



City and County of San Francisco

# Mayor's Proposed Budget 2006–2007

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**Gavin Newsom, Mayor**

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# Mayor's Budget Introduction



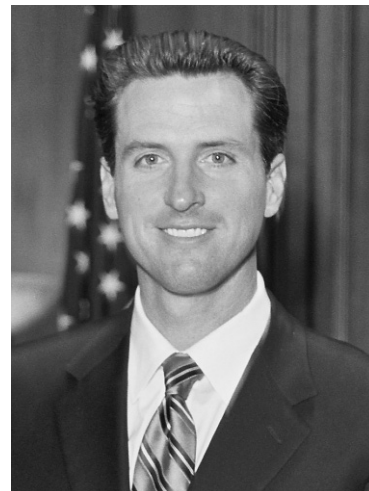


Dear Citizens of San Francisco:

I am proud to present to you my 2006–2007 proposed budget for the City and County of San Francisco. This budget is a common sense plan for a more compassionate city.

It is a document crafted to reflect the ideas and priorities of real San Franciscans.

In April, I hosted SFListens, an interactive townhall meeting at which over 300 local residents engaged in a meaningful dialogue about how City government should prioritize the allocation of our limited resources. I was struck by the diversity of opinion, the insightfulness and the engagement of our citizens. While every expressed priority could not be fully funded, their input was heard and has been incorporated into the development of this budget.



Moreover, I was heartened by the fact that SFListens participants recognized that money is not the solution to every problem. It is my firm belief that San Francisco's citizenry is our greatest asset, and that any challenge can be met by finding innovative ways to harness our human capital. That belief has been proven by the success of Project Homeless Connect, which brings together over 2,000 volunteers every eight weeks to make a difference in the lives of our most vulnerable residents. It is a model that will be expanded to other areas in the coming fiscal year,

and I invite all of you to become part of our City's civic fabric by joining in these efforts.

### **Strong Economy, Smart Investments**

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Subsequent to the dot com bust and the events of September 11th, San Francisco experienced a period of economic hardship that necessitated several consecutive years of budget cutting, service reductions and layoffs. I am pleased to report that the City's economy is now on a long-

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anticipated upswing. San Francisco's unemployment rate is down to 4.2 percent, as compared to 4.9 percent statewide and 4.7 percent nationally. On top of strong growth in the current year, local tax revenues are projected to be up by 4.6 percent in fiscal year 2006–2007. This positive revenue



performance affords us the opportunity to make strategic investments in core City services that will improve the quality of life for San Franciscans today and in generations to come.

The 2006–2007 budget closed a General Fund shortfall of approximately \$35 million. The good news is that this was accomplished without any significant impact on direct services to the public. However, while the

City's economic outlook has brightened, early projections for fiscal year 2007–2008 reveal that the cost of running City government continues to exceed the level of ongoing revenue that we can expect to realize in out years. Beginning in 2007–2008, the City will also be required to report its total outstanding liability to retirees for post-employment benefits other than pension, such as retiree health care. It is essential that we plan carefully, anticipate future expenses and make smart investment decisions that will not compromise the City's long-term financial stability. My proposed budget for fiscal year 2006–2007 accomplishes this. This spending plan combines the principles of common-sense and compassion. It directs resources to services that will improve the quality of life, safety and health of all San Franciscans, trims unnecessary expenses, invests in our workforce, and finds new ways to leverage additional revenue.

### **Efficient, Effective and Responsible Governance**

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Economic growth is not an excuse to spend carelessly. Any increase in spending must be accompanied by increased accountability and efficiency.

Over 70 percent of those surveyed at SFListens called for increased civil service accountability. Pursuant to a directive that I issued last year, all departments are now required to conduct and report on annual performance evaluations of their employees. In negotiating labor contracts this Spring, our City team was successful in securing contract language that for the first time ever requires City employees to demonstrate satisfactory performance before receiving an annual salary adjustment. The 2006–2007 budget also includes resources for the Department of Human Resources to implement 24 Plus, a program initiated in 2005-2006 to comply with my mandate that all new City supervisors participate in 24 hours of managerial training. City University—an innovative partnership between the City, San Francisco State University and City College of San Francisco—will receive an additional \$250,000 investment to expand the availability of



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professional development courses for our public sector workforce, allowing employees to continuously upgrade their skill sets.

The budget pairs investments in human capital with investments in the tools City government needs to perform optimally. My proposed budget for 2006–2007 includes a General Fund investment of over \$9.2 million in citywide technology system upgrades that will increase staffing efficiencies, repair and replace aging technology infrastructure and promote an integrated approach to coordinating and implementing citywide technology initiatives.

In the new fiscal year, we will also advance the vision of creating a single entry point for citizens to access information about city services and to initiate and track service requests. Scheduled to launch in Spring 2007, the 311 Call Center will be available 24 hours a day, seven days a week, will have multiple language capabilities and will include features to make the Call Center more accessible for persons with disabilities. The financial commitment required to achieve this goal is not insignificant—approximately \$11.5 million is included in the 2006–2007



budget to fully fund this vision. I believe that improving the accessibility and responsiveness of City government to its citizens is essential and well worth the investment.

The City's recently completed 10-Year Capital Plan proposes to fund \$3.3 billion in capital improvement and annual renewal needs at General Fund departments over the next decade. Many of these needs have been deferred for far too long due to budgetary constraints and the lack of strategic planning. We face daunting backlogs in maintenance even as new critical needs continue to emerge. The 10-Year Capital Plan is a valuable tool for decisionmakers that will facilitate prudent long-term planning, establish criteria for allocating scarce resources, and enable the City to prioritize among competing needs.

My proposed budget, which reflects priorities laid out in the 10-Year Capital Plan, directs \$63.3 million in General Fund support to capital improvements of public assets. Combined with \$45.5 million in supplemental General Fund appropriations for capital projects approved in Spring 2006 and other non-General Fund sources, the total amount available next year for capital investments will exceed \$180 million, excluding enterprise departments. Proposed spending includes \$13.1 million to initiate the first phase of a major undertaking to rebuild San Francisco

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General Hospital, \$8.8 million for disability access improvements, and \$8.1 million for improvements at public safety facilities such as Log Cabin Ranch and the Hall of Justice. Over \$30 million will be available next year for road improvements—for the first time in recent history, the City will come close to fully funding its annual need for road maintenance.

It's simply common sense to address infrastructure needs proactively rather than waiting until the need for more costly emergency repairs arise. It also makes good budgetary sense. The City is projected to close 2005–2006 with year-end savings of approximately \$95 million. Because that savings can only be spent once, it should be spent on one-time expenses such as capital and equipment. Had I opted to apply the savings to new ongoing programs, the City's structural imbalance between revenues and expenses would have grown, and a year from now we would be forced to make additional reductions. This budget takes the more fiscally prudent path of planning ahead and directing one-time sources to one-time uses.

### **Investing in Safe Communities**

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The 2006–2007 budget reflects my top priority: making neighborhoods safe.



Almost half of all people surveyed at SFListens ranked community policing as the most important public safety investment. My budget includes resources to hire 250 new police officers next year, as well as increased funding for Police Department overtime, a necessary expense that will allow existing officers to conduct foot patrols in high crime areas while new recruits are still being trained at the Academy. I have also

earmarked funds for the installation and maintenance of twenty-two new community safety cameras, which have contributed to a reduction in the incidence of crime in locations where they already exist. Staffing levels at other safety departments are also increased in targeted areas, including the Gun & Gang Enforcement Unit and the Victim & Witness Protection program at the District Attorney's Office, and the Homicide Unit within the Public Defender's Office. Recognizing that public safety cannot be achieved without front-end prevention efforts, the budget directs \$4.1 million to youth violence prevention and intervention programs, and to programs serving young people involved with the juvenile justice system. These investments are above and beyond the more than \$7 million in supplemental current year spending for violence prevention initiatives approved in the spring.

And finally, in anticipation of federal funding reductions, General Fund support for the Office of Emergency Services & Homeland Security is increased by \$1.7 million to ensure that San Francisco continues its readiness planning and preparation to deal with a major natural or manmade disaster.

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## Investing in Livable Communities

In certain areas, the beauty of San Francisco has been sadly diminished by dirty streets, while others sorely lack for greenery. The 2006–2007 budget adds \$1.8 million to the Department of Public Works budget for an intensive street cleaning initiative targeted to the 100 City blocks in greatest need of attention, paired with increased litter law enforcement and anti-litter education efforts.



My pledge to plant 5,000 trees per year was accomplished in 2005–2006 and will be continued in 2006–2007. The budget includes \$3.1 million in General Fund support and leverages \$7.5 million in federal funds to make streetscape improvements along major corridors and to plant and maintain City trees.

In an urban environment, neighborhood parks offer us escape from a sometimes harsh environment. A total of \$61.7 million will be available next year to fund capital improvements to parks, open space and recreation facilities. An additional \$3.2 million is earmarked for playgrounds and playfields.

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## Investing in our Children and Families

The 2006–2007 proposed budget reflects the largest increased investment in children and families ever—nearly \$35 million is included for new programs and initiatives that strive to make San Francisco a welcoming and supportive home for families.

For families who are homeless, I am investing an additional \$1.1 million to create a universal homeless child care system and asking City agencies to work together to ensure that all homeless families who need child care are covered. For children and youth in foster care, the budget funds a \$1.2 million initiative to improve case management, encourage the development of independent living skills and provide intensive wraparound services. This initiative includes \$300,000 to expand affordable housing options for emancipated foster youth, who are at high risk of homelessness after exiting the City's care.

I have heard the call to create jobs for young people, and in response I am proposing to invest a historic amount—over \$12 million for youth employment opportunities within and outside of the City. Young adults will also benefit from a \$1.3 million Spring 2006 supplemental appropriation to develop career pathways in high wage industries such as biotech and digital media and to expand CityBuild, a first-of-its-kind program that links disadvantaged residents to skills training and trade jobs on City-funded public works projects.



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Almost three-fourths of people surveyed at SFListens felt that it was important for the City to assist the school district in attracting and retaining quality teachers. My proposed budget includes \$125,000 to provide student loan repayments for San Francisco teachers, and in fiscal year 2006–2007 the Mayor’s Office of Housing will begin aggressively marketing its down-payment assistance programs to teachers to enable them to live in the communities where they work.



I have heard from parents and families who want the City to invest in the school district—and I am committed to supporting and improving our public schools and preschool programs. In addition to fully funding the City’s \$20 million obligation to the Proposition H Public Education Fund in 2006–2007 (for schools and pre-school for all)—an estimated additional \$17.4 million of City funding will be invested in the school district next year. The budget also earmarks \$2 million to create 1,000 new high quality after-school slots as an initial investment to make good on my promise to provide after-school programs for all students who need them.

### **Caring for Vulnerable Populations**

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San Francisco is a practical City with a compassionate spirit. This budget reflects our character by targeting resources to those who need them most—the homeless, the elderly, the disabled and the uninsured.

Citywide spending in 2006–2007 on housing and services for the homeless will approach \$188 million, a \$32 million increase over the current year. I am particularly proud to highlight a new investment of \$1.9 million to support the creation of sixty medical respite beds—a safe place for ill homeless people struggling with medical, mental health, and/or substance abuse to recuperate between a stay at a hospital and a more permanent housing placement.

This budget also cares for our aging and disabled population by making a \$3 million deposit into a Community Living Trust Fund to provide community-based alternatives to long-term care that will allow people to live richer lives and to age with dignity.

Even much smaller investments can make a difference—the budget funds a new phone-in system for caseworkers at the Department of Human Services which is expected to reduce overpayment of foster care payments by \$1 million. Those resources are then redirected to enhanced services for young people in the foster care system.

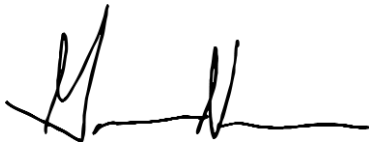
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Last year, I promised universal access to healthcare for all San Franciscans. In partnership with Supervisor Ammiano, we are close to creating such a system, and in keeping with that spirit, my proposed budget does not include any reductions to existing services at the Department of Public Health. In the spring, I introduced a \$450,000 supplemental appropriation that will fund efficiency reviews at twelve public health clinics, which are anticipated to dramatically increase the number of patients who can be seen each year. Changes implemented by the Department of Public Health in 2006–2007 will further expand clinic capacity at little cost, resulting in 17,000 additional visits.

City government works best when it works in partnership with others. My budget acknowledges the important work of our partners in service delivery by providing a 2 percent cost of doing business increase for the second year in a row to the community-based organizations that help care for our most vulnerable citizens.

This is a spending plan that San Francisco can be proud of. It is a budget that reflects our shared values and takes responsible stewardship of public resources seriously. The budget includes a \$25 million General Fund reserve against unforeseen contingencies and a \$43 million salary reserve to cover our obligation to City workers under newly negotiated labor contracts. At the outset of fiscal year 2006–2007, the City will also have \$77 million in its Rainy Day Reserve, leaving us well-positioned to weather the next economic downturn.

We enter the new year with a renewed sense of purpose. We will make universal access to healthcare a reality. We will put more beat officers on the street. We will fix those potholes. We will continue to apply common sense and compassion to the tough choices we face. And we will make San Francisco a place we can all be proud to call home.

A handwritten signature in black ink, appearing to read 'Gavin Newsom', with a stylized, flowing script.

Mayor Gavin Newsom



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

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## 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 2006–2007 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 City and County of San Francisco's overall economic outlook and describes the strategy used to address those challenges.
- ◆ **Budget Summary Tables** provide high-level summaries of the Mayor's proposed budget, detailing changes over a three year period: 2004–2005 actual data; 2005–2006 budgetary data; and 2006–2007 proposed budgetary data. The variance columns measure the dollar and percentage difference between the proposed year and current year data.
  - ❑ **Sources and Uses of Funds Excluding Fund Transfers** details year-to-year change in total citywide revenues and expenditures for the City and County of San Francisco 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 expenditure 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, Debt 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 and Commerce; Human Welfare and Neighborhood Development; Community Health; Culture and Recreation; General Administration and Finance; and General City Responsibilities.
  - ❑ **Authorized Positions, Grand Recap Detail** summarizes citywide positions, both operating and non-operating. Additionally, the table show the number of positions not funded in the budget.
  - ❑ **Funded Positions, Grand Recap by MSA and Department** lists year-to-year change in funded position totals by department. The count of funded positions is determined by the total authorized positions less budgeted salary savings.

- ❑ **Major Fund Budgetary Recap** shows the City's projected current year-end fund balance as of June 30, 2006; the projected and proposed revenue and expenditures in 2006–2007 including the use of any fund balance; and the resulting fund balance projected for the year ending June 30, 2007. Fund Balance is defined as the unencumbered and undesignated portion of overall fund balance that is available for appropriation. This balancing table is presented for Major Governmental Funds with appropriation and for proprietary and fiduciary funds in the aggregate.
- ◆ **Department Budgets** provide budgetary information and operational priorities for each of the City's departments. Department information is organized alphabetically and includes:
  - ❑ **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 2006–2007 budget year and highlights key areas of focus.
  - ❑ **Organizational Chart** depicts the department's organizational structure.
  - ❑ **Total Budget (Historical Comparison)** illustrates the department's total revenue sources, expenditures and funded positions over time.
  - ❑ **Performance Measures** illustrates the department's progress in meeting specific goals.
- ◆ **Bonded Debt and Other General City Responsibilities** describes the City's general responsibilities including any debt issued for which the City is responsible for repayment. 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 on capital projects funded in the proposed budget. The 2006–2007 Capital Budget is reviewed and proposed by the Capital Planning Committee (CPC) organized under the City Administrator's Office (CAO). Capital projects are supported by General Fund and Non-General Fund sources. Capital projects generally include major construction on new or existing buildings, roads and other facilities. Specific projects are detailed in this section and within the corresponding department section.

## 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, 2006–2007

The Consolidated Budget and Annual Appropriation Ordinance (AAO) contains 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, 2006–2007

The Annual Salary Ordinance (ASO) is the legal document that authorizes the number of positions and job classifications in departments for the fiscal year. The ASO is passed at the same time as the AAO.



## **Comprehensive Annual Financial Report, 2004-2005**

The City's Comprehensive Annual Financial Report (CAFR) summarizes the performance of all revenue sources and accounts for total expenditures in any given fiscal year. The CAFR for the fiscal year ending June 30, 2005 is currently available. The 2005–2006, CAFR will be made available by the Controller after the fiscal year has closed and the City's financial reports have been reviewed and certified.

## **Obtaining Budget Documents and Resources**

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

Mayor's Office of Public Policy & Finance

1 Dr. Carlton B. Goodlett Place, Room 288

Phone: (415) 554-6114

[http://www.sfgov.org/site/mayor\\_index.asp?id=27047](http://www.sfgov.org/site/mayor_index.asp?id=27047)

Controller's Office

1 Dr. Carlton B. Goodlett Place, Room 316

Phone: (415) 554-7500

[http://www.sfgov.org/site/controller\\_index.asp?id=342](http://www.sfgov.org/site/controller_index.asp?id=342)

Clerk of the Board of Supervisors

1 Dr. Carlton B. Goodlett Place, Room 214

Phone: (415) 554-5184

[http://www.sfgov.org/site/bdsupvrs\\_index.asp?id=30446](http://www.sfgov.org/site/bdsupvrs_index.asp?id=30446)

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





# SAN FRANCISCO: AN OVERVIEW

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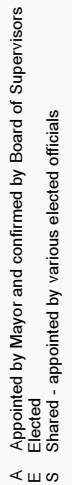
## City Governance and Structure

The City and County of San Francisco (the City) was established by Charter in 1850 and is a legal subdivision of the State of California. It is the only consolidated city and county in the State, exercising the governmental powers of both a city and a county under California law. The City's governance structure, codified in the City Charter of 1996, is similar in form to the federal government. The Mayor's Office comprises the executive branch of local government. The Board of Supervisors acts as the legislative branch and the Superior Courts are the judicial arm of local government. Services provided by the City include public protection, public transportation, construction and maintenance of all public facilities, water, parks, public health systems, social services, planning, tax collections and many others.

The elected Mayor of San Francisco appoints the heads of most City departments. Many departments are also advised by commissions or boards whose members are citizens appointed either by the Mayor or, in some cases, by a combination of the Mayor, Board of Supervisors and other elected officials. Elected officials include the Assessor-Recorder; City Attorney; District Attorney; Public Defender; Sheriff; Superior Courts; and Treasurer. Beginning in November 2000, the Board of Supervisors was elected by district for the first time since the 1970s. The City has eleven Board of Supervisor districts with staggered elections for five and six seats at a time held in even number years. Supervisors serve four-year terms and any vacancies are filled by Mayoral appointment. The Charter provides a civil service system for City employees.

In addition to the many departments that are organized within the City and comprise the primary governmental activities of the City and County of San Francisco (including enterprise activities), there are also legally separate entities for which the City is financially accountable. Usually these entities have substantially the same board as the City or provide services entirely to the City. These entities include the operations of the San Francisco County Transportation Authority (SFCTA); the San Francisco Finance Corporation; and the San Francisco Parking Authority.

Other entities; which are legally separate but have some financial interdependency with the City; include the San Francisco Redevelopment Agency; the Treasure Island Development Authority; San Francisco Unified School District; and the San Francisco Community College District. The San Francisco Unified School District (SFUSD) 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. SFUSD has a board of seven members who are elected citywide. 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.



### ***Elected Officials***

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Mayor	Gavin Newsom
Board of Supervisors	
President	Aaron Peskin
Supervisor	Jake McGoldrick
Supervisor	Michela Alioto-Pier
Supervisor	Fiona Ma
Supervisor	Ross Mirkarimi
Supervisor	Chris Daly
Supervisor	Sean Elsbernd
Supervisor	Bevan Dufty
Supervisor	Tom Ammiano
Supervisor	Sophie Maxwell
Supervisor	Gerardo Sandoval
Assessor-Recorder	Phil Ting
City Attorney	Dennis J. Herrera
District Attorney	Kamala D. Harris
Public Defender	Jeff Adachi
Sheriff	Michael Hennessey
Superior Courts	
Presiding Judge	Robert L. Dondero
Treasurer	Jose Cisneros

### ***Appointed Officials***

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City Administrator	Edwin M. Lee
Controller	Edward Harrington

### ***Department Directors/Administrators***

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Academy of Sciences (SCI)	Chris Andrews
Adult Probation (ADP)	Arturo Faro
Airport (AIR)	John L. Martin
Appeals Board (PAB)	Robert H. Feldman
Arts Commission (ART)	Richard Newirth
Assessor-Recorder (ASR)	Phil Ting
Asian Arts (AAM)	Emily J. Sano
Building Inspection (DBI)	Amy Lee
Board of Supervisors (BOS)	Gloria L. Young
Assessment Appeals Board	Dawn Duran
County Transportation Authority (SFCTA)	Jose Luis Mascovich
Business and Economic Development (ECN)	Jesse Blout
Child Support Services (CSS)	Karen M. Roye
Children, Youth and Their Families (CHF)	Margaret Brodtkin
Civil Service Commission (CSC)	Kate Favetti

***Department Directors/Administrators (continued)***

---

City Administrator (CAO)	Edwin M. Lee
Animal Care and Control	Carl Friedman
Convention Facilities Management	John Noguchi
Medical Examiner	Amy P. Hart, M.D.
City Attorney (CAT)	Dennis J. Herrera
Controller (CON)	Edward Harrington
Courts (CRT)	Robert L. Dondero
District Attorney (DAT)	Kamala D. Harris
Elections (REG)	John Arntz
Emergency Communications (ECD)	Pamela Katz
Ethics (ETH)	John St. Croix
Environment (ENV)	Jared Blumenfeld
Entertainment Commission	Bob Davis
Fine Arts (FAM)	John E. Buchanan, Jr.
Fire (FIR)	Joanne Hayes-White
Health (DPH)	Mitchell Katz, M.D.
Human Resources (HRD)	Philip A. Ginsburg
Human Rights Commission (HRC)	Virginia Harmon
Human Services System (HSS)	Trent Rohrer
Juvenile Probation (JUV)	Bill Sifferman
Law Library (LLB)	Marcia Bell
Library (LIB)	Luis Herrera
Municipal Transportation Agency (MTA)	Nathaniel Ford
Municipal Railway (MUNI)	Fred Stephens
Department of Parking and Traffic (DPT)	Bond M. Yee
Planning (CPC)	Dean Macris
Police (POL)	Heather Fong
Port (PRT)	Monique Moyer
Public Defender (PDR)	Jeff Adachi
Public Utilities (PUC)	Susan Leal
Public Works (DPW)	Fred Abadi
Recreation and Park (REC)	Yomi Agunbiade
Redevelopment Agency	Marcia Rosen
Rent Board (RNT)	Delene Wolf
Retirement System (RET)	Clare M. Murphy
Sheriff (SHF)	Michael Hennessey
Status of Women (WOM)	Emily Murase
Superior Court (CRT)	Gordon Park-Li
Taxi Commission (TXC)	Heidi Machen
Telecommunications and Information Services (DTIS)	Chris Vein
Treasurer/Tax Collector (TTX)	Jose Cisneros
War Memorial (WAR)	Elizabeth Murray

***County Education Institutions***

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San Francisco Unified School District	Gwen Chan
San Francisco Community College District	Dr. Philip R. Day, Jr.

## Statistics

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

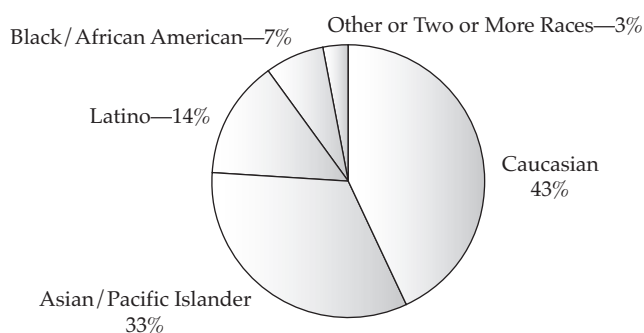
The City's population dropped from a peak in 2000 but has stabilized in the last two years. The California Department of Finance reports a population of 799,263 in 2005. While City government has played a key role in San Francisco's development, the true wealth of the City resides in the creative and entrepreneurial spirit of its pioneering citizens. San Francisco is a racially and ethnically diverse city, with minority groups combining to represent approximately 57 percent of the population with no single majority group.

***Table/Chart: Population Statistics  
(As of June 30, 2005)***

Fiscal Year	Population	Per Capita Income	Median Age	Public School Enrollment	Average Annual Unemployment Rate (%)
1996	755,315	\$ 39,249	37.4	66,343	5.6
1997	777,906	\$ 41,290	37.8	66,604	4.1
1998	788,297	\$ 44,518	37.9	66,679	3.9
1999	789,463	\$ 49,695	38.7	65,540	3.4
2000	800,606	\$ 55,272	39.1	65,519	2.6
2001	793,459	\$ 55,816	37.3	67,152	3.4
2002	793,600	\$ 54,369	38.3	64,870	6.5
2003	791,600	\$ 55,720	38.3	66,141	7.2
2004	792,700	N/A	N/A	63,009	6.2
2005	799,263	N/A	N/A	63,421	5.4

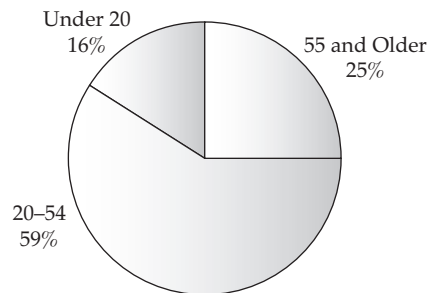
Sources: CA Dept of Finance, CA Dept of Employment Development, Market Statistics – Demographics USA, SFUSD

### San Francisco Race Identifications



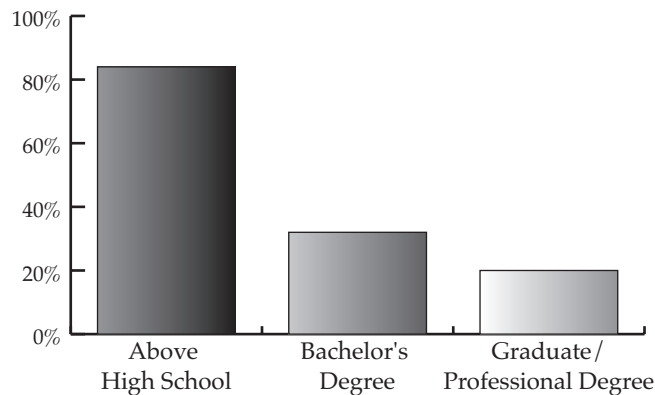
Source: 2004 Census Data

### San Francisco Age Ranges



Source: 2004 Census Data

### Educational Levels of San Franciscans



Source: 2004 Census Data

## San Francisco's Local Economy

The City is the economic and cultural hub of the nine counties contiguous to the Bay (Bay Area): Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma Counties. 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 the City. Ninety-five percent of all businesses in San Francisco have 50 employees or less, highlighting the importance of small business in 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 and an additional 590,500 workers commute into the City each day, bringing the City's total daily workforce to more than one million.

In 2005, San Francisco continued its economic recovery from the multiyear downturn that began in 2001 during which the United States economy as a whole experienced significant stock market losses, rising unemployment, and decreasing consumer confidence. With its high concentration of technology and internet companies, the Bay Area was hit hard by this slowdown. According to the San Francisco Quarterly Economic Briefing in April 2003, San Francisco lost approximately 65,000 to 75,000 jobs in the period from 2001-2003,



nearly twice as many as were lost in the last significant recession of 1991 to 1993. The unemployment rate in the City has gradually improved since its peak of 7.9 percent in July 2002. By June 2005, San Francisco's unemployment rate had decreased to 5.2 percent, slightly better than California's statewide rate of 5.4 percent. In November 2005, the California Employment Development Department estimated San Francisco's unemployment rate at 4.8 percent. San Francisco's unemployment rate has continued to decline and is currently 4.2 percent, 0.7 percent lower than the state unemployment rate.

Many indicators highlight the local economy's gradual and consistent improvement. Vacancy rates in the commercial real estate rental market dropped to 17.3 percent by the end of June 2005, a 5.6 percent improvement over June 2003's all time high of 22.9 percent. Other factors including lower office rental rates have contributed to the recovery of professional service jobs in the City as businesses find it more economical to locate in San Francisco. Activity in the City's commercial real estate investment and residential property sectors continues to be strong. In fiscal year 2004–2005 property transfer tax revenues from commercial real estate investment increased by \$38 million. Residential property values in the City remain among the highest in the nation. As of June 2005, the median price for an average single family home in California was \$542,720, while in the City it was \$734,610. This 12 percent rise in median price since June 2004 represents a steady increase in housing costs in San Francisco. San Francisco's travel and tourism sector, a driving force behind the City's economy, showed marked improvements in 2004 and 2005 after a three-year period of flat or declining numbers. The City's Convention and Visitor's Bureau estimates that 15.1 million people visited San Francisco in 2004 and spent approximately \$6.7 billion, an 11.7 percent increase over visitor spending of \$6 billion in 2003. Hotel occupancy rates improved, reaching 82.4 percent in June 2005 and increases in passenger traffic at San Francisco International Airport (SFO) also reflect an upswing in travel and tourism. While the technology sector as a whole remains soft, significant initiatives will significantly impact the health of the City's local economy. Some of these initiatives include the City's Mission Bay Development and Biotech Center and a number of redevelopment, transportation and infrastructure projects as well as the electronic digital arts field.



# FUND STRUCTURE AND MAJOR CHANGES

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## Fund Structure

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

- ◆ **Governmental funds** are used to account for most of the City's basic services and are used to record available resources, expected expenditures, changes, etc. There are different types of funds organized within the governmental fund category including special revenue, debt service, capital projects and permanent funds. A major fund within this category is the General Fund. The General Fund is the City's primary operating fund.
- ◆ **Proprietary funds** are generally used to account for services for which the City charges customers – either outside customers or internal units or departments of the City. The two major types of proprietary funds include internal service funds and enterprise funds.
  - ❑ **Internal service funds** are used to account for the financing of goods or services provided by one City department to another City department on a cost-reimbursement basis. Internal service funds account for the activities of centralized vehicle and equipment maintenance; purchasing; printing and mailing; telecommunications and information services; and lease financing through the Finance Corporation.
  - ❑ **Enterprise funds** are used to support the operations, facilities maintenance and capital needs of specific entities—resources in these funds are not available for general City services.

The City reports the following major proprietary or enterprise funds:

- ❑ **The San Francisco International Airport Fund** accounts for the activities of the City-owned commercial service airport in the San Francisco Bay Area.
- ❑ **The Water Department Fund** accounts for the activities of the San Francisco Water Department. The department is engaged in the distribution of water to the City and certain suburban areas.
- ❑ **The Hetch Hetchy Water and Power Fund** accounts for the activities of Hetch Hetchy Water and Power Department (Hetch Hetchy). The department is engaged in the collection and conveyance of approximately 85 percent of the City's water supply and in the generation and transmission of electricity.
- ❑ **The Municipal Transportation Agency Fund** accounts for the activities of the Municipal Transportation Agency (MTA). The MTA was established by Proposition E, passed by the City's voters in November 1999. The MTA includes the San Francisco Municipal Railway (MUNI); San Francisco Municipal Railway Improvement Corporation (SFMRIC); and the operations of the Parking and Traffic Commission (DPT), which includes the Parking Authority. MUNI is responsible for the operation of the City's public transportation system. SFMRIC is a nonprofit corporation established to provide capital financial assistance for the modernization of MUNI

- by acquiring, constructing and financing improvements to the City's public transportation system. DPT is responsible for proposing and implementing street and traffic changes and oversees the City's off-street parking operations.
- ❑ **The General Hospital Medical Center Fund** accounts for the activities of the San Francisco General Hospital Medical Center, a City-owned acute care hospital.
  - ❑ **The Clean Water Program Fund** accounts for the activities of the Clean Water Program (CWP). The CWP was created after San Francisco voters approved a proposition in 1976 authorizing the City to issue \$240 million in bonds for the purpose of acquiring, constructing, improving and financing improvements to the City's municipal sewage treatment and disposal system.
  - ❑ **The Port of San Francisco Fund** accounts for the activities of the Port of San Francisco. The fund was established in 1969 after San Francisco voters approved a proposition accepting the transfer of the Harbor of San Francisco from the State of California.
  - ❑ **The Laguna Honda Hospital Fund** accounts for the activities of Laguna Honda Hospital, the City-owned skilled nursing facility, which specializes in serving elderly and disabled residents.
- ◆ **Fiduciary Funds** are used to account for resources held for the benefit of parties outside the City. These resources are not available to support the City's own programs and are comprised of the following major fiduciary funds:
- ❑ **The Permanent Fund** accounts for resources legally restricted to the extent that only earnings, not principal, may be used for purposes that support specific programs.
  - ❑ **The Pension and Other Employee Benefit Trust Funds** reflect the activities of the Employees' Retirement System and the Health Service System. The Retirement System accounts for employee contributions, City contributions and the earnings and profits from investments. It also accounts for the disbursements made for employee retirement benefits, withdrawals, disability and death benefits as well as administrative expenses. The Health Service System accounts for contributions from active and retired employees and surviving spouses, employer contributions (including the City, Community College District and San Francisco Unified School District, among others), and the earnings and profits from investments. It also accounts for disbursements to various health and dental plans and care providers for the medical and dental expenses of beneficiaries.
  - ❑ **The Investment Trust Fund** accounts for the external portion of the Treasurer's Office investment pool. The funds of the San Francisco Community College District, San Francisco Unified School District and the Trial Courts are accounted for within the Investment Trust Fund.
  - ❑ **The Agency Funds** account for resources held by the City in a custodial capacity on behalf of the State of California and human welfare, community health and transportation programs.

## Major Changes in City Funds

### Governmental Funds:

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The City's governmental funds unreserved fund balance is projected to decrease by \$100.9 million, from \$131.2 million to \$30.3 million. This is mainly due to operational and infrastructure programming of available unreserved fund balance in 2006–2007. Revenues exceeding projections and budgetary savings have been the primary drivers of this unreserved fund balance in prior years. Total sources of \$3.2 billion are expected to exceed uses by \$160 million (5 percent) reflecting a strong revenue base in 2006–2007.

- ◆ **General Fund** unreserved fund balance is projected to decline \$70 million to \$25 million. It is customary to program a majority of unreserved fund balance into the subsequent fiscal year spending plan as a source of funds. Total sources of \$2.5 billion exceed operating and capital uses by \$275.8 million (12 percent) indicating a strong revenue base versus expenditures.
- ◆ **Special Revenue** unreserved fund balance of \$32.4 million has been programmed into numerous special purpose grant and project spending for 2006–2007. These funds are typically designated for a specific intent.
- ◆ **Capital Project** unreserved fund balance of \$3.8 million is projected to increase to \$5.3 million by fiscal year-end. This projected fund balance is a result of the pending Recreation and Park Department 2006 Revenue Bond issuance. These funds are intended for future capital project needs and will require subsequent appropriation to spend.

### Proprietary Funds:

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- ◆ **Enterprise Funds** unreserved fund balance of \$103.9 million is projected to decrease to \$10 million by the end of 2006–2007. It is customary to program a majority of unreserved fund balance into the subsequent fiscal year spending plan as a source of funds. Total uses of \$2.6 billion are expected to exceed sources by \$377.7 million (17 percent) indicating an increased commitment to infrastructure spending in fiscal 2006–2007. Revenues exceeding projections and budgetary savings have been the primary drivers of this unreserved fund balance in prior years.
- ◆ **Internal Service Funds** unreserved fund balance of \$118,000 has been programmed into citywide information technology and equipment maintenance needs for 2006–2007. It is customary to budget unreserved fund balance into the subsequent fiscal year spending plan as a source of funds.



# OVERVIEW OF GENERAL FUND REVENUE AND EXPENDITURE TRENDS

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## 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 what the City’s General Fund Supported operations surplus or shortfall will be over the next three fiscal years, assuming likely patterns of revenue growth and maintenance of current service levels. The most recent three-year report, published on March 15, 2006, projected a \$12.5 million shortfall for fiscal year 2006–2007.

The City is legally required to balance its budget each year. The Mayor’s Proposed Budget was balanced with a combination of strong revenue growth related to the economic recovery and expenditure reductions that will have limited impact on direct services to the public. The proposed 2006–2007 budget totals \$5.7 billion, a 7.3 percent increase from the \$5.3 billion 2005–2006 budget. The General Fund comprises \$2.6 billion of the total budget, reflecting projected growth of \$191.5 million (7.8 percent) as compared to last year.

The Bay Area economy continues to demonstrate strong economic recovery, and in 2006–2007 most local revenue sources will continue to grow, although some—such as Hotel Room Tax and Sales Tax—will still be below their prior peak after adjusting for inflationary growth. In 2006–2007, budgeted citywide sources are \$387.5 million (7.3 percent) above the prior year, and budgeted General Fund total sources have increased by \$191.5 million (7.8 percent).

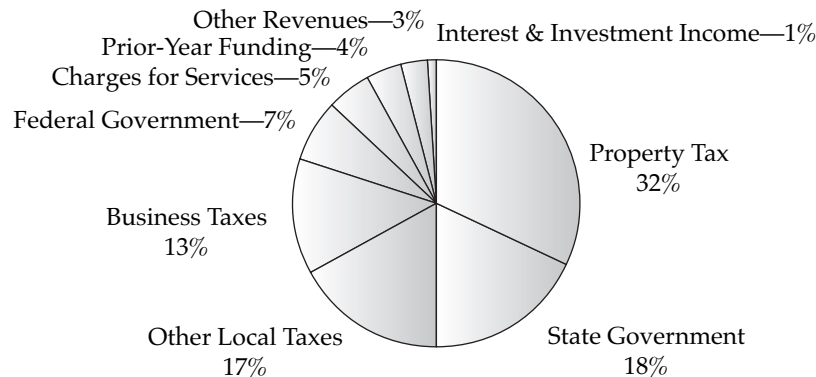
While revenue growth has been positive, status quo operating costs of doing business were projected to slightly outpace that growth as was noted in the Joint Report. This proposed budget bridges that shortfall by continuing to manage inflationary pressures while at the same time providing year-over-year budgetary growth of \$387.5 million (7.3 percent). Of that total, salary and fringe costs for City employees are the largest factor contributing to cost escalation. In 2006–2007, total labor-related costs increased by \$286.5 million or 10.6 percent citywide and by \$140.5 million or 11.6 percent in the General Fund.

General Fund revenue and expenditure trends are discussed in greater detail below.

## Revenue Trends

The City’s budget is supported by a variety of different revenue sources. Enterprise fund activities are primarily backed by fees for services, while tax revenues account for slightly less than 60 percent of total General Fund sources for 2006–2007.

### General Fund Sources



**Citywide revenues** are projected to grow by \$389.2 million or 7.7 percent from fiscal year 2005–2006 to 2006–2007 budgeted levels. Included in the \$389.2 million growth of total revenues is \$237.6 million of tax revenue growth, \$99.6 million of fee or service charge growth, \$30.5 million of interest and property rental growth, and \$11.2 million of State revenue growth. Some revenues are also projected to decline in the 2006–2007 budget, including federal revenues, fines and penalties.

**General Fund** revenues are projected to grow by \$224.5 million or 9.8 percent from fiscal year 2005–2006 to 2006–2007 budgeted levels. The main drivers of General Fund revenue growth are property tax, business tax, real property transfer tax and interest income. This growth is partially offset by weakness in federal and state subventions, fines and penalties. The 2006–2007 budget reflects a \$131.9 million increase in General Fund property tax revenue, \$25.2 million of which reflects the expiration of a two-year property tax sweep from local governments that was enacted by the state in 2004–2005. State subvention revenue related to motor vehicle in-lieu fees are also projected to decline by \$29.7 million, reflecting the loss of a one-time loan repayment that the state owed the City for diverting revenues in 2003–2004. The budget utilizes \$95.1 million in ending General Fund balance from 2005–2006 as a source in fiscal year 2006–2007, along with \$23.0 million in reserves.

Major General Fund revenue categories are highlighted below.

### Summary of General Fund Revenue Categories

**Property Taxes:** Property tax revenue is expected to grow to \$828.6 million in 2006–2007, 18.9 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 the State's Education Revenue Augmentation Fund, 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 Proposition 13's one percent countywide property tax 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 0.140 percent for fiscal 2005–2006 for a total property tax rate of 1.140 percent. Additionally, 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 2006–2007, tax increment funding allocated to the Redevelopment Agency is projected increase from \$70.0 to \$71.2 million.



**Business Taxes:** This revenue is budgeted at \$332.2 million in the General Fund, which is \$43.9 million (15.2 percent) more than the \$288.3 million budgeted in 2005–2006. Business tax revenue is comprised of business license registration fees and payroll taxes with the latter being the predominant source. This revenue reflects both Bay Area job growth and wage increases.

**Sales Tax:** Sales tax in 2006–2007 is expected to generate \$106.2 million in revenue, reflecting 5 percent underlying sales activity growth. Sales tax collections have been increasing since the fourth quarter of 2003, and are finally starting to keep pace with our 9-county Bay Area neighbors and the state, where growth has been positive 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:** Total hotel room tax revenue is estimated to be \$182.6 million in fiscal year 2006–2007, \$125.4 million of which will accrue to the General Fund. This represents budget-to-budget growth of 7.3 percent from average daily room rate and occupancy gains. Hotel occupancy rates have been strengthening, especially from a growing rebound in tourism, giving way to pricing power and related average daily room revenue growth.

**Utility User Tax:** Utility users tax is projected to generate \$79.4 million, a 12 percent increase from the prior year budget. Growth is primarily related to higher natural gas commodity prices resulting in additional tax revenue from commercial customers.

**Parking Tax:** Parking tax is expected to see a modest increase of \$2.9 million (8.9 percent) compared to the 2005–2006 budget of \$33.1 million. Parking tax is highly correlated to business activity and employment, which is rebounding slowly. The General Fund receives sixty percent of citywide parking tax receipts; forty percent goes to the Municipal Transportation Agency.

**Real Property Transfer Tax:** Real property transfer tax is budgeted at \$105.0 million, which is \$22.0 million or 26.5 percent over the 2005–2006 level of \$83.0 million. Unprecedented sales activity, notably in the commercial sector during the last 24 months has resulted in record transfer tax revenues of \$116.8 million in 2004–2005 and projected levels of \$119.2 million for 2005–2006. However, these historically high levels are not sustainable indefinitely as low interest rates and a weak dollar have helped both domestic and international buyers respectively. The Controller monitors daily and monthly collection rates closely and provides updates on this revenue source (one of the City’s most volatile) throughout the fiscal year.

**Federal Revenue:** Federal grants and subventions—most of which go to the Department of Public Health and the Human Services Agency—are projected to decrease by \$12.7 million (6.1 percent) to \$193.7 million.

**State Revenue:** State grants and subventions are projected to decrease by \$4.0 million (0.8 percent) to \$470.4 million. While some growth in state revenues is projected, the loss of \$29.7 million of one-time repayment funding related to the motor vehicle in-lieu fees more than offsets this growth, resulting in a net decline of \$4.0 million. On a related note, revenue growth in statewide sales tax and vehicle license fees are projected to result in increased Health and Welfare Realignment subventions of \$4.9 million and increased Proposition 172 Public Safety Sales Tax allocations of \$3.0 million. The State’s budget also continues to include an estimated \$280 million in Property Tax revenues shifted from the City’s General Fund to cover the State’s obligation to fund public schools under Proposition 98. This funding sweep, commonly referred to as an ERAF shift, is formally titled

the Educational Revenue Augmentation Fund. The State has been diverting local property tax funding since the early 1990s and further increased those shifts for 2004–2005 and 2005–2006. Final adoption of the State and Federal budgets will not be known with certainty until after the City’s budget process is closed.

**Charges for Services:** Charges for services are projected to grow by \$11.7 million (10.6 percent) as compared to the 2005–2006 budget. This category is mainly comprised of external reimbursements and fee for service payments generated by General Fund services.

**Transfers, net:** Net Transfers<sup>1</sup> are projected to decrease by \$30.6 million. The net reduction is related to the restructuring of public healthcare funding for indigent care. However, there is no net budgetary or operational impact to the City overall, as the change in sources is offset by cost savings from a reduced local match requirement while services are maintained at comparable levels. Also included in transfers funding is the General Fund’s Annual Service Payment of 15 percent of concession revenues from San Francisco Airport. For 2006–2007, \$22.1 million has been budgeted.

<b>Total Sources - General Fund</b>				
	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>Change</b>	
	<b>AAO</b>	<b>Proposed Budget</b>		
	<b>\$ Million</b>	<b>\$ Million</b>	<b>\$ Million</b>	<b>Percent</b>
<b>Property Tax</b>	\$696.7	\$828.6	\$131.9	18.9%
<b>Intergovernment - State</b>	474.4	470.4	-4.0	-0.8%
<b>Other Local Taxes</b>	413.7	455.0	41.3	10.0%
<b>Business Taxes</b>	288.3	332.2	43.8	15.2%
<b>Intergovernment - Federal</b>	206.3	193.7	-12.7	-6.1%
<b>Charges for Services</b>	111.2	123.0	11.7	10.6%
<b>Interest &amp; Investment Income</b>	11.3	32.2	20.9	185.1%
<b>Licenses, Permits &amp; Franchises</b>	19.1	20.9	1.8	9.4%
<b>Rents &amp; Concessions</b>	19.6	20.1	0.6	2.8%
<b>Other Revenues</b>	12.6	17.4	4.8	37.6%
<b>Recoveries</b>	19.8	10.3	-9.5	-47.9%
<b>Fines &amp; Forfeitures</b>	11.5	4.9	-6.6	-57.3%
<b>Other Financing Sources</b>	0.6	0.9	0.3	51.0%
<b>Regular Revenues</b>	\$2,285.1	\$2,509.6	\$224.5	9.8%
<b>Transfers, Net</b>	47.7	17.1	-30.6	-64.2%
<b>Prior-Year Fund Balance</b>	118.0	95.1	-22.9	-19.4%
<b>Prior-Year Reserve</b>	2.5	23.0	20.5	822.9%
<b>Total Sources</b>	\$2,453.3	\$2,644.8	\$191.5	7.8%

<sup>1</sup> Transfer accounting allows the City to accurately track budgetary uses by category. For example, the General Fund receives transfer in funding from funds outside of the General Fund, such as the Airport and the General Hospital, to cover costs incurred by the General Fund. Whereas the General Fund also transfers out funding to other funds to cover both required and discretionary General Fund supported operations. Examples of required transfer out subsidies include the 911 Emergency Operations Fund, the Debt Service Funds, the Children & Families Commission Fund and the Children’s Fund (the latter two are for Public Education Enrichment, Proposition H, March 2004). Examples of discretionary transfer out subsidies include the Convention Facilities Fund, the Golf Fund and the Film Fund.

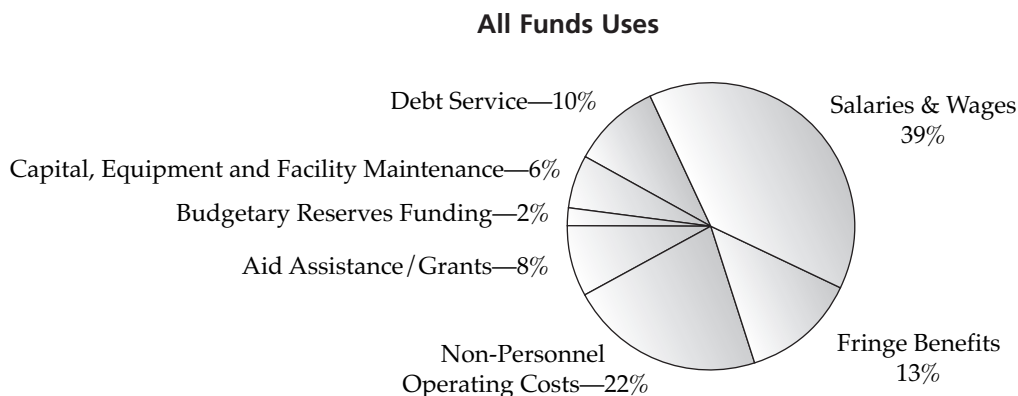
## Summary of Personnel and Other Non-Salary Expenses

The City is projecting total increased labor costs of \$286.5 million (10.6 percent) and General Fund labor cost increases of \$140.6 million (11.6 percent) in 2006–2007. These costs are associated with growth in wages as well as the rising cost of health, dental and pension benefits, which continue to outpace inflation rates.

The following are main components of these increases:

- ◆ Total employee benefit costs are \$770.9 million in 2006–2007, up \$123.0 million or 19.0 percent from the prior year. Of this total, General Fund benefit costs are \$322.9 million in 2006–2007, up \$48.8 million or 17.8 percent from the prior year.
  - ❑ Health and dental benefit costs for current employees will total \$266.4 million; a \$26.1 million or 9.8 percent increase from 2005–2006.
  - ❑ Health benefit costs for retired employees will total \$101.0 million, nearly six times the \$17.4 million spent on these benefits in 1999–2000.
  - ❑ In 2006–2007, the City will resume picking up the employee’s share of the Charter-mandated retirement contribution for some of its employee groups, which is 7.5 percent of payroll. This pickup will increase costs by \$75.8 million in 2006–2007. In other instances, employee groups have opted to continue paying the employee share of pension in exchange for a wage increase of comparable value.
  - ❑ The employer’s share of the Charter-mandated retirement contribution rate will decrease from 6.58 percent in 2005–2006 to 6.24 percent in 2006–2007, resulting in a total of \$2.6 million in savings.
- ◆ Additionally, tentative labor agreements negotiated in Spring 2006 are anticipated to result in General Fund cost increases of an estimated \$30 million in 2006–2007.
- ◆ Worker’s compensation costs are again projected to generate savings for the second year in a row in fiscal year 2006–2007. State reforms in this area along with continued cost management and return-to-work efforts are delivering savings to the City of an estimated \$1.7 million or 3.1 percent of claims costs for non-MTA operations.

Total non-personnel costs are budgeted to increase \$100.9 million or 3.8 percent. Of that total, General Fund non-personnel costs represent \$59.9 million or 4.1 percent growth in 2006–2007. These costs are related to various baseline transfers, capital projects and departmental operations costs. Associating one-time revenues with one-time uses, the capital and facilities maintenance budget is increasing \$60.6 million to \$319.2 million to fund needed facilities maintenance and infrastructure projects.



## **Spending Mandates**

In fiscal year 2006–2007, the General Fund will represent 46 percent of the total City budget. However, true discretionary spending capacity is further reduced to only about 16 percent of the total budget by Charter and voter-mandated baseline funding requirements, debt service and federal and state mandates like Social Security, Medicare and Unemployment insurance. Local baselines funded in this budget include the Children’s Baseline, the Public Library Baseline, the Public Transportation Baseline, the City Services Auditor, the Municipal Symphony baseline, and the Human Services Homeless Care Fund.

New mandates for 2006–2007 that will further reduce the discretionary portion of the General Fund include voter-mandated minimum levels of service provision for the Fire Department, to be implemented beginning in July 2006 pursuant to Proposition F, passed in November 2005. This new mandate requires 24-hour staffing of all of the City’s fire stations and fire apparatus at an estimated General Fund cost of \$7.2 million in 2006–2007. Additionally, the Board of Supervisors adopted an ordinance in 2005–2006 requiring public financing of Mayoral races, which will cost \$6.4 million in 2006–2007.

## LONG-TERM FINANCIAL PLANNING PROCESS

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The Constitution of the State of California requires all cities to adopt a balanced budget whereby revenues must match expenditures. In order to do so, the City must be able to project expected revenues and expenditures in future years. Long-term financial planning involves making revenue and cost projections to forecast financial data in order to inform the City's budget process. Adding to the complexity of financial planning, the San Francisco City Charter and state law in many cases restrict how revenue may be generated and often specify how the City must spend available funds. Although the City's spending plan is publicly debated before departmental commissions and the Board of Supervisors annually from February through June, the City's financial planning process is a year-round and iterative process.

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

### Operating Revenue and Expenditure Projections

The Controller's Office, Mayor's Office and the Board of Supervisors are generally responsible for leading long-term financial planning for the City. Three reports are published over the course of the fiscal year, which become the basis for developing the annual budget. These include the following:

- ◆ The Controller's Six-Month Budget Status Report, published in early February, projects the year-end status of the City's General Fund based on financial activity from July through December. Issues identified within this report can then be incorporated into mid-year budgetary adjustments as necessary.
- ◆ The Joint Report, published in late March by the Controller, the Mayor's Budget Office and the Board's Budget Analyst Office, 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 into the future.
- ◆ The Controller's Nine-Month Budget Status Report, published in early May, reports financial activity from July through March and includes the projected year-end status of the City's General Fund as well as certain enterprise funds. A comprehensive review of revenue and spending to date and discussions with financial officers at major City departments drive the report's year-end projections.

These reports are used by the Mayor's Office in preparing a balanced budget and proposing it to the Board of Supervisors on an annual basis, and for conducting multi-year budget projections. The reports provide information on the amount of resources (both budget year revenues and unused funds carried-forward from the previous year) available for the City's programs and provides projections on City costs moving forward. Any projected shortfalls or surpluses are taken into account when issuing budget instructions to City departments and when making decisions to balance expenditures with revenues.

The participation of various stakeholders in the City's financial planning process ensures that all of 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 matters.

## **10-Year Capital Expenditures Projections**

Simultaneous to the revenue and expenditure projection process, the City also engages in a long-term capital planning process. The capital planning process captures the long-term infrastructure and facilities needs of the City. Managed under the City Administrator, the Capital Planning Committee (CPC) is currently in the process of completing a comprehensive assessment of the City's near-term and long-term capital needs on a building-by-building, infrastructure-by-infrastructure basis. The goal of the long-term plan, or "10-Year Capital Plan," is to create a tool to inform key policy-makers in their funding decisions for City capital projects. The plan will prioritize capital projects; project the timing of major investments needed to maintain the City's infrastructure; highlight opportunities to combine like capital projects to generate cost savings; and identify other funding sources.

The 2006-2007 Capital Improvement Budget is tied to a comprehensive, long-term capital expenditure strategy, which was created in 2005-2006. The result of legislation passed by the Mayor and Board of Supervisors, the development and adoption of a ten-year capital expenditure plan for city-owned facilities and infrastructure is now required on an annual basis. The City and County of San Francisco Proposed Capital Plan 2007-2016 was presented to the Board of Supervisors on May 1, 2006. While the Mayor and Board of Supervisors are not required to approve the Plan until August 1, the Plan was used to develop the 2006-2007 annual capital improvement budget reflected in this document.

Funding for capital improvements is appropriated on an annual basis through the City's annual budget process and the creation of a ten-year capital plan does not change the basic appropriation and funding mechanisms for capital improvements. The project costs detailed in the summary tables included in the Capital Projects section of this budget document are only those proposed in the 2006-2007 budget.

### **Capital Planning Committee**

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The legislation requiring the development of the ten-year capital plan also created the Capital Planning Committee (CPC). The purpose of the CPC is to establish prioritization and assessment criteria to assist the City Administrator with the development of the capital expenditure plan; annually review the City Administrator's proposed capital expenditure plan prior to its submission to the Mayor and Board of Supervisors; review the annual budget and any proposed use of long-term debt, including General Obligation bonds, to ensure compliance with the plan.

Membership of the CPC is as follows:

- ◆ City Administrator, committee chair
- ◆ President of the Board of Supervisors
- ◆ Mayor's Finance Director
- ◆ Controller
- ◆ City Planning Director
- ◆ Director of Public Works
- ◆ Airport Director
- ◆ Executive Director of the Municipal Transportation Agency
- ◆ General Manager of the Public Utilities System
- ◆ General Manager of the Recreation and Parks Department
- ◆ Executive Director of the Port of San Francisco.

Under the direction of the City Administrator, Capital Planning Program staff annually assess facility conditions for repair and renewal needs; make renewal cost projections; and evaluate costs of proposed enhancement projects within the horizon of the ten-year capital plan. Using criteria designated by the CPC,



staff evaluates available funding resources and prepares and updates the 10-year capital plan. Drafts of the plan are shared with departments, policy-makers and various boards and commissions before being presented to the CPC, that then engages in a review of the plan and makes recommendations on projects to be incorporated into the final plan. Once these recommendations have been integrated into the final draft of the plan, the plan is then brought before the Board of Supervisors and Mayor for approval.

### **Highlights of the Proposed Capital Plan 2007–2016.**

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The plan proposes total investments of \$15.7 billion between fiscal years 2006 and 2016. These proposed projects address a variety of critical capital needs for the City's water and sewer systems; port and airport; mass transit and roadway network; parks and plazas; and public health and public protection facilities.

In addition to the needs of enterprise departments, the plan proposes \$3.3 billion over the next ten fiscal years to meet critical capital priorities for General Fund facilities including:

- ◆ **Earthquake Safety Improvements at Critical City Facilities.** \$1.6 billion is proposed for seismic safety projects required to ensure that city facilities are safe and functional in the event of an earthquake. These types of projects are heavily prioritized in the plan and include the replacement of San Francisco General Hospital and the Hall of Justice, and the seismic bracing of the City's fire protection high-pressure hydrant (AWSS) system, constructed in response to the fire following the 1906 earthquake.
- ◆ **Disability Access Improvements.** \$30 million is proposed to fund disability access improvements for city facilities including dramatically increased curb ramp construction.
- ◆ **Renovations and Improvements to the City's Park System.** The plan proposes approximately \$450 million in system wide work during the next ten years to address critical system-wide needs including seismic, life-safety, disability access and targeted facility enhancements throughout the city.
- ◆ **Improved Maintenance of City Facilities, Roads and Infrastructure.** The plan projects that \$87 million will be needed annually to maintain city facilities, roads and infrastructure and will substantially close the historic gap between infrastructure need and funding. By the close of the plan period, funding levels will have tripled over prior years.

Proposed investments in General Fund assets are funded primarily through a mix of \$2 billion of General Obligation (G.O.) bonds; \$160 million of lease revenue bonds; and increasing General Fund investments over the life of the plan. Despite high levels of proposed investments, funding sources would maintain property tax rates and the City's General Fund debt payments at current levels.

While ambitious, significant needs remain unmet by the proposed capital plan, which, by law, is limited to identified and proposed revenue sources. While the plan proposes funding levels required to largely reduce deferral of future repair needs, significant existing deferred maintenance backlogs remain unaddressed in the plan. These include over \$488 million in deferred maintenance needs at city facilities; \$380 million in road resurfacing work; and a \$495 million backlog of other infrastructure needs. In addition to deferred maintenance, road resurfacing and infrastructure backlog, \$837 million in improvement projects are also not funded in this year's proposed capital plan.

## **Bonded Debt and Long-Term Obligations Snapshot and Policies**

The City established a debt policy in April 2004. The debt policy acts as a tool to guide decisions in setting debt levels and issuing and structuring debt. The City's main objective is to define the measures of debt affordability. Setting maximum debt levels is a combination of legal, financial and management considerations. For detail on the calculation of the maximum debt levels for 2006–2007, please refer to pages 433 and 434 of this document.

The City's debt policy describes the types of debt issued and its purpose; the approval procedures; debt limitations; debt structuring practices; and issuance and management practices. A swap/derivative policy and the Office of the Treasurer's investment policy are attached as appendices to the debt policy.

The City's debt policy is available at the Mayor's Office of Public Finance website: [http://www.sfgov.org/site/mopf\\_index.asp?id=24078](http://www.sfgov.org/site/mopf_index.asp?id=24078).

## **Investment Policies**

The Treasurer and Tax Collector is bound by state law to make investments based on the criteria of safety of principal, liquidity and yield, per California Government Code Section 27000.5. The Treasurer is also governed by the "prudent investor" standard in safeguarding principal and maintaining the liquidity needs of the County, per California Government Code Section 27000.3.

Pursuant to the Investment Policy, the Treasurer and Tax Collector purchases primarily short-term governmental securities including U.S. Treasury bills, U.S. Treasury Notes, and Fannie Mae and Freddie Mac Notes. The office also purchases commercial paper and certificates of deposits from various financial institutions. Purchases of commercial paper and certificates of deposit are made pursuant to criteria of safety of principal, liquidity and yield, as well as by certain socially responsible investment criteria.

These principles and more specific guidelines are codified in the Treasurer's Investment Policy, available at [http://www.sfgov.org/site/treasurer\\_page.asp?id=13479](http://www.sfgov.org/site/treasurer_page.asp?id=13479).

## **Financial Reserves and Policies**

Reserves are an important part of any budget both as a source and as a use of funding. On the sources side, the Mayor's proposed budget taps available prior year reserves to support eligible expenses. On the uses side, additional funds are budgeted to maintain prudent levels of reserves for fiscal year 2006–2007 and for future years. Budgeted reserves address both specific needs and purposes, including meeting legal requirements of the Charter and Municipal Code, as well as general contingencies such as revenue and expenditure uncertainties. Examples of specific-purpose reserves funded in the proposed budget are litigation and labor contract reserves. In addition to these specific reserves, the budget proposes a General Fund Reserve of \$25 million. This level of funding is consistent with the City's historical practice of providing a general contingency cushion equivalent to one to two percent of General Fund revenues.



### **Reserves as a Source of Funding**

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The City has historically maintained prudent reserve levels, consistent with applicable Charter and Municipal Code requirements, as well as providing for adequate coverage of our self-insurance contingencies. Some reserves set aside in prior years are eligible to be tapped and can provide a source of funding in the budget year. Examples of reserves that are proposed to be tapped to pay for eligible services in 2006–2007 include:

- ◆ Rainy Day Reserve – One Time Spending Account
- ◆ Budget Savings Incentive Reserve
- ◆ Recreation and Parks Savings Reserve.

### **Reserves as a Use of Funding**

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In some years it may be prudent to tap reserves as a funding source, while in others, reserves must be increased or replenished to provide adequate resources for projected obligations. In the proposed budget, the following reserves have been augmented:

- ◆ Salaries and Benefits Reserve for pending labor contract funding;
- ◆ Litigation Reserve for self insurance funding;
- ◆ Contingency Reserve for emergency and uncertainty funding; and
- ◆ General Reserve for unanticipated budgetary results.

### **Rainy Day Reserve – A Key Reserve Policy for San Francisco**

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In November 2003, San Francisco voters amended the Charter to adopt a Rainy Day Reserve policy, which mandates deposits to a reserve in any year when revenue growth exceeds five percent over the prior year. This policy ensures that during periods of significant revenue growth, reserves will be funded to provide a rainy day cushion of up to 10 percent of General Fund revenues—a level consistent with reserve policy best practices. The Rainy Day Reserve policy further provides for two segregated accounts: one for economic stabilization, where withdrawals can only occur during downturns in the economy, and the second for one-time spending, where a portion of excess revenues can be used at any time for capital or other one-time spending needs. The Mayor’s Proposed Budget uses only the latter as a funding source for \$13.65 million of proposed capital, efficiency and one-time projects.



# ANNUAL FINANCIAL PLANNING/BUDGET PROCESS AND CALENDAR

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## Budgeting Method

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

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

The City adopts annual budgets for all government funds on a substantially modified accrual basis of accounting except for capital project funds and certain debt service funds that substantially adopt project-length budgets. The budget of the City is a detailed operating plan that identifies estimated costs and results in relation to estimated revenues. The budget includes (1) the programs, projects, services, and activities to be provided during the fiscal year; (2) the estimated resources (inflows) available for appropriation; and (3) the estimated charges to appropriations. The budget represents a process through which policy decisions are deliberated, implemented and controlled. The City Charter prohibits expending funds for which there is no legal appropriation.

## Key Participants

- ◆ Citizens provide direction for and commentary on budget priorities throughout the annual budget process. Input from citizens at community town halls like SFListens, stakeholder meetings convened by the Mayor's Budget Office, public budget hearings and communication with elected officials are all carefully considered in formulating the Mayor's proposed budget.
- ◆ City Departments prioritize needs and present balanced budgets for review and analysis by the Mayor's Budget Office.
- ◆ The Mayor's Budget Office, under direction of the Mayor, prepares and submits a balanced budget to the Board of Supervisors on an annual basis. The Mayor's Budget Office also conducts multi-year budget projections for the purposes of long-term budget planning.
- ◆ The Board of Supervisors is the City's legislative body and is responsible for amending and approving the Mayor's proposed budget. The Board's Budget Analyst also participates in reviews of City spending and financial projections.
- ◆ The Controller is the City's chief financial officer and is responsible for projecting available revenue to fund City operations and investments in both the near- and long-term.

## Calendar and Process

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

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

### Budget Preparation

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The budget process for the July 1 fiscal year begins in September and includes the Controller's Office and Mayor's Office projection of "budget year" enterprise and General Fund revenues. Also at this time, many departments begin budget planning to allow adequate input from oversight commissions and the public. In December, budget instructions are issued by the Controller's Office and the Mayor's Office with detailed guidance in the preparation of department budget requests. The instructions contain a financial outlook, policy goals and guidelines as well as technical instructions.

Three categories of budgets are prepared:

- ◆ **General Fund Department Budget:** General Fund departments rely on discretionary revenue comprised primarily of local taxes such as property, sales, payroll and other taxes. The Mayor introduces the proposed General Fund budget to the Board of Supervisors on June 1st.
- ◆ **Enterprise Department Budget:** Enterprise departments generate non-discretionary revenue from charges for services that is used to support operations. The Mayor introduces the proposed Enterprise budget to the Board of Supervisors on May 1st.
- ◆ **Capital Budget:** Capital budget requests are submitted to the Capital Planning Committee (CPC) for review and inclusion in the City's annual 10 Year Capital Plan. The annual Capital Budget is brought before the Board of Supervisors and Mayor for approval concurrently with the General Fund Department Budget.

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 departments' 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 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 the four months from February through June, the Mayor and his staff meet with community groups to provide budget updates and to hear concerns and requests for funding to improve public services. In particular, the Mayor and his budget staff participate in a variety of stakeholder meetings including SF Listens, a community forum designed to leverage technology to provide insight into the public's priorities for services and allocation of resources. Total budget requests must be brought into

balance with estimated total revenues requiring the Mayor's Budget Office to prioritize funding requests that typically exceed projected available revenues. Before the Mayor's proposed budget is introduced to the Board of Supervisors, the Controller ensures that the finalized budget is balanced and accurate.

## **Approval**

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

The Budget Committee works closely with the Board of Supervisor's Budget Analyst who develops recommendations on departmental budgets. Based on departmental discussions that center on justifications for proposed expenses and comparison with previous year spending, the Board Analyst forwards a report with recommended reductions. The Budget Committee reviews the Budget Analyst's recommended expenditure cuts, along with department and public input, before making final budget recommendations.

Because the budget must 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 funding decisions on the unallocated pool of money. The Budget Committee then votes to approve the amended budget and forwards it to the full Board by July 15th.

Per City Charter requirements, the Board of Supervisors must 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 and if passed, the budget will be forwarded to the Mayor for final signature. If additional amendments are proposed during the second reading, the budget must go through a new second reading a week later. Final passage by the Board must occur before the August 1st deadline.

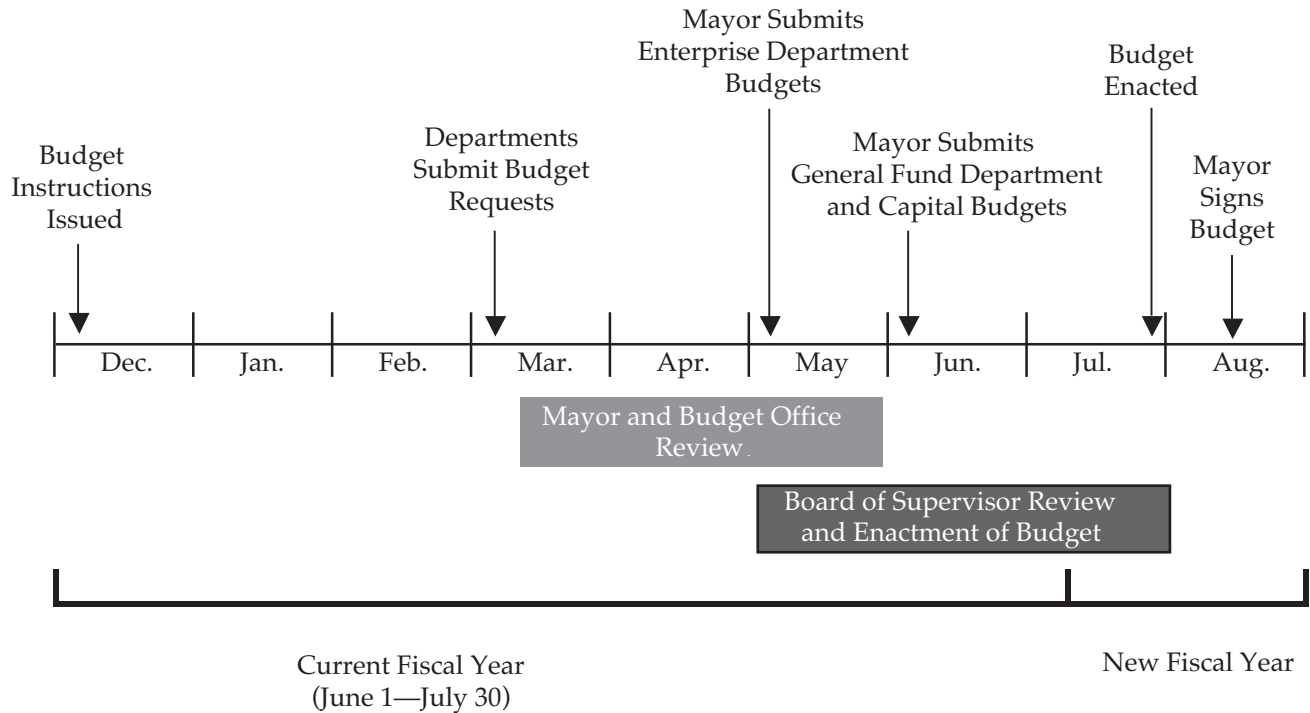
The Mayor has ten days to approve the final budget, now called an Annual Appropriations Ordinance, once the Board forwards it. The Mayor can sign the budget making it effective immediately. The Mayor can also veto any portion of the budget whereupon it returns to the Board of Supervisors. The Board has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

## **Implementation**

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Responsibility for execution of the budget rests largely with departments although some aspects of the staffing process require Mayor's Office and Controller oversight. 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 during the fiscal year 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 revenue to carry it through to the end of the year. Grant appropriations occur when an outside entity awards funding to a department. Both supplemental and grant appropriation requests require Board of Supervisor approval before going to the Mayor for final signature.



# Budget Summary Tables





Budget Summary Tables

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

*Sources are Positive and Uses are (Negative)*

Category of Source or Use	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Sources of Funds</b>					
Local Taxes	1,707,983,568	1,681,801,316	1,919,412,566	237,611,250	14%
Licenses & Fines	130,189,779	139,406,522	134,291,853	(5,114,669)	-4%
Use of Money or Property	316,934,221	358,214,495	388,696,093	30,481,598	9%
Intergovernmental Revenue - Federal	290,028,286	375,678,840	354,109,950	(21,568,890)	-6%
Intergovernmental Revenue - State	597,221,414	640,421,155	651,669,029	11,247,874	2%
Intergovernmental Revenue - Other	50,324,225	56,087,627	68,684,332	12,596,705	22%
Charges for Services	1,556,495,398	1,680,583,096	1,771,749,051	91,165,955	5%
Other Revenues	86,160,455	151,085,376	183,865,716	32,780,340	22%
Fund Balance	333,703,414	260,017,660	258,268,469	(1,749,191)	-1%
<b>Sources of Funds Subtotals</b>	<b>5,069,040,760</b>	<b>5,343,296,087</b>	<b>5,730,747,059</b>	<b>387,450,972</b>	<b>7%</b>
<b>Uses of Funds</b>					
Salaries & Wages	(1,936,059,629)	(2,045,469,538)	(2,208,939,003)	(163,469,465)	8%
Fringe Benefits	(526,899,395)	(647,907,314)	(770,947,695)	(123,040,381)	19%
Overhead	(71,220,689)	(70,327,961)	(73,159,593)	(2,831,632)	4%
Professional & Contractual Services	(1,142,045,579)	(1,207,340,077)	(1,195,145,925)	12,194,152	-1%
Aid Assistance / Grants	(423,634,926)	(457,520,355)	(465,937,535)	(8,417,180)	2%
Materials & Supplies	(191,702,953)	(193,130,184)	(205,337,960)	(12,207,776)	6%
Equipment	(35,960,577)	(50,019,589)	(53,030,461)	(3,010,872)	6%
Debt Service	(527,948,487)	(525,287,808)	(553,639,847)	(28,352,039)	5%
Services of Other Departments	(460,333,114)	(495,910,478)	(531,533,437)	(35,622,959)	7%
Expenditure Recovery	596,278,633	680,427,320	744,805,633	64,378,313	9%
Budgetary Reserves	(27,162,239)	(72,277,046)	(98,733,644)	(26,456,598)	37%
Facilities Maintenance	(11,811,893)	(26,725,206)	(42,286,167)	(15,560,961)	N/ A
Capital Projects	(310,539,912)	(231,807,851)	(276,861,425)	(45,053,574)	19%
<b>Uses of Funds Subtotals</b>	<b>(5,069,040,760)</b>	<b>(5,343,296,087)</b>	<b>(5,730,747,059)</b>	<b>(387,450,972)</b>	<b>7%</b>

Note: FY 2004-05 Actuals reflect levels of annually budgeted activity. Capital and facilities maintenance projects are estimated as actual spending is often moved to non-annually budgeted funds and/or other spending categories. The City's Comprehensive Annual Financial Report reflects the audited actual total spending including both annually budgeted and non-annually budgeted capital project spending.

Budget Summary Tables

Sources by Category and Object

Object	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Local Taxes</b>					
101 PROPERTY TAXES	814,869,903	803,607,716	900,414,870	96,807,154	12%
109 OTHER PROPERTY TAXES	108,312,275	110,450,000	157,736,000	47,286,000	43%
111 PAYROLL TAX	285,397,585	281,740,000	324,487,000	42,747,000	15%
113 REGISTRATION TAX	7,364,762	7,130,000	8,231,000	1,101,000	15%
121 SALES & USE TAX	94,689,077	102,780,000	106,236,000	3,456,000	3%
122 HOTEL ROOM TAX	150,652,418	164,561,000	176,647,000	12,086,000	7%
123 UTILITY USERS TAX	72,574,381	70,920,000	79,438,000	8,518,000	12%
124 PARKING TAX	55,146,475	55,182,600	58,346,696	3,164,096	6%
125 PROPERTY TRANSFER TAX	116,796,973	83,000,000	105,000,000	22,000,000	27%
129 OTHER LOCAL TAXES	2,179,719	2,430,000	2,876,000	446,000	18%
<b>Local Taxes Subtotals</b>	<b>1,707,983,568</b>	<b>1,681,801,316</b>	<b>1,919,412,566</b>	<b>237,611,250</b>	<b>14%</b>
<b>Licenses &amp; Fines</b>					
201 BUSINESS HEALTH LICENSES	4,810,741	4,757,875	5,314,839	556,964	12%
202 OTHER BUSINESS / PROFESSIONAL LICEN	2,144,804	1,939,000	1,828,000	(111,000)	-6%
203 ROAD PRIVILEGES & PERMITS	3,528,341	5,710,085	5,687,705	(22,380)	N/ A
206 FRANCHISES	13,921,235	14,591,390	15,737,008	1,145,618	8%
207 ETHICS FEES	48,636	46,000	46,000	0	N/ A
209 OTHER LICENSES & PERMITS	4,386,383	4,870,118	4,902,880	32,762	1%
251 TRAFFIC FINES	92,967,777	97,814,856	97,404,547	(410,309)	N/ A
252 COURT FINES - NON TRAFFIC	460,596	329,935	247,779	(82,156)	-25%
253 OTHER NON-COURT FINES	5,642,565	4,675,000	127,115	(4,547,885)	-97%
255 ETHICS FINES	301,899	130,000	130,000	0	N/ A
259 OTHER FORFEITURES & PENALTIES	1,976,802	4,542,263	2,865,980	(1,676,283)	-37%
<b>Licenses &amp; Fines Subtotals</b>	<b>130,189,779</b>	<b>139,406,522</b>	<b>134,291,853</b>	<b>(5,114,669)</b>	<b>-4%</b>

Sources by Category and Object

Object	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Use of Money or Property</b>					
301 INTEREST	29,327,657	34,403,827	59,680,985	25,277,158	73%
302 DIVIDENDS	110	0	0	0	N/A
351 PARKING METER COLLECTIONS	25,561,061	31,253,120	33,062,214	1,809,094	6%
352 PARKING GARAGE / LOT RENTALS	87,145,110	93,705,359	95,468,103	1,762,744	2%
353 REC & PARK - RENTALS	15,459,193	4,367,500	4,082,500	(285,000)	-7%
354 REC & PARK - CONCESSIONS	12,689,656	8,783,478	8,026,500	(756,978)	-9%
355 CULTURAL FACILITIES - RENTALS	1,251,802	1,123,832	1,222,013	98,181	9%
356 CULTURAL FACILITIES - CONCESSIONS	242,652	232,093	236,300	4,207	2%
357 CONV FACILITIES - RENTALS & CONCESSI	0	20,134,396	20,702,076	567,680	3%
360 PORT - CARGO RENTAL	(7,595)	0	0	0	N/A
361 PORT - SHIP REPAIR CONCESSION	1,017,863	0	0	0	N/A
362 PORT - HARBOR RENTS	963,552	0	0	0	N/A
363 PORT-COMMERCIAL/INDUSTRIALRENT/C	24,633,913	34,041,000	34,953,000	912,000	3%
365 PORT - CRUISE RENTS	191,615	0	0	0	N/A
366 PORT - FISHING RENT	1,488,511	0	0	0	N/A
367 PORT - OTHER MARINE RENTS / CONCESS	1,012,233	0	0	0	N/A
372 SFIA - PASSENGER TERMINALS RENTALS	3,910,602	4,175,000	4,606,000	431,000	10%
373 SFIA-PAVED & UNIMPROVED-NONAIRLIN	11,863,932	11,934,000	11,934,000	0	N/A
374 SFIA - ADVERTISING, TEL. & OTHERS	9,908,611	11,009,000	11,263,000	254,000	2%
375 SFIA - NEWS, TOBACCO & GIFTS	35,055,126	40,266,000	40,643,000	377,000	1%
376 SFIA - AUTO RENTALS	20,820,714	23,073,000	24,514,000	1,441,000	6%
377 SFIA - RESTAURANT & ALLIED SVCS	7,992,638	7,695,000	8,498,000	803,000	10%
379 SFIA - OTHER GROUND TRANSPORTATIO	6,966,953	8,410,000	7,823,000	(587,000)	-7%
381 SFIA - AUTO SERVICE STATION	71,758	82,000	83,000	1,000	1%
391 SFWD - OTHERS	148,184	0	0	0	N/A
398 OTHER CITY PROPERTY RENTALS	19,218,370	23,475,890	21,898,402	(1,577,488)	-7%
399 OTHER CONCESSIONS	0	50,000	0	(50,000)	N/A
<b>Use of Money or Property Subtotals</b>	<b>316,934,221</b>	<b>358,214,495</b>	<b>388,696,093</b>	<b>30,481,598</b>	<b>9%</b>
<b>Intergovernmental Revenue - Federal</b>					
401 FEDERAL - PUBLIC ASSISTANCE ADMIN	115,662,590	131,113,315	131,627,111	513,796	N/A
402 FEDERAL - PUBLIC ASSISTANCE PROGRAM	58,533,717	76,458,774	63,138,776	(13,319,998)	-17%
411 FEDERAL - TRANSP/TRANSIT-OPERATING	13,254,078	16,844,249	3,828,681	(13,015,568)	-77%
440 FEDERAL HOMELAND SECURITY	135,280	18,709,101	3,422,250	(15,286,851)	-82%
449 FEDERAL - OTHER	102,442,621	132,553,401	152,093,132	19,539,731	15%
<b>Intergovernmental Revenue - Federal Subtotals</b>	<b>290,028,286</b>	<b>375,678,840</b>	<b>354,109,950</b>	<b>(21,568,890)</b>	<b>-6%</b>

Sources by Category and Object

Object	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Intergovernmental Revenue - State</b>					
451 STATE - PUBLIC ASSISTANCE ADMIN	41,315,918	43,164,934	45,203,715	2,038,781	5%
452 STATE - PUBLIC ASSISTANCE PROGRAMS	56,029,245	46,644,147	54,134,447	7,490,300	16%
453 STATE - HEALTH ADMINISTRATION	27,433,164	33,113,735	32,321,910	(791,825)	-2%
454 STATE - HEALTH PROGRAMS	96,477,707	90,521,760	101,748,715	11,226,955	12%
455 STATE - HEALTH & WELFARE SALES TAX	129,460,043	125,105,000	131,988,000	6,883,000	6%
456 STATE-HEALTH & WELFARE VEH LICENSE	87,743,885	94,456,000	92,509,000	(1,947,000)	-2%
461 STATE - MOTOR VEHICLE IN-LIEU TAX	3,675,098	36,660,000	5,604,000	(31,056,000)	-85%
462 STATE - HIGHWAY USERS TAX	14,197,040	15,172,132	15,172,132	0	N/A
470 STATE - AGRICULTURE	140,530	103,000	408,244	305,244	N/A
471 STATE-TRANSPORT/TRANSIT-OPERATING	29,728,761	29,505,000	32,110,000	2,605,000	9%
481 STATE - HOMEOWNERS' PROPERTY TAX R	5,342,129	5,101,000	5,101,000	0	N/A
483 STATE - PROP 172 PUBLIC SAFETY FUNDS	65,671,278	70,000,000	74,030,000	4,030,000	6%
489 STATE - OTHER	40,006,616	50,874,447	61,337,866	10,463,419	21%
<b>Intergovernmental Revenue - State Subtotals</b>	<b>597,221,414</b>	<b>640,421,155</b>	<b>651,669,029</b>	<b>11,247,874</b>	<b>2%</b>
<b>Intergovernmental Revenue - Other</b>					
491 OTHER-TRANSPORT/TRANSIT-OPERTING	50,401,601	56,087,627	68,684,332	12,596,705	22%
499 OTHER - GOVERNMENTAL AGENCIES	(77,376)	0	0	0	N/A
<b>Intergovernmental Revenue - Other Subtotals</b>	<b>50,324,225</b>	<b>56,087,627</b>	<b>68,684,332</b>	<b>12,596,705</b>	<b>22%</b>

Budget Summary Tables

Sources by Category and Object

Object	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Charges for Services</b>					
601 GENERAL GOVERNMENT SERVICES	55,464,542	62,213,719	58,915,309	(3,298,410)	-5%
605 HUMANE SERVICE	195,268	217,100	167,100	(50,000)	-23%
606 PUBLIC SAFETY SERVICE CHARGES	60,388,935	62,987,906	65,577,504	2,589,598	4%
607 CORRECTION SERVICE CHARGES	3,489,522	4,929,513	6,531,870	1,602,357	33%
608 HIGHWAY SERVICE CHARGES	448,761	518,000	518,000	0	N/ A
611 PLANNING & ENGINEERING SERVICES	32,349,736	32,955,755	45,792,429	12,836,674	39%
625 LIBRARY SERVICES	670,482	763,100	763,100	0	N/ A
626 REC & PARK - SERVICE CHARGES	17,577,358	15,350,300	17,423,268	2,072,968	14%
628 CONCERTS, EXHIBITIONS & PERFORMANC	2,295,760	5,533,359	4,429,784	(1,103,575)	-20%
631 SANITATION SERVICE CHARGES	143,235,193	164,308,900	187,413,444	23,104,544	14%
635 HEALTH SERVICE CHARGES	9,376,974	8,964,070	9,566,979	602,909	7%
640 PORT - CARGO SERVICES	3,335,950	4,135,000	4,340,000	205,000	5%
641 PORT - SHIP REPAIR SERVICES	0	875,000	895,000	20,000	2%
642 PORT - HARBOR SERVICES	33,846	1,025,000	860,000	(165,000)	-16%
645 PORT - CRUISE SERVICES	1,465,231	1,575,000	1,825,000	250,000	16%
646 PORT - FISHING SERVICES	37,573	1,710,000	1,892,000	182,000	11%
647 PORT - OTHER MARINE SERVICES	459,324	1,180,500	1,067,000	(113,500)	-10%
659 NET PATIENT REVENUE	373,633,967	371,076,834	401,920,817	30,843,983	8%
660 STATE BILL REVENUES	149,912,064	146,366,305	105,372,735	(40,993,570)	-28%
661 TRANSIT PASS REVENUE	55,089,604	58,360,826	60,099,919	1,739,093	3%
662 TRANSIT CABLE CAR REVENUE	16,207,388	20,136,148	25,703,974	5,567,826	28%
663 TRANSIT CASH REVENUE	43,175,456	46,713,162	52,013,938	5,300,776	11%
664 TRANSIT CHARTER BUS REVENUE	20,282	20,664	21,077	413	2%
665 TRANSIT ADVERTISING REVENUE	4,130,306	4,429,852	6,572,734	2,142,882	48%
666 TRANSIT TOKEN REVENUE	4,316,806	4,313,051	5,383,005	1,069,954	25%
667 TRANSIT PARATRANSIT REVENUE	1,374,728	1,778,288	1,978,288	200,000	11%
669 TRANSIT OTHER OPERATING REVENUE	1,802,816	221,854	14,221,854	14,000,000	N/ A
671 SFIA - FLIGHT OPERATIONS	94,111,943	155,619,000	158,731,000	3,112,000	2%
672 SFIA - RENTAL AIRLINES	147,107,992	157,555,000	160,838,000	3,283,000	2%
673 SFIA - PAVED & UNIMPROVED-AIRLINES	22,911,254	23,672,000	24,087,000	415,000	2%
674 SFIA - AIRCRAFT & OUTDOOR STORAGE	7,652,315	8,008,000	8,163,000	155,000	2%
675 SFIA - AIRLINE SUPPORT SERVICE	18,472,353	20,153,000	22,882,000	2,729,000	14%
676 SFIA - FUEL, OIL & OTHER SERVICES	4,806,637	4,675,000	5,484,000	809,000	17%
677 SFIA - PARKING AIRLINES	7,779,655	7,716,000	7,163,000	(553,000)	-7%
681 WATER SALES	163,215,611	176,510,600	197,820,228	21,309,628	12%
687 HETCH HETCHY - ELECTRICITY SALES	102,626,426	101,217,822	100,400,513	(817,309)	-1%
699 OTHER CHARGES FOR SERVICES	1,145,185	1,692,000	2,802,300	1,110,300	66%
860 ISF CHARGES FOR SERVICES TO AAO FUN	5,337,816	1,003,473	1,076,609	73,136	7%
890 NON ISF CHRGS FOR SVCS TO OTHER CTY	840,339	101,995	1,035,273	933,278	N/ A
<b>Charges for Services Subtotals</b>	<b>1,556,495,398</b>	<b>1,680,583,096</b>	<b>1,771,749,051</b>	<b>91,165,955</b>	<b>5%</b>

Budget Summary Tables

Sources by Category and Object

Object	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Other Revenues</b>					
701 RETIREMENT - CONTRIBUTIONS	15,595,203	14,192,356	15,822,818	1,630,462	11%
751 SF COMMUNITY COLLEGE DIST REVENUE	36	0	0	0	N/A
753 CHN - OTHER OPERATING REVENUE	12,733,565	13,283,359	12,797,770	(485,589)	-4%
759 PORT - OTHER NON OPERATING REVENUE	1,992,068	1,014,300	1,394,550	380,250	37%
761 GAIN(LOSS) ON SALES OF FIXED ASSETS	9,605,022	30,150,000	10,650,000	(19,500,000)	-65%
762 PROCEEDS FROM SALES OF OTHER CITY P	475,784	382,200	432,200	50,000	13%
771 SFIA - COGENERATION FACILITIES	131,457	128,000	130,000	2,000	2%
772 SFIA - ELECTRICITY	15,222,813	16,200,000	15,923,000	(277,000)	-2%
773 SFIA - WATER	3,644,905	4,221,000	4,018,000	(203,000)	-5%
774 SFIA - SECURITY SERVICES	2,414,743	2,568,000	2,524,000	(44,000)	-2%
776 SFIA-NATURAL GAS	0	0	447,000	447,000	N/A
779 SFIA - MISCELLANEOUS	550,949	6,608,000	28,755,832	22,147,832	N/A
780 WATER - OTHER OPERATING REVENUE	2,944,087	3,100,000	3,100,000	0	N/A
781 GIFTS & BEQUESTS	1,295,739	1,109,540	698,001	(411,539)	-37%
782 PRIVATE GRANTS	458,737	1,251,432	1,047,294	(204,138)	-16%
789 OTHER OPERATING ADJUSTMENTS	3,166,019	175,000	137,250	(37,750)	-22%
797 CUSTOM WORK&SVC TO OTHER GOV'T A	85,821	0	0	0	N/A
799 OTHER NON-OPERATING REVENUES	15,843,507	3,423,881	4,396,641	972,760	28%
801 PROCEEDS FROM LONG-TERM DEBT	0	52,681,808	80,690,860	28,009,052	53%
849 OTHER FINANCING SOURCES	0	596,500	900,500	304,000	51%
<b>Other Revenues Subtotals</b>	<b>86,160,455</b>	<b>151,085,376</b>	<b>183,865,716</b>	<b>32,780,340</b>	<b>22%</b>
<b>Transfers In</b>					
920 GENERAL FUND SUBSIDY TRANSFER IN	284,620,495	330,632,489	385,890,744	55,258,255	17%
930 OTHER OPERATING TRANSFERS IN	258,491,490	197,792,687	129,262,662	(68,530,025)	-35%
950 INTRAFUND TRANSFERS IN	243,378,030	383,510,261	400,075,323	16,565,062	4%
<b>Transfers In Subtotals</b>	<b>786,490,015</b>	<b>911,935,437</b>	<b>915,228,729</b>	<b>3,293,292</b>	<b>N/A</b>
<b>Fund Balance</b>					
999 FUND BALANCE	333,703,414	260,017,660	258,268,469	(1,749,191)	-1%
<b>Fund Balance Subtotals</b>	<b>333,703,414</b>	<b>260,017,660</b>	<b>258,268,469</b>	<b>(1,749,191)</b>	<b>-1%</b>
<b>Revenue Subtotals</b>	<b>5,855,530,775</b>	<b>6,255,231,524</b>	<b>6,645,975,788</b>	<b>390,744,264</b>	<b>6%</b>
Less Interfund and Intrafund Transfers	(786,490,015)	(911,935,437)	(915,228,729)	(3,293,292)	N/A
<b>Net Sources</b>	<b>5,069,040,760</b>	<b>5,343,296,087</b>	<b>5,730,747,059</b>	<b>387,450,972</b>	<b>7%</b>

Budget Summary Tables

Uses by Category and Object

Char/ Obj	Object Title	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Salaries &amp; Wages</b>						
001/001	PERMANENT SALARIES - MISC	1,092,762,966	1,227,079,159	1,313,944,509	86,865,350	7%
001/002	PERMANENT SALARIES - UNIFORM	361,307,510	383,444,268	414,832,288	31,388,020	8%
001/003	PERMANENT SALARIES - PLATFORM	137,653,257	128,196,821	144,412,076	16,215,255	13%
001/004	PERMANENT SALARIES - NURSES	115,290,766	136,820,797	148,606,073	11,785,276	9%
001/005	TEMP SALARIES - MISC	50,220,798	22,687,611	25,666,591	2,978,980	13%
001/006	TEMP SALARIES - NURSES	8,112,821	2,743,613	2,684,060	(59,553)	-2%
001/009	PREMIUM PAY	74,959,909	73,085,541	76,333,701	3,248,160	4%
001/010	ONE-TIME SALARY PAYMENTS	19,373,073	2,759,815	3,497,352	737,537	27%
001/011	OVERTIME	60,248,158	52,319,657	62,115,592	9,795,935	19%
001/012	HOLIDAY PAY	16,130,371	16,332,256	16,846,761	514,505	3%
<b>Salaries &amp; Wages</b>		<b>1,936,059,629</b>	<b>2,045,469,538</b>	<b>2,208,939,003</b>	<b>163,469,465</b>	<b>8%</b>
<b>Fringe Benefits</b>						
013/013	RETIREMENT	110,650,188	170,466,589	248,154,713	77,688,124	46%
013/014	SOCIAL SECURITY	110,555,671	122,518,959	131,768,550	9,249,591	8%
013/015	HEALTH SERVICE	265,422,099	301,733,493	332,267,947	30,534,454	10%
013/016	DENTAL COVERAGE	32,396,504	34,449,192	35,152,007	702,815	2%
013/017	UNEMPLOYMENT INSURANCE	4,166,126	5,078,052	6,595,509	1,517,457	30%
013/019	OTHER FRINGE BENEFITS	3,708,807	13,661,029	17,008,969	3,347,940	25%
<b>Fringe Benefits</b>		<b>526,899,395</b>	<b>647,907,314</b>	<b>770,947,695</b>	<b>123,040,381</b>	<b>19%</b>
<b>Overhead</b>						
020/020	OVERHEAD	71,220,689	70,327,961	73,159,593	2,831,632	4%
<b>Overhead</b>		<b>71,220,689</b>	<b>70,327,961</b>	<b>73,159,593</b>	<b>2,831,632</b>	<b>4%</b>

Budget Summary Tables

Uses by Category and Object

Char / Obj	Object Title	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Professional &amp; Contractual Services</b>						
021/021	TRAVEL	2,178,432	2,046,142	2,591,025	544,883	27%
021/022	TRAINING	5,012,040	8,065,044	9,313,129	1,248,085	15%
021/023	EMPLOYEE FIELD EXPENSE	800,891	523,385	598,733	75,348	14%
021/024	MEMBERSHIP FEES	2,342,465	2,288,941	2,439,907	150,966	7%
021/025	ENTERTAINMENT AND PROMOTION	511,553	479,812	497,842	18,030	4%
021/026	COURT FEES AND OTHER COMPENS	9,446,563	10,311,649	10,372,017	60,368	1%
021/027	PROFESSIONAL & SPECIALIZED SER	531,498,979	539,463,350	579,942,299	40,478,949	8%
021/028	MAINTENANCE SVCS-BUILDING & S	28,438,463	18,824,582	21,594,406	2,769,824	15%
021/029	MAINTENANCE SVCS - EQUIPMENT	26,935,354	28,519,257	34,175,365	5,656,108	20%
021/030	RENTS & LEASES-BUILDINGS & STRU	89,003,990	97,325,722	107,386,005	10,060,283	10%
021/031	RENTS & LEASES - EQUIPMENT	9,702,780	6,131,456	6,973,959	842,503	14%
021/032	UTILITIES	16,773,862	14,885,823	16,985,005	2,099,182	14%
021/033	POWER FOR RESALE	123,780,526	124,456,259	121,447,482	(3,008,777)	-2%
021/034	SUBSISTANCE	282,200	145,766	144,290	(1,476)	-1%
021/035	OTHER CURRENT EXPENSES	144,068,492	198,278,786	144,959,676	(53,319,110)	-27%
021/051	INSURANCE	73,307,723	71,243,553	64,920,412	(6,323,141)	-9%
021/052	TAXES, LICENSES & PERMITS	54,234,028	52,281,936	54,039,943	1,758,007	3%
021/053	JUDGEMENTS & CLAIMS	35,089,833	20,255,038	18,336,616	(1,918,422)	-9%
021/054	OTHER FIXED CHARGES	228,690	142,300	1,344,400	1,202,100	N/ A
055/056	HEALTH SERVICE TRUST FUND	139,777	0	0	0	N/ A
057/057	RETIREMENT TRUST - CONTRIBUTIO	3,958,805	0	0	0	N/ A
069/06C	CAPITAL PROJECTS BUDGET - CFWD	0	12,880,000	1,537,644	(11,342,356)	-88%
069/06D	FACILITIES MAINTENANCE BUDGET	0	0	250,000	250,000	N/ A
06P/06P	PROGRAMMATIC PROJECTS - BUDGE	0	4,660,535	769,519	(3,891,016)	-83%
079/079	ALLOCATED CHARGES	(15,689,867)	(4,869,259)	(5,473,749)	(604,490)	12%
089/089	BUDGET REDUCTION - NOT DETAIL	0	(1,000,000)	0	1,000,000	N/ A
<b>Professional &amp; Contractual Services</b>		<b>1,142,045,579</b>	<b>1,207,340,077</b>	<b>1,195,145,925</b>	<b>(12,194,152)</b>	<b>-1%</b>
<b>Aid Assistance / Grants</b>						
036/036	AID ASSISTANCE	35,965,746	39,783,727	41,987,344	2,203,617	6%
037/037	AID PAYMENTS	211,131,265	220,340,201	220,388,772	48,571	N/ A
038/038	CITY GRANT PROGRAMS	174,879,640	195,896,427	202,061,419	6,164,992	3%
039/039	CITY LOAN PROGRAMS	1,658,275	1,500,000	1,500,000	0	N/ A
<b>Aid Assistance / Grants</b>		<b>423,634,926</b>	<b>457,520,355</b>	<b>465,937,535</b>	<b>8,417,180</b>	<b>2%</b>



Budget Summary Tables

Uses by Category and Object

Char/ Obj	Object Title	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Materials &amp; Supplies</b>						
040/040	MATERIALS & SUPPLIES BUDGET ON	23,866	101,577,319	104,192,784	2,615,465	3%
040/041	INVENTORIES	1,627,605	0	0	0	N/A
040/042	BUILDING & CONSTRUCTION SUPPL	17,973,572	7,719,602	11,161,207	3,441,605	45%
040/043	EQUIPMENT MAINTENANCE SUPPLI	30,152,294	24,971,395	20,446,406	(4,524,989)	-18%
040/044	HOSPITAL, CLINICS & LABORATORY	63,552,016	10,505,511	11,122,145	616,634	6%
040/045	SAFETY	6,274,198	4,088,850	4,831,771	742,921	18%
040/046	FOOD	12,172,222	3,486,701	3,532,966	46,265	1%
040/047	FUELS & LUBRICANTS	15,877,413	11,458,819	16,425,009	4,966,190	43%
040/048	WATER SEWAGE TREATMENT SUPPL	7,054,994	9,059,695	9,941,695	882,000	10%
040/049	OTHER MATERIALS & SUPPLIES	36,465,237	20,087,966	23,427,477	3,339,511	17%
040/04A	SMALL EQUIPMENT ITEMS	529,536	174,326	256,500	82,174	47%
<b>Materials &amp; Supplies</b>		<b>191,702,953</b>	<b>193,130,184</b>	<b>205,337,960</b>	<b>12,207,776</b>	<b>6%</b>
<b>Equipment</b>						
060/060	EQUIPMENT PURCHASE	17,242,001	32,062,812	32,630,535	567,723	2%
060/061	EQT LEASE / PURCH - INITIAL	49,438	204,280	153,000	(51,280)	-25%
060/062	EQT LEASE / PURCH - RENEWAL	576,235	753,226	339,797	(413,429)	-55%
060/063	EQT LEASE / PURCH - FIN AGY INITI	487,282	1,096,166	892,800	(203,366)	-19%
060/064	EQT LEASE / PURCH - FIN AGY RENE	8,456,624	15,903,105	19,014,329	3,111,224	20%
060/065	ANIMAL PURCHASE	25,713	0	0	0	N/A
060/066	LAND	8,918,595	0	0	0	N/A
060/068	INTEREST EXPENSE - CAPITALIZED	145,650	0	0	0	N/A
<b>Equipment</b>		<b>35,901,538</b>	<b>50,019,589</b>	<b>53,030,461</b>	<b>3,010,872</b>	<b>6%</b>
<b>Debt Service</b>						
070/070	DEBT SERVICE	527,913,059	525,287,808	553,639,847	28,352,039	5%
070/074	DEBT INTEREST	35,428	0	0	0	N/A
<b>Debt Service</b>		<b>527,948,487</b>	<b>525,287,808</b>	<b>553,639,847</b>	<b>28,352,039</b>	<b>5%</b>
<b>Services of Other Departments</b>						
081/081	SERVICES OF OTHER DEPTS (AAO FU	460,333,114	495,785,478	531,473,437	35,687,959	7%
081/083	SERVICES OF OTHER CITY AGENCIES	0	125,000	60,000	(65,000)	-52%
<b>Services of Other Departments</b>		<b>460,333,114</b>	<b>495,910,478</b>	<b>531,533,437</b>	<b>35,622,959</b>	<b>7%</b>
<b>Transfers Out</b>						
091/093	OTHER OPERATING TRANSFERS OU	204,836,854	197,792,687	129,262,662	(68,530,025)	-35%
092/092	GENERAL FUND SUBSIDY TRANSFER	289,620,495	330,632,489	385,890,744	55,258,255	17%
095/095	INTRAFUND TRANSFERS OUT	255,047,764	383,510,261	400,075,323	16,565,062	4%
<b>Transfers Out</b>		<b>749,505,113</b>	<b>911,935,437</b>	<b>915,228,729</b>	<b>3,293,292</b>	<b>N/A</b>

Budget Summary Tables

Uses by Category and Object

Char/ Obj	Object Title	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Budgetary Reserves</b>						
097/097	APPROPRIATED REVENUE - RESERVE	27,162,239	59,610,519	64,411,885	4,801,366	8%
098/098	UNAPPROPRIATED REVENUE - DESI	0	564,000	34,321,759	33,757,759	N/ A
099/099	UNAPPROPRIATED REVENUE - UNR	0	12,102,527	0	(12,102,527)	N/ A
<b>Budgetary Reserves</b>		<b>27,162,239</b>	<b>72,277,046</b>	<b>98,733,644</b>	<b>26,456,598</b>	<b>37%</b>
<b>Facilities Maintenance</b>						
06F/06F	FACILITIES MAINTENANCE PROJECT	11,870,932	26,725,206	42,286,167	15,560,961	58%
<b>Facilities Maintenance</b>		<b>11,870,932</b>	<b>26,725,206</b>	<b>42,286,167</b>	<b>15,560,961</b>	<b>58%</b>
<b>Capital Projects</b>						
067/067	BLDS, STRUCTURES & IMPROVEMEN	310,539,912	231,807,851	276,861,425	45,053,574	19%
<b>Capital Projects</b>		<b>310,539,912</b>	<b>231,807,851</b>	<b>276,861,425</b>	<b>45,053,574</b>	<b>19%</b>
<b>Expenditure Total</b>		<b>6,414,824,506</b>	<b>6,935,658,844</b>	<b>7,390,781,421</b>	<b>455,122,577</b>	<b>7%</b>
	Less Interfund and Intrafund Transfers	(747,705,115)	(910,135,437)	(913,428,729)	(3,293,291)	N/ A
	Less Interdepartmental Recoveries	(598,078,631)	(680,427,320)	(744,805,633)	(64,378,313)	9%
<b>Net Uses</b>		<b>5,069,040,760</b>	<b>5,343,296,087</b>	<b>5,730,747,059</b>	<b>387,450,972</b>	<b>7%</b>

Note: FY 2004-05 Actuals reflect levels of annually budgeted activity. Capital and facilities maintenance projects are estimated as actual spending is often moved to non-annually budgeted funds and/or other spending categories. The City's Comprehensive Annual Financial Report reflects the audited actual total spending including both annually budgeted and non-annually budgeted capital project spending.

Budget Summary Tables

Sources by Fund

Fund	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Fund Type: 1G GENERAL FUND</b>					
AGF GENERAL FUND	2,700,681,489	2,666,985,731	2,838,619,475	171,633,744	6%
<b>Fund Type: 1G Subtotal</b>	<b>2,700,681,489</b>	<b>2,666,985,731</b>	<b>2,838,619,475</b>	<b>171,633,744</b>	<b>6%</b>
<b>Fund Type: 2S SPECIAL REVENUE FUNDS</b>					
BIF BUILDING INSPECTION FUND	39,099,392	44,688,038	70,289,724	25,601,686	57%
CFC CHILDREN & FAMILIES FUND	9,749,828	11,518,223	17,599,910	6,081,687	53%
CFF CONVENTION FACILITIES FUND	53,979,080	66,376,150	74,481,222	8,105,072	12%
CHF CHILDREN'S FUND	51,112,348	58,536,651	44,827,024	(13,709,627)	-23%
CHS COMM HEALTH SVS SPEC REV FD	95,987,978	88,441,033	92,439,365	3,998,332	5%
CRF CULTURE & RECREATION SPEC REV FD	7,914,818	8,449,854	8,243,942	(205,912)	-2%
CSS CHILD SUPPORT SERVICES FUND	14,090,522	14,852,987	14,997,207	144,220	1%
CTF COURTS' SPECIAL REVENUE FUND	7,909,354	4,072,401	4,591,596	519,195	13%
ENV ENVIRONMENTAL PROTECTION PROGR	1,857,639	1,375,406	4,080,331	2,704,925	N/ A
GOL GOLF FUND	9,581,999	11,128,680	12,553,519	1,424,839	13%
GSF GENERAL SERVICES SPECIAL REVENUE F	5,895,190	5,274,331	4,793,854	(480,477)	-9%
GTF GASOLINE TAX FUND	26,803,393	28,552,583	35,805,106	7,252,523	25%
HWF HUMAN WELFARE SPECIAL REVENUE F	14,617,127	14,830,281	17,815,065	2,984,784	20%
LIB PUBLIC LIBRARY SPECIAL REVENUE FUN	57,236,153	63,318,307	77,683,709	14,365,402	23%
NDF NEIGHBORHOOD DEVELOPMENT SPEC	11,005,010	6,590,133	6,329,113	(261,020)	-4%
OSP OPEN SPACE & PARK FUND	34,247,689	32,550,862	38,323,579	5,772,717	18%
PPF PUBLIC PROTECTION SPECIAL REVENUE	68,984,248	104,387,018	84,772,254	(19,614,764)	-19%
PWF PUBLIC WORKS SPECIAL REVENUE FUN	10,619,480	6,736,341	6,483,967	(252,374)	-4%
RPF REAL PROPERTY SPECIAL REVENUE FUN	15,824,896	10,392,455	8,245,006	(2,147,449)	-21%
SCP SENIOR CITIZENS' PROGRAMS FUND	5,960,823	6,906,518	5,972,512	(934,006)	-14%
T&C TRANSPORTATION & COMMERCE S/R F	0	0	68,000	68,000	N/ A
WMF WAR MEMORIAL FUND	9,918,732	11,719,418	11,432,200	(287,218)	-2%
<b>Fund Type: 2S Subtotal</b>	<b>552,395,699</b>	<b>600,697,670</b>	<b>641,828,205</b>	<b>41,130,535</b>	<b>7%</b>
<b>Fund Type: 3C CAPITAL PROJECTS FUNDS</b>					
CCS CITYWIDE COMMUNICATION SYSTEM	0	1,500,000	218,000	(1,282,000)	-85%
PLI PUBLIC LIBRARY IMPROVEMENT FUND	0	113,333	0	(113,333)	N/ A
RPF RECREATION & PARK CAPITAL IMPVTS F	0	1,144,871	27,031,690	25,886,819	N/ A
SIF STREET IMPROVEMENT FUND	0	36,300,000	7,500,000	(28,800,000)	-79%
XCF CITY FACILITIES IMPROVEMENT FUND	0	1,972,448	2,028,536	56,088	3%
<b>Fund Type: 3C Subtotal</b>	<b>0</b>	<b>41,030,652</b>	<b>36,778,226</b>	<b>(4,252,426)</b>	<b>-10%</b>

Budget Summary Tables

Sources by Fund

Fund	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Fund Type: 4D DEBT SERVICE FUNDS</b>					
GOB GENERAL OBLIGATION BOND FUND	138,699,032	136,966,074	137,071,870	105,796	N/A
ODS OTHER DEBT SERVICE FUNDS	0	7,013,667	7,015,792	2,125	N/A
<b>Fund Type: 4D Subtotal</b>	<b>138,699,032</b>	<b>143,979,741</b>	<b>144,087,662</b>	<b>107,921</b>	<b>N/A</b>
<b>Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS</b>					
AAA SFIA - OPERATING FUND	564,343,409	610,334,626	621,400,730	11,066,104	2%
CPF SFIA - CAPITAL PROJECTS FUND	0	68,721,000	98,296,828	29,575,828	43%
<b>Fund Type: 5A Subtotal</b>	<b>564,343,409</b>	<b>679,055,626</b>	<b>719,697,558</b>	<b>40,641,932</b>	<b>6%</b>
<b>Fund Type: 5C WASTEWATER ENTERPRISE FUNDS</b>					
AAA CWP - OPERATING FUND	185,503,388	166,096,125	199,164,011	33,067,886	20%
CPF CWP - CAPITAL PROJECTS FUND	0	60,900,000	55,354,000	(5,546,000)	-9%
<b>Fund Type: 5C Subtotal</b>	<b>185,503,388</b>	<b>226,996,125</b>	<b>254,518,011</b>	<b>27,521,886</b>	<b>12%</b>
<b>Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS</b>					
AAA SFGH - OPERATING FUND	534,531,887	554,780,565	556,839,953	2,059,388	N/A
AGT SFGH-OPERATING GRANTS FUND	0	25,000	0	(25,000)	N/A
<b>Fund Type: 5H Subtotal</b>	<b>534,531,887</b>	<b>554,805,565</b>	<b>556,839,953</b>	<b>2,034,388</b>	<b>N/A</b>
<b>Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS</b>					
AAA LHH-OPERATING FUND	156,752,635	164,661,719	184,252,074	19,590,355	12%
<b>Fund Type: 5L Subtotal</b>	<b>156,752,635</b>	<b>164,661,719</b>	<b>184,252,074</b>	<b>19,590,355</b>	<b>12%</b>
<b>Fund Type: 5M MTA - MUNICIPAL RAILWAY FUNDS</b>					
AAA MUNI-OPERATING FUND	482,474,417	507,404,629	571,575,896	64,171,267	13%
AGT MUNI-OPERATING GRANTS FUND	0	0	22,500,000	22,500,000	N/A
CPF MUNI-CAPITAL PROJECTS FUND	0	0	270,000	270,000	N/A
SRF MUNI-SPECIAL REVENUE FUND	3,739,973	10,368,692	10,368,692	0	N/A
<b>Fund Type: 5M Subtotal</b>	<b>486,214,390</b>	<b>517,773,321</b>	<b>604,714,588</b>	<b>86,941,267</b>	<b>17%</b>
<b>Fund Type: 5N MTA - PARKING &amp; TRAFFIC FUNDS</b>					
AAA PARK/TRAFFIC OPERATING FUND	47,289,781	56,170,574	65,715,895	9,545,321	17%
GTF GASOLINE TAX FUND	6,160,832	8,589,817	9,488,223	898,406	10%
OPF OFF-STREET PARKING FUND	19,569,862	28,048,374	30,496,733	2,448,359	9%
<b>Fund Type: 5N Subtotal</b>	<b>73,020,475</b>	<b>92,808,765</b>	<b>105,700,851</b>	<b>12,892,086</b>	<b>14%</b>
<b>Fund Type: 5P PORT OF SAN FRANCISCO FUNDS</b>					
AAA PORT-OPERATING FUND	68,341,913	84,978,622	77,605,745	(7,372,877)	-9%
CPF PORT-CAPITAL PROJECTS FUND	0	346,917	0	(346,917)	N/A
<b>Fund Type: 5P Subtotal</b>	<b>68,341,913</b>	<b>85,325,539</b>	<b>77,605,745</b>	<b>(7,719,794)</b>	<b>-9%</b>

Budget Summary Tables

Sources by Fund

Fund	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Fund Type: 5T PUC - HETCH HETCHY FUNDS</b>					
AAA HETCHY OPERATING FUND	235,804,331	192,040,915	199,007,546	6,966,631	4%
CPF HETCHY CAPITAL PROJECTS FUND	0	12,500,000	0	(12,500,000)	N/A
<b>Fund Type: 5T Subtotal</b>	<b>235,804,331</b>	<b>204,540,915</b>	<b>199,007,546</b>	<b>(5,533,369)</b>	<b>-3%</b>
<b>Fund Type: 5W PUC - WATER DEPARTMENT FUNDS</b>					
AAA SFWD-OPERATING FUND	136,268,651	238,113,859	246,713,569	8,599,710	4%
CPF SFWD-CAPITAL PROJECTS FUND	0	11,255,000	9,000,000	(2,255,000)	-20%
PUC PUC OPERATING FUND	(701,785)	0	0	0	N/A
<b>Fund Type: 5W Subtotal</b>	<b>135,566,866</b>	<b>249,368,859</b>	<b>255,713,569</b>	<b>6,344,710</b>	<b>3%</b>
<b>Fund Type: 6I INTERNAL SERVICE FUNDS</b>					
CSF IS-CENTRAL SHOPS FUND	(319,694)	0	0	0	N/A
FCF FINANCE CORPORATION FUNDS	0	8,761,808	8,115,860	(645,948)	-7%
OIS IS-REPRODUCTION FUND	394,943	0	0	0	N/A
TIF TELECOMMUNICATION FUND	757,431	145,754	137,617	(8,137)	-6%
<b>Fund Type: 6I Subtotal</b>	<b>832,680</b>	<b>8,907,562</b>	<b>8,253,477</b>	<b>(654,085)</b>	<b>-7%</b>
<b>Fund Type: 7E EXPENDABLE TRUST FUNDS</b>					
BEQ BEQUESTS FUND	6,859,945	2,433,533	966,312	(1,467,221)	-60%
GIF GIFT FUND	150,456	1,417,845	1,260,872	(156,973)	-11%
<b>Fund Type: 7E Subtotal</b>	<b>7,010,401</b>	<b>3,851,378</b>	<b>2,227,184</b>	<b>(1,624,194)</b>	<b>-42%</b>
<b>Fund Type: 7P PENSION TRUST FUNDS</b>					
RET EMPLOYEES' RETIREMENT SYSTEM	15,832,180	14,442,356	16,131,664	1,689,308	12%
<b>Fund Type: 7P Subtotal</b>	<b>15,832,180</b>	<b>14,442,356</b>	<b>16,131,664</b>	<b>1,689,308</b>	<b>12%</b>
Revenue Subtotals	5,855,530,775	6,255,231,524	6,645,975,788	390,744,264	6%
Less Interfund and Intrafund Transfers	(786,490,015)	(911,935,437)	(915,228,729)	(3,293,292)	N/A
<b>Net Sources</b>	<b>5,069,040,760</b>	<b>5,343,296,087</b>	<b>5,730,747,059</b>	<b>387,450,972</b>	<b>7%</b>

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: A PUBLIC PROTECTION</b>					
<b>ADULT PROBATION</b>					
ADMINISTRATION	1,804,457	1,649,260	1,714,386	65,126	4%
COMMUNITY SERVICES	6,961,544	6,384,237	6,687,854	303,617	5%
PRE-SENTENCING INVESTIGATION	1,506,417	2,582,658	2,902,983	320,325	12%
<b>ADULT PROBATION</b>	<b>10,272,418</b>	<b>10,616,155</b>	<b>11,305,223</b>	<b>689,068</b>	<b>6%</b>
<b>DISTRICT ATTORNEY</b>					
ADMINISTRATION	819,209	853,899	973,674	119,775	14%
CAREER CRIMINAL PROSECUTION	752,600	752,668	829,698	77,030	10%
CHILD ABDUCTION	670,798	778,805	838,072	59,267	8%
CRIMINAL JUSTICE	122,382	0	0	0	N/A
FAMILY VIOLENCE PROGRAM	270,162	409,505	432,577	23,072	6%
FELONY PROSECUTION	17,271,557	18,131,254	20,736,901	2,605,647	14%
INTEGRATED POLICE PROSECUTION / SUBP	306,039	7,839	0	(7,839)	N/A
MISDEMEANOR PROSECUTION	1,975,648	2,218,497	2,490,242	271,745	12%
SUPPORT SERVICES	1,994,163	3,596,520	3,929,913	333,393	9%
WORK ORDERS & GRANTS	6,330,748	6,989,259	6,789,512	(199,747)	-3%
<b>DISTRICT ATTORNEY</b>	<b>30,513,306</b>	<b>33,738,246</b>	<b>37,020,589</b>	<b>3,282,343</b>	<b>10%</b>
<b>EMERGENCY COMMUNICATIONS DEPARTMENT</b>					
911 PROJECT	5,880,359	10,159,350	9,752,636	(406,714)	-4%
CITYWIDE RADIO SYSTEM	26,429	42,000	28,000	(14,000)	-33%
EMERGENCY COMMUNICATIONS	31,995,234	42,218,633	46,170,222	3,951,589	9%
EMERGENCY SERVICES COORDINATION	798,150	16,536,095	3,007,353	(13,528,742)	-82%
FALSE ALARM PREVENTION	331,238	460,275	451,555	(8,720)	-2%
<b>EMERGENCY COMMUNICATIONS DEPART</b>	<b>39,031,410</b>	<b>69,416,353</b>	<b>59,409,766</b>	<b>(10,006,587)</b>	<b>-14%</b>

Budget Summary Tables

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: A PUBLIC PROTECTION</b>					
<b>FIRE DEPARTMENT</b>					
ADMINISTRATION	11,024,270	14,129,598	14,314,100	184,502	1%
AIRPORT SERVICES	11,274,466	13,070,966	13,843,990	773,024	6%
EMERGENCY SERVICES COORDINATION	0	0	213,024	213,024	N/A
FIRE - GIFTS AND BEQUEST FUNDING	0	20,000	200,000	180,000	N/A
FIREBOAT	2,045,531	2,311,457	2,296,985	(14,472)	-1%
GRANT SERVICES	186,957	383,297	499,448	116,151	30%
INVESTIGATION	1,381,075	1,794,899	1,927,896	132,997	7%
PREVENTION	6,681,721	6,917,243	8,038,122	1,120,879	16%
SUPPORT SERVICES	8,088,944	9,514,505	10,255,009	740,504	8%
SUPPRESSION	159,716,787	167,055,068	183,918,916	16,863,848	10%
TRAINING BUREAU	4,742,907	5,294,607	5,364,976	70,369	1%
WORK ORDER SERVICES	6,703,672	7,660,506	7,749,281	88,775	1%
<b>FIRE DEPARTMENT</b>	<b>211,846,330</b>	<b>228,152,146</b>	<b>248,621,747</b>	<b>20,469,601</b>	<b>9%</b>
<b>JUVENILE PROBATION</b>					
ADMINISTRATION	5,262,563	5,602,547	6,274,034	671,487	12%
CHILDREN'S BASELINE	1,460,544	1,550,562	1,921,645	371,083	24%
CHILDREN'S SVCS - NON-CHILDREN'S FUND	209,384	194,000	194,000	0	N/A
JUVENILE HALL	9,751,879	10,242,299	10,854,846	612,547	6%
JUVENILE HALL REPLACEMENT DEBT PAYM	0	1,701,600	2,624,880	923,280	54%
LOG CABIN RANCH	2,090,668	2,127,698	2,297,806	170,108	8%
PROBATION SERVICES	12,490,890	12,944,721	13,116,783	172,062	1%
<b>JUVENILE PROBATION</b>	<b>31,265,928</b>	<b>34,363,427</b>	<b>37,283,994</b>	<b>2,920,567</b>	<b>8%</b>
<b>POLICE</b>					
AIRPORT POLICE	27,836,079	34,422,272	35,479,159	1,056,887	3%
INVESTIGATIONS	56,054,799	56,626,054	58,453,762	1,827,708	3%
OFFICE OF CITIZEN COMPLAINTS	2,842,224	3,326,329	3,563,624	237,295	7%
OPERATIONS & ADMINISTRATION	43,346,703	51,429,207	60,221,217	8,792,010	17%
PATROL	170,199,682	185,535,314	198,712,463	13,177,149	7%
POLICE HOMELAND SECURITY - FY2005	10,418	407,458	391,338	(16,120)	-4%
SENIOR ESCORT SERVICE	5,326	0	0	0	N/A
WORK ORDER SERVICES	10,504,260	10,361,045	11,551,627	1,190,582	11%
<b>POLICE</b>	<b>310,799,491</b>	<b>342,107,679</b>	<b>368,373,190</b>	<b>26,265,511</b>	<b>8%</b>
<b>PUBLIC DEFENDER</b>					
CRIMINAL & SPECIAL DEFENSE	17,355,715	18,642,311	21,123,681	2,481,370	13%
GRANT SERVICES	340,203	229,378	224,009	(5,369)	-2%
<b>PUBLIC DEFENDER</b>	<b>17,695,918</b>	<b>18,871,689</b>	<b>21,347,690</b>	<b>2,476,001</b>	<b>13%</b>

Mayor's Budget 2006-2007

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: A PUBLIC PROTECTION</b>					
<b>SHERIFF</b>					
ADMINISTRATION	8,939,602	8,999,088	10,197,447	1,198,359	13%
COURT SECURITY & PROCESS	8,155,959	8,519,605	9,346,691	827,086	10%
CUSTODY	91,939,387	101,205,739	107,426,875	6,221,136	6%
FACILITIES & EQUIPMENT	5,207,374	4,396,923	4,963,948	567,025	13%
HALL OF JUSTICE JAILS	1,242	0	0	0	N/ A
NON PROGRAM	8,929,895	0	0	0	N/ A
RECRUITMENT & TRAINING	2,454,452	3,824,889	4,676,352	851,463	22%
SECURITY SERVICES	10,869,275	11,396,274	11,475,803	79,529	1%
SHERIFF FACILITIES MAINTENANCE	198,108	350,000	600,000	250,000	71%
SHERIFF FIELD SERVICES	4,214,895	4,796,291	5,319,165	522,874	11%
SHERIFF PROGRAMS	7,659,858	7,127,467	7,370,816	243,349	3%
<b>SHERIFF</b>	<b>148,570,047</b>	<b>150,616,276</b>	<b>161,377,097</b>	<b>10,760,821</b>	<b>7%</b>
<b>TRIAL COURTS</b>					
CHILD SUPPORT SERVICES - TRIAL COURTS	1,569,790	0	0	0	N/ A
COURT HOUSE DEBT SERVICE	7,424,118	2,821,020	4,513,396	1,692,376	60%
DISPUTE RESOLUTION PROGRAM	359,990	353,746	353,746	0	N/ A
INDIGENT DEFENSE / GRAND JURY	7,751,605	7,240,905	7,252,545	11,640	0%
SUBSTANCE ABUSE - COMMUNITY CARE	135,014	0	0	0	N/ A
SUPERIOR COURT SERVICES	251,040	177,374	78,200	(99,174)	-56%
TRIAL COURT SERVICES	24,965,343	25,099,764	24,239,564	(860,200)	-3%
<b>TRIAL COURTS</b>	<b>42,456,900</b>	<b>35,692,809</b>	<b>36,437,451</b>	<b>744,642</b>	<b>2%</b>
<b>Service Area: A Subtotals</b>	<b>842,451,748</b>	<b>923,574,780</b>	<b>981,176,747</b>	<b>57,601,967</b>	<b>6%</b>



Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>					
<b>AIRPORT</b>					
ADMINISTRATION, BUSINESS	412,196,808	396,685,052	387,603,958	(9,081,094)	-2%
DEPARTMENTAL FUND TRANSFER	380,494	0	0	0	N/ A
FACILITIES MAINTENANCE, CONSTRUCTION	75,800,323	118,825,768	170,305,309	51,479,541	43%
MAINTENANCE	29,807	0	0	0	N/ A
SAFETY & SECURITY	27,901,186	34,415,540	36,374,376	1,958,836	6%
<b>AIRPORT</b>	<b>516,308,618</b>	<b>549,926,360</b>	<b>594,283,643</b>	<b>44,357,283</b>	<b>8%</b>
<b>BOARD OF APPEALS</b>					
APPEALS PROCESSING	452,012	539,297	573,039	33,742	6%
<b>BOARD OF APPEALS</b>	<b>452,012</b>	<b>539,297</b>	<b>573,039</b>	<b>33,742</b>	<b>6%</b>
<b>DEPARTMENT OF BUILDING INSPECTION</b>					
ADMINISTRATION	9,963,208	9,207,508	16,569,989	7,362,481	80%
INSPECTION SERVICES	17,247,381	18,968,880	21,045,941	2,077,061	11%
PERMIT SERVICES	12,464,861	15,876,650	20,765,789	4,889,139	31%
RESIDENTIAL HOTEL PRESERVATION	0	0	1,700,000	1,700,000	N/ A
<b>DEPARTMENT OF BUILDING INSPECTION</b>	<b>39,675,450</b>	<b>44,053,038</b>	<b>60,081,719</b>	<b>16,028,681</b>	<b>36%</b>
<b>ECONOMIC &amp; WORKFORCE DEVELOPMENT</b>					
ECONOMIC DEVELOPMENT	1,507,159	4,872,446	2,872,956	(1,999,490)	-41%
FILM SERVICES	83,048	535,000	1,135,000	600,000	N/ A
SMALL BUSINESS AFFAIRS	346,347	271,347	279,997	8,650	3%
WORKFORCE TRAINING	0	0	542,139	542,139	N/ A
<b>ECONOMIC &amp; WORKFORCE DEVELOPMENT</b>	<b>1,936,554</b>	<b>5,678,793</b>	<b>4,830,092</b>	<b>(848,701)</b>	<b>-15%</b>

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>					
<b>GENERAL SERVICES AGENCY - PUBLIC WORKS</b>					
ADMINISTRATION	19,802,057	22,090,562	22,309,035	218,473	1%
ARCHITECTURE	3,472,675	3,991,896	4,120,180	128,284	3%
BUILDING REPAIR & MAINTENANCE	27,918,363	35,770,431	38,535,064	2,764,633	8%
CITY CAPITAL PROJECTS	2,656,970	50,869,000	23,938,657	(26,930,343)	-53%
CONSTRUCTION MANAGEMENT SERVICES	7,981,179	6,157,253	6,478,380	321,127	5%
COURT HOUSE DEBT SERVICE	361	0	0	0	N/A
DEVELOPMENT & PLANNING	170,995	0	0	0	N/A
DISABILITY ACCESS	1,398,528	0	0	0	N/A
ENGINEERING	7,707,353	7,081,349	7,616,507	535,158	8%
ENVIRONMENTAL REGULATION & MANAG	43,121	0	0	0	N/A
FACILITIES MANAGEMENT & OPERATIONS	229,550	0	0	0	N/A
JUVENILE HALL	8,883	0	0	0	N/A
LAGUNA HONDA - LONG TERM CARE	74,840	0	0	0	N/A
MAINTENANCE	67,177	0	0	0	N/A
MARINA YACHT HARBOR	256,300	0	0	0	N/A
MUNI CONSTRUCTION	24,967	0	0	0	N/A
NEIGHBORHOOD BEAUTIFICATION	443,363	450,000	450,000	0	N/A
NEIGHBORHOOD SERVICES	3,151,061	0	0	0	N/A
PRIMARY CARE - AMBU CARE - HEALTH CN	13,559	0	0	0	N/A
PUC GENERAL MANAGEMENT	127,680	0	0	0	N/A
SFGH - ACUTE CARE - HOSPITAL	371,080	0	0	0	N/A
STREET & SEWER REPAIR	15,196,264	21,305,760	21,951,137	645,377	3%
STREET ENVIRONMENTAL SERVICES	36,514,544	39,560,459	43,875,607	4,315,148	11%
STREET USE MANAGEMENT	5,318,066	13,269,833	14,669,086	1,399,253	11%
TRAFFIC ENGINEERING & OPERATIONS	4,380	0	0	0	N/A
URBAN FORESTRY	7,290,601	12,326,143	14,371,208	2,045,065	17%
WAR MEMORIAL OPERATIONS & MAINTEN	1,292,585	0	0	0	N/A
WASTEWATER OPERATIONS	33,285	0	0	0	N/A
WORK ORDER SERVICES	47,034	0	0	0	N/A
DEPARTMENTAL TRANSFER ADJUSTMENT	0	(55,420,038)	(57,637,435)	(2,217,397)	4%
<b>GENERAL SERVICES AGENCY - PUBLIC WO</b>	<b>141,616,821</b>	<b>157,452,648</b>	<b>140,677,426</b>	<b>(16,775,222)</b>	<b>-11%</b>

**Uses by Service Area, Department and Program**

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>					
<b>MUNICIPAL TRANSPORTATION AGENCY</b>					
CALTRAIN JOINT POWERS BOARD	6,463,810	6,337,070	6,337,070	0	N/ A
DEPARTMENTAL FUND TRANSFER	966	0	0	0	N/ A
FAST PASS ON BART	8,656,990	9,437,653	10,937,653	1,500,000	16%
LEGAL	15,889,295	16,148,811	18,348,811	2,200,000	14%
MRD-OPERATIONS DIVISION (OP)	2,405,120	0	0	0	N/ A
MUNI - MAINTENANCE	336,505	0	0	0	N/ A
MUNI CAPITAL PLANNING & EXTERNAL	1,438,046	1,726,845	3,191,226	1,464,381	85%
MUNI CONSTRUCTION	309,952	3,821,924	4,232,653	410,729	11%
MUNI EXECUTIVE OFFICE, SECURITY, SAFET	14,909,225	17,168,828	25,204,947	8,036,119	47%
MUNI FINANCE & ADMINISTRATION	15,622,244	17,196,260	20,737,429	3,541,169	21%
MUNI HUMAN RESOURCES	5,836,278	5,996,566	6,622,724	626,158	10%
MUNI MAINTENANCE	118,257,753	127,235,789	132,463,640	5,227,851	4%
MUNI SERVICE OPERATIONS & SCHEDULES	27,687,705	26,524,501	27,567,179	1,042,678	4%
MUNI TRANSPORTATION	195,769,004	198,115,306	227,055,597	28,940,291	15%
MUNI-WIDE BENEFITS	9,761,893	27,646,851	24,900,372	(2,746,479)	-10%
MUNI-WIDE SERVICES	1,790,553	6,756,373	47,350,504	40,594,131	N/ A
NEIGHBORHOOD SERVICES	7,535	0	0	0	N/ A
OPERATIONS & INFRASTRUCTURE	12,395	0	0	0	N/ A
PARATRANSIT	18,630,933	20,073,976	20,073,976	0	N/ A
PARKING & TRAFFIC ADMINISTRATION	4,963,116	5,483,846	5,555,917	72,071	1%
PARKING & TRAFFIC ENFORCEMENT	26,462,671	28,215,888	31,670,133	3,454,245	12%
PARKING CITATIONS	11,036,348	12,469,917	15,372,958	2,903,041	23%
PARKING GARAGES, LOTS & METERS	22,571,309	22,059,161	24,578,044	2,518,883	11%
RESIDENTIAL PERMIT PARKING	752,899	1,337,400	1,499,861	162,461	12%
TRAFFIC ENGINEERING & OPERATIONS	14,984,943	14,538,649	15,759,721	1,221,072	8%
WORKERS COMPENSATION	23,360,246	26,945,300	23,188,300	(3,757,000)	-14%
DEPARTMENTAL TRANSFER ADJUSTMENT	(18,387,000)	(9,212,678)	(14,220,835)	(5,008,157)	54%
<b>MUNICIPAL TRANSPORTATION AGENCY</b>	<b>529,530,734</b>	<b>586,024,236</b>	<b>678,427,880</b>	<b>92,403,644</b>	<b>16%</b>

**Uses by Service Area, Department and Program**

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>					
<b>PORT</b>					
ADMIN / FINANCE	0	223,641	0	(223,641)	N/ A
ADMINISTRATION	16,561,002	18,850,925	20,135,847	1,284,922	7%
ENGINEERING & ENVIRONMENTAL	0	4,112,452	3,552,446	(560,006)	-14%
MAINTENANCE	25,258,034	29,818,145	26,285,682	(3,532,463)	-12%
MARITIME OPERATIONS & MARKETING	1,502,361	1,728,977	2,114,955	385,978	22%
OPERATIONS & MAINTENANCE	0	123,276	0	(123,276)	N/ A
PLANNING & DEVELOPMENT	1,588,031	2,002,479	2,382,689	380,210	19%
REAL ESTATE & ASSET MANAGEMENT	9,857,268	9,276,112	9,205,006	(71,106)	-1%
<b>PORT</b>	<b>54,766,696</b>	<b>66,136,007</b>	<b>63,676,625</b>	<b>(2,459,382)</b>	<b>-4%</b>

Budget Summary Tables

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>					
<b>PUBLIC UTILITIES</b>					
CUSTOMER SERVICES	8,173,149	9,646,949	10,251,859	604,910	6%
ENGINEERING & CONSTRUCTION	18,540,206	40,701,628	52,333,475	11,631,847	29%
FINANCE	5,119,806	7,099,519	7,360,275	260,756	4%
HETCH HETCHY CAPITAL PROJECTS	133,315	43,316,200	46,445,615	3,129,415	7%
HETCH HETCHY PROJECT OPERATIONS	373,962	0	0	0	N/A
HUMAN RESOURCES	4,936,133	6,285,694	8,115,523	1,829,829	29%
INFORMATION TECHNOLOGY	13,278,548	14,316,127	16,205,157	1,889,030	13%
LHP ADMIN & STREETLIGHT MAINTENANC	101,475	2,050,940	1,835,354	(215,586)	-11%
LIGHT, HEAT & POWER	65,910,832	70,210,064	77,865,548	7,655,484	11%
MAINTENANCE	21,634	0	0	0	N/A
NATURAL RESOURCES	5,442,669	6,614,414	7,897,328	1,282,914	19%
NEIGHBORHOOD SERVICES	9,254	0	0	0	N/A
OPERATIONS ADMINISTRATION	1,298,767	35,872,491	85,609,446	49,736,955	N/A
POWER & WATER SUPPLY OPERATIONS	104,961,435	104,398,825	104,465,962	67,137	0%
PUC GENERAL MANAGEMENT	9,433,909	13,526,481	13,702,353	175,872	1%
REAL ESTATE	1,036,561	1,461,444	1,426,518	(34,926)	-2%
SOLAR POWER PROGRAM	0	12,500,000	145,000	(12,355,000)	N/A
STREET ENVIRONMENTAL SERVICES	480	0	0	0	N/A
STREETLIGHT MAINTENANCE	1,917,598	0	0	0	N/A
SYSTEM PLANNING / REGULATORY CONTR	4,894,532	2,922,135	3,723,000	800,865	27%
WASTEWATER OPERATIONS	275,048,196	216,754,285	243,970,006	27,215,721	13%
WATER (IN-CITY) DISTRIBUTION	19,310,313	74,848,596	32,818,987	(42,029,609)	-56%
WATER CAPITAL PROJECTS	836,596	32,453,720	32,800,000	346,280	1%
WATER FACILITIES MAINTENANCE PROJECT	0	3,000,000	0	(3,000,000)	N/A
WATER GENERAL	27,108	0	0	0	N/A
WATER PROGRAMMATIC PROJECTS	468,103	1,000,000	1,000,000	0	N/A
WATER QUALITY	12,455,092	12,727,273	12,700,072	(27,201)	0%
WATER RESOURCES	1,432,951	3,828,152	4,212,318	384,166	10%
WATER SUPPLY & TREATMENT	48,338,839	36,186,045	34,416,823	(1,769,222)	-5%
DEPARTMENTAL TRANSFER ADJUSTMENT	(151,902,724)	(153,386,109)	(169,689,978)	(16,303,869)	11%
<b>PUBLIC UTILITIES</b>	<b>451,598,739</b>	<b>598,334,873</b>	<b>629,610,641</b>	<b>31,275,768</b>	<b>5%</b>
<b>TAXI COMMISSION</b>					
TAXI ENFORCEMENT	1,169,175	1,385,181	1,444,735	59,554	4%
<b>TAXI COMMISSION</b>	<b>1,169,175</b>	<b>1,385,181</b>	<b>1,444,735</b>	<b>59,554</b>	<b>4%</b>
<b>Service Area: B Subtotals</b>	<b>1,737,054,799</b>	<b>2,009,530,433</b>	<b>2,173,605,800</b>	<b>164,075,367</b>	<b>8%</b>

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: C HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT</b>					
<b>CHILD SUPPORT SERVICES</b>					
CASES CONSORTIUM	1,713,507	2,542,303	2,227,630	(314,673)	-12%
CHILD SUPPORT SERVICES	12,377,327	12,310,684	12,769,577	458,893	4%
<b>CHILD SUPPORT SERVICES</b>	<b>14,090,834</b>	<b>14,852,987</b>	<b>14,997,207</b>	<b>144,220</b>	<b>1%</b>
<b>CHILDREN &amp; FAMILIES COMMISSION</b>					
CHILDREN & FAMILIES	9,749,828	8,184,890	10,393,244	2,208,354	27%
PUBLIC ED FUND - PROP H (MARCH 2004)	0	3,333,333	7,206,666	3,873,333	N/ A
<b>CHILDREN &amp; FAMILIES COMMISSION</b>	<b>9,749,828</b>	<b>11,518,223</b>	<b>17,599,910</b>	<b>6,081,687</b>	<b>53%</b>
<b>CHILDREN, YOUTH &amp; THEIR FAMILIES</b>					
CHF - PUBLIC EDUCATION FUND (PROP H)	0	20,000,001	0	(20,000,001)	N/ A
CHILDREN'S BASELINE	18,207,259	16,397,152	25,202,468	8,805,316	54%
CHILDREN'S FUND PROGRAMS	40,294,304	33,894,782	38,906,148	5,011,366	15%
CHILDREN'S SVCS - NON-CHILDREN'S FUND	3,811,843	2,074,639	2,745,829	671,190	32%
<b>CHILDREN, YOUTH &amp; THEIR FAMILIES</b>	<b>62,313,406</b>	<b>72,366,574</b>	<b>66,854,445</b>	<b>(5,512,129)</b>	<b>-8%</b>
<b>COUNTY EDUCATION OFFICE</b>					
COUNTY EDUCATION SERVICES	69,023	71,130	75,223	4,093	6%
<b>COUNTY EDUCATION OFFICE</b>	<b>69,023</b>	<b>71,130</b>	<b>75,223</b>	<b>4,093</b>	<b>6%</b>
<b>DEPARTMENT OF THE STATUS OF WOMEN</b>					
CHILDREN'S BASELINE	252,022	198,677	198,677	0	N/ A
DOMESTIC VIOLENCE	255,704	194,000	194,000	0	N/ A
STATUS OF WOMEN	1,764,317	2,182,779	2,309,802	127,023	6%
<b>DEPARTMENT OF THE STATUS OF WOMEN</b>	<b>2,272,043</b>	<b>2,575,456</b>	<b>2,702,479</b>	<b>127,023</b>	<b>5%</b>
<b>ENVIRONMENT</b>					
CLEAN AIR	805,577	419,175	465,581	46,406	11%
CLIMATE CHANGE / ENERGY	720,703	906,449	3,305,812	2,399,363	N/ A
ENVIRONMENT	1,936,227	1,889,007	2,605,462	716,455	38%
ENVIRONMENT - OUTREACH	1,666,403	1,313,866	173,328	(1,140,538)	-87%
ENVIRONMENTAL JUSTICE / YOUTH EMPLO	813,609	0	926,375	926,375	N/ A
GREEN BUILDING	317,125	346,229	389,367	43,138	12%
RECYCLING	3,400,155	3,047,232	3,167,645	120,413	4%
SOLID WASTE MANAGEMENT	1,638,281	0	0	0	N/ A
TOXICS	947,985	932,271	1,694,391	762,120	82%
URBAN FORESTRY	92,888	109,469	113,054	3,585	3%
DEPARTMENTAL TRANSFER ADJUSTMENT	0	0	(563,733)	(563,733)	N/ A
<b>ENVIRONMENT</b>	<b>12,338,953</b>	<b>8,963,698</b>	<b>12,277,282</b>	<b>3,313,584</b>	<b>37%</b>

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: C HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT</b>					
<b>HUMAN RIGHTS</b>					
HUMAN RIGHTS	4,206,199	4,134,577	4,748,949	614,372	15%
<b>HUMAN RIGHTS</b>	<b>4,206,199</b>	<b>4,134,577</b>	<b>4,748,949</b>	<b>614,372</b>	<b>15%</b>
<b>HUMAN SERVICES AGENCY</b>					
ADMINISTRATION	65,658,640	81,593,370	80,065,039	(1,528,331)	-2%
ADULT SERVICES	113,752,761	117,287,305	126,791,026	9,503,721	8%
CALWORKS	56,925,532	60,318,242	58,192,237	(2,126,005)	-4%
CHILDREN'S BASELINE	13,369,078	14,239,566	18,157,522	3,917,956	28%
CHILDREN'S FUND PROGRAMS	472,594	785,000	785,000	0	N/ A
COUNTY ADULT ASSISTANCE PROGRAM	47,206,910	53,071,655	52,519,017	(552,638)	-1%
FAMILY & CHILDREN SERVICE	129,288,548	135,612,293	139,341,801	3,729,508	3%
FOOD STAMPS	10,960,777	11,395,819	11,578,319	182,500	2%
HOUSING & HOMELESSNESS	51,796,483	62,859,723	66,433,614	3,573,891	6%
MEDI - CAL	19,180,022	21,249,506	22,125,514	876,008	4%
REFUGEE RESETTLEMENT	715,720	824,072	344,343	(479,729)	-58%
WORKFORCE DEVELOPMENT	10,526,201	12,488,513	14,137,644	1,649,131	13%
<b>HUMAN SERVICES AGENCY</b>	<b>519,853,266</b>	<b>571,725,064</b>	<b>590,471,076</b>	<b>18,746,012</b>	<b>3%</b>
<b>RENT ARBITRATION BOARD</b>					
RENT BOARD	3,534,201	4,673,006	5,190,872	517,866	11%
<b>RENT ARBITRATION BOARD</b>	<b>3,534,201</b>	<b>4,673,006</b>	<b>5,190,872</b>	<b>517,866</b>	<b>11%</b>
<b>Service Area: C Subtotals</b>	<b>628,427,753</b>	<b>690,880,715</b>	<b>714,917,443</b>	<b>24,036,728</b>	<b>3%</b>



Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: D COMMUNITY HEALTH</b>					
<b>PUBLIC HEALTH</b>					
ADMINISTRATION	124,087,335	109,276,073	63,070,900	(46,205,173)	-42%
CHILDREN'S BASELINE	41,947,504	37,267,913	40,109,043	2,841,130	8%
DISEASE CONTROL	19,738,483	22,715,455	22,917,484	202,029	1%
EMERGENCY MEDICAL SERVICES AGENCY	1,867,033	1,782,838	1,797,026	14,188	1%
ENVIRONMENTAL HEALTH SERVICES	14,128,684	14,065,252	15,602,614	1,537,362	11%
HEALTH AT HOME	6,886,193	7,375,560	10,022,462	2,646,902	36%
HEALTH PROMOTION & PREVENTION	5,325,198	5,754,794	5,815,572	60,778	1%
HIV / AIDS	63,461,284	58,923,828	58,956,979	33,151	0%
HOUSING & URBAN HEALTH	14,175,110	15,866,045	17,207,605	1,341,560	8%
JAIL HEALTH SERVICES	21,681,507	22,712,642	24,063,272	1,350,630	6%
LAGUNA HONDA - LONG TERM CARE	151,433,548	160,770,721	178,151,782	17,381,061	11%
LAGUNA HONDA HOSP - ACUTE CARE	2,323,789	1,879,627	2,063,985	184,358	10%
LAGUNA HONDA HOSP - COMM SUPPORT C	1,333,455	1,192,471	1,321,168	128,697	11%
MATERNAL & CHILD HEALTH	17,164,178	20,803,601	23,569,908	2,766,307	13%
MENTAL HEALTH - ACUTE CARE	2,260,734	4,394,297	4,394,297	0	N/A
MENTAL HEALTH - CHILDREN'S PROGRAM	11,741,763	23,879,707	25,243,470	1,363,763	6%
MENTAL HEALTH - COMMUNITY CARE	105,100,250	119,348,187	132,113,987	12,765,800	11%
MENTAL HEALTH - LONG TERM CARE	17,314,034	15,703,944	18,863,985	3,160,041	20%
OCCUPATIONAL SAFETY & HEALTH	1,331,621	1,524,955	1,667,799	142,844	9%
PRIMARY CARE - AMBU CARE - HEALTH CN	35,799,216	37,020,455	42,701,817	5,681,362	15%
SFGH - ACUTE CARE - HOSPITAL	328,183,291	373,681,225	403,508,480	29,827,255	8%
SFGH - ACUTE CARE - JAILS	2,214,581	5,261,283	5,454,521	193,238	4%
SFGH - ACUTE CARE - PSYCHIATRY	31,736,508	26,311,916	30,183,657	3,871,741	15%
SFGH - AMBU CARE - HOSPITAL CLINICS	15,023,175	9,394,115	16,095,220	6,701,105	71%
SFGH - AMBU CARE - METHADONE CLINIC	1,409,367	1,837,056	1,519,302	(317,754)	-17%
SFGH - AMBU CARE - OCCUPATIONAL HEAL	3,061,427	2,887,861	2,713,861	(174,000)	-6%
SFGH - EMERGENCY - PSYCHIATRIC SERVICE	6,170,931	5,493,490	6,786,384	1,292,894	24%
SFGH - EMERGENCY - TRAUMA	20,362,236	17,134,061	17,847,708	713,647	4%
SFGH - LONG TERM CARE - MHRF	11,949,732	13,614,256	14,553,903	939,647	7%
SUBSTANCE ABUSE - COMMUNITY CARE	58,409,894	58,910,079	61,007,850	2,097,771	4%
DEPARTMENTAL TRANSFER ADJUSTMENT	(98,224,658)	(82,000,000)	(32,000,000)	50,000,000	-61%
GRANT AWARD ADJUSTMENT	0	1,198,414	0	(1,198,414)	N/A
<b>PUBLIC HEALTH</b>	<b>1,039,397,403</b>	<b>1,115,982,121</b>	<b>1,217,326,041</b>	<b>101,343,920</b>	<b>9%</b>
<b>Service Area: D Subtotals</b>	<b>1,039,397,403</b>	<b>1,115,982,121</b>	<b>1,217,326,041</b>	<b>101,343,920</b>	<b>9%</b>

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: E CULTURE &amp; RECREATION</b>					
<b>ACADEMY OF SCIENCES</b>					
ACADEMY OF SCIENCES	1,668,116	1,702,378	1,905,534	203,156	12%
<b>ACADEMY OF SCIENCES</b>	<b>1,668,116</b>	<b>1,702,378</b>	<b>1,905,534</b>	<b>203,156</b>	<b>12%</b>
<b>ARTS COMMISSION</b>					
ADMINISTRATION	496,610	1,019,627	1,208,325	188,698	19%
CAPITAL PROJECTS	4,806	0	0	0	N/A
CIVIC COLLECTION	6,075	82,300	50,000	(32,300)	-39%
COMMUNITY ARTS & EDUCATION	3,272,036	3,038,356	2,893,244	(145,112)	-5%
CULTURAL EQUITY	1,743,227	1,944,198	2,077,821	133,623	7%
GALLERY	15,111	15,000	15,000	0	N/A
MAINTENANCE	2,602	0	0	0	N/A
MUNICIPAL SYMPHONY CONCERTS	1,314,301	1,400,642	1,483,255	82,613	6%
NEIGHBORHOOD SERVICES	32,906	0	0	0	N/A
PUBLIC ART	97,754	701,438	678,303	(23,135)	-3%
STREET ARTISTS	156,074	167,680	180,860	13,180	8%
<b>ARTS COMMISSION</b>	<b>7,141,502</b>	<b>8,369,241</b>	<b>8,586,808</b>	<b>217,567</b>	<b>3%</b>
<b>ASIAN ART MUSEUM</b>					
ASIAN ART MUSEUM	6,751,179	7,279,837	7,963,640	683,803	9%
<b>ASIAN ART MUSEUM</b>	<b>6,751,179</b>	<b>7,279,837</b>	<b>7,963,640</b>	<b>683,803</b>	<b>9%</b>
<b>FINE ARTS MUSEUM</b>					
ADMISSIONS	990,279	4,297,000	3,337,500	(959,500)	-22%
OPER & MAINT OF MUSEUMS	4,998,609	8,834,405	9,805,032	970,627	11%
<b>FINE ARTS MUSEUM</b>	<b>5,988,888</b>	<b>13,131,405</b>	<b>13,142,532</b>	<b>11,127</b>	<b>0%</b>
<b>LAW LIBRARY</b>					
LAW LIBRARY	478,812	404,175	588,552	184,377	46%
<b>LAW LIBRARY</b>	<b>478,812</b>	<b>404,175</b>	<b>588,552</b>	<b>184,377</b>	<b>46%</b>

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: E CULTURE &amp; RECREATION</b>					
<b>PUBLIC LIBRARY</b>					
ADMINISTRATION	2,634,887	3,855,846	5,464,035	1,608,189	42%
ADULT SERVICES	5,491,746	330,000	330,000	0	N/A
BRANCH LIBRARIES	11,368,799	13,817,889	15,657,892	1,840,003	13%
CHILDREN'S BASELINE	5,932,710	6,315,680	6,805,651	489,971	8%
CHILDREN'S SVCS - CHILDREN'S FUND	915,414	1,099,851	1,109,720	9,869	1%
COMMUNICATIONS, COLLECTIONS & ADUL	1,145,968	6,897,559	8,031,764	1,134,205	16%
COMMUNITY ARTS & EDUCATION	9,193	0	0	0	N/A
INFORMATION TECHNOLOGY	2,942,555	3,362,740	3,862,507	499,767	15%
MAIN LIBRARY	12,965,986	14,849,678	15,072,966	223,288	2%
NON PROGRAM	0	110,000	0	(110,000)	N/A
OPERATIONS & MAINTENANCE	9,508,433	7,609,767	13,457,472	5,847,705	77%
TECHNICAL SERVICES	3,649,292	3,969,707	4,283,034	313,327	8%
<b>PUBLIC LIBRARY</b>	<b>56,564,983</b>	<b>62,218,717</b>	<b>74,075,041</b>	<b>11,856,324</b>	<b>19%</b>
<b>RECREATION &amp; PARK</b>					
ADMINISTRATION	19,143,840	17,977,915	21,025,795	3,047,880	17%
CAPITAL PROJECTS	10,216,919	21,992,138	41,924,546	19,932,408	N/A
CHILDREN'S BASELINE	11,340,487	13,771,784	14,268,782	496,998	4%
CHILDREN'S SVCS - NON-CHILDREN'S FUND	555,500	343,000	691,748	348,748	N/A
CITYWIDE FACILITIES	18,401,825	21,285,600	21,025,153	(260,447)	-1%
CITYWIDE SERVICES	11,734,451	13,519,503	17,957,799	4,438,296	33%
DEVELOPMENT & PLANNING	0	11,000	360,786	349,786	N/A
GOLDEN GATE PARK	10,100,492	12,323,834	11,474,958	(848,876)	-7%
MARINA YACHT HARBOR	7,897	0	0	0	N/A
NEIGHBORHOOD SERVICES	23,273,331	23,720,349	28,317,481	4,597,132	19%
STRUCTURAL MAINTENANCE	11,618,044	11,985,171	12,863,457	878,286	7%
ZOO OPERATIONS	0	389,198	1,728,536	1,339,338	N/A
DEPARTMENTAL TRANSFER ADJUSTMENT	(17,332,393)	(20,689,472)	(22,947,518)	(2,258,046)	11%
<b>RECREATION &amp; PARK</b>	<b>99,060,393</b>	<b>116,630,020</b>	<b>148,691,523</b>	<b>32,061,503</b>	<b>27%</b>
<b>WAR MEMORIAL</b>					
WAR MEMORIAL OPERATIONS & MAINTEN	9,809,905	10,981,521	11,275,615	294,094	3%
<b>WAR MEMORIAL</b>	<b>9,809,905</b>	<b>10,981,521</b>	<b>11,275,615</b>	<b>294,094</b>	<b>3%</b>
<b>Service Area: E Subtotals</b>	<b>187,463,778</b>	<b>220,717,294</b>	<b>266,229,245</b>	<b>45,511,951</b>	<b>21%</b>

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: F GENERAL ADMINISTRATION &amp; FINANCE</b>					
<b>ASSESSOR / RECORDER</b>					
PERSONAL PROPERTY	1,788,068	1,600,863	1,752,810	151,947	9%
REAL PROPERTY	2,831,596	3,537,521	4,297,067	759,546	21%
RECORDER	2,283,234	3,694,960	3,379,414	(315,546)	-9%
TAX ASSESSMENT	3,084,964	3,513,965	3,728,933	214,968	6%
TECHNICAL SERVICES	501,556	556,477	598,743	42,266	8%
<b>ASSESSOR / RECORDER</b>	<b>10,489,418</b>	<b>12,903,786</b>	<b>13,756,967</b>	<b>853,181</b>	<b>7%</b>
<b>BOARD OF SUPERVISORS</b>					
BOARD OF SUPERVISORS	3,673,383	3,796,898	4,014,848	217,950	6%
BUDGET & LEGISLATIVE ANALYSTS	2,271,700	2,543,296	2,612,645	69,349	3%
CHILDREN'S BASELINE	186,001	205,871	215,104	9,233	4%
CLERK OF THE BOARD	3,176,908	2,572,269	3,045,290	473,021	18%
LOCAL AGENCY FORMATION	112,309	308,222	297,029	(11,193)	-4%
<b>BOARD OF SUPERVISORS</b>	<b>9,420,301</b>	<b>9,426,556</b>	<b>10,184,916</b>	<b>758,360</b>	<b>8%</b>
<b>CITY ATTORNEY</b>					
CLAIMS	4,530,240	4,855,270	5,208,492	353,222	7%
LEGAL INITIATIVES	1,635,000	2,735,000	3,235,000	500,000	18%
LEGAL SERVICE	50,103,835	48,771,761	51,839,751	3,067,990	6%
<b>CITY ATTORNEY</b>	<b>56,269,075</b>	<b>56,362,031</b>	<b>60,283,243</b>	<b>3,921,212</b>	<b>7%</b>
<b>CITY PLANNING</b>					
ADMINISTRATION	4,550,200	4,282,073	6,064,823	1,782,750	42%
CURRENT PLANNING	7,533,329	8,980,406	10,484,107	1,503,701	17%
LONG RANGE PLANNING	2,381,491	4,200,177	4,376,401	176,224	4%
<b>CITY PLANNING</b>	<b>14,465,020</b>	<b>17,462,656</b>	<b>20,925,331</b>	<b>3,462,675</b>	<b>20%</b>
<b>CIVIL SERVICE</b>					
CIVIL SERVICE	683,294	713,825	779,494	65,669	9%
<b>CIVIL SERVICE</b>	<b>683,294</b>	<b>713,825</b>	<b>779,494</b>	<b>65,669</b>	<b>9%</b>
<b>CONTROLLER</b>					
ACCOUNTING OPERATIONS & SYSTEMS	9,788,337	9,977,224	10,188,653	211,429	2%
BUDGET & PAYROLL SYSTEM	0	2,890,437	540,000	(2,350,437)	-81%
CITY SERVICES AUDITOR	4,380,297	9,054,304	10,322,289	1,267,985	14%
ECONOMIC ANALYSIS	0	246,837	246,782	(55)	0%
MANAGEMENT, BUDGET & ANALYSIS	3,338,354	3,807,050	4,288,484	481,434	13%
PAYROLL & PERSONNEL SERVICES	5,693,857	5,732,730	5,971,101	238,371	4%
<b>CONTROLLER</b>	<b>23,200,845</b>	<b>31,708,582</b>	<b>31,557,309</b>	<b>(151,273)</b>	<b>0%</b>

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: F GENERAL ADMINISTRATION &amp; FINANCE</b>					
<b>ELECTIONS</b>					
ELECTIONS	10,400,868	11,228,226	9,217,085	(2,011,141)	-18%
<b>ELECTIONS</b>	<b>10,400,868</b>	<b>11,228,226</b>	<b>9,217,085</b>	<b>(2,011,141)</b>	<b>-18%</b>
<b>ETHICS</b>					
ELECTION CAMPAIGN FUND	1,041,352	349,690	7,503,280	7,153,590	N/A
ETHICS	736,006	1,032,751	747,892	(284,859)	-28%
<b>ETHICS</b>	<b>1,777,358</b>	<b>1,382,441</b>	<b>8,251,172</b>	<b>6,868,731</b>	<b>N/A</b>
<b>GENERAL SERVICES AGENCY - CITY ADMIN</b>					
311 CALL CENTER	0	0	11,516,509	11,516,509	N/A
ADMINISTRATIVE SERVICES - ADMINISTRAT	2,765,529	2,083,779	4,183,193	2,099,414	N/A
ANIMAL CARE & CONTROL	3,053,509	3,304,091	3,548,818	244,727	7%
ANIMAL WELFARE	0	0	790,000	790,000	N/A
CAPITAL ASSET PLANNING	0	0	1,600,000	1,600,000	N/A
CITY ADMINISTRATOR SUPPORT	414,256	307,103	108,504	(198,599)	-65%
CONSUMER ASSURANCE	259,080	0	0	0	N/A
CONVENTION FACILITIES	52,978,420	65,283,150	67,330,222	2,047,072	3%
COUNTY CLERK SERVICES	666,832	745,438	801,422	55,984	8%
DISABILITY ACCESS	943,091	4,745,969	9,433,283	4,687,314	N/A
ENTERTAINMENT	965,088	730,000	1,330,008	600,008	82%
FACILITIES MANAGEMENT & OPERATIONS	18,495,603	20,506,706	26,746,579	6,239,873	30%
FLEET MANAGEMENT	2,068,408	1,647,525	1,925,712	278,187	17%
GRANTS FOR THE ARTS	12,034,797	13,131,000	14,010,023	879,023	7%
IMMIGRANT RIGHTS COMMISSION	159,061	117,142	277,148	160,006	N/A
LIVING WAGE / LABOR STANDARDS	811,882	1,248,868	1,591,609	342,741	27%
MEDICAL EXAMINER	4,367,426	4,627,707	5,031,934	404,227	9%
PROCUREMENT SERVICES	3,056,909	3,360,179	4,199,848	839,669	25%
PUBLIC FINANCE PROGRAMS	0	396,350	425,507	29,157	7%
REAL ESTATE SERVICES	2,290,836	4,900,442	4,233,733	(666,709)	-14%
REPRODUCTION SERVICES	6,151,851	6,478,760	6,933,142	454,382	7%
RISK MANAGEMENT / GENERAL	7,858,685	9,524,424	9,263,345	(261,079)	-3%
TREASURE ISLAND	0	0	950,505	950,505	N/A
VEHICLE & EQUIPMENT MAINT & FUELING	17,209,661	18,028,752	19,222,149	1,193,397	7%
<b>GENERAL SERVICES AGENCY - CITY ADMI</b>	<b>136,550,924</b>	<b>161,167,385</b>	<b>195,453,193</b>	<b>34,285,808</b>	<b>21%</b>

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: F GENERAL ADMINISTRATION &amp; FINANCE</b>					
<b>GENERAL SVCS AGENCY - TELECOM&amp;INFO SVCS</b>					
ADMINISTRATION	21,343,261	23,138,814	24,412,334	1,273,520	6%
CRIMINAL JUSTICE	39,216	0	0	0	N/A
CUSTOMER RELATIONS MANAGEMENT	0	0	3,835,624	3,835,624	N/A
INFORMATION TECHNOLOGY	84,238	0	0	0	N/A
NEIGHBORHOOD SERVICES	14,320	0	0	0	N/A
OPERATIONS & INFRASTRUCTURE	27,327,213	30,254,402	22,873,354	(7,381,048)	-24%
POLICY & PLANNING	1,612,495	2,706,541	3,599,131	892,590	33%
POWER & WATER SUPPLY OPERATIONS	54,937	0	0	0	N/A
TECHNOLOGY SERVICES	11,041,264	10,643,060	11,316,693	673,633	6%
TECHNOLOGY SVCS: PUBLIC SAFETY SUPPO	8,548,719	7,994,737	9,025,002	1,030,265	13%
WASTEWATER OPERATIONS	113,537	0	0	0	N/A
WATER (IN-CITY) DISTRIBUTION	113,537	0	0	0	N/A
<b>GENERAL SVCS AGENCY - TELECOM&amp;INFO</b>	<b>70,292,737</b>	<b>74,737,554</b>	<b>75,062,138</b>	<b>324,584</b>	<b>0%</b>
<b>HEALTH SERVICE SYSTEM</b>					
HEALTH SERVICE SYSTEM	0	5,623,209	6,046,134	422,925	8%
<b>HEALTH SERVICE SYSTEM</b>	<b>0</b>	<b>5,623,209</b>	<b>6,046,134</b>	<b>422,925</b>	<b>8%</b>
<b>HUMAN RESOURCES</b>					
ADMINISTRATION	4,610,701	2,943,487	4,168,920	1,225,433	42%
CLIENT SERVICES	0	1,449,749	2,652,888	1,203,139	83%
EMPLOYEE RELATIONS	3,028,444	5,324,089	4,121,598	(1,202,491)	-23%
EQUAL EMPLOYMENT OPPORTUNITY	608,282	753,159	811,869	58,710	8%
HEALTH SERVICE SYSTEM	5,737,956	0	0	0	N/A
MANAGEMENT INFORMATION SYSTEM	2,181,483	1,119,417	8,133,484	7,014,067	N/A
PUC GENERAL MANAGEMENT	29,670	0	0	0	N/A
RECRUITMENT & ASSESSMENT	2,580,066	6,487,811	2,890,729	(3,597,082)	-55%
TRAINING & ORGANIZATION DEVELOPMEN	247,747	215,288	301,438	86,150	40%
WORKERS COMPENSATION	54,149,074	57,033,720	55,151,562	(1,882,158)	-3%
<b>HUMAN RESOURCES</b>	<b>73,173,423</b>	<b>75,326,720</b>	<b>78,232,488</b>	<b>2,905,768</b>	<b>4%</b>

Uses by Service Area, Department and Program

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: F GENERAL ADMINISTRATION &amp; FINANCE</b>					
<b>MAYOR</b>					
AFFORDABLE HOUSING	1,102,106	0	0	0	N/ A
CITY ADMINISTRATION	3,783,555	3,866,955	9,002,198	5,135,243	N/ A
COMMUNITY DEVELOPMENT	712,344	0	0	0	N/ A
CRIMINAL JUSTICE	7,571,066	5,060,694	3,235,236	(1,825,458)	-36%
GRANTS FOR THE ARTS	15,564	0	0	0	N/ A
NEIGHBORHOOD BEAUTIFICATION	15,544	0	0	0	N/ A
NEIGHBORHOOD SERVICES	780,096	740,262	884,863	144,601	20%
OFFICE OF EMERGENCY SERVICE	229,279	0	0	0	N/ A
PUBLIC FINANCE PROGRAMS	544,724	295,679	483,641	187,962	64%
PUBLIC POLICY & FINANCE	868,425	870,166	982,422	112,256	13%
SEISMIC SAFETY LOAN PROGRAM	186,143	0	0	0	N/ A
<b>MAYOR</b>	<b>15,808,846</b>	<b>10,833,756</b>	<b>14,588,360</b>	<b>3,754,604</b>	<b>35%</b>
<b>RETIREMENT SYSTEM</b>					
ADMINISTRATION	4,585,922	1,224,065	1,410,673	186,608	15%
EMPLOYEE DEFERRED COMPENSATION PLA	190,439	436,068	398,436	(37,632)	-9%
INVESTMENT OPERATIONS	2,259,424	1,797,735	1,709,563	(88,172)	-5%
RETIREMENT SERVICES	8,986,834	11,420,556	13,011,428	1,590,872	14%
<b>RETIREMENT SYSTEM</b>	<b>16,022,619</b>	<b>14,878,424</b>	<b>16,530,100</b>	<b>1,651,676</b>	<b>11%</b>
<b>TREASURER/TAX COLLECTOR</b>					
ADMINISTRATION	1,634,630	1,847,175	2,421,601	574,426	31%
BUSINESS TAX	5,282,306	5,553,103	6,161,960	608,857	11%
CUSTOMER SERVICES	146,557	0	0	0	N/ A
DELINQUENT REVENUE	4,758,606	6,734,547	7,123,220	388,673	6%
INVESTMENT	657,756	822,397	960,564	138,167	17%
LEGAL SERVICE	652,992	613,428	681,128	67,700	11%
PROPERTY TAX / LICENSING	2,283,943	2,300,461	2,444,544	144,083	6%
TAX ASSESSMENT	591,264	618,152	327,191	(290,961)	-47%
TAXPAYER ASSISTANCE	746,894	868,188	1,379,922	511,734	59%
TREASURY	2,635,474	2,748,598	2,630,037	(118,561)	-4%
TTX - WORKING FAMILIES CREDIT	74,709	1,575,950	1,550,037	(25,913)	-2%
<b>TREASURER/TAX COLLECTOR</b>	<b>19,465,131</b>	<b>23,681,999</b>	<b>25,680,204</b>	<b>1,998,205</b>	<b>8%</b>
<b>Service Area: F Subtotals</b>	<b>458,019,859</b>	<b>507,437,150</b>	<b>566,548,134</b>	<b>59,110,984</b>	<b>12%</b>

**Uses by Service Area, Department and Program**

Program	2004-2005 Actual	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change
<b>Service Area: G GENERAL CITY RESPONSIBILITIES</b>					
GENERAL CITY RESPONSIBILITY					
GENERAL CITY RESPONSIBILITIES	615,353,471	776,249,234	838,689,865	62,440,631	8%
DEPARTMENTAL TRANSFER ADJUSTMENT	(299,609,522)	(330,632,489)	(385,624,252)	(54,991,763)	17%
GENERAL CITY RESPONSIBILITY	<b>315,743,949</b>	<b>445,616,745</b>	<b>453,065,613</b>	<b>7,448,868</b>	<b>2%</b>
GENERAL FUND UNALLOCATED					
GENERAL FUND UNALLOCATED	(12,783)	0	0	0	N/A
NON PROGRAM	(6,401)	0	0	0	N/A
GENERAL FUND UNALLOCATED	<b>(19,184)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>Service Area: G Subtotals</b>	<b>315,724,765</b>	<b>445,616,745</b>	<b>453,065,613</b>	<b>7,448,868</b>	<b>2%</b>
<b>Expenditure Total</b>	<b>5,208,540,105</b>	<b>5,913,739,238</b>	<b>6,372,869,023</b>	<b>459,129,785</b>	<b>8%</b>
Less Interdepartmental Recoveries/ Transfers	(139,499,345)	(570,443,151)	(642,121,964)	71,678,813	-13%
<b>Net Uses</b>	<b>5,069,040,760</b>	<b>5,343,296,087</b>	<b>5,730,747,059</b>	<b>387,450,972</b>	<b>7%</b>

Note: FY 2004-05 Actuals reflect levels of annually budgeted activity. Capital and facilities maintenance projects are estimated as actual spending is often moved to non-annually budgeted funds and/or other spending categories. The City's Comprehensive Annual Financial Report reflects the audited actual total spending including both annually budgeted and non-annually budgeted capital project spending.



Budget Summary Tables

Authorized Positions, Grand Recap Detail

Position Detail	2004-2005 Budget	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change From 2005-2006
<b>Operating</b>					
Permanent	27,823	27,857	28,530	673	2%
Temporary	363	371	402	31	8%
<b>Non-Operating</b>					
Grant	551	607	591	(15)	-3%
Capital/Other	1,684	1,696	1,716	20	1%
<b>Authorized Positions - subtotal:</b>	30,421	30,531	31,240	708	2%
<b>Unfunded Positions</b>					
Attrition Savings	(2,157)	(2,266)	(2,354)	(87)	4%
Capital/Other	(1,604)	(1,601)	(1,629)	(28)	2%
<b>Unfunded Positions - subtotal:</b>	(3,761)	(3,868)	(3,983)	(115)	3%
<b>Net Funded Positions:</b>	26,660	26,664	27,257	593	2%

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

Department	2004-2005 Budget	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change From 2005-2006
<b>Service Area: A PUBLIC PROTECTION</b>					
ADULT PROBATION	111	103	101	(2)	-1%
DISTRICT ATTORNEY	240	246	251	5	2%
EMERGENCY COMMUNICATIONS DEPARTMENT	194	224	228	3	2%
FIRE DEPARTMENT	1,752	1,706	1,669	(37)	-2%
JUVENILE PROBATION	234	242	249	7	3%
POLICE	2,616	2,665	2,762	98	4%
PUBLIC DEFENDER	134	141	146	5	4%
SHERIFF	929	944	945	1	N/A
TRIAL COURTS	18	0	0	0	N/A
<b>Service Area: A TOTAL</b>	<b>6,228</b>	<b>6,270</b>	<b>6,351</b>	<b>81</b>	<b>1.28%</b>
<b>Service Area: B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>					
AIRPORT	1,203	1,248	1,268	19	2%
BOARD OF APPEALS	5	5	5	0	N/A
DEPARTMENT OF BUILDING INSPECTION	267	295	299	4	1%
ECONOMIC & WORKFORCE DEVELOPMENT	13	12	19	8	66%
GENERAL SERVICES AGENCY - PUBLIC WORKS	1,059	1,035	1,054	19	2%
MUNICIPAL TRANSPORTATION AGENCY	4,386	4,232	4,374	143	3%
PORT	215	214	215	1	N/A
PUBLIC UTILITIES	1,513	1,574	1,629	55	4%
TAXI COMMISSION	6	6	6	0	N/A
<b>Service Area: B TOTAL</b>	<b>8,666</b>	<b>8,621</b>	<b>8,869</b>	<b>248</b>	<b>2.80%</b>
<b>Service Area: C HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT</b>					
CHILD SUPPORT SERVICES	145	140	130	(10)	-7%
CHILDREN & FAMILIES COMMISSION	10	11	14	3	30%
CHILDREN, YOUTH & THEIR FAMILIES	28	30	34	3	11%
COUNTY EDUCATION OFFICE	1	1	1	0	N/A
DEPARTMENT OF THE STATUS OF WOMEN	6	6	6	1	9%
ENVIRONMENT	52	52	61	9	17%
HUMAN RIGHTS	39	36	36	0	N/A
HUMAN SERVICES AGENCY	1,697	1,663	1,747	84	5%
RENT ARBITRATION BOARD	31	30	30	0	N/A
<b>Service Area: C TOTAL</b>	<b>2,009</b>	<b>1,969</b>	<b>2,059</b>	<b>90</b>	<b>4.37%</b>

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

Department	2004-2005 Budget	2005-2006 Budget	2006-2007 Proposed	Change From 2005-2006	Pct Change From 2005-2006
<b>Service Area: D COMMUNITY HEALTH</b>					
PUBLIC HEALTH	5,928	5,956	5,974	18	N/A
<b>Service Area: D TOTAL</b>	<b>5,928</b>	<b>5,956</b>	<b>5,974</b>	<b>18</b>	<b>0.31%</b>
<b>Service Area: E CULTURE &amp; RECREATION</b>					
ACADEMY OF SCIENCES	6	6	7	1	23%
ARTS COMMISSION	19	24	25	1	4%
ASIAN ART MUSEUM	61	60	59	(1)	-2%
FINE ARTS MUSEUM	61	107	105	(2)	-2%
LAW LIBRARY	3	3	3	0	N/A
PUBLIC LIBRARY	616	606	627	21	3%
RECREATION & PARK	954	916	917	1	N/A
WAR MEMORIAL	96	96	96	1	1%
<b>Service Area: E TOTAL</b>	<b>1,814</b>	<b>1,817</b>	<b>1,840</b>	<b>22</b>	<b>1.21%</b>
<b>Service Area: F GENERAL ADMINISTRATION &amp; FINANCE</b>					
ASSESSOR / RECORDER	120	113	117	5	4%
BOARD OF SUPERVISORS	65	63	62	(1)	-1%
CITY ATTORNEY	308	321	334	13	4%
CITY PLANNING	134	138	147	9	7%
CIVIL SERVICE	6	6	6	0	N/A
CONTROLLER	170	179	185	6	4%
ELECTIONS	35	48	54	6	13%
ETHICS	10	13	14	1	7%
GENERAL SERVICES AGENCY - CITY ADMIN	383	378	438	59	16%
GENERAL SVCS AGENCY - TELECOM&INFO SVCS	276	261	274	13	5%
HEALTH SERVICE SYSTEM	0	35	38	3	10%
HUMAN RESOURCES	172	151	158	7	4%
MAYOR	51	48	48	0	N/A
RETIREMENT SYSTEM	83	76	80	4	5%
TREASURER/TAX COLLECTOR	197	199	209	10	5%
<b>Service Area: F TOTAL</b>	<b>2,011</b>	<b>2,028</b>	<b>2,164</b>	<b>136</b>	<b>6.27%</b>
<b>Service Area: G GENERAL CITY RESPONSIBILITIES</b>					
GENERAL CITY RESPONSIBILITY	4	3	0	(3)	-100%
<b>Service Area: G TOTAL</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>(3)</b>	<b>N/A</b>
<b>Report Grand Total:</b>	<b>26,660</b>	<b>26,664</b>	<b>27,257</b>	<b>593</b>	<b>2.1759%</b>

## City and County of San Francisco

### Major Fund Budgetary Recap

(in Thousands of Dollars)

	Governmental Funds				Enterprise	Internal Service	Other Agency/ Trust	Total All Funds
	General Fund	Special Revenue	Capital Project	Debt Service				
Sources								
Fund Balance - 06/30/06 (est.)^	95,085	32,393	3,760	0	103,932	118	0	235,288
Prior Year Reserves	22,980	0	0	0	0	0	0	22,980
Prior Year Sources	118,065	32,393	3,760	0	103,932	118	0	258,268
Property Taxes	828,603	93,226	0	136,322	0	0	0	1,058,151
Other Local Taxes	455,028	51,221	0	0	22,295	0	0	528,544
Business Taxes	332,168	550	0	0	0	0	0	332,718
Rents and Concessions	20,138	33,248	0	0	274,799	19	811	329,015
Fines, Forfeitures & Penalties	4,899	3,312	0	0	92,564	0	0	100,775
Interest & Investment Income	32,239	2,401	0	0	24,577	0	464	59,681
Licenses, Permits & Franchises	20,917	7,544	0	0	5,055	0	0	33,516
Intergovernmental - State	470,409	71,142	0	750	109,367	0	0	651,669
Intergovernmental - Federal	193,676	116,703	7,800	0	35,931	0	0	354,110
Intergovernmental - Other	0	68	0	0	68,616	0	0	68,684
Charges for Services	133,269	121,293	0	0	1,515,076	0	0	1,769,637
Other Revenue	17,395	2,026	0	0	67,881	0	1,261	88,563
Other Financing Sources	901	0	25,000	0	47,575	8,116	0	81,591
Contributions (RET & HSS)	0	0	0	0	0	0	15,823	15,823
Subtotal Current Year Sources	2,509,642	502,733	32,800	137,072	2,263,737	8,135	18,359	5,472,479
Operating Transfers In	210,912	106,702	218	7,016	590,381	0	0	915,229
Total Available Sources	2,838,619	641,828	36,778	144,088	2,958,050	8,253	18,359	6,645,976
Uses								
Public Works, Transp & Cmerce	35,940	95,803	7,800	0	1,904,810	0	0	2,044,353
Community Health	416,744	93,969	0	0	684,980	0	591	1,196,285
Public Protection	800,367	86,030	218	0	51,620	0	266	938,502
Human Welfare & Neigh. Dev	577,771	114,627	0	0	0	0	262	692,659
General Admin & Finance	199,654	86,662	0	0	0	138	16,132	302,586
General City Responsibility	106,365	0	0	144,088	0	8,116	0	258,569
Culture & Recreation	97,039	135,887	23,438	0	0	0	1,108	257,472
Subtotal Current Year Uses	2,233,881	612,978	31,456	144,088	2,641,410	8,253	18,359	5,690,425
Operating Transfers Out	579,739	28,850	0	0	306,640	0	0	915,229
Total Proposed Uses	2,813,619	641,828	31,456	144,088	2,948,050	8,253	18,359	6,605,654
Fund Balance - 06/30/07 (est.)^	25,000	0	5,322	0	10,000	0	0	40,322

^Fund Balance estimated available for appropriation.



# Departmental Budgets



# ACADEMY OF SCIENCES

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## ***Mission***

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

## ***Services***

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

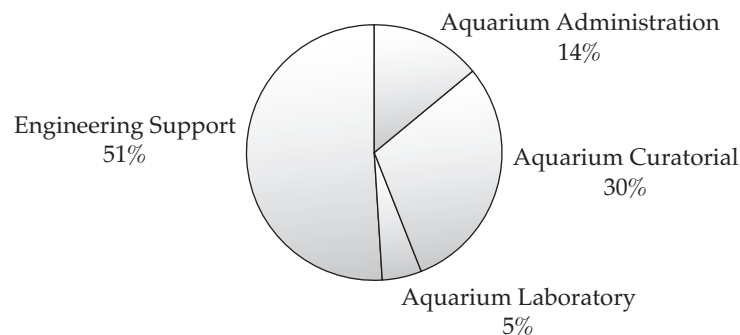
The Steinhart Aquarium is the only division of the California Academy of Sciences that receives city funding. The Aquarium, established through a gift to the City, is used to educate the public about marine species. It maintains one of the largest living marine species collections in the nation.

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

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$1,668,116	\$1,702,378	\$1,905,534	\$203,156	12%
Total FTE	5.76	5.76	7.10	1.34	23%

## **Resources by Service Area**



Resources allocated to service or program area as a percentage of total department budget.



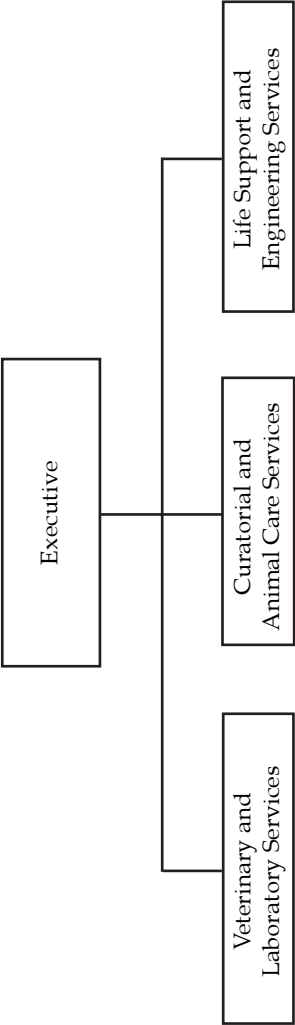
## **Budget Issues and Details**

### **Preparing for the New Steinhart Aquarium**

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- ◆ In 2006–2007, the Aquarium will continue to operate on a smaller scale in its temporary Howard Street location. There, the Aquarium will continue to provide novel interactive learning opportunities for people of all ages, and to act as a resource for San Francisco’s citizens and visitors.
- ◆ The new, permanent Steinhart Aquarium in Golden Gate Park is scheduled to open in late 2008. The new Steinhart Aquarium will be a larger, state-of-the-art facility. It will contain three times the volume of freshwater and 50 percent more salt water in its exhibits. It will also include a living rain forest.
- ◆ The development of the Howard Street facility as a holding and quarantine center for the new Steinhart Aquarium is underway. Over the next 24 months, the size of the living collection will double. This expansion will include both an increase in species and specimens as well as the necessary tanks and life support systems. In light of this expansion, two stationary engineers and two apprentice stationary engineers have been added to the Steinhart Aquarium budget to support the 24-hour/365-days-a-year operation of life support and ancillary systems.

**ACADEMY OF SCIENCES**



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	5.76	5.76	7.10	1.34	23%
<b>Net Operating Positions</b>	<b>5.76</b>	<b>5.76</b>	<b>7.10</b>	<b>1.34</b>	<b>23%</b>
<b>SOURCES</b>					
Local Taxes	1,272,765	1,273,000	1,366,000	93,000	7%
General Fund Support	395,351	429,378	539,534	110,156	26%
<b>Sources Total</b>	<b>1,668,116</b>	<b>1,702,378</b>	<b>1,905,534</b>	<b>203,156</b>	<b>12%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	432,363	404,247	503,022	98,775	24%
Fringe Benefits	107,759	116,124	173,876	57,752	50%
Professional & Contractual Services	1,039,494	1,182,007	1,182,007	0	N/A
Equipment	0	0	46,629	46,629	N/A
Services Of Other Departments	88,500	0	0	0	N/A
<b>Uses-operating Expenditure Total</b>	<b>1,668,116</b>	<b>1,702,378</b>	<b>1,905,534</b>	<b>203,156</b>	<b>12%</b>
<b>USES BY PROGRAM RECAP</b>					
Academy Of Sciences	1,668,116	1,702,378	1,905,534	203,156	12%
<b>Uses By Program Recap Total</b>	<b>1,668,116</b>	<b>1,702,378</b>	<b>1,905,534</b>	<b>203,156</b>	<b>12%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</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>				
<hr/>				
Keep the Aquarium displays functioning and open to the public				
◆ Number of exhibit days	365	365	365	365
◆ Number of visitors (adults & children)	257,421	280,000	280,000	268,000
◆ Number of schoolchildren reached	81,398	97,000	85,000	96,000
◆ Number of Senior visitors	6,497	7,150	7,400	7,000
◆ Number of visitors attending on Free Day	25,264	25,500	27,000	29,000
◆ Number of volunteer-facilitated visits to the Tide Pool	87,909	85,250	90,000	99,000
◆ Number of school-aged children participating in a docent-led tour	2,969	3,500	2,000	2,200



# ADULT PROBATION

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## 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

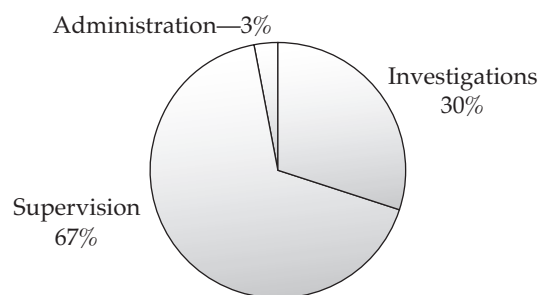
- ◆ The **Investigations** division prepares pre-sentencing investigative and supplemental reports to the Superior Court when a defendant is charged with a felony offense or has violated the conditions of probation. The reports outline sentencing guidelines and recommendations for the judge's consideration in criminal cases.
- ◆ In the **Supervision** division, officers supervise probationers to ensure they comply with the terms and conditions established by the courts. In addition to enforcing court orders, probation officers facilitate resocialization of probationers and assist victims. Specialized units known as Intensive Services Units are responsible for closely monitoring high-risk probationers who have committed gang-related, drug-related and domestic violence offenses.

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

## Budget Data Summary

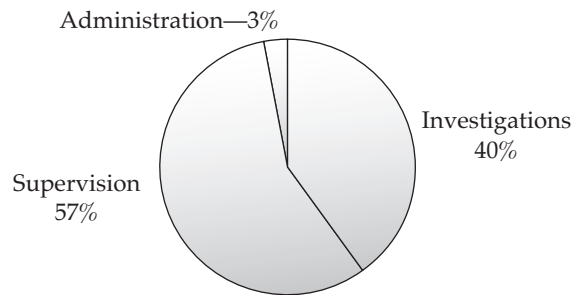
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$10,272,418	\$10,616,155	\$11,305,223	\$689,068	6%
Total FTE	111.49	102.61	101.09	(1.52)	(1%)

## Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Implementation of Electronic Kiosks to Enhance Supervision

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

### Improving Probationers' Access to Services

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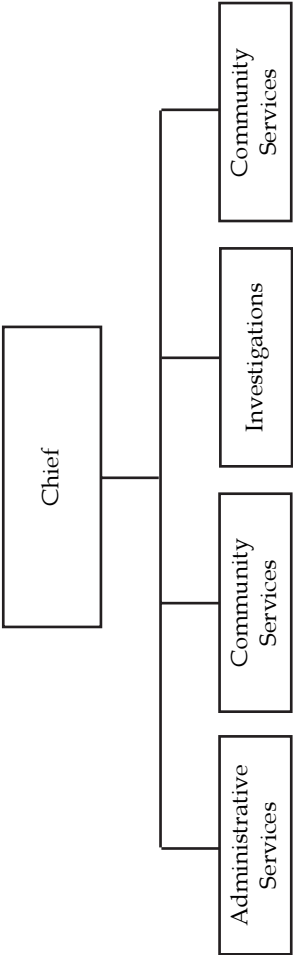
- ◆ The department will continue to place probation officers in communities to better promote access to services for victims and probationers. In addition to facilitating coordination with service providers, community-based locations promote efficient supervision. Specifically, the department has deployed full-time probation officers to the Broad Street Community Center, which is also staffed by the Police Department.
- ◆ The Intensive Services Unit (ISU), provides specialized services to probationers who have committed gang-related offenses, have mental illnesses, or addiction issues. Harnessing resources from its interdepartmental partnerships, the ISU continues to collaborate with other public safety departments to coordinate efforts in initiatives such as 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 improvements in domestic violence treatment programs and the criminal justice system. Select probation officers have also been deployed to community-based locations to facilitate field visits and the supervision process. The Unit also provides assistance to victims through service referrals and the enforcement of restraining orders.

### Enhanced Collection of Revenues and Restitutions

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- ◆ In January 2006, the Superior Court began to centralize and manage collections of all court-ordered debt. Beginning this fiscal year, fines and fees associated with court orders will be collected by a centralized unit managed by the Treasurer/Tax Collector. As a result, revenue from court-ordered debt is projected to increase.

ADULT PROBATION





## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	112.18	103.30	101.09	(2.21)	(2%)
Non-operating Positions (cap/ other)	(0.69)	(0.69)	0.00	0.69	N/ A
<b>Net Operating Positions</b>	<b>111.49</b>	<b>102.61</b>	<b>101.09</b>	<b>(1.52)</b>	<b>(1%)</b>
<b>SOURCES</b>					
Licenses & Fines	125,358	136,054	151,054	15,000	11%
Intergovernmental Revenue - Federal	85,406	145,183	137,241	(7,942)	(5%)
Charges For Services	414,229	632,000	617,000	(15,000)	(2%)
Transfers In	104,599	0	0	0	N/ A
Expenditure Recovery	708,259	674,109	571,538	(102,571)	(15%)
General Fund Support	8,834,567	9,028,809	9,828,390	799,581	9%
<b>Sources Total</b>	<b>10,272,418</b>	<b>10,616,155</b>	<b>11,305,223</b>	<b>689,068</b>	<b>6%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	6,992,849	7,093,310	7,167,962	74,652	1%
Fringe Benefits	2,311,079	2,481,691	2,845,877	364,186	15%
Professional & Contractual Services	69,535	50,671	107,575	56,904	N/ A
Materials & Supplies	46,691	24,759	45,060	20,301	82%
Equipment	5,277	12,735	86,687	73,952	N/ A
Services Of Other Departments	846,987	952,989	1,052,062	99,073	10%
<b>Uses-operating Expenditure Total</b>	<b>10,272,418</b>	<b>10,616,155</b>	<b>11,305,223</b>	<b>689,068</b>	<b>6%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	1,804,457	1,649,260	1,714,386	65,126	4%
Community Services	6,961,544	6,384,237	6,687,854	303,617	5%
Pre-sentencing Investigation	1,506,417	2,582,658	2,902,983	320,325	12%
<b>Uses By Program Recap Total</b>	<b>10,272,418</b>	<b>10,616,155</b>	<b>11,305,223</b>	<b>689,068</b>	<b>6%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Community Services</b>				
Maintain appropriate service level for probationers				
♦ Maximum caseload size per probation officer in the domestic violence unit	120	128	120	120
♦ Number of cases under limited supervision	3,100	3,100	3,100	3,100
♦ Number of monthly community meetings	4	3	12	24
<b>Pre-sentencing Investigation</b>				
Provide timely reports to guide sentencing decisions				
♦ Percentage of reports provided to the court two days prior to sentencing	99%	99%	99%	99%
♦ Percentage of victims notified prior to sentencing of their defendants	100%	100%	100%	100%



# 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:

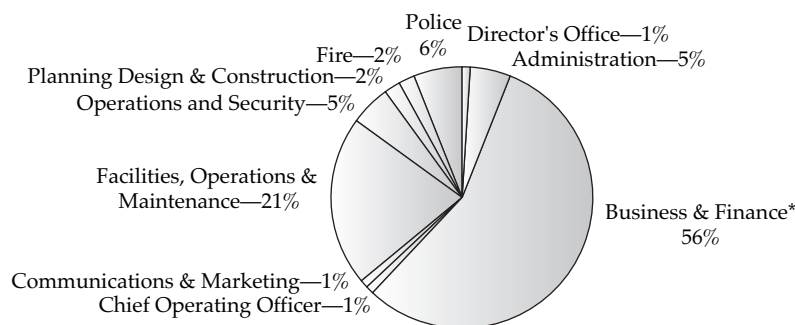
- ◆ **Administration and Business** focuses on the Airport's long-term financial plan and business viability; creates marketing plans that stress the Airport's unique amenities and its value as the airport of choice to passengers and airlines in the industry; ensures that Airport staffing needs are met; 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 the 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

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$516,308,618	\$549,926,360	\$594,283,643	\$44,357,283	8%
Total FTE	1,202.90	1,248.17	1,267.64	19.47	2%

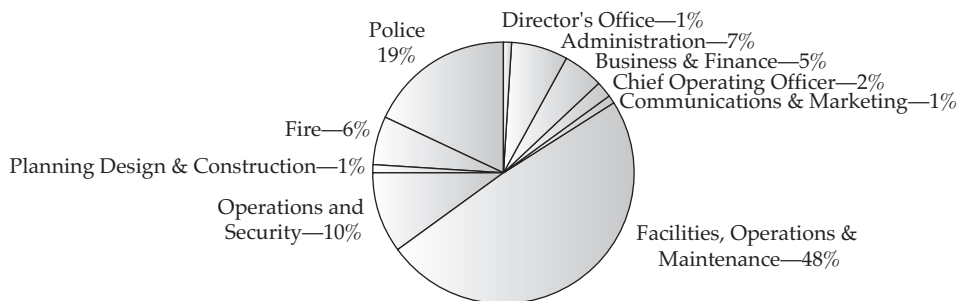
## Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

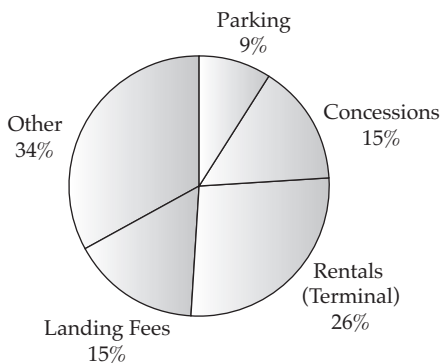
\*Note that Business and Finance includes debt service expenditures.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

### Funding Sources



The Airport's revenue sources for 2006–2007 are projected to include 26 percent from terminal rentals and 15 percent from landing fee revenues.

## Budget Issues and Details

### Improving Business and Financial Operations

- ◆ In 2006–2007, the Airport will work 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.
  - ❑ Developing and implementing a Quality Control Program for the Airport's food and beverage facilities to ensure the highest quality offerings and customer service.
  - ❑ Creating a new master retail concession plan for development through 2010 to maximize passenger service and concession revenues.
  - ❑ Continuing to focus on restructuring existing debt to lower annual debt service requirements and to enhance the credit standing of the Airport.
  - ❑ Converting an employee parking garage to new Long-Term Parking to enhance the quality of public parking facilities.

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

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- ◆ The Airport successfully restructured two revenue bonds that are projected to create approximately \$160 million in debt service cost savings over a 20-year period. The debt service budget for 2006–2007 is \$276 million, a reduction of \$6.5 million from the 2005–2006 budget.
- ◆ The Airport continues to explore ways to contain costs through greater operational efficiency and increased revenues from non-airline sources. The 2006–2007 budget maintains current service levels while meeting air travel demand and capturing savings through more efficient operations. The Airport estimates a slight increase in the operating cost per passenger compared to 2005–2006.

### **Safety and Security**

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- ◆ Safety and security are critical and fundamental to the operation of SFO. For more than a decade, the Airport actively sought, developed and deployed cost-effective technology solutions to enhance safety, security and efficiency. As a result, SFO exceeds the Transportation Security Administration's (TSA) regulations for baggage inspection and with the implementation of an integrated access control and networked digital video system, SFO far exceeds federal security requirements.
- ◆ The Airport will continue to be a test-site for all TSA-sponsored security initiatives involving procedures, equipment and technology. Specific plans for 2006–2007 include:
  - ❑ To work closely with the Department of Homeland Security's contractor, Lawrence Livermore National Laboratory, on a \$13 million pilot program testing current explosive detection technology for use in screening cargo carried on passenger aircraft.
  - ❑ To request a TSA pilot program to enhance baggage screening that integrates radio frequency identification technology with explosives detection systems and the development of related screening protocols.
  - ❑ To partner with General Electric to develop, test and evaluate a pilot model passenger screening checkpoint.
  - ❑ To continue work on the Perimeter Intrusion Detection system to include potential use of radar.
  - ❑ To integrate new document verification technology into the airport identification badge issuance process.
  - ❑ To complete a prioritized action plan to reduce airport vulnerabilities.
  - ❑ To continue regular sharing of aviation-related security information between the TSA, FBI, Customs and Border Protection, SFPD-Airport Bureau and the Airport's Aviation Security department.
- ◆ Work on Emergency Operations enhancements will continue through:
  - ❑ \$600,000 in upgrades to the Airport 9-1-1 telephone system. Implementation of the final phase of the radio equipment replacement project, including a radio information system database is expected to be completed in 2006–2007.
  - ❑ Contracting for the replacement of two 3,000 gallon dual agent Aircraft Rescue and Firefighting (ARFF) vehicles with state-of-the-art 4,000 gallon triple agent vehicles. The department is scheduled to procure the vehicles in 2006–2007 with delivery next August/September.

### **Airport Capital Program**

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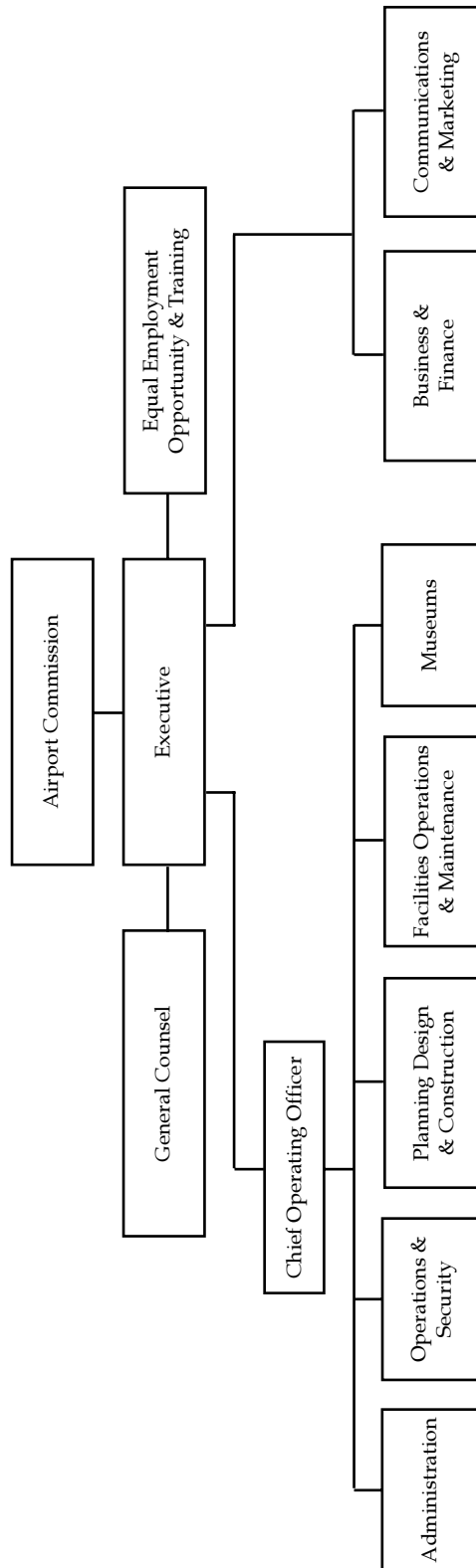
- ◆ Following the events of September 11, 2001, the Airport cancelled or postponed many capital projects not already in progress. In 2006–2007, staff will continue its annual update of the capital plan to incorporate anticipated capital needs, financial conditions and project prioritization. A Five-Year Capital Plan has been developed for the fiscal years through 2010–2011, as well as a 10-Year Capital and Maintenance Plan.
- ◆ The 2006–2007 Airport budget includes \$2.8 million in facilities maintenance costs and \$33.9 million to fund various capital projects. Funding sources for projects come from existing bond proceeds, operating funds, grants and passenger facility charges appropriated for capital purposes. The Airport will consider issuing additional debt to fund capital projects in 2007–2008.
- ◆ The 2006–2007 capital budget includes:
  - ❑ Roughly \$4.75 million for boarding and apron area improvements that would bring added capacity to the Airport’s existing terminals.
  - ❑ \$6.96 million to build a secure connector that will provide a safe and convenient bi-directional path of travel for passengers connecting between domestic flights in Terminal 3 and international flights in Boarding Area G.
  - ❑ \$1.8 million to provide a passenger bridge that connects the Terminal 1 mezzanine to the existing AirTrain station serving Terminal 1. Presently, passengers and employees who utilize Terminal 1 must pass through the Central Garage to go between Terminal 1 and the AirTrain.
  - ❑ \$4.0 million to enhance essential improvements to the safety and efficiency of SFO runway operations, including runway 28L/10R. The Federal Aviation Administration (FAA) requires the Airport to perform this work to remain in compliance with established runway surface specifications. The project will include reconstruction of sections of the runway and taxiway that are worn and deteriorated, pavement overlay, drainage improvements, and upgrades to runway and taxiway airfield lighting facilities.
  - ❑ Approximately \$8.7 million to fund Phase II of the realignment of Taxiways ‘H’ and ‘M’, as required by the FAA-approved Modified Group VI Aircraft Design Standards. This project will prepare SFO for new large aircraft (Airbus A380) operations—without these essential taxiway modifications, A380 operations would severely impact the movements of adjacent aircraft/ground vehicles and cause serious delays.

### **Service Level Changes**

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- ◆ Projected revenue growth in 2006–2007 will allow the Airport to fill 11 vacant positions across all areas of operation.

# AIRPORT





## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,318.15	1,364.67	1,385.31	20.64	2%
Non-operating Positions (cap/other)	(115.25)	(116.50)	(117.67)	(1.17)	1%
<b>Net Operating Positions</b>	<b>1,202.90</b>	<b>1,248.17</b>	<b>1,267.64</b>	<b>19.47</b>	<b>2%</b>
<b>SOURCES</b>					
Licenses & Fines	250,570	380,000	389,000	9,000	2%
Use Of Money Or Property	150,654,933	177,270,000	181,719,662	4,449,662	3%
Intergovernmental Revenue - Federal	0	111,150	12,102,334	11,991,184	N/A
Charges For Services	302,852,415	377,398,000	387,348,000	9,950,000	3%
Other Revenues	21,934,283	29,725,000	51,797,832	22,072,832	74%
Transfers In	62,308,453	0	0	0	N/A
Expenditure Recovery	218,254	100,000	0	(100,000)	N/A
Fund Balance	16,078,177	12,435,448	10,249,964	(2,185,484)	(18%)
Departmental Transfer Adjustment	(37,988,467)	(47,493,238)	(49,323,149)	(1,829,911)	4%
<b>Sources Total</b>	<b>516,308,618</b>	<b>549,926,360</b>	<b>594,283,643</b>	<b>44,357,283</b>	<b>8%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	78,100,547	86,213,195	89,001,875	2,788,680	3%
Fringe Benefits	22,140,351	29,026,166	35,566,416	6,540,250	23%
Professional & Contractual Services	59,729,397	69,411,184	71,646,578	2,235,394	3%
Materials & Supplies	6,438,762	9,139,343	12,618,383	3,479,040	38%
Equipment	290,546	1,678,580	1,991,591	313,011	19%
Debt Service	226,329,719	282,744,477	276,237,370	(6,507,107)	(2%)
Services Of Other Departments	45,324,899	49,770,415	48,479,502	(1,290,913)	(3%)
Transfers Out	19,677,249	21,943,000	22,058,100	115,100	1%
<b>Uses-operating Expenditure Total</b>	<b>458,031,470</b>	<b>549,926,360</b>	<b>557,599,815</b>	<b>7,673,455</b>	<b>1%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	2,500,000	0	2,800,000	2,800,000	N/A
Capital Projects	55,777,148	0	33,883,828	33,883,828	N/A
<b>Uses-project Expenditure Total</b>	<b>58,277,148</b>	<b>0</b>	<b>36,683,828</b>	<b>36,683,828</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Administration, Business	412,196,808	396,685,052	387,603,958	(9,081,094)	(2%)
Departmental Fund Transfer	380,494	0	0	0	N/A
Facilities Maintenance,construction	75,800,323	118,825,768	170,305,309	51,479,541	43%
Maintenance	29,807	0	0	0	N/A
Safety & Security	27,901,186	34,415,540	36,374,376	1,958,836	6%
<b>Uses By Program Recap Total</b>	<b>516,308,618</b>	<b>549,926,360</b>	<b>594,283,643</b>	<b>44,357,283</b>	<b>8%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Administration, Business</b>				
Contribute to the strength of the local economy				
♦ Percent change in domestic air passenger volume	5.2%	8.9%	0.2%	1.4%
♦ Percent change in international air passenger volume	6.5%	8.4%	4.6%	4.9%
Control airline cost per enplaned passenger				
♦ Airline cost per enplaned passenger	\$14.92	\$14.47	\$14.85	\$14.87
Increase concession revenues				
♦ Total domestic food and beverage concession revenue per domestic enplaned passenger	\$0.55	\$0.50	\$0.58	\$0.59
♦ Increase parking exit volume and parking revenue per originating passenger	\$4.17	\$4.39	\$4.30	\$4.29
<b>Safety &amp; Security</b>				
Provide accessible and convenient facilities and superior customer service				
♦ Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	4.0	4.0	4.0	4.0
♦ Average security checkpoint wait times as a percent of the national average	n/a	n/a	75%	75%
♦ Average immigration and customs wait times as a percent of the national average	n/a	n/a	112%	112%
Provide for and enhance a safe and secure airport environment				
♦ Number of Airport-controlled runway incursions	0	0	1	0



# ARTS COMMISSION

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## ***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, parks and 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.

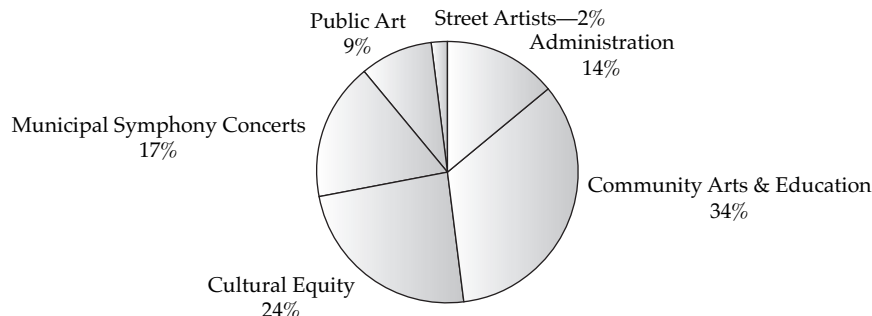
Additional services include providing design reviews of the City's building projects, maintaining the citywide civic art collection, managing the City's civic art gallery, promoting affordable or free performing arts events, including the municipal symphony series and funding artwork for public display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

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

## **Budget Data Summary**

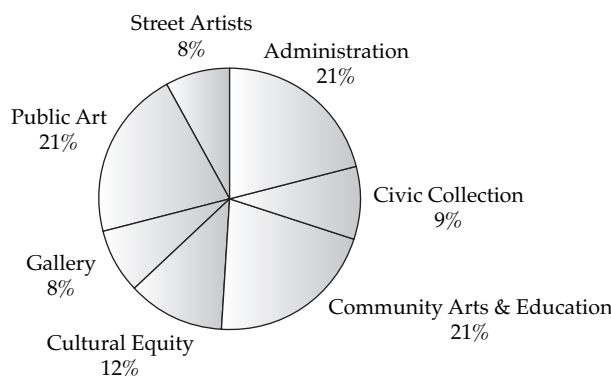
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$7,141,502	\$8,369,241	\$8,586,808	\$217,567	3%
Total FTE	19.00	24.22	25.17	0.95	4%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Supporting Cultural Equity Grants and Cultural Centers

- ◆ In 2006–2007, growth in the Hotel Tax will be used to support the City’s Cultural Centers and increase funding available for grant making in the Cultural Equity grants program. A proposed combined increase of approximately \$238,000 in funding for grant making has been included in the department’s budget.

### Promoting Arts Education Among San Francisco Youth

- ◆ In 2006–2007, the SFAC in partnership with the SFUSD, will release the City’s first Arts Education Master Plan. This document, to be released in early summer 2006, will outline a strategy to provide professional development for teachers, principals and artists in arts standards from pre-kindergarten through 12th grade, and will make recommendations for annual Proposition H expenditures.

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

- ◆ The Third Street Light Rail, which will come online in 2006–2007, will feature over one hundred artworks incorporated into the design of 28 transit platforms from Mission Bay to Visitacion Valley. Also underway are a series of commissions for the Laguna Honda Hospital, a number of branch libraries, as well as recreation and park facilities throughout the City. Two temporary art installations are also planned for installation in the Hayes Green in 2006–2007.

### **Assessing Outcomes of Granting**

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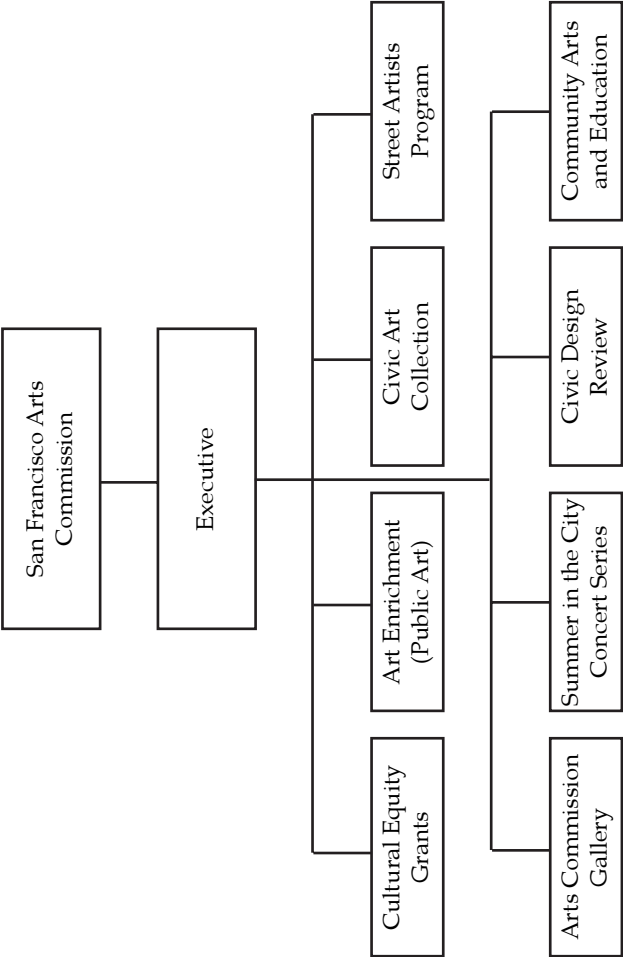
- ◆ The SFAC provides numerous grants for local artists through the Cultural Equity Grants (CEG), Youth Arts Grants and Market Street Art program. In 2006–2007, CEG will develop an assessment project to examine the core categories around which the program was formed. Over the past ten years, arts organizations from underserved communities have received funds to strengthen their infrastructure and broaden their funding and audience base. Using financial evaluations, interviews and questionnaires, SFAC staff will assess the impact this funding has had on the various organizations.

### **Maintaining Historical Public Monuments**

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- ◆ The SFAC is charged with maintaining the City's civic art collection including historical public monuments located throughout the City. Maintenance plans for 2006–2007 include Miguel de Cervantes monument, adjacent to the de Young Museum in Golden Gate Park.

ARTS COMMISSION



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005</b> <b><u>Actual</u></b>	<b>2005-2006</b> <b><u>Budget</u></b>	<b>2006-2007</b> <b><u>Proposed</u></b>	<b>\$ Chg From</b> <b><u>2005-2006</u></b>	<b>% Chg From</b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	22.93	25.22	26.17	0.95	4%
Non-operating Positions (cap/ other)	(3.93)	(1.00)	(1.00)	0.00	N/A
<b>Net Operating Positions</b>	<b>19.00</b>	<b>24.22</b>	<b>25.17</b>	<b>0.95</b>	<b>4%</b>
<b>SOURCES</b>					
Local Taxes	3,649,000	3,649,000	3,917,000	268,000	7%
Licenses & Fines	150,409	167,680	161,100	(6,580)	(4%)
Use Of Money Or Property	10,359	12,580	12,580	0	N/A
Charges For Services	221,314	148,852	291,734	142,882	N/A
Other Revenues	289,220	661,282	551,034	(110,248)	(17%)
Transfers In	265,000	215,000	345,000	130,000	60%
Expenditure Recovery	787,762	1,506,800	1,066,800	(440,000)	(29%)
Fund Balance	0	0	19,760	19,760	N/A
General Fund Support	1,768,438	2,008,047	2,221,800	213,753	11%
<b>Sources Total</b>	<b>7,141,502</b>	<b>8,369,241</b>	<b>8,586,808</b>	<b>217,567</b>	<b>3%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	970,393	1,566,682	1,677,786	111,104	7%
Fringe Benefits	228,563	434,188	556,375	122,187	28%
Professional & Contractual Services	424,334	2,004,859	2,017,366	12,507	1%
Aid Assistance / Grants	5,322,623	4,037,803	4,027,320	(10,483)	N/A
Materials & Supplies	12,873	11,125	8,864	(2,261)	(20%)
Services Of Other Departments	182,716	157,284	174,097	16,813	11%
<b>Uses-operating Expenditure Total</b>	<b>7,141,502</b>	<b>8,211,941</b>	<b>8,461,808</b>	<b>249,867</b>	<b>3%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	90,000	90,000	0	N/A
Capital Projects	0	67,300	35,000	(32,300)	(48%)
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>157,300</b>	<b>125,000</b>	<b>(32,300)</b>	<b>(21%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	496,610	1,019,627	1,208,325	188,698	19%
Capital Projects	4,806	0	0	0	N/A
Civic Collection	6,075	82,300	50,000	(32,300)	(39%)
Community Arts & Education	3,272,036	3,038,356	2,893,244	(145,112)	(5%)
Cultural Equity	1,743,227	1,944,198	2,077,821	133,623	7%
Gallery	15,111	15,000	15,000	0	N/A
Maintenance	2,602	0	0	0	N/A
Municipal Symphony Concerts	1,314,301	1,400,642	1,483,255	82,613	6%



## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Neighborhood Services	32,906	0	0	0	N/A
Public Art	97,754	701,438	678,303	(23,135)	(3%)
Street Artists	156,074	167,680	180,860	13,180	8%
<b>Uses By Program Recap Total</b>	<b>7,141,502</b>	<b>8,369,241</b>	<b>8,586,808</b>	<b>217,567</b>	<b>3%</b>

## Performance Measures

	2004-2005 <u>Actual</u>	2005-2006 <u>Target</u>	2005-2006 <u>Projected</u>	2006-2007 <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	20	40	20	20
<b>Civic Collection</b>				
<b>Maintain the City's Civic Art Collection</b>				
♦ Number of major restorations of artwork in the Civic Art Collection	3	3	4	3
♦ Number of minor cleaning, repair and conservation projects completed	1	7	10	7
<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	649	500	500	500
<b>Cultural Equity</b>				
<b>Facilitate access to assistance for potential grant applicants, especially first time applicants</b>				
♦ Number of community application workshops	24	24	20	20
<b>Provide financial support to cultural organizations to ensure all cultures of City are represented</b>				
♦ Number of grants awarded by the Commission	102	90	100	100
<b>Gallery</b>				
<b>Establish new relationships between SFAC and other artists and organizations</b>				
♦ Number of artists, collectives, and other organizations with programmatic relationships	n/a	n/a	n/a	8
<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	11	12	10	12
<b>Street Artists</b>				
<b>Assist artists in supporting themselves through selling their work</b>				
♦ Number of licensed street artists (annual average)	380	380	384	384
♦ Number of first-time licenses issued	177	175	214	214



# ASIAN ART MUSEUM

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## Mission

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

## Services

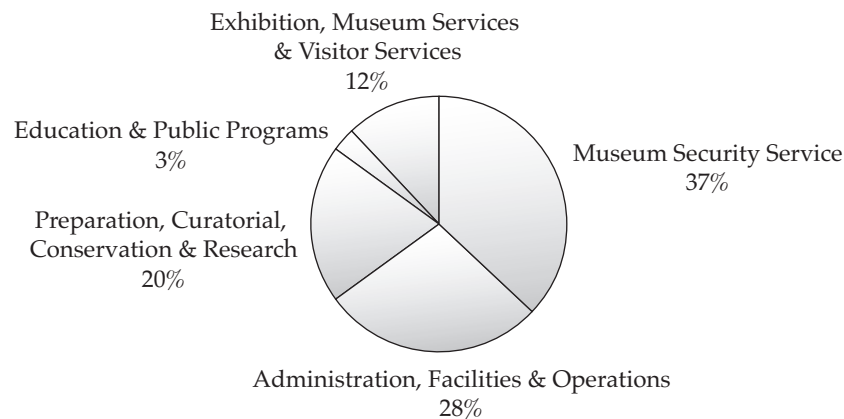
The Asian Art Museum (AAM) houses the City's collection of over 15,000 Asian art objects, including the Avery Brundage Collection. The Museum provides long-term care, maintenance, security and display of the City's collection; hosts special exhibitions of Asian art from around the world; and develops and produces educational and outreach programs to inform a broad, diverse public about Asian art and culture.

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

## Budget Data Summary

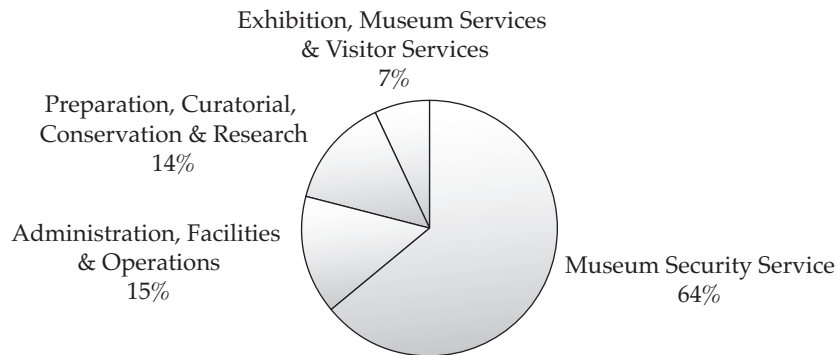
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$6,751,179	\$7,279,837	\$7,963,640	683,803	9%
Total FTE	60.56	60.33	58.93	(1.40)	(2%)

## Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

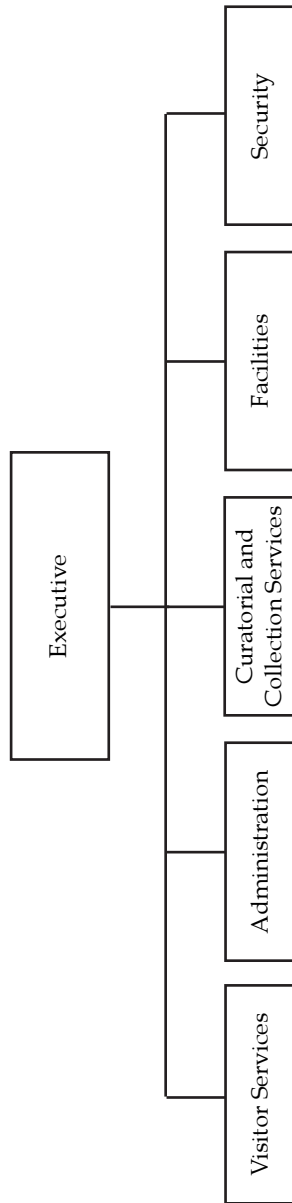
### A Cultural Touchstone and Asset

- ◆ Through its expansive collection of art and a 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, experiencing the collections of the Asian Art Museum is their first contact with the history and cultures of Asia. Exposure to the influences and evolution of Asian societies provides a greater understanding in today's global economy.
- ◆ Rated as a three-star "must see" attraction by the Michelin guide, the AAM continues to enhance its role and reputation as a unique cultural asset to the City 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 global audience of Bay Area residents, students and both domestic and international tourists.
- ◆ The 2006-2007 budget includes increased funding for facilities maintenance at the museum, which is now in its fourth year of operations located in the Civic Center.

### Featured Programming

- ◆ In 2006–2007, the museum will host a number of notable exhibitions representing the diversity and depth of Asian art and culture. During the summer of 2006, *A Curious Affair: The Fascination between East and West*, will focus on artistic interactions between Asia, Europe and the Americas. Another summer exhibit, *The Elegant Gathering: The Yeh Family Collection*, will focus on Chinese art from the Museum's collections and explore the hidden meanings in symbols decorating jades and porcelains. Autumn shows, including *Pioneers of Philippine Art* and a collection of contemporary Pakistani art, are expected to draw a great deal of interest from around the Bay. Rounding out the year in late fall and winter are shows from Japan and India. These exhibits include contemporary art such as manga, or graphic novels and anime, and *The Arts of Mewar*, a historical exhibition of paintings and artworks from a princely kingdom in India.

## ASIAN ART MUSEUM



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	60.56	60.33	58.93	(1.40)	(2%)
<b>Net Operating Positions</b>	<b>60.56</b>	<b>60.33</b>	<b>58.93</b>	<b>(1.40)</b>	<b>(2%)</b>
<b>SOURCES</b>					
Local Taxes	1,761,000	1,761,000	1,890,000	129,000	7%
Charges For Services	1,093,698	982,269	871,000	(111,269)	(11%)
General Fund Support	3,896,481	4,536,568	5,202,640	666,072	15%
<b>Sources Total</b>	<b>6,751,179</b>	<b>7,279,837</b>	<b>7,963,640</b>	<b>683,803</b>	<b>9%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	3,202,664	3,484,217	3,554,686	70,469	2%
Fringe Benefits	787,171	851,259	1,226,634	375,375	44%
Professional & Contractual Services	2,336,332	2,111,987	1,983,282	(128,705)	(6%)
Equipment	0	0	50,737	50,737	N/A
Services Of Other Departments	425,012	732,374	698,301	(34,073)	(5%)
<b>Uses-operating Expenditure Total</b>	<b>6,751,179</b>	<b>7,179,837</b>	<b>7,513,640</b>	<b>333,803</b>	<b>5%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	100,000	150,000	50,000	50%
Capital Projects	0	0	300,000	300,000	N/A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>100,000</b>	<b>450,000</b>	<b>350,000</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Asian Art Museum	6,751,179	7,279,837	7,963,640	683,803	9%
<b>Uses By Program Recap Total</b>	<b>6,751,179</b>	<b>7,279,837</b>	<b>7,963,640</b>	<b>683,803</b>	<b>9%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</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>				
Increase museum membership				
◆ Number of museum members	18,539	18,000	19,658	20,063
Increase number of museum visitors				
◆ Number of museum visitors	325,739	350,000	247,518	236,250
Provide quality programs on Asian art and culture				
◆ Number of education program participants	29,942	28,000	26,715	25,000
◆ Number of public program participants	97,131	90,000	76,132	62,000





# ASSESSOR-RECORDER

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## 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

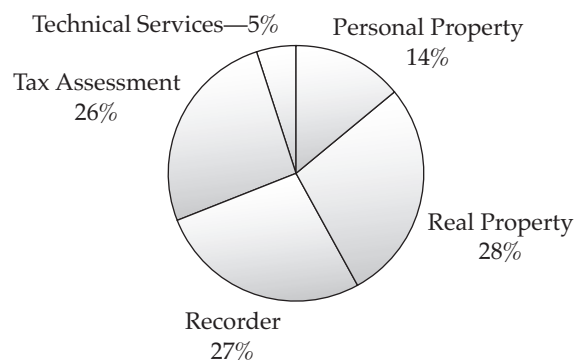
- ◆ **Assessor** provides assessments of taxable real and business personal property; provides assistance to taxpayers on issues relating to property valuation; and assists taxpayers in applying for exemptions.
- ◆ **Recorder** maintains and records official documents; assesses and collects transfer taxes; and provides public access to a variety of official city records.

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

## Budget Data Summary

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$10,489,418	\$12,903,786	\$13,756,967	\$853,181	7%
Total FTE	119.66	112.69	117.29	4.60	4%

## Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

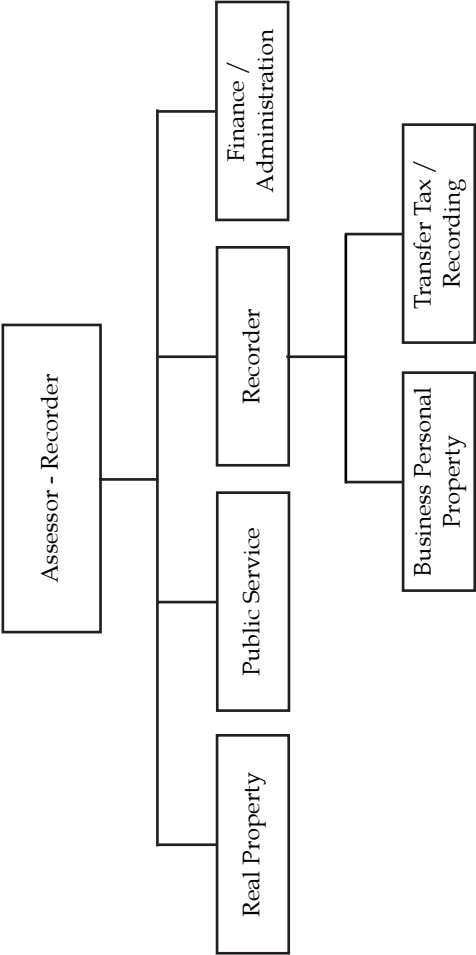
## **Budget Issues and Details**

### **Improving Efficiency and Effectiveness of Operations**

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- ◆ The primary responsibility of the Assessor-Recorder's office is the fair, accurate, and prompt collection of property taxes. As the major revenue source for the City's General Fund, delays in collecting property taxes can significantly impact the City's ability to provide vital services to residents. Unfortunately, the City currently has a backlog of 17,000 property appraisals that has accumulated over several years of intense real estate activity. The 2006–2007 budget includes an investment of temporary clerk staff and appraisers to eliminate this backlog over the next three years, generating additional revenue for city services.
- ◆ In 2006–2007, the Assessor-Recorder's office will continue to improve the efficiency and effectiveness of the department's operations. In particular, the Assessor-Recorder will fill a number of vacant revenue-generating positions; explore and identify the technology investments necessary to improve the speed and accuracy of property tax collections; and renew efforts to defend the valuation of properties before the Assessment Appeals Board.

**ASSESSOR - RECORDER**



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005 Actual</u></b>	<b><u>2005-2006 Budget</u></b>	<b><u>2006-2007 Proposed</u></b>	<b><u>\$ Chg From 2005-2006</u></b>	<b><u>% Chg From 2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	119.66	112.69	117.29	4.60	4%
<b>Net Operating Positions</b>	<b>119.66</b>	<b>112.69</b>	<b>117.29</b>	<b>4.60</b>	<b>4%</b>
<b>SOURCES</b>					
Charges For Services	3,243,187	3,270,000	3,591,000	321,000	10%
Expenditure Recovery	15,000	247,596	247,596	0	N/A
Fund Balance	1,082,046	1,400,195	1,180,100	(220,095)	(16%)
General Fund Support	6,149,185	7,985,995	8,738,271	752,276	9%
<b>Sources Total</b>	<b>10,489,418</b>	<b>12,903,786</b>	<b>13,756,967</b>	<b>853,181</b>	<b>7%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	6,728,832	7,249,010	7,935,677	686,667	9%
Fringe Benefits	1,725,899	2,204,045	2,779,753	575,708	26%
Overhead	185,577	731,821	509,225	(222,596)	(30%)
Professional & Contractual Services	508,359	1,119,447	1,119,447	0	N/A
Materials & Supplies	150,509	119,233	119,233	0	N/A
Equipment	16,775	113,877	0	(113,877)	N/A
Services Of Other Departments	1,173,467	1,366,353	1,293,632	(72,721)	(5%)
<b>Uses-operating Expenditure Total</b>	<b>10,489,418</b>	<b>12,903,786</b>	<b>13,756,967</b>	<b>853,181</b>	<b>7%</b>
<b>USES BY PROGRAM RECAP</b>					
Personal Property	1,788,068	1,600,863	1,752,810	151,947	9%
Real Property	2,831,596	3,537,521	4,297,067	759,546	21%
Recorder	2,283,234	3,694,960	3,379,414	(315,546)	(9%)
Tax Assessment	3,084,964	3,513,965	3,728,933	214,968	6%
Technical Services	501,556	556,477	598,743	42,266	8%
<b>Uses By Program Recap Total</b>	<b>10,489,418</b>	<b>12,903,786</b>	<b>13,756,967</b>	<b>853,181</b>	<b>7%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Personal Property</b>				
Assess all personal property, trade fixtures, boats and leasehold improvements				
♦ Percentage of mandatory audits completed by June 30	54%	50%	50%	50%
♦ Number of business property statements processed by June 30	16,923	17,000	17,000	17,000
<b>Real Property</b>				
Assess all taxable real property within the City				
♦ Percentage of change of ownership transactions appraised by June 30	79%	80%	80%	80%
♦ Percentage of new construction assessments completed by June 30	85%	85%	85%	85%
♦ Average number of change of ownership appraisals completed per appraiser per year	290	350	290	290
♦ Average number of new construction appraisals worked per appraiser per year	148	200	200	200
♦ Number of assessable permits received per calendar year	8,182	8,000	8,000	8,000
♦ Number of assessment appeals resolved	1,560	1,500	1,600	1,600
<b>Recorder</b>				
Record documents and provide constructive notices of these recordings				
♦ 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	70%	80%	100%	100%
♦ Percentage of documents processed and returned to customers within 30 business days	75%	100%	100%	100%
♦ Number of documents recorded	226,961	200,000	200,000	200,000
<b>Technical Services</b>				
Maintain and update the assessment roll timely				
♦ Percentage of change of ownership documents processed by June 30	43%	85%	50%	50%



# BOARD OF APPEALS

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## ***Mission***

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

## ***Services***

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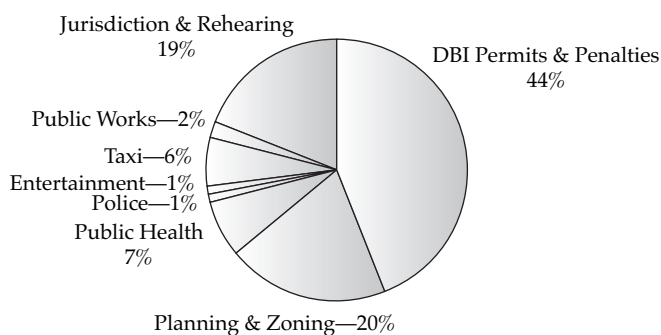
The Board of Appeals administers the Charter mandated permit appeals process. Information about appealing a permit decision is available through a variety of outlets, including the Internet, brochures, phone, fax and in-person. Appeals processing includes duly noticed public hearings and timely decisions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

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

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$452,012	\$539,297	\$573,039	\$33,742	6%
Total FTE	4.53	4.85	4.90	0.05	1%

## **Hearings by Type, Year-to-Date**



Actual hearings, by type, for the most recent completed fiscal year.  
100% of the department's resources are dedicated to appeals and administration.



## **Budget Issues and Details**

### **Service Level Changes**

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- ◆ In the current year, the Board of Appeals will process approximately 206 permit appeals. This is expected to increase to 250 in 2006–2007.
- ◆ The creation of two new permit types, the Medical Cannabis Dispensary Permit and the Tobacco Sales Permit, may increase the number of appeals filed with the Board. The Board of Appeals surcharge has been adjusted accordingly to reflect the addition of these new permits to the roster of types of appeals heard.

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

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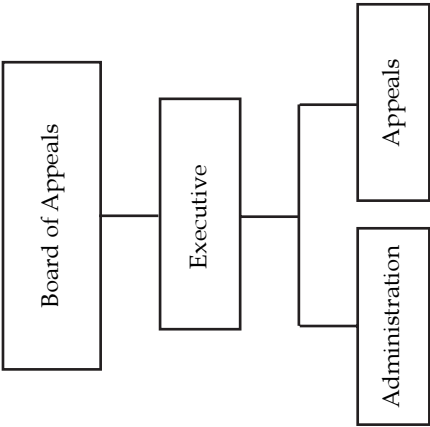
- ◆ The department's primary function is the timely processing of appeals and the clerical and administrative tasks related to hearings and decisions concerning those appeals.

### **Broadening Institutional Knowledge**

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- ◆ The department continues to cross-train staff in all aspects of the permit process to improve service quality, reduce processing delays, ensure continuity of operations and maintain institutional memory.

**BOARD OF APPEALS**



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005 Actual</u></b>	<b><u>2005-2006 Budget</u></b>	<b><u>2006-2007 Proposed</u></b>	<b><u>\$ Chg From 2005-2006</u></b>	<b><u>% Chg From 2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	4.53	4.85	4.90	0.05	1%
<b>Net Operating Positions</b>	<b>4.53</b>	<b>4.85</b>	<b>4.90</b>	<b>0.05</b>	<b>1%</b>
<b>SOURCES</b>					
Charges For Services	419,065	539,297	573,039	33,742	6%
General Fund Support	32,947	0	0	0	N/ A
<b>Sources Total</b>	<b>452,012</b>	<b>539,297</b>	<b>573,039</b>	<b>33,742</b>	<b>6%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	330,929	356,553	366,112	9,559	3%
Fringe Benefits	76,509	94,341	116,870	22,529	24%
Professional & Contractual Services	25,700	26,884	26,645	(239)	(1%)
Materials & Supplies	6,143	10,918	10,305	(613)	(6%)
Services Of Other Departments	12,731	50,601	53,107	2,506	5%
<b>Uses-operating Expenditure Total</b>	<b>452,012</b>	<b>539,297</b>	<b>573,039</b>	<b>33,742</b>	<b>6%</b>
<b>USES BY PROGRAM RECAP</b>					
Appeals Processing	452,012	539,297	573,039	33,742	6%
<b>Uses By Program Recap Total</b>	<b>452,012</b>	<b>539,297</b>	<b>573,039</b>	<b>33,742</b>	<b>6%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</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>				
Provide a fair and efficient administrative appeals process to the public				
◆ Percentage of cases decided within 75 days of filing	52%	75%	70%	75%
◆ Percentage of written decisions released within 15 days of final action	83%	90%	90%	90%



# BOARD OF SUPERVISORS

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## ***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***

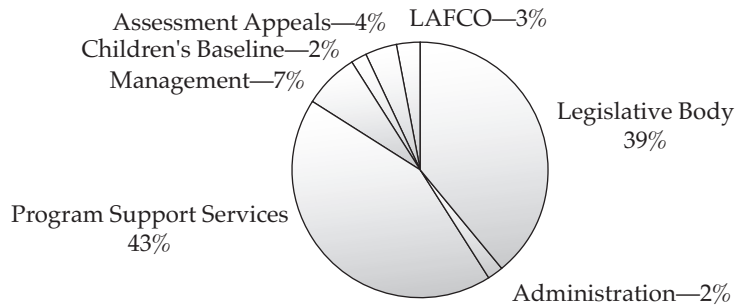
- ◆ **Clerk of the Board** provides leadership and administrative support for implementing board policies and providing quality service to the people of San Francisco. The Clerk's office includes three administrative divisions: Special Services; Legislative Analyst; and Records and Information Management.
- ◆ **Assessment Appeals Board** is an independent agency that adjudicates disputes between the Assessor's Office and property owners. It is the duty of the Assessment Appeals Board 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** advises the Board of Supervisors and provides information to other city departments on appropriate ways to implement the Sunshine Ordinance, which requires public access to meetings and public records.
- ◆ **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** reviews and approves 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.
- ◆ **Office of the Legislative Analyst** supports the policy-making initiatives of the Board of Supervisors by providing objective information, research and analysis.

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

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$9,420,301	\$9,426,556	\$10,184,916	\$758,360	8%
Total FTE	64.67	62.88	62.27	(0.61)	(1%)

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

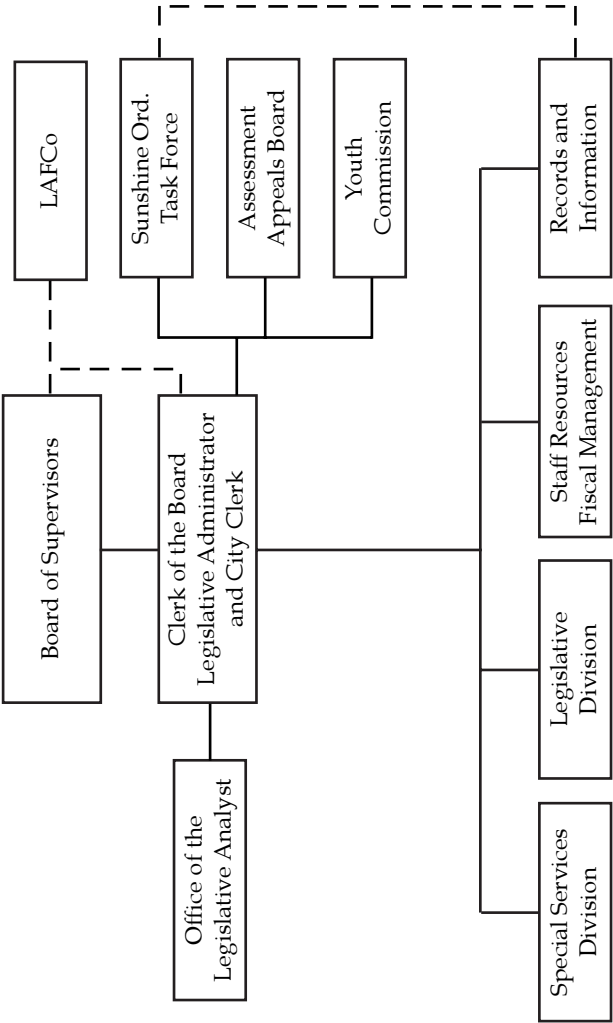
## Budget Issues and Details

### Striving to Enhance Efficiency

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- ◆ In 2006–2007, the Office of the Legislative Analyst will undertake a strategic planning process to ensure that the office is providing appropriate support to the Board of Supervisors.
- ◆ The Clerk of the Board staff assumed various responsibilities from the Sunshine Ordinance Task Force (SOTF) in 2005–2006. Challenges associated with maintaining customer service levels in light of recent budget reductions will require an ongoing review of the level of support provided to SOTF in 2006–2007.
- ◆ The Mayor's budget provides \$350,000 to upgrade the Legislative Tracking System. The tracking system assists with the creation of Board and committee agendas, meeting minutes and vote information, as well as legislation introduction documents. It also complies with the administrative code requirements to maintain a legislative history.
- ◆ In 2006–2007, the department will continue to evaluate and improve its support of the Board and its committees; continue to implement knowledge-management protocols; and will respond to the public's right to obtain information efficiently and effectively.

BOARD OF SUPERVISORS





## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	64.67	62.88	62.27	(0.61)	(1%)
<b>Net Operating Positions</b>	<b>64.67</b>	<b>62.88</b>	<b>62.27</b>	<b>(0.61)</b>	<b>(1%)</b>
<b>SOURCES</b>					
Intergovernmental Revenue - State	0	0	260,000	260,000	N/ A
Charges For Services	117,898	159,695	139,695	(20,000)	(13%)
Transfers In	231,325	0	0	0	N/ A
Expenditure Recovery	510,425	17,500	17,500	0	N/ A
Fund Balance	0	0	376,000	376,000	N/ A
General Fund Support	8,560,653	9,249,361	9,391,721	142,360	2%
<b>Sources Total</b>	<b>9,420,301</b>	<b>9,426,556</b>	<b>10,184,916</b>	<b>758,360</b>	<b>8%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	4,846,656	4,678,509	4,791,275	112,766	2%
Fringe Benefits	1,069,592	1,328,667	1,655,379	326,712	25%
Professional & Contractual Services	2,751,160	3,098,499	3,441,310	342,811	11%
Materials & Supplies	37,612	27,543	26,543	(1,000)	(4%)
Equipment	30,742	25,050	0	(25,050)	N/ A
Services Of Other Departments	203,214	268,288	270,409	2,121	1%
Transfers Out	481,325	0	0	0	N/ A
<b>Uses-operating Expenditure Total</b>	<b>9,420,301</b>	<b>9,426,556</b>	<b>10,184,916</b>	<b>758,360</b>	<b>8%</b>
<b>USES BY PROGRAM RECAP</b>					
Board Of Supervisors	3,673,383	3,796,898	4,014,848	217,950	6%
Budget & Legislative Analysts	2,271,700	2,543,296	2,612,645	69,349	3%
Children's Baseline	186,001	205,871	215,104	9,233	4%
Clerk Of The Board	3,176,908	2,572,269	3,045,290	473,021	18%
Local Agency Formation	112,309	308,222	297,029	(11,193)	(4%)
<b>Uses By Program Recap Total</b>	<b>9,420,301</b>	<b>9,426,556</b>	<b>10,184,916</b>	<b>758,360</b>	<b>8%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Budget &amp; Legislative Analysts</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.				
◆ Percentage of reports on Board or Committee hearing items posted on web site at least 72 hours prior to hearing.	100%	100%	100%	100%
◆ Percentage of legislative or policy related assignments from the Board/Committees are completed in a timely manner.	50%	80%	85%	90%
<b>Clerk Of The Board</b>				
Provide response and support to the Board of Supervisors, Committee, Commissions, Task Force, other departments/agencies and general public on legislative or policy related matters.				
◆ Percentage of Board, Committee, Commission and Task Force legislative or policy related requests, which are processed and responded to within established time frames.	94%	94%	100%	94%
◆ Percentage of written, electronic public records and telephone requests answered within established time frame.	95%	95%	100%	95%



# CHILDREN AND FAMILIES COMMISSION (FIRST FIVE SAN FRANCISCO)

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## ***Mission***

*To establish the enduring obligation of San Francisco's residents and government 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:

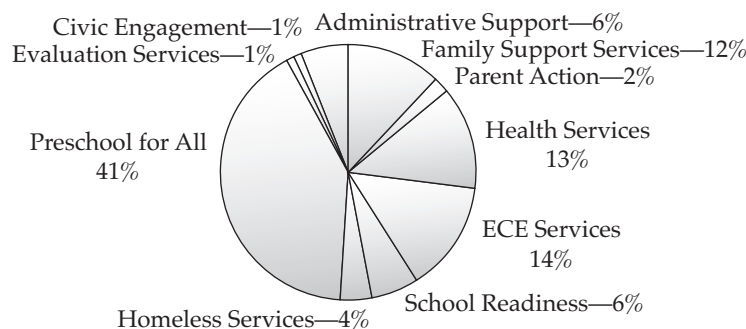
- ◆ **Early Care and Education** provides the resources pre-school children will need in order to enjoy and be successful in school. These resources include: Preschool For All; CARES; School Readiness Initiative partnership with the San Francisco Unified School District (SFUSD); and Gateway to Quality (assessments and technical assistance for providers).
- ◆ **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 Prevention and Treatment Resources.
- ◆ **Family Support** ensures that families have 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).

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

## **Budget Data Summary**

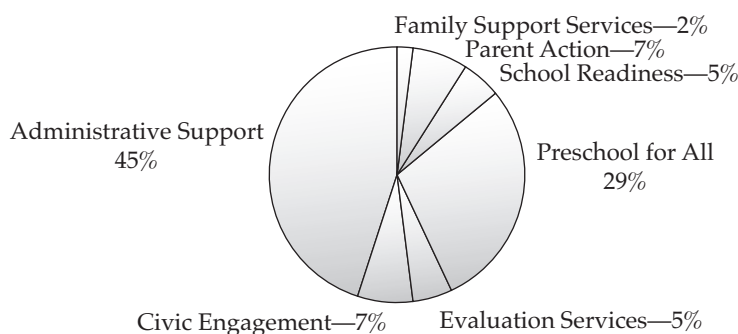
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$9,749,828	\$11,518,223	\$17,599,910	\$6,081,687	53%
Total FTE	10.00	10.75	14.00	3.25	30%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Continuing Preschool for All

---

- ◆ The department launched Preschool For All in 2005–2006, and is integrating this new initiative into the overall work of the department. In 2006–2007, First 5's Proposition H allocation will grow from \$3.3 million to \$6.6 million.
- ◆ Preschool For All will add additional pre-school sites in the Hayes Valley/Tenderloin, South of Market/Downtown/Chinatown, Russian Hill/Nob Hill, North Beach/Embarcadero, Treasure Island, and Potrero Hill areas next year. The program anticipates funding approximately 1,000 pre-schoolers in 2006–2007.

### Service Level Changes

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- ◆ First 5 San Francisco is the designated lead agency for universal preschool under Proposition H. Prior to 2005–2006, the department supported the planning for Proposition H with its existing tobacco tax (Proposition 10) revenues. With the launch of Preschool For All (Proposition H) in 2005–2006, the support of these activities has shifted from Proposition 10 revenues to Proposition H revenues.

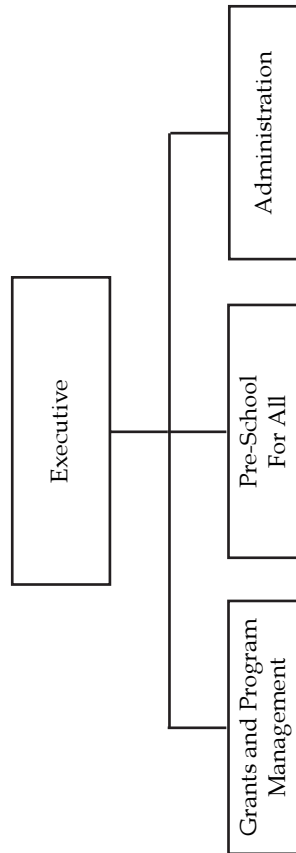
- ◆ Last year, the department's Proposition 10 state revenue allocation increased by five percent. The 2006–2007 budget assumes that the local Proposition 10 revenue will show no change from last year, with the exception of First 5 State Commission matching funds, a revenue item that was not included in prior years.

### **Ensuring Quality Services**

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- ◆ In the new fiscal year, the department will be focusing on improving accountability procedures to ensure the highest quality of services for children aged 0–5 and their families.

## CHILDREN AND FAMILIES COMMISSION



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	10.00	10.75	14.00	3.25	30%
<b>Net Operating Positions</b>	<b>10.00</b>	<b>10.75</b>	<b>14.00</b>	<b>3.25</b>	<b>30%</b>
<b>SOURCES</b>					
Use Of Money Or Property	586,118	500,000	500,000	0	N/A
Intergovernmental Revenue - State	9,163,710	7,684,890	10,433,244	2,748,354	36%
Transfers In	0	3,333,333	6,666,666	3,333,333	N/A
<b>Sources Total</b>	<b>9,749,828</b>	<b>11,518,223</b>	<b>17,599,910</b>	<b>6,081,687</b>	<b>53%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	522,475	781,110	1,045,693	264,583	34%
Fringe Benefits	121,015	226,067	405,134	179,067	79%
Professional & Contractual Services	475,484	897,362	894,056	(3,306)	N/A
Aid Assistance / Grants	6,885,875	8,004,918	13,351,353	5,346,435	67%
Materials & Supplies	20,490	15,360	41,500	26,140	N/A
Services Of Other Departments	1,724,489	1,593,406	1,862,174	268,768	17%
<b>Uses-operating Expenditure Total</b>	<b>9,749,828</b>	<b>11,518,223</b>	<b>17,599,910</b>	<b>6,081,687</b>	<b>53%</b>
<b>USES BY PROGRAM RECAP</b>					
Children & Families	9,749,828	8,184,890	10,393,244	2,208,354	27%
Public Ed Fund - Prop H (march 2004)	0	3,333,333	7,206,666	3,873,333	N/A
<b>Uses By Program Recap Total</b>	<b>9,749,828</b>	<b>11,518,223</b>	<b>17,599,910</b>	<b>6,081,687</b>	<b>53%</b>



## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Children &amp; Families</b>				
Ensure that San Francisco's children have adequate health care				
◆ Number of children age 0-5 who are insured through Healthy Kids	808	808	780	780
Provide high quality child care for San Francisco's children				
◆ Number of child care workers who participate in high quality and culturally appropriate training	n/a	1,307	1,307	1,100
<b>Public Education Fund - Prop H</b>				
Improve children readiness for elementary school				
◆ Number of children screened for special needs	n/a	1,000	250	1,000
◆ Number of children participating in school readiness activities	n/a	1,000	550	1,000
Improve quality of preschool services				
◆ Number of classrooms assessed through the Gateway to Quality Project	n/a	25	25	20
◆ Number of classrooms participating in arts initiative	n/a	20	20	20
◆ Number of classrooms participating in science initiative	n/a	15	30	40
Increase access to high quality preschool				
◆ Number of four-year olds enrolled in Preschool for All (PFA) program	n/a	1,000	537	963
◆ Number of new preschool spaces provided	n/a	250	0	100
◆ Number of pre-existing preschool spaces enhanced	n/a	750	483	1,400
Increase preschool workforce development				
◆ Number of PFA teachers participating in professional development activities	n/a	100	100	50
◆ Number of PFA teachers receiving salary enhancement	n/a	60	12	15
◆ Number of classrooms led by teachers with program director/site supervisor permit	n/a	75	56	60
◆ Number of teachers conducting developmental assessments regularly	n/a	50	40	50
◆ Number of teachers earning education units	n/a	50	25	50

# CHILDREN, YOUTH AND THEIR FAMILIES

## Mission

*To improve the well-being of San Francisco's children and youth by ensuring the wise investment of resources in comprehensive services; building the capacity of communities, promoting public policies, and creating strategic partnerships to achieve positive outcomes for children, youth and their families.*

## Services

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

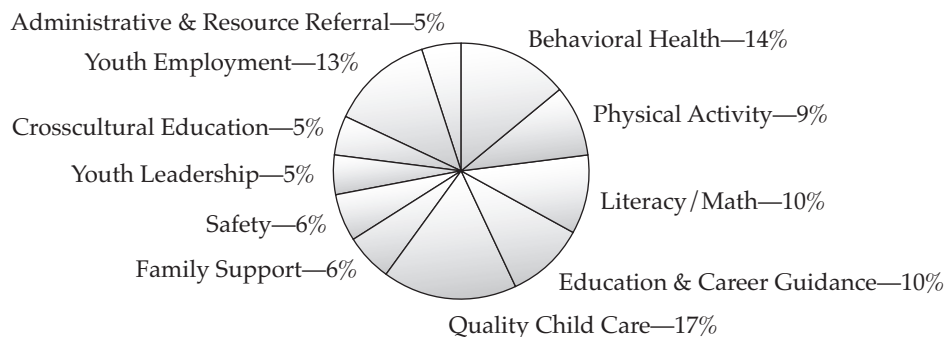
- ◆ Funding and support for more than 275 programs in community-based organizations, schools and city departments which deliver academic support, youth employment, early childhood education, family support, child care, arts, recreation, sports and mental health services.
- ◆ Implementing a wide variety of inter-departmental and public/private initiatives, including: Gateway to Quality Child Care; After-School For All; San Francisco SafeStart Initiative (coordinated services for families with children exposed to violence), Stay-in-School Coalition; Jobs for Youth; Wellness Centers; Youth Initiative Projects; SF TEAM (elementary school literacy); Community Response Network; and Beacon Centers.

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

## Budget Data Summary

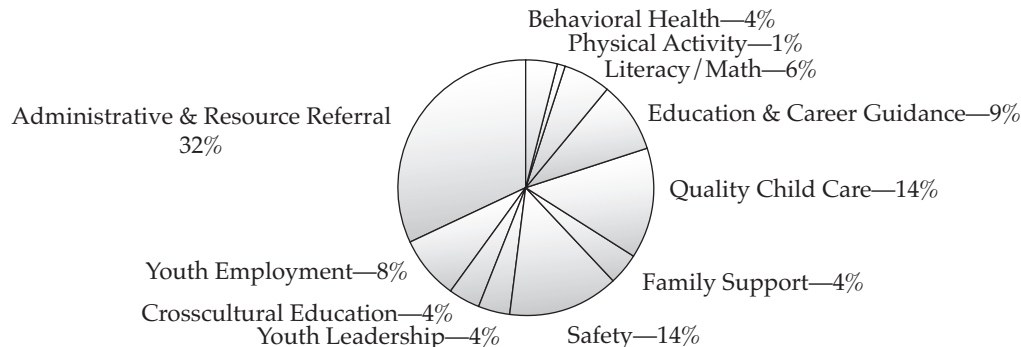
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$62,313,406	\$72,366,574	\$66,854,445	(\$5,512,129)	(8%)
Total FTE	28.23	30.23	33.69	3.46	11%

## Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Investing in the Future, Addressing Community Priorities and Maximizing Public Investment

- ◆ The 2006–2007 budget includes an unprecedented investment in children and youth services. When combined with new funding from the supplemental, children’s spending increased by nearly \$35 million. Citywide, total spending on the children’s baseline and children’s amendment this year exceeds \$130 million. At DCYF, spending from these sources increased by \$13.8 million.
- ◆ DCYF’s proposed budget was developed based on extensive community input from key stakeholders and people who attended 23 community meetings in 2006. The funded enhancements allow DCYF to serve 13,300 more children in high-priority programs and 15,000 more families through innovative events and outreach. DCYF emphasizes partnerships that leverage significant additional dollars from public and private sources.
- ◆ Together with several other departments, DCYF will implement the first-ever universal homeless child-care program. The City is investing an additional \$550,000 to address gaps in services to homeless children, and an additional \$500,000 targeting infants and toddlers who are homeless. First Five San Francisco, DCYF and Human Services Agency will work together to maximize the effectiveness and quality of the homeless child care system, so that all homeless families who want child care will receive it.
- ◆ In anticipation of State Proposition 49, which will add state funding to after-school programs, DCYF plans to pro-actively invest \$2 million in these programs. The department is currently working with the school district and community programs to increase the room in after-school programs by an estimated 1,000 spaces.
- ◆ Launched in 2005, the “Rec Connect” initiative will expand recreation, developmental and fitness programs at five key sites in high-need neighborhoods in 2006–2007. The initiative combines \$1.2 million in private foundation investment with \$1 million from Children’s Fund revenue.
- ◆ The Mayor’s budget funds strategies to prevent community violence, including the expansion of employment programs for youth in the juvenile justice system; the creation of new Wellness Centers in high schools impacted by violence; and the expansion of streetwork in high-need areas.
- ◆ DCYF is investing an additional \$1.75 million to help address the need for high quality infant-toddler child care subsidies, with emphasis on homeless families and those on wait lists for infant-toddler child care.

### **Maintaining Vital Children's and Youth Services**

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- ◆ The department's 2006–2007 budget includes \$38.9 million in Children's Fund revenue, a 15 percent increase over last year. This figure include \$3.7 million in one-time revenue from prior year collections that were not previously appropriated. These increases will ensure continuity of vital community programs.
- ◆ DCYF will provide a two percent cost-of-living increase for all grantees and will also address the increase in the minimum wage for youth employment providers.

### **Connecting Parents and Families to Services**

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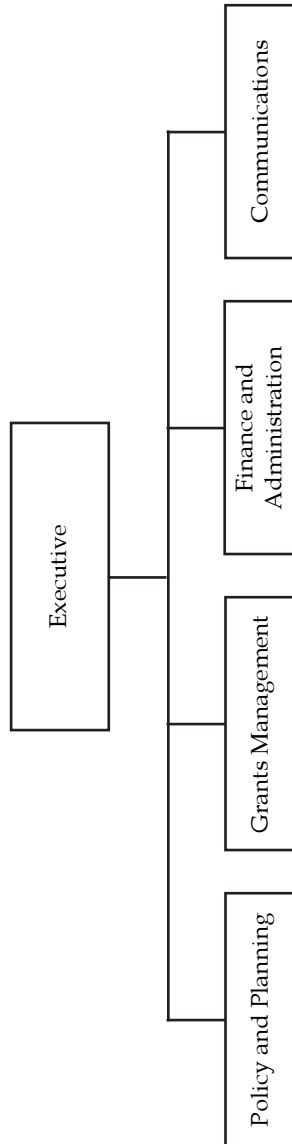
- ◆ DCYF will connect with families through multiple strategies including large public resource and celebration festivals, a website created by parents for parents and through parent-to-parent outreach and referral to services in four isolated neighborhoods.

### **Improving Education by Partnering with the San Francisco Unified School District**

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- ◆ The City will invest \$6.7 million in 2006–2007 to fulfill the Proposition H requirement to fund Preschool For All. Combined with a prepayment of \$13.3 million, total Proposition H funding in 2006–2007 is \$20 million.
- ◆ DCYF will invest a total of \$11.6 million in wellness centers, truancy prevention, Mandarin Immersion coordination and other programs provided at public school sites in partnership with SFUSD. New investments include two new wellness centers and expanded wellness services at high schools, intensive case management and service coordination at four schools with high truancy rates. An additional \$2 million will be invested in initial implementation to fulfill the Mayor's pledge to provide after school programs for all young people who want to participate by 2010.
- ◆ DCYF will also invest \$125,000 to create and fund a teacher student loan repayment program that will help recruit and retain teachers in difficult-to-fill subject areas like math, science and special education.
- ◆ Moreover, DCYF and the Mayor's Education Advisory will continue their work in active partnership with SFUSD and across departments and community agencies to foster new and stronger relationships with the school district and improve educational outcomes for San Francisco's children and youth.

## CHILDREN, YOUTH AND THEIR FAMILIES



**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	28.23	30.23	33.69	3.46	11%
<b>Net Operating Positions</b>	<b>28.23</b>	<b>30.23</b>	<b>33.69</b>	<b>3.46</b>	<b>11%</b>
<b>SOURCES</b>					
Local Taxes	31,010,199	30,376,000	34,878,000	4,502,000	15%
Use Of Money Or Property	297,808	108,000	108,000	0	N/A
Intergovernmental Revenue - Federal	1,632,778	565,590	346,320	(219,270)	(39%)
Intergovernmental Revenue - State	206,727	195,000	195,000	0	N/A
Charges For Services	840,339	101,995	1,035,273	933,278	N/A
Transfers In	9,749,384	22,749,385	2,874,384	(19,875,001)	(87%)
Expenditure Recovery	1,781,029	1,809,136	1,831,636	22,500	1%
Fund Balance	5,452,127	3,155,782	7,325,148	4,169,366	N/A
General Fund Support	11,343,015	13,305,686	18,260,684	4,954,998	37%
<b>Sources Total</b>	<b>62,313,406</b>	<b>72,366,574</b>	<b>66,854,445</b>	<b>(5,512,129)</b>	<b>(8%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	2,105,016	2,325,068	2,695,839	370,771	16%
Fringe Benefits	481,905	655,958	1,011,392	355,434	54%
Professional & Contractual Services	1,275,045	1,332,476	1,074,233	(258,243)	(19%)
Aid Assistance / Grants	50,273,258	59,658,960	49,018,210	(10,640,750)	(18%)
Materials & Supplies	68,235	67,545	92,651	25,106	37%
Services Of Other Departments	8,109,947	8,326,567	12,062,120	3,735,553	45%
Budgetary Reserves	0	0	900,000	900,000	N/A
<b>Uses-operating Expenditure Total</b>	<b>62,313,406</b>	<b>72,366,574</b>	<b>66,854,445</b>	<b>(5,512,129)</b>	<b>(8%)</b>
<b>USES BY PROGRAM RECAP</b>					
CHF - Public Education Fund (prop H)	0	20,000,001	0	(20,000,001)	N/A
Children's Baseline	18,207,259	16,397,152	25,202,468	8,805,316	54%
Children's Fund Programs	40,294,304	33,894,782	38,906,148	5,011,366	15%
Children's Svcs - Non-Children's Fund	3,811,843	2,074,639	2,745,829	671,190	32%
<b>Uses By Program Recap Total</b>	<b>62,313,406</b>	<b>72,366,574</b>	<b>66,854,445</b>	<b>(5,512,129)</b>	<b>(8%)</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <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	3,425	1,500	1,500	1,500
◆ Number of centers and family child care providers that receive a quality assessment	125	160	200	220
<b>Support the health of children and youth</b>				
◆ Number of meals delivered to eligible children and youth through the Summer Food Program	211,250	230,000	192,000	210,000
◆ Number of adolescents with access to school wellness centers	11,732	11,732	11,118	12,818
◆ Number of high school students served at school wellness centers	3,522	3,500	3,500	4,100
<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	99%	95%	99%	95%
◆ Percentage of funded programs that state that their site visit introduced them to resources to support their organizational and program needs	80%	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	39,924	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	432	400	400	400

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Chf - Public Education Fund (prop H)</b>				
<b>Develop skills and knowledge of physical education instructors</b>				
♦ PE-specific professional development opportunities	n/a	1	1	n/a
♦ PE Master Plan development	0%	50%	n/a	n/a
<b>Improve health outcomes</b>				
♦ Percentage of middle school students that exercise more than three days a week	69.2%	75.0%	75.0%	n/a
♦ Percentage of high school students that exercise more than three days a week	54.5%	66.0%	66.0%	n/a
<b>Increase access to and participation in physical education, physical activities, and sports</b>				
♦ Number of PE teachers for every 500 elementary school students	n/a	n/a	n/a	n/a
♦ Percentage of 5th grade students achieving 6 of 6 fitness standards on Fitnessgram (state fitness test)	30.3%	35.0%	35.0%	n/a
♦ Percentage of 9th grade students achieving 6 of 6 fitness standards on Fitnessgram (state fitness test)	29.0%	35.0%	35.0%	n/a
<b>Make operating libraries available to all students and expand library services</b>				
♦ Number of certificated Library Media Specialists for every 500 students in elementary schools	2.5	15.0	7.0	n/a
<b>Provide sequential arts education for students from primary grades through high school</b>				
♦ Percentage of middle school students in arts education classes	n/a	30%	30%	n/a
♦ Percentage of high school students in arts education classes	n/a	45%	45%	n/a
<b>Provide support services for the physical and mental health of students in high-need elementary schools</b>				
♦ Number of students to each nurse	n/a	n/a	n/a	n/a
♦ Number of students to each social worker or counselor	n/a	n/a	n/a	n/a
<b>Youth leadership development</b>				
♦ Number of students trained to be peer leaders	912	1,000	1,000	n/a
♦ Number of students served by peer leaders	13,957	14,500	14,500	n/a





## CHILD SUPPORT SERVICES

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### ***Mission***

*To empower parents to provide economic support for their children, thereby contributing to the well-being of families and 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 55 California counties that use the same child support case management and enforcement automated child support system. Services to member counties include:

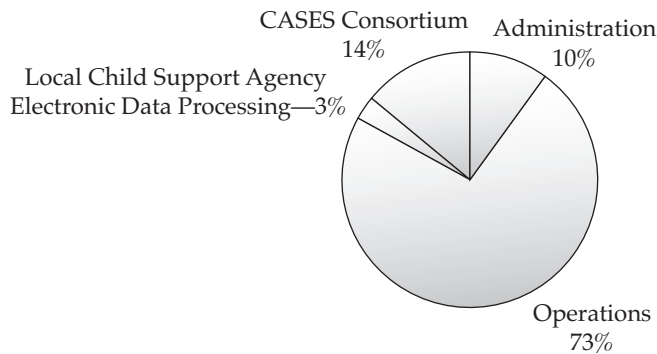
- ◆ Providing on-going education, training and technical support regarding changes to the case management software application.
- ◆ Providing analysis, design and testing changes needed for the interim case management application as mandated by state and federal law.
- ◆ Providing assistance to the 55 California counties using the case management application.

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

### **Budget Data Summary**

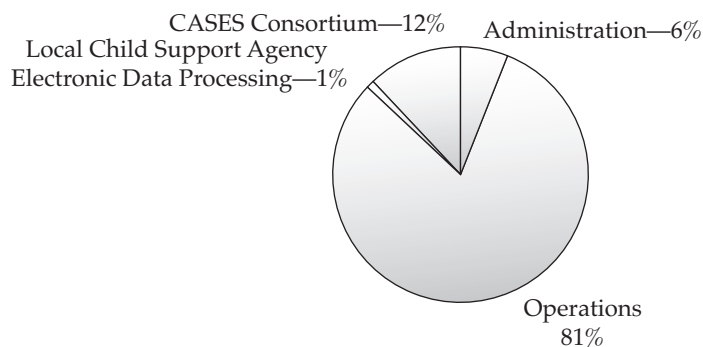
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$14,090,834	\$14,852,987	\$14,997,207	\$144,220	1%
Total FTE	145.49	139.62	129.88	(9.74)	(7%)

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Prioritizing Direct Services

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- ◆ The department's reorganization plan for 2006–2007 eliminates vacant positions in the Child Support Program and reassigns 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

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- ◆ With customer satisfaction a priority, the department emphasizes providing prompt useful information to customers about their cases; creating a more family-friendly environment at their main offices; and increasing access to services by locating, with other city sister agencies, in communities.
- ◆ The California Department of Child Support Services has begun the implementation of the new Statewide Collection and Distribution Unit (SDU) as required by federal law. To promote efficiency, the SDU will consolidate each county's collection and distribution role at the state level and act as the single entity responsible for collecting and processing child support payments. The SDU is one component of the federally mandated statewide Child Support Automation system. The San Francisco DCSS converted to the SDU this past spring.

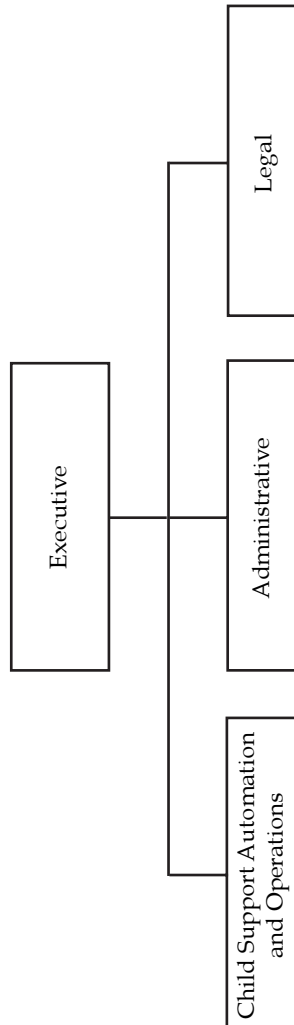
- ◆ While implementing these new systems in 2006–2007, the department will continue to maintain high performance in federally mandated measures, specifically paternity establishment, child support order establishment and cost effectiveness. The department will implement strategies to improve in the areas of current and arrears collections.

**Provide Automation Services through the CASES Consortium**

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- ◆ Now in its third year of a five-year partnership with the California Department of Child Support Services, DCSS provides technical assistance in the maintenance and operation of the automated child support case management and enforcement system. The state has authorized the use of this system in 55 of 58 California counties until a single statewide system can be constructed and implemented according to federal requirements.

## CHILD SUPPORT SERVICES



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	145.49	141.62	129.88	(11.74)	(8%)
Non-operating Positions (cap/other)	0.00	(2.00)	0.00	2.00	N/A
<b>Net Operating Positions</b>	<b>145.49</b>	<b>139.62</b>	<b>129.88</b>	<b>(9.74)</b>	<b>(7%)</b>
<b>SOURCES</b>					
Use Of Money Or Property	0	150,000	0	(150,000)	N/A
Intergovernmental Revenue - Federal	9,280,828	9,699,681	9,893,867	194,186	2%
Intergovernmental Revenue - State	4,736,043	4,996,806	5,096,840	100,034	2%
Charges For Services	6,263	6,500	6,500	0	N/A
Fund Balance	67,700	0	0	0	N/A
<b>Sources Total</b>	<b>14,090,834</b>	<b>14,852,987</b>	<b>14,997,207</b>	<b>144,220</b>	<b>1%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	8,677,594	9,160,505	8,731,583	(428,922)	(5%)
Fringe Benefits	2,620,302	2,769,706	3,200,695	430,989	16%
Professional & Contractual Services	1,276,278	1,344,686	1,712,874	368,188	27%
Materials & Supplies	264,418	233,944	229,198	(4,746)	(2%)
Equipment	0	0	6,585	6,585	N/A
Services Of Other Departments	1,252,242	1,344,146	1,116,272	(227,874)	(17%)
<b>Uses-operating Expenditure Total</b>	<b>14,090,834</b>	<b>14,852,987</b>	<b>14,997,207</b>	<b>144,220</b>	<b>1%</b>
<b>USES BY PROGRAM RECAP</b>					
Cases Consortium	1,713,507	2,542,303	2,227,630	(314,673)	(12%)
Child Support Services	12,377,327	12,310,684	12,769,577	458,893	4%
<b>Uses By Program Recap Total</b>	<b>14,090,834</b>	<b>14,852,987</b>	<b>14,997,207</b>	<b>144,220</b>	<b>1%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><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	89.9%	89.0%	89.0%	89.0%
<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	99.8%	95.0%	95.0%	95.0%
<b>Increase economic self-sufficiency of single parent families</b>				
♦ Amount of child support collected by SF DCSS annually, in millions	\$34.0	\$37.0	\$34.4	\$34.5
♦ San Francisco current collections as a percentage of current support owed	58.8%	62.0%	59.4%	60.0%
♦ San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases with arrears owed	56.0%	62.0%	58.0%	58.0%
<b>Provide effective services to clients</b>				
♦ Number of unemancipated children in San Francisco caseload	22,456	23,000	22,000	22,000

# CITY ATTORNEY

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## ***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;
- ◆ Preparing reviews annually and making available to the public a codification of ordinances of the City and County of San Francisco;
- ◆ Investigating, evaluating and recommending disposition of all claims made against the City.

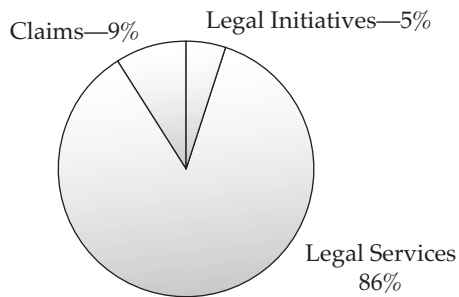
For more information, call (415) 554-4700 or visit the office's website at <http://www.sfgov.org/cityattorney>.

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$56,269,075	\$56,362,031	\$60,283,243	\$3,921,212	7%
Total FTE	228.45	226.35	247.52	21.17	9%



### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## Budget Issues and Details

### Protecting Residents, Businesses and Neighborhoods

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- ◆ In 2006–2007, the department will focus on pursuing civil injunctions against gangs in San Francisco in an effort to stem the rising tide of gang-related violence plaguing city neighborhoods. Civil gang injunctions—which have been used with remarkable success in other jurisdictions since 1980—involve civil lawsuits against gang members to prohibit conduct that constitutes a public nuisance, including loitering, carrying pagers, blocking traffic, vandalism, trespassing, conduct associated with drug trafficking and a variety of other activities. This program will expand the office’s use of civil remedies to help clear neighborhoods of nuisances, polluters and slumlords who threaten public health and safety.
- ◆ The office will also continue to work on its coordinated initiative known as the “Bayview Neighborhood Rescue Team” as well as the “Western Addition Neighborhood Rescue Team,” to address neighborhood nuisances in the respective districts. Long-standing nuisances such as drug and gang related activity, illegal dumping and excessive noise will continue to be the focus of these efforts.

### Increasing Resources to Defend Lawsuits

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- ◆ The Mayor’s budget invests \$242,000 for three new positions including two Investigators and a Library Technical Assistant. A total increase of \$3.6 million in General Fund support is provided to correct a structural imbalance in the department’s budget.
- ◆ 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 leverage pro bono assistance from the private bar.

### Focusing on Affirmative Litigation

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- ◆ The Mayor’s budget invests \$3.2 million in the Affirmative Litigation Program. This has provided a cost effective way to advance important public policy initiatives established by the Mayor and Board of Supervisors. In 2006–2007, 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. These actions protect the integrity of the City contracting process and related ordinances, and in many instances reform industry practices and otherwise improve the quality of life for San Franciscans.

- ❑ Expose and eliminate unscrupulous business practices of energy conglomerates and natural gas providers. This includes continuing litigation against energy producers for price fixing, and against Pacific Gas & Electric Corporation for wrongfully siphoning rate payer money from subsidiaries.
- ❑ Continue to vigorously support litigation to end discrimination against gay and lesbian couples who wish to marry by seeking a 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.
- ❑ 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**

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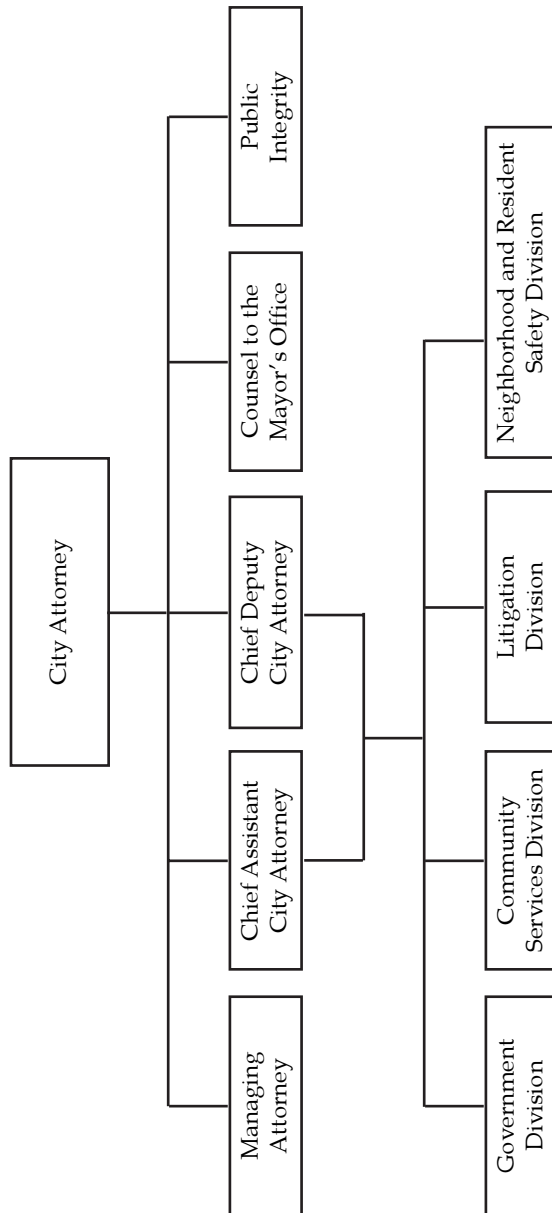
- ◆ Recognizing that proactive risk prevention is essential to litigation management, the City Attorney's Office has established a risk management program to provide departments with quantitative information regarding the number, nature and dollar value of claims and litigation against the City. During 2006–2007, the office will continue generating risk management reports regularly, share these reports with department heads and the City's Risk Manager and analyze trends and identify possible remedies.

### **Advising on Other Important City Projects**

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- ◆ In the new year, the office will advise on other important projects including: major redevelopment projects at Hunter's Point Naval Shipyard, Treasure and Yerba Buena Islands, Candlestick Point and Mission Bay, as well as a number of Port waterfront development projects, the Transbay Terminal and related development, 3rd Street Light Rail, Laguna Honda Hospital, Civic Center Office development/acquisition, Kirkland Bus Yard, Old Mint and affordable housing development projects.

## CITY ATTORNEY



**TOTAL BUDGET - HISTORICAL COMPARISON**

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	308.45	321.35	334.27	12.92	4%
Non-operating Positions (cap/other)	(80.00)	(95.00)	(86.75)	8.25	(9%)
<b>Net Operating Positions</b>	<b>228.45</b>	<b>226.35</b>	<b>247.52</b>	<b>21.17</b>	<b>9%</b>
<b>SOURCES</b>					
Licenses & Fines	2,044,163	0	0	0	N/A
Intergovernmental Revenue - Federal	0	19,500	0	(19,500)	N/A
Transfers In	18,528	0	0	0	N/A
Expenditure Recovery	53,551,901	48,864,536	49,201,909	337,373	1%
General Fund Support	654,483	7,477,995	11,081,334	3,603,339	48%
<b>Sources Total</b>	<b>56,269,075</b>	<b>56,362,031</b>	<b>60,283,243</b>	<b>3,921,212</b>	<b>7%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	34,499,743	33,654,121	36,710,035	3,055,914	9%
Fringe Benefits	7,252,007	8,401,682	11,144,240	2,742,558	33%
Professional & Contractual Services	11,766,329	9,794,863	8,305,150	(1,489,713)	(15%)
Materials & Supplies	198,076	152,495	152,495	0	N/A
Equipment	83,226	87,919	230,150	142,231	N/A
Services Of Other Departments	2,469,694	3,686,110	3,741,173	55,063	1%
Budgetary Reserves	0	584,841	0	(584,841)	N/A
<b>Uses-operating Expenditure Total</b>	<b>56,269,075</b>	<b>56,362,031</b>	<b>60,283,243</b>	<b>3,921,212</b>	<b>7%</b>
<b>USES BY PROGRAM RECAP</b>					
Claims	4,530,240	4,855,270	5,208,492	353,222	7%
Legal Initiatives	1,635,000	2,735,000	3,235,000	500,000	18%
Legal Service	50,103,835	48,771,761	51,839,751	3,067,990	6%
<b>Uses By Program Recap Total</b>	<b>56,269,075</b>	<b>56,362,031</b>	<b>60,283,243</b>	<b>3,921,212</b>	<b>7%</b>

## Performance Measures

	2004-2005 <u>Actual</u>	2005-2006 <u>Target</u>	2005-2006 <u>Projected</u>	2006-2007 <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>				
◆ Number of claims opened	4,080	4,080	3,078	4,000
◆ Number of claims closed	3,986	4,080	3,334	4,166
◆ Percent of claims denied	52%	55%	53%	53%
◆ Percent of claims settled	48%	45%	47%	47%
<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>				
◆ Number of tort litigation cases opened	590	590	491	555
◆ Average cost per tort litigation case	\$31,879	\$26,311	\$31,328	\$31,328
◆ Value of judgments/settlements against the City, in millions	\$11.8	\$12.0	\$36.0	\$14.0
<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	329	380	329	329
◆ Average cost per piece of legislation drafted	\$3,656	\$3,188	\$3,410	\$3,410
◆ Number of Board-generated work assignments	279	279	329	329
<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.	115,320	120,000	107,248	110,000
◆ Total cost of responses to requests for advice and counsel, in millions.	\$21.0	\$22.0	\$20.6	\$20.6
<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	87%	95%	n/a	95%

## CITY PLANNING

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### ***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***

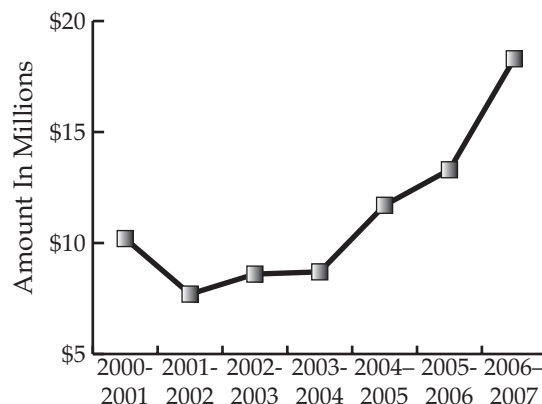
- ◆ **Neighborhood Planning** processes over 9,000 building permits and development applications annually.
- ◆ **Code Enforcement** ensures compliance with the Planning Code by investigating and resolving complaints.
- ◆ **Environmental Review** prepares state and federally mandated environmental review 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**

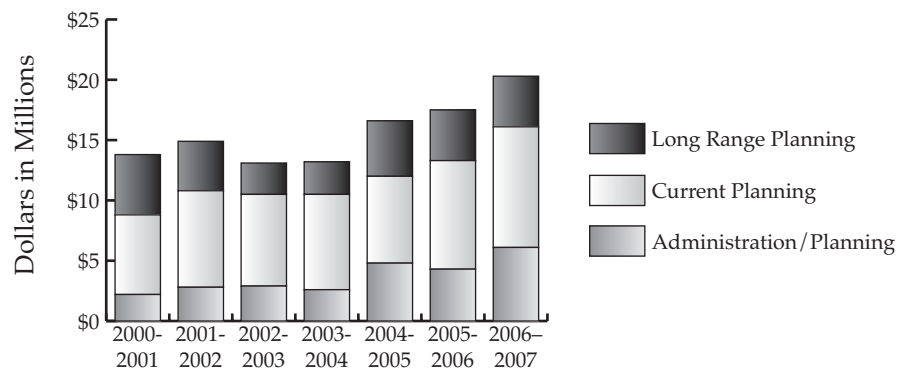
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$14,465,020	\$17,462,656	\$20,925,331	\$3,462,675	20%
Total FTE	134.48	137.88	146.95	9.07	7%

### **Fee Revenue by Fiscal Year**



The results from a comprehensive fee study implemented in January 2006 has increased cost-recovery of long-range planning expenses.

### Expenditure by Program



2006–2007 expense growth of \$2.8 million is resulting from a \$1.1 million increase in employee salary and fringe, the addition of four staff positions and increases in non-personnel costs.

## Budget Issues and Details

### Improving Efficiency and Effectiveness of Planning Operations

- ◆ The department recently achieved full staffing levels, the positive impact of which should be seen in 2006–2007. The department expects to reduce the number of backlogged permit, project and environmental review applications, as well as improve their processing time, as reflected in the annual performance targets for the new year.
- ◆ In 2006–2007, the department will continue its efforts to improve the efficiency and effectiveness of its operations by implementing the second phase of its change management program. This program includes developing an enhanced permit tracking system in conjunction with the department of Building Inspection; implementing findings from an analysis of the department's processes and workflow; and consolidating department staff in a single office building. In addition, the department is focused on strengthening management and administration through the addition of key management personnel; a comprehensive supervisory training program; and improved performance tracking tools.

### Augmenting Compliance

- ◆ In 2007, the department will initiate a General Advertising Sign enforcement program, in conjunction with legislative changes currently under review at the Board of Supervisors and in response to Proposition G, which regulates billboards within City limits. Fee revenue from the program will fund the staff resources needed to implement this new program.

### Continuing Progress on Planning Projects and Initiatives

- ◆ The department will focus on completing major initiatives in 2006–2007, including a General Plan update focusing on the Urban Design Element.
- ◆ Demand for more certainty in the development process based on clear plans, policies and rules drives the Better Neighborhoods programs and Area Plans initiatives. Plan adoption is expected in 2007 for the Eastern Neighborhoods planning work and the Balboa Park Better Neighborhoods program, and progress will continue on the Geary Boulevard Better Neighborhoods program. A variety of smaller but significant planning efforts, such as India Basin, will also begin in 2007.

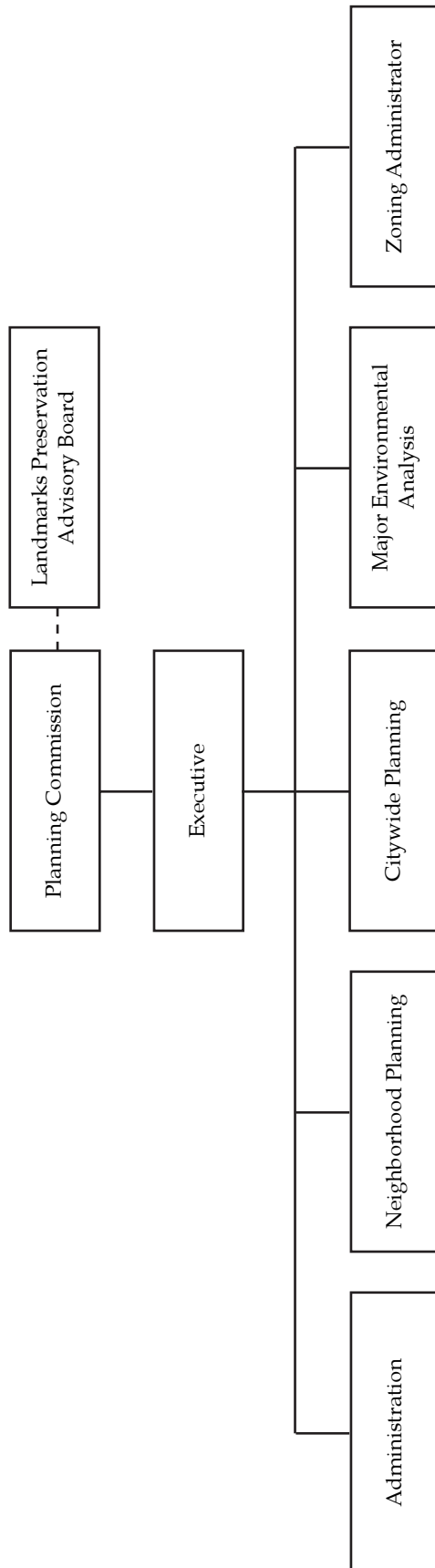
### **Revisions to the Fee Structure**

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- ◆ The department will issue a new fee schedule for 2006–2007. Completed in 2005–2006, a comprehensive analysis of the existing fee structure recommends changes to bring fees to cost-recovery levels in most cases. Additional recommendations to partially recover long range planning initiatives through fees will be implemented in 2006–2007, thereby generating a stable source of funding to support the department’s work.



# CITY PLANNING



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005 Actual</u></b>	<b><u>2005-2006 Budget</u></b>	<b><u>2006-2007 Proposed</u></b>	<b><u>\$ Chg From 2005-2006</u></b>	<b><u>% Chg From 2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	136.31	137.88	146.95	9.07	7%
Non-operating Positions (cap/ other)	(1.83)	0.00	0.00	0.00	N/ A
<b>Net Operating Positions</b>	<b>134.48</b>	<b>137.88</b>	<b>146.95</b>	<b>9.07</b>	<b>7%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	45,001	0	0	0	N/ A
Intergovernmental Revenue - State	0	50,000	25,000	(25,000)	(50%)
Intergovernmental Revenue - Other	0	0	68,000	68,000	N/ A
Charges For Services	10,019,880	13,704,770	18,349,529	4,644,759	34%
Other Revenues	85,286	200,000	45,000	(155,000)	(78%)
Transfers In	2,793,879	1,665,000	0	(1,665,000)	N/ A
Expenditure Recovery	296,826	384,806	589,263	204,457	53%
General Fund Support	1,224,148	1,458,080	1,848,539	390,459	27%
<b>Sources Total</b>	<b>14,465,020</b>	<b>17,462,656</b>	<b>20,925,331</b>	<b>3,462,675</b>	<b>20%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	9,364,856	10,636,962	11,862,991	1,226,029	12%
Fringe Benefits	2,100,037	3,567,486	4,469,647	902,161	25%
Overhead	664,042	358,633	25,502	(333,131)	N/ A
Professional & Contractual Services	1,112,086	1,854,596	2,127,217	272,621	15%
Aid Assistance / Grants	0	20,650	0	(20,650)	N/ A
Materials & Supplies	66,865	57,040	604,388	547,348	N/ A
Equipment	243,310	110,000	136,374	26,374	24%
Services Of Other Departments	913,824	857,289	1,699,212	841,923	N/ A
<b>Uses-operating Expenditure Total</b>	<b>14,465,020</b>	<b>17,462,656</b>	<b>20,925,331</b>	<b>3,462,675</b>	<b>20%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	4,550,200	4,282,073	6,064,823	1,782,750	42%
Current Planning	7,533,329	8,980,406	10,484,107	1,503,701	17%
Long Range Planning	2,381,491	4,200,177	4,376,401	176,224	4%
<b>Uses By Program Recap Total</b>	<b>14,465,020</b>	<b>17,462,656</b>	<b>20,925,331</b>	<b>3,462,675</b>	<b>20%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Current Planning</b>				
Progress of Better Neighborhoods and Eastern Neighborhoods area planning efforts				
◆ Degree to which Eastern Neighborhoods Environmental Impact Report project milestones are met within two weeks of deadline (increasing scale of 1-5)	n/a	4.0	1.0	3.0
◆ Degree to which Geary Boulevard Environmental Impact Report project milestones are met within two weeks of deadline (increasing scale of 1-5)	n/a	4.0	4.0	4.0
Streamline permit and application review services				
◆ Percentage of all building permits involving new construction and major alterations reviewed within 110 days	73%	90%	80%	90%
◆ Percentage of all building permits in which review started within 14 days	64%	65%	85%	90%
◆ Percentage of all variance applications decided within 120 days	20%	40%	28%	40%
◆ Percentage of conditional use applications requiring Commission action brought to hearing within 90 days	19%	50%	19%	50%
◆ Percentage of all Discretionary Review applications brought to hearing within 120 days	43%	60%	27%	60%
◆ Percentage of all environmental review applications completed within 180 days	63%	70%	60%	70%
◆ Number of conditional use cases unassigned at any one time.	20	15	30	15
◆ Number of environmental review cases unassigned at any one time.	76	15	90	20
<b>Long Range Planning</b>				
Maintain and update the General Plan				
◆ Degree to which Housing Element Update project milestones are met within two weeks of deadline (increasing scale of 1-5)	n/a	n/a	n/a	3.0
Progress of Better Neighborhoods and Eastern Neighborhoods area planning efforts				
◆ Degree to which project milestones are met across all measured projects (increasing scale of 1-5)	n/a	4.0	3.5	4.0

## CIVIL SERVICE

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### ***Mission***

*To establish, ensure and maintain an equitable and credible merit system for public service employment for the citizens of San Francisco. To consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.*

### ***Services***

The Civil Service Commission establishes rules, regulations and policies on public employment; hears appeals of the decisions of the Human Resources Director and the Director of Transportation for Service-Critical Classes at the Municipal Transportation Agency; provides training and education about the merit system; and monitors and audits the operation of the merit system through inspection services.

The department 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**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$683,294	\$713,825	\$779,494	\$65,669	9%
Total FTE	5.99	5.98	5.98	0.00	(0%)

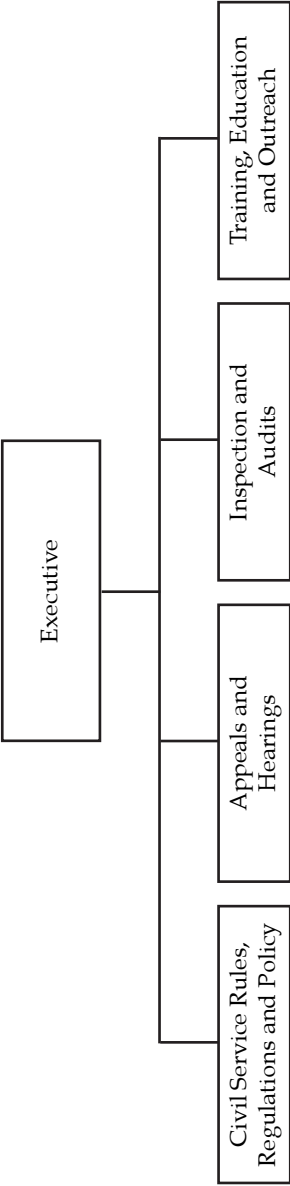
### **Budget Issues and Details**

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

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- ◆ The department continues to focus on changes to Civil Service rules, policy and code to enhance efficiency, speed hiring, resolve grievances and serve the needs of the City and County of San Francisco.
- ◆ The Civil Service Commission will upgrade critical IT equipment in the budget year allowing the department to connect to the City's fiber loop. The upgrade and connection will allow the department high-speed data transmission and access capabilities and improve the processing, storage and back-up of critical data related to all aspects of the Civil Service Commission's daily work.

CIVIL SERVICE COMMISSION



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	5.99	5.98	5.98	0.00	N/A
<b>Net Operating Positions</b>	<b>5.99</b>	<b>5.98</b>	<b>5.98</b>	<b>0.00</b>	<b>N/A</b>
<b>SOURCES</b>					
Charges For Services	394	0	0	0	N/A
Expenditure Recovery	130,374	163,846	178,846	15,000	9%
General Fund Support	552,526	549,979	600,648	50,669	9%
<b>Sources Total</b>	<b>683,294</b>	<b>713,825</b>	<b>779,494</b>	<b>65,669</b>	<b>9%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	457,511	464,776	478,951	14,175	3%
Fringe Benefits	111,929	127,393	163,232	35,839	28%
Professional & Contractual Services	58,569	63,922	63,922	0	N/A
Materials & Supplies	3,339	5,267	13,667	8,400	N/A
Services Of Other Departments	51,946	52,467	59,722	7,255	14%
<b>Uses-operating Expenditure Total</b>	<b>683,294</b>	<b>713,825</b>	<b>779,494</b>	<b>65,669</b>	<b>9%</b>
<b>USES BY PROGRAM RECAP</b>					
Civil Service	683,294	713,825	779,494	65,669	9%
<b>Uses By Program Recap Total</b>	<b>683,294</b>	<b>713,825</b>	<b>779,494</b>	<b>65,669</b>	<b>9%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</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>				
Support Commission in resolving civil service issues				
◆ Percentage of appeals and requests for hearings processed within seven days	97%	85%	85%	85%
◆ Percentage of appeals resolved and forwarded to the commission in the fiscal year	52%	60%	60%	60%

# CONTROLLER'S OFFICE

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## ***Mission***

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

## ***Services***

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- ◆ **Accounting Operations and Systems** division controls the financial activities of the City. The division certifies contracts, pays vendors, approves personnel requisitions and reviews, monitors, controls and projects departmental expenditures on a continuous basis to assess overall fiscal condition. The division assists departments to achieve fiscal compliance, accuracy, timeliness and meaning for the resulting financial information. The division is also responsible for producing the City's annual audited financial statements including the Comprehensive Annual Financial Report (CAFR), the Single Audit Report and other reports required by federal, state, and local regulations. The division also produces the Countywide Cost Allocation Plan. The division includes the Accounting Operations Financial Accounting Services Team, which assists city departments in improving their accounting and financial monitoring functions.
- ◆ **Budget and Analysis** division provides fiscal management and oversight, budgetary planning and public policy and financial analyses for the City. It implements and controls budgetary changes, balances revenues with expenditures and projects the year-end financial condition of the City. The division provides information to a wide range of customers, including the Mayor, Board of Supervisors, city departments, rating agencies, community stakeholders and the press.
- ◆ **City Service Auditor** division includes Audits, City Projects and Performance Management. The division has broad authority for:
  - ❑ Benchmarking, performance management and 'best practices' comparison of the City's services relative to other public agencies;
  - ❑ Conducting financial and performance audits of 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;
  - ❑ Implementing other mandates of the Charter.



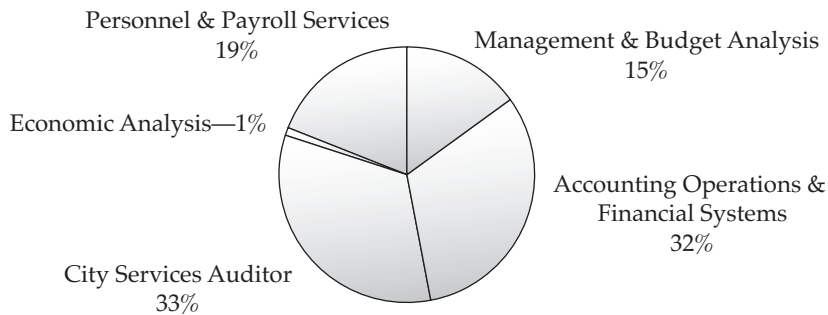
- ◆ **Payroll/Personnel Services** division provides payroll services for 27,000 employees of city departments and ensures compliance with city, state and federal tax, wage and hour regulations. The division receives and processes large volumes of automated input and over 160,000 paper documents annually.
- ◆ **Office of Economic Analysis** division evaluates and analyzes proposed legislative and policy changes that impact the local economy. This division also works in conjunction with other city departments in the development of a strategic economic plan.

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

## Budget Data Summary

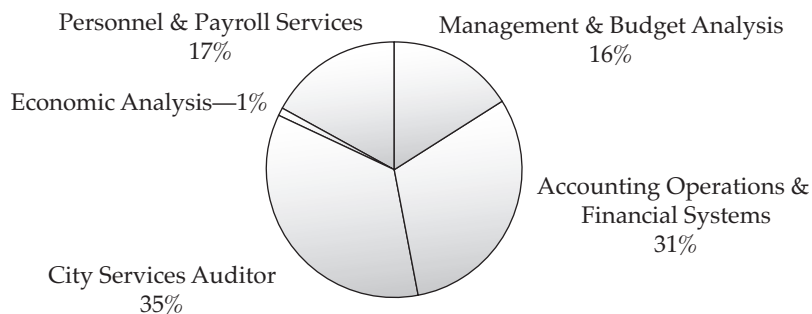
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$23,200,845	\$31,708,582	\$31,557,309	(151,273)	0%
Total FTE	170.00	178.57	184.88	6.31	4%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

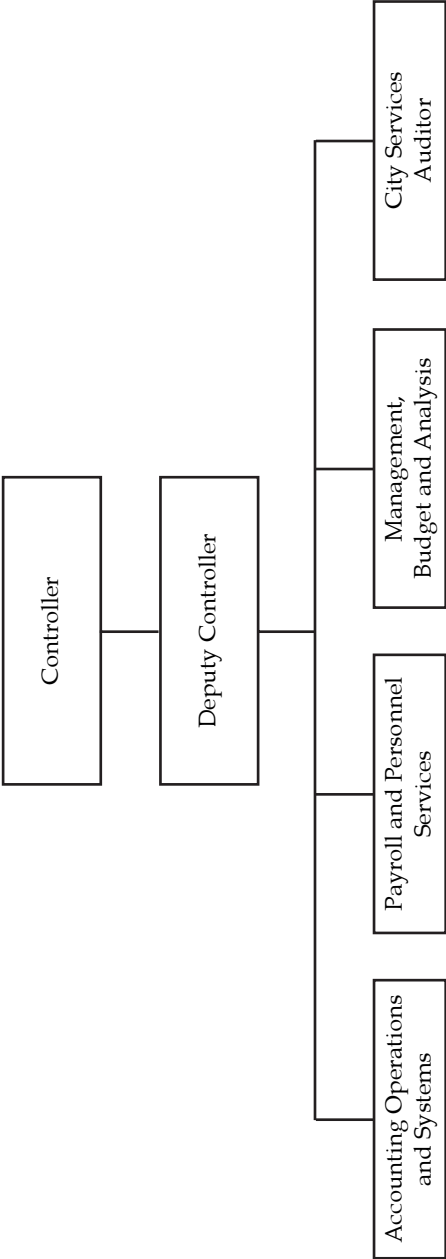
## Budget Issues and Details

### Improving Efficiency and Effectiveness of Existing City Operations

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- ◆ The Controller recently completed the upgrade to the City's financial and purchasing systems, which will result in cost reductions in the 2006–2007 budget. In addition, the Controller has increased cost recovery from enterprise departments for work performed in the year-end consolidation of the City's financial statements. These funds will allow the Controller to increase staff in the preparation and development of the Comprehensive Annual Financial Report.
- ◆ As the complexity and volume of work performed by the Controller's Office continues to grow, the Controller will continue to explore ways to improve the City's financial and management systems. Projects in 2006–2007 include:
  - ❑ Human Resource Integrated Systems (HRIS): the City will invest \$10.1 million in the HRIS project to integrate existing disparate system architectures and applications related to human resource management. The project will serve the needs of several departments including the Department of Human Resources; Health Services System (Benefits Administration and Membership Accounting); and Office of the Controller (Payroll and Time Accounting). This comprehensive approach will consolidate common bases of data, provide a web-based platform for departmental services and provide added functionality to city departments.
  - ❑ Financial and Budget System Upgrades: The Controller's Office recently completed its upgrade to the City's financial system. In 2006–2007, \$540,000 has been budgeted to complete the City's budget system and performance management upgrades. The budget system upgrade is expected to conclude in early 2007.

**CONTROLLER**



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	170.00	180.57	186.88	6.31	3%
Non-operating Positions (cap/other)	0.00	(2.00)	(2.00)	0.00	N/A
<b>Net Operating Positions</b>	<b>170.00</b>	<b>178.57</b>	<b>184.88</b>	<b>6.31</b>	<b>4%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	0	216,000	70,000	(146,000)	(68%)
Intergovernmental Revenue - State	80,000	80,000	85,000	5,000	6%
Charges For Services	273,193	267,000	267,000	0	N/A
Other Revenues	310,039	0	0	0	N/A
Transfers In	1,638,900	0	0	0	N/A
Expenditure Recovery	4,450,535	10,281,793	12,846,043	2,564,250	25%
General Fund Support	16,448,178	20,863,789	18,289,266	(2,574,523)	(12%)
<b>Sources Total</b>	<b>23,200,845</b>	<b>31,708,582</b>	<b>31,557,309</b>	<b>(151,273)</b>	<b>N/A</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	11,238,068	14,106,846	15,156,463	1,049,617	7%
Fringe Benefits	2,580,605	3,950,687	5,083,334	1,132,647	29%
Professional & Contractual Services	2,242,531	6,681,346	4,669,352	(2,011,994)	(30%)
Materials & Supplies	438,839	391,741	436,883	45,142	12%
Equipment	0	0	8,463	8,463	N/A
Services Of Other Departments	6,700,802	6,577,962	6,202,814	(375,148)	(6%)
<b>Uses-operating Expenditure Total</b>	<b>23,200,845</b>	<b>31,708,582</b>	<b>31,557,309</b>	<b>(151,273)</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Accounting Operations & Systems	9,788,337	9,977,224	10,188,653	211,429	2%
Budget & Payroll System	0	2,890,437	540,000	(2,350,437)	(81%)
City Services Auditor	4,380,297	9,054,304	10,322,289	1,267,985	14%
Economic Analysis	0	246,837	246,782	(55)	N/A
Management, Budget & Analysis	3,338,354	3,807,050	4,288,484	481,434	13%
Payroll & Personnel Services	5,693,857	5,732,730	5,971,101	238,371	4%
<b>Uses By Program Recap Total</b>	<b>23,200,845</b>	<b>31,708,582</b>	<b>31,557,309</b>	<b>(151,273)</b>	<b>N/A</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Accounting Operations &amp; Systems</b>				
Ensure accurate and appropriate accounting procedures				
◆ Number of findings of material and significant weakness in annual City audit	0	0	0	0
Provide accurate, timely information to support fiscal planning				
◆ Percentage by which actual expenditures vary from nine-month estimate	1.59%	1.00%	1.00%	1.00%
Provide timely, accurate reporting that supports the City's financial integrity				
◆ City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association	Yes	Yes	Yes	Yes
<b>City Services Auditor</b>				
Audit departments, contractors, and concessions timely				
◆ Total audits completed	53	60	91	87
Conduct audits efficiently				
◆ Cost per audit (all audits)	\$41,143	\$29,500	\$40,100	\$35,000
Obtain departments' acceptance and implementation of audit recommendations				
◆ Percentage of audit recommendations from two years ago that are implemented	79%	85%	90%	90%
Provide performance measurement and reporting for City services				
◆ Percentage of performance measures that address outcomes	42%	53%	50%	55%
<b>Management, Budget &amp; Analysis</b>				
Provide accurate, timely information to support fiscal planning				
◆ Percentage by which actual revenues vary from budget estimates	4.17%	4.00%	4.00%	4.00%
<b>Payroll &amp; Personnel Services</b>				
Pay City employees correctly and on time				
◆ Percentage of payroll transactions not requiring correction	98.9%	99.0%	99.0%	99.0%

## COUNTY EDUCATION OFFICE

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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 2006–2007:

- ◆ Longstanding 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.
- ◆ In March 2004 voters approved Proposition H, creating a Public Education Fund and requiring that gradually increasing amounts of funding be deposited by the City each year to support programs at the Unified School District and First Five San Francisco. The total funding obligation for 2006–2007 is \$20 million. However, the 2005–2006 budget prepaid \$13.3 million of this obligation to the School District. Therefore, the 2006–2007 budget includes only the \$6.6 million owed to First Five for universal preschool programs for fiscal year 2006–2007. More detail about this program can be found in the submission for First Five (also known as the Children and Families Commission). Additional detail regarding appropriations to the Unified School District and the district's Proposition H spending plan for 2006–2007 can be found in the submission for DCYF.

### Budget Data Summary

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$69,023	\$71,130	\$75,223	4,093	6%
Total FTE	1.00	1.00	1.00	0.00	0%

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005 Actual</u></b>	<b><u>2005-2006 Budget</u></b>	<b><u>2006-2007 Proposed</u></b>	<b><u>\$ Chg From 2005-2006</u></b>	<b><u>% Chg From 2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	11.00	11.00	11.00	0.00	N/ A
Non-operating Positions (cap/ other)	(10.00)	(10.00)	(10.00)	0.00	N/ A
<b>Net Operating Positions</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>N/A</b>
<b>SOURCES</b>					
Other Revenues	2,576	0	0	0	N/ A
General Fund Support	66,447	71,130	75,223	4,093	6%
<b>Sources Total</b>	<b>69,023</b>	<b>71,130</b>	<b>75,223</b>	<b>4,093</b>	<b>6%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	54,919	55,735	56,842	1,107	2%
Fringe Benefits	14,104	15,395	18,381	2,986	19%
<b>Uses-operating Expenditure Total</b>	<b>69,023</b>	<b>71,130</b>	<b>75,223</b>	<b>4,093</b>	<b>6%</b>
<b>USES BY PROGRAM RECAP</b>					
County Education Services	69,023	71,130	75,223	4,093	6%
<b>Uses By Program Recap Total</b>	<b>69,023</b>	<b>71,130</b>	<b>75,223</b>	<b>4,093</b>	<b>6%</b>

# DEPARTMENT OF BUILDING INSPECTION

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## 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

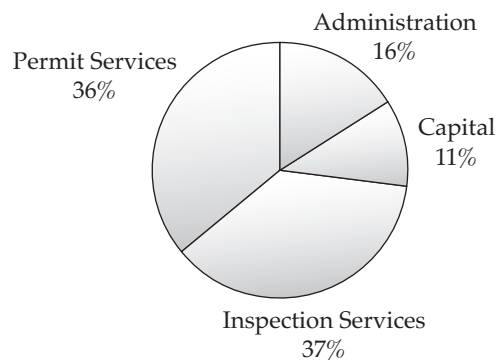
- ◆ **Inspection Services** inspects buildings, structures and sites within the City for compliance with the laws regulating construction, quality of materials, use and occupancy, location and maintenance.
- ◆ **Permit Services** oversees plan review and permit issuance to assure that proposed construction 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

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$39,675,450	\$44,053,038	\$60,081,719	\$16,028,681	36%
Total FTE	267.41	295.15	298.80	3.65	1%

## Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.



## **Budget Issues and Details**

### **Improving Permit Tracking Technology**

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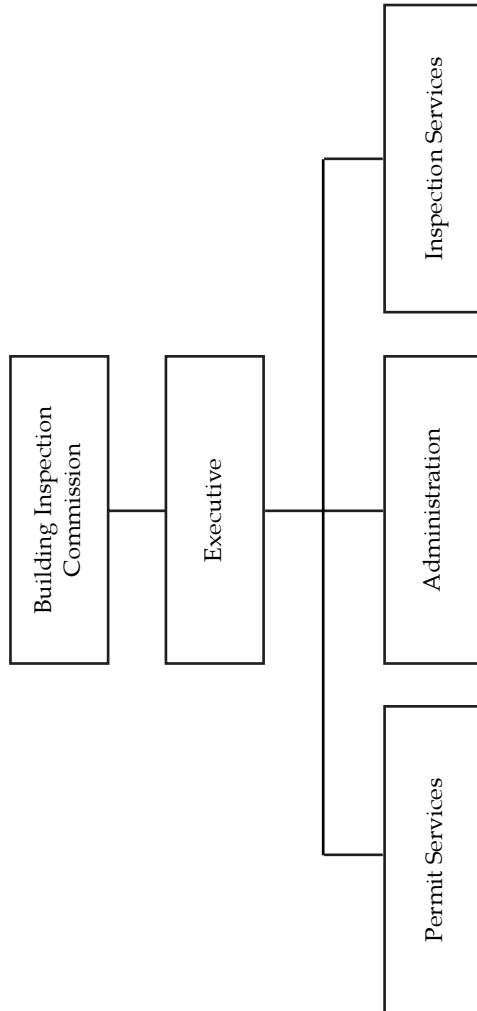
- ◆ The 2006–2007 budget includes \$2 million for the department to develop and begin to implement an electronic data management system for citywide permit application processing. This multi-year effort will greatly improve efficiency and accessibility of the permit process, especially when multiple departments are involved. Departments involved include City Planning, Fire Department and Public Works with secondary benefits to the Assessor's Office, Mayor's Office of Disability and the San Francisco Redevelopment Agency.
- ◆ \$800,000 is included in the budget to implement an integrated Street Addressing Management System. Critical citywide services such as the Office of Emergency Services as well as Police and Fire services rely on a uniform street address database. This project is also important to the permit tracking upgrade.

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

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- ◆ In the new fiscal year, the department will establish a training strategy to both improve consistency in the application and enforcement of all building related codes as well as prepare for the state adoption of new International Building Codes in fall 2007. This long-term training commitment is necessary for department staff as well as education and outreach to the professional design and construction community (contractors, architects and engineers). The department's budget adds a Training Coordinator in 2006–2007 to manage the new strategy.
- ◆ The department's budget in 2006–2007 provides \$6.4 million for two important capital projects. The first project will maximize workflow efficiency through renovation of the customer counter areas, making it easier for the public and other city staff to work with department staff to address customer needs during the initial permit process. The second project consolidates department staff into a single location at 1660 Mission Street and allows for necessary work space reconfiguration.
- ◆ The 2006–2007 budget includes \$900,000 for The Community Action Plan for Seismic Safety. The 22-month undertaking, will include completion of a Socio-Economic Impacts Report, describing results from the previously conducted citywide earthquake vulnerability assessment; formulation of community based guidelines and criteria for evaluating, and repairing/demolishing of earthquake damaged buildings; recommendation of practical, achievable and community based seismic hazard mitigation programs; development of a detailed plan for implementing cost-efficient seismic hazard mitigation programs.

# BUILDING INSPECTION



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	267.41	295.15	298.80	3.65	1%
<b>Net Operating Positions</b>	<b>267.41</b>	<b>295.15</b>	<b>298.80</b>	<b>3.65</b>	<b>1%</b>
<b>SOURCES</b>					
Licenses & Fines	3,470,714	4,000,000	4,000,000	0	N/ A
Use Of Money Or Property	463,218	400,000	800,000	400,000	N/ A
Intergovernmental Revenue - Federal	0	7,475	0	(7,475)	N/ A
Charges For Services	35,184,973	33,035,278	45,495,498	12,460,220	38%
Expenditure Recovery	229,902	85,000	241,995	156,995	N/ A
Fund Balance	2,226,643	6,525,285	9,544,226	3,018,941	46%
Departmental Transfer Adjustment	(1,900,000)	0	0	0	N/ A
<b>Sources Total</b>	<b>39,675,450</b>	<b>44,053,038</b>	<b>60,081,719</b>	<b>16,028,681</b>	<b>36%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	19,760,950	23,706,004	24,941,444	1,235,440	5%
Fringe Benefits	4,809,367	7,383,027	9,164,755	1,781,728	24%
Overhead	720,743	450,263	1,083,380	633,117	N/ A
Professional & Contractual Services	2,058,172	2,822,705	8,167,431	5,344,726	N/ A
Materials & Supplies	519,648	1,736,919	1,375,260	(361,659)	(21%)
Equipment	229,439	363,260	595,000	231,740	64%
Services Of Other Departments	5,312,124	5,225,860	5,954,449	728,589	14%
Transfers Out	6,265,007	2,365,000	2,400,000	35,000	1%
<b>Uses-operating Expenditure Total</b>	<b>39,675,450</b>	<b>44,053,038</b>	<b>53,681,719</b>	<b>9,628,681</b>	<b>22%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Capital Projects	0	0	6,400,000	6,400,000	N/ A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>0</b>	<b>6,400,000</b>	<b>6,400,000</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	9,963,208	9,207,508	16,569,989	7,362,481	80%
Inspection Services	17,247,381	18,968,880	21,045,941	2,077,061	11%
Permit Services	12,464,861	15,876,650	20,765,789	4,889,139	31%
Residential Hotel Preservation	0	0	1,700,000	1,700,000	N/ A
<b>Uses By Program Recap Total</b>	<b>39,675,450</b>	<b>44,053,038</b>	<b>60,081,719</b>	<b>16,028,681</b>	<b>36%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Administration</b>				
Improve production of reports and reproduction of microfilm records				
♦ Percentage of reports of Residential Building Records (3R reports) produced within five working days	n/a	n/a	75%	75%
<b>Inspection Services</b>				
Decrease construction inspection response time				
♦ Percentage of customer-requested inspections completed within two working days of request	98%	100%	100%	100%
Improve code enforcement				
♦ Percentage of non-hazard complaints responded to within two working days	89%	98%	95%	95%
♦ Percentage of life hazards or lack of heat complaints responded to within 24 hours	95%	100%	100%	100%
<b>Permit Services</b>				
Improve permit delivery time				
♦ Percentage of residential permit applications reviewed and approved within seven days	87%	90%	90%	90%
♦ Percentage of residential permit applications reviewed and approved over-the-counter	83%	90%	85%	85%
♦ Percentage of commercial permit applications reviewed and approved within 30 days	91%	95%	95%	95%
♦ Percentage of commercial permit applications reviewed and approved over-the-counter	67%	65%	70%	70%
Improve the quality and completeness of plans				
♦ Percentage of spot-checked projects that meet quality control standards	91%	95%	95%	95%



## DEPARTMENT ON THE STATUS OF WOMEN

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### ***Mission***

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

### ***Services***

Appointed by the Mayor, the seven-member Commission on the Status of Women is responsible for setting the citywide policy on the status of women and the department is responsible for its implementation. The commission has adopted five principles of the United Nations Convention to Eliminate All Forms of Discrimination Against Women (CEDAW) as a framework for policy initiatives and services.

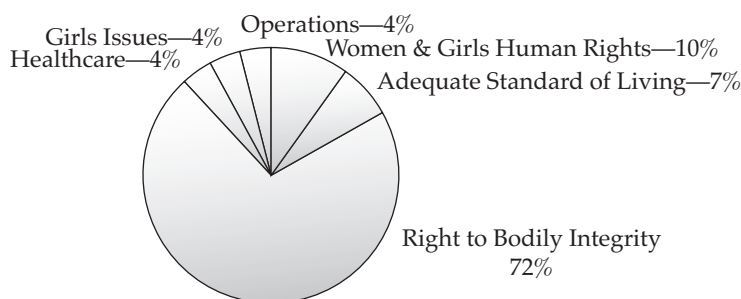
- ◆ To advance the human rights of women and girls: the CEDAW Committee oversees the CEDAW Ordinance's implementation and plans to conduct gender analyses of city departments to examine gender equity in the workforce, social services and departmental budgets.
- ◆ To conduct outreach to underserved communities concerning the right to adequate healthcare: under the commission's leadership, the department will continue to engage in a dialogue with women's health organizations in the Bayview/Hunter's Point neighborhood.
- ◆ To advocate for policies reflecting the right to an adequate standard of living: the commission has partnered with the Small Business Commission, the Friends of the Commission on the Status of Women and other community-based agencies to identify and address the needs of working women.
- ◆ To promote access to education and social services for girls: based on the findings of the Report on Girls in San Francisco: Benchmarks for the Future released by the commission, a Girls Issues Committee, staffed by the department, will be convened to identify and address the needs of underserved girls.
- ◆ To monitor citywide programs and policies that address the right to bodily integrity: the Violence Against Women Prevention and Intervention Grants Program provides grant awards annually to community-based partner-organizations engaged in 25 programs designed to counteract domestic violence and sexual assault throughout the City and County of San Francisco.

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

### **Budget Data Summary**

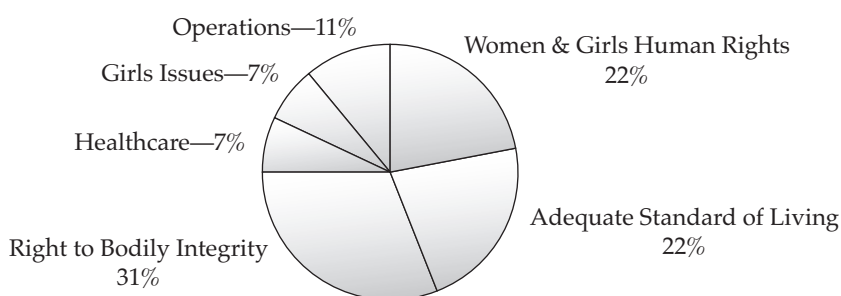
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$2,272,043	\$2,575,456	\$2,702,479	\$127,023	5%
Total FTE	6.05	5.97	6.48	0.51	9%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Increasing Funding to Promote Capacity to Respond to Domestic Violence

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- ◆ The budget adds new funding to backfill lost grant dollars to support a Justice and Courage Policy Analyst position to continue efforts in implementing the recommendations outlined in the Justice and Courage Report: A Blueprint for San Francisco's Response to Domestic Violence. Projects such as the Safety and Accountability Audit and the Domestic Violence Consortium and evaluations of batterers' programs are some of the key projects that will be implemented in 2006–2007. The Safety and Accountability Audit brings together agencies to identify remaining service gaps from a victim's perspective which will form the basis of recommendations that will be released in Summer 2006. Furthermore, a \$250,000 grant from the Blue Shield Foundation from California will fund the development of a Domestic Violence Cross-Training Institute to promote coordination and effectiveness of criminal justice agencies.
- ◆ A supplemental passed in the spring of 2006 provides \$800,000 in funding to be awarded to agencies that provide domestic violence services in 2006–2007. The funding will go towards a public outreach campaign to underserved populations and capital and equipment needs.

### Preserving Direct Service for Victims of Violence

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- ◆ The Violence Against Women Prevention and Intervention Grants are in the last year of a three-year funding cycle. In anticipation of the Request for Proposal process to be conducted at the end of the fiscal year, the department will conduct a needs assessment of domestic violence and sexual assault services citywide to form the basis of funding priorities in the next grant cycle.

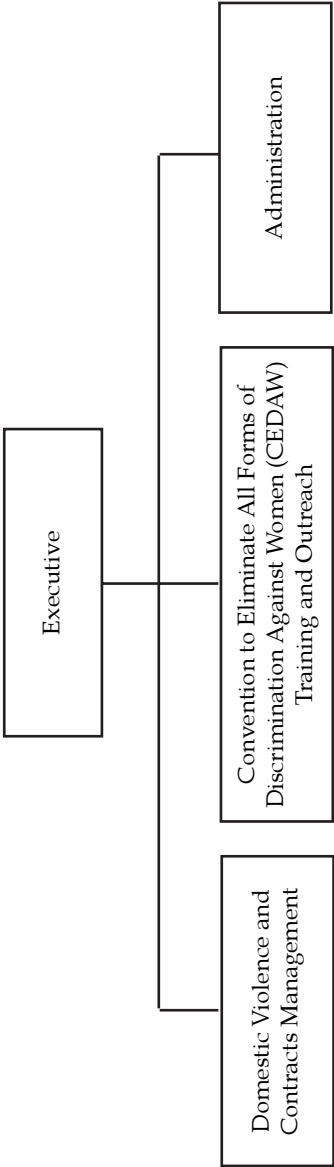
### **Providing Public Outreach and Education**

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- ◆ To promote the Justice & Courage policy agenda on domestic violence and the availability of services for survivors of domestic violence and sexual assault, the department will continue to convene Ethnic Media Roundtables to reach minority and limited English speaking communities. To maximize community input, the commission will hold a number of its monthly meetings at off-site locations in the community. The domestic violence safety audit will also involve focus groups with community organizations in order to gain their perspective on improving services.



STATUS OF WOMEN



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	6.80	6.97	7.48	0.51	7%
Non-operating Positions (cap/other)	(0.75)	(1.00)	(1.00)	0.00	N/ A
<b>Net Operating Positions</b>	<b>6.05</b>	<b>5.97</b>	<b>6.48</b>	<b>0.51</b>	<b>9%</b>
<b>SOURCES</b>					
Licenses & Fines	217,074	210,000	210,000	0	N/ A
Intergovernmental Revenue - Federal	54,630	0	0	0	N/ A
Expenditure Recovery	0	17,000	0	(17,000)	N/ A
General Fund Support	2,000,339	2,348,456	2,492,479	144,023	6%
<b>Sources Total</b>	<b>2,272,043</b>	<b>2,575,456</b>	<b>2,702,479</b>	<b>127,023</b>	<b>5%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	467,687	440,257	476,085	35,828	8%
Fringe Benefits	101,504	126,444	167,528	41,084	32%
Professional & Contractual Services	71,958	46,974	41,256	(5,718)	(12%)
Aid Assistance / Grants	1,540,215	1,858,316	1,910,917	52,601	3%
Materials & Supplies	3,477	5,513	2,960	(2,553)	(46%)
Equipment	0	12,483	21,823	9,340	75%
Services Of Other Departments	87,202	85,469	81,910	(3,559)	(4%)
<b>Uses-operating Expenditure Total</b>	<b>2,272,043</b>	<b>2,575,456</b>	<b>2,702,479</b>	<b>127,023</b>	<b>5%</b>
<b>USES BY PROGRAM RECAP</b>					
Children's Baseline	252,022	198,677	198,677	0	N/ A
Domestic Violence	255,704	194,000	194,000	0	N/ A
Status Of Women	1,764,317	2,182,779	2,309,802	127,023	6%
<b>Uses By Program Recap Total</b>	<b>2,272,043</b>	<b>2,575,456</b>	<b>2,702,479</b>	<b>127,023</b>	<b>5%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Domestic Violence</b>				
Monitor direct services in domestic violence and sexual assault prevention and intervention				
◆ Number of unduplicated individuals served in department-funded shelters, crisis services, transitional housing, advocacy, prevention and education annually	11,142	n/a	14,892	15,000
◆ Number of calls to crisis lines annually	12,594	n/a	13,868	14,000
<b>Status Of Women</b>				
Advance the human rights of women and girls, including the workforce, services, and budget of city government				
◆ Number of people educated and trained about San Francisco's Convention to Eliminate All Forms of Discrimination Against Women Ordinance (CEDAW)	n/a	n/a	60	100
Conduct outreach to underserved communities on the right to adequate healthcare				
◆ Number of people reached on policies and programs impacting healthcare for women	n/a	n/a	350	400

# DISTRICT ATTORNEY

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## ***Mission***

*To investigate, charge and prosecute all criminal violations of the laws of California occurring within San Francisco County, on behalf of the people of the State of California.*

## ***Services***

The District Attorney 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.

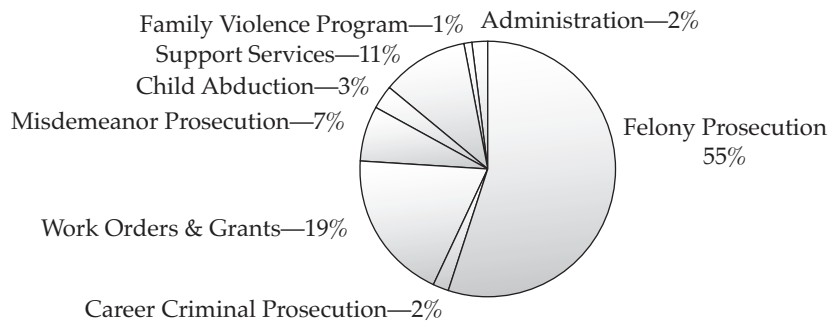
- ◆ **Felony Prosecutions** investigates and prosecutes serious offenses including homicide, narcotics violations, gang violence, hate crimes, child abuse, sexual assault and domestic violence.
- ◆ **Misdemeanor Prosecution** investigates and prosecutes misdemeanor crimes such as petty theft, driving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

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

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$30,513,306	\$33,738,246	\$37,020,589	\$3,282,343	10%
Total FTE	239.53	245.83	251.14	5.31	2%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## Budget Issues and Details

### Enhancing Witness Protection and Relocation Program

- ◆ A strong Witness Protection program is crucial to the City's investigative efforts to ensure that witnesses will come forward to provide key evidence. As a commitment to public safety, the 2006–2007 budget adds five Investigators and two Victim Advocates as dedicated program staffing. These staff will oversee one of the largest Witness Protection programs in California, and will be responsible for accompanying witnesses and their families to court proceedings, medical appointments and offering assistance while they relocate their lives. A dedicated van will be added in 2007 since extended family transportation has become an important part of the program.

### Providing Support Services to Victims of Violent Crimes

- ◆ Victim advocates are the front line in providing crisis intervention and ongoing support for victims and witnesses throughout the criminal justice process. The need for experienced advocates to stabilize families in crisis and to work with them to rebuild their lives in the aftermath of homicide and attempted homicide is paramount. These same advocates are able to help victims access State Victims of Crime compensation which helps cover monetary losses resulting from the crime and pays for grief therapy and other needed counseling.

### Investigation and Prosecution of Gun and Gang Activity

- ◆ The 2006–2007 budget adds four additional Trial Attorneys to expand prosecution efforts of gun and gang related crimes. Making a positive impact on the surge in violent crime includes investigating and documenting gang activity in order to “validate” a gang so that its members can be prosecuted. Once “validated” through evidence collection, a gang member who commits a violent crime automatically faces an additional 10 years in state prison. Staff involved in the validation process can testify as experts against other gang members in future cases, thereby establishing a comprehensive effort to prosecute an entire gang.

### Implement Re-Entry Program for Offenders

- ◆ The 2006–2007 budget adds a Trial Attorney as dedicated program staffing, to enhance the office's reentry program, considered crucial to the goal of reducing violent crime in the City. Statistics show that 60 percent of offenders reoffend within two years of being released from prison, making it an absolute

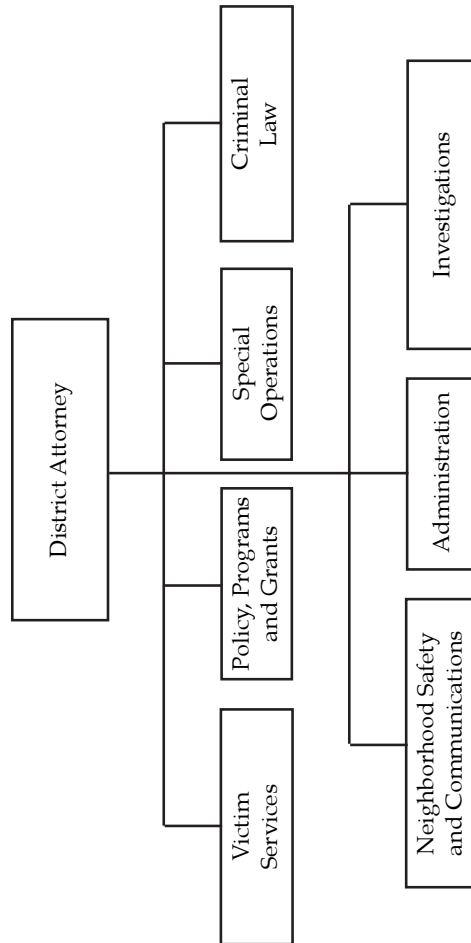
priority to address the cycle of recidivism. By continuing to work with other criminal justice agencies and community partners, the District Attorney intends to provide accountability measures that will ensure the success of former offenders as they move through school and job training, and into the mainstream workforce.

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

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- ◆ Functional technology is vital to investigate, protect, support and prosecute effectively. The 2006–2007 budget will bring improvements to many aspects of the department’s technology solutions including the upgrade of in-court and office computing (\$51,200); access to the CAL-Photo statewide identification database (\$16,000); network hardware to implement the DAMION/JUSTIS case management system (\$34,400); and a Forensic Computer System (\$8,100) to train staff on the means to gather electronic evidence.

## DISTRICT ATTORNEY



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	240.45	253.33	262.49	9.16	4%
Non-operating Positions (cap/other)	(0.92)	(7.50)	(11.35)	(3.85)	51%
<b>Net Operating Positions</b>	<b>239.53</b>	<b>245.83</b>	<b>251.14</b>	<b>5.31</b>	<b>2%</b>
<b>SOURCES</b>					
Licenses & Fines	3,554,001	1,100,000	300,000	(800,000)	(73%)
Use Of Money Or Property	9,351	0	0	0	N/A
Intergovernmental Revenue - Federal	979,120	1,374,836	1,518,303	143,467	10%
Intergovernmental Revenue - State	3,375,903	3,878,264	4,606,205	727,941	19%
Intergovernmental Revenue - Other	38,475	0	0	0	N/A
Charges For Services	629,958	1,073,000	1,037,063	(35,937)	(3%)
Expenditure Recovery	2,284,134	2,425,474	2,537,319	111,845	5%
General Fund Support	19,642,364	23,886,672	27,021,699	3,135,027	13%
<b>Sources Total</b>	<b>30,513,306</b>	<b>33,738,246</b>	<b>37,020,589</b>	<b>3,282,343</b>	<b>10%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	22,386,664	23,977,196	25,772,212	1,795,016	7%
Fringe Benefits	4,869,479	5,719,256	8,050,374	2,331,118	41%
Professional & Contractual Services	1,534,448	1,694,687	1,630,697	(63,990)	(4%)
Aid Assistance / Grants	57,615	0	0	0	N/A
Materials & Supplies	179,778	103,942	100,821	(3,121)	(3%)
Equipment	205,712	330,875	111,890	(218,985)	(66%)
Services Of Other Departments	1,279,610	1,347,856	1,304,595	(43,261)	(3%)
Budgetary Reserves	0	564,434	0	(564,434)	N/A
<b>Uses-operating Expenditure Total</b>	<b>30,513,306</b>	<b>33,738,246</b>	<b>36,970,589</b>	<b>3,232,343</b>	<b>10%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Capital Projects	0	0	50,000	50,000	N/A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	819,209	853,899	973,674	119,775	14%
Career Criminal Prosecution	752,600	752,668	829,698	77,030	10%
Child Abduction	670,798	778,805	838,072	59,267	8%
Criminal Justice	122,382	0	0	0	N/A
Family Violence Program	270,162	409,505	432,577	23,072	6%
Felony Prosecution	17,271,557	18,131,254	20,736,901	2,605,647	14%
Pre-Sentencing Investigation	306,039	7,839	0	(7,839)	N/A
Misdemeanor Prosecution	1,975,648	2,218,497	2,490,242	271,745	12%



## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Support Services	1,994,163	3,596,520	3,929,913	333,393	9%
Work Orders & Grants	6,330,748	6,989,259	6,789,512	(199,747)	(3%)
<b>Uses By Program Recap Total</b>	<b>30,513,306</b>	<b>33,738,246</b>	<b>37,020,589</b>	<b>3,282,343</b>	<b>10%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Family Violence Program</b>				
Assist victims in recovering from the aftermath of crime				
◆ Number of escorts of victims to court	1,040	1,000	1,000	1,000
◆ Number of victims receiving compensation for losses as a result of a crime	1,480	1,400	5,000	5,000
<b>Felony Prosecution</b>				
Effectively prosecute homicide cases				
◆ Number of homicides reported	74	70	70	70
◆ Number of homicide arrests	38	36	36	36
◆ Number of homicide cases filed	23	23	23	23
◆ Average number of cases handled per attorney in the homicide unit	10	10	8	8
Hold felony offenders accountable for their crimes				
◆ Number of adult felony arrests reviewed	16,009	16,100	16,000	16,000
◆ Number of adult felony arrests charged or handled by probation revocation	8,846	8,400	8,400	8,400
◆ Average number of adult felony cases handled per felony trial attorney	128	115	115	115
Maintain and increase specialized skills of investigators and prosecutors through training programs				
◆ Number of enhanced trainings provided for attorneys and investigators	52	50	50	50



## ECONOMIC AND WORKFORCE DEVELOPMENT

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### ***Mission***

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*To provide citywide leadership for economic development; identify key cluster sectors to target workforce training and economic growth; create a system that integrates both economic and workforce programs and services; revitalize and improve neighborhoods for economic sustainability; and promote San Francisco as a good place for business and investment.*

### ***Services***

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The Economic and Workforce Development Department (EWD) provides the following services:

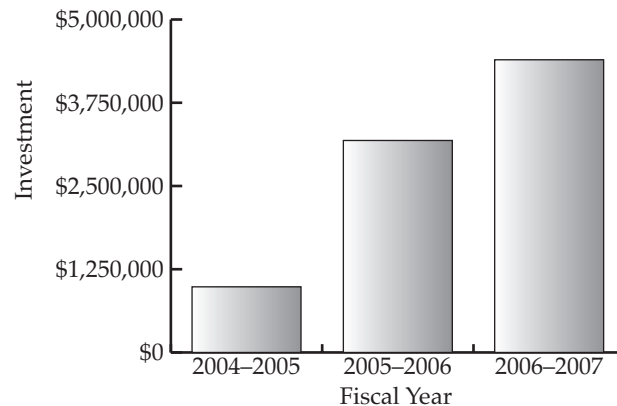
- ◆ **Business Attraction and Retention** works to attract and retain businesses, with an emphasis on key industry clusters.
- ◆ **Small Business Assistance** serves as a one-stop resource center that provides information and resources for the start-up and expansion of small businesses.
- ◆ **Workforce Development** provides overall strategic coordination for the City's workforce system and implements job training programs aimed at providing residents—especially residents with multiple barriers to employment — with access to careers in high wage industries.
- ◆ **Real Estate Development** manages major public-private development projects to maximize public benefits, including affordable housing, jobs and economic development, and open space.
- ◆ **Neighborhood Development** facilitates the revitalization of commercial corridors in economically disadvantaged neighborhoods and creates Community Benefits Districts (i.e., Business Improvement Districts) throughout the City.
- ◆ **The Film Commission** promotes San Francisco as a film destination to filmmakers and spurs additional city revenue and jobs by attracting and facilitating film productions.
- ◆ **International Trade and Commerce** increases international business opportunities in the City by fostering San Francisco's award-winning Sister City program and, in partnership with San Francisco International Airport, attracting new, and expanding existing international airlines.

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

### **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$1,936,554	\$5,678,793	\$4,830,092	(\$848,701)	(15%)
Total FTE	13.28	11.68	19.43	7.75	66%

### Community Benefit District Growth



This chart shows that with some City coordination, businesses and other residents are willing to invest in cleaning and maintaining their communities. This level of private investment is above and beyond city maintenance expenditures.

## Budget Issues and Details

### Refocusing Economic Development and Workforce Efforts

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- ◆ In 2005–2006, the department began a citywide economic development planning process, as mandated by the passage of Proposition I in November of 2004. In 2005–2006, EWD will complete the plan and bring the San Francisco Economic Strategy to the Board of Supervisors for action.
- ◆ CityBuild is an initiative that provides construction employment opportunities for San Francisco residents of all backgrounds and genders on city-sponsored and private construction projects. CityBuild was started as a pilot project in 2005–2006. The Mayor’s budget includes funding to bring the program to scale by training 200 residents in 2006–2007
- ◆ In 2006–2007, the department will strengthen the coordination of San Francisco’s workforce system through improved management of Workforce Investment San Francisco (WISF), our local Workforce Investment Board. The WISF is currently engaged in a five-year strategic planning process to better coordinate the workforce development system to ensure that San Francisco residents, particularly those with multiple barriers to employment, have access to living-wage jobs.
- ◆ The department has developed three industry initiatives that target economic development in the areas of biotechnology, digital media and clean technology. In the coming year, the department will work to encourage businesses in these sectors to locate and/or expand in San Francisco. This will, in turn, provide workforce development opportunities for local residents.

### Strengthening Neighborhoods and Small Businesses

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- ◆ In 2006–2007, the Small Business Commission will continue to produce its annual Shop Local First campaign, which highlights the importance of small local businesses to the San Francisco economy. It will also host Small Business Week in partnership with the private sector and the federal Small Business Administration, which will feature trainings and workshops for small businesses. Also this year, the office will make recommendations to city leaders on strategies for streamlining the permitting process for small businesses.
- ◆ In 2006–2007, EWD will facilitate the creation of new Community Benefit Districts (CBDs). Through CBDs, property owners voluntarily pay a special assessment to fund improvements to their Community

Benefit District Growth neighborhood, including beautification projects, clean and safe programs, graffiti removal, tree maintenance, marketing and district promotions, and special events such as farmers markets and street festivals.

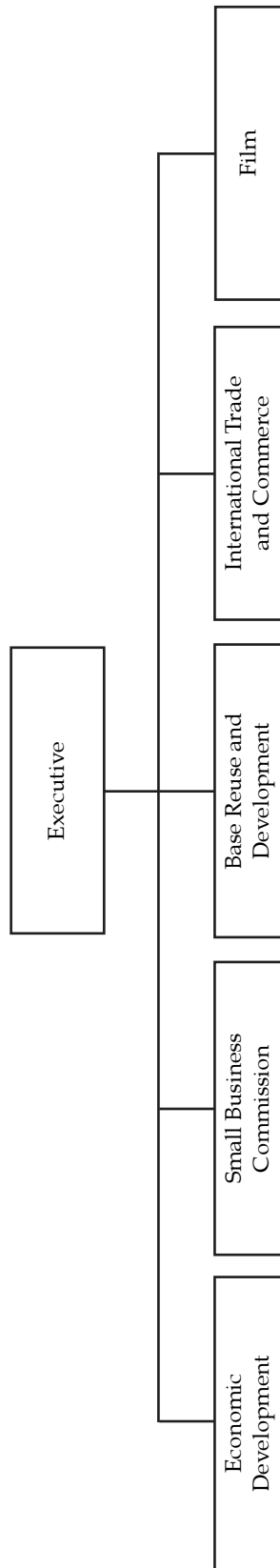
- ◆ EWD is currently working with several economically disadvantaged neighborhoods to revitalize their commercial corridors through the San Francisco Neighborhood Marketplace Initiative (NMI). NMI is a public-private partnership led by EWD and the Local Initiatives Support Corporation. Key activities include: business support for local small businesses; streetscape and storefront improvements; cleanliness and safety projects, promotion and marketing; business attraction; and catalyzing real estate development projects. Targeted neighborhoods include: Leland/Bayshore in Visitation Valley; Third Street in the Bayview; Mission Street in the Excelsior; San Bruno Ave in Portola; Ocean Avenue in the OMI; Lower Polk in the Tenderloin, and; Lower Divisadero in the Western Addition.
- ◆ The City's ongoing public/private partnerships represent billions of dollars in potential new investment in San Francisco, thousands of construction and end use jobs, millions in tax revenue and more than ten thousand new housing units. In the coming year, the department will continue work on important land use projects such as Treasure Island; the redevelopment of the Hunter's Point Shipyard; assisting the 49ers in assessing the feasibility of developing a stadium-related project at Candlestick Point; and partnering with the University of California, San Francisco for research space at San Francisco General Hospital. Other 2006–2007 projects will include assessment of strategies to reuse or convert historic but underused city property such as the Old Mint, the Presidio and the Kirkland bus yards, with the goal of making them more productive.

#### **International Trade and Film**

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- ◆ In 2006–2007, the Film Commission will work to improve the business climate for still photography, documentary films, television programming, and independent and feature films. In 2005, the Film Office helped increase production levels compared to both 2003 and 2004 by over 500 percent. In the coming year, the office will continue to increase film business by implementing the newly approved film incentive program and by aggressively marketing San Francisco to filmmakers.
- ◆ In 2006–2007, the Mayor's Office of International Trade and Commerce will focus on hosting inbound missions from international destinations, along with potential Trade and Friendship missions to the Philippines and Vietnam. The Office will be actively involved in the San Francisco-Osaka 50th Sister City Anniversary in 2007, and in potential major events organized in San Francisco by Jinan, Suzhou and Zhengzhou, China.

## ECONOMIC AND WORKFORCE DEVELOPMENT



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	15.28	17.43	23.43	6.00	34%
Non-operating Positions (cap/other)	(2.00)	(5.75)	(4.00)	1.75	(30%)
<b>Net Operating Positions</b>	<b>13.28</b>	<b>11.68</b>	<b>19.43</b>	<b>7.75</b>	<b>66%</b>
<b>SOURCES</b>					
Licenses & Fines	0	2,500,000	0	(2,500,000)	N/A
Charges For Services	83,049	85,000	85,000	0	N/A
Transfers In	0	0	600,000	600,000	N/A
Expenditure Recovery	476,173	1,055,000	2,203,845	1,148,845	N/A
Other Funding Sources	1	0	0	0	N/A
General Fund Support	1,377,331	2,038,793	1,941,247	(97,546)	(5%)
<b>Sources Total</b>	<b>1,936,554</b>	<b>5,678,793</b>	<b>4,830,092</b>	<b>(848,701)</b>	<b>(15%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	857,924	976,620	1,717,077	740,457	76%
Fringe Benefits	186,058	239,141	549,920	310,779	N/A
Professional & Contractual Services	314,739	1,720,475	1,232,330	(488,145)	(28%)
Aid Assistance / Grants	122,264	2,025,000	750,000	(1,275,000)	(63%)
Materials & Supplies	16,465	4,183	19,683	15,500	N/A
Equipment	0	0	16,820	16,820	N/A
Services Of Other Departments	439,104	713,374	544,262	(169,112)	(24%)
<b>Uses-operating Expenditure Total</b>	<b>1,936,554</b>	<b>5,678,793</b>	<b>4,830,092</b>	<b>(848,701)</b>	<b>(15%)</b>
<b>USES BY PROGRAM RECAP</b>					
Economic Development	1,507,159	4,872,446	2,872,956	(1,999,490)	(41%)
Film Services	83,048	535,000	1,135,000	600,000	N/A
Small Business Affairs	346,347	271,347	279,997	8,650	3%
Workforce Training	0	0	542,139	542,139	N/A
<b>Uses By Program Recap Total</b>	<b>1,936,554</b>	<b>5,678,793</b>	<b>4,830,092</b>	<b>(848,701)</b>	<b>(15%)</b>



## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Economic Development</b>				
Create favorable climate for business retention and attraction and develop projects that expand the tax and employment base				
◆ Number of business and trade delegations initiated	95	95	95	95
◆ Number of outreach efforts towards business attraction and retention initiated	100	100	100	100
◆ Number of Community Benefit Districts initiated	5	3	3	3
<b>Small Business Affairs</b>				
Foster, promote and retain small businesses in San Francisco				
◆ Number of small businesses assisted	2,000	2,000	2,000	2,000
◆ Number of outreach events	30	40	40	40
◆ Number of ordinances, resolutions, motions and policies initiated by or reviewed by the Small Business Commission	30	30	30	30

# ELECTIONS

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## ***Mission***

*To conduct accurate and efficient elections under the rules and regulations established by federal, state, and local laws; to have an open process that provides the public confidence in the election system; to improve upon and provide a public outreach and education plan to all eligible voters in San Francisco; and continue to improve upon the services we provide by streamlining processes and looking ahead to the future needs of the voters of San Francisco.*

## ***Services***

The Department of Election provides the following services:

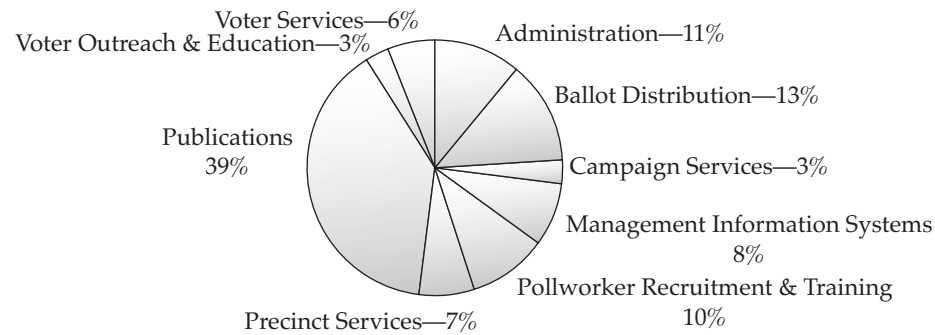
- ◆ Registers voters and maintains accurate voter rolls for San Francisco's 417,000 registered voters;
- ◆ Produces and distributes voter information pamphlets in English, Chinese and Spanish for each election;
- ◆ Hires and trains approximately 3,000 pollworkers to provide necessary voter assistance on election day, including bilingual pollworkers who speak Mandarin, Cantonese, Spanish and Russian;
- ◆ Administers precinct voting at 561 polling locations and absentee voting for approximately 160,000 absentee voters;
- ◆ 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**

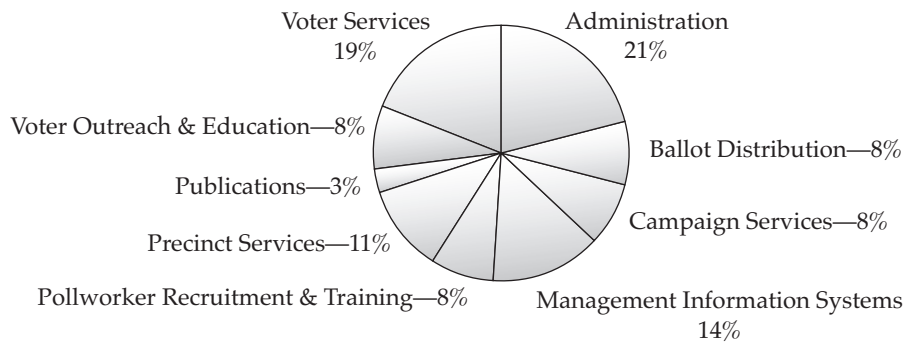
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$10,400,868	\$11,228,226	\$9,217,085	(\$2,011,141)	(18%)
Total FTE	34.99	48.22	54.48	6.25	13%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Citywide Ranked-Choice Voting

- ◆ 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 November 2004 for seven Supervisorial District races. The November 2006 election will use the ranked-choice voting system for the offices of the Public Defender, Assessor-Recorder and Supervisorial Districts 2, 4, 6, 8 and 10.

### New Voting System

- ◆ In 2005–2006, the department concluded the selection process for a new voting system. Some of the key selection criteria for the new system include 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 the “Help America Vote Act” (HAVA) and Proposition 41. The new equipment will be used for the first time in the June 2006 election. In 2006–2007, program improvements will continue to be made in preparation for the November 2006 election, which will showcase a voting system that, for the first time, enables ranked-choice voting and is also compliant with “Help America Vote Act” disability requirements.

### **Enhancing Accessibility at the Polling Places**

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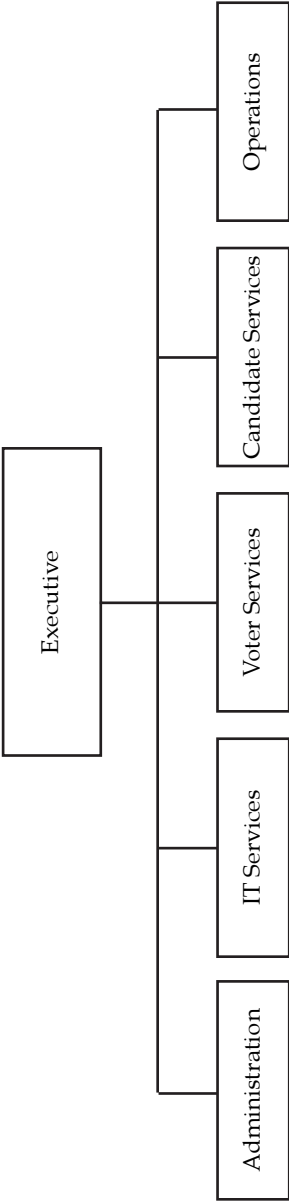
- ◆ To meet the requirements associated with HAVA, the Department of Elections has initiated a review of existing and identified polling places to ensure that they comply with accessibility requirements. With grant funding from the state, investments have been made in equipment, such as ramps, to improve accessibility.

### **Continued Community Outreach and Voter Education**

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- ◆ 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, and to ensure that disabled voters are able to use new equipment that provides for private and independent voting. 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.

ELECTIONS



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	34.99	48.22	54.48	6.26	13%
<b>Net Operating Positions</b>	<b>34.99</b>	<b>48.22</b>	<b>54.48</b>	<b>6.26</b>	<b>13%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - State	0	0	500,000	500,000	N/A
Charges For Services	104,468	64,000	64,000	0	N/A
Transfers In	75,000	75,000	75,000	0	N/A
Expenditure Recovery	79,000	147,000	524,000	377,000	N/A
General Fund Support	10,142,400	10,942,226	8,054,085	(2,888,141)	(26%)
<b>Sources Total</b>	<b>10,400,868</b>	<b>11,228,226</b>	<b>9,217,085</b>	<b>(2,011,141)</b>	<b>(18%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	3,261,289	3,317,716	3,788,523	470,807	14%
Fringe Benefits	724,612	653,200	793,017	139,817	21%
Professional & Contractual Services	3,345,810	4,094,830	3,779,441	(315,389)	(8%)
Aid Assistance / Grants	202,849	0	0	0	N/A
Materials & Supplies	2,229,678	2,333,000	164,671	(2,168,329)	N/A
Equipment	65,248	67,612	54,004	(13,608)	(20%)
Services Of Other Departments	571,382	761,868	637,429	(124,439)	(16%)
<b>Uses-operating Expenditure Total</b>	<b>10,400,868</b>	<b>11,228,226</b>	<b>9,217,085</b>	<b>(2,011,141)</b>	<b>(18%)</b>
<b>USES BY PROGRAM RECAP</b>					
Elections	10,400,868	11,228,226	9,217,085	(2,011,141)	(18%)
<b>Uses By Program Recap Total</b>	<b>10,400,868</b>	<b>11,228,226</b>	<b>9,217,085</b>	<b>(2,011,141)</b>	<b>(18%)</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Elections</b>				
Encourage San Franciscans to participate in civic functions				
♦ Annual average number of registered voters	486,937	438,243	430,168	439,552
♦ Annual average number of turnout voters	361,822	180,911	201,099	240,476
♦ Annual average number of absentee voters	135,468	74,507	98,724	90,343
♦ Average percentage of turnout for elections	74%	42%	47%	55%
♦ Average percentage of absentee voters	37%	41%	49%	48%

# EMERGENCY COMMUNICATIONS

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## ***Mission***

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

## ***Services***

The Emergency Communications Department (ECD) provides advice, referral and dispatch services for non-emergency police calls, and 911 answering and dispatch services in San Francisco for police, fire and emergency medical incidents.

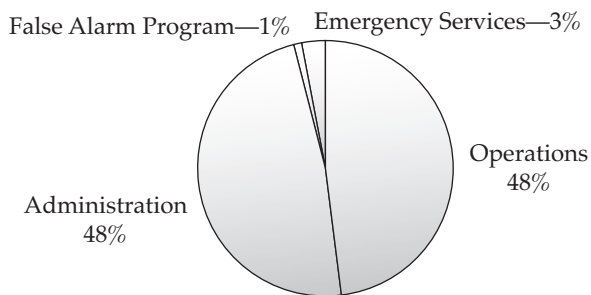
- ◆ **Universal Dispatching** personnel are cross-trained to process police, medical and fire emergency calls from the first point of answer. In addition, dispatchers are responsible for monitoring and coordinating two-way radio communication with public safety responders and maintaining the status of field personnel through a Computer Aided Dispatch System.
- ◆ **False Alarm Program** within the department operates the False Alarm program by managing the database of alarm companies, responding to inquiries and coordinating the revenue collection effort.

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

## **Budget Data Summary**

	<b>2004–2005 Actual</b>	<b>2005–2006 Budget</b>	<b>2006–2007 Proposed</b>	<b>Change from 2005–2006</b>	
				<b>Nominal</b>	<b>Percent</b>
Total Expenditures	\$39,031,410	\$69,416,353	\$59,409,766	(\$10,006,587)	(14%)
Total FTE	193.76	224.48	227.91	3.43	2%

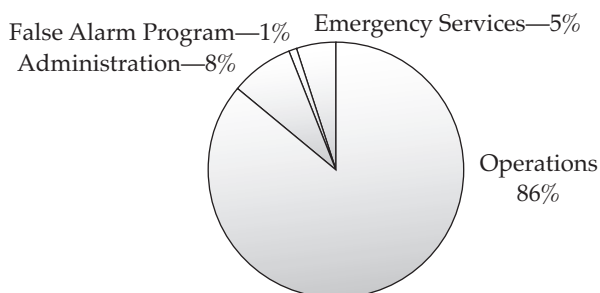
## **Resources by Service Area**



Resources allocated to service or program area as a percentage of total department budget.



### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Institutionalizing Emergency Planning and Services

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- ◆ The budget invests \$1.7 million to maintain citywide staff dedicated to emergency services planning and to continue the work initiated by Urban Area Securities Initiative (UASI) grant funds. Although the City will continue to receive UASI grant funding, the federal funding has been redirected to support regional efforts in emergency planning and coordination. To maintain and continue to build on the City's capacity to respond to natural or man-made disasters, funding has been provided to maintain staff at the Office of Emergency Services, the Fire Department, the Department of Public Health, the Police Department and the Sheriff's Department. In addition to coordinating joint training exercises and the development of emergency plans, the Office of Emergency Services will be developing a long-term strategic plan that lays the foundation for continued emergency planning and preparedness.

### Information Technology Upgrades to Enhance Capabilities of First Responders

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- ◆ The budget invests \$2.5 million to upgrade the Public Safety Wireless Data Network which provides citywide data communications to Police, Fire, and the Sheriff Departments' Mobile Data Terminals (MDT). MDTs are used to access the ECD Computer Aided Dispatch systems for receiving dispatches and messaging. This investment supports the first phase of a three-year investment for a replacement system that will enable increased bandwidth and allow for quicker and expanded communication capacity between the 911 Call Center and First Responders.

### Partnering with 3-1-1 to Create an Improved Back-up 911 Site

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- ◆ In 2006–2007, the department will implement a more efficient, long-term back-up 911 site with greater functionality at the City's new 311 Call Center. ECD will purchase new equipment, coordinate communications installations and migrate existing equipment from the interim backup site to this new location. In addition to serving as a back-up site, the 311 Call Center will also help to divert non-emergency calls from the 911 Center.

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

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- ◆ Over the past several years, ECD has implemented various recruitment and retention strategies to mitigate staffing challenges including an aggressive recruitment advertising campaign. In 2005–2006 changes were also made to the academy class structure to improve the retention of class graduates by

segmenting call-taking training from dispatch training. ECD will continue this two-track approach and the 2006–2007 year includes the hiring of 40 dispatchers and 20 call-taker positions. Due to the shorter training period for call takers, class retention will improve and trained staff will be able to begin taking calls sooner.

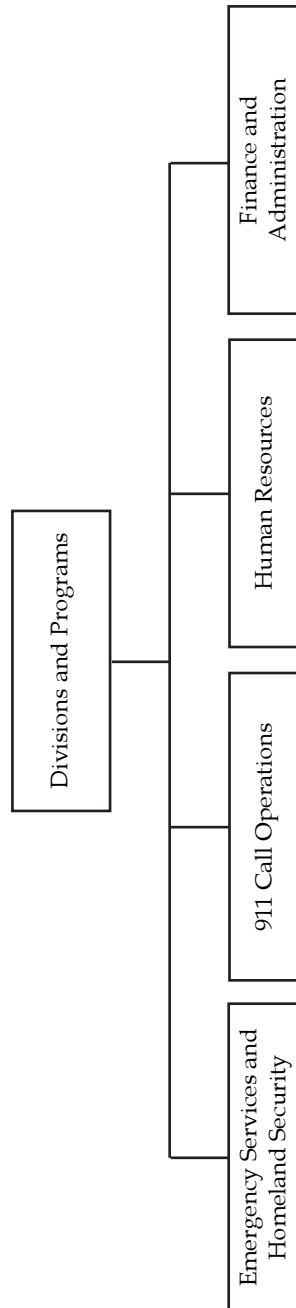
- ◆ In 2006–2007, the ECD will implement an ‘As Needed’ temporary dispatcher program. This program is designed to attract retired and recently separated employees to return to work at the 911 Center on a part-time basis. With this staffing strategy, ECD will tap into of pool trained and certified dispatchers, thereby reducing the need for mandatory overtime to achieve minimum staffing requirements.

### **Improving Emergency Response**

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- ◆ In 2005–2006 the department completed civilianization of 911 Operations, thereby establishing a universal workforce to handle all aspects of police, fire and medical call-taking and dispatch. The 2006–2007 budget funds three new Peace Officer Standards and Training academy classes of 20, which is necessary to achieve minimum staffing requirements, maintain performance standards and reduce overtime.
- ◆ In 2005–2006, ECD, in partnership with the Fire Department, converted from static to dynamic deployment of ambulances to improve emergency response times. ECD’s 2006–2007 budget will account for system enhancements and staff training of all personnel to facilitate this conversion.

## EMERGENCY COMMUNICATIONS



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	201.76	231.63	228.41	(3.22)	(1%)
Non-operating Positions (cap/other)	(8.00)	(7.15)	(0.50)	6.65	N/A
<b>Net Operating Positions</b>	<b>193.76</b>	<b>224.48</b>	<b>227.91</b>	<b>3.43</b>	<b>2%</b>
<b>SOURCES</b>					
Use Of Money Or Property	378,611	0	0	0	N/A
Intergovernmental Revenue - Federal	295,862	16,039,659	1,174,569	(14,865,090)	N/A
Charges For Services	36,511,933	38,138,883	40,023,353	1,884,470	5%
Transfers In	0	9,625,705	10,083,316	457,611	5%
Expenditure Recovery	30,000	12,000	0	(12,000)	N/A
Fund Balance	1,408,927	1,502,760	1,984,104	481,344	32%
General Fund Support	406,077	4,097,346	6,144,424	2,047,078	50%
<b>Sources Total</b>	<b>39,031,410</b>	<b>69,416,353</b>	<b>59,409,766</b>	<b>(10,006,587)</b>	<b>(14%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	13,762,697	21,473,718	18,532,197	(2,941,521)	(14%)
Fringe Benefits	3,225,202	5,806,672	6,652,644	845,972	15%
Overhead	5,497	380,917	500,327	119,410	31%
Professional & Contractual Services	8,256,335	3,824,328	970,296	(2,854,032)	(75%)
Materials & Supplies	200,197	1,605,454	147,910	(1,457,544)	N/A
Equipment	50,994	7,503,546	2,490,731	(5,012,815)	(67%)
Debt Service	0	9,596,563	9,220,309	(376,254)	(4%)
Services Of Other Departments	13,530,488	17,725,155	20,677,352	2,952,197	17%
<b>Uses-operating Expenditure Total</b>	<b>39,031,410</b>	<b>67,916,353</b>	<b>59,191,766</b>	<b>(8,724,587)</b>	<b>(13%)</b>
<b>USES-PROJECT EXPENDITURES</b>					
Capital Projects	0	1,500,000	218,000	(1,282,000)	(85%)
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>1,500,000</b>	<b>218,000</b>	<b>(1,282,000)</b>	<b>(85%)</b>
<b>USES BY PROGRAM RECAP</b>					
911 Project	5,880,359	10,159,350	9,752,636	(406,714)	(4%)
Citywide Radio System	26,429	42,000	28,000	(14,000)	(33%)
Emergency Communications	31,995,234	42,218,633	46,170,222	3,951,589	9%
Emergency Services Coordination	798,150	16,536,095	3,007,353	(13,528,742)	(82%)
False Alarm Prevention	331,238	460,275	451,555	(8,720)	(2%)
<b>Uses By Program Recap Total</b>	<b>39,031,410</b>	<b>69,416,353</b>	<b>59,409,766</b>	<b>(10,006,587)</b>	<b>(14%)</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Emergency Communications</b>				
Respond quickly to incoming calls				
◆ Total number of emergency calls answered in the communication center	450,456	460,000	463,810	465,000
◆ Total number of non-emergency calls answered in the communication center	493,377	510,000	458,310	460,000
◆ Percentage of emergency calls answered within ten seconds	78%	88%	88%	90%
<b>Emergency Services Coordination</b>				
Coordinate interagency planning				
◆ Number of disaster council meetings	4	4	4	4
◆ Number of training courses	28	20	26	10
Exercise emergency response capabilities				
◆ Number of functional exercises conducted	6	6	6	3
◆ Number of tabletop exercises conducted	20	20	9	6
Promote community preparedness for emergencies				
◆ Number of preparedness presentations made	50	25	34	12

## ENVIRONMENT

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### ***Mission***

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

### ***Services***

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

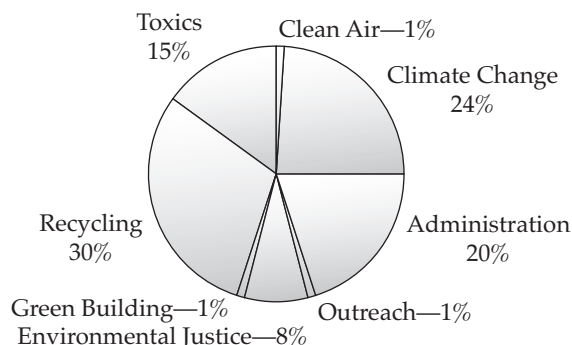
- ◆ **Zero Waste** promotes recycling, materials reuse and waste reduction to municipal, commercial and residential clients.
- ◆ **Toxics Reduction** promotes proper use and disposal of toxic products, as well as non-toxic alternatives to municipal, commercial and residential clients.
- ◆ **Environmental Justice** coordinates environmental health and food security projects, including an air monitoring station and farmers' market, in communities that bear a disproportionate environmental burden.
- ◆ **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; clean alternative fuel technology; and monitors alternative fuel composition of the City fleet.
- ◆ **Green Building** promotes resource conservation in the construction, demolition, and maintenance of municipal building projects; promotes improving the environmental performance of residential and commercial buildings in San Francisco.
- ◆ **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**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$12,338,953	\$8,963,698	\$12,277,282	\$3,313,584	37%
Total FTE	51.56	52.21	60.92	8.71	17%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## Budget Issues and Details

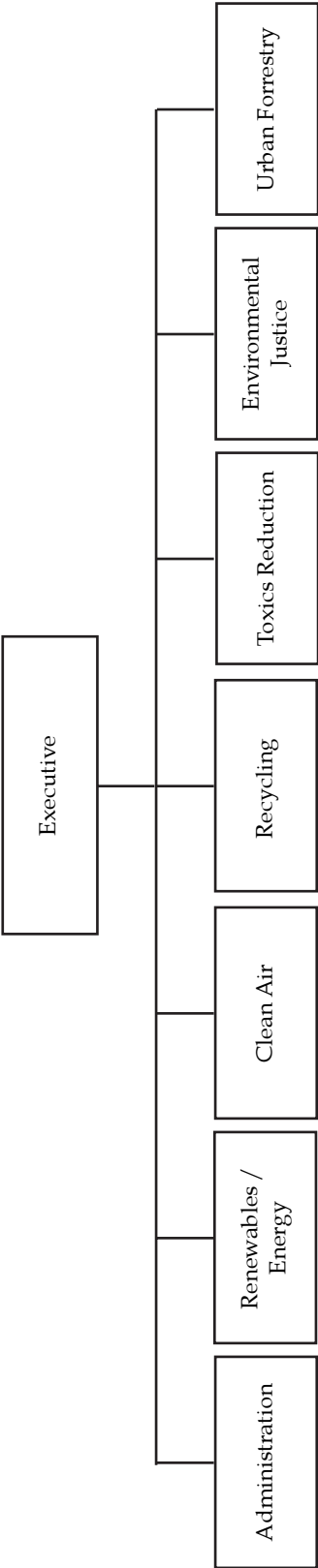
### Waste Diversion: Increasing Recycling Percentages across the City

- ◆ With a citywide waste diversion goal of 75 percent by 2010, ENV plans to expand efforts to promote recycling, composting and other waste diversion practices in 2007. These activities are supported entirely by the City's Impound Account, a three percent set-aside of garbage rate fees dedicated solely to planning, education, and outreach to encourage waste diversion strategies. In pursuit of the City's diversion goal, ENV provides grants to support nonprofit recyclers, coordinates outreach and education campaigns, and advises residents and businesses on how to reduce waste within their homes and workplaces. In the coming year, ENV will work to increase composting percentages as well as encourage compliance with new state regulations prohibiting the disposal of electronics, batteries and fluorescent lights through a new toxics collection program.

### Energy Efficiency: Reducing Citywide Energy Use

- ◆ The Environment's Energy Efficiency and Renewable Energy program is charged with improving regional environmental quality and public health by decreasing San Francisco's impact on global climate change. The program partners with Pacific Gas & Electric to deliver energy savings to residents and businesses. In 2007, ENV will enter into a new three-year, \$11,500,000 contract with Pacific Gas & Electric, with the goal of reducing the City's electricity use by 6 megawatts. In pursuit of this goal, ENV will help business and residence owners identify and implement energy efficient technologies and practices.

ENVIRONMENT





## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	55.66	56.76	62.07	5.31	9%
Non-operating Positions (cap/other)	(4.10)	(4.55)	(1.15)	3.40	(75%)
<b>Net Operating Positions</b>	<b>51.56</b>	<b>52.21</b>	<b>60.92</b>	<b>8.71</b>	<b>17%</b>
<b>SOURCES</b>					
Use Of Money Or Property	11,530	0	0	0	N/A
Intergovernmental Revenue - Federal	19,455	0	44,523	44,523	N/A
Intergovernmental Revenue - State	1,498,749	1,488,247	4,110,808	2,622,561	N/A
Charges For Services	6,142,264	6,271,034	6,483,967	212,933	3%
Other Revenues	250,000	0	770,157	770,157	N/A
Expenditure Recovery	1,039,912	1,170,158	1,431,560	261,402	22%
Fund Balance	2,547,459	34,259	0	(34,259)	N/A
Departmental Transfer Adjustment	0	0	(563,733)	(563,733)	N/A
General Fund Support	829,584	0	0	0	N/A
<b>Sources Total</b>	<b>12,338,953</b>	<b>8,963,698</b>	<b>12,277,282</b>	<b>3,313,584</b>	<b>37%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	3,710,130	3,470,484	4,257,370	786,886	23%
Fringe Benefits	838,745	1,048,353	1,675,190	626,837	60%
Overhead	23,608	0	0	0	N/A
Professional & Contractual Services	2,837,650	1,623,759	4,010,643	2,386,884	N/A
Aid Assistance / Grants	1,441,544	925,000	1,757,500	832,500	90%
Materials & Supplies	360,312	258,700	380,321	121,621	47%
Equipment	438,300	0	0	0	N/A
Services Of Other Departments	2,625,212	1,637,402	759,991	(877,411)	(54%)
Transfers Out	63,452	0	0	0	N/A
Departmental Transfer Adjustment	0	0	(563,733)	(563,733)	N/A
<b>Uses-operating Expenditure Total</b>	<b>12,338,953</b>	<b>8,963,698</b>	<b>12,277,282</b>	<b>3,313,584</b>	<b>37%</b>
<b>USES BY PROGRAM RECAP</b>					
Clean Air	805,577	419,175	465,581	46,406	11%
Climate Change / Energy	720,703	906,449	3,305,812	2,399,363	N/A
Environment	1,936,227	1,889,007	2,605,462	716,455	38%
Environment - Outreach	1,666,403	1,313,866	173,328	(1,140,538)	(87%)
Environmental Justice / Youth Employ	813,609	0	926,375	926,375	N/A
Green Building	317,125	346,229	389,367	43,138	12%
Recycling	3,400,155	3,047,232	3,167,645	120,413	4%
Solid Waste Management	1,638,281	0	0	0	N/A
Toxics	947,985	932,271	1,694,391	762,120	82%

## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Urban Forestry	92,888	109,469	113,054	3,585	3%
Departmental Transfer Adjustment	0	0	(563,733)	(563,733)	N/A
<b>Uses By Program Recap Total</b>	<b>12,338,953</b>	<b>8,963,698</b>	<b>12,277,282</b>	<b>3,313,584</b>	<b>37%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Clean Air</b>				
Encourage the use of public transportation to improve air quality				
◆ Number of City employees participating in commuter check program	3,441	3,500	3,700	3,900
<b>Climate Change / Energy</b>				
Encourage the use of renewable energy and energy efficiency				
◆ Number of sustainable energy trainings (renewables, efficiency, and greenhouse gas reduction) aimed at residents and energy professionals	36	35	35	35
<b>Environment - Outreach</b>				
Educate the public on environmental issues				
◆ Number of public inquiries on environmental issues received through the visitor center, telephone and Internet	5,671	5,000	5,000	5,000
<b>Recycling</b>				
Decrease landfill waste and hazardous material use through recycling and waste diversion				
◆ Percentage of total solid waste materials diverted in a calendar year (compared to state mandate of 50%)	67%	67%	67%	68%
◆ Number of fluorescent lightbulbs/tubes collected through Dept. programs.	2,970	3,500	4,500	6,000

# ETHICS

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## ***Mission***

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

## ***Services***

The Ethics Commission acts as a filing officer, enforcement and investigations entity, administrator of public finance programs and advisor to city departments on ethical matters. Operations within the department can be categorized in the following three divisions:

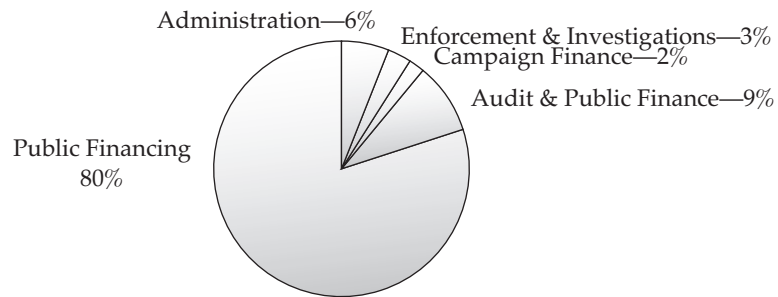
- ◆ **Enforcement and Investigations** assesses and collects late fees for failure to adhere to deadlines and requirements; investigates ethics complaints and imposes administrative penalties when appropriate.
- ◆ **Campaign Finance** files campaign disclosure statements filed by political candidates and committees, financial disclosure statements filed by city elected officials, members of boards, members of commissions and department heads and oversees the registration and regulation of campaign consultants and lobbyists.
- ◆ **Audits and Public Finance** audits statements, campaign committees and committees for publicly financed candidates to ensure compliance with state and local laws. This division administers the Election Campaign Fund for the City which provides publicly-matched funds to candidates for the Board of Supervisors and for Mayor. The division verifies eligibility, disburses funds and at the completion of each election cycle, conducts audits of all publicly financed candidates.

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

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$1,777,358	\$1,382,441	\$8,251,172	\$6,868,731	N / A
Total FTE	10.47	12.80	13.74	0.94	7%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## Budget Issues and Details

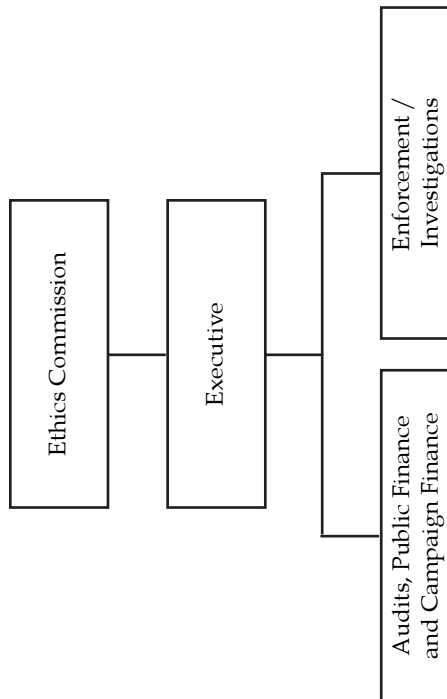
### Implementing A New Public Financing Program

- ◆ On February 14, 2006, the San Francisco Board of Supervisors passed legislation requiring the Ethics Commission to expand its current public financing program to include candidates running for Mayor. The legislation specifies the City's contribution to the Election Campaign Fund for mayoral candidates and provides for a portion of administrative costs.
- ◆ Nearly \$6.4 million in funding for matching public financing and for the administration of the program has been included in the 2006–2007 budget. This funding will allow the Ethics Commission to add two new permanent positions to administer the program, conduct public financing audits and to support other functions of the Public Finance, Campaign Finance and Audit divisions.

### Expanding Online Filing and Information Services

- ◆ In 2006–2007, the Ethics Commission plans to work with the University of San Francisco (USF) to launch online filing options and improve search capabilities for its Campaign Consultant Registration Program. The Ethics Commission is already working with USF in the current year to bring its Lobbyist Registration Program online. These efforts will improve public access to campaign consultant and lobbyist information and will allow consultants and lobbyists to register online.

## ETHICS COMMISSION



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	10.47	12.80	13.74	0.94	7%
<b>Net Operating Positions</b>	<b>10.47</b>	<b>12.80</b>	<b>13.74</b>	<b>0.94</b>	<b>7%</b>
<b>SOURCES</b>					
Licenses & Fines	350,535	176,000	176,000	0	N/A
Charges For Services	1,243	3,000	3,000	0	N/A
General Fund Support	1,425,580	1,203,441	8,072,172	6,868,731	N/A
<b>Sources Total</b>	<b>1,777,358</b>	<b>1,382,441</b>	<b>8,251,172</b>	<b>6,868,731</b>	<b>N/A</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	663,773	913,967	996,637	82,670	9%
Fringe Benefits	166,569	246,081	328,000	81,919	33%
Professional & Contractual Services	88,437	125,132	108,573	(16,559)	(13%)
Aid Assistance / Grants	755,762	0	6,704,274	6,704,274	N/A
Materials & Supplies	25,578	11,274	11,855	581	5%
Services Of Other Departments	77,239	85,987	101,833	15,846	18%
<b>Uses-operating Expenditure Total</b>	<b>1,777,358</b>	<b>1,382,441</b>	<b>8,251,172</b>	<b>6,868,731</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Election Campaign Fund	1,041,352	349,690	7,503,280	7,153,590	N/A
Ethics	736,006	1,032,751	747,892	(284,859)	(28%)
<b>Uses By Program Recap Total</b>	<b>1,777,358</b>	<b>1,382,441</b>	<b>8,251,172</b>	<b>6,868,731</b>	<b>N/A</b>

## Performance Measures

	2004-2005 <u>Actual</u>	2005-2006 <u>Target</u>	2005-2006 <u>Projected</u>	2006-2007 <u>Target</u>
<b>Election Campaign Fund</b>				
<b>Provide partial public financing to ensure that serious candidates are able to communicate their views and positions adequately to the public</b>				
♦ Percentage of funds distributed to eligible candidates within five business days of receiving requests	n/a	n/a	n/a	85%
<b>Ethics</b>				
<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	47%	50%	25%	50%
<b>Promote and ensure compliance with state and local campaign reporting and disclosure laws</b>				
♦ Number of campaign committees and publicly financed candidate committees audited	12	21	13	27
♦ Total number of dollars audited	\$2,319,126	\$1,743,000	\$1,079,000	\$2,377,000
♦ Percentage of audits of publicly financed candidate committees completed	17%	100%	100%	100%
♦ Number of campaign finance statements processed	1,147	1,000	2,000	3,000
♦ Percentage of assessed fines that is collected.	n/a	n/a	40%	40%
<b>Promote compliance with state and local filing requirements</b>				
♦ Percentage of identified lobbyists filing quarterly reports on a timely basis	94%	95%	95%	95%
♦ Percentage of identified campaign consultants who file quarterly reports on a timely basis	80%	90%	90%	90%
♦ Percentage of Statements of Economic Interests due on April 1 that are filed	97%	96%	97%	97%





# FINE ARTS MUSEUM

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## ***Mission***

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*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***

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The Fine Arts Museums curate a permanent collection of 113,697 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.

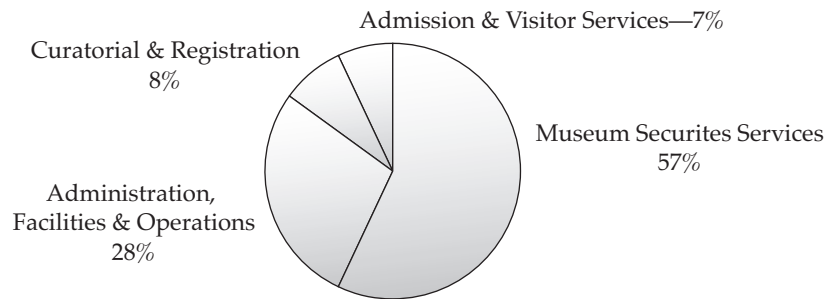
- ◆ The Legion's collections include European Art and Ancient Art as well as prints and drawings. The Beaux-arts design of the building, and an awe inspiring location in Lincoln Park make the Legion of Honor a fitting setting for a collection of art that spans 4,000 years of ancient and European civilization.
- ◆ The de Young Museum's collections include American Art, the Arts of Africa, Oceania and the Americas, and Textiles. The new de Young Museum opened to the public 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 available to the public without a fee.

For more information, call (415) 863-3330 or visit [www.thinker.org](http://www.thinker.org).

## **Budget Data Summary**

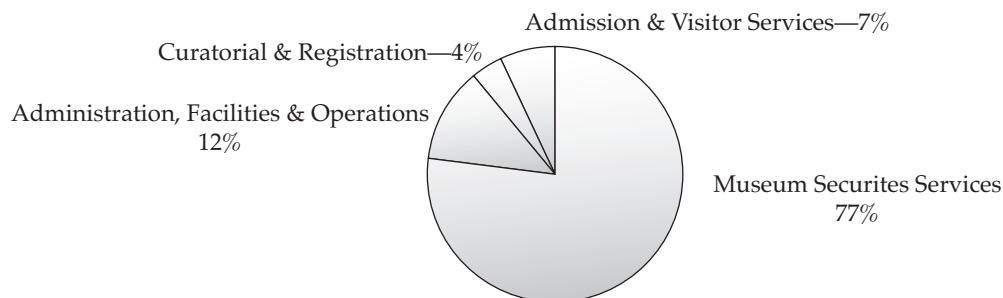
	<b>2004–2005 Actual</b>	<b>2005–2006 Budget</b>	<b>2006–2007 Proposed</b>	<b>Change from 2005–2006</b>	
				<b>Nominal</b>	<b>Percent</b>
Total Expenditures	\$5,988,888	\$13,131,405	\$13,142,532	\$11,127	0%
Total FTE	60.65	107.05	105.25	(1.80)	(2%)

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

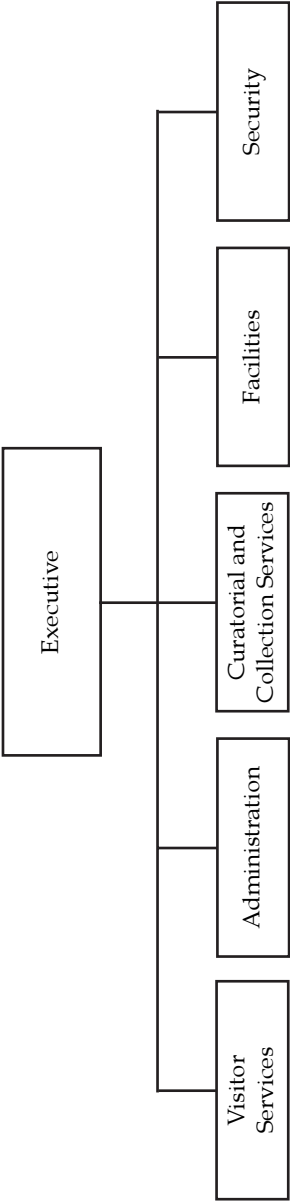
### Vitality and Attendance at the Legion of Honor

- ◆ For the past six years, while the de Young was under construction, the Legion of Honor was the sole Fine Arts venue for enjoying the City's art collections and special exhibitions. The museum served admirably in that capacity while continuing to showcase its own collection of art. With the reopening of the de Young and public interest in the new museum, the department will focus on building attendance at the Legion to levels prior to the de Young reopening.

### Special Exhibits

- ◆ The de Young has two summer shows: "Chicano Visions: The Cheech Marin Collection" and "The Quilts of Gee's Bend," featuring sixty quilts made by four generations of African-American women in Alabama. In mid-winter 2007, there will be an exhibit of San Francisco's own "Ruth Asawa: Knit Together," and in winter-spring 2007, there will be an exhibit of the British fashion designer "Vivienne Westwood."
- ◆ The Legion begins the summer with the major exhibition "Monet In Normandy," followed in fall-winter by "Claude Lorrain: The Painter as Draftsman."

**FINE ARTS MUSEUMS**



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	60.65	107.05	105.25	(1.80)	(2%)
<b>Net Operating Positions</b>	<b>60.65</b>	<b>107.05</b>	<b>105.25</b>	<b>(1.80)</b>	<b>(2%)</b>
<b>SOURCES</b>					
Local Taxes	4,440,000	4,440,000	4,766,000	326,000	7%
Charges For Services	990,279	4,297,000	3,337,500	(959,500)	(22%)
General Fund Support	558,609	4,394,405	5,039,032	644,627	15%
<b>Sources Total</b>	<b>5,988,888</b>	<b>13,131,405</b>	<b>13,142,532</b>	<b>11,127</b>	<b>N/A</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	3,278,462	6,023,229	6,216,029	192,800	3%
Fringe Benefits	827,864	1,853,954	2,122,463	268,509	14%
Professional & Contractual Services	827,472	3,823,726	2,823,378	(1,000,348)	(26%)
Materials & Supplies	604	4,000	4,000	0	N/A
Services Of Other Departments	1,054,486	1,360,063	1,667,162	307,099	23%
Budgetary Reserves	0	16,433	0	(16,433)	N/A
<b>Uses-operating Expenditure Total</b>	<b>5,988,888</b>	<b>13,081,405</b>	<b>12,833,032</b>	<b>(248,373)</b>	<b>(2%)</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	50,000	50,000	0	N/A
Capital Projects	0	0	259,500	259,500	N/A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>50,000</b>	<b>309,500</b>	<b>259,500</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Admissions	990,279	4,297,000	3,337,500	(959,500)	(22%)
Oper & Maint Of Museums	4,998,609	8,834,405	9,805,032	970,627	11%
<b>Uses By Program Recap Total</b>	<b>5,988,888</b>	<b>13,131,405</b>	<b>13,142,532</b>	<b>11,127</b>	<b>N/A</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Admissions</b>				
Provide quality art and educational experiences to attract a large and diverse audience				
◆ Number of Legion of Honor visitors	370,532	400,000	225,000	300,000
◆ Number of de Young visitors (museum closed until Fall 2005)	0	610,000	935,000	750,000
◆ Number of education program participants	84,802	107,000	120,000	100,000
◆ Number of exhibitions	3	7	8	8
◆ Number of paid memberships	52,522	65,000	70,000	65,000
<b>Oper &amp; Maint Of Museums</b>				
Provide for collection growth through gifts, bequests and purchases				
◆ Number of acquisitions through gifts, bequests and purchases	1,224	1,000	1,000	1,000



# FIRE DEPARTMENT

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## ***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.

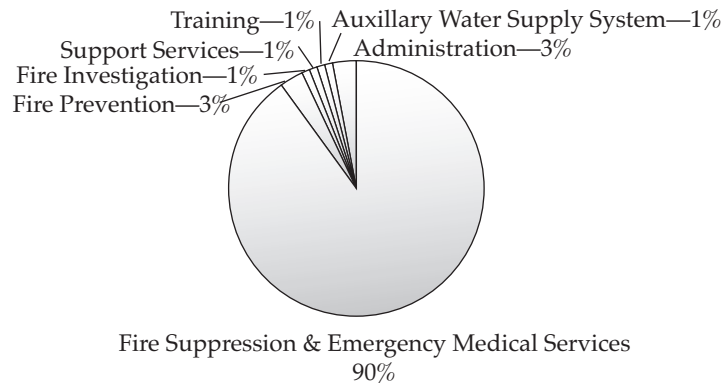
For more information, call (415) 558-3200.

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$211,846,330	\$228,152,146	\$248,621,747	\$20,469,601	9%
Total FTE	1,752.35	1,704.03	1,669.20	(34.83)	(2%)



### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Proposition F Implementation

- ◆ With the passage of the Neighborhood Firehouse Protection Act in November of 2005, the Fire Department will be ending the practice of “browning out” companies and returning to its required minimum staffing level on July 1, 2006. This change will increase the department’s overtime and related expenses by \$7.2 million. Rather than hiring additional staff, the 2006–2007 budget utilizes a combination of overtime and existing personnel to meet the mandate of Proposition F. In the short- and long-term, this is a more cost effective and operationally efficient solution. With current staffing levels, and an increase in overtime, Proposition F can be implemented more quickly and without the significant benefits costs associated with increased permanent staff.

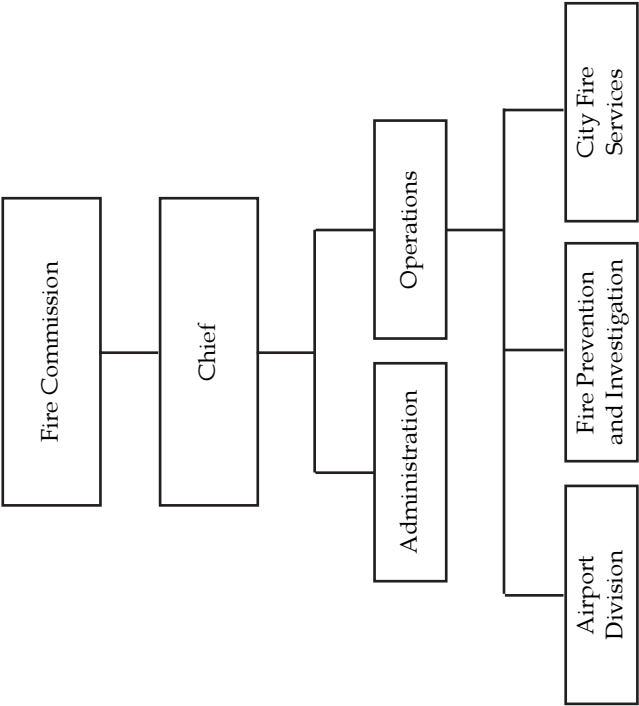
### Investing in Fire Protection Infrastructure

- ◆ In recognition of the City’s disaster preparedness needs, the 2006–2007 budget funds a new study to evaluate the costs to revitalize the Auxiliary Water Supply System (AWSS). The AWSS is a back-up water system that provides fire protection for the City that is independent of the municipal water supply. This protection system includes 135 miles of high pressure distribution lines, 1,600 high-pressure fire hydrants, suction connections, water storage tanks, underground cisterns, reservoirs, and salt water pump stations. A critical resource, AWSS provides an alternative source of water for the department’s suppression operations should the municipal water supply be inaccessible in an emergency. The study will inform preparation and planning for a future bond issue focused on seismic safety.

### Using Dedicated Uniform Medical Personnel for Ambulance Services

- ◆ In 2006–2007, the Fire Department continues the conversion of the emergency medical services (EMS) from a static system to a dynamic system that better addresses service demands. Over the fiscal year, an increasing number of ambulances will be deployed from a central location to meet real-time demands for service and to improve efficiency. This new way of deploying ambulance service will reduce response times in outlying areas. Additionally, the use of Emergency Medical Technicians (EMT) and Paramedics will result in budgetary savings over the current use of Firefighter EMTs and Firefighter Paramedics. The Mayor’s Budget funds 72 positions in these newly approved Emergency Medical Technician and Paramedic job classifications. Firefighter EMTs and Paramedics currently serving on ambulances will be reassigned from ambulances to fire engines or trucks. Over time, this change will enhance the provision of advanced life support medical care and reduce response times for medical calls.

**FIRE DEPARTMENT**



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,758.75	1,710.13	1,669.20	(40.93)	(2%)
Non-operating Positions (cap/ other)	(6.40)	(6.10)	0.00	6.10	N/A
<b>Net Operating Positions</b>	<b>1,752.35</b>	<b>1,704.03</b>	<b>1,669.20</b>	<b>(34.83)</b>	<b>(2%)</b>
<b>SOURCES</b>					
Licenses & Fines	0	0	1,000	1,000	N/A
Use Of Money Or Property	140,230	191,323	191,323	0	N/A
Intergovernmental Revenue - Federal	367,314	383,297	874,759	491,462	N/A
Intergovernmental Revenue - State	32,867,054	35,000,000	37,015,000	2,015,000	6%
Charges For Services	25,367,126	25,040,257	22,859,194	(2,181,063)	(9%)
Other Revenues	3,523,569	3,670,000	3,850,000	180,000	5%
Transfers In	250,000	0	0	0	N/A
Expenditure Recovery	8,422,035	8,670,483	8,915,809	245,326	3%
Departmental Transfer Adjustment	12,422,769	15,382,423	16,140,975	758,552	5%
General Fund Support	128,486,233	139,814,363	158,773,687	18,959,324	14%
<b>Sources Total</b>	<b>211,846,330</b>	<b>228,152,146</b>	<b>248,621,747</b>	<b>20,469,601</b>	<b>9%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	165,712,797	172,579,640	192,566,915	19,987,275	12%
Fringe Benefits	23,219,402	27,869,406	29,651,483	1,782,077	6%
Overhead	66,126	228,669	228,802	133	N/A
Professional & Contractual Services	825,836	2,166,169	1,284,066	(882,103)	(41%)
Materials & Supplies	3,434,926	3,599,667	3,801,641	201,974	6%
Equipment	3,318,676	3,096,761	2,776,997	(319,764)	(10%)
Services Of Other Departments	15,259,317	15,731,834	15,273,688	(458,146)	(3%)
Transfers Out	9,250	0	0	0	N/A
<b>Uses-operating Expenditure Total</b>	<b>211,846,330</b>	<b>225,272,146</b>	<b>245,583,592</b>	<b>20,311,446</b>	<b>9%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	2,880,000	3,038,155	158,155	5%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>2,880,000</b>	<b>3,038,155</b>	<b>158,155</b>	<b>5%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	11,024,270	14,129,598	14,314,100	184,502	1%
Airport Services	11,274,466	13,070,966	13,843,990	773,024	6%
Emergency Services Coordination	0	0	213,024	213,024	N/A
Fire - Gifts And Bequest Funding	0	20,000	200,000	180,000	N/A
Fireboat	2,045,531	2,311,457	2,296,985	(14,472)	(1%)
Grant Services	186,957	383,297	499,448	116,151	30%

## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</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>2005-2006</u></b>	<b><u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Investigation	1,381,075	1,794,899	1,927,896	132,997	7%
Prevention	6,681,721	6,917,243	8,038,122	1,120,879	16%
Support Services	8,088,944	9,514,505	10,255,009	740,504	8%
Suppression	159,716,787	167,055,068	183,918,916	16,863,848	10%
Training Bureau	4,742,907	5,294,607	5,364,976	70,369	1%
Work Order Services	6,703,672	7,660,506	7,749,281	88,775	1%
<b>Uses By Program Recap Total</b>	<b>211,846,330</b>	<b>228,152,146</b>	<b>248,621,747</b>	<b>20,469,601</b>	<b>9%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Administration</b>				
Educate the public in handling emergencies				
◆ Number of citizens trained in emergency techniques and procedures	546	2,000	2,150	2,500
<b>Investigation</b>				
Determine the causes of fire in an effective and efficient manner				
◆ Number of fires investigated	448	499	499	499
◆ Total arson arrests	58	60	40	40
<b>Prevention</b>				
Prevent fire through inspection and permit services				
◆ Number of new fire permits issued	2,822	2,300	2,296	2,350
◆ Number of violation re-inspections made	376	300	379	220
<b>Suppression</b>				
Respond timely to calls for emergency assistance				
◆ Number of Code 3 incidents	72,716	75,500	74,000	74,000
◆ Total response time (CRI) of first unit to Code 3 incidents, in seconds - 90th percentile	483	n/a	480	480
◆ Roll time of first unit to respond to Code 3 incidents, in seconds - 90th percentile	305	n/a	310	300

## GENERAL CITY RESPONSIBILITY

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General City Responsibility is a departmental designation for expenditures that are citywide in nature. For example, General Fund payment of claims, retiree subsidies or health services administration costs are budgeted in General City Responsibility rather than allocating costs to General Fund departments.

## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005 Actual</u></b>	<b><u>2005-2006 Budget</u></b>	<b><u>2006-2007 Proposed</u></b>	<b><u>\$ Chg From 2005-2006</u></b>	<b><u>% Chg From 2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	3.50	3.00	0.00	(3.00)	N/ A
<b>Net Operating Positions</b>	<b>3.50</b>	<b>3.00</b>	<b>0.00</b>	<b>(3.00)</b>	<b>N/A</b>
<b>SOURCES</b>					
Local Taxes	130,014,382	136,216,074	136,321,870	105,796	N/ A
Intergovernmental Revenue - Federal	0	1,462,175	0	(1,462,175)	N/ A
Intergovernmental Revenue - State	884,719	750,000	750,000	0	N/ A
Other Revenues	0	9,358,308	9,016,360	(341,948)	(4%)
Transfers In	0	266,492	266,492	0	N/ A
Expenditure Recovery	1,027,878	1,760,599	600,000	(1,160,599)	(66%)
Fund Balance	69,464,237	0	2,630,000	2,630,000	N/ A
Departmental Transfer Adjustment	(7,258,685)	0	0	0	N/ A
General Fund Support	121,611,418	295,803,097	303,214,399	7,411,302	3%
<b>Sources Total</b>	<b>315,743,949</b>	<b>445,616,745</b>	<b>452,799,121</b>	<b>7,182,376</b>	<b>2%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	326,899	332,190	0	(332,190)	N/ A
Fringe Benefits	47,002,955	41,569,466	41,079,742	(489,724)	(1%)
Professional & Contractual Services	12,110,589	11,235,288	14,471,118	3,235,830	29%
Aid Assistance / Grants	979,855	0	0	0	N/ A
Materials & Supplies	0	7,000	0	(7,000)	N/ A
Equipment	0	9,513,308	9,216,549	(296,759)	(3%)
Debt Service	129,267,135	143,979,741	144,087,662	107,921	N/ A
Services Of Other Departments	2,951,526	1,549,529	3,935,960	2,386,431	N/ A
Transfers Out	405,552,273	516,157,962	554,521,327	38,363,365	7%
Budgetary Reserves	27,162,239	51,904,750	71,377,507	19,472,757	38%
Departmental Transfer Adjustment	(309,609,522)	(330,632,489)	(385,624,252)	(54,991,763)	17%
<b>Uses-operating Expenditure Total</b>	<b>315,743,949</b>	<b>445,616,745</b>	<b>453,065,613</b>	<b>7,448,868</b>	<b>2%</b>
<b>EXPENDITURE BY PROGRAM RECAP</b>					
General City Responsibilities	625,353,471	776,249,234	838,689,865	62,440,631	8%
Departmental Transfer Adjustment	(309,609,522)	(330,632,489)	(385,624,252)	(54,991,763)	17%
<b>Expenditures By Program Recap Total</b>	<b>315,743,949</b>	<b>445,616,745</b>	<b>453,065,613</b>	<b>7,448,868</b>	<b>2%</b>

## GENERAL FUND UNALLOCATED

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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>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</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>2005-2006</u></b>	<b><u>2005-2006</u></b>
<b>SOURCES</b>					
Local Taxes	1,405,833,418	1,373,555,142	1,588,820,000	215,264,858	16%
Licenses & Fines	15,985,742	19,497,000	17,564,000	(1,933,000)	(10%)
Use Of Money Or Property	9,525,466	7,535,000	28,730,457	21,195,457	N/A
Intergovernmental Revenue - Federal	540,210	0	0	0	N/A
Intergovernmental Revenue - State	7,581,237	40,649,000	10,593,000	(30,056,000)	(74%)
Charges For Services	18,008,075	22,080,865	11,903,182	(10,177,683)	(46%)
Other Revenues	6,772,456	4,100,000	7,150,000	3,050,000	74%
Transfers In	107,732,513	161,172,596	160,908,971	(263,625)	N/A
Fund Balance	170,512,165	117,785,511	95,085,469	(22,700,042)	(19%)
Other Funding Sources	(19,300,256)	0	0	0	N/A
General Fund Support	1,723,191,026	(1,746,375,114)	(1,920,755,079)	(174,379,965)	10%
<b>Sources Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>

# GENERAL SERVICES AGENCY (GSA)—CITY ADMINISTRATOR

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## ***Mission***

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*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***

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- ◆ **Animal Care and Control** oversees the City's stray, injured, abandoned, neglected and mistreated animals; and enforces all state and local animal control and welfare laws.
- ◆ **Convention Facilities** markets and maintains the Moscone Center and Bill Graham Civic Auditorium and provides direction and funding for the San Francisco Convention and Visitors Bureau in its task of promoting San Francisco as a destination for conventions, meetings and tradeshow.
- ◆ **City Administrator Programs** encompass a wide array of services such as:
  - ❑ **County Clerk** issues marriage licenses, performs civil ceremonies; and registers, certifies and /or maintains records such as domestic partnerships, notary publics and other forms,
  - ❑ **Disability Access** promotes the accessibility of programs, activities, facilities and benefits operated or funded by the City and County of San Francisco,
  - ❑ **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,
  - ❑ **Immigrant Rights Commission** manages the City's day laborer program and evaluates policy aimed at promoting the opportunities and rights of immigrants,
  - ❑ **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,
  - ❑ **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,
  - ❑ **Risk Management** provides services to departments through insurance and contract reviews, updating of insurance specifications used by larger departments and conducting training workshops,

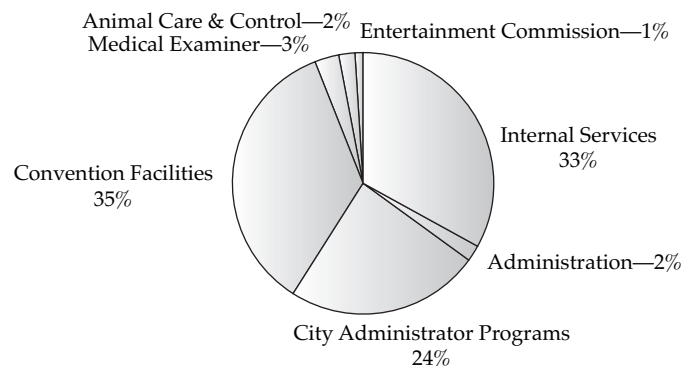
- ❑ **311 Call Center** will provide citizens with a single point of access for city information and services.
- ◆ **Internal Services** includes the key divisions that provide services to other city departments.
  - ❑ **Facilities Management** manages many city-owned facilities and is responsible for planning for ongoing and major capital improvements of the facilities as well as the provision of basic tenant services.
  - ❑ **Fleet Management** enforces and promotes the proper, authorized and responsible use of vehicles by departments through the City's vehicle pools and through the lease-back program,
  - ❑ **Purchasing or Contract Administration** supports the procurement of the material, equipment and services that are essential to providing governmental services,
  - ❑ **Real Estate Services** coordinates 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.
- ◆ **Medical Examiner** investigates and certifies deaths for legal or public health interests and evaluates a number of other areas such as drug or poison analysis.
- ◆ **Entertainment Commission** accepts, reviews, gathers information in regard to, and conducts hearings for entertainment-related permit applications. The Entertainment Commission also plans and coordinates the provision of city services for major events for which there is no recognized organizer, promoter or sponsor.

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

## Budget Data Summary

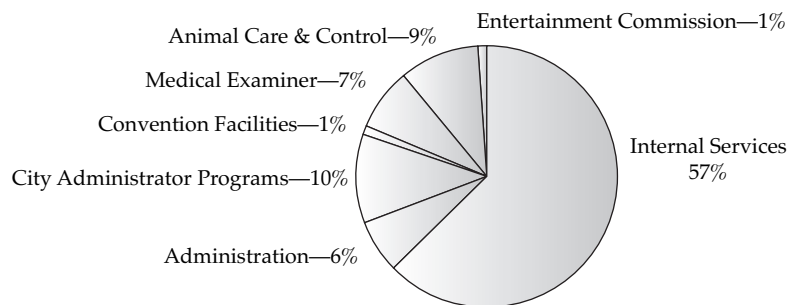
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$136,550,924	\$161,167,385	\$195,453,193	\$34,285,808	21%
Total FTE	383.14	378.45	437.65	59.20	16%

## Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### 311 Call Center—Improving Access to City Resources

- ◆ In 2006–2007 the City will launch a new 311 Call Center. 311 will improve public access to city services and information by creating a single point of contact for information and for initiating the provision of key city services. Currently, the City operates multiple and disparate call centers. The 311 Call Center will consolidate a number of existing call centers, including the MTA call center and 28-Clean, in the initial phase. A primary focus of the operations will be to develop and implement a customer-relations management component which will provide citizens with the ability to track city service requests. 311 will also serve as a back-up 911 Call Center in the event of a disaster and is expected to reduce the number of non-emergency-related calls going to 911, thereby improving emergency response times.

### Improving Operational Efficiencies and Managing Operational Costs

- ◆ The 2006–2007 budget reorganizes and realigns services within the City Administrator. Many of the key services provided to city departments in support of their day-to-day operations have been organized under internal services including: Facilities Management, Fleet Management, Purchasing, Real Estate Services, Reproduction and Mail Services and Vehicle and Equipment Maintenance. Other programs that relate to the management and implementation of policies, rules and regulations promulgated by the Mayor, the Board of Supervisors and the voters have been organized under City Administrator programs such as: County Clerk, Disability Access, Grants for the Arts, Immigrant Rights, Labor Standards Enforcement, Public Finance, Risk Management and the 311 Call Center. Other departments within the GSA-City Administrator include Animal Care and Control, Convention Facilities, Entertainment Commission and Medical Examiner.
- ◆ The General Services Agency, comprised of three departments (City Administrator, Public Works and Telecommunications and Information Services), has proposed a budget that improves operational efficiency and manages costs across the GSA departments. This is accomplished by expanding and centralizing the provision of general administrative services within the GSA and other departments. Resources among the three GSA departments have been pooled and redirected to create a human resource division within City Administrator to coordinate, prioritize and manage personnel needs. The City Administrator also provides general administrative, accounting, human resource and technical support on an as needed basis for smaller departments including the Rent Arbitration Board, Taxi Commission and Treasure Island.

- ◆ The 2006–2007 budget reflects \$900,000 in savings from reducing operating costs for the Moscone Center and Bill Graham Civic Auditorium.

### **Streamlining and Improving the Management of Internal City Services**

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- ◆ **Contract Reform.** The 2006–2007 budget invests \$350,000 to fund an E-Procurement System. The system will create operational efficiencies within the Office of Contract Administration/Purchasing and will improve the public's access to timely information and documents. The system will allow the Purchaser to prepare electronic bids and to post, receive and store information online. The 2006–2007 budget also reflects consolidation of citywide contract management by directing responsibility for administering the City's computer store contract under the Purchaser. This will provide vendors with a more streamlined point of contact and will allow departments to complete purchasing activities in a more timely and efficient manner.
- ◆ **Fleet Management.** Approximately \$100,000 has been included in the budget for a needs assessment of the City's fleet management strategy and operations. The study will inform the City's decision on the type of fleet system to procure and will provide recommendations on other areas relating to the fleet. The City's current fleet management system is outdated and does not have the capability to track utilization, maintenance and replacement needs.
- ◆ **Consolidating Vehicle Maintenance.** The vehicle and equipment maintenance functions for many city departments are provided through the City's Central Shops. However, several large departments with specific maintenance needs may also have their own vehicle and equipment maintenance staff. In 2006–2007, the City continues to consolidate the provision of vehicle and equipment maintenance services by absorbing the staff and work associated with maintaining Port vehicles.
- ◆ **Improving and Centralizing Facilities Management.** In 2006–2007 the City Administrator will focus on improving facilities management services for the largest City-owned facilities. This effort will include redirecting existing City Administrator staff towards organizing the needs of the facilities, overseeing building tenant needs, coordinating and prioritizing critical infrastructure needs and maximizing the efficient use of space.

### **Increased Art Funding**

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- ◆ With continued economic growth, the 2006–2007 budget increases hotel tax collections for many of the City's arts organizations. \$957,000 in hotel tax growth will be directed to support both new arts organizations and the more than 220 arts organizations already supported through Grants for the Arts (GFTA). GFTA will also focus on implementing components of the Arts Task Force recommendation including: researching and planning for new programs for emerging organizations; opportunities to expand arts activities in currently underserved parts of the City; areas to promote economic development through the Arts industry; and other administrative and infrastructure recommendations.

### **Investing in the City's Capital and Infrastructure Needs**

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- ◆ The 2006–2007 budget invests approximately \$18.6 million in infrastructure maintenance and repair needs through the City Administrator. Capital projects include repairs at the Animal Care and Control facilities, Central Shops, the Bill Graham Civic Auditorium and the Hall of Justice. Of the total, roughly \$8.8 million will be invested in improving disability access on our streets and at our public facilities such as public health centers.

- ◆ A key focus of the City Administrator in the budget year will be anticipating, planning for and supporting the long-term needs of departments in their day-to-day operations. In 2006–2007, the City Administrator will continue to develop and coordinate the City’s long-term plan for the maintenance, repair and replacement of buildings, roads, public parks and recreational opportunities. The City Administrator will also continue to plan for and coordinate space needs of departments as major office space leases expire in the coming years.

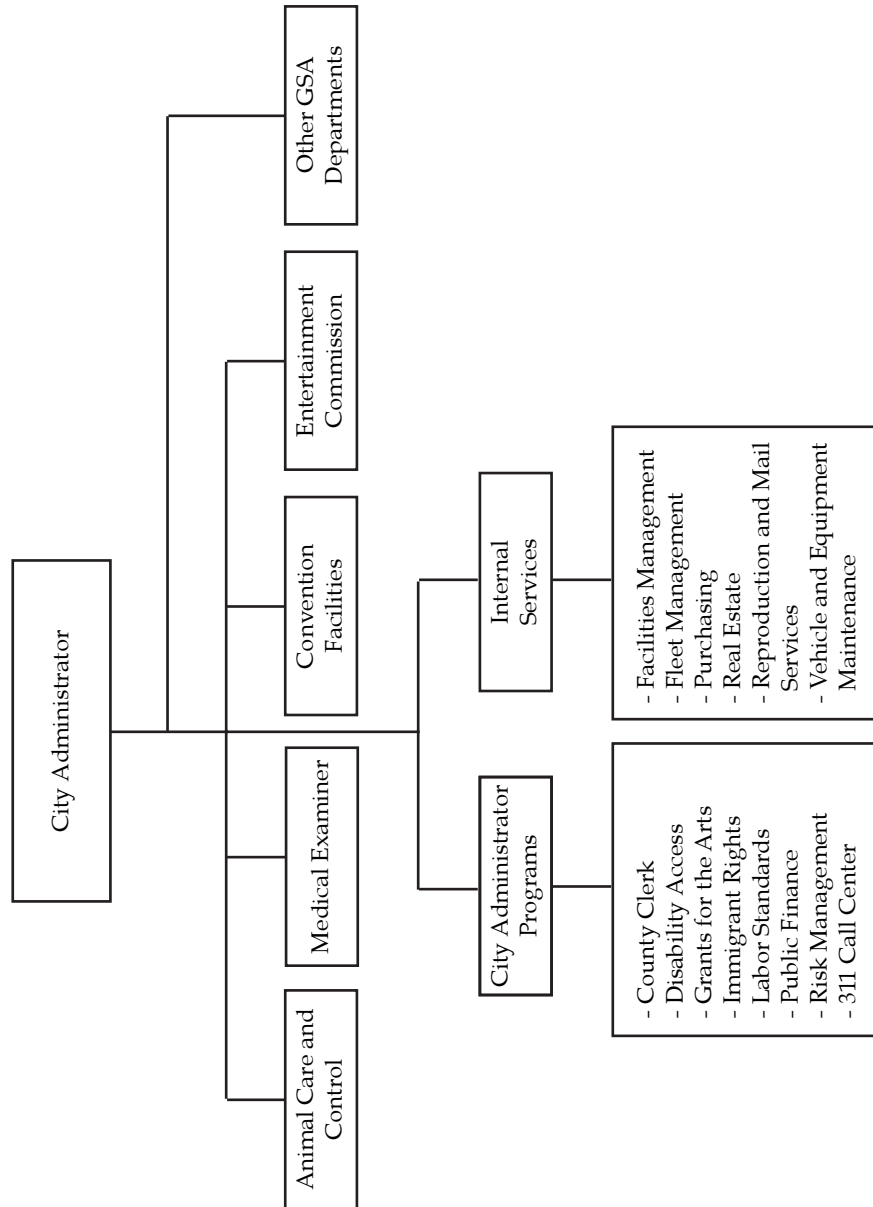
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### **Enforcing Compliance with City Laws**

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- ◆ Approximately \$150,000 has been included in the 2006–2007 budget to enforce the City’s Minimum Wage Ordinance. The Office of Labor Standards and Enforcement will hire additional contract compliance staff to carry out this function.

# GENERAL SERVICES AGENCY (GSA) CITY ADMINISTRATOR (CA)



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	387.14	382.45	440.65	58.20	15%
Non-operating Positions (cap/other)	(4.00)	(4.00)	(3.00)	1.00	(25%)
<b>Net Operating Positions</b>	<b>383.14</b>	<b>378.45</b>	<b>437.65</b>	<b>59.20</b>	<b>16%</b>
<b>SOURCES</b>					
Local Taxes	47,103,574	47,174,000	50,639,000	3,465,000	7%
Licenses & Fines	1,333,102	1,590,118	1,412,880	(177,238)	(11%)
Use Of Money Or Property	23,691,596	29,166,908	29,607,588	440,680	2%
Intergovernmental Revenue - State	10,099	0	0	0	N/A
Intergovernmental Revenue - Other	42,139	0	0	0	N/A
Charges For Services	5,891,285	3,047,890	2,975,262	(72,628)	(2%)
Other Revenues	462,895	335,000	385,000	50,000	15%
Transfers In	154,175	10,512,454	9,480,346	(1,032,108)	(10%)
Expenditure Recovery	41,616,490	46,450,533	54,046,954	7,596,421	16%
Fund Balance	2,860,210	2,828,943	4,708,494	1,879,551	66%
Departmental Transfer Adjustment	1,900,000	0	0	0	N/A
Other Funding Sources	(4,974,745)	0	0	0	N/A
General Fund Support	16,460,104	20,061,539	42,197,669	22,136,130	N/A
<b>Sources Total</b>	<b>136,550,924</b>	<b>161,167,385</b>	<b>195,453,193</b>	<b>34,285,808</b>	<b>21%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	25,272,836	26,206,257	31,056,610	4,850,353	19%
Fringe Benefits	5,992,701	7,819,346	11,349,701	3,530,355	45%
Professional & Contractual Services	70,897,791	86,725,430	89,757,448	3,032,018	3%
Aid Assistance / Grants	10,306,535	10,833,468	11,531,706	698,238	6%
Materials & Supplies	7,222,397	7,147,784	7,585,653	437,869	6%
Equipment	1,642,086	1,556,098	1,808,083	251,985	16%
Services Of Other Departments	8,715,972	13,450,927	24,186,127	10,735,200	80%
Transfers Out	6,500,606	215,000	345,000	130,000	60%
<b>Uses-operating Expenditure Total</b>	<b>136,550,924</b>	<b>153,954,310</b>	<b>177,620,328</b>	<b>23,666,018</b>	<b>15%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	2,589,075	4,326,000	1,736,925	67%
Capital Projects	0	4,624,000	13,506,865	8,882,865	N/A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>7,213,075</b>	<b>17,832,865</b>	<b>10,619,790</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
311 Call Center	0	0	11,516,509	11,516,509	N/A
Administrative Services - Administrati	2,765,529	2,083,779	4,183,193	2,099,414	N/A



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

	<b>2004-2005</b> <b><u>Actual</u></b>	<b>2005-2006</b> <b><u>Budget</u></b>	<b>2006-2007</b> <b><u>Proposed</u></b>	<b>\$ Chg From</b> <b><u>2005-2006</u></b>	<b>% Chg From</b> <b><u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Animal Care & Control	3,053,509	3,304,091	3,548,818	244,727	7%
Animal Welfare	0	0	790,000	790,000	N/A
Capital Asset Planning	0	0	1,600,000	1,600,000	N/A
City Administrator Support	414,256	307,103	108,504	(198,599)	(65%)
Consumer Assurance	259,080	0	0	0	N/A
Convention Facilities	52,978,420	65,283,150	67,330,222	2,047,072	3%
County Clerk Services	666,832	745,438	801,422	55,984	8%
Disability Access	943,091	4,745,969	9,433,283	4,687,314	N/A
Entertainment	965,088	730,000	1,330,008	600,008	82%
Facilities Management & Operations	18,495,603	20,506,706	26,746,579	6,239,873	30%
Fleet Management	2,068,408	1,647,525	1,925,712	278,187	17%
Grants For The Arts	12,034,797	13,131,000	14,010,023	879,023	7%
Immigrant Rights Commission	159,061	117,142	277,148	160,006	N/A
Living Wage / Labor Standards	811,882	1,248,868	1,591,609	342,741	27%
Medical Examiner	4,367,426	4,627,707	5,031,934	404,227	9%
Procurement Services	3,056,909	3,360,179	4,199,848	839,669	25%
Public Finance Programs	0	396,350	425,507	29,157	7%
Real Estate Services	2,290,836	4,900,442	4,233,733	(666,709)	(14%)
Reproduction Services	6,151,851	6,478,760	6,933,142	454,382	7%
Risk Management / General	7,858,685	9,524,424	9,263,345	(261,079)	(3%)
Treasure Island	0	0	950,505	950,505	N/A
Vehicle & Equipment Maint & Fueling	17,209,661	18,028,752	19,222,149	1,193,397	7%
<b>Uses By Program Recap Total</b>	<b>136,550,924</b>	<b>161,167,385</b>	<b>195,453,193</b>	<b>34,285,808</b>	<b>21%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Animal Care &amp; Control</b>				
Decrease number of animals euthanized				
♦ Percentage of live animal releases	73%	70%	73%	70%
Decrease or maintain average field emergency response time				
♦ Field service emergency response time, in minutes	21	30	20	25
<b>Convention Facilities</b>				
Promote San Francisco as a convention destination by providing high quality services				
♦ Percentage of client post-convention survey ratings in the above average or higher category.	n/a	n/a	85%	90%
<b>County Clerk Services</b>				
Streamline delivery of County Clerk services				
♦ Percentage of customers assisted within ten minutes from the time they are ready to be served	89%	85%	90%	90%
♦ Percentage of mail requests for fictitious business names, certified copies of confidential marriage licenses and notary public filings processed within 3 business days	n/a	n/a	99%	99%
<b>Disability Access</b>				
Conduct required plan and site reviews in a timely manner				
♦ Percentage of requests for plan reviews fulfilled within twenty business days	88%	90%	90%	90%
♦ Percentage of requests for site reviews fulfilled within ten business days	92%	90%	95%	90%
<b>Facilities Management &amp; Operations</b>				
Keep rental rates for City tenants below market rates				
♦ Average per sq ft cost of City-operated buildings compared to market rates	n/a	n/a	n/a	80%
<b>Fleet Management</b>				
Control citywide vehicle costs by reducing the number of vehicles assigned to departments				
♦ Number of vehicles assigned to departments	1,150	1,060	1,099	1,099

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Grants For The Arts</b>				
Promote San Francisco as a tourist destination by supporting the arts and cultural community				
◆ Number of arts and cultural organizations benefiting from GFTA funding	422	444	444	450
◆ Number of ongoing operating support grantees	211	222	222	225
<b>Medical Examiner</b>				
Complete cases and investigations in a timely manner				
◆ Percentage of all notifications of families completed within 24 hours	89%	85%	90%	85%
◆ Percent of positive toxicology exams completed within 60 days of submission	n/a	n/a	n/a	95%
<b>Procurement Services</b>				
Achieve cost savings and make the purchasing process more efficient				
◆ Total spending under term contracts, in millions	\$113.0	\$115.0	\$125.0	\$125.0
◆ Percentage of all purchases made through term contracts (excluding professional services)	21%	25%	21%	25%
<b>Public Finance Programs</b>				
Improve and maintain the City's bond rating				
◆ General obligation bond rating - Fitch	AA-	AA-	AA-	AA-
◆ General obligation bond rating - Moody's	Aa3	Aa3	Aa3	Aa3
◆ General obligation bond rating - Standard & Poor's	AA	AA	AA	AA
<b>Real Estate Services</b>				
Maintain high level of utilization of the Alemany Farmers' Market				
◆ Average stall count for Saturday farmers' markets	111	120	120	120
◆ Average stall count for Sunday flea markets	146	150	160	150
<b>Reproduction Services</b>				
Provide effective reproduction and mail services to City departments				
◆ Percent of job orders completed by due date	90%	95%	95%	95%
<b>Risk Management / General</b>				
Effectively administer the City's insurance policies and bonds				
◆ Number of insurance policies	85	60	60	60

# GENERAL SERVICES AGENCY (GSA)—PUBLIC WORKS

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## 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:

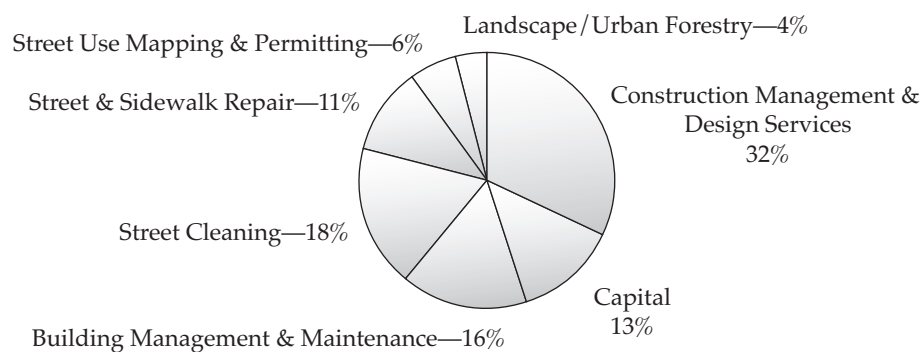
- ◆ **Street Maintenance and Permits** cleans and repairs streets and sidewalks; maintains the City's public trees and rights-of-way; and issues permits for private use of roads and sidewalks.
- ◆ **Building Repair and Maintenance** operates and maintains public buildings by providing custodial, repair 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

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$141,616,821	\$157,452,648	\$140,677,426	(\$16,775,222)	(11%)
Total FTE	1,058.85	1,032.67	1,053.61	20.94	2%

## Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## **Budget Issues and Details**

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### **Keeping the City's Streets Clean and Maintained**

- ◆ In 2006–2007, the Mayor's Budget proposes \$1.8 million in increased funding to provide an enhanced level of cleaning for 100 blocks of the City's main neighborhood and commercial corridors. DPW, in partnership with the Department of Environment, will also conduct an outreach campaign to partner with merchants and residents in reducing trash, litter and graffiti in these target areas. Combined with this education effort, and additional investment in enforcement of littering laws, DPW seeks to make a measurable improvement in the cleanliness of these high traffic areas.

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### **Improving and Repairing the City's Streets**

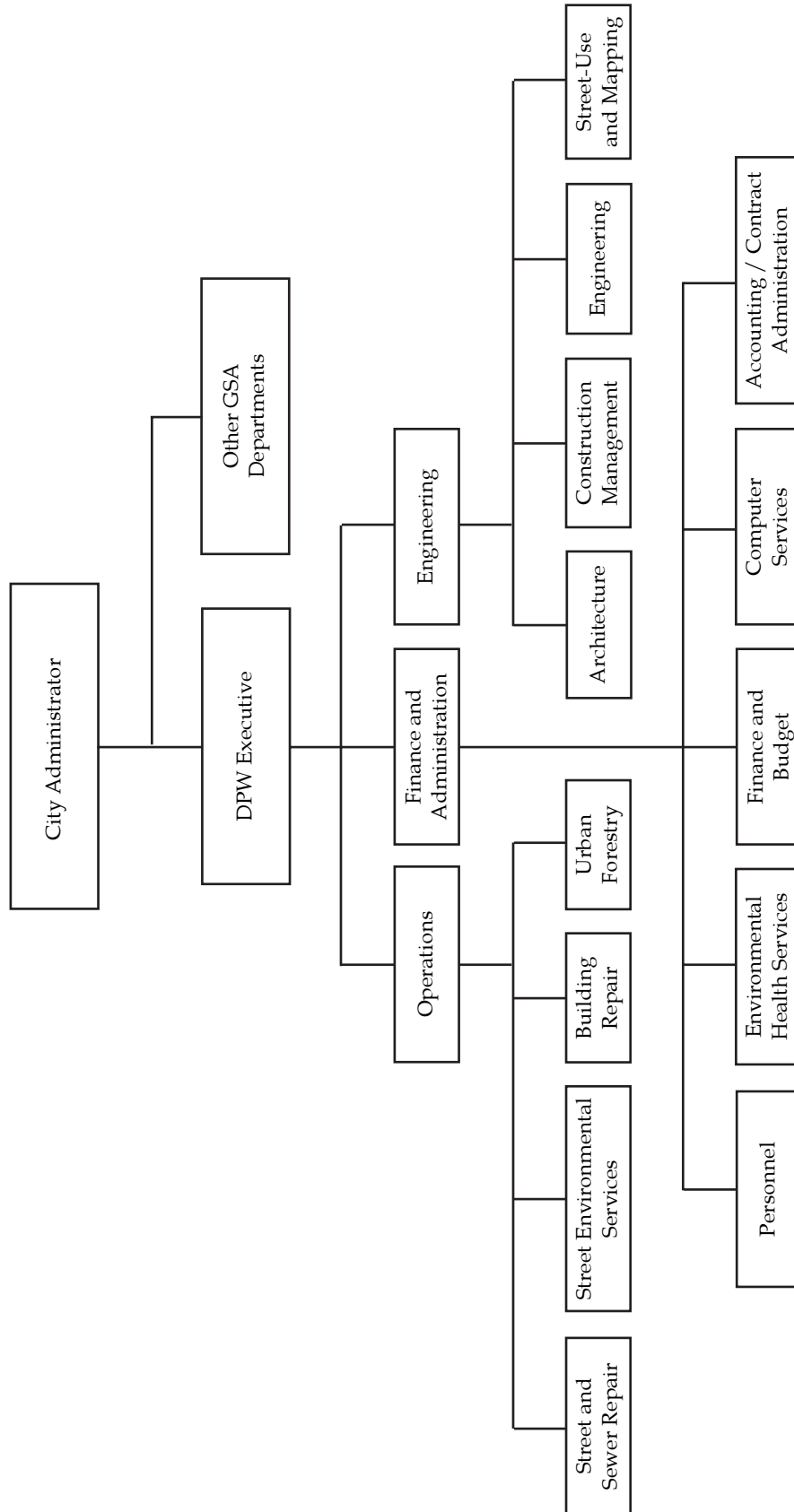
- ◆ DPW's 2006–2007 budget invests \$1.1 million in General Fund resources to leverage \$7.5 million in federal funds for streetscape improvement projects. With these funds, DPW will make San Francisco a greener and more livable city by initiating the design and construction of five streetscape improvement projects, including portions of San Jose Avenue, Divisadero St., and Leland Avenue.
- ◆ DPW's 2006–2007 budget includes \$7.7 million for repaving streets and repairing potholes. In addition, the department received a \$15 million supplemental appropriation for street repairs in Spring 2006. Combined with \$8.3 million in anticipated one-half cent sales tax funds, this \$31 million resurfacing program represents a historic level of investment in the City's streets.

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### **Caring for the City's Urban Forest**

- ◆ A healthy urban forest has many benefits. Trees make a city a more pleasant and livable urban environment by reducing pollution, beautifying neighborhoods and mitigating the impacts of heavy pedestrian and vehicle traffic. In recognition of these benefits, the Mayor is committed to planting 5,000 trees a year between 2006 and 2011. New trees require intensive care and watering in the first few years; to ensure their growth and long-term health, the Mayor's budget includes \$1.7 million for tree planting and increased maintenance.

# PUBLIC WORKS



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,410.02	1,385.84	1,422.04	36.20	3%
Non-operating Positions (cap/other)	(351.17)	(353.17)	(368.43)	(15.26)	4%
<b>Net Operating Positions</b>	<b>1,058.85</b>	<b>1,032.67</b>	<b>1,053.61</b>	<b>20.94</b>	<b>2%</b>
<b>SOURCES</b>					
Local Taxes	590,560	550,000	550,000	0	N/A
Licenses & Fines	694,732	647,630	521,200	(126,430)	(20%)
Use Of Money Or Property	28,672	1,855,000	955,000	(900,000)	(49%)
Intergovernmental Revenue - Federal	0	14,836,750	7,800,000	(7,036,750)	(47%)
Intergovernmental Revenue - State	18,083,452	18,997,030	24,036,236	5,039,206	27%
Charges For Services	6,250,197	8,432,024	11,558,916	3,126,892	37%
Other Revenues	9,831	22,400,000	0	(22,400,000)	N/A
Transfers In	11,637,768	0	0	0	N/A
Expenditure Recovery	86,024,547	111,160,073	120,764,308	9,604,235	9%
Fund Balance	0	0	1,495,512	1,495,512	N/A
Departmental Transfer Adjustment	0	(54,420,038)	(57,637,435)	(3,217,397)	6%
General Fund Support	18,297,062	32,994,179	30,633,689	(2,360,490)	(7%)
<b>Sources Total</b>	<b>141,616,821</b>	<b>157,452,648</b>	<b>140,677,426</b>	<b>(16,775,222)</b>	<b>(11%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	45,474,828	69,026,857	72,545,736	3,518,879	5%
Fringe Benefits	16,538,571	22,798,530	29,647,118	6,848,588	30%
Overhead	35,213,291	30,886,714	33,811,591	2,924,877	9%
Professional & Contractual Services	17,181,372	9,583,730	7,907,339	(1,676,391)	(17%)
Aid Assistance / Grants	274,464	0	0	0	N/A
Materials & Supplies	5,885,604	4,150,167	4,491,195	341,028	8%
Equipment	2,461,396	3,605,861	4,792,598	1,186,737	33%
Services Of Other Departments	18,177,287	20,814,259	22,550,571	1,736,312	8%
Transfers Out	410,008	287,568	287,568	0	N/A
Departmental Transfer Adjustment	(44,059,039)	(55,420,038)	(57,637,435)	(2,217,397)	4%
<b>Uses-operating Expenditure Total</b>	<b>97,557,782</b>	<b>105,733,648</b>	<b>118,396,281</b>	<b>12,662,633</b>	<b>12%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	4,059,039	4,550,000	2,100,000	(2,450,000)	(54%)
Capital Projects	40,000,000	47,169,000	20,181,145	(26,987,855)	(57%)
<b>Uses-project Expenditure Total</b>	<b>44,059,039</b>	<b>51,719,000</b>	<b>22,281,145</b>	<b>(29,437,855)</b>	<b>(57%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	19,802,057	22,090,562	22,309,035	218,473	1%

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

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</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>2005-2006</u></b>	<b><u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Architecture	3,472,675	3,991,896	4,120,180	128,284	3%
Building Repair & Maintenance	27,918,363	35,770,431	38,535,064	2,764,633	8%
City Capital Projects	2,656,970	50,869,000	23,938,657	(26,930,343)	(53%)
Construction Management Services	7,981,179	6,157,253	6,478,380	321,127	5%
Court House Debt Service	361	0	0	0	N/A
Development & Planning	170,995	0	0	0	N/A
Disability Access	1,398,528	0	0	0	N/A
Engineering	7,707,353	7,081,349	7,616,507	535,158	8%
Environmental Regulation & Manage	43,121	0	0	0	N/A
Facilities Management & Operations	229,550	0	0	0	N/A
Juvenile Hall	8,883	0	0	0	N/A
Laguna Honda - Long Term Care	74,840	0	0	0	N/A
Maintenance	67,177	0	0	0	N/A
Marina Yacht Harbor	256,300	0	0	0	N/A
Muni Construction	24,967	0	0	0	N/A
Neighborhood Beautification	443,363	450,000	450,000	0	N/A
Neighborhood Services	3,151,061	0	0	0	N/A
Primary Care - Ambu Care - Health Cn	13,559	0	0	0	N/A
PUC General Management	127,680	0	0	0	N/A
SFGH - Acute Care - Hospital	371,080	0	0	0	N/A
Street & Sewer Repair	15,196,264	21,305,760	21,951,137	645,377	3%
Street Environmental Services	36,514,544	39,560,459	43,875,607	4,315,148	11%
Street Use Management	5,318,066	13,269,833	14,669,086	1,399,253	11%
Traffic Engineering & Operations	4,380	0	0	0	N/A
Urban Forestry	7,290,601	12,326,143	14,371,208	2,045,065	17%
War Memorial Operations & Maintena	1,292,585	0	0	0	N/A
Wastewater Operations	33,285	0	0	0	N/A
Work Order Services	47,034	0	0	0	N/A
Departmental Transfer Adjustment	0	(55,420,038)	(57,637,435)	(2,217,397)	4%
<b>Uses By Program Recap Total</b>	<b>141,616,821</b>	<b>157,452,648</b>	<b>140,677,426</b>	<b>(16,775,222)</b>	<b>(11%)</b>



## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Architecture</b>				
Develop accurate construction cost estimates for City projects				
◆ Percentage of awarded contracts that are within 10% of the architect's estimate	33%	75%	75%	75%
<b>Construction Management Services</b>				
Maintain City streets in good repair				
◆ Number of locations pothole repairs performed	3,693	4,000	3,800	4,000
◆ Percentage of San Franciscans who rate the condition of the pavement of their neighborhood streets as good or very good	41%	43%	n/a	45%
Track City construction project costs				
◆ Percentage change order cost to original contracts, for projects exceeding \$2 million	6.90%	7.10%	7.00%	7.10%
◆ Percentage change order cost to original contracts, for projects not exceeding \$2 million	8.60%	10.00%	9.50%	10.00%
<b>Engineering</b>				
Develop accurate engineering cost estimates for City projects				
◆ Percentage of bids that do not exceed 105% of the engineer's estimate	68%	75%	50%	65%
Maintain quality of City streets through repaving program				
◆ Number of blocks of City streets repaved	186	270	270	300
<b>Street Environmental Services</b>				
Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education				
◆ Percentage of San Franciscans who rate cleanliness of neighborhood streets as good or very good	49%	52%	n/a	52%
◆ Number of curb miles mechanically swept	175,000	173,292	149,974	150,000
◆ Percentage of San Franciscans who rate cleanliness of neighborhood sidewalks as good or very good	43%	46%	n/a	46%
◆ Percent of supervisorial districts where inspected streets met street cleanliness standards	n/a	n/a	90%	95%
◆ Percent of supervisorial districts where inspected trash receptacles met street cleanliness standards	n/a	n/a	75%	80%

# GENERAL SERVICES AGENCY (GSA)— TELECOMMUNICATIONS AND INFORMATION SERVICES

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## Mission

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

## Services

The Department of Telecommunications and Information Services (DTIS) provides a broad range of information technology (IT) and telecommunications services to the departments and agencies of the City and County of San Francisco. Increasingly, however, DTIS is moving beyond this model, providing services directly to, or on behalf of the City's citizens. To meet this growing mission, DTIS continues to strategically improve its services, focusing on better funding models, improved customer service, more efficient and effective operations, and a finely-tuned organization supported by staff that are appropriately trained.

Specifically, DTIS provides the following services:

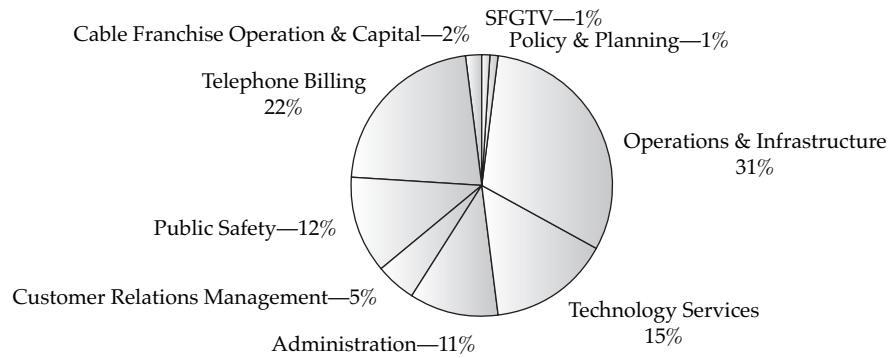
- ◆ **Operations and Infrastructure** manages the City's enterprise technology architecture, infrastructure and applications. Specific examples include building and maintaining the voice, video and data networks that support the City's computing needs; maintaining and operating the City's enterprise mainframe and servers; and providing development and support for enterprise applications.
- ◆ **Technology Solutions** provides technology consulting services to the City; manages the City's electronic government offerings including the City's official website and government cable television channels; and, in some cases, directly manages application development of information technology systems.
- ◆ **Public Safety and Support** ensures that the City's public safety goals are met. The unit serves the communication and technology systems of the City's Emergency Communications, Fire and Police departments. This includes all wireless radio systems, the Emergency Telephone System and alarm monitoring.
- ◆ **Business Resources** is responsible for technology contract management and procurement; accounting and budgetary functions; enterprise telephone billing; and cable franchise management and renewal.

For more information, call (415) 554-0800.

## Budget Data Summary

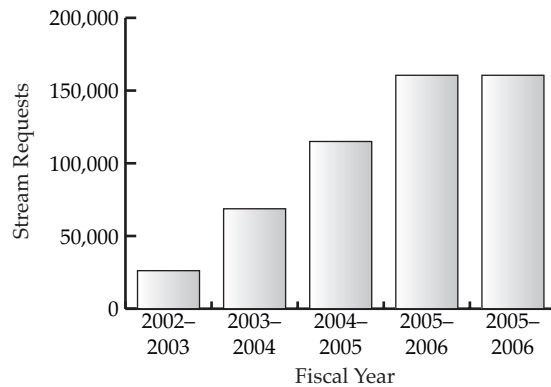
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$70,292,737	\$74,737,554	\$75,062,138	(\$324,584)	0%
Total FTE	275.80	260.80	274.06	13.26	5%

### Resources by Service Area



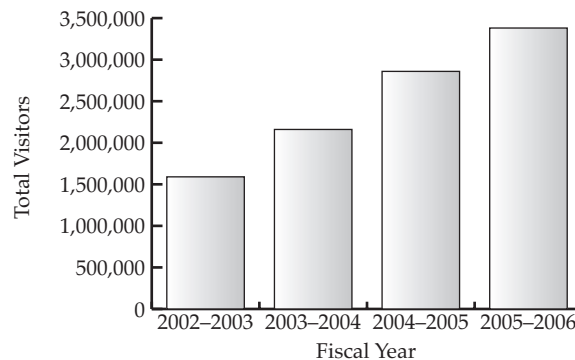
Resources allocated to service or program area as a percentage of total department budget.

### SFGTV Video Streaming Service



The number of requests to watch SFGTV online (streaming requests) has grown substantially since 2002-2003. Some factors contributing to this growth include increased meeting coverage and new features such as Video On Demand and Agenda Item Indexing.

### City Website Usage



Factors contributing to the growth of total visitors include improved navigation and design, faster updates, greater reliability and addition of new services.

## **Budget Issues and Details**

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### **Long-Term Information Technology and Communications Planning**

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- ◆ As federal and state policy on telecommunications continues to expand and change, and as the City's technological infrastructure becomes more complex, the 2006–2007 budget proposes redirecting existing staff and adding four new positions in the budget to coordinate, track, anticipate, direct and plan for the City's long-term information technology and telecommunications strategy. Policy and planning staff will develop and manage a comprehensive telecom strategy for the City and monitor legislation that impacts the City's IT and telecommunications policy on the federal and state level. Other additional staff will coordinate and plan for the City's future IT infrastructure needs.

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### **Maintaining the City's Telecommunications Infrastructure**

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- ◆ The 2006–2007 budget provides approximately \$590,000 for the City's aging telephone and circuit system. Upgrades and repair and maintenance to the system have been delayed for a number of years due to budget constraints. As the system continues to age, repairs have become more expensive. The project will allow the department to upgrade parts of the City's system that demand the most attention and will ensure that ongoing upgrades by the system vendor are provided.

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### **Managing Citywide IT Projects and Initiatives**

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- ◆ In the budget year, the department will assist city departments in identifying and implementing solutions for citywide information technology initiatives. The 2006–2007 budget includes \$9.2 million in General Fund and \$18.6 million in non-General Fund sources for IT systems including Police Early Intervention System, JUSTIS, Permit Tracking, Legislative Tracking and Human Resource Integrated System. Additionally, the department will assist the 311 Call Center in the implementation of customer relations management system which, when implemented, will allow citizens to call 311 to place and track service requests.
- ◆ The 2006–2007 budget includes funding to install and maintain 22 additional community safety cameras in high crime areas.
- ◆ The department will also focus on carrying out federal and state mandated or funded initiatives such as the Federal Communications Commission's Radio Rebanding project and other public safety and security projects.

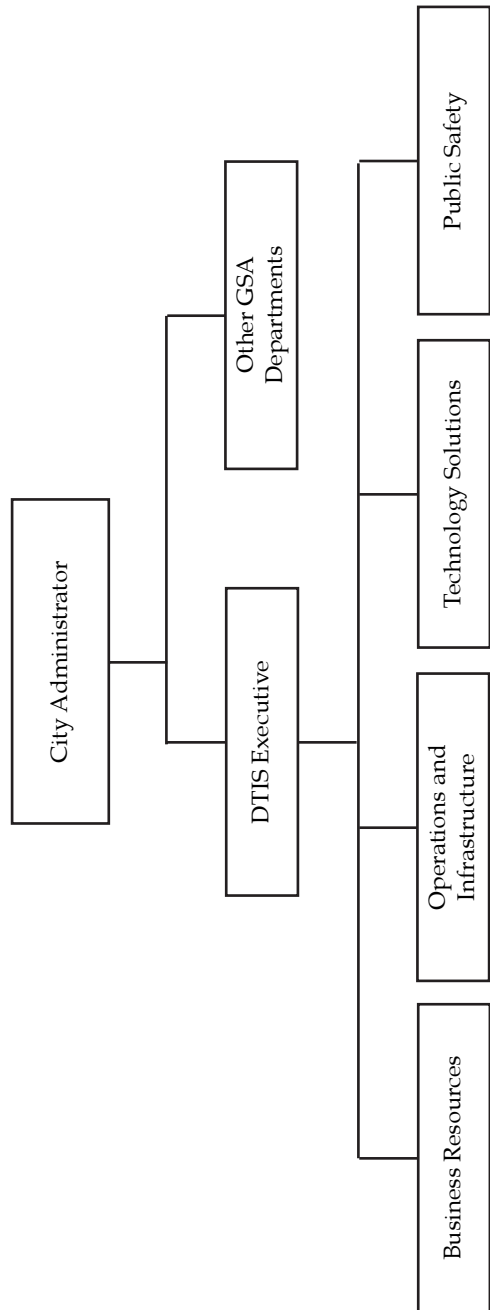
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### **Expanding Telecommunications Opportunities**

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- ◆ In 2006–2007, the department will continue to work on bringing free wireless internet services to the City by negotiating with the selected vendors. Free wireless internet will expand City residents' access to 21st century technology and assist in bridging the "digital divide."

**GENERAL SERVICES AGENCY (GSA)  
DEPARTMENT OF TELECOMMUNICATIONS  
AND INFORMATION SERVICES (DTIS)**



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	290.80	284.80	298.06	13.26	5%
Non-operating Positions (cap/ other)	(15.00)	(24.00)	(24.00)	0.00	N/ A
<b>Net Operating Positions</b>	<b>275.80</b>	<b>260.80</b>	<b>274.06</b>	<b>13.26</b>	<b>5%</b>
<b>SOURCES</b>					
Licenses & Fines	1,130,478	2,168,390	2,101,008	(67,382)	(3%)
Use Of Money Or Property	24,116	53,000	49,200	(3,800)	(7%)
Intergovernmental Revenue - Federal	39,216	0	0	0	N/ A
Charges For Services	34,570	107,754	0	(107,754)	N/ A
Other Revenues	9,765	0	0	0	N/ A
Expenditure Recovery	67,156,963	65,668,884	70,566,000	4,897,116	7%
Fund Balance	764,645	96,000	368,417	272,417	N/ A
General Fund Support	1,132,984	6,643,526	1,977,513	(4,666,013)	(70%)
<b>Sources Total</b>	<b>70,292,737</b>	<b>74,737,554</b>	<b>75,062,138</b>	<b>324,584</b>	<b>N/A</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	24,976,214	22,856,888	25,386,223	2,529,335	11%
Fringe Benefits	5,184,329	6,994,370	8,916,311	1,921,941	27%
Overhead	1,197,495	934,913	723,578	(211,335)	(23%)
Professional & Contractual Services	25,104,550	33,394,927	31,551,026	(1,843,901)	(6%)
Materials & Supplies	8,023,526	5,389,428	2,440,981	(2,948,447)	(55%)
Equipment	2,580,273	1,008,448	1,439,446	430,998	43%
Services Of Other Departments	2,927,897	3,862,826	3,966,089	103,263	3%
Budgetary Reserves	0	145,754	0	(145,754)	N/ A
<b>Uses-operating Expenditure Total</b>	<b>69,994,284</b>	<b>74,587,554</b>	<b>74,423,654</b>	<b>(163,900)</b>	<b>N/A</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	50,000	50,000	0	N/ A
Capital Projects	298,453	100,000	588,484	488,484	N/ A
<b>Uses-project Expenditure Total</b>	<b>298,453</b>	<b>150,000</b>	<b>638,484</b>	<b>488,484</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	21,343,261	23,138,814	24,412,334	1,273,520	6%
Criminal Justice	39,216	0	0	0	N/ A
Customer Relations Management	0	0	3,835,624	3,835,624	N/ A
Information Technology	84,238	0	0	0	N/ A
Neighborhood Services	14,320	0	0	0	N/ A
Operations & Infrastructure	27,327,213	30,254,402	22,873,354	(7,381,048)	(24%)
Policy & Planning	1,612,495	2,706,541	3,599,131	892,590	33%

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

	<b>2004-2005</b> <b><u>Actual</u></b>	<b>2005-2006</b> <b><u>Budget</u></b>	<b>2006-2007</b> <b><u>Proposed</u></b>	<b>\$ Chg From</b> <b><u>2005-2006</u></b>	<b>% Chg From</b> <b><u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Power & Water Supply Operations	54,937	0	0	0	N/A
Technology Services	11,041,264	10,643,060	11,316,693	673,633	6%
Technology Svcs: Public Safety Suppor	8,548,719	7,994,737	9,025,002	1,030,265	13%
Wastewater Operations	113,537	0	0	0	N/A
Water (in-city) Distribution	113,537	0	0	0	N/A
<b>Uses By Program Recap Total</b>	<b>70,292,737</b>	<b>74,737,554</b>	<b>75,062,138</b>	<b>324,584</b>	<b>N/A</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Operations &amp; Infrastructure</b>				
Ensure that customers are satisfied with the services provided by DTIS				
◆ Percentage of customer complaints resolved within 8 hours of receipt from customer	59%	70%	76%	75%
Manage trouble tickets effectively to avoid degrading customer service				
◆ Percentage of trouble tickets resolved by Help Desk - Industry standard of "First Call Resolution"	72%	50%	50%	50%
◆ Percentage of services that have internal escalation procedures in place	85%	93%	85%	85%
<b>Technology Services</b>				
Provide high quality services to departmental customers				
◆ Percentage of service requests completed by the date agreed upon with the client	98%	98%	98%	99%
◆ Percentage of service requests completed within the budget agreed upon with the client	98%	98%	98%	99%
Provide timely and quality information to the public				
◆ Percentage of the regular Board of Supervisors' meetings carried	100%	99%	99%	100%
◆ 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	99%	96%	96%	96%
<b>Technology Svcs: Public Safety Support</b>				
Ensure customer satisfaction by providing stable and reliable system support of the critical public safety radio network				
◆ Reliability of the public safety radio and wireless data system	100%	100%	100%	99%
Ensure customer satisfaction by providing timely turnaround of repair work for critical public safety components				
◆ 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%	80%	85%	85%





# HEALTH SERVICE SYSTEM

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## ***Mission***

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*To provide outstanding health and other employee benefits to members while adhering to the highest standards of customer service.*

## ***Services***

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

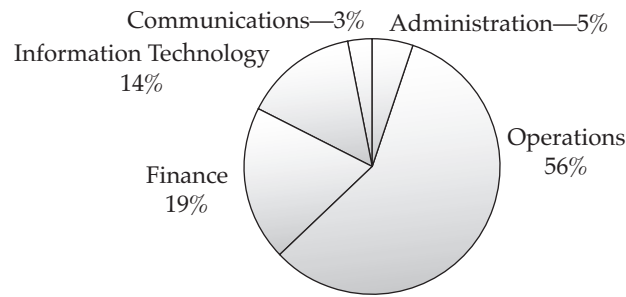
- ◆ **Administration** provides departmental management; benefits analysis; develops policy recommendations for the Health Service Board; provides vendor selection, management and evaluation services; and is responsible for commission secretary and other administrative services of the Health Service Board.
- ◆ **Member Services** provides benefits counseling, enrollment and modification, and customer service to the 106,000 members and dependents enrolled in the Health Service System. In addition, Member Services provides extensive management and processing services supporting delivery of services to clients.
- ◆ **Finance** maintains the accuracy of all transactions, supports annual Health Service System audits and provides detailed reports to the Health Service Board on the financial activity of the Health Service System Trust Fund, the Non-Charter Benefits Fund and the department's administrative fund and budget.
- ◆ **Communications** is a new function providing coordinated and strategic benefits communications to members of the Health Service System. It also facilitates the delivery of wellness, disease management and other programs designed to improve client health and proactively manage future healthcare costs.
- ◆ **Information Systems** provides data for benefits reporting and analysis, manages benefits and personnel transactions flowing through the Health Service System and carries out data exchange with vendors, employers and governmental funding entities such as the Center for Medicare and Medicaid Services.

For more information, call (415) 554-1727.

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	N/A	\$5,623,209	\$6,046,134	\$422,925	8%
Total FTE	N/A	34.55	38.02	3.47	10%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## Budget Issues and Details

### Operations

- ◆ The Health Services System, formerly a division of the Department of Human Resources, became a separate department in 2005–2006. Having completed its first year of independent operations, HSS evaluated the structural composition of department staffing and determined that a number of support functions were not adequately represented. These operational deficits have now been addressed in the proposed budget. Specifically, four positions have been added to manage and expand call-center service hours and increase service level quality. A replacement of the current phone system is also planned to help prevent system failures, allow appropriate tracking and reporting of call data and expand and improve service levels.
- ◆ HSS will continue to ensure continuity of coverage for retirees, communicate eligibility, enhance systems and information sharing and maximize the collection of the Medicare Part D subsidy, resulting in cost savings for members and the City.

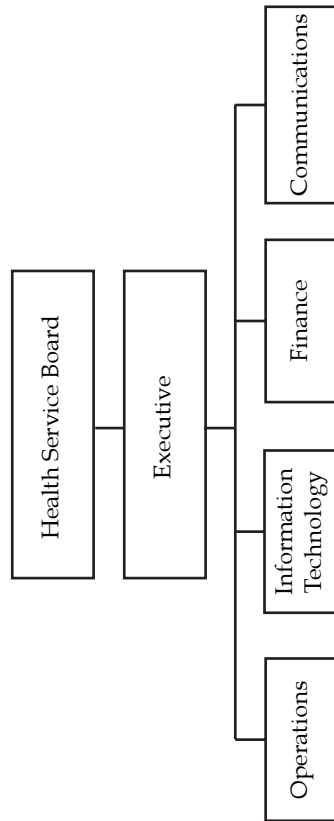
### Governance

- ◆ In 2006–2007, HSS will continue to focus on implementing recommendations from the June 2005 Audit Report issued by the Controller's Office. These recommendations focus on system governance, implementation of best practices, ensuring cost-effective care and contract management.
- ◆ The Health Service System continues to focus on improving the rate-setting process for employee and retiree benefits as well as working on retrospective analysis of prior year rates. Additionally, the process by which rate payer subsidies are set will be evaluated and improved in 2006–2007. This is anticipated to help to offset costs to employees, retirees, and employers in future years.

### Communications and the Management of Long-Range Healthcare Costs

- ◆ Communications will be carried out by a new position funded by the Health Service System Trust Fund. The position will focus on enhancing member-related communications, including the design and dissemination of information to improve member health and instruct members on management strategies for future healthcare costs.

# HEALTH SERVICE SYSTEM



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	0.00	34.55	39.02	4.47	13%
Non-operating Positions (cap/other)	0.00	0.00	(1.00)	(1.00)	N/ A
<b>Net Operating Positions</b>	<b>0.00</b>	<b>34.55</b>	<b>38.02</b>	<b>3.47</b>	<b>10%</b>
<b>SOURCES</b>					
Expenditure Recovery	0	5,523,209	6,046,134	522,925	9%
General Fund Support	0	100,000	0	(100,000)	N/ A
<b>Sources Total</b>	<b>0</b>	<b>5,623,209</b>	<b>6,046,134</b>	<b>422,925</b>	<b>8%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	0	2,258,607	2,671,625	413,018	18%
Fringe Benefits	0	685,134	1,075,736	390,602	57%
Professional & Contractual Services	0	1,870,428	1,300,739	(569,689)	(30%)
Materials & Supplies	0	35,273	41,318	6,045	17%
Equipment	0	0	128,000	128,000	N/ A
Services Of Other Departments	0	773,767	828,716	54,949	7%
<b>Uses-operating Expenditure Total</b>	<b>0</b>	<b>5,623,209</b>	<b>6,046,134</b>	<b>422,925</b>	<b>8%</b>
<b>USES BY PROGRAM RECAP</b>					
Health Service System	0	5,623,209	6,046,134	422,925	8%
<b>Uses By Program Recap Total</b>	<b>0</b>	<b>5,623,209</b>	<b>6,046,134</b>	<b>422,925</b>	<b>8%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Health Service System</b>				
Improve customer service				
◆ Number of months in which average time to answer calls is less than 60 seconds.	n/a	n/a	8	12
◆ Number of months in which call abandonment rate is less than 5%.	n/a	n/a	7	12
◆ Number of months in which average wait time in lobby is less than 10 minutes.	n/a	n/a	10	10
Improve the monitoring of contracts and communications with contract vendors				
◆ Percentage of vendor contracts that include performance guarantees	n/a	100%	100%	100%
Provide for internal controls that meet HSS objectives				
◆ Number of audit reports indicating Reportable Conditions or Material Weaknesses	n/a	0	0	0
Reduce the number of appeals to the HSS Board				
◆ Number of appeals to HSS Board	n/a	n/a	6	6



# HUMAN RESOURCES

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## ***Mission***

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*To recruit, engage and develop the city's workforce to meet the expectations and service needs of San Franciscans.*

## ***Services***

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The Department of Human Resources' (DHR) services are consolidated into two divisions, the Employee Services Division and the Department Services Division. The focus of each of these divisions is specific to the clients and work products of the programs within each division.

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 and 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.

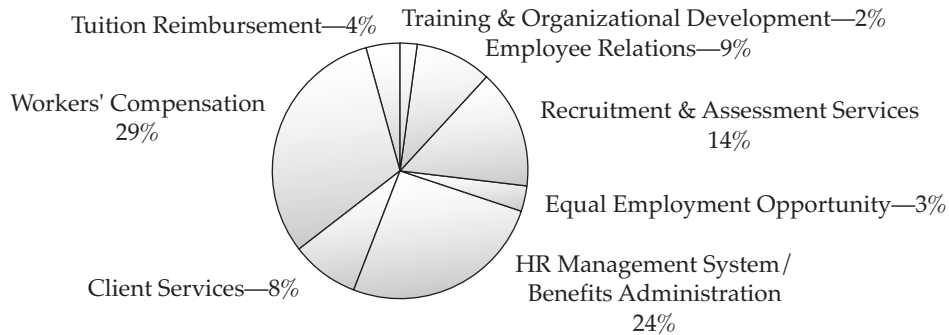
For more information, call (415) 557-4800.



## Budget Data Summary

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006 Nominal	Percent
Total Expenditures	\$73,173,423	\$75,326,720	\$78,232,488	\$2,905,768	4%
Total FTE	172.26	151.28	157.99	6.71	4%

## Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## Budget Issues and Details

### Civil Service Reform

- ◆ The department will continue reform efforts in 2006–2007, focusing on the following:
  - ❑ Citywide tracking to ensure that departments are conducting regular performance evaluations of staff.
  - ❑ Implementation of Position Based Testing, which will allow departments to make permanent appointments in as little as 60 days and reduce the need for duplicative centralized exams.
  - ❑ Streamlining recruitment and assessment efforts by implementing a web-based, fully integrated computer system for job recruitment, application, testing and referral.
  - ❑ Implementation of labor agreements negotiated in Spring of 2006, which will include reform objectives related to performance management, training, probationary periods, expedited disciplinary appeals and containment of retiree health costs.
  - ❑ Conducting and tracking completion of 24 Plus, a series of training workshops for new supervisors and managers to develop supervisory skills, including performance planning and appraisal.
  - ❑ A comprehensive review of the City's Classification Plan, including an implementation timeline for making improvements to the Plan, such as reducing the number of classes.

### City University

- ◆ In 2006–2007 the department will implement Phase 1 of the City University concept, which will expand skills, career, and leadership development opportunities for employees through a partnership with San Francisco State University, City College of San Francisco and the San Francisco Chamber of Commerce. The purpose of City University is to address both the short-term skill building needs and long-term succession planning issues that the city faces due to retirements. The Mayor's budget adds \$250,000 for City University.

### **Planning for Post-Employment Benefits**

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- ◆ The Mayor's Office has budgeted \$200,000 to fund a consultant study related to GASB 45, a regulatory requirement that will require the City to begin reporting its liability for retiree health and other post-employment benefits beginning in 2007–2008. The scope of work will focus on developing comparisons among different liability valuations, identifying possible funding sources and mechanisms, developing appropriate management and investment policies for funds, and the development of potential benefit plans and structures designed to ensure that the City will be able to meet its long term obligations to retirees.

### **Police Examinations**

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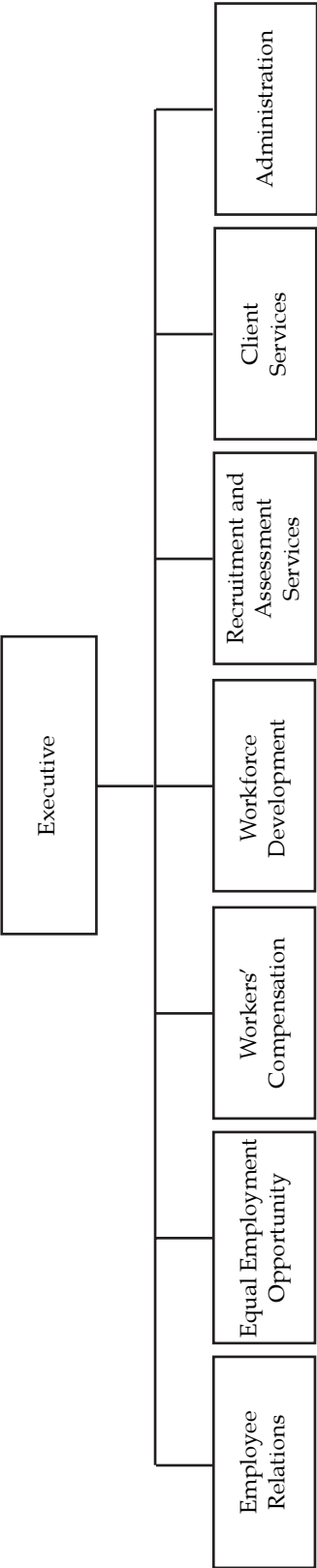
- ◆ The department completed a transfer-of-function in the second half of 2005–2006, which moved the Police Examination Unit from the Police Department into DHR's Recruitment and Assessment Services division. The Police Examination team will address significant Police Department staffing shortages by conducting three entry-level police officer examinations and two promotional exams in 2006–2007, while continuing examinations for civilian positions.

### **Workers' Compensation**

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- ◆ Worker's Compensation claim costs have decreased by \$8.9 million since 2003–2004. The Department has hired a Transitional Work Program coordinator to return employees to work sooner by increasing modified work opportunities available across city departments. The Department will also implement an upgraded, online version of the City's Claims Management System to improve services to departments.

**HUMAN RESOURCES**



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	172.26	151.28	157.99	6.71	4%
<b>Net Operating Positions</b>	<b>172.26</b>	<b>151.28</b>	<b>157.99</b>	<b>6.71</b>	<b>4%</b>
<b>SOURCES</b>					
Use Of Money Or Property	0	12,000	13,200	1,200	10%
Expenditure Recovery	62,102,292	62,570,094	64,119,740	1,549,646	2%
Fund Balance	0	0	3,465,178	3,465,178	N/A
General Fund Support	11,071,131	12,744,626	10,634,370	(2,110,256)	(17%)
<b>Sources Total</b>	<b>73,173,423</b>	<b>75,326,720</b>	<b>78,232,488</b>	<b>2,905,768</b>	<b>4%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	12,274,859	10,497,817	11,821,936	1,324,119	13%
Fringe Benefits	3,007,951	3,039,432	4,072,994	1,033,562	34%
Professional & Contractual Services	55,064,353	55,764,567	60,128,894	4,364,327	8%
Materials & Supplies	143,516	145,260	186,309	41,049	28%
Services Of Other Departments	2,682,744	5,879,644	2,022,355	(3,857,289)	(66%)
<b>Uses-operating Expenditure Total</b>	<b>73,173,423</b>	<b>75,326,720</b>	<b>78,232,488</b>	<b>2,905,768</b>	<b>4%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	4,610,701	2,943,487	4,168,920	1,225,433	42%
Client Services	0	1,449,749	2,652,888	1,203,139	83%
Employee Relations	3,028,444	5,324,089	4,121,598	(1,202,491)	(23%)
Equal Employment Opportunity	608,282	753,159	811,869	58,710	8%
Health Service System	5,737,956	0	0	0	N/A
Management Information System	2,181,483	1,119,417	8,133,484	7,014,067	N/A
PUC General Management	29,670	0	0	0	N/A
Recruitment & Assessment	2,580,066	6,487,811	2,890,729	(3,597,082)	(55%)
Training & Organization Development	247,747	215,288	301,438	86,150	40%
Workers Compensation	54,149,074	57,033,720	55,151,562	(1,882,158)	(3%)
<b>Uses By Program Recap Total</b>	<b>73,173,423</b>	<b>75,326,720</b>	<b>78,232,488</b>	<b>2,905,768</b>	<b>4%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Employee Relations</b>				
Facilitate stable and productive employee-employer relations				
♦ Percentage of employee grievances settled or withdrawn	63%	30%	40%	30%
<b>Equal Employment Opportunity</b>				
Provide City employees with a discrimination-free workplace				
♦ Percentage of discrimination complaints investigated within one year of receipt	77%	80%	92%	90%
♦ Number of employees trained on diversity issues	2,511	500	1,400	750
<b>Recruitment &amp; Assessment</b>				
Maintain the City's Classification Plan				
♦ Number of position classifications in the Civil Service Plan	1,309	1,300	1,300	1,100
♦ Number of positions newly classified/reallocated	784	500	500	500
Streamline the examination process to facilitate permanent appointment and maintain low level of provisional appointment				
♦ Percentage of employees citywide that are provisional	3.44%	3.00%	4.00%	3.50%
♦ Average time between examination announcement closing and list adoption, in months	3.5	3.3	2.9	3.3
<b>Training &amp; Organization Development</b>				
Provide high quality training to employees				
♦ Average rating of DHR workshops by participants (1-5 scale)	4.5	4.4	4.4	4.4
All City employees have a current performance appraisal				
♦ Percentage of employees for whom scheduled appraisals were completed	n/a	n/a	n/a	100%
<b>Workers Compensation</b>				
Resolve employee Workers Compensation claims in a timely and effective manner				
♦ Workers' Compensation claims closing ratio	1.00	1.00	1.02	1.02
♦ Average rating by departments of their claims administration services (1-5 scale).	3.9	3.9	4.0	4.1

# HUMAN RIGHTS

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## ***Mission***

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

## ***Services***

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Appointed by the Mayor, 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:

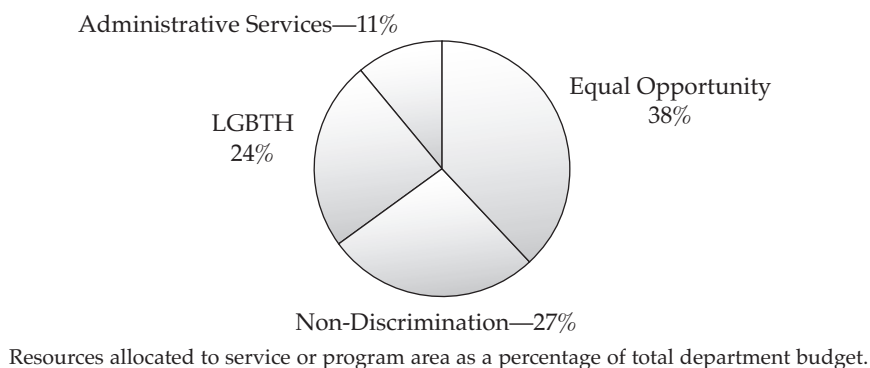
- ◆ **Equal Opportunity** administers the Disadvantaged Business Enterprise (DBE) Program which mandates that economically disadvantaged businesses located within the City are eligible for certification, bid/rating discounts and subcontracting opportunities when bidding on City contracts; monitors contracts, 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 antidiscrimination policies.

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

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$4,206,199	\$4,134,577	\$4,748,949	\$614,372	15%
Total FTE	38.59	36.25	35.85	(0.40)	(1%)

### Resources by Service Area



## Budget Issues and Details

### Implementing Provisions of new DBE Program

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- ◆ As the City continues to move toward enacting revisions to its Disadvantaged Business Enterprise program, HRC will focus on working with legislators and staff on its implementation and will develop Rules of Procedure to address changes in the law. This program is designed to address the high cost of doing business in San Francisco and to prevent and address discrimination against minority- and women-owned businesses. It also benefits the local economy and tax base by ensuring that San Francisco businesses participate in public contracts.

### Assisting Disadvantaged Businesses with Bonding for City Contracting

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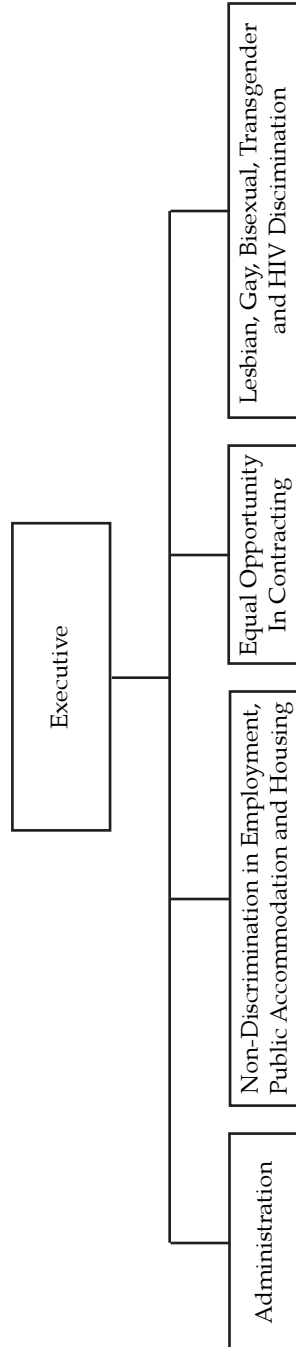
- ◆ The HRC oversees the City's Surety Bond Program, which increases the participation of Disadvantaged Business Enterprises in City construction projects by working with DBE contractors and subcontractors to help them obtain or increase bonding and financing. The rebuilding of the City's water and sewer systems and continued improvements to the runways and gateways at San Francisco International Airport are just a few of the projects utilizing this program. The recently released 10-year Capital Plan will also provide continuing opportunities for Disadvantaged Business Enterprises to participate in capital projects with the assistance of the Surety Bond program.

### Reducing Administrative Staff

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- ◆ In 2006–2007, HRC will reduce administrative support staff by one position to meet budgetary shortfalls, however will maintain staffing levels in the contract compliance division.

# HUMAN RIGHTS COMMISSION





## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	42.59	38.55	36.85	(1.70)	(4%)
Non-operating Positions (cap/other)	(4.00)	(2.30)	(1.00)	1.30	(57%)
<b>Net Operating Positions</b>	<b>38.59</b>	<b>36.25</b>	<b>35.85</b>	<b>(0.40)</b>	<b>(1%)</b>
<b>SOURCES</b>					
Expenditure Recovery	2,962,288	3,061,059	3,637,309	576,250	19%
Fund Balance	38,199	0	0	0	N/A
General Fund Support	1,205,712	1,073,518	1,111,640	38,122	4%
<b>Sources Total</b>	<b>4,206,199</b>	<b>4,134,577</b>	<b>4,748,949</b>	<b>614,372</b>	<b>15%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	2,805,682	2,794,876	3,026,069	231,193	8%
Fringe Benefits	649,748	802,015	974,474	172,459	22%
Professional & Contractual Services	503,854	265,025	431,965	166,940	63%
Materials & Supplies	14,096	9,148	9,148	0	N/A
Equipment	28,819	41,130	32,721	(8,409)	(20%)
Services Of Other Departments	204,000	222,383	274,572	52,189	23%
<b>Uses-operating Expenditure Total</b>	<b>4,206,199</b>	<b>4,134,577</b>	<b>4,748,949</b>	<b>614,372</b>	<b>15%</b>
<b>USES BY PROGRAM RECAP</b>					
Human Rights	4,206,199	4,134,577	4,748,949	614,372	15%
<b>Uses By Program Recap Total</b>	<b>4,206,199</b>	<b>4,134,577</b>	<b>4,748,949</b>	<b>614,372</b>	<b>15%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Human Rights</b>				
Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination				
◆ Number of mediation and/or counseling services for tenant/landlord disputes	727	975	1,030	1,100
◆ Number of fair housing complaints investigated	565	930	970	1,000
◆ Number of public accommodation complaints investigated	271	450	466	480
◆ Number of employment complaints investigated	n/a	300	375	390
◆ Number of actions taken to investigate and resolve sexual orientation complaints	661	650	650	650
◆ Number of actions taken to investigate and resolve gender identity complaints	625	600	525	525
◆ Number of actions taken to investigate and resolve HIV status complaints	510	500	400	400
◆ Number of actions taken to investigate and resolve domestic partner status complaints	24	30	30	30
Ensure the equal provision of benefits to spouses and domestic partners				
◆ Number of actions taken on contractor submittals	6,113	7,000	7,000	7,000
Increase participation of local, minority, and women-owned businesses in City contracts				
◆ Number of contract bidders reviewed to ensure opportunities for certified minority, women-owned and local firms	4,052	5,000	10,000	10,000
Provide sensitivity trainings on various discrimination and diversity issues				
◆ Number of sensitivity trainings on various discrimination and diversity issues	152	140	140	140



# HUMAN SERVICES AGENCY

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## ***Mission***

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*To assist San Franciscans who are disadvantaged, in crisis, or unable to participate fully in the social and economic life of the community.*

*To promote the health and well being of San Franciscans and assist individuals and families with income assistance, direct benefits, and other supportive services; aid in employment preparation and placement services to facilitate economic self-sufficiency; provide protective services to shield against abuse; and provide family and community-building services to help individuals and families reach their fullest potential within the context of family, community, and society.*

## ***Services***

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The Human Services Agency (HSA) 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:

- ◆ **Office on the Aging** provides services to the elderly and to adults with disabilities.
- ◆ **In Home Supportive Services (IHSS)** provides care to low-income elderly, disabled and blind residents, thereby allowing them to live safely in their own homes.
- ◆ **Adult Protective Services** assists elders, dependent adults and adults with disabilities who are abused or neglected, or at risk of abuse or neglect.
- ◆ **The Offices of the Public Administrator, Public Conservator and 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 manage 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; connecting adults and their caregivers to services and resources; and providing 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 services such as job training and child care designed to help parents of low-income families become self-sufficient.

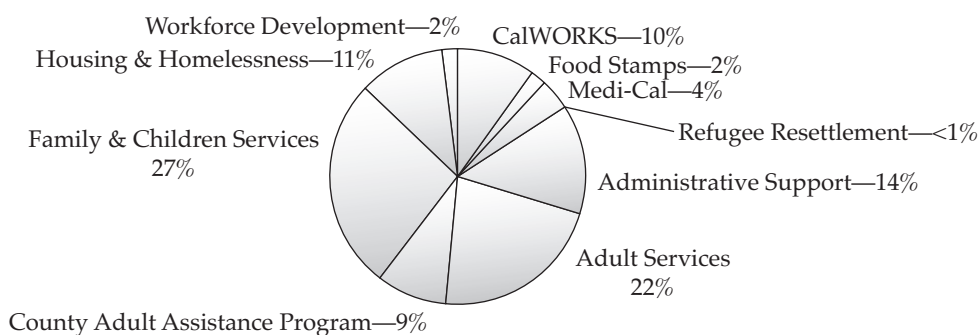
- ◆ **County Adult Assistance Programs (CAAP)** provide cash grants and supportive services to eligible low-income adults.
- ◆ **Housing and Homeless Services** provides early intervention and prevention, emergency shelter, transitional housing, permanent supportive housing and other services to assist 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 and services as part of their benefit package.
- ◆ **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 and adults improve their health by providing access to a nutritious diet.
- ◆ **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

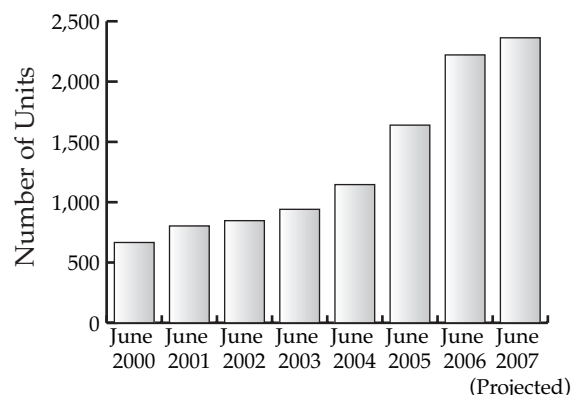
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$519,853,266	\$571,725,064	\$590,471,076	\$18,746,012	3%
Total FTE	1,697.39	1,662.94	1,747.11	84.17	5%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## HSA-Funded Single-Room Occupancy (SRO) Units for Formerly Homeless Individuals



DHS' budget for 2006–2007 includes funding to bring 88 new single-room occupancy (SRO) hotel units online through the Care Not Cash (CNC) Program. Approximately 56 percent of the total 2,317 units that are projected to be available by June 2007 will be funded through the CNC program.

## Budget Issues and Details

### Implementing the Foster Care Initiative

- ◆ HSA is witnessing an increase in the number of foster youth who have reached the age of 18 years and are being emancipated from the foster care system. Without support, these adolescents are at risk for a number of negative outcomes including homelessness and unemployment. The Mayor's Budget invests an additional \$400,000 to support programs to meet their needs including housing, educational support, and job training. For example, San Francisco is one of only three counties across the state that participates in the Transitional Housing Placement–Plus program that provides 40 units of transitional housing. The budget increases funding for the Transitional Housing Program by \$300,000 to increase the number of housing units by 18. In addition, the budget increases funding for the Independent Living Skills Program, which focuses on foster youth who are leaving the system to prepare them for successful adulthood. With the addition of three new social workers, five staff will provide youth with counseling, connect them to services and also provide specialized after-care services for youth who have emancipated.
- ◆ In 2005–2006, HSA received an ongoing grant of \$894,000 to support Differential Response efforts, which focus on prevention efforts for fragile families. These funds were used to support Family Resource Centers (FRC) where community-based staff members provide voluntary services to families that are referred to the agency but whose cases do not fully meet the criteria for establishing dependency. Building upon this state grant, the City has invested an additional \$700,000 in 2006–2007 to add eight new staff to implement innovative strategies that promote collaboration with FRCs and to pilot a vertical case management program that pairs families with a dedicated social worker. This will expand the ability of HSA to respond to early reports of child abuse and to work with families at the first sign of trouble before further problems develop. In addition, dedicated social workers will work with families whose children are referred into dependency status to promote reunification.
- ◆ San Francisco will implement wraparound services, an intensive program for children and families who are involved with the foster care system and mental health services. The proposed 2006–2007 budget adds \$500,000 to augment state dollars so that up to 60 adolescents who are in specialized group homes and residential treatment centers can be returned to their families or a family-based setting. As a result

of this flexible use of dollars, HSA anticipates better services for youth as well as long-term cost savings. While in a home setting, these adolescents will receive intensive, wraparound services to ensure the placement remains stable and successful.

- ◆ HSA will add two positions to enhance the agency's adoptions-related services and support. Because these positions are backed with \$150,000 in additional revenue, no General Fund dollars are required.

### **Maintaining Focus on Homelessness**

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- ◆ The current system of care for homeless families is geared primarily towards resources and support for families who have already entered into crisis and become homeless. Experience tells us that most of the families being cared for could have avoided the emergency services system entirely if they had been provided with housing assistance or a rent subsidy in their last place of residence. Currently, a taskforce is focused on developing recommendations for enhanced prevention services and improvement of current intervention efforts with recommendations due by the end of May. Working in partnership with the Board of Supervisors, \$1 million has been set aside in the budget towards implementing recommended strategies which include rent subsidies, assistance with finding housing and other targeted services aimed at families at risk of homelessness. In addition, \$1.4 million in new funding has been provided to implement universal access to childcare for homeless families.
- ◆ In 2006–2007, HSA continues its efforts to provide housing and services for San Francisco's homeless population. With federal McKinney grant funding, two new permanent housing sites will become available, including 84 units for homeless adults and rental subsidies for 25 units for individuals and families. This will augment the existing permanent housing inventory provided through the Care Not Cash initiative approved by voters in November 2002. Care Not Cash has made more than 1,200 single room occupancy units available for formerly homeless clients bringing the total to 2,300 units under lease by the end of 2007. In 2006–2007 the Care not Cash will also fund \$14.3 million in housing and services for homeless clients, including intensive case management; primary care; and mental health services.
- ◆ The Mayor's Budget also provides \$750,000 in funding to expand supportive services that include a meals program and services at a housing site and employment center. The Employment One-Stop Center located in the Tenderloin will open its doors in fall 2006.

### **Enhancing Services for Seniors and Disabled Adults**

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- ◆ A \$3 million investment has been made to establish a Community Living Trust Fund which will provide community-based alternatives to seniors and disabled adults who are at-risk of institutionalization. The Department of Aging and Adult Services in partnership with Department of Public Health, the Long-Term Coordinating Council and other stakeholders will develop an implementation plan with funding recommendations in 2006–2007.
- ◆ In-Home Supportive Services (IHSS) continues to experience increasing demand for services. In recognition of these increased service demands, a wage increase was provided in the last fiscal year for IHSS providers. In 2006–2007, an additional investment of \$1.4 million will be available to add 20 new staff to create two units of case workers focused on eligibility and increased home visits. The 2006–2007 budget also increases the administrative budget by \$200,000 for the Public Authority, the independent entity established to administer IHSS. The additional funds will enable more case managers to conduct home visits, and will allow the implementation of a peer mentor program for IHSS workers.

- ◆ To address increasing caseloads, the budget increases funding to support two new staff positions in the Public Guardian/Conservator Division. This program provides services to those who have physical and mental limitations rendering them unable to handle basic personal and financial needs. These services include: developing a comprehensive care plan, encompassing both immediate and long term care; managing the disposition of assets; and advocating on behalf of the conservatee to government agencies, private parties, relatives and any other individual or entity.
- ◆ An efficiency investment of \$275,000 will be made in Adult Protective Services to implement information technology enhancements to better track performance and responsiveness. The Elder Abuse Hotline will be upgraded to track staff response times and the Adult Protective Services computer database tracking system will be enhanced to enable staff to conduct advanced queries.

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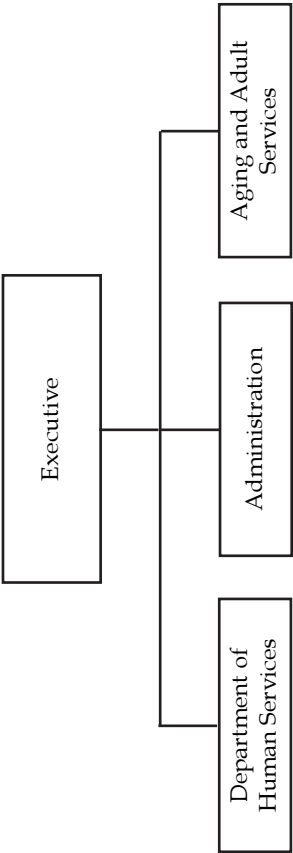
### **Expanding Services in the Face of Growing Need**

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- ◆ HSA has seen an 80 percent increase in the Food Stamps caseload over the past five years, while staffing has remained largely flat. In 2006–2007, HSA will add seven new staff positions dedicated to expanding outreach efforts, including efforts such as "Food Stamps in a Day," where staff members go to community sites to enroll clients directly. Food Stamps benefits are fully funded by federal and state dollars.
- ◆ HSA's efforts in 2006-2007 will include taking on responsibility for the citywide Working Families Credit intended to support working families and opening a special One Stop Center in the Tenderloin that will focus on serving homeless adults who are seeking employment and job skills. In addition, a new compliance officer will be added to the First Source program to ensure that local residents are employed on local construction projects.



**HUMAN SERVICES**



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,698.39	1,665.94	1,750.11	84.17	5%
Non-operating Positions (cap/other)	(1.00)	(3.00)	(3.00)	0.00	N/A
<b>Net Operating Positions</b>	<b>1,697.39</b>	<b>1,662.94</b>	<b>1,747.11</b>	<b>84.17</b>	<b>5%</b>
<b>SOURCES</b>					
Use Of Money Or Property	0	0	568,000	568,000	N/A
Intergovernmental Revenue - Federal	173,760,013	212,447,766	202,399,289	(10,048,477)	(5%)
Intergovernmental Revenue - State	186,563,301	184,006,073	196,478,319	12,472,246	7%
Charges For Services	3,013,035	3,087,797	2,930,606	(157,191)	(5%)
Other Revenues	550,054	1,919,146	1,091,669	(827,477)	(43%)
Transfers In	10,526,632	0	0	0	N/A
Expenditure Recovery	12,355,711	13,691,471	15,825,823	2,134,352	16%
Fund Balance	830,814	2,207,616	3,000,000	792,384	36%
General Fund Support	132,253,706	154,365,195	168,177,370	13,812,175	9%
<b>Sources Total</b>	<b>519,853,266</b>	<b>571,725,064</b>	<b>590,471,076</b>	<b>18,746,012</b>	<b>3%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	103,028,055	108,400,117	117,666,291	9,266,174	9%
Fringe Benefits	29,983,861	39,486,592	48,707,498	9,220,906	23%
Overhead	53,705	0	0	0	N/A
Professional & Contractual Services	21,312,935	30,061,604	22,869,555	(7,192,049)	(24%)
Aid Assistance / Grants	327,947,334	357,906,053	365,136,319	7,230,266	2%
Materials & Supplies	3,500,373	1,959,761	2,904,580	944,819	48%
Equipment	428,394	456,880	514,203	57,323	13%
Services Of Other Departments	33,598,609	33,154,057	31,411,784	(1,742,273)	(5%)
<b>Uses-operating Expenditure Total</b>	<b>519,853,266</b>	<b>571,425,064</b>	<b>589,210,230</b>	<b>17,785,166</b>	<b>3%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	200,000	1,118,012	918,012	N/A
Capital Projects	0	100,000	142,834	42,834	43%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>300,000</b>	<b>1,260,846</b>	<b>960,846</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	65,658,640	81,593,370	80,065,039	(1,528,331)	(2%)
Adult Services	113,752,761	117,287,305	126,791,026	9,503,721	8%
CalWORKs	56,925,532	60,318,242	58,192,237	(2,126,005)	(4%)
Children's Baseline	13,369,078	14,239,566	18,157,522	3,917,956	28%
Children's Fund Programs	472,594	785,000	785,000	0	N/A
County Adult Assistance Program	47,206,910	53,071,655	52,519,017	(552,638)	(1%)

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

	<b>2004-2005</b> <b><u>Actual</u></b>	<b>2005-2006</b> <b><u>Budget</u></b>	<b>2006-2007</b> <b><u>Proposed</u></b>	<b>\$ Chg From</b> <b><u>2005-2006</u></b>	<b>% Chg From</b> <b><u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Family & Children Service	129,288,548	135,612,293	139,341,801	3,729,508	3%
Food Stamps	10,960,777	11,395,819	11,578,319	182,500	2%
Housing & Homelessness	51,796,483	62,859,723	66,433,614	3,573,891	6%
Medi - Cal	19,180,022	21,249,506	22,125,514	876,008	4%
Refugee Resettlement	715,720	824,072	344,343	(479,729)	(58%)
Workforce Development	10,526,201	12,488,513	14,137,644	1,649,131	13%
<b>Uses By Program Recap Total</b>	<b>519,853,266</b>	<b>571,725,064</b>	<b>590,471,076</b>	<b>18,746,012</b>	<b>3%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Adult Services</b>				
Assist individuals who are elderly, blind or disabled to remain safely in their own homes				
♦ Number of new cases opened as a result of hospital discharges	1,449	1,400	650	650
Provide effective services through the Representative Payee program				
♦ Percentage of cases receiving Representative Payee Services within 60 days of being referred for services	62%	65%	65%	65%
Provide nutritional meals to seniors				
♦ Number of meals served at centers	804,425	815,841	1,663,867	1,663,867
To effectively assist clients with suspected abuse or neglect				
♦ Percentage of referred cases with reduced risk at time of case closure	72%	75%	75%	75%
<b>CalWORKs</b>				
Increase access to supportive services/resources for CalWORKs and other San Franciscans in need				
♦ CalWORKs clients that have transitioned to Food Stamps after discontinuance	76%	90%	n/a	90%
♦ CalWORKs clients that have transitioned to Medi-Cal after discontinuance	88%	90%	n/a	90%
<b>County Adult Assistance Program</b>				
Assist clients (individuals) in gaining self-sufficiency				
♦ Number of CAAP clients exiting cash aid due to receipt of SSI benefits	1,695	1,250	1,000	1,000



# JUVENILE PROBATION

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## ***Mission***

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

## ***Services***

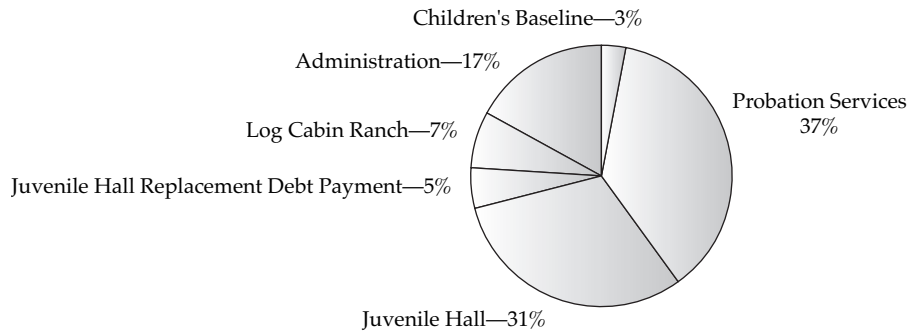
- ◆ **Community Programs Division** functions as the departmental liaison to public and private organizations, city departments and community programs serving youth and the families of youth who are on probation or who are at risk for involvement in the juvenile justice system.
- ◆ **Probation Services Division** provides services to youth who are alleged and/or have been found to be beyond their parents' control, runaway, or truant and those who are alleged and/or have been found to be guilty of committing law violations. 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 Division** provides prudent management of the department's human, financial, facilities and technological resources in a customer service friendly environment.

For more information, call (415) 753-7800.

## **Budget Data Summary**

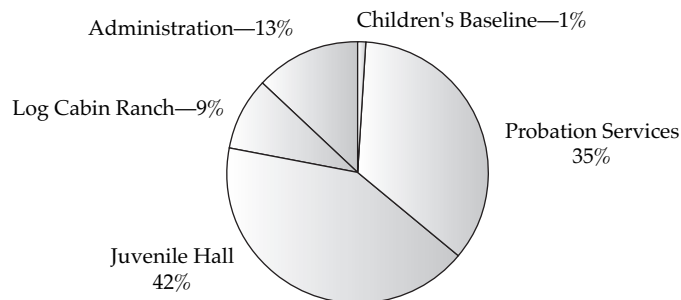
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$31,265,928	\$34,363,427	\$37,283,994	\$2,920,567	8%
Total FTE	228.64	241.93	248.50	6.57	3%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Service Level Changes

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- ◆ A new violence prevention and suppression unit will provide a range of programming to youth in the system and in high-risk communities; the unit includes three new positions and will work with Probation to address issues such as victim restitution, anger management, and conflict resolution.
- ◆ Juvenile Probation will double the capacity of its Evening Reporting Centers, alternative programming that has been shown to successfully reduce recidivism and encourage the successful completion of probation
- ◆ The department will continue with \$1 million in capital improvements at Log Cabin Ranch, approved in April, 2006. In addition, Juvenile Probation will conduct an independent capital, program and revenue analysis on Log Cabin to maximize the facility's resources.
- ◆ Grant support will fund a position to study and address disproportionate minority confinement in the juvenile justice system.

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

- ◆ The department is working to ensure a smooth and safe transition to a newly constructed Juvenile Hall in 2006–2007. The new facility will offer many improvements including a new education center, improved visitation and waiting areas for families and an expanded medical clinic with an infirmary. The second phase of construction includes the creation of a recreation area on the site of the former facility.

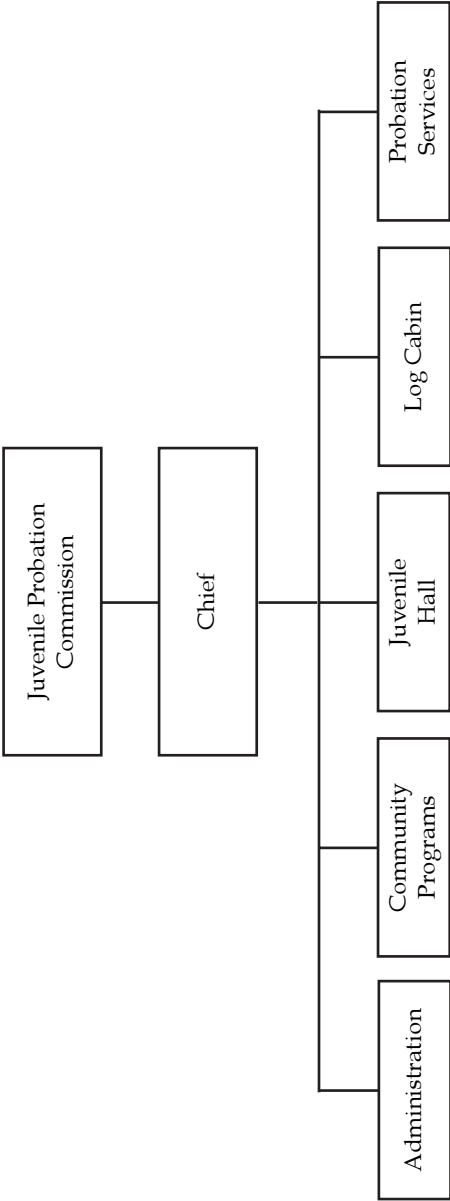
### **Internal Efficiency Reforms**

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- ◆ The Juvenile Probation Department will continue to aggressively pursue reduction in workers compensation and other related overtime costs. Several successful reforms have been implemented in the past year resulting in a \$290,000 reduction in the department's workers compensation budget. These reforms include initiating a Workers Comp Task Force, reorganizing the Personnel Unit and developing a Temporary Transition to Work Program.



JUVENILE PROBATION



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	228.64	241.93	248.50	6.57	3%
<b>Net Operating Positions</b>	<b>228.64</b>	<b>241.93</b>	<b>248.50</b>	<b>6.57</b>	<b>3%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	5,618,853	8,387,644	8,666,934	279,290	3%
Intergovernmental Revenue - State	3,151,377	492,487	0	(492,487)	N/A
Charges For Services	3,246	5,000	13,345	8,345	N/A
Other Revenues	0	0	125,000	125,000	N/A
Expenditure Recovery	598,939	861,095	972,750	111,655	13%
General Fund Support	21,893,513	24,617,201	27,505,965	2,888,764	12%
<b>Sources Total</b>	<b>31,265,928</b>	<b>34,363,427</b>	<b>37,283,994</b>	<b>2,920,567</b>	<b>8%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	16,707,340	17,126,448	18,156,542	1,030,094	6%
Fringe Benefits	5,216,137	5,440,168	6,530,152	1,089,984	20%
Professional & Contractual Services	1,313,168	3,412,788	4,004,402	591,614	17%
Aid Assistance / Grants	4,342,252	4,270,881	4,220,628	(50,253)	(1%)
Materials & Supplies	608,563	609,500	689,527	80,027	13%
Equipment	93,553	189,813	116,099	(73,714)	(39%)
Services Of Other Departments	2,984,915	2,678,829	2,816,644	137,815	5%
<b>Uses-operating Expenditure Total</b>	<b>31,265,928</b>	<b>33,728,427</b>	<b>36,533,994</b>	<b>2,805,567</b>	<b>8%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	550,000	750,000	200,000	36%
Capital Projects	0	85,000	0	(85,000)	N/A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>635,000</b>	<b>750,000</b>	<b>115,000</b>	<b>18%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	5,262,563	5,602,547	6,274,034	671,487	12%
Children's Baseline	1,460,544	1,550,562	1,921,645	371,083	24%
Children's Svcs - Non-Children's Fund	209,384	194,000	194,000	0	N/A
Juvenile Hall	9,751,879	10,242,299	10,854,846	612,547	6%
Juvenile Hall Replacement Debt Paym	0	1,701,600	2,624,880	923,280	54%
Log Cabin Ranch	2,090,668	2,127,698	2,297,806	170,108	8%
Probation Services	12,490,890	12,944,721	13,116,783	172,062	1%
<b>Uses By Program Recap Total</b>	<b>31,265,928</b>	<b>34,363,427</b>	<b>37,283,994</b>	<b>2,920,567</b>	<b>8%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Administration</b>				
<b>Reduce overtime expenditures in the entire department</b>				
♦ Annual overtime expenditures	\$853,730	\$750,000	\$1,189,420	\$1,000,000
<b>Children's Baseline</b>				
<b>Enhance the level and quality of program services provided to youth and their families</b>				
♦ Percent of authorized community-based program slots utilized by eligible youth	75%	75%	55%	55%
♦ Percent of technical support and training provided to community-based organizations	100%	100%	100%	100%
<b>Juvenile Hall</b>				
<b>Provide a safe and secure environment for staff and detainees</b>				
♦ Incident reports as a percent of total bookings	n/a	8%	11%	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	34%	40%	40%	40%
<b>Probation Services</b>				
<b>Maintain a monthly Juvenile Hall population at or below the current rated capacity</b>				
♦ Percent of days within the specified time period when the average daily population count was maintained at or below the rated capacity	84%	100%	100%	100%
♦ Average length of stay (in days) of youth in juvenile hall awaiting out of home placement	n/a	47	61	61
<b>Maintain target caseload levels assigned to each probation officer</b>				
♦ Average number of wards assigned to officers	30	30	30	30
<b>Utilize probation services and community resources to supervise youth in lieu of out-of-home commitments</b>				
♦ Percent of commitments to private placement	8%	10%	15%	15%
♦ Percent of youth referred to community-based resources	95%	95%	95%	95%
♦ Number of out-of-home placements that are out of the county	n/a	n/a	208	208

## LAW LIBRARY

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### Mission

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

### Services

The Law Library makes available up-to-date legal information and reference services concerning federal, state and local law to all San Franciscans, including: the general public, 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 those served are members of the general public who do not have a legal background, training, or an attorney to represent them.

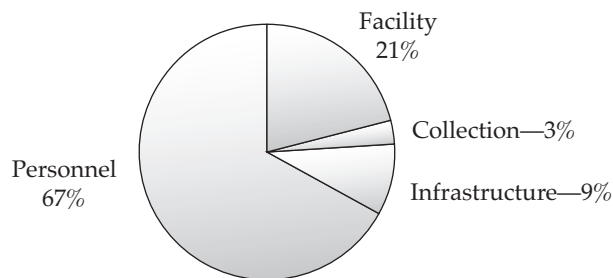
The Law Library operates at three locations including the Main Law Library at Civic Center, the downtown branch library and the courthouse branch. The downtown branch provides evening and weekend services, while the courthouse branch library has limited materials and services.

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

### Budget Data Summary

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$478,812	\$404,175	\$588,552	\$184,377	46%
Total FTE	3.00	3.00	3.00	0.00	0%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## **Budget Issues and Details**

### **Providing Comprehensive Legal Information Services for All San Franciscans**

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- ◆ Reference assistance and services are essential components in the provision of legal information services to all San Franciscans. Attorney and non-attorney patrons require staff assistance to navigate the law and find the information and resources they need, however, non-lawyers require more in-depth assistance because they are not familiar with the principles or the labyrinth of the legal process. Electronic resources require particular support from library professionals as it is necessary to instruct, train and guide patrons in the use of these often complex tools. Reference services supporting the department's primary focus include orientations for the use of legal resources, bibliographies, pathfinders, and one-on-one assistance, which is provided via phone, internet and in person.

### **Maintaining Access to Current Legal Materials**

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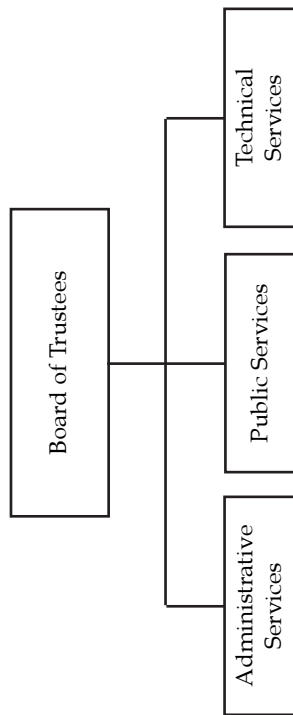
- ◆ Despite the extraordinary and continuous rate of inflation for legal materials, Law Library patrons must have access to the most current legal information. The Law Library continues to maintain a comprehensive collection of legal resources which includes current and archived state, local and federal 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 aids and reference tools for finding legal information.
- ◆ To ensure the Law Library's collection remains current, the technical services staff process, catalog and update incoming materials daily to ensure their availability and accuracy in the Law Library's database system. Specialized library software systems are maintained and regularly enhanced to support accurate and efficient library data and programs.

### **Retention of Archival Legal Materials**

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- ◆ The law continually cites cases, precedents and laws and regulations of the past. Therefore, it is essential that the Law Library maintain its archives of the essential portions of its collection. San Francisco communities, both public and private, rely upon the Law Library as the source for important legal and legislative archival materials.

## LAW LIBRARY



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	3.00	3.00	3.00	0.00	N/ A
<b>Net Operating Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>N/A</b>
<b>SOURCES</b>					
General Fund Support	478,812	404,175	588,552	184,377	46%
<b>Sources Total</b>	<b>478,812</b>	<b>404,175</b>	<b>588,552</b>	<b>184,377</b>	<b>46%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	273,982	276,555	297,544	20,989	8%
Fringe Benefits	56,955	63,692	91,737	28,045	44%
Professional & Contractual Services	15,627	17,275	17,275	0	N/ A
Materials & Supplies	933	443	443	0	N/ A
Services Of Other Departments	131,315	46,210	181,553	135,343	N/ A
<b>Uses-operating Expenditure Total</b>	<b>478,812</b>	<b>404,175</b>	<b>588,552</b>	<b>184,377</b>	<b>46%</b>
<b>USES BY PROGRAM RECAP</b>					
Law Library	478,812	404,175	588,552	184,377	46%
<b>Uses By Program Recap Total</b>	<b>478,812</b>	<b>404,175</b>	<b>588,552</b>	<b>184,377</b>	<b>46%</b>

## Performance Measures

	2004-2005 <u>Actual</u>	2005-2006 <u>Target</u>	2005-2006 <u>Projected</u>	2006-2007 <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	16,058	15,250	14,715	14,000





# MAYOR

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## ***Mission***

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*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***

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The Mayor's Office has executive leadership and citywide governance responsibilities, including budget development and establishing public policy direction. Divisions within the Mayor's Office also provide a range of services to the public, including neighborhood relations, housing development and finance, community development and criminal justice planning and policy.

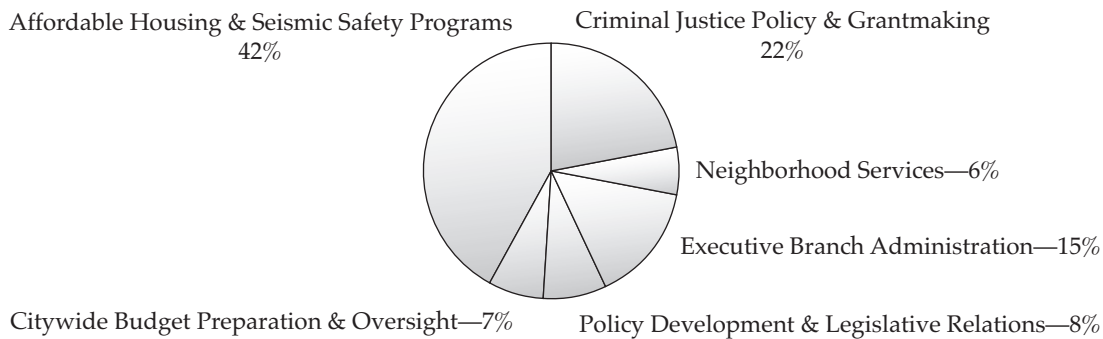
- ◆ **The Mayor's Office of Neighborhood Services** works to ensure that the needs of constituents are addressed quickly and effectively, and to foster communication among residents, neighborhood groups and city departments.
- ◆ **The Mayor's Office of Criminal Justice** seeks to promote stronger, safer and healthier communities by bringing people together to collectively address local public safety needs; by building partnerships; by developing public safety strategies; and by shaping public policy.
- ◆ **The Mayor's Office of Housing** coordinates the City's efforts to maximize housing opportunities for low-income households and individuals and administers a variety of housing finance programs.
- ◆ **The Mayor's Office of Community Development** strengthens the social, economic and physical infrastructure of the City's disadvantaged neighborhoods and connects low-income residents to an array of City resources and services.
- ◆ **The Mayor's Office of Public Policy and Finance** develops and oversees implementation of the Mayor's policy initiatives; develops the City's annual budget and provides fiscal oversight to city departments; and advocates in the City's interest at the local, regional, state and federal levels of government.

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

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$15,808,846	\$10,833,756	\$14,588,360	\$3,754,604	35%
Total FTE	50.85	47.82	47.71	(0.11)	0%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## Budget Issues and Details

### Investing in Housing and Homeless Services

- ◆ A lack of affordable housing is one of the City's greatest challenges. The proposed budget, combined with a Spring 2006 supplemental appropriation, will provide more than \$207 million to maintain and increase the availability of affordable housing for families, seniors and the homeless.
- ◆ The Mayor's Office budget includes \$5.6 million in hotel tax allocation for rent subsidies and affordable housing developments.
- ◆ The citywide homeless budget will exceed \$187 million. New funds in the 2006–2007 budget include \$1.9 million to create two medical respite centers for individuals who are transitioning from institutional care back into the community. Additionally, \$2.1 million will be available in 2006–2007 to expand family eviction prevention and rental subsidy programs. The budget also increases its commitment to the Transitional Housing Program for foster youth by \$300,000.

### Investing in Public Safety

- ◆ The City's Office of Emergency Services and Homeland Security (OES&HS) is charged with preparing San Francisco for the possibility of a major natural or manmade disaster. Since 2001, OES&HS has received over \$82 million in federal and state homeland security and emergency preparedness grants. Changes to the federal funding formula under the Urban Areas Security Initiative may result in a significant decrease in San Francisco's 2006–2007 grant. To ensure that the City's emergency planning and preparation efforts continue to move forward, the Mayor's Budget commits \$1.7 million in increased General Fund support to backfill the anticipated loss of grant funding.
- ◆ Ensuring that all San Franciscans are safe and secure in their neighborhoods is a top priority of the Mayor's Office. The budget provides funding to hire 250 new police officers; invests in public safety technology projects including an early intervention system to track police performance measurement data; and provides resources to install 22 new community safety cameras in high-crime neighborhoods.
- ◆ During times of budget crisis, the City implemented a policy of "brownouts" which took fire apparatus out of service on a rotating basis in order to reduce overtime costs. Now that the City is on stronger financial ground, the 2006–2007 budget restores funding to end brownouts as mandated by Proposition F, a voter-approved ballot measure that requires all fire stations to remain open 24 hours a day, seven days a week.

- ◆ The budget includes funding for twelve new positions in the District Attorney's Office to bolster staffing in the Victim and Witness Protection Program as well as the Gun and Gang Enforcement Unit. Additional resources are also directed to the Public Defender's Office in the form of four new positions for the Homicide Unit.
- ◆ In an effort to reduce overtime and improve response times, the Emergency Communications Department will hire 60 new call takers and dispatchers to staff the City's 911 call center.

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**Investing in Healthcare**

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- ◆ State law requires that San Francisco General Hospital be seismically upgraded by the year 2013 in order to retain its operating license. \$13.1 million will be available next year to fund the first phase of environmental planning and design for the rebuild project, which will eventually be submitted as a bond measure to the voters for approval of construction funds. This initial appropriation represents a critical investment necessary to ensure that the City's acute care hospital and the region's only trauma center is able to continue providing high quality healthcare services.
- ◆ Continuing to make good on its commitment to achieve universal health coverage for San Francisco's youngest residents, the Mayor's Budget includes \$11.4 million for the Healthy Kids and Young Adults program, an increase of \$2.6 million over the prior year.

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**Investing in a Clean, Green and Well-Maintained City**

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- ◆ The City's recently-completed 10-Year Capital Plan proposes to fund \$3.3 billion in General Fund capital and annual renewal needs over the next decade. This budget, in combination with \$45.5 million appropriated for capital projects in spring 2006, proposes to invest nearly \$109 million in General Fund resources in critical capital needs. Notable investments include \$8.8 million for disability access improvements and curb ramps; \$1.3 million to plan for new fire and police stations in Mission Bay; and \$3.8 million for the Hall of Justice. For the first time, the City will come close to funding its \$33 million annual need for road repairs.
- ◆ The budget proposes issuing non-General Fund debt to leverage \$25 million for improvements to neighborhood parks. Combined with an additional \$10.4 million appropriated in Spring 2006, this significant investment will go to fund deferred maintenance and capital needs, playgrounds, pools and recreation centers. In total, nearly \$65 million will be available for Recreation and Park projects next year, including \$3.2 million for playfield and playground improvements.
- ◆ The Mayor's Budget proposes to significantly increase funding for street cleaning in 2006–2007 by adding 22 new block sweepers to target high need corridors. Resources are also included for enforcement of litter laws and anti-litter/graffiti outreach efforts.
- ◆ \$3.1 million in General Fund resources are committed to maintain the more than 6,000 new trees planted in 2005–2006, to plant an additional 5,000 trees in 2006–2007, and to leverage \$7.5 million in federal funds for streetscape improvements.

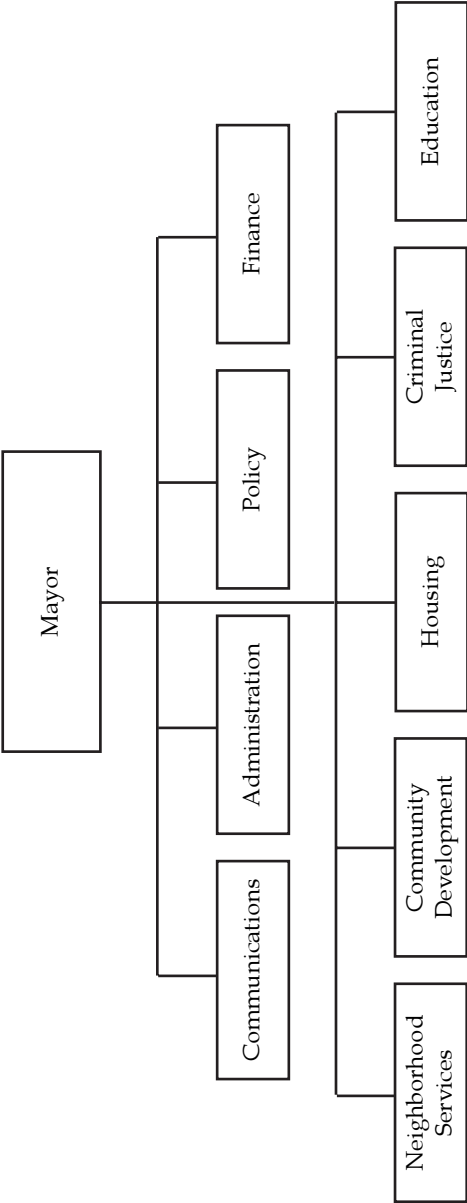
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**Investing in the Future of San Francisco**

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- ◆ The budget directs \$82.5 million in General Fund resources to one-time capital, equipment and technology systems. This investment reflects a deliberate decision to match one-time sources with one-time uses—strategically investing unanticipated growth in 2005–2006 tax revenue to meet the needs of the future.
- ◆ The budget includes a General Fund reserve of \$25 million. An additional \$77 million is set aside in the City's Rainy Day Reserve.

MAYOR



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	125.85	127.82	127.31	(0.51)	N/ A
Non-operating Positions (cap/ other)	(75.00)	(80.00)	(79.60)	0.40	(1%)
<b>Net Operating Positions</b>	<b>50.85</b>	<b>47.82</b>	<b>47.71</b>	<b>(0.11)</b>	<b>N/A</b>
<b>SOURCES</b>					
Local Taxes	600,000	600,000	5,600,000	5,000,000	N/ A
Use Of Money Or Property	401,114	0	0	0	N/ A
Intergovernmental Revenue - Federal	3,782,965	2,050,820	13,457	(2,037,363)	N/ A
Intergovernmental Revenue - State	2,203,416	1,411,544	1,406,935	(4,609)	N/ A
Other Revenues	283,534	0	0	0	N/ A
Transfers In	3,950,591	0	1,700,000	1,700,000	N/ A
Expenditure Recovery	928,386	1,118,376	1,411,421	293,045	26%
Fund Balance	0	295,679	483,641	187,962	64%
Other Funding Sources	(36,114)	0	0	0	N/ A
General Fund Support	3,694,954	5,357,337	3,972,906	(1,384,431)	(26%)
<b>Sources Total</b>	<b>15,808,846</b>	<b>10,833,756</b>	<b>14,588,360</b>	<b>3,754,604</b>	<b>35%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	3,778,303	3,507,521	3,743,252	235,731	7%
Fringe Benefits	1,003,017	998,276	1,350,557	352,281	35%
Professional & Contractual Services	1,136,291	3,864,996	6,575,564	2,710,568	70%
Aid Assistance / Grants	9,112,162	1,978,953	2,340,834	361,881	18%
Materials & Supplies	122,526	60,472	55,472	(5,000)	(8%)
Equipment	1,138	0	0	0	N/ A
Services Of Other Departments	643,111	423,538	522,681	99,143	23%
Transfers Out	12,298	0	0	0	N/ A
<b>Uses-operating Expenditure Total</b>	<b>15,808,846</b>	<b>10,833,756</b>	<b>14,588,360</b>	<b>3,754,604</b>	<b>35%</b>
<b>USES BY PROGRAM RECAP</b>					
Affordable Housing	1,102,106	0	5,600,000	5,600,000	N/ A
City Administration	3,783,555	3,866,955	3,402,198	(464,757)	(12%)
Community Development	712,344	0	0	0	N/ A
Criminal Justice	7,571,066	5,060,694	3,235,236	(1,825,458)	(36%)
Grants For The Arts	15,564	0	0	0	N/ A
Neighborhood Beautification	15,544	0	0	0	N/ A
Neighborhood Services	780,096	740,262	884,863	144,601	20%
Office Of Emergency Service	229,279	0	0	0	N/ A
Public Finance Programs	544,724	295,679	483,641	187,962	64%
Public Policy & Finance	868,425	870,166	982,422	112,256	13%

## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</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>2005-2006</u></b>	<b><u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Seismic Safety Loan Program	186,143	0	0	0	N/A
<b>Uses By Program Recap Total</b>	<b>15,808,846</b>	<b>10,833,756</b>	<b>14,588,360</b>	<b>3,754,604</b>	<b>35%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Affordable Housing</b>				
<b>Provide affordable housing</b>				
◆ Number of newly constructed low-moderate income rental units completed with public financial assistance	317	270	270	93
◆ Number of first time homebuyers receiving assistance or purchase opportunities	100	145	146	200
<b>Community Development</b>				
<b>Improve the physical infrastructure and environment of low-income neighborhoods</b>				
◆ Number of public space improvement projects completed	22	n/a	21	24
<b>Promote economic development in low-income communities</b>				
◆ Number of business start-ups	254	n/a	252	217
◆ Number of jobs created	1,202	n/a	719	611
◆ Number of jobs retained	179	n/a	269	229
◆ Number of direct loans made to small businesses and micro-enterprises	6	n/a	5	4
<b>Criminal Justice</b>				
<b>Fund public safety programs</b>				
◆ Amount of state and federal grants secured, in millions	\$6.1	\$5.4	\$5.5	\$5.1
<b>Neighborhood Services</b>				
<b>Respond to citizens</b>				
◆ Number of constituent inquiries handled	43,500	45,000	45,000	45,000
◆ Number of community meetings and events attended	3,100	3,500	3,500	3,500
<b>Public Policy &amp; Finance</b>				
<b>Obtain citizen input and promote understanding of the City's budget</b>				
◆ Number of presentations to advocacy, labor, community organizations and other stakeholders	32	33	33	33
<b>Provide realistic budget</b>				
◆ Number of Mayor-sponsored General Fund supplementals introduced	2	3	4	3



## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Neighborhood Services</b>				
<b>Respond to citizens</b>				
♦ Number of constituent inquiries handled	43,500	45,000	45,000	45,000
♦ Number of community meetings and events attended	3,100	3,500	3,500	3,500
<b>Public Policy &amp; Finance</b>				
<b>Obtain citizen input and promote understanding of the City's budget</b>				
♦ Number of presentations to advocacy, labor, community organizations and other stakeholders	32	33	33	33
<b>Provide realistic budget</b>				
♦ Number of Mayor-sponsored General Fund supplementals introduced	2	3	4	3

# MUNICIPAL TRANSPORTATION AGENCY

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## ***Mission***

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*To provide a safe and efficient public transportation system for transit riders, pedestrians, bicyclists and drivers. The MTA consists of the Municipal Railway (Muni) and the Department of Parking and Traffic (DPT). The MTA endeavors to improve the quality of life of all the City's residents and visitors through implementation of the City's Transit First Policy.*

## ***Services***

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- ◆ **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.

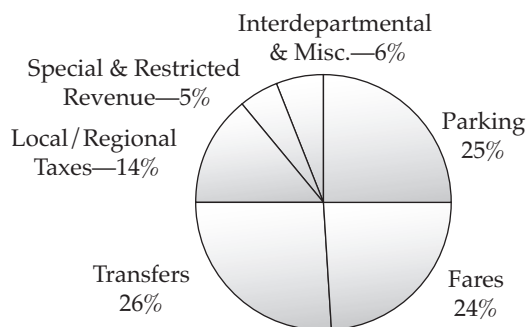
For more Municipal Railway information, call (415) 673-6864.

For more Parking and Traffic information, call (415) 554-9811.

## **Budget Data Summary**

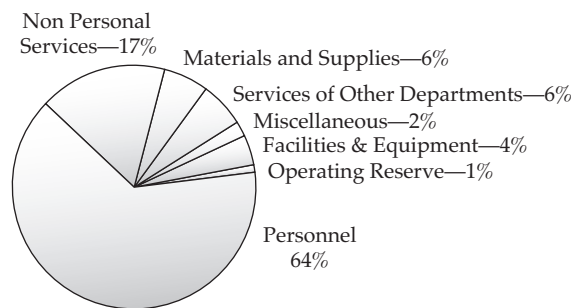
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$529,530,734	\$586,024,236	\$678,427,880	92,403,644	16%
Total FTE	4,385.78	4,231.93	4,374.44	142.51	3%

## **Sources of Revenue by Type**



Almost half of the MTA's budget is supported by fare and parking revenues.

### Budget Expenditures by Type



Personnel costs constitute the majority of the MTA's expenditures.

## Budget Issues and Details

### Service Level Changes

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- ◆ The MTA—like many other transit systems in the U.S.—faces significant financial challenges in the form of rising labor, fuel and service costs. The MTA budget proposes the use of continuing General Fund growth, additional state revenues and new revenue proposals to offset those costs, eliminating the need for service reductions or increased fares in 2006–2007.
- ◆ In addition, the MTA budget features several investments in the fiscal health and operational viability of the transit system. These investments include the establishment of a \$10 million operating reserve, the significant expansion of MTA's proof of payment enforcement program, funding for mid-life maintenance of the MTA's light rail vehicles, and 100 positions to maintain existing service levels and operate the 3rd Street Light Rail.
- ◆ As a first step towards promoting greater utilization of online services, MTA will eliminate the \$2.75 convenience fee now charged for online payment of parking tickets. MTA also intends to expand online services offered in future years, and in 2006–2007, will explore the feasibility of Residential Parking Permit and parking meter card online sales.

### Proof of Payment

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- ◆ The Proof of Payment Pilot Program is a new initiative designed to decrease the rate of fare evasion across the MTA system. In 2006–2007, MTA will more than double the number of fare inspectors to 65. These inspectors will randomly patrol 25 percent of the system every day to ensure that passengers have proof of payment at all times. The MTA projects that the resulting increase in rider compliance will yield an additional \$14 million in fare revenue in 2006–2007.

### TransLink

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- ◆ In 2007, the MTA will launch the integrated fare system known as TransLink. MTA riders will be able to purchase a TransLink "smart card" in place of a paper Fast Pass. Available for purchase at local stores, the new cards will increase convenience to riders, enabling easier fare payment and online purchase of monthly Fast Passes. A regional partnership, TransLink cards will allow riders to use the same fare instrument on multiple transit systems, including BART, AC Transit, SamTrans and CalTrain. By reducing cash fares and using technology to track both revenue and ridership, MTA will dramatically reduce operating costs while improving accuracy and accountability.

### **NextBus**

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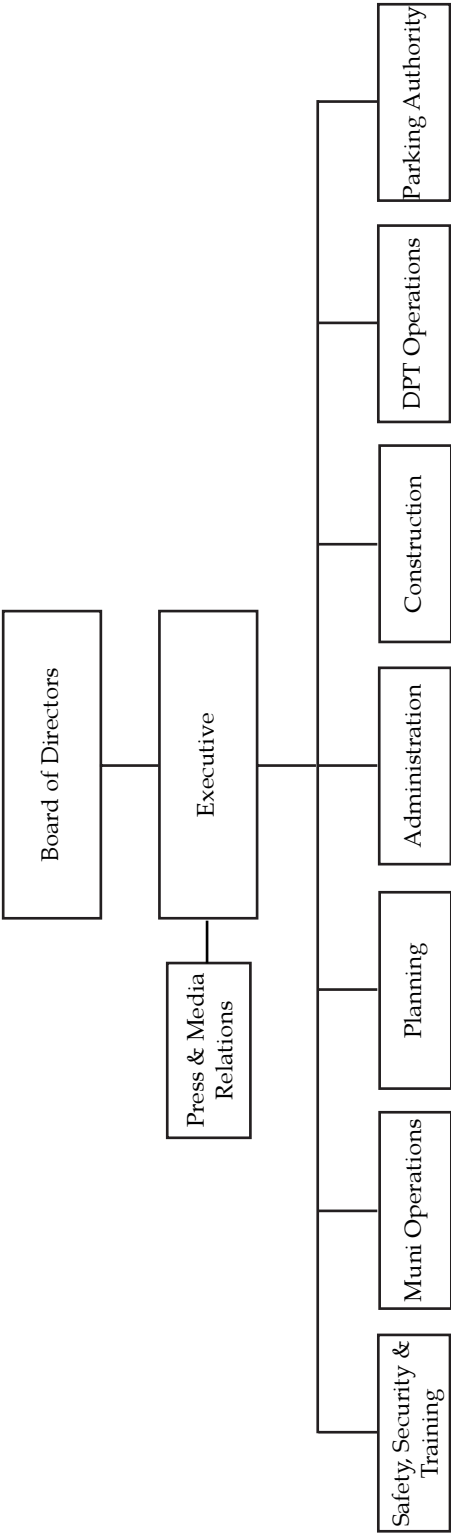
- ◆ NextBus, MTA's passenger information service, utilizes GPS satellite-tracking technology to provide real time arrival and departure data for Muni rail and bus lines. Having completed a pilot phase, NextBus is scheduled to launch system-wide in 2006–2007. Riders will be able to access NextBus information via the internet, cell phones and shelter signs. In addition to providing riders with more reliable system service information, NextBus also improves the MTA's ability to efficiently and accurately manage schedules, track the transit system's overall performance and communicate with other transit agencies in the event of service disruptions.

### **Safety, Security & Training Initiative**

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- ◆ In response to heightened concerns regarding passenger and pedestrian safety, the MTA will implement several new safety and security programs in 2006–2007. MTA proposes a combination of personnel and capital investments to enhance rider, pedestrian, driver and cyclist safety across the system. These investments include additional security training for transit operators and safety inspectors, better monitoring and lighting systems and the creation of a Canine Unit to patrol the system.

MUNICIPAL TRANSPORTATION AGENCY



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	4,750.34	4,591.78	4,750.44	158.66	3%
Non-operating Positions (cap/other)	(364.56)	(359.85)	(376.00)	(16.15)	4%
<b>Net Operating Positions</b>	<b>4,385.78</b>	<b>4,231.93</b>	<b>4,374.44</b>	<b>142.51</b>	<b>3%</b>
<b>SOURCES</b>					
Local Taxes	22,056,535	22,062,600	22,294,696	232,096	1%
Licenses & Fines	90,093,514	95,889,396	96,030,795	141,399	N/A
Use Of Money Or Property	50,975,411	57,895,458	61,292,346	3,396,888	6%
Intergovernmental Revenue - Federal	13,254,078	17,308,024	23,828,681	6,520,657	38%
Intergovernmental Revenue - State	33,358,139	39,674,856	43,193,735	3,518,879	9%
Intergovernmental Revenue - Other	50,243,611	56,087,627	68,616,332	12,528,705	22%
Charges For Services	130,354,214	141,095,659	170,973,721	29,878,062	21%
Other Revenues	87,671	3,200	3,200	0	N/A
Transfers In	458,464	388,087	388,087	0	N/A
Expenditure Recovery	10,958,466	14,781,368	15,281,440	500,072	3%
Fund Balance	8,673,744	10,185,639	33,487,682	23,302,043	N/A
Departmental Transfer Adjustment	(18,387,000)	(9,212,678)	(14,220,835)	(5,008,157)	54%
General Fund Support	137,403,887	139,865,000	157,258,000	17,393,000	12%
<b>Sources Total</b>	<b>529,530,734</b>	<b>586,024,236</b>	<b>678,427,880</b>	<b>92,403,644</b>	<b>16%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	295,680,611	285,476,461	312,619,465	27,143,004	10%
Fringe Benefits	89,026,569	114,333,013	132,715,357	18,382,344	16%
Overhead	4,529,587	7,179,858	7,571,389	391,531	5%
Professional & Contractual Services	80,316,459	104,694,207	114,412,333	9,718,126	9%
Materials & Supplies	31,972,037	35,324,287	39,259,778	3,935,491	11%
Equipment	722,932	1,767,568	3,746,214	1,978,646	N/A
Debt Service	10,000,858	8,449,903	8,566,349	116,446	1%
Services Of Other Departments	35,668,681	36,079,805	42,692,830	6,613,025	18%
Budgetary Reserves	0	1,136,812	10,000,000	8,863,188	N/A
Departmental Transfer Adjustment	(18,387,000)	(9,212,678)	(14,220,835)	(5,008,157)	54%
<b>Uses-operating Expenditure Total</b>	<b>529,530,734</b>	<b>585,229,236</b>	<b>657,362,880</b>	<b>72,133,644</b>	<b>12%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	795,000	20,795,000	20,000,000	N/A
Capital Projects	0	0	270,000	270,000	N/A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>795,000</b>	<b>21,065,000</b>	<b>20,270,000</b>	<b>N/A</b>

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

	<b>2004-2005</b> <b><u>Actual</u></b>	<b>2005-2006</b> <b><u>Budget</u></b>	<b>2006-2007</b> <b><u>Proposed</u></b>	<b>\$ Chg From</b> <b><u>2005-2006</u></b>	<b>% Chg From</b> <b><u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Caltrain Joint Powers Board	6,463,810	6,337,070	6,337,070	0	N/A
Departmental Fund Transfer	966	0	0	0	N/A
Fast Pass On Bart	8,656,990	9,437,653	10,937,653	1,500,000	16%
Legal	15,889,295	16,148,811	18,348,811	2,200,000	14%
MRD-operations Division (op)	2,405,120	0	0	0	N/A
Muni - Maintenance	336,505	0	0	0	N/A
Muni Capital Planning & External	1,438,046	1,726,845	3,191,226	1,464,381	85%
Muni Construction	309,952	3,821,924	4,232,653	410,729	11%
Muni Executive Office, Security, Safety	14,909,225	17,168,828	25,204,947	8,036,119	47%
Muni Finance & Administration	15,622,244	17,196,260	20,737,429	3,541,169	21%
Muni Human Resources	5,836,278	5,996,566	6,622,724	626,158	10%
Muni Maintenance	118,257,753	127,235,789	132,463,640	5,227,851	4%
Muni Service Operations & Schedules	27,687,705	26,524,501	27,567,179	1,042,678	4%
Muni Transportation	195,769,004	198,115,306	227,055,597	28,940,291	15%
Muni-wide Benefits	9,761,893	27,646,851	24,900,372	(2,746,479)	(10%)
Muni-wide Services	1,790,553	6,756,373	47,350,504	40,594,131	N/A
Neighborhood Services	7,535	0	0	0	N/A
Operations & Infrastructure	12,395	0	0	0	N/A
Paratransit	18,630,933	20,073,976	20,073,976	0	N/A
Parking & Traffic Administration	4,963,116	5,483,846	5,555,917	72,071	1%
Parking & Traffic Enforcement	26,462,671	28,215,888	31,670,133	3,454,245	12%
Parking Citations	11,036,348	12,469,917	15,372,958	2,903,041	23%
Parking Garages, Lots & Meters	22,571,309	22,059,161	24,578,044	2,518,883	11%
Residential Permit Parking	752,899	1,337,400	1,499,861	162,461	12%
Traffic Engineering & Operations	14,984,943	14,538,649	15,759,721	1,221,072	8%
Workers Compensation	23,360,246	26,945,300	23,188,300	(3,757,000)	(14%)
Departmental Transfer Adjustment	(18,387,000)	(9,212,678)	(14,220,835)	(5,008,157)	54%
<b>Uses By Program Recap Total</b>	<b>529,530,734</b>	<b>586,024,236</b>	<b>678,427,880</b>	<b>92,403,644</b>	<b>16%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Muni Executive Office, Security, Safety</b>				
Improve the safety of passengers, drivers, pedestrians, and others				
♦ Average rating of safety on Muni by residents of San Francisco (1=very poor, 5=very good)	3.28	3.35	n/a	3.50
♦ Number of Federal Transit Administration reportable accidents	2,437	2,315	2,398	2,278
<b>Muni Maintenance</b>				
Provide reliable service by maintaining no less than 98.5% vehicle availability by mode				
♦ Percentage of Motor Coaches available for service	99.1%	98.5%	98.5%	98.5%
♦ Percentage of Trolley Coaches available for service	98.0%	98.5%	99.0%	98.5%
♦ Percentage of Light Rail vehicles available	98.0%	98.5%	98.5%	98.5%
♦ Percentage of PCC Rail vehicles available	97.5%	98.5%	98.0%	98.5%
♦ Percentage of Cable Cars available for service	100.0%	98.5%	100.0%	98.5%
<b>Muni Transportation</b>				
Provide reliable and timely transit service				
♦ Average rating of Muni's timeliness and reliability by residents of San Francisco (1=very poor, 5=very good)	3.09	3.20	n/a	3.50
♦ 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.	70.7%	85.0%	71.0%	85.0%
<b>Parking &amp; Traffic Enforcement</b>				
To ease traffic congestion and promote parking turnover throughout the City by enforcing regulations				
♦ Percentage of abandoned vehicles marked for removal within two business days from time complaint is received	93%	100%	98%	100%





# POLICE

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## ***Mission***

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

## ***Services***

The Police Department provides services in the following areas:

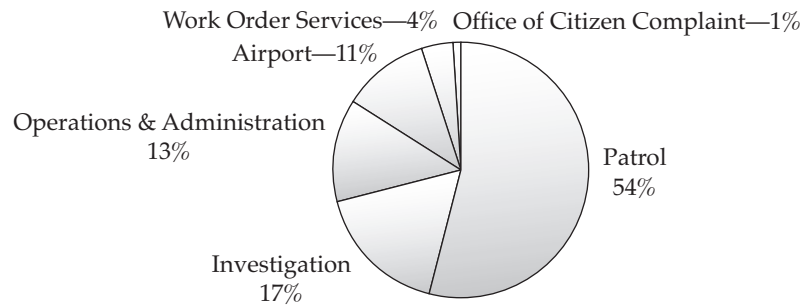
- ◆ **The Patrol Division**, within the Field Operations Bureau, operates the 10 district police stations and provides both plainclothes and uniformed patrol of San Francisco neighborhoods.
- ◆ **The Special Operations Division**, of the Field Operations Bureau, is comprised of specialized units. These units respond to emergency and non-emergency calls for service and provide specialized support to other Department units. These units include the Traffic Company, the Crime Prevention Company, the Fugitive Recovery Enforcement Team and the Robbery Apprehension Team.
- ◆ **The Investigations Bureau** supports investigative efforts related to personal crimes, property crimes, narcotic and vice crimes, forensic services and family service areas.
- ◆ **The Office of the Chief of Police and the Administration Bureau** provide operational and administrative support to the Police Department, including management, training, records and property management, as well as vehicle fleet management.
- ◆ **The Office of Citizen Complaints (OCC)** is mandated by the City charter to "...fully, fairly and impartially investigate" all civilian complaints of 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.
- ◆ **The Airport Bureau** serves San Francisco International Airport by providing for the safety and security of 34 million passengers annually; 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 Transportation Security Administration directives, including providing 14 bomb detection dogs that are tested and certified annually by the Federal Aviation Administration.

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

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$310,799,491	\$342,107,679	\$368,373,190	\$26,265,511	8%
Total FTE	2,616.39	2,664.51	2,762.37	97.86	4%

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### 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. The Mayor's 2006–2007 budget contains funding to hire civilians in those positions and return officers to work in patrol, investigations and community policing.
- ◆ In order to address the current shortage of sworn personnel and the projected impact of future retirements, the 2006–2007 budget includes funding to hire 250 new police officers. This funding is part of a multi-year strategic plan to address projected staffing shortfalls in the sworn and non-sworn ranks. Preliminarily, it is the Mayor's goal to add 600 to 700 officers over the next three years.

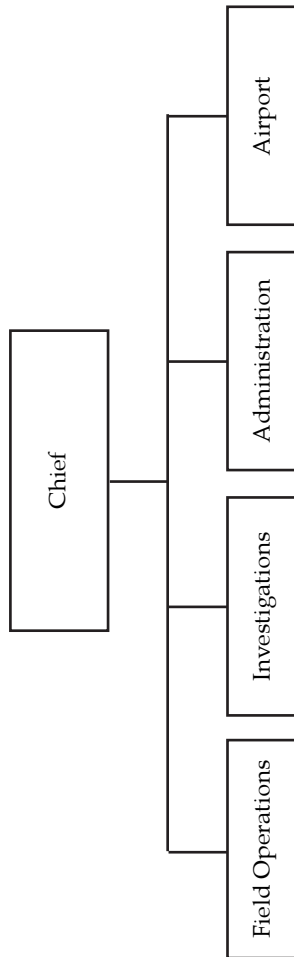
### Accountability and Professional Standards

- ◆ The Police Department must remain accountable to its mission and policies. Effective monitoring of performance is critical. The 2006–2007 budget includes funding to significantly improve the department's ability to manage this key organizational component. This funding will provide for the development, implementation and staffing of an automated early intervention monitoring system. This will improve the collection and tracking of key performance measurement data, automatically "red flag" pattern deficiencies and improve the ability of supervisors to access this information and take appropriate steps to address problematic behavior in a timely manner.

### New Technology for Solving Crimes

- ◆ In 2006–2007, the department will fully implement its new records management system (RMS). RMS and the Sheriff's Department Jail Management System (JMS) represent the final two components of the City's JUSTIS system, which will connect all of San Francisco's criminal justice agencies.
- ◆ The 2006–2007 budget includes \$500,000 for an independent evaluation of the department's antiquated automated technology systems and implementation of its recommendations. The goal of this evaluation will be to develop a strategic plan to improve technological support in the department. This strategic plan will include the procurement of appropriate hardware and software as well as recommendations regarding the staffing and management of an effective information technology program.

# POLICE



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	2,621.39	2,668.03	2,763.37	95.34	4%
Non-operating Positions (cap/other)	(5.00)	(3.52)	(1.00)	2.52	(72%)
<b>Net Operating Positions</b>	<b>2,616.39</b>	<b>2,664.51</b>	<b>2,762.37</b>	<b>97.86</b>	<b>4%</b>
<b>SOURCES</b>					
Licenses & Fines	1,760,689	1,893,980	1,603,980	(290,000)	(15%)
Use Of Money Or Property	80,405	67,200	67,200	0	N/A
Intergovernmental Revenue - Federal	2,028,012	13,160,843	8,384,138	(4,776,705)	(36%)
Intergovernmental Revenue - State	34,180,930	36,543,404	38,279,518	1,736,114	5%
Charges For Services	4,938,591	4,824,519	4,376,300	(448,219)	(9%)
Other Revenues	0	0	251,000	251,000	N/A
Expenditure Recovery	11,420,923	11,369,045	11,559,627	190,582	2%
Fund Balance	400,196	272,130	5,626,091	5,353,961	N/A
Departmental Transfer Adjustment	27,259,133	34,422,272	35,479,159	1,056,887	3%
General Fund Support	228,730,612	239,554,286	262,746,177	23,191,891	10%
<b>Sources Total</b>	<b>310,799,491</b>	<b>342,107,679</b>	<b>368,373,190</b>	<b>26,265,511</b>	<b>8%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	242,254,227	253,524,284	271,687,167	18,162,883	7%
Fringe Benefits	33,736,972	45,306,287	50,082,845	4,776,558	11%
Overhead	3,246	104,859	48,312	(56,547)	(54%)
Professional & Contractual Services	8,300,126	9,854,212	9,840,315	(13,897)	N/A
Materials & Supplies	3,139,957	5,201,097	6,142,103	941,006	18%
Equipment	1,981,907	5,356,259	6,362,982	1,006,723	19%
Services Of Other Departments	21,383,056	22,170,699	23,768,793	1,598,094	7%
<b>Uses-operating Expenditure Total</b>	<b>310,799,491</b>	<b>341,517,697</b>	<b>367,932,517</b>	<b>26,414,820</b>	<b>8%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	389,982	100,000	(289,982)	(74%)
Capital Projects	0	200,000	340,673	140,673	70%
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>589,982</b>	<b>440,673</b>	<b>(149,309)</b>	<b>(25%)</b>
<b>USES BY PROGRAM RECAP</b>					
Airport Police	27,836,079	34,422,272	35,479,159	1,056,887	3%
Investigations	56,054,799	56,626,054	58,453,762	1,827,708	3%
Office Of Citizen Complaints	2,842,224	3,326,329	3,563,624	237,295	7%
Operations & Administration	43,346,703	51,429,207	60,221,217	8,792,010	17%
Patrol	170,199,682	185,535,314	198,712,463	13,177,149	7%
Police Homeland Security - Fy2005	10,418	407,458	391,338	(16,120)	(4%)

## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Senior Escort Service	5,326	0	0	0	N/ A
Work Order Services	10,504,260	10,361,045	11,551,627	1,190,582	11 %
<b>Uses By Program Recap Total</b>	<b>310,799,491</b>	<b>342,107,679</b>	<b>368,373,190</b>	<b>26,265,511</b>	<b>8%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Investigations</b>				
<b>Efficiently and effectively investigate crime</b>				
◆ Percentage of UCR Part I violent offenses cleared	70%	28%	40%	45%
◆ Percentage of homicides cleared	61%	76%	33%	40%
◆ Percentage of UCR Part I property offenses cleared	9%	14%	8%	10%
<b>Patrol</b>				
<b>Arrest perpetrators of crimes</b>				
◆ Arrests for Part I violent crimes as a percentage of the number of Part I violent offenses reported	52%	54%	59%	63%
◆ Arrests for Part I property crimes as a percentage of the number of Part I property offenses reported	9%	7%	10%	10%
<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	83%	83%	n/a	85%
◆ Percentage of San Franciscans who report feeling safe or very safe walking alone in their neighborhoods during the night	50%	50%	n/a	60%
<b>Reduce crime</b>				
◆ Number of UCR Part I violent offenses reported per 1,000 population	8.1	7.8	8.6	8.1
◆ Number of criminal homicides	74	60	90	84
◆ Number of UCR Part I property offenses reported per 1,000 population	44.5	45.3	44.6	45.2
<b>Respond timely to calls for emergency assistance</b>				
◆ Median time from dispatch of Priority A call to arrival on scene, in seconds	187	450	190	190
<b>Special Operations</b>				
<b>Reduce traffic accidents and ensure pedestrian safety</b>				
◆ Percentage of San Franciscans who report feeling safe or very safe crossing the street	50%	50%	n/a	60%

## Performance Measures

	2004-2005 <u>Actual</u>	2005-2006 <u>Target</u>	2005-2006 <u>Projected</u>	2006-2007 <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	95.0%	99.7%	97.0%	99.0%
♦ Number of complaints closed during the year per FTE Investigator	51	66	58	84
<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	95%	95%	60%	90%





# PORT

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## ***Mission***

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

## ***Services***

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

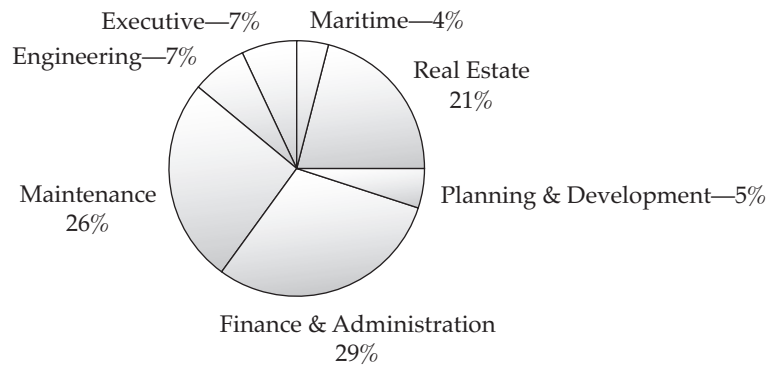
- ◆ **Engineering and Environmental** provides project and construction management, engineering design, facility inspection, contracting, code compliance review and permit services for all of the Port's facilities.
- ◆ **Maritime** manages and markets cruise and cargo shipping, ship repair, commercial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

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

## **Budget Data Summary**

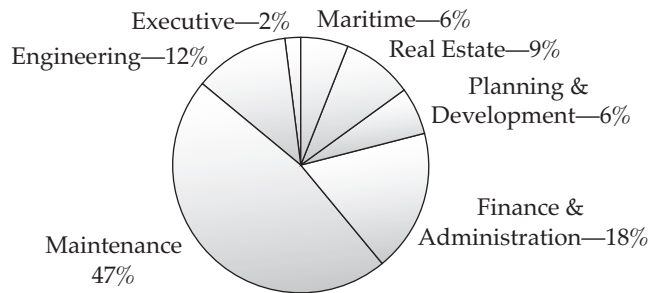
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$54,766,696	\$66,136,007	\$63,676,625	(\$2,459,382)	(4%)
Total FTE	214.52	214.46	215.40	0.94	0%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Homeland Security

- ◆ In 2006–2007, the Port will continue to develop its homeland security infrastructure utilizing an all-hazard planning methodology. The Port’s 2006–2007 budget includes funds to draft a new Port Security Plan as well as consolidate private security contracts under the Port’s Director of Homeland Security. The Port will continue to actively pursue federal and state Homeland Security funding in order to improve physical security throughout Port property. Port staff continues to work with national and regional organizations, such as the American Association of Port Authorities, to enhance Port security nationwide. Finally, the Port is developing closer working relationships with local, state and federal law enforcement agencies.

### Environmental

- ◆ To better integrate environmental and regulatory considerations into day-to-day planning and operations, the Port has moved the responsibility for environmental compliance out of a stand-alone division and integrated staff into remaining divisions. In addition, the Port’s 2006–2007 budget includes \$1.8 million to fund pollution prevention, environmental education, investigation and clean-up.

### **Parking Meters**

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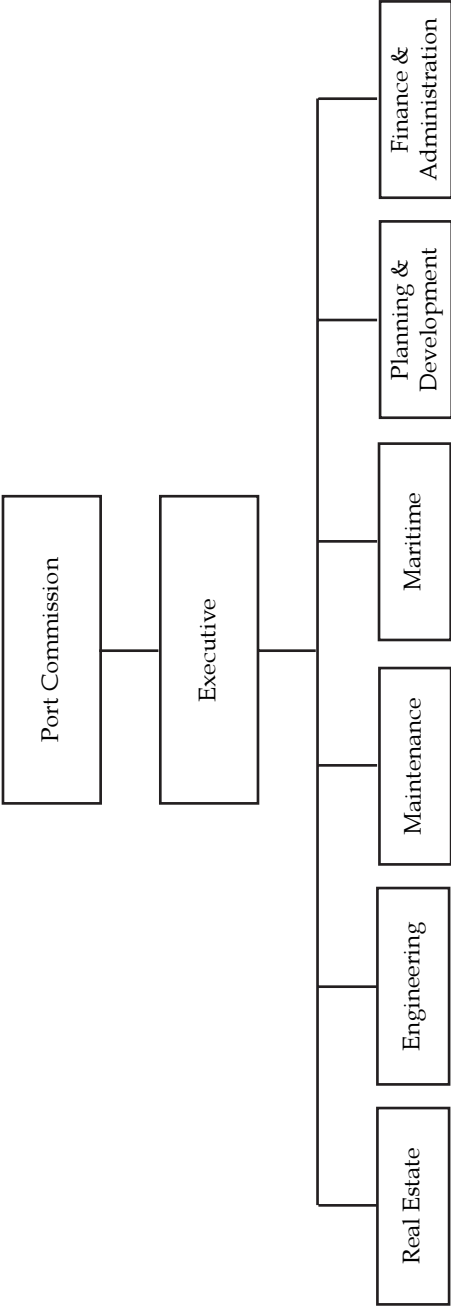
- ◆ The Port is evaluating whether it can change its parking meter rates and hours to maximize parking revenues and improve parking management along the waterfront by: studying the actual utilization of on-street parking, surveying nearby parking facility rates, and exploring new parking meter technology that accepts credit cards. The Port plans to complete this study by July 2006 and recommend meter rates, hours, and meter technology that, if accepted, would be implemented in 2006–2007.

### **Improving Facilities Management**

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- ◆ The Port recently completed a 10-Year Capital Plan that identifies approximately \$1.2 billion in repair, replacement and seismic upgrade work required on its piers, buildings and road and utility infrastructure. The 10-Year Capital Plan identifies \$415.6 million of potential funding from various sources including the Port's operating budget, Port revenue bonds, development projects and other infrastructure financing instruments. Potential sources have not been identified for the remaining \$809.7 million. The Port will continue to work with city policy makers, regulators, tenants and the general public to identify solutions to meet this need.
- ◆ The Port's budget includes approximately \$11.3 million in capital and facility maintenance projects including \$3.4 million attributed to maintenance dredging. The Port's 10-Year Capital Plan assumes that the Port will be able to continue to provide this level of funding for capital projects in its annual budget.

PORT



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	222.52	222.46	224.15	1.69	1%
Non-operating Positions (cap/other)	(8.00)	(8.00)	(8.75)	(0.75)	9%
<b>Net Operating Positions</b>	<b>214.52</b>	<b>214.46</b>	<b>215.40</b>	<b>0.94</b>	<b>N/A</b>
<b>SOURCES</b>					
Licenses & Fines	1,476,753	1,200,000	1,200,000	0	N/A
Use Of Money Or Property	37,888,924	42,299,000	44,114,000	1,815,000	4%
Intergovernmental Revenue - Federal	0	16,900	0	(16,900)	N/A
Intergovernmental Revenue - State	350,145	0	0	0	N/A
Charges For Services	5,905,539	11,071,500	11,219,000	147,500	1%
Other Revenues	1,126,885	1,014,300	1,394,550	380,250	37%
Expenditure Recovery	129,624	104,325	104,325	0	N/A
Fund Balance	9,582,261	12,741,439	7,941,735	(4,799,704)	(38%)
Departmental Transfer Adjustment	(1,693,435)	(2,311,457)	(2,296,985)	14,472	(1%)
<b>Sources Total</b>	<b>54,766,696</b>	<b>66,136,007</b>	<b>63,676,625</b>	<b>(2,459,382)</b>	<b>(4%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	16,466,275	17,455,817	17,964,836	509,019	3%
Fringe Benefits	4,707,989	5,806,514	7,181,497	1,374,983	24%
Overhead	(213,665)	1,013,318	1,278,241	264,923	26%
Professional & Contractual Services	17,562,609	7,638,625	9,127,907	1,489,282	19%
Aid Assistance / Grants	40,235	0	0	0	N/A
Materials & Supplies	1,657,800	1,445,541	1,465,703	20,162	1%
Equipment	432,777	276,500	354,000	77,500	28%
Debt Service	5,130,130	4,709,545	4,705,170	(4,375)	N/A
Services Of Other Departments	8,595,873	10,245,558	9,924,884	(320,674)	(3%)
Transfers Out	386,673	388,087	388,087	0	N/A
<b>Uses-operating Expenditure Total</b>	<b>54,766,696</b>	<b>48,979,505</b>	<b>52,390,325</b>	<b>3,410,820</b>	<b>7%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	1,671,300	2,167,800	496,500	30%
Capital Projects	0	15,485,202	9,118,500	(6,366,702)	(41%)
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>17,156,502</b>	<b>11,286,300</b>	<b>(5,870,202)</b>	<b>(34%)</b>
<b>USES BY PROGRAM RECAP</b>					
Admin / Finance	0	223,641	0	(223,641)	N/A
Administration	16,561,002	18,850,925	20,135,847	1,284,922	7%
Engineering & Environmental	0	4,112,452	3,552,446	(560,006)	(14%)
Maintenance	25,258,034	29,818,145	26,285,682	(3,532,463)	(12%)

## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Maritime Operations & Marketing	1,502,361	1,728,977	2,114,955	385,978	22%
Operations & Maintenance	0	123,276	0	(123,276)	N/ A
Planning & Development	1,588,031	2,002,479	2,382,689	380,210	19%
Real Estate & Asset Management	9,857,268	9,276,112	9,205,006	(71,106)	(1%)
<b>Uses By Program Recap Total</b>	<b>54,766,696</b>	<b>66,136,007</b>	<b>63,676,625</b>	<b>(2,459,382)</b>	<b>(4%)</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Administration</b>				
Maintain or improve the Port's access to the capital markets				
♦ The Port's debt service coverage ratio	3.63	3.00	4.25	3.30
<b>Maritime Operations &amp; Marketing</b>				
Increase cruise volume				
♦ Total Number of Cruise Ship Calls	81	88	98	84
Increase the volume of cargo shipping				
♦ Total cargo tonnage - Breakbulk	264,203	250,000	250,000	250,000
♦ Total cargo tonnage - Bulk	1,627,716	1,500,000	1,600,000	1,600,000
<b>Real Estate &amp; Asset Management</b>				
Achieve maximum revenue from leasing activities				
♦ Amount of revenue earned from commercial/industrial rent and parking, in millions	\$41.7	\$42.3	\$43.6	\$43.7





## PUBLIC DEFENDER

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### Mission

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

### Services

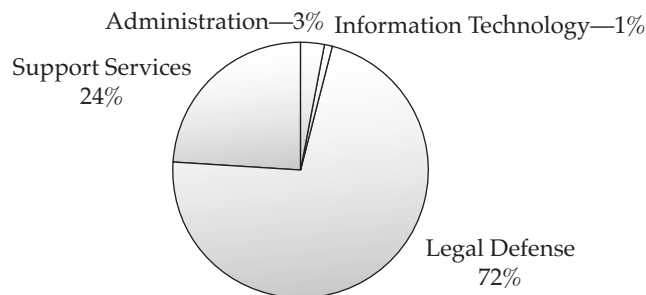
The Public Defender's Office provides constitutionally mandated representation to more than 20,000 adult indigent clients and 1,400 juvenile clients each year. The office advises clients of their legal rights and defends those rights throughout criminal, juvenile and mental health proceedings and conservatorships. In addition, the office provides representation in the City's drug court, domestic violence court and behavioral health court. It also offers expungement services, which clear individuals' criminal records or enables them to obtain rehabilitation certificates.

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

### Budget Data Summary

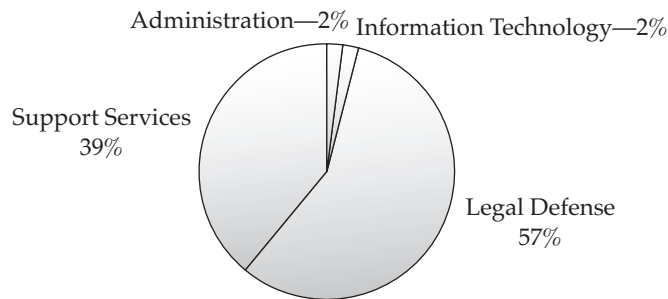
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$17,695,918	\$18,871,689	\$21,347,690	\$2,476,001	13%
Total FTE	133.59	142.67	145.73	3.06	2%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Maintaining Quality Representation

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- ◆ In response to the increase in violence and homicides across the City, the Public Defender's Office will establish a new Homicide Unit. The unit, comprised of two senior attorneys, a paralegal and an investigator will focus solely on homicide cases, and is expected to cut the average time from arraignment to trial by almost half.
- ◆ In 2006–2007, the Public Defender's Office will continue to address the challenges of its core mission. The Office continues to institute new efficiencies to improve the quality of legal representation. By setting workload standards, defenders have more time to investigate and prepare their cases while eliminating costly delays. Despite a reduction in grant funds, General Fund support will enable the Public Defender's Office to maintain staffing for Drug Court, an interdepartmental partnership that provides for the dismissal of criminal charges contingent upon successful completion of an intensive one-year treatment program.

### Continue to Reduce the Costs of the Indigent Defense Program

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- ◆ Cases are referred to the Indigent Defense Program when the Public Defender determines that a conflict of interest exists or there is insufficient staff. Private counsel is appointed from a "conflicts panel" administered by the Bar Association of San Francisco. The Public Defender's conflicts policy established in 2003–2004 was designed to limit Public Defender unavailability only to cases in which an actual conflict exists. The policy is set forth in the department's Manual of Policies and Procedures.

### The Expanded Role and Responsibility of the Juvenile Defender

---

- ◆ The Public Defender represents 1,400 youth each year in delinquency proceedings. In addition to providing legal representation, the Public Defender finds social services and out-of-home placements for many of these youth.
- ◆ Since the 2004 implementation of rule 1479 of the California Rules of Court, the responsibilities of attorneys representing children in delinquency court has drastically expanded. The juvenile defender is required to examine the interests of the client beyond the scope of the juvenile proceedings and inform the court if the client has any other interests that may need to be protected by the institution or other administrative or judicial proceedings.

- ◆ The Public Defender's mandate to represent the client in related collateral matters, such as dependency cases and placement, educational, or other administrative hearings, has significantly increased the work required of the department's juvenile staff.

### **Representation of Severely Mentally Disabled Adults**

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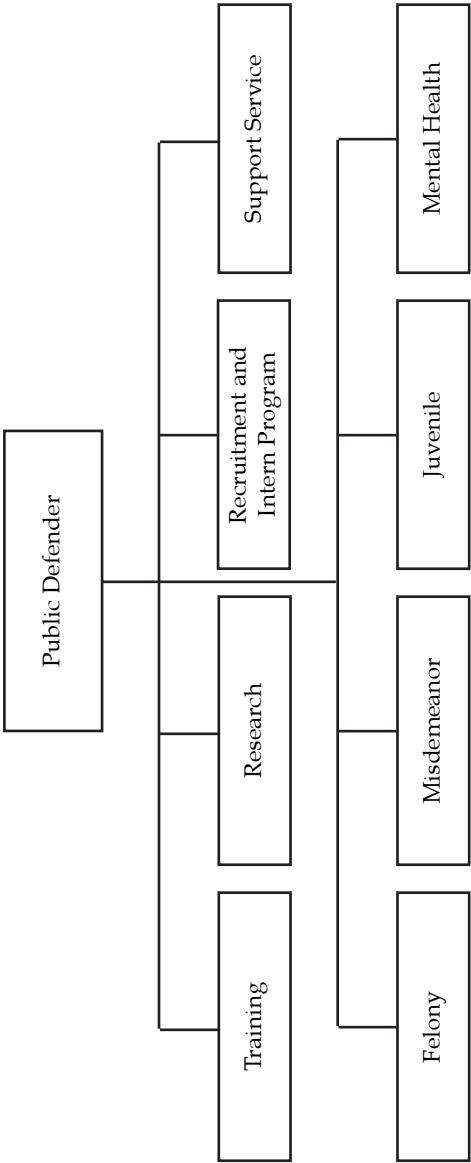
- ◆ Of the 20,000 indigent clients the Public Defender represents each year, approximately 2,200 suffer from severe mental disorders that have never been diagnosed or treated. These clients are often homeless and have never received services through traditional mental health systems. The Public Defender is in the unique position of bridging the criminal justice and mental health systems by linking the mentally ill client to needed treatment and services.
- ◆ In November 2004, Proposition 63, known as the Mental Health Services Act (MHSA), was passed. The MHSA provides funding for the expansion of mental health services, recognizing that inadequately treated mental illness may lead to involvement in the criminal justice system, often resulting in incarceration with devastating effects to the individual, to families and to the community. Given the Act's goal of reducing or eliminating such exposure for the mentally disabled adult, the Public Defender is uniquely situated to meet the challenges the MHSA presents.

### **Develop, Design and Launch an Information-Technology System**

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- ◆ The Public Defender's Office is in the process of developing an operating system to assist its attorneys in managing their cases. This system is specially designed to assist defenders and managing attorneys in tracking cases and performing casework. Repetitive, paper intensive tasks such as expert witness requests, motions and forms, are now completed through an automated, interactive system. The system also allows the Public Defender to record case statistics, produce regular reports on individual attorney workload and overall office workload, and record fluctuations in the types of cases assigned to the office.

PUBLIC DEFENDER



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	135.66	144.09	147.15	3.06	2%
Non-operating Positions (cap/ other)	(2.07)	(1.42)	(1.42)	0.00	N/ A
<b>Net Operating Positions</b>	<b>133.59</b>	<b>142.67</b>	<b>145.73</b>	<b>3.06</b>	<b>2%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	190,862	169,378	157,543	(11,835)	(7%)
Intergovernmental Revenue - State	0	0	190,000	190,000	N/ A
Charges For Services	105,792	75,000	0	(75,000)	N/ A
Other Revenues	90,713	60,000	66,466	6,466	11%
Expenditure Recovery	255,059	240,059	114,965	(125,094)	(52%)
General Fund Support	17,053,492	18,327,252	20,818,716	2,491,464	14%
<b>Sources Total</b>	<b>17,695,918</b>	<b>18,871,689</b>	<b>21,347,690</b>	<b>2,476,001</b>	<b>13%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	12,596,124	13,054,453	14,373,618	1,319,165	10%
Fringe Benefits	2,607,737	3,012,458	4,455,409	1,442,951	48%
Professional & Contractual Services	1,534,416	1,514,225	1,569,225	55,000	4%
Materials & Supplies	49,609	30,809	40,809	10,000	32%
Equipment	56,212	55,576	27,668	(27,908)	(50%)
Services Of Other Departments	851,820	828,091	880,961	52,870	6%
Budgetary Reserves	0	376,077	0	(376,077)	N/ A
<b>Uses-operating Expenditure Total</b>	<b>17,695,918</b>	<b>18,871,689</b>	<b>21,347,690</b>	<b>2,476,001</b>	<b>13%</b>
<b>USES BY PROGRAM RECAP</b>					
Criminal & Special Defense	17,355,715	18,642,311	21,123,681	2,481,370	13%
Grant Services	340,203	229,378	224,009	(5,369)	(2%)
<b>Uses By Program Recap Total</b>	<b>17,695,918</b>	<b>18,871,689</b>	<b>21,347,690</b>	<b>2,476,001</b>	<b>13%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</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>				
Represent defendants effectively				
◆ Number of felony matters handled	12,774	11,388	9,780	9,780
◆ Number of misdemeanor matters handled	12,459	11,710	8,946	8,946
◆ Number of mental health clients represented	3,684	3,906	3,748	3,748
◆ Number of juveniles represented	4,002	3,030	3,800	3,800
Provide alternatives to incarceration				
◆ Number of clients participating in drug court	1,118	1,250	1,020	1,020
◆ Number of Drug Court participants completing treatment and obtaining dismissal of their cases	136	180	200	200
Provide expungement services				
◆ Number of clients provided expungement services to clear their criminal records or to seek certificates of rehabilitation from the Governor under "Clean Slate"	5,315	4,978	5,925	5,925
◆ Number of motions filed on behalf of the clients under "Clean Slate"	779	706	1,020	1,020
◆ Number of clients seeking "Clean Slate" expungement program consultation via "drop-in" service	1,252	1,098	950	950
Provide training to staff				
◆ Number of training programs offered to staff	57	45	60	60

## PUBLIC HEALTH

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### Mission

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

### Services

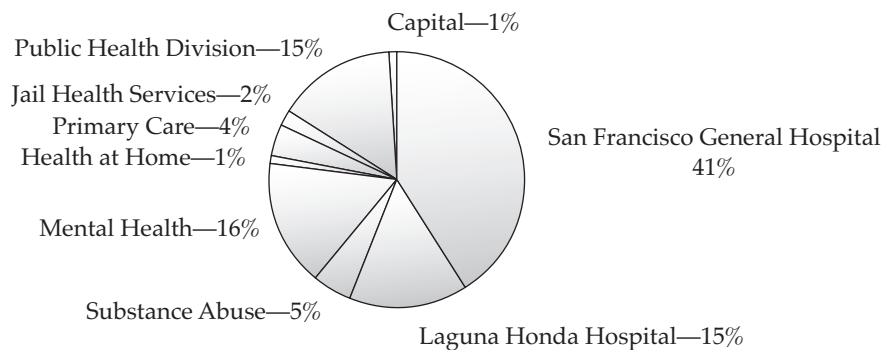
The Department of Public Health (DPH) provides healthcare at San Francisco General Hospital (SFGH), Laguna Honda Hospital (LHH), community health centers and the county's jails. The department also provides services for health promotion and prevention, maternal and child health care, HIV/AIDS programs, 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

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$1,039,397,403	\$1,115,982,121	\$1,217,326,041	\$101,343,920	9%
Total FTE	5,927.97	5,955.54	5,972.28	16.74	0%

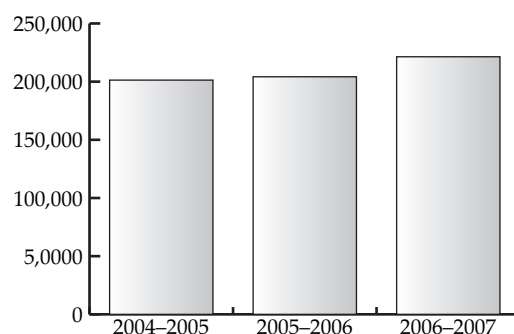
### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.



### Increase in Primary Care Medical Visits



Medical provider visits (e.g., doctor, nurse) will increase by 8.4% in 2006–2007 due to efficiencies and no-cost enhancements. This expansion will help the system provide enhanced access to primary care.

## Budget Issues and Details

### Creating a Compassionate and Common Sense Budget

- ◆ The Mayor's Proposed Budget does not reflect any service reductions at DPH.
- ◆ In 2005–2006, the department sought a supplemental appropriation for additional personnel costs at the hospitals due to sustained increases in patient population. In 2006–2007, the DPH budget includes an additional \$13.2 million, including \$3 million for increased placements at long-term care facilities, as an alternative to higher cost beds at SFGH, and an additional \$6.2 million for SFGH and LHH costs.
- ◆ In 2006–2007, DPH will continue to pursue new revenue opportunities in order to maintain critical safety-net services and minimize reliance on the General Fund. This is consistent with a strategic planning initiative to adopt a financial strategy that enhances revenue and reduces expenditures to ensure that the overall public health system operates cost-effectively.
- ◆ Approximately \$36.4 million in new and on-going revenues will be utilized in 2006–2007. This includes \$16.7 million at SFGH from Medi-Cal restructuring, growth and price increases. An additional \$16.0 million is budgeted at Laguna Honda Hospital as a result of state reimbursement rate increases.
- ◆ The Department of Public Health will equalize payment rates for residential substance abuse services, which range in cost and service; with no cut to overall investment in this service area.
- ◆ This year, the department will implement supplemental funding that will allow for efficiency reviews at 12 clinics. Eventually, all clinics will receive an efficiency review, which is estimated to further increase capacity by 30 percent.
- ◆ DPH will also add 17,000 visits by seeing patients more effectively at certain clinics and by adding additional staff that generate enough revenue to cover additional costs. This will expand clinic capacity by over 8 percent and will ready the clinic system for universal health access.
- ◆ The budget includes an \$11.4 million investment in the Health Kids and Young Adults program—a \$2.6 million increase to cover growing enrollment.

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**Housing—A Health Necessity**

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- ◆ DPH's Housing and Urban Health Division (HUH) secured over \$3 million in federal grants to house the chronically homeless in 2006–2007. Using these funds, HUH will continue to develop partnerships with non-profit housing providers to secure a number of units and support services space for chronically homeless people in newly constructed or rehabilitated buildings. Residents in almost 2,000 units of supportive housing throughout the City's network of master-leased buildings are currently receiving health services; almost 900 of those are Direct Access to Housing Units.
- ◆ The Plaza Hotel opened last November as part the Department's Direct Access to Housing program and is sponsored by the Public Initiatives Development Corporation. It provides 106 newly constructed studio apartments to homeless people, along with a comprehensive array of on-site behavioral and medical health services. In collaboration with Mercy Housing California and the North/South of Market Adult Day Health Center, the Department started housing 51 frail elders in a 139-unit senior building in Mission Bay. As a result of the recently awarded HUD grant for chronically homeless persons addicted to alcohol, another 62 persons will be housed in six different affordable housing sites and will receive appropriate wrap around substance abuse services.
- ◆ The DPH budget contains \$1.97 million in new funding for a new Medical Respite program that will create at least 60 new beds at two sites. Medical respite is defined as a safe place for ill homeless people struggling with medical, mental health, and/or substance abuse issues to stabilize and recuperate, prior to placement in an appropriate longer-term residential setting. The primary target population for this program would be medically complex homeless people who have been high-utilizers of emergency medical systems. The Medical Respite program will provide a critical bridge between acute care, such as the care provided at San Francisco General, and the expanding network of supportive housing.
- ◆ Department of Justice funding will enable HUH to expand its Direct Access to Housing Project to include immediate access to transitional supportive housing for homeless people exiting jail. The project will provide housing for 55 persons referred by the Sheriff, District Attorney and Jail Health Services.

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**Moving to an Integrated Approach to the Budget Process**

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- ◆ Following the recommendation of a recent consultant report by Health Management Associates, DPH created an Integration Steering Committee that includes senior administrative and clinical leadership from the Department's delivery system. This leadership group also functions as the Executive Budget Planning Committee for the department. The committee develops the budget and collaborates to identify and develop initiatives to fulfill the Health Department mission. Key initiatives include an integrated plan to coordinate placement of long-term patients in the most appropriate and cost effective settings; and an initiative to restructure our Primary Care delivery system to expand capacity, increase productivity and improve financial performance.

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**Investments to Maintain the Health Safety Net**

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- ◆ One of the greatest challenges facing the City is the rising cost of health care delivery services. DPH is working to maintain services by increasing revenues and identifying efficiencies. However, the City must preserve a basic level of General Fund support for indigents and others without insurance or the ability to pay.
- ◆ The 2006–2007 budget proposes a \$1.2 billion budget for Public Health, with \$294 million coming from the General Fund. This represents a General Fund increase of 7 percent over the current year. This level of funding addresses \$24 million in regulatory, inflationary and structural needs.

- ◆ As part of the 10-year Capital Plan, the City is investing over \$20.8 million in capital projects, facility maintenance and disabled access that will upgrade existing facilities and create a new medical respite center. The City will invest over \$13 million in 2006–2007 to fund design and environmental work for the proposed San Francisco General rebuild. This work is being undertaken in order to send to the voters a better informed, accurate, and more defined project that will run less risk of cost overruns due to unexpected costs and unpredicted inflation.

### **Addressing Regulatory Requirements and Inflationary Increases**

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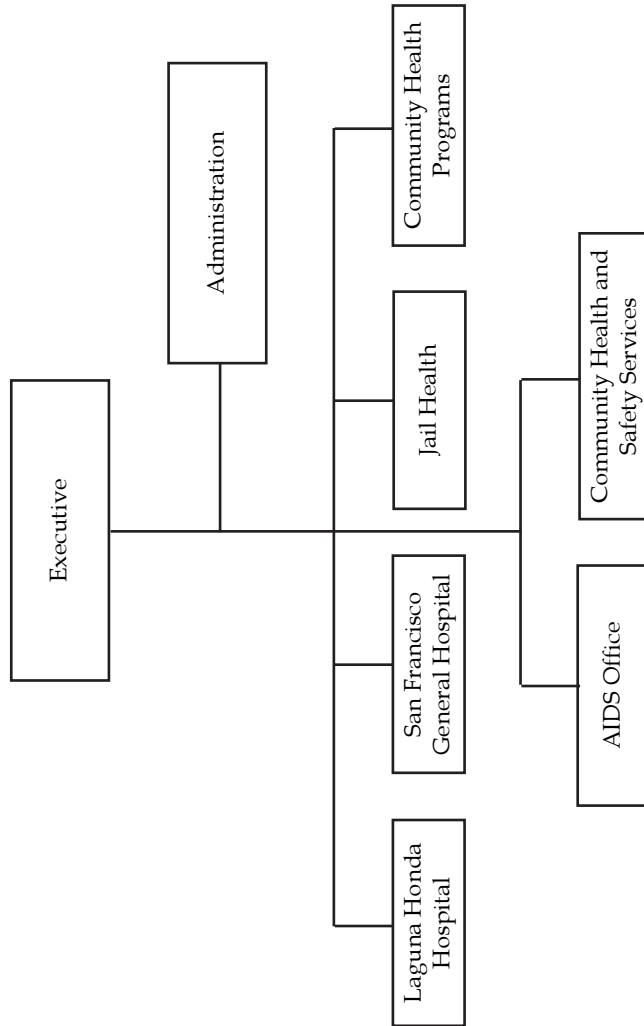
- ◆ The healthcare industry is among the most heavily regulated sectors of the economy. Federal and state agencies, and licensing agencies such as JCAHO, increasingly require our institutions and other public health services to incur additional costs. In 2006–2007, regulatory requirements will increase costs by \$2.1 million for increased levels of clinical staff to replace interns and residents whose hours are fixed; management oversight at the SFGH pharmacies; and the increased cost of monitoring and reporting on compliance.
- ◆ The budget for 2006–2007 includes \$9.2 million for inflationary increases in the cost of doing business. DPH anticipates significant increases in costs of pharmaceuticals, natural gas and rents and leases. Appreciating that community partners and the University of California will also incur increased costs due to inflation, the budget provides for a two percent cost of living adjustment, to address the increased cost of doing business.

### **Collaborating to Support Safe Communities and Families**

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- ◆ The DPH Crisis Response Team has been coordinating assistance to youth and families impacted by the escalation of gun violence or stabbings on a citywide basis when an incident occurs. The Police Department notifies the team when a wounding/homicide occurs. For a homicide, the team responds to the crime scene or San Francisco General Hospital to assist the family of the victim. This behavioral health team provides crisis/grief counseling, help in obtaining victim assistance services, coordination of funeral and support services, and case management services for family members or community members impacted by violence. Debriefing services are provided in schools for students traumatized by deaths of fellow students and shootings around their schools or neighborhoods. The team also works with community-based organizations and the faith community for community debriefings, healing events, and longer term services for individuals/families.
- ◆ A recent survey shows positive results from collaborative efforts between DPH's Community Behavioral Health Services and the San Francisco Police Department to offer intervention training for officers confronting persons with mental illness. The goal of this training is to educate officers about mental illness and provide them with new skills and tools to use when interacting with the mentally ill. The Police Crisis Intervention Training program helps police officers identify a person with a mental illness and communicate with them more effectively.

# PUBLIC HEALTH



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	5,947.62	5,978.53	5,985.19	6.66	N/ A
Non-operating Positions (cap/ other)	(19.65)	(22.99)	(12.91)	10.08	(44%)
<b>Net Operating Positions</b>	<b>5,927.97</b>	<b>5,955.54</b>	<b>5,972.28</b>	<b>16.74</b>	<b>N/A</b>
<b>SOURCES</b>					
Licenses & Fines	6,468,858	6,618,188	7,137,221	519,033	8%
Use Of Money Or Property	381,781	761,583	761,583	0	N/ A
Intergovernmental Revenue - Federal	75,448,953	76,034,968	75,313,524	(721,444)	(1%)
Intergovernmental Revenue - State	256,586,147	262,765,823	272,544,372	9,778,549	4%
Charges For Services	497,202,165	507,702,764	500,850,567	(6,852,197)	(1%)
Other Revenues	16,765,050	14,378,791	13,757,598	(621,193)	(4%)
Transfers In	278,117	700,000	700,000	0	N/ A
Expenditure Recovery	49,431,418	49,584,293	53,041,013	3,456,720	7%
Fund Balance	10,739,689	6,050,000	600,000	(5,450,000)	N/ A
Departmental Transfer Adjustment	(81,303,665)	(82,000,000)	(32,000,000)	50,000,000	(61%)
General Fund Support	207,398,890	273,385,711	324,620,163	51,234,452	19%
<b>Sources Total</b>	<b>1,039,397,403</b>	<b>1,115,982,121</b>	<b>1,217,326,041</b>	<b>101,343,920</b>	<b>9%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	433,033,951	442,454,138	475,969,111	33,514,973	8%
Fringe Benefits	117,306,978	140,869,109	165,741,161	24,872,052	18%
Overhead	2,276,345	1,539,244	1,981,756	442,512	29%
Professional & Contractual Services	438,715,097	472,540,316	445,006,791	(27,533,525)	(6%)
Aid Assistance / Grants	0	146,493	149,950	3,457	2%
Materials & Supplies	73,709,518	71,515,977	75,752,759	4,236,782	6%
Equipment	3,137,292	4,929,451	4,602,310	(327,141)	(7%)
Services Of Other Departments	47,168,307	49,817,729	52,111,825	2,294,096	5%
Transfers Out	(3,146,420)	0	0	0	N/ A
Budgetary Reserves	0	5,497,605	11,134,378	5,636,773	N/ A
Departmental Transfer Adjustment	(81,303,665)	(82,000,000)	(32,000,000)	50,000,000	(61%)
<b>Uses-operating Expenditure Total</b>	<b>1,030,897,403</b>	<b>1,107,310,062</b>	<b>1,200,450,041</b>	<b>93,139,979</b>	<b>8%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	2,500,000	2,515,000	1,350,000	(1,165,000)	(46%)
Capital Projects	6,000,000	6,157,059	15,526,000	9,368,941	N/ A
<b>Uses-project Expenditure Total</b>	<b>8,500,000</b>	<b>8,672,059</b>	<b>16,876,000</b>	<b>8,203,941</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	124,087,335	109,276,073	63,070,900	(46,205,173)	(42%)

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

	<b>2004-2005 Actual</b>	<b>2005-2006 Budget</b>	<b>2006-2007 Proposed</b>	<b>\$ Chg From 2005-2006</b>	<b>% Chg From 2005-2006</b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Children's Baseline	41,947,504	37,267,913	40,109,043	2,841,130	8%
Disease Control	19,738,483	22,715,455	22,917,484	202,029	1%
Emergency Medical Services Agency	1,867,033	1,782,838	1,797,026	14,188	1%
Environmental Health Services	14,128,684	14,065,252	15,602,614	1,537,362	11%
Health At Home	6,886,193	7,375,560	10,022,462	2,646,902	36%
Health Promotion & Prevention	5,325,198	5,754,794	5,815,572	60,778	1%
HIV/AIDS	63,461,284	58,923,828	58,956,979	33,151	N/A
Housing & Urban Health	14,175,110	15,866,045	17,207,605	1,341,560	8%
Jail Health Services	21,681,507	22,712,642	24,063,272	1,350,630	6%
Laguna Honda - Long Term Care	151,433,548	160,770,721	178,151,782	17,381,061	11%
Laguna Honda Hosp - Acute Care	2,323,789	1,879,627	2,063,985	184,358	10%
Laguna Honda Hosp - Comm Support	1,333,455	1,192,471	1,321,168	128,697	11%
Maternal & Child Health	17,164,178	20,803,601	23,569,908	2,766,307	13%
Mental Health - Acute Care	2,260,734	4,394,297	4,394,297	0	N/A
Mental Health - Children's Program	11,741,763	23,879,707	25,243,470	1,363,763	6%
Mental Health - Community Care	105,100,250	119,348,187	132,113,987	12,765,800	11%
Mental Health - Long Term Care	17,314,034	15,703,944	18,863,985	3,160,041	20%
Occupational Safety & Health	1,331,621	1,524,955	1,667,799	142,844	9%
Primary Care - Ambu Care - Health Cn	35,799,216	37,020,455	42,701,817	5,681,362	15%
SFGH - Acute Care - Hospital	311,262,298	373,681,225	403,508,480	29,827,255	8%
SFGH - Acute Care - Jails	2,214,581	5,261,283	5,454,521	193,238	4%
SFGH - Acute Care - Psychiatry	31,736,508	26,311,916	30,183,657	3,871,741	15%
SFGH - Ambu Care - Hospital Clinics	15,023,175	9,394,115	16,095,220	6,701,105	71%
SFGH - Ambu Care - Methadone Clini	1,409,367	1,837,056	1,519,302	(317,754)	(17%)
SFGH - Ambu Care - Occupational He	3,061,427	2,887,861	2,713,861	(174,000)	(6%)
SFGH - Emergency - Psychiatric Servic	6,170,931	5,493,490	6,786,384	1,292,894	24%
SFGH - Emergency - Trauma	20,362,236	17,134,061	17,847,708	713,647	4%
SFGH - Long Term Care - Mental Heal	11,949,732	13,614,256	14,553,903	939,647	7%
Substance Abuse - Community Care	58,409,894	58,910,079	61,007,850	2,097,771	4%
Departmental Transfer Adjustment	(81,303,665)	(82,000,000)	(32,000,000)	50,000,000	(61%)
Grant Award Adjustment	0	1,198,414	0	(1,198,414)	N/A
<b>Uses By Program Recap Total</b>	<b>1,039,397,403</b>	<b>1,115,982,121</b>	<b>1,217,326,041</b>	<b>101,343,920</b>	<b>9%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Environmental Health Services</b>				
Protect and respond to the environmental health of San Francisco residents				
◆ Percentage of environmental health complaints abated	83%	75%	62%	70%
<b>Health Promotion &amp; Prevention</b>				
Decrease injury and disease among San Francisco residents				
◆ Number of immunizations provided to children	9,249	8,000	6,000	6,000
◆ Number of immunizations provided to adults	7,852	5,000	5,000	5,000
<b>HIV/AIDS</b>				
Strengthen primary and secondary prevention activities				
◆ Number of HIV testing sites using rapid testing technology	17	15	18	18
◆ Percent of HIV prevention funds spent on prevention for positives	n/a	n/a	n/a	30.0%
<b>Housing &amp; Urban Health</b>				
Increase attention to social and economic factors that affect health status				
◆ Number of unduplicated clients served by housing and housing-related programs	5,400	5,500	5,940	6,000
Increase the number of supportive housing units				
◆ Number of bed slots in housing programs	1,964	2,066	2,015	2,132
◆ Number of encounters at Housing & Urban Health clinical sites	5,672	6,000	6,000	7,200
<b>Jail Health Services</b>				
Provide continuity of care for recipients of DPH services				
◆ Number of jail health screenings	25,843	26,000	25,000	25,000
<b>Laguna Honda - Long Term Care</b>				
Improve health outcomes among San Francisco residents				
◆ Number of long-term patient days at LHH	374,840	385,075	385,000	385,000
◆ Percentage of new admissions to LHH who are Medi-Cal clients	70%	75%	75%	75%
◆ Percentage of new admissions to LHH who are homeless	7%	5%	13%	13%

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Maternal &amp; Child Health</b>				
Increase the number of breastfed infants in the Women, Infants and Children (WIC) program				
♦ Percentage of breastfed infants participating in the WIC program per month	49%	50%	50%	50%
<b>Mental Health - Community Care</b>				
Provide clinical services to target populations				
♦ Number of unique mental health clients in treatment	n/a	n/a	20,000	20,000
♦ Percentage of new mental clients who are homeless	n/a	n/a	18%	18%
<b>Primary Care - Ambu Care - Health Cntrs</b>				
Provide clinical services to target populations				
♦ Percentage of patients who are uninsured	52%	45%	48%	45%
♦ Percentage of patients who are homeless	9%	5%	6%	6%
<b>SFGH - Acute Care - Hospital</b>				
Decrease rate of ambulance diversions				
♦ Percentage of time on diversion	21%	10%	10%	10%
Provide clinical services to target populations				
♦ Number of hospital medical/surgical inpatient days at SFGH	74,538	79,935	77,086	78,000
♦ Uninsured acute inpatient days as a percentage of total acute inpatient days	37%	38%	32%	35%
♦ Homeless outpatient visits as a percentage of total visits	5%	7%	5%	5%
<b>Substance Abuse - Community Care</b>				
Provide substance abuse treatment services				
♦ Number of unique substance abuse clients in treatment	11,062	n/a	10,000	10,000
♦ Percentage of new substance abuse treatment clients who are homeless	36%	n/a	35%	35%





## PUBLIC LIBRARY

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### ***Mission***

*To provide free and equal access to information, knowledge, independent learning and the joys of reading for our diverse community.*

### ***Services***

The Public Library, through the main library, twenty-six branch libraries<sup>1</sup> and five bookmobiles, provides a full array of public library services and programs. In addition to providing reference services and access to the City's collection of books, materials, and electronic resources, the Library also offers special programming that includes:

- ◆ Children's reading programs and Kidsmobile;
- ◆ Project Read adult literacy program;
- ◆ Library on Wheels bookmobile for seniors;
- ◆ The Youth Guidance Center Library; and
- ◆ Numerous exhibits, lectures and author readings that are free to the public.

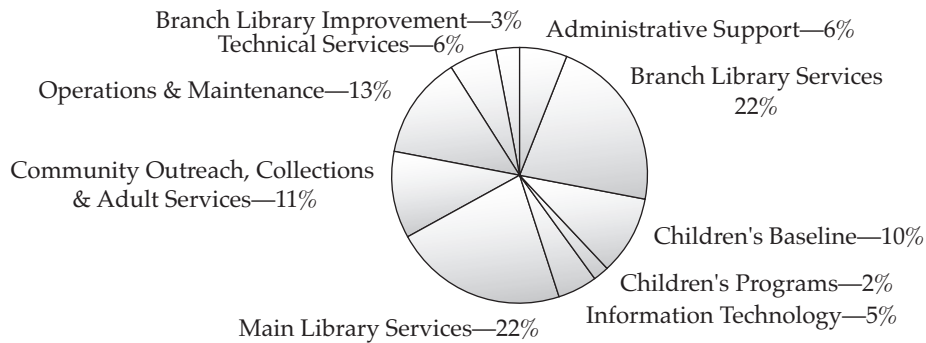
For more information, call (415) 557-4400.

### **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$56,564,983	\$62,218,717	\$74,075,041	\$11,856,324	19%
Total FTE	615.70	605.53	626.72	21.19	3%

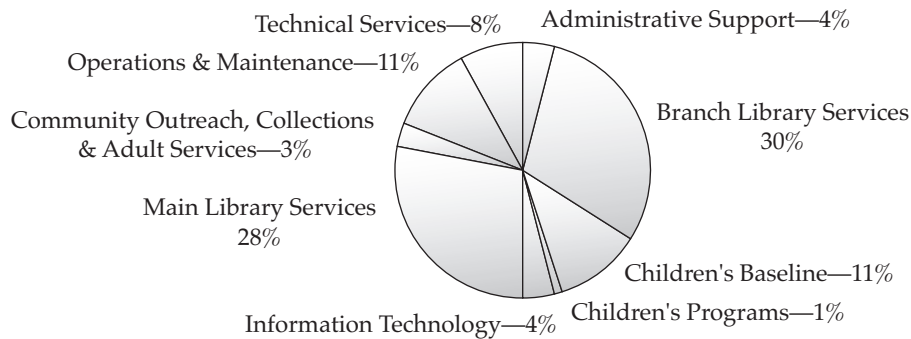
<sup>1</sup> The Mission Bay Branch Library will open in June 2006, becoming the 27th Branch Library.

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Improving Branch Library and Main Library Facilities

- ◆ In November 2000, San Francisco voters approved the \$105.9 million Branch Library Improvement Program (BLIP) Bond to renovate 19 branches, replace four leased facilities with city-owned branches and construct a new branch in Mission Bay. The 2006–2007 budget calls for the transfer of \$4 million from the Library's General Fund allocation to the BLIP to offset the rising construction costs associated with branch renovations. The Mission Bay and Glen Park branch libraries are scheduled to open in the summer of 2006, while the West Portal, Marina and Sunset branches will be reopened later in 2006–2007. The renovated Excelsior branch was reopened in July 2005. The Mission Bay library will be the first new branch library to open in 40 years.
- ◆ The renovation of the first floor of the Main Library, based on the Post Occupancy Evaluation Report of 1999–2000, will begin in 2006–2007. The Information Desk and Circulation Desk will be relocated to more visible spaces. In its place, the entire fiction section and all audio-visual material will move from the third floor to the first floor, allowing the public easier access to more popular reading and listening material. Another enhancement is increased self-service options such as self-return, self-check-out, self-registration and automated holds/reserve delivery.

- ◆ The maintenance budget for the library system is increased by \$600,000 as part of the strategy for implementing a long-term regular maintenance cycle for the Main Library branches. Maintenance needs have increased and a regular maintenance plan is crucial to keeping the library system's buildings in working order, particularly for upkeep of branch libraries and the main library, which is now 10-years old.
- ◆ Because the San Francisco Public Library prioritizes public safety and security in its facilities, the Library is investing in supervisory positions for security staff at the main and branch libraries, upgrading existing fire alarms, repairing and replacing air handling systems and upgrading the security system at the main library to utilize current safety technology. Security position upgrades will provide the Library's security unit with improved supervision in the form of a new Institutional Police Lieutenant who will be assisted by an Institutional Police Sergeant. Upgrades to the main library's security system will include full integration of the system with the Library's robust information technology program.

### **Enhancing Library Services**

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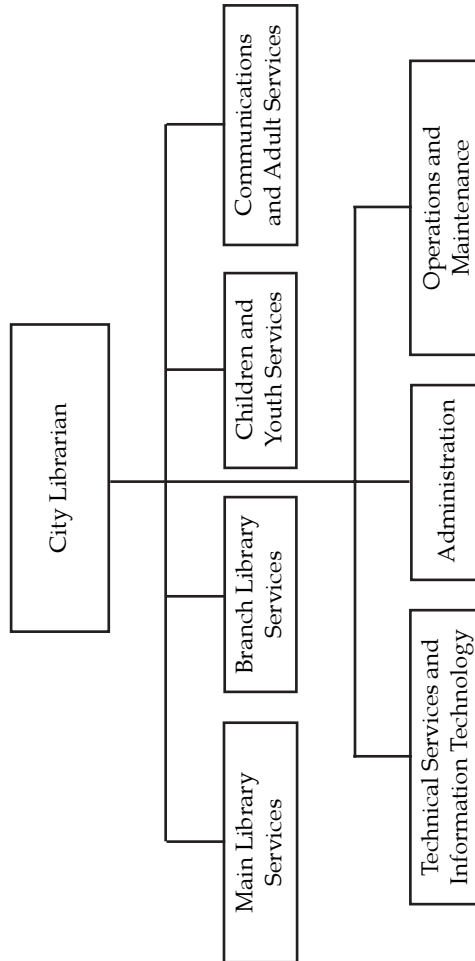
- ◆ The Library has created an Interim Services Plan to ensure that it continues to meet public service needs in those communities impacted by temporary closures during the branch renovation process. Part of the Interim Services Plan includes augmenting bookmobile staffing in order to continue to provide library services during closure periods. Enhancement of Library Services also includes \$1 million in additional funding for branch library opening day collections and new and renewed electronic databases and funding for early literacy and teen materials and international languages.

### **Upgrade Library Technology Systems**

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- ◆ The San Francisco Public Library will continue its technology refreshment program in 2006–2007, replacing servers as needed in order to meet public service needs. The Library plans to enhance its Integrated Library System to allow patrons to request inter-library loans on-line from a consortium of municipal libraries. The Library will also purchase wi-fi equipment and undergo network re-configuration to provide more reliable public wi-fi internet access. Based on the conclusion of the Library Self Service Taskforce's extensive study on replacing and adding self-check equipment throughout the system, the Library is preparing to purchase self-check equipment for the main library and up to six branches.

## PUBLIC LIBRARY



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	615.70	605.53	626.72	21.19	3%
<b>Net Operating Positions</b>	<b>615.70</b>	<b>605.53</b>	<b>626.72</b>	<b>21.19</b>	<b>3%</b>
<b>SOURCES</b>					
Local Taxes	25,834,600	25,403,000	29,174,000	3,771,000	15%
Use Of Money Or Property	558,100	521,576	408,243	(113,333)	(22%)
Intergovernmental Revenue - Federal	96,662	0	0	0	N/A
Intergovernmental Revenue - State	609,352	651,091	614,974	(36,117)	(6%)
Charges For Services	670,482	763,100	763,100	0	N/A
Other Revenues	100,511	42,993	61,332	18,339	43%
Transfers In	26,856,682	33,791,000	37,796,000	4,005,000	12%
Fund Balance	1,838,594	1,045,957	5,257,392	4,211,435	N/A
<b>Sources Total</b>	<b>56,564,983</b>	<b>62,218,717</b>	<b>74,075,041</b>	<b>11,856,324</b>	<b>19%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	33,509,070	34,847,892	37,323,334	2,475,442	7%
Fringe Benefits	8,516,141	10,818,958	13,721,385	2,902,427	27%
Overhead	5,558	4,864	4,947	83	2%
Professional & Contractual Services	2,066,308	2,188,146	3,224,497	1,036,351	47%
Aid Assistance / Grants	91,002	652,000	0	(652,000)	N/A
Materials & Supplies	7,458,123	7,406,680	8,910,258	1,503,578	20%
Equipment	798,416	473,439	726,145	252,706	53%
Services Of Other Departments	4,120,365	4,017,489	6,164,475	2,146,986	53%
Transfers Out	0	0	0	0	N/A
Budgetary Reserves	0	110,000	0	(110,000)	N/A
<b>Uses-operating Expenditure Total</b>	<b>56,564,983</b>	<b>60,519,468</b>	<b>70,075,041</b>	<b>9,555,573</b>	<b>16%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	349,249	0	(349,249)	N/A
Capital Projects	0	1,350,000	4,000,000	2,650,000	N/A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>1,699,249</b>	<b>4,000,000</b>	<b>2,300,751</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	2,634,887	3,855,846	5,464,035	1,608,189	42%
Adult Services	5,491,746	330,000	330,000	0	N/A
Branch Libraries	11,368,799	13,817,889	15,657,892	1,840,003	13%
Children's Baseline	5,932,710	6,315,680	6,805,651	489,971	8%
Children's Svcs - Children's Fund	915,414	1,099,851	1,109,720	9,869	1%
Communications, Collections & Adult	1,145,968	6,897,559	8,031,764	1,134,205	16%

## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b>2004-2005</b> <b><u>Actual</u></b>	<b>2005-2006</b> <b><u>Budget</u></b>	<b>2006-2007</b> <b><u>Proposed</u></b>	<b>\$ Chg From</b> <b><u>2005-2006</u></b>	<b>% Chg From</b> <b><u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Community Arts & Education	9,193	0	0	0	N/A
Information Technology	2,942,555	3,362,740	3,862,507	499,767	15%
Main Library	12,965,986	14,849,678	15,072,966	223,288	2%
Non Program	0	110,000	0	(110,000)	N/A
Operations & Maintenance	9,508,433	7,609,767	13,457,472	5,847,705	77%
Technical Services	3,649,292	3,969,707	4,283,034	313,327	8%
<b>Uses By Program Recap Total</b>	<b>56,564,983</b>	<b>62,218,717</b>	<b>74,075,041</b>	<b>11,856,324</b>	<b>19%</b>

## Performance Measures

	2004-2005 <u>Actual</u>	2005-2006 <u>Target</u>	2005-2006 <u>Projected</u>	2006-2007 <u>Target</u>
<b>Branch Libraries</b>				
<b>Ensure customer satisfaction with services and programs of the branch libraries</b>				
◆ Number of questions answered annually	1,227,233	1,100,000	1,088,630	1,002,562
◆ Percentage of library users who rate their satisfaction with library assistance and services as good or very good	96%	86%	86%	86%
<b>Meet citizens' needs in quantity, quality and availability of library collections</b>				
◆ Circulation of materials at branch libraries	5,177,925	4,000,000	5,307,280	5,270,000
<b>Provide convenient hours of operation at the branch libraries</b>				
◆ Average weekly hours of operation	1,092	986	1,060	1,020
◆ Number of persons entering branch facilities	4,426,846	4,200,000	3,376,848	3,300,555
<b>Children's Baseline</b>				
<b>Provide high quality programs for children and youth</b>				
◆ Number of programs provided	3,380	2,800	3,200	3,200
◆ Number of children and youth attending programs	112,759	95,000	100,000	100,000
<b>Communications, Collections &amp; Adult Serv</b>				
<b>Provide high quality collections and resources</b>				
◆ Percentage of San Franciscans who rate the quality of the library's collections as good or very good	66%	72%	n/a	74%
<b>Main Library</b>				
<b>Ensure customer satisfaction with services and programs of the main library</b>				
◆ Number of questions answered annually	988,268	1,000,000	967,960	950,000
◆ Percentage of library users who rate their satisfaction with library assistance and services as good or very good	93%	88%	86%	86%
<b>Meet citizens' needs in quantity, quality and availability of library collections</b>				
◆ Circulation of materials at main library	2,102,001	2,135,000	2,177,850	2,221,407
<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	2,114,404	2,175,000	2,025,928	2,000,000





## PUBLIC UTILITIES

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### ***Mission***

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*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***

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

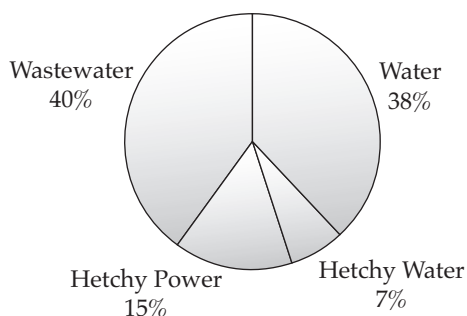
- ◆ **Water Enterprise** is responsible for collecting, treating and distributing 250 million gallons of water per day to 2.3 million customers in the Bay Area.
- ◆ **Wastewater Enterprise** is responsible for collecting, treating and disposing of sanitary waste and storm water runoff. This includes 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 Enterprise** 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**

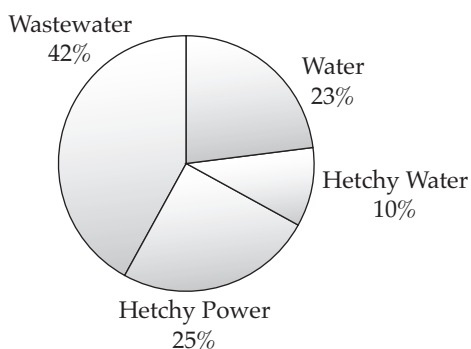
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$451,598,739	\$598,334,873	\$629,610,641	\$31,275,768	5%
Total FTE	1,513.39	1,573.61	1,628.71	55.10	4%

### PUC Operating Budget \$475.6 Million



Operating costs are increasing by 7% in 2006–2007, largely due to increasing salary and benefit costs.

### PUC Capital Budget \$133.9 Million



Capital project spending reflects two major bond-funded initiatives to upgrade water and sewer infrastructures.

## Budget Issues and Details

### Service Level Changes

- ◆ The 2006–2007 budget funds additional positions at the SFPUC to maintain and rebuild the City's aging utility infrastructure. This includes six positions in Water Enterprise; 23 positions in Wastewater Enterprise for the Interim Capital Improvement Program, as well as the Wastewater Master Plan and operations; and 11 positions in the Hetch Hetchy Enterprise.

### *Hetchy Power Enterprise*

#### Developing Alternative, Reliable Sources of Energy

- ◆ The 2002 Electricity Resource Plan, approved by the SFPUC and Board of Supervisors, along with the Mayor's 2005 Solar and Energy Efficiency Executive Directives established goals to maximize energy efficiency; develop renewable power; reduce greenhouse gas emissions; and assure reliable power in San Francisco. Projects funded by the 2006–2007 budget include photovoltaic endeavors to help meet ERP goals for renewables, which encompasses reducing greenhouse gas emissions; and energy-efficient design reviews on construction and rehabilitation of city-owned facilities.

- ◆ The San Francisco Electric Reliability Project is designed to meet criteria set by the state of California that will result in shutting down the Potrero Hill power plant. To this end, the project includes siting three of four 48-megawatt electricity-generating turbines 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. Permitting and licensing for both locations is underway. Pending Board of Supervisors' approval during the summer, final design and construction will begin in late 2006, with operation planned for the summer of 2008.
- ◆ Community Choice Aggregation (CCA) offers jurisdictions in California an option to purchase electric power on behalf of their residents and businesses. In May 2004, the Mayor and the Board of Supervisors passed an ordinance calling for the development of a CCA Implementation Plan (IP). \$1.8 million is included in the 2006–2007 budget for the development of the IP and work associated with production of a Request for Information (RFI) related to the IP. An additional \$3.2 million has been reserved within the budget for the development and issuance of a Request for Proposals (RFP) should results from the RFI dictate a subsequent RFP is appropriate. Pending approval of the IP, the SFPUC will lead the effort to obtain California Public Utilities Commission approval of the SFPUC's CCA status, and initiate outreach to electric customers. The CCA program, once established, will be self-funded and is expected to repay its start-up costs.

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### **Completing Electric Feasibility Studies**

- ◆ In 2006–2007, SFPUC will evaluate the feasibility of replacing all or a portion of the Pacific Gas & Electric Company (PG&E) meters currently used to serve municipal load customers, with meters that would be owned by the Power Enterprise. This evaluation includes a cost benefit analysis of purchasing and installing enterprise-owned meters; an evaluation of the contractual and regulatory factors; types of meters available; costs of equipment and software; and resources required to gather, validate and correct meter data and maintain equipment.
- ◆ The general condition of PG&E's electric distribution system within the boundaries of the City and County of San Francisco will be assessed in 2006–2007. This feasibility study is the first phase of evaluating the costs and benefits of either purchasing PG&E's distribution system or constructing a city-owned distribution system to serve all or some of San Francisco's electric load.
- ◆ In 2006–2007, the enterprise will undertake a comprehensive review of the regional Transmission System, currently covered by the PG&E Interconnection Agreement. If this study confirms the feasibility of a city-owned transmission system, building this system would enable the City and County of San Francisco to control power transmission from Hetch Hetchy and to better utilize clean energy and renewable power.

### ***Water Enterprise***

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#### **Implementing the Water System Improvement Program (WSIP)**

- ◆ Under the authority granted by Proposition A, which San Francisco voters passed in November 2002, the SFPUC issued over \$500 million in revenue bonds in early 2006 to fund the WSIP. This is the first of several bonds to fund the \$4.3 billion program, designed to seismically repair and upgrade the Hetch Hetchy system's aging pipelines, tunnels, reservoirs and dams across 36 local sites and 39 regional projects. Costs of the program are shared between San Francisco (one-third) and the City's regional customers (two-thirds). Work on the program is well underway with more than 85 percent of the WSIP projects initiated. Two projects are complete, and by December 2006 more than one-third of the remaining 37 projects will be in construction.

## ***Wastewater Enterprise***

### **Planning and Environmental Management Activities**

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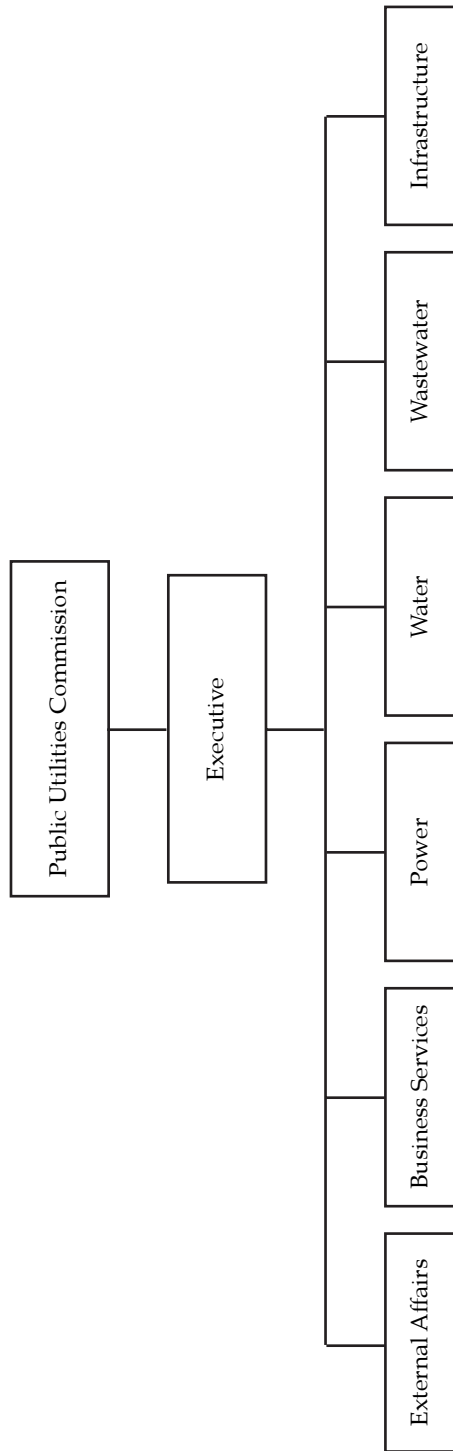
- ◆ In 2006–2007, the enterprise will develop a comprehensive biosolids disposal plan to address alternatives for disposal, levels of treatment, transportation, potential disposal sites, and to make recommendations for long-term management.
- ◆ The SFPUC will develop an integrated plan in 2006–2007 to better manage and reduce stormwater runoff into the City’s combined sewer system. Strategies include converting hardscapes to more porous surfaces within the City’s sub-watersheds; developing instructions, guidelines and design criteria to incorporate stormwater flows in capital and redevelopment projects; creating pollution prevention plans based on watershed-specific characteristics; and the possible use of stormwater as an additional water supply.

### **Expanding Wastewater Capital and Maintenance Projects**

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- ◆ Early planning is underway to rebuild the City’s wastewater infrastructure system. Over the next several years, a long-term strategy will be developed to identify specific goals, objectives and projects of the Master Plan.
- ◆ 2006–2007 marks the second year of a five-year \$150 million program to reduce the frequency and severity of flooding and to mitigate the environmental hazard of sewage overflow.
  - ❑ **Sewer Improvement Projects.** 17 projects are prioritized due to repeated flooding history and known areas of subsidence. Four of these projects are under construction with the remaining projects in the design or award phases.
  - ❑ **Aging Infrastructure/Odor Control Projects.** 18 projects are prioritized by odor nuisance at the Southeast Treatment Facility, as well as aging major electrical and mechanical equipment at various wastewater facilities.

# PUBLIC UTILITIES



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 Actual</b>	<b>2005-2006 Budget</b>	<b>2006-2007 Proposed</b>	<b>\$ Chg From 2005-2006</b>	<b>% Chg From 2005-2006</b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,987.37	2,042.61	2,138.71	96.10	5%
Non-operating Positions (cap/other)	(473.98)	(469.00)	(510.00)	(41.00)	9%
<b>Net Operating Positions</b>	<b>1,513.39</b>	<b>1,573.61</b>	<b>1,628.71</b>	<b>55.10</b>	<b>4%</b>
<b>SOURCES</b>					
Use Of Money Or Property	14,338,871	11,446,599	11,686,606	240,007	2%
Intergovernmental Revenue - Federal	0	191,100	0	(191,100)	N/A
Charges For Services	413,647,135	442,037,322	485,634,185	43,596,863	10%
Other Revenues	17,477,331	48,770,000	52,459,450	3,689,450	8%
Transfers In	0	0	0	0	N/A
Expenditure Recovery	137,961,212	174,209,743	197,071,013	22,861,270	13%
Fund Balance	19,937,385	74,870,158	52,252,270	(22,617,888)	(30%)
Departmental Transfer Adjustment	(151,902,724)	(153,386,109)	(169,689,978)	(16,303,869)	11%
General Fund Support	139,529	196,060	197,095	1,035	1%
<b>Sources Total</b>	<b>451,598,739</b>	<b>598,334,873</b>	<b>629,610,641</b>	<b>31,275,768</b>	<b>5%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	91,773,538	147,261,013	162,378,303	15,117,290	10%
Fringe Benefits	32,568,368	43,543,987	57,774,728	14,230,741	33%
Overhead	5,468,008	6,086,483	3,834,076	(2,252,407)	(37%)
Professional & Contractual Services	153,335,189	188,903,801	186,058,515	(2,845,286)	(2%)
Materials & Supplies	21,111,651	22,562,454	24,504,176	1,941,722	9%
Equipment	5,897,433	5,532,169	6,561,761	1,029,592	19%
Debt Service	68,931,987	75,796,035	108,811,443	33,015,408	44%
Services Of Other Departments	54,323,278	110,365,980	115,459,502	5,093,522	5%
Transfers Out	929,247	0	0	0	N/A
Budgetary Reserves	0	10,940,340	0	(10,940,340)	N/A
Departmental Transfer Adjustment	(151,902,724)	(153,386,109)	(169,689,978)	(16,303,869)	11%
<b>Uses-operating Expenditure Total</b>	<b>282,435,975</b>	<b>457,606,153</b>	<b>495,692,526</b>	<b>38,086,373</b>	<b>8%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	6,750,000	0	(6,750,000)	N/A
Capital Projects	169,162,764	133,978,720	133,918,115	(60,605)	N/A
<b>Uses-project Expenditure Total</b>	<b>169,162,764</b>	<b>140,728,720</b>	<b>133,918,115</b>	<b>(6,810,605)</b>	<b>(5%)</b>
<b>EXPENDITURE BY PROGRAM RECAP</b>					
Customer Services	8,173,149	9,646,949	10,251,859	604,910	6%
Engineering & Construction	18,540,206	40,701,628	52,333,475	11,631,847	29%
Finance	5,119,806	7,099,519	7,360,275	260,756	4%

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

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</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>2005-2006</u></b>	<b><u>2005-2006</u></b>
<b>EXPENDITURE BY PROGRAM RECAP (cont)</b>					
Hetch Hetchy Capital Projects	133,315	43,316,200	46,445,615	3,129,415	7%
Hetch Hetchy Project Operations	373,962	0	0	0	N/A
Human Resources	4,936,133	6,285,694	8,115,523	1,829,829	29%
Information Technology	13,278,548	14,316,127	16,205,157	1,889,030	13%
LHP Admin & Streetlight Maintenance	101,475	2,050,940	1,835,354	(215,586)	(11%)
Light, Heat & Power	65,910,832	70,210,064	77,865,548	7,655,484	11%
Maintenance	21,634	0	0	0	N/A
Natural Resources	5,442,669	6,614,414	7,897,328	1,282,914	19%
Neighborhood Services	9,254	0	0	0	N/A
Operations Administration	1,298,767	35,872,491	85,609,446	49,736,955	N/A
Power & Water Supply Operations	104,961,435	104,398,825	104,465,962	67,137	N/A
PUC General Management	9,433,909	13,526,481	13,702,353	175,872	1%
Real Estate	1,036,561	1,461,444	1,426,518	(34,926)	(2%)
Solar Power Program	0	12,500,000	145,000	(12,355,000)	N/A
Street Environmental Services	480	0	0	0	N/A
Streetlight Maintenance	1,917,598	0	0	0	N/A
System Planning / Regulatory Control	4,894,532	2,922,135	3,723,000	800,865	27%
Wastewater Operations	275,048,196	216,754,285	243,970,006	27,215,721	13%
Water (in-city) Distribution	19,310,313	74,848,596	32,818,987	(42,029,609)	(56%)
Water Capital Projects	836,596	32,453,720	32,800,000	346,280	1%
Water Facilities Maintenance Projects	0	3,000,000	0	(3,000,000)	N/A
Water General	27,108	0	0	0	N/A
Water Programmatic Projects	468,103	1,000,000	1,000,000	0	N/A
Water Quality	12,455,092	12,727,273	12,700,072	(27,201)	N/A
Water Resources	1,432,951	3,828,152	4,212,318	384,166	10%
Water Supply & Treatment	48,338,839	36,186,045	34,416,823	(1,769,222)	(5%)
Departmental Transfer Adjustment	(151,902,724)	(153,386,109)	(169,689,978)	(16,303,869)	11%
<b>Expenditures By Program Recap Total</b>	<b>451,598,739</b>	<b>598,334,873</b>	<b>629,610,641</b>	<b>31,275,768</b>	<b>5%</b>



## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Hetch Hetchy Project Operations</b>				
Develop and implement renewable energy projects				
♦ Increase in kilowatts per year of renewable capacity and energy (non-Hetch Hetchy generated)	0	200	255	200
Promote energy conservation				
♦ Increase in the total number of kilowatt hours reduced	n/a	100,000	100,000	350,000
Respond to streetlight and pole needs promptly				
♦ Percent of SFPUC streetlight malfunctions (as reported by customers) repaired within two business days	81%	85%	85%	100%
<b>Wastewater Operations</b>				
Collect wastewater in an efficient and effective fashion				
♦ Percent of sewer complaints responded to in person within 8 hours	99%	n/a	99%	98%
♦ Linear feet of main sewer inspected and flushed	688,736	n/a	500,000	528,000
♦ Number of dental office inspections performed (to control source of mercury discharge)	n/a	n/a	167	200
Maintain the wastewater system in a state of good repair				
♦ Percent maintenance work done that is scheduled (rather than unscheduled)	69%	n/a	70%	85%
<b>Water General</b>				
Generate power to help meet the needs of the City and County of San Francisco				
♦ Power generated to meet San Francisco's needs, in gigawatt hours (annual target set assuming average annual hydrology)	1,750	n/a	1,800	1,600
Maintain and improve customer service				
♦ Unplanned disruptions of less than 4 hours in San Francisco (per 1,000 customer accounts)	n/a	n/a	n/a	1.10
Maintain infrastructure to keep water system in a state of good repair and operation				
♦ Percent of wholesale water meters calibrated	100%	n/a	n/a	50%
♦ Miles of new water main replaced in San Francisco	4.5	n/a	6.0	10.0

## RECREATION AND PARK

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### ***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; Monster Park; six municipal golf courses; and other recreational facilities and urban forestry areas.

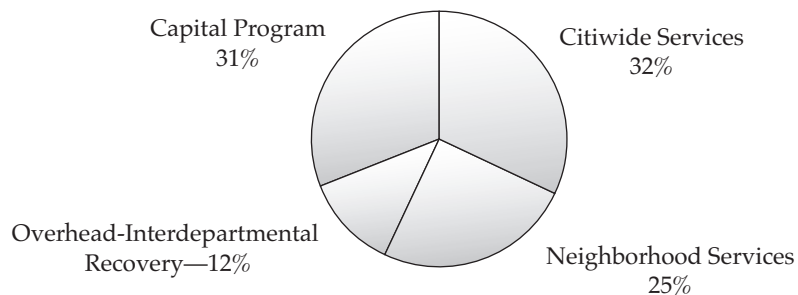
- ◆ **Citywide Services** provides a wide range of programs for San Franciscans, including aquatics, golf, arts and museums, Camp Mather, day camps and turf maintenance.
- ◆ **Golden Gate Park** manages park maintenance, the Japanese Tea Garden, Kezar Stadium and the Conservatory of Flowers.
- ◆ **Neighborhood 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**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$99,060,393	\$116,630,020	\$148,691,523	\$32,061,503	27%
Total FTE	953.53	916.01	917.15	1.14	0%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## Budget Issues and Details

### Completing Phase I of the Department's Capital Program

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- ◆ In 2006–2007 the department will issue \$25 million in Open Space Fund revenue bonds, the second series of bonds to be issued against the fund. In combination with \$10.4 million in General Fund capital appropriated in 2005–2006, the revenue bonds will provide the funding necessary to finish all capital projects currently on hold, completing Phase I of the Department's capital program. Projects receiving new funding include Hamilton playground, recreation center and swimming pool; Buena Vista Park landscape improvements; the Sunnyside Conservatory; Lincoln Park playground; Potrero Hill playground; and St. Mary's playground, among others. In total, nearly \$65 million will be available for Recreation and Park capital projects in 2006–2007.

### Preserving Core Services

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- ◆ In 2006–2007 the Recreation and Park Department will preserve core recreation and park maintenance services through a combination of enhanced revenue, including fee increases, and budgetary efficiencies. Adequate resources are provided to ensure that service delivery remains at current levels and the department will continue to replace staff as they retire or leave over the course of the fiscal year.

### Improving Playgrounds and Playing Fields

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- ◆ As a result of an innovative partnership with private philanthropy, the department will receive a \$4 million gift of new artificial turf playing fields in 2006–2007. Artificial turf fields will ensure better playing conditions for park users, as well as reduce the department's maintenance burden. In return, the department will provide \$2 million in design services and ongoing maintenance for facilities surrounding the fields. Additionally, the Mayor's Budget allocates \$1.2 million for renovations at various city playgrounds.

### Increasing Revenues at Harding Golf Course

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- ◆ With its renovation complete, Harding Golf Course has successfully attracted the higher levels of play initially projected in 2000. However, revenues from all the City's courses have not been sufficient to cover rising costs of labor, the department's overhead, or required loan repayments to the Open Space Fund. These costs, taken together, have created a \$2.2 million deficit in 2006–2007. To address this deficit, the department proposes increasing fees at Harding Golf Course and reducing the resident / non resident player mix to 50 / 50. These two solutions will generate \$800,000 annually; in 2006–2007, the remaining

\$1.4 million deficit will be balanced with general fund support. Given the courses' persistent fiscal losses, the Mayor has directed the department to develop a strategy to make the City's golf courses self-sufficient in 2007–2008.

### **Striving to Meet the Park Maintenance Standards**

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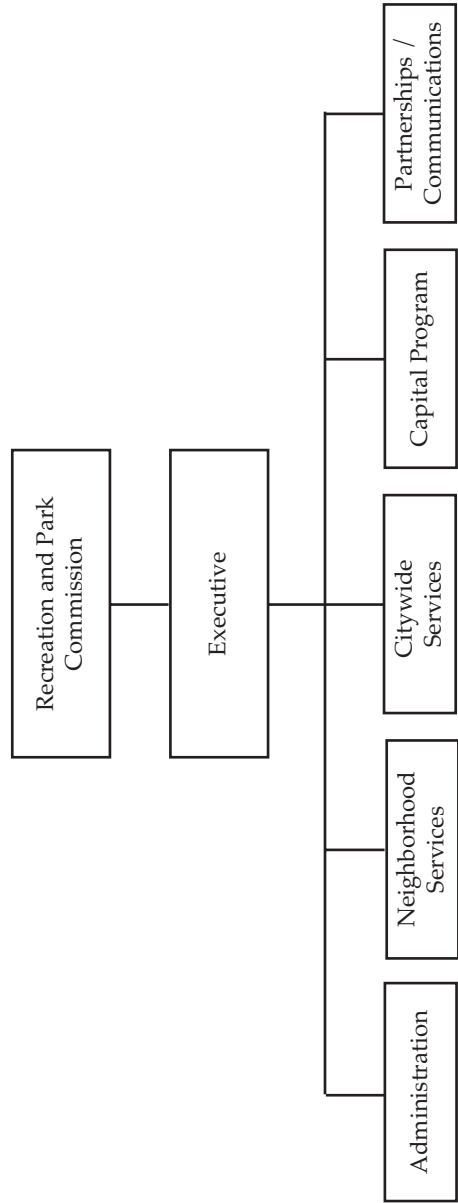
- ◆ Proposition C, passed by San Francisco voters in 2003, requires the Controller's office to monitor the condition of neighborhood parks and recreation facilities. Over the past year the Controller's staff has worked with the Recreation and Park Department to develop a survey tool to measure facility conditions. To date, Recreation and Park has trained 50 staff to perform these surveys. In 2006–2007, the department will work to increase the number of surveys conducted by staff with the goal of making the survey data an effective management tool.
- ◆ Recreation and Park is currently gathering and analyzing data to determine gardener and custodial staffing levels necessary to meet Proposition C standards. The department will complete this work in 2006–2007 and use the results to create a staffing plan for neighborhood parks. The staffing plan will guide distribution of existing staff to achieve the highest possible maintenance levels throughout the City. In addition, the plan will help determine whether the department requires additional staff to achieve this standard.

### **Revitalizing Recreation**

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- ◆ The department plans to work with the Recreation and Park Commission, staff and the community in 2006–2007 to change its process for the planning and delivery of recreation services across the City. Building upon the 2004 Recreation Assessment and an analysis of industry benchmarks and trends, the department will define its core recreation programming. After identifying core recreation lines of business, the department will train and allocate staff to ensure consistent and excellent citywide recreation programming.
- ◆ In collaboration with the Department of Children Youth and their Families, Recreation and Park will publicly launch the RecConnect Program in July of 2006. RecConnect is a two-year program designed to create high quality recreation planning and delivery in specific communities. Recreation and Park staff will collaborate with community based organizations at five sites: Hamilton Recreation Center, Palega Recreation Center, Gilman Clubhouse, West Sunset Clubhouse and Garfield Clubhouse/Rolph Playground to design and offer enhanced recreation services. Through a community-based process, Recreation and Park and its partner nonprofits will identify neighborhood needs and desires for leisure time activities.

RECREATION AND PARK



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,075.65	1,014.11	1,000.39	(13.72)	(1%)
Non-operating Positions (cap/other)	(122.12)	(98.10)	(83.24)	14.86	(15%)
<b>Net Operating Positions</b>	<b>953.53</b>	<b>916.01</b>	<b>917.15</b>	<b>1.14</b>	<b>N/A</b>
<b>SOURCES</b>					
Local Taxes	26,633,121	26,265,500	30,097,000	3,831,500	15%
Use Of Money Or Property	21,358,391	22,503,228	21,330,312	(1,172,916)	(5%)
Intergovernmental Revenue - State	172,272	152,000	152,000	0	N/A
Charges For Services	14,002,092	14,857,000	16,926,468	2,069,468	14%
Other Revenues	185,755	80,000	25,080,000	25,000,000	N/A
Transfers In	900,000	0	0	0	N/A
Expenditure Recovery	19,814,137	21,735,792	24,791,888	3,056,096	14%
Fund Balance	4,292,268	4,595,069	9,237,439	4,642,370	N/A
Departmental Transfer Adjustment	(17,332,393)	(20,689,472)	(22,947,518)	(2,258,046)	11%
General Fund Support	29,034,750	47,130,903	44,023,934	(3,106,969)	(7%)
<b>Sources Total</b>	<b>99,060,393</b>	<b>116,630,020</b>	<b>148,691,523</b>	<b>32,061,503</b>	<b>27%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	39,752,629	49,119,974	50,679,366	1,559,392	3%
Fringe Benefits	8,661,026	15,328,445	20,133,283	4,804,838	31%
Overhead	20,381,284	20,303,144	21,344,267	1,041,123	5%
Professional & Contractual Services	12,994,349	11,225,013	13,679,281	2,454,268	22%
Aid Assistance / Grants	0	0	75,308	75,308	N/A
Materials & Supplies	3,474,421	3,269,601	3,342,753	73,152	2%
Equipment	691,210	1,462,675	3,343,758	1,881,083	N/A
Debt Service	11,510	11,544	2,011,544	2,000,000	N/A
Services Of Other Departments	205,072	13,973,426	14,182,109	208,683	1%
Transfers Out	2,809,392	0	0	0	N/A
Budgetary Reserves	0	0	5,321,759	5,321,759	N/A
Departmental Transfer Adjustment	(17,332,393)	(20,689,472)	(22,947,518)	(2,258,046)	11%
<b>Uses-operating Expenditure Total</b>	<b>71,648,500</b>	<b>94,004,350</b>	<b>111,165,910</b>	<b>17,161,560</b>	<b>18%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	2,811,893	2,645,600	2,420,000	(225,600)	(9%)
Capital Projects	24,600,000	19,980,070	35,105,613	15,125,543	76%
<b>Uses-project Expenditure Total</b>	<b>27,411,893</b>	<b>22,625,670</b>	<b>37,525,613</b>	<b>14,899,943</b>	<b>66%</b>
<b>EXPENDITURE BY PROGRAM RECAP</b>					
Administration	19,143,840	17,977,915	21,025,795	3,047,880	17%

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

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>EXPENDITURE BY PROGRAM RECAP (cont)</b>					
Capital Projects	10,216,919	21,992,138	41,924,546	19,932,408	N/A
Children's Baseline	11,340,487	13,771,784	14,268,782	496,998	4%
Children's Svcs - Non-Children's Fund	555,500	343,000	691,748	348,748	N/A
Citywide Facilities	18,401,825	21,285,600	21,025,153	(260,447)	(1%)
Citywide Services	11,734,451	13,519,503	17,957,799	4,438,296	33%
Development & Planning	0	11,000	360,786	349,786	N/A
Golden Gate Park	10,100,492	12,323,834	11,474,958	(848,876)	(7%)
Marina Yacht Harbor	7,897	0	0	0	N/A
Neighborhood Services	23,273,331	23,720,349	28,317,481	4,597,132	19%
Structural Maintenance	11,618,044	11,985,171	12,863,457	878,286	7%
Zoo Operations	0	389,198	1,728,536	1,339,338	N/A
Departmental Transfer Adjustment	(17,332,393)	(20,689,472)	(22,947,518)	(2,258,046)	11%
<b>Expenditures By Program Recap Tota</b>	<b>99,060,393</b>	<b>116,630,020</b>	<b>148,691,523</b>	<b>32,061,503</b>	<b>27%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Administration</b>				
Maximize resources				
◆ Number of park volunteer hours	42,634	40,000	43,000	50,000
Provide excellent customer service to the community				
◆ Percentage of San Franciscans who rate their interaction with staff as good or very good	70%	80%	n/a	90%
<b>Children's Baseline</b>				
Provide comprehensive recreational programming				
◆ Percentage of San Franciscans who rate the quality of the City's children and youth's recreation programs as good or very good	37%	50%	n/a	75%
◆ Number of children and teen program participants in organized recreation programs	1,403,806	1,404,000	1,280,000	1,434,000
<b>Neighborhood Services</b>				
Provide comprehensive recreational programming				
◆ Percentage of San Franciscans who rate the quality of the City's adult recreation programs as good or very good	35%	45%	n/a	75%
◆ Number of adult and senior program participants in organized recreation programs	838,175	820,000	723,500	900,000
Provide excellent parks and programs				
◆ Percentage of San Franciscans who rate the quality of the City's park grounds (landscaping) as good or very good	62%	70%	n/a	75%
◆ Citywide percentage of park maintenance standards met for all parks inspected	n/a	n/a	85%	90%
◆ Citywide percentage of restroom standards met in parks	n/a	n/a	85%	90%
<b>Urban Forestry</b>				
Provide excellent parks and programs				
◆ Number of trees planted	2,141	2,000	2,100	2,100





# REDEVELOPMENT AGENCY

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## ***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.*

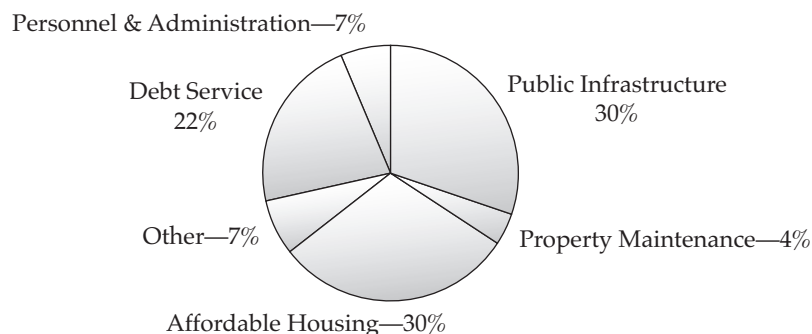
## ***Services***

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.
- ◆ **Project Management** implements redevelopment activities in project areas with the goal of eliminating blight and revitalizing neighborhoods.
- ◆ **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.

## **Resources by Program**



The San Francisco Redevelopment Agency's proposed 2006–2007 budget is \$246.5 million. Public infrastructure and Affordable Housing projects account for almost two-thirds of the total budget.

## **Budget Issues and Details**

### **Service Level Changes**

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- ◆ In 2006–2007 the agency’s budget increases by \$34.1 million. The majority of this increase is attributable to required public improvements in the Mission Bay project area and to a \$13.1 million increase in the agency’s housing budget
- ◆ The agency has minimized its impact on the City’s General Fund budget by delaying the sale of bonds until the end of the fiscal year, reducing the size of its staff by 2.6 positions, and absorbing 3.5 percent of the annual contribution to the employee retirement plan.
- ◆ In 2006–2007, the General Fund will provide a \$1.5 million loan to the agency for survey work in Visitacion Valley and Bay View Hunter’s Point. The loan will be repaid from future year tax increment generated by these areas.

### **Prioritizing Affordable Housing**

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- ◆ Approximately 40 percent (\$73.8 million) of the agency’s total work program budget for 2006–2007 is devoted to affordable housing, including \$8.2 million dedicated to the federally-funded HOPWA program.
- ◆ The agency’s housing budget will be used to fund various projects including two low-income housing developments in the Octavia Boulevard Area; fund development of an affordable housing site in the Bayview Hunters Point Area; senior housing in Mid Market; and affordable ownership housing in Western Addition.
- ◆ Approximately \$48.6 million of the affordable housing budget is made possible by state-authorized plan amendments to the Hunters Point, India Basin and Golden Gateway project areas made in 2005, and a plan amendment to be made in 2007 to the Rincon Point-South Beach project area. The plan amendments allow the agency to continue to receive tax increments to finance low-income housing.

### **Revitalizing Blighted Neighborhoods**

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- ◆ In 2006–2007, the agency will work towards completion of activities in older project areas and initiate program activities in the new Transbay Project Area and in two proposed project areas—Mid Market and Bayview Hunters Point.

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

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- ◆ The agency’s budget includes \$73.8 million for public improvements, of which \$70.3 million represents major infrastructure improvements in Mission Bay North and South. Additionally, \$1.4 million is included in the Hunters Point Shipyard budget to provide temporary facilities for artists. A similar amount is budgeted for repairs and upgrades to Yerba Buena Gardens. The balance of the infrastructure budget is requested to complete the Jessie Square Plaza (\$500,000) in Yerba Buena Gardens; to repair/upgrade sidewalks along Sixth Street in South of Market (\$500,000); and to maintain streetscape along Fillmore Street in the Western Addition (\$250,000).
- ◆ The agency’s budget includes \$5.3 million to maintain Yerba Buena Gardens and \$5.7 million to support the area’s cultural facilities. \$900,000 will be used to operate the South Beach Harbor.

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

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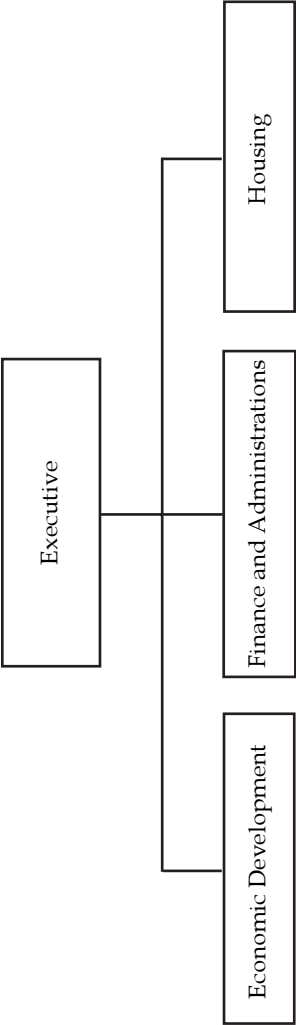
- ◆ The agency's budget allocates \$1.6 million for community economic development, of which \$1.2 million is earmarked for the retention of, and outreach to, small businesses as part of the revitalization efforts of the Sixth Street corridor in the South of Market Project area. An additional \$1.1 million is provided for job training and placement.

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

Sources	2005–2006 Approved	2006–2007 Proposed	Year to Year Change
Property Sales	\$ 375	\$ 5,770	\$ 5,395
Rentals/Leases	12,100	14,963	2,863
Prior Year Earnings/Savings	9,177	4,912	(4,265)
Developer Contribution	2,380	2,554	174
Grants	10,426	10,168	(258)
Other	2,739	2,760	21
Tax Increment (for O / S Obligations)	62,482	64,584	2,102
General Fund	—	1,552	1,552
Tax Increment (pay-as-you-go)	7,560	6,651	(909)
Tax Increment Bond Proceeds	105,205	132,591	27,386
<b>Total Sources</b>	<b>\$ 212,444</b>	<b>\$ 246,504</b>	<b>\$34,060</b>

Uses	2005–2006 Approved	2006–2007 Proposed	Year to Year Change
Legal	\$ 387	\$ 282	\$ (105)
Studies & Misc Items	230	598	368
Planning	175	1,196	1,021
Public Improvements	58,099	74,395	16,296
Arch / Engineering Design & Review	100	—	(100)
Relocation	100	—	(100)
Property Maintenance	9,827	9,487	(340)
Housing Production & Assistance	60,697	73,812	13,115
Job Training / Assistance	1,063	1,095	32
Business Development	766	1,634	868
Other	2,332	2,482	150
Pass-Through Obligations	14,277	10,928	(3,349)
Personnel Costs	13,283	14,060	777
Administrative Costs	3,897	3,068	(829)
Debt Service	47,211	53,467	6,256
<b>Total Uses</b>	<b>\$ 212,444</b>	<b>\$ 246,504</b>	<b>\$34,060</b>

**REDEVELOPMENT AGENCY**





# RENT ARBITRATION BOARD

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## ***Mission***

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

## ***Services***

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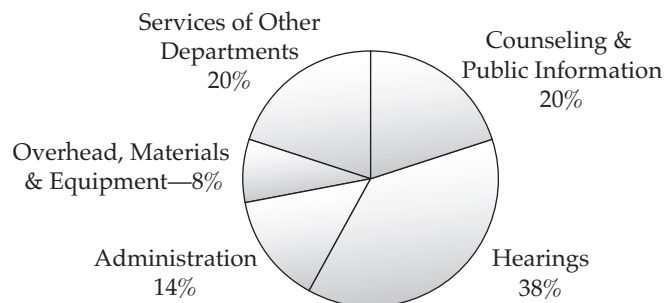
- ◆ **Counseling** provides information to the public regarding the Rent Ordinance and Rules and Regulations, as well as other municipal, state and federal ordinances in the area of landlord/tenant law.
- ◆ **Hearings** consists of ten Administrative Law Judges (ALJs) who are supervised by two Senior 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**

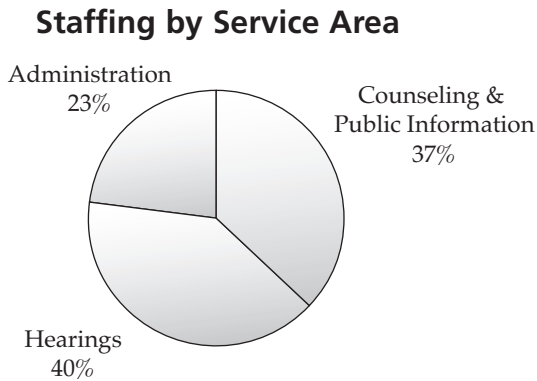
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$3,534,201	\$4,673,006	\$5,190,872	\$517,866	11%
Total FTE	30.90	30.06	30.12	0.06	0%

## **Resources by Service Area**



Resources allocated to service or program area as a percentage of total department budget.





Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Information Management Project

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- ◆ The department is reviewing, indexing, updating and reorganizing all of its public information in conjunction with the upgrade of the department's Interactive Voice Response system. The goal is to establish a systematic approach to managing information disseminated through the department's systems. The final stage of this project will be implemented in 2006–2007 and includes a redesign of the department's website to provide additional information and to make the website more accessible and easier to navigate. Public kiosks will allow clients to obtain information in a more convenient manner and at their own pace.

### Public Outreach

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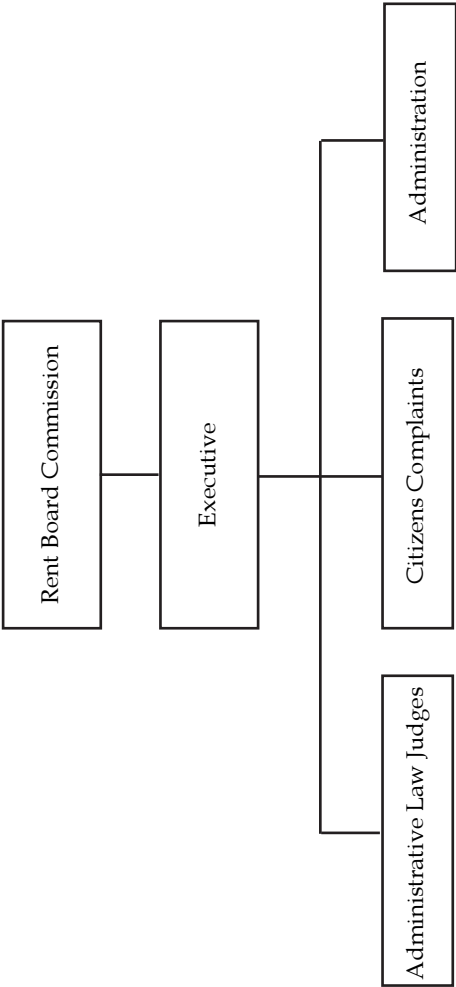
- ◆ In 2006–2007, the Rent Board will maintain and annualize increased public outreach funding to community based organizations to improve public awareness and education in areas of the City's Rent Ordinance.

### Rent Board Fees

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- ◆ The Rent Board fee is currently applied to all rental units in the City that come under the jurisdiction of the Rent Ordinance. Annually, after taking into account any operating savings from previous years, the Controller's office adjusts the Rent Board fee to cover operating costs of the department. In 2006–2007, the fee is estimated to increase from \$20 per unit to \$22 per unit to cover mandatory increases in compensation and fringe benefits and a reduction in prior year fund balances.

**RENT ARBITRATION BOARD**



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	30.90	30.06	30.12	0.06	N/A
<b>Net Operating Positions</b>	<b>30.90</b>	<b>30.06</b>	<b>30.12</b>	<b>0.06</b>	<b>N/A</b>
<b>SOURCES</b>					
Charges For Services	3,488,091	3,356,900	4,024,000	667,100	20%
Expenditure Recovery	46,110	63,400	95,400	32,000	50%
Fund Balance	0	1,252,706	1,071,472	(181,234)	(14%)
<b>Sources Total</b>	<b>3,534,201</b>	<b>4,673,006</b>	<b>5,190,872</b>	<b>517,866</b>	<b>11%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	2,196,495	2,542,313	2,638,144	95,831	4%
Fringe Benefits	514,667	752,526	1,004,258	251,732	33%
Overhead	11,371	108,396	178,730	70,334	65%
Professional & Contractual Services	252,405	361,823	262,627	(99,196)	(27%)
Aid Assistance / Grants	98,000	84,000	120,000	36,000	43%
Materials & Supplies	23,230	33,029	33,029	0	N/A
Services Of Other Departments	438,033	790,919	954,084	163,165	21%
<b>Uses-operating Expenditure Total</b>	<b>3,534,201</b>	<b>4,673,006</b>	<b>5,190,872</b>	<b>517,866</b>	<b>11%</b>
<b>USES BY PROGRAM RECAP</b>					
Rent Board	3,534,201	4,673,006	5,190,872	517,866	11%
<b>Uses By Program Recap Total</b>	<b>3,534,201</b>	<b>4,673,006</b>	<b>5,190,872</b>	<b>517,866</b>	<b>11%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Rent Board</b>				
Provide a timely resolution for all allegations of wrongful eviction filings				
♦ Average number of days needed to process allegations of wrongful evictions	1.2	2.0	2.0	2.0
Provide a timely resolution of all petitions				
♦ Average number of days for administrative law judges to submit decisions for review	25.0	28.0	28.0	28.0
Provide an improved web site that is easy to use and informative				
♦ Percentage of users satisfied with web site	70%	80%	70%	80%



# RETIREMENT SYSTEM

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## ***Mission***

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

## ***Services***

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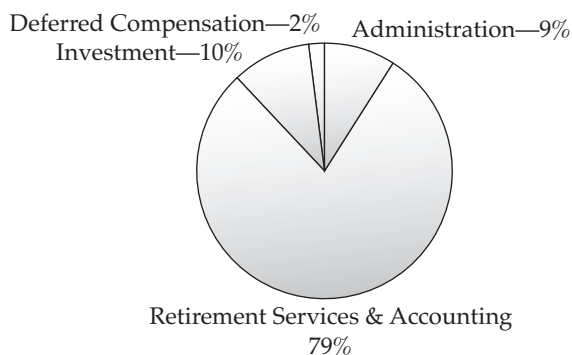
- ◆ **Administration** directs the overall administration of the Retirement System including implementation of Retirement Board policies and directives; implementation of legislative changes to the Retirement System; legal and procedural compliance of all activities of the Retirement System; and administration 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 20,000 retirees and beneficiaries; and maintains Retirement System financial records and reporting in compliance with all applicable legal provisions.
- ◆ **Investment** manages and invests the \$14.2 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 \$1.2 billion Deferred Compensation Plan.

For more information, call (415) 487-7000.

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$16,022,619	\$14,878,424	\$16,530,100	\$1,651,676	11%
Total FTE	83.31	75.69	79.78	4.09	5%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## Budget Issues and Details

### Technology and Staffing

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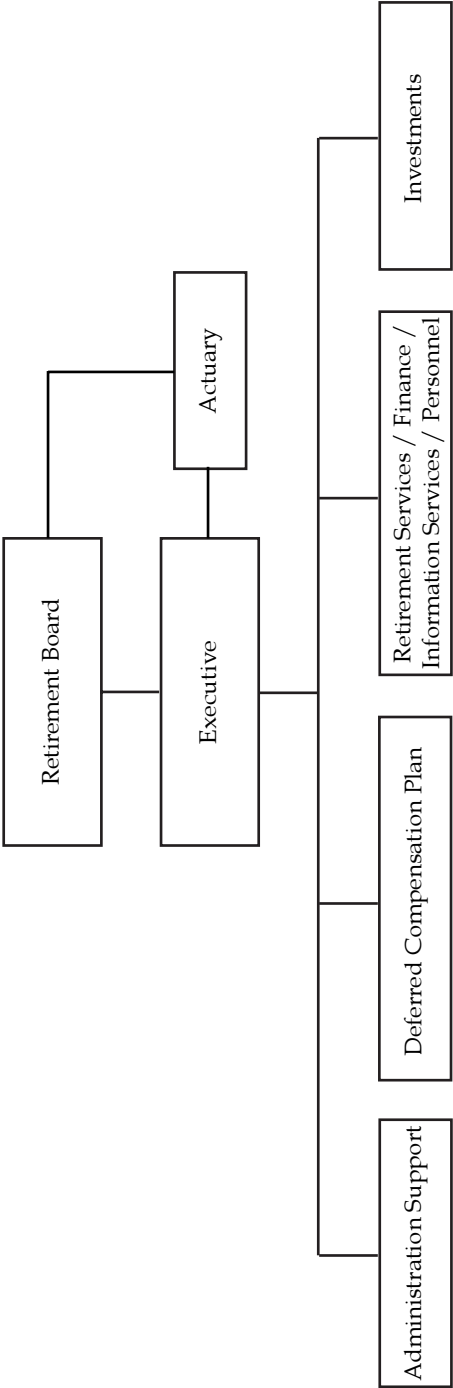
- ◆ In 2006–2007, San Francisco Employee Retirement System (SFERS) will continue to leverage improvements in technology in order to automate existing processes while focusing on improved customer service delivery. Following the department’s implementation of the PeopleSoft Pension Administration system in 2005–2006, there has been a fundamental shift in the nature of the work performed by SFERS’ retirement services staff; specifically, the focus is changing from benefit calculations, which are increasingly automated, to member counseling and communications.

### Reducing City Costs

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- ◆ The department will continue 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 the system can self-finance a portion of employer contributions.

RETIREMENT SYSTEM





## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005 Actual</u></b>	<b><u>2005-2006 Budget</u></b>	<b><u>2006-2007 Proposed</u></b>	<b><u>\$ Chg From 2005-2006</u></b>	<b><u>% Chg From 2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	83.31	75.69	79.78	4.09	5%
<b>Net Operating Positions</b>	<b>83.31</b>	<b>75.69</b>	<b>79.78</b>	<b>4.09</b>	<b>5%</b>
<b>SOURCES</b>					
Use Of Money Or Property	236,977	250,000	308,846	58,846	24%
Charges For Services	190,439	436,068	398,436	(37,632)	(9%)
Other Revenues	15,595,203	14,192,356	15,822,818	1,630,462	11%
<b>Sources Total</b>	<b>16,022,619</b>	<b>14,878,424</b>	<b>16,530,100</b>	<b>1,651,676</b>	<b>11%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	5,363,262	5,850,324	6,440,905	590,581	10%
Fringe Benefits	1,237,473	1,802,008	2,313,169	511,161	28%
Professional & Contractual Services	4,679,587	2,076,880	2,091,346	14,466	1%
Materials & Supplies	159,272	193,195	186,671	(6,524)	(3%)
Equipment	82,969	29,114	6,182	(22,932)	(79%)
Services Of Other Departments	4,500,056	4,926,903	5,491,827	564,924	11%
<b>Uses-operating Expenditure Total</b>	<b>16,022,619</b>	<b>14,878,424</b>	<b>16,530,100</b>	<b>1,651,676</b>	<b>11%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	4,585,922	1,224,065	1,410,673	186,608	15%
Employee Deferred Compensation Pla	190,439	436,068	398,436	(37,632)	(9%)
Investment Operations	2,259,424	1,797,735	1,709,563	(88,172)	(5%)
Retirement Services	8,986,834	11,420,556	13,011,428	1,590,872	14%
<b>Uses By Program Recap Total</b>	<b>16,022,619</b>	<b>14,878,424</b>	<b>16,530,100</b>	<b>1,651,676</b>	<b>11%</b>

## Performance Measures

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Target</u></b>	<b>2005-2006 <u>Projected</u></b>	<b>2006-2007 <u>Target</u></b>
<b>Employee Deferred Compensation Plan</b>				
Provide effective administration of the Deferred Compensation Plan				
♦ Percentage of eligible City employees who participate in the Deferred Compensation Plan	64%	60%	60%	60%
<b>Investment</b>				
Maximize investment returns at an acceptable risk level for Plan participants				
♦ Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion (using 5-year average return)	Yes	Yes	Yes	Yes



# SHERIFF

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## ***Mission***

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

## ***Services***

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

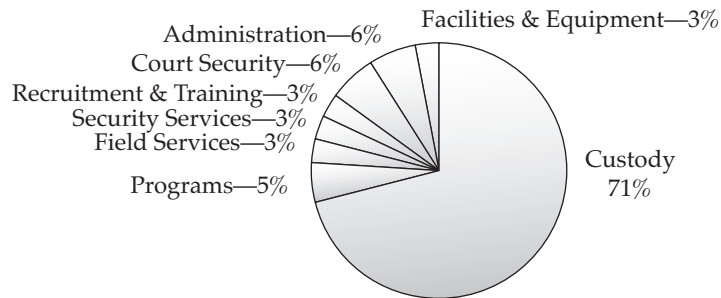
- ◆ **Administration** includes the Office of the Sheriff, and central departmental functions such as financial services and payroll. This division includes the Civil Services unit, which serves subpoenas and executes warrants on behalf of the Courts, performs evictions and provides eviction assistance to tenants.
- ◆ **Court Security** provides security staffing for the 79 courtrooms at the Civil Courts, Hall of Justice and Family Courts at the Youth Guidance Center.
- ◆ **Custody and Jail Programs** 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. The Department also contracts with the State of California and U.S. Marshal.
- ◆ **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, the award winning anti-violence, "Resolve to Stop the Violence Program" (RSVP), drug treatment programs, 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, Emergency Communications Center, Laguna Honda Hospital, San Francisco General Hospital and clinics. This division also coordinates assistance to the San Francisco Police Department for demonstrations, mass arrests and transfer of arrestees from district stations, as well as Homeland Security operations, planning and training.

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

## Budget Data Summary

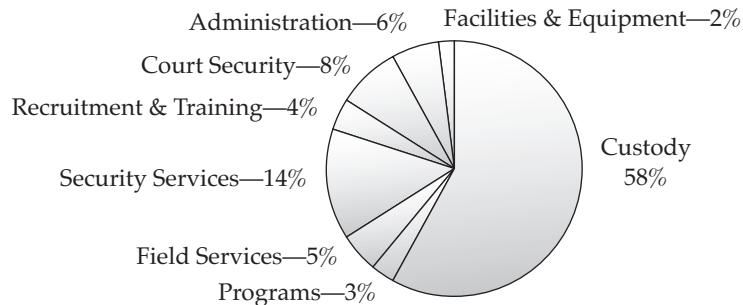
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$148,570,047	\$150,616,276	\$161,377,097	\$10,760,821	7%
Total FTE	929.42	943.95	945.35	1.40	0%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Service Level Changes

- ◆ The 2006–2007 budget funds three classes of deputy sheriffs for a total of 60 new hires. These positions will replace retiring deputy sheriffs, maintaining appropriate staffing levels for safety and security, ensuring continuity of operations and reducing department overtime.
- ◆ In 2006–2007 the Sheriff will continue to perform prisoner transfers from booking stations to the Hall of Justice, allowing the Police Department to focus its officers in the field rather than transporting arrestees.

### Supervising State Parolees within the County Jail

- ◆ In 2006–2007, the Sheriff's department will continue to contract with the state for a decentralized parole unit for the housing and supervision of state parolees. The unit will occupy vacant space in County Jail No. 7, and is expected to generate \$3.5 million in revenue for the department.

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

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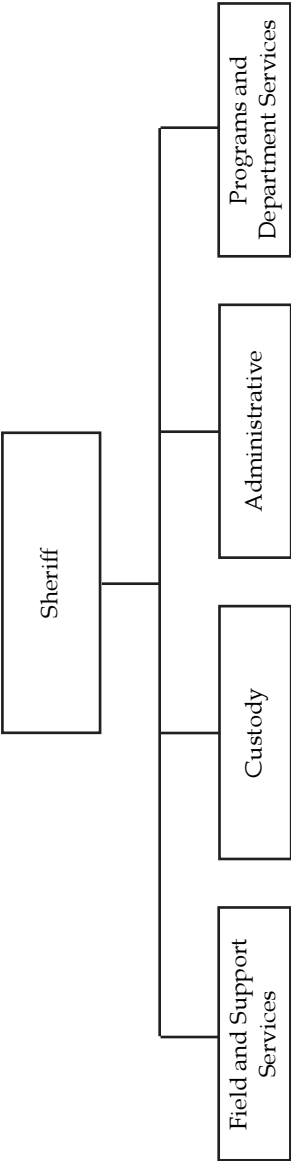
- ◆ After several construction delays, the department's new jail at the San Bruno complex will open at the start of the fiscal year. The new building, which replaces County Jail No. 3, will increase the efficiency of daily operations at the complex. The new facility's podular design allows for safer, more direct supervision of inmates through the use of electronic equipment for tasks such as surveillance and opening cell doors. The new facility allows for expansion of the Five Keys Charter High School from approximately 200 students daily to more than 400.

### **New Program Initiatives**

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- ◆ The department will establish a women's resource center to serve women released from jail and prison.
- ◆ The department will expand its award winning anti-violence RSVP program to include community services.
- ◆ Three new positions to conduct pre-release warrant checks, following the recommendations of the Justice and Courage report.

**SHERIFF**



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	933.42	951.21	952.61	1.40	N/A
Non-operating Positions (cap/ other)	(4.00)	(7.26)	(7.26)	0.00	N/A
<b>Net Operating Positions</b>	<b>929.42</b>	<b>943.95</b>	<b>945.35</b>	<b>1.40</b>	<b>N/A</b>
<b>SOURCES</b>					
Licenses & Fines	13,099	0	0	0	N/A
Use Of Money Or Property	3,676	10,000	10,000	0	N/A
Intergovernmental Revenue - Federal	1,682,053	1,050,101	1,384,468	334,367	32%
Intergovernmental Revenue - State	1,031,887	777,266	1,024,643	247,377	32%
Charges For Services	4,076,083	5,464,513	7,146,870	1,682,357	31%
Other Revenues	0	0	50,000	50,000	N/A
Expenditure Recovery	14,546,606	16,887,855	18,003,033	1,115,178	7%
Fund Balance	727,628	12,000	0	(12,000)	N/A
General Fund Support	126,489,015	126,414,541	133,758,083	7,343,542	6%
<b>Sources Total</b>	<b>148,570,047</b>	<b>150,616,276</b>	<b>161,377,097</b>	<b>10,760,821</b>	<b>7%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	70,977,741	72,687,691	79,377,423	6,689,732	9%
Fringe Benefits	21,636,024	23,578,010	25,051,858	1,473,848	6%
Professional & Contractual Services	3,640,154	11,921,094	12,408,462	487,368	4%
Aid Assistance / Grants	3,481,092	3,607,994	3,343,216	(264,778)	(7%)
Materials & Supplies	7,994,494	6,058,145	6,179,284	121,139	2%
Equipment	954,515	224,427	344,440	120,013	53%
Services Of Other Departments	30,956,132	32,188,915	34,272,414	2,083,499	6%
Transfers Out	8,929,895	0	0	0	N/A
<b>Uses-operating Expenditure Total</b>	<b>148,570,047</b>	<b>150,266,276</b>	<b>160,977,097</b>	<b>10,710,821</b>	<b>7%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	350,000	350,000	0	N/A
Capital Projects	0	0	50,000	50,000	N/A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>350,000</b>	<b>400,000</b>	<b>50,000</b>	<b>14%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	8,939,602	8,999,088	10,197,447	1,198,359	13%
Court Security & Process	8,155,959	8,519,605	9,346,691	827,086	10%
Custody	91,939,387	101,205,739	107,426,875	6,221,136	6%
Facilities & Equipment	5,207,374	4,396,923	4,963,948	567,025	13%
Hall Of Justice Jails	1,242	0	0	0	N/A
Non Program	8,929,895	0	0	0	N/A



## TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</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>2005-2006</u></b>	<b><u>2005-2006</u></b>
<b>USES BY PROGRAM RECAP (cont)</b>					
Recruitment & Training	2,454,452	3,824,889	4,676,352	851,463	22%
Security Services	10,869,275	11,396,274	11,475,803	79,529	1%
Sheriff Facilities Maintenance	198,108	350,000	600,000	250,000	71%
Sheriff Field Services	4,214,895	4,796,291	5,319,165	522,874	11%
Sheriff Programs	7,659,858	7,127,467	7,370,816	243,349	3%
<b>Uses By Program Recap Total</b>	<b>148,570,047</b>	<b>150,616,276</b>	<b>161,377,097</b>	<b>10,760,821</b>	<b>7%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>Court Security &amp; Process</b>				
Provide inmate escort and security to the courts and prevent physical harm to any person or property in, or in the vicinity of, any courthouse in San Francisco				
◆ Number of court staff or public who have been harmed while in or in the vicinity of any courthouse in San Francisco	13	0	6	0
<b>Custody</b>				
Provide for the secure and safe detention of persons arrested or under court order				
◆ Average cost per prisoner day	\$114	\$114	\$114	\$114
◆ Average daily population (ADP)	1,834	1,875	1,875	1,995
◆ ADP as a percentage of rated capacity of jails	86%	87%	87%	96%
◆ Number of inmate vs. inmate altercations	231	0	231	0
◆ Number of inmate vs. staff altercations	57	0	75	0
<b>Sheriff Field Services</b>				
Safely transport prisoners				
◆ Number of prisoners transported	30,605	30,000	34,000	34,000
◆ Number of major transport incidents	0	0	0	0
<b>Sheriff Programs</b>				
Provide alternative sentencing options				
◆ Average daily number of participants in alternative programs.	233	230	230	230
◆ Hours of work performed in the community	90,377	90,000	60,000	60,000
◆ Re-arrest rate for participants in programs (compared to 55% for non-participants)	43%	33%	38%	38%
Provide education, skill development, and counseling programs in jail				
◆ Average daily number of prisoners in substance abuse treatment and anti-violence jail programs	353	350	350	446
◆ Average daily attendance of participants enrolled in charter school	211	240	240	315
◆ Percentage of students that pass the California High School Exit Exam.	n/a	n/a	65%	70%



# TAXI COMMISSION

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## Mission

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

## Services

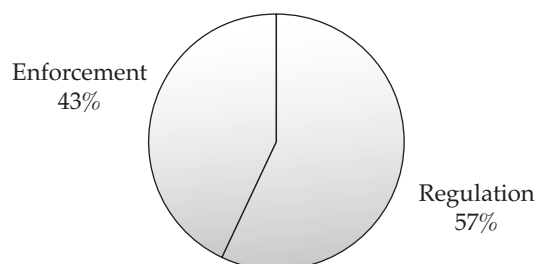
- ◆ **Taxi Commission** manages all permit and administrative responsibilities for drivers, permit holders, ramp taxicabs, Public Convenience and Necessity applications, color scheme changes, lost medallions, metal medallions, color scheme renewals and applications and dispatch services.
- ◆ **San Francisco 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

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$1,169,175	\$1,385,181	\$1,444,735	\$59,554	4%
Total FTE	5.83	6.00	6.00	0.00	0%

## Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

## **Budget Issues and Details**

### **Working Collaboratively with Stakeholders**

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- ◆ 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 use of the customer satisfaction survey, the 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.

### **Increasing Access to the Disabled Community**

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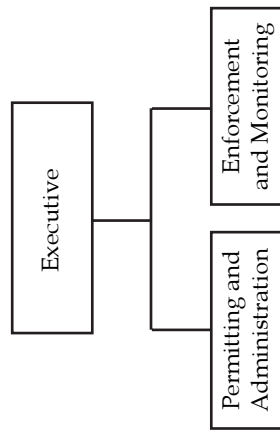
- ◆ In 2007, the Commission will increase monitoring of ramp-taxi drivers to improve the quality of taxi service provided to the disabled community. Ramp-taxi drivers are required to give first priority to the disabled. In response to customer complaints, the Taxi Commission will review dispatch records to identify ramp-taxi drivers violating this requirement. The Taxi Commission will also partner with other agencies to increase cab company participation in the ramp-taxi cab program.

### **Improving Health Care**

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- ◆ In an ongoing effort to provide a forum for the discussion of issues affecting taxi drivers, companies and consumers, the Taxi Commission will enforce existing legislation and develop new initiatives to address a variety of industry concerns. To ensure Workers' Compensation insurance coverage for all taxi drivers, the Taxi Commission will include a check for Workers' Compensation insurance as part of its administrative and permitting reviews for cab companies and medallion holders.
- ◆ The Commission, in partnership with the Department of Public Health, will also work with the taxi industry, private insurers, policy makers and city departments to develop a cost-effective health plan proposal for taxi drivers currently without health insurance.

## TAXI COMMISSION



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005</u></b> <b><u>Actual</u></b>	<b><u>2005-2006</u></b> <b><u>Budget</u></b>	<b><u>2006-2007</u></b> <b><u>Proposed</u></b>	<b><u>\$ Chg From</u></b> <b><u>2005-2006</u></b>	<b><u>% Chg From</u></b> <b><u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	5.83	6.00	6.00	0.00	N/A
<b>Net Operating Positions</b>	<b>5.83</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>N/A</b>
<b>SOURCES</b>					
Licenses & Fines	983,806	1,185,000	1,284,000	99,000	8%
Charges For Services	54,732	70,000	70,000	0	N/A
Fund Balance	130,637	130,181	90,735	(39,446)	(30%)
<b>Sources Total</b>	<b>1,169,175</b>	<b>1,385,181</b>	<b>1,444,735</b>	<b>59,554</b>	<b>4%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	233,466	355,536	367,744	12,208	3%
Fringe Benefits	72,159	106,272	132,576	26,304	25%
Overhead	59,885	15,865	35,470	19,605	N/A
Professional & Contractual Services	73,970	58,400	67,512	9,112	16%
Materials & Supplies	1,558	4,912	6,000	1,088	22%
Equipment	0	0	3,000	3,000	N/A
Services Of Other Departments	728,137	844,196	832,433	(11,763)	(1%)
<b>Uses-operating Expenditure Total</b>	<b>1,169,175</b>	<b>1,385,181</b>	<b>1,444,735</b>	<b>59,554</b>	<b>4%</b>
<b>USES BY PROGRAM RECAP</b>					
Taxi Enforcement	1,169,175	1,385,181	1,444,735	59,554	4%
<b>Uses By Program Recap Total</b>	<b>1,169,175</b>	<b>1,385,181</b>	<b>1,444,735</b>	<b>59,554</b>	<b>4%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</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>				
Ensure adequate taxicab service throughout the City				
◆ 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
Provide a fair and efficient permitting process to the public				
◆ Percentage of cases scheduled for hearing within 21 days of application	95%	100%	100%	100%
◆ Percentage of written findings distributed within 15 days of decision	95%	100%	100%	100%





# TREASURER/TAX COLLECTOR

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## ***Mission***

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

## ***Services***

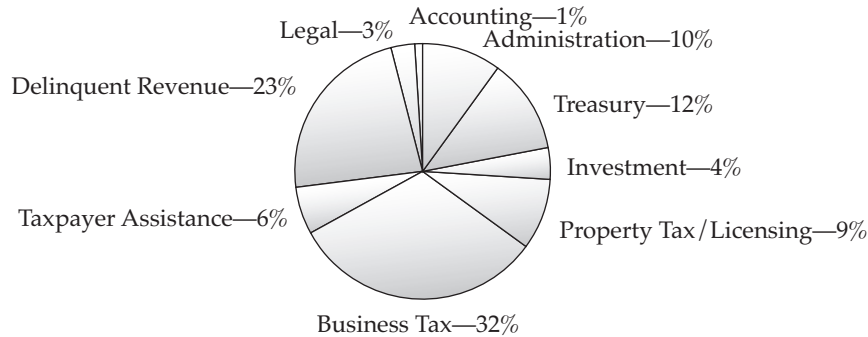
- ◆ **Business Tax** implements and enforces the Business Tax Ordinances for the City and County of San Francisco. These taxes include payroll expense tax, parking tax, transient occupancy tax, utility users tax and stadium taxes. In addition, the section collects emergency response fees.
- ◆ **Property 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**

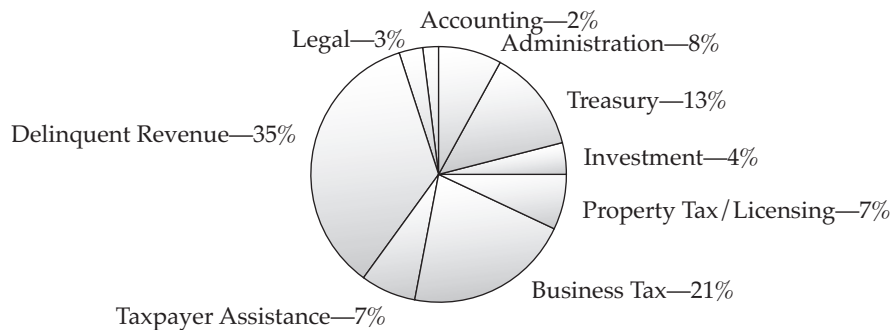
	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005–2006	
				Nominal	Percent
Total Expenditures	\$19,465,131	\$23,681,999	\$25,680,204	\$1,998,205	8%
Total FTE	196.92	199.31	208.91	9.60	5%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Staffing by Service Area



Staff allocated to service or program area as a percentage of total department staffing.

## Budget Issues and Details

### Implementing the Working Families Credit Program

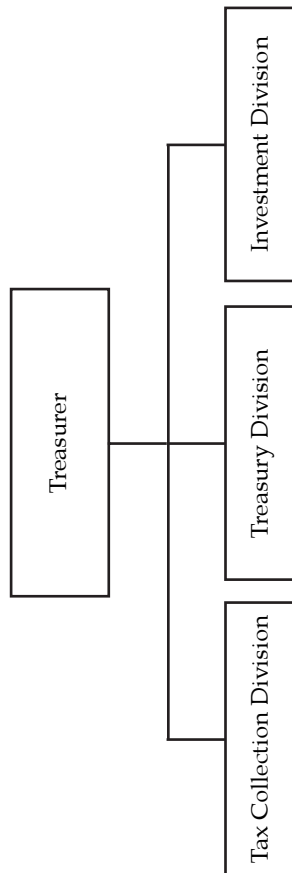
- ◆ In 2005–2006, the Treasurer completed the first year of implementation of the Working Families Credit Program. This program provides a local match to residents who qualify for the Federal Earned Income Tax Credit. In September 2005, the Treasurer disbursed the tax credit to qualified residents, drawing on \$1.5 million in General Fund set-aside and corporate contributions. Over 9,700 families received an average check of \$220 from the City, in addition to an average tax credit of \$2200 from the Federal government. The program is currently in its second year with the Treasurer's Office having received approximately 12,000 applications in spring of 2006 with disbursements anticipated for September 2006. After September, administration of this program will transfer to the Human Services Agency.

### Enhancing Tax Collections and Systems

- ◆ The Office has spearheaded two initiatives that will yield increased tax revenue for the City in 2006–2007. Technology investments and efficiencies in 2005–2006 will bring an additional \$1.8 million in revenue to the City, due to increased business tax and unsecured personal property tax revenue. In 2006–2007, a \$225,000 information technology investment will be made to implement a digital mailroom. This efficiency will enable labor savings associated with the processing of tax statements and improve customer service by providing access to account data stored electronically.

- ◆ Legislative revisions to the Revenue Control Equipment ordinance proposed by TTX will not only centralize enforcement authority within the department but also will facilitate audits by providing clear mandates on records and data collection. The 2006–2007 budget provides for the addition of two new staff focusing on compliance with the revised legislation and increasing parking operator audits.
- ◆ The Office will expand collection efforts on behalf of the Courts to handle all payments of legal fines, fees, and penalties. As part of this consolidation, cashier and collections functions at the Adult Probation Department will be transferred to the Treasurer/Tax Collector’s Office. This is anticipated to generate increased revenue collections in the long-term.

## TREASURER / TAX COLLECTOR



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b><u>2004-2005 Actual</u></b>	<b><u>2005-2006 Budget</u></b>	<b><u>2006-2007 Proposed</u></b>	<b><u>\$ Chg From 2005-2006</u></b>	<b><u>% Chg From 2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	196.92	199.31	208.91	9.60	5%
<b>Net Operating Positions</b>	<b>196.92</b>	<b>199.31</b>	<b>208.91</b>	<b>9.60</b>	<b>5%</b>
<b>SOURCES</b>					
Local Taxes	118,000	120,000	129,000	9,000	8%
Licenses & Fines	23,985	24,000	24,000	0	N/A
Use Of Money Or Property	3,325,000	3,772,115	3,940,658	168,543	4%
Charges For Services	2,559,533	2,371,000	3,027,888	656,888	28%
Other Revenues	247,828	175,000	137,250	(37,750)	(22%)
Transfers In	21,076	21,076	21,076	0	N/A
Expenditure Recovery	1,437,390	1,530,207	3,822,216	2,292,009	N/A
General Fund Support	11,732,319	15,668,601	14,578,116	(1,090,485)	(7%)
<b>Sources Total</b>	<b>19,465,131</b>	<b>23,681,999</b>	<b>25,680,204</b>	<b>1,998,205</b>	<b>8%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	11,815,228	12,649,856	13,687,281	1,037,425	8%
Fringe Benefits	2,898,281	3,779,896	4,897,627	1,117,731	30%
Professional & Contractual Services	1,054,201	1,782,502	1,378,641	(403,861)	(23%)
Aid Assistance / Grants	0	1,509,866	1,500,000	(9,866)	(1%)
Materials & Supplies	375,803	320,820	342,008	21,188	7%
Equipment	6,646	138,175	279,821	141,646	N/A
Services Of Other Departments	3,314,972	3,500,884	3,594,826	93,942	3%
<b>Uses-operating Expenditure Total</b>	<b>19,465,131</b>	<b>23,681,999</b>	<b>25,680,204</b>	<b>1,998,205</b>	<b>8%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	1,634,630	1,847,175	2,421,601	574,426	31%
Business Tax	5,282,306	5,553,103	6,161,960	608,857	11%
Customer Services	146,557	0	0	0	N/A
Delinquent Revenue	4,758,606	6,734,547	7,123,220	388,673	6%
Investment	657,756	822,397	960,564	138,167	17%
Legal Service	652,992	613,428	681,128	67,700	11%
Property Tax / Licensing	2,283,943	2,300,461	2,444,544	144,083	6%
Tax Assessment	591,264	618,152	327,191	(290,961)	(47%)
Taxpayer Assistance	746,894	868,188	1,379,922	511,734	59%
Treasury	2,635,474	2,748,598	2,630,037	(118,561)	(4%)
Working Families Credit	74,709	1,575,950	1,550,037	(25,913)	(2%)
<b>Uses By Program Recap Total</b>	<b>19,465,131</b>	<b>23,681,999</b>	<b>25,680,204</b>	<b>1,998,205</b>	<b>8%</b>

## Performance Measures

	2004-2005 <u>Actual</u>	2005-2006 <u>Target</u>	2005-2006 <u>Projected</u>	2006-2007 <u>Target</u>
<b>Administration</b>				
<b>Provide superior customer service to all customers through the City Payment Center in City Hall</b>				
♦ Percentage of customers rating "Overall Service" as excellent or good.	91%	90%	92%	90%
<b>Business Tax</b>				
<b>Promote compliance with the Business Tax Ordinance</b>				
♦ Number of taxpayer audits completed	540	550	550	600
<b>Delinquent Revenue</b>				
<b>Maximize revenue through intensive collection activity</b>				
♦ Amount of total revenue collected on all delinquent taxes, in millions	\$59.2	\$41.0	\$55.0	\$44.0
<b>Investment</b>				
<b>Manage the City's investment portfolio to preserve capital, maintain liquidity and enhance yield</b>				
♦ Number of basis points by which the city/county yield exceeds the municipal peer average group	6	7	20	10
<b>Property Tax / Licensing</b>				
<b>Maintain low property tax delinquency rates</b>				
♦ Delinquency rate of secured property taxes	1.10%	1.20%	1.15%	1.20%
<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%

# TRIAL COURTS

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## ***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 provide the following county funded programs:

- ◆ **The Indigent Defense Program** provides funding for outside legal counsel in cases that represent a conflict of interest for the Public Defender and are county mandated.
- ◆ **The 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.
- ◆ **Civic Center Courthouse** facilities maintenance is a state-mandated function. The Trial Courts also budget for local expenditures from the Courthouse Construction Fund including debt service on the Civic Center Courthouse, and an annual lease of court facility space at 575 Polk Street.

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.

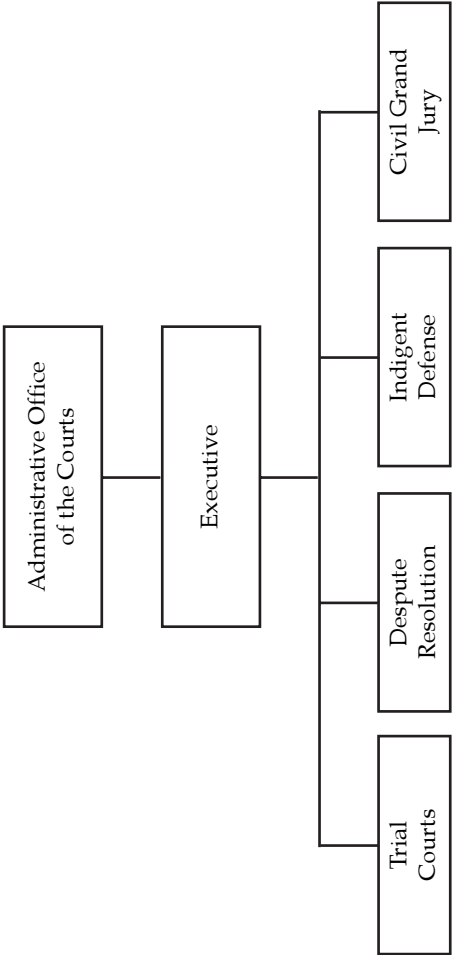
For more information, call (415) 551-4000.

## **Budget Data Summary**

	2004–2005 Actual	2005–2006 Budget	2006–2007 Proposed	Change from 2005—2006	
				Nominal	Percent
Total Expenditures	\$42,456,900	\$36,692,809	\$36,437,451	(\$255,358)	(1%)
Total FTE	17.81	0.00	0.00	0.00	0%



TRIAL COURTS



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	18.30	0.49	0.00	(0.49)	N/ A
Non-operating Positions (cap/ other)	(0.49)	(0.49)	0.00	0.49	N/ A
<b>Net Operating Positions</b>	<b>17.81</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>N/A</b>
<b>SOURCES</b>					
Licenses & Fines	62,197	23,086	24,615	1,529	7%
Use Of Money Or Property	69,109	78,000	62,976	(15,024)	(19%)
Intergovernmental Revenue - Federal	826,015	0	0	0	N/ A
Intergovernmental Revenue - State	526,755	177,374	78,200	(99,174)	(56%)
Charges For Services	4,454,622	4,227,501	4,260,576	33,075	1%
Fund Balance	3,498,618	0	683,237	683,237	N/ A
General Fund Support	33,019,584	32,186,848	31,327,847	(859,001)	(3%)
<b>Sources Total</b>	<b>42,456,900</b>	<b>36,692,809</b>	<b>36,437,451</b>	<b>(255,358)</b>	<b>(1%)</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	1,277,778	0	0	0	N/ A
Fringe Benefits	609,742	226,000	226,000	0	N/ A
Professional & Contractual Services	31,883,565	33,095,810	34,791,300	1,695,490	5%
Aid Assistance / Grants	359,990	0	0	0	N/ A
Materials & Supplies	4,052	2,886	2,886	0	N/ A
Equipment	6,113,432	0	0	0	N/ A
Services Of Other Departments	1,265,853	1,318,113	1,367,265	49,152	4%
Transfers Out	942,488	0	0	0	N/ A
Departmental Transfer Adjustment	0	1,000,000	0	(1,000,000)	N/ A
<b>Uses-operating Expenditure Total</b>	<b>42,456,900</b>	<b>35,642,809</b>	<b>36,387,451</b>	<b>744,642</b>	<b>2%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	50,000	50,000	0	N/ A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Child Support Services - Trial Courts	1,569,790	0	0	0	N/ A
Court House Debt Service	7,424,118	2,821,020	4,513,396	1,692,376	60%
Dispute Resolution Program	359,990	353,746	353,746	0	N/ A
Indigent Defense / Grand Jury	7,751,605	7,240,905	7,252,545	11,640	N/ A
Substance Abuse - Community Care	135,014	0	0	0	N/ A
Superior Court Services	251,040	177,374	78,200	(99,174)	(56%)
Trial Court Services	24,965,343	25,099,764	24,239,564	(860,200)	(3%)
<b>Uses By Program Recap Total</b>	<b>42,456,900</b>	<b>35,692,809</b>	<b>36,437,451</b>	<b>744,642</b>	<b>2%</b>



# WAR MEMORIAL

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## ***Mission***

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*To manage, 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.*

*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.*

## ***Services***

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The department operates, maintains and rents the War Memorial's entertainment and cultural facilities, and manages and administers the use and occupancy of office space and facilities by beneficiaries of the War Memorial Trust and others. This includes:

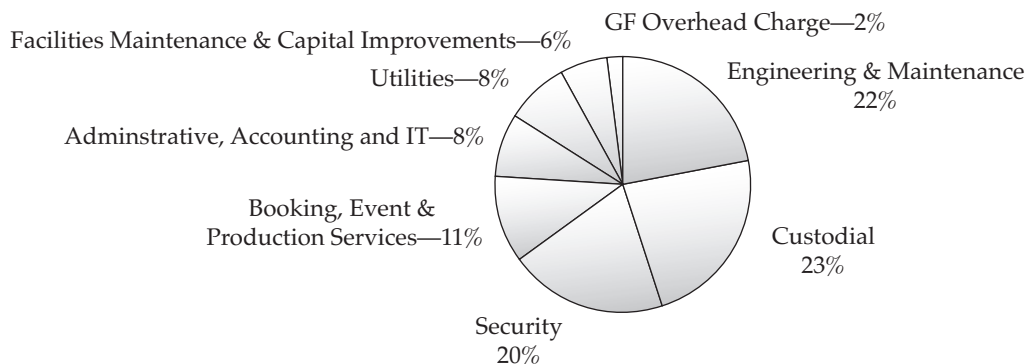
- ◆ Building and grounds operations and maintenance, including daily security, custodial and engineering services; and regular and periodic maintenance, repairs, upgrades and improvements to buildings and building systems.
- ◆ Booking, event production and licensee/patron services related to rental uses of Performing Arts Center facilities for a wide range of cultural and entertainment activities.
- ◆ Facilities management and coordination for building tenants and occupants, including veterans' organizations, city offices, Arts Commission Gallery and others.

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

## **Budget Data Summary**

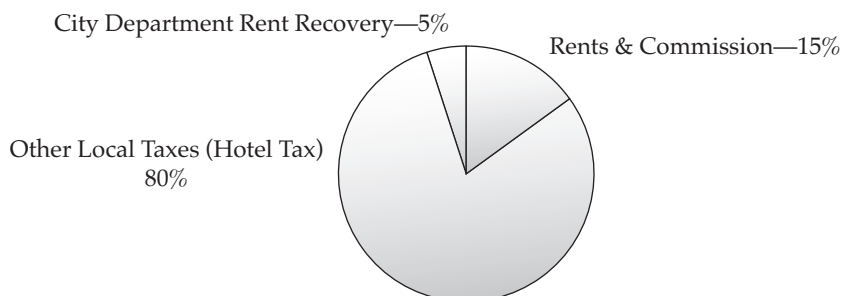
	<b>2004–2005 Actual</b>	<b>2005–2006 Budget</b>	<b>2006–2007 Proposed</b>	<b>Change from 2005–2006</b>	
				<b>Nominal</b>	<b>Percent</b>
Total Expenditures	\$9,809,905	\$10,981,521	\$11,275,615	\$294,094	3%
Total FTE	95.55	95.50	96.31	0.81	1%

### Resources by Service Area



Resources allocated to service or program area as a percentage of total department budget.

### Funding Sources



The majority of the War Memorial's budget is funded through the Hotel Tax.

## Budget Issues and Details

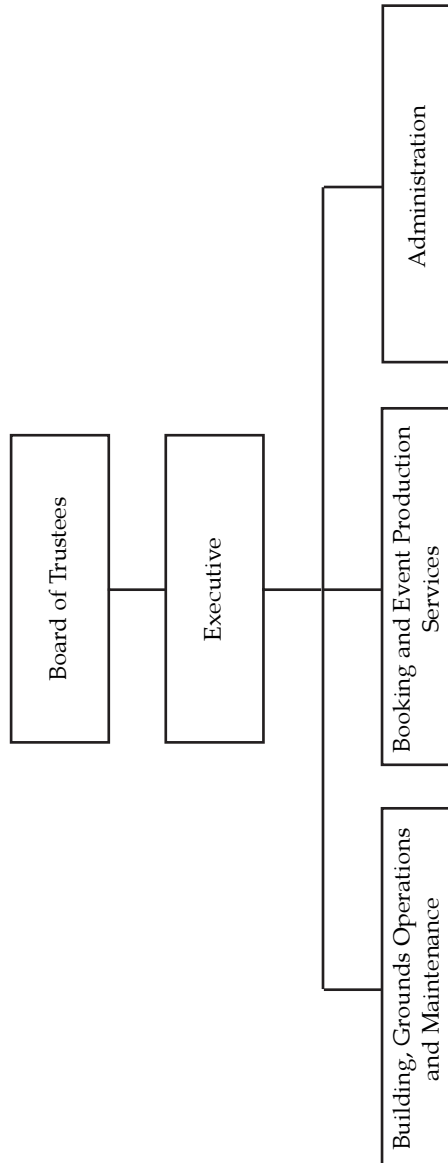
### Service Level Changes

- ◆ The Mayor's proposed 2006–2007 budget allocates growth in hotel tax for the War Memorial. This translates to an increase of \$614,000 in hotel tax revenue for the department.
- ◆ The War Memorial proposes a modest increase in facility rental rates , has deferred equipment replacement and new capital projects and uses fund balance to fund facilities maintenance needs and to absorb employee salary and mandatory fringe benefit increases.

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

- ◆ Within available resources, the department's primary focus continues to be the provision of safe, first-class facilities and venues. Part of that goal requires regular and timely facilities maintenance efforts. The department's 2006–2007 budget includes \$681,200 in annual facilities maintenance.
- ◆ Coordinating with the City's Capital Planning Committee, the department is in the process of developing a long-term funding plan to implement seismic upgrades to the Veterans Building.

# WAR MEMORIAL



## TOTAL BUDGET - HISTORICAL COMPARISON

	<b>2004-2005 <u>Actual</u></b>	<b>2005-2006 <u>Budget</u></b>	<b>2006-2007 <u>Proposed</u></b>	<b>\$ Chg From <u>2005-2006</u></b>	<b>% Chg From <u>2005-2006</u></b>
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	95.55	95.50	96.31	0.81	1%
<b>Net Operating Positions</b>	<b>95.55</b>	<b>95.50</b>	<b>96.31</b>	<b>0.81</b>	<b>1%</b>
<b>SOURCES</b>					
Local Taxes	7,066,414	8,356,000	8,970,000	614,000	7%
Use Of Money Or Property	1,494,454	1,355,925	1,458,313	102,388	8%
Charges For Services	207,319	251,090	218,284	(32,806)	(13%)
Expenditure Recovery	492,673	423,603	524,615	101,012	24%
Fund Balance	549,045	594,903	104,403	(490,500)	(82%)
<b>Sources Total</b>	<b>9,809,905</b>	<b>10,981,521</b>	<b>11,275,615</b>	<b>294,094</b>	<b>3%</b>
<b>USES-OPERATING EXPENDITURES</b>					
Salaries & Wages	5,659,684	5,795,976	6,059,197	263,221	5%
Fringe Benefits	1,465,415	1,750,421	2,147,913	397,492	23%
Overhead	568,986	0	0	0	N/A
Professional & Contractual Services	343,315	371,391	659,591	288,200	78%
Materials & Supplies	326,379	327,550	356,825	29,275	9%
Departmental Transfer Adjustment	(516,500)	(771,500)	(581,200)	190,300	(25%)
Services Of Other Departments	1,479,469	1,574,683	1,370,889	(203,794)	(13%)
Transfers Out	483,157	771,500	581,200	(190,300)	(25%)
<b>Uses-operating Expenditure Total</b>	<b>9,809,905</b>	<b>9,820,021</b>	<b>10,594,415</b>	<b>774,394</b>	<b>8%</b>
<b>USES-PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	150,000	581,200	431,200	N/A
Capital Projects	0	1,011,500	100,000	(911,500)	N/A
<b>Uses-project Expenditure Total</b>	<b>0</b>	<b>1,161,500</b>	<b>681,200</b>	<b>(480,300)</b>	<b>(41%)</b>
<b>USES BY PROGRAM RECAP</b>					
War Memorial Operations & Maintena	9,809,905	10,981,521	11,275,615	294,094	3%
<b>Uses By Program Recap Total</b>	<b>9,809,905</b>	<b>10,981,521</b>	<b>11,275,615</b>	<b>294,094</b>	<b>3%</b>

## Performance Measures

	<b>2004-2005</b>	<b>2005-2006</b>	<b>2005-2006</b>	<b>2006-2007</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Projected</u></b>	<b><u>Target</u></b>
<b>War Memorial Operations &amp; Maintenance</b>				
Provide continued successful utilization of the facilities				
◆ Opera House percentage of days rented	93%	94%	94%	95%
◆ Davies Symphony Hall percentage of days rented	84%	83%	83%	83%
◆ Herbst Theatre percentage of days rented	71%	72%	72%	72%
◆ Green Room percentage of days rented	56%	53%	53%	54%
Provide maximum number of performances and events				
◆ Opera House performances/events	178	178	178	181
◆ Davies Symphony Hall performances/events	238	238	238	238
◆ Herbst Theatre performances/events	246	244	240	240
◆ Green Room performances/events	193	174	174	186





# Bonded Debt and Long-Term Obligations



# BONDED DEBT AND LONG TERM OBLIGATIONS

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## ***Mission***

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*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***

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- ◆ Maintain cost-effective access to 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 enjoys 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 leverages property tax receipts through issuance of G.O. bonds for voter-approved capital expenditures. Proceeds from G.O. bond sales are used for the acquisition or improvement of real property such as libraries, hospitals, parks, and cultural and educational facilities.

Lease revenue bonds and certificates of participation leverage General Fund receipts (such as fees and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the City. Debt service payments for lease revenue bonds and certificates of participation are typically paid from revenues of the related project or fees, taxes or surcharges imposed on users of the project. For example, debt service on the lease revenue bonds issued to construct the Moscone Center Expansion Project are repaid primarily from the 2 percent increase in hotel taxes approved by the Board of Supervisors in August 1996 and passed by the voters in November 1998. The 2 percent increase, however, 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 2005, Moody's Investor Services, Standard & Poor's and Fitch Ratings rated the City's G.O. Bond debt Aa3, AA and AA-, respectively, with a stable outlook from all three rating agencies, reflecting the City's continued economic recovery and efforts to improve finances. In 2006, Fitch Ratings revised the rating outlook to positive from stable reflecting the City's financial and economic improvement. Moody's Investor Services and Standard & Poor's continues to maintain a stable outlook on the City's G.O. Bond debt.

- ◆ **Lease Revenue Bonds:** Moody's, Standard & Poor's and Fitch Ratings rate the City's lease revenue bonds A1/AA-/A+, respectively, with a positive outlook from Fitch Ratings and a stable outlook from Moody's and Standard & Poors. These ratings are one to two levels below the City's G.O. bond ratings, a normal relationship between G.O. bonds and lease revenue bonds. This difference can be attributed in part to the less stringent voter requirement for lease revenue bonds. In addition, the City has no legal obligation or authority to levy taxes for repayment, as is the case for G.O. bonds, only to appropriate rent on the use of the financed facilities.

Despite the City's sizable budget requirements, state and federal funding uncertainties and numerous capital projects, the ratings reflect overall strengths such as strong financial management, low to moderate debt burden, strong tax base growth and favorable socio-economic profile.

## Debt Profile

Pursuant to the City Charter, the City must have voter authorization to issue G.O. bonds and lease revenue bonds. G.O. bonds require a two-thirds majority vote, while lease revenue bonds require a simple majority vote (50 percent 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 for more detail.

As shown in Table 1, the 2006–2007 budget provides \$136,765,870 for the payment of debt service on \$1,257,205,000 in G.O. bonds.

**Table 1: Outstanding G.O. Bonds & Long Term Obligations  
Debt Service for Fiscal Year 2006–2007**

**Principal Outstanding**

G.O. Bonds (as of 7/1/06)	\$	1,232,205,000
Plus Expected New Issuance		25,000,000
<b>Total G.O. Bonds</b>	<b>\$</b>	<b>1,257,205,000</b>
Long-Term Obligations (as of 7/1/06)	\$	682,480,077
Plus Expected New Issuance		287,000,000
<b>Total Long-Term Obligations</b>	<b>\$</b>	<b>969,480,077</b>
<b>Total Principal Outstanding</b>	<b>\$</b>	<b>1,939,685,077</b>

**Fiscal Year 2006–2007 Debt Service**

G.O. Bonds	\$	136,765,870
Long-Term Obligations		78,942,915
<b>Total Annual Debt Service</b>	<b>\$</b>	<b>215,708,785</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 percent of the net assessed value of all taxable real and personal property located within the boundaries of the city, as outlined in the City Charter.

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, 2006, the total amount of G.O. bonds authorized by the voters but not yet issued will be \$346,065,000. Of the \$1,232,205,000 bonds outstanding, a total principal amount of approximately \$1,594,395,000 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 \$25,000,000 in general obligation bonds to be issued in 2006–2007 as part of the bond program for the Seismic Safety Loan Program. Debt service on the City's G.O. bonds is repaid from taxes levied on all real and personal property within city boundaries.

**Table 2: General Obligation Bonds (as of July 1, 2006)**

Description of Issue (Date of Authorization)	Series	Issued	Outstanding	Authorized & Unissued
Golden Gate Park Improvements (6/2/92)	1997A	\$ 25,105,000	\$ 16,705,000	
	2001A	17,060,000	13,970,000	
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	14,660,000	
Asian Art Museum Relocation Project (11/8/94)	1999D	16,730,000	12,660,000	
Steinhart Aquarium Improvement (11/7/95)	2005F	29,245,000	28,180,000	
Affordable Housing Bonds (11/5/96)	1998A	20,000,000	14,780,000	
	1999A	20,000,000	15,765,000	
	2000D	20,000,000	16,020,000	
	2001C	17,000,000	14,100,000	
	2001D	23,000,000	19,640,000	
Educational Facilities - Community College District (6/3/97)	1999A	20,395,000	15,285,000	
	2000A	29,605,000	23,755,000	
Educational Facilities - Unified School District (6/3/97)	1999B	60,520,000	45,370,000	
	2003B	29,480,000	26,105,000	
Zoo Facilities Bonds (6/3/97)	1999C	16,845,000	12,630,000	
	2000B	17,440,000	13,990,000	
	2002A	6,210,000	5,295,000	
	2005H	7,505,000	7,230,000	
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	
	2005I	69,000,000	69,000,000	
Neighborhood Recreation and Park (3/7/00)	2000C	6,180,000	4,960,000	
	2001B	14,060,000	11,510,000	
	2003A	20,960,000	18,560,000	
	2004A	68,800,000	64,130,000	
California Academy of Sciences Improvement (3/7/00)	2004B	8,075,000	7,525,000	
	2005E	79,370,000	76,480,000	
Branch Library Facilities Improvement (11/7/00)	2001E	17,665,000	14,590,000	
	2002B	23,135,000	19,730,000	
	2005G	34,000,000	32,765,000	31,065,000
<b>SUB TOTALS</b>		<b>\$1,004,435,000</b>	<b>\$ 865,390,000</b>	<b>\$346,065,000</b>
General Obligation Refunding Bonds Series 1997-1 issued 10/27/97		\$449,085,000	\$261,390,000	
General Obligation Refunding Bonds Series 2002-R1 issued 4/23/02		\$118,945,000	\$96,065,000	
General Obligation Refunding Bonds Series 2004-R1 issued 6/16/04		\$21,930,000	\$9,360,000	
<b>TOTALS</b>		<b>\$1,594,395,000</b>	<b>\$1,232,205,000</b>	<b>\$346,065,000</b>

Source: Office of Public Finance, City and County of San Francisco.

## **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, 2006, the City will have \$682,480,077 in long-term obligations outstanding.

As shown in Table 1, the 2006–2007 budget provides for the payment of debt service on \$969,480,077 in long-term obligations expected to be outstanding during the fiscal year including approximately \$287,000,000 in lease revenue bonds anticipated to be issued by the end of the fiscal year. The 2006–2007 budget for long-term obligation debt service is \$78,942,915.

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 percent of the estimated Unrestricted Revenues legally available for payment of the TRANs. Proceeds of the TRANs may only be used to pay obligations of the General Fund occurring in the fiscal year in which the TRANs are issued.

## **Overlapping Debt Obligations**

Overlapping debt obligations are long-term obligations sold in the public credit markets by public agencies whose boundaries overlap the boundaries of the City in whole or in part. These overlapping debt obligations generally are not repaid from revenues of the City nor are they necessarily obligations secured by land within the City. In many cases overlapping debt obligations issued by a public agency are payable only from the revenues of the public agency, such as sales tax receipts generated within the City's boundaries. Overlapping debt obligations of the City have been issued by such public agencies as the 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, 2006, the City estimates that \$1,626,055,673 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 2006-2007 budget.

## **Debt Limit**

The City's debt limit for outstanding G.O. bond principal is governed by Section 9.106 of the City Charter and is subject to Article XIII of the State Constitution. Under the Charter, the City's outstanding G.O. bond principal is limited to 3 percent of the assessed value of all taxable real and personal property located within the jurisdiction of the City and County of San Francisco.



As indicated in Table 3, the City has a G.O. bond limit of \$3,342,185,705, based upon the Controller's Certificate of Assessed Valuation released on August 1, 2005. As of July 1, 2006, the City will have \$1,232,205,000 of G.O. bonds outstanding which results in a G.O. bond debt to assessed value ratio of 1.11 percent. The City's remaining legal capacity for G.O. bond debt will be \$2,109,980,705 based on the fiscal year 2005–2006 Assessed Valuation. The 2006-2007 Assessed Valuation will be released in August 2006 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 percent of Net Assessed Value**

Assessed Value (8/1/05)	\$116,046,728,299
Less Exemptions	(4,640,538,142)
Net Assessed Value (8/1/05)	\$111,406,190,157
Legal Debt Capacity (3 percent)	\$3,342,185,705
Outstanding G.O. Bonds (7/1/06)	\$1,232,205,000
G.O. Debt Ratio (7/1/06)	1.11%
Unused Capacity	\$2,109,980,705

The voters have approved an additional \$346,065,000 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, creating the Citizens' General Obligation Bond Oversight Committee (the "Committee"). The purpose of the Committee is to inform the public concerning the expenditure of General Obligation bond proceeds. The Committee 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 percent of the gross proceeds from the proposed bonds be deposited in a fund established by the Controller's office and appropriated by the Board at the direction of the Committee to cover the Committee's costs. No G.O. bonds have been approved since then and therefore no G.O. bond money is budgeted in fiscal year 2006–2007 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.

## Enterprise Department Principal Outstanding and Debt Service for Fiscal Year 2006–2007

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 long-term debt. The departments are the Airport Commission (AIR), Municipal Transportation Agency (MTA), Port Commission (PRT), Public Utilities Commission (PUC), Rent Arbitration Board (RNT) and Retirement System (RET). Of these six departments, AIR, MTA, PRT 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 2006–2007 Public Service Enterprise principal outstanding and debt service payments due. As of July 1, 2006, the Public Service Enterprise departments will have \$5,821,075,941 principal outstanding including \$160,000,000 expected to be issued by the end of the fiscal year. The 2006–2007 budget provides for the payment of debt service on \$424,949,782 in revenue bonds.

**Table 4: Enterprise Department Revenue Bond Principal Outstanding and Debt Service for Fiscal Year 2006–2007**

Agency	Principal Outstanding			Debt Service
	As of 7/1/06	Expected New Issuance	Total	Principal and Interest
Public Utilities Commission (PUC) <sup>1</sup>	\$ 1,504,933,506	\$ 160,000,000	\$ 1,664,933,506	\$ 135,574,583
Municipal Transportation Agency (MTA)-Parking and Traffic <sup>2</sup>	25,858,559	—	25,858,559	8,432,659
Port Commission (PRT)	15,853,876	—	15,853,876	4,705,170
Airport Commission (AIR)	4,114,430,000	—	4,114,430,000	276,237,370
	<b>\$ 5,661,075,941</b>	<b>\$ 160,000,000</b>	<b>\$ 5,821,075,941</b>	<b>\$ 424,949,782</b>

<sup>1</sup> Includes Senior State Loans that are senior to the revenue bond debt.

<sup>2</sup> Includes California Energy Commission Loans.



# Capital Projects



## CAPITAL PROJECTS

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### Highlights of the proposed 2006-2007 Capital Improvement budget

The Capital Planning Commission (CPC) received over 300 Capital Improvement Program requests from 20 departments, including both renewal and enhancement projects. A total of approximately \$242 million was requested in General Fund appropriations in combination with approximately \$87 million from non-General Fund sources (G.O. Bonds, Special Funds, etc.) totaling \$329 million.

Using General Fund limitations recommended in the 10-year plan, Capital Planning program staff reviewed June 1 department requests in conjunction with the Mayor's Office, and recommended approximately \$63 million in General Fund and \$72 million in non-General Fund for a total of \$135 million. Recommendations include funding for annual facility maintenance; Amiercan's with Disabilities Act (ADA) improvements; renewal, upgrades and modernization of existing facilities; and development of major capital projects such as the San Francisco General Hospital Project (SFGH) and Mission Bay Public Safety Facilities. All of these recommendations were made while complying with the proposed guidelines and limitations in the 10-year Capital Plan.

A summary of the proposed June 1 department Capital Budget for 2006-2007 is summarized below and includes approximately:

Dollars in Millions	
\$ 31	Renewals and Upgrades to Existing Facilities
52	Renewals and Upgrades to Recreation and Park Facilities
16	Modernization and Tenant Improvements to Existing Facilities
12	Investigation & Conceptual Design of SFGH Replacement Project
12	Routine Facility Maintenance
7	ADA improvements at Health Centers and City Right of Ways
3	Program and Project Development of Major Capital Projects
2	ADA improvements adjacent to SFUSD sites
<b>135</b>	<b>Proposed Budget</b>

The Citywide 2006-2007 Capital Budget, detailed on the following pages, totals \$320 million and includes projects submitted in the May 1 budget submission.

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2006-2007
<b>Department</b>	<b>: AAM ASIAN ART MUSEUM</b>		
CAA003	EMERGENCY LEAK REPAIR	GF-ANNUAL PROJECT	300,000
FAA292	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	150,000
<b>Department</b>	<b>: AAM Subtotal</b>		<b>450,000</b>
<b>Department</b>	<b>: ADM GENERAL SERVICES AGENCY - CITY ADMIN</b>		
CAD013-01	ANIMAL SHELTER, SEPARATE SURGERY ROOM	GF-CONTINUING PROJECTS	290,000
CAD014-01	MOSCONE ADA RAMPs	CONV FAC FD-CONTINUING PROJECTS	110,000
CAD022-01	DISABLED ACCESS-OCEAN PARK HEALTH CENTER	GF-CONTINUING PROJECTS	1,006,000
CAD023-01	DISABLED ACCESS-SF STD CLINIC, 7TH ST.	GF-CONTINUING PROJECTS	361,000
CAD024-01	DISABLED ACCESS-CASTRO MISSION HEALTHCTR	GF-CONTINUING PROJECTS	251,000
CAD025-01	DISABLED ACCESS-SILVER AVENUE HEALTH CTR	GF-CONTINUING PROJECTS	200,000
CAD026-01	DISABLED ACCESS-AFRICAN AM. CULTURAL CTR	GF-CONTINUING PROJECTS	221,500
CAD027-01	DISABLED ACCESS-CITY HALL	GF-CONTINUING PROJECTS	16,000
CAD028-01	DISABLED ACCESS-SO. OF MKT & MISSION REC	GF-CONTINUING PROJECTS	250,000
CAD029-01	CIVIC CENTER RELOCATION PROJECT	GF-CONTINUING PROJECTS	1,600,000
CADHOJ	HALL OF JUSTICE	GF-CONTINUING PROJECTS	2,775,000
CCA200-01	DISABLED ACCESS-SFGH BUILDING 80	GF-CONTINUING PROJECTS	45,000
CCA200-02	DISABLED ACCESS-CHINATOWN PUB HEALTH CTR	GF-CONTINUING PROJECTS	516,365
CCA200-03	DISABLED ACCESS-CURB RAMPs SCHOOLS	GF-CONTINUING PROJECTS	5,025,000
CCA200-04	DISABLED ACCESS-HALL OF JUSTICE	GF-CONTINUING PROJECTS	760,000
CCA200-05	DISABLED ACCESS-SFGH BUILDING 5	GF-CONTINUING PROJECTS	55,000
CCA200-06	DISABLED ACCESS-SFGH BUILDING 90	GF-CONTINUING PROJECTS	45,000
CCF700-01	ROOF CAULKING & SEALING	GF-ANNUAL PROJECT	90,000
FAD010-01	CITY HALL PLUMBING	GF-CONTINUING PROJECTS	100,000
FAD011-01	ANIMAL SHELTER EXTERIOR WALLS	GF-CONTINUING PROJECTS	150,000
FAD012-01	CENTRAL SHOPS REPAIRS	GF-CONTINUING PROJECTS	350,000
FAD015-01	MOSCONE MEZZ (EAST & WEST) LIGHT CTL UPG	CONV FAC FD-CONTINUING PROJECTS	350,000
FAD016-01	MOSCONE SOUTH HALL SEWAGE PIPES REPLCMT	CONV FAC FD-CONTINUING PROJECTS	66,000
FAD017-01	MOSCONE GATEWAY BALLROOM LIGHT CTL UPG	CONV FAC FD-CONTINUING PROJECTS	350,000
FAD018-01	MOSCONE DRIVEWAY RENOVATION	CONV FAC FD-CONTINUING PROJECTS	150,000
FAD019-01	MOSCONE SO. HALL WATER SUPP & DRAIN RENO	CONV FAC FD-CONTINUING PROJECTS	100,000
FAD020-01	MOSCONE NORTH LOBBY LIGHTING RETROFITS	CONV FAC FD-CONTINUING PROJECTS	425,000
FAD021-01	BILL GRAHAM CIVIC AUDITORIUM CORNICE RPR	GF-ANNUAL PROJECT	250,000
FAD105	CIVIC CENTER SPACE CONSOLIDATION	GF-CONTINUING PROJECTS	1,500,000
FADHOJ	HALL OF JUSTICE	GF-ANNUAL PROJECT	225,000
FCA200-99	CITY HALL FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	200,000
<b>Department</b>	<b>: ADM Subtotal</b>		<b>17,832,865</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2006-2007
<b>Department</b>	<b>: AIR AIRPORT</b>		
CAC035-UN3501	BOARDING AREA A IMPROVEMENTS-UNALLOC	1992 SFIA-ISSUE 10A-AMT BONDS	4,200,000
CAC035-UN3501	BOARDING AREA A IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	548,506
CAC041-570A10	CT5703A-CONSTRUCTION	1992 SFIA ISSUE 23B-NON AMT BONDS	(2,866,868)
CAC042-UN4201	INFRASTRUCTURE IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	1,251,000
CAC045-UN4501	NOISE INSULATION-UNALLOC	1992 SFIA-ISSUE 9A-AMT BOND	872,499
CAC046-UN4601	WETLAND MITIGATION-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	1,947,000
CAC047-UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	20,424,490
CAC048-808215	CT8082-EQUIPMENT	SFIA-CAPITAL PROJECTS-FEDERAL FUND	(1,650,000)
CAC048-UN4801	SAFETY IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	(116,667)
CAC050-UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	390,134
CAC052-UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	(300,000)
CAC052-UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	300,000
CAC052-UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	5,441
CAC054-UN5401	AIRPORT ROADWAYS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(1,636,664)
CAC054-UN5401	AIRPORT ROADWAYS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	375,000
CAC057-UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 16B NON-AMT BONDS	520,782
CAC060-UN6001	UTILITIES IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 16B NON-AMT BONDS	609,175
CAC060-UN6001	UTILITIES IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	1,650,000
CAC060-UN6001	UTILITIES IMPROVEMENTS-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	(1,650,000)
CAC061-UN6101	SEWAGE SYSTEM IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	250,000
CAC068-UN6801	SECURE CONECTOR FROM DOM T3 TO IT-UNALLO	SFIA-CAPITAL PROJECTS-FEDERAL FUND	2,000,000
CAC068-UN6801	SECURE CONECTOR FROM DOM T3 TO IT-UNALLO	1992 SFIA ISSUE 16B NON-AMT BONDS	4,960,000
CAC070-01	PASSENGER BRIDGE CONNECTOR:T1 TO AIR TRA	1992 SFIA-ISSUE 10A-AMT BONDS	1,800,000
FAC300-99	TERMINAL FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	885,000
FAC450-99	UTILITIES FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	895,000
FAC500-99	SUPPORT FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	720,000
GAC03E-01	ENVIRONMENTAL MAINTENANCE	SFIA-CONTINUING PROJ-OPERATING FD	300,000
<b>Department</b>	<b>: AIR Subtotal</b>		<b>36,683,828</b>
<b>Department</b>	<b>: ART ARTS COMMISSION</b>		
FAR211	MONUMENT MAINTENANCE	GF-ANNUAL PROJECT	35,000
FAR211	MONUMENT MAINTENANCE	GF-ANNUAL PROJECT	15,000
FAR322	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	75,000
<b>Department</b>	<b>: ART Subtotal</b>		<b>125,000</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>
<b>Department</b>	<b>: DAT DISTRICT ATTORNEY</b>		
CDA049-01	FACILITY REWIRING	GF-NON-PROJECT-CONTROLLED	50,000
<b>Department</b>	<b>: DAT Subtotal</b>		<b>50,000</b>



## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2006-2007
<b>Department</b>	<b>: DBI DEPARTMENT OF BUILDING INSPECTION</b>		
CBICPC-01	OFFICE SPACE DEVELOPMENT	BIF-CONTINUING PROJECTS	2,850,000
CBIDBI-01	DBI MOVE AND TENANT IMPROVEMENTS	BIF-CONTINUING PROJECTS	1,750,000
CBIPSC-01	COUNTER RENOVATION	BIF-CONTINUING PROJECTS	1,800,000
<b>Department</b>	<b>: DBI Subtotal</b>		<b>6,400,000</b>
<b>Department</b>	<b>: DPH PUBLIC HEALTH</b>		
CHCPCC-88	POTRERO HILL HEALTH CTR EXTERIOR RENOV.	GF-CONTINUING PROJECTS	275,000
CHCVAC-02	SOUTHEAST HEATHLH CTR - ADA/HVAC-CHN WORK	GF-CONTINUING PROJECTS	150,000
CHG34M-99	WARD 3M AND 4M CLINIC EXPANSION-CHN WORK	SFGH-CONTINUING PROJ-OPERATING FD	200,000
CHG6GL-99	WARD 6G OR LIGHTS	SFGH-CONTINUING PROJ-OPERATING FD	150,000
CHGADA-99	SFGH BLDG ENTRANCE ADA IMPROVEMENTS	SFGH-CONTINUING PROJ-OPERATING FD	125,000
CHGCMS-99	WARD 5E, 6A CENTAL PT MONITORING	SFGH-CONTINUING PROJ-OPERATING FD	50,000
CHGPAX-99	RADIOLOGY PAX/DIGITAL CHEST INSTALLATION	SFGH-CONTINUING PROJ-OPERATING FD	150,000
CHGPWS-99	DIGITAL WORKSTATION INSTALLATION-CHN WK	SFGH-CONTINUING PROJ-OPERATING FD	275,000
CHGREB-PG11	PROGRAM MANAGEMENT-PROJECT MANAGEMENT	SFGH-CONTINUING PROJ-OPERATING FD	11,976,000
CHLCHW-01	CLARENDON HALL WIRING-IS WIRING	LHH-CONTINUING PROJ-OPERATING FD	400,000
CHLLAU-01	LAUNDRY BUILD OUT	LHH-CONTINUING PROJ-OPERATING FD	1,500,000
FHC200-01	FACILITIES MAINTENANCE-HEALTH CENTERS	GF-ANNUAL PROJECT	300,000
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
PHCMDR	MEDICAL RESPITE PROJECT	GF-CONTINUING PROJECTS	600,000
PHM313	FACILITIES MAINTENANCE - MH CLINICS	GF-ANNUAL PROJECT	100,000
<b>Department</b>	<b>: DPH Subtotal</b>		<b>18,401,000</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2006-2007
<b>Department</b>	<b>: DPW GENERAL SERVICES AGENCY - PUBLIC WORKS</b>		
CBRHOJ-EG07BU	DPW-BBR HOJ EMERGENCY GENERATOR 06/07	CITY FAC IMPVT PROJECTS - FEDERAL FUND	286,000
CBRHOJ-FA07BU	DPW-BBR HOJ FIRE ALARM PANEL 06/07 BUDGE	CITY FAC IMPVT PROJECTS - FEDERAL FUND	300,000
CBROFA-SSBU	DPW-BBR CAP PROJ-SHEETMETAL SHOP FOUNDA	GF-CONTINUING PROJECTS	50,000
CENSTR-GRBU	STREET PROJECTS - GUARD RAIL REPL	GF-CONTINUING PROJECTS	350,000
CENSTR-STBU	STAIRWAY PROJECTS	GF-CONTINUING PROJECTS	79,500
CENSTR-SWBU	SIDEWALK PROJECTS	GF-CONTINUING PROJECTS	395,500
CENSTR-TU14	1314J STREET PROJECTS - STOCKTON TUNNEL	GF-CONTINUING PROJECTS	15,000
CENTRN-BR09AL	0809J-ALLOCATION	GF-CONTINUING PROJECTS	500,000
CENTRN-OS5299	EMERGENCY SLIDES	GF-CONTINUING PROJECTS	200,000
CENTRN-SM90AL	4TH ST BRIDGE SEISMIC RETROFIT	GF-CONTINUING PROJECTS	310,000
CENTRN-SRP3AL	PAVING PROJECTS -TCRF 06-08	SPECIAL GAS TAX STREET IMPVT FUND	5,216,754
CPWBLD-HJBU	HALL OF JUSTICE PROJECT - BUDGET	GF-CONTINUING PROJECTS	800,000
CPWBLD-MBBU	MISSION BAY CAP PROJECTS - BUDGET	GF-CONTINUING PROJECTS	1,341,300
CPWBLD-SS	STREETSCAPE IMP PROJECTS	STREET IMPVT PROJECTS - FEDERAL FUND	7,500,000
CPWBLD-SS07	STREETSCAPE IMP PROJECTS BUDGET 06-07	GF-CONTINUING PROJECTS	1,112,091
CUFTRN-TR07BU	NEW STREET TREE PLANTING FY06/07 BUDGET	GF-CONTINUING PROJECTS	1,657,512
FPWOFA-07BU99	DPW OTHER FACILITIES 06-07 BUDGET	GF-CONTINUING PROJECTS	300,000
GCMOFA-LA00	CITYWIDE ASBESTOS & LEAD ABATEMENT	GF-CONTINUING PROJECTS	400,000
GSRTN-PR0101	POTHOLE REPAIR	GF-CONTINUING PROJECTS	2,100,000
PATCIP-CPBU99	CAPITAL PLANNING FY0607	GF-CONTINUING PROJECTS	1,025,000
<b>Department</b>	<b>: DPW Subtotal</b>		<b>23,938,657</b>
<b>Department</b>	<b>: DSS HUMAN SERVICES AGENCY</b>		
CSS004	CHILDCARE CENTER	GF-ANNUAL PROJECT	142,834
FSS001	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	1,118,012
<b>Department</b>	<b>: DSS Subtotal</b>		<b>1,260,846</b>
<b>Department</b>	<b>: ECD EMERGENCY COMMUNICATIONS DEPARTMENT</b>		
CED006-01	ECD - BACK-UP 911 CENTER	1994 RADIO COMM SYS-CITYWIDE	218,000
<b>Department</b>	<b>: ECD Subtotal</b>		<b>218,000</b>
<b>Department</b>	<b>: FAM FINE ARTS MUSEUM</b>		
CFALEG	PALACE OF THE LEGION OF HONOR HVAC	GF-ANNUAL PROJECT	259,500
FFA214	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	50,000
<b>Department</b>	<b>: FAM Subtotal</b>		<b>309,500</b>
<b>Department</b>	<b>: FIR FIRE DEPARTMENT</b>		
CFC902	WATER SUPPLY MAINTENANCE	GF-ANNUAL PROJECT	1,900,000
FFC105	GENERATOR REPLACEMENTS	GF-ANNUAL PROJECT	272,420
FFC106	UST MONITORING	GF-ANNUAL PROJECT	215,735
FFC107	AWSS SYSTEM REVIEW	GF-ANNUAL PROJECT	250,000
FFC293	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	400,000
<b>Department</b>	<b>: FIR Subtotal</b>		<b>3,038,155</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2006-2007
<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	670,000
FJV312	FAC MAINTENANCE - LOG CABIN RANCH	GF-ANNUAL PROJECT	60,000
<b>Department</b>	<b>: JUV Subtotal</b>		<b>750,000</b>
<b>Department</b>	<b>: LIB PUBLIC LIBRARY</b>		
CLBLIP	BRANCH LIBRARY IMPROVEMENT PROGRAM	LIBRARY FUND - CONTINUING PROJECTS	4,000,000
<b>Department</b>	<b>: LIB Subtotal</b>		<b>4,000,000</b>
<b>Department</b>	<b>: MTA MUNICIPAL TRANSPORTATION AGENCY</b>		
CPT413-88	CABLE CAR SETTLEMENT-ALLOCATED CHARGES	MUNI-CAPITAL PROJECTS-LOCAL FUND	270,000
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
GPT169	PREVENTIVE MAINT FTA GRANT	MUNI-OPERATING GRANTS-UNALLOCATED	20,000,000
<b>Department</b>	<b>: MTA Subtotal</b>		<b>21,065,000</b>
<b>Department</b>	<b>: POL POLICE</b>		
CPC010-01	RICHMOND HOLDING CELLS	GF-ANNUAL PROJECT	189,263
CPC011-01	NEW GENERATOR CO. A	GF-ANNUAL PROJECT	151,410
IPC236-01	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	100,000
<b>Department</b>	<b>: POL Subtotal</b>		<b>440,673</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2006-2007
<b>Department</b>	<b>: PRT PORT</b>		
CPO619-01	EMERGENCY FACILITY MAINTENANCE	PORT-CONTINUING PROJ-OPERATING FD	203,500
CPO625-14	MAINTENANCE DREDGING FY 06/07	PORT-CONTINUING PROJ-OPERATING FD	3,041,500
CPO680-01	PORT ADA TRANSITION PLAN	PORT-CONTINUING PROJ-OPERATING FD	150,000
CPO682-01	PIER 52 ELECTRICAL POLE RELOC.	PORT-CONTINUING PROJ-OPERATING FD	300,000
CPO727-06	MATERIALS TESTING FY 2006-2007	PORT-CONTINUING PROJ-OPERATING FD	400,000
CPO741-01	PIER REPAIR	PORT-CONTINUING PROJ-OPERATING FD	1,352,000
CPO747-01	PIER 48 IMPROVEMENTS	PORT-CONTINUING PROJ-OPERATING FD	1,350,000
CPO757-01	BUILDING SUBSTRUCTURE REPAIR PROJECT	PORT-CONTINUING PROJ-OPERATING FD	500,000
CPO761-01	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	300,000
CPO762-01	PIER 70 PCB REMEDIATION PROJECT	PORT-CONTINUING PROJ-OPERATING FD	606,500
CPO775	PIER 80 ADMIN BLDG HVAC SYSTEM OVERHAUL	PORT-CONTINUING PROJ-OPERATING FD	380,000
CPO776	LEASING CAPITAL IMPROVEMENT PROJECT	PORT-CONTINUING PROJ-OPERATING FD	770,000
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	95,000
GPO536-01	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	200,000
GPO537-01	FISHERMAN'S WHARF WATER QUALITY MONITORG	PORT-OPERATING-ANNUAL PROJECTS	68,000
GPO538-01	RAIL TRACK MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	250,000
GPO542-01	POTRERO POWER PLAN REMEDIAL INVSTGION	PORT-OPERATING-ANNUAL PROJECTS	226,000
GPO543-01	FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	400,000
GPO545-01	ORACLE TO FAMIS CONVERSION PROJECT	PORT-OPERATING-ANNUAL PROJECTS	285,000
GPO546-01	FACILITY STRUCTURAL INSPECTION	PORT-OPERATING-ANNUAL PROJECTS	300,000
GPO547-01	WHARF J-10 OVERSIGHT	PORT-OPERATING-ANNUAL PROJECTS	125,000
GPO548-01	ABANDONED MAT/ILLEGAL DUMPING CLEANUP-RE	PORT-OPERATING-ANNUAL PROJECTS	100,000
GPO624-01	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	90,000
GPO632-01	PIER 98 MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	88,800
GPO728-01	FISHERMANS WHARF-TRIANGLE PARKING LOT	PORT-OPERATING-ANNUAL PROJECTS	65,000
<b>Department</b>	<b>: PRT Subtotal</b>		<b>11,836,300</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2006-2007
<b>Department</b>	<b>: PUC PUBLIC UTILITIES</b>		
CENMSC-ICIR00	BUDGET	2003 CWP REV BOND REFUNDING S-2003A	14,175,000
CENMSC-ICSR00	BUDGET	2003 CWP REV BOND REFUNDING S-2003A	17,300,000
CENMSC-SP0680	CLEAN WATER MASTER PLAN	2003 CWP REV BOND REFUNDING S-2003A	4,600,000
CENMSC-SP1300	WASTEWATER COLLECTION SYSTEM ASSESSMENT	2003 CWP REV BOND REFUNDING S-2003A	2,500,000
CENRNR-RA06SR	SEWER REPAIR	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	16,779,000
CUH896-01	STREETLIGHT REPLACEMENT	HETCHY CONTINUING PROJ-OPERATING FD	5,568,615
CUH947-01	MAYOR'S ENERGY CONSERVATION CAPITAL ACCT	HETCHY CONTINUING PROJ-OPERATING FD	11,445,500
CUH961-01	MECA SOLAR PROJECT	HETCHY CONTINUING PROJ-OPERATING FD	145,000
CUH962-01	SF ELECTRICAL RELIABILITY POWER PROJECT	HETCHY CONTINUING PROJ-OPERATING FD	12,000,000
CUH971-01	NEWARK TO CCSF (115KV)	HETCHY CONTINUING PROJ-OPERATING FD	700,000
CUH972-01	LOAD METER PROGRAM	HETCHY CONTINUING PROJ-OPERATING FD	250,000
CUH973-01	DISTRIBUTION SYSTEM ASSESSMENT	HETCHY CONTINUING PROJ-OPERATING FD	1,000,000
CUH975-00	WATER INFRASTRUCTURE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	5,000,000
CUH976-00	POWER INFRASTRUCTURE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	3,355,000
CUH977-00	FACILITIES MAINTENANCE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	5,300,000
CUW131-01	EMERGENCY INTERTIE-SANTA CLARA VALLEY WD	SFWD-CONTINUING PROJ-OPERATING FD	500,000
CUW151-02	SURGE TANK BADEN PUMP STN	SFWD-CONTINUING PROJ-OPERATING FD	1,900,000
CUW260-0001	LOCAL R&R - MAIN REPLACEMENT	SFWD-CONTINUING PROJ-OPERATING FD	3,000,000
CUW260-0001	LOCAL R&R - MAIN REPLACEMENT	1998 WATER REVENUE BOND SERIES A	1,400,000
CUW260-0001	LOCAL R&R - MAIN REPLACEMENT	1991 WATER REVENUE BOND FUND	7,600,000
CUW260-0002	LOCAL R&R - NEW SERVICES	SFWD-CONTINUING PROJ-OPERATING FD	3,000,000
CUW260-0003	LOCAL R&R - RENEW SERVICES	SFWD-CONTINUING PROJ-OPERATING FD	3,000,000
CUW261-00	STORAGE BUDGET	SFWD-CONTINUING PROJ-OPERATING FD	500,000
CUW262-00	TREATMENT FACILITIES	SFWD-CONTINUING PROJ-OPERATING FD	3,000,000
CUW263-00	REGIONAL RNR - CONVEYANCE/TRANSMISSION	SFWD-CONTINUING PROJ-OPERATING FD	3,000,000
CUW264-00	WATERSHED ROADS - BUDGET	SFWD-CONTINUING PROJ-OPERATING FD	3,000,000
CUW687-01	OPERATIONS CONSOLIDATION PROJECT	SFWD-CONTINUING PROJ-OPERATING FD	2,900,000
PUW502-01	POOLED WATER-HETCHY RESOURCE PLAN	SFWD-OPERATING-ANNUAL PROJECTS	1,000,000
<b>Department</b>	<b>: PUC Subtotal</b>		<b>133,918,115</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2006-2007
<b>Department</b>	<b>: REC RECREATION &amp; PARK</b>		
CRPACQ-01	OPEN SPACE ACQUISITION	OPEN SPACE & PARK-CONTINUING PROJECT	1,461,150
CRPACQ-01	OPEN SPACE ACQUISITION	GF-CONTINUING PROJECTS	1,200,000
CRPADA-01	ADA COMPLIANCE	GF-CONTINUING PROJECTS	225,000
CRPCAS-IN	INTEREST	CITY FAC IMPVT PROJECTS - LOCAL FUND	1,728,536
CRPCER-01	CANDLESTICK EMERGENCY REPAIRS	GF-CONTINUING PROJECTS	452,000
CRPCON-01	OPEN SPACE CONTINGENCY	OPEN SPACE & PARK-CONTINUING PROJECT	876,690
CRPCPM-01	OPEN SPACE CAPITAL PROGRAM MANAGEMENT	OPEN SPACE & PARK-CONTINUING PROJECT	700,000
CRPCPM-01	OPEN SPACE CAPITAL PROGRAM MANAGEMENT	2000 VARIOUS PARK LSE REV BOND-S2004	(5,321,759)
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 PROJECT	150,000
CRPGLF-01	GOLF - CAPITAL RESERVE	GOLF FUND -ANNUAL PROJECTS FUND	248,706
CRPHAZ-DM01	588SM -POTRERO HILL GYM ENTRANCE REROOF	GF-CONTINUING PROJECTS	800,000
CRPNAP-01	OS NATURAL AREAS MGMT PLAN-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	270,000
CRPNPG-SM0001	ST. MARY'S	2000 VARIOUS PARK LSE REV BOND-S2004	(1,136,138)
CRPNRC-CRRC01	CHINESE R REC CENTER PROJ	2000 VARIOUS PARK LSE REV BOND-S2004	(6,207,785)
CRPNRP-IN	NEIGHBORHOOD REC/PARK FACILITIES	R&P CAPITAL IMPROVEMENTS-LOCAL FUN	1,670,904
CRPNRV-BVPK01	BUENA VISTA PARK LANDSCAPE IMP	2000 VARIOUS PARK LSE REV BOND-S2004	2,536,275
CRPNRV-HMRC01	HAMILTON PG/RC/POOL	2000 VARIOUS PARK LSE REV BOND-S2004	830,500
CRPNRV-KVPK01	KELLOCH-VELASCO PARK	2000 VARIOUS PARK LSE REV BOND-S2004	1,022,120
CRPNRV-LM0001	LAKE MERCED IMPROVEMENT	2000 VARIOUS PARK LSE REV BOND-S2004	875,000
CRPNRV-LPMP01	LINCOLN PARK MASTER PLAN	2000 VARIOUS PARK LSE REV BOND-S2004	600,000
CRPNRV-LPPG01	LINCOLN PARK PG	2000 VARIOUS PARK LSE REV BOND-S2004	1,092,722
CRPNRV-MTPG01	MIDTOWN TERRACE PG	2000 VARIOUS PARK LSE REV BOND-S2004	1,510,927
CRPNRV-PMPG01	POTRERO HILL PG	2000 VARIOUS PARK LSE REV BOND-S2004	1,382,000
CRPNRV-SMPG01	ST MARY'S PG	2000 VARIOUS PARK LSE REV BOND-S2004	2,816,138
CRPPFA-01	PALACE OF FINE ARTS HS	GF-CONTINUING PROJECTS	1,200,000
CRPPFR-01	PLAYING FIELDS REPLACEMENT	GF-CONTINUING PROJECTS	2,000,000
CRPRB2-CRRC01	CHINESE REC CENTER	2006 LEASE REVENUE BOND	6,207,785
CRPRB2-HMRC01	HAMILTON PG/RC/POOL	2006 LEASE REVENUE BOND	13,470,456
CRPREN-01	OPEN SPACE PARK RENOVATIONS	OPEN SPACE & PARK-CONTINUING PROJECT	1,400,000
CRPSAF-IN	INTEREST EARNED	R&P CAPITAL IMPROVEMENTS-LOCAL FUN	360,786
CRPSEC-DM01	591SM - GGP 42ND AND UNDERGROUND SERVICE	GF-CONTINUING PROJECTS	100,000
CRPSIS-01	SIGNAGE & INFORMATION SYSTEM	GF-CONTINUING PROJECTS	200,000
CRPYRP-01	MARINA YACHT RENOVATION PROGRAM	R&P-MARINA YACHT HARBOR FUND	130,000
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	250,000
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>38,247,613</b>

## MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2006-2007
<b>Department</b>	<b>: SHF SHERIFF</b>		
CSH603	INDOOR FIREARMS TRAINING FACILITY	SHERIFF-SPECIAL MAINTENANCE FUND	50,000
CSH700	SAN BRUNO JAIL NO. 3 DEMOLITION	GF-ANNUAL PROJECT	200,000
FSHFMP	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	350,000
<b>Department</b>	<b>: SHF Subtotal</b>		<b>600,000</b>
<b>Department</b>	<b>: TIS GENERAL SVCS AGENCY - TELECOM&amp;INFO SVCS</b>		
CTI003-01	CITYWIDE PHONE SWITCH PROGRAM	GF-CONTINUING PROJECTS	588,484
FEL001	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	50,000
<b>Department</b>	<b>: TIS Subtotal</b>		<b>638,484</b>
<b>Department</b>	<b>: WAR WAR MEMORIAL</b>		
CWM657-01	OPERA HOUSE: ELECTRIC POWER MGNT	WAR MEMORIAL-CONTINUING PROJECTS	100,000
GWM523-M1	MISC FAC MAINT PROJECTS	WAR MEMORIAL-ANNUAL PROJECTS	581,200
<b>Department</b>	<b>: WAR Subtotal</b>		<b>681,200</b>
<b>Capital Project Total</b>			<b>320,935,236</b>

## COMMONLY USED TERMS

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*Accrual Basis Accounting*—An accounting methodology that recognizes revenues or expenditures when services are provided.

*Annual Appropriation Ordinance (AAO)*—The piece of legislation that enacts the annual budget.

*Annual Salary Ordinance (ASO)*—The piece of legislation that grants departments the authority to fill a specified number of positions during the fiscal year. Note that this is not the same as having the funding to fill that number of positions. The ASO is passed at the same time as the AAO.

*Annualization*—Adjusting a partial year revenue or expense to reflect a full year's worth of income or spending.

*Attrition savings*—Salary savings that result when funded positions at a department are vacant.

*Balancing*—Process of making revenues match expenditures within each departmental budget and within the City budget as a whole.

*Baseline*—(1) The annualized budget for the current fiscal year, which serves as the starting point for preparing the next fiscal year's budget. (2) A required minimum amount of spending for a specific purpose.

*Budget Year*—The 12 month period spanning July 1 through June 30 during which the annual appropriation and salary ordinances grant departments budget authority.

*Calendar Year*—The 12 month period spanning January 1 through December 31. While the budget and calendar year both span 12 months, the commencement and terminus of the budget and calendar year are six months apart.

*Capital Plan*—The consolidated annual document containing proposed investments to maintain and improve the physical structures, systems, and roadways allowing for the provision of City services. See the 10-Year Capital Plan document for more detail.

*Cash Basis Accounting*—An accounting methodology that recognizes revenues and expenditures when payments are actually made or received.

*Comprehensive Annual Financial Report (CAFR)*—The City's Annual Financial Report, which summarizes the performance of all revenue sources and accounts for total expenditures in the prior fiscal year.

*Carry-forward*—Funds remaining unspent at year-end that a department requests permission to spend during the following fiscal year. Some funds carry forward automatically at year-end.

*Cost-of-Living Adjustment (COLA)*—A regularly scheduled adjustment to salaries, aid payments or other types of expenditures to reflect the cost of inflation.

*County-Wide Cost Allocation Plan (COWCAP)*—The County-Wide Cost Allocation Plan is developed annually by the Controller's Office and calculates the overhead rate charged to each department for its share of citywide overhead costs, such as payroll 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.

*Fund Balance*—The amount of funding that remains in a given fund at the end of the fiscal year.

*General Fund*—The largest of the City's funds, the General Fund is a source for discretionary spending and funds many of the basic municipal services such as public safety, health and human services and public works. Primary revenue sources include local taxes such as property, sales, payroll and other taxes.

*General Fund Department*—A department that receives an annual appropriation from the City's General Fund.

*Interim Budget*—The citywide budget that is in effect for the first two months of the fiscal year, during the lag period between July 1st—the date on which the Board of Supervisors must technically submit its budget—until mid-August when the new budget is signed into effect by the Mayor. The Mayor's Proposed Budget serves as the interim budget.

*Mayor's Proposed Budget*—The citywide budget submitted to the Board of Supervisors by the Mayor's Office on May 1st for 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. Typically prepared by the City Attorney.

*Rainy Day Reserve*—Funds that are legally set-aside by the City Charter, Section 9.113.5, with the intent of protecting the City from being negatively impacted by the economy's boom-bust cycle. Generally, the Rainy Day Reserve requires that money be saved when revenue growth exceeds a certain level (in good economic times) in order to create a cushion during economic downturns.

*Resolution*—A type of legislation. Typically prepared by the sponsoring department or a member of the Board of Supervisors and is generally directed internally.

*Revised Budget*—The department's budget at year-end. Over the course of the fiscal year, the department's original budget may be amended to reflect supplemental appropriations, 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.