



**City and County of San Francisco**

# **Mayor's Proposed Budget 2005–2006**

---

**Gavin Newsom, Mayor**

---

**Mayor's Office of Public Policy and Finance**

Ben Rosenfield  
Erin McGrath  
Charles Perl  
William H. J. Bass  
Carmen Chu  
Dawn Kamalanathan  
Allison L. Magee  
Noelle Simmons  
Sue W. Wong

## **Acknowledgements**

### **Controller's Office**

Edward Harrington  
Monique Zmuda  
Todd Rydstrom  
Eric Carter  
Tom DiSanto  
Nancy Hom  
Anne Jenkins  
Ada Lam  
Brent Lewis

### **Administrative Services**

David German  
Rubía Alvarez-Murillo  
Andrew Blodgett  
Ana Borja  
Ely Bulanadi  
Abraham Nazareno  
Scott Tyler  
Salla Vaerma-Jadlos  
Linda Zane

### **Budget Book Contractor**

Nancy Schlesinger & Associates  
Nancy Schlesinger  
Charlotte Rawa  
SieWorthy Creative Group  
Denise Siegel  
Nancy Young

# Contents

---

<b>Mayor's Message</b> .....	<b>1</b>
<b>How to Use The Mayor's Proposed Budget</b> .....	<b>5</b>
<b>San Francisco: An Overview</b> .....	<b>9</b>
<b>San Francisco Financial Planning Process</b> .....	<b>11</b>
<b>Budget Process and Calendar</b> .....	<b>13</b>
<b>Underlying Revenue Trends and General Fund Budget Overview</b> .....	<b>17</b>
<b>Budget Summary Tables</b>	
Sources and Uses of Funds Excluding Fund Transfers .....	25
Sources by Category and Object .....	26
Uses by Category and Object .....	31
Sources by Fund .....	35
Uses by Service Area, Department and Program .....	38
Authorized and Funded Positions .....	56
<b>Major Service Areas</b>	
<b>Service Area A : Public Protection</b>	
Adult Probation .....	61
District Attorney .....	65
Emergency Communications Department .....	69
Fire Department .....	75
Juvenile Probation .....	81
Police .....	85
Public Defender .....	93
Sheriff .....	97
Trial Courts .....	103
<b>Service Area B: Public Works, Transportation &amp; Commerce</b>	
Airport .....	109
Board of Appeals .....	115
Department of Building Inspections .....	119
Economic and Workforce Development .....	123
General Services Agency—Department of Public Works .....	127
Municipal Transportation Agency .....	133
Port .....	139
Public Utilities .....	145
Redevelopment Agency .....	153
Taxi Commission .....	157

<b>Service Area C: Human Welfare &amp; Neighborhood Development</b>	
Child Support Service .....	.163
Children & Families Commission .....	.167
Children, Youth and their Families .....	.171
County Education Office .....	.177
Department of the Status of Women .....	.179
Environment .....	.183
Human Rights .....	.187
Human Services Agency .....	.191
Rent Arbitration Board .....	.199
<b>Service Area D: Community Health</b>	
Public Health .....	.205
<b>Service Area E: Culture &amp; Recreation</b>	
Academy of Sciences .....	.215
Art Commission .....	.219
Asian Art Museum .....	.225
Fine Arts Museum .....	.229
Law Library .....	.233
Public Library .....	.237
Recreation and Park .....	.243
War Memorial .....	.249
<b>Service Area F: General Administration &amp; Finance</b>	
General Services Agency—Administration Services .....	.255
Assessor/Recorder .....	.263
Board of Supervisors .....	.267
City Attorney .....	.271
City Planning .....	.277
Civil Service .....	.283
Controller .....	.287
Elections .....	.291
Ethics .....	.295
Health Service System .....	.299
Human Resources .....	.303
Mayor .....	.307
Retirement System .....	.311
Treasurer/Tax Collector .....	.315
General Services Agency—Telecommunications and Information Services .....	.319
<b>Service Area G: General City Responsibilities</b>	
General City Responsibility .....	.327
General City Unallocated .....	.329
<b>Bonded Debt and Long Term Obligations .....</b>	<b>.333</b>
<b>Capital Projects .....</b>	<b>.341</b>
<b>Commonly Used Terms .....</b>	<b>.349</b>

# ***Mayor's Budget Introduction***

---



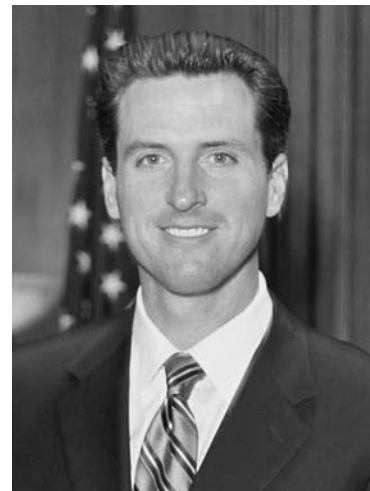
Dear Citizens of San Francisco:

I present to you my 2005–2006 proposed budget for the City and County of San Francisco—a plan for the coming year that creates a foundation on which we can build the future prosperity of our community.

### **A Rebounding Economy**

---

After four years of struggle, our local economy is on the rebound. Hotel occupancy rates are rising and commercial vacancy rates are dropping. Unemployment rates are down by 20 percent from last year and business tax revenues are up. We've attracted 27 new company headquarters with 1,500 new employees to the city and convinced countless others that this is the right place to be. But we can't afford to lose sight of the fact that our long-term economic health requires careful investments.



Without a robust and growing tax base, the city cannot afford to provide the services our citizens need. We've learned this the hard way. The city has struggled through historically difficult financial times during the past four years. The city balanced budgets during this downturn with the hope that a local economic recovery would occur in time to replace one-time measures used to balance the prior year's budget. Not surprisingly, when the local economic recovery lagged and tax revenues failed to boom, the city found that each year's budget deficit was greater than the last.

When I took office only eighteen months ago, we decided to take a new approach. We would look beyond the coming year to plan for the longer term. Unlike the state and federal governments, we wouldn't borrow from tomorrow to address today's problems. We would make tough decisions to avoid harder choices in the future.

When we dared to look ahead, we found an incredible challenge. The city Controller and other financial experts predicted that, absent any corrective action, the city would face an unprecedented \$1.029 billion cumulative budget deficit over a three year period. As a city, we rolled up our sleeves and got to work.

This budget continues the process I began last year to preserve vital services for San Franciscans who need them most by consolidating departments, eliminating redundant positions, streamlining services and discontinuing excessive perks. It builds on my commitment to take a longer-view of the city's finances so that we don't find ourselves repeating the mistakes of the past.

---

## Investing in Our Communities

---

This budget reflects my continued effort to make city government responsive to the citizens of San Francisco by improving the quality of life in our neighborhoods.

I have allocated a record \$51.5 million from the General Fund to address capital needs in our communities. Our neighborhoods will benefit from \$20.9 million to repair our parks and complete stalled playground and recreation center construction projects; \$14.0 million to improve and beautify our neighborhood commercial corridors; and funds to correct disability access, safety and other capital needs in city facilities. These targeted investments will improve the quality of life for all San Franciscans and will reduce the need for more expensive repairs in the future.



This budget funds our effort to improve the livability of our neighborhoods through better planning. The city has waited nearly a decade for long-range planning projects to be completed. With investments outlined in this budget, we're now on the verge of completing work in five neighborhoods in a single year.

Unless all residents are secure in their neighborhoods, these investments will be wasted. So I've proposed a budget that will exceed my previous commitments to improve public safety. By this time next year, we'll have hired 255 new police officers and reassigned an additional 72 officers from desk jobs to patrol duty since I took office. We will double the number of advanced life support ambulances and apparatus, from 21 to 42, reducing response times for medical calls. And I've proposed 60 new hires to ensure full staffing in the 911 center.

## Preserving Critical Services for the Most Vulnerable

---

I continue to prioritize services for our most vulnerable population—the homeless—in this budget. Funds are proposed in this budget to bring an additional 623 supportive housing units online between now and the end of the coming fiscal year. Recognizing the importance of outreach and counseling to help move individuals from the street and into homes, I propose to

---

double the size of the city's homeless outreach team. \$250,000 is invested to establish a new homeless employment center and \$200,000 to build-out a new respite center. In this budget, \$136 million is proposed for direct investments in our continuing effort to end chronic homelessness in San Francisco.

I have rejected proposals to cut critical public health services—a reduction in primary care clinic hours, additional reductions in at-home nursing services and outright closure of health facilities. This budget increases wages for nurses and pharmacists, improves nursing ratios in our hospitals, invests \$9 million to continue our expansion of health insurance for children and youth and addresses disability access problems throughout our public health system.

Seniors and adults with disabilities will benefit from the restoration of the CHIPPS program, an injury prevention program for seniors, and a reallocation of \$300,000 in efficiencies identified in other programs to address unmet needs for these individuals.

### **Strengthening Our Families**

---

I've targeted resources to preserve and extend services for children and their families, including \$1.5 million for the first year of the Working Families Credit program; an additional \$200,000 to expand youth employment programs; new funds to preserve childcare slots for infants; and \$3.3 million to begin rollout of the city's universal preschool program in four neighborhoods.

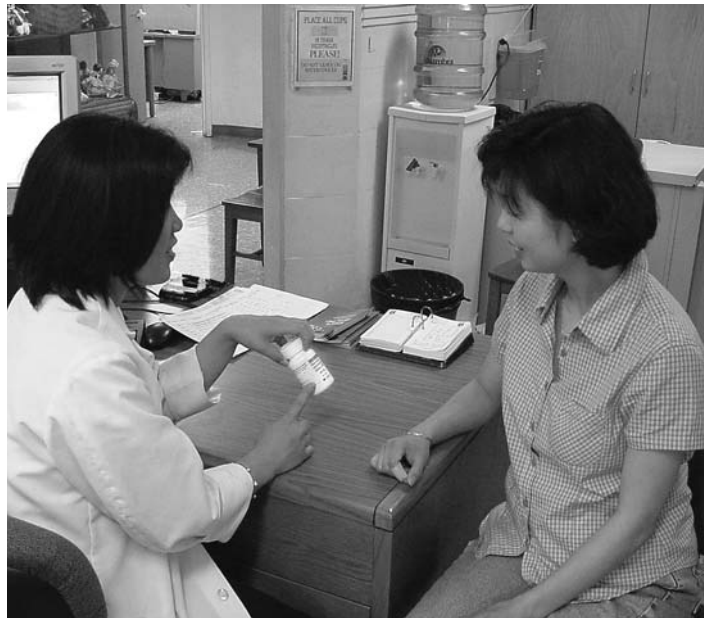
The biggest challenge facing families in our city is affordable housing. In this budget, I propose an investment of \$110 million to maintain and increase the availability of affordable housing in the city. These funds will provide down-payment assistance for our families, preserve rental subsidies for those at risk of becoming homeless, and develop an additional 650 units in the coming year.

And I have proposed an historic investment of \$17.3 million in our local schools to ensure that, while the state shies away from their commitments, we will pick up the slack to improve our reputation as a place that welcomes families and their children—the workforce of tomorrow.

### **A New Approach to Retain Vital Services**

---

Making the right financial choices ultimately serves to protect services for the most vulnerable among us. This budget continues to eliminate duplication and waste. I have established a new program—SFStat—to ensure that budgets are adhered to; that performance of city departments and managers is monitored; that service goals are met or exceeded. And we're achieving





---

results—overtime use is down by over 12 percent from two years ago, and for the first time in recent history, workers' compensation costs have dropped. We're improving the management of city government to stretch scarce resources farther.

In this budget I propose to invest one-time tax revenue windfalls in measures that will make government more efficient and responsive. \$20 million of investments in new computer systems and other technology will save the city \$54 million over the coming ten years by improving worker efficiency, streamlining business processes and improving revenue collection. We're funding new test kits for health clinics to avoid the need for return visits and thereby increasing clinic capacity. A new park reservation service will allow citizens to reserve everything from a picnic table to a Tiny Tots slot online. A new billing system for paramedic services will recoup its cost in three years. Funds are proposed to purchase space for city offices, avoiding an estimated \$15 million for lease payments in future years.

Finally, to help plan for future economic difficulties and unexpected challenges, we've maintained a \$25 million General Fund reserve and haven't touched \$37 million held in reserve for a rainy day.

This budget reflects my ongoing work to confront the challenging financial times facing the city while laying a foundation for stability in the years to come. I am confident that through continued management, smart investments and a willingness to let go of the old ways of doing business, we can address these challenges while preserving and enhancing the services San Franciscans rely upon most.

A handwritten signature in black ink, appearing to read 'Gavin Newsom', with a long horizontal line extending to the right.

Mayor Gavin Newsom

# HOW TO USE THE MAYOR'S PROPOSED BUDGET AND OTHER RESOURCES

---

## Mayor's Proposed Budget

The Mayor's Proposed budget contains departmental budget submissions from General Fund and Enterprise departments and the Capital Budget. It is organized into several sections:

- ◆ **Mayor's Budget Message** provides an overview of the Mayor's proposed budget including highlights and priorities for the 2005–2006 budget year.
- ◆ **Budget Overview** describes the long-range financial planning process of the city as well as specific challenges and opportunities of the current budget cycle. The overview sets the context of the overall economic outlook for the City and County of San Francisco and describes the strategy used to address those challenges.
- ◆ **Budget Summary Tables** provides high-level summaries of the Mayor's proposed budget, detailing changes over a three-year period: 2002–2003 actual data, 2004–2005 budgetary data, and 2005–2006 proposed budgetary data. The variance columns measure the dollar and percentage difference between the proposed year and the prior year data. The tables in this section include:
  - ❑ **Sources and Uses of Funds Excluding Fund Transfers** details year-to-year change in total city and county revenues and expenditures by category.
  - ❑ **Sources by Category and Object** provides greater detail on citywide revenues, including transfers and fund balance. These other sources are used to balance the uses side of governmental operations.
  - ❑ **Uses by Category and Object** provides year-to-year change in citywide expenses by broad category and more specific object line item.
  - ❑ **Sources by Fund** describes sources of funds by fund type. There are seven different fund types, including: General Fund, Special Revenue Funds, Capital Projects Funds, Debit Service Funds, Enterprise Funds, Internal Service Funds and Trust Funds.
  - ❑ **Uses by Service Area, Department and Program** lists citywide expense at the program level by Major Service Area (MSA). The seven MSAs include: Public Protection, Public Works, Transportation & Commerce, Human Welfare & Neighborhood Development, Community Health, Culture & Recreation, General Administration & Finance and General City Responsibilities.
  - ❑ **Authorized Positions** is a citywide summary of legal maximum number of full-time equivalent positions.

- ❑ **Funded Positions, Grand Recap by MSA and Department** lists year-to-year change in funded position totals by department. Total authorized positions less budgeted attrition determines the count of funded positions.
- ◆ **Department Budgets** provides budgetary information and operational priorities for each of the city departments, organized by service area. The department sections include:
  - ❑ **Mission Statement** describes the general objective of the department.
  - ❑ **Description of Services Provided** includes key services or divisions and functions.
  - ❑ **Budget Data Summary** shows a summary of total expenditures and funded positions over time.
  - ❑ **Budget Issues and Details** explains any significant service level changes in the 2005–2006 budget year and highlights key areas of focus.
  - ❑ **Total Budget (Historical Comparison)** illustrates department's total revenue sources, expenditures and funded positions over a three year period.
  - ❑ **Performance Measures** illustrates progress in meeting specific department goals.
- ◆ **Bonded Debt and Other General City Responsibilities** describes the general responsibilities of the City and County of San Francisco including any debt issued. The bonded debt section includes information on the city's debt policy (i.e. debt limitations), expected debt service payments, credit rating history and includes information on any outstanding debt obligations.
- ◆ **Capital Projects** provides information about capital projects that are funded in the proposed budget. The 2005–2006 Capital Budget is proposed by the Mayor and reviewed by the Capital Improvements Advisory Committee. Capital projects are supported by multiple funding sources and generally include major construction work on new or existing buildings, roads and other facilities. Specific projects are detailed in this section and under those departments receiving funding.

## Mayor's Budget Summary

A document containing the Mayor's Budget Message, Budget Overview, and tabular summary of the Mayor's Proposed Budget.

## Consolidated Budget and Annual Appropriation Ordinance, Fiscal Year 2005-2006

A document containing the sources of funds and their uses, detailed by department. This is the document that becomes the legal authority for the city to spend funds during the fiscal year.

## **Annual Salary Ordinance, Fiscal Year 2005-2006**

A document authorizing the number of positions and job classification in departments during the fiscal year. The Annual Salary Ordinance is passed at the same time as the Annual Appropriation Ordinance.

## **Obtaining Budget Documents and Resources**

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

Mayor's Office of Public Policy & Finance  
1 Dr. Carlton B. Goodlett Place, Room 288  
Phone: (415) 554-6114

Controller's Office  
1 Dr. Carlton B. Goodlett Place, Room 316  
Phone: (415) 554-7500

Clerk of the Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 214  
Phone: (415) 554-5184



## SAN FRANCISCO: AN OVERVIEW

---

Incorporated as a city on April 15th, 1850, the City and County of San Francisco (CCSF) is currently the fourth largest city in California, with a population of 792,700. Although city government has played a key role in San Francisco's development, the true wealth of this city resides with the creative and entrepreneurial spirit of its pioneering citizens. Encompassing 49 square miles, San Francisco is located on a peninsula bounded by the Pacific Ocean to the west, the Bay on the east, the entrance to the Bay and the Golden Gate Bridge to the north and San Mateo County to the south.

### San Francisco Economy

The city is the economic center of the nine counties contiguous to the Bay: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma Counties ("Bay Area"). The economy of the Bay Area includes a wide range of industries that supply local needs as well as the needs of national and international markets.

There are more than 60,000 businesses located within San Francisco. Ninety-five percent of all businesses in the city have 50 employees or less, making small business a vital part of the local economy. In total, one out of every four jobs in the Bay Area is in San Francisco. The city has a resident workforce of 433,000. An additional 590,500 workers commute into the city each day, bringing the city's total daily workforce to more than one million.

### City Governance

San Francisco is the only consolidated city and county in the state and, under state law, exercises the powers of both city and county. The city's governance structure, codified in the City Charter of 1996, is similar in form to the federal government. The Mayor's Office acts as the executive branch of local government; the Board of Supervisors acts as the legislative branch; and the Superior Courts act as the judicial arm of local government.

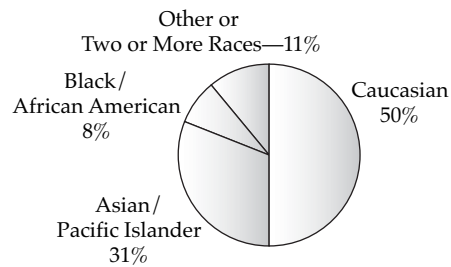
The city has an elected Board of Supervisors consisting of eleven district members and an elected Mayor who serves as chief executive officer. Each member serves a four-year term. The City Attorney, Assessor-Recorder, District Attorney, Treasurer-Tax Collector, Sheriff and Public Defender are also elected directly by the citizens. Departmental policies are advised and informed by various city commissions, which are composed of appointed citizens. The Charter provides a civil service system for city employees.

The San Francisco Unified School District and the San Francisco Community College District carry out education functions. Each is a separate legal entity with a separately elected governing board. The city has no jurisdiction over their policies or budgets. The Unified School District has an elected board of seven members from throughout the city. Schools within the SFUSD are financed from available property taxes and state, federal and local funds. The Community College District, which operates the City College of San Francisco, is governed by a seven-member elected Board of Trustees, and is funded by property taxes and state and federal funds.

## ***San Francisco Demographics***

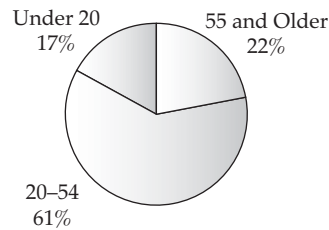
---

### **San Francisco Race Identifications\***

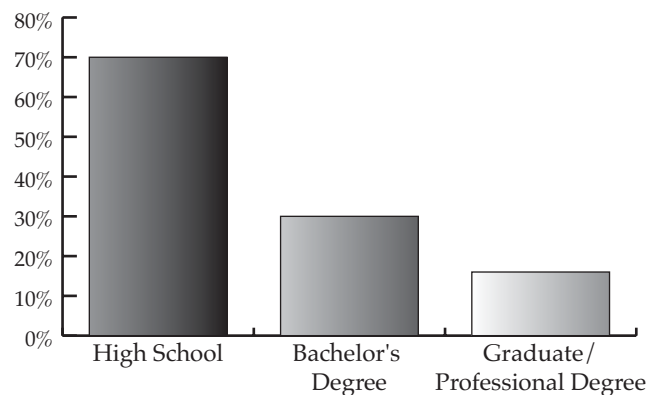


\*A separate measure identifies 14% of the city's population as Hispanic or Latino origin.

### **San Francisco Age Ranges**



### **Educational Levels of San Franciscans**



# SAN FRANCISCO FINANCIAL PLANNING PROCESS

---

The city's budget is adopted annually. "Budget season" is typically defined as March 1st through June 30th, the three month time-span during which the city's spending plan is publicly debated before departmental commissions and the Board of Supervisors. However, the city's financial planning process is a year-round and iterative one.

Long-term financial planning for the city is conducted primarily by the Controller's Office, the Mayor's Office and the Board of Supervisors.

- ◆ **The Controller** is the city's chief financial officer and is responsible for projecting how much revenue is available to fund city operations and investments for both the near- and long-term.
- ◆ **The Mayor's Budget Office** is responsible for proposing a balanced budget to the Board of Supervisors on an annual basis, and for conducting multi-year budget projections. The Mayor's Office of Public Finance also plays a role in planning the city's acquisition and management of long-term debt to finance large-scale capital projects.
- ◆ **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 Analyst also participates in reviews of city spending and financial projections.

The city publishes three reports over the course of the fiscal year and these become the basis for developing the annual budget. The following are available on the Controller's website at [www.sfgov.org](http://www.sfgov.org):

- ◆ **The Controller's Six-Month Budget Status Report**, published in early February, reports on July-through-December financial activity with a year-end projected status of the city's General Fund. Issues identified within this report can then be incorporated into midyear budgetary adjustments as necessary.
- ◆ **The Joint Report**, published by the Controller, the Mayor's Budget Office and the Board's Budget Analyst Office in late March, reports on projected citywide revenues and expenditures for the next three fiscal years. As approved by voters in 1994, this analysis captures significant one-time budgetary items in addition to forecasting revenue and expenditure trends.
- ◆ **The Controller's Nine-Month Budget Status Report**, published in early May, reports on July-through-March financial activity and the year-end projected status of the city's General Fund as well as certain enterprise funds. A comprehensive review of revenue and spending to date as well as discussions with financial officers at major city departments drive the year-end projections.

The participation of various stakeholders in the city's financial planning process ensures that the best information available is brought to bear on decision-making. 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 management practices.

## BUDGET PROCESS AND CALENDAR

---

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.

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

- ◆ Preparation, which includes budget development and submission to the Board of Supervisors.
- ◆ Approval, which includes budget review and enactment by the Board of Supervisors and budget signing by the Mayor.
- ◆ Implementation, which includes department execution and budget adjustments.

### Budget Preparation

The preparation stage of the budget process begins in September with an estimation of the “budget year” enterprise and General Fund revenue projections from the Controller’s and Mayor’s offices. Many departments also begin their budget planning to allow adequate input from oversight commissions and the public. In December, budget instructions are issued which contain detailed guidance in the preparation of department budget requests, a financial outlook, policy goals and guidelines and technical instructions.

There are three categories of budgets: Enterprise, General Fund and Capital.

- ◆ Enterprise Department Budgets generate non-discretionary revenue from charges for services that is used to support their operations. The Mayor introduces the Enterprise departments’ budget proposal to the Board of Supervisors on May 1st.
- ◆ General Fund Department Budgets rely on discretionary revenue comprised primarily of local taxes such as the property, sales, payroll and other taxes. The Mayor introduces the General fund departments’ budget proposal to the Board of Supervisors on June 1st.
- ◆ Capital Budgets are submitted to the Capital Improvement Advisory Committee (CIAC) for review and then are forwarded to the Board of Supervisors. The CIAC is comprised of the Mayor’s Budget Director, the Controller, the President of the Board of Supervisors, the director of the Planning Department, the director of the Department of Public Works and two appointees. The Mayor’s Office determines the policy priorities for the capital program, establishes funding parameters and works with departments to develop a list of recommended capital projects for the CIAC. These are then forwarded to the Board of Supervisor’s in a separate section of the Mayor’s proposed budget on June 1st.



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

The Mayor must submit a recommended budget to the Board of Supervisors on May 1st for Enterprise departments and June 1st for General Fund departments. From March through June, the Mayor's Budget Office analyzes each department's 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.

During this four-month process, the Mayor and his staff meet with community groups on a monthly basis 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. Before the Mayor's proposed budget is introduced to the Board of Supervisors, the Controller ensures that the finalized budget is balanced and accurate.

## **Budget Approval**

Upon receiving the Mayor's proposed budget, the Budget Committee of the Board of Supervisors holds public hearings in May and June to review departmental requests and solicit public input. The Budget Committee proposes any changes and makes recommendations to the full board for budget approval. The budget review process usually continues into the new fiscal year. The board passes a continuing resolution that the Mayor's proposed budget serve as the operating budget until its finalization in late July. The Mayor typically signs the budget ordinance into law by mid-August.

The Budget Committee works closely with the Board of Supervisor's Budget Analyst who develops recommendations on departmental budgets. Based on discussions with departments concerning justifications for proposed expenses and comparisons with the previous year's spending, the Board Analyst forwards a report with recommended reductions. The Budget Committee reviews the Board Analyst's recommendations with departments and gathers public input during the hearings before making final budget recommendations.

Because the budget needs to be balanced, cuts 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 Committee uses to guide their funding decisions for the unallocated pool of money. The Budget Committee then votes to approve the amended budget and forwards it to the full board by July 15th.

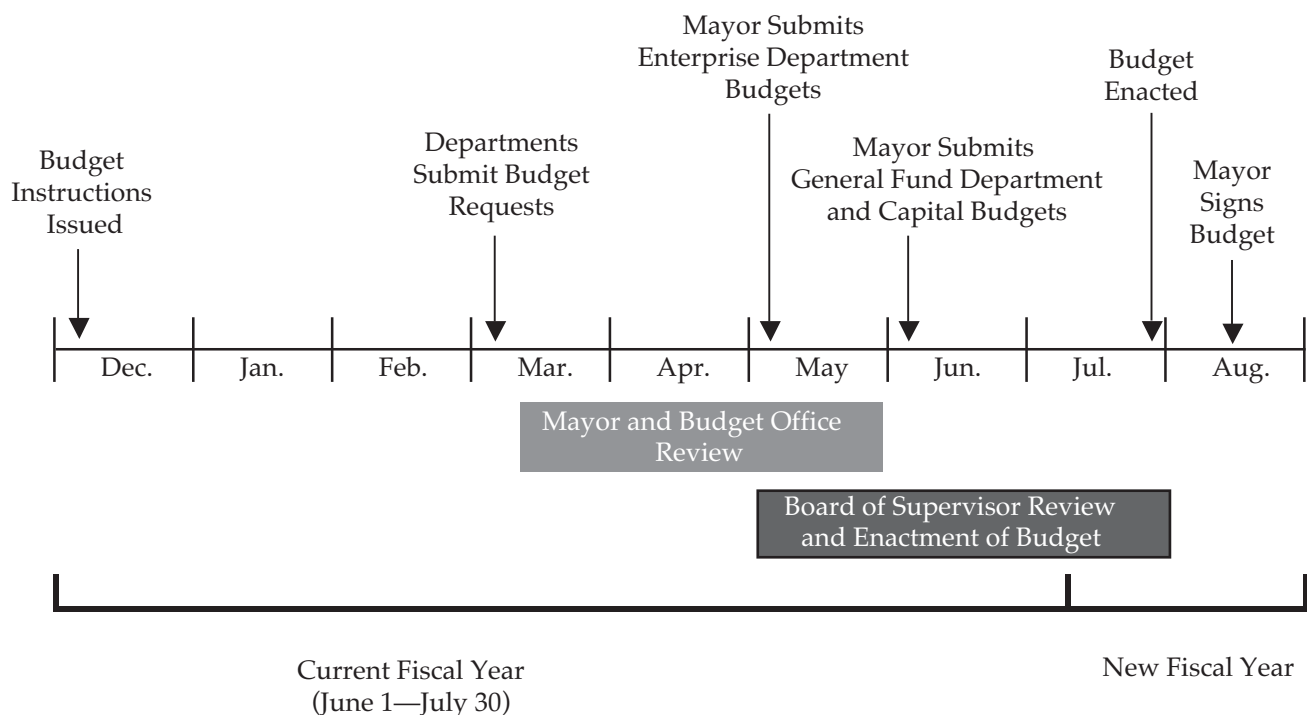
The City Charter requires, the Board of Supervisors to vote on the budget twice between July 15th and August 1st. At the first reading, which occurs the first Tuesday after July 15th, amendments may be proposed and, if passed by a simple majority, added to the budget. These amendments may be proposed 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. 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 1st deadline.

Once the board forwards the budget, now called an Annual Appropriations Ordinance, the Mayor has ten days to approve it. The Mayor can sign the budget, making it effective immediately. The Mayor can also veto any portion of the budget whereupon it returns to the Board of Supervisors. The board has ten days to override, with a two-thirds vote, any or all of the Mayor's vetoes. Should this happen, the budget is immediately enacted upon the board's vote, thus completing the budget process for the fiscal year. If the Mayor opts not to sign the budget within the ten day period, the budget is automatically enacted, but without the Mayor's signature of approval. Once the Annual Appropriation Ordinance is passed, it supercedes the Interim Budget.

## Budget Implementation

Responsibility for the execution of the budget rests largely with the departments, although all General Fund personnel requisitions require Mayor's Office and Controller approval. The Mayor's Office and Controller monitor department spending throughout the year and take measures to mitigate overspending. Both offices also evaluate departments' achievement of performance measures on a periodic basis.

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



## UNDERLYING REVENUE TRENDS AND GENERAL FUND BUDGET OVERVIEW

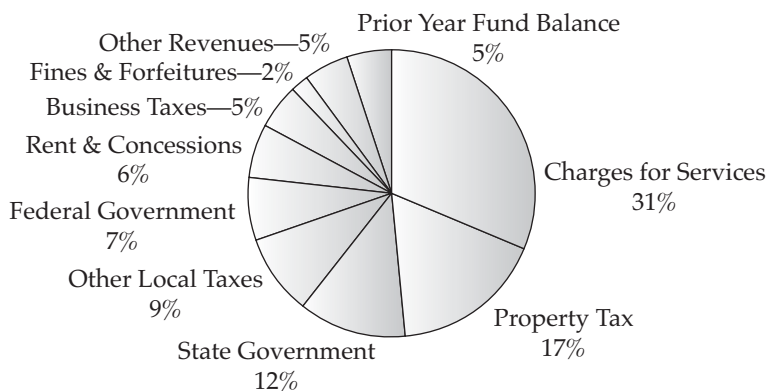
---

In March of each year the city prepares a three-year budgetary projection of General Fund supported operations. This report, commonly referred to as the Joint Report because it is co-authored by the Controller, the Mayor's Budget Office and the Board of Supervisor's Budget Analyst, projects any structural budgetary surplus or shortfall over the upcoming three budget years. Assumptions typically include that operations are delivered as included in the current budget, that is to say the status quo. This helps policy makers assess early in their budget deliberations if current service levels are sustainable.

The most recent three-year report included a projected shortfall for fiscal year 2005–2006 of \$102.2 million. This proposed budget closes the shortfall with savings and better revenue news (some of which are one-time in nature) related to fiscal year 2004–2005 along with higher revenue growth than was previously assumed in the March 2005 estimates. Additionally, on the expenditure side of the budget, some service reductions were made along with a deliberate strategy to increasingly fund one-time costs with one-time revenues.

While the Bay Area economy continues to be in the early stages of an economic recovery, the gradual rebound in business activity has tempered growth among many of the local revenue sources. At the same time, citywide costs have continued to climb, in large part due to escalating employee benefit costs related to mandatory pension and health coverage. To achieve a Charter-mandated balanced budget, the city has tackled its General Fund budgetary imbalance by increasing sources, including some one-time revenues, as well as by constraining and in some cases carefully reducing expenditure growth. Overall, the city's fiscal year 2005–2006 General Fund proposed budget of \$2.44 billion reflects projected growth by \$107.5 million (4.6 percent) from the fiscal year 2004–2005 original budget. Revenue and expenditure trends are discussed further below.

**General Fund Sources**



### Revenue Trends

Included in the \$107.5 million growth of total sources is \$129.0 million of tax and fee revenue growth. This growth is partially offset by lower net operating transfers from funds outside of the General Fund of \$76.7 million. Additionally, expenditure savings and revenue strength during fiscal year 2004–2005 are projected to result in growth of prior year fund balance and reserves of \$55.2 million over the previous budget.

Overall, tax and fee revenue growth is projected to be 6.0 percent including strength in Property, Sales, Hotel Room and Utility Tax revenues with partially offsetting weakness in Business Tax. After factoring in the loss of one-time revenues included in the prior year's budget as well as the defeat of Proposition J

(1/4 cent sales tax) and Proposition K (temporary 1/10th of 1 percent business gross receipts tax), as well as delays in property sales and anticipated penalty revenues, overall revenue and transfers growth is a more modest 2.3 percent.

The state's budget also continues to include and estimated \$280 million in Property Tax revenues from the city's General Fund to cover the State's Proposition 98 per pupil funding requirements. This shift of funding is commonly referred to as ERAF shifts, which is short for the Educational Revenue Augmentation Fund. The State has been diverting local property tax funding since the early 1990s and further increased those shifts for fiscal year 2004–2005 and fiscal year 2005–2006. The adoption of the State and Federal budgets will not be known with certainty until after the city's budget process; however, based upon funding proposed by both the Governor and the President, the city's grant and subvention revenues are projected to be negatively impacted and if enacted as proposed, the city could face programmatic reductions of an estimated \$30 to \$40 million.

## Revenue Categories

Tax revenues account for nearly 60 percent of total General Fund source for fiscal year 2005–2006. These and other major revenue categories are highlighted below.

- ◆ **Property Taxes:** Property taxes in 2005-2006 are expected to grow to \$696.3 million (7.9 percent) over the prior year's budget. Approximately 57 percent of Proposition 13's one percent property tax rate accrues to the General Fund. The remainder is either shifted to State's ERAF fund (approximately 25 percent), the city's Library Preservation, Children's or Open Space funds or accrues to other local jurisdictions such as BART, the San Francisco Unified School District, and the San Francisco Community College. In addition to the Proposition 13's one percent countywide rate, debt service related to voter-approved bonds are paid from a property tax rate add-on, calculated annually by the Controller. This add-on was 0.144 percent for fiscal 2004-05 for a total property tax rate of 1.144 percent. A portion of property tax is also allocated to the Redevelopment Agency related to the degree assessment valuations have grown in established redevelopment project areas.

On a related note, the Redevelopment Agency's budget is largely funded through property tax allocations, which would otherwise accrue to the General Fund and other taxing entities. For fiscal year 2005–2006, tax increment funding allocated to the Redevelopment Agency is projected increase. The net impact to the City's General Fund is \$9.5 million.

- ◆ **Business Taxes:** This revenue is budgeted at \$288.3 million, which is \$6.9 million (2.3 percent) lower than the \$295.2 million budgeted in fiscal year 2004–2005. Business tax revenue is comprised of business license registration fees and payroll taxes with the latter being the predominant source. The revenue reduction reflects a lagging recovery in jobs growth in the Bay Area. For the 2004 calendar year, employment growth did occur throughout the year, though average annual employment was negative year-over-year for our region. Labor growth assumed in the prior year budget did not materializes originally assumed so the proposed budget includes a lower starting base.
- ◆ **Sales Tax:** Sales tax in fiscal year 2005-2006 is expected to generate \$102.8 million in revenue, reflecting four to five percent underlying sales activity growth. Sales activity in San Francisco has

been positive for all quarters in 2004 whereas the 9-county Bay Area has witnessed positive activity since the fourth quarter in 2003 and the state since the third quarter of 2002. San Francisco sales tax continues to be more dependent on tourism than most other cities in California; any sustained increase will be dependent on tourism, business travel and jobs growth.

- ◆ **Hotel Room Tax:** Hotel room tax revenue is estimated to be \$170.1 million in fiscal year 2005–2006. This represents underlying growth of six to eight percent after factoring in average daily room rates and occupancy trends. Hotel occupancy rates have been strengthening especially from a growing rebound in tourism during fiscal 2004–2005 giving way to pricing power and related average daily room revenue growth. The Controller projects a continued, gradual economic strengthening and slight increase in average daily room rates for budget year.
- ◆ **Utility User Tax:** Utility users tax is projected to generate \$70.9 million, a 7.0 percent increase from the prior year. Growth is related to higher natural gas commodity prices resulting in additional tax revenue from commercial customers. Cable franchise revenues are projected to come in higher as well as premium service packages have helped to strengthen this revenue category.
- ◆ **Parking Tax:** Parking tax is expected to see a modest increase of \$1.1 million (3.4 percent) compared to the 2004–2005 budget of \$32.1 million. Parking tax is highly correlated to business activity and employment, which is rebounding slowly. Parking tax revenue is projected to be slightly under budget in 2004–2005.
- ◆ **Real Property Transfer Tax:** Real property transfer tax is budgeted at \$10 million (14 percent) over the 2004–2005 level of \$70.0 million. In fiscal year 2004–2005, as a result of unprecedented sales activity in the commercial real estate transactions, year-end revenue is projected to be \$106.5 million, which is \$36.5 million better than the fiscal year 2004–05 budget. Understandably, large commercial buildings are typically bought and held by investors for a number of years, so this high level, which is partly fueled by historically low interest rates, not sustainable in the long run. The Controller monitors daily and monthly collection rates closely and provides updates on this (one of the city’s most volatile) revenue source throughout the fiscal year.
- ◆ **Federal Revenue:** Federal revenue, commonly referred to as grants and subventions, are projected to increase by \$30.7 million (17.5 percent) to \$206.8 million. The Department of Human Services has been successful in leveraging an additional \$27.0 million from the federal government for cash assistance and other services that will benefit low-income San Franciscans.
- ◆ **State Revenue:** State revenues, also commonly referred to as grants and subventions, are projected to grow by 5.9 percent (\$25.5 million) to \$459.1 million. This is largely due to the partially repayment of approximately \$15 million in Vehicle License Fee revenues diverted by the State in fiscal year 2003–2004. Additionally, revenue growth in statewide sales tax and vehicle license fees are projected to result in increased Health and Welfare Realignment and Public Safety subventions. Other social services subventions remain relatively level.
- ◆ **Charges for Services:** Charges for services are projected to grow by \$8.4 million (8.3 percent) as compared to the fiscal year 2004–2005 budget. This category is mainly comprised of external reimbursements and fee for service payments generated by General Fund services.

- ◆ **Operating Transfers In:** Net Operating Transfers In is also projected to decrease by \$76.7 million. A large part of this reduction also results in offsetting expenditure reductions on the General Fund (approximately \$16.2 million in lower local match funding for SB 855 State revenues, as well as reflecting 911 Emergency operations costs in the 911 Fee special revenue fund). Included in this category is some good news related to increasing air traffic and related concession revenues at the Airport. The General Fund receives an Annual Service Payment of 15 percent of concession revenues from San Francisco Airport, and this transfer in funding is projected to be 14.2 percent (\$2.7 million) higher than the fiscal 2004–2005 budget due to improving air traffic.

<b>Total Sources - General Fund</b>				
	<b>FY 2004-05 AAO</b>	<b>FY 2005-06 AAO</b>	<b>Change</b>	
	<b>US\$ Million</b>	<b>US\$ Million</b>	<b>US\$ Million</b>	<b>Percent</b>
<b>Property Tax</b>	\$645.5	\$696.3	\$50.8	7.9%
<b>Intergovernmental - State</b>	434.1	459.6	25.5	5.9%
<b>Other Local Taxes</b>	381.4	410.7	29.2	7.7%
<b>Business Taxes</b>	295.2	288.3	-6.9	-2.3%
<b>Intergovernmental - Federal</b>	176.1	206.8	30.7	17.5%
<b>Charges for Services</b>	101.6	110.0	8.4	8.3%
<b>Transfers, Net</b>	136.2	59.5	-76.7	-56.3%
<b>Recoveries</b>	18.2	19.8	1.6	8.7%
<b>Rents &amp; Concessions</b>	21.9	19.6	-2.3	-10.4%
<b>Licenses, Permits &amp; Franchises</b>	16.1	19.3	3.1	19.3%
<b>Other Revenues</b>	28.2	12.6	-15.5	-55.1%
<b>Fines &amp; Forfeitures</b>	12.1	11.5	-0.6	-5.2%
<b>Interest &amp; Investment</b>	6.3	11.2	4.9	77.5%
<b>Other Financing Sources</b>	0.6	0.6	0.0	0.0%
<b>Sub-Total</b>	\$2,273.5	\$2,325.8	\$52.3	2.3%
<b>Prior-Year Fund Balance</b>	\$26.3	\$115.6	\$89.3	340.0%
<b>Prior-Year Reserve</b>	36.6	2.5	-34.1	-93.2%
<b>Total Sources</b>	\$2,336.3	\$2,443.8	\$107.5	4.6%

## Personnel and Non Salary Expenses

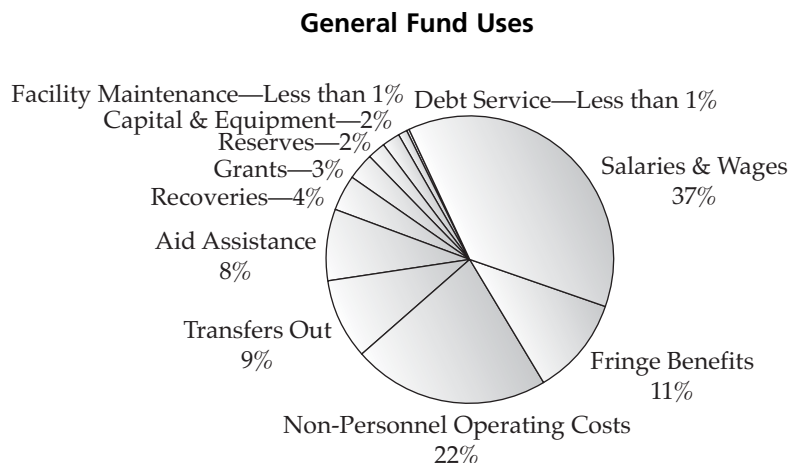
The City is projecting increased General Fund labor costs of \$104.9 million (7.4 percent) in 2005–2006. Employee benefit cost increases continue to outpace inflation rates and comprise 54 percent of the increased labor costs. Known memorandum of understanding (MOU) provisions for city employees represent another large share of increased costs. The following are main components of these increases:

- ◆ MOU salary and fringe benefit costs are projected to increase by \$46.4 million.
- ◆ Health and dental benefit costs for current and former employees will total \$21.9 million. The portion related to current employees is \$12.2 million with the balance of \$9.7 million supporting retirees' medical benefits.
- ◆ The Charter-mandated employer share retirement contribution rate will increase from 4.48 percent in 2004–2005 to 6.58 percent in 2005–2006. General Fund cost increases related to the mandatory employer retirement contributions are projected to be \$21.2 million in 2005–2006.
- ◆ Worker's compensation costs, which have typically exhibited annual increases, will generate savings in 2005–2006. Reforms in this area along with continued cost management and return-to-work efforts are delivering savings to the city. The estimated savings are \$5.5 million and \$2.8 million in 2004–2005 and 2005–2006 respectively.

General Fund non-salary expenditure increases will total \$60.4 million in 2005–2006. These costs are related to various baseline transfers, capital projects and departmental support. Associating one-time revenues with one-time uses, the capital and facilities maintenance budget is increasing \$51.5 million to \$76.3 million—to fund several deferred facilities maintenance and infrastructure projects.

Two new voter mandates represent ongoing increased expenses in budget year and beyond.

- ◆ Proposition H passed in March 2004, requires increased support for education initiatives, beginning with \$10 million in 2005–2006. Up to one-third of this amount can be provided in the form of in-kind support such as legal, financial, health or safety services.
- ◆ Proposition I passed in November 2004, requires the City to develop and periodically update an Economic Development Plan and establish an Office of Economic Analysis within the Controller's Office at an estimated cost of \$0.5 million in the budget year.



## ***Budget Summary Tables***

---



**Sources and Uses of Funds Excluding Fund Transfers**

*Sources are Positive and Uses are (Negative)*

Category of Source or Use	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Sources of Funds</b>				
Local Taxes	1,454,120,584	1,581,599,127	1,680,771,167	99,172,040
Licenses & Fines	140,617,176	130,164,730	144,962,522	14,797,792
Use of Money or Property	300,134,362	320,138,900	357,549,794	37,410,894
Intergovernmental Revenue - Federal	306,113,278	316,179,695	377,640,650	61,460,955
Intergovernmental Revenue - State	663,698,577	591,921,172	620,696,288	28,775,116
Intergovernmental Revenue - Other	57,764,919	49,873,478	56,362,022	6,488,544
Charges for Services	1,518,726,735	1,610,532,144	1,657,565,965	47,033,821
Other Revenues	132,754,090	182,719,124	140,272,372	(42,446,752)
Fund Balance	344,550,294	240,175,025	271,143,705	30,968,680
<b>Sources of Funds Subtotals</b>	<b>4,918,480,015</b>	<b>5,023,303,395</b>	<b>5,306,964,485</b>	<b>283,661,090</b>
<b>Uses of Funds</b>				
Salaries & Wages	(1,955,352,144)	(1,944,712,681)	(2,044,789,319)	(100,076,638)
Fringe Benefits	(419,623,253)	(539,411,306)	(650,242,015)	(110,830,709)
Overhead	(62,857,989)	(65,660,722)	(70,457,814)	(4,797,092)
Professional & Contractual Services	(1,132,384,718)	(1,151,595,973)	(1,188,058,241)	(36,462,268)
Aid Assistance / Grants	(391,167,730)	(420,141,325)	(440,835,469)	(20,694,144)
Materials & Supplies	(181,115,030)	(186,200,971)	(191,303,634)	(5,102,663)
Equipment	(34,724,145)	(45,116,077)	(53,189,400)	(8,073,323)
Debt Service	(519,246,923)	(521,773,498)	(527,614,854)	(5,841,356)
Services of Other Departments	(446,726,792)	(484,203,744)	(494,881,267)	(10,677,523)
Expenditure Recovery	563,389,857	656,695,821	682,554,829	25,859,008
Budgetary Reserves	(26,321,580)	(68,864,032)	(80,867,293)	(12,003,261)
Facilities Maintenance	(11,214,316)	(12,465,694)	(28,975,206)	(16,509,512)
Capital Projects	(300,928,839)	(239,853,193)	(218,304,802)	21,548,391
<b>Uses of Funds Subtotals</b>	<b>(4,918,480,015)</b>	<b>(5,023,303,395)</b>	<b>(5,306,964,485)</b>	<b>(283,661,090)</b>

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

Sources by Category and Object

Object	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Local Taxes</b>				
101 PROPERTY TAXES	720,430,491	839,649,156	805,577,567	(34,071,589)
109 OTHER PROPERTY TAXES	0	0	110,450,000	110,450,000
111 PAYROLL TAX	256,784,419	289,015,000	281,740,000	(7,275,000)
113 REGISTRATION TAX	8,047,536	6,990,000	7,130,000	140,000
121 SALES & USE TAX	120,642,425	90,930,000	102,780,000	11,850,000
122 HOTEL ROOM TAX	142,436,852	137,500,971	164,561,000	27,060,029
123 UTILITY USERS TAX	70,938,399	66,290,000	70,920,000	4,630,000
124 PARKING TAX	53,322,732	53,550,000	55,182,600	1,632,600
125 PROPERTY TRANSFER TAX	78,845,357	70,000,000	80,000,000	10,000,000
129 OTHER LOCAL TAXES	2,672,373	27,674,000	2,430,000	(25,244,000)
<b>Local Taxes Subtotals</b>	<b>1,454,120,584</b>	<b>1,581,599,127</b>	<b>1,680,771,167</b>	<b>99,172,040</b>
<b>Licenses &amp; Fines</b>				
201 BUSINESS HEALTH LICENSES	4,132,937	3,939,097	4,757,875	818,778
202 OTHER BUSINESS / PROFESSIONAL LICENSES	2,155,805	1,871,696	2,064,000	192,304
203 ROAD PRIVILEGES & PERMITS	3,672,952	3,872,746	6,276,085	2,403,339
206 FRANCHISES	13,053,004	10,521,000	14,591,390	4,070,390
207 ETHICS FEES	48,291	51,650	46,000	(5,650)
209 OTHER LICENSES & PERMITS	3,915,366	4,207,949	4,870,118	662,169
251 TRAFFIC FINES	93,699,856	95,593,315	102,679,856	7,086,541
252 COURT FINES - NON TRAFFIC	220,112	201,394	329,935	128,541
253 OTHER NON-COURT FINES	400,876	5,775,000	4,675,000	(1,100,000)
255 ETHICS FINES	84,052	122,294	130,000	7,706
259 OTHER FORFEITURES & PENALTIES	19,233,925	4,008,589	4,542,263	533,674
<b>Licenses &amp; Fines Subtotals</b>	<b>140,617,176</b>	<b>130,164,730</b>	<b>144,962,522</b>	<b>14,797,792</b>

Sources by Category and Object

Object	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Use of Money or Property</b>				
301 INTEREST	29,209,744	34,658,077	34,258,712	(399,365)
302 DIVIDENDS	71	0	0	0
303 UNREALIZED GAINS (LOSSES) - GASB 31	9,358	0	0	0
351 PARKING METER COLLECTIONS	25,498,354	25,406,232	32,718,120	7,311,888
352 PARKING GARAGE / LOT RENTALS	75,384,672	83,629,590	91,133,359	7,503,769
353 REC & PARK - RENTALS	15,083,305	6,481,000	4,367,500	(2,113,500)
354 REC & PARK - CONCESSIONS	9,498,114	7,856,654	8,783,478	926,824
355 CULTURAL FACILITIES - RENTALS	1,139,119	1,087,030	1,123,832	36,802
356 CULTURAL FACILITIES - CONCESSIONS	227,341	225,080	232,093	7,013
357 CONV FACILITIES - RENTALS & CONCESSIONS	0	12,245,730	20,134,396	7,888,666
360 PORT - CARGO RENTAL	31,307	0	0	0
361 PORT - SHIP REPAIR CONCESSION	652,709	0	0	0
362 PORT - HARBOR RENTS	950,475	0	0	0
363 PORT-COMMERCIAL/INDUSTRIALRENT/CONCE	32,216,837	33,078,000	34,041,000	963,000
365 PORT - CRUISE RENTS	104,232	0	0	0
366 PORT - FISHING RENT	1,146,891	0	0	0
367 PORT - OTHER MARINE RENTS / CONCESSION	873,656	0	0	0
372 SFIA - PASSENGER TERMINALS RENTALS	2,937,911	3,168,500	3,900,000	731,500
373 SFIA-PAVED & UNIMPROVED-NONAIRLINE REN	11,526,768	11,934,100	11,934,100	0
374 SFIA - ADVERTISING, TEL. & OTHERS	12,001,272	9,612,000	11,897,558	2,285,558
375 SFIA - NEWS, TOBACCO & GIFTS	28,939,112	33,852,000	40,293,500	6,441,500
376 SFIA - AUTO RENTALS	22,050,000	23,269,100	23,068,700	(200,400)
377 SFIA - RESTAURANT & ALLIED SVCS	5,906,433	5,685,000	7,407,000	1,722,000
379 SFIA - OTHER GROUND TRANSPORTATION	6,641,014	6,087,000	8,648,956	2,561,956
381 SFIA - AUTO SERVICE STATION	47,913	44,000	81,600	37,600
391 SFWD - OTHERS	125,525	0	0	0
398 OTHER CITY PROPERTY RENTALS	17,932,229	21,819,807	23,475,890	1,656,083
399 OTHER CONCESSIONS	0	0	50,000	50,000
<b>Use of Money or Property Subtotals</b>	<b>300,134,362</b>	<b>320,138,900</b>	<b>357,549,794</b>	<b>37,410,894</b>
<b>Intergovernmental Revenue - Federal</b>				
401 FEDERAL - PUBLIC ASSISTANCE ADMIN	115,768,217	110,830,554	131,560,666	20,730,112
402 FEDERAL - PUBLIC ASSISTANCE PROGRAMS	57,042,180	71,668,462	76,460,618	4,792,156
411 FEDERAL - TRANSP/TRANSIT-OPERATING ASSI	17,680,929	19,644,078	18,453,681	(1,190,397)
440 FEDERAL HOMELAND SECURITY	3,105,414	0	18,709,101	18,709,101
449 FEDERAL - OTHER	112,516,538	114,036,601	132,456,584	18,419,983
<b>Intergovernmental Revenue - Federal Subtotals</b>	<b>306,113,278</b>	<b>316,179,695</b>	<b>377,640,650</b>	<b>61,460,955</b>

Sources by Category and Object

Object	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Intergovernmental Revenue - State</b>				
451 STATE - PUBLIC ASSISTANCE ADMIN	49,521,898	53,120,069	43,048,635	(10,071,434)
452 STATE - PUBLIC ASSISTANCE PROGRAMS	57,876,479	44,718,019	46,644,147	1,926,128
453 STATE - HEALTH ADMINISTRATION	27,298,149	27,846,188	33,372,729	5,526,541
454 STATE - HEALTH PROGRAMS	85,764,589	90,041,155	90,457,465	416,310
455 STATE - HEALTH & WELFARE SALES TAX	116,867,152	121,233,000	125,105,000	3,872,000
456 STATE-HEALTH & WELFARE VEH LICENSE FEE	81,947,849	84,970,000	94,456,000	9,486,000
461 STATE - MOTOR VEHICLE IN-LIEU TAX	84,626,539	15,240,000	21,790,000	6,550,000
462 STATE - HIGHWAY USERS TAX	14,346,461	15,172,132	15,172,132	0
470 STATE - AGRICULTURE	103,000	103,000	103,000	0
471 STATE-TRANSPORT/TRANSIT-OPERATING ASSI	28,526,402	27,750,000	29,505,000	1,755,000
481 STATE - HOMEOWNERS' PROPERTY TAX RELIE	5,272,800	5,114,000	5,114,000	0
483 STATE - PROP 172 PUBLIC SAFETY FUNDS	64,158,134	62,870,000	70,000,000	7,130,000
489 STATE - OTHER	47,389,125	43,743,609	45,928,180	2,184,571
<b>Intergovernmental Revenue - State Subtotals</b>	<b>663,698,577</b>	<b>591,921,172</b>	<b>620,696,288</b>	<b>28,775,116</b>
<b>Intergovernmental Revenue - Other</b>				
491 OTHER-TRANSPORT/TRANSIT-OPERTING ASSI	56,674,153	49,873,478	56,362,022	6,488,544
499 OTHER - GOVERNMENTAL AGENCIES	1,090,766	0	0	0
<b>Intergovernmental Revenue - Other Subtotals</b>	<b>57,764,919</b>	<b>49,873,478</b>	<b>56,362,022</b>	<b>6,488,544</b>

Sources by Category and Object

Object	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Charges for Services</b>				
601 GENERAL GOVERNMENT SERVICES	51,789,013	57,827,259	61,977,940	4,150,681
605 HUMANE SERVICE	138,122	230,200	217,100	(13,100)
606 PUBLIC SAFETY SERVICE CHARGES	45,403,712	55,600,773	62,837,906	7,237,133
607 CORRECTION SERVICE CHARGES	2,902,130	5,020,833	4,929,513	(91,320)
608 HIGHWAY SERVICE CHARGES	347,870	518,000	518,000	0
611 PLANNING & ENGINEERING SERVICES	24,571,897	28,253,168	33,105,755	4,852,587
625 LIBRARY SERVICES	669,608	763,100	763,100	0
626 REC & PARK - SERVICE CHARGES	16,475,484	21,016,370	15,350,300	(5,666,070)
628 CONCERTS, EXHIBITIONS & PERFORMANCES	2,747,412	3,011,710	5,551,090	2,539,380
631 SANITATION SERVICE CHARGES	130,491,663	145,564,420	165,195,900	19,631,480
635 HEALTH SERVICE CHARGES	6,600,407	8,453,634	8,964,070	510,436
640 PORT - CARGO SERVICES	3,565,522	4,145,000	4,135,000	(10,000)
641 PORT - SHIP REPAIR SERVICES	0	850,000	875,000	25,000
642 PORT - HARBOR SERVICES	35,464	1,010,000	1,025,000	15,000
645 PORT - CRUISE SERVICES	1,321,523	1,221,500	1,575,000	353,500
646 PORT - FISHING SERVICES	34,506	1,446,000	1,710,000	264,000
647 PORT - OTHER MARINE SERVICES	635,396	1,097,500	1,180,500	83,000
659 NET PATIENT REVENUE	340,691,750	347,207,337	368,047,285	20,839,948
660 STATE BILL REVENUES	130,719,101	157,944,575	146,366,305	(11,578,270)
661 TRANSIT PASS REVENUE	55,580,080	57,773,338	62,157,585	4,384,247
662 TRANSIT CABLE CAR REVENUE	15,446,312	15,831,896	20,136,148	4,304,252
663 TRANSIT CASH REVENUE	39,711,295	43,029,971	46,713,162	3,683,191
664 TRANSIT CHARTER BUS REVENUE	23,450	20,259	20,664	405
665 TRANSIT ADVERTISING REVENUE	11,605,236	4,429,852	4,429,852	0
666 TRANSIT TOKEN REVENUE	3,514,407	3,493,307	4,313,051	819,744
667 TRANSIT PARATRANSIT REVENUE	1,271,203	1,778,288	1,778,288	0
669 TRANSIT OTHER OPERATING REVENUE	160,326	10,363,452	221,854	(10,141,598)
671 SFIA - FLIGHT OPERATIONS	108,628,590	148,113,000	153,141,500	5,028,500
672 SFIA - RENTAL AIRLINES	171,207,397	155,773,300	156,504,089	730,789
673 SFIA - PAVED & UNIMPROVED-AIRLINES	22,022,736	22,061,000	23,671,836	1,610,836
674 SFIA - AIRCRAFT & OUTDOOR STORAGE	7,840,838	7,626,100	8,008,176	382,076
675 SFIA - AIRLINE SUPPORT SERVICE	16,874,891	15,368,000	21,673,398	6,305,398
676 SFIA - FUEL, OIL & OTHER SERVICES	4,196,311	3,958,000	3,963,157	5,157
677 SFIA - PARKING AIRLINES	7,479,998	7,569,000	8,021,951	452,951
681 WATER SALES	174,755,035	171,644,000	154,471,200	(17,172,800)
687 HETCH HETCHY - ELECTRICITY SALES	105,232,301	98,613,090	101,217,822	2,604,732
699 OTHER CHARGES FOR SERVICES	782,636	882,000	1,692,000	810,000
860 ISF CHARGES FOR SERVICES TO AAO FUNDS	5,417,959	927,077	1,003,473	76,396
880 ISF CHARGE FOR SVC TO OTHER CITY AGENCI	6,975,879	0	0	0
890 NON ISF CHRGS FOR SVCS TO OTHER CTYAGE	859,275	95,835	101,995	6,160
<b>Charges for Services Subtotals</b>	<b>1,518,726,735</b>	<b>1,610,532,144</b>	<b>1,657,565,965</b>	<b>47,033,821</b>

Sources by Category and Object

Object	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Other Revenues</b>				
701 RETIREMENT - CONTRIBUTIONS	15,550,161	14,234,681	14,414,913	180,232
751 SF COMMUNITY COLLEGE DIST REVENUE	61,560	0	0	0
753 CHN - OTHER OPERATING REVENUE	14,491,275	15,584,178	13,283,359	(2,300,819)
759 PORT - OTHER NON OPERATING REVENUE	1,491,687	750,300	999,300	249,000
761 GAIN(LOSS) ON SALES OF FIXED ASSETS	29,990,744	23,801,790	30,150,000	6,348,210
762 PROCEEDS FROM SALES OF OTHER CITY PRO	4,521,990	380,200	382,200	2,000
771 SFIA - COGENERATION FACILITIES	150,157	132,000	127,961	(4,039)
772 SFIA - ELECTRICITY	18,443,219	15,561,000	19,574,200	4,013,200
773 SFIA - WATER	4,290,397	3,870,300	4,221,000	350,700
774 SFIA - SECURITY SERVICES	2,505,966	2,366,000	2,522,000	156,000
779 SFIA - MISCELLANEOUS	4,781,246	4,341,600	4,909,278	567,678
780 WATER - OTHER OPERATING REVENUE	3,142,735	3,100,000	3,100,000	0
781 GIFTS & BEQUESTS	(151,018)	7,450,914	1,109,540	(6,341,374)
782 PRIVATE GRANTS	917,508	1,398,601	1,251,432	(147,169)
789 OTHER OPERATING ADJUSTMENTS	6,348,471	210,000	175,000	(35,000)
797 CUSTOM WORK&SVC TO OTHER GOV'T AGENC	74,846	0	0	0
799 OTHER NON-OPERATING REVENUES	16,283,727	2,230,704	3,423,881	1,193,177
801 PROCEEDS FROM LONG-TERM DEBT	8,744,194	42,296,356	40,031,808	(2,264,548)
802 LOAN REPAYMENT	912,504	0	0	0
803 PROCEEDS FROM SHORT-TERM DEBT	0	44,414,000	0	(44,414,000)
849 OTHER FINANCING SOURCES	202,721	596,500	596,500	0
<b>Other Revenues Subtotals</b>	<b>132,754,090</b>	<b>182,719,124</b>	<b>140,272,372</b>	<b>(42,446,752)</b>
<b>Transfers In</b>				
920 GENERAL FUND SUBSIDY TRANSFER IN	258,931,458	289,891,261	326,865,001	36,973,740
930 OTHER OPERATING TRANSFERS IN	256,362,560	197,397,312	184,126,422	(13,270,890)
950 INTRAFUND TRANSFERS IN	125,157,456	314,830,909	359,590,773	44,759,864
<b>Transfers In Subtotals</b>	<b>640,451,474</b>	<b>802,119,482</b>	<b>870,582,196</b>	<b>68,462,714</b>
<b>Fund Balance</b>				
999 FUND BALANCE	344,550,294	240,175,025	271,143,705	30,968,680
<b>Fund Balance Subtotals</b>	<b>344,550,294</b>	<b>240,175,025</b>	<b>271,143,705</b>	<b>30,968,680</b>
Revenue Subtotals	5,558,931,489	5,825,422,877	6,177,546,681	352,123,804
Less Interfund and Intrafund Transfers	(640,451,474)	(802,119,482)	(870,582,196)	(68,462,714)
<b>Net Sources</b>	<b>4,918,480,015</b>	<b>5,023,303,395</b>	<b>5,306,964,485</b>	<b>283,661,090</b>

Uses by Category and Object

Char / Obj	Object Title	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Salaries &amp; Wages</b>					
001/001	PERMANENT SALARIES - MISC	1,124,282,757	1,182,372,845	1,227,501,314	45,128,469
001/002	PERMANENT SALARIES - UNIFORM	366,447,902	367,777,467	384,168,915	16,391,448
001/003	PERMANENT SALARIES - PLATFORM	140,787,238	122,065,824	127,491,883	5,426,059
001/004	PERMANENT SALARIES - NURSES	102,071,781	125,200,003	134,431,463	9,231,460
001/005	TEMP SALARIES - MISC	51,369,038	21,670,105	22,941,820	1,271,715
001/006	TEMP SALARIES - NURSES	7,835,439	2,197,573	2,743,613	546,040
001/009	PREMIUM PAY	69,370,127	63,493,782	73,268,260	9,774,478
001/010	ONE-TIME SALARY PAYMENTS	16,103,911	2,629,250	2,759,815	130,565
001/011	OVERTIME	61,126,979	41,233,098	53,152,284	11,919,186
001/012	HOLIDAY PAY	15,956,972	16,072,734	16,329,952	257,218
<b>Salaries &amp; Wages</b>		<b>1,955,352,144</b>	<b>1,944,712,681</b>	<b>2,044,789,319</b>	<b>100,076,638</b>
<b>Fringe Benefits</b>					
013/013	RETIREMENT	26,319,973	107,543,287	170,333,650	62,790,363
013/014	SOCIAL SECURITY	112,231,510	116,885,360	122,428,241	5,542,881
013/015	HEALTH SERVICE	242,479,593	265,734,823	301,658,556	35,923,733
013/016	DENTAL COVERAGE	30,424,408	31,912,433	34,423,919	2,511,486
013/017	UNEMPLOYMENT INSURANCE	1,176,955	4,257,481	5,077,648	820,167
013/019	OTHER FRINGE BENEFITS	6,990,814	13,077,922	16,320,001	3,242,079
<b>Fringe Benefits</b>		<b>419,623,253</b>	<b>539,411,306</b>	<b>650,242,015</b>	<b>110,830,709</b>
<b>Overhead</b>					
020/020	OVERHEAD	62,857,989	65,660,722	70,457,814	4,797,092
<b>Overhead</b>		<b>62,857,989</b>	<b>65,660,722</b>	<b>70,457,814</b>	<b>4,797,092</b>

Uses by Category and Object

Char / Obj	Object Title	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Professional &amp; Contractual Services</b>					
021/021	TRAVEL	5,618,707	2,271,452	2,193,243	(78,209)
021/022	TRAINING	4,829,381	7,124,939	8,509,845	1,384,906
021/023	EMPLOYEE FIELD EXPENSE	830,258	526,958	533,910	6,952
021/024	MEMBERSHIP FEES	2,030,331	2,240,976	2,310,952	69,976
021/025	ENTERTAINMENT AND PROMOTION	471,046	322,385	546,988	224,603
021/026	COURT FEES AND OTHER COMPENSATION	9,408,352	9,003,081	8,842,079	(161,002)
021/027	PROFESSIONAL & SPECIALIZED SERVICES	504,590,459	506,021,940	532,863,449	26,841,509
021/028	MAINTENANCE SVCS-BUILDING & STRUCTU	27,443,992	15,001,840	19,040,357	4,038,517
021/029	MAINTENANCE SVCS - EQUIPMENT	19,001,239	26,315,730	28,712,323	2,396,593
021/030	RENTS & LEASES-BUILDINGS & STRUCTUR	112,750,899	66,716,395	97,507,129	30,790,734
021/031	RENTS & LEASES - EQUIPMENT	8,755,573	5,061,735	6,221,705	1,159,970
021/032	UTILITIES	17,724,925	14,691,243	15,110,958	419,715
021/033	POWER FOR RESALE	125,092,165	123,449,251	125,847,926	2,398,675
021/034	SUBSISTANCE	337,716	63,206	146,681	83,475
021/035	OTHER CURRENT EXPENSES	125,005,067	227,350,351	194,777,229	(32,573,122)
021/051	INSURANCE	75,852,638	77,766,481	72,971,955	(4,794,526)
021/052	TAXES, LICENSES & PERMITS	53,636,314	52,821,688	52,349,701	(471,987)
021/053	JUDGEMENTS & CLAIMS	31,529,600	19,604,538	20,255,038	650,500
021/054	OTHER FIXED CHARGES	81,408	154,712	145,497	(9,215)
055/055	RETIREMENT TRUST FUND	9,886	0	0	0
055/056	HEALTH SERVICE TRUST FUND	268,540	0	0	0
069/06C	CAPITAL PROJECTS BUDGET - CFWD ONLY	0	448,901	380,000	(68,901)
06P/06P	PROGRAMMATIC PROJECTS - BUDGET	0	813,968	4,660,535	3,846,567
079/079	ALLOCATED CHARGES	(14,725,928)	(6,175,797)	(4,869,259)	1,306,538
07U/07R	PAYMENT TO REFUNDED BOND ESCROW A	21,842,150	0	0	0
089/089	BUDGET REDUCTION - NOT DETAILED	0	0	(1,000,000)	(1,000,000)
<b>Professional &amp; Contractual Services</b>		<b>1,132,384,718</b>	<b>1,151,595,973</b>	<b>1,188,058,241</b>	<b>36,462,268</b>
<b>Aid Assistance / Grants</b>					
036/036	AID ASSISTANCE	37,013,915	39,880,685	39,483,727	(396,958)
037/037	AID PAYMENTS	207,791,269	219,819,128	224,340,201	4,521,073
038/038	CITY GRANT PROGRAMS	143,541,207	160,441,512	175,511,541	15,070,029
039/039	CITY LOAN PROGRAMS	2,821,339	0	1,500,000	1,500,000
<b>Aid Assistance / Grants</b>		<b>391,167,730</b>	<b>420,141,325</b>	<b>440,835,469</b>	<b>20,694,144</b>



Uses by Category and Object

Char / Obj	Object Title	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Materials &amp; Supplies</b>					
040/040	MATERIALS & SUPPLIES BUDGET ONLY	0	96,072,812	99,641,515	3,568,703
040/041	INVENTORIES	3,539,032	0	0	0
040/042	BUILDING & CONSTRUCTION SUPPLIES	17,042,865	7,326,971	7,719,602	392,631
040/043	EQUIPMENT MAINTENANCE SUPPLIES	26,142,674	24,599,536	24,974,976	375,440
040/044	HOSPITAL, CLINICS & LABORATORY SUPPLI	56,028,045	11,061,720	10,505,511	(556,209)
040/045	SAFETY	7,729,275	4,728,696	3,841,727	(886,969)
040/046	FOOD	11,294,299	3,425,999	3,493,257	67,258
040/047	FUELS & LUBRICANTS	12,961,949	8,020,225	11,458,819	3,438,594
040/048	WATER SEWAGE TREATMENT SUPPLIES	6,906,963	9,136,695	9,159,695	23,000
040/049	OTHER MATERIALS & SUPPLIES	38,691,364	21,695,817	20,334,206	(1,361,611)
040/04A	SMALL EQUIPMENT ITEMS	778,564	132,500	174,326	41,826
<b>Materials &amp; Supplies</b>		<b>181,115,030</b>	<b>186,200,971</b>	<b>191,303,634</b>	<b>5,102,663</b>
<b>Equipment</b>					
060/060	EQUIPMENT PURCHASE	21,483,530	20,786,355	35,382,623	14,596,268
060/061	EQT LEASE / PURCH - INITIAL	182,951	0	204,280	204,280
060/062	EQT LEASE / PURCH - RENEWAL	2,107,967	9,156,418	753,226	(8,403,192)
060/063	EQT LEASE / PURCH - FIN AGY INITIAL	172,558	482,087	946,166	464,079
060/064	EQT LEASE / PURCH - FIN AGY RENEWAL	9,897,677	8,691,217	15,903,105	7,211,888
060/065	ANIMAL PURCHASE	27,178	0	0	0
060/066	LAND	677,859	6,000,000	0	(6,000,000)
060/068	INTEREST EXPENSE - CAPITALIZED	174,425	0	0	0
<b>Equipment</b>		<b>34,724,145</b>	<b>45,116,077</b>	<b>53,189,400</b>	<b>8,073,323</b>
<b>Debt Service</b>					
070/070	DEBT SERVICE	519,231,288	521,773,498	527,614,854	5,841,356
070/074	DEBT INTEREST	15,635	0	0	0
<b>Debt Service</b>		<b>519,246,923</b>	<b>521,773,498</b>	<b>527,614,854</b>	<b>5,841,356</b>
<b>Services of Other Departments</b>					
081/081	SERVICES OF OTHER DEPTS (AAO FUNDS)	446,726,792	484,078,744	494,756,267	10,677,523
081/083	SERVICES OF OTHER CITY AGENCIES	0	125,000	125,000	0
<b>Services of Other Departments</b>		<b>446,726,792</b>	<b>484,203,744</b>	<b>494,881,267</b>	<b>10,677,523</b>
<b>Transfers Out</b>					
091/093	OTHER OPERATING TRANSFERS OUT	152,154,548	197,397,312	184,126,422	(13,270,890)
092/092	GENERAL FUND SUBSIDY TRANSFER OUT	261,090,396	289,891,261	326,865,001	36,973,740
095/095	INTRAFUND TRANSFERS OUT	320,858,208	314,830,909	359,590,773	44,759,864
<b>Transfers Out</b>		<b>734,103,152</b>	<b>802,119,482</b>	<b>870,582,196</b>	<b>68,462,714</b>
<b>Budgetary Reserves</b>					
097/097	APPROPRIATED REVENUE - RESERVED	26,321,580	66,404,527	68,561,923	2,157,396
099/099	APPROPRIATED REVENUE - UNRESERVED	0	2,459,505	12,305,370	9,845,865
<b>Budgetary Reserves</b>		<b>26,321,580</b>	<b>68,864,032</b>	<b>80,867,293</b>	<b>12,003,261</b>

Uses by Category and Object

Char / Obj	Object Title	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Facilities Maintenance</b>					
06F/06F	FACILITIES MAINTENANCE PROJECTS - BUD	11,214,316	12,465,694	28,975,206	16,509,512
<b>Facilities Maintenance</b>		<b>11,214,316</b>	<b>12,465,694</b>	<b>28,975,206</b>	<b>16,509,512</b>
<b>Capital Projects</b>					
067/067	BLDS, STRUCTURES & IMPROVEMENTS	300,928,839	239,853,193	218,304,802	(21,548,391)
<b>Capital Projects</b>		<b>300,928,839</b>	<b>239,853,193</b>	<b>218,304,802</b>	<b>(21,548,391)</b>
Expenditure Subtotals		6,215,766,611	6,482,118,698	6,860,101,510	377,982,812
Less Interfund and Intrafund Transfers		(734,103,152)	(802,119,482)	(870,582,196)	(68,462,714)
Less Interdepartmental Recoveries		(563,255,444)	(656,695,821)	(682,554,829)	(25,859,008)
<b>Net Uses</b>		<b>4,918,408,015</b>	<b>5,023,303,395</b>	<b>5,306,964,485</b>	<b>283,661,090</b>

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

Sources by Fund

Fund	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Fund Type: 1G GENERAL FUND</b>				
AGF GENERAL FUND	2,470,140,177	2,453,744,565	2,643,384,678	189,640,113
<b>Fund Type: 1G GENERAL FUND</b>	<b>2,470,140,177</b>	<b>2,453,744,565</b>	<b>2,643,384,678</b>	<b>189,640,113</b>
<b>Fund Type: 2S SPECIAL REVENUE FUNDS</b>				
BIF BUILDING INSPECTION FUND	33,967,431	41,885,044	44,934,409	3,049,365
CFC CHILDREN & FAMILIES FUND	7,925,702	7,758,364	11,518,223	3,759,859
CFF CONVENTION FACILITIES FUND	82,500,019	57,507,027	66,576,150	9,069,123
CHF CHILDREN'S FUND	39,147,030	40,882,205	45,157,389	4,275,184
CHS COMM HEALTH SVS SPEC REV FD	78,846,657	100,831,599	88,441,033	(12,390,566)
CRF CULTURE & RECREATION SPEC REV FD	6,823,782	7,669,089	8,467,585	798,496
CSS CHILD SUPPORT SERVICES FUND	29,338,121	14,808,937	14,852,987	44,050
CTF COURTS' SPECIAL REVENUE FUND	7,448,115	8,819,756	4,208,686	(4,611,070)
ENV ENVIRONMENTAL PROTECTION PROGRAM	2,537,467	2,158,785	1,493,687	(665,098)
GOL GOLF FUND	7,670,884	10,127,105	11,128,680	1,001,575
GSF GENERAL SERVICES SPECIAL REVENUE FUN	15,650,987	4,653,240	6,221,967	1,568,727
GTF GASOLINE TAX FUND	15,979,103	26,484,492	27,978,666	1,494,174
HWF HUMAN WELFARE SPECIAL REVENUE FUND	15,812,119	12,534,538	14,520,610	1,986,072
LIB PUBLIC LIBRARY SPECIAL REVENUE FUND	53,427,463	58,235,382	63,085,335	4,849,953
NDF NEIGHBORHOOD DEVELOPMENT SPEC REV I	14,312,309	8,525,244	6,590,143	(1,935,101)
OSP OPEN SPACE & PARK FUND	33,411,264	30,921,479	32,550,862	1,629,383
PPF PUBLIC PROTECTION SPECIAL REVENUE FUI	57,774,811	59,304,251	105,221,299	45,917,048
PWF PUBLIC WORKS SPECIAL REVENUE FUND	6,744,263	7,138,095	6,524,534	(613,561)
RPF REAL PROPERTY SPECIAL REVENUE FUND	13,835,192	10,393,291	10,392,455	(836)
SCP SENIOR CITIZENS' PROGRAMS FUND	8,139,264	5,555,361	6,906,518	1,351,157
T&C TRANSPORTATION & COMMERCE S/R FD	0	169,413	0	(169,413)
WMF WAR MEMORIAL FUND	16,205,043	10,569,320	11,770,418	1,201,098
<b>Fund Type: 2S SPECIAL REVENUE FUNDS</b>	<b>547,497,026</b>	<b>526,932,017</b>	<b>588,541,636</b>	<b>61,609,619</b>
<b>Fund Type: 3C CAPITAL PROJECTS FUNDS</b>				
CCS CITYWIDE COMMUNICATION SYSTEM	0	0	1,500,000	1,500,000
EQS EARTHQUAKE SAFETY IMPROVEMENTS FUN	0	448,901	0	(448,901)
FPS FIRE PROTECTION SYSTEMS IMPVT. FUND	0	925,000	0	(925,000)
PLI PUBLIC LIBRARY IMPROVEMENT FUND	0	1,450,655	113,333	(1,337,322)
RPF RECREATION & PARK CAPITAL IMPVTS FUND	0	452,559	1,144,871	692,312
SIF STREET IMPROVEMENT FUND	0	5,842,190	36,300,000	30,457,810
XCF CITY FACILITIES IMPROVEMENT FUND	0	668,947	1,972,448	1,303,501
<b>Fund Type: 3C CAPITAL PROJECTS FUNDS</b>	<b>0</b>	<b>9,788,252</b>	<b>41,030,652</b>	<b>31,242,400</b>
<b>Fund Type: 4D DEBT SERVICE FUNDS</b>				
GOB GENERAL OBLIGATION BOND FUND	117,057,238	119,896,000	139,293,120	19,397,120
ODS OTHER DEBT SERVICE FUNDS	0	6,767,175	7,013,667	246,492
<b>Fund Type: 4D DEBT SERVICE FUNDS</b>	<b>117,057,238</b>	<b>126,663,175</b>	<b>146,306,787</b>	<b>19,643,612</b>
<b>Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS</b>				
AAA SFIA-OPERATING FUND	567,032,165	590,119,678	611,705,727	21,586,049
CPF SFIA-CAPITAL PROJECTS FUND	0	106,600,000	60,296,000	(46,304,000)
<b>Fund Type: 5A SF INTERNATIONAL AIRPORT FU</b>	<b>567,032,165</b>	<b>696,719,678</b>	<b>672,001,727</b>	<b>(24,717,951)</b>

Sources by Fund

Fund	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Fund Type: 5C WASTEWATER ENTERPRISE FUNDS</b>				
AAA CWP-OPERATING FUND	138,867,943	153,871,980	166,924,325	13,052,345
CPF CWP-CAPITAL PROJECTS FUND	0	49,088,550	60,900,000	11,811,450
<b>Fund Type: 5C WASTEWATER ENTERPRISE FUN</b>	<b>138,867,943</b>	<b>202,960,530</b>	<b>227,824,325</b>	<b>24,863,795</b>
<b>Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS</b>				
AAA SFGH-OPERATING FUND	486,891,955	511,527,471	549,776,635	38,249,164
AGT SFGH-OPERATING GRANTS FUND	0	0	25,000	25,000
CPF SFGH-CAPITAL PROJECTS FUND	0	400,000	0	(400,000)
<b>Fund Type: 5H GENERAL HOSPITAL MEDICAL C</b>	<b>486,891,955</b>	<b>511,927,471</b>	<b>549,801,635</b>	<b>37,874,164</b>
<b>Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS</b>				
AAA LHH-OPERATING FUND	149,142,154	152,584,786	164,299,520	11,714,734
<b>Fund Type: 5L LAGUNA HONDA HOSPITAL FUN</b>	<b>149,142,154</b>	<b>152,584,786</b>	<b>164,299,520</b>	<b>11,714,734</b>
<b>Fund Type: 5M MTA-MUNICIPAL RAILWAY FUNDS</b>				
AAA MUNI-OPERATING FUND	482,541,815	487,501,913	512,283,874	24,781,961
CPF MUNI-CAPITAL PROJECTS FUND	0	8,191,366	0	(8,191,366)
SRF MUNI-SPECIAL REVENUE FUND	(2,183,329)	10,362,003	10,368,692	6,689
<b>Fund Type: 5M MTA-MUNICIPAL RAILWAY FUND</b>	<b>480,358,486</b>	<b>506,055,282</b>	<b>522,652,566</b>	<b>16,597,284</b>
<b>Fund Type: 5N MTA-PARKING &amp; TRAFFIC FUNDS</b>				
AAA PARK/TRAFFIC OPERATING FUND	54,649,521	49,237,441	58,069,324	8,831,883
GTF GASOLINE TAX FUND	5,856,915	7,998,798	8,586,902	588,104
OPF OFF-STREET PARKING FUND	19,686,969	22,846,416	29,513,374	6,666,958
<b>Fund Type: 5N MTA-PARKING &amp; TRAFFIC FUNDS</b>	<b>80,193,405</b>	<b>80,082,655</b>	<b>96,169,600</b>	<b>16,086,945</b>
<b>Fund Type: 5P PORT OF SAN FRANCISCO FUNDS</b>				
AAA PORT-OPERATING FUND	64,254,592	64,883,236	84,680,038	19,796,802
CPF PORT-CAPITAL PROJECTS FUND	0	0	346,917	346,917
<b>Fund Type: 5P PORT OF SAN FRANCISCO FUND</b>	<b>64,254,592</b>	<b>64,883,236</b>	<b>85,026,955</b>	<b>20,143,719</b>
<b>Fund Type: 5T PUC-HETCH HETCHY FUNDS</b>				
AAA HETCHY OPERATING FUND	218,387,310	180,421,415	165,198,382	(15,223,033)
<b>Fund Type: 5T PUC-HETCH HETCHY FUNDS</b>	<b>218,387,310</b>	<b>180,421,415</b>	<b>165,198,382</b>	<b>(15,223,033)</b>
<b>Fund Type: 5W PUC-WATER DEPARTMENT FUNDS</b>				
AAA SFWD-OPERATING FUND	217,950,239	236,874,745	236,779,365	(95,380)
CPF SFWD-CAPITAL PROJECTS FUND	0	46,114,000	11,255,000	(34,859,000)
PUC PUC OPERATING FUND	502,318	0	0	0
<b>Fund Type: 5W PUC-WATER DEPARTMENT FUND</b>	<b>218,452,557</b>	<b>282,988,745</b>	<b>248,034,365</b>	<b>(34,954,380)</b>
<b>Fund Type: 6I INTERNAL SERVICE FUNDS</b>				
CSF IS-CENTRAL SHOPS FUND	(791,971)	0	0	0
FCF FINANCE CORPORATION FUNDS	0	8,415,656	8,611,808	196,152
OIS IS-REPRODUCTION FUND	540,179	0	0	0
TIF TELECOMMUNICATION FUND	(759,371)	145,754	145,754	0
<b>Fund Type: 6I INTERNAL SERVICE FUNDS</b>	<b>(1,011,163)</b>	<b>8,561,410</b>	<b>8,757,562</b>	<b>196,152</b>

Sources by Fund

Fund	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Fund Type: 7E EXPENDABLE TRUST FUNDS</b>				
BEQ BEQUESTS FUND	5,968,393	1,405,648	2,433,533	1,027,885
GIF GIFT FUND	0	5,219,331	1,417,845	(3,801,486)
<b>Fund Type: 7E EXPENDABLE TRUST FUNDS</b>	<b>5,968,393</b>	<b>6,624,979</b>	<b>3,851,378</b>	<b>(2,773,601)</b>
<b>Fund Type: 7P PENSION TRUST FUNDS</b>				
RET EMPLOYEES' RETIREMENT SYSTEM	15,699,251	14,484,681	14,664,913	180,232
<b>Fund Type: 7P PENSION TRUST FUNDS</b>	<b>15,699,251</b>	<b>14,484,681</b>	<b>14,664,913</b>	<b>180,232</b>
Revenue Subtotals	5,558,931,489	5,825,422,877	6,177,546,681	352,123,804
Less Interfund and Intrafund Transfers	(640,451,474)	(802,119,482)	(870,582,196)	(68,462,714)
<b>Net Sources</b>	<b>4,918,480,015</b>	<b>5,023,303,395</b>	<b>5,306,964,485</b>	<b>283,661,090</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : A PUBLIC PROTECTION</b>				
<b>ADULT PROBATION</b>				
ADMINISTRATION	1,873,892	1,581,210	1,653,260	72,050
COMMUNITY SERVICES	6,701,291	6,215,561	6,435,080	219,519
PRE-SENTENCING INVESTIGATION	1,384,468	2,493,826	2,582,658	88,832
<b>ADULT PROBATION</b>	<b>9,959,651</b>	<b>10,290,597</b>	<b>10,670,998</b>	<b>380,401</b>
<b>DISTRICT ATTORNEY</b>				
ADMINISTRATION	745,626	701,437	873,114	171,677
CAREER CRIMINAL PROSECUTION	735,256	729,765	752,668	22,903
CHILD ABDUCTION	679,241	748,802	778,805	30,003
CRIMINAL JUSTICE	183,022	0	0	0
FAMILY VIOLENCE PROGRAM	491,531	483,869	559,553	75,684
FELONY PROSECUTION	17,623,286	16,876,818	17,553,108	676,290
INTEGRATED POLICE PROSECUTION / SUBPOENA	290,666	343,643	7,839	(335,804)
MISDEMEANOR PROSECUTION	1,595,901	2,347,751	2,218,497	(129,254)
SUPPORT SERVICES	2,109,964	2,352,175	3,684,086	1,331,911
WORK ORDERS & GRANTS	6,743,686	6,411,224	6,989,259	578,035
<b>DISTRICT ATTORNEY</b>	<b>31,198,179</b>	<b>30,995,484</b>	<b>33,416,929</b>	<b>2,421,445</b>
<b>EMERGENCY COMMUNICATIONS DEPARTMENT</b>				
911 PROJECT	8,044,747	6,820,089	10,159,350	3,339,261
CITYWIDE RADIO SYSTEM	708,200	42,000	42,000	0
EMERGENCY COMMUNICATIONS	22,594,065	31,845,723	43,049,508	11,203,785
EMERGENCY SERVICES COORDINATION	958,195	640,782	16,555,830	15,915,048
FALSE ALARM PREVENTION	334,513	356,888	460,275	103,387
<b>EMERGENCY COMMUNICATIONS DEPARTMENT</b>	<b>32,639,720</b>	<b>39,705,482</b>	<b>70,266,963</b>	<b>30,561,481</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : A PUBLIC PROTECTION</b>				
<b>FIRE DEPARTMENT</b>				
ADMINISTRATION	13,449,942	13,588,650	14,631,913	1,043,263
AIRPORT SERVICES	10,816,104	11,549,467	13,070,966	1,521,499
FIRE	16,449	0	20,000	20,000
FIREBOAT	1,794,200	2,105,638	2,313,957	208,319
GRANT SERVICES	0	0	383,297	383,297
INVESTIGATION	1,531,242	1,623,314	1,794,899	171,585
NEIGHBORHOOD EMERG. RESP. TRAINING	11,458	0	0	0
PREVENTION	6,133,546	6,215,862	7,011,709	795,847
SUPPORT SERVICES	8,837,156	9,009,500	9,583,889	574,389
SUPPRESSION	164,142,308	156,141,614	167,687,265	11,545,651
TRAINING BUREAU	4,945,520	6,077,741	5,371,722	(706,019)
WORK ORDER SERVICES	6,201,468	7,356,087	7,614,951	258,864
<b>FIRE DEPARTMENT</b>	<b>217,879,393</b>	<b>213,667,873</b>	<b>229,484,568</b>	<b>15,816,695</b>
<b>JUVENILE PROBATION</b>				
ADMINISTRATION	5,695,658	5,770,272	5,671,012	(99,260)
CHILDREN'S BASELINE	1,633,156	1,657,449	1,550,562	(106,887)
CHILDREN'S SVCS - NON-CHILDREN'S FUND	172,972	194,000	194,000	0
JUVENILE HALL	9,347,520	9,729,578	10,305,358	575,780
JUVENILE HALL REPLACEMENT DEBT PAYMENT	0	0	1,701,600	1,701,600
LOG CABIN RANCH	1,670,088	1,662,868	2,142,238	479,370
PROBATION SERVICES	12,173,788	10,879,199	13,341,169	2,461,970
<b>JUVENILE PROBATION</b>	<b>30,693,182</b>	<b>29,893,366</b>	<b>34,905,939</b>	<b>5,012,573</b>
<b>POLICE</b>				
AIRPORT POLICE	26,752,246	30,645,388	34,636,104	3,990,716
CAPITAL PROJECTS	97,007	0	0	0
INVESTIGATIONS	55,925,064	37,777,758	56,525,971	18,748,213
OFFICE OF CITIZEN COMPLAINTS	2,576,411	2,966,041	3,250,312	284,271
OFFICE OF EMERGENCY SERVICE	63,342	0	0	0
OPERATIONS & ADMINISTRATION	48,249,723	46,731,906	51,782,465	5,050,559
PATROL	156,193,103	179,136,137	186,923,096	7,786,959
POLICE HOMELAND SECURITY - FY2005	0	0	407,458	407,458
WORK ORDER SERVICES	12,560,906	10,847,559	10,553,112	(294,447)
<b>POLICE</b>	<b>302,417,802</b>	<b>308,104,789</b>	<b>344,078,518</b>	<b>35,973,729</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : A PUBLIC PROTECTION</b>				
<b>PUBLIC DEFENDER</b>				
CRIMINAL & SPECIAL DEFENSE	15,631,285	16,577,519	17,961,727	1,384,208
GRANT SERVICES	473,959	290,705	229,378	(61,327)
<b>PUBLIC DEFENDER</b>	<b>16,105,244</b>	<b>16,868,224</b>	<b>18,191,105</b>	<b>1,322,881</b>
<b>SHERIFF</b>				
ADMINISTRATION	9,121,820	8,824,227	9,018,159	193,932
COURT SECURITY & PROCESS	7,666,627	7,646,861	8,511,389	864,528
CUSTODY & JAIL PROGRAMS	64,349,229	98,171,232	101,455,361	3,284,129
FACILITIES & EQUIPMENT	4,742,013	5,217,432	4,416,923	(800,509)
RECRUITMENT & TRAINING	2,034,793	2,828,905	3,824,889	995,984
SECURITY SERVICES	11,176,101	11,233,751	11,392,101	158,350
SHERIFF FACILITIES MAINTENANCE	334,677	350,000	350,000	0
SHERIFF FIELD SERVICES	4,787,514	4,459,536	4,796,291	336,755
SHERIFF PROGRAMS	10,105,202	8,460,765	7,578,537	(882,228)
<b>SHERIFF</b>	<b>114,317,976</b>	<b>147,192,709</b>	<b>151,343,650</b>	<b>4,150,941</b>
<b>TRIAL COURTS</b>				
CHILD SUPPORT SERVICES - TRIAL COURTS	1,529,586	1,560,422	0	(1,560,422)
COURT HOUSE DEBT SERVICE	4,460,877	8,819,756	2,957,305	(5,862,451)
DISPUTE RESOLUTION PROGRAM	352,586	353,746	353,746	0
INDIGENT DEFENSE / GRAND JURY	7,697,882	6,987,801	7,240,905	253,104
SUPERIOR COURT	1,782,000	0	0	0
SUPERIOR COURT SERVICES	338,109	0	177,374	177,374
TRIAL COURT SERVICES	25,039,699	25,188,799	25,099,764	(89,035)
DEPARTMENTAL TRANSFER ADJUSTMENT	0	0	1,000,000	1,000,000
<b>TRIAL COURTS</b>	<b>41,200,739</b>	<b>42,910,524</b>	<b>36,829,094</b>	<b>(6,081,430)</b>
<b>Service Area : A Subtotals</b>				
	<b>796,411,886</b>	<b>839,629,048</b>	<b>929,187,764</b>	<b>89,558,716</b>



Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>				
<b>AIRPORT</b>				
ADMINISTRATION, BUSINESS	427,522,600	428,750,324	396,688,922	(32,061,402)
FACILITIES MAINTENANCE, CONSTRUCTION	67,558,480	116,360,450	120,554,801	4,194,351
MAINTENANCE	67,449	0	0	0
NON PROGRAM	(787,036)	0	0	0
SAFETY & SECURITY	27,642,672	30,904,471	34,582,536	3,678,065
<b>AIRPORT</b>	<b>522,004,165</b>	<b>576,015,245</b>	<b>551,826,259</b>	<b>(24,188,986)</b>
<b>BOARD OF APPEALS</b>				
APPEALS PROCESSING	418,007	466,584	543,297	76,713
<b>BOARD OF APPEALS</b>	<b>418,007</b>	<b>466,584</b>	<b>543,297</b>	<b>76,713</b>
<b>DEPARTMENT OF BUILDING INSPECTION</b>				
ADMINISTRATION	7,042,239	11,438,912	8,498,939	(2,939,973)
INSPECTION SERVICES	16,741,164	17,644,708	19,278,535	1,633,827
PERMIT SERVICES	10,944,058	12,495,174	16,521,935	4,026,761
<b>DEPARTMENT OF BUILDING INSPECTION</b>	<b>34,727,461</b>	<b>41,578,794</b>	<b>44,299,409</b>	<b>2,720,615</b>
<b>ECONOMIC &amp; WORKFORCE DEVELOPMENT</b>				
ECONOMIC DEVELOPMENT	1,350,216	2,131,864	4,647,711	2,515,847
FILM SERVICES	0	166,304	535,000	368,696
PUBLIC FINANCE PROGRAMS	173,067	345,608	0	(345,608)
SEISMIC SAFETY LOAN PROGRAM	23,987	0	0	0
SMALL BUSINESS AFFAIRS	318,306	386,146	291,347	(94,799)
<b>ECONOMIC &amp; WORKFORCE DEVELOPMENT</b>	<b>1,865,576</b>	<b>3,029,922</b>	<b>5,474,058</b>	<b>2,444,136</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>				
<b>GENERAL SERVICES AGENCY - PUBLIC WORKS</b>				
ADMINISTRATION	20,395,649	22,364,808	22,121,583	(243,225)
ADMINISTRATION	73,564	0	0	0
ARCHITECTURE	4,466,872	3,869,223	4,073,958	204,735
BUILDING REPAIR & MAINTENANCE	28,717,057	35,264,788	35,907,298	642,510
CITY CAPITAL PROJECTS	3,081,051	8,260,065	52,931,000	44,670,935
COMMUNITY ARTS & EDUCATION	9,137	0	0	0
COMMUNITY DEVELOPMENT	0	250,000	0	(250,000)
CONSTRUCTION MANAGEMENT SERVICES	7,876,590	5,842,517	6,202,553	360,036
CONSUMER ASSURANCE	493	0	0	0
COUNTY JAIL 8 & 9	438,437	0	0	0
COURT HOUSE DEBT SERVICE	3,408	0	0	0
CUSTODY & JAIL PROGRAMS	(19,114)	0	0	0
DEVELOPMENT & PLANNING	3,425	0	0	0
DISABILITY ACCESS	848,895	0	0	0
ENGINEERING	7,995,630	6,843,276	7,183,122	339,846
FACILITIES & EQUIPMENT	195,821	0	0	0
FACILITIES MANAGEMENT & OPERATIONS	545,299	0	0	0
INTERDEPARTMENTAL WORK ORDERS	9,200	0	0	0
MAINTENANCE	456,147	0	0	0
MARINA YACHT HARBOR	211,146	0	0	0
MUNI CONSTRUCTION	78,832	0	0	0
NEIGHBORHOOD BEAUTIFICATION	767,190	425,000	450,000	25,000
NEIGHBORHOOD SERVICES	7,104,641	0	0	0
NON PROGRAM	0	438,451	0	(438,451)
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	29,262	0	0	0
PUC GENERAL MANAGEMENT	109,603	0	0	0
SFGH - ACUTE CARE - HOSPITAL	820,509	0	0	0
STREET & SEWER REPAIR	14,134,226	20,815,719	21,398,143	582,424
STREET ENVIRONMENTAL SERVICES	35,846,655	38,038,190	38,689,985	651,795
STREET USE MANAGEMENT	5,490,196	12,681,129	13,393,412	712,283
TRAFFIC ENGINEERING & OPERATIONS	3,526	0	0	0
URBAN FORESTRY	7,627,930	10,170,736	11,739,537	1,568,801
WAR MEMORIAL OPERATIONS & MAINTENANCE	357,265	0	0	0
WORK ORDER SERVICES	406,399	0	0	0
DEPARTMENTAL TRANSFER ADJUSTMENT	0	0	(57,797,113)	(57,797,113)
<b>GENERAL SERVICES AGENCY - PUBLIC WORKS</b>	<b>148,084,941</b>	<b>165,263,902</b>	<b>156,293,478</b>	<b>(8,970,424)</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>				
<b>MUNICIPAL TRANSPORTATION AGENCY</b>				
CALTRAIN JOINT POWERS BOARD	0	6,337,070	6,337,070	0
DEPARTMENTAL FUND TRANSFER	690,158	0	0	0
FAST PASS ON BART	0	9,437,653	9,437,653	0
LEGAL	0	15,898,811	16,148,811	250,000
MRD-OPERATIONS DIVISION (OP)	5,167,367	0	0	0
MUNI - MAINTENANCE	408,708	0	0	0
MUNI CAPITAL PLANNING & EXTERNAL	1,834,118	1,656,949	1,735,645	78,696
MUNI CONSTRUCTION	6,830,663	10,560,745	3,821,924	(6,738,821)
MUNI EXECUTIVE OFFICE, SECURITY, SAFETY	15,764,635	16,827,132	17,361,249	534,117
MUNI FINANCE & ADMINISTRATION	16,188,420	16,730,039	21,682,185	4,952,146
MUNI HUMAN RESOURCES	5,838,333	5,693,764	6,060,966	367,202
MUNI MAINTENANCE	114,551,418	121,012,670	127,419,988	6,407,318
MUNI SERVICE OPERATIONS & SCHEDULES	27,233,913	26,890,523	26,524,501	(366,022)
MUNI TRANSPORTATION	188,797,886	183,000,259	198,057,408	15,057,149
MUNI-WIDE BENEFITS	13,797,270	25,790,031	27,648,249	1,858,218
MUNI-WIDE SERVICES	37,366,382	94,922	6,756,373	6,661,451
NEIGHBORHOOD SERVICES	7,378	0	0	0
PARATRANSIT	18,257,597	20,073,976	20,073,976	0
PARKING & TRAFFIC ADMINISTRATION	4,376,454	5,377,496	5,483,846	106,350
PARKING & TRAFFIC ENFORCEMENT	26,231,972	30,422,343	29,561,131	(861,212)
PARKING CITATIONS	10,746,657	11,456,452	12,425,590	969,138
PARKING GARAGES, LOTS & METERS	19,985,956	22,196,416	22,074,411	(122,005)
RESIDENTIAL PERMIT PARKING	780,995	1,017,165	1,336,490	319,325
TRAFFIC ENGINEERING & OPERATIONS	11,654,283	13,122,192	14,535,734	1,413,542
WORKERS COMPENSATION	23,740,042	24,025,000	26,945,300	2,920,300
DEPARTMENTAL TRANSFER ADJUSTMENT	0	(10,326,134)	(9,212,678)	1,113,456
<b>MUNICIPAL TRANSPORTATION AGENCY</b>	<b>550,250,605</b>	<b>557,295,474</b>	<b>592,215,822</b>	<b>34,920,348</b>
<b>PORT</b>				
ADMIN / FINANCE	0	0	223,641	223,641
ADMINISTRATION	17,726,104	18,496,405	18,917,288	420,883
ENGINEERING & ENVIRONMENTAL	0	0	4,112,452	4,112,452
MAINTENANCE	20,216,755	24,140,292	29,481,847	5,341,555
MARITIME OPERATIONS & MARKETING	1,512,590	1,571,426	1,748,545	177,119
OPERATIONS & MAINTENANCE	0	0	123,276	123,276
PLANNING & DEVELOPMENT	1,617,480	2,169,617	2,191,547	21,930
REAL ESTATE & ASSET MANAGEMENT	11,087,930	9,049,206	9,276,112	226,906
<b>PORT</b>	<b>52,160,859</b>	<b>55,426,946</b>	<b>66,074,708</b>	<b>10,647,762</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>				
<b>PUBLIC UTILITIES</b>				
CAPITAL PROJECTS	507	0	0	0
CUSTOMER SERVICES	8,518,676	9,639,624	11,148,264	1,508,640
ENGINEERING & CONSTRUCTION	16,988,987	39,133,309	41,408,248	2,274,939
FINANCE	5,275,388	6,073,921	7,437,796	1,363,875
HETCH HETCHY CAPITAL PROJECTS	413,886	35,133,000	29,500,000	(5,633,000)
HETCH HETCHY PROJECT OPERATIONS	402,117	0	0	0
HUMAN RESOURCES	4,950,608	5,044,879	6,433,838	1,388,959
INFORMATION TECHNOLOGY	11,720,737	12,846,775	14,753,956	1,907,181
LHP ADMIN & STREETLIGHT MAINTENANCE	140,757	2,153,647	2,058,256	(95,391)
LIGHT, HEAT & POWER	73,187,755	69,097,291	71,601,731	2,504,440
NATURAL RESOURCES	682,643	1,017,995	6,594,889	5,576,894
NEIGHBORHOOD SERVICES	102,235	0	0	0
OPERATIONS ADMINISTRATION	907,984	1,626,468	36,342,829	34,716,361
POWER & WATER SUPPLY OPERATIONS	94,444,385	101,533,768	105,006,726	3,472,958
PUC GENERAL MANAGEMENT	8,342,552	12,556,877	13,405,250	848,373
REAL ESTATE	1,057,767	1,320,373	1,522,585	202,212
SOLAR POWER PROGRAM	0	5,065,000	0	(5,065,000)
STREETLIGHT MAINTENANCE	1,821,804	0	0	0
SYSTEM PLANNING / REGULATORY CONTROL	3,876,070	4,862,218	3,076,765	(1,785,453)
WASTEWATER OPERATIONS	229,269,865	191,536,936	217,641,285	26,104,349
WATER (IN-CITY) DISTRIBUTION	87,042,009	92,871,898	74,645,537	(18,226,361)
WATER CAPITAL PROJECTS	1,518,787	71,914,000	31,355,000	(40,559,000)
WATER FACILITIES MAINTENANCE PROJECTS	792	0	3,000,000	3,000,000
WATER GENERAL	52,129	0	0	0
WATER PROGRAMMATIC PROJECTS	482,711	1,000,000	1,000,000	0
WATER QUALITY	11,673,770	13,420,699	12,980,508	(440,191)
WATER RESOURCES	0	0	2,455,041	2,455,041
WATER SUPPLY & TREATMENT	48,513,152	55,477,061	36,307,426	(19,169,635)
DEPARTMENTAL TRANSFER ADJUSTMENT	(151,902,724)	(148,301,094)	(154,736,822)	(6,435,728)
<b>PUBLIC UTILITIES</b>	<b>459,485,349</b>	<b>585,024,645</b>	<b>574,939,108</b>	<b>(10,085,537)</b>
<b>TAXI COMMISSION</b>				
TAXI ENFORCEMENT	1,267,390	1,299,204	1,388,681	89,477
<b>TAXI COMMISSION</b>	<b>1,267,390</b>	<b>1,299,204</b>	<b>1,388,681</b>	<b>89,477</b>
<b>Service Area : B Subtotals</b>				
	<b>1,770,264,353</b>	<b>1,985,400,716</b>	<b>1,993,054,820</b>	<b>7,654,104</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : C HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT</b>				
<b>CHILD SUPPORT SERVICES</b>				
CASES CONSORTIUM	17,537,095	2,369,270	2,542,303	173,033
CHILD SUPPORT SERVICES	11,977,004	12,439,667	12,310,684	(128,983)
<b>CHILD SUPPORT SERVICES</b>	<b>29,514,099</b>	<b>14,808,937</b>	<b>14,852,987</b>	<b>44,050</b>
<b>CHILDREN &amp; FAMILIES COMMISSION</b>				
CHILDREN & FAMILIES	7,925,702	7,758,364	8,184,890	426,526
PUBLIC EDUCATION FUND - PROP H	0	0	3,333,333	3,333,333
<b>CHILDREN &amp; FAMILIES COMMISSION</b>	<b>7,925,702</b>	<b>7,758,364</b>	<b>11,518,223</b>	<b>3,759,859</b>
<b>CHILDREN, YOUTH &amp; THEIR FAMILIES</b>				
CHILDREN'S BASELINE	15,372,093	23,653,807	17,159,551	(6,494,256)
CHILDREN'S FUND PROGRAMS	31,200,910	26,886,014	31,771,101	4,885,087
CHILDREN'S SVCS - NON-CHILDREN'S FUND	4,012,782	2,373,107	2,319,629	(53,478)
PUBLIC EDUCATION FUND - PROP H	0	0	6,666,667	6,666,667
<b>CHILDREN, YOUTH &amp; THEIR FAMILIES</b>	<b>50,585,785</b>	<b>52,912,928</b>	<b>57,916,948</b>	<b>5,004,020</b>
<b>COUNTY EDUCATION OFFICE</b>				
COUNTY EDUCATION SERVICES	68,296	69,023	71,130	2,107
<b>COUNTY EDUCATION OFFICE</b>	<b>68,296</b>	<b>69,023</b>	<b>71,130</b>	<b>2,107</b>
<b>DEPARTMENT OF THE STATUS OF WOMEN</b>				
CHILDREN'S BASELINE	0	194,781	198,677	3,896
DOMESTIC VIOLENCE	261,539	306,500	194,000	(112,500)
STATUS OF WOMEN	2,398,951	1,919,954	2,050,362	130,408
<b>DEPARTMENT OF THE STATUS OF WOMEN</b>	<b>2,660,490</b>	<b>2,421,235</b>	<b>2,443,039</b>	<b>21,804</b>
<b>ENVIRONMENT</b>				
CLEAN AIR	1,957,495	1,358,446	516,567	(841,879)
CLIMATE CHANGE / ENERGY	1,075,033	694,785	906,449	211,664
ENVIRONMENT	1,965,956	2,017,326	1,912,445	(104,881)
ENVIRONMENT - OUTREACH	1,602,081	1,418,287	1,324,726	(93,561)
ENVIRONMENTAL JUSTICE / YOUTH EMPLOYMENT	2,309,870	50,000	0	(50,000)
GREEN BUILDING	201,429	352,734	347,453	(5,281)
RECYCLING	1,603,326	3,212,010	3,047,232	(164,778)
SOLID WASTE MANAGEMENT	1,526,291	434,331	0	(434,331)
TOXICS	735,220	1,003,006	933,379	(69,627)
URBAN FORESTRY	92,482	102,204	109,469	7,265
<b>ENVIRONMENT</b>	<b>13,069,183</b>	<b>10,643,129</b>	<b>9,097,720</b>	<b>(1,545,409)</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : C HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT</b>				
<b>HUMAN RIGHTS</b>				
HUMAN RIGHTS	4,690,904	4,172,684	4,149,910	(22,774)
<b>HUMAN RIGHTS</b>	<b>4,690,904</b>	<b>4,172,684</b>	<b>4,149,910</b>	<b>(22,774)</b>
 <b>HUMAN SERVICES AGENCY</b>				
ADMINISTRATION	64,227,966	64,158,215	83,147,978	18,989,763
ADULT SERVICES	110,177,553	114,603,912	117,244,506	2,640,594
CALWORKS	53,230,167	60,623,243	60,374,121	(249,122)
CHILDREN'S BASELINE	17,968,111	14,593,910	13,608,523	(985,387)
CHILDREN'S FUND PROGRAMS	0	0	785,000	785,000
COUNTY ADULT ASSISTANCE PROGRAM	57,412,546	55,267,688	53,256,932	(2,010,756)
DISABLED CHILDREN/POOR/NEEDY SERVICES	0	2,400,000	0	(2,400,000)
FAMILY & CHILDREN SERVICE	122,649,415	134,649,869	135,577,141	927,272
FOOD STAMPS	10,245,604	10,761,953	11,438,280	676,327
HOUSING & HOMELESSNESS	43,885,379	51,720,800	62,127,367	10,406,567
MEDI - CAL	18,621,631	20,317,430	21,252,506	935,076
REFUGEE RESETTLEMENT	918,413	824,009	824,072	63
WORKFORCE DEVELOPMENT	10,740,209	12,260,881	12,412,299	151,418
<b>HUMAN SERVICES AGENCY</b>	<b>510,076,994</b>	<b>542,181,910</b>	<b>572,048,725</b>	<b>29,866,815</b>
 <b>RENT ARBITRATION BOARD</b>				
RENT BOARD	3,797,266	4,233,053	4,673,016	439,963
<b>RENT ARBITRATION BOARD</b>	<b>3,797,266</b>	<b>4,233,053</b>	<b>4,673,016</b>	<b>439,963</b>
 <b>Service Area : C Subtotals</b>	<b>622,388,719</b>	<b>639,201,263</b>	<b>676,771,698</b>	<b>37,570,435</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : D COMMUNITY HEALTH</b>				
<b>PUBLIC HEALTH</b>				
ADMINISTRATION	98,430,070	125,611,872	109,457,642	(16,154,230)
CHILDREN'S BASELINE	38,313,385	34,684,402	37,267,913	2,583,511
DISEASE CONTROL	19,789,805	19,403,288	22,715,455	3,312,167
EMERGENCY MEDICAL SERVICES AGENCY	2,009,525	1,818,621	1,782,838	(35,783)
ENVIRONMENTAL HEALTH SERVICES	13,903,145	13,591,004	13,995,449	404,445
HEALTH AT HOME	4,312,204	7,298,682	5,036,851	(2,261,831)
HEALTH PROMOTION & PREVENTION	6,975,438	5,997,068	5,754,794	(242,274)
HIV / AIDS	65,197,975	71,265,847	56,015,619	(15,250,228)
HOUSING & URBAN HEALTH	11,793,173	13,910,833	15,066,045	1,155,212
JAIL HEALTH SERVICES	23,130,114	21,550,788	22,373,061	822,273
LAGUNA HONDA - LONG TERM CARE	144,933,324	148,821,993	160,408,522	11,586,529
LAGUNA HONDA HOSP - ACUTE CARE	1,636,118	1,814,043	1,879,627	65,584
LAGUNA HONDA HOSP - COMM SUPPORT CARE	1,137,616	1,129,850	1,192,471	62,621
MATERNAL & CHILD HEALTH	15,296,672	20,180,780	20,803,601	622,821
MENTAL HEALTH - ACUTE CARE	3,243,066	4,527,077	4,394,297	(132,780)
MENTAL HEALTH - CHILDREN'S PROGRAM	16,340,947	23,309,767	23,894,247	584,480
MENTAL HEALTH - COMMUNITY CARE	110,161,757	107,093,939	117,735,079	10,641,140
MENTAL HEALTH - LONG TERM CARE	18,370,291	15,165,824	15,703,944	538,120
OCCUPATIONAL SAFETY & HEALTH	1,241,400	1,434,150	1,524,955	90,805
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	39,924,569	35,520,611	37,037,690	1,517,079
SFGH - ACUTE CARE - HOSPITAL	305,202,180	327,920,541	369,184,695	41,264,154
SFGH - ACUTE CARE - JAILS	2,180,545	5,000,383	5,261,283	260,900
SFGH - ACUTE CARE - PSYCHIATRY	29,972,227	25,247,448	26,311,916	1,064,468
SFGH - AMBU CARE - HOSPITAL CLINICS	14,137,639	8,866,671	9,394,115	527,444
SFGH - AMBU CARE - METHADONE CLINIC	1,144,975	1,760,756	1,837,056	76,300
SFGH - AMBU CARE - OCCUPATIONAL HEALTH	2,981,054	3,057,813	2,347,520	(710,293)
SFGH - EMERGENCY - PSYCHIATRIC SERVICES	5,192,120	4,774,107	5,493,490	719,383
SFGH - EMERGENCY - TRAUMA	17,847,612	15,815,060	17,134,061	1,319,001
SFGH - LONG TERM CARE - MHRF	10,957,975	13,300,940	13,614,256	313,316
SUBSTANCE ABUSE - COMMUNITY CARE	58,613,820	59,129,752	55,071,081	(4,058,671)
DEPARTMENTAL TRANSFER ADJUSTMENT	(98,224,658)	(98,224,658)	(82,000,000)	16,224,658
<b>PUBLIC HEALTH</b>	<b>986,146,083</b>	<b>1,040,779,252</b>	<b>1,097,689,573</b>	<b>56,910,321</b>
<b>Service Area : D Subtotals</b>				
	<b>986,146,083</b>	<b>1,040,779,252</b>	<b>1,097,689,573</b>	<b>56,910,321</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : E CULTURE &amp; RECREATION</b>				
<b>ACADEMY OF SCIENCES</b>				
ACADEMY OF SCIENCES	1,856,192	1,672,765	1,702,378	29,613
<b>ACADEMY OF SCIENCES</b>	<b>1,856,192</b>	<b>1,672,765</b>	<b>1,702,378</b>	<b>29,613</b>
<b>ARTS COMMISSION</b>				
ADMINISTRATION	748,618	510,341	1,019,627	509,286
CAPITAL PROJECTS	6,960	0	0	0
CIVIC COLLECTION	9,650	136,000	75,000	(61,000)
COMMUNITY ARTS & EDUCATION	2,513,775	2,702,608	2,791,502	88,894
CULTURAL EQUITY	1,940,374	1,935,000	1,944,198	9,198
GALLERY	31,251	15,000	15,000	0
MUNICIPAL SYMPHONY CONCERTS	1,235,252	1,314,301	1,381,000	66,699
NEIGHBORHOOD SERVICES	63,098	0	0	0
PUBLIC ART	275,040	662,555	701,331	38,776
STREET ARTISTS	134,197	164,686	167,680	2,994
<b>ARTS COMMISSION</b>	<b>6,958,215</b>	<b>7,440,491</b>	<b>8,095,338</b>	<b>654,847</b>
<b>ASIAN ART MUSEUM</b>				
ASIAN ART MUSEUM	6,941,035	7,437,210	6,772,979	(664,231)
<b>ASIAN ART MUSEUM</b>	<b>6,941,035</b>	<b>7,437,210</b>	<b>6,772,979</b>	<b>(664,231)</b>
<b>FINE ARTS MUSEUM</b>				
ADMISSIONS	1,359,113	1,160,000	4,297,000	3,137,000
OPER & MAINT OF MUSEUMS	4,651,524	5,074,802	9,023,815	3,949,013
<b>FINE ARTS MUSEUM</b>	<b>6,010,637</b>	<b>6,234,802</b>	<b>13,320,815</b>	<b>7,086,013</b>
<b>LAW LIBRARY</b>				
LAW LIBRARY	488,964	518,045	404,175	(113,870)
<b>LAW LIBRARY</b>	<b>488,964</b>	<b>518,045</b>	<b>404,175</b>	<b>(113,870)</b>



Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : E CULTURE &amp; RECREATION</b>				
<b>PUBLIC LIBRARY</b>				
ADMINISTRATION	2,593,913	3,281,242	3,863,346	582,104
ADULT SERVICES	4,987,433	5,658,280	330,000	(5,328,280)
BRANCH LIBRARIES	10,551,722	12,585,104	13,307,083	721,979
CHILDREN'S BASELINE	5,337,761	5,976,881	6,315,680	338,799
CHILDREN'S SVCS - CHILDREN'S FUND	386,949	420,750	751,351	330,601
COMMUNICATIONS, COLLECTIONS & ADULT SERV	1,032,740	1,101,138	6,797,559	5,696,421
COMMUNITY ARTS & EDUCATION	106,654	0	0	0
INFORMATION TECHNOLOGY	2,849,137	3,565,796	3,377,740	(188,056)
MAIN LIBRARY	12,507,252	15,162,714	15,610,984	448,270
OPERATIONS & MAINTENANCE	8,393,698	7,300,367	7,609,767	309,400
TECHNICAL SERVICES	3,687,184	3,793,176	4,022,235	229,059
<b>PUBLIC LIBRARY</b>	<b>52,434,443</b>	<b>58,845,448</b>	<b>61,985,745</b>	<b>3,140,297</b>
<b>RECREATION &amp; PARK</b>				
ADMINISTRATION	15,301,842	15,715,846	18,166,932	2,451,086
CAPITAL PROJECTS	6,238,387	15,730,919	21,437,238	5,706,319
CHILDREN'S BASELINE	12,264,949	12,089,563	13,771,784	1,682,221
CHILDREN'S SVCS - NON-CHILDREN'S FUND	272,243	343,000	343,000	0
CITYWIDE FACILITIES	17,433,313	19,390,945	21,285,600	1,894,655
CITYWIDE SERVICES	10,599,830	12,805,859	13,534,603	728,744
DEVELOPMENT & PLANNING	0	11,000	11,000	0
GOLDEN GATE PARK	9,586,192	11,103,554	12,323,834	1,220,280
MARINA YACHT HARBOR	14,373	0	0	0
NEIGHBORHOOD SERVICES	21,519,843	24,939,155	23,651,349	(1,287,806)
STRUCTURAL MAINTENANCE	12,877,261	9,838,865	12,145,171	2,306,306
ZOO OPERATIONS	0	216,522	389,198	172,676
DEPARTMENTAL TRANSFER ADJUSTMENT	(17,332,393)	(17,332,393)	(20,689,472)	(3,357,079)
<b>RECREATION &amp; PARK</b>	<b>88,775,840</b>	<b>104,852,835</b>	<b>116,370,237</b>	<b>11,517,402</b>
<b>WAR MEMORIAL</b>				
WAR MEMORIAL OPERATIONS & MAINTENANCE	10,712,477	10,529,562	11,032,521	502,959
<b>WAR MEMORIAL</b>	<b>10,712,477</b>	<b>10,529,562</b>	<b>11,032,521</b>	<b>502,959</b>
<b>Service Area : E Subtotals</b>				
	<b>174,177,803</b>	<b>197,531,158</b>	<b>219,684,188</b>	<b>22,153,030</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : F GENERAL ADMINISTRATION &amp; FINANCE</b>				
<b>ASSESSOR / RECORDER</b>				
PERSONAL PROPERTY	1,802,856	1,882,678	1,693,440	(189,238)
REAL PROPERTY	2,583,992	3,297,498	3,594,244	296,746
RECORDER	2,637,595	3,403,877	3,742,014	338,137
TAX ASSESSMENT	2,988,996	3,575,885	3,566,374	(9,511)
TECHNICAL SERVICES	520,852	661,758	556,209	(105,549)
<b>ASSESSOR / RECORDER</b>	<b>10,534,291</b>	<b>12,821,696</b>	<b>13,152,281</b>	<b>330,585</b>
<b>BOARD OF SUPERVISORS</b>				
BOARD OF SUPERVISORS	3,769,925	3,882,091	3,796,898	(85,193)
BUDGET & LEGISLATIVE ANALYSTS	2,063,400	2,289,268	2,343,296	54,028
CHILDREN'S BASELINE	181,870	193,884	205,871	11,987
CLERK OF THE BOARD	2,747,818	3,088,529	2,577,151	(511,378)
LOCAL AGENCY FORMATION	294,286	386,415	308,222	(78,193)
<b>BOARD OF SUPERVISORS</b>	<b>9,057,299</b>	<b>9,840,187</b>	<b>9,231,438</b>	<b>(608,749)</b>
<b>CITY ATTORNEY</b>				
CLAIMS	4,355,268	4,571,691	4,855,270	283,579
LEGAL INITIATIVES	1,635,000	1,635,000	2,735,000	1,100,000
LEGAL SERVICE	52,878,573	44,015,510	49,318,577	5,303,067
WATER PROGRAMMATIC PROJECTS	9,034	0	0	0
<b>CITY ATTORNEY</b>	<b>58,877,875</b>	<b>50,222,201</b>	<b>56,908,847</b>	<b>6,686,646</b>
<b>CITY PLANNING</b>				
ADMINISTRATION	2,401,757	4,768,896	4,376,711	(392,185)
CURRENT PLANNING	7,582,098	7,178,359	8,724,404	1,546,045
LONG RANGE PLANNING	2,364,294	4,576,647	3,830,276	(746,371)
<b>CITY PLANNING</b>	<b>12,348,149</b>	<b>16,523,902</b>	<b>16,931,391</b>	<b>407,489</b>
<b>CIVIL SERVICE</b>				
CIVIL SERVICE	671,551	679,409	713,825	34,416
<b>CIVIL SERVICE</b>	<b>671,551</b>	<b>679,409</b>	<b>713,825</b>	<b>34,416</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : F GENERAL ADMINISTRATION &amp; FINANCE</b>				
<b>CONTROLLER</b>				
ACCOUNTING OPERATIONS & SYSTEMS	10,245,038	9,372,243	10,083,156	710,913
BUDGET & PAYROLL SYSTEM	0	0	2,000,000	2,000,000
CITY SERVICES AUDITOR	2,707,097	8,054,930	9,054,304	999,374
ECONOMIC ANALYSIS	0	0	279,152	279,152
MANAGEMENT, BUDGET & ANALYSIS	3,327,317	3,389,119	3,913,867	524,748
PAYROLL & PERSONNEL SERVICES	5,419,476	5,515,883	5,876,327	360,444
<b>CONTROLLER</b>	<b>21,698,928</b>	<b>26,332,175</b>	<b>31,206,806</b>	<b>4,874,631</b>
<b>ELECTIONS</b>				
ELECTIONS	15,204,781	7,168,528	11,177,585	4,009,057
<b>ELECTIONS</b>	<b>15,204,781</b>	<b>7,168,528</b>	<b>11,177,585</b>	<b>4,009,057</b>
<b>ETHICS</b>				
ELECTION CAMPAIGN FUND	155,133	961,187	308,049	(653,138)
ETHICS	711,922	761,202	954,264	193,062
<b>ETHICS</b>	<b>867,055</b>	<b>1,722,389</b>	<b>1,262,313</b>	<b>(460,076)</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : F GENERAL ADMINISTRATION &amp; FINANCE</b>				
<b>GENERAL SERVICES AGENCY - ADMIN SVCS</b>				
ADMINISTRATIVE SERVICES - ADMINISTRATION	2,852,258	2,498,918	2,053,969	(444,949)
ANIMAL CARE & CONTROL	3,145,004	3,098,583	3,186,278	87,695
CITY ADMINISTRATOR SUPPORT	355,773	462,754	624,245	161,491
CITY CAPITAL PROJECTS	28,426	0	0	0
CLEAN AIR	32,000	0	0	0
CONSUMER ASSURANCE	1,408,955	182,920	0	(182,920)
CONVENTION FACILITIES	69,729,075	61,418,201	70,161,505	8,743,304
COUNTY CLERK SERVICES	702,138	716,290	745,438	29,148
DISABILITY ACCESS	852,039	1,588,127	4,745,969	3,157,842
ENTERTAINMENT	879,398	1,018,002	855,000	(163,002)
FACILITIES MANAGEMENT & OPERATIONS	9,245,232	10,393,291	10,392,455	(836)
FLEET MANAGEMENT	1,311,377	1,762,157	1,716,418	(45,739)
GRANTS FOR THE ARTS	13,887,053	13,241,194	13,031,000	(210,194)
LIVING WAGE / LABOR STANDARDS	810,489	1,142,493	1,202,968	60,475
MEDICAL EXAMINER	4,202,888	4,592,568	4,627,707	35,139
MUNICIPAL COURT SERVICES	19,934	0	0	0
PROCUREMENT SERVICES	2,783,949	3,259,981	3,310,179	50,198
PUBLIC FINANCE PROGRAMS	0	0	396,350	396,350
REAL ESTATE SERVICES	12,467,778	7,093,931	12,236,242	5,142,311
REPRODUCTION SERVICES	6,943,700	6,219,733	6,463,760	244,027
RISK MANAGEMENT / GENERAL	1,260,514	9,474,380	9,524,424	50,044
VEHICLE & EQUIPMENT MAINT & FUELING	17,158,413	17,730,496	18,075,504	345,008
YBC / MOSCONE CONVENTION CENTER	16,505,392	0	0	0
DEPARTMENTAL TRANSFER ADJUSTMENT	0	0	(593,000)	(593,000)
<b>GENERAL SERVICES AGENCY - ADMIN SVCS</b>	<b>166,581,785</b>	<b>145,894,019</b>	<b>162,756,411</b>	<b>16,862,392</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : F GENERAL ADMINISTRATION &amp; FINANCE</b>				
<b>GENERAL SVCS AGENCY - TELECOM&amp;INFO SVCS</b>				
ADMINISTRATION	22,540,583	21,035,299	23,226,178	2,190,879
ADMINISTRATIVE SERVICES - ADMINISTRATION	206	0	0	0
CRIMINAL JUSTICE	513,909	0	0	0
ENGINEERING & CONSTRUCTION	8,447	0	0	0
NEIGHBORHOOD SERVICES	5,092	0	0	0
OPERATIONS & INFRASTRUCTURE	26,396,761	24,654,363	28,474,258	3,819,895
POLICY & PLANNING	2,190,614	1,887,843	2,610,541	722,698
PUC GENERAL MANAGEMENT	381,620	0	0	0
STREET USE MANAGEMENT	104,000	0	0	0
TECHNOLOGY SERVICES	16,411,607	11,151,042	10,824,435	(326,607)
TECHNOLOGY SVCS: PUBLIC SAFETY SUPPORT	7,783,132	7,568,698	7,994,737	426,039
<b>GENERAL SVCS AGENCY - TELECOM&amp;INFO SVCS</b>	<b>76,335,971</b>	<b>66,297,245</b>	<b>73,130,149</b>	<b>6,832,904</b>
<b>HEALTH SERVICE SYSTEM</b>				
HEALTH SERVICE SYSTEM	0	0	5,805,327	5,805,327
<b>HEALTH SERVICE SYSTEM</b>	<b>0</b>	<b>0</b>	<b>5,805,327</b>	<b>5,805,327</b>
<b>HUMAN RESOURCES</b>				
ADMINISTRATION	3,959,129	5,416,720	3,006,606	(2,410,114)
CLIENT SERVICES	0	0	1,449,749	1,449,749
EMPLOYEE RELATIONS	3,117,312	1,858,352	5,324,902	3,466,550
ENGINEERING & CONSTRUCTION	269,771	0	0	0
EQUAL EMPLOYMENT OPPORTUNITY	618,909	575,969	753,159	177,190
HEALTH SERVICE SYSTEM	6,203,491	5,355,715	0	(5,355,715)
MANAGEMENT INFORMATION SYSTEM	3,612,556	2,377,113	3,713,160	1,336,047
RECRUITMENT & ASSESSMENT	2,702,549	2,607,306	3,894,069	1,286,763
TRAINING & ORGANIZATION DEVELOPMENT	308,618	145,945	240,955	95,010
WORKERS COMPENSATION	62,846,284	66,699,344	58,762,122	(7,937,222)
<b>HUMAN RESOURCES</b>	<b>83,638,619</b>	<b>85,036,464</b>	<b>77,144,722</b>	<b>(7,891,742)</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : F GENERAL ADMINISTRATION &amp; FINANCE</b>				
<b>MAYOR</b>				
AFFORDABLE HOUSING	769,170	0	0	0
CITY ADMINISTRATION	4,141,908	3,863,131	3,908,659	45,528
COMMUNITY DEVELOPMENT	47,286	379,000	139,000	(240,000)
CRIMINAL JUSTICE	4,463,700	3,752,807	4,760,294	1,007,487
GRANTS FOR THE ARTS	671,947	0	0	0
NEIGHBORHOOD BEAUTIFICATION	149,946	0	0	0
NEIGHBORHOOD SERVICES	1,126,809	791,252	740,262	(50,990)
OFFICE OF EMERGENCY SERVICE	56,949	0	0	0
PUBLIC FINANCE PROGRAMS	2,958,874	296,226	295,679	(547)
PUBLIC POLICY & FINANCE	762,376	848,828	870,166	21,338
<b>MAYOR</b>	<b>15,148,965</b>	<b>9,931,244</b>	<b>10,714,060</b>	<b>782,816</b>
<b>RETIREMENT SYSTEM</b>				
ADMINISTRATION	717,586	1,154,958	1,224,065	69,107
EMPLOYEE DEFERRED COMPENSATION PLAN	206,000	342,129	436,068	93,939
INVESTMENT	4,806,831	1,747,194	1,797,735	50,541
RETIREMENT SERVICES	10,174,834	11,582,529	11,643,113	60,584
<b>RETIREMENT SYSTEM</b>	<b>15,905,251</b>	<b>14,826,810</b>	<b>15,100,981</b>	<b>274,171</b>
<b>TREASURER/TAX COLLECTOR</b>				
ADMINISTRATION	1,913,623	1,712,170	1,849,864	137,694
BUSINESS TAX	5,153,330	5,141,894	5,609,458	467,564
DELINQUENT REVENUE	4,169,058	5,353,060	6,751,883	1,398,823
INVESTMENT	726,660	733,021	822,397	89,376
LEGAL SERVICE	619,434	595,830	613,428	17,598
PROPERTY TAX / LICENSING	2,390,784	2,422,930	2,344,261	(78,669)
TAX ASSESSMENT	586,620	585,548	618,152	32,604
TAXPAYER ASSISTANCE	762,523	956,142	868,188	(87,954)
TREASURY	2,407,247	2,498,090	2,718,598	220,508
TTX - WORKING FAMILIES CREDIT	0	0	1,575,950	1,575,950
<b>TREASURER/TAX COLLECTOR</b>	<b>18,729,279</b>	<b>19,998,685</b>	<b>23,772,179</b>	<b>3,773,494</b>
<b>Service Area : F Subtotals</b>	<b>505,599,799</b>	<b>467,294,954</b>	<b>509,008,315</b>	<b>41,713,361</b>

Uses by Service Area, Department and Program

Program	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Service Area : G GENERAL CITY RESPONSIBILITIES</b>				
<b>GENERAL CITY RESPONSIBILITY</b>				
GENERAL CITY RESPONSIBILITIES	510,018,619	658,809,328	762,344,857	103,535,529
DEPARTMENTAL TRANSFER ADJUSTMENT	(282,447,283)	(282,447,283)	(326,598,509)	(44,151,226)
<b>GENERAL CITY RESPONSIBILITY</b>	<b>227,571,336</b>	<b>376,362,045</b>	<b>435,746,348</b>	<b>59,384,303</b>
<b>Service Area : G Subtotals</b>	<b>227,571,336</b>	<b>376,362,045</b>	<b>435,746,348</b>	<b>59,384,303</b>
Expenditure Subtotals	5,082,559,979	5,546,198,436	5,861,142,706	314,944,270
Less Interdepartmental Recoveries And Transfers	(164,079,964)	(522,895,041)	(554,178,221)	(31,283,180)
<b>Net Uses</b>	<b>4,918,480,015</b>	<b>5,023,303,395</b>	<b>5,306,964,485</b>	<b>283,661,090</b>

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

**Authorized Positions, Grand Recap Detail**

Position Detail	2003-2004 Budget	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>Operating</b>				
Permanent	28,584	27,903	27,882	(21)
Temporary	353	363	375	12
<b>Non-Operating</b>				
Grant	554	551	617	65
Capital/Other	1,662	1,684	1,702	18
<b>Authorized Positions - subtotal:</b>	31,153	30,501	30,576	75
<b>Unfunded Positions</b>				
Attrition Savings	(2,116)	(2,157)	(2,225)	(68)
Capital/Other	(1,662)	(1,684)	(1,702)	(18)
<b>Unfunded Positions - subtotal:</b>	(3,779)	(3,841)	(3,927)	(86)
<b>Net Funded Positions:</b>	<b>27,375</b>	<b>26,660</b>	<b>26,649</b>	<b>(11)</b>



**Funded Positions, Grand Recap by Major Service Area and Department Title**

Department	2003-2004 Budget	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>A : PUBLIC PROTECTION</b>				
ADULT PROBATION	113	111	103	(9)
DISTRICT ATTORNEY	240	240	245	6
EMERGENCY COMMUNICATIONS DEPARTMENT	186	194	224	31
FIRE DEPARTMENT	1,835	1,752	1,704	(49)
JUVENILE PROBATION	271	234	247	13
POLICE	2,669	2,616	2,675	59
PUBLIC DEFENDER	127	134	133	0
SHERIFF	937	929	943	14
TRIAL COURTS	18	18	0	(18)
<b>A : PUBLIC PROTECTION TOTAL</b>	<b>6,395</b>	<b>6,228</b>	<b>6,274</b>	<b>46</b>
<b>B : PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>				
AIRPORT	1,214	1,203	1,271	68
BOARD OF APPEALS	4	5	5	0
DEPARTMENT OF BUILDING INSPECTION	259	267	308	41
ECONOMIC & WORKFORCE DEVELOPMENT	9	13	12	(2)
GENERAL SERVICES AGENCY - PUBLIC WORKS	1,055	1,059	1,022	(36)
MUNICIPAL TRANSPORTATION AGENCY	4,518	4,386	4,236	(150)
PORT	228	215	213	(1)
PUBLIC UTILITIES	1,589	1,513	1,585	71
TAXI COMMISSION	6	6	6	0
<b>B : PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE TOTAL</b>	<b>8,882</b>	<b>8,666</b>	<b>8,657</b>	<b>(9)</b>
<b>C : HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT</b>				
CHILD SUPPORT SERVICES	144	145	140	(6)
CHILDREN & FAMILIES COMMISSION	10	10	11	1
CHILDREN, YOUTH & THEIR FAMILIES	35	28	31	2
COUNTY EDUCATION OFFICE	1	1	1	0
DEPARTMENT OF THE STATUS OF WOMEN	6	6	5	(1)
ENVIRONMENT	49	52	53	2
HUMAN RIGHTS	39	39	36	(2)
HUMAN SERVICES AGENCY	1,735	1,697	1,670	(27)
RENT ARBITRATION BOARD	32	31	31	0
<b>C : HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT TOTAL</b>	<b>2,052</b>	<b>2,009</b>	<b>1,978</b>	<b>(32)</b>
<b>D : COMMUNITY HEALTH</b>				
PUBLIC HEALTH	6,093	5,928	5,912	(16)
<b>D : COMMUNITY HEALTH TOTAL</b>	<b>6,093</b>	<b>5,928</b>	<b>5,912</b>	<b>(16)</b>

**Funded Positions, Grand Recap by Major Service Area and Department Title**

Department	2003-2004 Budget	2004-2005 Budget	2005-2006 Proposed	Change From 2004-2005
<b>E : CULTURE &amp; RECREATION</b>				
ACADEMY OF SCIENCES	7	6	6	0
ARTS COMMISSION	22	19	24	5
ASIAN ART MUSEUM	69	61	31	(29)
FINE ARTS MUSEUM	55	61	109	48
LAW LIBRARY	3	3	3	0
PUBLIC LIBRARY	617	616	608	(8)
RECREATION & PARK	1,001	954	915	(38)
WAR MEMORIAL	95	96	96	0
<b>E : CULTURE &amp; RECREATION TOTAL</b>	<b>1,869</b>	<b>1,814</b>	<b>1,791</b>	<b>(23)</b>
<b>F : GENERAL ADMINISTRATION &amp; FINANCE</b>				
ASSESSOR / RECORDER	119	120	115	(5)
BOARD OF SUPERVISORS	65	65	63	(2)
CITY ATTORNEY	319	308	323	12
CITY PLANNING	138	134	138	3
CIVIL SERVICE	6	6	6	0
CONTROLLER	141	170	181	11
ELECTIONS	53	35	47	12
ETHICS	10	10	12	1
GENERAL SERVICES AGENCY - ADMIN SVCS	403	383	377	(6)
GENERAL SVCS AGENCY - TELECOM&INFO SVCS	313	276	263	(13)
HEALTH SERVICE SYSTEM	0	0	35	35
HUMAN RESOURCES	188	172	151	(21)
MAYOR	57	51	48	(3)
RETIREMENT SYSTEM	76	83	77	(6)
TREASURER/TAX COLLECTOR	192	197	199	2
<b>F : GENERAL ADMINISTRATION &amp; FINANCE TOTAL</b>	<b>2,079</b>	<b>2,011</b>	<b>2,033</b>	<b>17</b>
<b>G : GENERAL CITY RESPONSIBILITIES</b>				
GENERAL CITY RESPONSIBILITY	4	4	3	(1)
<b>G : GENERAL CITY RESPONSIBILITIES TOTAL</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>(1)</b>
<b>Report Grand Total:</b>	<b>27,375</b>	<b>26,660</b>	<b>26,649</b>	<b>(11)</b>

# ***Departmental Budgets***

---

*Service Area A: Public Protection*

# ADULT PROBATION

---

## ***Mission***

---

*To serve and protect the citizens of the City and County of San Francisco through the investigation and supervision of adult criminal offenders.*

## ***Services***

---

- ◆ **Investigations** prepares pre-sentencing investigative reports and supplemental reports to the Superior Court when a defendant is charged with a felony offense or has violated the conditions of probation. The reports provide sentencing recommendations for the judges' consideration in felony cases.
- ◆ **Supervision** encompasses officers that supervise probationers to ensure they comply with the terms and conditions established by the courts. In addition to enforcing court orders, probation officers facilitate re-socialization of probationers and offer assistance to victims. Specialized units known as Intensive Services Units (ISU) are responsible for closely monitoring high-risk probationers who have committed gang-related, drug and domestic violence offenses.
- ◆ The department also collects fines and fees associated with court orders and operates a victim restitution program.

For more information, call (415) 553-1706.

## **Budget Data Summary**

	<b>2003–2004 Actual</b>	<b>2004–2005 Budget</b>	<b>2005–2006 Proposed</b>	<b>Change from 2004–2005</b>	
				<b>Nominal</b>	<b>Percent</b>
Total Expenditures	\$9,959,651	\$10,290,597	\$10,670,998	\$380,401	3.70%
Total FTE	112.66	111.49	102.61	(8.88)	(7.96%)

## **Budget Issues and Details**

### **Enhanced Collection of Revenues and Restitutions**

---

- ◆ In 2005–2006, the Trial Courts will centralize and manage the collection of all court-ordered debt beginning January 2006, with ADP staff partnering in the collection function. The Trial Courts will supply additional staffing and resources to accomplish the collection effort. Revenue from court-ordered debt is projected to increase in the near-term.

### **Implementation of Electronic Kiosks to Enhance Supervision**

---

- ◆ In 2005–2006, the department will pilot an innovative kiosk system to enhance supervision of probationers and allow probation officers to focus on high-risk probationers. Provided to the department at no cost during the pilot phase, the self-service kiosks will be located initially at the Adult Probation (ADP) office in the Hall of Justice. Based on the success of the pilot program, the kiosks will subsequently be placed in neighborhoods with high concentrations of probationers. The kiosks will allow probationers to check in and report to their probation officers and make payments electronically.

### **Improving Probationers' Access to Services**

---

- ◆ The department will continue to place probation officers in community locations in order to promote services for both victims and probationers. In addition to making it easier to coordinate with service providers, community-based locations promote efficient supervision of probationers. The department currently has full-time probation officers at the Broad Street Community Center which is also staffed by the Police Department.
- ◆ Through the ISU program, specialized services are provided to probationers who have committed gang-related offenses, have mental illnesses or addiction issues. Using resources from its interdepartmental partnerships, the ISU collaborates with other public safety departments to coordinate initiatives such as Drug Court, Operation Ceasefire, the Gang Free Initiative, Behavioral Health Court and the Bayview Neighborhood Rescue Team.
- ◆ The Domestic Violence Unit will enhance its partnerships with domestic violence taskforces and meet frequently with members of the community to identify where improvements can be made in domestic violence treatment programs and the criminal justice system. Community-based probation officers can make field visits and facilitate the supervision process. The unit also offers assistance to victims by enforcing restraining orders and making referrals to other services.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	113.66	112.18	103.30	(8.88)	(8%)
Non-operating Positions (cap/other)	(1.00)	(0.69)	(0.69)	0.00	0%
<b>Net Operating Positions</b>	<b>112.66</b>	<b>111.49</b>	<b>102.61</b>	<b>(8.88)</b>	<b>(8%)</b>
<b>SOURCES</b>					
Licenses & Fines	25,881	0	136,054	136,054	N/A
Intergovernmental Revenue - Federal	133,226	162,484	145,183	(17,301)	(11%)
Intergovernmental Revenue - State	41,843	0	0	0	N/A
Charges For Services	454,909	717,000	632,000	(85,000)	(12%)
Expenditure Recovery	833,554	767,413	674,109	(93,304)	(12%)
General Fund Support	8,470,238	8,643,700	9,083,652	439,952	5%
<b>Sources Total</b>	<b>9,959,651</b>	<b>10,290,597</b>	<b>10,670,998</b>	<b>380,401</b>	<b>4%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	7,633,031	7,017,168	7,093,310	76,142	1%
Fringe Benefits	1,331,258	2,375,516	2,514,101	138,585	6%
Professional & Contractual Services	78,380	110,220	54,671	(55,549)	(50%)
Materials & Supplies	47,893	59,241	24,759	(34,482)	(58%)
Equipment	808	10,003	15,381	5,378	54%
Services Of Other Departments	868,281	718,449	968,776	250,327	35%
<b>Uses-operating Expenditure Total</b>	<b>9,959,651</b>	<b>10,290,597</b>	<b>10,670,998</b>	<b>380,401</b>	<b>4%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	1,873,892	1,581,210	1,653,260	72,050	5%
Community Services	6,701,291	6,215,561	6,435,080	219,519	4%
Pre-sentencing Investigation	1,384,468	2,493,826	2,582,658	88,832	4%
<b>Uses By Program Recap Total</b>	<b>9,959,651</b>	<b>10,290,597</b>	<b>10,670,998</b>	<b>380,401</b>	<b>4%</b>

## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Administration</b>				
<b>Increase collection of fines, fees and restitution</b>				
◆ Total amount collected from fines, fees, and restitution	\$1,100,000	\$1,200,000	\$900,000	\$900,000
<b>Community Services</b>				
<b>Improve outcomes for probationers and safety for community</b>				
◆ Maximum caseload size per probation officer in the Domestic Violence unit	135	130	120	120
◆ Number of monthly visits made to batterer treatment programs	2	2	2	2
◆ Number of batterer treatment programs that are certified by department	12	12	12	12
◆ Number of monthly community meetings	3	4	3	3
<b>Pre-sentencing Investigation</b>				
<b>Provide timely reports to guide sentencing decisions</b>				
◆ Percentage of reports provided to the Court two days prior to sentencing	100%	98%	99%	99%
◆ Percentage of victims notified prior to sentencing of their defendants	100%	100%	100%	100%

# DISTRICT ATTORNEY

---

## ***Mission***

---

*To conduct all prosecutions for public offenses to achieve the highest degree of justice for all San Franciscans and to sponsor projects that further the goal of public safety.*

## ***Services***

---

The District Attorney (DA) reviews and prosecutes criminal acts in the City and County of San Francisco through the Felony and Misdemeanor Trial divisions; maintains a Bureau of Criminal Investigation; operates a Victim Services Unit; and administers various ancillary criminal justice programs.

- ◆ **Felony Prosecutions** investigates and prosecutes serious offenses including homicide, narcotics violations, gang violence, hate crimes, child abuse, sexual assault and domestic violence.
- ◆ **Misdemeanor Prosecution** investigates and prosecutes misdemeanor crimes such as petty theft, driving under the influence, illegal weapons possession and graffiti offenses.
- ◆ **Support Services** provides clerical, legal, technology and investigative support to the office's attorneys.
- ◆ **Work Order and Grants** provides services such as workers' compensation fraud investigation and works on specialized projects funded by state and federal grants.

For more information, call (415) 553-1752.

## **Budget Data Summary**

	<b>2003–2004 Actual</b>	<b>2004–2005 Budget</b>	<b>2005–2006 Proposed</b>	<b>Change from 2004–2005</b>	
				<b>Nominal</b>	<b>Percent</b>
Total Expenditures	\$31,198,179	\$30,995,484	\$33,416,929	\$2,421,445	7.81%
Total FTE	239.60	239.53	245.48	5.95	2.48%

## **Budget Issues and Details**

### **Service Level Changes**

---

- ◆ The Mayor's Budget provides funding to fill eight positions in the DA's Office, reflecting a high priority on public safety and a commitment to vigorously prosecute serious crimes such as homicide, child assault, elder abuse and human trafficking.
- ◆ Each year, approximately 40-50 sexual assaults and homicides occur in San Francisco for which no suspects are found. This budget will enable the DA to create a new DNA "Cold Hit" Unit to address these cases, which are labor-intensive and require close coordination between attorneys, investigators,



and the Police Department. Modern technology will be used to identify suspects and/or link together evidence from multiple crime scenes to identify the perpetrators of unsolved sexual assaults and homicides.

- ◆ This year, the DA's Office will increase its efforts to fight sexual and physical abuse of children. Effective prosecution is crucial to removing perpetrators of child assault from the community and protecting all child victims from further abuse. The budget funds one prosecutor and one licensed clinician to enhance the department's ability to prosecute these top priority cases, expand child victim services and provide specialized training for the investigators, attorneys and victim advocates working on these particularly difficult cases.
- ◆ The budget reflects a shared commitment by the Mayor and the District Attorney to implement a coordinated approach to combating human trafficking and exploitation. Funding is provided to support the creation of the nation's first specialized Human Trafficking Unit in a local prosecutor's office. The new unit will coordinate investigation and prosecution with local, state and federal law enforcement to ensure that individuals who participate in and profit from human trafficking face substantial criminal penalties.
- ◆ The budget will fund one staff position dedicated to the investigation and prosecution of elder financial abuse and predatory lending. This work is extremely important given San Francisco's aging population and the frequent victimization of elders through many different types of complex fraud. Untangling the web of white-collar crime is time-intensive and requires special expertise.
- ◆ \$140,000 is proposed to hire one attorney and one investigator for a new environmental enforcement unit to deter, stop and punish individuals and businesses who refuse to comply with local and state environmental laws. This unit will also address environmental justice issues arising from the disproportionate impact of environmental crimes on the city's southeast sector. Examples of such crimes include the dumping of hazardous waste and polluting the Bay.

### **Improving Efficiency Through the Use of Technology**

---

- ◆ \$392,000 is included in the budget for equipment enhancements that will support computerization within the DA's Office to help build a technology infrastructure for the department.
- ◆ The budget also provides funding to support a system administrator for DAMION and JUSTIS, information technology projects that will enable better case management, data tracking and citywide coordination among public safety departments.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	240.62	240.45	251.73	11.28	5%
Non-operating Positions (cap/other)	(1.02)	(0.92)	(6.25)	(5.33)	579%
<b>Net Operating Positions</b>	<b>239.60</b>	<b>239.53</b>	<b>245.48</b>	<b>5.95</b>	<b>2%</b>
<b>SOURCES</b>					
Licenses & Fines	351,899	3,100,000	1,100,000	(2,000,000)	(65%)
Use Of Money Or Property	7,103	0	0	0	N/A
Intergovernmental Revenue - Federal	1,075,880	796,108	1,374,836	578,728	73%
Intergovernmental Revenue - State	3,321,421	3,440,682	3,878,264	437,582	13%
Charges For Services	1,026,228	973,000	1,073,000	100,000	10%
Expenditure Recovery	2,408,018	2,251,749	2,425,474	173,725	8%
General Fund Support	23,007,630	20,433,945	23,565,355	3,131,410	15%
<b>Sources Total</b>	<b>31,198,179</b>	<b>30,995,484</b>	<b>33,416,929</b>	<b>2,421,445</b>	<b>8%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	22,558,964	22,905,938	23,592,669	686,731	3%
Fringe Benefits	3,471,350	4,826,356	5,692,006	865,650	18%
Professional & Contractual Services	973,717	1,643,610	1,694,687	51,077	3%
Aid Assistance / Grants	71,355	0	0	0	N/A
Materials & Supplies	182,361	147,858	103,942	(43,916)	(30%)
Equipment	69,833	121,991	392,120	270,129	221%
Services Of Other Departments	3,870,599	1,275,382	1,377,071	101,689	8%
Budgetary Reserves	0	74,349	564,434	490,085	659%
<b>Uses-operating Expenditure Total</b>	<b>31,198,179</b>	<b>30,995,484</b>	<b>33,416,929</b>	<b>2,421,445</b>	<b>8%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	746,693	701,437	873,114	171,677	24%
Career Criminal Prosecution	735,256	729,765	752,668	22,903	3%
Child Abduction	679,241	748,802	778,805	30,003	4%
Criminal Justice	183,022	0	0	0	N/A
Family Violence Program	491,531	483,869	559,553	75,684	16%
Felony Prosecution	17,622,219	16,876,818	17,553,108	676,290	4%
Pre-Sentencing Investigation	290,666	343,643	7,839	(335,804)	(98%)
Misdemeanor Prosecution	1,595,901	2,347,751	2,218,497	(129,254)	(6%)
Support Services	2,109,964	2,352,175	3,684,086	1,331,911	57%
Work Orders & Grants	6,743,686	6,411,224	6,989,259	578,035	9%
<b>Uses By Program Recap Total</b>	<b>31,198,179</b>	<b>30,995,484</b>	<b>33,416,929</b>	<b>2,421,445</b>	<b>8%</b>

## Performance Measures

	<b>2003-2004</b> <b><u>Actual</u></b>	<b>2004-2005</b> <b><u>Target</u></b>	<b>2004-2005</b> <b><u>Projected</u></b>	<b>2005-2006</b> <b><u>Target</u></b>
<b>Family Violence Program</b>				
<b>Assist victims in recovering from the aftermath of crime</b>				
◆ Number of escorts of victims to court	1,300	900	976	976
◆ Number of victims receiving compensation for losses as a result of a crime	1,320	1,000	1,480	1,400
<b>Felony Prosecution</b>				
<b>Effectively prosecute homicide cases</b>				
◆ Number of homicides reported	81	90	74	70
◆ Number of homicide arrests	12	26	26	26
◆ Number of homicide cases filed	22	23	23	23
◆ Average number of cases handled per attorney in the homicide unit	10	13	10	10
<b>Hold felony offenders accountable for their crimes</b>				
◆ Number of adult felony arrests reviewed	16,102	20,000	16,100	16,100
◆ Number of adult felony arrests charged or handled by probation or parole revocation	7,896	7,500	7,900	7,900
◆ Average number of adult felony cases handled per felony trial attorney	119	114	127	121
<b>Maintain and increase specialized skills of investigators and prosecutors through training programs</b>				
◆ Number of enhanced trainings provided for attorneys and investigators	58	50	50	50

# EMERGENCY COMMUNICATIONS DEPARTMENT

---

## Mission

*To promote excellence in public safety and be a vital link between San Francisco's residents and visitors and its emergency medical services.*

## Services

Emergency Communications (ECD) provides the following services:

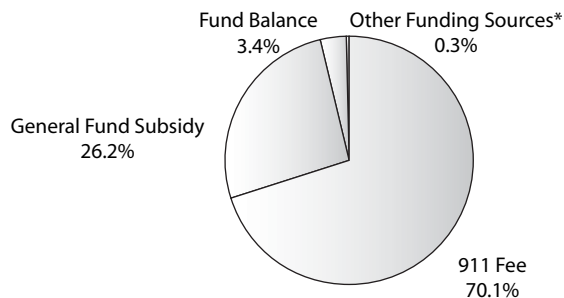
- ◆ **Universal 911 Dispatching** with personnel who are cross-trained to handle police, medical and fire emergency calls, conduct medical triage; disburse general information; and monitors and coordinates police and fire emergency response.
- ◆ **False Alarm Program** manages the database of alarm companies and coordinates the revenue collection effort.

For more information, call (415) 558-3800.

## Budget Data Summary

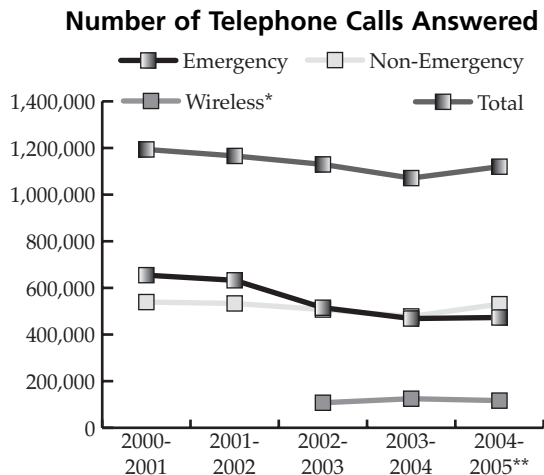
	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$32,639,720	\$39,705,482	\$70,266,963	\$30,561,481	76.97%
Total FTE	186.13	193.76	224.49	30.73	15.86%

## Funding Sources



The 911 fee represents 70% of the revenue for ECD operations with the balance primarily being General Fund Support.

\*Other Funding Sources consists of FEMA Grants (0.25%), Workorder (0.06%) and Miscellaneous Fees (0.06%).



Since January 2001 when ECD began receiving wireless phone calls, 75% of all wireless 911 calls are routed through ECD. This past fiscal year, technological investments have enabled ECD to pinpoint the location of the 911 call for four of the six wireless providers with the remaining two coming online in December 2006.

\*2004–2005 data is projected based on actual data from July 2004 through March 2004.

\*\*Wireless Phase I program began in 2002–2003.

## Budget Issues and Details

### Improving Emergency Response

- ◆ In 2005–2006 the department will realize \$2.4 million in annual cost savings as a result of using an all civilian 911-dispatch staff. The budget also earmarks funding for conducting three new Peace Officer Standards and Training academy classes to maintain minimum staffing requirements associated with the fully civilian workforce.
- ◆ In partnership with the Fire Department, ECD will convert from static to dynamic field ambulance deployment to improve emergency response time. Ambulances will be located near areas that historically have a high level of emergency responses, rather than within fire stations. Additional dispatch staff training and system enhancements will be put into place to facilitate the conversion.

### Implementing Strategies to Enhance Recruitment, Training and Retention of Staff

- ◆ Industry-wide dispatch recruitment and retention challenges persist at ECD. Over the past few years, ECD has implemented alternative schedules using 8-hour and 10-hour shifts to ease the staffing challenges while at the same time trying to maintain peak-period staff scheduling. In 2005–2006, ECD proposes to implement a rotating schedule in order to decrease turnover. This schedule allows periodic weekends off for all dispatch staff.
- ◆ In 2005–2006, ECD has proposed the implementation of a new call-taker job classification to improve retention of academy graduates. The shorter training for call takers will accelerate the hiring process and enable trained staff to begin call-taking functions sooner.

### Advancing State of the Art Technology

- ◆ Because the delivery of 911 services depends heavily on technology and complex database systems, this year ECD will invest in new equipment as part of a five-year strategic plan to address hardware and software replacement needs. ECD will also begin the implementation of a 911 backup system.

### Enhancing Homeland Security

- ◆ San Francisco was awarded \$21 million in Homeland Security Grant funding by the federal government.

This funding will increase the city's ability to prevent, deter, respond to and recover from threats and incidents of terrorism. The Office of Emergency Services (OES) and Homeland Security will be making investments in equipment, planning personnel, training and exercises, and contractual services. Major projects will be implemented on a collaborative basis. Thirty positions will be funded, primarily at OES but also at partnering departments such as Public Health, Police, Fire Department and Sheriff.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	186.13	201.76	231.64	29.88	15%
Non-operating Positions (cap/other)	0.00	(8.00)	(7.15)	0.85	(11%)
<b>Net Operating Positions</b>	<b>186.13</b>	<b>193.76</b>	<b>224.49</b>	<b>30.73</b>	<b>16%</b>
<b>SOURCES</b>					
Use Of Money Or Property	132,509	0	0	0	N/A
Intergovernmental Revenue - Federal	445,091	133,287	16,039,659	15,906,372	11934%
Charges For Services	24,268,213	33,764,000	38,138,883	4,374,883	13%
Transfers In	0	0	9,806,226	9,806,226	N/A
Expenditure Recovery	0	30,000	12,000	(18,000)	(60%)
Fund Balance	769,594	1,697,500	2,153,020	455,520	27%
General Fund Support	7,024,313	4,080,695	4,117,175	36,480	1%
<b>Sources Total</b>	<b>32,639,720</b>	<b>39,705,482</b>	<b>70,266,963</b>	<b>30,561,481</b>	<b>77%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	13,982,894	13,729,696	21,678,405	7,948,709	58%
Fringe Benefits	2,438,756	3,118,850	5,829,869	2,711,019	87%
Overhead	30,863	0	380,917	380,917	N/A
Professional & Contractual Services	620,017	555,563	3,847,218	3,291,655	592%
Materials & Supplies	46,532	102,816	1,605,454	1,502,638	1461%
Equipment	8,276,997	0	8,073,346	8,073,346	N/A
Debt Service	0	7,809,649	9,596,563	1,786,914	23%
Services Of Other Departments	7,243,661	13,463,908	17,755,191	4,291,283	32%
<b>Uses-operating Expenditure Total</b>	<b>32,639,720</b>	<b>38,780,482</b>	<b>68,766,963</b>	<b>29,986,481</b>	<b>77%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Capital Projects	0	925,000	1,500,000	575,000	62%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>925,000</b>	<b>1,500,000</b>	<b>575,000</b>	<b>62%</b>
<b>USES BY PROGRAM RECAP</b>					
911 Project	8,044,747	6,820,089	10,159,350	3,339,261	49%
Citywide Radio System	708,200	42,000	42,000	0	0%
Emergency Communications	22,594,065	31,845,723	43,049,508	11,203,785	35%
Emergency Services Coordination	958,195	640,782	16,555,830	15,915,048	2484%
False Alarm Prevention	334,513	356,888	460,275	103,387	29%
<b>Uses By Program Recap Total</b>	<b>32,639,720</b>	<b>39,705,482</b>	<b>70,266,963</b>	<b>30,561,481</b>	<b>77%</b>

**Performance Measures**

	<b>2003-2004</b> <b><u>Actual</u></b>	<b>2004-2005</b> <b><u>Target</u></b>	<b>2004-2005</b> <b><u>Projected</u></b>	<b>2005-2006</b> <b><u>Target</u></b>
<b>Emergency Communications</b>				
<b>Respond quickly to incoming calls</b>				
◆ Total number of emergency calls answered in the communication center	493,303	550,000	460,000	460,000
◆ Total number of non-emergency calls answered in the communication center	477,615	500,000	500,000	510,000
◆ Percentage of emergency calls answered within ten seconds	88%	90%	84%	88%
<b>Emergency Services Coordination</b>				
<b>Coordinate interagency planning</b>				
◆ Number of disaster council meetings	n/a	2	3	4
<b>Exercise emergency response capabilities</b>				
◆ Number of functional exercises conducted	n/a	20	6	6
◆ Number of tabletop exercises conducted	n/a	12	20	20
<b>Promote community preparedness for emergencies</b>				
◆ Number of preparedness presentations made	n/a	75	40	20



# FIRE DEPARTMENT

---

## ***Mission***

---

*To protect the lives and property of San Franciscans from fires, natural disasters and hazardous materials incidents;  
and to save lives by providing emergency medical services.*

## ***Services***

---

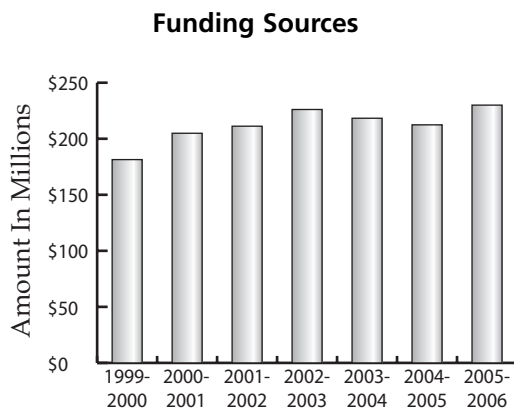
The Fire Department provides services in the following areas:

- ◆ **Suppression** fights fires, provides emergency medical services and conducts disaster planning and preparedness training;
- ◆ **Bureau of Prevention** minimizes injuries, deaths and property loss due to fire through code enforcement, public education and inspection programs that detect and eliminate fire hazards;
- ◆ **Bureau of 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;
- ◆ **Fireboat** operates and maintains the city's two fireboats and is responsible for water rescue and fire suppression on San Francisco Bay;
- ◆ **Airport** provides Fire Department services at the San Francisco International Airport;
- ◆ **Administrative** provides support to the department's programs in areas such as finance, human resources, payroll and management information services.

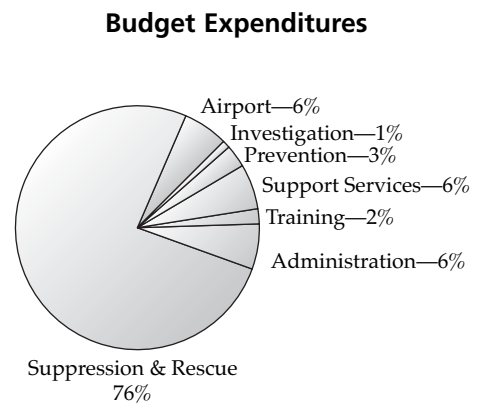
For more information, call (415) 558-3200.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$217,879,393	\$213,667,873	\$229,484,568	\$15,816,695	7.40%
Total FTE	1,834.93	1,752.35	1,703.64	(48.71)	(2.78%)



The total Fire Department budget for 2005–2006 is projected to increase by 8% from the prior year.



Seventy-six percent of the Fire Department’s 2005–2006 budget is devoted to fire suppression and emergency medical services.

## Budget Issues and Details

### Service Level Changes

- ◆ Despite ongoing budgetary constraints, all of the city’s 42 fire stations will remain in operation during the year and no firefighters will be laid off.
- ◆ The budget proposes \$3 million for maintenance of the auxiliary water supply system and other infrastructure needs, \$2.9 million for equipment and \$1.5 million for technology enhancements that are expected to result in budgetary savings.

### Using Civilian Personnel for Ambulance Services

- ◆ In 2005–2006, the Fire Department will begin to staff its ambulances with civilian emergency medical technicians (EMTs) and paramedics instead of uniformed firefighters. Ambulances will also be deployed citywide from a central location to meet real-time demands for service and to improve efficiency. This new model for providing ambulance services in San Francisco should reduce response times as well as result in budgetary savings.
- ◆ Current departmental firefighter EMTs and paramedics will be reassigned from ambulances to fire engines. This increases the personnel and life support systems that are available to provide first-response medical care. This reassignment of existing employees is projected to reduce the response time for medical calls.

### Limiting Overtime Spending

- ◆ The Fire Department’s overtime spending has been significantly reduced over the past five years from a peak of \$12.5 million in 2000-2001 compared to a budget of \$8.5 million for 2005–2006.
- ◆ In 2005–2006 the Fire Department will continue to manage “brownouts” of two to four engine companies per day. Brownouts occur when a firefighter is unable to report to duty due to planned vacation, sickness or disability and the position is held vacant rather than being backfilled by another firefighter working on costly overtime. The department determines which companies will be decommissioned through a daily analysis of how best to limit overtime while ensuring that field coverage is adequate to meet the city’s emergency service needs.

- ◆ Proactive scheduling will allow more effective use of crewmembers' time during vehicle service periods. In these circumstances, crews will be used to backfill positions on ambulances or Advanced Life Support engines, thereby reducing the need for overtime.

### **Succession Planning Challenge**

---

- ◆ In the early 1970s, the Fire Department recruited a large number of firefighters to fill vacancies created by the retirement of firefighters hired in the post-World War II years. Thirty years later, this cycle is recurring as the recruits from the 1970s are reaching retirement age. The number of department employees who have reached maximum retirement eligibility will increase from 253 individuals in July 2006 to 320 individuals by January 2008. The department is projecting that over 100 firefighters will retire in 2006.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2003-2004 Actual</u></b>	<b><u>2004-2005 Budget</u></b>	<b><u>2005-2006 Proposed</u></b>	<b><u>\$ Chg From 2004-2005</u></b>	<b><u>% Chg From 2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,837.33	1,758.75	1,709.74	(49.01)	(3%)
Non-operating Positions (cap/other)	(2.40)	(6.40)	(6.10)	0.30	(5%)
<b>Net Operating Positions</b>	<b>1,834.93</b>	<b>1,752.35</b>	<b>1,703.64</b>	<b>(48.71)</b>	<b>(3%)</b>
<b>SOURCES</b>					
Use Of Money Or Property	145,825	191,323	191,323	0	0%
Intergovernmental Revenue - Federal	0	0	383,297	383,297	N/A
Intergovernmental Revenue - State	32,285,886	31,435,000	35,000,000	3,565,000	11%
Charges For Services	16,908,791	20,168,157	25,040,257	4,872,100	24%
Other Revenues	0	3,650,000	3,670,000	20,000	1%
Transfers In	2,050,000	250,000	0	(250,000)	(100%)
Expenditure Recovery	6,958,327	9,668,170	8,462,288	(1,205,882)	(12%)
Departmental Transfer Adjustment	12,422,769	13,655,105	15,384,923	1,729,818	13%
General Fund Support	147,107,795	134,650,118	141,352,480	6,702,362	5%
<b>Sources Total</b>	<b>217,879,393</b>	<b>213,667,873</b>	<b>229,484,568</b>	<b>15,816,695</b>	<b>7%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	173,663,687	163,501,534	172,681,744	9,180,210	6%
Fringe Benefits	15,894,057	22,175,874	27,877,586	5,701,712	26%
Overhead	59,003	183,126	228,669	45,543	25%
Professional & Contractual Services	1,616,001	2,008,147	2,845,788	837,641	42%
Materials & Supplies	3,099,428	3,933,259	3,602,167	(331,092)	(8%)
Equipment	3,382,123	3,801,363	3,151,484	(649,879)	(17%)
Services Of Other Departments	20,155,844	16,773,320	16,117,130	(656,190)	(4%)
Transfers Out	9,250	9,250	0	(9,250)	(100%)
<b>Uses-operating Expenditure Total</b>	<b>217,879,393</b>	<b>212,385,873</b>	<b>226,504,568</b>	<b>14,118,695</b>	<b>7%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	1,282,000	2,980,000	1,698,000	132%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>1,282,000</b>	<b>2,980,000</b>	<b>1,698,000</b>	<b>132%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	13,449,942	13,588,650	14,631,913	1,043,263	8%
Airport Services	10,816,104	11,549,467	13,070,966	1,521,499	13%
Fire	16,449	0	20,000	20,000	N/A
Fireboat	1,794,200	2,105,638	2,313,957	208,319	10%
Grant Services	0	0	383,297	383,297	N/A
Investigation	1,531,242	1,623,314	1,794,899	171,585	11%
Neighborhood Emerg. Resp. Training	11,458	0	0	0	N/A

## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>\$ Chg From</b>	<b>% Chg From</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Proposed</u></b>	<b><u>2004-2005</u></b>	<b><u>2004-2005</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Prevention	6,133,546	6,215,862	7,011,709	795,847	13%
Support Services	8,837,156	9,009,500	9,583,889	574,389	6%
Suppression	164,142,308	156,141,614	167,687,265	11,545,651	7%
Training Bureau	4,945,520	6,077,741	5,371,722	(706,019)	(12%)
Work Order Services	6,201,468	7,356,087	7,614,951	258,864	4%
<b>Uses By Program Recap Total</b>	<b>217,879,393</b>	<b>213,667,873</b>	<b>229,484,568</b>	<b>15,816,695</b>	<b>7%</b>

## Performance Measures

	<b>2003-2004</b> <b><u>Actual</u></b>	<b>2004-2005</b> <b><u>Target</u></b>	<b>2004-2005</b> <b><u>Projected</u></b>	<b>2005-2006</b> <b><u>Target</u></b>
<b>Administration</b>				
<b>Educate the public in handling emergencies</b>				
◆ Number of citizens trained in emergency techniques and procedures	431	n/a	2,000	2,000
<b>Investigation</b>				
<b>Determine the causes of fire in an effective and efficient manner</b>				
◆ Number of fires investigated	540	560	550	550
◆ Total arson arrests	61	60	60	65
<b>Prevention</b>				
<b>Prevent fire through inspection and permit services</b>				
◆ Number of new fire permits issued	2,320	2,400	2,400	2,300
◆ Number of plans reviewed and approved	5,392	4,800	4,800	4,800
◆ Number of violation re-inspections made	281	300	300	300
<b>Suppression</b>				
<b>Respond timely to calls for emergency assistance</b>				
◆ Number of code 3 incidents	81,209	82,500	82,500	82,500
◆ Percentage of code 3 incidents that have a response time of 5 minutes and under from call received to arrival on the scene--CRI	44.87%	40.00%	42.00%	45.00%
◆ Percentage of code 3 incidents with a response time of 5 minutes and under from dispatch to arrival on the scene--Roll Time	90.36%	85.00%	89.00%	90.00%
◆ Total Responses to emergency incidents.	236,755	250,000	250,000	250,000
◆ Roll time, first ALS-capable company, to code 3 incidents requiring possible medical care, in seconds - 90th Percentile	333	340	340	340

# JUVENILE PROBATION

---

## ***Mission***

---

*To strive to be a primary and effective resource for positive change in the lives of youth and their families; for increased accountability to victims of crime and abuse; and for the protection of the public.*

## ***Services***

---

- ◆ **Community Programs** functions as the departmental liaison to public and private organizations, city departments, and community programs serving youth, and the families of youth, who are on probation or who are at-risk for involvement in the juvenile justice system.
- ◆ **Probation Services** provides services to youth who are alleged to or have been found to be beyond their parents' control, runaway, or truant and those who are alleged to or have been found guilty breaking the law. The division also provides dual-jurisdictional services to youth with an order of non-wardship probation.
- ◆ **Juvenile Hall** is a short-term youth detention facility for the city and county of San Francisco. The facility has the capacity to provide residential services for 104 youth in a secure setting, 24-hours a day, seven days a week.
- ◆ **Log Cabin Ranch** is a long-term post-adjudication facility for delinquent male juveniles. The purpose of the facility is to provide 24-hour residential treatment and rehabilitation services for youth who have been adjudicated as delinquent by the Juvenile Court.
- ◆ **Finance and Administration** provides prudent management of the Department's human, financial, physical facility and technological resources in a customer-friendly environment.

For more information, call 415-753-7800.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$30,693,182	\$29,893,366	\$34,905,939	\$5,012,573	16.77%
Total FTE	270.85	228.64	246.54	17.90	7.83%

## **Budget Issues and Details**

### **Internal Efficiency Reforms**

---

- ◆ The Juvenile Probation Department will continue to be aggressive about reducing workers compensation and other related overtime costs. Several successful reforms were implemented in the past

year resulting in expected savings of nearly \$1 million. These reforms include initiating a Workers' Comp Task Force, reorganizing the Personnel Unit and developing a Temporary Transition to Work Program.

- ◆ Juvenile Probation has increased funding for new staff by \$900,000 as part of a department-wide reform effort that focuses on accountability and professionalism. In making these enhancements, the department seeks to better implement regular performance evaluations, management of compliance to department policies and increased attention to discipline and workers' compensation issues.

### **Relocation to New Juvenile Hall**

---

- ◆ The second phase of construction for the new Juvenile Hall is scheduled to be completed in the spring of 2006. The department is working to ensure a smooth and safe transition to the new building. The new facility will offer many improvements including an education center, improved visitation and waiting areas for families, an expanded medical clinic with an infirmary, and a recreation area on the site of the old Juvenile Hall. In anticipation of the move to the new facility, the department has budgeted additional training for counselors and other staff working in the hall.

### **Opportunities to Better Serve San Francisco Youth and Families**

---

- ◆ The department will continue to explore new opportunities and programs that will benefit its clients and their families. An example of this is support for the Juvenile Detention Alternatives Initiative (JDAI) process with the goal of maximizing alternatives to detention. JDAI may ultimately reduce the population at Juvenile Hall, which in turn may help the Department to reduce staffing needs and overtime costs.



## TOTAL BUDGET - HISTORICAL COMPARISON

	<u>2003-2004 Actual</u>	<u>2004-2005 Budget</u>	<u>2005-2006 Proposed</u>	<u>\$ Chg From 2004-2005</u>	<u>% Chg From 2004-2005</u>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	270.85	228.64	246.54	17.90	8%
<b>Net Operating Positions</b>	<b>270.85</b>	<b>228.64</b>	<b>246.54</b>	<b>17.90</b>	<b>8%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	8,302,866	7,594,253	8,599,884	1,005,631	13%
Intergovernmental Revenue - State	720,582	76,880	492,487	415,607	541%
Charges For Services	4,958	5,000	5,000	0	0%
Expenditure Recovery	687,416	716,095	861,095	145,000	20%
General Fund Support	20,977,360	21,501,138	24,947,473	3,446,335	16%
<b>Sources Total</b>	<b>30,693,182</b>	<b>29,893,366</b>	<b>34,905,939</b>	<b>5,012,573</b>	<b>17%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	17,716,072	15,723,830	17,386,655	1,662,825	11%
Fringe Benefits	3,561,292	4,606,935	5,619,017	1,012,082	22%
Professional & Contractual Services	2,295,232	1,201,286	3,412,788	2,211,502	184%
Aid Assistance / Grants	3,444,766	4,355,868	4,270,881	(84,987)	(2%)
Materials & Supplies	641,889	560,500	609,500	49,000	9%
Equipment	70,485	329,003	231,313	(97,690)	(30%)
Services Of Other Departments	2,848,474	2,785,944	2,740,785	(45,159)	(2%)
<b>Uses-operating Expenditure Total</b>	<b>30,578,210</b>	<b>29,563,366</b>	<b>34,270,939</b>	<b>4,707,573</b>	<b>16%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	114,972	330,000	550,000	220,000	67%
Capital Projects	0	0	85,000	85,000	N/A
<b>Uses-project Expenditure Total</b>	<b>114,972</b>	<b>330,000</b>	<b>635,000</b>	<b>305,000</b>	<b>92%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	5,695,658	5,770,272	5,671,012	(99,260)	(2%)
Children's Baseline	1,633,156	1,657,449	1,550,562	(106,887)	(6%)
Children's Svcs - Non-Children's Fund	172,972	194,000	194,000	0	0%
Juvenile Hall	9,347,520	9,729,578	10,305,358	575,780	6%
Juvenile Hall Replacement Debt Paym	0	0	1,701,600	1,701,600	N/A
Log Cabin Ranch	1,670,088	1,662,868	2,142,238	479,370	29%
Probation Services	12,173,788	10,879,199	13,341,169	2,461,970	23%
<b>Uses By Program Recap Total</b>	<b>30,693,182</b>	<b>29,893,366</b>	<b>34,905,939</b>	<b>5,012,573</b>	<b>17%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Administration</b>				
<b>Reduce overtime expenditures in the entire department</b>				
◆ Annual overtime expenditures	\$1,200,000	\$600,000	\$1,014,460	\$750,000
<b>Children's Baseline</b>				
<b>Enhance the level and quality of program services provided to youth and their families</b>				
◆ Percentage of authorized community-based organization program slots utilized by eligible youth	71%	75%	75%	75%
<b>Juvenile Hall</b>				
<b>Provide a safe and secure environment for staff and detainees</b>				
◆ Total incident reports as a percent of total bookings	n/a	n/a	n/a	8%
<b>Log Cabin Ranch</b>				
<b>Improve results of juvenile programs</b>				
◆ Number of graduates receiving a sustained petition within the first year of graduation	16%	30%	40%	40%
<b>Probation Services</b>				
<b>Enhance services for girls referred to Juvenile Probation</b>				
◆ Percentage of girls on probation assigned to gender specific programs	42%	50%	50%	50%
<b>Maintain a monthly Juvenile Hall population at or below the current rated capacity</b>				
◆ Average length of stay (in days) of youth in Juvenile Hall awaiting out of home placement	n/a	n/a	n/a	47
<b>Maintain target caseload levels assigned to each Probation Officer</b>				
◆ Average number of wards assigned to officers	24	24	24	24
<b>Utilize probation services and community resources to supervise youth in lieu of out-of-home commitments</b>				
◆ Percentage of commitments to Private Placement	6%	10%	10%	10%
◆ Percentage of youth referred to community-based resources	94%	95%	95%	95%

# POLICE

---

## ***Mission***

---

*To provide visitors and residents of San Francisco with a safe community by maintaining a knowledgeable, well-trained staff to prevent and investigate crime efficiently and effectively.*

## ***Services***

---

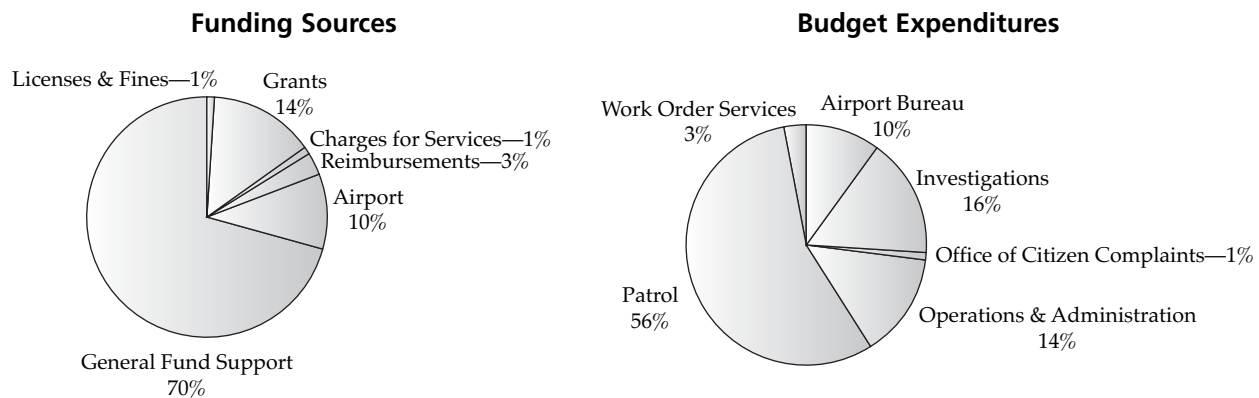
The Police Department (SFPD) provides services in the following areas:

- ◆ **Patrol**, within the Field Operations Bureau, operates the 10 district police stations and provides both plainclothes and uniformed patrol of San Francisco neighborhoods.
- ◆ **Special Operations**, of the Field Operations Bureau, is comprised of specialized units. These units respond to emergency and non-emergency calls for service and provide specialized support to other department units. They include the Traffic Company, The Crime Prevention Company, the Fugitive Recovery Enforcement Team and the Robbery Apprehension Team.
- ◆ **Investigations Bureau** supports investigative efforts related to personal crimes, property crimes, narcotic and vice crimes, forensic services and family service areas.
- ◆ **Office of the Chief of Police and Administration Bureau** provide operational and administrative support to the Police Department, including management, training, records and property management, as well as vehicle fleet management.
- ◆ **Office of Citizen Complaints (OCC)** is mandated by the City Charter to “...fully, fairly and impartially investigate” all civilian complaints of police misconduct against SFPD sworn members; to reach and confidentially report factual conclusions in such cases; and to present statistical reports and policy recommendations on a regular basis to the Police Commission.
- ◆ **Airport Bureau** serves San Francisco International Airport by providing for the safety and security of 34 million annual passengers, 34,000 employees, 5 million square feet of terminal buildings and over 15 miles of airport property and roadways. Additionally, the Airport Bureau provides specialized duties in response to the Transportation Security Administration directives, including the provision of 14 bomb detection dogs that are annually tested and certified by the FAA.

For more information (non-emergency), call (415) 553-0123.

## **Budget Data Summary**

	<b>2003–2004 Actual</b>	<b>2004–2005 Budget</b>	<b>2005–2006 Proposed</b>	<b>Change from 2004–2005</b>	
				<b>Nominal</b>	<b>Percent</b>
Total Expenditures	\$302,417,802	\$308,104,789	\$344,078,518	\$35,973,729	11.68%
Total FTE	2,669.16	2,616.39	2,675.00	58.61	2.24%



Three-quarters of the Police Department's operating budget supports direct services to the community. An additional 10% of the budget goes to providing security to San Francisco International Airport.

## Budget Issues and Details

### Increasing Civilian Staffing

- ◆ In March 2004, San Francisco voters passed Proposition C, a measure designed to allow the Police Department to hire more civilian employees and put police officers back on the street. As directed by Proposition C, the Controller's Office and the Police Department reviewed all administrative and clerical positions in the department currently filled by police officers. This review revealed that civilian employees could fill more than 40 positions. The Mayor's 2005–2006 budget contains funding to hire 72 civilians, returning an equal number of officers to work in patrol, investigations and community policing.
- ◆ Implementation of Proposition C provides two significant benefits to the Police Department and to the city as a whole. First and foremost, the measure increases public safety by moving police officers out of desk jobs and onto the city's streets. Secondly, the measure increases efficiency within the Police Department by having trained civilians work in areas such as information technology management, budget analysis and personnel management.

### Providing Safety and Service

- ◆ The Police Department strives to provide the highest degree of safety and service to San Francisco's diverse communities. The level of uniformed staff dedicated to functions such as neighborhood policing, patrol and investigations directly affects service delivery. To ensure that the department continues to serve the community effectively, the 2005–2006 budget includes \$2.2 million to hire 130 new police officers. The budget also places additional patrol officers in several of the city's public housing projects to improve community policing and help protect those areas from violent crime.

### New Technology for Solving Crimes

- ◆ In 2005–2006, the department will work with a contractor to design, develop and implement a new records management system (RMS). RMS and the Sheriff's Department's Jail Management System represent the final two components of the city's JUSTIS system, which will connect all of San Francisco's criminal justice agencies. When operational, RMS will integrate a variety of Police Department data, including incident reports, accident reports, criminal histories, property inventories and crime lab databases. RMS will provide officers with access to information from multiple sources, saving time and

facilitating crime investigation. Additionally, as a part of JUSTIS, RMS will enable comprehensive tracking of individuals throughout the criminal justice system. In 2005–2006, the city will invest \$3.9 million, including \$1.2 million from the General Fund, toward completion of the JUSTIS project.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	2,670.16	2,621.39	2,678.52	57.13	2%
Non-operating Positions (cap/other)	(1.00)	(5.00)	(3.52)	1.48	(30%)
<b>Net Operating Positions</b>	<b>2,669.16</b>	<b>2,616.39</b>	<b>2,675.00</b>	<b>58.61</b>	<b>2%</b>
<b>SOURCES</b>					
Licenses & Fines	2,046,476	2,743,980	1,893,980	(850,000)	(31%)
Use Of Money Or Property	50,220	67,200	67,200	0	0%
Intergovernmental Revenue - Federal	2,961,693	5,124,151	13,160,843	8,036,692	157%
Intergovernmental Revenue - State	34,400,264	33,511,525	36,543,404	3,031,879	9%
Charges For Services	3,970,612	3,729,300	4,824,519	1,095,219	29%
Expenditure Recovery	11,155,594	11,855,559	11,561,112	(294,447)	(2%)
Fund Balance	3,499,843	540,796	272,130	(268,666)	(50%)
Departmental Transfer Adjustment	27,259,133	30,645,388	34,636,104	3,990,716	13%
General Fund Support	217,073,967	219,886,890	241,119,226	21,232,336	10%
<b>Sources Total</b>	<b>302,417,802</b>	<b>308,104,789</b>	<b>344,078,518</b>	<b>35,973,729</b>	<b>12%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	235,773,104	231,234,598	254,717,324	23,482,726	10%
Fringe Benefits	22,736,397	33,976,933	45,509,039	11,532,106	34%
Overhead	0	61,614	104,859	43,245	70%
Professional & Contractual Services	10,148,233	8,379,138	10,109,473	1,730,335	21%
Materials & Supplies	4,954,716	4,735,966	4,951,097	215,131	5%
Equipment	4,342,638	4,695,868	5,649,259	953,391	20%
Services Of Other Departments	24,462,449	24,910,672	22,447,485	(2,463,187)	(10%)
Transfers Out	265	0	0	0	N/A
<b>Uses-operating Expenditure Total</b>	<b>302,417,802</b>	<b>307,994,789</b>	<b>343,488,536</b>	<b>35,493,747</b>	<b>12%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	110,000	389,982	279,982	255%
Capital Projects	0	0	200,000	200,000	N/A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>110,000</b>	<b>589,982</b>	<b>479,982</b>	<b>436%</b>
<b>USES BY PROGRAM RECAP</b>					
Airport Police	26,752,246	30,645,388	34,636,104	3,990,716	13%
Capital Projects	97,007	0	0	0	N/A
Investigations	55,925,064	37,777,758	56,525,971	18,748,213	50%
Office Of Citizen Complaints	2,576,411	2,966,041	3,250,312	284,271	10%
Office Of Emergency Service	63,342	0	0	0	N/A
Operations & Administration	48,249,723	46,731,906	51,782,465	5,050,559	11%

## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>\$ Chg From</b>	<b>% Chg From</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Proposed</u></b>	<b><u>2004-2005</u></b>	<b><u>2004-2005</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Patrol	156,193,103	179,136,137	186,923,096	7,786,959	4%
Police Homeland Security - Fy2005	0	0	407,458	407,458	N/ A
Work Order Services	12,560,906	10,847,559	10,553,112	(294,447)	(3%)
<b>Uses By Program Recap Total</b>	<b>302,417,802</b>	<b>308,104,789</b>	<b>344,078,518</b>	<b>35,973,729</b>	<b>12%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Investigations</b>				
<b>Efficiently and effectively investigate crime</b>				
◆ Percentage of UCR Part I violent crimes cleared	34%	35%	23%	28%
◆ Percentage of UCR Part I property crimes cleared	12%	13%	9%	14%
<b>Patrol</b>				
<b>Arrest perpetrators of crimes</b>				
◆ Total arrests for Part I violent crimes	3,587	3,600	3,246	3,246
◆ Total arrests for Part I property crimes	3,388	3,388	2,626	2,626
<b>Ensure the safety of citizens</b>				
◆ Percentage of San Franciscans who report feeling safe or very safe walking alone in their neighborhoods during the day	80%	80%	83%	83%
◆ Percentage of San Franciscans who report feeling safe or very safe walking alone in their neighborhoods during the night	47%	47%	50%	50%
<b>Reduce crime</b>				
◆ Number of UCR Part I violent crimes reported per 1,000 population	7.4	7.3	7.8	7.8
◆ Number of UCR Part I property crimes reported per 1,000 population	47.3	47.3	45.3	45.3
<b>Respond timely to calls for emergency assistance</b>				
◆ Average time from receipt of Priority A call to arrival on scene, in seconds	435	290	450	450
<b>Special Operations</b>				
<b>Reduce traffic accidents and ensure pedestrian safety</b>				
◆ Number of traffic accidents that result in injuries	3,038	3,500	3,216	3,216
◆ Percentage of San Franciscans who report feeling safe or very safe crossing the street	45%	45%	50%	50%



## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Office Of Citizen Complaints</b>				
<b>Address civilian complaints of police misconduct professionally and efficiently</b>				
◆ Percentage of sustained complaints completed in a timely manner	93.0%	96.0%	95.0%	99.7%
◆ Number of complaints closed during the year per FTE Investigator	60	68	63	69
<b>Facilitate corrective action in response to complaints</b>				
◆ Percentage of sustained cases that resulted in corrective or disciplinary action by the Chief or Police Commission	88.0%	95.0%	95.0%	94.0%

# PUBLIC DEFENDER

---

## ***Mission***

---

*To deliver competent, effective and ethical legal representation to indigent persons accused of crimes and involved in conservatorship matters in San Francisco.*

## ***Services***

---

The Public Defender's Office provides constitutionally mandated representation to more than 20,000 adult indigent clients and 1,000 juvenile clients each year. The office advises clients of their legal rights and defends those rights throughout criminal, juvenile and mental health proceedings and conservatorships. The office also provides representation in the city's drug court, domestic violence court and mentor court. It also offers expungement services, which clear individuals' criminal records or enable them to obtain rehabilitation certificates.

For more information, call (415) 553-1671.

## **Budget Data Summary**

	<b>2003–2004 Actual</b>	<b>2004–2005 Budget</b>	<b>2005–2006 Proposed</b>	<b>Change from 2004–2005</b>	
				<b>Nominal</b>	<b>Percent</b>
Total Expenditures	\$16,105,244	\$16,868,224	\$18,191,105	\$1,322,881	7.84%
Total FTE	126.55	133.59	133.47	(0.12)	(0.09%)

## **Budget Issues and Details**

### **Maintaining Quality Representation**

---

- ◆ In 2005–2006, the Public Defender's Office will continue to address the challenges of its core mission. The office has instituted new efficiencies to improve the quality of legal representation. New workload standards help to eliminate costly delays while giving defenders more time to investigate and prepare their cases. Despite a reduction in grant funds, staffing will be maintained through support from the General Fund and remains at the same level as the previous year. This will allow the office to continue its participation in special initiatives such as Drug Court.

### **Ongoing Investment in Case Management System**

---

- ◆ The budget includes funds for further investment in hardware and equipment for the case management system. This system, which will improve representation through better technological support, will also link to the city's JUSTIS system, which tracks individuals throughout the city's criminal justice system.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2003-2004</u></b> <b><u>Actual</u></b>	<b><u>2004-2005</u></b> <b><u>Budget</u></b>	<b><u>2005-2006</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2004-2005</u></b>	<b><u>% Chg From</u></b> <b><u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	129.09	135.66	134.89	(0.77)	(1%)
Non-operating Positions (cap/other)	(2.54)	(2.07)	(1.42)	0.65	(31%)
<b>Net Operating Positions</b>	<b>126.55</b>	<b>133.59</b>	<b>133.47</b>	<b>(0.12)</b>	<b>0%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	180,229	191,223	169,378	(21,845)	(11%)
Intergovernmental Revenue - State	97,605	0	0	0	N/A
Charges For Services	183,087	400,000	75,000	(325,000)	(81%)
Other Revenues	13,038	99,482	60,000	(39,482)	(40%)
Expenditure Recovery	368,848	240,059	240,059	0	0%
General Fund Support	15,262,437	15,937,460	17,646,668	1,709,208	11%
<b>Sources Total</b>	<b>16,105,244</b>	<b>16,868,224</b>	<b>18,191,105</b>	<b>1,322,881</b>	<b>8%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	11,793,511	11,967,814	12,481,562	513,748	4%
Fringe Benefits	1,830,017	2,352,030	2,846,631	494,601	21%
Professional & Contractual Services	1,472,437	1,519,225	1,519,225	0	0%
Materials & Supplies	149,618	53,000	30,809	(22,191)	(42%)
Equipment	0	56,575	63,401	6,826	12%
Services Of Other Departments	859,661	919,580	873,400	(46,180)	(5%)
Budgetary Reserves	0	0	376,077	376,077	N/A
<b>Uses-operating Expenditure Total</b>	<b>16,105,244</b>	<b>16,868,224</b>	<b>18,191,105</b>	<b>1,322,881</b>	<b>8%</b>
<b>USES BY PROGRAM RECAP</b>					
Criminal & Special Defense	15,631,285	16,577,519	17,961,727	1,384,208	8%
Grant Services	473,959	290,705	229,378	(61,327)	(21%)
<b>Uses By Program Recap Total</b>	<b>16,105,244</b>	<b>16,868,224</b>	<b>18,191,105</b>	<b>1,322,881</b>	<b>8%</b>

## Performance Measures

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2004-2005</b>	<b>2005-2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Criminal &amp; Special Defense</b>				
<b>Provide alternatives to incarceration</b>				
◆ Number of clients participating in drug court	987	1,492	1,250	1,250
◆ Number of Drug Court participants completing treatment and obtaining dismissal of their cases	184	184	180	180
<b>Provide expungement services</b>				
◆ Number of clients provided expungement services to clear their criminal records or to seek certificates of rehabilitation from the Governor under "Clean Slate"	2,846	2,819	4,978	4,978
◆ Number of motions filed on behalf of the clients under "Clean Slate"	779	680	706	706
◆ Number of clients seeking "Clean Slate" expungement program consultation via "drop-in" service	1,333	1,268	1,098	1,098
<b>Represent defendants effectively</b>				
◆ Number of felony matters handled	11,863	6,566	11,388	11,388
◆ Number of misdemeanor matters handled	14,050	18,806	11,710	11,710
◆ Number of mental health clients represented	3,500	3,350	3,906	3,906
◆ Number of juveniles represented	3,429	3,162	3,030	3,030

# SHERIFF

---

## ***Mission***

---

*To provide safe and secure detention of persons arrested or under court order;  
operate the county jail facilities and alternative sentencing programs; provide security for city facilities;  
and carry out criminal and civil warrants and court orders.*

## ***Services***

---

The department's services are organized into the following divisions:

- ◆ **Administration** includes the Office of the Sheriff as well as other central departmental functions, such as financial services and payroll. This division also includes the Civil Services unit, which serves subpoenas and executes warrants on behalf of the Courts.
- ◆ **Court Security** provides security staffing for the Civil Courts, Hall of Justice, and Family Courts at the Youth Guidance Center.
- ◆ **Custody and Jail** facilitates the intake, classification and custody of inmates. The department operates jail facilities at the Hall of Justice (Jails 1 and 2), 425 Seventh Street (Jails 8 and 9), the San Bruno Complex (Jails 3 and 7) and San Francisco General Hospital.
- ◆ **Facilities and Equipment** oversees the department's vehicles, the maintenance of the jails and training facilities.
- ◆ **Programs** organizes and operates the department's many innovative alternatives to incarceration and in-custody programs, including the 5 Keys Charter High School and the Garden Project.
- ◆ **Recruitment and Training** is responsible for the recruitment, background testing and ongoing training of the department's staff.
- ◆ **Sheriff Field and Security Services** provides security for City Hall and several other city departments, such as the Department of Public Health and the Emergency Communications Center.

For more information, call (415) 554-7225.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$114,317,976	\$147,192,709	\$151,343,650	\$4,150,941	2.82%
Total FTE	937.06	929.42	943.06	13.64	1.47%

## **Budget Issues and Details**

### **Service Level Changes**

---

- ◆ The 2005–2006 budget funds two new classes of deputy sheriffs. This additional staff will replace retiring deputy sheriffs as well as help meet new staffing needs generated by the implementation of a new revenue proposal.

### **Supervising State Parolees within the County Jail**

---

- ◆ In 2005–2006, the Sheriff's department will implement a new revenue proposal that utilizes vacant space in County Jail No. 7 for the housing and supervision of state parolees. The state regularly contracts with county sheriffs in California to care for and supervise parolees whose parole has been revoked. With the impending opening of the new County Jail No. 3, space currently used for storage in County Jail No. 7 will be vacant. The Sheriff's department plans to use this space, in addition to existing vacant beds, to house an additional 100 inmates over the course of the year generating a new source of revenue for the Sheriff's department.

### **Opening a New County Jail**

---

- ◆ After several construction delays, the department will open a new jail at the San Bruno complex in November 2005. The new building, which replaces County Jail No. 3, will increase the efficiency of daily operations at the complex. The building's pod design allows for safer, more direct supervision of inmates. Additionally, the building uses electronic equipment to perform tasks such as surveillance and opening cell doors.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	941.06	933.42	951.32	17.90	2%
Non-operating Positions (cap/other)	(4.00)	(4.00)	(8.26)	(4.26)	107%
<b>Net Operating Positions</b>	<b>937.06</b>	<b>929.42</b>	<b>943.06</b>	<b>13.64</b>	<b>1%</b>
<b>SOURCES</b>					
Licenses & Fines	0	1,500,000	0	(1,500,000)	(100%)
Use Of Money Or Property	4,703	10,000	10,000	0	0%
Intergovernmental Revenue - Federal	522,724	1,020,809	1,050,101	29,292	3%
Intergovernmental Revenue - State	2,175,531	785,552	777,266	(8,286)	(1%)
Charges For Services	3,129,584	4,819,913	5,464,513	644,600	13%
Transfers In	3,250,000	0	0	0	N/A
Expenditure Recovery	15,831,181	15,187,713	16,742,467	1,554,754	10%
Fund Balance	476,309	325,000	12,000	(313,000)	(96%)
Other Funding Sources	(176,707)	0	0	0	N/A
General Fund Support	89,104,651	123,543,722	127,287,303	3,743,581	3%
<b>Sources Total</b>	<b>114,317,976</b>	<b>147,192,709</b>	<b>151,343,650</b>	<b>4,150,941</b>	<b>3%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	73,281,012	69,714,892	72,944,084	3,229,192	5%
Fringe Benefits	14,717,769	22,080,053	23,903,431	1,823,378	8%
Overhead	208,882	45,024	0	(45,024)	(100%)
Professional & Contractual Services	12,738,280	16,627,165	11,921,094	(4,706,071)	(28%)
Aid Assistance / Grants	378,750	400,000	3,417,676	3,017,676	754%
Materials & Supplies	6,781,118	6,037,018	6,058,145	21,127	0%
Equipment	44,182	798,012	234,427	(563,585)	(71%)
Services Of Other Departments	6,068,142	31,140,545	32,514,793	1,374,248	4%
Transfers Out	99,841	0	0	0	N/A
<b>Uses-operating Expenditure Total</b>	<b>114,317,976</b>	<b>146,842,709</b>	<b>150,993,650</b>	<b>4,150,941</b>	<b>3%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	350,000	350,000	0	0%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>350,000</b>	<b>350,000</b>	<b>0</b>	<b>0%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	9,121,820	8,824,227	9,018,159	193,932	2%
Court Security & Process	7,666,627	7,646,861	8,511,389	864,528	11%
Custody & Jail Programs	64,349,229	98,171,232	101,455,361	3,284,129	3%
Facilities & Equipment	4,742,013	5,217,432	4,416,923	(800,509)	(15%)
Recruitment & Training	2,034,793	2,828,905	3,824,889	995,984	35%

## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>\$ Chg From</b>	<b>% Chg From</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Proposed</u></b>	<b><u>2004-2005</u></b>	<b><u>2004-2005</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Security Services	11,176,101	11,233,751	11,392,101	158,350	1%
Sheriff Facilities Maintenance	334,677	350,000	350,000	0	0%
Sheriff Field Services	4,787,514	4,459,536	4,796,291	336,755	8%
Sheriff Programs	10,105,202	8,460,765	7,578,537	(882,228)	(10%)
<b>Uses By Program Recap Total</b>	<b>114,317,976</b>	<b>147,192,709</b>	<b>151,343,650</b>	<b>4,150,941</b>	<b>3%</b>



## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Administration</b>				
<b>Execute criminal and civil warrants and court orders</b>				
◆ Number of attempts to serve/execute civil process	11,512	11,496	15,474	15,474
◆ Founded complaints received regarding service of civil process	0	0	5	0
<b>Custody &amp; Jail Programs</b>				
<b>Provide for the secure and safe detention of persons arrested or under court order</b>				
◆ Average cost per prisoner day	\$94	\$94	\$94	\$94
◆ Average daily population (ADP)	1,825	2,085	2,085	2,000
◆ ADP as a percentage of rated capacity of jails	88%	100%	88%	100%
◆ Number of successful escapes	0	0	0	0
◆ Number of inmate vs. inmate altercations	268	0	126	0
◆ Number of inmate vs. staff altercations	75	0	33	0
◆ Number of deaths	2	0	1	0
<b>Programs</b>				
<b>Provide alternative sentencing options</b>				
◆ Average daily number of participants in alternative programs.	120	154	150	150
◆ Hours of work performed in the community	95,136	95,000	95,000	95,000
◆ Value of work performed by participants	\$987,511	\$987,000	\$987,000	\$987,000
◆ Re-arrest rate for participants in programs (compared to 55% for non-participants)	n/a	20%	33%	33%
<b>Provide education, skill development, and counseling programs in jail</b>				
◆ Average daily number of prisoners in substance abuse treatment and anti-violence jail programs	1,200	1,700	350	350
◆ Re-arrest rate for prisoners in jail programs	40%	0%	40%	0%
◆ Average daily attendance of participants enrolled in charter school	250	300	240	240
◆ Percentage of diplomas issued to eligible inmates	3%	6%	6%	6%
<b>Sheriff Field Services</b>				
<b>Safely transport prisoners</b>				
◆ Number of prisoners transported	18,748	20,000	30,000	30,000
◆ Number of major transport incidents	0	0	0	0

# TRIAL COURTS

---

## ***Mission***

---

*To assure equal access, fair treatment and the just and efficient resolution of disputes for all people asserting their rights under the law.*

## ***Services***

---

The Trial Courts continue to receive county funds for the following programs:

- ◆ **Indigent Defense** provides funding for outside legal counsel in cases that represent a conflict of interest for the Public Defender and is county-mandated.
- ◆ **Civil Grand Jury** investigates the operations of the various officers, departments and agencies of the government of the City and County of San Francisco and provides recommendations for improvements.
- ◆ **Facilities Maintenance** is provided by the city and county at the Civic Center Courthouse, per state mandate. The Trial Courts also budget for local expenditures from the Courthouse Construction Fund. This includes debt service on the Civic Center Courthouse and an annual lease of court facility space at 575 Polk Street.

For more information, call (415) 551-4000.

## **Budget Data Summary**

	<b>2003–2004 Actual</b>	<b>2004–2005 Budget</b>	<b>2005–2006 Proposed</b>	<b>Change from 2004–2005</b>	
				<b>Nominal</b>	<b>Percent</b>
Total Expenditures	\$41,200,739	\$42,910,524	\$36,829,094	(6,081,430)	(14.17%)
Total FTE	17.79	17.81	0.00	(17.81)	(100.00%)

## **Budget Issues and Details**

According to the constitution of the State of California, the Judicial Branch, which includes the Trial Courts, is a separate and equal branch of government. This separation precludes the Executive Branch from reviewing Judicial Branch budgets. As a convenience, however, Trial Courts data are included on the following pages for appropriate action by the Board of Supervisors.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	18.57	18.30	0.49	(17.81)	(97%)
Non-operating Positions (cap/other)	(0.78)	(0.49)	(0.49)	0.00	0%
<b>Net Operating Positions</b>	<b>17.79</b>	<b>17.81</b>	<b>0.00</b>	<b>(17.81)</b>	<b>(100%)</b>
<b>SOURCES</b>					
Licenses & Fines	164,496	38,271	23,086	(15,185)	(40%)
Use Of Money Or Property	103,996	163,157	78,000	(85,157)	(52%)
Intergovernmental Revenue - Federal	870,873	0	0	0	N/A
Intergovernmental Revenue - State	551,183	1,141,038	177,374	(963,664)	(84%)
Charges For Services	4,745,883	5,046,367	4,363,786	(682,581)	(14%)
Departmental Transfer Adjustment	(971,000)	0	0	0	N/A
Fund Balance	2,945,246	4,081,928	0	(4,081,928)	(100%)
Other Funding Sources	(23,342)	0	0	0	N/A
General Fund Support	32,813,404	32,439,763	32,186,848	(252,915)	(1%)
<b>Sources Total</b>	<b>41,200,739</b>	<b>42,910,524</b>	<b>36,829,094</b>	<b>(6,081,430)</b>	<b>(14%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	1,338,611	1,250,761	0	(1,250,761)	(100%)
Fringe Benefits	549,238	608,410	226,000	(382,410)	(63%)
Professional & Contractual Services	35,896,774	33,657,715	33,095,810	(561,905)	(2%)
Aid Assistance / Grants	352,586	0	0	0	N/A
Materials & Supplies	5,818	5,897	2,886	(3,011)	(51%)
Equipment	0	6,000,000	0	(6,000,000)	(100%)
Services Of Other Departments	1,275,712	1,351,741	1,318,113	(33,628)	(2%)
Transfers Out	1,782,000	0	0	0	N/A
Budgetary Reserves	0	0	1,136,285	1,136,285	N/A
Departmental Transfer Adjustment	0	0	1,000,000	1,000,000	N/A
<b>Uses-operating Expenditure Total</b>	<b>41,200,739</b>	<b>42,874,524</b>	<b>36,779,094</b>	<b>(6,095,430)</b>	<b>(14%)</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	36,000	50,000	14,000	39%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>36,000</b>	<b>50,000</b>	<b>14,000</b>	<b>39%</b>
<b>USES BY PROGRAM RECAP</b>					
Child Support Services - Trial Courts	1,529,586	1,560,422	0	(1,560,422)	(100%)
Court House Debt Service	4,460,877	8,819,756	2,957,305	(5,862,451)	(66%)
Dispute Resolution Program	352,586	353,746	353,746	0	0%
Indigent Defense / Grand Jury	7,697,882	6,987,801	7,240,905	253,104	4%
Superior Court	1,782,000	0	0	0	N/A

**TOTAL BUDGET - HISTORICAL COMPARISON (cont)**

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>\$ Chg From</b>	<b>% Chg From</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Proposed</u></b>	<b><u>2004-2005</u></b>	<b><u>2004-2005</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Superior Court Services	338,109	0	177,374	177,374	N/A
Trial Court Services	25,039,699	25,188,799	25,099,764	(89,035)	0%
Departmental Transfer Adjustment	0	0	1,000,000	1,000,000	N/A
<b>Uses By Program Recap Total</b>	<b>41,200,739</b>	<b>42,910,524</b>	<b>36,829,094</b>	<b>(6,081,430)</b>	<b>(14%)</b>

## ***Departmental Budgets***

---

*Service Area B: Public Works,  
Transportation and Commerce*

# AIRPORT

---

## ***Mission***

---

*To provide safe, secure, accessible and convenient facilities for airlines, tenants, employees and the public; to provide superior customer service; to be fiscally responsible and contribute to the local economy; to be environmentally responsible and to operate in harmony with the Bay Area community.*

## ***Services***

---

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

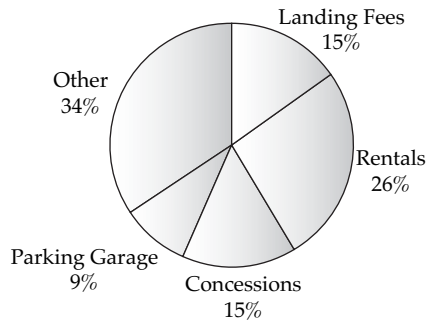
- ◆ **Administration and Business** focuses on the Airport's long-term financial plan; creates marketing plans that stress the Airport's unique amenities and its value as the airport of choice to passengers and airlines in the industry; insures that Airport staffing needs are met; and creates Airport museum exhibits that reflect the sophistication and cultural diversity of San Francisco.
- ◆ **Safety and Security** acts on a progressive agenda to enhance the safety and security of its facilities, aircraft, employees and the traveling public as one of the Transportation Security Administration's (TSA) 12 "model airports."
- ◆ **Facilities Maintenance and Construction** manages numerous utility systems, buildings and layout plans while keeping facilities clean, safe and running efficiently.

For more information, call (650) 821-5042.

## **Budget Data Summary**

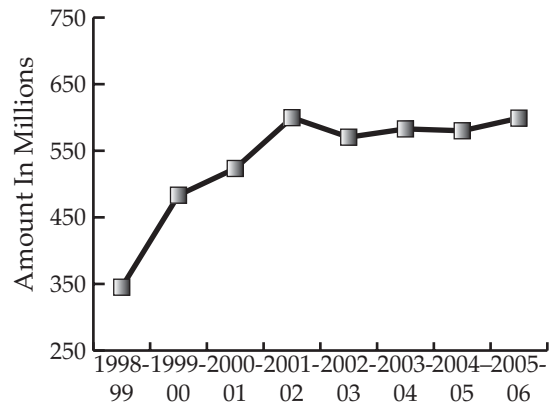
	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$521,936,716	\$576,015,245	\$551,826,259	(\$24,188,986)	(4.20%)
Total FTE	1,213.98	1,202.90	1,270.58	67.68	5.63%

### Funding Sources



The Airport's revenue sources for 2005–2006 are projected to include 26 percent from terminal rentals and 15 percent from landing fee revenues.

### Budget Expenditures



In the last seven years, the Airport's total budget has increased 24 percent from \$483 million, but spending has flattened over the last four years as a result of the economy and world events. The budget for 2005–2006 includes increasing health and dental benefits costs.

## Budget Issues and Details

### Improving Business and Financial Operations

- ◆ The Airport is working to strengthen the business and financial aspects of the organization by:
  - ❑ Continuing marketing efforts to new international and domestic air carriers to increase the number of airlines operating out of SFO and to expand operations of existing air carriers
  - ❑ Ongoing implementation of the Domestic Terminal Food and Beverage Program, which generates increased concession revenues
  - ❑ Creating a new master retail concession plan for development through 2010 to maximize passenger service and concession revenues
  - ❑ Continuing focus on restructuring of existing debt to lower annual debt service requirements and enhance the credit standing of the Airport

### Reducing the Airlines' Cost Per Passenger at SFO

- ◆ The Airport successfully restructured two revenue bonds that are projected to create approximately \$58.7 million in debt service cost savings over a twenty-year period. The debt service budget for 2005–2006 is \$282.7 million, a reduction of \$12 million from the 2004–2005 budget.
- ◆ Finally, the Airport continues to explore ways to contain costs through greater operational efficiency and increased revenues from non-airline sources. The 2005–2006 budget maintains current levels of services and takes into account air travel demands and savings through more efficient operations. The Airport estimates that average rates and charges to airlines for 2005–2006 will reduce the operating cost per passenger from the 2004–2005 cost of \$15.71.

### Safety & Security

- ◆ Safety and security are critical to the operation of SFO. For more than a decade, the Airport has actively sought, developed and deployed cost-effective technology solutions to enhance safety, security and efficiency. SFO exceeds the TSA regulations for baggage inspection and far exceeds minimum-security requirements in the use of over 1,200 closed circuit television (CCTV) cameras.

- ◆ For 2005–2006, the Airport is focused on safety and security by funding programs such as:
  - ❑ Enhanced intelligent-video closed circuit television monitoring of the terminals' perimeters and sensitive airfield areas
  - ❑ The startup of a new Security Operations Center where all airport security systems will be proactively monitored
  - ❑ Installations of perimeter intrusion detection systems
  - ❑ Upgrades of access control and CCTV systems to a leading-edge technology
- ◆ As one of TSA's twelve "model airports," SFO will continue to be a test center for security technology and will continue to seek additional federal support and funding for all security projects.

---

### **Airport's Capital Program**

- ◆ The Airport has historically maintained multi-year capital plans for budgeting and planning purposes. Following the events of September 11, 2001, however, the Airport cancelled or postponed all capital projects that were not already in progress except for certain projects related to Airport safety and security. In 2005–2006, staff will update the capital plan annually to incorporate anticipated capital needs, financial conditions and project prioritization.
- ◆ Unless rapid growth in air passenger traffic makes new projects necessary, the airport does not anticipate issuing any new additional debt to finance the capital plan for at least the next year and half. For 2005–2006, the Airport will undertake funding for high priority projects, many of which are designed to improve the condition of existing airfield, terminal and roadway infrastructure.
- ◆ Funding sources for projects will come from existing bond proceeds, operating funds appropriated for capital purposes and grants.

---

### **AirTrain System/BART**

- ◆ The \$430 million, 24-hour-a-day, AirTrain system moves passengers between the Airport's four terminals, three public parking garages, a consolidated rental-car center and the new BART Station. This non-polluting and energy-efficient system replaced the Airport's rental car shuttle buses, eliminating roughly 200,000 bus trips to the rental car facility per year. It is estimated that replacing the buses with AirTrain reduces composite emission rates of carbon monoxide and nitrogen dioxide by approximately 254 pounds per day. Current passenger volume on BART is approximately 6,500 passengers per day.



## TOTAL BUDGET - HISTORICAL COMPARISON

	<u>2003-2004 Actual</u>	<u>2004-2005 Budget</u>	<u>2005-2006 Proposed</u>	<u>\$ Chg From 2004-2005</u>	<u>% Chg From 2004-2005</u>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,322.98	1,318.15	1,387.08	68.93	5%
Non-operating Positions (cap/other)	(109.00)	(115.25)	(116.50)	(1.25)	1%
<b>Net Operating Positions</b>	<b>1,213.98</b>	<b>1,202.90</b>	<b>1,270.58</b>	<b>67.68</b>	<b>6%</b>
<b>SOURCES</b>					
Licenses & Fines	450,250	488,000	375,000	(113,000)	(23%)
Use Of Money Or Property	140,993,702	156,917,700	175,264,414	18,346,714	12%
Intergovernmental Revenue - Federal	78,000	0	111,150	111,150	N/A
Charges For Services	338,253,150	360,468,400	374,984,107	14,515,707	4%
Other Revenues	30,156,698	26,270,900	31,354,439	5,083,539	19%
Expenditure Recovery	169,593	155,000	100,000	(55,000)	(35%)
Fund Balance	49,823,790	73,910,100	17,344,219	(56,565,881)	(77%)
Departmental Transfer Adjustment	(37,988,467)	(42,194,855)	(47,707,070)	(5,512,215)	13%
<b>Sources Total</b>	<b>521,936,716</b>	<b>576,015,245</b>	<b>551,826,259</b>	<b>(24,188,986)</b>	<b>(4%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	77,430,049	80,566,715	87,677,539	7,110,824	9%
Fringe Benefits	17,273,165	22,035,624	29,415,885	7,380,261	33%
Professional & Contractual Services	53,462,550	64,394,831	69,276,684	4,881,853	8%
Materials & Supplies	5,628,240	7,432,627	9,439,343	2,006,716	27%
Equipment	638,339	884,449	1,927,180	1,042,731	118%
Debt Service	292,314,432	294,710,854	282,744,477	(11,966,377)	(4%)
Services Of Other Departments	48,455,988	48,574,145	49,402,151	828,006	2%
Transfers Out	26,733,953	19,216,000	21,943,000	2,727,000	14%
<b>Uses-operating Expenditure Total</b>	<b>521,936,716</b>	<b>537,815,245</b>	<b>551,826,259</b>	<b>14,011,014</b>	<b>3%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Capital Projects	0	38,200,000	0	(38,200,000)	(100%)
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>38,200,000</b>	<b>0</b>	<b>(38,200,000)</b>	<b>(100%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration, Business	427,202,913	428,750,324	396,688,922	(32,061,402)	(7%)
Facilities Maintenance,construction	67,577,735	116,360,450	120,554,801	4,194,351	4%
Safety & Security	27,156,068	30,904,471	34,582,536	3,678,065	12%
<b>Uses By Program Recap Total</b>	<b>521,936,716</b>	<b>576,015,245</b>	<b>551,826,259</b>	<b>(24,188,986)</b>	<b>(4%)</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Administration</b>				
<b>Increase collection of fines, fees and restitution</b>				
♦ Total amount collected from fines, fees, and restitution	\$1,100,000	\$1,200,000	\$900,000	\$900,000
<b>Community Services</b>				
<b>Improve outcomes for probationers and safety for community</b>				
♦ Maximum caseload size per probation officer in the Domestic Violence unit	135	130	120	120
♦ Number of monthly visits made to batterer treatment programs	2	2	2	2
♦ Number of batterer treatment programs that are certified by department	12	12	12	12
♦ Number of monthly community meetings	3	4	3	3
<b>Pre-sentencing Investigation</b>				
<b>Provide timely reports to guide sentencing decisions</b>				
♦ Percentage of reports provided to the Court two days prior to sentencing	100%	98%	99%	99%
♦ Percentage of victims notified prior to sentencing of their defendants	100%	100%	100%	100%

# BOARD OF APPEALS

---

## ***Mission***

---

*To provide citizens with a final administrative review of most permit and variance decisions of city departments; comprised of an expeditious public hearing and decision before an impartial and fair panel as a last step in the city's permit issuance process.*

## ***Services***

---

The Board of Appeals administers the Charter mandated permit appeals process. Information about appealing a permit decision is available through a variety of outlets, including the Internet, brochures, phone, fax, and in-person. Appeals processing includes duly noticed public hearings and timely decisions to uphold, overrule or conditionally uphold departmental decisions.

For more information, call (415) 575-6880.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$418,007	\$466,584	\$543,297	76,713	16.44%
Total FTE	4.45	4.53	4.85	0.32	7.06%

## **Budget Issues and Details**

### **Service Level Changes**

---

- ◆ In the current year the Board of Appeals will process approximately 225 permit appeals. This is expected to increase to 240 in 2005–2006. The addition of a permanent part-time position is proposed in the 2005–2006 budget to maintain clerical support for the timely processing of appeals.
- ◆ The 2005–2006 budget assumes revenue growth from an increase in the surcharges that fund its operations.

### **Timely and Efficient Appeals Processing**

---

- ◆ The department's primary function is the timely processing of appeals and the clerical and administrative tasks related to hearings and decisions concerning those appeals.

### **Broadening Institutional Knowledge**

---

- ◆ The department continues staff training on all aspects of the permit process to improve service quality and reduce processing delays.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004</b> <b><u>Actual</u></b>	<b>2004-2005</b> <b><u>Budget</u></b>	<b>2005-2006</b> <b><u>Proposed</u></b>	<b>\$ Chg From</b> <b><u>2004-2005</u></b>	<b>% Chg From</b> <b><u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	4.45	4.53	4.85	0.32	7%
<b>Net Operating Positions</b>	<b>4.45</b>	<b>4.53</b>	<b>4.85</b>	<b>0.32</b>	<b>7%</b>
<b>SOURCES</b>					
Charges For Services	259,427	466,584	543,297	76,713	16%
General Fund Support	158,580	0	0	0	N/ A
<b>Sources Total</b>	<b>418,007</b>	<b>466,584</b>	<b>543,297</b>	<b>76,713</b>	<b>16%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	325,555	336,344	356,553	20,209	6%
Fringe Benefits	54,121	70,875	94,341	23,466	33%
Professional & Contractual Services	22,293	30,884	30,884	0	0%
Materials & Supplies	4,444	12,854	10,918	(1,936)	(15%)
Services Of Other Departments	11,594	15,627	50,601	34,974	224%
<b>Uses-operating Expenditure Total</b>	<b>418,007</b>	<b>466,584</b>	<b>543,297</b>	<b>76,713</b>	<b>16%</b>
<b>USES BY PROGRAM RECAP</b>					
Appeals Processing	418,007	466,584	543,297	76,713	16%
<b>Uses By Program Recap Total</b>	<b>418,007</b>	<b>466,584</b>	<b>543,297</b>	<b>76,713</b>	<b>16%</b>

**Performance Measures**

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2004-2005</b>	<b>2005-2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Appeals Processing</b>				
<b>Provide a fair and efficient administrative appeals process to the public</b>				
◆ Percentage of cases scheduled for hearing within 75 days of application	82.3%	60.0%	40.0%	75.0%
◆ Percentage of written findings distributed within 15 days of decision	92.2%	98.0%	90.0%	90.0%

# DEPARTMENT OF BUILDING INSPECTION

## Mission

*To safeguard the life and property of the citizens of San Francisco by enforcing the city's building, housing, plumbing, electrical and mechanical codes, and the disability access regulations.*

## Services

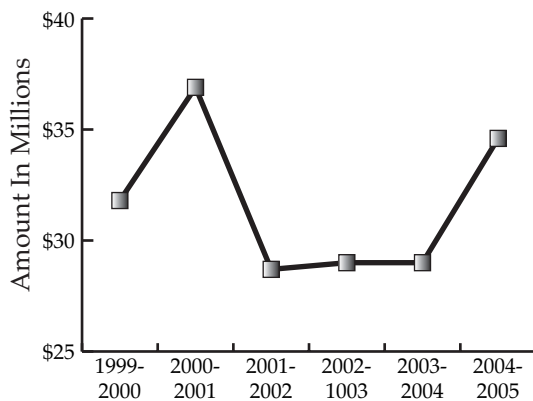
- ◆ **Inspection Services** inspects buildings, structures and sites within the city for compliance with the laws regulating construction, quality of materials, use and occupancy, location and maintenance.
- ◆ **Permit Services** oversees plan review and permit issuance to assure that proposed construction work meets safety requirements of the code and sees that this process is performed in a timely manner.
- ◆ **Administration** manages Permit and Inspection Programs, Fiscal Management, Data Technology, Personnel Services and Public Services and Records Management.

For more information, call (415) 558-6096.

## Budget Data Summary

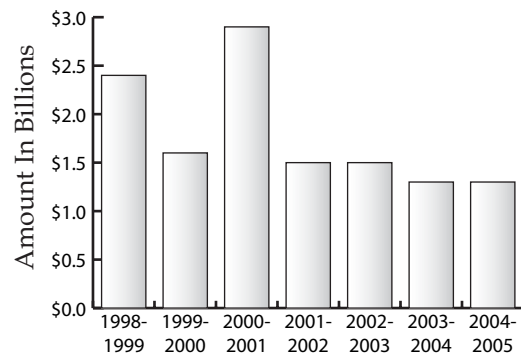
	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$34,727,461	\$41,578,794	\$44,299,409	2,720,615	6.54%
Total FTE	259.04	267.41	308.48	41.07	15.26%

**Funding Sources**



DBI is funded by revenue generated from fees on permits, hotel and apartment licensing, inspection services and penalties for code violations. Projected fee revenue is expected to rise only slightly in 2005–2006.

**Historical View of Permit Valuation**



Permit Valuation is a function of the number and size of building projects in the city for which building permits were issued. Changes in valuation reflect the cyclical nature of the building industry, and larger economic changes at the local, state and national levels.

## **Budget Issues and Details**

### **Enhancing Services to Meet Demands**

---

- ◆ Increased staffing levels in 2005–2006 will allow the department to meet the needs of a projected 20 to 30 percent increase in code enforcements and construction inspections. Other department goals for the increased staff include reducing significantly permit turn-around times, improving quality assurance, training staff and strengthening customer service.

### **Improving Permit Tracking Technology**

---

- ◆ The department will undertake a review of citywide permit tracking needs and develop a model for a “permit-in-the-pipeline” electronic data management system for permit application processing. This effort will greatly improve efficiency of the permit process, especially when multiple departments are involved. Departments involved include City Planning, Fire Department and Public Works.
- ◆ The Department of Building Inspection will continue to upgrade its information services with enhancements to its technology systems. These enhancements will provide operational efficiencies and improve customer service by improving permit tracking, reporting and online services.

### **Enforcing Fair, Safe and Effective Building Codes**

---

- ◆ Facing increasing workload from inspection and permitting service requests, enforcement of the city’s building codes is a priority for 2006. Hiring and training staff along with the establishment of an Audits, Analysis and Management group will focus department resources on building code enforcement.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	259.04	267.41	308.48	41.07	15%
<b>Net Operating Positions</b>	<b>259.04</b>	<b>267.41</b>	<b>308.48</b>	<b>41.07</b>	<b>15%</b>
<b>SOURCES</b>					
Licenses & Fines	3,478,769	3,400,000	4,000,000	600,000	18%
Use Of Money Or Property	415,543	479,200	400,000	(79,200)	(17%)
Intergovernmental Revenue - Federal	0	0	7,475	7,475	N/ A
Charges For Services	26,789,262	30,554,228	33,035,278	2,481,050	8%
Expenditure Recovery	293,398	403,000	85,000	(318,000)	(79%)
Fund Balance	5,650,489	8,642,366	6,771,656	(1,870,710)	(22%)
Departmental Transfer Adjustment	(1,900,000)	(1,900,000)	0	1,900,000	(100%)
<b>Sources Total</b>	<b>34,727,461</b>	<b>41,578,794</b>	<b>44,299,409</b>	<b>2,720,615</b>	<b>7%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	20,033,243	20,764,746	24,569,893	3,805,147	18%
Fringe Benefits	3,755,313	4,960,161	7,590,795	2,630,634	53%
Overhead	332,497	720,743	450,263	(270,480)	(38%)
Professional & Contractual Services	1,335,386	1,911,208	2,904,549	993,341	52%
Materials & Supplies	300,631	599,076	1,736,919	1,137,843	190%
Equipment	142,288	1,084,250	687,000	(397,250)	(37%)
Services Of Other Departments	5,228,878	5,012,253	5,194,990	182,737	4%
Transfers Out	3,599,225	6,526,357	1,165,000	(5,361,357)	(82%)
<b>Uses-operating Expenditure Total</b>	<b>34,727,461</b>	<b>41,578,794</b>	<b>44,299,409</b>	<b>2,720,615</b>	<b>7%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	7,042,239	11,438,912	8,498,939	(2,939,973)	(26%)
Inspection Services	16,741,164	17,644,708	19,278,535	1,633,827	9%
Permit Services	10,944,058	12,495,174	16,521,935	4,026,761	32%
<b>Uses By Program Recap Total</b>	<b>34,727,461</b>	<b>41,578,794</b>	<b>44,299,409</b>	<b>2,720,615</b>	<b>7%</b>



## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Inspection Services</b>				
<b>Decrease construction inspection response time</b>				
◆ Percentage of customer-requested inspections completed within two working days of request	98%	100%	99%	100%
<b>Improve code enforcement</b>				
◆ Percentage of non-hazard complaints responded to within two working days	89%	98%	92%	98%
◆ Percentage of life hazards or lack of heat complaints responded to within 24 hours	95%	100%	98%	100%
<b>Permit Services</b>				
<b>Improve permit delivery time</b>				
◆ Percentage of residential plans reviewed and approved within seven days	95%	90%	89%	90%
◆ Percentage of all residential permits issued over-the-counter	92%	90%	87%	90%
◆ Percentage of commercial plans reviewed and approved within 30 days	98%	95%	94%	95%
◆ Percentage of all commercial permits issued over-the-counter	68%	65%	68%	65%
<b>Improve the quality and completeness of plans</b>				
◆ Percentage of plans reviewed by staff for completeness within 24 hours of submission	95%	100%	99%	100%
◆ Percentage of projects spot-checked by supervisors	10%	10%	10%	10%
◆ Percentage of spot-checked projects that meet quality control standards	92%	95%	94%	95%

# ECONOMIC AND WORKFORCE DEVELOPMENT

---

## ***Mission***

---

*To create new jobs and housing, improve the city's infrastructure and invest in San Francisco's workforce, neighborhoods and business sector.*

## ***Services***

---

The department provides the following services:

- ◆ **Economic Development** focuses on attracting and retaining businesses, neighborhood commercial revitalization and assists with the city's major capitol improvement and development projects.
- ◆ **Small Business** responds to and advocates for the needs of small business by championing "business-friendly" policies while enhancing the environment where small businesses can flourish.

For more information, call (415) 554-6969.

## **Budget Data Summary**

	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change from 2004—2005	
				Nominal	Percent
Total Expenditures	\$1,865,576	\$3,029,922	\$5,474,058	2,444,136	80.67%
Total FTE	9.00	13.28	11.68	(1.60)	(12.05%)

## **Budget Issues and Details**

### **Strengthening Neighborhoods and Small Businesses**

---

- ◆ The Small Business Commission (SBC) serves as a one-stop resource center for small businesses and provides policy direction on legislation affecting small businesses. In 2005–2006, SBC will continue to initiate and provide policy recommendations for legislation effecting small businesses, provide education and outreach to new and existing businesses and provide ombudsman services for small businesses needing to access city services. The department also manages sfbizinfo, a premier source of information connecting the business community with city services.
- ◆ In 2005–2006, the department will continue to focus on strengthening commercial corridors through a comprehensive approach that includes Business Improvement Districts (BID); coordinating existing incentives, such as façade improvement and small business loans; and developing new targeted incentives. The department will also provide transactional support to help implement the Planning Department's Better Neighborhood program and utilize Brownfields programs to focus on restoring contaminated sites to productive use.

### **Major Development Projects**

---

- ◆ The city's ongoing public/private partnerships represent billions of dollars in potential new investment, thousands of construction and permanent jobs, millions in tax revenue and more than ten thousand new housing units. Teams that include members of key departments will be established to move projects efficiently from conceptualization to implementation and to ensure that transactions are structured to realize maximum economic benefits to the city.

### **Economic Competitiveness**

---

- ◆ One of the department's core activities in 2005–2006 is to continue to better integrate economic development with workforce development in the city. The department will work with the private sector and local community-based organizations, City College and other job training entities to maximize job opportunities for local residents.
- ◆ The department will focus on attracting businesses in key growth sectors, such as life sciences and green energy/technology. The department will utilize the recent decision by the California Institute for Regenerative Medicine to locate their headquarters in San Francisco and the recently enacted targeted payroll tax exemption to attract life sciences businesses to the city.
- ◆ The Office of International Trade and Commerce within the department works to expand the international opportunities for San Francisco through liaison and partnership with the local diplomatic community, foreign businesses and nonprofit trade organizations. It also manages San Francisco's award-winning Sister City program and works closely with the San Francisco International Airport to attract and develop new airlines and routes for SFO. In 2004–2005, the office supported and organized more than 100 international events, meetings, seminars and conferences.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2003-2004</u></b> <b><u>Actual</u></b>	<b><u>2004-2005</u></b> <b><u>Budget</u></b>	<b><u>2005-2006</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2004-2005</u></b>	<b><u>% Chg From</u></b> <b><u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	11.00	15.28	17.43	2.15	14%
Non-operating Positions (cap/other)	(2.00)	(2.00)	(5.75)	(3.75)	188%
<b>Net Operating Positions</b>	<b>9.00</b>	<b>13.28</b>	<b>11.68</b>	<b>(1.60)</b>	<b>(12%)</b>
<b>SOURCES</b>					
Licenses & Fines	0	0	2,500,000	2,500,000	N/A
Charges For Services	0	126,304	85,000	(41,304)	(33%)
Expenditure Recovery	255,936	990,608	1,055,000	64,392	7%
Other Funding Sources	23,987	0	0	0	N/A
General Fund Support	1,585,653	1,913,010	1,834,058	(78,952)	(4%)
<b>Sources Total</b>	<b>1,865,576</b>	<b>3,029,922</b>	<b>5,474,058</b>	<b>2,444,136</b>	<b>81%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	890,735	1,125,786	976,620	(149,166)	(13%)
Fringe Benefits	132,027	238,425	239,141	716	0%
Professional & Contractual Services	273,714	718,898	1,864,600	1,145,702	159%
Aid Assistance / Grants	408,380	400,000	1,800,000	1,400,000	350%
Materials & Supplies	21,299	20,500	4,183	(16,317)	(80%)
Services Of Other Departments	139,421	526,313	589,514	63,201	12%
<b>Uses-operating Expenditure Total</b>	<b>1,865,576</b>	<b>3,029,922</b>	<b>5,474,058</b>	<b>2,444,136</b>	<b>81%</b>
<b>USES BY PROGRAM RECAP</b>					
Economic Development	1,350,216	2,131,864	4,647,711	2,515,847	118%
Film Services	0	166,304	535,000	368,696	222%
Public Finance Programs	173,067	345,608	0	(345,608)	(100%)
Seismic Safety Loan Program	23,987	0	0	0	N/A
Small Business Affairs	318,306	386,146	291,347	(94,799)	(25%)
<b>Uses By Program Recap Total</b>	<b>1,865,576</b>	<b>3,029,922</b>	<b>5,474,058</b>	<b>2,444,136</b>	<b>81%</b>

## Performance Measures

	<b>2003-2004</b> <b><u>Actual</u></b>	<b>2004-2005</b> <b><u>Target</u></b>	<b>2004-2005</b> <b><u>Projected</u></b>	<b>2005-2006</b> <b><u>Target</u></b>
<b>Economic Development</b>				
<b>Create favorable climate for business retention and attraction and develop projects that expand the tax and employment base</b>				
◆ Number of business and trade delegations initiated	97	95	95	95
◆ Number of "property views" on "sfprospector.com" (commercial property GIS tool)	70,000	75,000	60,000	70,000
◆ Number of outreach efforts towards business attraction and retention initiated	n/a	100	100	100
◆ Number of Business Improvement Districts (BID's) initiated	n/a	2	2	3
<b>Small Business Affairs</b>				
<b>Foster, promote and retain small businesses in San Francisco</b>				
◆ Number of small businesses assisted	2,100	2,600	2,000	2,000
◆ Number of outreach events	30	40	30	40
◆ Number of ordinances, resolutions, motions and policies initiated by or reviewed by SBC	20	30	30	30

# GENERAL SERVICES AGENCY—PUBLIC WORKS

## Mission

*To provide for the safe operation and maintenance of the city's infrastructure, including streets and city-owned facilities.*

## Services

The Department of Public Works (DPW) provides services in the following areas:

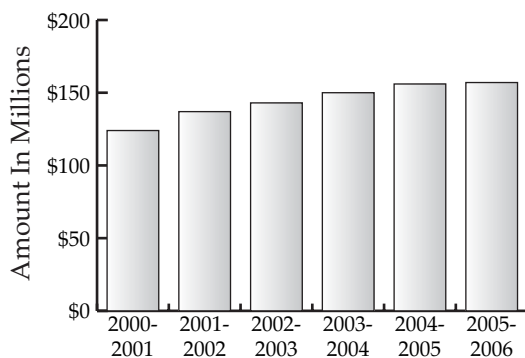
- ◆ **Street Maintenance and Permits** cleans and repairs streets and sidewalks, maintains the city's public trees and rights-of-way and issues permits for private use of roads and sidewalks.
- ◆ **Building Repair and Maintenance** operates and maintains public buildings by providing custodial, repair and engineering services.
- ◆ **Construction Management and Design** provides design, project management and construction services for public capital projects.

For more information, call (415) 554-6926.

## Budget Data Summary

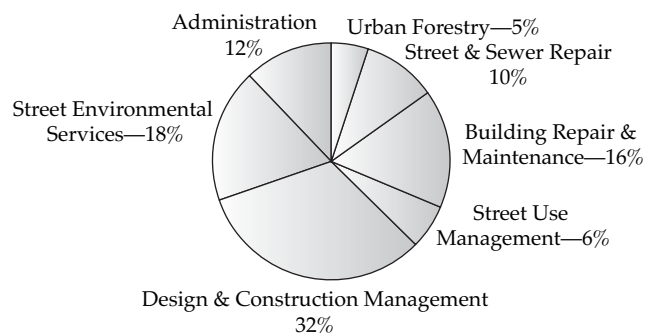
	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$148,084,941	\$165,263,902	\$156,293,478	(8,970,424)	(5.43%)
Total FTE	1,055.18	1,058.85	1,022.43	(36.42)	(3.44%)

**Funding Sources**



DPW's 2005–2006 budget has increased slightly, due to increased capital expenditures.

**Budget Expenditures**



Street Environmental Services and Urban Forestry comprise 23% of DPW's operational budget. These divisions are responsible for maintenance and upkeep of San Francisco's streetscapes.

## **Budget Issues and Details**

### **Greening San Francisco's Streets**

---

- ◆ In 2005–2006, DPW will work to make San Francisco a greener city—to grow the urban canopy and improve the city's streetscapes. The Mayor's budget contains \$14 million for a new streetscape initiative, SF Greenways. SF Greenways will introduce a variety of street improvements—including trees, median plantings and street furniture—into the city's main thoroughfares and neighborhood street corridors.

### **Realignment of Resources**

---

- ◆ In 2005–2006, DPW will consolidate nighttime mechanical sweeping crews to allow for greater efficiency in service. The consolidation will reduce the city's need for drivers, but the resulting expansion of remaining routes will lead to minor reductions in street sweeping operations. To achieve further savings and protect other services, the department will reduce as-needed cleaning personnel for district cleaning. There will also be a small reduction in median landscaping and tree maintenance.

### **Cleaning San Francisco's Neighborhoods**

---

- ◆ Due to staffing reductions in Street Environmental Services, DPW has initiated a new Citation Walk program to continue enforcement of litter violations. The Citation Walk program uses city government, business, and individual volunteers to issue citations and conduct outreach to the public about litter enforcement issues. Twice a month, the Citation Walk program mobilizes these volunteers at specific litter "hotspots" in San Francisco neighborhoods. In addition to neighborhood walks, DPW plans to organize a nighttime SOMA Nightclub Walk, as well as walks in the heavily trafficked tourist areas of Chinatown and Fisherman's Wharf.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,420.18	1,410.02	1,375.60	(34.42)	(2%)
Non-operating Positions (cap/other)	(365.00)	(351.17)	(353.17)	(2.00)	1%
<b>Net Operating Positions</b>	<b>1,055.18</b>	<b>1,058.85</b>	<b>1,022.43</b>	<b>(36.42)</b>	<b>(3%)</b>
<b>SOURCES</b>					
Local Taxes	480,736	775,000	550,000	(225,000)	(29%)
Licenses & Fines	482,840	852,729	647,630	(205,099)	(24%)
Use Of Money Or Property	17,043	1,393,451	1,855,000	461,549	33%
Intergovernmental Revenue - Federal	38,697	2,690,400	14,836,750	12,146,350	451%
Intergovernmental Revenue - State	17,585,673	18,819,482	18,819,482	0	0%
Charges For Services	5,084,392	7,080,289	8,432,024	1,351,735	19%
Other Revenues	(9,304)	3,412,240	22,400,000	18,987,760	556%
Transfers In	1,200,000	0	0	0	N/A
Expenditure Recovery	82,394,552	106,503,105	111,813,849	5,310,744	5%
Fund Balance	(6,497,116)	1,367,159	0	(1,367,159)	(100%)
Departmental Transfer Adjustment	0	0	(56,797,113)	(56,797,113)	N/A
Other Funding Sources	29,010,366	0	0	0	N/A
General Fund Support	18,297,062	22,370,047	33,735,856	11,365,809	51%
<b>Sources Total</b>	<b>148,084,941</b>	<b>165,263,902</b>	<b>156,293,478</b>	<b>(8,970,424)</b>	<b>(5%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	49,460,323	68,202,028	68,424,110	222,082	0%
Fringe Benefits	13,988,375	21,519,020	22,601,842	1,082,822	5%
Overhead	34,788,711	30,289,536	31,016,572	727,036	2%
Professional & Contractual Services	22,973,761	9,642,121	9,376,717	(265,404)	(3%)
Aid Assistance / Grants	538,271	0	0	0	N/A
Materials & Supplies	5,743,011	4,468,842	4,247,356	(221,486)	(5%)
Equipment	1,609,479	2,488,250	3,776,861	1,288,611	52%
Debt Service	0	266,492	0	(266,492)	(100%)
Services Of Other Departments	18,538,904	19,266,922	20,828,565	1,561,643	8%
Transfers Out	237,693	21,076	287,568	266,492	1264%
Departmental Transfer Adjustment	0	0	(57,797,113)	(57,797,113)	N/A
<b>Uses-operating Expenditure Total</b>	<b>147,878,528</b>	<b>156,164,287</b>	<b>102,762,478</b>	<b>(53,401,809)</b>	<b>(34%)</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	1,220,000	4,550,000	3,330,000	273%
Capital Projects	206,413	7,879,615	48,981,000	41,101,385	522%
<b>Uses-project Expenditure Total</b>	<b>206,413</b>	<b>9,099,615</b>	<b>53,531,000</b>	<b>44,431,385</b>	<b>488%</b>



**TOTAL BUDGET - HISTORICAL COMPARISON (cont)**

	<b><u>2003-2004</u></b> <b><u>Actual</u></b>	<b><u>2004-2005</u></b> <b><u>Budget</u></b>	<b><u>2005-2006</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2004-2005</u></b>	<b><u>% Chg From</u></b> <b><u>2004-2005</u></b>
<b>USES BY PROGRAM RECAP</b>					
Administration	20,469,213	22,364,808	22,121,583	(243,225)	(1%)
Architecture	4,466,872	3,869,223	4,073,958	204,735	5%
Building Repair & Maintenance	28,717,057	35,264,788	35,907,298	642,510	2%
City Capital Projects	3,081,051	8,260,065	52,931,000	44,670,935	541%
Community Arts & Education	9,137	0	0	0	N/A
Community Development	0	250,000	0	(250,000)	(100%)
Construction Management Services	7,876,590	5,842,517	6,202,553	360,036	6%
Consumer Assurance	493	0	0	0	N/A
County Jail 8 & 9	438,437	0	0	0	N/A
Court House Debt Service	3,408	0	0	0	N/A
Custody & Jail Programs	(19,114)	0	0	0	N/A
Development & Planning	3,425	0	0	0	N/A
Disability Access	848,895	0	0	0	N/A
Engineering	7,995,630	6,843,276	7,183,122	339,846	5%
Facilities & Equipment	195,821	0	0	0	N/A
Facilities Management & Operations	545,299	0	0	0	N/A
Interdepartmental Work Orders	9,200	0	0	0	N/A
Maintenance	456,147	0	0	0	N/A
Marina Yacht Harbor	211,146	0	0	0	N/A
Muni Construction	78,832	0	0	0	N/A
Neighborhood Beautification	767,190	425,000	450,000	25,000	6%
Neighborhood Services	7,104,641	0	0	0	N/A
Non Program	0	438,451	0	(438,451)	(100%)
Primary Care - Ambu Care - Health Cn	29,262	0	0	0	N/A
PUC General Management	109,603	0	0	0	N/A
SFGH - Acute Care - Hospital	820,509	0	0	0	N/A
Street & Sewer Repair	14,134,226	20,815,719	21,398,143	582,424	3%
Street Environmental Services	35,846,655	38,038,190	38,689,985	651,795	2%
Street Use Management	5,490,196	12,681,129	13,393,412	712,283	6%
Traffic Engineering & Operations	3,526	0	0	0	N/A
Urban Forestry	7,627,930	10,170,736	11,739,537	1,568,801	15%
War Memorial Operations & Maintena	357,265	0	0	0	N/A
Work Order Services	406,399	0	0	0	N/A
Departmental Transfer Adjustment	0	0	(57,797,113)	(57,797,113)	N/A
<b>Uses By Program Recap Total</b>	<b>148,084,941</b>	<b>165,263,902</b>	<b>156,293,478</b>	<b>(8,970,424)</b>	<b>(5%)</b>

## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Architecture</b>				
<b>Develop accurate construction cost estimates for City projects</b>				
◆ Percentage of awarded contracts that are within 10% of the architect's estimate	82%	75%	75%	75%
<b>Construction Management Services</b>				
<b>Maintain City streets in good repair</b>				
◆ Number of pothole locations where repairs are performed	7,678	6,000	3,000	2,000
◆ Percentage of San Franciscans who rate the condition of the pavement of their neighborhood streets as good or very good	43%	45%	41%	43%
<b>Track City construction project costs</b>				
◆ Percentage change order cost to original contracts, for projects exceeding \$2 million	7.36%	7.10%	7.50%	7.10%
◆ Percentage change order cost to original contracts, for projects not exceeding \$2 million	6.52%	10.00%	9.00%	10.00%
<b>Engineering</b>				
<b>Develop accurate engineering cost estimates for City projects</b>				
◆ Percentage of bids that do not exceed 105% of the engineer's estimate	94%	90%	65%	90%
<b>Maintain quality of City streets through repaving program</b>				
◆ Number of blocks of City streets repaved	154	259	260	230
<b>Street Environmental Services</b>				
<b>Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education</b>				
◆ Percentage of San Franciscans who rate the cleanliness of their neighborhood streets as good or very good	52%	52%	49%	52%
◆ Number of curb miles of streets mechanically swept	177,210	175,000	176,000	175,000
◆ Percentage of San Franciscans who rate the cleanliness of their neighborhood sidewalks as good or very good	46%	46%	43%	46%

# MUNICIPAL TRANSPORTATION AGENCY

## Mission

*To provide a public transportation system that is on a par with the best systems in the world's major cities. Municipal Railway (Muni) provides convenient, safe and efficient public transportation for the City and County of San Francisco. The Parking and Traffic division of the MTA provides safe city streets for motorists, public transit vehicles, bicyclists and pedestrians by addressing parking issues that affect residential and commercial neighborhoods.*

## Services

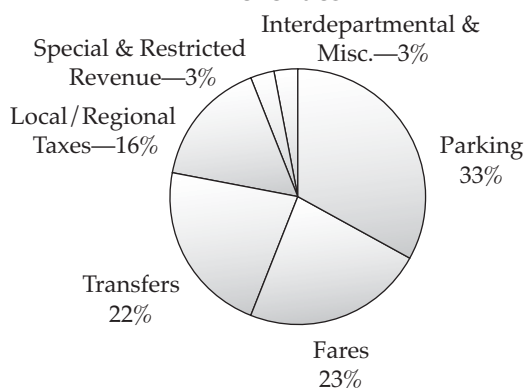
- ◆ **Municipal Railway** provides trolley bus, motor coach, light rail, cable car, historic cars and paratransit services in the city.
- ◆ **Parking and Traffic** enforces all local and state parking laws; issues parking permits; manages city-owned parking garages; installs and maintains traffic signals, parking meters, traffic signs and street markings; coordinates safe traffic flow at school intersections, on high-use transit corridors and in neighborhoods and commercial districts; and processes and adjudicates all parking citation and tow appeals.

For more Municipal Railway information, call (415) 673-6864. For more Parking and Traffic information, call (415) 554-9811.

## Budget Data Summary

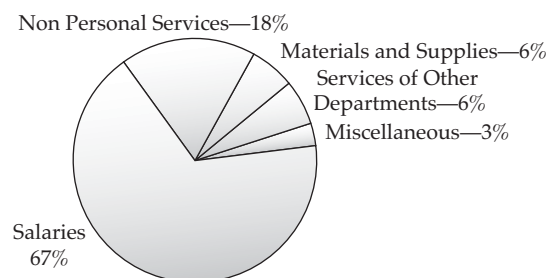
	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change from 2004-2005	
				Nominal	Percent
Total Expenditures	\$550,250,605	\$559,883,520	\$592,215,822	\$32,332,302	5.77%
Total FTE	4,517.85	4,385.78	4,235.53	(150.25)	(3.43%)

**MTA Revenues**



The chart above illustrates the MTA's budget by type of revenue.

**MTA Expenditures**



The chart above illustrates the MTA's budget by type of expenditure.

## **Budget Issues and Details**

### **Service Level Changes**

---

- ◆ The MTA budget includes a number of expenditure reductions coupled with revenue enhancements that will bridge the projected 2005–2006 budget gap of \$57.3 million. The MTA’s balanced solution to close the budget deficit spreads the impact across transit users, car users and MTA employees. The MTA budget includes service reductions which will result in MTA riders experiencing slightly longer intervals between buses and trains on certain lines. Overall reductions in some of the city’s community service lines are also planned.

### **Expanding Service with the Third Street Light Rail**

---

- ◆ The Third Street Light Rail is scheduled to begin operations in December of 2005 and is projected to carry as many as 70,000 riders daily. This expanded transit service to the Mission Bay, Dogpatch, Central Waterfront, Bayview, Hunter’s Point and Visitacion Valley neighborhoods will link passengers between the southeast sector of the city with downtown.

### **Increasing Access to Public Transit**

---

- ◆ In 2005–2006, MTA will offer a new “Lifeline FastPass” in an effort to expand low-income residents’ access to public transit. The Lifeline FastPass is a discounted Muni FastPass for residents with incomes at or below 200 percent of the poverty line. Participants would be pre-qualified for participation in the program by being enrolled in Food Stamps, CalWorks, Medi-Cal, General Assistance or the Working Families Tax Credit programs. The determination of eligibility and distribution of the Lifeline FastPass will be administered by the Department of Human Services.

### **Expanding NextBus Implementation**

---

- ◆ NextBus, MTA’s new passenger information service, allows passengers to obtain real-time arrival and departure data for Muni rail and bus lines. NextBus will also provide MTA with real-time performance data on its fleet, enabling better adherence to schedules. Currently, NextBus service is available only for Muni rail lines and the 22 Fillmore bus line. Anticipated additional 2005–2006 funding will allow MTA to equip the entire Muni fleet with NextBus technology.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	4,894.60	4,750.34	4,595.38	(154.96)	(3%)
Non-operating Positions (cap/other)	(376.75)	(364.56)	(359.85)	4.71	(1%)
<b>Net Operating Positions</b>	<b>4,517.85</b>	<b>4,385.78</b>	<b>4,235.53</b>	<b>(150.25)</b>	<b>(3%)</b>
<b>SOURCES</b>					
Local Taxes	21,329,093	21,420,000	22,062,600	642,600	3%
Licenses & Fines	90,076,499	91,399,002	101,325,396	9,926,394	11%
Use Of Money Or Property	49,779,130	49,527,973	59,360,458	9,832,485	20%
Intergovernmental Revenue - Federal	17,680,929	19,644,078	18,917,456	(726,622)	(4%)
Intergovernmental Revenue - State	32,796,258	32,019,856	33,774,856	1,755,000	5%
Intergovernmental Revenue - Other	56,430,326	49,704,065	56,362,022	6,657,957	13%
Charges For Services	131,351,388	140,703,781	144,892,418	4,188,637	3%
Other Revenues	4,836,106	1,200	3,200	2,000	167%
Transfers In	322,440	2,974,719	9,808,387	6,833,668	N/A
Expenditure Recovery	4,547,002	13,225,488	14,745,368	1,519,880	11%
Fund Balance	7,389,490	15,624,234	10,185,639	(5,438,595)	(35%)
Departmental Transfer Adjustment	0	(10,326,134)	(18,632,978)	(8,306,844)	(80%)
Other Funding Sources	(14,193)	0	0	0	N/A
General Fund Support	133,726,137	133,965,258	139,411,000	5,445,742	4%
<b>Sources Total</b>	<b>550,250,605</b>	<b>559,883,520</b>	<b>592,215,822</b>	<b>32,332,302</b>	<b>6%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	302,912,151	277,232,164	284,132,785	6,900,621	2%
Fringe Benefits	77,755,710	100,758,959	115,956,135	15,197,176	15%
Overhead	1,335,842	5,770,464	7,179,853	1,409,389	24%
Professional & Contractual Services	81,831,587	94,941,796	104,832,284	9,890,488	10%
Materials & Supplies	29,651,343	31,638,400	35,368,787	3,730,387	12%
Equipment	1,240,906	2,216,813	1,767,568	(449,245)	(20%)
Debt Service	10,123,741	8,451,091	8,449,903	(1,188)	0%
Services Of Other Departments	33,151,700	38,461,238	36,051,219	(2,410,019)	(6%)
Transfers Out	12,247,625	2,588,046	9,420,300	6,832,254	N/A
Budgetary Reserves	0	0	6,894,966	6,894,966	N/A
Departmental Transfer Adjustment	0	(10,326,134)	(18,632,978)	(8,306,844)	(80%)
<b>Uses-operating Expenditure Total</b>	<b>550,250,605</b>	<b>551,732,837</b>	<b>591,420,822</b>	<b>39,687,985</b>	<b>7%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	1,945,000	795,000	(1,150,000)	(59%)
Capital Projects	0	6,205,683	0	(6,205,683)	(100%)
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>8,150,683</b>	<b>795,000</b>	<b>(7,355,683)</b>	<b>(90%)</b>

**TOTAL BUDGET - HISTORICAL COMPARISON (cont)**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>EXPENDITURE BY PROGRAM RECAP</b>					
Caltrain Joint Powers Board	0	6,337,070	6,337,070	0	0%
Departmental Fund Transfer	690,158	0	0	0	N/ A
Fast Pass On Bart	0	9,437,653	9,437,653	0	0%
Legal	0	15,898,811	16,148,811	250,000	2%
MRD-operations Division (op)	5,167,367	0	0	0	N/ A
Muni - Maintenance	408,708	0	0	0	N/ A
Muni Capital Planning & External	1,834,118	1,656,949	1,735,645	78,696	5%
Muni Construction	6,830,663	10,560,745	3,821,924	(6,738,821)	(64%)
Muni Executive Office, Security, Safety	15,764,635	16,827,132	17,361,249	534,117	3%
Muni Finance & Administration	16,188,420	16,730,039	21,682,185	4,952,146	30%
Muni Human Resources	5,838,333	5,693,764	6,060,966	367,202	6%
Muni Maintenance	114,551,418	121,012,670	127,419,988	6,407,318	5%
Muni Service Operations & Schedules	27,233,913	26,890,523	26,524,501	(366,022)	(1%)
Muni Transportation	188,797,886	183,000,259	198,057,408	15,057,149	8%
Muni-wide Benefits	13,797,270	25,790,031	27,648,249	1,858,218	7%
Muni-wide Services	37,366,382	2,682,968	6,756,373	4,073,405	151%
Neighborhood Services	7,378	0	0	0	N/ A
Paratransit	18,257,597	20,073,976	20,073,976	0	0%
Parking & Traffic Administration	4,376,454	5,377,496	5,483,846	106,350	2%
Parking & Traffic Enforcement	26,231,972	30,422,343	29,561,131	(861,212)	(3%)
Parking Citations	10,746,657	11,456,452	12,425,590	969,138	8%
Parking Garages, Lots & Meters	19,985,956	22,196,416	22,074,411	(122,005)	(1%)
Residential Permit Parking	780,995	1,017,165	1,336,490	319,325	31%
Traffic Engineering & Operations	11,654,283	13,122,192	14,535,734	1,413,542	11%
Workers Compensation	23,740,042	24,025,000	26,945,300	2,920,300	12%
Departmental Transfer Adjustment	0	(10,326,134)	18,632,978)	(8,306,844)	(80%)
<b>Expenditures By Program Recap Total</b>	<b>550,250,605</b>	<b>559,883,520</b>	<b>592,215,822</b>	<b>32,332,302</b>	<b>6%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Muni Executive Office, Security, Safety</b>				
<b>Improve the safety of passengers, drivers, pedestrians, and others</b>				
♦ Average rating of safety on Muni by residents of San Francisco (1=very poor, 5=very good)	3.25	3.25	3.28	3.35
♦ Number of Federal Transit Administration reportable accidents	2,975	2,826	2,566	n/a
<b>Muni Maintenance</b>				
<b>Provide reliable service by maintaining no less than 98.5% vehicle availability by mode</b>				
♦ Percentage of Motor Coaches available for service	99.5%	98.5%	99.5%	98.5%
♦ Percentage of Trolley Coaches available for service	99.4%	98.5%	99.5%	98.5%
♦ Percentage of Light Rail vehicles available	97.8%	98.5%	99.3%	98.5%
♦ Percentage of PCC Rail vehicles available	97.4%	98.5%	98.5%	98.5%
♦ Percentage of Cable Cars available for service	100.0%	98.5%	100.0%	98.5%
<b>Muni Transportation</b>				
<b>Provide reliable and timely transit service</b>				
♦ Average rating of Muni's timeliness and reliability by residents of San Francisco (1=very poor, 5=very good)	3.20	3.20	3.09	3.20
♦ Percentage of vehicles that run on time according to published schedules (no more than 4 minutes late or 1 minute early) measured at terminals and established intermediate points	68.3%	85.0%	75.0%	85.0%
<b>Parking &amp; Traffic Enforcement</b>				
<b>To ease traffic congestion and promote parking turnover throughout the City by enforcing regulations</b>				
♦ Percentage of abandoned vehicles marked for removal within two working days from time complaint received	87%	95%	100%	100%

# PORT

---

## ***Mission***

---

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

## ***Services***

---

Through its various divisions, the Port leases and manages commercial, industrial and maritime properties and provides the public with waterfront access and recreational activities.

- ◆ **Engineering and Environmental** provides project and construction management, engineering design, facility inspection, contracting, code compliance review and permit services for all of the Port's facilities.
- ◆ **Maritime** manages and markets cruise and cargo shipping, ship repair, commercial and sport fishing, ferry and excursion operations, and other harbor services.
- ◆ **Maintenance** maintains the Port's 7.5 miles of waterfront property. This involves repairing piles, piers, roofs, plumbing and electrical systems, as well as street cleaning.
- ◆ **Planning and Development** sees that the development and use of Port lands is consistent with the goals and policies of the Waterfront Land Use Plan, maintains and amends Plan policies, leads community planning projects for specified waterfront areas and administers land use regulatory review of projects on Port property.
- ◆ **Real Estate** is responsible for all property and lease management and for marketing and leasing the Port's commercial and industrial property along San Francisco's waterfront.
- ◆ **Administration** manages the Port's operations and support services including Human Resources, Accounting, Finance, Information Systems, and Business Services.

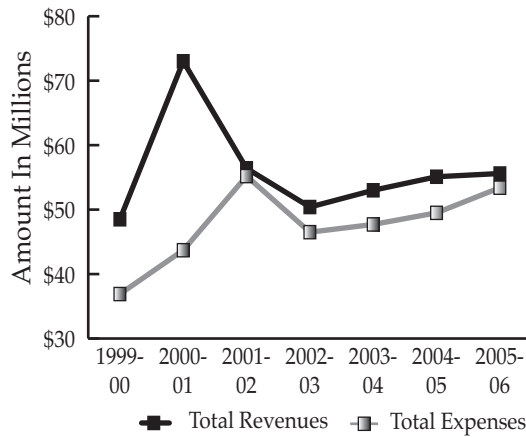
For more information, call (415) 274-0400.

## **Budget Data Summary**

	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change from 2004-2005	
				Nominal	Percent
Total Expenditures	\$52,160,859	\$55,426,946	\$66,074,708	\$10,647,762	19.21%
Total FTE	228.07	214.52	213.13	(1.39)	(0.65%)



### Port Expenditures vs. Revenue



Note: Total expenses does not include Capital and Facility Maintenance projects. 2004–2005 is projected. 2005–2006 is budgeted.

## Budget Issues and Details

### Service Level Changes

- ◆ As of January 2005, the Port is no longer in the container shipping business. As a result, the budget assumes savings from the elimination of two Elevator and Crane Technician positions.

### Improving Facilities Management

- ◆ The Port is developing facility-based cost centers that will reflect a facility's total revenues and costs, including distributed overhead. These centers will help guide resource allocation at the Port by readily identifying which facilities have surpluses, deficits and/or chronic maintenance issues. The budget includes \$200,000 for an information systems conversion project to aid in this effort.
- ◆ This year the Port will complete a 10-year capital plan that will identify the costs to repair and upgrade its facilities as well as a long-term strategy for funding those improvements.
- ◆ The Port's budget includes nearly \$17 million for facilities maintenance, repair and replacement projects and capital improvements. Examples of routine expenditures include dredging, utility infrastructure upgrades, roof replacements and pier upgrades. The single largest investment is \$4 million for the Illinois Street Bridge which will complete the project of providing rail access to the Port's cargo facility at Pier 80.

### Financial Stability

- ◆ The Port's operating surplus for this year is projected to reach \$3 million or approximately \$2 million less than its \$5 million goal. The Port will continue to seek cost efficiencies and new sources of revenue through lease opportunities to reach the surplus goal in order to ensure sufficient funding for repair and replacement projects.
- ◆ The Port is expected to maintain a 19 percent operating reserve this year, which amounts to slightly more than \$9 million.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	237.07	222.52	221.13	(1.39)	(1%)
Non-operating Positions (cap/other)	(9.00)	(8.00)	(8.00)	0.00	0%
<b>Net Operating Positions</b>	<b>228.07</b>	<b>214.52</b>	<b>213.13</b>	<b>(1.39)</b>	<b>(1%)</b>
<b>SOURCES</b>					
Licenses & Fines	1,200,000	1,200,000	1,200,000	0	0%
Use Of Money Or Property	39,429,303	40,201,000	42,299,000	2,098,000	5%
Intergovernmental Revenue - Federal	0	0	16,900	16,900	N/A
Charges For Services	5,725,893	10,230,000	11,071,500	841,500	8%
Other Revenues	1,541,938	750,300	999,300	249,000	33%
Expenditure Recovery	172,041	99,325	104,325	5,000	5%
Fund Balance	7,132,453	5,051,959	12,697,640	7,645,681	151%
Departmental Transfer Adjustment	(1,693,435)	(2,105,638)	(2,313,957)	(208,319)	10%
Other Funding Sources	(1,347,334)	0	0	0	N/A
<b>Sources Total</b>	<b>52,160,859</b>	<b>55,426,946</b>	<b>66,074,708</b>	<b>10,647,762</b>	<b>19%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	17,668,741	17,092,426	17,404,737	312,311	2%
Fringe Benefits	3,863,955	4,702,441	5,787,081	1,084,640	23%
Overhead	498,187	(262,682)	1,013,318	1,276,000	(486%)
Professional & Contractual Services	10,378,398	8,259,214	7,835,286	(423,928)	(5%)
Materials & Supplies	1,733,588	1,532,371	1,458,991	(73,380)	(5%)
Equipment	287,224	249,300	267,000	17,700	7%
Debt Service	6,159,325	6,133,525	4,709,545	(1,423,980)	(23%)
Services Of Other Departments	11,251,558	10,083,701	10,271,131	187,430	2%
Transfers Out	319,883	386,673	388,087	1,414	0%
<b>Uses-operating Expenditure Total</b>	<b>52,160,859</b>	<b>48,176,969</b>	<b>49,135,176</b>	<b>958,207</b>	<b>2%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	850,800	1,671,300	820,500	96%
Capital Projects	0	6,399,177	15,268,232	8,869,055	139%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>7,249,977</b>	<b>16,939,532</b>	<b>9,689,555</b>	<b>134%</b>
<b>USES BY PROGRAM RECAP</b>					
Admin / Finance	0	0	223,641	223,641	N/A
Administration	17,726,104	18,496,405	18,917,288	420,883	2%
Engineering & Environmental	0	0	4,112,452	4,112,452	N/A
Maintenance	20,216,755	24,140,292	29,481,847	5,341,555	22%
Maritime Operations & Marketing	1,512,590	1,571,426	1,748,545	177,119	11%

## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2003-2004 <u>Actual</u>	2004-2005 <u>Budget</u>	2005-2006 <u>Proposed</u>	\$ Chg From <u>2004-2005</u>	% Chg From <u>2004-2005</u>
<b>USES BY PROGRAM RECAP (cont)</b>					
Operations & Maintenance	0	0	123,276	123,276	N/ A
Planning & Development	1,617,480	2,169,617	2,191,547	21,930	1%
Real Estate & Asset Management	11,087,930	9,049,206	9,276,112	226,906	3%
<b>Uses By Program Recap Total</b>	<b>52,160,859</b>	<b>55,426,946</b>	<b>66,074,708</b>	<b>10,647,762</b>	<b>19%</b>

## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Administration</b>				
<b>Maintain or improve the Port's access to the capital markets</b>				
♦ The Port's debt service coverage ratio	2.05	1.80	2.50	3.00
<b>Maritime Operations &amp; Marketing</b>				
<b>Increase the volume of cargo shipping</b>				
♦ Total cargo tonnage - Container	601,000	n/a	321,000	0
♦ Total cargo tonnage - Breakbulk	119,000	n/a	254,000	250,000
♦ Total cargo tonnage - Bulk	1,265,000	n/a	1,558,000	1,203,000
<b>Real Estate &amp; Asset Management</b>				
<b>Achieve maximum revenue from leasing activities</b>				
♦ Amount of revenue earned from commercial/industrial rent and parking, in millions	\$40.9	\$40.3	\$42.1	\$42.3

## PUBLIC UTILITIES

---

### ***Mission***

*To serve San Francisco and Bay Area customers with reliable, high-quality, affordable water while maximizing benefits from power operations; to protect public health and the aquatic environment by safely, reliably and efficiently collecting, treating and disposing of San Francisco's waste and storm water.*

### ***Services***

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

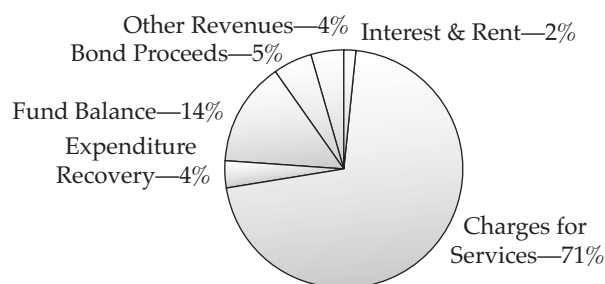
- ◆ **Water Enterprise** is responsible for collecting, treating and distributing 250 million gallons of water per day to 2.3 million customers in the Bay Area.
- ◆ **Wastewater Enterprise** is responsible for collecting, treating and disposing of sanitary waste and storm water runoff. This includes operating, cleaning and maintaining 900 miles of city sewers, 17 pump stations, three wastewater-treatment plants and responding to sewer-related service calls.
- ◆ **Hetch Hetchy** is responsible for generating, transmitting and distributing electricity. The enterprise operates and maintains power transmission and generation facilities, buys and sells electric power, provides energy conservation and renewable resource solutions to city departments and maintains 20,000 city streetlights.
- ◆ **SFPUC Bureaus** provide managerial, planning and administrative support to the three enterprises.

For more information, call (415) 554-3155.

### **Budget Data Summary**

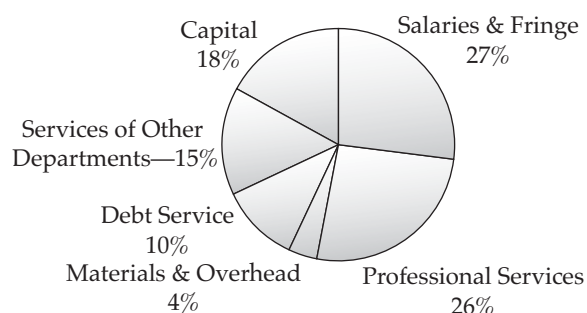
	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$459,485,349	\$585,024,645	\$574,939,108	(\$10,085,537)	(1.72%)
Total FTE	1,588.95	1,513.39	1,584.76	71.37	4.71%

### Revenue Sources



The PUC funds over 70 percent of its budget through charges for services, such as providing water.

### Proposed Expenditures



In 2004–2005, the PUC will spend 18 percent of its budget on capital projects. The Interim Sewer Capital Improvement Project, a five year capital plan, will be initiated in 2005–2006.

## Budget Issues and Details

### Implementing the Water System Capital Improvement & Water Conservation Programs

- ◆ **Water System Capital Improvement Program (WSIP).** The SFPUC has proposed an increase in the water services charge to fund the WSIP. In November 2002, San Francisco voters passed Proposition A to finance a long-term capital improvement project to rebuild critical components of the SFPUC water system. The 13-year capital program contains 77 projects to repair, replace and seismically upgrade the Hetch Hetchy system's aging pipelines, tunnels, reservoirs and dams across 38 local sites and 39 regional projects. Proposition A authorized the SFPUC to issue \$3.6 billion in revenue bonds of which \$1.6 billion is dedicated to financing San Francisco's share of the capital improvement program. The remaining \$2 billion is financed by regional customers. Thirty-seven projects are currently underway with 16 entering the construction phase.
- ◆ **Expansion of Water Conservation Program.** The SFPUC has had a Water Conservation program for its commercial customers for over 20 years and is currently planning to expand the goals and scope of these programs. The Water Conservation program objective is to identify and implement cost-effective water conservation opportunities in San Francisco, and to optimize current investments in order to realize savings and contribute to San Francisco's long-term sustainability. An improved and expanded conservation program will strengthen SFPUC's ability to ease the impact of drought and water shortages and elevate service levels to customers.

### Expanding Wastewater Capital and Maintenance Projects

- ◆ **Sewer Service Charge Increase.** Voter approval of Proposition E in 2002 led to the repeal of a 10-year freeze on sewer service rate increases. Following a modest rate increase in 2004–2005, the SFPUC has proposed additional rate increases of 13 percent over the next two years to generate much-needed funding for capital projects, deferred maintenance, and increased levels of service. The SFPUC also adopted a new and more progressive rate structure that promotes equity, stability, affordability and conservation. In addition to increasing the discount to 35 percent to qualifying low-income households, the SFPUC will expand the discount program to include low-income non-profit housing.
- ◆ **Interim Sewer Capital Improvement Program (Sewer CIP).** The SFPUC is in the first year of a five-year \$150 million program to reduce the frequency and severity of flooding in neighborhoods throughout the

city and to mitigate the environmental hazard of sewage overflow into the street and onto private properties.

- ◆ **Sewer Cleaning / Inspections.** As a preventative measure to ease flooding, the SFPUC has increased funding to conduct more sewer cleaning projects and inspections. This will help identify and provide treatment of sewer pipes and catch basins within the jurisdiction of SFPUC.
- ◆ **Wastewater Master Plan.** The Wastewater Master Plan will incorporate a long-term strategy for managing San Francisco's wastewater and storm water system. The scope of the Wastewater Master planning process for this year includes the following components:
  - ❑ Discuss the current status of the Wastewater Enterprise
  - ❑ Finalize alternatives to meet the specified goals
  - ❑ Develop realistic schedules and planning cost estimates
  - ❑ Complete facilities plan in support of the Environmental Impact Review (EIR)
  - ❑ Complete an EIR
  - ❑ Implement a process to inform citizens and other stakeholders about the Master Plan

### Implementing an Asset Management Program

---

- ◆ This year the SFPUC will begin to implement a Comprehensive Asset Management program as an improved method of managing utility infrastructure to minimize cost of ownership and operations while meeting specified service levels. This program is focused on implementing industry-best-practices across all lines of business and includes evaluating existing procedures for service levels, asset inventory, condition assessment, life cycle cost, operations and maintenance, investment decision making, risk analysis, business planning and information systems.

### Developing Alternative, Reliable Sources of Energy

---

- ◆ **Mayor's Economic Conservation Account.** Energy efficiency and on-site, renewable energy generation are an important part of San Francisco's commitment to a cleaner, more socially responsible energy portfolio. Through this account, Hetch Hetchy power revenues are used to fund renewable energy installations on city facilities and energy efficiency studies and conservation programs. Past projects include efficiency improvements and solar installations on the Moscone Convention Center and the San Francisco General Hospital.

Efficiency improvements and renewable energy generation additions will be studied at large energy-using departments such as the San Francisco Airport, MUNI, the Port of San Francisco, Convention Facilities and SFPUC Division (Water, Wastewater, Water Supply and Treatment). Department training and education will also be funded to support the design and delivery of energy efficient services, and to train and educate facility managers and maintenance staff.

- ◆ **Electric Reliability Project.** The San Francisco Electric Reliability Project (SFERP) consists of site identification, project development, construction and operation and maintenance of four natural gas-fired combustion turbines and associated infrastructure. Site determination of the four combustion turbines involves working closely with the California Independent System Operator so that the combustion turbines are located appropriately to achieve the project's goal of shutting down the Hunters Point and Potrero power plants. To this end, three of the four 48-megawatt generating units will be situated on the Western Pacific site owned by the City and County of San Francisco. The fourth unit will be located at the San Francisco International Airport. This year's project development activities will include gaining site control and completing environmental permitting.

- ◆ **Community Choice Aggregation.** Community Choice Aggregation (CCA) offers cities and counties in California an option to purchase electric power on behalf of their residents as an alternative to the existing utility supplying this commodity. In May 2004, the Mayor and Board of Supervisors passed an ordinance that called for the SFPUC and Department of Environment to develop a draft implementation plan for Community Choice Aggregation. In April, the SFPUC will present the draft plan to the Board of Supervisors. Pending approval of the plan, the SFPUC will spearhead the CCA's approval process with the California PUC, release a Request for Proposal to energy suppliers and initiate outreach to electricity consumers.



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	2,039.68	1,987.37	2,062.51	75.14	4%
Non-operating Positions (cap/other)	(450.73)	(473.98)	(477.75)	(3.77)	1%
<b>Net Operating Positions</b>	<b>1,588.95</b>	<b>1,513.39</b>	<b>1,584.76</b>	<b>71.37</b>	<b>5%</b>
<b>SOURCES</b>					
Use Of Money Or Property	18,887,113	15,875,179	11,446,599	(4,428,580)	(28%)
Intergovernmental Revenue - Federal	0	0	191,100	191,100	N/A
Charges For Services	415,226,730	415,821,510	420,884,922	5,063,412	1%
Other Revenues	29,020,352	83,134,250	36,270,000	(46,864,250)	(56%)
Expenditure Recovery	142,883,944	170,655,067	177,039,798	6,384,731	4%
Fund Balance	5,765,383	47,643,451	83,647,451	36,004,000	76%
Departmental Transfer Adjustment	(151,902,724)	(148,301,094)	(154,736,822)	(6,435,728)	4%
Other Funding Sources	(596,153)	0	0	0	N/A
General Fund Support	200,704	196,282	196,060	(222)	0%
<b>Sources Total</b>	<b>459,485,349</b>	<b>585,024,645</b>	<b>574,939,108</b>	<b>(10,085,537)</b>	<b>(2%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	117,804,596	138,409,024	148,689,787	10,280,763	7%
Fringe Benefits	25,319,931	33,752,078	43,859,749	10,107,671	30%
Overhead	3,468,339	5,341,526	6,086,483	744,957	14%
Professional & Contractual Services	165,391,577	173,652,240	179,113,346	5,461,106	3%
Materials & Supplies	19,669,908	22,585,379	22,686,678	101,299	0%
Equipment	4,152,223	6,026,331	6,140,836	114,505	2%
Debt Service	99,165,687	75,727,168	75,796,035	68,867	0%
Services Of Other Departments	98,022,079	112,988,443	110,524,685	(2,463,758)	(2%)
Transfers Out	78,393,733	0	0	0	N/A
Budgetary Reserves	0	0	11,023,331	11,023,331	N/A
Departmental Transfer Adjustment	(151,902,724)	(148,301,094)	(154,736,822)	(6,435,728)	4%
<b>Uses-operating Expenditure Total</b>	<b>459,485,349</b>	<b>420,181,095</b>	<b>449,184,108</b>	<b>29,003,013</b>	<b>7%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	0	6,750,000	6,750,000	N/A
Capital Projects	0	164,843,550	119,005,000	(45,838,550)	(28%)
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>164,843,550</b>	<b>125,755,000</b>	<b>(39,088,550)</b>	<b>(24%)</b>
<b>USES BY PROGRAM RECAP</b>					
Capital Projects	507	0	0	0	N/A
Customer Services	8,518,676	9,639,624	11,148,264	1,508,640	16%
Engineering & Construction	16,988,987	39,133,309	41,408,248	2,274,939	6%

**TOTAL BUDGET - HISTORICAL COMPARISON (cont)**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Finance	5,275,388	6,073,921	7,437,796	1,363,875	22%
Hetch Hetchy Capital Projects	413,886	35,133,000	29,500,000	(5,633,000)	(16%)
Hetch Hetchy Project Operations	402,117	0	0	0	N/A
Human Resources	4,950,608	5,044,879	6,433,838	1,388,959	28%
Information Technology	11,720,737	12,846,775	14,753,956	1,907,181	15%
LHP Admin & Streetlight Maintenance	140,757	2,153,647	2,058,256	(95,391)	(4%)
Light, Heat & Power	73,187,755	69,097,291	71,601,731	2,504,440	4%
Natural Resources	682,643	1,017,995	6,594,889	5,576,894	548%
Neighborhood Services	102,235	0	0	0	N/A
Operations Administration	907,984	1,626,468	36,342,829	34,716,361	N/A
Power & Water Supply Operations	94,444,385	101,533,768	105,006,726	3,472,958	3%
PUC General Management	8,342,552	12,556,877	13,405,250	848,373	7%
Real Estate	1,057,767	1,320,373	1,522,585	202,212	15%
Solar Power Program	0	5,065,000	0	(5,065,000)	(100%)
Streetlight Maintenance	1,821,804	0	0	0	N/A
System Planning / Regulatory Control	3,876,070	4,862,218	3,076,765	(1,785,453)	(37%)
Wastewater Operations	229,269,865	191,536,936	217,641,285	26,104,349	14%
Water (in-city) Distribution	87,042,009	92,871,898	74,645,537	(18,226,361)	(20%)
Water Capital Projects	1,518,787	71,914,000	31,355,000	(40,559,000)	(56%)
Water Facilities Maintenance Projects	792	0	3,000,000	3,000,000	N/A
Water General	52,129	0	0	0	N/A
Water Programmatic Projects	482,711	1,000,000	1,000,000	0	0%
Water Quality	11,673,770	13,420,699	12,980,508	(440,191)	(3%)
Water Resources	0	0	2,455,041	2,455,041	N/A
Water Supply & Treatment	48,513,152	55,477,061	36,307,426	(19,169,635)	(35%)
Departmental Transfer Adjustment	(151,902,724)	(148,301,094)	(154,736,822)	(6,435,728)	4%
<b>Uses By Program Recap Total</b>	<b>459,485,349</b>	<b>585,024,645</b>	<b>574,939,108</b>	<b>(10,085,537)</b>	<b>(2%)</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Customer Services</b>				
<b>Improve customer service levels</b>				
◆ Percentage of calls answered within 20 seconds	76.0%	90.0%	73.0%	80.0%
<b>Light, Heat &amp; Power</b>				
<b>Respond to requests for repair or replacement in a timely manner</b>				
◆ Percentage of responses for streetlight repair or replacement due to streetlight outages completed within 48 hours	65.0%	85.0%	69.0%	85.0%
<b>Power &amp; Water Supply Operations</b>				
<b>Develop forms of renewable energy</b>				
◆ Number of renewable megawatt hours produced as a percent of total generation	0.00%	0.58%	0.20%	1.00%
<b>Protect water quality</b>				
◆ Number of hours deliveries suspended due to non-compliance with drinking water standards	0	0	0	0
<b>Wastewater Operations</b>				
<b>Respond to customer calls regarding sewers in a timely manner</b>				
◆ Percentage of complaints receiving a visit by a sewer operations worker within eight hours of receipt	99.0%	95.0%	95.0%	95.0%
<b>Water (in-city) Distribution</b>				
<b>Maintain water service without interruption</b>				
◆ Number of service interruptions to all or part of the system and customers	4,729	4,840	5,162	4,840
<b>Respond in timely fashion to consumer inquiries regarding service interruptions</b>				
◆ Percentage of inquiries responded to within two hours	100%	100%	100%	100%
<b>Water Supply &amp; Treatment</b>				
<b>Disinfect pipelines to ensure sanitary conditions</b>				
◆ Number of California Department of Health and Safety violations in pipelines used to deliver water to City and suburban customers	0	0	0	0

# REDEVELOPMENT AGENCY

---

## ***Mission***

---

*To improve the city's environment and create better urban living conditions through the removal of physical and economic blight, primarily in geographic areas designated by the Board of Supervisors as redevelopment project areas; and to dedicate funding to the preservation and construction of affordable housing throughout the city.*

## ***Services***

---

The agency provides financing for public infrastructure, maintains open spaces within redevelopment project areas, works to preserve and enhance the availability of affordable housing, supports job training and placement of workers, promotes economic development and facilitates public/private development partnerships.

- ◆ **Housing** manages the agency's citywide tax increment affordable housing program and the grant-funded Housing for Persons With AIDS (HOPWA) program.
- ◆ **Community and Economic Development** conducts economic planning, manages economic revitalization initiatives and oversees business and workforce development in redevelopment areas.
- ◆ **Finance and Administration** provides budgetary, fiscal, information technology, administrative, contracting, records management and property management services to the agency.
- ◆ **General Counsel** provides a full range of legal services to the agency.

For more information, call (415) 749-2400.

## **Budget Issues and Details**

### **Service Level Changes**

---

- ◆ In 2005–2006 the agency's budget increases by \$50.6 million. The majority of this increase is attributable to required public improvements in the Mission Bay project areas. Additional non-discretionary expenses including debt service and mandated pass-throughs to other public entities, as well as a \$14.4 million increase in the agency's housing budget account for the balance of the growth.
- ◆ The agency has minimized its impact on the city's General Fund budget by refunding debt, delaying the sale of bonds until the end of the fiscal year and restricting the size of its work program where possible.

### **Prioritizing Affordable Housing**

---

- ◆ Over 30 percent (\$60.7 million) of the agency's total work program budget for 2005–2006 is devoted to affordable housing, with \$8.2 million dedicated to the federally-funded HOPWA program.

- ◆ The budget funds the preservation, rehabilitation or development of over 600 affordable housing units, including three low-income housing developments in the Octavia Boulevard area and at the Hunter's Point Shipyard and a housing site acquisition in the South of Market area.
- ◆ Approximately \$29 million of the affordable housing budget is made possible by state-authorized plan amendments to the Hunters Point, India Basin & Golden Gateway project areas, which allows debt to be incurred over a longer time period.

---

### **Revitalizing Blighted Neighborhoods**

- ◆ In 2005–2006, the agency will complete work in older project areas, begin to implement redevelopment plans in three new project areas—Transbay, Mid-Market and Bayview Hunters Point —and begin the first phase of development of the Hunters Point Shipyard.

---

### **Improving Infrastructure and Maintaining Open Space**

- ◆ The agency's budget includes \$58.1 million for public improvements of which \$50.6 million represents major infrastructure improvements in Mission Bay North and South. Other major investments in public improvements include \$4.0 million for renovating Pier 40 in Rincon Point South Beach and \$1.6 million for federally-funded improvements on Parcel A in the Hunters Point Shipyard.
- ◆ The budget includes \$7.0 million to maintain Yerba Buena Gardens and support the area's cultural facilities. \$1.2 million will be used to maintain and improve South Beach Harbor.

---

### **Supporting Business and Economic Development**

- ◆ The agency's budget allocates \$0.8 million for small business loan packaging and for revitalization along the Sixth Street corridor. An additional \$1.1 million is provided for job training and placement.

***San Francisco Redevelopment Agency  
Budget Comparison  
(Dollars in Thousands)***

<b>Sources</b>	<b>2004–2005 Approved</b>	<b>2005–2006 Proposed</b>	<b>Year to Year Change</b>
Property Sales	\$ 0	\$ 375	\$ 375
Rentals/Leases	14,077	12,108	(1,969)
Prior Year Earnings/Savings	14,625	8,932	(5,693)
Developer Contribution	5,810	2,380	(3,430)
Grants	13,321	10,426	(2,895)
Other	2,447	2,739	292
Tax Increment (for O / S Obligations)	50,808	62,482	11,674
<b>Total Sources</b>	<b>\$ 101,088</b>	<b>\$ 99,442</b>	<b>\$ (1,646)</b>

<b>Uses</b>	<b>2004–2005 Approved</b>	<b>2005–2006 Proposed</b>	<b>Year to Year Change</b>
Legal	\$ 316	\$ 512	\$ 196
Studies & Misc Items	862	230	(632)
Planning	48	175	127
Public Improvements	31,984	58,099	26,115
Arch / Engineering Design & Review	250	100	(150)
Relocation	200	100	(100)
Property Maintenance	9,377	9,827	450
Housing Production & Assistance	46,257	60,697	14,440
Job Training / Assistance	1,032	1,063	31
Business Development	867	766	(101)
Other	614	2,452	1,838
Pass-Through Obligations	9,496	14,277	4,781
Personnel Costs	12,999	13,283	284
Administrative Costs	3,788	4,173	385
Debt Service	44,293	47,211	2,918
<b>Total Uses</b>	<b>\$ 162,383</b>	<b>\$ 212,965</b>	<b>\$ 50,582</b>

# TAXI COMMISSION

---

## ***Mission***

---

*To ensure prompt, safe, honest, efficient and courteous taxi service to the residents and visitors of San Francisco; enact and enforce just and equitable rules concerning drivers, medallion holders and companies; and provide an open forum for debate and discussion of all issues concerning public vehicle for-hire services in San Francisco.*

## ***Services***

---

- ◆ **Taxi Commission** manages all permit and administrative responsibilities for drivers, permit holders, ramp taxicabs, PCN applications, color scheme changes, lost medallions, metal medallions, color scheme renewals and applications, and dispatch services.
- ◆ **San Francisco Police Department Taxicab Detail** oversees criminal enforcement including street enforcement, local or state law violation complaints and lost property recovery. Street enforcement monitors taxicabs on the street to help deter out-of town taxicabs and limousines from unlawfully soliciting passengers in San Francisco and to ensure that taxicabs and drivers are in compliance with the California Vehicle Code, the Municipal Police Code and the Taxicab Commission's rules and regulations. In addition, the Detail conducts special investigations to uncover discrepancies in service, including refusals to take passengers to specified locations.

For more information, call (415) 503-2180.

## **Budget Data Summary**

	<b>2003–2004 Actual</b>	<b>2004–2005 Budget</b>	<b>2005–2006 Proposed</b>	<b>Change from 2004–2005</b>	
				<b>Nominal</b>	<b>Percent</b>
Total Expenditures	\$1,267,390	\$1,299,204	\$1,388,681	89,477	6.89%
Total FTE	5.75	5.83	6.00	0.17	2.92%

## **Budget Issues and Details**

### **Working Collaboratively with Stakeholders**

---

- ◆ In the upcoming year, the San Francisco Taxi Commission will continue to prioritize the provision of safe and efficient taxi service to the residents and visitors of San Francisco. Through the customer satisfaction survey, taxi availability study and a review of taxi driver training programs, the commission will work to ensure that taxi service meets the expectations and needs of taxi drivers and customers.
- ◆ In an ongoing effort to provide a forum for the discussion of issues affecting taxi drivers, companies and consumers, the Taxi Commission will consider policy revisions and work with other city departments to ensure that industry concerns are adequately met. In 2005–2006, the commission will explore such issues as the introduction of hybrid vehicles into taxi fleets, the installation of neighborhood taxi stands and increased enforcement of illegal limousines and taxicabs.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2003-2004 Actual</u></b>	<b><u>2004-2005 Budget</u></b>	<b><u>2005-2006 Proposed</u></b>	<b><u>\$ Chg From 2004-2005</u></b>	<b><u>% Chg From 2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	5.75	5.83	6.00	0.17	3%
<b>Net Operating Positions</b>	<b>5.75</b>	<b>5.83</b>	<b>6.00</b>	<b>0.17</b>	<b>3%</b>
<b>SOURCES</b>					
Licenses & Fines	1,071,427	1,174,204	1,185,000	10,796	1%
Charges For Services	195,963	125,000	70,000	(55,000)	(44%)
Fund Balance	0	0	133,681	133,681	N/ A
<b>Sources Total</b>	<b>1,267,390</b>	<b>1,299,204</b>	<b>1,388,681</b>	<b>89,477</b>	<b>7%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	277,296	335,030	355,536	20,506	6%
Fringe Benefits	77,390	82,241	106,272	24,031	29%
Overhead	55,207	59,885	15,865	(44,020)	(74%)
Professional & Contractual Services	46,356	87,412	60,900	(26,512)	(30%)
Materials & Supplies	25,683	6,609	5,912	(697)	(11%)
Services Of Other Departments	785,458	728,027	844,196	116,169	16%
<b>Uses-operating Expenditure Total</b>	<b>1,267,390</b>	<b>1,299,204</b>	<b>1,388,681</b>	<b>89,477</b>	<b>7%</b>
<b>USES BY PROGRAM RECAP</b>					
Taxi Enforcement	1,267,390	1,299,204	1,388,681	89,477	7%
<b>Uses By Program Recap Total</b>	<b>1,267,390</b>	<b>1,299,204</b>	<b>1,388,681</b>	<b>89,477</b>	<b>7%</b>



**Performance Measures**

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2004-2005</b>	<b>2005-2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Taxi Enforcement</b>				
<b>Ensure adequate taxicab service throughout the City</b>				
◆ Total number of taxi medallions (permits) available	1,381	1,381	1,381	1,381
◆ Number of wheelchair accessible taxi medallions available	75	75	75	75
<b>Provide a fair and efficient permitting process to the public</b>				
◆ Percentage of cases scheduled for hearing within 21 days of application	95%	95%	100%	100%
◆ Percentage of written findings distributed within 15 days of decision	95%	95%	100%	100%

# ***Departmental Budgets***

---

*Service Area C: Human Welfare and  
Neighborhood Development*

## CHILD SUPPORT SERVICES

---

### ***Mission***

---

*To promote the well-being of children and the self-sufficiency of families by delivering first-rate child support establishment and collections services that help both parents meet the financial and medical needs of their children.*

### ***Services***

---

The San Francisco Department of Child Support Services (DCSS) provides a child support program that puts the security of children above all else, based on the legal duty of both parents to provide financial support for their child. The Child Support program services include:

- ◆ Locating parents and establishing paternity
- ◆ Requesting and modifying child and medical support orders through the court
- ◆ Enforcing child support and spousal support orders
- ◆ Collecting and distributing child support

DCSS provides technical assistance to the CASES Consortium, a group of California counties that will be using the same child support case management and enforcement software. Services to member counties include:

- ◆ Providing on-going education, training and technical support regarding changes to the case management software application
- ◆ Providing analysis, design and testing changes needed for the interim case management application (CASES) as mandated by state and federal law
- ◆ Providing assistance in the conversion to this system in 55 of the 58 counties

For more information, call (415) 356-2959.

### **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004—2005	
				Nominal	Percent
Total Expenditures	\$29,514,099	\$14,808,937	\$14,852,987	\$44,050	0.30%
Total FTE	144.44	145.49	139.62	(5.87)	(4.03%)

## **Budget Issues and Details**

### **Prioritizing Direct Services**

---

- ◆ The department's reorganization plan will eliminate vacant positions in the Child Support Program and will reassign management resources so that direct child support enforcement program services may be increased. This reflects the California Department of Child Support Services efforts to reduce program overhead costs while maintaining or increasing direct services.

### **Maximizing Client Services by Maintaining Performance**

---

- ◆ With customer satisfaction a priority, the department emphasizes providing prompt useful information to customers about their cases, creating a more family-friendly environment at our main offices and increasing access to services by locating, preferably with other city sister agencies, in the communities.
- ◆ The California Department of Child Support Services will implement a new Statewide Collection and Distribution Unit (SDU) as required by Federal policies. This system will consolidate each county's collection and distribution role at the state level. The San Francisco DCSS is scheduled to convert to the Statewide Services (SWS) in September of 2005. The SWS database will be the common link between the local counties and the basis for the initial version of the federally mandated statewide California Child Support Automation System expected to be fully implemented in 2008. The SDU is a component of the statewide system and will begin roll-out in October 2005 with the San Francisco DCSS scheduled to be implemented in March of 2006. The creation of a SDU will make local agencies more efficient.
- ◆ While implementing the new systems, the department will continue to maintain high performance in Federally mandated measures, specifically paternity establishment, child support order establishment, and cost effectiveness. The department will implement strategies to improve in the areas of current and arrears collections.

### **Provide Automation Services Through the CASES Consortium**

---

- ◆ Now in its third year of a five-year partnership with the California Department of Child Support Services, DCSS provides technical assistance in the creation of a statewide child support case management and enforcement system (CASES). The CASES Consortium will convert four additional counties to the CASES case management system per the State plan. The State has authorized the use of CASES in 55 of the 58 California counties until a single statewide system can be constructed and implemented according to Federal requirements.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<u>2003-2004 Actual</u>	<u>2004-2005 Budget</u>	<u>2005-2006 Proposed</u>	<u>\$ Chg From 2004-2005</u>	<u>% Chg From 2004-2005</u>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	144.44	145.49	141.62	(3.87)	(3%)
Non-operating Positions (cap/other)	0.00	0.00	(2.00)	(2.00)	N/A
<b>Net Operating Positions</b>	<b>144.44</b>	<b>145.49</b>	<b>139.62</b>	<b>(5.87)</b>	<b>(4%)</b>
<b>SOURCES</b>					
Use Of Money Or Property	121,085	150,000	150,000	0	0%
Intergovernmental Revenue - Federal	19,149,566	9,587,184	9,699,681	112,497	1%
Intergovernmental Revenue - State	9,714,393	4,938,853	4,996,806	57,953	1%
Charges For Services	6,984	3,000	6,500	3,500	117%
Fund Balance	522,071	129,900	0	(129,900)	(100%)
<b>Sources Total</b>	<b>29,514,099</b>	<b>14,808,937</b>	<b>14,852,987</b>	<b>44,050</b>	<b>0%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	8,841,356	9,503,859	9,160,505	(343,354)	(4%)
Fringe Benefits	1,671,169	2,297,918	2,769,706	471,788	21%
Overhead	159,405	0	0	0	N/A
Professional & Contractual Services	16,795,782	1,562,326	1,344,686	(217,640)	(14%)
Materials & Supplies	629,790	284,613	233,944	(50,669)	(18%)
Equipment	30,536	0	0	0	N/A
Services Of Other Departments	1,386,061	1,160,221	1,344,146	183,925	16%
<b>Uses-operating Expenditure Total</b>	<b>29,514,099</b>	<b>14,808,937</b>	<b>14,852,987</b>	<b>44,050</b>	<b>0%</b>
<b>USES BY PROGRAM RECAP</b>					
Cases Consortium	17,537,095	2,369,270	2,542,303	173,033	7%
Child Support Services	11,977,004	12,439,667	12,310,684	(128,983)	(1%)
<b>Uses By Program Recap Total</b>	<b>29,514,099</b>	<b>14,808,937</b>	<b>14,852,987</b>	<b>44,050</b>	<b>0%</b>

## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Child Support Services</b>				
<b>Establish child support orders</b>				
◆ San Francisco orders established as a percentage of cases needing an order	77.7%	88.8%	90.0%	89.0%
◆ Statewide orders established as a percentage of cases needing an order	77.7%	77.0%	80.0%	80.0%
◆ Cases with orders established in CASES counties as a percentage of cases needing an order	83.2%	77.0%	83.0%	83.0%
<b>Establish paternity for children born out of wedlock in the county</b>				
◆ Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	107.0%	95.0%	100.0%	95.0%
◆ Percentage of IV-D cases statewide with paternity established for children in caseload born out of wedlock	87.5%	87.0%	89.0%	89.0%
◆ Percentage of IV-D cases in CASES Consortium with paternity established for children in caseload born out of wedlock	92.1%	87.0%	87.0%	84.0%
<b>Increase economic self-sufficiency of single parent families</b>				
◆ Amount of child support collected by SF DCSS, in millions	\$35.0	\$36.0	\$35.0	\$37.0
◆ San Francisco current collections as a percentage of current support owed	58.7%	60.0%	60.0%	62.0%
◆ Statewide current collections as a percentage of current support owed	49.5%	55.0%	50.0%	55.0%
◆ San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases with arrears owed	55.3%	62.7%	58.0%	62.0%
◆ Statewide cases with collections on arrears during fiscal year as a percentage of cases with arrears owed	52.0%	62.0%	57.0%	62.0%
<b>Provide effective services to clients</b>				
◆ Number of unemancipated children in San Francisco caseload	23,410	25,500	26,000	26,000
◆ Number of unemancipated children in CASES counties caseloads	569,130	1,065,000	1,065,000	1,200,000

# CHILDREN AND FAMILIES COMMISSION (FIRST FIVE SAN FRANCISCO)

---

## ***Mission***

---

*To work with the government and residents of San Francisco to ensure the opportunity for optimal health and development for every child born and raised in this county.*

## ***Services***

---

First 5 San Francisco provides the following services:

- ◆ **Early Care and Education** provides the resources pre-school children will need in order to enjoy and be successful in school. These resources include: Preschool For All; CARES; School Readiness Initiative partnership with the San Francisco Unified School District (SFUSD); and Gateway to Quality (assessments and technical assistance for providers). The 2005–2006 budget provides \$2.9 million for these projects.
- ◆ **Children’s Health** involves families and communities in the healthy development of children. Initiatives for this project include: Health Insurance; Screening and Assessments for Children with Special Health Care Needs; and Dental Education, Prevention and Treatment Resources. The budget provides \$2.6 million for this project.
- ◆ **Family Support** ensures families easy access to community-based resources and information they might need to promote their child’s healthy development. Initiatives for this project include: Neighborhood-based family support programs; Mini-grants for parent-led initiatives; and Family Ambassadors (parent peer-to-peer training and outreach). The budget provides \$2.7 million for these projects.

For more information, call (415) 934-4849.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004—2005	
				Nominal	Percent
Total Expenditures	\$7,925,702	\$7,758,364	\$11,518,223	3,759,859	48.46%
Total FTE	10.00	10.00	10.75	0.75	7.50%

## **Budget Issues and Details**

### **Service Level Changes**

---

- ◆ Proposition 10 revenues are declining at a rate of approximately 6 percent per year as a result of lower smoking rates statewide and lower birth rates in San Francisco. The 2005–2006 budget reflects the Commission’s attention to expenditure levels in all areas of the budget to ensure mid-term sustainability.
- ◆ First 5 San Francisco will reduce its funding to Healthy Kids in 2005–2006 by \$500,000. First 5 Commission sees this as a way to ensure long-term sustainability.

### **Revising Strategic Plan**

---

- ◆ The Commission will be revising its Strategic Plan in 2005–2006 to focus on the importance of cross-initiative outcomes to guide the work of the funded agencies.
- ◆ The department will improve accountability procedures to ensure the highest quality of all services offered for children 0-5 and their families.
- ◆ The Commission has allocated continued funding for the Family Support Initiative and will be issuing a new Request For Proposals (RFP) in early 2005–2006. A focus of this new RFP will be for clearer outcomes for children and clearer accountability measures for the funded agencies.

### **Launching Preschool for All**

---

- ◆ The Preschool For All Plan aims to expand access to high-quality preschool for all families in four neighborhoods: Mission, Bayview-Hunter’s Point, Excelsior, and Visitacion Valley. This expansion will include new supports for workforce development, curriculum and classroom enhancements, arts and science programs and the inclusion of children with special needs.



**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	10.00	10.00	10.75	0.75	8%
<b>Net Operating Positions</b>	<b>10.00</b>	<b>10.00</b>	<b>10.75</b>	<b>0.75</b>	<b>8%</b>
<b>SOURCES</b>					
Use Of Money Or Property	478,506	602,055	500,000	(102,055)	(17%)
Intergovernmental Revenue - State	7,387,696	7,156,309	7,684,890	528,581	7%
Other Revenues	59,500	0	0	0	N/A
Transfers In	0	0	3,333,333	3,333,333	N/A
<b>Sources Total</b>	<b>7,925,702</b>	<b>7,758,364</b>	<b>11,518,223</b>	<b>3,759,859</b>	<b>48%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	430,545	663,444	781,110	117,666	18%
Fringe Benefits	85,691	163,758	226,067	62,309	38%
Professional & Contractual Services	385,605	401,071	897,362	496,291	124%
Aid Assistance / Grants	5,210,194	4,981,775	8,004,918	3,023,143	61%
Materials & Supplies	13,704	0	15,360	15,360	N/A
Services Of Other Departments	1,799,963	1,548,316	1,593,406	45,090	3%
<b>Uses-operating Expenditure Total</b>	<b>7,925,702</b>	<b>7,758,364</b>	<b>11,518,223</b>	<b>3,759,859</b>	<b>48%</b>
<b>USES BY PROGRAM RECAP</b>					
Children & Families	7,925,702	7,758,364	8,184,890	426,526	5%
Public Education Fund - Prop H	0	0	3,333,333	3,333,333	N/A
<b>Uses By Program Recap Total</b>	<b>7,925,702</b>	<b>7,758,364</b>	<b>11,518,223</b>	<b>3,759,859</b>	<b>48%</b>

## Performance Measures

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2004-2005</b>	<b>2005-2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Children &amp; Families</b>				
<b>Ensure that San Francisco's children have adequate health care</b>				
◆ Number of children age 0-5 who are insured through Healthy Kids	3,467	3,500	808	808
<b>Provide high quality child care for San Francisco's children</b>				
◆ Number of child care workers who participate in high quality and culturally appropriate training	1,161	1,200	1,307	1,307

# CHILDREN, YOUTH AND THEIR FAMILIES

---

## ***Mission***

---

*To improve the well-being of San Francisco's children and youth by ensuring the strategic investment of human and monetary resources, collaborating with key partners and by building the infrastructure of communities to improve success rates.*

## ***Services***

---

The Department of Children, Youth and their Families (DCYF) provides a wide-range of services including:

- ◆ Funding and support for more than 225 programs in community-based organizations, schools and city departments which deliver academic support, youth employment, early childhood education, family support, child care, arts, recreation, sports and mental health services.
- ◆ Implementation of a wide variety of inter-departmental and public/private initiatives, including - Gateway to Quality Child Care, After-School Planning Project, San Francisco SafeStart Initiative (coordinated services for families with children exposed to violence), Stay-in-School Coalition, Youth Employment Coordination, Wellness Centers, Youth Initiative Projects, SF TEAM (elementary school literacy) and Beacon Centers.

For more information, call (415) 554-8990.

## **Budget Data Summary**

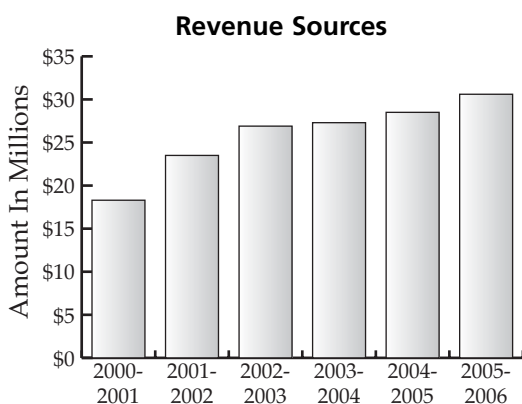
	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$50,585,785	\$52,912,928	\$57,916,948	5,004,020	9.46%
Total FTE	34.58	28.23	30.61	2.38	8.43%

## **Budget Issues and Details**

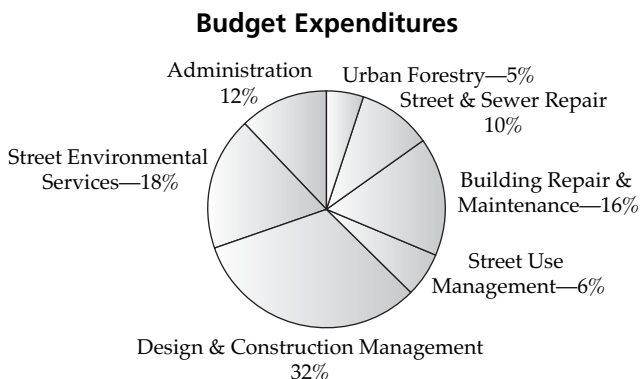
### **Maintaining Vital Children's and Youth Services with New Revenue**

---

- ◆ The department's 2005–2006 budget includes \$29.2 million in Children's Fund revenue, a 4% percent increase over last year—as well as \$1.6 million in one-time revenue from 2004 tax collections that were not previously appropriated. These increases will continue to fund vital community programs that received one-time funding during 2004–2005 and will ensure service continuity.
- ◆ As part of its strategy to leverage new revenue, DCYF created a full-time nutrition coordinator position in order to implement a federally funded after-school snack program and to add sites to the Mayor's summer food program. These initiatives will increase the availability of free, healthy food for children.



The Children's Fund, a property tax set aside, has shown steady growth from year to year. In 2005–2006, budgeted Children's Fund revenue is approximately \$2.1 million greater than in 2004–2005.



Public Education Funds, as passed by voters in 2004, will fund 12 percent of department expense in 2006.

### Investing Strategically in Children's and Youth Services and Enhancing Efficiency

- ◆ The 2004–2005 budget represented the first year of a three-year investment process based on the Children's Services Allocation Plan completed in early 2004. The department will remain with the existing program of investments for the coming year, and will evaluate and provide technical assistance and support for them as needed. To ensure that grant recipients are held accountable for the quality of their programs and services, the department uses the Contract Management System (CMS), a web-based data gathering and invoicing system, and its own program officers' visits to each grantee several times a year. This year, DCYF will enhance its rigorous accountability and evaluation system by offering consumer surveys, implementing new standards of care for each type of service funded, expanding its technical assistance to community programs, sponsoring workshops and conferences and completing an in-depth evaluation of the city's youth employment system.
- ◆ DCYF will use its contracting system to support the implementation of other children and youth programs. In partnership with the Juvenile Probation Department, DCYF will manage over 25 new grants to improve outcomes for the juvenile justice population and those at risk of entering the juvenile justice system.
- ◆ DCYF continues to restructure its workforce. Currently, some administrative positions are being reassigned to support training for community-based organizations and to provide community information and outreach.

### Planning and Implementing City-Wide Initiatives

- ◆ The City Charter mandates that the department prepare two plans for city-wide services to children, youth and their families during each three-year cycle: a Community Needs Assessment (CNA) and a Children's Services Allocation Plan. The most recent CNA was published in April 2005 and can be found at [www.dcyf.org](http://www.dcyf.org). The Department is also responsible for childcare planning through the Child Care Planning and Advisory Council and the City-Wide Child Care Administrator. In addition, DCYF plays a primary planning role in many other areas such as youth employment, after-school, youth development, child health and nutrition and family support
- ◆ DCYF will partner with dozens of community agencies and the public agencies that provide youth employment services to re-organize, streamline and make more accessible the workplace learning

opportunities for youth. This will entail providing staff and other support to the Jobs for Youth campaign; standardizing expectations and outcomes of publicly funded youth jobs; collaborating with the schools to create internships for students; and initiating a jobs clearinghouse and single-point-of-access system for youth seeking employment.

- ◆ Over the next year, DCYF will partner with the Recreation and Park Department and the Mayor's Office to launch an interagency planning process to revitalize and reorganize the programming and management of recreation centers.

#### **Educating the Public about Available Services**

---

- ◆ This year, DCYF will spearhead a partnership with the First 5 San Francisco Commission and other departments to create a parent-friendly website with up-to-date information about activities and services for families and will strategize to address the "digital divide.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2003-2004 Actual</u></b>	<b><u>2004-2005 Budget</u></b>	<b><u>2005-2006 Proposed</u></b>	<b><u>\$ Chg From 2004-2005</u></b>	<b><u>% Chg From 2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	34.58	28.23	30.61	2.38	8%
<b>Net Operating Positions</b>	<b>34.58</b>	<b>28.23</b>	<b>30.61</b>	<b>2.38</b>	<b>8%</b>
<b>SOURCES</b>					
Local Taxes	28,125,774	28,046,000	30,360,000	2,314,000	8%
Use Of Money Or Property	158,720	108,000	108,000	0	0%
Intergovernmental Revenue - Federal	2,046,694	765,000	778,444	13,444	2%
Intergovernmental Revenue - State	209,883	195,000	195,000	0	0%
Charges For Services	859,275	95,835	101,995	6,160	6%
Other Revenues	150,000	350,000	0	(350,000)	(100%)
Transfers In	2,749,384	9,749,384	9,416,051	(333,333)	(3%)
Expenditure Recovery	1,616,905	1,986,672	1,644,772	(341,900)	(17%)
Fund Balance	3,761,162	400,000	2,913,000	2,513,000	628%
General Fund Support	10,907,988	11,217,037	12,399,686	1,182,649	11%
<b>Sources Total</b>	<b>50,585,785</b>	<b>52,912,928</b>	<b>57,916,948</b>	<b>5,004,020</b>	<b>9%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	2,110,091	2,005,707	2,352,520	346,813	17%
Fringe Benefits	389,592	473,505	664,000	190,495	40%
Professional & Contractual Services	2,124,757	975,260	1,338,200	362,940	37%
Aid Assistance / Grants	37,397,866	41,391,333	45,168,116	3,776,783	9%
Materials & Supplies	111,673	75,313	67,545	(7,768)	(10%)
Services Of Other Departments	8,451,806	7,991,810	8,326,567	334,757	4%
<b>Uses-operating Expenditure Total</b>	<b>50,585,785</b>	<b>52,912,928</b>	<b>57,916,948</b>	<b>5,004,020</b>	<b>9%</b>
<b>USES BY PROGRAM RECAP</b>					
Children's Baseline	15,372,093	23,653,807	17,159,551	(6,494,256)	(27%)
Children's Fund Programs	31,200,910	26,886,014	31,771,101	4,885,087	18%
Children's Svcs - Non-Children's Fund	4,012,782	2,373,107	2,319,629	(53,478)	(2%)
Public Education Fund - Prop H	0	0	6,666,667	6,666,667	N/A
<b>Uses By Program Recap Total</b>	<b>50,585,785</b>	<b>52,912,928</b>	<b>57,916,948</b>	<b>5,004,020</b>	<b>9%</b>

## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Children's Baseline</b>				
<b>Increase the quality and accessibility of child care</b>				
◆ Number of child care slots created, enhanced, or preserved through the Child Care Facilities Fund	2,055	1,750	1,750	1,500
◆ Number of centers and family child care providers that receive a quality assessment	n/a	100	130	160
<b>Support the health of children and youth</b>				
◆ Number of meals delivered to eligible children and youth through the Summer Food Program	210,300	205,000	195,000	230,000
◆ Number of adolescents with access to school wellness centers	12,268	11,732	11,732	11,732
◆ Number of high school students served at school wellness centers	3,400	3,500	3,500	3,500
<b>Children's Fund Programs</b>				
<b>Improve accountability and the quality of services for children, youth, and their families</b>				
◆ Percentage of programs with signed contracts that receive a site visit by DCYF staff within the first six months of the contract	94%	90%	99%	95%
◆ Percentage of funded programs that state the Contract Management System makes data collection easier and better enables utilization of data	65%	70%	70%	70%
◆ Percentage of funded programs that state that their site visit introduced them to resources to support their organizational and program needs	75%	80%	80%	80%
<b>Improve the well-being of San Francisco children, youth, and their families</b>				
◆ Number of children, youth, and their families served through projects funded by the Children's Fund	65,201	40,000	40,000	40,000
<b>Children's Svcs - Non-Children's Fund</b>				
<b>Support children's and youth's contributions to the vitality of San Francisco</b>				
◆ Number of YouthWorks participants who receive job training	401	400	400	400





## COUNTY EDUCATION OFFICE

---

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

In 2002–2003, all other funding for programs and services at the County Education Office was diverted to the Department of Children, Youth and Their Families (DCYF), which administers the funds in conjunction with the SFUSD.

In 2005–2006:

- ◆ General Fund support for arts, music and athletics programs offered through the school district will remain constant. More detail about these programs can be found in the submission for DCYF.
- ◆ The budget provides \$10 million to fully fund the Public Education Fund created by Proposition H, a voter approved ballot initiative passed in March 2004. One third of the funding goes to First 5 San Francisco to begin implementing universal preschool. More detail about this program can be found in the submission for First 5 (also known as the Children and Families Commission). Two-thirds of the funding goes to the SFUSD for sports, libraries, arts, music and other educational support programs. More detail about these programs can be found in the submission for DCYF.

### Budget Data Summary

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$68,296	\$69,023	\$1,199,530	\$1,130,507	N/A
Total FTE	1.00	1.00	1.00	0.00	0.00%

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	11.00	11.00	11.00	0.00	0%
Non-operating Positions (cap/other)	(10.00)	(10.00)	(10.00)	0.00	0%
<b>Net Operating Positions</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0%</b>
<b>SOURCES</b>					
General Fund Support	68,296	69,023	71,130	2,107	3%
<b>Sources Total</b>	<b>68,296</b>	<b>69,023</b>	<b>71,130</b>	<b>2,107</b>	<b>3%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	55,129	54,846	55,735	889	2%
Fringe Benefits	13,167	14,177	15,395	1,218	9%
<b>Uses-operating Expenditure Total</b>	<b>68,296</b>	<b>69,023</b>	<b>71,130</b>	<b>2,107</b>	<b>3%</b>
<b>USES BY PROGRAM RECAP</b>					
County Education Services	68,296	69,023	1,199,530	1,130,507	N/A
<b>Uses By Program Recap Total</b>	<b>68,296</b>	<b>69,023</b>	<b>1,199,530</b>	<b>1,130,507</b>	<b>N/A%</b>

# DEPARTMENT OF THE STATUS OF WOMEN

---

## ***Mission***

---

*To ensure equal treatment of women and foster the socioeconomic, political, and educational advancement of women and girls throughout San Francisco.  
To create policies, legislation, and programs focused primarily on women in need.*

## ***Services***

---

Appointed by the Mayor, the 7-member Commission sets and implements citywide policy concerning the status of women.

- ◆ **Justice & Courage** oversees implementation of the recommendations contained in the 2002 Justice & Courage Report: A Blueprint for San Francisco's Response to Domestic Violence. (The report can be found on the department website.) This is in keeping with the Mayor's goal to eradicate domestic violence from San Francisco neighborhoods and to achieve a seamless citywide response to this persistent social problem.
- ◆ **Violence Against Women (VAW) Intervention, Prevention, and Education Grants** awards \$1.7 million annually to 20 community-based partner-organizations engaged in 25 programs designed to counteract domestic violence and sexual assault throughout the City and County of San Francisco.
- ◆ **U.N. Convention to Eliminate All Forms of Discrimination Against Women (CEDAW)** Ordinance mandates gender equity in San Francisco's workforce, social services and city budgets. The department provides resources to the CEDAW Committee, which is responsible for overseeing the ordinance's implementation.
- ◆ **Job Library** maintains a paper-based job library to provide job listings and other resources to those who may not have on-line access.
- ◆ **Referrals & Resources** provides referrals to social services and other resources for inquiries made in-person, by-phone, and via e-mail. In 2005, the Department updated the Directory of Social Services for Women in San Francisco, a comprehensive guide to non-profit and government services for residents within the City and County of San Francisco and the Bay Area.

For more information, call (415) 252-2570 or go to [www.sfgov.org/dosw](http://www.sfgov.org/dosw).

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$2,660,490	\$2,421,235	\$2,443,039	21,804	0.90%
Total FTE	6.47	6.05	4.63	(1.42)	(23.47%)

## **Budget Issues and Details**

### **Preserving Direct Service for Victims of Violence**

---

- ◆ The Justice & Courage Oversight Panel is pursuing three major initiatives related to structural reform of the city's response to domestic violence:
- ◆ Creation of a Domestic Violence Cross-Training Institute to fill a training gap that exists among criminal justice agencies

### **Evaluation of Batterers' Intervention Programs**

---

- ◆ Seeking a federal grant to fund a safety audit to assess the efficacy of reform efforts introduced in the City and County of San Francisco since the 2002 Justice & Courage Report.
- ◆ The department is working collaboratively with our partner agencies to improve the current grants program and to promote public awareness of existing services under the banner "Diverse Services for a Diverse City."

### **Promoting Gender Equity**

---

- ◆ With the support of the Mayor, the department is planning a citywide CEDAW Training for departments to help them adopt measures to address gender equality in services, employment and budget allocations.

### **Additional Department Priorities**

---

- ◆ **City Charter Compliance:** A priority for 2005–2006 is the alignment of the annual strategic plan and day-to-day operations with provisions of the City Charter.
- ◆ **Customer Service:** The department continues to pursue better measurement of service delivery. This includes tallies of phone and in-person inquiries from the public and record-keeping of written resources that are provided to the public and to other city agencies, non-profit and private organizations.
- ◆ **Public Outreach:** A major goal this year is to improve the visibility of the commission and the department. To this end, the CEDAW Committee will advise the governments of New York City and Santa Cruz as they work to adopt ordinances reflecting CEDAW principles; the commission will hold a number of its monthly meetings in the community; and the Justice & Courage Oversight Panel will continue to convene public meetings and trainings. In addition, each March the commission and department organize an annual Women's History Month tribute during a regular meeting of the Board of Supervisors.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	7.22	6.80	5.63	(1.17)	(17%)
Non-operating Positions (cap/other)	(0.75)	(0.75)	(1.00)	(0.25)	33%
<b>Net Operating Positions</b>	<b>6.47</b>	<b>6.05</b>	<b>4.63</b>	<b>(1.42)</b>	<b>(23%)</b>
<b>SOURCES</b>					
Licenses & Fines	208,854	210,000	210,000	0	0%
Intergovernmental Revenue - Federal	68,251	0	0	0	N/A
Charges For Services	434	0	0	0	N/A
Expenditure Recovery	57,563	0	86,780	86,780	N/A
Fund Balance	0	112,500	0	(112,500)	(100%)
General Fund Support	2,325,388	2,098,735	2,146,259	47,524	2%
<b>Sources Total</b>	<b>2,660,490</b>	<b>2,421,235</b>	<b>2,443,039</b>	<b>21,804</b>	<b>1%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	515,793	478,635	360,269	(118,366)	(25%)
Fringe Benefits	94,744	107,637	90,977	(16,660)	(15%)
Professional & Contractual Services	43,769	45,489	47,625	2,136	5%
Aid Assistance / Grants	1,888,254	1,701,064	1,840,703	139,639	8%
Materials & Supplies	11,656	6,153	5,513	(640)	(10%)
Equipment	0	0	12,483	12,483	N/A
Services Of Other Departments	106,274	82,257	85,469	3,212	4%
<b>Uses-operating Expenditure Total</b>	<b>2,660,490</b>	<b>2,421,235</b>	<b>2,443,039</b>	<b>21,804</b>	<b>1%</b>
<b>USES BY PROGRAM RECAP</b>					
Children's Baseline	0	194,781	198,677	3,896	2%
Domestic Violence	261,539	306,500	194,000	(112,500)	(37%)
Status Of Women	2,398,951	1,919,954	2,050,362	130,408	7%
<b>Uses By Program Recap Total</b>	<b>2,660,490</b>	<b>2,421,235</b>	<b>2,443,039</b>	<b>21,804</b>	<b>1%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Domestic Violence</b>				
<b>Treat and Reduce Victimization by Providing Crisis line, Advocacy, Legal, Shelter and Prevention, Education and Training Services to Women and Girls, Especially to Low-Income and underserved communities</b>				
◆ Number of individuals served	22,359	21,559	23,360	27,060
<b>Status Of Women</b>				
<b>Deliver to the Public Referrals and Resources Related to Promoting the Health and Welfare of Women and Girls</b>				
◆ Number of referrals per month	n/a	n/a	700	800
<b>Promote Empowerment of Women &amp; Girls</b>				
◆ Number of sexual harassment information-dissemination and trainings	n/a	n/a	2	4
◆ Number of public events recognizing the achievements of women	n/a	n/a	5	8
<b>Promote Gender Equity in City Services, Employment, and Budget Allocations, in Accordance with the U. N. Convention to Eliminate All Forms of Discrimination Against Women (CEDAW)</b>				
◆ Number of CEDAW Committee meetings held on implementing the Citywide Five-Year Action Plan	n/a	3	4	5
◆ Number of educational/training presentations conducted to support CEDAW implementation	3	5	4	6

## ENVIRONMENT

---

### ***Mission***

---

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

### ***Services***

---

In addition to providing environmental policy direction for the Mayor and Board of Supervisors, Environment (ENV) delivers service programs for San Francisco residents and businesses including:

- ◆ **Zero Waste** promotes recycling, materials reuse, and waste reduction to municipal, commercial and residential clients.
- ◆ **Toxics Reduction** promotes proper use and disposal of toxic products, as well as alternatives to toxics for municipal, commercial and residential clients.
- ◆ **Environmental Justice** coordinates environmental health and food security projects in communities that bear a disproportionate environmental burden, including an air monitoring station and farmers' market.
- ◆ **Energy Efficiency/Renewable Energy** provides energy efficiency audits at commercial establishments, offers retrofits pending available state funding, provides free energy-efficient appliances to commercial and residential clients and promotes both residential and commercial solar energy installations.
- ◆ **Clean Air** promotes transportation demand management for municipal and commercial clients, promotes clean alternative fuel technology and monitors alternative fuel composition of the city fleet.
- ◆ **Urban Forest Council** coordinates urban forest issues across multiple agencies and non-profits, and develops long-term forestation and funding plans for the restoration of San Francisco's urban forest.

For more information, call (415) 355-3700.

### **Budget Data Summary**

	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change from 2004-2005	
				Nominal	Percent
Total Expenditures	\$13,069,183	\$10,643,129	\$9,097,720	(\$1,545,409)	(14.52%)
Total FTE	49.12	51.56	53.34	1.78	3.45%

## **Budget Issues and Details**

### **Recycling Changes**

---

- ◆ ENV's recycling, toxics reduction, green building and environmental justice programs are funded all or in part through the Solid Waste Impound Account. For fiscal 2005–2006, \$800,000 from the Impound Account will be redirected to refuse recycling and other waste diversion services at the Department of Public Works. This reduction will have an impact on the department's environmental education and outreach, recycling and toxics reductions programs.

### **Energy Efficiency: Reducing Citywide Energy Use**

---

- ◆ ENV's Energy Efficiency/Renewable Energy program is charged with improving regional environmental quality and public health by decreasing San Francisco's impact on global climate change thereby creating a more stable and prosperous environment. The program will work towards closing Hunters Point Power Plant by reducing citywide energy use by 42 megawatts and by increasing the use of green power by 17 megawatts. The program will also work to implement a local climate action plan to reduce greenhouse gas emissions to below 1990 levels.

### **Environmental Justice: Addressing Food Security Issues in Bayview**

---

- ◆ ENV's Environmental Justice program promotes the protection of human health and the environment, encourages public participation and disseminates relevant information to inform and educate affected communities so that all San Franciscans have an opportunity to lead healthy, fulfilling and dignified lives. In 2005–2006, the department will work with a local nonprofit to open a new farmers' market in the Bayview/Hunter's Point neighborhood. Through a combination of technical assistance and outreach services, the department will help the nonprofit farmers' market become self-sufficient over the course of the year. A farmers' market will improve residents' access to healthy and environmentally sustainable food—including organic produce—directly addressing food security issues that face neighborhood residents.

### **Toxics Reduction: Eliminating Common Household Toxics**

---

- ◆ The Toxics Reduction Program seeks to improve the quality of human health and the environment in San Francisco by providing information and services to San Francisco residents, businesses and city agencies to reduce the use of toxic chemicals and properly manage hazardous waste. The department will launch a pilot door-to-door/curbside toxic collection program in 2005–2006. The program will make it easier for households to dispose of a wide-range of common hazardous waste, including batteries, paint and pesticides.



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	53.51	55.66	57.89	2.23	4%
Non-operating Positions (cap/other)	(4.39)	(4.10)	(4.55)	(0.45)	11%
<b>Net Operating Positions</b>	<b>49.12</b>	<b>51.56</b>	<b>53.34</b>	<b>1.78</b>	<b>3%</b>
<b>SOURCES</b>					
Use Of Money Or Property	10,003	0	0	0	N/A
Intergovernmental Revenue - Federal	222,850	315,851	0	(315,851)	(100%)
Intergovernmental Revenue - State	1,087,833	2,429,132	1,606,528	(822,604)	(34%)
Intergovernmental Revenue - Other	1,334,593	0	0	0	N/A
Charges For Services	5,527,878	6,058,087	6,271,034	212,947	4%
Transfers In	100,000	0	0	0	N/A
Expenditure Recovery	1,257,378	1,060,051	1,220,158	160,107	15%
Fund Balance	1,170,443	780,008	0	(780,008)	(100%)
General Fund Support	2,358,205	0	0	0	N/A
<b>Sources Total</b>	<b>13,069,183</b>	<b>10,643,129</b>	<b>9,097,720</b>	<b>(1,545,409)</b>	<b>(15%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	3,653,329	3,236,706	3,544,792	308,086	10%
Fringe Benefits	639,938	809,930	1,071,437	261,507	32%
Professional & Contractual Services	5,185,468	3,141,828	1,649,047	(1,492,781)	(48%)
Aid Assistance / Grants	2,238,492	1,406,692	925,000	(481,692)	(34%)
Materials & Supplies	327,891	307,071	269,460	(37,611)	(12%)
Equipment	83,167	0	0	0	N/A
Services Of Other Departments	890,629	1,740,902	1,637,984	(102,918)	(6%)
<b>Uses-operating Expenditure Total</b>	<b>13,018,914</b>	<b>10,643,129</b>	<b>9,097,720</b>	<b>(1,545,409)</b>	<b>(15%)</b>
<b>USES-PROJECT EXPENDITURES</b>					
Capital Projects	50,269	0	0	0	N/A
<b>Uses-project Expenditure Total</b>	<b>50,269</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Clean Air	1,957,495	1,358,446	516,567	(841,879)	(62%)
Climate Change / Energy	1,075,033	694,785	906,449	211,664	30%
Environment	4,269,596	2,017,326	1,912,445	(104,881)	(5%)
Environment - Outreach	1,602,081	1,418,287	1,324,726	(93,561)	(7%)
Environmental Justice / Youth Employ	10,364	50,000	0	(50,000)	(100%)
Green Building	197,295	352,734	347,453	(5,281)	(1%)
Recycling	1,603,326	3,212,010	3,047,232	(164,778)	(5%)
Solid Waste Management	1,526,291	434,331	0	(434,331)	(100%)
Toxics	735,220	1,003,006	933,379	(69,627)	(7%)
Urban Forestry	92,482	102,204	109,469	7,265	7%
<b>Uses By Program Recap Total</b>	<b>13,069,183</b>	<b>10,643,129</b>	<b>9,097,720</b>	<b>(1,545,409)</b>	<b>(15%)</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>CLEAN AIR</b>				
<b>Encourage the use of public transportation to improve air quality</b>				
◆ Number of City employees participating in commuter check program	2,757	2,800	3,100	3,200
<b>CLIMATE CHANGE / ENERGY</b>				
<b>Encourage the use of renewable energy and energy efficiency</b>				
◆ Number of sustainable energy trainings aimed at residents and energy professionals	43	15	35	35
<b>ENVIRONMENT - OUTREACH</b>				
<b>Educate the public on environmental issues</b>				
◆ Number of public inquiries on environmental issues received through the visitor center, telephone and Internet	4,571	4,500	4,500	5,000
<b>RECYCLING</b>				
<b>Decrease landfill waste and hazardous material use through recycling and waste diversion</b>				
◆ Percentage of total solid waste materials diverted in a calendar year (compared to state mandate of 50%)	63%	58%	63%	67%
◆ Number of fluorescent lightbulbs/tubes collected through Dept. programs.	n/a	n/a	2,500	2,500

# HUMAN RIGHTS

---

## ***Mission***

---

*To provide leadership and advocacy to secure, protect and promote human rights for all San Franciscans.*

## ***Services***

---

The Human Rights Commission (HRC) implements and enforces city ordinances that prohibit discrimination in city contracts, housing, employment and public accommodations. It addresses discrimination against protected classes including: race, color, creed, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, domestic partner status, marital status, disability, HIV status, and height and/or weight.

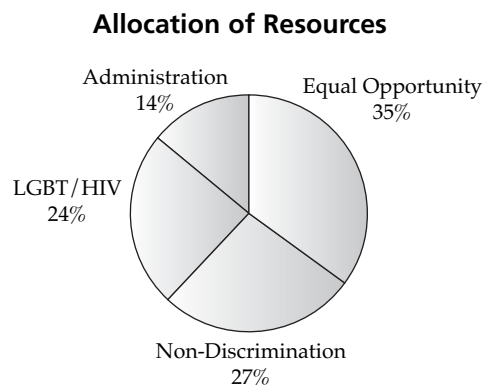
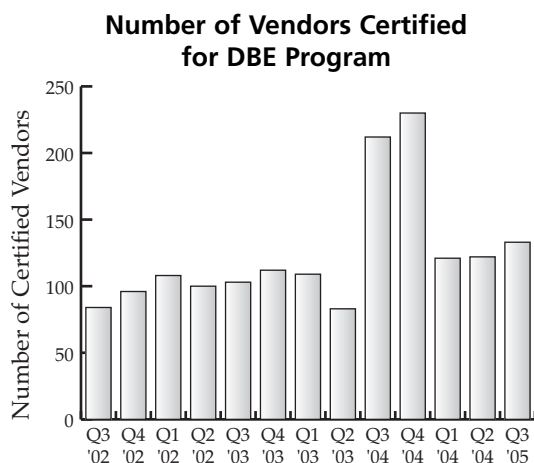
HRC's three divisions are:

- ◆ **Equal Opportunity** administers the Disadvantaged Business Enterprise (DBE) Program which mandates that economically disadvantaged businesses located within the city are eligible for certification, bid/rating discounts and subcontracting opportunities when bidding on city contracts; monitors contracts, bid discounts and ratings bonuses as well as goals for the participation of DBEs as subcontractors.
- ◆ **Nondiscrimination in Employment, Housing and Public Accommodation** works to reduce discrimination and hate violence by assisting in the assurance of fair housing and mediating and investigating complaints of discrimination; provides counseling on issues and investigates complaints of discrimination relating to fair housing, public accommodations and business establishment discrimination; makes referrals to other agencies and conducts research into fair housing issues.
- ◆ **Lesbian Gay Bisexual Transgender and HIV (LGBTH)** enforces the Equal Benefits Ordinance; investigates and mediates sexual orientation, gender identity, and HIV/AIDS discrimination complaints; provides training and information; and provides assistance to other government agencies in the development of sexual orientation, gender identity, and AIDS/HIV anti-discrimination policies.

For more information, call (415) 252-2500.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$4,690,904	\$4,172,684	\$4,149,910	(\$22,774)	(0.55%)
Total FTE	39.14	38.59	36.42	(2.17)	(5.62%)



Note: DBE program was preceded by MBE/WBE programs.

## Budget Issues and Details

### Reducing Administrative Staff

- ◆ In 2005–2006, HRC will further reduce administrative staff to meet budgetary shortfalls. Proposed staff reductions include the loss of administrative support and the loss of a Contract Compliance Officer I in the Nondiscrimination in Employment, Housing and Public Accommodations Division.

### Redirecting Compliance Efforts

- ◆ In 2005–2006, HRC will no longer monitor compliance with federal regulations for grants administered by the Mayor's Office of Community Development (MOCD). MOCD primarily administers federal grants and therefore plans to directly monitor compliance with its current staff rather than seek those services through HRC, which generally oversees compliance with local ordinances. The federal resources administered by MOCD include such grants from the U.S. Department of Housing and Urban Development as the Community Development Block Grants (CDBG), Emergency Shelter Grant (ESG), Home Investment Partnership (HOME) and Housing Opportunities for Persons with AIDS (HOPWA). HRC does not expect to reduce monitoring and compliance in other divisions even with reduced overall staffing.

### Implementing Provisions of DBE Program

- ◆ As the city continues to move toward replacing previous programs with a DBE program, HRC will focus on working with legislators and staff on its implementation. Any changes, new regulations and requirements will be incorporated into HRC's certification process.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004</b> <b><u>Actual</u></b>	<b>2004-2005</b> <b><u>Budget</u></b>	<b>2005-2006</b> <b><u>Proposed</u></b>	<b>\$ Chg From</b> <b><u>2004-2005</u></b>	<b>% Chg From</b> <b><u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	43.14	42.59	38.72	(3.87)	(9%)
Non-operating Positions (cap/other)	(4.00)	(4.00)	(2.30)	1.70	(43%)
<b>Net Operating Positions</b>	<b>39.14</b>	<b>38.59</b>	<b>36.42</b>	<b>(2.17)</b>	<b>(6%)</b>
<b>SOURCES</b>					
Expenditure Recovery	2,890,697	2,996,059	3,061,059	65,000	2%
Fund Balance	70,842	0	0	0	N/A
General Fund Support	1,729,365	1,176,625	1,088,851	(87,774)	(7%)
<b>Sources Total</b>	<b>4,690,904</b>	<b>4,172,684</b>	<b>4,149,910</b>	<b>(22,774)</b>	<b>(1%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	3,071,592	2,802,357	2,804,338	1,981	0%
Fringe Benefits	519,101	656,807	805,143	148,336	23%
Professional & Contractual Services	891,207	462,488	267,768	(194,720)	(42%)
Materials & Supplies	11,280	14,535	9,148	(5,387)	(37%)
Equipment	0	29,762	41,130	11,368	38%
Services Of Other Departments	197,724	206,735	222,383	15,648	8%
<b>Uses-operating Expenditure Total</b>	<b>4,690,904</b>	<b>4,172,684</b>	<b>4,149,910</b>	<b>(22,774)</b>	<b>(1%)</b>
<b>USES BY PROGRAM RECAP</b>					
Human Rights	4,690,904	4,172,684	4,149,910	(22,774)	(1%)
<b>Uses By Program Recap Total</b>	<b>4,690,904</b>	<b>4,172,684</b>	<b>4,149,910</b>	<b>(22,774)</b>	<b>(1%)</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Human Rights</b>				
<b>Ensure equal provision of benefits to spouses and domestic partners</b>				
◆ Number of actions taken on contractor submittals	7,622	7,000	7,000	7,000
<b>Ensure fairness in employment, housing, and public accommodations</b>				
◆ Number of mediation and/or counseling services for tenant/landlord disputes	750	750	764	800
◆ Number of fair housing complaints investigated	670	725	600	800
◆ Number of public accommodation complaints investigated	285	350	350	325
◆ Number of employment complaints investigated	338	350	350	375
<b>Increase participation of local, minority, and women-owned businesses in City contracts</b>				
◆ Number of contract bidders reviewed to ensure opportunities for certified minority, women-owned and local firms	7,888	6,000	6,000	7,000
◆ Number of payments monitored to ensure actual participation of certified firms	16,606	16,000	17,000	18,000
<b>Investigate complaints of discrimination</b>				
◆ Number of actions taken to investigate and resolve sexual orientation complaints	628	650	680	650
◆ Number of actions taken to investigate and resolve gender identity complaints	544	550	600	600
◆ Number of actions taken to investigate and resolve HIV status complaints	516	450	525	500
◆ Number of actions taken to investigate and resolve domestic partner status complaints	31	35	30	30
<b>Provide sensitivity trainings on various discrimination and diversity issues</b>				
◆ Number of sensitivity trainings on various discrimination and diversity issues	149	160	140	140

# HUMAN SERVICES AGENCY

---

## ***Mission***

---

*To help people who are disadvantaged or in crisis obtain the resources they need to realize their human potential within the context of family and community.*

## ***Services***

---

The Human Services Agency includes the Department of Aging and Adult Services and the Department of Human Services.

The **Department of Aging and Adult Services (DAAS)** reaches nearly 32,000 San Franciscans each year through the following programs:

- ◆ **Adult Protective Services** assists elders, dependent adults and adults with disabilities who are abused or neglected, or at risk of abuse or neglect.
- ◆ **In Home Supportive Services (IHSS)** provides care to low-income elderly, disabled and/or blind residents, thereby allowing them to live safely in their own homes.
- ◆ **Office on the Aging** provides a range of programs and services to the elderly and to adults with disabilities.
- ◆ **Offices of the Public Administrator/ Public Conservator/ Public Guardian** administer the estates of deceased residents when no family members are able or willing to act, provide mental health conservatorship services for residents who are gravely disabled due to mental illness, and provide probate conservatorship services for seniors and adults with disabilities who are substantially unable to provide for themselves.
- ◆ Other adult services offered by DAAS include assisting veterans, providing information, referral and assistance to connect adults and their caregivers to services and resources, and representative payee money management services for individuals who cannot manage their own funds.

For more information, call (415) 355-3555.

The **Department of Human Services (DHS)** reaches nearly 100,000 San Franciscans each year through the following programs:

- ◆ **California Work Opportunity and Responsibility to Children (CalWORKs)** provides financial aid and an array of services such as job training and child care designed to help parents of low-income families become self-sufficient.
- ◆ **County Adult Assistance Programs (CAAP)** provide cash grants and supportive services to eligible low-income adults.

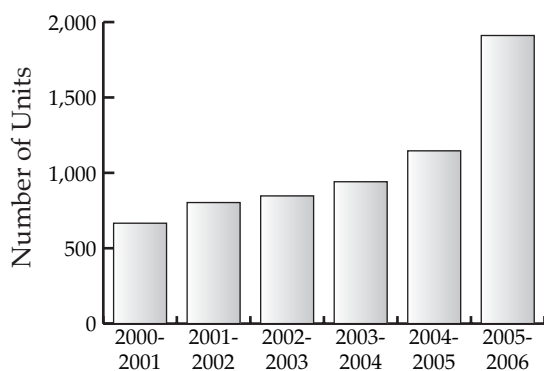
- ◆ **Family and Children's Services** protects children from harm by investigating reports of child mistreatment, supporting families who are at risk of mistreating their children and, when necessary, finding alternative homes for children.
- ◆ **Food Stamps** helps children, low-income households and single adults improve their health by providing access to a nutritious diet.
- ◆ **Housing and Homeless** provides early intervention and prevention, emergency shelter, transitional housing, permanent supportive housing and other services to assist homeless individuals and families 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/shelter and services as part of their benefit package.
- ◆ **Medi-Cal Health Connections** provides seniors, people with disabilities, families, pregnant women, children and young adults with access to free and low-cost health coverage through the Medi-Cal, Healthy Families and Healthy Kids programs.
- ◆ **Workforce Development** provides career counseling, vocational assessment, job placement and career advancement services, and on-the-job-training.

For more information, call (415) 557-5000.

## Budget Data Summary

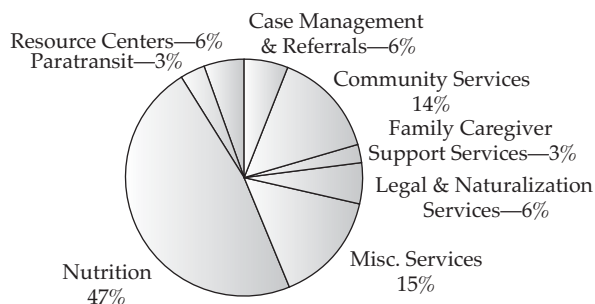
	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$510,076,994	\$542,181,910	\$572,048,725	\$29,866,815	5.51%
Total FTE	1,735.33	1,697.39	1,670.34	(27.05)	(1.59%)

**DHS-Funded Single Resident  
Occupancy (SRO) Units**



DHS' budget for 2005–2006 includes funding to bring 351 new single-room occupancy hotel units online through the CAAP Benefit Package program, formerly known as *Care Not Cash*. Approximately 56% of the 2,262 units projected to be available by June 2006 will be funded through the program.

**Office on Aging Expenditures**



Office on the Aging funding for senior services provided by community-based organizations totals \$17.5 million. Approximately two-thirds of this amount is General Fund support, including \$10.7 million to replace parking tax revenue that had been estimated for senior services in prior years.



## Budget Issues and Details

### Service Level Changes

---

- ◆ The agency absorbed \$8.3 million in fixed cost increases and further reduced its reliance on the General Fund by \$4.2 million through a combination of leveraging new non-General Fund revenue, eliminating underutilized funds, holding positions vacant, and making service reductions. In deciding where to reduce spending, the agency adhered to the principles of preserving direct client services, maintaining partnerships with community-based organizations, deploying agency staff more efficiently and holding programs accountable for achieving results.
- ◆ Within DHS, service reductions to six Family Resource Centers and other family preservation services amount to \$467,000. In 2005–2006, the department will work with other city agencies that serve children and families to reexamine and make improvements to the delivery system for these types of services.
- ◆ In July of 2004, DAAS and DHS became part of a single agency, which has resulted in significant operational efficiencies and General Fund savings, thereby preserving many direct services that might otherwise have been lost to budget cuts. Since the merger occurred, the agency has identified ways to leverage \$1.7 million in new state and federal reimbursements for DAAS services that had previously gone unclaimed.
- ◆ The agency consolidation will be completed in 2005–2006 with the transfer of the In-Home Supportive Services program from DHS to DAAS. This transfer will add \$78 million to the DAAS budget. Also within DAAS, approximately \$400,000 is reprogrammed from existing to new services.
- ◆ The budget funds three additional positions in the agency's Supplemental Security Income Advocacy unit, which works to shift county welfare recipients to federal assistance programs and draw down Medi-Cal revenue. This is anticipated to generate over \$500,000 in General Fund savings while securing federal benefits for aged and disabled individuals.
- ◆ Due to demographic and economic trends, caseloads are projected to increase in a number of programs, including Food Stamps, IHSS, and Medi-Cal. The agency's aid budget increases by \$4.5 million as a result of the growth in entitlement programs and cost-of-living adjustments for some welfare payments and services.

### Expanding Homeless Services

---

- ◆ Consistent with the Mayor's policy priorities, the new budget provides an increase of \$2.2 million in General Fund support and another \$4 million through the *Care Not Cash* program to address the crisis of homelessness in San Francisco. DHS' total homeless budget is \$62.1 million.
- ◆ The budget includes \$700,000 to double the size of the Homeless Outreach Team from 10 to 20 workers; \$250,000 for a new One Stop Employment Center for homeless individuals; \$100,000 for shelter improvements; \$200,000 for a new homeless respite center; and over \$1 million to annualize the cost of two new hotels scheduled to open in June 2005, one of which is dedicated to seniors.
- ◆ DHS will continue to implement its Care Not Cash program by redirecting \$14 million in cash grants to housing and services for homeless clients on general assistance. Approximately \$12.5 million will be used to increase the availability of permanent supportive housing. Since voters approved Care Not Cash in November 2002, DHS has brought nearly 800 new single room occupancy units online, and will have a projected 2,262 units under lease by the end of 2005–2006. Care Not Cash will also fund \$1.4 million in services, including intensive case management, primary care, mental health services, residential treatment, shelter improvements and methadone maintenance.

### **Utilizing Technology to Enhance Services**

---

- ◆ In 2005–2006 DAAS will promote its new Network of Support for Community Living website ([www.sfnscl.net](http://www.sfnscl.net)) as a service to the community. The site will provide up-to-date resource information in an easy-to-use format. The Information, Referral & Assistance program will also expand its new electronic caller intake system to include the Resource Centers for Seniors and Adults with Disabilities. This will enable standardized tracking, collection and analysis of client data.
- ◆ DHS will implement the state-mandated California Welfare Information Network (CalWIN) system in November 2005. CalWIN presents a major opportunity to improve the efficiency and user friendliness of the eligibility determination and data tracking process. The agency will undertake a massive system training and implementation effort to ensure a seamless transition from the old system to the new.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,736.33	1,698.39	1,673.34	(25.05)	(1%)
Non-operating Positions (cap/other)	(1.00)	(1.00)	(3.00)	(2.00)	200%
<b>Net Operating Positions</b>	<b>1,735.33</b>	<b>1,697.39</b>	<b>1,670.34</b>	<b>(27.05)</b>	<b>(2%)</b>
<b>SOURCES</b>					
Local Taxes	10,664,546	10,710,000	0	(10,710,000)	(100%)
Intergovernmental Revenue - Federal	163,591,550	182,384,909	212,375,050	29,990,141	16%
Intergovernmental Revenue - State	184,113,311	178,187,667	184,148,768	5,961,101	3%
Charges For Services	2,355,876	3,286,268	3,087,797	(198,471)	(6%)
Other Revenues	147,116	4,239,040	1,919,146	(2,319,894)	(55%)
Transfers In	0	10,054,263	0	(10,054,263)	(100%)
Expenditure Recovery	15,941,501	11,927,302	13,415,119	1,487,817	12%
Fund Balance	631,931	421,369	2,207,616	1,786,247	424%
Other Funding Sources	198,131	0	0	0	N/A
General Fund Support	132,433,032	140,971,092	154,895,229	13,924,137	10%
<b>Sources Total</b>	<b>510,076,994</b>	<b>542,181,910</b>	<b>572,048,725</b>	<b>29,866,815</b>	<b>6%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	105,472,131	107,853,363	108,759,295	905,932	1%
Fringe Benefits	23,641,422	30,906,466	39,613,487	8,707,021	28%
Professional & Contractual Services	25,314,089	21,704,175	30,342,547	8,638,372	40%
Aid Assistance / Grants	314,730,217	345,350,075	357,001,696	11,651,621	3%
Materials & Supplies	1,684,480	2,641,761	1,954,031	(687,730)	(26%)
Equipment	297,911	294,938	577,900	282,962	96%
Services Of Other Departments	38,936,744	33,255,132	33,299,769	44,637	0%
<b>Uses-operating Expenditure Total</b>	<b>510,076,994</b>	<b>542,005,910</b>	<b>571,548,725</b>	<b>29,542,815</b>	<b>5%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	176,000	200,000	24,000	14%
Capital Projects	0	0	300,000	300,000	N/A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>176,000</b>	<b>500,000</b>	<b>324,000</b>	<b>184%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	64,227,966	64,158,215	83,147,978	18,989,763	30%
Adult Services	110,177,553	114,603,912	117,244,506	2,640,594	2%
CalWORKs	53,230,167	60,623,243	60,374,121	(249,122)	0%
Children's Baseline	17,968,111	14,593,910	13,608,523	(985,387)	(7%)
Children's Fund Programs	0	0	785,000	785,000	N/A
County Adult Assistance Program	57,412,546	55,267,688	53,256,932	(2,010,756)	(4%)

**TOTAL BUDGET - HISTORICAL COMPARISON (cont)**

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>\$ Chg From</b>	<b>% Chg From</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Proposed</u></b>	<b><u>2004-2005</u></b>	<b><u>2004-2005</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Disabled Children/poor/needy Servic	0	2,400,000	0	(2,400,000)	(100%)
Family & Children Service	122,649,415	134,649,869	135,577,141	927,272	1%
Food Stamps	10,245,604	10,761,953	11,438,280	676,327	6%
Housing & Homelessness	43,885,379	51,720,800	62,127,367	10,406,567	20%
Medi - Cal	18,621,631	20,317,430	21,252,506	935,076	5%
Refugee Resettlement	918,413	824,009	824,072	63	0%
Workforce Development	10,740,209	12,260,881	12,412,299	151,418	1%
<b>Uses By Program Recap Total</b>	<b>510,076,994</b>	<b>542,181,910</b>	<b>572,048,725</b>	<b>29,866,815</b>	<b>6%</b>

## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Adult Services</b>				
<b>Assist individuals who are elderly, blind or disabled to remain safely in their own homes</b>				
♦ Number of new cases opened as a result of hospital discharges	921	1,200	1,400	1,400
<b>Provide effective services through the Representative Payee program</b>				
♦ Number of active cases	1,441	1,400	1,438	1,568
♦ Percentage of cases receiving Representative Payee Services within 60 days of being referred for services.	n/a	n/a	65%	70%
<b>Provide nutritional meals to seniors</b>				
♦ Number of meals served at centers	812,884	800,000	813,486	813,486
<b>To effectively assist clients with suspected abuse or neglect</b>				
♦ Percentage of referred cases with reduced risk at time of case closure	74%	75%	75%	75%
<b>CalWORKs</b>				
<b>Increase access to supportive services/resources for CalWORKs and other San Franciscans in need</b>				
♦ Percentage of CalWORKs participants that have transitioned to Food Stamps after discontinuance	10%	25%	80%	80%
♦ Percent of CalWORKs participants that have transitioned to Medi-Cal after discontinuance	41%	50%	85%	85%
<b>County Adult Assistance Program</b>				
<b>Assist clients (individuals) in gaining self-sufficiency</b>				
♦ Number of CAAP clients leaving homelessness due to obtaining housing assistance through DHS' Housing and Homeless Division	363	375	700	450
♦ Number of CAAP clients exiting cash aid due to receipt of SSI benefits	1,366	1,000	1,250	1,250
<b>Family &amp; Children Service</b>				
<b>Prevent child abuse and neglect</b>				
♦ Number of first time entries into foster care	454	450	415	410

## Performance Measures

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2004-2005</b>	<b>2005-2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Food Stamps</b>				
<b>Assist low income San Franciscans to maintain food security</b>				
♦ Number of children receiving food stamps	11,258	12,000	11,750	12,000
<b>Housing &amp; Homelessness</b>				
<b>Assist individuals and families in obtaining and maintaining housing and avoiding entry into the emergency shelter system</b>				
♦ Percent of formerly homeless clients still in supportive housing or other appropriate placements after one year	90%	90%	90%	90%
<b>Medi - Cal</b>				
<b>Help San Franciscans in need obtain the best health care coverage available to them</b>				
♦ Percentage of applications processed within 45 days	95%	95%	95%	95%
<b>Workforce Development</b>				
<b>Connect participants with the labor market</b>				
♦ Job placement rate	40%	40%	50%	45%

# RENT ARBITRATION BOARD

---

## Mission

*To protect tenants from excessive rent increases and unjust evictions while assuring landlords of fair and adequate rents; provide fair and evenhanded 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 uniquely San Francisco.*

## Services

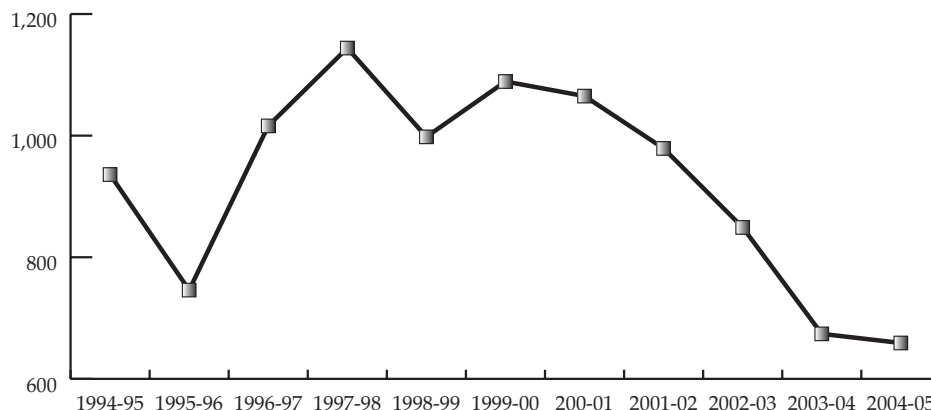
- ◆ **Counseling** provides information to the public regarding the Rent Ordinance and Rules and Regulations, as well as other municipal, state and federal ordinances in the area of landlord/tenant law.
- ◆ **Hearings** consists of ten Administrative Law Judges (ALJs) who are supervised by two Senior Administrative Law Judges. The ALJs are attorneys who conduct arbitrations and mediations to resolve disputes between landlords and tenants and issue decisions in accordance with applicable laws.

For more information, call (415) 252-4601.

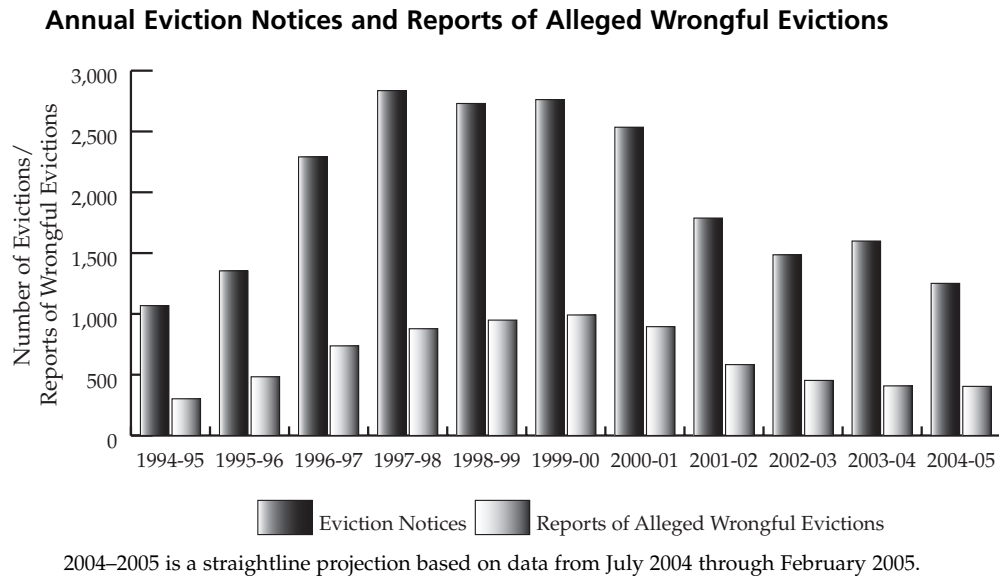
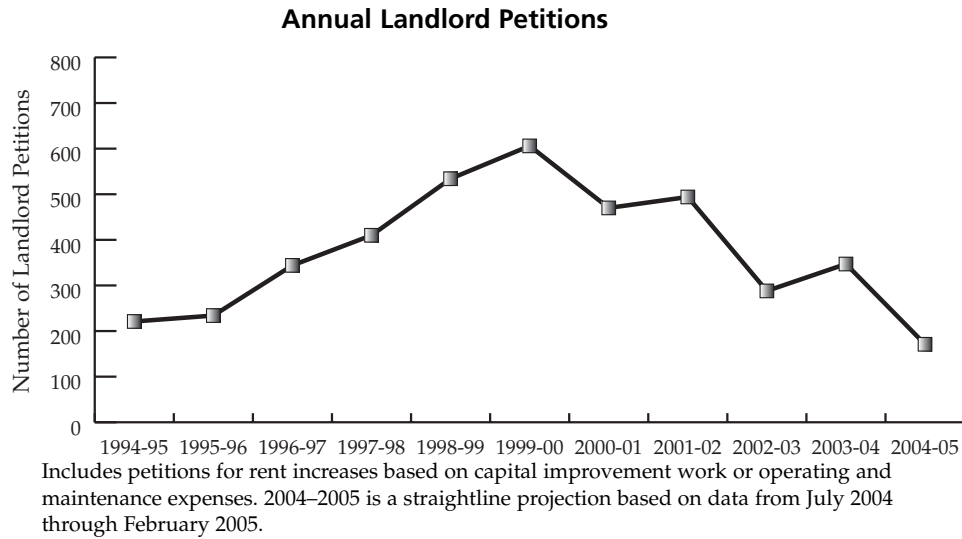
## Budget Data Summary

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$3,797,266	4,233,053	4,673,016	\$439,963	10.39%
Total FTE	32.02	30.90	30.89	(0.01)	(0.03%)

**Annual Tenant Petitions**



Includes tenant petitions for a rent increase or to dispute a rent increase. 2004–2005 is a straightline projection based on data from July 2004 through February 2005.



## Budget Issues and Details

### Improving Web Access and Information

- ◆ The department's web page had more than 2 million visits last year, making it one of the most visited sites in city government. Providing up-to-date, comprehensive information helps to increase the public's awareness of rent law and allows staff to focus on more complex cases and issues. To achieve this goal, the department will reorganize and update its website to be more accessible and user-friendly.

### Decreasing Rent Board Fees

- ◆ In conjunction with the Controller's office, the Rent Board plans to decrease its annual Rent Arbitration Board fee in 2005-2006, which is currently applied to all rental units in the city and is used to cover operating costs of the department.



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	32.02	30.90	30.89	(0.01)	0%
<b>Net Operating Positions</b>	<b>32.02</b>	<b>30.90</b>	<b>30.89</b>	<b>(0.01)</b>	<b>0%</b>
<b>SOURCES</b>					
Charges For Services	3,712,284	3,598,043	3,356,900	(241,143)	(7%)
Other Revenues	61,560	0	0	0	N/ A
Expenditure Recovery	23,422	29,400	63,400	34,000	116%
Fund Balance	0	605,610	1,252,716	647,106	107%
<b>Sources Total</b>	<b>3,797,266</b>	<b>4,233,053</b>	<b>4,673,016</b>	<b>439,963</b>	<b>10%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	2,407,162	2,516,149	2,606,070	89,921	4%
Fringe Benefits	426,798	542,406	765,107	222,701	41%
Overhead	5,789	11,371	108,396	97,025	853%
Professional & Contractual Services	299,925	263,195	263,195	0	0%
Aid Assistance / Grants	70,000	84,000	84,000	0	0%
Materials & Supplies	95,386	41,267	33,029	(8,238)	(20%)
Equipment	5,099	0	0	0	N/ A
Services Of Other Departments	487,107	774,665	813,219	38,554	5%
<b>Uses-operating Expenditure Total</b>	<b>3,797,266</b>	<b>4,233,053</b>	<b>4,673,016</b>	<b>439,963</b>	<b>10%</b>
<b>USES BY PROGRAM RECAP</b>					
Rent Board	3,797,266	4,233,053	4,673,016	439,963	10%
<b>Uses By Program Recap Total</b>	<b>3,797,266</b>	<b>4,233,053</b>	<b>4,673,016</b>	<b>439,963</b>	<b>10%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Rent Board</b>				
<b>Provide an improved web site that is easy to use and informative</b>				
◆ Percentage of users satisfied with web site	75%	75%	75%	80%
<b>Provide timely resolution for all petitions</b>				
◆ Average number of days for administrative law judges to submit decisions for review	28.5	28.0	28.0	28.0
<b>Provide timely resolution of all allegations of wrongful eviction filings</b>				
◆ Average number of days needed to process allegations of wrongful evictions	2.3	2.3	2.0	2.0

# ***Departmental Budgets***

---

*Service Area D: Community Health*

# PUBLIC HEALTH

## Mission

*To protect and promote the health of all San Franciscans.*

## Services

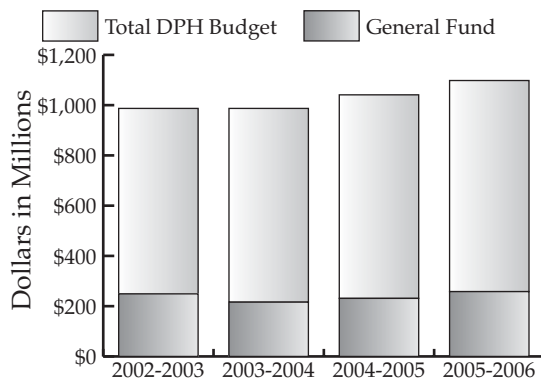
The Department of Public Health (DPH) provides healthcare at San Francisco General Hospital (SFGH), Laguna Honda Hospital, community health centers and the county's jails. The department also provides services for health promotion and prevention, maternal and child healthcare, HIV/AIDS programs, infectious disease control, substance abuse treatment, mental health programs, environmental health, and housing and homeless assistance.

For more information, please call (415) 554-2500.

## Budget Data Summary

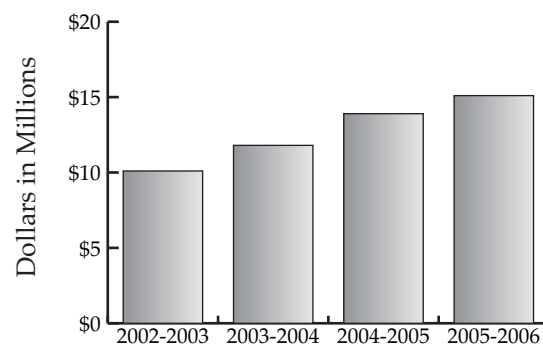
	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$986,146,083	\$1,040,779,252	\$1,097,689,573	\$56,910,321	5.47%
Total FTE	6,093.36	5,927.97	5,912.46	(15.51)	(0.26%)

Public Health Spending



Although General Fund deficits have challenged the city in the last few years, spending on health has remained either constant or growing. General Fund support has been bolstered by healthy revenue growth.

Health and Housing



DPH continues to invest in housing as the most basic health need.

## **Budget Issues and Details**

### **Investments in Maintaining the Health Safety Net**

---

- ◆ One of the greatest challenges facing the city is the rising cost of health care delivery. The department has worked to maintain core services by increasing revenues and finding efficiencies. However, there are no revenues available for the care of indigents who do not have a disabling disease. Therefore, the city must preserve a basic level of general fund support for their care.
- ◆ The 2005–2006 budget proposes a \$1.1 billion budget for Public Health, with \$259 million coming from the General Fund. This represents a general fund increase of 12 percent over the current year. This level of funding addresses structural needs worth more than \$40 million, including salary increases for health care workers, rising drug and other costs and funding for state-mandated nurse ratio increases.
- ◆ The department continues to improve its revenue collection efforts and will realize approximately \$18 million in new, ongoing revenue in the coming year. In addition, the department exceeded revenue projections in 2004–2005 and was able to utilize \$6 million of current year revenue to avoid drastic reductions in health services next year.
- ◆ In addition to the rising cost of city services, the budget provides for a cost of living adjustment (COLA) for the non-profit providers who constitute a large part of DPH’s community health service delivery. The budget provides approximately \$4.5 million in new General Fund for COLAs.

### **Reductions to Preserve Core Services**

---

- ◆ The new budget relies on the reduction of non-core services in order to preserve important services such as the city’s primary care clinics, its full range of care in mental health services and the funding needed for SFGH and Laguna Honda Hospital.
- ◆ Public Health has identified administrative staff reductions to offset the rising cost of health services. The budget assumes administrative staff reductions totaling \$900,000.
- ◆ The new budget assumes \$1 million in savings through the elimination of the city’s worker’s compensation clinic which provides evaluation of worker’s compensation claims.
- ◆ The budget also relies on savings from the closure of the SFGH dialysis unit. The city assumed responsibility for this unit in 2004 when UCSF stopped running it.
- ◆ To help defray the rising costs of pharmaceuticals, the budget assumes saving from the expansion of the pharmacy co-payment requirement to clients who are not receiving General Assistance.
- ◆ In 2005–2006, DPH will undertake a re-evaluation of all outpatient substance abuse programs. Through a competitive process performed in the first half of the year, the department will reprioritize spending to increase methadone maintenance, programs with behavioral health components and other proven treatment modalities. In doing so, the department will preserve the same number of treatment slots, address the needs of all the current population groups, but spend \$3.2 million less for these services.
- ◆ The department will reduce general fund support of non-clinical HIV/AIDS programs by approximately \$1.5 million.

### **Investments in Better Facilities and Access**

---

- ◆ The Mayor’s budget contains approximately \$11 million for capital improvements to DPH facilities. Over \$2 million of that investment will be used for disability access improvements at SFGH and the

Chinatown and Potrero clinics. Approximately \$3.3 million is allocated to create 30 new skilled-nursing beds at SFGH.

- ◆ The Mayor's budget also provides funding for the CHIPPS program, an injury prevention program for seniors that will help to keep seniors from needing the department's services.

### **Housing—A Health Necessity**

---

- ◆ The department continues to look for innovative ways to find housing options for chronically homeless persons. In the current year, over 230 new Direct Access to Housing Units came on-line. DPH also opened the Housing and Urban Health Clinic, bringing services to over 2000 tenants in DPH and DHS-funded supportive housing.
- ◆ This year DPH, in partnership with the San Francisco Redevelopment Agency, will launch the Plaza Hotel. In the fall of 2005, this newly constructed building located at 6th and Howard Streets, will house 106 chronically homeless adults in fully equipped studio units.
- ◆ In early 2006, DPH will invest \$125,000 in Mission Creek, a new Seniors building in Mission Bay that will include 50 units for frail elders identified by DPH, a new public library and an Adult Day Health Center.
- ◆ The budget also provides new general fund support of \$507,000 for much-needed homeless stabilization units, and over \$400,000 to backfill for the loss of homeless programs and other unfunded housing needs.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	6,104.01	5,947.62	5,935.45	(12.17)	0%
Non-operating Positions (cap/ other)	(10.65)	(19.65)	(22.99)	(3.34)	17%
<b>Net Operating Positions</b>	<b>6,093.36</b>	<b>5,927.97</b>	<b>5,912.46</b>	<b>(15.51)</b>	<b>0%</b>
<b>SOURCES</b>					
Licenses & Fines	5,803,198	5,909,473	6,618,188	708,715	12%
Use Of Money Or Property	235,178	88,853	761,583	672,730	757%
Intergovernmental Revenue - Federal	81,508,741	85,434,393	76,034,968	(9,399,425)	(11%)
Intergovernmental Revenue - State	245,216,926	254,353,900	262,701,528	8,347,628	3%
Charges For Services	466,557,482	493,920,202	504,673,215	10,753,013	2%
Other Revenues	19,193,250	16,162,297	14,378,791	(1,783,506)	(11%)
Transfers In	1,385,278	454,090	0	(454,090)	(100%)
Expenditure Recovery	21,937,376	49,664,962	49,277,019	(387,943)	(1%)
Fund Balance	27,561,265	1,519,596	5,500,000	3,980,404	262%
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(82,000,000)	16,224,658	(17%)
General Fund Support	214,972,047	231,496,144	259,744,281	28,248,137	12%
<b>Sources Total</b>	<b>986,146,083</b>	<b>1,040,779,252</b>	<b>1,097,689,573</b>	<b>56,910,321</b>	<b>5%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	427,151,019	421,903,770	438,948,182	17,044,412	4%
Fringe Benefits	93,573,142	112,713,420	139,759,536	27,046,116	24%
Overhead	2,427,089	2,893,440	1,539,244	(1,354,196)	(47%)
Professional & Contractual Services	444,299,040	476,687,727	460,418,361	(16,269,366)	(3%)
Aid Assistance / Grants	0	0	146,493	146,493	N/A
Materials & Supplies	68,278,654	69,900,566	69,414,432	(486,134)	(1%)
Equipment	1,416,903	2,547,476	4,972,496	2,425,020	95%
Services Of Other Departments	47,399,894	49,442,511	50,288,224	845,713	2%
Transfers Out	(175,000)	0	0	0	N/A
Budgetary Reserves	0	0	5,497,605	5,497,605	N/A
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(82,000,000)	16,224,658	(17%)
<b>Uses-operating Expenditure Total</b>	<b>986,146,083</b>	<b>1,037,864,252</b>	<b>1,088,984,573</b>	<b>51,120,321</b>	<b>5%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	2,515,000	2,515,000	0	0%
Capital Projects	0	400,000	6,190,000	5,790,000	1448%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>2,915,000</b>	<b>8,705,000</b>	<b>5,790,000</b>	<b>199%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	98,430,070	125,611,872	109,457,642	(16,154,230)	(13%)

**TOTAL BUDGET - HISTORICAL COMPARISON (cont)**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Children's Baseline	38,313,385	34,684,402	37,267,913	2,583,511	7%
Disease Control	19,789,805	19,403,288	22,715,455	3,312,167	17%
Emergency Medical Services Agency	2,009,525	1,818,621	1,782,838	(35,783)	(2%)
Environmental Health Services	13,903,145	13,591,004	13,995,449	404,445	3%
Health At Home	4,312,204	7,298,682	5,036,851	(2,261,831)	(31%)
Health Promotion & Prevention	6,975,438	5,997,068	5,754,794	(242,274)	(4%)
HIV/AIDS	65,197,975	71,265,847	56,015,619	(15,250,228)	(21%)
Housing & Urban Health	11,793,173	13,910,833	15,066,045	1,155,212	8%
Jail Health Services	23,130,114	21,550,788	22,373,061	822,273	4%
Laguna Honda - Long Term Care	144,933,324	148,821,993	160,408,522	11,586,529	8%
Laguna Honda Hosp - Acute Care	1,636,118	1,814,043	1,879,627	65,584	4%
Laguna Honda Hosp - Comm Support	1,137,616	1,129,850	1,192,471	62,621	6%
Maternal & Child Health	15,296,672	20,180,780	20,803,601	622,821	3%
Mental Health - Acute Care	3,243,066	4,527,077	4,394,297	(132,780)	(3%)
Mental Health - Children's Program	16,340,947	23,309,767	23,894,247	584,480	3%
Mental Health - Community Care	110,161,757	107,093,939	117,735,079	10,641,140	10%
Mental Health - Long Term Care	18,370,291	15,165,824	15,703,944	538,120	4%
Occupational Safety & Health	1,241,400	1,434,150	1,524,955	90,805	6%
Primary Care - Ambu Care - Health Cn	39,924,569	35,520,611	37,037,690	1,517,079	4%
SFGH - Acute Care - Hospital	305,202,180	327,920,541	369,184,695	41,264,154	13%
SFGH - Acute Care - Jails	2,180,545	5,000,383	5,261,283	260,900	5%
SFGH - Acute Care - Psychiatry	29,972,227	25,247,448	26,311,916	1,064,468	4%
SFGH - Ambu Care - Hospital Clinics	14,137,639	8,866,671	9,394,115	527,444	6%
SFGH - Ambu Care - Methadone Clinic	1,144,975	1,760,756	1,837,056	76,300	4%
SFGH - Ambu Care - Occupational He	2,981,054	3,057,813	2,347,520	(710,293)	(23%)
SFGH - Emergency - Psychiatric Servic	5,192,120	4,774,107	5,493,490	719,383	15%
SFGH - Emergency - Trauma	17,847,612	15,815,060	17,134,061	1,319,001	8%
SFGH - Long Term Care - Mental Healt	10,957,975	13,300,940	13,614,256	313,316	2%
Substance Abuse - Community Care	58,613,820	59,129,752	55,071,081	(4,058,671)	(7%)
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(82,000,000)	16,224,658	(17%)
<b>Uses By Program Recap Total</b>	<b>986,146,083</b>	<b>1,040,779,252</b>	<b>1,097,689,573</b>	<b>56,910,321</b>	<b>5%</b>



## Performance Measures

	<b>2003-2004</b> <b><u>Actual</u></b>	<b>2004-2005</b> <b><u>Target</u></b>	<b>2004-2005</b> <b><u>Projected</u></b>	<b>2005-2006</b> <b><u>Target</u></b>
<b>Environmental Health Services</b>				
<b>Protect and respond to the environmental health of San Franciscans</b>				
♦ Percentage of Environmental Health complaints abated	n/a	75%	75%	75%
<b>Health Promotion &amp; Prevention</b>				
<b>Decrease injury and disease among San Francisco residents</b>				
♦ Number of immunizations provided to children	8,058	8,000	6,000	8,000
♦ Number of immunizations provided to adults	5,277	5,000	4,000	5,000
<b>HIV/AIDS</b>				
<b>Strengthen primary and secondary prevention activities</b>				
♦ Number of HIV testing sites using rapid testing technology	10	10	15	15
♦ HIV prevention funds spent on prevention for positives	\$302,607	\$500,000	\$302,607	\$500,000
<b>Housing &amp; Urban Health</b>				
<b>Increase attention to social and economic factors that affect health status</b>				
♦ Number of unduplicated clients served by housing and housing-related programs	4,574	4,600	4,938	5,100
<b>Increase the number of supportive housing units</b>				
♦ Number of bed slots in housing programs	1,814	1,845	1,915	2,015
♦ Number of encounters at Housing & Urban Health Clinical Sites	n/a	1,000	4,227	6,000
<b>Jail Health Services</b>				
<b>Provide continuity of care for recipients of Department services</b>				
♦ Number of jail health screenings	26,291	26,000	26,000	26,000

## Performance Measures

	<b>2003-2004</b> <b><u>Actual</u></b>	<b>2004-2005</b> <b><u>Target</u></b>	<b>2004-2005</b> <b><u>Projected</u></b>	<b>2005-2006</b> <b><u>Target</u></b>
<b>Laguna Honda - Long Term Care</b>				
<b>Improve health outcomes among San Francisco residents</b>				
◆ Number of long-term patient days at LHH	378,445	385,075	374,855	385,075
◆ Percentage of new admissions to LHH who are Medi-Cal clients	n/a	90%	90%	90%
◆ Percentage of new admissions to LHH who are homeless	n/a	5%	5%	5%
◆ Percentage of new admissions to LHH who are San Francisco Residents	n/a	90%	95%	95%
<b>Maternal &amp; Child Health</b>				
<b>Increase the number of breastfed infants in the WIC Program</b>				
◆ Percentage of breastfed infants participating in the WIC Program per month	44%	44%	49%	50%
<b>Mental Health - Community Care</b>				
<b>Provide clinical services to target populations</b>				
◆ Percentage of unduplicated clients who are homeless	37%	37%	37%	37%
◆ Percentage of unduplicated clients who are San Francisco residents	64%	65%	65%	65%
<b>Primary Care</b>				
<b>Provide clinical services to target populations</b>				
◆ Percentage of patients who are uninsured	48%	45%	45%	45%
◆ Percentage of patients who are homeless	7%	5%	5%	5%
<b>SFGH - Acute Care - Hospital</b>				
<b>Decrease rate of ambulance diversions</b>				
◆ Percentage of time on diversion	22%	10%	22%	10%
<b>Provide clinical services to target populations</b>				
◆ Number of hospital medical/surgical inpatient days at SFGH	79,165	79,935	75,684	79,935
◆ Uninsured acute inpatient days as a percentage of total acute inpatient days	38%	38%	38%	38%
◆ Homeless acute inpatient days as a percentage of total acute inpatient days	15%	15%	15%	15%

# ***Departmental Budgets***

---

*Service Area E: Culture and Recreation*

# ACADEMY OF SCIENCES

---

## ***Mission***

---

*To explore and explain the natural world to San Francisco residents and visitors through public exhibits and original scientific research.*

## ***Services***

---

The Academy is comprised of the Steinhart Aquarium, the Natural History Museum and the Morrison Planetarium. It also has eight scientific research departments and hosts numerous public education programs.

The Steinhart Aquarium is the only division of the California Academy of Sciences that receives city funding. The Aquarium, established through a gift to the city, is used to educate the public about marine species. It maintains one of the largest living marine species collections in the nation.

For more information, call (415) 321-8000.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$1,856,192	\$1,672,765	\$1,702,378	\$29,613	1.77%
Total FTE	6.76	5.76	5.76	0.00	0.00%

## **Budget Issues and Details**

### **Temporary Aquarium Operations and Acquisitions**

---

- ◆ The Aquarium continues to operate on a smaller scale in its temporary Howard Street location. While there, the Aquarium will continue to provide novel interactive learning opportunities for people of all ages. The new, permanent Steinhart Aquarium in Golden Gate Park is scheduled to open in late 2008.
- ◆ The acquisition of new species is an ongoing process at the Aquarium. Having a diversity of aquatic life creates interest in the Aquarium and broadens the educational opportunities for the public. Acquiring new species also helps to establish stock for the new, larger Aquarium.
- ◆ The use of smaller tanks and life support systems at the temporary Aquarium provides an opportunity for staff to design, develop, and test support systems and programs for the new Steinhart Aquarium.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	6.76	5.76	5.76	0.00	0%
<b>Net Operating Positions</b>	<b>6.76</b>	<b>5.76</b>	<b>5.76</b>	<b>0.00</b>	<b>0%</b>
<b>SOURCES</b>					
Local Taxes	0	1,272,765	1,273,000	235	0%
General Fund Support	1,856,192	400,000	429,378	29,378	7%
<b>Sources Total</b>	<b>1,856,192</b>	<b>1,672,765</b>	<b>1,702,378</b>	<b>29,613</b>	<b>2%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	485,589	398,350	404,247	5,897	1%
Fringe Benefits	90,365	92,408	116,124	23,716	26%
Professional & Contractual Services	742,631	1,060,037	1,182,007	121,970	12%
Services Of Other Departments	487,862	121,970	0	(121,970)	(100%)
<b>Uses-operating Expenditure Total</b>	<b>1,806,447</b>	<b>1,672,765</b>	<b>1,702,378</b>	<b>29,613</b>	<b>2%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	49,745	0	0	0	N/A
<b>Uses-project Expenditure Total</b>	<b>49,745</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Academy Of Sciences	1,856,192	1,672,765	1,702,378	29,613	2%
<b>Uses By Program Recap Total</b>	<b>1,856,192</b>	<b>1,672,765</b>	<b>1,702,378</b>	<b>29,613</b>	<b>2%</b>

**Performance Measures**

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2004-2005</b>	<b>2005-2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Academy Of Sciences</b>				
<b>Ensure that visitors are satisfied with the services provided by the Aquarium</b>				
◆ Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better	88%	65%	60%	65%
<b>Keep the Aquarium displays functioning and open to the public</b>				
◆ Number of exhibit days	245	365	365	365
◆ Number of visitors (adults & children)	418,496	285,000	235,000	250,000
◆ Number of Senior visitors	n/a	n/a	6,000	6,600
◆ Number of visitors attending on Free Day	n/a	n/a	26,500	28,500
◆ Number of volunteer-facilitated visits to the Tide Pool	n/a	n/a	77,500	85,250
◆ Number of school-aged children participating in a docent-led tour	n/a	2,700	2,700	2,800

# ARTS COMMISSION

---

## ***Mission***

---

*To promote and integrate the arts into all aspects of city life.*

## ***Services***

---

The San Francisco Arts Commission (SFAC) manages programs in the following areas:

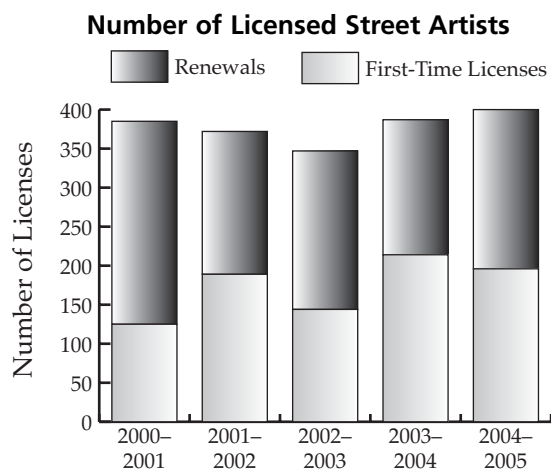
- ◆ **Public Art** coordinates art enrichment projects for new and renovated civic structures. Funded by a voter-approved infrastructure financing process, the program integrates works by artists into the construction of city buildings and parks, as well as in broad urban design contexts such as traffic and pedestrian malls and transit corridors.
- ◆ **Street Artist** provides a means for local crafts people to sell handmade products in legal vending spaces throughout the city through a licensing program.
- ◆ **Community Arts and Education** promotes community revitalization through the arts in economically disadvantaged and underserved areas via the city's four neighborhood cultural centers and other educational or youth facilities.
- ◆ **Cultural Equity Grants** provides grant support for community arts organizations and individual artists. The goal of the program is to nurture the arts in the city's diverse populations.

Additional services include providing design reviews of the city's building projects, maintaining the citywide civic art collection, managing the city's civic art gallery, promoting affordable or free performing arts events, including the municipal symphony series and funding artwork for public display from transit and other advertisement revenues.

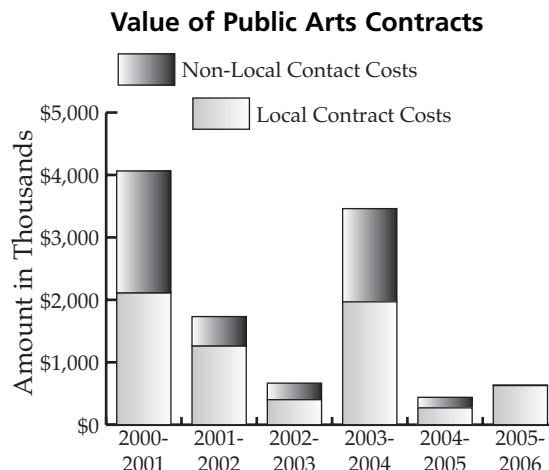
For more information, call (415) 252-2590.

## **Budget Data Summary**

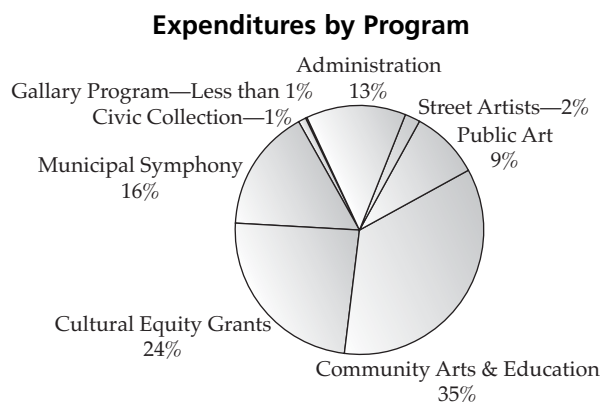
	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$6,897,294	\$7,440,491	\$8,095,338	\$654,847	8.80%
Total FTE	22.35	19.00	24.22	5.22	27.47%



The total number of street artists licensed in San Francisco has remained relatively stable over the past five years.



From 2000 to 2005, funding for the Public Arts Program was generated almost entirely from Capital Projects of the San Francisco International Airport, Recreation and Parks, Muni, Moscone Convention Facilities Center and the San Francisco Public Library. More than half of all public art contract costs were expended in the Bay Area.



Over 50 percent of SFAC's hotel tax allocation and other advertising revenue is dedicated to the Community Arts and Education Program and the Cultural Equity Grants.

## Budget Issues and Details

### Reducing Public Arts Program Staffing

- ◆ In 2005–2006, the SFAC plans to reduce staffing in its Public Arts Enrichment program which is funded entirely by bond proceeds issued for the construction of public buildings. With the cancellation of major projects at 525 Golden Gate Avenue and at 10th and Market Streets, and with construction delays at other sites, the Arts Commission will scale back on staff dedicated to managing new public arts enrichment projects.

### Simplifying Fund Structure and Accounting

- ◆ The SFAC will continue to work with the Mayor's Budget Office to simplify its fund structure and accounting. In 2005–2006, the budget has been consolidated to reduce the number of separate funds used



by the department while retaining distinct tracking mechanisms to ensure compliance with spending restrictions for grants and other revenue sources.

- ◆ The 2005–2006 budget also brings currently off-budget positions, expenses and revenues on-budget to foster greater transparency. While the number of funded positions shows an increase for SFAC, there are no new positions added in the budget; all positions in the 2005–2006 budget reflect current year staffing.

### **Improving the Safety and Physical Structure of City-Owned Cultural Centers**

---

- ◆ Working in coordination with the Department of Public Works, the SFAC will prioritize maintenance projects aimed at improving the safety and physical structure of the city’s four community-based cultural centers including: African American Art and Culture Complex, Bayview Opera House, Mission Cultural Center for Latino Arts and SomArts. Projects under consideration include ongoing maintenance and repair on the centers’ facilities.
- ◆ The cultural centers serve as venues for performances, festivals and gallery exhibits and provide space for nonprofit arts organizations to offer cultural and arts programs that are free or at a low cost to the community.

### **Maintaining Historical Public Monuments**

---

- ◆ The SFAC plans to stabilize and make general improvements to historical public monuments located throughout the city. In 2005–2006, restoration plans will include Nob Hill’s Portals of the Past monument, which is the front-entry remains of the A.N. Towne house—the only part of the mansion left standing after the earthquake and fire of 1906. Funding has also been provided for restoration of other sites.

### **Commissioning Public Art in the City’s Neighborhoods**

---

- ◆ Neighborhood projects will continue through the Recreation and Park department’s infrastructure program along with eight new branch libraries currently under construction. Approximately 50 contracts are underway for projects with artists representing a wide range of talents including public sculpture, mural, and wall and ceiling art commissions.

### **Consolidating Grants Process**

---

- ◆ The SFAC provides numerous grants for local artists including the Cultural Equity Grants (CEG), Youth Arts Grants and Market Street Art program. In 2005–2006, SFAC will explore options to consolidate the grant evaluation functions of these programs in order to reallocate staff to the administration of other direct programs and services.

### **Promoting Arts Education Among San Francisco Youth**

---

- ◆ The SFAC will continue to develop an arts education master plan for the San Francisco Unified School District. The goal of the plan is to ensure that all SFUSD students are engaged in experiential and integrated arts learning. Programs that connect professional writers and artists with students promote the advancement of arts in the city.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	26.80	22.93	25.22	2.29	10%
Non-operating Positions (cap/other)	(4.45)	(3.93)	(1.00)	2.93	(75%)
<b>Net Operating Positions</b>	<b>22.35</b>	<b>19.00</b>	<b>24.22</b>	<b>5.22</b>	<b>27%</b>
<b>SOURCES</b>					
Local Taxes	3,845,081	3,649,000	3,649,000	0	0%
Licenses & Fines	134,843	144,686	167,680	22,994	16%
Use Of Money Or Property	6,675	12,580	12,580	0	0%
Charges For Services	227,696	148,852	148,852	0	0%
Other Revenues	1,500	135,562	661,282	525,720	388%
Transfers In	279,000	265,000	215,000	(50,000)	(19%)
Expenditure Recovery	710,419	1,255,703	1,506,693	250,990	20%
Fund Balance	0	20,000	0	(20,000)	(100%)
General Fund Support	1,692,080	1,809,108	1,734,251	(74,857)	(4%)
<b>Sources Total</b>	<b>6,897,294</b>	<b>7,440,491</b>	<b>8,095,338</b>	<b>654,847</b>	<b>9%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	1,092,885	1,264,320	1,566,682	302,362	24%
Fringe Benefits	204,086	269,480	434,081	164,601	61%
Professional & Contractual Services	626,889	602,417	1,985,217	1,382,800	230%
Aid Assistance / Grants	4,634,876	4,959,511	3,790,949	(1,168,562)	(24%)
Materials & Supplies	11,259	8,030	11,125	3,095	39%
Equipment	1,622	0	0	0	N/A
Services Of Other Departments	133,258	125,733	157,284	31,551	25%
<b>Uses-operating Expenditure Total</b>	<b>6,704,875</b>	<b>7,229,491</b>	<b>7,945,338</b>	<b>715,847</b>	<b>10%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	192,419	211,000	90,000	(121,000)	(57%)
Capital Projects	0	0	60,000	60,000	N/A
<b>Uses-project Expenditure Total</b>	<b>192,419</b>	<b>211,000</b>	<b>150,000</b>	<b>(61,000)</b>	<b>(29%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	748,618	510,341	1,019,627	509,286	100%
Civic Collection	9,650	136,000	75,000	(61,000)	(45%)
Community Arts & Education	2,406,012	2,702,608	2,791,502	88,894	3%
Cultural Equity	1,940,374	1,935,000	1,944,198	9,198	0%
Gallery	31,251	15,000	15,000	0	0%
Municipal Symphony Concerts	1,235,252	1,314,301	1,381,000	66,699	5%
Public Art	391,940	662,555	701,331	38,776	6%
Street Artists	134,197	164,686	167,680	2,994	2%
<b>Uses By Program Recap Total</b>	<b>6,897,294</b>	<b>7,440,491</b>	<b>8,095,338</b>	<b>654,847</b>	<b>9%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Administration</b>				
<b>Provide extensive design review of City building projects</b>				
◆ Number of public building projects reviewed by the Civic Design Review Committee	35	40	30	40
<b>Civic Collection</b>				
<b>Maintain the City's Civic Art Collection</b>				
◆ Number of major monument restorations	0	2	3	3
◆ Number of conservation projects completed	8	8	1	8
<b>Community Arts &amp; Education</b>				
<b>Transform San Francisco youth and their communities through creative writing classes</b>				
◆ Number of youth participating in WritersCorps	571	400	500	500
<b>Cultural Equity</b>				
<b>Provide financial support to cultural organizations to ensure that all cultures of the City are represented</b>				
◆ Number of grants awarded by the Art Commission	119	100	100	100
<b>Gallery</b>				
<b>Showcase Bay Area emerging artists by providing high quality exhibitions and installations</b>				
◆ Number of emerging Bay Area artists represented at three exhibition sites.	325	300	320	320
<b>Public Art</b>				
<b>Implement significant public art projects for all citizens and tourists in San Francisco, incorporating programmatic access for the blind and sight-impaired</b>				
◆ Number of public art projects completed on time and on budget	13	17	14	12
<b>Street Artists</b>				
<b>Allow artists to support themselves through selling their work</b>				
◆ Number of licensed street artists (annual average)	387	416	400	400

# ASIAN ART MUSEUM

---

## ***Mission***

---

*To lead a diverse global audience toward discovering the unique material, aesthetic, and intellectual achievements of Asian art and culture.*

## ***Services***

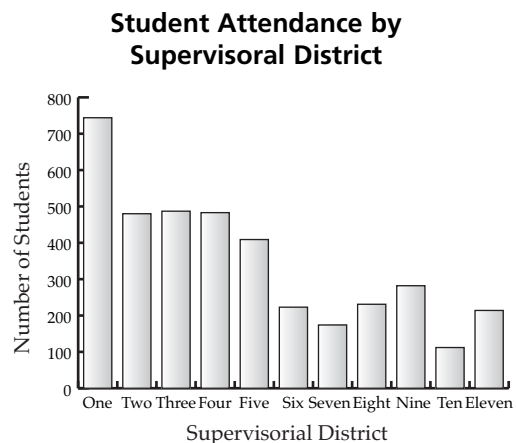
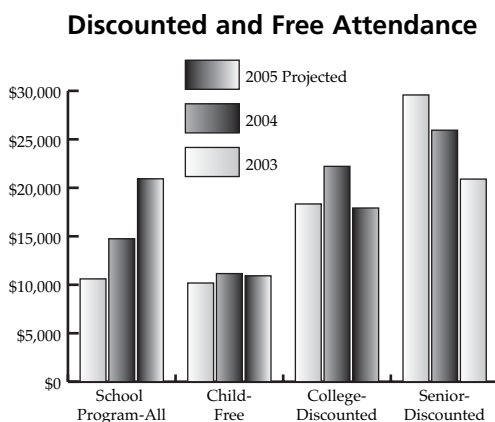
---

The Asian Art Museum (AAM) houses the city's collection of approximately 15,000 Asian art objects including the Avery Brundage Collection, one of the most comprehensive collections of Asian art in the world. The museum hosts special exhibitions and offers numerous educational and outreach programs.

For more information, call (415) 581-3500.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$6,941,035	\$7,437,210	\$6,772,949	(664,231)	(8.93%)
Total FTE	69.29	60.56	31.07	(29.49)	(48.70%)



## **Budget Issues and Details**

### **Enhancing Security**

---

- ◆ The de Young Museum guards will return to that facility when it re-opens in October 2005. The AAM will solicit contract proposals for security after October. This contract proposal will cover the 11,172 yearly security shifts that are needed to adequately secure the city's Asian Art collection. Even with increasing the security staffing for the AAM, the city will save approximately \$1.5 million yearly when compared to staffing at similar levels using city employees.

## **A Cultural Touchstone and Asset**

---

- ◆ Through its expansive collection of art and variety of special exhibitions, the AAM acts as a cultural touchstone for visitors. With continuing growth in new markets and the trend toward increasing globalization, the collections of the AAM represent a rare insight into the culture, arts, and history of countries emerging as global trade partners. For many, an opportunity to experience the collections of the Asian Art Museum is their first contact with the history and cultures of Asia. Having the opportunity to experience and understand the influences and evolution of these aspects of Asian societies plays a greater role in understanding today's global economy.
- ◆ The AAM continues to enhance its role and reputation as a unique cultural asset to the City and County of San Francisco. The Avery Brundage collection is one of the most comprehensive and magnificent examples of an encyclopedic collection of Asian art. To fully showcase the incredible cultural value of the city's Asian Art collection, the museum actively promotes educational programming and outreach designed for a full array of visitors including residents, patrons, students, and tourists.

## **Featured Programming**

---

- ◆ The museum will host a number of notable exhibitions representing the diversity and depth of Asian art and culture. During the summer of 2005, *Tibet: Treasures from the Roof of the World* will showcase nearly 200 exquisite sacred objects, which will be on display for the first time anywhere in the United States. *Kyoto, Genius of 18th-Century Painting* will feature some of the most impressive paintings produced in the former imperial capital of Japan. While these exhibits focus on historic collections of Asian art, the museum's exhibition program continues its commitment to being a venue for contemporary Asian art through the exhibition of distinguished contemporary Asian artists.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	69.29	60.56	31.07	(29.49)	(49%)
<b>Net Operating Positions</b>	<b>69.29</b>	<b>60.56</b>	<b>31.07</b>	<b>(29.49)</b>	<b>(49%)</b>
<b>SOURCES</b>					
Local Taxes	1,844,877	1,761,000	1,761,000	0	0%
Charges For Services	914,704	1,600,000	1,000,000	(600,000)	(38%)
General Fund Support	4,181,454	4,076,210	4,011,979	(64,231)	(2%)
<b>Sources Total</b>	<b>6,941,035</b>	<b>7,437,210</b>	<b>6,772,979</b>	<b>(664,231)</b>	<b>(9%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	3,596,187	3,501,372	1,988,731	(1,512,641)	(43%)
Fringe Benefits	707,723	842,184	580,547	(261,637)	(31%)
Professional & Contractual Services	2,135,705	1,342,588	3,367,848	2,025,260	151%
Services Of Other Departments	501,420	298,627	735,853	437,226	146%
Budgetary Reserves	0	1,352,439	0	(1,352,439)	(100%)
<b>Uses-operating Expenditure Total</b>	<b>6,941,035</b>	<b>7,337,210</b>	<b>6,672,979</b>	<b>(664,231)</b>	<b>(9%)</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	100,000	100,000	0	0%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0%</b>
<b>USES BY PROGRAM RECAP</b>					
Asian Art Museum	6,941,035	7,437,210	6,772,979	(664,231)	(9%)
<b>Uses By Program Recap Total</b>	<b>6,941,035</b>	<b>7,437,210</b>	<b>6,772,979</b>	<b>(664,231)</b>	<b>(9%)</b>

**Performance Measures**

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2004-2005</b>	<b>2005-2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Asian Art Museum</b>				
<b>Increase museum membership</b>				
◆ Number of museum members	21,934	20,500	18,000	18,000
<b>Increase number of museum visitors</b>				
◆ Number of museum visitors	340,486	350,000	355,000	350,000
<b>Provide quality programs on Asian art and culture</b>				
◆ Number of education program participants	29,453	26,000	24,000	28,000
◆ Number of public program participants	100,120	90,000	90,000	90,000

# FINE ARTS MUSEUM

## Mission

*To conserve, collect and exhibit art for a diverse public; to provide arts education programs; and to contribute to San Francisco's culture and economy.*

## Services

The Fine Arts Museums curate a permanent collection of 111,561 art objects, conduct an arts education program for all ages, produce a special exhibitions program and operate art conservation laboratories. These services are carried out in two museums—the Legion of Honor and the de Young Museum.

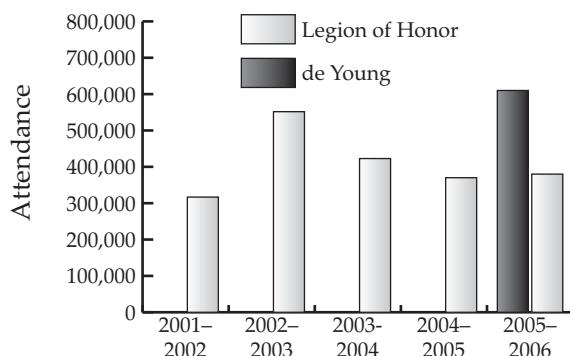
- ◆ The Legion's collections include European Art, Ancient Art and prints and drawings. The Beaux-arts design of the building and an awe inspiring location in Lincoln Park make the Legion of Honor a fitting setting for a collection of art spanning 4,000 years of ancient and European civilization.
- ◆ The de Young Museum's collections include American Art, the Arts of Africa, Oceania and the Americas, and Textiles. The de Young Museum closed in December 2000 and is scheduled to reopen in its new building in October 2005. Designed to showcase the city's permanent collection of art while providing dedicated space for temporary shows, the new facility has more than twice the exhibit space of the previous structure. This new, seismically sound design also includes more space for education programs, outreach, and art conservation. An expansive public gallery and observation tower are integral to the new building and are both available to the public without a fee.

For more information, call (415) 863-3330.

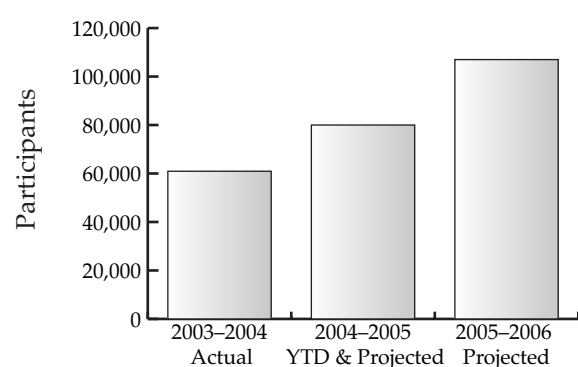
## Budget Data Summary

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$6,010,637	\$6,234,802	\$13,320,815	\$7,086,013	113.65%
Total FTE	54.53	60.65	108.58	47.93	79.03%

**Fine Arts Museums Attendance**



**Education Program Participants**





## **Budget Issues and Details**

### **Staffing for New Facilities**

---

- ◆ The 2006 budget annualizes the closed-door security and maintenance staff, which was hired in mid-2005 to install and protect the de Young collection in its new facility. The budget also includes additional security and maintenance positions, which are required for the public opening of the new de Young facility in October 2005. In total, there is a proposed increase of 48 FTE in the budget. Of the total \$3.95 million increase in General Fund support associated with the reopening of the de Young, \$3.8 million is attributable to salary and benefits.

### **Reintroducing the de Young**

---

- ◆ A completely new de Young museum will open in October of 2005. The seismically sound building was designed with a greater focus on exhibiting the collections. The layout doubles previous exhibit space and draws visitors through the galleries, as well as providing space for visitor education and outreach. In addition to adding exhibit space, the new design has reduced the museum's footprint, allowing the return of almost two acres of open space to Golden Gate Park. The building, which cost \$202 million, was privately financed through a bond offering and the generosity of over 7,000 donors.

### **Vitality and Attendance at the Legion of Honor**

---

- ◆ For the past five years, while the de Young has been under construction, the Legion of Honor has been the sole Fine Arts venue for enjoying the city's art collections and special exhibitions. The museum has served admirably in this capacity while continuing to showcase its own collection of art spanning 4,000 years of ancient and European history. With the reopening of the de Young, the focus will be on maintaining attendance levels at the Legion of Honor.

### **Special Exhibits**

---

- ◆ The new de Young will open with the special exhibit "Daughter of Re: Hatshepsut, King of Egypt." Other exhibits of note include "International Arts and Crafts."
- ◆ Special exhibits at the Legion of Honor in 2005–2006 will include "Artwear: Fashion and Anti-Fashion" and "Monet and Normandy."

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	54.23	60.65	108.58	47.93	79%
Non-operating Positions (cap/other)	0.30	0.00	0.00	0.00	N/ A
<b>Net Operating Positions</b>	<b>54.53</b>	<b>60.65</b>	<b>108.58</b>	<b>47.93</b>	<b>79%</b>
<b>SOURCES</b>					
Local Taxes	4,651,524	4,440,000	4,440,000	0	0%
Charges For Services	1,359,113	1,160,000	4,297,000	3,137,000	270%
General Fund Support	0	634,802	4,583,815	3,949,013	622%
<b>Sources Total</b>	<b>6,010,637</b>	<b>6,234,802</b>	<b>13,320,815</b>	<b>7,086,013</b>	<b>114%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	3,188,097	3,346,851	6,112,491	2,765,640	83%
Fringe Benefits	647,485	858,515	1,897,843	1,039,328	121%
Overhead	183,901	0	0	0	N/ A
Professional & Contractual Services	1,275,568	35,735	3,850,726	3,814,991	10676%
Materials & Supplies	625	2,393	4,000	1,607	67%
Services Of Other Departments	714,961	961,475	1,405,755	444,280	46%
Budgetary Reserves	0	979,833	0	(979,833)	(100%)
<b>Uses-operating Expenditure Total</b>	<b>6,010,637</b>	<b>6,184,802</b>	<b>13,270,815</b>	<b>7,086,013</b>	<b>115%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	50,000	50,000	0	0%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>0%</b>
<b>USES BY PROGRAM RECAP</b>					
Admissions	1,359,113	1,160,000	4,297,000	3,137,000	270%
Oper & Maint Of Museums	4,651,524	5,074,802	9,023,815	3,949,013	78%
<b>Uses By Program Recap Total</b>	<b>6,010,637</b>	<b>6,234,802</b>	<b>13,320,815</b>	<b>7,086,013</b>	<b>114%</b>

## Performance Measures

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2004-2005</b>	<b>2005-2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Admissions</b>				
<b>Provide quality art and educational experiences to attract a large and diverse audience</b>				
◆ Number of Legion of Honor visitors	422,756	400,000	370,100	400,000
◆ Number of de Young visitors (museum closed until Fall 2005)	0	0	0	610,000
◆ Number of education program participants	60,935	60,000	80,000	107,000
◆ Number of paid memberships	45,769	45,000	55,000	65,000
<b>Oper &amp; Maint Of Museums</b>				
<b>Provide for collection growth through gifts, bequests and purchases</b>				
◆ Number of acquisitions through gifts, bequests and purchases	859	1,000	1,200	1,000

# LAW LIBRARY

---

## ***Mission***

---

*To provide access to legal information materials for the public, elected officials, members of the judiciary and members of the bar.*

## ***Services***

---

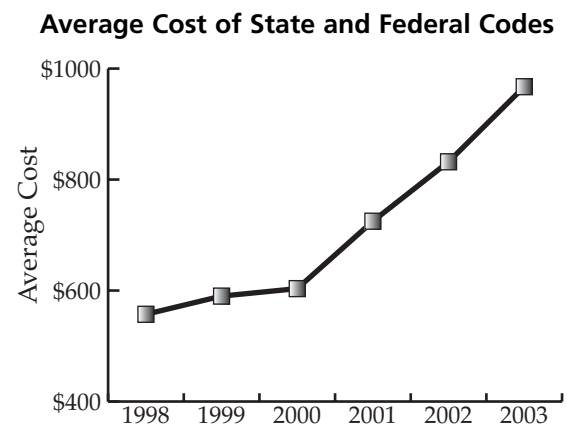
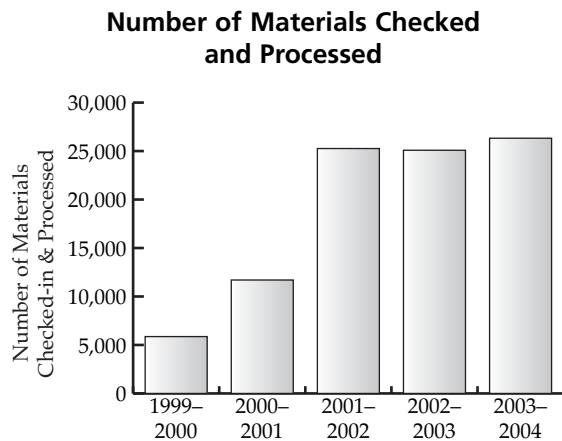
The Law Library (LLB) provides up-to-date reference materials and legal information to numerous constituents, including: attorneys, the judiciary, elected officials, city departments, state, local and federal agencies, non-profits, legal services organizations, the courts, small and large businesses, corporations, law firms and students. Approximately half of the people served by the Law Library are members of the general public who do not have any legal training.

The Law Library operates at three locations including the Main Research Library at Civic Center, the Downtown Branch Library and the Courthouse Branch. The Downtown and Courthouse branch libraries provide limited materials and services.

For more information, call (415) 554-6821.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$488,964	\$518,045	\$404,175	(\$113,870)	(21.98%)
Total FTE	3.00	3.00	3.00	0.00	0.00



Source: Price Index for Legal Publications

## **Budget Issues and Details**

### **Managing Resources**

---

- ◆ In addition to General Fund support, the Law Library receives civil filing fee revenue which is budgeted separately and not reflected here. Beginning January 2006, filing fees will increase from \$36 to \$39. The department expects a decrease in the total number of filings to offset any revenue increases that may arise from the higher filing fee.
- ◆ Small reductions will be made in non-personal expenses to meet baseline target reductions for 2005–2006. These non-personal expense reductions may reduce public mailings from the Law Library. There will be no reductions in staffing supported by the General Fund.

### **Maintaining Access to Up-to-Date Legal Materials**

---

- ◆ The Law Library focuses on providing access to up-to-date legal information concerning state, local and federal law, and to providing reference assistance and services. To achieve this, the Law Library maintains a comprehensive legal collection which includes current and archived state, local and federal laws, ordinances, regulations, and cases; legal and court forms; self-help materials; legal treatises, texts, encyclopedias and practice manuals; legal periodicals; electronic and Internet legal databases; and legal finding aids and reference tools.
- ◆ Reference assistance and services are essential components in the achievement of the Law Library's primary focus. Both attorney and non-attorney patrons require staff assistance to navigate the law and find information and resources. As electronic resources become more popular, additional support is required from library professionals. The Law Library provides orientations for the use of legal resources both print and electronic, bibliographies and pathfinders. In addition, the Law Library will continue to provide one-on-one assistance onsite, on the phone and on the Internet.
- ◆ To ensure the Law Library's collection remains current, technical services staff process and update incoming materials daily so that they are available and accurate in the Law Library's database system.

### **Retaining and Archiving Legal Materials**

---

- ◆ Since the law perennially looks back to cases, precedents, and laws and regulations of the past, it is necessary that the Law Library maintains its archives of the essential portions of its collection. The San Francisco communities, both public and private, rely upon the Law Library as the source for important legal and legislative archival materials.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	3.00	3.00	3.00	0.00	0%
<b>Net Operating Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0%</b>
<b>SOURCES</b>					
Other Revenues	16,183	36,179	0	(36,179)	(100%)
General Fund Support	472,781	481,866	404,175	(77,691)	(16%)
<b>Sources Total</b>	<b>488,964</b>	<b>518,045</b>	<b>404,175</b>	<b>(113,870)</b>	<b>(22%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	267,980	276,555	276,555	0	0%
Fringe Benefits	40,507	57,016	63,692	6,676	12%
Professional & Contractual Services	15,627	17,275	17,275	0	0%
Materials & Supplies	1,031	981	443	(538)	(55%)
Services Of Other Departments	163,819	166,218	46,210	(120,008)	(72%)
<b>Uses-operating Expenditure Total</b>	<b>488,964</b>	<b>518,045</b>	<b>404,175</b>	<b>(113,870)</b>	<b>(22%)</b>
<b>USES BY PROGRAM RECAP</b>					
Law Library	488,964	518,045	404,175	(113,870)	(22%)
<b>Uses By Program Recap Total</b>	<b>488,964</b>	<b>518,045</b>	<b>404,175</b>	<b>(113,870)</b>	<b>(22%)</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Law Library</b>				
<b>Maintain an up-to-date collection of legal materials</b>				
◆ Number of items checked in on automated system and processed	26,324	18,000	16,200	15,250

# PUBLIC LIBRARY

## Mission

*To provide free and equal access to information, knowledge, independent learning services and the city's extensive collection of books and resources; and to promote the joys of reading for our diverse communities.*

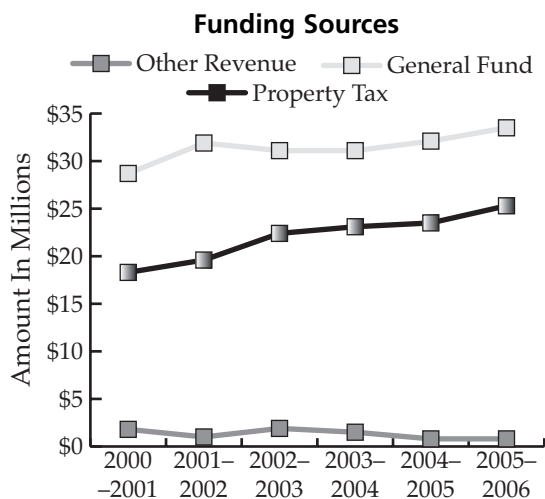
## Services

The Library operates the main library and 26 branch libraries and offers the Children's and Youth Services Program, the bookmobile program, Project Read, Library on Wheels and the Youth Guidance Center Collaborative.

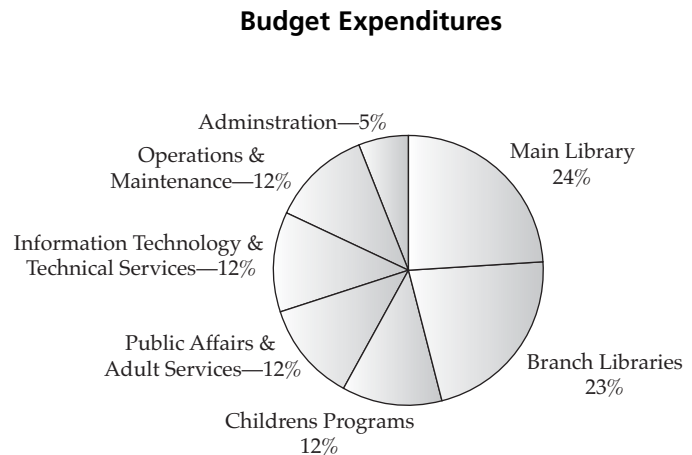
For more information, call (415) 557-4400.

## Budget Data Summary

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$52,434,443	\$58,845,448	61,985,745	3,140,297	5.34%
Total FTE	617.16	615.70	607.71	(7.99)	(1.30%)



Despite the downturn in the economy, the Public Library's budget has been relatively steady with at 5.7% increase in 2005–2006.



The Public Library operating budget dedicates 58 percent toward direct public service, 36 percent is for public service support and only 6 percent is administrative costs.



## **Budget Issues and Details**

### **Enhancing Library Services**

---

- ◆ Six new or remodeled branch libraries are scheduled to open in the next 18 months. To obtain the maximum benefit from publishing cycles and to create vibrant opening day collections, the Library will increase the book budgets for Western Addition, Marina, Sunset, West Portal, Glen Park and Mission Bay branches.

### **Improving Branch Library and Main Library Facilities**

---

- ◆ In 2004, the San Francisco Public Library was awarded \$9.7 million by the California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act through a highly competitive grant process. This funding was added to the Branch Library Improvement Program (BLIP) Bond, passed by voters in November of 2000, to total \$105.9 million. These funds will be used for the renovation of 19 branches, replacement of four leased facilities with city-owned branches and the construction of a new branch in Mission Bay. Information regarding the BLIP can be obtained by visiting the Library's website at [www.sfpl.org](http://www.sfpl.org).
- ◆ Phase I and Phase II renovations to address the deficiencies identified in the Post Occupancy Evaluation of the Main Library have been completed. The first floor public space Renovation Phase will occur in 2005–2006.

### **Every Child Ready to Read**

---

- ◆ This year the library will begin to change in its approach to story times and early literacy programs so that they are more closely aligned with the Public Library Association's "Every Child Ready to Read" Program. This program helps libraries to become a basic support institution for, and proactive partners with parents and care givers as the young child's first teachers. The first step the library will take will be to purchase the program's materials and to train staff. This step will be followed by submission of a Library Services and Technology Act grant proposal to develop enriched early learning environments in all branches. By instituting the "Every Child Ready to Read" program, system-wide lap-sits and early learning environments the library will become the primary early learning resource for all residents in the city of San Francisco. In addition, the Library has allocated \$300,000 to early literacy programs in the southeast part of the city.

### **Upgrade Library Technology Systems**

---

- ◆ The San Francisco Public Library will add an E-commerce software package to the Integrated Library System that enables secure credit card payment of fines and fees or donations to the Library. Patrons can pay fines or make donations to the library by using the library's website. Any usage blocks caused by fines can be automatically removed upon payment. Book security systems will be updated, possibly by adding a Radio Frequency Identification Module. The Information Technology Division will begin a process of increasing internet bandwidth for branches with heavy network traffic, and to libraries opening in 2005–2006. The second year of a computer-refresh program will replace up to 615 computers.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	617.16	615.70	607.71	(7.99)	(1%)
<b>Net Operating Positions</b>	<b>617.16</b>	<b>615.70</b>	<b>607.71</b>	<b>(7.99)</b>	<b>(1%)</b>
<b>SOURCES</b>					
Local Taxes	23,508,903	23,481,000	25,390,000	1,909,000	8%
Use Of Money Or Property	328,717	1,858,898	521,576	(1,337,322)	(72%)
Intergovernmental Revenue - State	672,096	650,221	651,091	870	0%
Charges For Services	669,608	763,100	763,100	0	0%
Other Revenues	15,563	40,837	42,993	2,156	5%
General Fund Support	27,192,031	31,987,000	33,681,000	1,694,000	5%
Fund Balance	121,089	64,392	935,985	871,593	N/A
Other Funding Sources	(73,564)	0	0	0	N/A
<b>Sources Total</b>	<b>52,434,443</b>	<b>58,845,448</b>	<b>61,985,745</b>	<b>3,140,297</b>	<b>5%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	33,611,783	34,266,146	34,966,296	700,150	2%
Fringe Benefits	6,727,023	8,661,459	10,858,582	2,197,123	25%
Overhead	5,858	4,864	4,864	0	0%
Professional & Contractual Services	2,074,244	2,127,132	2,195,646	68,514	3%
Aid Assistance / Grants	120,582	70,000	303,500	233,500	334%
Materials & Supplies	6,315,964	7,023,249	7,336,680	313,431	4%
Equipment	949,502	1,070,135	1,153,439	83,304	8%
Services Of Other Departments	2,629,487	2,960,382	3,467,489	507,107	17%
<b>Uses-operating Expenditure Total</b>	<b>52,434,443</b>	<b>56,183,367</b>	<b>60,286,496</b>	<b>4,103,129</b>	<b>7%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	310,000	349,249	39,249	13%
Capital Projects	0	2,352,081	1,350,000	(1,002,081)	(43%)
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>2,662,081</b>	<b>1,699,249</b>	<b>(962,832)</b>	<b>(36%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	2,593,913	3,281,242	3,863,346	582,104	18%
Adult Services	4,987,433	5,658,280	330,000	(5,328,280)	(94%)
Branch Libraries	10,551,722	12,585,104	13,307,083	721,979	6%
Children's Baseline	5,337,761	5,976,881	6,315,680	338,799	6%
Children's Svcs - Children's Fund	386,949	420,750	751,351	330,601	79%
Communications, Collections & Adult	1,032,740	1,101,138	6,797,559	5,696,421	517%
Community Arts & Education	106,654	0	0	0	N/A
Information Technology	2,849,137	3,565,796	3,377,740	(188,056)	(5%)

**TOTAL BUDGET - HISTORICAL COMPARISON (cont)**

	<b>2003-2004</b> <b><u>Actual</u></b>	<b>2004-2005</b> <b><u>Budget</u></b>	<b>2005-2006</b> <b><u>Proposed</u></b>	<b>\$ Chg From</b> <b><u>2004-2005</u></b>	<b>% Chg From</b> <b><u>2004-2005</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Main Library	12,507,252	15,162,714	15,610,984	448,270	3%
Operations & Maintenance	8,393,698	7,300,367	7,609,767	309,400	4%
Technical Services	3,687,184	3,793,176	4,022,235	229,059	6%
<b>Uses By Program Recap Total</b>	<b>52,434,443</b>	<b>58,845,448</b>	<b>61,985,745</b>	<b>3,140,297</b>	<b>5%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Adult Services</b>				
<b>Provide high quality collections and resources</b>				
◆ Percentage of library users who rate their satisfaction with the availability of library materials as good or very good	84%	86%	86%	87%
<b>Branch Libraries</b>				
<b>Ensure customer satisfaction with services and programs of the branch libraries</b>				
◆ Number of questions answered annually	1,404,077	1,450,000	1,450,000	1,100,000
◆ Percentage of library users who rate their satisfaction with library assistance and services as good or very good	88%	88%	88%	86%
<b>Meet citizens' needs in quantity, quality and availability of library collections</b>				
◆ Circulation of materials at branch libraries	4,830,642	4,400,000	5,000,000	4,000,000
<b>Provide convenient hours of operation at the branch libraries</b>				
◆ Average weekly hours of operation	1,107	1,100	1,074	986
◆ Number of persons entering branch facilities	4,635,006	4,200,000	4,400,000	4,200,000
<b>Children's Baseline</b>				
<b>Provide high quality programs for children and youth</b>				
◆ Number of programs provided	3,039	2,600	3,000	2,800
◆ Number of children and youth attending programs	103,509	90,000	100,000	95,000
<b>Main Library</b>				
<b>Ensure customer satisfaction with services and programs of the main library</b>				
◆ Number of questions answered annually	1,125,491	1,000,000	1,000,000	1,000,000
◆ Percentage of library users who rate their satisfaction with library assistance and services as good or very good	86%	88%	88%	88%
<b>Meet citizens' needs in quantity, quality and availability of library collections</b>				
◆ Circulation of materials at main library	1,925,201	2,000,000	2,034,874	2,135,000
<b>Provide convenient hours of operation at the main library</b>				
◆ Average weekly hours of operation	60	60	60	60
◆ Number of persons entering main library	2,171,957	2,175,000	2,175,000	2,175,000

## RECREATION AND PARK

---

### ***Mission***

---

*To foster the well-being of the city's diverse community by maintaining beautiful parks, preserving the environment and providing enriching recreational activities.*

### ***Services***

---

The Recreation and Park Department maintains more than 200 parks, playgrounds and open spaces, including Camp Mather, the Marina Yacht Harbor and Candlestick Park; six municipal golf courses; and other recreational facilities and urban forestry.

- ◆ **Citywide Services** provides a wide range of programs, such as aquatics, golf, arts and museums, Camp Mather, day camps and turf maintenance, which serve the City of San Francisco.
- ◆ **Golden Gate Park** manages park maintenance, the Japanese Tea Garden, Kezar Stadium and the Conservatory of Flowers.
- ◆ **Neighborhood Services** maintains and operates community parks and recreation centers throughout the city.
- ◆ **Structural Maintenance** conducts preventative maintenance and completes small capital projects throughout the Recreation and Park system.

For more information, call (415) 831-2700.

### **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$88,775,840	\$104,852,835	\$116,370,237	\$11,517,402	10.98%
Total FTE	1,001.21	953.53	915.20	(38.33)	(4.02%)

### **Budget Issues and Details**

#### **Service Level Changes**

---

- ◆ In 2005–2006, the department will preserve current core service levels through enhanced revenue and cost savings. The department also has implemented a number of efficiencies to maximize its resources including reorganizing and reducing management staff, taking advantage of public/private partnerships and instituting a cost allocation plan.

### **Implementing Park Maintenance Standards**

---

- ◆ In November 2004, San Francisco voters passed Proposition C, requiring, among other things, that the Controller's office monitor the condition of parks and public recreation facilities. In 2005–2006, the department will use the park maintenance standard as a new tool for managing staff and ensuring accountability. The standards will be tied into the department's asset management system, tracked internally and used as guidelines for improved park maintenance.

### **Revamping Recreation Services**

---

- ◆ In 2004–2005, the department worked with a consultant to evaluate the recreation needs of San Franciscans and to develop a plan improving the variety and delivery of recreation services. The department will use that assessment to identify recreation services that are core to its mission and then will establish more standard recreation programming across the city.
- ◆ The department intends to explore partnerships with a variety of entities including city departments and nonprofit organizations to supplement and enrich programming. Partnerships will allow the department to meet specific community needs for specialized recreation activities.

### **Renovating Parks and Recreation Centers**

---

- ◆ The department will continue work on over fifty projects including the renovation of Argonne Playground and Clubhouse, replacement of the play structure at Alta Plaza Park, restoration of the historic garden at Fay Park, renovation of Pine Lake, replacement of the irrigation system at Alamo Square, improvements at Minnie and Lovie Ward Recreation Center and construction of SOMA Park. Projects scheduled for completion in 2005–2006 include Aptos Playground, Walter Haas Playground, 24th Street Mini Park and landscape and irrigation improvements at Esprit Park.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2003-2004 Actual</u></b>	<b><u>2004-2005 Budget</u></b>	<b><u>2005-2006 Proposed</u></b>	<b><u>\$ Chg From 2004-2005</u></b>	<b><u>% Chg From 2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,127.96	1,075.65	1,013.30	(62.35)	(6%)
Non-operating Positions (cap/other)	(126.75)	(122.12)	(98.10)	24.02	(20%)
<b>Net Operating Positions</b>	<b>1,001.21</b>	<b>953.53</b>	<b>915.20</b>	<b>(38.33)</b>	<b>(4%)</b>
<b>SOURCES</b>					
Local Taxes	24,697,307	24,534,000	26,252,500	1,718,500	7%
Use Of Money Or Property	18,661,042	22,737,904	22,503,228	(234,676)	(1%)
Intergovernmental Revenue - State	174,902	165,000	165,000	0	0%
Charges For Services	13,303,701	17,409,200	14,857,000	(2,552,200)	(15%)
Other Revenues	900,001	1,080,000	80,000	(1,000,000)	(93%)
Transfers In	3,272	0	0	0	N/A
Expenditure Recovery	19,046,968	19,169,598	22,084,909	2,915,311	15%
Fund Balance	4,092,268	5,863,157	4,595,069	(1,268,088)	(22%)
Departmental Transfer Adjustment	(17,332,393)	(17,332,393)	(20,689,472)	(3,357,079)	19%
Other Funding Sources	(7,141,020)	0	0	0	N/A
General Fund Support	32,369,792	31,226,369	46,522,003	15,295,634	49%
<b>Sources Total</b>	<b>88,775,840</b>	<b>104,852,835</b>	<b>116,370,237</b>	<b>11,517,402</b>	<b>11%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	50,374,302	49,069,763	49,082,309	12,546	0%
Fringe Benefits	10,698,699	13,118,247	15,315,346	2,197,099	17%
Overhead	18,398,359	17,678,115	20,303,144	2,625,029	15%
Professional & Contractual Services	9,234,058	10,113,761	11,516,162	1,402,401	14%
Materials & Supplies	3,100,102	2,997,659	3,269,601	271,942	9%
Equipment	1,043,450	472,029	1,487,775	1,015,746	215%
Debt Service	11,510	2,011,544	11,544	(2,000,000)	(99%)
Services Of Other Departments	12,667,759	12,047,629	14,048,158	2,000,529	17%
Transfers Out	754,994	0	0	0	N/A
Departmental Transfer Adjustment	(17,332,393)	(17,332,393)	(20,689,472)	(3,357,079)	19%
<b>Uses-operating Expenditure Total</b>	<b>88,950,840</b>	<b>90,176,354</b>	<b>94,344,567</b>	<b>4,168,213</b>	<b>5%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	3,303,394	2,645,600	(657,794)	(20%)
Capital Projects	(175,000)	11,373,087	19,380,070	8,006,983	70%
<b>Uses-project Expenditure Total</b>	<b>(175,000)</b>	<b>14,676,481</b>	<b>22,025,670</b>	<b>7,349,189</b>	<b>50%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	15,301,842	15,715,846	18,166,932	2,451,086	16%
Capital Projects	6,238,387	15,730,919	21,437,238	5,706,319	36%

**TOTAL BUDGET - HISTORICAL COMPARISON (cont)**

	<b>2003-2004</b> <b><u>Actual</u></b>	<b>2004-2005</b> <b><u>Budget</u></b>	<b>2005-2006</b> <b><u>Proposed</u></b>	<b>\$ Chg From</b> <b><u>2004-2005</u></b>	<b>% Chg From</b> <b><u>2004-2005</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Children's Baseline	12,264,949	12,089,563	13,771,784	1,682,221	14%
Children's Svcs - Non-Children's Fund	272,243	343,000	343,000	0	0%
Citywide Facilities	17,433,313	19,390,945	21,285,600	1,894,655	10%
Citywide Services	10,599,830	12,805,859	13,534,603	728,744	6%
Development & Planning	0	11,000	11,000	0	0%
Golden Gate Park	9,586,192	11,103,554	12,323,834	1,220,280	11%
Marina Yacht Harbor	14,373	0	0	0	N/A
Neighborhood Services	21,519,843	24,939,155	23,651,349	(1,287,806)	(5%)
Structural Maintenance	12,877,261	9,838,865	12,145,171	2,306,306	23%
Zoo Operations	0	216,522	389,198	172,676	80%
Departmental Transfer Adjustment	(17,332,393)	(17,332,393)	(20,689,472)	(3,357,079)	19%
<b>Uses By Program Recap Total</b>	<b>88,775,840</b>	<b>104,852,835</b>	<b>116,370,237</b>	<b>11,517,402</b>	<b>11%</b>



## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Administration</b>				
<b>Maximize resources</b>				
◆ Number of park volunteer hours	41,365	37,000	38,000	40,000
<b>Provide excellent customer service to the community</b>				
◆ Percentage of San Franciscans who rate their interaction with staff as good or very good	78%	78%	70%	80%
<b>Children's Baseline</b>				
<b>Provide comprehensive recreational programming</b>				
◆ Percentage of San Franciscans who rate the quality of the City's children and youth's recreation programs as good or very good	51%	50%	37%	50%
◆ Number of children and teen program participants in organized recreation programs.	n/a	n/a	1,335,000	1,404,000
<b>Neighborhood Services</b>				
<b>Provide comprehensive recreational programming</b>				
◆ Percentage of San Franciscans who rate the quality of the City's adult recreation programs as good or very good	44%	44%	35%	45%
◆ Number of adult and senior program participants in organized recreation programs.	n/a	n/a	781,000	820,000
<b>Provide excellent parks and programs</b>				
◆ Percentage of San Franciscans who rate the quality of the City's park grounds (landscaping) as good or very good	67%	67%	62%	70%
<b>Urban Forestry</b>				
<b>Provide excellent parks and programs</b>				
◆ Number of trees planted	n/a	n/a	1,900	2,000

# WAR MEMORIAL

## Mission

*To provide safe, first-class facilities to promote cultural, educational and entertainment opportunities in a cost-effective manner for the maximum use and enjoyment of the public, and to best serve the purposes and beneficiaries of the War Memorial Trust Agreement.*

*To operate and maintain the War Memorial and Performing Arts Center buildings and grounds, including the War Memorial Opera House, War Memorial Veterans Building, Louise M. Davies Symphony Hall, Harold L. Zellerbach Rehearsal Hall and the Memorial Court.*

## Services

The department operates, maintains and rents the War Memorial's entertainment and cultural facilities. This includes up-keep on the buildings and grounds and includes booking or renting facility space for cultural and other events. War Memorial facility events include opera, symphony, modern and classical dance, theatre, recitals, plays, lectures, meetings, receptions, special screenings and gala events.

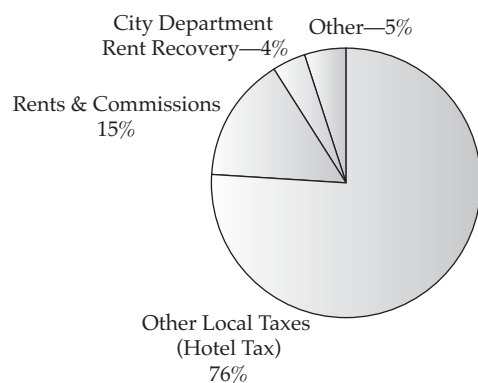
The department also manages and administers the use and occupancy of office space and facilities by beneficiaries of the War Memorial Trust Agreement and others.

For more information, call (415) 621-6600.

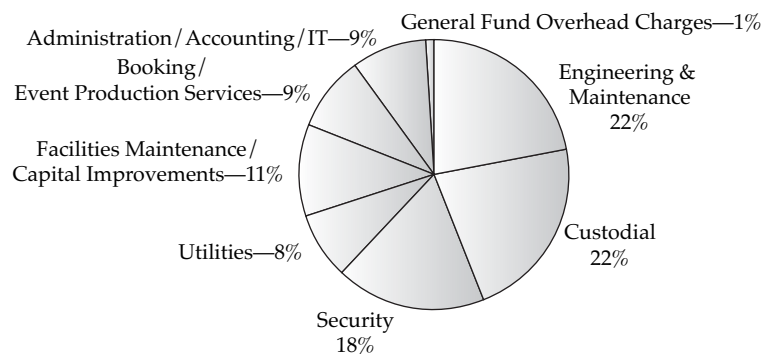
## Budget Data Summary

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$10,712,477	\$10,529,562	11,032,521	502,959	4.78%
Total FTE	95.18	96.55	95.50	(0.05)	(0.05%)

**Funding Sources**



**Budget Expenditures**



A majority of War Memorial's revenue sources come from the hotel tax.

## **Budget Issues and Details**

### **Service Level Changes**

---

- ◆ Through effective management of resources, the department has been able to keep all 2005–2006 non-personnel expenditures at or below last year’s expenditure level while maintaining and preserving the quality of core services. However, deferring equipment replacement is proposed to offset increases in employee-related costs.
- ◆ Despite the sluggish economy, the department has been able to partially offset increasing costs with a slight net increase in bookings projected for this year. This will increase revenue by 3 percent or \$46,000. Annual rentals of rehearsal and performance spaces have remained steady over the last several years.

### **Maintaining Safe, First-Class Facilities and Venues**

---

- ◆ Within available resources, the department’s primary focus is to continue to provide safe, first class facilities and venues. This is contingent upon regular and timely facilities maintenance and capital improvement projects to ensure the safe operation of the War Memorial buildings for the 1.4 million people who visit the center annually.
- ◆ The department will continue to work on facilities maintenance and capital improvement projects, including fire alarm system upgrades, ADA improvements, roof and parapet repairs, security systems improvements, and upgrades to HVAC, domestic hot water and electric systems.
- ◆ The department will begin developing short and long-term funding strategies to address deficiencies in the War Memorial Veterans Building which were identified in the “Veterans Building Life Safety Study” dated 11/1/04. The proposed changes will increase public safety through seismic strengthening, hazardous materials abatement, modernization and code compliance upgrades.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	95.18	95.55	95.50	(0.05)	0%
<b>Net Operating Positions</b>	<b>95.18</b>	<b>95.55</b>	<b>95.50</b>	<b>(0.05)</b>	<b>0%</b>
<b>SOURCES</b>					
Local Taxes	4,406,722	8,407,000	8,407,000	0	0%
Use Of Money Or Property	1,366,460	1,312,110	1,355,925	43,815	3%
Charges For Services	245,899	248,710	251,090	2,380	1%
Expenditure Recovery	530,073	561,742	423,603	(138,139)	(25%)
Fund Balance	4,325,204	0	594,903	594,903	N/ A
Other Funding Sources	(161,881)	0	0	0	N/ A
<b>Sources Total</b>	<b>10,712,477</b>	<b>10,529,562</b>	<b>11,032,521</b>	<b>502,959</b>	<b>5%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	5,576,574	5,686,350	5,795,976	109,626	2%
Fringe Benefits	1,133,891	1,426,935	1,750,421	323,486	23%
Overhead	456,128	568,986	0	(568,986)	(100%)
Professional & Contractual Services	340,303	396,183	410,391	14,208	4%
Materials & Supplies	351,658	312,250	327,550	15,300	5%
Equipment	0	(516,500)	(771,500)	(255,000)	49%
Services Of Other Departments	1,685,575	1,537,358	1,586,683	49,325	3%
Transfers Out	6,243,348	601,500	1,161,500	560,000	93%
<b>Uses-operating Expenditure Total</b>	<b>15,787,477</b>	<b>10,013,062</b>	<b>10,261,021</b>	<b>247,959</b>	<b>2%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	516,500	150,000	(366,500)	(71%)
Capital Projects	(5,075,000)	0	621,500	621,500	N/ A
<b>Uses-project Expenditure Total</b>	<b>(5,075,000)</b>	<b>516,500</b>	<b>771,500</b>	<b>255,000</b>	<b>49%</b>
<b>USES BY PROGRAM RECAP</b>					
War Memorial Operations & Maintena	10,712,477	10,529,562	11,032,521	502,959	5%
<b>Uses By Program Recap Total</b>	<b>10,712,477</b>	<b>10,529,562</b>	<b>11,032,521</b>	<b>502,959</b>	<b>5%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>War Memorial Operations &amp; Maintenance</b>				
<b>Provide continued successful utilization of the facilities</b>				
♦ Opera House percentage of days rented	93%	95%	94%	94%
♦ Davies Symphony Hall percentage of days rented	82%	82%	83%	83%
♦ Herbst Theatre percentage of days rented	74%	71%	71%	72%
♦ Green Room percentage of days rented	53%	53%	53%	53%
<b>Provide maximum number of performances and events</b>				
♦ Opera House performances/events	192	181	168	178
♦ Davies Symphony Hall performances/events	240	238	235	238
♦ Herbst Theatre performances/events	270	240	240	244
♦ Green Room performances/events	190	168	178	174

## ***Departmental Budgets***

---

*Service Area F: General Information and Finance*

# GENERAL SERVICES AGENCY—ADMINISTRATIVE SERVICES

---

## ***Mission***

---

*To serve and protect the public; to manage city facilities; to provide key general city services; and to monitor and facilitate compliance with city regulations and other laws. The department is dedicated to responding to all of its customers' needs in a timely and efficient manner, while also complying with legal mandates.*

## ***Services***

---

Administrative Services is responsible for a variety of programs in the following areas:

- ◆ **Animal Care and Control** is responsible for San Francisco's stray, injured, abandoned, neglected and mistreated animals, as well as for enforcement of all state and local Animal Control and Welfare laws.
- ◆ **City Administrator Support** includes the City Administrator's Office and any areas reporting to the City Administrator, including Immigrant Rights.
- ◆ **County Clerk Services** issues marriage licenses, performs civil ceremonies, registers domestic partnerships, registers and certifies Notary Publics, Process Servers, and Legal Document Assistance.
- ◆ **Disability Access** promotes the accessibility of programs, activities, facilities and benefits operated or funded by the City and County of San Francisco.
- ◆ **Entertainment Commission** conducts hearings for entertainment-related permit applications.
- ◆ **Facilities Management and Operations** provides building management and debt service for several city-owned buildings including 25 Van Avenue; 30 Van Ness Avenue; 1660 Mission Street and 555 Seventh Street.
- ◆ **Fleet Management** enforces and promotes the proper, authorized and responsible use of city vehicles by department through two city vehicle pools, one at City Hall and one located south of Market.
- ◆ **Grants for the Arts** contributes to the presentation and enhancement of established art forms while assuring that emerging artists can experiment and seek new, untested ways to invigorate the cultural lives of San Francisco residents and the experience of visitors to the city.
- ◆ **Labor Standards Enforcement** ensures that public works contractors comply with prevailing wage and other labor standards regulations contained in the City Charter and Administrative Code. It also enforces the Minimum Compensation Ordinance, the Health Care Accountability Ordinance and the City's Minimum Wage Ordinance.
- ◆ **Medical Examiner** investigates and certifies deaths for legal or public health interests, as well as evaluates a number of other areas such as drug or poison analysis.

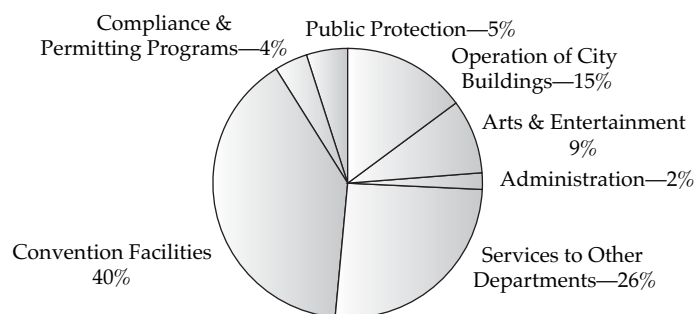
- ◆ **Procurement Services** supports the procurement of the material, equipment and services that are essential to providing governmental services for the citizens of San Francisco.
- ◆ **Public Finance** provides and manages low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefits to the city , while balancing market and credit risk with appropriate benefits and controls.
- ◆ **Real Estate Services** is responsible for the acquisition of all real property required for city purposes, the sale of surplus real property owned by the city and the leasing of property required by various city departments.
- ◆ **Reproduction and Mail Services** provides high quality design, print and mailing services to city departments as well as other public agencies in the area.
- ◆ **Risk Management** provides services to departments through insurance and contract reviews, updating of insurance specifications used by larger departments and conducting training workshops.
- ◆ **Tourism and Events** markets and maintains the Moscone Center, Bill Graham Civic Auditorium, City Hall and provides direction and funding to the San Francisco Convention and Visitors Bureau in its task of promoting San Francisco as a destination for conventions, meetings and tradeshows.
- ◆ **Vehicle and Equipment Maintenance and Fueling** provides maintenance and repair services for most city department vehicles.

For more information, call (415) 554-6171.

## Budget Data Summary

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$166,581,785	\$145,894,019	\$163,349,411	\$17,455,392	11.96%
Total FTE	402.78	383.14	377.22	(5.92)	(1.55%)

## Expenditures by Function



The department of Administrative Services serves a number of functions and provides various services to city departments. Approximately 40 percent of resources are maintenance and operating costs for the city's convention facilities. However, close to 26 percent of resources are dedicated to providing services to other departments, such as central shops, risk management, and reproduction and graphics.

*Note: Includes capital and operating expenditures.*



## **Budget Issues and Details**

### **Long-Range Planning for Civic Center Office Space**

---

- ◆ Real Estate Services and the Civic Center working group will continue long-range planning for office space in the Civic Center and surrounding areas. The goals of this effort include: moving city departments into city-owned properties to reduce costs; co-locating departments that work together on a day-to-day basis to foster cooperation and communication; consolidating departments that are currently spread among different buildings to allow for more efficient management and work; and acquiring additional city property when advantageous.
- ◆ A major focus of this effort includes the use-of-space, re-location and backfill plans associated with the One South Van Ness building. In addition to favorable stand-alone lease terms, the contract provides for an option to purchase the property at a favorable price in several years. MTA plans to consolidate most of its department at the site through a multi-stage move process in 2005–2006. The first move is scheduled for June 2005 with subsequent moves later in the fiscal year. Additional co-location of the Redevelopment Agency, Mayor’s Office of Housing and the Mayor’s Office of Community Development is planned for 2005. Other functions considered for the building include the city’s data center and 311 facilities.
- ◆ The complete move is estimated to provide the city with gross net rent savings of \$2.9 million over the next ten years.

### **Addressing the Need for American’s with Disabilities Act Improvements**

---

- ◆ The Mayor’s Office of Disability, the Department of Public Works and other organizations will work together to ensure compliance with the federal American’s with Disabilities Act (ADA) requirements. Improvement projects for 2005–2006 is estimated at \$4.1 million. Improvements include \$1.6 million in sidewalk and curb ramp access modifications as outlined in the stipulated judgment for the San Francisco Unified School District Lopez case. Other plans include \$2.5 million in improvements and construction in primary care centers, several building within the San Francisco General Hospital complex and other city-owned/recreational facilities across the city.

### **Supporting Contracting Reform**

---

- ◆ Bringing efficiency to city government continues to take a high priority in 2005–2006. Reforming the city’s contracting process is a key part of this effort. The department will continue its work with the Controller’s Office to identify and implement a variety of short and long-term changes to the city’s contracting system. These efforts are focused on improving the ability to track and report sole-source contracts, as well as streamlining the entire contracting process.

### **Managing Public Debt**

---

- ◆ The Office of Public Finance issues and administers a majority of the city’s public bond debt, including general obligation bonds, lease revenue bonds and certificates of participation. As of May 17, 2005, the city’s bond portfolio consisted of \$1.9 billion of outstanding obligations. In 2005–2006, the city expects to issue approximately \$93 million in general obligation bonds to finance the Seismic Loan Program. The city also expects to issue \$38 million in lease revenue bonds to acquire equipment for city departments and to make improvements to Recreation and Park properties. Additionally, the office continues to

aggressively pursue refinancing opportunities of existing long-term obligations to capitalize on current favorable interest rates.

#### **Developing a Plan to Improve Use of Bill Graham Civic Auditorium**

---

- ◆ The use of Bill Graham Civic Auditorium as a visitors' destination has been in steady decline. While the auditorium is centrally located and remains valuable as a location for civic events, these events do little to fund its operation and maintenance. However, the department plans to explore the potential for the facility as an entertainment, concert promotion or sports venue. Renovating the facility for such uses could enhance the cultural and entertainment life of San Francisco. The department will be working with a variety of industry experts, promoters, sports associations, architects and financial analysts to develop a plan for the consideration of the Mayor, Board of Supervisors and the public.

#### **Consolidating Citywide Beverage Contracts**

---

- ◆ In the past, beverage contracts have been negotiated and managed separately by departments as a source of revenue. In 2005–2006, the department plans to bid out and negotiate the terms for a citywide beverage contract. Already, the department is working with Recreation and Parks, the Police Department, San Francisco General Hospital, Real Estate and the convention facilities to negotiate more favorable beverage contract terms.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2003-2004</u></b> <b><u>Actual</u></b>	<b><u>2004-2005</u></b> <b><u>Budget</u></b>	<b><u>2005-2006</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2004-2005</u></b>	<b><u>% Chg From</u></b> <b><u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	406.78	387.14	381.22	(5.92)	(2%)
Non-operating Positions (cap/other)	(4.00)	(4.00)	(4.00)	0.00	0%
<b>Net Operating Positions</b>	<b>402.78</b>	<b>383.14</b>	<b>377.22</b>	<b>(5.92)</b>	<b>(2%)</b>
<b>SOURCES</b>					
Local Taxes	53,549,448	47,103,574	47,174,000	70,426	0%
Licenses & Fines	1,683,857	1,521,441	1,715,118	193,677	13%
Use Of Money Or Property	20,598,820	21,813,317	29,166,908	7,353,591	34%
Intergovernmental Revenue - State	305,861	0	0	0	N/A
Charges For Services	7,001,055	6,032,276	3,047,890	(2,984,386)	(49%)
Other Revenues	333,492	400,000	335,000	(65,000)	(16%)
Transfers In	7,665,251	9,250	10,612,454	10,603,204	114629%
Expenditure Recovery	37,820,207	44,401,466	46,550,962	2,149,496	5%
Fund Balance	21,512,627	7,147,122	2,828,943	(4,318,179)	(60%)
Departmental Transfer Adjustment	1,900,000	1,900,000	0	(1,900,000)	(100%)
Other Funding Sources	(511,196)	0	0	0	N/A
General Fund Support	14,722,363	15,565,573	21,918,136	6,352,563	41%
<b>Sources Total</b>	<b>166,581,785</b>	<b>145,894,019</b>	<b>163,349,411</b>	<b>17,455,392</b>	<b>12%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	26,259,325	26,077,207	26,172,511	95,304	0%
Fringe Benefits	4,881,225	6,158,823	7,811,053	1,652,230	27%
Professional & Contractual Services	85,259,061	81,828,289	86,703,819	4,875,530	6%
Aid Assistance / Grants	12,202,593	11,483,468	10,733,468	(750,000)	(7%)
Materials & Supplies	7,714,726	7,235,484	7,156,108	(79,376)	(1%)
Equipment	814,708	1,186,302	1,576,098	389,796	33%
Services Of Other Departments	12,665,755	10,602,446	13,518,279	2,915,833	28%
Transfers Out	16,784,392	265,000	215,000	(50,000)	(19%)
Departmental Transfer Adjustment	0	0	(593,000)	(593,000)	N/A
<b>Uses-operating Expenditure Total</b>	<b>166,581,785</b>	<b>144,837,019</b>	<b>153,293,336</b>	<b>8,456,317</b>	<b>6%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	110,000	5,332,075	5,222,075	N/A
Capital Projects	0	947,000	4,724,000	3,777,000	399%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>1,057,000</b>	<b>10,056,075</b>	<b>8,999,075</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Administrative Services - Administrati	2,852,258	2,498,918	2,053,969	(444,949)	(18%)
Animal Care & Control	3,145,004	3,098,583	3,186,278	87,695	3%

**TOTAL BUDGET - HISTORICAL COMPARISON (cont)**

	<b>2003-2004</b> <b><u>Actual</u></b>	<b>2004-2005</b> <b><u>Budget</u></b>	<b>2005-2006</b> <b><u>Proposed</u></b>	<b>\$ Chg From</b> <b><u>2004-2005</u></b>	<b>% Chg From</b> <b><u>2004-2005</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
City Administrator Support	355,773	462,754	624,245	161,491	35%
City Capital Projects	28,426	0	0	0	N/ A
Clean Air	32,000	0	0	0	N/ A
Consumer Assurance	1,408,955	182,920	0	(182,920)	(100%)
Convention Facilities	69,729,075	61,418,201	70,161,505	8,743,304	14%
County Clerk Services	702,138	716,290	745,438	29,148	4%
Disability Access	852,039	1,588,127	4,745,969	3,157,842	199%
Entertainment	879,398	1,018,002	855,000	(163,002)	(16%)
Facilities Management & Operations	9,245,232	10,393,291	10,392,455	(836)	0%
Fleet Management	1,311,377	1,762,157	1,716,418	(45,739)	(3%)
Grants For The Arts	13,887,053	13,241,194	13,031,000	(210,194)	(2%)
Living Wage / Labor Standards	810,489	1,142,493	1,202,968	60,475	5%
Medical Examiner	4,202,888	4,592,568	4,627,707	35,139	1%
Municipal Court Services	19,934	0	0	0	N/ A
Procurement Services	2,783,949	3,259,981	3,310,179	50,198	2%
Public Finance Programs	0	0	396,350	396,350	N/ A
Real Estate Services	12,467,778	7,093,931	12,236,242	5,142,311	72%
Reproduction Services	6,943,700	6,219,733	6,463,760	244,027	4%
Risk Management / General	1,260,514	9,474,380	9,524,424	50,044	1%
Vehicle & Equipment Maint & Fueling	17,158,413	17,730,496	18,075,504	345,008	2%
YBC / Moscone Convention Center	16,505,392	0	0	0	N/ A
<b>Uses By Program Recap Total</b>	<b>166,581,785</b>	<b>145,894,019</b>	<b>163,349,411</b>	<b>17,455,392</b>	<b>12%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Animal Care &amp; Control</b>				
<b>Decrease number of animals euthanized</b>				
◆ Percentage of live animal releases	69%	70%	71%	70%
<b>Decrease or maintain average field emergency response time</b>				
◆ Field service emergency response time, in minutes	20	30	25	30
<b>County Clerk Services</b>				
<b>Streamline delivery of county clerk services</b>				
◆ Percentage of customers assisted within ten minutes from the time they are ready to be served	87%	90%	90%	90%
<b>Disability Access</b>				
<b>Conduct required plan and site reviews in a timely manner</b>				
◆ Percentage of requests for plan reviews fulfilled within ten business days	23%	50%	75%	70%
◆ Percentage of requests for site reviews fulfilled within ten business days	87%	90%	98%	90%
<b>Fleet Management</b>				
<b>Control citywide vehicle costs by reducing the number of vehicles assigned to departments</b>				
◆ Number of vehicles assigned to departments	1,260	1,190	1,113	1,060
<b>Grants For The Arts</b>				
<b>Promote San Francisco as a tourist destination by supporting the arts and cultural community</b>				
◆ Estimated number of arts and cultural organizations directly and indirectly benefiting from GFTA funding	422	434	422	425
◆ Number of ongoing general operating support grantees	211	220	211	215
◆ Number of previously unfunded arts organizations in San Francisco which are eligible to apply for City funding	44	40	31	35

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Medical Examiner</b>				
<b>Complete forensic investigations in a timely manner</b>				
◆ Percentage of cases reported, investigated and completed within eight weeks	68%	80%	70%	90%
◆ Percentage of all investigations, identifications and notifications of families completed within 24 hours	84%	85%	85%	85%
<b>Procurement Services</b>				
<b>Achieve cost savings and make the purchasing process more efficient</b>				
◆ Total spending under term contracts, in millions	\$111.0	\$110.0	\$120.0	\$120.0
◆ Percentage of all purchases made through term contracts (excluding professional services)	31%	25%	25%	30%
<b>Public Finance Programs</b>				
<b>Improve and maintain the City's bond rating</b>				
◆ General Obligation Bond rating - Fitch	AA-	AA-	AA-	AA-
◆ G. O. Bond rating - Moody's	Aa3	Aa3	Aa3	Aa3
◆ G. O. Bond rating - Standard and Poor's	AA	AA	AA	AA
<b>Reproduction Services</b>				
<b>Provide effective reproduction and mail services to City departments</b>				
◆ Percentage of reproduction job orders completed by due date	95%	95%	96%	96%
<b>Risk Management / General</b>				
<b>Effectively administer the City's insurance policies and bonds</b>				
◆ Number of insurance policies administered	88	95	70	60

## ASSESSOR/RECORDER

---

### ***Mission***

---

*To identify all taxable property in the City and County of San Francisco; ensure efficient, fair and accurate property assessments; produce the assessment roll in accordance with California state law; and maintain official records of the city, such as marriage licenses and property maps.*

### ***Services***

---

- ◆ **Assessor** assesses taxable real and personal property, provides assistance to taxpayers on issues about property valuation and applying for exemptions.
- ◆ **Recorder** records and maintains official documents, assesses and collects transfer tax and provides public access to a variety of official city records.

For more information, call (415) 554-5516.

## Budget Data Summary

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$10,534,291	\$12,821,696	\$13,152,281	330,585	2.58%
Total FTE	118.60	119.66	114.89	(4.77)	(3.99%)

## Budget Issues and Details

### Enhance the Quality of Appraisals While Reducing the Backlog

---

- ◆ The department will continue to defend the valuation of properties before the Assessment Appeals Board due to a continued above average number of assessment appeal filings. A significant amount of department resources continue to be involved with property assessment appeals.
- ◆ By auditing change of ownership transactions and enhancing transfer tax policies, procedures will be strengthened to assure all qualified properties are appropriately assessed.
- ◆ To provide consistency and uniformity in property valuation, the Assessor's Office will develop written procedures for the valuation of properties while enhancing the quality of departmental work.
- ◆ The 2005–2006 budget includes a \$350,000 investment to reduce the backlog of pending assessment decisions, allowing a reallocation of staff to this activity and hiring to fill vacant positions. Reducing the property appraisal backlog remains one of the department's main priorities in 2006.

### **Implement Modernization Program**

---

- ◆ Continuing to move toward a paperless record keeping system by electronically scanning a wider range of documents and by acquiring new recording hardware to expedite document processing. In addition to being more efficient, paperless systems convert more easily for public viewing through web-based applications.
- ◆ Enhance the computer system to improve efficiency and productivity in property assessments.



**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	118.60	119.66	114.89	(4.77)	(4%)
<b>Net Operating Positions</b>	<b>118.60</b>	<b>119.66</b>	<b>114.89</b>	<b>(4.77)</b>	<b>(4%)</b>
<b>SOURCES</b>					
Intergovernmental Revenue - State	1,013,000	1,013,000	1,013,000	0	0%
Charges For Services	3,640,514	3,270,000	3,270,000	0	0%
Expenditure Recovery	0	247,596	247,596	0	0%
Fund Balance	572,670	1,082,046	1,430,831	348,785	32%
General Fund Support	5,308,107	7,209,054	7,190,854	(18,200)	0%
<b>Sources Total</b>	<b>10,534,291</b>	<b>12,821,696</b>	<b>13,152,281</b>	<b>330,585</b>	<b>3%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	7,128,401	7,689,211	7,397,006	(292,205)	(4%)
Fringe Benefits	1,401,589	1,882,470	2,241,967	359,497	19%
Overhead	42,072	433,173	731,821	298,648	69%
Professional & Contractual Services	418,761	1,419,903	1,144,167	(275,736)	(19%)
Materials & Supplies	332,663	126,709	119,233	(7,476)	(6%)
Equipment	131,040	93,000	128,877	35,877	39%
Services Of Other Departments	1,079,765	1,177,230	1,389,210	211,980	18%
<b>Uses-operating Expenditure Total</b>	<b>10,534,291</b>	<b>12,821,696</b>	<b>13,152,281</b>	<b>330,585</b>	<b>3%</b>
<b>USES BY PROGRAM RECAP</b>					
Personal Property	1,802,856	1,882,678	1,693,440	(189,238)	(10%)
Real Property	2,583,992	3,297,498	3,594,244	296,746	9%
Recorder	2,637,595	3,403,877	3,742,014	338,137	10%
Tax Assessment	2,988,996	3,575,885	3,566,374	(9,511)	0%
Technical Services	520,852	661,758	556,209	(105,549)	(16%)
<b>Uses By Program Recap Total</b>	<b>10,534,291</b>	<b>12,821,696</b>	<b>13,152,281</b>	<b>330,585</b>	<b>3%</b>

## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Personal Property</b>				
<b>Assess all personal property, trade fixtures, boats and leasehold improvements</b>				
◆ Percentage of mandatory audits completed by March 1	52%	70%	50%	50%
◆ Number of business property statements processed by June 30	15,022	15,000	16,923	17,000
<b>Real Property</b>				
<b>Assess all taxable real property within the City</b>				
◆ Percentage of change of ownership transactions appraised by June 30	92%	90%	80%	80%
◆ Percentage of new construction assessments completed by June 30	86%	85%	83%	85%
◆ Average number of change of ownership appraisals completed per appraiser	409	500	300	350
◆ Average number of new construction appraisals worked per appraiser	158	200	120	200
◆ Number of assessable permits received per calendar year	6,644	5,000	4,500	4,000
◆ Number of assessment appeals resolved	1,723	1,750	1,500	1,500
<b>Recorder</b>				
<b>Record documents and provide constructive notices of these recordings</b>				
◆ Percentage of title company and walk-in documents recorded within 24 hours of receipt	100%	100%	100%	100%
◆ Percentage of mailed documents recorded within fifteen business days of receipt	80%	50%	80%	80%
◆ Percentage of documents processed and returned to customers within 30 business days	100%	90%	90%	100%
◆ Number of documents recorded	281,086	300,000	195,000	200,000
<b>Technical Services</b>				
<b>Maintain and update the assessment roll timely</b>				
◆ Percentage of change of ownership documents processed by March 1	99%	90%	85%	85%
◆ Average number of deeds processed daily	144	160	150	150

# BOARD OF SUPERVISORS

---

## ***Mission***

---

*To respond to the needs of the people of the City and County of San Francisco, establish city policies and adopt ordinances and resolutions.*

## ***Services***

---

- ◆ **Clerk of the Board** provides leadership and administrative support for implementing board policies and providing quality service to the people of San Francisco. The Clerk's office includes three administrative divisions; Special Services; Legislative Analyst; and Records and Information Management.
- ◆ **Assessment Appeals Board (AAB)** is an independent agency that adjudicates disputes between the Assessor's Office and property owners. It is the duty of the AAB to equalize the valuation of the taxable property within the City and County of San Francisco for the purpose of taxation.
- ◆ **Sunshine Ordinance Task Force (SOTF)** advises the Board of Supervisors and provides information to other city departments on appropriate ways in which to implement the Sunshine Ordinance (Chapter 67 of the Administrative Code).
- ◆ **Budget Analyst** provides independent fiscal analysis, special studies and management audits of city departments and programs to the Board of Supervisors.
- ◆ **Youth Commission** represents and advocates for the needs of San Francisco's youth and encourages them to be involved in the political arena.
- ◆ **San Francisco Local Agency Formation Commission (LAFCO)** is responsible for reviewing and approving jurisdictional boundary changes including: annexations and detachments of territory and special districts; incorporation of new cities; formation of new special districts; and consolidations, mergers and dissolutions of existing districts.

For more information, call (415) 554-5184.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$9,057,229	\$9,840,187	\$9,231,438	(608,749)	(6.19%)
Total FTE	64.71	64.67	62.88	(1.79)	(2.77%)

## **Budget Issues and Details**

### **Staffing Consolidations and Enhancements**

---

- ◆ The 2005–2006 budget for the Board of Supervisors fully funds 4 full time legislative analysts who provide independent and objective information, research and analysis for board members.
- ◆ The budget proposal also provides an additional \$0.5 million in general fund support for the Budget Analyst contract. In the 2004–2005 year, the board used enterprise funds to pay this contract. In the 2005–2006 budget, the contract reverts back to full general fund support.
- ◆ In 2005–2006, the Sunshine Ordinance Task Force staff will be consolidated and Task Force responsibilities will be absorbed by the Records and General Information Manager. This may require changes in the kind of support that is provided to SOTF. This change will also affect certain client support services, web site maintenance and review of new software applications and enhancements. Service levels to the board, other departments, agencies and the public will be adjusted due to this change in staffing. The administrative function of the board is an adaptive one that must respond to the needs of its customers and it will be a challenge to keep current service levels with a reduced level of staffing.
- ◆ Rather than further reduce operating expenditures, the board has decided to utilize Legislative Tracking System fund balances to cover 2005–2006 cost increases. This may lead to delayed processing of legislative matters if the system experiences failures. The tracking system creates board and Committee agendas, minutes, votes, legislation-introduced documents, and complies with administrative code requirements to maintain a legislative history.

### **Legislative Branch Operations**

---

- ◆ The primary focus of the department is to provide a high level of service to the board, city departments and the public. The proposed staffing changes will result in absorption of duties by other staff that are currently under filling positions.
- ◆ In 2005–2006, the department will analyze its use of the internet. It will continue to evaluate its support of the board and committees; to respond to the public's right to obtain information efficiently and effectively; and continue the business operation of the legislative branch.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2003-2004</u></b> <b><u>Actual</u></b>	<b><u>2004-2005</u></b> <b><u>Budget</u></b>	<b><u>2005-2006</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2004-2005</u></b>	<b><u>% Chg From</u></b> <b><u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	64.71	64.67	62.88	(1.79)	(3%)
<b>Net Operating Positions</b>	<b>64.71</b>	<b>64.67</b>	<b>62.88</b>	<b>(1.79)</b>	<b>(3%)</b>
<b>SOURCES</b>					
Charges For Services	149,222	140,000	189,000	49,000	35%
Transfers In	250,000	481,325	0	(481,325)	(100%)
Expenditure Recovery	313,927	517,500	17,500	(500,000)	(97%)
General Fund Support	8,344,150	8,701,362	9,024,938	323,576	4%
<b>Sources Total</b>	<b>9,057,299</b>	<b>9,840,187</b>	<b>9,231,438</b>	<b>(608,749)</b>	<b>(6%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	5,194,280	4,961,824	4,683,356	(278,468)	(6%)
Fringe Benefits	820,465	1,124,506	1,328,702	204,196	18%
Professional & Contractual Services	2,724,093	2,974,104	2,898,499	(75,605)	(3%)
Materials & Supplies	55,778	41,688	27,543	(14,145)	(34%)
Equipment	24,560	32,538	25,050	(7,488)	(23%)
Services Of Other Departments	238,123	705,527	268,288	(437,239)	(62%)
<b>Uses-operating Expenditure Total</b>	<b>9,057,299</b>	<b>9,840,187</b>	<b>9,231,438</b>	<b>(608,749)</b>	<b>(6%)</b>
<b>USES BY PROGRAM RECAP</b>					
Board Of Supervisors	3,769,925	3,882,091	3,796,898	(85,193)	(2%)
Budget & Legislative Analysts	2,063,400	2,289,268	2,343,296	54,028	2%
Children's Baseline	181,870	193,884	205,871	11,987	6%
Clerk Of The Board	2,747,818	3,088,529	2,577,151	(511,378)	(17%)
Local Agency Formation	294,286	386,415	308,222	(78,193)	(20%)
<b>Uses By Program Recap Total</b>	<b>9,057,299</b>	<b>9,840,187</b>	<b>9,231,438</b>	<b>(608,749)</b>	<b>(6%)</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Budget &amp; Legislative Analysts</b>				
<b>Provide response and support to the Board, Committees, Commissions and Task Force, other department/agencies and general public on legislative or policy related matters.</b>				
♦ Percentage of reports on Board or Committee hearing items posted on web site at least 72 hours prior to hearing.	90%	80%	100%	100%
♦ Percentage of legislative or policy related requests from the Board are completed in a timely manner.	100%	100%	80%	80%
♦ Percentage of written, electronic public records and telephone requests answered within the established timeframes.	n/a	n/a	100%	100%
<b>Children's Baseline</b>				
<b>Provide response and support to the Board, Committees, Commissions and Task Force, other departments/agencies and general public on legislative or policy related matters.</b>				
♦ Percentage of applications received is processed in a timely manner.	n/a	n/a	100%	100%

# CITY ATTORNEY

---

## ***Mission***

---

*To provide the highest quality legal services to the Office of the Mayor, the Board of Supervisors, the San Francisco Unified School District and to the many departments, boards and commissions that comprise the government of the City and County of San Francisco.*

## ***Services***

---

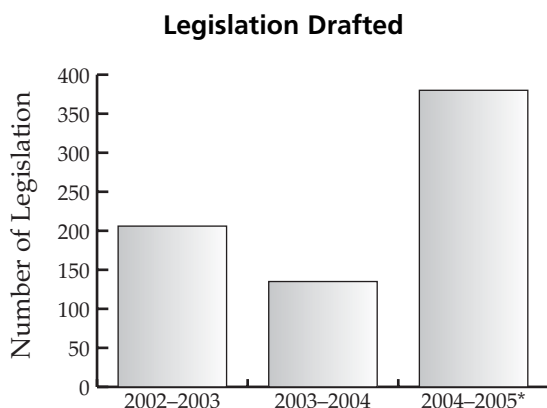
The City Attorney's Office provides advice and counsel to every unit of local government, including:

- ◆ Representing the city and county in all civil legal proceedings, both as defendant and plaintiff;
- ◆ Drafting and reviewing legislation, contracts, surety bonds and other legal documents;
- ◆ Defending the validity of local laws and administrative actions, whether enacted by city policymakers or voters;
- ◆ Providing advice or written opinions to any officer, department head, board, commission or other unit of local government;
- ◆ Making recommendations to the Board of Supervisors for or against the settlement or dismissal of legal proceedings;
- ◆ Protecting our residents, businesses and neighborhoods by aggressively enforcing San Francisco's building, health and public safety codes;
- ◆ Examining and approving title to all real property to be acquired by the city and county;
- ◆ Preparing reviews annually and making available to the public a codification of ordinances of the city and county;
- ◆ Investigating, evaluating and recommending disposition of all claims made against the city and county.

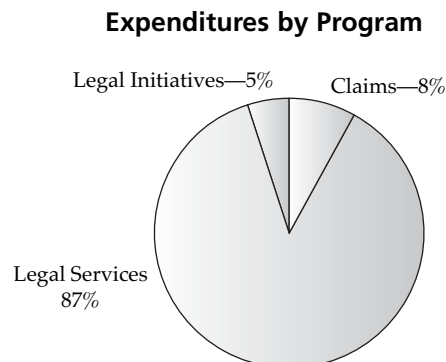
For more information, call (415) 554-4700 or visit the office's website at [www.sfgov.org/cityattorney](http://www.sfgov.org/cityattorney).

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$58,788,841	\$50,222,201	\$56,908,847	\$6,686,646	13.31%
Total FTE	236.86	228.45	228.68	0.23	0.10%



Note: 2005-2006 is projected.



A majority of the City Attorney's resources are dedicated to providing legal services for city departments.

## Budget Issues and Details

### Effectively-Allocating Resources to Defend Lawsuits

- ◆ The City Attorney's Office represents the city in about 7,500 actions annually, ranging from personal injury and property damage to breach of contract. Cost-effective strategies are used to allocate resources to these cases with almost all of them managed with in-house expertise. Where appropriate, the office also has programs to acquire pro bono assistance from the private bar.

### Focusing on Affirmative Litigation

- ◆ The budget continues investments in the Affirmative Litigation Program that has provided a cost-effective way to advance important public policy initiatives established by the Mayor and Board of Supervisors. In 2005-2006, the program will continue its important work to:
  - ❑ Investigate and prosecute public integrity cases to ensure the probity and transparency of the city's contracting and decision-making processes, and to seek damages where public funds have been misappropriated;
  - ❑ Prosecute an antitrust class action against Microsoft to recover damages and other losses as a result of Microsoft's conduct;
  - ❑ Expose and eliminate unscrupulous business practices of energy conglomerates and natural gas providers, including continuing litigation against energy producers for price fixing and against Pacific Gas & Electric Corporation for wrongfully siphoning money from subsidiaries;
  - ❑ Continue to vigorously support the litigation to end discrimination against gay and lesbian couples who wish to marry by seeking an unequivocal declaration from the courts that state provisions banning same-sex marriage are unconstitutional;
  - ❑ Determine the pervasiveness of predatory lending practices in San Francisco and explore appropriate legal actions to end such practices; and
  - ❑ Establish a multi-disciplinary team to develop legal strategies to eliminate the growing problem of fraud and financial abuse perpetrated against vulnerable senior citizens in San Francisco.

### Safeguarding the City Against Potential Liability Through Counsel and Training

- ◆ Recognizing that proactive risk prevention is essential to litigation management, the office has established a risk management program to provide departments with information regarding the



number, nature and dollar value of claims and litigation against the city. During the year, the office will continue to generate risk management reports and to share these reports with department heads and the city's Risk Manager.

- ◆ The office will continue to develop and conduct training programs for the city's boards, commissions and departments. Training will include areas such as the Sunshine Ordinance, conflict resolution, preventing discrimination and harassment in the workplace, accommodating constituents and employees with disabilities and implementing the new workers compensation legislation. The office will also publish the annual update of the Good Government Guide, which provides an accessible overview of major laws governing conduct of public servants—from public meetings and public records responsibilities to conflict-of-interest and personal financial reporting requirements.

### **Protecting Residents, Businesses and Neighborhoods**

---

- ◆ The office will continue to improve the city's neighborhoods through the efforts of its Code Enforcement and Resident Protection Team. This team provides investigation and litigation support to the city departments charged with enforcing local building, health, and public safety codes. The team has been instrumental in marshaling the diverse expertise of various departments into a highly successful inspections program known as the Code Enforcement Task Force.
- ◆ The office will also continue to work on its coordinated initiative known as the "Bayview Neighborhood Rescue Team" which addresses neighborhood nuisances in the Bayview-Hunter's Point district. Long-standing nuisances such as drug and gang related activity, illegal dumping and excessive noise will continue to be the focus of these efforts.

### **Implementing the PUC Capital Improvement Program and Advising on City Projects**

---

- ◆ During the year, the office will assist the Public Utilities Commission and other city departments in the implementation of the Capital Improvement Program for water related projects approved by the voters. This will include a wide range of complex issues regarding financing, planning, environmental compliance, contracting and construction.
- ◆ Project advising will also continue on other important city projects such as the Mission Bay project, Hunter's Point Naval Shipyard transfer, Transbay Terminal, Concourse Garage, Peakers Power Project, 3rd Street Light Rail, Mills Development, Laguna Honda Hospital, Bloomingdales, Civic Center space development/acquisition, Redevelopment of Kirkland Bus Yard, New Candlestick Stadium and the Old Mint.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	317.61	308.45	322.68	14.23	5%
Non-operating Positions (cap/other)	(80.75)	(80.00)	(94.00)	(14.00)	18%
<b>Net Operating Positions</b>	<b>236.86</b>	<b>228.45</b>	<b>228.68</b>	<b>0.23</b>	<b>0%</b>
<b>SOURCES</b>					
Licenses & Fines	0	2,000,000	0	(2,000,000)	(100%)
Intergovernmental Revenue - Federal	0	0	19,500	19,500	N/A
Expenditure Recovery	48,984,830	43,768,269	48,979,836	5,211,567	12%
Fund Balance	0	18,528	0	(18,528)	(100%)
General Fund Support	9,804,011	4,435,404	7,909,511	3,474,107	78%
<b>Sources Total</b>	<b>58,788,841</b>	<b>50,222,201</b>	<b>56,908,847</b>	<b>6,686,646</b>	<b>13%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	33,685,846	32,011,051	34,144,382	2,133,331	7%
Fringe Benefits	5,219,751	6,719,435	8,438,356	1,718,921	26%
Professional & Contractual Services	16,821,238	8,791,317	9,794,863	1,003,546	11%
Materials & Supplies	215,066	222,774	152,495	(70,279)	(32%)
Equipment	171,642	85,794	87,919	2,125	2%
Services Of Other Departments	2,675,298	2,391,830	3,705,991	1,314,161	55%
Budgetary Reserves	0	0	584,841	584,841	N/A
<b>Uses-operating Expenditure Total</b>	<b>58,788,841</b>	<b>50,222,201</b>	<b>56,908,847</b>	<b>6,686,646</b>	<b>13%</b>
<b>USES BY PROGRAM RECAP</b>					
Claims	4,355,268	4,571,691	4,855,270	283,579	6%
Legal Initiatives	1,635,000	1,635,000	2,735,000	1,100,000	67%
Legal Service	52,798,573	44,015,510	49,318,577	5,303,067	12%
<b>Uses By Program Recap Total</b>	<b>58,788,841</b>	<b>50,222,201</b>	<b>56,908,847</b>	<b>6,686,646</b>	<b>13%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Claims</b>				
<b>Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims</b>				
♦ Average number of days from claim filing to final disposition	70	70	70	70
♦ Percent of claims denied	55%	55%	55%	55%
♦ Percent of claims settled	45%	45%	45%	45%
♦ Average settlement amount per claim	\$3,067	\$3,067	\$3,536	\$3,067
<b>Legal Initiatives</b>				
<b>Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government</b>				
♦ Average cost per tort litigation case	\$26,518	\$26,518	\$26,311	\$26,311
♦ Value of judgments/settlements against the City, in millions	\$14.3	\$12.1	\$14.0	\$12.0
<b>Legal Service</b>				
<b>Draft legislation, at the request of the Board of Supervisors, which expresses the desired policies of the City and County of San Francisco and is legally valid</b>				
♦ Number of pieces of legislation drafted	135	135	380	380
♦ Average cost per piece of legislation drafted	\$2,735	\$2,735	\$3,188	\$3,188
<b>Provide advice and counsel to the Mayor, Board of Supervisors, and City departments and commissions, on legal issues of importance to the administration of local government</b>				
♦ Number of hours required to respond to requests for advice and counsel.	164,887	155,000	120,000	120,000
♦ Total cost of responses to requests for advice and counsel, in millions.	\$31.6	\$29.7	\$22.0	\$22.0
<b>Provide legal services to client departments which meet client expectations for quality</b>				
♦ Percent of client departments who rate the office's legal services as of the highest quality	95%	95%	87%	95%

## CITY PLANNING

---

### ***Mission***

---

*To guide the orderly and prudent use of land, in both natural and man-made environments, with the purpose of improving the quality of life and embracing the diverse perspectives of those who live in, work in, and visit San Francisco.*

### ***Services***

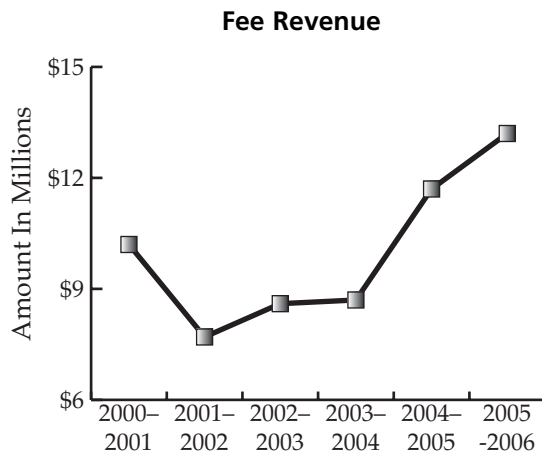
---

- ◆ **Neighborhood Planning** processes over 9,000 building permits and development applications annually.
- ◆ **Code Enforcement** ensures compliance with the Planning Code by investigating and resolving complaints.
- ◆ **Environmental Review** prepares state and federally mandated environmental review documents for the City and County of San Francisco.
- ◆ **Policy Planning** prepares, maintains, updates and administers the city's General Plan, including its Area Plans and Specific Plans and also implements documents and codes.

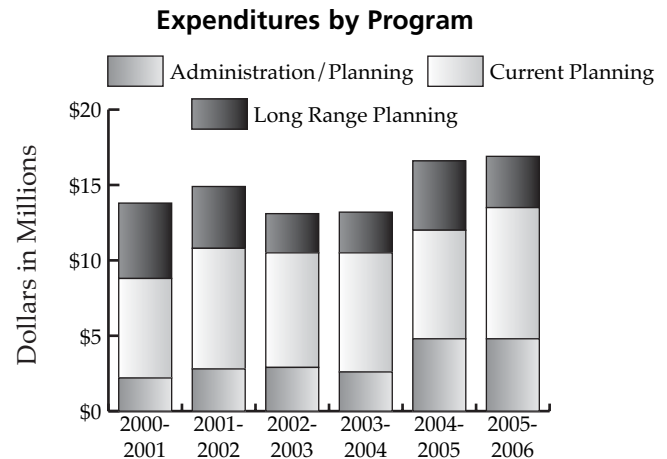
For more information, call (415) 558-6378.

### **Budget Data Summary**

	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change from 2004—2005	
				Nominal	Percent
Total Expenditures	\$12,348,149	\$16,523,902	\$16,931,391	407,489	2.47%
Total FTE	137.93	134.48	137.55	3.07	2.28%



The results from a comprehensive fee study will be implemented in January 2006, with greater cost-recover of long-range planning expenses.



General expense increases have been offset with staff and non-salary reductions over the past few years. A \$2 million contract for Long-Range planning was added in 2004-2005.

## Budget Issues and Details

### Enhancements and Project Completions

- ◆ The 2005–2006 proposed budget includes one full-time employee Planner II position in Environmental Review and one Planner III position in Neighborhood Planning. This increased staffing in Neighborhood Planning and Environmental Review will reduce the number of backlogged permit, project and environmental review applications, as well as to speed processing time for applications.
- ◆ In the coming year, planning will focus on completing major initiatives. Initial funding was provided in 2005 for three major Better Neighborhood projects. Each of these projects continues in 2006 but they no longer require start-up funding. The department will initiate the Housing Element Update to the General Plan in 2006—a significant planning project—but this project will be staffed with existing personnel.

### Improving Efficiency and Effectiveness of Planning Operations

- ◆ The Planning Department faces a significant backlog in its permit and case processing. This includes the Environmental Review division. In 2006, the department will implement a number of initiatives aimed at reducing the backlogs while improving efficiency and effectiveness through technological upgrades and business process improvements. An example of this involves developing an enhanced permit tracking system in conjunction with the Department of Building Inspection. The department will complete a full-scale review of its processes and workflow to ensure efficiency in business practices.

### Initiating a Coordinated Streets Improvement Program

- ◆ In 2006, the department will further its coordinated streets improvement initiative. The quality of streets is a central issue in any neighborhood in the city, and good streets can only be created through integrated design that balances all the competing functions of a street. This initiative brings together the Planning Department, the Municipal Transportation Agency, Public Works, the Transportation Authority and the Mayor's Office to ensure comprehensive collaboration on all street improvement projects and other transportation and land-use issues.

### Continuing Progress on Planning Projects

- ◆ There is broad awareness of the need for policy-based planning in San Francisco. Demand for more

certainty in the development process based on clear plans, policies and rules drives the Better Neighborhoods programs and Area Plans initiatives. Progress will continue on the Eastern Neighborhoods planning work. The Geary Boulevard Better Neighborhoods program and the Housing Element Update to the General Plan will begin. A variety of smaller but significant planning efforts, such as Market/Octavia, will also begin in 2006.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	139.76	136.31	137.55	1.24	1%
Non-operating Positions (cap/other)	(1.83)	(1.83)	0.00	1.83	(100%)
<b>Net Operating Positions</b>	<b>137.93</b>	<b>134.48</b>	<b>137.55</b>	<b>3.07</b>	<b>2%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	10,000	0	0	0	N/A
Intergovernmental Revenue - State	20,000	50,000	50,000	0	0%
Intergovernmental Revenue - Other	0	169,413	0	(169,413)	(100%)
Charges For Services	8,880,169	9,807,769	13,329,401	3,521,632	36%
Other Revenues	0	0	200,000	200,000	N/A
Transfers In	2,298,225	5,340,942	1,165,000	(4,175,942)	(78%)
Expenditure Recovery	178,825	731,506	260,681	(470,825)	(64%)
General Fund Support	960,930	424,272	1,926,309	1,502,037	354%
<b>Sources Total</b>	<b>12,348,149</b>	<b>16,523,902</b>	<b>16,931,391</b>	<b>407,489</b>	<b>2%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	9,848,507	10,045,913	10,532,340	486,427	5%
Fringe Benefits	1,728,159	2,351,333	3,550,843	1,199,510	51%
Overhead	0	664,042	358,633	(305,409)	(46%)
Professional & Contractual Services	208,438	2,191,455	1,444,596	(746,859)	(34%)
Aid Assistance / Grants	0	18,514	20,650	2,136	12%
Materials & Supplies	76,658	73,014	57,040	(15,974)	(22%)
Equipment	0	251,670	110,000	(141,670)	(56%)
Services Of Other Departments	369,592	927,961	857,289	(70,672)	(8%)
<b>Uses-operating Expenditure Total</b>	<b>12,231,354</b>	<b>16,523,902</b>	<b>16,931,391</b>	<b>407,489</b>	<b>2%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Capital Projects	116,795	0	0	0	N/A
<b>Uses-project Expenditure Total</b>	<b>116,795</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	2,401,757	4,768,896	4,376,711	(392,185)	(8%)
Current Planning	7,582,098	7,178,359	8,724,404	1,546,045	22%
Long Range Planning	2,364,294	4,576,647	3,830,276	(746,371)	(16%)
<b>Uses By Program Recap Total</b>	<b>12,348,149</b>	<b>16,523,902</b>	<b>16,931,391</b>	<b>407,489</b>	<b>2%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Current Planning</b>				
<b>Progress Better Neighborhoods and Eastern Neighborhoods area planning efforts</b>				
◆ Degree to which Eastern Neighborhoods Environmental Impact Report project milestones are met	n/a	n/a	n/a	4
◆ Degree to which Geary Boulevard Environmental Impact Report project milestones are met	n/a	n/a	n/a	4
<b>Streamline permit and application review services</b>				
◆ Percentage of all building permits involving new construction and major alterations reviewed within 110 days	75%	n/a	75%	90%
◆ Percentage of all building permits in which review started within 14 days	52%	n/a	55%	65%
◆ Percentage of all variance applications decided within 120 days	32%	n/a	35%	40%
◆ Percentage of conditional use applications requiring Commission action brought to hearing within 90 days	15%	40%	23%	50%
◆ Percentage of all Discretionary Review applications brought to hearing within 120 days	45%	30%	55%	60%
◆ Percentage of all environmental review applications completed within 180 days	21%	n/a	65%	70%
◆ Number of conditional use cases unassigned at any one time.	n/a	n/a	20	15
◆ Number of environmental review cases unassigned at any one time.	n/a	n/a	40	15
<b>Long Range Planning</b>				
<b>Maintain and Update the General Plan</b>				
◆ Percentage of Housing Element Update project milestones met	n/a	n/a	n/a	4
<b>Progress Better Neighborhoods and Eastern Neighborhoods area planning efforts</b>				
◆ Degree to which project milestones are met across all measured projects	n/a	n/a	n/a	4



## CIVIL SERVICE

---

### Mission

*The Civil Service Commission establishes, ensures and maintains an equitable and credible merit system for public service employment for the citizens of San Francisco. The commission's goal is to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.*

### Services

The commission establishes rules, regulations and policies on public employment; hears appeals of the decisions of the Human Resources Director; provides training and education of the merit system; and monitors and audits the operation of the merit system through inspection services.

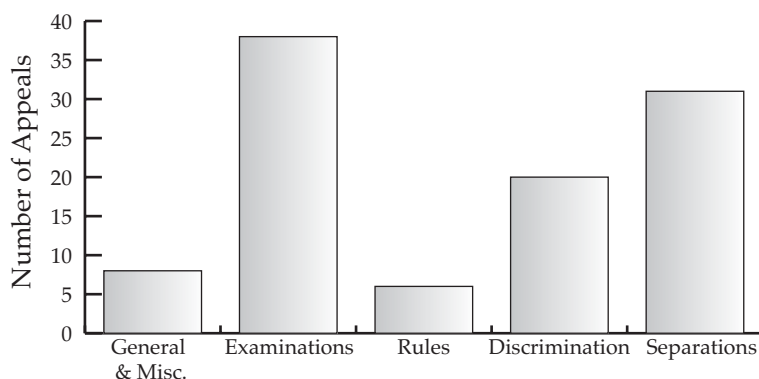
The commission also conducts surveys, sets salaries for elected officials, provides outreach, information and notification of the Catastrophic Illness Program and administers the city's Employee Relations Ordinance.

For more information, call (415) 252-3247.

### Budget Data Summary

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$671,551	679,409	\$713,825	\$34,416	5.07%
Total FTE	5.99	5.99	5.98	(0.01)	(0.17%)

**Appeals to the Civil Service Commission  
FY 2003–2004**



A majority of appeals to the Civil Service Commission in 2003–2004 have been in examination and separations

## **Budget Issues and Details**

### **Streamlined Processing Enables Timely Resolution**

---

- ◆ Budget reductions involving layoffs and position reassignments continue to increase the number of appeals and requests for hearings at the Civil Service Commission. The commission's recently streamlined rules, policies and appeals process will help the commission to resolve appeals and other disputes in a timely manner despite the increased workload.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	5.99	5.99	5.98	(0.01)	0%
<b>Net Operating Positions</b>	<b>5.99</b>	<b>5.99</b>	<b>5.98</b>	<b>(0.01)</b>	<b>0%</b>
<b>SOURCES</b>					
Expenditure Recovery	129,489	130,374	163,846	33,472	26%
General Fund Support	542,062	549,035	549,979	944	0%
<b>Sources Total</b>	<b>671,551</b>	<b>679,409</b>	<b>713,825</b>	<b>34,416</b>	<b>5%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	458,518	453,566	464,776	11,210	2%
Fringe Benefits	87,286	103,853	127,393	23,540	23%
Professional & Contractual Services	56,469	63,922	63,922	0	0%
Materials & Supplies	6,036	6,154	5,267	(887)	(14%)
Services Of Other Departments	63,242	51,914	52,467	553	1%
<b>Uses-operating Expenditure Total</b>	<b>671,551</b>	<b>679,409</b>	<b>713,825</b>	<b>34,416</b>	<b>5%</b>
<b>USES BY PROGRAM RECAP</b>					
Civil Service	671,551	679,409	713,825	34,416	5%
<b>Uses By Program Recap Total</b>	<b>671,551</b>	<b>679,409</b>	<b>713,825</b>	<b>34,416</b>	<b>5%</b>

**Performance Measures**

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2004-2005</b>	<b>2005-2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Civil Service</b>				
<b>Support Commission in resolving civil service issues</b>				
◆ Percentage of appeals and requests for hearings processed within seven days	78%	85%	85%	85%
◆ Percentage of appeals resolved and forwarded to the commission in the fiscal year	57%	60%	60%	60%

# CONTROLLER

---

## ***Mission***

---

*To ensure the city's financial integrity and promote efficient, effective and accountable government. To strive to be a model for good government practices.*

## ***Services***

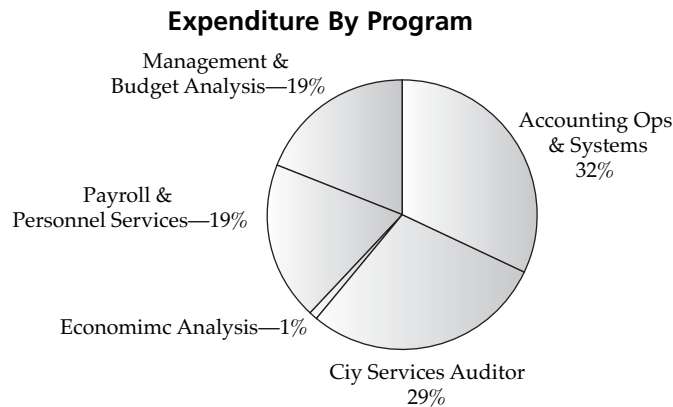
---

- ◆ **Accounting Operations and Systems** controls the financial activities of the city and county government. The division certifies contracts, pays vendors, approves personnel requisitions, and monitors and projects departmental expenditures on a continuing basis to assess overall fiscal condition. The division assists departments to achieve fiscal compliance, accuracy and timeliness in the resulting financial information. The division also produces the city's various annual audited financial statements.
- ◆ **Budget and Analysis** provides fiscal management and oversight, budgetary planning and public policy and financial analysis for the city. It implements and controls budget changes, balances revenues with expenditures and projects the year-end financial condition of the city. The division provides information to the Mayor, Board of Supervisors, city departments, rating agencies, community stakeholders and the press.
- ◆ **City Service Auditor** brings together the Audits, City Projects and Performance Management Divisions in the Controller's Office, manages a whistleblower hotline, and implements other mandates of the City Charter. The division has broad authority for:
  - ❑ Benchmarking, performance management and best-practices comparison of San Francisco's services relative to other public agencies;
  - ❑ Conducting financial and performance audits of city departments, contracts and functions;
  - ❑ Performing regular oversight of the city's contracting procedures, including developing model criteria and terms for Requests for Proposals;
  - ❑ Maintaining a whistleblower complaints hotline and website and conducting investigations regarding waste, fraud, and abuse of city resources;
  - ❑ Completing specified annual assessment and reporting activities.
- ◆ **Payroll/Personnel Services** provides payroll services for 27,000 employees and ensures compliance with city, state and federal tax, wage and hourly regulations. The division processes large amounts of automated data and over 160,000 paper documents annually in order to issue approximately 800,000 paychecks and payroll advices.

For more information, call (415) 554-7500.

## Budget Data Summary

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$21,698,928	\$26,332,175	\$31,206,806	\$4,874,631	18.51%
Total FTE	141.19	170.00	180.76	10.76	6.33%



Approved by the voters in 2003, the City Services Auditor represents 29% of the Controller's Office expenditures.

## Budget Issues and Detail

### Service Level Changes

- ◆ The 2005–2006 budget contains funding to implement the Charter-mandated Office of Economic Analysis. Increased costs include two full-time economists who will work with the Mayor's Office of Economic and Workforce Development to create a strategic economic plan for the city. They will also evaluate and analyze proposed legislative and policy changes that impact the local economy.

### Maintaining Core Functions

- ◆ To achieve maximum cost-effectiveness, department services will continue to be streamlined or consolidated in 2005–2006. A feasibility study will evaluate the potential for the consolidation of automated payroll, human resources, health services and retirement programs into a citywide system.
- ◆ Important information-systems improvements are also underway including the upgrade of the city's financial and purchasing systems. In addition, the Controller proposes to begin to migrate the city's 20-year old budget system into an updated comprehensive budgeting and performance measurement system. The city's investment in this new system will be borne in part by enterprise departments and in part by the General Fund's one-time capital budget.

### Improving Efficiency and Effectiveness of Existing City Operations

- ◆ Current economic conditions require increased accountability for government actions and spending patterns coupled with a focus on detailed financial analysis and revenue projection. In the face of ongoing budget deficits, the city must become more efficient and effective in delivering services to the public. This in turn requires the Controller's Office to provide increasingly complex technical assistance and consultation to city departments and policymakers.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<u>2003-2004 Actual</u>	<u>2004-2005 Budget</u>	<u>2005-2006 Proposed</u>	<u>\$ Chg From 2004-2005</u>	<u>% Chg From 2004-2005</u>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	141.19	170.00	180.76	10.76	6%
<b>Net Operating Positions</b>	<b>141.19</b>	<b>170.00</b>	<b>180.76</b>	<b>10.76</b>	<b>6%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	0	0	216,000	216,000	N/A
Intergovernmental Revenue - State	80,000	0	80,000	80,000	N/A
Charges For Services	249,285	236,000	267,000	31,000	13%
Other Revenues	2,214,566	0	0	0	N/A
Expenditure Recovery	2,129,570	7,916,423	9,391,356	1,474,933	19%
General Fund Support	17,025,507	18,179,752	21,252,450	3,072,698	17%
<b>Sources Total</b>	<b>21,698,928</b>	<b>26,332,175</b>	<b>31,206,806</b>	<b>4,874,631</b>	<b>19%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	10,675,884	13,086,548	14,331,770	1,245,222	10%
Fringe Benefits	1,898,653	2,961,174	4,004,878	1,043,704	35%
Professional & Contractual Services	1,071,691	3,127,454	5,825,326	2,697,872	86%
Materials & Supplies	332,280	476,674	391,741	(84,933)	(18%)
Services Of Other Departments	7,720,420	6,680,325	6,653,091	(27,234)	0%
<b>Uses-operating Expenditure Total</b>	<b>21,698,928</b>	<b>26,332,175</b>	<b>31,206,806</b>	<b>4,874,631</b>	<b>19%</b>
<b>USES BY PROGRAM RECAP</b>					
Accounting Operations & Systems	10,245,038	9,372,243	10,083,156	710,913	8%
Budget & Payroll System	0	0	2,000,000	2,000,000	N/A
City Services Auditor	2,707,097	8,054,930	9,054,304	999,374	12%
Economic Analysis	0	0	279,152	279,152	N/A
Management, Budget & Analysis	3,327,317	3,389,119	3,913,867	524,748	15%
Payroll & Personnel Services	5,419,476	5,515,883	5,876,327	360,444	7%
<b>Uses By Program Recap Total</b>	<b>21,698,928</b>	<b>26,332,175</b>	<b>31,206,806</b>	<b>4,874,631</b>	<b>19%</b>

## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Accounting Operations &amp; Systems</b>				
<b>Ensure accurate and appropriate accounting procedures</b>				
◆ Number of findings of material and significant weakness in annual City audit	0	0	0	0
<b>Provide accurate, timely information to support fiscal planning</b>				
◆ Percentage by which actual expenditures vary from nine-month estimate	0.13%	1.00%	1.00%	1.00%
<b>Provide timely, accurate reporting that supports the City's financial integrity</b>				
◆ City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association	Yes	Yes	Yes	Yes
<b>City Services Auditor</b>				
<b>Audit departments, contractors, and concessions timely</b>				
◆ Total audits completed	48	91	56	112
<b>Conduct audits efficiently</b>				
◆ Cost per audit (all audits)	\$16,700	\$24,000	\$26,875	\$29,500
<b>Obtain departments' acceptance and implementation of audit recommendations</b>				
◆ Percentage of audit recommendations from two years ago that are implemented	82%	85%	85%	85%
<b>Provide performance measurement and reporting for City services</b>				
◆ Percentage of performance measures that address outcomes	47%	50%	49%	53%
<b>Management, Budget &amp; Analysis</b>				
<b>Provide accurate, timely information to support fiscal planning</b>				
◆ Percentage by which actual revenues vary from budget estimates	0.71%	4.00%	4.00%	4.00%
<b>Payroll &amp; Personnel Services</b>				
<b>Pay City employees correctly and on time</b>				
◆ Percentage of payroll transactions not requiring correction	99.0%	98.0%	98.9%	99.0%



# ELECTIONS

---

## ***Mission***

---

*To effectively and efficiently govern the conduct, management and control of voter registration;  
administer the placing of candidates and issues on the ballot; administer elections;  
and conduct outreach programs to all eligible residents.*

## ***Services***

---

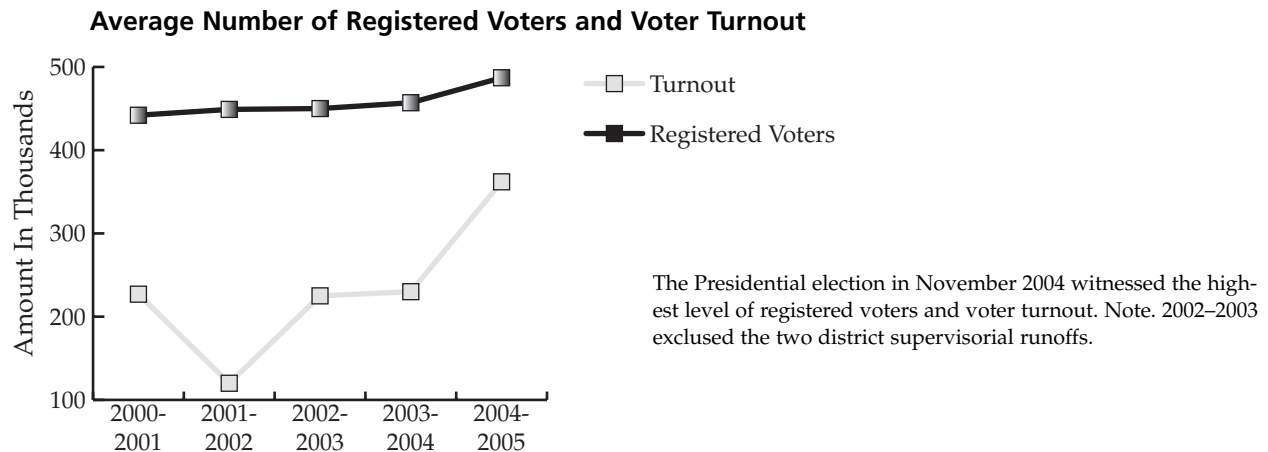
The Department of Election provides the following services:

- ◆ Registers voters and maintains accurate voter rolls for San Francisco's 480,000 registered voters;
- ◆ Produces and distributes voter information pamphlets in English, Chinese and Spanish for each election;
- ◆ Administers precinct voting at 561 polling locations and absentee voting for approximately 160,000 absentee voters; and
- ◆ Conducts outreach programs in English, Chinese, Spanish, and Russian and provides education and information related to the election process.

For more information, call (415) 554-4375.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$15,204,781	\$7,168,528	\$11,177,585	\$4,009,057	55.93%
Total FTE	52.66	34.99	46.55	11.56	33.04%



## Budget Issues and Details

### Citywide Ranked-Choice Voting (RCV)

- ◆ In March 2002, voters approved Proposition A to establish ranked-choice voting (also known as instant run-off) for races for all elected officials in San Francisco. The ranked-choice voting system was successfully implemented for the first time in history in November 2004 for the seven Supervisorial district races. The November and June elections in 2005-2006 will again use the ranked-choice voting system for the offices of the Treasurer, City Attorney, Public Defender and Assessor.

### New Voting System

- ◆ The department released a Request for Proposal for a new voting system. Some of the key criteria in evaluating the new system are the ability to conduct ranked-choice voting elections, provide a voter-verified paper trail and provide private and independent voting for the disabled. Federal and state funding for the new system is available through "Help America Vote Act" and Proposition 41.

### Enhancing Accessibility at the Polling Places

- ◆ To meet the requirements associated with the Federal 2002 Help America Vote Act (HAVA), the Department of Elections will award a contract for voting equipment that provides voter accessibility. Further, the department will review polling places to bring sites into compliance with accessibility requirements.

### Continued Community Outreach and Voter Education

- ◆ In accordance with state and federal mandates, the department conducts voter education and outreach to promote understanding and participation in the electoral process. Voter education is particularly vital to meeting HAVA's election reform goals and standards. Using a variety of outreach programs and training materials, voter education will focus on the general electoral process along with the particular technology associated with the ranked-choice voting system.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	52.66	34.99	46.55	11.56	33%
<b>Net Operating Positions</b>	<b>52.66</b>	<b>34.99</b>	<b>46.55</b>	<b>11.56</b>	<b>33%</b>
<b>SOURCES</b>					
Charges For Services	1,569,098	320,000	64,000	(256,000)	(80%)
Transfers In	0	0	75,000	75,000	N/ A
Expenditure Recovery	0	60,000	152,000	92,000	153%
General Fund Support	13,635,683	6,788,528	10,886,585	4,098,057	60%
<b>Sources Total</b>	<b>15,204,781</b>	<b>7,168,528</b>	<b>11,177,585</b>	<b>4,009,057</b>	<b>56%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	4,536,880	2,363,686	3,206,501	842,815	36%
Fringe Benefits	597,417	445,606	644,414	198,808	45%
Professional & Contractual Services	3,989,533	1,691,577	4,135,190	2,443,613	144%
Materials & Supplies	3,831,292	2,076,620	2,253,000	176,380	8%
Equipment	1,466,987	122,705	72,612	(50,093)	(41%)
Services Of Other Departments	782,672	468,334	865,868	397,534	85%
<b>Uses-operating Expenditure Total</b>	<b>15,204,781</b>	<b>7,168,528</b>	<b>11,177,585</b>	<b>4,009,057</b>	<b>56%</b>
<b>USES BY PROGRAM RECAP</b>					
Elections	15,204,781	7,168,528	11,177,585	4,009,057	56%
<b>Uses By Program Recap Total</b>	<b>15,204,781</b>	<b>7,168,528</b>	<b>11,177,585</b>	<b>4,009,057</b>	<b>56%</b>

**Performance Measures**

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2004-2005</b>	<b>2005-2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Elections</b>				
<b>Encourage San Franciscans to participate in civic functions</b>				
◆ Annual average number of registered voters	457,304	470,450	486,937	438,243
◆ Annual average number of turnout voters	230,892	238,167	361,822	180,911
◆ Annual average number of absentee voters	103,604	89,412	135,468	74,507
◆ Average percentage of turnout for elections	50.5%	50.6%	74.3%	41.6%
◆ Average percentage of absentee voters	33.90%	37.50%	37.44%	41.18%

# ETHICS

## Mission

*To practice and promote the highest standards of ethical behavior in government.*

## Services

The Ethics Commission acts as filing officer for, and auditor of, financial disclosure statements filed by political candidates, committees and designated city and county employees. The Commission assesses fees and penalties for failure to adhere to deadlines and requirements, investigates ethics complaints, audits statements to ensure compliance with contribution limits, provides advice on ethical matters and administers an education program. It also oversees registration and regulation of campaign consultants and lobbyists, investigates ethics complaints, provides advice on ethical matters and publishes statistical reports.

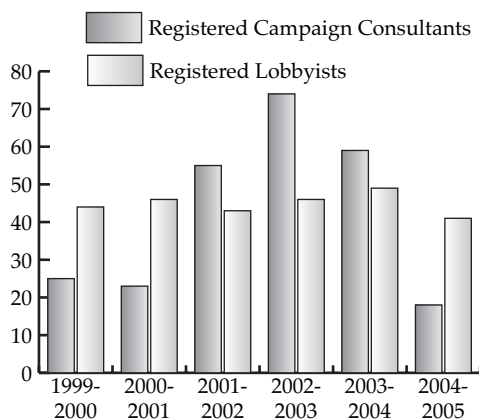
The Commission also administers the Election Campaign Fund for the City and County of San Francisco. The Election Campaign Fund provides publicly matched monies to candidates for the Board of Supervisors. The Commission verifies eligibility and disperses the funds. At the completion of each election cycle, the Commission is required by law to conduct audits of all publicly financed candidates.

For more information, call (415) 581-2300.

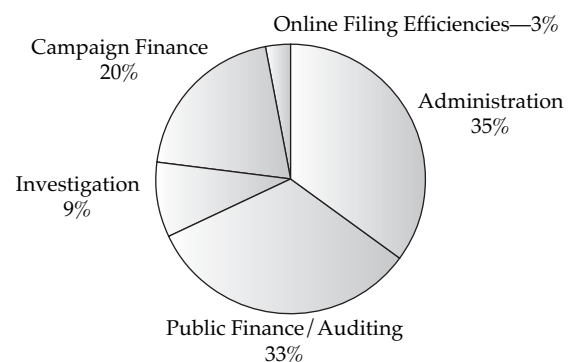
## Budget Data Summary

	2003-2004 Actual	2004-2005 Budget	2005-2006 Proposed	Change from 2004—2005	
				Nominal	Percent
Total Expenditures	\$867,055	\$1,722,389	\$1,262,313	(460,076)	(26.71%)
Total FTE	10.04	10.47	11.52	1.05	10.03%

**Campaign Consultants and Lobbyist  
Registration**



**Expenditures by Function**



## **Budget Issues and Details**

### **Increasing Staffing**

---

- ◆ The 2005–2006 budget contains additional funding to eliminate the current backlog of audit cases and investigations.
  - The commission plans to hire additional permanent staff to assist with auditing functions.
  - Additionally, the commission will use additional temporary staff to assist in reducing the backlog of both audit cases and investigations. The need for temporary staff is due to an unusually large number of candidates who participated in the Election Campaign Fund in 2004. The Commission also plans to conduct audits of other campaign committees that were active in 2003 and 2004.

### **Clearing Backlog of Audits and Investigations**

---

- ◆ In 2005–2006, the commission, with the help of additional permanent and temporary staff, plans to focus aggressively on completing audits on 23 Board of Supervisor candidates who received public funds in 2004. Auditors will focus on compliance and regulations governing campaign contribution limits, filing and disclosure.
- ◆ The commission will continue to resolve ethics complaints and investigations. There are 40 to 50 investigations being conducted by the Commission at any given time. Investigations require gathering evidence based on complaints from organizations or individuals, conducting enquires initiated internally by commissioners and staff and enforcing findings uncovered by the investigation. During the current year, the commission and the temporary staff have reduced the number of active complaints pending investigation to 35.

### **Launching Online Lobbyist and Campaign Consultant Filing and Payment Options**

---

- ◆ In 2005–2006, the commission will launch online filing options and improve search capabilities for its lobbyist registration program. The commission is working closely with The University of San Francisco to develop an online registration interface for the lobbyist program and also to expand the search capabilities of its online database. These improvements will aid public accessibility to lobbyist information and will allow lobbyists to more easily process registration forms online. The commission plans to implement the online lobbyist program before developing and implementing an online campaign consultant program.

### **Exploring Other Online Filing Efficiencies**

---

- ◆ The 2005–2006 budget provides additional funding to improve other online filing options and data processing. The commission serves as the filing officer for many other formal documents, including Statements of Economic Interests, Sunshine Ordinance declarations and other state and local campaign disclosure forms. Since there is currently no online processing or tracking of most of these forms, commission staff manually accepts, processes, analyzes and completes the follow-up work. In 2005–2006, the Commission will continue to explore ways to improve the efficiency of its staff by automating online filing and data collection.

## TOTAL BUDGET - HISTORICAL COMPARISON

	2003-2004 Actual	2004-2005 <u>Budget</u>	2005-2006 Proposed	\$ Chg From <u>2004-2005</u>	% Chg From <u>2004-2005</u>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	10.04	10.47	11.52	1.05	10%
<b>Net Operating Positions</b>	<b>10.04</b>	<b>10.47</b>	<b>11.52</b>	<b>1.05</b>	<b>10%</b>
<b>SOURCES</b>					
Licenses & Fines	132,343	173,944	176,000	2,056	1%
Charges For Services	2,016	3,000	3,000	0	0%
General Fund Support	732,696	1,545,445	1,083,313	(462,132)	(30%)
<b>Sources Total</b>	<b>867,055</b>	<b>1,722,389</b>	<b>1,262,313</b>	<b>(460,076)</b>	<b>(27%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	601,564	708,615	817,144	108,529	15%
Fringe Benefits	120,483	158,804	221,743	62,939	40%
Professional & Contractual Services	81,138	96,165	126,165	30,000	31%
Aid Assistance / Grants	0	670,000	0	(670,000)	(100%)
Materials & Supplies	7,117	14,581	11,274	(3,307)	(23%)
Services Of Other Departments	56,753	74,224	85,987	11,763	16%
<b>Uses-operating Expenditure Total</b>	<b>867,055</b>	<b>1,722,389</b>	<b>1,262,313</b>	<b>(460,076)</b>	<b>(27%)</b>
<b>USES BY PROGRAM RECAP</b>					
Election Campaign Fund	155,133	961,187	308,049	(653,138)	(68%)
Ethics	711,922	761,202	954,264	193,062	25%
<b>Uses By Program Recap Total</b>	<b>867,055</b>	<b>1,722,389</b>	<b>1,262,313</b>	<b>(460,076)</b>	<b>(27%)</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Election Campaign Fund</b>				
<b>Provide partial public financing to ensure that serious candidates are able to raise funds to communicate their views and positions adequately to the public</b>				
♦ Percentage of audits of publicly financed candidates completed	67%	30%	30%	70%
<b>Ethics</b>				
<b>Ensure compliance with state and local campaign reporting and disclosure laws</b>				
♦ Number of campaign committees audited (both campaign committees and publicly financed candidate committees)	13	16	16	16
♦ Total number of dollars audited	\$1,441,790	\$2,514,513	\$2,514,513	\$1,328,000
<b>Investigate complaints of alleged violations of state and City law relating to campaign finance, governmental ethics and conflicts of interest that are within the Commission's jurisdiction</b>				
♦ Percentage of complaints resolved	2%	25%	25%	75%
<b>Promote compliance with local and state laws regarding campaign finance disclosure and reporting</b>				
♦ Number of campaign finance statements processed	2,366	2,000	1,400	2,000
♦ Amount of campaign finance fines collected.	\$51,607	\$82,000	\$82,000	n/a
♦ Percentage of data from campaign financial statements posted on web site within 24 hours during election season	90%	100%	99%	99%
<b>Promote compliance with local laws regarding disclosure and reporting</b>				
♦ Percentage of quarterly lobbyist reports filed on a timely basis	95%	95%	95%	95%
♦ Percentage of identified campaign consultants who file quarterly reports on a timely basis	93%	90%	95%	90%



# HEALTH SERVICE SYSTEM

---

## Mission

*To provide benefits administration and enrollment services to the employees, retirees, and eligible dependents of the City and County of San Francisco and other participating employer agencies.*

## Services

The Health Service System (HSS) has two major functional areas:

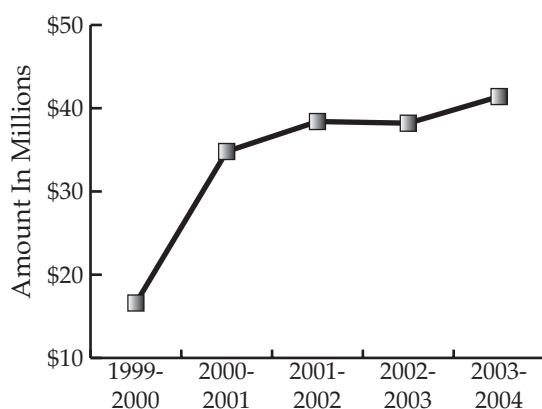
- ◆ **Member Services** provides benefits enrollment services and customer service to all members of the Health Service System. This includes initial enrollments and changes to current enrollments, providing information regarding benefit programs and coverage options, aiding in the retiree benefits enrollment process and assisting with claims and eligibility issues.
- ◆ **Finance** maintains the accuracy of all transactions, supports annual Health Service System audit and provides detailed reports to the Health Service Board on the financial activity of the Health Service Trust Fund.

For more information, call (415) 554-1750.

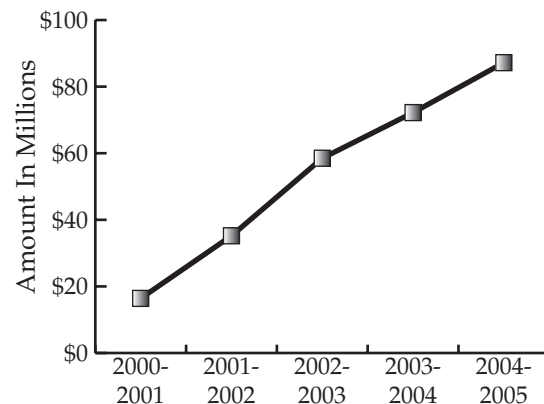
## Budget Data Summary

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	0	0	5,805,327	5,805,327	N/A
Total FTE	0.00	0.00	34.55	34.55	N/A

**Health Service System Trust Net Assets**



**Retiree Health Care Benefits**



## **Budget Issues and Details**

### **Establishing a New Department**

---

- ◆ In November 2004, the voters of San Francisco approved Proposition C, which moves HSS out of the Human Resources Department and into an independent department. In 2005–2006, under new leadership, HSS will implement the necessary processes and procedures to function as a separate city department with the Health Services Board providing oversight.
- ◆ A 2005–2006 priority is to design and implement an audit plan for all vendors who provide services to HSS. This audit plan will ensure ongoing quality of service.
- ◆ HSS will continue to ensure the cost-effective administration of healthcare coverage for members by reviewing contract policies and procedures.

### **Service Delivery, Technology, and Access**

---

- ◆ HSS will improve service delivery through the evaluation of policies and practices and implementing changes where appropriate.
- ◆ The department will improve service delivery through the use of available technology in an effort to create a more efficient, cost effective and convenient way for members to access HSS services and information. A one-time investment of \$175,000 will be used to implement online access to benefits enrollment services.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2003-2004</u></b> <b><u>Actual</u></b>	<b><u>2004-2005</u></b> <b><u>Budget</u></b>	<b><u>2005-2006</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2004-2005</u></b>	<b><u>% Chg From</u></b> <b><u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	0.00	0.00	34.55	34.55	N/A
<b>Net Operating Positions</b>	<b>0.00</b>	<b>0.00</b>	<b>34.55</b>	<b>34.55</b>	<b>N/A</b>
<b>SOURCES</b>					
Expenditure Recovery	0	0	5,630,327	5,630,327	N/A
General Fund Support	0	0	175,000	175,000	N/A
<b>Sources Total</b>	<b>0</b>	<b>0</b>	<b>5,805,327</b>	<b>5,805,327</b>	<b>N/A</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	0	0	2,282,870	2,282,870	N/A
Fringe Benefits	0	0	689,164	689,164	N/A
Professional & Contractual Services	0	0	2,012,428	2,012,428	N/A
Materials & Supplies	0	0	43,273	43,273	N/A
Services Of Other Departments	0	0	777,592	777,592	N/A
<b>Uses-operating Expenditure Total</b>	<b>0</b>	<b>0</b>	<b>5,805,327</b>	<b>5,805,327</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Health Service System	0	0	5,805,327	5,805,327	N/A
<b>Uses By Program Recap Total</b>	<b>0</b>	<b>0</b>	<b>5,805,327</b>	<b>5,805,327</b>	<b>N/A</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Health Service System</b>				
<b>Improve customer service</b>				
◆ Average customer satisfaction rating	n/a	n/a	n/a	4
◆ Percentage of time that wait time in lobby is less than 15 minutes	n/a	n/a	n/a	95%
<b>Improve the timeliness and accuracy of the open enrollment process</b>				
◆ Percentage of data from Open Enrollment applications entered no later than May 31st	n/a	n/a	n/a	98%
<b>Provide for internal controls that meet HSS objectives</b>				
◆ Number of audit reports reporting Reportable Conditions or Material Weaknesses	n/a	n/a	n/a	0
<b>Reduce the response and processing time for appeals</b>				
◆ Percentage of responses to appeals within five business days	n/a	n/a	n/a	90%
<b>Resolve benefits issues timely</b>				
◆ Percentage of benefits issues with full resolution within 30 business days	n/a	n/a	n/a	90%

# HUMAN RESOURCES

---

## **Mission**

*To administer the personnel and employee health and safety programs of the City and County of San Francisco.*

## **Services**

The Employee Services Division has four functional areas:

- ◆ **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; administers and manages compensation practices; and facilitates and administers discipline and grievance management.
- ◆ **Equal Employment Opportunity** assists applicants, employees and departments in the areas of alternative dispute resolution, employment and accommodation of persons with disabilities, harassment, employment discrimination and investigation of complaints.
- ◆ **Workers' Compensation** administers benefits related to work injuries in compliance with state and local laws and regulations; coordinates citywide safety and prevention efforts; and facilitates transitional work programs.
- ◆ **Workforce Development** implements citywide training and organization development programs; manages succession planning programs; and designs and implements internship and apprenticeship programs.

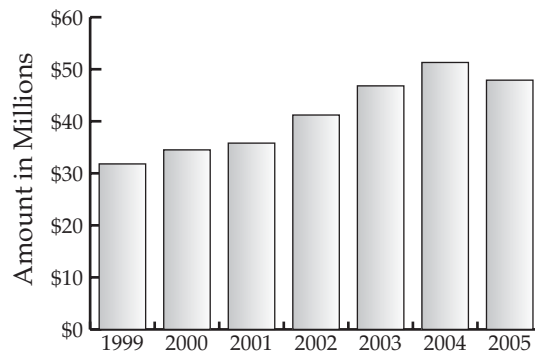
The functional areas of the Department Services Division include:

- ◆ **Recruitment and Assessment** ensures equal employment opportunity and the application of merit system principles in the development and administration of civil service examinations for permanent appointments.
- ◆ **Client Services** manages centralized human resources services for several city departments and a growing number of employees. This consolidation of services results in a more efficient and streamlined use of resources.

For more information, call (415) 557-4800.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$83,646,119	\$85,036,464	\$77,139,295	(\$7,897,169)	(9.29%)
Total FTE	188.10	172.26	151.28	(20.98)	(12.18%)

**Workers' Compensation Claims Costs****Budget Issues and Details****Civil Service Reform**

---

- ◆ The department has embarked on a broad reform effort to ensure that San Francisco's personnel system is equipped to help employees, policy makers and departments meet 21<sup>st</sup> century demands for service. With input from our valued stakeholders, recommendations for reform have been established in four areas: hiring, employee investment and performance management, separation and governance. This reform is funded with \$1 million in the 2005–2006 budget and focuses on the following issues:
  - ❑ Simplify and consolidate Civil Service rules;
  - ❑ Create broader classifications;
  - ❑ Create an aggressive recruitment program to attract the most talented and qualified candidates;
  - ❑ Design and implement a mandatory Supervisory and Management training curriculum;
  - ❑ Create and implement citywide performance evaluations for employees and mandatory training for supervisory employees on their use; and
  - ❑ Enhance technology to decrease turnaround times between receipt of an employment application and placement of a candidate in the position.

**Labor Negotiations Program**

---

- ◆ Under the Employee Relations Ordinance, the city has more than 120 separate bargaining units and sub-units represented by 35 recognized employee organizations. During the fiscal year, the department will be required to negotiate 39 labor contracts that are scheduled to expire on June 30, 2006 at an estimated cost of \$2.2 million.

**Enhanced Client Services Human Resources Model**

---

- ◆ The department will continue to consolidate human resource services to create greater efficiency while increasing service quality and levels. This consolidation will continue under the Client Services model begun in 2004–2005. In 2005–2006, three additional departments will use Client Services' resources, bringing the total served to nearly one-quarter of all city departments.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	188.10	172.26	151.28	(20.98)	(12%)
<b>Net Operating Positions</b>	<b>188.10</b>	<b>172.26</b>	<b>151.28</b>	<b>(20.98)</b>	<b>(12%)</b>
<b>SOURCES</b>					
Use Of Money Or Property	0	0	12,000	12,000	0%
Charges For Services	8,133,708	0	0	0	0%
Transfers In	93,379	0	0	0	0%
Expenditure Recovery	64,653,844	69,344,941	64,324,164	(5,020,777)	(7%)
General Fund Support	10,765,188	15,691,523	12,808,558	(2,882,965)	(18%)
<b>Sources Total</b>	<b>83,646,119</b>	<b>85,036,464</b>	<b>77,144,722</b>	<b>(7,891,742)</b>	<b>(9%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	12,134,393	11,271,637	10,522,234	(749,403)	(7%)
Fringe Benefits	2,390,889	2,723,901	3,040,682	316,781	12%
Professional & Contractual Services	65,716,477	68,086,599	60,081,286	(8,005,313)	(12%)
Materials And Supplies	142,131	149,848	145,260	(4,588)	(3%)
Services Of Other Departments	3,262,229	2,804,479	3,349,833	545,354	19%
<b>Uses-operating Expenditure Total</b>	<b>83,646,119</b>	<b>85,036,464</b>	<b>77,139,295</b>	<b>(7,897,169)</b>	<b>(9%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	3,959,129	5,416,720	3,001,179	(2,415,541)	(45%)
Client Services	0	0	1,449,749	1,449,749	0%
Employee Relations	3,124,812	1,858,352	5,324,902	3,466,550	187%
Engineering & Construction	269,771	0	0	0	0%
Equal Employment Opportunity	618,909	575,969	753,159	177,190	31%
Health Service System	6,203,491	5,355,715	0	(5,355,715)	(100%)
Management Information System	3,612,556	2,377,113	3,713,160	1,336,047	56%
Recruitment And Assessment	2,702,549	2,607,306	3,894,069	1,286,763	49%
Training & Organization Development	308,618	145,945	240,955	95,010	65%
Workers Compensation	62,846,284	66,699,344	58,762,122	(7,937,222)	(12%)
<b>Uses By Program Recap Total</b>	<b>83,646,119</b>	<b>85,036,464</b>	<b>77,139,295</b>	<b>(7,897,169)</b>	<b>(9%)</b>

## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Employee Relations</b>				
<b>Facilitate stable and productive employee-employer relations</b>				
♦ Percentage of employee grievances settled or withdrawn	n/a	n/a	n/a	30%
<b>Equal Employment Opportunity</b>				
<b>Provide City employees with a discrimination free workplace</b>				
♦ Percentage of discrimination complaints investigated within one year of receipt	62%	66%	70%	70%
♦ Number of City employees trained on diversity issues	189	0	3,200	5,000
<b>Recruitment And Assessment</b>				
<b>Maintain the City's Classification Plan</b>				
♦ Number of position classifications in the Civil Service Plan	1,307	1,200	1,320	1,300
♦ Number of positions newly classified or reallocated	990	550	500	500
<b>Streamline the examination process to facilitate permanent appointment and maintain low level of provisional appointment</b>				
♦ Percentage of employees citywide that are provisional	3.90%	3.00%	3.00%	3.00%
♦ Average time between examination announcement closing and list adoption, in months	3.9	3.5	3.5	3.3
<b>Training &amp; Organization Development</b>				
<b>Provide high quality training to employees</b>				
♦ Average rating of DHR workshops by participants	n/a	n/a	n/a	4.4
<b>Workers Compensation</b>				
<b>Resolve employee Workers Compensation claims in a timely and effective manner</b>				
♦ Workers' Compensation claims closing ratio	n/a	100%	103%	100%
♦ Claims administration services rated excellent or good	n/a	n/a	n/a	75.0%



# MAYOR

---

## ***Mission***

---

*To represent the people of the City and County of San Francisco and ensure that San Francisco is a place where all residents can live full lives in a safe, prosperous and humane environment.*

## ***Services***

---

The Mayor's Office provides public policy, finance, legislative, criminal justice, community relations and outreach support to the citizens, departments, agencies and the Mayor of San Francisco.

For more information, call (415) 554-6141.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$15,187,121	\$9,931,244	\$10,714,060	\$782,816	7.88%
Total FTE	57.35	50.85	47.82	(3.03)	(5.96%)

## **Budget Issues and Details**

### **Addressing Housing and Homelessness**

---

- ◆ Affordable housing is the biggest challenge facing families in the city. The proposed budget funds a total investment of \$112 million to maintain and increase the availability of affordable housing. These funds will provide down-payment assistance for low- and moderate-income homebuyers; preserve rental subsidies for those at risk of becoming homeless; and develop an additional 650 units in the coming year.
- ◆ Funds are proposed to bring an additional 623 city-leased supportive housing units online between now and the end of the new fiscal year, and to bring closer to completion the 533 units being developed for the chronically homeless. The budget also doubles the size of the city's homeless outreach team. \$250,000 will be invested to establish a new homeless employment center and \$200,000 to begin building a new respite center.
- ◆ In the continuing effort to end chronic homelessness in San Francisco, the new budget proposes \$136 million for direct investment in supportive housing and services.

### **Public Safety Improvements**

---

- ◆ A top priority of the Mayor's office is to ensure that all residents are secure in their neighborhoods.

Between the current year and the end of the coming fiscal year, the city will have hired 255 police officers and reassigned 70 officers from desk jobs to patrol duty.

- ◆ The proposed implementation of a new paramedic response model will double the number of advanced life support ambulances and apparatus, from 21 to 42, reducing response times for medical calls.
- ◆ The city will hire 60 new call-takers in the 911 emergency response center, which will help to maintain San Francisco's record of excellence on all requests for emergency assistance.

### **Investing in Infrastructure**

---

- ◆ Recent studies suggest that the city has deferred \$4 billion in the maintenance of streets, parks, and facilities over the past twenty years. In 2005–2006, the city will invest a record \$51.5 million from the General Fund in overdue capital needs.
- ◆ These capital investments are targeted to address needs in neighborhood facilities. \$20.9 million is proposed to address deferred maintenance and capital needs in the city's parks, including stalled playground and recreation center construction projects.
- ◆ Fostering neighborhood vitality also means fostering small business and economic development. In the coming year, \$14 million is proposed to improve and beautify neighborhood commercial corridors.

### **Planning for the Long-Term**

---

- ◆ The city's economic upturn provides an opportunity to invest one-time tax revenue windfalls in measures to make government more efficient and responsive.
- ◆ The city will spend \$20 million on one-time investments in new computer systems and other technology. This will save the city \$54 million over the coming ten years by improving worker efficiency, streamlining business processes and improving revenue collection.
- ◆ The budget proposes a General Fund reserve of \$25 million and that \$37 million be held in reserve for a rainy day.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	131.35	125.85	127.82	1.97	2%
Non-operating Positions (cap/other)	(74.00)	(75.00)	(80.00)	(5.00)	7%
<b>Net Operating Positions</b>	<b>57.35</b>	<b>50.85</b>	<b>47.82</b>	<b>(3.03)</b>	<b>(6%)</b>
<b>SOURCES</b>					
Local Taxes	600,000	600,000	600,000	0	0%
Use Of Money Or Property	240,703	47,000	0	(47,000)	(100%)
Intergovernmental Revenue - Federal	2,376,631	335,565	2,050,820	1,715,255	511%
Intergovernmental Revenue - State	3,229,912	1,573,075	1,411,544	(161,531)	(10%)
Other Revenues	142,214	0	0	0	N/A
Transfers In	3,413,183	0	0	0	N/A
Expenditure Recovery	922,238	1,123,844	1,148,844	25,000	2%
Fund Balance	302,176	296,226	295,679	(547)	0%
General Fund Support	3,960,064	5,955,534	5,207,173	(748,361)	(13%)
<b>Sources Total</b>	<b>15,187,121</b>	<b>9,931,244</b>	<b>10,714,060</b>	<b>782,816</b>	<b>8%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	4,278,511	3,505,272	3,507,521	2,249	0%
Fringe Benefits	1,021,923	903,149	998,276	95,127	11%
Professional & Contractual Services	1,013,270	2,085,155	3,874,996	1,789,841	86%
Aid Assistance / Grants	6,814,025	2,859,159	1,817,553	(1,041,606)	(36%)
Materials & Supplies	104,581	160,654	60,472	(100,182)	(62%)
Services Of Other Departments	1,879,811	417,855	455,242	37,387	9%
Transfers Out	75,000	0	0	0	N/A
<b>Uses-operating Expenditure Total</b>	<b>15,187,121</b>	<b>9,931,244</b>	<b>10,714,060</b>	<b>782,816</b>	<b>8%</b>
<b>USES BY PROGRAM RECAP</b>					
City Administration	4,141,908	3,863,131	3,908,659	45,528	1%
Community Development	816,456	379,000	139,000	(240,000)	(63%)
Criminal Justice	4,463,700	3,752,807	4,760,294	1,007,487	27%
Grants For The Arts	671,947	0	0	0	N/A
Neighborhood Beautification	188,102	0	0	0	N/A
Neighborhood Services	1,126,809	791,252	740,262	(50,990)	(6%)
Office Of Emergency Service	56,949	0	0	0	N/A
Public Finance Programs	2,958,874	296,226	295,679	(547)	0%
Public Policy & Finance	762,376	848,828	870,166	21,338	3%
<b>Uses By Program Recap Total</b>	<b>15,187,121</b>	<b>9,931,244</b>	<b>10,714,060</b>	<b>782,816</b>	<b>8%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Affordable Housing</b>				
<b>Provide affordable housing</b>				
◆ Number of newly constructed low-moderate income rental units completed with public financial assistance	400	629	557	252
◆ Number of new low-moderate income housing units completed with public financial assistance as a percentage of housing units needed	1.94%	10.94%	7.32%	3.06%
◆ Number of low-moderate income housing units that had rehabilitation completed	255	177	667	485
<b>Criminal Justice</b>				
<b>Fund public safety programs</b>				
◆ Amount of state and federal grants secured, in millions	\$8.9	\$6.1	\$5.3	\$5.4
<b>Neighborhood Services</b>				
<b>Respond to citizens</b>				
◆ Number of constituent inquiries handled	6,042	13,292	13,292	13,558
◆ Number of community meetings and events attended	1,236	2,719	2,719	2,773
<b>Public Policy &amp; Finance</b>				
<b>Provide realistic budget</b>				
◆ Number of General Fund supplemental appropriations (other than bond issues and Board-initiated supplementals)	1	2	3	3

# RETIREMENT SYSTEM

---

## ***Mission***

---

*To secure, protect and prudently invest the city's pension trust assets; administer mandated benefit programs; and provide promised benefits.*

## ***Services***

---

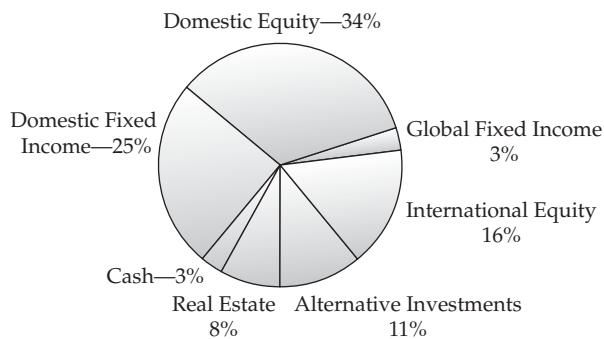
- ◆ **Administration** directs the overall administration of the Retirement System including implementation of Retirement Board policies and directives; implementation of legislative changes to the Retirement System; legal and procedural compliance of all activities of the Retirement System; and administration of the disability retirement hearing officer process.
- ◆ **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 18,500 retirees and beneficiaries; and maintains Retirement System financial records and reporting in compliance with all applicable legal provisions.
- ◆ **Investment** manages and invests the \$12.7 billion Retirement 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 manages the administration of the city's \$1 billion Deferred Compensation Plan.

For more information, call (415) 487-7085.

## **Budget Data Summary**

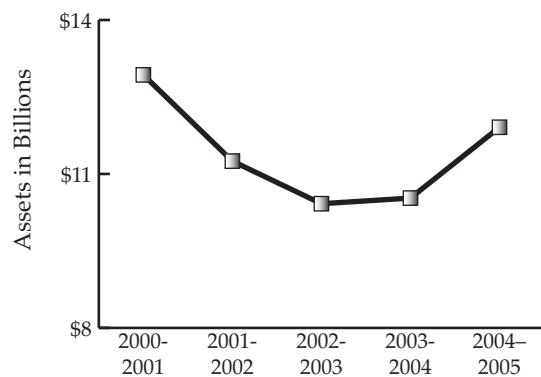
	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$15,905,251	\$14,826,810	\$15,100,981	\$274,171	1.85%
Total FTE	76.41	83.31	76.84	(6.47)	(7.77%)

### Asset Allocation as of 6/30/04 Based on Market Value



The chart above reflects an asset allocation across several diverse asset classes.

### Pension Fund Net Assets



Following a decline of asset values associated with market wide downturns, net asset values have begun to trend upward.

## Budget Issues and Details

### Technology and Staffing

- ◆ Departmental restructuring will allow the department to continue to provide excellent customer service by adding retirement specific position and using technology to manage and automate an increasing level of critical-services workload. As a result of the reorganization, the department will have a net staffing decrease.

### Reducing City Costs

- ◆ The department continues to work to maintain superior levels of investment returns on SFERS Trust assets. The SFERS' goal is to achieve a return on trust investments that will be ranked in the top 50th percentile or better, based on average five-year returns, among public pension funds with \$1 billion or more in trust assets. SFERS has exceeded this goal for the past five years and anticipates that it will continue to meet or exceed this target over the next three years. Higher than average investment returns allow the city to reduce retirement system contributions because system can self-finance a portion of employer contributions.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2003-2004</u></b> <b><u>Actual</u></b>	<b><u>2004-2005</u></b> <b><u>Budget</u></b>	<b><u>2005-2006</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2004-2005</u></b>	<b><u>% Chg From</u></b> <b><u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	76.41	83.31	76.84	(6.47)	(8%)
<b>Net Operating Positions</b>	<b>76.41</b>	<b>83.31</b>	<b>76.84</b>	<b>(6.47)</b>	<b>(8%)</b>
<b>SOURCES</b>					
Use Of Money Or Property	149,090	250,000	250,000	0	0%
Charges For Services	206,000	340,183	436,068	95,885	28%
Other Revenues	15,550,161	14,234,681	14,414,913	180,232	1%
General Fund Support	0	1,946	0	(1,946)	(100%)
<b>Sources Total</b>	<b>15,905,251</b>	<b>14,826,810</b>	<b>15,100,981</b>	<b>274,171</b>	<b>2%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	5,092,305	6,155,484	5,945,102	(210,382)	(3%)
Fringe Benefits	902,273	1,296,268	1,810,601	514,333	40%
Professional & Contractual Services	4,591,040	2,145,667	2,091,517	(54,150)	(3%)
Materials & Supplies	144,840	187,500	193,195	5,695	3%
Equipment	77,999	67,148	29,114	(38,034)	(57%)
Services Of Other Departments	5,096,794	4,974,743	5,031,452	56,709	1%
<b>Uses-operating Expenditure Total</b>	<b>15,905,251</b>	<b>14,826,810</b>	<b>15,100,981</b>	<b>274,171</b>	<b>2%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	717,586	1,154,958	1,224,065	69,107	6%
Employee Deferred Compensation Pla	206,000	342,129	436,068	93,939	27%
Investment	4,806,831	1,747,194	1,797,735	50,541	3%
Retirement Services	10,174,834	11,582,529	11,643,113	60,584	1%
<b>Uses By Program Recap Total</b>	<b>15,905,251</b>	<b>14,826,810</b>	<b>15,100,981</b>	<b>274,171</b>	<b>2%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Employee Deferred Compensation Plan</b>				
<b>Provide effective administration of the Deferred Compensation Plan</b>				
♦ Percentage of eligible City employees who participate in the Deferred Compensation Plan	63%	50%	60%	50%
<b>Investment</b>				
<b>Maximize investment returns at an acceptable risk level for Plan participants</b>				
♦ Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion (using 5-year average return)	Yes	Yes	Yes	Yes



# TREASURER/TAX COLLECTOR

---

## ***Mission***

---

*To facilitate compliance with the tax laws of the City and County of San Francisco  
and provide safekeeping for all city funds.*

## ***Services***

---

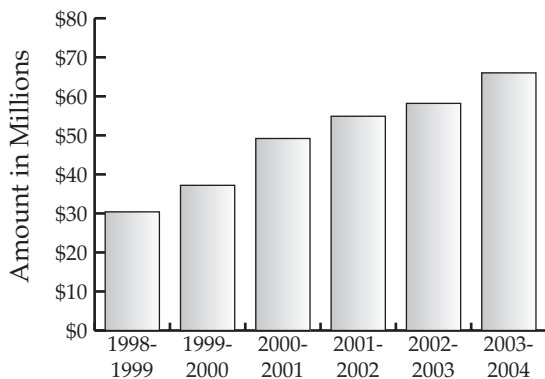
- ◆ **Business Tax** implements and enforces the Business Tax Ordinances for the City and County of San Francisco. These taxes include payroll expense tax, parking tax, transient occupancy tax, utility users tax, and stadium taxes. In addition the section collects emergency response fees.
- ◆ **Property Tax/Licensing** bills, collects, records and reports payments of secured and unsecured property taxes, special assessments and license fees for the Health, Police and Fire Departments as well as dog licenses for the Department of Animal Care and Control.
- ◆ **Delinquent Revenue** is the official collection arm of the City and County of San Francisco. It is authorized to collect all of the city's accounts receivable that exceed \$300 and are at least 90 days overdue.
- ◆ **Investment** administers and controls the investment of all monies in the Treasurer's custody that are not required for payment of current obligations. This section's goal is to maximize interest income while preserving the liquidity and safety of the principal.
- ◆ **Taxpayer Assistance** provides tax information to the public and serves as the office's primary public contact unit.

For more information, call (415) 554-4478. For taxpayer assistance, call (415) 554-4400.

## **Budget Data Summary**

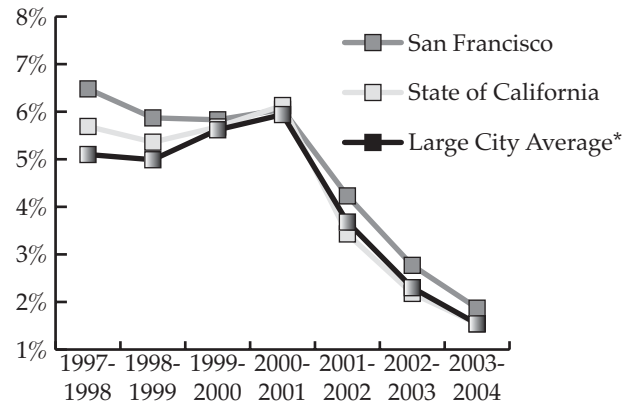
	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$18,729,279	\$19,998,685	23,772,179	\$3,773,494	18.87%
Total FTE	191.82	196.92	199.31	2.39	1.21%

### Delinquent Revenue Collection



Delinquent revenue collections in the Treasurer/Tax Collector's Office continues to increase as a result of staff investments. In 2005–2006, investments in technology will sustain collections growth.

### Return on Investments



The chart above illustrates San Francisco's investment return continues to outperform both the state and the average of three major California cities.

## Budget Issues and Details

### Implementing the Working Families Credit Program

- ◆ In 2004–2005, the Treasurer spearheaded the implementation of the Working Families Credit Program. This program provides a local match to residents who qualify for the Federal Earned Income Tax Credit. Since January 2005, the Treasurer has been processing applications and has established a database for managing the program. In September 2005, the Treasurer will begin disbursing the tax credit to qualified residents, drawing on \$1.5 million that has been set aside specifically for this purpose. Private financial institutions have also made commitments to match the city's investment, thereby expanding the pool available for tax credits.

### Enhancing Collections and Systems

- ◆ Particular emphasis has been placed on efforts to ensure that taxes are collected fairly from all entities required to remit taxes and on collecting delinquent revenues. A \$400,000 investment in staffing and consulting services has been made to enhance collection and enforcement, which should result in increased revenues in 2005–2006. The department is also engaged in a continuing effort to consolidate activities and has eliminated one position as a result.
- ◆ Several technological investments are being made to increase efficiency and thereby increase revenue collection. Planned enhancements to the department's business tax database will enable it to collect additional delinquent revenue. In addition, automated access will be implemented that will allow customers unattended electronic access to certain billing information. This particular investment will provide staff with the ability to focus on delinquent revenue collections. Another technology investment is the use of handheld devices by investigators when they are conducting field audits.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2003-2004</u></b> <b><u>Actual</u></b>	<b><u>2004-2005</u></b> <b><u>Budget</u></b>	<b><u>2005-2006</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2004-2005</u></b>	<b><u>% Chg From</u></b> <b><u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	191.82	196.92	199.31	2.39	1%
<b>Net Operating Positions</b>	<b>191.82</b>	<b>196.92</b>	<b>199.31</b>	<b>2.39</b>	<b>1%</b>
<b>SOURCES</b>					
Local Taxes	129,867	118,000	120,000	2,000	2%
Licenses & Fines	24,000	24,000	24,000	0	0%
Use Of Money Or Property	3,325,000	3,325,000	3,648,000	323,000	10%
Charges For Services	1,926,119	1,552,000	2,341,000	789,000	51%
Other Revenues	119,533	210,000	175,000	(35,000)	(17%)
Transfers In	21,076	21,076	21,076	0	0%
Expenditure Recovery	1,253,424	1,533,979	1,654,323	120,344	8%
General Fund Support	11,930,260	13,214,630	15,788,780	2,574,150	19%
<b>Sources Total</b>	<b>18,729,279</b>	<b>19,998,685</b>	<b>23,772,179</b>	<b>3,773,494</b>	<b>19%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	11,583,738	12,325,303	12,649,856	324,553	3%
Fringe Benefits	2,199,407	3,016,842	3,783,454	766,612	25%
Professional & Contractual Services	1,027,270	1,036,735	1,819,302	782,567	75%
Aid Assistance / Grants	0	9,866	1,509,866	1,500,000	N/A
Materials & Supplies	354,066	390,063	341,598	(48,465)	(12%)
Equipment	119,020	0	138,175	138,175	N/A
Services Of Other Departments	3,445,778	3,219,876	3,529,928	310,052	10%
<b>Uses-operating Expenditure Total</b>	<b>18,729,279</b>	<b>19,998,685</b>	<b>23,772,179</b>	<b>3,773,494</b>	<b>19%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	1,913,623	1,712,170	1,849,864	137,694	8%
Business Tax	5,153,330	5,141,894	5,609,458	467,564	9%
Delinquent Revenue	4,169,058	5,353,060	6,751,883	1,398,823	26%
Investment	726,660	733,021	822,397	89,376	12%
Legal Service	619,434	595,830	613,428	17,598	3%
Property Tax / Licensing	2,390,784	2,422,930	2,344,261	(78,669)	(3%)
Tax Assessment	586,620	585,548	618,152	32,604	6%
Taxpayer Assistance	762,523	956,142	868,188	(87,954)	(9%)
Treasury	2,407,247	2,498,090	2,718,598	220,508	9%
Ttx - Working Families Credit	0	0	1,575,950	1,575,950	N/A
<b>Uses By Program Recap Total</b>	<b>18,729,279</b>	<b>19,998,685</b>	<b>23,772,179</b>	<b>3,773,494</b>	<b>19%</b>

## Performance Measures

	2003-2004 <u>Actual</u>	2004-2005 <u>Target</u>	2004-2005 <u>Projected</u>	2005-2006 <u>Target</u>
<b>Administration</b>				
<b>Provide superior customer service at the City Payment Center in City Hall</b>				
♦ Percentage of customers rating City Payment Center overall as excellent or good	93%	90%	92%	93%
<b>Business Tax</b>				
<b>Make business tax account data available to taxpayers more quickly and easily</b>				
♦ Number of days for Account Services Unit to enter all data from Annual Payroll Tax Statements with a tax balance due	30	45	45	30
<b>Delinquent Revenue</b>				
<b>Maximize revenue through intensive collection activity</b>				
♦ Amount of total revenue collected on all delinquent taxes, in millions	\$66.1	\$62.0	\$62.0	\$60.0
<b>Investment</b>				
<b>Manage the City's investment portfolio to preserve capital, maintain liquidity and enhance yield</b>				
♦ Accuracy rate of forecasting of cash on hand	90%	90%	90%	92%
♦ Number of basis points by which the city/county yield exceeds the municipal peer average group	21	20	5	20
<b>Property Tax/licensing</b>				
<b>Maintain low property tax delinquency rates</b>				
♦ Delinquency rate of secured property taxes	1.19%	1.20%	1.20%	1.20%
<b>Taxpayer Assistance</b>				
<b>Assure and maintain quality service as a knowledgeable, efficient, and customer service-friendly unit in order to promote voluntary compliance with all City and County taxes and fees</b>				
♦ Percentage of taxpayers who rate TPA overall as excellent or good	95%	98%	97%	98%
<b>Treasury</b>				
<b>Maximize interest earnings for San Francisco by processing payments efficiently</b>				
♦ Percentage of all payments received that are processed/deposited during the same business day	99%	99%	99%	99%

# GENERAL SERVICES AGENCY— TELECOMMUNICATIONS AND INFORMATION SERVICES

---

## ***Mission***

---

*To provide high-quality, cost-effective, customer-focused information technology and telecommunications solutions.*

## ***Services***

---

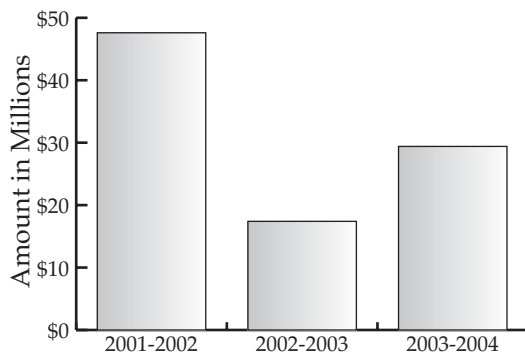
The Department of Telecommunications and Information Services (DTIS) manages its services from four divisions:

- ◆ **Operations and Infrastructure** manages the city's computer networks and telephone systems; provides direct support to systems users through technology service centers; and develops the necessary infrastructure to deploy, operate and maintain the city's communications and information systems.
- ◆ **Technology Solutions** operates the city's e-mail system; manages the city's official website (SFGov.org) and government cable television channel (SFGTV—Channel 26); provides both technology consultation and, in some cases, directly manages application development of information technology (IT) systems.
- ◆ **Public Safety** supports the communication and technology systems of the city's Emergency Communications, Fire, and Police departments, including all wireless radio systems, the Mayor's Emergency Telephone System, and alarm monitoring. DTIS is also responsible for the technology deployment of public safety upgrades funded through Federal Homeland Security grants.
- ◆ **Business Resources** is responsible for technology contract management and procurement, accounting and budgetary functions as well as assuring the highest data security safeguards are in place.

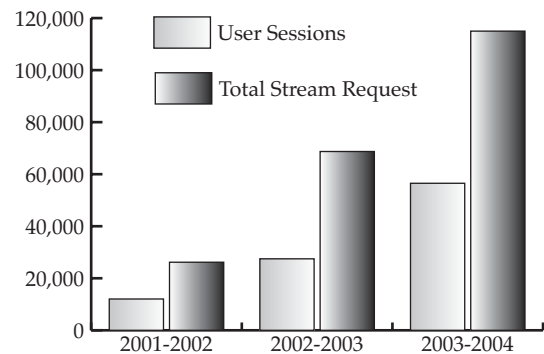
For more information, call (415) 554-4000.

## **Budget Data Summary**

	2003–2004 Actual	2004–2005 Budget	2005–2006 Proposed	Change from 2004–2005	
				Nominal	Percent
Total Expenditures	\$75,845,259	\$66,297,245	\$73,130,149	\$6,832,904	10.31%
Total FTE	312.79	275.80	263.02	(12.78)	(4.63%)

**Online Services Fee Revenues****Growth Drivers:**

- Rollout of new reliable and streamlined services.
- Continuous improvement of services available online.
- Provision of quality and timely customer services

**SFGTV Video Streaming Service****Growth Drivers:**

- Increase meeting coverage
- New features include Video On Demand and Agenda Item Indexing.

## Budget Issues and Details

### Service Level Changes

---

- ◆ DTIS is operated through an Internal Services Fund with a mandate to recover its costs through its client billings. For the first time in its history, the department will receive no General Fund operating support in 2006. Staffing reductions will occur as a result of an expected third year of reduced demand for services from client departments.

### Developing and Building the 311 Call Center

---

- ◆ In an effort to improve customer service and public safety for the citizens of San Francisco, an investment of \$4.2 million in the city's new 311 call center will allow for the commencement of the buildout and development phases in 2005–2006. With an expected service launch date in the Fall of 2006, a phased-in approach will allow implementation of the Customer Relationship Management portion of the call center to grow as the service is expanded to include additional city departments. It is anticipated that the efficiency associated with the reduction of misdirected 911 calls along with a consolidation of citywide call center activities will offset much of the annual 311 operating expenses.

### Public Safety Technology Upgrades

---

- ◆ In 2005–2006, DTIS will continue to work to secure Federal Homeland Security grant funding to further strengthen the city's public safety infrastructure. Phase II of the city's Siren Project is underway and at project completion there will be 65 functioning sites where city officials can communicate directly to the public using the new system's PA capability. This gives government officials the ability to communicate information regarding an emergency situation to all or selected geographic areas of the city. The department will also focus on upgrading the city's public safety radio system as well as enhancing data security.

### Maximizing Cost Efficiencies

---

- ◆ DTIS will continue to negotiate enterprise-licensing solutions for the city's software applications in an effort to reduce costs through economies-of-scale.

- ◆ Planning for the relocation of the city's data center will be a primary focus this year. The department is also working with client departments to facilitate the movement of their applications from the mainframe to smaller stand-alone and server based technologies.

### **Implementing New Technologies**

---

- ◆ DTIS continues to upgrade the city's Telecommunications plan by implementing an enterprise solution that will include the expansion of emerging technologies such as Voice Over Internet Protocol.
- ◆ To eliminate the digital divide, the department will establish several new locations for free Wi-Fi services in the city. DTIS is also the lead agency to study broadband technology as a utility in an effort to offer lower rates to the public.
- ◆ DTIS will continue its efforts to increase online access to city information and services. Maximizing SFGTV video services and production will allow programming via the Internet, airing on other broadcast and cable channels and online training for city employees.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	327.79	290.80	287.02	(3.78)	(1%)
Non-operating Positions (cap/other)	(15.00)	(15.00)	(24.00)	(9.00)	60%
<b>Net Operating Positions</b>	<b>312.79</b>	<b>275.80</b>	<b>263.02</b>	<b>(12.78)</b>	<b>(5%)</b>
<b>SOURCES</b>					
Licenses & Fines	960,335	228,000	2,168,390	1,940,390	851%
Use Of Money Or Property	11,673	32,000	53,000	21,000	66%
Intergovernmental Revenue - Federal	513,909	0	0	0	N/A
Charges For Services	197,476	830,674	107,754	(722,920)	(87%)
Other Revenues	4,560	0	0	0	N/A
Expenditure Recovery	72,854,311	63,965,647	63,567,339	(398,308)	(1%)
General Fund Support	1,302,995	1,240,924	7,233,666	5,992,742	483%
<b>Sources Total</b>	<b>75,845,259</b>	<b>66,297,245</b>	<b>73,130,149</b>	<b>6,832,904</b>	<b>10%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	27,012,961	23,738,478	23,070,344	(668,134)	(3%)
Fringe Benefits	4,317,075	5,047,067	7,049,653	2,002,586	40%
Overhead	401,862	1,197,495	934,913	(262,582)	(22%)
Professional & Contractual Services	29,848,717	24,922,983	31,291,383	6,368,400	26%
Materials & Supplies	8,159,640	7,484,154	5,439,428	(2,044,726)	(27%)
Equipment	3,046,716	888,027	1,035,848	147,821	17%
Services Of Other Departments	3,049,272	2,673,157	3,862,826	1,189,669	45%
Budgetary Reserves	0	52,884	145,754	92,870	176%
<b>Uses-operating Expenditure Total</b>	<b>75,836,243</b>	<b>66,004,245</b>	<b>72,830,149</b>	<b>6,825,904</b>	<b>10%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	9,016	50,000	50,000	0	0%
Capital Projects	0	243,000	250,000	7,000	3%
<b>Uses-project Expenditure Total</b>	<b>9,016</b>	<b>293,000</b>	<b>300,000</b>	<b>7,000</b>	<b>2%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	22,540,583	21,035,299	23,226,178	2,190,879	10%
Administrative Services - Administrati	206	0	0	0	N/A
Criminal Justice	513,909	0	0	0	N/A
Engineering & Construction	8,447	0	0	0	N/A
Operations & Infrastructure	26,396,761	24,654,363	28,474,258	3,819,895	15%
Policy & Planning	2,190,614	1,887,843	2,610,541	722,698	38%
Technology Services	16,411,607	11,151,042	10,824,435	(326,607)	(3%)
Technology Svcs: Public Safety Suppor	7,783,132	7,568,698	7,994,737	426,039	6%
<b>Uses By Program Recap Total</b>	<b>75,845,259</b>	<b>66,297,245</b>	<b>73,130,149</b>	<b>6,832,904</b>	<b>10%</b>



## Performance Measures

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Target</u></b>	<b>2004-2005 <u>Projected</u></b>	<b>2005-2006 <u>Target</u></b>
<b>Operations &amp; Infrastructure</b>				
<b>Ensure that customers are satisfied with the services provided by DTIS</b>				
◆ Percentage of customer complaints resolved within 8 hours of receipt from customer	43%	45%	65%	70%
<b>Manage trouble tickets effectively to avoid degrading customer service</b>				
◆ Percentage of trouble tickets resolved by Help Desk - Industry standard of "First Call Resolution"	58%	40%	75%	80%
◆ Percentage of services that have internal escalation procedures in place	80%	85%	93%	95%
<b>Technology Services</b>				
<b>Provide high quality services to departmental customers</b>				
◆ Percentage of service requests completed by the date agreed upon with the client	98%	95%	98%	98%
◆ Percentage of service requests completed within the budget agreed upon with the client	98%	95%	98%	98%
<b>Provide timely and quality information to the public</b>				
◆ Percentage of the regular Board of Supervisors' meetings carried	99%	99%	99%	99%
◆ Availability of 24-hour government informational programming on Cable Channel 26	99%	99%	99%	99%
◆ Percentage of web site visitors who reported that they found timely and valuable information	95%	95%	96%	96%
<b>Technology Svcs: Public Safety Support</b>				
<b>Ensure customer satisfaction by providing stable and reliable system support of the critical public safety radio network</b>				
◆ Reliability of the public safety radio and wireless data system	100%	100%	100%	100%
<b>Ensure customer satisfaction by providing timely turnaround of repair work for critical public safety components</b>				
◆ Percentage of repairs for portable and mobile radios completed within the same day of the request	80%	85%	85%	85%
◆ Percentage of repairs for mobile data terminals completed within the same day of the request	85%	85%	80%	80%

# ***Departmental Budgets***

---

*Service Area G: General City Responsibilities*

## **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 charges to more than 60 departments citywide.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b>2003-2004 <u>Actual</u></b>	<b>2004-2005 <u>Budget</u></b>	<b>2005-2006 <u>Proposed</u></b>	<b>\$ Chg From <u>2004-2005</u></b>	<b>% Chg From <u>2004-2005</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	4.00	3.50	3.00	(0.50)	(14%)
<b>Net Operating Positions</b>	<b>4.00</b>	<b>3.50</b>	<b>3.00</b>	<b>(0.50)</b>	<b>(14%)</b>
<b>SOURCES</b>					
Local Taxes	98,467,613	119,146,000	138,543,120	19,397,120	16%
Use Of Money Or Property	3,627,216	0	0	0	N/ A
Intergovernmental Revenue - Federal	0	0	1,462,175	1,462,175	N/ A
Intergovernmental Revenue - State	747,345	750,000	750,000	0	0%
Other Revenues	8,946,905	9,012,156	9,208,308	196,152	2%
Transfers In	0	0	266,492	266,492	N/ A
Expenditure Recovery	1,177,486	1,554,436	1,760,599	206,163	13%
Fund Balance	47,745,431	1,960,078	0	(1,960,078)	(100%)
Departmental Transfer Adjustment	(7,258,685)	(7,258,685)	0	7,258,685	(100%)
General Fund Support	74,118,025	236,495,397	283,489,162	46,993,765	20%
<b>Sources Total</b>	<b>227,571,336</b>	<b>361,659,382</b>	<b>435,479,856</b>	<b>73,820,474</b>	<b>20%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	328,150	379,849	332,190	(47,659)	(13%)
Fringe Benefits	41,962,504	46,265,026	42,034,424	(4,230,602)	(9%)
Professional & Contractual Services	5,944,678	9,855,288	9,855,288	0	0%
Aid Assistance / Grants	666,523	0	0	0	N/ A
Materials & Supplies	5,061	7,000	7,000	0	0%
Equipment	0	9,212,345	9,363,308	150,963	2%
Debt Service	111,472,228	126,663,175	146,306,787	19,643,612	16%
Services Of Other Departments	1,648,019	3,615,692	1,549,529	(2,066,163)	(57%)
Transfers Out	321,669,876	396,406,030	498,252,331	101,846,301	26%
Budgetary Reserves	26,321,580	66,404,923	54,644,000	(11,760,923)	(18%)
Departmental Transfer Adjustment	(282,447,283)	(282,447,283)	(326,865,001)	(44,417,718)	16%
<b>Uses-operating Expenditure Total</b>	<b>227,571,336</b>	<b>376,362,045</b>	<b>435,479,856</b>	<b>59,117,811</b>	<b>16%</b>
<b>USES BY PROGRAM RECAP</b>					
General City Responsibilities	510,018,619	658,809,328	762,344,857	103,535,529	16%
Departmental Transfer Adjustment	(282,447,283)	(282,447,283)	(326,865,001)	(44,417,718)	16%
<b>Uses By Program Recap Total</b>	<b>227,571,336</b>	<b>376,362,045</b>	<b>435,479,856</b>	<b>59,117,811</b>	<b>16%</b>

## **GENERAL FUND UNALLOCATED**

---

General Fund Unallocated is a department designation for revenues that are not directly attributable to a city department. For example, undesignated property taxes, business taxes and hotel taxes are deposited into General Fund Unallocated. The benefits of these revenues are spread to departments in the form of a General Fund subsidy allocation.

**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2003-2004</u></b> <b><u>Actual</u></b>	<b><u>2004-2005</u></b> <b><u>Budget</u></b>	<b><u>2005-2006</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2004-2005</u></b>	<b><u>% Chg From</u></b> <b><u>2004-2005</u></b>
<b>SOURCES</b>					
Local Taxes	1,177,819,093	1,286,135,788	1,370,188,947	84,053,159	7%
Licenses & Fines	32,321,209	14,057,000	19,497,000	5,440,000	39%
Use Of Money Or Property	849,284	2,975,000	7,535,000	4,560,000	153%
Intergovernmental Revenue - Federal	4,334,878	0	0	0	N/ A
Intergovernmental Revenue - State	85,749,173	19,229,000	25,779,000	6,550,000	34%
Charges For Services	13,452,669	24,510,112	22,080,865	(2,429,247)	(10%)
Other Revenues	19,339,158	19,500,000	4,100,000	(15,400,000)	(79%)
Transfers In	86,047,696	105,927,122	160,087,266	54,160,144	51%
Fund Balance	155,205,634	60,870,000	115,371,527	54,501,527	90%
General Fund Support	(1,575,118,794)	(1,533,204,022)	(1,724,639,605)	(191,435,583)	12%
<b>Sources Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>

## ***Bonded Debt and Long-Term Obligations***

# BONDED DEBT AND LONG TERM OBLIGATIONS

---

## ***Mission***

---

*To provide and manage 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 cost-effective access to the capital markets with prudent policies.
- ◆ 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.

## **Background**

The City and County of San Francisco enjoy national recognition among investors of 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 fees and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the city. Debt service payments for lease revenue bonds and certificates of participation are typically paid from revenues of the related project or fees, taxes, or surcharges imposed on users of the project. For example, debt service on the lease revenue bonds issued to construct the Moscone Center Expansion Project are repaid primarily from the 2% increase in hotel taxes approved by the Board of Supervisors in August 1996 and passed by the voters in November 1998. However, the 2% increase is not directly pledged for such debt service and repayment can be funded from any lawful monies of the city's General Fund.



Another type of financing available to the city is 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 1993–1994 through 1996–1997.

## Ratings

- ◆ **General Obligation Bonds:** The city’s G.O. bond debt, which carries the city’s strongest ratings, is rated Aa3/AA/AA- by Moody’s Investor Services, Standard & Poor’s and Fitch Ratings, respectively, with AAA being the highest rating attainable.

In 2003, Moody’s Investor Services, Standard and Poor’s and Fitch Ratings rated the city’s GO Bond debt Aa3, AA and AA respectively. However, all three rating agencies revised the city’s rating outlook to negative from stable, reflecting the continued economic and state budget uncertainty and the magnitude of the likely fiscal year 2003-04 budget gap. In 2004, Fitch Ratings revised the city’s outstanding G.O. bond rating to AA-, rating outlook stable, from AA, rating outlook negative, reflecting prolonged slowed economic growth and financial performance factors. As of 2005, all three rating agencies have since revised the rating outlook to stable from negative reflecting the city’s continued economic recovery and efforts to improve finances.

- ◆ **Lease Revenue Bonds:** Moody’s, Standard & Poor’s and Fitch Ratings rate the city’s lease revenue bonds A1/AA-/A+, respectively, with a stable outlook from all three agencies. 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/authority to levy taxes for repayment, as is the case for G.O. bonds, only to appropriate rent on the use of the facilities financed when it has use and occupancy.

Despite the city’s sizable budget requirements, state and federal funding uncertainties and numerous capital projects, the ratings reflect overall strengths such as strong financial management, low to moderate debt burden, strong tax base growth, and a favorable socio-economic profile.

## Debt Profile

Pursuant to the City Charter, the city must have voter authorization to issue G.O. bonds and lease revenue bonds. In the case of G.O. bonds, authorization is required by a two-thirds majority vote. In the case of lease revenue bonds, authorization is required by a simple majority vote (50% of those voting plus one).

The city’s outstanding General Fund debt consists of G.O. bonds, settlement obligation bonds, lease revenue bonds and certificates of participation. 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 fiscal year 2005-2006 budget provides \$138,922,467 for the payment of debt service on \$1,330,475,000 in G.O. bonds.

**Table 1: Outstanding Principal and Budgeted Debt Service for Fiscal Year 2005-2006**

**Principal Outstanding**

General Obligations (as of 7/1/05)	\$ 1,236,475,000
Plus Expected New Issuance	94,000,000

<b>Total General Obligations</b>	<b>\$ 1,330,475,000</b>
----------------------------------	-------------------------

Long-Term Obligations (as of 7/1/05)	\$ 701,229,998
Plus Expected New Issuance	38,005,000

<b>Total Long-Term Obligations</b>	<b>\$ 739,234,998</b>
------------------------------------	-----------------------

<b>Total Principal Outstanding</b>	<b>\$ 2,069,709,998</b>
------------------------------------	-------------------------

**Fiscal Year 2005-2006 Debt Service**

General Obligation Bonds	\$ 138,922,467
Long-Term Obligations	76,183,612

<b>Total Annual Debt Service</b>	<b>\$ 215,106,079</b>
----------------------------------	-----------------------

**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, the principal amount of bonds outstanding at any one time must not exceed 3% of the net assessed value of all taxable real and personal property located within the boundaries of the city.

For debt management and federal expenditure requirements, and because large-scale capital improvement projects are typically completed over a number of years, bonds are usually issued in installments. For that reason, and because 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, 2005, the total amount of G.O. bonds authorized by the voters but not yet issued will be \$415,065,000. Of the \$1,236,475,000 bonds outstanding, a total principal amount of approximately \$1,525,395,000 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 \$94,000,000 in general obligation bonds to be issued in fiscal year 2005-2006 as part of the bond programs for the Seismic Safety Loan Program and Laguna Honda Hospital Project. Debt service on the city's G.O. bonds is repaid from taxes levied on all real and personal property within the city boundaries.

**Table 2: General Obligation Bonds (as of July 1, 2005)**

Description of Issue (Date of Authorization)	Series	Issued	Authorized Outstanding	& Unissued
Golden Gate Park Improvements (6/2/92)	1997A	\$25,105,000	\$17,830,000	-
	2001A	17,060,000	4,630,000	-
Seismic Safety Loan Program (11/3/92)	1994A	35,000,000	-	\$315,000,000
School District Facilities Improvements (6/7/94)	1997B	22,050,000	5,650,000	-
Asian Art Museum Relocation Project (11/8/94)	1999D	16,730,000	13,345,000	-
Steinhart Aquarium Improvement (11/8/95)	2005F	29,245,000	29,245,000	-
Affordable Housing Bonds (11/5/96)	1998A	20,000,000	15,595,000	-
	1999A	20,000,000	16,500,000	-
	2000D	20,000,000	16,780,000	-
	2001C	17,000,000	14,760,000	-
	2001D	23,000,000	0,395,000	-
Educational Facilities - Community College District (6/3/97)	1999A	20,395,000	16,125,000	-
	2000A	29,605,000	24,885,000	-
Educational Facilities - Unified School District (6/3/97)	1999B	60,520,000	47,870,000	-
	2003B	29,480,000	27,230,000	-
Zoo Facilities Bonds (6/3/97)	1999C	16,845,000	13,325,000	-
	2000B	17,440,000	14,655,000	-
	2002A	6,210,000	5,545,000	-
	2005H	7,505,000	7,505,000	-
Laguna Honda Hospital (11/2/99)	2005A	110,000,000	110,000,000	-
	2005B	40,000,000	40,000,000	-
	2005C	40,000,000	40,000,000	-
	2005D	40,000,000	40,000,000	69,000,000
Recreation and Parks (3/7/00)	2000C	6,180,000	5,195,000	-
	2001B	14,060,000	12,055,000	-
	2003A	20,960,000	19,360,000	-
	2004A	68,800,000	66,500,000	-
California Academy of Sciences Improvement (3/7/00)	2004B	8,075,000	7,805,000	-
	2005E	79,370,000	79,370,000	-
Branch Library Facilities Improvement (11/7/00)	2001E	17,665,000	15,275,000	-
	2002B	23,135,000	20,665,000	-
	2005G	34,000,000	34,000,000	31,065,000
<b>SUB TOTALS</b>		<b>\$935,435,000</b>	<b>\$822,095,000</b>	<b>\$415,065,000</b>
General Obligation Refunding Bonds Series 1997-1 issued 10/27/97		\$449,085,000	\$292,860,000	
General Obligation Refunding Bonds Series 2002-R1 issued 4/23/02		\$118,945,000	\$102,290,000	
General Obligation Refunding Bonds Series 2004-R1 issued 6/16/04		\$21,930,000	\$19,230,000	
<b>TOTALS</b>		<b>\$1,525,395,000</b>	<b>\$1,236,475,000</b>	<b>\$415,065,000</b>

Reflects reductions from approved FEMA and State grants totaling \$122,460,000 as provided in the bond authorization.

## **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, 2005, the city will have \$701,229,998 in long-term obligations outstanding including.

As shown in Table 1, the 2005-2006 budget provides for the payment of debt service on \$739,234,998 in long-term obligations expected to be outstanding during the fiscal year, including the approximately \$38,005,000 in lease revenue bonds anticipated to be issued by the end of the fiscal year. The 2005-2006 budget for long-term obligation debt service is \$76,183,612.

An additional \$125,125,000 in lease revenue bonds has been authorized by the voters but not yet issued. 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. In addition, \$100,000,000 in revenue bonds has been authorized by the voters but not yet issued.

## **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% 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 San Francisco Redevelopment Agency, the Bayshore-Hester Assessment District, the San Francisco Bay Area Rapid Transit District (BART), the San Francisco Community College District, the San Francisco Unified School District and the San Francisco Parking Authority.

As of July 1, 2005, the city estimates that \$951,019,276 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 fiscal year 2005-2006 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% 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 \$3.1 billion, based upon the Controller's Certificate of Assessed Valuation released on August 10, 2004. As of July 1, 2005, the city will have \$1,236,475,000 of G.O. bonds outstanding which results in a G.O. bond debt to assessed value ratio of 1.18%. The city's remaining legal capacity for G.O. bond debt will be \$1.9 billion based on the fiscal year 2004-2005 Assessed Valuation. The fiscal year 2005-2006 Assessed Valuation will be released in August 2005 and will likely result in modest growth in the city's G.O. bond debt capacity.

**Table 3: Calculation of Debt Limit Ratio**

**Debt Limit Ratio: 3% of Net Assessed Value**

Assessed Value (8/10/04)	\$108,800,058,290
Less Exemptions	4,328,770,422
Net Assessed Value (8/10/04)	\$104,471,287,868
Legal Debt Capacity (3%)	\$3,134,138,636
Outstanding G.O. Bonds (7/1/05)	\$1,236,475,000
G.O. Debt Ratio (7/1/05)	1.18%
Unused Capacity	\$1,897,663,636

The voters have approved an additional \$415,065,000 in G.O. bonds, which the city has not yet issued. The amount of authorized but unissued debt is not included in the debt limit calculation since the limit applies only to outstanding bonds. Principal on previously issued bonds is repaid on a continuous basis allowing for additional debt capacity despite continued authorization for the issuance of new debt. Furthermore, debt capacity will increase (or decrease) in proportion to an increase (or decrease) in the assessed value of all real and personal property within the city.

### Citizens' General Obligation Bond Oversight Committee

At the March 2002 Primary Election, San Francisco voters approved Proposition F to create 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 shall actively review and report on the expenditure of taxpayers' money in accordance with the voter authorization. The Committee shall convene to 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% 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. No G.O. bonds have been approved since then and therefore no G.O. bond money is budgeted in fiscal year 2005-2006 to fund activities of the Committee. However, the Committee, which was initially convened on January 9, 2003, has begun review of existing G.O. bond programs. The Committee shall issue reports on the results of its activities to the Board of Supervisors at least once per year.

## Outstanding Enterprise Department Debt Service for Fiscal Year 2005-2006

There are six Public Service Enterprise departments (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 longterm debt. These 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 fiscal year 2005-2006 Public Service Enterprise debt service payments due.

**Table 4: Enterprise Department  
Revenue Bond Debt Service for Fiscal Year 2005-2006**

FY 2005-2006

<b>Debt Service by Agency</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
PUC <sup>1</sup>	\$30,703,794	\$44,752,576	\$75,456,370
MTA-Parking and Traffic	2,030,000	1,472,603	3,502,603
Port Commission <sup>2</sup>	4,055,584	653,961	4,709,545
Airport Commission	79,125,000	203,619,477	282,744,477
<b>Total Debt Service</b>	<b>\$115,914,378</b>	<b>\$250,498,617</b>	<b>\$366,412,995</b>

<sup>1</sup> Includes Senior State Loans that are senior to the revenue bond debt.

<sup>2</sup> Includes Hyde Street Harbor Loan that is subordinate to the Port Refunding Revenue Bonds.

## CAPITAL PROJECTS

---

The 2005–2006 proposed capital submission includes \$247 million in capital projects managed by 21 departments. With \$52 million in General Fund support, this investment in the city’s infrastructure represents an important increase in comparison to recent allocations. For the past few years, budgetary pressures have reduced annual General Fund capital spending from \$40 million to less than \$10 million. As a result, larger projects have been deferred in favor of funding only minimal facilities maintenance needs.

The 2005–2006 proposed capital budget submitted by the Capital Improvements Advisory Committee, is supported by multiple funding sources. These include the General fund, dedicated funds, bond proceeds and state and federal revenue sources. Specific projects are detailed both in this section and under those departments that will receive funding from the Capital Budget.

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2005-2006
<b>Department</b>	<b>: AAM ASIAN ART MUSEUM</b>		
FAA292	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	100,000
<b>Department</b>	<b>: AAM Subtotal</b>		<b>100,000</b>
<b>Department</b>	<b>: ADM GENERAL SERVICES AGENCY - ADMIN SVCS</b>		
CCA200-01	DISABLED ACCESS-SFGH BUILDING 80	GF-CONTINUING PROJECTS	286,000
CCA200-02	DISABLED ACCESS-CHINATOWN PUB HEALTH CTR	GF-CONTINUING PROJECTS	447,000
CCA200-03	DISABLED ACCESS-CURB RAMPS SCHOOLS	GF-CONTINUING PROJECTS	1,600,000
CCA200-04	DISABLED ACCESS-HALL OF JUSTICE	GF-CONTINUING PROJECTS	260,000
CCA200-05	DISABLED ACCESS-SFGH BUILDING 5	GF-CONTINUING PROJECTS	1,400,000
CCA200-06	DISABLED ACCESS-SFGH BUILDING 90	GF-CONTINUING PROJECTS	138,000
CCF120	MOSCONE ALTERNATIVE WATER SOURCE	CONV FAC FD-CONTINUING PROJECTS	150,000
CCF125	MOSCONE CEILING FANS	CONV FAC FD-CONTINUING PROJECTS	110,000
CCF130	MOSCONE FAN CONTROLLERS	CONV FAC FD-CONTINUING PROJECTS	143,000
CCF135	MOSCONE HALL AIRWALLS	CONV FAC FD-CONTINUING PROJECTS	100,000
CCF140	MOSCONE LEAK REPAIRS	CONV FAC FD-CONTINUING PROJECTS	90,000
FAD100	25/30 VAN NESS DEFERRED MAINTENANCE	GF-CONTINUING PROJECTS	800,000
FAD105	CIVIC CENTER SPACE CONSOLIDATION	GF-CONTINUING PROJECTS	3,639,075
FCA200-99	CITY HALL FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	200,000
FCA201	CITY HALL SIDEWALK REPAIR	GF-ANNUAL PROJECT	100,000
<b>Department</b>	<b>: ADM Subtotal</b>		<b>9,463,075</b>
<b>Department</b>	<b>: ART ARTS COMMISSION</b>		
FAR211	MONUMENT MAINTENANCE	GF-ANNUAL PROJECT	15,000
FAR211	MONUMENT MAINTENANCE	GF-ANNUAL PROJECT	60,000
FAR322	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	75,000
<b>Department</b>	<b>: ART Subtotal</b>		<b>150,000</b>
<b>Department</b>	<b>: CHF CHILDREN, YOUTH &amp; THEIR FAMILIES</b>		
PCH002-01	CHILD CARE FACILITIES IMPROVEMENT	GF-CONTINUING PROJECTS	380,000
<b>Department</b>	<b>: CHF Subtotal</b>		<b>380,000</b>
<b>Department</b>	<b>: CRT TRIAL COURTS</b>		
FMC494	SUPERIOR COURT MAINTENANCE	GF-ANNUAL PROJECT	50,000
<b>Department</b>	<b>: CRT Subtotal</b>		<b>50,000</b>



## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2005-2006
<b>Department</b>	<b>: DPH PUBLIC HEALTH</b>		
CHCPCC-88	POTRERO HILL HEALTH CTR EXTERIOR RENOV.	GF-CONTINUING PROJECTS	600,000
CHGCHL-00	SFGH CHILLER AND GENERATOR	SFGH-CONTINUING PROJ-OPERATING FD	1,800,000
CHGLOB-00	SFGH LOBBY RECONFIGURATION	SFGH-CONTINUING PROJ-OPERATING FD	250,000
CHGMOR-00	PORTABLE MORGUE	SFGH-CONTINUING PROJ-OPERATING FD	70,000
CHGSNF-00	SFGH - SKILLED NURSING UNIT	SFGH-CONTINUING PROJ-OPERATING FD	3,300,000
FHC200-01	FACILITIES MAINTENANCE-HEALTH CENTERS	GF-ANNUAL PROJECT	275,000
FHG200-01	FACILITIES MAINTENANCE - SF GENERAL	SFGH-OPERATING-ANNUAL PROJECTS	1,200,000
FHL350	FACILITIES MAINTENANCE - LAGUNA HONDA	LHH-OPERATING-ANNUAL PROJECTS	900,000
GHC315	FACILITIES MAINTENANCE - GROVE STREET	GF-ANNUAL PROJECT	50,000
PHM313	FACILITIES MAINTENANCE - MH CLINICS	GF-ANNUAL PROJECT	90,000
PHM314	MOBILE CRISIS UNIT IMPROVEMENTS	GF-ANNUAL PROJECT	170,000
<b>Department</b>	<b>: DPH Subtotal</b>		<b>8,705,000</b>
<b>Department</b>	<b>: DPW GENERAL SERVICES AGENCY - PUBLIC WORKS</b>		
CBRHOJ-CT0699	DPW-BBR PROJ-HOJ COOLING TOWER 05/06	GF-CONTINUING PROJECTS	600,000
CBRHOJ-EG0699	DPW-BBR HOJ EMERGENCY GENERATOR 05/06	CITY FAC IMPVT PROJECTS - FEDERAL FUND	1,010,250
CBRHOJ-EG0699	DPW-BBR HOJ EMERGENCY GENERATOR 05/06	GF-CONTINUING PROJECTS	336,750
CBRHOJ-FA0699	DPW-BBR HOJ FIRE ALARM PANEL 05/06	GF-CONTINUING PROJECTS	191,000
CBRHOJ-FA0699	DPW-BBR HOJ FIRE ALARM PANEL 05/06	CITY FAC IMPVT PROJECTS - FEDERAL FUND	573,000
CBRHOJ-LL0699	DPW-BBR PRJ-HOJ LIGHTS & LOCK REPL 05/06	GF-CONTINUING PROJECTS	200,000
CBRHOJ-RF0699	DPW-BBR HOJ ROOF PATCHING 05/06	GF-CONTINUING PROJECTS	225,000
CENTRN-BR09AL	0809J-ALLOCATION	GF-CONTINUING PROJECTS	580,000
CENTRN-OS5299	EMERGENCY SLIDES	GF-CONTINUING PROJECTS	100,000
CENTRN-SM90AL	4TH ST BRIDGE SEISMIC RETROFIT	GF-CONTINUING PROJECTS	3,000,000
CENTRN-SRF9	CENTRAL FREEWAY REPL PROJECT	OCTAVIA BOULEVARD SPECIAL FUND	23,300,000
CPWBLD-HJBU	HALL OF JUSTICE PROJECT - BUDGET	COURTS' SPEC REV FD-ANNUAL PROJECTS	1,000,000
CPWBLD-HJBU	HALL OF JUSTICE PROJECT - BUDGET	GF-CONTINUING PROJECTS	500,000
CPWBLD-MBBU	MISSION BAY CAP PROJECTS - BUDGET	GF-CONTINUING PROJECTS	475,000
CPWBLD-SSBU	STREETSCAPE IMP PROJECTS BUDGET	GF-CONTINUING PROJECTS	4,990,000
CPWBLD-SSBU	STREETSCAPE IMP PROJECTS BUDGET	STREET IMPVT PROJECTS - FEDERAL FUND	13,000,000
FATOF-OF0101	CAPITAL AND FACILITY PLANNING	GF-ANNUAL PROJECT	950,000
FBRFM6-BR52	FACILITIES MAINTENANCE 05-06	GF-ANNUAL PROJECT	400,000
FBRHOJ-BR0699	DPW-BBR HOJ FACILITIES MAINT. 05/06	GF-ANNUAL PROJECT	200,000
GCMOFA-LA00	CITYWIDE ASBESTOS & LEAD ABATEMENT	GF-CONTINUING PROJECTS	400,000
GSRTN-PR0101	POTHOLE REPAIR	GF-CONTINUING PROJECTS	1,500,000
<b>Department</b>	<b>: DPW Subtotal</b>		<b>53,531,000</b>
<b>Department</b>	<b>: DSS HUMAN SERVICES AGENCY</b>		
FSS001	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	200,000
FSSRES	RESPIRE CENTER BUILD-OUT	GF-ANNUAL PROJECT	200,000
FSSSHE	SHELTER IMPROVEMENTS	GF-ANNUAL PROJECT	100,000
<b>Department</b>	<b>: DSS Subtotal</b>		<b>500,000</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2005-2006
<b>Department</b>	<b>: ECD EMERGENCY COMMUNICATIONS DEPARTMENT</b>		
CED006-01	ECD - BACK-UP 911 CENTER	1994 RADIO COMM SYS-CITYWIDE	1,500,000
<b>Department</b>	<b>: ECD Subtotal</b>		<b>1,500,000</b>
<b>Department</b>	<b>: FAM FINE ARTS MUSEUM</b>		
FFA214	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	50,000
<b>Department</b>	<b>: FAM Subtotal</b>		<b>50,000</b>
<b>Department</b>	<b>: FIR FIRE DEPARTMENT</b>		
		ETF-GIFT FUND	20,000
CFC902	WATER SUPPLY MAINTENANCE	GF-ANNUAL PROJECT	2,000,000
FFC100	PARAMEDIC CENTER RECONFIGURATION	GF-ANNUAL PROJECT	150,000
FFC105	GENERATOR REPLACEMENTS	GF-ANNUAL PROJECT	410,000
FFC293	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	400,000
<b>Department</b>	<b>: FIR Subtotal</b>		<b>2,980,000</b>
<b>Department</b>	<b>: JUV JUVENILE PROBATION</b>		
FJV267	FACILITIES MAINTENANCE - HIDDEN VALLEY	GF-ANNUAL PROJECT	20,000
FJV311	FAC MAINTENANCE - YOUTH GUIDANCE	GF-ANNUAL PROJECT	350,000
FJV311	FAC MAINTENANCE - YOUTH GUIDANCE	GF-ANNUAL PROJECT	85,000
FJV312	FAC MAINTENANCE - LOG CABIN RANCH	GF-ANNUAL PROJECT	180,000
<b>Department</b>	<b>: JUV Subtotal</b>		<b>635,000</b>
<b>Department</b>	<b>: LIB PUBLIC LIBRARY</b>		
CLBPL8-MLPO06	1ST FLOOR BORROWER SERVICES	LIBRARY CAPITAL IMPVTS-LOCAL FUND	113,333
CLBPL8-MLPO06	1ST FLOOR BORROWER SERVICES	LIBRARY FUND - CONTINUING PROJECTS	1,236,667
FLB510	FACILITIES MAINTENANCE	LIBRARY SPEC REV FD-ANNUAL PROJECTS	349,249
<b>Department</b>	<b>: LIB Subtotal</b>		<b>1,699,249</b>
<b>Department</b>	<b>: MTA MUNICIPAL TRANSPORTATION AGENCY</b>		
FPK507-01	CONTROL BOX REPLACEMENT	PTC-OPERATING-ANNUAL PROJECTS	120,000
FPT201-012A	TRACK/ROADBED REPAIRS/RESTORATION	MUNI-CONTINUING PROJ-OPERATING FD	50,000
FPT210-012A	FACILITIES MAINTENANCE	MUNI-CONTINUING PROJ-OPERATING FD	125,000
GPK506-01	FACILITIES MAINTENANCE	OFF-STREET PARKING-ANNUAL PROJECTS F	500,000
<b>Department</b>	<b>: MTA Subtotal</b>		<b>795,000</b>
<b>Department</b>	<b>: POL POLICE</b>		
CPC300	CTRL STN FEMALE OFFICER LOCKER/RESTROOM	GF-ANNUAL PROJECT	279,982
CPC606-01	HOLDING CELLS - INGLESIDE STATION	GF-ANNUAL PROJECT	200,000
IPC236-01	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	110,000
<b>Department</b>	<b>: POL Subtotal</b>		<b>589,982</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2005-2006
<b>Department</b>	<b>: PRT PORT</b>		
CPO619-01	EMERGENCY FACILITY MAINTENANCE	PORT-CONTINUING PROJ-OPERATING FD	240,000
CPO625-13	MAINTENANCE DREDGING FY 05/06	PORT-CONTINUING PROJ-OPERATING FD	1,920,000
CPO679-01	PIER 26 ROOF	1994 PORT SER "A" REVENUE BOND FUND	50,168
CPO687-01	ILLINOIS ST BRIDGE ENGINEERING	PORT-CONTINUING PROJ-OPERATING FD	4,000,000
CPO704-01	PIER 27/29 SEWER MAIN	1971 PORT-HARBOR IMPVTS BOND FUND	1,797
CPO706-01	PIER 9 WATER MAIN	1971 PORT-HARBOR IMPVTS BOND FUND	12,148
CPO715-01	FW POLLUTION PREVENTION PROJECT	1971 PORT-HARBOR IMPVTS BOND FUND	9,696
CPO716-01	PIER 38 ROOF REPLACEMENT	PORT-CONTINUING PROJ-OPERATING FD	63,782
CPO716-01	PIER 38 ROOF REPLACEMENT	1984 PORT-REVENUE BOND FUND	32,953
CPO722-01	N. WATERFRONT SEWER REPLACEMENT PROJ.	1994 PORT SER "A" REVENUE BOND FUND	25,886
CPO722-01	N. WATERFRONT SEWER REPLACEMENT PROJ.	1984 PORT-REVENUE BOND FUND	14,269
CPO727-05	MATERIALS TESTING FY 05/06	PORT-CONTINUING PROJ-OPERATING FD	325,000
CPO741-01	PIER REPAIR	PORT-CONTINUING PROJ-OPERATING FD	1,020,000
CPO741-01	PIER REPAIR	1971 PORT-HARBOR IMPVTS BOND FUND	200,000
CPO752-01	AMADOR ST FORCED SEWER MAIN	PORT-CONTINUING PROJ-OPERATING FD	525,000
CPO755-02	EMERGENCY RELOC./DISPOSITION DRYDOCK #1	PORT-CONTINUING PROJ-OPERATING FD	1,800,000
CPO757-01	BUILDING SUBSTRUCTURE REPAIR PROJECT	PORT-CONTINUING PROJ-OPERATING FD	696,500
CPO759-01	ROOF REPAIR PROJECT	PORT-CONTINUING PROJ-OPERATING FD	1,550,000
CPO761-01	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	600,000
CPO765-02	BRANNON STREET WHARF	PORT-CONTINUING PROJ-OPERATING FD	176,533
CPO770-01	MISSION BAY FENCING PROJECT (ID 1232)	PORT-CONTINUING PROJ-OPERATING FD	170,000
CPO771-01	PIER 80 HIGH MAST LIGHTING (ID 1235)	PORT-CONTINUING PROJ-OPERATING FD	600,000
CPO772-01	PUSHER BOAT MOD. PROJECT (ID #1237)	PORT-CONTINUING PROJ-OPERATING FD	129,500
CPO773-01	PORT WATERFRONT SUPPORT ASSETS RPR/REPL	PORT-CONTINUING PROJ-OPERATING FD	655,000
GPO228-01	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	110,000
GPO234-01	FACILITY HAZARDOUS MATERIAL REMOVE	PORT-OPERATING-ANNUAL PROJECTS	80,000
GPO236-01	PUBLIC ACCESS IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	30,000
GPO536-01	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	150,000
GPO537-01	FISHERMAN'S WHARF WATER QUALITY MONITORG	PORT-OPERATING-ANNUAL PROJECTS	68,000
GPO540-01	PIER 70 REMED. INVESTGTN/FEAS. STUDY	PORT-OPERATING-ANNUAL PROJECTS	35,000
GPO541-01	ELECTRONIC PERMITS SYSTEM	PORT-OPERATING-ANNUAL PROJECTS	50,000
GPO542-01	POTRERO POWER PLAN REMEDIAL INVSTGTION	PORT-OPERATING-ANNUAL PROJECTS	226,000
GPO543-01	FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	400,000
GPO544-01	PERMIT MANAGEMENT AUTOMATION PROJECT	PORT-OPERATING-ANNUAL PROJECTS	150,000
GPO545-01	ORACLE TO FAMIS CONVERSION PROJECT	PORT-OPERATING-ANNUAL PROJECTS	200,000
GPO624-01	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	90,000
GPO632-01	PIER 98 MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	82,300
GPO728-01	FISHERMANS WHARF-TRIANGLE PARKING LOT	PORT-OPERATING-ANNUAL PROJECTS	450,000
<b>Department</b>	<b>: PRT Subtotal</b>		<b>16,939,532</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2005-2006
<b>Department</b>	<b>: PUC PUBLIC UTILITIES</b>		
CENMSC-ICIR00	BUDGET	2003 CWP REV BOND REFUNDING S-2003A	13,945,000
CENMSC-ICSR00	BUDGET	2003 CWP REV BOND REFUNDING S-2003A	17,475,000
CENMSC-NP0100	NORTH POINT PLANT 150MGD UPGRADE	1991 CWP SEWER REVENUE BOND FUND	8,500,000
CENMSC-SP0680	CLEAN WATER MASTER PLAN	1991 CWP SEWER REVENUE BOND FUND	5,000,000
CENRNR-RA0600	REPAIR AND REPLACEMENT	CWP-CAPITAL PROJECTS-REPAIR & REPLAC	15,980,000
CUH762-01	SAN JOAQUIN PIPELINE REPAIRS	HETCHY CONTINUING PROJ-OPERATING FD	3,000,000
CUH766-01	HETCHY FACILITIES SECURITY IMPROV.	HETCHY CONTINUING PROJ-OPERATING FD	250,000
CUH829-01	SCADA MODIFICATIONS	HETCHY CONTINUING PROJ-OPERATING FD	200,000
CUH876-01	MOCCASIN PHONE SYSTEM	HETCHY CONTINUING PROJ-OPERATING FD	100,000
CUH915-01	UNDERGROUND ASSESSMENT FUNDING	HETCHY CONTINUING PROJ-OPERATING FD	1,600,000
CUH936-01	ELECTRIC DISTRIBUTION SYSTEM	HETCHY CONTINUING PROJ-OPERATING FD	250,000
CUH941-01	HH SCADA SECURITY & CONTROL - EAST	HETCHY CONTINUING PROJ-OPERATING FD	300,000
CUH946-01	FAC MAINTENANCE-SUPPORT STRUCTURES	HETCHY CONTINUING PROJ-OPERATING FD	450,000
CUH947-01	MAYOR'S ENERGY CONSERVATION CAPITAL ACCT	HETCHY CONTINUING PROJ-OPERATING FD	7,940,000
CUH949-01	RIGHT OF WAY MAINTENANCE	HETCHY CONTINUING PROJ-OPERATING FD	400,000
CUH957-01	FACILITIES MAINTENANCE-WATER MAINTENANCE	HETCHY CONTINUING PROJ-OPERATING FD	2,300,000
CUH958-01	GENERATION METERING	HETCHY CONTINUING PROJ-OPERATING FD	100,000
CUH962-01	SF ELECTRICAL RELIABILITY POWER PROJECT	HETCHY CONTINUING PROJ-OPERATING FD	11,653,000
CUH966-01	MECA-DEMAND REDUCTION PUC	HETCHY CONTINUING PROJ-OPERATING FD	560,000
CUH968-01	MUNI STREETLIGHT PROJECT	HETCHY CONTINUING PROJ-OPERATING FD	165,000
CUH969-01	SF INTERNATIONAL AIRPORT SCADA	HETCHY CONTINUING PROJ-OPERATING FD	232,000
CUW127-02	INST SCADA SYSTEM	1998 WATER REVENUE BOND SERIES A	335,000
CUW131-01	EMERGENCY INTERTIE-SANTA CLARA VALLEY WD	1998 WATER REVENUE BOND SERIES A	300,000
CUW135-01	NEW LINE & BYPASS VALVES	1998 WATER REVENUE BOND SERIES A	2,700,000
CUW161-01	BADEN PUMP STATION-IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	2,000,000
CUW208-01	LAWRENCE LIVERMORE FILTRATION PLANT	1998 WATER REVENUE BOND SERIES B	1,520,000
CUW222-01	WATER QUALITY COMPLIANCE IMPROVEMENTS	1998 WATER REVENUE BOND SERIES B	400,000
CUW227-01	WATERSHED & FACILITIES FENCE CONSTRUCTN	SFWD-CONTINUING PROJ-OPERATING FD	1,000,000
CUW228-01	WATERSHED ROADS RECONSTRUCTION	SFWD-CONTINUING PROJ-OPERATING FD	1,000,000
CUW231-01	MILLBRAE LAB CAPITAL IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	500,000
CUW241-01	FACILITIES MAINT SUPPORT STRUCTURES	SFWD-CONTINUING PROJ-OPERATING FD	1,000,000
CUW255-01	SFPUC RADIO IMPROVEMENT PROJECT	SFWD-CONTINUING PROJ-OPERATING FD	800,000
CUW256-01	WATER QUALITY PLANNING STUDY	SFWD-CONTINUING PROJ-OPERATING FD	250,000
CUW602-01	NEW WATER SERVICES AND METERS	SFWD-CONTINUING PROJ-OPERATING FD	2,500,000
CUW685-01	PUC EMERGENCY OPERATIONS CENTER	SFWD-CONTINUING PROJ-OPERATING FD	1,600,000
CUW686-01	AUTOMATED METER READING SYSTEM	SFWD-CONTINUING PROJ-OPERATING FD	900,000
CUW687-01	OPERATIONS CONSOLIDATION PROJECT	SFWD-CONTINUING PROJ-OPERATING FD	4,100,000
CUW830-01	8 INCH STANDARD SERVICE	SFWD-CONTINUING PROJ-OPERATING FD	1,250,000
CUW870-01	REPLACE WATER MAINS	SFWD-CONTINUING PROJ-OPERATING FD	6,200,000
CUW870-01	REPLACE WATER MAINS	1996 WATER REVENUE REF BOND SERIES A	3,000,000
CUW870-01	REPLACE WATER MAINS	1998 WATER REVENUE BOND SERIES A	3,000,000
PUW502-01	POOLED WATER-HETCHY RESOURCE PLAN	SFWD-OPERATING-ANNUAL PROJECTS	1,000,000
<b>Department</b>	<b>: PUC Subtotal</b>		<b>125,755,000</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2005-2006
<b>Department</b>	<b>: REC RECREATION &amp; PARK</b>		
CATZOO-IN	ZOO FACILITIES IMPROVEMENTS	CITY FAC IMPVT PROJECTS - LOCAL FUND	88,247
CATZOO-MP0199	MASTER PROJECT-ZOO FAC BOND ISSUE	CITY FAC IMPVT PROJECTS - LOCAL FUND	300,519
CRPACQ-01	OPEN SPACE ACQUISITION	OPEN SPACE & PARK-CONTINUING PROJEC	1,299,680
CRPACQ-01	OPEN SPACE ACQUISITION	GF-CONTINUING PROJECTS	570,000
CRPADA-01	ADA COMPLIANCE	GF-CONTINUING PROJECTS	225,000
CRPCFP-01	COFFMAN POOL	GF-CONTINUING PROJECTS	1,500,000
CRPCNG-01	ALTERNATE FUELING STATION (CNG)	GF-CONTINUING PROJECTS	100,000
CRPCNT-01	AUDITOR SERVICES	OPEN SPACE & PARK-CONTINUING PROJEC	12,500
CRPCON-01	OPEN SPACE CONTINGENCY	OPEN SPACE & PARK-CONTINUING PROJEC	779,808
CRPCPM-01	OPEN SPACE CAPITAL PROGRAM MANAGEMENT	OPEN SPACE & PARK-CONTINUING PROJEC	1,332,540
CRPERO-01	EROSION CONTROL	GF-CONTINUING PROJECTS	250,000
CRPFRH-01	FIELD REHABILITATION	GF-CONTINUING PROJECTS	525,000
CRPGAR-01	OPEN SPACE COMMUNITY GARDENS	OPEN SPACE & PARK-CONTINUING PROJEC	150,000
CRPGGP-BQ0001	GGP FUHRMAN BEQUEST	ETF-BEQUESTS FUND	878,000
CRPGLF-01	GOLF - CAPITAL RESERVE	GOLF FUND -ANNUAL PROJECTS FUND	250,000
CRPHAZ-01	HAZARDOUS MATERIALS MITIGATION	GF-CONTINUING PROJECTS	150,000
CRPLHP-01	LITTLE HOLLYWOOD PLAYGROUND	GF-CONTINUING PROJECTS	800,000
CRPMLP-01	MIRALOMA PLAYGROUND	GF-CONTINUING PROJECTS	225,000
CRPNBP-01	NORTH BEACH PLAYGROUND	GF-CONTINUING PROJECTS	85,000
CRPNCP-01	NOE COURT PLAYGROUND	GF-CONTINUING PROJECTS	175,000
CRPNPS-01	OS NEIGHBORHOOD PARKS & SQUARES-BUDGET	OPEN SPACE & PARK-CONTINUING PROJEC	162,500
CRPNRP-IN	NEIGHBORHOOD REC/PARK FACILITIES	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	1,132,989
CRPOML-01	OCEANVIEW / MINNEY LOVEY	GF-CONTINUING PROJECTS	1,200,000
CRPPDS-01	POTRERO DEL SOL PARK	GF-CONTINUING PROJECTS	1,300,000
CRPPFR-01	PLAYING FIELDS REPLACEMENT	GF-CONTINUING PROJECTS	1,000,000
CRPREN-01	OPEN SPACE PARK RENOVATIONS	OPEN SPACE & PARK-CONTINUING PROJEC	955,131
CRPRSP-01	ROSSI PLAYGROUND	GF-CONTINUING PROJECTS	250,000
CRPSDP-01	SUNNYDALE PLAYGROUND	GF-CONTINUING PROJECTS	233,156
CRPSEC-01	SECURITY & LIGHTING SYSTEM	GF-CONTINUING PROJECTS	100,000
CRPSGR-01	SIGNAGE REPLACEMENT	GF-CONTINUING PROJECTS	50,000
CRPSIS-01	SIGNAGE & INFORMATION SYSTEM	GF-CONTINUING PROJECTS	200,000
CRPSMP-01	SOMA PARK	DOWNTOWN PARK FUND	450,000
CRPSMP-01	SOMA PARK	GF-CONTINUING PROJECTS	250,000
CRPSVP-01	SAVA POOL	GF-CONTINUING PROJECTS	1,000,000
CRPUNR-01	UPPER NOE REC CENTER	GF-CONTINUING PROJECTS	700,000
CRPWAI-01	WESTERN ADDITION IMPROVEMENTS	GF-CONTINUING PROJECTS	700,000
FRPCOM-01	MONSTER PARK FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	1,150,000
FRPFEN-01	FENCING FOR PARKS & SQUARES	GF-ANNUAL PROJECT	65,000
FRPGEN-01	GENERAL FACILITIES MAINT	GF-ANNUAL PROJECT	650,000
FRPMAT-01	MATHER FACILITIES MAINT	GF-ANNUAL PROJECT	275,000
FRPRSA-01	REPAIR SURFACED AREAS	GF-ANNUAL PROJECT	175,000
FRPYFM-01	MYH-FACILITIES MAINTENANCE	R&P-MARINA YACHT HARBOR FUND	330,600
<b>Department</b>	<b>: REC Subtotal</b>		<b>22,025,670</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2005-2006
<b>Department</b>	<b>: SHF SHERIFF</b>		
FSHFMP	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	350,000
<b>Department</b>	<b>: SHF Subtotal</b>		<b>350,000</b>
<b>Department</b>	<b>: TIS GENERAL SVCS AGENCY - TELECOM&amp;INFO SVCS</b>		
CTI003-01	CITYWIDE PHONE SWITCH PROGRAM	GF-CONTINUING PROJECTS	250,000
FEL001	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	50,000
<b>Department</b>	<b>: TIS Subtotal</b>		<b>300,000</b>
<b>Department</b>	<b>: WAR WAR MEMORIAL</b>		
CWM655-01	DAVIES: LEAK REPAIR-PHASE 1 STUDY	WAR MEMORIAL-CONTINUING PROJECTS	175,000
CWM664-01	DAVIES HALL: LOBBY/AUDITORIUM CARPETING	WAR MEMORIAL-CONTINUING PROJECTS	215,000
FWM300	VETERANS BLDG - HVAC REPAIRS & UPGRADE	WAR MEMORIAL-ANNUAL PROJECTS	150,000
GWM523-M1	MISC FAC MAINT PROJECTS	WAR MEMORIAL-ANNUAL PROJECTS	621,500
<b>Department</b>	<b>: WAR Subtotal</b>		<b>1,161,500</b>
<b>Capital Project Total</b>			<b>247,660,008</b>

## COMMONLY USED TERMS

---

*Annual Appropriation Ordinance (AAO)*—The piece of legislation that enacts the annual budget.

*Annual Salary Ordinance (ASO)*—The piece of legislation that grants departments the authority to fill a specified number of positions during the fiscal year. Note that this is not the same as having the funding to fill that number of positions. The ASO is passed at the same time as the AAO.

*Annualization*—Adjusting a partial year revenue or expense to reflect a full year of income or spending.

*Attrition savings*—Salary savings that result when funded positions within a department are vacant.

*Balancing*—The 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 a budget for the next fiscal year (2) A required minimum on spending for a specific purpose.

*CAFR*—The Comprehensive Annual Financial Report, which summarizes the performance of all revenue sources and accounts for total expenditures in the prior fiscal year.

*Carryforward*—Funds unspent by year-end that a department requests permission to spend during the following fiscal year. Some funds carry forward automatically at year-end.

*Cost-of-Living Adjustment (COLA)*—A regularly scheduled adjustment to salaries, aid payments or other types of expenditures to reflect the cost of inflation.

*County-Wide Cost Allocation Plan (COWCAP)*—The County-Wide Cost Allocation Plan is developed annually by the Controller's Office and calculates the overhead rate charged to each department for its share of citywide overhead costs, such as payroll and city attorney services.

*Deficit*—An excess of expenditures over revenues.

*Enterprise Department*—A department that does not require a General Fund subsidy because it generates its own revenues by charging a fee for service.

*Fiscal Year*—The twelve-month budget cycle. San Francisco's fiscal year runs from July 1st to June 30th.

*Fringe*—The dollar value of employee benefits such as health and dental, which varies from position to position.

*Full-time Equivalent (FTE)*—One or more employees who cumulatively work 40 hours/week.

*Fund*—Government budgets are made up of funds that organize and account for specific resources. Each fund is considered a separate accounting entity.

*General Fund*—The largest of the city’s funds. The General Fund is a source for discretionary spending and funds many of the basic municipal services such as public safety, health and human services and public works. Primary revenue sources include local taxes such as property, sales, payroll and other taxes.

*General Fund Department*—A department that receives an annual appropriation from the city’s General Fund.

*Interim Budget*—The citywide budget that is in effect for the first two months of the fiscal year, during the lag period between July 1st—the date on which the Board of Supervisors must technically submit its budget—and mid-August when the new budget is signed into effect by the Mayor. The Mayor’s Proposed Budget serves as the interim budget.

*Mayor’s Proposed Budget*—The citywide budget submitted to the Board of Supervisors by the Mayor’s Office on May 1st for Enterprise departments and June 1st for General Fund departments.

*Memorandum of Understanding (MOU)*—A binding agreement between two parties.

*Ordinance*—A proposed or enacted law. Ordinances are typically prepared by the City Attorney.

*Resolution*—A type of legislation. A resolution is usually 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, receipts of unbudgeted grants, etc.

*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.