341,939)	(1,119,941,113)	(84,599,174)	(1,139,376,453)	(19,435,340)
Net Uses	7,385,757,421	7,908,801,656	8,566,996,836	658,195,180	8,558,613,047	(8,383,789)

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

SOURCES BY FUND

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Fund Type: 1G GENERAL FUND						
AGF GENERAL FUND	3,603,697,908	4,197,919,470	4,557,160,617	359,241,147	4,606,912,834	49,752,217
BSI BUDGET SAVINGS INCENTIVE	50,825,574	0	0	0	0	0
OHF OVERHEAD FUND	1	0	0	0	0	0
Fund Type: 1G Subtotal	3,654,523,483	4,197,919,470	4,557,160,617	359,241,147	4,606,912,834	49,752,217
Fund Type: 2S SPECIAL REVENUE FUNDS						
BIF BUILDING INSPECTION FUND	45,953,064	100,070,445	123,761,424	23,690,979	74,447,715	(49,313,709)
CDB COMMUNITY DEVELOPMENT SPECIAL REV FUND	288,771	7,186,745	7,583,077	396,332	7,290,762	(292,315)
CFC CHILDREN AND FAMILIES FUND	23,784,145	44,959,211	49,146,200	4,186,989	43,534,552	(5,611,648)
CFF CONVENTION FACILITIES FUND	71,537,753	80,805,485	78,475,880	(2,329,605)	76,402,720	(2,073,160)
CHF CHILDREN'S FUND	96,785,000	114,816,327	130,238,099	15,421,772	131,842,199	1,604,100
CHS COMM HEALTH SVS SPEC REV FD	100,082,426	102,405,776	103,733,981	1,328,205	103,143,486	(590,495)
CRF CULTURE & RECREATION SPEC REV FD	15,975,247	28,176,999	26,637,298	(1,539,701)	26,660,650	23,352
CSS CHILD SUPPORT SERVICES FUND	12,638,391	13,274,981	12,941,422	(333,559)	13,478,790	537,368
CTF COURTS' SPECIAL REVENUE FUND	4,735,165	4,615,895	2,818,396	(1,797,499)	2,827,275	8,879
ENV ENVIRONMENTAL PROTECTION PROGRAM	13,167,068	2,747,279	2,401,233	(346,046)	2,350,280	(50,953)
GOL GOLF FUND	11,714,933	15,238,634	15,414,770	176,136	15,393,091	(21,679)
GSF GENERAL SERVICES SPECIAL REVENUE FUND	7,152,098	6,430,460	6,670,100	239,640	6,391,230	(278,870)
GTF GASOLINE TAX FUND	37,146,041	38,707,527	33,888,013	(4,819,514)	34,105,733	218,720
HWF HUMAN WELFARE SPECIAL REVENUE FUND	22,614,599	30,266,680	29,638,960	(627,720)	33,126,359	3,487,399
LIB PUBLIC LIBRARY SPEC REV FD	92,499,408	101,963,579	110,361,664	8,397,985	112,827,888	2,466,224
NDF NEIGHBORHOOD DEVELOPMENT SPEC REV FD	27,756,942	12,845,872	26,670,002	13,824,130	31,691,709	5,021,707
OSP OPEN SPACE & PARK FUND	46,853,439	47,993,162	50,307,615	2,314,453	52,040,311	1,732,696
PPF PUBLIC PROTECTION SPECIAL REVENUE FUND	83,483,640	45,150,917	52,854,228	7,703,311	52,866,395	12,167
PWF PUBLIC WORKS/TRANS & COMMERCE SRF	25,214,742	16,283,573	18,861,176	2,577,603	19,047,710	186,534
ROF LOW-MOD INCOME HOUSING ASSET FUND	903,044	6,868,000	9,035,968	2,167,968	6,143,500	(2,892,468)
RPF REAL PROPERTY SPECIAL REVENUE FUND	93,399,879	25,247,048	25,090,450	(156,598)	24,350,504	(739,946)
SCP SENIOR CITIZENS' PROGRAMS FUND	9	8,501,793	6,291,220	(2,210,573)	6,095,361	(195,859)
T&C TRANSPORTATION & COMMERCE S/R FD	96,093	0	0	0	0	0
WMF WAR MEMORIAL FUND	12,004,070	12,911,740	15,143,627	2,231,887	21,399,211	6,255,584
Fund Type: 2S Subtotal	845,785,967	867,468,228	937,964,803	70,496,575	897,458,431	(40,506,372)
Fund Type: 3C CAPITAL PROJECTS FUNDS						
PLI PUBLIC LIBRARY IMPROVEMENT FUND	1,774,769	0	0	0	0	0
RPF RECREATION & PARK CAPITAL IMPVTS FUND	4,740,564	1,778,061	0	(1,778,961)	0	0
SIF STREET IMPROVEMENT FUND	7,842,767	1,603,626	0	(1,603,626)	0	0
XCF CITY FACILITIES IMPROVEMENT FUND	9,336,028	0	0	0	0	0
Fund Type: 3C Subtotal	23,694,128	3,382,587	0	(3,382,587)	0	0
Fund Type: 4D DEBT SERVICE FUNDS						
GOB GENERAL OBLIGATION BOND FUND	215,254,399	238,787,644	246,871,749	8,084,105	211,081,202	(35,790,547)
ODS OTHER DEBT SERVICE FUNDS	266,492	143,246	10,000	(133,246)	10,000	0
Fund Type: 4D Subtotal	215,520,891	238,930,890	246,881,749	7,950,859	211,091,202	(35,790,547)
Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS						
AAA SFIA-OPERATING FUND	804,052,386	879,833,342	998,989,666	119,156,324	996,477,026	(2,512,640)
CPF SFIA-CAPITAL PROJECTS FUND	251,023,700	157,429,491	193,429,112	35,999,621	102,969,000	(90,460,112)
SRF SFIA-SPECIAL REVENUE FUND	0	800,000	750,000	(50,000)	750,000	0
Fund Type: 5A Subtotal	1,055,076,086	1,038,062,833	1,193,168,778	155,105,945	1,100,196,026	(92,972,752)
Fund Type: 5C WASTEWATER ENTERPRISE FUNDS						
AAA CWP-OPERATING FUND	241,293,616	252,547,080	270,845,965	18,298,885	283,748,303	12,902,338
CPF CWP-CAPITAL PROJECTS FUND	43,065,284	37,000,000	39,000,000	2,000,000	41,000,000	2,000,000
Fund Type: 5C Subtotal	284,358,900	289,547,080	309,845,965	20,298,885	324,748,303	14,902,338
Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS						
AAA SGH-OPERATING FUND	981,344,651	1,065,271,749	1,040,358,164	(24,913,585)	1,013,611,212	(26,746,952)
CPF SGH-CAPITAL PROJECTS FUND	0	692,234	0	(692,234)	0	0
Fund Type: 5H Subtotal	981,344,651	1,065,963,983	1,040,358,164	(25,605,819)	1,013,611,212	(26,746,952)
Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS						
AAA LHH-OPERATING FUND	229,798,512	211,718,717	228,619,427	16,900,710	230,389,333	1,769,906
DSF LHH DEBT SERVICE FUND	0	33,959,639	17,786,821	(16,172,818)	20,662,674	2,875,853
Fund Type: 5L Subtotal	229,798,512	245,678,356	246,406,248	727,892	251,052,007	4,645,759

SOURCES BY FUND

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Fund Type: 5M MTA-MUNICIPAL RAILWAY FUNDS						
AAA MUNI-OPERATING FUND	740,055,848	672,440,043	761,133,307	88,693,264	784,777,016	23,643,709
AGT MUNI-OPERATING GRANTS FUND	0	0	3,810,000	3,810,000	3,890,000	80,000
CPF MUNI-CAPITAL PROJECTS FUND	0	0	500,000	500,000	2,600,000	2,100,000
SRF MUNI-SPECIAL REVENUE FUND	659	0	3,000,000	3,000,000	3,000,000	0
Fund Type: 5M Subtotal	740,056,507	672,440,043	768,443,307	96,003,264	794,267,016	25,823,709
Fund Type: 5N MTA-PARKING & TRAFFIC FUNDS						
AAA PTC-OPERATING FUND	259,852,770	247,604,876	261,138,621	13,533,745	272,421,560	11,282,939
CPF PTC-CAPITAL PROJECTS FUND	0	5,046,621	5,796,621	750,000	5,246,621	(550,000)
Fund Type: 5N Subtotal	259,852,770	252,651,497	266,935,242	14,283,745	277,668,181	10,732,939
Fund Type: 5O MTA-TAXI COMMISSION						
AAA TAXI COMMISSION-OPERATING FUND	7,092,221	10,225,913	14,284,560	4,058,647	14,350,000	65,440
Fund Type: 5O Subtotal	7,092,221	10,225,913	14,284,560	4,058,647	14,350,000	65,440
Fund Type: 5P PORT OF SAN FRANCISCO FUNDS						
AAA PORT-OPERATING FUND	124,837,221	108,048,058	120,382,897	12,334,839	124,847,917	4,465,020
CPF PORT-CAPITAL PROJECTS FUND	0	0	3,843,951	3,843,951	0	(3,843,951)
SRB SOUTH BEACH HARBOR	287,098	4,346,475	4,825,837	479,362	4,904,990	79,153
Fund Type: 5P Subtotal	125,124,319	112,394,533	129,052,685	16,658,152	129,752,907	700,222
Fund Type: 5T PUC-HETCH HETCHY DEPARTMENT FUNDS						
AAA HETCHY OPERATING FUND	166,659,404	109,419,542	104,784,185	(4,635,357)	115,429,982	10,645,797
CPF HETCHY CAPITAL PROJECTS FUND	0	46,723,652	31,463,100	(15,260,552)	32,334,000	870,900
Fund Type: 5T Subtotal	166,659,404	156,143,194	136,247,285	(19,895,909)	147,763,982	11,516,697
Fund Type: 5W PUC-WATER DEPARTMENT FUNDS						
AAA SFWD-OPERATING FUND	384,155,959	480,292,236	535,086,061	54,793,825	557,821,812	22,735,751
CPF SFWD-CAPITAL PROJECTS FUND	(425)	20,252,600	15,275,000	(4,977,600)	33,404,000	18,129,000
PUC PUC OPERATING FUND	(3,673,871)	0	0	0	0	0
Fund Type: 5W Subtotal	380,481,663	500,544,836	550,361,061	49,816,225	591,225,812	40,864,751
Fund Type: 5X PARKING GARAGES/OTHER						
OPF OFF STREET PARKING OPERATING FUND	55,994,940	47,408,901	64,673,205	17,264,304	66,470,191	1,796,986
Fund Type: 5X Subtotal	55,994,940	47,408,901	64,673,205	17,264,304	66,470,191	1,796,986
Fund Type: 5Y SFMTA BICYCLE FUND						
AAA BICYCLE OPERATING FUND	0	359,237	0	(359,237)	0	0
Fund Type: 5Y Subtotal	0	359,237	0	(359,237)	0	0
Fund Type: 5Z SFMTA PEDESTRIAN FUND						
AAA PEDESTRIAN OPERATING FUND	0	167,655	0	(167,655)	0	0
Fund Type: 5Z Subtotal	0	167,655	0	(167,655)	0	0
Fund Type: 6I INTERNAL SERVICE FUNDS						
CSF IS-CENTRAL SHOPS FUND	(203,018)	700,000	700,000	0	700,000	0
OIS IS-REPRODUCTION FUND	(348,109)	146,730	343,967	197,237	(13,278)	(357,245)
TIF DTIS-TELECOMM. & INFORMATION SVCS FUND	8,641,890	6,589,846	9,938,997	3,349,151	3,995,666	(5,942,331)
Fund Type: 6I Subtotal	8,090,763	7,436,576	10,982,964	3,546,388	4,683,388	(6,299,576)
Fund Type: 7E EXPENDABLE TRUST FUNDS						
BEQ BEQUESTS FUND	700,326	1,169,935	829,500	(340,435)	817,000	(12,500)
GIF GIFT FUND	2,933,840	1,024,845	962,024	(62,821)	967,871	5,847
Fund Type: 7E Subtotal	3,634,166	2,194,780	1,791,524	(403,256)	1,784,871	(6,653)
Fund Type: 7P PENSION TRUST FUNDS						
RET EMPLOYEES' RETIREMENT SYSTEM	17,261,470	21,249,736	26,739,465	5,489,729	24,782,379	(1,957,085)
Fund Type: 7P Subtotal	17,261,470	21,249,736	26,739,465	5,489,729	24,782,379	(1,957,086)
Fund Type: 7R RETIREE HEALTH CARE TRUST FUND - PROP B						
RHC RETIREE HEALTH CARE TRUST FUND - PROP B	74,838	16,781,636	22,129,743	5,348,107	27,485,952	5,356,209
Fund Type: 7R Subtotal	74,838	16,781,636	22,129,743	5,348,107	27,485,952	5,356,209
Revenue Subtotals	9,054,425,679	9,746,951,964	10,523,427,365	776,475,401	10,485,304,694	(38,122,671)
Less Interfund and Intrafund Transfers	(1,668,668,258)	(1,838,150,308)	(1,956,430,529)	(118,280,221)	(1,926,691,647)	29,738,882
Net Sources	7,385,757,421	7,908,801,656	8,566,996,836	658,195,180	8,558,613,047	(8,383,789)

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Service Area: 01 Public Protection						
ADULT PROBATION						
ADMINISTRATION - ADULT PROBATION	3,884,797	4,253,046	4,936,328	683,282	4,873,086	(63,242)
COMMUNITY SERVICES	8,901,529	9,204,620	12,044,903	2,840,283	12,778,071	733,168
ONE STOP RE ENTRY SERVICES	567,261	1,450,611	1,616,507	165,896	1,627,162	10,655
PRE - SENTENCING INVESTIGATION	2,884,112	2,954,571	3,171,300	216,729	3,307,548	136,248
REALIGNMENT SERVICES-POST RELEASE COMM.	5,809,018	8,745,796	9,205,594	459,798	10,759,192	1,553,598
WORK ORDERS & GRANTS	1,214,271	0	100,000	100,000	100,000	0
ADULT PROBATION	23,260,988	26,608,644	31,074,632	4,465,988	33,445,059	2,370,427
DISTRICT ATTORNEY						
ADMINISTRATION - CRIMINAL & CIVIL	1,705,108	2,202,446	1,912,330	(290,116)	1,912,652	322
CAREER CRIMINAL PROSECUTION	1,042,353	1,041,013	1,076,820	35,807	1,092,520	15,700
CHILD ABDUCTION	920,666	993,165	1,044,891	51,726	1,088,165	43,274
FAMILY VIOLENCE PROGRAM	1,086,260	1,495,359	1,650,834	155,475	1,667,414	16,580
FELONY PROSECUTION	25,132,797	27,683,131	28,760,992	1,077,861	29,075,140	314,148
MISDEMEANOR PROSECUTION	1,795,927	1,995,815	2,231,041	235,226	2,314,063	83,022
SUPPORT SERVICES	6,126,315	6,514,328	7,210,232	695,904	7,319,893	109,661
WORK ORDERS & GRANTS	5,480,757	4,791,640	4,889,381	97,741	4,616,381	(273,000)
DISTRICT ATTORNEY	43,290,183	46,716,897	48,776,521	2,059,624	49,086,228	309,707
EMERGENCY MANAGEMENT						
911 PROJECT	(26,220)	0	0	0	0	0
EMERGENCY COMMUNICATIONS	42,041,734	43,069,408	48,874,123	5,804,715	49,694,026	819,903
EMERGENCY SERVICES	54,043,235	26,282,616	27,295,520	1,012,904	27,324,792	29,272
FALSE ALARM PREVENTION	696,369	0	0	0	0	0
OUTDOOR PUBLIC WARNING SYSTEM	89,703	140,910	140,311	(599)	140,038	(273)
EMERGENCY MANAGEMENT	96,844,821	69,492,934	76,309,954	6,817,020	77,158,856	848,902
FIRE DEPARTMENT						
ADMINISTRATION & SUPPORT SERVICES	32,511,287	32,757,108	34,415,311	1,658,203	35,160,442	745,131
CUSTODY	0	1,621,500	2,570,000	948,500	2,546,650	(23,350)
FIRE GENERAL	483,503	1,455,251	1,958,000	502,749	1,638,000	(320,000)
FIRE SUPPRESSION	270,982,452	280,824,516	287,600,304	6,775,788	283,569,731	(4,030,573)
GRANT SERVICES	1,933,090	0	0	0	0	0
PREVENTION & INVESTIGATION	12,397,560	12,618,199	13,565,775	947,576	13,541,052	(24,723)
TRAINING	5,345,641	4,238,337	4,284,488	46,151	4,258,107	(26,381)
WORK ORDER SERVICES	229,252	100,000	0	(100,000)	0	0
FIRE DEPARTMENT	323,882,785	333,614,911	344,393,878	10,778,967	340,713,982	(3,679,896)
JUVENILE PROBATION						
ADMINISTRATION	6,736,293	7,168,723	8,492,861	1,324,138	9,918,831	1,425,970
CHILDREN'S BASELINE	1,040,175	1,010,999	1,012,058	1,059	1,012,604	546
JUVENILE HALL	11,143,029	11,514,849	11,844,469	329,620	13,720,963	1,876,494
JUVENILE HALL REPLACEMENT DEBT PAYMENT	2,630,722	2,667,374	2,442,358	(225,016)	2,445,872	3,514
LOG CABIN RANCH	2,962,244	3,290,352	3,373,902	83,550	3,445,576	71,674
PROBATION SERVICES	9,258,641	11,163,492	11,612,397	448,905	11,980,487	368,090
JUVENILE PROBATION	33,771,104	36,815,789	38,778,045	1,962,256	42,524,333	3,746,288
POLICE						
AIRPORT POLICE	44,069,678	49,622,941	49,894,105	271,164	50,080,228	186,123
INVESTIGATIONS	71,254,951	81,811,136	80,870,761	(940,375)	80,420,915	(449,846)
OFFICE OF CITIZEN COMPLAINTS	4,587,566	4,829,125	5,162,717	333,592	5,160,304	(2,413)
OPERATIONS AND ADMINISTRATION	68,611,733	89,793,489	82,328,090	(7,465,399)	77,901,787	(4,426,303)
PATROL	299,340,218	290,243,911	304,742,465	14,498,554	316,037,147	11,294,682
WORK ORDER SERVICES	16,793,272	10,636,265	6,981,500	(3,654,765)	4,380,328	(2,601,172)
POLICE	504,657,418	526,936,867	529,979,638	3,042,771	533,980,709	4,001,071
PUBLIC DEFENDER						
CRIMINAL AND SPECIAL DEFENSE	27,473,898	28,723,068	30,350,740	1,627,672	30,822,674	471,934
GRANT SERVICES	416,777	96,637	103,081	6,444	104,987	1,906
PUBLIC DEFENDER WORK ORDER	8,104	0	0	0	0	0
PUBLIC DEFENDER	27,898,779	28,819,705	30,453,821	1,634,116	30,927,661	473,840
SHERIFF						
COURT SECURITY AND PROCESS	12,283,563	12,154,845	14,016,948	1,862,103	14,599,995	583,047
CUSTODY	85,650,460	99,466,143	100,845,896	1,379,753	103,250,251	2,404,355
FACILITIES & EQUIPMENT	11,799,490	13,897,797	12,687,744	(1,210,053)	11,387,801	(1,299,943)
HALL OF JUSTICE JAILS	2,742	0	0	0	0	0

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Service Area: 01 Public Protection						
SHERIFF						
NON PROGRAM	8,757,598	0	0	0	0	0
SECURITY SERVICES	16,692,643	15,976,353	20,381,683	4,405,530	20,989,190	607,307
SHERIFF ADMINISTRATION	14,824,667	13,934,477	14,341,739	407,262	16,093,975	1,752,236
SHERIFF FIELD SERVICES	10,193,343	9,047,254	10,743,398	1,696,144	11,114,919	371,521
SHERIFF PROGRAMS	12,015,106	11,591,826	12,615,945	1,024,119	12,811,405	195,460
SHERIFF RECRUITMENT & TRAINING	3,194,753	3,300,020	7,347,119	4,047,099	7,824,063	476,944
SHERIFF	175,414,365	179,368,715	192,980,672	13,611,957	198,071,599	5,090,927
SUPERIOR COURT						
COURT HOUSE CONSTRUCTION	4,735,165	4,615,895	2,818,396	(1,797,499)	2,827,275	8,879
DISPUTE RESOLUTION PROGRAM	248,710	280,000	280,000	0	280,000	0
INDIGENT DEFENSE/GRAND JURY	9,416,861	9,303,023	8,803,023	(500,000)	8,803,023	0
TRIAL COURT SERVICES	23,265,902	23,124,197	23,157,297	33,100	23,157,297	0
SUPERIOR COURT	37,666,638	37,323,115	35,058,716	(2,264,399)	35,067,595	8,879
Service Area: 01 Subtotals	1,266,687,081	1,285,697,577	1,327,805,877	42,108,300	1,340,976,022	13,170,145

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Service Area: 02 Public Works, Transportation & Commerce						
AIRPORT COMMISSION						
ADMINISTRATION	21,339,016	24,148,651	27,293,900	3,145,249	28,213,969	920,069
AIRPORT DIRECTOR	8,165,544	9,902,222	8,242,210	(1,660,012)	8,508,183	265,973
BUREAU OF DESIGN AND CONSTRUCTION	6,390,281	14,483,588	14,258,570	(225,018)	15,268,515	1,009,945
BUSINESS & FINANCE	430,566,399	466,648,988	526,880,180	60,231,192	537,403,628	10,523,448
CAPITAL PROJECTS AND GRANTS	0	76,229,491	84,629,112	8,399,621	27,119,000	(57,510,112)
CHIEF OPERATING OFFICER	20,992,658	25,167,124	27,789,962	2,622,838	31,953,313	4,163,351
COMMUNICATIONS & MARKETING	6,882,559	8,542,832	8,905,981	363,149	9,255,635	349,654
CONTINUING PROJECTS, MAINT AND RENEWAL	49,104	9,310,000	11,403,000	2,093,000	12,084,000	681,000
DEPARTMENTAL FUND TRANSFER	9,500,000	0	0	0	0	0
FACILITIES	150,227,657	161,995,783	173,404,290	11,408,507	177,518,663	4,114,373
FACILITIES MAINTENANCE,CONSTRUCTION	213,261,395	0	0	0	0	0
FIRE AIRPORT BUREAU NON-PERSONNEL COST	591,098	872,574	904,146	31,572	676,573	(227,573)
OPERATIONS AND SECURITY	56,128,277	63,690,607	66,772,524	3,081,917	68,627,761	1,855,237
PLANNING DIVISION	3,219,347	3,858,567	4,763,531	904,964	4,317,291	(446,240)
POLICE AIRPORT BUREAU NON-PERSONNEL COST	2,870,894	3,209,054	3,580,089	371,035	3,543,692	(36,397)
AIRPORT COMMISSION	930,184,229	868,059,481	958,827,495	90,768,014	924,490,223	(34,337,272)
BOARD OF APPEALS						
APPEALS PROCESSING	861,116	942,085	964,380	22,295	974,613	10,233
BOARD OF APPEALS	861,116	942,085	964,380	22,295	974,613	10,233
BUILDING INSPECTION						
ADMINISTRATION/SUPPORT SERVICES	12,266,214	34,668,476	44,857,678	10,189,202	20,163,112	(24,694,566)
HOUSING INSPECTION/CODE ENFORCEMENT SVCS	6,760,373	10,864,268	11,123,100	258,832	11,299,095	175,995
INSPECTION SERVICES	14,945,163	19,635,220	21,933,078	2,297,858	22,045,658	112,580
PLAN REVIEW SERVICES	11,260,327	13,665,762	15,631,779	1,966,017	15,846,892	215,113
BUILDING INSPECTION	45,232,077	78,833,726	93,545,635	14,711,909	69,354,757	(24,190,878)
ECONOMIC AND WORKFORCE DEVELOPMENT						
CHILDREN'S BASELINE	314,065	314,065	314,065	0	314,065	0
ECONOMIC DEVELOPMENT	11,763,953	18,551,975	15,261,929	(3,290,046)	11,948,155	(3,313,774)
FILM SERVICES	859,155	1,325,000	1,125,000	(200,000)	1,125,000	0
OFFICE OF SMALL BUSINESS AFFAIRS	731,198	866,509	891,470	24,961	900,100	8,630
WORKFORCE TRAINING	8,755,701	18,098,063	18,476,077	378,014	18,327,149	(148,928)
ECONOMIC AND WORKFORCE DEVELOPMENT	22,424,072	39,155,612	36,068,541	(3,087,071)	32,614,469	(3,454,072)
GENERAL SERVICES AGENCY - PUBLIC WORKS						
ADMINISTRATION/SUPPORT SERVICES	0	0	202,401	202,401	0	(202,401)
ARCHITECTURE	469,432	443,844	1,147,338	703,494	1,115,710	(31,628)
BUILDING REPAIR AND MAINTENANCE	12,698,763	18,575,572	19,707,423	1,131,851	19,977,670	270,247
CAPITAL ASSET PLANNING	8,982	0	0	0	0	0
CITY CAPITAL PROJECTS	12,277,869	42,512,471	95,071,922	52,559,451	106,825,340	11,753,418
COMMUNITY DEVELOPMENT	1,852	0	0	0	0	0
CONSTRUCTION MANAGEMENT SERVICES	3,383,850	271,799	0	(271,799)	0	0
ENGINEERING	2,655,322	870,432	871,902	1,470	858,109	(13,793)
FACILITIES MGMT & OPERATIONS	2,709	0	0	0	0	0
GENERAL ADMINISTRATION	(13,003)	0	0	0	0	0
MAINTENANCE OF STREETLIGHTS	41,652	0	0	0	0	0
MAPPING	5,407,128	0	0	0	0	0
NON PROGRAM	266,492	0	0	0	0	0
PARKING & TRAFFIC	1,194,530	0	0	0	0	0
STREET AND SEWER REPAIR	10,597,937	17,236,240	18,843,234	1,606,994	18,808,139	(35,095)
STREET ENVIRONMENTAL SERVICES	38,173,492	43,768,923	45,165,307	1,396,384	46,518,496	1,353,189
STREET USE MANAGEMENT	9,439,806	17,948,381	18,174,644	226,263	18,615,718	441,074
URBAN FORESTRY	10,444,739	17,752,680	19,237,575	1,484,895	18,686,956	(550,619)
WASTEWATER OPERATIONS	329,519	0	0	0	0	0
GENERAL SERVICES AGENCY - PUBLIC WORKS	107,376,071	159,380,342	218,421,746	59,041,404	231,406,138	12,984,392
MUNICIPAL TRANSPORTATION AGENCY						
ACCESSIBLE SERVICES	13,880,462	22,178,474	22,275,991	97,517	22,291,378	15,387
ADMINISTRATION	60,459,172	73,440,798	80,247,346	6,806,548	84,057,839	3,820,493
AGENCY WIDE EXPENSES	64,898,579	66,161,614	94,763,909	28,602,295	85,593,859	(9,170,040)
CAPITAL PROGRAMS & CONSTRUCTION	171,530	5,044,187	6,296,621	1,252,434	7,846,621	1,550,000
DEVELOPMENT AND PLANNING	1,624,140	906,678	1,284,486	377,808	1,294,950	10,474
PARKING & TRAFFIC	71,505,739	92,503,698	88,288,093	(4,215,605)	90,330,084	2,041,991
PARKING GARAGES & LOTS	27,772,876	28,878,125	48,133,414	19,255,289	49,237,740	1,104,326

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Service Area: 02 Public Works, Transportation & Commerce						
MUNICIPAL TRANSPORTATION AGENCY						
RAIL & BUS SERVICES	471,160,735	481,382,508	532,557,625	51,175,117	559,520,679	26,963,054
REVENUE, TRANSFERS & RESERVES	55,441,874	0	0	0	0	0
SECURITY, SAFETY, TRAINING & ENFORCEMENT	72,475,305	79,986,505	74,307,665	(5,678,840)	72,612,328	(1,695,337)
TAXI SERVICES	3,066,731	3,401,034	5,246,704	1,845,670	5,370,684	123,980
MUNICIPAL TRANSPORTATION AGENCY	842,457,143	853,883,621	953,401,854	99,518,233	978,166,182	24,764,328
PORT						
ADMINISTRATION	22,055,399	28,017,972	30,366,468	2,348,496	30,794,579	428,111
CAPITAL PROJECTS	0	0	454,454	454,454	0	(454,454)
ENGINEERING & ENVIRONMENTAL	4,301,844	4,512,906	4,784,131	271,225	4,856,351	72,220
MAINTENANCE	61,124,474	37,003,507	45,511,282	8,507,775	48,860,989	3,349,707
MARITIME OPERATIONS & MARKETING	3,773,445	8,104,649	9,378,525	1,273,876	9,629,275	250,750
NON-GRAANT CONSTRUCTION PROJECTS	0	0	3,389,497	3,389,497	0	(3,389,497)
PLANNING & DEVELOPMENT	4,627,974	3,433,220	3,474,378	41,158	3,586,305	111,927
REAL ESTATE & MANAGEMENT	9,739,554	10,602,005	11,760,687	1,158,682	11,939,207	178,520
PORT	105,622,690	91,674,259	109,119,422	17,445,163	109,666,706	547,284
PUBLIC UTILITIES COMMISSION						
ADMINISTRATION	324,942,702	132,271,358	142,908,610	10,637,242	141,518,080	(1,390,530)
CITY CAPITAL PROJECTS	182,929	0	0	0	0	0
CUSTOMER SERVICES	11,879,343	13,795,151	13,999,754	204,603	14,176,588	176,834
DEBT SERVICE	493,743	272,054,871	290,136,299	18,081,428	325,432,906	35,296,607
ENGINEERING	73,829	0	208,398	208,398	(25,462)	(233,860)
FACILITIES MGMT & OPERATIONS	348,047	0	0	0	0	0
FINANCE	9,608,165	11,120,890	11,360,144	239,254	11,306,318	(53,826)
GENERAL MANAGEMENT	(59,790,522)	(62,540,562)	(69,305,204)	(6,764,642)	(67,887,995)	1,417,209
HETCH HETCHY CAPITAL PROJECTS	24,733,170	47,723,652	31,463,100	(16,260,552)	32,334,000	870,900
HETCH HETCHY POWER	6,586,259	0	0	0	0	0
HETCH HETCHY PROJECT OPERATIONS	35,307	0	0	0	0	0
HETCHY WATER OPERATIONS	17,827,583	55,922,493	67,274,365	11,351,872	66,094,538	(1,179,827)
HUMAN RESOURCES	9,139,007	10,450,022	11,654,812	1,204,790	11,654,032	(780)
MANAGEMENT INFORMATION	20,490,889	21,637,054	25,671,635	4,034,581	24,401,941	(1,269,694)
OPERATING RESERVE	0	4,535,327	23,068,632	18,533,305	22,602,061	(466,571)
POWER INFRASTRUCTURE DEVELOPMENT	9,228,364	20,295,346	54,059,003	33,763,657	75,262,093	21,203,090
POWER PURCHASING/ SCHEDULING	27,277,440	45,889,480	10,542,246	(35,347,234)	10,761,305	219,059
POWER UTILITY FIELD SERVICES	1,664,521	0	0	0	0	0
POWER UTILITY SERVICES	(89,384)	357,000	357,000	0	0	(357,000)
STRATEGIC PLANNING/COMPLIANCE	8,744,997	12,782,488	14,317,595	1,535,107	14,305,568	(12,027)
WASTEWATER CAPITAL PROJECTS	67,636,616	37,000,000	39,000,000	2,000,000	41,000,000	2,000,000
WASTEWATER COLLECTION	30,170,421	31,366,160	32,169,116	802,956	32,262,970	93,854
WASTEWATER DISPOSAL	3,356,346	0	0	0	0	0
WASTEWATER OPERATIONS	1,993,988	3,565,309	3,112,578	(452,731)	3,169,676	57,098
WASTEWATER TREATMENT	66,387,767	71,395,185	75,442,998	4,047,813	76,698,385	1,255,387
WATER CAPITAL PROJECTS	16,536,382	25,772,600	34,392,000	8,619,400	43,592,000	9,200,000
WATER PUMPING	1,745,350	0	0	0	0	0
WATER SOURCE OF SUPPLY	16,300,831	23,170,324	23,902,403	732,079	20,662,693	(3,239,710)
WATER TRANSMISSION/ DISTRIBUTION	73,424,542	51,709,956	53,600,271	1,890,315	54,274,883	674,612
WATER TREATMENT	39,069,043	43,278,524	44,228,154	949,630	45,141,342	913,188
PUBLIC UTILITIES COMMISSION	729,997,675	873,552,638	933,563,909	60,011,271	998,737,922	65,174,013
Service Area: 02 Subtotals	2,784,155,073	2,965,481,764	3,303,912,982	338,431,218	3,345,411,010	41,498,028

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Service Area: 03 Human Welfare & Neighborhood Development						
CHILD SUPPORT SERVICES						
CHILD SUPPORT SERVICES PROGRAM	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
CHILD SUPPORT SERVICES	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
CHILDREN AND FAMILIES COMMISSION						
CHILDREN AND FAMILIES FUND	14,708,646	21,443,592	23,433,239	1,989,647	21,954,627	(1,478,612)
PUBLIC ED FUND - PROP H (MARCH 2004)	18,222,077	33,019,758	35,158,040	2,138,282	30,935,004	(4,223,036)
CHILDREN AND FAMILIES COMMISSION	32,930,723	54,463,350	58,591,279	4,127,929	52,889,631	(5,701,648)
CHILDREN; YOUTH & THEIR FAMILIES						
CHILDREN'S BASELINE	31,674,814	32,697,291	41,293,324	8,596,033	35,757,739	(5,535,585)
CHILDREN'S FUND PROGRAMS	45,906,815	53,224,953	56,866,725	3,641,772	57,780,825	914,100
CHILDREN'S SVCS - NON - CHILDREN'S FUND	9,029,218	6,623,904	6,068,493	(555,411)	6,068,493	0
PUBLIC EDUCATION FUND (PROP H)	33,382,000	47,450,000	50,690,000	3,240,000	56,790,000	6,100,000
VIOLENCE PREVENTION	6,540,133	5,662,495	5,871,799	209,304	5,766,838	(104,961)
CHILDREN; YOUTH & THEIR FAMILIES	126,532,980	145,658,643	160,790,341	15,131,698	162,163,895	1,373,554
COUNTY EDUCATION OFFICE						
COUNTY EDUCATION SERVICES	116,000	116,000	116,000	0	116,000	0
COUNTY EDUCATION OFFICE	116,000	116,000	116,000	0	116,000	0
ENVIRONMENT						
CLEAN AIR	1,174,996	858,062	769,219	(88,843)	772,095	2,876
CLIMATE CHANGE/ENERGY	10,751,034	754,945	557,391	(197,554)	562,500	5,109
ENVIRONMENT	6,752,203	8,056,805	8,238,911	182,106	8,294,646	55,735
ENVIRONMENT-OUTREACH	330,287	218,688	14,547	(204,141)	14,723	176
ENVIRONMENTAL JUSTICE / YOUTH EMPLOYMENT	570,671	173,569	226,203	52,634	228,819	2,616
GREEN BUILDING	516,411	478,322	389,847	(88,475)	394,436	4,589
RECYCLING	4,961,331	5,132,367	5,377,295	244,928	5,392,606	15,311
SOLID WASTE MANAGEMENT	9,936	0	0	0	0	0
TOXICS	1,590,327	1,645,516	1,618,463	(27,053)	1,632,351	13,888
URBAN FORESTRY	38,337	48,624	50,378	1,754	50,975	597
ENVIRONMENT	26,695,533	17,366,898	17,242,254	(124,644)	17,343,151	100,897
HUMAN RIGHTS COMMISSION						
HUMAN RIGHTS COMMISSION	1,639,936	2,242,040	2,072,380	(169,660)	2,096,615	24,235
HUMAN RIGHTS COMMISSION	1,639,936	2,242,040	2,072,380	(169,660)	2,096,615	24,235
HUMAN SERVICES						
ADMINISTRATIVE SUPPORT	87,944,104	90,921,644	102,547,202	11,625,558	105,125,480	2,578,278
ADULT PROTECTIVE SERVICES	5,969,793	6,001,882	6,560,319	558,437	6,695,752	135,433
CALWORKS	42,976,100	46,231,358	50,942,858	4,711,500	51,275,979	333,121
CHILDREN'S BASELINE	25,017,332	28,171,584	29,002,875	831,291	28,170,156	(832,719)
COUNTY ADULT ASSISTANCE PROGRAM	48,608,683	50,193,241	49,066,834	(1,126,407)	49,333,764	266,930
COUNTY VETERANS SERVICES	368,664	436,282	452,571	16,289	457,941	5,370
DIVERSION AND COMMUNITY INTEGRATION PROG	4,084,327	3,832,139	3,832,139	0	3,832,139	0
DSS CHILDCARE	26,667,504	28,621,266	37,141,152	8,519,886	35,952,166	(1,188,986)
FAMILY AND CHILDREN'S SERVICE	111,855,018	118,577,620	129,348,325	10,770,705	130,705,131	1,357,806
FOOD STAMPS	16,879,868	24,619,146	26,732,768	2,113,622	27,256,981	524,213
HOMELESS SERVICES	86,725,567	106,062,623	109,767,196	3,704,573	114,123,910	4,356,714
IN HOME SUPPORTIVE SERVICES	146,167,924	132,166,181	170,562,189	38,396,008	176,615,799	6,053,610
INTEGRATED INTAKE	1,121,942	1,797,703	2,047,859	250,156	2,074,396	26,537
MEDI-CAL	24,294,444	30,687,541	32,103,817	1,416,276	32,720,466	616,649
OFFICE ON AGING	20,632,535	31,276,623	30,606,571	(670,052)	30,130,528	(476,043)
PUBLIC ADMINISTRATOR	1,634,723	1,478,206	1,531,942	53,736	1,550,007	18,065
PUBLIC CONSERVATOR	1,568,190	1,435,898	1,535,802	99,904	1,559,016	23,214
PUBLIC GUARDIAN	2,902,695	2,790,457	2,890,729	100,272	2,925,097	34,368
REPRESENTATIVE PAYEE	640,147	580,591	601,085	20,494	607,524	6,439
WELFARE TO WORK	25,211,370	32,041,456	38,049,135	6,007,679	35,398,317	(2,650,818)
WORKFORCE DEVELOPMENT	5,000	0	0	0	0	0
HUMAN SERVICES	681,275,930	737,923,441	825,323,368	87,399,927	836,511,549	11,188,181
RENT ARBITRATION BOARD						
RENT BOARD	5,245,330	6,233,794	6,627,162	393,368	6,697,320	70,158
RENT ARBITRATION BOARD	5,245,330	6,233,794	6,627,162	393,368	6,697,320	70,158
STATUS OF WOMEN						
CHILDREN'S BASELINE	196,225	198,677	198,677	0	198,677	0

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Service Area: 03 Human Welfare & Neighborhood Development						
STATUS OF WOMEN						
COMMISSION ON STATUS OF WOMEN	3,798,909	4,737,541	5,286,340	548,799	5,218,791	(67,549)
DOMESTIC VIOLENCE	249,623	237,974	237,600	(374)	260,537	22,937
STATUS OF WOMEN	4,244,757	5,174,192	5,722,617	548,425	5,678,005	(44,612)
Service Area: 03 Subtotals	891,705,581	982,902,388	1,089,848,324	106,945,936	1,097,104,184	7,255,860

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Service Area: 04 Community Health						
PUBLIC HEALTH						
CENTRAL ADMINISTRATION	152,926,594	206,719,612	50,424,109	(156,295,503)	47,912,189	(2,511,920)
CHILDREN'S BASELINE	40,514,296	50,302,199	53,475,710	3,173,511	53,632,287	156,577
COMM HLTH - COMM SUPPORT - HOUSING	29,332,922	30,017,815	35,179,352	5,161,537	35,565,120	385,768
COMM HLTH - PREV - MATERNAL & CHILD HLTH	21,900,222	28,168,874	30,544,920	2,376,046	30,863,776	318,856
COMM HLTH - PREVENTION - AIDS	51,643,561	60,731,984	59,363,328	(1,368,656)	59,400,404	37,076
COMM HLTH - PREVENTION - DISEASE CONTROL	19,279,454	20,339,825	21,703,107	1,363,282	21,935,603	232,496
COMM HLTH - PREVENTION - HLTH EDUCATION	5,744,290	7,764,655	6,999,168	(765,487)	7,023,691	24,523
EMERGENCY SERVICES AGENCY	1,808,808	1,228,050	1,250,119	22,069	1,250,108	(11)
ENVIRONMENTAL HEALTH SERVICES	21,940,692	19,883,505	21,142,558	1,259,053	21,192,228	49,670
FORENSICS - AMBULATORY CARE	30,061,615	29,511,187	30,912,074	1,400,887	31,212,537	300,463
HEALTH AT HOME	7,011,707	6,603,240	7,196,276	593,036	7,297,274	100,998
LAGUNA HONDA - LONG TERM CARE	211,991,620	220,154,364	239,238,036	19,083,672	244,823,863	5,585,827
LAGUNA HONDA - NON LHH PROGRAM EXPENSES	0	0	1,491,130	1,491,130	1,231,062	(260,068)
LAGUNA HONDA HOSP - ACUTE CARE	2,392,839	3,755,942	3,884,030	128,088	3,926,631	42,601
LAGUNA HONDA HOSP - COMM SUPPORT CARE	0	0	2	2	1	(1)
MENTAL HEALTH - ACUTE CARE	3,156,203	3,462,797	3,462,797	0	3,462,797	0
MENTAL HEALTH - CHILDREN'S PROGRAM	35,307,639	38,747,491	44,706,856	5,959,365	45,058,475	351,619
MENTAL HEALTH - COMMUNITY CARE	161,423,878	171,394,868	175,715,173	4,320,305	167,162,966	(8,552,207)
MENTAL HEALTH - LONG TERM CARE	37,397,620	28,901,228	31,436,610	2,535,382	31,469,361	32,751
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	64,807,079	73,410,026	77,976,669	4,566,643	81,136,248	3,159,579
SFGH - ACUTE CARE - FORENSICS	2,311,152	3,056,502	3,189,923	133,421	3,232,258	42,335
SFGH - ACUTE CARE - HOSPITAL	578,645,063	701,267,249	714,061,042	12,793,793	697,326,047	(16,734,995)
SFGH - ACUTE CARE - PSYCHIATRY	32,389,891	25,794,682	25,908,346	113,664	26,077,786	169,440
SFGH - AMBU CARE - ADULT MED HLTH CNTR	41,283,047	38,097,241	40,398,462	2,301,221	40,835,624	437,162
SFGH - AMBU CARE - METHADONE CLINIC	2,590,777	2,809,528	2,708,507	(101,021)	2,742,681	34,174
SFGH - AMBU CARE - OCCUPATIONAL HEALTH	3,100,373	3,555,890	4,274,350	718,460	4,317,291	42,941
SFGH - EMERGENCY - EMERGENCY	34,576,425	33,457,049	36,768,457	3,311,408	41,640,904	4,872,447
SFGH - EMERGENCY - PSYCHIATRIC SERVICES	7,566,095	7,736,875	7,978,799	241,924	8,045,947	67,148
SFGH - LONG TERM CARE - RF PSYCHIATRY	15,369,520	13,388,697	11,901,526	(1,487,171)	12,034,571	133,045
SFHN-MANAGED CARE	23,931,448	5,358,623	167,549,779	162,191,156	168,311,355	761,576
SUBSTANCE ABUSE - COMMUNITY CARE	63,367,097	69,806,554	68,759,923	(1,046,631)	70,276,858	1,516,935
TRANSITIONS	2,535,763	3,185,275	2,390,871	(794,404)	2,410,795	19,924
PUBLIC HEALTH	1,706,307,690	1,908,611,827	1,981,992,009	73,380,182	1,972,808,738	(9,183,271)
Service Area: 04 Subtotals	1,706,307,690	1,908,611,827	1,981,992,009	73,380,182	1,972,808,738	(9,183,271)

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Service Area: 05 Culture & Recreation						
ACADEMY OF SCIENCES						
ACADEMY OF SCIENCES	3,974,679	4,432,695	4,547,630	114,935	4,641,767	94,137
ACADEMY OF SCIENCES	3,974,679	4,432,695	4,547,630	114,935	4,641,767	94,137
ARTS COMMISSION						
ART COMMISSION-ADMINISTRATION	1,677,019	1,380,723	1,767,791	387,068	791,572	(976,219)
CIVIC COLLECTION	297,008	582,766	968,177	385,411	955,422	(12,755)
CIVIC DESIGN	103,605	186,410	194,595	8,185	198,918	4,323
COMMUNITY ARTS & EDUCATION	813,779	0	0	0	0	0
COMMUNITY ARTS & EDUCATION-GENERAL ADMIN	2,702,302	5,445,656	4,131,975	(1,313,681)	3,808,259	(323,716)
CULTURAL EQUITY	2,010,525	2,838,245	2,914,296	76,051	2,920,142	5,846
EDUCATIONAL PROGRAMS	543,700	595,317	602,041	6,724	604,257	2,216
GALLERY	305,770	482,284	504,462	22,178	515,727	11,265
GRANTS FOR THE ARTS	9,200	0	0	0	0	0
MUNICIPAL SYMPHONY CONCERTS	2,045,779	2,139,061	2,260,000	120,939	2,380,000	120,000
PUBLIC ART	881,756	129,586	129,586	0	129,586	0
STREET ARTISTS	295,128	370,349	393,001	22,652	401,920	8,919
ARTS COMMISSION	11,685,571	14,150,397	13,865,924	(284,473)	12,705,803	(1,160,121)
ASIAN ART MUSEUM						
ASIAN ARTS MUSEUM	8,048,631	8,744,439	9,456,379	711,940	9,430,353	(26,026)
ASIAN ART MUSEUM	8,048,631	8,744,439	9,456,379	711,940	9,430,353	(26,026)
FINE ARTS MUSEUM						
ADMISSIONS	3,191,981	3,145,650	2,858,838	(286,812)	2,860,306	1,468
OPER & MAINT OF MUSEUMS	13,486,479	13,962,318	14,841,537	879,219	15,433,356	591,819
FINE ARTS MUSEUM	16,678,460	17,107,968	17,700,375	592,407	18,293,662	593,287
LAW LIBRARY						
LAW LIBRARY	648,191	1,284,995	1,535,911	250,916	1,544,381	8,470
LAW LIBRARY	648,191	1,284,995	1,535,911	250,916	1,544,381	8,470
PUBLIC LIBRARY						
ADULT SERVICES	404,781	400,000	400,000	0	400,000	0
BRANCH PROGRAM	23,579,686	21,047,341	21,289,239	241,898	20,407,840	(881,399)
CHILDREN'S BASELINE	8,093,860	8,926,363	11,292,150	2,365,787	11,559,922	267,772
CHILDREN'S SERVICES	1,067,200	1,289,182	7	(1,289,175)	(3)	(10)
COLLECTION TECHNICAL SERVICES	12,938,386	14,086,975	16,456,655	2,369,680	17,309,803	853,148
COMMUNITY PARTNERSHIPS AND PROGRAMMING	1,245,369	1,024,781	1,255,330	230,549	1,270,586	15,256
FACILITIES	11,753,925	15,127,215	18,185,003	3,057,788	17,452,991	(732,012)
INFORMATION TECHNOLOGY	6,080,889	7,712,214	8,320,107	607,893	8,440,810	120,703
LIBRARY ADMINISTRATION	14,349,097	13,255,115	13,960,105	704,990	15,568,999	2,608,894
MAIN PROGRAM	16,837,416	17,662,189	18,743,388	1,081,199	18,980,755	237,367
PUBLIC LIBRARY	96,350,609	100,531,375	109,901,984	9,370,609	112,391,703	2,489,719
RECREATION AND PARK COMMISSION						
CAPITAL PROJECTS	26,101,614	26,239,356	19,738,427	(6,500,929)	14,346,011	(5,392,416)
CHILDREN'S BASELINE	11,078,560	10,625,343	11,129,598	504,255	11,204,633	75,035
CHILDREN'S SVCS - NON - CHILDREN'S FUND	499,139	1,100,000	1,100,000	0	1,100,000	0
GOLDEN GATE PARK	10,291,224	11,228,981	10,885,319	(343,662)	11,315,984	430,665
MARINA HARBOR	1,898,574	4,590,583	3,907,336	(683,247)	3,927,250	19,914
NEIGHBORHOOD SERVICES	51,791	0	0	0	0	0
PARKS	67,746,553	75,927,437	78,750,682	2,823,245	77,149,123	(1,601,559)
REC & PARK ADMINISTRATION	309,160	90,930	76,350	(14,580)	76,350	0
RECREATION	13,188,959	16,517,393	18,316,988	1,799,595	18,676,188	359,200
STRUCTURAL MAINTENANCE	14,346,696	14,618,255	15,425,611	807,356	16,843,616	1,418,005
RECREATION AND PARK COMMISSION	145,512,270	160,938,278	159,330,311	(1,607,967)	154,639,155	(4,691,156)
WAR MEMORIAL						
OPER & MAINT OF MUSEUMS	346,238	0	0	0	0	0
OPERATIONS & MAINTENANCE	20,865,283	11,934,740	13,948,627	2,013,887	21,584,794	7,636,167
WAR MEMORIAL	21,211,521	11,934,740	13,948,627	2,013,887	21,584,794	7,636,167
Service Area: 05 Subtotals	304,109,932	319,124,887	330,287,141	11,162,254	335,231,618	4,944,477

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Service Area: 06 General Administration & Finance						
ASSESSOR / RECORDER						
PERSONAL PROPERTY	2,657,930	3,124,644	2,958,157	(166,487)	3,010,952	52,795
REAL PROPERTY	6,841,497	8,097,010	7,258,952	(838,058)	7,494,373	235,421
RECORDER	1,369,887	2,367,599	1,887,407	(480,192)	1,887,313	(94)
TECHNICAL SERVICES	7,117,125	6,796,969	10,544,612	3,747,643	9,079,675	(1,464,937)
TRANSFER TAX	768,720	1,208,358	1,433,117	224,759	1,045,981	(387,136)
ASSESSOR / RECORDER	18,755,159	21,594,580	24,082,245	2,487,665	22,518,294	(1,563,951)
BOARD OF SUPERVISORS						
BOARD - LEGISLATIVE ANALYSIS	2,000,000	2,000,000	2,000,000	0	2,000,000	0
BOARD OF SUPERVISOR	5,904,349	6,649,711	7,014,046	364,335	7,120,157	106,111
CHILDREN'S BASELINE	208,450	266,905	275,558	8,653	278,563	3,005
CLERK OF THE BOARD	3,473,683	3,973,861	4,207,696	233,835	4,074,705	(132,991)
LOCAL AGENCY FORMATION	317,441	0	0	0	0	0
BOARD OF SUPERVISORS	11,903,923	12,890,477	13,497,300	606,823	13,473,425	(23,875)
CITY ATTORNEY						
CITY CAPITAL PROJECTS	6,694	0	0	0	0	0
CLAIMS	5,485,806	6,305,851	6,531,960	226,109	6,606,452	74,492
HETCHY WATER OPERATIONS	194,886	0	0	0	0	0
LEGAL SERVICE	61,258,972	61,697,299	66,773,002	5,075,703	67,408,483	635,481
LEGAL SERVICE-PAYING DEPTS	2,735,000	5,001,714	2,735,000	(2,266,714)	2,735,000	0
CITY ATTORNEY	69,681,358	73,004,864	76,039,962	3,035,098	76,749,935	709,973
CITY PLANNING						
ADMINISTRATION/PLANNING	9,171,006	9,881,155	10,710,323	829,168	10,910,653	200,330
CITY CAPITAL PROJECTS	527	0	0	0	0	0
CITYWIDE PLANNING	3,960,019	5,850,267	8,586,369	2,736,102	7,731,614	(854,755)
CURRENT PLANNING	7,182,257	7,994,307	10,964,280	2,969,973	9,178,947	(1,785,333)
DEVELOPMENT AND PLANNING	35,330	0	0	0	0	0
ENVIRONMENTAL PLANNING	4,016,382	4,620,442	6,270,646	1,650,204	5,250,312	(1,020,334)
ZONING ADMINISTRATION AND COMPLIANCE	1,153,354	1,635,626	2,077,251	441,625	2,181,329	104,078
CITY PLANNING	25,518,875	29,981,797	38,608,869	8,627,072	35,252,855	(3,356,014)
CIVIL SERVICE COMMISSION						
CIVIL SERVICE COMMISSION	845,754	922,502	1,119,109	196,607	1,128,826	9,717
CIVIL SERVICE COMMISSION	845,754	922,502	1,119,109	196,607	1,128,826	9,717
CONTROLLER						
ACCOUNTING OPERATIONS AND SYSTEMS	8,020,216	8,093,614	8,670,738	577,124	8,824,164	153,426
CITY SERVICES AUDITOR	9,626,381	13,671,802	13,133,275	(538,527)	13,399,139	265,864
ECONOMIC ANALYSIS	348,513	404,727	493,151	88,424	497,328	4,177
FINANCIAL SYSTEMS PROJECTS	278,627	2,300,000	8,580,798	6,280,798	11,515,627	2,934,829
MANAGEMENT, BUDGET AND ANALYSIS	3,870,405	4,943,746	5,237,043	293,297	5,341,074	104,031
PAYROLL AND PERSONNEL SERVICES	13,036,099	13,874,980	15,070,579	1,195,599	15,417,969	347,390
PUBLIC FINANCE	533,840	692,028	775,028	83,000	785,781	10,753
CONTROLLER	35,714,081	43,980,897	51,960,612	7,979,715	55,781,082	3,820,470
ELECTIONS						
ELECTIONS	12,022,114	16,696,145	17,014,725	318,580	18,846,428	1,831,703
ELECTIONS	12,022,114	16,696,145	17,014,725	318,580	18,846,428	1,831,703
ETHICS COMMISSION						
ELECTION CAMPAIGN FUND	1,158,059	1,903,559	1,948,970	45,411	3,132,050	1,183,090
ETHICS COMMISSION	2,256,499	2,628,391	2,575,384	(53,007)	2,610,084	34,700
ETHICS COMMISSION	3,414,558	4,531,950	4,524,354	(7,596)	5,742,144	1,217,790
GENERAL SERVICES AGENCY - CITY ADMIN						
311 CALL CENTER	10,714,789	11,431,075	12,273,735	842,660	11,999,349	(274,386)
ANIMAL WELFARE	4,606,776	5,640,092	5,637,590	(2,502)	6,857,664	1,220,074
CAPITAL ASSET PLANNING	548,357	750,000	750,000	0	750,000	0
CITY ADMINISTRATOR - ADMINISTRATION	11,906,744	10,594,928	11,371,068	776,140	11,765,535	394,467
COMMITTEE ON INFORMATION TECHNOLOGY	0	0	650,741	650,741	650,741	0
COMMUNITY AMBASSADOR PROGRAM	425,189	580,753	717,778	137,025	721,350	3,572
COMMUNITY REDEVELOPMENT	702,605	728,678	754,386	25,708	761,420	7,034
CONTRACT MONITORING	3,990,396	4,662,030	3,876,193	(785,837)	3,876,352	159
COUNTY CLERK SERVICES	1,362,663	1,848,125	1,840,646	(7,479)	1,858,497	17,851
DISABILITY ACCESS	5,210,846	7,937,835	6,097,711	(1,840,124)	4,283,659	(1,814,052)

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Service Area: 06 General Administration & Finance						
GENERAL SERVICES AGENCY - CITY ADMIN						
EARTHQUAKE SAFETY PROGRAM	272,553	590,000	808,787	218,787	811,126	2,339
ENTERTAINMENT COMMISSION	775,963	851,356	780,809	(70,547)	788,771	7,962
FACILITIES MGMT & OPERATIONS	36,697,545	45,788,116	54,034,622	8,246,506	53,430,153	(604,469)
FLEET MANAGEMENT	1,046,257	874,017	1,250,971	376,954	934,446	(316,525)
GRANTS FOR THE ARTS	11,330,405	12,787,639	12,979,350	191,711	12,979,350	0
IMMIGRANT AND LANGUAGE SERVICES	1,859,907	2,109,655	2,279,980	170,325	2,194,775	(85,205)
JUSTIS PROJECT - CITY ADM OFFICE	4,585,529	3,397,792	3,417,383	19,591	3,435,528	18,145
LIVING WAGE / LIVING HEALTH (MCO/HCAO)	2,853,910	3,688,705	3,737,326	48,621	3,739,787	2,461
MEDICAL EXAMINER	6,415,545	11,222,621	7,810,395	(3,412,226)	8,629,566	819,171
MOSCONE EXPANSION PROJECT	0	3,400,000	0	(3,400,000)	0	0
NEIGHBORHOOD BEAUTIFICATION	1,808,684	1,840,000	2,005,000	165,000	2,000,000	(5,000)
PROCUREMENT SERVICES	4,718,170	5,366,628	5,991,636	625,008	5,888,010	(103,626)
PUBLICITY AND ADVERTISING	75,265	0	0	0	0	0
REAL ESTATE SERVICES	38,415,162	27,414,519	32,405,580	4,991,061	33,769,413	1,363,833
REPRODUCTION SERVICES	5,965,148	6,853,219	6,822,436	(30,783)	6,445,117	(377,319)
RISK MANAGEMENT / GENERAL	15,523,919	18,305,849	19,183,177	877,328	21,610,333	2,427,156
TOURISM EVENTS	71,039,604	73,595,485	78,570,880	4,975,395	76,497,720	(2,073,160)
TREASURE ISLAND	1,369,803	1,924,948	1,966,362	41,414	2,022,065	55,703
VEHICLE & EQUIPMENT MAIN & FUELING	27,424,614	30,375,336	29,218,880	(1,156,456)	29,374,365	155,485
GENERAL SERVICES AGENCY - CITY ADMIN	271,646,348	294,559,401	307,233,422	12,674,021	308,075,092	841,670
GENERAL SERVICES AGENCY - TECHNOLOGY						
ADMINISTRATION	24,827,174	26,405,965	29,166,079	2,760,114	29,316,485	150,406
GOVERNANCE AND OUTREACH	9,513,501	9,142,520	9,313,574	171,054	9,578,524	264,950
OPERATIONS	39,521,167	32,965,658	43,355,392	10,389,734	36,741,835	(6,613,557)
TECHNOLOGY	2,437,052	3,122,064	2,439,375	(682,689)	2,678,838	239,463
TECHNOLOGY SERVICES: PUBLIC SAFETY	11,698,063	11,110,739	9,968,867	(1,141,872)	10,550,096	581,329
GENERAL SERVICES AGENCY - TECHNOLOGY	87,996,957	82,746,946	94,243,287	11,496,341	88,865,778	(5,377,509)
HEALTH SERVICE SYSTEM						
HEALTH SERVICE SYSTEM	6,819,784	8,899,536	10,134,747	1,235,211	10,778,488	643,741
HEALTH SERVICE SYSTEM	6,819,784	8,899,536	10,134,747	1,235,211	10,778,488	643,741
HUMAN RESOURCES						
ADMINISTRATION	1,248,028	1,057,813	1,329,940	272,127	1,400,346	70,406
CLASS AND COMPENSATION	552,684	480,605	348,796	(131,809)	352,752	3,956
EMPLOYEE RELATIONS	6,247,628	5,414,599	4,273,319	(1,141,280)	4,283,440	10,121
EQUAL EMPLOYMENT OPPORTUNITY	1,228,736	1,472,618	2,548,224	1,075,606	2,596,535	48,311
HEALTH SERVICE SYSTEM	145,541	0	0	0	0	0
RECRUIT/ ASSESS/ CLIENT SERVICES	7,141,754	7,705,039	9,544,649	1,839,610	9,335,698	(208,951)
WORKERS COMPENSATION	53,391,265	61,081,483	62,553,332	1,471,849	65,196,315	2,642,983
WORKFORCE DEVELOPMENT	779,966	685,862	1,209,535	523,673	1,144,997	(64,538)
HUMAN RESOURCES	70,735,602	77,898,019	81,807,795	3,909,776	84,310,083	2,502,288
MAYOR						
AFFORDABLE HOUSING	18,452,648	31,456,143	62,298,045	30,841,902	60,784,190	(1,513,855)
CITY ADMINISTRATION	4,295,621	4,653,049	4,939,356	286,307	4,771,178	(168,178)
COMMUNITY INVESTMENT	7,085,837	4,480,514	4,817,159	336,645	4,847,360	30,201
CRIMINAL JUSTICE	151,933	8,095	8,095	0	8,094	(1)
HOMELESS SERVICES	6,594,816	9,629,687	12,232,146	2,602,459	13,160,365	928,219
NEIGHBORHOOD SERVICES	258,467	392,241	402,994	10,753	407,517	4,523
OFFICE OF STRATEGIC PARTNERSHIPS	0	0	581,115	581,115	300,000	(281,115)
PUBLIC FINANCE	8,192,730	0	0	0	0	0
PUBLIC POLICY & FINANCE	1,524,523	1,469,933	1,537,431	67,498	1,539,912	2,481
MAYOR	46,556,575	52,089,662	86,816,341	34,726,679	85,818,616	(997,727)
RETIREMENT SYSTEM						
ADMINISTRATION	1,144,231	1,590,839	2,185,103	594,264	2,311,436	126,333
EMPLOYEE DEFERRED COMP PLAN	643,650	1,116,513	1,204,880	88,367	1,135,249	(69,631)
INVESTMENT	2,648,134	3,201,735	4,315,778	1,114,043	5,210,456	894,678
RETIREMENT SERVICES	13,492,803	16,497,677	20,279,099	3,781,422	17,301,002	(2,978,097)
RETIREMENT SYSTEM	17,928,818	22,406,764	27,984,860	5,578,096	25,958,143	(2,026,717)
TREASURER/TAX COLLECTOR						
BUSINESS TAX	4,790,222	5,758,086	6,054,295	296,209	6,102,204	47,909
DELINQUENT REVENUE	7,591,269	8,593,358	8,138,502	(454,856)	8,218,947	80,445

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Service Area: 06 General Administration & Finance						
TREASURER/TAX COLLECTOR						
GROSS RECEIPTS TAX	229,719	5,975,296	9,953,115	3,977,819	7,275,555	(2,677,560)
INVESTMENT	1,716,243	2,355,479	2,599,358	243,879	2,661,814	62,456
LEGAL SERVICE	209,474	519,184	534,974	15,790	540,673	5,699
MANAGEMENT	4,615,007	4,982,252	5,583,092	600,840	5,740,890	157,798
PROPERTY TAX/LICENSING	2,582,537	2,468,110	2,094,808	(373,302)	2,097,454	2,646
TAXPAYER ASSISTANCE	1,282,292	1,621,268	1,747,123	125,855	1,765,431	18,308
TRANSFER TAX	24,054	0	0	0	0	0
TREASURY	3,031,091	2,812,206	3,306,190	493,984	3,371,688	65,498
TREASURER/TAX COLLECTOR	26,071,908	35,085,239	40,011,457	4,926,218	37,774,656	(2,236,801)
Service Area: 06 Subtotals	705,611,814	777,288,779	875,079,085	97,790,306	871,073,845	(4,005,240)

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Service Area: 07 General City Responsibilities						
GENERAL CITY RESPONSIBILITY						
GENERAL CITY RESPONSIBILITIES	1,096,510,340	1,421,471,166	1,532,733,097	111,261,931	1,526,841,901	(5,891,196)
GENERAL FUND UNALLOCATED	75,665,624	0	0	0	0	0
INDIGENT DEFENSE/GRAND JURY	720,903	750,000	750,000	0	750,000	0
NO COMMUNITY	538,160	0	0	0	0	0
RETIREE HEALTH CARE - PROP B	74,838	16,781,636	22,129,743	5,348,107	27,485,952	5,356,209
GENERAL CITY RESPONSIBILITY	1,173,509,865	1,439,002,802	1,555,612,840	116,610,038	1,555,077,853	(534,987)
GENERAL FUND UNALLOCATED						
GENERAL FUND UNALLOCATED	11,261,849	0	0	0	0	0
GENERAL FUND UNALLOCATED	11,261,849	0	0	0	0	0
Service Area: 07 Subtotals	1,184,771,714	1,439,002,802	1,555,612,840	116,610,038	1,555,077,853	(534,987)
Expenditure Subtotals						
Less Interdepartmental Recoveries And Transfers	(1,457,591,464)	(1,769,308,358)	(1,897,541,422)	(128,233,054)	(1,959,070,223)	(61,528,801)
Net Uses	7,385,757,421	7,908,801,656	8,566,996,836	658,195,180	8,558,613,047	-8,383,789

CONSOLIDATED SCHEDULE OF SOURCES AND USES

Sources of Funds	Fiscal Year 2014-2015			Fiscal Year 2015-2016		
	General Fund	Self Supporting	Total	General Fund	Self Supporting	Total
Prior Year Fund Balance	137,060,711	244,052,303	381,113,014	133,062,439	127,556,915	260,619,354
Use of Reserves	58,370,000	434,161	58,804,161	12,748,000	3,341,289	16,089,289
Regular Revenues	3,888,814,716	4,238,264,945	8,127,079,661	3,990,286,898	4,291,617,506	8,281,904,404
Transfers in to the General Fund	179,281,711	(179,281,711)	-	180,459,711	(180,459,711)	-
Total Sources of Funds	4,263,527,138	4,303,469,698	8,566,996,836	4,316,557,048	4,242,055,999	8,558,613,047
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Uses of Funds	General Fund	Self Supporting	Total	General Fund	Self Supporting	Total
Regular Expenditures:						
Gross Expenditures	3,641,828,953	5,453,532,947	9,095,361,900	3,677,744,357	5,519,226,948	9,196,971,305
Less Interdepartmental Recoveries	(393,842,363)	(726,098,750)	(1,119,941,113)	(398,157,840)	(741,218,613)	(1,139,376,453)
Net Regular Expenditures	3,247,986,590	4,727,434,197	7,975,420,787	3,279,586,517	4,778,008,335	8,057,594,852
General Fund Transfers Out	835,730,367	(835,730,367)	-	886,416,308	(886,416,308)	-
Capital Projects	95,508,782	200,712,909	296,221,691	92,404,529	122,269,977	214,674,506
Facilities Maintenance	9,810,428	60,393,896	70,204,324	10,506,182	55,914,887	66,421,069
Reserves	74,490,971	150,659,063	225,150,034	47,643,512	172,279,108	219,922,620
Total Uses of Funds	4,263,527,138	4,303,469,698	8,566,996,836	4,316,557,048	4,242,055,999	8,558,613,047

AUTHORIZED POSITIONS, GRAND RECAP DETAIL

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Operating						
Permanent	29,425.14	30,140.43	30,911.40	770.97	31,522	611
Temporary	575.46	622.86	703.41	80.55	720	16
Non-Operating						
Grant	396.70	367.62	379.80	12.18	385	5
Capital/Other	1,485.50	1,569.05	1,719.54	150.49	1,730	10
Authorized Positions - Subtotal:	31,882.80	32,699.96	33,714.15	1,014.19	34,357	643
Unfunded Positions						
Attrition Savings	(3,162.34)	(3,083.53)	(3,103.10)	(19.57)	(3,146)	(43)
Capital/Other	(1,864.74)	(1,947.29)	(2,113.94)	(166.65)	(2,125)	(11)
Unfunded Positions - Subtotal:	(5,027.08)	(5,030.82)	(5,217.04)	(186.22)	(5,271)	(54)
Net Funded Positions:	26,855.72	27,669.14	28,497.11	827.97	29,086	588

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

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Service Area: 01 Public Protection						
ADULT PROBATION	138.10	139.56	145.15	5.59	148.05	2.90
DISTRICT ATTORNEY	244.97	253.39	256.38	2.99	255.43	(0.95)
EMERGENCY MANAGEMENT	243.70	243.55	254.08	10.53	254.98	0.90
FIRE DEPARTMENT	1,462.51	1,463.99	1,496.23	32.24	1,499.28	3.05
JUVENILE PROBATION	236.02	239.43	239.12	(0.31)	239.44	0.32
POLICE	2,654.67	2,727.26	2,793.78	66.52	2,849.34	55.56
PUBLIC DEFENDER	157.87	156.50	157.47	0.97	158.41	0.94
SHERIFF	1,013.20	984.20	1,017.22	33.02	1,018.86	1.64
Service Area: 01 TOTAL	6,151.04	6,207.88	6,359.43	151.55	6,423.79	64.36
Service Area: 02 Public Works, Transportation & Commerce						
AIRPORT COMMISSION	1,443.36	1,459.90	1,478.90	19.00	1,506.71	27.81
BOARD OF APPEALS	5.00	5.00	5.00	0	5.00	0.00
BUILDING INSPECTION	265.82	284.50	294.80	10.30	297.56	2.76
ECONOMIC AND WORKFORCE DEVELOPMENT	76.10	85.58	92.58	7.00	91.99	(0.59)
GENERAL SERVICES AGENCY - PUBLIC WORKS	807.51	825.03	850.40	25.37	860.63	10.23
MUNICIPAL TRANSPORTATION AGENCY	4,388.17	4,484.19	4,679.87	195.68	4,921.48	241.61
PORT	235.98	236.79	240.84	4.05	242.59	1.75
PUBLIC UTILITIES COMMISSION	1,619.57	1,621.27	1,639.65	18.38	1,645.16	5.51
Service Area: 02 TOTAL	8,841.51	9,002.26	9,282.04	279.78	9,571.12	289.08
Service Area: 03 Human Welfare & Neighborhood Development						
CHILD SUPPORT SERVICES	90.35	84.25	80.65	(3.60)	79.90	(0.75)
CHILDREN AND FAMILIES COMMISSION	15.87	17.00	17.00	0	17.00	0.00
CHILDREN; YOUTH & THEIR FAMILIES	33.38	37.42	38.90	1.48	39.16	0.26
ENVIRONMENT	59.43	59.09	62.29	3.20	62.36	0.07
HUMAN RIGHTS COMMISSION	12.00	11.81	11.68	(0.13)	11.68	0.00
HUMAN SERVICES	1,750.07	1,855.40	1,970.96	115.56	1,979.63	8.67
RENT ARBITRATION BOARD	28.53	28.53	30.52	1.99	30.53	0.01
STATUS OF WOMEN	4.71	5.67	6.02	0.35	6.01	(0.01)
Service Area: 03 TOTAL	1,994.34	2,099.17	2,218.02	118.85	2,226.27	8.25
Service Area: 04 Community Health						
PUBLIC HEALTH	5,800.22	6,125.91	6,276.10	150.19	6,427.34	151.24
Service Area: 04 TOTAL	5,800.22	6,125.91	6,276.10	150.19	6,427.34	151.24
Service Area: 05 Culture & Recreation						
ACADEMY OF SCIENCES	12.35	12.35	12.35	0	12.35	0.00
ARTS COMMISSION	26.87	28.43	28.89	0.46	28.91	0.02
ASIAN ART MUSEUM	57.91	57.83	57.76	(0.07)	57.92	0.16
FINE ARTS MUSEUM	109.86	111.14	112.53	1.39	113.12	0.59
LAW LIBRARY	3.00	3.00	3.00	0	3.00	0.00
PUBLIC LIBRARY	640.48	652.22	662.77	10.55	665.10	2.33
RECREATION AND PARK COMMISSION	841.26	870.27	886.46	16.19	893.66	7.20
WAR MEMORIAL	63.33	56.55	57.91	1.36	65.62	7.71
Service Area: 05 TOTAL	1,755.06	1,791.79	1,821.67	29.88	1,839.68	18.01

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

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Service Area: 06 General Administration & Finance						
ASSESSOR / RECORDER	142.04	152.08	148.87	(3.21)	150.89	2.02
BOARD OF SUPERVISORS	70.32	74.49	74.31	(0.18)	74.35	0.04
CITY ATTORNEY	303.47	308.14	309.85	1.71	309.94	0.09
CITY PLANNING	151.77	156.52	170.26	13.74	171.34	1.08
CIVIL SERVICE COMMISSION	5.70	6.02	6.02	0	6.02	0.00
CONTROLLER	197.67	204.11	220.16	16.05	245.12	24.96
ELECTIONS	42.25	52.17	49.45	(2.72)	59.93	10.48
ETHICS COMMISSION	16.79	19.44	17.50	(1.94)	17.54	0.04
GENERAL SERVICES AGENCY - CITY ADMIN	688.62	716.24	751.02	34.78	758.25	7.23
GENERAL SERVICES AGENCY - TECHNOLOGY	199.20	215.64	213.61	(2.03)	215.95	2.34
HEALTH SERVICE SYSTEM	35.10	43.83	49.12	5.29	51.90	2.78
HUMAN RESOURCES	123.77	135.32	145.28	9.96	146.17	0.89
MAYOR	38.52	49.45	50.69	1.24	51.42	0.73
RETIREMENT SYSTEM	96.59	97.49	106.82	9.33	110.58	3.76
TREASURER/TAX COLLECTOR	201.74	211.19	226.89	15.70	227.94	1.05
Service Area: 06 TOTAL	2,313.55	2,442.13	2,539.85	97.72	2,597.34	57.49
Report Grand Total	26,855.72	27,669.14	28,497.11	827.97	29,085.54	588.43

CITY AND COUNTY OF SAN FRANCISCO MAJOR FUND BUDGETARY RECAP (IN THOUSANDS OF DOLLARS)

	Governmental Funds						Fiscal Year 2014-2015	
	General Fund	Special Revenue	Capital Project	Debt Service	Enterprise	Internal Service	Other Agency/Trust	Total All Funds
Sources								
Prior Year Fund Balance - 6/30/14 (est.)	137061	67281	0	3012	169426	4333	0	381113
Prior Year Reserves	58370	0	0	0	434	0	0	58804
Prior Year Sources	195431	67281	0	3012	169860	4333	0	439917
Property Taxes	1232927	137655	0	223121	0	0	0	1593704
Other Local Taxes	910430	0	0	0	0	0	0	910430
Business Taxes	572385	1000	0	0	0	0	0	573385
Rents & Concessions	22692	39349	0	0	468073	164	724	531002
Fines and Forfeitures	4242	4550	0	15149	92514	0	0	116455
Interest & Investment Income	6853	2024	0	0	11553	0	706	21135
Licenses, Permits & Franchises	27129	10817	0	0	24089	0	0	62035
Intergovernmental - State	614748	102997	0	800	91378	0	0	809924
Intergovernmental - Federal	235287	138802	0	0	30871	0	0	404960
Intergovernmental - Other	2650	4598	0	0	89620	38	0	96907
Charges for Services	209784	103987	0	0	2424357	700	0	2738828
Other Revenues	20538	21481	0	0	111916	0	49231	203165
Other Financing Sources	29150	0	0	0	36000	0	0	65150
Subtotal Current Year Sources	3888815	567261	0	239070	3380371	902	50661	8127080
Transfers In	179282	235495	0	4800	796214	5748	0	1221538
Total Available Sources	4263527	870037	0	246882	4346446	10983	50661	9788535
Uses								
Public Works, Transportation & Commerce	128869	145633	0	0	2758476	0	0	3032979
Community Health	736893	103734	0	2446	1104555	0	0	1947628
Public Protection	1176955	46257	0	0	75468	0	0	1298680
Human Welfare & Neighborhood Dev	787770	249543	0	0	0	0	481	1037793
General Administration & Finance	291322	120601	0	0	0	5235	26739	443898
General City Responsibilities	163357	0	0	244436	0	0	295	408088
Culture & Recreation	123509	201013	0	0	0	0	1311	325832
Subtotal Current Year Uses	3408676	866781	0	246882	3938499	5235	28826	8494899
Transfers Out	835730	3088	0	0	376972	5748	0	1221538
Total Proposed Uses	4244406	869869	0	246882	4315471	10983	28826	9716437
Fund Balance - 6/30/15 (est.)	19121	168	0	0	30975	0	21835	72098

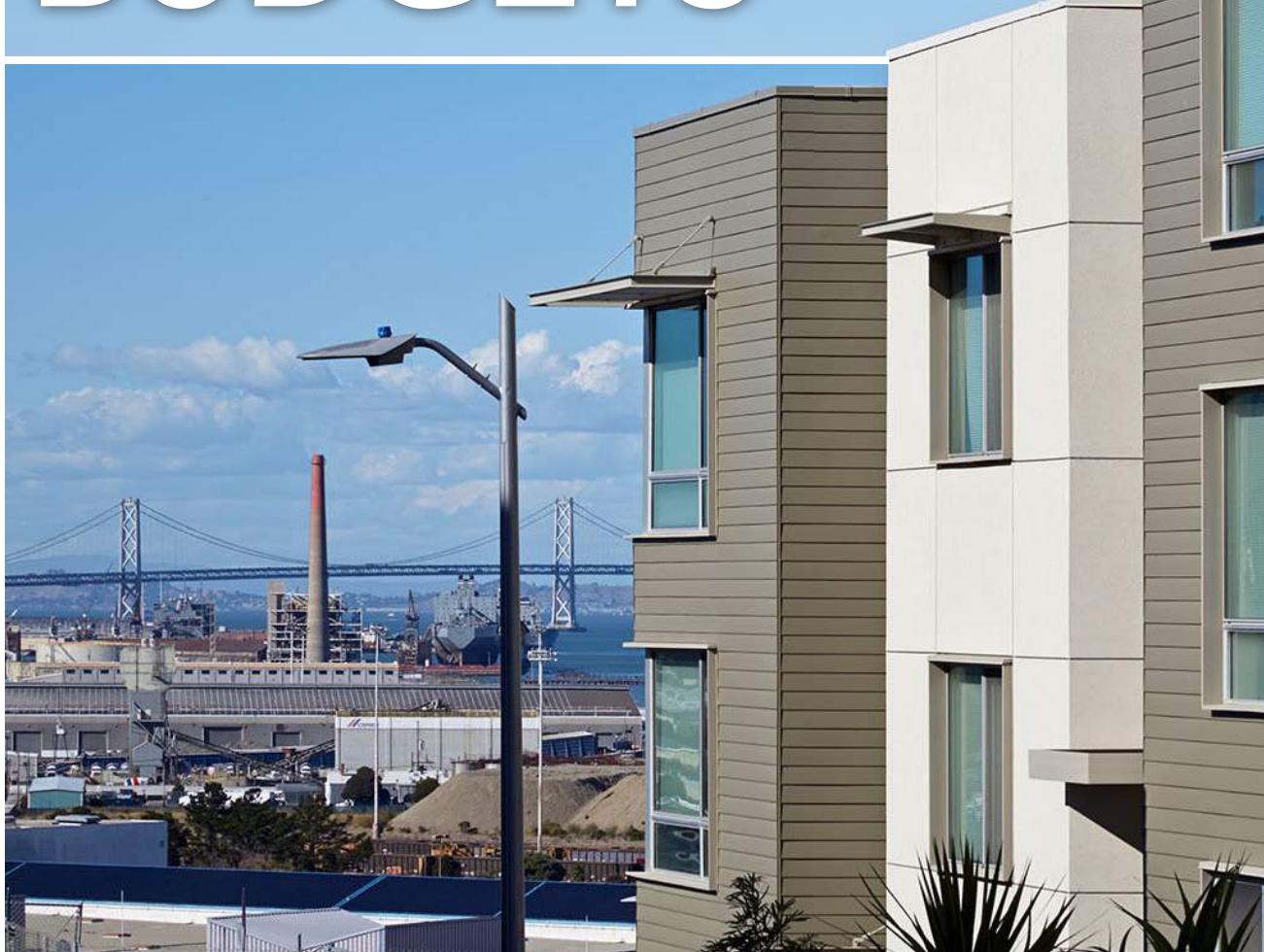
Note: Transfers In and Out shown gross on this budgetary recap, whereas the Consolidated Summary of the AAO shows only Contribution Transfers gross and Operating Transfers net.

CITY AND COUNTY OF SAN FRANCISCO MAJOR FUND BUDGETARY RECAP (IN THOUSANDS OF DOLLARS)

	Governmental Funds						Fiscal Year 2015-2016	
	General Fund	Special Revenue	Capital Project	Debt Service	Enterprise	Internal Service	Other Agency/Trust	Total All Funds
Sources								
Prior Year Fund Balance - 6/30/15 (est.)	133062	24477	0	0	102605	476	0	260619
Prior Year Reserves	12748	0	0	0	3341	0	0	16089
Prior Year Sources	145810	24477	0	0	105946	476	0	276709
Property Taxes	1292000	147830	0	187397	0	0	0	1627227
Other Local Taxes	922940	0	0	0	0	0	0	922940
Business Taxes	597835	1000	0	0	0	0	0	598835
Rents & Concessions	18738	38399	0	0	488575	164	724	546600
Fines and Forfeitures	4265	4525	0	15220	95604	0	0	119614
Interest & Investment Income	8253	1997	0	0	13997	0	1112	25360
Licenses, Permits & Franchises	27278	10826	0	0	24300	0	0	62403
Intergovernmental - State	632536	99991	0	800	93518	0	0	826845
Intergovernmental - Federal	235679	141953	0	0	29706	0	0	407338
Intergovernmental - Other	2653	1706	0	0	91863	38	0	96260
Charges for Services	199417	107523	0	0	2499296	700	0	2806935
Other Revenues	19651	26263	0	0	114374	0	52217	212505
Other Financing Sources	29042	0	0	0	0	0	0	29042
Subtotal Current Year Sources	3990287	582013	0	203416	3451233	902	54053	8281904
Transfers In	180460	249364	0	7675	846301	3306	0	1287106
Total Available Sources	4316557	855854	0	211091	4403480	4683	54053	9845719
Uses								
Public Works, Transportation & Commerce	128860	130522	0	0	2805186	0	0	3064567
Community Health	733913	103143	0	2446	1096265	0	0	1935768
Public Protection	1192553	46251	0	0	75576	0	0	1314381
Human Welfare & Neighborhood Dev	797700	248832	0	0	0	0	487	1047019
General Administration & Finance	292909	112460	0	0	0	1378	24782	431529
General City Responsibilities	153020	0	0	208645	0	0	295	361960
Culture & Recreation	119756	207444	0	0	0	0	1298	328498
Subtotal Current Year Uses	3418711	848653	0	211091	3977027	1378	26862	8483722
Transfers Out	886416	3088	0	0	394296	3306	0	1287106
Total Proposed Uses	4305127	851740	0	211091	4371323	4683	26862	9770828
Fund Balance - 6/30/16 (est.)	11430	4114	0	0	32156	0	27191	74891

Note: Transfers In and Out shown gross on this budgetary recap, whereas the Consolidated Summary of the AAO shows only Contribution Transfers gross and Operating Transfers net.

DEPARTMENT BUDGETS



HOPE SF: Hunters View

Campaign for HOPE SF, John Stewart Company, City Departments, Residents

Developed as a public-private partnership led by the Mayor's Office of Housing and Community Development, the San Francisco Housing Authority, the John Stewart Company, Devine & Gong, Inc., and Ridge Point Non-Profit Housing Corporation, Hunters View is the inaugural HOPE SF project. This innovative housing program replaces dilapidated, isolated public housing units with vibrant, mixed-income communities. There is a one-for-one replacement of all public housing units, to ensure that no existing residents are displaced. A key component of the program is the inclusion of comprehensive social service resources for residents. When completed, 267 units of public housing at Hunters View will be replaced by a mix of 741 public housing, income-restricted, and market-rate units. The first phase of Hunters View, completed in April 2014, consists of 107 units of rebuilt public housing, with the remaining units to be completed by 2017. (Photo credit: John Stewart Company)

ACADEMY OF SCIENCES

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

SERVICES

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

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

The Steinhart Aquarium is home to 40,000 live animals, representing more than 900 separate species from around the world. Established through a gift to the City, the Aquarium educates the public about aquatic species. The Aquarium has one of the most important fish collections in the world, and the largest collection of Pacific invertebrates in the United States. Together, these two collections make the Academy a major center for ocean life. Its collections of reptiles, plants, and insects are also among the best in the world.

For more information, call (415) 379-8000 or 311; or visit www.calacademy.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	3,974,679	4,432,695	4,547,630	114,935	4,641,767	94,137
Total FTE	12	12	12	0	12	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$4.5 million for the Academy is \$0.1 million, or 2.6 percent, higher than the FY 2013-14 budget of \$4.4 million. A significant portion of this increase is due to increases in salary and fringe benefits. The FY 2014-15 budget represents 60 percent of the direct expenditures for Steinhart Aquarium, which total \$7.0 million. Consistent with prior years, the Academy will fund this difference through a draw on the organization's endowment.

The FY 2015-16 proposed budget of \$4.6 million for the Academy is \$0.1 million, or 2.1 percent, more than the FY 2014-15 budget of \$4.6 million due to increases in salary and benefit expenditures.

Contributing to San Francisco's Economy

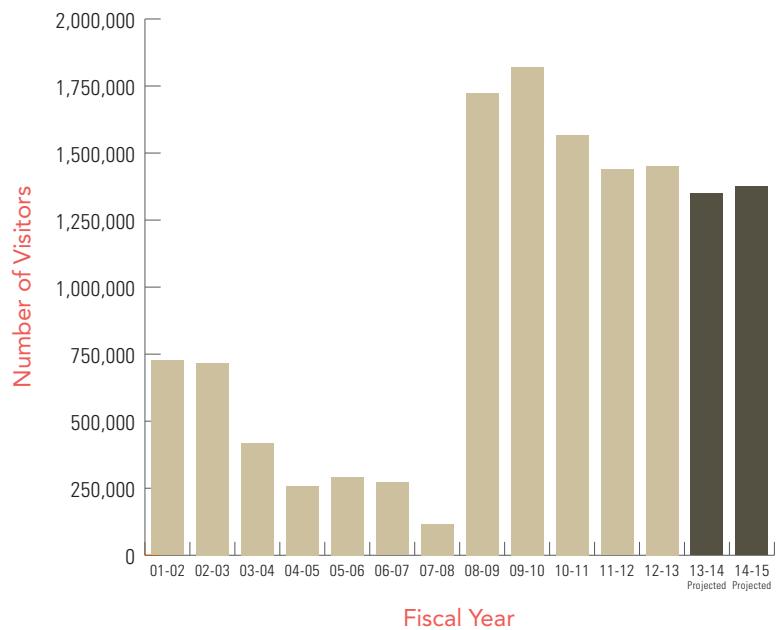
In FY 2011-12, the Academy conducted an economic impact analysis with the pro-bono assistance of Deloitte Consulting. In the study year of FY 2011-12, the Academy attracted 1.3 million visitors, 148,000 special events attendees, and over 700 volunteers. Seventy-three percent of these visitors and volunteers are estimated to have been non-San Francisco residents, generating incremental tourism spending and impacts to the City. Excluding any economic activity generated by San Francisco residents, the economic benefits of the Academy to San Francisco are estimated to total \$122.3 million. The Academy's presence

is estimated to have created 922 additional jobs in the City, primarily in the food and beverage, retail, and hotel sectors; this figure is exclusive of the 415 San Francisco-based Academy employees. In FY 2013-14 the attendance and special events numbers varied modestly from the study year and the Academy's economic impact is expected to continue. The Academy remains dedicated to playing its part in San Francisco's vital tourism sector.

Promoting Science Literacy

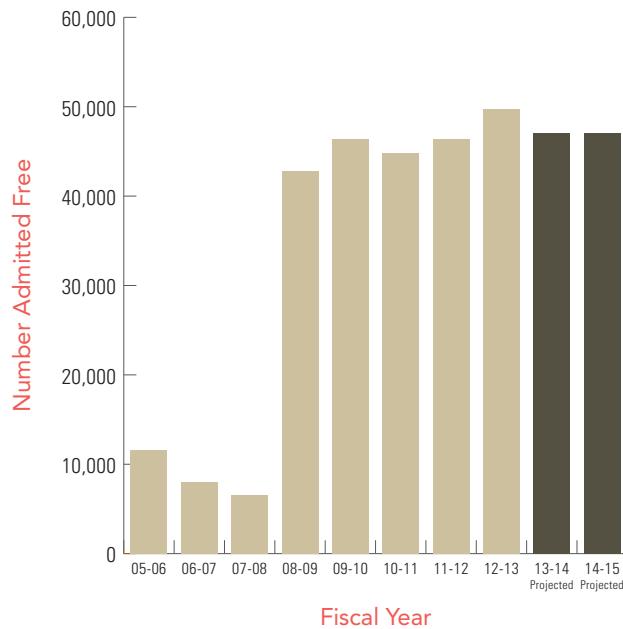
The Academy strives to be a global leader in enhancing science literacy about nature, life, and sustainability for people of all ages. To this end, the Academy works to offer highly creative and effective programs that amplify the guest experience, engage youth with science in a personal and direct way, and inspire students to take up careers in science. The Academy hosts over 160,000 school group visitors annually, 46,000 of them from San Francisco, and continues to provide free access through Neighborhood Free Days. The Academy provides a pathway of youth programs for middle and high school-aged youth, including paid jobs. The Academy proudly partners with the Community Access Ticket Service and is the largest donor of free tickets in the Bay Area with 7,000 tickets contributed in FY 2013-14. This partnership helps the Academy ensure access year round to people of all income levels as does its participation in San Francisco Public Library's free Family Pass program.

TOTAL VISITORS TO ACADEMY OF SCIENCES



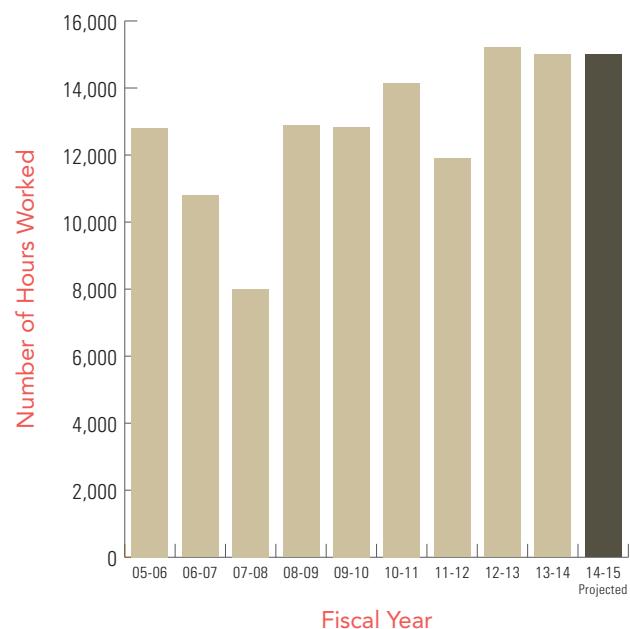
The number of visitors to the Academy has doubled over the past 10 years.

FREE ADMISSION FOR SAN FRANCISCO SCHOOL CHILDREN IN EDUCATIONAL GROUPS



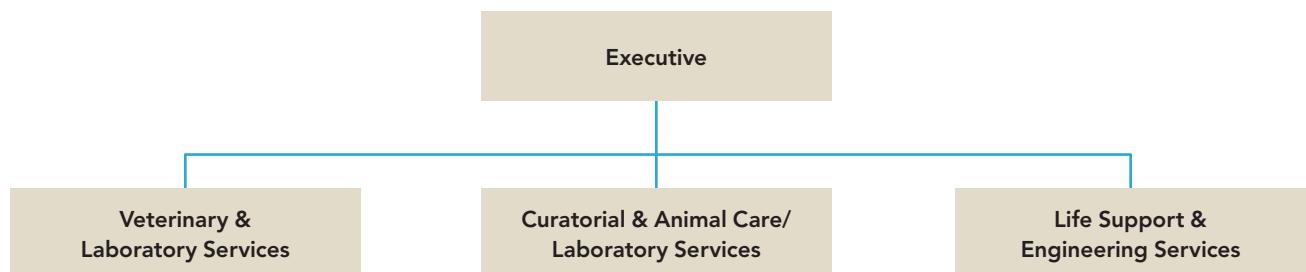
Nearly 50,000 school children in educational groups were admitted free into the Academy in FY 2012-13.

HOURS WORKED BY “CAREERS IN SCIENCE” INTERNS



The Careers in Science (CIS) internship is a work-based youth development program for young people from groups typically underrepresented in the sciences. CIS interns are projected to work more than 15,000 hours in FY 2013-14 at the Steinhart Aquarium.

ACADEMY OF SCIENCES



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	12.35	12.35	12.35	0.00	12.35	0.00
Net Operating Positions	12.35	12.35	12.35	0.00	12.35	0.00
SOURCES						
Local Taxes	1,208,000	0	0	0	0	0
General Fund Support	2,766,679	4,432,695	4,547,630	114,935	4,641,767	94,137
Sources Total	3,974,679	4,432,695	4,547,630	114,935	4,641,767	94,137
USES - OPERATING EXPENDITURES						
Salaries & Wages	987,342	1,050,953	1,196,096	145,143	1,244,080	47,984
Fringe Benefits	396,391	463,827	502,741	38,914	489,294	(13,447)
Professional & Contractual Services	2,178,215	2,152,215	2,115,113	(37,102)	2,115,113	0
Services of Other Departments	262,731	297,300	357,280	59,980	357,280	0
Uses - Operating Expenditures Total	3,824,679	3,964,295	4,171,230	206,935	4,205,767	34,537
USES - PROJECT EXPENDITURES						
Facilities Maintenance	150,000	218,400	226,400	8,000	166,000	(60,400)
Capital Renewal	0	250,000	150,000	(100,000)	120,000	(30,000)
Capital Projects	0	0	0	0	150,000	150,000
Uses - Project Expenditures Total	150,000	468,400	376,400	(92,000)	436,000	59,600
USES BY PROGRAM RECAP						
Academy Of Sciences	3,974,679	4,432,695	4,547,630	114,935	4,641,767	94,137
Uses by Program Recap Total	3,974,679	4,432,695	4,547,630	114,935	4,641,767	94,137

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ACADEMY OF SCIENCES					
Ensure that visitors receive an excellent guest experience					
Number of exhibit days	363	363	363	363	363
Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better	88%	90%	90%	90%	90%
City cost per visitor	n/a	\$2.01	\$3.07	\$3.09	\$3.02
Reach and engage a broad range of local, national, and international visitors.					
Number of visitors (adults & children)	1,474,878	1,425,000	1,362,875	1,425,000	1,390,470
Ensure a safe and sustainable institution for the public visitors, the living collections and the aquarium staff					
Recycling rate of Academy waste	81%	75%	80%	75%	75%

ADULT PROBATION

The San Francisco Adult Probation Department (ADP) is an integral partner in the City's criminal justice system and contributes to public safety through its court services, evidence-based supervision, and treatment referral functions. ADP supervises approximately 5,000 adult probationers, and 500 mandatory supervision and post-release community supervision clients on court-ordered supervision and diversion programs.

SERVICES

The Adult Probation Department provides services through the following divisions:

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

COMMUNITY SERVICES SUPERVISION provides supervision services, wrap-around care and treatment services to clients to promote their success and ensure accountability for their compliance with the probation terms and conditions established by the courts. Specialized Intensive Services Units closely monitor high-risk probationers who have committed gang, sex, drug, or domestic violence offenses.

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

REENTRY coordinates a seamless continuum of care and support to probationers to increase successful outcomes, and to reduce recidivism and victimization.

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

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

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	23,260,988	26,608,644	31,074,632	4,465,988	33,445,059	2,370,427
Total FTE	138	140	145	5	148	3

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$31.1 million for the Adult Probation Department is \$4.5 million, or 16.8 percent, larger than the FY 2013-14 budget of \$26.6 million. A large portion of this increase is due to increase in State funding via grant awards, annualization of positions approved from the prior year, and an increase in salary and fringe benefits costs.

The FY 2014-15 proposed budget of \$33.4 million for the Adult Probation Department is \$2.4 million, or 7.6 percent, larger than the FY 2014-15 proposed budget of \$31.1 million. A large portion of this increase is due to increases in state funding, annualization of FY 2014-15 proposed positions, and an increase in salary and fringe benefits costs.

Using Data to Improve Services

The Adult Probation Department is collecting, reporting, and analyzing data to improve the effectiveness of its supervision and reentry services. The Department produces organizational performance reports and has developed quality assurance reports through its new case management system. Over the next two fiscal years, the Department will improve service evaluation, focusing on ensuring clients permanently stay out of the criminal justice system. The Department reports monthly on reentry services, treatment, and housing referrals, and will expand these reports to inform decisions related to current and projected service level needs.

State Public Safety Realignment

Assembly Bill (AB) 109 State Public Safety Realignment was implemented in October 2011 as an initiative to reduce prison costs by releasing non-serious, non-violent, non-sex offenders back to their County of origin while allocating resources directly to the County responsible for public safety. The Department has experienced an incremental increase in caseload from the addition of

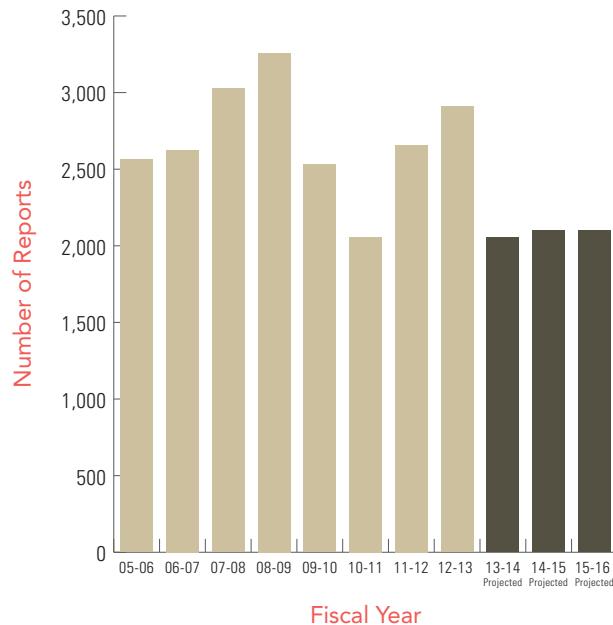
the post-release community supervision population. The Department has established a Post-Release Community Supervision Division and a Pre-Release Team that provides intensive supervision of the post-release community supervision population. The Pre-Release Team is responsible for coordinating the release of inmates from the county jail or State prison to County Community Supervision, administering a risk and needs assessment, and reviewing special conditions with clients prior to their release to community supervision in order to address individual needs and improve outcomes.

Assisting Reintegration & Reducing Recidivism

The Community Assessment & Services Center (CASC) is a new hub for clients under the Department's supervision. The CASC model tightly aligns law enforcement and support services into an approach focused on accountability, responsibility and opportunities for long-term change. The CASC provides counseling services, cognitive behavioral counseling, and vocational, educational and parenting classes, among others. The CASC which opened in June 2013, protects public safety, reduces victimization, maximizes taxpayer dollars, and contributes to San Francisco's community vitality. The CASC currently operates five days a week, and with additional funding dedicated in FY 2015-16, the CASC will expand its operations to seven days a week to better serve the clients of APD and to further reduce recidivism and increase positive outcomes for ex-offenders.

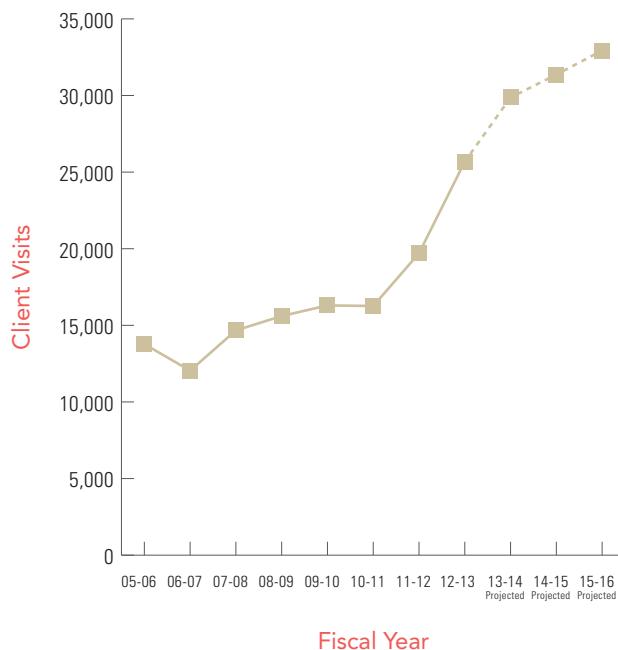
The Reentry Pod is a joint effort between Adult Probation and the Sheriff to serve individuals who will be released into AB 109 community supervision upon completion of their in-custody sentence. Located in County Jail #2, this effort joins pre and post-release programs in order to reduce recidivism and successfully reenter offenders into the community. The Reentry Pod can host up to 56 state inmates for up to 60 days prior to their release.

SUPPLEMENTAL REPORTS SUBMITTED TO THE SUPERIOR COURT



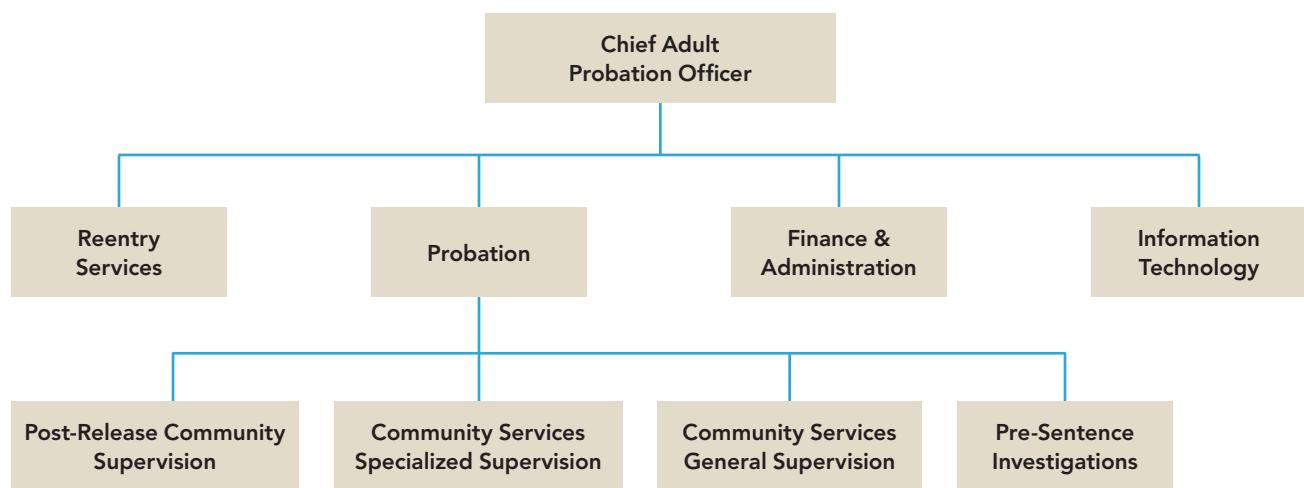
A supplemental report is submitted to the Courts when someone under supervision violates the terms of his or her supervision. Due to improved case management techniques, implementation of Evidence-Based Supervision Practices, Motivational Interviewing and Individual Treatment Rehabilitation Plans, the Department has reduced recidivism, resulting in decreased supplemental reports.

CLIENT VISITS TO ADULT PROBATION OFFICE



The increase in client visits is attributed to increased services to clients; improved case management techniques and the implementation of Evidence-Based Supervision Practices; and caseload growth as a result of Public Safety Realignment.

ADULT PROBATION



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	138.35	139.56	145.15	5.59	148.05	2.90
Non-operating Positions (cap/other)	(0.25)	0.00	0.00	0.00	0.00	0.00
Net Operating Positions	138.10	139.56	145.15	5.59	148.05	2.90
SOURCES						
Intergovernmental Revenue - Federal	1,419,155	139,945	231,359	91,414	231,359	0
Intergovernmental Revenue - State	10,200,225	10,720,585	13,272,168	2,551,583	15,122,168	1,850,000
Charges for Services	461,745	267,000	420,000	153,000	420,000	0
Other Revenues	41,470	632,779	0	(632,779)	0	0
Expenditure Recovery	121,123	120,088	0	(120,088)	0	0
Use of / (Deposit to) Fund Balance	(610,895)	0	0	0	0	0
General Fund Support	11,628,165	14,728,247	17,151,105	2,422,858	17,671,532	520,427
Sources Total	23,260,988	26,608,644	31,074,632	4,465,988	33,445,059	2,370,427
USES - OPERATING EXPENDITURES						
Salaries & Wages	11,694,884	12,683,538	13,666,496	982,958	14,377,495	710,999
Fringe Benefits	4,122,141	4,574,718	5,338,587	763,869	5,573,164	234,577
Professional & Contractual Services	3,729,550	3,598,651	5,247,482	1,648,831	6,439,154	1,191,672
Aid Assistance / Grants	0	1,136,646	2,092,075	955,429	2,092,075	0
Materials & Supplies	259,369	302,815	362,815	60,000	612,815	250,000
Equipment	41,674	82,134	101,722	19,588	79,205	(22,517)
Services of Other Departments	3,413,370	4,230,142	4,265,455	35,313	4,271,151	5,696
Uses - Operating Expenditures Total	23,260,988	26,608,644	31,074,632	4,465,988	33,445,059	2,370,427
USES BY PROGRAM RECAP						
Administration - Adult Probation	3,884,797	4,253,046	4,936,328	683,282	4,873,086	(63,242)
Community Services	8,901,529	9,204,620	12,044,903	2,840,283	12,778,071	733,168
One Stop Re Entry Services	567,261	1,450,611	1,616,507	165,896	1,627,162	10,655
Pre - Sentencing Investigation	2,884,112	2,954,571	3,171,300	216,729	3,307,548	136,248
Realignment Services-Post Release Comm.	5,809,018	8,745,796	9,205,594	459,798	10,759,192	1,553,598
Work Orders & Grants	1,214,271	0	100,000	100,000	100,000	0
Uses by Program Recap Total	23,260,988	26,608,644	31,074,632	4,465,988	33,445,059	2,370,427

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ADMINISTRATION - ADULT PROBATION					
Maximize staff effectiveness					
Probationers, PRCS, Mandatory Supervision clients per Probation Officer	81	50	75	50	50
COMMUNITY SERVICES					
Provide protection to the community through supervision and provision of appropriate services to adult probationers					
Number of site visits made to batterer treatment programs	66	60	60	60	60
Number of community meetings attended by probation staff	333	200	256	200	200
Number of cases successfully terminated	1,309	900	1,600	1,100	1,100
Number of visits by probationers and victims to the Department for services	25,379	20,000	30,570	20,000	20,000
POST RELEASE COMMUNITY SUPERVISION					
Provide protection to the community through supervision and provision of appropriate services to adult probationers					
Percent of individuals who have been on PRCS for at least twelve months that have successfully completed PRCS.	42%	75%	50%	75%	75%
Percent of individuals completing Mandatory Supervision who complete successfully.	82%	90%	70%	85%	85%
PRE-SENTENCING INVESTIGATION					
Provide timely reports to guide the courts with rendering appropriate sentencing decisions					
Percentage of reports submitted to the Court two days prior to sentencing as per agreement with the Courts	97%	100%	100%	100%	100%
Percentage of identifiable victims for whom notification was attempted prior to the sentencing of the defendant	100%	100%	100%	100%	100%
Number of COMPAS risk/needs assessments and reassessments conducted	2,365	1,500	2,000	1,500	1,500

AIRPORT

The San Francisco International Airport (SFO or “the Airport”) strives to be an exceptional airport in service to its communities. SFO is the Bay Area’s largest airport, offering non-stop links to more than 34 international destinations on 30 international carriers as well as non-stop connections to more than 78 cities in the U.S. on 15 domestic airlines.

SERVICES

The Airport provides services through the following divisions:

ADMINISTRATION AND POLICY creates and enhances partnerships within the City and with the Airport’s neighbors; recruits and maintains a competent workforce; develops SFO’s federal and state policy agenda; develops environmental sustainability plans and coordinates sustainability efforts throughout the Airport.

BUSINESS AND FINANCE ensures that Airport property and facilities achieve cost-efficiency; provides the proper environment for existing and new businesses; develops and implements innovative fiscal policies and solutions; manages the Airport’s financial performance and oversees medical services at the Airport.

CHIEF OPERATING OFFICER provides executive oversight to Design and Construction, Operations and Security, Maintenance, Planning, Information Technology and Telecommunications, Safety and Strategic Programs, and the Museums program to ensure the delivery of safe, secure, and efficient services to the traveling public. This division also works with the Director and Executive Committee in developing Airport-wide policy, vision, and strategy.

COMMUNICATIONS AND MARKETING provides timely and accurate information regarding the Airport to the

public, media, airlines, and neighboring communities; markets opportunities for new or expanded airline services and on-site parking and concessions to increase Airport revenue; and oversees customer service programs.

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

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

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

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

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

For more information, call (650) 821-5042 or 311; or visit www.flysfo.com

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	930,184,262	868,059,481	958,827,495	90,768,014	924,490,223	(33,337,272)
Total FTE	1,443	1,460	1,479	19	1,507	28

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$958.8 million is \$90.7 million, or 10.5 percent, higher than the FY 2013-14 budget of \$868.1 million. A significant portion of this increase is due to the appropriation of prior year Other Post-Employment Benefits (OPEB) contributions, proposed new positions, and cost increases for operating the AirTrain. In addition, debt service expenses are higher as a result of increased project requirements and scheduled increases for previously issued bonds. The budget includes a \$38.4 million annual service payment to the City's General Fund.

The FY 2015-16 proposed budget of \$924.5 million for the Airport is \$34.3 million, or 3.6 percent, lower than the FY 2014-15 proposed budget of \$958.8 million. A significant portion of this decrease is due to the expiration of one-time expenditures such as OPEB contributions and the completion of capital projects. The overall decrease is partially offset by increased debt service payments. The budget includes a \$39.6 million annual service payment to the City's General Fund.

Supporting Tourism and Trade

The Airport forecasts that enplanements (the number of passengers boarding a plane) will reach 23.1 million in FY 2014-15, a 2.0 percent increase from FY 2013-14. While the Airport has experienced dramatic growth in domestic traffic over the last several fiscal years, this growth is expected to moderate over the next few years. Internationally, the Airport has added service, including: a United Airlines flight to Taipei, new seasonal service by Aer Lingus to Dublin, and additional flights to Asia and Europe from current air carriers. By attracting new and expanded airline service, the Airport supports tourism and international trade, while promoting lower airfares. The Airport projects that expanding international traffic will be the source of its long-term growth.

Investing in Capital, Creating Jobs

The Airport's \$4.4 billion ten-year Capital Improvement Plan (CIP) will support the local economy and businesses by investing in Airport infrastructure. Highlights of the CIP include \$3.2 billion in investments in terminal improvements, including the renovation of Boarding Area B in Terminal 1 and Boarding Area F in Terminal 3; \$433.1 million in groundside improvements, including a second long-term parking garage; and an extension of the AirTrain System to the long-term parking garages; \$339.9 million on the airfield for runway and taxiway improvements as well

as runway safety areas; \$291.5 million for airport support projects, such as a new air traffic control tower and other airport support facilities; and \$163.2 million for utility infrastructure.

Providing Local Business Opportunities and Revenue

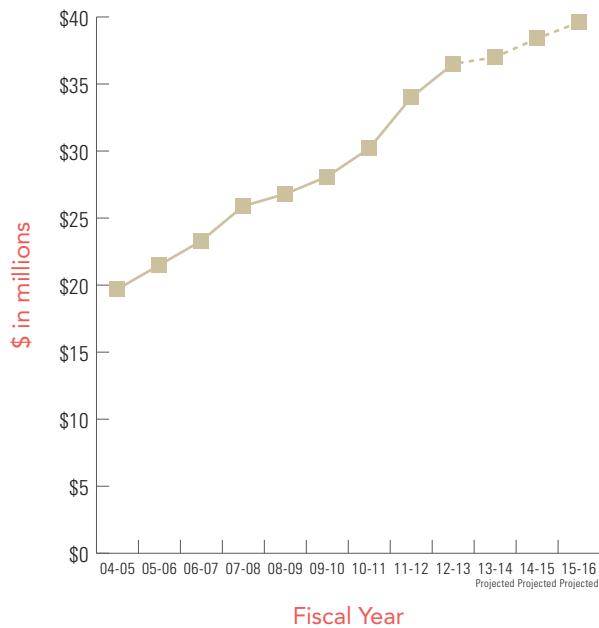
The Airport's concession program continues to perform well. The concessions include high-end retailers, numerous restaurants, and vendors offering a broad range of services. With the terminal improvements and focus on passenger experience, SFO continues to be one of the top performing airports for retail, food, and beverage concessions. Terminal 2, which opened in 2011, sets a new standard for concessions quality. With nearly two thirds of concessionaires locally-owned, the new terminal offers not only a unique experience, but also provides valuable opportunities and exposure for local businesses. The Airport plans to engage with more local businesses when leasing up soon-to-be-renovated areas of Terminals 1 and 3.

In 2013, Airports Council International-North America (ACI-NA) honored the Airport with the Richard A. Griesbach Award of Excellence. SFO's concession program was identified as capturing "the spirit of the city, with an emphasis on fresh and sophisticated retail and local, sustainable dining options."

Continued Excellence in Passenger Experience and Rankings

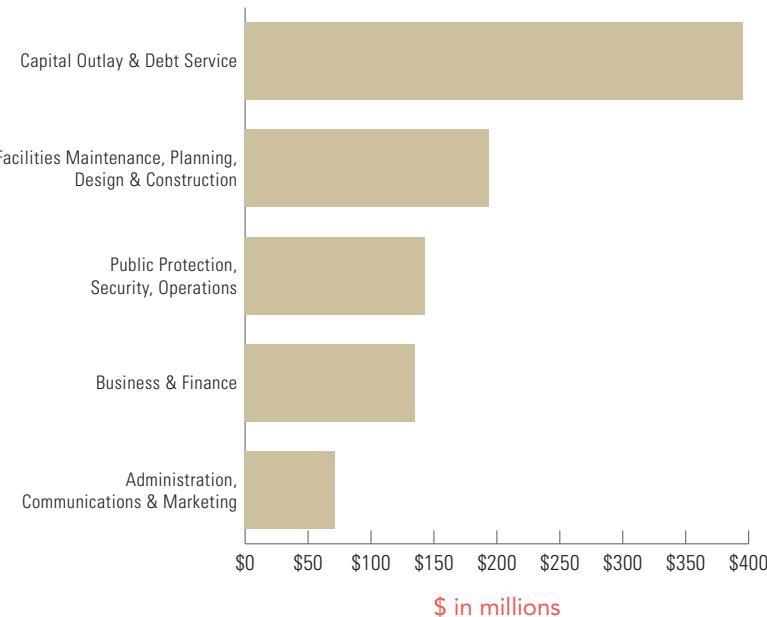
The Airport successfully engages the entire Airport community to reach service excellence. The Airport strives to have the highest ratings of customer satisfaction among international gateway airports in the United States as measured by the Airport Service Quality global survey and benchmarking program. Airport satisfaction is increasing on a quarter-by-quarter basis in many key performance areas such as cleanliness, ambiance, and courtesy of staff. Satisfaction scores for Terminal 2 place it among the most elite in the world, "with the highest 'Airport Ambiance' score in North America". Terminal 2's cleanliness score ranks 31st of nearly 250 airports worldwide and fourth in North America. In 2014, SkyTrax ranked the Airport third in the world in the 40-50 million passenger class. The Airport leads many comparable airports in measurements such as Wi-Fi service, wayfinding, and access to the airport.

ANNUAL SERVICE PAYMENT TO GENERAL FUND



The Airport's Annual Service Payment (ASP) provision allocates 15 percent of the Airport's concession revenues to the City. The growth of the ASP reflects growing passenger traffic at SFO.

FY 2014-15 USES BY SERVICE AREA



\$142 million (15 percent) of the Airport's operating budget is dedicated to ensuring a safe and smooth experience for travelers (public protection, security, and operations service area).

AIRPORT



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	1,570.98	1,603.53	1,646.92	43.39	1,690.72	43.80
Non-operating Positions (cap/other)	(127.62)	(143.63)	(168.02)	(24.39)	(184.01)	(15.99)
Net Operating Positions	1,443.36	1,459.90	1,478.90	19.00	1,506.71	27.81
SOURCES						
Licenses & Fines	143,207	173,000	180,000	7,000	181,000	1,000
Use of Money or Property	270,529,389	264,141,900	282,244,000	18,102,100	292,583,000	10,339,000
Intergovernmental Revenue - Federal	65,609,636	71,741,491	22,250,000	(49,491,491)	22,250,000	0
Intergovernmental Revenue - State	12,737	15,000	20,000	5,000	20,000	0
Charges for Services	532,780,551	548,452,000	608,434,000	59,982,000	605,360,000	(3,074,000)
Other Revenues	202,555,349	38,472,000	37,789,000	(683,000)	38,714,000	925,000
Transfers In	61,983,517	107,523,169	170,770,760	63,247,591	112,823,766	(57,946,994)
Expenditure Recovery	51,312	8,650,712	8,536,883	(113,829)	9,347,042	810,159
Transfer Adjustments-Sources	(61,983,517)	(178,654,064)	(242,878,166)	(64,224,102)	(185,052,845)	57,825,321
Use of / (Deposit to) Fund Balance	(141,497,952)	7,544,273	71,481,018	63,936,745	28,264,260	(43,216,758)
Sources Total	930,184,229	868,059,481	958,827,495	90,768,014	924,490,223	(34,337,272)
USES - OPERATING EXPENDITURES						
Salaries & Wages	110,931,527	128,320,148	135,458,956	7,138,808	143,230,936	7,771,980
Fringe Benefits	54,876,596	75,149,032	112,397,802	37,248,770	86,130,281	(26,267,521)
Overhead	1,736,713	2,588,499	1,715,000	(873,499)	1,715,000	0
Professional & Contractual Services	90,765,107	99,570,646	101,681,083	2,110,437	106,637,287	4,956,204
Materials & Supplies	14,480,044	15,195,354	17,318,880	2,123,526	17,362,146	43,266
Equipment	2,680,551	1,624,825	2,872,576	1,247,751	1,989,239	(883,337)
Debt Service	345,155,239	364,166,429	390,477,686	26,311,257	424,391,269	33,913,583
Services of Other Departments	50,301,754	59,722,359	63,191,687	3,469,328	64,971,352	1,779,665
Transfers Out	107,978,820	144,505,867	209,202,473	64,696,606	152,433,479	(56,768,994)
Transfer Adjustments-Uses	(61,983,517)	(107,523,169)	(170,770,760)	(63,247,591)	(112,823,766)	57,946,994
Uses - Operating Expenditures Total	716,922,834	783,319,990	863,545,383	80,225,393	886,037,223	22,491,840
USES - PROJECT EXPENDITURES						
Facilities Maintenance	7,237,695	9,310,000	11,403,000	2,093,000	12,084,000	681,000
Capital Projects	206,023,700	75,429,491	83,879,112	8,449,621	26,369,000	(57,510,112)
Uses - Project Expenditures Total	213,261,395	84,739,491	95,282,112	10,542,621	38,453,000	(56,829,112)
USES BY PROGRAM RECAP						
Administration	21,339,016	24,148,651	27,293,900	3,145,249	28,213,969	920,069
Airport Director	8,165,544	9,902,222	8,242,210	(1,660,012)	8,508,183	265,973
Bureau Of Design And Construction	6,390,281	14,483,588	14,258,570	(225,018)	15,268,515	1,009,945
Business & Finance	430,566,399	466,648,988	526,880,180	60,231,192	537,403,628	10,523,448
Capital Projects And Grants	0	76,229,491	84,629,112	8,399,621	27,119,000	(57,510,112)
Chief Operating Officer	20,992,658	25,167,124	27,789,962	2,622,838	31,953,313	4,163,351
Communications & Marketing	6,882,559	8,542,832	8,905,981	363,149	9,255,635	349,654
Continuing Projects, Maint And Renewal	49,104	9,310,000	11,403,000	2,093,000	12,084,000	681,000
Departmental Fund Transfer	9,500,000	0	0	0	0	0
Facilities	150,227,657	161,995,783	173,404,290	11,408,507	177,518,663	4,114,373
Facilities Maintenance,Construction	213,261,395	0	0	0	0	0
Fire Airport Bureau Non-Personnel Cost	591,098	872,574	904,146	31,572	676,573	(227,573)
Operations And Security	56,128,277	63,690,607	66,772,524	3,081,917	68,627,761	1,855,237
Planning Division	3,219,347	3,858,567	4,763,531	904,964	4,317,291	(446,240)
Police Airport Bureau Non-Personnel Cost	2,870,894	3,209,054	3,580,089	371,035	3,543,692	(36,397)
Uses by Program Recap Total	930,184,229	868,059,481	958,827,495	90,768,014	924,490,223	(34,337,272)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ADMINISTRATION, BUSINESS					
Contribute to the strength of the local economy					
Amount of annual service payment to the City's General Fund, in millions	\$36.5	\$36.9	\$37.0	\$38.1	\$39.0
Percent change in domestic air passenger volume	4.2%	1.2%	1.5%	1.6%	1.7%
Percent change in international air passenger volume	3.2%	2.9%	3.5%	2.6%	2.7%
Control airline cost per enplaned passenger					
Airline cost per enplaned passenger (in constant 2008 dollars)	\$13.86	\$14.22	\$14.36	\$14.62	\$15.10
SAFETY & SECURITY					
Provide accessible and convenient facilities and superior customer service					
Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	4.0	4.1	4.0	4.1	4.1
Average immigration and customs wait times as a percent of the average of comparable airports	112%	117%	125%	115%	110%

ARTS COMMISSION

The San Francisco Arts Commission (ART) strives to ensure that all San Francisco residents have equal access to arts experiences in all disciplines, that programs are provided comprehensively and evenly throughout the City, and that these programs are innovative and of the highest quality. ART endeavors to achieve these goals through investing in a vibrant art community, enlivening the urban environment, and shaping innovative cultural policy.

SERVICES

The Arts Commission provides services through the following program areas:

Community Investment

COMMUNITY ARTS AND EDUCATION promotes community revitalization through the arts in economically disadvantaged and undeserved areas via six community cultural centers and the Arts Education Program.

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

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

Urban Environment

PUBLIC ART PROGRAM commissions new art for the City and is funded with 2.0 percent of the gross construction cost of City capital improvement projects, as mandated by the City's Art Enrichment Ordinance.

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

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

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

For more information, call (415) 252-2590 or 311; or visit www.sfartscommission.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	11,685,571	14,150,397	13,865,924	(284,473)	12,705,803	(1,160,121)
Total FTE	27	28	29	1	29	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014–15 proposed budget of \$13.9 million for the Arts Commission (ART) is \$0.3 million, or 2.0 percent, lower than the FY 2013–14 budget of \$14.2 million. A significant portion of this decrease is due to the expiration of one-time capital funding in FY 2013–14.

The FY 2015–16 proposed budget of \$12.7 million for the Arts Commission is \$1.2 million, or 8.4 percent, lower than the FY 2014–15 budget of \$13.9 million. A significant portion of this decrease is due to the expiration of one-time furniture, fixtures, and equipment expenditures in the previous year related to the Department’s move to the War Memorial Veterans Building.

Re-aligning Grantmaking Strategies

In the next two fiscal years, the Arts Commission will review and evaluate the agency’s grantmaking strategy, focusing on how to best align grantmaking with the agency’s vision, mission, and values, most effectively provide technical assistance, and achieve grant outcomes. With the help of a grant-funded fellow, ART will track the demographic profile of artists and organizations reached, helping to fulfill its mission to provide access to art for all.

Moving to the War Memorial Veterans Building

Arts Commission staff and Commissioners will move into the newly-renovated War Memorial Veterans Building in July 2015. The Department will occupy space on three

floors of the building, with administrative offices on the third floor, storage space for the civic art collection in the basement, and public meeting space and an expanded gallery on the first floor.

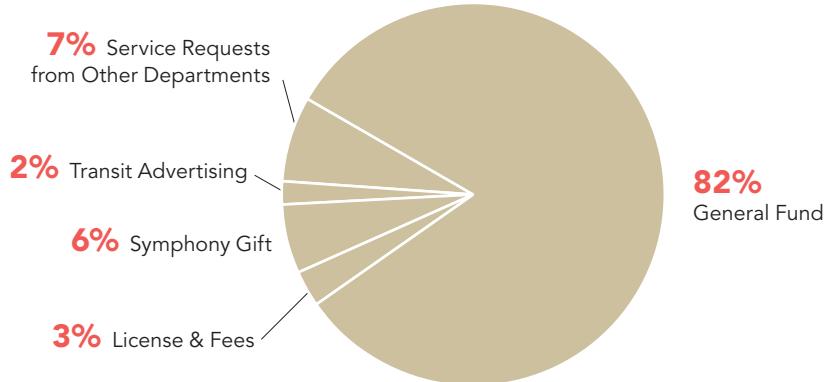
Preserving the Civic Art Collection

The Arts Commission will complete an inventory of the civic art collection in July 2014, after which staff and Commissioners will evaluate the significance and condition of the collection and apply appropriate collections management strategies in order to preserve and protect the civic art collection for future generations. The FY 2014–15 and 2015–16 budget includes funding to develop a five-year plan for the care of the collection, including projected cost estimates and potential revenue sources. The two-year budget also includes funding for a number of important assessment, conservation, and restoration projects.

Investing in our Cultural Centers

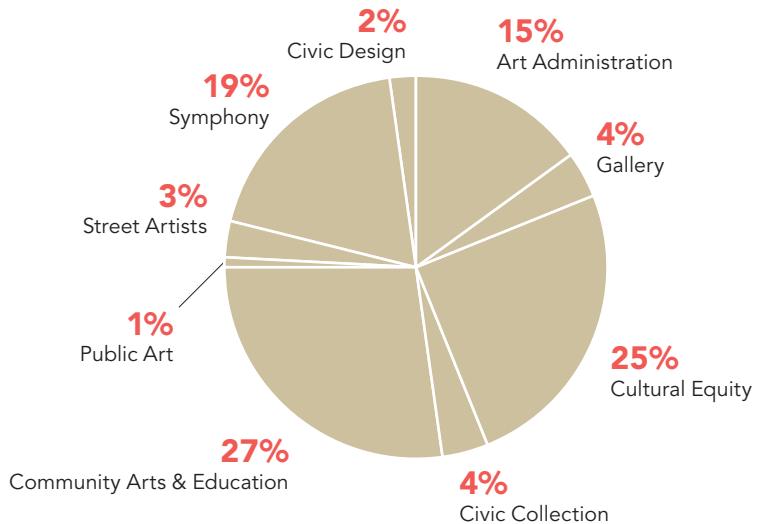
The Arts Commission supports community-based Cultural Centers which provide cultural and arts programming accessible to all San Franciscans. Over the next two fiscal years, the City will invest over \$1.1 million in facilities maintenance and capital improvements of these Cultural Centers to ensure that they continue to be spaces for all residents to appreciate and engage with art in their communities.

FY 2014-15 DEPARTMENT SOURCES



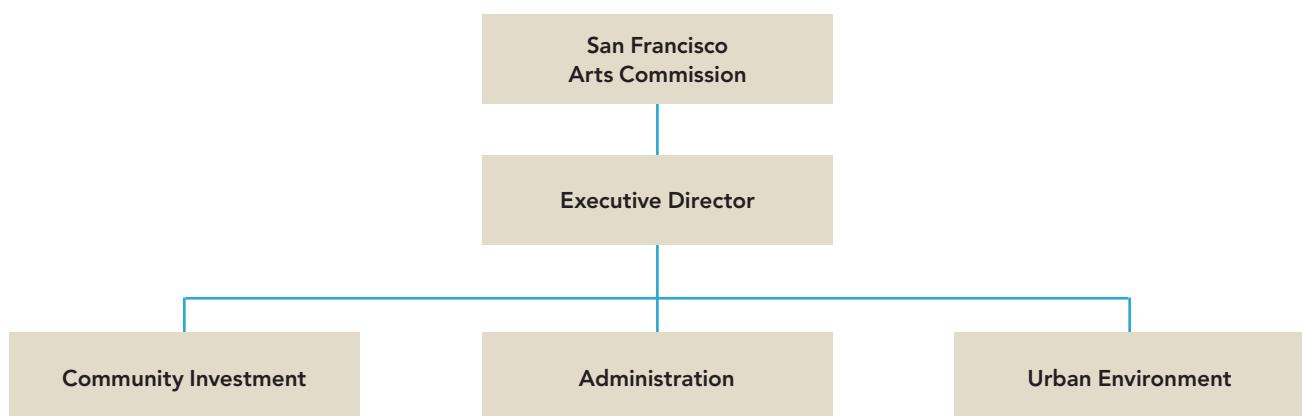
82 percent of the Department's funding comes from the General Fund.

FY 2014-15 DEPARTMENT USES



The Cultural Equity grant program and Community Arts & Education program comprise 52 percent of the Department's total budget.

ARTS COMMISSION



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	34.07	34.63	35.36	0.73	35.61	0.25
Non-operating Positions (cap/other)	(7.20)	(6.20)	(6.47)	(0.27)	(6.70)	(0.23)
Net Operating Positions	26.87	28.43	28.89	0.46	28.91	0.02
SOURCES						
Local Taxes	3,232,000	0	0	0	0	0
Licenses & Fines	259,199	312,033	334,685	22,652	343,604	8,919
Intergovernmental Revenue - Other	0	60,000	60,000	0	60,000	0
Charges for Services	1,936,690	1,202,847	1,217,756	14,909	1,224,295	6,539
Other Revenues	114,842	20,000	20,000	0	20,000	0
Transfers In	557,500	3,611,916	3,661,676	49,760	3,661,676	0
Expenditure Recovery	1,595,292	902,254	915,254	13,000	915,254	0
Use of / (Deposit to) Fund Balance	(303,153)	0	0	0	0	0
General Fund Support	4,293,201	8,041,347	7,656,553	(384,794)	6,480,974	(1,175,579)
Sources Total	11,685,571	14,150,397	13,865,924	(284,473)	12,705,803	(1,160,121)
USES - OPERATING EXPENDITURES						
Salaries & Wages	2,046,355	2,368,229	2,524,987	156,758	2,613,862	88,875
Fringe Benefits	850,080	1,106,609	1,190,640	84,031	1,160,061	(30,579)
Overhead	356,761	(354,160)	(358,026)	(3,866)	(378,476)	(20,450)
Professional & Contractual Services	3,885,445	3,058,643	3,238,349	179,706	3,273,296	34,947
Aid Assistance / Grants	3,480,656	4,321,389	4,494,212	172,823	4,384,212	(110,000)
Materials & Supplies	45,658	31,158	1,030,110	998,952	30,110	(1,000,000)
Services of Other Departments	435,040	507,524	552,152	44,628	567,988	15,836
Uses - Operating Expenditures Total	11,099,995	11,039,392	12,672,424	1,633,032	11,651,053	(1,021,371)
USES - PROJECT EXPENDITURES						
Facilities Maintenance	354,968	185,000	194,000	9,000	203,700	9,700
Capital Renewal	0	1,106,005	819,500	(286,505)	663,050	(156,450)
Capital Projects	230,608	1,820,000	180,000	(1,640,000)	188,000	8,000
Uses - Project Expenditures Total	585,576	3,111,005	1,193,500	(1,917,505)	1,054,750	(138,750)
USES BY PROGRAM RECAP						
Art Commission-Administration	1,677,019	1,380,723	1,767,791	387,068	791,572	(976,219)
Civic Collection	297,008	582,766	968,177	385,411	955,422	(12,755)
Civic Design	103,605	186,410	194,595	8,185	198,918	4,323
Community Arts & Education	813,779	0	0	0	0	0
Community Arts & Education-General Admin	2,702,302	5,445,656	4,131,975	(1,313,681)	3,808,259	(323,716)
Cultural Equity	2,010,525	2,838,245	2,914,296	76,051	2,920,142	5,846
Educational Programs	543,700	595,317	602,041	6,724	604,257	2,216
Gallery	305,770	482,284	504,462	22,178	515,727	11,265
Grants For The Arts	9,200	0	0	0	0	0
Municipal Symphony Concerts	2,045,779	2,139,061	2,260,000	120,939	2,380,000	120,000
Public Art	881,756	129,586	129,586	0	129,586	0
Street Artists	295,128	370,349	393,001	22,652	401,920	8,919
Uses by Program Recap Total	11,685,571	14,150,397	13,865,924	(284,473)	12,705,803	(1,160,121)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
CIVIC COLLECTION					
Maintain the City's Civic Art Collection					
Number of major restorations of artwork in the Civic Art Collection	5	4	4	4	5
CIVIC DESIGN					
Ensure the quality of the built environment by providing design review of all City Building Projects.					
Number of public building projects reviewed by the Civic Design Review Committee	50	50	50	50	50
COMMUNITY ARTS & EDUCATION					
Provide access to the arts in all communities by providing creative writing classes to low income, immigrant & incarcerated youth.					
Number of youth participating in WritersCorps	1,107	800	800	800	800
CULTURAL EQUITY					
Provide financial support to cultural organizations to ensure all cultures of City are represented					
Number of grants awarded by the Commission in 5 core grant categories	94	100	100	100	100
STREET ARTISTS					
Assist artists in supporting themselves through selling their work					
Number of new licenses issued	176	179	122	179	183

ASIAN ART MUSEUM

The Asian Art Museum (AAM) houses and provides care, maintenance, security, and display of the City's collection of over 18,000 Asian art pieces; generates and hosts special exhibitions of Asian art from around the world; and produces educational and outreach programs to inform a broad, diverse public about Asian art and culture.

SERVICES

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

COLLECTION & SPECIAL EXHIBITIONS showcase the Asian Art Museum as a cultural touchstone for visitors. Since its 2003 move to Civic Center, the AAM has welcomed more than 3 million visitors, including 220,000 students in school groups.

To make the museum more accessible to San Francisco and Bay Area residents, the AAM offers free admission to museum members, children 12 and under, and members of the US Armed Forces. Additionally, free general admission is offered to all visitors on the first Sunday of each month and during select heritage celebration days, (special exhibition surcharges sometimes apply.) The AAM also offers seniors, youths aged 13 to 17, and Thursday evening visitors discounted admission into the museum.

EDUCATIONAL AND OUTREACH PROGRAMMING

is designed for a global audience of Bay Area residents, students, and domestic and international tourists. These programs utilize that vast collection to foster knowledge and appreciation for Asian art. In FY 2014-15, the museum will welcome 25,000 to 30,000 students on school visits. These visits are free to school students who learn through docent tours and storytelling sessions. For a third year, the AAM also intends to serve as the venue for the annual San Francisco Unified School District's (SFUSD) Art Festival. Student art work is displayed in the museum and SFUSD students and their families are invited to visit the museum for free over the course of the 9-day festival.

For more information, call (415) 581-3500 or call 311; or visit www.asianart.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	8,048,631	8,744,439	9,456,379	711,940	9,430,353	(26,026)
Total FTE	58	58	58	0	58	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$9.5 million for the Asian Art Museum is \$0.7 million, or 8.1 percent, higher than the FY 2013-14 budget. This is largely due to increases in salary and fringe benefits costs.

The Fiscal Year (FY) 2015-16 proposed budget of \$9.4 million for the Asian Art Museum is roughly the same as the proposed FY 2014-15 budget.

The Department's budget represents a unique private-public partnership: AAM receives funding from the City's General Fund to cover approximately one-third of its budget, and the remaining two-thirds are funded through the Asian Art Museum Foundation (the Foundation), the museum's non-profit supporting arm. The City and County of San Francisco owns the majority of the Asian Art Museum's art collection as well as the museum facility itself.

Featured Programming

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

ENTER THE MANDALA: COSMIC CENTERS AND MENTAL MAPS OF HIMALAYAN BUDDHISM

March 14–October 26, 2014

Enter the Mandala explores the physical and symbolic geography of the mandala, a geometric map of Himalayan Buddhist visionary worlds. In this exhibition, Tibetan masterpieces transform one of the museum's galleries into a three-dimensional architectural mandala. In this way, visitors can literally "enter the mandala," exploring dimensions of the cosmos—and perhaps themselves—that might otherwise remain invisible.

GORGEOUS

June 20–September 14, 2014

Gorgeous presents masterpieces from the Asian Art Museum and SFMOMA in provocative ways and stimulating new contexts to encourage viewers to ask the

question "What is gorgeous?" The very idea of gorgeous, and whether it is valuable, has always been debated. This exhibition explores the extremes and ambiguities of what we might consider gorgeous, from luxurious ornamentation to austere simplicity; kitsch and camp; the body as a source of visual pleasure; compelling images of disturbing—or even ugly—subjects; and gorgeousness as feelings or ideas separate from physical form.

ROADS OF ARABIA: ARCHAEOLOGY AND HISTORY OF THE KINGDOM OF SAUDI ARABIA

October 24, 2014–January 18, 2015

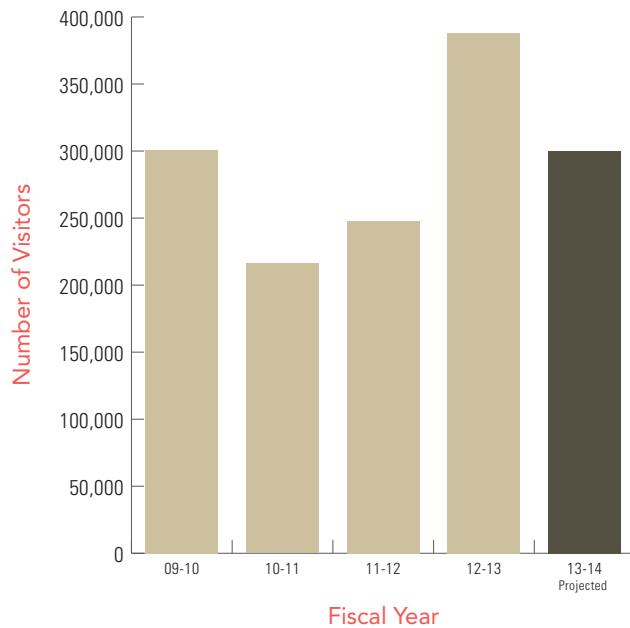
An eye-opening look at the largely unknown ancient past of the Kingdom of Saudi Arabia, this exhibition draws on recently discovered archaeological material never before seen in the United States. *Roads of Arabia* features objects excavated from several sites throughout the Arabian Peninsula, tracing the impact of ancient trade routes and pilgrimage roads stretching from Yemen in the south to Iraq and Mediterranean cultures in the north. *Roads of Arabia: Archaeology and History of the Kingdom of Saudi Arabia* is organized by the Arthur M. Sackler Gallery, Smithsonian Institution, in association with the Saudi Commission for Tourism and Antiquities of the Kingdom of Saudi Arabia.

ASIAN ART MUSEUM COLLECTION GALLERIES

Ongoing

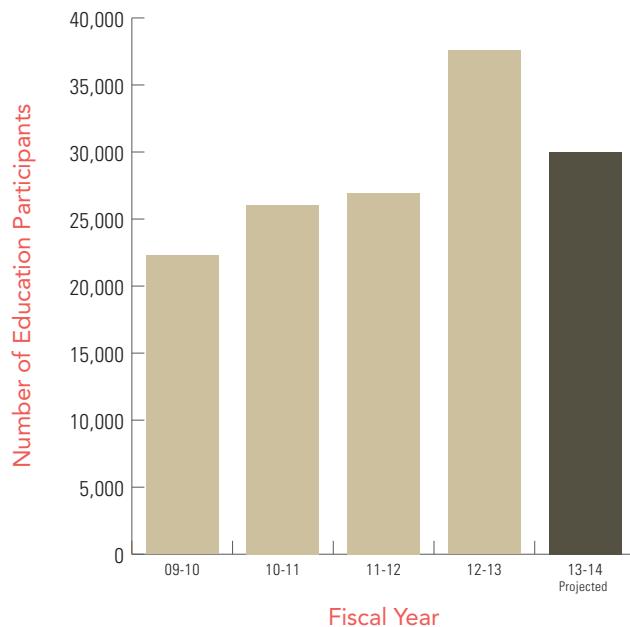
More than 2,500 extraordinary works from the Museum's renowned collection are displayed in the second- and third-floor galleries. Together, these works constitute a comprehensive introduction to the major cultures of Asia. Immense Indian stone sculptures, intricately carved Chinese jades, vibrant Korean paintings, mystical Tibetan thangkas (ritual paintings on cloth), serene Cambodian Buddhas, richly decorated Islamic manuscripts, and colorful Japanese kimonos are just a few of the treasures on view. Every six months, the museum refreshes dozens of artworks from each geographic region with new selections from storage, providing visitors a unique perspective on each visit.

TOTAL VISITORS



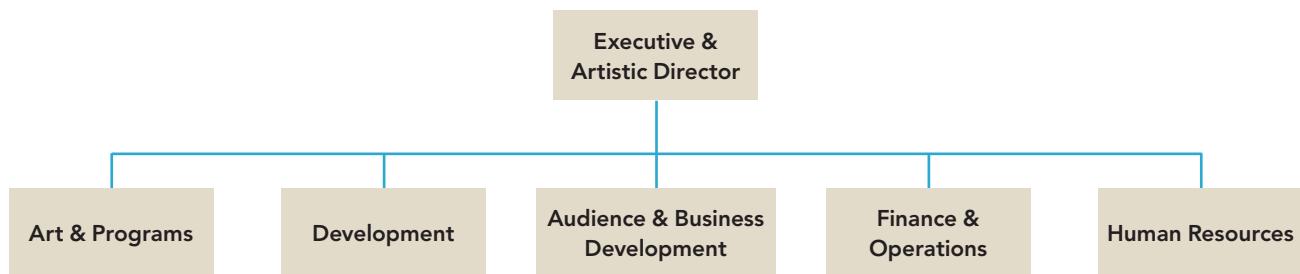
In FY 2012-13, the number of visitors to the museum exceeded prior years, partially due to the popularity of the Terra Cotta Warriors exhibit.

EDUCATION PROGRAM PARTICIPANTS



The Asian Art Museum provides educational programming to at least 20,000 K-12 students, teachers and their chaperones each year.

ASIAN ART MUSEUM



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	57.91	57.83	57.76	(0.07)	57.92	0.16
Net Operating Positions	57.91	57.83	57.76	(0.07)	57.92	0.16
SOURCES						
Local Taxes	2,229,000	0	0	0	0	0
Charges for Services	763,955	498,865	687,967	189,102	686,499	(1,468)
Use of / (Deposit to) Fund Balance	(192,090)	0	0	0	0	0
General Fund Support	5,247,766	8,245,574	8,768,412	522,838	8,743,854	(24,558)
Sources Total	8,048,631	8,744,439	9,456,379	711,940	9,430,353	(26,026)
USES - OPERATING EXPENDITURES						
Salaries & Wages	3,881,293	4,207,039	4,356,904	149,865	4,503,178	146,274
Fringe Benefits	1,627,430	1,849,458	1,940,169	90,711	1,887,276	(52,893)
Overhead	25,585	27,444	22,393	(5,051)	22,393	0
Professional & Contractual Services	1,460,780	1,372,122	1,553,719	181,597	1,553,719	0
Services of Other Departments	896,643	1,017,928	1,016,036	(1,892)	1,169,421	153,385
Budgetary Reserves	0	3,723	6,433	2,710	0	(6,433)
Uses - Operating Expenditures Total	7,891,731	8,477,714	8,895,654	417,940	9,135,987	240,333
USES - PROJECT EXPENDITURES						
Facilities Maintenance	156,900	220,725	228,725	8,000	240,161	11,436
Capital Renewal	0	46,000	332,000	286,000	54,205	(277,795)
Uses - Project Expenditures Total	156,900	266,725	560,725	294,000	294,366	(266,359)
USES BY PROGRAM RECAP						
Asian Arts Museum	8,048,631	8,744,439	9,456,379	711,940	9,430,353	(26,026)
Uses by Program Recap Total	8,048,631	8,744,439	9,456,379	711,940	9,430,353	(26,026)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ASIAN ART MUSEUM					
Increase museum membership					
Number of museum members	17,066	14,995	15,000	15,300	17,000
Increase number of museum visitors					
Number of museum visitors	318,914	220,000	300,000	225,050	362,600
Provide quality programs on Asian art and culture					
Number of education program participants	37,557	30,000	30,390	31,000	31,000
Number of public program participants	53,569	40,000	54,044	41,250	40,000

ASSESSOR-RECORDER

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

SERVICES

The Assessor-Recorder provides services through the following divisions:

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

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

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

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

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

PUBLIC SERVICES provides information to the public for all Assessor-Recorder functions. The Public Service division also provides translation services to customers and assists the public in accessing official City records.

For more information, call (415) 554-5596 or 311; or visit www.sfassessor.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	18,755,159	21,594,580	24,082,245	2,487,665	22,518,294	(1,563,951)
Total FTE	142	152	149	(3)	151	2

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$24.1 million for the Assessor is \$2.5 million, or 11.5 percent, higher than the FY 2013-14 budget of \$21.6 million. A significant portion of this increase is due to continuing a team dedicated to reducing the number of outstanding Assessment Appeals Board (AAB) cases. In addition, a portion of this increase is due to citywide increases in salary and fringe benefits costs.

The FY 2015-16 proposed budget of \$22.5 million for the Assessor is \$1.6 million, or 6.5 percent, lower than the FY 2014-15 budget of \$24.1 million. A significant portion of this decrease is due to projected reduction in new AAB cases.

Improving Business Processes and Services

The Assessor's Office continues to enhance many of its business processes, improve its service delivery, and increase efficiency by investing in information technology improvements. In FY 2013-14, the Assessor (ASR) launched electronic filing of annual Business Property Statements to make it more convenient for businesses to report taxable business property. The Department also expanded e-Recording to make the recording of official documents faster and more efficient for title companies and institutional lenders. Major IT initiatives planned for FY 2014-15 and FY 2015-16 include planning for the replacement of the City's property tax assessment system and continuing digitization efforts across all ASR business units.

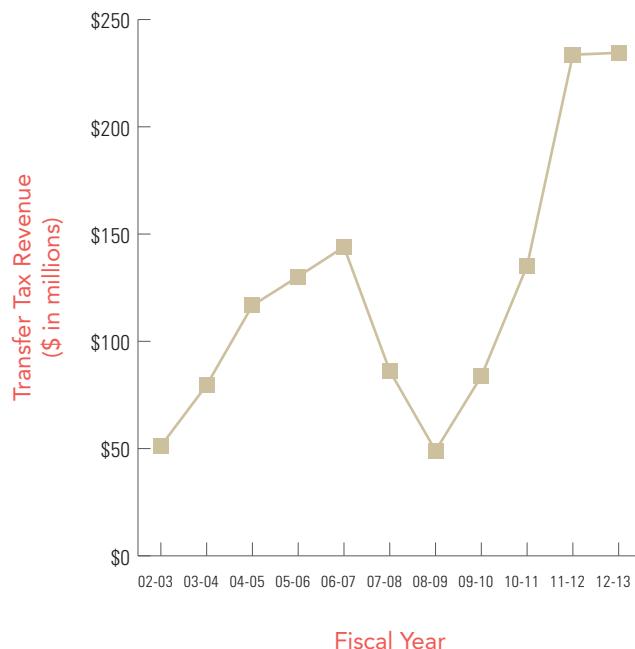
Reducing the Assessment Appeals Backlog

One of the largest factors impacting the Department's operations in recent years has been the ongoing increase in AAB appeals. Beginning in FY 2009-10, the average number of AAB appeals filed increased to more than 6,000 filings a year. Despite the resurgence in the real estate market, the number of new appeals filed remains at a historic high. In collaboration with the Board of Supervisors, a third Assessment Appeals Board began holding hearings in mid-FY 2013-14, offering evening hearings to accommodate taxpayers' schedules. This joint effort resulted in closing more than 4,800 cases in FY 2013-14. However, with the addition of new appeals, the number of open AAB appeals remains at approximately 6,500 cases. To keep pace with this workload, the Mayor's Proposed Budget continues to fund a team focused exclusively on AAB appeals in FY 2014-15.

Increasing New Construction Staffing

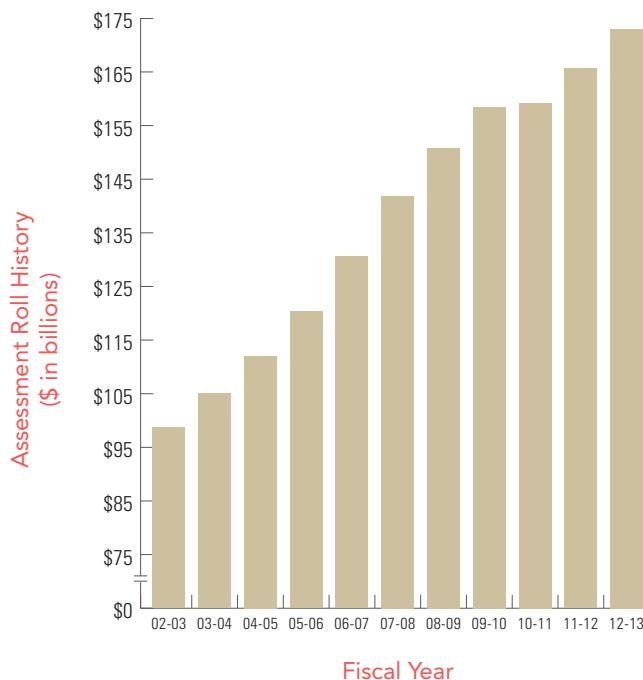
Given the growth in San Francisco's real estate development, the Department's workload due to new construction activity has increased significantly. During FY 2013-14, more than 9,000 reassessment cases were added due to new construction activity. In the prior year, the Department reorganized its existing staff to dedicate a team to focus on residential new construction. The Mayor's FY 2014-15 and 2015-16 Proposed Budget expands the Department's new construction team to accelerate real property reassessments.

TRANSFER TAX REVENUE



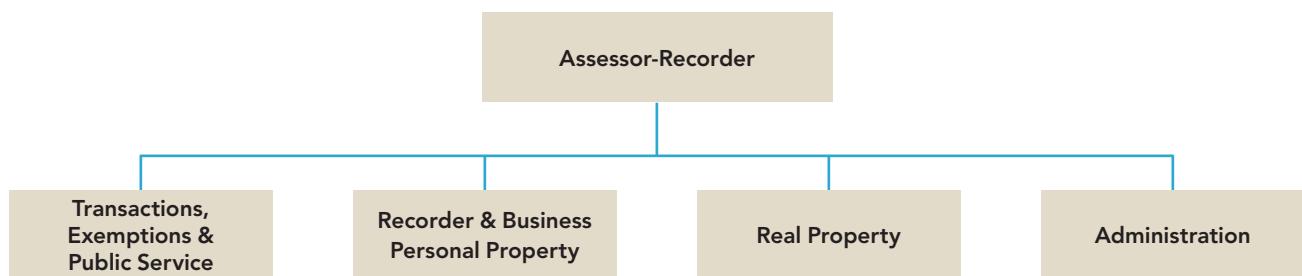
After declines in FY 2007-08 and FY 2008-09 due to the real estate market decline, transfer tax revenue has rebounded strongly in the past four fiscal years. Transfer tax is a tax on the transfer of property from one entity to another. The increase is due to a recovering real estate market and the Prop N transfer tax rate increases on properties over \$5.0 million that took effect in December 2010.

ASSESSMENT ROLL



The City and County of San Francisco's assessment roll increased 4 percent from FY 2011-12 to FY 2012-13, the same rate of growth from the prior year. The City's continued positive roll growth places it in the very small minority of California counties that avoided any assessment roll decline during the past decade.

ASSESSOR-RECORDER



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	149.04	163.70	162.64	(1.06)	164.89	2.25
Non-operating Positions (cap/other)	(7.00)	(11.62)	(13.77)	(2.15)	(14.00)	(0.23)
Net Operating Positions	142.04	152.08	148.87	(3.21)	150.89	2.02
SOURCES						
Charges for Services	5,541,106	5,504,974	4,717,407	(787,567)	4,717,313	(94)
Expenditure Recovery	0	150,000	1,250,000	1,100,000	1,350,000	100,000
Use of / (Deposit to) Fund Balance	(911,745)	32,625	0	(32,625)	0	0
General Fund Support	14,125,798	15,906,981	18,114,838	2,207,857	16,450,981	(1,663,857)
Sources Total	18,755,159	21,594,580	24,082,245	2,487,665	22,518,294	(1,563,951)
USES - OPERATING EXPENDITURES						
Salaries & Wages	10,835,798	12,614,732	12,847,614	232,882	13,487,567	639,953
Fringe Benefits	4,567,671	5,407,173	5,768,002	360,829	5,653,925	(114,077)
Overhead	127,318	329,812	205,659	(124,153)	205,659	0
Professional & Contractual Services	789,196	1,247,820	3,079,913	1,832,093	1,136,337	(1,943,576)
Materials & Supplies	90,866	106,500	109,059	2,559	122,548	13,489
Equipment	35,602	16,300	0	(16,300)	0	0
Services of Other Departments	1,983,467	1,859,269	2,058,885	199,616	1,912,258	(146,627)
Budgetary Reserves	0	12,974	13,113	139	0	(13,113)
Uses - Operating Expenditures Total	18,429,918	21,594,580	24,082,245	2,487,665	22,518,294	(1,563,951)
USES - PROJECT EXPENDITURES						
Capital Projects	325,241	0	0	0	0	0
Uses - Project Expenditures Total	325,241	0	0	0	0	0
USES BY PROGRAM RECAP						
Personal Property	2,657,930	3,124,644	2,958,157	(166,487)	3,010,952	52,795
Real Property	6,841,497	8,097,010	7,258,952	(838,058)	7,494,373	235,421
Recorder	1,369,887	2,367,599	1,887,407	(480,192)	1,887,313	(94)
Technical Services	7,117,125	6,796,969	10,544,612	3,747,643	9,079,675	(1,464,937)
Transfer Tax	768,720	1,208,358	1,433,117	224,759	1,045,981	(387,136)
Uses by Program Recap Total	18,755,159	21,594,580	24,082,245	2,487,665	22,518,294	(1,563,951)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
REAL PROPERTY					
Assess all taxable property within the City and County of San Francisco					
Value (in billions) of working assessment roll (Secured Roll, excluding SBE Roll)	\$172.50	\$171.92	\$173.00	\$178.97	\$185.00
Number of Supplemental and Escape Assessments	23,051	17,600	22,131	17,500	17,500
Effectively defend and resolve assessment appeals					
Number of appeals resolved in a year	5,985	5,500	5,500	5,500	4,000
RECORDER					
Collect all fees for recording of documents					
Recording fees	\$4,265,630	\$5,504,974	\$4,300,000	\$4,300,000	\$4,300,000
Number of documents recorded	257,605	240,000	220,000	220,000	220,000

BOARD OF APPEALS

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

SERVICES

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

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

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

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

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

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

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	861,116	942,085	964,380	22,295	974,613	10,233
Total FTE	5	5	5	0	5	0

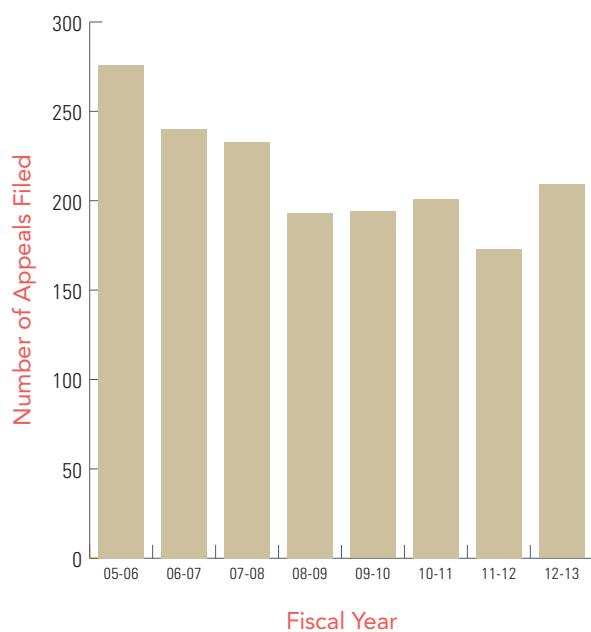
BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 and FY 2015-16 proposed budgets of \$1.0 million for the Board of Appeals (BOA) are consistent with its FY 2013-14 budget. Changes to the Department's budget are due to salary and fringe benefits costs.

Enhancing Appeals Management Database

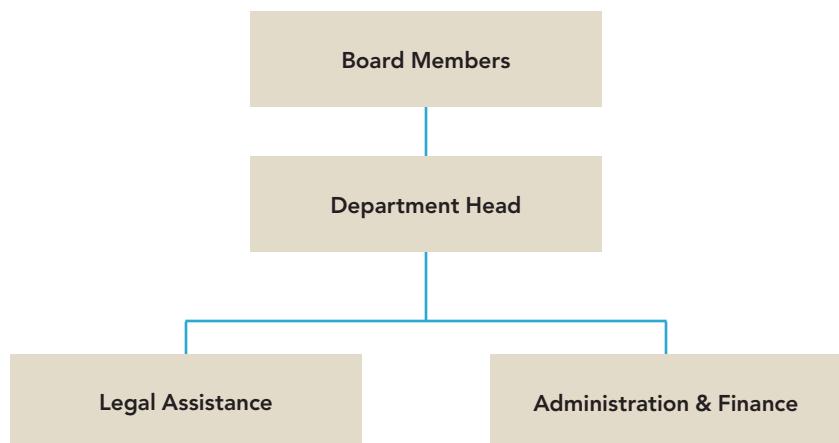
The Board of Appeals continues to enhance its appeal management database to increase efficiency in how appeals are filed and tracked and to improve the Department's ability to report on appeal trends and outcomes. This system also allows the Department to electronically share appeal-related data with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

TOTAL APPEALS FILED



Examples of appeals received include Department of Building Inspection permits, Department of Public Works Bureau of Street Use & Mapping permits, and Zoning Administrator Determinations. The number of appeals filed fluctuates but generally stays within a range of about 175-275 a year.

BOARD OF APPEALS



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	5.00	5.00	5.00	0.00	5.00	0.00
Net Operating Positions	5.00	5.00	5.00	0.00	5.00	0.00
SOURCES						
Charges for Services	861,116	942,085	942,085	0	942,085	0
General Fund Support	0	0	22,295	22,295	32,528	10,233
Sources Total	861,116	942,085	964,380	22,295	974,613	10,233
USES - OPERATING EXPENDITURES						
Salaries & Wages	365,192	409,688	423,773	14,085	438,624	14,851
Fringe Benefits	217,231	225,052	232,240	7,188	227,275	(4,965)
Overhead	6,723	0	0	0	0	0
Professional & Contractual Services	39,960	74,192	74,192	0	74,192	0
Materials & Supplies	2,938	9,398	9,398	0	9,398	0
Services of Other Departments	229,072	223,755	224,777	1,022	225,124	347
Uses - Operating Expenditures Total	861,116	942,085	964,380	22,295	974,613	10,233
USES BY PROGRAM RECAP						
Appeals Processing	861,116	942,085	964,380	22,295	974,613	10,233
Uses by Program Recap Total	861,116	942,085	964,380	22,295	974,613	10,233

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target

APPEALS PROCESSING

Provide a fair and efficient administrative appeals process to the public

Percentage of cases decided within 75 days of filing	62%	60%	89%	60%	60%
Percentage of written decisions released within 15 days of final action	100%	97%	100%	97%	100%

BOARD OF SUPERVISORS

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

SERVICES

The Board of Supervisors provides services through the following divisions:

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

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

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

BUDGET AND LEGISLATIVE ANALYST provides fiscal and policy analyses, special studies, and management

audit reports on City departments and programs for the Board.

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

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

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

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	11,903,923	12,890,477	13,497,300	606,823	13,473,425	(23,875)
Total FTE	70	74	74	0	74	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$13.5 million for the Board of Supervisors is \$0.6 million, or 4.7 percent, higher than the FY 2013-14 budget of \$12.9 million. A significant portion of this increase is due to increases in salary and fringe benefits costs.

The FY 2015-16 proposed budget of \$13.5 million for the Board of Supervisors is \$23,875, or 0.2 percent, lower than the FY 2014-15 budget of \$13.5 million. A significant portion of this decrease is due to the expiration of project funding for the Assessment Appeals Board (AAB).

Continuance of Mandated Services

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

Assessment Appeals Board (AAB) Backlog Reduction

The recent economic downturn and subsequent decline in real estate values led to a significant increase in assessment appeals, which peaked in FY 2010-11. The number of appeals has been steadily declining to more normal levels in recent years due to the upswing in the real estate market, and as a result, AAB revenue is expected to continue decreasing in the next two fiscal years.

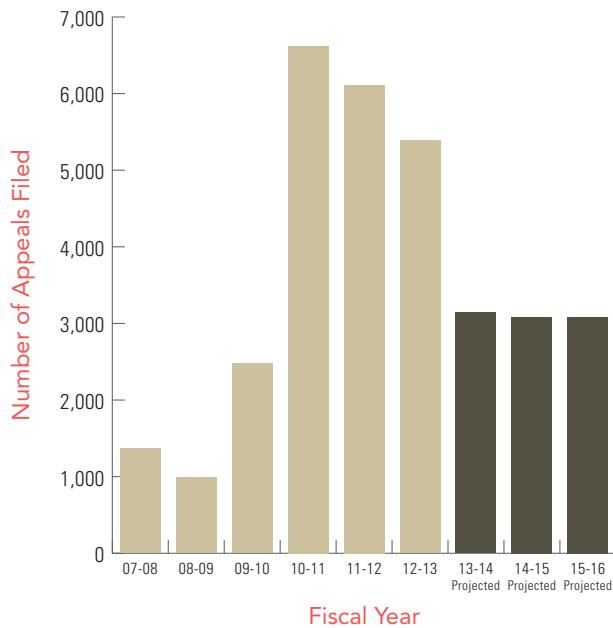
In FY 2013-14, the Assessment Appeals Board received two-year project funding to address its backlog of approximately 8,000 appeals cases. Additional staff allowed the AAB to begin holding evening hearings in November 2013. The evening hearings improved the appeal experience for property-owners by accelerating the hearing timeline and providing flexibility for those who find it difficult to attend hearings during the day.

Modernization to Improve Efficiency and Accessibility

In the past two years, the Department has been working on upgrading the AAB's outdated, unsupported system to enable online filing of appeals. The online filing system is scheduled to be rolled out in time for the next filing period, between July 2 and September 15, 2014. This upgrade will greatly increase efficiency for both tax payers and the Department by streamlining the payment process and eliminating duplicative work in filing applications.

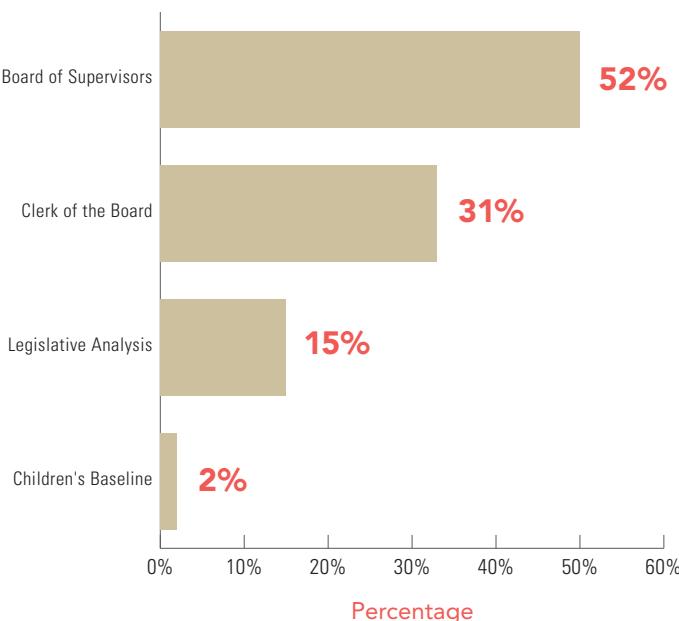
Additionally, in the next two years, the Department will begin record digitization. By digitizing and archiving legislative records, the Department will better comply with Charter Sec 2.108: the Public's Right to Know and the Sunshine Ordinance. Digitization will make records readily available online and improve public accessibility. This process will also reduce storage costs and staff hours associated with document retrieval and will provide backup and disaster recovery to safeguard legislative records.

ASSESSMENT APPEALS FILED BY FISCAL YEAR



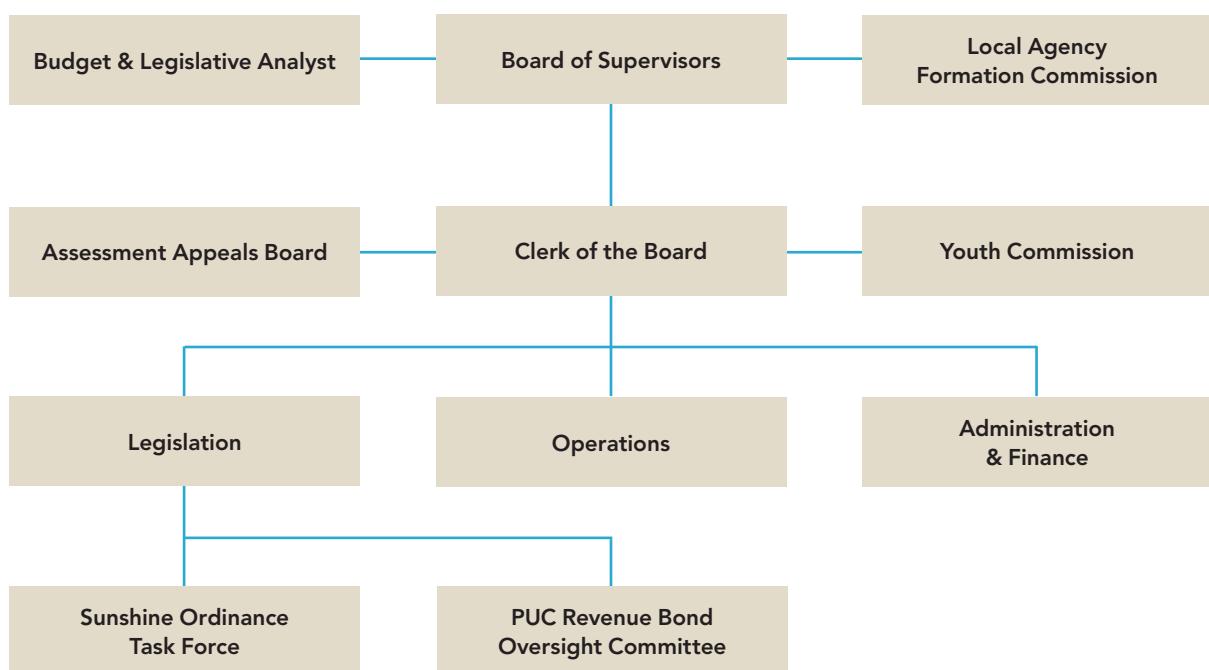
The number of assessment appeals peaked in FY 2010-11 during the last recession. Appeals are projected to return to normal levels as a result of the real estate market upswing in FY 2013-14, and are expected to remain at this level for the next two fiscal years.

FY 2014-15 DEPARTMENT USES BY PROGRAM AREA



The Department expends approximately 31 percent of its budget on the Clerk of the Board.

BOARD OF SUPERVISORS



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	72.32	77.99	77.81	(0.18)	77.85	0.04
Non-operating Positions (cap/other)	(2.00)	(3.50)	(3.50)	0.00	(3.50)	0.00
Net Operating Positions	70.32	74.49	74.31	(0.18)	74.35	0.04
SOURCES						
Charges for Services	438,719	468,000	350,000	(118,000)	350,000	0
Expenditure Recovery	355,194	167,617	194,158	26,541	194,158	0
General Fund Support	11,110,010	12,254,860	12,953,142	698,282	12,929,267	(23,875)
Sources Total	11,903,923	12,890,477	13,497,300	606,823	13,473,425	(23,875)
USES - OPERATING EXPENDITURES						
Salaries & Wages	6,468,051	6,786,156	7,077,121	290,965	7,322,844	245,723
Fringe Benefits	2,493,208	2,922,550	3,085,354	162,804	2,992,245	(93,109)
Professional & Contractual Services	2,668,466	2,856,259	2,942,222	85,963	2,813,677	(128,545)
Materials & Supplies	75,417	92,051	93,401	1,350	93,401	0
Equipment	12,151	0	38,509	38,509	0	(38,509)
Services of Other Departments	186,630	233,461	260,693	27,232	251,258	(9,435)
Uses - Operating Expenditures Total	11,903,923	12,890,477	13,497,300	606,823	13,473,425	(23,875)
USES BY PROGRAM RECAP						
Board - Legislative Analysis	2,000,000	2,000,000	2,000,000	0	2,000,000	0
Board Of Supervisor	5,904,349	6,649,711	7,014,046	364,335	7,120,157	106,111
Children's Baseline	208,450	266,905	275,558	8,653	278,563	3,005
Clerk Of The Board	3,473,683	3,973,861	4,207,696	233,835	4,074,705	(132,991)
Local Agency Formation	317,441	0	0	0	0	0
Uses by Program Recap Total	11,903,923	12,890,477	13,497,300	606,823	13,473,425	(23,875)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
BOARD - LEGISLATIVE NOTICING REQUIREMENTS					
Provide response and support to the Board of Supervisors, Committee, Commissions, Task Force, other departments/agencies and general public on legislative or policy related matters.					
Percentage of Board or Committee meeting agendas posted on website at least 72 hours prior to meeting	100%	100%	100%	100%	100%
Percentage of Board or Committee meeting agendas continued due to improper notice and/or missed publication within required timeframes	0.00%	0.00%	0.00%	0.00%	0.00%
Percentage of Board or Committee legislative items continued due to improper notice and/or missed publication within required timeframes	0.00%	0.00%	0.00%	0.00%	0.00%
CLERK OF THE BOARD					
Provide response and support to the Board of Supervisors, Committee, Commissions, Task Force, other departments/agencies and general public on legislative or policy related matters.					
Percentage of Board, Committee, Commission and Task Force legislative or policy related documents posted on the web site within the mandated timeframes for public access.	100%	100%	100%	100%	100%
Percentage of written, electronic public records and telephone requests answered within established time frame	97%	90%	90%	90%	90%
Percentage of customer service surveys that rate service as good or outstanding	90%	84%	85%	80%	80%

BUILDING INSPECTION

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

SERVICES

The Department of Building Inspection (DBI) provides services in the following areas:

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

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

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

For more information, call (415) 558-6088 or 311; or visit www.sfdbi.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	45,232,077	78,833,726	93,545,635	14,711,909	69,354,757	(24,190,878)
Total FTE	266	285	295	10	298	3

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$93.5 million for the Department of Building Inspection (DBI) is \$14.7 million, or 18.7 percent, higher than the FY 2013-14 budget of \$78.8 million. This increase largely is due to the funding of reserves for several one-time or temporary projects, as described below.

The FY 2015-16 proposed budget of \$69.4 million is \$24.1 million, or 25.8 percent, lower than the FY 2014-15 proposed budget of \$93.5 million, due the expiration of one-time expenditures.

Building Safety Initiatives

In FY 2014-15, DBI is focusing on two major building safety initiatives. The voluntary legalization of secondary units (commonly referred to as in-law units) provides a citywide process for granting legal status to existing dwelling units constructed without required permits or in violation of the Building Code. DBI's Technical Services Division will meet informally with interested owners/agents to confirm building code compliance specifics and approximate costs, giving them an opportunity to bring their units into compliance in the most cost-effective way.

The second major initiative—mandatory seismic retrofitting of soft story buildings—targets a type of wood framed building three or more stories, with five or more dwelling units, whose permit applications pre-date Jan. 1, 1978; studies show they are likely to collapse in a strong earthquake without retrofitting. Since implementation of this project began in FY 2013-14, DBI has accepted over 1,500 screening forms to comply with the new legislation.

Increased Demand for DBI Services

The Department's financial situation has improved significantly since the major construction industry downturn, which began in FY 2008-09. DBI revenues for FY 2013-14 are projected to be 24 percent greater by year-end than projected in DBI's original budget due to the continued economic recovery and corresponding demand for DBI's services. The proposed FY 2014-15 budget assumes lower revenue growth than in recent years, but 10 percent greater overall than in the FY 2013-14 budget. The proposed FY 2015-16 budget assumes revenue will grow by an additional 1.5 percent. The Department is completing a fee study to update its fee structure, which was last revised in 2008. A new fee structure is expected to take effect in January 2015; until then DBI is proposing a temporary 7 percent reduction of all fees for staff services.

As a result of increased demand for services, DBI has increased staffing levels in order to address increased permit volume and complexity, complete inspections, and respond to requests for information from the public in a timely manner. Additional new temporary positions will be added to enable DBI to adequately address workload increases generated by the recent building safety initiatives and to support the Mayor's goal of creating 30,000 new housing units by 2020.

Planning for the Future

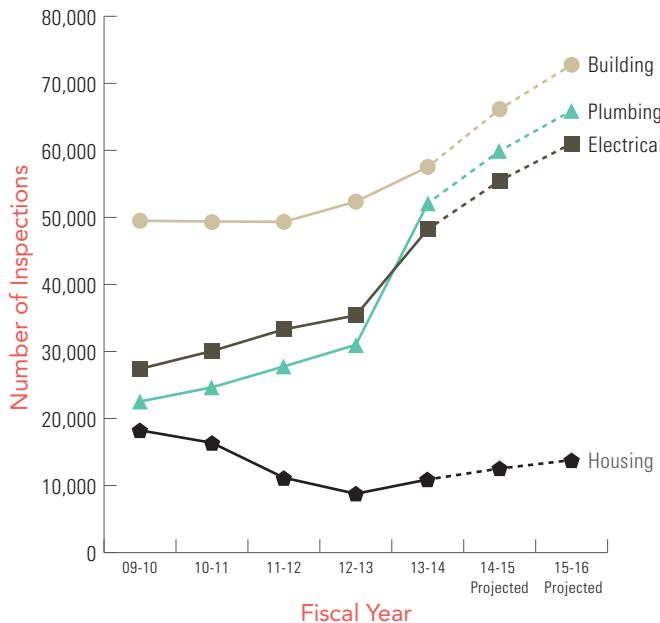
In the most recent economic recession, DBI reduced total work hours between FY 2006-07 and FY 2010-11 by 30 percent in the form of layoffs and furloughs. As a result of this stronger economic climate, in FY 2013-14, DBI designated \$17.0 million of fund balance as an Economic Stabilization Reserve to provide departmental financial stability during future downturns, consistent with recommendations made by the Controller's Office.

DBI is also planning for its long term space needs, and has established a capital reserve in anticipation of the conclusion of that planning process. In the near term, a tenant improvement program at 1660 Mission Street to improve service delivery and effectiveness of its staff continues, including upgrades of elevators and the heating and air conditioning system as well as a new backup generator that will be able to power the entire building in an emergency.

Technology Upgrades

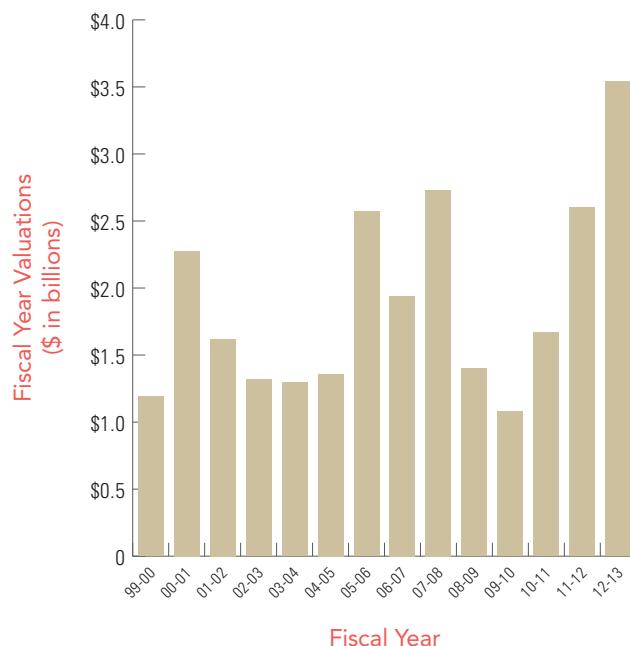
In coordination with the City Planning Department (CPC), DBI is currently implementing its new Permit and Project Tracking System (PPTS), which will consolidate multiple existing systems into one citywide permitting system, allowing City departments to share data. Benefits of the new system include increased transparency, assurance of data and financial accountability, reduction of processing times, and consolidated reporting across department boundaries. From the user perspective, PPTS will allow the public to search for general property information, file some planning and building permit applications and complaints, and track planning applications and building permits online. The system is scheduled to go live in September 2014 with continued enhancements anticipated through FY 2014-15. DBI is also moving forward with its ongoing project to digitize its current and historical records, which will shorten the time required to reproduce documents and satisfy records requests of City customers.

TYPES OF INSPECTIONS CONDUCTED BY DEPARTMENT OF BUILDING INSPECTIONS



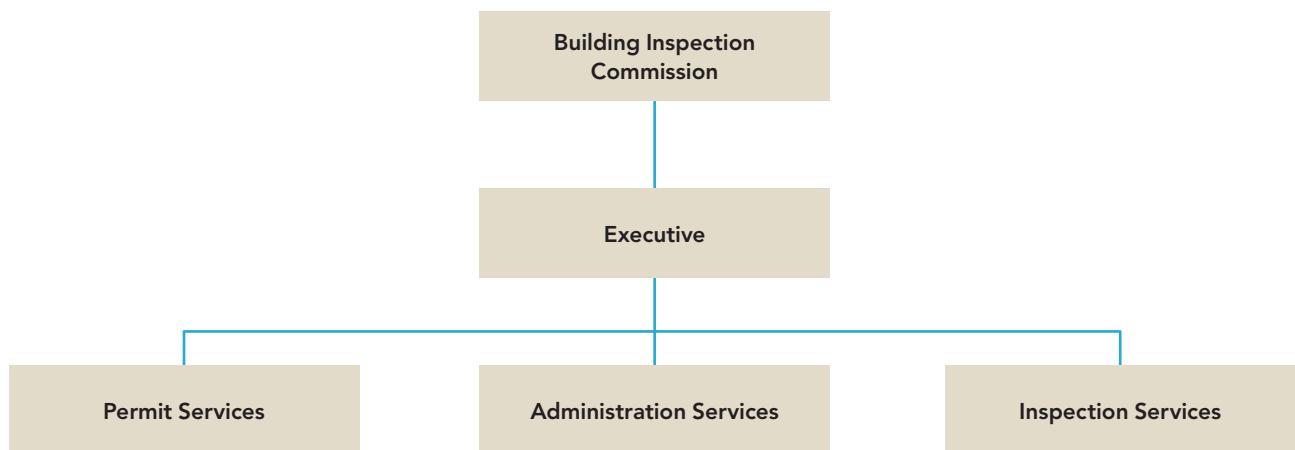
The Department conducts building, electrical, plumbing, and housing inspections. By the end of FY 2015-16, inspection volume is projected to increase by 45 percent from FY 2009-10.

CONSTRUCTION VALUATION OF ISSUED PERMITS



The construction valuation for issued permits, exclusive of refunds, has increased significantly over the past few years.

BUILDING INSPECTION



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	271.67	295.27	316.04	20.77	321.56	5.52
Non-operating Positions (cap/other)	(5.85)	(10.77)	(21.24)	(10.47)	(24.00)	(2.76)
Net Operating Positions	265.82	284.50	294.80	10.30	297.56	2.76
SOURCES						
Licenses & Fines	6,684,491	6,760,674	6,696,009	(64,665)	6,696,009	0
Use of Money or Property	51,640	459,214	559,214	100,000	559,214	0
Charges for Services	60,841,814	49,794,820	58,829,496	9,034,676	61,022,729	2,193,233
Transfers In	859,447	21,477,706	30,351,926	8,874,220	5,229,763	(25,122,163)
Expenditure Recovery	138,460	240,987	136,137	(104,850)	136,805	668
Transfer Adjustments-Sources	(859,447)	(21,477,706)	(30,351,926)	(8,874,220)	(5,229,763)	25,122,163
Use of / (Deposit to) Fund Balance	(22,484,328)	21,578,031	27,324,779	5,746,748	940,000	(26,384,779)
Sources Total	45,232,077	78,833,726	93,545,635	14,711,909	69,354,757	(24,190,878)
USES - OPERATING EXPENDITURES						
Salaries & Wages	22,609,746	28,401,241	30,275,459	1,874,218	31,534,421	1,258,962
Fringe Benefits	9,976,478	13,067,783	14,366,679	1,298,896	13,980,182	(386,497)
Overhead	0	1,275,123	1,494,328	219,205	1,494,328	0
Professional & Contractual Services	1,388,699	4,606,455	21,008,061	16,401,606	7,412,164	(13,595,897)
Aid Assistance / Grants	1,760,364	2,522,612	2,539,620	17,008	2,539,620	0
Materials & Supplies	427,375	531,098	763,327	232,229	599,715	(163,612)
Equipment	1,803,135	1,345,000	394,000	(951,000)	580,000	186,000
Services of Other Departments	5,972,092	7,804,251	10,193,395	2,389,144	10,214,327	20,932
Transfers Out	859,447	21,477,706	30,351,926	8,874,220	5,229,763	(25,122,163)
Budgetary Reserves	0	14,738,163	0	(14,738,163)	0	0
Transfer Adjustments-Uses	(859,447)	(21,477,706)	(30,351,926)	(8,874,220)	(5,229,763)	25,122,163
Uses - Operating Expenditures Total	43,937,889	74,291,726	81,034,869	6,743,143	68,354,757	(12,680,112)
USES - PROJECT EXPENDITURES						
Capital Projects	1,294,188	4,542,000	12,510,766	7,968,766	1,000,000	(11,510,766)
Uses - Project Expenditures Total	1,294,188	4,542,000	12,510,766	7,968,766	1,000,000	(11,510,766)
USES BY PROGRAM RECAP						
Administration/Support Services	12,266,214	34,668,476	44,857,678	10,189,202	20,163,112	(24,694,566)
Housing Inspection/Code Enforcement Svcs	6,760,373	10,864,268	11,123,100	258,832	11,299,095	175,995
Inspection Services	14,945,163	19,635,220	21,933,078	2,297,858	22,045,658	112,580
Plan Review Services	11,260,327	13,665,762	15,631,779	1,966,017	15,846,892	215,113
Uses by Program Recap Total	45,232,077	78,833,726	93,545,635	14,711,909	69,354,757	(24,190,878)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
DBI - INSPECTION SERVICES					
Improve Code Enforcement					
Percentage of Life Hazards or Lack of Heat Complaints Responded to Within One Business Day	88%	100%	100%	100%	100%
Inspections per inspector/day (building)	11.0	11.0	11.0	11.0	11.0
Inspections per inspector/day (electrical)	13.0	11.0	11.0	11.0	11.0
Inspections per inspector/day (plumbing)	11.0	11.0	11.0	11.0	11.0
Percentage of Non-Hazard Housing Inspection Complaints Responded to Within Three Business Days.	n/a	80%	80%	80%	80%
Improve Construction Inspection Response Time					
Percentage of Customer-Requested Inspections Completed Within Two Business Days of Requested Date	98%	90%	90%	90%	90%
DBI - PERMIT SERVICES					
Percentage of Submitted Permit Applications Routed within One Business Day					
Timeliness of Distributing Submitted Drawings	100%	90%	90%	90%	100%
DBI - PLAN REVIEW SERVICES					
Improve Plan Review Turnaround Time					
Percentage of Permit Applications for Multi-Family Residential and/or Mixed-Use Buildings Reviewed Within 42 Calendar Days	99%	90%	90%	90%	90%
Percentage of Permit Applications for Office and/or Commercial Buildings Reviewed Within 42 Calendar Days	99%	90%	90%	90%	90%

CHILD SUPPORT SERVICES

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

SERVICES

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

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

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

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

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

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

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
Total FTE	90	84	81	(3)	80	(1)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$13.4 million for Child Support Services is \$0.4 million, or 2.6 percent, lower than the FY 2013-14 budget of \$13.7 million. A significant portion of this decrease is due to the expiration of federal grants and one-time funding to support IT system replacement equipment.

The FY 2015-16 proposed budget of \$13.6 million for Child Support Services is \$0.2 million, or 1.8 percent, higher than the FY 2014-15 budget of \$13.4 million. A significant portion of this increase is due to increased rental and lease costs for the main office where CSS staff are located.

Debt Forgiveness - Compromise of Arrears Program (COAP)

In response to the increasing number of court orders that are considered as unenforceable or non-collectable, the State of California implemented the Compromise of Arrears Program (COAP) in 2004. COAP offers an arrears management solution to the State of California and to parents who would otherwise not be able to pay their case balance. By providing parents with the option to compromise monies that would otherwise be uncollected, the State of California is able to focus its efforts on enforcement of collectable outstanding child support. As of State FY 2012-13, San Francisco's COAP received 94 applications resulting in the compromise of \$725,705 of unpaid child support debt in exchange for repayment settlements totaling \$110,417.

Serving Incarcerated Parents

Since 2007, CSS has worked with the Sheriff's Department to provide on-site child support services to incarcerated parents. Caseworkers and attorneys meet weekly with noncustodial parents who are incarcerated in the San Francisco County jail to discuss and respond to client concerns and modify orders. CSS staff provide educational presentations, answer questions at parole release meetings, and discuss their child support cases. Between 2007 and 2013, the jail outreach initiative identified 3,364 unique non-custodial parents whose whereabouts were previously unknown and whose overall debt owed is in excess of \$21.0 million. The Department has reduced these arrears by modifying current support

obligations, enrolling eligible inmates in CSS program opportunities upon their release, and addressing current balances through the Department's Compromise of Arrears Program.

Reducing Domestic Violence

CSS developed a Family Violence Indicator (FVI) for case managers to flag cases of domestic violence where the enforcement of child support obligations may be dangerous. The Department is currently seeing unprecedented growth in the number of clients who are exposed to family violence. In response, CSS has trained caseworkers and attorneys to communicate effectively with victims and perpetrators of domestic violence, and to work with non-custodial parents to safely secure child support for the custodial parent. As of January 2014, approximately 80 percent of the total cases flagged for domestic violence have made payments.

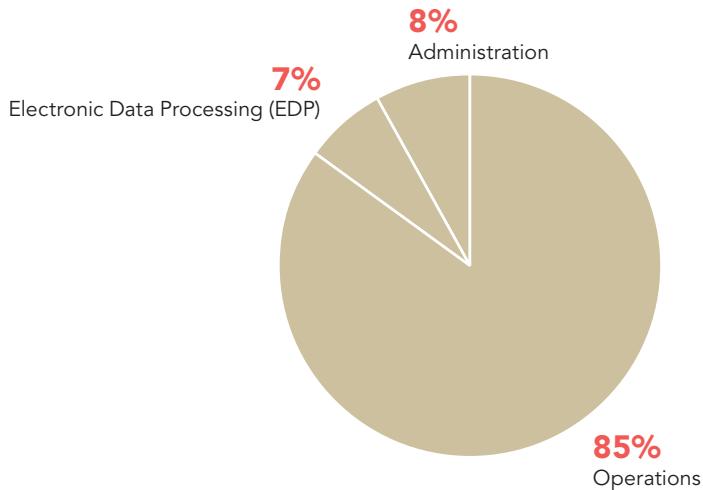
Collaborating with City College

Beginning in 2014, CSS, in collaboration with Family Court Services, Domestic Violence Advocates and other stakeholders, is reengaging with City College of San Francisco to provide child support services to student parents. This project builds on the work of a pilot program implemented by the Department and City College in 2006. By partnering with an existing on-campus service provider, CSS will offer case management in the areas of debt forgiveness, order modification, and parenting plans. The project, currently in the early stages of development, hopes to strengthen family relationships, and support student parents with meeting their educational goals.

Implementing Health Care Reform and Child Support

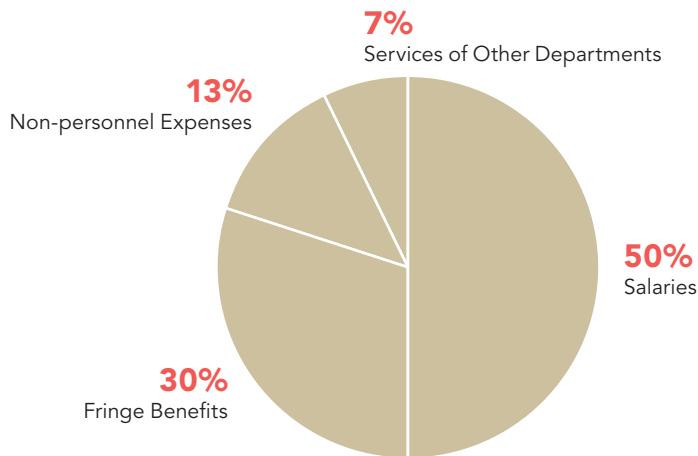
The Affordable Care Act (ACA), which went into effect in 2014, will improve accessibility and affordability for custodial and non-custodial parents in meeting their obligation to ensure adequate medical coverage for their children. CSS, along with California's entire child support program, is moving aggressively to implement the requirements and programmatic changes necessitated by ACA legislation.

FY 2014-15 DEPARTMENT USES BY SERVICES AREA



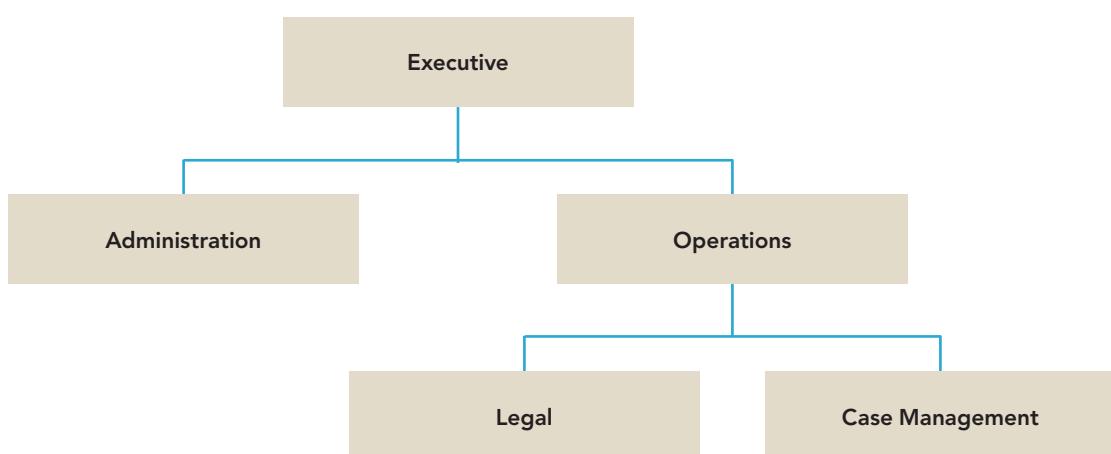
8 percent of the Department's proposed FY 2014-15 budget is allocated for administrative support.

FY 2014-15 DEPARTMENT USES BY EXPENDITURE TYPE



80 percent of the Department's proposed FY 2014-15 budget is allocated to salaries and fringe benefits.

CHILD SUPPORT SERVICES



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	90.35	84.25	80.65	(3.60)	79.90	(0.75)
Net Operating Positions	90.35	84.25	80.65	(3.60)	79.90	(0.75)
SOURCES						
Use of Money or Property	6,159	0	0	0	0	0
Intergovernmental Revenue - Federal	8,313,830	8,828,674	8,541,339	(287,335)	8,897,351	356,012
Intergovernmental Revenue - State	4,282,881	4,446,307	4,400,083	(46,224)	4,400,083	0
Expenditure Recovery	386,001	449,049	421,501	(27,548)	129,228	(292,273)
Use of / (Deposit to) Fund Balance	35,521	0	0	0	181,356	181,356
Sources Total	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
USES - OPERATING EXPENDITURES						
Salaries & Wages	7,418,204	6,839,338	6,790,782	(48,556)	6,976,087	185,305
Fringe Benefits	3,454,875	4,023,595	3,962,561	(61,034)	3,832,970	(129,591)
Professional & Contractual Services	1,189,062	1,585,307	1,542,282	(43,025)	1,774,457	232,175
Materials & Supplies	108,197	115,162	157,333	42,171	106,688	(50,645)
Equipment	23,351	117,453	0	(117,453)	0	0
Services of Other Departments	830,703	1,043,175	909,965	(133,210)	917,816	7,851
Uses - Operating Expenditures Total	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
USES BY PROGRAM RECAP						
Child Support Services Program	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
Uses by Program Recap Total	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
CHILD SUPPORT SERVICES PROGRAM					
Establish paternity for children born out of wedlock in the county					
Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	91.2%	95.5%	93.0%	95.0%	95.0%
Establish child support orders					
San Francisco orders established as a percentage of cases needing an order	90.2%	90.8%	90.0%	90.8%	90.8%
Increase economic self-sufficiency of single parent families					
Amount of child support collected by SF DCSS annually, in millions	\$26.5	\$27.3	\$26.1	\$27.3	\$26.8
San Francisco current collections as a percentage of current support owed	73.0%	73.0%	73.0%	72.9%	72.9%
San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases in San Francisco	62.0%	69.0%	63.0%	71.3%	71.3%

CHILDREN AND FAMILIES COMMISSION

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

SERVICES

First 5 provides services through the following divisions:

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

CHILD DEVELOPMENT & EARLY CHILDHOOD EDUCATION (PRESCHOOL FOR ALL) promotes enhanced school readiness by supporting greater access

high quality early care and education for all of San Francisco's young children.

OPERATIONS AND ADMINISTRATION manages the administration of First 5 and coordinates with all divisions on short and long-term program needs.

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

For more information, call (415) 934-4849 or 311; or visit www.first5sf.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	32,930,723	54,463,350	58,591,279	4,127,929	52,889,631	(5,701,648)
Total FTE	16	17	17	0	17	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$58.6 million for First 5 is \$4.1 million, or 7.6 percent, higher than the FY 2013-14 budget of \$54.5 million. A significant portion of this increase is due to a carry forward of the Child Signature Program grant from First 5 California; and an increase in the Department's Proposition H (Prop H) allocation. In addition, First 5 continues to backfill state cuts to preschools with its Prop H Sustainability Funds. There are no changes to the funded programs.

The FY 2015-16 proposed budget of \$52.9 million for First 5 is \$5.7 million, or 9.7 percent, lower than the FY 2014-15 budget of \$58.6 million. This budget assumes the renewal of the Prop H legislation in the fall or 2014, leading to a continuation of current funding levels for Preschool for All.

Partnering for Sustained Effectiveness

First 5's 2012-2015 Strategic Plan is focused on promoting school readiness and school success, and engages many community and City partners to achieve these goals.

Approximately 30 percent of First 5 funds are committed to joint funding of child and family wellbeing initiatives with other City departments.

In FY 2013-14, First 5 continued to jointly fund the \$10.5 million neighborhood-based and population-focused family resource centers initiative with Human Services Agency (HSA) and the Department of Children, Youth & their Families (DCYF). These centers are in neighborhoods throughout the City with varying levels of service, based on the needs of local families. Population-based family resource centers have a citywide focus on children and families who are homeless and under-housed, recent immigrants, populations with special needs, Lesbian Gay Bisexual Transgender Queer Questioning and teen families, and families with children exposed to violence.

In FY 2014-15, First 5 will continue to contribute approximately \$8.9 million to jointly fund Early Childhood and Education and Child Health Initiatives with DCYF, HSA, and the Department of Public Health (DPH). These efforts include: funding for health screening and early childhood mental health consultation; childcare subsidies for low-income families with infants and toddlers; a variety of professional development and education attainment activities for teachers; and inclusion strategies for children with special needs.

Increasing Access to Preschool for All (PFA)

In addition to overseeing Prop 10 funds, First 5 is also responsible for implementing the City's Universal Preschool for All Program (PFA), which is funded by local General Fund revenues as part of Prop H. The Department began the implementation of PFA in FY 2005-06 and expanded the program in FY 2008-09 to serve all neighborhoods. In FY 2014-15, the allocation for PFA will be \$27.5 million. The Department anticipates funding a half-day free preschool for approximately 4,100 four-year-olds and will continue to target additional services to children from low income families. The 2015-16 budget assumes the renewal of Prop H legislation.

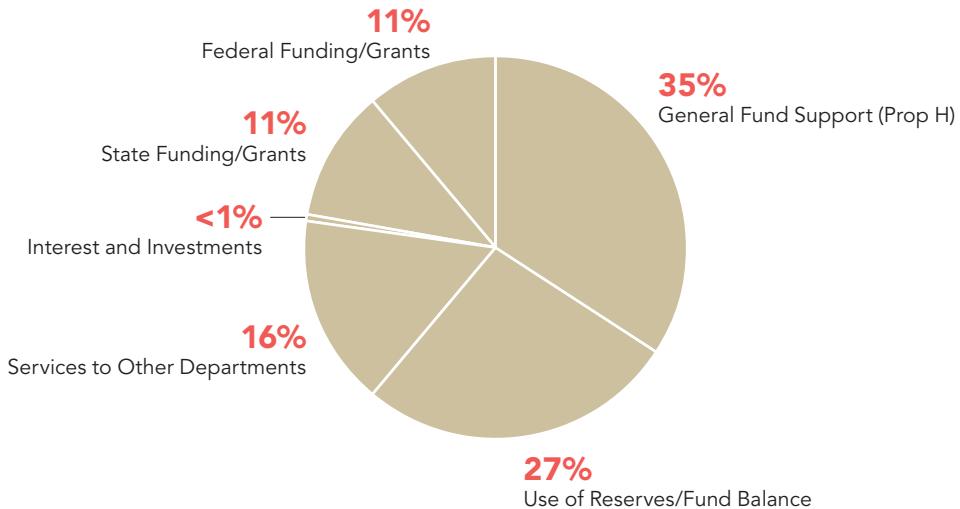
Through the Department's PFA Pipeline program, First 5 provides technical assistance and resources to prepare preschools to meet the standards of the PFA program. The majority of the new slots entering in FY 2014-15 come from pipeline programs who have achieved quality metrics to join the PFA program.

Utilization of Prop H Reserve

The FY 2014-15 and 2015-16 budgets include plans to expend \$13.0 million of the Prop H reserve to support the Department's commitment to access to early education and quality child care. In partnership with the Office of Early Care and Education, First 5 will expend \$1.8 million in FY 2014-15 for one-time operating grants to state preschool contractors. The first installment of these grants occurred in FY 2013-14 and is paired with continued efforts to advocate for sustainable funding policies at the state and federal level. One-time investments will also be made to support the use of evidence based training at Family Resource Centers and to increase funding for child care facilities improvement.

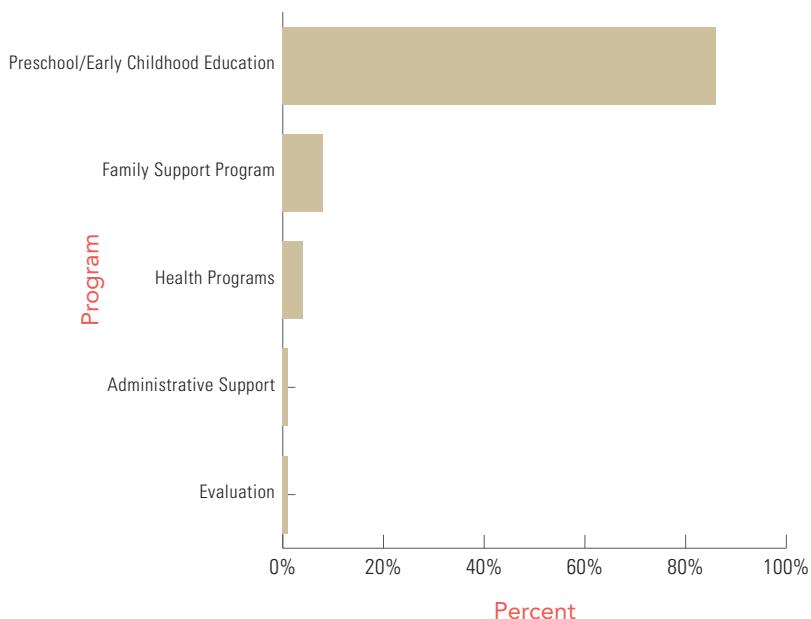
The Department will also utilize reserve funds to provide a voucher bridge for 120 preschool aged children who have recently lost public child care assistance and to support a full day of preschool for 200 children on the City's subsidy waitlist each year.

FY 2014-15 DEPARTMENT SOURCES



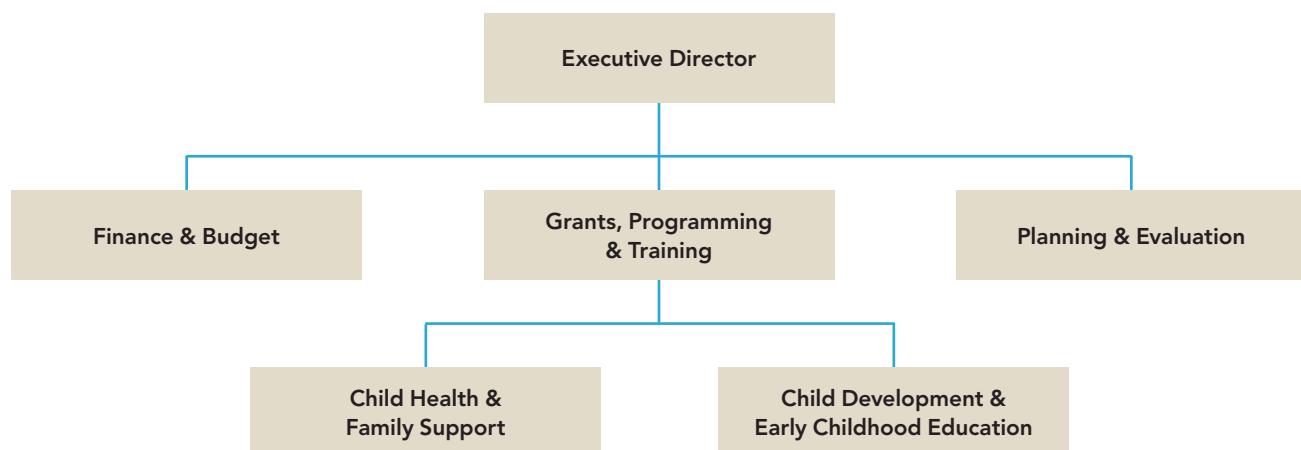
35 percent of the Department's FY 2014-15 revenues come from the City's General Fund in the form of a Proposition H allocation.

FY 2014-15 DEPARTMENT USES BY PROGRAM AREA



86 percent of First Five spending is for its Preschool and Early Childhood Education programs.

CHILDREN AND FAMILIES COMMISSION



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	15.87	17.00	17.00	0.00	17.00	0.00
Net Operating Positions	15.87	17.00	17.00	0.00	17.00	0.00
SOURCES						
Use of Money or Property	366,829	320,748	270,395	(50,353)	244,144	(26,251)
Intergovernmental Revenue - Federal	290,830	328,150	830,800	502,650	214,510	(616,290)
Intergovernmental Revenue - State	6,221,594	10,441,532	11,828,650	1,387,118	10,195,372	(1,633,278)
Expenditure Recovery	9,146,578	9,504,139	9,445,079	(59,060)	9,355,079	(90,000)
Use of / (Deposit to) Fund Balance	(795,108)	8,148,781	8,746,355	597,574	4,480,526	(4,265,829)
General Fund Support	17,700,000	25,720,000	27,470,000	1,750,000	28,400,000	930,000
Sources Total	32,930,723	54,463,350	58,591,279	4,127,929	52,889,631	(5,701,648)
USES - OPERATING EXPENDITURES						
Salaries & Wages	813,377	1,531,758	1,579,733	47,975	1,624,419	44,686
Fringe Benefits	408,464	714,024	762,749	48,725	737,899	(24,850)
Professional & Contractual Services	574,751	2,208,871	2,057,145	(151,726)	1,682,593	(374,552)
Aid Assistance / Grants	27,285,758	43,917,605	47,169,688	3,252,083	44,065,744	(3,103,944)
Materials & Supplies	30,616	190,770	148,160	(42,610)	50,200	(97,960)
Services of Other Departments	3,817,757	4,874,307	6,873,804	1,999,497	4,728,776	(2,145,028)
Budgetary Reserves	0	1,026,015	0	(1,026,015)	0	0
Uses - Operating Expenditures Total	32,930,723	54,463,350	58,591,279	4,127,929	52,889,631	(5,701,648)
USES BY PROGRAM RECAP						
Children And Families Fund	14,708,646	21,443,592	23,433,239	1,989,647	21,954,627	(1,478,612)
Public Ed Fund - Prop H (March 2004)	18,222,077	33,019,758	35,158,040	2,138,282	30,935,004	(4,223,036)
Uses by Program Recap Total	32,930,723	54,463,350	58,591,279	4,127,929	52,889,631	(5,701,648)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
CHILDREN AND FAMILIES FUND					
Improve parents'/caregivers' ability to support their children's readiness for school					
Number of parents participating in a parent education workshop or class series	980	1,000	800	900	900
Number of children participating in school readiness activities and services	1,857	1,500	1,500	1,500	1,500
Information, resources, and supports are available to promote and protect the oral, physical, and mental health of young children.					
Number of children receiving vision, hearing, and/or dental screenings	4,294	4,000	4,000	4,000	4,000
Providers have the capacity and skills to implement evidence-based practices that ensure the healthy social-emotional and physical development of all children.					
Number of resource centers receiving early childhood mental health consultation	157	150	150	150	150
Number of children screened for special needs	2,868	2,475	2,475	2,475	2,475
PUBLIC EDUCATION FUND - PROP H					
Increase access to high quality preschool					
Number of new preschool slots created	131	75	124	75	75
Number of four-year olds enrolled in Preschool For All (PFA) program	3,225	3,500	3,500	4,100	4,100
Provide preschool sites with enhancements to improve children's readiness for school					
Number of PFA classrooms participating in early literacy curriculum enhancements	224	250	240	250	250
Increase preschool workforce development opportunities					
Number of Preschool For All (PFA) staff participating in PFA professional development activities	2,635	1,750	1,900	1,900	1,900

CHILDREN, YOUTH & THEIR FAMILIES

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

SERVICES

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

PROGRAMS AND PLANNING DIVISION manages department grants for over 400 programs, including contracting and fiscal/performance monitoring; provides technical assistance to grantees; conducts data analysis and evaluations of department services; plans, researches, develops, and implements the department's three-year strategic plan including Community Needs Assessment (CNA), Children's Services Allocation Plan (CSAP) and Request for Proposals (RFP); and convenes and manages stakeholder and advisory bodies to promote systems alignment and support strategy development.

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

including budget, fiscal, human resources, facilities, and information technology.

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

For more information, call (415) 554-8990 or 311; or visit www.dcyf.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	126,532,980	145,658,643	160,790,341	15,131,698	162,163,895	1,373,554
Total FTE	33	37	39	2	39	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$160.8 million for DCYF is \$15.1 million, or 10.4 percent, higher than the FY 2013-14 budget of \$145.7 million. This increase is due to a increase in the San Francisco Unified School District (SFUSD) allocation of Proposition H (Prop H) dollars that pass through DCYF's budget.

The FY 2015-16 proposed budget of \$162.1 million for DCYF is \$1.3 million, or 0.9 percent, higher than the FY 2014-15 budget of \$160.8 million. The increase largely due to projected increases in Children's Fund revenue.

The FY 2015-16 budget assumes the renewal of Children's Fund legislation in the fall of 2014. The budget also assumes an increase of the amount of property tax set-aside; this additional revenue has been placed on reserve pending the passage of legislation.

Expanding Youth Workforce Opportunities

The Department's Summer Jobs+ initiative places youth aged 16-24 in public, non-profit, and private sector jobs and paid internships during the summer. The FY 2014-15 and 2015-16 proposed budget includes \$1 million in additional funding in each year to assist the Department in reaching its goal of providing 7,000 paid positions. The program primarily serves youth from low-income families and provides them with their first job experience, allowing them to acquire the skills and experience needed to successfully enter the workforce.

Promoting Affordability and Access to Services

The Department targets Children's Fund investments to support its goal of making it possible for every San Francisco family to thrive. Over the past three years, the Department has increased accountability and service quality improvements. DCYF will continue to work with

community-based organization partners to improve children, family, and youth services. The FY 2014-15 and 2015-16 budget includes over \$1.0 million for capacity building, technical assistance, and program evaluations. The budgets fund workshops, coaching, and small cohort trainings for Out of School (OST), Teen, Violence Prevention and Intervention (VPI), and Workforce Development community-based organization partners. In addition, DCYF will continue to evaluate various program areas, including OST, Teen, VPI, and Workforce Development.

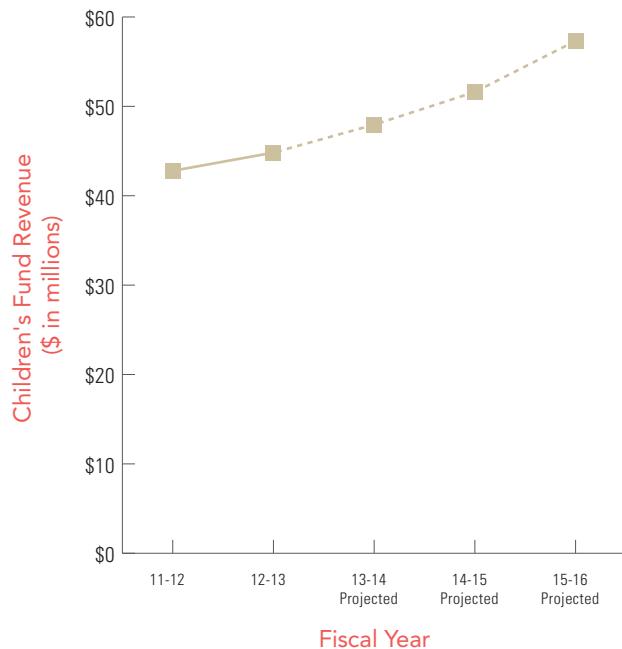
Realignment of Program Divisions for Greater Coordination

Beginning in FY 2014-15, the Department will align grants and planning work into a new Program and Planning division. This new division will merge the duties of the Grants and Policy/Planning divisions to provide better coordination of all grant making functions. The new Program and Planning division will include a Grants Management section that will be responsible for contract development, fiscal monitoring and compliance. The budget includes one new position to assist the department in increasing fiscal oversight and technical assistance for funded agencies.

Continued Partnership with Public Schools

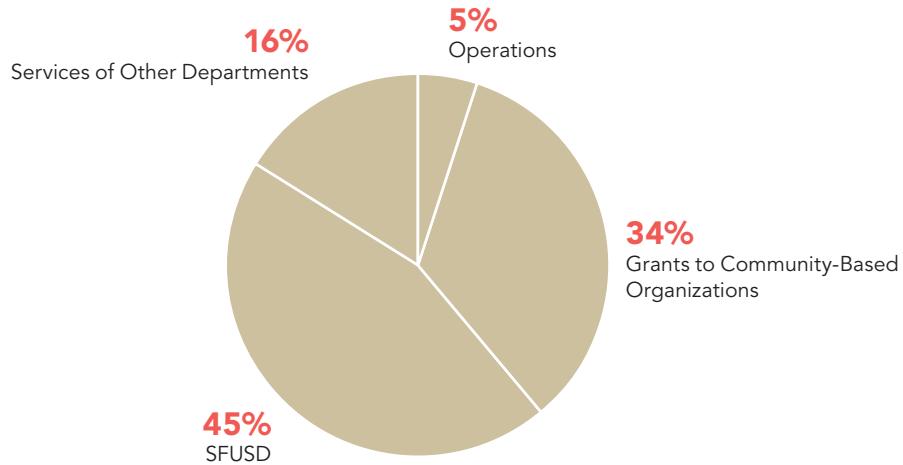
As in prior fiscal years, the Department's budget includes \$72.5 million and \$64.9 million in transfer funds to the San Francisco Unified School District (SFUSD) in FY 2014-15 and FY 2015-16, respectively. DCYF works closely with SFUSD to meet the primary shared goals of supporting children and youth so that they are prepared to learn and succeed. The Department partners with SFUSD in a variety of programs including afterschool, summer, arts, athletics, wellness, truancy prevention, and work-based learning.

CHILDREN'S FUND REVENUE



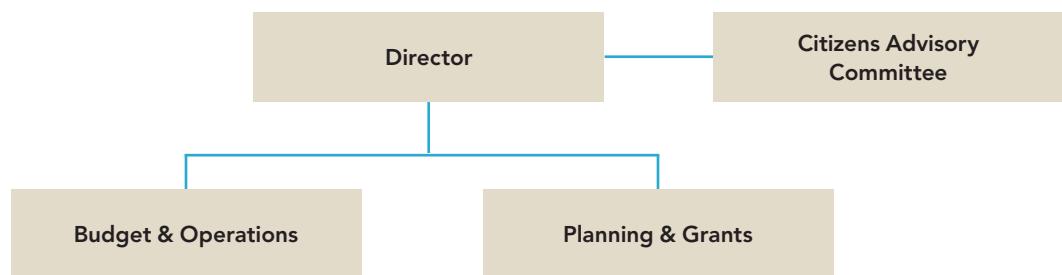
Children's Fund revenue is expected to increase by 28 percent between FY 2011-12 and FY 2015-16.

FY 2014-15 DEPARTMENT USES



The Department proposes to allocate nearly \$55 million in FY 2014-15 to provide direct services to children, youth and families in San Francisco through grants to community-based organizations.

CHILDREN, YOUTH & THEIR FAMILIES



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	34.38	38.42	39.90	1.48	40.16	0.26
Non-operating Positions (cap/other)	(1.00)	(1.00)	(1.00)	0.00	(1.00)	0.00
Net Operating Positions	33.38	37.42	38.90	1.48	39.16	0.26
SOURCES						
Local Taxes	46,087,084	47,950,000	51,615,000	3,665,000	57,320,000	5,705,000
Use of Money or Property	226,239	108,000	108,000	0	108,000	0
Intergovernmental Revenue - Federal	1,583,634	1,358,312	1,362,768	4,456	1,357,807	(4,961)
Intergovernmental Revenue - State	3,693,468	3,060,152	3,170,000	109,848	3,170,000	0
Charges for Services	551,982	0	0	0	0	0
Other Revenues	763,465	110,000	0	(110,000)	0	0
Transfers In	47,598,000	60,600,000	69,590,000	8,990,000	73,180,000	3,590,000
Expenditure Recovery	3,147,581	2,346,389	2,473,675	127,286	2,473,790	115
Transfer Adjustments-Sources	(3,506,000)	(3,660,000)	(3,910,000)	(250,000)	(4,040,000)	(130,000)
Use of / (Deposit to) Fund Balance	834,991	4,819,128	7,690,900	2,871,772	0	(7,690,900)
General Fund Support	25,552,436	28,966,662	28,689,998	(276,664)	28,594,298	(95,700)
Sources Total	126,532,980	145,658,643	160,790,341	15,131,698	162,163,895	1,373,554
USES - OPERATING EXPENDITURES						
Salaries & Wages	3,044,780	3,493,950	3,802,751	308,801	3,959,028	156,277
Fringe Benefits	1,301,724	1,606,745	1,756,529	149,784	1,848,914	92,385
Professional & Contractual Services	2,191,955	2,721,509	2,422,287	(299,222)	2,422,287	0
Aid Assistance / Grants	95,399,333	112,260,515	127,400,713	15,140,198	127,986,237	585,524
Materials & Supplies	204,752	201,925	187,880	(14,045)	187,880	0
Services of Other Departments	24,390,436	25,373,999	25,220,181	(153,818)	25,151,971	(68,210)
Transfers Out	3,506,000	3,660,000	3,910,000	250,000	4,040,000	130,000
Budgetary Reserves	0	0	0	0	607,578	607,578
Transfer Adjustments-Uses	(3,506,000)	(3,660,000)	(3,910,000)	(250,000)	(4,040,000)	(130,000)
Uses - Operating Expenditures Total	126,532,980	145,658,643	160,790,341	15,131,698	162,163,895	1,373,554
USES BY PROGRAM RECAP						
Children's Baseline	31,674,814	32,697,291	41,293,324	8,596,033	35,757,739	(5,535,585)
Children's Fund Programs	45,906,815	53,224,953	56,866,725	3,641,772	57,780,825	914,100
Children's Svcs - Non - Children's Fund	9,029,218	6,623,904	6,068,493	(555,411)	6,068,493	0
Public Education Fund (Prop H)	33,382,000	47,450,000	50,690,000	3,240,000	56,790,000	6,100,000
Violence Prevention	6,540,133	5,662,495	5,871,799	209,304	5,766,838	(104,961)
Uses by Program Recap Total	126,532,980	145,658,643	160,790,341	15,131,698	162,163,895	1,373,554

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
CHILDREN'S BASELINE					
Support the health of children and youth					
Number of high school students served at school Wellness Centers	7,573	6,513	6,500	6,513	6,513
CHILDREN'S FUND PROGRAMS					
Improve the availability and quality of DCYF-funded programs/services					
Number of children, youth, and their families participating in programs/services funded by the Children's Fund	50,545	60,000	55,000	60,000	60,000
Increase the availability and quality of out-of-school time programs					
Number of children and youth attending afterschool programs for five or more hours per week	11,569	14,000	12,000	14,000	14,000
Percentage of participants in afterschool programs who report enhanced enjoyment and engagement in learning as a result of the program	80%	75%	81%	75%	75%
Prepare San Francisco youth 14 to 17 years old for a productive future by helping them to develop the skills and competencies needed to succeed in school and work					
Number of 14 to 17 years old served by DCYF-funded YLEAD programs	12,051	10,000	13,000	10,000	13,000
Number of 14 to 17 year olds placed in a job (subsidized or unsubsidized), internship, or on-the-job training program (excluding the Mayor's Summer Jobs+ Program)	1,683	2,500	1,600	2,500	2,500
Percentage of youth in YWD programs who report developing education or career goals and learning the steps needed to achieve their goals	62%	n/a	65%	75%	75%
Improve the outcomes of youth that have been identified as at-risk for poor social and educational outcomes					
Number of youth 14-24 years old in DCYF-funded case management program receiving case management services	1,184	900	828	900	900

CITY ATTORNEY

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

SERVICES

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

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

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

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

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

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

For more information, call (415) 554-4700 or 311; or visit www.sfcityattorney.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	69,681,358	73,004,864	76,039,962	3,035,098	76,749,935	709,973
Total FTE	304	308	310	2	310	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$76.0 million for City Attorney is \$3.0 million, or 4.2 percent, higher than the FY 2013-14 budget of \$73.0 million. A significant portion of this increase is due to increases in salary and fringe benefits costs.

The FY 2015-16 proposed budget of \$76.7 million for City Attorney is \$0.7 million, or 0.9 percent, lower than the FY 2014-15 budget of \$76.0 million. A significant portion of this decrease is due to a citywide reductions in retirement rates.

Affirmative Litigation Program

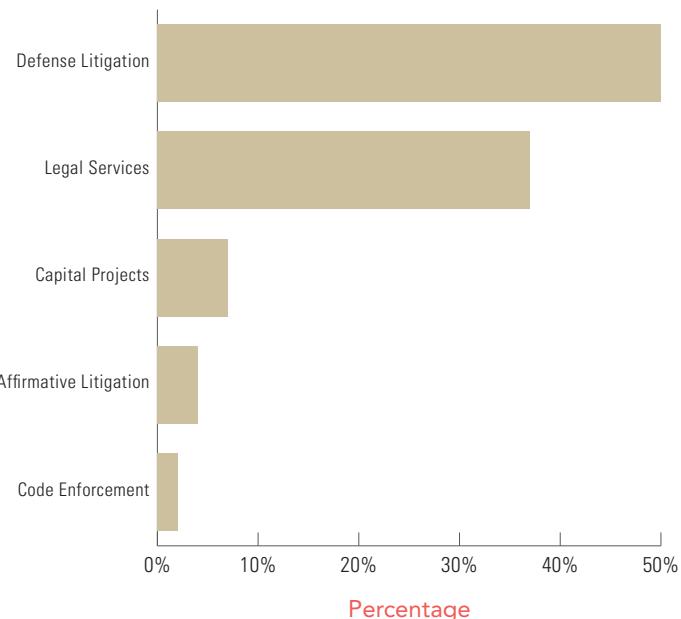
Since 1998, the Department's Affirmative Litigation Program has successfully advanced important public policy initiatives in San Francisco and across the United States, and has proven to be of critical importance to the protection of the health, social, and financial interests

of San Francisco and its citizens. In collaboration with Yale University, the Department's Affirmative Litigation Working Group researches potential litigation and explores innovative public policy litigation strategies.

Protecting San Francisco's Neighborhoods and Residents

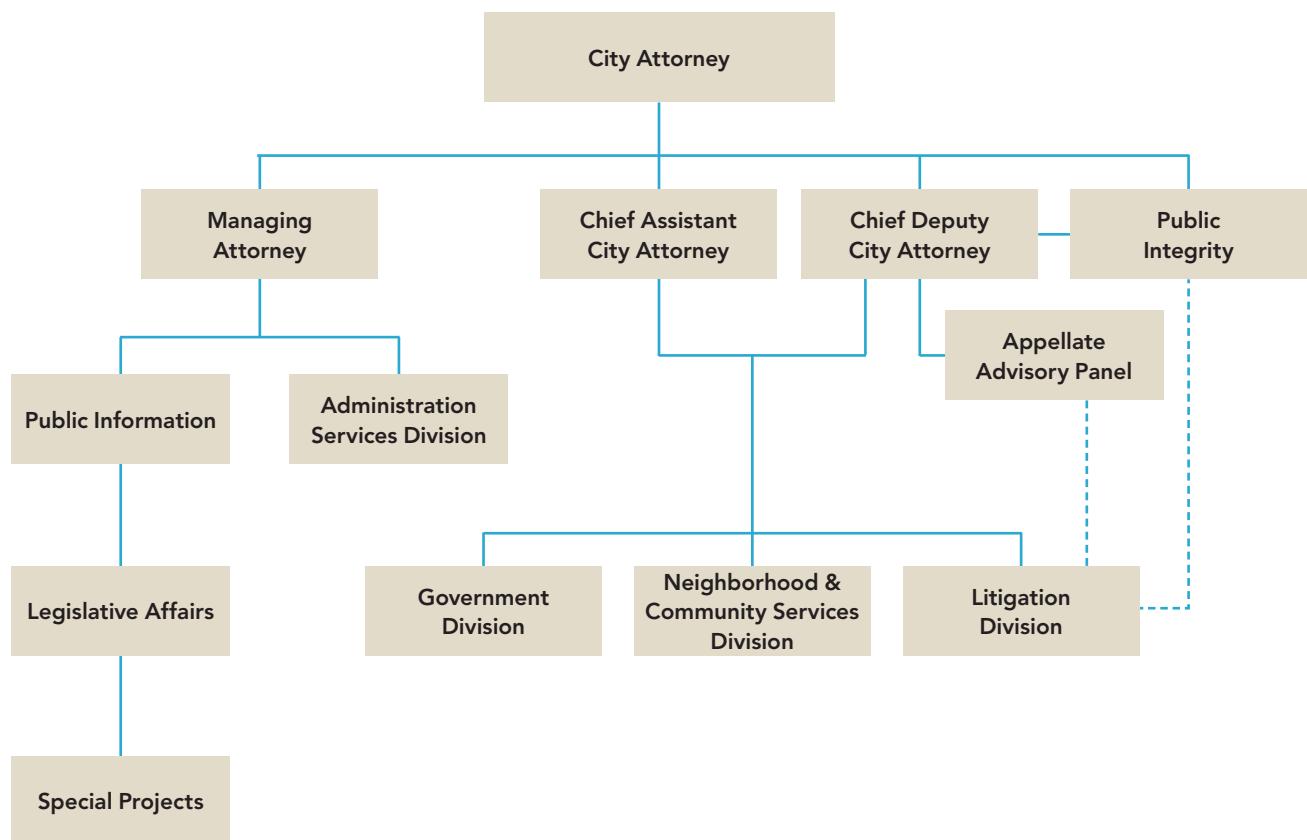
The Department's Neighborhood and Resident Protection team is responsible for the enforcement of municipal and State laws governing public nuisance. Over the course of the next two fiscal years, through a coordinated effort with relevant City agencies, the team will investigate complaints of public nuisance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

FY 2014-15 DEPARTMENT USES BY PROGRAM AREA



The Department expends half of its budget on defense litigation on behalf of the City.

CITY ATTORNEY



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	303.47	308.14	309.85	1.71	309.94	0.09
Net Operating Positions	303.47	308.14	309.85	1.71	309.94	0.09
SOURCES						
Licenses & Fines	16,043,490	4,103,292	0	(4,103,292)	0	0
Intergovernmental Revenue - Other	1,320,979	2,176,000	1,475,000	(701,000)	1,475,000	0
Other Revenues	(6,583)	0	0	0	0	0
Expenditure Recovery	57,537,878	58,072,149	59,037,928	965,779	59,037,928	0
Use of / (Deposit to) Fund Balance	(13,290,114)	0	4,499,235	4,499,235	4,530,931	31,696
General Fund Support	8,075,708	8,653,423	11,027,799	2,374,376	11,706,076	678,277
Sources Total	69,681,358	73,004,864	76,039,962	3,035,098	76,749,935	709,973
USES - OPERATING EXPENDITURES						
Salaries & Wages	39,578,040	40,942,855	43,141,061	2,198,206	44,680,687	1,539,626
Fringe Benefits	15,079,812	17,374,789	18,119,251	744,462	17,361,354	(757,897)
Professional & Contractual Services	11,213,736	9,736,468	9,736,468	0	9,736,468	0
Materials & Supplies	126,343	132,441	140,000	7,559	140,000	0
Equipment	0	95,715	121,161	25,446	44,595	(76,566)
Services of Other Departments	3,683,427	4,722,596	4,782,021	59,425	4,786,831	4,810
Uses - Operating Expenditures Total	69,681,358	73,004,864	76,039,962	3,035,098	76,749,935	709,973
USES BY PROGRAM RECAP						
City Capital Projects	6,694	0	0	0	0	0
Claims	5,485,806	6,305,851	6,531,960	226,109	6,606,452	74,492
Hetchy Water Operations	194,886	0	0	0	0	0
Legal Service	61,258,972	61,697,299	66,773,002	5,075,703	67,408,483	635,481
Legal Service-Paying Depts	2,735,000	5,001,714	2,735,000	(2,266,714)	2,735,000	0
Uses by Program Recap Total	69,681,358	73,004,864	76,039,962	3,035,098	76,749,935	709,973

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
CLAIMS					
Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims					
Number of claims opened	2,919	2,850	2,816	2,850	2,850
Number of claims closed	2,920	3,000	2,400	3,000	3,000
Average number of days from claim filing to final disposition	65	150	56	150	150
Percent of claims denied	58%	52%	56%	52%	52%
Percent of claims settled	42%	48%	44%	48%	48%
LEGAL SERVICE					
Research and/or draft legislation, for all departments including Board of Supervisors, which expresses the desired policies of the City and County of San Francisco.					
Number of pieces of legislation researched and/or drafted for all departments, including the Board of Supervisors	255	300	250	300	300
Advise Board of Supervisors and/or research or draft legislation which expresses the desired policies of the City and County of San Francisco					
Number of Board-generated work assignments	186	266	200	266	266
LEGAL SERVICE-PAYING DEPTS					
Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government					
Number of tort litigation cases opened	441	460	440	460	460

CITY PLANNING

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

SERVICES

The City Planning Department provides services through the following divisions:

CITYWIDE PLANNING maintains the City's General Plan, prepares neighborhood plans, and develops planning code controls and other regulations related to implementation of the General Plan.

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

ENVIRONMENTAL PLANNING prepares State- and Federally-mandated environmental review documents for the City.

ZONING ADMINISTRATION AND COMPLIANCE

administers, interprets, and enforces the City's Planning Code.

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

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

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	25,518,875	29,981,797	38,608,869	8,627,072	35,252,855	(3,356,014)
Total FTE	152	156	170	14	171	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$38.6 million for City Planning is \$8.6 million, or 28.8 percent, higher than the FY 2013-14 budget of \$30.0 million. A significant portion of this increase is due to project review revenue growth, the automatic indexing of the Department's fees, and a one-time \$3.0 million appropriation to fund temporary project review staff through FY 2015-16. Newly proposed positions will address increased permit and case workload, code enforcement activities, various Citywide projects, and housing policy.

The FY 2015-16 proposed budget of \$35.3 million for City Planning is \$3.4 million, or 8.7 percent, lower than the FY 2014-15 budget of \$38.6 million, due to the expiration of one-time spending reflected in the FY 2014-15 proposed budget.

Increasing Permit & Case Volume Trends

Permit and case volumes are projected to grow by 11 percent by the end of FY 2013-14 compared to FY 2012-13. A 2 percent increase is projected for FY 2014-15, followed by a 1 percent increase in FY 2015-16. Recent years' growth has created a significant backlog, which the Department is addressing through additional staffing resources.

Implementing the Mayor's Seven Point Housing Plan

Along with other City Departments, City Planning will work to implement the short term recommendations listed in Mayor's Executive Directive 13-01: Housing Production and Preservation of Rental Stock. This work includes expediting the review and approval of new housing permits, prioritizing the processing of affordable housing projects, and adopting the state-mandated Housing Element by the end of calendar year 2014. The Department will also work with the Mayor's Housing Task Force and other City agencies on proposing policy and legislative changes to incentivize and streamline housing production.

Leading Neighborhood Initiatives

The Department will continue to be a lead player in the City's Invest in Neighborhoods Initiative, which covers 25 traditional neighborhood commercial districts and is led by the Office of Economic and Workforce Development (OEWD). City Planning will direct staff support and provide the Invest in Neighborhoods Initiative with land use and data assessments, public realm design and beautification, community outreach and facilitation, land use and zoning policy recommendations, and project design review.

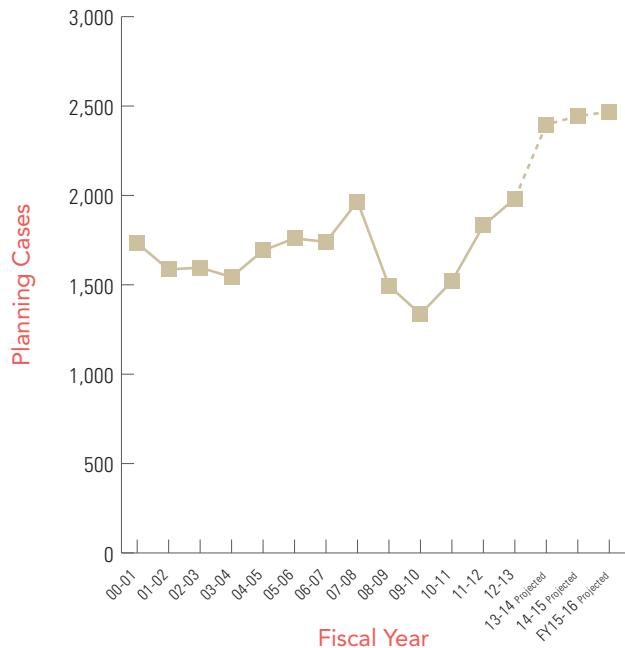
General Plan Updates and Community Plans

In FY 2014-15, the Department will focus on comprehensive updates to both the urban design and transportation elements of the General Plan. The Sustainable Development program will promote district-scale environmental solutions such as Eco-Districts, explore the implications of climate change and sea level rise on San Francisco, enhance biodiversity in the built environment, and pursue other green building initiatives. The Department's community planning efforts continue to focus on the Central SoMa planning effort, with the draft Environment Impact Report (EIR) anticipated in late calendar year 2014, and adoption hearings anticipated in the first half of 2015.

Go-Live of Permit & Project Tracking System

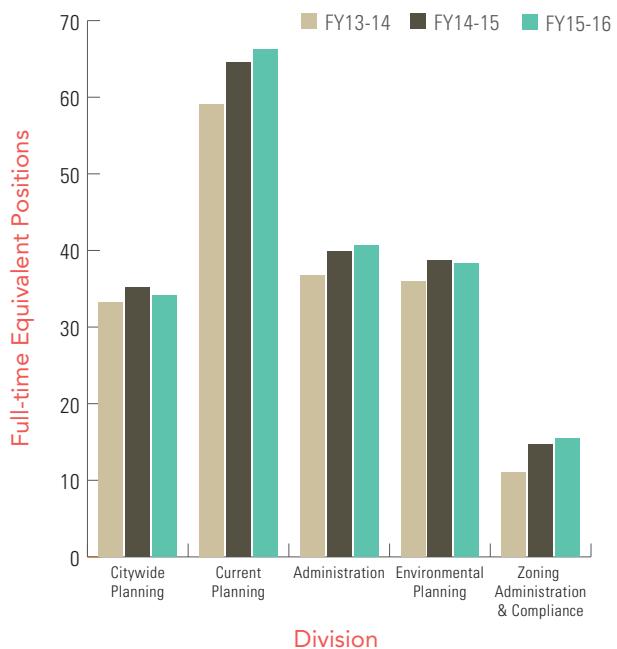
In coordination with the Department of Building Inspection (DBI), the Department is currently implementing the new Permit and Project Tracking System (PPTS), which will consolidate multiple existing systems into one citywide permitting system, allowing City departments to share data. Benefits of the new system include increased transparency, assurance of data and financial accountability, reduction of processing times, and consolidated reporting across department boundaries. From the user perspective, PPTS will allow the public to search for general property information, file some planning and building permit applications and complaints, and track planning applications and building permits online. This system is scheduled to go live in September 2014 with continued enhancements anticipated through FY 2014-15.

CITY PLANNING CASELOAD



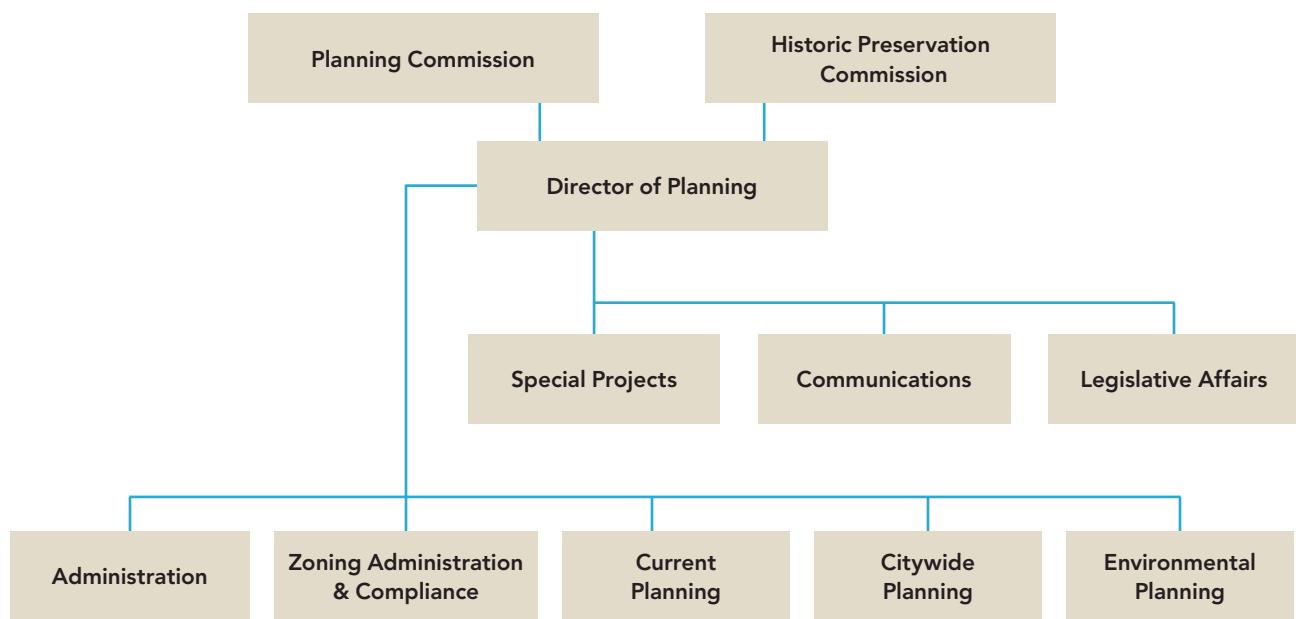
After a significant drop during the Great Recession from 2008-2010, City Planning has seen its caseload strongly rebound.

FULL-TIME EQUIVALENT POSITIONS BY DIVISION



The largest component of City Planning's work is in the Current Planning division, which reviews project applications, provides information to the public, and implements historic preservation programs.

CITY PLANNING



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	156.80	175.98	191.87	15.89	192.95	1.08
Non-operating Positions (cap/other)	(5.03)	(19.46)	(21.61)	(2.15)	(21.61)	0.00
Net Operating Positions	151.77	156.52	170.26	13.74	171.34	1.08
SOURCES						
Intergovernmental Revenue - Federal	26,442	342,067	700,000	357,933	700,000	0
Intergovernmental Revenue - State	0	522,500	1,044,096	521,596	597,500	(446,596)
Intergovernmental Revenue - Other	101,962	136,098	93,260	(42,838)	96,400	3,140
Charges for Services	25,255,315	25,175,254	32,022,896	6,847,642	29,984,075	(2,038,821)
Other Revenues	4,025,832	283,411	1,671,600	1,388,189	1,370,000	(301,600)
Transfers In	72,941	0	0	0	0	0
Expenditure Recovery	1,163,244	749,740	447,135	(302,605)	442,526	(4,609)
Use of / (Deposit to) Fund Balance	(4,345,428)	0	0	0	0	0
General Fund Support	(781,433)	2,772,727	2,629,882	(142,845)	2,062,354	(567,528)
Sources Total	25,518,875	29,981,797	38,608,869	8,627,072	35,252,855	(3,356,014)
USES - OPERATING EXPENDITURES						
Salaries & Wages	13,433,912	15,284,684	17,055,552	1,770,868	17,886,839	831,287
Fringe Benefits	5,988,063	7,362,952	8,101,313	738,361	7,893,826	(207,487)
Overhead	563,760	313,400	26,187	(287,213)	26,187	0
Professional & Contractual Services	1,223,422	2,104,726	7,551,558	5,446,832	3,888,397	(3,663,161)
Aid Assistance / Grants	0	57,500	0	(57,500)	0	0
Materials & Supplies	165,605	157,573	217,406	59,833	271,632	54,226
Equipment	21,229	72,144	69,343	(2,801)	90,565	21,222
Services of Other Departments	3,773,237	4,224,506	4,677,510	453,004	4,545,409	(132,101)
Transfers Out	26,017	0	0	0	0	0
Uses - Operating Expenditures Total	25,195,245	29,577,485	37,698,869	8,121,384	34,602,855	(3,096,014)
USES - PROJECT EXPENDITURES						
Capital Projects	323,630	404,312	910,000	505,688	650,000	(260,000)
Uses - Project Expenditures Total	323,630	404,312	910,000	505,688	650,000	(260,000)
USES BY PROGRAM RECAP						
Administration/Planning	9,171,006	9,881,155	10,710,323	829,168	10,910,653	200,330
City Capital Projects	527	0	0	0	0	0
Citywide Planning	3,960,019	5,850,267	8,586,369	2,736,102	7,731,614	(854,755)
Current Planning	7,182,257	7,994,307	10,964,280	2,969,973	9,178,947	(1,785,333)
Development And Planning	35,330	0	0	0	0	0
Environmental Planning	4,016,382	4,620,442	6,270,646	1,650,204	5,250,312	(1,020,334)
Zoning Administration And Compliance	1,153,354	1,635,626	2,077,251	441,625	2,181,329	104,078
Uses by Program Recap Total	25,518,875	29,981,797	38,608,869	8,627,072	35,252,855	(3,356,014)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
CITYWIDE PLANNING					
Perform timely and comprehensive review of projects.					
Percent of general plan referrals completed within 45 days	80%	90%	90%	90%	90%
CURRENT PLANNING					
Perform timely and comprehensive review of applications					
Percentage of all building permits involving new construction and alterations review that are approved or disapproved within 90 days	63%	75%	75%	75%	75%
Percentage of conditional use applications requiring Commission action approved or disapproved within 180 days	57%	70%	70%	70%	70%
Percentage of public initiated Discretionary Review applications approved or disapproved within 120 days	62%	80%	70%	80%	80%
DEPARTMENT-WIDE/OTHER					
Perform timely review of legislation.					
Percentage of Ordinances initiated by an elected office that are reviewed by the Commission within 90 days or continued at the request of the elected official.	100%	85%	100%	85%	85%
Implement the new Permit & Project Tracking System (PPTS) in a timely manner.					
Percent completion of the Permit and Project Tracking System (PPTS) to be fully implemented for staff use by the Summer of 2014	71%	100%	100%	n/a	n/a
Respond to information requests in a timely and professional manner.					
Percent of helpdesk requests resolved within 24 hours	83%	75%	80%	75%	75%
ENVIRONMENTAL PLANNING					
Perform timely and comprehensive review of applications					
Percent of all environmental impact reports (EIRs) completed within 24 months	50%	75%	75%	75%	75%
Percent of Negative Declarations (Neg Decs), Class 32s, Community Plan Exemptions (CPEs), and Addenda completed within 9 months	68%	75%	75%	75%	75%
Percentage of categorical exemptions reviewed within 45 days	84%	75%	75%	75%	75%
ZONING ADMIN & COMPLIANCE					
Effectively compel compliance for cases in violation.					
Percent of complaints where enforcement proceedings have been initiated within 30 business days of complaint filing	99%	95%	95%	95%	95%

CIVIL SERVICE COMMISSION

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

SERVICES

The Civil Service Commission provides services through the following divisions:

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

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

For more information, call (415) 252-3247 or 311; or visit www.sfgov.org/civil_service

BUDGET DATA SUMMARY

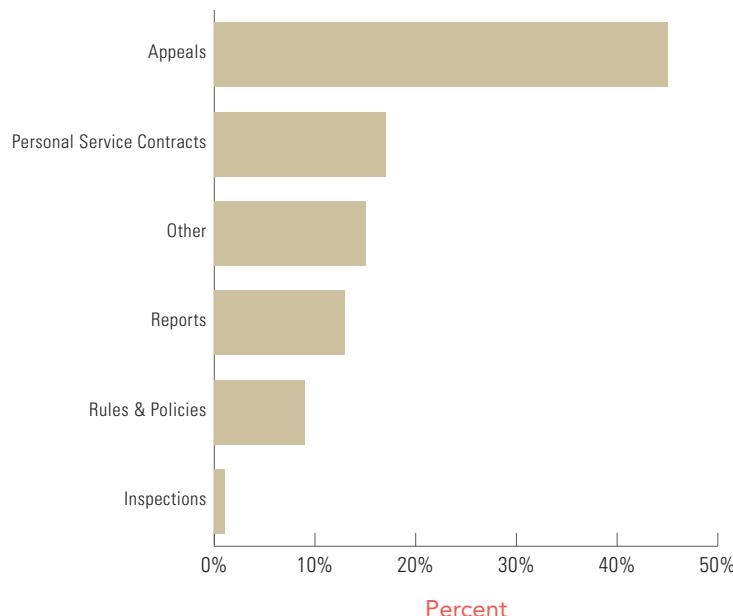
	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	845,754	922,502	1,119,109	196,607	1,128,826	9,717
Total FTE	6	6	6	0	6	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$1.1 million for the Civil Service Commission is \$0.2 million, or 21.3 percent, higher than the FY 2013-14 budget of \$0.9 million. A significant portion of this increase is due to increases in salaries and fringe benefits costs.

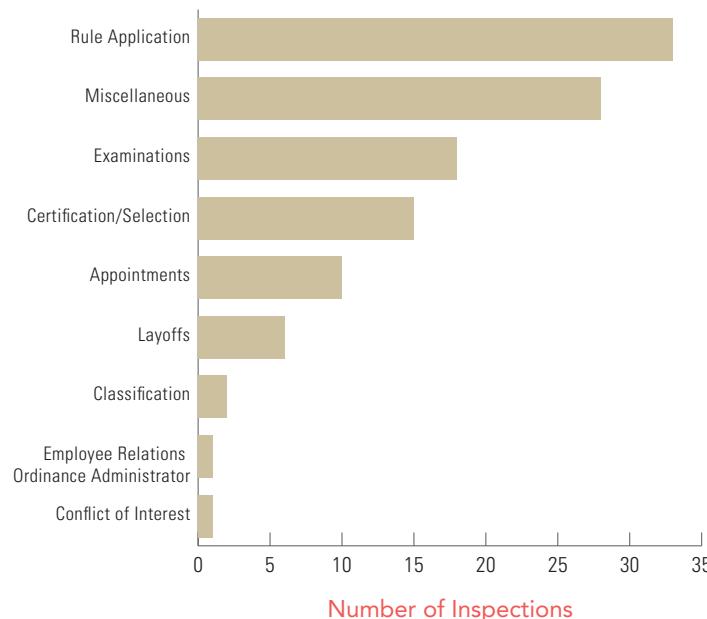
The FY 2015-16 proposed budget of \$1.1 million for the Civil Service Commission is roughly the same as the FY 2014-15 proposed budget of \$1.1 million.

CASES HEARD BY TYPE



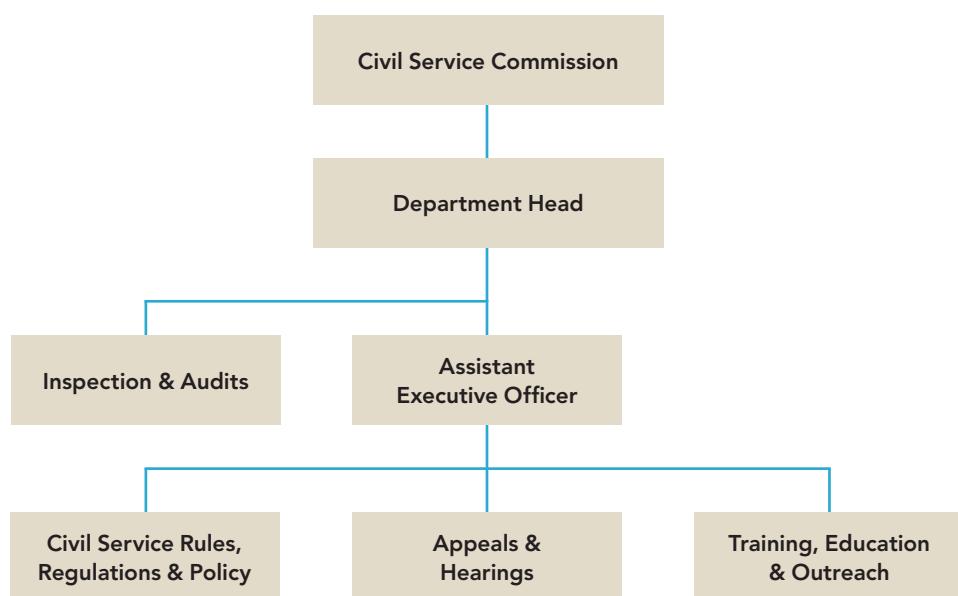
45 percent of all cases heard by the Civil Service Commission are related to appeals.

INSPECTION REQUESTS BY TYPE



29 percent of all inspection requests (33 of 115) made to the Department are related to the application of City rules and regulations.

CIVIL SERVICE COMMISSION



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	5.70	6.02	6.02	0.00	6.02	0.00
Net Operating Positions	5.70	6.02	6.02	0.00	6.02	0.00
SOURCES						
Charges for Services	40	0	0	0	0	0
Expenditure Recovery	310,000	310,000	310,000	0	310,000	0
General Fund Support	535,714	612,502	809,109	196,607	818,826	9,717
Sources Total	845,754	922,502	1,119,109	196,607	1,128,826	9,717
USES - OPERATING EXPENDITURES						
Salaries & Wages	528,459	563,190	582,326	19,136	602,968	20,642
Fringe Benefits	210,495	244,941	256,575	11,634	246,142	(10,433)
Professional & Contractual Services	9,472	10,300	10,300	0	10,300	0
Materials & Supplies	2,070	3,395	3,395	0	3,395	0
Services of Other Departments	95,258	100,676	266,513	165,837	266,021	(492)
Uses - Operating Expenditures Total	845,754	922,502	1,119,109	196,607	1,128,826	9,717
USES BY PROGRAM RECAP						
Civil Service Commission	845,754	922,502	1,119,109	196,607	1,128,826	9,717
Uses by Program Recap Total	845,754	922,502	1,119,109	196,607	1,128,826	9,717

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
CIVIL SERVICE COMMISSION					
Support Commission in resolving civil service issues					
Percentage of appeals and requests for hearings processed within seven days	100%	100%	100%	100%	100%
Percentage of appeals forwarded and resolved by the Commission in the fiscal year	80%	65%	65%	65%	65%
The percentage of completed responses to Inspection Service requests within 60 days	92%	80%	80%	80%	80%
The number of merit system audits conducted and completed in the fiscal year	7	8	8	8	8

COMMUNITY INVESTMENT AND INFRASTRUCTURE

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

SERVICES

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

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

MAJOR APPROVED DEVELOPMENT PROJECTS were previously approved by SFRA. These development projects are located at Hunters Point Shipyard/Candlestick Point,

Mission Bay North and South Redevelopment Project, and Transbay.

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

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

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

For more information, call (415) 759-2400 or 311; or visit www.sfocii.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15	
	Actual Budget	Adjusted Budget	Proposed Budget	Change from 2013–14
Total Expenditures	153,370,000	323,987,000	377,466,000	53,479,000
Total FTE	54	51	51	0

BUDGET ISSUES AND DETAILS

Similar to SFRA, OCII is a separate legal entity from the City and County of San Francisco, while remaining under the legislative authority of the Board of Supervisors. Accordingly, in FY 2014-15, the OCII budget is being considered separately from the City and County budget. The OCII operates with an annual budget, so only the FY 2014-15 budget is presented here.

The Fiscal Year (FY) 2014-15 proposed budget of \$377.5 million is \$53.5 million, or 16.5 percent, higher than the adjusted FY 2013-14 budget of \$324.0 million. A significant portion of this change is due to a \$94.7 million increase in the amount of developer fees and fund balance anticipated for affordable housing, offset by a \$46.7 million net reduction in planned new bond issuances and tax increment available for development infrastructure.

Major Approved Development Projects

Hunters Point Ship Yard / Candlestick Park

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

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

Mission Bay

The Mission Bay North and South Redevelopment Project Areas were established in 1998 to create a vibrant, transit-oriented, mixed-use community that will result in 6,000 residential units (30 percent of which will be affordable); 4.4 million square feet of office and biotechnology space;

400,000 square feet of retail uses; a new University of California, San Francisco (UCSF) research campus and medical center; a 500-room hotel; 41 acres of open space; and a new public school, public library, and the new public safety building. Completion of the Mission Bay project is anticipated to occur over 25 to 30 years and results in the construction of more than \$700 million of new infrastructure, the development of over \$8 billion in private vertical development, and the creation of 31,000 permanent jobs.

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

Transbay

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

The new, transit-oriented neighborhood that will be developed on the 10-acres of formerly State-owned property in the Project Area will consist of more than 3,000 new housing units, including affordable units, commercial space, and new public open space. In addition, the new Transbay Transit Center site will include a 5.5-acre rooftop park and a 1.35-million-square-foot office tower. The development program for the Project Area embodies a balanced approach to density, with office and residential towers spaced apart to protect views and sunlight, and retail and townhouses to maintain visual interest at the ground level. The program includes

significant widening and improvement of sidewalks and reconfiguration of an Interstate 80 off-ramp to help create a safe and attractive pedestrian environment.

Asset Management and Disposition of Properties

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

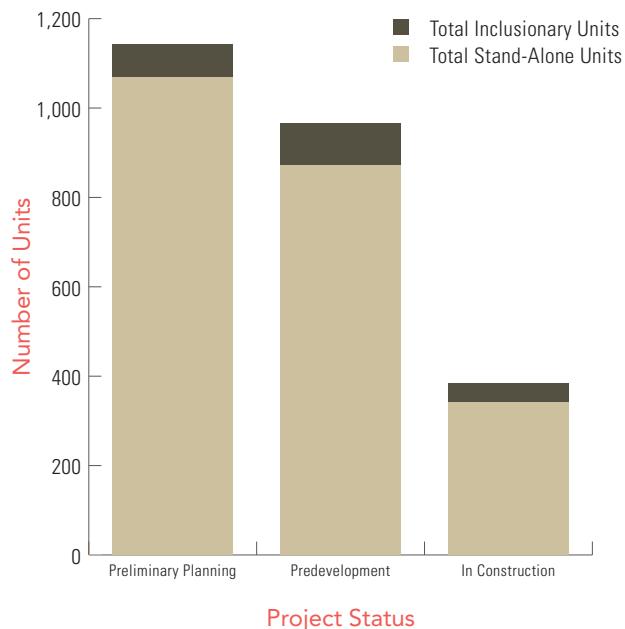
In the Property Management Plan, the OCII must identify its real property for one of the following uses: governmental use, future development, fulfillment of an enforceable obligation, or sale of the property. Redevelopment Dissolution Law requires the Oversight Board and DOF to approve the Property Management Plan and imposes other conditions on the assets if the plan is approved. The Property Management Plan was approved by the Oversight Board in November 2013 and is currently being reviewed by DOF.

Affordable Housing

OCII has retained two major types of Affordable Housing Obligations. First are those that are integrally related to the three critical redevelopment legacy projects under the Major Approved Development Projects that OCII must continue to implement under enforceable obligations consistent with the Dissolution Law. Second, OCII's Affordable Housing Obligations include the replacement of units that were destroyed by SFRA in the early years of redevelopment. Together, these obligations are referred to as OCII's "Retained Housing Obligations", pursuant to both the Dissolution Law and Board of Supervisors Ordinance 215-12. OCII's Retained Housing Obligations are a key part of the Mayor's plan to create 30,000 units by 2020, with one-third, or 10,000, of them as permanently affordable. In fact OCII's Retained Housing Obligations will result in almost 2,750 affordable units by 2020 through both stand-alone projects funded with OCII subsidy as well as inclusionary affordable units provided through private development. This includes several OCII sponsored projects that received completion permits just before the close of 2013, and opened their doors to welcome new residents in 253 affordable units in early 2014.

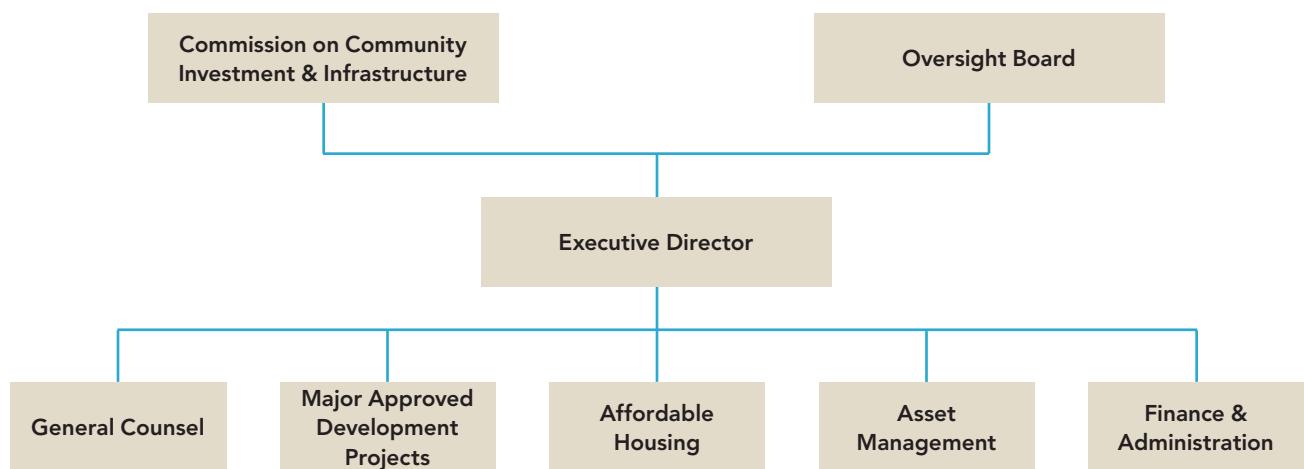
OCII will be managing the implementation of these Retained Housing Obligations through direct oversight, along with services procured from the Mayor's Office of Housing and Community Development ("MOHCD"). Since Dissolution Law requires OCII to transfer the assets (land, loan agreements, ground leases, etc.) to MOHCD as the designated Housing Successor Agency, OCII will coordinate with MOHCD throughout the development phases of the projects. After this transfer, MOHCD must ensure continuing compliance with the underlying enforceable obligation, e.g. the Mission Bay Housing Program, but otherwise has all rights and liabilities of the asset.

OCII AFFORDABLE HOUSING PIPELINE



OCII's Retained Housing Obligations will result in nearly 2,750 affordable housing units by 2020.

COMMUNITY INVESTMENT AND INFRASTRUCTURE



TOTAL BUDGET – HISTORICAL COMPARISON IN \$ THOUSANDS

	2013–14	2014–15	
	Adjusted Budget*	Proposed Budget	Change from 2013–14
SOURCES			
Property Tax Increment - Debt Service	97,230	97,583	354
Property Tax Increment - Mission Bay	4,800	17,120	12,320
Property Tax Increment - Admin Allowance	3,275	2,910	(365)
Property Tax Increment - Other	13,944	13,695	(249)
Subtotal Property Tax Increment	119,249	131,309	12,060
Hotel Tax/Moscone Revs for Debt Service	15,909	11,805	(4,103)
Rent & Lease Revenues	13,329	18,658	5,329
Developer Payments for Affordable Housing	35,700	129,154	93,454
Developer Payments - Other	9,450	13,569	4,119
US Navy Cooperative Agreement	8,863	290	(8,573)
Garage Revenues	3,533	4,215	682
Loan Repayments	-	106	106
City Reimbursements for OCII Staff	540	536	(4)
New Bond Proceeds	58,600	300	(58,300)
Subtotal Current Revenues	265,173	309,942	44,770
Fund Balance - Housing	48,620	49,829	1,209
Fund Balance - Other	10,194	17,695	7,501
Total Sources	323,987	377,466	53,479
USES - OPERATIONS			
Salaries and Benefits	6,140	7,511	1,371
General Administrative & Management Services	850	902	52
Affordable Housing Services	1,368	619	(749)
Rent	441	441	-
Retiree Health Insurance	975	1,040	65
Auditing & Accounting Services	315	210	(105)
Legal Services	3,066	1,395	(1,671)
Planning & Workforce Development Services	2,852	2,629	(223)
Asset Management	4,658	6,879	2,221
Other Professional Services	4,064	7,697	3,633
Grants to Community-Based Organizations	7,564	5,312	(2,251)
Payments to other Public Agencies	2,555	7,456	4,901
Other Current Expenses	3,388	4,010	621
Subtotal Operations	38,236	46,102	7,866
Affordable Housing Loans	82,931	103,172	20,241
Affordable Housing Reserve	9,300	69,098	59,798
Development Infrastructure	71,022	24,283	(46,740)
YBG Capital Reserve	-	3,167	3,167
Community Grants Reserve	-	1,496	1,496
Building Improvements/Lead & Asbestos Abatement	6,336	-	(6,336)
Public Art	2,136	1,378	(757)
Other Use of Bond Proceeds	-	9,217	9,217
Debt Service	114,026	119,555	5,528
Total Uses	323,987	377,467	53,479

* FY 2013-14 figures include addition of \$12,820K Moscone convention center pass-through revenue and debt service not included in published OCII budget.

CONTROLLER

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

SERVICES

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

ACCOUNTING OPERATIONS AND SYSTEMS DIVISION controls the financial activities of the City, which include the certification of funds for contracts, vendor payments, personnel requisitions, and the oversight of departmental expenditures to assess the overall fiscal condition of the City.

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

CITY SERVICES AUDITOR DIVISION conducts financial and performance audits of City departments, agencies, concessions, and contracts. The division has broad authority for benchmarking, performance management, and best practices. The division also oversees the City's Whistleblower Program.

ECONOMIC ANALYSIS DIVISION reports on pending City legislation that has potentially substantial economic impacts on the City.

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

PUBLIC FINANCE DIVISION issues and manages the City's General Fund debt obligations. It provides low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefits to the citizens of San Francisco, while balancing market and credit risk appropriate benefits, mitigations, and controls.

For more information, call (415) 554-7500 or 311; or visit www.sfcontroller.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	35,714,081	43,980,897	51,960,612	7,979,715	55,781,082	3,820,470
Total FTE	198	204	220	16	245	25

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$52.0 million for the Controller's Office is \$8.0 million, or 18.1 percent, higher than the FY 2013-14 budget of \$44.0 million. A significant portion of this increase is due to the implementation of a new citywide financial information system, as well as an increase to the City Services Auditor baseline.

The FY 2015-16 proposed budget of \$55.8 million for the Controller's Office is \$3.8 million, or 7.4 percent, higher than the FY 2014-15 budget of \$52.0 million. A significant portion of this increase is due to continued implementation of the new citywide financial information system.

Modernizing the City's Core Financial Systems

Building off scoping efforts funded in FY 2013-14, the Controller's Office will begin the implementation of a new citywide financial information system. This initiative will replace the current system, which is nearly 30 years old, and is used as the system of record for all City financial transactions and reporting requirements. In addition, the Controller is upgrading the citywide human resources and payroll systems to provide online access to all City employees.

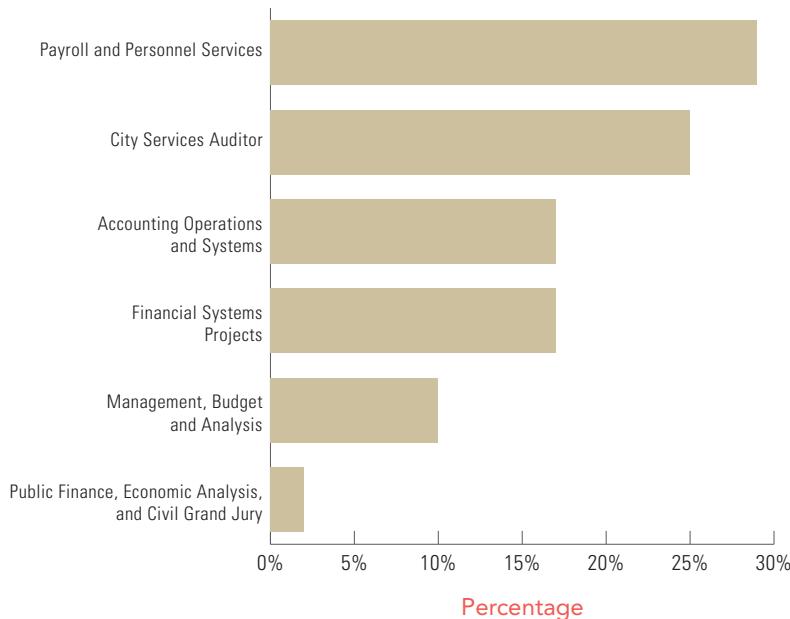
Increase Reporting on Local Government Performance

The Controller's Office will enhance and expand its current parks and streets condition assessment and annual reports. The Department will also conduct and publish ongoing benchmark reporting of the City's major services, and increase the availability of self-service on-line tools currently available on SFOpenBook (openbook.sfgov.org/) and the Government Barometer (sfgovbar.weebly.com/).

Promote Cost-Effective, Green Financial Practices

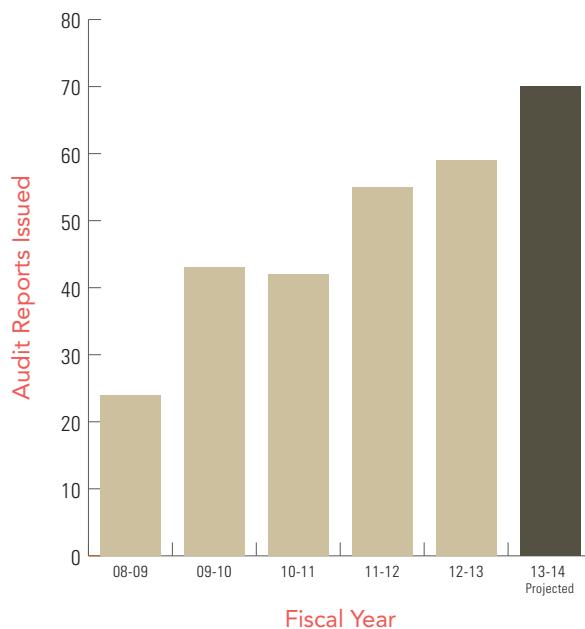
The Controller's Office will support green financial practices in the City through efficiency and innovation. The Department will complete its conversion of electronic payments to vendors, and will implement electronic payroll and earnings reports to employees. In the second year, the Controller will complete online open enrollment for employee and retiree benefits. Finally, the Controller will implement electronic signature capability to the City's contractual and other procurement documents.

FY 2014-15 DEPARTMENT USES BY SERVICE AREA



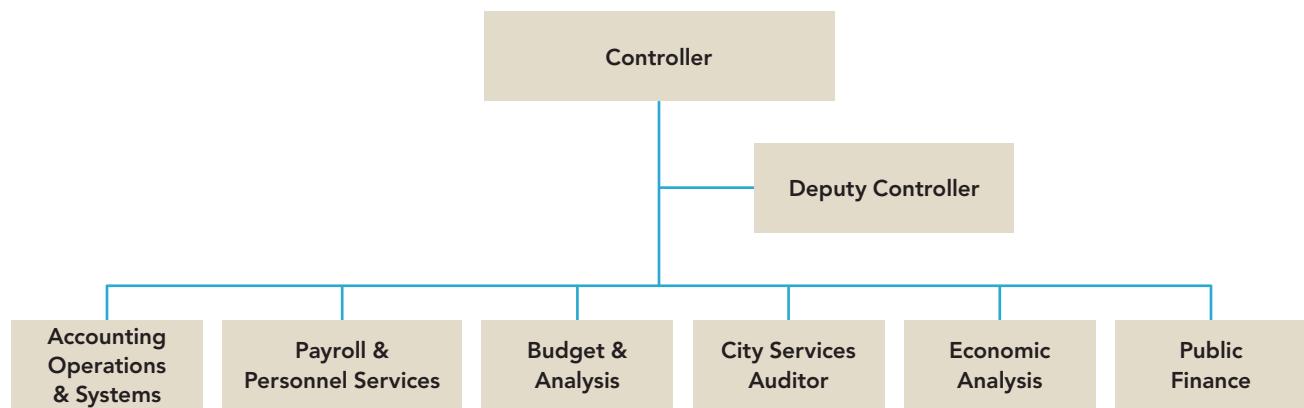
The Payroll and Personnel Services and City Services Auditor divisions make up over half of the Department's budget.

REPORTS ISSUED BY CITY SERVICES AUDITOR



The number of audit reports issued by the Controller's City Services Auditor has steadily increased since FY 2008-09. This increase is primarily due to the expansion of the Unit's audit programs and portfolio to better respond to the needs of City Departments.

CONTROLLER



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	204.75	217.54	229.12	11.58	254.12	25.00
Non-operating Positions (cap/other)	(7.08)	(13.43)	(8.96)	4.47	(9.00)	(0.04)
Net Operating Positions	197.67	204.11	220.16	16.05	245.12	24.96
SOURCES						
Local Taxes	40,012	36,360	36,360	0	36,360	0
Intergovernmental Revenue - Other	500,000	125,000	130,000	5,000	130,000	0
Charges for Services	400,608	365,826	365,826	0	365,826	0
Other Revenues	1,054,326	0	600,000	600,000	600,000	0
Expenditure Recovery	23,622,470	29,511,847	38,185,196	8,673,349	41,897,606	3,712,410
Use of / (Deposit to) Fund Balance	183,849	757,118	225,273	(531,845)	225,000	(273)
General Fund Support	9,912,816	13,184,746	12,417,957	(766,789)	12,526,290	108,333
Sources Total	35,714,081	43,980,897	51,960,612	7,979,715	55,781,082	3,820,470
USES - OPERATING EXPENDITURES						
Salaries & Wages	19,038,979	21,196,326	23,727,479	2,531,153	27,161,007	3,433,528
Fringe Benefits	7,336,518	8,917,695	10,212,916	1,295,221	10,925,030	712,114
Professional & Contractual Services	6,252,668	10,463,861	14,685,288	4,221,427	14,113,700	(571,588)
Materials & Supplies	292,008	471,470	429,200	(42,270)	429,200	0
Equipment	71,462	233,700	0	(233,700)	250,000	250,000
Services of Other Departments	2,722,446	2,697,845	2,905,729	207,884	2,902,145	(3,584)
Uses - Operating Expenditures Total	35,714,081	43,980,897	51,960,612	7,979,715	55,781,082	3,820,470
USES BY PROGRAM RECAP						
Accounting Operations And Systems	8,020,216	8,093,614	8,670,738	577,124	8,824,164	153,426
City Services Auditor	9,626,381	13,671,802	13,133,275	(538,527)	13,399,139	265,864
Economic Analysis	348,513	404,727	493,151	88,424	497,328	4,177
Financial Systems Projects	278,627	2,300,000	8,580,798	6,280,798	11,515,627	2,934,829
Management, Budget And Analysis	3,870,405	4,943,746	5,237,043	293,297	5,341,074	104,031
Payroll And Personnel Services	13,036,099	13,874,980	15,070,579	1,195,599	15,417,969	347,390
Public Finance	533,840	692,028	775,028	83,000	785,781	10,753
Uses by Program Recap Total	35,714,081	43,980,897	51,960,612	7,979,715	55,781,082	3,820,470

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ACCOUNTING OPERATIONS AND SYSTEMS					
Ensure that the City follows appropriate accounting procedures					
Number of findings of material weakness in annual City audit	1	0	0	0	0
Provide accurate, timely financial reporting					
City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)	1	1	1	1	1
CITY SERVICES AUDITOR					
Provide effective consulting and technical assistance to City departments to improve their operations					
Percentage of client ratings for technical assistance projects that are good or excellent	100%	95%	95%	95%	95%
ECONOMIC ANALYSIS					
Provide timely economic and operational analyses to inform legislation and management decisions					
Percentage of OEA economic impact reports completed by the hearing date	100%	100%	100%	100%	100%
PAYROLL & PERSONNEL SERVICES					
Provide accurate, timely financial transactions					
Percentage of payroll transactions not requiring correction	99.2%	98.5%	98.5%	98.5%	98.5%
PUBLIC FINANCE					
Reduce the City's debt service costs through bond refinancings					
Present value savings from bond refinancings	\$0	\$5,000,000	\$4,800,000	\$5,000,000	\$2,000,000

COUNTY EDUCATION

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

SERVICES

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

In FY 2014-15 and 2015-16, General Fund support for arts, music, and athletics programs offered through the school district will increase due to a greater allocation from the Public Education Enrichment Fund (Proposition H).

In March 2004, voters approved Proposition H, creating a Public Education Enrichment Fund and requiring that the City allocate General Fund each year to support programs

at SFUSD and the Children and Families Commission (also known as First 5 San Francisco). The total Prop H funding obligation is \$82.1 million for FY 2014-15 and \$89.2 million for FY 2015-16. More detail about this program can be found in the department sections for First 5 San Francisco and DCYF.

In addition, the proposed budget contains an allocation to SFUSD of \$11.1 million out of the City's Rainy Day Reserve.

For more information, call (415) 241-6000 or 311; or visit www.sfusd.edu

TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
SOURCES						
General Fund Support	116,000	116,000	116,000	0	116,000	0
Sources Total	116,000	116,000	116,000	0	116,000	0
USES - OPERATING EXPENDITURES						
Aid Assistance / Grants	116,000	116,000	116,000	0	116,000	0
Uses - Operating Expenditures Total	116,000	116,000	116,000	0	116,000	0
USES BY PROGRAM RECAP						
County Education Services	116,000	116,000	116,000	0	116,000	0
Uses by Program Recap Total	116,000	116,000	116,000	0	116,000	0

DISTRICT ATTORNEY

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

SERVICES

The District Attorney provides services through the following divisions:

VERTICAL prosecutes serious and violent felony offenses through the following units: Homicide, Gang, Child Assault, and Sexual Assault.

HORIZONTAL prosecutes felony and misdemeanor crimes, which are handled by different teams through the various stages of prosecution. The units that comprise the Horizontal Criminal Division are Intake, Misdemeanors, Preliminary Hearings, General Felonies, and Domestic Violence.

WHITE COLLAR investigates and prosecutes a variety of specialized crimes. This division consists of two units: the Special Prosecutions Unit and the Economic Crimes Unit.

INVESTIGATIONS is comprised of the sworn investigative branch of the office.

BRADY, APPELLATE & TRAINING is responsible for handling writs and appeals, specialized legal motions, developing legal training materials, conducting on-site legal training, as well as evaluating and responding to trial integrity issues.

ALTERNATIVE PROGRAMS AND INITIATIVES includes all alternative courts, neighborhood court, and the juvenile unit.

VICTIM SERVICES provides support services, including crisis intervention and court accompaniment, to over 5,000 victims of crime annually.

Additional departmental service and support divisions include Executive Support, the Alternative Sentencing Program, Community Engagement, Communications, Policy & Planning, Technology, Finance and Administration, Legal Support, and Human Resources.

For more information, call (415) 553-1751 or 311; or visit www.sfdistrictattorney.com

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	43,290,183	46,716,897	48,776,521	2,059,624	49,086,228	309,707
Total FTE	245	253	256	3	255	(1)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$48.8 million for the District Attorney is \$2.1 million, or 4.4 percent, higher than the FY 2013-14 budget of \$46.7 million. A significant portion of this increase is due to increases in salary and fringe benefits costs as well as additional funding for the Department's Mental Health Unit.

The FY 2015-16 proposed budget of \$49.1 million for the District Attorney is \$0.3 million, or 0.6 percent, higher than the FY 2014-15 proposed budget of \$48.8 million. A significant portion of this increase is due to increases in salary and fringe benefits costs.

Mental Health Unit

The District Attorney's mental health unit is responsible for a broad spectrum of complex legal procedures in both criminal and probate court. In criminal court, the unit handles issues involving competency to stand trial, sanity, and state hospital commitments for sexually violent predators and mentally disabled offenders. Per State law, the unit represents the Public Conservator in probate court by initiating and maintaining all conservatorships. The District Attorney also handles involuntary psychiatric holds at San Francisco General Hospital.

Beginning July 1, 2014, the District Attorney will assume the responsibility of creating and filing all documents relating to conservatorships. The Mental

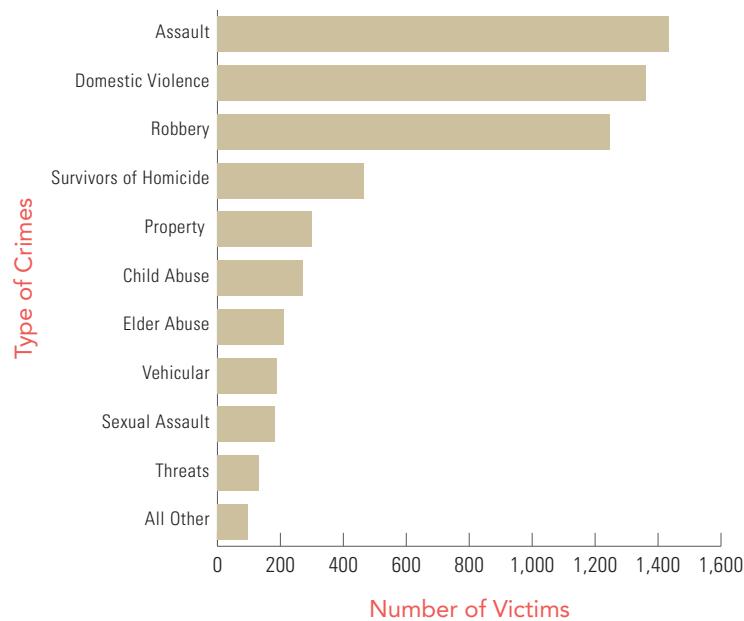
Health Unit currently manages nearly 750 cases and this new responsibility, previously handled by the Superior Court, will increase the unit's workload, requiring it to develop new systems to identify, file, manage and track all individuals being conserved in our jurisdiction. The Mental Health unit will work closely with the Department of Public Health, the Public Conservator and the Courts to review its systems and procedures as caseloads grow. The Department has received funding to hire an attorney, paralegal and investigator beginning in FY 2014-15.

Domestic Violence Unit

In FY 2012-13, the Department was approved for 9 limited-term positions to support an enhanced Domestic Violence Unit. This enhanced Domestic Violence Unit is now in its second year and is already seeing the benefits of increased communication between staff and the victims they serve. Prosecutors and victim advocates are able to spend more time, build better rapport and engender more trust with survivors. As a result, more survivors remain committed to holding their batterers accountable. Between calendar years 2012 and 2013, the number of cases dismissed has dropped by 37 percent.

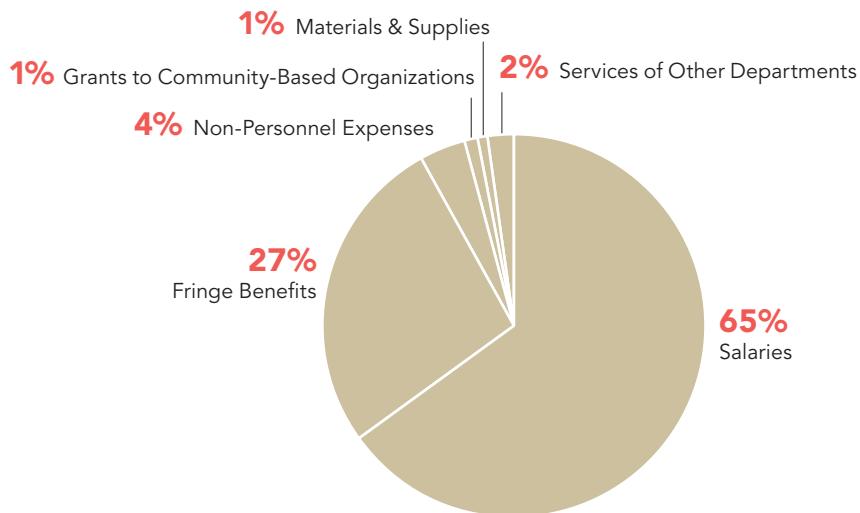
This year, the domestic violence conviction rate is at 83 percent, up from 66 percent last calendar year. This budget substitutes the limited term positions for regular term positions to continue this model in FY 2015-16 and beyond.

VICTIMS SERVED IN 2013



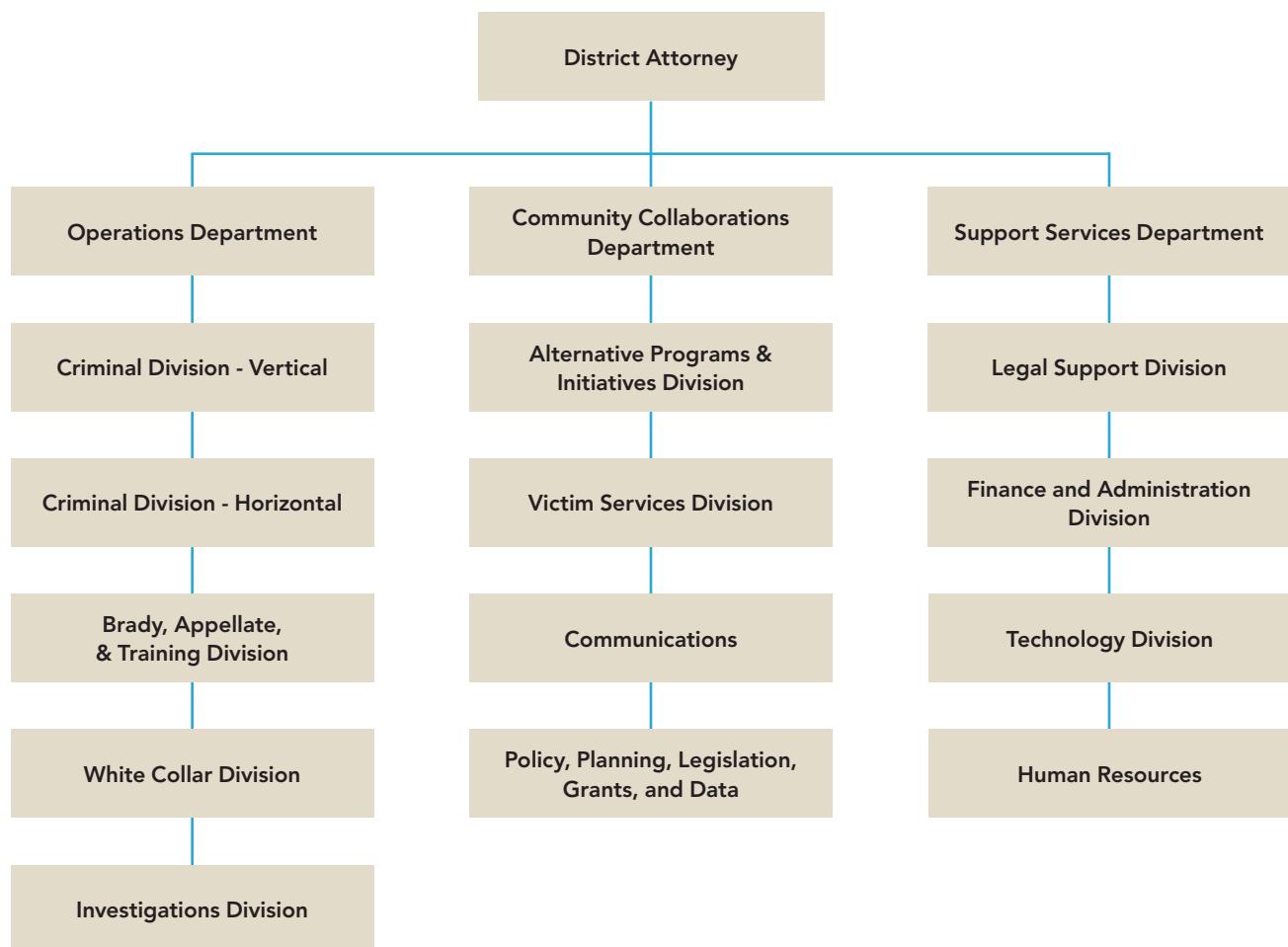
The District Attorney serves victims of many crimes, the most common of which are assault, domestic violence, and robbery.

FY 2013-14 DEPARTMENT USES



The Department expends 92 percent of its budget on salaries and fringe benefits costs.

DISTRICT ATTORNEY



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	246.22	253.39	256.38	2.99	255.43	(0.95)
Non-operating Positions (cap/other)	(1.25)	0.00	0.00	0.00	0.00	0.00
Net Operating Positions	244.97	253.39	256.38	2.99	255.43	(0.95)
SOURCES						
Licenses & Fines	125,238	0	0	0	0	0
Use of Money or Property	4,044	0	0	0	0	0
Intergovernmental Revenue - Federal	1,322,397	924,754	960,944	36,190	960,944	0
Intergovernmental Revenue - State	3,116,409	2,865,066	3,309,222	444,156	3,411,222	102,000
Charges for Services	757,318	573,814	493,568	(80,246)	493,568	0
Other Revenues	796	0	0	0	0	0
Transfers In	339,949	0	0	0	0	0
Expenditure Recovery	1,317,267	1,248,820	965,215	(283,605)	690,215	(275,000)
Transfer Adjustments-Sources	(332,449)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	454,592	490,904	505,225	14,321	504,360	(865)
General Fund Support	36,184,622	40,613,539	42,542,347	1,928,808	43,025,919	483,572
Sources Total	43,290,183	46,716,897	48,776,521	2,059,624	49,086,228	309,707
USES - OPERATING EXPENDITURES						
Salaries & Wages	29,256,266	30,753,320	32,420,599	1,667,279	33,374,291	953,692
Fringe Benefits	9,997,030	11,694,753	12,297,904	603,151	11,734,311	(563,593)
Overhead	93,043	0	0	0	0	0
Professional & Contractual Services	1,759,760	1,918,031	2,322,325	404,294	2,316,966	(5,359)
Aid Assistance / Grants	449,002	252,952	256,746	3,794	256,746	0
Materials & Supplies	501,891	294,630	338,187	43,557	336,478	(1,709)
Equipment	364,313	482,261	158,244	(324,017)	80,925	(77,319)
Services of Other Departments	859,166	1,320,950	982,516	(338,434)	986,511	3,995
Transfers Out	332,449	0	0	0	0	0
Transfer Adjustments-Uses	(332,449)	0	0	0	0	0
Uses - Operating Expenditures Total	43,280,471	46,716,897	48,776,521	2,059,624	49,086,228	309,707
USES - PROJECT EXPENDITURES						
Facilities Maintenance	9,712	0	0	0	0	0
Uses - Project Expenditures Total	9,712	0	0	0	0	0
USES BY PROGRAM RECAP						
Administration - Criminal & Civil	1,705,108	2,202,446	1,912,330	(290,116)	1,912,652	322
Career Criminal Prosecution	1,042,353	1,041,013	1,076,820	35,807	1,092,520	15,700
Child Abduction	920,666	993,165	1,044,891	51,726	1,088,165	43,274
Family Violence Program	1,086,260	1,495,359	1,650,834	155,475	1,667,414	16,580
Felony Prosecution	25,132,797	27,683,131	28,760,992	1,077,861	29,075,140	314,148
Misdemeanor Prosecution	1,795,927	1,995,815	2,231,041	235,226	2,314,063	83,022
Support Services	6,126,315	6,514,328	7,210,232	695,904	7,319,893	109,661
Work Orders & Grants	5,480,757	4,791,640	4,889,381	97,741	4,616,381	(273,000)
Uses by Program Recap Total	43,290,183	46,716,897	48,776,521	2,059,624	49,086,228	309,707

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
FELONY PROSECUTION					
Hold felony offenders accountable for their crimes					
Number of adult felony arrests reviewed	11,744	12,000	12,000	12,000	12,000
Number of adult felony arrests charged or handled by probation revocation	5,416	6,000	6,000	6,000	6,000
Effectively prosecute homicide cases					
Average number of cases handled per attorney in the homicide unit	7	7	7	7	7

ECONOMIC & WORKFORCE DEVELOPMENT

The Office of Economic and Workforce Development (OEWD) supports the City's economic vitality through key programs focused on neighborhood commercial corridors, workforce development, joint development projects, industry-focused business recruitment and retention, small business assistance, and international business development.

SERVICES

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

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

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

THE SMALL BUSINESS COMMISSION AND ITS OFFICE OF SMALL BUSINESS provide Citywide policy direction on issues affecting small businesses and operate a One-Stop Small Business Assistance Center that functions as the City's central point for information and assistance to small businesses.

INVEST IN NEIGHBORHOODS DIVISION facilitates the revitalization of commercial corridors in neighborhoods across the City and creates Community Benefit Districts.

This division also provides oversight and technical assistance in support of a number of community-based efforts.

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

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

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

For more information, call (415) 554-6969 or 311; or visit www.oewd.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	22,424,072	39,155,612	36,068,541	(3,087,071)	32,614,469	(3,454,072)
Total FTE	76	86	93	7	92	(1)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$36.1 million for the Office of Economic & Workforce Development is \$3.1 million, or 7.9 percent, lower than the FY 2013-14 budget of \$39.2 million. A significant portion of this decrease is due to the completion of the 34th America's Cup project, partially offset by a large revolving loan repayment.

The FY 2015-16 proposed budget of \$32.6 million for the Office of Economic & Workforce Development is \$3.5 million, or 9.7 percent, lower than the FY 2014-15 proposed budget of \$36.1 million. A significant portion of this decrease is due to the expiration of one-time programming associated with grants and the revolving loan repayment.

Strengthening Neighborhoods

OEWD will continue to leverage the growing Small Business New Jobs Investment Fund, which benefits from a \$1.6 million revolving loan repayment in FY 2014-15. This will allow the Department to give out additional revolving loans, as well as increase its ADA inspection and remediation program and SF Shines Façade and Tenant Improvement Program. The Department also will continue important programs including Storefront SF retail vacancy tracking, and HealthyRetailSF which provides individualized attention to corner store owners interested in becoming healthy food retailers.

The Department plans to continue implementing the Central Market Economic Strategy and initiate development of a new Third Street Economic Action Plan in collaboration with nonprofit partners. OEWD also anticipates conducting Community Benefit District (CBD) feasibility analyses and assisting with the formation of CDBs. Furthermore, in response to needs from the community, the budget invests \$1.0 million in a new Community and Cultural Facilities Grant Fund which will provide funds for capital improvements to vital neighborhood institutions.

Attracting and Growing Jobs

OEWD will continue the successful sector-based economic development initiatives focused on identified priorities in the San Francisco Economic Strategy, including technology, clean technology, biotech, manufacturing, tourism, nightlife/entertainment, and international sectors. The Department remains focused on preparing and connecting San Franciscans to jobs in these key sectors. While the State has repealed the Enterprise Zone program, the

proposed budget uses General Fund resources to offset lost administrative revenues to OEWD, keeping these programs strong.

Additionally, a new sector initiative being launched this year will focus on the non-profit sector, offering a single point of contact for needs assessments, connecting to available resources including technical assistance, and addressing real estate challenges. This initiative recognizes the important contributions that the non-profit sector makes to the San Francisco economy and community and the need to support its work.

Supporting Small Businesses

The Office of Small Business (OSB) serves as the City's central point for information and assistance to San Francisco small businesses. In partnership with the private sector and the Federal Small Business Administration, OSB hosts SF Small Business Week, which is the largest small business week in the country. The Small Business Commission works to support and enhance the San Francisco small business environment through its review of pertinent small business legislation and policy matters and makes recommendations to the Mayor, Board of Supervisors, and City agencies.

The Department will continue its Business License Portal Program, building upon its work in the current year developing an online portal that will provide a central, go-to location for business assistance in San Francisco. The portal is planned to launch in September 2014. The next steps include conducting a Business Process Review to streamline departmental permitting and licensing processes. The program has been a strong partnership with the Department of Technology and plans to engage with five City departments to provide consolidated billing to small businesses in FY 2014-15.

Investing In Workforce Programs

OEWD will continue to focus on responding to key industries that drive San Francisco's economy. The Department bridges the gap between educational and vocational training institutions and industries, and provides San Francisco workers with access to quality employment opportunities through its programs including CityBuild, Hospitality Initiative, TechSF, and the Health Care Academy. OEWD works to provide young adults, mid-career workers, and the long-term unemployed with connections to growth areas in the local labor market. The Department will continue to support neighborhood-based access points for entry into the

citywide cross-department workforce system. The budget includes a particular focus on vulnerable communities, including limited-English proficient immigrants, and ensuring the inclusion of effective, culturally competent programming.

The budget also includes staffing for the new interdepartmental Committee on City Workforce Alignment. This committee will coordinate City workforce services and generate a five-year workforce development plan. With this information, the City will be able to identify any gaps in the workforce training process, and help clarify how the different programs fit together.

Implementing Local Hire

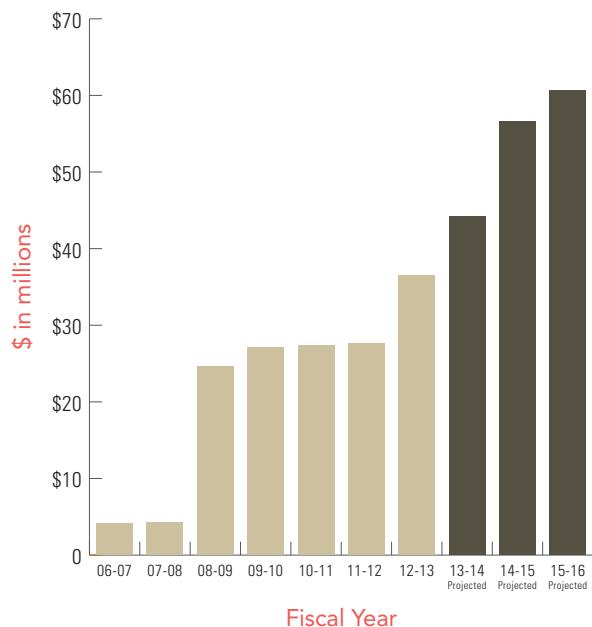
The Mandatory Local Hiring Policy for Construction is currently in its fourth year of implementation. In compliance with the policy, the Workforce Development

Division of OEWD has worked with the Controller's Office to conduct a periodic review of the Policy. OEWD continues to staff the Mayor's Construction Workforce Advisory Committee, consisting of 12 members representing the construction industry. OEWD will continue to monitor and conduct further review of the policy to inform recommendations in FY 2014-2015.

Promoting Film

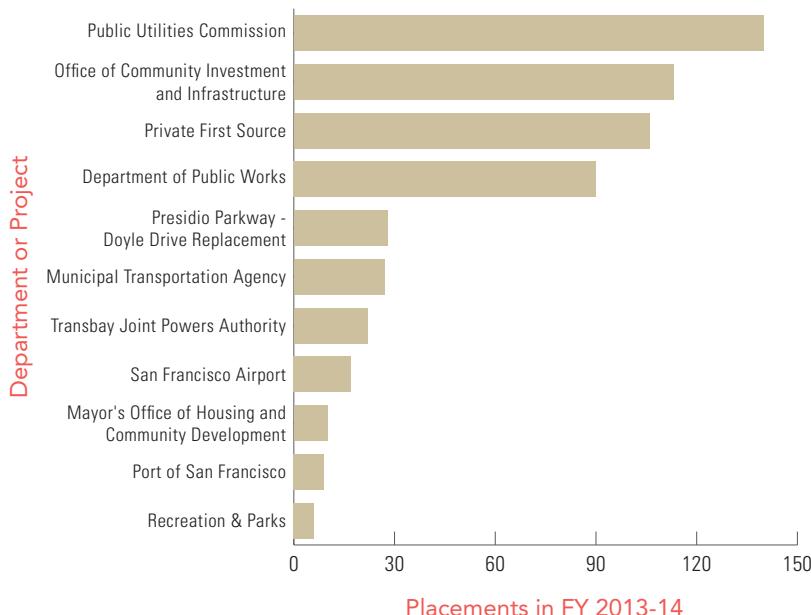
The Film Commission will continue promoting its "Scene in San Francisco" Rebate Program, which is projecting as many productions in FY 2013-14 as in the entire first six years of the program. The Vendor Discount Program, which offers discounts from local merchants to visiting productions, will be continued. Additionally, the Film Commission will continue its Film Space Grant, which provides financial assistance to nonprofit organizations that provide low cost office and film production space in San Francisco.

COMMUNITY BENEFIT DISTRICT ASSESSMENT REVENUE



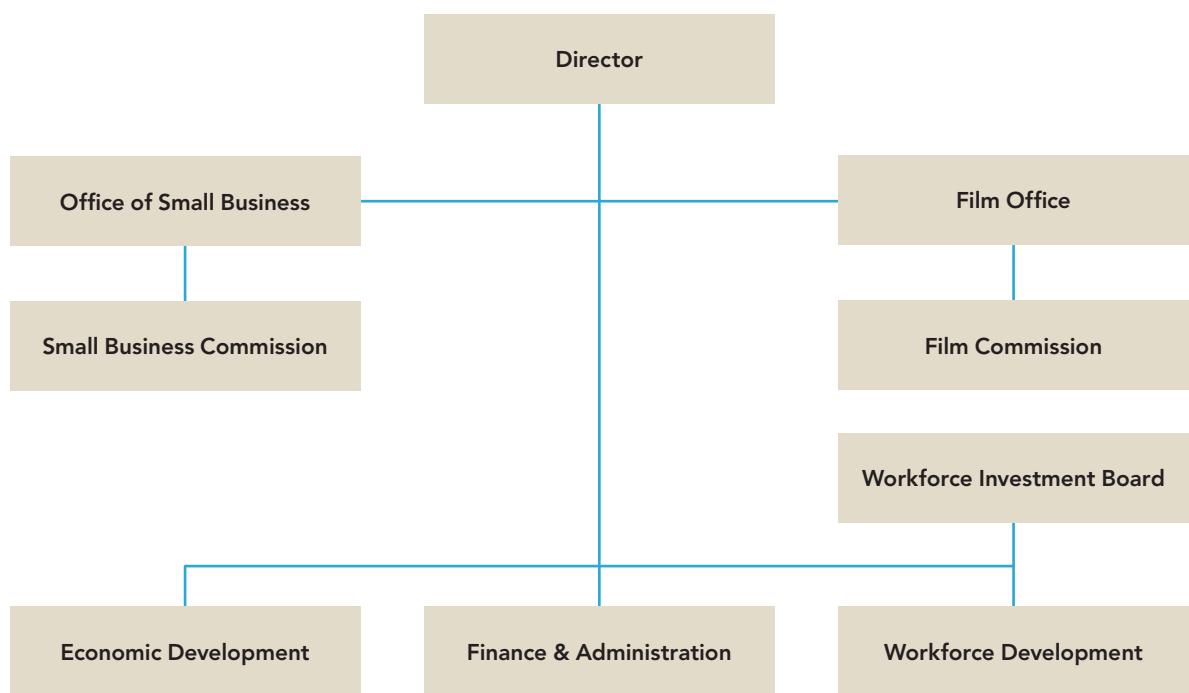
A geographic district can vote to establish a Community Benefit District (CBD), an area where local property owners are levied a special assessment to fund neighborhood improvements. In FY 2013-14 through FY 2015-16, expected growth in assessment revenues is driven by new proposed CBDs.

CITYBUILD PLACEMENTS BY DEPARTMENT



CityBuild provides workforce training and job placement services to San Francisco residents interested in pursuing a career in the construction industry. As of February 28, 2014, the program has placed 568 residents.

ECONOMIC & WORKFORCE DEVELOPMENT



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	88.04	97.98	109.48	11.50	108.39	(1.09)
Non-operating Positions (cap/other)	(11.94)	(12.40)	(16.90)	(4.50)	(16.40)	0.50
Net Operating Positions	76.10	85.58	92.58	7.00	91.99	(0.59)
SOURCES						
Local Taxes	46,807	56,000	65,000	9,000	65,000	0
Use of Money or Property	0	8,728	8,728	0	8,728	0
Intergovernmental Revenue - Federal	33,631	6,123,475	7,040,623	917,148	7,044,904	4,281
Intergovernmental Revenue - Other	109,330	0	0	0	0	0
Charges for Services	1,561,514	1,126,250	405,000	(721,250)	405,000	0
Other Revenues	3,940,299	6,504,802	2,445,101	(4,059,701)	2,451,524	6,423
Transfers In	805,500	701,272	501,272	(200,000)	501,272	0
Expenditure Recovery	3,547,414	4,329,786	4,653,581	323,795	4,176,907	(476,674)
Transfer Adjustments-Sources	(70,000)	(1,272)	(1,272)	0	(1,272)	0
Use of / (Deposit to) Fund Balance	(456,734)	0	1,642,601	1,642,601	0	(1,642,601)
General Fund Support	12,906,311	20,306,571	19,307,907	(998,664)	17,962,406	(1,345,501)
Sources Total	22,424,072	39,155,612	36,068,541	(3,087,071)	32,614,469	(3,454,072)
USES - OPERATING EXPENDITURES						
Salaries & Wages	5,499,375	8,328,735	9,725,616	1,396,881	10,041,785	316,169
Fringe Benefits	2,185,209	3,725,357	4,145,104	419,747	3,986,569	(158,535)
Overhead	0	0	574,700	574,700	571,522	(3,178)
Professional & Contractual Services	3,109,842	6,378,078	3,036,594	(3,341,484)	2,756,669	(279,925)
Aid Assistance / Grants	7,158,833	18,187,929	16,643,713	(1,544,216)	13,229,753	(3,413,960)
Materials & Supplies	89,546	154,987	154,325	(662)	154,325	0
Services of Other Departments	2,950,366	1,546,167	1,778,489	232,322	1,863,846	85,357
Transfers Out	1,500,901	835,631	11,272	(824,359)	11,272	0
Transfer Adjustments-Uses	(70,000)	(1,272)	(1,272)	0	(1,272)	0
Uses - Operating Expenditures Total	22,424,072	39,155,612	36,068,541	(3,087,071)	32,614,469	(3,454,072)
USES BY PROGRAM RECAP						
Children's Baseline	314,065	314,065	314,065	0	314,065	0
Economic Development	11,763,953	18,551,975	15,261,929	(3,290,046)	11,948,155	(3,313,774)
Film Services	859,155	1,325,000	1,125,000	(200,000)	1,125,000	0
Office Of Small Business Affairs	731,198	866,509	891,470	24,961	900,100	8,630
Workforce Training	8,755,701	18,098,063	18,476,077	378,014	18,327,149	(148,928)
Uses by Program Recap Total	22,424,072	39,155,612	36,068,541	(3,087,071)	32,614,469	(3,454,072)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ECONOMIC DEVELOPMENT					
To strengthen the economic vitality of neighborhoods and commercial corridors					
Annual Community Benefit District (CBD) revenue	\$36,513,256	\$44,221,800	\$47,234,932	\$56,561,156	\$60,616,156
To grow and support quality workforce opportunities for all San Francisco residents					
Placement rate of individuals 18 and older who complete a program in jobs that are either full-time or part-time	70%	70%	70%	70%	70%
To foster international trade					
Number of international trade delegations hosted or co-hosted	171	150	100	120	120
Develop, assist, and promote film activities					
Number of permits issued	530	580	600	630	660
Revenues collected from film permits	\$171,542	\$190,000	\$200,000	\$210,000	\$220,000
OFFICE OF SMALL BUSINESS AFFAIRS					
Foster, promote and retain small businesses in San Francisco					
Number of small businesses assisted	4,023	3,184	3,500	3,700	3,700

ELECTIONS

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

SERVICES

The Department of Elections provides services through the following program areas:

ADMINISTRATIVE provides oversight of the Department's financial, personnel, administration, customer services, and general support services.

BALLOT DISTRIBUTION administers the vote-by-mail program for approximately 220,000 voters, and prepares the ballot order and ballot distribution plan.

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

ELECTION DAY SUPPORT recruits and trains poll workers, all of whom administer mandated procedures and provide service to a linguistically and culturally diverse voter population; and secures voting sites throughout San Francisco following the guidelines set by the Americans with Disabilities Act (ADA), the Help America Vote Act (HAVA), and the Secretary of State's Office (SOS).

POLLING PLACE OPERATIONS division conducts testing of Insight optical-scan voting machines and Edge accessible voting machines to confirm the accuracy of the

hardware and software formulated for each election; and manages storage, maintenance, and distribution of voting equipment.

INFORMATION TECHNOLOGY division is responsible for network infrastructure, production of data reports, and maintenance of the Department's website and database applications; it also oversees operations inherent in the Department's Election Management System used to organize and integrate voter registration information with election-related processes such as voting by mail, provisional voting, candidate filings, petition verification, poll worker and polling place administration, and modifications to precinct and district boundaries.

VOTER SERVICES division administers the voter roll, voter registration, voting by mail, and petition signature verification; it also conducts early voting at City Hall beginning 29 days prior to each election.

VOTER INFORMATION division produces San Francisco's sample and official ballots and Voter Information Pamphlets in English, Chinese, Spanish, Tagalog, and accessible formats; provides support to the Ballot Simplification Committee; provides community and voter outreach; and produces and disseminates multilingual informational brochures about voter services provided by the Department.

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	12,022,114	16,696,145	17,014,725	318,580	18,846,428	1,831,703
Total FTE	42	52	49	(3)	60	11

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$17.0 million for the Department of Elections is \$0.3 million, or 1.9 percent, higher than the FY 2013-14 budget of \$16.7 million. A significant portion of this increase is due to one-time real estate expenditures and new funding for the implementation of Tagalog language translation services. The one scheduled election in FY 2014-15 is the November 4 Consolidated General Election.

Because more candidates and propositions are expected on the ballot, resulting in a higher projected voter turnout, the FY 2014-15 proposed budget includes a relatively higher level of temporary salaries, overtime, professional services, printing, postage, and work order expenses than an average consolidated general election would require.

The FY 2015-16 proposed budget of \$18.8 million is \$1.8 million, or 10.8 percent, higher than the Department's FY 2014-15 proposed budget of \$17.0 million. A significant portion of this increase is due to two elections being scheduled in FY 2015-16: the November 3, 2015 Municipal Election and the June 7, 2016 Presidential Primary Election. For the November 3 election, the Department will consolidate polling places to achieve savings in poll worker stipends, polling place fees, costs for Parking and Traffic to retrieve ballots, Sheriff's security costs, and some non-personnel expenses such as vehicle rentals and supplies.

In accordance with California Elections Code Section 12241, the consolidation of polling places is allowed only for municipal elections, so the Department will return to a full allotment of voting precincts for the June election. This will increase operational and staffing costs.

Filipino (Tagalog) Language Translation

On April 2, 2014, the City certified Tagalog as a required language under the City's Language Access Ordinance.

In addition to Chinese and Spanish, City regulations now mandate a more rigorous provision of multilingual services in Tagalog. The Department of Elections will be required to produce materials in Tagalog and hire bilingual personnel to perform translation services. One-time and ongoing funds have been provided to the Department to begin implementation in FY 2014-15.

Communication and Service Initiatives

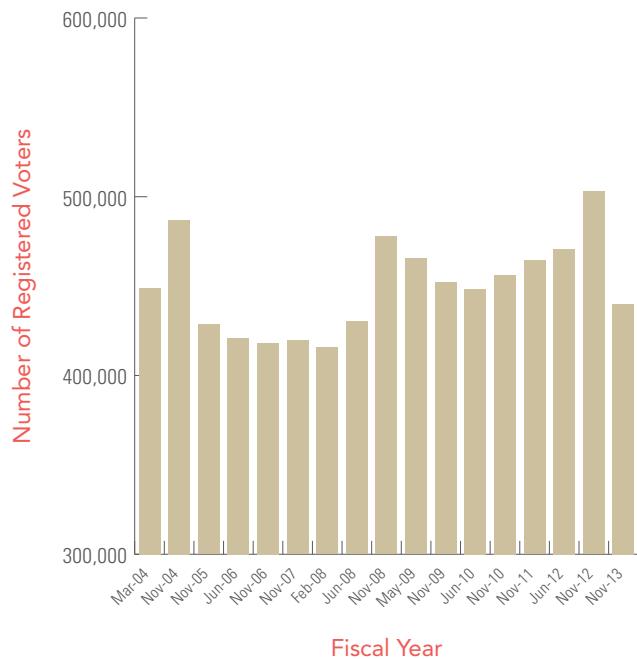
The Department plans to develop a library of public service announcement videos in English, Chinese, Spanish, Tagalog, and American Sign Language. These communication pieces intend to deliver—via TV, radio, and online channels—voting tips to build stronger awareness and retention of the Department's key messages, such as reminding voters to update registration information if they move or change their name, prompting voters to return vote-by-mail ballots on time with signed return envelopes, or advising voters to check polling place locations before Election Day.

Additionally, the Department will implement the use of tablet computers and other line management techniques during early voting hours at City Hall. Staff will pre-process voters to alleviate voting wait time and reduce in-person voter registration processing time.

Ballot Processing Improvements

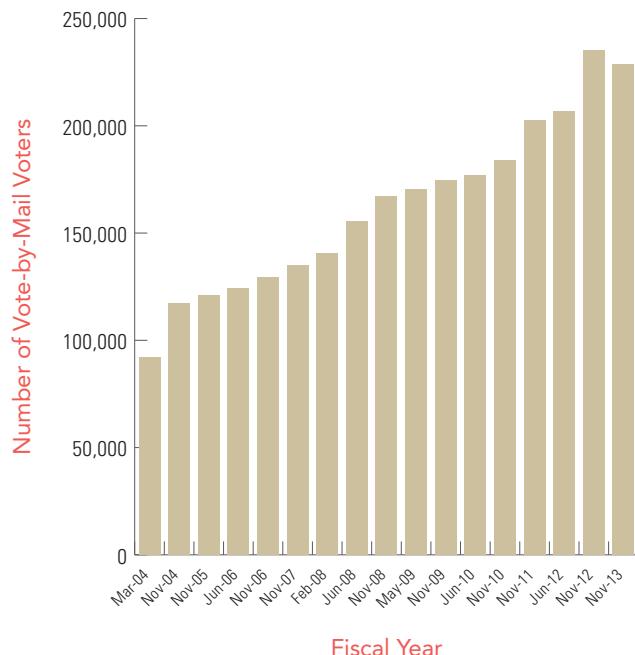
This year, the Department intends to move beyond the practice of manually extracting mailed ballots from return envelopes in preparation for tallying. The acquisition of two ballot extraction workstations and associated equipment will reduce the cost and increase efficiency.

REGISTERED VOTERS



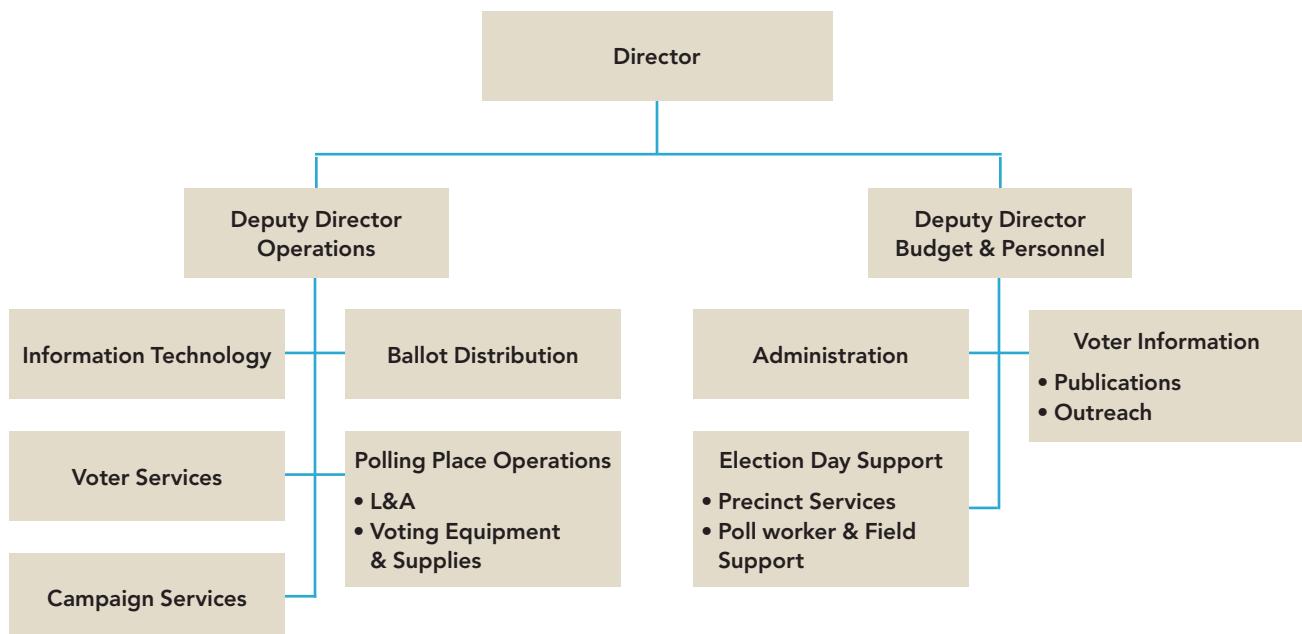
The number of registered voters peaks during Presidential elections (Fall 2012, Fall 2008, Fall 2004).

PERMANENT VOTE-BY-MAIL VOTERS



The number of San Francisco registered voters who have requested to be permanent Vote-By-Mail (VBM) voters has steadily increased over the past 10 years. However, in November 2013, the number dropped slightly.

ELECTIONS



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	42.25	52.17	49.45	(2.72)	59.93	10.48
Net Operating Positions	42.25	52.17	49.45	(2.72)	59.93	10.48
SOURCES						
Intergovernmental Revenue - Federal	38,613	0	0	0	0	0
Charges for Services	86,285	188,393	82,045	(106,348)	137,868	55,823
Expenditure Recovery	1,229,875	145,000	790,632	645,632	82,000	(708,632)
General Fund Support	10,667,341	16,362,752	16,142,048	(220,704)	18,626,560	2,484,512
Sources Total	12,022,114	16,696,145	17,014,725	318,580	18,846,428	1,831,703
USES - OPERATING EXPENDITURES						
Salaries & Wages	3,847,878	4,760,692	4,509,409	(251,283)	5,706,253	1,196,844
Fringe Benefits	1,380,824	1,592,899	1,690,197	97,298	1,593,333	(96,864)
Professional & Contractual Services	5,463,037	8,967,307	7,350,403	(1,616,904)	10,115,121	2,764,718
Materials & Supplies	364,423	235,433	381,752	146,319	292,381	(89,371)
Equipment	139,203	94,044	162,863	68,819	61,090	(101,773)
Services of Other Departments	826,749	1,045,770	920,101	(125,669)	1,078,250	158,149
Uses - Operating Expenditures Total	12,022,114	16,696,145	15,014,725	(1,681,420)	18,846,428	3,831,703
USES - PROJECT EXPENDITURES						
Capital Projects	0	0	2,000,000	2,000,000	0	(2,000,000)
Uses - Project Expenditures Total	0	0	2,000,000	2,000,000	0	(2,000,000)
USES BY PROGRAM RECAP						
Elections	12,022,114	16,696,145	17,014,725	318,580	18,846,428	1,831,703
Uses by Program Recap Total	12,022,114	16,696,145	17,014,725	318,580	18,846,428	1,831,703

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ELECTIONS					
San Francisco voter registration and turnout					
Number of registered voters	440,037	466,835	453,238	466,835	488,053
Voter turnout	364,875	289,438	146,052	289,438	222,244
Vote-by-mail turnout	193,196	127,500	91,651	147,613	137,223
Turnout as a percentage of registration	73%	40%	33%	62%	46%
Vote-by-mail turnout as a percentage of total turnout	53%	68%	63%	51%	62%
Providing a voter education and outreach program in accordance with the Voting Rights Act, the Help America Vote Act, and the Equal Access to Services Ordinance					
Number of outreach events	191	241	102	138	195
Number of educational presentations	178	224	106	94	140
Number of educational presentation program attendees	28,000	35,000	13,737	14,100	20,925
Providing bilingual poll workers at San Francisco's polling places					
Number of bilingual poll workers recruited	1,175	1,300	750	670	600
Maintaining a program to analyze and improve the customer service that the Department provides.					
Average rating for the level of customer service provided (scale of 1-5)	5.0	5.0	4.8	5.0	5.0

EMERGENCY MANAGEMENT

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

SERVICES

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

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

DIVISION OF EMERGENCY SERVICES (DES) personnel coordinate the multi-disciplinary citywide planning, preparation, and response for emergencies that go beyond or are outside the resources of traditional response departments. In addition, staff coordinate training,

exercises, education and outreach for City residents, the private sector, City agencies and others associated with emergency management and disaster planning. DES serves as the City's primary link to state and federal emergency management and Homeland Security partners. DES also houses the Emergency Medical Services Agency (EMSA), which regulates and coordinates all components of the City's prehospital care system.

ADMINISTRATION AND SUPPORT provides the Department with payroll and personnel services; budget and accounting functions; IT systems planning and management; facility management; and other administrative functions.

For more information, call (415) 558-3800 or 311; or visit www.sfdem.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	96,844,821	69,492,934	76,309,954	6,817,020	77,158,856	848,902
Total FTE	244	244	254	10	255	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$76.3 million for the Department of Emergency Management (DEM) is \$6.8 million, or 9.8 percent, higher than the FY 2013-14 budget of \$69.5 million. A significant portion of this increase is due to additional staffing at the City's 9-1-1 Dispatch Center and a major purchase of replacement public safety radios. \$1.0 million of DEM's increase is tied to pass-through grant revenues from the Department of Homeland Security (DHS) to be distributed regionally.

The FY 2015-16 proposed budget of \$77.2 million for DEM is \$0.8 million, or 1.1 percent, lower than the FY 2014-15 proposed budget of \$76.3 million. A significant portion of this increase is due to salary and fringe benefits costs.

9-1-1 Operations Staffing

DEM works hard to ensure rapid 9-1-1 call pickup times and dispatches. In FY 2014-15, the Department will improve its performance in this area by hiring a class of new dispatchers, who will provide increased staffing resources and flexibility while enabling the Department to meet its call response time goals. The Department will also continue to implement staffing efficiency improvements recommended by the Controller's City Services Auditor (CSA).

Investments in Emergency Communications

The Department continues to move forward with its multi-year initiative to replace and enhance its emergency communications infrastructure at the 9-1-1 Dispatch Center. In May 2014, the Department introduced its Computer

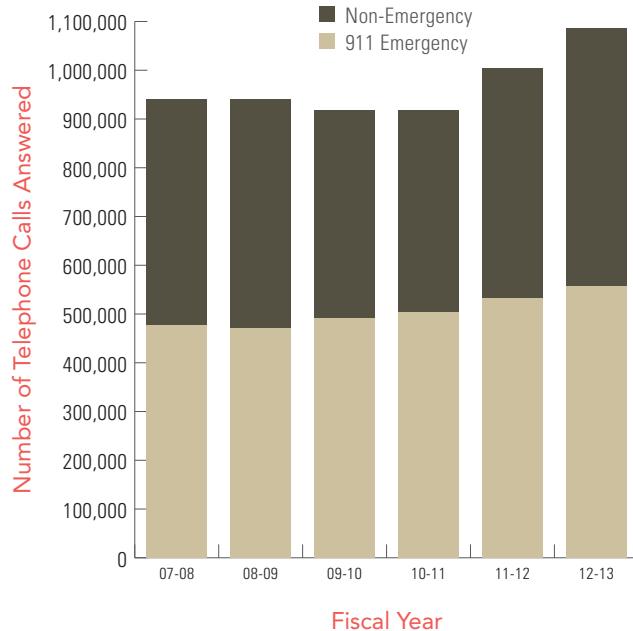
Aided Dispatch (CAD) technology, which will be fully implemented over the course of FY 2014-15. The new system will replace an outdated legacy system and expedite dispatching. The Department will also begin to replace its aging 9-1-1 phone system in FY 2014-15, which will ultimately result in shorter call waiting periods as well as a more reliable and resilient infrastructure. In FY 2015-16, the City's phone logging recorder system will be replaced, completing the initiative.

Public Safety Radio Replacement Project

DEM is continuing to lead the replacement of the City's 800MHz Public Safety Radio system, which is used primarily by public safety agencies. The current system, which supports over 7,000 mobile and handheld radios, is used by 10 City departments for push-to-talk communications between the 9-1-1 Dispatch Center and field officers to relay incident information, as well as day-to-day communications between units in the field. As the current system, installed in 1999, nears the end of its useful life, the City has begun scoping systems and infrastructure needs.

The budget includes \$3.0 million over the next two years to replace more than 800 outdated portable radios used by the Police, Fire, and Sheriff's Departments with new devices. In FY 2015-16, \$2.5 million will be allocated for critical upgrades of radio tower sites owned by the City. These investments represent an important down payment for a longer term project that will involve collaboration between numerous City agencies over the next several years.

EMERGENCY & NON-EMERGENCY OPERATIONS — NUMBER OF TELEPHONE CALLS ANSWERED



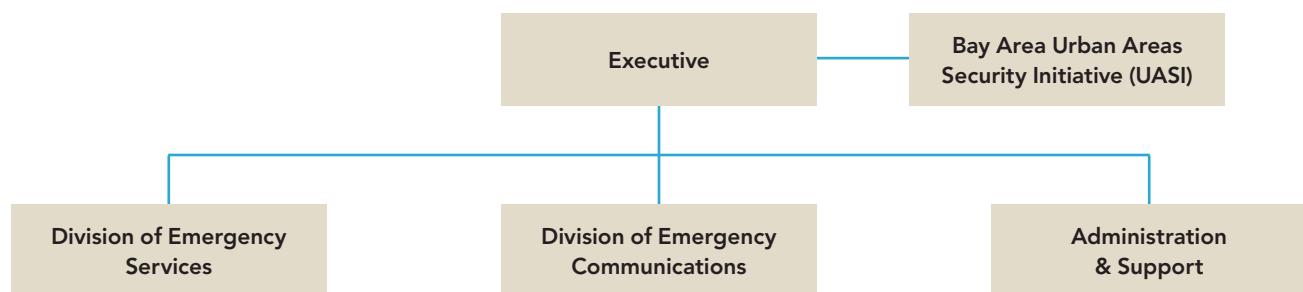
The number of emergency and non-emergency calls answered by the Department has increased since FY 2010-11.

EMERGENCY EXERCISES CONDUCTED



The Division of Emergency Services (DES) conducts a wide range of exercises to train City employees for an emergency event. Workshops and trainings are conducted on a regular basis across the City.

EMERGENCY MANAGEMENT



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	243.70	245.09	255.08	9.99	255.98	0.90
Non-operating Positions (cap/other)	0.00	(1.54)	(1.00)	0.54	(1.00)	0.00
Net Operating Positions	243.70	243.55	254.08	10.53	254.98	0.90
SOURCES						
Intergovernmental Revenue - Federal	51,207,250	22,901,903	23,912,257	1,010,354	23,919,104	6,847
Intergovernmental Revenue - State	9,096	0	0	0	0	0
Charges for Services	516,515	485,460	485,100	(360)	485,100	0
Transfers In	323,822	0	0	0	0	0
Expenditure Recovery	2,539,148	1,634,373	1,629,258	(5,115)	1,636,886	7,628
Use of / (Deposit to) Fund Balance	(281,072)	0	0	0	0	0
General Fund Support	42,530,062	44,471,198	50,283,339	5,812,141	51,117,766	834,427
Sources Total	96,844,821	69,492,934	76,309,954	6,817,020	77,158,856	848,902
USES - OPERATING EXPENDITURES						
Salaries & Wages	26,192,984	26,627,861	29,239,991	2,612,130	30,397,292	1,157,301
Fringe Benefits	9,656,840	10,218,856	11,392,388	1,173,532	11,017,787	(374,601)
Overhead	4,850	5,481	5,755	274	6,043	288
Professional & Contractual Services	41,764,803	22,305,793	23,652,968	1,347,175	5,046,494	(18,606,474)
Aid Assistance / Grants	75,000	0	0	0	0	0
Materials & Supplies	2,283,467	282,976	244,813	(38,163)	18,312,077	18,067,264
Equipment	4,204,214	5,924	32,484	26,560	66,559	34,075
Debt Service	0	2,178,840	2,194,219	15,379	2,383,344	189,125
Services of Other Departments	10,032,820	7,266,353	7,142,052	(124,301)	7,211,260	69,208
Transfers Out	(26,220)	0	0	0	0	0
Uses - Operating Expenditures Total	94,188,758	68,892,084	73,904,670	5,012,586	74,440,856	536,186
USES - PROJECT EXPENDITURES						
Capital Renewal	0	379,000	100,000	(279,000)	2,718,000	2,618,000
Capital Projects	2,656,063	221,850	2,305,284	2,083,434	0	(2,305,284)
Uses - Project Expenditures Total	2,656,063	600,850	2,405,284	1,804,434	2,718,000	312,716
USES BY PROGRAM RECAP						
911 Project	(26,220)	0	0	0	0	0
Emergency Communications	42,041,734	43,069,408	48,874,123	5,804,715	49,694,026	819,903
Emergency Services	54,043,235	26,282,616	27,295,520	1,012,904	27,324,792	29,272
False Alarm Prevention	696,369	0	0	0	0	0
Outdoor Public Warning System	89,703	140,910	140,311	(599)	140,038	(273)
Uses by Program Recap Total	96,844,821	69,492,934	76,309,954	6,817,020	77,158,856	848,902

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
DEM EMERGENCY COMMUNICATIONS					
Respond quickly to incoming calls					
Percentage of emergency calls answered within ten seconds	86.50%	90.00%	90.00%	90.00%	90.00%
Percentage of non-emergency calls answered within 1 minute	63.00%	80.00%	80.00%	80.00%	80.00%
Calls handled per dispatcher FTE/hour	13	14	14	14	14
DEM EMERGENCY SERVICES					
Exercise emergency response capabilities					
Number of exercises led by DES staff	5	6	6	6	6
Number of participants in DES led exercises	431	500	400	500	500
Overall satisfaction with DES led exercises	4.10	4.00	4.00	4.00	4.00
Coordinate interagency planning					
Number of interagency coordination meetings held	3	4	6	12	12
Overall satisfaction with trainings provided by DES staff	4.41	4.00	4.00	4.00	4.00
Promote community preparedness for emergencies					
Number of preparedness presentations made	33	25	25	25	25

ENVIRONMENT

The Department of the Environment (ENV) creates visionary policies and innovative programs that promote social equity, protect human health, and lead the way toward a sustainable future. Environment puts this mission into action by mobilizing communities and providing the resources needed to safeguard our homes, our city, and ultimately our planet.

SERVICES

The Department of the Environment provides services through the following program areas:

CLEAN TRANSPORTATION promotes alternatives to driving for residents, businesses, and City agencies; promotes clean alternative fuel technology; and monitors the alternative fuel composition of the City fleet.

CLIMATE tracks greenhouse gas emissions for San Francisco's citywide and municipal operations, and designs and coordinates policies to reduce the City's carbon footprint in line with approved goals.

ENERGY provides energy efficiency audits at commercial establishments; offers retrofits pending available State funding; provides free energy-efficient appliances to commercial and residential clients; and promotes both residential and commercial solar energy installations.

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

GREEN BUSINESS helps San Francisco businesses adopt environmental practices that are sustainable as well as

profitable and recognizes these businesses for their efforts with the San Francisco Green Business seal.

ENVIRONMENTAL JUSTICE addresses air quality, energy infrastructure, and health concerns in communities that bear a disproportionate environmental burden, helping to build healthier, more sustainable neighborhoods.

OUTREACH provides outreach to San Francisco residents and schools. The school outreach program provides curriculum to over 225 San Francisco public and private schools, and teaches K-12 students how to protect nature through topics such as zero waste, urban gardening, and water pollution prevention.

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

ZERO WASTE promotes recycling, materials reuse, and waste reduction for municipal, commercial, and residential clients, bringing the City ever closer to the goal of zero waste by 2020.

For more information, call (415) 355-3700 or 311; or visit www.sfenvironment.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	26,695,533	17,366,898	17,242,254	(124,644)	17,343,151	100,897
Total FTE	59	59	62	3	62	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$17.2 million for the Department of the Environment is \$0.1 million, or 0.7 percent, lower than the FY 2013-14 budget of \$17.4 million. A significant portion of this decrease is due to changes in grant funding.

The FY 2015-16 proposed budget of \$17.3 million for the Department of the Environment is \$0.1 million, or 0.6 percent, higher than the FY 2014-15 budget of \$17.2 million. A significant portion of this increase is due to changes in salary and fringe benefits costs.

On an annual basis, the Department of Environment's budget fluctuates depending on the timing and size of external grants appropriated outside of the City's budget process.

Green Jobs and Waste Division

With a citywide goal of zero waste by 2020, the Department will continue to promote recycling, composting, and other waste diversion practices. The Department is pleased to continue and refine the Environment Now education and outreach program, which hires local San Francisco residents for extensive green jobs training. Environment Now provides leadership development and on-the-job training to workers from the City's most underserved neighborhoods.

Environmental Justice and Toxics Reduction

The Department's Healthy Homes program aims to reduce unnecessary exposure to harmful household chemicals such as flame retardants, cleaning supplies, and personal care products. In FY 2014-15, the Department will expand the program through collaborations with community based organizations, other City agencies, and faith-based organizations.

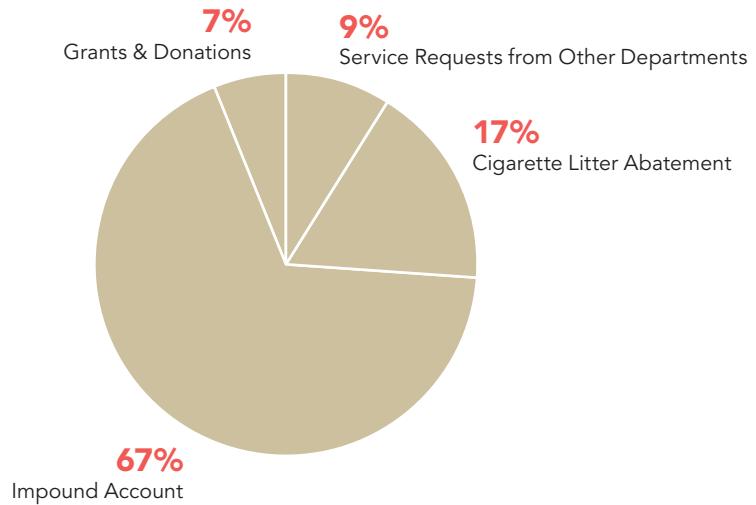
Green Building

The San Francisco Existing Commercial Building Energy Performance Ordinance ensures that owners of non-residential buildings annually benchmark energy use and conduct an energy audit every five years. Over the next year, the Department will continue implementation of this initiative. Through the use of benchmark and audit data, Environment staff assist program participants in developing cost-effective energy efficiency solutions.

Healthy Air and Clean Transportation Ordinance Administration

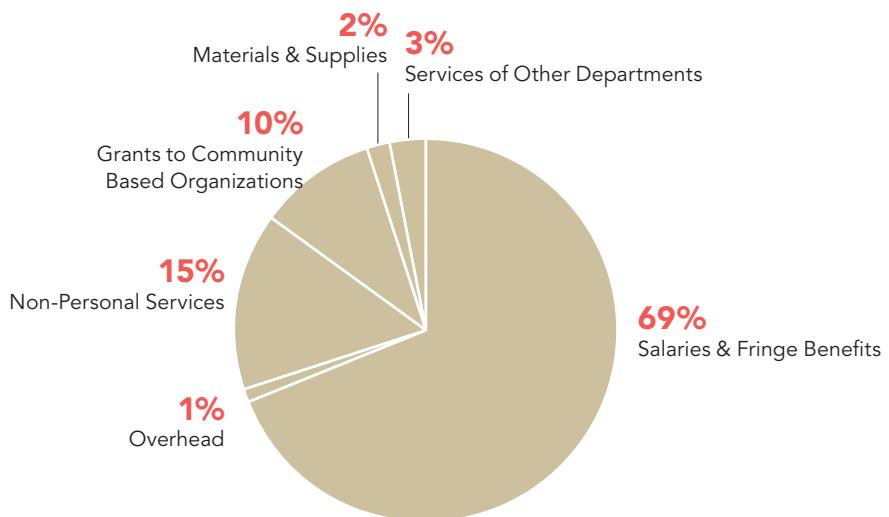
In an effort to consolidate Citywide fleet management, the City Administrator will manage Healthy Air and Clean Transportation Ordinance (HACTO) compliance starting in FY 2014-15. One position is being transferred from the Department of Environment to the City Administrator's Office.

FY 2014-15 DEPARTMENT SOURCES



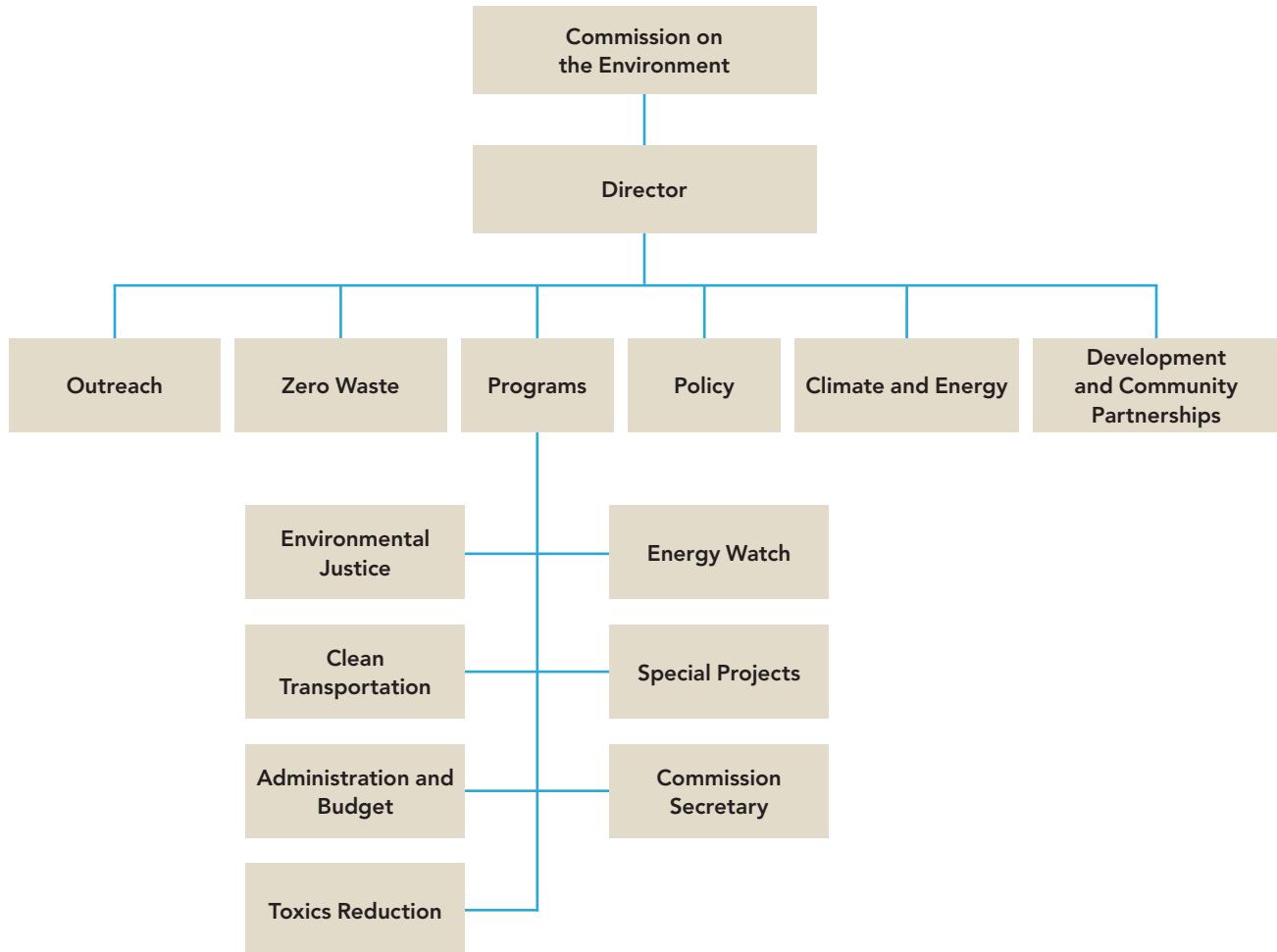
The majority of the Department's budget is funded by the City's Solid Waste Impound Account, which is collected through a 3 percent set-aside from garbage rate fees.

FY 2014-15 DEPARTMENT USES



10 percent of the Department's expenditures are allocated to community-based organizations.

ENVIRONMENT



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	87.08	87.58	90.12	2.54	90.19	0.07
Non-operating Positions (cap/other)	(27.65)	(28.49)	(27.83)	0.66	(27.83)	0.00
Net Operating Positions	59.43	59.09	62.29	3.20	62.36	0.07
SOURCES						
Intergovernmental Revenue - Federal	3,266,098	0	0	0	0	0
Intergovernmental Revenue - State	8,822,589	536,135	336,682	(199,453)	336,682	0
Intergovernmental Revenue - Other	582,878	672,904	398,000	(274,904)	398,000	0
Charges for Services	10,878,664	11,605,478	13,034,133	1,428,655	13,085,459	51,326
Other Revenues	716,382	1,596,443	1,538,233	(58,210)	1,687,280	149,047
Transfers In	3,000	2,860,098	3,051,196	191,098	3,051,196	0
Expenditure Recovery	1,990,834	2,939,141	1,935,206	(1,003,935)	1,835,730	(99,476)
Transfer Adjustments-Sources	0	(2,860,098)	(3,051,196)	(191,098)	(3,051,196)	0
Use of / (Deposit to) Fund Balance	282,346	16,797	0	(16,797)	0	0
General Fund Support	152,742	0	0	0	0	0
Sources Total	26,695,533	17,366,898	17,242,254	(124,644)	17,343,151	100,897
USES - OPERATING EXPENDITURES						
Salaries & Wages	5,909,473	4,910,806	5,255,539	344,733	5,436,878	181,339
Fringe Benefits	2,928,871	2,710,818	3,015,719	304,901	2,935,823	(79,896)
Overhead	1,501,932	541,648	204,860	(336,788)	204,860	0
Professional & Contractual Services	9,128,517	4,173,591	3,555,018	(618,573)	3,555,018	0
Aid Assistance / Grants	735,177	1,433,000	1,425,000	(8,000)	1,425,000	0
Materials & Supplies	200,624	318,349	276,279	(42,070)	276,279	0
Equipment	39,858	0	0	0	0	0
Services of Other Departments	3,325,206	3,278,686	3,509,839	231,153	3,509,293	(546)
Transfers Out	2,925,875	2,860,098	3,051,196	191,098	3,051,196	0
Transfer Adjustments-Uses	0	(2,860,098)	(3,051,196)	(191,098)	(3,051,196)	0
Uses - Operating Expenditures Total	26,695,533	17,366,898	17,242,254	(124,644)	17,343,151	100,897
USES BY PROGRAM RECAP						
Clean Air	1,174,996	858,062	769,219	(88,843)	772,095	2,876
Climate Change/Energy	10,751,034	754,945	557,391	(197,554)	562,500	5,109
Environment	6,752,203	8,056,805	8,238,911	182,106	8,294,646	55,735
Environment-Outreach	330,287	218,688	14,547	(204,141)	14,723	176
Environmental Justice / Youth Employment	570,671	173,569	226,203	52,634	228,819	2,616
Green Building	516,411	478,322	389,847	(88,475)	394,436	4,589
Recycling	4,961,331	5,132,367	5,377,295	244,928	5,392,606	15,311
Solid Waste Management	9,936	0	0	0	0	0
Toxics	1,590,327	1,645,516	1,618,463	(27,053)	1,632,351	13,888
Urban Forestry	38,337	48,624	50,378	1,754	50,975	597
Uses by Program Recap Total	26,695,533	17,366,898	17,242,254	(124,644)	17,343,151	100,897

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target

CLEAN AIR

Increase the use of biofuels and/or other alternative fuels by the city fleet

Percentage of CCSF fleet fuel usage that is biodiesel 17% 20% 17% 20% 20%

CLIMATE CHANGE/ENERGY

Encourage the use of renewable energy and energy efficiency

Metric Tons of CO2 greenhouse gas reduced through SF Energy Watch program activities	10,068.00	6,609.00	3,919.00	4,241.00	4,241.00
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Megawatt reduction: SF Energy Watch program activities	5.40	3.20	4.00	5.00	5.00
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GREEN BUILDING

Ensure energy efficiency and environmental-friendly designed buildings

Quantity of LEED certified municipal green building stock in San Francisco (square footage).	3,671,161	4,500,000	4,328,703	5,500,000	6,500,000
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TOXICS

Improve environmental quality and reduce toxics

Number of Green Businesses certified through Green Business program	196	210	225	220	230
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ETHICS COMMISSION

The Ethics Commission (ETH) acts as a filing officer, enforcement and investigations entity, administrator of public finance programs, and advisor to City departments on ethical matters. The Ethics Commission promotes and practices the highest standards of ethical behavior in government.

SERVICES

The Ethics Commission provides services through the following divisions:

ENFORCEMENT AND INVESTIGATIONS investigates ethics complaints, imposes administrative penalties when appropriate, and oversees the registration and regulation of campaign consultants and lobbyists.

CAMPAIN FINANCE serves as the filing officer for campaign disclosure statements submitted by political candidates and committees, and for financial disclosure statements submitted by City elected officials, members of boards and commissions, and department heads. This division also assesses and collects late fees for failure to adhere to deadlines and requirements.

AUDITS AND PUBLIC FINANCE audits campaign disclosure statements of targeted and randomly selected

campaign committees and all publicly financed candidates to ensure compliance with state and local laws. This division administers the Election Campaign Fund for the City, which provides publicly-matched funds to candidates for the Board of Supervisors and Mayor, by verifying eligibility, disbursing funds, and conducting audits of all publicly financed candidates at the completion of each election cycle.

In addition, the Department provides advice regarding the application of campaign finance, ethics, lobbyist, and campaign consultant laws, as well as training on these laws.

For more information call (415) 252-3100 or 311; or visit www.sfgov.org/ethics

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	3,414,558	4,531,950	4,524,354	(7,596)	5,742,144	1,217,790
Total FTE	17	19	18	(1)	18	0

BUDGET ISSUES AND DETAILS

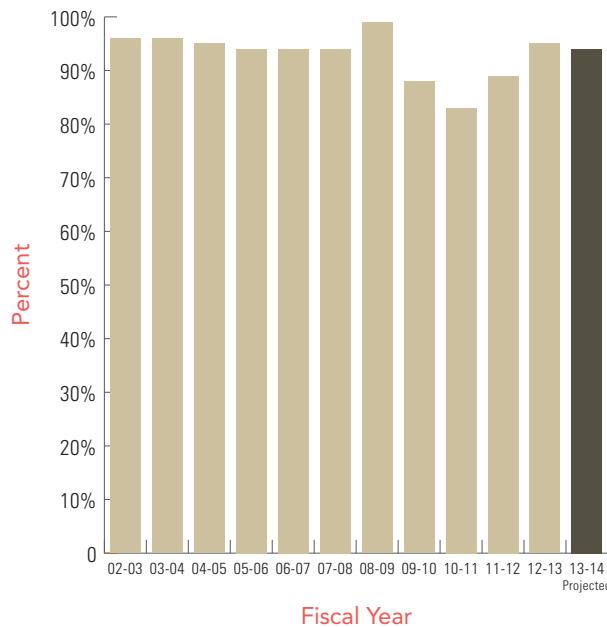
The Fiscal Year (FY) 2014-15 proposed budget of \$4.5 million for the Ethics Commission is roughly the same as the FY 2013-14 budget of \$4.5 million. A contractually negotiated increase in the cost of the Department's online filing system has been offset by the loss of one-time temporary salary and fringe benefits funding.

The FY 2015-16 proposed budget of \$5.7 million for the Ethics Commission is \$1.2 million, or 26.9 percent, higher than the FY 2014-15 proposed budget of \$4.5 million. A significant portion of this increase is due to a projected increase in the General Fund deposit to the Election Campaign Fund prior to a Mayoral election.

Election Campaign Fund

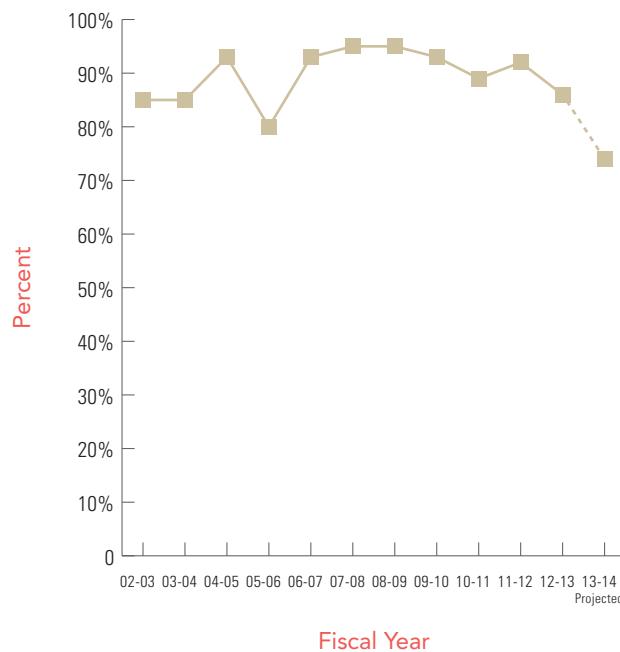
Three months before a Mayoral election, \$7.50 per resident, plus 15% for administrative expenses, must be deposited to the Election Campaign Fund. If this amount is not present in the fund, the Ethics Commission can request a supplemental appropriation from the Board of Supervisors and the Mayor. To meet this mandate, this budget assumes a balance of \$7.0 million in the campaign fund at the beginning of FY 2015-16. The FY 2015-16 General Fund deposit to the Election Campaign Fund is projected to be dependent on the amount remaining in the fund in FY 2014-15. In FY 2014-15, funds will be disbursed to any qualifying Supervisorial or Mayoral candidate who requests funds.

IDENTIFIED LOBBYISTS FILING REPORTS ON A TIMELY BASIS



Registered lobbyists are required to file reports with the Ethics Commission. The Commission staff sends e-mail reminders to the lobbyists two weeks before the deadlines.

IDENTIFIED CAMPAIGN CONSULTANTS WHO FILE QUARTERLY REPORTS ON A TIMELY BASIS



According to the Campaign Consultant Ordinance, registered campaign consultants must file quarterly reports with the Ethics Commission. Commission staff sends two reminders to all registered campaign consultants before the quarterly report deadline.

ETHICS COMMISSION



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	16.79	19.44	17.50	(1.94)	17.54	0.04
Net Operating Positions	16.79	19.44	17.50	(1.94)	17.54	0.04
SOURCES						
Licenses & Fines	129,265	99,000	69,000	(30,000)	69,000	0
Charges for Services	218	1,000	1,000	0	1,000	0
Use of / (Deposit to) Fund Balance	4,000,000	2,000,000	0	(2,000,000)	0	0
General Fund Support	(714,925)	2,431,950	4,454,354	2,022,404	5,672,144	1,217,790
Sources Total	3,414,558	4,531,950	4,524,354	(7,596)	5,742,144	1,217,790
USES - OPERATING EXPENDITURES						
Salaries & Wages	1,354,118	1,650,198	1,547,374	(102,824)	1,600,196	52,822
Fringe Benefits	589,100	651,858	675,800	23,942	653,255	(22,545)
Professional & Contractual Services	137,559	136,744	159,244	22,500	163,744	4,500
Aid Assistance / Grants	1,158,059	1,903,559	1,948,970	45,411	3,132,060	1,183,090
Materials & Supplies	11,553	13,466	13,466	0	13,466	0
Services of Other Departments	164,169	176,125	179,500	3,375	179,423	(77)
Uses - Operating Expenditures Total	3,414,558	4,531,950	4,524,354	(7,596)	5,742,144	1,217,790
USES BY PROGRAM RECAP						
Election Campaign Fund	1,158,059	1,903,559	1,948,970	45,411	3,132,060	1,183,090
Ethics Commission	2,256,499	2,628,391	2,575,384	(53,007)	2,610,084	34,700
Uses by Program Recap Total	3,414,558	4,531,950	4,524,354	(7,596)	5,742,144	1,217,790

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ETHICS COMMISSION					
Promote compliance with state and local filing requirements					
Percentage of identified lobbyists filing reports on a timely basis	94%	92%	92%	92%	92%
Percentage of identified campaign consultants who file quarterly reports on a timely basis	74%	88%	73%	88%	88%
Promote and ensure compliance with state and local campaign reporting and disclosure laws					
Number of campaign committees and publicly financed candidate committees audited	15	22	24	20	24
Percentage of expected campaign finance statements (Form 460) filed on time	90%	90%	83%	86%	86%
Investigate complaints of alleged violations of state and local law relating to campaign finance, governmental ethics, and conflicts of interest that are within the jurisdiction of the Commission					
Percentage of complaints resolved	58%	45%	35%	45%	45%

FINE ARTS MUSEUMS

The Fine Arts Museums of San Francisco (FAM) was formed in 1972 with the merger of the de Young and Legion of Honor museums, offering residents and visitors to the City an overview of artistic achievement spanning from ancient times to the present. The Fine Arts Museums' mission is to provide, through the development and utilization of collections, exhibitions, education, and community outreach programs, a rich and diversified experience of art and culture for Bay Area, Northern California, and national and international audiences.

SERVICES

The Fine Arts Museums provide services through the following divisions:

GENERAL DIVISION is responsible for the security and maintenance of the de Young Museum and the Legion of Honor, as well as for the security, conservation, and public display of the City's art collection. The de Young is home to a world class collection of American paintings; decorative arts and crafts; arts from Africa, Oceania, and the Americas; Western and non-Western textiles; and photography. The Legion of Honor is known for its rich overview of European art history, from medieval times through the 20th century. It also houses an outstanding collection of ancient art.

ADMISSIONS DIVISION is responsible for administering public entry into the two museums in the form of ticket sales.

FAM's special exhibitions bring significant and rare art works to the Bay Area; in Fiscal Year (FY) 2013-14, the Department organized and/or presented more than 20 special exhibitions, including contemporary prints and photography, objects from the Vatican, decorative arts, the Congressional Gold Medal, Impressionists on the Water in celebration of the City's hosting of the America's Cup, the first foray into Richard Diebenkorn's Berkeley Years, an exclusive exhibition of David Hockney's large-scale multi-canvas paintings and iPad drawings, Anders Zorn: Sweden's Master Painter, and the highly-anticipated work of Georgia O'Keeffe during her time spent at Lake George in upstate New York.

For more information, call (415) 750-3600 or 311; or visit www.deyoungmuseum.org or www.legionofhonor.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	16,678,460	17,107,968	17,700,375	592,407	18,293,662	593,287
Total FTE	110	111	112	1	113	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) FY 2014-15 proposed budget of \$17.7 million for the Fine Arts Museum is \$0.6 million higher, or 3.5 percent higher than the FY 2013-14 budget. A significant portion of this increase is due to increases in salary and fringe benefits costs and funding for capital projects.

The FY 2015-16 proposed budget of \$18.3 million for the Fine Arts Museum is \$0.6 million higher, or 3.4 percent higher than the FY 2014-15 budget. A significant portion of this increase is due to increases in salary and fringe benefits costs.

Major Exhibitions

The Department will work over the next two fiscal years to expand tourism and trade by mounting major exhibitions and displaying artwork at sites around the City from the collection of the San Francisco Museum of Modern Art (SFMOMA) during its closure. At the de Young, special exhibitions include the Meyerhoff Collection from the National Gallery (June-October, 2014), *Lines on the Horizon: Native American Art from the Weisel Family Collection* (May 2014-January 2015) and *Keith Haring: The Political Line* (November 2014-February 2015). Featured special exhibitions at the Legion of Honor include *Intimate Impressionism* from the National Gallery (March-August, 2014) and *Houghton Hall: Portrait of an English Country House* (October 2014-January 2015).

Educational Programming

FAM offers a variety of educational and outreach programs throughout the year aimed at engaging a broad and diverse public with the Fine Arts Museums'

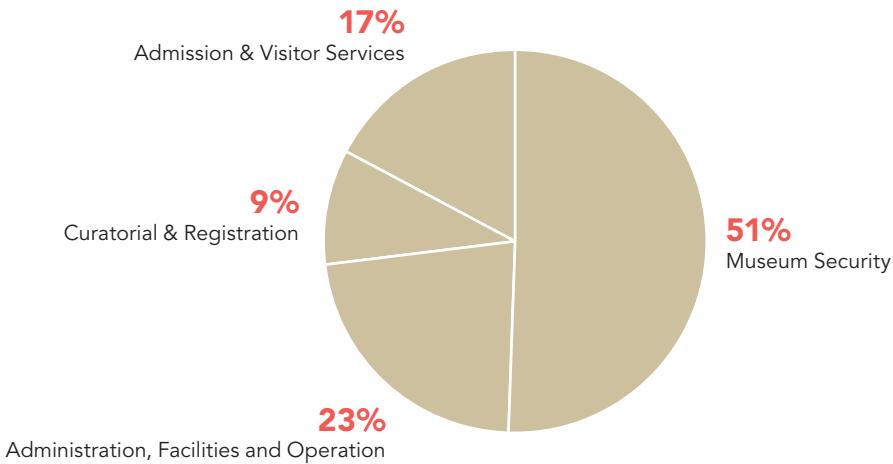
collections and exhibitions. FAM partnered with other San Francisco institutions to bring about a more robust cross-pollination of the City's arts and culture in the community. In FY 2013-14, the projected combined attendance at the de Young and the Legion of Honor will exceed 1.7 million visitors, including 241,000 individuals who participated in education/outreach programs. Membership in FY 2013-14 includes more than 108,000 households.

FAM works closely with the San Francisco Unified School District (SFUSD) to provide programs for K-12 students and professional development for teachers. Over 40,000 K-12 students will participate in FAM school programs this year—three quarters of the students are from San Francisco. Programs include Get Smart with Art, an art-integrated curriculum for 1st-12th graders, Poets in the Galleries, tours and art making workshops, and the Museum Ambassadors program, which provides teens from under-resourced schools with job training and experience. FAM works with local colleges and universities, providing over 150 internships each year and several fellowships in digital media and conservation.

Access Days

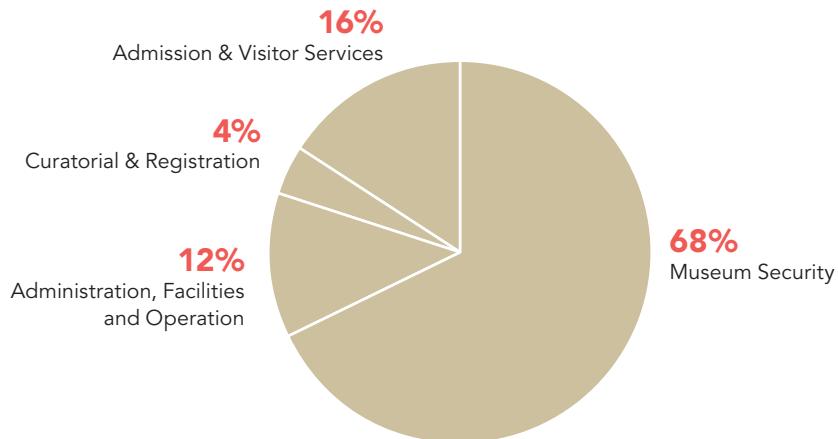
The Department will continue and expand its 'Access Day' program of opening the Museums on days normally slated for routine closure for disabled patrons and their families. This program allows a more intimate and less crowded atmosphere for the guests and their families to attend exhibitions and view galleries. The Department will continue to explore and expand other opportunities to increase access to the Museums for all populations of the City.

DEPARTMENT USES BY SERVICE AREA



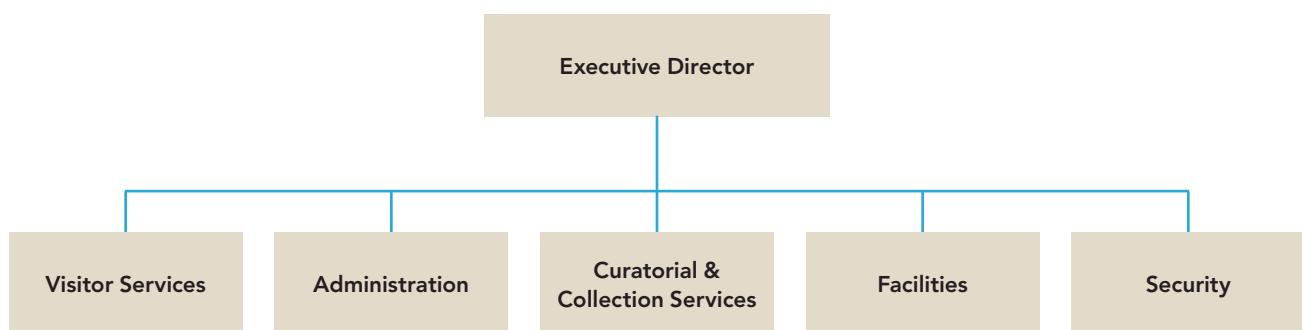
51 percent of the Department's budget is expended on museum security (protection of the art collection and building, and visitor and staff safety).

DEPARTMENT STAFFING BY SERVICE AREA



68 percent of Department staff work on museum security.

FINE ARTS MUSEUMS



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	109.86	111.14	112.53	1.39	113.12	0.59
Net Operating Positions	109.86	111.14	112.53	1.39	113.12	0.59
SOURCES						
Local Taxes	5,620,000	0	0	0	0	0
Charges for Services	3,191,982	3,145,650	2,858,838	(286,812)	2,860,306	1,468
Other Revenues	590,432	0	0	0	0	0
Expenditure Recovery	179,000	179,000	179,000	0	179,000	0
Use of / (Deposit to) Fund Balance	513,797	0	0	0	0	0
General Fund Support	6,583,249	13,783,318	14,662,537	879,219	15,254,356	591,819
Sources Total	16,678,460	17,107,968	17,700,375	592,407	18,293,662	593,287
USES - OPERATING EXPENDITURES						
Salaries & Wages	7,327,770	8,058,804	8,378,840	320,036	8,633,724	254,884
Fringe Benefits	2,679,700	3,317,271	3,496,038	178,767	3,420,674	(75,364)
Overhead	161,451	117,008	127,125	10,117	127,125	0
Professional & Contractual Services	2,525,020	2,062,507	1,640,625	(421,882)	1,628,152	(12,473)
Materials & Supplies	24,954	39,400	39,000	(400)	39,000	0
Equipment	1,104,230	0	0	0	0	0
Services of Other Departments	2,256,202	2,531,719	2,746,814	215,095	3,145,687	398,873
Uses - Operating Expenditures Total	16,079,327	16,126,709	16,428,442	301,733	16,994,362	565,920
USES - PROJECT EXPENDITURES						
Facilities Maintenance	562,826	158,000	166,000	8,000	174,300	8,300
Capital Renewal	0	823,259	1,105,933	282,674	1,125,000	19,067
Capital Projects	36,307	0	0	0	0	0
Uses - Project Expenditures Total	599,133	981,259	1,271,933	290,674	1,299,300	27,367
USES BY PROGRAM RECAP						
Admissions	3,191,981	3,145,650	2,858,838	(286,812)	2,860,306	1,468
Oper & Maint Of Museums	13,486,479	13,962,318	14,841,537	879,219	15,433,356	591,819
Uses by Program Recap Total	16,678,460	17,107,968	17,700,375	592,407	18,293,662	593,287

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ADMISSIONS					
Provide quality art and educational experiences to attract a large and diverse audience					
Number of Legion of Honor visitors	307,780	317,500	387,030	350,004	350,000
Number of de Young visitors	1,238,565	1,272,000	1,354,226	1,046,740	1,150,000
Number of exhibitions	24	18	18	15	15
Number of paid memberships	102,582	96,377	105,000	110,000	110,000
DEVELOPMENT					
Provide for collection growth through gifts, bequests and purchases					
Number of acquisitions through gifts, bequests, and purchases	605	470	768	470	470

FIRE DEPARTMENT

The Fire Department (FIR) protects the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; provides emergency medical services; prevents fires through prevention and education programs; and provides a work environment that values health, wellness, and cultural diversity, free of harassment and discrimination.

SERVICES

The Fire Department provides services through the following divisions:

SUPPRESSION fights fires, provides Emergency Medical Services (EMS), oversees specialized services such as Hazardous Materials units and Search and Rescue units, and conducts disaster planning and preparedness training.

PREVENTION minimizes injuries, deaths, and property loss due to fire through code enforcement, public education, and inspection programs that detect and eliminate fire hazards.

INVESTIGATION determines, documents, and reports on the origin and cause of fires and explosions, ensuring that such incidents can be prosecuted if appropriate.

SUPPORT SERVICES manages the Department's facilities, equipment, and water supply systems and is responsible for all maintenance, repairs, and capital improvements.

TRAINING instructs and evaluates all Department staff and new recruits, and provides comprehensive Fire and EMS training to all staff.

FIREBOAT operates and maintains the City's two fireboats, and is responsible for Water Rescue and Fire Suppression on the San Francisco Bay.

AIRPORT provides fire services at the San Francisco International Airport, including but not limited to Fire Suppression, EMS, and Water Rescue.

ADMINISTRATION provides support and oversees the Department's programs in areas such as accounting and finance, planning and research, human resources, payroll, public information, the physician's office, and management information services.

For more information, call (415) 558-3200 or 311; or visit www.sf-fire.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	323,882,785	333,614,911	344,393,878	10,778,967	340,713,982	(3,679,896)
Total FTE	1,463	1,464	1,496	32	1,499	3

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$344.4 million for the Fire Department is \$10.8 million, or 3.2 percent, higher than the FY 2013-14 budget of \$333.6 million. A significant portion of this increase is due to increases in funding for the Emergency Medical Service Division and increases to salary and fringe benefits costs. In addition, the proposed budget includes staffing for Fire Station 4, scheduled to open in Fall 2014.

The FY 2015-16 proposed budget of \$340.7 million for the Fire Department is \$3.7 million, or 1.1 percent, lower than the FY 2014-15 budget of \$344.4 million. A significant portion of this decrease is due to salary and fringe benefits savings generated by new hires replacing retirees.

Continued Public Safety Hiring

As part of the Mayor's Public Safety Hiring plan announced in June 2012, one academy class of 48 entry-level firefighters is budgeted in FY 2014-15 and FY 2015-16. The Fire Department has held three academies in the past two years, including two classes of new firefighters in FY 2013-14 and one class in FY 2012-13. Hiring is critical to the Department's operational stability, as the Department needs to replace a large number of retiring employees while maintaining minimum staffing levels.

Investment in Infrastructure

In June 2010, voters passed Proposition B, the Earthquake Safety and Emergency Response (ESER) Bond 2010, proposed as part of the City's Ten-Year Capital Plan. Construction work has begun on the initial bond projects and will continue through the next two fiscal years. In addition, the ESER 2014 bond on the June 2014 ballot. If the ballot initiative passes, the Fire Department will use the additional capital funding for a variety of facility and seismic improvements. Furthermore, as part of the City's Ten-Year Capital Plan, the Fire Department will invest \$3.4 million over the next two fiscal years to repair and refurbish its aging fire stations.

Fire Boat

In 2013, the Department was awarded a \$7.6 million Fiscal Year 2013 Port Security Grant Program (PSGP) from the Federal Emergency Management Agency (FEMA) to design and construct a new fire boat. This new boat will replace one of the Department's two current fire boats, both of which are in excess of 55 years old. Scheduled for delivery in August of 2015, the boat will be able to pump 20,000 gallons of seawater per minute directly into the City's Auxiliary Water Supply System in the event of a system failure or catastrophic fire, providing critical system resiliency in addition to its waterfront firefighting abilities. It will also serve as a regional public safety asset, with the ability to provide mutual aid around the Bay Area.

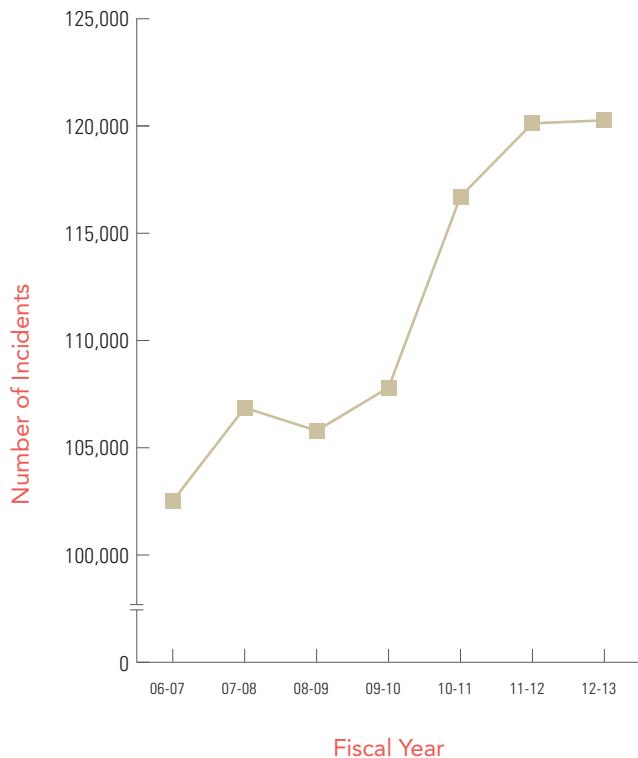
More Responsive and Effective Government

The Department will continue implementing a variety of technology-driven initiatives over the next two fiscal years. In FY 2014-15, the Department will begin to add high-speed wireless data service and replace data terminals in its vehicles. These technology investments enable the Department to be more responsive to fires and other emergencies.

Exclusive Operating Agreement

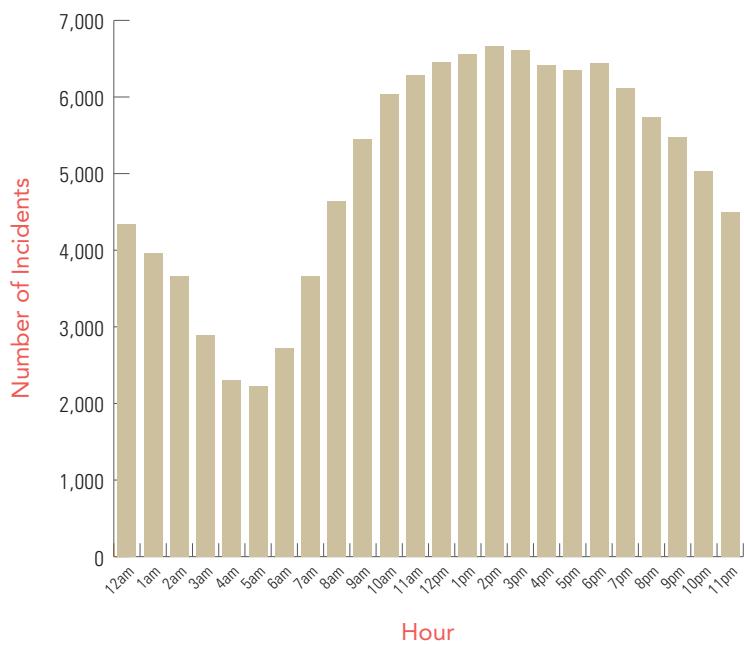
In 2012, the California Emergency Medical Service Authority (EMSA) restored San Francisco County's exclusive operating area (EOA), designating the City and two private providers as the exclusive providers of paramedic ambulance service for 9-1-1 calls in San Francisco. In order to remain in compliance with the EOA, the Fire Department must provide 80 percent of all 9-1-1 medical transports in the City. In order to fully comply with EOA requirements, the Department's FY 2014-15 and 2015-16 budget includes funding for 30 new EMS staff (half of which will be net new personnel) and 17 new ambulances (14 replacement units and three additional units to support new staff). A working group will also be formed, consisting of representatives from the Fire Department, Department of Emergency Management (DEM), the Mayor's Office, and other stakeholders to explore operational and regulatory solutions to help the City comply with all requirements of the EOA.

DEPARTMENT RESPONSES TO INCIDENTS



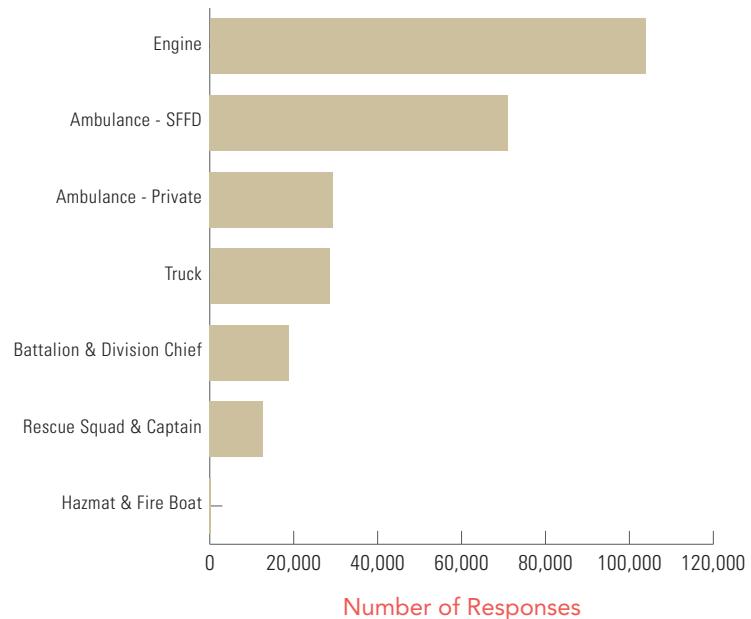
Incident volume has increased by 17.3 percent since FY 2006-07. In FY 2012-13, each of the City's 44 stations responded to an average of 2,739 incidents.

DEPARTMENT RESPONSES TO INCIDENTS BY HOUR



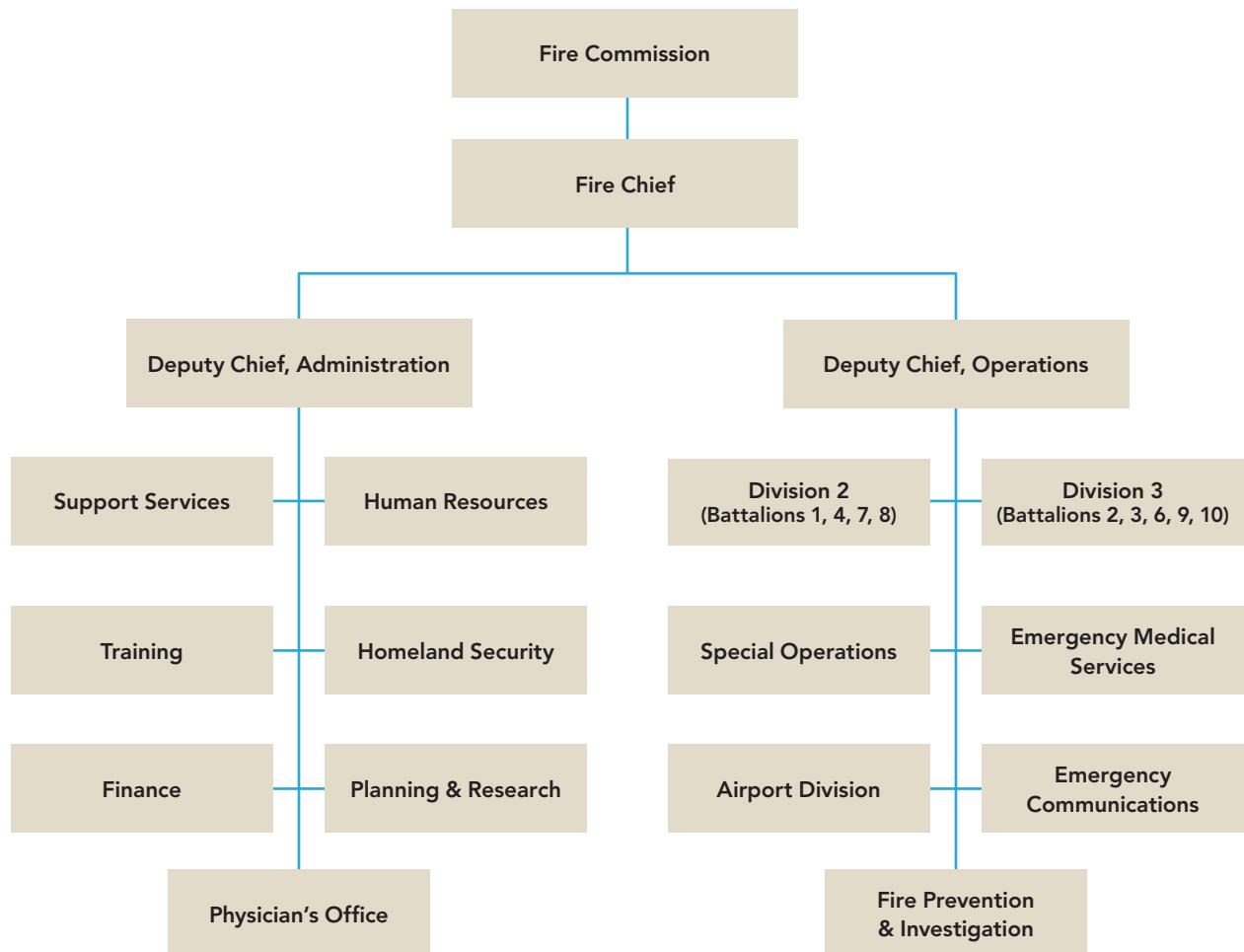
Of the 330 average daily calls the Fire Department responded to in FY 2012-13, activity generally peaked at 2pm.

DISPATCHES BY UNIT TYPE IN FY 2012-13



San Francisco Fire Department Engine Companies responded to 39 percent of dispatches in FY 2012-13.

FIRE DEPARTMENT



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	1,465.51	1,468.53	1,501.23	32.70	1,504.28	3.05
Non-operating Positions (cap/other)	(3.00)	(4.54)	(5.00)	(0.46)	(5.00)	0.00
Net Operating Positions	1,462.51	1,463.99	1,496.23	32.24	1,499.28	3.05
SOURCES						
Licenses & Fines	660	880	880	0	880	0
Use of Money or Property	326,834	370,000	370,000	0	370,000	0
Intergovernmental Revenue - Federal	3,949,708	1,868,641	1,897,763	29,122	1,897,763	0
Intergovernmental Revenue - State	41,619,089	43,418,000	45,690,000	2,272,000	47,520,000	1,830,000
Charges for Services	33,286,833	43,697,316	48,256,033	4,558,717	42,356,033	(5,900,000)
Other Revenues	6,850	0	0	0	0	0
Transfers In	5,180,617	2,457,641	2,486,763	29,122	2,486,763	0
Expenditure Recovery	4,099,035	4,269,717	304,117	(3,965,600)	249,117	(55,000)
Transfer Adjustments-Sources	(5,180,618)	22,391,156	23,087,012	695,856	23,009,150	(77,862)
Use of / (Deposit to) Fund Balance	22,135,998	0	0	0	0	0
General Fund Support	218,457,779	215,141,560	222,301,310	7,159,750	222,824,276	522,966
Sources Total	323,882,785	333,614,911	344,393,878	10,778,967	340,713,982	(3,679,896)
USES - OPERATING EXPENDITURES						
Salaries & Wages	236,821,268	237,413,079	239,294,686	1,881,607	241,815,269	2,520,583
Fringe Benefits	58,642,699	64,213,196	68,408,259	4,195,063	63,832,792	(4,575,467)
Overhead	126,727	111,485	111,254	(231)	111,254	0
Professional & Contractual Services	2,192,495	2,674,166	3,163,936	489,770	3,443,936	280,000
Aid Assistance / Grants	0	100,000	0	(100,000)	0	0
Materials & Supplies	7,758,668	4,934,841	5,226,471	291,630	5,226,471	0
Equipment	2,841,614	5,045,305	7,390,595	2,345,290	4,982,354	(2,408,241)
Services of Other Departments	15,741,710	17,501,339	18,228,677	727,338	18,755,256	526,579
Transfers Out	5,180,618	2,457,641	2,486,763	29,122	2,486,763	0
Transfer Adjustments-Uses	(5,180,618)	(2,457,641)	(2,486,763)	(29,122)	(2,486,763)	0
Uses - Operating Expenditures Total	324,125,181	331,993,411	341,823,878	9,830,467	338,167,332	(3,656,546)
USES - PROJECT EXPENDITURES						
Facilities Maintenance	(617,128)	889,000	670,000	(219,000)	1,021,650	351,650
Capital Renewal	0	632,500	1,900,000	1,267,500	900,000	(1,000,000)
Capital Projects	374,732	100,000	0	(100,000)	625,000	625,000
Uses - Project Expenditures Total	(242,396)	1,621,500	2,570,000	948,500	2,546,650	(23,350)
USES BY PROGRAM RECAP						
Administration & Support Services	32,511,287	32,757,108	34,415,311	1,658,203	35,160,442	745,131
Custody	0	1,621,500	2,570,000	948,500	2,546,650	(23,350)
Fire General	483,503	1,455,251	1,958,000	502,749	1,638,000	(320,000)
Fire Suppression	270,982,452	280,824,516	287,600,304	6,775,788	283,569,731	(4,030,573)
Grant Services	1,933,090	0	0	0	0	0
Prevention & Investigation	12,397,560	12,618,199	13,565,775	947,576	13,541,052	(24,723)
Training	5,345,641	4,238,337	4,284,488	46,151	4,258,107	(26,381)
Work Order Services	229,252	100,000	0	(100,000)	0	0
Uses by Program Recap Total	323,882,785	333,614,911	344,393,878	10,778,967	340,713,982	(3,679,896)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ADMINISTRATION-FIRE DEPARTMENT					
Educate the public in handling emergencies					
Number of citizens trained in emergency techniques and procedures	1,687	1,600	800	1,600	1,600
FIRE BUREAU OF TRAINING					
Train fire and rescue personnel to effectively respond to emergencies					
Number of new recruits trained	48	50	100	50	50
FIRE INVESTIGATION					
Determine the causes of fire in an effective and efficient manner					
Number of fires investigated	293	300	260	300	300
FIRE PREVENTION					
Prevent fire through inspection and permit services					
Number of new fire permits issued	3,847	4,000	4,000	4,000	4,000
Number of plans reviewed and approved	10,488	7,000	7,000	7,000	7,000
Number of inspections made	16,866	14,000	14,000	14,000	14,000
FIRE SUPPRESSION					
Respond timely to calls for emergency assistance					
Total number of responses to emergency incidents	266,923	258,000	258,000	258,000	252,000
Number of Code 3 (Emergency) Incidents	73,213	78,000	78,000	78,000	13,000
Number of fires extinguished	3,652	3,400	3,400	3,400	3,400
Roll time of first unit to respond to Code 3 incidents, in seconds - 90th percentile	309	300	300	300	300
Roll time of first transport-capable company to Code 3 incidents requiring possible medical care, in seconds - 90th Percentile	584	600	600	600	600

GSA – CITY ADMINISTRATOR'S OFFICE

The General Services Agency — City Administrator's Office (ADM) works to ensure efficient delivery of services and the reduction of fiscal waste and excess; generate revenue through external and internal partnerships; and develop a workplace atmosphere where employees are valued and challenged. The Department is dedicated to responding to all of its customers' needs in a timely and efficient manner, while complying with legal mandates.

SERVICES

The GSA – City Administrator's Office provides services through the following divisions:

311 CUSTOMER SERVICE CENTER provides prompt, courteous, and professional customer service experience over the phone and online 24 hours a day to San Francisco residents, visitors, and businesses seeking general information and government services.

ANIMAL CARE AND CONTROL is responsible for the City's stray, injured, abandoned, neglected, and mistreated animals, both domestic and wild.

CIVIC ENGAGEMENT AND IMMIGRANT AFFAIRS (OCEIA) promotes civic participation and inclusive policies that improve the lives of San Francisco's residents, particularly immigrant, underserved, and vulnerable communities.

THE COMMUNITY CHALLENGE GRANT PROGRAM provides matching grants to local residents, businesses, non-profits, and other community groups to make physical improvements to their neighborhoods.

CONTRACT MONITORING UNIT ensures all contracts that the City enters into comply with the Equal Benefits Ordinance and Local Business Enterprise and Non-Discrimination in Contracting Ordinance.

CONVENTION FACILITIES markets and maintains the Moscone Center and provides direction to the San Francisco Travel Association in its task of promoting San Francisco as a destination for conventions, meetings, and tradeshows.

THE COUNTY CLERK'S OFFICE issues marriage licenses and municipal identification cards, performs civil ceremonies, and registers, certifies and/or maintains records such as domestic partnerships, notary publics, vital records, and other forms.

ENTERTAINMENT COMMISSION provides permit services to the entertainment industry, acts as an ombudsman to permit applicants, and promotes entertainment as a viable and dynamic part of the City's economic engine.

GRANTS FOR THE ARTS provides funding for the arts in San Francisco.

MAYOR'S OFFICE ON DISABILITY (MOD) ensures that all programs, activities, services, and benefits operated or funded by the City are fully accessible to and usable by people with disabilities.

MEDICAL EXAMINER is mandated by State law to investigate sudden, unexpected, and violent deaths in the City. The office also conducts drug and poison analysis.

OFFICE OF LABOR STANDARDS ENFORCEMENT (OLSE) enforces labor laws adopted by San Francisco voters and the San Francisco Board of Supervisors.

INTERNAL SERVICES provides services to other City departments.

CAPITAL PLANNING PROGRAM is responsible for the development and implementation of the City's Capital Plan and its annual capital budget (please see the capital section at the end of the budget book for more information).

FLEET MANAGEMENT provides quality vehicle maintenance and reduces vehicle and equipment downtime for all departments.

PURCHASING (OFFICE OF CONTRACT ADMINISTRATION) supports the procurement of the material, equipment, and services that are essential to providing governmental services for the citizens of San Francisco.

REAL ESTATE DIVISION is responsible for the property transactions of most General Fund departments (purchases, sales, and leases), assists Enterprise departments with aspects of their real estate needs, and provides real estate consultant services to a variety of departments, the Board of Supervisors, and to the Mayor's Office. This division is responsible for providing professional property management services to over four million square feet of improved premises in 51 different locations throughout the City.

RISK MANAGEMENT is dedicated to minimizing the risk or loss and maximizing opportunities to the City through Strategic Risk Analysis, facilitation of risk transfer, and the creation and maintenance of a culture of collaborative risk management within all City departments.

TREASURE ISLAND DEVELOPMENT AUTHORITY (TIDA) is a non-profit, public benefit agency dedicated to the economic redevelopment of former Naval Station Treasure Island.

For more information, call (415) 554-4852 or 311; or visit www.sfgsa.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	271,646,348	294,559,401	307,233,422	12,674,021	308,075,092	841,670
Total FTE	689	716	751	35	758	7

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$307.2 million for the City Administrator is \$12.7 million higher, or 4.3 percent higher than the FY 2013-14 budget. A significant portion of this increase is due to increases in salary and fringe benefits costs; professional service contracts connected with the expansion of the Moscone Center; and additional staff at Animal Care and Control and the Office of the Medical Examiner.

The FY 2015-16 proposed budget of \$308.1 million for the City Administrator is \$0.8 million higher, or 0.3 percent higher than the FY 2014-15 budget of \$307.2 million. This is due to increases in salary and fringe benefits costs.

Animal Care and Control

Over the next two fiscal years, enhancements for Animal Care and Control (ACC) will improve safety, public health, and animal welfare in San Francisco. In particular, ACC is improving its field response capabilities for stray, vicious, and abused animals as well as officer and public safety. Lastly, ACC is looking at needed capital investments to its 80-year old converted warehouse in order to improve staff and visitor safety, animal welfare, and productivity.

Improving Fleet Management Through Telematics

Over the next two fiscal years, Fleet Management will focus on minimizing the costs and environmental impacts of operating City vehicles and equipment by continuing to reduce the City's fleet size replacing older vehicles with fuel efficient hybrid and electric vehicles; enhancing car sharing enterprises to optimize vehicle usage. The City will also begin to implement a fleet-wide telematics program to gather data on driving patterns and vehicle usage. This will allow the City to gather better data on vehicle and fuel usage and inform decisions around vehicle replacement and greenhouse gas emissions.

Modernizing the Office of the Medical Examiner

The Office of the Chief Medical Examiner (OCME) is investing in technology and resources that will help the Department meet national performance standards and achieve state-mandated certification. OCME's toxicology lab and data systems will be modernized to increase efficiencies to support criminal investigations and serve San Francisco families. Additional medical examiner technicians and support staff will be hired to meet industry standard best practices and improve service to the general public.

Earthquake Safety Implementation Program

The Earthquake Safety Implementation Program (ESIP) evolved out of the Community Action Plan for Seismic Safety (CAPSS), a 10-year study of earthquake impacts and recommendations contracted through the Department of Building Inspection. ESIP began in FY 2011-12 in the City Administrator's Office as a 30-year program to implement the CAPSS recommendations to minimize the impacts of earthquakes through information and education, and through the voluntary and mandatory strengthening of San Francisco's most vulnerable building stock.

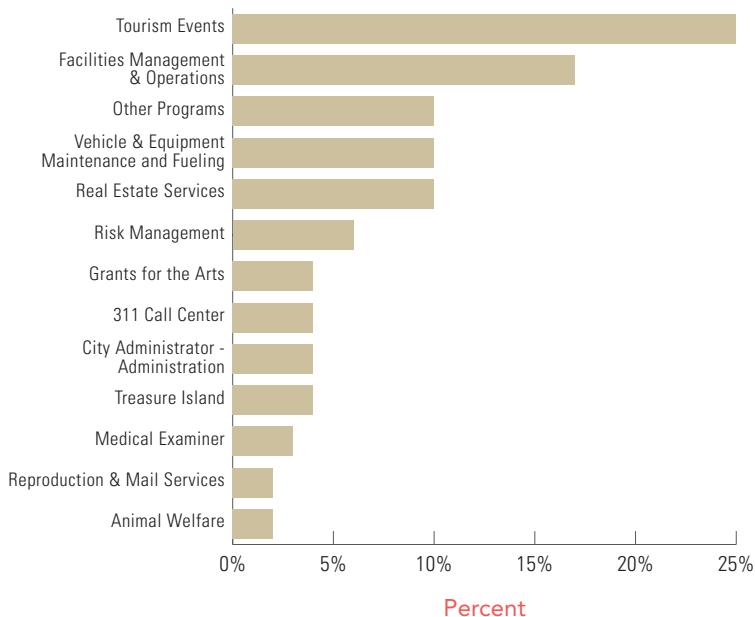
Treasure Island Development Authority

Over the next two fiscal years, TIDA will be prioritizing execution of the Economic Development Conveyance Memorandum of Understanding with the U.S. Navy for transfer of the property and the transfer of the first properties from the Navy to TIDA. Additionally, TIDA will focus on receipt and review of the first major phase and associated subphase applications submitted by Treasure Island Community Development, LLC (TICD), the master developer for the Treasure Island/Yerba Buena Island Development Project. Approval of the TICD applications will allow development of the islands to begin. TIDA will continue working with the San Francisco County Transportation Authority to construct the Yerba Buena Island Ramps Improvement Project and to begin implementing the Treasure Island Transportation Implementation Plan. Finally, TIDA will seek to complete approval of a Disposition and Development Agreement with Treasure Island Enterprises, LLC for expansion of the Treasure Island Marina.

Implementing the Language Access Ordinance

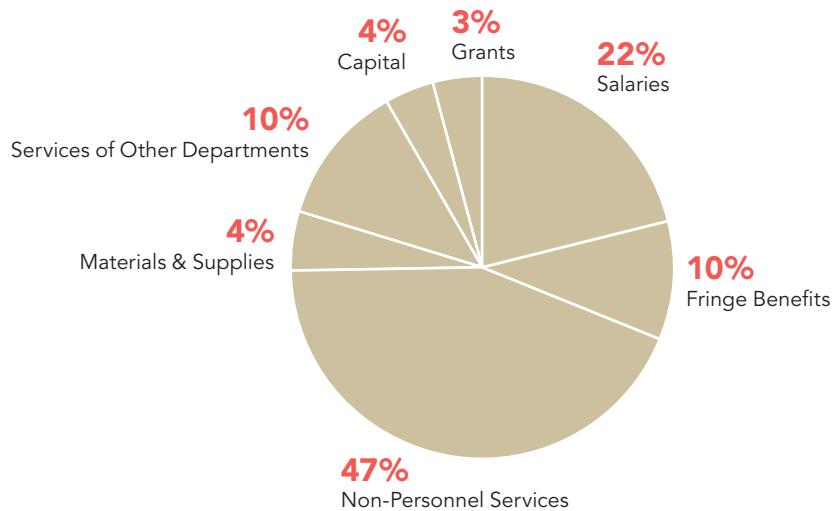
In FY 2013-14 the budget added a Tagalog interpreter to the Office of Civic Engagement and Immigrant Affairs (OCEIA). This year, OCEIA confirmed that Tagalog has met the threshold to become a supported language under the Language Access Ordinance (LAO), joining Spanish, Cantonese and Mandarin. In support of this effort, additional funding has been directed to OCEIA in the FY 2014-15 and 2015-16 budget.

FY 2014-15 DEPARTMENT USES BY PROGRAM



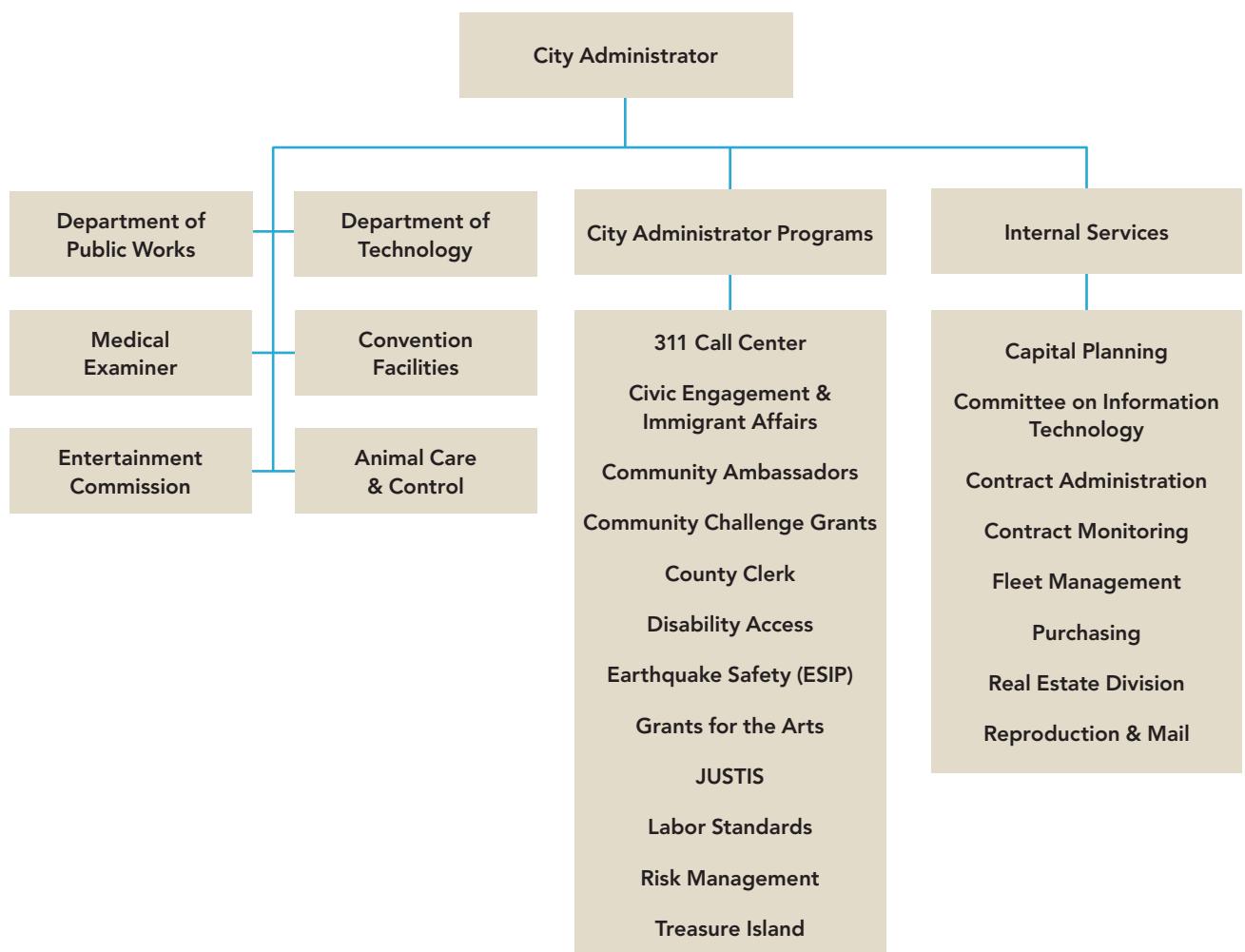
The Tourism Events program area makes up 25 percent of the Department's overall budget.

FY 2014-15 DEPARTMENT USES BY EXPENDITURE TYPE



In FY 2014-15, the Department will spend 43 percent of its budget on non-personnel services payments. This is largely made up of debt service for large capital projects such as the Moscone Center improvements.

GENERAL SERVICES AGENCY



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	698.39	727.78	766.56	38.78	774.25	7.69
Non-operating Positions (cap/other)	(9.77)	(11.54)	(15.54)	(4.00)	(16.00)	(0.46)
Net Operating Positions	688.62	716.24	751.02	34.78	758.25	7.23
SOURCES						
Local Taxes	53,598,688	1,000,000	1,000,000	0	1,000,000	0
Licenses & Fines	2,082,765	1,906,036	2,162,000	255,964	2,187,000	25,000
Use of Money or Property	27,013,218	27,924,775	29,399,821	1,475,046	27,666,719	(1,733,102)
Intergovernmental Revenue - Federal	(37,262)	0	0	0	0	0
Intergovernmental Revenue - Other	1,460,940	1,618,000	1,407,000	(211,000)	1,407,000	0
Charges for Services	3,252,552	4,268,862	4,418,354	149,492	4,438,684	20,330
Other Revenues	3,807,772	420,000	1,593,787	1,173,787	1,596,126	2,339
Transfers In	88,921,958	79,470,557	76,378,829	(3,091,728)	76,673,027	294,198
Expenditure Recovery	125,803,037	138,584,035	149,046,581	10,462,546	151,137,005	2,090,424
Transfer Adjustments-Sources	(76,724,824)	(24,852,355)	(21,568,916)	3,283,439	(21,863,114)	(294,198)
Use of / (Deposit to) Fund Balance	3,762,620	13,058,133	12,545,539	(512,594)	10,934,092	(1,611,447)
General Fund Support	38,704,884	51,161,358	50,850,427	(310,931)	52,898,553	2,048,126
Sources Total	271,646,348	294,559,401	307,233,422	12,674,021	308,075,092	841,670
USES - OPERATING EXPENDITURES						
Salaries & Wages	57,478,452	60,524,507	65,507,654	4,983,147	68,124,995	2,617,341
Fringe Benefits	24,363,868	27,566,345	30,472,133	2,905,788	29,704,422	(767,711)
Overhead	2,480,014	2,423,689	3,204,746	781,057	3,204,746	0
Professional & Contractual Services	88,576,416	128,110,811	138,912,836	10,802,025	135,263,373	(3,649,463)
Aid Assistance / Grants	10,981,140	11,075,119	11,186,917	111,798	11,164,726	(22,191)
Materials & Supplies	15,396,276	16,064,305	14,594,199	(1,470,106)	14,955,710	361,511
Equipment	1,043,826	386,446	912,721	526,275	1,324,424	411,703
Debt Service	506,231	506,231	506,231	0	506,231	0
Services of Other Departments	25,935,062	27,961,640	30,629,985	2,668,345	31,519,815	889,830
Transfers Out	113,278,994	24,907,355	21,623,916	(3,283,439)	21,918,114	294,198
Transfer Adjustments-Uses	(76,724,824)	(24,852,355)	(21,568,916)	3,283,439	(21,863,114)	(294,198)
Uses - Operating Expenditures Total	263,315,455	274,674,093	295,982,422	21,308,329	295,823,442	(158,980)
USES - PROJECT EXPENDITURES						
Facilities Maintenance	704,633	1,064,000	1,069,000	5,000	2,441,650	1,372,650
Capital Renewal	0	815,100	1,815,000	999,900	4,180,000	2,365,000
Capital Projects	7,626,260	18,006,208	8,367,000	(9,639,208)	5,630,000	(2,737,000)
Uses - Project Expenditures Total	8,330,893	19,885,308	11,251,000	(8,634,308)	12,251,650	1,000,650
USES BY PROGRAM RECAP						
311 Call Center	10,714,789	11,431,075	12,273,735	842,660	11,999,349	(274,386)
Animal Welfare	4,606,776	5,640,092	5,637,590	(2,502)	6,857,664	1,220,074
Capital Asset Planning	548,357	750,000	750,000	0	750,000	0
City Administrator - Administration	11,906,744	10,594,928	11,371,068	776,140	11,765,535	394,467
Committee On Information Technology	0	0	650,741	650,741	650,741	0
Community Ambassador Program	425,189	580,753	717,778	137,025	721,350	3,572
Community Redevelopment	702,605	728,678	754,386	25,708	761,420	7,034
Contract Monitoring	3,990,396	4,662,030	3,876,193	(785,837)	3,876,352	159
County Clerk Services	1,362,663	1,848,125	1,840,646	(7,479)	1,858,497	17,851
Disability Access	5,210,846	7,937,835	6,097,711	(1,840,124)	4,283,659	(1,814,052)
Earthquake Safety Program	272,553	590,000	808,787	218,787	811,126	2,339
Entertainment Commission	775,963	851,356	780,809	(70,547)	788,771	7,962
Facilities Mgmt & Operations	36,697,545	45,788,116	54,034,622	8,246,506	53,430,153	(604,469)
Fleet Management	1,046,257	874,017	1,250,971	376,954	934,446	(316,525)
Grants For The Arts	11,330,405	12,787,639	12,979,350	191,711	12,979,350	0
Immigrant And Language Services	1,859,907	2,109,655	2,279,980	170,325	2,194,775	(85,205)
Justis Project - City Adm Office	4,585,529	3,397,792	3,417,383	19,591	3,435,528	18,145
Living Wage / Living Health (Mco/Hcao)	2,853,910	3,688,705	3,737,326	48,621	3,739,787	2,461
Medical Examiner	6,415,545	11,222,621	7,810,395	(3,412,226)	8,629,566	819,171

TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Moscone Expansion Project	0	3,400,000	0	(3,400,000)	0	0
Neighborhood Beautification	1,808,684	1,840,000	2,005,000	165,000	2,000,000	(5,000)
Procurement Services	4,718,170	5,366,628	5,991,636	625,008	5,888,010	(103,626)
Publicity And Advertising	75,265	0	0	0	0	0
Real Estate Services	38,415,162	27,414,519	32,405,580	4,991,061	33,769,413	1,363,833
Reproduction Services	5,965,148	6,853,219	6,822,436	(30,783)	6,445,117	(377,319)
Risk Management / General	15,523,919	18,305,849	19,183,177	877,328	21,610,333	2,427,156
Tourism Events	71,039,604	73,595,485	78,570,880	4,975,395	76,497,720	(2,073,160)
Treasure Island	1,369,803	1,924,948	1,966,362	41,414	2,022,065	55,703
Vehicle & Equipment Main & Fueling	27,424,614	30,375,336	29,218,880	(1,156,456)	29,374,365	155,485
Uses by Program Recap Total	271,646,348	294,559,401	307,233,422	12,674,021	308,075,092	841,670

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
311 CUSTOMER SERVICE CENTER					
One Call Resolution					
Percentage of calls handled without a transfer	95%	95%	95%	95%	95%
Quality Assurance					
Quality assurance percentage score	96%	92%	95%	92%	92%
ANIMAL WELFARE					
Decrease or maintain average field emergency response time					
Field service emergency response time, in minutes	21	23	23	23	23
COUNTY CLERK SERVICES					
Streamline delivery of County Clerk services					
Percentage of customers assisted within ten minutes from the time they are ready to be served	96%	90%	90%	90%	90%
DISABILITY ACCESS					
Conduct required plan and site reviews in a timely manner					
Percentage of requests for plan reviews fulfilled within twenty business days	92%	85%	90%	85%	85%
FLEET MANAGEMENT					
Transition the general purpose fleet to clean fuel technologies					
Percentage of the general purpose fleet that is clean fuel	51%	50%	51%	53%	53%
GRANTS FOR THE ARTS					
Promote San Francisco as a tourist destination by supporting the arts and cultural community					
Number of attendees at programs and events supported by GFTA funding	9,421,838	9,650,000	9,650,000	9,700,000	9,750,000
MEDICAL EXAMINER					
Complete cases and investigations in a timely manner					
Percentage of all notifications of families completed within 24 hours	94%	90%	92%	90%	90%
REAL ESTATE SERVICES					
Keep rental rates for City tenants below market rates					
Average occupancy rate in City-owned buildings managed by Real Estate	100%	95%	n/a	95%	n/a
TOURISM EVENTS					
Promote San Francisco as a convention destination by providing high quality services					
Percentage of client post-convention survey ratings in the above average or higher category. *2014–2015 and 2015–2016 Targets reflect Moscone Center construction that is scheduled to begin fall 2014 and continue through 2016.	86%	80%	80%	70%	70%
VEHICLE & EQUIPMENT MAINTENANCE & FUELING					
Maintain a reasonable average maintenance cost per vehicle					
Average annual maintenance cost per Police vehicle	\$5,317	\$5,200	\$5,200	\$5,300	\$5,300
Average annual maintenance cost per general purpose vehicle	\$1,365	\$1,100	\$1,100	\$1,200	\$1,200

GSA – PUBLIC WORKS

The General Services Agency—Department of Public Works (DPW) designs, builds, operates, maintains, greens, and improves the City's infrastructure, public right-of-way, and facilities with skill, pride, and responsiveness in partnership with the San Francisco community.

SERVICES

The Department of Public Works provides services through the following program areas:

BUILDING DESIGN AND CONSTRUCTION provides comprehensive planning, project management, architectural, building construction management, contract support and compliance monitoring, hazardous materials investigation, materials testing, quality assurance and control services for the development of new buildings, and the modernization of existing buildings, facilities, and public urban landscapes.

BUILDING REPAIR provides quality construction, repair, remodeling, and facility maintenance management services to City-owned facilities, and operates the City's various drawbridges.

INFRASTRUCTURE DESIGN AND CONSTRUCTION provides engineering planning, project development, design, construction management, and consulting services for a range of capital improvement projects as well as maintains the City's right-of-way infrastructure, including streets, structures, sidewalks, curb ramps, and streetscapes.

STREET AND SEWER REPAIR is responsible for street paving and repair, sewer repair, and pothole filling. In addition, the bureau constructs curb ramps and repairs stairways, landings, retaining walls, walkways, curbs, gutters, and sidewalks around City-maintained trees.

STREET ENVIRONMENTAL SERVICES AND URBAN FORESTRY uses mechanical street sweepers, strategic litter receptacle placement, and City work crews to clean streets and curbs, remove graffiti, and to pick up illegally dumped debris. The bureau also maintains the City's street trees and median landscaping.

STREET USE AND MAPPING ensures that City sidewalks and streets are safe and accessible by permitting and inspecting the use of the public right-of-way. The bureau also maintains the official City map.

For more information, call (415) 554-6920 or 311; or visit www.sfdpw.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	107,376,071	159,380,342	218,421,746	59,041,404	231,406,138	12,984,392
Total FTE	808	825	850	25	860	10

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$218.4 million for the Department of Public Works is \$59.0 million, or 37.0 percent, higher than the FY 2013-14 budget of \$159.4 million. Most of the increase is due to the City's commitment to fully funding the street repaving program. In addition, the department is hiring new staff to deliver the growing number of City capital projects.

The FY 2015-16 proposed budget of \$231.4 million for the Department of Public Works is \$13.0 million, higher than the FY 2013-14 budget of \$218.4 million, an increase of 5.9 percent. The budget is increasing due to more spending on capital projects and also staff salary and benefit cost increases.

Fully Funding the Street Repaving Program

The proposed budget includes \$41.5 million in FY 2014-15 and \$42.0 million in FY2015-16 in additional General Fund support to fully fund the City's street repaving program after the Road Repaving and Street Safety bond funds are expended. This up-front investment to pave over 1,700 blocks over the next two years will continue to move our streets towards a "good" pavement condition index, which will save the City on future, more expensive street repaving costs; reduce repair expenses for Muni; and save car maintenance costs for San Francisco drivers. In addition, fully funding the street repaving program also has large benefits for bike and pedestrian safety as 20 percent of the program is spent on critical improvements to curb ramps, crosswalks, and making the City's roads more safe and accessible to all users. The budget also includes \$3 million over the next two years to fund projects specifically called out in the City's Vision Zero plan; this includes funding for bicycle and pedestrian improvements across the City, as well as a safer street education campaign.

Cleaning and Greening San Francisco

DPW remains committed to maintaining clean streets through a myriad of strategies that include partnering with the community, augmenting grant resources, enforcing the City's litter laws and right-of-way codes, and conducting community outreach on issues such as illegal dumping, graffiti abatement and homeless encampments. The Proposed Budget includes \$0.8 million in additional

on-going investment to add one new Alley Cleaning Crew to enhance Public Works' ability to keep the streets clean and safe with proactive trash pick-up, steam cleaning and graffiti abatement on some of San Francisco's most challenging streets and alleyways. Additionally, the budget also includes \$1.1 million in on-going support for new gardeners, laborers and arborist apprentices dedicated to landscape maintenance to help protect the City's expanding greening investments and restore cuts made during lean years.

Implementing Capital Improvements

DPW will continue managing a number of major bond programs and capital projects including General Hospital, the Earthquake Safety and Emergency Response bond program, Moscone Expansion, Veteran's Memorial, and the Road Repair & Safe Streets Bond. When implementing these projects and programs, DPW will ensure that facilities and streets are designed and constructed in such a way that they grant full and fair access to all users.

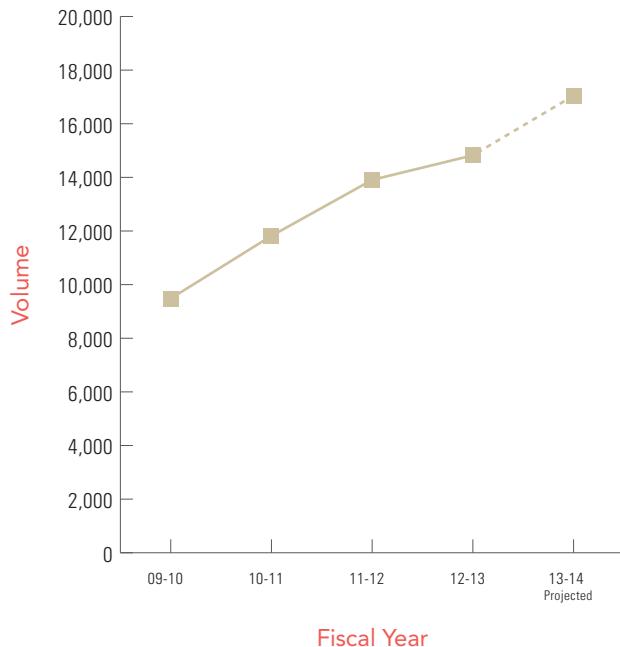
Using Innovation to Advance Efficiency

DPW uses an internal performance management system to analyze real-time business intelligence data. At monthly DPW Stat meetings, managers and staff monitor and analyze performance data of key operational activities and capital projects. These meetings have helped shape strategic staffing assignments as well as awareness of and response to the City's most pressing needs. Through DPW Stat, the Department continues to focus on making strategic service and project improvements by relying upon empirical data.

Improving Our Workforce

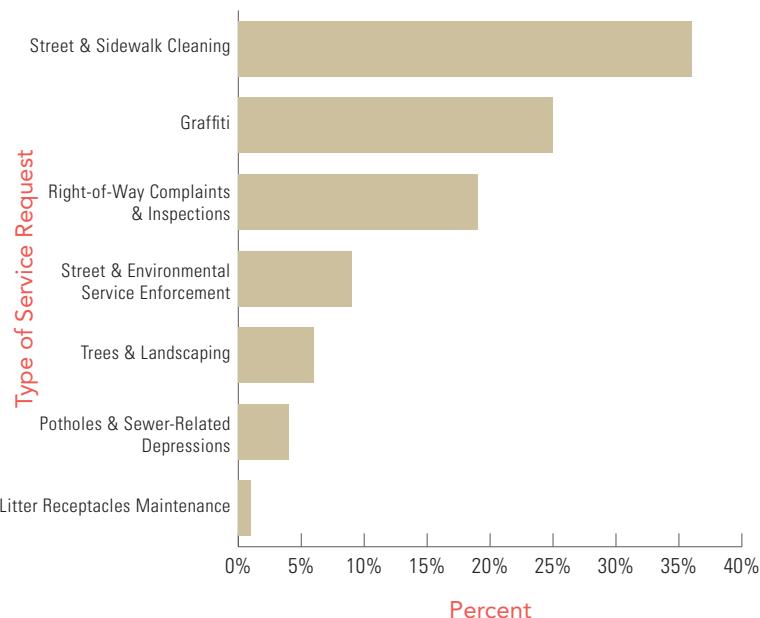
Every part of San Francisco is touched by the work of DPW. Ongoing and renewed training is critical to making sure that staff have the essential skills needed to meet and exceed the expectations of residents, businesses, visitors, community partners and City leaders. DPW is enhancing its capacity for partnering on construction projects, and all staff are charged with completing 16 hours of job related training annually through external courses programs or its internal program, DPW University.

RIGHT-OF-WAY PERMIT APPLICATIONS



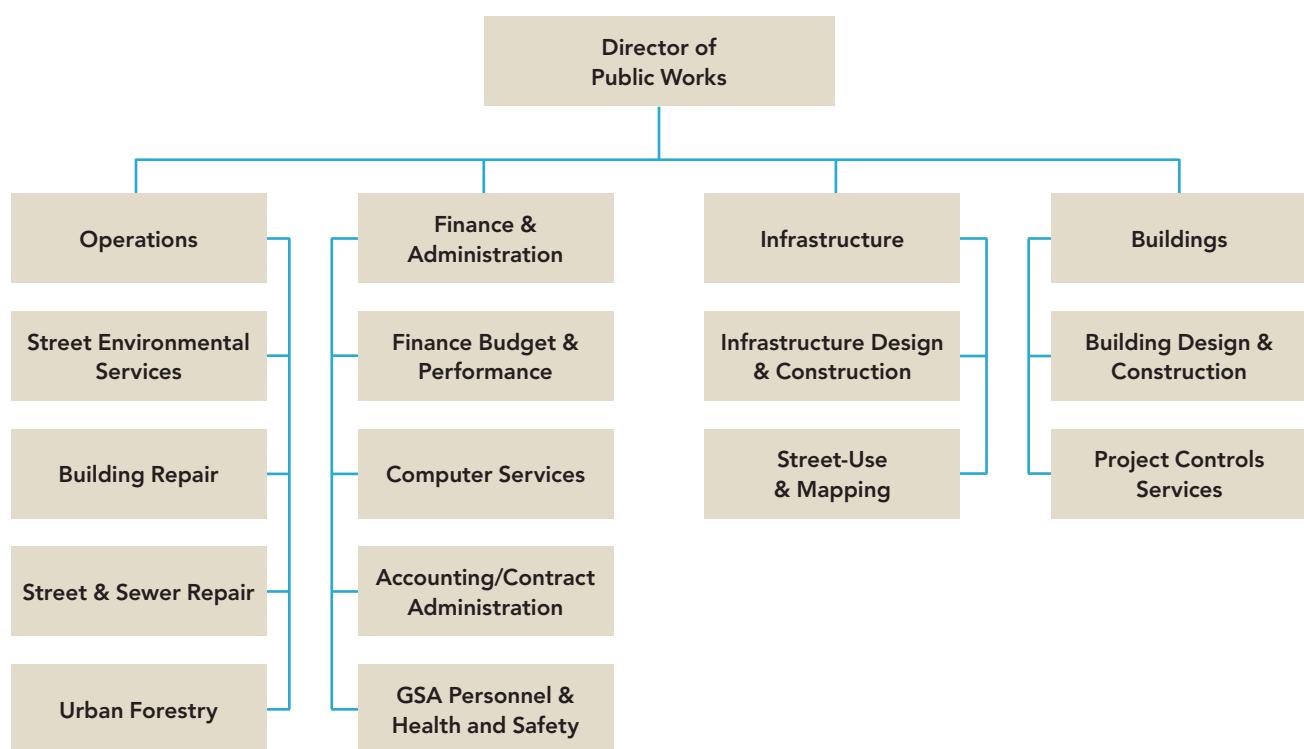
The Department has seen large increases in right-of-way permit applications with the recovery of the economy in the past few years.

FY 2013-14 SERVICE REQUESTS FROM THE PUBLIC BY TYPE



Street and sidewalk cleaning requests make up 36 percent of the requests to the Department of Public Works. The proposed budget includes funding for one new street cleaning crew to keep up with growing demand for cleaners streets and sidewalks.

DEPARTMENT OF PUBLIC WORKS



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	1,216.28	1,278.34	1,349.68	71.34	1,374.63	24.95
Non-operating Positions (cap/other)	(408.77)	(453.31)	(499.28)	(45.97)	(514.00)	(14.72)
Net Operating Positions	807.51	825.03	850.40	25.37	860.63	10.23
SOURCES						
Licenses & Fines	982,342	515,826	478,800	(37,026)	457,800	(21,000)
Use of Money or Property	(1,366,505)	131,661	131,661	0	131,661	0
Intergovernmental Revenue - Federal	5,296,089	10,000,000	0	(10,000,000)	0	0
Intergovernmental Revenue - State	22,350,603	35,137,781	30,712,003	(4,425,778)	30,395,949	(316,054)
Intergovernmental Revenue - Other	1,534,483	0	0	0	0	0
Charges for Services	23,494,656	15,343,603	17,877,311	2,533,708	17,647,119	(230,192)
Other Revenues	355,658	220,000	9,102,800	8,882,800	18,331,300	9,228,500
Transfers In	4,265,258	1,383,133	125,161	(1,257,972)	631,795	506,634
Expenditure Recovery	87,217,923	127,098,377	138,244,617	11,146,240	139,645,475	1,400,858
Transfer Adjustments-Sources	(54,677,188)	(62,930,934)	(68,671,644)	(5,740,710)	(69,632,656)	(961,012)
Use of / (Deposit to) Fund Balance	(4,914,376)	1,603,626	202,401	(1,401,225)	0	(202,401)
General Fund Support	22,837,128	30,877,269	90,218,636	59,341,367	93,797,695	3,579,059
Sources Total	107,376,071	159,380,342	218,421,746	59,041,404	231,406,138	12,984,392
USES - OPERATING EXPENDITURES						
Salaries & Wages	46,005,992	69,900,760	74,371,163	4,470,403	77,564,738	3,193,575
Fringe Benefits	24,790,601	35,349,039	38,827,862	3,478,823	38,136,282	(691,580)
Overhead	36,866,014	33,773,657	36,087,274	2,313,617	36,716,324	629,050
Professional & Contractual Services	13,064,343	11,266,889	11,006,774	(260,115)	11,746,197	739,423
Aid Assistance / Grants	0	0	1,380,000	1,380,000	1,380,000	0
Materials & Supplies	5,019,397	3,430,685	4,015,336	584,651	3,770,665	(244,671)
Equipment	2,832,190	3,176,631	4,209,212	1,032,581	3,209,497	(999,715)
Debt Service	266,492	201,887	153,299	(48,588)	0	(153,299)
Services of Other Departments	23,499,254	26,116,511	28,228,330	2,111,819	28,377,784	149,454
Transfers Out	7,543,185	3,120,005	125,161	(2,994,844)	631,795	506,634
Transfer Adjustments-Uses	(54,677,188)	(62,930,934)	(68,671,644)	(5,740,710)	(69,632,656)	(961,012)
Uses - Operating Expenditures Total	105,210,280	123,405,130	129,732,767	6,327,637	131,900,626	2,167,859
USES - PROJECT EXPENDITURES						
Facilities Maintenance	629,576	3,808,965	3,088,303	(720,662)	3,274,481	186,178
Capital Renewal	0	22,082,036	73,504,111	51,422,075	80,361,778	6,857,667
Capital Projects	1,536,215	10,084,211	12,096,565	2,012,354	15,869,253	3,772,688
Uses - Project Expenditures Total	2,165,791	35,975,212	88,688,979	52,713,767	99,505,512	10,816,533
USES BY PROGRAM RECAP						
Administration/Support Services	0	0	202,401	202,401	0	(202,401)
Architecture	469,432	443,844	1,147,338	703,494	1,115,710	(31,628)
Building Repair And Maintenance	12,698,763	18,575,572	19,707,423	1,131,851	19,977,670	270,247
Capital Asset Planning	8,982	0	0	0	0	0
City Capital Projects	12,272,869	42,512,471	95,071,922	52,559,451	106,825,340	11,753,418
Community Development	1,852	0	0	0	0	0
Construction Management Services	3,383,850	271,799	0	(271,799)	0	0
Engineering	2,655,322	870,432	871,902	1,470	858,109	(13,793)
Facilities Mgmt & Operations	2,709	0	0	0	0	0
General Administration	(13,003)	0	0	0	0	0
Maintenance Of Streetlights	41,652	0	0	0	0	0
Mapping	5,407,128	0	0	0	0	0
Non Program	266,492	0	0	0	0	0
Parking & Traffic	1,194,530	0	0	0	0	0
Street And Sewer Repair	10,597,937	17,236,240	18,843,234	1,606,994	18,808,139	(35,095)
Street Environmental Services	38,173,492	43,768,923	45,165,307	1,396,384	46,518,496	1,353,189
Street Use Management	9,439,806	17,948,381	18,174,644	226,263	18,615,718	441,074
Urban Forestry	10,444,739	17,752,680	19,237,575	1,484,895	18,686,956	(550,619)
Wastewater Operations	329,519	0	0	0	0	0
Uses by Program Recap Total	107,376,071	159,380,342	218,421,746	59,041,404	231,406,138	12,984,392

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ARCHITECTURE					
Develop accurate construction cost estimates for City projects					
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the architect's estimate	70%	90%	80%	80%	85%
CONSTRUCTION MANAGEMENT SERVICES					
Track City construction project costs					
Percentage change order cost to original contracts, for projects exceeding \$2 million	12.4%	14.4%	5.7%	13.0%	11.7%
Develop accurate construction cost estimates for City projects					
Percentage change order cost to original contracts, due to errors and omissions in design, for projects exceeding \$2 million	3.5%	3.2%	0.4%	2.9%	2.6%
ENGINEERING					
Develop accurate construction cost estimates for City projects					
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the engineer's estimate	83%	75%	70%	75%	75%
STREET AND SEWER REPAIR SERVICES					
Maintain City streets in good repair					
Percentage of potholes repaired within 72 hours of request	92%	90%	96%	90%	90%
Cost per block paved by BSSR	\$23,021	\$23,021	\$23,021	\$23,022	\$23,022
STREET ENVIRONMENTAL SERVICES					
Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education					
Percentage of street cleaning requests abated within 48 hours	94%	90%	98%	90%	92%
Percentage of graffiti requests abated within 48 hours (public property)	97%	92%	97%	95%	95%
Cost per curb mile mechanically swept (controlled routes)	\$73	\$73	\$73	\$73	\$73

GSA – TECHNOLOGY

The General Services Agency - Department of Technology (DT) provides high-quality, cost-effective, customer-focused information technology and telecommunications solutions.

SERVICES

The Department of Technology provides services through the following divisions:

ARCHITECTURE, INFRASTRUCTURE, AND OPERATIONS focuses on the enterprise design, architecture, and infrastructure of the City's information technology (IT). This unit provides IT operations support including the building and maintenance of voice and data networks, as well as maintenance and operations of Citywide data centers.

PUBLIC SAFETY OPERATIONS maintains the public safety, wireless, and wired communication and information systems of the City's Emergency Management, Fire, and Police departments. These systems include the 9-1-1 dispatch network, outdoor public warning system, emergency telephone system, and all wireless radio systems.

CUSTOMER AND ENTERPRISE SERVICES provides enterprise technology support services to City

departments including: database administration, GIS, business process mapping, solution development, and Customer Service Desk. This division administers IT Enterprise Agreements, contracts and procurement.

MEDIA operates the award-winning SFGovTV, the City's website, and a variety of social media initiatives. In addition, this division manages the Cable Franchise and Public, Education, and Government (PEG) activities.

PROJECT MANAGEMENT OFFICE (PMO) provides oversight and management of IT activities and functions.

ADMINISTRATION AND FINANCE manages all accounting, budgetary functions, enterprise telephone billing, human resources, and administration for the Department.

For more information call (415) 581-4000 or 311; or visit www.sfgov.org/dt

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	87,996,957	82,746,946	94,243,287	11,496,341	88,865,778	(5,377,509)
Total FTE	199	216	214	(2)	216	2

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$94.2 million for the Department of Technology (DT) is \$11.5 million, or 13.9 percent, higher than the FY 2013-14 budget of \$82.7 million. A significant portion of this increase is due to project funding of foundational IT infrastructure investments.

The FY 2015-16 proposed budget of \$88.9 million for DT is \$5.4 million, or 5.7 percent, lower than the FY 2014-15 proposed budget of \$94.2 million. A significant portion of this decrease is due to the expiration of one-time project funding included as part of the FY 2014-15 budget.

In accordance with the Information and Communication Technology (ICT) Plan, the Department of Technology (DT) continues to focus on supporting Citywide enterprise technology to create efficiencies and better serve its customers. Over the next two fiscal years, the Department will focus on implementing the following foundational IT infrastructure projects:

Fixing the Wide Area Network (WAN)

DT seeks to overhaul the City's fragmented network by designing and implementing a system that supports identity-based security. As several City agencies upgrade their information technology systems over the next few years (e.g., a new financial information system, property tax database, and electronic medical records implementation), it is vital that the City has a strong and secure Wide Area Network (WAN). A well-designed WAN allows agencies to relay data across multiple locations quickly and without error; it underpins the daily operations of nearly every agency. Over the next two fiscal years, the City is allocating \$4.4 million to fund this upgrade.

Implementing Citywide Authentication, Identity and Access Management

As part of DT's efforts to manage shared IT services on behalf of City agencies, the Department will work

to provide a single source of authentication and single sign-on for key applications that City employees, retirees, and contractors use. These two projects will further strengthen the security of the City's IT infrastructure and help to consolidate IT efforts across agencies. Over the next two fiscal years, the City is allocating \$2.6 million toward these projects.

Improved Management of City IT Assets

Another foundational component of IT infrastructure DT will be addressing in the proposed budget is the development of a Citywide IT Asset Management System. This system is more than a simple inventory of IT assets. It will identify dependencies between various assets as well as show performance-related data to manage and control these assets over time. Over the next two fiscal years, the City is allocating \$0.9 million to fund this initiative.

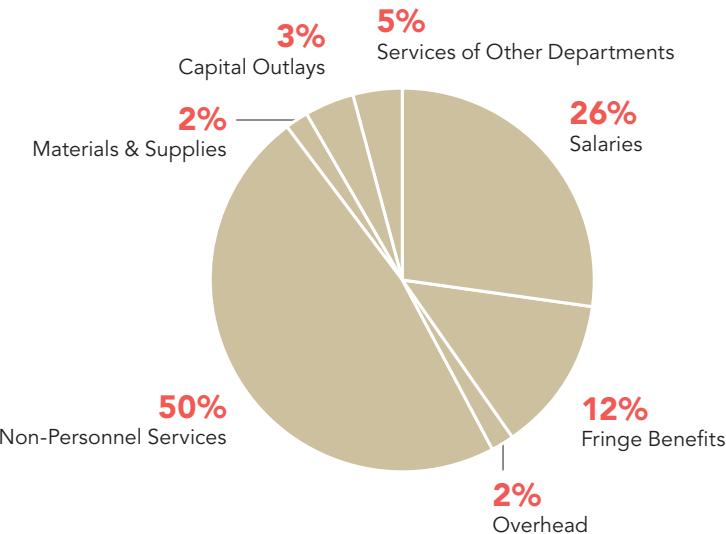
Strengthening Security Operations

As attacks from viruses and hackers become more prevalent, DT will not only invest in the City's IT infrastructure, but also strengthen its security operations. In this budget, the Department will add a new Citywide Chief Security Officer position to proactively address breaches and other IT security issues across the City. In addition, the Department will implement a breach response monitoring project to further protect the City's network from external attacks.

Committee On Information Technology

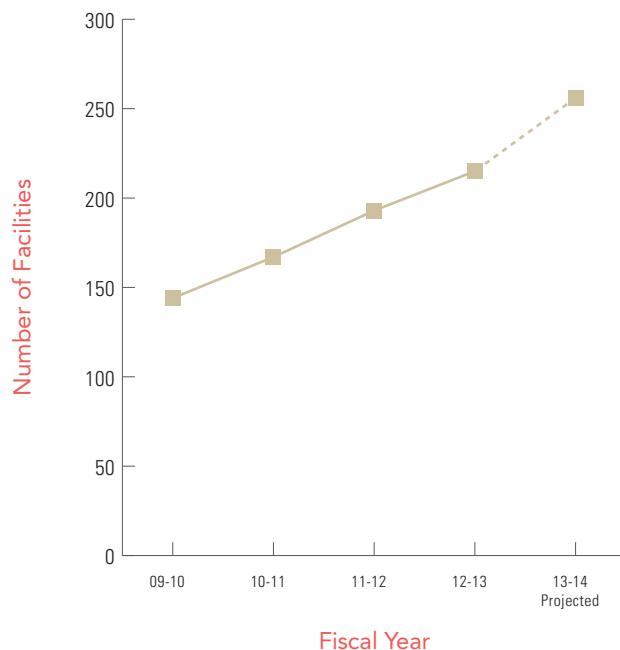
The budget also includes a transfer of function of the three positions that staff the Committee on Information Technology (COIT) from the Department of Technology to the City Administrator's Office, similar to the structure used for the Capital Planning Program.

FY 2014-15 DEPARTMENT USES BY EXPENDITURE TYPE



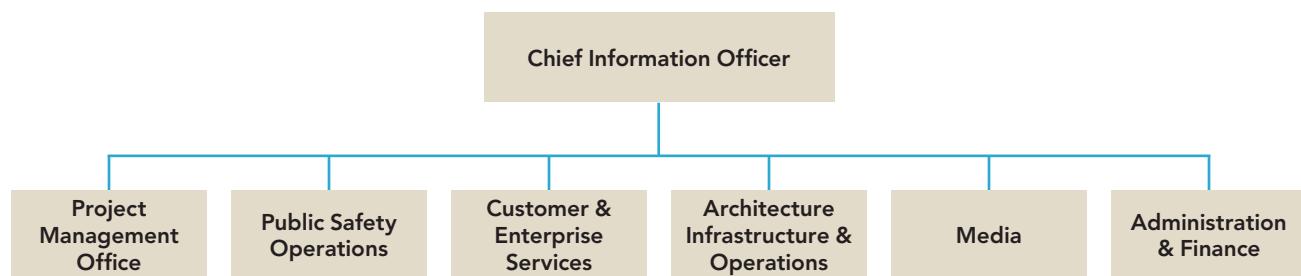
Non-Personnel Services comprise 50 percent of the Department's budget.

FACILITIES CONNECTED TO CITY FIBER RING



The Department has continually worked to connect City facilities to fiber over the past 5 years.

DEPARTMENT OF TECHNOLOGY



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	233.20	249.72	253.61	3.89	250.95	(2.66)
Non-operating Positions (cap/other)	(34.00)	(34.08)	(40.00)	(5.92)	(35.00)	5.00
Net Operating Positions	199.20	215.64	213.61	(2.03)	215.95	2.34
SOURCES						
Licenses & Fines	2,218,528	2,921,360	3,065,131	143,771	3,065,131	0
Use of Money or Property	137,568	215,345	208,314	(7,031)	208,314	0
Intergovernmental Revenue - Federal	3,323,982	0	0	0	0	0
Intergovernmental Revenue - Other	0	30,000	63,944	33,944	63,901	(43)
Charges for Services	800	0	0	0	0	0
Other Revenues	1,310	0	0	0	0	0
Transfers In	0	5,745,844	5,747,920	2,076	3,305,632	(2,442,288)
Expenditure Recovery	72,491,750	77,051,602	84,583,390	7,531,788	82,344,266	(2,239,124)
Transfer Adjustments-Sources	0	(5,745,844)	(5,747,920)	(2,076)	(3,305,632)	2,442,288
Use of / (Deposit to) Fund Balance	7,828,022	643,157	4,000,000	3,356,843	500,000	(3,500,000)
General Fund Support	1,994,997	1,885,482	2,322,508	437,026	2,684,166	361,658
Sources Total	87,996,957	82,746,946	94,243,287	11,496,341	88,865,778	(5,377,509)
USES - OPERATING EXPENDITURES						
Salaries & Wages	21,176,478	23,549,320	24,354,976	805,656	25,391,105	1,036,129
Fringe Benefits	8,863,955	10,469,689	11,043,739	574,050	10,724,384	(319,355)
Overhead	1,981,018	1,808,551	1,531,782	(276,769)	1,531,782	0
Professional & Contractual Services	27,648,671	37,668,276	47,507,191	9,838,915	42,591,574	(4,915,617)
Aid Assistance / Grants	1,451,498	225,000	0	(225,000)	0	0
Materials & Supplies	5,711,345	2,041,244	2,099,716	58,472	2,170,071	70,355
Equipment	1,411,719	2,733,004	3,128,486	395,482	546,983	(2,581,503)
Services of Other Departments	5,886,935	4,251,862	4,252,397	535	4,301,942	49,545
Transfers Out	12,476,637	5,745,844	5,747,920	2,076	3,305,632	(2,442,288)
Budgetary Reserves	0	0	0	0	1,157,937	1,157,937
Transfer Adjustments-Uses	0	(5,745,844)	(5,747,920)	(2,076)	(3,305,632)	2,442,288
Uses - Operating Expenditures Total	86,608,256	82,746,946	93,918,287	11,171,341	88,415,778	(5,502,509)
USES - PROJECT EXPENDITURES						
Capital Renewal	0	0	325,000	325,000	450,000	125,000
Capital Projects	1,388,701	0	0	0	0	0
Uses - Project Expenditures Total	1,388,701	0	325,000	325,000	450,000	125,000
USES BY PROGRAM RECAP						
Administration	24,827,174	26,405,965	29,166,079	2,760,114	29,316,485	150,406
Governance And Outreach	9,513,501	9,142,520	9,313,574	171,054	9,578,524	264,950
Operations	39,521,167	32,965,658	43,355,392	10,389,734	36,741,835	(6,613,557)
Technology	2,437,052	3,122,064	2,439,375	(682,689)	2,678,838	239,463
Technology Services:Public Safety	11,698,063	11,110,739	9,968,867	(1,141,872)	10,550,096	581,229
Uses by Program Recap Total	87,996,957	82,746,946	94,243,287	11,496,341	88,865,778	(5,377,509)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target

CUSTOMER SERVICE

Provide leadership for project methodology and efficient, cost-effective management for projects engaging DT resources

Percent of projects completed on time, on budget and to specification 89% 85% 100% 85% 85%

ENTERPRISE OPERATIONS

Ensure high availability of the systems managed by DT

Network Up Time	99.00%	99.00%	99.98%	99.00%	99.00%
E-mail System	99.00%	99.00%	99.00%	99.00%	99.00%

GENERAL CITY RESPONSIBILITY

General City Responsibility is a departmental designation for expenditures that are citywide in nature. For example, General Fund payment of claims, retiree subsidies, or health services administration costs are budgeted in General City Responsibility rather than allocating costs to General Fund departments.

TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
SOURCES						
Local Taxes	176,857,192	217,451,356	223,121,478	5,670,122	187,396,594	(35,724,884)
Licenses & Fines	23,646,418	0	15,148,633	15,148,633	15,219,706	71,073
Use of Money or Property	8,627,858	281,636	379,743	98,107	785,952	406,209
Intergovernmental Revenue - State	721,119	750,000	800,000	50,000	800,000	0
Other Revenues	15,755,711	17,604,500	22,775,500	5,171,000	27,617,500	4,842,000
Transfers In	74,672,416	143,246	2,353,566	2,210,320	5,228,832	2,875,266
Expenditure Recovery	107,972	0	0	0	0	0
Transfer Adjustments-Sources	(61,730)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	146,223,586	20,586,288	3,012,089	(17,574,199)	0	(3,012,089)
General Fund Support	726,959,323	580,022,743	665,484,704	85,461,961	657,427,523	(8,057,181)
Sources Total	1,173,509,865	836,839,769	933,075,713	96,235,944	894,476,107	(38,599,606)
USES - OPERATING EXPENDITURES						
Fringe Benefits	57,493,586	58,188,536	60,671,170	2,482,634	62,118,355	1,447,185
Professional & Contractual Services	9,301,302	13,916,374	11,820,443	(2,095,931)	12,245,443	425,000
Aid Assistance / Grants	0	6,150,000	8,087,000	1,937,000	12,714,000	4,627,000
Equipment	0	1,104,500	1,025,500	(79,000)	917,500	(108,000)
Debt Service	215,254,399	238,967,000	244,435,766	5,468,766	210,660,652	(33,775,114)
Services of Other Departments	15,611,011	14,908,589	22,636,278	7,727,689	24,106,425	1,470,147
Transfers Out	875,911,297	421,256,744	484,032,831	62,776,087	493,894,778	9,861,947
Budgetary Reserves	0	79,384,136	96,324,743	16,940,607	74,834,464	(21,490,279)
Transfer Adjustments-Uses	(61,730)	0	0	0	0	0
Uses - Operating Expenditures Total	1,173,509,865	833,875,879	929,033,731	95,157,852	891,491,617	(37,542,114)
USES - PROJECT EXPENDITURES						
Capital Projects	0	2,963,890	4,041,982	1,078,092	2,984,490	(1,057,492)
Uses - Project Expenditures Total	0	2,963,890	4,041,982	1,078,092	2,984,490	(1,057,492)
USES BY PROGRAM RECAP						
General City Responsibilities	1,096,510,340	819,308,133	910,195,970	90,887,837	866,240,155	(43,955,815)
General Fund Unallocated	75,665,624	0	0	0	0	0
Indigent Defense/Grand Jury	720,903	750,000	750,000	0	750,000	0
No Community	538,160	0	0	0	0	0
Retiree Health Care - Prop B	74,838	16,781,636	22,129,743	5,348,107	27,485,952	5,356,209
Uses by Program Recap Total	1,173,509,865	836,839,769	933,075,713	96,235,944	894,476,107	(38,599,606)

GENERAL FUND UNALLOCATED

General Fund Unallocated is a department designation for revenues that are not directly attributable to a City department. For example, undesignated property taxes, business taxes, and hotel taxes are deposited into General Fund Unallocated. The benefits of these revenues are spread to departments in the form of a General Fund subsidy allocation.

TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
SOURCES						
Local Taxes	2,324,842,626	2,531,943,000	2,715,185,000	183,242,000	2,812,293,000	97,108,000
Licenses & Fines	20,164,454	20,598,109	20,682,000	83,891	20,850,000	168,000
Use of Money or Property	906,079	6,906,000	2,640,000	(4,266,000)	4,040,000	1,400,000
Intergovernmental Revenue - Federal	104,819	0	0	0	0	0
Intergovernmental Revenue - State	4,579,945	3,895,700	3,790,000	(105,700)	3,790,000	0
Charges for Services	12,513,515	11,380,092	9,550,648	(1,829,444)	9,550,648	0
Other Revenues	24,036	50,000	11,650,000	11,600,000	10,575,000	(1,075,000)
Transfers In	308,072,789	243,805,180	294,224,595	50,419,415	289,324,902	(4,899,693)
Transfer Adjustments-Sources	(10,099,954)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(420,091,376)	143,938,665	187,420,436	43,481,771	143,817,439	(43,602,997)
General Fund Support	(2,229,755,084)	(2,962,516,746)	(3,245,142,679)	(282,625,933)	(3,294,240,989)	(49,098,310)
Sources Total	11,261,849	0	0	0	0	0
USES - OPERATING EXPENDITURES						
Transfers Out	21,361,803	0	0	0	0	0
Transfer Adjustments-Uses	(10,099,954)	0	0	0	0	0
Uses - Operating Expenditures Total	11,261,849	0	0	0	0	0
USES BY PROGRAM RECAP						
General Fund Unallocated	11,261,849	0	0	0	0	0
Uses by Program Recap Total	11,261,849	0	0	0	0	0

HEALTH SERVICE SYSTEM

The Health Service System (HSS) administers and manages health benefits for active employees, retirees, and dependents from four employers: City & County of San Francisco, San Francisco Unified School District, City College of San Francisco, and San Francisco Superior Court. The Health Service System is dedicated to preserving and improving sustainable, quality health benefits and to enhancing the well-being of its members and dependents.

SERVICES

The Health Service System provides services through the following divisions:

ADMINISTRATION develops policy recommendations, rates and benefits analysis, and plan designs to proactively manage health care costs; coordinates monthly Health Service Board meetings; oversees plan vendor selections and performance analysis; and maintains relationships with employers, City departments, plan vendors, and external partners.

FINANCE ensures the timeliness and accuracy of over 12,500 annual financial transactions; conducts the Charter-mandated 10-county rates survey; calculates over 6,700 annual premium rates; oversees the annual external audit of the Health Service Trust Fund; and routinely reports on the Health Service Trust Fund and administrative budget.

OPERATIONS provides health benefits counseling and enrollment support for the more than 109,000

HSS members and dependents; maintains regulatory compliance and membership rules; conducts eligibility audits; and manages data exchanges and information technology related to benefits administration.

COMMUNICATIONS oversees the distribution of 65,000 annual Open Enrollment packets; maintains a benefits website accessed by nearly 70,000 members each year; prepares reports and presentations; manages information requests; and reviews all vendor communications to HSS members for clarity and accuracy.

HEALTH PROMOTION AND WELLNESS coordinates wellness councils and creates opportunities for wellness programming designed to proactively manage health care costs. HSS oversees the City's Employee Assistance Program (EAP), which provides behavioral health services and workshops.

For more information, call (415) 554-1727 or 311; or visit www.myhss.org

BUDGET DATA SUMMARY

2012-13		2013-14	2014-15		2015-16	
Actual Budget		Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	6,819,784	8,899,536	10,134,747	1,235,211	10,778,488	643,741
Total FTE	35	44	49	5	52	3

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$10.1 million for the Health Service System (HSS) is \$1.2 million, or 13.9 percent higher than the FY 2013-14 budget of \$8.9 million. A significant portion of this increase is due to increased analytical staffing and funding to implement the Wellness Plan.

The FY 2015-16 proposed budget of \$10.8 million is \$0.6 million, or 6.4 percent, higher than the FY 2014-15 proposed budget of \$10.1 million. The largest portion of this increase is due to increased analytical staffing and funding to implement the Wellness Plan.

Maintaining Affordable and Sustainable Medical, Dental, and Vision Benefits

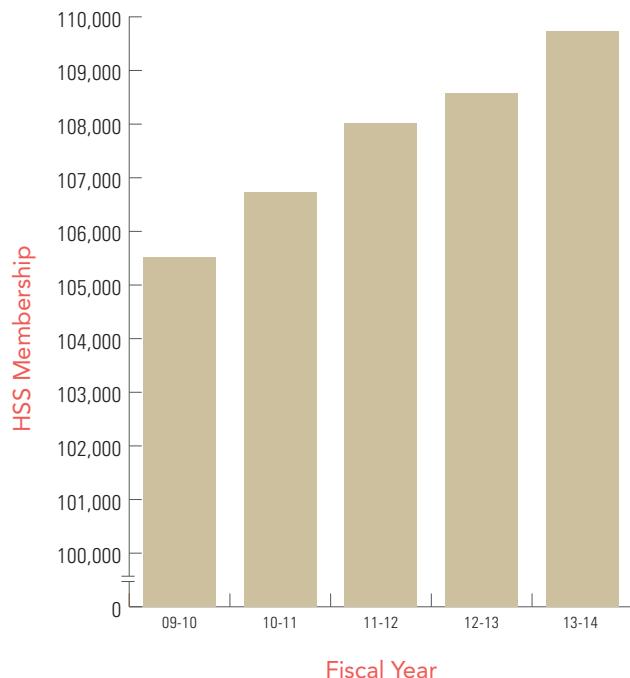
Over the past several years, the City and its Health Service System (HSS) have collaborated to begin to reduce health care costs. The City has also worked with its employee labor organizations to address employee wellness, and in June 2014 the City will release and implement its new Wellness Plan. The overall savings from employee and retiree health represent a savings from FY 2013-14 of \$16.6 million in FY 2014-15 and \$32.1 million in FY 2015-16 from the Joint Report projections.

Additional initiatives are planned over the next two years to maintain cost competition between plans, set robust performance guarantees, negotiate reductions in administrative fees, and collaborate with Blue Shield, hospitals, and medical groups to form Accountable Care Organizations. The result of these innovations will be lower health care spending and improve patient care. These cost containment measures are necessary to accomplish the City's goal of reducing its Other Post-Employment Benefits (OPEB) liability over the next 25 years.

Implementing the Wellness Plan

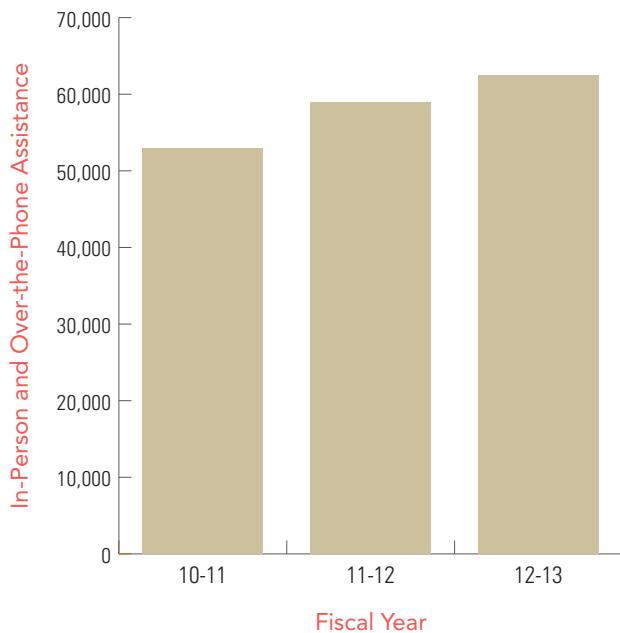
The Controller's Office, Department of Human Resources, and Health Service System plan to release a three-year Wellness Plan in June 2014. The goal of the initiative is to improve the quality of life and well-being of City employees, retirees, and their families, improving health outcomes through prevention, risk reduction and condition management, and addressing rising health insurance costs so employer-sponsored health benefits are financially sustainable in the long term. The plan emphasizes department-specific programming, organizational wellness, and mental health. HSS's budget includes additional investments in staff and employee incentives to successfully implement the Wellness Plan.

HEALTH SERVICE SYSTEM MEMBERSHIP BY YEAR



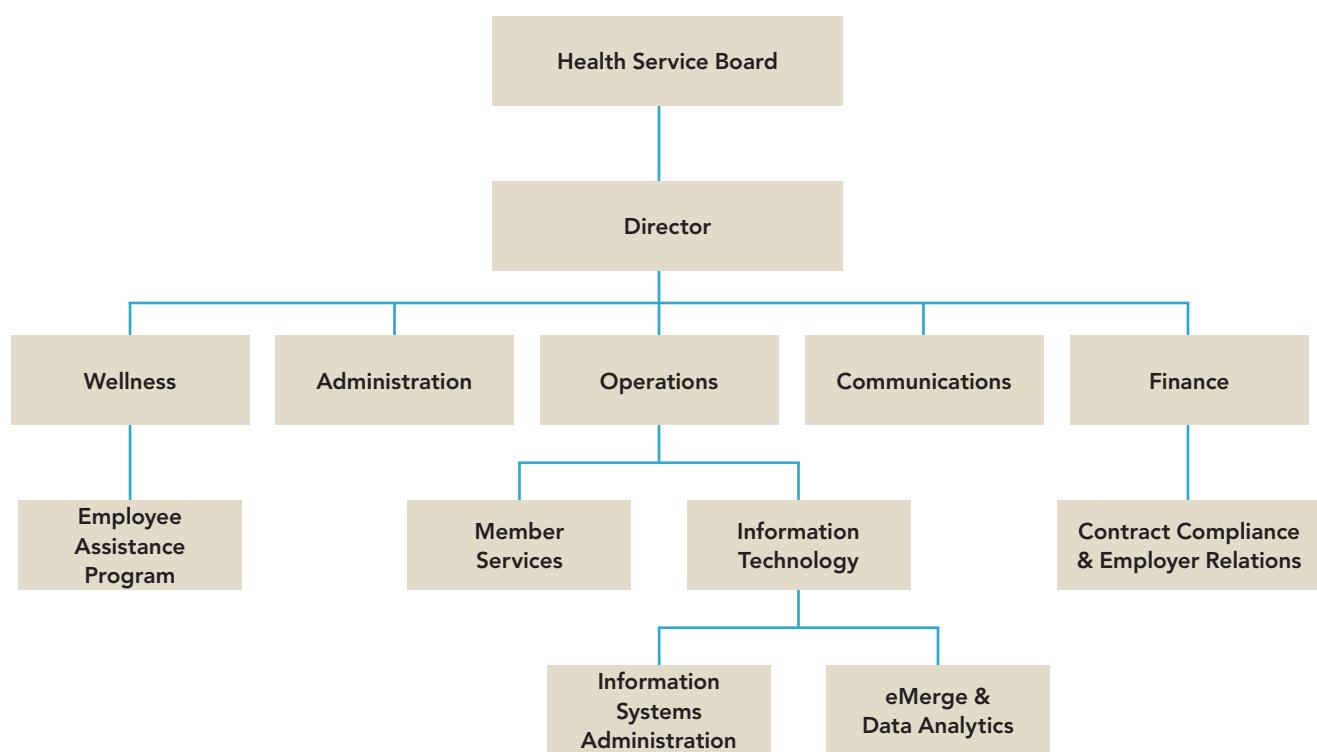
Membership in the Health Service System has grown steadily over the past five years, primarily due to a growing retiree population.

IN-PERSON AND OVER-THE-PHONE ASSISTANCE



Demand for membership assistance services has increased over the past three years, due to increasing membership and benefit design changes.

HEALTH SERVICES SYSTEM



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	37.10	45.83	51.12	5.29	53.90	2.78
Non-operating Positions (cap/other)	(2.00)	(2.00)	(2.00)	0.00	(2.00)	0.00
Net Operating Positions	35.10	43.83	49.12	5.29	51.90	2.78
SOURCES						
Charges for Services	6,975	6,000	6,000	0	6,000	0
Other Revenues	404,752	167,355	445,687	278,332	456,531	10,844
Expenditure Recovery	6,408,057	8,726,181	9,683,060	956,879	10,315,957	632,897
Sources Total	6,819,784	8,899,536	10,134,747	1,235,211	10,778,488	643,741
USES - OPERATING EXPENDITURES						
Salaries & Wages	3,136,055	3,904,879	4,550,785	645,906	5,001,508	450,723
Fringe Benefits	1,488,161	1,927,793	2,260,765	332,972	2,306,295	45,530
Professional & Contractual Services	1,593,822	2,307,752	1,664,232	(643,520)	1,852,471	188,239
Materials & Supplies	31,293	59,000	35,100	(23,900)	35,100	0
Equipment	0	11,550	0	(11,550)	10,000	10,000
Services of Other Departments	570,453	688,562	1,623,865	935,303	1,573,114	(50,751)
Uses - Operating Expenditures Total	6,819,784	8,899,536	10,134,747	1,235,211	10,778,488	643,741
USES BY PROGRAM RECAP						
Health Service System	6,819,784	8,899,536	10,134,747	1,235,211	10,778,488	643,741
Uses by Program Recap Total	6,819,784	8,899,536	10,134,747	1,235,211	10,778,488	643,741

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
HEALTH SERVICE SYSTEM					
Strive for excellence in member interactions (as measured by established targets)					
Average time to answer telephone calls (in seconds)	57	30	30	30	30
Call abandonment rate	13.0%	5.0%	3.0%	5.0%	5.0%
Average lobby wait time (in minutes)	6.1	10.0	4.0	10.0	10.0
Percentage of appeals responded to within 30 days and appeals not reaching the Health Service Board	99%	95%	95%	95%	n/a
Maintain high accounting standards					
Percentage of accounts current in premium payments (delinquent less than 60 days)	100%	100%	100%	100%	100%
Manage Health Service vendors to improve care and manage costs					
Percentage of vendor contracts that include HSS specific performance guarantees	100%	100%	100%	100%	100%

HUMAN RESOURCES

The Department of Human Resources (DHR) recruits, engages, and develops the City's workforce to meet the expectations and service needs of San Franciscans.

SERVICES

The Department of Human Resources provides services through the following divisions:

EMPLOYMENT SERVICES includes the Recruitment and Assessment Services team, the Client Services Human Resources Consulting team, the Client Services Operations team, and the Classification and Compensation team. Collectively, these teams provide innovative human resources solutions, technical consultation, and direct services in all operational areas of the City's human resources programs. They are also responsible for ensuring equal employment opportunity and the application of merit system principles.

EMPLOYEE RELATIONS negotiates and administers the provisions of collective bargaining agreements between the City and County of San Francisco and the labor organizations that represent City employees, and engages in legally required meet and confer processes regarding issues within the scope of representation. Employee Relations staff advises departmental personnel representatives in the interpretation of contractual provisions, manages and reviews all grievances related to contract interpretation/application and disciplinary actions, and evaluates bargaining unit assignments for City classifications.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) provides professional consultation to applicants, employees, and departments in the areas of equal employment

opportunity, employment discrimination and harassment, and accommodation of persons with disabilities. EEO staff also trains supervisors and managers to prevent workplace harassment and implements investigation and alternative dispute resolution of harassment and employment discrimination complaints. The Citywide Leave Management Unit reviews departments leave usage, identifies best practices and provides training to human resources professionals, as well as managing and facilitating employees' return to work.

WORKERS' COMPENSATION administers benefits related to industrial injuries and illnesses in compliance with state and local laws and regulations, coordinates citywide safety and prevention efforts, and facilitates return-to-work programs.

WORKFORCE DEVELOPMENT AND TRAINING develops and presents citywide professional training programs and organizational design consultation to City departments, manages succession planning programs, and designs and implements internship and apprenticeship programs.

ADMINISTRATION, FINANCE, BUDGET, AND INFORMATION SERVICES provides internal administrative support to ensure efficient department operations.

For more information, call (415) 557-4800 or 311; or visit www.sfdhr.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	70,735,602	77,898,019	81,807,795	3,909,776	84,310,083	2,502,288
Total FTE	124	135	145	10	146	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$81.8 million for the Department of Human Resources is \$3.9 million, or 5.0 percent, higher than the FY 2013-14 budget of \$77.9 million. A significant portion of this increase is due to a growth in the number of Public Safety exams requested and scheduled for FY 2014-15 and the addition of new projects, such as the Personnel Analyst Development Program (PAD) and the Hiring Efficiency Project. In addition, there are transfers of function (TOF) from two departments (Human Services Agency and the Municipal Transportation Agency) to DHR's Equal Employment Opportunity division as well as an increase in Workers' Compensation costs.

The FY 2015-16 proposed budget of \$84.3 million for Department of Human Resources is \$2.5 million, or 3.1 percent, higher than the FY 2014-15 budget of \$81.8 million. A significant portion of this increase is due to higher Workers' Compensation costs.

Recruiting and Retaining Top Talent

Personnel Analyst Development Program

The pilot Personnel Analyst Development Program provides a structured opportunity for individuals, selected through an open and competitive process, to enter City employment as a cohort to gain competency in core human resources functions specific to the City's merit system. This pilot program will have a structured curriculum that includes technical training, hands-on experiences, and real life exposure to the multitude of human resources issues facing City departments. The curriculum will be developed by DHR and HR representatives from participating departments to ensure that program participants receive both technical proficiency training and a practicum with DHR and participating departments.

Increasing Efficiency of Hiring Process

Recruitment and Assessment Services (RAS) team is responsible for the Citywide examination program. Key deliverables from RAS include establishment and administration of class-based examinations, consultation to City departments in the development of position-based examinations, and the development and implementation of expedited hiring pilot programs. Current RAS

staffing is fully allocated to meet the Examination Plan commitments made for the development of Citywide eligible lists.

Given the ongoing and increasing demands for both class- and position-based examinations, RAS has received a number of requests from departments to provide additional examination development services. Through the FY 2014-15 budget, the Department of Human Resources will hire three new positions to support these requests from departments.

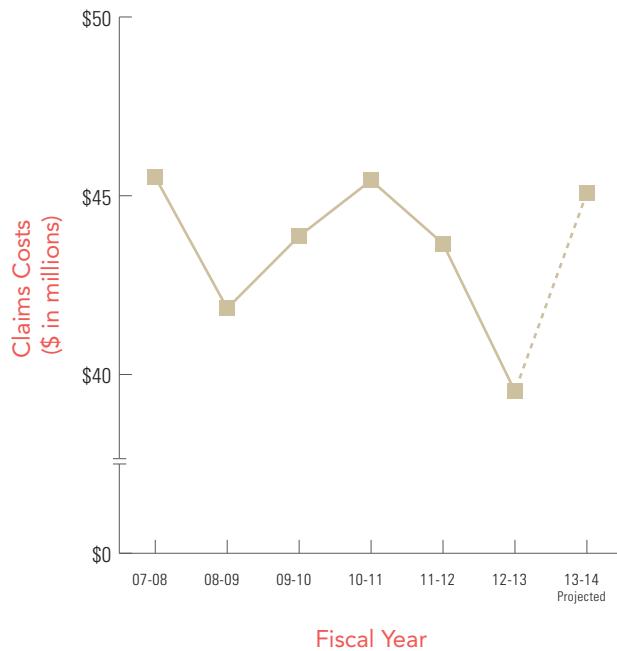
The City Hall Fellows Program

Since it launched in 2008, the City Hall Fellows program has trained 75 urban change makers (selected from 1,700 applicants) who have transformed how three cities (San Francisco, Houston and Baton Rouge) operate. By design, the corps members are racially and socio-economically diverse and more than half are female. They hold undergraduate degrees in fields ranging from political science to economics to aerospace engineering. This year, the Department of Human Resources budget includes an additional City Hall Fellow, to bring the total to 15 citywide in San Francisco.

Additionally, the Department's budget includes three new positions to expand the City Hall fellows to those in the middle of their careers as well. The proposed program is based on a partnership between the Department of Human Resources (DHR), sponsoring City departments, and the Mayor's Office, and modeled after the Presidential Innovation Fellowship program. These three mid-career fellows will be employed by the City for one year to complete a set project as determined by the implementing departments. The program will be a pilot program for the first year; the three participating departments will be the Public Library, the Municipal Transportation Agency (MTA) and the Mayor's Office.

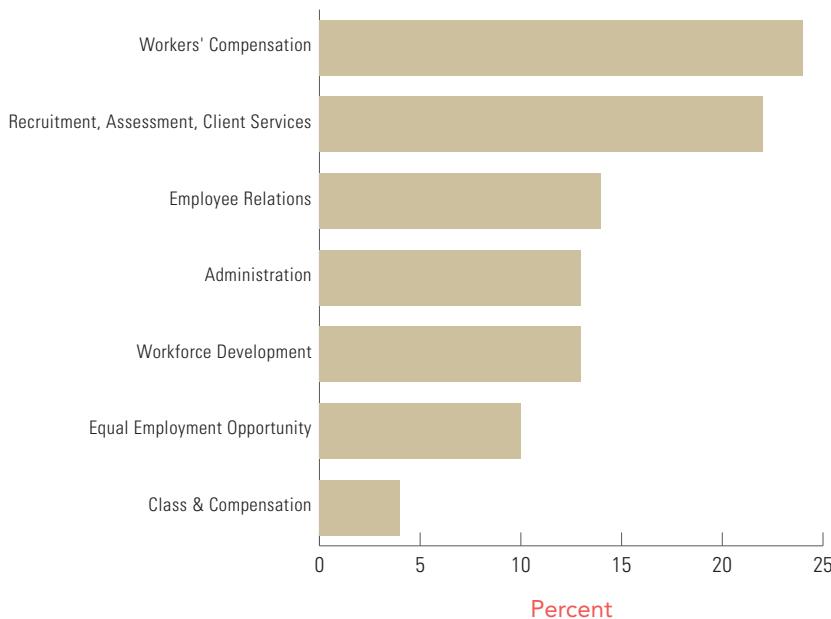
The goals of this program are to provide City leadership with high-caliber resources to help address long-standing challenges; provide opportunities for individuals from the private sector to make a positive impact to the City; create and build stronger private-public relationships; and help the City recruit talented individuals.

COST OF WORKERS' COMPENSATION CLAIMS



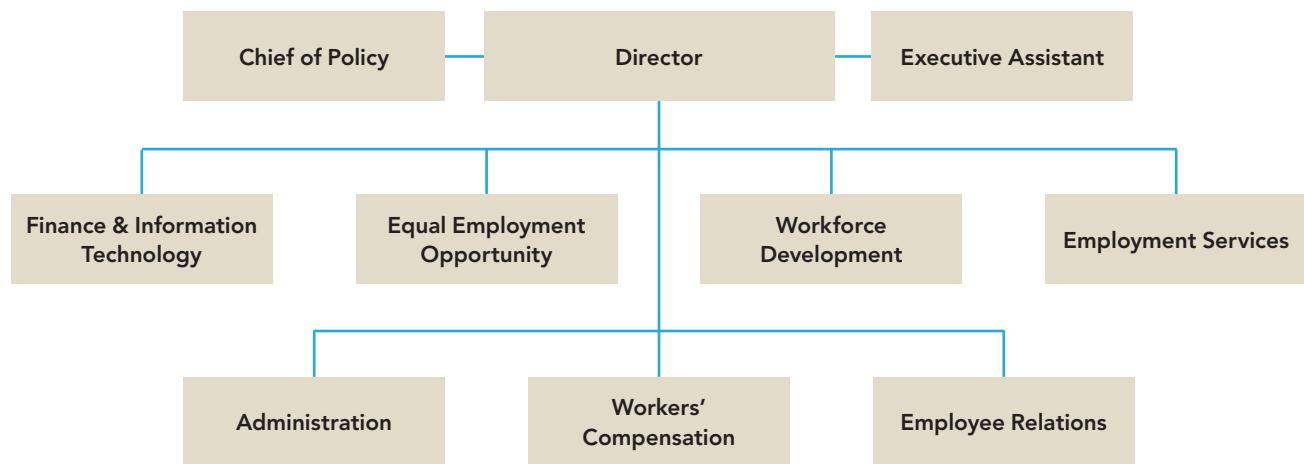
Annual claims costs are projected to be \$45 million in FY 2013-14.

FY 2014-15 FULL-TIME EQUIVALENT POSITIONS BY PROGRAM



24 percent of all DHR employees staff the Workers' Compensation Program.

HUMAN RESOURCES



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	123.77	138.32	149.82	11.50	151.17	1.35
Non-operating Positions (cap/other)	0.00	(3.00)	(4.54)	(1.54)	(5.00)	(0.46)
Net Operating Positions	123.77	135.32	145.28	9.96	146.17	0.89
SOURCES						
Other Revenues	796	0	0	0	0	0
Transfers In	(57,084)	0	0	0	0	0
Expenditure Recovery	58,794,412	66,671,841	69,319,775	2,647,934	72,049,522	2,729,747
General Fund Support	11,997,478	11,226,178	12,488,020	1,261,842	12,260,561	(227,459)
Sources Total	70,735,602	77,898,019	81,807,795	3,909,776	84,310,083	2,502,288
USES - OPERATING EXPENDITURES						
Salaries & Wages	12,266,596	12,190,561	13,534,969	1,344,408	14,083,432	548,463
Fringe Benefits	5,045,948	5,795,498	6,090,291	294,793	5,912,418	(177,873)
Professional & Contractual Services	49,745,503	55,409,676	57,739,790	2,330,114	59,877,785	2,137,995
Materials & Supplies	117,352	126,313	159,509	33,196	126,313	(33,196)
Services of Other Departments	3,560,203	4,375,971	4,283,236	(92,735)	4,310,135	26,899
Uses - Operating Expenditures Total	70,735,602	77,898,019	81,807,795	3,909,776	84,310,083	2,502,288
USES BY PROGRAM RECAP						
Administration	1,248,028	1,057,813	1,329,940	272,127	1,400,346	70,406
Class And Compensation	552,684	480,605	348,796	(131,809)	352,752	3,956
Employee Relations	6,247,628	5,414,599	4,273,319	(1,141,280)	4,283,440	10,121
Equal Employment Opportunity	1,228,736	1,472,618	2,548,224	1,075,606	2,596,535	48,311
Health Service System	145,541	0	0	0	0	0
Recruit/ Assess/ Client Services	7,141,754	7,705,039	9,544,649	1,839,610	9,335,698	(208,951)
Workers Compensation	53,391,265	61,081,483	62,553,332	1,471,849	65,196,315	2,642,983
Workforce Development	779,966	685,862	1,209,535	523,673	1,144,997	(64,538)
Uses by Program Recap Total	70,735,602	77,898,019	81,807,795	3,909,776	84,310,083	2,502,288

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
CLASS AND COMPENSATION					
Provide high quality compensation services					
Percent of wage rate calculations not requiring pay corrections	99%	99%	99%	99%	99%
EQUAL EMPLOYMENT OPPORTUNITY					
Provide City employees with a discrimination-free workplace					
Percentage of discrimination complaints investigated within 6 months of receipt	54%	70%	70%	70%	70%
RECRUIT/ ASSESS/ CLIENT SERVICES					
Streamline the examination process to facilitate permanent appointment and maintain low level of provisional appointment					
Percentage of employees citywide that are provisional	0.96%	1.20%	1.01%	1.40%	1.40%
Average time between examination announcement closing and list adoption, in months	2.1	2.5	2.5	2.3	2.4
WORKERS COMPENSATION					
Resolve employee Workers Compensation claims in a timely and effective manner					
Workers' Compensation claims closing ratio	95%	100%	100%	105%	105%
Average rating by departments of their claims administration services (1-5 scale).	4.2	4.4	4.8	4.8	4.8
WORKFORCE DEVELOPMENT					
Provide high quality training to employees					
Average rating of DHR workshops by participants (1-5 scale)	4.6	4.4	4.4	4.4	4.5
Participants' average rating of usefulness and practicality of DHR workshops to their jobs (1-5 scale)	4.6	4.0	4.0	4.0	4.5

HUMAN RIGHTS COMMISSION

The Human Rights Commission (HRC), established in 1964 by City Ordinance, provides leadership and advocacy in securing, protecting, and promoting human rights for all people.

SERVICES

The Human Rights Commission provides services through the following divisions:

DISCRIMINATION COMPLAINTS INVESTIGATION

& MEDIATION DIVISION investigates and mediates complaints of discrimination and non-compliance in employment, housing, and public accommodation, as prescribed by San Francisco Administrative Code Chapters 12A, 12B, 12C and 12N and San Francisco Police Code Articles 33, 38 and 1.2. In addition, this Division is charged with implementing the Sanctuary City Ordinance by assisting the public in filing, mediating, and investigating

complaints of non-compliance as prescribed by San Francisco Administrative Code Chapters 12H.

POLICY AND SOCIAL JUSTICE DIVISION collaborates closely with other governmental agencies, community-based organizations, and members of the community to address a wide-range of civil rights and other related social justice issues affecting the residents of San Francisco.

For more information, call (415) 252-2500 or 311; or visit www.sf-hrc.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	1,639,936	2,242,040	2,072,380	(169,660)	2,096,615	24,235
Total FTE	12	12	12	0	12	0

BUDGET ISSUES AND DETAILS

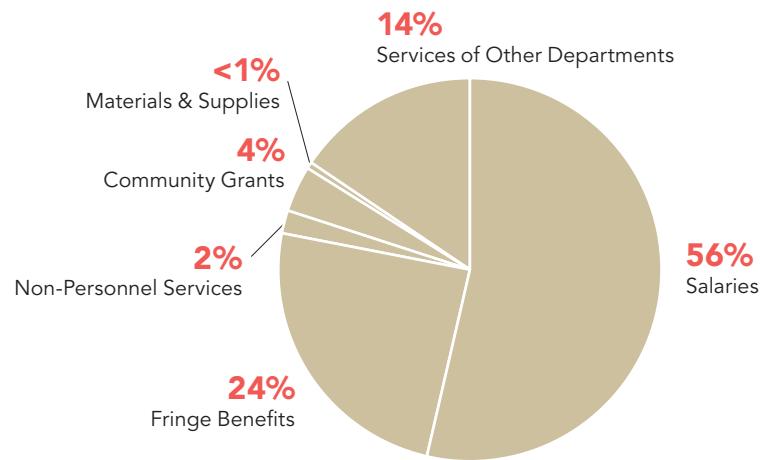
The Fiscal Year (FY) 2014-15 proposed budget of \$2.1 million for the Human Rights Commission is \$0.2 million, or 7.6 percent, lower than the FY 2013-14 budget of \$2.2 million. A significant portion of this decrease is due to the expiration of one-time funding.

The FY 2015-16 proposed budget of \$2.1 million for the Human Rights Commission is roughly equal to the FY 2014-15 proposed budget.

Strengthened Policy and Social Justice Work

In the next two fiscal years, the Human Rights Commission will build upon its existing body of work to address human rights issues in vulnerable communities. This existing body of work includes partnering with community groups to address Trans-Latina discrimination and violence and facilitating community-wide discussions through the Regional Hate Crimes Coalition, San Francisco Collaborative Against Human Trafficking, Lesbian, Gay, Bisexual and Transgender (LGBT) Advisory Committee, Equity Advisory Committee, African American Community Empowerment Initiative, and LGBT Aging Policy Task Force.

FY 2014-15 DEPARTMENT USES BY EXPENDITURE TYPE



79 percent of the Human Rights Commission's budget goes toward salaries and fringe benefits costs.

HUMAN RIGHTS COMMISSION



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	12.00	11.81	11.68	(0.13)	11.68	0.00
Net Operating Positions	12.00	11.81	11.68	(0.13)	11.68	0.00
SOURCES						
Charges for Services	16,489	15,100	0	(15,100)	0	0
Transfers In	260,824	0	0	0	0	0
Expenditure Recovery	647,946	713,438	0	(713,438)	0	0
Transfer Adjustments-Sources	(260,824)	0	0	0	0	0
General Fund Support	975,501	1,513,502	2,072,380	558,878	2,096,615	24,235
Sources Total	1,639,936	2,242,040	2,072,380	(169,660)	2,096,615	24,235
USES - OPERATING EXPENDITURES						
Salaries & Wages	955,626	1,124,653	1,152,887	28,234	1,193,860	40,973
Fringe Benefits	451,475	477,435	499,540	22,105	483,475	(16,065)
Professional & Contractual Services	23,429	64,900	41,800	(23,100)	41,800	0
Aid Assistance / Grants	0	250,000	80,000	(170,000)	80,000	0
Materials & Supplies	9,404	7,000	5,000	(2,000)	5,000	0
Services of Other Departments	200,002	318,052	293,153	(24,899)	292,480	(673)
Transfers Out	260,824	0	0	0	0	0
Transfer Adjustments-Uses	(260,824)	0	0	0	0	0
Uses - Operating Expenditures Total	1,639,936	2,242,040	2,072,380	(169,660)	2,096,615	24,235
USES BY PROGRAM RECAP						
Human Rights Commission	1,639,936	2,242,040	2,072,380	(169,660)	2,096,615	24,235
Uses by Program Recap Total	1,639,936	2,242,040	2,072,380	(169,660)	2,096,615	24,235

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target

Discrimination Division

Address complaints of discrimination in employment, housing and public accommodations within the City and County of San Francisco

Total Inquiries & Intakes	1,560	1,700	1,000	1,000	1,000
Total Number of Complaints Filed	121	150	100	100	100
Total Number of Complaints Filed and Settled	23	29	10	10	10

HUMAN SERVICES AGENCY

The Human Services Agency (HSA) promotes well-being and self-sufficiency among individuals, families, and communities in San Francisco.

SERVICES

The Human Services Agency is comprised of three separate departments. The Department of Aging and Adult Services (DAAS) is charged with planning, coordinating, providing, and advocating for community-based services for older adults and individuals with disabilities, and works with nearly 44,000 San Franciscans each year. The Department of Human Services (DHS) works with approximately 164,000 San Franciscans each year to provide critical housing, nutrition assistance, income support, and child welfare services. The Office of Early Care and Education (OECE) aligns investments and coordinates programs to serve young children and their families, including access to child care assistance.

The Department of Aging and Adult Services provides services through the following divisions:

IN-HOME SUPPORTIVE SERVICES (IHSS) assists more than 22,000 low-income elderly, disabled and/or blind San Franciscans to live safely in their own homes, rather than in a nursing home or other group care facility. The program employs more than 19,000 individuals as independent providers. IHSS workers assist consumers with household chores and personal care. The program works with hospitals and other medical facilities to ensure that homecare services are in place at the time of discharge, which helps to mitigate hospital recidivism.

PROTECTIVE SERVICES DIVISION is comprised of Adult Protective Services (APS), Public Guardian, Public Administrator, Public Conservator, and Representative Payee. Adult Protective Services assists elders (65+) and adults with disabilities/dependent adults (18-64) who are abused or neglected, or at risk of abuse or neglect. The Public Guardian provides probate conservatorship services for San Francisco's seniors and adults with disabilities who are substantially unable to provide for their own personal needs. The Public Administrator handles the estates of deceased San Franciscans when no family members are willing or able to act. The Public Conservator provides mental health

conservatorship services for San Franciscans deemed gravely disabled due to mental illness. The Representative Payee manages money for adults with disabilities who cannot manage their own funds and who voluntarily agree to have the Payee manage their money for them.

LONG-TERM CARE OPERATIONS DIVISION is comprised of the Diversion and Community Integration Program (DCIP), the Community Living Fund (CLF), and the San Francisco Transitional Care Program (SF TCP). DAAS is the lead organization of the DCIP, which provides an integrated approach to offering supportive services and housing for individuals diverted from or discharged from Laguna Honda Hospital. The CLF was created to support aging in place and community placement alternatives for individuals who may otherwise require care within an institution. The CLF provides for home- and community-based services, or a combination of equipment and services, that help individuals currently or at risk of being institutionalized to continue living independently in their homes, or to return to community living. SF TCP is a partnership comprised of eight San Francisco hospitals, nine community-based organizations, and DAAS. The focus of the TCP is to lower hospital readmission rates by providing short-term, targeted social services for adults with disabilities and seniors leaving acute hospital settings.

COMMUNITY SERVICES/INTAKE DIVISION includes the Office on the Aging, County Veterans' Service Office (CVSO), and Integrated Intake. The Office on the Aging works with community-based organizations to provide a wide range of programs and services for seniors and adults with disabilities, including nutrition programs, activity centers, transportation, and legal services. The CVSO helps veterans and their dependents to obtain veterans' benefits and entitlements. Integrated Intake provides 24-hour information and assistance services pertaining to adults with disabilities and seniors, and takes reports of elder/dependent adult abuse, IHSS and CLF referrals, and requests for home delivered meals.

The Department of Human Services provides services through the following program areas:

CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO CHILDREN (CALWORKS) AND WELFARE-TO-WORK SERVICES provide financial assistance, family stabilization, and supportive services including: case management, vocational counseling, job readiness assistance, behavioral health treatment, transportation, and services designed to help parents of low-income families secure and retain employment and become self-sufficient.

COUNTY ADULT ASSISTANCE PROGRAMS (CAAP) provide financial aid and supportive services such as shelter, housing, Supplemental Security Income (SSI) Advocacy, Homeward Bound, and employment services to eligible low-income San Francisco adult residents (who do not have dependent children) to help them become self-sufficient.

HOUSING AND HOMELESS SERVICES provide assistance and support to homeless individuals and families, including early intervention and prevention, emergency shelters, transitional housing, permanent supportive housing, and other services to help them achieve the highest possible level of self-sufficiency. The Care Not Cash program aims to improve the health and welfare of homeless CAAP clients by offering housing and services as part of their benefit package.

FAMILY AND CHILDREN'S SERVICES protects children from abuse and neglect; supports the well-being of children and families; and finds permanency for children through reunification, legal guardianship, or adoptions. This division operates the child abuse hotline, conducts investigations and case planning, provides case management for families and for children living at home and in foster care, and provides services to older youth, ages 18-21, consisting of continuing education or trade schools, employment and transitional housing.

CALFRESH (FOOD STAMPS) helps families and adults with monthly food benefit allotments on their EBT (electronic benefit transfer) card to purchase food at grocery stores, farmers markets and even restaurants in

the case of homeless, elderly or disabled. In addition to helping over 50,000 San Franciscans improve their health by providing access to a nutritious diet, this program helps the local economy with a regular influx of money as EBT food purchases are made.

MEDI-CAL HEALTH CONNECTIONS connects San Francisco residents, including seniors, people with disabilities, families, pregnant women, children, and young adults, to free and low-cost health coverage through the Medi-Cal program. With the implementation of the Affordable Care Act in California, the Medi-Cal program will serve many single adults who are not pregnant or disabled, and provide information and enrollment services to San Francisco residents who may be eligible for subsidized health insurance through the Affordable Care Act-authorized health exchange.

ADMINISTRATION, POLICY, AND PLANNING provides support to programs for DAAS, DHS, and the OECE. Administrative functions include budget, finance, contracts and facilities management, information technology, and human resources. Policy and Planning conducts analyses to support on-going improvement of services to clients, while the investigations office works to ensure program integrity.

The Office of Early Care and Education performs the following services:

OFFICE OF EARLY CARE AND EDUCATION aligns and coordinates programs and funding streams from the Department of Children, Youth, and Their Families, the Children and Families Commission (First 5), and the Human Services Agency to serve young children and their families. The OECE improves access to early care and education, strengthens the early care and education workforce, and builds early care and education system capacity. OECE administers programs which link low-income families to subsidized child care slots and jointly funds a variety of capacity building initiatives which ensure that children have access to high-quality early childhood education.

For more information, call (415) 557-5000 or 311; or visit www.sfhsha.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	681,275,930	737,923,441	825,323,368	87,399,927	836,511,549	11,188,181
Total FTE	1,750	1,855	1,971	116	1,980	9

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$825.3 million for the Human Services Agency is \$87.4 million, or 11.8 percent, higher than the FY 2013-14 budget of \$737.9 million. A significant portion of this increase is due to increases in revenue to support the focus on employment and family stabilizations services in CalWORKs, and in revenue related to social service realignment and the administration of in-home supportive services.

The FY 2015-16 proposed budget of \$836.5 million for HSA is \$11.2 million, or 1.4 percent, higher than the FY 2014-15 budget of \$825.3 million. A significant portion of this increase is due to increases in salary and fringe benefits costs as well as further projected increases in state revenue related to social services realignment.

CalWORKs Connecting to Work

In FY 2013-14, the state budget included additional revenue for the CalWORKs and Welfare-to-Work programs along with new requirements that the programs respond more promptly to the needs of vulnerable families and engage them in structured work activities sooner. Historically, CalWORKs intake has been sequential – first eligibility, then work. As a result, parents may not sign an employment plan for as long as four months. In FY 2014-15, new funding from the state will support HSA to develop a faster engagement process that more quickly moves families towards self-sufficiency. Parents will be assessed and assigned to one of three program tracks: exemption; work engagement; or family stabilization. Those assigned to work engagement will be able to sign an employment plan within five days. Families requiring stabilization prior to work will have access to expanded domestic violence, behavioral health, and case management services.

As part of these efforts, HSA will expand its successful subsidized employment program. In addition to making more money than they would receive from public benefits, parents participating in the program develop the confidence and work skills to compete in the job market, and meet employers who may hire them in the future. The budget includes 100 additional subsidized employment slots with private employers. HSA is also extending its current Public Service Trainee program from six months to one year for 140 participants, providing program participants with the opportunity to accrue sufficient experience to qualify for many civil service positions.

Expanded Support for Vulnerable Children and Young Adults

In FY 2014-15, Family and Children's Services (FCS) will continue efforts to support vulnerable children and young adults in its care, with a particular emphasis on its administration of Child Protective Services, as well as the needs of children with severe mental health issues. Pursuant to a recent statewide litigation settlement (referred to as Katie A.), FCS will expand the assessment process and the array and intensity of services for children needing mental health support, and establish a continuous quality improvement unit to insure that timely, appropriate consistent actions are taken when workers respond to reports of abuse or neglect. To further meet these new requirements, FCS is making targeted investments in technology, training, and staff support to best enable social workers to ensure the safety and well-being of children in foster care.

Addressing Food Insecurity

Despite an improving economy, hunger remains a critical problem in San Francisco: as many as 36,000 eligible San Franciscans are not receiving CalFresh benefits. HSA is committed to reaching these communities with campaigns in multiple languages and in neighborhoods throughout the City, as well as through targeted outreach to clients receiving other HSA benefits that appear likely to be eligible for CalFresh benefits. CalFresh will add \$2.1 million in new staff to support these outreach efforts and the accompanying caseload growth as well as to fund the new marketing initiatives.

In addition, this budget includes an additional \$750,000 in ongoing General Fund support at the Department of Aging and Adult Services for enhanced home delivered meal and grocery services. The Department estimates this funding will provide an additional 200,000 meals annually to San Francisco seniors.

Medi-Cal Expansion

In October 2013, HSA began to enroll the up to 95,000 San Franciscans newly eligible for Medi-Cal as part of implementation of the Affordable Care Act (ACA) in California. In the first five month of enrollment, HSA received more than 33,000 applications for Medi-Cal, including more than 9,000 applications in-person. This influx of new clients required new staffing as well

as the implementation of new business processes to improve efficiency and manage the enormous growth in the number of applications. Medi-Cal enrollment will continue year-round and HSA will continue to streamline its services to this expanded caseload. The FY 2014-15 budget includes an increase for the annualized costs of the Medi-Cal and records management staff brought on in the fall of FY 2013-14

Continuing and Strengthening Homeless Supports

In FY 2014-15 and FY 2015-16, the Department will continue to enhance its investments to prevent, address, and move people out of homelessness. This budget includes additional funding for shelter services, new and enhanced funding for supportive housing sites for veterans and transitional aged youth, and continues funding for rapid-rehousing and eviction prevention services. In addition, the Department is currently working on plans to open a new building for single moms with young children who are involved in the child welfare system and for whom housing is a barrier to reunification.

Protective Services Enhancements

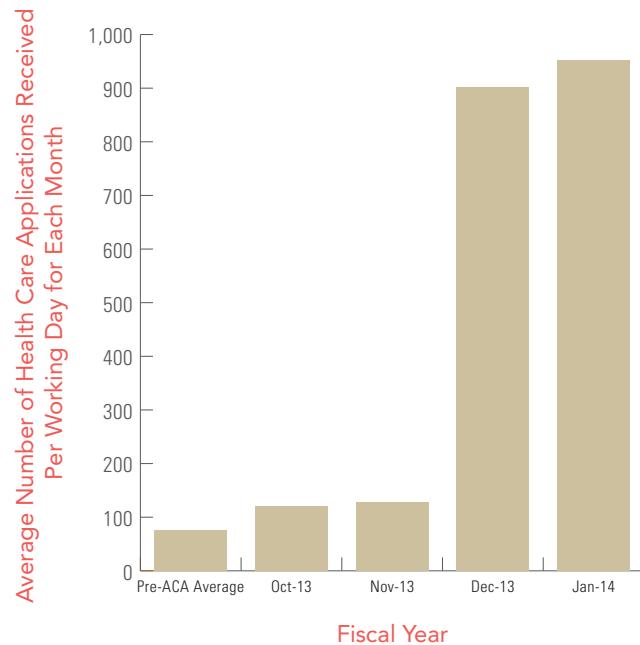
The Department of Aging and Adult Service's budget includes new funding to enhance protective services for

seniors and adults with disabilities. The community's need for Adult Protective Services continues to rise, as evidenced by the 32 percent increase in APS reports since 2007. As the demand for services grows, so has the complexity and severity of the cases that APS Workers are addressing. The budget includes new APS positions, funding to expand local collaborations, new Ombudsman staff, additional special payments fund, and enhanced support for both the Center for Elderly Suicide Prevention and the Elder Abuse Forensic Center. In addition, this budget adds funding to over 200,000 additional senior meals and home delivered grocery support.

Child Care Quality Investments

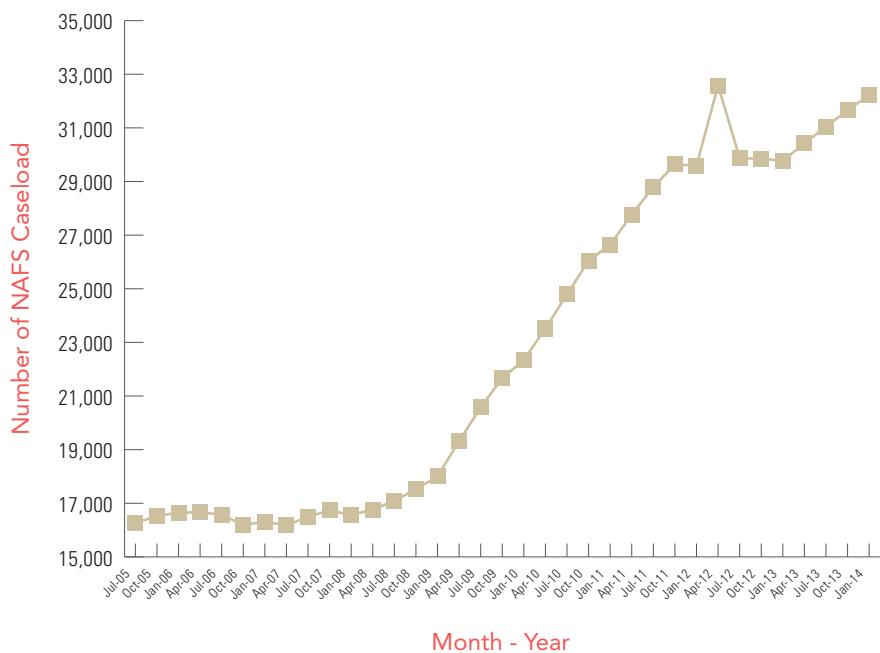
The Office of Early Care and Education (OECE) is committed to supporting high quality, affordable child care in San Francisco. In response to improve provider performance, OECE, in partnership with the Children and Families Commission (First 5) and the Department of Children, Youth and their Families (DCYF), is increasing funds for the C-Wages program. C-Wages provides funding to early care and education centers and family child care homes that serve low-income families. These funds increase instructors' wages and improve access to medical insurance and retirement benefits for teaching staff, in turn increasing teacher retention.

AFFORDABLE CARE ACT GROWTH IN HEALTH INSURANCE APPLICATIONS TO HSA



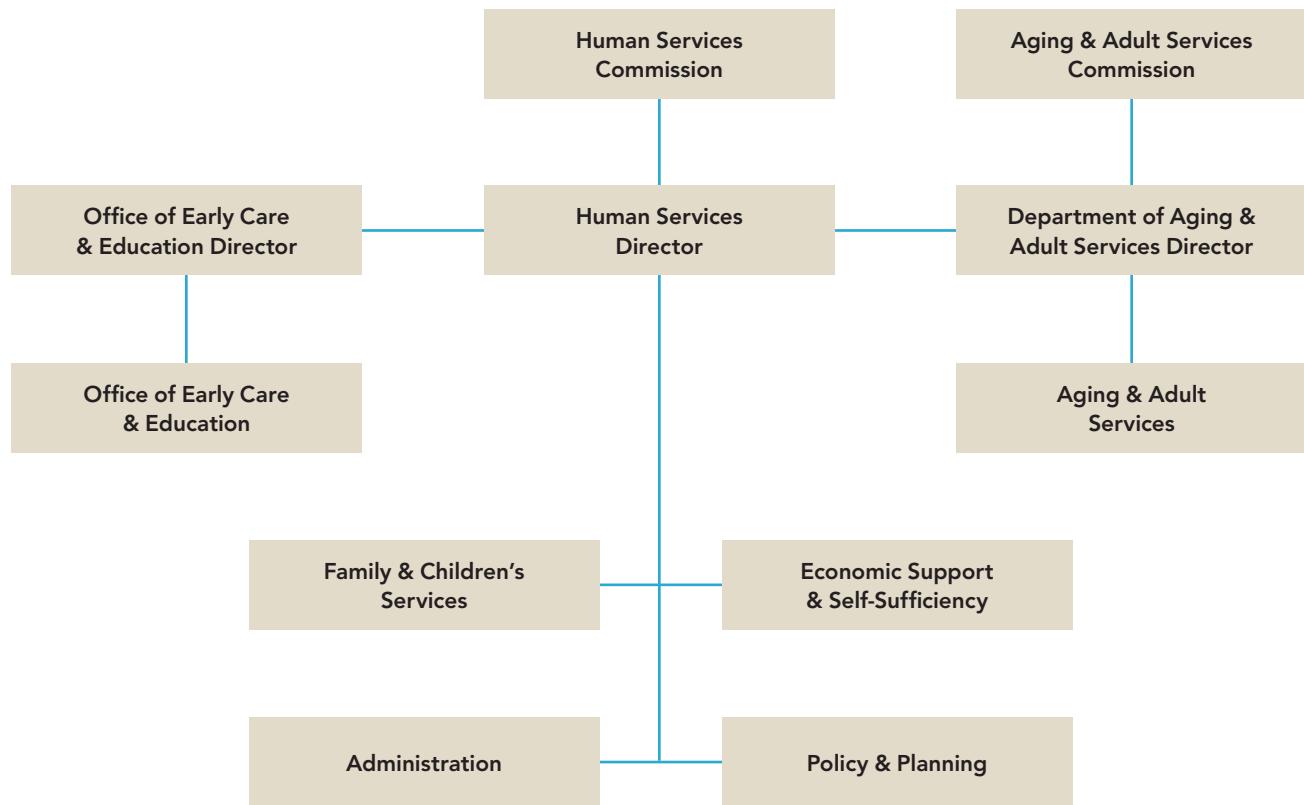
The number of health insurance applications submitted to the Human Services Agency per working day is more than 12 times greater than before the Affordable Care Act (ACA).

NON-ASSISTANCE FOOD STAMPS CASELOAD GROWTH



The Non-Assistance Food Stamps caseload has grown by 98 percent since July 2005.

HUMAN SERVICES AGENCY



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	1,767.07	1,869.32	1,983.96	114.64	1,992.63	8.67
Non-operating Positions (cap/other)	(17.00)	(13.92)	(13.00)	0.92	(13.00)	0.00
Net Operating Positions	1,750.07	1,855.40	1,970.96	115.56	1,979.63	8.67
SOURCES						
Licenses & Fines	5,806	0	0	0	0	0
Use of Money or Property	505,449	444,000	354,000	(90,000)	354,000	0
Intergovernmental Revenue - Federal	209,874,962	233,363,840	260,754,854	27,391,014	264,499,737	3,744,883
Intergovernmental Revenue - State	262,019,530	241,959,852	293,526,142	51,566,290	298,840,034	5,313,892
Intergovernmental Revenue - Other	54,219	40,000	120,000	80,000	120,000	0
Charges for Services	3,441,395	1,275,771	1,502,579	226,808	1,507,579	5,000
Other Revenues	298,136	2,260,728	1,410,140	(850,588)	2,535,985	1,125,845
Transfers In	16,630,662	16,150,250	16,845,799	695,549	16,845,799	0
Expenditure Recovery	34,303,310	34,206,557	37,683,639	3,477,082	35,588,201	(2,095,438)
Transfer Adjustments-Sources	(16,208,662)	(16,150,250)	(16,845,799)	(695,549)	(16,845,799)	0
Use of / (Deposit to) Fund Balance	1,603,351	0	60,113	60,113	0	(60,113)
General Fund Support	168,747,772	224,372,693	229,911,901	5,539,208	233,066,013	3,154,112
Sources Total	681,275,930	737,923,441	825,323,368	87,399,927	836,511,549	11,188,181
USES - OPERATING EXPENDITURES						
Salaries & Wages	134,889,417	150,983,038	165,684,485	14,701,447	171,802,825	6,118,340
Fringe Benefits	66,187,388	76,563,233	84,118,535	7,555,302	82,263,909	(1,854,626)
Professional & Contractual Services	26,668,774	27,241,674	35,458,907	8,217,233	34,080,540	(1,378,367)
Aid Assistance / Grants	408,221,306	434,211,920	487,629,426	53,417,506	493,882,232	6,252,806
Materials & Supplies	2,244,817	2,000,261	2,709,940	709,579	2,165,469	(544,471)
Equipment	210,862	962,066	761,564	(200,502)	895,667	134,103
Services of Other Departments	42,656,638	45,606,249	48,704,511	3,098,262	49,858,257	1,153,746
Transfers Out	16,208,662	16,150,250	16,845,799	695,549	16,845,799	0
Transfer Adjustments-Uses	(16,208,662)	(16,150,250)	(16,845,799)	(695,549)	(16,845,799)	0
Uses - Operating Expenditures Total	681,079,202	737,568,441	825,067,368	87,498,927	834,948,899	9,881,531
USES - PROJECT EXPENDITURES						
Facilities Maintenance	196,728	355,000	256,000	(99,000)	391,650	135,650
Capital Projects	0	0	0	0	1,171,000	1,171,000
Uses - Project Expenditures Total	196,728	355,000	256,000	(99,000)	1,562,650	1,306,650
USES BY PROGRAM RECAP						
Administrative Support	87,944,104	90,921,644	102,547,202	11,625,558	105,125,480	2,578,278
Adult Protective Services	5,969,793	6,001,882	6,560,319	558,437	6,695,752	135,433
Calworks	42,976,100	46,231,358	50,942,858	4,711,500	51,275,979	333,121
Children's Baseline	25,017,332	28,171,584	29,002,875	831,291	28,170,156	(832,719)
County Adult Assistance Program	48,608,683	50,193,241	49,066,834	(1,126,407)	49,333,764	266,930
County Veterans Services	368,664	436,282	452,571	16,289	457,941	5,370
Diversion And Community Integration Prog	4,084,327	3,832,139	3,832,139	0	3,832,139	0
Dss Childcare	26,667,504	28,621,266	37,141,152	8,519,886	35,952,166	(1,188,986)
Family And Children's Service	111,855,018	118,577,620	129,348,325	10,770,705	130,706,131	1,357,806
Food Stamps	16,879,868	24,619,146	26,732,768	2,113,622	27,256,981	524,213
Homeless Services	86,725,567	106,062,623	109,767,196	3,704,573	114,123,910	4,356,714
In Home Supportive Services	146,167,924	132,166,181	170,562,189	38,396,008	176,615,799	6,053,610
Integrated Intake	1,121,942	1,797,703	2,047,859	250,156	2,074,396	26,537
Medi-Cal	24,294,444	30,687,541	32,103,817	1,416,276	32,720,466	616,649
Office On Aging	20,632,535	31,276,623	30,606,571	(670,052)	30,130,528	(476,043)
Public Administrator	1,634,723	1,478,206	1,531,942	53,736	1,550,007	18,065
Public Conservator	1,568,190	1,435,898	1,535,802	99,904	1,559,016	23,214
Public Guardian	2,902,695	2,790,457	2,890,729	100,272	2,925,097	34,368
Representative Payee	640,147	580,591	601,085	20,494	607,524	6,439
Welfare To Work	25,211,370	32,041,456	38,049,135	6,007,679	35,398,317	(2,650,818)
Workforce Development	5,000	0	0	0	0	0
Uses by Program Recap Total	681,275,930	737,923,441	825,323,368	87,399,927	836,511,549	11,188,181

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
ADULT SERVICES					
Assist individuals and families to achieve their greatest potential within the context of family, community and/or society					
Total number of In Home Support Services (IHSS) clients	21,608	21,840	22,222	22,500	22,500
Promote the health and well being of San Franciscans					
Number of unduplicated individuals served meals through senior congregate and home-delivered meal programs (OOA)	17,069	17,800	17,643	18,165	18,165
Assist individuals and families to achieve their greatest potential within the context of family, community and/or society					
Number of referrals and requests for information about Aging and Adult Services	25,147	32,000	23,500	32,000	35,000
Maximize personal and agency resources					
Number of unduplicated veterans that received assistance	2,330	3,000	1,000	3,000	3,800
Protect and shield against abuse and neglect					
Number of individuals served by the Public Conservator's Office	957	800	800	800	800
Public Guardian: Percentage of mandated visits made per quarter	99%	100%	99%	100%	100%
Total number of conservatees receiving services through the Public Guardian Office	345	330	350	350	380
FAMILY AND CHILDREN'S SERVICE					
Assist individuals and families to achieve their greatest potential within the context of family, community and/or society					
Percent of children who were reunified from child welfare supervised foster care during the most recent 12 month study period and had been in care less than 12 months	68%	75%	61%	75%	75%
FOOD STAMPS					
Promote the health and well being of San Franciscans					
Food Stamps: Error rate	3.6%	4.5%	4.0%	4.5%	4.5%
Current active food stamp caseload	27,124	29,000	28,000	30,000	30,000
HOMELESS SERVICES					
Promote the health and well being of San Franciscans					
Number of households that secured and/or maintained housing due to a one-time grant	2,434	2,200	2,100	2,200	2,200
Number of CAAP clients leaving homelessness due to obtaining housing through Care Not Cash	280	275	244	275	275
Percent of formerly homeless clients (single adults) still in supportive housing or other appropriate placements after one year	94%	90%	94%	90%	90%
Assist individuals and families to achieve their greatest potential within the context of family, community and/or society					
Number of families receiving a rental subsidy	202	185	185	185	185
WORKFORCE DEVELOPMENT					
Facilitate economic self-sufficiency					
Rate of completion of participants enrolled in job readiness programs	58%	70%	50%	70%	70%
Job placement rate for aided individuals	69%	60%	65%	60%	60%
Number of individuals that received workforce development services	2,642	3,000	4,460	3,000	3,000
Number of individuals that were placed in employment (subsidized or unsubsidized)	2,252	2,400	2,110	2,400	2,400

JUVENILE PROBATION

The Juvenile Probation Department (JPD) assesses and develops plans for youth referred to the juvenile justice system. JPD locates, develops, and administers programs for the assessment, education, treatment, and rehabilitation of youth. The department provides effective supervision of all individuals under the jurisdiction of the Department.

SERVICES

The Department of Juvenile Probation provides services through the following program areas:

PROBATION SERVICES receives and screens referrals from law enforcement involving youth charged with criminal offenses. Deputy Probation Officers conduct investigations, prepare court reports, and make dispositional recommendations. Probation Services conducts assessments of youth risks and needs, and develops case plans to enhance protective factors and improve minors' community adjustment. Additionally, staff manages and supervises youth who are wards of the court or have been deemed in need of such services by the San Francisco Superior Court. Probation Services works collaboratively with other City departments, community based organizations, and family members to address concerns that impact a youth's involvement with the juvenile justice system.

JUVENILE HALL is the official reception and detention center for those youths booked in custody as a result of an arrest alleging criminal conduct. SF Juvenile Hall is a 150-bed facility operated 24 hours a day, 7 days a week, and 365 days a year, and is located adjacent to the Juvenile Justice Administration building. Detained youths are held pending orders for release by a judicial officer. Juvenile Hall counselors provide constant supervision and manage the daily needs of the youth.

LOG CABIN RANCH (LCR) is a long-term residential rehabilitation facility located in La Honda for up to 24 adolescent boys committed by the Superior Court as a result of serious delinquent offenses. LCR provides a school setting operated by the SFUSD where youth work toward a high school diploma or GED. Youth are returned to the community following a rigorous plan of intensive treatment and skills development, coupled with a strategic and comprehensive aftercare and reentry plan.

COMMUNITY PARTNERSHIPS AND COLLABORATIVE STRATEGIES are the hallmark of JPD's approach to community supervision. Partnerships with the Superior Court, Department of Public Health (DPH), Human Services Agency (HSA) and community-based organizations, and other City agencies, allow the Department to participate in the coordinated assessment, treatment, and plan development designed to aid in the successful supervision and rehabilitation of youth involved in the justice system. Partnerships with the Department of Children, Youth and Their Families (DCYF) and DPH help to fund violence prevention services provided by community-based organizations. DCYF manages the community-based organization services on behalf of City departments with direction from the Joint Funders, a steering committee composed of principal stakeholders from DCYF, JPD, and DPH.

For more information call (415) 753-7800 or 311; or visit www.sfgov.org/juvprobation

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	33,771,104	36,815,789	38,778,045	1,962,256	42,524,333	3,746,288
Total FTE	236	239	239	0	239	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$38.8 million for the Department of Juvenile Probation is \$2.0 million, or 5.3 percent, higher than the FY 2013-14 budget of \$36.8 million. A significant portion of this increase is due to increases in salary and fringe benefits costs, an increase in costs associated with water treatment operations at Log Cabin Ranch, and increased funding for other capital projects.

The FY 2015-16 proposed budget of \$42.5 million for the Department of Juvenile Probation is \$3.7 million, or 9.7 percent, higher than the FY 2013-14 proposed budget of \$38.8 million. A significant portion of this increase is due to increases in salary and fringe benefits costs as well as funding for capital projects and facilities maintenance.

Collaborative Approach to Community-Based Programming

Juvenile Probation Department (JPD), Department of Children, Youth, and their Families (DCYF), and Department of Public Health (DPH) continue to fund community-based service providers that offer a range of violence prevention programs to San Francisco youth and their families. These interventions are designed to keep youth in their homes and avoid removal to group homes or other residential settings. In those instances where youths are removed from their homes, the Department pursues parallel intervention strategies to engage parents in programs and services designed to aid in the youth's successful return to the family and community. In addition, the Department is focused on building more capacity for youth employment and job training opportunities. The continued efforts of the Juvenile Collaborative Reentry Unit to develop youth- and family-focused reentry plans coupled with intensive community supervision and support are major areas of attention for the juvenile justice system. Strategies aimed at coordinated case management, detention alternatives, gender-specific programming, and after-care services continue to be a priority for the Department and the City, as reflected in the Local Action Plan adopted by the Juvenile Justice Coordinating Council.

Capital Needs and Facility Infrastructure

The Department's FY 2014-15 and FY 2015-16 budgets include \$5.8 million in capital funding for a number of projects designed to improve the infrastructure of these facilities. Health, safety, security, and regulatory compliance are the primary drivers in all of the Department's proposed capital projects. While the Juvenile Hall facility is a relatively new structure with state of the art custody, medical, educational, and recreational spaces, the Department needs to augment its camera system to support the expanded use of the large outdoor recreational space and improve overall video surveillance coverage of the institution. The adjacent administration and juvenile court building, as well as the Log Cabin Ranch facility, are aging institutions with many systems that have reached or exceeded their typical lifecycle. A portion of these funds will be allocated to planning for the Department's future capital needs.

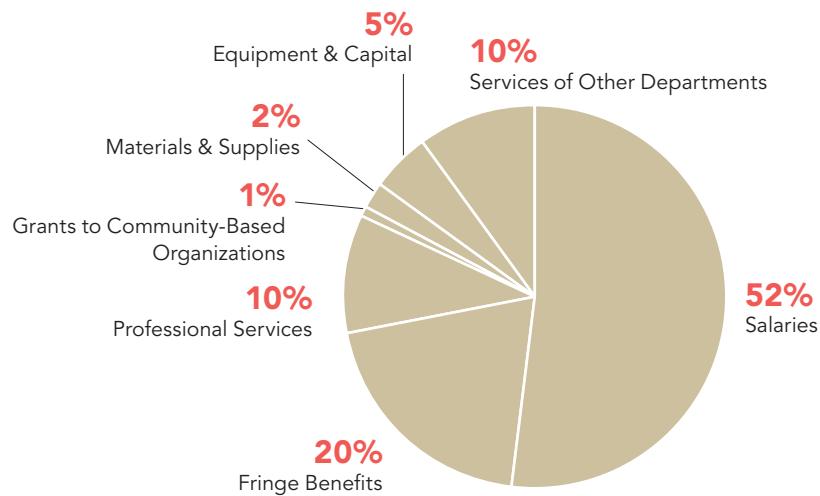
Foster Care Revenue

Due to changes in Title IV-E claiming policies, the Department projects decreased levels of reimbursement from this federal source in the next two fiscal years. To avoid decreases in service, the General Fund is backfilling this revenue loss.

Organizational and Staff Development

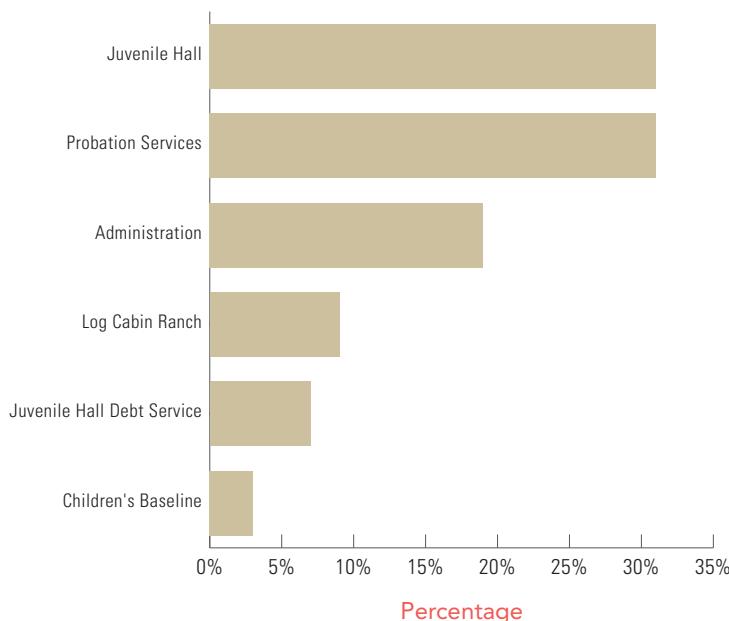
The Department will continue its efforts towards leadership development and training, strengthened community partnerships, and the continued implementation of evidence-based practices. The Department recognizes the important role of data in the review of programs and outcomes as it seeks to make more data-driven decisions. In this budget, the Department will focus on data and research initiatives and provide detailed analytical insights regarding youth outcomes, performance measures, and program design.

FY2014-15 DEPARTMENT USES BY EXPENDITURE TYPE



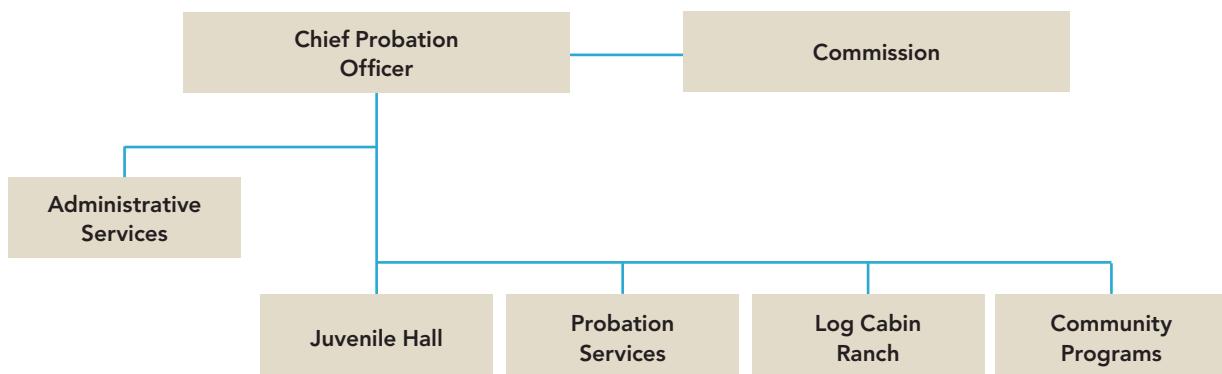
72 percent of Juvenile Probation's Budget is expended on staff salaries and fringe benefits.

FY 2014-15 DEPARTMENT USES BY SERVICE AREA



74 percent of Juvenile Probation's budget represent direct interactions with and services for San Francisco youth (Juvenile Hall, Probation Services, Log Cabin Ranch, and Children's Baseline).

JUVENILE PROBATION



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	237.52	240.43	240.12	(0.31)	240.44	0.32
Non-operating Positions (cap/other)	(1.50)	(1.00)	(1.00)	0.00	(1.00)	0.00
Net Operating Positions	236.02	239.43	239.12	(0.31)	239.44	0.32
SOURCES						
Intergovernmental Revenue - Federal	2,922,904	2,544,238	1,934,720	(609,518)	1,934,720	0
Intergovernmental Revenue - State	4,524,422	4,628,324	4,898,551	270,227	4,898,551	0
Charges for Services	52,932	39,000	37,000	(2,000)	37,000	0
Other Revenues	62,771	0	0	0	0	0
Expenditure Recovery	77,540	80,000	80,000	0	80,000	0
Use of / (Deposit to) Fund Balance	63,267	0	0	0	0	0
General Fund Support	26,067,268	29,524,227	31,827,774	2,303,547	35,574,062	3,746,288
Sources Total	33,771,104	36,815,789	38,778,045	1,962,256	42,524,333	3,746,288
USES - OPERATING EXPENDITURES						
Salaries & Wages	18,868,753	19,873,025	20,464,118	591,093	21,174,979	710,861
Fringe Benefits	6,334,510	6,947,396	7,817,149	869,753	8,099,109	281,960
Professional & Contractual Services	881,946	3,750,616	3,524,215	(226,401)	4,127,722	603,507
Aid Assistance / Grants	0	216,256	187,946	(28,310)	279,567	91,621
Materials & Supplies	694,245	673,647	739,177	65,530	719,425	(19,752)
Equipment	16,809	84,254	88,863	4,609	168,384	79,521
Services of Other Departments	3,970,409	3,965,595	3,989,577	23,982	4,105,947	116,370
Transfers Out	2,629,272	0	0	0	0	0
Uses - Operating Expenditures Total	33,395,944	35,510,789	36,811,045	1,300,256	38,675,133	1,864,088
USES - PROJECT EXPENDITURES						
Facilities Maintenance	342,134	497,000	364,000	(133,000)	382,200	18,200
Capital Renewal	0	808,000	1,303,000	495,000	3,217,000	1,914,000
Capital Projects	33,026	0	300,000	300,000	250,000	(50,000)
Uses - Project Expenditures Total	375,160	1,305,000	1,967,000	662,000	3,849,200	1,882,200
USES BY PROGRAM RECAP						
Administration	6,736,293	7,168,723	8,492,861	1,324,138	9,918,831	1,425,970
Children's Baseline	1,040,175	1,010,999	1,012,058	1,059	1,012,604	546
Juvenile Hall	11,143,029	11,514,849	11,844,469	329,620	13,720,963	1,876,494
Juvenile Hall Replacement Debt Payment	2,630,722	2,667,374	2,442,358	(225,016)	2,445,872	3,514
Log Cabin Ranch	2,962,244	3,290,352	3,373,902	83,550	3,445,576	71,674
Probation Services	9,258,641	11,163,492	11,612,397	448,905	11,980,487	368,090
Uses by Program Recap Total	33,771,104	36,815,789	38,778,045	1,962,256	42,524,333	3,746,288

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
JUVENILE HALL					
Provide a safe and secure environment for staff and detainees					
Cost per youth per day - Juvenile Hall	\$383	\$383	\$383	\$383	\$383
Percentage of all assaults involving serious injury to youth	0%	0%	0%	0%	0%
LOG CABIN RANCH					
Improve results for residents placed at Log Cabin Ranch					
Percentage of Log Cabin Ranch graduates enrolled in vocational or educational programs within 30 days of release	92%	75%	90%	89%	90%
Percentage of Log Cabin Ranch graduates who do not incur sustained charges for new law violations within the first year of graduation	100%	65%	65%	65%	75%
PROBATION SERVICES					
Utilize probation services and community resources to assist youth in successfully navigating probation.					
Percentage of Early Morning Studies Academy (EMSA) youth who complete GED	93%	70%	70%	72%	72%
Percentage of youth who successfully complete the Evening Report Center Programs	68%	75%	75%	75%	75%
Percentage of probationer applicants through the New Directions Employment Program who get jobs compared with those who have applied	61%	72%	72%	75%	75%
Total number of community service hours completed by probation involved youth	2,630	1,100	1,270	1,200	1,200
Reduce repeat offenders					
Percentage of youth who incur a sustained finding for a new law violation while on probation	1%	5%	5%	5%	5%

LAW LIBRARY

The Law Library (LLB) provides the people of San Francisco free access to legal information and specialized reference assistance in the use of those materials so that they may preserve their rights and conduct their legal affairs.

SERVICES

The Law Library provides services through the following program areas:

MAINTAINS A COMPREHENSIVE LEGAL COLLECTION in electronic and print formats, including federal, state, and local laws, ordinances, regulations, and cases; court and legal forms; legal treatises, periodicals, texts, and encyclopedias; practice manuals, legal finding aids, and reference tools; legal materials and guides to meet the needs of both the public and legal professionals; legal resources and databases; and comprehensive archives of precedential cases, laws, regulations, and other essential materials.

ASSISTS PROFESSIONALS in navigating the law and finding the information they need by providing legal research assistance; instruction in the use of complex legal databases; orientation in how to find and use legal resources; library-created reference guides; seminars and legal educational programs; one-on-one legal information

services; and by continuously refining, enhancing, and developing new services to meet emerging technologies.

ENSURES THE CURRENCY AND ACCURACY OF THE LEGAL COLLECTION by continuing to update codes and regulations, new case law reports, and current practice materials in print and electronic formats; processing, cataloging, and updating incoming materials daily to ensure their availability in LLB's database system; deleting outdated materials; adding, maintaining, and regularly updating modules to the specialized library software systems; enhancing and adding databases as essential new legal products are developed; monitoring the range of legal information materials, both in print and in electronic formats, to determine what will best serve Law Library patrons; and periodically replacing public computers and legal reference software.

For more information, call (415) 554-6821 or 311; or visit www.sflawlibrary.org

BUDGET DATA SUMMARY

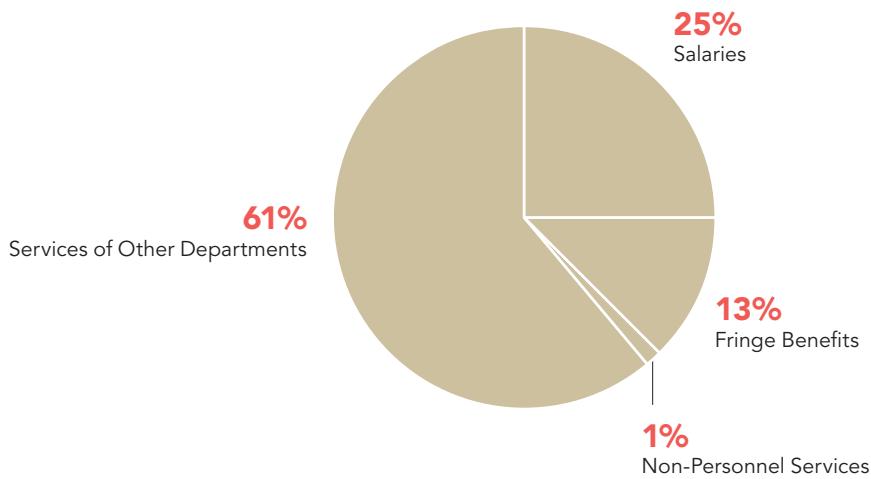
	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	648,191	1,284,995	1,535,911	250,916	1,554,381	8,470
Total FTE	3	3	3	0	3	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$1.5 million for the Law Library is \$0.3 million, or 19.5 percent, higher than the FY 2013-14 budget of \$1.3 million. A significant portion of this increase is due to facilities rental costs associated with the Law Library's move from the Veterans War Memorial to a new location.

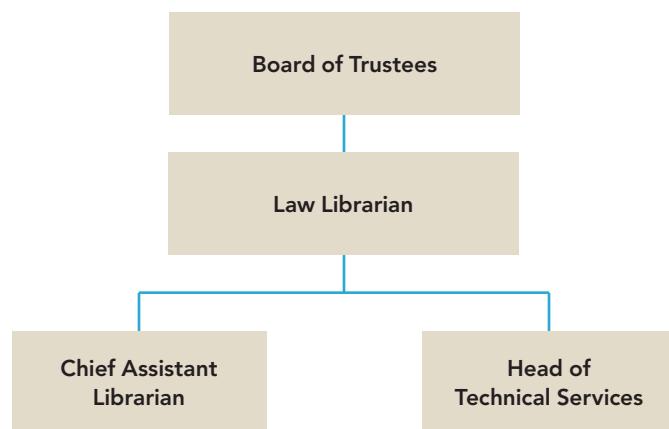
The FY 2015-16 proposed budget of \$1.5 million for the Law Library is roughly the same as the FY 2014-15 proposed budget.

DEPARTMENT USES BY EXPENDITURE TYPE



61 percent of the Department's budget is spent on services of other departments, primarily rent.

LAW LIBRARY



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	3.00	3.00	3.00	0.00	3.00	0.00
Net Operating Positions	3.00	3.00	3.00	0.00	3.00	0.00
SOURCES						
General Fund Support	648,191	1,284,995	1,535,911	250,916	1,544,381	8,470
Sources Total	648,191	1,284,995	1,535,911	250,916	1,544,381	8,470
USES - OPERATING EXPENDITURES						
Salaries & Wages	280,121	363,194	390,328	27,134	404,347	14,019
Fringe Benefits	123,968	157,554	188,324	30,770	182,074	(6,250)
Professional & Contractual Services	15,627	17,275	17,275	0	17,275	0
Materials & Supplies	0	443	443	0	443	0
Services of Other Departments	228,475	746,529	939,541	193,012	940,242	701
Uses - Operating Expenditures Total	648,191	1,284,995	1,535,911	250,916	1,544,381	8,470
USES BY PROGRAM RECAP						
Law Library	648,191	1,284,995	1,535,911	250,916	1,544,381	8,470
Uses by Program Recap Total	648,191	1,284,995	1,535,911	250,916	1,544,381	8,470

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target

LAW LIBRARY

Ensure that the public has access to the most current legal information.

Number of items checked in, processed or removed on the automated system and shelved or withdrawn	18,315	8,500	39,000	3,000	3,000
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Provide comprehensive and readily accessible legal information resources and services

Amount of catalog searches and in-library computer legal research usage	45,436	15,000	18,000	15,000	15,000
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MAYOR

The Mayor's Office (MYR) represents the people of the City and County of San Francisco and ensures that San Francisco is a place where all residents can live full lives in a safe, prosperous, and vibrant environment.

SERVICES

The Mayor's Office has executive leadership and citywide governance responsibilities, including budget development and public policy direction and implementation. Divisions within the Mayor's Office also provide a range of services to the public, including:

MAYOR'S OFFICE OF NEIGHBORHOOD SERVICES

works to ensure that the needs of constituents are addressed quickly and effectively, and fosters communication among residents, neighborhood groups, and City departments.

MAYOR'S OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

coordinates the City's efforts to maximize housing opportunities for low-income households and individuals, and administers a variety of housing finance programs. Its Community Development Division strengthens the social, economic and physical infrastructure of the City's low-income neighborhoods and communities in need.

MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE develops and oversees administration and implementation of the Mayor's policy initiatives, develops the City's annual budget, and provides fiscal oversight to City departments.

MAYOR'S OFFICE OF LEGISLATIVE AND GOVERNMENT AFFAIRS advocates in the City's interest at the local, regional, state, and federal levels of government.

MAYOR'S OFFICE OF STRATEGIC PARTNERSHIPS

partners with the private and philanthropic sectors to achieve improved outcomes in key policy areas.

For more information, call (415) 554-6141 or 311; or visit www.sfmayor.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	46,556,575	52,089,662	86,816,341	34,726,679	85,818,616	(997,725)
Total FTE	39	50	51	1	51	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$86.8 million for the Mayor's Office is \$34.7 million, or 66.2 percent, higher than the FY 2013-14 budget of \$52.1 million. The largest portion of this increase is due to a one-time \$50 million infusion over two years secured by future growth of the Housing Trust Fund (HTF), which will be used to finance affordable housing projects across the City.

The Fiscal Year (FY) 2015-16 proposed budget of \$85.8 million for the Mayor's Office is \$1.0 million, or 1.1 percent, lower than the FY 2014-15 budget of \$86.8 million. The largest portion of this decrease is due to salary and fringe benefits savings.

In FY 2014-15, the Mayor's Office will continue to focus its resources on implementing the Mayor's vision and priorities for the City, including: the Mayor's 7-Point Housing Plan to build and rehabilitate 30,000 units; increasing the minimum wage; the Interrupt, Predict and Organize strategy for crime prevention; advocacy for funding and policy changes at the state and federal levels; and implementation of sound long-term fiscal policies to improve City government.

Office of Strategic Partnerships

The Office of Strategic Partnerships is a new multi-departmental initiative housed in the Mayor's Office. It is largely supported by grants from the Nonprofit Finance Fund's California Pay For Success Initiative and the Walter and Elise Haas Fund. This Office will partner with the private and philanthropic sectors to leverage resources and achieve improved outcomes in policy areas such as workforce development, housing, and public health.

State and Federal Advocacy

In FY 2014-15 and 2015-16, the Mayor's Office will continue to advocate for the City's interests as the state and federal governments look to implement significant policy changes, including Ellis Act Reform, Health Care Reform, the continued realignment of public safety and human services functions, and the creation of Infrastructure Financing Districts (IFD's).

Affordable Housing for All San Franciscans

As part of his 2014 State of the City address, the Mayor announced a plan to build or rehabilitate 30,000 housing units by 2020. MOHCD, in partnership with the Department of City Planning (CPC), Department of Building Inspection (DBI), the Office of Economic

and Workforce Development (OEWD), and the Office of Community Investment and Infrastructure (OCII) will support this goal, while ensuring that a majority of the units are within reach of working, middle-income San Francisco residents, with at least a third permanently affordable to low- and moderate-income families.

The FY 2014-15 and 2015-16 proposed budget makes a significant down payment toward this goal with a \$50 million infusion of Housing Trust Fund resources over the next two fiscal years. This funding will be put to immediate use financing affordable housing projects currently in MOHCD's pipeline.

The proposed budget will also support efforts to increase homeownership opportunities in the City with the allocation of \$2 million in FY 2014-15 for expanded down payment assistance as well as an additional \$1 million in down payment assistance exclusively for San Francisco's first responders.

The need to assist displaced tenants will be addressed by resources to implement the Ellis Act Housing Preference program, which provides preferences in City-funded affordable rental and ownership opportunities to long-term San Francisco residents displaced by Ellis Act evictions.

Homeless and Supportive Housing Progress

MOHCD and its partner agencies continue to fund supportive housing developments, making significant progress towards the housing goals of the City's Ten-Year Plan to End Homelessness. The key projects under construction in FY 2014-15 include: Vera Haile Senior Housing, a 90-unit senior housing development to be built above a renovated St. Anthony's Dining Room in the Tenderloin; Broadway-Sansome Family Apartments, a 74-unit supportive housing development for low-income and homeless families on a former Embarcadero Freeway on-ramp site; 1100 Ocean Avenue, a 70-unit supportive housing development for families and transitional age youth (TAY) on a former SFMTA bus loop across from San Francisco City College, and Edward II, a rehabilitation of a former Marina District tourist hotel into 24 units of supportive TAY housing.

HOPE SF and San Francisco Housing Authority Portfolio

The FY 2014-15 and 2015-16 proposed budget includes additional staff and service resources dedicated to HOPE SF, the City's signature initiative to revitalize

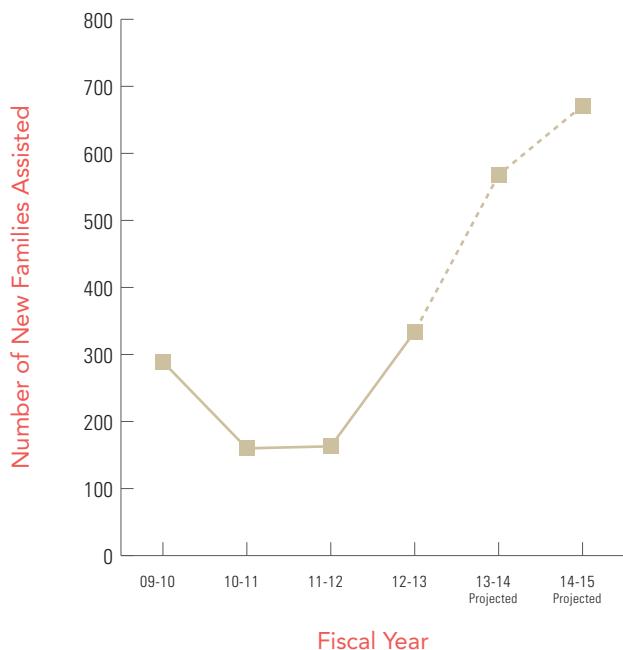
our most distressed public housing sites as mixed-income developments. In FY 2014-15, construction on the second phase of the Hunters View site will begin, producing 107 new public housing replacement and affordable family rental units. At Alice Griffith, the second HOPE SF site, extensive infrastructure work and the first phase of housing development will begin in FY 2014-15. Supported by the receipt of a federal Choice Neighborhoods Initiative planning grant in 2012, the City will continue work on environmental and land use approvals in coordination with the development teams for HOPE SF's remaining sites, Potrero and Sunnydale. In FY 2015-16, construction of new residential buildings will continue at Alice Griffith and Hunters View.

In addition to work on the HOPE SF sites, the City will continue its work with the San Francisco Housing Authority (SFHA) to preserve and rehabilitate with nearly 3,500 existing public housing units spread across the City. In partnership with the federal Department of Housing and Urban Development (HUD) and its Rental Assistance Demonstration (RAD) program, this process will transform these properties into financially sustainable real estate assets with a minimum 20-year useful life, improve residents' experience, and ensure the long-term sustainability of the City's public housing infrastructure.

Preserving Services to Communities and Vulnerable Residents

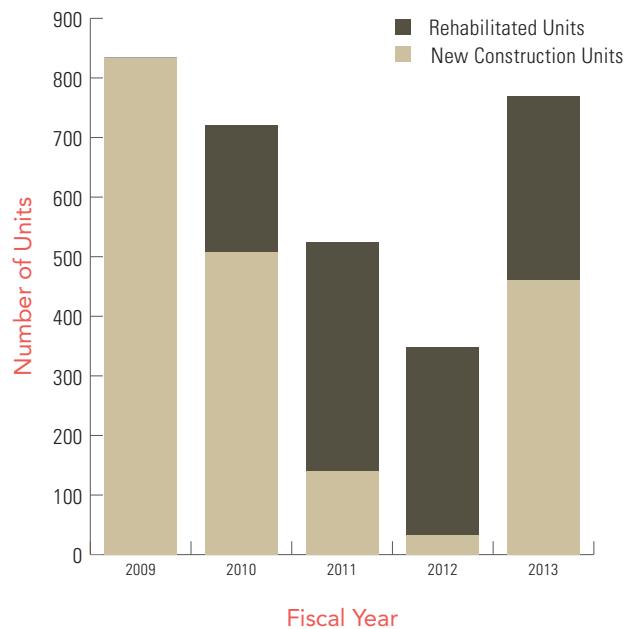
Despite federal funding reductions to the City's U.S. Department of Housing and Urban Development (HUD) entitlement programs, the Mayor's Office of Housing and Community Development expects to be able to sustain FY 2013-14 funding levels for its federal grantees through FY 2014-15. MOHCD grants will assist more than 3,000 individuals with counseling to help prevent eviction or loss of housing; provide more than 2,500 individuals with free legal counseling and representation to protect victims of domestic violence, employment discrimination, and housing discrimination; provide emergency shelter to more than 1,400 homeless individuals and family members; support over 500 transitional age youth through educational support and case management; and assist more than 2,000 individuals with financial literacy and homeownership counseling to build assets and become economically self-sufficient. Grants will also fund critical capital improvements at 14 community facilities; support tree-planting and other landscaping improvements; and provide services to over 600 individuals living with HIV/AIDS. In addition to MOHCD's federally-funded grants, the City's Housing Trust Fund will supplement this assistance with additional outreach and referral services for up to 1,200 individuals at risk of foreclosure and will provide eviction defense services to over 700 individuals at risk of eviction.

FAMILIES ASSISTED BY HOMEOWNERSHIP AND INCLUSIONARY RENTAL PROGRAMS, FISCAL YEARS 2009-2015



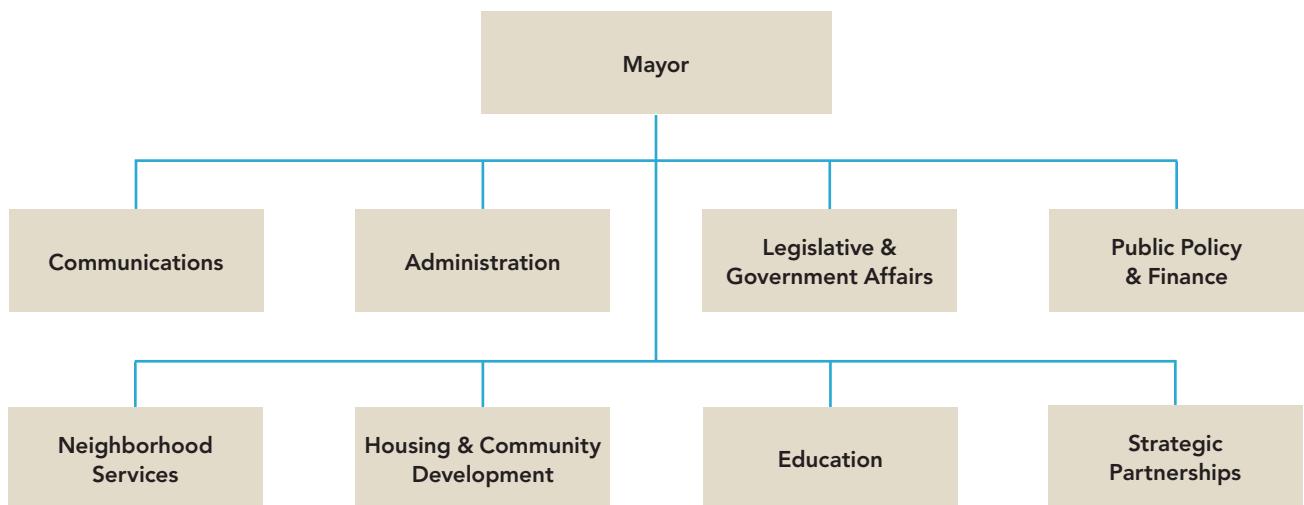
MOHCD has seen a dramatic increase in the number of new families assisted by homeownership and inclusionary rental programs as a result of the improved economic climate and the further tightening of the housing market. This trend is anticipated to continue into FY 2014-15.

AFFORDABLE HOUSING UNITS COMPLETED, 2009-2013



MOHCD leverages public funds to construct and rehabilitate housing units for San Franciscans in need. From 2009 through 2012, construction and rehabilitation slowed due to the impact of the economic recession on MOHCD's private development partners. Although the San Francisco Redevelopment Agency was dissolved by State law in 2012, the Voters passed proposition C in November 2012, which created the Housing Trust Fund, ensuring a steady, growing stream of funding for affordable housing development.

MAYOR



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	94.82	105.75	117.99	12.24	118.72	0.73
Non-operating Positions (cap/other)	(56.30)	(56.30)	(67.30)	(11.00)	(67.30)	0.00
Net Operating Positions	38.52	49.45	50.69	1.24	51.42	0.73
SOURCES						
Local Taxes	5,500,000	0	0	0	0	0
Licenses & Fines	650,000	650,000	0	(650,000)	0	0
Use of Money or Property	6,442,897	5,500,000	5,500,000	0	5,500,000	0
Intergovernmental Revenue - Federal	318,606	0	0	0	0	0
Intergovernmental Revenue - State	1,205,689	1,037,000	1,090,000	53,000	1,110,000	20,000
Intergovernmental Revenue - Other	504,587	1,368,000	3,535,968	2,167,968	643,500	(2,892,468)
Other Revenues	34,691,713	350,000	28,806,115	28,456,115	28,525,000	(281,115)
Transfers In	(39,123)	20,560,000	22,800,000	2,240,000	25,600,000	2,800,000
Expenditure Recovery	10,294,692	11,737,578	14,478,989	2,741,311	15,376,314	897,325
Transfer Adjustments-Sources	39,123	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(21,601,034)	712,143	731,170	19,027	730,218	(952)
General Fund Support	8,549,425	10,174,841	9,874,099	(300,742)	8,333,584	(1,540,515)
Sources Total	46,556,575	52,089,662	86,816,341	34,726,679	85,818,616	(997,725)
USES - OPERATING EXPENDITURES						
Salaries & Wages	4,512,295	4,872,782	5,170,798	298,016	5,430,265	259,467
Fringe Benefits	1,959,819	2,140,388	2,320,688	180,300	2,291,454	(29,234)
Overhead	0	1,405,582	621,557	(784,025)	622,916	1,359
Professional & Contractual Services	1,277,727	7,379,358	32,400,841	25,021,483	32,140,091	(260,750)
Aid Assistance / Grants	32,161,937	35,374,882	39,051,343	3,676,461	39,233,129	181,786
Materials & Supplies	14,003	43,589	43,589	0	43,589	0
Equipment	15,927	0	0	0	0	0
Debt Service	(36,328)	0	3,125,000	3,125,000	5,240,781	2,115,781
Services of Other Departments	1,118,508	872,981	1,131,457	258,476	816,291	(315,166)
Transfers Out	5,493,564	0	0	0	0	0
Transfer Adjustments-Uses	39,123	0	0	0	0	0
Uses - Operating Expenditures Total	46,556,575	52,089,662	83,865,373	31,775,711	85,818,616	1,953,243
USES - PROJECT EXPENDITURES						
Capital Projects	0	0	2,950,968	2,950,968	0	(2,950,968)
Uses - Project Expenditures Total	0	0	2,950,968	2,950,968	0	(2,950,968)
USES BY PROGRAM RECAP						
Affordable Housing	18,452,648	31,456,143	62,298,045	30,841,902	60,784,190	(1,513,855)
City Administration	4,295,621	4,653,049	4,939,356	286,307	4,771,178	(168,178)
Community Investment	7,085,837	4,480,514	4,817,159	336,645	4,847,360	30,201
Criminal Justice	151,933	8,095	8,095	0	8,094	(1)
Homeless Services	6,594,816	9,629,587	12,232,146	2,602,459	13,160,365	928,219
Neighborhood Services	258,467	392,241	402,994	10,753	407,517	4,523
Office Of Strategic Partnerships	0	0	581,115	581,115	300,000	(281,115)
Public Finance	8,192,730	0	0	0	0	0
Public Policy & Finance	1,524,523	1,469,933	1,537,431	67,498	1,539,912	2,481
Uses by Program Recap Total	46,556,575	52,089,662	86,816,341	34,726,679	85,818,616	(997,725)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
AFFORDABLE HOUSING					
Provide affordable housing					
Number of homeownership opportunities or assistance received by first time homebuyers	208	130	171	130	130
COMMUNITY DEVELOPMENT					
Promote economic development in low-income communities					
Number of small business and micro-enterprise start-ups assisted	565	380	350	380	380
Number of jobs created	340	315	210	315	275
Number of existing businesses assisted	753	500	525	500	500
Number of jobs retained	300	200	275	200	275
Number of direct loans made to small businesses and micro-enterprises	20	18	25	18	25
NEIGHBORHOOD SERVICES					
Respond to citizens					
Number of Certificates, Proclamations, and Greeting Letters Issued	1,624	1,500	1,350	1,500	1,500
Number of Community Outreach Events	7	7	10	7	7
PUBLIC POLICY & FINANCE					
Obtain citizen input and promote understanding of the City's budget					
Number of presentations to advocates, labor groups, community organizations, and other stakeholders	25	25	25	25	25

MUNICIPAL TRANSPORTATION AGENCY

The San Francisco Municipal Transportation Agency (MTA) is responsible for the management of all ground transportation in the City. The MTA operates the San Francisco Municipal Railway (Muni) and manages parking and traffic, streetscape programs, bicycling, walking and the regulation of taxis.

SERVICES

The Municipal Transportation Agency provides services through the following program areas:

MUNI, the nation's seventh largest public transit system, provides electric trolley bus, hybrid and diesel motor coach, light rail, cable car, historic streetcar, and contracted paratransit service to the City.

PEDESTRIAN AND BICYCLE PROGRAMS focus on improving walking and bicycling in San Francisco by emphasizing safety, connectivity, congestion improvements, emissions reduction and personal health promotion.

PARKING manages 448,000 publicly-available parking spaces, 19 parking garages, 19 metered lots, and 27,935 on-street meters.

TRANSPORTATION ENGINEERING oversees changes to traffic control devices such as signs, signals, and striping to improve the safety and operation of city streets for all modes. The subdivision is responsible for the operation, design and maintenance of the entire City's traffic signal infrastructure and provides traffic routing support to public and private construction projects.

SAFETY, TRAINING, SECURITY, INVESTIGATIONS AND ENFORCEMENT enhances safety and security of the transit system as well as the enforcement of parking regulations. The Security Operations Unit consists of the Proof of Payment Group, Investigations, and the Muni Transit Assistance Program.

ACCESSIBLE SERVICES manages contracted paratransit (door-to-door) service for customers with disabilities who cannot independently use regular Muni service, and ensures that fixed-route Muni services and other MTA services and programs are accessible to seniors and persons with disabilities.

TAXI SERVICES regulates over 8,000 licensed taxi drivers in the City with the goal of improving services to residents and visitors to San Francisco by working with taxi drivers, taxi companies and medallion holders.

LONG-RANGE PLANNING plans and designs capital and infrastructure improvement projects, and provides long-range forecast analyses of the fleets, facilities and right-of-way infrastructure in the City.

For more information, call 311; or visit www.sfmta.com

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	842,457,143	853,883,621	953,401,854	99,518,233	978,166,182	24,764,328
Total FTE	4,388	4,484	4,679	195	4,921	242

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$953.4 million for the MTA is \$99.5 million, or 11.7 percent, higher than the FY 2013-14 budget of \$853.9 million. A significant portion of this increase is due to increases in salary and fringe benefit costs, increases in the number of transit operators, investments in preventative maintenance, and a 3 percent service increase.

The FY 2015-16 proposed budget of \$978.2 million for the MTA is \$24.8 million, or 2.6 percent, higher than the FY 2014-15 proposed budget of \$953.4 million. A significant portion of this increase is due to an additional 7 percent service increase. This brings the total service increase to 10 percent from the FY 2013-14 staffing and service levels.

Implementation of MTA's Strategic Plan

In the first years of the MTA's FY 2013-18 Strategic Plan, the agency has made considerable progress in reducing structural deficits through increased revenues, and the control of overtime, labor costs, and workers' compensation claims. Established metrics allow the agency to chart its progress toward reaching milestones adopted through the six-year Strategic Plan. For more information regarding MTA's Strategic Plan, please visit www.sfmta.com/about-sfmta/sfmta-strategic-plan

Transit Affordable for All Users

Affordability is a growing concern for many San Franciscans and policy makers. A recent survey of 22,000 Muni riders revealed that more than half of Muni customers are low-income: approximately 1 in 4 customers live in households making less than \$15,000 per year. While Muni's fares are among the lowest of peer transit agencies, the MTA supports the Mayor's call to make the City more affordable to residents. The MTA FY 2015-16 Operating Budget includes the continuation of free Muni for low- and moderate-income youth. This program, which launched in FY 2012-13, will be funded through a private grant from Google, and will be extended to 18-year-olds. In addition, provisions for a new free Muni program for low- and moderate-income seniors and disabled riders will be implemented contingent upon a review of the agency's fiscal health in 2015. The MTA Board also eliminated Sunday parking meter enforcement, effective FY 2014-15.

Transportation Task Force

Maintaining and improving the MTA's transportation infrastructure is integral to providing excellent and reliable service to the public. In January 2013, Mayor Lee called for a Transportation Task Force to develop a coordinated set of priorities and actionable recommendations to address the City's transportation infrastructure needs between now and 2030. In May 2014, the Mayor and all 11 members of the Board of Supervisors introduced one key recommendation of the Transportation Task Force, a \$500 million General Obligation bond for the November 2014 ballot. This bond will increase Muni reliability and travel speed, upgrade transit stops and stations, improve pedestrian and bicycle safety, and prepare for growth on the City's busiest travel corridors. This bond will not raise property tax rates because the City issues new debt as it retires old debt. The budget also includes \$7.5 million of additional General Fund support to the MTA over the next two years, which will generate \$15 million of matching funds from the Metropolitan Transportation Commission's Core Capacity Program. This total investment of \$22.5 million will be used to purchase new fleet through the Light Rail Vehicle program.

Muni Forward: Rapid Network Improvements

Developed through the Transit Effectiveness Project planning effort, which included several years of data collection, intensive assessment, and public outreach efforts, the Rapid Network Improvement projects will restructure transit service on Muni's high ridership lines to improve efficiency and connectivity. This program, which is planned to start over the next two years, consists of targeted engineering improvements designed to minimize transit service delays at key intersections and along the Rapid Network, the busiest transit corridors in the City. Street design engineering tools that reduce travel time, ensure safer transit operations, and improve accessibility on the busiest transit routes include: lane modifications, traffic signal and stop sign changes, transit stop changes, parking and turn restrictions, and pedestrian improvements. The Rapid Network Improvements will make Muni approximately 20 percent faster and significantly more reliable on its most heavily-used corridors, which could translate to weekly commute-time reductions of up to an hour.

Vision Zero: Eliminating Traffic Deaths by 2024

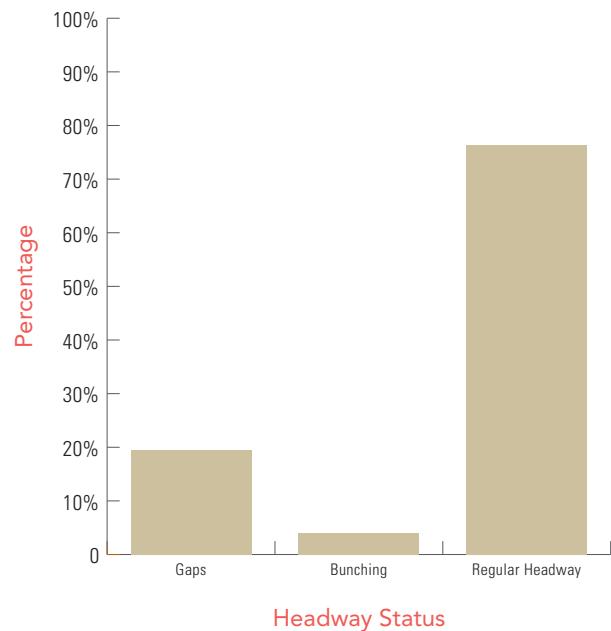
Over the next 24 months and as part of the citywide commitment to Vision Zero, the MTA will implement 24 near-term engineering projects to improve safety for all road users. These projects, in addition to the agency's existing programs that enhance safety for people walking, biking, and driving, include initiatives such as slowing down vehicle speeds, installing signals at intersections, and bikeway enhancement and expansion.

The budget includes \$3.0 million in new General Fund investment at the MTA and the Department of Public Works over the next two years for Vision Zero projects, including bike and pedestrian safety projects, and funding for a safe streets education campaign.

Phase 2 of the Central Subway

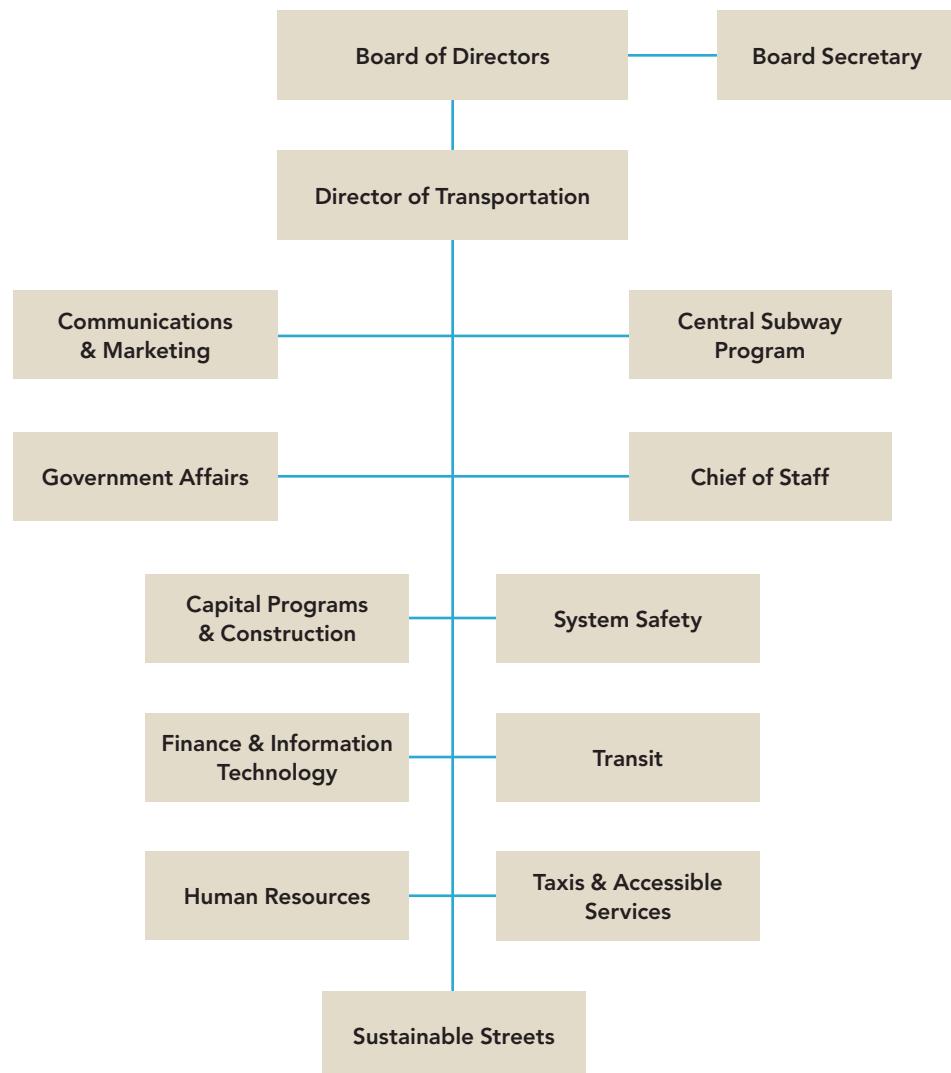
The Central Subway Project is Phase 2 of the Third Street Light Rail Program that will link the Bayview and Visitacion Valley with Mission Bay, South of Market (SoMa), Yerba Buena/Moscone Center, Union Square, and Chinatown. The Central Subway will improve regional connections to Caltrain, BART, Muni rail lines, and bus routes while reducing travel time and providing rapid transit in this burgeoning and increasingly congested corridor. In 2013, the Central Subway tunnels and stations construction continued through SoMa and Union Square. The extended light rail line is slated to open to the public in 2019.

HEADWAY STATUS OF MUNI VEHICLES, SYSTEMWIDE



Muni strives to eliminate gaps and bunches between Muni vehicles. Gaps occur when vehicles arrive infrequently. Bunches occur when vehicles arrive too close together. For more than 76 percent of observed time points, Muni vehicles arrived at regular time intervals.

MUNICIPAL TRANSPORTATION AGENCY



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	4,751.17	4,852.23	5,051.14	198.91	5,298.98	247.84
Non-operating Positions (cap/other)	(363.00)	(368.04)	(371.27)	(3.23)	(377.50)	(6.23)
Net Operating Positions	4,388.17	4,484.19	4,679.87	195.68	4,921.48	241.61
SOURCES						
Licenses & Fines	118,274,524	112,926,513	113,411,358	484,845	116,650,000	3,238,642
Use of Money or Property	122,126,621	98,361,428	114,539,777	16,178,349	121,361,510	6,821,733
Intergovernmental Revenue - Federal	904	3,700,000	3,810,000	110,000	3,890,000	80,000
Intergovernmental Revenue - State	37,867,493	33,100,000	39,090,000	5,990,000	40,130,000	1,040,000
Intergovernmental Revenue - Other	102,443,711	78,870,000	87,717,100	8,847,100	89,960,000	2,242,900
Charges for Services	256,215,058	224,644,172	238,607,816	13,963,644	238,511,000	(96,816)
Other Revenues	26,049,271	0	1,250,000	1,250,000	2,800,000	1,550,000
Transfers In	293,042,603	199,651,133	232,550,263	32,899,130	247,880,509	15,330,246
Expenditure Recovery	84,868,883	89,498,461	109,440,184	19,941,723	116,410,624	6,970,440
Transfer Adjustments-Sources	(306,441,846)	(218,868,086)	(270,374,644)	(51,506,558)	(290,999,830)	(20,625,186)
Use of / (Deposit to) Fund Balance	(114,380,079)	0	35,500,000	35,500,000	35,402,369	(97,631)
General Fund Support	222,390,000	232,000,000	247,860,000	15,860,000	256,170,000	8,310,000
Sources Total	842,457,143	853,883,621	953,401,854	99,518,233	978,166,182	24,764,328
USES - OPERATING EXPENDITURES						
Salaries & Wages	368,012,926	356,434,079	401,223,600	44,789,521	427,930,275	26,706,675
Fringe Benefits	179,868,532	189,885,008	214,398,884	24,513,876	215,500,734	1,101,850
Overhead	83,384,566	88,313,091	109,716,722	21,403,631	114,325,598	4,608,876
Professional & Contractual Services	102,735,392	138,555,660	159,915,912	21,360,252	151,494,781	(8,421,131)
Materials & Supplies	58,712,712	77,288,344	75,951,457	(1,336,887)	79,896,130	3,944,673
Equipment	5,341,159	978,355	3,901,917	2,923,562	4,153,723	251,806
Debt Service	5,886,249	12,000,000	12,000,000	0	15,000,000	3,000,000
Services of Other Departments	62,839,650	62,055,416	62,599,142	543,726	62,690,873	91,731
Transfers Out	278,736,834	132,195,133	163,640,263	31,445,130	177,150,509	13,510,246
Budgetary Reserves	0	10,000,000	0	(10,000,000)	0	0
Transfer Adjustments-Uses	(306,441,846)	(218,868,086)	(270,374,644)	(51,506,558)	(290,999,830)	(20,625,186)
Uses - Operating Expenditures Total	839,076,174	848,837,000	932,973,253	84,136,253	957,142,793	24,169,540
USES - PROJECT EXPENDITURES						
Capital Renewal	278,987	0	0	0	0	0
Capital Projects	3,101,982	5,046,621	20,428,601	15,381,980	21,023,389	594,788
Uses - Project Expenditures Total	3,380,969	5,046,621	20,428,601	15,381,980	21,023,389	594,788
USES BY PROGRAM RECAP						
Accessible Services	13,880,462	22,178,474	22,275,991	97,517	22,291,378	15,387
Administration	60,459,172	73,440,798	80,247,346	6,806,548	84,067,839	3,820,493
Agency Wide Expenses	64,898,579	66,161,614	94,763,909	28,602,295	85,593,869	(9,170,040)
Capital Programs & Construction	171,530	5,044,187	6,296,621	1,252,434	7,846,621	1,550,000
Development And Planning	1,624,140	906,678	1,284,486	377,808	1,294,960	10,474
Parking & Traffic	71,505,739	92,503,698	88,288,093	(4,215,605)	90,330,084	2,041,991
Parking Garages & Lots	27,772,876	28,878,125	48,133,414	19,255,289	49,237,740	1,104,326
Rail & Bus Services	471,160,735	481,382,508	532,557,625	51,175,117	559,520,679	26,963,054
Revenue, Transfers & Reserves	55,441,874	0	0	0	0	0
Security, Safety, Training & Enforcement	72,475,305	79,986,505	74,307,665	(5,678,840)	72,612,328	(1,695,337)
Taxi Services	3,066,731	3,401,034	5,246,704	1,845,670	5,370,684	123,980
Uses by Program Recap Total	842,457,143	853,883,621	953,401,854	99,518,233	978,166,182	24,764,328

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
Goal 2: Make transit, walking, bicycling, taxi, ridesharing & carsharing the preferred means of travel					
Objective 2.1: Improve customer service and communications					
Hazardous traffic signal reports: % responded to and repaired within two hours	97%	98%	97%	98%	98%
Parking meter malfunction reports: % responded to and repaired within 48 hours	82%	86%	82%	86%	86%
Objective 2.2: Improve transit performance					
Percentage of on-time performance	59.0%	85.0%	60.0%	85.0%	85.0%
% of scheduled service hours delivered	97.6%	98.5%	97.0%	98.5%	98.5%
Headway adherence	76.5%	82.1%	78.0%	85.9%	85.9%
Customer rating: Transit system reliability; scale of 1 (low) to 5 (high)	n/a	3.50	2.79	3.50	3.50
Goal 3: Improve the environment and quality of life in San Francisco					
Objective 3.4: Deliver services efficiently					
Average annual transit cost per revenue hour	\$202.67	\$197.60	\$202.67	\$192.66	\$192.66
Cost per revenue mile	\$26.80	\$26.13	\$26.80	\$25.47	\$25.47
Cost per boarding	\$2.91	\$2.84	\$2.91	\$2.77	\$2.77
Farebox recovery ratio	34%	32%	34%	32%	32%
Goal 4: Create a workplace that delivers outstanding service					
Objective 4.2: Create a collaborative and innovative work environment					
Employee rating: Overall employee satisfaction	3.36	3.50	3.50	4.00	4.00
Objective 4.3: Improve employee accountability					
Unscheduled absence rate: transit operators	8.6%	12.0%	9.0%	11.0%	11.0%

POLICE DEPARTMENT

The San Francisco Police Department (POL) is committed to excellence in law enforcement and dedicated to the people, traditions, and diversity of the City and County of San Francisco. In order to protect life and property, prevent and reduce the fear of crime, the Department provides service with understanding, response with compassion, performance with integrity, and law enforcement with vision.

SERVICES

The Police Department provides services through the following divisions:

OPERATIONS serves to protect life and property, works closely with the community to prevent crime, solves crimes using thorough investigative techniques, identifies and arrests suspects, prepares cases for prosecution, and reduces the fear of crime while providing a safe San Francisco environment. This is accomplished by forming partnerships with residents, merchants, and visitors, and working collaboratively to solve neighborhood problems.

SPECIAL OPERATIONS is comprised of the specialized units within the Police Department. These include the Marine, Homeland Security, Violence Reduction Team, and Joint Terrorist Task Force units, as well as tactical units such as Specialists, Hondas, Canines and Mounted, Explosive Ordnance Disposal, and the Fugitive Recovery Enforcement Team.

AIRPORT handles security, traffic control, and law enforcement at the San Francisco International Airport. Police personnel assigned to the Airport support the security programs and emergency procedures of the Airport to pro-

vide the public with a safe, secure, efficient, and customer-friendly airport.

ADMINISTRATION provides technical and administrative support, works to increase overall Department efficiency, and ensures that daily functions are carried out effectively. Administration consists of Crime Information Services, Fleet, Forensic Services, Property, Staff Services, Technology, and Training.

For more information about the Police Department, call (415) 553-1651 or 311; or visit www.sf-police.org

OFFICE OF CITIZEN COMPLAINTS (OCC) is a civilian department under the jurisdiction of the San Francisco Police Commission. The OCC is independent from the Police Department but is included as part of the Police Department's budget. The City Charter mandates the OCC to "promptly, fairly and impartially investigate" all civilian complaints of misconduct or neglect of duty against Police Department sworn members, confidentially report its factual findings in investigations, and present statistical reports and policy recommendations to the Police Commission.

For more information, call (415) 241-7711 or 311; or visit www.sfgov.org/occ

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	504,657,418	526,936,867	529,979,638	3,042,771	533,980,709	4,001,071
Total FTE	2,655	2,727	2,794	67	2,849	56

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) FY2014-15 proposed budget of \$530.0 million for the Police Department is \$3.0 million higher, or 0.6 percent higher than the FY 2013-14 budget. A significant portion of this increase is due to increases in salary and fringe benefits costs associated with the Department's hiring plan, offset by significant savings in professional services, associated with the completion of construction at the new Public Safety Building.

The FY 2015-16 proposed budget of \$534.0 million for the Police Department is \$4.0 million, or 0.8 percent, higher than the FY 2014-15 budget. A significant portion of this increase is due to increases in salary and fringe benefits costs, offset by further savings in professional services and expenditure of one time sources for equipment.

Continuation of the Public Safety Hiring Plan

In recent years, the Police Department has experienced a large number of retirements. With the expiration of the Deferred Retirement Option Program (DROP) in 2014, the Department is projecting a significant number of annual retirements. To address attrition, the Mayor developed a multi-year hiring plan to gradually increase the number of new officers on the force. The plan to conduct three General Fund-supported Police Academy classes of 50 recruits each year in order to backfill retirements and increase the size of the force is now in its second year. The FY 2014-15 and 2015-16 proposed budget includes continued funding of funding of 150 new officers each year of the budget.

Livable City: Focus on Traffic Safety

Many areas of the City have seen an economic surge due to major employers relocating here and an increase in multi-housing units, especially along the Market Street corridor and in the South of Market area. Coupled with a growing population and a boost in visitors, the City has seen an increase in all forms of travel, including a 96 percent increase in bicyclists since 2007. The Department fully supports Vision Zero. Working with other City agencies, non-profit organizations, and community groups, the Department has committed resources to the education phase of the strategy to increase safety awareness whether walking, driving, or riding.

Opening the New Public Safety Building

Funded by the first Earthquake Safety and Emergency Response General Obligation Bond, the new Public

Safety Building is expected to open in November 2014, on time and on budget. The new facility will house Police headquarters as well as a district police and fire station in the Mission Bay neighborhood. In the event of a major seismic event, this complex is expected to remain fully operational as a command hub for first responders. The City expects to expend approximately \$2.5 million ongoing to operate the new facility.

21st Century Police Equipment

The Police Department strives to utilize new technology to improve its policing efforts and will continue its transition to a more stable and robust technology platform. The City will be funding the replacement of the public safety radios each officer carries while on duty. The current radios were purchased in the early 2000's, and are reaching the end of their lifecycle. Up to 400 radios will be replaced across the two years of the budget.

During the next two years, the City will also be upgrading the police fleet, spending more than \$5.5 million to purchase over 60 patrol cars, 30 unmarked cars, 25 motorcycles, and 5 special utility vehicles. These upgrades will decrease vehicle down-time due to maintenance and reduce greenhouse gas emissions, as the fleet moves from older V8 engines to newer, more efficient V6 and hybrid engine technology.

Community Policing

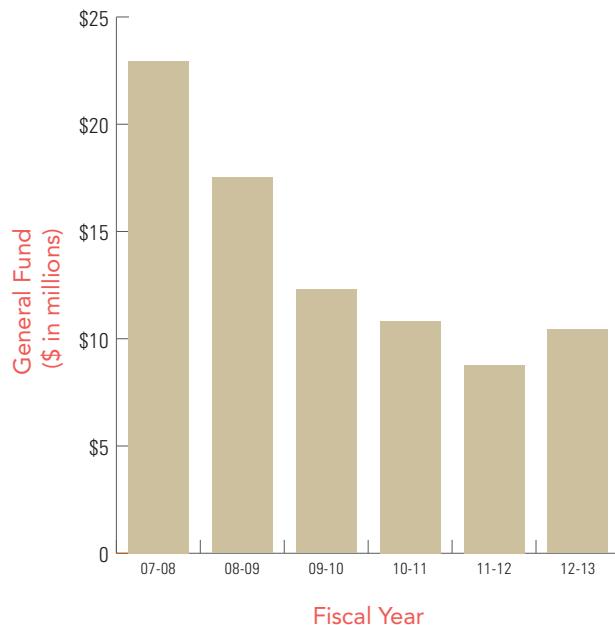
Community Policing is a shared philosophy and organizational strategy in which police work collaboratively with community and business members, community-based organizations, and other City agencies in order to reduce violent crime, create safer communities, and enhance the health and vibrancy of San Francisco neighborhoods. There are several components to Community Policing, which include genuine partnerships between the police and community, problem solving, shared responsibility, mutual respect, interaction with youth, and communication. Community Policing requires that the police communicate regularly and openly with the community (in a language-accessible manner), and provide information about crime and crime prevention. In 2013, the Department began issuing all patrol officers a smart phone to access crime information and other valuable tools, such as language translators, enabling officers to do work in the field that would have otherwise had to be done at their district station or in their patrol car.

Youth Programs

A high priority for the Department is to partner with the community to provide San Francisco youth with a variety of opportunities aimed at building a strong foundation for the future. A specific goal is to increase the lines of communication between the Department and community-based organizations, including educational institutions, to form partnerships that assist in establishing and/or augmenting programs that encourage children to participate in positive learning activities.

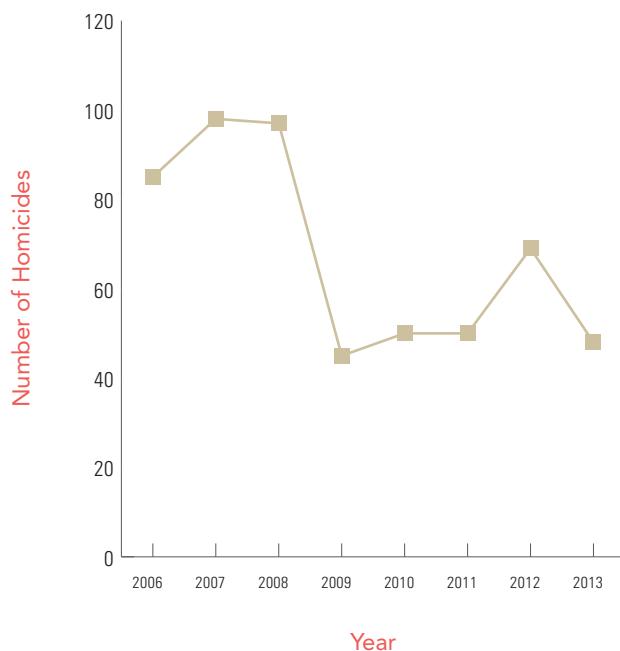
The Department continues to participate and sponsor numerous events and programs, including the Wilderness and Fishing programs and the Police Activities League (PAL). In FY 2014-15, the Department will also continue promoting its “finish high school” philosophy. One component of this strategy is the Future Graduates Program, in which members of the Police Department, along with a diverse group of City employees who began their jobs with only a high school diploma, encourage students to stay in school for a healthy and successful life.

USE OF GENERAL FUND FOR OVERTIME



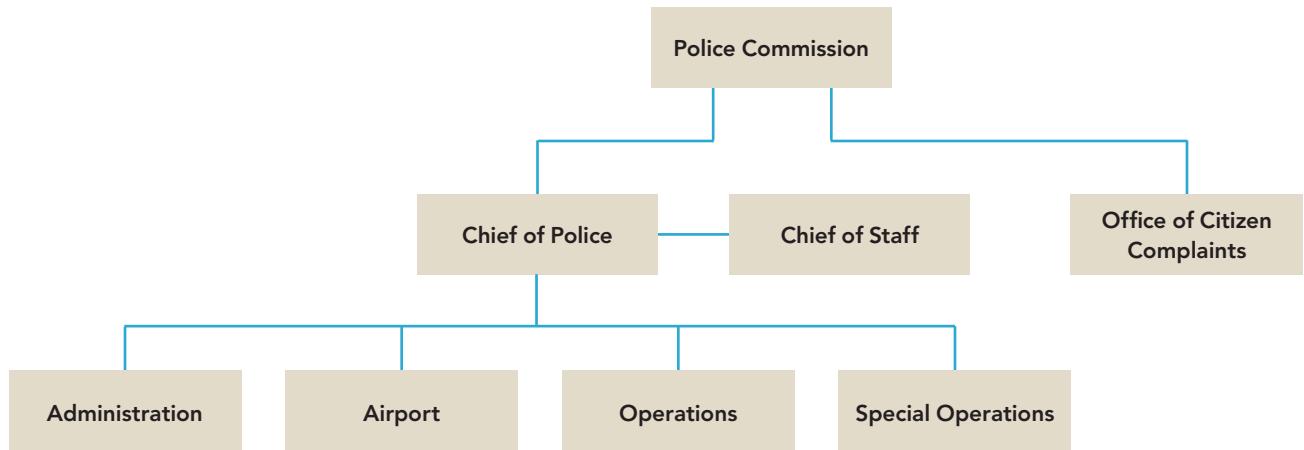
The Department's use of overtime has decreased since FY 2007-2008.

HOMICIDES PER YEAR



The City has experienced a reduction of homicides since the 2006-2008 time period.

POLICE



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	2,695.47	2,738.45	2,805.78	67.33	2,861.34	55.56
Non-operating Positions (cap/other)	(40.80)	(11.19)	(12.00)	(0.81)	(12.00)	0.00
Net Operating Positions	2,654.67	2,727.26	2,793.78	66.52	2,849.34	55.56
SOURCES						
Licenses & Fines	2,402,530	2,548,775	2,531,607	(17,168)	2,506,607	(25,000)
Use of Money or Property	26,456	48,800	48,800	0	48,800	0
Intergovernmental Revenue - Federal	8,732,927	2,427,290	1,982,183	(445,107)	1,982,183	0
Intergovernmental Revenue - State	42,668,797	44,475,668	46,891,038	2,415,370	48,721,038	1,830,000
Intergovernmental Revenue - Other	3,000	0	3,500	3,500	3,500	0
Charges for Services	5,098,507	6,180,498	6,196,597	16,099	6,196,597	0
Other Revenues	(4,701)	0	0	0	0	0
Transfers In	75,000	0	0	0	0	0
Expenditure Recovery	18,552,355	14,902,987	9,813,136	(5,089,851)	7,162,064	(2,651,072)
Transfer Adjustments-Sources	0	49,622,941	49,894,105	271,164	50,080,228	186,123
Use of / (Deposit to) Fund Balance	42,922,690	354,582	258,102	(96,480)	258,102	0
General Fund Support	384,179,857	406,375,326	412,360,570	5,985,244	417,021,590	4,661,020
Sources Total	504,657,418	526,936,867	529,979,638	3,042,771	533,980,709	4,001,071
USES - OPERATING EXPENDITURES						
Salaries & Wages	348,281,893	341,287,508	348,583,650	7,296,142	361,353,317	12,769,667
Fringe Benefits	98,403,417	110,219,303	115,850,126	5,630,823	110,856,721	(4,993,405)
Professional & Contractual Services	14,376,299	28,730,898	14,732,324	(13,998,574)	13,285,199	(1,447,125)
Aid Assistance / Grants	31,200	120,000	120,000	0	120,000	0
Materials & Supplies	4,405,296	5,010,546	5,329,137	318,591	5,259,237	(69,900)
Equipment	5,064,947	3,551,714	4,983,834	1,432,120	2,578,434	(2,405,400)
Services of Other Departments	33,718,647	36,533,898	39,348,567	2,814,669	39,651,801	303,234
Uses - Operating Expenditures Total	504,281,699	525,453,867	528,947,638	3,493,771	533,104,709	4,157,071
USES - PROJECT EXPENDITURES						
Facilities Maintenance	0	126,000	132,000	6,000	137,000	5,000
Capital Renewal	0	1,152,000	900,000	(252,000)	489,000	(411,000)
Capital Projects	375,719	205,000	0	(205,000)	250,000	250,000
Uses - Project Expenditures Total	375,719	1,483,000	1,032,000	(451,000)	876,000	(156,000)
USES BY PROGRAM RECAP						
Airport Police	44,069,678	49,622,941	49,894,105	271,164	50,080,228	186,123
Investigations	71,254,951	81,811,136	80,870,761	(940,375)	80,420,915	(449,846)
Office Of Citizen Complaints	4,587,566	4,829,125	5,162,717	333,592	5,160,304	(2,413)
Operations And Administration	68,611,733	89,793,489	82,328,090	(7,465,399)	77,901,787	(4,426,303)
Patrol	299,340,218	290,243,911	304,742,465	14,498,554	316,037,147	11,294,682
Work Order Services	16,793,272	10,636,265	6,981,500	(3,654,765)	4,380,328	(2,601,172)
Uses by Program Recap Total	504,657,418	526,936,867	529,979,638	3,042,771	533,980,709	4,001,071

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
PATROL					
Reduce crime; Uniform Crime Reporting (UCR) numbers					
UCR: Number of UCR Part I violent offenses reported per 100,000 population	876.5	748.0	1,030.0	980.0	930.0
UCR: Number of UCR Part I property offenses reported per 100,000 population	4,997.2	3,768.0	6,250.0	5,925.0	5,625.0
Respond timely to calls for emergency assistance					
Response time: Priority A calls (in seconds)	275	240	280	270	260
Response time: Priority B calls (in seconds)	503	450	515	500	490
SPECIAL OPERATIONS					
Reduce traffic accidents and ensure pedestrian safety					
Number of traffic accidents that result in injuries	3,150	2,775	1,925	1,825	1,775
Number of traffic accidents that result in fatalities	31	0	40	0	0
THE OFFICE OF CITIZEN COMPLAINTS					
Address civilian complaints of police misconduct professionally and efficiently					
Number of Cases Closed During the Reporting Period per FTE Investigator	54	48	48	48	48
Percentage of Sustained Cases Completed within the One-Year Statute of Limitations Under Government Code 3304	100.0%	100.0%	99.0%	100.0%	100.0%

PORT

The Port (PRT) promotes a balance of maritime, recreational, industrial, transportation, environmental stewardship, public access, and commercial activities on a self-supporting basis through responsible management and development of the waterfront for the benefit of the public.

SERVICES

The Port provides services through the following divisions:

ENGINEERING provides project and construction management, engineering design, facility inspection, contracting, code compliance review, and permit services for all Port facilities.

MARITIME manages and markets cruise and cargo shipping, ship repair, commercial and sport fishing, ferry and excursion operations, visiting military and ceremonial vessels, and other harbor services.

MAINTENANCE is responsible for repairing piles, piers, roofs, plumbing and electrical systems, and street cleaning along the Port's 7.5 miles of waterfront property.

PLANNING AND DEVELOPMENT sees that the development and use of Port lands is consistent with the goals and policies of the Waterfront Land Use Plan, maintains and amends Plan policies, leads community planning projects for specified waterfront areas, and

administers land use regulatory review of projects on Port property.

REAL ESTATE oversees all property and lease management for marketing and leasing the Port's commercial and industrial property.

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

EXECUTIVE includes the Port Executive Director, the Communications Department, Homeland Security, Special Projects, Port Commission Secretary, and the Port's General Counsel.

For more information, call (415) 274-0400 or 311; or visit www.sfport.com

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	105,622,690	91,674,259	109,119,422	17,445,163	109,666,706	547,284
Total FTE	236	237	241	4	243	2

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$109.1 million for the Port is \$17.4 million, or 19.0 percent, higher than the FY 2013-14 budget of \$91.7 million. A significant portion of this increase is due to salary and fringe benefits costs increases; new and substituted positions; development project expenses; and additional capital project funding.

The FY 2015-16 proposed budget of \$109.7 million for the Port is \$0.6 million, or 0.5 percent, higher than the FY 2014-15 budget of \$109.1 million. This increase is largely due to increases in salary and fringe benefits costs and services of other departments in FY 2015-16.

Inaugurating James R. Herman Cruise Terminal

The new James R. Herman Cruise Terminal at Pier 27 will welcome its inaugural cruise call on September 18, 2014 with the arrival of Princess Cruises' Crown Princess. The occasion will be celebrated publicly and mark a new era of passenger cruises in San Francisco. The Port will name the new facility in honor of James R. Herman, late President of the International Longshore and Warehouse Union (ILWU) and former Port Commissioner. The Port will also open the new Northeast Wharf Plaza to the public. These events will be the first of many opportunities to celebrate the James R. Herman Cruise Terminal as the perfect picture frame of all that is both iconic and exciting about San Francisco: the Bay Bridge spires, the Ferry Building clock tower, Transamerica Building, Coit Tower, and the homes nestled into Telegraph Hill.

The FY 2014-15 and 2015-16 budgets reflect improved revenues as a result of the Terminal's opening, which will accommodate larger vessels and more passengers than the current Pier 35 terminal. The terminal will be financed in part by a new passenger facility charge, which will generate an estimated \$2.1 million and \$1.2 million in revenue growth in FY 2014-15 and 2015-16, respectively. On non-cruise call days, the space will be used as a special event facility, similar to its use during the 34th America's Cup, with paid parking that will generate an estimated \$0.6 million and \$1.2 million of new revenues in FY 2014-15 and 2015-16.

Capital Improvements

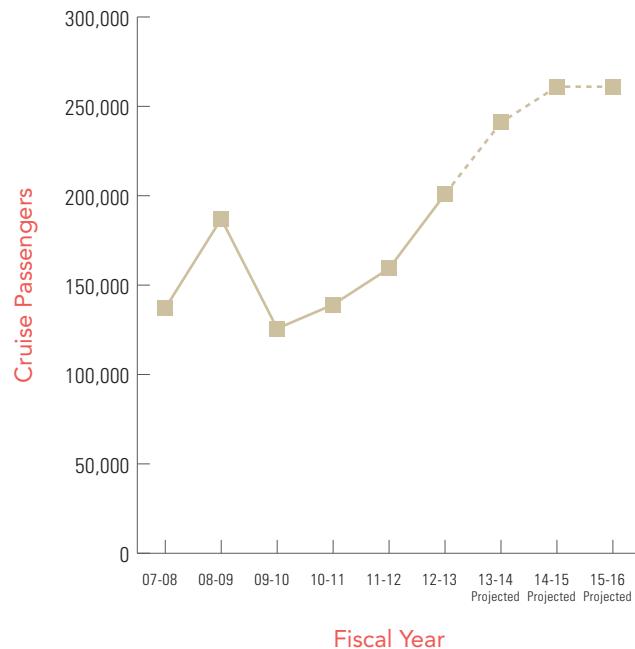
Not including annual projects and reappropriated funds, the Port budget includes \$12.8 million for capital projects in both FY 2014-15 and 2015-16. A large portion of this funding is dedicated to pier structure repairs along the waterfront, including Wharves J-7, J-8, and J-9 as well as the Pier 43 seawall at Fisherman's Wharf to address significant Ten-Year Capital Plan needs. To improve facility accessibility, the Port will invest \$1.4 million in new restrooms, particularly at Fisherman's Wharf. Additionally, the Port intends to enhance its cargo facilities and industrial space beginning with \$0.5 million for environmental review and design of the Backlands and other Southern Waterfront areas.

The Port will also complete important capital projects that were funded in prior years. Notably, the Northeast Wharf Plaza, financed with \$17.0 million of 2012 General Obligation Bond proceeds, will be completed in August 2014. This new 2.7 acre park is adjacent to the new James R. Herman Cruise Terminal and will feature a large lawn for the public to enjoy. Also, 2014 Port Revenue Bond proceeds will finance the revitalization of Pier 31, a historic facility that currently is restricted from public access due to structural deterioration. By repairing the pier, the Port will create leasable space to generate new Port revenue and enhance economic activity in the Northern Waterfront.

Assessing Seawall Conditions

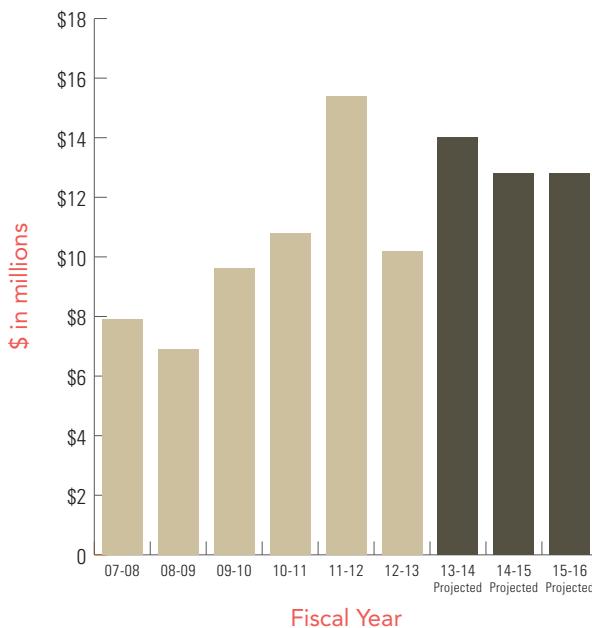
The Port's FY 2014-15 capital budget includes \$0.5 million to support an initial assessment of the condition of the Port's seawall, which is aging and was not designed to withstand a major seismic event or the impacts of sea level rise. The seawall was built between 1876 and 1929, is approximately four miles in length and provides critical flood protection and structural support to the eastern portion of the City, including the Port Waterfront and Promenade, Financial District, and BART & Muni systems. The project funds will be used by a technical advisory committee including experts in the fields of environmental regulation, planning, finance, risk analysis, and public information. It will be comprised of representatives from the Port, Airport, Public Utilities Commission; and the Department of Public Works. The committee will evaluate various strategies for addressing infrastructure requirements, including the construction of a new seawall. The cost of replacing the seawall is well beyond the Port's financial capacity and additional funding sources will be sought as the project develops.

CRUISE PASSENGER VOLUME AT THE PORT OF SAN FRANCISCO



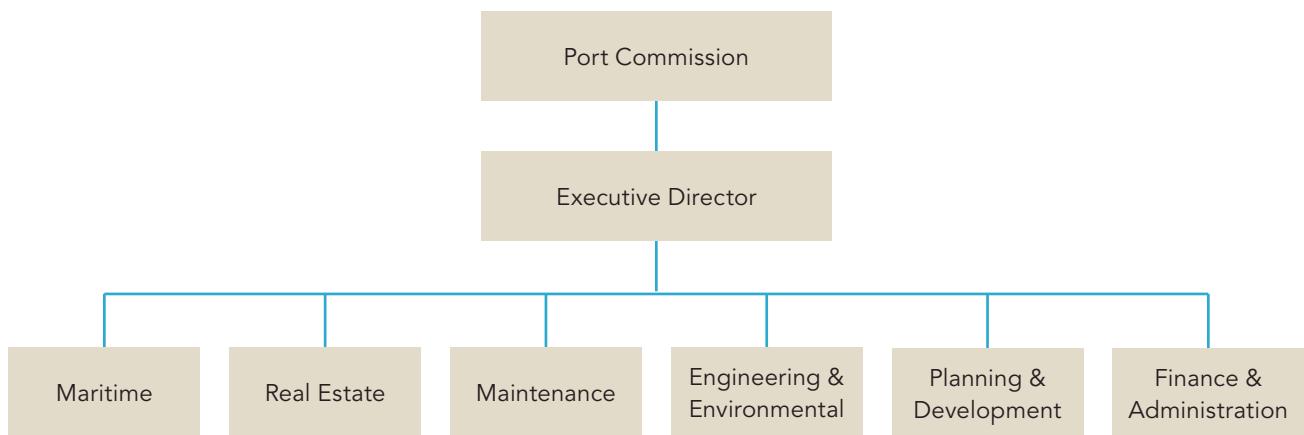
Due to the strengthening economic climate and the planned availability of the new James R. Herman Cruise Terminal, which will accommodate larger ships that carry more passengers, cruise passenger volumes in the upcoming fiscal years are expected to far exceed pre-recession levels.

ANNUAL CAPITAL INVESTMENTS



The Port's Ten-Year Capital Plan estimates that there is \$1.6 billion in deferred maintenance of infrastructure on the waterfront. Due to the fluctuation of capital funding in prior years, in 2012 the Port Commission passed a capital policy that prioritizes capital funding in relation to the operating budget. (This excludes reappropriated funds and annual projects.)

PORT



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	254.98	260.18	266.34	6.16	270.09	3.75
Non-operating Positions (cap/other)	(19.00)	(23.39)	(25.50)	(2.11)	(27.50)	(2.00)
Net Operating Positions	235.98	236.79	240.84	4.05	242.59	1.75
SOURCES						
Licenses & Fines	2,747,250	2,261,000	3,012,000	751,000	3,073,000	61,000
Use of Money or Property	64,376,387	61,059,323	67,506,654	6,447,331	72,049,753	4,543,099
Intergovernmental Revenue - Other	287,096	2,090,000	1,903,093	(186,907)	1,902,680	(413)
Charges for Services	9,779,048	13,830,031	16,732,000	2,901,969	17,879,000	1,147,000
Other Revenues	13,978,182	1,367,859	5,272,300	3,904,441	5,283,545	11,245
Transfers In	16,667,647	18,377,018	16,742,789	(1,634,229)	16,909,139	166,350
Expenditure Recovery	891,590	173,228	170,000	(3,228)	170,000	0
Transfer Adjustments-Sources	(15,357,931)	(20,893,502)	(20,103,263)	790,239	(20,256,201)	(152,938)
Use of / (Deposit to) Fund Balance	12,241,612	13,409,302	17,883,849	4,474,547	12,655,790	(5,228,059)
General Fund Support	11,809	0	0	0	0	0
Sources Total	105,622,690	91,674,259	109,119,422	17,445,163	109,666,706	547,284
USES - OPERATING EXPENDITURES						
Salaries & Wages	21,400,369	23,351,086	24,575,931	1,224,845	25,574,172	998,241
Fringe Benefits	9,911,787	11,501,291	12,209,873	708,582	11,976,473	(233,400)
Overhead	133,353	315,652	519,733	204,081	519,733	0
Professional & Contractual Services	11,523,389	12,229,479	13,876,584	1,647,105	13,433,403	(443,181)
Materials & Supplies	1,599,850	1,447,598	1,522,661	75,063	1,615,095	92,434
Equipment	155,066	477,421	765,333	287,912	708,850	(56,483)
Debt Service	3,331,439	8,991,802	9,684,880	693,078	9,584,696	(100,184)
Services of Other Departments	12,607,211	12,639,273	15,132,967	2,493,694	15,632,761	499,794
Transfers Out	16,090,470	18,440,372	17,784,502	(655,870)	17,990,852	206,350
Budgetary Reserves	0	1,952,418	4,797,582	2,845,164	9,554,412	4,756,830
Transfer Adjustments-Uses	(15,357,931)	(17,552,659)	(16,742,789)	809,870	(16,909,139)	(166,350)
Uses - Operating Expenditures Total	61,395,003	73,793,733	84,127,257	10,333,524	89,681,308	5,554,051
USES - PROJECT EXPENDITURES						
Facilities Maintenance	937,565	3,415,526	6,261,896	2,846,370	2,946,857	(3,315,039)
Capital Projects	43,290,122	14,465,000	18,730,269	4,265,269	17,038,541	(1,691,728)
Uses - Project Expenditures Total	44,227,687	17,880,526	24,992,165	7,111,639	19,985,398	(5,006,767)
USES BY PROGRAM RECAP						
Administration	22,055,399	28,017,972	30,366,468	2,348,496	30,794,579	428,111
Capital Projects	0	0	454,454	454,454	0	(454,454)
Engineering & Environmental	4,301,844	4,512,906	4,784,131	271,225	4,856,351	72,220
Maintenance	61,124,474	37,003,507	45,511,282	8,507,775	48,860,989	3,349,707
Maritime Operations & Marketing	3,773,445	8,104,649	9,378,525	1,273,876	9,629,275	250,750
Non-Grant Construction Projects	0	0	3,389,497	3,389,497	0	(3,389,497)
Planning & Development	4,627,974	3,433,220	3,474,378	41,158	3,586,305	111,927
Real Estate & Management	9,739,554	10,602,005	11,760,687	1,158,682	11,939,207	178,520
Uses by Program Recap Total	105,622,690	91,674,259	109,119,422	17,445,163	109,666,706	547,284

PERFORMANCE MEASURES

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Target	Projected	Target	Target
MAINTENANCE					
Financial Stability - Improve utilization of maintenance resources					
Percentage of preventative maintenance of sewer pumps performed on schedule	77%	95%	95%	95%	95%
Maintenance cost per square foot of Port facilities	\$0.82	\$0.92	\$0.80	\$0.94	\$0.96
MARITIME OPERATIONS & MARKETING					
Economic Impact - Increase the volume of cargo shipping					
Total cargo tonnage - Bulk	1,270,884	1,200,000	1,200,000	1,300,000	1,400,000
Economic Impact - Increase cruise volume					
Total number of cruise ship calls	65	73	73	73	73
Economic Impact - Track ferry passenger volume					
Total number of ferry passengers transiting though Port managed facilities.	1,661,433	1,545,000	1,998,798	1,998,798	2,098,738
PLANNING & DEVELOPMENT					
Quality of Life - Public participation in implementation of Waterfront Land Use Plan					
Total number of community meetings held to discuss ongoing Port projects and programs	42	25	23	25	25
REAL ESTATE & MANAGEMENT					
Economic Impact - Achieve maximum revenue from leasing activities					
Net Revenue (Gross Revenues minus Gross Expenditures)	n/a	48	55	52	55

PUBLIC DEFENDER

The Public Defender's Office (PDR) delivers competent, effective, and ethical legal representation to over 20,000 indigent persons accused of crimes or involved in conservatorship matters in San Francisco.

SERVICES

The Public Defender provides services through the following divisions:

FELONY UNIT provides legal representation to individuals charged with felony offenses, including those charged with serious and violent offenses like murder, manslaughter, sex, gang, Three Strikes, fraud, robbery, burglary, criminal threats, assault, weapon possession, and narcotic offenses.

MISDEMEANOR UNIT provides legal representation to individuals charged with misdemeanor offenses, including persons charged with assault and battery, driving under the influence, theft, weapon possession, vandalism, and domestic violence.

JUVENILE UNIT provides legal representation to youth on delinquency matters and is responsible for meeting the educational, social, and behavioral health needs of youth in order to ensure their long-term success at home, school, and in the community.

MENTAL HEALTH UNIT provides representation to clients at all stages of the involuntary treatment

commitment process, including petitions to extend maximum terms of commitment, and ensures that clients receive effective mental health treatment.

SPECIALTY COURTS / CLEAN SLATE AND REENTRY UNITS are designed to reduce recidivism. The Specialty Courts—Drug Court, Behavioral Health Court and the Community Justice Center—employ evidence-based practices to obtain positive social outcomes. The Clean Slate/Reentry units eliminate barriers to employment and link clients to essential services.

MAGIC PROGRAM convenes, facilitates, and coordinates a network of 100 community-based organizations that support and build the collective capacity of service providers, schools, City agencies, and community members in Bayview Hunters Point and the Western Addition neighborhood.

For more information, call (415) 553-1671 or 311; or visit www.sfpublicdefender.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	27,898,779	28,819,705	30,453,821	1,634,116	30,927,661	473,840
Total FTE	158	156	157	1	158	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$30.5 million for the Public Defender is \$1.6 million, or 5.7 percent, higher than the FY 2013-14 budget of \$28.8 million. A significant portion of this increase is due to increases in salary and fringe benefits costs, additional funding to continue the Legal Educational Advocacy Program (LEAP), and IT costs.

The FY 2015-16 proposed budget of \$30.9 million for the Public Defender is \$0.5 million, or 1.6 percent, higher than the FY 2014-15 budget of \$30.5 million. A significant portion of this increase is due to increases in salary and fringe benefits costs.

Legal Educational Advocacy Program (LEAP)

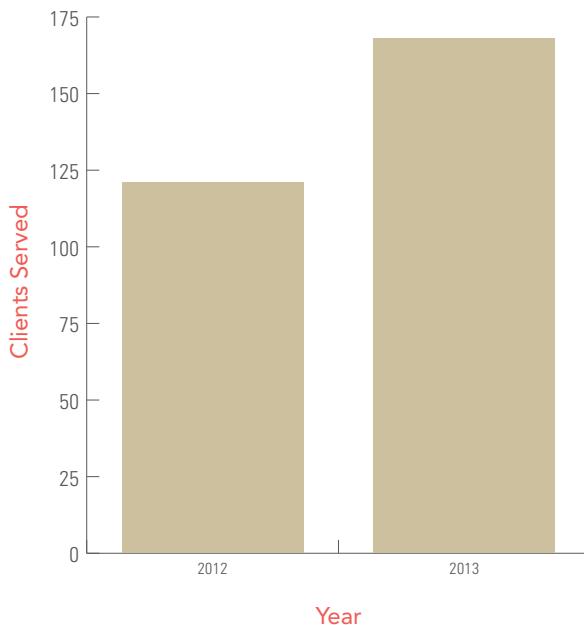
The Legal Education Advocacy Program was established in January 2012 after the Public Defender received a three-year federal grant through the Board of State and Community Corrections. Staffed by an education attorney and youth advocate, LEAP provides legal advocacy and educational assistance to juvenile Public Defender clients. The LEAP team represents students at disciplinary hearings, attends clients' education plan

meetings, provides education and training to parents and guardians, and participates in school committees. Over 250 LEAP clients have received educational services and fewer than 13 percent reoffend after exiting the program. In 2014, LEAP was honored to receive both the Municipal Fiscal Advisory Committee Public Managerial Excellence Award and the California Public Defenders Association Statewide Program of the Year Award. This budget proposes new funding to continue the LEAP program in FY 2014-15 on an ongoing basis.

Department Of Justice Checklist Grant

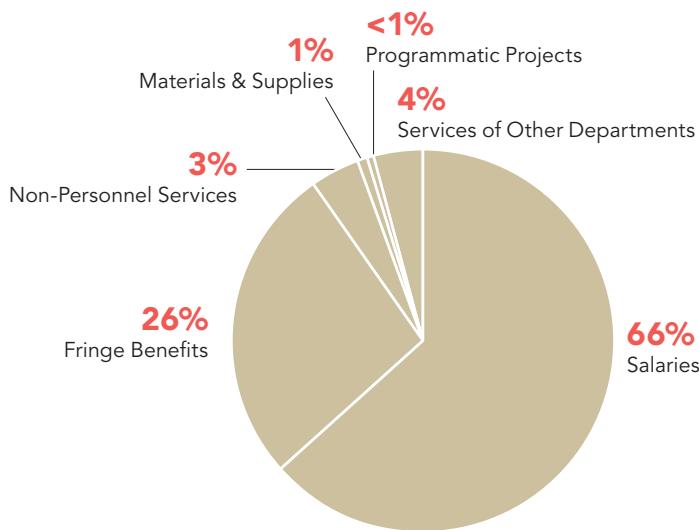
The Public Defender was selected to receive a Department of Justice grant to design, implement and validate a local and nationally-applicable comprehensive checklist system for public defenders and indigent defense attorneys. In other professional fields such as aviation and medicine, elementary checklists have reduced avoidable errors, simplified work, and increased productivity. This efficient and user-friendly approach could revolutionize how public defenders – and potentially other agencies throughout the justice system – conduct their law practices and train their staff in best practices.

LEGAL EDUCATIONAL ADVOCACY PROGRAM PARTICIPATION



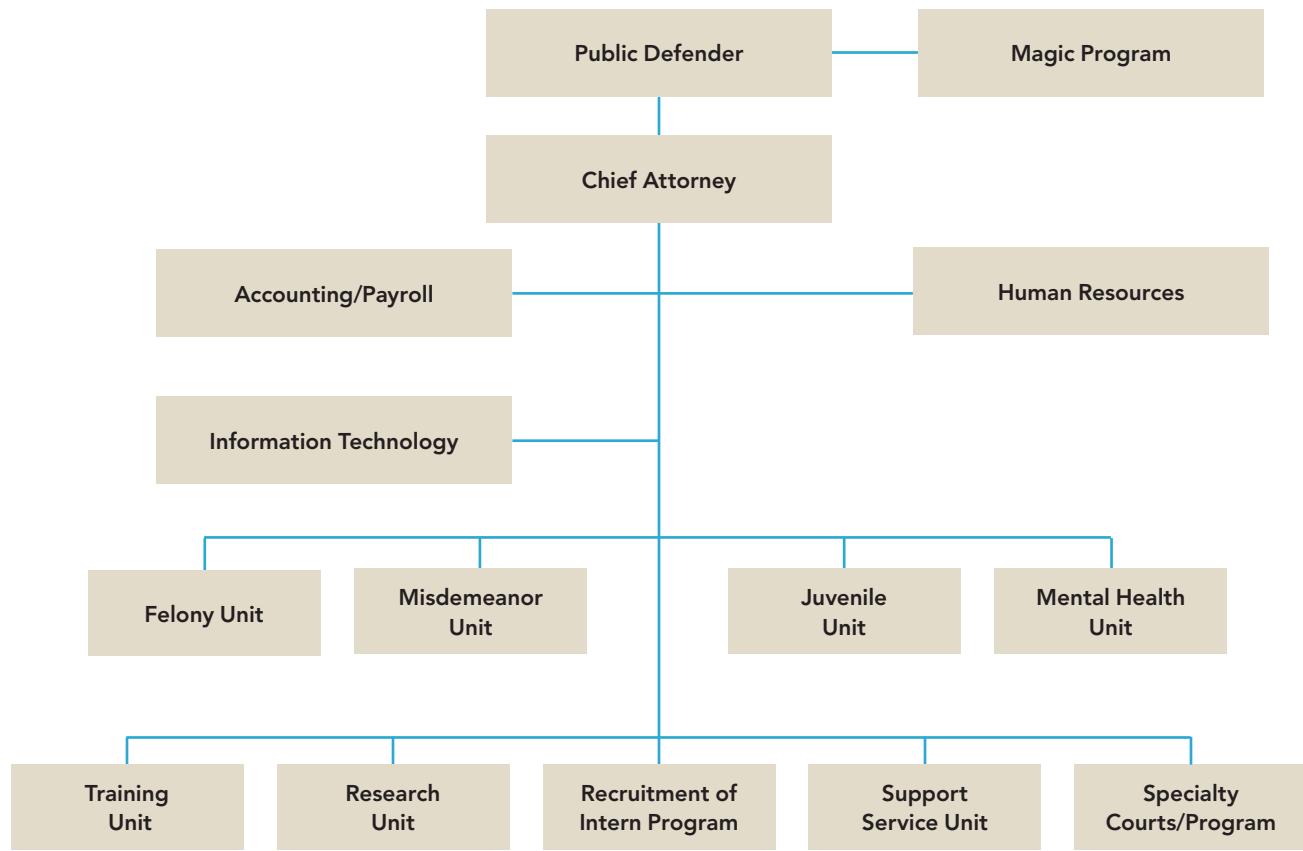
The Legal Educational Advocacy Program (LEAP) works with youth in the juvenile justice system. The ultimate goal of LEAP is to keep youth in schools.

FY 2014-15 DEPARTMENT USES OF FUNDS



The Department expends 92 percent of its budget on salary and fringe benefits costs.

PUBLIC DEFENDER



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	161.56	160.04	161.24	1.20	162.41	1.17
Non-operating Positions (cap/other)	(3.69)	(3.54)	(3.77)	(0.23)	(4.00)	(0.23)
Net Operating Positions	157.87	156.50	157.47	0.97	158.41	0.94
SOURCES						
Intergovernmental Revenue - Federal	346,200	96,637	103,081	6,444	104,987	1,906
Intergovernmental Revenue - State	109,515	151,000	170,000	19,000	270,000	100,000
Other Revenues	74,651	0	0	0	0	0
Expenditure Recovery	143,595	100,000	200,000	100,000	200,000	0
Use of / (Deposit to) Fund Balance	(4,074)	0	0	0	0	0
General Fund Support	27,228,892	28,472,068	29,980,740	1,508,672	30,352,674	371,934
Sources Total	27,898,779	28,819,705	30,453,821	1,634,116	30,927,661	473,840
USES - OPERATING EXPENDITURES						
Salaries & Wages	18,812,969	19,027,288	20,081,790	1,054,502	20,925,358	843,568
Fringe Benefits	6,727,534	7,455,014	7,772,098	317,084	7,454,479	(317,619)
Professional & Contractual Services	1,037,989	913,070	974,410	61,340	974,410	0
Materials & Supplies	96,950	141,809	241,809	100,000	141,809	(100,000)
Equipment	0	36,331	120,063	83,732	164,155	44,092
Services of Other Departments	1,223,337	1,246,193	1,263,651	17,458	1,267,450	3,799
Uses - Operating Expenditures Total	27,898,779	28,819,705	30,453,821	1,634,116	30,927,661	473,840
USES BY PROGRAM RECAP						
Criminal And Special Defense	27,473,898	28,723,068	30,350,740	1,627,672	30,822,674	471,934
Grant Services	416,777	96,637	103,081	6,444	104,987	1,906
Public Defender Work Order	8,104	0	0	0	0	0
Uses by Program Recap Total	27,898,779	28,819,705	30,453,821	1,634,116	30,927,661	473,840

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
CRIMINAL AND SPECIAL DEFENSE					
Represent defendants effectively					
Number of felony matters handled	8,857	8,433	10,783	8,433	9,820
Number of misdemeanor matters handled	4,635	4,269	6,733	3,625	5,684
Number of mental health clients represented	3,457	3,000	3,000	3,000	3,000
Number of juvenile matters handled	4,460	4,600	4,496	4,600	4,525
Provide expungement services					
Number of applicants/individuals receiving legal consultation and referrals via drop in services and telephone conferences	4,975	4,758	5,800	4,800	5,800
Number of motions filed on behalf of the clients under Clean Slate	1,145	720	720	720	900
Provide alternatives to incarceration					
Number of new participants in Drug Court	159	150	150	150	150
Number of carryover participants in Drug Court	146	200	120	120	120
Provide Re-entry Services to Clients					
Number of clients evaluated for referral to services	316	300	300	300	300
Number of clients referred to services	212	200	200	200	200

PUBLIC HEALTH

The mission of the Department of Public Health (DPH) is to protect and promote the health of all San Franciscans.

SERVICES

The Department of Public Health provides services through the following divisions:

SAN FRANCISCO HEALTH NETWORK provides direct health services through:

San Francisco General Hospital (SFGH) is a licensed general acute care hospital owned and operated by the City and County of San Francisco. SFGH provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health, and rehabilitation services for adults and children. Additionally, SFGH is the designated trauma center for the 1.5 million residents of San Francisco and northern San Mateo County.

Laguna Honda Hospital (LHH) provides a full range of skilled nursing services to adult residents of San Francisco who are disabled or chronically ill, including specialized care for those with wounds, head trauma, stroke, spinal cord and orthopedic injuries, HIV/AIDS, and dementia.

Ambulatory Care includes primary care, HIV/AIDS health services, mental health and substance abuse treatment, housing and homelessness assistance, maternal and child healthcare and jail health services.

Transitions oversees client flow throughout the system of care, from acute hospitalization to outpatient settings

and housing. Transitions ensures that individual who are in need of additional support are placed at the appropriate levels of care and are provided the necessary care to ensure their recovery.

POPULATION HEALTH DIVISION (PHD) is responsible for protecting and improving health, and promoting health equity for all in San Francisco. This division addresses public health concerns, including consumer safety, health promotion and disease prevention, and the monitoring of threats to the public's health. Through PHD, the health department assesses and monitors the health status of San Francisco and implements traditional and innovative public health interventions.

The division consists of eleven integrated branches: Environmental Health Protection and Sustainability; Community Health Equity and Promotion; Disease Prevention and Control; Emergency Medical Services; Public Health Preparedness and Response; Public Health Accreditation and Quality Improvement; Applied Research, Community Health Epidemiology, and Surveillance; Center for Innovation and Learning; Center for Public Health Research; Bridge HIV (HIV research); and the Operations, Finance, and Grants Management Branch.

For more information, call 311 or visit www.sfdph.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	1,706,307,690	1,908,611,827	1,981,992,009	73,380,182	1,972,808,738	(9,183,271)
Total FTE	5,800	6,126	6,276	150	6,427	151

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$1,981.9 million for the Department of Public Health is \$73.3 million, or 3.8 percent, higher than the FY 2013-14 budget of \$1,908.6 million. A significant portion of this increase is to prepare for the opening of the new San Francisco General Hospital, including the purchase of furniture, fixtures, and equipment, as well as transition planning costs. The budget also includes investments in primary care clinics and IT to make San Francisco's health delivery network ready to implement the Affordable Care Act.

The FY 2015-16 proposed budget of \$1,972.8 million for the Department of Public Health is \$9.1 million, or 0.5 percent, lower than the FY 2014-15 budget. A significant portion of this decrease is due to the expiration of one-time funding for furniture, fixtures, and equipment for the new San Francisco General Hospital.

Implementing Health Care Reform

The primary goal of DPH's proposed budget for FY 2014-15 and 2015-16 is to enable implementation of the strategic plans the department has developed in preparation for the Affordable Care Act (ACA). These planning efforts have spanned three years and involved a very significant investment of time and resources from across the department. Following the Integrated Delivery System Plan, the Health Commission's five-year financial planning effort, Information Technology Assessment and Strategic Plan, and the Health Reform Readiness Project in collaboration with the City Controller's Office, DPH has a clear roadmap for the concrete actions needed to maintain population health, excellent patient care, and financial stability under the ACA.

Ensuring a Seamless System of Care

In October 2013, DPH launched the San Francisco Health Network (SFHN), an integrated delivery system to provide direct health services to thousands of residents of San Francisco, many of whom are socially and medically vulnerable. Unlike many other health care systems, public or private, this new network contains a unique array of crucial services to build a seamless system of care including patient-centered medical homes, outpatient specialties and diagnostics, inpatient acute service, long-term care (both community-based and institutional) and comprehensive behavioral health services. SFHN organizes these services into an integrated and coordinated service delivery system.

Improving Primary Care Access & Services

In order to become a provider of choice, DPH is investing in several initiatives to increase access to care and improve outcomes for its patients, including:

Expanding Services

To meet health care reform's minimum essential benefits, DPH is expanding access to primary care, dental and mental health services. The department will expand dental service at four primary care centers, expand its evening and weekend clinic hours in two locations, and provide non-specialty mental health services to eligible patients. To further strengthen DPH's primary care system, the Department is increasing the number of clinic directors to provide well-coordinated, accessible, and culturally competent service.

Creating a Centralized Call Center

To increase patient access to primary care, DPH will develop and implement a centralized call center to manage appointment scheduling and general inquiries for all DPH primary care clinics, including clinics at the San Francisco General campus. The call center will enable a patient to make an appointment at any clinic across DPH's system of primary care, reducing the time it takes to schedule an appointment.

Rebuilding San Francisco General Hospital

The new San Francisco General Hospital is scheduled to open in December 2015. All acute care services will be relocated to the new facility and all non-acute services will remain in the current building. To transition patients, staff, and services to this new facility, DPH will make several significant investments: \$56 million for furniture, fixtures and equipment; \$26.5 million for transition planning; and \$26.8 million (annualizing to \$32.3 million) of supplemental operating costs.

In addition to an expanded and more technologically advanced physical plant, the new hospital increases services in the Emergency Department, Perioperative and Ancillary Services, as well as reconfigures inpatient beds to decrease wait times, and increase access to services.

Strengthening IT Infrastructure

DPH is making significant internal investments, including major updates to the Department's aging IT systems and security. The budget also invests in telehealth programs, which will improve patient access to specialty care and language services. The Department will also focus on improved IT integration through a team of clinical informaticists to help staff adapt quickly to new technology and minimize productivity losses during the continued implementation of electronic medical records.

Restoring Funding to Community Based Organizations

In the FY 2013-14 and 2014-15 budget cycle, the Department initiated a reduction to its contracts with community-based organizations through its request for proposal (RFP) process. The reductions totaled \$8.8 million in FY 2014-15 and \$17.6 million in FY 2015-16. Due to the City's improved revenue outlook, the Mayor's Proposed Budget will restore \$8.8 million to the Department's professional services budget in FY 2014-15. The Department will continue its RFP process to align contracts with key strategic goals.

Backfilling Federal Cuts to HIV/AIDS Programs

In FY 2013-14, the Department experienced significant federal Ryan White Act and Centers For Disease Control (CDC) funding reductions for HIV services. The Mayor's Proposed Budget backfills this cut with a restoration of \$3 million in HIV Health Services and HIV Prevention programs.

Expanding the Homeless Outreach Team

The Mayor's Proposed Budget includes a \$3 million annual increase to the Homeless Outreach Team (HOT), a program which engages chronic homeless individuals into services to get them off the streets and into stabilized situations. This initiative will enhance the configuration of the teams and provide better engagement with its

clients. In addition, DPH will add a new street medicine component to this program that will allow HOT to provide critically needed medical services on the streets and increase the ability to reach homeless people in affected neighborhoods. These enhancements will allow SFHOT to provide targeted outreach and support in partnership with neighborhood organizations and community agencies to improve the ability to address homelessness throughout the City.

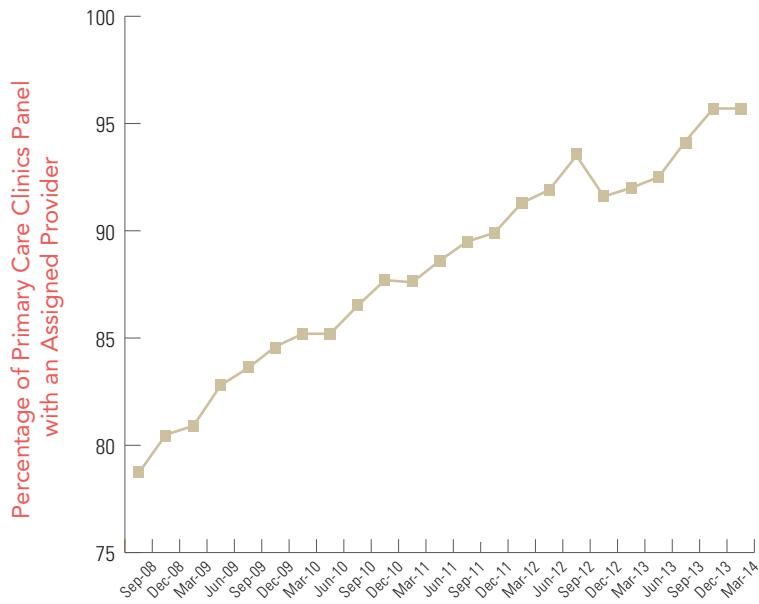
Improving Security at San Francisco General Hospital (SFGH)

The Mayor's Proposed Budget funds recommendations of the University of California at San Francisco's (UCSF) independent review of the SFGH security program, which was requested by the Mayor and performed by UCSF Medical Center. Improvements will include strengthening the infrastructure to support outstanding security, such as appointing a Department-wide Security Manager, providing additional space for a comprehensive Security Operations Center and investing in security equipment and technology. In addition, there are several recommendations regarding security operations, which are carried out by the San Francisco Sheriff's Department on DPH sites throughout the City, including adjusting the security staffing model, developing performance metrics, and improving communication among the Sheriff's Department, DPH, and hospital leadership.

Increasing Engagement in Mental Health

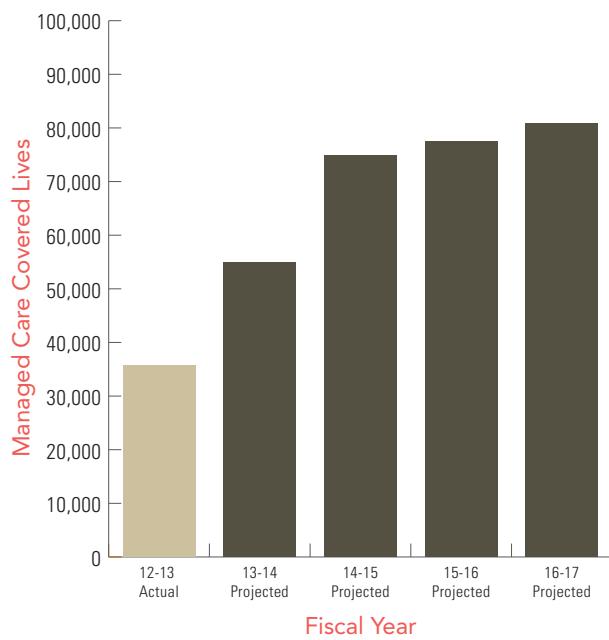
In spring of 2014, Mayor Lee tasked DPH with convening a community process to determine how to engage and maintain adults who have a serious mental illness in appropriate behavioral health treatment. The CARE Taskforce, named after its primary areas of focus (Contact, Access Recover Ensure Success), recommended expanding opportunities for family involvement in treatment, education, and support. To meet these recommendations, the Department will add peer outreach counselors, a family specialist, and additional case managers. These costs are funded by increases in Mental Health Services Act (MHSA) revenue.

LINKING PATIENTS WITH PRIMARY CARE PROVIDERS AT DEPARTMENT OF PUBLIC HEALTH CLINICS



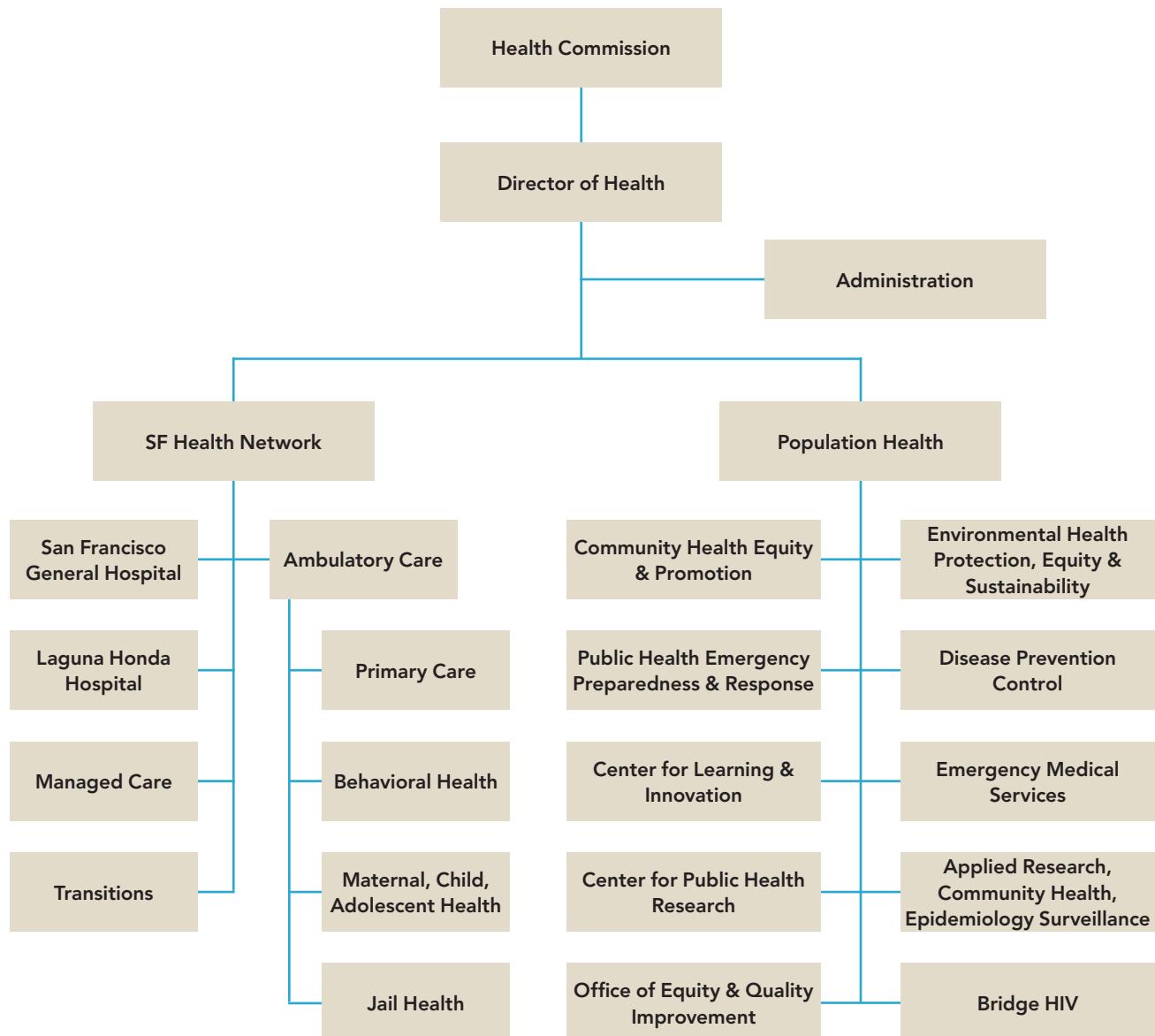
Through the implementation of the care team model to increase provider productivity and expansion of clinic hours, the Department of Public Health has successfully increased the percentage of primary care center panels with an assigned provider.

MANAGED CARE COVERED LIVES, PROJECTED MONTHLY AVERAGE



The Department of Public Health projects that the San Francisco Health Network will increase the number of managed care covered lives entering its health delivery system over the next two years. To accommodate this growth, the Department is focused on improving its primary care system.

PUBLIC HEALTH



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	5,866.52	6,194.80	6,374.48	179.68	6,494.18	119.70
Non-operating Positions (cap/other)	(66.30)	(68.89)	(98.38)	(29.49)	(66.84)	31.54
Net Operating Positions	5,800.22	6,125.91	6,276.10	150.19	6,427.34	151.24
SOURCES						
Licenses & Fines	10,264,833	9,730,725	10,350,378	619,653	10,350,378	0
Use of Money or Property	929,869	974,240	974,240	0	974,240	0
Intergovernmental Revenue - Federal	63,242,271	72,660,501	68,423,366	(4,237,135)	67,228,733	(1,194,633)
Intergovernmental Revenue - State	294,871,789	338,847,801	283,053,770	(55,794,031)	287,842,992	4,789,222
Intergovernmental Revenue - Other	140,241	(70,598)	0	70,598	0	0
Charges for Services	865,221,921	825,632,021	907,419,939	81,787,918	908,785,020	1,365,081
Other Revenues	18,529,213	35,612,236	63,442,489	27,830,253	26,411,127	(37,031,362)
Transfers In	212,527,335	243,065,108	182,311,914	(60,753,194)	165,625,138	(16,686,776)
Expenditure Recovery	27,964,926	33,445,534	32,020,485	(1,425,049)	31,822,271	(198,214)
Transfer Adjustments-Sources	(200,758,640)	(240,859,420)	(179,865,931)	60,993,489	(163,179,068)	16,686,863
Use of / (Deposit to) Fund Balance	32,477,357	35,834,773	434,161	(35,400,612)	3,341,289	2,907,128
General Fund Support	380,896,575	553,738,906	613,427,198	59,688,292	633,606,618	20,179,420
Sources Total	1,706,307,690	1,908,611,827	1,981,992,009	73,380,182	1,972,808,738	(9,183,271)
USES - OPERATING EXPENDITURES						
Salaries & Wages	591,447,079	623,077,901	659,043,981	35,966,080	694,558,509	35,514,528
Fringe Benefits	240,970,573	271,491,187	291,044,335	19,553,148	286,669,499	(4,374,836)
Overhead	1,595,757	1,590,657	1,724,211	133,554	1,745,041	20,830
Professional & Contractual Services	654,933,001	793,545,391	784,672,067	(8,873,324)	740,219,640	(44,452,427)
Aid Assistance / Grants	2,375,846	25,000	25,000	0	25,000	0
Materials & Supplies	101,160,361	107,779,826	112,717,717	4,937,891	116,707,526	3,989,809
Equipment	3,570,882	2,960,279	3,877,785	917,506	9,862,317	5,984,532
Debt Service	2,639,626	15,825,585	18,305,412	2,479,827	18,301,997	(3,415)
Services of Other Departments	76,113,704	83,829,797	94,852,935	11,023,138	95,513,937	661,002
Transfers Out	216,521,824	240,859,420	182,209,497	(58,649,923)	168,397,900	(13,811,597)
Transfer Adjustments-Uses	(200,758,640)	(240,859,420)	(179,865,931)	60,993,489	(163,179,068)	16,686,863
Uses - Operating Expenditures Total	1,690,570,013	1,900,125,623	1,968,607,009	68,481,386	1,968,822,298	215,289
USES - PROJECT EXPENDITURES						
Facilities Maintenance	1,373,435	3,836,204	2,770,000	(1,066,204)	2,911,440	141,440
Capital Renewal	0	2,375,000	1,465,000	(910,000)	675,000	(790,000)
Capital Projects	14,364,242	2,275,000	9,150,000	6,875,000	400,000	(8,750,000)
Uses - Project Expenditures Total	15,737,677	8,486,204	13,385,000	4,898,796	3,986,440	(9,398,560)
USES BY PROGRAM RECAP						
Central Administration	152,926,594	205,719,612	50,424,109	(156,295,503)	47,912,189	(2,511,920)
Children's Baseline	40,514,296	50,302,199	53,475,710	3,173,511	53,632,287	156,577
Comm Hlth - Comm Support - Housing	29,332,922	30,017,815	35,179,352	5,161,537	35,565,120	385,768
Comm Hlth - Prev - Maternal & Child Hlth	21,900,222	28,168,874	30,544,920	2,376,046	30,863,776	318,856
Comm Hlth - Prevention - Aids	51,643,561	60,731,984	59,363,328	(1,368,656)	59,400,404	37,076
Comm Hlth - Prevention - Disease Control	19,279,454	20,339,825	21,703,107	1,363,282	21,935,603	232,496
Comm Hlth - Prevention - Hlth Education	5,744,290	7,764,655	6,999,168	(765,487)	7,023,691	24,523
Emergency Services Agency	1,808,808	1,228,050	1,250,119	22,069	1,250,108	(11)
Environmental Health Services	21,940,692	19,883,505	21,142,558	1,259,053	21,192,228	49,670
Forensics - Ambulatory Care	30,061,615	29,511,187	30,912,074	1,400,887	31,212,537	300,463
Health At Home	7,011,707	6,603,240	7,196,276	593,036	7,297,274	100,998
Laguna Honda - Long Term Care	211,991,620	220,154,364	239,238,036	19,083,672	244,823,863	5,585,827
Laguna Honda - Non Lhh Program Expenses	0	0	1,491,130	1,491,130	1,231,062	(260,068)
Laguna Honda Hosp - Acute Care	2,392,839	3,755,942	3,884,030	128,088	3,926,631	42,601
Laguna Honda Hosp - Comm Support Care	0	0	2	2	1	(1)
Mental Health - Acute Care	3,156,203	3,462,797	3,462,797	0	3,462,797	0
Mental Health - Children's Program	35,307,639	38,747,491	44,706,856	5,959,365	45,058,475	351,619
Mental Health - Community Care	161,423,878	171,394,868	175,715,173	4,320,305	167,162,966	(8,552,207)
Mental Health - Long Term Care	37,397,620	28,901,228	31,436,610	2,535,382	31,469,361	32,751

TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Primary Care - Ambu Care - Health Cntrs	64,807,079	73,410,026	77,976,669	4,566,643	81,136,248	3,159,579
SFGH - Acute Care - Forensics	2,311,152	3,056,502	3,189,923	133,421	3,232,258	42,335
SFGH - Acute Care - Hospital	578,645,063	701,267,249	714,061,042	12,793,793	697,326,047	(16,734,995)
SFGH - Acute Care - Psychiatry	32,389,891	25,794,682	25,908,346	113,664	26,077,786	169,440
SFGH - Ambu Care - Adult Med Hlth Cntr	41,283,047	38,097,241	40,398,462	2,301,221	40,835,624	437,162
SFGH - Ambu Care - Methadone Clinic	2,590,777	2,809,528	2,708,507	(101,021)	2,742,681	34,174
SFGH - Ambu Care - Occupational Health	3,100,373	3,555,890	4,274,350	718,460	4,317,291	42,941
SFGH - Emergency - Emergency	34,576,425	33,457,049	36,768,457	3,311,408	41,640,904	4,872,447
SFGH - Emergency - Psychiatric Services	7,566,095	7,736,875	7,978,799	241,924	8,045,947	67,148
SFGH - Long Term Care - Rf Psychiatry	15,369,520	13,388,697	11,901,526	(1,487,171)	12,034,571	133,045
Sfn-Managed Care	23,931,448	5,358,623	167,549,779	162,191,156	168,311,355	761,576
Substance Abuse - Community Care	63,367,097	69,806,554	68,759,923	(1,046,631)	70,276,858	1,516,935
Transitions	2,535,763	3,185,275	2,390,871	(794,404)	2,410,795	19,924
Uses by Program Recap Total	1,706,307,690	1,908,611,827	1,981,992,009	73,380,182	1,972,808,738	(9,183,271)

PERFORMANCE MEASURES

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Target	Projected	Target	Target
COMM HLTH - COMM SUPPORT - HOUSING					
Increase the number of supportive housing units					
Number of bed slots in housing programs	2,629	2,803	2,803	2,803	2,803
Number of unduplicated clients served in supportive housing	1,290	1,359	1,290	1,359	1,359
Increase attention to social and economic factors that affect health status					
Number of unduplicated clients served by housing and housing-related programs	4,189	3,935	3,935	3,935	3,935
COMM HLTH - PREV - MATERNAL & CHILD HLTH					
Increase the number of breastfed infants in the Women, Infants and Children (WIC) program					
Percentage of breastfed infants participating in the WIC program per month	62%	67%	65%	65%	65%
COMM HLTH - PREVENTION - AIDS					
Strengthen primary and secondary prevention activities					
Percentage of clients testing HIV+ who are successfully linked to medical care	77%	75%	75%	75%	75%
COMM HLTH - PREVENTION - BEHM					
Protect and respond to the environmental health of San Francisco residents					
Number of complaint investigations performed by the public services program	4,276	4,100	5,114	5,114	5,625
COMM HLTH - PREVENTION - HLTH EDUCATION					
Decrease injury and disease among San Francisco residents					
Number of children who receive dental screening, fluoride varnish, education or sealant	7,351	4,500	4,000	4,000	4,000
FORENSICS - AMBULATORY CARE					
Provide continuity of care for recipients of DPH services					
Number of jail health screenings	16,566	17,000	17,000	16,000	16,000
LAGUNA HONDA - LONG TERM CARE					
Improve health outcomes among San Francisco residents					
Percentage of new admissions to LHH who are homeless	4%	8%	8%	8%	8%
Cost per patient per day at Laguna Honda Hospital	n/a	\$876	n/a	\$920	n/a
MENTAL HEALTH - CHILDREN'S PROGRAM					
Increase the number of high-risk children served in mental health treatment settings					
San Francisco residents under 19 years of age receiving services provided by Children's Mental Health Services	4,925	5,000	5,000	5,000	5,000
MENTAL HEALTH - COMMUNITY CARE					
Provide clinical services to target populations					
Number of unique mental health clients in treatment	25,720	25,000	25,000	25,000	25,000
Percentage of new mental health clients who are homeless	3%	20%	20%	25%	30%
PRIMARY CARE - AMBU CARE - HEALTH CNTRS					
Provide clinical services to target populations					
Percentage of patients who are uninsured	45%	41%	40%	41%	41%
Percentage of patients who are homeless	10%	11%	10%	10%	10%
Percentage of outpatient visits by uninsured patients	36%	36%	36%	36%	36%
Percentage of outpatient visits by homeless patients	12%	12%	12%	12%	12%
Number of Healthy San Francisco participants	51,161	43,000	28,000	40,000	19,000

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target

SFGH - ACUTE CARE - HOSPITAL

Provide clinical services to target populations

Number of hospital medical/surgical inpatient days at SFGH	76,174	80,000	75,000	75,000	75,000
Uninsured medical/surgical inpatient days as a percentage of total medical/surgical inpatient days	19%	21%	21%	21%	21%
Homeless outpatient visits as a percentage of total visits	6%	6%	6%	6%	6%

Decrease rate of ambulance diversions

Percentage of time that San Francisco General Hospital's Emergency Department is unable to accept lower-priority emergency cases	34%	23%	40%	40%	40%
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SUBSTANCE ABUSE - COMMUNITY CARE

Provide substance abuse treatment services

Number of unique substance abuse clients in treatment	7,687	8,000	8,000	8,000	8,000
Percentage of homeless clients among substance abuse treatment admissions	18%	37%	44%	37%	50%

PUBLIC LIBRARY

The Public Library (LIB or “the Library”) is dedicated to free and equal access to information, knowledge, independent learning, and reading for our community. The Library consists of the Main Library at Civic Center, 27 branch libraries spread out across the City, mobile libraries that travel around the City, and the public website. In addition to the Library’s collection of 3.4 million items in various formats and over 50 languages, the Library offers the public access to computers, various technologies, and educational, literary, and recreational programming.

SERVICES

The Public Library provides services through the following strategic areas:

LITERACY AND LEARNING initiatives provide robust collections, resources, services, and programs that support reading and address the changing literacy and learning needs of the 21st century.

DIGITAL STRATEGIES ensure equitable access to public technology and resources.

YOUTH ENGAGEMENT supports the City’s youth with a myriad of programs and services including early literacy, the summer reading program, homework help

services, test preparation programs, outreach to schools, and expanded teen services on technology and media literacies.

STRATEGIC PARTNERSHIPS leverage the Library’s resources to strengthen the services and programs offered and to help the Library reach a larger audience.

DIVERSE PROGRAMMING promotes the Library as a key center for literary arts and a provider of accessible services, fosters community engagement, and serves as a place where all San Franciscans feel welcome.

For more information, call (415) 557-4400 or 311; or visit www.sfpl.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	96,350,609	100,531,375	109,901,984	9,370,609	112,391,703	2,489,719
Total FTE	640	652	663	11	665	2

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$109.9 million for the Library is \$9.4 million, or 9.3 percent, higher than the FY 2013-14 budget of \$100.5 million. A significant portion of this increase is due to increases in salary and fringe benefits costs, including seven new staff for custodial, grounds patrol and IT services. In addition, the FY 2014-15 budget includes a \$1.0 million increase to the collections budget and \$1.7 million enhancement for new facility rental costs, which will be offset by new rental revenue.

The FY 2015-16 proposed budget of \$112.4 million for the Library is \$2.5 million, or 2.3 percent, higher than the FY 2014-15 proposed budget of \$109.9 million. A significant portion of this increase is due to increases in the Department's set-aside and baseline revenues. The Department is appropriating additional funds to cover increases in salary and fringe benefits costs as well as an increase of \$0.9 million to the Collections budget, and depositing funds into the Library Preservation Fund to replenish reserves that were appropriated in FY 2013-14 to complete the Teen Digital Media Lab.

Safe and Welcoming Facilities

The Library's proposed budget reflects its commitment to providing safe and welcoming facilities by continuing to invest in post-occupancy facility improvements, and to enhancing the Library's custodial and grounds patrol services. Other investments toward ensuring safe and welcoming facilities includes the Library's partnership with the Department of Public Health, which connects Main Library patrons with social services and housing resources; beginning in FY 2014-15, the Library will expand those outreach services to the branches.

In FY 2014-15, the Library anticipates leasing a new facility that will allow it to consolidate support services, delivery services and bookmobile services in one location. The costs of leasing the facility will be offset by leasing out the Library's current support services facility.

Strong Library Collections

The proposed FY 2014-15 and 2015-16 budgets continue to invest in strong library collections, which represent approximately 11 percent of the operating budget. Print books remain the primary material format, but the library is expanding its investments in eResources, including eBooks, eMusic, eVideo, databases, and eLearning. Other investments include youth materials, materials in international languages, and periodicals. The FY 2014-15 collection budget increased by 9.7 percent over the FY 2013-14 budget; in FY 2015-16, it will increase an additional 7.4 percent.

Expanding Free and Low-Cost Educational Opportunities

In addition to its strong collection in multiple formats and languages, the Library provides free educational and recreational programming to residents of all ages. Every month, the Library hosts over 400 story-times and events for children and their caregivers; specialized programming and events for teens; and over 100 literary, workforce development, and recreational classes for adults. The Library also offers a Family Pass, enabling families to visit 24 local museums and attractions for free.

Beginning in FY 2014-15 the Library will offer scholarships for patrons 18 years-old and older to earn an accredited high-school diploma and a career certificate through Career On-line High School, the only program of its kind. Diploma completion requirements are combined with coursework for a career track for each student. By piloting this program, the library is bolstering its Family and Education Zone goals while also expanding its role to include workforce development and helping to reach people who have not succeeded in traditional educational settings.

The City's continued investment in a strong library system ensures that San Franciscans not only have equal access to information, but free and low-cost educational opportunities that make San Francisco a more affordable place to live.

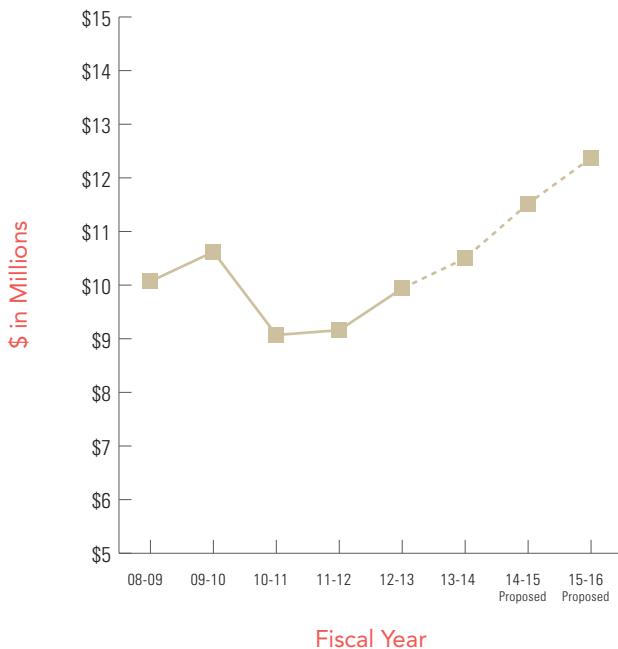
Opening a New Teen Digital Media Lab

In FY 2011-12, the Department received a \$100,000 grant from the Institute of Museum and Library Sciences to design a Teen Digital Media Lab that will support the attainment of multiple literacies in technology, media, environment and health, reading and civic engagement. Youth worked closely with Library and Department of Public Works staff to design the new Teen Digital Media Lab, which will act as a hub for youth media education and literacy development. The Lab is fully funded from the Library Preservation Fund and will open in spring 2015. The proposed budget includes operating funds for the new Lab, including staffing and a media content management system for the new interactive wall.

Embracing Innovation

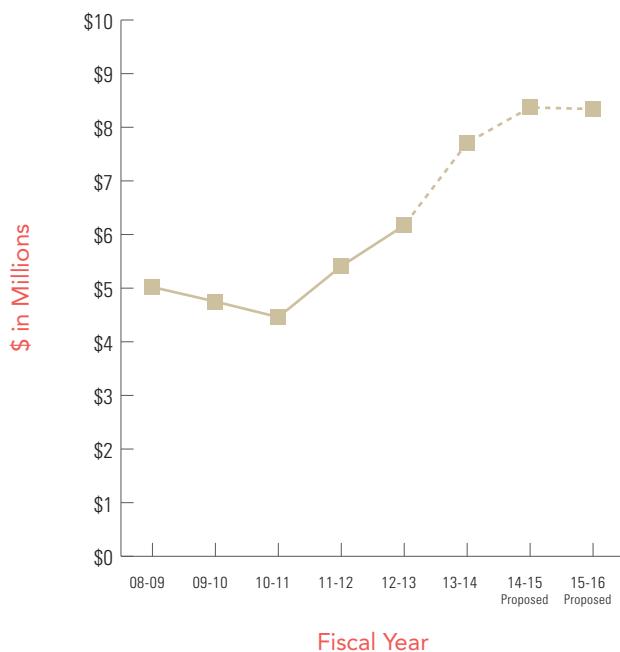
Over the next two fiscal years, the Library will expand its eResource lending kiosk program to increase the public's access to technology, providing easier circulation of laptops for the public and making available electronic tablets for reading. Other technology investments include upgrading the Library's assistive technology computer workstations, improving the Main Library's public conference rooms' audio-visual equipment and updating the Library's public website.

COLLECTION BUDGET



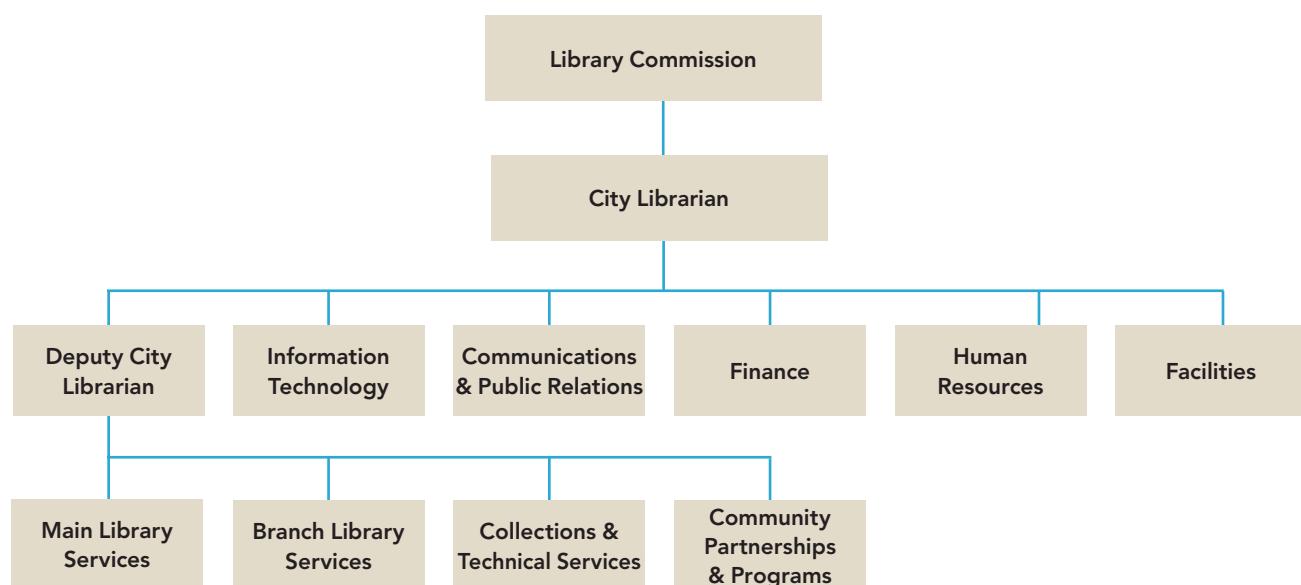
The San Francisco Public library has increased its investment in its books and media collection since FY 2010-11. The Library's collection budget represents between 10 to 13 percent of its operating budget.

INFORMATION TECHNOLOGY BUDGET



To keep up with technological changes, the San Francisco Public Library has increased its investment in information technology since FY 2010-11.

PUBLIC LIBRARY



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	640.48	652.22	662.77	10.55	665.10	2.33
Net Operating Positions	640.48	652.22	662.77	10.55	665.10	2.33
SOURCES						
Local Taxes	38,405,903	39,956,000	43,020,000	3,064,000	45,255,000	2,235,000
Use of Money or Property	523,180	646,688	1,906,688	1,260,000	2,377,088	470,400
Intergovernmental Revenue - Federal	79,553	0	0	0	0	0
Intergovernmental Revenue - State	219,636	215,000	220,000	5,000	220,000	0
Charges for Services	830,666	855,800	750,800	(105,000)	750,800	0
Other Revenues	1,754,314	160,133	1,179,300	1,019,167	27,000	(1,152,300)
Transfers In	570,000	2,050,997	2,100,000	49,003	925,000	(1,175,000)
Expenditure Recovery	55,222	58,560	61,020	2,460	61,815	795
Transfer Adjustments-Sources	0	(2,050,997)	(2,100,000)	(49,003)	(925,000)	1,175,000
Use of / (Deposit to) Fund Balance	(1,405,388)	949,194	1,134,176	184,982	0	(1,134,176)
General Fund Support	55,317,523	57,690,000	61,630,000	3,940,000	63,700,000	2,070,000
Sources Total	96,350,609	100,531,375	109,901,984	9,370,609	112,391,703	2,489,719
USES - OPERATING EXPENDITURES						
Salaries & Wages	43,240,622	45,276,998	48,340,099	3,063,101	50,184,905	1,844,806
Fringe Benefits	23,230,912	25,941,362	27,349,213	1,407,851	26,738,841	(610,372)
Overhead	0	0	9,754	9,754	9,754	0
Professional & Contractual Services	5,518,236	7,071,843	8,601,730	1,529,887	8,779,806	178,076
Materials & Supplies	11,383,725	12,665,992	15,424,828	2,758,836	15,035,480	(389,348)
Equipment	288,060	601,501	523,869	(77,632)	424,041	(99,828)
Services of Other Departments	6,346,983	6,922,682	7,552,491	629,809	7,945,708	393,217
Transfers Out	3,310,000	2,050,997	2,100,000	49,003	925,000	(1,175,000)
Budgetary Reserves	0	0	0	0	2,348,168	2,348,168
Transfer Adjustments-Uses	0	(2,050,997)	(2,100,000)	(49,003)	(925,000)	1,175,000
Uses - Operating Expenditures Total	93,318,538	98,480,378	107,801,984	9,321,606	111,466,703	3,664,719
USES - PROJECT EXPENDITURES						
Capital Renewal	0	150,000	0	(150,000)	0	0
Capital Projects	3,032,071	1,900,997	2,100,000	199,003	925,000	(1,175,000)
Uses - Project Expenditures Total	3,032,071	2,050,997	2,100,000	49,003	925,000	(1,175,000)
USES BY PROGRAM RECAP						
Adult Services	404,781	400,000	400,000	0	400,000	0
Branch Program	23,579,686	21,047,341	21,289,239	241,898	20,407,840	(881,399)
Children's Baseline	8,093,860	8,926,363	11,292,150	2,365,787	11,559,922	267,772
Children's Services	1,067,200	1,289,182	7	(1,289,175)	(3)	(10)
Collection Technical Services	12,938,386	14,086,975	16,456,655	2,369,680	17,309,803	853,148
Community Partnerships And Programming	1,245,369	1,024,781	1,255,330	230,549	1,270,586	15,256
Facilities	11,753,925	15,127,215	18,185,003	3,057,788	17,452,991	(732,012)
Information Technology	6,080,889	7,712,214	8,320,107	607,893	8,440,810	120,703
Library Administration	14,349,097	13,255,115	13,960,105	704,990	16,568,999	2,608,894
Main Program	16,837,416	17,662,189	18,743,388	1,081,199	18,980,755	237,367
Uses by Program Recap Total	96,350,609	100,531,375	109,901,984	9,370,609	112,391,703	2,489,719

PERFORMANCE MEASURES

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Target	Projected	Target	Target
BRANCH PROGRAM					
Meet citizens' needs in quantity and availability of library collections at the branch libraries					
In-library use of materials at branch libraries	2,646,049	2,680,000	2,680,000	2,815,000	2,815,000
Provide hours of operation at the branch libraries that respond to user demand					
Weekly hours of operation in the branch libraries including Bookmobiles, Log Cabin Ranch and Juvenile Justice Center	1,321	1,334	1,334	1,356	1,356
Number of persons entering branch libraries including Bookmobiles, Log Cabin Ranch and Juvenile Justice Center	5,337,801	5,410,000	5,410,000	5,680,500	5,680,500
Ensure that all library facilities are safe, accessible and sustainable public spaces					
Percentage of branch libraries that are seismically upgraded, moved from leased to permanent spaces, and made ADA compliant	96%	96%	96%	100%	100%
CHILDREN & YOUTH SERVICES (CYS)					
Provide high quality programs for children and youth					
Number of programs provided	6,742	6,294	6,294	6,300	6,350
Number of children and youth attending programs	242,490	245,000	245,000	246,000	246,500
Support early literacy through "Every Child Ready to Read" (ECRR) program					
Number of caregiver/parent participants in ECRR trainings and workshops	937	950	600	950	950
COLLECTIONS & TECHNICAL SERVICES (CTS)					
Acquire, prepare and maintain library materials for public use					
Number of new physical collection materials made available to the public	372,945	380,000	350,000	350,000	300,000
Ensure access to materials and services for patrons who speak/read a language other than English					
Number of physical items in languages other than English added to the library's collection	63,068	60,000	60,000	60,000	60,000
Meet citizens' needs in quantity and availability of library collections					
Circulation of physical books and materials	10,604,636	10,300,000	10,250,000	10,000,000	10,000,000
Circulation of eBooks and eMedia	556,702	750,000	750,000	900,000	1,200,000
COMMUNICATIONS PROGRAMS & PARTNERSHIPS (CPP)					
Provide for and inform the public on high quality educational and cultural programs and services offered by the library					
Number of people attending adult programs	48,349	45,000	45,000	48,000	50,000
FACILITIES					
Ensure that all library facilities are safe, accessible and sustainable public spaces					
How patrons rate their sense of safety and personal security in the library on a scale of 1 to 10	8.7	8.2	7.6	7.7	7.8
Ensure that all library facilities are clean and well maintained					
How patrons rate the cleanliness and maintenance of library facilities on a scale of 1 to 10	8.2	8.2	7.8	8.0	8.0
INFORMATION TECHNOLOGY					
Meet patron needs for access to technology					
Number of website and catalog page views by mobile devices	8,333,729	5,000,000	7,000,000	7,250,000	7,250,000
Number of public computers available for use	924	950	950	970	970
Number of hours used by patrons at public computer terminals, including both reserved and walk-in use	525,671	528,000	660,000	660,000	675,000
Average number of wi-fi users per day at the Main Library	1,004	500	700	735	735
Average number of wi-fi users per day at branch libraries	2,785	1,350	1,800	1,890	1,890
MAIN PROGRAM					
Provide hours of operation at the Main Library that respond to user demand					
Number of persons entering the Main Library	2,084,098	2,000,000	2,000,000	2,100,000	2,125,000
SYSTEMWIDE					
Meet citizens' needs in quantity and availability of library collections					
Collection Expenditures per Number of Borrowers	\$21.87	\$23.65	\$22.22	\$25.79	\$27.94
Expenditures per Number of Visits	\$12.57	\$13.31	\$13.84	\$13.44	\$13.93

PUBLIC UTILITIES COMMISSION

The Public Utilities Commission (PUC) provides customers with high quality, efficient, and reliable water, power, and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted in their care.

SERVICES

The San Francisco Public Utilities Commission provides services through the following enterprises and bureaus:

WATER ENTERPRISE is responsible for collecting, treating, and distributing 222 million gallons of water per day to 2.6 million people in the Bay Area. Two unique features of the system stand out: the drinking water provided is among the purest in the world; and the system for delivering that water is almost entirely gravity-fed, requiring little to no fossil fuel consumption. Since 2010, the enterprise has also managed the City's Auxiliary Water Supply System for firefighting and disaster response.

WASTEWATER ENTERPRISE collects, transmits, treats, and discharges sanitary and stormwater flows generated within the City for the protection of public health and environmental safety. San Francisco is one of only two cities in California with a combined sewer system. The system offers significant environmental benefits because it captures and treats both stormwater and urban street runoff, in addition to sewage from homes and businesses.

This protects public health, the San Francisco Bay, and the Pacific Ocean.

HETCH HETCHY WATER AND POWER is comprised of the Power Enterprise and the upcountry operations of the Water Enterprise. This includes the collection and conveyance of approximately 85 percent of the City's water supply and the generation and transmission of electricity from that source. The Hetch Hetchy Power System is the clean energy backbone for the City and County of San Francisco, powering municipal facilities and the City's retail electricity customers. The City's diverse energy portfolio of hydroelectric, solar, and biogas generation has a zero greenhouse gas-emission profile.

SFPUC BUREAUS provide infrastructure planning as well as managerial and administrative support to the PUC.

For more information, call (415) 554-3155 or 311; or visit www.sfwater.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	729,997,675	873,552,638	933,563,909	60,011,271	998,737,922	65,174,013
Total FTE	1,620	1,621	1,640	19	1,645	5

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$933.6 million for the San Francisco Public Utilities Commission (PUC) is \$60.0 million, or 6.9 percent, higher than the FY 2013-14 approved budget of \$873.6 million. A significant portion of the increase is due to increases in debt service as a result of more spending on capital projects. Other changes include increases in salaries and fringe benefits costs.

The FY 2015-16 proposed budget of \$998.7 million is \$65.2 million or 7.0 percent higher than the FY 2014-15 budget of \$933.6 million. A significant portion of this increase is also due to higher investment in capital projects.

The proposed budget supports the PUC's strategic goals to provide high quality services, plan for the future, promote a green and sustainable City, engage the public, and invest in our communities. All PUC utilities operate 24/7, providing essential service utilities to meet its customers' water, power, and sewer service needs.

Solving the Power Enterprise Structural Budget Deficit

The Hetch Hetchy Water and Power Enterprise Fund faces a \$20.4 million increase in projected annual costs due to the expiration of an interconnection agreement for the transmission and distribution of electricity with the Pacific Gas & Electric Company (PG&E). The Department also faces a \$6.0 million increase in costs due to additional regulatory mandates created by the regional council governing power utilities. As a result of these new expenditures, subsidized power rates paid by city Departments will increase by one cent per kilowatt hour – equating to an additional \$4.2 million in revenue – in both FY 2014-15 and 2015-16.

Water and Wastewater Rates

To continue delivering reliable, high quality service, the PUC has proposed 4 years of water and wastewater

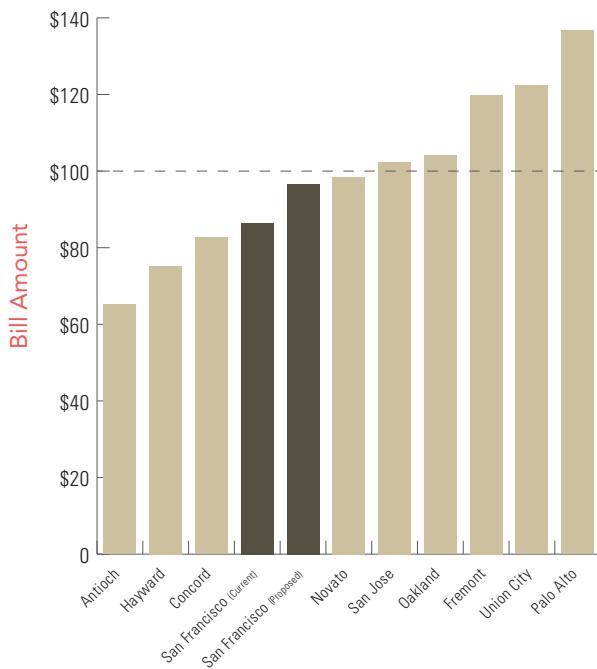
service rate increases beginning July 1, 2014. Ratepayer dollars have funded seismic improvement projects for Bay Area and San Francisco reservoirs, treatment plants, regional water pipelines, and in-City water and sewer pipelines. Rate increases are necessary to complete these major projects as well as to pay off the bonds secured to fund them. The proposed rate schedule represents an average annual increase of \$7 to \$10 per month for a single family residential household in San Francisco (about 8 to 9 percent per year). The PUC Community Assistance Program (CAP) offers a 15 percent discount on water bills and a 35 percent discount on sewer bills for qualified customers. For eligibility requirements and an application form, visit www.sfwater.org/communityassistance

Investments in Capital, Increasing Solar Power through GoSolarSF

The Department continues to make large investments in capital, totaling \$1.5 billion over the next two fiscal years. These investments include funding for water, wastewater, and power system improvements. Water projects include improvements to the local and regional water system such as pipeline replacement and repairs, structural and seismic upgrades, and facility improvements. Wastewater projects include treatment facility, sewer, and collection system improvements as well as storm water and flood control projects. Hetch Hetchy projects include funding for streetlight improvements, power reliability and replacement projects, and full funding of the GoSolarSF program.

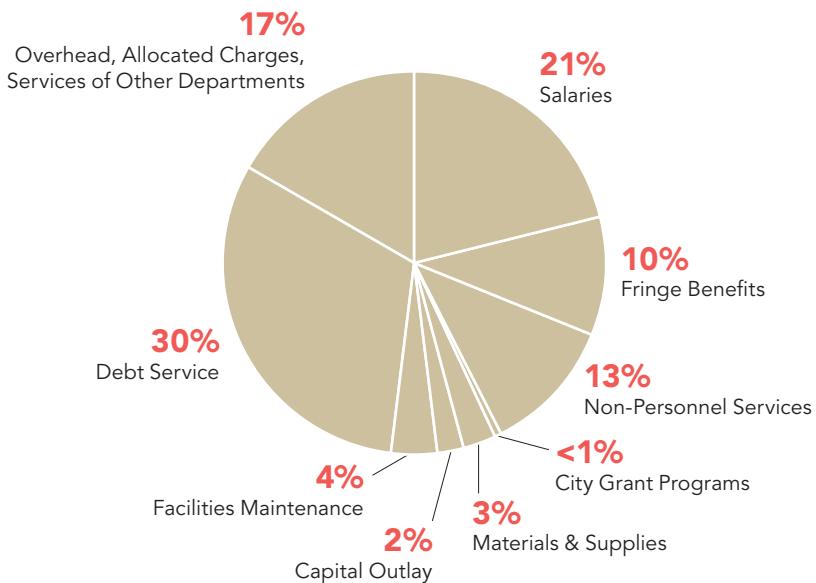
GoSolarSF is a City program that makes installing rooftop solar panels for residents, businesses, and non-profits in San Francisco more affordable. The program reduces participants' electricity bills while shrinking the City's carbon footprint. In the Mayor's Proposed Budget, \$5.0 million is allocated in both years for this program.

AVERAGE MONTHLY COMBINED WATER & SEWER BILL, SAN FRANCISCO BAY AREA



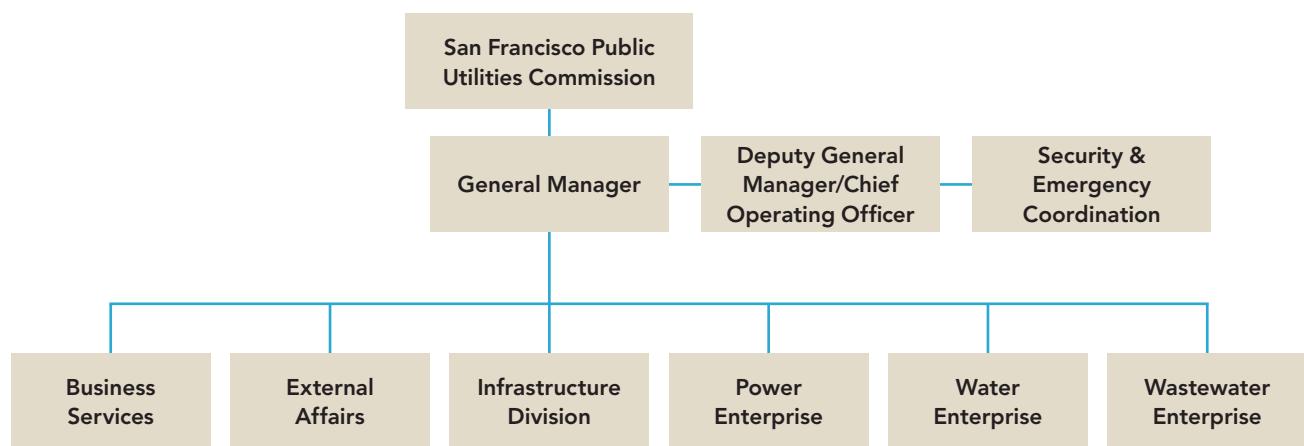
San Francisco's current and proposed water and sewer rates put monthly combined water and sewer bills for households below the average (~ \$100) for Bay Area municipalities.

DEPARTMENT USES BY EXPENDITURE TYPE, FY 2014-15



31 percent of the Department's expenditures go toward salaries and fringe benefits costs.

PUBLIC UTILITIES COMMISSION



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	2,225.07	2,225.77	2,267.47	41.70	2,282.74	15.27
Non-operating Positions (cap/other)	(605.50)	(604.50)	(627.82)	(23.32)	(637.58)	(9.76)
Net Operating Positions	1,619.57	1,621.27	1,639.65	18.38	1,645.16	5.51
SOURCES						
Licenses & Fines	6,750	0	0	0	0	0
Use of Money or Property	14,712,502	15,870,000	14,771,546	(1,098,454)	16,014,683	1,243,137
Charges for Services	942,123,761	673,701,641	718,267,114	44,565,473	794,100,908	75,833,794
Other Revenues	27,942,873	40,594,838	41,483,324	888,486	41,486,381	3,057
Transfers In	142,335,395	175,597,369	177,371,100	1,773,731	185,854,000	8,482,900
Expenditure Recovery	130,288,013	253,860,111	277,151,446	23,291,335	284,497,571	7,346,125
Transfer Adjustments-Sources	(252,812,404)	(326,542,583)	(340,041,848)	(13,499,265)	(349,497,746)	(9,455,898)
Use of / (Deposit to) Fund Balance	(274,599,215)	40,471,262	44,561,227	4,089,965	26,282,125	(18,279,102)
Sources Total	729,997,675	873,552,638	933,563,909	60,011,271	998,737,922	65,174,013
USES - OPERATING EXPENDITURES						
Salaries & Wages	170,562,812	201,040,753	212,276,341	11,235,588	220,479,442	8,203,101
Fringe Benefits	77,419,078	89,802,765	95,695,260	5,892,495	92,613,709	(3,081,551)
Overhead	4,265,300	557,951	0	(557,951)	0	0
Professional & Contractual Services	96,811,374	92,814,202	97,323,277	4,509,075	119,106,493	21,783,216
Aid Assistance / Grants	2,868,682	2,995,125	2,704,178	(290,947)	2,626,578	(77,600)
Materials & Supplies	27,442,133	28,216,152	28,988,132	771,980	30,034,634	1,046,502
Equipment	7,583,774	5,198,421	7,875,988	2,677,567	5,683,043	(2,192,945)
Debt Service	576,398	284,893,342	302,974,270	18,080,928	338,272,377	35,298,107
Services of Other Departments	160,317,975	164,339,506	173,589,052	9,249,546	173,598,194	9,142
Transfers Out	335,030,590	175,692,506	177,466,237	1,773,731	185,949,137	8,482,900
Budgetary Reserves	0	111,926,498	123,859,022	11,932,524	131,420,061	7,561,039
Transfer Adjustments-Uses	(252,812,404)	(326,542,583)	(340,041,848)	(13,499,265)	(349,497,746)	(9,455,898)
Uses - Operating Expenditures Total	630,065,712	830,934,638	882,709,909	51,775,271	950,285,922	67,576,013
USES - PROJECT EXPENDITURES						
Facilities Maintenance	2,337,075	33,602,000	39,756,000	6,154,000	37,789,000	(1,967,000)
Capital Renewal	0	6,016,000	9,098,000	3,082,000	8,663,000	(435,000)
Capital Projects	97,594,888	3,000,000	2,000,000	(1,000,000)	2,000,000	0
Uses - Project Expenditures Total	99,931,963	42,618,000	50,854,000	8,236,000	48,452,000	(2,402,000)
USES BY PROGRAM RECAP						
Administration	324,942,702	132,271,368	142,908,610	10,637,242	141,518,080	(1,390,530)
City Capital Projects	182,929	0	0	0	0	0
Customer Services	11,879,343	13,795,151	13,999,754	204,603	14,176,588	176,834
Debt Service	493,743	272,054,871	290,136,299	18,081,428	325,432,906	35,296,607
Engineering	73,829	0	208,398	208,398	(25,462)	(233,860)
Facilities Mgmt & Operations	348,047	0	0	0	0	0
Finance	9,608,165	11,120,890	11,360,144	239,254	11,306,318	(53,826)
General Management	(59,790,522)	(62,540,562)	(69,305,204)	(6,764,642)	(67,887,995)	1,417,209
Hetch Hetchy Capital Projects	24,733,170	47,723,652	31,463,100	(16,260,552)	32,334,000	870,900
Hetch Hetchy Power	6,586,259	0	0	0	0	0
Hetch Hetchy Project Operations	35,307	0	0	0	0	0
Hetch Hetchy Water Operations	17,827,583	55,922,493	67,274,365	11,351,872	66,094,538	(1,179,827)
Human Resources	9,139,007	10,450,022	11,654,812	1,204,790	11,654,032	(780)
Management Information	20,490,889	21,637,054	25,671,635	4,034,581	24,401,941	(1,269,694)
Operating Reserve	0	4,535,327	23,068,632	18,533,305	22,602,061	(466,571)
Power Infrastructure Development	9,228,364	20,295,346	54,059,003	33,763,657	75,262,093	21,203,090
Power Purchasing/ Scheduling	27,277,440	45,889,480	10,542,246	(35,347,234)	10,761,305	219,059
Power Utility Field Services	1,664,521	0	0	0	0	0
Power Utility Services	(89,384)	357,000	357,000	0	0	(357,000)
Strategic Planning/Compliance	8,744,997	12,782,488	14,317,595	1,535,107	14,305,568	(12,027)
Wastewater Capital Projects	67,636,616	37,000,000	39,000,000	2,000,000	41,000,000	2,000,000
Wastewater Collection	30,170,421	31,366,160	32,169,116	802,956	32,262,970	93,854

TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
Wastewater Disposal	3,356,346	0	0	0	0	0
Wastewater Operations	1,993,988	3,565,309	3,112,578	(452,731)	3,169,676	57,098
Wastewater Treatment	66,387,767	71,395,185	75,442,998	4,047,813	76,698,385	1,255,387
Water Capital Projects	16,536,382	25,772,600	34,392,000	8,619,400	43,592,000	9,200,000
Water Pumping	1,745,350	0	0	0	0	0
Water Source Of Supply	16,300,831	23,170,324	23,902,403	732,079	20,662,693	(3,239,710)
Water Transmission/ Distribution	73,424,542	51,709,956	53,600,271	1,890,315	54,274,883	674,612
Water Treatment	39,069,043	43,278,524	44,228,154	949,630	45,141,342	913,188
Uses by Program Recap Total	729,997,675	873,552,638	933,563,909	60,011,271	998,737,922	65,174,013

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
Environment					
Steward the Environment					
EN6.1b Total amount of water sold to San Francisco residential customers in gallons per capita per day (gpcd)	48.90	55.00	50.00	50.00	50.00
EN8.2 Percent of total water supplied by alternative sources to retail customers	3.40%	3.40%	3.14%	3.25%	3.25%
EN9.4 Percent sewage sludge (the residual, semi-solid material left from the sewage treatment process) going to beneficial reuse	100.00%	100.00%	100.00%	100.00%	100.00%
EN12.1b Average monthly electricity used per SFPUC street light (in kWh)	57.00	45.20	48.00	29.00	33.00
EN 12.2b Total electricity reduction achieved by customers (in MWh)	3,140.00	4,353.00	4,353.00	4,353.00	4,857.00
Governance					
Improve Governance					
SFPUC Cost per gallon of wastewater	\$0.0104	\$0.0109	\$0.0109	\$0.0116	\$0.0123
SFPUC Cost per gallon of water	\$0.0078	\$0.0084	\$0.0093	\$0.0102	\$0.0115
SFPUC Cost per Kilowatt hour of electricity	\$0.1093	\$0.0800	\$0.1570	\$0.1610	\$0.1643
GM1.2b Drinking water quality compliance rate (percent days in full compliance with drinking water standards)	100.00%	100.00%	100.00%	100.00%	100.00%
GM3.1b Percent completion within 60 days from Commission Award to Certification of components of construction contracts that are within SFPUC control	66.00%	70.00%	60.00%	60.00%	60.00%
IA5.3a Distribution system renewal and replacement rate for water mains (percent)	0.40%	1.00%	0.70%	1.00%	1.00%
IA5.3b System renewal and replacement rate for Wastewater (miles)	13.70	15.00	15.00	15.00	n/a

RECREATION AND PARKS

The Recreation and Park Department (RPD) strives to foster the well-being of San Francisco's diverse community by maintaining beautiful parks, preserving the environment, and providing enriching recreational activities. RPD maintains more than 200 parks, playgrounds, and open spaces, including Camp Mather, the Marina Yacht Harbor, Candlestick Park, six municipal golf courses, and other recreational facilities and urban forestry areas.

SERVICES

The Recreation and Park Department provides services through the following divisions:

RECREATION provides a broad range of recreation programming in four key areas – community services, cultural arts, sports and athletics, and leisure services – in 25 full-service recreation facilities and nine swimming pools across San Francisco.

GOLDEN GATE PARK manages park maintenance, the Japanese Tea Garden, Kezar Stadium, the Botanical Garden, and the Conservatory of Flowers.

PARKS maintains the City's neighborhood and regional parks, natural areas and open spaces, and also manages turf maintenance, golf courses, and Candlestick Park.

STRUCTURAL MAINTENANCE conducts preventive maintenance and completes small capital projects throughout the Recreation and Parks system.

For more information, call (415) 831-2700 or 311; or visit www.sfrcpark.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	145,512,270	160,938,278	159,330,311	(1,607,967)	154,639,155	(4,691,156)
Total FTE	841	870	886	16	893	7

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$159.3 million for the Recreation and Park Department is \$1.6 million, or 1.0 percent, lower than the FY 2013-14 budget of \$160.9 million. A significant portion of this decrease is due to a reduction in fund balance designated for reserves, offset by increases to urban forestry, recreation and aquatics program staffing, and one-time expenditures for forestry, technology, and maintenance.

The FY 2015-16 proposed budget of \$154.6 million is \$4.7 million, or 2.9 percent, lower than the FY 2014-15 proposed budget. A significant portion of this decrease is due to a reduction in one-time expenditures.

Identifying Strategic Priorities

In the next two fiscal years, the Recreation and Park Department (RPD) expects to generate additional revenue from increased usage of its assets, facilities, and programs. The Mayor's Proposed Budget invests these new resources to enhance service delivery in both parks and recreation, focusing on four strategic priorities: park safety, environmental sustainability, active living, and customer service. The FY 2014-15 and 2015-16 proposed budget demonstrates the Department's commitment to each of these four areas.

Focusing on Park Safety

The Recreation and Park Department is dedicated to keeping its parks safe for all users. Tools for increasing park safety include activating parks, educating park users, patrolling parks, enforcing the Park Code, and effectively maintaining the physical environment of the parks. In the current fiscal year, the Department has partnered with the community to activate several parks, bringing a concert series to McLaren Park and implementing movie nights at Victoria Manolo Draves Park, among other projects. The Mayor's Proposed Budget includes funding for two additional Park Patrol officers and a dispatcher to facilitate the enforcement of park hours, increasing staffing coverage across the City. This will be supplemented by the redeployment of six Candlestick Park Patrol positions to neighborhood parks after the December 2014 closure of the stadium. The proposed budget also invests in the removal and replacement of hazard trees across the park system, addressing a key park maintenance need.

Maintaining Environmentally Sustainable and Beautiful Parks

The Department strongly believes in its mission to

preserve the environment and provide beautiful parks and open spaces to all San Francisco residents and visitors. The Department's commitment to excellent parks is demonstrated by its Park Maintenance Standards score of 91.6 percent for the first quarter of FY 2013-14, an increase over the same quarter in the previous fiscal year. RPD continues to maximize its gardening and custodial resources through efficient management, including the use of the park maintenance scores to guide staff deployment and special maintenance projects.

In FY 2014-15 and 2015-16, RPD will invest new resources in its urban forest. RPD owns over 131,000 trees and currently has the resources to perform programmed maintenance on each tree once every 50 years. Many of the Department's trees are of a similar age, making planned tree replacement a necessity to sustain the current tree canopy, which provides beauty and balance in the parks. Trees also absorb storm water run-off, create habitat, filter air pollution, and store carbon dioxide, improving air quality across the City.

The proposed budget adds urban forestry staff to begin to address both the short- and long-term needs of the Department's trees. In the short term, RPD will marshal resources to remove and replace aging and diseased trees throughout the park system. In the longer term, staff will develop a plan for proactive management and maintenance of the parks' forest, including increased program care and reforestation to improve the health and age diversity of park trees. This investment, combined with one-time funding to remove and replant trees in FY 2014-15, builds on work the Department began with forestry funding in the 2008 and 2012 General Obligation (G.O.) bonds.

Encouraging Active Living

Among its many benefits, recreation programming builds community, teaches new skills, fosters creativity, reduces stress, encourages teamwork, and promotes healthy and active living. RPD works to continually improve its programming by engaging with its users through 34 Community Recreation Councils and by adapting national recreation trends to San Francisco. This strategy continues to increase participation in Department programs, with enrollments rising from 51,540 in FY 2011-12 to 54,085 in FY 2012-13. Recently, recreation departments across the country have focused on physical activity as a means of combating the obesity epidemic in the United States. According to the Centers for Disease Control, over 35 percent of adults and 17 percent of children in the United States are obese. To help address this health crisis, the Department proposes to expand

exercise-focused programming over the next two fiscal years. The diverse options will include athletic leagues, basic sports skills programs, swim lessons, rock climbing, skate boarding, and free fitness activities such as Zumba.

Amidst ongoing concerns about affordability in San Francisco, the Department remains committed to ensuring that ability to pay never presents a barrier to participation in its recreation programs. In FY 2012-13, the Department provided nearly \$1 million in scholarship support to low-income San Franciscans, with 42 percent of those scholarship recipients receiving a 100 percent subsidy. RPD expects to award over \$1 million in scholarships in FY 2013-14.

Enhancing Customer Service

The Recreation and Park Department strives for continuous improvement of its service delivery. To improve users' experience of the Department's parks and programs, RPD will focus on innovative technology over the next two fiscal years. This will include enhancing its mobile application, upgrading its recreation and permits management software, and improving facility connectivity. By the end of the first quarter of FY 2014-15, RPD expects to provide free WiFi connectivity in 31 of its parks, plazas, and recreation centers thanks to a generous gift from Google, in partnership with SFCiti. This park amenity will benefit visitors while enhancing basic business functionality for the Department, helping staff work more efficiently and effectively.

Improving Parks and Recreation Facilities

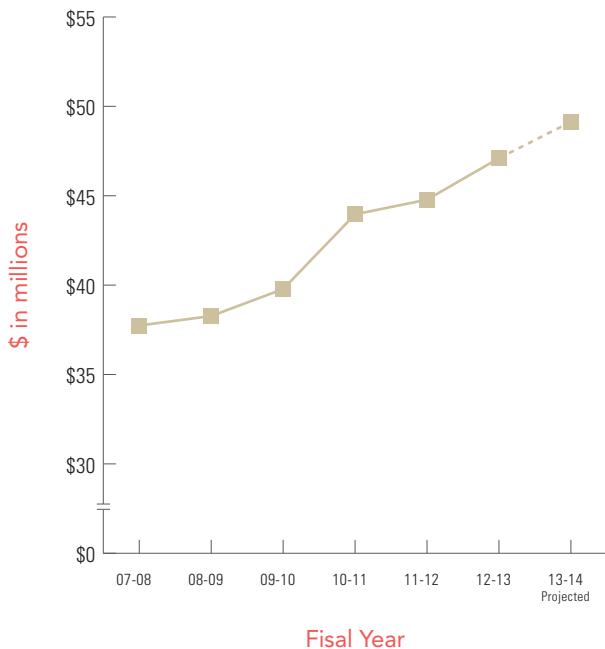
RPD is in the midst of a multi-year effort to improve and modernize its facilities and parks. Over the past 14 years, the Department has garnered substantial capital funding from three G.O. bonds totaling \$490 million, two \$65

million lease revenue bonds, and numerous grants and philanthropic gifts. The Department has distributed this funding across the City, touching parks and recreation centers in every district and neighborhood. In FY 2013-14, the Department re-opened Palega Playground, a full site renovation with playfields, sports courts, children's play area, and recreation center, as well as Cayuga Playground, Glen Canyon Park Playground, a restoration of Coit Tower, McLaren Park's Peru Playground, Kezar Triangle, and numerous restroom, trail, and Americans With Disabilities (ADA) improvements. RPD also acquired Noe Valley Town Square, the first new park land to be purchased with dedicated Open Space funds in nearly a decade.

The Recreation and Park Department has also collaborated with state and local government agencies on capital improvements. In partnership with the San Francisco Public Utilities Commission (PUC), RPD has reduced water usage by 18 percent over the last six years. By replacing outdated and decaying systems with state-of-the-art irrigation and planting "no mow" grass and drought tolerant plants, this investment in conservation has yielded savings of millions of gallons of water per year. In FY 2014-15, Recreation and Park and the PUC will jointly fund another water conservation project, upgrading the irrigation system and landscaping at Alamo Square.

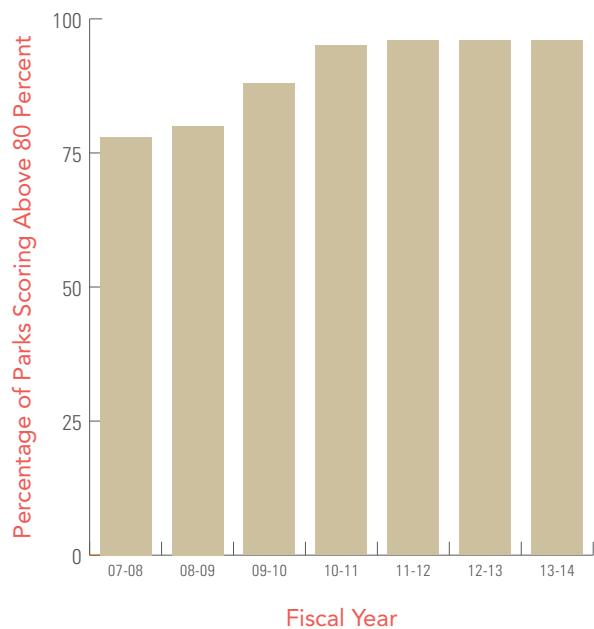
In FY 2014-15, the Department will open Boeddeker Park, renovated playfields at Minnie and Lovie Ward Recreation Center, and renovations to the trail systems in Bernal Hill, Glen Canyon, and Twin Peaks, enhancing access to vital open space and natural areas. Planning, design, and construction will continue on the first 2012 G.O. Bond projects including Glen Canyon Park Recreation Center, Joe DiMaggio Playground, Balboa Pool, and Mountain Lake Playground, among others. This era of investment will ensure that San Franciscans can play, relax, and enjoy nature in parks for decades to come.

ANNUAL SERVICE PAYMENT TO GENERAL FUND



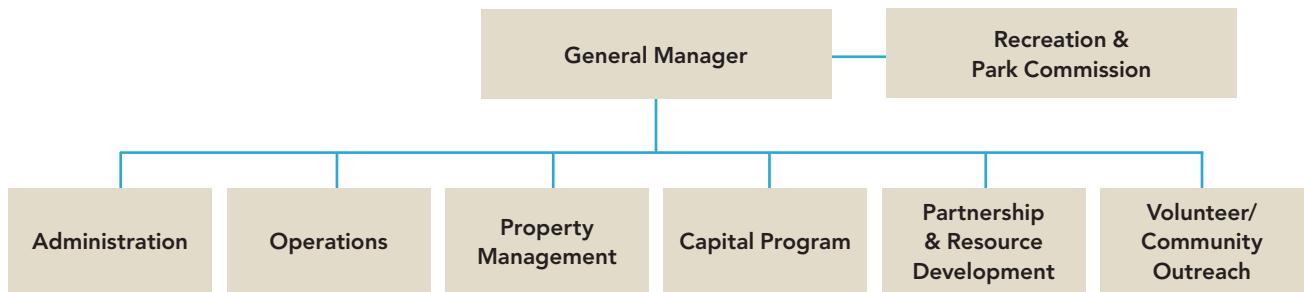
In FY 2013-14, the Recreation and Park Department is projected to generate over \$49 million in revenue from its programs, property and concessions to support its services.

PARK EVALUATION SCORES



96 percent of Department parks scored higher than 80 percent in 2013, indicating that parks are well-maintained.

RECREATION & PARKS



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	865.50	895.28	913.70	18.42	915.90	2.20
Non-operating Positions (cap/other)	(24.24)	(25.01)	(27.24)	(2.23)	(22.24)	5.00
Net Operating Positions	841.26	870.27	886.46	16.19	893.66	7.20
SOURCES						
Local Taxes	39,336,777	40,869,000	43,095,000	2,226,000	45,255,000	2,160,000
Use of Money or Property	36,483,983	23,635,164	22,548,909	(1,086,255)	18,652,325	(3,896,584)
Intergovernmental Revenue - State	166,463	152,000	170,000	18,000	170,000	0
Intergovernmental Revenue - Other	37,353	0	0	0	0	0
Charges for Services	25,058,738	25,116,234	29,409,920	4,293,686	27,966,934	(1,442,986)
Other Revenues	9,608,129	4,910,219	6,364,249	1,454,030	3,540,251	(2,823,998)
Transfers In	9,214,398	20,398,332	12,108,646	(8,289,686)	11,827,912	(280,734)
Expenditure Recovery	32,403,118	33,572,958	36,138,965	2,566,007	37,423,020	1,284,055
Transfer Adjustments-Sources	(38,298,289)	(49,673,865)	(45,103,812)	4,570,053	(46,207,133)	(1,103,321)
Use of / (Deposit to) Fund Balance	6,648,737	13,248,990	7,368,196	(5,880,794)	1,918,102	(5,450,094)
General Fund Support	24,852,863	48,709,246	47,230,238	(1,479,008)	54,092,744	6,862,506
Sources Total	145,512,270	160,938,278	159,330,311	(1,607,967)	154,639,155	(4,691,156)
USES - OPERATING EXPENDITURES						
Salaries & Wages	54,219,550	58,905,506	61,909,429	3,003,923	64,186,389	2,276,960
Fringe Benefits	23,886,693	27,412,899	29,450,681	2,037,782	28,861,206	(589,475)
Overhead	28,402,529	28,225,690	31,088,597	2,862,907	32,183,235	1,094,638
Professional & Contractual Services	17,311,094	19,731,994	19,006,409	(725,585)	18,677,954	(328,455)
Aid Assistance / Grants	217,307	417,754	574,350	156,596	574,350	0
Materials & Supplies	4,677,311	5,323,933	5,591,655	267,722	4,955,575	(636,080)
Equipment	1,712,983	2,487,821	2,394,884	(92,937)	1,954,804	(440,080)
Debt Service	210,979	2,329,402	1,725,535	(603,867)	1,725,135	(400)
Services of Other Departments	18,374,338	20,551,179	20,677,196	126,017	21,386,948	709,752
Transfers Out	9,546,373	18,794,706	12,108,646	(6,686,060)	11,827,912	(280,734)
Budgetary Reserves	0	8,407,624	149,141	(8,258,483)	0	(149,141)
Transfer Adjustments-Uses	(38,298,289)	(49,673,865)	(45,103,812)	4,570,053	(46,207,133)	(1,103,321)
Uses - Operating Expenditures Total	120,260,868	142,914,643	139,572,711	(3,341,932)	140,126,375	553,664
USES - PROJECT EXPENDITURES						
Facilities Maintenance	2,862,316	5,123,626	2,701,000	(2,422,626)	1,437,980	(1,263,020)
Capital Renewal	0	2,970,048	3,235,000	264,952	4,150,000	915,000
Capital Projects	22,389,086	9,929,961	13,821,600	3,891,639	8,924,800	(4,896,800)
Uses - Project Expenditures Total	25,251,402	18,023,635	19,757,600	1,733,965	14,512,780	(5,244,820)
USES BY PROGRAM RECAP						
Capital Projects	26,101,614	26,239,356	19,738,427	(6,500,929)	14,346,011	(5,392,416)
Children's Baseline	11,078,560	10,625,343	11,129,598	504,255	11,204,633	75,035
Children's Svcs - Non - Children's Fund	499,139	1,100,000	1,100,000	0	1,100,000	0
Golden Gate Park	10,291,224	11,228,981	10,885,319	(343,662)	11,315,984	430,665
Marina Harbor	1,898,574	4,590,583	3,907,336	(683,247)	3,927,250	19,914
Neighborhood Services	51,791	0	0	0	0	0
Parks	67,746,553	75,927,437	78,750,682	2,823,245	77,149,123	(1,601,559)
Rec & Park Administration	309,160	90,930	76,350	(14,580)	76,350	0
Recreation	13,188,959	16,517,393	18,316,988	1,799,595	18,676,188	359,200
Structural Maintenance	14,346,696	14,618,255	15,425,611	807,356	16,843,616	1,418,005
Uses by Program Recap Total	145,512,270	160,938,278	159,330,311	(1,607,967)	154,639,155	(4,691,156)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
NEIGHBORHOOD and CITYWIDE SERVICES					
Improve the quality of park maintenance and create safe, welcoming parks and facilities					
Citywide percentage of park maintenance standards met for all parks inspected	91%	90%	90%	90%	90%
Citywide percentage of restroom standards met in parks	93%	90%	90%	90%	90%
Percentage of graffiti work orders completed within 48 hours	92%	75%	75%	75%	75%
Number of trees maintained	1,873	950	800	950	950
Improve community loyalty					
Number of recreation volunteer hours	73,967	75,000	60,000	75,000	75,000
Number of park volunteer hours	79,490	75,000	40,000	75,000	75,000
Increase access to, and improve quality of, Recreational Programming					
Number of recreation course registrations	54,102	55,000	55,000	55,000	55,000
Percentage of recreation courses with 70% capacity of class size	71%	70%	70%	70%	70%
Improve RPD infrastructure in both buildings and grounds					
Percentage of capital projects completed on or under budget	100%	90%	100%	75%	75%

RENT ARBITRATION BOARD

The San Francisco Rent Arbitration Board's (RNT) mission is 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 services through the following program areas:

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 eleven Administrative Law Judges (ALJs) who are supervised by two Senior Administrative Law Judges. The ALJs conduct arbitrations and mediations to resolve disputes between landlords and tenants and issue decisions in accordance with applicable laws.

For more information, call (415) 252-4601 or 311; or visit www.sfrb.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	5,245,330	6,233,794	6,627,162	393,368	6,697,320	70,158
Total FTE	29	29	31	2	31	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$6.6 million for the Rent Arbitration Board is \$0.4 million, or 6.3 percent, higher than the FY 2013-14 budget of \$6.2 million. A significant portion of this increase is due to the addition of two positions, and increases in salary and fringe benefits costs.

The Department's FY 2015-16 proposed budget of \$6.7 million is \$0.1 million, or 1.1 percent, higher than the FY 2014-15 budget of \$6.6 million. A significant portion of this increase is due the annualization of new positions from the prior year.

Protecting Housing Affordability

The Department's central functions are to regulate tenants' rents during tenancy, prevent evictions without good cause, keep rents affordable, and to promote affordable housing. During the past fiscal year, the Department answered over 30,000 counseling calls, served over 10,000 counter visitors, adjudicated 1,522 tenant petitions, and investigated 497 Wrongful Eviction Reports, providing substantially more service than the previous fiscal year.

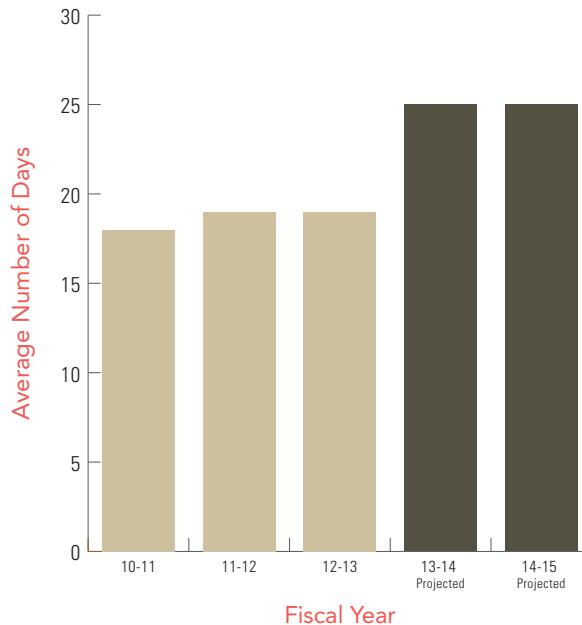
Using Data to Improve Department Effectiveness

The Department uses a wide variety of data and reports to monitor and increase the effectiveness of its operations, including performance measures to track the Department's progress towards making information available in multiple languages and average number of days to process a petition. The Department reports on its operations on an annual and monthly basis. These reports include the Annual Statistical Report, the Annual Eviction Report, and the Monthly Statistical Reports.

Staffing Changes

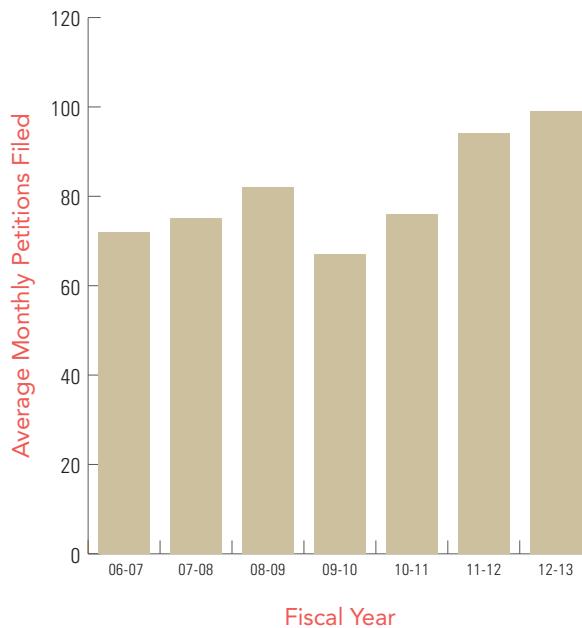
Due to increased pressure in the San Francisco rental market and changes in legislation involving evictions, the Rent Arbitration Board has experienced an increase in demand for their counseling, mediation, and arbitration services. The FY 2014-15 and 2015-16 proposed budget addresses this significant increase in the Department's workload by adding two new positions. The Rent Arbitration Board is adding one Attorney to hear petitions more expeditiously, as well as one Citizen's Complaint Officer to review petitions, disseminate information to residents, and respond to queries from the public.

TIME TO SUBMIT DECISIONS FOR REVIEW



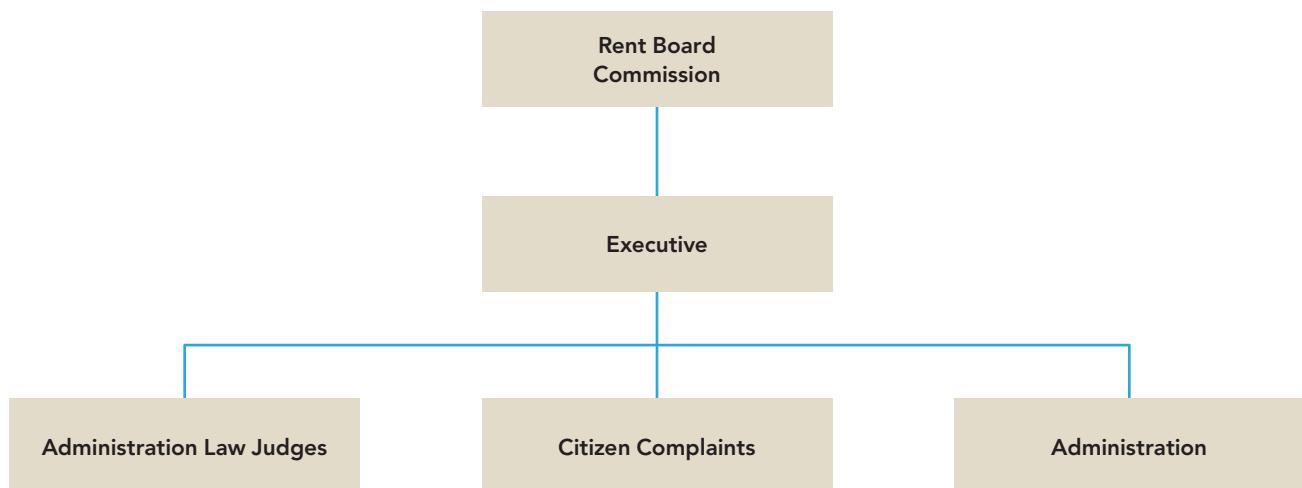
The Department strives to adjudicate cases as quickly as possible.
The legal mandate for reviewing cases is 30 days.

AVERAGE MONTHLY NUMBER OF PETITIONS FILED THAT WERE SCHEDULED FOR HEARING OR MEDIATION



Demand for the services of the Rent Arbitration Board has steadily increased since 2009-10 due to increased pressure in the rental market.

RENT ARBITRATION BOARD



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	28.53	28.53	30.52	1.99	30.53	0.01
Net Operating Positions	28.53	28.53	30.52	1.99	30.53	0.01
SOURCES						
Charges for Services	5,048,050	5,068,975	6,029,680	960,705	6,029,680	0
Other Revenues	(101)	0	0	0	0	0
Expenditure Recovery	18,552	96,000	96,000	0	96,000	0
Use of / (Deposit to) Fund Balance	178,829	1,068,819	501,482	(567,337)	571,640	70,158
Sources Total	5,245,330	6,233,794	6,627,162	393,368	6,697,320	70,158
USES - OPERATING EXPENDITURES						
Salaries & Wages	3,025,550	3,329,101	3,720,725	391,624	3,852,744	132,019
Fringe Benefits	1,267,420	1,503,615	1,689,369	185,754	1,624,788	(64,581)
Overhead	10,361	0	0	0	0	0
Professional & Contractual Services	93,170	163,058	164,558	1,500	164,558	0
Aid Assistance / Grants	109,693	120,000	120,000	0	120,000	0
Materials & Supplies	40,424	37,499	37,499	0	37,499	0
Services of Other Departments	698,712	1,080,521	895,011	(185,510)	897,731	2,720
Uses - Operating Expenditures Total	5,245,330	6,233,794	6,627,162	393,368	6,697,320	70,158
USES BY PROGRAM RECAP						
Rent Board	5,245,330	6,233,794	6,627,162	393,368	6,697,320	70,158
Uses by Program Recap Total	5,245,330	6,233,794	6,627,162	393,368	6,697,320	70,158

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
RENT BOARD					
Provide a timely resolution for all allegations of wrongful eviction filings					
Average number of days needed to process allegations of wrongful evictions	1.0	2.0	2.0	2.0	2.0
Provide a timely resolution of all petitions					
Average number of days for Administrative Law Judges to submit decisions for review	19.0	25.0	25.0	25.0	25.0
Provide translations of documents and make available through multiple sources					
Number of discrete documents in languages other than English	392	416	416	416	423
Number of locations where translated documents are available	964	830	830	830	851

RETIREMENT SYSTEM

The Retirement System (RET) works to secure, protect, and prudently invest the City's pension trust accounts, administer mandated benefit programs, and provide promised benefits.

SERVICES

The Retirement System provides services through the following divisions:

ADMINISTRATION directs the overall administration of the Retirement System, including implementation of Retirement Board policies and directives; implementation of legislative changes to the Retirement System; legal and procedural compliance of all activities of the Retirement System; administration of member retirement counseling and pension payment processing; administration of the disability application and hearing officer process; and management of the Retirement System's information technology, budget, and financial systems.

RETIREMENT SERVICES provides retirement counseling for active and retired members; maintains historical employment data and retirement accounts for both active and retired members; calculates and processes all benefits payable as a result of a member's retirement, death, or termination of employment; disburses monthly retirement allowances to more than 26,000 retirees and beneficiaries;

and maintains Retirement System financial records and reporting in compliance with all applicable legal and regulatory requirements.

INVESTMENT manages and invests the \$18.3 billion San Francisco Employee Retirement System (SFERS) Trust in accordance with the investment policy of the Retirement Board; monitors the performance of external investment managers; and maintains information and analysis of capital markets and institutional investment opportunities.

DEFERRED COMPENSATION oversees and administers the City's \$2.5 billion Deferred Compensation Plan (DCP). The City's Deferred Compensation Plan and Trust are established separately from, and are independent of, the Retirement System's defined benefit pension plan.

For more information, call (415) 487-7020; or 311; or visit www.sfers.org

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	17,928,818	22,406,764	27,984,860	5,578,096	25,958,143	(2,026,717)
Total FTE	97	98	107	9	111	4

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$28.0 million for the Retirement System is \$5.6 million, or 24.9 percent, higher than the FY 2013-14 budget of \$22.4 million. A significant portion of this increase is due to an increase in professional investment staff levels. As the San Francisco Employee Retirement System (SFERS) Trust grows, the Retirement Board continues to seek new investment strategies that will enhance its ability to maintain superior investment returns. The Retirement System's proposed budget includes new investment staff to accommodate expansion into new investment strategies. The entirety of the Department's budget is funded from the SFERS Trust or through reimbursement from the third-party administrator of the City's Deferred Compensation Plan.

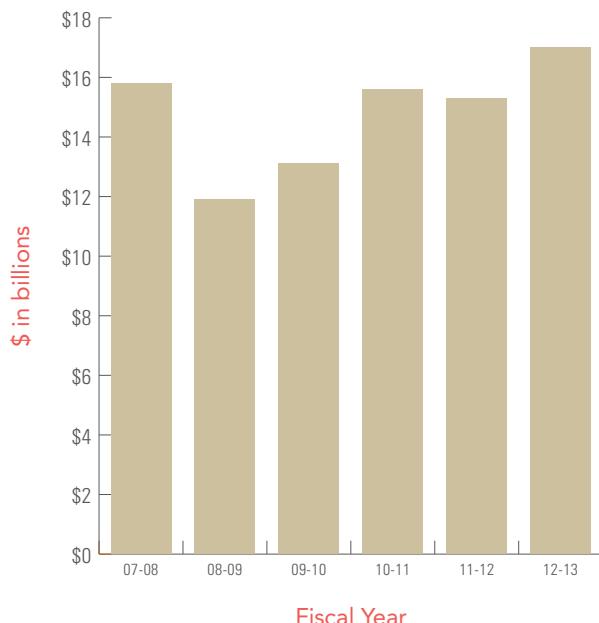
The FY 2015-16 proposed budget of \$26.0 million for the Retirement System is \$2.0 million, or 7.2 percent, lower than the FY 2014-15 budget of \$28.0 million. A significant portion of this decrease is due to expirations of one-time costs related to the Department's move into a new space.

Reducing City Costs

The SFERS Trust earned an annualized investment return of over 11 percent over the last three fiscal years. This investment return was significantly higher than the Plan's investment return assumption, and served to reduce the expected increase in employer contribution requirements to SFERS resulting from the Plan's use of five-year smoothing.

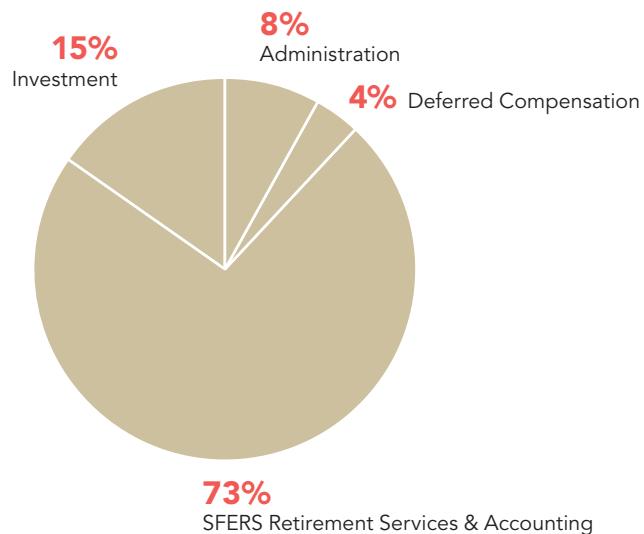
The Department will continue to work to maintain superior levels of investment returns on SFERS Trust fund assets. The Department's performance target is to achieve a return on trust investments that ranks in the top 50th percentile or better. As of December 31, 2013, SFERS' performance is in the top 50th percentile on a one-year, three-year, and five-year average return basis and is in the 1st quartile on a ten-year and fifteen-year average return basis.

PENSION FUND NET ASSETS



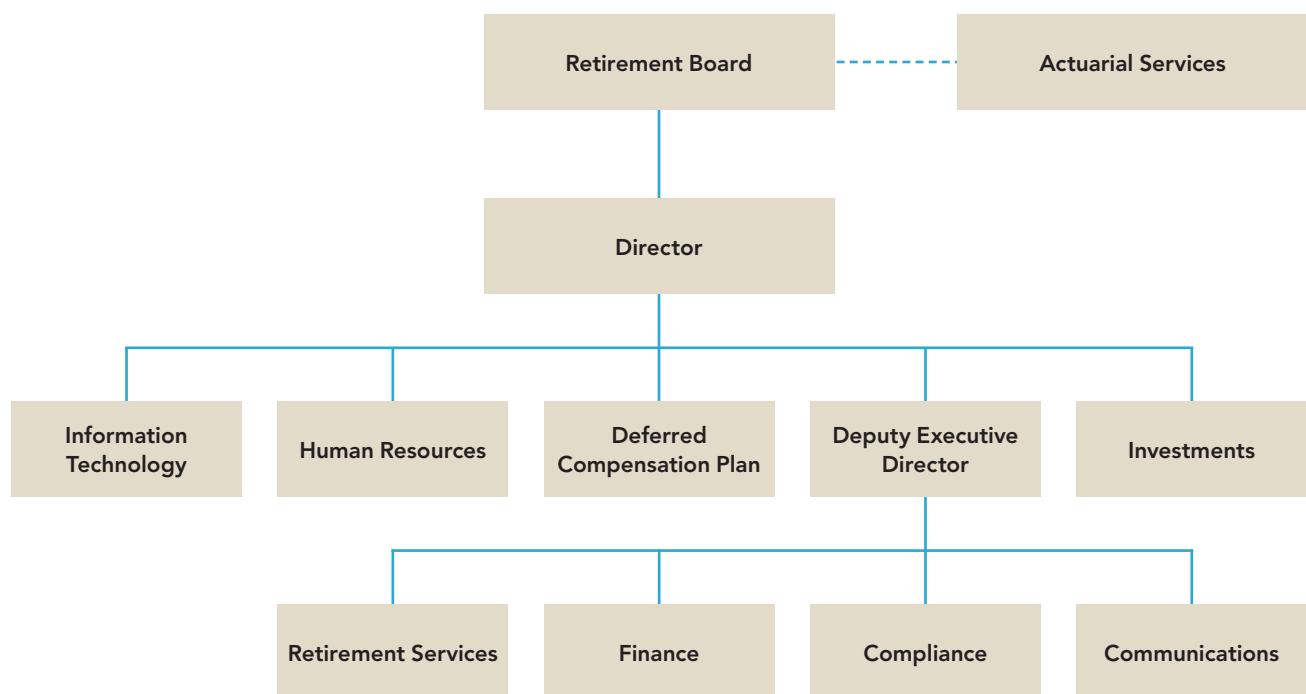
The City's pension fund's net assets decreased during the recession but started to rebound in FY 2009-10.

FY 2014-15 DEPARTMENT USES BY SERVICE AREA



73 percent of the Department's expenditures go towards Retirement Services and Accounting.

RETIREMENT SYSTEM



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	96.59	97.49	106.82	9.33	110.58	3.76
Net Operating Positions	96.59	97.49	106.82	9.33	110.58	3.76
SOURCES						
Use of Money or Property	437,705	251,000	251,000	0	251,000	0
Charges for Services	762,500	1,142,513	1,200,610	58,097	1,128,364	(72,246)
Other Revenues	16,823,765	20,999,736	26,489,465	5,489,729	24,532,379	(1,957,086)
Expenditure Recovery	23,698	40,515	40,515	0	40,515	0
General Fund Support	(118,850)	(27,000)	3,270	30,270	5,885	2,615
Sources Total	17,928,818	22,406,764	27,984,860	5,578,096	25,958,143	(2,026,717)
USES - OPERATING EXPENDITURES						
Salaries & Wages	8,216,972	9,862,347	11,305,564	1,443,217	12,461,767	1,156,203
Fringe Benefits	3,781,159	4,441,616	5,014,448	572,832	5,080,841	66,393
Overhead	175,108	166,917	161,728	(5,189)	161,728	0
Professional & Contractual Services	2,780,619	4,848,183	4,932,013	83,830	4,685,549	(246,464)
Materials & Supplies	209,191	205,000	220,000	15,000	220,000	0
Equipment	97,276	22,784	653,544	630,760	101,735	(551,809)
Services of Other Departments	2,668,493	2,859,917	5,697,563	2,837,646	3,246,523	(2,451,040)
Uses - Operating Expenditures Total	17,928,818	22,406,764	27,984,860	5,578,096	25,958,143	(2,026,717)
USES BY PROGRAM RECAP						
Administration	1,144,231	1,590,839	2,185,103	594,264	2,311,436	126,333
Employee Deferred Comp Plan	643,650	1,116,513	1,204,880	88,367	1,135,249	(69,631)
Investment	2,648,134	3,201,735	4,315,778	1,114,043	5,210,456	894,678
Retirement Services	13,492,803	16,497,677	20,279,099	3,781,422	17,301,002	(2,978,097)
Uses by Program Recap Total	17,928,818	22,406,764	27,984,860	5,578,096	25,958,143	(2,026,717)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
EMPLOYEE DEFERRED COMP PLAN					
Provide effective administration of the Deferred Compensation Plan					
Percentage of eligible City employees who participate in the Deferred Compensation Plan	53%	50%	50%	50%	50%
INVESTMENT					
Maximize investment returns at an acceptable risk level for Plan participants					
Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion, using 5-year average return (1 equals yes)	0	1	1	1	1
RETIREMENT SERVICES					
Provide accurate account and retirement benefit information to members in a timely manner					
Average number of individualized communications per active Retirement Plan member	3.21	3.12	3.16	3.12	3.20

SHERIFF

The Sheriff's Department (SHF) provides for the safe and secure detention of persons arrested or under court order; operates county jail facilities, including in-custody educational, vocational and transitional programs; operates alternative sentencing and in and out of custody community programs; provides law enforcement services for a number of City facilities; and carries out criminal and civil warrants and court orders.

SERVICES

The Sheriff's Department provides services through the following divisions:

ADMINISTRATION conducts operations in support of the entire Department, including the Office of the Sheriff and central departmental functions.

FACILITIES AND EQUIPMENT oversees the Department's vehicles, radios, the capital program, and the maintenance of the jails and training facilities.

PERSONNEL, TRAINING AND BACKGROUND performs recruiting, hiring and background investigation activities for all employees.

COMMUNITY PROGRAMS ensure a continuum of services as an inmate transitions from in-custody programs to out-of-custody programs. The programs consist of educational, vocational, substance abuse treatment and batterers' intervention classes, as well as a variety of specialized services designed to help ex-offenders successfully re-enter the community following periods of incarceration with a goal of reducing recidivism.

FIELD OPERATIONS provides a multitude of services

to City departments, other divisions within the Sheriff's Department, and mutual aid to outside law enforcement agencies. It includes the Civil Section, Transportation Unit, Central Warrants Bureau, Emergency Services Unit and Special Response Team, Canine Unit, Institutional Patrol Unit, Department of Emergency Management Patrol Unit, Public Utilities Commission Building Security, Warrant Services Unit, and City Hall Security Unit.

COURT SECURITY is a subsidiary of the Field Operations Division and provides security staffing for the courtrooms at the Civic Center Courthouse, Hall of Justice Courts, Family Courts at the Youth Guidance Center, and the Community Justice Court.

CUSTODY OPERATIONS operates all County Jail Facilities, the Hospital Ward, the Classification Unit, the Central Records Unit, and the Investigative Services Unit. Professional and dedicated deputy sheriffs work in cooperation with civilian support staff to maintain a safe and secure county jail system.

For more information, call (415) 554-7225 or 311; or visit www.sfsheriff.com

BUDGET DATA SUMMARY

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013–14	Proposed Budget	Change from 2014–15
Total Expenditures	175,414,365	179,368,715	192,980,672	13,611,957	198,071,599	5,090,927
Total FTE	1,013	984	1,017	33	1,019	2

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$193.0 million for the Sheriff's Department is \$13.6 million higher, or 7.6 percent higher than the FY 2013-14 budget. A significant portion of this increase is due to increased salary and fringe benefits costs, position annualization, and security increases at San Francisco General Hospital.

The FY 2015-16 proposed budget of \$198.1 million for the Sheriff's Department is \$5.1 million, or 2.6 percent higher than the FY 2014-15 budget. A significant portion of this increase is due to increased salary and fringe benefits costs.

Developing Alternatives to Custody

The Department is constantly updating policies related to releasing individuals to incarceration alternatives while balancing the needs of public safety. In FY 2013-14, the Department submitted legislation to the Board of Supervisors to expand its electronic monitoring authority pursuant to California law. The Department's commitment to releasing inmates who present the greatest opportunity for success is reflected in the 178 percent year-over-year increase in the number of individuals entering into Electronic Monitoring, which reduced the number of days in custody by 24,362.

Continuing the Reentry Pod Program

In February 2013, the Department worked collaboratively with the Adult Probation Department (ADP) to open a designated reentry housing unit, known as the Reentry Pod. The Reentry Pod is a pilot program to connect

individuals who will soon be released to the supervision of Adult Probation to ensure they are better connected with community-based treatment, benefits, housing, job training, and supportive services upon their release. In FY 2014-15, the Department will accept state inmates 60 days from release, and integrate this population into the Reentry Pod.

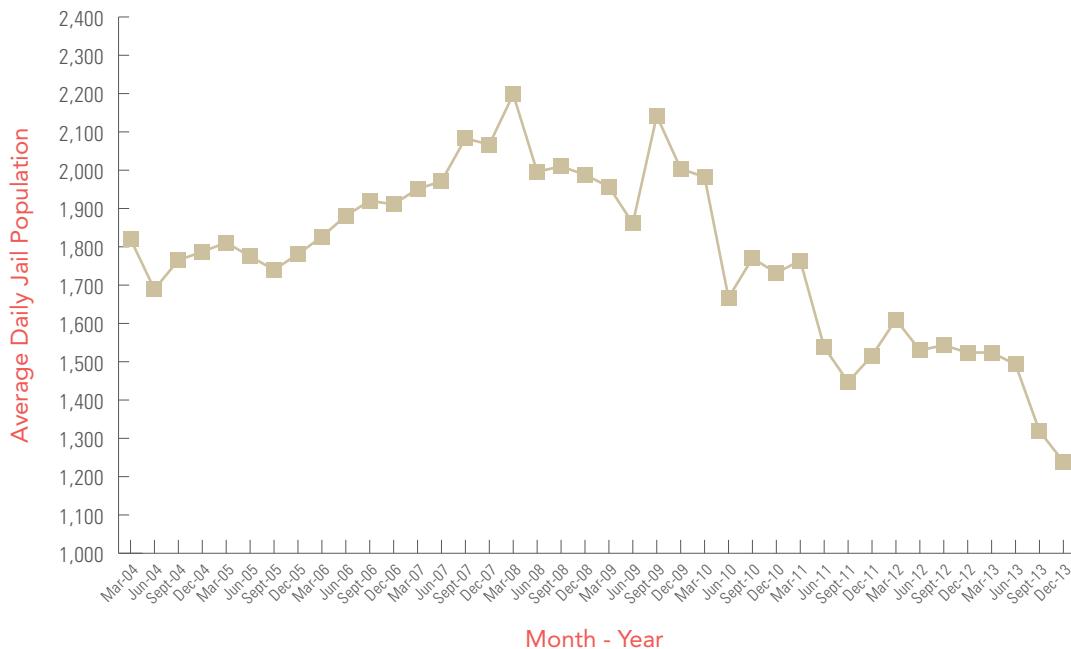
Efficient Service Provision

In response to the Mayor's calls for service efficiencies, the Sheriff's Department plans to intensify the specialization of its labor force, hiring and assigning staff to the tasks best suited to each person's skill set. In FY 2014-15, the Sheriff's Department will prioritize the allocation of sworn staff to Custody and Field Operations posts and will hire civilian staff to perform critical, non-security related tasks, such as clerk functions in the Records Division. In addition, the Department will work closely with the Department of Human Resources to better manage leaves and workers' compensation.

Changing Staffing Across the City

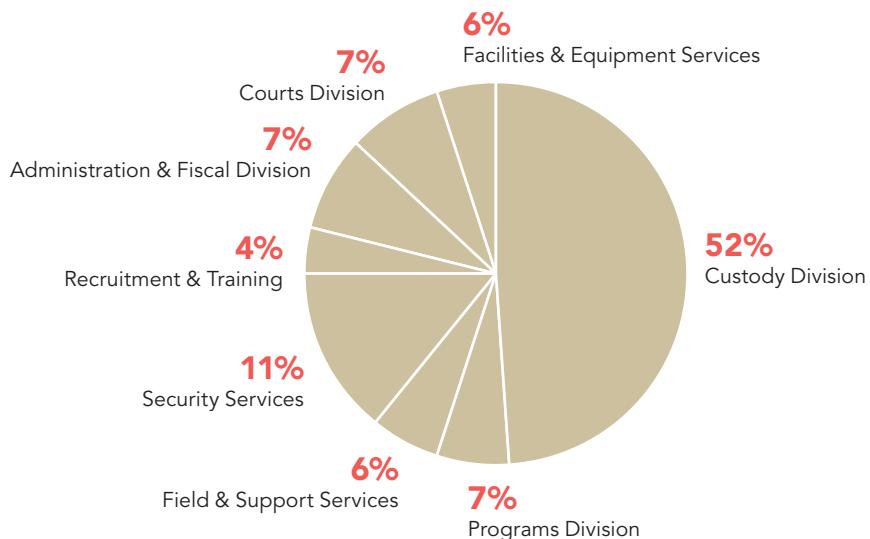
The Sheriff's Department continues to fully staff the City & County's jail system, while also providing security services to multiple municipal facilities. With the suspension of use of County Jail 3, personnel have been reassigned across the force to both drive down overtime costs and comply with UCSF's independent review of security at San Francisco General Hospital. Additionally, the City will fund a class of 20 deputies to backfill anticipated retirements.

AVERAGE DAILY JAIL POPULATION



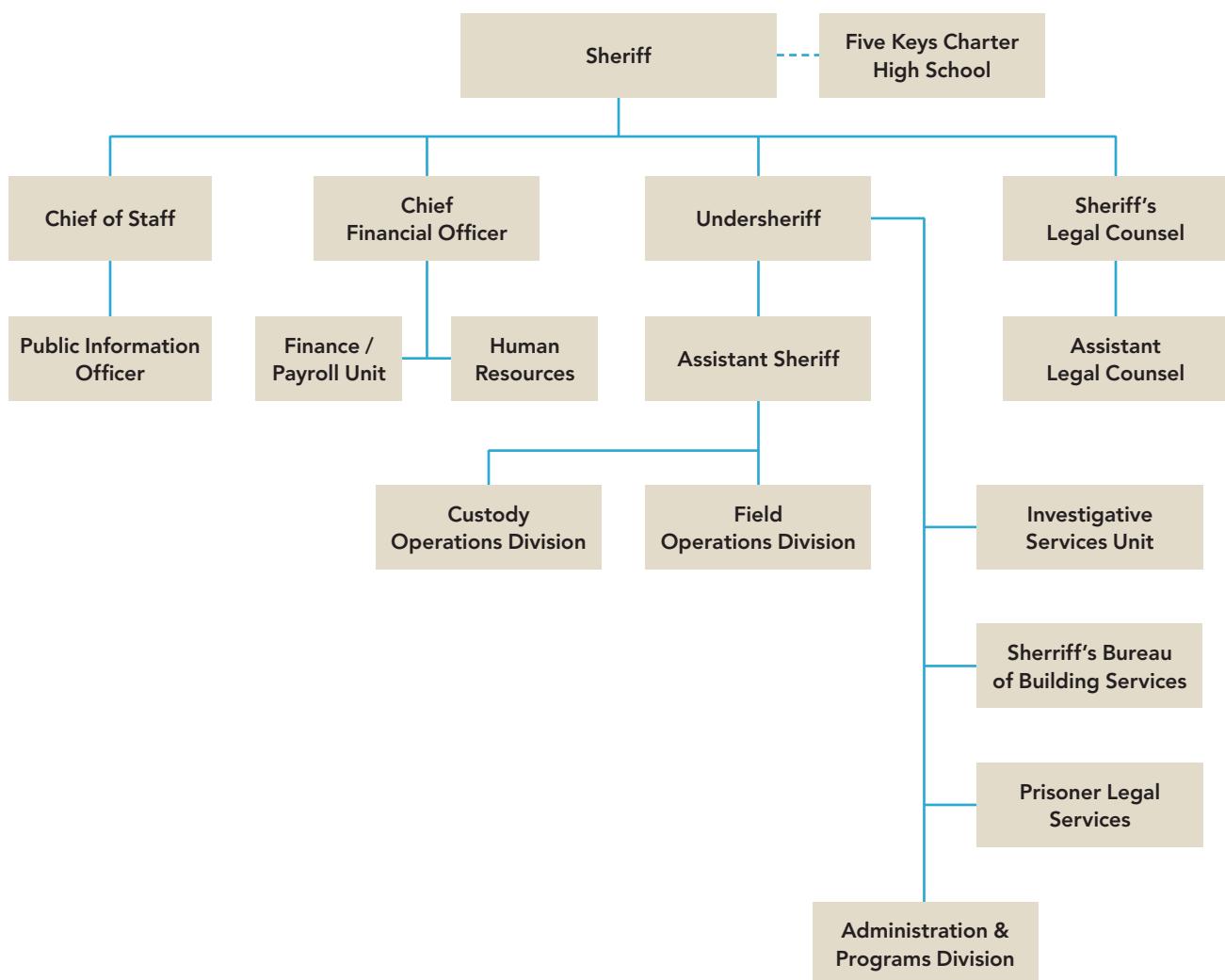
The average daily population in San Francisco County jails has been declining since 2009.

FY 2014-15 DEPARTMENT USES BY SERVICE AREA



Nearly 50 percent of the Department's budget serves the Custody Division.

SHERIFF



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	1,013.20	984.20	1,017.22	33.02	1,018.86	1.64
Net Operating Positions	1,013.20	984.20	1,017.22	33.02	1,018.86	1.64
SOURCES						
Licenses & Fines	0	123,053	123,053	0	123,053	0
Use of Money or Property	6,556	3,000	3,000	0	3,000	0
Intergovernmental Revenue - Federal	870,018	657,454	223,790	(433,664)	223,790	0
Intergovernmental Revenue - State	9,974,248	23,311,616	22,441,500	(870,116)	24,883,500	2,442,000
Charges for Services	2,470,701	2,876,983	2,429,982	(447,001)	2,357,202	(72,780)
Other Revenues	288,103	0	0	0	0	0
Transfers In	173,000	0	0	0	0	0
Expenditure Recovery	23,663,589	12,949,274	16,133,818	3,184,544	16,577,044	443,226
Use of / (Deposit to) Fund Balance	(413,337)	0	794,856	794,856	806,180	11,324
General Fund Support	138,381,487	139,447,335	150,830,673	11,383,338	153,097,830	2,267,157
Sources Total	175,414,365	179,368,715	192,980,672	13,611,957	198,071,599	5,090,927
USES - OPERATING EXPENDITURES						
Salaries & Wages	107,738,729	107,478,809	114,534,850	7,056,041	118,568,218	4,033,368
Fringe Benefits	34,635,316	34,085,521	40,838,518	6,752,997	42,968,184	2,129,666
Professional & Contractual Services	2,242,543	11,857,349	12,506,377	649,028	12,628,752	122,375
Aid Assistance / Grants	5,167,277	5,112,690	5,421,349	308,659	5,421,349	0
Materials & Supplies	4,870,371	6,051,062	5,691,966	(359,096)	5,481,008	(210,958)
Equipment	166,177	356,418	349,875	(6,543)	237,292	(112,583)
Services of Other Departments	9,916,414	10,856,866	10,459,737	(397,129)	10,920,796	461,059
Transfers Out	8,757,598	0	0	0	0	0
Uses - Operating Expenditures Total	173,494,425	175,798,715	189,802,672	14,003,957	196,225,599	6,422,927
USES - PROJECT EXPENDITURES						
Facilities Maintenance	302,298	518,000	506,000	(12,000)	386,000	(120,000)
Capital Renewal	0	637,000	912,000	275,000	460,000	(452,000)
Capital Projects	1,617,642	2,415,000	1,760,000	(655,000)	1,000,000	(760,000)
Uses - Project Expenditures Total	1,919,940	3,570,000	3,178,000	(392,000)	1,846,000	(1,332,000)
USES BY PROGRAM RECAP						
Court Security And Process	12,283,563	12,154,845	14,016,948	1,862,103	14,599,995	583,047
Custody	85,650,460	99,466,143	100,845,896	1,379,753	103,250,251	2,404,355
Facilities & Equipment	11,799,490	13,897,797	12,687,744	(1,210,053)	11,387,801	(1,299,943)
Hall Of Justice Jails	2,742	0	0	0	0	0
Non Program	8,757,598	0	0	0	0	0
Security Services	16,692,643	15,976,353	20,381,883	4,405,530	20,989,190	607,307
Sheriff Administration	14,824,667	13,934,477	14,341,739	407,262	16,093,975	1,752,236
Sheriff Field Services	10,193,343	9,047,254	10,743,398	1,696,144	11,114,919	371,521
Sheriff Programs	12,015,106	11,591,826	12,615,945	1,024,119	12,811,405	195,460
Sheriff Recruitment & Training	3,194,753	3,300,020	7,347,119	4,047,099	7,824,063	476,944
Uses by Program Recap Total	175,414,365	179,368,715	192,980,672	13,611,957	198,071,599	5,090,927

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
CUSTODY					
Provide for the secure and safe detention of persons arrested or under court order					
Average daily population cost per day	\$135	\$138	\$158	\$163	\$163
Average daily population (ADP)	1,525	1,600	1,382	n/a	n/a
ADP as a percentage of rated capacity of jails	70%	85%	78%	85%	n/a
Number of inmate Safety Cell placements	2,049	2,100	1,706	2,100	2,100
SHERIFF ADMINISTRATION					
Execute criminal and civil warrants and court orders					
Number of pre-eviction home visits	1,426	1,873	1,067	1,100	1,100
Number of eviction day crisis interventions	133	170	115	110	110
SHERIFF FIELD SERVICES					
Safely transport prisoners					
Number of prisoners transported	34,017	37,000	33,238	34,000	34,000
SHERIFF PROGRAMS					
Provide education, skill development, and counseling programs in jail					
Average daily number of prisoners in substance abuse treatment and violence prevention programs.	188	380	281	380	380
Average daily attendance of participants enrolled in charter school	198	250	218	250	250
Provide alternative sentencing options and crime prevention programs.					
Hours of work performed in the community	37,920	50,000	36,248	40,000	40,000
Number of clients enrolled in community antiviolence programs	650	700	407	600	600
Re-arrest rate for antiviolence program clients	11%	13%	8%	15%	15%

STATUS OF WOMEN

The Department on the Status of Women (WOM) promotes and fosters the equitable treatment and the socioeconomic, political, and educational advancement of women and girls in San Francisco through policies, legislation, and programs that focus primarily on women in need.

SERVICES

The Department on the Status of Women provides services through the following program areas:

VIOLENCE AGAINST WOMEN PREVENTION & INTERVENTION (VAW) GRANTS PROGRAM makes up over 80 percent of the Department's budget. These grants support 32 community programs that address violence against women. In Fiscal Year (FY) 2012-13, these grants served 19,585 individuals.

In addition, the Department collaborates with other organizations working to end violence against women. These collaborative efforts include domestic violence policy reform through the Family Violence Council, which coordinates services, analyzes trends, and advises officials on family violence issues as well as the San Francisco Mayor's Task Force on Anti-Human Trafficking, which works to increase awareness, collect data, and develop coordinated policies and protocols to address human trafficking.

WOMEN'S HUMAN RIGHTS INITIATIVES, fostered through gender analysis and gender budgeting, ensure that the City's policies reflect its diverse population. The Department developed the Gender Equality Principles Initiative, which works to ensure gender-equitable workplaces. As the first city in the world to enact a local ordinance reflecting the principles of the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), San Francisco was asked to serve as a peer leader for the "Cities for CEDAW" campaign launched at the United Nations in March 2014. In this year-long national campaign, San Francisco will showcase its innovative policies to prevent and address violence against women and advance women in the workplace.

For more information, call (415) 252-2570 or 311; or visit www.sfgov.org/dosw

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	4,244,757	5,174,192	5,722,617	548,425	5,678,005	(44,612)
Total FTE	5	6	6	0	6	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$5.7 million for the Department on the Status of Women is \$0.5 million, or 10.6 percent, higher than the FY 2013-14 budget of \$5.2 million. A significant portion of this increase is due to increases in grant funding, and in salary and fringe benefits costs.

The FY 2015-16 proposed budget of \$5.7 million for the Department on the Status of Women has no significant changes from the FY 2014-15 budget of \$5.7 million.

Violence Against Women

Approximately 80 percent of the Department's budget is allocated directly to nonprofit agencies that provide violence prevention and intervention services to women, girls, and families in San Francisco. These services include crisis counseling, shelter and outreach to survivors of domestic violence. The Mayor's proposed budget includes a 10% increase in the City's General Fund contribution to the Department's domestic violence grantees to support them in continuing this vital work.

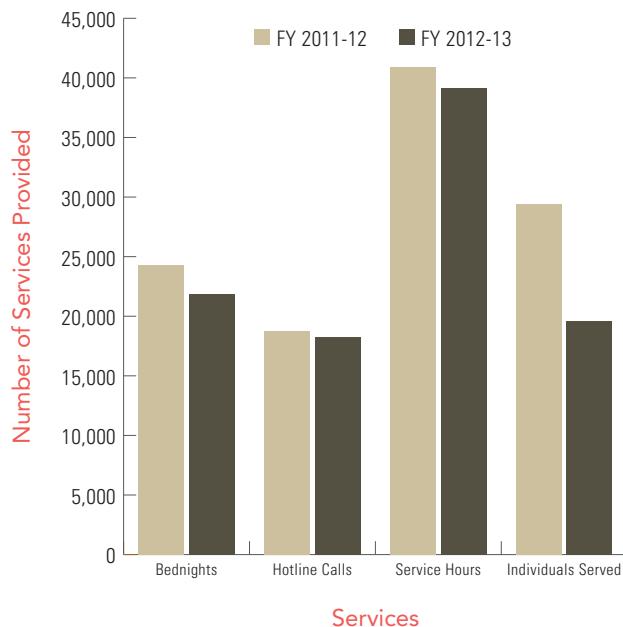
Combating Human Trafficking

The addition of a dedicated policy analyst in FY 2013-14 enabled the Department to work with City agencies and community partners to develop an effective response to human trafficking in San Francisco. The Department plans to continue to focus on advancing the City's training, anti-trafficking policies, and coordination of support for trafficking victims in the next two fiscal years.

Supporting Family Friendly Workplace Policies

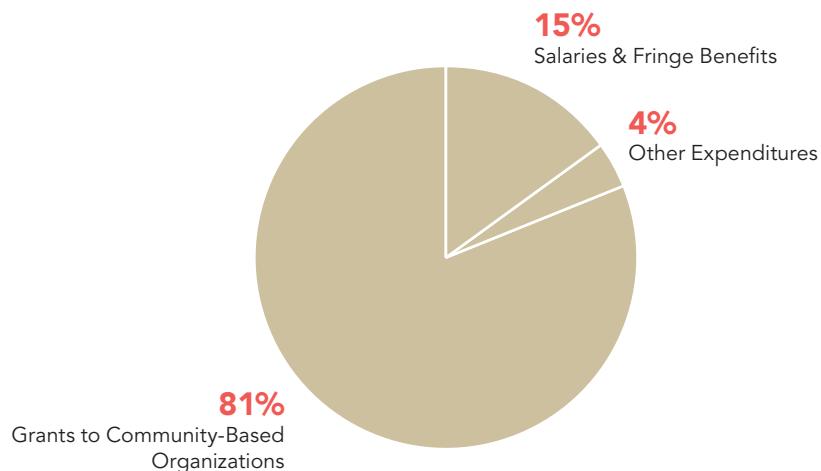
In the fall of 2013, the Mayor signed into law the "San Francisco Family Friendly Workplace Ordinance" which provides San Francisco employees the right to request predictable and flexible workplace schedules in order to meet their caregiving responsibilities, and prohibits employment discrimination based on caregiver status. The Mayor's proposed budget includes funding for the Department to do outreach work to San Francisco employers and employees regarding this new legislation.

VIOLENCE AGAINST WOMEN PREVENTION & INTERVENTION GRANTS PROGRAM OUTCOMES



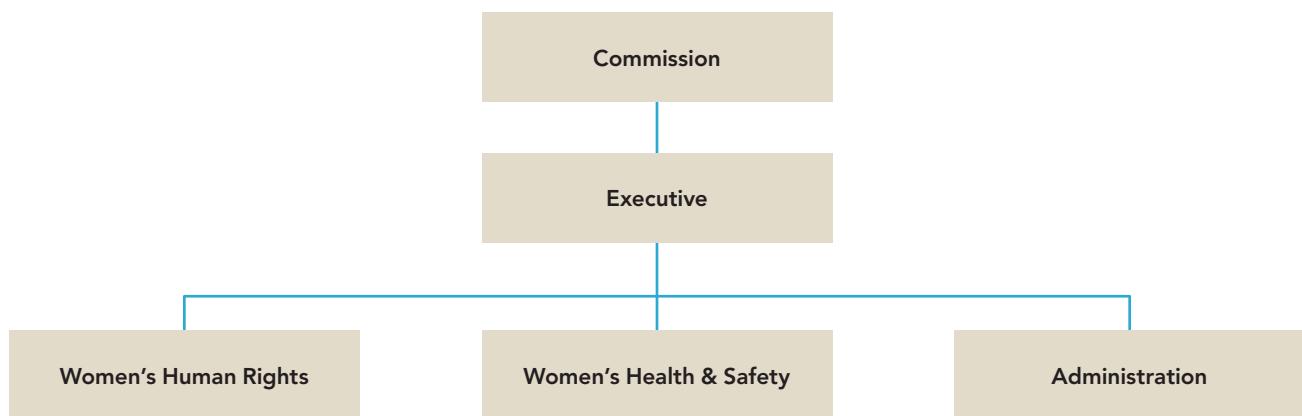
Decreases in services and the number of individuals served largely result from a change in data collection methodology to ensure only unduplicated clients and services funded by the Department are counted.

FY 2014-15 DEPARTMENT USES



Approximately 80 percent of the Department's budget is allocated to nonprofit agencies that provide violence prevention and intervention services to women, girls, and families in San Francisco.

STATUS OF WOMEN



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	4.71	5.67	6.02	0.35	6.01	(0.01)
Net Operating Positions	4.71	5.67	6.02	0.35	6.01	(0.01)
SOURCES						
Licenses & Fines	259,369	229,221	220,000	(9,221)	220,000	0
Intergovernmental Revenue - Federal	55,623	0	0	0	0	0
Charges for Services	75	146	0	(146)	0	0
Other Revenues	1,702	0	0	0	0	0
Expenditure Recovery	33,671	11,500	0	(11,500)	0	0
Use of / (Deposit to) Fund Balance	(65,445)	8,607	17,600	8,993	40,537	22,937
General Fund Support	3,959,762	4,924,718	5,485,017	560,299	5,417,468	(67,549)
Sources Total	4,244,757	5,174,192	5,722,617	548,425	5,678,005	(44,612)
USES - OPERATING EXPENDITURES						
Salaries & Wages	506,154	569,647	592,312	22,665	611,027	18,715
Fringe Benefits	195,574	240,830	260,294	19,464	250,416	(9,878)
Professional & Contractual Services	24,014	17,340	108,440	91,100	33,440	(75,000)
Aid Assistance / Grants	3,383,590	4,193,078	4,613,593	420,515	4,636,530	22,937
Materials & Supplies	18,199	34,735	24,735	(10,000)	24,735	0
Services of Other Departments	117,226	118,562	123,243	4,681	121,857	(1,386)
Uses - Operating Expenditures Total	4,244,757	5,174,192	5,722,617	548,425	5,678,005	(44,612)
USES BY PROGRAM RECAP						
Children's Baseline	196,225	198,677	198,677	0	198,677	0
Commission On Status Of Women	3,798,909	4,737,541	5,286,340	548,799	5,218,791	(67,549)
Domestic Violence	249,623	237,974	237,600	(374)	260,537	22,937
Uses by Program Recap Total	4,244,757	5,174,192	5,722,617	548,425	5,678,005	(44,612)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
COMMISSION ON THE STATUS OF WOMEN					
Advance the human rights of women and girls in the workforce, services, and budget of city government					
Number of City programs and agencies reviewed under the Women's Human Rights Ordinance (CEDAW).	4	4	6	4	4
Promote gender equality and human rights of women in the workplace					
Number of educational forums conducted on gender equality in the workplace.	4	5	6	5	5
Number of private sector entities engaged in the San Francisco Gender Equality Principles (GEP) Initiative	55	53	150	53	53
VIOLENCE AGAINST WOMEN PREVENTION AND INTERVENTION (VAW) GRANTS PROGRAM					
Monitor direct services in violence against women prevention and intervention					
Hours of supportive services by department-funded shelters, crisis services, transitional housing, advocacy, prevention and education annually	39,116	32,318	47,562	32,318	32,318
Number of unduplicated individuals served in shelters, crisis services, transitional housing, advocacy, prevention, and education annually	19,585	24,576	24,576	24,576	24,576
Percent of people accessing services for which English is not a primary language.	29	32	32	32	32
Number of calls to crisis lines annually	18,261	14,547	21,428	14,547	14,547
Number of shelter bed-nights annually	6,814	3,534	7,062	3,534	3,534
Number of transitional housing bed nights annually	21,710	11,355	20,976	11,355	11,355

SUPERIOR COURT

The Superior Court (CRT) assures equal access, fair treatment, and the just and efficient resolution of disputes for all people asserting their rights under the law in the City and County of San Francisco.

SERVICES

The Superior Court of California, County of San Francisco is a State entity that serves the City and County of San Francisco. Article VI of the California Constitution establishes the Judicial Branch, which includes the Superior Court, as a separate and equal branch of government governed by the Judicial Council of California. Two legislative acts have relieved the City and County from future funding responsibility for court operations and facilities:

THE LOCKYER-ISENBERG TRIAL COURT FUNDING ACT OF 1997 designated the Judicial Council, rather than counties, as the entity responsible for allocation of funding for all Superior Court operations throughout the State. In exchange for relief from funding court operations, counties must make a fixed perpetual annual maintenance of effort (MOE) payment to the State that is equal to what counties allocated for court operations in Fiscal Year (FY) 1994-95. All future costs of court operations will be funded by the State and allocated by the Judicial Council.

THE TRIAL COURT FACILITIES ACT OF 2002 mandated that ownership and responsibility for all court facilities be transferred from counties to the Judicial Council. In exchange for relief from court facilities responsibilities, counties must make a fixed county

facilities payment (CFP) to the State that is based on an average of what was expended on court facilities maintenance during FY 1995-96 through FY 1999-00. All future costs of maintaining court facilities will be funded by the State and allocated by the Judicial Council.

Since 1998, the City and County of San Francisco has been making a maintenance of effort payment to the State for relief from court operations responsibility, and since 2009, the City has been making a CFP payment for relief from court facilities responsibility. State legislative requirements and Constitutional separation preclude local government from reviewing Judicial Branch budgets. However, the exceptions to this are judicial supplemental benefits and the following county-funded program that is managed by the Superior Court:

INDIGENT DEFENSE PROGRAM provides funding for outside legal counsel in cases that represent a conflict of interest for the Public Defender and is constitutionally-mandated.

For more information, call (415) 551-4000 or 311; or visit www.sfsuperiorcourt.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	37,666,638	37,323,115	35,058,716	(2,264,399)	35,067,595	8,879

BUDGET ISSUES AND DETAILS

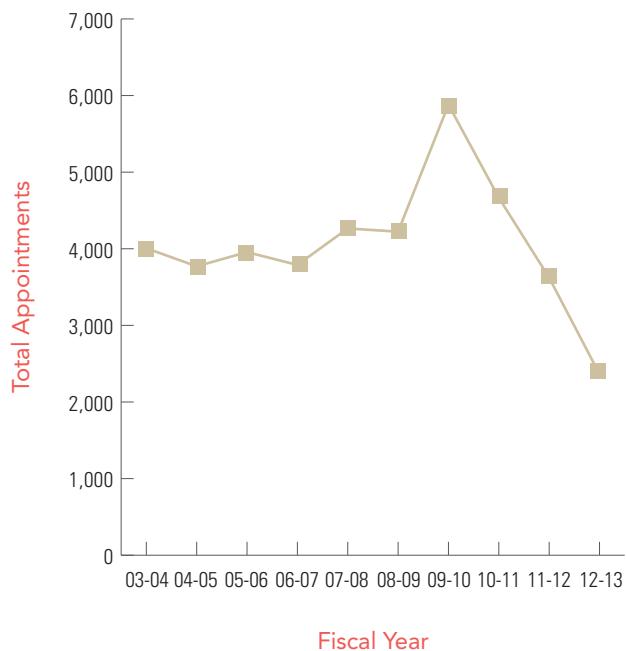
The Fiscal Year (FY) 2014-15 proposed budget of \$35.1 million for the Superior Court of California, County of San Francisco is \$2.2 million, or 6.1 percent, lower than the FY 2013-14 budget of \$37.3 million. A significant portion of this decrease is related to a decrease in Indigent Defense and Courthouse Construction expenditures.

The FY 2015-16 proposed budget of \$35.1 million for Superior Court of California, County of San Francisco is roughly the same as the FY 2014-15 proposed budget of \$35.1 million.

Civil Grand Jury

Though selection and empanelment of Civil Grand Jurors is a state-mandated responsibility of the Superior Court, in FY 2013-14, Civil Grand Jury administrative support was transferred to the Controller's Office.

INDIGENT DEFENSE PROGRAM APPOINTMENTS



In FY 2012-13, a total of 2,363 attorneys were appointed as part of the Indigent Defense Program. This represented a nearly 60% decline from the FY 2009-10 peak.

SUPERIOR COURT



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
SOURCES						
Licenses & Fines	34,802	34,564	24,000	(10,564)	24,000	0
Charges for Services	3,176,459	3,780,000	3,074,396	(705,604)	3,083,275	8,879
Use of / (Deposit to) Fund Balance	1,772,614	1,081,331	0	(1,081,331)	0	0
General Fund Support	32,682,763	32,427,220	31,960,320	(466,900)	31,960,320	0
Sources Total	37,666,638	37,323,115	35,058,716	(2,264,399)	35,067,595	8,879
USES - OPERATING EXPENDITURES						
Salaries & Wages	299,657	0	0	0	0	0
Fringe Benefits	365,803	650,000	665,000	15,000	665,000	0
Professional & Contractual Services	32,017,073	36,348,837	34,076,137	(2,272,700)	34,078,866	2,729
Aid Assistance / Grants	248,710	280,000	280,000	0	280,000	0
Materials & Supplies	230	0	0	0	0	0
Services of Other Departments	0	44,278	37,579	(6,699)	43,729	6,150
Transfers Out	4,189,295	0	0	0	0	0
Uses - Operating Expenditures Total	37,120,768	37,323,115	35,058,716	(2,264,399)	35,067,595	8,879
USES - PROJECT EXPENDITURES						
Capital Projects	545,870	0	0	0	0	0
Uses - Project Expenditures Total	545,870	0	0	0	0	0
USES BY PROGRAM RECAP						
Court House Construction	4,735,165	4,615,895	2,818,396	(1,797,499)	2,827,275	8,879
Dispute Resolution Program	248,710	280,000	280,000	0	280,000	0
Indigent Defense/Grand Jury	9,416,861	9,303,023	8,803,023	(500,000)	8,803,023	0
Trial Court Services	23,265,902	23,124,197	23,157,297	33,100	23,157,297	0
Uses by Program Recap Total	37,666,638	37,323,115	35,058,716	(2,264,399)	35,067,595	8,879

TREASURER-TAX COLLECTOR

The Office of the Treasurer-Tax Collector (TTX) serves as the banker, collection agent, and investment officer for the City and County of San Francisco.

SERVICES

The Office of the Treasurer-Tax Collector provides services through the following divisions:

BUSINESS TAX implements and enforces the business tax ordinances for the City. These taxes include payroll expense, business registration and gross receipts taxes; parking tax, transient occupancy tax and Tourism Improvement District and Moscone Expansion District fees; utility users' tax, access line tax, and stadium taxes. In addition, this division collects the litter abatement fee and emergency response fees as well as license fees for the Public Health, Police, and Fire departments.

PROPERTY TAX & LICENSING bills, collects, records, and reports payments of secured and unsecured property taxes, and special assessments. In addition, all refunds due to property tax owners are managed by this division.

DELINQUENT REVENUE is the official collection arm of the City. It is authorized to collect all of the City's accounts receivable that exceed \$300 and are at least 90 days overdue.

INVESTMENT & BANKING administers and controls the investment of all monies in the Treasurer's custody that are not required for payment of current obligations. This division's goal is to maximize interest income while preserving the liquidity and safety of the principal. The division also manages all of the City's banking relationships and accounts.

CASHIER processes all payments to the City for fees and taxes collected by the Department as well as other revenues from other departments, including all water payments for the Public Utilities Commission.

TAXPAYER ASSISTANCE provides tax information to the public and serves as the Department's primary public contact unit.

For more information, call (415) 554-6888 or 311; or visit www.sftreasurer.com

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	26,071,908	35,085,239	40,011,457	4,926,218	37,774,656	(2,236,801)
Total FTE	202	211	227	16	228	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$40.0 million for the Treasurer-Tax Collector is \$4.9 million, or 14.0 percent, higher than the FY 2013-14 budget of \$35.0 million. A significant portion of this increase is due to the implementation of the Gross Receipts Tax. In addition, the expiration of the Department's Memorandum of Understanding with the Superior Courts has resulted in the absorption of positions previously funded by the Superior Courts.

The FY 2015-16 proposed budget of \$37.7 million is \$2.2 million, or 5.6 percent, lower than the FY 2014-15 budget of \$40.0 million. A significant portion of this decrease is due to the reduction of project funding for Gross Receipts Tax implementation.

Implementing the Gross Receipts Tax

The Gross Receipts Tax and Business Registration Fees Ordinance (2012 Proposition E) was approved by San Francisco voters on November 6, 2012. The Ordinance changed the business tax base and registration fees for all San Francisco businesses. The changes to the Gross Receipts Tax and Payroll Expense Tax commenced January 1, 2014, and the first taxpayer filings affected will be in April 2014, quickly followed by Business Registration Fees due on May 31, 2014. The Department is responsible for implementing the changes to the business taxes along with continuing to collect other existing taxes.

The Department has partnered with the Controller, City Attorney, Office of Economic and Workforce Development, City Administrator, and Mayor to implement the change to business taxes in a transparent and equitable manner. The Department has made technology investments, increased legal, audit and investigative capabilities, and embarked on an intensive outreach campaign including convening business leaders, taxpayer seminars, direct mail, media buys, social media, and enhanced customer service at 311 and the Department's own taxpayer assistance unit. The

cost of implementation will be recovered within the tax calculation.

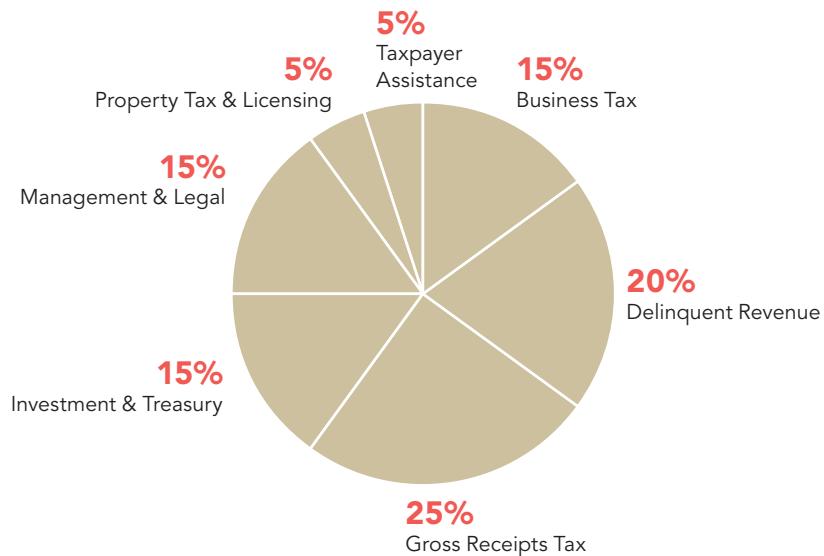
Kindergarten to College Savings

In FY 2010-11, in collaboration with the Mayor, the Department launched the first program in the nation to automatically open a college savings account for all children entering kindergarten in the City's public schools. This Kindergarten to College program (K2C) includes a matching component and incentives to boost family savings, putting San Francisco at the forefront of national savings policy models. K2C now covers all 4,400 students entering into kindergarten in the City each year. Since its inception, K2C has opened 8,000 accounts for San Francisco children. As the only program in North America operating at this scale, K2C is a flagship for ensuring students have the financial foundation for higher education and financial "knowledge" for good decision-making related to money matters.

Initiating Business Intelligence Project

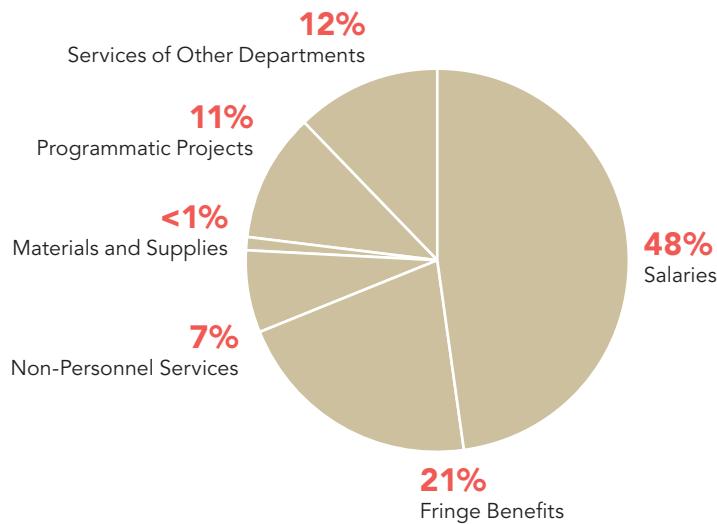
The Department has been actively utilizing technological innovations in order to improve customer service, increase efficiency, and grow collections. Over the past few fiscal years, the Department has automated a majority of its tax collection processes. The Department has also launched monthly online filing for collection of the Parking and Transient Occupancy Tax and launched the collection of the Moscone Expansion District fee along with the Small Parking Operators Tax. In FY 2015-16, the Department will begin to develop the business intelligence capabilities of its new business tax system. This project will allow the Treasurer-Tax Collector to redesign its approach for tax compliance, delinquent collections, and investigations.

DEPARTMENT USES BY PROGRAM AREA



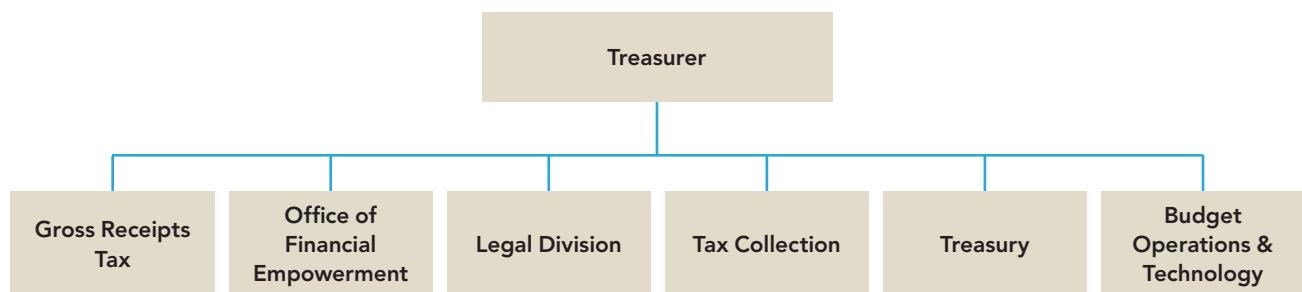
The Department works in the multitude of program areas.

DEPARTMENT USES BY EXPENDITURE TYPE



The Department expends 69 percent of its budget on salaries and fringe benefits costs.

TREASURER-TAX COLLECTOR



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	206.74	221.19	236.89	15.70	237.94	1.05
Non-operating Positions (cap/other)	(5.00)	(10.00)	(10.00)	0.00	(10.00)	0.00
Net Operating Positions	201.74	211.19	226.89	15.70	227.94	1.05
SOURCES						
Local Taxes	533,299	381,029	381,029	0	381,029	0
Licenses & Fines	2,806	0	0	0	0	0
Use of Money or Property	4,243,860	5,388,599	5,651,768	263,169	5,651,768	0
Charges for Services	3,784,686	2,787,849	3,870,751	1,082,902	3,870,751	0
Other Revenues	632,649	716,481	642,640	(73,841)	642,640	0
Expenditure Recovery	5,213,950	5,842,294	3,745,538	(2,096,756)	3,753,935	8,397
Use of / (Deposit to) Fund Balance	9	0	0	0	0	0
General Fund Support	11,660,649	19,968,987	25,719,731	5,750,744	23,474,533	(2,245,198)
Sources Total	26,071,908	35,085,239	40,011,457	4,926,218	37,774,656	(2,236,801)
USES - OPERATING EXPENDITURES						
Salaries & Wages	15,013,419	17,100,279	19,187,791	2,087,512	19,872,528	684,737
Fringe Benefits	6,292,769	7,564,542	8,554,291	989,749	8,299,116	(255,175)
Overhead	0	(159,383)	(215,137)	(55,754)	(215,137)	0
Professional & Contractual Services	2,082,563	6,869,998	7,286,189	416,191	5,010,284	(2,275,905)
Materials & Supplies	194,675	233,736	246,264	12,528	245,460	(804)
Equipment	222,670	0	0	0	0	0
Services of Other Departments	2,265,812	3,476,067	4,952,059	1,475,992	4,562,405	(389,654)
Uses - Operating Expenditures Total	26,071,908	35,085,239	40,011,457	4,926,218	37,774,656	(2,236,801)
USES BY PROGRAM RECAP						
Business Tax	4,790,222	5,758,086	6,054,295	296,209	6,102,204	47,909
Delinquent Revenue	7,591,269	8,593,358	8,138,502	(454,856)	8,218,947	80,445
Gross Receipts Tax	229,719	5,975,296	9,953,115	3,977,819	7,275,555	(2,677,560)
Investment	1,716,243	2,355,479	2,599,358	243,879	2,661,814	62,456
Legal Service	209,474	519,184	534,974	15,790	540,673	5,699
Management	4,615,007	4,982,252	5,583,092	600,840	5,740,890	157,798
Property Tax/Licensing	2,582,537	2,468,110	2,094,808	(373,302)	2,097,454	2,646
Taxpayer Assistance	1,282,292	1,621,268	1,747,123	125,855	1,765,431	18,308
Transfer Tax	24,054	0	0	0	0	0
Treasury	3,031,091	2,812,206	3,306,190	493,984	3,371,688	65,498
Uses by Program Recap Total	26,071,908	35,085,239	40,011,457	4,926,218	37,774,656	(2,236,801)

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
DEPARTMENTAL MANAGEMENT					
Expand access to City government by placing information and transactions online					
Number of web-enabled transactions completed online using the City's SFGOV Online Services portal	101,659	100,000	100,000	100,000	100,000
TTX-BUSINESS TAX					
Promote compliance with the Business Tax Ordinance					
Number of taxpayer audits completed	650	650	650	650	650
TTX-DELINQUENT REVENUE					
Maximize revenue through intensive collection activity					
Amount of total revenue collected on all delinquent debts, in millions	\$85,000,000.0	\$90,000,000.0	\$91,929,306.0	\$90,000,000.0	\$90,000,000.0
TTX-PROPERTY TAX/LICENSING					
Maintain low property tax delinquency rates					
Percentage of delinquency rate of secured property taxes	2.00%	2.00%	2.00%	2.00%	2.00%
TTX-TREASURY					
Maximize interest earnings for San Francisco by processing payments efficiently					
Percentage of payments received that are processed and deposited during the same business day.	99%	99%	99%	99%	99%

WAR MEMORIAL

The mission of the War Memorial (WAR) is to manage, operate, and maintain the War Memorial and Performing Arts Center, including the War Memorial Opera House, Veterans Building, Davies Symphony Hall, Zellerbach Rehearsal Hall, Memorial Court, and adjacent grounds. The Department works to provide safe, first-class facilities to promote cultural, educational, and entertainment opportunities in a cost-effective manner for maximum use and enjoyment of the public while best serving the purposes and beneficiaries of the War Memorial Trust.

SERVICES

The War Memorial provides services in the following divisions:

FACILITIES MANAGEMENT is responsible for the management, oversight, and delivery of daily engineering, maintenance, custodial, security, and stage/technical services to support facilities' operations; management and administration of tenant occupancies and coordination of tenant services; and planning, coordination, and implementation of regular and periodic facilities maintenance and capital improvement projects.

BOOKING, MARKETING AND EVENT SERVICES is responsible for the booking of the Opera House, Davies Symphony Hall, Herbst Theatre, Green Room, and Zellerbach Rehearsal rental facilities, including license agreement administration, box office and ticket sales services, stage/event production and technical

coordination, front-of-house usher services, food and beverage concession and catering services, lost and found, customer service center, program accessibility, and public information.

WAR MEMORIAL TRUST ADMINISTRATION ensures that the War Memorial, a group of facilities entrusted to the City's care by the 1921 War Memorial Trust Agreement, upholds its specific duties and responsibilities under the Trust, including providing rent-free space and facilities for the San Francisco Posts of the American Legion, a named beneficiary of the Trust. The War Memorial schedules and coordinates the American Legion Posts' building occupancy and uses pursuant to the Trust provisions.

For more information, call (415) 554-6300 or 311; or visit www.sfwmpac.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	21,211,521	11,934,740	13,948,627	2,013,887	21,584,794	7,636,167
Total FTE	63	57	58	1	66	8

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$13.9 million for the War Memorial is \$2.0 million, or 16.9 percent, higher than the FY 2013-14 budget of \$11.9 million. A significant portion of this increase is due to a rise in capital expenditures, War Memorial Veterans Building seismic renovation debt service, and increased salary and fringe benefits costs.

The FY 2015-16 proposed budget of \$21.6 million for the War Memorial is \$7.6 million, or 54.7 percent, higher than the FY 2014-15 budget of \$13.9 million. A significant portion of this increase is due to debt service growth and Veterans Building reopening costs.

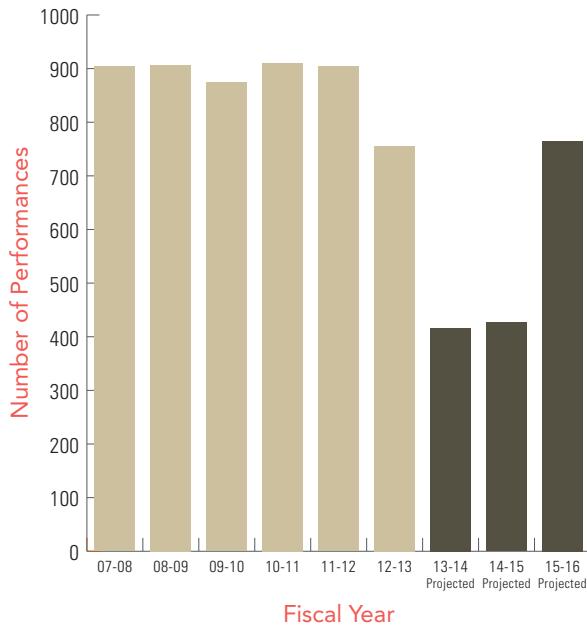
Veterans Building Seismic Upgrade And Improvements Project

After two years of seismic and life-safety improvements and other renovations, the Veterans Building Seismic Upgrade & Improvements Project is targeted to be

complete on July 1, 2015. Upon reopening, veterans organizations will have more than 22,500 square feet of improved and up-to-date office and meeting room space.

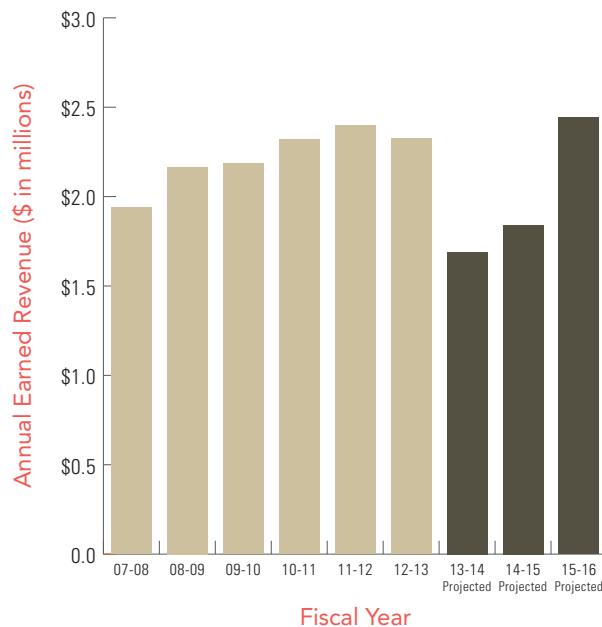
The San Francisco Arts Commission will relocate their offices and collections storage in the Veterans Building. In addition, a free and open to the public Arts Commission Gallery will be located on the first floor. The 900-seat Herbst Theatre is targeted to reopen on September 1, 2015 with greatly improved and accessible front-of-house and backstage facilities. The second floor Green Room, also targeted to reopen on September 1, 2015, will be restored to its original and historic beauty. The San Francisco Opera is investing \$18 million in upgrades to the fourth floor of the Veterans Building. These upgrades, targeted to be completed on September 1, 2015, include two new event venues that will be used by the Opera for six months of the year for cultural and educational activities. The remainder of the year, the new venues will be available for public use for a variety of performances, events, and exhibits.

TOTAL ANNUAL PERFORMANCES



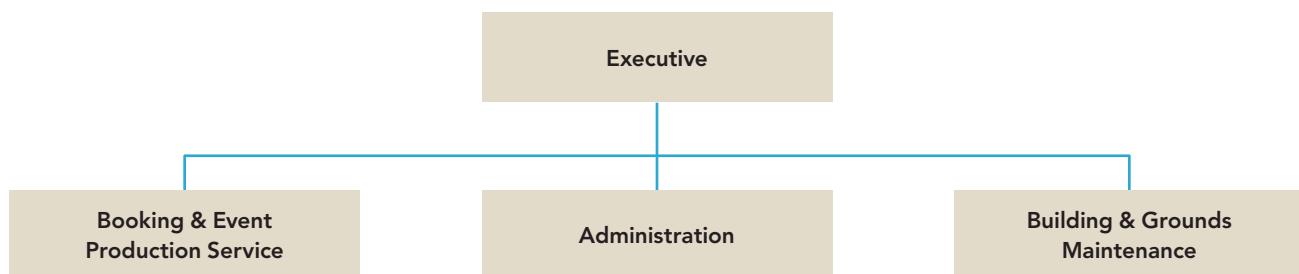
The War Memorial hosts performances at the Opera House, Davies Symphony Hall, Herbst Theatre, Green Room and, in FY 15-16, at 2 new Veterans Building facilities. Because the Herbst Theatre and Green Room are closed for the Veterans Building Seismic Upgrade & Improvements Project from Summer 2013 to Fall 2015, the number of performances is expected to fall in FY 2013-14 and FY 2014-15.

ANNUAL EARNED REVENUE



Annual Earned Revenue from facility and equipment rental fees, and food, beverage and merchandise concession commissions are projected to decrease due to the seismic renovation of the War Memorial Veterans building.

WAR MEMORIAL



TOTAL BUDGET – HISTORICAL COMPARISON

	2012–13	2013–14	2014–15		2015–16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013–14	Proposed Budget	Chg from 2014–15
AUTHORIZED POSITIONS						
Total Authorized	64.33	57.55	57.91	0.36	65.62	7.71
Non-operating Positions (cap/other)	(1.00)	(1.00)	0.00	1.00	0.00	0.00
Net Operating Positions	63.33	56.55	57.91	1.36	65.62	7.71
SOURCES						
Local Taxes	9,158,500	0	0	0	0	0
Use of Money or Property	2,007,833	1,519,997	1,760,409	240,412	2,015,613	255,204
Charges for Services	317,150	169,690	187,599	17,909	535,491	347,892
Other Revenues	166,551	0	0	0	0	0
Transfers In	8,626,199	10,357,306	11,819,227	1,461,921	18,523,780	6,704,553
Expenditure Recovery	255,299	0	0	0	185,583	185,583
Transfer Adjustments-Sources	(482,500)	(977,000)	(1,195,000)	(218,000)	0	1,195,000
Use of / (Deposit to) Fund Balance	1,162,489	864,747	1,376,392	511,645	324,327	(1,052,065)
Sources Total	21,211,521	11,934,740	13,948,627	2,013,887	21,584,794	7,636,167
USES - OPERATING EXPENDITURES						
Salaries & Wages	5,016,623	4,688,123	4,966,849	278,726	5,746,510	779,661
Fringe Benefits	2,384,967	2,338,566	2,506,880	168,314	2,697,336	190,456
Overhead	0	249,570	0	(249,570)	0	0
Professional & Contractual Services	687,507	753,269	764,900	11,631	877,736	112,836
Materials & Supplies	187,656	252,500	229,000	(23,500)	240,000	11,000
Debt Service	0	500	174,415	173,915	8,320,474	8,146,059
Services of Other Departments	3,215,739	2,675,212	3,169,583	494,371	3,269,738	100,155
Transfers Out	616,213	977,000	1,195,000	218,000	0	(1,195,000)
Transfer Adjustments-Uses	(482,500)	(977,000)	(1,195,000)	(218,000)	0	1,195,000
Uses - Operating Expenditures Total	11,626,205	10,957,740	11,811,627	853,887	21,151,794	9,340,167
USES - PROJECT EXPENDITURES						
Facilities Maintenance	0	437,000	412,000	(25,000)	433,000	21,000
Capital Renewal	0	540,000	350,000	(190,000)	0	(350,000)
Capital Projects	9,585,316	0	1,375,000	1,375,000	0	(1,375,000)
Uses - Project Expenditures Total	9,585,316	977,000	2,137,000	1,160,000	433,000	(1,704,000)
USES BY PROGRAM RECAP						
Oper & Maint Of Museums	346,238	0	0	0	0	0
Operations & Maintenance	20,865,283	11,934,740	13,948,627	2,013,887	21,584,794	7,636,167
Uses by Program Recap Total	21,211,521	11,934,740	13,948,627	2,013,887	21,584,794	7,636,167

PERFORMANCE MEASURES

	2012–13	2013–14	2013–14	2014–15	2015–16
	Actual	Target	Projected	Target	Target
OPERATIONS & MAINTENANCE					
Provide maximum number of performances and events					
Opera House performances/events	171	171	171	179	179
Davies Symphony Hall performances/events	257	245	245	248	248
Provide continued successful utilization of the facilities					
Opera House percentage of days rented	93%	94%	94%	94%	92%
Davies Symphony Hall percentage of days rented	86%	82%	82%	84%	81%

BONDED DEBT & LONG-TERM OBLIGATIONS



Branch Library Improvement Program

Friends of the San Francisco Public Library's Neighborhood Library Campaign,
Department of Public Works, San Francisco Public Library

The new North Beach Branch Library opened on May 10, 2014 to great community fanfare and is the final branch library to be completed through the voter-approved Branch Library Improvement Program (BLIP). The BLIP program, a partnership between the Library and the Department of Public Works (DPW), led to the renovation of 16 branches, the replacement of four leased facilities with new City-owned buildings, and the construction of four additional new library buildings including the Mission Bay Branch, which was the first new library branch in 40 years. The last 10 library projects were designed and built to meet Leadership in Energy and Environmental Design (LEED) gold or silver certification. The Friends of the San Francisco Public Library obtained tremendous community involvement through its Neighborhood Library Campaigns, which convened committees of supporters at every neighborhood library and raised more than \$12 million to date to pay for furniture, fixtures and equipment for the 24 libraries.

BONDED DEBT & LONG-TERM OBLIGATIONS

The Office of Public Finance is housed within the Controller's Office and provides and manages low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefit to the City and its citizens while balancing market and credit risk with appropriate benefits, mitigations and controls.

STRATEGIC ISSUES

- Maintain access to cost-effective borrowing.
- Maintain moderate debt and debt service payment with effective planning and coordination with City departments.
- Meet significant capital demands through debt financing and alternate financing mechanisms such as public/private partnerships.
- Achieve the highest practical credit rating.
- Ensure compliance with applicable local, state and federal law.
- Ensure full and timely payment of debt.

Background

The City and County of San Francisco (the City) is the fourth largest city in California and the 13th largest city nationally. The City is one of the only municipalities in California that has a sizeable amount of outstanding general obligation bonds described in more detail below. As such, it enjoys national recognition among investors in municipal debt obligations as a high-profile economic center of one of the country's largest, most vibrant metropolitan areas. Investor interest benefits the City in the form of lower interest rates and lower annual debt service expenditures compared to other California cities.

The City utilizes three principal types of municipal debt obligations to finance long-term capital projects: general obligation (G.O.) bonds, lease revenue bonds, and certificates of participation. The City relies on the issuance of G.O. bonds to leverage property tax receipts for voter-approved capital expenditures for the acquisition or

improvement of real property such as libraries, hospitals, parks, and cultural and educational facilities.

The City utilizes lease revenue bonds and certificates of participation to leverage General Fund receipts (such as local taxes, fees, and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the City. Debt service payments for lease revenue bonds and certificates of participation are typically paid from revenues of the related project or fees, taxes, or surcharges imposed on users of the project. The City utilizes Commercial Paper Certificates of Participation Program from time to time to pay approved project costs in connection with the acquisition, improvement, renovation, and construction of real property and the acquisition of capital equipment and vehicles in anticipation of long-term financing.

Another type of financing available to the City are Tax and Revenue Anticipation Notes (TRANs), a common short-term obligation, to meet ongoing General Fund expenditures in advance of revenue collections. The City utilized TRANs in Fiscal Years (FY) 1993-94 through FY 1996-97.

Ratings

General Obligation Bonds

The City's G.O. bond debt, which carries the City's strongest ratings, is rated Aa1/AA+/AA by Moody's Investor Services (Moody's), Standard & Poor's and Fitch Ratings, respectively, with AAA being the highest rating attainable.

On February 5, 2013, Moody's upgraded the City and County of San Francisco's general obligation bonds rating to "Aa1" from "Aa2". Moody's has also upgraded the rating on the City's essential-asset lease obligation and certificates of participation to "Aa3" from "A1". The outlook for the City's long-term ratings is "stable". Moody's upgrade recognizes the quality of the City's exceptionally "large tax base, wealthy populace, recovering housing market, large and diverse regional economy, and sound prospects for continued economic improvement at a rate superior to the likely state and national growth rate". The action also reflects the City's fiscal position which is likely to improve and moderate debt levels.

On March 28, 2013, Fitch upgraded the City's general obligation bonds rating to AA from "AA-". Fitch also upgraded the rating on the City's lease obligation and certificates of participation to "AA-" from "A+". Fitch's outlook for the City's long-term ratings is "stable". Fitch's upgrade reflects solid improvements to the City's strong financial management and oversight, strong financial position, growing fund balances and reserve policies as well as the City's continued meaningful progress addressing its post-retirement benefit liabilities.

On October 8, 2013, Standard & Poor's upgraded the City's general obligation bonds rating to AA+ from "AA".

Standard & Poor's outlook for the City's long-term rating is "stable". Standard & Poor's upgrade reflects the City's strong economy and strong budgetary flexibility, and the City's strong management conditions.

Lease Revenue Bonds

Moody's, Standard & Poor's and Fitch Ratings rate the City's lease revenue bonds Aa3/AA/AA-, respectively, with stable outlooks.

The ratings are one to two rating levels below the City's G.O. bond ratings, a normal relationship between G.O. bonds and lease revenue bonds. This difference can be attributed in part to the less stringent voter requirement for lease revenue bonds. In addition, the City has no legal obligation or authority to levy taxes for repayment, as is the case for G.O. bonds, only to appropriate rent on the use of the facilities financed when it has use and occupancy.

In the last year, Moody's and Standard & Poor's have updated their G.O. bond rating methodology for local governments. This new criteria aims to improve transparency and make the criteria more in-depth. The G.O. ratings noted above by Moody's and Standard & Poor's reflect the new criteria.

TABLE 1: OUTSTANDING G.O. BONDS & LONG TERM OBLIGATIONS DEBT SERVICE FOR FISCAL YEAR 2014-2015

Principal Outstanding	
General Obligations (as of 7/1/14)	\$1,938,083,783
Plus Expected New Issuance	\$372,785,000
Total General Obligations	\$2,310,868,783
Long-Term Obligations (as of 7/1/14)	\$1,100,735,000
Plus Expected New Issuance	\$208,000,000
Total Long-Term Obligations	\$1,308,735,000
Total Principal Outstanding	\$3,619,603,783
Fiscal Year 2014-2015 Debt Service	
General Obligation Bonds	\$223,921,477
Long-Term Obligations	\$125,495,362
Total Annual Debt Service	\$349,416,839

Debt Profile

Pursuant to the City Charter, the City must have voter authorization to issue G.O. bonds and lease revenue bonds. In the case of G.O. bonds, authorization is required by a two-thirds majority vote. In the case of lease revenue bonds, authorization is required by a simple majority vote (50 percent of those voting plus one).

The City's outstanding general fund debt consists of G.O. bonds, lease revenue bonds, and certificates of participation. Of the \$3.0 billion in outstanding debt and other long-term obligations, \$116.0 million or 3.8 percent

are in variable rate demand bonds. In addition, there are long-term obligations issued by public agencies whose jurisdictions overlap the boundaries of the City in whole or in part. See overlapping debt obligations described below.

As shown below in Table 1, the FY 2014-2015 budget provides \$349.4 million for the payment of debt service on \$3.6 billion in debt and other long term obligations.

General Obligation Bonds

As stated above, the City's issuance of G.O. bonds must be approved by at least two-thirds of the voters. In addition,

TABLE 2: GENERAL OBLIGATION BONDS (AS OF JULY 1, 2014)

Description of Issue (Date of Authorization)	Series	Issued	Outstanding ¹	Authorized & Unissued
Seismic Safety Loan Program (11/3/92)	2007A	\$30,315,450 ²	\$25,193,783	\$284,684,550
Branch Library Facilities Improvement (11/7/00)	2008A	\$31,065,000	\$24,190,000	
Clean & Safe Neighborhood Parks (2/5/08)	2008B	42,520,000	33,450,000	
	2010B	24,785,000	11,960,000	
	2010D	35,645,000	35,645,000	
	2012B	73,355,000	58,010,000	8,695,000
San Francisco General Hospital and Trauma Center (11/4/08)	2009A	131,650,000	99,150,000	
	2010A	120,890,000	58,335,000	
	2010C	173,805,000	173,805,000	
	2012D	251,100,000	184,380,000	
	2014A	209,955,000	198,680,000	
Earthquake Safety and Emergency Response Bond (6/8/10)	2010E	79,520,000	72,285,000	
	2012A	183,330,000	145,205,000	
	2012E	38,265,000	35,415,000	
	2013B	31,020,000	27,235,000	80,165,000
Road Repaving & Street Safety (11/8/11)	2012C	74,295,000	59,385,000	
	2013C	129,560,000	113,730,000	44,145,000
Clean & Safe Neighborhood Parks (11/6/12)	2013A	71,970,000	63,175,000	123,030,000
SUB TOTALS		\$1,733,045,450	\$1,419,228,783	\$540,719,550
General Obligation Refunding Bonds:				
Series 2006-R1 issued 10/31/06		\$90,690,000	\$45,725,000	
Series 2006-R2 issued 12/18/06		66,565,000	25,650,000	
Series 2008-R1 issued 5/29/08		232,075,000	35,200,000	
Series 2008-R2 issued 5/29/08		39,320,000	21,195,000	
Series 2008-R3 issued 7/30/08		118,130,000	118,130,000	
Series 2011-R1 issued 11/9/2011		339,475,000	272,955,000	
SUB TOTALS		886,255,000	515,855,000	
TOTALS		\$2,619,300,450	\$1,938,083,783	\$540,719,550

¹ Section 9.106 of the City Charter limits issuance of general obligation bonds of the City to 3% of the assessed value of all taxable real and personal property, located within the City and County.

² Of the \$35,000,000 authorized by the Board of Supervisors in February 2007, \$30,315,450 has been drawn upon to date pursuant to the Credit Agreement described under "General Obligation Bonds."

Source: Office of Public Finance, City and County of San Francisco.

the principal amount of bonds outstanding at any one time must not exceed 3 percent of the assessed value of all taxable real and personal property located within the boundaries of the City.

For debt management and federal expenditure requirements, and because large-scale capital improvement projects are typically completed over a number of years, bonds are usually issued in installments over time. For that reason, and because G.O. bonds are repaid in the interim, the full amount of G.O. bonds authorized by the electorate typically exceeds the amount of G.O. bonds outstanding.

As of July 1, 2014, the total amount of G.O. bonds authorized by the voters but not yet issued will be \$540.7 million. Of the \$1.9 billion G.O. bonds outstanding, a total principal amount of \$2.6 billion was originally issued. Table 2 lists the City's outstanding G.O. bonds including authorized programs where G.O. bonds have not yet been issued.

Table 2 does not include the approximately \$372.8 million in General Obligation bonds to be issued in FY 2014-15 which includes San Francisco Clean and Safe Neighborhood Parks Bonds, Earthquake Safety and Emergency Response Bonds, and Road Repaving & Street Safety Bonds. Debt service on the City's G.O. bonds is repaid from taxes levied on all real and personal property within the City boundaries.

Long-Term Obligations

Long-term obligations include lease financings known as lease revenue bonds and certificates of participation. Pursuant to the Charter, lease revenue bonds must be approved by a simple majority of the voters. As with G.O. bonds, there is frequently a significant delay between the date of voter authorization and the time the lease obligations are actually issued. As of July 1, 2014, the City will have \$1.1 billion in long-term obligations outstanding.

As shown in Table 1, the FY 2014-15 budget provides for the payment of debt service on \$1.3 billion in long-term obligations expected to be outstanding during the fiscal year which includes \$208.0 million in COPs anticipated to be issued in FY 2014-15 for HOPE SF and the War Memorial Veterans Building. The Mayor's Proposed Budget reflects long-term obligation debt service of \$125.5 million in FY 2014-15.

In 1994, voters approved Proposition B, which authorized the issuance of up to \$60.0 million in lease revenue bonds for the acquisition and construction of a combined dispatch center for the City's emergency 9-1-1 communication system and for the emergency

information and communications equipment for the center. In 1997 and 1998, the Corporation issued \$22.6 million and \$23.3 million of Proposition B lease revenue bonds, respectively, leaving \$14.0 million in remaining authorization. There is no current plan to issue additional series of bonds under Proposition B. This does not include lease revenue bonds authorized by the voters in an unspecified amount under Proposition F in 1989 which may be issued to construct various parking facilities within the City.

On March 7, 2000, voters approved Proposition C, which extended a two and one half cent per \$100.0 in assessed valuation property tax set-aside for the benefit of the Recreation and Park Department (the Open Space Fund). Proposition C also authorizes the issuance of lease revenue bonds or other forms of indebtedness payable from the Open Space Fund. The City issued approximately \$27.0 million and \$42.4 million of such Open Space Fund lease revenue bonds in October 2006 and October 2007, respectively.

On November 2007 voters approved Proposition D which renewed a two and one half cent per \$100 in assessed valuation property tax set-aside for the benefit of the Library (Library Preservation Fund) and authorized the City to issue lease revenue bonds or other types of debt to construct and improve library facilities. The City issued Library Preservation Fund lease revenue bonds in the amount of approximately \$34.3 million in March 2009.

Commercial Paper Program

The Board authorized on March 17, 2009 and the Mayor approved on March 24, 2009 the establishment of a not-to-exceed \$150.0 million Commercial Paper Certificates of Participation Program (the CP Program). Under the proposed CP Program, Commercial Paper Notes (the CP Notes) will be issued from time to time to pay approved project costs in connection with the acquisition, improvement, renovation, and construction of real property and the acquisition of capital equipment and vehicles in anticipation of long-term financing to be issued when market conditions are favorable. Projects will be eligible to access the CP Program once the Board and the Mayor have approved the project and the long-term, permanent financing for the project. In May, 2013, the City renewed letters of credit securing the CP Notes issued by J.P. Morgan Chase Bank, N.A. with a maximum principal amount of \$50 million and U.S. Bank, N.A. with a maximum principal amount of \$50 million. Both letters of credit expire on June 10, 2016. The Board authorized on July 16, 2013 and the Mayor approved on July 25, 2013 an additional \$100.0 million Commercial Paper Certificates of Participation Program (the "CP Program") for a total authorized CP Program of \$250.0 million.

As of March 5, 2014, the outstanding principal amount of CP Notes is \$40.8 million. The weighted average interest rate for the CP Notes is approximately 0.1 percent. The CP Program has provided interim financing for various projects; Moscone Center Improvement, Hope SF, War Memorial, Port Facilities and Department of Public Work's capital equipment.

Tax and Revenue Anticipation Notes

Pursuant to the Charter and the Constitution and laws of the State of California, the City may issue TRANS, which are payable solely from Unrestricted Revenues of the City's General Fund in the fiscal year in which such TRANs are issued. The amount issued, when added to the interest payable in any given fiscal year may not exceed 85 percent of the estimated Unrestricted Revenues legally available for payment of the TRANs. Proceeds of the TRANs may only be used to pay obligations of the General Fund occurring in the fiscal year in which the TRANs are issued.

Overlapping Debt Obligations

Overlapping debt obligations are long-term obligations sold in the public credit markets by public agencies whose boundaries overlap the boundaries of the City in whole or in part. These overlapping debt obligations generally are not repaid from revenues of the City nor are they necessarily obligations secured by land within the City. In many cases overlapping debt obligations issued by a public agency are payable only from the revenues of the public agency, such as sales tax receipts generated within the City's boundaries. Overlapping debt obligations of the City have been issued by such public agencies as the Successor Agency to the San Francisco Redevelopment Agency, Association of Bay Area Government, the

Bayshore-Hester Assessment District, the Bay Area Rapid Transit District (BART), the San Francisco Community College District, and the San Francisco Unified School District.

As of July 1, 2014, the City estimates that \$2.3 billion in overlapping debt obligations will be outstanding. As these are direct obligations of other public agencies, no debt service with respect to these obligations is included in the City's FY 2014-15 budget.

Debt Limit

The City's debt limit for outstanding G.O. bond principal is governed by Section 9.106 of the City's Charter and is subject to Article XIII of the State Constitution. Under the Charter, the City's outstanding G.O. bond principal is limited to 3 percent of the assessed value of all taxable real and personal property located within the jurisdiction of the City and County of San Francisco.

As indicated in Table 3, the City has a G.O. bond limit of \$5.2 billion, based upon the Controller's Certificate of Assessed Valuation released on August 1, 2013. As of July 1, 2014, the City will have \$1.9 billion of G.O. bonds outstanding which results in a G.O. bond debt to assessed value ratio of 1.12 percent. The City's remaining legal capacity for G.O. bond debt will be \$3.2 billion based on the FY 2013-14 Assessed Valuation. The FY 2014-15 Assessed Valuation will be released in August 2014 and will likely result in modest growth in the City's G.O. bond debt capacity.

The voters have approved \$540.7 million in authorized and unissued G.O. bonds. The amount of authorized but unissued debt is not included in the debt limit calculation

TABLE 3: CALCULATION OF DEBT LIMIT RATIO

Debt Limit Ratio: 3% of Net Assessed Value	
Assessed Value (8/1/13)	\$180,168,214,200
Less Exemptions	(7,679,005,828)
Net Assessed Value (8/1/12)	\$172,489,208,372
Legal Debt Capacity (3 percent)	\$5,174,676,251
Outstanding G.O. Bonds (7/1/14)	\$1,938,083,783
G.O. Debt Ratio (7/1/14)	1.12%
Unused Capacity	\$3,236,592,468

since the limit applies only to outstanding bonds. Principal on previously issued bonds is repaid on a continuous basis allowing for additional debt capacity despite continued authorization for the issuance of new debt. Furthermore, debt capacity will increase (or decrease) in proportion to an increase (or decrease) in the assessed value of all real and personal property within the City.

Citizens' General Obligation Bond Oversight Committee

At the March 2002 Primary Election, San Francisco voters approved Proposition F creating the Citizens' General Obligation Bond Oversight Committee (the Committee). The purpose of the Committee is to inform the public concerning the expenditure of General Obligation bond proceeds. The Committee actively reviews and reports on the expenditure of taxpayers' money in accordance with the voter authorization. The Committee provide oversight for ensuring that (1) General Obligation bond revenues are expended only in accordance with the ballot measure and (2) no General Obligation bond funds are used for any administrative salaries or other general governmental operating expenses, unless specifically authorized in the ballot measure for such General Obligation bonds.

Proposition F provides that all ballot measures seeking voter authorization for General Obligation bonds subsequent to the 2002 adoption of Proposition F must provide that 0.1 percent of the gross proceeds from the proposed bonds be deposited in a fund established by the Controller's Office and appropriated by the Board at the direction of the Committee to cover the Committee's costs. The Committee, which was initially convened on January 9, 2003, continuously reviews existing G.O. bond programs.

The Committee issue reports on the results of its activities to the Board of Supervisors at least once a year.

Since the Committee was convened in 2003, the voters have approved \$1.9 billion in G.O. Bonds to fund various bond programs such as Clean and Safe Neighborhood Parks Bonds, Earthquake Safety and Emergency Response Bonds, Road Repaving & Street Safety Bonds, and San Francisco General Hospital Bonds.

Enterprise Department Principal Outstanding and Debt Service for Fiscal Year 2014-2015

There are six Public Service Enterprise departments of the City and County of San Francisco that do not require discretionary City funding for their support, or in the case of revenue bond indebtedness, to offset long term debt. The departments are the Airport Commission, Municipal Transportation Agency (MTA), Port Commission, Public Utilities Commission (PUC), Rent Arbitration Board and Retirement System. Of these six departments, the Airport Commission, MTA, Port Commission and PUC have issued revenue bonds to leverage operating revenues to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the public. Table 4 shows the total FY 2014-15 Public Service Enterprise Departments principal outstanding and debt service payments due. As of July 1, 2014, the Public Service Enterprise Departments will have \$9.5 billion principal outstanding including \$1.0 billion expected to be issued by the end of the fiscal year. The FY 2014-15 budget provides for the debt service payment of \$684.7 million for Public Service Enterprise departments bonds.

TABLE 4: ENTERPRISE DEPARTMENT BOND PRINCIPAL OUTSTANDING AND DEBT SERVICE FOR FISCAL YEAR 2014-2015

Agency	Principal Amount Outstanding As of 7/1/14	Expected New Issuance	Total	FY 2014-2015 Principal and Interest Payments
Airport Commission ¹	\$4,367,520,000	\$500,000,000	\$4,867,520,000	\$390,477,686
Port Commission ²	94,949,871	-0-	94,949,871	7,394,073
SFPUC	4,928,781,723	459,925,402	5,388,707,125	274,852,316
SFMTA3	130,265,000	75,000,000	205,265,000	12,000,000
	\$9,521,516,594	\$1,034,925,402	\$10,556,441,996	\$684,724,075

¹ Includes revenue bonds, commercial paper, State Loans.

² Includes loans from the California Department of Boating & Waterways and the SFPUC.

³ Includes 2012 Series and 2013 Revenue Bonds. Commercial Paper has not yet been issued.



Middle School Science, Technology, and Engineering Education

Salesforce.com Foundation, San Francisco Unified School District

Mayor Lee and Superintendent Carranza enter the second year of a partnership with the Salesforce.com Foundation with a clear vision for transforming educational outcomes for middle grade students. The centerpiece of the vision is the newly-defined graduate profile, which identifies the competencies and characteristics students will need to thrive academically and socially in our community. The middle grades are a positive “bridge” from childhood to adolescence, and are the critical years to putting students on track to graduate college. The goal of this partnership is to enable 100 percent of Middle Grade students to demonstrate mastery in the new Common Core State Standards for mathematics, and to integrate Middle School curriculum with digital content and up to 40 hours of computer science education. This goal focuses both the City’s and the Salesforce.com Foundation’s efforts towards solving one of the most challenging and persistent equity challenges at the middle grades: mastery of higher-order math connected to real-life STEM (science, technology, engineering, and math) experiences.

CAPITAL PROJECTS

TEN-YEAR CAPITAL PLAN AND PROPOSED FY 2014-15 AND 2015-16 CAPITAL BUDGET

Every two years, the City Administrator submits a Ten-Year Capital Plan to the Mayor and Board of Supervisors, as required under Section 3.21 of the Administrative Code. The Ten-Year Capital Plan (the Plan) provides an assessment of the City's capital infrastructure needs and a financing plan for addressing those needs. Under the authority of the City Administrator, the Capital Planning Program prepares the Plan and presents it to the Capital Planning Committee (CPC) for review. The Plan, along with the City's Five-Year Financial Plan and Information and Communication Technology Plan, are issued in odd years. In those years, the Plan is submitted to the Board on March 1 for approval no later than May 1. Following adoption of the Plan, the Capital Planning Committee proposes a rolling two-year capital budget for consideration by the Board of Supervisors during the regular budget process.

Eligible Projects

Within the Plan, capital projects fall into one of five general funding categories, which make up the City's pay-as-you-go Capital program:

1. Routine Maintenance

The day-to-day maintenance of existing buildings and infrastructure, which often includes labor costs.

2. Renewals

FACILITY RENEWALS: Investments that preserve or extend the useful life of facilities and infrastructure. Examples include the repair and replacement of major building systems such as roofs, exterior walls and windows, and heating and cooling systems.

STREETS & RIGHT-OF-WAY RENEWALS: Investments that preserve or extend the useful life of streets, and repair or replace infrastructure in the public right-of-way. Examples include street resurfacing, sidewalk repair, and plaza rehabilitation.

3. Enhancements

AMERICANS WITH DISABILITIES ACT (ADA)

TRANSITION PLAN: Investments that improve the accessibility of City facilities and the public right-of-way, including curb ramps and sidewalks.

OTHER ENHANCEMENTS: Investments that increase an asset's value or useful life and/or change its use. Examples include a new facility or park, major additions to an existing facility, and planting new trees.

4. Project Development

Investments in the planning of major capital improvement programs. Examples of planning activities include project design and environmental review.

5. Critical Capital Improvements and Emerging Needs

Investments that address critical needs (including unforeseen needs) and/or investments that can be used to leverage additional funds. Examples include emergency repairs or stabilization projects resulting from unforeseen events or disasters, building and infrastructure evaluations and studies, and improvements to comply with state, federal, or local mandates and policy priorities.

The Ten-Year Capital Plan serves as a guiding document for the development of the Mayor's Proposed FY 2014-15 & FY 2015-16 Capital Budget.

TEN-YEAR CAPITAL PLAN AND PROPOSED FY 2014-15 AND 2015-16 CAPITAL BUDGET

The City's Fiscal Year (FY) 2014-23 Ten-Year Capital Plan, adopted in April 2013, recommends total investments of \$25.1 billion between FYs 2013-14 and 2022-23. The proposed projects address a variety of critical capital needs for the City's water and sewer systems, Port and Airport, mass transit and roadway network, parks and plazas, and public health and public protection facilities. Examples of investments in the Capital Plan directed at General Fund programs and services include:

Earthquake and Public Safety Improvements at Critical Facilities

The Plan heavily prioritizes seismic and other public safety projects to ensure City facilities are seismically safe and operable after an emergency. These investments total more than \$1.9 billion. The highest priorities are projects in the June 2014 and June 2021 Earthquake Safety and Emergency Response General Obligation bonds, and the replacement of County Jails 3 and 4, now located at the seismically-vulnerable Hall of Justice.

Disability Access Improvements

The Plan also prioritizes improving the accessibility of City facilities for the disabled in accordance with the City's Americans with Disabilities Act (ADA) transition plan. It recommends spending \$159.0 million over the

next ten years to improve the accessibility of City facilities and the public right-of-way, including curb ramps and sidewalks.

Parks and Open Space Improvements

The Plan proposes \$310.0 million in system wide work, funded primarily with bond issuances from the \$195.0 million Clean and Safe Neighborhood Parks General Obligation bond that was approved by voters in November 2012.

Improvements to the City's Transportation Infrastructure

The Plan proposes a \$150.0 million General Obligation (G.O.) bond for transportation infrastructure projects that would significantly improve San Francisco's transportation network without raising property tax rates. The Transportation Task Force, which completed its work in November 2013, recommended that this General Obligation bond be increased to \$500.0 million, and on May 13, 2014, the Mayor and the 11 members of the Board of Supervisors unanimously voted to place this larger G.O. bond on the November 2014 ballot. If it passes, this bond will increase Muni reliability and travel speed, upgrade transit stops and stations, improve pedestrian and bicycle safety, and prepare for growth on the City's busiest travel corridors.

TEN-YEAR CAPITAL PLAN AND PROPOSED FY 2014-15 AND 2015-16 CAPITAL BUDGET

The City's Ten-Year Capital Plan anticipates a number of major Capital Improvement Programs that will have an impact on the City's operating budget. The City is starting to quantify these operating expenditures and include them in the Capital Plan's cost estimates and the City's long-term financial planning projections. Below are some highlights of changes to operating costs due to the projects in the Ten-Year Capital Plan. A more detailed discussion of specific projects can be found in the Ten-Year Capital Plan.

Historic Investment in General Fund Pay-as-you-go Capital

The Mayor's Proposed FY 2014-15 and 2015-16 Budget funds General Fund capital investment at historic levels.

For the first time since 2007, the City is fully funding the General Fund Capital Budget; which includes \$111.9 million in funding in FY 2014-15. In addition, the budget includes \$101.1 million in FY 2015-16, which represents \$213 million in funding over the next two years in critical capital investments. To put this remarkable level of investment in perspective, funding as a percent of the Capital Plan ranged from 44 to 64 percent of recommended funding levels from FY 2010-11 to FY 2012-13.

The continued high levels of investment in capital demonstrate the Mayor's strong dedication to making responsible choices and funding the City's infrastructure, roads, parks, and other life safety projects. In so doing, this budget makes smart investments that improve

infrastructure, enhance service delivery, reduce long-term costs and liabilities, and better insulate us from the effects of future economic downturns. This includes: investing in our City-owned resources to extend their useful life and make assets less expensive to maintain and operate; funding planning efforts for future large scale capital projects to ensure project budgets and timelines are accurate and attainable; and ensuring the safety of our citizens by investing in seismic improvements and new facilities for first responders and health care providers.

Pre-funding Capital Bond Programs

Over the past seven years, the Capital Plan has included a policy of pre-funding planning for major capital improvement programs with General Fund pay-as-you-go funding. On several occasions in the City's history, the City proposed to voters General Obligation (G.O.) bond programs without adequate planning or complete cost estimates. As a result, the value of the voter-approved bonds was insufficient to complete the promised project scope, leading to financial challenges. The policy of pre-funding planning for capital improvement programs addresses this issue and has been successfully implemented with the 2008 San Francisco General Hospital rebuild bond, the 2010 Earthquake Safety and Emergency Response (ESER) bond, the 2011 Road Repaving and Street Safety Bond, and the 2012 Clean and Safe Neighborhood Parks bond. The FY 2014-15 budget includes funding to plan the \$435 million Public Health Facilities Seismic Improvements bond for the Department of Public Health, which is slated for the November 2015 ballot in the Capital Plan. This interaction between the operating budget and major capital programs has additional long-term financial benefits for the City's operating budget, since incomplete cost estimates historically have meant operating funds must be diverted to make up for shortfalls in G.O. bond-funded improvements. Furthermore, many bond eligible expenses are reimbursable to the General Fund in later years; the FY 2014-15 budget includes reimbursements for \$11.6 million in past critical project development expenses mostly from ESER 1. In addition, the FY 2015-16 budget includes \$10.5 million in reimbursements from the previous two years of funding to plan the Public Health bond.

Justice Facilities Improvement Program

The Earthquake Safety and Emergency Response bond passed by voters in 2010, as well as a similar bond planned for June 2014, are part of a larger plan, known as the Justice Facilities Improvements Program (JFIP), to replace the seismically vulnerable Hall of Justice. The City dedicates approximately \$0.6 million per year from the General Fund in short-term repairs and upgrades to keep the Hall of Justice safe and operational until a

larger portion of the building can be relocated. While the cost to relocate criminal justice functions out of the Hall of Justice is substantial, the potential cost of delaying the project is even more significant. For example, in the event of a major seismic event, the City would need to pay for the 800 prisoners and employees of Jails 3 and 4 to be moved to a temporary facility while building a replacement facility at a cost of several hundred of millions of dollars. The City has made great progress in recent years towards implementing the Justice Facilities Improvements program, including opening the new Police Headquarters at the Public Safety Building in FY 2014-15.

San Francisco General Hospital

Over the next two years, construction will be completed on the new San Francisco General Hospital, which is slated to open in December of 2015. The Department of Public Health anticipates approximately \$170.0 million in equipment needs that cannot be funded with G.O. bond proceeds. The Department of Public Health is planning to fundraise \$65 million of this amount through the San Francisco General Hospital Foundation, and the remaining \$105.0 million is funded through the FY 2013-14 and 2014-15 budgets.

In addition, the Mayor's FY 2014-15 and 2015-16 Proposed Budget includes \$26.5 million of one-time funds over the next two years to prepare for the transition into the new building. Upon opening the new, seismically safe and technologically advanced facility, all acute care services will be relocated to the new facility over two days and all non-acute services will remain in the current building. The budget also includes \$26.8 million in additional operating costs for the new facility starting with its opening in FY 2015-16, which will annualize to \$32.2 million in FY 2016-17 budget to support the new hospital's more technologically advanced facility and expanded services. The new hospital plans for increased services in the Emergency Department, Perioperative and Ancillary Services, as well as a reconfiguration of inpatient beds to decrease wait times and increase patient access to services.

Streets and Transportation Infrastructure

In January 2013 Mayor Lee called for a Transportation Task Force to develop a coordinated set of priorities and actionable recommendations for funding the City's transportation infrastructure between now and the year 2030. On May 13, 2014 the Mayor and all 11 members of the Board of Supervisors introduced one of the key recommendations of the Transportation Task Force, a proposed \$500 million General Obligation bond for the November 2014 ballot. This bond will increase Muni reliability and travel speed, upgrade transit stops and

stations, improve pedestrian and bicycle safety, and prepare for growth on the City's busiest travel corridors, all without raising property tax rates as the City will issue new debt as it retires old. These investments will help ensure that the City's transit system is more fast, accessible, and reliable.

One of the key problems identified in the Transportation Task Force report is the City's street repaving program; over the past 20 years the City's Pavement Condition Index score (PCI) has been steadily decreasing from a high in the low 80s to the low 60s and moving quickly downward. The Mayor's Proposed FY 2014-15 and FY 2015-16 budget includes full funding of the street repaving program of \$83.5 million in additional General Fund money for street paving after the Road Repaving and Street Safety bond funds are expended. This up-front investment to pave over 1,700 blocks over the next two years will continue to move our streets towards a "good" pavement condition index score of 70, which will save the City on future, more expensive street repaving costs; reduce repair expenses for Muni; and save car

maintenance costs for San Francisco drivers. In addition, fully funding the street repaving program has large benefits for bike and pedestrian safety as 20 percent of the program is spent on critical improvements to curb ramps, crosswalks, and making our roads more safe and accessible to all users. The budget also includes \$3 million in General Fund investment over the next two years to fund projects specifically called out in the City's Vision Zero plan; this includes funding for bicycle and pedestrian improvements across the City, as well as a safer street education campaign.

Finally, the budget includes \$7.5 million of additional General Fund to the MTA, which generates \$15 million of matching funds from the Metropolitan Transportation Commission's Core Capacity Program for a total investment of \$22.5 million in new fleet for the Light Rail Vehicle program. All of these steps are moving the City towards implementation of the Transportation Task Force recommendations and ensuring a safe, reliable, and affordable transportation system for the long term.

PROPOSED CAPITAL BUDGET FOR FY 2014-15 AND FY 2015-16

For FY 2014-15 and FY 2015-16, the capital budget proposes \$213.0 million in total capital investments for General Fund departments, supporting approximately 1,900 direct and indirect jobs during the life of the projects. The budget also includes an additional \$395.2 million in total capital projects supported by non-General Fund sources, supporting approximately 2,000 jobs. Finally, the budget includes \$39.3 million in projects for General Fund departments that are supported by other sources such as the open space fund and grants. The proposed capital budget of \$647.5 million over the next two years prioritizes critical infrastructure and life-safety projects, as well as projects that will create jobs for San Francisco residents and generate economic activity.

Enterprise Departments

This year, the City's four Enterprise Departments- the Airport, Port, Public Utilities Commission, and the Municipal Transportation Agency- funded capital via non-General fund sources, including fee revenues, bond issuances and grant awards. In addition to the capital projects included in the Proposed Budget, there are many upcoming projects funded over the next two years for these departments outside of the budget process through supplemental appropriations and the Municipal

Transportation Agency's (MTA) capital budget. The MTA's capital budget goes through a separate process and is approved by the San Francisco MTA's Board of Directors.

The capital projects included in the two-year budget, the MTA capital budget, and supplemental appropriations for the Airport and the Public Utilities Commission (PUC) are helping the City realize the goals set forth in the City's Ten-Year Capital Plan by investing \$4 billion over the next two years, which will support 36,000 jobs over the life of these projects. These projects are funded by various revenue sources, including fee and concession revenue, bond proceeds, and state and federal grants.

Additional details on the MTA capital budget and the Airport and PUC supplemental appropriations are included below:

The Municipal Transportation Agency (MTA) plans to invest \$1.7 billion over the next two fiscal years within 15 capital programs. The projects within each program reflect the MTA Board of Directors' adopted policies and plans by maintaining and building upon its \$250.0 million per year State of Good Repair funding level, investing in traffic calming, funding Market Street improvements,

expanding the City's public transportation fleet, and implementing pedestrian and bicycle safety projects. These investments will help ensure that the City's transit system is faster and more reliable, while making our streets safer for all modes of transit, in line with the City's Vision Zero policy.

The Airport plans to invest \$941.3 million on capital improvements over the next two fiscal years as it begins its five-year, \$4.4 billion capital program. Highlights over the next two years are renovations of Terminals 1 and 3, which will bring them up to the high standard set by the recent Terminal 2 renovation, and an extension of the AirTrain from the rental car facilities to parking lot DD. The effect of these improvements will be additional boarding gates, improved seismic safety, and a combination of better circulation and reduced processing times that will enhance the passenger experience.

PUC capital investments total \$1.5 billion over the next two fiscal years, and include funding for water, wastewater, and power system improvements. Water projects include improvements to the local and regional water system such as pipeline replacement and repairs, structural and seismic upgrades, and facility improvements. Wastewater projects include treatment facility, sewer, and collection system improvements as well as storm water and flood control projects. Hetch Hetchy projects include funding for streetlight improvements, full funding of the GoSolarSF program, and power reliability and replacement projects.

General Fund Department Capital Projects

The proposed General Fund pay-as-you-go investments in the Fiscal Years 2014-15 and 2015-16 capital budget total approximately \$213.0 million. These investments include ADA improvements; routine maintenance of City assets; funding for our streets and right-of-way; renewals at facilities supporting the delivery of public safety and health services; and planning and design for critical infrastructure projects including projects related to the replacement of the Hall of Justice and the Department of Public Health. This funding commitment presents 100 percent of the Capital Plan's recommended funding level in FY 2014-15; the first time it has been fully funded since 2007 and only the second time since the inception of the Capital Plan. The budget's significant General Fund investment in capital includes

\$111.9 million in FY 2014-15 and \$101.1 million in FY 2015-16. Some program highlights are listed below.

- The budget includes full funding of \$83.5 million for the street repaving program and \$9.8 million for the ADA transition plan curb ramp program over the next two years. Fully funding the street repaving program has large benefits for bike and pedestrian safety as 20 percent of the program is spent on curb ramps, crosswalk improvements and making the City's roads more safe and accessible to all users.

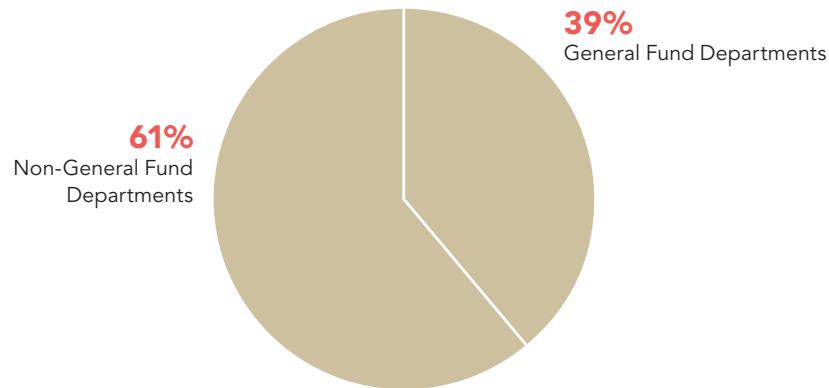
Additionally, the budget includes \$3 million for pedestrian and bicycle safety projects specifically to support the goals of Vision Zero to eliminate traffic-related deaths in San Francisco.
- The City's public safety departments and first responders rely on the critically important 800MHz public safety Land Mobile Radio (LMR) system. The system supports first responders by providing a vital communications link for 9-1-1 dispatching, incident management, and disaster management. The current public safety LMR system went live in October 1999 and is approaching the end of its useful life, and it is critically important that the City invest to replace and maintain this system. This budget includes approximately \$2.5 million for capital upgrades to the radio facility sites.
- The budget includes approximately \$2 million to plan and improve the City's Animal Care and Control Center to ensure it is seismically safe and providing optimal care for the City's animals.
- This capital budget includes funding for needed upgrades to clinics run by the Department of Public Health. This funding will help to ensure that the DPH stays the provider of choice as the City moves into the Affordable Care Act (ACA) era.

Additional non-General Fund sources such as the Open Space Fund, the Marina Yacht Harbor Fund, the Golf Fund, federal and state grants, development impact fees, and other sources, bring the total capital investments for General Fund departments to approximately \$252.3 million over the next two years.

Detailed information on the evaluation and prioritization of capital projects can be found in the Executive Summary and Appendix of the FY 2014-23 Capital Plan, which is available online at www.onesanfrancisco.org

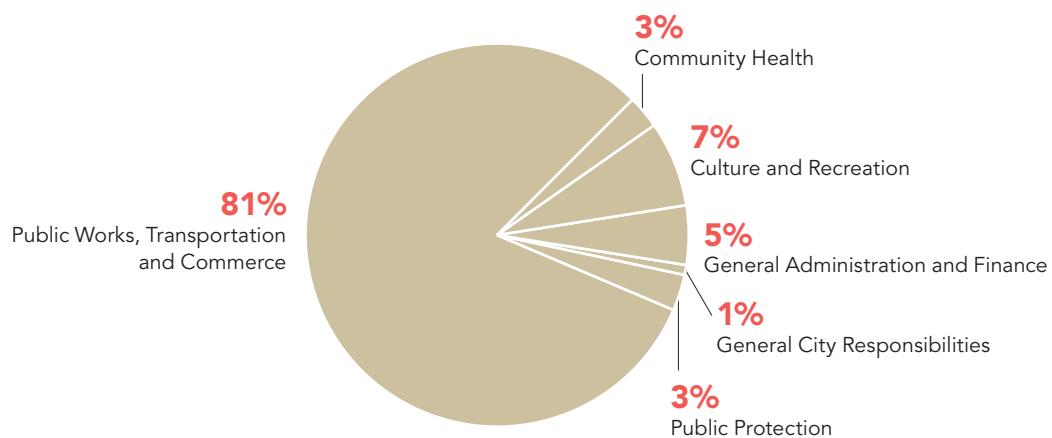
A list of projects included in the FY 2014-15 and 2015-16 proposed budget is included on the following pages.

FY 2014-15 AND FY 2015-16 TOTAL CAPITAL BUDGET



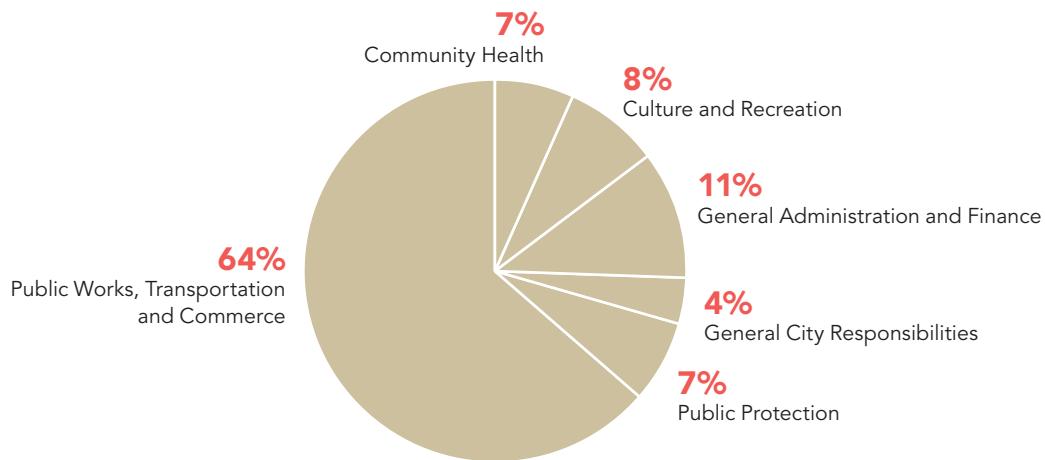
Over the next two years, \$647.5 million will be spent on capital; 39.0 percent will go towards needs for General Fund departments.

FY 2014-15 AND FY 2015-16 CAPITAL BUDGET BY SERVICE AREA



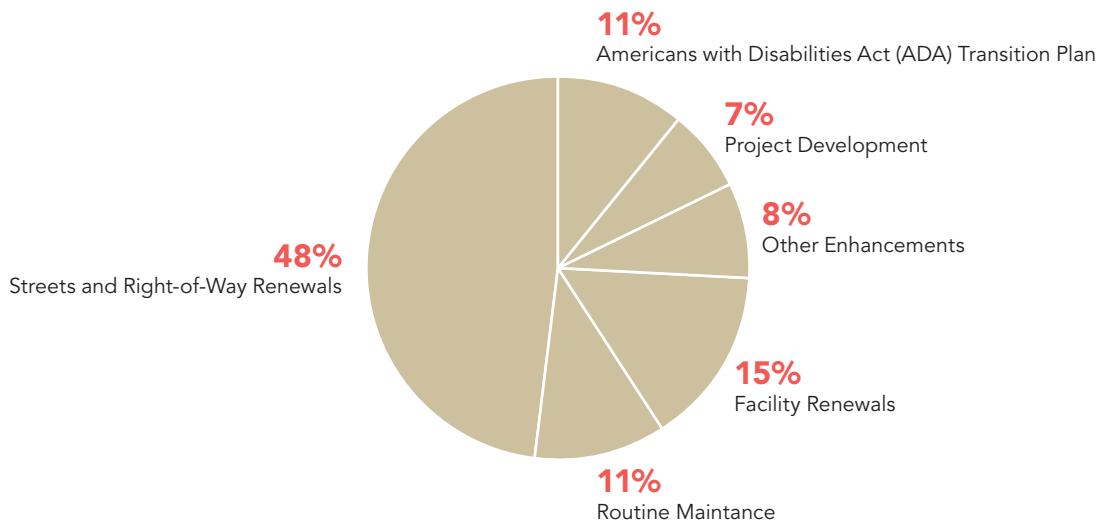
Approximately 81 percent of the City's total capital budget funds Public Works, Transportation and Commerce projects. Because San Francisco is a City and a County, the budget includes funding for such diverse functions as street paving, pier maintenance, sewer and water system repairs, and improvements to our Airport.

FY 2014-15 AND FY 2015-16 GENERAL FUND CAPITAL BUDGET BY SERVICE AREA



For General Fund departments, Public Works, Transportation, and Commerce represents 64 percent of total capital spending. This is largely due to the commitment made by the City to fully fund the street repaving program upon the exhaustion of the Road Repaving & Street Safety bond.

FY 2014-15 AND FY 2015-16 GENERAL FUND CAPITAL BUDGET BY EXPENDITURE TYPE



Streets and Right-of-Way projects make up 31.2 percent of the General Fund capital budget; this includes spending on pot hole filling, streetscape projects, greening projects, and full funding of the street repaving program in both years.

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2014-15	Proposed 2015-16
Department : AAM ASIAN ART MUSEUM			
CAA003	EMERGENCY LEAK REPAIR	GF-ANNUAL PROJECT	30,000
CAA06R00AABE	BUILDING EXTERIORS	GF-ANNUAL PROJECT	24,205
FAA06F0000DU	ADA DOOR UPGRADES	GF-ANNUAL PROJECT	127,000
FAA06F0000FM	FACILITY MAINTENANCE	GF-ANNUAL PROJECT	228,725
FAA06F0000WC	WATER CONSERVATION FIXTURES	GF-ANNUAL PROJECT	30,000
FAAFAC00	AAM - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	175,000
Department :AAM Subtotal		560,725	294,366
Department : ADM GENERAL SERVICES AGENCY - CITY ADMIN			
CAD06PRECHIF	INTERIOR FINISHES	GF-CONTINUING PROJECTS	300,000
CADANC00	ANIMAL SHELTER FACILITY PLAN	GF-ANNUAL PROJECT	467,000
CADCCP00	PAVEMENT REHABILITATION	GF-CONTINUING PROJECTS	600,000
CADCHG11	CITY HALL EMERGENCY GENERATOR PROJECT	GF-CONTINUING PROJECTS	620,000
CADCHP01	RED-CITY HALL LED LIGHTING	GF-CONTINUING PROJECTS	1,800,000
CADCHP02	RED-CITY HALL LIGHT COURT CARPETS	GF-CONTINUING PROJECTS	200,000
CADEND3011	ELEVATOR MODRNIZATION IN BUILDINGS 80/90	GF-CONTINUING PROJECTS	615,000
CADEND311299	ADA GSA	GF-CONTINUING PROJECTS	900,000
CADEND3219	GSA ADMIN ADA TRANSITION PLAN PROJECTS	GF-CONTINUING PROJECTS	100,000
CADEND331299	ADA DPH	GF-CONTINUING PROJECTS	650,000
CADEND341299	ADA HSA	GF-CONTINUING PROJECTS	200,000
CADEVRR2VEC	ELEVATOR REFURBISHMENT	GF-CONTINUING PROJECTS	700,000
CADFMR02	RED-ISVN COOLING TOWERS	GF-CONTINUING PROJECTS	1,250,000
CADFMR03	RED-ISVN BOILERS	GF-CONTINUING PROJECTS	1,380,000
CADFMR04	RED-25VN HEAT PUMPS	GF-CONTINUING PROJECTS	1,000,000
CADIPIIPEN01	COMMUNITY OPPORTUNITIES GRANT	GF-CONTINUING PROJECTS	200,000
CADIPIIPLA01	COMMUNITY CHALLENGE PROGRAM	GF-CONTINUING PROJECTS	500,000
CADIPIIPM001	COMMUNITY OPPORTUNITIES PROGRAM	GF-CONTINUING PROJECTS	180,000
CADRPAA00	DISABLED ACCESS - RECREATION FACILITIES	GF-CONTINUING PROJECTS	1,500,000
CADYGA00	DISABLED ACCESS - JUL PROBATION ADM BLDG	GF-CONTINUING PROJECTS	1,400,000
FADCHL03	WINDOW STABILIZATION	GF-ANNUAL PROJECT	300,000
FADHOJ01	RED-HOJ HVAC SYSTEMS FY14-15	GF-ANNUAL PROJECT	700,000
FADHOJB1199	FY10-11 CIP BUDGET	GF-ANNUAL PROJECT	193,000
FADFOFA1215	FY 14-15 CIP BUDGET	GF-ANNUAL PROJECT	276,000
PATCIPCPBU99	CAPITAL PLANNING	GF-CONTINUING PROJECTS	750,000
Department :ADM Subtotal		11,251,000	12,251,650

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2014-15	Proposed 2015-16
Department : AIR AIRPORT COMMISSION			
CAC0413454AD CT3454-ADMIN EXP	1998 COMMERCIAL PAPER - SERIES 3 AMT	(199,742)	
CAC0413454AM CT3454-MAINTENANCE	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	(6,430)	
CAC0413454AM CT3454-MAINTENANCE	1998 COMMERCIAL PAPER - SERIES 3 AMT	(13,085)	
CAC0413454AM CT3454-MAINTENANCE	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(23,459)	
CAC0413454AM CT3454-MAINTENANCE	SFIA-CAPITAL PROJECTS-OPERATING FUND	(1,193)	
CAC0413454AM CT3454-MAINTENANCE	SFIA-CAPITAL PROJECTS-UNALLOCATED	(7,788)	
CAC0413454AW CT3454-ART WORK EXP	1992 SFIA ISSUE 16A AMT BONDS	(11,859)	
CAC0413454AW CT3454-ART WORK EXP	1996 ISSUE 13T INFRASTRUCTURE BONDS	(20,041)	
CAC0413454AW CT3454-ART WORK EXP	1998 COMMERCIAL PAPER - SERIES 3 AMT	(106,433)	
CAC0413454EF CT3454-ENDOWMENT FUND	1998 COMMERCIAL PAPER - SERIES 3 AMT	(465,000)	
CAC0413454EW CT3454-ELECTRICAL WORK	1998 COMMERCIAL PAPER - SERIES 3 AMT	(8,543)	
CAC041UN4101 INTERNATIONAL TERMINAL IMPRVMNT-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	(7,005)	
CAC041UN4101 INTERNATIONAL TERMINAL IMPRVMNT-UNALLOC	1992 SFIA ISSUE 15 NON-AMT BONDS	(1,000)	
CAC041UN4101 INTERNATIONAL TERMINAL IMPRVMNT-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	(6,166)	
CAC047UN4701 AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	17,000,000	17,000,000
CAC048UN4801 SAFETY & SECURITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(1,218,676)	
CAC050UN5001 AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	2,000,000	2,000,000
CAC050UN5001 AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(6,784,305)	
CAC054UN5401 ROADWAY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	14,080,761	4,869,000
CAC059UN5501 PARKING IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(400,368)	
CAC055UN5501 PUBLIC PARKING LOTS & GARAGES-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(72,504)	
CAC0579C5703 TERMINAL FACILITY RENOVATIONS	2009 SFIA CAPITAL PLAN	9,937,581	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1977 SFIA-REVENUE BOND FUND	17	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1981 SFIA-REVENUE BOND FUND	88	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1983 SFIA-SERIES "D" REV BOND FUND	56	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	7,005	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 NON-AMT BONDS	1,092	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15A-COMM PAPER-AMT	24,871,322	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 16A AMT BONDS	11,859	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 18A AMT BONDS	20,861	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	422	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	6,683	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23A-AMT BONDS	7,429	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23B-NON AMT BONDS	3,603	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 25 AMT BONDS	8,516	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26A-AMT BONDS	14,927	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	5,247	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 10A-AMT BONDS	10,416,242	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 12A-AMT BONDS	11,716,968	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 12B-AMT BONDS	1,961	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 5-MASTER PLAN BOND FD	2	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 6-MASTER PLAN BOND FD	660	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 9B-NON-AMT BOND	231	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	752	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 3-REFUNDING BONDS FD	297	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	61	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	26,144	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1996 ISSUE 13T INFRASTRUCTURE BONDS	24,203	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	853,986	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	37,147	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	1998 SFIA ISSUE 20 NON-AMT BONDS	181	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	3,823	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	2,250	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	2002 SFIA ISSUE 28A AMT BONDS	4,009	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	2003 SFIA ISSUE 29B NON AMT BONDS	6,283	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	2004 SFIA ISSUE 30A AMT BONDS	42	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	2004 SFIA ISSUE 31A AMT BONDS	43,032	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	2005 SFIA ISSUE 31F REVENUE BONDS	699	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	2005 SFIA ISSUE 32 AUCTION RATE BONDS	112	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	2008 COMMERCIAL PAPER SERIES 1-AMT	19	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	2008 COMMERCIAL PAPER SERIES 1-NON-AMT	12	
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	2008 CP SERIES A-AMT JUL-DEC	1,632	

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2014-15	Proposed 2015-16
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2,667	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	23	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	29,859	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	340	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	309,803	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	191,935	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	47,680	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	9,368,081	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	240,040	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	249	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	381,013	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	60,240	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	4,399	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2,500,000	2,500,000
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	(1,488,206)	
CAC057UN5701	SFIA-CAPITAL PROJECTS-UNALLOCATED	7,788	
CAC057UN5701	TAXABLE COMMERCIAL PAPER	2,671	
CAC0609C6001	TELECOMMUNICATION SYSTEM IMPROVEMENTS	(2,242,642)	
CAC0609C6002	WATER SYSTEM IMPROVEMENTS	(2,061,725)	
CAC0609C6004	STORM DRAIN IMPROVEMENTS	(1,811,433)	
CAC0609C6006	WASTEWATER SYSTEM IMPROVEMENTS	(3,421,413)	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	(6,777)	
CATCLM99	AIRPORT ANTICIPATED CLAIMS	(2,200,000)	
FAC55099	WEST OF BAYSHORE FACILITY MAINTENANCE	(800,000)	
FAC80099	FACILITY MAINTENANCE	14,559,511	12,084,000
MACART99	AIRPORT MUSEUM ART ACQUISITION	(156,511)	
Department :AIR Subtotal		95,282,112	38,453,000
Department : ART ARTS COMMISSION			
CARACH00	AAACC - HVC	123,050	
CARCVCCR	CIVIC COLL - RESTORATION	175,000	135,000
CARCVCCT	CIVIC COLL - CONS ASSMT & TRTMT	100,000	105,000
CARCVCSR	CIVIC COLL - STRUCT ASSMT & REINFORCEMNT	160,000	168,000
CARMCF00	MCCLA - FIRE PANEL	544,500	
CARMCH00	MCCLA - HVAC	300,000	
CARMOC00	PATRICIA'S GREEN ROTATING ART PROJECT	20,000	20,000
FARCOL00	MAINTENANCE - CIVIC COLLECTION	83,000	87,150
FARCTR00	MAINTENANCE - CULTURAL CENTERS	111,000	116,550
Department :ART Subtotal		1,193,500	1,054,750
Department : CPC CITY PLANNING			
CCPBPB00	IPIC-DEVELOP BRADY BLOCK PARK (MO)	100,000	100,000
CCPNPS00	IPIC-NEW PARK IN SOMA-DCP	300,000	
CCPOHP00	IPIC-RE-EST OCTAVIA BLVD RIGHT OF WAY WI	150,000	
CCPPGC00	IPIC-PAGE ST GREEN CONNECTION (MO)	25,000	
CCPPSO00	IPIC-PORTSMOUTH SQUARE OPEN SPACE-TCDP	135,000	350,000
CCPPTP01	PAVEMENT TO PARKS PROGRAM	200,000	
CCPSTI01	STREET TREE INVENTORY	200,000	
Department :CPC Subtotal		910,000	650,000
Department : DBI BUILDING INSPECTION			
CBIBEP01	BUILDING EXPANSION	1,500,000	1,000,000
CBIDBI01	ONE TIME AND CAPITAL PROJECT RESERVE	5,250,000	
CBIEVT0101	ELEVATOR UPGRADE	1,000,000	
CBIGENO1	GENERATOR REPLACEMENT	760,766	
CBIHVA0101	HVAC UPGRADE	2,000,000	
CBITEI0101	TENANT IMPROVEMENT	2,000,000	
Department :DBI Subtotal		12,510,766	1,000,000

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2014-15	Proposed 2015-16
Department : DPH PUBLIC HEALTH			
CHC101 DPH ADMIN BLDG SEISMIC RETROFIT	GF-CONTINUING PROJECTS	1,650,000	
CHCCCR0102 CASTRO MISSION RECONFIGURATION-CHN	GF-CONTINUING PROJECTS	150,000	400,000
CHCCUR00 CURRY CENTER PROJECT-REVENUE	GF-CONTINUING PROJECTS	140,000	
CHCPRU0102 COPC PATIENT RENEWAL & UPGRADE PROG-CHN	GF-CONTINUING PROJECTS	300,000	
CHGB5F0102 SFGH BLDG 5 FAN WALL REPLACEMENT-CHN	SFGH-CONTINUING PROJ-OPERATING FD	175,000	
CHGB5R0102 BLDG 5 RENOVATION & SEISMIC RETRO-CHN	SFGH-CONTINUING PROJ-OPERATING FD	5,800,000	
CHGB5W0102 SFGH BLDG 5 WARD 7A; B & C PSYCH	SFGH-CONTINUING PROJ-OPERATING FD	150,000	
CHGB890102 SFGH BLDG 80 & 90 -CHN WORK	SFGH-CONTINUING PROJ-OPERATING FD	700,000	
CHGCSI0102 SFGH CAMPUS SECURITY IMPROVEMENT-CHN	SFGH-CONTINUING PROJ-OPERATING FD	350,000	
CHGFA50102 SFGH CAMPUS FIRE ALARM SYSTEM-CHN WORK	SFGH-CONTINUING PROJ-OPERATING FD	350,000	
CHGUCR0102 UCSF RESEARCH FACILITY - CHN	SFGH-CONTINUING PROJ-OPERATING FD	350,000	
CHLPNT0101 LHH WARDS A B C & H PAINTING	LHH-CONTINUING PROJ-OPERATING FD	250,000	200,000
CHLPNT0201 LHH PAINT EXTERIORS K L & M WINGS	LHH-CONTINUING PROJ-OPERATING FD	325,000	
CHLROF0101 LHH ROOFING AT A B & C WINGS.	LHH-CONTINUING PROJ-OPERATING FD	400,000	
FHC20001 FACILITIES MAINTENANCE-HEALTH CENTERS	GF-ANNUAL PROJECT	331,000	347,550
FHG20001 MISC FAC MAINT PROJ	SFGH-OPERATING-ANNUAL PROJECTS	1,213,000	1,273,650
FHL350 DPH - FACILITIES MAINTENANCE (LHH)	LHH-OPERATING-ANNUAL PROJECTS	1,048,000	1,100,400
GHC315 VAR LOC-MISC FAC MAINT PROJS	GF-ANNUAL PROJECT	56,000	61,740
PHM313 DATA CONVERSION	GF-ANNUAL PROJECT	122,000	128,100
Department : DPH Subtotal		13,385,000	3,986,440
Department : DPW GENERAL SERVICES AGENCY - PUBLIC WORKS			
CATBLVDNB99 BUDGET-30 VAN NESS SPACE RECONFIGURATION	GF-CONTINUING PROJECTS	500,000	
CENSTRSS16BU BUDGET-ISLAIS CREEK BRIDGE REHAB PROJECT	GF-CONTINUING PROJECTS	1,800,000	
CENSTRSSBU01 3RD STREET BRIDGE STRUCTURE REPAIR	GF-CONTINUING PROJECTS	920,000	
CENSTRSSBU99 STREET STRUCTURES REPAIRS BUDGET ALLOCTN	GF-CONTINUING PROJECTS	1,122,500	1,157,525
CENTRNTHBU99 TELEGRAPH HILL - BUDGET	GF-CONTINUING PROJECTS	2,000,000	
CPWBLDHPU99 JUSTICE FACILITIES IMPR PROG PLAN UPDATE	GF-CONTINUING PROJECTS	200,000	
CPWBLDSS0399 BETTER MARKET STREET BUDGET	GF-CONTINUING PROJECTS	1,600,000	
CPWBLDSS0399 BETTER MARKET STREET BUDGET	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	1,000,000	
CPWBLDYDBU02 CARPENTER SHOP DUST COLLECTION SYS REWOR	GF-CONTINUING PROJECTS	315,000	
CPWBLDYDBU03 DPW YARD BOILERS	GF-CONTINUING PROJECTS	125,000	
CPWCRMBOBU99 VARIOUS LOCATIONS CURB RETURN BULB-OUTS	GF-CONTINUING PROJECTS	370,000	800,000
CPWCRMCRBU99 CURB RAMPS (ADA ROW TRAN PLAN) BUDGET	GF-CONTINUING PROJECTS	4,617,996	5,197,996
CPWHUT15BU99 FY14-15 BUDGET	ROAD FUND	5,060,651	5,316,110
CPWHUT15BU99 FY14-15 BUDGET	SPECIAL GAS TAX STREET IMPVT FUND	8,949,420	9,394,464
CPWFAERBU99 DPW-EMERGENCY CAPITAL REPAIRS BUDGET	GF-CONTINUING PROJECTS	330,750	347,288
CPWPLZPLBU99 HALLIDIE PLAZA ELEVATOR REPLACE BUDGET	GF-CONTINUING PROJECTS	500,000	
CPWSSCGBU99 STREETSCAPE GREENING ESTABLISHMENT	GF-CONTINUING PROJECTS	164,500	200,000
CPWSSCPDBU01 TSI-PED & BIKE SAFETY IMPROV BUDGET	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	950,000	
CPWSSCPDBU99 VISION ZERO	GF-CONTINUING PROJECTS	2,170,000	
CPWSSCPDEN01 IPIC-PEDESTRIAN ENHANCEMT FUNDS	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	578,800	
CPWSSCPDM001 IPIC-PEDESTRIAN & BICYCLE PROJ ENHANCEMT	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	500,000	
CPWSSCPDM002 IPIC-PEDESTRIAN IMPR FRANKLIN & GOUGH	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	500,000	
CPWSSCSCV01 IPIC - GREEN CONNECTION LELAND	VISITACION VALLEY INFRASTRUCTURE FUND	506,000	213,000
CPWSSCSSBU99 STREETSCAPE IM PROJECTS BUDGET	GF-CONTINUING PROJECTS	200,000	200,000
CPWSSCSSEN02 IPIC - 22ND ST GREEN CONNECTION	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	150,000	2,000,000
CPWSSCSMO01 IPIC-GREENING AT VAN NESS & MISSION	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	250,000	500,000
CPWSSCSSMO02 IPIC-PAGE STREET GREEN CONNECTION	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	350,000	1,050,000
CPWSSCSMM003 IPIC-STREETSCAPE GREENING ENHANCEMT FUND	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	350,000	350,000
CPWSSCSMM004 IPIC-RE-ESTABLISH OCTAVIA BLVD R.O.W	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	750,000	
CPWSSCSR0H01 IPIC-RINCON HILL STREETSCAPE IMPROVEMENT	RINCON HILL & SOMA COMMUNITY FUNDS	1,468,000	4,568,300
CPWSSCSST01 IPIC-DESIGN&CONSTR FOR TCDP STSCAPE PLAN	TRANSIT CENTER DISTRICT FUND	2,300,000	6,000,000
CPWSSCSST02 IPIC-DOWNTOWN RAIL EXTENSION DESIGN WORK	TRANSIT CENTER DISTRICT FUND	1,900,000	1,350,000
CPWSSCSST03 IPIC-CITY PARK	TRANSIT CENTER DISTRICT FUND	100,000	
CPWTRNCRBU99 STREET PRESERVATION CURB RAMPS	GF-CONTINUING PROJECTS	500,000	1,000,000
CPWTRNSRB99 STREET RECONSTR & RENOVATION BGT ALLOC	GF-CONTINUING PROJECTS	41,507,812	42,008,203
CPWTRNSRB99 STREET RECONSTR & RENOVATION BGT ALLOC	ROAD FUND	369,675	
CPWTRNSRB99 STREET RECONSTR & RENOVATION BGT ALLOC	SPECIAL GAS TAX STREET IMPVT FUND	646,882	
CSMDRSABU99 ACCELERATED SIDEWALK ABATEMENT BUDGET	GF-CONTINUING PROJECTS	852,198	894,808
CSMDRSWBU99 EXPANDED SIDEWALK REPAIR PROGRAM - BGT	GF-CONTINUING PROJECTS	2,207,957	2,207,957
CUFADB04BU99 SUNSET MAINTENANCE	GF-CONTINUING PROJECTS	30,000	

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2014-15	Proposed 2015-16
CUFTRNTRBU99 NEW STREET TREE PLANTING BGT ALLOCATION	GF-CONTINUING PROJECTS	536,570	593,570
CUFTRNTRBU99 NEW STREET TREE PLANTING BGT ALLOCATION	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	50,000	50,000
FBRDPWFMBU99 FACILITIES MAINTENANCE-RECURRING - BGT	GF-CONTINUING PROJECTS	385,875	405,169
PENSTRIPBU99 STREET STRUC INSP PROG BUDGET ALLOCATN	GF-CONTINUING PROJECTS	242,550	254,625
PPWCRMCRBU99 CURB RAMP INSPECTION & REPLACEMENT BUDGE	GF-CONTINUING PROJECTS	250,000	500,000
PPWPLZIRBU99 DPW-PLAZA INSPECTION & REPAIR BUDGET	GF-CONTINUING PROJECTS	87,229	91,590
PPWTRNLBSBU99 DPW-LANDSLIDE/ROCKFALL RESPONSE BUDGET	GF-CONTINUING PROJECTS	50,000	115,763
PSMDSRSABU99 ACCELERATED SIDEWALK ABATEMENT BUDGET	OTHER SPECIAL REVENUE FUND	874,396	918,116
PSMDSRSWB99 SIDEWALK INSPECTION/REPAIR BUDGET ALLOCA	OTHER SPECIAL REVENUE FUND	1,829,769	1,921,257
PSRTRNPRBU99 DPW-SSR POTHOLE REPAIR	GF-CONTINUING PROJECTS	1,852,200	1,944,810
PUFOFAVRBU99 MAINT. EXISTING MEDIAN-VAR - BGT	GF-CONTINUING PROJECTS	104,186	109,395
PUFTRNTMBU99 STREET TREE MAINTENANCE - BGT	GF-CONTINUING PROJECTS	248,063	260,466
PUFTRNTTB99 ST TRIMMING/SIDEWALK REPAIR INITIATIVE	GF-CONTINUING PROJECTS	700,000	700,000
Department :DPW Subtotal		88,688,979	99,505,512
Department :DSS HUMAN SERVICES			
CSS004 CHILDCARE CENTER	GF-ANNUAL PROJECT	168,000	1,470,250
FSS100 FACILITIES MAINTENANCE- CONTINUING FUND	GF-CONTINUING PROJECTS	88,000	92,400
Department :DSS Subtotal		256,000	1,562,650
Department :ECD EMERGENCY MANAGEMENT			
CED01501 CRITICAL INFRASTRUCTURE PROTECTION	GF-CONTINUING PROJECTS	2,305,284	
CED01701 RADIO SITE IMPROVEMENT	GF-CONTINUING PROJECTS		2,500,000
CED02701 AIR HANDLER REPAIR	GF-CONTINUING PROJECTS	100,000	
CED06ROOTUBE 911 CENTER 1003 TURK ST GUTTER REPLCMT	GF-CONTINUING PROJECTS		218,000
Department :ECD Subtotal		2,405,284	2,718,000
Department :FAM FINE ARTS MUSEUM			
CFADY101DYRR REPAIR AND REPLACE	GF-CONTINUING PROJECTS	100,000	
CFADY201DYRR REPAIR AND REPLACE	GF-CONTINUING PROJECTS	150,000	
CFADY301DYRR REPAIR AND REPLACE	GF-CONTINUING PROJECTS		25,000
CFADY401DYRR REPAIR AND REPLACE	GF-CONTINUING PROJECTS		100,000
CFADY501DYRR REPAIR AND REPLACE	GF-CONTINUING PROJECTS		175,000
CFALH101LHRR REPAIR AND REPLACE	GF-CONTINUING PROJECTS		250,000
CFALH201LHRR REPAIR AND REPLACE	GF-CONTINUING PROJECTS		280,000
CFALH301LHRR REPAIR AND REPLACE	GF-CONTINUING PROJECTS		275,000
CFALH401LHRR REPAIR AND REPLACE	GF-CONTINUING PROJECTS		20,000
CFALH501LHRR REPAIR AND REPLACE	GF-CONTINUING PROJECTS	179,400	
CFALHM00 LEGION OF HONOR - MAONRY	GF-CONTINUING PROJECTS	357,345	
CFALHR00 LEGION OF HONOR - ROOF REPLACEMENT	GF-CONTINUING PROJECTS	319,188	
FFA06F0000FM FAM - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	166,000	174,300
Department :FAM Subtotal		1,271,933	1,299,300
Department :FIR FIRE DEPARTMENT			
CFC115 FIR - WASHER EXTRACTOR INSTALLATION	GF-CONTINUING PROJECTS	625,000	
CFC11600 REPLACEMENT OF EXHAUST EXTRACTORS AT FIR	GF-CONTINUING PROJECTS	500,000	
CFC11700 REPLACEMENT OF OLD FIRE DEPARTMENT APPAR	GF-CONTINUING PROJECTS	200,000	
FFC105 GENERATOR REPLACEMENTS	GF-CONTINUING PROJECTS		400,000
FFC106 UNDERGROUND STORAGE TANK MONITORING	GF-ANNUAL PROJECT		318,150
FFC10900 BOILER REPLACEMENT	GF-CONTINUING PROJECTS	200,000	
FFC11300 INSTALLATION OF 2 MODULAR UNITS FOR FIRE	GF-CONTINUING PROJECTS	1,500,000	
FFC293 VARIOUS FACILITY MAINTENANCE PROJECT	GF-ANNUAL PROJECT	670,000	703,500
Department :FIR Subtotal		2,570,000	2,546,650
Department :GEN GENERAL CITY RESPONSIBILITY			
PCOBIP02 BIP GEN	GF-CONTINUING PROJECTS	1,250,000	
PGEPHR00 PUBLIC HOUSING REBUILD FUND	GF-CONTINUING PROJECTS	2,791,982	2,984,490
Department :GEN Subtotal		4,041,982	2,984,490

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2014-15	Proposed 2015-16
Department : JUV JUVENILE PROBATION			
CJV067LC00MP	MASTER PLAN - JUVENILE PROBATION FACILIT	GF-CONTINUING PROJECTS	300,000
CJV06RLC00ED	EAVES AND DECKING REPAIR	GF-CONTINUING PROJECTS	200,000
CJV06RLC00RR	ROOF REPLACEMENT	GF-ANNUAL PROJECT	350,000
CJV06RYG00RP	REPAVING	GF-CONTINUING PROJECTS	250,000
CJV06RYGJ0BE	BUILDING EXTERIORS	GF-CONTINUING PROJECTS	500,000
CJV06RYGYAEM	ELEVATOR MODERNIZATION	GF-CONTINUING PROJECTS	1,667,000
CJV06RYGYAFD	FIRE DETECTION/PROTECTION SYS	GF-CONTINUING PROJECTS	603,000
FJV06F0000FM	JUV - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	364,000
PJV1313	JUVENILE HALL CAMERAS FY12-13	GF-CONTINUING PROJECTS	700,000
Department : JUV Subtotal		1,967,000	3,849,200
Department : LIB PUBLIC LIBRARY			
CLBCPCMA15SE	MAIN LIBRARY SEISMIC JOINT PROJECT	LIBRARY FUND - CONTINUING PROJECTS	100,000
CLBPOPBR15BU	POE-F15-BUDGET	LIBRARY FUND - CONTINUING PROJECTS	700,000
CLBPOPBR16BU	POE-F16-BUDGET	LIBRARY FUND - CONTINUING PROJECTS	825,000
CLBTNCMA14BU	TEEN CENTER-FY14-BUDGET	LIBRARY FUND - CONTINUING PROJECTS	1,300,000
Department : LIB Subtotal		2,100,000	925,000
Department : MTA MUNICIPAL TRANSPORTATION AGENCY			
CPKF8889LSL1	68K044 IPIC FUNDED PROJECTS	PTC-CAPITAL PROJECTS-LOCAL FUND	750,000
CPKF8989LSL1	68K045 TSIP PROJECTS SOGR	PTC-CAPITAL PROJECTS-LOCAL FUND	4,000,000
CPKF9089LSL1	68K046 TSIP PROJECTS-PEDESTRIAN	PTC-CAPITAL PROJECTS-LOCAL FUND	1,046,621
CPKG42M179	MTA OSP METER LOT INFRASTRUCTURE PROJECT	OFF STREET PARKING CONTINUING PROJ FD	3,000,000
CPT7141322	MTA ENTERPRISE ASSET MANAGEMENT (EAM)	MUNI-CONTINUING PROJ-OPERATING FD	3,631,980
CPT7151321	MTA-WIDE EQUIPMENT PURCHASE PROJECT	MUNI-CONTINUING PROJ-OPERATING FD	3,000,000
CPT7161322	MTA-WIDE MAINTENANCE PROJECT	MUNI-CONTINUING PROJ-OPERATING FD	4,500,000
CPT9951C1EL1	CS PLAZA TRANSIT CENTER DISTRICT FUNDS	MUNI-CAPITAL PROJECTS-LOCAL FUND	500,000
Department : MTA Subtotal		20,428,601	21,023,389
Department : MYR MAYOR			
PMOHASHAFERZ	SERAFL LOAN REPAYMENTS POOL	LMIHAF NON-BOND FUNDS	2,950,968
Department : MYR Subtotal		2,950,968	0
Department : POL POLICE			
CPC06700MI01	MISSION SECURITY FENCING	GF-CONTINUING PROJECTS	250,000
CPC06R000001	POLICE STATIONS HOT WATER SUPPLY SYSTEMS	GF-CONTINUING PROJECTS	50,000
CPC06R000002	POLICE FACILITIES DRAINAGE REPAIRS	GF-CONTINUING PROJECTS	150,000
CPC06R00000RR	POLICE FACILITIES ROOFS REPAIRS	GF-CONTINUING PROJECTS	250,000
CPC06R00LM01	LAKE MERCED RANGE MAINTENANCE PROJECTS	GF-CONTINUING PROJECTS	200,000
CPCALC00	REPLACE CARPETING IN 15 ROOMS THROUGHOUT	GF-CONTINUING PROJECTS	174,000
CPCHAZ00	HAZMAT ABATEMENT	GF-CONTINUING PROJECTS	22,000
CPCPNT00	PAINT/WATERPROOF POLICE STATION EXTERIOR	GF-CONTINUING PROJECTS	65,000
CPCSTA	GGP POLICE STABLES RENOVATION	GF-CONTINUING PROJECTS	500,000
IPC23601	VARIOUS LOCATIONS FAC MAINT PROJS	GF-ANNUAL PROJECT	110,000
Department : POL Subtotal		1,032,000	876,000

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2014-15	Proposed 2015-16
Department : PRT PORT			
CPO61901	EMERGENCY FACILITY MAINTENANCE	PORT-CONTINUING PROJ-OPERATING FD	84,000 89,000
CPO6251901	MAINTENANCE DREDGING FY 11/12 & FY 12/13	PORT-CONTINUING PROJ-OPERATING FD	3,681,000 4,964,000
CPO66701	PRE-DEVELOPMENT STUDIES	PORT-CONTINUING PROJ-OPERATING FD	525,000
CPO68001	PORT ADA TRANSITION PLAN	PORT-CONTINUING PROJ-OPERATING FD	100,000
CPO72001	PIER 80/92/96 TRACK MAINT.	PORT-CONTINUING PROJ-OPERATING FD	430,000
CPO7271101	MATERIALS TESTING FY 12/13 & FY 13/14	PORT-CONTINUING PROJ-OPERATING FD	500,000 500,000
CPO75201	AMADOR ST FORCED SEWER MAIN	CERT OF PARTICIPATION - 2013B (NON-AMT)	464,000
CPO75601	SEAWALL & MARGINAL WHARF REPAIR PROJECT	PORT-CONTINUING PROJ-OPERATING FD	500,000
CPO76101	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	910,000 100,000
CPO77401	GREENING/BEAUTIFICATION IMP - S.WATERFRNT	PORT-CONTINUING PROJ-OPERATING FD	150,000 314,200
CPO77601	LEASING CAPITAL IMPROVEMENT PROJECT	PORT-CONTINUING PROJ-OPERATING FD	200,000
CPO77801	PIER STRUCTURE RPR PRJT PH II	CERT OF PARTICIPATION - 2013B (NON-AMT)	1,767,997
CPO77801	PIER STRUCTURE RPR PRJT PH II	PORT-CONTINUING PROJ-OPERATING FD	6,295,078 2,527,800
CPO78001	HOMELAND SECURITY ENHANCEMENTS	PORT-CONTINUING PROJ-OPERATING FD	250,000 250,000
CPO78501	FERRY TERMINAL FLOAT REPAIRS	PORT-CONTINUING PROJ-OPERATING FD	300,000
CPO78901	CRANE PAINTING & UPGRADE PROJECT	PORT-CONTINUING PROJ-OPERATING FD	300,000
CPO79301	PIER 70 HISTORIC BLDGS STBLN AND REPAIRS	PORT-CONTINUING PROJ-OPERATING FD	400,000
CPO79401	SO WATERFRONT OPEN SPACE ENHNCMNTS/ALTERN	PORT-CONTINUING PROJ-OPERATING FD	550,000 550,000
CPO79501	PRT ELEVATOR/ESCALATOR UPGR;REP&REPLMT	PORT-CONTINUING PROJ-OPERATING FD	610,000
CPO930010101	N WATERFRONT HISTORIC PIER STRUCTURE REP	PORT-CONTINUING PROJ-OPERATING FD	900,000
CPO9310101	SF PORT MARINA REPAIRS	PORT-CONTINUING PROJ-OPERATING FD	350,000 615,000
CPO9320101	PUBLIC RESTROOM IMPROVEMENTS	CERT OF PARTICIPATION - 2013B (NON-AMT)	1,157,500
CPO9340101	UNDERPIER UTILITY REPAIRS & IMPROVEMENTS	PORT-CONTINUING PROJ-OPERATING FD	250,000 250,000
CRPCSPWP4301	PIER 43 BAY TRAIL LINK PARK G.O. BOND	2008 CLEAN & SAFE PARK BOND-1ST S 2008B	93,616
CRPCSPWP4301	PIER 43 BAY TRAIL LINK PARK G.O. BOND	2008 CLEAN & SAFE PARK BOND-2ND S 2010B	105,843
CRPCSPWP4301	PIER 43 BAY TRAIL LINK PARK G.O. BOND	2008 CLEAN & SAFE PARK BOND-3RD S 2010D	133,768
CRPCSPWP4301	PIER 43 BAY TRAIL LINK PARK G.O. BOND	2008 CLEAN & SAFE PARK BOND-4TH S2012B	121,227
GPO22801	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	190,000 190,000
GPO23601	PUBLIC ACCESS IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	75,000 150,000
GPO53601	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	185,000 185,000
GPO54301	FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	487,000 487,000
GPO54701	WHARF J-10 OVERSIGHT	PORT-OPERATING-ANNUAL PROJECTS	40,000 40,000
GPO54801	ABANDONED MAT/ILLEGAL DUMPING CLEANUP-RE	PORT-OPERATING-ANNUAL PROJECTS	180,000 180,000
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	450,000 450,000
GPO55501	PIER 90 SUBSURFACE PETROLEUM INVSTGTON	PORT-OPERATING-ANNUAL PROJECTS	40,000 40,000
GPO55601	UTILITY ANNUAL MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	50,000 50,000
GPO55701	OIL SPILL RESPONSE TRAINING & INVSTGTON	PORT-OPERATING-ANNUAL PROJECTS	90,000 90,000
GPO56101	PIER 94/96 BACKLANDS SITE INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	30,000 30,000
GPO56301	EMERGE CITYWIDE PAYROLL PROJECT	PORT-OPERATING-ANNUAL PROJECTS	156,403 155,861
GPO56501	SANITARY SEWER MANAGEMENT PLAN	PORT-OPERATING-ANNUAL PROJECTS	90,000 90,000
GPO56801	PIER 80 UST INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	70,000 70,000
GPO57501	IS STRATEGIC PLAN IMPLEMENTATION	PORT-OPERATING-ANNUAL PROJECTS	1,000,000 1,000,000
GPO57601	WATERFRONT DEVELOPMENT PROJECTS	PORT-OPERATING-ANNUAL PROJECTS	2,790,191 2,853,541
GPO57701	TREE REPLACEMENT & MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	135,000 175,000
GPO57801	SOUTHERN WATERFRONT BEAUTIFICATION	PORT-OPERATING-ANNUAL PROJECTS	50,000 100,000
GPO62401	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	109,000 109,000
GPO63201	HERON'S HEAD PARK (PIER 98)	PORT-OPERATING-ANNUAL PROJECTS	70,000 70,000
GPO72802	PORT EVENTS & PROMOTION	PORT-OPERATING-ANNUAL PROJECTS	55,000 55,000
PPO10101	RINCON PARK-MAINT. & MGT. ACCOUNT	PORT-OPERATING-ANNUAL PROJECTS	(4) (4)
PYAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	PORT-OPERATING-ANNUAL PROJECTS	565,000 565,000
Department :PRT Subtotal		25,446,619	19,985,398

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2014-15	Proposed 2015-16
Department : PUC PUBLIC UTILITIES COMMISSION			
CUH88701 SF ELECTRICAL RELIABILITY/TRANSBAY PRJCT	TRANSBAY CABLE	2,000,000	2,000,000
CUW25701 WATERSHED PROTECTION	SFWD-CONTINUING PROJ-OPERATING FD	358,000	330,000
CUW26501 LANDSCAPE CONSERVATION PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	1,503,000	1,320,000
CUW27101 LONG TERM MONITORING & PERMIT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	3,312,000	4,458,000
FUH10001 HETCHY WATER - FACILITIES MAINTENANCE	HETCHY OPERATING-ANNUAL PROJECTS	1,600,000	1,600,000
FUW10101 AWSS MAINTENANCE - CDD	SFWD-OPERATING-ANNUAL PROJECTS	500,000	500,000
FUW10201 WATER ENTERPRISE-WATERSHED PROTECTION	SFWD-OPERATING-ANNUAL PROJECTS	1,213,000	790,000
PUH50301 ARC FLASH & ELECTRICAL HAZARD	HETCHY OPERATING-ANNUAL PROJECTS	357,000	
PUH50401 WECC/NERC COMPLIANCE	HETCHY OPERATING-ANNUAL PROJECTS	8,397,000	6,075,000
PUH50601 WECC/NERC TRANSMISSION LINE CLEARANCE	HETCHY OPERATING-ANNUAL PROJECTS	1,500,000	2,000,000
PWU50201 WATER RESOURCES PLANNING AND DEVELOPMENT	SFWD-CONTINUING PROJ-OPERATING FD	3,500,000	445,000
PWU51100 TREASURE ISLAND - MAINTENANCE	HETCHY OPERATING-ANNUAL PROJECTS	2,910,000	2,997,000
PWU51100 TREASURE ISLAND - MAINTENANCE	SFWD-OPERATING-ANNUAL PROJECTS	1,132,000	1,165,000
PWU51101 TREASURE ISLAND - WASTEWATER	CWP-OPERATING-ANNUAL PROJECTS	1,200,000	1,236,000
PWU51401 525 GOLDEN GATE - O & M	CWP-OPERATING-ANNUAL PROJECTS	1,052,000	1,083,000
PWU51401 525 GOLDEN GATE - O & M	HETCHY OPERATING-ANNUAL PROJECTS	545,000	652,000
PWU51401 525 GOLDEN GATE - O & M	SFWD-OPERATING-ANNUAL PROJECTS	3,403,000	3,505,000
PWU51501 525 GOLDEN GATE - LEASE PAYMENT	CWP-OPERATING-ANNUAL PROJECTS	2,424,000	2,424,000
PWU51501 525 GOLDEN GATE - LEASE PAYMENT	HETCHY OPERATING-ANNUAL PROJECTS	1,248,000	1,248,000
PWU51501 525 GOLDEN GATE - LEASE PAYMENT	SFWD-OPERATING-ANNUAL PROJECTS	9,167,000	9,166,000
PWU51701 RETROFIT GRANT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	715,000	2,640,000
PWW10001 LOW IMPACT DEVELOPMENT	CWP-OPERATING-ANNUAL PROJECTS	681,000	681,000
PYEAES06 YOUTH EMPLOYMENT & ENVIRON BUDGET	CWP-OPERATING-ANNUAL PROJECTS	697,000	697,000
PYEAES06 YOUTH EMPLOYMENT & ENVIRON BUDGET	HETCHY OPERATING-ANNUAL PROJECTS	150,000	150,000
PYEAES06 YOUTH EMPLOYMENT & ENVIRON BUDGET	SFWD-OPERATING-ANNUAL PROJECTS	1,290,000	1,290,000
Department : PUC Subtotal		50,854,000	48,452,000
Department : REC RECREATION AND PARK COMMISSION			
CRPACQ01 OS ACQUISITION-BUDGET	OPEN SPACE-CONTINUING PROJECTS	2,066,500	2,290,500
CRPADA01 ADA COMPLIANCE-BUDGET	GF-CONTINUING PROJECTS	800,000	600,000
CRPAPA01 ALTA PLAZA ACCESS IMPROVEMENTS	GF-CONTINUING PROJECTS		350,000
CRPCCPACC01 3245V-CIVIC CENTER PLAZA ADA BUDGET	GF-CONTINUING PROJECTS	650,000	
CRPCOFLGZ01 GGP CONSERVATORY OF FLOWERS REGLAZING	GF-CONTINUING PROJECTS	500,000	450,000
CRPCON01 OPEN SPACE CONTINGENCY-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,307,100	1,374,300
CRPCM01 OS CAPITAL PROGRAM MGMT-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,000,000	1,000,000
CRPCSPFR0001 PARK FORESTRY	2008 CLEAN & SAFE PARK BOND-4TH S2012B	(800,000)	
CRPCSPNPR001 NP CONTINGENCY	2008 CLEAN & SAFE PARK BOND-4TH S2012B	800,000	
CRPDWB01 MARINA DBW LOAN RESERVE	R&P-MARINA YACHT HARBOR FUND	55,000	61,000
CRPENH1FPK 17TH & FOLSOM PARK	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	1,120,000	
CRPENHEN01 EASTERN NEIGHBORHOOD PARK REHAB BUDGET	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	658,000	
CRPENHNP0001 NEW PARK IN SOMA	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND		1,222,000
CRPENHPS0001 PORTSMOUTH SQUARE OPEN SPACE	TRANSIT CENTER DISTRICT FUND	365,000	
CRPENHSMPLO1 SOUTH PARK	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	1,200,000	
CRPERW01 EROSION CONTROL & RETAINING WALL REPL.	GF-CONTINUING PROJECTS	200,000	250,000
CRPGAR01 OS COMMUNITY GARDENS-BUDGET	OPEN SPACE-CONTINUING PROJECTS	200,000	200,000
CRPGAT01 GGP ALVORD TUNNEL	GF-CONTINUING PROJECTS	210,000	
CRPGLF01 GOLF PROGRAM	GOLF FUND -CONTINUING PROJECTS	330,000	330,000
CRPIRR01 IRRIGATION SYSTEMS	GF-CONTINUING PROJECTS		500,000
CRPMOCMHPG01 MARGARET HAYWARD PLAYGROUND BUDGET	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	150,000	1,664,000
CRPNPBCPG01 3228V-GOLDEN GATE PARK	2012-CLEAN & SAFE NP BONDS-1ST S2013A	(1,000,000)	
CRPNPBFR0001 FORESTRY	2012-CLEAN & SAFE NP BONDS-1ST S2013A	(968,770)	
CRPNPBNGPG01 3210V-GARFIELD SQUARE POOL BLDG.	2012-CLEAN & SAFE NP BONDS-1ST S2013A	(1,000,000)	
CRPNPBNPR001 NP CONTINGENCY	2012-CLEAN & SAFE NP BONDS-1ST S2013A	3,968,770	
CRPNPBPT0001 PARK TRAILS	2012-CLEAN & SAFE NP BONDS-1ST S2013A	(1,000,000)	
CRPNPG01 OS NEIGHBORHOOD PLAYGROUNDS-BUDGET	GF-CONTINUING PROJECTS	170,000	
CRPNPGWPPGPS WEST PORTAL PG PLAY STRUCTURE REPLACEMENT	GF-CONTINUING PROJECTS	100,000	
CRPNPS01 OS NEIGHBORHOOD PARKS & SQUARES-BUDGET	GF-CONTINUING PROJECTS	1,250,000	
CRPPFR01 PLAYING FIELDS REPLACEMENT	GF-CONTINUING PROJECTS	800,000	1,600,000
CRPPRP01 PUMP REPLACEMENT PROJECT-BUDGET	GF-CONTINUING PROJECTS	250,000	250,000
CRPPSG01 PORTSMOUTH SQUARE GARAGE REHABILITATION	GF-CONTINUING PROJECTS		300,000
CRPRHPRHG01 3239V-RINCON HILL-GUY PLACE PARK BUDGET	RINCON HILL & SOMA COMMUNITY FUNDS	2,400,000	
CRPRSF01 COURT RESURFACING	GF-CONTINUING PROJECTS	50,000	250,000

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2014-15	Proposed 2015-16
CRPSEC01 SECURITY AND LIGHTING SYSTEM-BUDGET	GF-CONTINUING PROJECTS	235,000	125,000
CRPSHP01 SHARP PARK PUMP HOUSE	GF-CONTINUING PROJECTS	850,000	
CRPTDR01 TROCADERO DECK REPLACEMENT-BUDGET	GF-CONTINUING PROJECTS	175,000	
CRPVVFHTBV01 HILLTOP TRAIL TO BAYVIEW HILL BUDGET	VISITACION VALLEY INFRASTRUCTURE FUND		183,000
FRPCOM01 MONSTER PARK - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	500,000	
FRPFRH01 FIELD REHABILITATION	GF-ANNUAL PROJECT	56,000	60,000
FRPGEN01 GENERAL FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	1,306,000	700,000
FRPMAT01 MATHER FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	221,000	250,000
FRPMBB01 MIDNIGHT BASKETBALL - BUDGET	GF-ANNUAL PROJECT	68,000	
FRPYFM01 MYH-FACILITIES MAINTENANCE-BUDGET	R&P-MARINA YACHT HARBOR FUND	300,000	287,980
FRPYFMWHDR01 MARINA RENO. WEST HARBOR DREDGING BUDGET	R&P-MARINA YACHT HARBOR FUND	200,000	200,000
PRPMDP01 MISSION DOLORES PG FAC MAINT RESERVE	GF-CONTINUING PROJECTS	15,000	15,000
Department :REC Subtotal		19,757,600	14,512,780
Department :REG ELECTIONS			
PRG04300 REG - WAREHOUSE MOVE	GF-NON-PROJECT-CONTROLLED	2,000,000	
Department :REG Subtotal		2,000,000	0
Department :SCI ACADEMY OF SCIENCES			
FSC06F0000FM SCI - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	226,400	166,000
FSCCTR00 TO SUPPORT COLLECTION AND VISITORS	GF-ANNUAL PROJECT	150,000	
FSCRGP00 REPLACE GLASS DUE TO BREAKAGE	GF-ANNUAL PROJECT		120,000
FSCRGU00 UPGRADE LIVE PLANT AND ANIMAL EXHIBIT	GF-ANNUAL PROJECT		150,000
Department :SCI Subtotal		376,400	436,000
Department :SHF SHERIFF			
CSH067CJ03PD SHF - JAIL REPLACEMENT PROJECT	GF-CONTINUING PROJECTS	1,550,000	500,000
CSHADACJ02 PLN ADA UPGRD RMV BARRIER AT DWNTWN FAC	GF-CONTINUING PROJECTS		200,000
CSHCDCRJ25 HARDENING OF CELLS FOR HIGHER SECURITY	GF-CONTINUING PROJECTS		200,000
CSHHOTCJ12 REPLCE WTR HTR SET-UP BACKUP AT CJ1	GF-CONTINUING PROJECTS		245,000
CSHKITCJ05 CONVRT FRZR AND REPR FRIDGE AT CJ5 KIT	GF-CONTINUING PROJECTS		132,000
CSHLADCJ04 RMV OLD WSHR ADD 2 SM UNITS AT CJ4	GF-CONTINUING PROJECTS		60,000
CSHROFCJ12 REPAIR TO PREVENT LEAKS	GF-CONTINUING PROJECTS		140,000
CSHSWRSBSR COMPLIANCE WITH THE CJ#3R EIR	GF-CONTINUING PROJECTS		210,000
CSHVSTCJ04 HIGHER SECURITY TO PREVENT BREACHES	GF-CONTINUING PROJECTS		60,000
CSHWRCKIFC FIRE CODE COMPLIANCE AND UPGRADE	GF-CONTINUING PROJECTS		75,000
FSH06F0000FM SHF - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT		386,000
FSH06FCJ03FM SHF - JAIL MAINTENANCE - HOJ	GF-ANNUAL PROJECT		120,000
Department :SHF Subtotal		3,178,000	1,846,000
Department :TIS GENERAL SERVICES AGENCY - TECHNOLOGY			
CTIFIB00 FIBER-WIFI CONNECTIVITY	GF-CONTINUING PROJECTS	275,000	450,000
CTIMOV00 JERROLD LOCATION MOVE	GF-CONTINUING PROJECTS	50,000	
Department :TIS Subtotal		325,000	450,000
Department :WAR WAR MEMORIAL			
CWM06R000SEC DS ELEVATOR REFURBISHMENT	WAR MEMORIAL-CONTINUING PROJECTS	350,000	
CWMVBR03 WAR UPGRADES	WAR MEMORIAL-CONTINUING PROJECTS	1,375,000	
FWM06F0000FM WAR - FACILITY MAINTENANCE	WAR MEMORIAL-ANNUAL PROJECTS	412,000	433,000
Department :WAR Subtotal		2,137,000	433,000
Capital Project Total		366,880,469	281,095,575

IT PROJECTS



Youth Jobs+ Program

San Francisco Unified School District, United Way of the Bay Area, Department of Children, Youth, and their Families, and Office of Economic and Workforce Development

In May 2014, San Francisco kicked off the third year of San Francisco Youth Jobs+. The program provides San Francisco's most vulnerable youths - including those in foster care, in the justice system, from low-income communities and those who do not have right-to-work documents – between the ages 16-24 with year round job opportunities that help them gain the skills they need to succeed in the 21st Century economy. This public-private partnership is led by the Department of Children, Youth and their Families (DCYF), the Office of Economic and Workforce Development (OEWD), the San Francisco Unified School District (SFUSD) and the United Way of the Bay Area (UWBA) and partners with hundreds of private companies that provide job opportunities and resources for the program. This program was inspired by President Barack Obama's 2012 challenge to provide pathways to employment for low-income and disconnected youth. This program has been a great success in the past two years. Last year, 6,800 youth were placed in summer employment opportunities and in 2012, 5,200 youth were placed. The 2014 goal is to place 7,000 youth to paid year round jobs and internships. This public-private partnership continues to open doors and gives San Francisco youths discipline, training, skills and work exposure while helping them experience the connection between education and their future careers.

INFORMATION & COMMUNICATION TECHNOLOGY PROJECTS

OVERVIEW

Investment in information and communications technology enables the City to enhance services, facilitate engagement with agencies, and utilize data to better inform leaders and policymakers. The City plans, funds, and implements IT projects through the Committee on Information Technology (COIT). Every odd-numbered year, COIT updates the five-year Information & Communication Technology (ICT) plan, which identifies the City's goals and priorities and outlines potential financial strategies. The ICT Plan for Fiscal Years (FY) 2013-14 through 2017-18 was adopted by the Board of Supervisors in April 2013 and provides information to guide the Mayor's Proposed Budget. The next ICT Plan will be adopted in March or April 2015.

Major IT Projects

Underscoring the City's commitment to the development and support of aging critical IT infrastructure and core business systems, the Mayor's Proposed Budget begins to fund these major systems projects beyond the COIT General Fund Allocation levels adopted in the ICT Plan over the next two fiscal years. Projects which are being proposed for funding through this source are multi-year, multi-million dollar investments with citywide impact.

In FY 2013-14, the Controller's Office received project planning and development funding for the replacement of the City's legacy financial system. This plan was approved by COIT and prioritized for \$12.0 million of major IT project funding in the proposed budget. Other major IT projects that were prioritized for funding include the replacement of the public safety radio system and a number of IT infrastructure projects proposed by the City's Chief Information Officer (CIO).

General Fund Projects

In FY 2014-15 and 2015-16, project requests totaling \$49.7 million and \$58.1 million, respectively, were received, far exceeding available funding. As such, projects were carefully reviewed and prioritized for funding in accordance with criteria set out by the ICT Plan.

In conjunction with the major IT investments, the Mayor's Proposed Budget includes IT projects funded through COIT's General Fund allocation. This includes \$8.8 million and \$5.7 million in FY 2014-15 and 2015-16, respectively. Projects that were approved and funded in the proposed budget include improvements to the online portal to help new businesses navigate the City's complex licensing process, replacement of public safety mobile communications equipment and systems, a number of security camera projects, and an IT asset management system that will allow the City to better operate and maintain its IT systems and equipment.

Non-General Fund Projects

The Mayor's Proposed Budget includes a variety of large, multi-year, non-General Fund IT projects that focus on investments in information technology infrastructure and software applications that smooth internal workflow, support mission critical systems, and strengthen security.

These investments total \$22.5 million and \$18.1 million in FY 2014-15 and 2015-16, respectively. The investments include \$2.7 million in State funding for the replacement of the 9-1-1 phone system and \$21.5 million in new projects at the Department of Public Health to mitigate risks, improve patient access to health care, strengthen network reliability, and comply with regulatory changes.

Key Enterprise Department projects include: expanding the Airport's capital planning system; implementing an inventory and asset management system within the Municipal Transportation Agency; planning for a disaster recovery system for the Port; and replacing the Supervisory Control and Data Acquisition (SCADA) system, a system for gathering and analyzing real-time data, for the Public Utilities Commission.

For more information on the Committee on Information Technology and IT projects included in the Mayor's Proposed Budget, visit www.sfcoit.org

ADDITIONAL RESOURCES

The Mayor's FY 2014-15 and 2015-16 Proposed Budget for the City and County of San Francisco (the City), published for Enterprise and selected other departments on May 1, and for all other departments on June 1, is one of a handful of financial documents that can be a resource to the public seeking budgetary information. Other source of financial information include:

Consolidated Budget and Appropriation Ordinance, FY 2014-15 and FY 2015-16

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

Salary Ordinance, FY 2014-15 and FY 2015-16

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

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

Comprehensive Annual Financial Report

The City's Comprehensive Annual Financial Report (CAFR) summarizes the performance of all revenue sources and accounts for total expenditures in any given fiscal year. The CAFR for the fiscal year ending June 30, 2013 is currently available. The FY 2013-14 CAFR will be made available by the Controller after the fiscal year has closed and the City's financial reports have been reviewed and certified.

Five-Year Financial Plan and Joint Report

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

OBTAINING BUDGET DOCUMENTS AND RESOURCES

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

Mayor's Office of Public Policy & Finance

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

Controller's Office

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

Clerk of The Board of Supervisors

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

COMMONLY USED TERMS

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

BUDGET AND APPROPRIATION ORDINANCE – The piece of legislation that enacts the annual two-year budget. Formerly the Annual Appropriation Ordinance (AAO).

SALARY ORDINANCE – 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. Formerly the Annual Salary Ordinance (ASO). This piece of legislation is passed at the same time as the Budget and Appropriation Ordinance.

ANNUALIZATION – Adjusting a partial year revenue or expense to reflect a full year's worth of income or spending.

APPROPRIATION – Legislative designation of money to a department, program, or project for a particular use, including operations, personnel, or equipment.

ATTRITION SAVINGS – Salary savings that result when positions at a department are vacant.

BALANCED BUDGET – A budget in which revenues equal expenditures, with no deficit.

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.

BOND – A debt investment in which an investor loans money to an entity that borrows the funds for a defined period of time at a fixed interest rate. Bonds are used by companies and governments to finance a variety of projects and activities.

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.

CAPITAL EXPENDITURE – Expenditures creating future benefits, used to acquire or upgrade physical assets such as equipment or property.

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.

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.

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.

FIDUCIARY FUND – Used to account for assets held in trust by the government for the benefit of individuals or other entities. Government employee pension funds are an example of a fiduciary fund. Fiduciary funds are one of the three broad types of government funds, the other two being governmental and proprietary funds.

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.

GOVERNMENTAL FUND – The City's basic operating fund, includes the General Fund and Capital projects. One of the three broad types of government funds, the other two being the fiduciary fund and the proprietary 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 1—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.

MAJOR & PROPRIETARY FUND – Used to account for a government's ongoing activities and operations, the proprietary fund includes enterprise funds (which account for activities in which a fee is charged to external user) and internal service funds (used for services provided to other funds or departments). One of the three broad types of government funds, the other two being the fiduciary fund and the governmental fund.

MAYOR'S PROPOSED BUDGET – The citywide budget submitted to the Board of Supervisors by the Mayor's Office, on May 1 for selected Enterprise and other departments and June 1 for all remaining departments, that makes recommendations and estimates for the City's financial operations for the ensuing fiscal year.

MEMORANDUM OF UNDERSTANDING (MOU) – A binding agreement between two parties.

ORDINANCE – A proposed or enacted law. Typically prepared by the City Attorney.

RAINY DAY RESERVE – Funds that are legally set-aside by the City Charter, Section 9.113.5, with the intent of protecting the City from being negatively impacted by the economy's boom-bust cycle. Generally, the Rainy Day Reserve requires that money be saved when revenue growth exceeds a certain level (in good economic times) in order to create a cushion during economic downturns.

RESOLUTION – A type of legislation. Typically prepared by the sponsoring department or a member of the Board of Supervisors and is generally directed internally.

REVISED BUDGET – The department's budget at year-end. Over the course of the fiscal year, the department's original budget may be amended to reflect supplemental appropriations, and receipts of unbudgeted grants.

SPECIAL FUND – Any fund other than the General Fund. Revenue in special funds is non-discretionary.

SURPLUS – An excess of revenue over expenditures.

TECHNICAL ADJUSTMENT – Changes made by the Mayor's Office to the Mayor's proposed budget after it has been submitted to the Board of Supervisors.

TWO-YEAR BUDGETING – The new citywide process (beginning Fiscal Year 2012-13) of budgeting each year for the next two fiscal years.