



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

# Mayor's Proposed Budget 2010–2011

**GAVIN NEWSOM, MAYOR**

Mayor's Office of Public Policy and Finance

Greg Wagner, Mayor's Budget Director

Kate Howard, Deputy Budget Director

Rebekah Krell, Senior Fiscal and Policy Analyst

Rick Wilson, Senior Fiscal and Policy Analyst

Leo Chyi, Fiscal and Policy Analyst

Manish Goyal, Fiscal and Policy Analyst

Meghan Wallace, Fiscal and Policy Analyst

Renée Willette, Fiscal and Policy Analyst

Jonathan Lyens, Fiscal and Policy Assistant

Dee Schexnayder, Fiscal and Policy Assistant

# Acknowledgements

## Controller's Office

Ben Rosenfield, Controller  
Monique Zmuda, Deputy Controller  
Leo Levenson  
Andrew Murray  
Jeff Pera  
Michelle Allersma  
Nadia Feeser  
Aimee Fribourg  
Joe Nurisso  
Keith DeMartini  
Dennis McCormick  
Sherman Luk

## Capital Planning Program

Brian Strong  
Adam Van de Water  
Fran Breeding  
Brian Benson

## Riezebos Holzbaur Group (RHDG)

Yvo Riezebos  
Gregg Holzbaur  
Catharina Koh  
Tim Borjas  
Tim Heraldo  
Christopher Harris  
Angelyn Navasca  
Brianna Hattey

## Department of Technology

Salla Vaerma-Jadlos  
Rubia Alvarez-Murillo  
Ana Borja  
Ely Bulanadi  
Julie Creer  
Roldan Ditan  
Abraham Nazareno

## Special Thanks to:

Micki Callahan  
Brent Lewis  
Starr Terrell  
Nicole Wheaton

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# Mayor's Budget Introduction





# Mayor's Letter

June 1, 2010

Dear Residents:

Like cities across California, San Francisco today faces significant financial challenges as a result of the continuing global economic downturn and the State of California's ongoing budget crisis. Though we have the seventh lowest unemployment rate among California's 58 counties, too many in our City remain out of work. Our residents and small businesses are cutting back. Our City government revenues, which are generated by economic activity, are in decline, and this year we face an unprecedented \$482.7 million General Fund budget deficit.

But San Francisco has proven time and again that it is unique in its ability to meet new challenges, find innovative solutions and emerge a stronger city. Despite our economic challenges we remain committed to ensuring that City government provides essential services and actively leads the way to economic recovery. We must continue our efforts to operate our City government and deliver services more efficiently, partner with our City employees to develop solutions, and make long-term budget reforms that will allow the City to better withstand the next economic recession.

We have faced difficult decisions in balancing the budget, but we have focused on preserving core government services like public safety, infrastructure investment and protecting our social safety net at a time when it's needed most – without new general tax increases. This budget invests \$343 million in new infrastructure projects that will create 2,000 local jobs, including street paving, seismic safety improvements, and energy-efficiency projects. Our innovative JobsNOW! program has put more than 3,000 San Franciscans back to work over the past year. We are actively seeking the extension of federal funding for this program, allowing us to partner with the private sector to employ thousands more San Franciscans in the coming year.

We have worked in active partnership with our City employees, and they have once again made significant sacrifices to help balance the budget and preserve services and jobs. Over the next two years, employees will give back over \$250 million in wages to keep City services intact. This partnership with our public employee unions will prevent more than 1,000 layoffs that would otherwise have been necessary. ImproveSF, our call to City employees for their best savings ideas, generated more than 550 responses from employees eager to help protect services. In part because of their commitment to our City, this budget prevents the deep cuts to our social safety net and to public safety that cities across California are considering today.

Even as we tackle the challenges of today, we are laying the groundwork for long-term reform that will put San Francisco on more stable financial ground for years to come. This document includes two-year budgets for the Port, Airport and Public Utilities Commission, a practice that will soon be expanded citywide. For the first time, we are requiring five-year financial plans to force City government to confront emerging financial challenges. We have adopted new financial policies to create a Budget Stabilization Reserve, which will set money aside in good times to create a financial cushion during the next recession. We have advanced pension reform, which will help address one of the City's fastest-growing long-term financial liabilities. Together these measures will ensure a healthy financial future for our city.



While the budget is only submitted once per year, effectively managing our government's finances is a year-round activity. We have spent the last year working tirelessly to protect core services through financially responsible decisions, and we know our work will not be completed with this budget. We face uncertainty in the economy, and a State government with deep financial troubles. But we will continue to work throughout the coming weeks and months to ensure City government is focused on providing needed services and remaining financially healthy now and for years to come.

Sincerely,

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

Gavin Newsom  
Mayor



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City and County of San Francisco  
California**

For the Fiscal Year Beginning

**July 1, 2009**

President

Executive Director



# Mayor's Proposed Budget and Other Resources

## Mayor's Proposed Budget

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

- **Mayor's Budget Introduction** This provides an overview of the Mayor's proposed budget including highlights and priorities for the 2010–11 budget year.
- **Budget Summary Tables** These provide high-level summaries of the Mayor's proposed budget, detailing changes over a three-year period: 2008–09 actual data; 2009–10 budgetary data; and 2010–11 proposed budgetary data. The variance columns measure the dollar and percentage difference between the proposed year and current year data.
  - **Uses by Service Area, Department and Program:** This lists citywide expenses at the program level by Major Service Area (MSA). The seven MSAs include: Public Protection; Public Works; Transportation and Commerce; Human Welfare and Neighborhood Development; Community Health; Culture and Recreation; General Administration and Finance; and General City Responsibilities.
  - **Funded Positions, Grand Recap by MSA and Department:** This lists year-to-year change in funded positions by department. The count of funded positions is determined by the total authorized positions minus budgeted attrition savings.
- **Department Budgets** These provide budgetary information and operational priorities for each of the City's departments. Department information is organized alphabetically and includes the following sections:
  - **Mission Statement:** Describes the general objective of the department.
  - **Description of Services Provided:** Includes key services or divisions and functions.
  - **Budget Data Summary:** Shows a summary of total expenditures and funded positions over time.
  - **Budget Issues and Details:** Explains any significant service level changes in the 2010–11 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:** Illustrate the department's progress in meeting specific goals.
- **Capital Projects:** This provides information on capital projects funded in the proposed budget. The Fiscal Year 2010–11 Capital Budget is reviewed and proposed by the Capital Planning Committee (CPC) organized under the City Administrator's Office (CAO). Capital projects are supported by General Fund and Non-General Fund sources. Capital projects generally include major construction of new or existing buildings, roads and other investments in our City's physical infrastructure. Specific projects are detailed in this section and within the corresponding department section.

## Consolidated Budget and Annual Appropriation Ordinance, Fiscal Year 2010–11

The Consolidated Budget and Annual Appropriation Ordinance (AAO) contains the sources of funds and their uses, detailed by department. This document provides the legal authority for the City to spend funds during the fiscal year.

## Annual Salary Ordinance, Fiscal Year 2010–11

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

## Comprehensive Annual Financial Report

The City's Comprehensive Annual Financial Report (CAFR) summarizes the performance of all revenue sources and accounts for total expenditures in any given fiscal year. The CAFR for the fiscal year ending June 30, 2009 is currently available. The 2009–10 CAFR will be made available by the Controller after the fiscal year has closed and the City's financial reports have been reviewed and certified.

## Obtaining Budget Documents and Resources

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

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

1 Dr. Carlton B. Goodlett Place, Room 288

Phone: (415) 554-6114

<http://www.sfmayor.org/policy-finance>

### **Controller's Office**

1 Dr. Carlton B. Goodlett Place, Room 316

Phone: (415) 554-7500

<http://www.sfcontroller.org/index.aspx?page=275>

### **Clerk of the Board of Supervisors**

1 Dr. Carlton B. Goodlett Place, Room 214

Phone: (415) 554-5184

<http://www.sfbos.org/>

The Mayor's Proposed Budget and these other documents can also be viewed on the City's website:

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



# San Francisco: An Overview



## City Governance and Structure

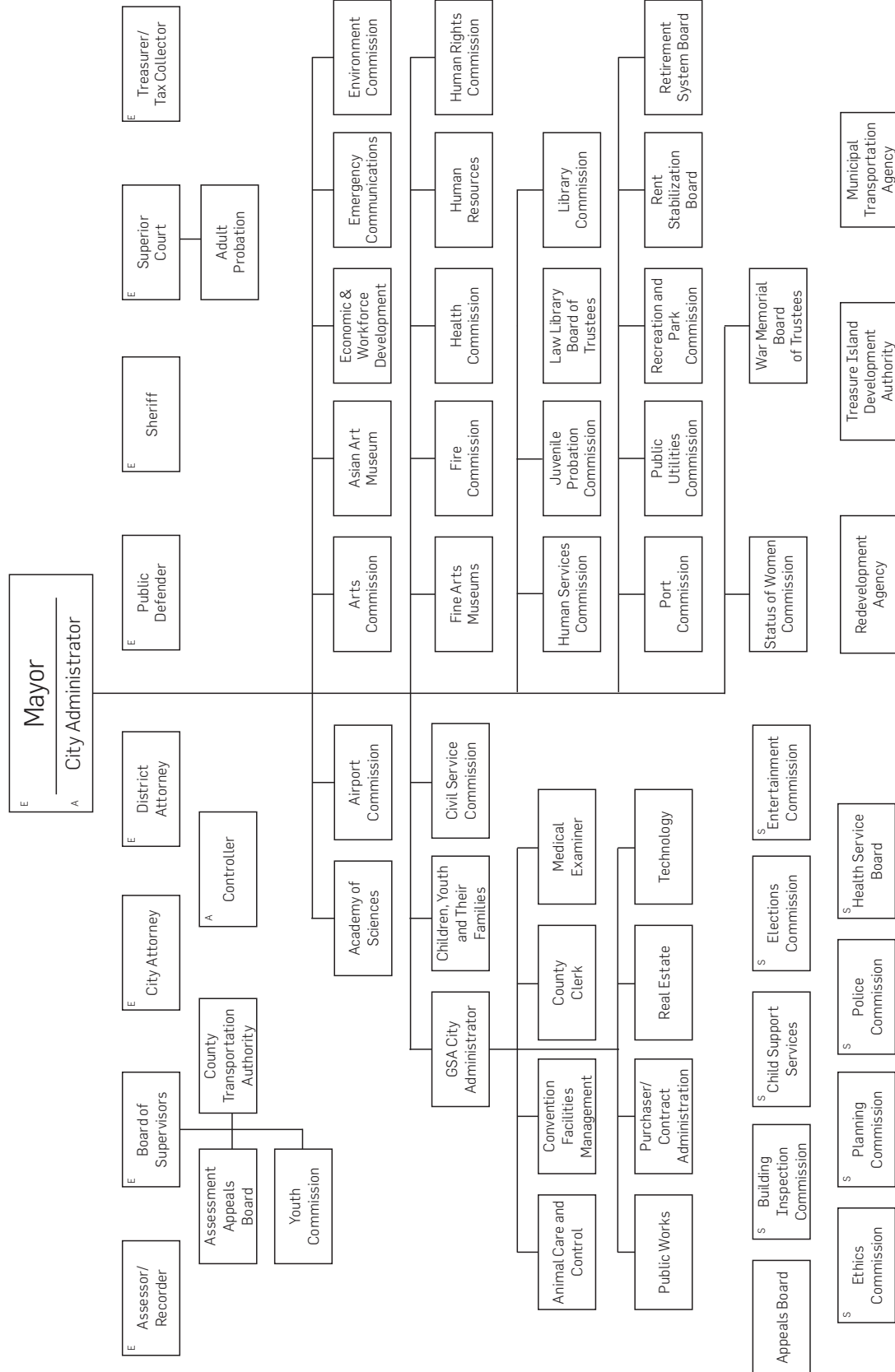
The City and County of San Francisco (the City) was established by Charter in 1850 and is a legal subdivision of the State of California. It is the only consolidated city and county in the State, exercising the governmental powers of both a city and a county under California law. The City's governance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

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

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

The elected Mayor of San Francisco appoints the heads of most City departments. Many departments are also advised by commissions or boards whose members are citizens appointed 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 Court Judges and the Treasurer.

# San Francisco: An Overview



A Appointed by Mayor and confirmed by Board of Supervisors  
 E Elected  
 S Shared – appointment by various elected officials

# Elected Officials

Mayor

Board of Supervisors

President, District 3

Supervisor, District 1

Supervisor, District 2

Supervisor, District 4

Supervisor, District 5

Supervisor, District 6

Supervisor, District 7

Supervisor, District 8

Supervisor, District 9

Supervisor, District 10

Supervisor, District 11

Assessor-Recorder

City Attorney

District Attorney

Public Defender

Sheriff

Superior Courts

Treasurer/Tax Collector

Gavin Newsom

David Chiu

Eric Mar

Michela Alioto-Pier

Carmen Chu

Ross Mirkarimi

Chris Daly

Sean Elsbernd

Bevan Dufty

David Campos

Sophie Maxwell

John Avalos

Phil Ting

Dennis J. Herrera

Kamala D. Harris

Jeff Adachi

Michael Hennessey

Presiding Judge James J. McBride

José Cisneros

# Appointed Officials

City Administrator

Controller

Edwin M. Lee

Ben Rosenfield

# Department Directors/Administrators

Academy of Sciences (SCI)

Adult Probation (ADP)

Aging and Adult Services (DAAS)

Airport (AIR)

Animal Care and Control

Arts Commission (ART)

Assessment Appeals Board

Assessor-Recorder (ASR)

Asian Arts (AAM)

Building Inspection (DBI)

Board of Supervisors (BOS)

Child Support Services (CSS)

Gregory Farrington, Ph.D.

Wendy Still

Anne Hinton

John L. Martin

Rebecca Katz

Luis Cancel

Dawn Duran

Phil Ting

Jay Xu

Vivian Day

Angela Calvillo

Karen M. Roye

Children, Youth and Their Families (CHF)	Maria Su
Office of Citizen Complaints (OCC)	Joyce Hicks
City Administrator (ADM)	Edwin M. Lee
City Attorney (CAT)	Dennis J. Herrera
City Planning (CPC)	John Rahaim
Civil Service Commission (CSC)	Anita Sanchez
Controller (CON)	Ben Rosenfield
Convention Facilities Management	John Noguchi
County Transportation Authority (SFCTA)	José Luis Moscovich
District Attorney (DAT)	Kamala D. Harris
Economic and Workforce Development (ECN)	Michael Cohen
Elections (REG)	John Arntz
Emergency Management (ECD)	Vicki Hennessy (acting)
Entertainment Commission	Bob Davis
Environment (ENV)	David Assmann (acting)
Ethics (ETH)	John St. Croix
Fine Arts (FAM)	John E. Buchanan, Jr.
Fire (FIR)	Joanne Hayes-White
Health Service System (HSS)	Catherine Dodd
Human Resources (DHR)	Micki Callahan
Human Rights Commission (HRC)	Theresa Sparks
Human Services Agency (DHS)	Trent Rhorer
Juvenile Probation (JUV)	William Sifferman
Law Library (LLB)	Marcia Bell
Library (LIB)	Luis Herrera
Medical Examiner	Amy P. Hart, M.D.
Municipal Transportation Agency (MTA)	Nathaniel Ford
Permit Appeals Board (PAB)	Cynthia Goldstein
Police (POL)	George Gascón
Port (PRT)	Monique Moyer
Public Defender (PDR)	Jeff Adachi
Public Health (DPH)	Mitchell Katz, M.D.
Public Utilities (PUC)	Edward Harrington
Public Works (DPW)	Ed Reiskin
Recreation and Park (REC)	Phil Ginsburg
Redevelopment Agency (RED)	Fred Blackwell
Rent Board (RNT)	Delene Wolf
Retirement System (RET)	Gary Amelio
Sheriff (SHF)	Michael Hennessey
Status of Women (WOM)	Emily Murase
Superior Court (CRT)	Claire A. Williams (interim)
Technology (TIS)	Chris Vein
Treasure Island Development Agency (TIDA)	Mirian Saez

Treasurer/Tax Collector (TTX)  
War Memorial (WAR)

José Cisneros  
Elizabeth Murray

## County Education Institutions

San Francisco Unified School District  
San Francisco Community College District

Carlos Garcia  
Dr. Don Griffin

# Demographic and Economic Statistics

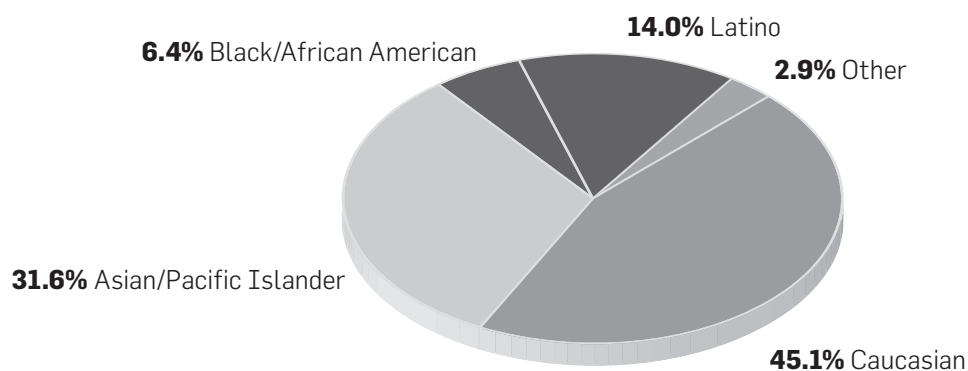
Incorporated on April 15th, 1850, San Francisco is the fourth largest city in the state of California and geographically the smallest county in California. Occupying just 49 square miles of land, the City is located on a peninsula bounded by the Pacific Ocean on the west, San Francisco Bay on the east,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

While City government has played a key role in San Francisco's development, the true wealth of the City resides in the creative and entrepreneurial spirit of its pioneering citizens. The American Community Survey estimates a population of 798,176 in 2009, which represents a 3.2 percent increase from the previous year. San Francisco is a racially and ethnically diverse city with minority groups combining to represent approximately 60 percent of the population with no single majority group. Among persons aged five years and older, 45 percent speak a language other than English, contributing to a sense of diversity in San Francisco public schools and positioning our City's future labor force for the global economy.

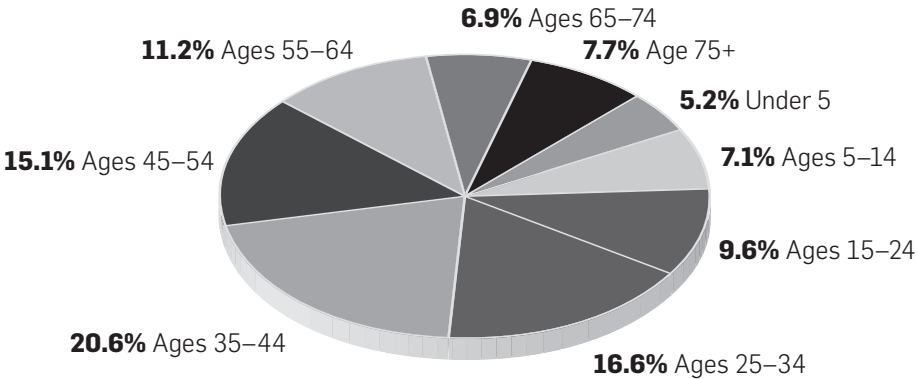
## San Francisco Population Statistics Table

Fiscal Year	Population	Personal Income (In Thousands)	Per Capita Personal Income	Median Age	Public School Enrollment	Average Unemployment Rate
2000	776,885	\$43,283,782	\$55,715	39.1	61,766	3.2%
2001	775,257	43,480,208	56,085	37.3	60,421	3.8%
2002	763,400	41,493,071	54,353	38.3	59,521	6.5%
2003	752,853	40,885,951	54,308	38.3	59,015	7.0%
2004	743,852	43,325,147	58,244	39.2	58,323	6.3%
2005	741,025	46,398,387	62,614	39.4	57,276	5.4%
2006	744,041	52,902,542	71,101	39.4	56,459	4.6%
2007	764,976	55,627,416	72,718	40.0	55,590	4.1%
2008	773,674	57,650,453	74,515	39.7	56,315	4.6%
2009	798,176	58,676,763	71,654	40.2	56,454	7.4%

## San Francisco Race Identifications

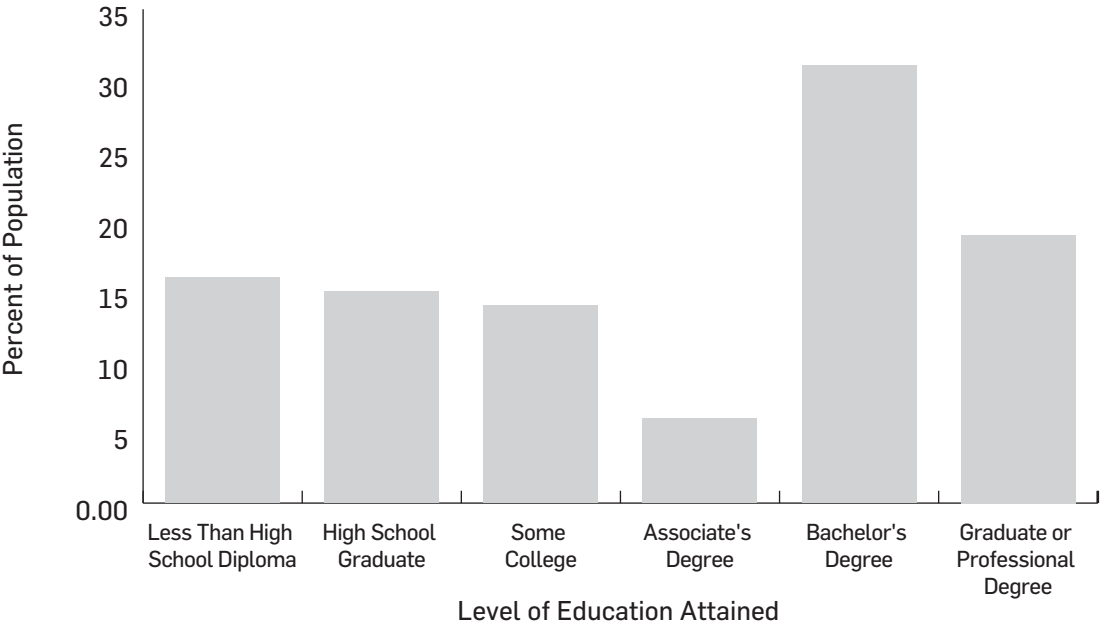


# San Francisco Age Ranges

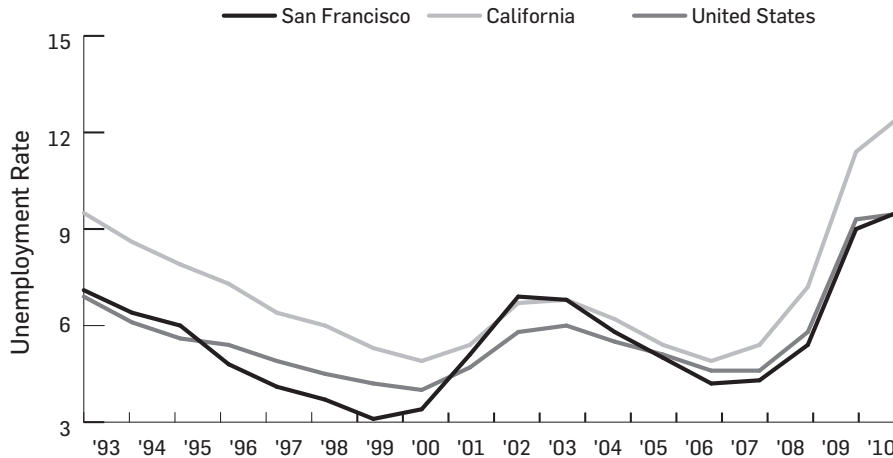


## Education Attainment of San Franciscans

Population 25 years and over



## Annual Unemployment Rate Trends



San Francisco's current average unemployment rate (9.6 percent) remains well below the state average (12.6 percent), but slightly above the national average (9.5 percent). Note that the 2010 figures reflect average unemployment rates through April 2010. As a point of comparison, although San Mateo County had a slightly lower unemployment rate (9.2 percent), San Francisco did better than other comparable counties such as Santa Clara County (11.4 percent).

## Local Economy

The City of San Francisco is the economic and cultural hub of the nine neighboring counties which make up the Bay Area: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma Counties. San Francisco's economy is driven by the success and growth of advanced, knowledge-based services such as financial and professional services, life sciences, digital media and information technology, hospitality and food services, and retail.

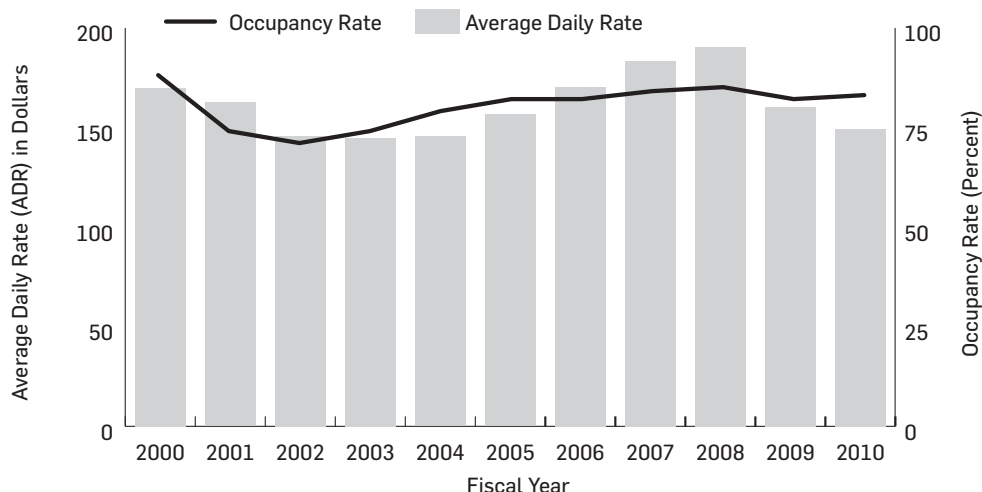
The national economic downturn that began in December 2007 finally began to affect the San Francisco economy in October 2008. The depth of the recession locally can most clearly be seen in the number of unemployed, which increased from 4.6 percent in 2008 to 9.9 percent in 2010. While this number is slowly dropping, and in April unemployment had declined to 9.6 percent, these numbers are significantly higher than any unemployment numbers San Francisco has seen since 1990, when the Employment Development Department began releasing monthly statistics for California counties.

Although projections indicate that unemployment will remain largely flat for most of 2010, San Francisco's unemployment rate is expected to remain below that of the state and other large cities. Analysts do not anticipate a significant decline in the unemployment rate for the City until early in 2011. To help face these challenges, San Francisco has secured more than \$1.12 billion in federal stimulus funds to rebuild infrastructure, boost the economy and create thousands of jobs. In addition, San Francisco continues to work hard to ensure that those persons whose jobs and incomes have been impacted by the recession have access to timely and comprehensive unemployment services. Utilizing federal funding, San Francisco has created the Jobs NOW! program to incentivize employers to begin hiring again. To date, Jobs NOW! has put more than 3,000 San Franciscans back to work.

In the midst of national economic woes, San Francisco continues to be a popular global tourist destination. When 25 U.S. cities were ranked by Headline News, Travel & Leisure, and CNN.com, San Francisco ranked



## Annual Average Daily Room and Occupancy Rates 2000–2009



2010 figures reflect average rates through February. This year-to-date figure is not directly comparable to the annual figures presented in this chart. Although the ADR in March 2010 (\$149.41) is lower than the ADR in March 2009 (\$160.25), this year's hotel occupancy rate in March (76.8%) is outperforming the rate set in March 2009 (68.4%).

first in the notable neighborhoods category, second in the local boutiques category, and third in all other categories, which includes destination restaurants. Condé Nast Traveler Magazine continually ranks San Francisco as a top travel destination, solidifying the City's reputation as a premiere tourist destination.

With San Francisco's global popularity, tourism remains a driving force behind the economy. San Francisco hosted 15.4 million visitors in 2009, who collectively spent \$7.8 billion. This massive injection of visitor dollars directly supports local hotels, restaurants, shops, attractions, and cultural institutions, while employing 66,837 people in San Francisco in 2009. It also indirectly bolsters practically every segment of the City's economy through the generation of tax and fee revenue. In March 2010, San Francisco posted a hotel occupancy rate of 76.8 percent.

San Francisco International Airport (SFO) has continued to experience growth in domestic air traffic. Last year, SFO was the only airport amongst the nation's 20 largest facilities to post an increase in passenger traffic. While most other airports in the country are seeing declines in passenger traffic, SFO is expecting a 4 percent increase in passengers in the coming year. At the same time, SFO plans to increase international seat offerings by seven percent. SFO is currently renovating the former international terminal, Terminal 2, with a scheduled reopening in early 2011. Once renovations are completed the gate capacity for domestic airlines will expand by 25 percent.

San Francisco continues to attract and retain the businesses which create jobs and economic growth for the City. In July 2009, Levi Strauss & Co. announced that it would renew its 400,000 square foot lease at Levi's Plaza. Additionally, in February 2010 Sears Holdings Corporation announced the opening of a 25,000 square foot San Francisco apparel office. San Francisco continues to be an increasingly attractive location for biotech companies. In Spring of 2010, Bayer HealthCare announced that it was going to locate its U.S. Innovation Center in Mission Bay. Today, San Francisco has 6 percent of the Bay Area's occupied space for biotechnology—up from just 1 percent in 2003. The Mission Bay Incubator Network, launched in 2009, brings together the City and County of San Francisco, UCSF, QB3, FibroGen, Inc., the San Francisco Center for Economic Development and the Chamber of Commerce in a new partnership to support life science and biotech entrepreneurs. The success of the Incubation Network program has led to Mission Bay's official designation as a State Innovation Hub.

The City has also seen great traction with international clean technology firms choosing to headquarter their U.S. operations in San Francisco, having welcomed Chinese cleantech companies UpSolar, Yingli Green Energy Americas and GCL-Poly as well as Spanish companies GA-Solar and Fotowatio Renewable

Ventures to San Francisco in 2009 and early 2010. This traction reaffirms not only San Francisco's position as a cleantech industry leader, but also as the gateway for international companies into North America. In addition to those that have chosen to relocate, many companies have expanded or intend to expand their existing San Francisco operations in 2010, including technology firms Zenga, Ustream, Twitter, and Yelp.

As San Francisco enters into the new fiscal year, several catalytic public development projects will unfold. The Central Subway is a 1.7-mile extension of the existing T Third rail line, which will connect communities from Visitacion Valley to Chinatown with modern, convenient light rail service. The hydroelectric plant at the University Mound reservoir will generate clean, renewable, energy from excess water pressure in the City's water distribution system. In addition to new projects, San Francisco has many ongoing development projects that continue to put people to work and revitalize the City's economy.

This year, San Francisco will receive an additional \$92 million infusion of federal funding to continue to fund the Hunters Point Shipyard clean-up. This clean-up is central to the plan for redeveloping of the Hunters Point Shipyard/Candlestick Point. Other projects already in progress include the development of Treasure Island, the Trans-Bay Transit Center, the revitalization of Mid-Market Street into a thriving Arts and Cultural District, the HOPE SF project that will rebuild public housing sites, and the remodeling and retrofitting of SF General Hospital and Trauma Center. These projects will add many direct and indirect jobs to the City, inject greatly needed funds into the local economy, and continue to make San Francisco a competitive force in the local, national, and world market.

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

# Fund Structure

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

## Governmental funds

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

## Proprietary funds

These 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 expense of goods or services provided by one City department to another City department on a cost-reimbursement basis. Internal service funds account for the activities of centralized vehicle and equipment maintenance, purchasing, printing 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 funds:

- **The San Francisco International Airport Fund** accounts for the activities of the City-owned commercial service airport in the San Francisco Bay Area.
- **The Water Department Fund** accounts for the activities of the San Francisco Water Department, under the Public Utilities Commission (PUC). The Department is engaged in the distribution of water to the City and certain suburban areas.
- **The Hetch Hetchy Water and Power Fund** accounts for the activities of Hetch Hetchy Water and Power Department (Hetch Hetchy) under PUC. The Department is engaged in the collection and distribution of approximately 85 percent of the City's water supply and in the generation and transmission of electricity.
- **The Clean Water Program Fund** accounts for the activities of the Clean Water Program (CWP) under PUC. The CWP was created after San Francisco voters approved a proposition in 1976 authorizing the City to issue \$240 million in bonds for the purpose of acquiring, constructing, improving and financing improvements to the City's municipal sewage treatment and disposal system.
- **The Municipal Transportation Agency Fund** accounts for the activities of the Municipal Transportation Agency (MTA). The MTA was established by Proposition E, passed by the City's voters in November 1999 and includes: the San Francisco Municipal Railway (MUNI); San Francisco Municipal Railway Improvement Corporation (SFMRIC); and the operations of the Parking and Traffic Commission (DPT), which includes the Parking Authority. MUNI is responsible for the operation of the City's public transportation system. SFMRIC is a nonprofit corporation established to provide capital financial

assistance for the modernization of MUNI by acquiring constructing, and financing improvements to the City's public transportation system. DPT is responsible for proposing and implementing street and traffic changes and 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, the City-owned acute care hospital.
- **The Port of San Francisco Fund** accounts for the activities of the Port of San Francisco. The fund was established in 1969 after San Francisco voters approved a proposition accepting the transfer of the Harbor of San Francisco from the State of California.
- **The Laguna Honda Hospital Fund** accounts for the activities of Laguna Honda Hospital, the City-owned skilled nursing facility.

## Fiduciary Funds

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

# Overview of General Fund Revenue and Expenditure Trends

## Overview

On an annual basis, the City prepares a three-year budgetary projection of General Fund supported operations and revenues. This report—referred to as the Joint Report and authored by the Controller, the Mayor's Office of Public Policy and Finance and the Board of Supervisor's Budget and Legislative Analyst—provides updated General Fund Supported expenditure and revenue projections for the next three Fiscal Years and projects either a surplus or shortfall between expenditures and revenues. This projection updates revenue trends based on the most current economic data and assumes no change to existing policies and service levels. The most recent Joint Report, published on April 2, 2010, projected a \$483 million shortfall for Fiscal Year 2010–11, a \$712 million shortfall for Fiscal Year 2011–12, and a \$787 million shortfall in Fiscal Year 2012–13.

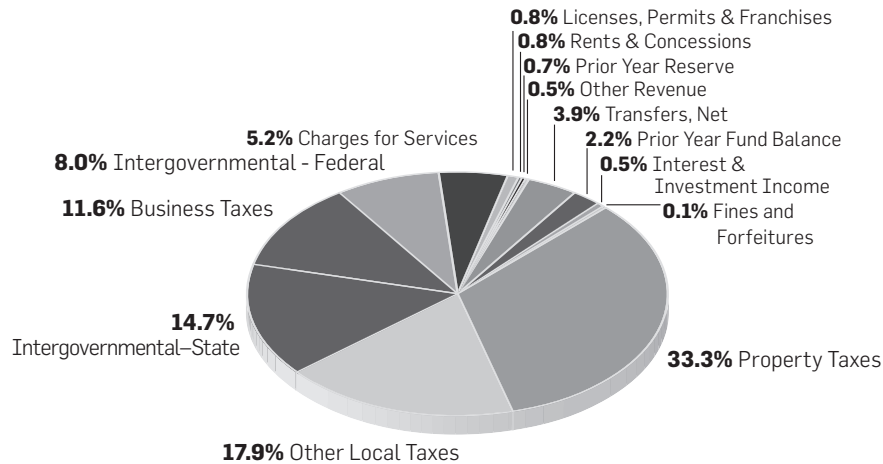
The City is legally required to balance its budget each year. The Mayor's Fiscal Year 2010–11 Proposed Budget balances the shortfall with a combination of one-time and ongoing departmental expenditure savings, citywide consolidations and efficiencies, and increases in citywide and departmental revenue, including an extension of federal stimulus funding for certain public health and social services. The proposed Fiscal Year 2010–2011 budget totals \$6.5 billion, a 1.6 percent decrease from the \$6.6 billion Fiscal Year 2009–10 budget. The General Fund comprises \$3.0 billion of the total budget, reflecting a \$97.9 million or 3.2 percent decrease compared to last year.

The national recession that began in December 2007 and ended in late 2009 will continue to have a significant effect on finances at all levels of government in California in Fiscal Year 2010–2011. In San Francisco, key tax revenues, including payroll tax, local and state sales tax subventions, and hotel tax declined significantly during Fiscal Year 2009–10. The revenue projections in this budget are based on the assumption that most tax revenues, with the exception of property tax, hit bottom in Fiscal Year 2009–10 and will recover at very modest rates in Fiscal Year 2010–11 from this reduced base. General Fund Property and payroll taxes are projected to decline 7.0 percent and 7.9 percent, respectively, from Fiscal Year 2009–10 budgeted levels. The largest General Fund increases are in local tax revenues such as real property transfer and hotel taxes, as these revenue source are the most economically sensitive. Allocations of state sales tax and vehicle license fee revenue, which were substantially reduced during Fiscal Year 2009–2010, will increase in Fiscal Year 2010–2011 at very moderate rates. The largest increase across all funds (including the hospitals, airport, and utilities) is in charges for services, which are increasing \$226.4 million or 11.8 percent from the Fiscal Year 2009–2010 budget. This increase is primarily due to additional Airport concession revenue and a new state fee on private hospitals which will benefit the Department of Public Health. The largest single decrease across all funds is in prior-year fund balance, which is decreasing \$92.6 million or 35.1 percent from the Fiscal Year 2009–2010 budget.

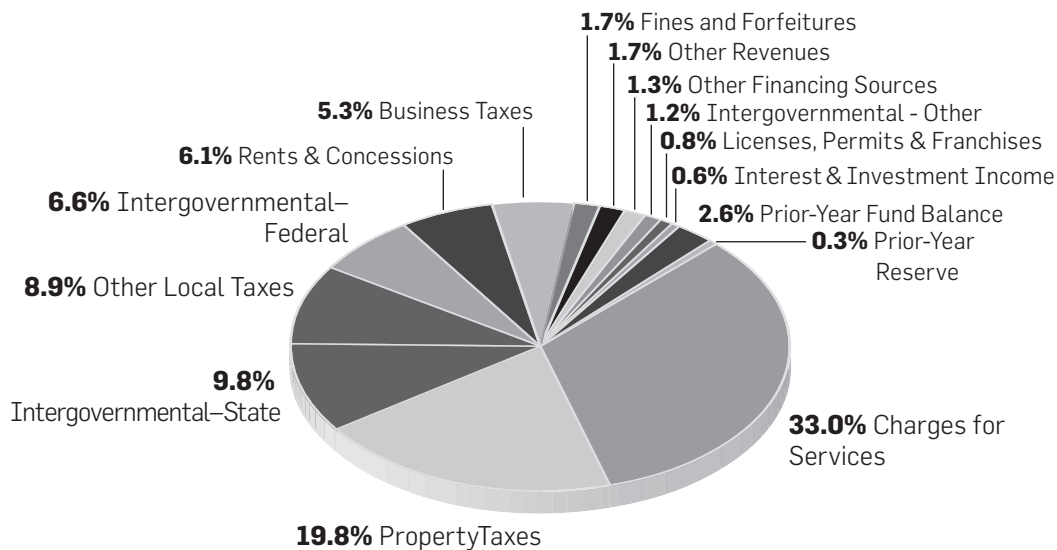
While revenues for Fiscal Year 2010–11 were projected to decrease from the prior year in the April 2010 Joint Report, operating expenditures were projected to increase. The largest projected increases were in employee salary, wage and fringe benefit costs. In the Fiscal Year 2010–11 proposed budget, however, total labor-related costs are \$68.6 million or 2 percent less than the prior year budget, while in General Fund operations, labor-related costs are \$17.8 million or 1.1 percent less. These decreases are due to proposed position reductions and new labor agreements that will reduce labor costs. The proposed budget assumes approximately \$61.7 million in General Fund savings from recently negotiated labor agreements that are finalized or expected to be finalized before the final budget is approved.

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

## Sources of Funds – General Funds



## Sources of Funds – All Funds



## Revenue Trends

The City's budget is supported by a number of different revenue sources. Enterprise fund activities are primarily backed by fees for service, while tax revenues account for approximately 62.8 percent of total General Fund sources in Fiscal Year 2010-2011.

Citywide revenues are projected to decline by \$104.4 million or 1.6 percent from Fiscal Year 2009-2010 to Fiscal Year 2010-2011 budgeted levels. Total General Fund revenues including transfers are projected to decline by \$97.9 million or 3.2 percent from Fiscal Year 2009-2010. The largest decreases in General Fund



revenues are in property tax, payroll tax, access line tax, and allocations of statewide sales tax and vehicle license fees. Subventions that are based on allocations of state sales tax and vehicle license fee receipts are projected to decrease by \$10.1 million (4.7 percent) from Fiscal Year 2009–10 budgeted levels. All other General Fund state subventions are increasing \$2.8 million (1.2 percent), which includes an assumed loss of \$30.0 million in state funding. These declines are partially offset by increases in hotel tax, real property transfer tax and charges for services. The budget allocates \$64.0 million in General Fund year-end balance from Fiscal Year 2009–10 as a source in Fiscal Year 2010–2011. The budget also includes an allocation of \$19.6 million in reserves, including \$6.1 million in Rainy Day Reserve funds to be transferred to the San Francisco Unified School District.

## Summary of General Fund Revenue Categories

### Property Tax Revenue

Property tax revenue is expected to be \$984.5 million in Fiscal Year 2010–11, a 7.0 percent decrease from the prior year's budget primarily due to lower projected revenues from escapes and supplemental assessments. Approximately 57 percent of Proposition 13's one percent property tax rate accrues to the General Fund. The remainder of the revenue accrues to the state's Education Revenue Augmentation Fund (ERAF), the City's Library Preservation Fund, Children's Fund or Open Space Fund, or accrues to other entities such as the Bay Area Rapid Transit District (BART), the San Francisco Unified School District, and the San Francisco Community College District. In addition to the one percent countywide property tax rate (determined by Proposition 13), the City pays debt service related to voter-approved bonds from a property tax rate add-on that the Controller calculates annually. This add-on was 0.159 percent for Fiscal Year 2009–10 for a total property tax rate of 1.159 percent. Additionally, the San Francisco Redevelopment Agency's budget is largely funded through property tax allocations, which would otherwise accrue to the General Fund and other taxing entities. For Fiscal Year 2010–2011, tax increment funding allocated to the Redevelopment Agency is projected to increase from \$95.6 million to \$109.7 million, further contributing to the decline in property tax revenue in the General Fund.

### Business Tax Revenue

Business Tax revenue is budgeted at \$342.4 million in the General Fund for Fiscal Year 2010–11, which is \$29.5 million or 7.9 percent lower than the \$371.9 million budgeted in Fiscal Year 2009–10. Business tax revenue is comprised of payroll taxes and business license registration fees. The proposed revenue level for Fiscal Year 2010–11 reflects a slight improvement over the substantial decrease in revenue in FY 2009–10 that resulted from job losses and wage declines that began in late 2008 and accelerated in 2009. The budget assumes a slow recovery in both the number of jobs and wage levels during tax year 2010 and includes \$750,000 in new collections of delinquent revenue from filling positions in the Tax Collector's Bureau of Delinquent Revenues.

### Sales Tax Revenue

Sales tax in Fiscal Year 2010–11 is expected to generate \$98.0 million in revenue, a decline of 0.2 percent from prior-year budgeted levels. In Fiscal Year 2009–10, local sales tax revenue continued the sharp decline that began in the second quarter of Fiscal Year 2008–09. The rate of decline began to slow by the middle of Fiscal Year 2009–10, and the Proposed Budget reflects slow but steady growth in each quarter. San Francisco sales tax revenue continues to depend more on visitor spending and restaurants than most other cities in California; any sustained increase will be dependent on tourism, business activity and job growth. The significant reductions that both individual consumers and businesses have made in their purchases of taxable goods, as well as the decline in credit availability, are expected to keep sales tax revenue from recovering quickly to prior peak levels.

## Hotel Room Tax Revenue

Total hotel room tax revenue is estimated to be \$212.5 million in Fiscal Year 2010-2011, \$157.2 million of which will accrue to the General Fund. The General Fund allocation represents an increase of 33.8 percent from the Fiscal Year 2009-10 budget due to an 8.0 percent increase in the combined effect of occupancy and average daily room rates, shifts from other allocations, and a one-time source of \$0.9 million available to pay the debt service on the Redevelopment Agency's hotel tax revenue bond. In addition, the budget includes \$6.0 million of potential revenue from a proposed November 2010 ballot measure to clarify the City's policy on hotel tax exemptions and the collection of hotel taxes from online travel companies.

## Access Line Tax Revenue

With the passage of Proposition O in November 2008, the City replaced the Emergency Response or "911" Fee with the Access Line Tax (ALT). The tax applies the same rates and exemptions as the 911 fee, which was a dedicated fee to fund the operation and maintenance of the 911 communication system. The ALT provides the legal flexibility to fund essential City police, fire and emergency management services. The Fiscal Year 2010-11 budget includes \$37.3 million in ALT revenue, a 13.1 percent decrease from the Fiscal Year 2009-2010 budget. The decline is largely due to the sharp reduction in the number of access lines that occurred in Fiscal Year 2009-10, as both individuals and businesses reduced costs. Some recovery in this revenue is expected in Fiscal Year 2010-2011 as firms expand; however, this increase this will not be enough to offset the larger, ongoing trend of fewer phone lines as consumers eliminate landline services.

## Utility Users Tax Revenue

Utility user's tax revenue is projected to generate \$97.5 million in Fiscal Year 2010-11, a 12.1 percent increase from the prior year budget. The growth is primarily in telephone user tax revenue. Proposition O, approved by voters in November 2008 and effective in April 2009, clarified that the tax is paid on fees and bundled services. While many individual and business users continue to eliminate traditional landlines, reducing Access Line Tax revenues, many consumers are moving to smart phones with more expensive monthly charges than traditional cell phones, increasing the tax base.

## Parking Tax Revenue

Parking tax receipts are expected to increase 1.8 percent compared to the Fiscal Year 2009-2010 budgeted level of \$64.1 million. Parking tax receipts are highly correlated to business activity and employment. The increase in parking tax revenue is due to the overall economic recovery expected in Fiscal Year 2010-11.

## Real Property Transfer Tax Revenue

Real property transfer tax revenue is budgeted at \$70.9 million, which is \$25.7 million or 56.7 percent above the Fiscal Year 2009-10 budget of \$45.3 million. Property transfer tax revenues plunged in Fiscal Year 2008-09 when large commercial property transactions almost entirely halted for several months, and the Fiscal Year 2009-10 budget was developed assuming this low base. However, commercial and residential transactions increased significantly during Fiscal Year 2009-10, and revenues improved at an even faster pace due to the effect of Proposition N of November 2008, which doubled the tax rate on transactions valued at or above \$5.0 million. A slight increase in the volume of properties changing ownership is projected for Fiscal Year 2010-2011. Considering the highly volatile nature of this revenue source, the Controller monitors collection rates throughout the fiscal year and provides updates to the Mayor and Board of Supervisors.

## Federal Revenue

Federal grants and subventions are projected to increase by \$0.8 million (0.3 percent) to \$236.4 million in Fiscal Year 2010-11. This projection assumes the extension of the Federal Medical Assistance Percentage



(FMAP) used to determine the federal government's share of funding for certain county health and human services expenditures. This revenue will fund services at the Department of Public Health and the Human Services Agency.

## State Revenue

State grants and subventions are projected to decrease by \$7.3 million (1.6 percent) to \$433.2 million in Fiscal Year 2010–11. Statewide sales tax and Vehicle License Fee (VLF) revenues declined sharply in Fiscal Year 2009–10, and the Fiscal Year 2010–11 budget assumes a very slight improvement from this reduced base, resulting in reduced Health and Welfare Realignment subventions of \$9.1 million (6.2 percent) and a decrease in Proposition 172 Public Safety Sales Tax allocations of \$1.3 million (1.9 percent) compared to the Fiscal Year 2009–10 budget. The proposed budget assumes additional unspecified losses in state subventions of \$30 million due to the State's budget shortfall and its estimated effect on San Francisco. This estimate will be revised when more information is known about the final state budget package.

## Charges for Services

Charges for services are projected to grow by \$6.2 million (4.5 percent) compared to the prior year budget. Service fee revenue declined in Fiscal Year 2009–10 as business activity waned. This decline is partly offset by new fees and modest increases to existing fees to recover more of the full cost of providing City services.

## Operating Transfers In

Transfers In to the General Fund are projected to increase \$29.3 million (34.2 percent) from the prior year adopted budget. The largest part of this increase is from the San Francisco General Hospital Fund due to the passage of Assembly Bill 1383 and Senate Bill 188, which established a fee on private hospitals and distributes this revenue to public hospitals and state health care coverage for children. The proposed budget assumes this fee will be approved by the Centers for Medicare and Medicaid Services (CMS). In addition, the General Fund receives an annual service payment of 15 percent from San Francisco International Airport concession revenues. The airport concession funding is projected to be \$28.5 million (8.6 percent) more than the Fiscal Year 2009–10 budgeted amount as airport traffic continues to increase.

## Summary of Personnel and Other Non-Salary Expenses

The City is projecting a decrease in total labor costs of \$68.6 million (2.0 percent) for all funds and \$17.8 million (1.1 percent) for the General Fund. This decline is associated with recently negotiated labor agreements and proposed position reductions, which more than offset the rising cost of health, dental and pension benefits.

The main components of these changes are as follows:

- Total employee salary and wage costs are \$2.4 billion, down \$117.6 million or 4.7 percent from the prior year. General Fund salary and wage costs are \$1.1 billion, down \$50.8 million or 4.3 percent from the prior year.
- Total employee benefit costs are \$983.8 million in Fiscal Year 2010–11, up \$ 49.0 million or 5.2 percent from the prior year. General Fund benefit costs are \$427.5 million in Fiscal Year 2010–11, up \$33.0 million or 8.4 percent from the prior year.
- General Fund health and dental benefit costs are projected to increase by \$4.2 million or 2 percent, including a \$0.8 million increase for current employees and a \$3.4 million increase for retired employees relative to Fiscal Year 2009–10.
- Employer-shared retirement costs are set to increase due to recent investment losses in the San Francisco Employees' Retirement System (SFERS) and California Public Employees' Retirement System (CalPERS) and increased cost of benefits due to the passage of Proposition B in June 2008, which changed qualifications for employee retiree health and pension benefits. These changes result in total General Fund employer

contributions into SFERS and CalPERS increasing by \$31.9 million or 24 percent from a budgeted level of \$134.2 million in Fiscal Year 2009–10 to \$166.2 million in Fiscal Year 2010–11.

- General Fund non-salary expenditures will decrease \$80.1 million in Fiscal Year 2010–11. These changes are related to various departmental expenditures, including non-personnel operating costs, aid assistance, grants, capital projects and facilities maintenance.

## Spending Mandates and Discretionary Sources

In Fiscal Year 2010–11, the General Fund will represent 45.6 percent of the City’s total budget. General Fund discretionary spending capacity, however, is expected to be less than 20 percent of the City’s total budget due to voter-approved minimum spending requirements. San Francisco voters have passed ballot measures that require minimum spending levels for certain operations, including the Children’s Baseline, the Public Library Baseline, the Public Transportation Baseline, the City Services Auditor operations, the Municipal Symphony Baseline, and the Human Services Care Fund, as well as Police and Fire Department minimum staffing requirements. Final calculations of the General Fund discretionary spending capacity will be available in mid-June prior to adoption of a final budget.

### General Fund Sources

Sources of Funds	Fiscal Year 2009-2010	Fiscal Year 2010-2011	Year over Year \$ Change	Year over Year % Change
	Budget	Proposed		
Property Taxes	\$1,058,059,891	\$984,523,389	\$(73,536,502)	-7.0%
Other Local Taxes	457,182,960	528,469,934	71,286,974	15.6%
Intergovernmental - State	440,463,595	433,215,888	(7,247,707)	-1.6%
Business Taxes	371,848,000	342,350,000	(29,498,000)	-7.9%
Intergovernmental - Federal	235,614,422	236,416,505	802,083	0.3%
Charges for Services	147,014,815	154,462,374	7,447,559	5.1%
Licenses, Permits & Franchises	25,138,168	23,242,394	(1,895,774)	-7.5%
Other Revenues	20,962,764	16,056,649	(4,906,115)	-23.4%
Rents & Concessions	19,433,646	22,868,679	3,435,033	17.7%
Interest & Investment Income	11,581,815	9,539,586	(2,042,229)	-17.6%
Fines and Forfeitures	3,761,036	3,794,036	33,000	0.9%
Other Financing Sources	1,725,000	785,000	(940,000)	-54.5%
Regular Revenues	\$2,792,786,112	\$2,755,724,434	\$(37,061,678)	-1.3%
Transfers, Net	85,574,270	114,829,373	29,255,103	34.2%
Prior Year Fund Balance	94,458,146	64,030,393	(30,427,753)	-32.2%
Prior Year Reserves	79,289,000	19,633,338	(59,655,662)	-75.2%
Total Sources	\$3,052,107,528	\$2,954,217,538	\$(97,889,990)	-3.2%

# Long-Term Financial Planning Process

The Constitution of the State of California requires all cities to adopt a balanced budget wherein 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 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 budget is formally developed between February and June of each year, the City's financial planning 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, the 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 and key special revenue and enterprise funds based on financial activity from July through December. Issues identified within this report can then be incorporated into mid-year budgetary adjustments as necessary.

**The Three Year Budget Projection ("Joint Report")**, published in late March by the Controller's Office, the Mayor's Office of Public Policy and Finance, and the Board of Supervisor's Budget and Legislative Analyst Office, reports on projected citywide revenues and expenditures for the next three Fiscal Years. First required by voters in 1994, this analysis captures significant one-time budgetary items in addition to forecasting revenue and expenditure trends into the future.

**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 key special revenue and enterprise funds. A comprehensive review of revenue and spending to date and discussions with financial officers at major City departments drive the report's year-end projections.

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

## Two-Year Budgeting and Five-Year Financial Planning

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

Proposition A requires a two-year (biennial) budget, replacing the current annual budget. In Fiscal Year 2010-2011, the City will adopt two-year budgets for the following four pilot departments: the Airport, the Port, the Public Utilities Commission, and Municipal Transportation Agency (MTA). MTA has already implemented a two-year budgeting process as a result of the passage of Proposition A in November 2007. All remaining departments will transition to a two-year budget beginning with Fiscal Year 2012-13.

Proposition A also requires a five-year financial plan, which forecasts revenues and expenses and summarizes expected public service levels and funding requirements for that period. The Controller's Office will implement this requirement by expanding the time horizon of the Joint Report (currently three fiscal years) to five years. The plan would include a forecast of expenditures and revenues, and proposed actions to balance them in light of strategic goals.

Finally, Proposition A standardizes the processes and deadlines for the City to submit labor agreements for all public employee unions by May 15 each year, and it charges the Controller's Office with proposing to the Mayor and Board of Supervisors financial policies addressing reserves, use of volatile revenues, debt, and financial measures in the case of disaster recovery and requires the City to adopt budgets consistent with these policies once approved.

On May 3, 2010, the Mayor signed legislation adopting policies to 1) codify the City's current practice of maintaining an annual General Reserve for current year fiscal pressures not anticipated in the budget and roughly double the size of the reserve by Fiscal Year 2015–16, and 2) create a new Budget Stabilization Reserve funded by excess receipts from volatile revenue streams to augment the existing Rainy Day Reserve to help the City mitigate the impact of multi-year downturns.

## 10-Year Capital Expenditure Projections

Simultaneous to the revenue and expenditure projection process, the City also engages in a long-term capital planning process for the infrastructure and facilities needs of the City. Managed under the City Administrator, the City each year completes a comprehensive assessment of the near-term and long-term capital needs on a building-by-building, asset-by-asset basis. The resulting 10-Year Capital Plan is a tool to inform policymakers as they make funding decisions for City capital projects. The plan prioritizes projects, establishes timelines for major investments needed to maintain the City's infrastructure, highlights opportunities to combine similar capital projects to generate cost savings, and identifies funding sources. Once passed by the Board of Supervisors and the Mayor, the Capital Plan serves as a central tool in the development of the Capital Budget. The plan also presents an opportunity for City departments to coordinate investments and share information about the impact to operating costs that may result from new capital projects.

Funding for capital improvements is appropriated on an annual basis through the City's budget process. While the creation of a 10-year capital plan does not change the basic appropriation and funding mechanisms for capital improvements, the priorities in the capital improvement budget reflect the policies and objectives identified in the plan. The project costs detailed in the summary tables included in the Capital Projects section of this budget document are proposed only for the Fiscal Year 2010–11, and Fiscal Year 2011-12 for departments with two-year budgets.

## Capital Planning Committee

The legislation requiring the development of the 10-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 plan; annually review the City Administrator's proposed Capital Plan prior to its submission to the Mayor and Board of Supervisors; and review the annual budget and any proposed use of long-term debt—including General Obligation bonds—to ensure compliance with the plan. The CPC also provides an opportunity for interdepartmental discussion about the impact of capital investments on City operating costs and service delivery.

Membership of the CPC is as follows:

- City Administrator (Committee Chair)
- President of the Board of Supervisors
- Mayor's Budget Director
- Controller

- City Planning Director
- Director of Public Works
- Airport Director
- Executive Director of the Municipal Transportation Agency
- General Manager of the Public Utilities Commission
- 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 staff annually assesses facility conditions for repair and renewal needs; makes renewal cost projections; and evaluates costs of proposed enhancement projects within the horizon of the 10-Year Capital Plan. Using criteria designated by the CPC, staff reviews available funding resources and prepares and updates the 10-Year Capital Plan. Once these recommendations have been integrated into the final draft of the plan, it is presented to the Mayor and Board of Supervisors for approval.

## Highlights of the Fiscal Year 2011–20 Capital Plan

The recently adopted 10-Year Capital Plan recommends total investments of \$27 billion between Fiscal Years 2010–11 and 2019–20. The proposed projects address a variety of critical capital needs for the City’s water and sewer systems, port and airport, mass transit and roadway network, parks and plazas, and public health and public protection facilities. Examples of investments in the Capital Plan directed at General Fund programs and services include:

**Improved maintenance of city facilities, roads and infrastructure:** Overall investment levels in the maintenance and renewal of facilities and rights-of-way increase gradually over the life of the Plan. Totalling \$1.2 billion in all sources, the proposed renewal investments capture 54 percent of the need in year one and 81 percent in year ten of the Plan. While year ten is an improvement over year one, not fully funding the annual need adds \$742 million to the existing backlog of \$848 million for facilities, streets, and rights-of-way.

**Earthquake and public safety improvements at critical facilities:** The Plan heavily prioritizes seismic and other public safety projects that ensure city facilities are seismically safe and operable after an emergency. These investments total more than \$1.9 billion. The highest priorities are projects in the June 2010 and November 2013 Earthquake Safety and Emergency Response General Obligation bonds and the replacement of County Jails #1 and #2 now at the Hall of Justice.

**Disability access improvements:** The Plan also prioritizes improving the accessibility of City facilities for the disabled. Over the next four years, the Plan recommends \$25 million in General Fund dollars for the Americans with Disabilities Act (ADA) facility transition plan. These investments are largely a result of needs at the San Francisco General Hospital campus, including new projects to upgrade Building 80 and 90 elevators. Additionally, strong investments in curb ramps continue at \$82 million over the next ten years.

**Parks and open space improvements:** This year’s Plan proposes \$214 million in systemwide work, funded primarily with bond issuances from the 2008 Clean & Safe Neighborhood Parks bond and another \$150 million General Obligation bond proposed for the November 2014 ballot.

**Other improvements:** Other investments proposed in the Plan include relocating the City’s data center, demolishing the old Jail in San Bruno, upgrading Moscone Convention Center, expanding the Wholesale Produce Market, and consolidating the Family Court Services building at the Youth Guidance Center campus.

## Effect of the Fiscal Year 2011–20 Capital Plan on the City’s Operating Budget

The City’s 10-Year Capital Plan anticipates a number of major Capital Improvement Programs (CIPs) that will have an impact on the City’s operating budget. The City attempts to quantify these operating expenditures and include them in the Capital Plan’s cost estimates and the City’s long-term financial planning projections.



Below are some highlights of changes to operating costs due to the projects in the 10-Year Capital Plan. More detailed discussion of specific projects can be found in the 10-Year Capital Plan.

**Growth in General Fund Cash Expenditures.** The 10-Year Capital Plan recommends an annual increase of 10 percent in the level of General Fund cash expenditures for capital improvements. These increases are anticipated in the City's Joint Report, the annually-published three-year projection for General Fund revenues and expenditures. For Fiscal Year 2010–11, the Capital Plan recommends funding for \$67 million for General Fund departments. The recommended 10 percent growth will result in increased annual costs of \$6.7 million for Fiscal Year 2011–12, \$7.4 million for Fiscal Year 2012–2013, and \$8.1 million for Fiscal Year 2013–14. The City accounts for these increases in deficit projections for the General Fund operating budget.

**Pre-funding Capital Bond Programs.** Over the past five years, the Mayor has adopted a policy of pre-funding planning for major capital improvement programs with General Fund pay-as-you-go funding. On several occasions in the City's history, the City proposed to voters General Obligation bond programs without adequate planning or complete cost estimates. As a result, the value of the voter-approved bonds was insufficient to complete the promised project scope, leading to financial challenges. Beginning in Fiscal Year 2006–07, the Mayor invested \$28 million of General Fund dollars to complete bond planning and cost estimates for the San Francisco General Hospital rebuild program. When voters approved the bond in November 2008, the bond proceeds reimbursed the City's General Fund for those expenses. The policy of pre-funding planning for capital improvement programs continued with the Earthquake Safety and Emergency Response program. If voters approve the June 2010 proposition, bond proceeds will reimburse the City's General Fund approximately \$9.1 million. This interaction between the operating budget and major capital programs has additional long-term financial benefits for the City's operating budget, since incomplete cost estimates historically have meant operating funds must be diverted to make up for shortfalls in General Obligation bond-funded improvements.

**Streets and Rights-of-Way.** Absent an alternative funding source, the City must rely on General Fund and other short-term cash financing to maintain streets at their current level. Failure to maintain the streets leads to more expensive street reconstruction that is 4.6 times the costs of regular maintenance. General Fund impacts and cost concerns led the Mayor and President of the Board of Supervisors to create a Street Resurfacing Finance Working Group that recently completed its report detailing funding and policy options. Next year's Capital Plan will include the outcome of policy and funding decisions on how best to maintain and improve the City's streets.

**Earthquake Safety and Emergency Response Program.** The Capital Plan assumes passage of the \$412 million General Obligation bond on the June 2010 ballot to pay for upgrades and seismic retrofits to the Auxiliary Water Supply System (AWSS), fire stations, police stations, and a seismically safe police command center. This measure and a similar bond planned for 2013 will have significant implications for the City's operating budget over time, both positive and negative. These bonds are part of a larger plan to replace the Hall of Justice, which is in a state of disrepair and creates significant annual and potential costs for the City's operating budget. The City dedicates approximately \$1 million per year from the General Fund in short-term repairs and upgrades to keep the Hall of Justice safe and operational until a larger portion of the building can be relocated. Delays in rebuilding the Hall of Justice and other facilities could have much larger costs. For example, in the event of a major seismic event, the City would need to pay for the 800 prisoners and employees housed in Jails 1 and 2 to be moved to a temporary facility while building a replacement facility at a cost of several hundreds of millions of dollars.

Moreover, the City's Medical Examiner, housed in the Hall of Justice, and the Police Department's Forensic Sciences Division, housed in the Hall of Justice and Building 606 at the Hunter's Point Shipyard, are at risk of losing accreditation due to a lack of adequate facilities. The 10-Year Capital Plan anticipates General Obligation bond funding for a new facility for both operations in 2013. However, both in the interim and after construction of the new facility, it is anticipated that additional operating costs will be required to maintain quality standards. The Mayor's Fiscal Year 2010–11 budget includes \$5.9 million in additional operating expenditures for the City's crime lab, both to increase staffing and make interim improvements to the facility. The 10-Year Capital Plan anticipates that annual operating expenses could increase by up to \$3.2 million once a new facility is developed and in use.

**Laguna Honda Hospital.** During Fiscal Year 2010–11, the Department of Public Health will begin full operation of the new Laguna Honda Hospital (LHH). Operation of the hospital will require increased operating costs for staffing, information technology, equipment, and supplies. Once in full operation, annual operating expenditures for LHH are projected to increase by \$2.1 million.

**San Francisco International Airport Terminal 2.** The Airport is entering the third and final year of its \$383 million Terminal 2 project that is renovating the former 10-gate international terminal into a third domestic terminal with 14 gates. The Terminal 2 project entails renovating the boarding areas, concession areas, building systems and baggage systems, and was driven by demand for additional domestic gates and the need to relocate airlines from Terminal 1, which needs significant renovations. The newly renovated Terminal 2 is expected to open to the public in spring of 2011. The opening of Terminal 2 will require an estimated additional 68 full-time equivalent positions in the Airport's operating budget, primarily food service and custodial positions.

**Energy Efficiency Investments.** In accordance with the Mayor's priority, the Public Utilities Commission has started the conversion of the City's 17,600 owned and maintained cobra-head street lights from High Pressure Sodium Vapor (HPSV) to Light Emitting Diode (LED) technologies and installation of a smart lighting controls system. The conversion of HPSV to LED will result in 50 percent energy savings, reduced maintenance costs and a longer useful life. Funding of \$8.0 million is included in each of the Fiscal Year 2010–11 and Fiscal Year 2011–12 budgets.

**Veterans Building.** The Mayor's Fiscal Year 2010–11 budget includes \$15 million in proceeds from Certificates of Participation to begin the process of renovating and seismically retrofitting the historic Veterans Building in San Francisco Civic Center. The first phase of this program will include replacement of the central utility plant, which was constructed in 1932 and serves both the Veterans Building and the Opera House. The existing plant is outdated and requires significant financial resources for operations and maintenance. The new central utility plant will use new, energy-efficient systems that will reduce energy costs as well as the facility's \$535,000 annual facilities maintenance budget.





# Annual Financial Planning and Budget Process

## Budgeting Method

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

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

The City adopts annual budgets for all government funds on a substantially modified accrual basis of accounting except for capital project funds and certain debt service funds that 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 changes to appropriations. The budget represents a process through which policy decisions are deliberated, implemented and controlled. The City Charter prohibits expending funds for which there is no legal appropriation.

## Two-Year Budget Cycle

In November of 2009, voters passed Proposition A, which amended the City Charter to require the City to transition to a two-year budget cycle for all departments by Fiscal Year 2012-13. In Fiscal Year 2010-11, the City will adopt two-year budgets covering Fiscal Year 2010-11 and Fiscal Year 2011-12 for four early-implementation departments: the Airport, the Municipal Transportation Agency (MTA), the Public Utilities Commission (PUC), and the Port Commission. The two-year budgets will be developed, approved, and implemented pursuant to the same process as the annual budgets described below.

## Key Participants

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

Finance also conducts multi-year budget projections for the purposes of long-term budget planning.

- The Board of Supervisors is the City's legislative body and is responsible for amending and approving the Mayor's proposed budget. The Board's Budget & Legislative 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. In addition, the City Services Auditor Division of the Controller's Office is responsible for working with departments to develop, improve and evaluate their performance standards.

## Calendar and Process

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

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

## Budget Preparation

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

Three categories of budgets are prepared:

- General Fund Department Budgets: General Fund departments rely in whole or in part on discretionary revenue comprised primarily of local taxes such as property, sales, payroll and other taxes. The Mayor introduces the proposed General Fund budget to the Board of Supervisors on June 1.
- Enterprise Department Budgets: Enterprise departments generate non-discretionary revenue primarily from charges for services that are used to support operations. The Mayor introduces the proposed Enterprise budget to the Board of Supervisors on May 1.
- Capital Budgets: 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 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 Office of Public Policy and Finance for review.

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

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

## Approval

Upon receiving the Mayor's proposed Enterprise Department and General Fund Department budgets, the Budget and Finance Committee of the Board of Supervisors holds public hearings during the months of May and June to review departmental requests and solicit public input. The Budget and Finance Committee makes recommendations to the full Board for budget approval along with their proposed changes. Since budget review lapses into the new fiscal year, 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 and Finance 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 prior year spending, the Board's Budget Analyst forwards a report with recommended reductions. The Budget and Finance Committee reviews the Budget Analyst's recommended expenditure cuts, along with Department and public input, before making final budget recommendations to the full Board of Supervisors.

Because the budget must be balanced, expenditure reductions that are made to General Fund departments represent unallocated monies that the Board of Supervisors can apply to new public services or to offset proposed budget cuts. The Board of Supervisors generates a list of budget policy priorities that the Budget and Finance Committee uses to guide funding decisions on the unallocated pool of money. The Budget Committee then votes to approve the amended budget and forwards it to the full Board by July 15th.

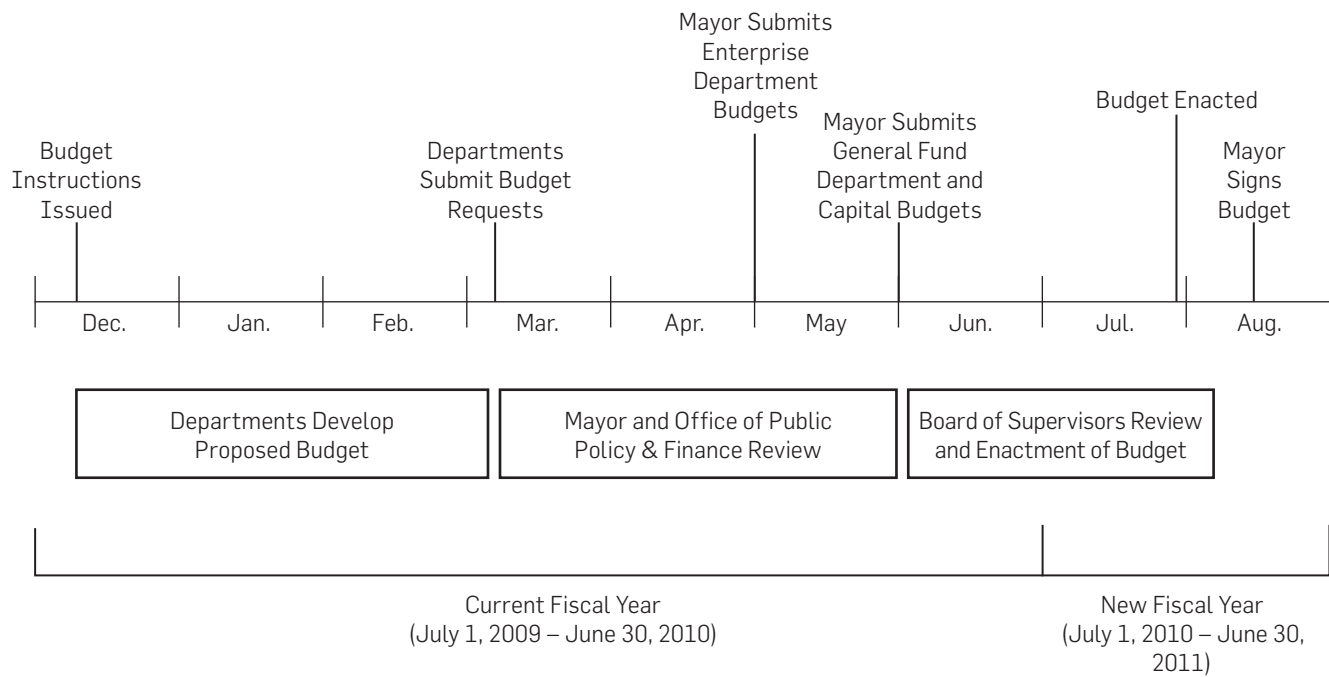
As the City Charter requires, the Board of Supervisors must vote on the budget twice between July 15 and August 1. At the first reading, which occurs the first Tuesday after July 15, amendments may be proposed and, if passed by a simple majority, added to the budget. These amendments may be proposed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

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

## Implementation

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

Budget adjustments during the fiscal year take place in two ways: through supplemental appropriation requests and 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 Supervisors approval before going to the Mayor for final signature.



# Budget Summary Tables





# Sources and Uses of Funds Excluding Fund Transfers

Sources are Positive and Uses are (Negative)

Category of Sources or Use	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
<b>Sources of Funds</b>					
Local Taxes	2,212,373,444	2,243,036,654	2,208,814,725	(34,221,929)	(2%)
Licenses & Fines	149,799,801	219,905,505	167,355,068	(52,550,437)	(24%)
Use of Money or Property	408,636,471	429,104,428	437,015,343	7,910,915	2%
Intergovernmental Revenue - Federal	370,830,043	458,813,124	429,798,517	(29,014,607)	(6%)
Intergovernmental Revenue - State	686,426,757	658,189,984	633,748,729	(24,441,255)	(4%)
Intergovernmental Revenue - Other	44,451,471	45,964,352	79,051,617	33,087,265	72%
Charges for Services	1,894,932,199	1,919,076,580	2,143,748,927	224,672,347	12%
Other Revenues	197,988,727	269,337,636	191,817,098	(77,520,538)	(29%)
Fund Balance	501,515,013	343,359,190	191,056,997	(152,302,193)	(44%)
<b>Sources of Funds Subtotals</b>	<b>6,466,953,926</b>	<b>6,586,787,453</b>	<b>6,482,407,021</b>	<b>(104,380,432)</b>	<b>2%</b>
<b>Uses of Funds</b>					
Salaries & Wages	2,487,854,037	2,481,063,205	2,363,455,371	(117,607,834)	(5%)
Fringe Benefits	766,897,302	934,780,970	983,806,370	49,025,400	5%
Overhead	131,797,942	121,473,265	118,736,984	(2,736,281)	(2%)
Professional & Contractual Services	1,170,548,882	1,249,912,397	1,322,266,302	72,353,905	6%
Aid Assistance / Grants	571,899,817	620,605,856	557,606,207	(62,999,649)	(10%)
Materials & Supplies	249,518,415	254,063,711	251,658,565	(2,405,146)	(1%)
Equipment	28,242,022	32,826,162	45,169,098	12,342,936	38%
Debt Service	602,695,319	653,153,822	689,455,826	36,302,004	6%
Services of Other Departments	570,643,624	629,171,268	604,866,084	(24,305,184)	(4%)
Expenditure Recovery	(810,746,687)	(919,253,983)	(887,720,614)	31,533,369	(3%)
Budgetary Reserves	0	52,908,586	90,371,810	37,463,224	71%
Facilities Maintenance	17,509,772	29,655,176	34,430,693	4,775,517	16%
Capital Renewal	0	31,011,968	149,909,212	118,897,244	NA
Capital Projects	372,209,881	415,415,050	158,395,113	(257,019,937)	(62%)
<b>Uses of Funds Subtotals</b>	<b>6,159,070,326</b>	<b>6,586,787,453</b>	<b>6,482,407,021</b>	<b>(104,380,432)</b>	<b>2%</b>

Note: FY 2008-09 Actuals reflect levels of annually budgeted activity. Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories. The City's Comprehensive Annual Financial Report reflects the audited actual total spending including both annually budgeted and non-annually budgeted capital project spending.

# Sources by Category and Object

Object	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Local Taxes					
101 PROPERTY TAXES-CURRENT YEAR	1,052,408,221	934,651,037	862,137,000	(72,514,037)	(7.8%)
102 PROPERTY TAXES-PRIOR YEAR	(10,936,721)	799,000	447,000	(352,000)	(44.1%)
103 SUPPLEMENTAL-CURRENT	14,160,753	9,460,000	6,279,000	(3,181,000)	(33.6%)
104 SUPPLEMENTAL-PRIOR	32,663,161	18,083,000	7,510,000	(10,573,000)	(58.5%)
109 OTHER PROPERTY TAXES	205,886,180	399,827,617	409,686,591	9,858,974	2.5%
111 PAYROLL TAX	379,993,984	364,113,000	335,311,000	(28,802,000)	(7.9%)
113 REGISTRATION TAX	8,659,552	8,635,000	7,939,000	(696,000)	(8.1%)
121 SALES & USE TAX	101,661,770	98,233,000	98,029,000	(204,000)	(0.2%)
122 HOTEL ROOM TAX	212,058,395	167,831,000	208,257,134	40,426,134	24.1%
123 UTILITY USERS TAX	89,801,371	86,956,000	97,476,000	10,520,000	12.1%
124 PARKING TAX	64,545,685	64,123,000	65,256,000	1,133,000	1.8%
125 PROPERTY TRANSFER TAX	48,957,059	45,265,000	70,939,000	25,674,000	56.7%
129 OTHER LOCAL TAXES	12,514,034	45,060,000	39,548,000	(5,512,000)	(12.2%)
Local Taxes Subtotals	2,212,373,444	2,243,036,654	2,208,814,725	(34,221,929)	(1.5%)
Licenses & Fines					
201 BUSINESS HEALTH LICENSES	6,199,197	6,966,168	6,692,394	(273,774)	(3.9%)
202 OTHER BUSINESS/PROFESSIONAL LICENSES	1,793,382	18,799,001	13,980,659	(4,818,342)	(25.6%)
203 ROAD PRIVILEGES & PERMITS	8,318,133	7,755,925	10,557,760	2,801,835	36.1%
206 FRANCHISES	16,647,018	17,800,515	16,342,188	(1,458,327)	(8.2%)
207 ETHICS FEES	54,662	23,000	23,000	0	N/A
209 OTHER LICENSES & PERMITS	4,878,567	4,860,490	7,206,090	2,345,600	48.3%
251 TRAFFIC FINES	107,280,628	112,152,221	110,157,221	(1,995,000)	(1.8%)
252 COURT FINES-NON TRAFFIC	78,778	98,725	98,725	0	N/A
253 OTHER NON-COURT FINES	1,041,000	323,738	325,995	2,257	0.7%
255 ETHICS FINES	58,407	26,000	54,000	28,000	N/A
259 OTHER FORFEITURES & PENALTIES	3,450,029	51,099,722	1,917,036	(49,182,686)	(96.2%)

# Sources by Category and Object

Object	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Licenses & Fines Subtotals	149,799,801	219,905,505	167,355,068	(52,550,437)	(23.9%)
Use of Money or Property					
301 INTEREST	44,709,018	50,363,426	38,417,314	(11,946,112)	(23.7%)
302 DIVIDENDS	8,938	0	0	0	N/A
303 UNREALIZED GAINS (LOSSES) - GASB 31/27	93,768	0	0	0	N/A
304 OTHER INVESTMENT INCOME (GROSS)	420,607	45,000	359,500	314,500	N/A
351 PARKING METER COLLECTIONS	33,895,214	45,935,733	42,343,647	(3,592,086)	(7.8%)
352 PARKING GARAGE/LOT RENTALS	115,879,285	113,277,103	125,833,458	12,556,355	11.1%
353 REC & PARK - RENTALS	14,480,358	3,605,600	4,272,500	666,900	18.5%
354 REC & PARK - CONCESSIONS	15,356,225	8,884,554	9,025,844	141,290	1.6%
355 CULTURAL FACILITIES-RENTALS	1,561,996	1,326,827	1,398,477	71,650	5.4%
356 CULTURAL FACILITIES-CONCESSIONS	296,033	289,470	290,309	839	0.3%
357 CONV FACILITIES - RENTALS & CONCESSIONS	0	22,933,735	21,581,257	(1,352,478)	(5.9%)
360 PORT-CARGO RENTAL	(7,718)	0	0	0	N/A
361 PORT-SHIP REPAIR CONCESSION	1,118,481	0	0	0	N/A
362 PORT-HARBOR RENTS	944,486	0	0	0	N/A
363 PORT-COMMERCIAL/INDUSTRIALRENT/CONCESSION	29,736,640	38,840,000	40,714,000	1,874,000	4.8%
365 PORT-CRUISE RENTS	163,761	0	0	0	N/A
366 PORT-FISHING RENT	1,908,432	0	0	0	N/A
367 PORT-OTHER MARINE RENTS/CONCESSIONS	1,062,123	0	0	0	N/A
372 SFIA-PASSENGER TERMINALS RENTALS	4,751,394	4,490,000	4,556,847	66,847	1.5%
373 SFIA-PAVED & UNIMPROVED-NONAIRLINE RENTA	13,472,082	15,082,000	15,082,000	0	N/A
374 SFIA-ADVERTISING; TEL. & OTHERS	18,264,402	17,963,000	17,572,113	(390,887)	(2.2%)
375 SFIA-NEWS; TOBACCO & GIFTS	36,803,134	37,403,000	37,837,237	434,237	1.2%
376 SFIA-AUTO RENTALS	32,733,891	31,414,000	33,781,522	2,367,522	7.5%
377 SFIA-RESTAURANT & ALLIED SVCS	11,810,923	11,223,000	11,907,470	684,470	6.1%
379 SFIA-OTHER GROUND TRANSPORTATION	9,296,690	9,345,000	10,836,000	1,491,000	16.0%
381 SFIA-CNG SERVICES	76,741	76,000	77,000	1,000	1.3%
391 SFWD-OTHERS	142,231	0	0	0	N/A
398 OTHER CITY PROPERTY RENTALS	19,646,233	16,606,980	21,128,848	4,521,868	27.2%
399 OTHER CONCESSIONS	11,103	0	0	0	N/A
Use of Money or Property Subtotals	408,636,471	429,104,428	437,015,343	7,910,915	1.8%
Intergovernmental Revenue - Federal					
401 FEDERAL-PUBLIC ASSISTANCE ADMIN	121,827,727	138,420,754	138,161,016	(259,738)	(0.2%)
402 FEDERAL-PUBLIC ASSISTANCE PROGRAMS	65,698,876	72,638,727	74,499,626	1,860,899	2.6%
411 FEDERAL-TRANSP/TRANSIT-OPERATING ASSIS	3,847,919	3,921,868	3,921,868	0	N/A
440 FEDERAL HOMELAND SECURITY	10,197,787	5,306,778	0	(5,306,778)	N/A
445 FEDERAL-AM RECOVERY & REINVESTMENT ACT	36,553,583	78,948,200	48,847,677	(30,100,523)	(38.1%)
449 FEDERAL-OTHER	132,704,151	159,576,797	164,368,330	4,791,533	3.0%
Intergovernmental Revenue - Federal Subtotals	370,830,043	458,813,124	429,798,517	(29,014,607)	(6.3%)
Intergovernmental Revenue - State					
451 STATE-PUBLIC ASSISTANCE ADMIN	55,022,263	48,362,855	48,204,899	(157,956)	(0.3%)
452 STATE-PUBLIC ASSISTANCE PORGRAMS	53,941,022	53,374,320	55,657,190	2,282,870	4.3%
453 STATE-HEALTH ADMINISTRATION	31,088,375	30,661,040	32,201,653	1,540,613	5.0%
454 STATE-HEALTH PROGRAMS	139,874,131	166,241,731	174,749,765	8,508,034	5.1%
455 STATE-HEALTH & WELFARE SALES TAX	118,077,855	116,668,200	109,170,500	(7,497,700)	(6.4%)
456 STATE-HEALTH & WELFARE VEH LICENSE FEES	82,222,629	84,010,800	79,221,800	(4,789,000)	(5.7%)
461 STATE-MOTOR VEHICLE IN-LIEU TAX	2,672,709	1,412,000	1,711,000	299,000	21.2%
462 STATE-HIGHWAY USERS TAX	25,609,732	13,043,963	12,254,997	(788,966)	(6.0%)
470 STATE-AGRICULTURE	524,155	650,494	650,494	0	N/A
471 STATE-TRANSPORT/TRANSIT-OPERATING ASSIST	30,766,678	28,031,267	25,181,889	(2,849,378)	(10.2%)
481 STATE - HOMEOWNERS' PROPERTY TAX RELIEF	5,048,169	5,101,000	5,101,000	0	N/A
483 STATE - PROP 172 PUBLIC SAFETY FUNDS	47,177,023	65,088,000	63,834,000	(1,254,000)	(1.9%)
489 STATE - OTHER	94,402,016	45,544,314	25,809,542	(19,734,772)	(43.3%)



# Sources by Category and Object

Object	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Intergovernmental Revenue - State Subtotals	686,426,757	658,189,984	633,748,729	(24,441,255)	(3.7%)
Intergovernmental Revenue - Other					
491 OTHER-TRANSPORT/TRANSIT-OPERTING ASSIST	43,430,578	43,101,526	78,051,617	34,950,091	81.1%
492 OTHER-TRANSPORT/TRANSIT-CAPITAL ASSIST	581,755	0	0	0	N/A
499 OTHER - GOVERNMENTAL AGENCIES	439,138	2,862,826	1,000,000	(1,862,826)	(65.1%)
Intergovernmental Revenue - Other Subtotals	44,451,471	45,964,352	79,051,617	33,087,265	72.0%
Charges for Services					
601 GENERAL GOVERNMENT SERVICES	67,661,932	60,039,985	72,090,406	12,050,421	20.1%
605 HUMANE SERVICES	172,526	172,100	172,100	0	N/A
606 PUBLIC SAFETY SERVICE CHARGES	46,554,455	34,665,403	28,344,485	(6,320,918)	(18.2%)
607 CORRECTION SERVICE CHARGES	3,454,166	3,540,642	3,601,082	60,440	1.7%
608 HIGHWAY SERVICE CHARGES	572,529	800,000	800,000	0	N/A
609 EMERGENCY SERVICE RELATED CHARGES	0	0	417,547	417,547	N/A
611 PLANNING & ENGINEERING SERVICES	37,775,737	39,827,671	40,718,194	890,523	2.2%
625 LIBRARY SERVICES	755,689	684,800	709,800	25,000	3.7%
626 REC & PARK-SERVICE CHARGES	21,052,490	20,445,359	22,148,613	1,703,254	8.3%
628 CONCERTS; EXHIBITIONS & PERFORMANCES	5,748,501	3,326,407	4,723,472	1,397,065	42.0%
631 SANITATION SERVICE CHARGES	199,746,136	219,839,274	218,940,152	(899,122)	(0.4%)
635 PUBLIC HEALTH CHARGES	12,527,298	14,544,978	14,504,969	(40,009)	(0.3%)
640 PORT-CARGO SERVICES	3,679,725	4,497,500	4,495,000	(2,500)	(0.1%)
641 PORT-SHIP REPAIR SERVICES	0	855,000	974,000	119,000	13.9%
642 PORT-HARBOR SERVICES	12,000	1,335,000	1,328,000	(7,000)	(0.5%)
645 PORT-CRUISE SERVICES	1,823,922	1,980,000	1,610,000	(370,000)	(18.7%)
646 PORT-FISHING SERVICES	195,257	1,820,000	1,932,000	112,000	6.2%
647 PORT-OTHER MARINE SERVICES	496,552	1,744,000	1,665,000	(79,000)	(4.5%)
651 HOSPITAL SERVICE CHARGES	10,012,492	9,973,461	8,945,620	(1,027,841)	(10.3%)
652 INPATIENT REVENUES	1,113,350,065	1,206,137,888	1,277,463,175	71,325,287	5.9%
653 OUTPATIENT REVENUES	363,397,044	445,080,405	472,580,722	27,500,317	6.2%
654 EMERGENCY ROOM REVENUES	112,185,510	0	0	0	N/A
658 REVENUE DEDUCTIONS	(1,253,017,528)	(1,290,678,065)	(1,372,956,621)	(82,278,556)	6.4%
659 NET PATIENT REVENUE	123,147,046	117,055,191	119,670,146	2,614,955	2.2%
660 STATE BILL REVENUES	113,812,058	105,716,806	226,305,566	120,588,760	N/A
661 TRANSIT PASS REVENUE	75,923,063	89,575,320	86,575,320	(3,000,000)	(3.3%)
662 TRANSIT CABLE CAR REVENUE	24,663,135	25,948,459	25,948,459	0	N/A
663 TRANSIT CASH FARES	48,440,505	62,681,325	62,481,325	(200,000)	(0.3%)
664 TRANSIT CHARTER BUS REVENUE	4,589	1,885	1,885	0	N/A
665 TRANSIT ADVERTISING REVENUE	13,274,290	14,069,603	14,569,603	500,000	3.6%
666 TRANSIT TOKEN REVENUE	1,395,503	800,000	800,000	0	N/A
667 TRANSIT PARATRANSIT REVENUE	1,676,879	2,100,000	1,900,000	(200,000)	(9.5%)
669 TRANSIT OTHER OPERATING REVENUE	15,712	221,432	221,432	0	N/A
671 SFIA-FLIGHT OPERATIONS	159,331,381	147,424,000	193,396,000	45,972,000	31.2%
672 SFIA-RENTAL AIRLINES	164,580,578	173,402,000	174,572,000	1,170,000	0.7%
673 SFIA-PAVED & UNIMPROVED-AIRLINES	29,009,596	29,003,000	28,672,000	(331,000)	(1.1%)
674 SFIA-AIRCRAFT & OUTDOOR STORAGE	9,720,109	9,843,000	9,142,000	(701,000)	(7.1%)
675 SFIA-AIRLINE SUPPORT SERVICE	26,882,036	28,467,000	30,354,589	1,887,589	6.6%
676 SFIA-FUEL; OIL & OTHER SERVICES	12,589,912	12,724,000	12,965,000	241,000	1.9%
677 SFIA-PARKING AIRLINES	7,808,338	7,153,000	7,146,000	(7,000)	(0.1%)
681 WATER SALES	231,045,894	276,147,788	304,145,613	27,997,825	10.1%
687 HHETCHY - ELECTRICITY SALES	92,152,552	31,030,208	35,051,706	4,021,498	13.0%
699 OTHER CHARGES FOR SERVICES	528,537	1,010,800	2,243,198	1,232,398	N/A
860 ISF CHARGES FOR SERVICES TO AAO FUNDS	11,066,086	2,935,315	1,244,729	(1,690,586)	(57.6%)
890 NON-ISF CHARGES FOR SVC TO OTHER AGENCIE	(292,098)	1,134,640	1,134,640	0	N/A
Charges for Services Subtotals	1,894,932,199	1,919,076,580	2,143,748,927	224,672,347	11.7%

# Sources by Category and Object

Object	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Other Revenues					
701 RETIREMENT - CONTRIBUTIONS	17,688,440	17,915,612	18,857,341	941,729	5.3%
702 PROPOSITION B HEALTH CARE	322,392	0	0	0	N/A
753 CHN-OTHER OPERATING REVENUE	9,207,817	9,836,914	11,165,003	1,328,089	13.5%
754 DEVELOPMENT IMPACT FEES & EXACTIONS	486,720	0	0	0	N/A
758 PORT-POWER	941	0	0	0	N/A
759 PORT-OTHER NON OPERATING REVENUE	1,413,241	910,300	860,300	(50,000)	(5.5%)
761 GAIN(LOSS) ON SALES OF FIXED ASSETS	2,613,693	36,823,000	725,000	(36,098,000)	(98.0%)
762 PROCEEDS FROM SALES OF OTHER CITY PROP	31,055,834	432,200	432,200	0	N/A
771 SFIA-COGENERATION FACILITIES	146,803	137,000	151,200	14,200	10.4%
772 SFIA-ELECTRICITY	16,411,598	16,391,000	19,191,000	2,800,000	17.1%
773 SFIA-WATER	5,446,779	5,426,000	6,239,000	813,000	15.0%
774 SFIA-SECURITY SERVICES	2,732,844	2,621,000	2,906,000	285,000	10.9%
776 SFIA-NATURAL GAS	361,413	405,000	262,000	(143,000)	(35.3%)
779 SFIA-MISCELLANEOUS	8,296,965	8,382,000	8,139,616	(242,384)	(2.9%)
780 WATER-OTHER OPERATING REVENUE	3,827,406	2,000,000	2,000,000	0	N/A
781 GIFTS & BEQUESTS	2,708,015	975,817	1,613,072	637,255	65.3%
782 PRIVATE GRANTS	745,954	1,212,247	692,908	(519,339)	(42.8%)
789 OTHER OPERATING ADJUSTMENTS	5,835,358	1,231,848	1,331,848	100,000	8.1%
797 CUSTOM WORK&SVC TO OTHER GOV'T AGENCIES	827,182	0	0	0	N/A
799 OTHER NON-OPERATING REVENUES	16,279,343	19,097,643	32,884,622	13,786,979	72.2%
801 PROCEED FROM LONG-TERM DEBTS	2,300,000	114,648,388	67,193,488	(47,454,900)	(41.4%)
802 LOAN REPAYMENT	796,400	0	0	0	N/A
803 PROCEED FROM SHORT-TERM DEBTS	54,889,474	6,500,000	16,387,500	9,887,500	N/A
849 OTHER FINANCING SOURCES	13,594,115	24,391,667	785,000	(23,606,667)	(96.8%)
Other Revenues Subtotals	197,988,727	269,337,636	191,817,098	(77,520,538)	(28.8%)
Transfers In					
920 "CTI" CONTRIBUTION TRANSFERS IN	417,117,030	410,859,747	322,600,998	(88,258,749)	(21.5%)
930 "OTI" OTHER OPERATING TRANSFERS IN	284,693,431	269,927,277	282,642,630	12,715,353	4.7%
950 "ITI" INTRAFUND TRANSFERS IN	487,827,387	506,207,806	472,756,425	(33,451,381)	(6.6%)
Transfers In Subtotals	1,189,637,848	1,186,994,830	1,078,000,053	(108,994,777)	(9.2%)
Fund Balance					
999 UNAPPROPRIATED FUND BALANCE	501,515,013	343,359,190	191,056,997	(152,302,193)	(44.4%)
Fund Balance Subtotals	501,515,013	343,359,190	191,056,997	(152,302,193)	(44.4%)
Revenue Subtotals	7,656,591,774	7,773,782,283	7,560,407,074	(213,375,209)	(2.7%)
Less Interfund and Intrafund Transfers	(1,189,637,848)	(1,186,994,830)	(1,078,000,053)	108,994,777	(9.2%)
Net Sources	6,466,953,926	6,586,787,453	6,482,407,021	(104,380,432)	(1.6%)

# Uses by Category and Objects

Object		2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Salaries & Wages						
001	PERMANENT SALARIES-MISC	1,380,424,627	1,434,819,668	1,355,186,345	(79,633,323)	(5.6%)
002	PERMANENT SALARIES-UNIFORM	455,159,149	494,835,821	484,531,818	(10,304,003)	(2.1%)
003	PERMANENT SALARIES-PLATFORM	151,616,005	150,385,312	134,214,662	(16,170,650)	(10.8%)
004	PERMANENT SALARIES-NURSES	159,342,152	180,471,107	179,175,879	(1,295,228)	(0.7%)
005	TEMP SALARIES-MISC	79,889,189	31,022,932	35,011,019	3,988,087	12.9%
006	TEMP SALARIES-NURSES	17,402,513	4,410,596	4,402,633	(7,963)	(0.2%)
009	PREMIUM PAY	95,440,758	82,563,237	81,035,615	(1,527,622)	(1.9%)
010	ONE-TIME PAYMENTS	25,268,724	5,302,269	5,048,419	(253,850)	(4.8%)
011	OVERTIME	100,639,505	78,824,007	66,356,186	(12,467,821)	(15.8%)
012	HOLIDAY PAY	22,671,415	18,428,256	18,492,795	64,539	0.4%
Salaries & Wages		2,487,854,037	2,481,063,205	2,363,455,371	(117,607,834)	(5%)
Fringe Benefits						
013	RETIREMENT	191,689,211	284,150,560	352,518,660	68,368,100	24.1%
014	SOCIAL SECURITY	141,440,910	144,545,333	135,831,823	(8,713,510)	(6.0%)
015	HEALTH SERVICE	375,364,631	443,667,254	430,200,405	(13,466,849)	(3.0%)
016	DENTAL COVERAGE	35,753,244	37,033,143	40,792,869	3,759,726	10.2%
017	UNEMPLOYMENT INSURANCE	2,389,927	4,962,049	5,908,588	946,539	19.1%
018	PLATFORM TRUST FUND	0	6,000,000	6,000,000	0	N/A
019	OTHER FRINGE BENEFITS	20,259,379	14,422,631	12,554,025	(1,868,606)	(13.0%)
Fringe Benefits		766,897,302	934,780,970	983,806,370	49,025,400	5%
Overhead						
020	OVERHEAD	131,797,942	121,473,265	118,736,984	(2,736,281)	(2.3%)
Overhead		131,797,942	121,473,265	118,736,984	(2,736,281)	(2%)
Professional & Contractual Services						
021	TRAVEL	3,696,986	2,707,574	2,583,171	(124,403)	(4.6%)
022	TRAINING	262,911	9,297,241	10,256,241	959,000	10.3%
023	EMPLOYEE EXPENSES	1,103,167	649,749	733,997	84,248	13.0%
024	MEMBERSHIP FEES	2,845,315	2,371,107	2,683,629	312,522	13.2%
025	ENTERTAINMENT AND PROMOTION	1,167,331	525,813	581,611	55,798	10.6%
026	COURT FEES AND OTHER COMPENSATION	9,721,674	10,945,871	13,750,569	2,804,698	25.6%
027	PROFESSIONAL & SPECIALIZED SERVICES	597,647,083	662,180,317	691,974,064	29,793,747	4.5%
028	MAINTENANCE SVCS-BUILDING & STRUCTURES	44,892,333	30,718,474	32,556,307	1,837,833	6.0%
029	MAINTENANCE SVCS-EQUIPMENT	38,148,121	47,550,566	51,697,829	4,147,263	8.7%
030	RENTS & LEASES-BUILDINGS & STRUCTURES	95,774,113	117,434,354	117,276,674	(157,680)	(0.1%)
031	RENTS & LEASES-EQUIPMENT	11,136,879	8,521,871	11,539,652	3,017,781	35.4%
032	UTILITIES	28,711,126	17,840,725	16,359,522	(1,481,203)	(8.3%)
033	POWER FOR RESALE	94,664,665	50,806,383	46,784,607	(4,021,776)	(7.9%)
034	SUBSISTANCE	173,071	145,586	147,500	1,914	1.3%
035	OTHER CURRENT EXPENSES	103,242,141	125,669,842	156,171,166	30,501,324	24.3%
051	INSURANCE	67,717,013	63,679,342	65,173,088	1,493,746	2.3%
052	TAXES; LICENSES & PERMITS	51,574,793	58,305,468	65,394,641	7,089,173	12.2%
053	JUDGMENTS & CLAIMS	42,342,487	43,807,280	45,661,198	1,853,918	4.2%
054	OTHER FIXED CHARGES	482,678	552,305	552,305	0	N/A
055	RETIREMENT TRUST FUND	(5,631,549)	0	0	0	N/A
057	HEALTH SERV FUND-HMO;DENTAL & DISABILITY	607	0	0	0	N/A
057	RETIREMENT TRUST-CONTRIBUTION REFUNDS	6,546,299	0	0	0	N/A
06B	PROGRAMMATIC PROJECTS-CFWD BUDGET ONLY	0	(511,884)	0	511,884	(100.0%)
06C	CAPITAL PROJECTS BUDGET - CFWD ONLY	15,582,592	0	0	0	N/A
06P	PROGRAMMATIC PROJECTS-BUDGET	0	7,466,406	2,942,657	(4,523,749)	(60.6%)
079	ALLOCATED CHARGES	(41,844,060)	(10,751,993)	(12,554,126)	(1,802,133)	16.8%

# Uses by Category and Object

Object		2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
07R	PAYMENT TO REFUNDED BOND ESCROW AGENT	591,106	0	0	0	N/A
Professional & Contractual Services		1,170,548,882	1,249,912,397	1,322,266,302	72,353,905	6%
Aid Assistance / Grants						
036	AID ASSISTANCE	35,438,623	42,101,972	39,319,167	(2,782,805)	(6.6%)
037	AID PAYMENTS	234,034,401	256,854,258	256,232,037	(622,221)	(0.2%)
038	CITY GRANT PROGRAMS	282,466,657	317,982,135	260,755,003	(57,227,132)	(18.0%)
039	OTHER SUPPORT & CARE OF PERSONS	19,960,136	3,667,491	1,300,000	(2,367,491)	(64.6%)
Aid Assistance / Grants		571,899,817	620,605,856	557,606,207	(62,999,649)	(10%)
Materials & Supplies						
040	MATERIALS & SUPPLIES BUDGET ONLY	(2)	118,928,380	119,492,950	564,570	0.5%
041	INVENTORIES	1,733,497	0	0	0	N/A
042	BUILDING & CONSTRUCTION SUPPLIES	22,978,641	13,778,476	14,395,205	616,729	4.5%
043	EQUIPMENT MAINTENANCE SUPPLIES	35,082,477	29,221,817	28,536,965	(684,852)	(2.3%)
044	HOSPITAL; CLINICS & LABORATORY SUPPLIES	74,203,016	12,439,449	10,198,819	(2,240,630)	(18.0%)
045	SAFETY	10,036,994	5,890,494	7,033,978	1,143,484	19.4%
046	FOOD	11,482,319	7,220,371	6,755,012	(465,359)	(6.4%)
047	FUELS AND LUBRICANTS	24,273,699	19,870,554	13,803,217	(6,067,337)	(30.5%)
048	WATER SEWAGE TREATMENT SUPPLIES	10,930,160	11,337,714	11,958,387	620,673	5.5%
049	OTHER MATERIALS & SUPPLIES	57,823,627	33,571,220	38,186,192	4,614,972	13.7%
04A	EQUIPMENT (5K OR LESS-CONTROLLED ASSET)	973,987	1,805,236	1,297,840	(507,396)	(28.1%)
Materials & Supplies		249,518,415	254,063,711	251,658,565	(2,405,146)	(1%)
Equipment						
060	EQUIPMENT PURCHASE	17,023,416	13,486,883	22,661,009	9,174,126	68.0%
061	EQUIPMENT LEASE PURCHASE-INITIAL	1,168,941	780,321	0	(780,321)	(100.0%)
062	EQUIPMENT LEASE/PURCHASE-OPTION RENEWAL	94,894	739,246	1,130,421	391,175	52.9%
063	EQUIPT LEASE/PURCHASE-FIN AGCY-INITIAL	50,597	7,696,221	13,689,097	5,992,876	77.9%
064	EQPT LEASE/PURCH-CITY FIN AGCY-OPT RENEW	9,690,616	10,123,491	7,688,571	(2,434,920)	(24.1%)
065	ANIMAL PURCHASE	57,069	0	0	0	N/A
068	INTEREST EXPENSE-CAPITALIZED	156,489	0	0	0	N/A
Equipment		28,242,022	32,826,162	45,169,098	12,342,936	38%
Debt Service						
070	DEBT SERVICE - BUDGET ONLY	0	23,348,204	25,917,141	2,568,937	11.0%
071	DEBT REDEMPTION	316,176,716	325,337,503	335,247,531	9,910,028	3.0%
073	DEBT ISSUANCE COST	441,588	0	0	0	N/A
074	DEBT INTEREST AND OTHER FISCAL CHARGES	286,077,015	304,468,115	328,291,154	23,823,039	7.8%
Debt Service		602,695,319	653,153,822	689,455,826	36,302,004	6%
Services of Other Departments						
081	SERVICES OF OTHER DEPTS (AAO FUNDS)	570,643,624	629,171,268	604,866,084	(24,305,184)	(3.9%)
Services of Other Departments		570,643,624	629,171,268	604,866,084	(24,305,184)	(4%)
Transfers Out						
092	"CTO" CONTRIBUTION TRANSFERS OUT	391,338,321	0	0	0	N/A
092	GENERAL FUND SUBSIDY TRANSFER OUT	12,004,912	0	0	0	N/A
093	"OTO" OTHER OPERATING TRANSFERS OUT	295,710,336	269,927,277	281,604,114	11,676,837	4.3%
095	"ITO" INTRAFUND TRANSFERS OUT	598,458,704	506,207,806	473,794,941	(32,412,865)	(6.4%)
Transfers Out		1,297,512,273	776,135,083	755,399,055	(20,736,028)	(3%)
Budgetary Reserves						
097	UNAPPROPRIATED REVENUE RETAINED	0	14,231,327	28,681,000	14,449,673	101.5%
098	UNAPPROPRIATED REVENUE-DESIGNATED	0	38,677,259	61,690,810	23,013,551	59.5%

# Uses by Category and Object

Object	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Budgetary Reserves	0	52,908,586	90,371,810	37,463,224	71%
Facilities Maintenance					
06F FACILITIES MAINTENANCE PROJECTS-BUDGET	17,509,772	29,655,176	34,430,693	4,775,517	16.1%
Facilities Maintenance	17,509,772	29,655,176	34,430,693	4,775,517	16%
Capital Renewal					
06R CAPITAL RENEWAL	0	31,011,968	149,909,212	118,897,244	383.4%
Capital Renewal	0	31,011,968	149,909,212	118,897,244	383%
Capital Projects					
067 BLDG;STRUCTURES & IMPROVEMENTS	372,209,881	415,415,050	158,395,113	(257,019,937)	(61.9%)
Capital Projects	372,209,881	415,415,050	158,395,113	(257,019,937)	(62%)
Expenditures	8,267,329,286	8,282,176,519	8,125,526,690	(156,649,829)	(1.9%)
Less Interfund and Intrafund Transfers	(1,297,512,273)	(776,135,083)	(755,399,055)	20,736,028	(2.7%)
Less Interdepartmental Recoveries	(810,746,687)	(919,253,983)	(887,720,614)	31,533,369	(3.4%)
Net Uses	6,159,070,326	6,586,787,453	6,482,407,021	(104,380,432)	(2%)

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

# Sources by Fund

Fund	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Fund Type: 1G GENERAL FUND					
AGF GENERAL FUND	3,244,967,147	3,170,197,803	3,076,010,584	(94,187,219)	(3%)
BSI BUDGET SAVINGS INCENTIVE	16,180,503	0	0	0	N/A
OHF OVERHEAD FUND	90,000	0	0	0	N/A
Fund Type: 1G Subtotal	3,261,237,650	3,170,197,803	3,076,010,584	(94,187,219)	(3%)
Fund Type: 2S SPECIAL REVENUE FUNDS					
BIF BUILDING INSPECTION FUND	44,042,790	43,035,762	45,958,015	2,922,253	7%
CDB COMMUNITY DEVELOPMENT SPECIAL REV FUND	27,073,276	28,000,624	6,571,535	(21,429,089)	(77%)
CFC CHILDREN AND FAMILIES FUND	9,415,814	23,845,178	22,515,174	(1,330,004)	(6%)
CFF CONVENTION FACILITIES FUND	68,366,177	72,688,575	71,218,977	(1,469,598)	(2%)
CHF CHILDREN'S FUND	90,852,533	105,072,395	82,037,721	(23,034,674)	(22%)
CHS COMM HEALTH SVS SPEC REV FD	91,254,233	111,536,453	108,793,858	(2,742,595)	(2%)
CRF CULTURE & RECREATION SPEC REV FD	16,206,627	8,280,408	10,046,923	1,766,515	21%
CSS CHILD SUPPORT SERVICES FUND	14,452,632	15,012,109	14,491,493	(520,616)	(3%)
CTF COURTS' SPECIAL REVENUE FUND	4,372,704	4,571,358	4,571,774	416	0%
ENV ENVIRONMENTAL PROTECTION PROGRAM	2,646,701	2,153,607	1,787,674	(365,933)	(17%)
GOL GOLF FUND	12,095,289	12,917,096	13,164,451	247,355	2%
GSF GENERAL SERVICES SPECIAL REVENUE FUND	7,651,132	2,911,384	5,466,167	2,554,783	88%
GTF GASOLINE TAX FUND	59,011,096	42,621,963	42,491,465	(130,498)	0%
HWF HUMAN WELFARE SPECIAL REVENUE FUND	17,317,518	28,589,741	19,111,207	(9,478,534)	(33%)
LIB PUBLIC LIBRARY SPEC REV FD	83,375,332	82,715,969	83,343,310	627,341	1%
NDF NEIGHBORHOOD DEVELOPMENT SPEC REV FD	95,238,885	9,217,945	11,898,601	2,680,656	29%
OSP OPEN SPACE & PARK FUND	71,359,664	48,664,219	40,119,148	(8,545,071)	(18%)
PPF PUBLIC PROTECTION SPECIAL REVENUE FUND	44,767,892	21,450,403	23,634,412	2,184,009	10%
PWF PUBLIC WORKS/TRANS & COMMERCE SRF	65,723,525	13,356,236	10,206,638	(3,149,598)	(24%)
RPF REAL PROPERTY SPECIAL REVENUE FUND	16,986,678	22,707,458	24,397,258	1,689,800	7%
SCP SENIOR CITIZENS' PROGRAMS FUND	6,014,885	6,284,685	5,941,076	(343,609)	(5%)
T&C TRANSPORTATION & COMMERCE S/R FD	427,470	260,313	0	(260,313)	(100%)
WMF WAR MEMORIAL FUND	13,400,264	12,355,820	11,803,901	(551,919)	(4%)
Fund Type: 2S Subtotal	862,053,117	718,249,701	659,570,778	(58,678,923)	(8%)

# Sources by Fund

Fund	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Fund Type: 3C CAPITAL PROJECTS FUNDS					
MCF MOSCONE CONVENTION CENTER FUND	0	0	6,910,720	6,910,720	N/A
PLI PUBLIC LIBRARY IMPROVEMENT FUND	5,839,075	0	0	0	N/A
RPF RECREATION & PARK CAPITAL IMPVTS FUND	(4,250,731)	91,322,642	3,410,676	(87,911,966)	(96%)
SIF STREET IMPROVEMENT FUND	6,834,883	36,500,873	48,459,829	11,958,956	33%
XCF CITY FACILITIES IMPROVEMENT FUND	(20,608,034)	117,290	15,000,000	14,882,710	N/A
Fund Type: 3C Subtotal	(12,184,807)	127,940,805	73,781,225	(54,159,580)	(42%)
Fund Type: 4D DEBT SERVICE FUNDS					
GOB GENERAL OBLIGATION BOND FUND	157,753,428	185,882,763	192,729,202	6,846,439	4%
ODS OTHER DEBT SERVICE FUNDS	7,535,267	7,519,587	7,521,212	1,625	0%
Fund Type: 4D Subtotal	165,288,695	193,402,350	200,250,414	6,848,064	4%
Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS					
AAA SFIA-OPERATING FUND	839,512,073	774,081,419	770,824,739	(3,256,680)	0%
CPF SFIA-CAPITAL PROJECTS FUND	21,741,380	138,501,541	155,574,119	17,072,578	12%
SRF SFIA-SPECIAL REVENUE FUND	978,578	731,000	169,000	(562,000)	(77%)
Fund Type: 5A Subtotal	862,232,031	913,313,960	926,567,858	13,253,898	1%
Fund Type: 5C WASTEWATER ENTERPRISE FUNDS					
AAA CWP-OPERATING FUND	238,323,836	227,093,095	223,353,128	(3,739,967)	(2%)
CPF CWP-CAPITAL PROJECTS FUND	(58,439,519)	19,424,000	17,317,180	(2,106,820)	(11%)
Fund Type: 5C Subtotal	179,884,317	246,517,095	240,670,308	(5,846,787)	(2%)
Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS					
AAA SFGH-OPERATING FUND	666,740,357	716,187,932	737,508,820	21,320,888	3%
Fund Type: 5H Subtotal	666,740,357	716,187,932	737,508,820	21,320,888	3%
Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS					
AAA LHH-OPERATING FUND	177,750,443	163,217,633	180,697,724	17,480,091	11%
AGT LHH-OPERATING GRANTS FUND	0	7,500	0	(7,500)	(100%)

# Sources by Fund

Fund	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS					
CPF LHH-CAPITAL PROJECTS FUND	0	49,136,686	0	(49,136,686)	(100%)
Fund Type: 5L Subtotal	177,750,443	212,361,819	180,697,724	(31,664,095)	(15%)
Fund Type: 5M MTA-MUNICIPAL RAILWAY FUNDS					
AAA MUNI-OPERATING FUND	597,579,678	663,687,741	634,783,232	(28,904,509)	(4%)
CPF MUNI-CAPITAL PROJECTS FUND	8,905,253	0	0	0	N/A
SRF MUNI-SPECIAL REVENUE FUND	25,624,970	10,340,000	170,000	(10,170,000)	(98%)
Fund Type: 5M Subtotal	632,109,901	674,027,741	634,953,232	(39,074,509)	(6%)
Fund Type: 5N MTA-PARKING & TRAFFIC FUNDS					
AAA PTC-OPERATING FUND	134,850,904	131,409,914	120,971,529	(10,438,385)	(8%)
OPF OFF-STREET PARKING FUND	34,315	1,000,000	0	(1,000,000)	(100%)
Fund Type: 5N Subtotal	134,885,219	132,409,914	120,971,529	(11,438,385)	(9%)
Fund Type: 5O MTA-TAXI COMMISSION					
AAA TAXI COMMISSION-OPERATING FUND	0	18,218,342	13,400,000	(4,818,342)	(26%)
Fund Type: 5O Subtotal	0	18,218,342	13,400,000	(4,818,342)	(26%)
Fund Type: 5P PORT OF SAN FRANCISCO FUNDS					
AAA PORT-OPERATING FUND	72,957,627	85,207,403	90,406,211	5,198,808	6%
CPF PORT-CAPITAL PROJECTS FUND	0	13,557,362	139,456	(13,417,906)	(99%)
Fund Type: 5P Subtotal	72,957,627	98,764,765	90,545,667	(8,219,098)	(8%)
Fund Type: 5T PUC-HETCH HETCHY DEPARTMENT FUNDS					
AAA HETCHY OPERATING FUND	221,724,208	148,648,956	167,854,314	19,205,358	13%
CPF HETCHY CAPITAL PROJECTS FUND	0	15,500,000	15,250,000	(250,000)	(2%)
Fund Type: 5T Subtotal	221,724,208	<b>164,148,956</b>	<b>183,104,314</b>	<b>18,955,358</b>	<b>12%</b>
Fund Type: 5W PUC-WATER DEPARTMENT FUNDS					
AAA SFWD-OPERATING FUND	361,615,409	329,589,428	356,181,645	26,592,217	8%
CPF SFWD-CAPITAL PROJECTS FUND	12,632,896	20,220,000	20,287,500	67,500	0%



# Sources by Fund

Fund	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Fund Type: 5W PUC-WATER DEPARTMENT FUNDS					
PUC PUC OPERATING FUND	3,045,341	0	0	0	N/A
Fund Type: 5W Subtotal	377,293,646	349,809,428	376,469,145	26,659,717	8%
Fund Type: 5X PARKING GARAGES/OTHER					
OPF OFF STREET PARKING OPERATING FUND	14,027,043	9,569,710	7,119,970	(2,449,740)	(26%)
Fund Type: 5X Subtotal	14,027,043	9,569,710	7,119,970	(2,449,740)	(26%)
Fund Type: 5Y SFMTA BICYCLE FUND					
AAA BICYCLE OPERATING FUND	0	0	448,238	448,238	N/A
Fund Type: 5Y Subtotal	0	0	448,238	448,238	N/A
Fund Type: 5Z SFMTA PEDESTRIAN FUND					
AAA PEDESTRIAN OPERATING FUND	0	0	149,575	149,575	N/A
Fund Type: 5Z Subtotal	0	0	149,575	149,575	N/A
Fund Type: 6I INTERNAL SERVICE FUNDS					
CSF IS-CENTRAL SHOPS FUND	171,323	0	0	0	N/A
FCF FINANCE CORP INTERNAL SERVICE FUNDS	10,091,088	7,696,221	13,689,097	5,992,876	78%
OIS IS-REPRODUCTION FUND	736,749	0	70,000	70,000	N/A
TIF DTIS-TELECOMM. & INFORMATION SVCS FUND	(2,558,908)	20,232	3,417,283	3,397,051	N/A
Fund Type: 6I Subtotal	8,440,252	7,716,453	17,176,380	9,459,927	N/A
Fund Type: 7E EXPENDABLE TRUST FUNDS					
BEQ BEQUESTS FUND	8,381,658	1,757,283	1,160,900	(596,383)	(34%)
GIF GIFT FUND	8,498,723	1,023,852	743,072	(280,780)	(27%)
Fund Type: 7E Subtotal	16,880,381	2,781,135	1,903,972	(877,163)	(32%)
Fund Type: 7P PENSION TRUST FUNDS					
RET EMPLOYEES' RETIREMENT SYSTEM	17,934,578	18,164,374	19,107,341	942,967	5%
Fund Type: 7P Subtotal	17,934,578	18,164,374	19,107,341	942,967	5%
Fund Type: 7R RETIREE HEALTH CARE TRUST FUND - PROP B					
RHC RETIREE HEALTH CARE TRUST FUND - PROP B	323,483	0	0	0	N/A
Fund Type: 7R Subtotal	323,483	0	0	0	N/A
Revenue Subtotals	7,659,578,141	7,773,782,283	7,560,407,074	(213,375,209)	(3%)
Less Interfund and Intrafund Transfers	(1,189,637,848)	(1,186,994,830)	(1,078,000,053)	108,994,777	9%
Net Sources	6,469,940,293	6,586,787,453	6,482,407,021	(104,380,432)	(2%)

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 01 PUBLIC PROTECTION					
ADULT PROBATION					
ADMINISTRATION - ADULT PROBATION	2,028,208	1,997,491	1,712,188	(285,303)	(14%)
COMMUNITY SERVICES	7,219,313	6,876,511	7,612,067	735,556	11%
PRE - SENTENCING INVESTIGATION	2,863,631	3,784,914	2,865,775	(919,139)	(24%)
WORK ORDERS & GRANTS	0	0	236,266	236,266	N/A
ADULT PROBATION	12,111,152	12,658,916	12,426,296	(232,620)	(2%)
DEPARTMENT OF EMERGENCY MANAGEMENT					
EMERGENCY COMMUNICATIONS	36,851,227	43,135,762	38,347,916	(4,787,846)	(11%)
EMERGENCY MANAGEMENT - EMSA	0	732,391	612,832	(119,559)	(16%)
EMERGENCY SERVICES	1,898,673	2,138,866	2,161,294	22,428	1%
FALSE ALARM PREVENTION	667,837	686,524	719,922	33,398	5%
OUTDOOR PUBLIC WARNING SYSTEM	389,863	105,149	98,992	(6,157)	(6%)
DEPARTMENT OF EMERGENCY MANAGEMENT	39,807,600	46,798,692	41,940,956	(4,857,736)	(10%)
DISTRICT ATTORNEY					
ADMINISTRATION - CRIMINAL & CIVIL	1,142,542	1,220,210	1,242,781	22,571	2%
CAREER CRIMINAL PROSECUTION	757,364	808,637	825,749	17,112	2%
CHILD ABDUCTION	823,511	866,296	1,047,373	181,077	21%
FAMILY VIOLENCE PROGRAM	752,006	792,651	856,935	64,284	8%
FELONY PROSECUTION	22,738,102	22,182,773	22,558,163	375,390	2%
MISDEMEANOR PROSECUTION	2,208,134	2,349,374	2,151,118	(198,256)	(8%)
SUPPORT SERVICES	4,427,536	4,769,199	4,670,509	(98,690)	(2%)
WORK ORDERS & GRANTS	6,735,824	6,188,721	6,079,589	(109,132)	(2%)
DISTRICT ATTORNEY	39,585,019	39,177,861	39,432,217	254,356	1%
FIRE DEPARTMENT					
ADMINISTRATION & SUPPORT SERVICES	31,773,623	31,815,127	32,522,532	707,405	2%

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 01 PUBLIC PROTECTION					
FIRE DEPARTMENT					
CUSTODY	0	1,000,000	615,735	(384,265)	(38%)
FIRE GENERAL	0	0	225,000	225,000	N/A
FIRE SUPPRESSION	226,165,569	233,483,000	242,628,044	9,145,044	4%
GRANT SERVICES	1,919,092	0	1,132,084	1,132,084	N/A
PREVENTION & INVESTIGATION	10,994,908	11,238,307	9,799,233	(1,439,074)	(13%)
TRAINING	5,419,966	4,957,982	3,996,886	(961,096)	(19%)
WORK ORDER SERVICES	284,296	0	0	0	N/A
FIRE DEPARTMENT	276,557,454	282,494,416	290,919,514	8,425,098	3%
JUVENILE PROBATION					
ADMINISTRATION	6,905,449	6,062,588	5,798,415	(264,173)	(4%)
CHILDREN'S BASELINE	838,994	1,320,477	1,049,951	(270,526)	(20%)
CHILDREN'S SVCS - NON - CHILDREN'S FUND	343,447	0	0	0	N/A
JUVENILE HALL	12,022,271	11,091,863	10,891,963	(199,900)	(2%)
JUVENILE HALL REPLACEMENT DEBT PAYMENT	2,626,250	2,629,368	2,629,868	500	0%
LOG CABIN RANCH	2,251,679	2,623,962	2,512,962	(111,000)	(4%)
PROBATION SERVICES	13,134,797	11,641,322	10,038,687	(1,602,635)	(14%)
JUVENILE PROBATION	38,122,887	35,369,580	32,921,846	(2,447,734)	(7%)
POLICE					
AIRPORT POLICE	16,725,656	39,730,469	40,336,200	605,731	2%
INVESTIGATIONS	67,071,242	72,798,488	78,713,888	5,915,400	8%
OFFICE OF CITIZEN COMPLAINTS	3,938,972	4,266,679	4,089,550	(177,129)	(4%)
OPERATIONS AND ADMINISTRATION	63,965,516	61,935,005	61,514,312	(420,693)	(1%)
PATROL	232,965,688	248,871,819	247,779,431	(1,092,388)	0%
WORK ORDER SERVICES	10,332,440	14,569,959	14,107,640	(462,319)	(3%)

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 01 PUBLIC PROTECTION					
POLICE					
POLICE	394,999,514	442,172,419	446,541,021	4,368,602	1%
PUBLIC DEFENDER					
CRIMINAL AND SPECIAL DEFENSE	23,597,455	23,328,005	23,949,040	621,035	3%
GRANT SERVICES	100,488	100,583	119,034	18,451	18%
PUBLIC DEFENDER	23,697,943	23,428,588	24,068,074	639,486	3%
SHERIFF					
COURT SECURITY AND PROCESS	13,335,918	13,877,198	13,107,105	(770,093)	(6%)
CUSTODY	92,195,657	95,419,155	90,875,997	(4,543,158)	(5%)
FACILITIES & EQUIPMENT	8,704,346	8,857,147	16,240,897	7,383,750	83%
NON PROGRAM	9,018,697	0	0	0	N/A
SECURITY SERVICES	14,520,044	14,613,770	10,273,639	(4,340,131)	(30%)
SHERIFF ADMINISTRATION	9,458,742	8,419,445	8,086,680	(332,765)	(4%)
SHERIFF FIELD SERVICES	9,204,228	8,725,995	8,406,006	(319,989)	(4%)
SHERIFF PROGRAMS	12,235,037	14,719,164	13,644,908	(1,074,256)	(7%)
SHERIFF RECRUITMENT & TRAINING	7,374,484	6,089,671	3,265,925	(2,823,746)	(46%)
SHERIFF	176,047,153	170,721,545	163,901,157	(6,820,388)	(4%)
SUPERIOR COURT					
COURT HOUSE CONSTRUCTION	8,670,009	4,571,358	4,571,774	416	0%
DISPUTE RESOLUTION PROGRAM	273,448	280,000	280,000	0	0%
INDIGENT DEFENSE/GRAND JURY	8,343,563	7,462,806	10,983,212	3,520,406	47%
TRIAL COURT SERVICES	24,719,576	22,725,161	23,013,661	288,500	1%
SUPERIOR COURT	42,006,596	35,039,325	38,848,647	3,809,322	11%
Service Area: 01 Subtotals	1,042,935,318	1,087,861,342	1,090,999,728	3,138,386	0%

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE					
AIRPORT COMMISSION					
ADMINISTRATION	30,602,934	34,160,797	37,214,631	3,053,834	9%
AIRPORT DIRECTOR	9,058,529	11,607,150	11,090,134	(517,016)	(4%)
BUREAU OF DESIGN AND CONSTRUCTION	6,232,021	2,833,439	2,905,227	71,788	3%
BUSINESS & FINANCE	365,839,595	410,834,031	413,913,074	3,079,043	1%
CAPITAL PROJECTS AND GRANTS	0	77,501,541	68,164,937	(9,336,604)	(12%)
CHIEF OPERATING OFFICER	3,662,959	3,705,432	4,011,048	305,616	8%
COMMUNICATIONS & MARKETING	6,418,759	7,191,612	7,208,631	17,019	0%
CONTINUING PROJECTS, MAINT AND RENEWAL	8,708,482	4,000,000	6,000,000	2,000,000	50%
FACILITIES	125,817,887	131,518,254	139,296,918	7,778,664	6%
FACILITIES MAINTENANCE, CONSTRUCTION	130,221,403	0	209,182	209,182	N/A
FIRE AIRPORT BUR NON-PERSONNEL COST	713,277	1,009,991	895,331	(114,660)	(11%)
OPERATIONS AND SECURITY	47,068,886	48,868,662	51,512,808	2,644,146	5%
PLANNING DIVISION	2,643,094	2,850,732	2,631,480	(219,252)	(8%)
POLICE AIRPORT BUR NON-PERSONNEL COST	2,750,123	3,372,271	4,231,769	859,498	25%
SAFETY & SECURITY	2,962,571	0	0	0	N/A
AIRPORT COMMISSION	742,700,520	739,453,912	749,285,170	9,831,258	1%
BOARD OF APPEALS					
APPEALS PROCESSING	751,645	834,412	931,227	96,815	12%
BOARD OF APPEALS	751,645	834,412	931,227	96,815	12%
DEPARTMENT OF BUILDING INSPECTION					
ADMINISTRATION/SUPPORT SERVICES	8,100,457	13,142,863	13,957,790	814,927	6%
HOUSING INSPECTION/CODE ENFORCEMENT SVCS	1,819,221	0	0	0	N/A
INSPECTION SERVICES	17,858,783	18,372,955	20,858,202	2,485,247	14%
PERMIT CENTER	724,730	0	0	0	N/A
PLAN REVIEW SERVICES	14,698,336	9,014,508	9,179,633	165,125	2%

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE					
DEPARTMENT OF BUILDING INSPECTION					
DEPARTMENT OF BUILDING INSPECTION	43,201,527	40,530,326	43,995,625	3,465,299	9%
ECONOMIC AND WORKFORCE DEVELOPMENT					
CHILDREN'S BASELINE	209,267	314,065	314,065	0	0%
ECONOMIC DEVELOPMENT	4,320,210	4,495,832	3,406,813	(1,089,019)	(24%)
FILM SERVICES	1,714,100	939,248	946,461	7,213	1%
OFFICE OF SMALL BUSINESS AFFAIRS	677,814	697,812	602,080	(95,732)	(14%)
WORKFORCE TRAINING	20,981,165	18,931,350	11,534,591	(7,396,759)	(39%)
ECONOMIC AND WORKFORCE DEVELOPMENT	27,902,556	25,378,307	16,804,010	(8,574,297)	(34%)
GENERAL SERVICES AGENCY - PUBLIC WORKS					
ARCHITECTURE	442,126	548,344	533,310	(15,034)	(3%)
BUILDING REPAIR AND MAINTENANCE	19,723,547	16,378,156	16,432,320	54,164	0%
CITY CAPITAL PROJECTS	88,247,449	56,297,533	60,835,169	4,537,636	8%
CONSTRUCTION MANAGEMENT SERVICES	2,394,831	340,641	340,745	104	0%
ENGINEERING	4,689,211	729,244	821,330	92,086	13%
NEIGHBORHOOD BEAUTIFICATION	0	0	1,217,338	1,217,338	N/A
STREET AND SEWER REPAIR	13,758,713	17,644,713	15,474,708	(2,170,005)	(12%)
STREET ENVIRONMENTAL SERVICES	40,689,517	39,033,605	37,577,788	(1,455,817)	(4%)
STREET USE MANAGEMENT	15,619,292	14,510,375	13,436,059	(1,074,316)	(7%)
URBAN FORESTRY	17,727,287	17,193,770	16,334,577	(859,193)	(5%)
GENERAL SERVICES AGENCY - PUBLIC WORKS	203,291,973	162,676,381	163,003,344	326,963	0%
MUNICIPAL TRANSPORTATION AGENCY					
ACCESSIBLE SERVICES	20,929,335	21,625,361	21,526,517	(98,844)	0%
ADMINISTRATION	66,219,947	67,625,166	56,064,127	(11,561,039)	(17%)
AGENCY WIDE EXPENSES	96,511,634	104,415,585	122,831,329	18,415,744	18%

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE					
MUNICIPAL TRANSPORTATION AGENCY					
CUSTOMER SERVICE	852,202	1,292,649	0	(1,292,649)	(100%)
DEVELOPMENT AND PLANNING	3,960,064	1,632,172	597,817	(1,034,355)	(63%)
MRD-MAINTENANCE DIVISION (MAINT)	16,300,626	0	0	0	N/A
PARKING & TRAFFIC	59,841,048	74,692,386	70,825,084	(3,867,302)	(5%)
PARKING GARAGES & LOTS	2,968,115	5,271,617	6,977,334	1,705,717	32%
RAIL & BUS SERVICES	405,339,105	433,578,179	410,255,637	(23,322,542)	(5%)
REVENUE, TRANSFERS & RESERVES	3,719,863	0	0	0	N/A
SECURITY, SAFETY, TRAINING & ENFORCEMENT	61,329,216	55,368,063	55,584,678	216,615	0%
TAXI SERVICES	1,438,576	3,091,024	2,875,593	(215,431)	(7%)
TRAFFIC ENGINEERING & OPERATION	3,266,761	0	0	0	N/A
MUNICIPAL TRANSPORTATION AGENCY	742,676,492	768,592,202	747,538,116	(21,054,086)	(3%)
PORT					
ADMINISTRATION	20,903,516	22,440,261	21,934,803	(505,458)	(2%)
CAPITAL PROJECTS	0	13,557,362	0	(13,557,362)	(100%)
ENGINEERING & ENVIRONMENTAL	3,956,597	4,131,588	4,213,859	82,271	2%
MAINTENANCE	23,423,748	28,827,413	29,778,895	951,482	3%
MARITIME OPERATIONS & MARKETING	2,428,814	2,319,419	3,179,494	860,075	37%
NON-GRANT CONSTRUCTION PROJECTS	0	0	139,456	139,456	N/A
PLANNING & DEVELOPMENT	2,802,119	3,448,194	3,496,917	48,723	1%
REAL ESTATE & MANAGEMENT	8,554,804	9,663,271	10,649,695	986,424	10%
PORT	62,069,598	84,387,508	73,393,119	(10,994,389)	(13%)
PUBLIC UTILITIES COMMISSION					
ADMINISTRATION	288,807,769	251,361,352	99,027,407	(152,333,945)	(61%)
CUSTOMER SERVICES	10,447,129	11,999,338	11,802,827	(196,511)	(2%)
DEBT SERVICE	0	0	139,824,524	139,824,524	N/A

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE					
PUBLIC UTILITIES COMMISSION					
FINANCE	7,887,009	8,566,556	9,028,140	461,584	5%
GENERAL MANAGEMENT	(47,356,939)	(49,863,587)	(51,646,323)	(1,782,736)	(4%)
HETCH HETCHY CAPITAL PROJECTS	61,510,287	61,347,928	71,227,000	9,879,072	16%
HETCH HETCHY POWER	4,972,745	0	0	0	N/A
HETCHY WATER OPERATIONS	11,226,836	44,090,267	47,291,914	3,201,647	7%
HUMAN RESOURCES	8,689,826	7,630,447	8,268,314	637,867	8%
MANAGEMENT INFORMATION	17,753,595	17,881,439	19,026,068	1,144,629	6%
OPERATING RESERVE	0	0	36,690,810	36,690,810	N/A
POWER INFRASTRUCTURE DEVELOPMENT	4,460,347	6,299,178	9,449,293	3,150,115	50%
POWER PURCHASING/ SCHEDULING	22,937,469	44,819,404	42,750,597	(2,068,807)	(5%)
POWER UTILITY FIELD SERVICES	6,527,425	493,319	493,319	0	0%
POWER UTILITY SERVICES	75,752,187	15,754,214	13,052,160	(2,702,054)	(17%)
STRATEGIC PLANNING/COMPLIANCE	5,074,548	6,308,215	9,249,839	2,941,624	47%
WASTEWATER CAPITAL PROJECTS	0	0	14,067,180	14,067,180	N/A
WASTEWATER COLLECTION	28,935,815	29,513,841	30,673,967	1,160,126	4%
WASTEWATER DISPOSAL	4,747,195	0	0	0	N/A
WASTEWATER OPERATIONS	25,569,625	24,352,376	5,967,667	(18,384,709)	(75%)
WASTEWATER TREATMENT	59,420,504	64,727,590	64,209,111	(518,479)	(1%)
WATER CAPITAL PROJECTS	51,200,786	41,347,520	38,974,865	(2,372,655)	(6%)
WATER DISTRIBUTION	1,387,380	0	0	0	N/A
WATER PUMPING	2,025,663	0	0	0	N/A
WATER SOURCE OF SUPPLY	12,689,820	17,715,237	20,635,416	2,920,179	16%
WATER TRANSMISSION/ DISTRIBUTION	56,710,689	47,407,454	50,609,936	3,202,482	7%
WATER TREATMENT	28,525,003	32,851,655	36,957,969	4,106,314	12%
PUBLIC UTILITIES COMMISSION	749,902,713	684,603,743	727,632,000	43,028,257	6%
Service Area: 02 Subtotals					
	2,572,497,024	2,506,456,791	2,522,582,611	16,125,820	1%



# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
CHILD SUPPORT SERVICES					
CHILD SUPPORT SERVICES PROGRAM	14,477,632	15,019,609	14,491,493	(528,116)	(4%)
CHILD SUPPORT SERVICES	14,477,632	15,019,609	14,491,493	(528,116)	(4%)
CHILDREN AND FAMILIES COMMISSION					
CHILDREN AND FAMILIES FUND	9,544,732	14,943,075	13,301,138	(1,641,937)	(11%)
PUBLIC ED FUND - PROP H ( MARCH 2004 )	12,000,256	16,667,625	16,198,174	(469,451)	(3%)
CHILDREN AND FAMILIES COMMISSION	21,544,988	31,610,700	29,499,312	(2,111,388)	(7%)
CHILDREN; YOUTH & THEIR FAMILIES					
CHILDREN'S BASELINE	50,126,537	49,874,908	29,546,608	(20,328,300)	(41%)
CHILDREN'S FUND PROGRAMS	45,552,628	46,321,062	41,518,727	(4,802,335)	(10%)
CHILDREN'S SVCS - NON - CHILDREN'S FUND	10,360,000	9,052,323	7,499,328	(1,552,995)	(17%)
PUBLIC EDUCATION FUND ( PROP H )	15,562,500	27,672,500	26,979,000	(693,500)	(3%)
VIOLENCE PREVENTION	0	3,773,532	3,624,362	(149,170)	(4%)
CHILDREN; YOUTH & THEIR FAMILIES	121,601,665	136,694,325	109,168,025	(27,526,300)	(20%)
COUNTY EDUCATION OFFICE					
COUNTY EDUCATION SERVICES	79,705	80,129	77,236	(2,893)	(4%)
COUNTY EDUCATION OFFICE	79,705	80,129	77,236	(2,893)	(4%)
DEPARTMENT OF THE STATUS OF WOMEN					
CHILDREN'S BASELINE	197,081	198,677	198,677	0	0%
COMMISSION ON STATUS OF WOMEN	3,019,749	3,075,373	3,088,928	13,555	0%
DOMESTIC VIOLENCE	279,438	210,000	368,000	158,000	75%
DEPARTMENT OF THE STATUS OF WOMEN	3,496,268	3,484,050	3,655,605	171,555	5%

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
ENVIRONMENT					
CLEAN AIR	764,193	783,159	682,144	(101,015)	(13%)
CLIMATE CHANGE/ENERGY	1,887,560	581,809	529,960	(51,849)	(9%)
ENVIRONMENT	5,190,608	7,188,071	5,626,424	(1,561,647)	(22%)
ENVIRONMENT-OUTREACH	209,649	233,763	219,474	(14,289)	(6%)
ENVIRONMENTAL JUSTICE / YOUTH EMPLOYMENT	1,624,452	274,048	248,064	(25,984)	(9%)
GREEN BUILDING	512,434	433,163	368,934	(64,229)	(15%)
RECYCLING	3,564,283	4,322,022	3,919,033	(402,989)	(9%)
SOLID WASTE MANAGEMENT	185,246	200,717	191,290	(9,427)	(5%)
TOXICS	1,756,288	1,783,557	1,837,356	53,799	3%
URBAN FORESTRY	62,838	51,763	32,563	(19,200)	(37%)
ENVIRONMENT	15,757,551	15,852,072	13,655,242	(2,196,830)	(14%)
HUMAN RIGHTS COMMISSION					
HUMAN RIGHTS COMMISSION	5,291,830	6,503,734	6,047,651	(456,083)	(7%)
HUMAN RIGHTS COMMISSION	5,291,830	6,503,734	6,047,651	(456,083)	(7%)
HUMAN SERVICES					
ADMINISTRATIVE SUPPORT	83,085,399	82,266,009	82,974,283	708,274	1%
ADULT SERVICES	164,585,341	176,565,929	166,100,271	(10,465,658)	(6%)
CALWORKS	51,623,900	54,464,987	52,202,376	(2,262,611)	(4%)
CHILDREN AND FAMILIES FUND	96,754	352,531	0	(352,531)	(100%)
CHILDREN'S BASELINE	19,669,554	21,950,017	24,245,760	2,295,743	10%
CHILDREN'S FUND PROGRAMS	758,886	759,000	759,000	0	0%
COUNTY ADULT ASSISTANCE PROGRAM	48,772,137	51,129,008	53,553,415	2,424,407	5%
FAMILY AND CHILDREN'S SERVICE	139,548,621	147,478,050	144,172,668	(3,305,382)	(2%)
FOOD STAMPS	13,392,074	13,113,968	15,031,093	1,917,125	15%
HOMELESS SERVICES	71,643,080	89,382,495	77,336,069	(12,046,426)	(13%)
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
HUMAN SERVICES					
MEDI-CAL	23,176,753	24,731,578	23,623,231	(1,108,347)	(4%)
NON PROGRAM	9,957	0	0	0	N/A
PUBLIC ED FUND - PROP H ( MARCH 2004 )	701,849	315,000	0	(315,000)	(100%)
REFUGEE RESETTLEMENT PROGRAM	471,377	390,442	644,555	254,113	65%
WORKFORCE DEVELOPMENT	17,433,694	21,245,892	21,907,586	661,694	3%
HUMAN SERVICES	634,969,376	684,144,906	662,550,307	(21,594,599)	(3%)
RENT ARBITRATION BOARD					
RENT BOARD	5,223,560	5,381,683	5,491,984	110,301	2%
RENT ARBITRATION BOARD	5,223,560	5,381,683	5,491,984	110,301	2%
Service Area: 03 Subtotals					
	822,442,575	898,771,208	844,636,855	(54,134,353)	(6%)

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 04 COMMUNITY HEALTH					
PUBLIC HEALTH					
CENTRAL ADMINISTRATION	68,010,926	69,686,527	96,914,839	27,228,312	39%
CHILDREN'S BASELINE	31,586,833	47,015,209	46,886,262	(128,947)	0%
COMM HLTH - COMM SUPPORT - HOUSING	24,747,537	24,086,088	20,865,711	(3,220,377)	(13%)
COMM HLTH - PREV - MATERNAL & CHILD HLTH	20,722,017	24,896,424	25,121,614	225,190	1%
COMM HLTH - PREVENTION - AIDS	47,905,766	59,258,857	58,689,989	(568,868)	(1%)
COMM HLTH - PREVENTION - DISEASE CONTROL	21,811,280	20,800,776	21,409,432	608,656	3%
COMM HLTH - PREVENTION - HLTH EDUCATION	6,019,741	5,515,064	5,157,123	(357,941)	(6%)
EMERGENCY SERVICES AGENCY	2,248,602	1,301,497	1,285,827	(15,670)	(1%)
ENVIRONMENTAL HEALTH SERVICES	18,187,949	17,140,982	17,287,751	146,769	1%
FORENSICS - AMBULATORY CARE	28,155,020	28,368,792	15,914,124	(12,454,668)	(44%)
HEALTH AT HOME	7,938,248	6,840,219	5,653,005	(1,187,214)	(17%)
LAGUNA HONDA - LONG TERM CARE	172,464,078	209,207,188	176,313,275	(32,893,913)	(16%)
LAGUNA HONDA HOSP - ACUTE CARE	2,736,819	2,404,368	3,384,149	979,781	41%
LAGUNA HONDA HOSP - COMM SUPPORT CARE	1,176,364	263	300	37	14%
MENTAL HEALTH - ACUTE CARE	3,234,320	4,394,297	3,462,797	(931,500)	(21%)
MENTAL HEALTH - CHILDREN'S PROGRAM	31,489,569	35,668,979	38,635,490	2,966,511	8%
MENTAL HEALTH - COMMUNITY CARE	149,534,040	157,526,479	152,164,351	(5,362,128)	(3%)
MENTAL HEALTH - LONG TERM CARE	22,014,445	23,111,912	26,970,946	3,859,034	17%
OCCUPATIONAL SAFETY & HEALTH	1,692,780	1,716,695	1,727,467	10,772	1%
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	50,464,259	54,497,269	57,664,298	3,167,029	6%
SFGH - ACUTE CARE - FORENSICS	2,192,676	4,878,081	3,315,511	(1,562,570)	(32%)
SFGH - ACUTE CARE - HOSPITAL	481,618,444	510,492,381	501,804,057	(8,688,324)	(2%)
SFGH - ACUTE CARE - PSYCHIATRY	29,673,047	25,733,666	24,905,775	(827,891)	(3%)
SFGH - AMBU CARE - ADULT MED HLTH CNTR	27,264,381	23,843,375	23,444,940	(398,435)	(2%)
SFGH - AMBU CARE - METHADONE CLINIC	1,747,934	1,557,871	1,654,102	96,231	6%
SFGH - AMBU CARE - OCCUPATIONAL HEALTH	2,989,814	2,860,024	2,467,789	(392,235)	(14%)
SFGH - EMERGENCY - EMERGENCY	25,253,922	21,168,015	22,457,559	1,289,544	6%
SFGH - EMERGENCY - PSYCHIATRIC SERVICES	6,601,596	8,751,960	8,666,428	(85,532)	(1%)
Service Area: 04 COMMUNITY HEALTH					
PUBLIC HEALTH					
SFGH - LONG TERM CARE - RF PSYCHIATRY	15,442,856	16,182,910	16,308,875	125,965	1%
SUBSTANCE ABUSE - COMMUNITY CARE	65,101,660	64,477,905	61,881,992	(2,595,913)	(4%)
PUBLIC HEALTH	1,370,026,923	1,473,384,073	1,442,415,778	(30,968,295)	(2%)
Service Area: 04 Subtotals					
	1,370,026,923	1,473,384,073	1,442,415,778	(30,968,295)	(2%)

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 05 CULTURE & RECREATION					
ACADEMY OF SCIENCES					
ACADEMY OF SCIENCES	4,525,451	4,288,225	4,239,574	(48,651)	(1%)
ACADEMY OF SCIENCES	4,525,451	4,288,225	4,239,574	(48,651)	(1%)
ARTS COMMISSION					
ART COMMISSION-ADMINISTRATION	1,309,456	1,473,400	1,566,284	92,884	6%
CIVIC COLLECTION	58,212	47,105	83,775	36,670	78%
COMMUNITY ARTS & EDUCATION	4,179,390	4,266,110	3,917,412	(348,698)	(8%)
CULTURAL EQUITY	1,830,786	2,098,897	2,089,521	(9,376)	0%
GALLERY	96,984	25,000	25,000	0	0%
MUNICIPAL SYMPHONY CONCERTS	1,853,825	1,899,510	1,910,283	10,773	1%
PUBLIC ART	661,917	113,586	113,586	0	0%
STREET ARTISTS	195,237	240,478	262,313	21,835	9%
ARTS COMMISSION	10,185,807	10,164,086	9,968,174	(195,912)	(2%)
ASIAN ART MUSEUM					
ASIAN ARTS MUSEUM	14,141,371	7,443,501	7,330,202	(113,299)	(2%)
ASIAN ART MUSEUM	14,141,371	7,443,501	7,330,202	(113,299)	(2%)
FINE ARTS MUSEUM					
ADMISSIONS	4,425,309	2,170,000	3,516,662	1,346,662	62%
OPER & MAINT OF MUSEUMS	10,873,437	10,975,785	10,110,839	(864,946)	(8%)
FINE ARTS MUSEUM	15,298,746	13,145,785	13,627,501	481,716	4%
LAW LIBRARY					
LAW LIBRARY	488,515	705,954	731,360	25,406	4%

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 05 CULTURE & RECREATION					
LAW LIBRARY					
LAW LIBRARY	488,515	705,954	731,360	25,406	4%
PUBLIC LIBRARY					
ADULT SERVICES	177,827	530,000	400,000	(130,000)	(25%)
BRANCH PROGRAM	23,829,550	17,714,727	18,449,142	734,415	4%
CHILDREN'S BASELINE	8,077,839	8,504,417	7,695,211	(809,206)	(10%)
CHILDREN'S SERVICES	1,167,152	1,285,974	1,002,496	(283,478)	(22%)
COMMUNICATIONS, COLLECTIONS & ADULT SERV	9,983,100	10,676,976	8,445,844	(2,231,132)	(21%)
FACILITIES	10,039,428	10,706,973	11,049,769	342,796	3%
INFORMATION TECHNOLOGY	4,830,531	4,748,233	4,460,624	(287,609)	(6%)
LIBRARY ADMINISTRATION	4,780,048	7,888,392	10,436,392	2,548,000	32%
MAIN PROGRAM	15,822,272	16,159,816	16,069,180	(90,636)	(1%)
TECHNICAL SERVICES	4,787,523	4,907,806	5,804,015	896,209	18%
PUBLIC LIBRARY	83,495,270	83,123,314	83,812,673	689,359	1%
RECREATION AND PARK COMMISSION					
CAPITAL PROJECTS	41,114,701	102,778,060	9,879,876	(92,898,184)	(90%)
CHILDREN'S BASELINE	11,777,742	11,266,015	9,745,483	(1,520,532)	(13%)
CHILDREN'S SVCS - NON - CHILDREN'S FUND	576,267	378,000	400,000	22,000	6%
CITYWIDE FACILITIES	20,417,747	22,040,545	21,873,963	(166,582)	(1%)
CITYWIDE SERVICES	18,168,321	20,024,081	20,205,262	181,181	1%
CULTURE & RECREATION/DEPARTMENTAL	1,313,984	0	0	0	N/A
DEVELOPMENT & PLANNING	0	300,000	2,210,676	1,910,676	N/A
GOLDEN GATE PARK	10,223,579	11,584,459	11,507,908	(76,551)	(1%)
NEIGHBORHOOD SERVICES	35,953,529	38,263,186	38,118,436	(144,750)	0%
NON PROGRAM	14,828	0	0	0	N/A
REC & PARK ADMINISTRATION	136,506	0	0	0	N/A
Service Area: 05 CULTURE & RECREATION					
RECREATION AND PARK COMMISSION					
STRUCTURAL MAINTENANCE	12,495,641	12,872,004	12,677,737	(194,267)	(2%)
TURF MANAGEMENT	325,316	555,817	640,072	84,255	15%
ZOO OPERATIONS	0	117,290	0	(117,290)	(100%)
RECREATION AND PARK COMMISSION	152,518,161	220,179,457	127,259,413	(92,920,044)	(42%)
WAR MEMORIAL					
OPERATIONS & MAINTENANCE	12,923,021	12,561,453	26,914,547	14,353,094	N/A
WAR MEMORIAL	12,923,021	12,561,453	26,914,547	14,353,094	N/A
Service Area: 05 Subtotals	293,576,342	351,611,775	273,883,444	(77,728,331)	(22%)

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 06 GENERAL ADMINISTRATION & FINANCE					
ASSESSOR / RECORDER					
PERSONAL PROPERTY	2,485,169	2,602,635	2,620,789	18,154	1%
REAL PROPERTY	5,275,625	5,771,954	6,036,584	264,630	5%
RECORDER	1,065,355	1,226,459	1,371,518	145,059	12%
TECHNICAL SERVICES	3,929,664	5,142,696	5,593,030	450,334	9%
TRANSFER TAX	841,385	953,142	2,814,359	1,861,217	N/A
ASSESSOR / RECORDER	13,597,198	15,696,886	18,436,280	2,739,394	17%
BOARD OF SUPERVISORS					
BOARD - LEGISLATIVE ANALYSIS	2,714,591	2,208,078	2,050,000	(158,078)	(7%)
BOARD OF SUPERVISOR	4,526,753	4,910,935	4,917,167	6,232	0%
CHILDREN'S BASELINE	174,992	199,597	159,567	(40,030)	(20%)
CLERK OF THE BOARD	3,455,274	3,353,955	3,461,499	107,544	3%
LOCAL AGENCY FORMATION	172,846	29,433	848	(28,585)	(97%)
BOARD OF SUPERVISORS	11,044,456	10,701,998	10,589,081	(112,917)	(1%)
CITY ATTORNEY					
CLAIMS	4,228,208	5,636,138	5,640,812	4,674	0%
LEGAL SERVICE	56,707,347	55,249,916	54,948,691	(301,225)	(1%)
LEGAL SERVICE-PAYING DEPTS	2,735,000	2,735,000	2,735,000	0	0%
CITY ATTORNEY	63,670,555	63,621,054	63,324,503	(296,551)	0%
CITY PLANNING					
ADMINISTRATION/PLANNING	6,762,998	8,140,232	7,766,759	(373,473)	(5%)
CURRENT PLANNING	8,104,711	7,739,747	7,774,409	34,662	0%
LONG RANGE PLANNING	4,543,523	4,656,771	5,260,083	603,312	13%
MAJOR ENVIRONMENTAL ANALYSIS/PLANNING	3,037,453	3,354,441	3,181,883	(172,558)	(5%)

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 06 GENERAL ADMINISTRATION & FINANCE					
CITY PLANNING					
CITY PLANNING	22,448,685	23,891,191	23,983,134	91,943	0%
CIVIL SERVICE COMMISSION					
CIVIL SERVICE COMMISSION	800,081	805,694	804,112	(1,582)	0%
CIVIL SERVICE COMMISSION	800,081	805,694	804,112	(1,582)	0%
CONTROLLER					
ACCOUNTING OPERATIONS AND SYSTEMS	7,425,347	8,247,747	7,595,270	(652,477)	(8%)
BUDGET & PAYROLL SYSTEM	150,000	0	0	0	N/A
CITY SERVICES AUDITOR	7,619,557	12,395,940	11,517,565	(878,375)	(7%)
ECONOMIC ANALYSIS	330,106	280,730	288,979	8,249	3%
MANAGEMENT INFORMATION SYSTEM	0	10,355,982	0	(10,355,982)	(100%)
MANAGEMENT, BUDGET AND ANALYSIS	3,784,366	3,781,531	3,856,949	75,418	2%
NON PROGRAM	315,468	0	0	0	N/A
PAYROLL AND PERSONNEL SERVICES	5,166,413	5,186,083	9,573,417	4,387,334	85%
PUBLIC FINANCE	197,436	498,567	505,655	7,088	1%
CONTROLLER	24,988,693	40,746,580	33,337,835	(7,408,745)	(18%)
ELECTIONS					
ELECTIONS	15,417,490	14,728,299	9,906,773	(4,821,526)	(33%)
ELECTIONS	15,417,490	14,728,299	9,906,773	(4,821,526)	(33%)
ETHICS COMMISSION					
ELECTION CAMPAIGN FUND	933,687	3,212,056	1,976,494	(1,235,562)	(38%)
ETHICS COMMISSION	2,189,391	2,241,818	2,208,419	(33,399)	(1%)

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 06 GENERAL ADMINISTRATION & FINANCE					
ETHICS COMMISSION					
ETHICS COMMISSION	3,123,078	5,453,874	4,184,913	(1,268,961)	(23%)
GENERAL SERVICES AGENCY - CITY ADMIN					
311 CALL CENTER	11,053,178	10,866,947	9,251,143	(1,615,804)	(15%)
ANIMAL WELFARE	3,981,581	3,943,999	3,963,360	19,361	0%
CAPITAL ASSET PLANNING	635,371	797,507	750,547	(46,960)	(6%)
CITY ADMINISTRATOR - ADMINISTRATION	12,813,466	8,422,543	8,075,861	(346,682)	(4%)
COUNTY CLERK SERVICES	1,525,215	1,857,432	1,881,804	24,372	1%
DISABILITY ACCESS	1,858,351	2,325,314	11,153,302	8,827,988	N/A
ENTERTAINMENT COMMISSION	747,357	667,324	677,920	10,596	2%
FACILITIES MGMT & OPERATIONS	37,614,421	40,226,345	41,318,451	1,092,106	3%
FLEET MANAGEMENT	1,637,948	861,092	1,018,580	157,488	18%
GRANTS FOR THE ARTS	15,077,784	12,319,192	11,768,000	(551,192)	(4%)
IMMIGRANT RIGHTS COMMISSION	457,169	1,318,696	612,791	(705,905)	(54%)
LIVING WAGE / LIVING HEALTH (MCO/HCAO)	2,422,781	2,766,965	2,632,088	(134,877)	(5%)
MEDICAL EXAMINER	5,758,741	5,516,641	5,596,055	79,414	1%
NEIGHBORHOOD BEAUTIFICATION	853,381	1,100,000	1,282,662	182,662	17%
PROCUREMENT SERVICES	3,729,477	4,465,925	4,472,726	6,801	0%
REAL ESTATE SERVICES	3,740,737	22,805,910	21,212,353	(1,593,557)	(7%)
RISK MANAGEMENT / GENERAL	10,796,482	11,637,205	13,657,173	2,019,968	17%
TOURISM EVENTS	71,561,753	72,188,575	70,718,977	(1,469,598)	(2%)
TREASURE ISLAND	1,343,919	1,279,737	1,508,899	229,162	18%
VEHICLE & EQUIPMENT MAIN & FUELING	23,943,756	23,495,165	23,394,857	(100,308)	0%
GENERAL SERVICES AGENCY - CITY ADMIN	211,552,868	228,862,514	234,947,549	6,085,035	3%
GENERAL SERVICES AGENCY - TECHNOLOGY					
ADMINISTRATION	26,324,560	25,383,204	23,946,071	(1,437,133)	(6%)



# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 06 GENERAL ADMINISTRATION & FINANCE					
GENERAL SERVICES AGENCY - TECHNOLOGY					
GOVERNANCE AND OUTREACH	3,312,435	6,403,429	6,774,244	370,815	6%
OPERATIONS	31,262,864	34,584,076	32,843,218	(1,740,858)	(5%)
REPRODUCTION SERVICES	7,056,615	7,260,153	5,374,452	(1,885,701)	(26%)
TECHNOLOGY	5,335,378	4,399,561	2,603,637	(1,795,924)	(41%)
TECHNOLOGY SERVICES:PUBLIC SAFETY	12,812,845	8,527,074	7,437,065	(1,090,009)	(13%)
GENERAL SERVICES AGENCY - TECHNOLOGY	86,104,697	86,557,497	78,978,687	(7,578,810)	(9%)
HEALTH SERVICE SYSTEM					
HEALTH SERVICE SYSTEM	5,521,087	6,039,298	6,231,582	192,284	3%
HEALTH SERVICE SYSTEM	5,521,087	6,039,298	6,231,582	192,284	3%
HUMAN RESOURCES					
ADMINISTRATION	1,529,291	745,928	225,602	(520,326)	(70%)
CLASS AND COMPENSATION	0	0	537,717	537,717	N/A
EMPLOYEE RELATIONS	5,406,234	5,062,690	3,814,988	(1,247,702)	(25%)
EQUAL EMPLOYMENT OPPORTUNITY	1,046,075	1,385,533	1,230,820	(154,713)	(11%)
MANAGEMENT INFORMATION SYSTEM	9,079,523	1,419,426	0	(1,419,426)	(100%)
RECRUIT/ ASSESS/ CLIENT SERVICES	7,779,111	8,722,572	7,866,565	(856,007)	(10%)
WORKERS COMPENSATION	53,518,952	55,510,016	56,961,151	1,451,135	3%
WORKFORCE DEVELOPMENT	783,367	914,422	937,118	22,696	2%
HUMAN RESOURCES	79,142,553	73,760,587	71,573,961	(2,186,626)	(3%)
MAYOR					
AFFORDABLE HOUSING	18,787,199	16,848,812	1,297,208	(15,551,604)	(92%)
CITY ADMINISTRATION	3,933,949	4,320,643	4,236,862	(83,781)	(2%)
COMMUNITY INVESTMENT	331,111	1,204,555	1,370,597	166,042	14%
CRIMINAL JUSTICE	3,056,908	312,283	8,051	(304,232)	(97%)
Service Area: 07 GENERAL CITY RESPONSIBILITIES					
GENERAL CITY RESPONSIBILITY					
GENERAL CITY RESPONSIBILITIES	892,755,181	953,328,823	876,639,094	(76,689,729)	(8%)
NON PROGRAM	2,179,014	0	0	0	N/A
GENERAL CITY RESPONSIBILITY	894,934,195	953,328,823	876,639,094	(76,689,729)	(8%)
GENERAL FUND UNALLOCATED					
GENERAL FUND UNALLOCATED	37,732,693	0	0	0	N/A
GENERAL FUND UNALLOCATED	37,732,693	0	0	0	N/A
Service Area: 07 Subtotals	932,666,888	953,328,823	876,639,094	(76,689,729)	(8%)
Expenditure Subtotals	7,642,639,096	7,916,267,044	7,667,760,379	(248,506,665)	(3%)
Less Interdepartmental Recoveries And Transfers	(1,289,189,891)	(1,329,479,591)	(1,185,353,358)	144,126,233	11%
Net Uses	6,353,449,205	6,586,787,453	6,482,407,021	(104,380,432)	(2%)

# Uses by Service Area, Department and Program

Program	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 06 GENERAL ADMINISTRATION & FINANCE					
MAYOR					
HOMELESS SERVICES	982,201	2,879,508	4,927,627	2,048,119	71%
NEIGHBORHOOD SERVICES	702,826	760,812	524,363	(236,449)	(31%)
PUBLIC POLICY & FINANCE	911,793	1,291,863	1,216,432	(75,431)	(6%)
MAYOR	28,705,987	27,618,476	13,581,140	(14,037,336)	(51%)
RETIREMENT SYSTEM					
ADMINISTRATION	2,238,784	2,392,596	2,452,660	60,064	3%
EMPLOYEE DEFERRED COMP PLAN	582,503	565,142	580,046	14,904	3%
INVESTMENT	2,583,377	2,817,594	2,757,198	(60,396)	(2%)
RETIREMENT SERVICES	13,137,404	12,979,184	13,922,483	943,299	7%
RETIREMENT SYSTEM	18,542,068	18,754,516	19,712,387	957,871	5%
TREASURER/TAX COLLECTOR					
BUSINESS TAX	4,693,656	5,405,477	5,459,157	53,680	1%
DELINQUENT REVENUE	7,000,334	8,822,195	8,900,696	78,501	1%
INVESTMENT	1,151,325	1,293,137	1,608,377	315,240	24%
LEGAL SERVICE	438,000	393,334	182,341	(210,993)	(54%)
MANAGEMENT	4,385,374	4,746,190	4,563,840	(182,350)	(4%)
PROPERTY TAX/LICENSING	1,777,907	2,429,823	2,479,761	49,938	2%
TAXPAYER ASSISTANCE	1,440,935	1,399,107	1,104,008	(295,099)	(21%)
TRANSFER TAX	746,541	0	0	0	N/A
TREASURY	2,200,458	3,125,305	2,712,752	(412,553)	(13%)
TREASURER/TAX COLLECTOR	23,834,530	27,614,568	27,010,932	(603,636)	(2%)
Service Area: 06 Subtotals	608,494,026	644,853,032	616,602,869	(28,250,163)	(4%)

# Consolidated Schedule of Sources and Uses

*All Funds*

Sources of Funds	General Fund	Non-General Fund	Total
Prior Year Fund Balance	64,030,393	107,333,266	171,363,659
Prior Year Reserves	19,633,338	60,000	19,693,338
Regular Revenues	2,755,724,434	3,535,625,590	6,291,350,024
Transfers	114,829,373	(114,829,373)	0
Total Sources of Funds	2,954,217,538	3,528,189,483	6,482,407,021

Uses of Funds	General Fund	Non-General Fund	Total
Regular Expenditures:			
Gross Expenditures	2,615,282,806	4,321,738,001	6,937,020,807
Less Interdepartmental Recoveries	(163,643,753)	(724,076,861)	(887,720,614)
Net Regular Expenditures	2,451,639,053	3,597,661,140	6,049,300,193
General Fund Contribution Transfer	422,169,060	(422,169,060)	0
Capital Projects	18,117,940	290,186,385	308,304,325
Facilities Maintenance	8,610,485	25,820,208	34,430,693
Reserves	53,681,000	36,690,810	90,371,810
Total Uses of Funds	2,954,217,538	3,528,189,483	6,482,407,021

# Authorized Positions, Grand Recap Detail

Department	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Operating					
Permanent	29,922.66	29,151.10	28,374.22	(776.88)	(2.7%)
Temporary	408.30	439.40	501.04	61.64	14.0%
Non-Operating					
Grant	477.63	361.63	357.29	(4.34)	(1.2%)
Capital/Other	1,518.85	1,544.35	1,521.73	(22.62)	(1.5%)
Authorized Positions - Subtotal:	32,327.44	31,496.48	30,754.28	(742.20)	(2.4%)
Unfunded Positions					
Attrition Savings	(2,659.94)	(2,879.21)	(3,029.51)	(150.30)	(5.2%)
Capital/Other	(1,865.94)	(1,895.88)	(1,858.99)	36.89	1.9%
Unfunded Positions - Subtotal:	(4,525.88)	(4,775.09)	(4,888.50)	(113.41)	(2.4%)
Net Funded Positions:	27,801.56	26,721.39	25,865.78	(855.61)	(3.2%)

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

Department	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 01 PUBLIC PROTECTION					
ADULT PROBATION	101.65	101.32	103.06	1.74	1.7%
DEPARTMENT OF EMERGENCY MANAGEMENT	227.93	244.40	231.07	(13.33)	(5.5%)
DISTRICT ATTORNEY	261.29	240.89	242.34	1.45	0.6%
FIRE DEPARTMENT	1,602.03	1,532.25	1,513.43	(18.82)	(1.2%)
JUVENILE PROBATION	246.23	243.78	235.83	(7.95)	(3.3%)
POLICE	2,948.83	2,756.34	2,696.89	(59.45)	(2.2%)
PUBLIC DEFENDER	159.35	150.77	151.22	0.45	0.3%
SHERIFF	1,016.15	1,047.92	955.98	(91.94)	(8.8%)
Service Area: 01 TOTAL	6,563.46	6,317.67	6,129.82	(187.85)	(3.0%)
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE					
AIRPORT COMMISSION	1,247.50	1,232.56	1,300.32	67.76	5.5%
BOARD OF APPEALS	5.41	5.00	5.00	0	0.0%
DEPARTMENT OF BUILDING INSPECTION	284.26	205.05	229.00	23.95	11.7%
ECONOMIC AND WORKFORCE DEVELOPMENT	53.26	56.44	53.99	(2.45)	(4.3%)
GENERAL SERVICES AGENCY - PUBLIC WORKS	1,030.24	821.52	795.67	(25.85)	(3.1%)
MUNICIPAL TRANSPORTATION AGENCY	4,533.85	4,366.56	4,074.68	(291.88)	(6.7%)
PORT	215.94	215.05	216.99	1.94	0.9%
PUBLIC UTILITIES COMMISSION	1,580.19	1,549.40	1,591.87	42.47	2.7%
Service Area: 02 TOTAL	8,950.65	8,451.58	8,267.52	(184.06)	(2.2%)
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
CHILD SUPPORT SERVICES	123.35	116.70	110.27	(6.43)	(5.5%)
CHILDREN AND FAMILIES COMMISSION	16.00	16.00	16.33	0.33	2.1%
CHILDREN; YOUTH & THEIR FAMILIES	34.37	33.87	30.88	(2.99)	(8.8%)
COUNTY EDUCATION OFFICE	0.99	0.99	0.99	0	0.0%
DEPARTMENT OF THE STATUS OF WOMEN	6.02	5.15	5.33	0.18	3.5%
ENVIRONMENT	58.58	55.97	57.35	1.38	2.5%

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

Department	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	\$ Chg from 2009-2010	% Chg
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
HUMAN RIGHTS COMMISSION	40.73	38.81	33.87	(4.94)	(12.7%)
HUMAN SERVICES	1,810.13	1,661.77	1,690.43	28.66	1.7%
RENT ARBITRATION BOARD	29.03	28.92	28.94	0.02	0.1%
Service Area: 03 TOTAL	2,119.20	1,958.18	1,974.39	16.21	0.8%
Service Area: 04 COMMUNITY HEALTH					
PUBLIC HEALTH	6,022.87	5,837.96	5,581.10	(256.86)	(4.4%)
Service Area: 04 TOTAL	6,022.87	5,837.96	5,581.10	(256.86)	(4.4%)
Service Area: 05 CULTURE & RECREATION					
ACADEMY OF SCIENCES	15.40	12.53	13.46	0.93	7.4%
ARTS COMMISSION	21.72	19.41	19.05	(0.36)	(1.9%)
ASIAN ART MUSEUM	53.74	53.93	39.25	(14.68)	(27.2%)
FINE ARTS MUSEUM	108.88	110.47	67.73	(42.74)	(38.7%)
LAW LIBRARY	3.00	3.00	3.00	0	0.0%
PUBLIC LIBRARY	649.30	649.31	649.41	0.10	0.0%
RECREATION AND PARK COMMISSION	918.65	898.36	853.51	(44.85)	(5.0%)
WAR MEMORIAL	96.82	62.56	63.07	0.51	0.8%
Service Area: 05 TOTAL	1,867.51	1,809.57	1,708.48	(101.09)	(5.6%)
Service Area: 06 GENERAL ADMINISTRATION & FINANCE					
ASSESSOR / RECORDER	128.02	130.51	137.97	7.46	5.7%
BOARD OF SUPERVISORS	64.49	63.42	62.40	(1.02)	(1.6%)
CITY ATTORNEY	317.97	305.80	301.61	(4.19)	(1.4%)
CITY PLANNING	157.38	149.35	146.32	(3.03)	(2.0%)
CIVIL SERVICE COMMISSION	5.85	5.85	5.76	(0.09)	(1.5%)
CONTROLLER	197.59	180.32	195.18	14.86	8.2%
ELECTIONS	38.07	55.02	42.54	(12.48)	(22.7%)
Service Area: 06 GENERAL ADMINISTRATION & FINANCE					
ETHICS COMMISSION	18.55	17.91	17.48	(0.43)	(2.4%)
GENERAL SERVICES AGENCY - CITY ADMIN	539.09	647.08	573.19	(73.89)	(11.4%)
GENERAL SERVICES AGENCY - TECHNOLOGY	265.21	251.99	216.96	(35.03)	(13.9%)
HEALTH SERVICE SYSTEM	34.83	35.09	34.99	(0.10)	(0.3%)
HUMAN RESOURCES	144.06	138.18	119.61	(18.57)	(13.4%)
MAYOR	54.83	48.56	41.94	(6.62)	(13.6%)
RETIREMENT SYSTEM	99.46	96.87	97.71	0.84	0.9%
TREASURER/TAX COLLECTOR	212.47	220.48	210.81	(9.67)	(4.4%)
Service Area: 06 TOTAL	2,277.87	2,346.43	2,204.47	(141.96)	(6.1%)
Report Grand Total	27,801.56	26,721.39	25,865.78	(855.61)	(3.2%)

# City and County of San Francisco

## Major Fund Budgetary Recap

	Governmental Funds							
	General Fund	Special Revenue	Capital Projects	Debt Service	Enter-prise	Internal Service	Other Agency/ Trust	Total All Funds
Sources								
Prior Year Fund Balance - 6/30/10 (est.)	64,030	14,958	6,911	0	81,882	3,473	110	171,364
Prior Year Reserves	19,633	60	0	0	0	0	0	19,693
Prior Year Sources	83,664	15,018	6,911	0	81,882	3,473	110	191,057
Property Taxes	984,523	109,557	0	191,979	0	0	0	1,286,060
Other Local Taxes	528,470	51,035	0	0	0	0	0	579,505
Business Taxes	342,350	900	0	0	0	0	0	343,250
Rents & Concessions	22,869	28,366	1,800	0	344,268	14	921	398,239
Fines and Forfeitures	3,794	3,989	0	0	104,770	0	0	112,553
Interest & Investment Income	9,540	1,819	1,200	0	25,853	0	365	38,777
Licenses, Permits & Franchises	23,242	8,810	0	0	22,750	0	0	54,802
Intergovernmental - State	433,216	86,894	4,172	750	108,717	0	0	633,749
Intergovernmental - Federal	236,417	117,464	4,123	0	71,795	0	0	429,799
Intergovernmental - Other	0	405	0	0	78,647	0	0	79,052
Charges for Services	154,462	80,500	0	0	1,906,407	0	0	2,141,370
Other Revenues	16,057	3,546	2,211	0	68,402	0	19,615	109,830
Other Financing Sources	785	0	53,365	0	16,527	13,689	0	84,366
Subtotal Current Year Sources	2,755,724	493,285	66,871	192,729	2,748,136	13,703	20,902	6,291,350
Transfers In	114,829	119,104	0	7,521	363,789	0	0	605,244
Total Available Sources	2,954,218	627,407	73,781	200,250	3,193,807	17,176	21,011	7,087,651
Uses								
Public Works, Transportation & Commerce	26,861	93,698	42,252	0	2,134,289	0	0	2,297,099
Community Health	498,914	108,794	0	0	799,710	0	0	1,407,418
Public Protection	960,647	25,909	0	0	62,268	0	0	1,048,823
Human Welfare & Neighborhood Dev	636,798	160,307	0	0	0	0	20	797,125
General City Responsibilities	118,519	0	0	200,250	0	13,689	0	332,458
Culture & Recreation	96,182	153,301	18,411	0	0	0	1,884	269,777
General Administration & Finance	169,128	70,084	6,208	0	0	3,487	19,107	268,015
Subtotal Current Year Uses	2,507,048	612,092	66,871	200,250	2,996,267	17,176	21,011	6,420,716
Transfers Out	422,169	14,276	6,911	0	160,849	0	0	604,205
Total Proposed Uses	2,929,218	626,369	73,781	200,250	3,157,116	17,176	21,011	7,024,921
Fund Balance - 6/30/11 (est.)	25,000	1,039	0	0	36,691	0	0	62,729

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





# Department Budgets





# Academy of Sciences

## Mission

To explore, explain and protect the natural world for San Francisco residents and visitors through education, public exhibits and original scientific research.

## Services

The new California Academy of Sciences is redefining what it means to be a science museum: a single building that evokes the interdependence of earth, ocean and space; that houses an aquarium, a planetarium and a natural history museum; that's filled with hundreds of innovative and engaging exhibits and thousands of animals. It has eight scientific research departments and hosts numerous public education programs.

The Steinhart Aquarium, home to 38,000 live animals that represent more than 900 separate species from around the world, 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 aquatic species. It maintains one of the largest living aquatic species collections in the nation.

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	4,525,451	4,288,225	4,239,574	(48,651)	(1%)
Total FTE	15.40	12.53	13.46	0.93	7%

# Budget Issues and Details

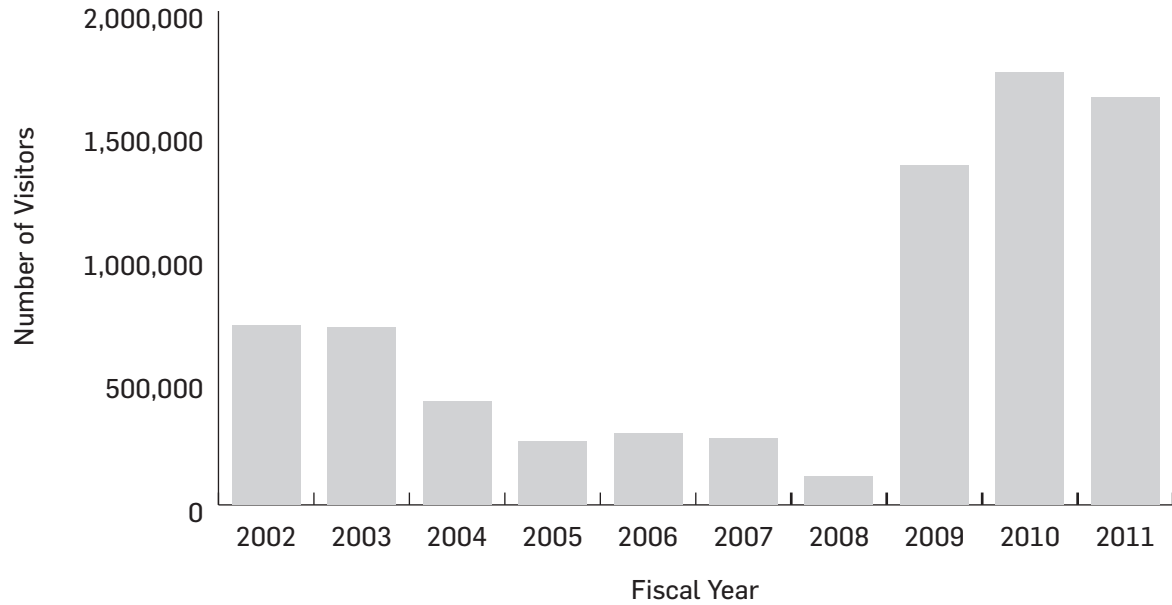
In light of the difficult financial stress on the City and County of San Francisco, the Academy continues to proactively work with other City departments to find constructive budget solutions. The Academy is also continuing its tourism-oriented efforts to raise awareness of San Francisco as an international destination by attending international tradeshows, building relationships with major travel operators and partnering with the San Francisco Convention and Visitors Bureau. Despite budget constraints, the Academy continues to provide free access for over 42,000 San Francisco school children, free access for San Francisco residents through our “Neighborhood Free Day” program and no cost entry to general public through our “Free Third Wednesdays” program.

The Academy is part of a thriving community of cultural organizations that make Golden Gate Park a top destination for both San Francisco residents and visitors from around the world. Unique among the world’s great museums, the new Academy has had over three million visitors since opening. Forging ahead, the Academy’s focus will include increasing scientific literacy, and promoting sustainability by operating its facility to a LEED Platinum standard that sets the bar for similar organizations.

## The New Steinhart Aquarium

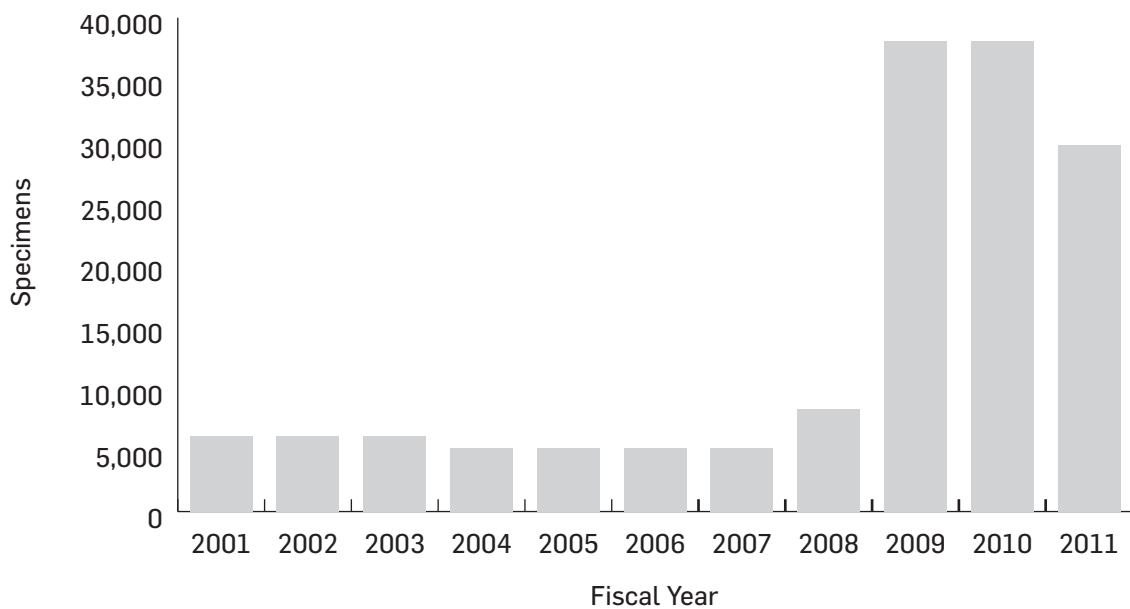
The acquisition and caring for tens of thousands of specimens is a process that entails an enormous number of hours, not only to collect, but also to ensure proper care before an animal reaches the exhibits and public. Maintaining the appropriate procedures in obtaining, quarantining, and releasing of new animals into the Academy’s systems is essential for their health and required to maintain appropriate accreditation. The top tier exhibits, including the 212,000 gallon Philippine Coral Reef tank, the 100,000 gallon Northern California Coast tank, the 100,000 gallon Flooded Amazon Basin, the Water Planet, the African Penguin Colony and the Swamp are among the Aquarium’s strongest features and attract an audience of not only local but international visitors. The Academy is investing in water conservation technologies to ensure operations are efficient and sustainable.

## Number of Visitors



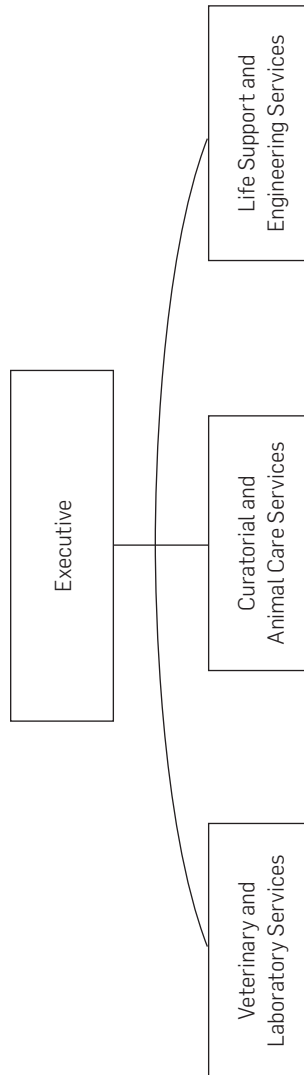
Since its reopening, the Academy has seen more than one million visitors each year.

## Number of Specimens



In 2011, the Academy will have over 25,000 specimens at the Steinhart Aquarium.

# Academy of Sciences



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	15.40	12.53	13.46	0.93	7%
Net Operating Positions	15.40	12.53	13.46	0.93	7%
<b>SOURCES</b>					
Local Taxes	1,610,799	1,208,000	1,208,000	0	0
General Fund Support	2,914,652	3,080,225	3,031,574	(48,651)	(2%)
Sources Total	4,525,451	4,288,225	4,239,574	(48,651)	(1%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	1,141,658	1,074,452	1,099,065	24,613	2%
Fringe Benefits	266,164	330,559	392,108	61,549	19%
Professional & Contractual Services	2,776,214	2,346,214	2,226,801	(119,413)	(5%)
Services of Other Departments	341,415	537,000	371,600	(165,400)	(31%)
Uses - Operating Expenditures Total	4,525,451	4,288,225	4,089,574	(198,651)	(5%)
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	0	150,000	150,000	N/A
Uses - Project Expenditures Total	0	0	150,000	150,000	N/A
<b>USES BY PROGRAM RECAP</b>					
Academy Of Sciences	4,525,451	4,288,225	4,239,574	(48,651)	(1%)
Uses by Program Recap Total	4,525,451	4,288,225	4,239,574	(48,651)	(1%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ACADEMY OF SCIENCES</b>				
<b>Ensure that visitors receive an excellent guest experience</b>				
Number of exhibit days	275	363	363	363
<b>Reach school-aged and pre-school children in San Francisco and provide educational resources to San Francisco schools and teachers.</b>				
Number of school-aged children reached	226,014	202,000	220,160	203,176
<b>Reach and engage a broad range of local, national, and international visitors.</b>				
Number of visitors (adults & children)	1,723,804	1,600,000	1,750,000	1,615,000
Number of senior visitors	103,428	96,000	70,000	64,600
Number of visitors attending on Free Day	122,880	146,080	127,018	115,880
Number of educator facilitated visits to the Tide Pool	344,761	320,000	352,000	316,800
Number of volunteer hours	83,000	99,300	73,586	75,000
<b>Ensure a safe and sustainable institution for the public visitors, the living collections and the aquarium staff</b>				
Recycling rate of Academy waste	35%	25%	45%	70%



# Adult Probation

## Mission

Protecting the community, serving justice and changing lives.

## Services

The San Francisco Adult Probation Department (ADP) is an integral partner in the City's criminal justice system and contributes to public safety through its court services, supervision and treatment referral functions. ADP supervises approximately 7,000 adult offenders on court-ordered adult probation supervision and diversion programs.

**Pre-Sentence 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 his/her probation. The reports include a risk needs assessment to help inform the Judges' sentencing decisions in criminal cases. Support staff maintains the official Department records for probationers and processes reports.

**Community Services Supervision Division** – Provides supportive services to probationers to promote their success and ensure accountability for their compliance with the probation terms and conditions established by the courts. In addition to enforcing court orders, probation officers facilitate re-socialization of probationers and assist victims. Specialized "Intensive Services Units" closely monitor high-risk probationers who have committed gang, sex, drug or domestic violence offenses.

**Administrative Services Division** – Provides fiscal management, personnel services, operational and performance analysis, capital improvements and management information services.

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	12,111,152	12,658,916	12,426,296	(232,620)	(2%)
Total FTE	101.65	101.32	103.06	1.74	2%

# Budget Issues and Details

The Fiscal Year 2010–11 budget provides funding for the continued implementation and improvement of the Evidence Based Supervision probation practices to enhance public safety, maximize offender restitution, reconciliation, and restorative services to victims of crime and hold offenders accountable for successful compliance with applicable court orders and conditions of supervision and reduce costs by reducing recidivism. An automated software tool and training will allow the department to accurately classify offenders according to risk for recidivism and redeploy staff and resources to medium and high-risk offenders which will produce improved outcomes. The Department will also participate in the Court's Evidence Based Pilot Sentencing Program during this fiscal year.

## Improving Probation Outcomes For Youth

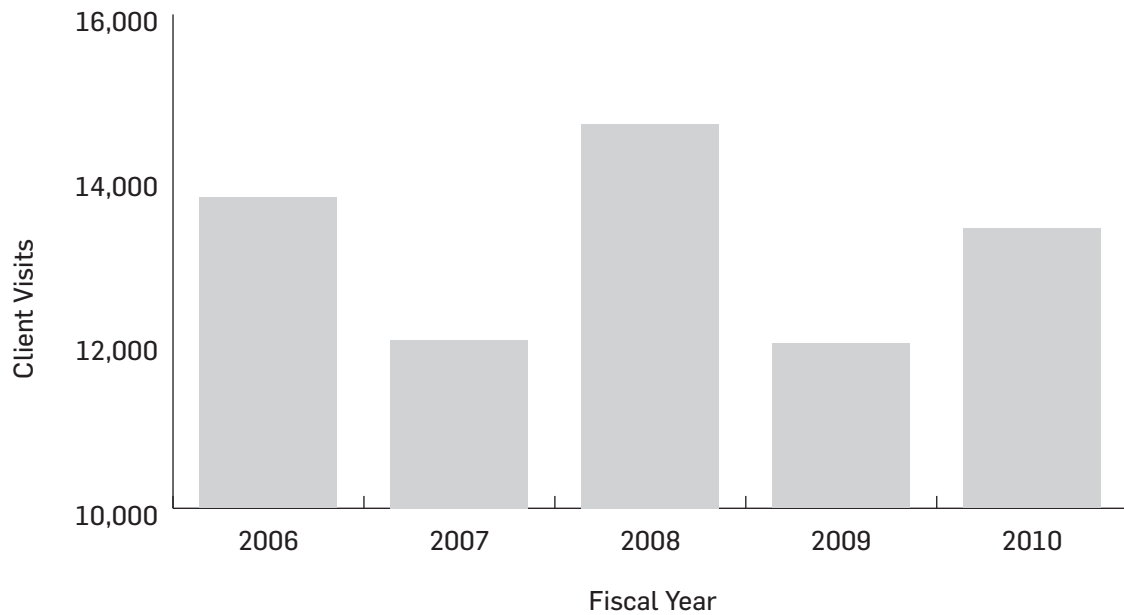
The Adult Probation Department will continue to enhance the Transitional Age Youth offender program focusing on providing intensive probation supervision to 18 to 25-year olds. In collaboration with community-based organizations, the program will provide a full continuum of services aimed at reducing recidivism among youth offenders. Probation officers will network where probationers reside to enforce pro-social behaviors with the assistance of community support groups. Probation officers will provide direct supervision and serve as case managers linking and overseeing the services provided by these community based organizations.

## Leveraging Federal and State Funding

The Department has been awarded a total of \$1.1 million in federal and state grants to fund six probation officers in Fiscal Year 2010–11. Senate Bill 678 provides funding for the implementation of Evidence Based Probation Supervision practices including: training for officers, individualized case planning based on risk and needs assessment, case management including treatment services and a program of graduated sanctions to reward positive outcomes.

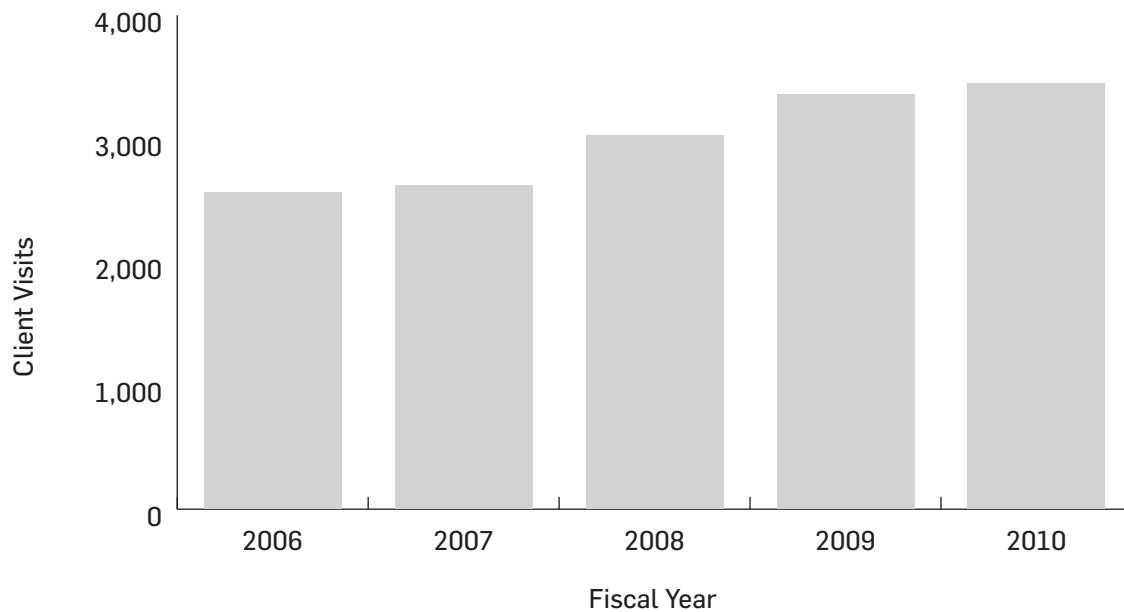
Federal JAG funds will enhance probation supervision to reduce drug related offenses and improve coordination among law enforcement, criminal justice, drug treatment and community crime prevention agencies. The officers will provide additional supervision to high risk probationers and will coordinate with the Police Department to focus on serving neighborhoods targeted by the zone strategy.

## Client Visits to Adult Probation Office



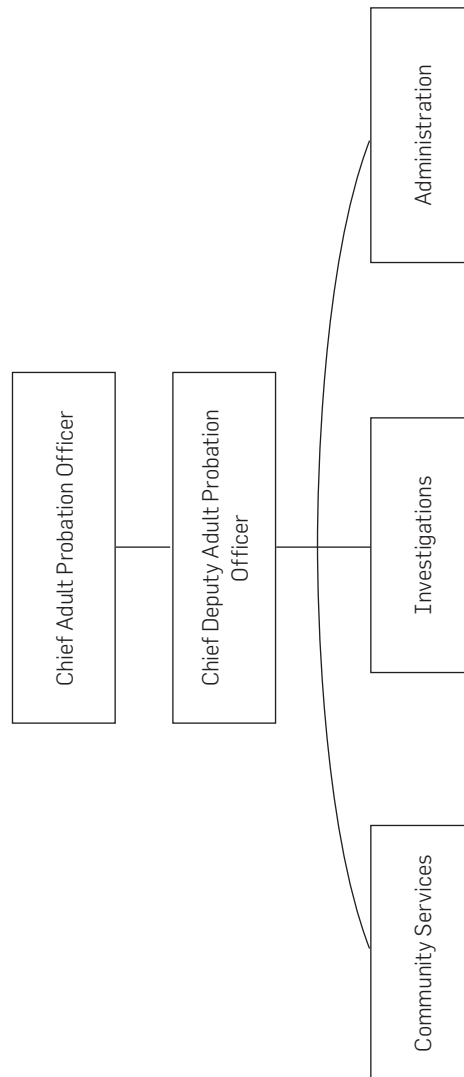
The number of probationers, victims, and members of the public who come to the Department office annually has vascilated over the past five years.

## Supplemental Reports



The number of supplemental reports submitted to the Superior Court has grown steadily over the past five years.

# Adult Probation



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	102.65	101.32	103.06	1.74	2%
Non-operating Positions (cap/other)	(1.00)	0.00	0.00	0.00	N/A
Net Operating Positions	101.65	101.32	103.06	1.74	2%
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	102,457	97,893	877,810	779,917	N/A
Intergovernmental Revenue - State	100,994	167,199	325,922	158,723	95%
Charges for Services	255,654	262,600	230,000	(32,600)	(12%)
Expenditure Recovery	118,034	180,736	175,081	(5,655)	(3%)
General Fund Support	11,534,013	11,950,488	10,817,483	(1,133,005)	(9%)
Sources Total	12,111,152	12,658,916	12,426,296	(232,620)	(2%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	7,981,692	8,073,511	7,771,072	(302,439)	(4%)
Fringe Benefits	2,957,447	3,276,945	3,307,747	30,802	1%
Professional & Contractual Services	183,382	430,360	427,641	(2,719)	(1%)
Aid Assistance / Grants	0	0	159,700	159,700	N/A
Materials & Supplies	96,661	117,662	126,161	8,499	7%
Services of Other Departments	891,970	760,438	633,975	(126,463)	(17%)
Uses - Operating Expenditures Total	12,111,152	12,658,916	12,426,296	(232,620)	(2%)
<b>USES BY PROGRAM RECAP</b>					
Administration - Adult Probation	2,028,208	1,997,491	1,712,188	(285,303)	(14%)
Community Services	7,219,313	6,876,511	7,612,067	735,556	11%
Pre - Sentencing Investigation	2,863,631	3,784,914	2,865,775	(919,139)	(24%)
Work Orders & Grants	0	0	236,266	236,266	N/A
Uses by Program Recap Total	12,111,152	12,658,916	12,426,296	(232,620)	(2%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ADMINISTRATION - ADULT PROBATION</b>				
<b>Maximize staff effectiveness</b>				
Percentage of available employees receiving performance appraisals	100%	100%	100%	100%
Percentage of eligible APD peace officer employees completing a minimum of 40 hours of mandated training	100%	100%	92%	100%
<b>COMMUNITY SERVICES</b>				
<b>Provide protection to the community through supervision and provision of appropriate services to adult probationers</b>				
Maximum established caseload size per probation officer in the domestic violence unit	60	85	72	72
Number of site visits made to batterer treatment programs	94	60	60	60
Number of community meetings attended by probation staff	138	100	75	75
Number of visits to the Department	16,443	13,400	12,000	13,400
<b>PRE-SENTENCING INVESTIGATION</b>				
<b>Provide timely reports to guide the courts with rendering appropriate sentencing decisions</b>				
Percentage of reports submitted to the Court two days prior to sentencing as per agreement with the Courts	99%	100%	99%	100%
Percentage of identifiable victims for whom notification was attempted prior to the sentencing of the defendant	100%	100%	100%	100%

## 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

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

**Communications and Marketing** provides timely and accurate information regarding the Airport to the public, media, airlines, and neighboring communities; and markets the Airport's parking, concessions, and airline growth opportunities to support Airport revenue growth.

**Business and Finance** ensures that the Airport property and facilities are used to achieve maximum revenue return, and to provide the proper environment for existing and new businesses; develops and implements innovative fiscal policies and solutions; and is responsible for enhancing the Airport's financial performance.

**Chief Operating Officer** provides executive oversight to four major Airport Divisions and the Museums in order to: ensure the delivery of safe, secure and efficient services to the traveling public; promote high standards of customer service; protect the environment; and work with the Director and Executive Committee in developing Airport-wide policy, vision, and strategy.

**Operations and Security** manages the airfield, public transportation, terminals, Airport Security Program and emergency procedures to provide the public with a safe, secure, efficient, and customer-friendly Airport.

**Facilities** manages numerous utility systems, buildings and layout plans while keeping facilities clean, safe and running efficiently.

**Planning** prepares long-range facility development planning studies and analyses to support the development of Airport capital improvement projects.

**Design and Construction** plans and implements capital improvement projects and programs at the Airport, focusing on controlling and maintaining project cost and schedules.

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

**Administration** provides services to the Airport's traveling public, staff, and tenants, including creating and enhancing partnerships within the City and with the Airport's neighbors, providing and maintaining a competent workforce, and providing medical services at the Airport.

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

# Budget Data Summary

	2008–2009 Actual	2009–2010 Budget	2010–2011 Proposed	2011–2012 Proposed	Change From 2009–10 to 2010–11	
					\$	%
Total Expenditures	742,700,520	739,453,912	749,285,170	808,412,450	9,831,258	1%
Total FTE	1,247.50	1,232.56	1,300.32	1,348.30	67.76	5%

## Budget Issues and Details

Driven by the opening of Terminal 2, the Airport's proposed operating budget of \$675.0 million represents an increase of \$17.0 million (2.6 percent) over the Fiscal Year 2009–10 budget of \$658.0 million, as well as an increase of 67.8 FTE, largely Custodian and Food Service Cleaner positions. The Airport budget also includes \$68.4 million for capital projects and an additional \$6.0 million for facilities maintenance as part of a planned \$1.1 billion infrastructure investment over the next 10 years.

### American Recovery and Reinvestment Act (ARRA) of 2009

The Airport secured \$29.8 million in federal funds provided in the federal stimulus legislation for three “shovel ready” projects. The Federal Aviation Administration (FAA) awarded \$5.5 million and \$9.0 million to partially fund each of two runway reconstruction projects that include repairing pavement, upgrading the runway and taxiway lighting systems, and repainting runway markings to increase visibility and improve safety for aircraft on the airfield. The Airport also received \$15.3 million from the Transportation Security Administration (TSA) for a baggage system Explosives Detection System as part of the \$383 million Terminal 2 renovation project.

### Airport Capital Program

Over the next 10 years, the Airport plans \$1.1 billion in capital projects. As part of this planned investment, the Fiscal Year 2010–11 Airport budget includes \$68.4 million to fund various capital projects including airfield runway and taxiway reconstruction, a new air traffic control tower, runway safety area planning, and terminal renovation. Funding sources for these projects comes from grants, interest earnings from the issuance of new bonds, and old bond proceeds.

Grant funds will support \$51.1 million in projects for airfield pavement and infrastructure improvements to enhance safety and efficiency in compliance with Federal Aviation Administration (FAA) requirements, a new air traffic control tower, noise insulation for housing in the surrounding community, and roadway viaduct improvements that serve the Airport terminal complex.

The Airport is entering the third and final year of its \$383 million Terminal 2 project that is renovating the former 10-gate international terminal into a third domestic terminal with 14 gates. The Terminal 2 project entails renovating the boarding areas, concession areas, building systems and baggage systems, and was driven by demand for additional domestic gates and the need to relocate airlines from Terminal 1, which needs significant renovations. The newly renovated Terminal 2 is expected to open to the public in spring of 2011. These projects will create over 2,900 jobs for the local economy.

### Improving Business, Financial, and Marketing Operations

In Fiscal Year 2010–11, the Department will increase debt service payments by \$23.8 million to cover increased costs associated with bond liabilities and other indebtedness incurred from investing in the Airport's physical infrastructure. The Airport continues its various initiatives to restructure existing debt and lower its annual debt service requirements, and to enhance its credit standing. ARRA gives the Airport the ability to issue new money private activity bonds and to refund private activity bonds in calendar years 2009 and 2010 without being subject to the alternative minimum tax (AMT), which reduces the interest costs for the life of any bonds issued during that period.



## Passenger Traffic Trends

Passenger traffic is expected to increase in Fiscal Year 2010–11. Fiscal Year 2009–10 is projected to end 3.8 percent higher than the prior year actual, with a total of 18.9 million enplanements, the number of passengers boarding an airplane. Enplanements are forecast to increase an additional 2.4 percent to 19.4 million in Fiscal Year 2010–11, and then increase by another 2.3 percent to 19.8 million in Fiscal Year 2011–12. In the short term, domestic travel is forecast to increase, but the growth rate in domestic air traffic is forecast to slow over time. Long-term growth in enplanements is projected to be driven by international traffic, as the world economy recovers from the global recession.

Recent new service at SFO reflects growth in domestic and international travel, with new flights by Virgin America and Jet Blue, new seasonal international service from Air Berlin, Swiss International, and LAN Peru, increased frequency of service by Air France, and the restoration of seasonal flights by United Airlines. The Airport will continue its marketing efforts to attract new international and domestic air carriers to SFO and to expand the operations of existing air carriers.

## Safety and Security

Safety and security remain fundamental to the operation of SFO. For more than a decade, the Airport has actively sought, developed and deployed cost-effective technology solutions to enhance safety, security and efficiency. As a result, SFO continues to exceed the TSA regulations for baggage inspection. With the implementation of an integrated access control and networked digital video system, SFO far exceeds federal security requirements.

The Airport's Aviation Security and Emergency Planning divisions conduct exercises with the TSA, San Francisco Fire Department, and the San Francisco Police Department to continually evaluate and improve coordinated emergency preparedness and procedures. The Airport will be adding a special weapons and tactics (SWAT) team to the San Francisco Police Department, Airport Bureau. This new team will enhance the airport's rapid response capabilities and is consistent with the best practices in aviation security.

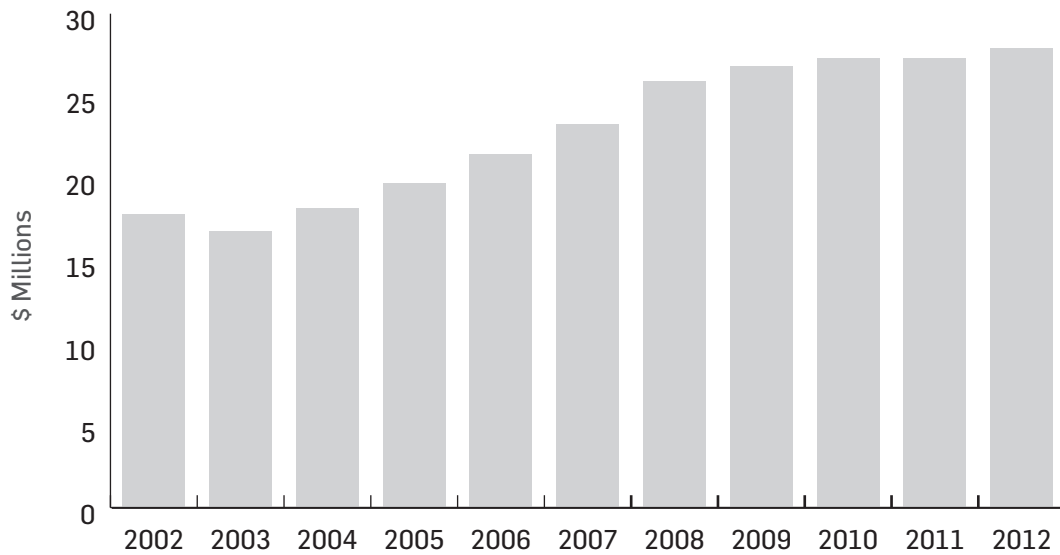
## Two-Year Budgeting

The Airport has developed a two-year budget as part of the early implementation of Proposition A, the voter-approved Charter amendment in November 2009. In the second budget year, the Airport's proposal reflects a full year of operating costs for Terminal 2, including public safety and maintenance positions, contractual services for operations, and maintenance services for new equipment and systems. The budget also proposes new positions for terminal maintenance, includes an anticipated increase in debt service due to completed facility improvements and a full year of debt service for Terminal 2 and other newly completed capital projects, and increases funding for facilities maintenance to renew the Airports physical assets.

## Five-Year Financial Plan

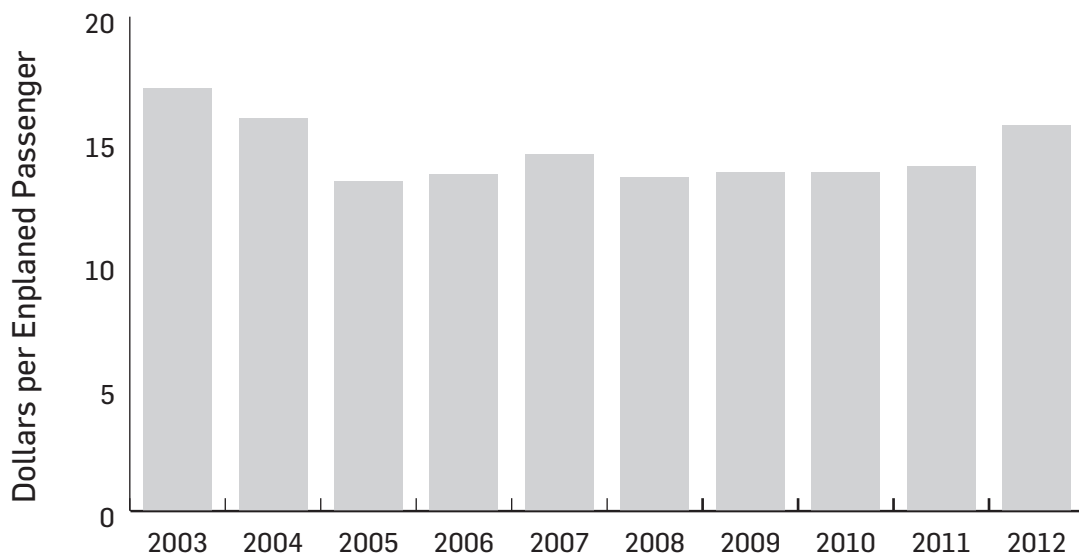
Because the Airport maintains a Five-Year Financial Plan, the Department has transitioned to the required two-year budgeting process with relative ease. The Plan achieves key objectives including a balanced budget in each year, as well as debt service coverage levels exceeding requirements. It reflects the Department's priorities and strategic initiatives, including capital projects, through Fiscal Year 2014–15. Additionally, the Plan achieves the Airport's goal of keeping airline costs per enplaned passenger low, enhancing SFO's competitiveness with other airports.

## Annual Service Payment to General Fund



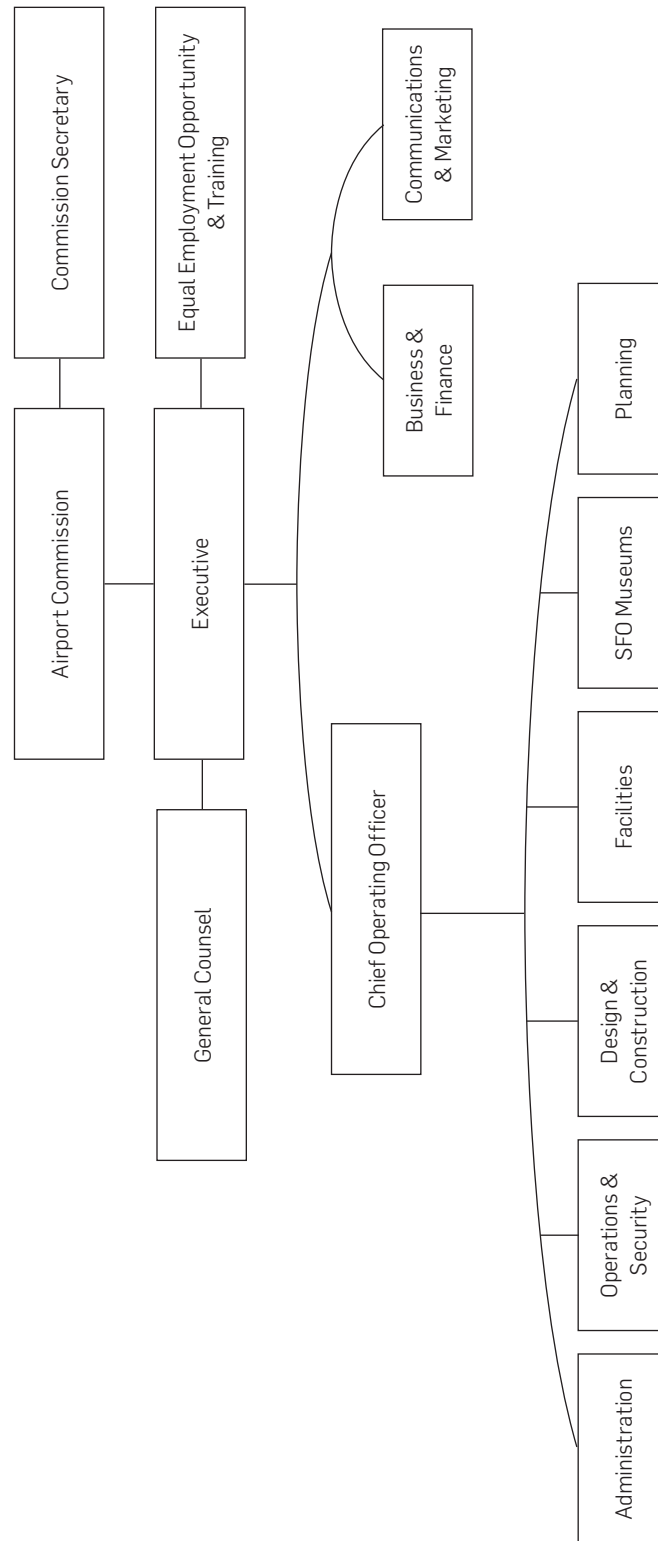
SFO has a unique provision which allows the airport to pay 15 percent of its concession revenues to the City and County of San Francisco, called the Annual Service Payment (ASP).

## Cost per Enplaned Passenger



The Cost per Enplaned Passenger measures the airline landing fee and terminal rental payments per passenger boarding on aircraft (enplaned).

# Airport



# Total Budget – Historical Comparison

	2008-2009		2009-2010		2010-2011		2011-2012		
	Actual		Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010	Proposed Budget	Chg from 2010-2011	% Chg from 2010-2011
AUTHORIZED POSITIONS									
Total Authorized	1,371.74		1,359.56	1,427.86	68.30	5%	1,476.30	48.44	3%
Non-operating Positions (cap/other)	(124.24)		(127.00)	(127.54)	(0.54)	0%	(128.00)	(0.46)	0%
Net Operating Positions	1,247.50		1,232.56	1,300.32	67.76	5%	1,348.30	47.98	4%
SOURCES									
Licenses & Fines	593,758		301,000	263,000	(38,000)	(13%)	268,000	5,000	2%
Use of Money or Property	213,659,607		215,480,484	221,784,189	6,303,705	3%	229,102,612	7,318,423	3%
Intergovernmental Revenue - Federal	59,776,618		60,165,048	51,139,558	(9,025,490)	(15%)	68,921,576	17,782,018	35%
Intergovernmental Revenue - State	978,577		1,721,009	0	(1,721,009)	(100%)	0	0	N/A
Charges for Services	409,929,855		408,016,000	456,247,589	48,231,589	12%	521,461,211	65,213,622	14%
Other Revenues	38,163,551		40,837,000	36,888,816	(3,948,184)	(10%)	52,719,570	15,830,754	43%
Transfers In	118,679,714		117,232,057	118,188,126	956,069	1%	127,521,086	9,332,960	8%
Expenditure Recovery	31,811		20,000	22,000	2,000	10%	25,000	3,000	14%
Transfer Adjustments-Sources	(119,563,322)		(173,880,048)	(177,304,688)	(3,424,640)	2%	(193,023,644)	(15,718,956)	9%
Fund Balance	20,450,351		69,561,362	42,056,580	(27,504,782)	(40%)	1,417,039	(40,639,541)	(97%)
Sources Total	742,700,520		739,453,912	749,285,170	9,831,258	1%	808,412,450	59,127,280	8%
USES - OPERATING EXPENDITURES									
Salaries & Wages	98,749,636		98,753,091	99,868,323	1,115,232	1%	102,504,237	2,635,914	3%
Fringe Benefits	39,098,431		78,245,167	57,615,175	(20,629,992)	(26%)	63,988,868	6,373,693	11%
Professional & Contractual Services	78,931,847		82,240,515	91,142,512	8,901,997	11%	90,362,044	(780,468)	(1%)
Materials & Supplies	12,868,889		13,674,119	14,429,983	755,864	6%	14,848,108	418,125	3%
Equipment	3,697,713		3,751,470	2,305,339	(1,446,131)	(39%)	3,000,000	694,661	30%
Debt Service	297,384,578		304,468,115	328,291,154	23,823,039	8%	341,550,537	13,259,383	4%
Services of Other Departments	47,448,694		50,593,894	52,362,437	1,768,543	3%	55,236,403	2,873,966	5%
Transfers Out	94,420,154		143,458,057	147,084,254	3,626,197	3%	156,816,214	9,731,960	7%
Budgetary Reserves	0		0	0	0	N/A	16,205,549	16,205,549	N/A
Transfer Adjustments-Uses	(67,570,784)		(117,232,057)	(118,188,126)	(956,069)	1%	(129,521,086)	(11,332,960)	10%
Uses - Operating Expenditures Total	605,029,158		657,952,371	674,911,051	16,958,680	3%	714,990,874	40,079,823	6%

# Total Budget – Historical Comparison

2008-2009		2009-2010	2010-2011		2011-2012			
Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010	Proposed Budget	Chg from 2010-2011	% Chg from 2010-2011	
USES - PROJECT EXPENDITURES								
Facilities Maintenance		4,000,000	6,000,000	2,000,000	50%	7,000,000	1,000,000	17%
Capital Projects		77,501,541	68,374,119	(9,127,422)	(12%)	86,421,576	18,047,457	26%
Uses - Project Expenditures Total		81,501,541	74,374,119	(7,127,422)	(9%)	93,421,576	19,047,457	26%
USES BY PROGRAM RECAP								
Administration		34,160,797	37,214,631	3,053,834	9%	37,741,483	526,852	1%
Airport Director		11,607,150	11,090,134	(517,016)	(4%)	8,179,325	(2,910,809)	(26%)
Bureau Of Design And Construction		2,833,439	2,905,227	71,788	3%	2,950,747	45,520	2%
Business & Finance		410,834,031	413,913,074	3,079,043	1%	443,810,384	29,897,310	7%
Capital Projects And Grants		77,501,541	68,164,937	(9,336,604)	(12%)	86,421,576	18,256,639	27%
Chief Operating Officer		3,705,432	4,011,048	305,616	8%	4,167,355	156,307	4%
Communications & Marketing		7,191,612	7,208,631	17,019	0%	7,115,570	(93,061)	(1%)
Continuing Projects, Maint And Renewal		4,000,000	6,000,000	2,000,000	50%	7,000,000	1,000,000	17%
Departmental Fund Transfer		0	0	0	N/A	(2,000,000)	(2,000,000)	N/A
Facilities		131,518,254	139,296,918	7,778,664	6%	151,928,454	12,631,536	9%
Facilities Maintenance, Construction		0	209,182	209,182	N/A	0	(209,182)	(100%)
Fire Airport Bur Non-Personnel Cost		1,009,991	895,331	(114,660)	(11%)	859,303	(36,028)	(4%)
Operations And Security		48,868,662	51,512,808	2,644,146	5%	55,268,966	3,756,158	7%
Planning Division		2,850,732	2,631,480	(219,252)	(8%)	2,407,006	(224,474)	(9%)
Police Airport Bur Non-Personnel Cost		3,372,271	4,231,769	859,498	25%	2,562,281	(1,669,488)	(39%)
Safety & Security		0	0	0	N/A	0	0	N/A
Uses by Program Recap Total		739,453,912	749,285,170	9,831,258	1%	808,412,450	59,127,280	8%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ADMINISTRATION, BUSINESS</b>				
<b>Contribute to the strength of the local economy</b>				
Percent change in domestic air passenger volume	1.4%	-3.2%	1.5%	1.7%
Percent change in international air passenger volume	-7.6%	-4.7%	5.5%	4.6%
<b>Increase concession revenues</b>				
Total concession revenue per enplaned passenger	\$9.64	\$9.69	\$9.22	\$9.21
<b>Control airline cost per enplaned passenger</b>				
Airline cost per enplaned passenger (in constant 2008 dollars)	\$13.72	\$15.01	\$14.35	\$15.88
<b>SAFETY &amp; SECURITY</b>				
<b>Provide accessible and convenient facilities and superior customer service</b>				
Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	4.0	4.0	4.0	4.0
Average immigration and customs wait times as a percent of the average of five comparable airports	87%	93%	92%	93%

# Arts Commission

## Mission

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

## Services

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

**Public Art and Collections Programs** deal specifically with the acquisition of artwork and its subsequent and ongoing care as part of the Civic Art Collection. The Arts Commission has jurisdiction over all of the art belonging to the City which is not included in the collection of the Fine Arts Museum and charges the Arts Commission with the preservation and care of artwork in the Civic Art Collection. The Art Enrichment Ordinance, enacted in 1969, provides a guaranteed funding mechanism for the acquisition of artwork for new public facilities and civic spaces such as libraries, recreation centers, parks and transportation projects. These projects beautify our civic spaces, reflect our cultural heritage and ensure public access to the arts as part of daily life in San Francisco.

**Community Arts and Education (CAE)** promotes community revitalization through the arts in economically disadvantaged and underserved areas via the City's four neighborhood and two virtual cultural centers: African American Art and Culture Complex, Bayview Opera House, Mission Cultural Center for Latino Arts, and SomArts; and the Asian Pacific Islander and Queer Cultural Center. Funds previously allocated to the Native American Cultural Center now support a Native Arts Initiative administered by CEG. CAE partners with the San Francisco Unified School district to assure quality art and arts education programs are integrated into the curricular and after school day.

**Cultural Equity Grants (CEG)** nurtures the arts in the City's diverse populations by providing vital grant and knowledge-building support to community arts and cultural organizations, and individual artists. The Grants Program reaches into each district in San Francisco to support a range of activities: bringing high quality, relevant artistic work to the public; commissioning new work; creating innovative partnerships across sectors to better serve neighborhoods; investing in capital improvements to ensure accessible community venues; and building capacity of organizations rooted in historically underserved, immigrant and refugee, and special needs communities.

**The Street Artists Program** provides a means for approximately 450 local crafts people to sell handmade products in legal vending spaces throughout the City through a licensing program that is recognized as a national model. Plans are underway to implement an online license renewal and fee payment system that will be efficient for both the Street Artists and the SFAC.

**The Civic Design Committee** fulfills the SFAC's original Charter mandate to review the design of all structures placed on City property to ensure the quality of the built environment in San Francisco.

**The Arts Commission Gallery** operates in three venues in the Civic Center primarily featuring the work of local emerging artists and occasionally pairing them with the work of renowned artists. Throughout its forty year history, thousands of artists have been given their first opportunity to display their work, many of whom have become nationally or internationally recognized.

Additionally, through its relationship with the San Francisco Symphony, the Arts Commission sponsors 12 concerts that are designed to represent youth and the many vibrant cultures and ethnicities in our city

including the free annual concert in Dolores Park. SFAC also works with SFGTV to promote cultural events via a cable and online television program called CultureWire and places posters of artwork designed by artists for display in advertising kiosks along Market Street with funding from transit advertising revenue.

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	10,185,807	10,164,086	9,968,174	(195,912)	(2%)
Total FTE	21.72	19.41	19.05	(0.36)	(2%)

## Budget Issues and Details

Hotel Tax funding to the Arts Commission remained constant this year, allowing all of the grants programs and Cultural Centers to remain fully-funded. Additionally, SFAC's ability to rely on non-General Fund sources of revenue to support operations has ensured no decrease in staff.

### Civic Collection

Current projects include Central Subway, Terminal Two at the International Airport, a new acute care facility at San Francisco General Hospital and the Transbay Terminal, among others. Additionally, over the past few years, this program has installed highly visible temporary public art by world-class artists including Louise Bourgeois, Manolo Valdés, Bill Fontana, Patrick Dougherty. A temporary monumental sized sculpture entitled Three Heads, Six Arms by renowned artist Zhang Huan has been installed in the Civic Center where it will remain for 18 months to celebrate the 30th anniversary of the Shanghai/San Francisco Sister City Program.

### Street SmARTs and Art in Storefronts

This year, the SFAC has launched a new initiative in collaboration with DPW, called Street smARTs, which is designed to combat graffiti through programs in the public schools and by pairing urban artists with private property owners to create beauty instead of blight. Ten murals will be completed by June 30, 2010 and more than 120 fourth and fifth grade students will have participated in the educational component of Street SmARTs entitled "Where Art Lives". Also, CAE worked with the Mayor's Office of Economic Development to develop the new Art in Storefronts Program. Through this program, artists are paid an honorarium and given access to vacant storefronts to create art installations with the consent of the property owner.

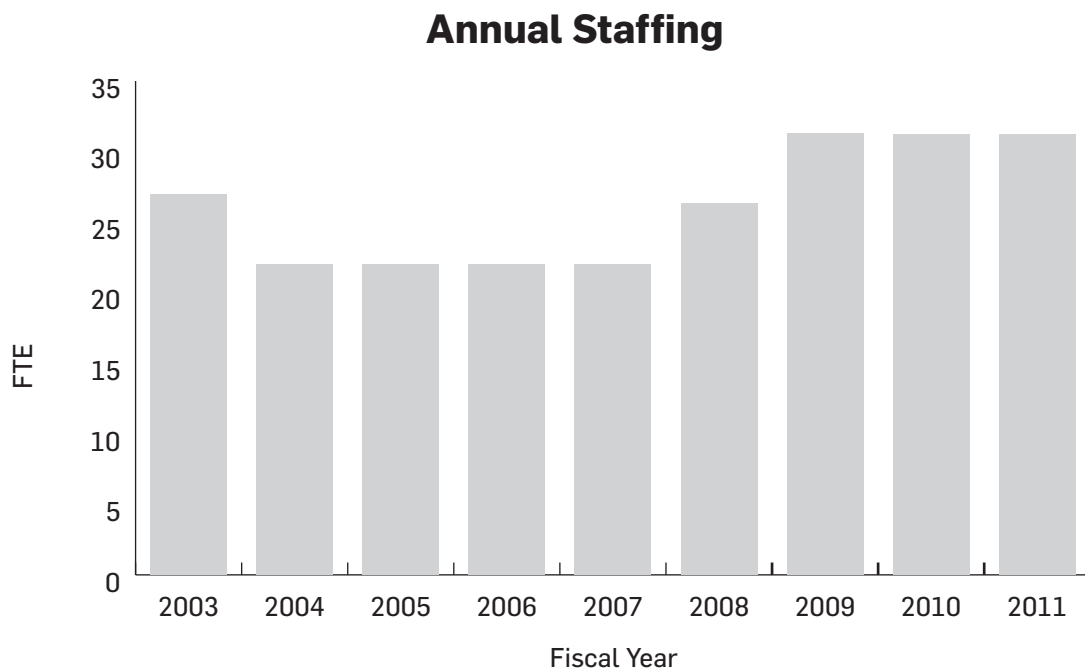
In addition to showcasing the work of San Francisco based artists, both Street SmARTs and Art in Storefronts improve the streetscape, provide pride of place and improve public safety and are excellent examples of collaboration between city departments and the private sector for the benefit of the city. Art in Storefronts has taken place in the Mission, Mid Market, the Tenderloin, and Bayview and will soon launch in Chinatown.

The African American Art and Cultural Complex, located in the Western Addition, realized significant improvements over the past year through funding from the Mayor's Office on Disability. In addition to newly installed elevator and fully redesigned accessible bathrooms on the first and third floor, MOD funds supported improved accessibility for the main entrance and lobby, theater improvements and wider hallways. Capital Improvement funds, combined with Office of Community Initiatives provided an ADA/accessible schematic drawings for the interior and main Newcomb Street entrance to the Bayview Opera House with ground breaking planned for late summer 2010. Additional interior and structural work funded through Save America's Treasures will be completed by summer 2010.



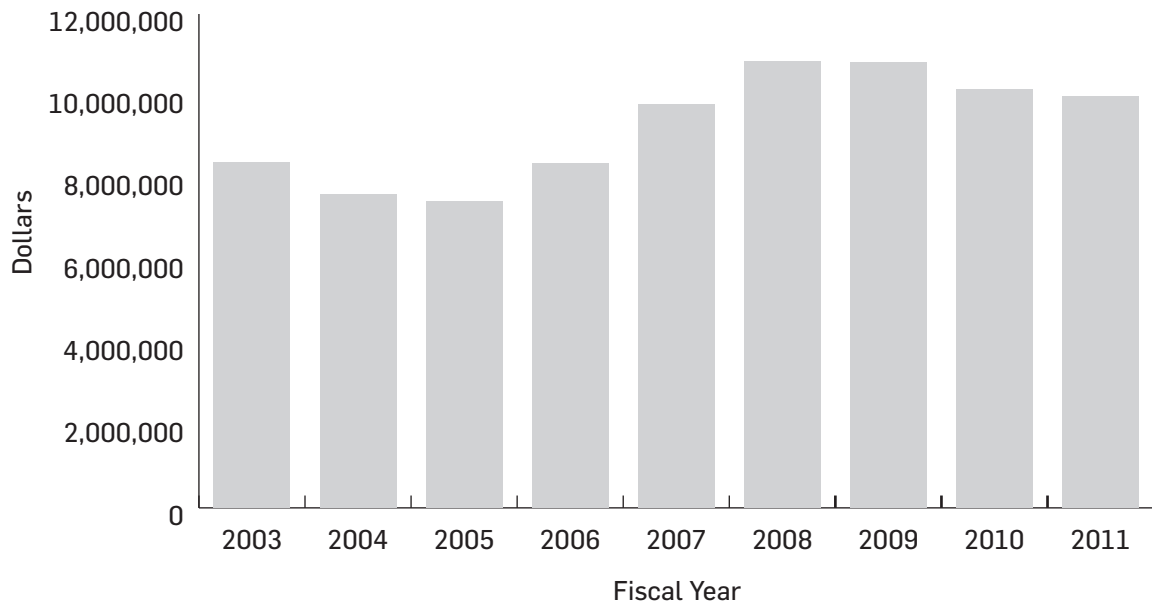
## Creative Capacity Fund

In Fiscal Year 2010, CEG's Creative Capacity Fund — a multi-component capacity building initiative begun last year — expanded to a model state-wide public-private funding partnership, including the San Francisco Arts Commission, Grants for the Arts of the San Francisco Hotel Tax Fund, Center for Cultural Innovation, San Francisco Foundation, The James Irvine Foundation, The William & Flora Hewlett Foundation, Office of Cultural Affairs of the City of San Jose, Office of Cultural Affairs of the City of Los Angeles. Additionally, CEG co-presented a workshop on the future of social media and the Dynamic Adaptability Conference, serving over 850 cultural workers. As artists, arts organizations and their communities continue to be drastically affected by reduced funding from private and corporate funders, CEG's partnerships and efforts to provide smart tools to help them survive the economic recession, are critical to ensuring the rich cultural vitality of San Francisco. Annually, grant funds awarded leverage five times the amount in revenues; hundreds of workers are employed; and over one million community and audience members are served.



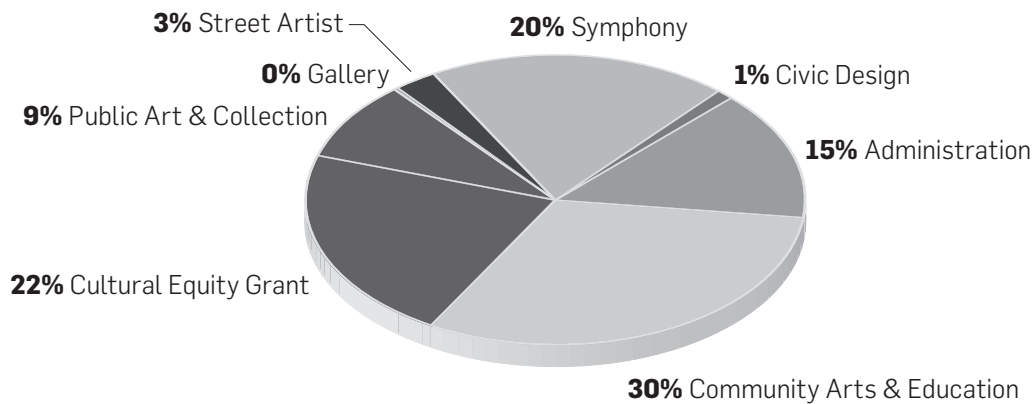
Staffing levels at the SFAC have remained constant over the past three years. This has been possible due to a reliance on non-General Fund Sources of revenue.

## Annual Resources



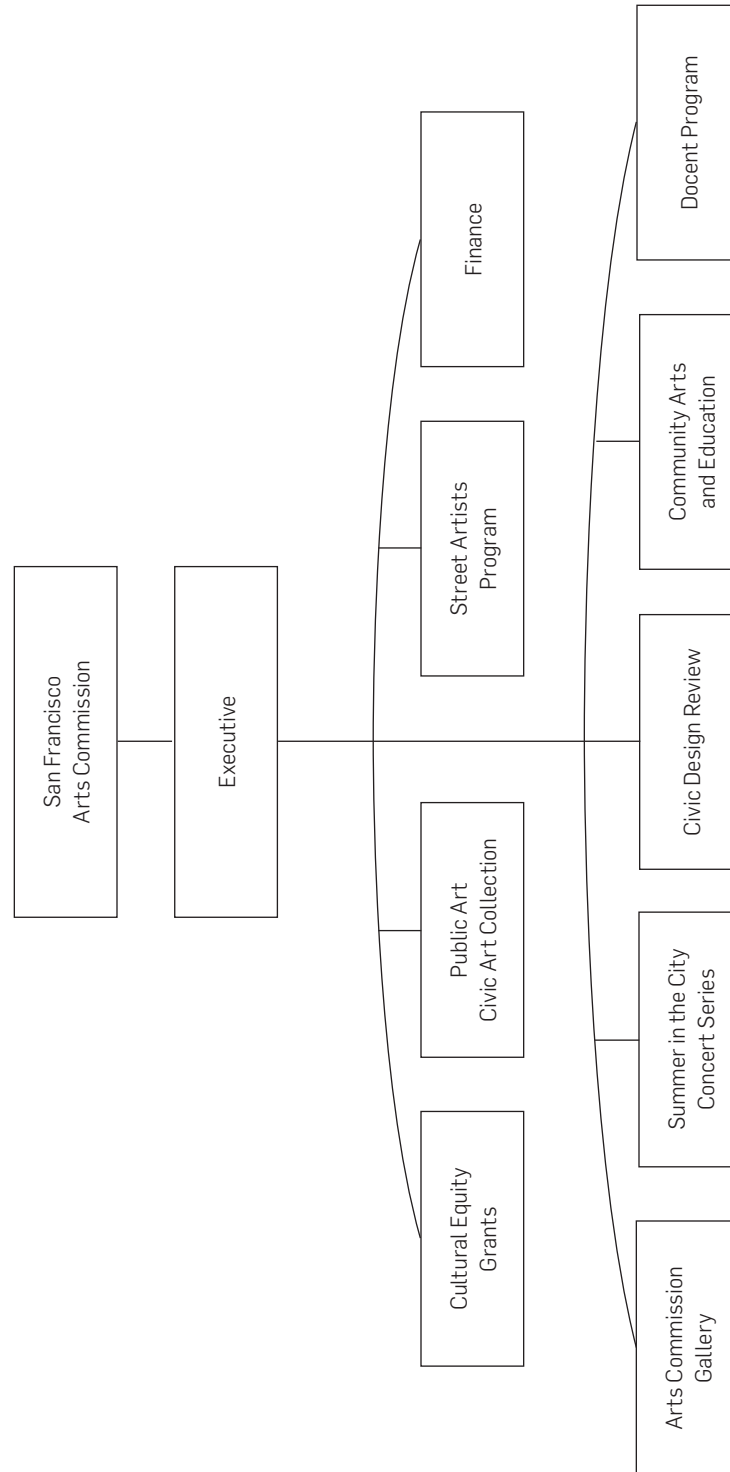
Funding in Fiscal Year 2010–11 is comparable to last year.

## Resources by Programs



The majority of SFAC resources are allocated to the Community Arts and Education and Cultural Equity Grant programs.

# Arts Commission



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	30.69	30.81	30.80	(0.01)	0%
Non-operating Positions (cap/other)	(8.97)	(11.40)	(11.75)	(0.35)	3%
Net Operating Positions	21.72	19.41	19.05	(0.36)	(2%)
<b>SOURCES</b>					
Local Taxes	3,308,700	3,232,000	3,232,000	0	0
Licenses & Fines	205,350	240,478	262,313	21,835	9%
Use of Money or Property	8,322	8,000	8,000	0	0
Intergovernmental Revenue - Federal	0	100,000	0	(100,000)	(100%)
Charges for Services	377,322	288,603	371,473	82,870	29%
Other Revenues	863,009	690,701	764,113	73,412	11%
Transfers In	260,000	250,000	55,000	(195,000)	(78%)
Expenditure Recovery	963,420	1,213,254	892,254	(321,000)	(26%)
General Fund Support	4,199,684	4,141,050	4,383,021	241,971	6%
Sources Total	10,185,807	10,164,086	9,968,174	(195,912)	(2%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	1,925,888	1,475,933	1,378,463	(97,470)	(7%)
Fringe Benefits	577,938	583,954	627,983	44,029	8%
Overhead	0	0	27,479	27,479	N/A
Professional & Contractual Services	2,787,207	2,488,182	2,648,027	159,845	6%
Aid Assistance / Grants	3,951,070	4,679,031	4,712,625	33,594	1%
Materials & Supplies	56,467	4,620	3,632	(988)	(21%)
Services of Other Departments	480,474	511,616	442,215	(69,401)	(14%)
Uses - Operating Expenditures Total	9,779,044	9,743,336	9,840,424	97,088	1%
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	20,939	20,750	90,750	70,000	N/A
Capital Renewal	0	0	37,000	37,000	N/A
Capital Projects	385,824	400,000	0	(400,000)	(100%)
Uses - Project Expenditures Total	406,763	420,750	127,750	(293,000)	(70%)
<b>USES BY PROGRAM RECAP</b>					
Art Commission-Administration	1,309,456	1,473,400	1,566,284	92,884	6%
Civic Collection	58,212	47,105	83,775	36,670	78%
Community Arts & Education	4,179,390	4,266,110	3,917,412	(348,698)	(8%)
Cultural Equity	1,830,786	2,098,897	2,089,521	(9,376)	0%
Gallery	96,984	25,000	25,000	0	0
Municipal Symphony Concerts	1,853,825	1,899,510	1,910,283	10,773	1%
Public Art	661,917	113,586	113,586	0	0
Street Artists	195,237	240,478	262,313	21,835	9%
Uses by Program Recap Total	10,185,807	10,164,086	9,968,174	(195,912)	(2%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ART COMMISSION-ADMINISTRATION</b>				
<b>Ensure the quality of the built environment by providing design review of all City Building Projects.</b>				
Number of public building projects reviewed by the Civic Design Review Committee	22	20	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	6	5	7	4
Number of minor cleaning, repair and conservation projects completed	27	15	20	15
<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	325	450	450	450
<b>CULTURAL EQUITY</b>				
<b>Provide financial support to cultural organizations to ensure all cultures of City are represented</b>				
Number of grants awarded by the Commission	133	130	125	125
<b>Facilitate access to assistance for potential grant applicants, especially first time applicants</b>				
Number of community application workshops	17	17	18	18
<b>GALLERY</b>				
<b>Establish and nurture new relationships between SFAC and other arts and community organizations</b>				
Number of organizations SFAC worked with during year	20	15	31	20
<b>PUBLIC ART</b>				
<b>Implement significant public art projects for the enjoyment of SF's residents and visitors, which are accessible to the blind and sight-impaired</b>				
Number of public art projects completed on time and on budget	20	15	14	14
<b>STREET ARTISTS</b>				
<b>Assist artists in supporting themselves through selling their work</b>				
Number of licensed street artists (annual average)	426	400	420	420
Number of first-time licenses issued	208	200	200	200



# Asian Art Museum

## Mission

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

## Services

The Asian Art Museum (AAM) houses the City's collection of over 17,000 Asian art pieces, spanning 6,000 years of history, 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 produces educational and outreach programs to inform a broad, diverse public about Asian art and culture.

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	14,141,371	7,443,501	7,330,202	(113,299)	(2%)
Total FTE	53.74	53.93	39.25	(14.68)	(27%)

# Budget Issues and Details

## A Cultural Touchstone and Asset

Through its expansive collection of art and a variety of special exhibitions, the Asian Art Museum (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 AAM is their first contact with the history and cultures of Asia.

Rated as a three-star “must see” attraction by the Michelin Guide®, the AAM continues to enhance its role and reputation as a unique cultural asset to the City and County of San Francisco. The Avery Brundage collection is one of the country’s most comprehensive collections of Asian art. To fully showcase the cultural value of the City’s Asian Art collection, the museum actively promotes educational programming designed for a global audience of Bay Area residents, students and both domestic and international tourists.

## Featured Programming

In Fiscal Year 2010–11, the museum will host a number of notable exhibitions representing the diversity and depth of Asian art and culture.

During the summer of 2010, the museum will showcase Shanghai (February, 2010–September 5, 2010). Shanghai exposes the tumultuous history that has resulted in one of the world’s most dynamic and cosmopolitan cities. For more than a century Shanghai artists have served as cultural ambassadors of this rapidly advancing city. This exhibition features more than 130 oil paintings, Shanghai Deco furniture and rugs, revolutionary posters, works of fashion, movie clips, and contemporary installations. The Asian Art Museum’s Shanghai exhibition is the cornerstone of the Shanghai Celebration—a year-long Bay Area-wide collaboration honoring San Francisco’s sister city and coinciding with the 2010 World Expo hosted by Shanghai.

During the fall of 2010, the museum will feature Beyond Golden Clouds: Five Centuries of Japanese Screens (October 15, 2010–January 16, 2011). Providing an ideal combination of function and beauty, Japanese folding screens have inspired generations of artists to create career-defining masterpieces and represent some of the highest accomplishments of Japanese painting on a large scale. Screens on view range in date from the late sixteenth century to the late twentieth century, demonstrating the longevity of this art form as well as its currency among modern-day artists.

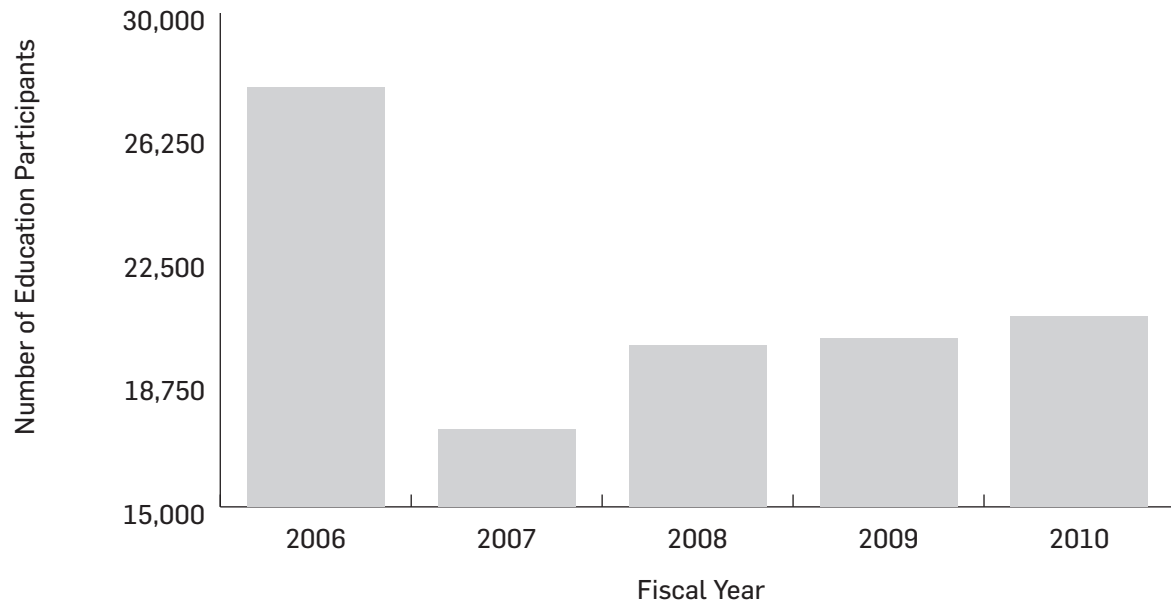
During the fall of 2010, the museum will also showcase Bali: Art, Ritual, Performance (February 25–September 11, 2011). Famed for its rituals and performing arts, Bali is home to one of the most vibrant cultures in Asia. Bali: Art, Ritual, Performance will be the first large-scale exhibition of Balinese art in the United States. Accompanying performances, videos, and demonstrations will reveal how many of these objects are still used in contemporary practice.

## Staffing Changes

The Asian Art Museum will implement a new, more cost-effective model for providing security. In Fiscal Year 2010–11, the City will continue to fund security staffing at the museum; however, the function will be transitioned to a non-City, unionized service provider. This change will allow the museum to save over \$1 million per year while maintaining a high standard of security for its assets and visitors.

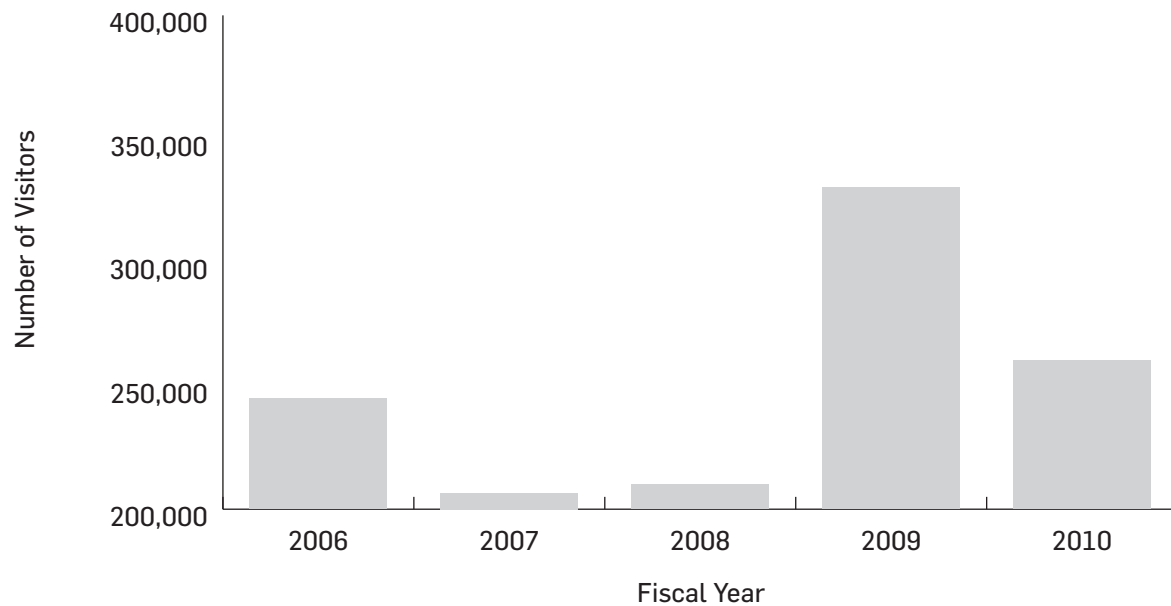


## Number of Education Program Participants



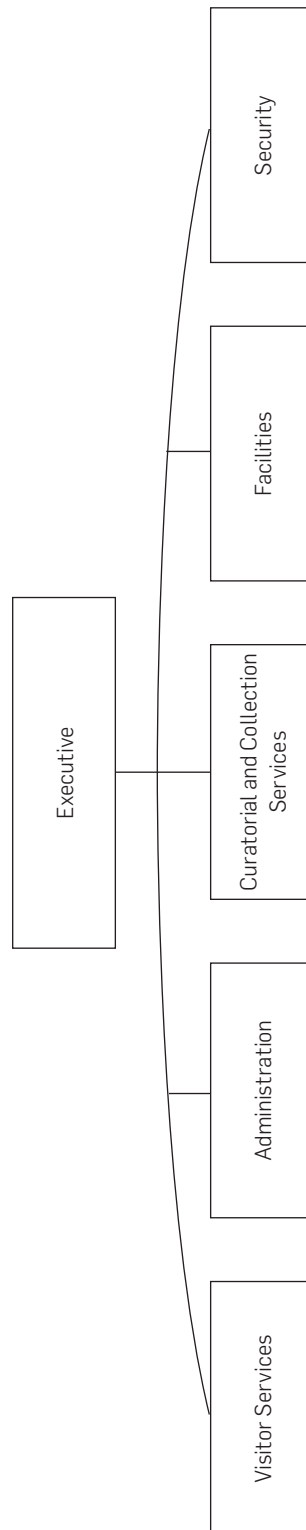
Despite the difficult economic environment facing museums, the Asian Art Museum increased the number of educational participants between 2009 and 2010. The number of participants spiked in 2006 when the new museum facility opened.

## Number of Visitors



The the Asian Art Museum is projecting a total of 260,000 visitors in 2010, down from 338,000 in 2009.

# Asian Art Museum



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	53.74	53.93	39.25	(14.68)	(27%)
Net Operating Positions	53.74	53.93	39.25	(14.68)	(27%)
<b>SOURCES</b>					
Local Taxes	2,228,701	2,229,000	2,229,000	0	0
Charges for Services	930,189	873,375	903,984	30,609	4%
General Fund Support	4,285,003	4,341,126	4,197,218	(143,908)	(3%)
Other Funding Sources	6,697,478	0	0	0	N/A
Sources Total	14,141,371	7,443,501	7,330,202	(113,299)	(2%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	3,457,507	3,370,616	2,582,964	(787,652)	(23%)
Fringe Benefits	1,143,809	1,293,855	1,084,599	(209,256)	(16%)
Overhead	0	19,618	42,401	22,783	N/A
Professional & Contractual Services	1,852,883	1,750,004	2,627,249	877,245	50%
Services of Other Departments	832,694	835,764	842,989	7,225	1%
Transfers Out	6,697,478	0	0	0	N/A
Uses - Operating Expenditures Total	13,984,371	7,269,857	7,180,202	(89,655)	(1%)
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	157,000	173,644	150,000	(23,644)	(14%)
Uses - Project Expenditures Total	157,000	173,644	150,000	(23,644)	(14%)
<b>USES BY PROGRAM RECAP</b>					
Asian Arts Museum	14,141,371	7,443,501	7,330,202	(113,299)	(2%)
Uses by Program Recap Total	14,141,371	7,443,501	7,330,202	(113,299)	(2%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ASIAN ART MUSEUM</b>				
<b>Increase museum membership</b>				
Number of museum members	16,763	16,930	15,500	16,000
<b>Increase number of museum visitors</b>				
Number of museum visitors	337,894	225,000	260,000	240,000
<b>Provide quality programs on Asian art and culture</b>				
Number of education program participants	23,402	17,450	20,750	20,900
Number of public program participants	108,791	45,000	75,000	72,000

# Assessor-Recorder

## Mission

To assess all property tax revenues that belong to the City and County of San Francisco, ensure fair and equitable treatment of taxpayers, maintain the official records of the City and County and provide outstanding public service.

## Services

**Assessor** assesses taxable real and business personal property, provides assistance to taxpayers on issues relating to property valuation, assists taxpayers in applying for exemptions and maintains the parcel map for the City and County of San Francisco.

**Recorder** records and maintains official documents, assesses and collects transfer taxes and provides public access to a variety of official city records.

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

## Budget Data Summary

	2008–2009 Actual	2009–2010 Original Budget	2011–2012 Proposed	Change from 2009–2010	% Change from 2009–2010
Total Expenditures	13,597,198	15,696,886	18,436,280	2,739,394	17%
Total FTE	128.02	130.51	137.97	7.46	6%

# Budget Issues and Details

In Fiscal Year 2010–11 the Office of the Assessor-Recorder will implement an \$18.4 million operating budget, including \$15.1 million in General Fund support. Compared to Fiscal Year 2009–10, this is a \$2.7 million (17 percent) increase in the overall budget and a \$2.0 million (15 percent) increase in General Fund support. The increased funding level reflects a \$0.6 million investment in a COIT-approved IT project. Notably, the Assessor-Recorder will also receive \$1.3 million in new funding for a litigation that will prevent the City from losing transfer tax revenues. The Assessor-Recorder was able to prevent further budgetary growth through such mitigating factors as increasing revenues and cutting back on travel and office supplies. The Assessor-Recorder's budget also reflects a continued commitment to invest in revenue-generating staff that support property tax assessments and the defense of appeals.

## Capture All Tax Revenues

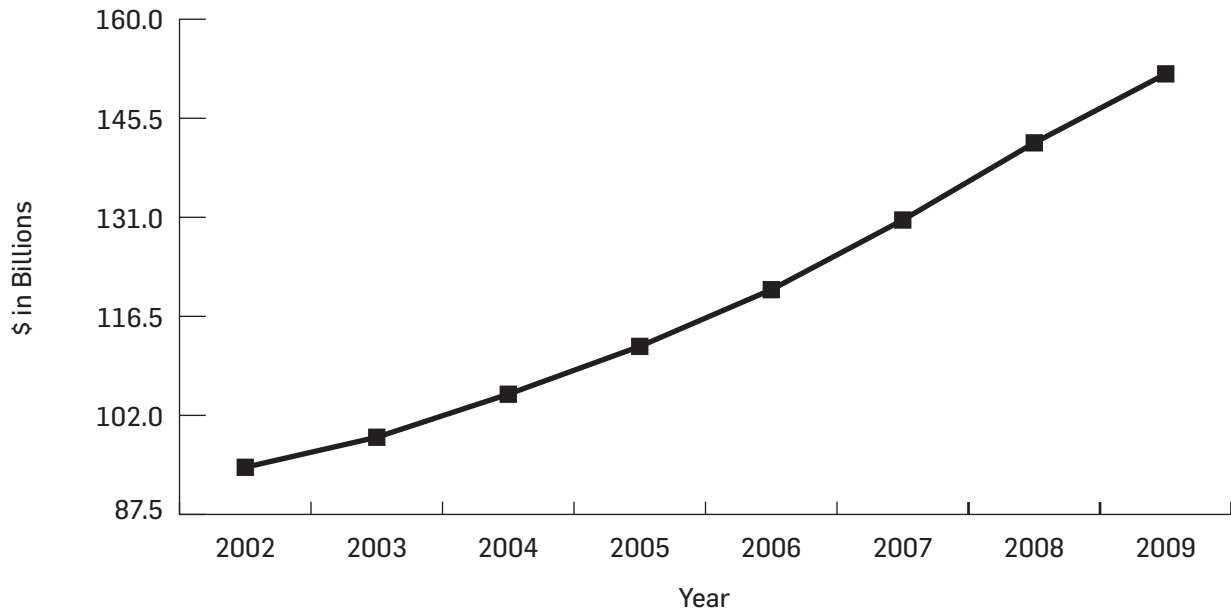
The Office of Assessor-Recorder's primary objective is to fairly administer an assessment program that captures property taxes from change-of-ownership transactions and the issuance of new construction permits. Due to the downturn in the real estate market, the volume of commercial assessment appeals has increased significantly, resulting in over 5,000 currently open appeals cases with an estimated total value under appeal of \$23.7 billion, more than 2.5 times the value under appeal of the previous Fiscal Year. In addition, the California State Board of Equalization has announced a negative inflation factor of -0.237 percent for Fiscal Year 2010–11, to be applied to real property rolls across the state. As a result of these latter factors, revenue from assessed property is expected to decline.

In order to cope with the increased appeals workload anticipated in this Fiscal Year, the department will allocate additional staff to the assessment appeals process. The department also will focus on generating revenue from the existing backlog of supplemental and escape property assessments, although the latter revenue stream is expected to decline as the backlog is steadily reduced over the coming years.

## Improve Business Processes And Service Through Technology

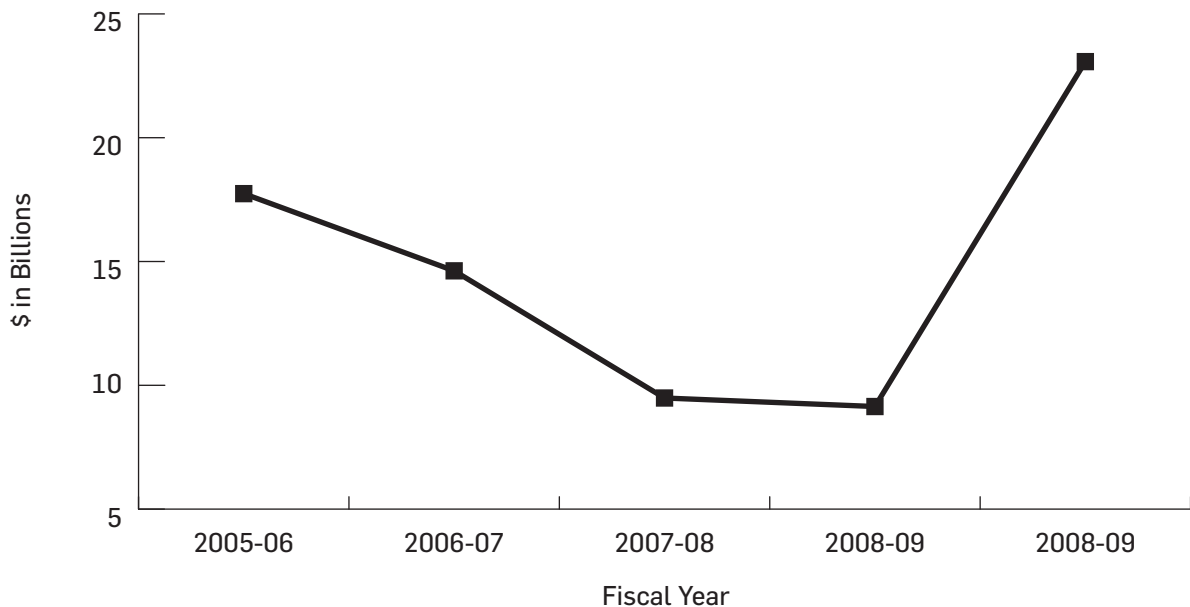
The Assessor-Recorder continues to leverage information technology (IT) to enhance many of its business processes to improve service delivery and increase efficiency. During Fiscal Year 2010–11, the office will improve its internal IT capacity and partner with the Department of Technology to implement a number of identified technology improvements including a Committee on Information Technology (COIT) approved project to improve the functionality of the existing property tax and assessment system. By creating a new interface for this system, the Assessor-Recorder will be more efficient and, as a result assess more properties and reduce the assessment backlog. The system will also help the office manage an increasingly complex workload and begin benchmarking current productivity. This project, along with other IT improvements, will enhance assessor and recorder systems through updated user interfaces and new systems to digitize public information indices and records.

## Assessment Roll History



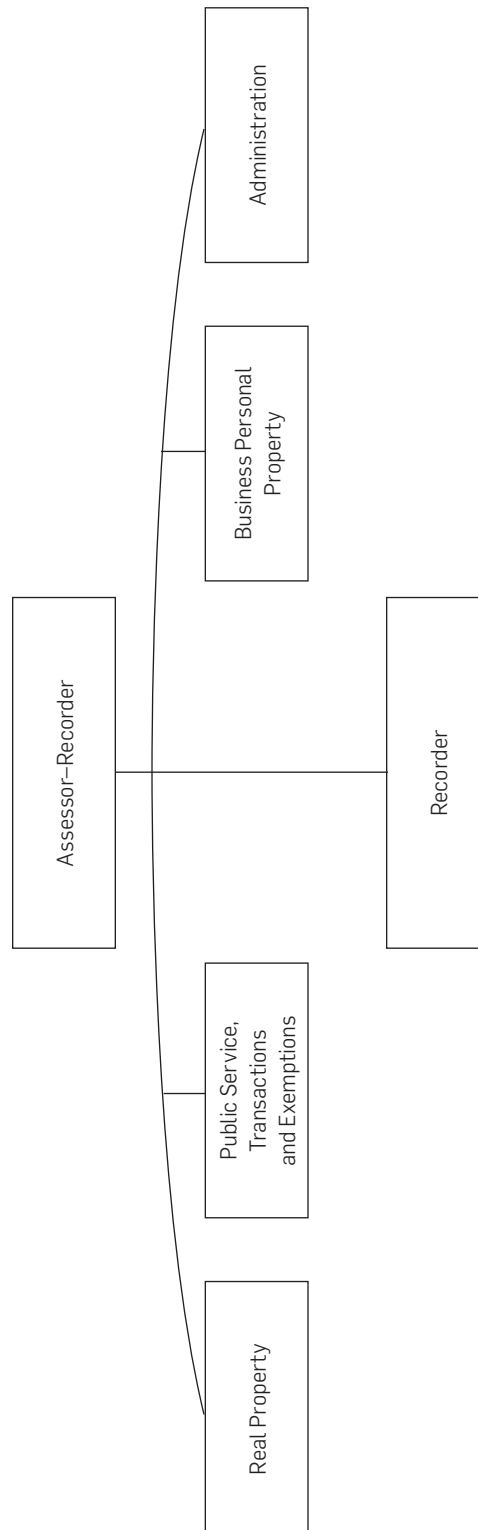
The assessment roll is the public record of the assessed value of property within the City's taxing jurisdiction. In San Francisco, the value of the assessment roll (excluding the State Board of Equalization roll) has grown over the last eight fiscal years.

## Roll Value of Open Applications Under Appeal



The roll value under appeal is the taxpayer's opinion of the decrease in value of property as of March for the past five fiscal years. The volume of commercial assessment appeals has increased significantly, resulting in over 5,000 currently open appeals cases with an estimated total value under appeal of \$23.7 billion, more than 2.5 times the value under appeal of the previous Fiscal Year.

# Assessor-Recorder





# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	128.02	130.51	137.97	7.46	6%
Net Operating Positions	128.02	130.51	137.97	7.46	6%
<b>SOURCES</b>					
Charges for Services	2,388,422	2,577,004	2,840,000	262,996	10%
Transfers In	(583,147)	0	0	0	N/A
Expenditure Recovery	0	0	470,649	470,649	N/A
Transfer Adjustments-Sources	583,147	0	0	0	N/A
General Fund Support	11,208,776	13,119,882	15,125,631	2,005,749	15%
Sources Total	13,597,198	15,696,886	18,436,280	2,739,394	17%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	8,863,528	9,991,591	10,235,686	244,095	2%
Fringe Benefits	2,638,528	3,506,543	4,023,549	517,006	15%
Overhead	61,899	64,364	79,324	14,960	23%
Professional & Contractual Services	758,778	718,072	2,683,311	1,965,239	N/A
Materials & Supplies	56,623	112,066	127,241	15,175	14%
Equipment	62,152	133,000	121,590	(11,410)	(9%)
Services of Other Departments	1,155,690	1,171,250	1,165,579	(5,671)	0%
Transfers Out	(583,147)	0	0	0	N/A
Transfer Adjustments-Uses	583,147	0	0	0	N/A
Uses - Operating Expenditures Total	13,597,198	15,696,886	18,436,280	2,739,394	17%
<b>USES BY PROGRAM RECAP</b>					
Personal Property	2,485,169	2,602,635	2,620,789	18,154	1%
Real Property	5,275,625	5,771,954	6,036,584	264,630	5%
Recorder	1,065,355	1,226,459	1,371,518	145,059	12%
Technical Services	3,929,664	5,142,696	5,593,030	450,334	9%
Transfer Tax	841,385	953,142	2,814,359	1,861,217	N/A
Uses by Program Recap Total	13,597,198	15,696,886	18,436,280	2,739,394	17%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>REAL PROPERTY</b>				
<b>Assess all taxable property within the City and County of San Francisco</b>				
Value of working assessment roll (in billions)	\$145.25	\$151.25	\$149.00	\$149.00
Value of supplemental and escape assessments (in billions)	\$17.48	\$9.98	\$18.25	\$4.15
<b>Effectively defend and resolve assessment appeals</b>				
Number of appeals resolved in a year	2,156	2,850	2,629	3,000
<b>RECORDER</b>				
<b>Collect all fees for recording of documents</b>				
Recording fees	\$2,730,965	\$2,577,004	\$2,966,000	\$2,851,000

# Board of Appeals

## Mission

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

## Services

The Board of Appeals provides the following services:

**Appeals Processing** for residents as required by the Charter. 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.

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

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

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	751,645	834,412	930,494	96,082	12%
Total FTE	5.41	5.00	5.00	0.00	–

# Budget Issues and Details

In Fiscal Year 2010–11, the Board of Appeals proposes a \$931,227 budget, which represents a 12 percent increase from the Fiscal Year 2009–10 budget. This change is primarily due to changes to citywide overhead cost allocations and an increase in anticipated need for legal services.

As a result of the economic downturn that began in 2008, the Board of Appeals saw a decline in permit volumes in Fiscal Year 2009–10. In Fiscal Year 2010–11, despite this continuing downturn, the Department expects to continue its efforts to simplify the tracking of appealable permits and adjudicate appeals in a timely manner.

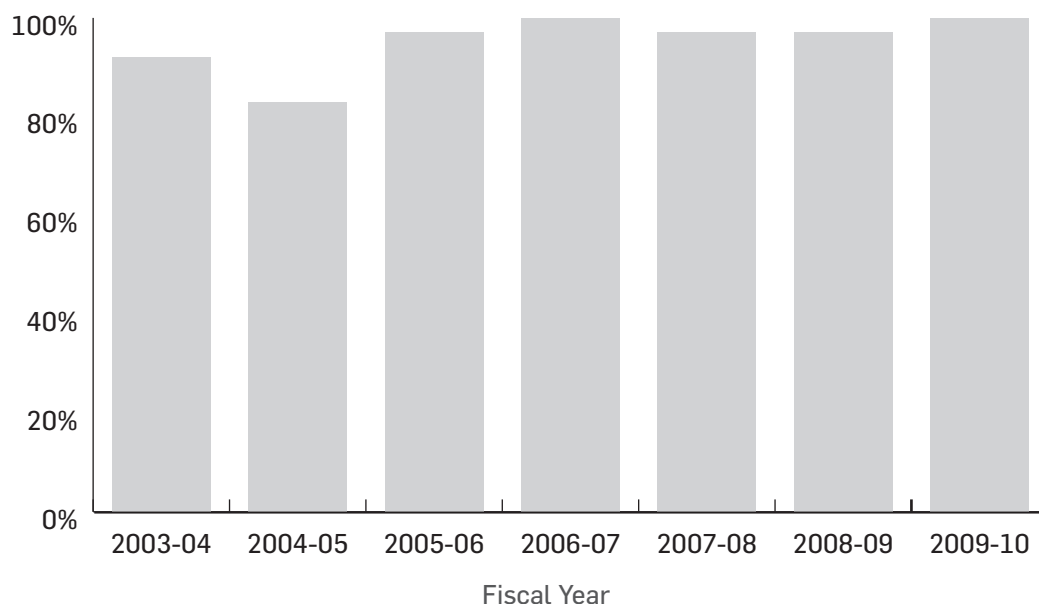
The Department continues to cross-train staff in all aspects of the appeal process to improve service quality, reduce processing delays, ensure continuity of operations and maintain institutional memory. In Fiscal Year 2010–11, the implementation of a database designed to track and report on appeals filed with the Board will allow deeper analysis of the Board's work and costs and will improve work flow management.

## Revenue Changes

The majority of appeals filed with the Board focus on land use disputes arising out of permits and other determinations issued by the City Planning Department and Department of Building Inspection. Due to a dramatic decline in the number of permit applications being filed throughout the City, the volume of permit appeals has dropped. Until the economy improves, this reduction is expected to continue.

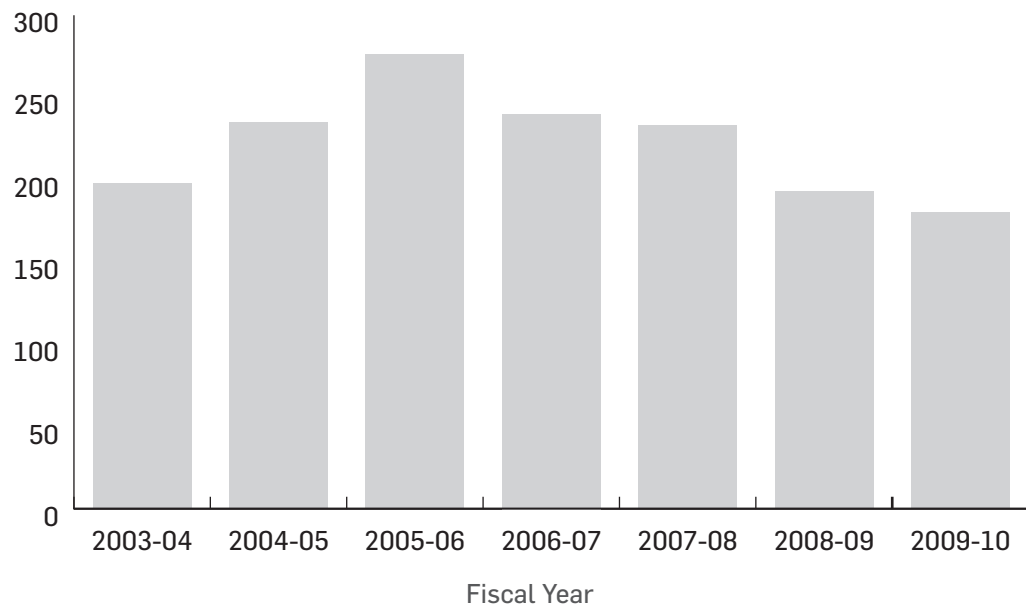
The Board's budget is derived from two sources: 95 percent from surcharges placed on permit applications and five percent from fees paid by individuals and businesses filing appeals. Due to an adjustment made to the Board's filing fees in Fiscal Year 2009–10, that revenue source is on target for the year. However, the sharp decrease in permit applications continues to cause the Board to experience a significant reduction in the collection of surcharges. City law allows the Board's surcharges to be automatically adjusted on an annual basis to reflect changes in inflation. Because this adjustment is insufficient to cover the Board's operating expenses, the Mayor's Budget includes legislation to make a modest increase to the surcharges.

### Percentage of On-Time Decisions



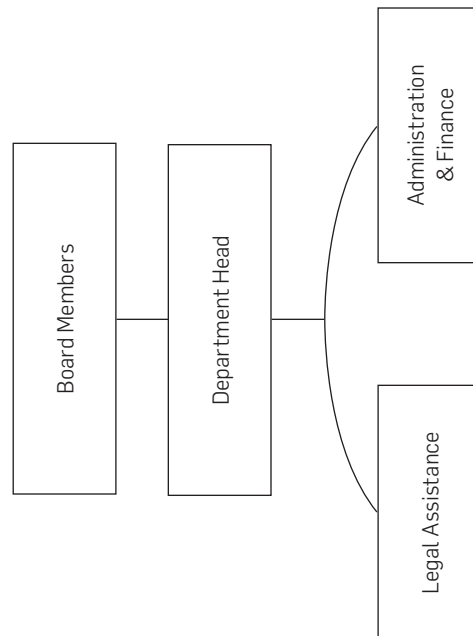
The Department continues to release written decisions within 15 days of final action for more than 90 percent of appeals. (Fiscal Year 2009–10 figure based on projected estimates from the Department.)

## Number of Appeals Filed



The Department anticipates a decline in the number of appeals for Fiscal Year 2010–11 due to the continuing economic downturn. (Fiscal Year 2009–10 figure is based on projected estimates from the Department.)

# Board of Appeals



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	5.41	5.00	5.00	0.00	0
Net Operating Positions	5.41	5.00	5.00	0.00	--
<b>SOURCES</b>					
Charges for Services	751,645	834,412	930,494	96,082	12%
Sources Total	751,645	834,412	930,494	96,082	12%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	357,076	381,884	369,421	(12,463)	(3%)
Fringe Benefits	115,520	159,606	176,677	17,071	11%
Overhead	0	36,928	45,121	8,193	22%
Professional & Contractual Services	37,393	47,192	47,192	0	0
Materials & Supplies	10,607	10,459	9,398	(1,061)	(10%)
Services of Other Departments	231,049	198,343	282,685	84,342	43%
Uses - Operating Expenditures Total	751,645	834,412	930,494	96,082	12%
<b>USES BY PROGRAM RECAP</b>					
Appeals Processing	751,645	834,412	930,494	96,082	12%
Uses by Program Recap Total	751,645	834,412	930,494	96,082	12%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>APPEALS PROCESSING</b>				
<b>Provide a fair and efficient administrative appeals process to the public</b>				
Percentage of cases decided within 75 days of filing	71%	60%	75%	70%
Percentage of written decisions released within 15 days of final action	95%	97%	100%	97%



# Board of Supervisors

## Mission

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

## Services

The Board of Supervisors (BOS) is the legislative branch of San Francisco government. There are eleven members, each elected to represent a district on a non-partisan basis. Each supervisor has a staff of legislative aides.

**Clerk of the Board** provides leadership and administrative support for implementing BOS policies and provides service to the people of San Francisco. The Clerk's Office includes three administrative divisions: Legislative Services, Operations, and Administration and Finance.

**Assessment Appeals Board** is an independent agency that adjudicates disputes between the Office of the Assessor-Recorder 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.

**The Sunshine Ordinance Task Force** advises the Board of Supervisors and provides information to other City Departments regarding appropriate ways to implement the Sunshine Ordinance, which requires public access to meetings and public records.

**Office of the Budget and Legislative Analyst** provides independent fiscal and legislative 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.

**Local Agency Formation Commission** reviews and approves jurisdictional boundary changes including: annexations and detachments of territory and special districts; incorporations of new cities; formations of new special districts; and consolidations, mergers and dissolutions of existing districts. LAFCo plays an advisory role for the Community Choice Aggregation (CCA) energy program. The Board of Supervisors established the CCA to implement a program to purchase electrical power directly for the citizens of the City and County of San Francisco and to accelerate the adoption of renewable energy, conservation and energy efficiency programs.

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	11,044,456	10,701,998	10,589,081	(112,917)	(1%)
Total FTE	64.49	63.42	62.40	(1.02)	(2%)

# Budget Issues and Details

## Meeting an Increased Demand for Legislative Services

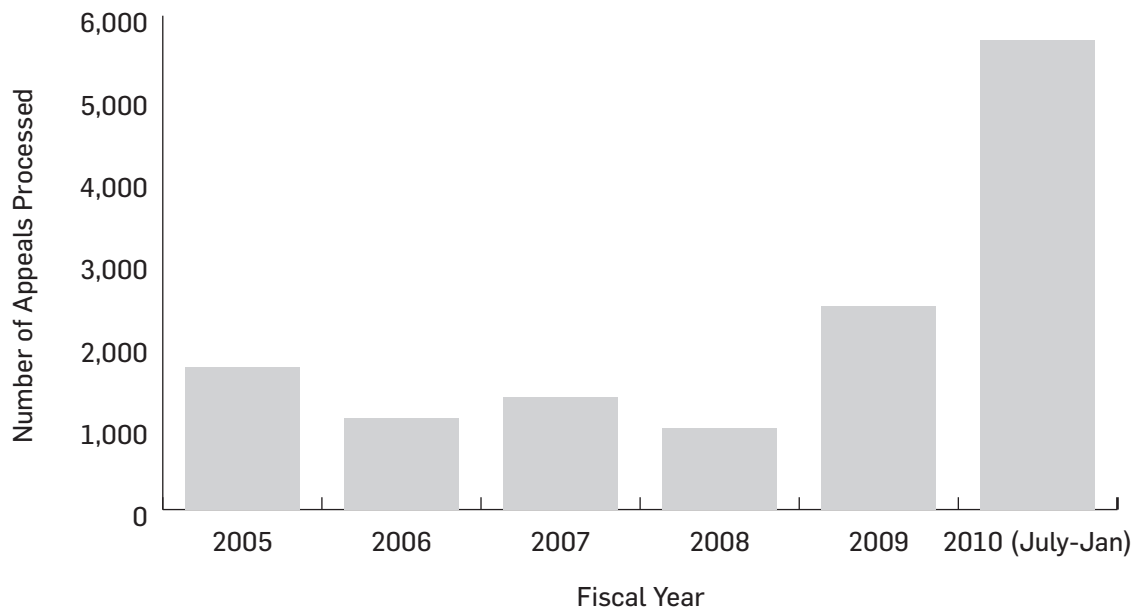
The Board of Supervisors faces the operational challenge of meeting increased demand for core government services. In the last year, the number of public information requests has increased 25 percent; legislation processed by the BOS has increased 25 percent; complaints to the Sunshine Ordinance Task Force have increased; and appeals to the Assessment Appeals Board have nearly doubled. The Board of Supervisors Fiscal Year 2010–11 budget reflects an effort to meet these growing demands while operating within fiscal constraints. Examples of these efforts include realigning staff to meet service demands, leveraging technological resources to achieve efficiencies and reducing non-personnel cost wherever possible.

## Enhancing Access to Public Information

In Fiscal Year 2010–11, the Board of Supervisors will continue to provide San Franciscans enhanced access to government information. This effort includes: replacing the legislative tracking system to expand access to records online; digitizing hearings to bring audio streaming to the BOS website; upgrading the website for the visually impaired; and expanding the number of Spanish and Chinese translated web pages, among other efforts.

## Number of Appeals Filed

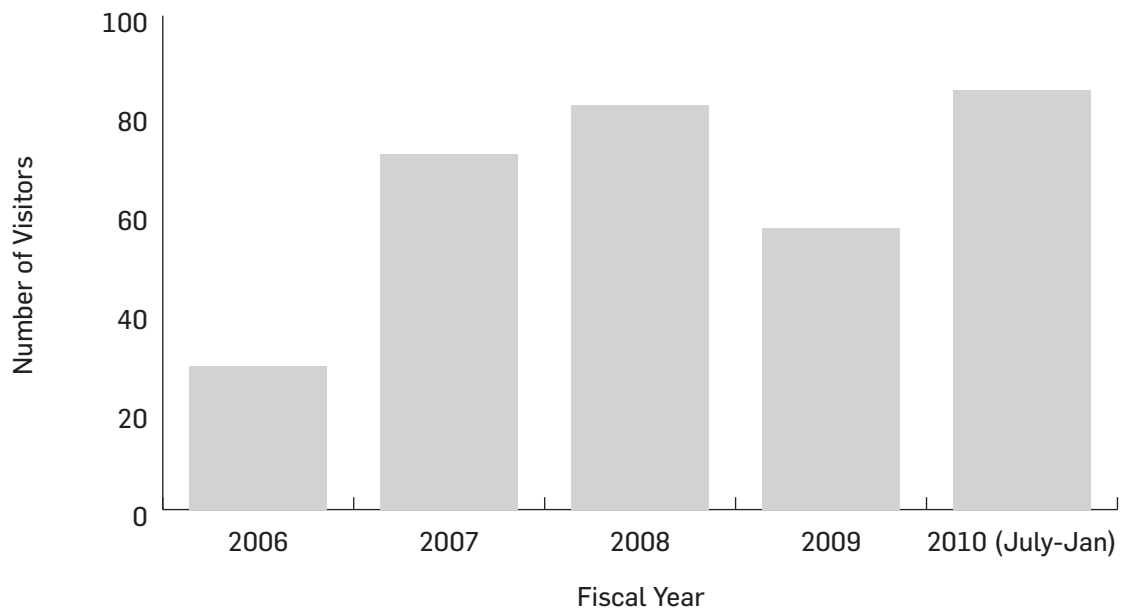
Fiscal Year 2005 – Fiscal Year 2010



With the ongoing mortgage crisis, foreclosures and the subsequent decline of residential property values, coupled with the rise in vacancy rates effecting commercial properties, the AAB has seen a dramatic increase in the number of appeals filed in the first 6 months of this year compared to previous years.

## Sunshine Complaints

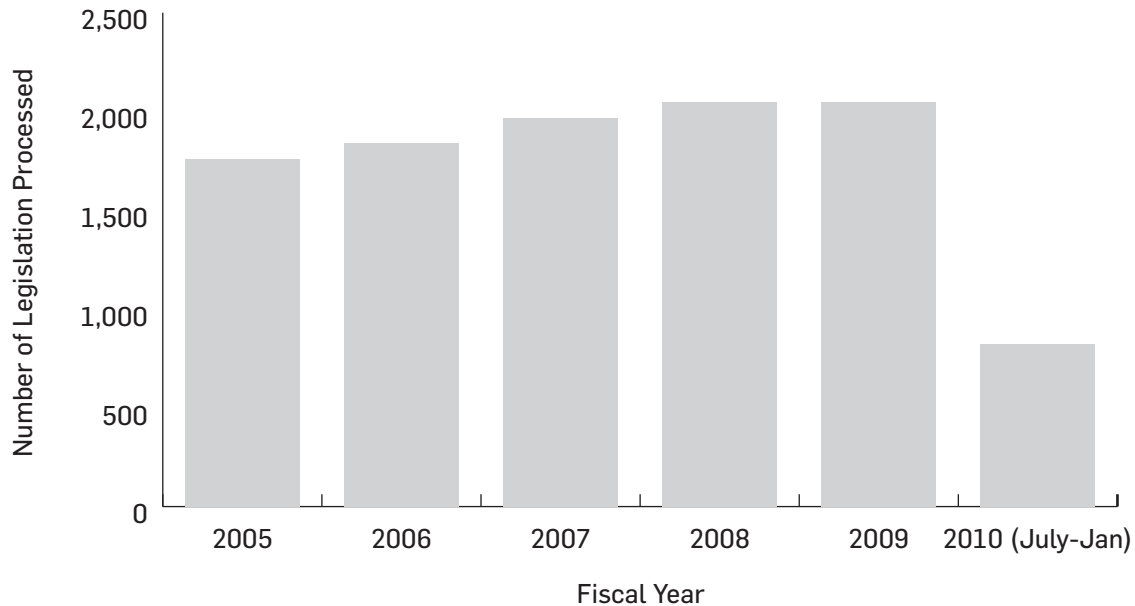
Fiscal Year 2005 – Fiscal Year 2010



As of January 2010, the number of Sunshine complaints was already higher than in any other previous fiscal year.

## Total Pieces of Legislation Processed

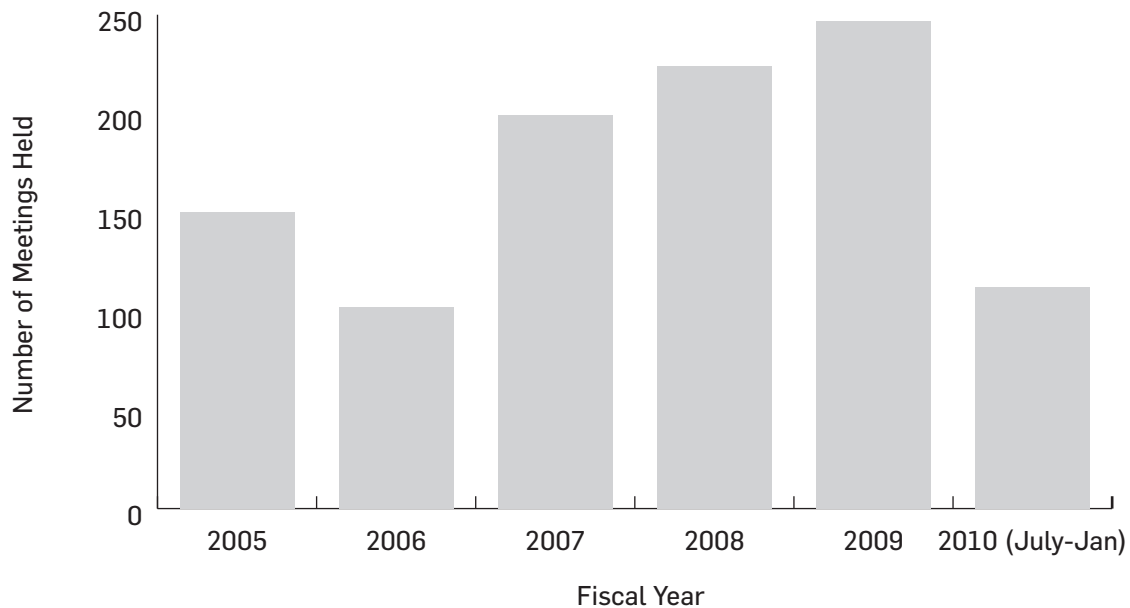
Fiscal Year 2005 – Fiscal Year 2010



The total number of pieces of legislation processed, which includes Charter Amendments, ordinances, resolutions, motions and hearings, is on track to be similar to the past two fiscal years.

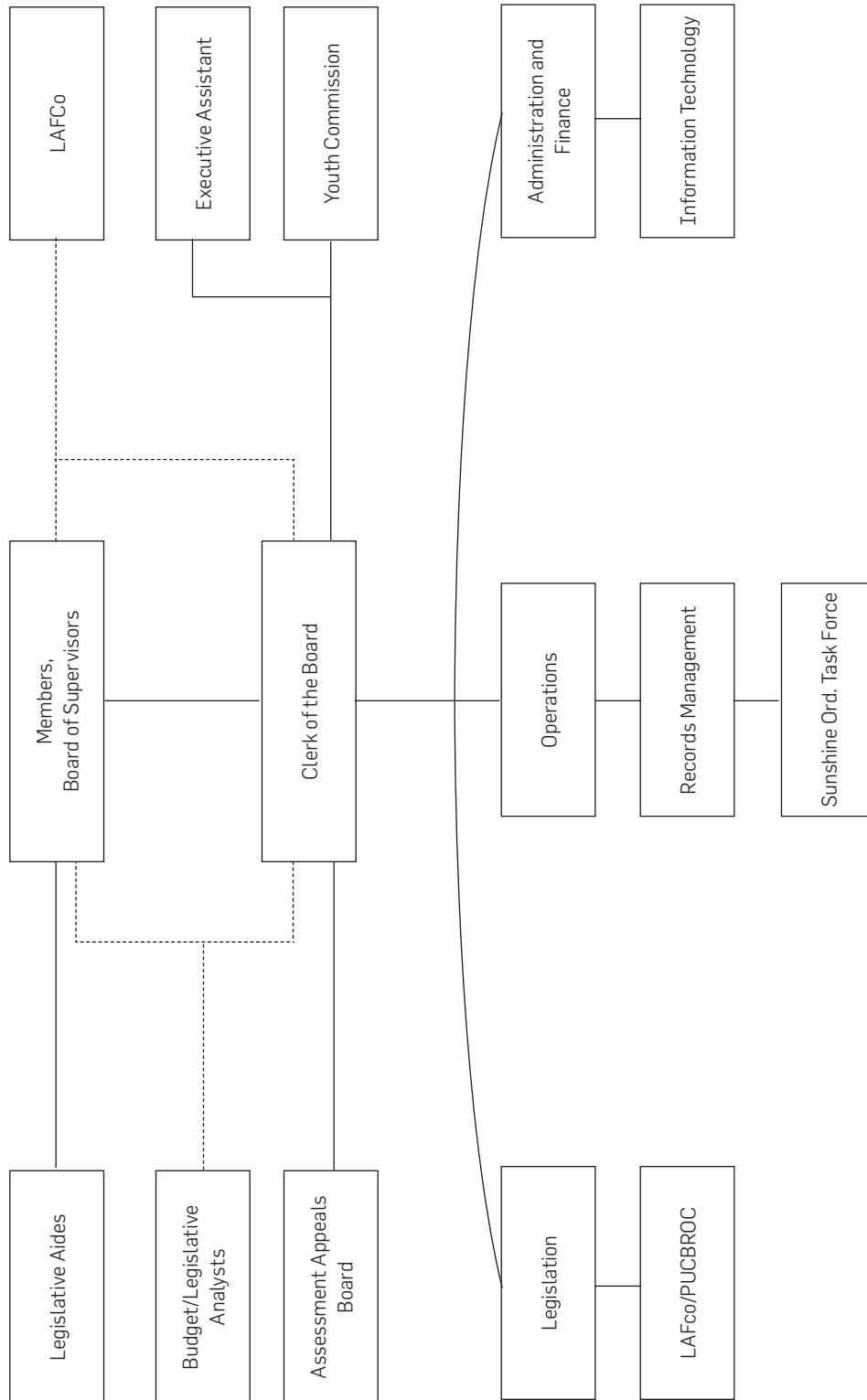
## Total Number of Meetings Held

Fiscal Year 2005 – Fiscal Year 2010



The total number of meetings held increased steadily beginning in 2007.

# Board of Supervisors



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	64.49	65.42	64.40	(1.02)	(2%)
Non-operating Positions (cap/other)	0.00	(2.00)	(2.00)	0.00	0
Net Operating Positions	64.49	63.42	62.40	(1.02)	(2%)
<b>SOURCES</b>					
Charges for Services	113,358	165,000	270,250	105,250	64%
Expenditure Recovery	60,550	90,000	110,000	20,000	22%
General Fund Support	10,870,548	10,446,998	10,208,831	(238,167)	(2%)
Sources Total	11,044,456	10,701,998	10,589,081	(112,917)	(1%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	5,676,302	5,650,984	5,390,124	(260,860)	(5%)
Fringe Benefits	1,568,232	1,845,742	2,024,282	178,540	10%
Professional & Contractual Services	3,526,438	2,910,282	2,921,526	11,244	0%
Materials & Supplies	30,619	26,901	32,598	5,697	21%
Services of Other Departments	242,865	268,089	220,551	(47,538)	(18%)
Uses - Operating Expenditures Total	11,044,456	10,701,998	10,589,081	(112,917)	(1%)
<b>USES BY PROGRAM RECAP</b>					
Board - Legislative Analysis	2,714,591	2,208,078	2,050,000	(158,078)	(7%)
Board Of Supervisor	4,526,753	4,910,935	4,917,167	6,232	0%
Children's Baseline	174,992	199,597	159,567	(40,030)	(20%)
Clerk Of The Board	3,455,274	3,353,955	3,461,499	107,544	3%
Local Agency Formation	172,846	29,433	848	(28,585)	(97%)
Uses by Program Recap Total	11,044,456	10,701,998	10,589,081	(112,917)	(1%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>BOARD – LEGISLATIVE ANALYSIS</b>				
<b>Provide response and support to the Board, Committees, Commissions and Task Force, other department/agencies and general public on legislative or policy related matters.</b>				
Percentage of reports on Board or Committee hearing items posted on web site at least 72 hours prior to hearing.	100%	100%	100%	100%
Percentage of legislative or policy related assignments from the Board/Committees completed in a timely manner.	100%	100%	100%	100%
<b>CLERK OF THE BOARD</b>				
<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.</b>				
Percentage of Board, Committee, Commission and Task Force legislative or policy related requests, which are processed and responded to within established time frames.	100%	100%	100%	100%
Percentage of written, electronic public records and telephone requests answered within established time frame.	100%	90%	90%	90%





# Building Inspection

## Mission

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

## Services

**Permit Services** is responsible for the collection of fees associated with permits, over-the-counter permit plan check and issuance, coordination of submitted permit applications, final approval, and technical services to ensure that proposed construction work meets all code safety requirements and the aggregate of this process is performed in a timely manner that is always professional and courteous.

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

**Administrative Services** consists of Legislative and Communications Unit, Support Services, Records Management, Financial Services, Management Information Services, Information Technology Project Management, and Personnel and Payroll Services.

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	43,201,527	40,530,326	43,995,625	3,465,299	9%
Total FTE	284.26	205.05	229.00	23.95	12%

# Budget Issues and Details

## Adapting to Economic Uncertainty

The Department of Building Inspection (DBI) receives the vast majority of its funding from fees and permits associated with construction of residential and commercial properties. As a result, its annual revenues are tied closely to the number and valuation of construction projects in the City. During the relatively strong economic times of the past several years, DBI revenues were stable, and between Fiscal Years 1999–00 and 2007–08 the annual construction valuation of issued permits increased by 129 percent. Between Fiscal Year 2007–08 and Fiscal Year 2008–09, the valuation decreased 49 percent and the number of permits issued per year decreased by 11 percent.

Beginning in November 2008, permit revenues began to decline precipitously as a result of the impact of the recession on real estate development and the construction industry. In order to adjust for this reduction, the Fiscal Year 2008–09 budget was balanced by decreasing 25 percent of staff in May 2009, reducing operating costs and using one-time revenues. The total Fiscal Year 2008–09 actual revenues were six percent less than Fiscal Year 2007–08 actuals. The Department projects that the revenues in Fiscal Year 2009–10 will be on budget.

## New Large Construction Projects Impact Budget

Multi-year intergovernmental agreements (MOUs) were executed in Fiscal Year 2009–10 for plan review and inspection services. The agreements are with the Transbay Joint Powers Board for the Transbay Terminal, the San Francisco Public Utilities Commission for the new office building at 525 Golden Gate, the Port of San Francisco for the Exploratorium and the Treasure Island Development Authority. To ensure the MOU activities do not impact ongoing plan review and inspection services, additional positions were added in Fiscal Year 2009–10 that equate to nine FTEs in Fiscal Year 2010–11.

## Ensuring Safety of Vacant and/or Abandoned Buildings

In November 2009, DBI began notifying property owners of suspected vacant and/or abandoned buildings of their responsibility to annually register their building. Abandoned buildings are often public safety hazards, potential havens for criminal activities and neighborhood eyesores. Ongoing enforcement efforts are aimed at ensuring property owners secure and repair property, bring them up to appropriate codes for structural safety, and return them to residential and commercial uses beneficial to everyone in the community.

## Improving Citywide Efficiency Through the Permit Tracking System

DBI and the City Planning Department are implementing the citywide Permit Tracking System. This new system is designed to tightly integrate the permitting and project planning functions between DBI and Planning, initially with existing permits being available for other departments currently using the system developed by DBI. In the future, other departments will be able to expand their permitting and tracking capabilities using the core system maintained by DBI to allow better citywide coordination and access to information. Selection of the vendor is scheduled to occur in the Summer of 2010 with a multi-year implementation schedule. DBI has invested \$6 million into this system through Fiscal Year 2009–10 and has established a fee for the on-going maintenance of the system.

## Preparing the City for an Earthquake

DBI's Community Action Plan for Seismic Safety (CAPSS) project is designed to provide a plan of action to reduce earthquake risks including ways to prevent damage in existing buildings and improve post-earthquake repair guidelines to expedite recovery. As part of the CAPSS program, DBI conducted an analysis of possible earthquake impacts on "soft story" buildings, and identified the building types that are likely to be severely

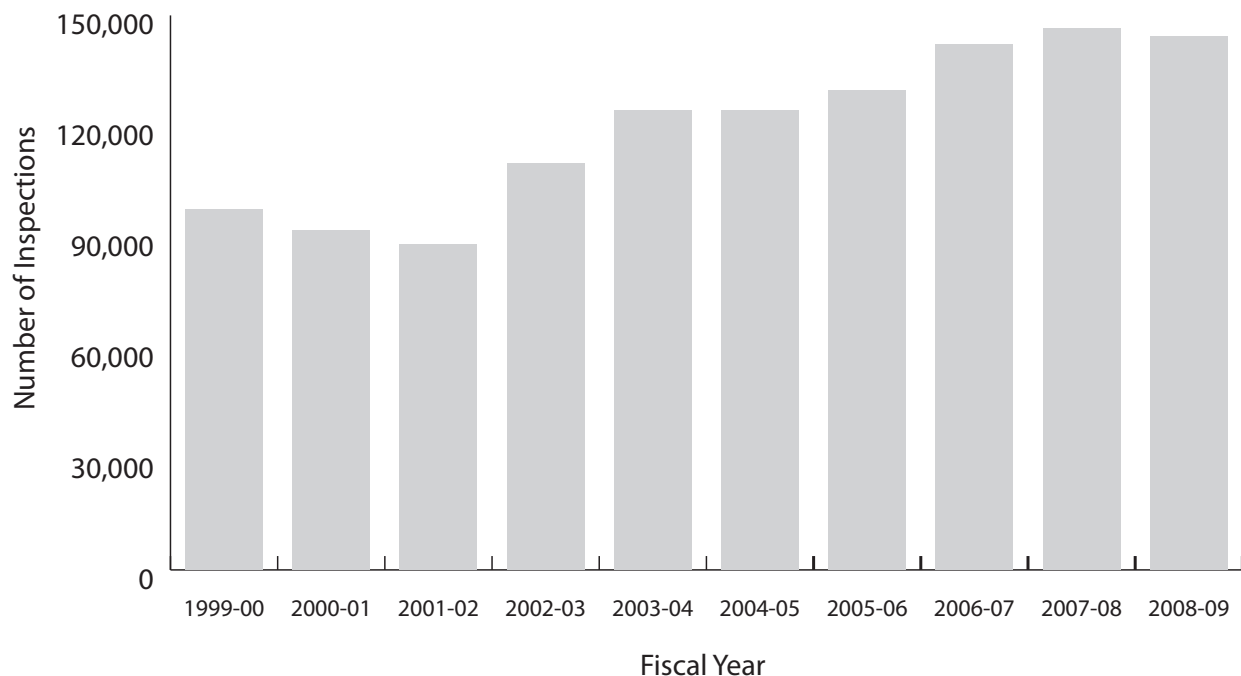
damaged or possibly collapse on the ground floor if a moderate to major earthquake occurs near San Francisco. A program was implemented in April 2010 that encourages property owners to voluntarily retrofit and strengthen wood-framed, soft story homes and multi-unit buildings to help protect them from collapse due to a major earthquake. Further CAPSS work is continuing at DBI, including consideration of post-earthquake repair standards and impacts of earthquakes on other common San Francisco building types.

## Improving Customer Services

The multi-year remodeling of the 5th floor of 1660 Mission was completed in the Fall of 2009. DBI's over-the-counter operations are now co-located with other permitting agencies that has significantly improved customer services and convenience.

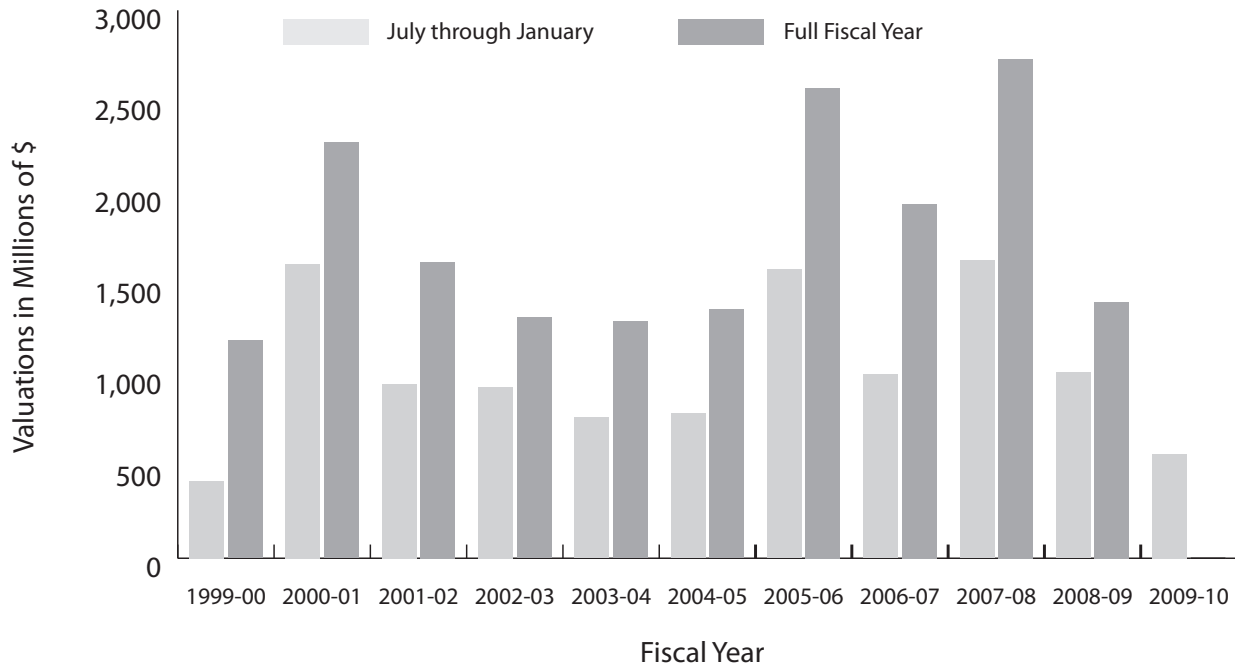
Continuing improvements will be made to the existing building on other floors that will enhance service both to customers and to staff. All DBI staff (except Management Information Services) currently located in the building at 1650 Mission Street will be relocated back to 1660 Mission Street to expedite customer service needs.

### Inspections Performed – All Types



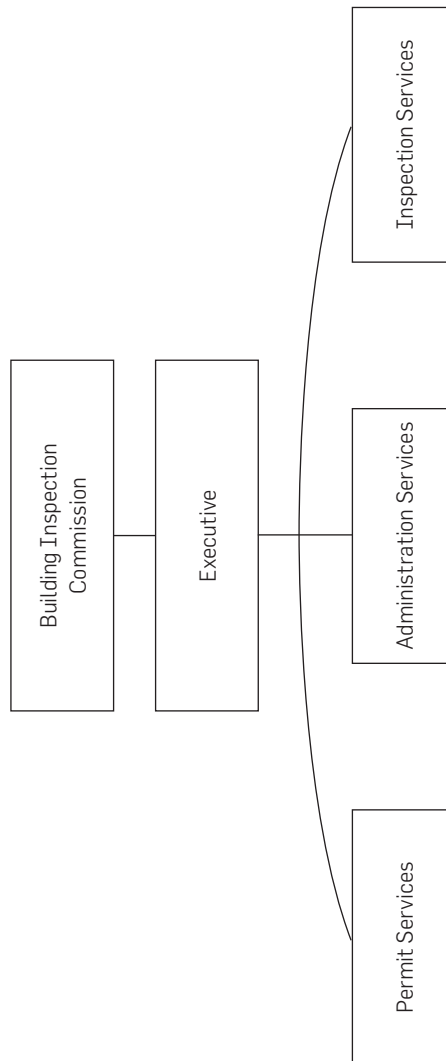
Due to the impact of the economy and reduction in staff, the number of inspections decreased in the last full fiscal year, Fiscal Year 2008–09.

## Construction Valuation for Issued Permits (Excludes Intergovernmental MOU Projects)



On an annual basis, construction valuation for issued permits continue to decline below the levels of Fiscal Year 2007–08. For the first seven months of Fiscal Year 2009–10, valuations were 44 percent lower than the same period of Fiscal Year 2008–09.

# Building Inspection



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	284.26	209.05	229.92	20.87	10%
Non-operating Positions (cap/other)	0.00	(4.00)	(0.92)	3.08	(77%)
Net Operating Positions	284.26	205.05	229.00	23.95	12%
<b>SOURCES</b>					
Licenses & Fines	3,567,628	3,878,490	6,099,090	2,220,600	57%
Use of Money or Property	405,587	332,495	316,738	(15,757)	(5%)
Charges for Services	37,026,488	34,991,526	37,439,917	2,448,391	7%
Transfers In	1,967,579	2,648,251	2,102,270	(545,981)	(21%)
Expenditure Recovery	114,855	142,815	139,880	(2,935)	(2%)
Transfer Adjustments-Sources	(967,579)	(2,648,251)	(2,102,270)	545,981	(21%)
Fund Balance	1,086,969	1,185,000	0	(1,185,000)	(100%)
Sources Total	43,201,527	40,530,326	43,995,625	3,465,299	9%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	24,446,212	19,140,245	21,087,201	1,946,956	10%
Fringe Benefits	7,441,402	7,271,654	8,555,682	1,284,028	18%
Overhead	550,921	0	550,921	550,921	N/A
Professional & Contractual Services	1,295,546	4,039,061	4,012,423	(26,638)	(1%)
Aid Assistance / Grants	0	366,436	366,436	0	0
Materials & Supplies	148,488	1,185,983	1,540,598	354,615	30%
Equipment	17,038	166,005	79,000	(87,005)	(52%)
Services of Other Departments	7,684,631	7,706,041	7,148,463	(557,578)	(7%)
Transfers Out	1,717,579	3,303,152	2,757,171	(545,981)	(17%)
Transfer Adjustments-Uses	(967,579)	(2,648,251)	(2,102,270)	545,981	(21%)
Uses - Operating Expenditures Total	42,334,238	40,530,326	43,995,625	3,465,299	9%
<b>USES - PROJECT EXPENDITURES</b>					
Capital Projects	867,289	0	0	0	N/A
Uses - Project Expenditures Total	867,289	0	0	0	N/A
<b>USES BY PROGRAM RECAP</b>					
Administration/Support Services	8,100,457	13,142,863	13,957,790	814,927	6%
Housing Inspection/Code Enforcement Svcs	1,819,221	0	0	0	N/A
Inspection Services	17,858,783	18,372,955	20,858,202	2,485,247	14%
Permit Center	724,730	0	0	0	N/A
Plan Review Services	14,698,336	9,014,508	9,179,633	165,125	2%
Uses by Program Recap Total	43,201,527	40,530,326	43,995,625	3,465,299	9%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>DBI - INSPECTION SERVICES</b>				
<b>Improve Code Enforcement</b>				
Percentage of Life Hazards or Lack of Heat Complaints Responded to Within One Business Day	97%	100%	100%	100%
<b>Improve Construction Inspection Response Time</b>				
Percentage of Customer-Requested Inspections Completed Within Two Business Days of Requested Date	98%	90%	90%	90%
<b>DBI - PLAN REVIEW SERVICES</b>				
<b>Improve Plan Review Turnaround Time</b>				
Percentage of Site Permit Applications Reviewed Within 14 Calendar Days	76%	90%	90%	90%





# Children & Families Commission

## 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

The Children and Families Commission (First 5 San Francisco) provides the following services, based on key areas identified in the department's strategic plan:

**Improved Child Development** funds programs and services for children birth to five and their families to improve readiness for school and their transition to kindergarten.

**Improved Child Health** involves families and communities in the healthy development of young children. Initiatives for this area include: Healthy Kids health insurance for children birth to five; comprehensive health (vision, nutrition, hearing and dental), developmental screenings and multi-disciplinary assessments (dental, vision, hearing and assessment for developmental delays); and early childhood mental health consultation services.

**Improved Family Functioning** ensures that families have easy access to community-based services and information they might need to promote their child's healthy development and school readiness. Initiatives in this area include neighborhood-based and population focused family resource centers jointly funded with the Department of Children, Youth, and their Families (DCYF) and Human Services Agency (HSA) with oversight provided by First 5 and mini-grants for parent-led initiatives.

**Improved Systems of Care** connects First 5 with other city agencies and key community stakeholders to promote a deeper and coordinated investment in the adoption of best practices and standards among programs and practitioners serving young children birth to five and their families. This includes the use of evidenced based curriculum, universal developmental screening and inclusion of children with special needs.

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Changed from 2009-2010
Total Expenditures	21,544,988	31,610,700	29,314,485	(2,296,215)	(7%)
Total FTE	16.00	16.00	16.33	0.33	2%

# Budget Issues and Details

First 5 San Francisco, established in 2000, is part of the statewide First 5 California movement to assist public agencies, non-profit organizations and families in supporting early education, pediatric healthcare and family support. In Fiscal Year 2010–11, First 5 San Francisco faces declining revenue sources, including statewide tobacco tax revenue (Proposition 10). This decline is not unexpected—the department has created a sustainability plan and reserve to guide its funding decisions. During Fiscal Year 2010–11, First 5's Proposition 10 allocation is projected to decline from \$6.3 million to \$5.6 million. Also in Fiscal Year 2010–11, the City will defer 25 percent of the mandated \$20 million allocation to First 5 San Francisco for Preschool for All (PFA), providing a \$14.6 million allocation for PFA. To partially offset these declining revenues, First 5 will use \$2.4 million of its sustainability fund.

## Preschool For All Implementation

First 5 San Francisco is also responsible for overseeing and implementing the City's Universal Preschool for All Program (PFA) funded by local General Fund revenues and part of Proposition H. The Department began the implementation of PFA in Fiscal Year 2005–06 and expanded the program in Fiscal Year 2008–09 to serve all neighborhoods. In Fiscal Year 2010–11, the allocation for PFA will be \$14.6 million. The Department anticipates funding a half-day of free preschool for approximately 3,100 four-year-olds and will continue to target children from low income families. PFA now includes a special Pre-PFA allocation to assist centers serving low income children to become eligible for PFA.

## Departmental Collaboration

Approximately 25 percent of First 5 San Francisco funds are committed to joint funding with other city departments. In Fiscal Year 2009–10 over \$6 million was work ordered to Department of Public Health (DPH), Department of Children, Youth, and Their Families (DCYF), Human Services Agency (HSA) and Mayor's Office of Housing (MOH).

Fiscal Year 2009–10 was the first year of a three-year \$9 million initiative by First 5, HSA and DCYF to support neighborhood-based and population-focused family resource centers. These centers are in neighborhoods throughout the City with varying levels of service based on the needs of families in those neighborhoods. Population based family resource centers will be citywide with a focus on children and families who are homeless and under housed, recent immigrants, special needs, LGBTQ and teen families and families with children exposed to violence.

In Fiscal Year 2010–11, First 5 will continue to contribute approximately \$16.5 million to jointly fund Early Care and Education Initiatives with DCYF and H.S.A. These efforts include funding for health screening and early childhood mental health consultation, childcare subsidies for low-income families with infants and toddlers, a variety of professional development and education attainment activities for teachers and inclusion strategies for children with special needs.

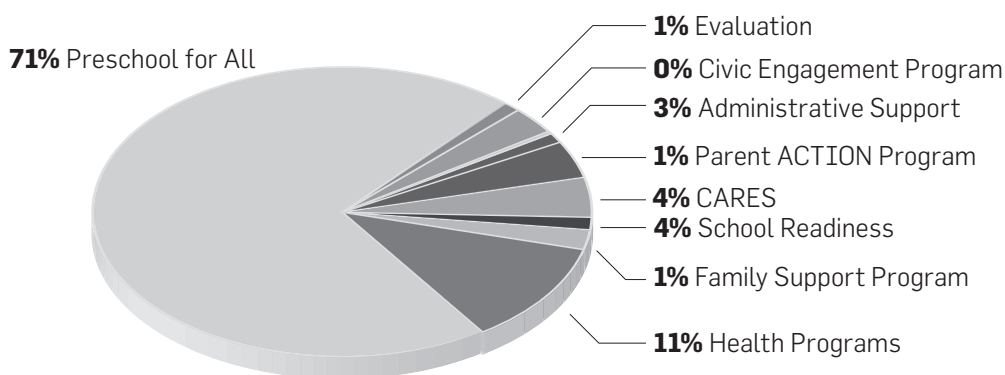
## Five-Year Strategic Plan

First 5 San Francisco is charged with implementing services in San Francisco with Proposition 10 tobacco tax revenues. The Proposition 10 cigarette tax funds are a declining revenue stream. The First 5 San Francisco Commission developed a sustainability plan in 2007 to respond to the anticipated revenue decline. As projected in the sustainability plan, the department's Prop 10 allocation is projected to decline from \$6.3 million to \$5.6 million. In order to strategically reduce expenditures, the Commission's portfolio will be reduced by \$1.6 million.

In 2006, First 5 San Francisco approved a five-year strategic plan for 2007–12. The strategic plan focuses on four areas: improved child development; improved child health; improved family functioning; and

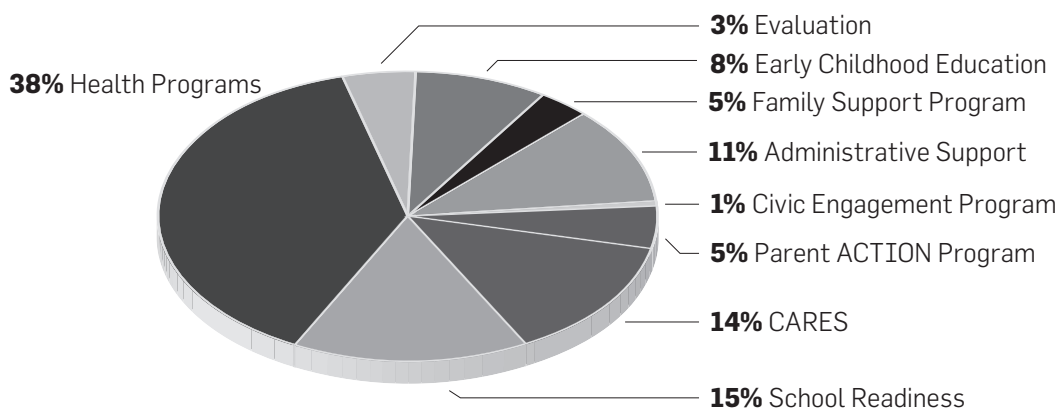
improved systems of care. All of the department's work is done in partnership with other city departments, specifically DPH, DCYF and HSA. In addition to funding services, First 5 invests in professional development, capacity building and the adoption of evidenced-based practices and standards for the early childhood, family support and health workforce. All First 5 funded programs adhere to an evaluation framework that includes logic models and performance measures.

### Total CFC Spending by Program Area



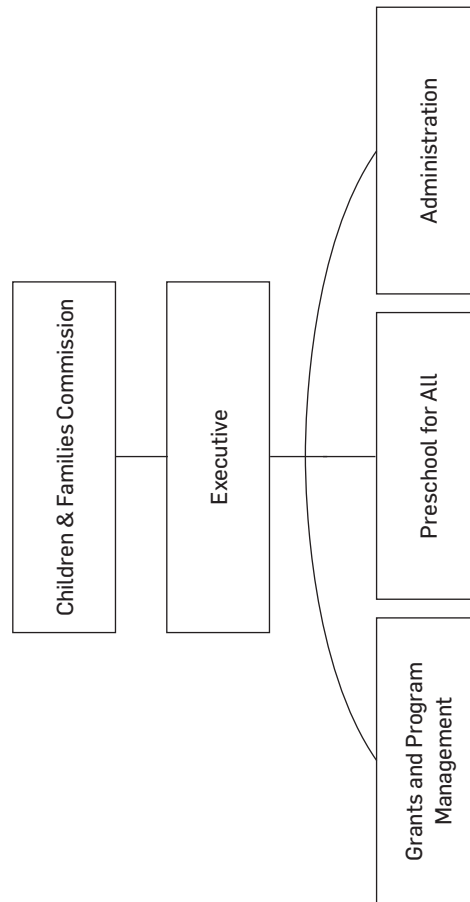
The majority of CFCs spending is on Preschool for All.

### Total Prop 10 Spending by Program Area



In Fiscal Year 2010–11, CFC will receive \$5.6 million from Proposition 10 cigarette tax revenue. The above chart shows how CFC will allocate Proposition 10 funds.

# Children & Families Commission



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	16.00	16.00	16.33	0.33	2%
Net Operating Positions	16.00	16.00	16.33	0.33	2%
<b>SOURCES</b>					
Use of Money or Property	657,652	710,250	402,000	(308,250)	(43%)
Intergovernmental Revenue - State	8,758,162	8,134,928	7,459,174	(675,754)	(8%)
Expenditure Recovery	879,174	7,765,522	6,913,311	(852,211)	(11%)
General Fund Support	11,250,000	15,000,000	14,540,000	(460,000)	(3%)
Sources Total	21,544,988	31,610,700	29,314,485	(2,296,215)	(7%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	1,056,336	1,167,408	1,167,399	(9)	0%
Fringe Benefits	384,139	538,438	606,401	67,963	13%
Professional & Contractual Services	811,331	975,311	664,393	(310,918)	(32%)
Aid Assistance / Grants	11,970,638	20,953,674	20,609,917	(343,757)	(2%)
Materials & Supplies	39,973	109,315	56,394	(52,921)	(48%)
Services of Other Departments	7,282,571	7,866,554	6,209,981	(1,656,573)	(21%)
Uses - Operating Expenditures Total	21,544,988	31,610,700	29,314,485	(2,296,215)	(7%)
<b>USES BY PROGRAM RECAP</b>					
Children And Families Fund	9,544,732	14,943,075	13,230,311	(1,712,764)	(11%)
Public Ed Fund - Prop H ( March 2004 )	12,000,256	16,667,625	16,084,174	(583,451)	(4%)
Uses by Program Recap Total	21,544,988	31,610,700	29,314,485	(2,296,215)	(7%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>CHILDREN AND FAMILIES FUND</b>				
<b>Provide high quality child care for San Francisco's children</b>				
Number of early childhood workers who participate in quality and culturally appropriate training and/or earn college credit in unit-bearing courses or classes.	1,159	1,000	950	950
Percent of licensed childcare centers that have a current quality assessment	57%	63%	53%	38%
<b>PUBLIC EDUCATION FUND - PROP H</b>				
<b>Increase access to high quality preschool</b>				
Number of four-year olds enrolled in Preschool For All (PFA) program	2,387	3,000	2,800	3,100
<b>Improve quality of preschool services</b>				
Number of children screened for special needs	1,790	2,250	2,100	2,325
Number of new classrooms assessed through the Gateway to Quality Project for Preschool for All	29	22	20	5
<b>Provide preschool sites with enhancements to improve children's readiness for school</b>				
Number of classrooms participating in arts initiative	136	154	143	143
Number of classrooms participating in science initiative	164	163	143	143
<b>Increase preschool workforce development opportunities</b>				
Number of Preschool For All (PFA) staff participating in PFA professional development activities	539	450	500	600

# Child Support Services

## Mission

To empower parents to provide economic and medical support for their children, thereby contributing to the well-being of families and children.

## Services

The San Francisco Department of Child Support Services (CSS) includes the following programs:

**Child Support Program** 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.
- Establishing and enforcing child support orders.
- Outreach to the local community to increase knowledge and understanding of the child support program.

**Technical Assistance and Programmatic Support** to the State Department of Child Support Services and numerous local child support agencies of various counties. Services 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 case management application as mandated by state and federal law.
- Providing technical expertise regarding the Child Support Enforcement automated system and technical guidance for the development of training materials and the testing of new system functionality.

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	14,477,632	15,019,609	14,491,493	(528,116)	(4%)
Total FTE	123.35	116.70	110.27	(6.43)	(6%)

# Budget Issues and Details

This year, in anticipation of declining state revenue, the Department of Child Support Services (CSS) is reducing its operating budget by four percent. To balance their budget, CSS eliminated six vacant positions to reduce increased salary and benefit costs. In Fiscal Year 2010–11, CSS will continue to reduce program overhead costs while maintaining direct services. The Department engaged in proactive planning, including renegotiating pricing of professional services and reducing use of materials, supplies and discretionary work orders. The Department's administrative salary and fringe costs continue to be less than 10 percent of the total operating budget.

## Increasing Clients' Knowledge and Understanding of Their Rights

In order to decrease barriers to program participation, the Department is aware of the important role that customer service plays in enhancing program awareness and accessibility. The Department has a strong commitment to providing high quality services that will not diminish in the face of limited resources. Through the Enhanced Parental Involvement Collaborative (EPIC), the Compromise of Arrears Program (COAP), and through improved complaint resolution initiatives, clients will be better informed of their rights and responsibilities and will receive individual assessments that can lead to debt resolution.

## Increasing Opportunities for Parents to Provide Better Support

In January 2010, CSS in partnership with The Mayor's Office of Workforce Development and the Goodwill One Stop Career Link Center at 1500 Mission Street, launched the Job Support Program pilot. Job Support was developed to assist unemployed custodial and noncustodial parents with child support cases to obtain hands-on and tailored assistance in finding employment.

Although still in its early stages, the Job Support Program has already shown signs of success. There are currently over 36 active participants in the program and many more signing with up an average of 16 new parents monthly. At least five participants have found employment. In April, the Department expanded its orientation and administrative review hearings to the Civic Center One Stop Career Link Center, with further expansions scheduled in May at the Western Addition Center, in June at the Southeast Center, in July at the Mission Center and in August at the Visitation Valley Center.

## Increasing Outreach to Incarcerated and Released Parents

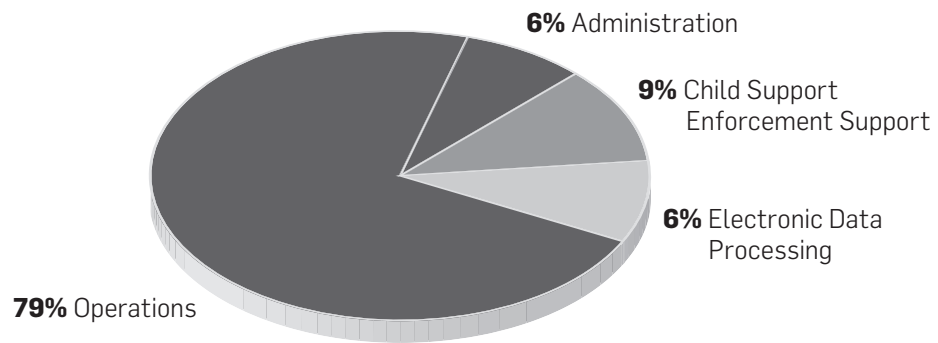
In March 2008, CSS and the Sheriff's Department met to restructure their partnership. A child support attorney, caseworker, and outreach specialist team now spend a full day in one of five jails every week to identify absent parents, assist them in addressing child support issues and educate them about the child support program. In Fiscal Year 2010–11, the program will be expanded to include outreach to those parents transitioning from incarceration, providing them with individual case support, referrals to workforce development programs, and assistance with debt reduction. This expansion will lead to the re-introduction of child support through realistic orders providing a reliable source of income for children.

## Increasing Efficiencies through Improved Collaboration with the San Francisco Unified Family Court

CSS, with the assistance of the California Department of Child Support Services and in partnership with the San Francisco Unified Family Court, will be implementing the electronic filing of a number of the Department's legal documents. The planned implementation date is August 8, 2010. By implementing E-Filing, it is estimated that over 1,500 legal documents will be filed electronically per month.

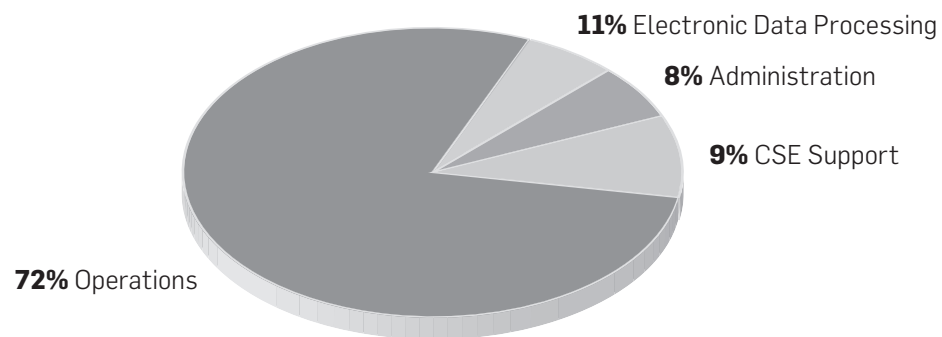


## Staffing by Service Area



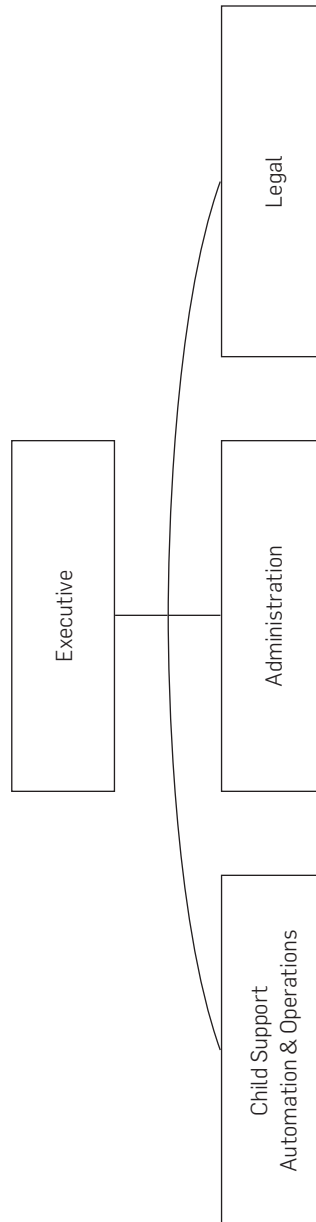
Operations for CSS includes all child support collections and enforcement staff.

## Resources by Service Area



Administration costs will remain under 10 percent of the operating budget Fiscal Year 2010–11.

# Child Support Services



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	123.35	116.70	110.27	(6.43)	(6%)
Net Operating Positions	123.35	116.70	110.27	(6.43)	(6%)
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	9,642,750	9,903,702	9,564,454	(339,248)	(3%)
Intergovernmental Revenue - State	4,803,397	5,101,907	4,920,539	(181,368)	(4%)
Charges for Services	6,485	6,500	6,500	0	0
Expenditure Recovery	25,000	7,500	0	(7,500)	(100%)
Sources Total	14,477,632	15,019,609	14,491,493	(528,116)	(4%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	8,570,612	8,559,902	7,999,648	(560,254)	(7%)
Fringe Benefits	3,556,503	3,740,573	3,912,035	171,462	5%
Professional & Contractual Services	1,269,388	1,399,271	1,148,006	(251,265)	(18%)
Materials & Supplies	175,250	265,374	252,515	(12,859)	(5%)
Services of Other Departments	905,879	1,054,489	1,179,289	124,800	12%
Uses - Operating Expenditures Total	14,477,632	15,019,609	14,491,493	(528,116)	(4%)
<b>USES BY PROGRAM RECAP</b>					
Child Support Services Program	14,477,632	15,019,609	14,491,493	(528,116)	(4%)
Uses by Program Recap Total	14,477,632	15,019,609	14,491,493	(528,116)	(4%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>CHILD SUPPORT SERVICES PROGRAM</b>				
<b>Establish paternity for children born out of wedlock in the county</b>				
Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	92.5%	92.5%	100.0%	100.0%
<b>Establish child support orders</b>				
San Francisco orders established as a percentage of cases needing an order	85.5%	88.5%	88.2%	88.2%
<b>Increase economic self-sufficiency of single parent families</b>				
Amount of child support collected by SF DCSS annually, in millions	\$31.1	\$31.5	\$29.6	\$29.6
San Francisco current collections as a percentage of current support owed	66.4%	66.2%	67.3%	67.3%
San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases in San Francisco	62.7%	62.0%	64.5%	64.5%
<b>Provide effective services to clients</b>				
Number of unemancipated children in San Francisco caseload	17,621	17,500	16,800	16,800

# Children, Youth and Their Families

## Mission

To improve the well being of children, youth and their families in San Francisco.

## Goals

The Department of Children, Youth and Their Families' goals are:

- Children and youth are healthy
- Children and youth are ready to learn and are succeeding in school
- Children and youth live in safe, supported families and safe, supported and viable communities
- Children and youth contribute to the development and vitality of San Francisco Services

## Services

The Department of Children, Youth and Their Families (DCYF) takes a multi-faceted approach to accomplishing its mission, including strategic funding, program partnerships, policy innovation, and informing and engaging the public. DCYF provides a wide range of services including:

Funding and support for more than 300 programs in community-based organizations, schools and city departments. These programs provide quality early care and education; family support; violence prevention and intervention; out-of-school time activities including academic support, recreation and enrichment; Youth Leadership, Empowerment and Development (Y-LEaD) including youth workforce development, health and wellness, youth empowerment opportunities; and citywide/systems including Healthy Kids insurance, education partnerships, summer lunch/snack and targeted community based organization training and technical assistance.

DCYF is the office of city government responsible for providing general information to the public about the availability of resources, services and programs for children and youth. DCYF provides this information through a variety of resources including youth outreach workers and a parent ambassador outreach program. DCYF also maintains SFKIDS.org, a parent to parent website.

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	121,601,665	136,694,325	109,168,025	(27,526,300)	(20%)
Total FTE	34.37	33.87	30.88	(2.99)	(9%)

DCYF is proposing a \$109 million budget which funds the Children's Services Allocation Plan (CSAP) service areas and additional allocations of city funding to the San Francisco Unified School District. In Fiscal Year 2010-11, DCYF will provide \$16 million in funding to other city departments to enhance their successful

programs for children, youth and families, and over \$27 million in funding to the SFUSD. DCYF's funding sources include:

- **Children's Fund** – The Children's Fund is the department's primary funding source. The Children's Fund receives a share of City property tax revenues according to a formula in the City Charter approved by voters. Due to declining property tax revenues in Fiscal Year 2010–11 Children's Fund is \$41 million or \$3.7 million lower than Fiscal Year 2009–10.
- **General Fund** – General Fund is the department's second largest funding source. The Mayor's proposed budget includes \$20.6 million in general fund dollars, \$3.1 million less than in Fiscal Year 2009–10.
- **Proposition H** – \$27 million in Proposition H funds pass through DCYF to the San Francisco Unified School District.
- **Other Funding Sources** – \$4.5 million in various federal and state grants.

## Budget Issues and Details

### 2010–13 Children's Services Allocation Plan (CSAP)

Over the past two years, DCYF worked with community based organizations, the San Francisco Unified School District, parents, youth, foundations and other city departments to identify community needs. This process created the Community Needs Assessment, which is the basis of the 2010–2013 Children's Services Allocation Plan (CSAP). The CSAP established the following funding priorities:

- Target resources to programs that meet the department's primary goal: Children and youth are ready to learn and are succeeding in school.
- Prioritize children and families that are under housed and/or experiencing obstacles or challenges putting them at risk of experiencing negative outcomes
- Prioritize neighborhoods with children, youth and families in greatest need

### Maintaining CSAP Funding and Prioritizing Direct Services

On January 21, 2010, DCYF issued a Request for Proposals (RFP) to fund direct service programs in Out of School Time, Summer Services, Teen Services, Youth Workforce Development and Youth Empowerment. The RFP process was extremely competitive, with over 623 applicants requesting \$72 million in funding. Following the funding priorities created by the 2-year, data-driven Community Needs Assessment process, DCYF awarded \$20 million in grants to community-based organizations. Funding decisions were based on the Community Needs Assessment and included criteria such as:

- Targeting children and youth with the greatest need
- Ability to leverage funds
- Providing out-comes based, direct services to children and youth

### Leveraging Investments with Other City Departments

DCYF continues to partner with other city departments to leverage funding and improve services. Coordination maximizes resources, reduces duplication and develops a seamless system of care. In Fiscal Year 2010–11, DCYF will continue to align investments with other city departments:

- **Early Care and Education (ECE):** In October 2010, in an effort to consolidate resources in the Early Care and Education service area, DCYF will work with the Human Services Agency to create a new Office of Child Care & Early Learning (OCCEL). In the first phase of this citywide consolidation, the City will consolidate staff and funding from the Human Services Agency and the Department of Children, Youth, and Families. The new office will oversee the child care subsidy system, provider supports and workforce investments. During the coming year, the office will further align partnerships and inclusion of all city

departments with services in Early Care and Education. In addition, DCYF will continue to collaborate with First Five and the Human Services Agency to set ECE priorities and jointly fund ECE activities. In Fiscal Year 2010–11, DCYF will allocate \$10 million to this service area.

- **Violence Prevention and Intervention (VPI):** In Fiscal Year 2009–10, VPI coordination and management were transferred to DCYF. In Fiscal Year 2010–11, DCYF will continue to serve as the coordinator of the VPI collaboration which includes the Juvenile Probation Department and Department of Public Health. Approximately \$10 million will be awarded to fund case management, alternative education, diversion and young women services.
- **Family Resource Centers (FRC):** In Fiscal Year 2009–10, DCYF, First Five and the Human Services department developed a jointly funded Request for Proposal (RFP) to align resources to both address the declining resources and create a citywide Family Resource system. DCYF will remain a key partner in the FRC and allocate over \$2.9 million to this collaboration.

## Improving Education by Partnering with Public Schools

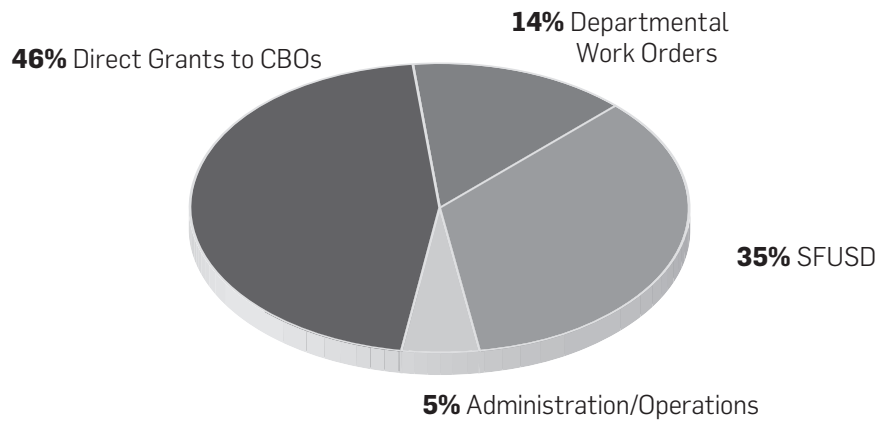
DCYF will continue to align resources with SFUSD to improve the health, well-being and educational outcomes of public school students. In Fiscal Year 2010–11, DCYF will continue to fund a variety of partnerships:

- **The San Francisco Beacon Initiative**, a partnership between DCYF, SFUSD, private funders and community based organizations to promote youth and family centers in public schools, will receive \$2.4 million. The Beacons offer young people a vibrant array of programs focused on five areas: education, career development, arts and recreation, leadership and health.
- **SF TEAM (Together Education Accomplishes More) Initiative** is a partnership with SFUSD and several community-based nonprofits to deliver after school literacy programming in 16 elementary and four middle schools in each of the 11 supervisorial districts. Approximately \$420,000 is available.
- **High School Wellness** is a collaboration between DCYF, the Department of Public Health and the SFUSD and provides coordinated health education, assessment, counseling and other support services at 15 high schools. DCYF's proposed budget includes \$3 million.
- **Out of School Time (OST) ExCEL Match** is a new program developed to provide matching funds to SFUSD Expanded Collaboration for Excellence in Learning (ExCEL) afterschool program. DCYF will provide \$3.3M to community based organizations to serve youth on wait lists or extend program hours.

## Improving Accountability and Quality of Services

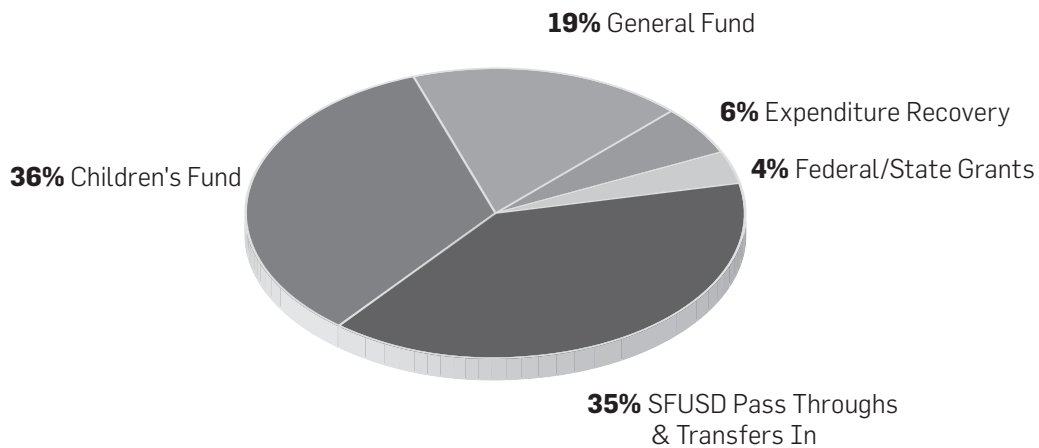
DCYF places emphasis on improving the quality and accountability of the agencies and programs that it funds. To ensure services are high-quality, efficient and coordinated, \$500,000 is included in the Department's proposed budget to fund targeted technical assistance to grantees, statistical analysis and evaluation.

## Budget by Expenditure Category



Aside from funds passing through DCYF to SFUSD, the majority of the department's resources are distributed as direct grants to community based organizations.

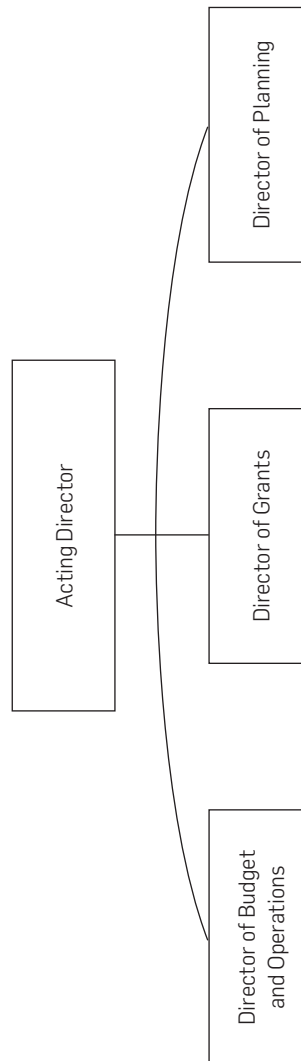
## Source of Funds



The Children's Fund is the largest source of funding for DCYF programs. The Children's Fund receives a set portion of all City property tax revenues. As total property tax revenues decline due to the economy, reduced Children's Fund revenues affect DCYF's programs.



# Children, Youth, and Their Families



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	34.37	35.71	30.88	(4.83)	(14%)
Non-operating Positions (cap/other)	0.00	(1.84)	0.00	1.84	(100%)
Net Operating Positions	34.37	33.87	30.88	(2.99)	(9%)
<b>SOURCES</b>					
Local Taxes	43,004,018	44,860,000	41,083,000	(3,777,000)	(8%)
Use of Money or Property	168,071	108,000	108,000	0	0
Intergovernmental Revenue - Federal	107,550	191,584	1,186,545	994,961	N/A
Intergovernmental Revenue - State	1,237,843	2,730,140	2,461,090	(269,050)	(10%)
Charges for Services	256,175	1,134,640	1,134,640	0	0
Transfers In	43,086,421	58,041,743	36,947,205	(21,094,538)	(36%)
Expenditure Recovery	7,250,541	7,662,523	6,654,443	(1,008,080)	(13%)
Transfer Adjustments-Sources	(3,006,859)	(2,851,859)	(2,717,000)	134,859	(5%)
Fund Balance	1,881,857	1,033,012	1,694,795	661,783	64%
General Fund Support	27,616,048	23,784,542	20,615,307	(3,169,235)	(13%)
Sources Total	121,601,665	136,694,325	109,168,025	(27,526,300)	(20%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	3,010,925	2,876,069	2,502,130	(373,939)	(13%)
Fringe Benefits	971,538	1,160,898	1,166,388	5,490	0%
Overhead	0	10,415	0	(10,415)	(100%)
Professional & Contractual Services	1,742,394	742,684	1,625,861	883,177	N/A
Aid Assistance / Grants	105,645,239	113,776,692	87,709,560	(26,067,132)	(23%)
Materials & Supplies	145,102	141,205	156,757	15,552	11%
Services of Other Departments	13,093,326	17,986,362	16,007,329	(1,979,033)	(11%)
Transfers Out	0	2,851,859	2,717,000	(134,859)	(5%)
Transfer Adjustments-Uses	(3,006,859)	(2,851,859)	(2,717,000)	134,859	(5%)
Uses - Operating Expenditures Total	121,601,665	136,694,325	109,168,025	(27,526,300)	(20%)
<b>USES BY PROGRAM RECAP</b>					
Children's Baseline	50,126,537	49,874,908	29,546,608	(20,328,300)	(41%)
Children's Fund Programs	45,552,628	46,321,062	41,518,727	(4,802,335)	(10%)
Children's Svcs - Non - Children's Fund	10,360,000	9,052,323	7,499,328	(1,552,995)	(17%)
Public Education Fund ( Prop H )	15,562,500	27,672,500	26,979,000	(693,500)	(3%)
Violence Prevention	0	3,773,532	3,624,362	(149,170)	(4%)
Uses by Program Recap Total	121,601,665	136,694,325	109,168,025	(27,526,300)	(20%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<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	5,829	4,275	4,275	4,275
Number of centers and family child care providers that receive a quality assessment	251	159	159	159
<b>Support the health of children and youth</b>				
Average number of meals delivered in July to eligible children and youth through the Summer Food Program	5,164	5,000	5,000	5,000
Number of high school students served at school Wellness Centers	6,609	5,781	5,781	5,700

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>CHILDREN'S FUND PROGRAMS</b>				
<b>Improve the outcomes of children and youth that have been identified as at-risk for poor social and educational outcomes</b>				
Number of youth 14-24 years old receiving care management services through the violence prevention & intervention funding	373	238	350	400
<b>Improve accountability and the quality of services for DCYF grantees</b>				
Percentage of programs with signed contracts that receive a site visit by DCYF staff within the first six months of the grant period	98%	95%	95%	98%
Percentage of Children's Fund grant recipients who fulfill their work plan objectives & meet minimum fiscal, organizational and program standards	63%	90%	90%	90%
Percentage of grantee organizations that rate the quality of service and support they receive from DCYF as very good to excellent	84%	90%	87%	90%
<b>Improve the availability and quality of DCYF-funded programs/services</b>				
Number of children, youth, and their families participating in programs/services funded by the Children's Fund	48,618	45,000	45,000	45,000
<b>Increase the availability and quality of afterschool programs</b>				
Number of children and youth attending afterschool programs for five or more hours per week	7,709	7,400	7,400	7,500
Percentage of afterschool time program participants who report that there is an adult at the funded program who really cares about them	71%	85%	85%	85%
<b>Prepare San Francisco youth 14 to 17 years old for a productive future by helping them to develop the basic skills and competencies needed to succeed in the work place</b>				
Number of 14 to 17 year olds placed in a job (subsidized or unsubsidized), internship, or on-the-job training program	3,117	2,976	2,976	3,000

# City Attorney

## Mission

To provide the highest quality legal services to the Mayor's Office, 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 core responsibility is to provide legal services to other city departments and agencies. The City Attorney is responsible for:

- 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 legal 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 City residents, businesses and neighborhoods by aggressively enforcing San Francisco's building, health, and public safety codes.
- Preparing annual reviews 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 311; or visit [www.sfgov.org/cityattorney](http://www.sfgov.org/cityattorney)

## Budget Data Summary

	2008–2009 Actual	2009–2010 Original Budget	2011–2012 Proposed	Change from 2009–2010	% Change from 2009–2010
Total Expenditures	63,670,555	63,621,054	63,324,503	(296,551)	0%
Total FTE	232.92	235.05	230.86	(4.19)	(2%)

# Budget Issues and Details

The Fiscal Year 2010–11 proposed budget of \$63.3 million for the City Attorney's Office is slightly less than its Fiscal Year 2009–10 budget of \$63.6 million. By holding positions vacant and shifting resources from General Fund to non-General Fund sources, the Department will reduce its General Fund Support by \$1.1 million, or 14 percent.

## Affirmative Litigation Program

Since 1998, the City Attorney's Affirmative Litigation Program has successfully advanced important public policy initiatives in San Francisco and across the United States, and it has proven to be of critical importance to the protection of the health, social and financial interests of San Francisco and its citizens. In collaboration with the Yale and University of California at Berkeley's Boalt Hall Law Schools, the City Attorney's affirmative litigation working group has been established to research potential litigation and explore innovative public policy litigation strategies.

For Fiscal Year 2010–11, the program will continue to focus on:

- The investigation and prosecution of public integrity cases to ensure the probity and transparency of the City's contracting and decision-making processes, and to seek damages where public funds have been misappropriated. These actions protect the integrity of the City contracting process and related City ordinances, and in many instances reform industry practices.
- The exposure and elimination of unscrupulous business practices, and the pursuit of restitution on behalf of consumers.
- The filing of anti-trust cases on behalf of the City to recover overcharges due to price fixing and other anti-trust violations.
- The development and implementation of legal strategies to end predatory lending practices, and eliminate fraud and financial abuse against senior citizens in San Francisco.

## Protecting San Francisco's Residents and Neighborhoods

The City Attorney's Neighborhood and Resident Protection team is responsible for the enforcement of municipal and state laws governing public nuisance. During Fiscal Year 2010–11, the team, through a coordinated effort with relevant City agencies, will investigate complaints of public nuisance and in appropriate circumstances enforce the law to abate that nuisance through all necessary means, including litigation. Public nuisance actions are almost certain to generate substantial penalties and the recovery of attorneys' fees and costs. In light of the economic downturn, the team will continue to focus on the collection of outstanding judgments owed to the City.

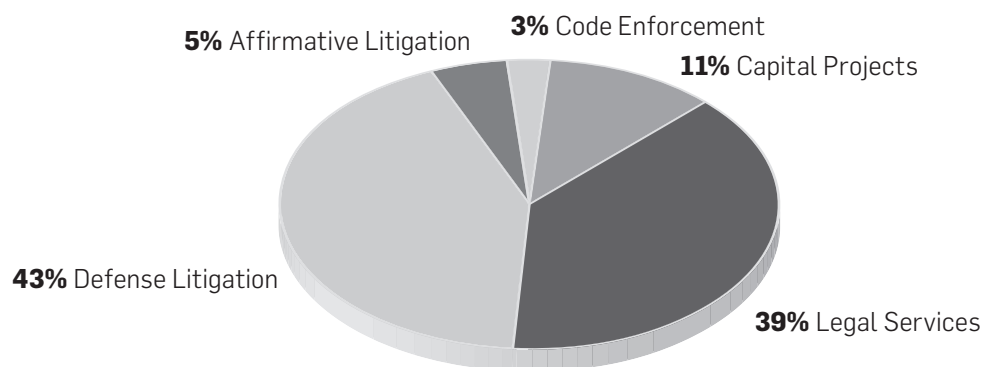
The team will also continue to abate gang-related nuisance through the civil gang injunction. The City Attorney's Office now has three permanent and active injunctions in the Mission, Western Addition and Bayview Hunters Point districts. The team cooperates with local, state and federal law enforcement to maximize success against gang-related violence in San Francisco. There has been a documented reduction in gang-related violence associated with named gang members in the safety zones defined under each civil gang injunction. Other areas in San Francisco that experience isolated instances of criminal activity may benefit from other legal options such as red light abatement or drug abatement actions. In those instances, the team will continue to work closely with the San Francisco Police Department to determine the most effective solution to abate the nuisance activity in the affected area.

## Legal Guidance on the Road to Economic Recovery

During Fiscal Year 2010–11, the City Attorney's Office will focus its resources to provide legal advice to assist in quickly implementing a variety of public infrastructure and other projects related to San Francisco's portion of the federal stimulus program and any City-adopted economic stimulus measures. The City's economic recovery strategy relies on quickly implementing large, complex infrastructure projects that create

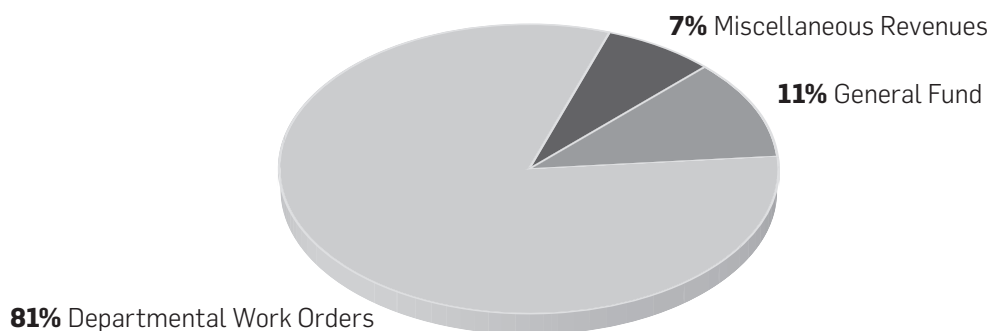
jobs and economic activity. The City Attorney's Office will be actively involved in navigating complex legal issues related to the financing, planning, environmental compliance, contracting and construction of the City's various capital improvement projects. It will also continue to provide advice and counsel and assist in negotiating agreements on other important City development projects, including the Sewer System Improvement Program, the Central Subway, the Hunters Point Shipyard, Eastern Neighborhoods Recreation and Housing projects, Treasure Island, the Transbay Terminal, Mission Bay redevelopment, San Francisco General Hospital and Laguna Honda Hospital, the Public Utilities Commission office building at 525 Golden Gate Avenue, SFO Terminal 2 and the Pier 27 Cruise Terminal.

## Expenditures by Program



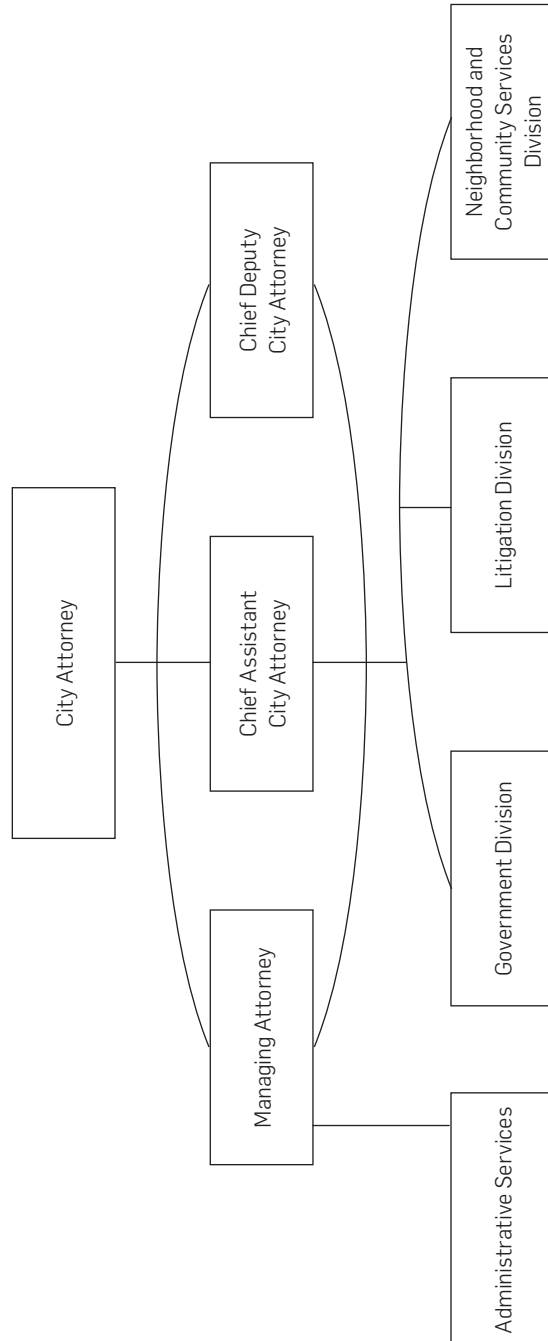
Over 80 percent of the City Attorney's expenditures are for defense litigation or legal services for other city departments.

## Revenue Sources



The majority of the City Attorney's budget is funded by reimbursements for work it performs for other city departments.

# City Attorney





# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	317.97	305.80	301.61	(4.19)	(1%)
Non-operating Positions (cap/other)	(85.05)	(70.75)	(70.75)	0.00	0
Net Operating Positions	232.92	235.05	230.86	(4.19)	(2%)
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	112,793	0	0	0	N/A
Expenditure Recovery	54,019,887	55,245,909	56,086,893	840,984	2%
General Fund Support	9,537,875	8,375,145	7,237,610	(1,137,535)	(14%)
Sources Total	63,670,555	63,621,054	63,324,503	(296,551)	0%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	39,764,753	38,864,300	37,084,808	(1,779,492)	(5%)
Fringe Benefits	9,423,986	11,921,940	13,423,283	1,501,343	13%
Professional & Contractual Services	10,435,223	8,812,355	8,952,451	140,096	2%
Materials & Supplies	158,230	147,158	132,441	(14,717)	(10%)
Services of Other Departments	3,888,363	3,875,301	3,731,520	(143,781)	(4%)
Uses - Operating Expenditures Total	63,670,555	63,621,054	63,324,503	(296,551)	0%
<b>USES BY PROGRAM RECAP</b>					
Claims	4,228,208	5,636,138	5,640,812	4,674	0%
Legal Service	56,707,347	55,249,916	54,948,691	(301,225)	(1%)
Legal Service-Paying Depts	2,735,000	2,735,000	2,735,000	0	0
Uses by Program Recap Total	63,670,555	63,621,054	63,324,503	(296,551)	0%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>CLAIMS</b>				
<b>Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims</b>				
Number of claims opened	1,756	3,500	3,514	3,580
Number of claims closed	1,851	3,800	3,682	3,700
Average number of days from claim filing to final disposition	68	80	80	100
Percent of claims denied	53%	55%	55%	55%
Percent of claims settled	47%	45%	45%	45%
<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	192	330	330	330
Average cost per piece of legislation drafted	\$4,316	\$4,200	\$3,475	\$3,475
Number of Board-generated work assignments	271	174	175	218
<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.	92,627	160,650	160,650	160,650
Total cost of responses to requests for advice and counsel, in millions.	\$19.7	\$18.3	\$19.2	\$19.2
<b>LEGAL SERVICE-PAYING DEPTS</b>				
<b>Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government</b>				
Number of tort litigation cases opened	284	500	492	525
Number of tort litigation cases closed	233	500	500	525
Average cost per tort litigation case	\$49,843	\$41,000	\$41,875	\$45,000
Value of judgments/settlements against the City, in millions	\$10.2	\$15.7	\$31.4	\$35.0

## Mission

The Planning Department promotes the orderly, harmonious use of land and improved quality of life for our diverse community and future generations.

## Services

The Department guides future growth, improvement and development of the City.

**Citywide Planning** maintains the City's General Plan and develops planning code controls and other regulations that implement the General Plan.

**Neighborhood Planning** reviews project applications, provides public information, and implements code enforcement and historic preservation programs.

**Environmental Review** prepares state and federally mandated environmental review documents for the City and County of San Francisco.

**Administration** includes the Director's Office, Zoning Administrator, Commission functions, and the Chief Administrative Officer functions which support department-wide services. These include Information Technology, Finance, Personnel and Training, and Special Projects such as the integrated permit tracking system project.

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	22,448,685	23,891,191	23,983,134	91,943	0%
Total FTE	157.38	149.35	146.32	(3.03)	(2%)

# Budget Issues and Details

## Adjusting Planning's Work Program to Core Functions and Completion of Work Already Underway

The current economic downturn has had a significant impact on real estate development and construction projects in San Francisco. This downturn has caused the Department to experience sharp declines in permit and case volume and resulting fee revenue for the past two fiscal years. However, based on recent permit activity and financial forecasts from the Controller's Office, it is likely that this decline has begun to level off and application volume may modestly improve in Fiscal Year 2010–11.

During the economic downturn, the Department reallocated some resources from private project review to public projects and to long range planning to match workload demands. The Department will continue in Fiscal Year 2010–11 to partner with other City agencies, specifically the Redevelopment Agency, the Port, and the PUC, to complete planning efforts and advance quality public projects. These partnerships combined with grant support and a modest fee increase, allow the Department to reduce its General Fund allocation, while maintaining staff resources to meet workload demands.

The Fiscal Year 2010–11 budget focuses resources on core functions which include application review, environmental analysis, code enforcement, historic preservation, Citywide Planning, and administrative and support functions necessary for operational effectiveness. The budget proposal includes 147.3 FTEs, which is a 7.3 FTE or 4.7 percent reduction from the Fiscal Year 2009–10 position count. The Department's "Action Plan", which includes thirty recommendations to improve customer service, will be substantially complete at the end of Fiscal Year 2009–10. The efficiency gains from implementing the Action Plan will allow the Department to maintain the level of service for application review of private applicants while reducing the FTE count.

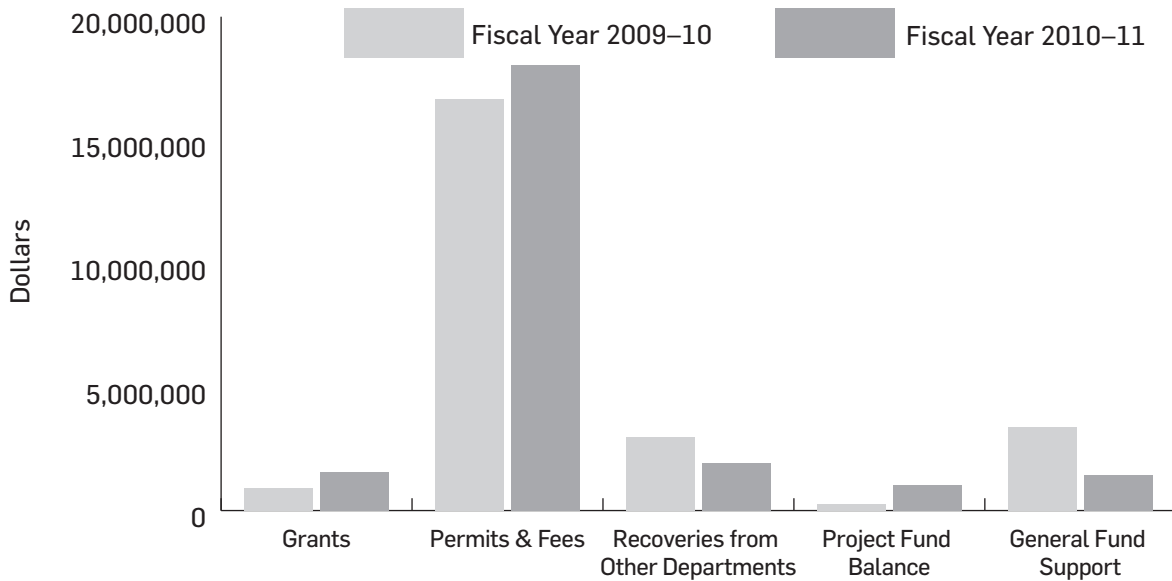
A fee increase of 2.04 percent over the automatic CPI adjustment supports, at a reduced size, the Code Enforcement and Historic Preservation Survey programs which were previously General Fund supported. Limited funds, including a decreased level of General Fund support, will postpone work on public projects without alternative sources, such as the Preservation Element and India Basin.

Working within fiscal constraints, the Fiscal Year 2010–11 budget devotes resources to laying the groundwork for land use decisions during San Francisco's next period of economic growth. As a result, the Fiscal Year 2010–11 budget provides resources to complete planning efforts already underway, such as the Transit Center District Plan effort, and to initiate focused planning efforts in critical areas, such as the Central Subway Corridor Planning, to shape how growth will occur once the economy begins to improve.

## Moving from Planning to Implementation

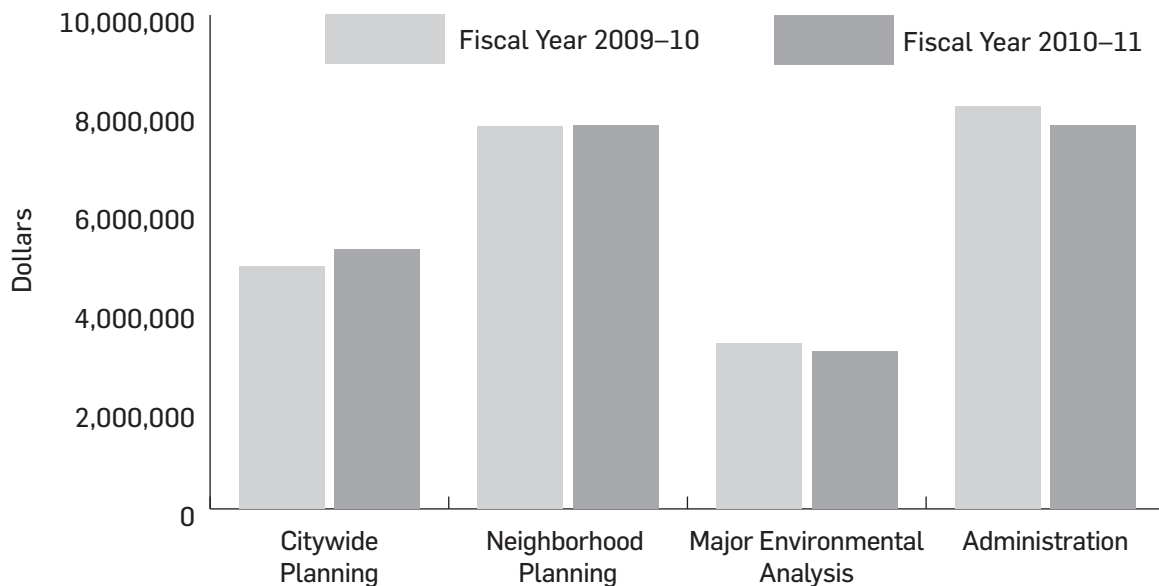
Finally, the Fiscal Year 2010–11 budget focuses resources on implementing adopted Area Plans. With major rezoning efforts adopted recently including Eastern Neighborhoods, Market and Octavia, and Balboa Park, the Department is now directing its efforts to ensure the appropriate and meaningful implementation of those plans. The Fiscal Year 2010–11 budget includes funding for the continuation of an Implementation team within the Department which was established in Fiscal Year 2009–10.

## Planning Department Sources of Funds



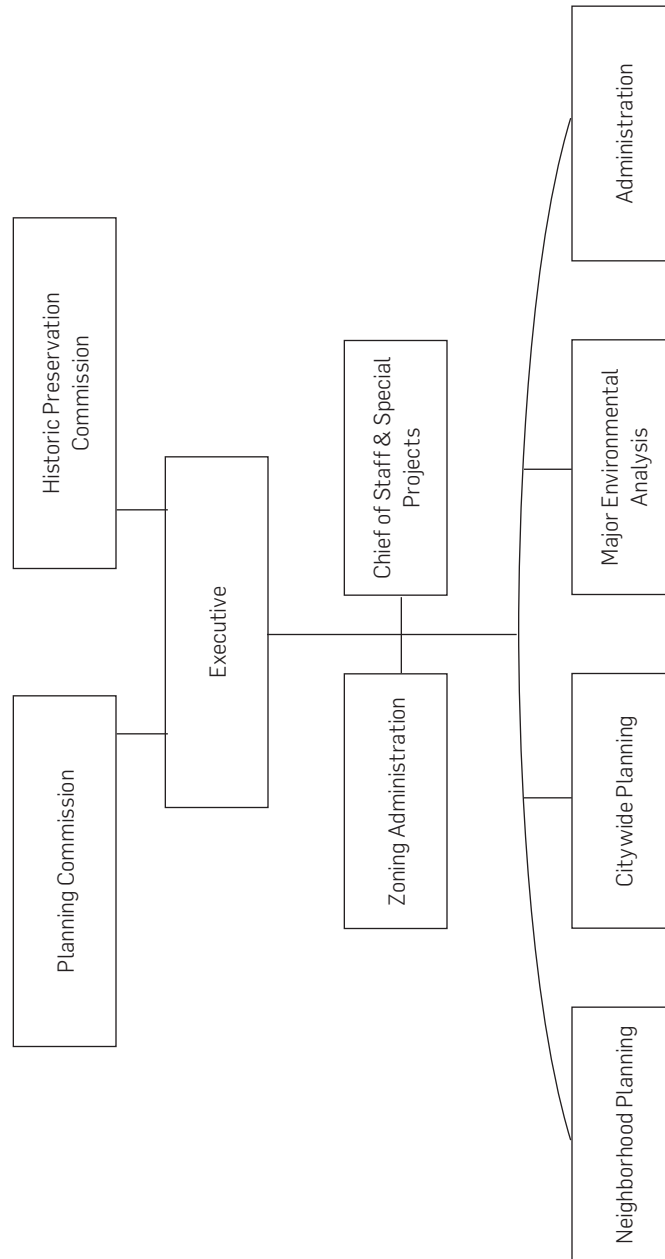
For Fiscal Year 2010-11, Planning has reduced general fund support from \$3.4 million to \$1.4 million. This reduction includes the removal of one-time funds for augmented Citywide Planning efforts and the integrated permit tracking system, as well as \$0.8 million in additional reductions.

## Planning Department Resource Allocation



While Planning's total operating budget is decreasing, the Department is spending more on Citywide Planning.

# City Planning



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	162.92	154.60	147.32	(7.28)	(5%)
Non-operating Positions (cap/other)	(5.54)	(5.25)	(1.00)	4.25	(81%)
Net Operating Positions	157.38	149.35	146.32	(3.03)	(2%)
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	0	0	1,200,000	1,200,000	N/A
Intergovernmental Revenue - State	70,000	20,000	270,000	250,000	N/A
Intergovernmental Revenue - Other	427,470	736,813	0	(736,813)	(100%)
Charges for Services	15,429,238	16,548,911	18,023,730	1,474,819	9%
Other Revenues	135,882	239,632	86,100	(153,532)	(64%)
Expenditure Recovery	1,485,991	2,983,029	1,930,797	(1,052,232)	(35%)
Fund Balance	0	0	1,050,000	1,050,000	N/A
General Fund Support	4,900,104	3,362,806	1,422,507	(1,940,299)	(58%)
Sources Total	22,448,685	23,891,191	23,983,134	91,943	0%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	12,979,706	13,429,428	12,969,033	(460,395)	(3%)
Fringe Benefits	3,788,654	4,823,538	5,221,139	397,601	8%
Overhead	379,614	0	214,474	214,474	N/A
Professional & Contractual Services	1,567,656	1,665,448	1,951,488	286,040	17%
Materials & Supplies	130,775	179,660	153,128	(26,532)	(15%)
Equipment	39,770	13,248	22,280	9,032	68%
Services of Other Departments	3,562,510	4,029,869	3,451,592	(578,277)	(14%)
Uses - Operating Expenditures Total	22,448,685	24,141,191	23,983,134	(158,057)	(1%)
<b>USES - PROJECT EXPENDITURES</b>					
Capital Projects	0	(250,000)	0	250,000	(100%)
Uses - Project Expenditures Total	0	(250,000)	0	250,000	(100%)
<b>USES BY PROGRAM RECAP</b>					
Administration/Planning	6,762,998	8,140,232	7,766,759	(373,473)	(5%)
Current Planning	8,104,711	7,739,747	7,774,409	34,662	0%
Long Range Planning	4,543,523	4,656,771	5,260,083	603,312	13%
Major Environmental Analysis/Planning	3,037,453	3,354,441	3,181,883	(172,558)	(5%)
Uses by Program Recap Total	22,448,685	23,891,191	23,983,134	91,943	0%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>CURRENT PLANNING</b>				
<b>Perform timely and comprehensive review of project applications.</b>				
Percentage of all building permits in which assignment is made within 14 days	86%	90%	90%	90%
Percentage of all variance applications decided within 120 days	45%	50%	50%	50%
Percentage of conditional use applications requiring Commission action brought to hearing within 90 days	22%	40%	30%	40%
Percentage of all environmental review applications completed within 180 days	15%	50%	20%	50%
Average time between application filing and planner assignment for environmental evaluations, in days	57	30	40	40
<b>Strengthen the Code Enforcement program through the utilization of better mechanisms to compel compliance</b>				
Degree to which project milestones for the sign survey program are timely met	4	4	4	4
<b>LONG RANGE PLANNING</b>				
<b>Continue the General Plan element updates</b>				
Degree to which Housing Element Update project milestones are met within four weeks of deadline (increasing scale of 1-5)	4	4	4	4



# Civil Service Commission

## Mission

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

## Services

The Civil Service Commission (CSC) provides the following services:

- Establishes rules, policies and procedures to carry out the civil service merit system for public service employment; administers appeals and requests for hearings on the decisions of the Human Resources Director and the Municipal Transportation Agency's Director of Transportation; provides training and education about the merit system; and monitors the operation of the merit system through inspection services and audits.
- The Department 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.
- Educates the public through increased awareness of the Civil Service Commission's functions and services through publications and expanding information on its website.

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	800,081	805,694	804,112	(1,582)	0%
Total FTE	5.85	5.85	5.76	(0.09)	(2%)

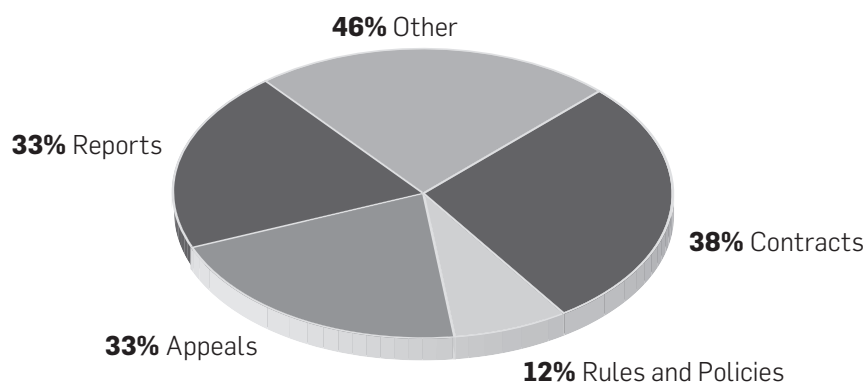
# Budget Issues and Details

The Civil Service Commission is proposing a \$804,112 budget for Fiscal Year 2010–11. This represents no increase from the Fiscal Year 2009–10 budget. The Department anticipates no changes in staffing levels. The expenditure increases are primarily due to employee benefits costs and mail services.

In the Fiscal Year 2010–11 budget, the Department has made reductions in its materials and supplies budget. Additionally, the Department has made a reduction in its salaries. The proposed budget does maintain current staffing levels so the Department can continue to perform its core functions as mandated by the Charter.

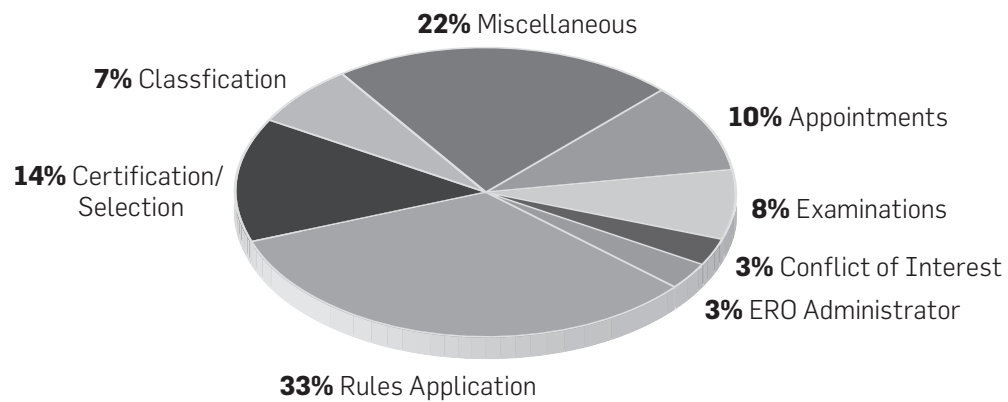
Despite the challenges presented by reduced resource levels, the Commission will ensure efficient response times to all matters coming before the Commission. The Commission anticipates addressing appeals and conducting merit system audits at the same levels as the current year. Additionally, in Fiscal Year 2010–11 the staff will strive to resolve more appeals and forward them to the Commission.

## Matters heard in the Civil Service Commission



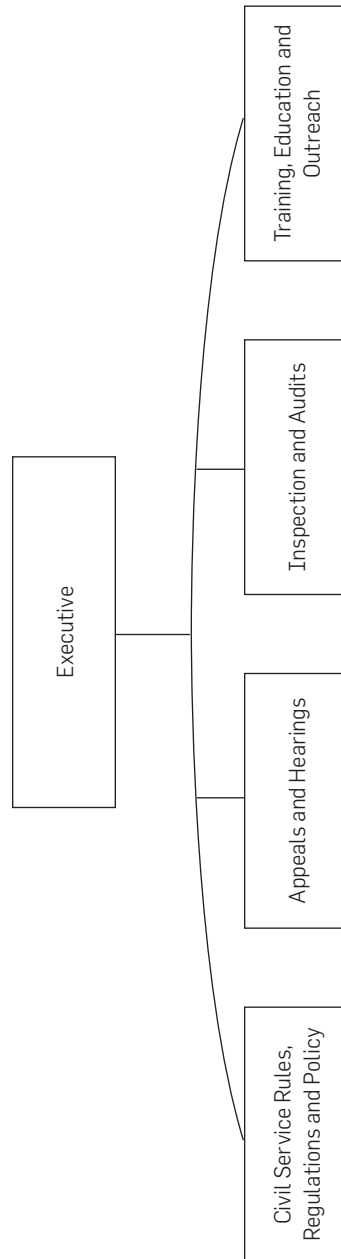
The Civil Service Commission oversees the merit system by: 1) hearing appeals of job examinations, classifications, future employment restrictions; 2) considering proposed Charter amendments, rules, and policy changes; 3) reviewing proposed personal services contracts; 4) hearing reports on merit system operations; and 5) reviewing other matters under the jurisdiction of the Civil Service Commission.

## Types of Inspection Services



The Civil Service Commission conducts audits and investigations to review the operation of the merit system and to respond to merit system issues presented by applicants, employees, employee organizations representatives, advocates, and members of the public.

# Civil Service Commission



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	5.85	5.85	5.76	(0.09)	(2%)
Net Operating Positions	5.85	5.85	5.76	(0.09)	(2%)
<b>SOURCES</b>					
Expenditure Recovery	241,342	310,000	310,000	0	0
General Fund Support	558,739	495,694	494,112	(1,582)	0%
Sources Total	800,081	805,694	804,112	(1,582)	0%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	526,574	521,554	503,066	(18,488)	(4%)
Fringe Benefits	152,152	167,279	186,364	19,085	11%
Professional & Contractual Services	9,834	10,300	10,300	0	0
Materials & Supplies	1,449	3,500	3,395	(105)	(3%)
Services of Other Departments	110,072	103,061	100,987	(2,074)	(2%)
Uses - Operating Expenditures Total	800,081	805,694	804,112	(1,582)	0%
<b>USES BY PROGRAM RECAP</b>					
Civil Service Commission	800,081	805,694	804,112	(1,582)	0%
Uses by Program Recap Total	800,081	805,694	804,112	(1,582)	0%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>CIVIL SERVICE COMMISSION</b>				
<b>Support Commission in resolving civil service issues</b>				
Percentage of appeals and requests for hearings processed within seven days	98%	100%	100%	100%
Percentage of appeals resolved and forwarded to the Commission in the fiscal year	53%	60%	60%	65%
The percentage of completed responses to Inspection Service requests within 60 days	90%	75%	75%	75%
The number of merit system audits conducted and completed in the fiscal year	5	6	6	6

## Mission

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

As the chief accounting officer and auditor for the City and County of San Francisco, the Controller is responsible for financial systems, procedures, internal controls and reports on the City's fiscal condition. The Controller provides a variety of support services in the following divisions:

**Accounting Operations and Systems** controls the financial activities of the City including certifying contracts, paying vendors, approving personnel requisitions and maintaining oversight of departmental expenditures on a continuous basis to assess the overall fiscal condition of the City. The division is also responsible for producing the City's annual audited financial statements, maintaining and managing the City's financial information systems and producing the Countywide Cost Allocation Plan (COWCAP).

**Budget and Analysis** provides fiscal management and oversight, budgetary planning and financial analyses for the City. The division implements and controls budgetary changes, balances revenues with expenditures and projects the mid-year and year-end financial condition of the City. The Budget and Analysis Division also provides financial, budgetary, and economic information to a wide range of customers, including the Mayor, Board of Supervisors, city departments, rating agencies, community stakeholders, and the press.

**City Services Auditor** conducts financial and performance audits of departments, agencies, concessions and contracts. The division has broad authority for benchmarking, performance management and best practices.

**Payroll/Personnel Services** provides payroll services for 27,000 City employees and ensures compliance with local, state and federal law, wage and hour regulations.

**Economic Analysis** reports on pending city legislation that has a potential and substantial economic impact on the City. The office analyzes proposed legislative and policy changes on attracting and retaining businesses, job creation, tax and fee revenues and other matters relating to the overall economic health of the City.

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

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

# Budget Data Summary

	2008–2009 Actual	2009–2010 Original Budget	2011–2012 Proposed	Change from 2009–2010	% Change from 2009–2010
Total Expenditures	24,988,693	40,746,580	33,337,835	(7,408,745)	(18%)
Total FTE	197.59	180.32	195.18	14.86	8%

## Budget Issues and Details

In Fiscal Year 2010–11 the Office of the Controller will have a \$33.3 million operating budget, including \$11.6 million in General Fund support. This is a 18 percent reduction overall and a 10 percent reduction to the General Fund. The staffing increase of 15 FTE is due to the transfer of 22 FTE Project eMerge from the Department of Human Resources in Fiscal Year 2009–10, offset by position deletions and increased salary savings. The reduction in General Fund support was achieved through a concerted effort by the Controller to capture administrative savings as well as identify vacant positions that could be deleted or budgeted at lower classifications levels.

### New Budget System

Implemented in Fiscal Year 2009–10, the Controller's new budget system has been a huge success by providing greater access to information and analytical tools to City departments to improve and streamline the budget process. The new system also provides the ability to project multi-year budgeting, in accordance with a new Charter amendment approved in November 2009 that requires the City to implement two-year budgeting cycle. Beginning in Fiscal Year 2010–11 and Fiscal Year 2011–12, the City is conducting a two-year budgeting pilot with three enterprise City departments. The Controller anticipates beginning two year budgeting for the rest of the City in Fiscal Year 2012–13.

### eMerge

In 2007–08, the City embarked on a three-year project to establish eMerge, an integrated Human Resources, Benefits Administration and Payroll system. This consolidated system will provide web-based, standardized functions for recruitment, hiring, position management, workforce and personnel administration, benefits administration, time and attendance reporting, project and labor distribution, credentialing of the workforce, and management of the disaster service worker program.

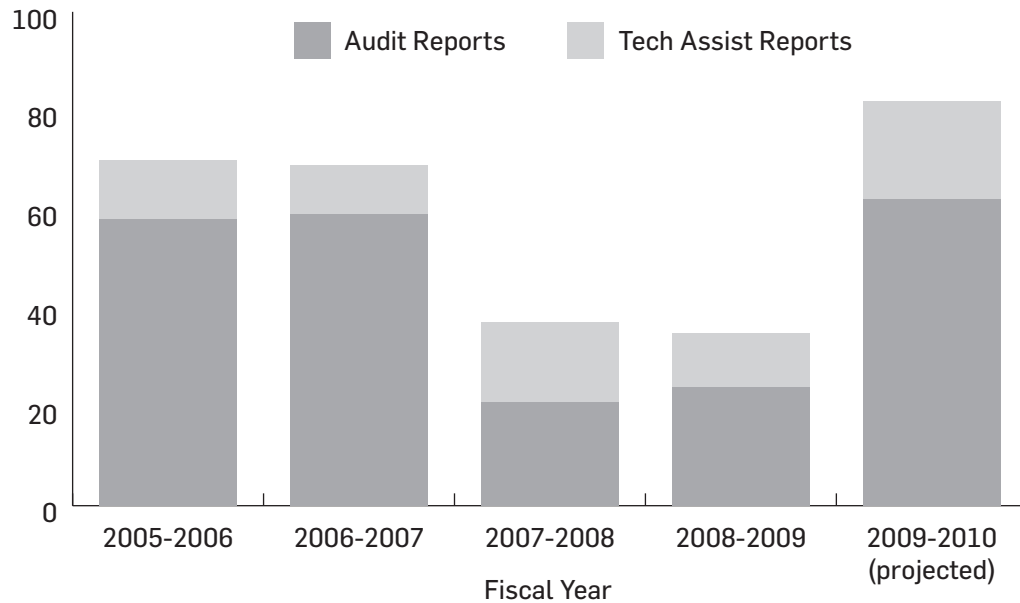
In November 2009, Project eMerge was consolidated into the Controller's Office. A Transfer of Function from the Department of Human Resources to the Controller's Office was executed to formalize the movement of function and staff. The eMerge project is currently in the design and development stage, with expected completion of selected phases in Fiscal Year 2010–11 and into Fiscal Year 2011–12.

### Financial System Replacement Project

In Fiscal Year 2010–11 the Controller will begin the initial scoping and analysis for implementing a new Financial System for the City. The current financial system was developed in the mid-1970's as a mainframe-based legacy system that has been improved over the years with upgraded versions of the software, improved reporting and a front-end user interface. However, the core system cannot support additional enhancements and functionality that are needed to meet various financial requirements and financial reporting demands. After the scoping project is complete, the replacement of the City's financial systems will be a multi-year project led by the Controller's Office that will include systems evaluation and selection, design, development training, and implementation.

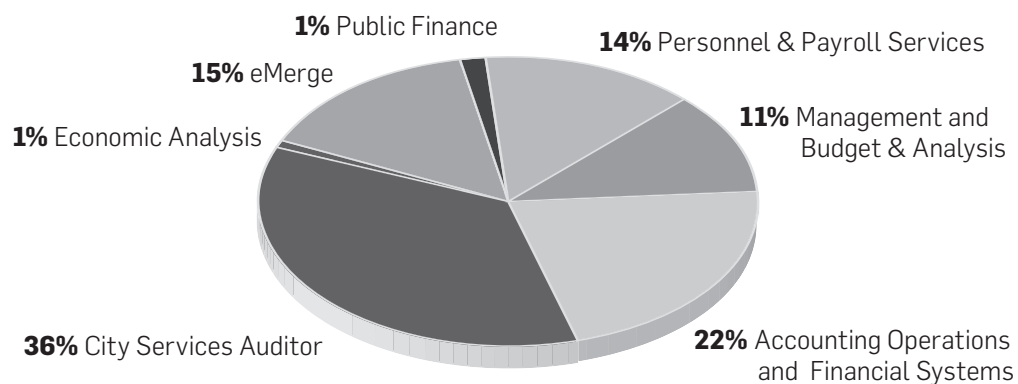


## Public Audit and Technical Assistance Reports Issued



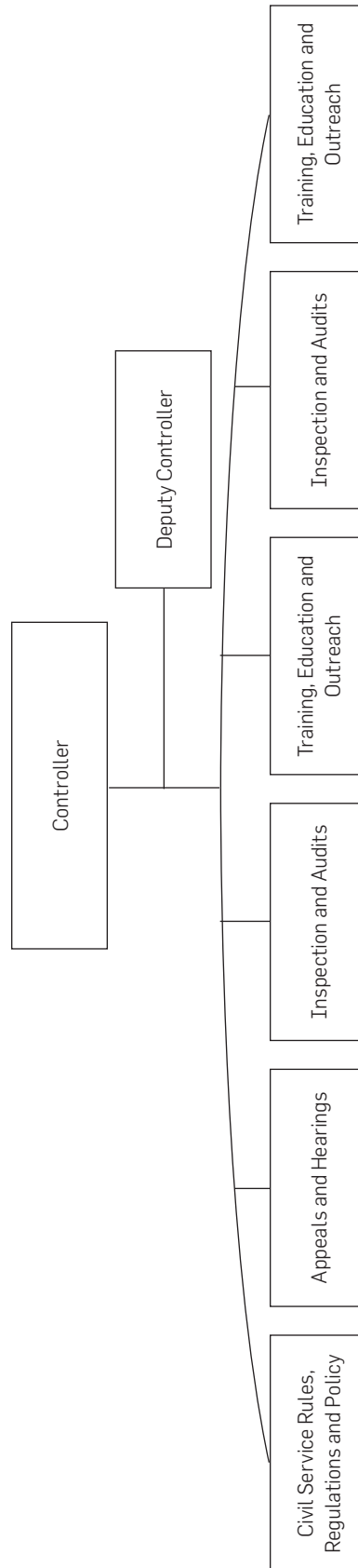
The City Service Auditor division projects that by the end of Fiscal Year 2009-10 it will have issued a total of 293 audit and technical assistance reports to the public over the last five years.

## Resources by Service Area



Resources by service area reflect the high priority of the City Service Auditor (CSA) and the Accounting Operations and Financial Systems divisions that, together, represent 57 percent of funding and 52 percent of staffing resources. Under the Charter CSA is required to receive a budget of at least 0.2 percent of the City's overall budget.

# Controller



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	228.36	213.32	214.63	1.31	1%
Non-operating Positions (cap/other)	(30.77)	(33.00)	(19.45)	13.55	(41%)
Net Operating Positions	197.59	180.32	195.18	14.86	8%
<b>SOURCES</b>					
Local Taxes	39,723	36,360	36,360	0	0
Charges for Services	378,652	328,326	365,826	37,500	11%
Other Revenues	20,492	0	0	0	N/A
Transfers In	20,492	0	0	0	N/A
Expenditure Recovery	14,714,068	27,523,641	21,376,044	(6,147,597)	(23%)
General Fund Support	9,815,266	12,858,253	11,559,605	(1,298,648)	(10%)
Sources Total	24,988,693	40,746,580	33,337,835	(7,408,745)	(18%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	15,801,992	16,679,457	17,942,909	1,263,452	8%
Fringe Benefits	4,099,113	5,440,846	6,696,407	1,255,561	23%
Professional & Contractual Services	2,670,361	14,773,411	6,470,825	(8,302,586)	(56%)
Materials & Supplies	194,989	394,517	441,478	46,961	12%
Equipment	0	902,000	39,752	(862,248)	(96%)
Services of Other Departments	1,756,770	2,556,349	1,746,464	(809,885)	(32%)
Transfers Out	465,468	0	0	0	N/A
Transfer Adjustments-Use	2	0	0	0	N/A
Uses - Operating Expenditures Total	24,988,693	40,746,580	33,337,835	(7,408,745)	(18%)
<b>USES BY PROGRAM RECAP</b>					
Accounting Operations And Systems	7,425,347	8,247,747	7,595,270	(652,477)	(8%)
Budget & Payroll System	150,000	0	0	0	N/A
City Services Auditor	7,619,557	12,395,940	11,517,565	(878,375)	(7%)
Economic Analysis	330,106	280,730	288,979	8,249	3%
Management Information System	0	10,355,982	0	(10,355,982)	(100%)
Management, Budget And Analysis	3,784,366	3,781,531	3,856,949	75,418	2%
Non Program	315,468	0	0	0	N/A
Payroll And Personnel Services	5,166,413	5,186,083	9,573,417	4,387,334	85%
Public Finance	197,436	498,567	505,655	7,088	1%
Uses by Program Recap Total	24,988,693	40,746,580	33,337,835	(7,408,745)	(18%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ACCOUNTING OPERATIONS AND SYSTEMS</b>				
<b>Ensure that the City follows appropriate accounting procedures</b>				
Number of findings of material weakness in annual City audit	0	0	0	0
<b>Provide accurate, timely financial reporting</b>				
City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)	1	1	1	1
<b>CITY SERVICES AUDITOR</b>				
<b>Provide effective consulting and technical assistance to City departments to improve their operations</b>				
Percentage of client and auditee ratings that are good or excellent	95%	95%	95%	95%
<b>ECONOMIC ANALYSIS</b>				
<b>Provide timely economic and operational analyses to inform legislation and management decisions</b>				
Percentage of OEA economic impact reports completed by the hearing date	91%	100%	90%	100%
<b>MANAGEMENT, BUDGET AND ANALYSIS</b>				
<b>Provide accurate, timely information to support fiscal planning</b>				
Percentage by which actual revenues vary from budget estimates	-4.42%	2.00%	-1.00%	3.00%
<b>PAYROLL &amp; PERSONNEL SERVICES</b>				
<b>Provide accurate, timely financial transactions</b>				
Percentage of payroll transactions not requiring correction	100%	99%	99%	99%
<b>PUBLIC FINANCE</b>				
<b>Reduce the City's debt service costs through bond refinancings</b>				
Ratings of the City's General Obligation Bonds - Average of Three Rating Agencies (1 equals top half of investment ratings)	1	1	1	1

# County Education

## Mission

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

## Services

In Fiscal Year 2002–03, 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 Fiscal Year 2010–11:

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 DCYF department section.

In March 2004 voters approved Proposition H, creating a Public Education Enrichment Fund and requiring that the City deposit gradually increasing amounts of funding each year to support programs at the Unified School District and First Five San Francisco. The total funding obligation for Fiscal Year 2010–11 is \$43.9 million. More detail about this program can be found in the department section 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 Fiscal Year 2010–11 can be found in the DCYF department section.

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

## Budget Data Summary

	2008–2009 Actual	2009–2010 Original Budget	2011–2012 Proposed	Change from 2009–2010	% Change from 2009–2010
Total Expenditures	79,705	80,129	77,236	(2,893)	(4%)
Total FTE	0.99	0.99	0.99	0.00	–

# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	10.99	10.99	10.99	0.00	0
Non-operating Positions (cap/other)	(10.00)	(10.00)	(10.00)	0.00	0
Net Operating Positions	0.99	0.99	0.99	0.00	--
<b>SOURCES</b>					
Other Revenues	1,479	0	0	0	N/A
General Fund Support	78,226	80,129	77,236	(2,893)	(4%)
Sources Total	79,705	80,129	77,236	(2,893)	(4%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	58,379	59,519	53,421	(6,098)	(10%)
Fringe Benefits	21,326	20,610	23,815	3,205	16%
Uses - Operating Expenditures Total	79,705	80,129	77,236	(2,893)	(4%)
<b>USES BY PROGRAM RECAP</b>					
County Education Services	79,705	80,129	77,236	(2,893)	(4%)
Uses by Program Recap Total	79,705	80,129	77,236	(2,893)	(4%)

# District Attorney

## 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 and to provide support services to victims of violent crimes.

## 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 Prosecution** investigates and prosecutes serious and violent offenses including homicides, sexual assault, child assault, domestic violence, robbery, assault with a deadly weapon, trafficking, and assault inflicting great bodily injury.

**Misdemeanor Prosecution** investigates and prosecutes misdemeanor street crimes such as assault and battery, driving under the influence, theft, weapons possession and vandalism.

**Special Operations Prosecution** investigates and prosecutes identity theft, financial fraud, consumer fraud, elder abuse, environmental crimes, and public integrity crimes.

**Victim Services** provides various support services to over 4,000 victims of crime annually. Victim Services provides a range of support and services to victims, including crisis intervention, court accompaniment, and helping victims apply for State Victim Witness Compensation Funds so they can get reimbursed for medical expenses, mental health support or therapy, or funeral costs if necessary. In 2009, victims in San Francisco received over 3.5 million in compensation from the State.

**Support Services** provides financial, clerical, legal, technological and human resource support to the department's attorneys.

**Work Order and Grants** provides services such as Workers' Compensation fraud investigation, Victims of Crime Compensation Fund, Victim Witness Assistance, and participates in specialized projects funded by state and federal grants.

For more information, call (415) 553-1752 or 311; or visit [www.sfdistrictattorney.org](http://www.sfdistrictattorney.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Original Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	39,585,019	39,177,861	39,432,217	254,356	1%
Total FTE	261.29	240.89	242.34	1.45	1%

# Budget Issues and Details

## Investigation and Prosecution of Serious Crimes

Prosecuting serious crimes is a high priority for the District Attorney (DA). In 2009, over 5,700 felony cases resulted in convictions and the city's felony conviction rate remained steady with 2008, the highest conviction rate since 1995. Over 80 percent more serious and violent offenders were sentenced to state prison in 2009 compared to 2003. Improved felony conviction rates and increased prison sentences continued to take place despite the increased strain on resources. Over 16,000 felony arrests occurred in 2009 and felony filings and motions to revoke probation increased by 22 percent from 2007 to 2009. These numbers show that the DA is improving accountability for offenders and justice for victims and making a tangible difference for residents across the city.

## Prosecution of Quality of Life Crimes and Street Crimes

The DA continues to prosecute quality of life and street crimes that impact the daily lives of San Franciscans, such as DUIs, weapons possession, theft, drugs, and vandalism. Over 2,200 misdemeanor arrests resulted in a conviction in 2009. In addition, since the inception of the Community Justice Center, the District Attorney's office has appeared in over 2500 cases.

## Preventing Recidivism

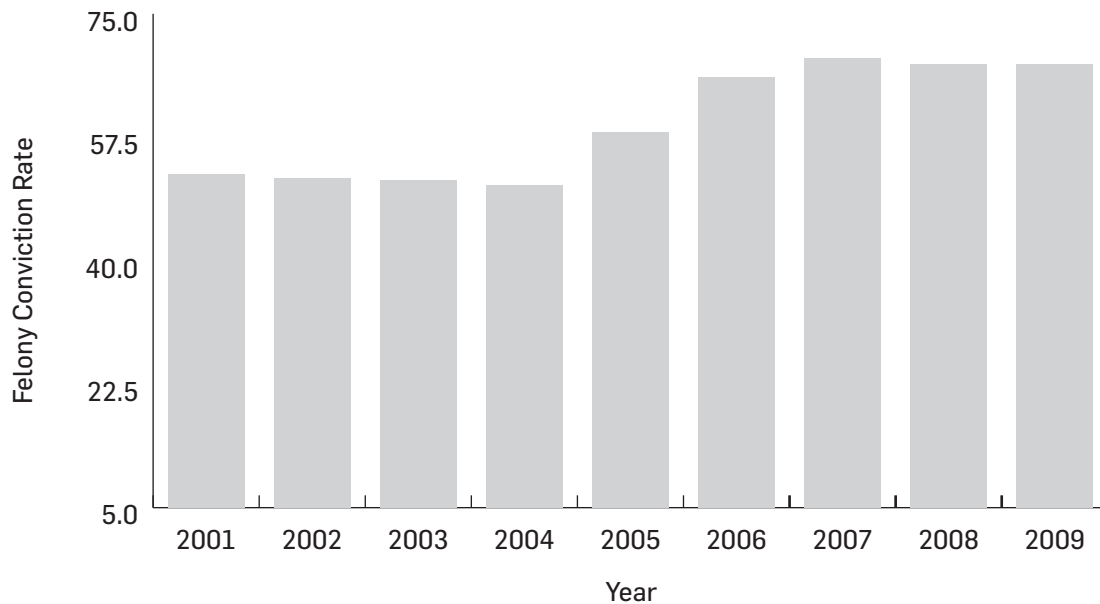
Repeat offenders are a threat to public safety because over 70 percent of former prisoners will commit another crime within three years of being released. To prevent repeat offending, the DA is leading a reentry initiative, entitled "Back On Track," an accountability-based program that works to ensure former drug offenders do not re-offend by closely supervising them as they move through school, job training and into the mainstream workforce. "Back On Track" has reduced re-offending among reentering, first-time drug offenders from 53 percent to less than 10 percent, and it costs \$5,000 per participant, compared to \$35,000 for a year in county jail.

## District Attorney's Office Brings Federal Grant Money to San Francisco

In 2009, the Department applied for and received over \$3 million in federal grants to assist in specific prosecution efforts. Specifically, the office received \$1.06 million in Byrne JAG federal grant monies to fund efforts to decrease mortgage and investment fraud in San Francisco and protect vulnerable homeowners by (1) creating a Mortgage and Investment Fraud Unit in the DA's Office, and (2) conducting a multi-agency public education campaign to empower homeowners and improve neighborhood conditions. The additional funding provided for efforts to assist in the prosecution of batterers who victimize individuals with limited English proficiency, decrease elder abuse and tackle truancy issues.

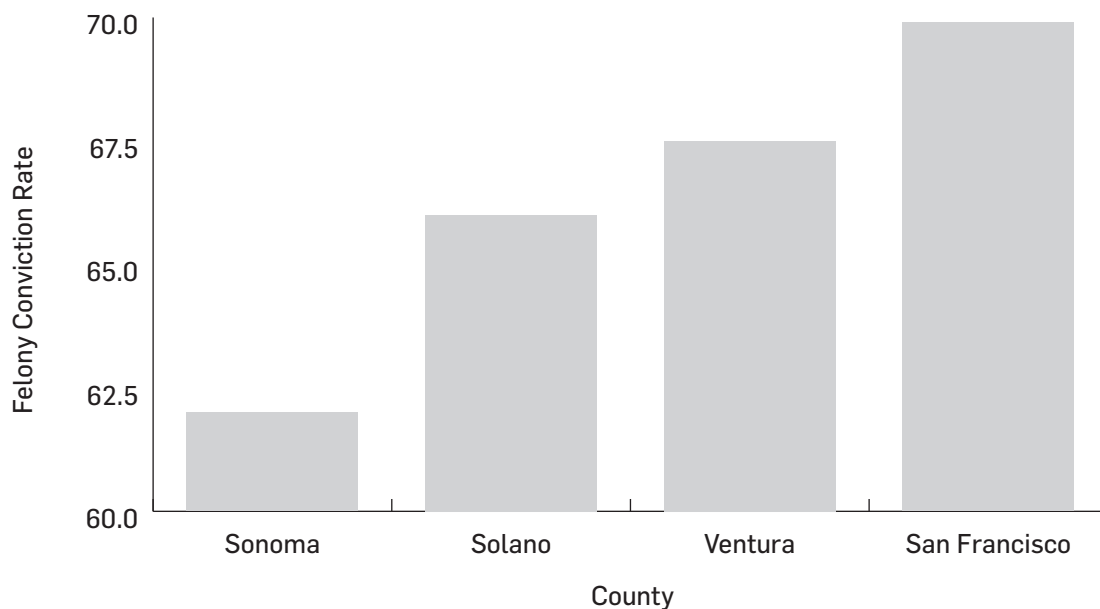


## Felony Conviction Rate



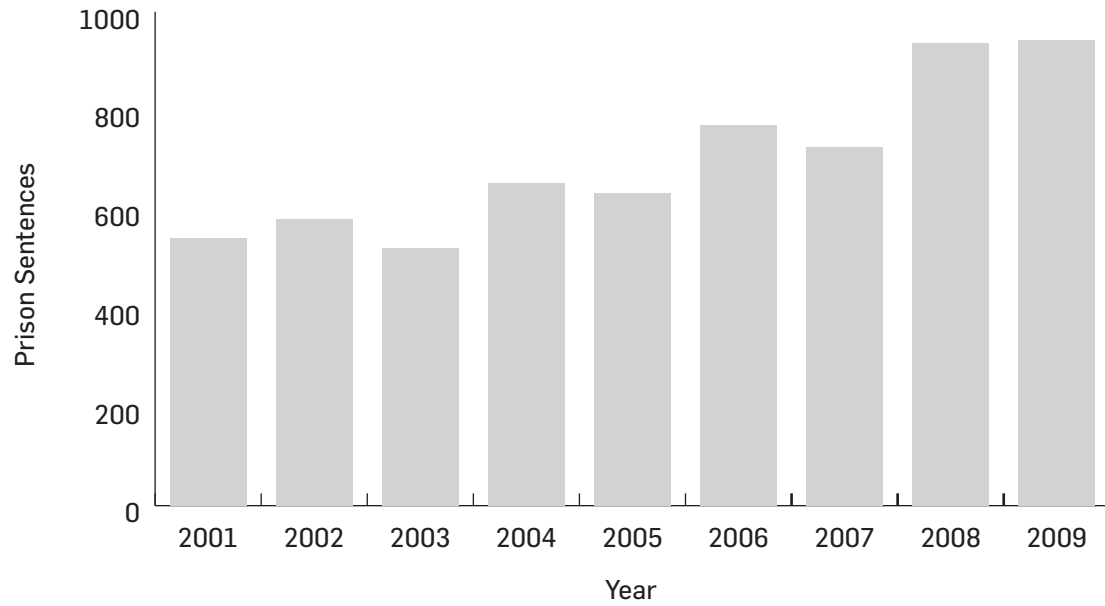
The felony conviction rate rose in 2005 and has remained steady for the past three years.

## Comparison to Other Counties



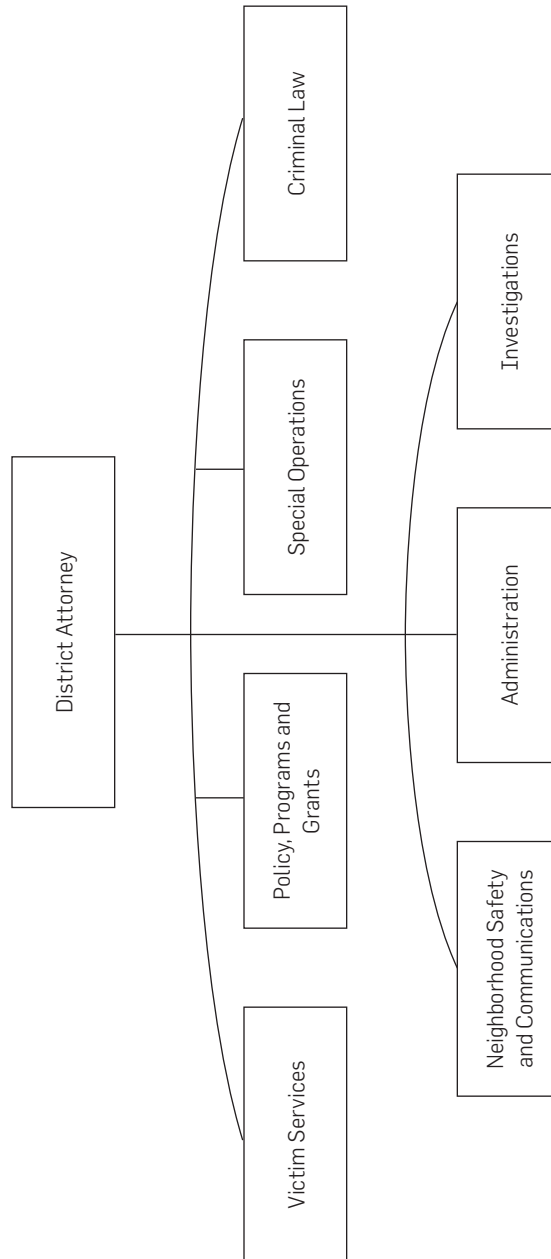
San Francisco has a higher felony conviction rate than Sonoma, Solano and Ventura counties.

## Prison Sentences



The number of prison sentences has been increasing steadily for the past nine years.

# District Attorney



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	266.54	246.14	248.59	2.45	1%
Non-operating Positions (cap/other)	(5.25)	(5.25)	(6.25)	(1.00)	19%
Net Operating Positions	261.29	240.89	242.34	1.45	1%
<b>SOURCES</b>					
Licenses & Fines	113,139	0	0	0	N/A
Intergovernmental Revenue - Federal	1,389,686	1,221,671	1,107,106	(114,565)	(9%)
Intergovernmental Revenue - State	3,309,720	3,722,790	3,437,249	(285,541)	(8%)
Charges for Services	643,176	846,208	703,274	(142,934)	(17%)
Expenditure Recovery	2,036,413	1,340,260	1,471,534	131,274	10%
Fund Balance	238,168	396,273	554,080	157,807	40%
General Fund Support	31,854,717	31,650,659	32,158,974	508,315	2%
Sources Total	39,585,019	39,177,861	39,432,217	254,356	1%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	28,935,793	27,558,995	26,922,695	(636,300)	(2%)
Fringe Benefits	6,233,907	7,852,588	8,814,681	962,093	12%
Overhead	0	0	4,807	4,807	N/A
Professional & Contractual Services	1,934,824	2,068,527	1,987,462	(81,065)	(4%)
Aid Assistance / Grants	258,968	172,992	332,692	159,700	92%
Materials & Supplies	312,148	222,555	258,243	35,688	16%
Equipment	85,009	42,868	36,725	(6,143)	(14%)
Services of Other Departments	1,816,235	1,230,395	1,074,912	(155,483)	(13%)
Uses - Operating Expenditures Total	39,576,884	39,148,920	39,432,217	283,297	1%
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	8,135	28,941	0	(28,941)	(100%)
Uses - Project Expenditures Total	8,135	28,941	0	(28,941)	(100%)
<b>USES BY PROGRAM RECAP</b>					
Administration - Criminal & Civil	1,142,542	1,220,210	1,242,781	22,571	2%
Career Criminal Prosecution	757,364	808,637	825,749	17,112	2%
Child Abduction	823,511	866,296	1,047,373	181,077	21%
Family Violence Program	752,006	792,651	856,935	64,284	8%
Felony Prosecution	22,738,102	22,182,773	22,558,163	375,390	2%
Misdemeanor Prosecution	2,208,134	2,349,374	2,151,118	(198,256)	(8%)
Support Services	4,427,536	4,769,199	4,670,509	(98,690)	(2%)
Work Orders & Grants	6,735,824	6,188,721	6,079,589	(109,132)	(2%)
Uses by Program Recap Total	39,585,019	39,177,861	39,432,217	254,356	1%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>FAMILY VIOLENCE PROGRAM</b>				
<b>Assist victims to recover in the aftermath of crime</b>				
Number of victims provided with crisis intervention services	3,118	4,350	2,900	2,900
<b>FELONY PROSECUTION</b>				
<b>Hold felony offenders accountable for their crimes</b>				
Number of adult felony arrests reviewed	16,441	17,500	17,500	17,500
Number of adult felony arrests charged or handled by probation revocation	8,928	11,000	11,000	11,000
Average number of adult felony cases handled per felony trial attorney	118	132	132	132
<b>Effectively prosecute homicide cases</b>				
Average number of cases handled per attorney in the homicide unit	10	10	10	10
<b>Maintain and increase specialized skills of investigators and prosecutors through training programs</b>				
Number of enhanced trainings provided for attorneys and investigators	96	80	80	80



# Economic and Workforce Development

## Mission

To provide citywide leadership on economic and workforce development initiatives; to identify key cluster sectors to target for workforce training and economic growth; to maintain a system that integrates economic and workforce programs and services; to support small businesses; to revitalize and improve neighborhoods and local economic sustainability; and to promote San Francisco as a good place for business and investment.

## Services

The Office of Economic and Workforce Development (OEWD) provides, coordinates and facilitates the following services:

**The Business Attraction and Retention Division** works to attract and retain businesses, with an emphasis on key industry clusters.

**The Workforce Development Division** provides overall strategic coordination for the City's workforce development system and implements job training programs in high-demand industries.

**The Small Business Commission, Office of Small Business and Small Business Assistance Center** provide citywide policy direction on issues affecting small businesses and operate a One Stop Small Business Assistance Center that supports small businesses.

**The Neighborhood Commercial Development Division** facilitates the revitalization of commercial corridors in economically disadvantaged neighborhoods and creates Community Benefit Districts throughout the City.

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

**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.

**The International Trade and Commerce Division** increases international business opportunities in the City through direct international business attraction efforts, development of international government and non-governmental organization partnerships, and the expansion of infrastructure to facilitate increased international travel to San Francisco.

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

# Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	27,902,556	25,378,307	16,804,010	(8,574,297)	(34%)
Total FTE	53.26	56.44	53.99	(2.45)	(4%)

## Budget Issues and Details

The Department's budget is decreasing by \$8.6 million in Fiscal Year 2010-11, largely because a three-year \$6.6 million American Recovery and Reinvestment Act (ARRA) federal grant to support workforce programs was fully appropriated in Fiscal Year 2009-10. OEWD will continue to expend the balance of these funds to support the Department's important initiatives in Fiscal Year 2010-11.

### Strengthening and Expanding Business Development Initiatives

In response to the international economic downturn, Mayor Newsom announced the San Francisco Local Stimulus Package, a plan for stimulating and supporting the local economy. This plan includes the launch of a Revolving Loan Fund for small businesses, the opening of a One Stop Career Link Center in the Western Addition and the creation of the Art in Storefronts initiative.

Building upon the successful framework laid out in the Local Stimulus Package, OEWD will continue to implement economic development initiatives focused on biotech, cleantech, digital media and industrial sectors – industries identified as priority sectors in the 2007 San Francisco Economic Strategy. The Department will continue its efforts to recruit new businesses that create a range of job opportunities for San Franciscans of all education, skill and experience levels.

OEWD will also continue its successful outreach programs designed to promote local, state and federal tax incentives and connect businesses to city workforce development, environmental and other programs.

### Expanding Workforce Programs and Supports

In Fiscal Year 2009–10, OEWD strengthened workforce development programs in the City by launching new sector academies and completing the pilot phase of RAMP-SF, a job readiness program for young adults who are residents of public housing, foster or former foster youth and those connected with the juvenile justice system. OEWD also launched a “satellite” One Stop Center in Visitation Valley as an access point for neighborhood residents. In response to the economic downturn, workforce services were expanded to out-of-work residents through its Skilled Worker Assistance Team (SWAT), which provided workshops, career counseling and job placement assistance to dislocated workers. Finally, OEWD's Summer Youth Employment Program (SYEP) served over 400 youth and young adults in San Francisco over the summer and into the fall, and increased access to education and GED attainment programs.

In Fiscal Year 2010–11, the Workforce Development Division will take the next steps to improve outcomes for San Francisco's job seekers and employers. In the coming year, the Workforce Development Division will continue to leverage ARRA funds to implement several new and expanded programs to increase services to San Francisco job seekers and employers. These programs include continuing the roll-out of new training academies, including a Green Skills Academy (TrainGreenSF) and a Healthcare Academy, as well as refining CityBuild Academy trainings to be responsive to current labor market realities and to address the needs of construction workers who require customized skills in an increasingly competitive job market.

### Supporting Small Businesses

OEWD continues to prioritize San Francisco's small businesses by providing direct support to companies seeking to navigate city processes. The Small Business Assistance Center, which opened in May 2008, is staffed by highly trained case managers responsible for assessing business needs and providing targeted one-on-



one assistance in the following five key areas: business start-up/expansion, permit assistance, procurement, compliance with government laws and regulations, and resource referrals. Services are available in Spanish and Chinese and can be accessed by phone, walk-in, or by appointment. The Department is also working to simplify the business permitting process for small businesses and to increase the number of small businesses that provide services to the City and County of San Francisco.

The Office of Small Business will also continue a campaign to highlight the importance of small local businesses to the San Francisco economy and will host Small Business Week in partnership with the private sector and the federal Small Business Administration.

## Strengthening Neighborhoods

The Neighborhood Commercial Development Division is currently working with ten economically disadvantaged neighborhoods to revitalize their commercial corridors through the San Francisco Neighborhood Marketplace Initiative (NMI). NMI is a public-private partnership led by the Neighborhood Commercial Development Division and the Local Initiatives Support Corporation, a nonprofit community development organization. Key activities include: support for local small businesses; streetscape and storefront improvements; cleanliness and safety projects, promotion and marketing; business attraction; and catalyzing real estate development projects. Neighborhoods in the program 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 Outer Mission, Lower Polk Street, Divisadero in the Western Addition, Taylor Street and blocks adjacent to Mid-Market in the Tenderloin, Outer Taraval in the Sunset, and Chinatown. Planning is underway for possible future NMI sites on Bayshore Boulevard (Bayview), Lower Fillmore (Western Addition) and Lower 24th (Mission).

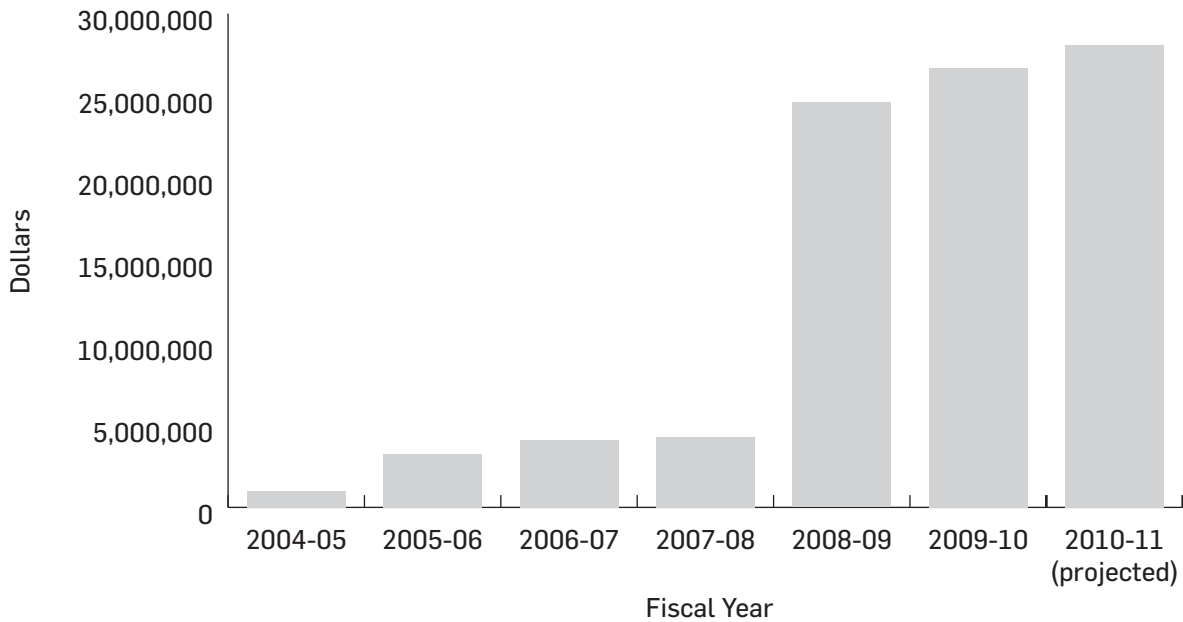
The Office of Economic and Workforce Development will continue to facilitate the creation of new Community Benefit & Business Improvement Districts (CBDs/BIDs). In these districts, property owners and/or businesses voluntarily pay a special assessment to fund improvements to San Francisco's diverse mixed use and neighborhood retail districts and to stimulate particular commercial sectors within the economy. In the coming year, OEWD will provide technical assistance to coalitions of property owners, merchants and neighborhood organizations working to start up new CBDs/BIDs in the Excelsior, West Portal, Ocean Avenue, Civic Center, Eastern Neighborhoods, among other neighborhoods and mixed use commercial districts. OEWD is also providing on-going technical support and contract management for the 10 CBDs/BIDs in existence.

## Supporting Public/Private Partnerships

The Joint Development Division supports the City's ongoing public-private real estate partnerships, which represent billions of dollars in potential new improvements in San Francisco, thousands of construction and permanent jobs, millions of dollars in tax revenue, hundreds of acres of parks and open space, more than 20,000 new housing units (at least 30 percent of which will be offered at below-market affordable rates), and major strides in making the City a model for environmentally sustainable growth. In the coming year, the Joint Development Division will continue to manage these important land use projects, including development of the Transbay Terminal, the California Pacific Medical Center's five-campus expansion and retrofit plan, reuse of the historic Fillmore Muni sub-station and the Old Mint, expansion of the San Francisco Wholesale Produce Market and the expansion of the Moscone Convention Facility.

The International Trade and Commerce Division will continue working to increase international partnerships between San Francisco and foreign governments and non-government organizations. These efforts include San Francisco's award-winning Sister City program, as well as a partnership with San Francisco International Airport to attract new airlines and expand existing international airline activity. ChinaSF is another key initiative between OEWD and the non-profit San Francisco Center for Economic Development to attract investment from China and to increase commerce between China and San Francisco.

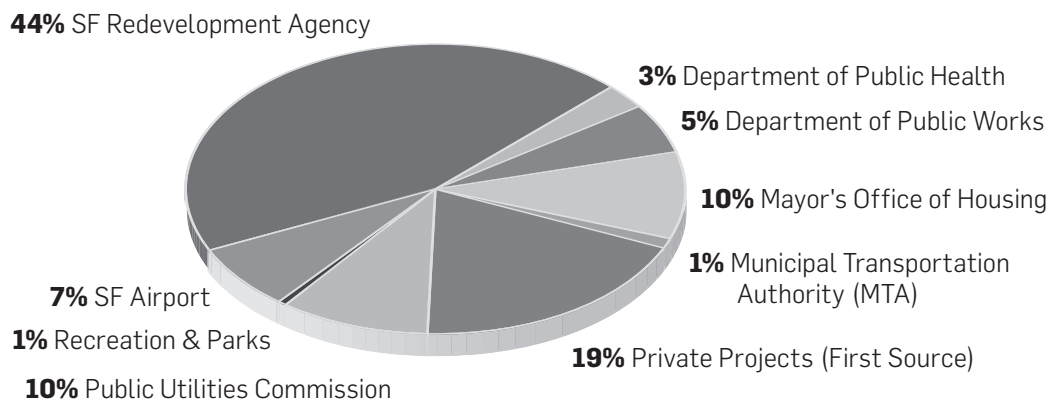
## Total Funding Assessed by Community Benefit Districts for Local Improvements



Proposed new CBDs for Fiscal Year 2010–11 include Ocean Ave, PACE-SF (Eastern Neighborhoods), Excelsior, Civic Center and West Portal.

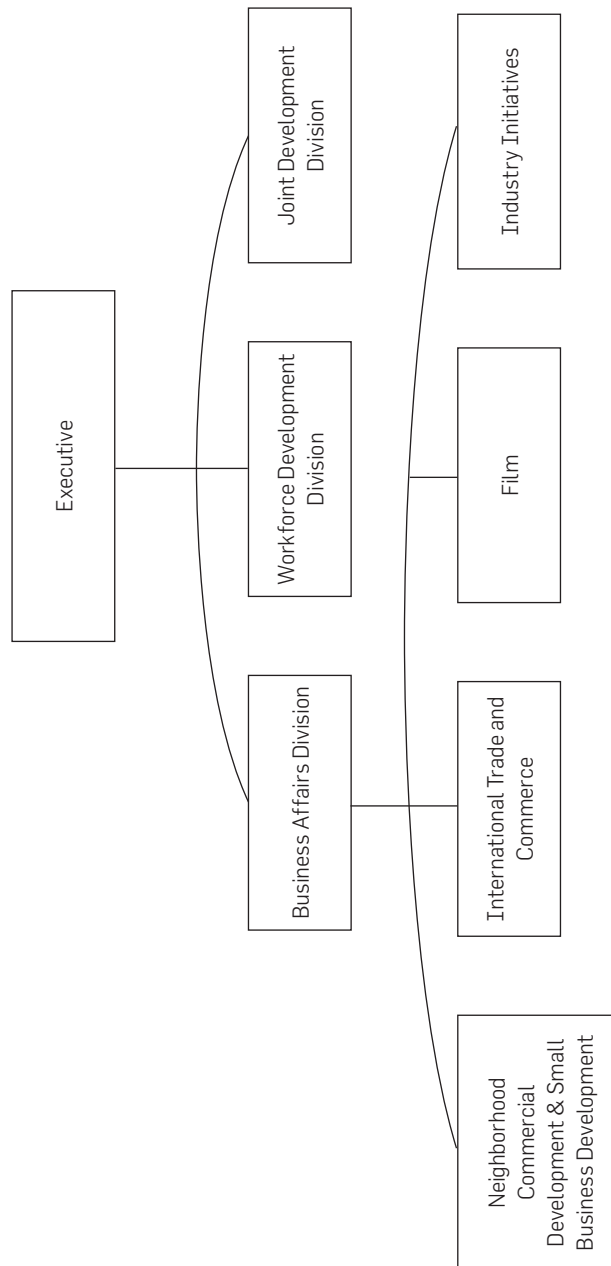
## CityBuild Placements by Department

Fiscal Year 2009–10



CityBuild places graduates in public and private sector construction jobs.

# Economic and Workforce Development



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	53.26	64.84	68.07	3.23	5%
Non-operating Positions (cap/other)	0.00	(8.40)	(14.08)	(5.68)	68%
Net Operating Positions	53.26	56.44	53.99	(2.45)	(4%)
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	13,067,632	13,383,974	6,485,435	(6,898,539)	(52%)
Charges for Services	373,027	349,607	746,461	396,854	N/A
Transfers In	200,000	400,000	400,000	0	0
Expenditure Recovery	2,290,569	4,205,721	2,638,443	(1,567,278)	(37%)
General Fund Support	11,971,328	7,039,005	6,533,671	(505,334)	(7%)
Sources Total	27,902,556	25,378,307	16,804,010	(8,574,297)	(34%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	7,150,763	6,235,555	5,150,962	(1,084,593)	(17%)
Fringe Benefits	1,790,644	1,828,700	1,832,554	3,854	0%
Professional & Contractual Services	1,229,480	1,586,755	956,422	(630,333)	(40%)
Aid Assistance / Grants	14,827,895	13,863,484	7,885,573	(5,977,911)	(43%)
Materials & Supplies	84,355	88,774	74,541	(14,233)	(16%)
Services of Other Departments	1,730,941	1,775,039	903,958	(871,081)	(49%)
Transfers Out	1,088,478	0	0	0	N/A
Uses - Operating Expenditures Total	27,902,556	25,378,307	16,804,010	(8,574,297)	(34%)
<b>USES BY PROGRAM RECAP</b>					
Children's Baseline	209,267	314,065	314,065	0	0
Economic Development	4,320,210	4,495,832	3,406,813	(1,089,019)	(24%)
Film Services	1,714,100	939,248	946,461	7,213	1%
Office Of Small Business Affairs	677,814	697,812	602,080	(95,732)	(14%)
Workforce Training	20,981,165	18,931,350	11,534,591	(7,396,759)	(39%)
Uses by Program Recap Total	27,902,556	25,378,307	16,804,010	(8,574,297)	(34%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ECONOMIC DEVELOPMENT</b>				
<b>To improve the business climate in San Francisco in order to attract and retain businesses, with specific focus on targeted industries and including small business</b>				
Number of businesses taking advantage of incentive programs including local payroll tax exemptions and state enterprise zone benefits	1,027	950	950	1,000
Number of state and local enterprise zone vouchers issued	7,364	7,500	7,500	8,000
<b>To strengthen the economic vitality of neighborhoods and commercial corridors</b>				
Annual Community Benefit District (CBD) revenue	\$9,138,695	\$33,706,547	\$35,697,272	\$35,697,272
<b>To grow and support quality workforce opportunities for all San Francisco residents</b>				
Placement rate of individuals in jobs	64%	50%	65%	65%
<b>To foster international trade</b>				
Number of international trade delegations hosted or co-hosted	96	100	90	100
<b>Develop, assist, and promote film activities</b>				
Number of permits issued	372	450	300	350
Revenues collected from film permits	\$122,447	\$95,000	\$95,000	\$85,000
<b>OFFICE OF SMALL BUSINESS AFFAIRS</b>				
<b>Foster, promote and retain small businesses in San Francisco</b>				
Number of small businesses assisted	3,158	3,200	3,200	3,200



## 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 for public confidence in the election system; to provide and improve upon a public outreach and education plan for all eligible voters in San Francisco; and to continue to improve the services we provide by streamlining processes and looking ahead to the future needs of the voters of San Francisco.

## Services

The Department of Elections conducts all federal, state, and local elections in the City and County of San Francisco and provides the following major programs and services:

- Registers voters and maintains and updates San Francisco's voter roll, with a current registration base of over 440,000 voters.
- Manages the design, translation, review, production, assembly, and distribution of multi-card trilingual ballots for each election, including the oversight of the production and distribution of vote-by-mail ballots for over 150,000 permanent vote-by-mail voters.
- Manages the intake, translation, review, assembly, production, and distribution of a large Voter Information Pamphlet for each election, available in English, Chinese, and Spanish.
- Hires and trains approximately 3,200 poll workers to provide voter assistance on each Election Day, including bilingual poll workers who speak Cantonese, Mandarin, Spanish, and Russian.
- Locates, secures, and administers accessible precinct voting at over 560 polling places.
- Provides community and voter outreach and education programs for the citizens of San Francisco in English, Spanish, Chinese, and Russian, as required by federal, state, and local laws.
- Provides other programs and services such as candidate and ballot campaign workshops, absentee voting at hospitals and county jails, a high school student pollworker program, a voter accessibility advisory committee, and acting as a state filing officer to manage the public file of state campaign finance reports.
- Provides services to other City departments by conducting elections for Community Benefit Districts and the Retirement Board.

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

# Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	15,417,490	14,728,299	9,906,773	(4,821,526)	(33%)
Total FTE	38.07	55.02	42.54	(12.48)	(23%)

## Budget Issues and Details

The Elections Department proposed budget of \$9.9 million for Fiscal Year 2010–11 is 33 percent less than its Fiscal Year 2009–10 budget of \$14.7 million primarily because there is only one scheduled election in Fiscal Year 2010–11 compared to two elections in Fiscal Year 2009–10. The Department will therefore reduce its use of temporary staff, overtime and non-personnel services, including printing and mailing.

### Polling Place Re-Expansion

In 2009, the Department consolidated 150 polling places in strategic locations around the City, reducing the overall number of polling places from 561 to 411. This consolidation freed up staff and financial resources for other Department efforts while maintaining polling place accessibility for voters. For the two elections in 2010, the California Elections Code requires that the Department re-expand to a full allotment of voting precincts. In reassessing the geographic voter registration for the re-expansion, the Department found it necessary to increase the total number of precinct polling places to 567.

During re-expansion, the Department will need to locate new polling place facilities not only for the added precincts, but also for any facilities that are no longer available subsequent to the consolidation. Locating appropriate polling place facilities in the City is a difficult task, due to the small confines of densely-populated voting precincts and San Francisco's challenging geography. The Department's poll-locating staff will need to invest a significant amount of time and energy to complete the re-expansion project prior to the 2010 elections.

Additionally, the re-expansion of polling places will create an associated increase in the number of voting machines, pollworkers, and field staff. Each polling place in the City has two voting machines. These must be tested, prepared for delivery, and distributed to every polling place prior to election day. The increased number of voting machines will require more time, staff, and equipment for testing, preparation, and delivery. More pollworkers will be needed to staff the extra polling places, which will increase the cost for stipends and additional training classes. Polling place operations are supported by the Department's roving field staff and personnel from other City departments, such as Deputy Sheriffs, and the greater number of polling places will result in higher wage and reimbursement costs for their expanded services.

### Improvements and Enhancements to Accessibility at Polling Places

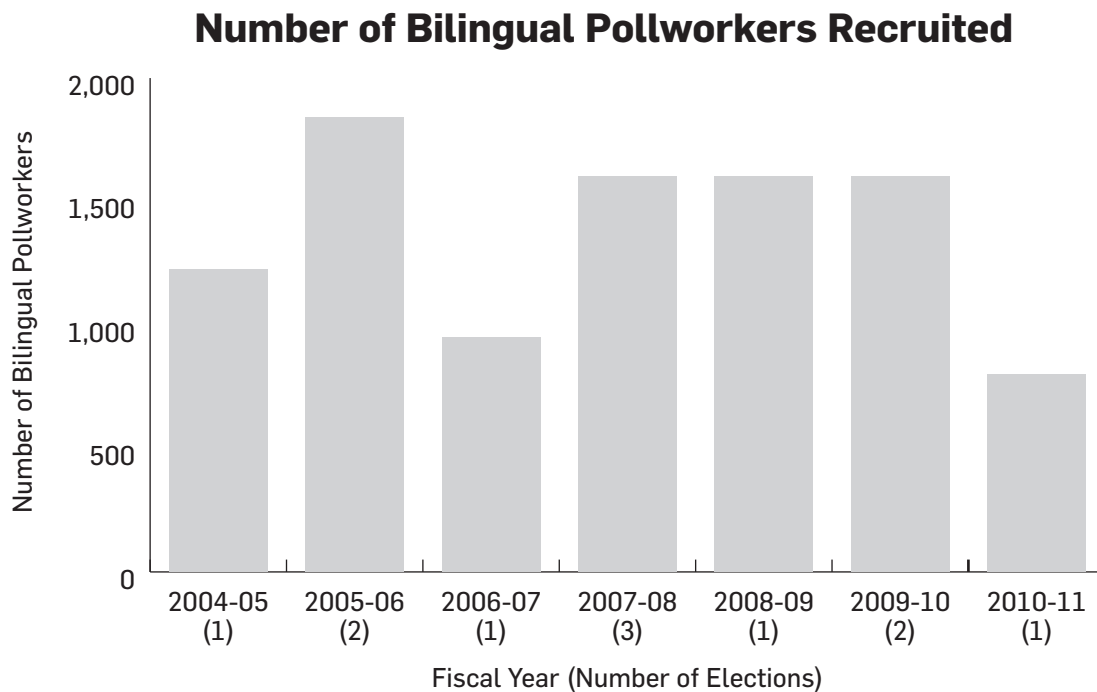
To meet the requirements associated with the Help America Vote Act (HAVA), the Department of Elections has initiated a phased plan approach to review existing polling places to ensure that they comply with accessibility requirements. With grant funding from the state, investments have been made in equipment such as tables, ramps, signs, and cones. The Department has also used the funding to conduct assessments of the conditions of the sidewalks outside polling places. To date, the Department has upgraded nearly 90 percent of all polling places to a degree of usable accessibility from the entrance inwards, as required by law. The re-expansion of polling places will require assessments of all new facilities, and any modifications necessary to make the sites functionally accessible.



## Broader Voter and Pollworker Outreach and Education

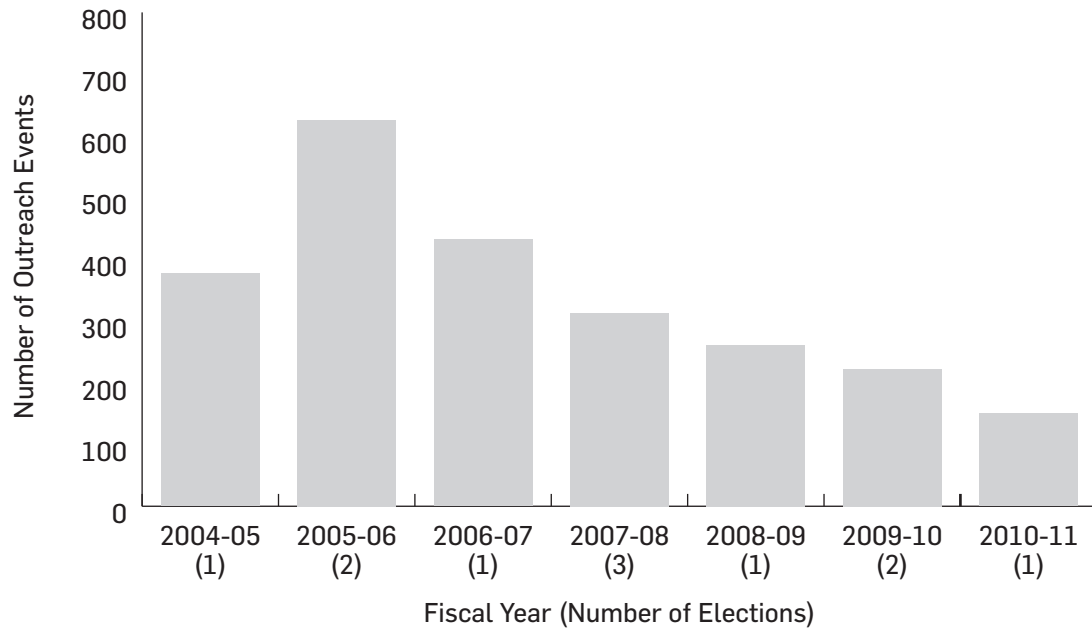
In accordance with state and federal mandates, the Department conducts voter education and outreach to promote understanding and participation in the electoral process as well as pollworker recruitment and training for election day. Voter and pollworker education is necessary to meet the requirements of the Help America Vote Act. Voter and pollworker education focuses on the general election processes, absentee voting, polling place locations, provisional voting, voting technology associated with the ranked-choice voting system, voting accessibility issues, language proficiency and cultural competency.

The Department works year-round registering and educating voters at various locations and events such as local organizations, street fairs and US Bureau of Citizenship and Immigration Services ceremonies. The Department will make as many as 20 to 40 presentations per week as it intensifies its activities prior to an election. The Department's Outreach Division is staffed by bilingual outreach coordinators who, in addition to their primary activities attending events and giving presentations, may assist in the translation of election materials, provide multilingual services, assist in the recruitment of bilingual pollworkers, and provide interviews to foreign language media outlets.



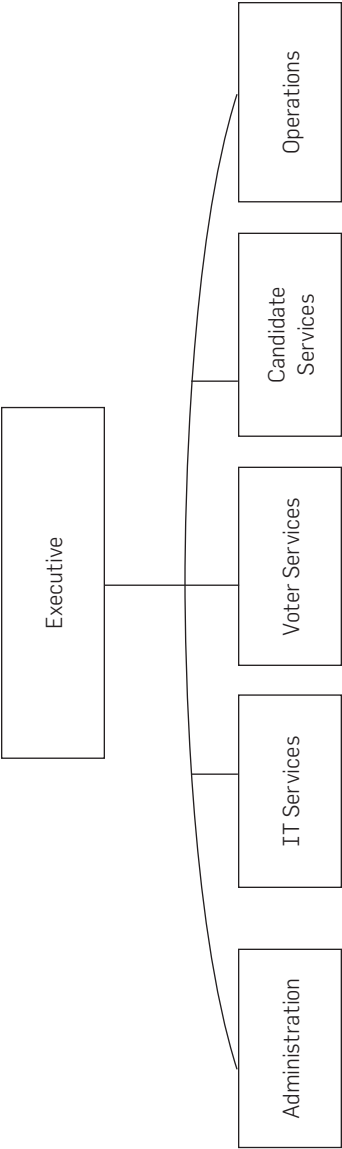
As required by the Voting Rights Act, the Elections Department recruits bilingual pollworkers to improve access for and participation by non-English speaking voters. The number of bilingual pollworkers required varies based on the number of elections in a given year and the funding available to the Department.

## Number of Presentations to Target Communities



The Elections Department conducts voter education and outreach activities for target communities as required by the Voting Rights Act and other election laws. The number of outreach events varies based on the number of elections in a given year and the funding available to the Department. Only one election is scheduled for Fiscal Year 2010–11.

# Elections



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	38.07	55.02	42.54	(12.48)	(23%)
Net Operating Positions	38.07	55.02	42.54	(12.48)	(23%)
<b>SOURCES</b>					
Intergovernmental Revenue - State	3,181,333	3,085,347	3,395,117	309,770	10%
Charges for Services	137,475	124,100	124,400	300	0%
Expenditure Recovery	604,760	2,558,250	600,000	(1,958,250)	(77%)
General Fund Support	11,493,922	8,960,602	5,787,256	(3,173,346)	(35%)
Sources Total	15,417,490	14,728,299	9,906,773	(4,821,526)	(33%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	4,743,669	4,595,104	3,330,739	(1,264,365)	(28%)
Fringe Benefits	1,261,871	792,757	760,101	(32,656)	(4%)
Professional & Contractual Services	8,204,153	7,950,428	4,907,895	(3,042,533)	(38%)
Materials & Supplies	168,633	292,402	165,275	(127,127)	(43%)
Equipment	24,666	0	11,500	11,500	N/A
Services of Other Departments	1,014,498	1,097,608	731,263	(366,345)	(33%)
Uses - Operating Expenditures Total	15,417,490	14,728,299	9,906,773	(4,821,526)	(33%)
<b>USES BY PROGRAM RECAP</b>					
Elections	15,417,490	14,728,299	9,906,773	(4,821,526)	(33%)
Uses by Program Recap Total	15,417,490	14,728,299	9,906,773	(4,821,526)	(33%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ELECTIONS</b>				
<b>Encourage San Franciscans to participate in civic functions</b>				
Annual average number of registered voters	465,428	428,400	440,000	440,000
Annual average number of turnout voters	130,644	160,000	129,167	253,719
Annual average number of vote-by-mail voters	83,724	75,000	72,369	108,348
Average percentage of turnout for elections	28%	38%	30%	61%
Average percentage of vote-by-mail voters	64%	30%	58%	43%
<b>To provide a voter education and outreach program that targets voters falling under the categories protected by the Voting Rights Act, the Help America Vote Act, and the Equal Access to Services Ordinance.</b>				
Annual number of outreach events to target communities	508	484	484	250
Annual number of educational presentations	261	222	222	150
Annual number of educational presentation program attendees	32,871	30,000	30,000	32,000
<b>To achieve greater consistency and quality in pollworker's language assistance and cultural competencies.</b>				
Actual number of Bilingual Pollworkers recruited	2,469	3,200	1,600	700



# Emergency Management

## Mission

To provide vital, professional, emergency communication between the public and emergency responders; and to provide for coordinated preparation and response for all City departments, nonprofits, public and private sectors, the region, and the state and federal governments in the event of a citywide disaster.

## Services

The Department of Emergency Management (DEM) serves as an immediate, vital link between the public and the City's emergency services.

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

**Emergency Services** personnel lead the disaster preparedness and response planning for the City and coordinate and facilitate disaster planning and preparation activities undertaken by City agencies, local community groups, the private sector, educational institutions, residents and visitors of San Francisco. In addition, staff coordinates these activities with the regional planning efforts of the Urban Area Security Initiative (UASI), to ensure a comprehensive emergency strategy for the Bay Area.

**The Emergency Medical Services Agency (EMSA)** function was transferred from the Department of Public Health to DEM in the Fiscal Year 2009–10 budget. The EMSA is responsible for regulating and providing oversight to pre-hospital care providers. In addition, it works with the hospitals and other emergency services department in formulating multi-casualty incident planning.

For more information, call (415) 558-3800 or 311; or visit [www.sfgov.org/dem](http://www.sfgov.org/dem)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	39,807,600	46,798,692	41,940,956	(4,857,736)	(10%)
Total FTE	227.93	244.40	231.07	(13.33)	(5%)

# Budget Issues and Details

Along with all general fund departments in the City, in Fiscal Year 2010–11 DEM is continuing to restructure and make changes to increase efficiencies and reduce costs while maintaining core services. In Fiscal Year 2009–10, DEM reduced its budget by over 24 percent while absorbing transfers of function of Information Technology personnel from the Department of Technology (DT) and the transfer of the Emergency Medical Service Agency (EMSA) from the Department of Public Health (DPH), without increasing its administrative budget. In Fiscal Year 2010–11, DEM is further reducing its budget by 10 percent, including a reduction in salary spending by \$1.6 million (7 percent) for a total reduction of 13.3 FTE.

Another large source of savings is from reduced debt service payments, a result of restructuring by the Controller's Office as well as recovering costs associated with 800 MHz radio debt service from other departments using the radio system. Also, the department is increasing one fee to more fully recover costs, the Certification Fee for Emergency Medical Technicians.

## Staffing Efficiencies

In Fiscal Year 2010–11, DEM has reduced management and administrative staff, and the 9-1-1 center has phased out call takers and instead will staff with only dispatchers who are trained on telephone and all radio functions.

DEM works hard to monitor and control use of overtime within the department. The ability of DEM to manage overtime costs is directly tied to its efforts to maintain adequate staffing levels. To this end, DEM's Fiscal Year 2010-11 budget again includes the hiring and training of 10 new dispatcher recruits in order to offset natural attrition.

## Heightened Earthquake Preparedness and Recovery Efforts

Seismologists cite a 99 percent probability that a 6.7-magnitude or greater earthquake will occur along one of the Bay Area faults within the next 30 years. The recent large earthquakes in Haiti, Chile, Taiwan and Turkey serve as reminders of the importance of earthquake preparedness.

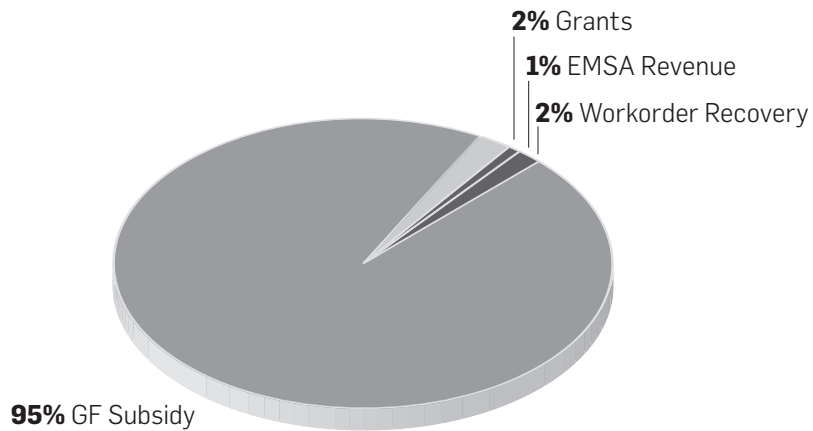
In Fiscal Year 2010–11, DEM will continue its focus on earthquake preparedness and outreach throughout the community. The Division of Emergency Services will be implementing its new Communications Strategy in an attempt to reach people in every demographic. This will involve an increased community presence through the Sunday Streets Program, use of social messaging, and continuing to provide information in multiple languages. Also, a large event in September (National Preparedness Month) will be followed by participation in the California Great Shake Out in October. In addition, DEM is working closely with the City Administrator's office on long term recovery and supporting efforts to bring lifeline providers and the communications industry together to plan for infrastructure, economic and social long term recovery for the city and region following a major earthquake.

## All Hazards Strategic Plan for the City and County of San Francisco

In Fiscal Year 2007-08, the Division of Emergency Services (DES) completed a long-term strategic plan and implementation roadmap to guide future emergency planning and preparedness efforts. This document continues to be the guide for coordination with all departments and other stakeholders. Earlier this year, DES worked with multiple departments to update the Strategic Plan and continue to implement its 20 identified goals. This plan and others can be found on the Department website.

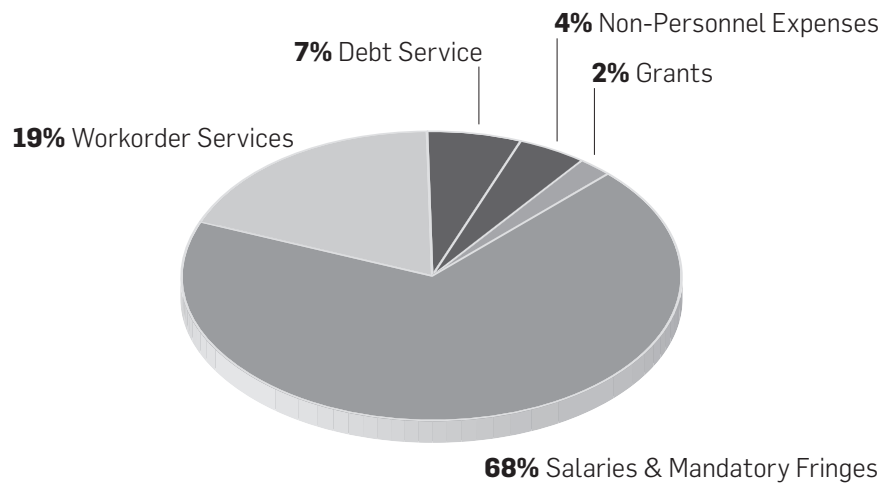


## Department Sources



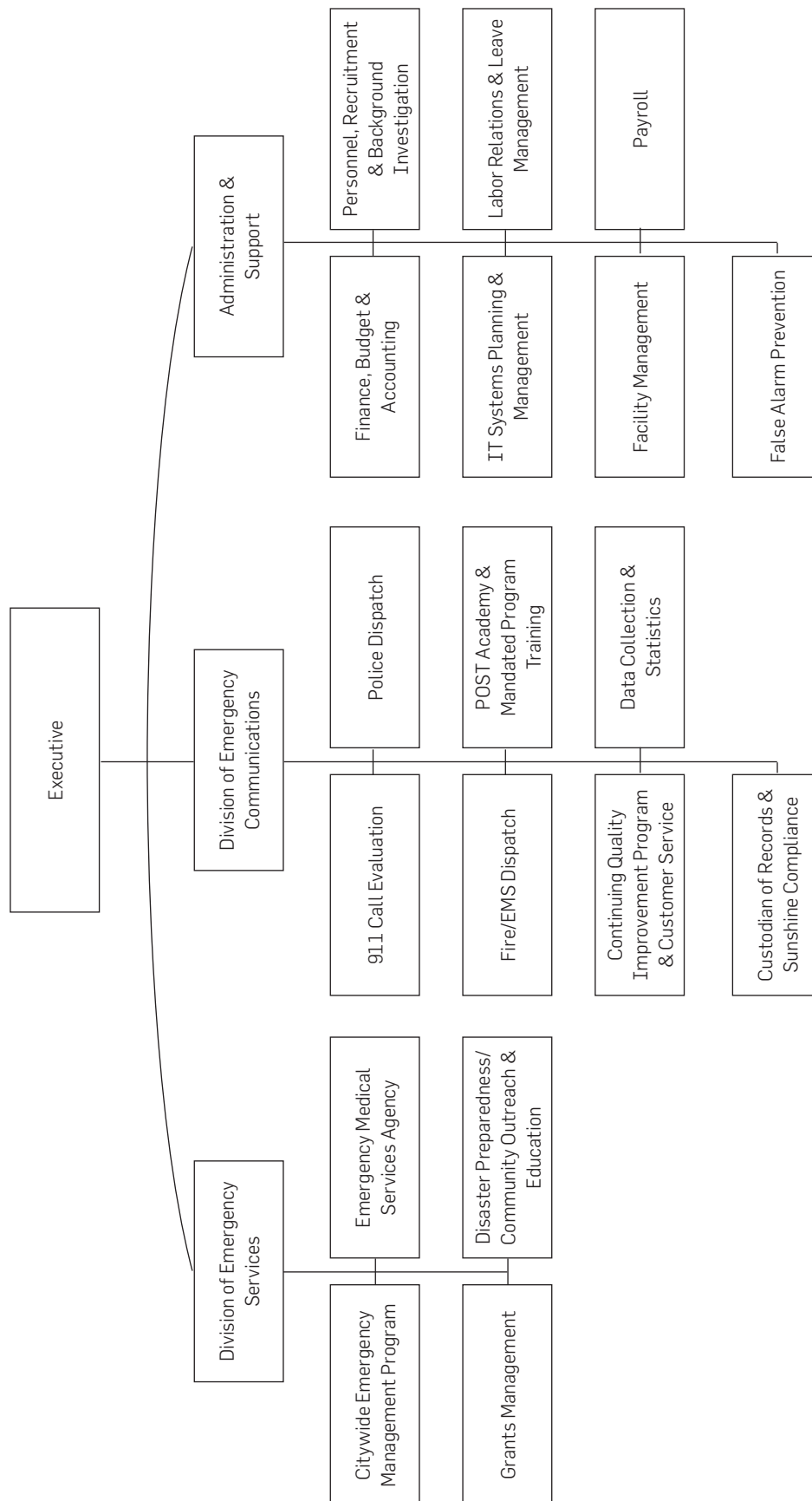
Following the passage of Proposition O in 2008, the Emergency Response Fee was replaced by the Access Line Tax (ALT). The ALT is treated as a general tax, so DEM is now almost entirely General Fund supported.

## Department Uses



DEM's Fiscal Year 2010-11 budget focuses on maintaining its core services of emergency dispatch and preparation.

# Emergency Management



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	236.93	259.40	250.07	(9.33)	(4%)
Non-operating Positions (cap/other)	(9.00)	(15.00)	(19.00)	(4.00)	27%
Net Operating Positions	227.93	244.40	231.07	(13.33)	(5%)
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	4,107,978	922,959	910,832	(12,127)	(1%)
Charges for Services	197,955	241,420	419,437	178,017	74%
Expenditure Recovery	0	263,999	590,245	326,246	N/A
General Fund Support	35,501,667	45,370,314	40,020,442	(5,349,872)	(12%)
Sources Total	39,807,600	46,798,692	41,940,956	(4,857,736)	(10%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	21,532,842	22,809,119	21,195,901	(1,613,218)	(7%)
Fringe Benefits	6,466,002	7,683,179	7,998,418	315,239	4%
Professional & Contractual Services	1,003,119	2,110,472	2,159,773	49,301	2%
Materials & Supplies	236,233	129,950	154,956	25,006	19%
Equipment	415,093	532,417	88,889	(443,528)	(83%)
Debt Service	4,152,891	4,555,758	2,562,653	(1,993,105)	(44%)
Services of Other Departments	6,001,420	8,977,797	7,780,366	(1,197,431)	(13%)
Uses - Operating Expenditures Total	39,807,600	46,798,692	41,940,956	(4,857,736)	(10%)
<b>USES BY PROGRAM RECAP</b>					
Emergency Communications	36,851,227	43,135,762	38,347,916	(4,787,846)	(11%)
Emergency Management - Emsa	0	732,391	612,832	(119,559)	(16%)
Emergency Services	1,898,673	2,138,866	2,161,294	22,428	1%
False Alarm Prevention	667,837	686,524	719,922	33,398	5%
Outdoor Public Warning System	389,863	105,149	98,992	(6,157)	(6%)
Uses by Program Recap Total	39,807,600	46,798,692	41,940,956	(4,857,736)	(10%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>DEM EMERGENCY COMMUNICATIONS</b>				
<b>Respond quickly to incoming calls</b>				
Percentage of emergency calls answered within ten seconds	91%	90%	90%	90%
<b>DEM EMERGENCY SERVICES</b>				
<b>Exercise emergency response capabilities</b>				
Number of functional exercises conducted	4	4	6	5
Number of tabletop exercises conducted	10	13	14	15
<b>Coordinate interagency planning</b>				
Number of disaster council meetings	3	4	4	4
Number of training courses	37	45	45	50
Number of Plan Development, Review or Revisions Started	18	22	25	22
Number of Plan Development, Review or Revisions completed	12	22	22	15
<b>Promote community preparedness for emergencies</b>				
Number of preparedness presentations made	48	30	28	20

## Mission

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

## Services

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

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

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

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

**Clean Air** promotes alternatives to driving for residents, businesses, and city agencies; promotes clean alternative fuel technology; and monitors the alternative fuel composition of the city fleet.

**Zero Waste** promotes recycling, materials reuse and waste reduction for municipal, commercial and residential clients.

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

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

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

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

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	15,757,551	15,852,072	13,655,242	(2,196,830)	(14%)
Total FTE	58.58	55.97	57.35	1.38	2%

# Budget Issues and Details

## Promoting Energy Efficiency and Renewable Energy

In Fiscal Year 2010–11, the Department will continue delivering energy efficiency retrofits through the Energy Watch Program, a unique partnership with Pacific Gas & Electric. This program delivers energy efficiency retrofits to commercial buildings and multi-family residences, with an overall goal of reducing energy consumption in San Francisco by 10 megawatts. Additionally, the Department is coordinating the GreenFinanceSF program, which helps property owners secure financing for energy efficiency and renewable energy installations.

## Smart Building Practices

During the coming year, the Department of the Environment will continue working with other City departments to make San Francisco a leader in green building practices. The Department's priority for Fiscal Year 2010–11 is to develop legislation that will require high environmental standards for existing commercial buildings.

## Waste Diversion

With a citywide waste diversion goal of zero waste by 2020, the Department will continue efforts promoting recycling, composting, and other waste diversion practices in Fiscal Year 2010–11. These activities are supported entirely by the City's Solid Waste Impound Account, which is funded through a three percent set-aside from garbage rate fees, and dedicated solely to planning, education, and outreach to encourage waste diversion strategies.

## Reduce Vehicle Emissions

The Department of the Environment continues to make sure city employees can conveniently use public transportation by providing tax-free commuter assistance programs and managing the Emergency Ride Home Program that allows commuters who take public transportation to take a taxi home during an emergency. The Department helped convert the city's entire diesel fleet (except for some seasonal and emergency vehicles) to run on B20 bio-diesel and is conducting a program to develop infrastructure for plug-in hybrids.

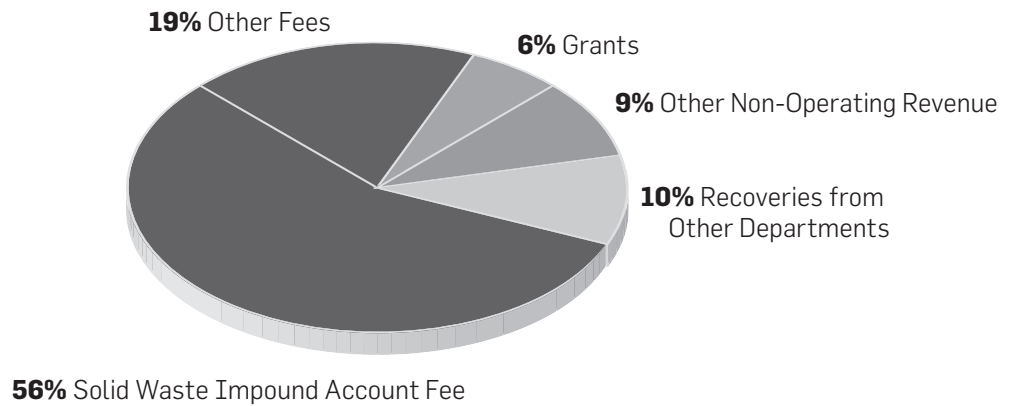
## Toxics Reduction To Protect Environmental and Human Health

San Francisco has discontinued using all of the most toxic pesticides, and overall pesticide use has decreased by as much as 82 percent since 1996. The Department of the Environment is currently working with Mayor Newsom to require cell phone retailers to disclose the level of radiation coming from individual cell phones at the point of sale.

## Manage Hazardous Waste

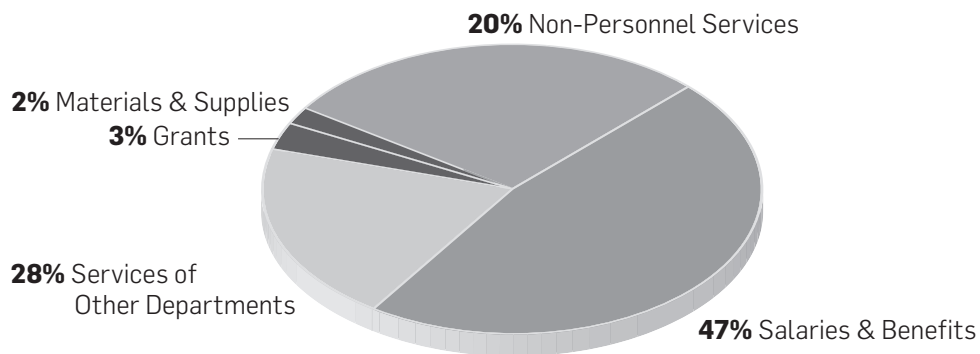
The Department of the Environment assists residents and businesses in finding appropriate ways to dispose of toxic substances ranging from latex paint to used motor oil. The Department promotes home collection programs to help residents dispose of waste such as bulky items, used batteries, and other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

## Department Sources



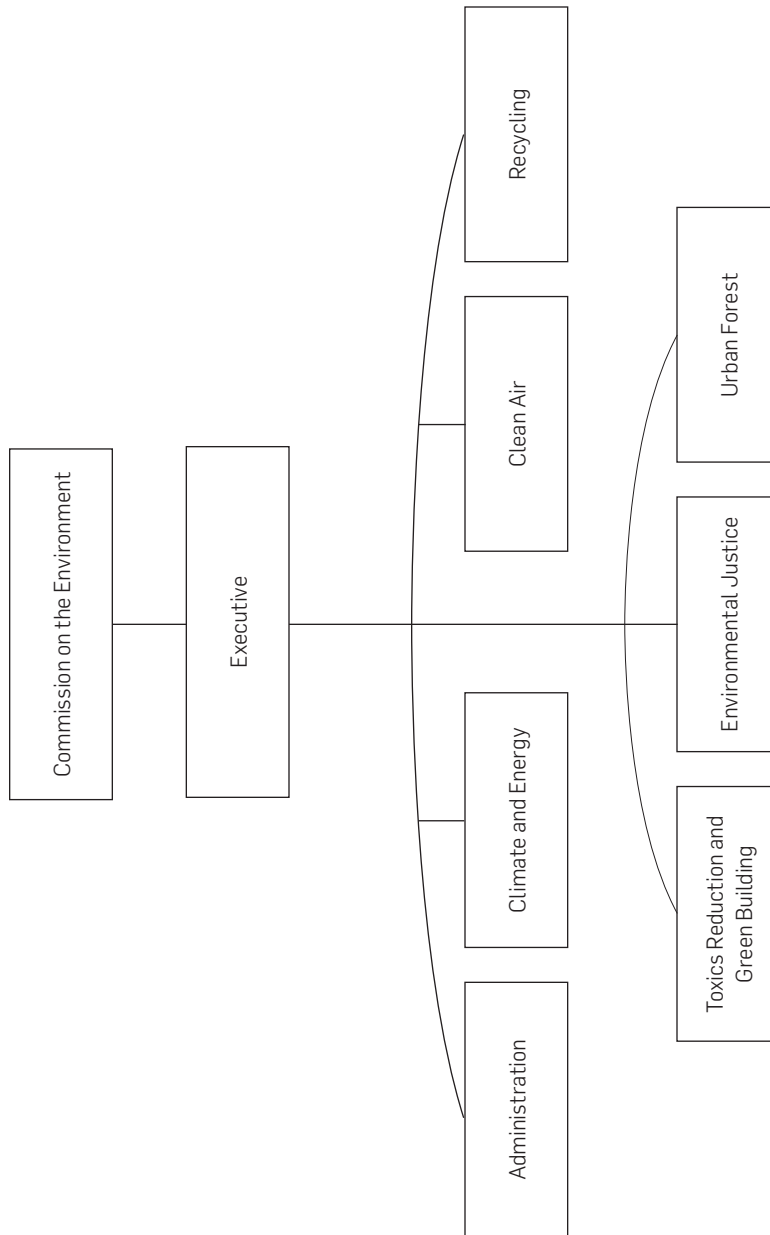
The Solid Waste Impound Account is funded through a three percent set-aside from garbage rate fees.

## Department Uses



The department uses budgeted funds for key programs including Recycling, Toxics Reduction, Clean Air, Climate and Energy programs.

# Environment





# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	63.60	67.97	79.19	11.22	17%
Non-operating Positions (cap/other)	(5.02)	(12.00)	(21.84)	(9.84)	82%
Net Operating Positions	58.58	55.97	57.35	1.38	2%
<b>SOURCES</b>					
Intergovernmental Revenue - State	2,493,900	1,100,668	428,528	(672,140)	(61%)
Intergovernmental Revenue - Other	133,433	662,765	404,752	(258,013)	(39%)
Charges for Services	10,198,809	11,770,105	10,206,638	(1,563,467)	(13%)
Other Revenues	135,448	186,171	1,206,195	1,020,024	N/A
Transfers In	861,924	822,851	1,033,349	210,498	26%
Expenditure Recovery	1,532,562	1,604,732	1,409,129	(195,603)	(12%)
Transfer Adjustments-Sources	(361,924)	(822,851)	(1,033,349)	(210,498)	26%
Fund Balance	763,399	527,631	0	(527,631)	(100%)
Sources Total	15,757,551	15,852,072	13,655,242	(2,196,830)	(14%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	4,894,560	4,265,651	4,281,733	16,082	0%
Fringe Benefits	1,501,604	1,708,661	1,972,056	263,395	15%
Overhead	150,975	188,901	179,717	(9,184)	(5%)
Professional & Contractual Services	6,359,842	2,553,856	2,651,810	97,954	4%
Aid Assistance / Grants	1,279,788	509,000	469,000	(40,000)	(8%)
Materials & Supplies	273,141	265,124	280,020	14,896	6%
Services of Other Departments	1,163,682	6,360,879	3,820,906	(2,539,973)	(40%)
Transfers Out	495,883	822,851	1,033,349	210,498	26%
Transfer Adjustments-Uses	(361,924)	(822,851)	(1,033,349)	(210,498)	26%
Uses - Operating Expenditures Total	15,757,551	15,852,072	13,655,242	(2,196,830)	(14%)
<b>USES BY PROGRAM RECAP</b>					
Clean Air	764,193	783,159	682,144	(101,015)	(13%)
Climate Change/Energy	1,887,560	581,809	529,960	(51,849)	(9%)
Environment	5,190,608	7,188,071	5,626,424	(1,561,647)	(22%)
Environment-Outreach	209,649	233,763	219,474	(14,289)	(6%)
Environmental Justice / Youth Employment	1,624,452	274,048	248,064	(25,984)	(9%)
Green Building	512,434	433,163	368,934	(64,229)	(15%)
Recycling	3,564,283	4,322,022	3,919,033	(402,989)	(9%)
Solid Waste Management	185,246	200,717	191,290	(9,427)	(5%)
Toxics	1,756,288	1,783,557	1,837,356	53,799	3%
Urban Forestry	62,838	51,763	32,563	(19,200)	(37%)
Uses by Program Recap Total	15,757,551	15,852,072	13,655,242	(2,196,830)	(14%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>CLEAN AIR</b>				
<b>Encourage the use of public transportation to improve air quality</b>				
Number of City employees participating in commuter check program	4,943	4,750	5,000	5,100
Number of commuters with access to emergency ride home	72,100	75,000	75,000	78,000
<b>CLIMATE CHANGE/ENERGY</b>				
<b>Encourage the use of renewable energy and energy efficiency</b>				
Tons of CO2 greenhouse gas reduced through SF Energy Watch program activities	18,262	21,000	21,000	24,000
Megawatt reduction: SF Energy Watch	11	12	12	14
<b>GREEN BUILDING</b>				
<b>Ensure energy efficiency and environmental-friendly designed buildings</b>				
Number of trainings/workshops on resource-efficient buildings	103	60	60	60
<b>RECYCLING</b>				
<b>Decrease landfill waste through recycling and other waste diversion</b>				
Percentage of total solid waste diverted in a calendar year	72%	72%	75%	72%
Total tons disposed of in all landfills	617,833	650,000	650,000	630,000
<b>TOXICS</b>				
<b>Improve environmental quality and reduce toxics</b>				
Pounds of hazardous waste collected	1,182,000	925,000	925,000	925,000
Number of Green Businesses certified through Green Business program	150	125	175	190

# Ethics Commission

## Mission

To promote and practice 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** investigates ethics complaints, imposes administrative penalties when appropriate and oversees the registration and regulation of campaign consultants and lobbyists.

**Campaign Finance** serves as filing officer for campaign disclosure statements submitted by political candidates and committees, as well as financial disclosure statements submitted by City elected officials, members of boards, members of commissions and department heads. It also assesses and collects late fees for failure to adhere to deadlines and requirements.

**Audits and Public Finance** audits campaign disclosure statements of campaign committees and all publicly financed candidates to ensure compliance with state and local laws. This division administers the Election Campaign Fund for the City, which provides publicly-matched funds to candidates for the Board of Supervisors and Mayor. The division also verifies eligibility, disburses funds and conducts audits of all publicly financed candidates at the completion of each election cycle,

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Changed from 2009-2010
Total Expenditures	3,123,078	5,453,874	4,184,913	(1,268,961)	(23%)
Total FTE	18.55	17.91	17.48	(0.43)	(2%)

# Budget Issues and Details

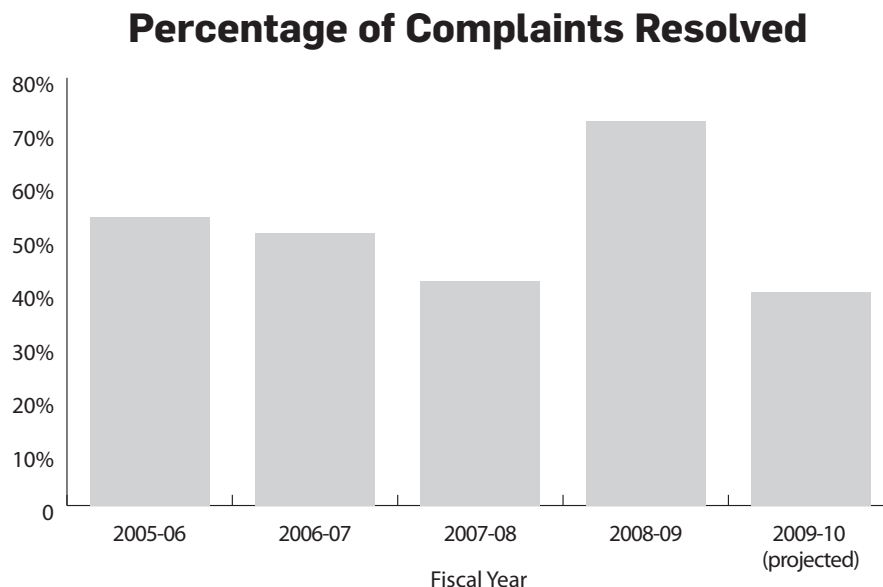
In Fiscal Year 2010–11, the Commission will administer the public financing program for candidates for the Board of Supervisors. In addition, it will continue to perform mandatory audits of publicly financed candidates, as well as randomly selected or targeted committees that file campaign reports with the Commission. It will also prepare reports and ready itself for the next round of elections in the coming year, which includes the public financing program for Mayoral candidates.

## Review of Ordinances

The Commission has begun to implement and will continue to implement online filing for the recently amended lobbyist program. To determine what substantive and technical adjustments to the law may be needed, the Commission will continue efforts to develop and implement an online reporting program under the Campaign Consultant Ordinance. It will also continue its efforts to review and, if necessary, propose changes to the Campaign Finance Reform Ordinance and ethics laws that govern all City officers and employees.

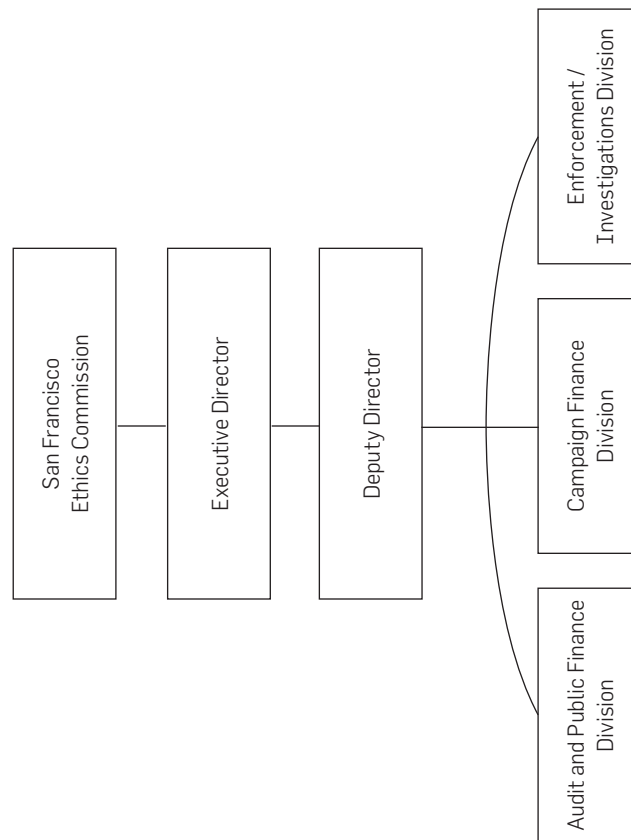
## Educating the Public

The Commission will continue to conduct ongoing informational programs about ethics-related laws and requirements, produce educational materials, and actively publicize its outreach activities through public notices.



The Ethics Commission's responsibilities include investigating complaints of alleged violations of state and local law relating to campaign finance, governmental ethics and conflicts of interest. The investigation process is time intensive, requiring the careful review of many documents, interviewing witnesses, legal research and analysis, negotiating settlement agreements with respondents and their attorneys, and multiple hearings.

# Ethics Commission



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	18.55	17.91	17.48	(0.43)	(2%)
Net Operating Positions	18.55	17.91	17.48	(0.43)	(2%)
<b>SOURCES</b>					
Licenses & Fines	113,069	49,000	77,000	28,000	57%
Charges for Services	580	1,000	1,000	0	0
General Fund Support	3,009,429	5,403,874	4,106,913	(1,296,961)	(24%)
Sources Total	3,123,078	5,453,874	4,184,913	(1,268,961)	(23%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	1,473,109	1,461,588	1,396,871	(64,717)	(4%)
Fringe Benefits	419,989	471,697	513,294	41,597	9%
Professional & Contractual Services	138,457	138,194	136,744	(1,450)	(1%)
Aid Assistance / Grants	933,232	3,212,056	1,976,494	(1,235,562)	(38%)
Materials & Supplies	9,449	15,000	15,466	466	3%
Services of Other Departments	148,842	155,339	146,044	(9,295)	(6%)
Uses - Operating Expenditures Total	3,123,078	5,453,874	4,184,913	(1,268,961)	(23%)
<b>USES BY PROGRAM RECAP</b>					
Election Campaign Fund	933,687	3,212,056	1,976,494	(1,235,562)	(38%)
Ethics Commission	2,189,391	2,241,818	2,208,419	(33,399)	(1%)
Uses by Program Recap Total	3,123,078	5,453,874	4,184,913	(1,268,961)	(23%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ETHICS COMMISSION</b>				
<b>Promote compliance with state and local filing requirements</b>				
Percentage of identified lobbyists filing reports on a timely basis	88%	90%	90%	90%
Percentage of identified campaign consultants who file quarterly reports on a timely basis	93%	90%	94%	88%
Percentage of Statements of Economic Interests due on April 1 that are filed	97%	97%	97%	97%
<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	16	22	15	20
<b>Investigate complaints of alleged violations of state and local law relating to campaign finance, governmental ethics, and conflicts of interest that are within the jurisdiction of the Commission</b>				
Percentage of complaints resolved	72%	50%	40%	40%





# Fine Arts Museums

## Mission

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

## Services

The Fine Arts Museums curate a permanent collection of over 100,000 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 of Honor** is a beautiful Beaux Arts building located in San Francisco's Lincoln Park. Built to commemorate Californian soldiers who died in World War I, the Legion is noted for its breathtaking setting overlooking the Pacific Ocean, the Golden Gate Bridge and all of San Francisco. Its collections include European decorative arts and paintings, ancient art, and one of country's largest and finest collections of works on paper (prints, drawings, photographs, books) for a collection of art that spans 4,000 years of ancient and European civilization.

**The de Young** is located in Golden Gate Park and is San Francisco's oldest museum. Its collections include American paintings, decorative arts and crafts; arts from Africa, Oceania, and the Americas; and western and non-western textiles. Long known as the City's Museum, the de Young is particularly recognized for its many educational arts programs for children and adults. The de Young re-opened in a new state-of-the-art facility in Golden Gate Park on October 15, 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) 750-3600; or visit [www.famsf.org](http://www.famsf.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Changed from 2009-2010
Total Expenditures	15,298,746	13,145,785	13,627,501	481,716	4%
Total FTE	108.88	110.47	67.73	(42.74)	(39%)

# Budget Issues and Details

## Increased Attendance and Admissions

More than 7.3 million people have visited the de Young Museum since it opened in 2005. In Fiscal Year 2009–10, the de Young will have drawn nearly 2 million visitors, and the Legion will have hosted close to 300,000 visitors. For Fiscal Year 2010–11 the museums anticipate 1.9 million visitors.

## Special Exhibits In Fiscal Year 2010–11

The Fine Arts Museums of San Francisco welcomes the United States debut of Birth of Impressionism: Masterpieces from the Musée d'Orsay on view at the de Young Museum May 22 to September 6, 2010.

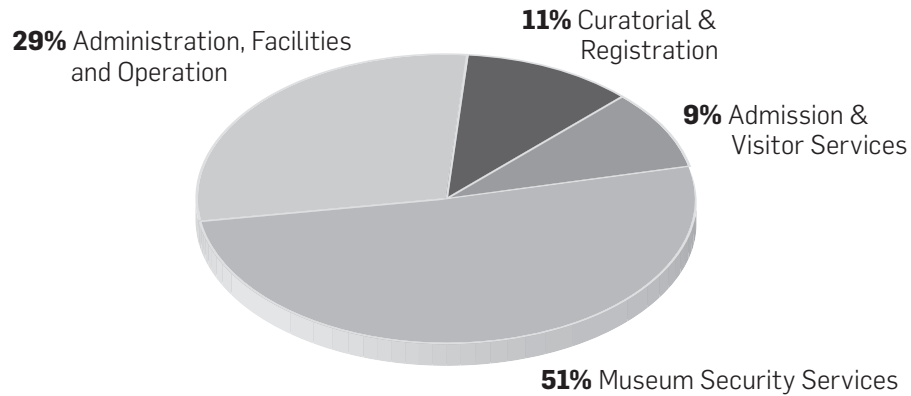
The exhibition includes approximately 100 paintings from the Musée d'Orsay's permanent collection and highlights the work of William-Adolphe Bouguereau, Gustave Courbet, Edgar Degas, Edouard Manet, Claude Monet, Pierre-Auguste Renoir, Alfred Sisley, and James Abbott McNeill Whistler, among others. Birth of Impressionism will be followed in the fall of 2010 by Van Gogh, Gauguin, Cezanne, and Beyond: Post-Impressionist Masterpieces from the Musée d'Orsay. The de Young will be the only museum in the world to host both exhibitions.

A special exhibition that provides context and heightens the understanding of Birth of Impressionism runs concurrently at the Legion of Honor. Impressionist Paris: City of Light, from May 22 to September 6, 2010, transports museum visitors to Paris circa 1874 as represented in over 150 prints, drawings, photographs, paintings, and illustrated books from the Fine Arts Museums of San Francisco and several private collectors.

## Staffing Changes

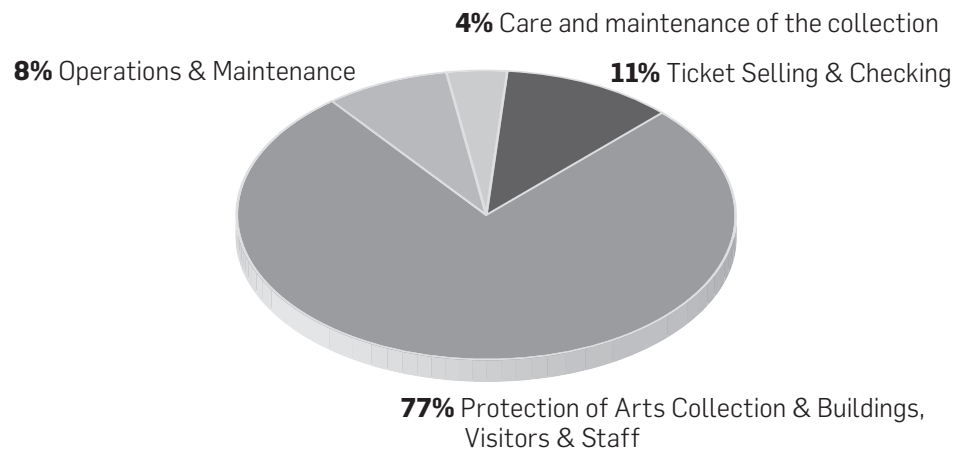
The Fine Arts Museums will implement a new, more cost-effective model for providing security at its facilities. In Fiscal Year 2010-11, the City will continue to fund security staffing at the museums, however, the function will be transitioned to a non-City, unionized service-provider. This change will allow the museums to save over \$2 million per year while maintaining a high standard of security for its assets and visitors.

## Resources by Service Area



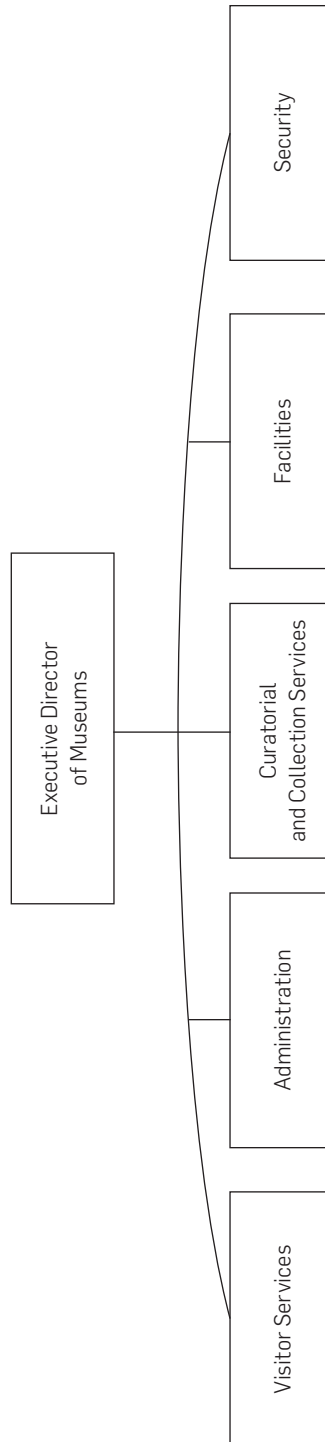
The majority of City support to the Fine Arts Museums currently goes to Museum security staff. Under the proposed staffing adjustments, the city would lower operating costs by contracting out security to a non-City, unionized service provider.

## Staffing by Service Area



The vast majority of City employees currently working at the Fine Arts Museums provide security for the facilities.

# Fine Arts Museums



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	108.88	110.47	67.73	(42.74)	(39%)
Net Operating Positions	108.88	110.47	67.73	(42.74)	(39%)
<b>SOURCES</b>					
Local Taxes	5,620,102	5,620,000	5,620,000	0	0
Charges for Services	4,425,309	2,170,000	3,516,662	1,346,662	62%
Expenditure Recovery	131,000	134,000	134,000	0	0
Fund Balance	243,776	0	0	0	N/A
General Fund Support	4,878,559	5,221,785	4,356,839	(864,946)	(17%)
Sources Total	15,298,746	13,145,785	13,627,501	481,716	4%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	6,673,548	6,628,841	4,403,458	(2,225,383)	(34%)
Fringe Benefits	2,147,040	2,620,650	1,787,352	(833,298)	(32%)
Overhead	0	145,651	159,025	13,374	9%
Professional & Contractual Services	4,086,559	1,507,259	4,867,273	3,360,014	N/A
Materials & Supplies	30,561	39,400	5,600	(33,800)	(86%)
Services of Other Departments	1,989,315	2,103,984	2,254,793	150,809	7%
Uses - Operating Expenditures Total	14,927,023	13,045,785	13,477,501	431,716	3%
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	371,723	100,000	150,000	50,000	50%
Uses - Project Expenditures Total	371,723	100,000	150,000	50,000	50%
<b>USES BY PROGRAM RECAP</b>					
Admissions	4,425,309	2,170,000	3,516,662	1,346,662	62%
Oper & Maint Of Museums	10,873,437	10,975,785	10,110,839	(864,946)	(8%)
Uses by Program Recap Total	15,298,746	13,145,785	13,627,501	481,716	4%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ADMISSIONS</b>				
<b>Provide quality art and educational experiences to attract a large and diverse audience</b>				
Number of Legion of Honor visitors	411,625	400,000	324,442	300,000
Number of de Young visitors	1,943,950	1,500,000	1,982,544	1,600,000
Number of education program participants	238,275	250,000	230,371	250,000
Number of exhibitions	9	7	7	9
Number of paid memberships	95,500	96,000	96,000	88,000
<b>DEVELOPMENT</b>				
<b>Provide for collection growth through gifts, bequests and purchases</b>				
Number of acquisitions through gifts, bequests and purchases	1,121	1,000	693	1,000

# Fire Department

## Mission

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

## Services

The following San Francisco Fire Department (SFFD) divisions provide services to the City and County of San Francisco:

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

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

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

**Support Services** manages the SFFD's facilities, equipment and water supply systems and is responsible for all maintenance, repairs and capital improvements.

**Training** instructs and evaluates all SFFD staff and new recruits and provides comprehensive Fire and EMS training to all staff.

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

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

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

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

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	276,557,454	282,494,416	290,919,514	8,425,098	3%
Total FTE	1,602.03	1,532.25	1,513.43	(18.82)	(1%)

# Budget Issues and Details

In Fiscal Year 2010–11, the Fire Department was challenged to meet budget reductions while at the same time minimizing service impacts. SFFD is impacted by continued reductions in its portion of the dedicated public safety allocation of the state sales tax. The Department sought opportunities to address budget shortfalls through fiscal efficiencies rather than cuts in core services, such as exploring new revenue opportunities, and increasing service and permit fees to more fully cover the cost of service delivery. SFFD will maintain the minimum staffing standards required in Proposition F and preserve its core services of fire suppression, prevention, and life support.

## Efficiency Improvements

In Fiscal Year 2009–10, the Department completed its transition from a static, station-based ambulance fleet to a dynamic ambulance fleet, increasing efficiency by allowing the Department to have more flexibility with scheduling to adapt to changing supply and demand patterns for medical services. The Fire Department has also completed implementation of its Electronic Patient Care Report (EPCR) system in all of its ambulances, which has improved patient data collection for ambulance billing operations. The Department plans to complete an upgrade to the EPCR system in Fiscal Year 2010–11. Over the course of converting to an electronic system, the Department has seen significant improvements in the accuracy of patient records and documentation. The Department is also working with hospitals to access more accurate information for ambulance billing and collection purposes.

The Department has also made enhancements to its internal computer networks to improve efficiencies and reduce costs for the Department. In addition to making many forms and reports available online, the Department is continuing its efforts to increase its online training capabilities, to allow members to receive training materials and videos over the Department's network at the fire stations.

## Disaster Preparedness Investments

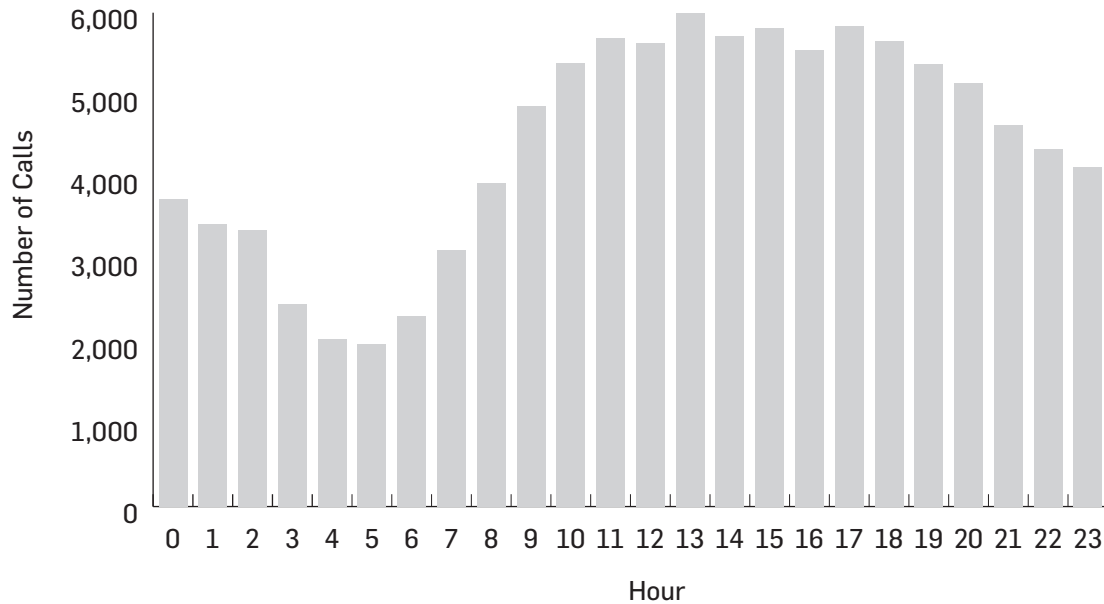
The City's 10-Year Capital Plan includes a proposed general obligation Earthquake Safety and Emergency Response bond to renovate the Auxiliary Water Supply System (AWSS) that will be on the June 2010 ballot. Studies on the AWSS conducted by engineering consultants show a serious need for infrastructure renovation and upgrades due to the age of the system. Designed and built following the 1906 earthquake, the AWSS is dedicated to fighting fires and has the unique capability of tapping into the unlimited water supply of the Bay, as well as providing a high-pressure water system for fire suppression or other major disasters. Independent from the drinking water supply system, AWSS consists of a high elevation reservoir, two large capacity tanks, over 170 cisterns, two fireboats and a 135-mile pipeline network. In addition to repairs and upgrades to the AWSS system, the proposed bond includes funding to make needed seismic improvements to other Department facilities.

SFFD will receive a Federal Homeland Security grant in the coming year to provide specialized training and equipment for Department members. SFFD is also seeking funding for Fire Station maintenance and seismic upgrades through Federal grants. Additionally, SFFD has applied for Port Security Grant funds in an effort to obtain financing for a Fire Boat, as well as applied for FEMA grants for both equipment and personnel.



## Total Runs by Time

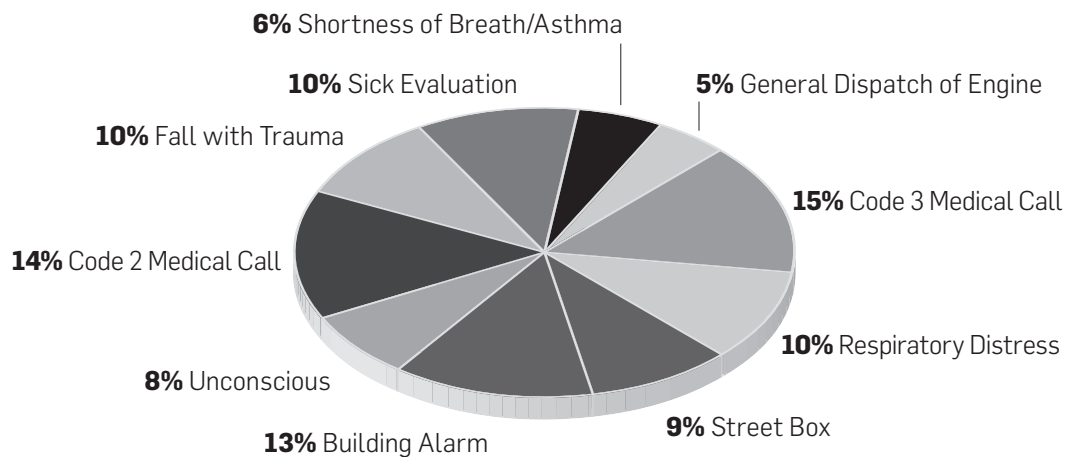
Fiscal Year 2008–09



Total number of calls by time of day for Fiscal Year 2008–09, the most recent full fiscal year.

## Types of Calls

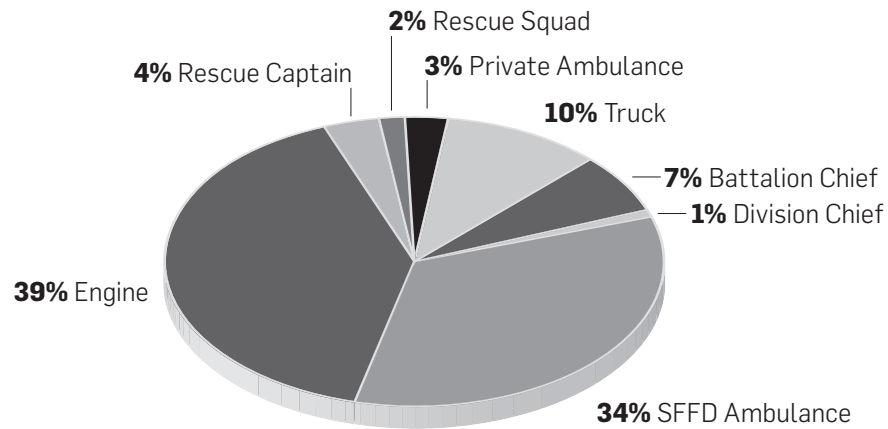
Fiscal Year 2008–09



Proportion of calls by Call Type, for the top categories in Fiscal Year 2008–09.

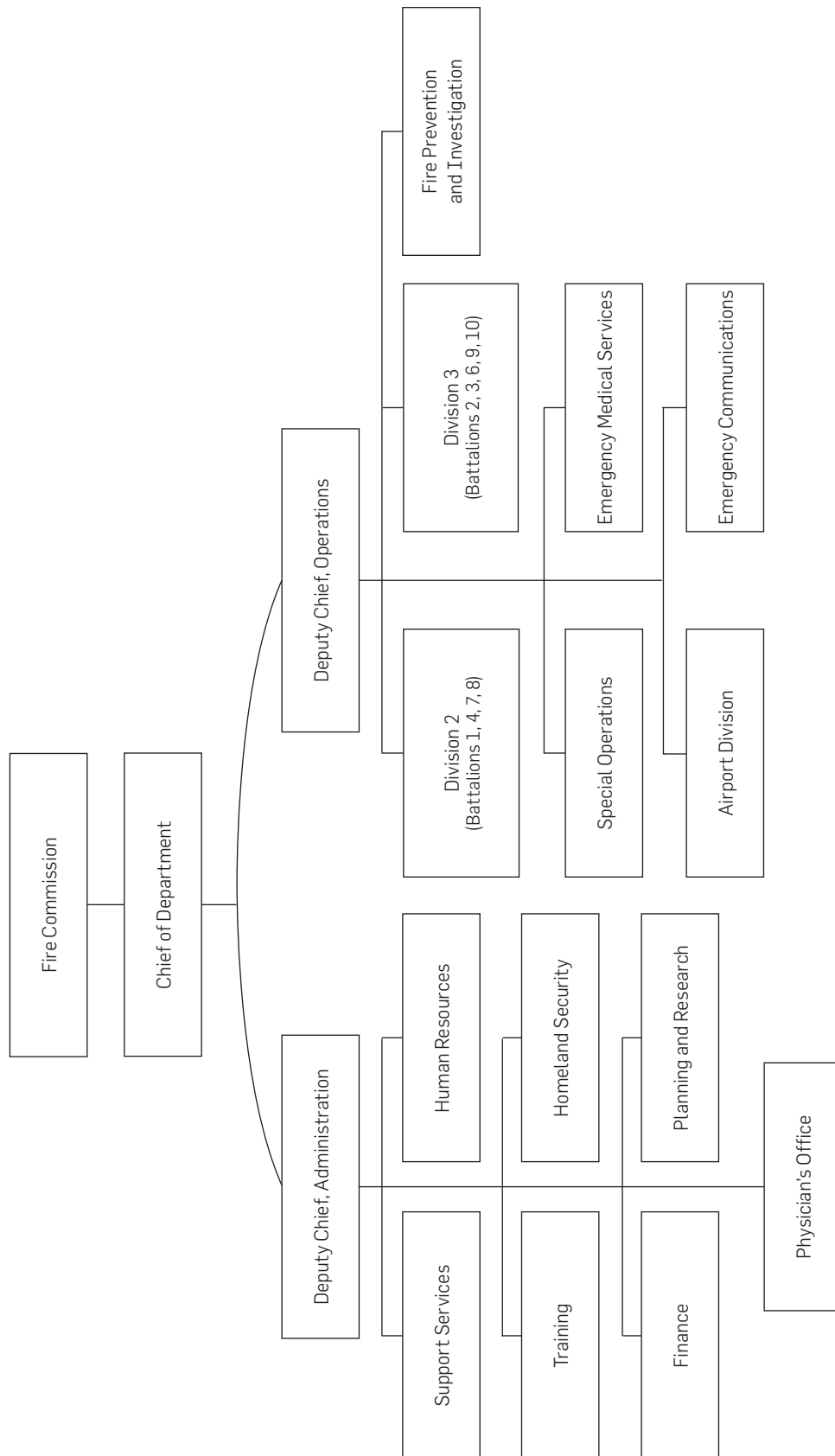
## Responses by Type of Unit

Fiscal Year 2008–09



Proportion of SFFD responses by Unit Type in Fiscal Year 2008–09.

# Fire Department



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,604.23	1,535.80	1,515.43	(20.37)	(1%)
Non-operating Positions (cap/other)	(2.20)	(3.55)	(2.00)	1.55	(44%)
Net Operating Positions	1,602.03	1,532.25	1,513.43	(18.82)	(1%)
<b>SOURCES</b>					
Licenses & Fines	332	800	220	(580)	(72%)
Use of Money or Property	267,949	540,000	365,000	(175,000)	(32%)
Intergovernmental Revenue - Federal	0	0	1,132,084	1,132,084	N/A
Intergovernmental Revenue - State	32,849,054	32,544,000	31,917,000	(627,000)	(2%)
Charges for Services	23,736,124	31,040,059	30,863,370	(176,689)	(1%)
Other Revenues	0	0	725,000	725,000	N/A
Transfers In	424,000	710,000	389,000	(321,000)	(45%)
Expenditure Recovery	7,227,718	9,721,162	8,338,765	(1,382,397)	(14%)
Transfer Adjustments-Sources	17,790,000	19,482,653	21,542,464	2,059,811	11%
Fund Balance	3,104,067	0	0	0	N/A
General Fund Support	191,158,210	188,455,742	195,646,611	7,190,869	4%
Sources Total	276,557,454	282,494,416	290,919,514	8,425,098	3%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	213,976,914	213,123,750	214,680,540	1,556,790	1%
Fringe Benefits	30,954,865	40,495,126	47,961,550	7,466,424	18%
Overhead	61,123	174,979	91,536	(83,443)	(48%)
Professional & Contractual Services	1,824,581	1,900,333	2,040,478	140,145	7%
Materials & Supplies	4,493,812	4,805,629	5,140,211	334,582	7%
Equipment	2,261,668	2,378,888	2,242,608	(136,280)	(6%)
Services of Other Departments	19,310,672	18,615,711	18,146,856	(468,855)	(3%)
Transfers Out	210,000	210,000	389,000	179,000	85%
Transfer Adjustments-Uses	(210,000)	(210,000)	(389,000)	(179,000)	85%
Uses - Operating Expenditures Total	272,883,635	281,494,416	290,303,779	8,809,363	3%
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	1,772,324	600,000	615,735	15,735	3%
Capital Renewal	0	400,000	0	(400,000)	(100%)
Capital Projects	1,901,495	0	0	0	N/A
Uses - Project Expenditures Total	3,673,819	1,000,000	615,735	(384,265)	(38%)
<b>USES BY PROGRAM RECAP</b>					
Administration & Support Services	31,773,623	31,815,127	32,522,532	707,405	2%
Custody	0	1,000,000	615,735	(384,265)	(38%)
Fire General	0	0	225,000	225,000	N/A
Fire Suppression	226,165,569	233,483,000	242,628,044	9,145,044	4%
Grant Services	1,919,092	0	1,132,084	1,132,084	N/A
Prevention & Investigation	10,994,908	11,238,307	9,799,233	(1,439,074)	(13%)
Training	5,419,966	4,957,982	3,996,886	(961,096)	(19%)
Work Order Services	284,296	0	0	0	N/A
Uses by Program Recap Total	276,557,454	282,494,416	290,919,514	8,425,098	3%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ADMINISTRATION-FIRE DEPARTMENT</b>				
<b>Educate the public in handling emergencies</b>				
Number of citizens trained in emergency techniques and procedures	1,496	2,000	1,800	2,000
<b>FIRE BUREAU OF TRAINING</b>				
<b>Train fire and rescue personnel to effectively respond to emergencies</b>				
Number of new recruits trained	18	50	20	50
<b>FIRE INVESTIGATION</b>				
<b>Determine the causes of fire in an effective and efficient manner</b>				
Number of fires investigated	319	400	400	400
Total arson arrests	37	60	60	60
<b>FIRE PREVENTION</b>				
<b>Prevent fire through inspection and permit services</b>				
Number of new fire permits issued	3,701	6,000	6,000	6,000
Number of inspections made	13,351	12,000	13,000	12,000
<b>FIRE SUPPRESSION</b>				
<b>Respond timely to calls for emergency assistance</b>				
Total number of responses to emergency incidents	242,196	250,000	250,000	250,000
Number of Code 3 incidents	77,890	68,000	68,000	66,000
Roll time of first unit to respond to Code 3 incidents, in seconds - 90th percentile	296	300	300	300
Roll time of first transport-capable company to Code 3 incidents requiring possible medical care, in seconds - 90th Percentile	538	600	600	600



# GSA–City Administrator

## Mission

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

## Services

The General Services Agency (GSA) provides the following services under its divisions:

**Animal Care and Control** is committed to the delivery of effective, courteous, and responsive animal care and control services to the residents of San Francisco. The Department is responsible for 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. The Department also contracts for Moscone Center operations.

**City Administrator Programs** encompass a wide array of services such as:

**311 Customer Service Center** connects residents, businesses and visitors with Customer Service Representatives 24 hours a day, seven days a week for general government information and services.

**Capital Planning Program** is responsible for the development and implementation of the City and County of San Francisco's 10-year Capital Plan and its annual capital budget. The program reviews and analyzes infrastructure needs and facility conditions, evaluates capital project requests, reports on existing capital projects and establishes financing strategies to meet the City's long and short-term capital needs.

**Civic Engagement and Immigrant Affairs** promotes civic participation and advocates for inclusive policies that improves the lives of City residents, particularly immigrants, newcomers, underserved and vulnerable communities. Key focuses include the 2010 Census, Immigrant Rights Commission, compliance with language service, immigrant rights, Sanctuary City, administration of the day laborers program, and Municipal ID ordinances.

**County Clerk** issues marriage licenses and municipal identification cards, performs civil ceremonies, and registers, certifies and/or maintains records such as domestic partnerships, notary publics, vital records and other forms.

**Mayor's Office on Disability (MOD)** ensures that every program, service, benefit, activity and facility operated or funded by the City is fully accessible to people with disabilities. MOD is responsible for overseeing the implementation and local enforcement of the City's obligations under the Americans with Disabilities Act as well as other federal, state and local access codes and disability rights laws.

**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.

**Office of Labor Standards Enforcement** ensures that public works contractors comply with prevailing wage, minimum compensation, health care accountability, sweatfree contracting and other labor standards regulations contained in the City Charter and Administrative Code. It also enforces the Health Care Security Ordinance, Paid Sick Leave Ordinance and the City's Minimum Wage Ordinance for all employers.

**Neighborhood Beautification** provides funding for the promotion of neighborhood beautification projects in San Francisco, including reducing graffiti. City businesses may designate up to one percent of their existing annual payroll tax liability for deposit into the Fund. The Fund is used to award grants to local businesses, nonprofits and community groups for neighborhood beautification projects.

**Internal Services** includes the key divisions that provide services to other city departments.

**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 (Office of Contract Administration)** supports the procurement of the material, equipment and services that are essential to providing governmental services. In serving the City's needs, the staff of the Division is dedicated to providing efficient and responsive service, in full compliance with the City's legal requirements, while upholding the highest ethical and professional standards.

**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. The Real Estate Division also provides property management services and is the lead agency in developing a citywide real estate information system.

**Risk Management** provides services to departments through insurance and contract reviews, updating of insurance and indemnification specifications used by larger departments and conducting training workshops.

**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.

**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.

For more information, call (415) 554-6171 or 311; or visit [www.sfgov.org/GSA](http://www.sfgov.org/GSA)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	211,552,868	228,862,514	234,947,549	6,085,035	3%
Total FTE	539.09	647.08	573.19	(73.89)	(11%)



# Budget Issues and Details

The City Administrator is proposing a \$235 million budget for Fiscal Year 2010-11. Although this represents a three percent increase overall since Fiscal Year 2009-10, the Department's operating expenditures will decrease by one percent. The increase in expenditures is primarily due to the inclusion of capital project costs and expenditures that do not show offsetting recoveries. The decrease in operating expenditures is a result of a ten percent decrease in salaries and wages as well as debt service payments.

## Contract Reductions

Earlier this year, the Mayor directed the Office of Contract Administration (OCA) to request voluntary price reductions from the City's contractors and vendors. OCA is working with many vendors and contractors who have expressed a willingness to assist the City as it continues to face the effects of the economic downturn. To date, the OCA has secured price reductions from vendors that totals over \$630,000 in savings for the City.

## Fleet Management

In Fiscal Year 2009-10, Fleet Management requested city departments to surrender under-used and older vehicles as part of the Mayor's call to reduce unnecessary expenditures in city government. The Director of Fleet Management and the City Administrator identified over 500 of these vehicles and they are currently working with departments to return the vehicles to Fleet Management.

In Fiscal Year 2010-11, Fleet Management and the City Administrator will continue this work and provide alternative transportation solutions to departments to conduct city business. One alternative is the introduction of a car-sharing program, which Fleet Management began in early 2010. This will allow departments to share resources and use vehicles more efficiently.

Fleet Management is also in the process of purchasing and installing FleetFocus, a software program that will enable the Department to effectively track city-owned vehicles. FleetFocus will permit the Department to track maintenance related issues with vehicles, which will allow better preventative maintenance and reducing costly repairs later. This program will also capture operating expenses such as fuel, oil, and licensing. Fleet Management anticipates FleetFocus to become fully operational before January 2011.

## 311 Call Center

311 continues to explore and implement ways to improve processes and efficiencies benefitting the public and city agencies. In Fiscal Year 2009-10, 311 worked closely with city departments to create service requests and disseminate information about H1N1, the Municipal ID card program, non-emergency police reports, the 2010 Census, Single Room Occupancy hotels, and other specialized City programs. In Fiscal Year 2010-11, 311 will continue to focus its resources on efforts to make a positive impact particularly for under-served users, while at the same time pursuing technological changes to reduce demand on call takers. These steps include:

- Ensuring the readiness of the City for unplanned or major events by serving as a back-up emergency call center for 911, the Department of Elections, and the Department of Public Health. For instance, in 2009 during the H1N1 flu outbreak, 311 played a critical role in responding to calls and disseminating information on vaccinations.
- Reviewing current processes to find new efficiencies for City government. 311 is working with all departments to improve performance by reducing duplication and improving management tools. For example, in Fiscal Year 2009-10, 311 worked collaboratively with the Department of Technology, the Department of Building Inspections, the Department of Public Health, the Fire Department, and the Rent Board to provide a centralized process for single room occupancy hotel residents to report violation complaints.

## 2010 Census

In Fiscal Year 2009–10, the Office of Civic Engagement and Immigrant Affairs (OCEIA) conducted numerous meetings with the Complete Count Committee as well as community-based organizations and partnered with the Governor's Census Office, the United States Census Bureau and the 2010 Census Bay Area Funders to develop strategic plans and coordinate resources in an effort to ensure an accurate, fair and inclusive count.

The City has benefitted from investing in relationship building, solid strategic planning and targeted outreach. The City's investment in the 2010 Census will affect federal funding for the next 10 years. Despite numerous challenges with state and federal resources, San Francisco has improved its overall mail-in participation rate over 2000 by at least one percent and increased the response in hard-to-count areas of the City. Results for mail-in participation improved in nearly every hard-to-count area of the City, with Bayview Hunters Point showing a nine percent improvement from 53 percent in 2000 to 62 percent in 2010.

Outreach for Phase II Door-to-Door Enumeration (also known as Non-Response Follow-Up) began in May 2010 and will continue through July 2010. Following that, the verification phase of the Census effort will continue through the end of September 2010. Final census results are due to President Obama on December 31, 2010 and the U.S. Census Bureau will make census data available after March 2011. The Office of Civic Engagement and Immigrant Affairs will continue to work closely with the Census Bureau to ensure that all residents have been counted and the numbers are accurate.

## Bill Graham Civic Auditorium

In early 2010, the City secured a lease with BGCA Management LLP, which will transform the historic Bill Graham Civic Auditorium into a high-quality concert venue at no cost to the City. Additionally, the City will continue to have rights to use the facility for civic events and other City purposes.

This lease will not only maximize revenues, but the operators will also invest approximately \$10 million in initial improvements to create a state of the art concert venue. Ultimately, these improvements and increased use of the Bill Graham Civic Auditorium will revitalize the Civic Center area and stimulate the commercial business activity in surrounding neighborhoods.

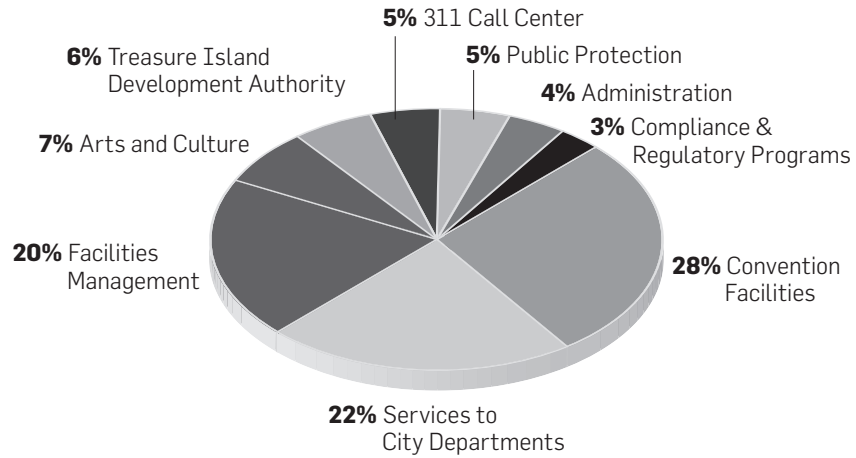
## Treasure Island Development Authority (TIDA)

The TIDA Office of Island Operation continues to provide vital services for the Treasure Island community in Fiscal Year 2010–11 despite a decline in revenues due to the economic downturn. The Fiscal Year 2010–11 budget focuses on quality of life issues for the Treasure Island residents, public safety, beautification, recreation destination, and enhancing commercial leasing opportunities to generate more revenues. The Office will work with its development partners to assure a seamless transition for the redevelopment plans.

After more than 15 years of discussions, in December 2009 the City reached a tremendous milestone when the Mayor and the Secretary of the Navy met to agree to the basic economic terms for the transfer of the property to TIDA. In April and May, the TIDA Board of Directors and Board of Supervisors endorsed a package of legislation that establishes the vision for the redevelopment of the former military base.

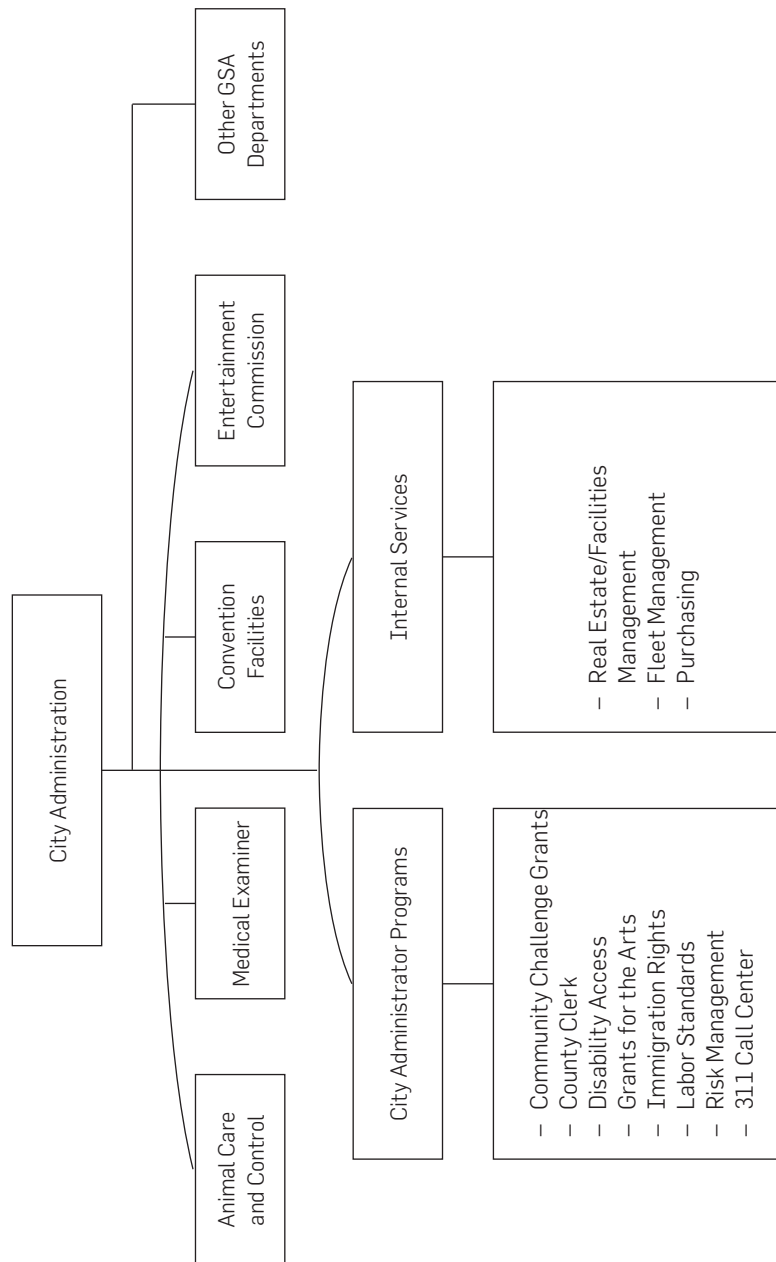
The legislation included a term sheet with the Navy, updates to the development plan and term sheet for the redevelopment of the property with the master developer partner, and an amended and restated base closure homeless assistance agreement with the Treasure Island Homeless Development Initiative. These documents provide the framework for the preparation of final agreements, including environmental review and adoption of a redevelopment plan that the office will bring to the TIDA Board and Board of Supervisors for project approval in Fiscal Year 2010–11.

## Resources by Service Area



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

# GSA–City Administrator



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	542.09	650.08	576.19	(73.89)	(11%)
Non-operating Positions (cap/other)	(3.00)	(3.00)	(3.00)	0.00	0
Net Operating Positions	539.09	647.08	573.19	(73.89)	(11%)
<b>SOURCES</b>					
Local Taxes	58,453,563	53,124,840	53,995,000	870,160	2%
Licenses & Fines	1,747,092	1,584,036	1,709,036	125,000	8%
Use of Money or Property	22,819,812	25,401,449	24,248,971	(1,152,478)	(5%)
Charges for Services	5,434,460	4,006,270	4,053,269	46,999	1%
Other Revenues	957,623	8,370,000	6,553,100	(1,816,900)	(22%)
Transfers In	27,029,881	21,418,744	31,902,610	10,483,866	49%
Expenditure Recovery	87,116,749	102,826,897	102,733,259	(93,638)	0%
Transfer Adjustments-Sources	(23,150,105)	(21,418,744)	(30,019,264)	(8,600,520)	40%
Fund Balance	0	0	7,193,382	7,193,382	N/A
General Fund Support	31,143,793	33,549,022	32,578,186	(970,836)	(3%)
Sources Total	211,552,868	228,862,514	234,947,549	6,085,035	3%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	41,863,052	50,008,856	44,938,717	(5,070,139)	(10%)
Fringe Benefits	13,683,668	18,130,477	18,623,147	492,670	3%
Overhead	0	50,846	179,117	128,271	N/A
Professional & Contractual Services	84,267,994	98,774,429	103,065,058	4,290,629	4%
Aid Assistance / Grants	13,274,373	9,779,994	9,974,626	194,632	2%
Materials & Supplies	11,019,743	10,227,009	10,356,838	129,829	1%
Equipment	890,908	93,767	432,793	339,026	N/A
Debt Service	1,011,016	1,011,076	0	(1,011,076)	(100%)
Services of Other Departments	22,353,304	23,244,053	22,898,033	(346,020)	(1%)
Transfers Out	36,323,739	35,046,883	41,830,384	6,783,501	19%
Transfer Adjustments-Uses	(23,150,105)	(21,418,744)	(30,019,264)	(8,600,520)	40%
Uses - Operating Expenditures Total	201,537,692	224,948,646	222,279,449	(2,669,197)	(1%)

# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	256,419	400,000	425,000	25,000	6%
Capital Renewal	0	1,030,000	7,198,100	6,168,100	N/A
Capital Projects	9,758,757	2,483,868	5,045,000	2,561,132	N/A
Uses - Project Expenditures Total	10,015,176	3,913,868	12,668,100	8,754,232	N/A
<b>USES BY PROGRAM RECAP</b>					
311 Call Center	11,053,178	10,866,947	9,251,143	(1,615,804)	(15%)
Animal Welfare	3,981,581	3,943,999	3,963,360	19,361	0%
Capital Asset Planning	635,371	797,507	750,547	(46,960)	(6%)
City Administrator - Administration	12,813,466	8,422,543	8,075,861	(346,682)	(4%)
County Clerk Services	1,525,215	1,857,432	1,881,804	24,372	1%
Disability Access	1,858,351	2,325,314	11,153,302	8,827,988	N/A
Entertainment Commission	747,357	667,324	677,920	10,596	2%
Facilities Mgmt & Operations	37,614,421	40,226,345	41,318,451	1,092,106	3%
Fleet Management	1,637,948	861,092	1,018,580	157,488	18%
Grants For The Arts	15,077,784	12,319,192	11,768,000	(551,192)	(4%)
Immigrant Rights Commission	457,169	1,318,696	612,791	(705,905)	(54%)
Living Wage / Living Health (Mco/Hcao)	2,422,781	2,766,965	2,632,088	(134,877)	(5%)
Medical Examiner	5,758,741	5,516,641	5,596,055	79,414	1%
Neighborhood Beautification	853,381	1,100,000	1,282,662	182,662	17%
Procurement Services	3,729,477	4,465,925	4,472,726	6,801	0%
Real Estate Services	3,740,737	22,805,910	21,212,353	(1,593,557)	(7%)
Risk Management / General	10,796,482	11,637,205	13,657,173	2,019,968	17%
Tourism Events	71,561,753	72,188,575	70,718,977	(1,469,598)	(2%)
Treasure Island	1,343,919	1,279,737	1,508,899	229,162	18%
Vehicle & Equipment Main & Fueling	23,943,756	23,495,165	23,394,857	(100,308)	0%
Uses by Program Recap Total	211,552,868	228,862,514	234,947,549	6,085,035	3%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>311 CUSTOMER SERVICE CENTER</b>				
<b>Quality Assurance</b>				
Quality assurance percentage score	97%	94%	98%	98%
<b>ANIMAL WELFARE</b>				
<b>Decrease number of animals euthanized</b>				
Percentage of live animal releases	72%	72%	71%	72%
<b>Decrease or maintain average field emergency response time</b>				
Field service emergency response time, in minutes	21	23	23	23
<b>COUNTY CLERK SERVICES</b>				
<b>Streamline delivery of County Clerk services</b>				
Percentage of customers assisted within ten minutes from the time they are ready to be served	86%	90%	90%	90%
<b>DISABILITY ACCESS</b>				
<b>Conduct required plan and site reviews in a timely manner</b>				
Percentage of requests for plan reviews fulfilled within twenty business days	80%	85%	80%	85%
Percentage of requests for site reviews fulfilled within ten business days	98%	95%	95%	95%
<b>FLEET MANAGEMENT</b>				
<b>Control citywide vehicle costs by reducing the number of vehicles assigned to departments</b>				
Number of vehicles assigned to departments	929	875	900	875
<b>GRANTS FOR THE ARTS</b>				
<b>Promote San Francisco as a tourist destination by supporting the arts and cultural community</b>				
Number of attendees at programs and events supported by GFTA funding	11,000,000	10,000,000	9,600,000	10,000,000





# GSA–Public Works

## Mission

To enhance the quality of life in San Francisco by providing outstanding public service. The Department of Public Works designs, builds, operates, maintains, greens and improves the City's infrastructure, public rights-of-way, and facilities with skill, pride, and responsiveness in partnership with the San Francisco community.

## Services

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

**Architecture** provides comprehensive planning, project management and architectural services for the modernization and renovation of existing buildings, and the development of new buildings, facilities and urban spaces for public use.

**Building Repair** provides construction, repair, remodeling, and facility management services to city-owned facilities.

**Construction Management** inspects and manages public construction projects for City agencies.

**Engineering** provides planning, project development, design and consulting services for city streets, infrastructure and buildings.

**Project Management** is responsible for delivering major capital projects through planning, design, regulatory approval, and the construction process.

**Street and Sewer Repair** is responsible for street paving and repair work, sewer repair, and pothole filling.

**Street Environmental Services** uses mechanical street sweepers, strategic litter receptacle placement, and city work crews to clean streets and curbs. The bureau also maintains the City's street trees and median landscaping.

**Street Use and Mapping** ensures that city sidewalks and streets are safe and accessible by permitting and inspecting the use of the public right of way. The bureau also maintains the official city map.

For more information, call (415) 554-6920 or 311; or visit [www.sfdpw.org](http://www.sfdpw.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	203,291,973	162,676,381	163,003,344	326,963	0%
Total FTE	1,030.24	821.52	795.67	(25.85)	(3%)

# Budget Issues and Details

The Fiscal Year 2010–11 proposed budget of \$163.0 million for DPW is \$0.3 million more than the Fiscal Year 2009–10 budget and includes funding for 26 fewer full-time equivalent positions. Through targeted staffing reductions and administrative efficiencies, the Department will reduce its reliance on the General Fund while preserving core services.

## Continued Commitment to Improving Streets

DPW's Fiscal Year 2010–11 street resurfacing budget is funded above what was recommended in the 10-Year Capital Plan in order to maintain a Pavement Condition Index score of 64 and prevent further deterioration of the City's streets. The budget includes \$44.2 million for road resurfacing from a combination of state and local sources. It also includes continued funding for general street maintenance (cleaning, pothole repair, code enforcement) and maintenance of street trees, medians and plazas. These investments continue the department's effort to improve the condition of the City's streets.

The proposed budget funds the City's Americans with Disabilities Act (ADA) Transition Plan for Curb Ramps and Sidewalks. DPW's budget also includes funding for repairs to street structures such as tunnels, bridges, stairs, retaining walls, viaducts, and overcrossings and the sidewalk improvement and repair program to improve pedestrian safety on the City's right-of-way.

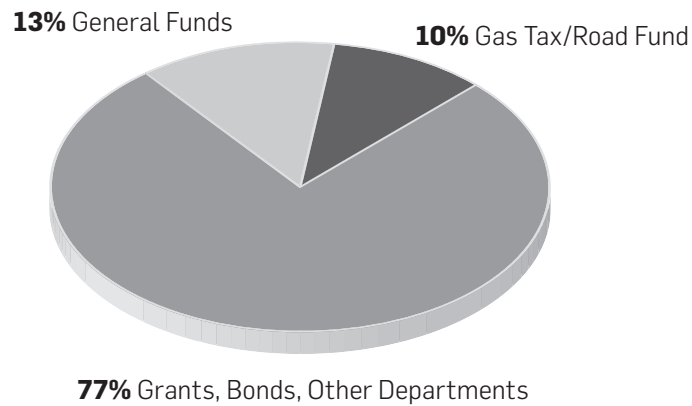
## Administrative Reductions and Efficiencies

With an ever-growing need for city services and limited resources, DPW identified administrative reductions and staffing efficiencies to minimize the impact on services. More specifically, the Department has reduced administrative positions and reconfigured staffing schedules to reduce the need for on-call services and overtime. In addition, because of DPW's strong worker safety program, the department was able to reduce its workers compensation budget by more than \$200,000 for Fiscal Year 2010–11. DPW also reduced its material and supplies and travel budgets as well as other non-personnel budgets. The Department continues to partner with the community to leverage its services to the public in programs like the Community Corridors Partnership, the Graffiti Watch Program and Adopt-A-Street Program.

In Fiscal Year 2010–11 DPW will continue its efforts to harness technology to improve services through final implementation of various computer systems. These systems will make DPW more efficient through streamlining and modernizing administrative processes and providing enhanced project management capability.

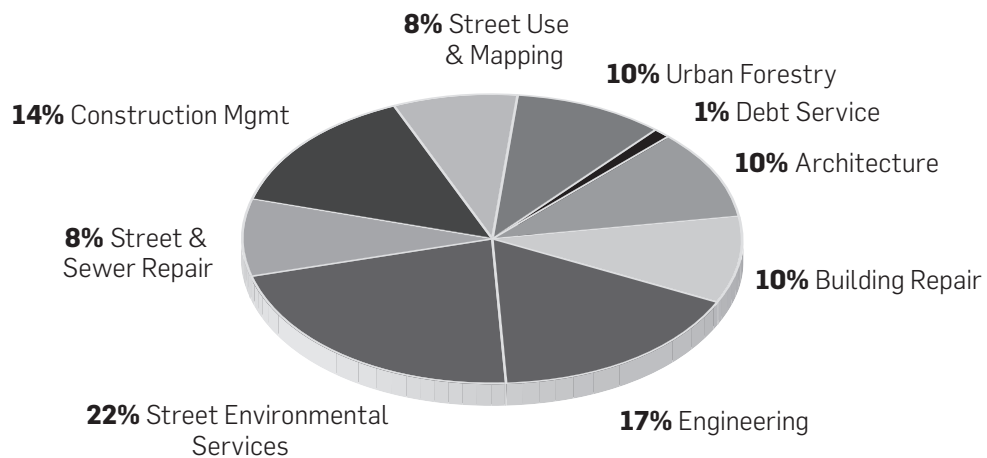
In addition to administrative reductions and efficiencies, DPW's budget does include funding reductions that may result in slower response times to service requests as well as a reduction in its capacity to respond to complaints related to the public-rights-of-way. DPW will strive to mitigate these negative impacts by prioritizing service requests and focusing on the most critical needs of the community.

## Sources of Funds



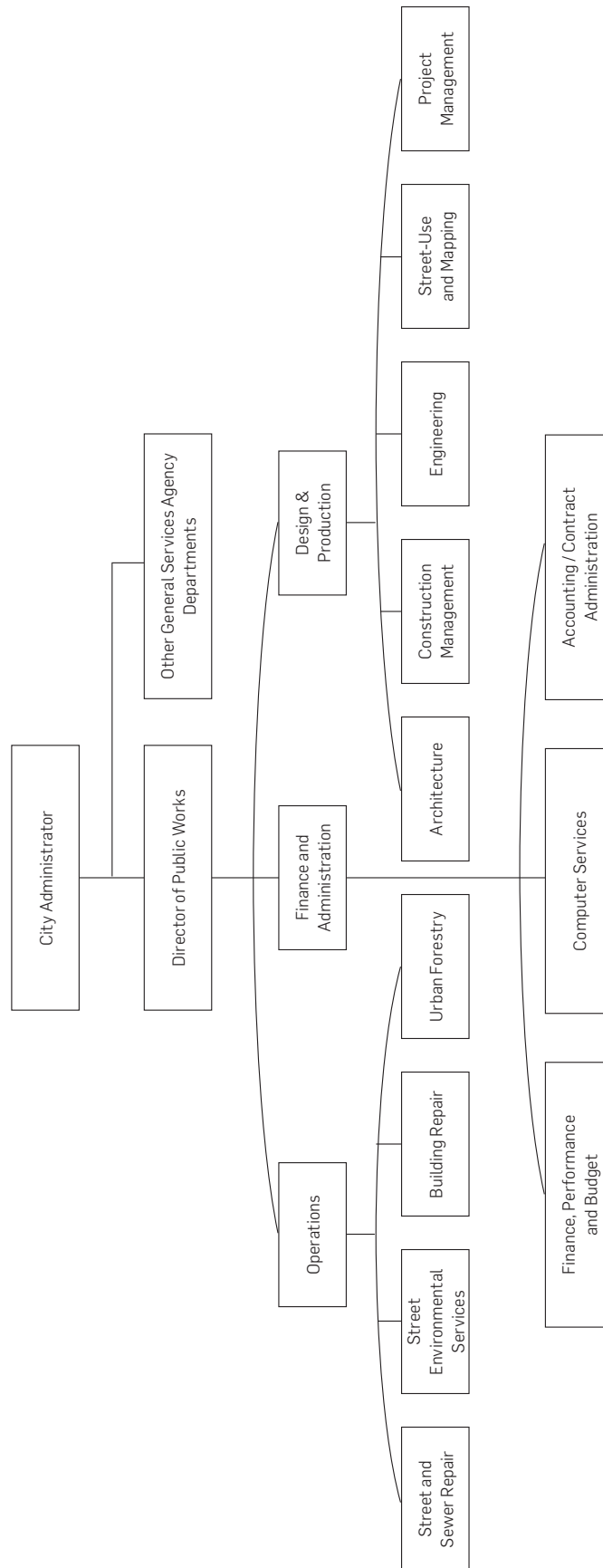
The City's General Fund and Gas Tax revenues account for about a quarter of DPW's budget and pay for services such as street sweeping and street tree maintenance. The majority of DPW's budget funds work provided to other city departments, including voter approved bond programs.

## Uses of Funds



DPW provides services including street sweeping, tree planting and maintenance, graffiti and litter removal, engineering and management of construction projects, pothole repair and street and sidewalk repaving.

# GSA–Public Works



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,385.55	1,175.52	1,151.67	(23.85)	(2%)
Non-operating Positions (cap/other)	(355.31)	(354.00)	(356.00)	(2.00)	1%
Net Operating Positions	1,030.24	821.52	795.67	(25.85)	(3%)
<b>SOURCES</b>					
Licenses & Fines	694,516	652,000	637,000	(15,000)	(2%)
Use of Money or Property	332,843	255,000	1,841,661	1,586,661	N/A
Intergovernmental Revenue - Federal	3,880,804	2,766,103	4,123,195	1,357,092	49%
Intergovernmental Revenue - State	30,432,172	31,422,534	32,785,479	1,362,945	4%
Charges for Services	12,559,366	13,675,515	9,634,023	(4,041,492)	(30%)
Other Revenues	32,819,828	31,477,525	32,156,835	679,310	2%
Transfers In	18,572,732	1,124,228	243,900	(880,328)	(78%)
Expenditure Recovery	135,029,323	111,892,173	112,088,236	196,063	0%
Transfer Adjustments-Sources	(52,278,814)	(54,974,262)	(54,108,117)	866,145	(2%)
Fund Balance	0	0	1,217,338	1,217,338	N/A
General Fund Support	21,249,203	24,385,565	22,383,794	(2,001,771)	(8%)
Sources Total	203,291,973	162,676,381	163,003,344	326,963	0%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	71,156,231	66,546,139	61,962,275	(4,583,864)	(7%)
Fringe Benefits	24,191,004	26,323,774	28,159,605	1,835,831	7%
Overhead	27,340,316	29,587,586	29,946,321	358,735	1%
Professional & Contractual Services	3,932,584	3,321,734	5,370,115	2,048,381	62%
Materials & Supplies	5,494,817	5,072,449	2,311,469	(2,760,980)	(54%)
Equipment	3,943,522	2,441,709	2,896,253	454,544	19%
Services of Other Departments	26,911,285	25,199,999	23,901,524	(1,298,475)	(5%)
Transfers Out	1,223,425	1,390,720	510,392	(880,328)	(63%)
Transfer Adjustments-Uses	(52,278,814)	(54,974,262)	(54,108,117)	866,145	(2%)
Uses - Operating Expenditures Total	111,914,370	104,909,848	100,949,837	(3,960,011)	(4%)
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	928,925	3,020,000	2,851,500	(168,500)	(6%)
Capital Renewal	0	28,873,533	54,011,067	25,137,534	87%
Capital Projects	90,448,678	25,873,000	5,190,940	(20,682,060)	(80%)
Uses - Project Expenditures Total	91,377,603	57,766,533	62,053,507	4,286,974	7%
<b>USES BY PROGRAM RECAP</b>					
Architecture	442,126	548,344	533,310	(15,034)	(3%)
Building Repair And Maintenance	19,723,547	16,378,156	16,432,320	54,164	0%
City Capital Projects	88,247,449	56,297,533	60,835,169	4,537,636	8%
Construction Management Services	2,394,831	340,641	340,745	104	0%
Engineering	4,689,211	729,244	821,330	92,086	13%
Neighborhood Beautification	0	0	1,217,338	1,217,338	N/A
Street And Sewer Repair	13,758,713	17,644,713	15,474,708	(2,170,005)	(12%)
Street Environmental Services	40,689,517	39,033,605	37,577,788	(1,455,817)	(4%)
Street Use Management	15,619,292	14,510,375	13,436,059	(1,074,316)	(7%)
Urban Forestry	17,727,287	17,193,770	16,334,577	(859,193)	(5%)
Uses by Program Recap Total	203,291,973	162,676,381	163,003,344	326,963	0%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ARCHITECTURE</b>				
<b>Develop accurate construction cost estimates for City projects</b>				
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the architect's estimate	53.0%	80.0%	75.0%	75.0%
<b>CONSTRUCTION MANAGEMENT SERVICES</b>				
<b>Track City construction project costs</b>				
Percentage change order cost to original contracts, for projects exceeding \$2 million	9.37%	7.10%	9.20%	8.00%
<b>ENGINEERING</b>				
<b>Develop accurate construction cost estimates for City projects</b>				
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the engineer's estimate	50.0%	80.0%	70.0%	75.0%
<b>Maintain quality of City streets through repaving program</b>				
Number of blocks of City streets repaved	310	300	300	320
<b>STREET AND SEWER REPAIR SERVICES</b>				
<b>Maintain City streets in good repair</b>				
Number of potholes repaired	14,631	8,000	12,000	12,000
Percentage of potholes repaired within 72 hours of request	68.00%	75.00%	70.00%	75.00%
<b>STREET ENVIRONMENTAL SERVICES</b>				
<b>Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education</b>				
Percentage of graffiti requests abated within 48 hours (public property)	51.1%	80.0%	60.0%	60.0%
Percentage of street cleaning requests abated within 48 hours	89.0%	85.0%	90.0%	85.0%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>STREET USE MANAGEMENT</b>				
<b>Respond to street construction-related complaints on a timely basis</b>				
Percentage of complaints responded to within 24 hours	47%	65%	65%	65%
<b>URBAN FORESTRY</b>				
<b>Expand the Urban Forest in San Francisco</b>				
Number of new street trees planted by DPW	1,354	375	435	375





## Mission

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

## Services

The Department of Technology (DT) provides a broad range of information technology and telecommunications services to the departments and agencies of the City and County of San Francisco and increasingly directly to city residents. To meet this growing mission, the department is strategically improving its services, focusing on better funding models, improved customer service, efficient and effective operations and building a finely-tuned organization supported by staff that is appropriately trained. The department's major service areas include:

**Operations Program** manages the City's communications networks and infrastructure and associated operations. This includes building and maintaining the voice, video and data networks which support the City's computing needs, and maintaining and operating the City's data center which houses the hardware that supports enterprise applications. Examples of applications that have citywide or broad-based constituencies include e-mail and Geographic Information Systems (GIS).

**Technology Program** provides enterprise technology support services to all city departments including requirements gathering, business process mapping and reengineering, software development and technical project management. This area also supports public safety information systems, and the City's official website, [sfgov.org](http://sfgov.org), as well as e-gov, and other emerging technologies.

**Public Safety Technology Services** serves the public safety communications and information systems of the City's Emergency Management, Fire and Police departments, which includes all wireless radio systems and the Emergency Telephone System.

**Governance and Outreach** supports the Committee on Information Technology (COIT), the City's technology governance body, as well as SFGTV and the City's cable franchise program that provides public access, education, and government programming.

**Reproduction Services** provides graphics, mailing and delivery services for City departments.

**Administration** includes Customer Services, which provides a single point of contact to ensure high-quality, efficient, and effective communications and services to DT's clients. This program is also responsible for technology contract management and procurement, accounting and budgetary functions, enterprise telephone billing, human resources, facilities management and administration.

For more information call (415) 581-4000 or 311; or visit [www.sfgov.org/dt](http://www.sfgov.org/dt)

# Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Changed from 2009-2010
Total Expenditures	86,104,697	86,557,497	78,978,687	(7,578,810)	(9%)
Total FTE	265.21	251.99	216.96	(35.03)	(14%)

## Budget Issues and Details

In Fiscal Year 2010–11 the Department of Technology will have a \$79 million operating budget, including \$1.3M in direct General Fund support and \$48.5 million in General Fund support that is recovered from departments receiving services. This is a \$7.6 million (9 percent) decrease overall and a \$6.9 million (12 percent) reduction in General Fund support. The Department was able to achieve these significant savings by reducing positions, negotiating more favorable telephone contracts and converting some operational communications staff to project-supported status. Additionally, as a result of DT's efforts to reduce spending in Fiscal Year 2009–10, the department was able to generate a significant level of savings that it will pass on to other City departments through lower rates in the Fiscal Year 2010–11 budget. DT's budget was also reduced by \$1 million as a result of transferring nine previously workorder-supported staff out to departments, including seven Public Safety application support positions to the Police Department (SFPD) and two 311 support positions to the City Administrator.

### Investment in Core Services and Innovation

The department is focusing implementing projects and developing applications that support a centralized technology infrastructure and an environment that facilitates communication, data integration, reporting and collaboration across departments. In some cases this means reducing services, such as print and mail services, and transferring department-specific staff from DT to departments.

As the Department continues its shift towards supporting citywide enterprise technology, it is devoting resources in the tools necessary to better serve its customers. These investments include significant security enhancements, a new email system, building the Fiber network, and developing collaboration tools that can be leveraged citywide, such as enterprise license agreements for common applications.

In Fiscal Year 2010-11, a high priority for DT is to complete the move of the DT data center from One Market Plaza to 200 Paul Street to create a more efficient and disaster resistant data center. Maintaining this space is a core function of DT because it hosts much of the City's mission critical systems such as e-mail, JUSTIS, FAMIS, 311, and SFGOV. Through the transition to 200 Paul, DT will achieve significant efficiencies, including improved energy utilization and server capability, with approximately 60 percent of its servers moving to the new virtualization platform. Additionally, through this effort, San Francisco will be one of the first local government entities to deliver a secure "private government cloud", thereby providing secure and lower cost server and storage solutions to under-served departments across the City that do not have the funds or capacity to build their own data centers or manage their own systems.

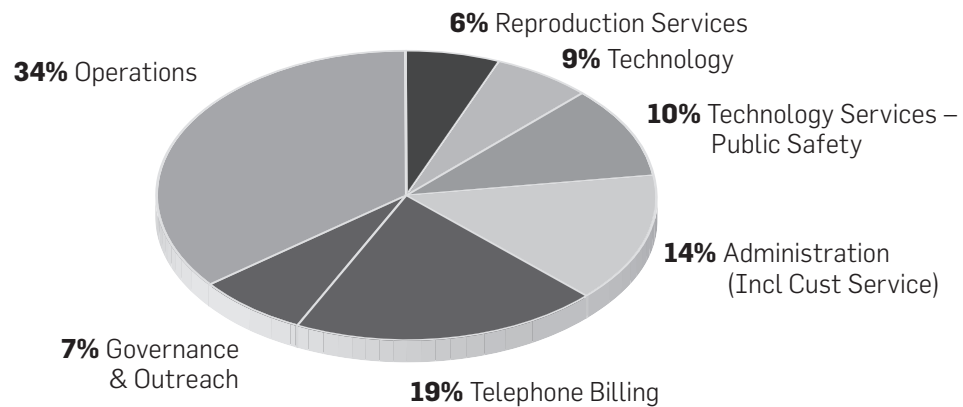
The new data center at 200 Paul is recognized as one of the seven key data centers currently endorsed by the Committee on Information Technology (COIT) to be part of the plan to consolidate the City's mission critical computer systems from smaller and less effective department server rooms into a shared and disaster ready environment.

### Citywide Strategic Technology Plan

The Chief Information Officer (CIO) is underway with a citywide strategic technology planning process that will provide the technical framework and technology business goals and objectives for the City. The planning process has identified a number of initiatives underway that focus on consolidation, standardization, and

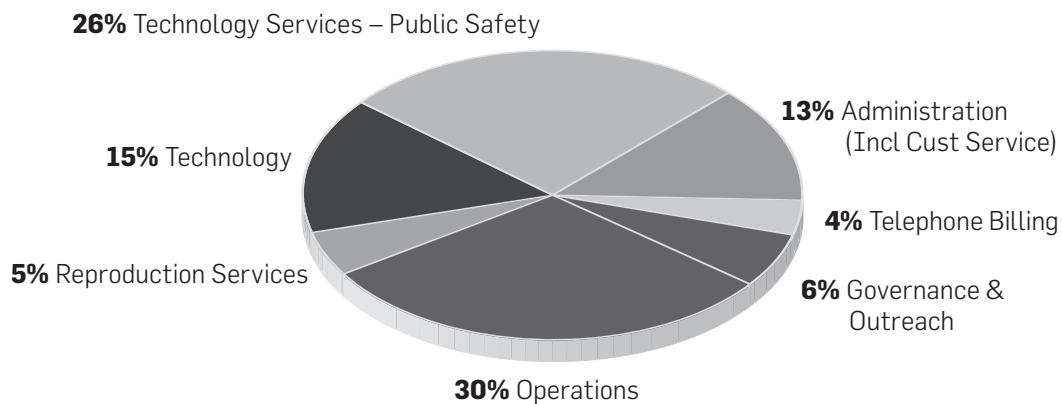
cost savings. For example, DT is negotiating new technology agreements with key vendors to achieve technology standardization and cost savings through economies of scale. The CIO is also establishing a process for reviewing technology procurement requests in order to identify opportunities for consolidation, standardization, and additional cost savings.

## Resource Allocation



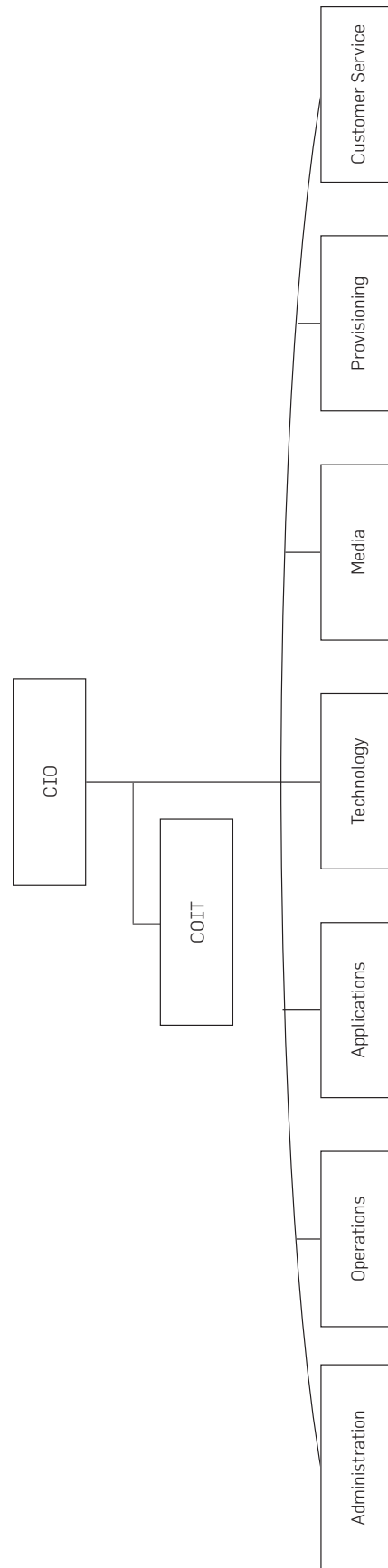
The Department of Technology was able to reduce its overall budget by \$7.6 million by reducing positions, negotiating contracts and transferring positions to projects or out to other departments. Additionally, Fiscal Year 2009-10 savings are being passed back to departments through lower rates in Fiscal Year 2010-11.

## Position Allocation



In Fiscal Year 2010-11, the Department of Technology's staffing will be reduced by 27 FTE. This includes the transfer of seven public safety application staff to the Police Department and two 311 Call Center support positions to the City Administrator.

# GSA–Technology



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	286.21	274.99	247.96	(27.03)	(10%)
Non-operating Positions (cap/other)	(21.00)	(23.00)	(31.00)	(8.00)	35%
Net Operating Positions	265.21	251.99	216.96	(35.03)	(14%)
<b>SOURCES</b>					
Licenses & Fines	1,454,160	1,480,515	1,749,188	268,673	18%
Use of Money or Property	105,238	72,732	56,900	(15,832)	(22%)
Expenditure Recovery	83,426,074	83,740,430	72,355,681	(11,384,749)	(14%)
Fund Balance	0	0	3,472,883	3,472,883	N/A
General Fund Support	1,119,225	1,263,820	1,344,035	80,215	6%
Sources Total	86,104,697	86,557,497	78,978,687	(7,578,810)	(9%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	26,808,949	26,050,690	22,146,118	(3,904,572)	(15%)
Fringe Benefits	7,575,859	8,791,156	8,652,100	(139,056)	(2%)
Overhead	807,837	2,135,258	2,348,184	212,926	10%
Professional & Contractual Services	35,977,855	37,061,151	34,103,423	(2,957,728)	(8%)
Materials & Supplies	5,323,982	5,062,302	2,958,156	(2,104,146)	(42%)
Equipment	2,172,518	2,184,385	3,838,912	1,654,527	76%
Services of Other Departments	5,847,287	4,930,780	4,931,794	1,014	0%
Uses - Operating Expenditures Total	84,514,287	86,215,722	78,978,687	(7,237,035)	(8%)
<b>USES - PROJECT EXPENDITURES</b>					
Capital Projects	1,590,410	341,775	0	(341,775)	(100%)
Uses - Project Expenditures Total	1,590,410	341,775	0	(341,775)	(100%)
<b>USES BY PROGRAM RECAP</b>					
Administration	26,324,560	25,383,204	23,946,071	(1,437,133)	(6%)
Governance And Outreach	3,312,435	6,403,429	6,774,244	370,815	6%
Operations	31,262,864	34,584,076	32,843,218	(1,740,858)	(5%)
Reproduction Services	7,056,615	7,260,153	5,374,452	(1,885,701)	(26%)
Technology	5,335,378	4,399,561	2,603,637	(1,795,924)	(41%)
Technology Services:Public Safety	12,812,845	8,527,074	7,437,065	(1,090,009)	(13%)
Uses by Program Recap Total	86,104,697	86,557,497	78,978,687	(7,578,810)	(9%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ADMINISTRATION</b>				
<b>Provide accurate and timely accounting and financial reporting services</b>				
Average number of days from the end of the prior month to complete interdepartmental project billing	30.3	26.0	27.0	25.0
<b>CUSTOMER SERVICE</b>				
<b>Ensure a high level of desktop support for Desk Top Customers</b>				
Percent of Desk Top incidents resolved on first call visit to client.	83%	75%	75%	75%
Percent of Desk Top incident tickets resolved in one work week or less.	72%	75%	75%	75%
<b>ENTERPRISE OPERATIONS</b>				
<b>Ensure high availability of the systems managed by DT</b>				
Network Up Time	98.63%	100.00%	100.00%	100.00%
E-mail System	98.0%	99.9%	99.9%	99.0%
<b>MEDIA</b>				
<b>Provide Satisfactory Reproduction/Mail Services</b>				
Percentage of reproduction job orders completed on time	98%	99%	99%	98%
<b>PUBLIC SAFETY</b>				
<b>Reliable Public Safety Technology Operation</b>				
Percentage of repairs for portable and mobile radios completed within the same day of the request	90%	90%	85%	90%

# Health Service System

## Mission

To provide active and retired members of the Health Service System with affordable, quality healthcare and the information they need to make knowledgeable decisions about their healthcare options while adhering to excellent customer service standards

## Services

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

**Administration** provides departmental management; develops policy recommendations for the Health Service Board; provides benefits analysis and vendor selection, management and evaluation services; and is responsible for the commission secretary and other administrative services of the Health Service Board.

**Member Services** communicates with over 2,500 individual members each month providing individual benefits counseling, enrollment and benefit modification, and customer service to more than 100,000 members and dependents enrolled in the Health Service System.

**Finance** provides benefit rate calculations; maintains the accuracy of all financial and vendor contract 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** provides coordinated and strategic benefits communications to members of the Health Service System. It also facilitates the delivery of wellness programs designed to improve client health and proactively manage future healthcare costs.

**Employee Assistance Program (EAP)** provides short term counseling to employees undergoing difficult times. EAP also provides training for departments on managing stress and difficult times as well as responding to violence in the workplace.

**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 or 311; or visit [www.myhss.org](http://www.myhss.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	5,521,087	6,039,298	6,231,582	192,284	3%
Total FTE	34.83	35.09	34.99	(0.10)	(0%)

# Budget Issues and Details

## Finding Citywide Savings

In an effort to assist the Health Service System recover citywide savings, the Department's Fiscal Year 2010-11 budget includes level expenditures comparable to the prior year. Already this year, the leadership of the Health Service System has saved the City \$19 million through rate negotiations, implementing a \$5 increase in copayments for members and enrolling all Medicare beneficiaries in Medicare Advantage managed care plans. The Department is also increasing system accountability by eliminating fraudulent membership claims and wasteful spending within the health system.

## Preserving the Quality and Value of Benefits

HSS will issue a Request for Proposal for all health plans to seek better benefit packages for active and retired members. HSS will also continue to implement a "dashboard" measurement tool to work with vendors in creating and implementing solutions to reduce the cost of disease management and hospitalizations.

## Providing Quality Customer Service

The City's eMerge Project, a citywide update of the City's information technology systems for Human Resources, will replace the existing system that HSS relies on for all of its benefits transactions. HSS is working with the eMerge Project team to ensure successful planning and implementation. Over the next fiscal year, this effort is expected to require significant HSS staffing resources.

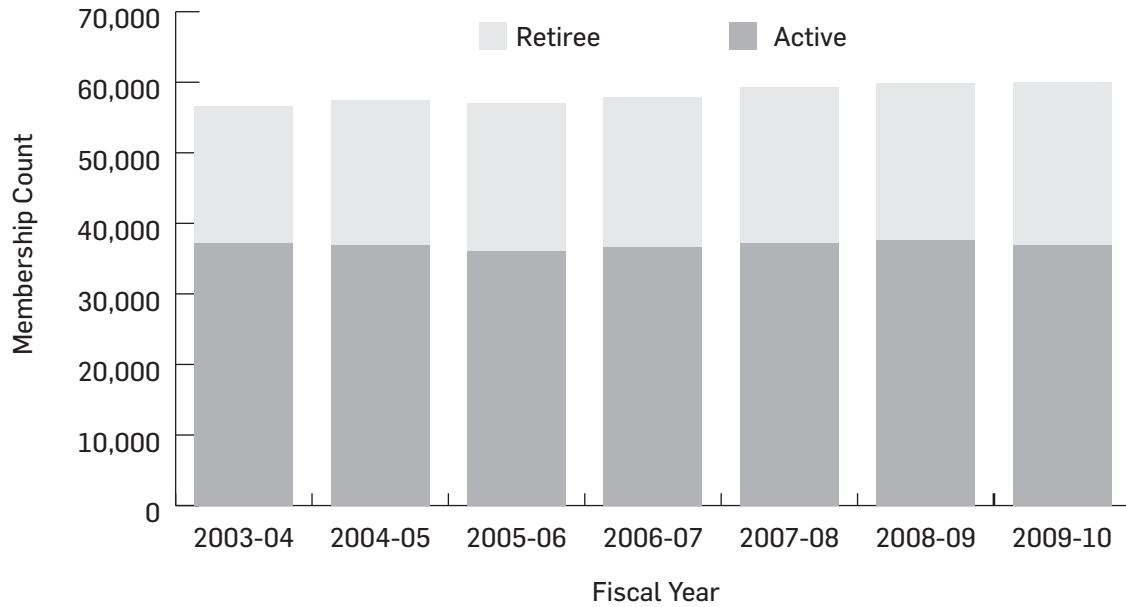
HSS will continue to ensure continuity of coverage for retirees, facilitate the migration to Medicare Advantage plans, communicate eligibility, enhance systems and information sharing and maximize the collection of the Medicare Part D subsidy, resulting in cost savings for members and the City. HSS will maintain telephone service hours at the new increased level in Fiscal Year 2010-11.

## Employee Assistance Program

HSS will continue to manage the employment assistance program and incorporate this valuable resource into the overall Wellbeing Program being developed by HSS to better integrate all employee benefits in one department.

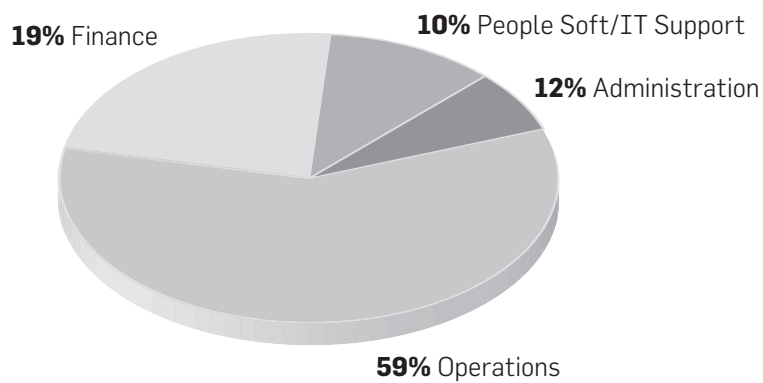


## Membership



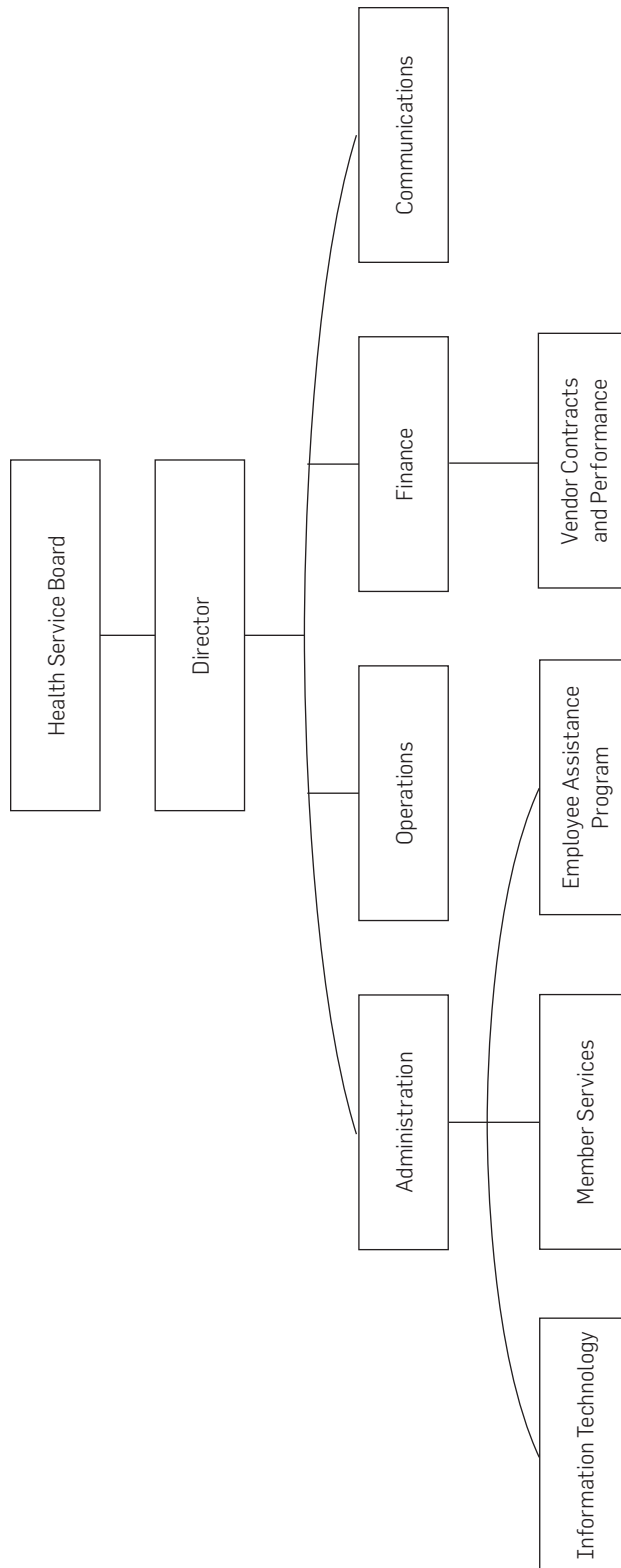
Historically, active members make up two-thirds of total health membership.

## Allocation of Resources



The majority of HSS's resources go to direct services of city departments, shown here as 'Operations'.

# Health Service System



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	35.83	36.09	35.99	(0.10)	0%
Non-operating Positions (cap/other)	(1.00)	(1.00)	(1.00)	0.00	0
Net Operating Positions	34.83	35.09	34.99	(0.10)	0%
<b>SOURCES</b>					
Charges for Services	0	0	7,000	7,000	N/A
Other Revenues	0	302,490	160,355	(142,135)	(47%)
Expenditure Recovery	5,521,087	5,736,808	6,064,227	327,419	6%
Sources Total	5,521,087	6,039,298	6,231,582	192,284	3%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	2,659,845	2,804,602	2,731,754	(72,848)	(3%)
Fringe Benefits	970,797	1,172,368	1,310,364	137,996	12%
Professional & Contractual Services	1,138,564	1,268,853	1,399,473	130,620	10%
Materials & Supplies	36,588	35,720	31,944	(3,776)	(11%)
Services of Other Departments	715,293	757,755	758,047	292	0%
Uses - Operating Expenditures Total	5,521,087	6,039,298	6,231,582	192,284	3%
<b>USES BY PROGRAM RECAP</b>					
Health Service System	5,521,087	6,039,298	6,231,582	192,284	3%
Uses by Program Recap Total	5,521,087	6,039,298	6,231,582	192,284	3%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>HEALTH SERVICE SYSTEM</b>				
<b>Improve customer service</b>				
Average time to answer telephone calls (in seconds)	21	30	30	30
Average call abandonment rate	1.3%	5.0%	2.0%	5.0%
Average wait time (in minutes)	5	10	2	10
Percentage of staff who are bilingual	58%	25%	53%	25%
Percentage of appeals responded to within 30 days and appeals not reaching the Health Service Board	98%	95%	100%	95%
<b>Improve the accuracy and timeliness of financial reporting and payments</b>				
Percentage of payments to vendors made on or before the due date	100%	99%	99%	99%
Percentage of accounts current in premium payments (delinquent less than 60 days)	100%	100%	100%	100%
<b>Improve the monitoring of contracts and communications with contract vendors</b>				
Percentage of vendor contracts that include performance guarantees	100%	100%	100%	100%
<b>Membership satisfaction</b>				
Percentage of survey respondents who found HSS Fair beneficial	85%	85%	85%	85%
Percentage of survey respondents who find HSS website informative	98%	80%	85%	80%

# Human Resources

## Mission

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

## Services

The Department of Human Resources (DHR) is organized into the following broad functional areas: Employment Services; Employee Relations; Equal Employment Opportunity; Workers' Compensation; Workforce Development and Training; and Administration, Finance and Budget, and Information Services. Each of these functional areas provides a broad scope of human resources services that support the Department's mission.

**Employment Services** includes the Recruitment and Assessment Services team, the Client Service team, the Classification and Compensation team, and the Employment Information Services team. Collectively, these teams provide human resources consultation and direct services in all operational areas of the City's human resources programs. They are also responsible for ensuring equal employment opportunity and the application of merit system principles.

**Employee Relations** negotiates and administers the provisions of collective bargaining agreements between the City and County of San Francisco and the labor organizations that represent city employees, and engages in legally-required meet and confer processes regarding issues within the scope of representation. Employee Relations staff advise departmental personnel representatives in the interpretation of contractual provisions, manage and review all grievances related to contract interpretation/application and disciplinary actions, and evaluate bargaining unit assignments for city classifications.

**Equal Employment Opportunity (EEO)** provides professional consultation to applicants, employees and departments in the areas of equal employment opportunity, employment discrimination and harassment, and accommodation of persons with disabilities. EEO staff also trains supervisors and managers to prevent workplace harassment, and implements investigation and alternative dispute resolution of harassment and employment discrimination complaints.

**Workers' Compensation** administers benefits related to industrial injuries and illnesses in compliance with state and local laws and regulations; coordinates citywide safety and prevention efforts; and facilitates return-to-work programs.

**Workforce Development and Training** implements citywide training and organizational development programs; manages succession planning programs; and designs and implements internship and apprenticeship programs.

**Administration, Finance and Budget, and Information Services** provides internal administrative support to ensure efficient department operations.

For more information, call (415) 557-4800 or 311; or visit [www.sfgov.org/dhr](http://www.sfgov.org/dhr)

# Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	79,142,553	73,760,587	71,573,961	(2,186,626)	(3%)
Total FTE	144.06	138.18	119.61	(18.57)	(13%)

## Budget Issues and Details

### Civil Service Reform

DHR continues to evaluate the effectiveness of the existing civil service revisions and implement new pilot programs in order to strengthen the systems created in the first phase of Civil Service Reform. DHR is also seeking to implement the second phase of Civil Service Reform in Fiscal Year 2010–11 focused on:

- Modernizing and streamlining the hiring and promotion process to ensure that the City can hire the most competent candidates in a timely and efficient manner.
- Improving management, performance and attendance policies.
- Refining the City's employee separation policies and procedures to ensure that they meet operational needs, are fiscally responsible and consistent with national best practices.
- Modernizing and simplifying the personnel system.

### Building Employee Skills

DHR is responsible for planning for the workforce needs of the City. To ensure that the City is developing the next generation of talent, the Department instituted the City University (CU) program, a partnership between the City, San Francisco State University and City College of San Francisco. CU's curriculum focuses on the short-term skill building and long-term planning issues that the City faces due to employment turnover and retirements. DHR also ensures that current employees have the skills and information they need. For example, more than 800 supervisors and managers have attended DHR's highly successful 24-PLUS training, which provides the fundamental information needed by new managers in the City. In addition, in Fiscal Year 2010–11, the Department will offer training for city staff related to performance management, succession planning and leave management.

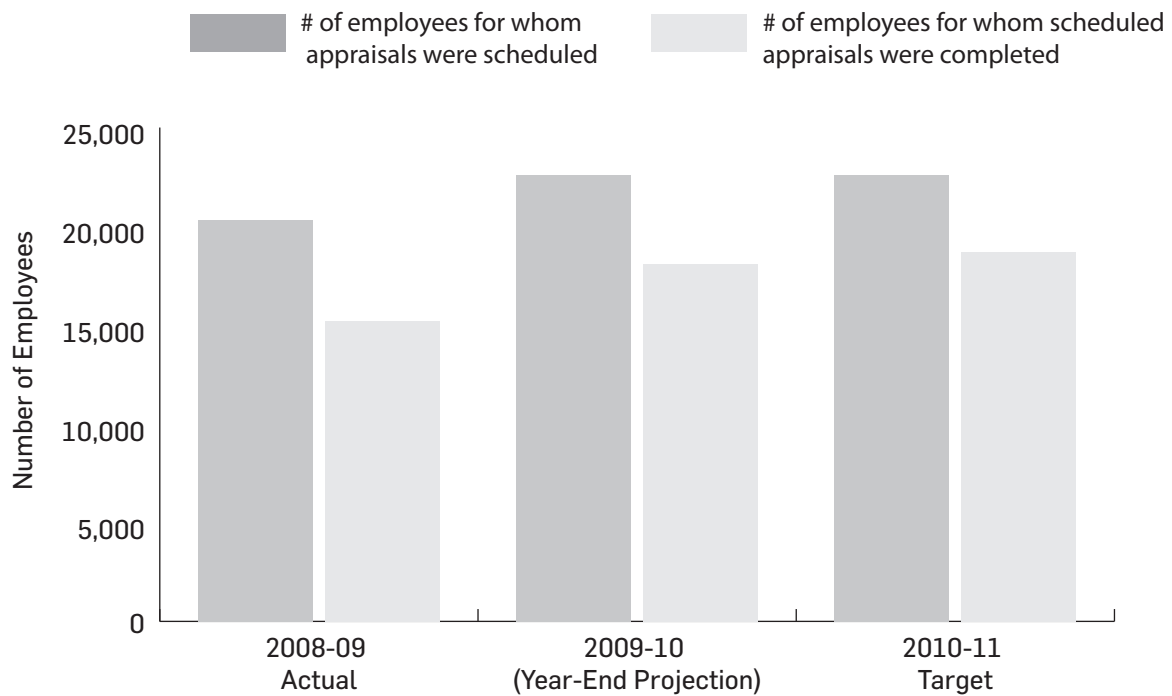
### Classification and Compensation Project

DHR recently established a team responsible for overseeing the City's classification plan and managing the City's compensation structure. Over the next three fiscal years, the compensation and classification team will modernize the City's personnel classification system to reduce the number of classifications with overlapping responsibilities, and improve the consistency in the use and compensation of job classifications.

### Workers' Compensation

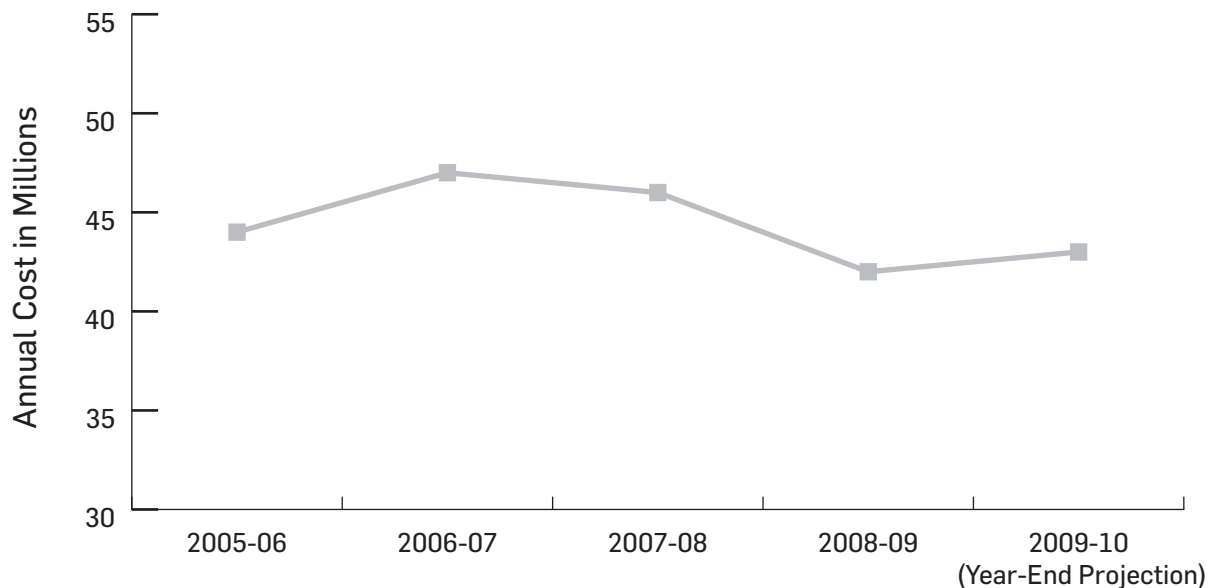
The Department of Human Resources, in conjunction with city departments, has made significant strides to manage workers' compensation more effectively. The Department has created a new transitional return-to-work program which returns employees to work more quickly by offering modified work opportunities. Bringing employees back from leave as soon as medically allowable improves employee retention and reduces overtime costs. As a result of these efforts, workers' compensation claim costs have decreased by \$10.6 million since Fiscal Year 2003–04. In the coming year, the workers' compensation division will begin tracking claims electronically. This electronic system will improve communication between claims staff, medical providers and the City Attorney's Office for legal and medical information.

## Performance Appraisals Scheduled and Completed



Beginning in 2005, the city instituted a requirement that every city employee receive a regular performance evaluation. The numbers of appraisals scheduled and completed are projected to increase in Fiscal Year 2010–11.

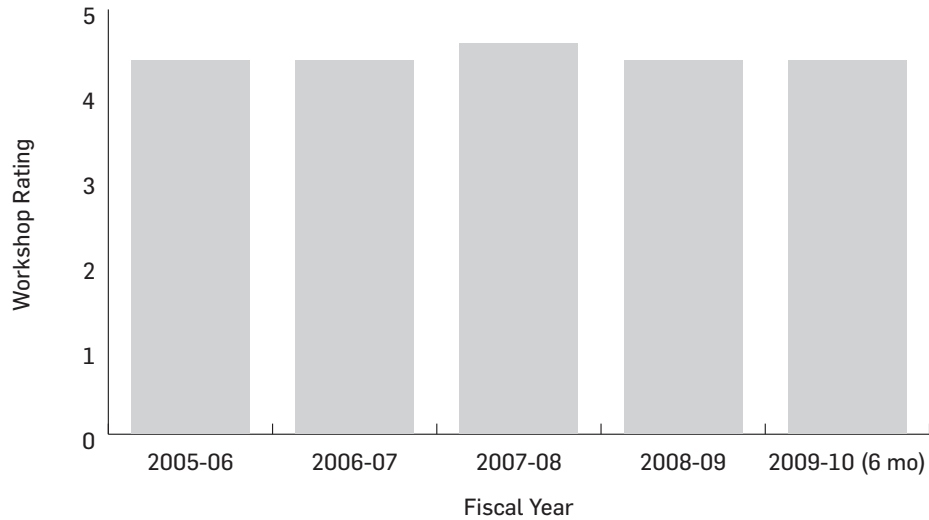
## Total Workers' Compensation Claims Costs



Annual claims costs decreased by 10 percent from the overall high in Fiscal Year 2006–07. In Fiscal Year 2009-10 the City expects to spend \$43 million on worker's compensation claims.

## Average rating of DHR workshops by participants

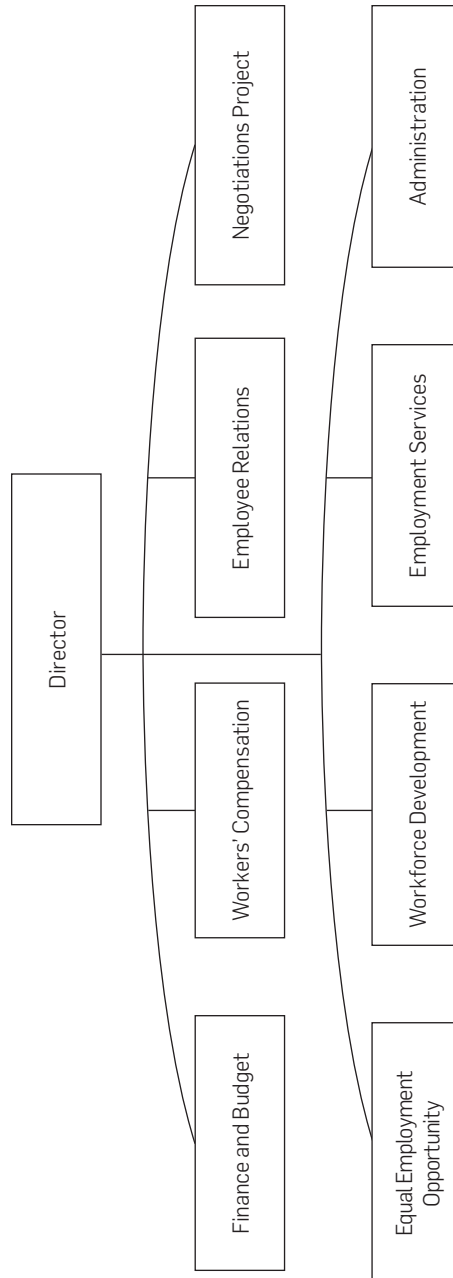
(1-5 scale, where 1=fair and 5=excellent)



Participants tend to rate workshops 4 or 5. Any score from 4 to 5 is deemed to be high performance. Over a five-year period, participants have rated DHR workshops at 4.4. The six-month actual is in line with the five-year average.



# Human Resources



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	155.06	138.18	119.61	(18.57)	(13%)
Non-operating Positions (cap/other)	(11.00)	0.00	0.00	0.00	N/A
Net Operating Positions	144.06	138.18	119.61	(18.57)	(13%)
<b>SOURCES</b>					
Expenditure Recovery	70,831,332	61,010,102	62,238,443	1,228,341	2%
General Fund Support	8,311,221	12,199,257	9,335,518	(2,863,739)	(23%)
Sources Total	79,142,553	73,760,587	71,573,961	(2,186,626)	(3%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	15,915,143	12,193,943	10,053,686	(2,140,257)	(18%)
Fringe Benefits	4,319,294	4,217,914	4,124,537	(93,377)	(2%)
Professional & Contractual Services	54,342,822	52,218,570	53,264,248	1,045,678	2%
Materials & Supplies	436,505	205,828	178,731	(27,097)	(13%)
Equipment	112,049	0	0	0	N/A
Services of Other Departments	4,016,740	4,924,332	3,952,759	(971,573)	(20%)
Uses - Operating Expenditures Total	79,142,553	73,760,587	71,573,961	(2,186,626)	(3%)
<b>USES BY PROGRAM RECAP</b>					
Administration	1,529,291	745,928	225,602	(520,326)	(70%)
Class And Compensation	0	0	537,717	537,717	N/A
Employee Relations	5,406,234	5,062,690	3,814,988	(1,247,702)	(25%)
Equal Employment Opportunity	1,046,075	1,385,533	1,230,820	(154,713)	(11%)
Management Information System	9,079,523	1,419,426	0	(1,419,426)	(100%)
Recruit/ Assess/ Client Services	7,779,111	8,722,572	7,866,565	(856,007)	(10%)
Workers Compensation	53,518,952	55,510,016	56,961,151	1,451,135	3%
Workforce Development	783,367	914,422	937,118	22,696	2%
Uses by Program Recap Total	79,142,553	73,760,587	71,573,961	(2,186,626)	(3%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>CLASS AND COMPENSATION</b>				
<b>Maintain an efficient and effective Classification Plan</b>				
Number of position classifications in the Civil Service Plan	1,178	1,128	1,140	1,140
<b>Provide high quality compensation services</b>				
Percent of wage rate calculations not requiring pay corrections	100%	100%	100%	100%
<b>EMPLOYEE RELATIONS</b>				
<b>Facilitate stable and productive employee-employer relations</b>				
Percent of grievances proceeding to arbitration in which the City prevails	52%	70%	60%	70%
<b>EQUAL EMPLOYMENT OPPORTUNITY</b>				
<b>Provide City employees with a discrimination-free workplace</b>				
Percentage of discrimination complaints investigated within 6 months of receipt	61%	70%	70%	70%
<b>RECRUIT/ ASSESS/ CLIENT SERVICES</b>				
<b>Streamline the examination process to facilitate permanent appointment and maintain low level of provisional appointment</b>				
Percentage of employees citywide that are provisional	2.10%	2.10%	2.00%	3.00%
Average time between examination announcement closing and list adoption, in months	2.0	2.5	2.5	2.5
<b>WORKERS COMPENSATION</b>				
<b>Resolve employee Workers Compensation claims in a timely and effective manner</b>				
Workers' Compensation claims closing ratio	103%	102%	100%	100%
<b>Provide a safe and healthy work environment</b>				
Claims per 100 FTEs (full time equivalents)	13.0	14.4	14.4	14.0

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>WORKFORCE DEVELOPMENT</b>				
<b>Provide high quality training to employees</b>				
Average rating of DHR workshops by participants (1-5 scale)	4.4	4.4	4.4	4.4
Number of training hours delivered	29,375	22,500	18,000	12,000

# Human Rights Commission

## Mission

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

## Services

Appointed by the Mayor, the Human Rights Commission's (HRC) eleven-member Commission 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 divisions perform the following services:

**Contract Compliance and Economic Empowerment** administers the Local Business Enterprise (LBE) and Non-Discrimination in Contracting Ordinance, 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 as well as goals for the participation of LBEs as subcontractors; and administers the citywide Surety Bonding and Financial Assistance Program.

**Mediation, Training and 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.

**The Lesbian Gay Bisexual Transgender and HIV (LGBTH)** unit, also within this division, 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 or 311; or visit [www.sfgov.org/SFHumanrights](http://www.sfgov.org/SFHumanrights)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	5,291,830	6,503,734	6,047,651	(456,083)	(7%)
Total FTE	40.73	38.81	33.87	(4.94)	(13%)

# Budget Issues and Details

In Fiscal Year 2010–11 the Human Rights Commission proposes a \$6 million budget, which represents a seven percent decrease from the Fiscal Year 2009–10 budget. Additionally, the Department will reduce staffing levels by 13 percent.

## Future Departmental Goals

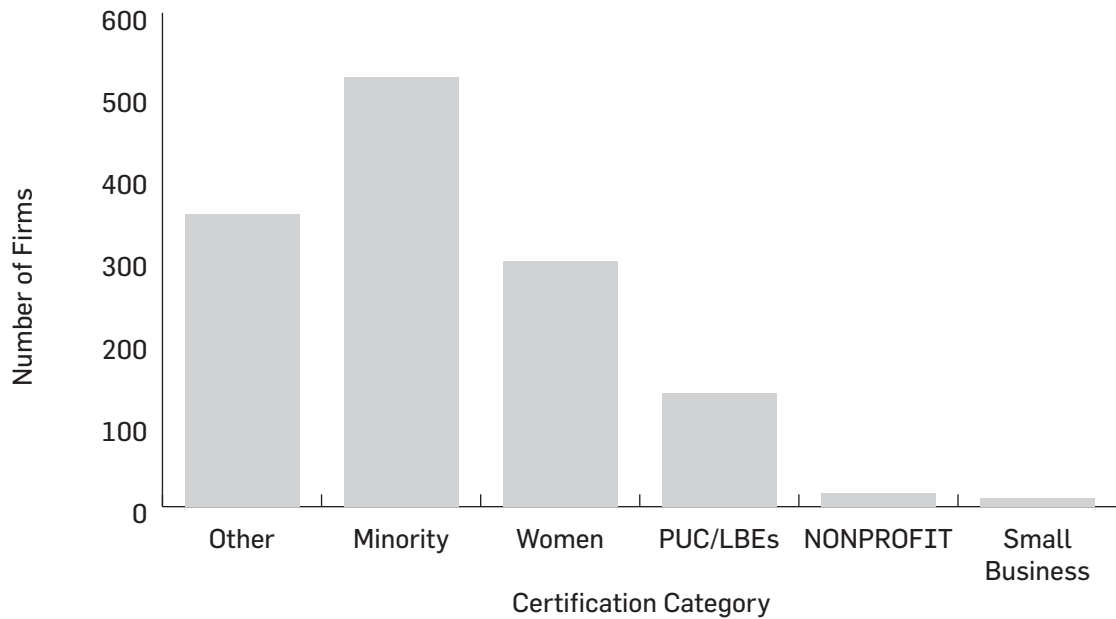
Last year, the Department reviewed its operations to clarify its mandates, functions and the role of other city departments in contract compliance and enforcement, and the challenges posed by Proposition 209. Although it changed leadership in the current fiscal year, the Department will continue to restructure its operations to deal with the earlier concerns. Additionally, the Department will focus its resources on the traditional core functions of the HRC as well as new issues surrounding the impact of the continuing economic downturn and inter-community grievances.

## DiversitySF

In Fiscal Year 2009–10, the HRC, in collaboration with the Department of Technology, redesigned the HRC's website, established a monthly electronic newsletter, and created an online searchable Local Business Enterprise directory to increase targeted outreach for small local businesses seeking to do business with the City.

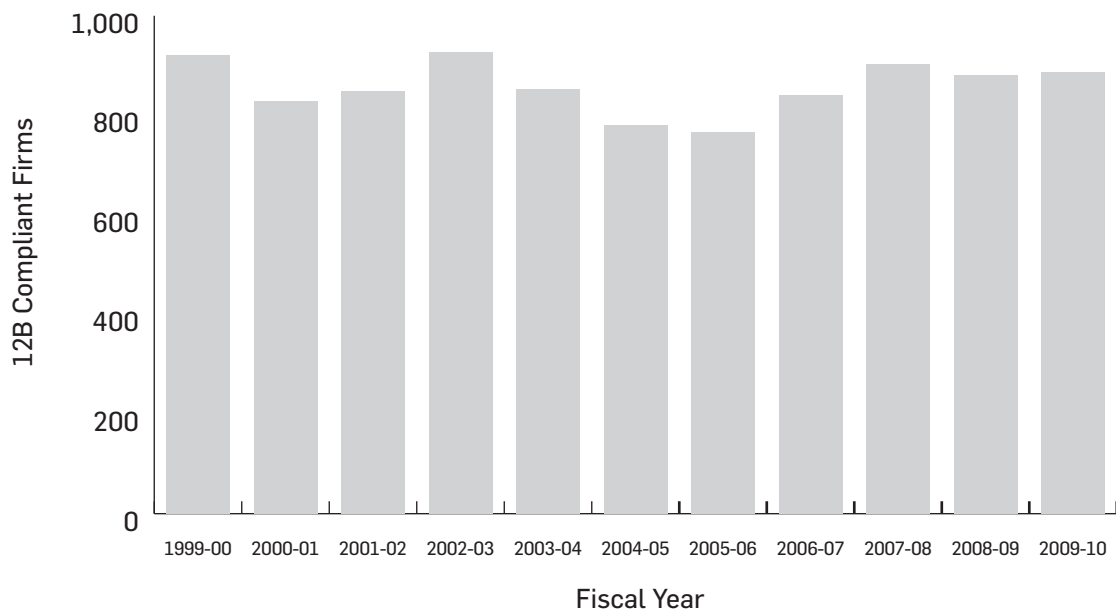
In Fiscal Year 2010–11, the HRC will again partner with the Department of Technology on DiversitySF, a project that will provide the City with standard operating procedures and a single authoritative technology system to ensure that specific small local business goals and rules are met when contracting for goods and services. Additionally, DiversitySF will help develop functional improvements to the HRC's existing systems used to track discrimination complaints, equal benefits compliance, and Chapter 12B/14B waivers. DiversitySF is divided into two major phases that include a needs assessment schedule to conclude in August 2010, and a systems implementation phase expected to be delivered in August 2011.

## Firms Certified as Local Business Enterprises



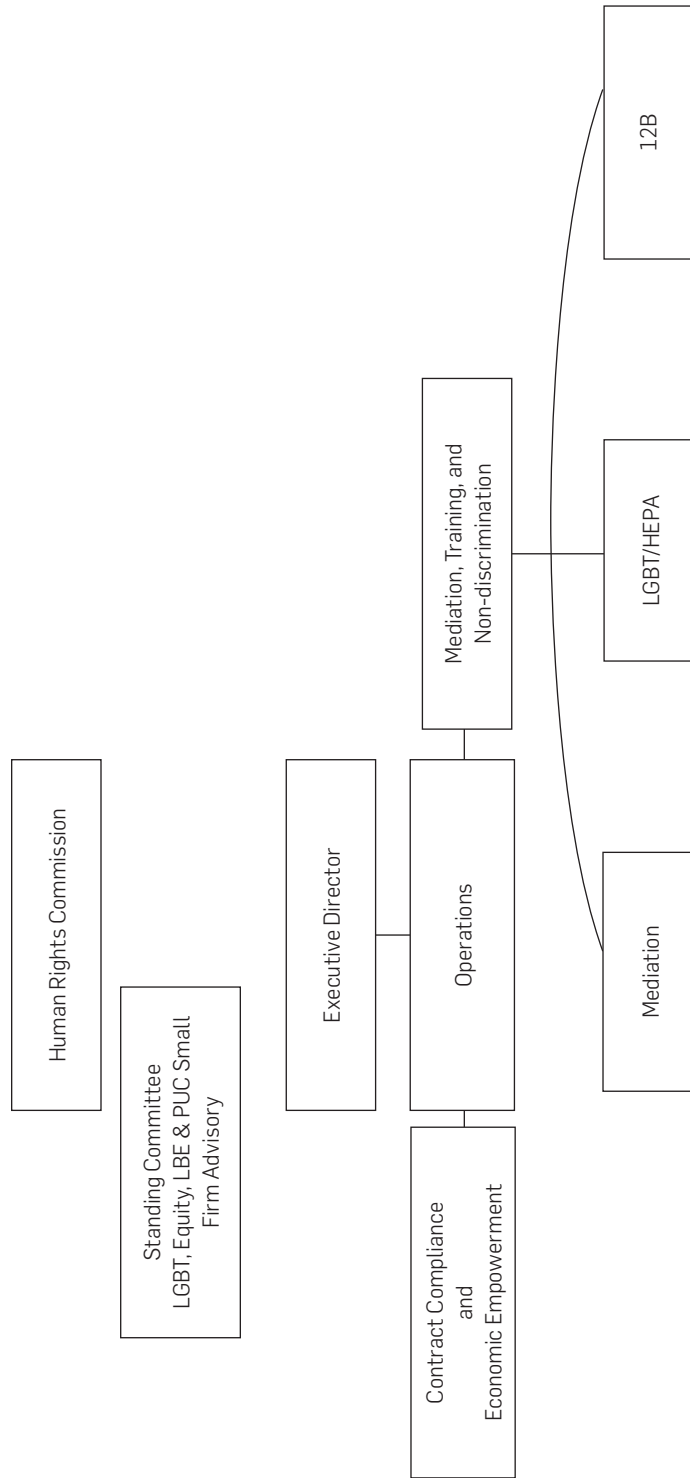
Depicts by category the number of local businesses certified under Administrative Code Chapter 14B, the Local Business Enterprise Ordinance.

## Domestic Partners with Medical Coverage



Depicts the number of domestic partners accessing medical insurance through employees working for city contractors in compliance with the San Francisco Equal Benefits Ordinance.

# Human Rights Commission





# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	43.48	41.81	36.87	(4.94)	(12%)
Non-operating Positions (cap/other)	(2.75)	(3.00)	(3.00)	0.00	0
Net Operating Positions	40.73	38.81	33.87	(4.94)	(13%)
<b>SOURCES</b>					
Expenditure Recovery	4,331,817	5,727,779	5,644,336	(83,443)	(1%)
General Fund Support	960,013	775,955	403,315	(372,640)	(48%)
Sources Total	5,291,830	6,503,734	6,047,651	(456,083)	(7%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	3,442,237	3,654,148	3,097,964	(556,184)	(15%)
Fringe Benefits	908,209	1,311,558	1,317,894	6,336	0%
Overhead	0	86,986	264,307	177,321	N/A
Professional & Contractual Services	529,079	875,027	611,194	(263,833)	(30%)
Materials & Supplies	53,496	34,247	29,682	(4,565)	(13%)
Services of Other Departments	358,809	541,768	726,610	184,842	34%
Uses - Operating Expenditures Total	5,291,830	6,503,734	6,047,651	(456,083)	(7%)
<b>USES BY PROGRAM RECAP</b>					
Human Rights Commission	5,291,830	6,503,734	6,047,651	(456,083)	(7%)
Uses by Program Recap Total	5,291,830	6,503,734	6,047,651	(456,083)	(7%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>HUMAN RIGHTS COMMISSION</b>				
<b>Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination</b>				
Number of actions taken on fair housing complaints	898	1,420	1,619	1,534
Number of actions taken on public accommodation complaints	675	660	592	592
Number of actions taken in processing employment complaints	435	450	523	392
Number of actions taken to investigate and resolve sexual orientation complaints	385	390	340	280
Number of actions taken to investigate and resolve gender identity complaints	335	360	272	224
Number of actions taken to investigate and resolve HIV status complaints	190	240	187	154
Number of discrimination complaints and inquiries processed	1,101	1,350	1,192	1,018
<b>Increase participation of local businesses (including minority- and women-owned businesses) in City contracts</b>				
Number of bids reviewed to ensure opportunities for certified small and micro local business enterprises, including minority and women-owned firms	14,655	24,000	25,000	25,000
<b>Ensure the equal provision of benefits to spouses and domestic partners</b>				
Number of actions taken on contractor submittals	5,918	7,700	7,234	7,200
<b>Provide sensitivity trainings on various discrimination and diversity issues</b>				
Number of sensitivity trainings on various discrimination and diversity issues	292	250	232	200

# Human Services Agency

## Mission

The Human Services Agency promotes well-being and self-sufficiency among individuals, families and communities in San Francisco.

## Services

The Human Services Agency (HSA) includes the Department of Aging and Adult Services (DAAS) and the Department of Human Services (DHS).

**The Department of Aging and Adult Services** 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.
- **The Community Living Fund (CLF)** provides for home and community-based services that help individuals who are or are at risk of being institutionalized to return to community living or continue living independently in their homes. Using a two-pronged approach of coordinated case management and purchased services, this program provides needed resources not available through any other mechanism to vulnerable older adults and younger adults with disabilities.
- **DAAS/Department of Public Health Diversion and Community Integration Program (DCIP)** provides an integrated approach for individuals who are diverted or discharged from Laguna Honda Hospital and operates with the goal of placing affected individuals in the setting that is most appropriate to their needs and preferences. The DCIP focuses on housing and services that allow clients to remain in the community as long as possible. As a critical part of the DCIP Team, the CLF case management staff links clients to appropriate community services and support.
- **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.
- **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.

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

- **California Work Opportunity and Responsibility to Children (CalWORKs) and Welfare-to-Work Services** provide financial assistance and supportive services such as job readiness assistance, behavioral health treatment, transportation and services designed to help parents of low-income families secure and retain employment and become self-sufficient.

- **Child Care Programs** link low-income families to subsidized child care slots and provide funding for numerous initiatives to help ensure that children have access to high quality early childhood education.
- **County Adult Assistance Programs (CAAP)** provide financial aid and supportive services such as job training, shelter, Supplemental Security Income (SSI) Advocacy, permanent housing, Homeward Bound and other services to eligible low-income San Francisco adult residents in order to help clients secure and retain employment and become self-sufficient.
- **Housing and Homeless Services** provide support including early intervention and prevention, emergency shelters, 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 assessing reports of child mistreatment, supporting families who are at risk of mistreating their children and, when necessary, finding alternative homes for children.
- **Food Stamps** help adults and families 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.

For more information about DAAS, please call (415) 355-3555 or 311 or visit [www.sfhhsa.org/daas.htm](http://www.sfhhsa.org/daas.htm)

For more information about DHS, please call (415) 557-5000 or 311 or visit [www.sfhhsa.org](http://www.sfhhsa.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	634,969,376	684,144,906	662,550,307	(21,594,599)	(3%)
Total FTE	1,810.13	1,661.77	1,690.43	28.66	2%

## Budget Issues and Details

In Fiscal Year 2010-11 the Human Services Agency (HSA) will implement a \$662.6 million operating budget, including \$200.4 million in General Fund support (GFS). Compared to Fiscal Year 2009–10, this is a \$21.6 million (3 percent) reduction in the overall budget and a \$2.7 million (1 percent) decrease in General Fund support. While the year over year General Fund reduction appears small, before budget solutions were identified, HSA's need for support was projected to grow by \$28.6 million (14 percent) compared to Fiscal Year 2009–10.

The proposed budget is consistent with HSA's commitment to sustain the City's social safety net by preserving core services to vulnerable children, families and single adults. For example, the Department sought revenue and savings opportunities amounting to \$10.5 million. Additionally, the proposed budget assumes \$22.3 million in state and federal revenue. This includes \$12.7 million in the State contribution for IHSS wages and \$9.6 million in stimulus funds provided through the extension of an increase in the Federal Medicaid Assistance Percentage (FMAP) provided through the American Recovery and Reinvestment Act (ARRA). Where program reductions were required, HSA sought to maintain client services for the most vulnerable populations and considered program effectiveness. These reductions amount to \$4.3 million in savings, only two percent of total Fiscal Year 2009-10 General Fund support.

It is worth noting that the proposed budget maintains the City's mandated aid support and even allows for growth in program areas including CAAP, Adoption, Foster Care and IHSS, for new State requirements for unemployment insurance contributions. Prior to savings resulting from the state contribution to IHSS and the FMAP extension, the total County Aid allocation was projected to be \$120.9 million or a \$16.9 million

(16 percent) increase over the Fiscal Year 2009–10 budget for aid programs.

## DAAS Budget Initiatives

**Implementation of the Alzheimer's Strategic Plan** – The Alzheimer's / Dementia Expert Panel and DAAS finalized and published “The Strategy for Excellence in Dementia Care” which includes a series of next steps for training, education and standards, which will be implemented by the Alzheimer's Association.

**Aging and Disability Resource Connection** – In collaboration with Independent Living Resource Center San Francisco (ILRCSF), DAAS received a \$200,000 Aging and Disability Resource Connection (ADRC) Enhancement grant from the California Health and Human Services Agency (CHHS) that extends through June 30, 2011. The purpose of the grant is to provide and develop a “no wrong door” system of providing consumers, caregivers, and providers with information, assistance, and counseling to increase access to long-term services and supports, in a fast, easy and friendly manner.

**Chronic Disease Self Management** – The United States Department of Health and Human Services awarded California an ARRA grant to help seniors manage their chronic health conditions. Along with partner providers, DAAS will collaborate to deploy evidence-based programs and assess their impact on the health of participants. The grants are part of the federal Chronic Disease Self-Management Program. It is anticipated that DAAS will receive approximately \$60,000 for Fiscal Year 2010-11.

**IHSS Initiatives** – In Fiscal Year 2009–10, DAAS received a \$333,000 supplemental General Fund appropriation. This funding allowed DAAS to take advantage of \$1.2 million in new State revenue opportunities to support growing IHSS caseloads, implement fraud investigations and meet new State provider enrollment requirement. In Fiscal Year 2010-11, DAAS will continue to utilize the additional state revenue draw to address these same needs and practices.

## DHS Budget Initiatives

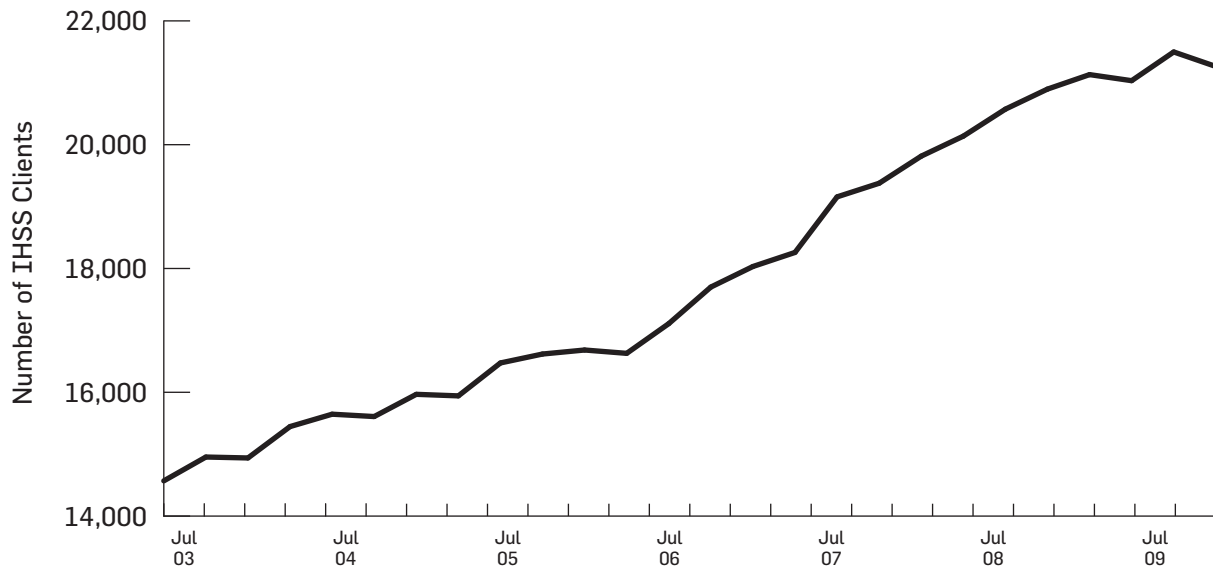
**Child Care and Early Learning** – In October 2010, in an effort to consolidate resources in the Early Care and Education service area, HSA will join the Department of Children, Youth and Their Families (DCYF) to create a new Office of Child Care & Early Learning (OCCEL). In the first phase of this citywide consolidation, the City will merge staff and funding from HSA and DCYF. The new office will oversee the child care subsidy system as well as child care provider supports and workforce investments.

**Foster Care** – In an effort to reduce the number of foster youth who emancipate from care without a permanent home, HSA has convened the Multi-Agency Screening Team (MAST). This team includes members of HSA's leadership along with representatives from Juvenile Probation, the Department of Public Health's Mental Health division, group homes, Family Foster Agencies, and providers of wraparound services. Meeting on a weekly basis, MAST reviews cases to ensure coordination of plans and allow for the least restrictive placement for each child. This coordination allows slots in group home and wraparound services to be utilized most effectively, and will enable more youth to remain in stable settings. The longer the youth are in stable settings, the more youth and providers together can focus on long-term permanency goals such as reunification with birth parents, adoption or guardianship.

**Food Stamps** – Over the past year, DHS has seen Food Stamps caseloads continue to rise sharply. The Department attributes this increase to the continuing economic decline across California but also to renewed outreach to eligible San Francisco residents. In July 2009, DHS launched the BenefitsSF website, which allows residents to gain information and apply directly for Food Stamps and other benefits from their homes or through one of several community-based organizations providing outreach to targeted neighborhoods. Due to caseload increases, DHS has received an enhanced allocation of state and federal funding for Food Stamps administration. After years of rising caseloads and flat staffing levels, DHS recently added additional eligibility staff to ensure that clients are processed for benefits quickly and efficiently.

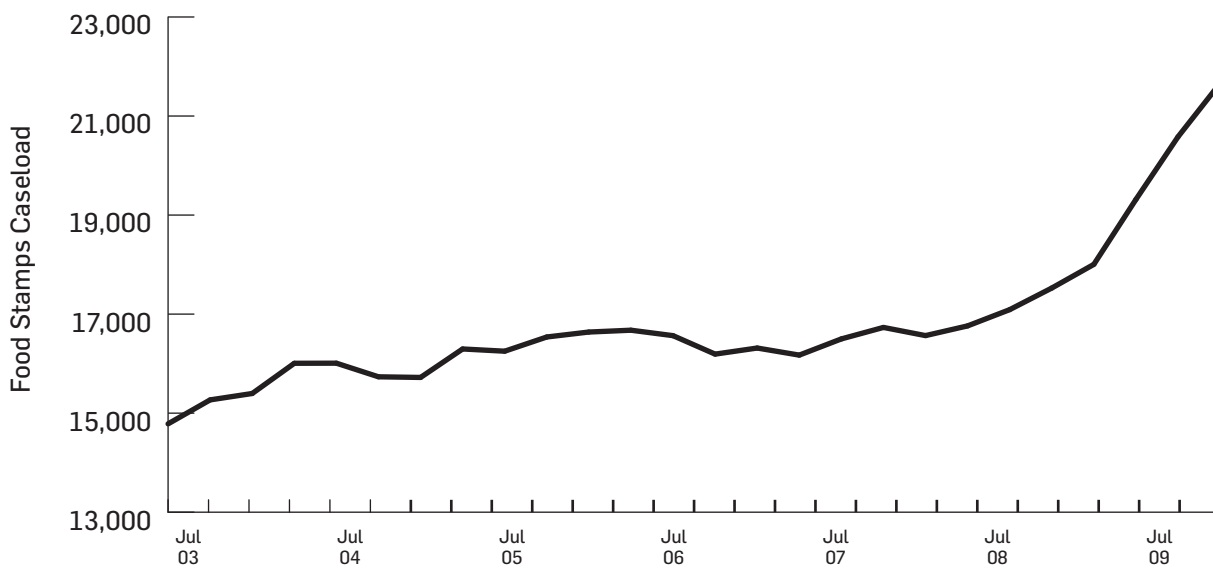
**JobsNOW!** – In Fiscal Year 2009–10, with support \$46.5 million federal stimulus funding, DHS successfully placed 3,000 low-income San Francisco residents in subsidized employment with public, private, and non-profit employers. DHS will continue to seek this federal stimulus support through September 30, 2010, when the program sunsets. However, legislation is pending with the United States Congress that would extend the program for another year, which would allow DHS to optimize up to \$153 million of federal funds to help employ low-income San Franciscans.

## IHSS Caseload Growth



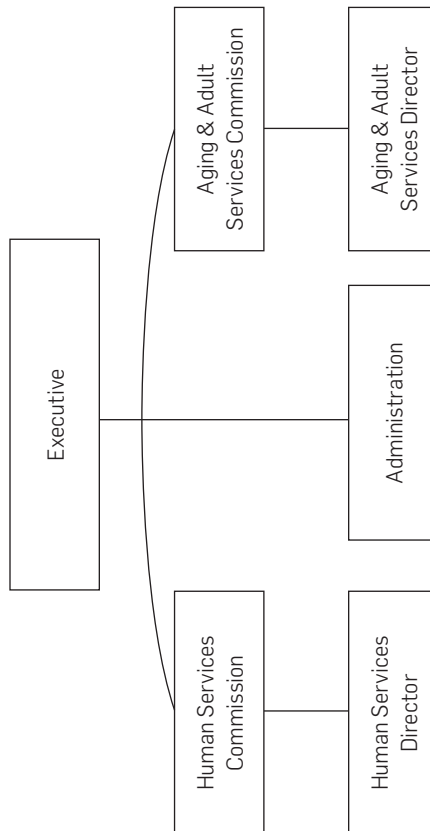
The In Home Supportive Services caseload has grown by 41 percent since July 2003.

## Number of Food Stamps Clients



The Non-Assistance Food Stamps caseload has grown by 47 percent since July 2003.

# Human Services Agency



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,820.13	1,672.77	1,706.43	33.66	2%
Non-operating Positions (cap/other)	(10.00)	(11.00)	(16.00)	(5.00)	45%
Net Operating Positions	1,810.13	1,661.77	1,690.43	28.66	2%
<b>SOURCES</b>					
Use of Money or Property	454,999	971,970	644,500	(327,470)	(34%)
Intergovernmental Revenue - Federal	196,566,040	249,706,873	242,837,672	(6,869,201)	(3%)
Intergovernmental Revenue - State	204,508,823	190,155,349	188,429,597	(1,725,752)	(1%)
Charges for Services	3,837,158	3,633,852	2,815,714	(818,138)	(23%)
Other Revenues	1,058,055	884,796	649,796	(235,000)	(27%)
Transfers In	16,661,468	16,079,675	16,055,423	(24,252)	0%
Expenditure Recovery	26,204,418	35,690,670	26,749,099	(8,941,571)	(25%)
Transfer Adjustments-Sources	(13,661,468)	(16,079,675)	(16,055,423)	24,252	0%
General Fund Support	199,339,883	203,101,396	200,423,929	(2,677,467)	(1%)
Sources Total	634,969,376	684,144,906	662,550,307	(21,594,599)	(3%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	132,639,712	125,855,590	122,500,255	(3,355,335)	(3%)
Fringe Benefits	51,404,055	56,643,176	62,258,904	5,615,728	10%
Professional & Contractual Services	22,910,152	23,668,714	22,019,111	(1,649,603)	(7%)
Aid Assistance / Grants	387,748,267	430,168,154	406,366,891	(23,801,263)	(6%)
Materials & Supplies	1,999,260	2,181,045	2,582,457	401,412	18%
Equipment	0	0	335,782	335,782	N/A
Services of Other Departments	37,142,763	45,353,796	45,981,907	628,111	1%
Transfers Out	13,671,425	16,079,675	16,055,423	(24,252)	0%
Transfer Adjustments-Uses	(13,661,468)	(16,079,675)	(16,055,423)	24,252	0%
Uses - Operating Expenditures Total	633,854,166	683,870,475	662,045,307	(21,825,168)	(3%)
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	1,115,210	274,431	355,000	80,569	29%
Capital Renewal	0	0	150,000	150,000	N/A
Uses - Project Expenditures Total	1,115,210	274,431	505,000	230,569	84%
<b>USES BY PROGRAM RECAP</b>					
Administrative Support	83,085,399	82,266,009	82,974,283	708,274	1%
Adult Services	164,585,341	176,565,929	166,100,271	(10,465,658)	(6%)
Calworks	51,623,900	54,464,987	52,202,376	(2,262,611)	(4%)
Children And Families Fund	96,754	352,531	0	(352,531)	(100%)
Children's Baseline	19,669,554	21,950,017	24,245,760	2,295,743	10%
Children's Fund Programs	758,886	759,000	759,000	0	0
County Adult Assistance Program	48,772,137	51,129,008	53,553,415	2,424,407	5%
Family And Children's Service	139,548,621	147,478,050	144,172,668	(3,305,382)	(2%)
Food Stamps	13,392,074	13,113,968	15,031,093	1,917,125	15%
Homeless Services	71,643,080	89,382,495	77,336,069	(12,046,426)	(13%)
Medi-Cal	23,176,753	24,731,578	23,623,231	(1,108,347)	(4%)
Non Program	9,957	0	0	0	N/A
Public Ed Fund - Prop H ( March 2004 )	701,849	315,000	0	(315,000)	(100%)
Refugee Resettlement Program	471,377	390,442	644,555	254,113	65%
Workforce Development	17,433,694	21,245,892	21,907,586	661,694	3%
Uses by Program Recap Total	634,969,376	684,144,906	662,550,307	(21,594,599)	(3%)



# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ADULT SERVICES</b>				
<b>Assist individuals and families to achieve their greatest potential within the context of family, community and/or society</b>				
Total number of In Home Support Services (IHSS) clients	21,240	23,600	21,480	21,720
Number of unduplicated clients served by the Community Living Fund program	434	540	620	600
Percentage of formerly institutionalized Community Living Fund clients who have successfully continued community living for a period of at least six months	81%	75%	75%	75%
<b>Promote the health and well being of San Franciscans</b>				
Number of meals served at centers (OOA)	795,154	743,040	705,485	730,000
Number of meals delivered to homes (OOA)	1,025,585	854,335	1,051,366	950,000
<b>Assist individuals and families to achieve their greatest potential within the context of family, community and/or society</b>				
Number of referrals and requests for information about Aging and Adult Services	23,964	26,500	22,000	22,000
<b>Maximize personal and agency resources</b>				
Number of unduplicated veterans that received assistance	2,757	3,000	2,900	3,000
<b>Protect and shield against abuse and neglect</b>				
Public Guardian: Percentage of mandated visits made per quarter	97%	100%	97%	100%
Total number of conservatees receiving services through the Public Guardian Office	294	330	320	330
<b>Protect and shield against abuse and neglect</b>				
Number of individuals served by the Public Conservator's Office	793	1,100	750	1,100
<b>Protect and shield against abuse and neglect</b>				
Percentage of APS referrals resulting in consumer acceptance of service	90.9%	90.0%	90.0%	90.0%
Percentage of referred APS cases with reduced risk at time of case closure	78%	75%	75%	75%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>COUNTY ADULT ASSISTANCE PROGRAM</b>				
<b>Facilitate economic self-sufficiency</b>				
Number of CAAP clients exiting cash aid due to receipt of SSI benefits	1,347	1,100	1,250	1,100
<b>Promote the health and well being of San Franciscans</b>				
The number of CAAP recipients who are homeless	417	420	425	420
<b>FAMILY AND CHILDREN'S SERVICE</b>				
<b>Protect and shield against abuse and neglect</b>				
Number of first time entries into foster care	277	350	300	350
<b>Assist individuals and families to achieve their greatest potential within the context of family, community and/or society</b>				
Percent of children who were reunified from child welfare supervised foster care during the most recent 12 month study period and had been in care less than 12 months	61%	75%	70%	75%
<b>FOOD STAMPS</b>				
<b>Promote the health and well being of San Franciscans</b>				
Current active food stamp caseload	18,621	17,000	23,000	26,000
Number of new food stamp cases opened as a result of targeted outreach events	1,166	1,100	2,300	1,100

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>HOMELESS SERVICES</b>				
<b>Promote the health and well being of San Franciscans</b>				
Number of households that secured and/or maintained housing due to a one-time grant	2,339	2,500	2,500	2,500
Number of CAAP clients leaving homelessness due to obtaining housing through Care Not Cash	373	360	400	360
Percent of formerly homeless clients (single adults ) still in supportive housing or other appropriate placements after one year	95%	90%	95%	90%
Cumulative number of supportive housing / Care Not Cash housing units managed through HSA	3,260	3,450	3,550	3,550
<b>Assist individuals and families to achieve their greatest potential within the context of family, community and/or society</b>				
Number of families receiving a rental subsidy	192	250	200	200
<b>WORKFORCE DEVELOPMENT</b>				
<b>Facilitate economic self-sufficiency</b>				
WDD: Rate of completion of participants enrolled in job readiness programs	62%	65%	65%	65%
WDD: Job placement rate at or above 125% of the San Francisco minimum wage for aided individuals	42%	45%	20%	45%



# Juvenile Probation

## Mission

To serve the needs of youth and families who are brought to our attention with care and compassion; to identify and respond to the individual risks and needs presented by each youth; to engage fiscally sound and culturally competent strategies that promote the best interests of the youth; to provide victims with opportunities for restoration; to identify and utilize the least restrictive interventions and placements that do not compromise public safety; to hold youth accountable for their actions while providing them with opportunities and assisting them in the development of new skills and competencies; and to contribute to the overall quality of life for the citizens of San Francisco within the sound framework of public safety as outlined in the Welfare and Institutions Code.

## Services

The Juvenile Probation Department (JPD) is administered by the Juvenile Probation Commission, a body of seven members appointed by the Mayor, serving staggered four-year terms. Under the leadership of the Chief Probation Officer, JPD locates, develops, and administers programs for the assessment, education, treatment, rehabilitation and effective supervision of youth under the jurisdiction of the Department. JPD provides the following services:

**Residential Programs:** JPD operates two facilities, the Juvenile Justice Center where the county juvenile detention facility is located (Juvenile Hall) and the Log Cabin Ranch School, a residential program for adjudicated youth located in La Honda, California.

**Probation Services:** JPD serves the community by investigating referrals of youth who are alleged to be beyond parental control or to have committed a crime. JPD also provides supervision services for youth who are wards of the court, or who have been deemed in need of such services by the Juvenile Division of the Superior Court for the City and County of San Francisco.

**Community Programs:** JPD partners with the Department of Children, Youth and their Families (DCYF) and the Department of Public Health (DPH) to fund violence prevention services provided by community-based organizations. Community-based programming is an integral strategy to augment staff work and ensure a more comprehensive response to family needs and issues. DCYF manages the community-based organization services on behalf of the City departments with direction from the Joint Funders, a steering committee composed of principal stakeholders from all three departments. The pooled funding also enables JPD to tap into federal revenue sources available through DPH.

For more information call (415) 753-7800 or 311; or visit [www.sfgov.org/juvprobation](http://www.sfgov.org/juvprobation)

# Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	38,122,887	35,369,580	32,921,846	(2,447,734)	(7%)
Total FTE	246.23	243.78	235.83	(7.95)	(3%)

## Budget Issues and Details

The Fiscal Year 2010–11 proposed budget for the Juvenile Probation Department is \$32.9 million, or seven percent less than the Department’s Fiscal Year 2009–10 budget. To reduce its reliance on General Fund Support, the Department will reduce staffing in Probation Services by holding positions vacant and will begin contracting for food services at Juvenile Hall in January 2011.

### PROGRAMMING CHANGES

#### **Continuing the Collaborative Approach to Community-Based Programming**

JPD, DCYF and DPH will continue to fund community-based service providers to offer a range of violence prevention programs to San Francisco youth and their families. Strategies aimed at case management, detention alternatives, gender-specific programming, and after-care services continue to be a priority for the Department and the City, as reflected in the Local Action Plan adopted by the Juvenile Justice Coordinating Council. This prioritization will remain, despite potential reductions to violence prevention programming in the coming year due to reductions in local and state revenue.

#### **Expansion of an Innovative Initiative at Log Cabin Ranch**

In Fiscal Year 2009–10, JPD initiated the first phase of a new program model at Log Cabin Ranch. The Missouri Model shifts the focus from rule-based compliance to one of self-reflection and group process for residents. This model has been replicated across the country and has demonstrated success at reducing recidivism for participants by up to 25 percent. With the new model, JPD has created a series of new program options centered around strengthened therapeutic programming, vocational training, and transition planning and aftercare. In Fiscal Year 2010–11, Log Cabin Ranch will expand the program to a second cohort of youth. The expansion is supported by the California Youth Opportunity Block Grant.

### OTHER FUNDING OPPORTUNITIES

JPD’s Juvenile Collaborative Reentry Team (JCRT) was awarded the Federal Second Chance Act Grant for a three-year pilot project aimed at improving outcomes for youth returning from out-of-home placement. A partnership with the San Francisco Superior Court, the Public Defender’s Office and the Center on Juvenile and Criminal Justice, the JCRT provides coordinated and comprehensive reentry case planning and aftercare services for high need youths in out-of-home placement.

#### **New State Funding to Reduce Disproportionate Minority Presence in the Juvenile Justice System**

In December 2009, JPD was one of six counties in the state that received a grant award to identify ways to reduce the racial and ethnic disparities in the juvenile justice system. In partnership with the San Francisco Police Department, JPD is implementing a Probation Response Unit that will focus services on youth and neighborhoods that contribute to the over-representation of youth of color in the juvenile justice system. In addition to dedicated front line staff from both JPD and the Police Department, an Advisory Body comprised of outside agency partners, parents and other stakeholders will provide guidance and support. The goals of the project are the identification of internal procedures that contribute to racial disparities and a system-wide consensus on change strategies to address these problems.

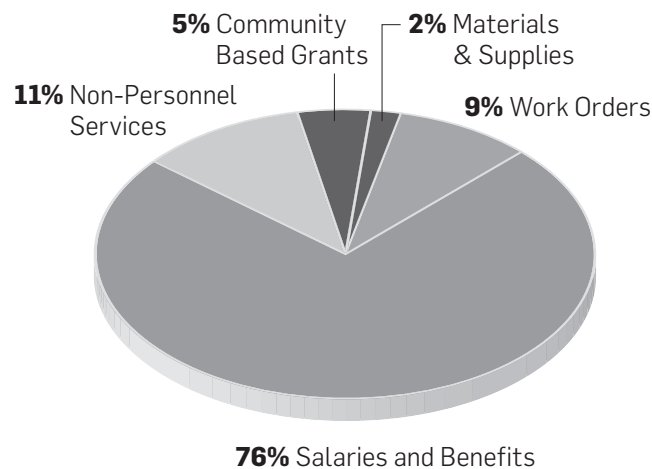
## Organizational and Staff Development

JPD has received its third grant from the Zellerbach Family Foundation to support its Moving Forward Initiative. Moving Forward is an organizational development effort focused on leadership development and training, strengthened community partnerships, and the introduction and implementation of evidence-based practices. For Fiscal Year 2010–11, JPD has received \$150,000 for leadership training and coaching, a review and revision of Department policies and procedures, and joint trainings and workshops with the Department's community stakeholders.

## Streamlining Operations

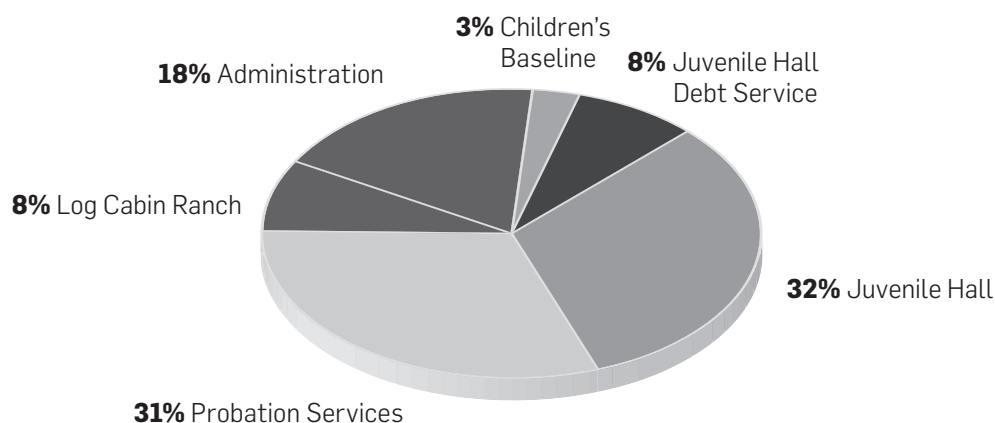
Beginning in January 2011, JPD will contract for food services using a model similar to what is currently in place at the San Francisco Unified School District. Food will be prepared off-site according to the standards mandated by state regulations and brought to Juvenile Hall. This change will result in annual cost savings of more than \$300,000 while providing the same level of service currently being offered. Additional savings will be captured through a reduction in facilities maintenance and equipment replacement costs.

### Fiscal Year 2010–11 Budget by Expenditure Type



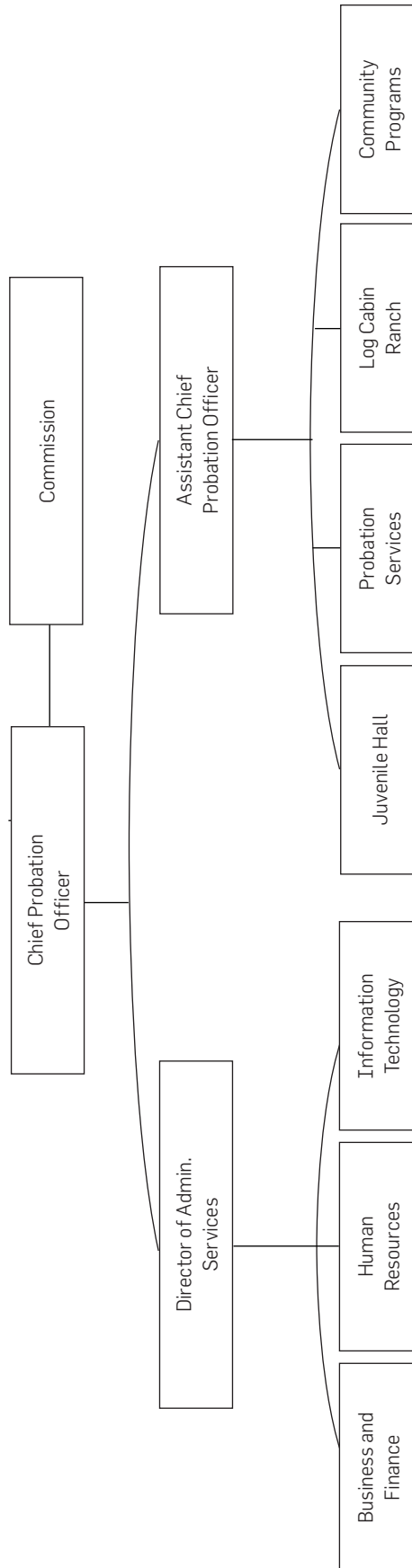
Over 75 percent of the Juvenile Probation Department's budget funds personnel costs, including counselors at Juvenile Hall and Log Cabin Ranch and Deputy Probation Officers.

### Fiscal Year 2010–11 Budget by Division



40 percent of the Juvenile Probation Department's budget is for operations at Juvenile Hall and Log Cabin Ranch. An additional 31 percent funds probation services for juvenile offenders.

# Juvenile Probation





# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	246.23	244.78	237.33	(7.45)	(3%)
Non-operating Positions (cap/other)	0.00	(1.00)	(1.50)	(0.50)	50%
Net Operating Positions	246.23	243.78	235.83	(7.95)	(3%)
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	1,724,048	1,549,628	1,609,628	60,000	4%
Intergovernmental Revenue - State	4,951,745	5,358,601	4,194,898	(1,163,703)	(22%)
Charges for Services	27,652	39,000	39,000	0	0
Fund Balance	0	0	156,187	156,187	N/A
General Fund Support	31,140,952	28,422,351	26,922,133	(1,500,218)	(5%)
Other Funding Sources	278,490	0	0	0	N/A
Sources Total	38,122,887	35,369,580	32,921,846	(2,447,734)	(7%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	19,522,161	18,831,944	17,802,691	(1,029,253)	(5%)
Fringe Benefits	6,733,611	7,064,990	6,919,225	(145,765)	(2%)
Professional & Contractual Services	2,894,353	3,711,568	3,711,974	406	0%
Aid Assistance / Grants	2,570,943	665,000	262,642	(402,358)	(61%)
Materials & Supplies	798,217	680,300	606,678	(73,622)	(11%)
Equipment	18,310	0	0	0	N/A
Services of Other Departments	2,642,444	4,215,778	3,288,636	(927,142)	(22%)
Transfers Out	2,626,250	0	0	0	N/A
Uses - Operating Expenditures Total	37,806,289	35,169,580	32,591,846	(2,577,734)	(7%)
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	316,598	200,000	330,000	130,000	65%
Uses - Project Expenditures Total	316,598	200,000	330,000	130,000	65%
<b>USES BY PROGRAM RECAP</b>					
Administration	6,905,449	6,062,588	5,798,415	(264,173)	(4%)
Children's Baseline	838,994	1,320,477	1,049,951	(270,526)	(20%)
Children's Svcs - Non - Children's Fund	343,447	0	0	0	N/A
Juvenile Hall	12,022,271	11,091,863	10,891,963	(199,900)	(2%)
Juvenile Hall Replacement Debt Payment	2,626,250	2,629,368	2,629,868	500	0%
Log Cabin Ranch	2,251,679	2,623,962	2,512,962	(111,000)	(4%)
Probation Services	13,134,797	11,641,322	10,038,687	(1,602,635)	(14%)
Uses by Program Recap Total	38,122,887	35,369,580	32,921,846	(2,447,734)	(7%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ADMINISTRATION</b>				
<b>Reduce overtime expenditures in the entire department</b>				
Annual overtime expenditures	\$1,230,635	\$1,083,000	\$1,000,000	\$1,083,000
<b>JUVENILE HALL</b>				
<b>Provide a safe and secure environment for staff and detainees</b>				
Percent of Juvenile Justice Center youth grievances processed within two business days after filing	n/a	90%	90%	90%
<b>LOG CABIN RANCH</b>				
<b>Improve results for residents placed at Log Cabin Ranch</b>				
Percentage of Log Cabin Ranch graduates employed within 60 days of release	n/a	50%	60%	60%
Percentage of Log Cabin Ranch graduates enrolled in vocational or educational programs within 30 days of release	n/a	75%	75%	75%
<b>PROBATION SERVICES</b>				
<b>Utilize probation services and community resources to assist youth in successfully navigating probation.</b>				
% of Early Morning Studies Academy (EMSA) youth who complete GED	64%	70%	70%	70%
Percentage of probationer applicants through the New Directions Employment Program who get jobs compared with those who have applied	n/a	80%	80%	80%
Total number of community service hours completed by probation involved youth	n/a	975	975	975
<b>Successful Completion of Probation</b>				
Average length of stay (in days) from disposition to placement of youth in juvenile hall awaiting out of home placement	33	55	45	45
<b>Reduce repeat offenders</b>				
Percentage of youth who incur a sustained finding for a new law violation while on probation	1%	5%	5%	5%

## Mission

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

## Services

The Law Library (LLB) provides the following services:

**Provides Comprehensive Legal Information Services for all San Franciscans.** Reference assistance and services are essential components in the provision of legal information. 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 legal process. Electronic resources require particular support from library professionals to instruct, train and guide patrons in the use of these 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, email, Internet and in-person.

**Maintains Access to Current Legal Materials for Law Library patrons.** The Department 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.

**Maintains Current Collections** with the technical services staff processing, cataloging and updating 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.

**Retains Archival Legal Materials** of cases, precedents, laws and regulations. It is essential that the Law Library maintain comprehensive archives of the essential portions of its collection.

For more information, call (415) 554-6821 or 311; or visit [www.sflawlibrary.com](http://www.sflawlibrary.com)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Changed from 2009-2010
Total Expenditures	488,515	705,954	731,360	25,406	4%
Total FTE	3.00	3.00	3.00	0.00	--

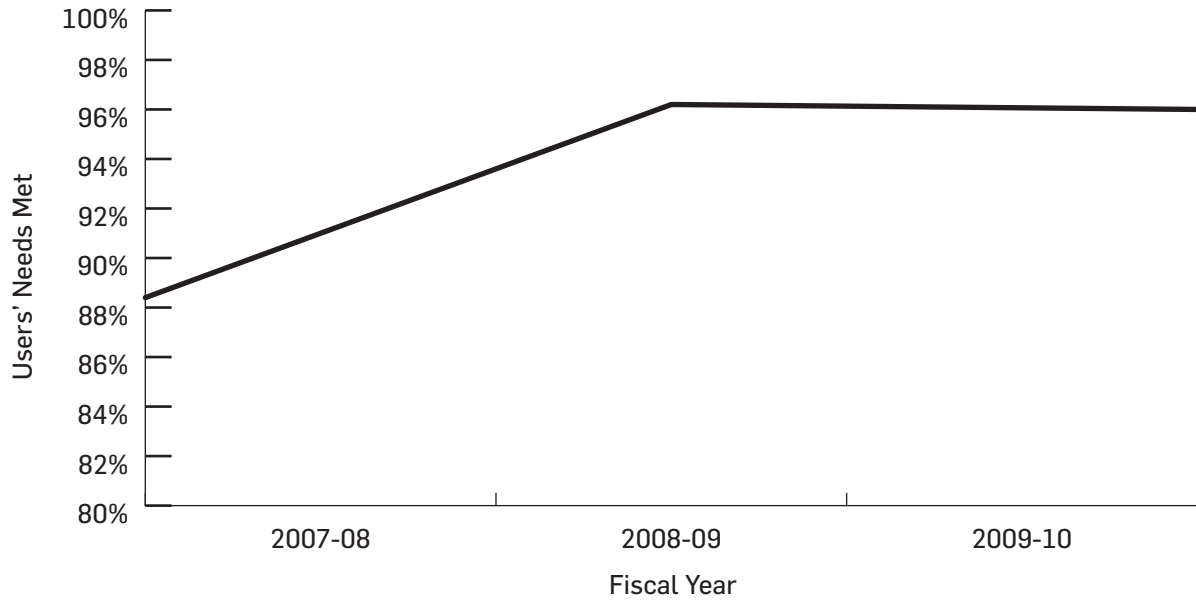
# Budget Issues and Details

The Law Library proposes a \$731,360 budget for Fiscal Year 2010-11. This represents a four percent increase from the Fiscal Year 2009–10 budget. The Department anticipates no changes in staffing levels. The expenditure increases are primarily due to increases in employee benefits costs and rent.

The Law Library operates at three locations including the Main Law Library at Civic Center, the downtown branch library and the courthouse branch. The General Fund primarily funds rent for the Main Law Library, utilities and three positions. A portion of civil court filing fees funds all other operating expenses. The downtown branch provides evening and weekend services, while the courthouse branch library has limited materials and services. In Fiscal Year 2010-11, the Law Library expects an increase in rent at its Civic Center location. In addition to providing the existing services for the next fiscal year, the Law Library will also provide new and enhanced services.

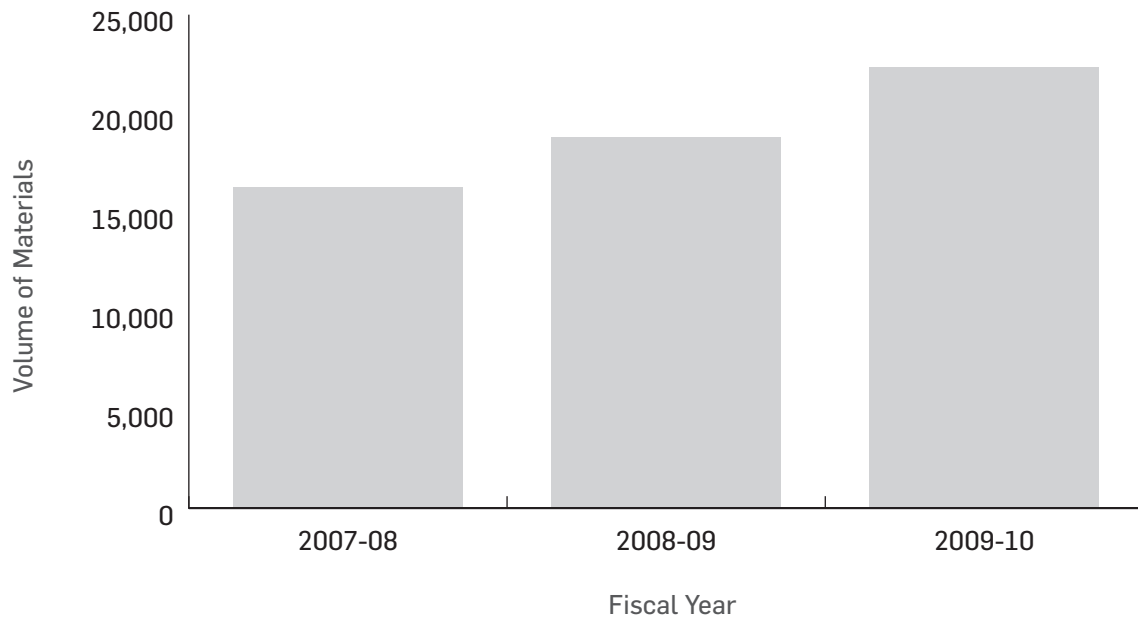
The Law Library is funded mainly by civil court filing fees, but there have been no rate increases the past several years, and fee revenue is projected to decline 17 percent in Fiscal Year 2010–11. The Department must nonetheless continue to provide up-to-date legal information and reference services concerning federal, state and local laws to its customers who include the general public, attorneys, the judiciary, elected officials, City departments, state, local and federal agencies, nonprofits, legal services organizations, the Courts, businesses, 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. Because of the rules governing it, the Law Library provides free access to legal information to all users.

## Customer Satisfaction



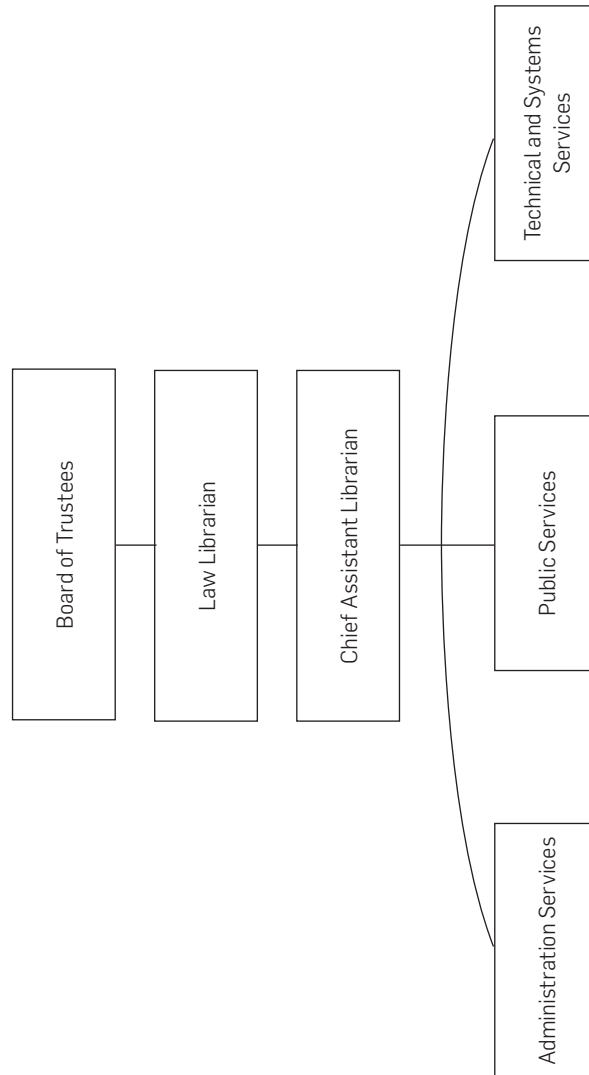
The percentage of Law Library users responding to an online customer survey shows an increase by those who feel the Law Library always or frequently meets their legal research needs.

## Collection Updates



Number of items such as case law and government documents that the Law Library processed and cataloged between Fiscal Years 2008–10.

# Law Library



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	3.00	3.00	3.00	0.00	0
Net Operating Positions	3.00	3.00	3.00	0.00	--
<b>SOURCES</b>					
General Fund Support	488,515	705,954	731,360	25,406	4%
Sources Total	488,515	705,954	731,360	25,406	4%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	244,922	347,487	348,211	724	0%
Fringe Benefits	74,592	121,475	133,946	12,471	10%
Professional & Contractual Services	15,627	17,275	17,275	0	0
Materials & Supplies	189	443	443	0	0
Services of Other Departments	153,185	219,274	231,485	12,211	6%
Uses - Operating Expenditures Total	488,515	705,954	731,360	25,406	4%
<b>USES BY PROGRAM RECAP</b>					
Law Library	488,515	705,954	731,360	25,406	4%
Uses by Program Recap Total	488,515	705,954	731,360	25,406	4%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>LAW LIBRARY</b>				
<b>Provide comprehensive and readily accessible legal information resources and services</b>				
Amount of in-library public computer legal research useage (New Measure)	n/a	9,700	9,700	9,850



## Mission

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

## Services

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

**The Mayor's Office of Neighborhood Services** works to ensure that the needs of constituents are addressed quickly and effectively, and fosters communication among residents, neighborhood groups and city departments.

**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 Public Policy and Finance** develops and oversees administration and implementation of the Mayor's policy initiatives; develops the City's annual budget and provides fiscal oversight to city departments; and advocates in the City's interest at the local, regional, state and federal levels of government.

For more information, call (415) 554-6141 or 311; or visit [www.sfmayor.org](http://www.sfmayor.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	28,705,987	27,618,476	13,581,140	(14,037,336)	(51%)
Total FTE	54.83	48.56	41.94	(6.62)	(14%)

# Budget Issues and Details

The Mayor's Office budget continues to support core programs and initiatives that serve San Francisco. In Fiscal Year 2010-11, the Mayor's Office will focus its resources on implementing the Mayor's vision and priorities for the City, advocating for funding and policy changes at the State and Federal levels, and implementing long-term reforms for city government.

## State and Federal Advocacy

The Mayor's Office continues to lead efforts to advocate at the State and Federal levels for San Francisco's interests. Among the Mayor's Office's top legislative priorities is the extension of federal funding for the Jobs NOW! program, which has allowed the City to partner with private sector employers to put more than 3,000 San Franciscans back to work.

The Mayor's Office continues to work successfully with San Francisco's congressional delegation to secure funding for major infrastructure projects through the American Investment and Recovery Act (ARRA) and other sources. Over the past 18 months, San Francisco has received over \$1.2 billion in ARRA funding for projects like the Transbay Terminal, Doyle Drive, the Central Subway, and bus rapid transit projects.

## Long-Term Financial and Budgetary Reform

Over the last two years, the Mayor's Office has been working to adopt and implement financial reforms for city government. In 2008, the Mayor asked the Controller to begin the Budget Improvement Project, an effort to analyze and make recommendations on San Francisco's budget process. The results of that process were recommendations submitted to San Francisco voters, and approved as Proposition A in 2009.

This year, the Mayor's Office and Controller's Office are leading implementation of Proposition A. The Mayor's proposed budget for Fiscal Year 2010-11 includes two-year budgets for the Airport, Port, Public Utilities Commission, and Municipal Transportation Agency – a practice that will be expanded citywide over the next two years. The City is also piloting development of five-year financial plans as required under Proposition A, which will help identify emerging financial challenges.

Also as a result of Proposition A, the City has adopted new financial policies that will increase the City's required reserves to cushion against future economic downturns. The policies require a gradual increase in the amount of the annually appropriated General Fund Reserve, and that certain one-time revenues be deposited into a Budget Stabilization Reserve and set aside for use in future economic downturns.

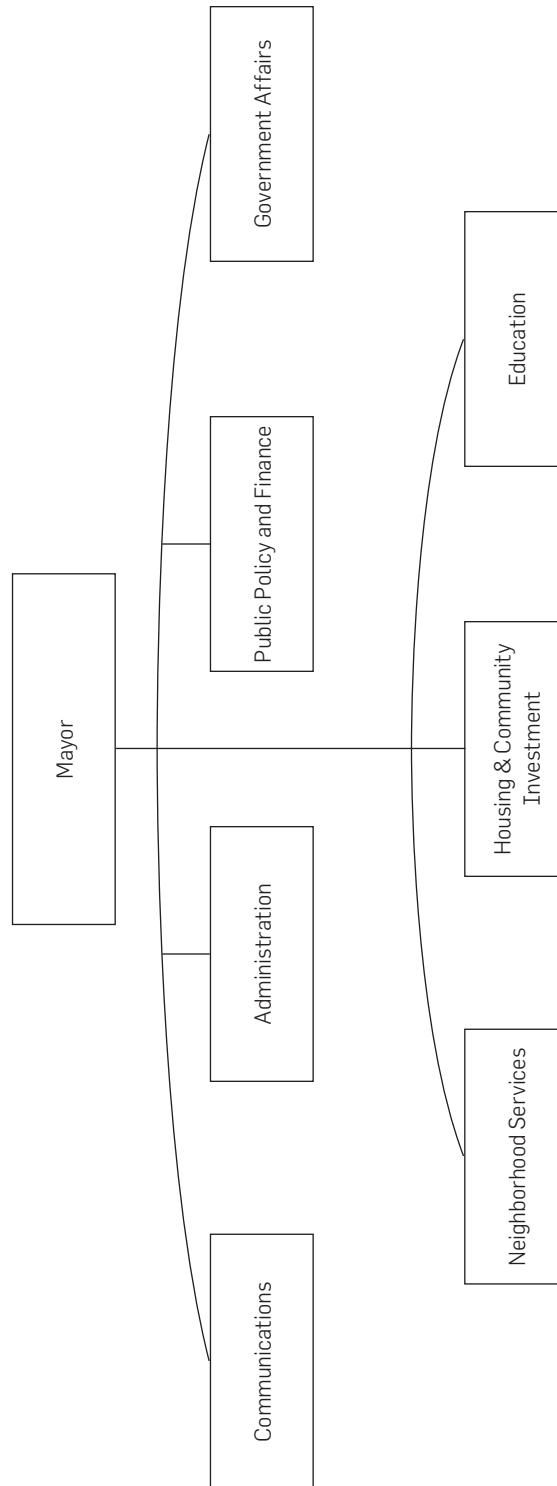
## Breaking New Ground in Housing

In Fiscal Year 2010–11, the Mayor's Office of Housing (MOH) will continue construction on two major projects: 1) Hunters View, the first of the HOPE SF partnership projects with the San Francisco Housing Authority and the San Francisco Redevelopment Agency; and 2) renovation of the Central YMCA as supportive housing for homeless individuals, including a new, on-site urban health clinic. Four additional HOPE SF sites totaling over 4,000 homes will begin or complete environmental and land use approvals: Alice Griffith, Sunnydale, Potrero Terrace and Annex, and Westside Courts. MOH will also acquire two housing development sites from other city agencies (Phelan Loop and 17th and Folsom), and will begin development on three sites serving transitional age youth in response to the recommendations of the Mayor's Transitional Youth Task Force. In addition, nearly 600 transitional age youth will receive leadership training, case management, and educational support services in alignment with the task force's recommendations.

To foster homeownership, MOH plans to assist more than 300 first-time homebuyers through a combination of down payment assistance, mortgage credit certificates, and below market-rate homes through the City's inclusionary housing ordinance. Additionally, MOH will expand its lead-based paint remediation program through a \$3 million federal stimulus grant from the U.S. Housing and Urban Development (HUD) received during the last fiscal year.

Through its community development division, MOH's grants will assist more than 3,500 individuals with counseling that will help prevent them from being evicted or losing their housing; provide more than 3,000 individuals with free legal counseling and representation to protect victims of domestic violence, employment discrimination and housing discrimination; and assist more than 650 individuals with financial literacy and financial education to enable them to become economically self-sufficient. To support vibrant communities, MOH will fund health and safety upgrades, disability access, and critical capital improvements at ten community facilities. MOH also will support new play structures at ten city playgrounds, and tree-planting and other landscaping improvements at 135 locations in the Bayview/Hunters Point and the Excelsior neighborhoods.

# Mayor



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	120.53	105.88	99.24	(6.64)	(6%)
Non-operating Positions (cap/other)	(65.70)	(57.32)	(57.30)	0.02	0%
Net Operating Positions	54.83	48.56	41.94	(6.62)	(14%)
<b>SOURCES</b>					
Local Taxes	497,665	500,000	500,000	0	0
Intergovernmental Revenue - Federal	13,766,126	15,594,830	0	(15,594,830)	(100%)
Intergovernmental Revenue - State	1,085,983	818,600	767,100	(51,500)	(6%)
Expenditure Recovery	3,813,164	4,918,893	7,131,887	2,212,994	45%
Fund Balance	1,115,447	587,982	631,208	43,226	7%
General Fund Support	8,427,602	5,198,171	4,550,945	(647,226)	(12%)
Sources Total	28,705,987	27,618,476	13,581,140	(14,037,336)	(51%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	5,005,423	4,278,404	3,565,256	(713,148)	(17%)
Fringe Benefits	1,786,762	1,726,011	1,649,928	(76,083)	(4%)
Professional & Contractual Services	2,265,678	1,354,751	1,419,427	64,676	5%
Aid Assistance / Grants	17,903,867	10,834,418	6,210,362	(4,624,056)	(43%)
Materials & Supplies	123,992	45,200	43,689	(1,511)	(3%)
Services of Other Departments	1,432,484	9,379,692	692,478	(8,687,214)	(93%)
Transfers Out	14,208	0	0	0	N/A
Transfer Adjustments-Uses	(14,208)	0	0	0	N/A
Uses - Operating Expenditures Total	28,518,206	27,618,476	13,581,140	(14,037,336)	(51%)
<b>USES - PROJECT EXPENDITURES</b>					
Capital Projects	187,781	0	0	0	N/A
Uses - Project Expenditures Total	187,781	0	0	0	N/A
<b>USES BY PROGRAM RECAP</b>					
Affordable Housing	18,787,199	16,848,812	1,297,208	(15,551,604)	(92%)
City Administration	3,933,949	4,320,643	4,236,862	(83,781)	(2%)
Community Investment	331,111	1,204,555	1,370,597	166,042	14%
Criminal Justice	3,056,908	312,283	8,051	(304,232)	(97%)
Homeless Services	982,201	2,879,508	4,927,627	2,048,119	71%
Neighborhood Services	702,826	760,812	524,363	(236,449)	(31%)
Public Policy & Finance	911,793	1,291,863	1,216,432	(75,431)	(6%)
Uses by Program Recap Total	28,705,987	27,618,476	13,581,140	(14,037,336)	(51%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>AFFORDABLE HOUSING</b>				
<b>Provide affordable housing</b>				
Number of newly constructed low and moderate-income rental units completed with public financial assistance	660	236	237	170
Number of first time homebuyers receiving assistance or purchase opportunities	601	400	400	300
<b>COMMUNITY DEVELOPMENT</b>				
<b>Promote economic development in low-income communities</b>				
Number of small business and micro-enterprise start-ups assisted	432	256	364	689
Number of jobs created	374	370	368	248
Number of jobs retained	333	285	357	238
Number of direct loans made to small businesses and micro-enterprises	1	6	16	16
<b>Improve the physical infrastructure and environment of low-income neighborhoods</b>				
Number of public space improvement projects completed	13	6	9	10
<b>NEIGHBORHOOD SERVICES</b>				
<b>Respond to citizens</b>				
Number of Certificates, Proclamations, and Greeting Letters Issued	2,717	1,500	3,396	1,500
Number of Town Halls Produced	5	6	6	6
<b>PUBLIC POLICY &amp; FINANCE</b>				
<b>Obtain citizen input and promote understanding of the City's budget</b>				
Number of presentations to advocates, labor groups, community organizations and other stakeholders	26	25	25	25
<b>Develop and Oversee Implementation of Mayor's Policy Pledges</b>				
Percent of pledges accomplished	81%	80%	81%	80%

# Municipal Transportation Agency

## Mission

To provide a safe and efficient surface transportation network for pedestrians, bicyclists, transit customers, motorists and taxi customers. The Municipal Transportation Agency (SFMTA) operates the Municipal Railway (Muni) and manages parking, traffic and taxi regulation as well as pedestrian, bicycle and better streets programs. On a daily basis, the SFMTA endeavors to improve the quality of life for residents and visitors alike through implementation of the City's *Transit First* policy.

## Services

The SFMTA provides the following services:

**Municipal Railway** provides trolley bus, motor coach, light rail, cable car, historic streetcar and paratransit services in the City.

**Sustainable Streets** enforces all local and state parking laws; issues parking permits; manages public parking garages and parking meters; installs and maintains traffic signals, 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 citations and tow appeals.

**Taxi Services** ensures the provision of taxi service to residents of and visitors to San Francisco by enacting and enforcing rules concerning drivers, medallions (permits) and taxi companies.

**Accessible Services** manages contracted paratransit (door-to-door) service for customers who cannot avail themselves of regular Muni service due to disability and assists those customers with disabilities who are able to ride Muni.

**Pedestrian and Bicycle Programs** are focused on improving conditions to encourage increased walking and bicycling to improve safety, ease congestion, reduce emissions, promote personal health and enhance the quality of life in San Francisco.

For more information call 311 or visit [www.sfmta.com](http://www.sfmta.com)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	2011-2012 Proposed	Change from 2009-10 to 2010-11	
					\$	%
Total Expenditures	742,676,492	768,592,202	747,538,116	765,537,488	(21,054,086)	(3%)
Total FTE	4,533.85	4,366.56	4,074.68	4,007.59	(291.88)	(7%)

# Budget Issues and Details

Pursuant to the Charter, in the spring of 2010 the SFMTA adopted its second, two-year operating budget for Fiscal Years 2010–11 and 2011–12. As was the case in the previous year, the agency faced projected deficits of \$56 million for Fiscal Year 2010–2011 and \$45 million in Fiscal Year 2011–12 based on estimated increased costs and declining revenues driven by the lingering recession in California and the Bay Area. The proposed budget for Fiscal Years 2010–11 and 2011–12 includes a number of measures to close the operating budget deficit, including:

- Further reducing work orders
- Imposing cost recovery fees
- Enforcing parking meters on Sundays in certain areas
- Installing more parking meters in certain areas
- Eliminating free reserved on-street parking spaces and permits
- Enforcing the existing garage pricing ordinance by eliminating daily, early bird, monthly and annual rates
- Applying the parking garage ordinance citywide
- Raising regulatory penalties for taxi violations
- Applying automatic indexing to Muni fares
- Consolidating transit stops
- Reducing service levels

Despite the detrimental effects of the nationwide recession, the SFMTA remains focused on improving the City's surface transportation network. This includes ongoing programs, pilots and services aimed at protecting the public's investment in the City's transportation system, keeping it in a state of good repair and making it more convenient while also advancing congestion and emissions reduction goals.

The Mayor continues to work with the SFMTA Board to reverse the service reductions implemented in May 2010 as a result of MTA's deficit. Current efforts include a combination of labor concessions and revenue from the San Francisco County Transportation Authority, with the goal of restoring service reductions by the middle of Fiscal Year 2010–11.

## State and Federal Funding

The federal stimulus package enacted by Congress last year provided an initial allocation of \$67 million to the SFMTA—the largest transit agency allocation in the region. That funding is underwriting a dozen “shovel ready” projects designed to update and renew transit vehicles, facilities and equipment as well as to improve customer convenience features. The SFMTA also is fully poised to compete for further federal stimulus funds as they become available.

At the same time, the SFMTA joined with transit advocates across California to advocate for reinstatement of State Transit Assistance funding. The Governor signed bills in March 2010, resulting in \$36 million in additional revenue in Fiscal Year 2010–11 and \$31 million in Fiscal Year 2011–12. The SFMTA lost approximately \$130 million in State Transit Assistance funding between Fiscal Year 2008–09 and Fiscal Year 2009–10.

The Agency further benefitted from an unanticipated \$17 million in federal funds that became available after the Federal Transit Administration withdrew funding for the BART Oakland Airport Connector.

Concurrent with these opportunities, the SFMTA has received federal approval to proceed with final design of the Central Subway along with a line item in President Barack Obama's proposed budget which also includes funding to advance the Van Ness Bus Rapid Transit Project.



## Improved Transit Shelters

The dynamic, new “Wave” transit stop shelters are starting to appear in the City and are offering customers a new era of comfort and technology as they wait for busses or trains. The existing 1,200 shelters are being replaced at a rate of 175 per year. Approximately half of them feature solar power and a push-to-talk feature to ensure that visually impaired people receive messages generated by the NextMuni displays. The new shelters are funded through an advertising contract and do not rely on the MTA’s operating budget.

## SFpark

SFpark, the federally-funded program to optimize parking management, is on track to roll out pilots around the City. This program will use state-of-the-art technology to reduce traffic congestion for public transit by guiding motorists to available street parking spaces and municipal garages as quickly and conveniently as possible. Advanced parking management allows SFpark to monitor parking supply and demand to provide drivers with real-time parking availability and practical information about where to park in San Francisco. It will also make payment more convenient through acceptance of credit and smart cards. The pilot projects will launch in the current fiscal year and will cover a quarter of the City’s metered spaces and thousands of spaces in parking garages.

## SFgo

The citywide Intelligent Transportation program, SFgo, will roll out a number of ambitious initiatives. Two major projects include the Parking Guidance System, which will support SFpark and also broadcast traveler information over different media, and an upgrade of the communications infrastructure required to implement Bus Rapid Transit in the Van Ness corridor.

## Taxis

Proposition E, passed by voters in 1999, created the SFMTA and also gave the Board of Supervisors the option to transfer oversight of the Taxicab Commission to the Agency. As of March 1, 2009, the Taxicab Commission has been incorporated into the SFMTA as the Taxi Services Section. The SFMTA Board now has the authority to regulate the taxi industry and other vehicles for hire in San Francisco. This merger completes the integration of surface transportation management that will enable the SFMTA to further promote *Transit First* in San Francisco and to improve Muni’s on-time performance. The SFMTA this year already has approved a Taxi Medallion Sales pilot project that will change the way some Taxi Medallions are sold, marking the first step to reform in this area after decades of debate.

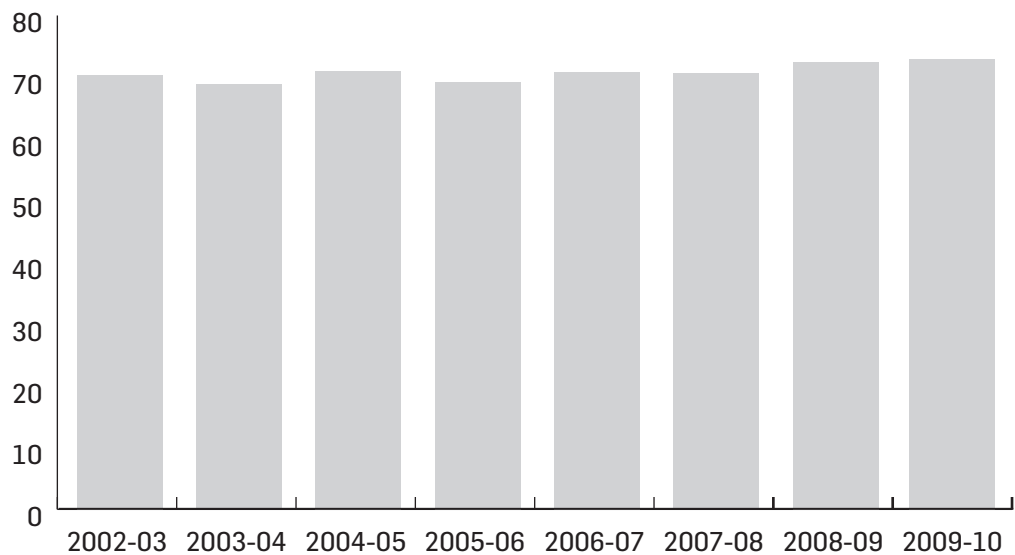
## Pedestrian Safety

Projects falling under the pedestrian program focus on increased pedestrian safety, accessibility and convenience. Following public review and input, the Golden Gate Park Pedestrian Improvement Study was approved by the Concourse Authority and Recreation and Park Commission. The study provides a framework for pedestrian access and circulation improvements in the park for the next several years. The Better Streets Plan is expected to be approved by the Board of Supervisors in the spring of 2010 and will provide a comprehensive blueprint for greater safety and enjoyment of the City’s streetscapes.

## Making San Francisco More Bicycle Friendly

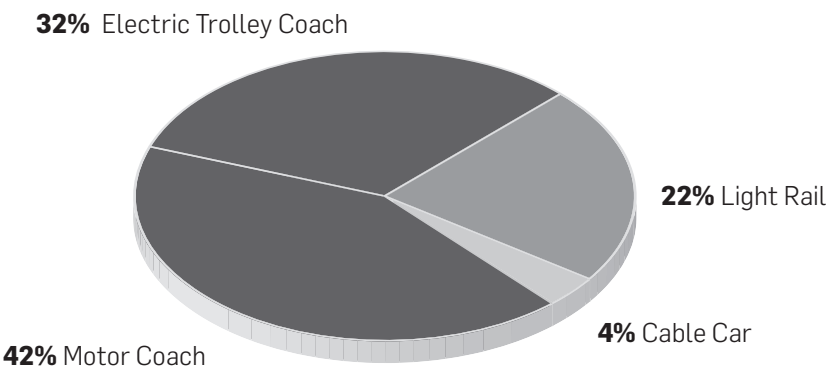
The SFMTA continues to aggressively pursue the Mayor’s goal of having bicycles account for 10 percent of all trips in the City. In 2009 the injunction which had delayed implementation of the Bike Plan for three years was partially lifted, allowing for a number of bicycle projects to commence, including new bike lanes. It is anticipated that the entire injunction will be lifted by summer 2010, spurring another wave of improvement projects, including an innovative bicycle sharing program that has been successful in a number of European and American cities.

### Percentage of Muni Vehicles Meeting On-Time Standards



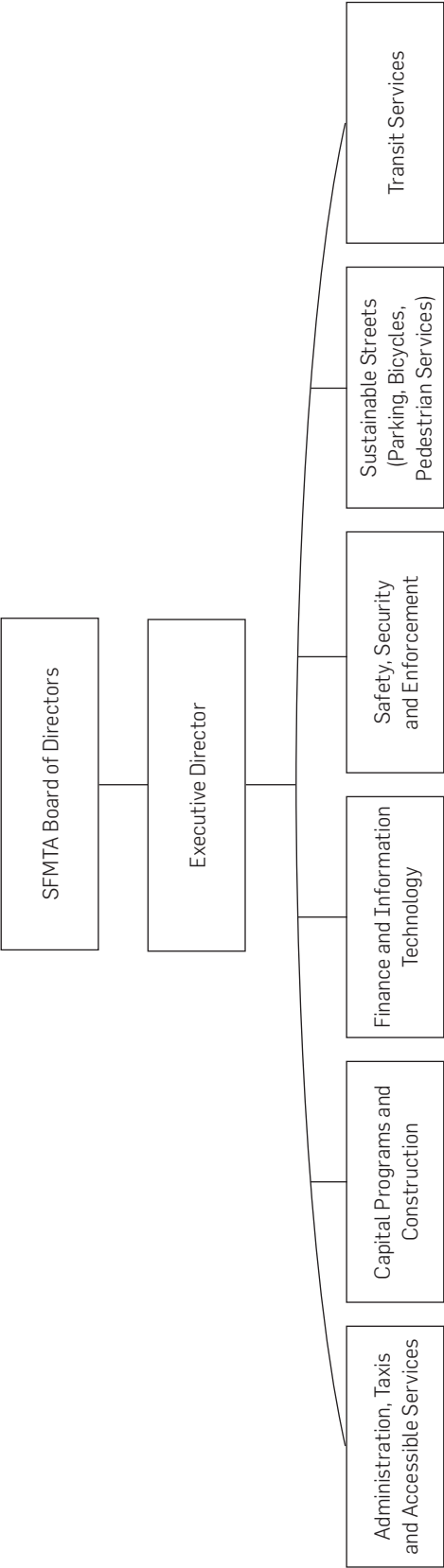
On-time performance for Muni vehicles is projected to exceed 70 percent for the fourth year in a row.

### Muni Passengers by Service Type



Each year, Muni carries over 200 million passengers—over half a million per day. Seventy-five percent of passengers use the electric and motor buses that make up the bulk of the transit network. Just a handful of light rail lines account for one fifth of total ridership.

# Municipal Transportation Agency



# Total Budget – Historical Comparison

2008-2009		2009-2010	2010-2011		2011-2012				
Actual		Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010	Proposed Budget	Chg from 2010-2011	% Chg from 2010-2011	
AUTHORIZED POSITIONS									
Total Authorized		4,998.42	4,816.43	4,449.43	(367.00)	(8%)	4,382.34	(67.09)	(2%)
Non-operating Positions (cap/other)		(464.57)	(449.87)	(374.75)	75.12	(17%)	(374.75)	0.00	0
Net Operating Positions		4,533.85	4,366.56	4,074.68	(291.88)	(7%)	4,007.59	(67.09)	(2%)
SOURCES									
Licenses & Fines		108,655,750	129,775,643	125,657,301	(4,118,342)	(3%)	131,107,301	5,450,000	4%
Use of Money or Property		71,241,033	81,547,830	77,526,396	(4,021,434)	(5%)	88,284,859	10,758,463	14%
Intergovernmental Revenue - Federal		3,957,742	3,921,868	3,921,868	0	0	3,721,868	(200,000)	(5%)
Intergovernmental Revenue - State		37,789,987	30,980,645	28,131,267	(2,849,378)	(9%)	28,231,267	100,000	0%
Intergovernmental Revenue - Other		43,890,568	44,564,774	78,646,865	34,082,091	76%	74,939,774	(3,707,091)	(5%)
Charges for Services		187,416,260	202,980,532	201,280,532	(1,700,000)	(1%)	205,695,532	4,415,000	2%
Other Revenues		3,987	3,200	3,200	0	0	3,200	0	0
Transfers In		113,609,956	119,946,793	86,885,115	(33,061,678)	(28%)	96,342,109	9,456,994	11%
Expenditure Recovery		72,610,466	61,676,972	56,456,828	(5,220,144)	(8%)	58,037,289	1,580,461	3%
Transfer Adjustments-Sources		(112,488,740)	(127,310,477)	(85,961,256)	41,349,221	(32%)	(98,145,711)	(12,184,455)	14%
Fund Balance		38,109,483	42,204,422	0	(42,204,422)	(100%)	0	0	N/A
General Fund Support		177,880,000	178,300,000	174,990,000	(3,310,000)	(2%)	177,320,000	2,330,000	1%
Sources Total		742,676,492	768,592,202	747,538,116	(21,054,086)	(3%)	765,537,488	17,999,372	2%
USES - OPERATING EXPENDITURES									
Salaries & Wages		366,978,459	345,905,427	311,080,279	(34,825,148)	(10%)	309,295,782	(1,784,497)	(1%)
Fringe Benefits		126,723,720	150,095,411	153,401,563	3,306,152	2%	166,710,563	13,309,000	9%
Overhead		71,886,010	59,440,727	54,158,117	(5,282,610)	(9%)	55,731,633	1,573,516	3%
Professional & Contractual Services		104,651,763	138,976,435	151,639,370	12,662,935	9%	155,246,472	3,607,102	2%
Materials & Supplies		63,216,006	65,491,438	66,697,413	1,205,975	2%	71,725,010	5,027,597	8%
Equipment		0	0	3,444,871	3,444,871	N/A	1,287,150	(2,157,721)	(63%)
Debt Service		3,938,485	4,121,275	2,693,805	(1,427,470)	(35%)	2,690,660	(3,145)	0%
Services of Other Departments		63,076,573	63,807,162	58,372,828	(5,434,334)	(9%)	58,377,809	4,981	0%
Transfers Out		54,694,216	68,064,804	32,011,126	(36,053,678)	(53%)	42,618,120	10,606,994	33%
Transfer Adjustments-Uses		(112,488,740)	(127,310,477)	(85,961,256)	41,349,221	(32%)	(98,145,711)	(12,184,455)	14%
Uses - Operating Expenditures Total		742,676,492	768,592,202	747,538,116	(21,054,086)	(3%)	765,537,488	17,999,372	2%

# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		2011-2012			
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010	Proposed Budget	Chg from 2010-2011	% Chg from 2010-2011
USES BY PROGRAM RECAP								
Accessible Services	20,929,335	21,625,361	21,526,517	(98,844)	0%	21,550,630	24,113	0%
Administration	66,219,947	67,625,166	56,064,127	(11,561,039)	(17%)	57,191,136	1,127,009	2%
Agency Wide Expenses	96,511,634	104,415,585	122,831,329	18,415,744	18%	126,222,948	3,391,619	3%
Customer Service	852,202	1,292,649	0	(1,292,649)	(100%)	0	0	N/A
Development And Planning	3,960,064	1,632,172	597,817	(1,034,355)	(63%)	612,803	14,986	3%
Mrd-Maintenance Division (Maint)	16,300,626	0	0	0	N/A	0	0	N/A
Parking & Traffic	59,841,048	74,692,386	70,825,084	(3,867,302)	(5%)	72,892,259	2,067,175	3%
Parking Garages & Lots	2,968,115	5,271,617	6,977,334	1,705,717	32%	7,171,909	194,575	3%
Rail & Bus Services	405,339,105	433,578,179	410,255,637	(23,322,542)	(5%)	422,652,727	12,397,090	3%
Revenue, Transfers & Reserves	3,719,863	0	0	0	N/A	0	0	N/A
Security, Safety, Training & Enforcement	61,329,216	55,368,063	55,584,678	216,615	0%	54,348,958	(1,235,720)	(2%)
Taxi Services	1,438,576	3,091,024	2,875,593	(215,431)	(7%)	2,894,118	18,525	1%
Traffic Engineering & Operation	3,266,761	0	0	0	N/A	0	0	N/A
Uses by Program Recap Total	742,676,492	768,592,202	747,538,116	(21,054,086)	(3%)	765,537,488	17,999,372	2%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>ENFORCEMENT</b>				
<b>To ease traffic congestion and promote parking turnover throughout the City by enforcing regulations</b>				
Abandoned automobile reports: % responded to within 48 hours	99%	100%	98%	100%
<b>To process citations and hearings in a timely manner</b>				
Walk-in citation and residential parking permit customers: % served within 20 minutes	79%	82%	60%	82%
<b>MRD-MUNICIPAL RAILWAY EXEC OFFICE (MREO)</b>				
<b>Improve the safety of passengers, drivers, pedestrians, and others</b>				
Muni collisions per 100,000 vehicle miles	5.46	5.90	5.85	5.02
<b>PARKING</b>				
<b>To provide clean, safe and convenient parking at reasonable rates to maximize revenues</b>				
Parking meter malfunction reports: % responded to and repaired within 48 hours	85%	85%	85%	85%
<b>RAIL &amp; BUS SERVICES</b>				
<b>Provide reliable and timely transit service</b>				
Schedule adherence	74.4%	85.0%	73.0%	85.0%
% of scheduled service hours delivered	96.9%	98.5%	97.0%	98.5%
<b>Improve customer satisfaction</b>				
<b>TRAFFIC ENGINEERING &amp; OPERATION</b>				
<b>To promote the safe and efficient movement of people and goods throughout the City</b>				
Traffic and parking control requests: % investigated and responded to within 90 days	82%	82%	82%	83%

## 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:

### Office of Operations

The Mission of the Office of Operations is to protect life and property, work closely with the community to prevent crime, solve crimes using thorough investigative techniques, identify and arrest suspects, prepare cases for prosecution, and reduce the fear of crime while providing a safe environment. This is accomplished by forming partnerships with the residents, merchants and visitors of the City, and working collaboratively to solve neighborhood problems.

The Office of Operations consists of six components:

- **Patrol – Golden Gate Division** – Patrol enforcement in the Bayview, Park, Richmond, Ingleside, and Taraval Police Districts.
- **Patrol – Metro Division** – Patrol enforcement in the Central, Southern (including Market Street foot beats), Mission, Northern, Tenderloin.
- **Investigations Bureau** – Manages centralized investigation units; coordinates investigations and operations with District Station resource teams; interacts with other agencies, stakeholders, and the community to enhance safety and develop effective policy.
- **Airport Bureau** – Handles security, traffic control, and law enforcement at San Francisco International Airport (San Mateo County).
- **Homeland Security** – Oversees specialized units, including Tactical units, such as Specialists, Hondas, Canines, Mounted, Explosive Ordinance Disposal, and Fugitive Recovery Enforcement Team, as well the Marine, Homeland Security, and Joint Terrorist Task Force units.
- **Municipal Transit Authority Security and Enforcement** – Responsible for security of passengers, drivers and property of the San Francisco Municipal Transportation Agency (SFMTA).

### Office of Administrative Services

The Office of Administrative Services' mission is to furnish a broad variety of direct and indirect, specialized service and support to sworn and civilian members of the Department, to other government agencies and to the people of San Francisco.

The Office of Administrative Services strives to provide the highest quality service and task management to the San Francisco Police Department in the areas of personnel, logical support, forensic services,

information technology and facilities. The Office of Administrative Services is comprised of the following units:

- The Forensic Services Division
- Staff Services Division
- Support Services Division
- Technology Division
- Training Division
- Behavioral Science Unit
- Police Physician
- Recruitment Unit

## Office of the Chief of Staff

The mission of the Office of the Chief of Staff is to provide administrative support to the Chief of Police while efficiently and effectively managing the risk management, fiscal, media relations and community relations functions of the San Francisco Police Department.

The Office of the Chief of Staff is comprised of the following units:

- The Fiscal Division
- Media Relations Unit
- Community Relations Unit
- The Management Control Division
- Legal Division
- Professional Standards Unit

## Office of Citizen Complaints (OCC)

The 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 OCC is separate from the Police Department but is situated in the Police Department’s budget.

For more information, call (415) 553-1651 or 311; or visit [www.sfgov.org/police](http://www.sfgov.org/police)

# Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	394,999,514	442,172,419	446,541,021	4,368,602	1%
Total FTE	2,948.83	2,756.34	2,696.89	(59.45)	(2%)

# Budget Issues and Details

## Increasing Efficiency

The Department will continue its use and development of CompStat to support the timely and effective deployment of people and resources to control crime. CompStat, short for computer statistics, has a well-established and proven track record in reducing crimes and improving the overall operating systems of several major metropolitan police departments. The continuous CompStat cycle of reviewing, strategizing, taking action and being held accountable for results has streamlined the Department’s crime fighting



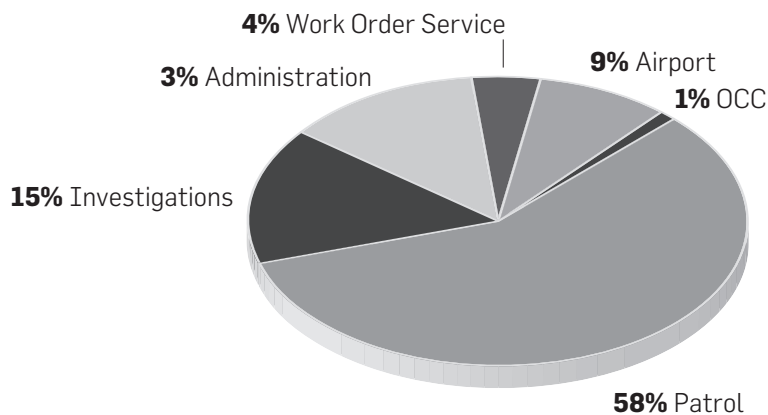
abilities and increased its effectiveness in responding quickly to crime problems. The proposed Fiscal Year 2010–11 budget provides for improvements to the Department’s technological infrastructure that will further support CompStat.

Additionally, the Department will look to civilianize functions that do not require peace officer status. The Department’s goal will be to improve efficiency through the recruitment of professionals to perform these functions. These efforts are particularly focused in creating an expanded Police Services Aide position, in which professional civilian staff will provide professional, customer-focused service to the public while investigating crimes that do not require the presence of sworn personnel.

## New Technology For Solving Crimes

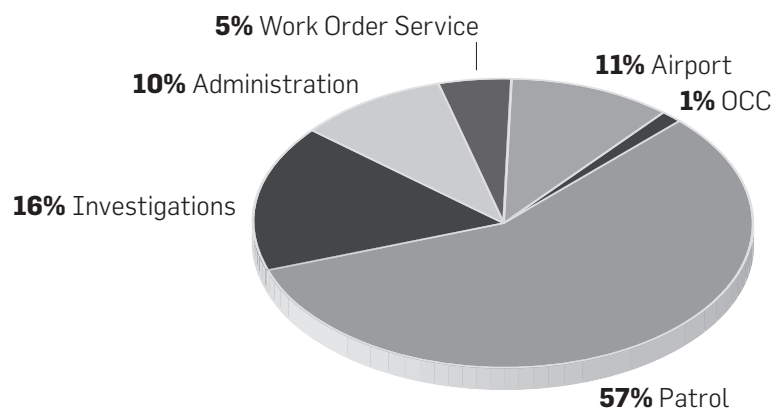
One major IT initiative in Fiscal Year 2010–11 is the rollout of a new Automated Biometric Identification System (ABIS). The new ABIS will include storing, registering and searching fingerprint and palm print data and images, identifying fingerprints obtained from persons arrested (tenprint), as well as fingerprint and/or palm print images located at crime scenes (latents) and robust mobile (hand-held) identification capability to better analyze data and solve crimes.

### Staffing by Program Area



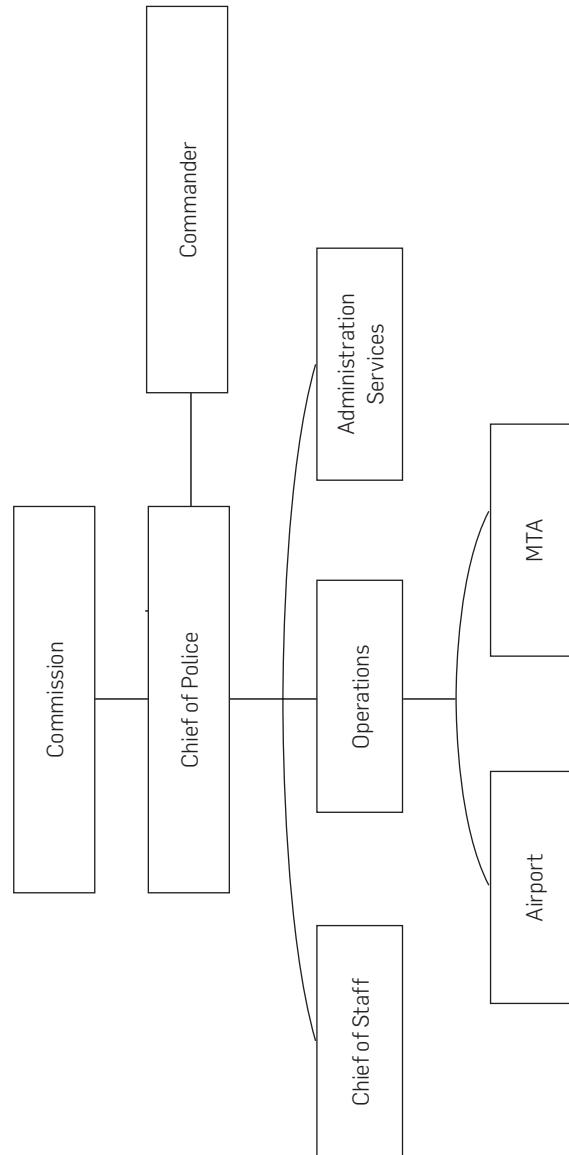
The majority of staffing is assigned to the patrol program.

### Expenditures by Program Area



The majority of the expenditures are in the patrol program.

# Police



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	2,956.17	2,759.68	2,757.65	(2.03)	0%
Non-operating Positions (cap/other)	(7.34)	(3.34)	(60.76)	(57.42)	N/A
Net Operating Positions	2,948.83	2,756.34	2,696.89	(59.45)	(2%)
<b>SOURCES</b>					
Licenses & Fines	1,963,338	1,951,000	1,966,000	15,000	1%
Use of Money or Property	63,485	47,800	47,800	0	0
Intergovernmental Revenue - Federal	2,893,156	1,155,818	2,138,597	982,779	85%
Intergovernmental Revenue - State	37,152,399	33,158,161	32,875,170	(282,991)	(1%)
Charges for Services	6,559,258	5,527,218	5,751,189	223,971	4%
Expenditure Recovery	16,192,082	14,577,959	14,115,640	(462,319)	(3%)
Transfer Adjustments-Sources	38,467,117	39,730,469	40,336,200	605,731	2%
Fund Balance	6,713,975	865,812	1,219,003	353,191	41%
General Fund Support	284,994,704	345,158,182	348,091,422	2,933,240	1%
Sources Total	394,999,514	442,172,419	446,541,021	4,368,602	1%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	301,920,766	322,576,479	314,926,076	(7,650,403)	(2%)
Fringe Benefits	48,110,356	67,903,362	78,859,602	10,956,240	16%
Overhead	0	7,738	0	(7,738)	(100%)
Professional & Contractual Services	10,202,690	11,727,266	15,349,970	3,622,704	31%
Aid Assistance / Grants	127,625	37,704	80,000	42,296	N/A
Materials & Supplies	4,301,925	4,974,248	4,968,850	(5,398)	0%
Equipment	2,260,058	1,323,699	1,705,148	381,449	29%
Services of Other Departments	27,641,198	33,155,923	30,551,375	(2,604,548)	(8%)
Transfers Out	2,937,301	0	0	0	N/A
Transfer Adjustments-Uses	(2,937,301)	0	0	0	N/A
Uses - Operating Expenditures Total	394,564,618	441,706,419	446,441,021	4,734,602	1%
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	133,392	100,000	100,000	0	0
Capital Renewal	0	366,000	0	(366,000)	(100%)
Capital Projects	301,504	0	0	0	N/A
Uses - Project Expenditures Total	434,896	466,000	100,000	(366,000)	(79%)
<b>USES BY PROGRAM RECAP</b>					
Airport Police	16,725,656	39,730,469	40,336,200	605,731	2%
Investigations	67,071,242	72,798,488	78,713,888	5,915,400	8%
Office Of Citizen Complaints	3,938,972	4,266,679	4,089,550	(177,129)	(4%)
Operations And Administration	63,965,516	61,935,005	61,514,312	(420,693)	(1%)
Patrol	232,965,688	248,871,819	247,779,431	(1,092,388)	0%
Work Order Services	10,332,440	14,569,959	14,107,640	(462,319)	(3%)
Uses by Program Recap Total	394,999,514	442,172,419	446,541,021	4,368,602	1%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>PATROL</b>				
<b>Reduce crime; UCR numbers</b>				
UCR: Number of UCR homicides per 100,000 population	8.2	n/a	n/a	n/a
UCR: Number UCR Part I violent offenses reported	6,282	6,510	5,962	5,200
UCR: Number of UCR Part I violent offenses reported per 100,000 population	745.7	772.6	707.6	617.1
UCR: Number of UCR Part I property offenses reported per 100,000 population	4,159.7	4,236.8	4,002.4	3,389.4
<b>Respond timely to calls for emergency assistance</b>				
Response time: Priority A calls (in seconds)	229	240	240	240
Response time: Priority B calls (in seconds)	452	450	450	450
Response time: Priority C calls (in seconds)	650	600	600	n/a
<b>SPECIAL OPERATIONS</b>				
<b>Reduce traffic accidents and ensure pedestrian safety</b>				
Number of traffic accidents that result in injuries	2,891	2,900	2,966	2,610
Number of traffic accidents that result in fatalities	27	29	n/a	n/a
<b>THE 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	92.8%	100.0%	100.0%	100.0%
Number of complaints closed during the year per FTE Investigator	64	60	60	60
<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	87%	90%	90%	90%

## Mission

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

## Services

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

**Engineering** provides project and construction management, engineering design, facility inspection, contracting, code compliance review and permit services for all of the Port's facilities.

**Maritime** manages and markets cruise and cargo shipping, ship repair, commercial and sport fishing, ferry and excursion operations, and other harbor services.

**Maintenance** is responsible for the Port's 7.5 miles of waterfront property. Repairing piles, piers, roofs, plumbing and electrical systems, and street cleaning.

**Planning and Development** sees that the development and use of Port lands is consistent with the goals and policies of the Waterfront Land Use Plan; maintains and amends Plan policies, leads community planning projects for specified waterfront areas and administers land use regulatory review of projects on Port property.

**Real Estate** oversees all property and lease management 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 or 311; or visit [www.sfport.com](http://www.sfport.com)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	2011-2012 Proposed	Change from 2009-10 to 200910	
					\$	%
Total Expenditures	62,069,598	84,387,508	73,393,119	76,164,760	(10,994,389)	(13%)
Total FTE	215.94	215.05	216.99	217.68	1.93	1%

# Budget Issues and Details

The Port's Fiscal Year 2010–11 operating budget is \$59.2 million, a \$1.7 million (3 percent) increase over the Fiscal Year 2009–10 budget. The Fiscal Year 2011–12 operating budget will remain constant, aside from projected increases in existing salary and fringe expenses.

In accordance with Proposition A, establishing two-year budgets, the Port prepared budgets for Fiscal Year 2010–11 and Fiscal Year 2011–12. In the second budget year, the Port's budgeted revenues increase by 4 percent, primarily from an increase in commercial and industrial rent and growth in harbor services revenue. The operating expense budget will increase by less than two percent over the prior year. This increase is primarily driven by personnel costs, which includes the cost of a new gardener position that was added to help maintain the newly created public open space built with 2008 Clean and Safe Neighborhood Parks Bonds.

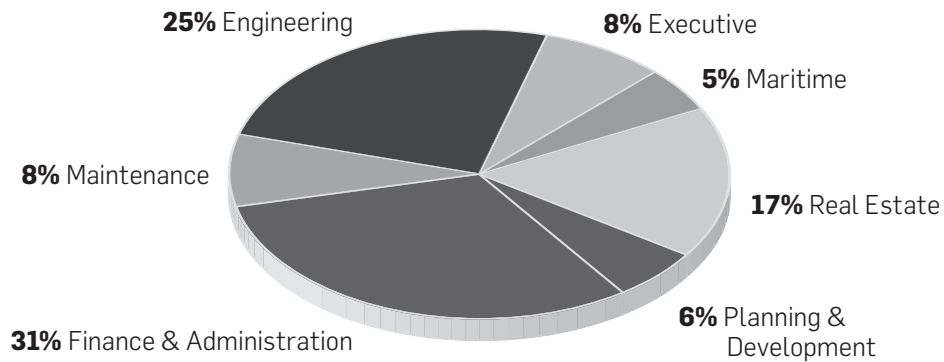
## Improving the Port's Infrastructure

One of the most challenging issues facing the Port is the condition of its physical infrastructure, much of which is 80 to 100 years old and well past its usable life. The estimated amount of deferred maintenance port-wide is approximately \$2 billion. In response to this need for repairs, the Port has developed a 10-year capital plan with a multi-year capital finance plan that identifies and prioritizes capital projects to complete in the coming years. In Fiscal Year 2009–10 the Port successfully issued \$36.65 million in Port of San Francisco revenue bonds. The sale of the revenue bonds will provide \$10 million for the design of a state of the art international Cruise Terminal at Pier 27 in Fiscal Year 2010–11. These funds will also provide funding in the coming years for projects including: \$5 million for urgent repairs to the Port's current cruise terminal at Pier 35; and \$8 million for improvements to the Pier 90-94 Backlands, among other projects. The Series 2010 Revenue Bonds represent the first issuance of new-money bonds by the Port since 1984.

## Improving Security on the Port

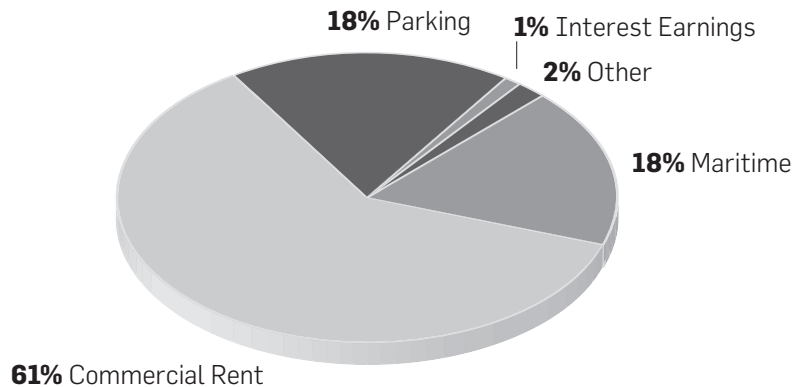
The Port is currently designing a Closed Circuit Television (CCTV) and Access Control network, with \$2.7 million of funding from the 2007 and 2008 State of California Port and Maritime Security Grant Program. This project will consist of CCTV and/or Access Control equipment installation at up to 28 locations throughout the Port. It will improve perimeter security and enhance prevention, detection, response to, and recovery from incidents throughout the Port. The system will run on a fiber optic backbone that will be installed by the San Francisco Department of Technology. The CCTV system will be web-based, utilizing video analytics where appropriate. It will be accessible to selected Port personnel as well as Port partners such as the San Francisco Police Department via designated stations, as well as through the internet. CCTV system video feeds, and Access Control System sensors, will be monitored on an ongoing basis by the Department of Technology.

## Operating Budget by Division



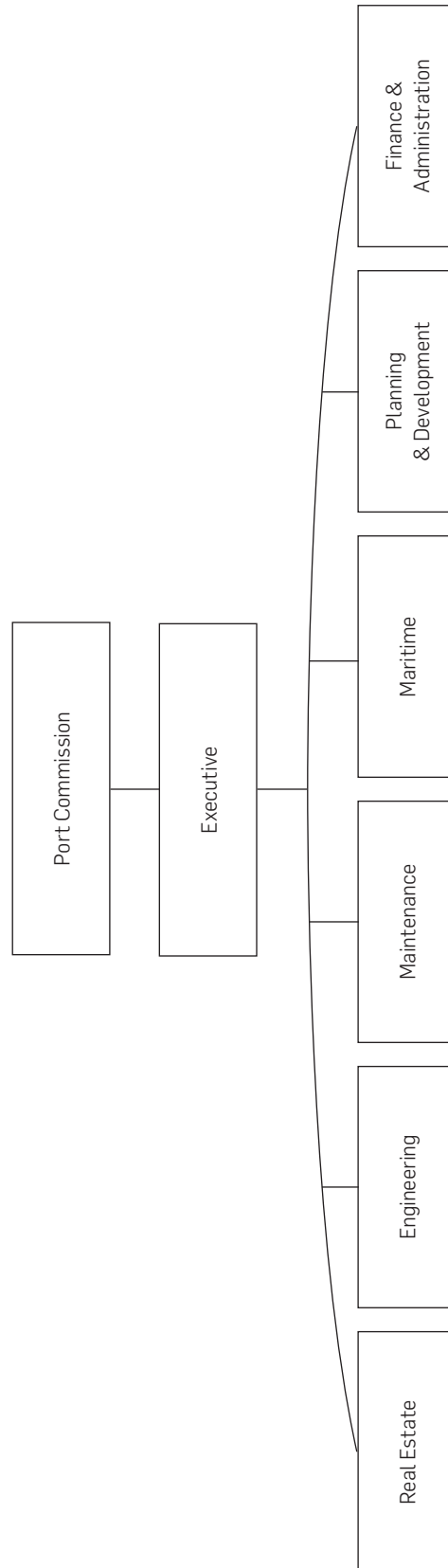
The Port's Finance and Administration program includes funding for debt service. In Fiscal Year 2009–10 the Port issued new revenue bonds that require less annual debt service than the old bonds that were paid off in Fiscal Year 2009–10. This resulted in the Port being able to reduce its annual debt service by \$1.6 million in Fiscal Year 2010–11.

## Revenue by Source



In Fiscal Year 2010–11 the Port is projecting revenue growth of \$3 million, which is due to increases in parking rents and Commercial/Industrial rents that are offset by a 19 percent decline in Cruise revenues.

# Port





# Total Budget – Historical Comparison

2008-2009		2009-2010	2010-2011		2011-2012				
Actual		Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010	Proposed Budget	Chg from 2010-2011	% Chg from 2010-2011	
AUTHORIZED POSITIONS									
Total Authorized		230.94	231.05	236.07	5.02	2%	237.68	1.61	1%
Non-operating Positions (cap/other)		(15.00)	(16.00)	(19.08)	(3.08)	19%	(20.00)	(0.92)	5%
Net Operating Positions		215.94	215.05	216.99	1.94	1%	217.68	0.69	0%
SOURCES									
Licenses & Fines		1,739,851	1,600,000	1,600,000	0	0	1,600,000	0	0
Use of Money or Property		46,470,225	48,935,000	52,173,000	3,238,000	7%	53,536,000	1,363,000	3%
Charges for Services		6,803,269	12,481,500	12,254,000	(227,500)	(2%)	13,203,000	949,000	8%
Other Revenues		961,418	910,300	999,756	89,456	10%	994,300	(5,456)	(1%)
Transfers In		10,927,831	25,462,488	14,268,447	(11,194,041)	(44%)	15,770,810	1,502,363	11%
Expenditure Recovery		38,819	303,000	267,001	(35,999)	(12%)	267,001	0	0
Transfer Adjustments-Sources		(10,926,848)	(14,680,257)	(17,419,549)	(2,739,292)	19%	(19,069,799)	(1,650,250)	9%
Fund Balance		6,055,033	9,375,477	9,250,464	(125,013)	(1%)	9,863,448	612,984	7%
Sources Total		62,069,598	84,387,508	73,393,119	(10,994,389)	(13%)	76,164,760	2,771,641	4%
USES - OPERATING EXPENDITURES									
Salaries & Wages		20,618,379	20,462,466	20,141,662	(320,804)	(2%)	20,205,106	63,444	0%
Fringe Benefits		6,568,465	7,734,495	8,780,842	1,046,347	14%	9,744,456	963,614	11%
Overhead		535,700	261,219	100,191	(161,028)	(62%)	100,191	0	0
Professional & Contractual Services		8,481,161	9,650,375	10,944,836	1,294,461	13%	11,539,227	594,391	5%
Materials & Supplies		1,344,382	1,457,659	1,483,510	25,851	2%	1,543,187	59,677	4%
Equipment		69,254	242,982	569,625	326,643	N/A	525,000	(44,625)	(8%)
Debt Service		4,701,843	4,702,760	3,075,050	(1,627,710)	(35%)	3,076,672	1,622	0%
Services of Other Departments		11,458,775	12,406,821	13,423,868	1,017,047	8%	13,197,342	(226,526)	(2%)
Transfers Out		11,510,837	12,489,115	14,934,032	2,444,917	20%	16,436,395	1,502,363	10%
Transfer Adjustments-Uses		(10,926,848)	(11,905,126)	(14,268,447)	(2,363,321)	20%	(15,770,810)	(1,502,363)	11%
Uses - Operating Expenditures Total		54,361,948	57,502,766	59,185,169	1,682,403	3%	60,596,766	1,411,597	2%
USES - PROJECT EXPENDITURES									
Facilities Maintenance		1,736,383	3,727,500	4,511,494	783,994	21%	3,024,994	(1,486,500)	(33%)
Capital Projects		5,971,267	23,157,242	9,696,456	(13,460,786)	(58%)	12,543,000	2,846,544	29%
Uses - Project Expenditures Total		7,707,650	26,884,742	14,207,950	(12,676,792)	(47%)	15,567,994	1,360,044	10%

# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		2011-2012	
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	Proposed Budget	% Chg from 2010-2011
<b>USES BY PROGRAM RECAP</b>						
Administration	20,903,516	22,440,261	21,934,803	(505,458)	22,239,427	304,624 1%
Capital Projects	0	13,557,362	0	(13,557,362)	0	0 N/A
Engineering & Environmental	3,956,597	4,131,588	4,213,859	82,271	4,331,055	117,196 3%
Maintenance	23,423,748	28,827,413	29,778,895	951,482	31,786,143	2,007,248 7%
Maritime Operations & Marketing	2,428,814	2,319,419	3,179,494	860,075	3,315,537	136,043 4%
Non-Grant Construction Projects	0	0	139,456	139,456	0	(139,456) (100%)
Planning & Development	2,802,119	3,448,194	3,496,917	48,723	3,442,200	(54,717) (2%)
Real Estate & Management	8,554,804	9,663,271	10,649,695	986,424	11,050,398	400,703 4%
Uses by Program Recap Total	62,069,598	84,387,508	73,393,119	(10,994,389)	76,164,760	2,771,641 4%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>MAINTENANCE</b>				
<b>Financial Stability – Improve utilization of maintenance resources</b>				
Percentage of preventative maintenance of sewer pumps performed on schedule	91%	100%	100%	100%
<b>MARITIME OPERATIONS &amp; MARKETING</b>				
<b>Economic Impact – Increase cruise volume</b>				
Total number of cruise ship calls	63	55	50	60
<b>Economic Impact – Track ferry passenger volume</b>				
Total number of ferry passengers transiting through Port managed facilities.	1,279,097	1,500,000	1,400,000	1,400,000
<b>REAL ESTATE &amp; MANAGEMENT</b>				
<b>Economic Impact – Achieve maximum revenue from leasing activities</b>				
Amount of revenue earned from commercial/industrial rent and parking, in millions	\$52.7	\$50.6	\$51.2	\$54.0
Overall Port Vacancy Rate	10.9%	2.5%	12.7%	12.0%



# Public Defender

## Mission

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

## Services

The United States Constitution and the Constitution of the State of California require the City and County of San Francisco to provide effective and competent legal representation for people who are charged with a crime and cannot afford a lawyer. The Public Defender's Office delivers these constitutionally mandated services to more than 24,000 people each year.

The Public Defender provides staffing for each of the misdemeanor and felony preliminary hearing courts, the mental health and juvenile courts, Drug Court, Proposition 36, Domestic Violence Court and Behavioral Health Court. The Juvenile Justice Placement and Education unit helps young people incarcerated at the Youth Guidance Center resume their education, and locates appropriate out-of-home placements when necessary.

The Public Defender also provides ancillary services to its clients through a number of special programs: Operation Clean Slate provides assistance to individuals who wish to clear their records. The Re-entry Unit provides clients who are re-entering their communities following incarceration assistance in the areas of housing, employment, education, health, mental health and substance abuse, family counseling and other support.

For more information, call (415) 553-1671 or 311; or visit [www.sfpublicdefender.org](http://www.sfpublicdefender.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	23,697,943	23,428,588	24,068,074	639,486	3%
Total FTE	159.35	150.77	151.22	0.45	0%

# Budget Issues and Details

## Maintaining Quality Representation

In Fiscal Year 2010–11, the Public Defender is focused on ensuring that attorneys and support staff have sufficient time and resources to provide high quality representation to its clients. In Fiscal Year 2009–10, Public Defender clients facing serious felony charges, an area where the attorneys need support staff the most, has increased 81.5 percent and 17 percent, respectively.

## The 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.

## Assistance to Former Prisoners

To reduce jail overcrowding and improve public safety, the Office established a reentry unit to provide former prisoners and their children with assistance in obtaining substance abuse, employment, education and mental health services. The reentry unit includes: the Clean Slate program which provides expungement services to 3,000 individuals each year who seek to clear their criminal histories in order to obtain employment and become productive citizens; and the Reentry Social Work program which provides counseling, treatment planning and legal advocacy to achieve placements into appropriate community-based treatment instead of jail or prison.

An independent evaluation of the office's reentry program conducted by LEA Group found that the program saved over \$1,000,000 in local county jail incarceration costs and that nearly all (98 percent) reentry clients experience positive outcomes through their participation in reentry services. The evaluation also found that clients served by reentry services are less likely to be sentenced to prison (83 percent of clients), experience reduced sentence lengths and that the program resulted in significant cost savings for the criminal justice system.

An independent evaluation of the Clean Slate program found that ninety percent of the Clean Slate clients benefit from the removal of significant barriers to employment, housing, public benefits, civic participation, immigration, and the attainment of other social, legal and personal goals.

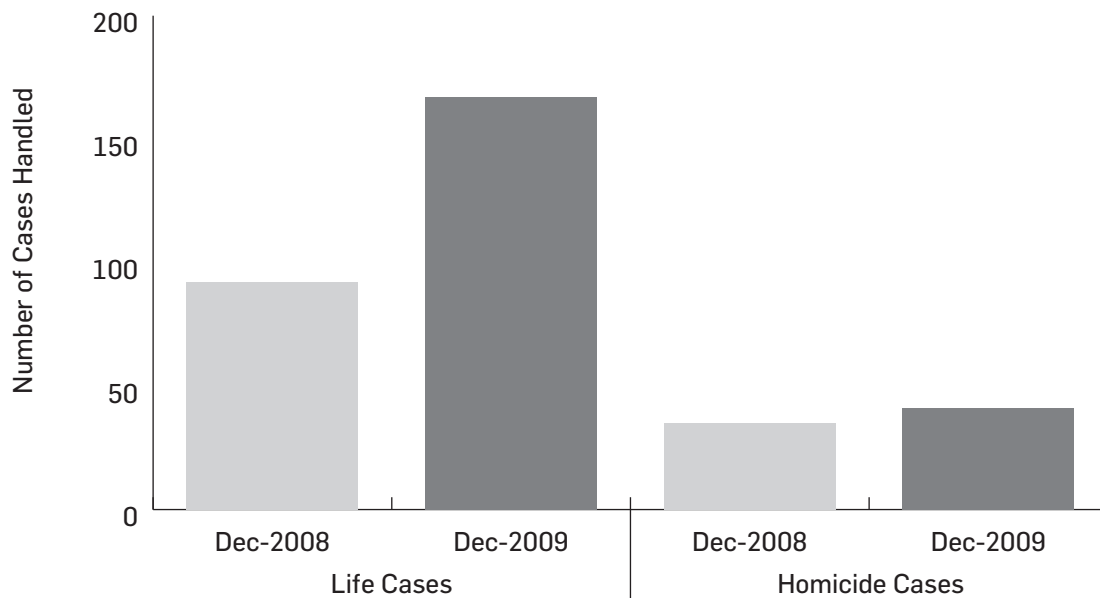
## Representation of Severely Mentally Disabled Adults

Of the 24,000 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 works diligently to break this cycle by identifying clients whose criminal behavior is the result of untreated mental illness or drug addiction. San Francisco has a designated specialty court to handle these sensitive cases. Behavioral Health Court (BHC) redirects mentally ill offenders from jail and into intensive case management programs in the community mental health system. The BHC criminal defense team supports and encourages treatment and provides effective alternatives to incarceration.

## Employing Technology to Represent Clients More Effectively and Efficiently

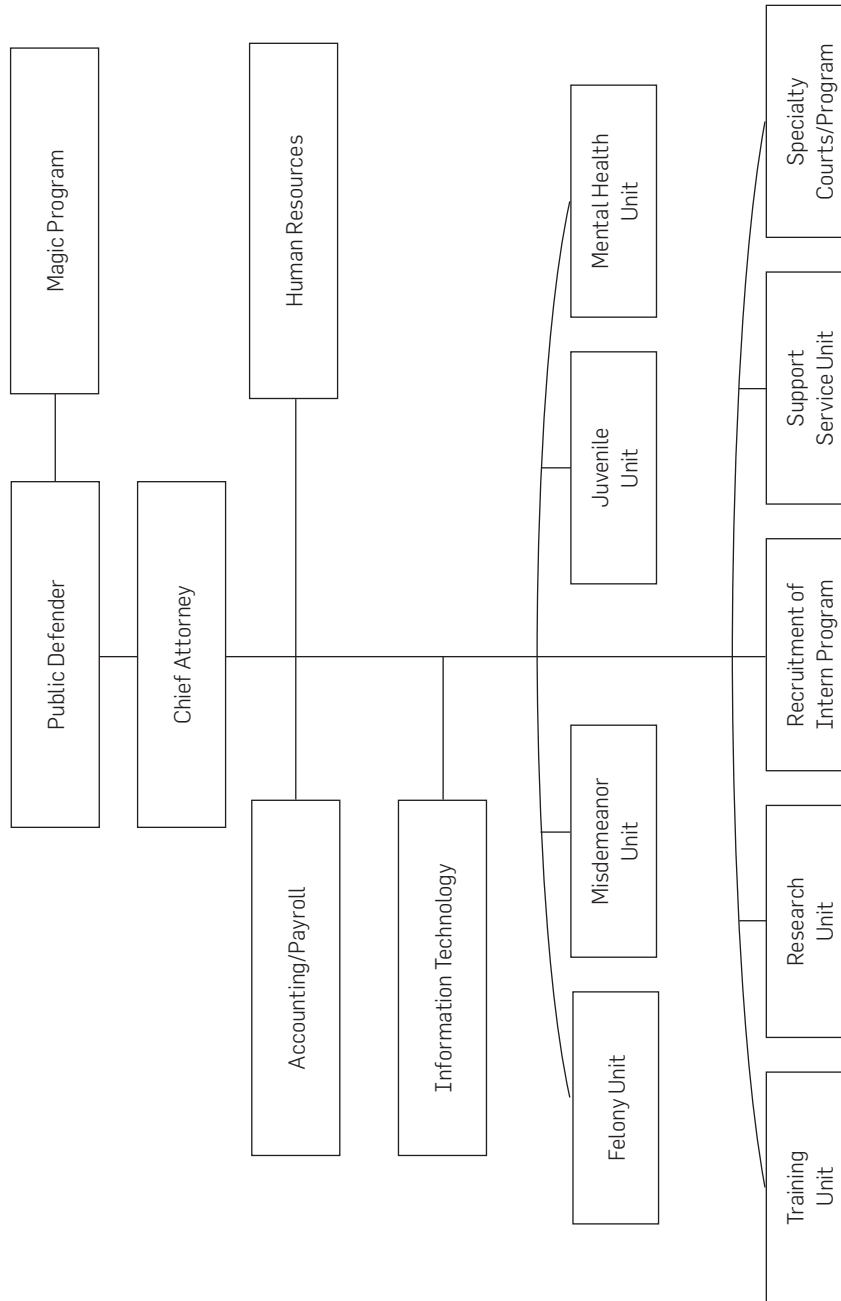
As part of the JUSTIS Project, which is designed to improve information technology systems in all of the City's criminal justice departments, the Public Defender's office will exchange and share court data with other case management systems in the criminal justice community. In addition to exchanging information, the Public Defender's case management system will automate work and information sharing between attorneys, investigators, paralegals, social workers and clerks. This seamless access to information between different components of the defense team will allow the Public Defender's Office to be even more efficient and effective at client representation and service provision. Finally, the case management system will provide managers with increased oversight capabilities.

### Special Assignment Caseload



The homicide and life caseloads increased in the past year.

# Public Defender





# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	160.77	152.19	152.64	0.45	0%
Non-operating Positions (cap/other)	(1.42)	(1.42)	(1.42)	0.00	0
Net Operating Positions	159.35	150.77	151.22	0.45	0%
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	100,583	100,583	119,034	18,451	18%
General Fund Support	23,597,360	23,328,005	23,949,040	621,035	3%
Sources Total	23,697,943	23,428,588	24,068,074	639,486	3%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	17,364,115	16,226,365	15,730,046	(496,319)	(3%)
Fringe Benefits	3,912,534	4,700,114	5,351,858	651,744	14%
Professional & Contractual Services	837,760	1,044,337	1,414,385	370,048	35%
Materials & Supplies	75,680	77,534	184,745	107,211	N/A
Equipment	0	0	9,034	9,034	N/A
Services of Other Departments	1,507,854	1,380,238	1,378,006	(2,232)	0%
Uses - Operating Expenditures Total	23,697,943	23,428,588	24,068,074	639,486	3%
<b>USES BY PROGRAM RECAP</b>					
Criminal And Special Defense	23,597,455	23,328,005	23,949,040	621,035	3%
Grant Services	100,488	100,583	119,034	18,451	18%
Uses by Program Recap Total	23,697,943	23,428,588	24,068,074	639,486	3%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>CRIMINAL AND SPECIAL DEFENSE</b>				
<b>Represent defendants effectively</b>				
Number of felony matters handled	12,615	13,351	10,132	10,132
Number of misdemeanor matters handled	10,192	10,787	9,408	9,408
Number of mental health clients represented	2,874	3,038	3,000	3,000
Number of juvenile matters handled	4,606	3,510	6,000	5,500
<b>Provide expungement services</b>				
Number of clients provided expungement services to clear their criminal records or to seek certificates of rehabilitation from the Governor under Clean Slate	7,273	8,368	6,548	6,400
Number of motions filed on behalf of the clients under Clean Slate	1,592	1,220	1,300	1,300
<b>Provide alternatives to incarceration</b>				
Number of clients participating in drug court	1,343	1,500	1,500	1,500
Number of Drug Court participants completing treatment and obtaining dismissal of their cases	450	376	376	376
<b>Provide Re-entry Services to Clients</b>				
Number of clients referred for services	846	530	375	375
Number of services provided	385	318	230	230

## Mission

To protect and promote the health of all San Franciscans.

## Services

In keeping with our mission, DPH offers an array of services that touch the lives of scores of San Francisco's residents and visitors.

**San Francisco General Hospital (SFGH)** is a licensed general acute care hospital owned and operated by the City and County of San Francisco. SFGH provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health and rehabilitation services for adults and children. Additionally, SFGH is the designated Trauma Center for the 1.5 million residents of San Francisco and northern San Mateo County.

**Laguna Honda Hospital** provides a full range of skilled nursing services to adult residents of San Francisco, who are disabled or chronically ill, including specialized care for those with wounds, head trauma, stroke, spinal cord and orthopedic injuries, AIDS and dementia.

**Community Oriented Primary Care** is delivered through 20 city run clinics throughout the City, including at SFGH's campus.

**Health At Home** provides home health services to residents of San Francisco, which reduces their reliance on unnecessary institutionalization and supporting independent living in the community.

**Jail Health Services** provides a comprehensive and integrated system of medical, psychiatric and substance abuse services to inmates in San Francisco jails.

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 call 415-554-2500 or 311; or visit [www.sfdph.org](http://www.sfdph.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	1,370,026,923	1,473,384,073	1,442,415,778	(30,968,295)	(2%)
Total FTE	6,022.87	5,837.96	5,581.10	(256.86)	(4%)

# Budget Issues and Details

## Caring for the Uninsured – Healthy San Francisco

The Mayor's proposed budget fully funds the City's landmark universal health care program, Healthy San Francisco (HSF). Launched in 2007, HSF provides universal, comprehensive, affordable health care to uninsured adults. As of May 2010, 52,000 uninsured San Francisco adults were enrolled in HSF. During Fiscal Year 2009–10, the Department expanded the number of primary care medical homes (where participants receive access to primary and preventive care) in the HSF network with the inclusion of its first health plan, Kaiser Permanente San Francisco. An independent survey of Healthy San Francisco participants released in Fiscal Year 2009–10 found that 94% were satisfied with the program, 90% indicated improvements in health needs being met and 86% indicated a usual source of medical care—all suggesting that HSF is achieving its goals. In Fiscal Year 2010–11, the Department will look to further expand the number of medical homes and increase enrollment. The budget includes over \$2 million in additional funding to expand the delivery system and improve care for participants.

## Transitioning Towards a New Model of Long Term Care

The new Laguna Honda Hospital will open in late summer of 2010. This facility will be among the most innovative, technologically advanced, efficient, flexible and humane hospitals in the world. The staffing structure of the hospital will change to support the transition from an outdated ward layout to a state-of-the-art facility focused on providing rehabilitation and a continuum of care. The Fiscal Year 2010–11 budget also includes \$1.5 million to support information systems, facility maintenance of this unique facility, as well as a new food service delivery model which will transition from a medical meal model with food served on trays to a social meal program where food will be plated in 13 decentralized galleys.

## Consolidating Payroll for Interns and Residents Under UCSF

In Fiscal Year 2010–11, DPH will transfer the payment of the interns and residents salaries from the City payroll system to a pay system managed by University of California, San Francisco (UCSF). Currently, interns and residents working at SFGH receive a bi-weekly City paycheck for time worked at San Francisco General Hospital and a monthly University paycheck for time worked at all other clinical training sites. This results in delayed payments, administratively cumbersome payroll statements, and difficulty for the interns and residents managing different payroll deductions. This change will result in the conversion of 216 FTE worth \$13.4 million in salaries and fringes into contract dollars, reducing the burden on payroll staff and making payment to residents and interns more efficient.

## A New Integrated Model of Primary Care and Behavioral Health

To ensure that individuals in Primary Care have access to behavioral health services (mental health and substance abuse services on-site in the patient's own primary care clinic) Community Programs will be implementing a new model of integrated Behavioral Health into the Primary Care civil service clinics.

At the core of this model, there will be a new provider - the "Behaviorist"- in the Primary Care clinics to relieve the time-consuming burden of addressing behavioral health problems on the Primary Care team. This will create more time for the Primary Care team and at the same time address the patient's behavioral health needs more effectively by providing brief interventions and consultation, as well as longer-term interventions to improve the patient's health outcomes.

This new integrated model will also result in approximately \$ 1.7 million dollars in savings. These savings will be achieved through the reorganization of administrative and management functions. Staffing changes will involve a combination of reassignments, retraining existing staff, and substituting existing vacant positions into appropriate classifications to most effectively meet the needs of patients.

## Housing—A Health Necessity

The Department's Housing and Urban Health section continues to develop innovative supportive housing options for persons in need of residential environments that include on-site health and social services.

During Fiscal Year 2010–11, the Department will contribute to the opening of several important affordable housing projects that include 158 Direct Access to Housing (DAH) units. These include the Edith Witt Senior project at 9th and Jesse Streets, the 3575 Geary Street project (the former Coronet Theater) in the Richmond, and the Armstrong Senior Housing development in the Bayview.

Over the next two fiscal years, the Department will partner with other city agencies and non-profit developers to open some of the most ambitious supportive housing developments undertaken in San Francisco including Parcel G, one of the Octavia Boulevard sites located in Hayes Valley, the redevelopment of the Central City YMCA, and the construction of a supportive housing site as part of the Transbay Terminal project.

## Reducing Existing Costs

During the coming year, DPH will transition to a new operational model for providing security at its hospitals and clinics. Beginning in January, the Department will use an outside contractor to provide security instead of staff from the Sheriff's Department. This change will both lower costs for DPH and allow Deputy Sheriffs to be reassigned to City jails, where they can help reduce overtime spending. These changes will save more than \$5 million annually.

The Fiscal Year 2010–11 budget also proposes a change in the way that medical services are delivered to individuals who are incarcerated in the City's jails. Currently, medical services are provided by civil service medical professionals and psychiatric services are provided through a contract with a non-profit service provider. The proposed budget assumes that medical services will no longer be provided by City staff after January 1, 2011, instead being provided through a contract managed by the Sheriff.

## Additional Revenues from Enhanced FMAP and Hospital Fee

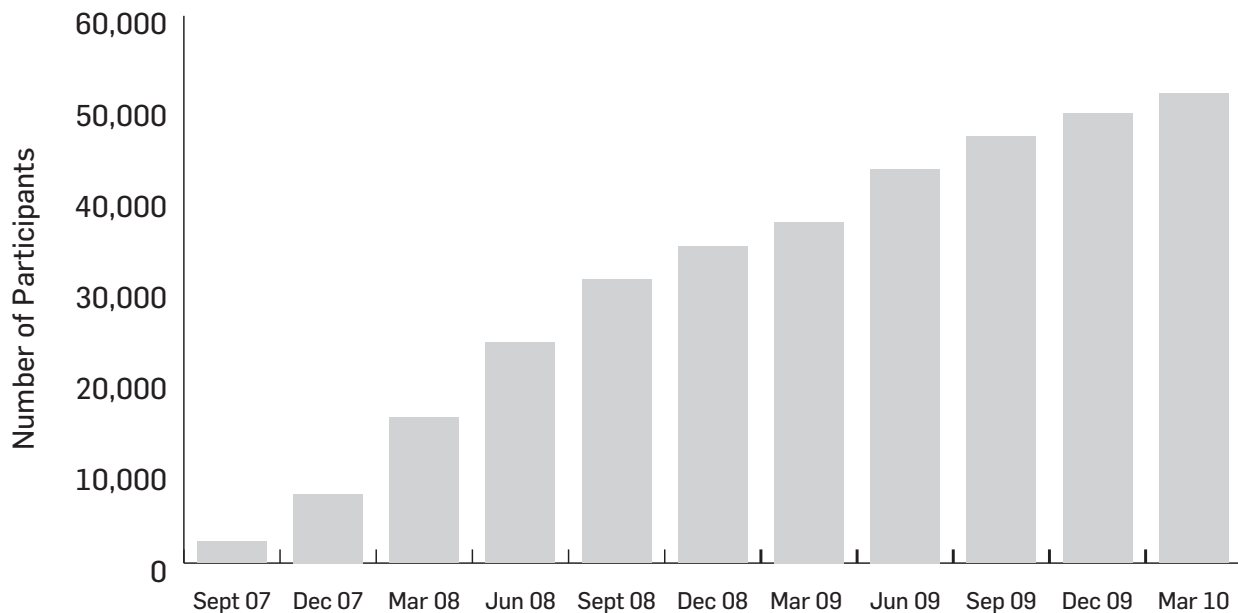
DPH is in the unique situation of projecting additional revenues to help offset General Fund costs. While these revenues are one-time in nature and will expire at the end of Fiscal Year 2010–11, they help avoid severe cuts to health services.

The Department is projecting a six-month extension of increased reimbursement from the Federal government for services to Medi-Cal patients and the uninsured, at the enhanced reimbursement rate of 61.59 percent, a 23 percent increase compared to the 50 percent rate previously in effect. FMAP (Federal Medical Assistance Percentages) revenues will increase \$14 million for the six months ending June 30, 2011. This funding will be used offset the cost of services supported by the General Fund in the budget that might otherwise be subject to service reductions.

In addition, the Department is projecting \$88 million in payments associated with the enactment of a quality assurance fee applied to private hospitals that would be used to increase Medi-Cal payments and thus qualify for federal matching payments at the enhanced FMAP rate of 61.59 percent. Under the State Plan as defined by SB1383 and AB188, public hospitals will receive grant payments from the fees collected totaling \$591 million per year. San Francisco General Hospital is projected to receive \$32 million of this funding per year. The budget assumes a retroactive effective date of October 1, 2008 and continuation of the funding through June 30, 2011.

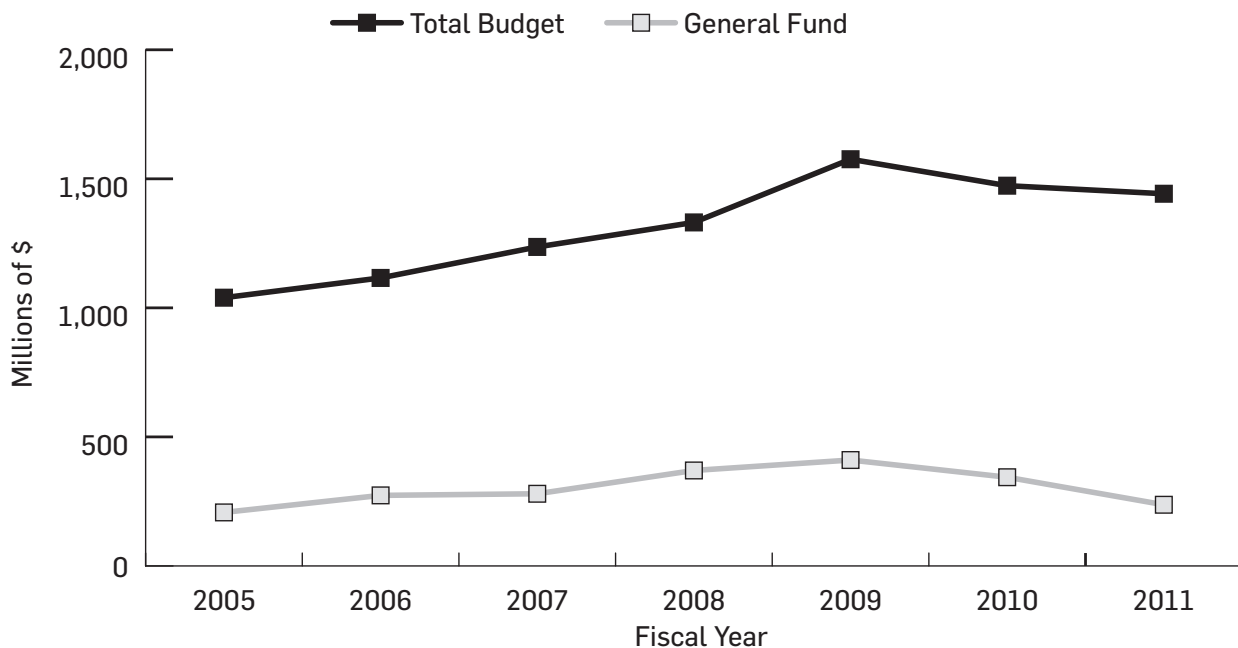
Finally, the State Department of Health Care Services is submitting a State Plan Amendment to allow public entities to draw down federal financial participation (FFP) for the difference between the schedule of State Maximum Allowance and the cost of providing mental health care under Short Doyle Medi-Cal. The Amendment would be retroactive to January 2009 and once approved by the federal government will provide DPH with \$12 million in one time revenues for prior year costs.

## Healthy San Francisco Cumulative Quarterly Enrollment



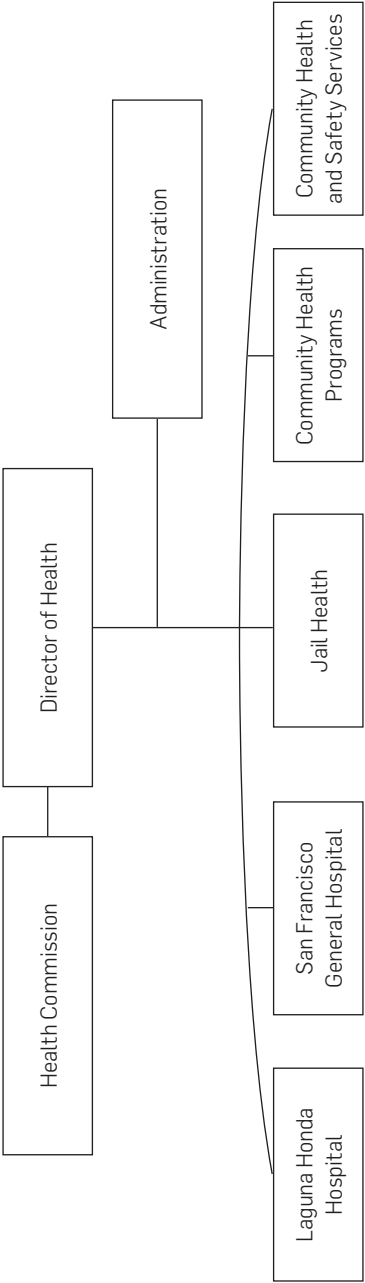
By March 2010, there were over 51,500 individuals in the Healthy San Francisco (HSF) program - 86% of the estimated 60,000 uninsured adults in San Francisco. Since HSF is a voluntary program, it is not anticipated that all uninsured adults will enroll into the program.

## DPH Maximizes State and Federal Revenues to Preserve Services



The Department of Public Health's budget has grown by 28% since Fiscal Year 2004–05. Note that in both Fiscal Year 2008–09 and Fiscal Year 2009–10 DPH's budget included one time revenues and expenditures for certain capital projects.

# Public Health



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	6,056.27	5,898.01	5,646.21	(251.80)	(4%)
Non-operating Positions (cap/other)	(33.40)	(60.05)	(65.11)	(5.06)	8%
Net Operating Positions	6,022.87	5,837.96	5,581.10	(256.86)	(4%)
<b>SOURCES</b>					
Licenses & Fines	8,466,842	58,383,436	9,050,556	(49,332,880)	(84%)
Use of Money or Property	802,262	746,583	721,583	(25,000)	(3%)
Intergovernmental Revenue - Federal	59,564,680	98,006,323	101,444,699	3,438,376	4%
Intergovernmental Revenue - State	294,586,264	317,864,857	314,110,376	(3,754,481)	(1%)
Charges for Services	580,376,371	588,357,184	725,103,417	136,746,233	23%
Other Revenues	16,724,450	33,923,541	22,770,471	(11,153,070)	(33%)
Transfers In	83,851,296	87,407,892	119,151,095	31,743,203	36%
Expenditure Recovery	20,363,548	31,645,615	34,997,898	3,352,283	11%
Transfer Adjustments-Sources	(79,885,754)	(86,752,991)	(118,496,194)	(31,743,203)	37%
Fund Balance	0	60,000	60,000	0	0
General Fund Support	385,176,964	343,741,633	233,501,877	(110,239,756)	(32%)
Sources Total	1,370,026,923	1,473,384,073	1,442,415,778	(30,968,295)	(2%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	547,218,827	525,079,180	499,175,663	(25,903,517)	(5%)
Fringe Benefits	171,032,543	194,791,614	211,274,546	16,482,932	8%
Overhead	1,910,201	1,809,265	1,754,653	(54,612)	(3%)
Professional & Contractual Services	465,285,447	513,736,463	556,446,669	42,710,206	8%
Materials & Supplies	87,242,995	87,240,722	87,238,521	(2,201)	0%
Equipment	2,843,261	1,287,068	2,165,036	877,968	68%
Debt Service	0	0	12,758,226	12,758,226	N/A
Services of Other Departments	68,960,044	73,716,434	67,622,464	(6,093,970)	(8%)
Expenditure Recovery	(4,285,824)	0	0	0	N/A
Transfers Out	105,327,250	86,752,991	118,496,194	31,743,203	37%
Transfer Adjustments-Uses	(79,885,754)	(86,752,991)	(118,496,194)	(31,743,203)	37%
Uses - Operating Expenditures Total	1,365,648,990	1,397,660,746	1,438,435,778	40,775,032	3%



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	936,175	2,053,941	2,395,000	341,059	17%
Capital Renewal	0	0	1,585,000	1,585,000	N/A
Capital Projects	3,441,758	73,669,386	0	(73,669,386)	(100%)
Uses - Project Expenditures Total	4,377,933	75,723,327	3,980,000	(71,743,327)	(95%)
<b>USES BY PROGRAM RECAP</b>					
Central Administration	68,010,926	69,686,527	96,914,839	27,228,312	39%
Children's Baseline	31,586,833	47,015,209	46,886,262	(128,947)	0%
Comm Hlth - Comm Support - Housing	24,747,537	24,086,088	20,865,711	(3,220,377)	(13%)
Comm Hlth - Prev - Maternal & Child Hlth	20,722,017	24,896,424	25,121,614	225,190	1%
Comm Hlth - Prevention - Aids	47,905,766	59,258,857	58,689,989	(568,868)	(1%)
Comm Hlth - Prevention - Disease Control	21,811,280	20,800,776	21,409,432	608,656	3%
Comm Hlth - Prevention - Hlth Education	6,019,741	5,515,064	5,157,123	(357,941)	(6%)
Emergency Services Agency	2,248,602	1,301,497	1,285,827	(15,670)	(1%)
Environmental Health Services	18,187,949	17,140,982	17,287,751	146,769	1%
Forensics - Ambulatory Care	28,155,020	28,368,792	15,914,124	(12,454,668)	(44%)
Health At Home	7,938,248	6,840,219	5,653,005	(1,187,214)	(17%)
Laguna Honda - Long Term Care	172,464,078	209,207,188	176,313,275	(32,893,913)	(16%)
Laguna Honda Hosp - Acute Care	2,736,819	2,404,368	3,384,149	979,781	41%
Laguna Honda Hosp - Comm Support Care	1,176,364	263	300	37	14%
Mental Health - Acute Care	3,234,320	4,394,297	3,462,797	(931,500)	(21%)
Mental Health - Children's Program	31,489,569	35,668,979	38,635,490	2,966,511	8%
Mental Health - Community Care	149,534,040	157,526,479	152,164,351	(5,362,128)	(3%)
Mental Health - Long Term Care	22,014,445	23,111,912	26,970,946	3,859,034	17%
Occupational Safety & Health	1,692,780	1,716,695	1,727,467	10,772	1%
Primary Care - Ambu Care - Health Cntrs	50,464,259	54,497,269	57,664,298	3,167,029	6%
SFGH - Acute Care - Forensics	2,192,676	4,878,081	3,315,511	(1,562,570)	(32%)
SFGH - Acute Care - Hospital	481,618,444	510,492,381	501,804,057	(8,688,324)	(2%)
SFGH - Acute Care - Psychiatry	29,673,047	25,733,666	24,905,775	(827,891)	(3%)
SFGH - Ambu Care - Adult Med Hlth Cntr	27,264,381	23,843,375	23,444,940	(398,435)	(2%)
SFGH - Ambu Care - Methadone Clinic	1,747,934	1,557,871	1,654,102	96,231	6%
SFGH - Ambu Care - Occupational Health	2,989,814	2,860,024	2,467,789	(392,235)	(14%)
SFGH - Emergency - Emergency	25,253,922	21,168,015	22,457,559	1,289,544	6%
SFGH - Emergency - Psychiatric Services	6,601,596	8,751,960	8,666,428	(85,532)	(1%)
SFGH - Long Term Care - Rf Psychiatry	15,442,856	16,182,910	16,308,875	125,965	1%
Substance Abuse - Community Care	65,101,660	64,477,905	61,881,992	(2,595,913)	(4%)
Uses by Program Recap Total	1,370,026,923	1,473,384,073	1,442,415,778	(30,968,295)	(2%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>COMMUNITY SUPPORTIVE HOUSING</b>				
<b>Increase the number of supportive housing units</b>				
Number of bed slots in housing programs	2,217	2,223	2,233	2,328
Number of encounters at Housing & Urban Health Clinics	8,704	10,800	8,700	8,700
Number of unduplicated clients served in supportive housing	1,240	1,212	1,240	1,240
<b>Increase attention to social and economic factors that affect health status</b>				
Number of unduplicated clients served by housing and housing-related programs	6,682	6,000	6,000	6,000
<b>MATERNAL &amp; CHILD HEALTH</b>				
<b>Increase the number of breastfed infants in the Women, Infants and Children (WIC) program</b>				
Percentage of breastfed infants participating in the WIC program per month	70%	70%	63%	65%
<b>ENVIRONMENTAL HEALTH</b>				
<b>Protect and respond to the environmental health of San Francisco residents</b>				
Percentage of environmental health complaints abated	80%	75%	78%	78%
<b>HEALTH EDUCATION</b>				
<b>Decrease injury and disease among San Francisco residents</b>				
Number of children who receive dental screening, fluoride varnish, education or sealant	8,682	8,000	4,000	4,000
Number of immunizations provided to children	5,011	6,400	20,000	20,000
Number of immunizations provided to adults	11,261	10,000	12,000	12,000
<b>FORENSICS -- AMBULATORY CARE</b>				
<b>Provide continuity of care for recipients of DPH services</b>				
Number of jail health screenings	23,147	24,000	23,000	23,000

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>LAGUNA HONDA - LONG TERM CARE</b>				
<b>Improve health outcomes among San Francisco residents</b>				
Number of long-term patient days at LHH	294,893	273,750	273,750	266,085
Percentage of new admissions to LHH who are homeless	11%	10%	12%	12%
<b>MENTAL HEALTH - CHILDREN'S PROGRAM</b>				
<b>Increase the number of high-risk children served in mental health treatment settings</b>				
San Francisco residents under 19 years of age receiving services provided by Children's Mental Health Services	5,321	4,500	5,000	5,000
<b>MENTAL HEALTH - COMMUNITY CARE</b>				
<b>Provide clinical services to target populations</b>				
Number of unique mental health clients in treatment	24,772	18,000	22,000	24,000
Percentage of new mental clients who are homeless	13%	20%	20%	20%
<b>PRIMARY CARE - AMBU CARE - HEALTH CNTRS</b>				
<b>Provide clinical services to target populations</b>				
Percentage of patients who are uninsured	42%	50%	45%	45%
Percentage of patients who are homeless	11%	9%	9%	9%
Percentage of outpatient visits by uninsured patients	35%	40%	35%	35%
Percentage of outpatient visits by homeless patients	8%	7%	8%	8%
Number of Healthy San Francisco participants	43,225	49,000	49,000	60,000
Percentage of Healthy San Francisco participant complaints resolved within 60 days	98%	85%	85%	85%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>SFGH – ACUTE CARE – HOSPITAL</b>				
<b>Provide clinical services to target populations</b>				
Number of hospital medical/surgical inpatient days at SFGH	82,541	80,000	80,000	80,000
Uninsured medical/surgical inpatient days as a percentage of total medical/surgical inpatient days	20%	35%	21%	21%
Homeless outpatient visits as a percentage of total visits	4%	5%	5%	5%
<b>SUBSTANCE ABUSE – COMMUNITY CARE</b>				
<b>Provide substance abuse treatment services</b>				
Number of unique substance abuse clients in treatment	9,793	8,250	8,500	9,000
Percentage of homeless clients among substance abuse treatment admissions	57%	50%	40%	50%
<b>Ensure a high level of customer satisfaction</b>				
Percentage of client satisfaction surveys completed	70%	65%	65%	65%
Percentage of clients responding to surveys that report satisfaction with quality of services	89%	83%	83%	85%

## 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-seven branch libraries, and five bookmobiles, provides a full array of public library services and programs. In addition to information services and access to an in-depth collection of books, periodicals, government documents, audio-visual materials, and electronic resources, the Library offers special programming that includes:

- Children's reading and literacy programs;
- Project Read, an adult literacy program;
- Mobile outreach programs via kidsmobile, Library on Wheels for seniors, Branch and Treasure Island bookmobiles;
- Jobs & Careers Center materials, assistance, and instruction;
- The Youth Guidance Center and Log Cabin Ranch Libraries;
- Public computers, software, and internet access; and
- Numerous exhibits, lectures and author readings that are free to the public.

For more information call 415-557-4400 or 311; or visit [www.sfpl.org](http://www.sfpl.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	83,495,270	83,123,314	83,812,673	689,359	1%
Total FTE	649.30	649.31	649.41	0.10	0%

# Budget Issues and Details

The Public Library proposes a \$83.8 million budget in Fiscal Year 2010–11 that addresses the challenges of the continuing economic downturn. The proposed budget is one percent higher than Fiscal Year 2009–10. The Department anticipates no reduction in staffing levels and only minimal reductions in its programs.

The Department has prioritized its operations and services to meet these reduction challenges. The Library will continue to maintain public service hours, strong and relevant collections and the upkeep of its facilities. The Library will continue its commitment to its patrons by providing access to public technology, enhancing public safety and supporting workforce development.

## Balancing the Budget

Under Proposition D, approved by voters in 2007, the library receives a set percentage of certain city revenues. As these revenues have declined during the economic downturn of the past two years, the Library's revenues have declined accordingly. Due to the decline in revenues, the Library will reduce expenses in three main areas: labor, books and materials, and other non-salary areas (non-personnel, non-collection materials and services purchased from outside of the Library).

### Labor

By adjusting the staffing models in branches and in the Main library, coupled with work hour reductions in support departments, the Library projects \$2.7 million in labor related savings. The majority of these savings would arise from vacant positions.

### Books And Materials

Spending on books and materials will be reduced to the Fiscal Year 2007–08 level, \$9.1 million, a decrease of \$1.6 million from the current fiscal year. This level of spending will allow the Library to complete opening day collections for eight branches in construction and continue the development of relevant, diverse collections citywide. Although this is an adequate level of funding, it will not allow for additional significant collection growth during the fiscal year.

### Other

The Library has relied on a number of departments to provide services through work-order and contractual service agreements. In Fiscal Year 2010–11, the Library proposed reductions to work orders and service contracts, along with materials and supplies, which will preserve needed services and facilities while achieving savings. The Library estimates total reductions in non-salary, non-collection spending to be \$1.1 million. The Library proposes to draw the balance of \$4.9 million from the Library Preservation Fund. \$2.5 million of the \$4.9 million represents the debt service payment for the Lease Revenue Bonds.

## Operational and Service Priorities

### Maintain Public Service Hours

The Department has experienced growing demand for library services and resources within the past and current fiscal years, reflected in increased usage in all areas, including a 27 percent increase in the number of library cards issued. Despite the challenges of the economic downturn, in order to meet this demand and community need for free information access and resources, the Library is committed to maintaining service levels and operating hours in library facilities. The Department will deploy staff more efficiently, assign staff from branches that are closed for renovation to open libraries, and ensure that temporary services and open hours are preserved.

### Maintain Strong and Relevant Collections

Building and maintaining strong collections is a Library priority. The Library actively collects books, music, movies, and digital resources in 60 languages. The Library promotes access to these collections, generates

original resources such as the United States Citizenship Project ([www.sfpl.org/citizenship](http://www.sfpl.org/citizenship)) that gives access to multilingual guides, exam practice questions, and community resources. It offers programs and exhibits that highlight the cultural heritage of San Francisco residents, and translates online and print information into multiple languages. In Fiscal Year 2010–11, the Library will complete opening day collections for eight branches in construction and continue the development of relevant, diverse collections citywide.

### **Continue Commitment to Library Facilities**

In November 2000, San Francisco voters approved the \$105.9 million Branch Library Improvement Program (BLIP) Bond to renovate 16 branch libraries, replace four leased facilities with city-owned branches, replace three branch facilities with new buildings, construct a new branch in Mission Bay, and acquire a support services facility. BLIP has made significant progress with 14 branches completed and opened to the public, completion of the support services facility, eight projects in construction, one project in bid phase, and one project remaining in design.

### **Provide Access to Public Technology**

Demand for access to free public computer resources continues to grow. Enhancing access to public computers and bridging the technology gap is a priority for the Library, achieved by increasing the number of computers available in branch libraries and expanding the successful public laptop lending program to a total of 14 branches. Costs in Fiscal Year 2010–11 include the installation of virtualization technologies that will consolidate servers in the Library's data center, allowing the Library to extend the life of library workstations with thin-client technology and reduce future hardware purchases. Virtual servers will enhance processing capability and allocate system memory, allowing applications to be deployed to staff quickly in a more efficient IT configuration.

### **Enhance Public Safety**

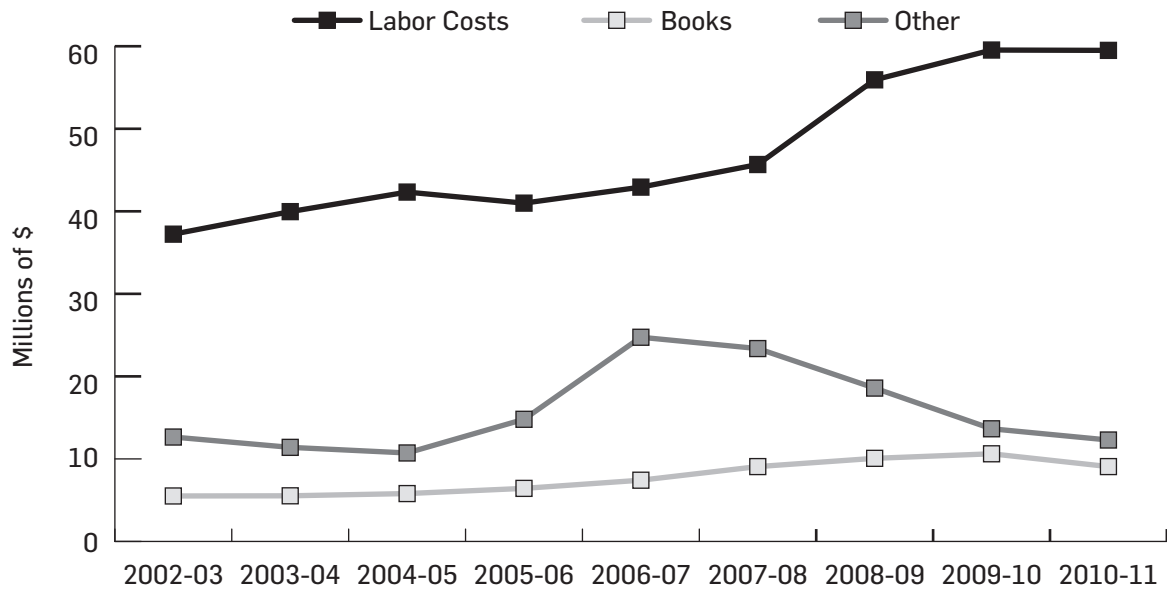
The Library continues to prioritize public safety and security in its facilities by 1) investing in life and safety systems, 2) providing maintenance and repair, and 3) partnering with the Department of Public Health (DPH) to address the high incidence of patrons who are homeless, dealing with mental illness or addictive disorders, or otherwise in need of services beyond those that traditional library services can offer. Through its partnership with DPH, the Library provides patrons with assistance from a full-time social worker and up to three health and safety associates on an as-needed basis. The social worker's engagement with patrons in need has resulted in increased referrals to services, such as housing, and a reduction in the number and severity of incidents within the Main Library. This program serves as a national model for urban public libraries.

### **Support Workforce Development**

The Library is committed to supporting educational and workforce skill building opportunities for the public through innovative partnerships, online tutorials, and support for citywide jobs programs. Specific activities include:

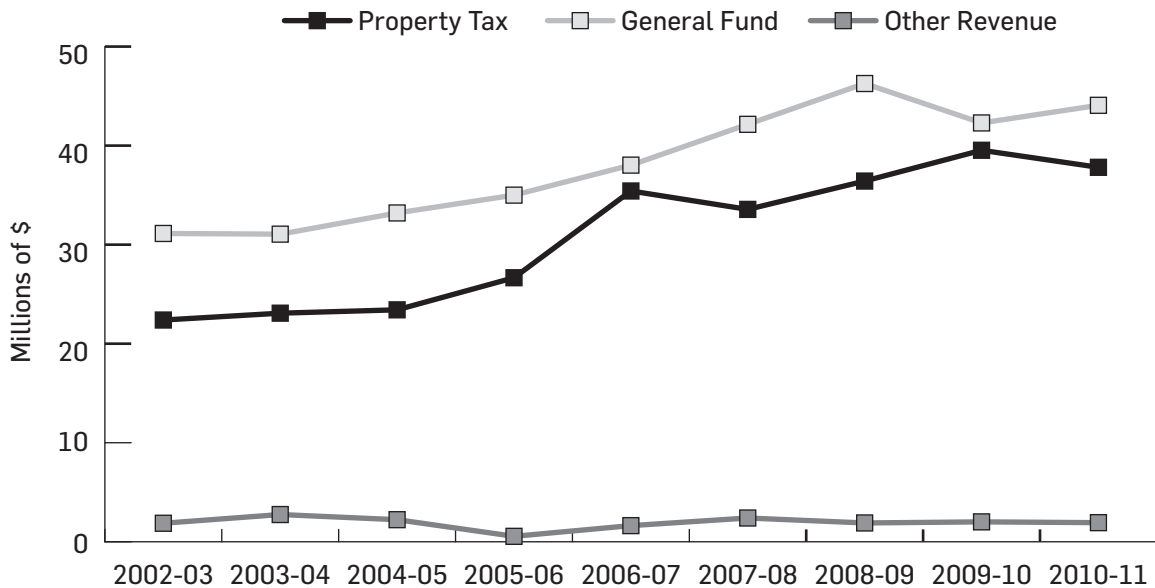
- Growth and support of the JobsNOW! program with partnership of the Internet Archives, placing up to 100 formerly out-of-work San Franciscans in positions as scanning assistants and creating digital access to unique city and library documents.
- Application for ARRA Broadband Technology Opportunities Program (BTOP) funding for a public computing center – or mobile hotspot – bringing technology, instruction, and wi-fi access to targeted audiences, in partnership with the Office of Economic and Workforce Development and related community-based organizations.
- Resources and instruction made available in the Jobs and Careers Center and Jobs Lab at the Main Library.
- Support for the YouthWorks youth employment program.
- Early literacy workshops for care-providers and parents.
- Volunteer services opportunities and internship programs.
- Outreach to high schools regarding library employment and Library and Information Science (LIS) degree options.

## Budget Expenditures by Fiscal Year



The Department will see continuing labor costs increases as other expenditures continue to decrease. Fiscal Year 2010-11 will see a greater divergence as the Department works to address its budget shortfall by making non-labor reductions.

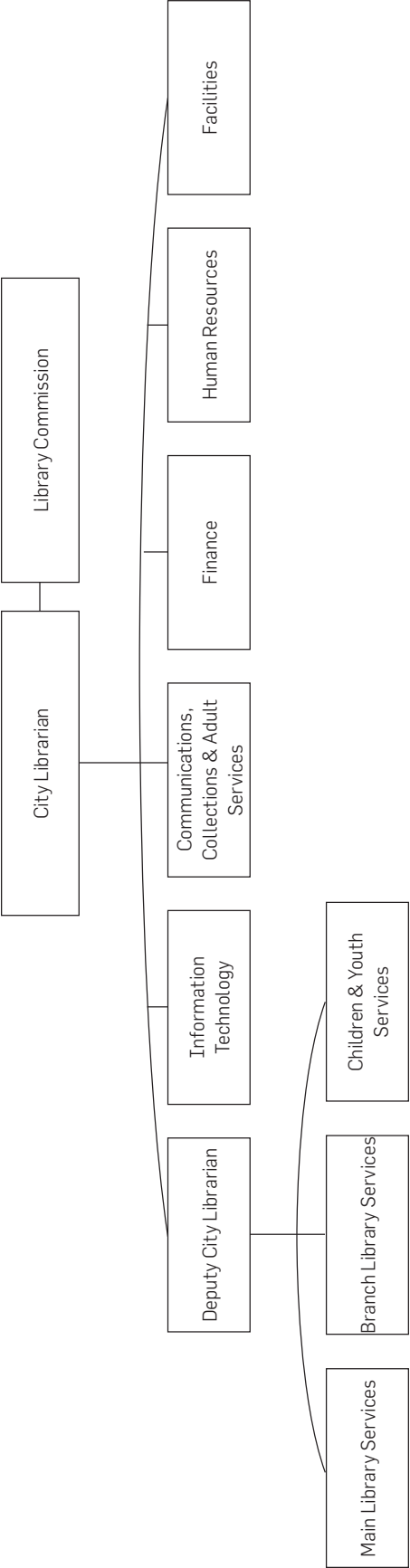
## Resources by Fiscal Year and Source



The Department anticipates a decline in property tax revenue, but does see an increase in its General Fund baseline. Declining property tax revenue is due to the continuing economic down turn.



# Public Library



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	649.30	649.31	649.41	0.10	0%
Net Operating Positions	649.30	649.31	649.41	0.10	0%
<b>SOURCES</b>					
Local Taxes	35,836,740	37,384,000	34,237,000	(3,147,000)	(8%)
Use of Money or Property	1,198,476	802,000	660,400	(141,600)	(18%)
Intergovernmental Revenue - State	624,333	574,665	574,665	0	0
Charges for Services	755,689	684,800	709,800	25,000	4%
Other Revenues	44,537	37,000	15,000	(22,000)	(59%)
Transfers In	6,467,210	212,435	0	(212,435)	(100%)
Expenditure Recovery	29,412	52,780	54,363	1,583	3%
Transfer Adjustments-Sources	(6,467,210)	(212,435)	0	212,435	(100%)
Fund Balance	2,866,083	1,348,069	3,492,893	2,144,824	N/A
General Fund Support	42,140,000	42,240,000	44,068,552	1,828,552	4%
Sources Total	83,495,270	83,123,314	83,812,673	689,359	1%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	41,355,184	41,022,828	40,297,090	(725,738)	(2%)
Fringe Benefits	14,995,228	17,249,748	22,250,328	5,000,580	29%
Overhead	2,122	986	2,801	1,815	N/A
Professional & Contractual Services	3,254,167	3,150,940	5,282,790	2,131,850	68%
Materials & Supplies	11,704,701	12,352,737	10,587,101	(1,765,636)	(14%)
Equipment	310,492	145,000	0	(145,000)	(100%)
Debt Service	0	3,414,524	0	(3,414,524)	(100%)
Services of Other Departments	5,316,813	5,574,116	5,392,563	(181,553)	(3%)
Transfers Out	6,467,210	212,435	0	(212,435)	(100%)
Transfer Adjustments-Uses	(6,467,210)	(212,435)	0	212,435	(100%)
Uses - Operating Expenditures Total	76,938,707	82,910,879	83,812,673	901,794	1%
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	162,172	0	0	0	N/A
Capital Renewal	0	212,435	0	(212,435)	(100%)
Capital Projects	6,394,391	0	0	0	N/A
Uses - Project Expenditures Total	6,556,563	212,435	0	(212,435)	(100%)
<b>USES BY PROGRAM RECAP</b>					
Adult Services	177,827	530,000	400,000	(130,000)	(25%)
Branch Program	23,829,550	17,714,727	18,449,142	734,415	4%
Children's Baseline	8,077,839	8,504,417	7,695,211	(809,206)	(10%)
Children's Services	1,167,152	1,285,974	1,002,496	(283,478)	(22%)
Communications, Collections & Adult Serv	9,983,100	10,676,976	8,445,844	(2,231,132)	(21%)
Facilities	10,039,428	10,706,973	11,049,769	342,796	3%
Information Technology	4,830,531	4,748,233	4,460,624	(287,609)	(6%)
Library Administration	4,780,048	7,888,392	10,436,392	2,548,000	32%
Main Program	15,822,272	16,159,816	16,069,180	(90,636)	(1%)
Technical Services	4,787,523	4,907,806	5,804,015	896,209	18%
Uses by Program Recap Total	83,495,270	83,123,314	83,812,673	689,359	1%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>BRANCH PROGRAM</b>				
<b>Meet citizens' needs in quantity and availability of library collections at the branch libraries</b>				
Circulation of materials at branch libraries	6,849,515	5,400,000	5,994,000	6,653,000
<b>Provide hours of operation at the branch libraries that respond to user demand</b>				
Weekly hours of operation in the branch libraries	1,075	1,040	1,044	1,240
Number of persons entering branch libraries	4,072,757	3,300,000	3,500,000	3,800,000
<b>Ensure customer satisfaction with services at the branch libraries</b>				
Number of questions answered annually	1,398,732	1,200,000	1,200,000	1,300,000
<b>Ensure that all library facilities are safe, accessible and sustainable public spaces</b>				
Percentage of branch libraries that are seismically upgraded, moved from leased to permanent spaces, and made ADA compliant	48%	62%	62%	93%
<b>CHILDREN'S BASELINE</b>				
<b>Provide high quality programs for children and youth</b>				
Number of programs provided	4,545	4,350	4,700	4,720
Number of children and youth attending programs	205,212	205,000	205,000	205,000
<b>COMMUNICATIONS, COLLECTIONS &amp; ADULT SERV</b>				
<b>Provide for and inform the public on high quality educational and cultural programs and services offered by the library</b>				
Number of people attending adult programs	46,210	50,000	50,000	50,000
<b>INFORMATION TECHNOLOGY</b>				
<b>Meet patron needs for access to technology</b>				
Number of public computers available for use	675	650	650	900

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>MAIN PROGRAM</b>				
<b>Meet citizens' needs in quantity and availability of library collections at the Main Library</b>				
Circulation of materials at Main Library	2,788,645	2,962,400	2,962,400	3,110,520
<b>Provide hours of operation at the Main Library that respond to user demand</b>				
Weekly hours of operation at the Main Library	60	60	60	60
Number of persons entering the Main Library	2,265,209	2,300,000	2,300,000	2,369,000
<b>Ensure customer satisfaction with services at the Main Library</b>				
Number of questions answered annually at the Main Library	927,194	875,000	875,000	875,000

# Public Utilities Commission

## Mission

To provide our customers with high quality, efficient and reliable water, power and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted to our care.

## Services

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

**Water Enterprise** is responsible for collecting, treating and distributing 250 million gallons of water per day to 2.5 million people, including retail customers in the City and 27 wholesale customers located in San Mateo, Santa Clara, and Alameda Counties. Retail customers include residential, commercial, industrial and governmental users. The Water Enterprise operates and maintains the following:

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

**Wastewater Enterprise** collects, transmits, treats, and discharges sanitary and stormwater flows generated within the City for the protection of public health and environmental safety. This involves operating, cleaning and maintaining 933 miles of city sewers, 27 pump stations, three wastewater treatment plants and responding to sewer-related service calls. The Wastewater Enterprise serves approximately 150,000 residential accounts, which discharge about 19.0 million units of sanitary flow per year (measured in hundreds of cubic feet, or ccf) and approximately 22,000 non-residential accounts, which discharge about 9.2 million units of sanitary flow per year.

**Hetch Hetchy Water and Power** operates the collection and conveyance of approximately 85% of the City's water supply and the generation and transmission of electricity from that source. Approximately 63% of the electricity generated by Hetch Hetchy Water and Power is used by the City's municipal customers. The balance of electricity generated is sold to other publicly-owned utilities, such as the Turlock and Modesto Irrigation Districts. Hetch Hetchy Water and Power includes a system of reservoirs, hydroelectric power plants, aqueducts, pipelines, and transmission lines, carrying water and power from the Sierra Nevada to customers in the City and portions of the surrounding San Francisco Bay Area.

**SFPUC Bureaus** provide infrastructure planning, managerial and administrative support for all SFPUC operations. For more information, call (415) 554-3155 or 311; or visit [www.sfwater.org](http://www.sfwater.org)

# Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed	2011-2012 Proposed	Change from 2009-10 to 2010-11	
					\$	%
Total Expenditures	749,902,713	684,603,743	727,632,000	795,345,276	43,028,257	6%
Total FTE	1,580.19	1,549.40	1,591.87	1,599.65	42.47	3%

## Budget Issues and Details

### Service Level Changes

The SFPUC budget request for Fiscal Year 2010–11 is six percent higher than the Fiscal Year 2009–10 approved budget. The increase is mostly due to growth in Debt Service and reserves for the Water and Wastewater Enterprises. These increases are consistent with the SFPUC's five-year financial plan. This growth helps to ensure the Enterprises maintain high investment grade credit ratings, and provide sufficient capacity to bridge cash flow needs related to lower water consumption and cover expenditure contingencies. Importantly this growth in reserves also protects ratepayers from emergency rate increases due to revenue shortfalls. Over the next ten years, the PUC plans to invest \$6.7 billion in infrastructure projects, creating and preserving thousands of jobs.

### Water Enterprise

#### Water System Improvement Program

The rebuild and retrofit of the Hetch Hetchy Water System, also referred to as the Water System Improvement Program (WSIP), remains the highest priority capital project for the SFPUC. The \$4.6 billion effort has a projected Fiscal Year 2014–15 completion with many projects within San Francisco already completed and key projects in the Bay Area already under construction.

#### Water Conservation

The SFPUC has been implementing conservation activities for almost 20 years. Over that time, water use per person in San Francisco has gone from a peak of over 160 gallons per capita per day (gpcd) to current levels of just under 88.9 gpcd for residential, commercial and industrial, and municipal customers combined. Residential customers use only 52 gallons per person per day. This compares to the California residential average of 155 gallons per person per day.

While the SFPUC has made great strides in encouraging its customers to conserve water, further opportunities can be tapped. In response to conservation opportunities, the SFPUC's conservation program expenditures have significantly increased over the past three years, including a 60 percent increase in the number of rebates for toilets, washers and other fixtures processed in the last three years. This budget funds \$8.8 million and \$8.9 million for Fiscal Year 2010–11 and Fiscal Year 2011–12 respectively, towards conservation goals.

Going forward, the SFPUC's water conservation program is planned to expand even more to ensure it meets the goals to satisfy demands of 10 million gallons a day (mgd) by 2018 through a combination of conservation, groundwater, and recycled water. A recently passed State law requires urban water agencies to reduce statewide per capita water consumption by 20 percent by 2020.

Key focus areas for Fiscal Year 2010–11 and Fiscal Year 2011–12 include:

- Increasing water savings in all sectors
- Educating customers
- Coordinating conservation programs

## **Advanced Meter Infrastructure (AMI)**

The SFPUC has started implementation of the Advanced Meter Infrastructure (AMI) Project to retrofit or replace all of the SFPUC's 180,000 existing visual-read water meters with advanced digital water meters, with an estimated completion date of April 2012. Benefits include automated meter reading, timely leak detection, hourly customer water usage information and increases in meter accuracy and revenues. The proposed budget includes \$5.4 million for the completion of the program.

## **Wastewater Enterprise**

### **Biofuel / Alternative Energy Program**

The Biofuel / Alternative Energy Program will determine the feasibility and cost effectiveness for the SFPUC to generate bio-energy (e.g. biofuel or cogenerated power) as a byproduct of processing the fats, oils and grease (FOG) and food waste collected throughout the City. Information will be developed through pilot studies and analysis to evaluate if adoption of biofuel energy programs into the SFPUC's Wastewater collection system and treatment processes would reliably and cost-effectively enhance performance and sustainability. Funding of \$4.0 million and \$4.6 million are included in Fiscal Year 2010–11 and Fiscal Year 2011–12 respectively to support the program.

The specific projects identified to date include:

- Development of a Business Plan to determine the cost effectiveness and potential benefits from new sources of alternative energy. Evaluation of the market and assessment of the impacts to the Wastewater Enterprise.
- Continuation of the pilot project evaluating the conversion of brown grease into biodiesel.
- Pilot studies evaluating collection and treatment of food waste and cost benefit analysis regarding co-digestion versus separate digestion in a dedicated off-site facility.
- Participation in the Bay Area Regional Biosolids to Energy Project.
- Local FOG collection and handling projects.

### **Low Impact Design Program**

Through the Low Impact Design (LID) Program projects and policies will store or divert stormwater for beneficial use prior to entry into the sewer system. The LID Program enhances local neighborhoods, reduces localized flooding, and improves the operating efficiency of San Francisco's combined sewer system.

Potential project partnerships are being pursued with Department of Recreation and Parks, the SF Unified School District and other public and private entities to divert, store and/or use stormwater on site. Activities will include planning and investigation to identify potential LID projects and opportunities and design and construction of projects. In some cases future feasible projects may be public/private partnerships (pavement removal, swale installation etc.). The LID Program will also include neighborhood demonstration projects. Ancillary benefits from LID projects include: reduction of energy use (reduced pumping), potable water conservation, natural habitat restoration and improved community aesthetics.

### **Sewer Condition Assessment Enhancements**

A major enhancement for the Wastewater Enterprise is the sewer condition assessment program to ensure that large scale sewer replacement is targeted to ensure that critical health and safety needs are met. The current condition assessment is necessary to increase the value of sewer assets by providing sewer replacement prioritization. The Sewer System Improvement Program (SSIP) will further inform the strategy for replacing the aging sewer infrastructure. Current average age of the collection system is over 70 years. The plan is to increase sewer replacement from the current rate of 4.5 miles per year to 15 miles per year by 2013. The sewer condition assessment project will provide 150 miles annually of closed circuit television (CCTV) video of the sewer system in order to determine if the sewers are safe or near failure. The funding of \$1.5 million and \$0.7 million are included Fiscal Year 2010–11 and Fiscal Year 2011–12 respectively to carry out this vital assessment work.

## Hetch Hetchy

To deliver low-cost, reliable electricity to its customers, the Power Enterprise relies on power generation at the Hetch Hetchy hydroelectric powerhouses, solar generation, and third-party purchases. In accordance with the requirements of City policies and directives relating to renewable energy and goals to reduce greenhouse gases, the Power Enterprise is continuously researching, developing and implementing new electricity generation resources to provide clean, local generation where it is needed and ensuring reliable power services.

### Energy Efficiency Program

Energy efficiency investments are an important component of an electric utility's resource portfolio by reducing facility operating costs and electric bills for customers, improving system functionality, and reducing the environmental impact of energy use. For Fiscal Year 2010–11, the Power Enterprise budget includes \$5.9 million in energy efficiency programs targeting General Fund departments, including the planning, design and construction of a green energy district in Civic Center, and implementation of energy efficiency projects (lighting, heating and ventilation, energy management system and demand response projects).

### Streetlighting Repair, Replacement & Improvement

In accordance with the Mayor's priority, the Power Enterprise has started the conversion of the City's 17,600 owned and maintained cobra-head street lights from High Pressure Sodium Vapor (HPSV) to Light Emitting Diode (LED) technologies and installation of a smart lighting controls system. The conversion of HPSV to LED will result in the following benefits:

- 50 percent energy savings
- reduced maintenance costs
- greater color, definition and uniformity
- longer useful life, 15-20 years

Funding of \$8.0 million is included in each of the Fiscal Year 2010–11 and Fiscal Year 2011–12 budgets. In addition, \$13.5 million is budgeted in the next two fiscal years for design and streetlight replacement for Van Ness Bus Rapid Transit (BRT) project.

### GoSolar SF

GoSolarSF encourages installations of solar power systems in San Francisco by offering incentives to reduce project costs. Incentives are available for residences, businesses, and nonprofit organizations. The City's GoSolarSF incentives, combined with State and Federal subsidies, cover about half of the cost of a residential solar system, providing many San Franciscans the ability to go solar.

Launched on July 1, 2008, GoSolarSF contributed to a dramatic increase in solar projects planned and installed in San Francisco. Between July 2008 and March 2010, the program received over 1,150 applications and created 40 new green jobs. Funding of \$5.0 million is included in each of the Fiscal Year 2010–11 and Fiscal Year 2011–12 budgets.

### Power Infrastructure Investment

The Hetch Hetchy Water and Power (HHWP) facilities include three impoundment reservoirs, three regulating reservoirs, four powerhouses, two switchyards, three substations, 170 miles of pipeline and tunnels, almost 100 miles of paved road, over 170 miles of transmission lines, watershed land and right-of-way property.

HHWP facilities are in the fourth year of a 20-year rehabilitation program, with many facilities suffering from deferred maintenance. HHWP recently completed the Power Asset Master Plan, which prioritized and recommended a plan of action for rehabilitation of the power system to minimize risk to HHWP power revenues, regulatory fines and safety.



In addition to deferred maintenance, HHWP is also addressing new regulatory requirements established by the North American Electric Reliability Corporation (NERC) and the Western Electricity Coordinating Council (WECC). HHWP is currently registered as a Generator Operator and Generator Owner and is in the process of developing and documenting maintenance, operations, testing and reporting procedures to meet the NERC Reliability Standards for the Bulk Electric System (BES) Function. Late in 2010, HHWP will be registering as a Transmission Operator and Owner.

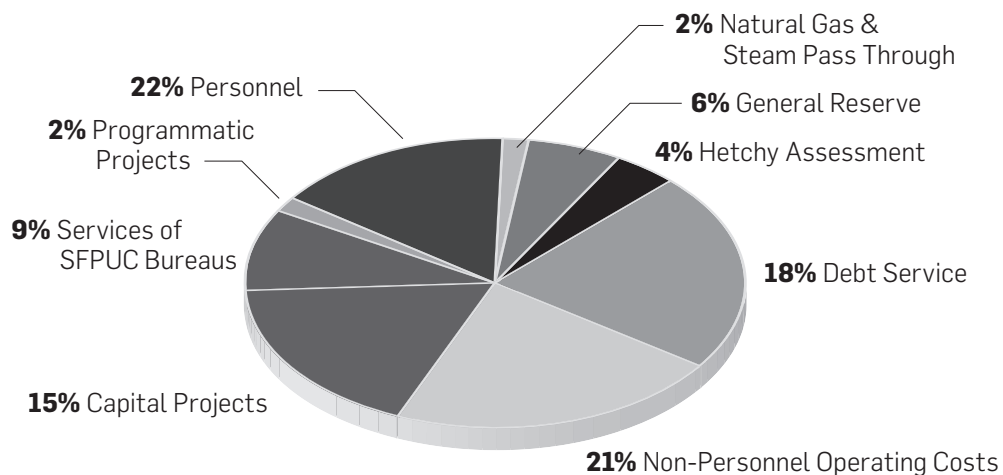
Funding for the rehabilitation of the power infrastructure for Fiscal Year 2010–11 and Fiscal Year 2011–12 is \$25.8 million and \$12.7 million, respectively.

### Community Choice Aggregation (CCA)

The Power Enterprise is continuing to prepare to provide customers an alternative source of electric power under CleanPowerSF, San Francisco's CCA program. All electric customers in San Francisco will have an opportunity to be CleanPowerSF customers, and will have multiple opportunities to opt-out of the CleanPowerSF program without cost. PG&E will continue to provide non-generation services to CleanPowerSF customers, including billing, connections, and energy delivery. The goals of CleanPowerSF include: providing customers with a choice in energy suppliers; providing significantly more renewable energy than PG&E; establishing competitive and stable electric rates; and program funding from ratepayers not taxpayers.

### Fiscal Year 2010–11 Final Budget

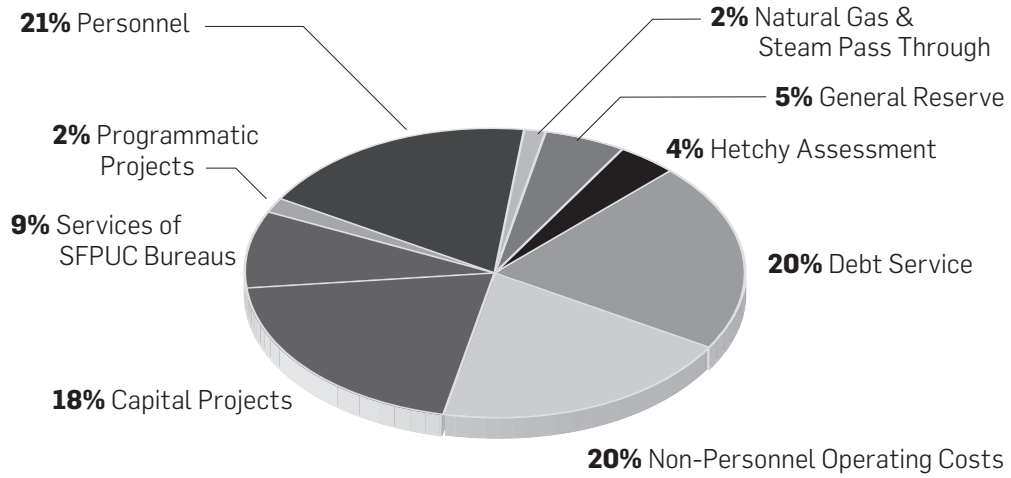
\$727.0M



The increase in PUC's budget over last year is mostly due to growth in Debt Service and reserves for the Water and Wastewater Enterprises.

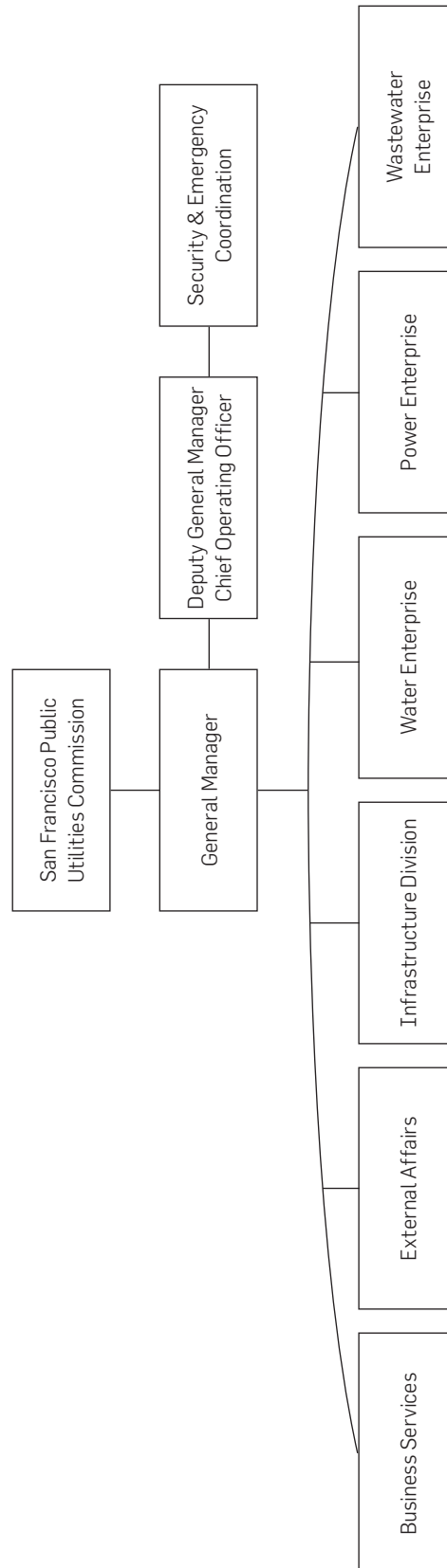
## Fiscal Year 2011–12 Proposed Budget

\$787.0M



The proposed budget for Fiscal Year 2011–12 is an increase of \$60M over the prior year.

# Public Utilities Commission



# Total Budget – Historical Comparison

	2008-2009	2009-2010		2010-2011		2011-2012	
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010	Proposed Budget	Chg from 2010-2011 % Chg from 2010-2011
<b>AUTHORIZED POSITIONS</b>							
Total Authorized	2,181.50	2,154.29	2,195.31	41.02	2%	2,208.92	13.61 1%
Non-operating Positions (cap/other)	(601.31)	(604.89)	(603.44)	1.45	0%	(609.27)	(5.83) 1%
Net Operating Positions	1,580.19	1,549.40	1,591.87	42.47	3%	1,599.65	7.78 0%
<b>SOURCES</b>							
Use of Money or Property	19,374,424	16,424,030	18,073,700	1,649,670	10%	22,219,540	4,145,840 23%
Charges for Services	532,803,942	527,017,270	558,137,471	31,120,201	6%	607,291,176	49,153,705 9%
Other Revenues	69,919,209	17,588,953	27,709,244	10,120,291	58%	32,571,744	4,862,500 18%
Transfers In	111,965,513	166,013,379	165,748,387	(264,992)	0%	193,819,994	28,071,607 17%
Expenditure Recovery	169,516,025	217,961,494	225,397,967	7,436,473	3%	235,878,467	10,480,500 5%
Transfer Adjustments-Sources	(199,902,863)	(293,833,230)	(298,009,734)	(4,176,504)	1%	(329,390,020)	(31,380,286) 11%
Fund Balance	44,839,083	33,431,847	30,574,965	(2,856,882)	(9%)	32,954,375	2,379,410 8%
Other Funding Sources	1,387,380	0	0	0	N/A	0	0 N/A
Sources Total	749,902,713	684,603,743	727,632,000	43,028,257	6%	795,345,276	67,713,276 9%
<b>USES - OPERATING EXPENDITURES</b>							
Salaries & Wages	156,460,029	190,676,575	187,664,675	(3,011,900)	(2%)	189,058,316	1,393,641 1%
Fringe Benefits	48,392,528	60,002,397	69,168,697	9,166,300	15%	77,604,329	8,435,632 12%
Overhead	4,494,598	1,776,859	3,891,114	2,114,255	N/A	3,891,114	0 0
Professional & Contractual Services	153,148,851	115,387,336	113,016,760	(2,370,576)	(2%)	115,485,410	2,468,650 2%
Aid Assistance / Grants	948,803	1,254,211	1,080,000	(174,211)	(14%)	1,080,000	0 0
Materials & Supplies	24,985,250	25,197,042	26,473,311	1,276,269	5%	26,454,410	(18,901) 0%
Equipment	6,013,770	5,678,895	8,351,255	2,672,360	47%	5,809,847	(2,541,408) (30%)
Debt Service	116,421,667	137,466,420	139,824,524	2,358,104	2%	165,868,853	26,044,329 19%
Services of Other Departments	122,111,508	127,139,086	134,480,320	7,341,234	6%	137,166,675	2,686,355 2%
Transfers Out	238,017,302	166,513,379	167,123,009	609,630	0%	195,194,616	28,071,607 17%
Budgetary Reserves	0	12,332,111	36,690,810	24,358,699	N/A	42,065,255	5,374,445 15%
Transfer Adjustments-Uses	(199,902,863)	(293,833,230)	(298,009,734)	(4,176,504)	1%	(329,390,020)	(31,380,286) 11%
Uses - Operating Expenditures Total	671,091,443	549,591,081	589,754,741	40,163,660	7%	630,288,805	40,534,064 7%

# Total Budget – Historical Comparison

2008-2009		2009-2010		2010-2011		2011-2012		
Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010	Proposed Budget	Chg from 2010-2011	% Chg from 2010-2011	
USES - PROJECT EXPENDITURES								
Facilities Maintenance	2,119,950	11,018,719	12,358,214	1,339,495	12%	12,358,214	0	0
Capital Renewal	0	0	86,928,045	86,928,045	N/A	106,343,757	19,415,712	22%
Capital Projects	76,691,320	123,993,943	38,591,000	(85,402,943)	(69%)	46,354,500	7,763,500	20%
Uses - Project Expenditures Total	78,811,270	135,012,662	137,877,259	2,864,597	2%	165,056,471	27,179,212	20%
USES BY PROGRAM RECAP								
Administration	288,807,769	251,361,352	99,027,407	(152,333,945)	(61%)	101,535,969	2,508,562	3%
Customer Services	10,447,129	11,999,338	11,802,827	(196,511)	(2%)	12,118,523	315,696	3%
Debt Service	0	0	139,824,524	139,824,524	N/A	165,868,853	26,044,329	19%
Finance	7,887,009	8,566,556	9,028,140	461,584	5%	9,689,592	661,452	7%
General Management	(47,356,939)	(49,863,587)	(51,646,323)	(1,782,736)	4%	(53,128,094)	(1,481,771)	3%
Hetch Hetchy Capital Projects	61,510,287	61,347,928	71,227,000	9,879,072	16%	81,344,500	10,117,500	14%
Hetch Hetchy Power	4,972,745	0	0	0	N/A	0	0	N/A
Hetchy Water Operations	11,226,836	44,090,267	47,291,914	3,201,647	7%	49,527,612	2,235,698	5%
Human Resources	8,689,826	7,630,447	8,268,314	637,867	8%	8,953,467	685,153	8%
Management Information	17,753,595	17,881,439	19,026,068	1,144,629	6%	18,778,113	(247,955)	(1%)
Operating Reserve	0	0	36,690,810	36,690,810	N/A	42,065,255	5,374,445	15%
Power Infrastructure Development	4,460,347	6,299,178	9,449,293	3,150,115	50%	9,534,478	85,185	1%
Power Purchasing/ Scheduling	22,937,469	44,819,404	42,750,597	(2,068,807)	(5%)	45,046,038	2,295,441	5%
Power Utility Field Services	6,527,425	493,319	493,319	0	0	493,319	0	0
Power Utility Services	75,752,187	15,754,214	13,052,160	(2,702,054)	(17%)	13,327,658	275,498	2%
Strategic Planning/Compliance	5,074,548	6,308,215	9,249,839	2,941,624	47%	9,456,941	207,102	2%
Wastewater Capital Projects	0	0	14,067,180	14,067,180	N/A	33,777,450	19,710,270	N/A
Wastewater Collection	28,935,815	29,513,841	30,673,967	1,160,126	4%	30,142,745	(531,222)	(2%)
Wastewater Disposal	4,747,195	0	0	0	N/A	0	0	N/A
Wastewater Operations	25,569,625	24,352,376	5,967,667	(18,384,709)	(75%)	5,982,726	15,059	0%
Wastewater Treatment	59,420,504	64,727,590	64,209,111	(518,479)	(1%)	65,594,095	1,384,984	2%
Water Capital Projects	51,200,786	41,347,520	38,974,865	(2,372,655)	(6%)	36,326,307	(2,648,558)	(7%)
Water Distribution	1,387,380	0	0	0	N/A	0	0	N/A
Water Pumping	2,025,663	0	0	0	N/A	0	0	N/A
Water Source Of Supply	12,689,820	17,715,237	20,635,416	2,920,179	16%	20,812,400	176,984	1%
Water Transmission/ Distribution	56,710,689	47,407,454	50,609,936	3,202,482	7%	50,753,438	143,502	0%
Water Treatment	28,525,003	32,851,655	36,957,969	4,106,314	12%	37,343,891	385,922	1%
Uses by Program Recap Total	749,902,713	684,603,743	727,632,000	43,028,257	6%	795,345,276	67,713,276	9%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>HETCH HETCHY POWER</b>				
<b>Promote energy conservation</b>				
Total number of kilowatt hours reduced	3,035,387	5,500,000	8,700,000	9,000,000
Total number of peak kilowatts reduced	528	1,350	1,400	340
<b>Develop and implement renewable energy projects</b>				
Increase in kilowatts per year of renewable capacity and energy (non-Hetch Hetchy generated)	0	0	5,414	377
<b>Respond to streetlight and pole needs promptly</b>				
Percent of SFPUC streetlight malfunctions (as reported by customers) repaired within two business days	65%	70%	80%	80%
<b>Generate power to help meet the needs of the City and County of San Francisco</b>				
Power generated to meet San Francisco's needs, in gigawatt hours (annual target set assuming average annual hydrology)	1,527	1,600	1,600	1,600
<b>WASTEWATER OPERATIONS</b>				
<b>Collect wastewater in an efficient and effective fashion</b>				
Number of catch basins inspected and cleaned	8,062	7,500	8,000	12,500
Linear feet of main collection system sewer lines inspected	587,928	528,000	601,672	844,800
Number of Fats, Oils, & Grease (FOG) inspections (to reduce sewer blockages and control odor problems)	767	840	1,200	1,200
<b>Maintain the wastewater system in a state of good repair</b>				
Percent maintenance work done that is planned vs unplanned	84%	80%	89%	85%
Percent of scheduled maintenance jobs completed within 10% of initial estimate for staff hours required	38%	40%	40%	50%
<b>Foster Constructive Relationships with Neighborhoods and Contribute to the Community</b>				
Percent of sewer complaints responded to in person within 8 hours	100%	100%	100%	100%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>WATER DISTRIBUTION</b>				
<b>Maintain and improve customer service</b>				
Percent of customer inquiries or complaints responded to within 2 business hours of initial contact	100%	100%	100%	100%
Unplanned disruptions of less than 4 hours in San Francisco (per 1,000 customer accounts)	0.63	1.10	1.10	1.10
<b>Maintain infrastructure to keep water system in a state of good repair and operation</b>				
Number of residential and commercial water meters replaced in San Francisco	1,115	500	2,000	53,000
Miles of water main replaced in San Francisco	8.0	6.0	6.0	6.0
Percent of maintenance that is scheduled rather than unscheduled in the Hetch Hetchy system	48%	45%	50%	50%





# Recreation and Park

## Mission

To foster the well-being of the San Francisco'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, Candlestick 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 or 311; or visit [www.parks.sfgov.org](http://www.parks.sfgov.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	152,518,161	220,179,457	127,259,413	(92,920,044)	(42%)
Total FTE	918.65	898.36	853.51	(44.85)	(5%)

## Budget Issues and Details

In Fiscal Year 2010–11 the Recreation and Park Department (RPD) will focus on implementing a new public recreation model, sustaining the improved quality of its parks and reaching financial sustainability. Recognizing the severe fiscal constraints of the City's 2010–11 budget, the Department expects to meet these goals within existing and, in some cases, reduced operating resources.

### Implementing a New Recreation Model

This fiscal year the Department will take the next step to improve its recreation programming. After consolidating recreation services, standardizing hours and focusing on community partnerships in Fiscal Year 2009–10, the Department is now implementing a new model of public recreation in San Francisco. The

model, which reflects national best practices in recreation program delivery, implements four core recreation competencies: cultural arts, community services, leisure services and sports and athletics. All recreation programming will fall into one of the four competencies, allowing the Department to focus on its existing strengths in the arts, community services and athletics and to build a new business in leisure services. The model ensures that programming is standardized citywide and that staff are able to deliver programs that match their strengths and interests. Among many other benefits, the Department expects the new model to increase direct program delivery by at least 20,000 hours per year.

Under the new model, the Department will operate 25 large recreation complexes, nine swimming pools and several clubhouses. Recognizing the importance of community participation, the Department designed the new model to be neighborhood and community-driven, focusing on community input during recreation program planning. To this end, each recreation center and recreation competency will have a community advisory group.

The new public recreation model sustains the Department's historical commitment to children and seniors and will increase its focus on teens, young adults and youth-driven programming. The model also gives the Department the capacity to develop new programs for adults between the ages of 20 and 45, currently an under served demographic in the City. Recognizing that ability to pay should never prevent participation in recreation, the Department will continue to offer financial aid to all age groups through its robust and growing scholarship program. The Department will implement its new recreation model on August 16, 2010 at the start of the San Francisco Unified School District school year.

## Maintaining Beautiful Parks and Facilities

Over the past five years, the Recreation and Park Department has steadily increased its scores for park maintenance as measured by the Controller's City Services Auditor. Park scores are based on standards that identify desired park conditions and cover 14 features such as lawns, trees, children's play areas, benches and tables. Generally, a score above 85 percent would indicate that the park is well-maintained and that its features are in good condition. In the first six months of Fiscal Year 2009–10, the Department achieved a park maintenance score of 90.8 percent, demonstrating that it is keeping facilities from Golden Gate Park to the smallest minipark in very good condition.

The Recreation and Park Department is committed to maintaining its parks in the same excellent condition in the coming fiscal year. One approach to achieving this goal is the implementation of a new gardener apprenticeship program. The two-year program, which the City is launching in partnership with Local 261, the Laborer's International Union, will include both a classroom component and on-the-job field training. The program is designed to develop a strong pool of skilled staff who have acquired the knowledge and ability to become effective City gardeners. The 2010–11 budget includes ten apprenticeship positions to launch the new program at the Recreation and Park Department.

## Striving for Financial Sustainability

The Recreation and Park Department has experienced significant financial instability in recent years as the City struggles with the economic downturn. Like other General Funded City departments, Recreation and Parks has faced service reductions, layoffs and general insecurity regarding its budget. To put the Department on a more sound and consistent financial footing, it has begun to focus on revenue generation as never before. This includes maximizing the value of the Department's property and concessions by entering into new leases and developing new park amenities, pursuing philanthropy and searching for sponsorships and development opportunities. The work that the Department has done to date has identified over \$6 million in increased revenue for the Fiscal Year 2010–11 budget. To sustain and increase this progress in developing new revenue, the Department plans to develop a long term financial sustainability plan in the coming fiscal year. Additionally, the Department intends to review all of its programs and fees with the goal of standardizing and rationalizing its existing fee structure. As it undertakes these revenue initiatives, the Department will also continue working with its nonprofit partners to strengthen their capacity and contributions to the department.

## Addressing Critical Infrastructure Needs

In Fiscal Year 2010–11, the Department will reach several important milestones in the delivery of the voter-approved 2008 Clean and Safe Neighborhood Parks General Obligation Bond. Construction on the Chinese Recreation Center, the first project to be funded by the bond, will break ground in June 2010. McCoppin Playground and Mission Playground groundbreakings will follow soon thereafter in July and September; Fulton Playground, Palega Recreation Center, Cayuga Playground, and Sunset Playground also will commence construction over the course of Fiscal Year 2010–11. In the coming year, the Department will also initiate outreach, planning and design for the remainder of the site specific projects funded by the bond. These projects include Cabrillo Playground, Glen Canyon, Mission Dolores, Lafayette, and Kimbell Playground.

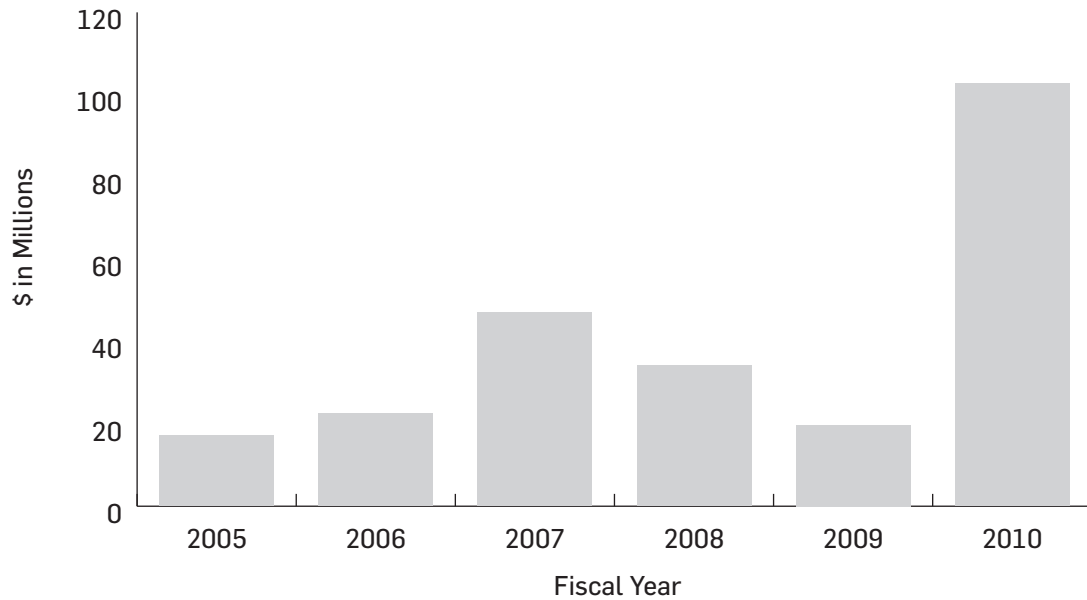
All of the citywide programs funded by the bond will move out of design and into implementation in Fiscal Year 2010–11:

- **Community Opportunity Fund.** After a year long community process, the Department will announce the guidelines for the Community Opportunity Fund (COF) in June 2010. This program will allow community members to nominate small park improvement projects for bond funding, and leverage additional sweat equity and financial resources from the public against the bond. The first round of the COF will be \$500,000; applications will be available to the public in early July.
- **Freestanding Restrooms.** Renovations will begin on the Department's freestanding restrooms; the first five restrooms to be renovated this summer are Bayview, Marina – East End, McLaren – Yosemite Marsh, Michelangelo, and Portsmouth Square.
- **Urban Forestry.** The Department's first comprehensive urban forestry management plan will be presented to the Recreation and Park Commission in June 2010. The plan analyzes current forestry management practices and makes recommendations to transition the department to a more proactive, programmed approach to tree care. These recommendations include additional staff training, an emphasis on early tree care, and the need for reforestation. The Department also completed a community planning process to identify which sites are most in need of forestry management, prioritizing those sites that pose a strongest risk to public safety. Work on the selected sites will begin in January 2011.
- **Trails.** In collaboration with public stakeholders, the Department has selected 11 sites to receive trail capital improvements. The first trail project will break ground in July 2010 at Grandview Park. Sites were selected based on their connectivity to larger trail networks and parks, location within natural areas, and the physical condition of the trails.

## Continuing to Address the Playfield Deficit

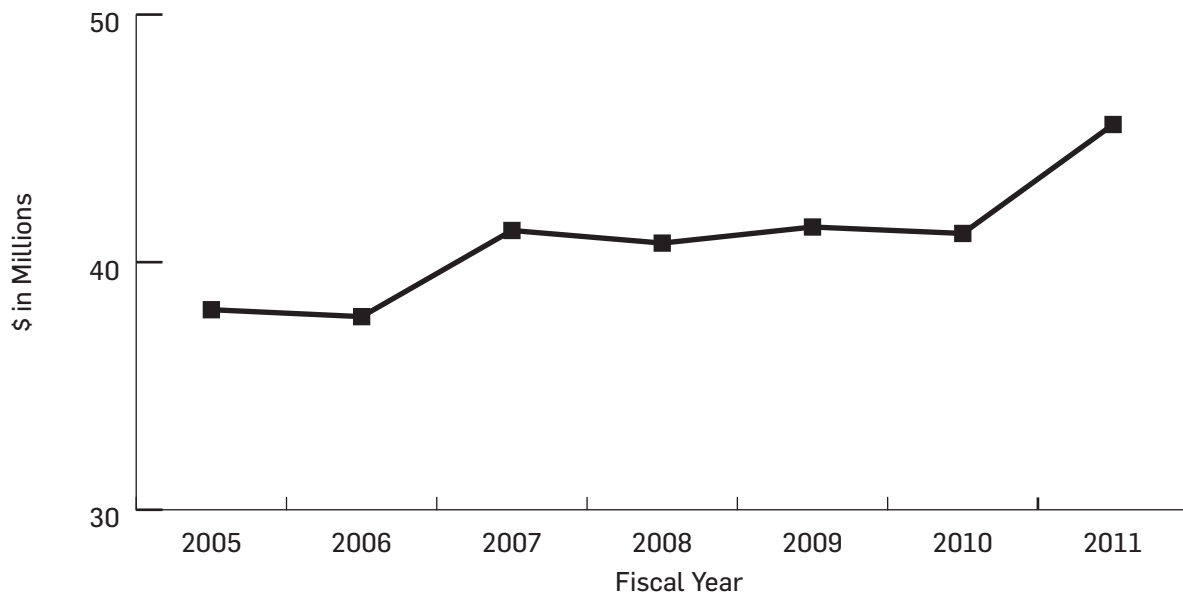
The Department's Playfields Initiative partnership with the City Fields Foundation will continue in Fiscal Year 2010–11. To date, RPD and City Fields have renovated four park facilities with synthetic turf and lights and added lights to one of the Department's existing turf fields. The Department is currently completing its fifth field renovation at Kimbell Playground which is anticipated to be open for play in June of this year. Beach Chalet in Golden Gate Park, which is in the planning phase, will be going through a more detailed environmental evaluation process over the coming months while Mission Playground will see a field renovation in coordination with the 2008 Neighborhood Parks Bond to improve the park and clubhouse. This project will be going out to bid in July 2010. Upon complete of all field renovation projects, it is estimated that the program will have met current demand for ground sport athletics. In addition to these capital improvements, the partnership has worked closely on establishing and integrating a new on-line permits and reservation system for field use and allocation.

## Capital Project Appropriation



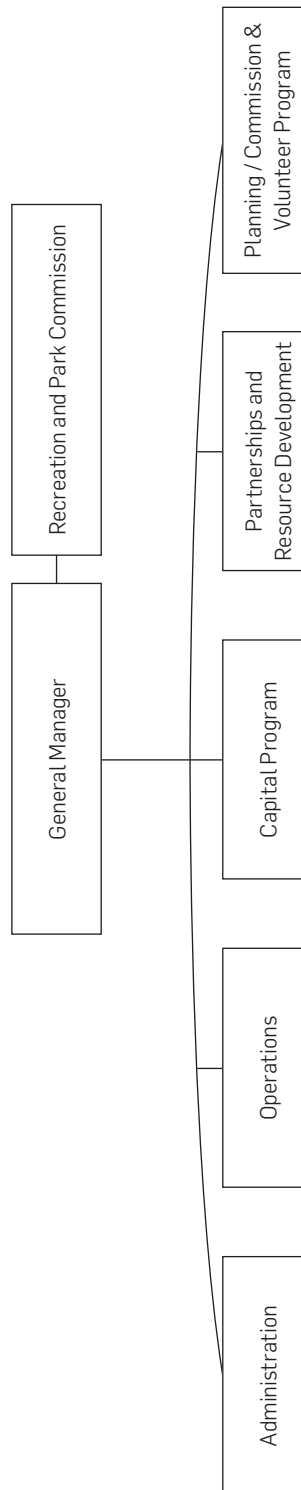
Recreation and Park capital funding has fluctuated due to timing of sales of general obligation and revenue bonds, as well as level of General Fund investment. The Fiscal Year 2009-10 budget included \$90 million in funds from the sale of 2008 general obligation bonds.

## Department-Generated Revenue



Recreation and Park generates over \$45 million a year in revenue from its programs and concessions to support its services. As part of its Fiscal Year 2010-11 budget, RPD is including an additional \$6 million in Department-generated revenues.

# Recreation and Park



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	979.89	959.60	876.75	(82.85)	(9%)
Non-operating Positions (cap/other)	(61.24)	(61.24)	(23.24)	38.00	(62%)
Net Operating Positions	918.65	898.36	853.51	(44.85)	(5%)
<b>SOURCES</b>					
Local Taxes	36,546,493	38,110,000	34,990,000	(3,120,000)	(8%)
Use of Money or Property	19,159,491	23,125,901	25,865,361	2,739,460	12%
Intergovernmental Revenue - State	167,784	152,000	152,000	0	0
Charges for Services	20,065,105	19,874,359	21,648,613	1,774,254	9%
Other Revenues	15,937,036	90,761,459	2,933,748	(87,827,711)	(97%)
Transfers In	11,216,774	7,276,928	6,485,822	(791,106)	(11%)
Expenditure Recovery	28,564,495	28,657,917	27,950,621	(707,296)	(2%)
Transfer Adjustments-Sources	(37,714,548)	(33,264,169)	(31,626,976)	1,637,193	(5%)
Fund Balance	15,635,601	12,065,646	4,417,952	(7,647,694)	(63%)
General Fund Support	42,939,930	33,419,416	34,442,272	1,022,856	3%
Sources Total	152,518,161	220,179,457	127,259,413	(92,920,044)	(42%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	55,111,736	54,866,146	51,543,081	(3,323,065)	(6%)
Fringe Benefits	18,501,120	22,150,773	22,689,063	538,290	2%
Overhead	23,182,884	24,652,008	24,070,915	(581,093)	(2%)
Professional & Contractual Services	17,232,304	19,116,066	18,536,861	(579,205)	(3%)
Aid Assistance / Grants	22,000	0	0	0	N/A
Materials & Supplies	3,777,915	3,846,027	4,355,181	509,154	13%
Equipment	2,511,533	1,243,095	1,649,605	406,510	33%
Debt Service	0	11,544	0	(11,544)	(100%)
Services of Other Departments	16,232,291	16,975,394	17,303,696	328,302	2%
Transfers Out	13,066,331	20,834,290	6,485,822	(14,348,468)	(69%)
Budgetary Reserves	0	301,988	0	(301,988)	(100%)
Transfer Adjustments-Uses	(37,714,548)	(33,264,169)	(31,626,976)	1,637,193	(5%)
Uses - Operating Expenditures Total	111,923,566	130,733,162	115,007,248	(15,725,914)	(12%)
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	2,737,351	3,072,000	3,060,000	(12,000)	0%
Capital Renewal	0	130,000	0	(130,000)	(100%)
Capital Projects	37,857,244	86,244,295	9,192,165	(77,052,130)	(89%)
Uses - Project Expenditures Total	40,594,595	89,446,295	12,252,165	(77,194,130)	(86%)
<b>USES BY PROGRAM RECAP</b>					
Capital Projects	41,114,701	102,778,060	9,879,876	(92,898,184)	(90%)
Children's Baseline	11,777,742	11,266,015	9,745,483	(1,520,532)	(13%)
Children's Svcs - Non - Children's Fund	576,267	378,000	400,000	22,000	6%
Citywide Facilities	20,417,747	22,040,545	21,873,963	(166,582)	(1%)
Citywide Services	18,168,321	20,024,081	20,205,262	181,181	1%
Culture & Recreation/Departmental	1,313,984	0	0	0	N/A
Development & Planning	0	300,000	2,210,676	1,910,676	N/A
Golden Gate Park	10,223,579	11,584,459	11,507,908	(76,551)	(1%)
Neighborhood Services	35,953,529	38,263,186	38,118,436	(144,750)	0%
Non Program	14,828	0	0	0	N/A
Rec & Park Administration	136,506	0	0	0	N/A
Structural Maintenance	12,495,641	12,872,004	12,677,737	(194,267)	(2%)
Turf Management	325,316	555,817	640,072	84,255	15%
Zoo Operations	0	117,290	0	(117,290)	(100%)
Uses by Program Recap Total	152,518,161	220,179,457	127,259,413	(92,920,044)	(42%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>NEIGHBORHOOD and CITYWIDE SERVICES</b>				
<b>Improve the quality of park maintenance and create safe, welcoming parks and facilities</b>				
Number of trees planted	1,141	1,500	1,500	1,500
Percentage of San Franciscans who rate the quality of the City's park grounds (landscaping) as good or very good	66%	n/a	n/a	75%
Citywide percentage of park maintenance standards met for all parks inspected	89%	90%	90%	90%
Citywide percentage of park maintenance standards met in neighborhood parks	90%	90%	90%	90%
Citywide percentage of turf athletic field standards met in parks	91%	90%	90%	90%
Percentage of graffiti work orders completed within 48 hours	84%	100%	90%	100%
<b>Increase access to, and improve quality of, Recreational Programming</b>				
Percentage of users who rate the quality of the City's adult recreation programs as good or very good	47%	n/a	n/a	65%
Percentage of users who rate the quality of the City's children and youth recreation programs as good or very good	56%	n/a	n/a	65%
Percentage of users who rate RPD's customer service as good or very good	57%	n/a	n/a	65%
Number of recreation volunteer hours	39,815	35,000	43,000	40,000
<b>Improve RPD infrastructure in both buildings and grounds</b>				
Percentage of capital projects completed on or under budget	100%	100%	90%	90%





# Redevelopment

## 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 San Francisco Redevelopment Agency (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 project 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 or 311; or visit [www.sfgov.org/sfra](http://www.sfgov.org/sfra)

# Budget Issues and Details

In Fiscal Year 2010–11, the Agency’s budget will decrease by \$35.0 million from \$266.9 to \$231.9 million. While a large portion of the reduction is attributable to challenges in affordable housing development, the budget also incorporates changes resulting from the expiration of the Yerba Buena Center Project Area along with the elimination of the Agency’s responsibility to fund infrastructure improvements in Mission Bay North.

In May 2010, the Sacramento Superior Court upheld the Fiscal Year 2009–10 state budget bill which redirected \$2 billion in local redevelopment funds to help fill the state’s budget deficit, the Supplemental Educational Revenue Augmentation Fund (SERAF) in each county. The San Francisco Redevelopment Agency was responsible for a payment of \$28.7 million in Fiscal Year 2009–10 and \$6.0 million in Fiscal Year 2010–11.

## Prioritizing Affordable Housing

Approximately 20 percent (\$46.6 million) of the agency’s total work program budget for Fiscal Year 2010–11 is devoted to affordable housing, including \$11.4 million dedicated to the federally-funded HOPWA program. Housing funds will be used to provide resources for developments underway across the City including those in Bayview Hunters Point, South of Market and Western Addition. The Agency’s housing budget includes predevelopment funding for affordable housing developments in Mission Bay South, Transbay, and Hunters Point Shipyard. The Agency’s housing funds also support on-going programs such as the Certificate of Preference program, the Single-Family Home ownership program, and the next round of the Model Block program.

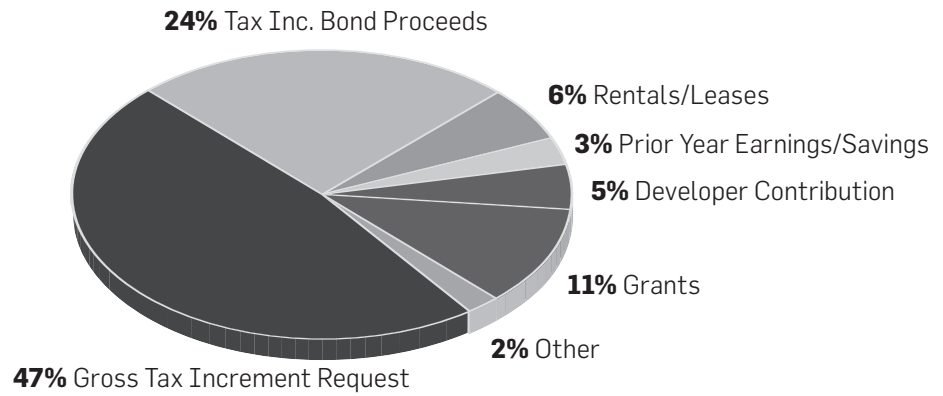
## Improving Infrastructure and Maintaining Open Space

The Agency will invest \$24.2 million in public improvements in Fiscal Year 2010–11. Significant expenditures include public improvements in Transbay (\$11.5 million), Bayview (\$1.3 million), Mission Bay South (\$7.2 million), South of Market (2.4 million) and Yerba Buena Center (\$3.3 million).

## Supporting Business and Economic Development

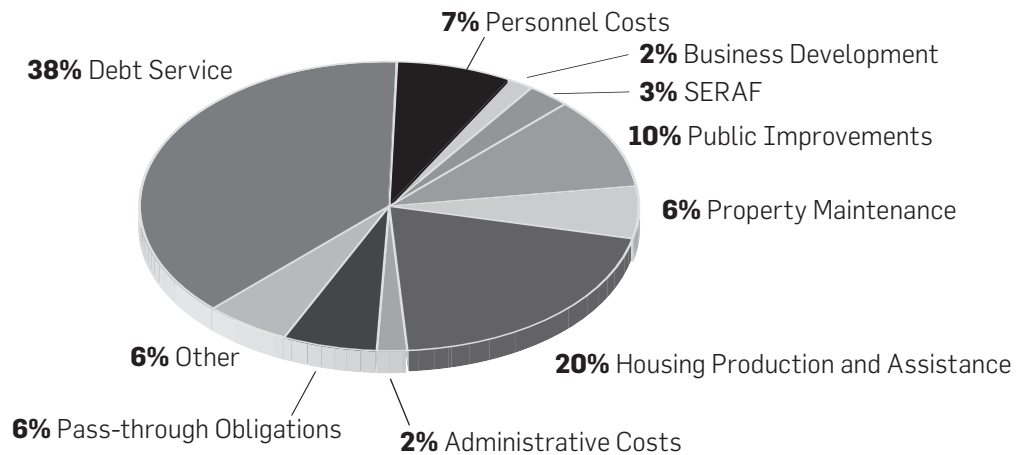
The Agency’s Fiscal Year 2010–11 budget allocates \$4.4 million for business development activities and \$1.4 million for job training and assistance. Key investments include \$1.8 million earmarked for Sixth Street business development and economic outreach in South of Market, a program that assists and encourages businesses to make physical improvements to their properties by providing an inexpensive source of financing. In addition, \$1.0 million is programmed for workforce development in Bayview Hunters Point.

## Sources of Funds



The San Francisco Redevelopment Agency's proposed Fiscal Year 2010-11 budget relies heavily on tax increment associated with project areas.

## Uses of Funds



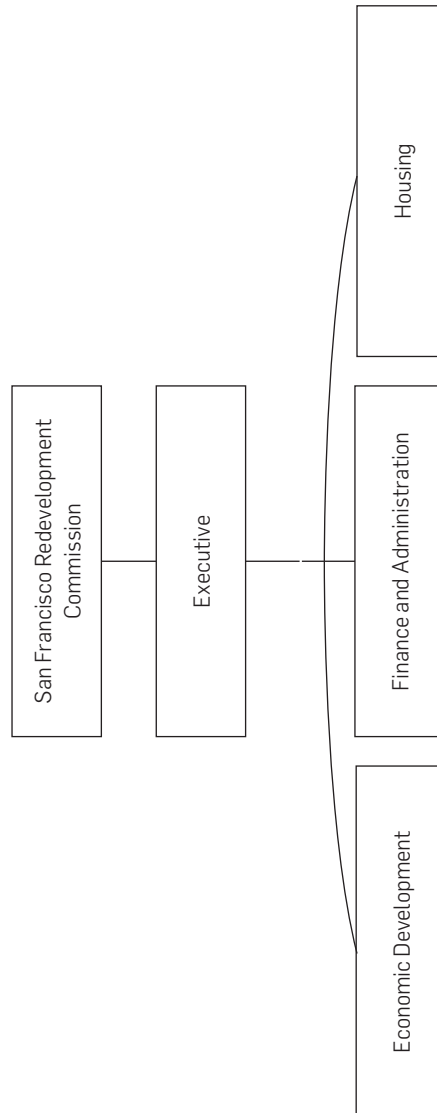
The San Francisco Redevelopment Agency's proposed Fiscal Year 2010-11 budget includes \$87.7 million in debt service payments, 38 percent of total expenditures.

# Total Budget - Historical Comparison

Sources	Approved Budget Fy 2009-10	Proposed Budget Fy 2010-11	Year-To-Year Change
Property Sales	1,074	1,155	81
Rentals/Leases	17,984	14,878	(3,106)
Prior Year Earnings/Savings	11,217	7,554	(3,663)
Developer Contribution	18,354	12,550	(5,804)
Grants	13,964	25,857	11,893
Other	3,570	4,164	594
Reprogrammed Funds	4,233	-	(4,233)
Gross Tax Increment Request	95,601	109,679	14,078
Tax Inc. Bond Proceeds	100,925	56,073	(44,852)
<b>Total Sources</b>	<b>266,922</b>	<b>231,908</b>	<b>(35,014)</b>

Uses	Approved Budget Fy 2009-10	Proposed Budget Fy 2010-11	Year-To-Year Change
Legal	23	43	20
Studies & Misc. Items	125	410	285
Planning	4,051	1,042	(3,009)
Public Improvements	19,170	24,201	5,031
Arch./Eng. Design & Review	575	290	(285)
Property Maintenance	10,871	13,277	2,406
Housing Production & Assist.	79,312	46,621	(32,691)
Job Training & Assist.	1,450	1,360	(90)
Business Development	3,979	4,375	396
Other	15,784	12,297	(3,487)
Pass-Through Obligations	19,878	13,001	(6,839)
Debt Service	62,361	87,696	25,736
Personnel Costs	16,945	17,107	162
Administrative Costs	3,665	4,188	523
SERAF	28,733	6,000	(22,733)
<b>Total Uses</b>	<b>266,922</b>	<b>231,908</b>	<b>(35,014)</b>

# Redevelopment





# Rent Arbitration Board

## Mission

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

## Services

The Rent Arbitration Board provides the following services:

**Public Information and Counseling** to provide information to the public regarding the Rent Ordinance and Rules and Regulations, as well as other municipal, state and federal ordinances in the area of landlord/tenant law.

**Hearings and Appeals**, which consists of ten Administrative Law Judges (ALJs) who are supervised by two Senior Administrative Law Judges. The ALJs are attorneys who conduct arbitrations and mediations to resolve disputes between landlords and tenants and issue decisions in accordance with applicable laws.

For more information, call (415) 252-4601 or 311; or visit [www.sfrb.org](http://www.sfrb.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	5,223,560	5,381,683	5,491,984	110,301	2%
Total FTE	29.03	28.92	28.94	0.02	0%

# Budget Issues and Details

The Rent Arbitration Board proposes a \$5.5 million budget, which represents a two percent increase from the Fiscal Year 2009–10 budget. This change is driven by increasing salary and fringe costs.

## Rent Board Fees

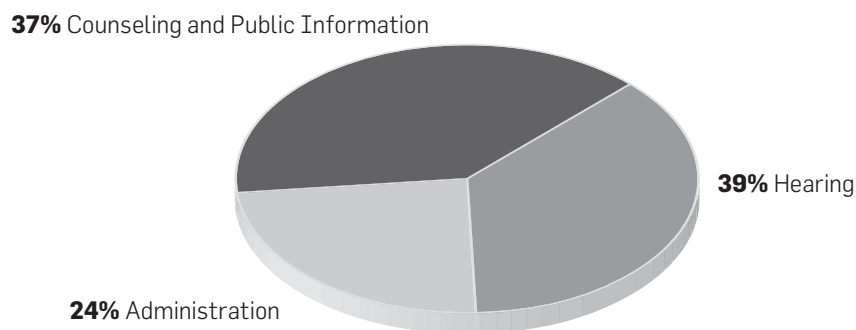
The Rent Board fee is currently applied to all rental units in the City that come under the jurisdiction of the Rent Ordinance with the exception of Section 8 units. Annually, after taking into account any operating savings from previous years, the Controller's Office adjusts the Rent Board fee to cover the operating costs of the Department. In Fiscal Year 2010–11, the fee will increase from \$29 per unit to \$30 per unit to cover mandatory increases in compensation, fringe benefits, possible increased litigation due to changes in the law and a reduction in prior-year fund balances.

## Improving Access to Information

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

In an effort to make its website more informative and accessible to the public, the Rent Board has launched a new redesigned website with improved navigability and access to Chinese and Spanish translations of its documents. The final element will be the inclusion of fillable forms which will take place during Fiscal Year 2010–11.

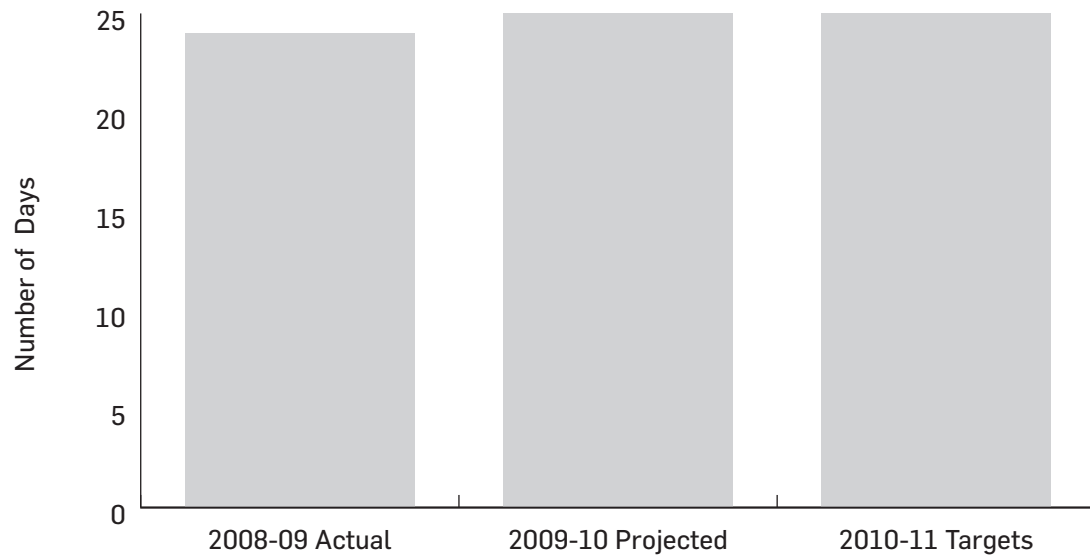
### Staffing by Service Area



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

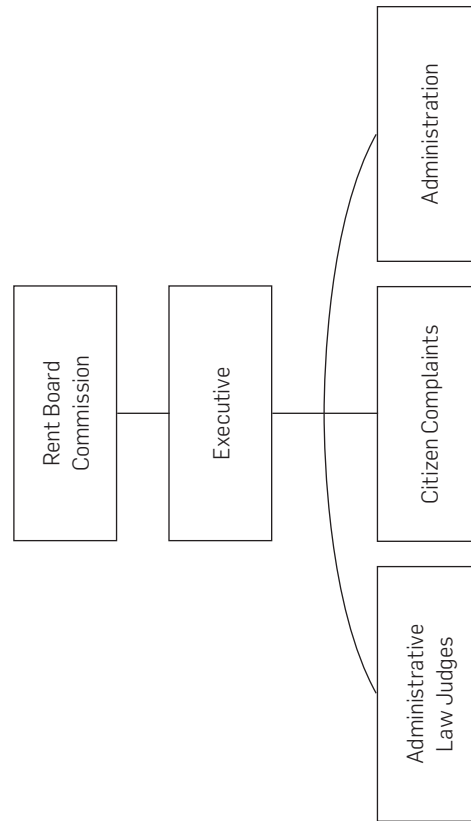


## Average Number of Days for Administrative Law Judges to Submit Decisions for Review



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

# Rent Arbitration Board



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	29.03	28.92	28.94	0.02	0%
Net Operating Positions	29.03	28.92	28.94	0.02	0%
<b>SOURCES</b>					
Charges for Services	4,502,536	4,833,612	4,911,619	78,007	2%
Expenditure Recovery	52,145	50,000	71,085	21,085	42%
Fund Balance	668,879	498,071	509,280	11,209	2%
Sources Total	5,223,560	5,381,683	5,491,984	110,301	2%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	2,971,398	2,945,746	2,967,689	21,943	1%
Fringe Benefits	846,895	1,041,067	1,202,753	161,686	16%
Overhead	66,742	61,601	17,509	(44,092)	(72%)
Professional & Contractual Services	82,832	105,120	109,058	3,938	4%
Aid Assistance / Grants	120,000	120,000	120,000	0	0
Materials & Supplies	27,833	28,029	26,967	(1,062)	(4%)
Services of Other Departments	1,107,860	1,080,120	1,048,008	(32,112)	(3%)
Uses - Operating Expenditures Total	5,223,560	5,381,683	5,491,984	110,301	2%
<b>USES BY PROGRAM RECAP</b>					
Rent Board	5,223,560	5,381,683	5,491,984	110,301	2%
Uses by Program Recap Total	5,223,560	5,381,683	5,491,984	110,301	2%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>RENT BOARD</b>				
<b>Provide a timely resolution for all allegations of wrongful eviction filings</b>				
Average number of days needed to process allegations of wrongful evictions	1.1	2.0	2.0	2.0
<b>Provide a timely resolution of all petitions</b>				
Average number of days for Administrative Law Judges to submit decisions for review	19.0	25.0	25.0	25.0
<b>Provide translations of documents and make available through multiple sources</b>				
Number of discrete documents in languages other than English	243	252	383	394
Number of locations where translated documents are available	629	702	800	846

# Retirement System

## Mission

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

## Services

The San Francisco City and County Employees' Retirement System (SFERS) provides the following services:

**Administration Division** directs the overall administration of the Retirement System including implementation of Retirement Board policies and directives; implementation of legislative changes to the Retirement System; legal and procedural compliance of all activities of the Retirement System; administration of member pension benefits counseling and payment processing; administration of the disability retirement hearing officer process; and management of the Retirement System's information technology, budget and financial systems.

**Retirement Services Division** 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 22,000 retirees and beneficiaries; and maintains Retirement System financial records and reporting in compliance with all applicable legal provisions.

**Investment Division** manages and invests the \$13.3 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 Division** oversees and administers the City's \$1.7 billion Deferred Compensation Plan (a "457" plan). The 457 Plan and trust are established separately from and independent of the defined benefit pension plan.

For more information, call (415) 487-7020; or visit [www.sfers.org](http://www.sfers.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	118,542,068	18,754,516	19,712,387	957,871	5%
Total FTE	99.46	96.87	97.71	0.84	1%

# Budget Issues and Details

In Fiscal Year 2010–11, the Retirement System’s operating budget will remain relatively flat, with no staff additions and a slight increase of operating expenses of five percent due mostly to salary and fringe adjustments. In Fiscal Year 2010–11, the percent of employer contributions to retirement accounts will increase from 9.49 percent to 13.56 percent. As a result, the City and County of San Francisco is projected to make a contribution of \$381 million in Fiscal Year 2010–11, an increase of \$88.3 million (24 percent) from Fiscal Year 2009–10.

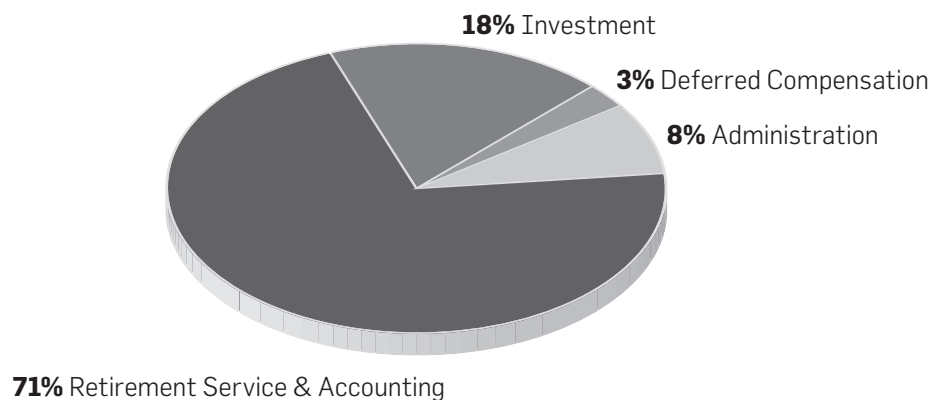
## Reducing City Costs

The Employees’ Retirement System (SFERS) will continue to work to maintain superior levels of investment returns on SFERS Trust assets. The Department’s 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. The Department 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.

## Changes to Employer Contributions

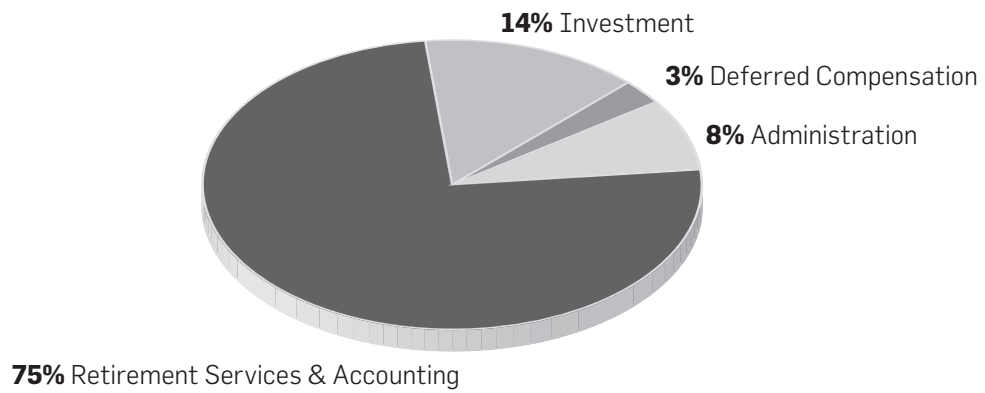
For Fiscal Year 2010–11, the SFERS employer contributions rate will increase from 9.49 percent to 13.56 percent. This increase reflects plan amendments from Proposition B, passed in June 2008, investment losses for Fiscal Years 2007–08 and 2008–09, and the Retirement Board’s lowering of the expected rate of earnings on plan assets from 8.0 percent to 7.75 percent effective July 1, 2008.

### Staffing by Service Area



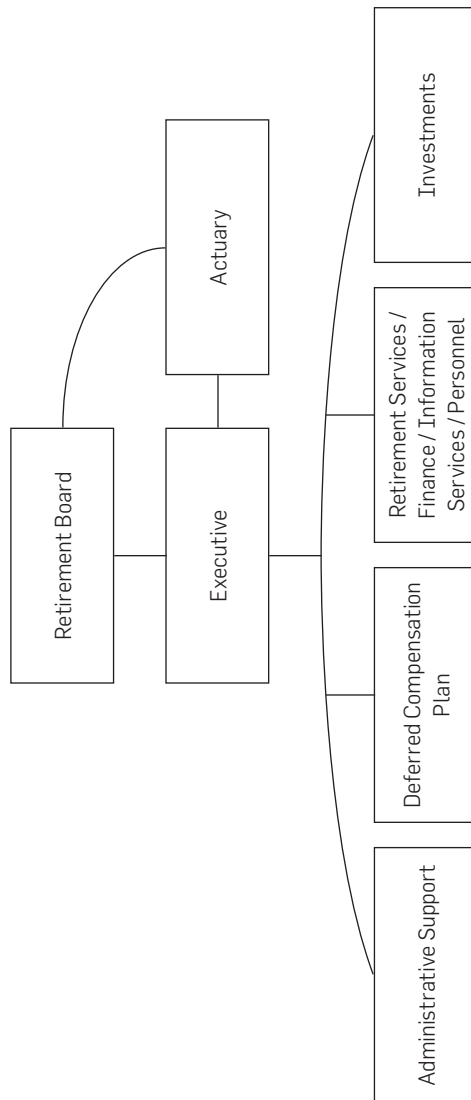
In Fiscal Year 2010–11, only eight percent of the Retirement System’s staff will work in administration.

## Resources by Service Area



The majority of the Retirement System's resources are allocated to services and accounting.

# Retirement System





# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	99.46	96.87	97.71	0.84	1%
Net Operating Positions	99.46	96.87	97.71	0.84	1%
<b>SOURCES</b>					
Use of Money or Property	246,138	251,762	253,000	1,238	0%
Charges for Services	582,503	562,142	577,046	14,904	3%
Other Revenues	17,688,440	17,915,612	18,857,341	941,729	5%
Expenditure Recovery	24,987	25,000	25,000	0	0
Sources Total	18,542,068	18,754,516	19,712,387	957,871	5%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	8,821,477	8,872,822	8,748,531	(124,291)	(1%)
Fringe Benefits	3,164,970	3,231,374	3,642,440	411,066	13%
Overhead	0	0	225,716	225,716	N/A
Professional & Contractual Services	3,721,301	3,640,255	3,724,769	84,514	2%
Materials & Supplies	146,579	161,000	187,317	26,317	16%
Equipment	38,770	92,253	44,013	(48,240)	(52%)
Services of Other Departments	2,648,971	2,756,812	3,139,601	382,789	14%
Uses - Operating Expenditures Total	18,542,068	18,754,516	19,712,387	957,871	5%
<b>USES BY PROGRAM RECAP</b>					
Administration	2,238,784	2,392,596	2,452,660	60,064	3%
Employee Deferred Comp Plan	582,503	565,142	580,046	14,904	3%
Investment	2,583,377	2,817,594	2,757,198	(60,396)	(2%)
Retirement Services	13,137,404	12,979,184	13,922,483	943,299	7%
Uses by Program Recap Total	18,542,068	18,754,516	19,712,387	957,871	5%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>EMPLOYEE DEFERRED COMP PLAN</b>				
<b>Provide effective administration of the Deferred Compensation Plan</b>				
Percentage of eligible City employees who participate in the Deferred Compensation Plan	52%	55%	54%	50%
<b>INVESTMENT</b>				
<b>Maximize investment returns at an acceptable risk level for Plan participants</b>				
Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion, using 5-year average return (1 equals yes)	1	1	1	1

## Mission

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

The Sheriff 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 Superior Court, performs evictions and provides eviction assistance to tenants.

**Court Security** provides security staffing for the 79 courtrooms at the Civic Center Courthouse, 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 425 Seventh Street (Jails 1 and 2), the Hall of Justice (Jails 3 and 4), the San Bruno Jail Complex (Jails 5 and 6) and San Francisco General Hospital.

**Facilities and Equipment** oversees the Department's vehicles and 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 Five Keys Charter High School, the award winning "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 various city facilities. This division also coordinates assistance to the San Francisco Police Department for demonstrations and mass arrests, as well as Homeland Security operations, planning and training.

For more information, call (415) 554-7225 or 311; or visit [www.sfsheriff.com](http://www.sfsheriff.com)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	176,047,153	170,721,545	163,901,157	(6,820,388)	(4%)
Total FTE	1,016.15	1,047.92	955.98	(91.94)	(9%)

# Budget Issues and Details

The Fiscal Year 2010–11 proposed budget of \$163.9 million for the Sheriff's Department is \$6.8 million or four percent less than the Fiscal Year 2009–10 budget and includes funding for 92 fewer full-time equivalent positions. These reductions are primarily due to the closure of County Jail #6 in San Bruno as a result of the lower inmate population and the proposed use of a private security firm instead of Sheriff's Department personnel for security services at Department of Public Health facilities. The Department is also proposing to restructure Jail Health Services to use an outside provider instead of the Department of Public Health, a measure that is expected to save over \$11 million annually.

## Service Level Changes

At the beginning of Fiscal Year 2009–10, two housing units at County Jail #6 in San Bruno were open. The average daily jail population increased significantly through February 2010, often exceeding the budgeted capacity of two housing units. The population increase was attributable to an increase in new local arrests coupled with periodic closures of State prisons and court furlough days. However, over the course of the year, the average daily population decreased and the Department was able to close all housing units at the facility. The Sheriff's Department anticipates that County Jail #6 will be closed throughout Fiscal Year 2010–11, reducing the Department's operating budget. Deputy Sheriffs currently assigned to this facility will be assigned to other units, further reducing the need for overtime. The Sheriff's Department continues to work with other criminal justice agencies and community-based organizations to provide re-entry services to persons with a history of violence through the No Violence Alliance (NoVA) Project.

## Public Health Security Services

The proposed budget assumes a reduction in security costs related to San Francisco General Hospital, Laguna Honda Hospital, and Department of Public Health (DHP) clinics. Beginning in January 2011, the Sheriff's Department will no longer provide security at these locations. Instead, DPH will transfer security functions to a private service provider. Deputy Sheriffs currently holding these security positions will in turn fill other vacancies throughout the Department, which will reduce overtime use. Furthermore, the reassignment of Deputy Sheriffs from the closure of County Jail #6 and public health facilities will alleviate the need for planned hiring, which will generate additional savings for the Sheriff's Department.

## Jail Health Services

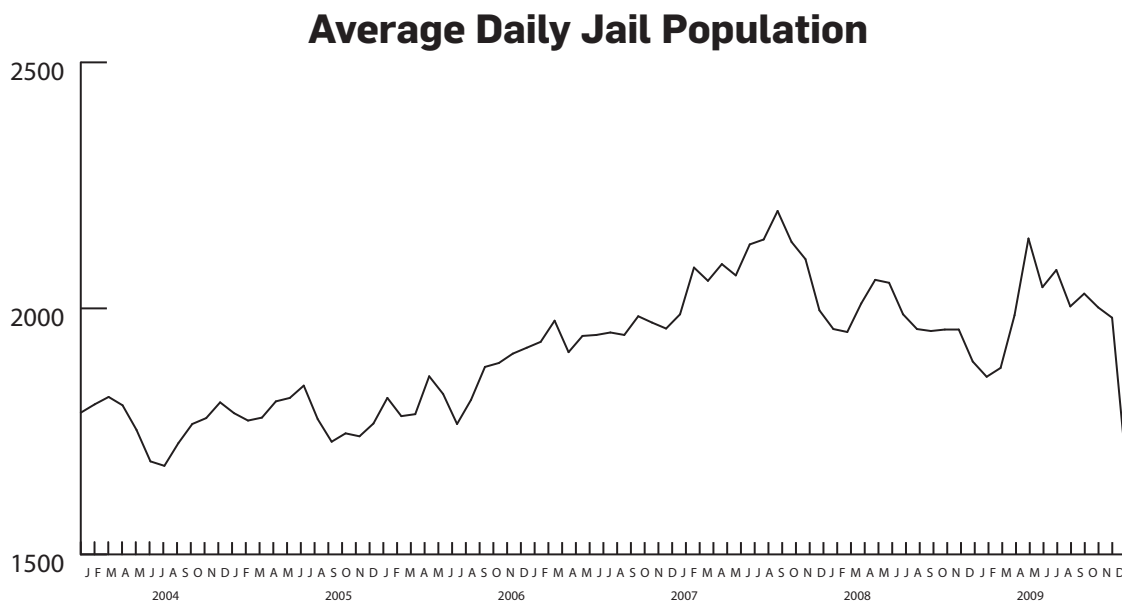
San Francisco has historically provided health care services to individuals in custody through the Department of Public Health's Jail Health Services. The Fiscal Year 2010–11 budget proposes a change in the way the City provides health care to the jail population. As of January 1, 2011 the Sheriff's Department will contract with an outside provider for these services in place of DPH, saving over \$11 million per year.

## Alternatives to Incarceration

The Fiscal Year 2009–10 budget funded intensive services such as an expansion of the NoVa Project to non-violent offenders, provision of other re-entry services such as the Five Keys Charter High School, and electronic home detention using GPS monitoring. The Fiscal Year 2010–11 proposed budget reduces the level of funding for intensive services to prioritize programs that have proven most effective. The Department will continue to use these funds to maximize alternatives to incarceration.

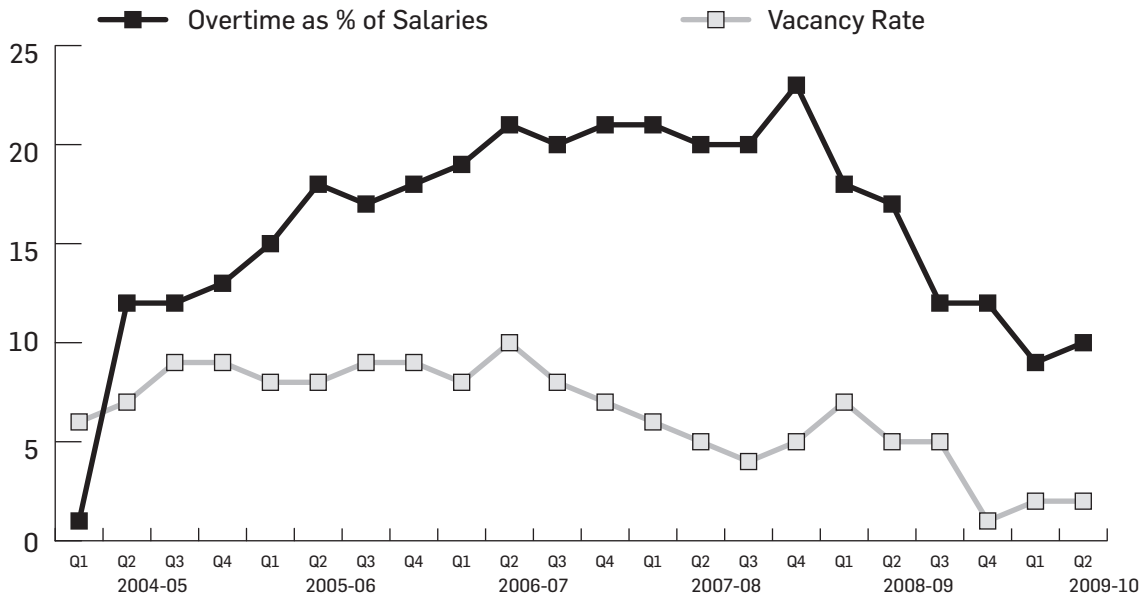
## State Budget Uncertainties

There are a number of proposed changes to parole and sentencing policies at the State level which could have a local impact by increasing the daily jail population or the duration of local incarceration. In addition, there will be State-imposed court closures one day per month. During Fiscal Year 2009–10, the State significantly reduced funding for court security. There are a number of proposals to reallocate State resources to adequately fund court security for Fiscal Year 2010–11. However, if these funding proposals are not adopted by the State, the Sheriff's Department will need to implement service reductions.



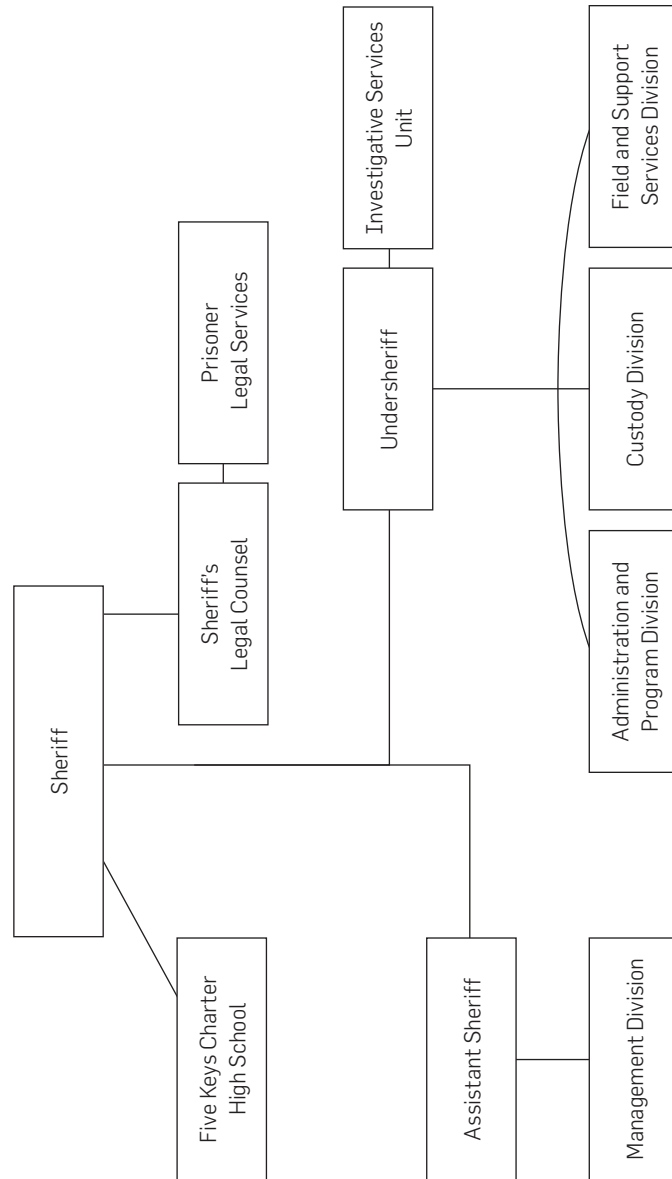
The Average Daily Population in San Francisco county jails increased significantly from 2005 through 2009 but fell sharply in February and March of 2010. Approximately 75 percent of inmates are pre-trial felony prisoners.

## Overtime Correlated with Sworn Vacancies



The Sheriff's Department overtime rate closely tracks its sworn vacancy rate. In October 2007, County Jail #6 began operating 100 percent on overtime; without that anomaly, overtime rates would have been significantly lower.

# Sheriff



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,021.71	1,049.48	956.54	(92.94)	(9%)
Non-operating Positions (cap/other)	(5.56)	(1.56)	(0.56)	1.00	(64%)
Net Operating Positions	1,016.15	1,047.92	955.98	(91.94)	(9%)
<b>SOURCES</b>					
Licenses & Fines	101,395	116,543	118,800	2,257	2%
Use of Money or Property	3,250	5,000	3,000	(2,000)	(40%)
Intergovernmental Revenue - Federal	69,400	24,267	0	(24,267)	(100%)
Intergovernmental Revenue - State	2,289,241	1,375,584	813,558	(562,026)	(41%)
Charges for Services	4,180,328	4,196,954	4,356,920	159,966	4%
Expenditure Recovery	23,269,612	23,334,671	17,485,028	(5,849,643)	(25%)
General Fund Support	146,133,927	141,668,526	141,123,851	(544,675)	0%
Sources Total	176,047,153	170,721,545	163,901,157	(6,820,388)	(4%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	103,409,813	103,709,254	90,341,658	(13,367,596)	(13%)
Fringe Benefits	29,267,697	32,858,233	30,269,124	(2,589,109)	(8%)
Professional & Contractual Services	13,153,100	12,315,480	15,667,777	3,352,297	27%
Aid Assistance / Grants	5,690,370	6,682,405	5,399,446	(1,282,959)	(19%)
Materials & Supplies	7,100,453	6,649,128	6,228,457	(420,671)	(6%)
Equipment	386,625	318,192	304,991	(13,201)	(4%)
Services of Other Departments	7,631,694	7,858,853	8,122,204	263,351	3%
Transfers Out	9,018,697	0	0	0	N/A
Uses - Operating Expenditures Total	175,658,449	170,391,545	156,333,657	(14,057,888)	(8%)
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	388,704	330,000	367,500	37,500	11%
Capital Projects	0	0	7,200,000	7,200,000	N/A
Uses - Project Expenditures Total	388,704	330,000	7,567,500	7,237,500	N/A
<b>USES BY PROGRAM RECAP</b>					
Court Security And Process	13,335,918	13,877,198	13,107,105	(770,093)	(6%)
Custody	92,195,657	95,419,155	90,875,997	(4,543,158)	(5%)
Facilities & Equipment	8,704,346	8,857,147	16,240,897	7,383,750	83%
Non Program	9,018,697	0	0	0	N/A
Security Services	14,520,044	14,613,770	10,273,639	(4,340,131)	(30%)
Sheriff Administration	9,458,742	8,419,445	8,086,680	(332,765)	(4%)
Sheriff Field Services	9,204,228	8,725,995	8,406,006	(319,989)	(4%)
Sheriff Programs	12,235,037	14,719,164	13,644,908	(1,074,256)	(7%)
Sheriff Recruitment & Training	7,374,484	6,089,671	3,265,925	(2,823,746)	(46%)
Uses by Program Recap Total	176,047,153	170,721,545	163,901,157	(6,820,388)	(4%)



# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>COURT SECURITY AND PROCESS</b>				
<b>Provide inmate escort and security to the courts and prevent physical harm to any person or property in, or in the vicinity of, any courthouse in San Francisco</b>				
Number of court staff or public who have been harmed while in or in the vicinity of any courthouse in San Francisco	0	0	0	0
<b>CUSTODY</b>				
<b>Provide for the secure and safe detention of persons arrested or under court order</b>				
Cost per jail day calculated according to State guidelines for Daily Jail Rate	\$143	\$145	\$143	\$146
Average daily population (ADP)	1,861	2,039	1,700	1,900
ADP as a percentage of rated capacity of jails	85%	90%	90%	90%
<b>SHERIFF ADMINISTRATION</b>				
<b>Execute criminal and civil warrants and court orders</b>				
Number of pre-eviction home visits	453	500	493	510
Number of eviction day crisis interventions	134	130	106	105
Number of evictions executed	1,011	1,100	940	1,000
<b>SHERIFF PROGRAMS</b>				
<b>Provide education, skill development, and counseling programs in jail</b>				
Average daily number of prisoners in substance abuse treatment and violence prevention programs.	264	360	350	360
Average daily attendance of participants enrolled in charter school	282	260	330	245
<b>Provide alternative sentencing options and crime prevention programs.</b>				
Average daily number of participants in community programs	282	290	253	260
Hours of work performed in the community	75,504	80,000	61,164	61,000
Number of clients enrolled in community antiviolence programs	492	320	600	300
Re-arrest rate for antiviolence program clients	26%	25%	30%	30%



# Status of Women

## Mission

To promote the equitable treatment of women and foster the socioeconomic, political, and educational advancement of the women and girls of San Francisco through policies, legislation, and programs that focus primarily on women in need.

## Services

The Department is responsible for implementing policy initiatives and programs as determined by the seven-member Commission on the Status of Women, appointed by the Mayor. In 1998, San Francisco became the first municipality in the nation to adopt a local ordinance reflecting the principles of the United Nations Convention to Eliminate All Forms of Discrimination Against Women (CEDAW), an international bill of rights for women. The Commission adopted a CEDAW human rights framework, and has committed itself to the following areas of service.

### Women's Human Rights

**Gender Analysis and Gender Budgeting:** The Department is charged with evaluating City employment, budgeting, and operations using gender analysis, which the Department pioneered in the year 2000, and gender budgeting, a tool being implemented by the most progressive cities worldwide. Additionally, the Department has a charter mandate to conduct a gender analysis of appointments to commissions, boards and task forces every two years.

**Economic Independence for Women:** Because workplace policies are not always equitable between men and women, the Department has launched the San Francisco Gender Equality Principles Initiative to examine workplace policies in the private sector, a project with over 15 major local corporations already signed on.

**Human Rights Promotion and Education:** As leaders in the field of implementing CEDAW locally, the Department regularly trains other municipalities and international audiences about methods and best practices for creating gender equality in government policies, programs, and budgets, such as at the United Nations Commission on the Status of Women Beijing +15 and related Global Compact events in New York in March 2010.

### Women's Health and Safety

**Violence Against Women Prevention & Intervention (VAW) Grants Program:** The vast majority of the Department's funds support community programs designed to address violence against women. The Department contracts with 25 community-based service providers to provide crisis lines, intervention and advocacy, legal assistance, emergency shelter services, transitional housing, and prevention education.

**Justice & Courage Project:** The Justice & Courage Oversight Panel seeks to create a seamless criminal justice response to domestic violence. With an unprecedented level of interagency cooperation, the Oversight Panel oversees the implementation of the recommendations of the 2006 Safety for All: Domestic Violence Victim Safety and Accountability Audit.

**Family Violence Council:** In a unique collaboration among disparate communities, the Family Violence Council brings together advocates working against not only domestic violence, but also child abuse and elder abuse.

**Trafficking:** Human trafficking is a particularly egregious form of violence against women, with San Francisco serving as a gateway city for this crime. The Department has partnered with community groups and City agencies to convene providers and begin work to address this issue.

For more information, call (415) 252-2570 or 311; or visit [www.sfgov.org/dosw](http://www.sfgov.org/dosw)

## Budget Data Summary

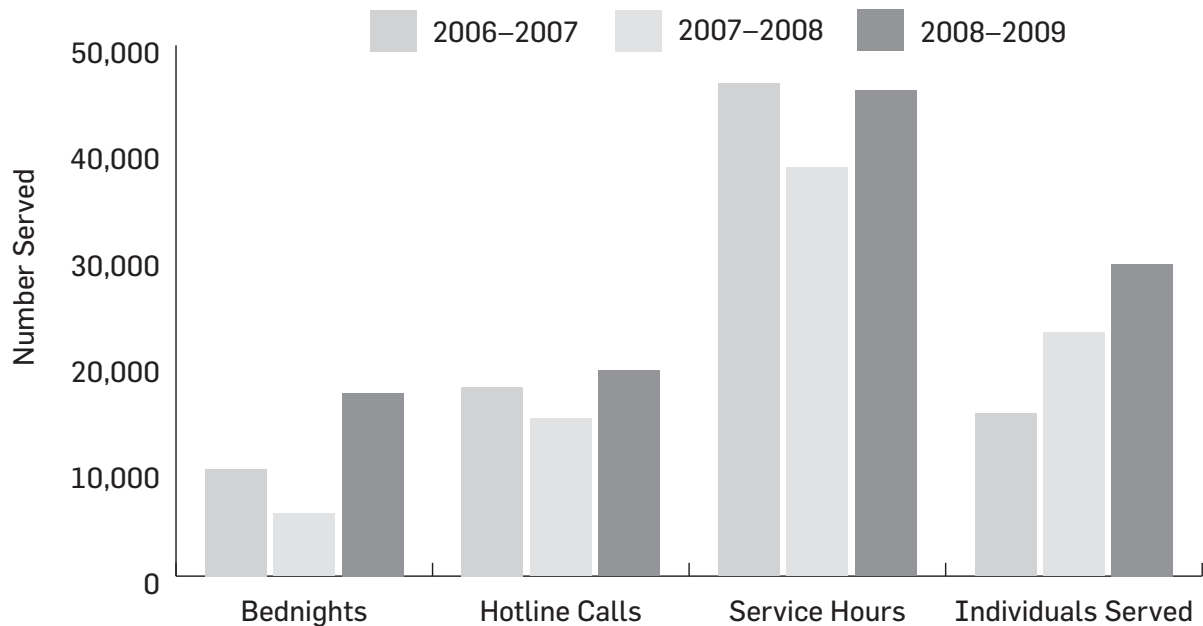
	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	3,496,268	3,484,050	3,655,605	171,555	5%
Total FTE	6.02	5.15	5.33	0.18	3%

## Budget Issues and Details

The Mayor's Fiscal Year 2010–11 budget fully funds grants to community based organizations providing domestic violence prevention and intervention services and appropriates additional marriage license fee revenue to increase funding for these services despite the City's deficit. The Violence Against Women Prevention and Intervention Grants Program has funded key community-based services, including 24-hour hotlines for domestic violence and sexual assault, shelter beds for battered women and their families, legal counseling, and prevention education. Maintaining services for this vulnerable population is critical, especially as the need rises during this economic crisis.

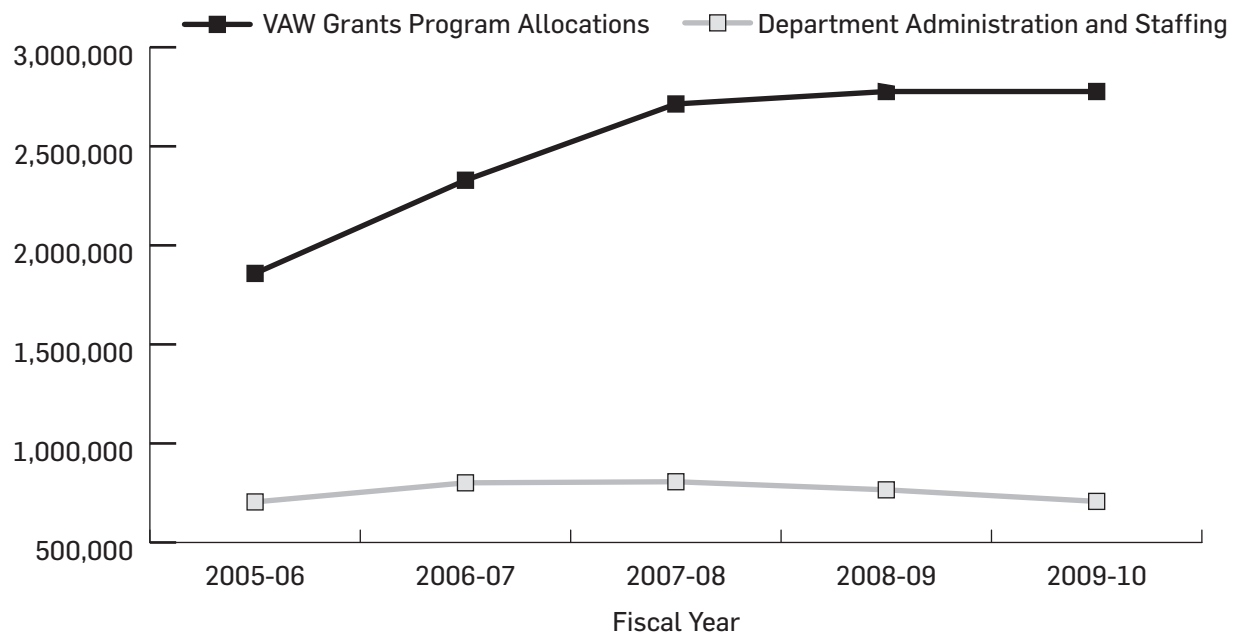
The Department's work in the field of anti-human trafficking relies heavily on partnerships with community groups and other government agencies, locally and federally. Beginning in Fiscal Year 2008–09, the Department committed \$25,000 to support the Asian Anti-Trafficking Collaborative annually, and conducts policy work, such as coordinating the San Francisco Collaborative Against Human Trafficking, launched in January 2010.

## VAW Grants Program Outcomes



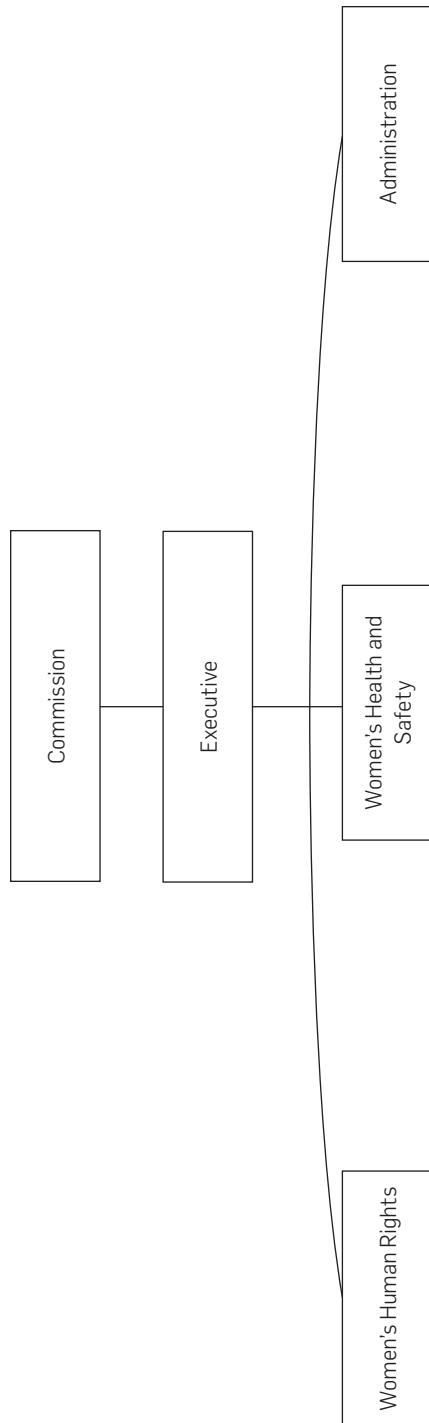
The VAW Grants Program is increasingly able to meet the needs of women survivors of violence.

## 5-Year Funding Allocations



The Department has consistently reduced administrative costs to protect direct services.

# Status of Women



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	6.02	5.15	5.33	0.18	3%
Net Operating Positions	6.02	5.15	5.33	0.18	3%
<b>SOURCES</b>					
Licenses & Fines	279,438	210,000	210,000	0	0
Transfers In	0	0	32,000	32,000	N/A
Transfer Adjustments-Sources	0	0	(32,000)	(32,000)	N/A
Fund Balance	0	0	190,000	190,000	N/A
General Fund Support	3,216,830	3,274,050	3,255,605	(18,445)	(1%)
Sources Total	3,496,268	3,484,050	3,655,605	171,555	5%
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	462,816	420,405	429,188	8,783	2%
Fringe Benefits	153,442	154,406	178,486	24,080	16%
Professional & Contractual Services	36,520	5,904	5,840	(64)	(1%)
Aid Assistance / Grants	2,715,638	2,776,665	2,919,665	143,000	5%
Materials & Supplies	4,481	2,960	2,692	(268)	(9%)
Services of Other Departments	123,371	123,710	119,734	(3,976)	(3%)
Transfers Out	0	0	32,000	32,000	N/A
Transfer Adjustments-Uses	0	0	(32,000)	(32,000)	N/A
Uses - Operating Expenditures Total	3,496,268	3,484,050	3,655,605	171,555	5%
<b>USES BY PROGRAM RECAP</b>					
Children's Baseline	197,081	198,677	198,677	0	0
Commission On Status Of Women	3,019,749	3,075,373	3,088,928	13,555	0%
Domestic Violence	279,438	210,000	368,000	158,000	75%
Uses by Program Recap Total	3,496,268	3,484,050	3,655,605	171,555	5%

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>COMMISSION ON THE STATUS OF WOMEN</b>				
<b>Promote gender equality in the workplace and community</b>				
Number of people educated and trained about gender equality and San Francisco's Women's Human Rights Ordinance (CEDAW)	675	600	1,200	1,000
Number of private sector entities engaged in the San Francisco Gender Equality Principles (GEP) Initiative	0	2	19	21
<b>VIOLENCE AGAINST WOMEN PREVENTION AND INTERVENTION (VAW) GRANTS PROGRAM</b>				
<b>Monitor direct services in violence against women prevention and intervention</b>				
Hours of supportive services by department-funded shelters, crisis services, transitional housing, advocacy, prevention and education annually	45,765	22,586	27,895	27,895
Number of unduplicated individuals served in shelters, crisis services, transitional housing, advocacy, prevention, and education annually	29,388	13,670	24,496	24,496
Percent of people accessing services for which English is not a primary language.	26	32	35	32
Number of calls to crisis lines annually	19,387	9,989	14,547	14,547
Number of shelter bed-nights annually	3,950	2,290	3,718	3,718



# Superior Court

## 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 Superior Court of California, County of San Francisco is a state entity that serves the City and County of San Francisco. Article VI of the California Constitution establishes the Judicial Branch, which includes the Superior Court, as a separate and equal branch of government governed by the Judicial Council of California. Two legislative acts have relieved the City and County from future funding responsibility for court operations and facilities.

The Lockyer-Isenberg Trial Court Funding Act of 1997 designated the Judicial Council, rather than counties, as the entity responsible for allocation of funding for all Superior Court operations throughout the state. In exchange for relief from funding court operations, counties must make a fixed perpetual annual maintenance of effort (MOE) payment to the State that is equal to what counties allocated for court operations in Fiscal Year 1994–95. All future costs of court operations will be funded by the State and allocated by the Judicial Council.

The Trial Court Facilities Act of 2002 mandated that ownership and responsibility for all court facilities be transferred from counties to the Judicial Council. In exchange for relief from court facilities responsibilities, counties must make a fixed County Facilities Payment (CFP) to the State that is based on an average of what was expended on court facilities maintenance during Fiscal Years 1995–96 through 1999–00. All future costs of maintaining court facilities will be funded by the State and allocated by the Judicial Council.

Since 1998, the City and County has been making a maintenance of effort (MOE) payment to the State for relief from court operations responsibility, and since 2009 the City and County has been making a CFP payment for relief from court facilities responsibility. State legislative requirements and Constitutional separation preclude local government from reviewing Judicial Branch budgets. However, the exceptions to this are county-funded programs that are managed by the Superior Court.

The Superior Court manages the following county-funded programs that are separate from state-funded court operations:

**The Indigent Defense Program** provides funding for outside legal counsel in cases that present a conflict of interest for the Public Defender. This program is constitutionally-mandated.

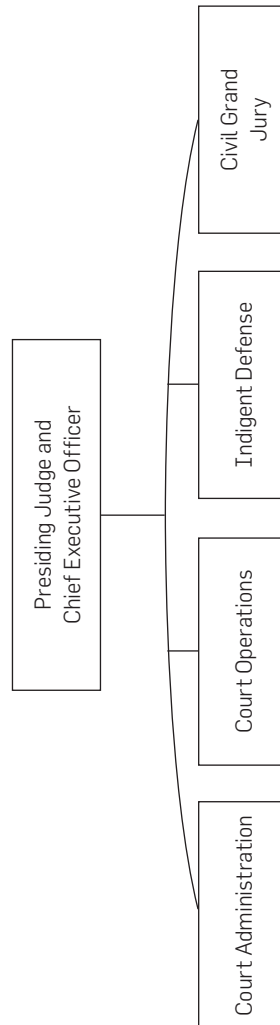
**The Civil Grand Jury** investigates the operations of the various offices, departments and agencies of the government of the City and County of San Francisco and provides recommendations for improvements.

For more information, call (415) 551-4000 or 311; or visit [www.sfsuperiorcourt.org](http://www.sfsuperiorcourt.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	42,006,596	35,039,325	38,848,647	3,809,322	11%

# Superior Court



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>SOURCES</b>					
Licenses & Fines	79,839	34,564	34,564	0	0
Use of Money or Property	51,303	115,000	0	(115,000)	(100%)
Charges for Services	3,999,907	4,025,645	3,780,000	(245,645)	(6%)
Fund Balance	625,849	676,149	1,037,210	361,061	53%
General Fund Support	33,063,124	30,187,967	33,996,873	3,808,906	13%
Other Funding Sources	4,186,574	0	0	0	N/A
Sources Total	42,006,596	35,039,325	38,848,647	3,809,322	11%
<b>USES - OPERATING EXPENDITURES</b>					
Fringe Benefits	235,596	264,464	539,464	275,000	N/A
Professional & Contractual Services	34,501,133	34,443,084	37,990,348	3,547,264	10%
Aid Assistance / Grants	273,448	280,000	280,000	0	0
Materials & Supplies	281	1,000	1,000	0	0
Services of Other Departments	826,114	50,777	37,835	(12,942)	(25%)
Transfers Out	4,186,574	0	0	0	N/A
Uses - Operating Expenditures Total	40,023,146	35,039,325	38,848,647	3,809,322	11%
<b>USES - PROJECT EXPENDITURES</b>					
Capital Projects	1,983,450	0	0	0	N/A
Uses - Project Expenditures Total	1,983,450	0	0	0	N/A
<b>USES BY PROGRAM RECAP</b>					
Court House Construction	8,670,009	4,571,358	4,571,774	416	0%
Dispute Resolution Program	273,448	280,000	280,000	0	0
Indigent Defense/Grand Jury	8,343,563	7,462,806	10,983,212	3,520,406	47%
Trial Court Services	24,719,576	22,725,161	23,013,661	288,500	1%
Uses by Program Recap Total	42,006,596	35,039,325	38,848,647	3,809,322	11%



# Treasurer-Tax Collector

## Mission

To facilitate compliance with the tax laws of the City and County of San Francisco.

## Services

The major services provided by the Office of the Treasurer-Tax Collector (Treasurer-Tax Collector) include:

**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, access line tax, and stadium taxes. In addition, the section collects the business registration and emergency response fees.

**Property Tax/Licensing** bills, collects, records and reports payments of secured and unsecured property taxes, special assessments and license fees for the 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) 554-4400; or visit [www.sftreasurer.org](http://www.sftreasurer.org)

## Budget Data Summary

	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	23,834,530	27,614,568	27,010,932	(603,636)	(2%)
Total FTE	212.47	220.48	210.81	(9.67)	(4%)

# Budget Issues and Details

In Fiscal Year 2010–11 the Treasurer-Tax Collector will have a \$27.0 million operating budget, including \$11.4 million in General Fund support. This is a \$0.6 million (two percent) reduction overall and a \$0.2 million (two percent) increase in General Fund support. While the Office's budget remains relatively constant compared to Fiscal Year 2009–10, the Treasurer-Tax Collector achieved savings through position reductions and realigning staff of staff to gain efficiencies. Additionally, the City will benefit from \$1.7 million in new citywide revenues resulting from initiatives including increased collections of taxes from Unsecured Personal Property (UPP) and by hiring staff that will generate additional business tax revenues. The Tresure-Tax Collector also introduced legislation to add a fee for substantial underreporting of business taxes that will support the General Fund in Fiscal Year 2010–11.

## Increasing Financial Empowerment

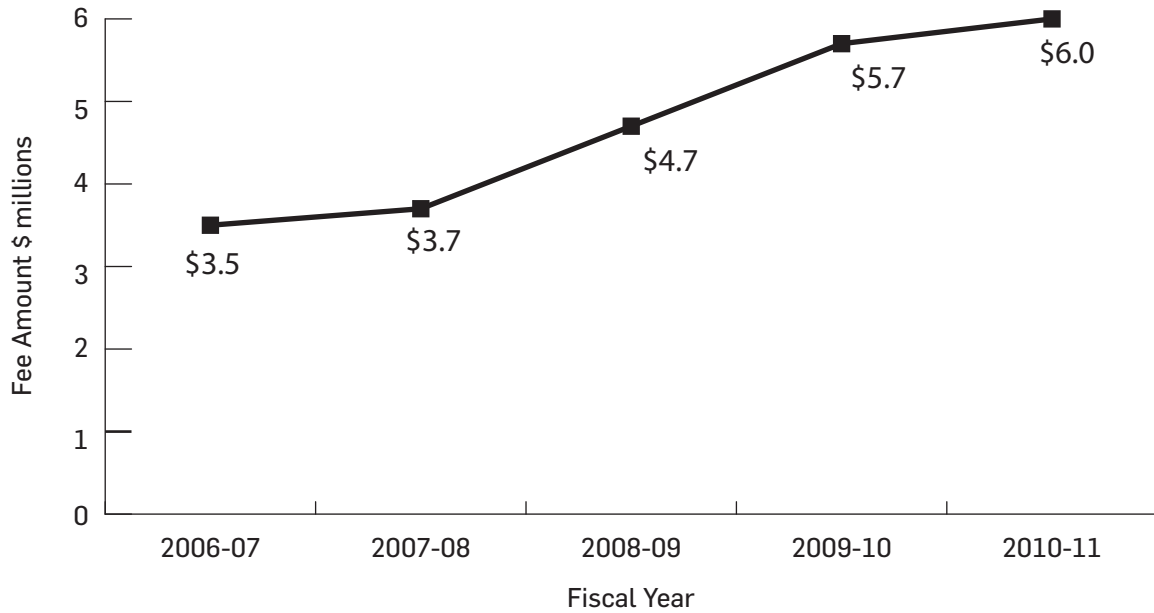
Bank on San Francisco was launched in 2006 to help bring San Franciscans without access to checking or savings accounts into the financial mainstream. The Working Families Credit program, administered by the Human Servives Agency, provides direct cash payments to low-income working families with at least one independent child to increase take up of the federal Earned Income Tax Credit payment (EITC). These programs all represent the Treasurer's effort to maximize the financial well-being for low-income families.

Building upon the success of the Bank on San Francisco and the Working Families Credit initiatives, the Treasurer is working in partnership with the Mayor's Office and the Department of Children, Youth and Their Families (DCYF) to create a new program in Fiscal Year 2010–11 that will encourage savings for post-secondary education.

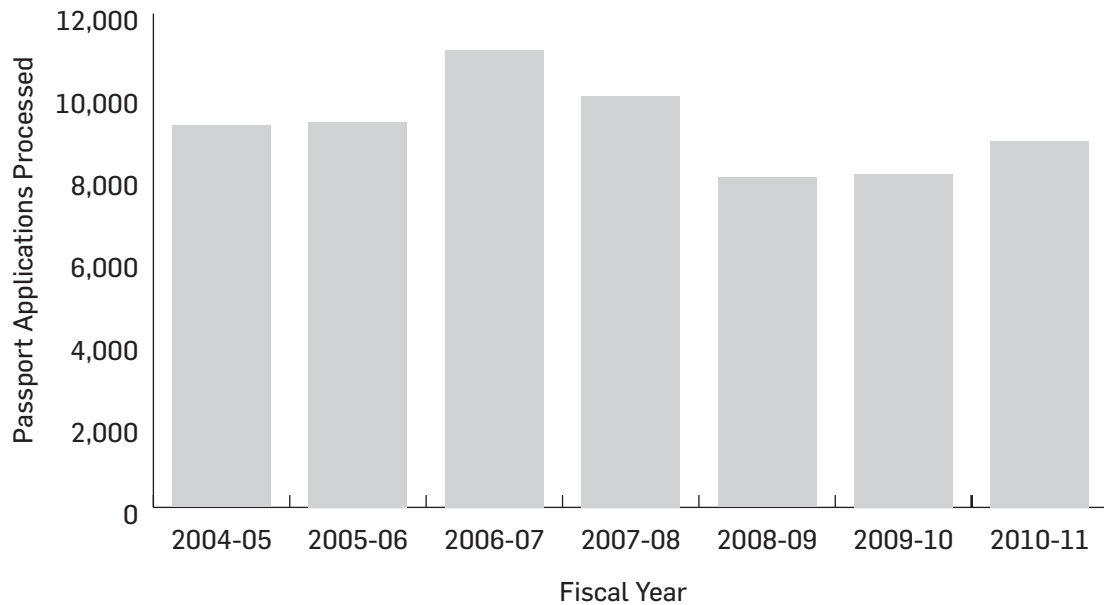
## Streamlining Business Practices

The Treasurer-Tax Collector continues to refine its "digital mailroom system" which combines mail extraction with image capture in order to eliminate the need to route paper outside of the mailroom. In the next phase of the Digital Mailroom, the Office is procuring a new solution that will meet banking industry requirements to make deposits using check images, automate deposits and entries into the City's financial system and enable digital archiving of all mail, which will enhance research capabilities and reduce costs related to paper storage. This enhancement has resulted in efficiency in workflow and cost savings. In addition, the Office is rolling out online submission of taxes and increased modes of online payments, including through its website and the taxpayer's banking institution.

## License Fee Collections

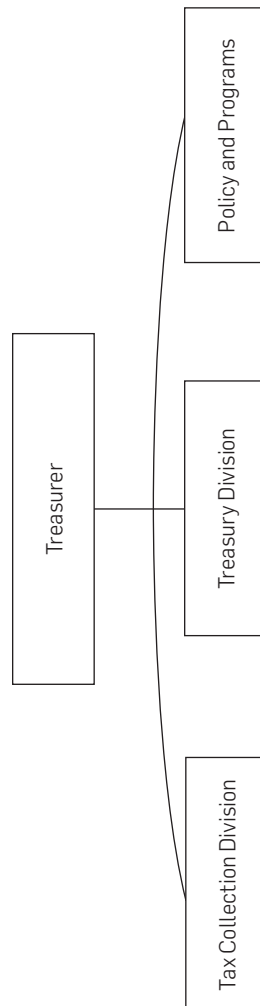


There has been steady growth in revenues from license fee collections over the past several years, primarily due to an increase in all license fees and the addition of new licenses. In Fiscal Year 2010–11, the Treasurer and the Office of Economic and Workforce Development are spearheading an initiative to consolidate licensing collections that will achieve efficiencies within city government and help business owners.



Passport applications have seen a 10 percent improvement over their low in Fiscal Year 2008–09, when travel volume dropped nationwide due to the recession.

# Treasurer-Tax Collector





# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	216.32	225.48	215.81	(9.67)	(4%)
Non-operating Positions (cap/other)	(3.85)	(5.00)	(5.00)	0.00	0
Net Operating Positions	212.47	220.48	210.81	(9.67)	(4%)
<b>SOURCES</b>					
Local Taxes	507,700	439,494	495,029	55,535	13%
Use of Money or Property	4,203,992	4,767,603	4,870,086	102,483	2%
Charges for Services	3,770,132	4,858,838	4,364,478	(494,360)	(10%)
Other Revenues	374,836	638,035	541,769	(96,266)	(15%)
Expenditure Recovery	3,841,094	5,694,909	5,343,641	(351,268)	(6%)
Fund Balance	92,225	0	0	0	N/A
General Fund Support	11,044,551	11,215,689	11,395,929	180,240	2%
Sources Total	23,834,530	27,614,568	27,010,932	(603,636)	(2%)
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	15,430,802	16,012,964	15,094,507	(918,457)	(6%)
Fringe Benefits	4,660,721	5,903,656	6,281,794	378,138	6%
Overhead	60,237	75,097	(8,009)	(83,106)	N/A
Professional & Contractual Services	1,353,290	2,557,150	3,322,649	765,499	30%
Materials & Supplies	218,002	439,612	247,333	(192,279)	(44%)
Equipment	62,117	434,000	0	(434,000)	(100%)
Services of Other Departments	2,049,361	2,192,089	2,072,658	(119,431)	(5%)
Uses - Operating Expenditures Total	23,834,530	27,614,568	27,010,932	(603,636)	(2%)
<b>USES BY PROGRAM RECAP</b>					
Business Tax	4,693,656	5,405,477	5,459,157	53,680	1%
Delinquent Revenue	7,000,334	8,822,195	8,900,696	78,501	1%
Investment	1,151,325	1,293,137	1,608,377	315,240	24%
Legal Service	438,000	393,334	182,341	(210,993)	(54%)
Management	4,385,374	4,746,190	4,563,840	(182,350)	(4%)
Property Tax/Licensing	1,777,907	2,429,823	2,479,761	49,938	2%
Taxpayer Assistance	1,440,935	1,399,107	1,104,008	(295,099)	(21%)
Transfer Tax	746,541	0	0	0	N/A
Treasury	2,200,458	3,125,305	2,712,752	(412,553)	(13%)
Uses by Program Recap Total	23,834,530	27,614,568	27,010,932	(603,636)	(2%)

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>DEPARTMENTAL MANAGEMENT</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.	80%	90%	85%	90%
<b>BUSINESS TAX</b>				
<b>Promote compliance with the Business Tax Ordinance</b>				
Number of taxpayer audits completed	922	750	750	375
<b>DELINQUENT REVENUE</b>				
<b>Maximize revenue through intensive collection activity</b>				
Amount of total revenue collected on all delinquent debts, in millions	\$90.5	\$79.2	\$90.0	\$75.0
Amount of revenue generated through surveys conducted by Investigations Unit to find unregistered businesses	\$21,768,032	\$11,000,000	\$20,000,000	\$20,000,000
<b>INVESTMENT</b>				
<b>Manage the City's investment portfolio to preserve capital, maintain liquidity and enhance yield</b>				
The maximum number of standard deviations between the 12 month return of the city's investment portfolio and the average of the municipal peer group	0.82	2.00	1.00	2.00
<b>PROPERTY TAX/LICENSING</b>				
<b>Maintain low property tax delinquency rates</b>				
Percentage of delinquency rate of secured property taxes	2.30%	2.30%	2.30%	2.50%
<b>Effectively collect, process, and post all forms of secured and unsecured property taxes as well as license fees while maintaining high levels of customer satisfaction</b>				
Number of days to process refund requests for duplicate/overpayments of property taxes and license fees	25	25	25	25
<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%	100%

# War Memorial

## Mission

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

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.

For more information, call (415) 621-6600 or 311; or visit [www.sfwmpac.org](http://www.sfwmpac.org)

## Budget Data Summary

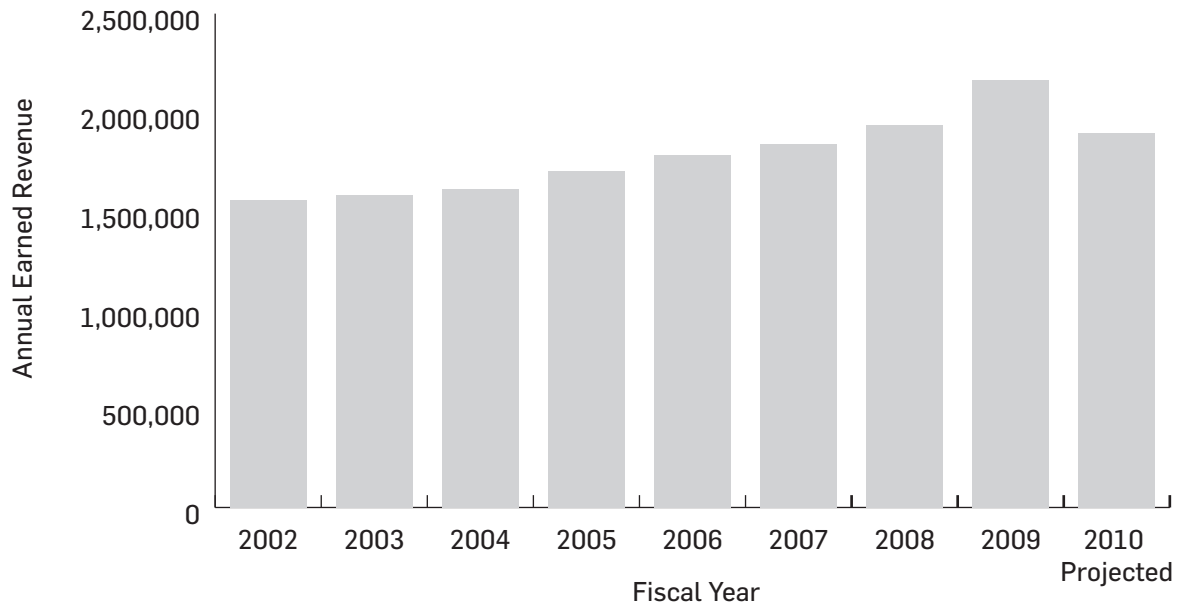
	2008-2009 Actual	2009-2010 Budget	2011-2012 Proposed	Change from 2009-2010	% Change from 2009-2010
Total Expenditures	12,923,021	12,561,453	26,914,547	14,353,094	N/A
Total FTE	96.82	62.56	63.07	0.51	1%

# Budget Issues and Details

The Department will continue to maintain safe, first-class facilities and venues by:

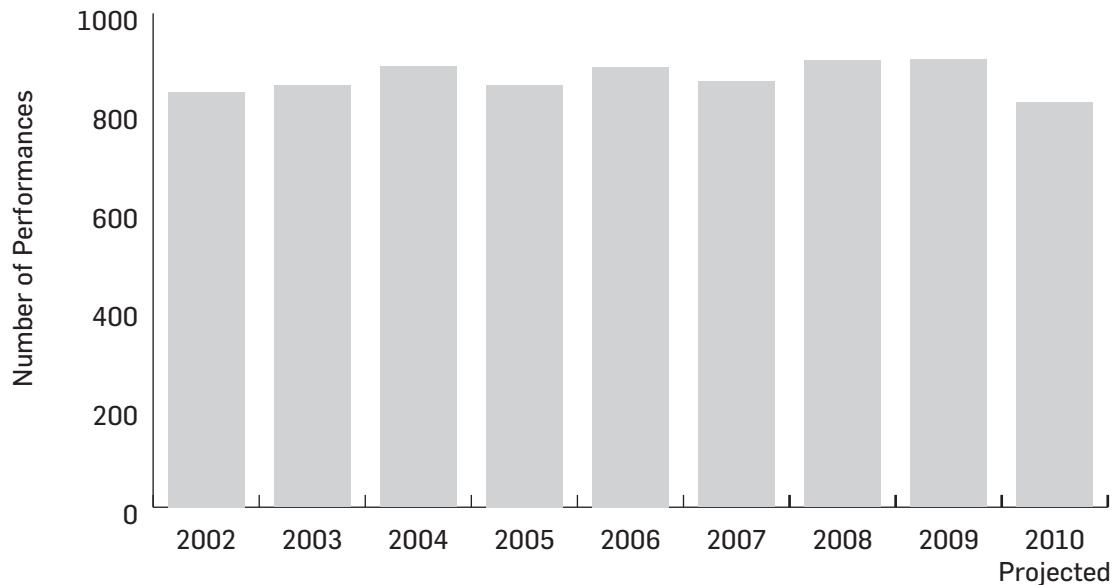
- Booking, event production and licensee/patron services related to rental uses of Performing Arts Center facilities for a wide range of cultural and entertainment activities.
- Facilities management and coordination for building tenants and occupants, including veterans' organizations, city offices, Law Library, Arts Commission Gallery and others.
- 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, now centrally administered by the Real Estate Division in the General Services Agency.
- War Memorial will complete the pre-design planning phase for the Veterans Building Seismic and Life Safety Renovation project in December 2010. As provided in the City's 10-Year Capital Plan, and in conjunction with the Department of Public Works, War Memorial will begin the start-up and team organization phase of this \$130+ million retrofit project in January 2011.

## Total Annual Performances



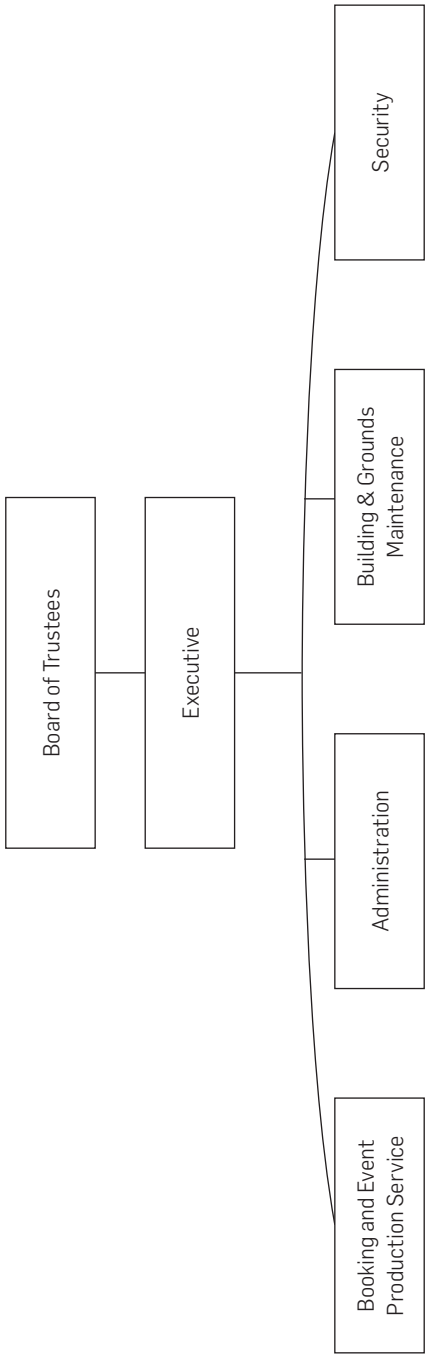
Total performances in the Opera House, Davies Symphony Hall, Herbst Theatre and Green Room are projected to decrease slightly in 2010.

## Annual Earned Revenue



Annual earned revenue from facility and equipment rental fees, and food, beverage and merchandise concession commissions, is also projected to decrease slightly in 2010.

# War Memorial



# Total Budget – Historical Comparison

	2008-2009	2009-2010	2010-2011		
	Actual	Original Budget	Proposed Budget	Chg from 2009-2010	% Chg from 2009-2010
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	97.32	63.06	64.07	1.01	2%
Non-operating Positions (cap/other)	(0.50)	(0.50)	(1.00)	(0.50)	100%
Net Operating Positions	96.82	62.56	63.07	0.51	1%
<b>SOURCES</b>					
Local Taxes	9,120,455	9,101,200	8,808,200	(293,000)	(3%)
Use of Money or Property	1,858,029	1,616,297	1,723,058	106,761	7%
Charges for Services	307,332	279,032	298,826	19,794	7%
Other Revenues	0	0	15,000,000	15,000,000	N/A
Transfers In	1,088,300	0	105,433	105,433	N/A
Expenditure Recovery	561,057	205,633	216,079	10,446	5%
Transfer Adjustments-Sources	(1,038,300)	0	(105,433)	(105,433)	N/A
Fund Balance	1,026,148	1,359,291	868,384	(490,907)	(36%)
Sources Total	12,923,021	12,561,453	26,914,547	14,353,094	N/A
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	6,722,587	4,966,198	4,797,122	(169,076)	(3%)
Fringe Benefits	2,279,447	2,076,163	2,137,574	61,411	3%
Overhead	306,763	886,233	391,243	(494,990)	(56%)
Professional & Contractual Services	627,471	667,324	681,288	13,964	2%
Materials & Supplies	362,689	368,659	311,700	(56,959)	(15%)
Equipment	5,726	0	0	0	N/A
Services of Other Departments	1,512,615	3,061,626	2,969,687	(91,939)	(3%)
Transfers Out	1,038,300	0	105,433	105,433	N/A
Transfer Adjustments-Uses	(1,038,300)	0	(105,433)	(105,433)	N/A
Uses - Operating Expenditures Total	11,817,298	12,026,203	11,288,614	(737,589)	(6%)
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	523,502	535,250	520,500	(14,750)	(3%)
Capital Projects	582,221	0	15,105,433	15,105,433	N/A
Uses - Project Expenditures Total	1,105,723	535,250	15,625,933	15,090,683	N/A
<b>USES BY PROGRAM RECAP</b>					
Operations & Maintenance	12,923,021	12,561,453	26,914,547	14,353,094	N/A
Uses by Program Recap Total	12,923,021	12,561,453	26,914,547	14,353,094	N/A

# Performance Measures

	2008-2009 Actual	2009-2010 Target	2009-2010 Projected	2011-2012 Target
<b>OPERATIONS &amp; MAINTENANCE</b>				
<b>Provide maximum number of performances and events</b>				
Opera House performances/events	189	166	166	170
Davies Symphony Hall performances/events	238	223	223	229
Herbst Theatre performances/events	297	258	258	258
Green Room performances/events	183	173	173	180
<b>Provide continued successful utilization of the facilities</b>				
Opera House percentage of days rented	95%	90%	90%	92%
Davies Symphony Hall percentage of days rented	79%	82%	82%	90%
Herbst Theatre percentage of days rented	78%	73%	73%	73%
Green Room percentage of days rented	54%	52%	52%	54%



# Bonded Debt & Long-Term Debt Obligations





# Bonded Debt & Long-Term Obligations

## Mission

To provide and manage low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefit to the City and its citizens while balancing market and credit risk with appropriate benefits, mitigations and controls.

## Strategic Issues

- Maintain access to cost-effective borrowing.
- Maintain moderate debt and debt service payment with effective planning and coordination with City departments.
- Meet significant capital demands through debt financing and alternate financing mechanisms such as public/private partnerships.
- Achieve and maintain the highest practical credit rating.
- Ensure compliance with applicable state and federal law.
- Full and timely payment of debt.

## 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 relies on the issuance of G.O. bonds to leverage property tax receipts for voter-approved capital expenditures for the acquisition or improvement of real property such as libraries, hospitals, parks, and cultural and educational facilities.

The City utilizes lease revenue bonds and certificates of participation to leverage General Fund receipts (such as fees and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the City. Debt service payments for lease revenue bonds and certificates of participation are typically paid from revenues of the related project or fees, taxes, or surcharges imposed on users of the project. For example, debt service on the lease revenue bonds issued to construct the Moscone Center Expansion Project are repaid primarily from the two percent increase in hotel taxes approved by the Board of Supervisors in August 1996 and passed by the voters in November 1998. However, the two percent increase is not directly pledged for such debt service and repayment can be funded from any lawful monies of the City's General Fund.

Another type of financing available to the City are Tax and Revenue Anticipation Notes (“TRANs”), a common short-term obligation, to meet ongoing General Fund expenditures in advance of revenue collections. The City utilized TRANs in fiscal years 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 Aa2/AA/AA- by Moody’s Investor Services (“Moody’s”), Standard & Poor’s and Fitch Ratings, respectively, with AAA being the highest rating attainable.

On February 24, 2010, Moody’s, Standard & Poor’s, and Fitch Ratings affirmed the City’s G.O. Bond debt rating of Aa2/AA/and AA-, respectively. The rating outlook on the City’s G.O. Bond debt for Standard & Poor’s and Moody’s are stable. Fitch Ratings revised the rating outlook to negative from stable, reflecting the sizable future years reduced financial flexibility due to its structural imbalance including reduced reserve funds. The revision also reflects the proposed budget solution’s dependence on labor concessions and the City’s exposure to state funding cuts and political pressure to replace the lost revenue rather than reduce service.

**Lease Revenue Bonds** Standard & Poor’s, Moody’s, and Fitch Ratings rate the City’s lease revenue bonds AA/A1/ AA-, respectively, with a stable outlook from Standard & Poor’s and Moody’s. Fitch Rating revised their outlook to negative from stable on February 24, 2010. The ratings are one to two rating levels below the City’s G.O. bond ratings, a normal relationship between G.O. bonds and lease revenue bonds. This difference can be attributed in part to the less stringent voter requirement for lease revenue bonds. In addition, the City has no legal obligation/authority to levy taxes for repayment, as is the case for G.O. bonds, only to appropriate rent on the use of the facilities financed when it has use and occupancy.

Despite the City’s sizable budget requirements, state and federal funding uncertainties and numerous capital projects, the ratings reflect overall strengths such as strong financial management, low to moderate debt burden, strong tax base growth, and favorable socio-economic profile.

Furthermore, in 2006, Standard & Poor’s enhanced its analysis of financial management policies and procedures with the introduction of the concept of the Financial Management Assessment (“FMA”), a transparent assessment of a government’s financial practices. Standard & Poor’s has assigned a strong FMA for San Francisco, which indicates that the City’s practices are strong, well embedded, and likely sustainable.

## Debt Profile

Pursuant to the City Charter, the City must have voter authorization to issue G.O. bonds and lease revenue bonds. In the case of G.O. bonds, authorization is required by a two-thirds majority vote. In the case of lease revenue bonds, authorization is required by a simple majority vote (50 percent of those voting plus one).

The City’s outstanding general fund debt consists of G.O. bonds, settlement obligation bonds, lease revenue bonds, and certificates of participation. The City’s Lease Revenue Bonds, Series 2008-1 and 2008-2 (Moscone Center Expansion Project) are variable rate bonds. In addition, there are long-term obligations issued by public agencies whose jurisdictions overlap the boundaries of the City in whole or in part. See overlapping debt obligations described below.

As shown below in Table 1, the Fiscal Year 2010–11 budget provides \$189.3 million for the payment of debt service on \$1.39 billion in G.O. bonds.



**Table 1: Outstanding G.O. Bonds & Long Term Obligations Debt Service for Fiscal Year 2010–2011**

<b>Principal Outstanding</b>	
GO Bonds (as of 7/1/10)	\$1,386,639,429
Plus Expected New Issuances	\$4,275,140
<b>Total GO Bonds</b>	<b>\$1,390,914,569</b>
Long-Term Obligations (as of 7/1/10)	\$1,155,582,794
Plus Expected New Issuances	\$68,350,000
<b>Total Long-Term Obligations</b>	<b>\$1,223,932,794</b>
<b>Total Principal Outstanding</b>	<b>\$2,614,847,363</b>
<b>Fiscal Year 2010-11 Debt Service</b>	
GO Bonds	\$189,304,229
Long-Term Obligations	\$113,739,571
<b>Total Annual Debt Service</b>	<b>\$303,043,800</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 three percent of the net assessed value of all taxable real and personal property located within the boundaries of the City.

For debt management and federal expenditure requirements, and because large-scale capital improvement projects are typically completed over a number of years, bonds are usually issued in installments. For that reason, and because G.O. bonds are repaid in the interim, the full amount of G.O. bonds authorized by the electorate typically exceeds the amount of G.O. bonds outstanding.

As of July 1, 2010, the total amount of G.O. bonds authorized by the voters but not yet issued will be \$847.1 million. Of the \$1.39 billion G.O. bonds outstanding, a total principal amount of \$1.83 billion was originally issued. Table 2 lists the City's outstanding G.O. bonds including authorized programs where G.O. bonds have not yet been issued.

Table 2 does not include the approximately \$4.3 million in general obligation bonds to be issued in Fiscal Year 2010–11 as part of the Taxable General Obligation Bonds 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 the City boundaries.

## Table 2: General Obligation Bonds (as of June 30, 2010)

Description of Issue (Date of Authorization)	Series	Issued	Outstanding <sup>[1]</sup>	Authorized & Unissued
Golden Gate Park Improvements (6/2/92)	2001A	\$ 17,060,000	\$ 800,000	
Seismic Safety Loan Program (11/3/92)	2007A	\$ 10,995,228	\$ 9,939,429	\$ 304,004,772 <sup>[2]</sup>
Steinhart Aquarium Improvement (11/7/95)	2005F	\$ 29,245,000	\$ 23,980,000	
Affordable Housing Bonds (11/5/96)	2001D	\$ 23,000,000	\$ 4,545,000	
Educational Facilities-Unified School District (6/3/97)	2003B	\$ 29,480,000	\$ 21,270,000	
Zoo Facilities Bonds (6/3/97)	2002A	\$ 6,210,000	\$ 4,225,000	
	2005H	\$ 7,505,000	\$ 6,150,000	
Laguna Honda Hospital (11/2/99)	2005A	\$ 110,000,000	\$ 90,600,000	
	2005I	\$ 69,000,000	\$ 63,420,000	
Neighborhood Recreation and Parks (3/7/00)	2001B	\$ 14,060,000	\$ 660,000	
	2003A	\$ 20,960,000	\$ 15,120,000	
	2004A	\$ 68,800,000	\$ 53,865,000	
California Academy of Sciences Improvement (3/7/00)	2004B	\$ 8,075,000	\$ 6,320,000	
	2005E	\$ 79,370,000	\$ 65,085,000	
Branch Library Facilities Improvement (11/7/00)	2002B	\$ 23,135,000	\$ 15,750,000	
	2005G	\$ 34,000,000	\$ 27,885,000	
	2008A	\$ 31,065,000	\$ 29,035,000	
Clean & Safe Neighborhood Parks (2/5/08)	2008B	\$ 42,520,000	\$ 39,895,000	
	2010C	\$ 24,785,000	\$ 22,075,000	
	2010D	\$ 35,645,000	\$ 35,645,000	\$ 82,050,000
San Francisco General Hospital and Trauma Center (11/4/08)	2009A	\$ 131,650,000	\$ 116,845,000	
	2010A	\$ 120,890,000	\$ 107,660,000	
	2010C	\$ 173,805,000	\$ 173,805,000	\$ 461,055,000
<b>SUBTOTALS</b>		<b>\$ 1,111,255,228</b>	<b>\$ 934,574,429</b>	<b>\$ 847,109,772</b>
General Obligation Refunding Bonds Series 2002-R1 issued 4/23/02		\$ 118,945,000	\$ 38,270,000	
General Obligation Refunding Bonds Series 2004-R1 issued 6/16/04		\$ 21,930,000	\$ 3,795,000	
General Obligation Refunding Bonds Series 2006-R1 issued 10/31/06		\$ 90,690,000	\$ 76,140,000	
General Obligation Refunding Bonds Series 2006-R2 issued 12/18/06		\$ 66,565,000	\$ 43,335,000	
General Obligation Refunding Bonds Series 2008-R1 issued 5/29/08		\$ 232,075,000	\$ 138,480,000	
General Obligation Refunding Bonds Series 2008-R2 issued 5/29/08		\$ 39,320,000	\$ 33,915,000	
General Obligation Refunding Bonds Series 2008-R3 issued 7/30/08		\$ 118,130,000	\$ 118,130,000	
<b>TOTALS</b>		<b>\$ 1,798,910,228</b>	<b>\$ 1,386,639,429</b>	<b>\$ 847,109,772</b>
<sup>[1]</sup> Section 9.106 of the City Charter limits issuance of general obligation bonds of the City to three percent of the assessed value of all real and personal assessment district indebtedness or any redevelopment agency indebtedness.				
<sup>[2]</sup> Of the \$35,000,000 authorized by the Board of Supervisors in February 2007, \$10,995,228 has been drawn upon to date pursuant to the Credit Agreement described under "General Obligation Bonds Authorized but Unissued."				
Source: Office of Public Finance, City and County of San Francisco				

## 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, 2010, the City will have \$1.55 billion in long-term obligations outstanding.

As shown in Table 1, the Fiscal Year 2010–11 budget provides for the payment of debt service on \$1.2 billion in long-term obligations expected to be outstanding during the fiscal year including the approximately \$68.4 million in lease revenue bonds anticipated to be issued by the end of the fiscal year. The Fiscal Year 2010–11 budget for long-term obligation debt service is \$113.7 million.

An additional \$125 million 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 million in lease revenue bonds has been authorized by the voters but not yet issued for the construction of a new football stadium at Candlestick Park.

Additionally, the voters approved Proposition C on March 7, 2000, which extended a two and one half cent per \$100 in assessed valuation property tax set-aside for the benefit of the Recreation and Park Department (the “Open Space Fund”) and authorized the City to issue lease revenue bonds for construction projects and purchases of property.

In November 2007 voters approved Proposition D which renewed a two and one half cent per \$100 in assessed valuation property tax set-aside for the benefit of the Library, the “Library Preservation Fund,” and authorized the City to issue lease revenue bonds or other types of debt to construct and improve library facilities.

## Tax and Revenue Anticipation Notes (TRANs)

Pursuant to the Charter and the Constitution and laws of the State of California, the City may issue TRANs, which are payable solely from Unrestricted Revenues of the City’s General Fund in the fiscal year in which such TRANs are issued. The amount issued, when added to the interest payable in any given fiscal year may not exceed 85% of the estimated Unrestricted Revenues legally available for payment of the TRANs. Proceeds of the TRANs may only be used to pay obligations of the General Fund occurring in the fiscal year in which the TRANs are issued.

## Overlapping Debt Obligations

Overlapping debt obligations are long-term obligations sold in the public credit markets by public agencies whose boundaries overlap the boundaries of the City in whole or in part. These overlapping debt obligations generally are not repaid from revenues of the City nor are they necessarily obligations secured by land within the City. In many cases overlapping debt obligations issued by a public agency are payable only from the revenues of the public agency, such as sales tax receipts generated within the City’s boundaries. Overlapping debt obligations of the City have been issued by such public agencies as the San Francisco Redevelopment Agency, the Association of Bay Area Governments, 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, 2010, the City estimates that \$2,384,293,256 in overlapping debt obligations will be outstanding. As these are direct obligations of other public agencies, no debt service with respect to these obligations is included in the City’s Fiscal Year 2010–11 budget.

## Debt Limit

The City's debt limit for outstanding G.O. bond principal is governed by Section 9.106 of the City's Charter and is subject to Article XIII of the State Constitution. Under the Charter, the City's outstanding G.O. bond principal is limited to three 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 \$4.54 billion, based upon the Controller's Certificate of Assessed Valuation released on August 1, 2009. As of July 1, 2010, the City will have \$1.39 billion of G.O. bonds outstanding which results in a G.O. bond debt to assessed value ratio of 0.92 percent. The City's remaining legal capacity for G.O. bond debt will be \$3.15 billion based on the Fiscal Year 2009–10 Assessed Valuation. The Fiscal Year 2010–11 Assessed Valuation will be released in August 2010 and will likely result in modest growth in the City's G.O. bond debt capacity.

**Table 3: Calculation of Debt Limit Ratio**

<b>Debt Limit Ratio: 3% of Net Assessed Value</b>	
Assessed Value (8/1/09)	\$157,583,924,707
Less Exemptions	(\$6,273,478,808)
<b>Net Assessed Value (8/1/09)</b>	<b>\$151,310,445,899</b>
Legal Debt Capacity (3%)	\$4,539,313,377
Outstanding GO Bonds (7/1/10)	\$1,386,639,429
GO Debt Ratio (7/1/10)	0.92%
<b>Unused Capacity</b>	<b>\$3,152,673,948</b>

The voters have approved an additional \$843.9 million in G.O. bonds which the City has not yet issued. The amount of authorized but unissued debt is not included in the debt limit calculation since the limit applies only to outstanding bonds. Principal on previously issued bonds is repaid on a continuous basis allowing for additional debt capacity despite continued authorization for the issuance of new debt. Furthermore, debt capacity will increase (or decrease) in proportion to an increase (or decrease) in the assessed value of all real and personal property within the City.

## Citizens' General Obligation Bond Oversight Committee

In March 2002, 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 is required to actively review and report on the expenditure of taxpayers' money in accordance with the voter authorization. The Committee also convenes 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. The Committee, which was initially convened on January 9, 2003, continuously reviews existing G.O. bond programs. The Committee issues reports on the results of its activities to the Board of Supervisors at least once per year.

In February 2008, the voters approved Proposition A, the first G.O. bonds since this Committee was



convened. Proposition A authorized the issuance of up to \$185 million in G.O. bonds for the construction, reconstruction, acquisition, and improvement of parks the Recreation & Parks (Clean and Safe Neighborhood Parks). The City issued \$42.5 million in Fiscal Year 2008–09 and \$60.9 million in Fiscal Year 2009–10.

In November 2008, voters approved Proposition A, which authorized the issuance of up to \$887.4 million in general obligation bonds to provide funds to finance the building or rebuilding and improving the seismic security of the San Francisco General Hospital and Trauma Center. The City issued the first series of bonds under Proposition A in the amount of \$131.7 million in Fiscal Year 2008–09 and \$297.3 million in Fiscal Year 2009–10.

## Enterprise Department Principal Outstanding and Debt Service for Fiscal Year 2010–11

There are six public service Enterprise departments of the City and County of San Francisco that do not require discretionary City funding for their support, or in the case of revenue bond indebtedness, to offset long term debt. The Enterprise departments are the Airport Commission, Municipal Transportation Agency (MTA), Port Commission, Public Utilities Commission (PUC), Rent Arbitration Board and Retirement System. Of these six departments, the Airport Commission, MTA, Port Commission and PUC have issued revenue bonds to leverage operating revenues to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the public. Table 4 shows the total Fiscal Year 2010–11 Public Service Enterprise Departments principal outstanding and debt service payments due. As of July 1, 2010, the Public Service Enterprise Departments will have \$6.59 billion principal outstanding including \$2.8 billion expected to be issued by the end of the fiscal year. The Fiscal Year 2010–11 budget provides for the debt service payment of \$512.9 million in revenue bonds.

**Table 4: Enterprise Department Revenue Bond Principal Outstanding and Debt Service for Fiscal Year 2010–11**

Agency	Principal Amount As of 7/1/10	Expected New Issuance	Total	FY 2010-11 Debt Service Principal and Interest
PUC <sup>1</sup>	2,189,005,706	2,652,600,000	4,841,605,706	174,765,986
MTA- Parking and Traffic <sup>2</sup>	21,455,000	-	21,455,000	2,689,511
Port Commission <sup>3,4</sup>	36,650,000	-	36,650,000	2,843,290
Airport Commission	4,344,605,000	145,000,000	4,489,605,000	332,626,528
<b>Total</b>	<b>\$6,591,715,706</b>	<b>\$2,797,600,000</b>	<b>\$9,389,315,706</b>	<b>\$512,925,315</b>

<sup>1</sup> Includes revenue bonds, commercial paper, State Loans.

<sup>2</sup> The California Energy Commission loan is was paid off in FY 2010.

<sup>3</sup> An annual principal payment is made on the Port's revenue bonds on July 1st. The amounts listed represent the principal outstanding after this payment has been made.

<sup>4</sup> Includes a loan from the California Department of Boating & Waterways.



# Capital Projects





# Capital Projects

## Highlights of the Proposed 2010–11 Capital Budget

Each year, the City Administrator submits a 10-year capital expenditure plan to the Mayor and Board of Supervisors, as required under Section 3.21 of the Administrative Code. Under the authority of the City Administrator, the Capital Planning Program prepares the plan and presents it to the Capital Planning Committee (CPC) for review. The plan includes an assessment of the City's capital needs and proposes a financial plan to meet these needs. By March 1, the City Administrator must submit the Capital Plan to the Mayor and Board of Supervisors. Once the Capital Plan is submitted to the Mayor and the Board of Supervisors, the CPC begins its review of annual capital budget requests to verify estimates and needs, and to ensure consistency with the approved 10-Year Capital Plan. By May 1, the Board of Supervisors must vote on whether to adopt the Capital Plan. The capital budget for the fiscal year is then finalized in the budget process.

### Eligible Projects

The 10-year Capital Plan recognizes two types of capital projects eligible for receiving funds: renewals and enhancements. Renewals are investments to preserve or extend the useful life of facilities and infrastructure. Examples of renewals include the repair and replacement of major building systems including roofs, exterior walls and windows, and heating and cooling systems; street resurfacing; and the repair and replacement of infrastructure in the public right-of-way, including sidewalks and street structures. Enhancements are investments that increase an asset's value or useful life or change its use. These typically result from the passage of new laws or mandates, functional changes, or technological advancements. Examples include purchasing or building a new facility or park; major renovations of or additions to an existing facility; accessibility improvements to comply with the Americans with Disabilities Act (ADA); and planting new street trees.

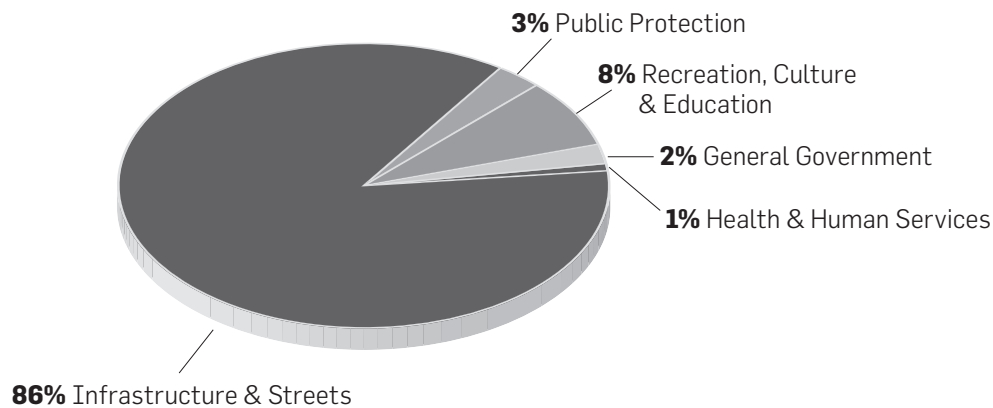
Although not formally recognized as a capital expense, routine maintenance for capital assets is a significant part of the proposed Fiscal Year 2010–11 capital budget. These recurring projects provide for the day-to-day maintenance of existing buildings and infrastructure and often include labor costs.

### Fiscal Year 2010–11 Proposed Capital Budget

The Mayor's Budget proposes \$343 million in total capital investments, including \$117 million for General Fund departments and \$226 million for enterprise departments. Combined, these capital investments will create over 2,000 construction-related jobs over the life of the projects.

The proposed capital budget prioritizes critical infrastructure and life-safety projects, as well as projects that will create jobs for San Francisco residents and generate economic activity to help lift the City out of the lingering recession. As indicated in Chart 1, 86 percent of the total capital budget funds investments in the City's infrastructure and streets.

**Chart 1. Total Capital Budget by Service Area**



86 percent of the Fiscal Year 2010–11 Capital Budget funds investments in the City's infrastructure and streets, including major projects managed by the Airport, Port, and Public Utilities Commission.

### **Enterprise Department Capital Projects**

Major enterprise department projects included in this submission are the renovation of Terminal 2 at San Francisco International Airport, open space improvements along the Port's southern waterfront, and the installation of energy-efficient Light Emitting Diode (LED) bulbs in over 17,000 streetlights operated by the Public Utilities Commission. In addition, several major enterprise department projects not included in this submission are expected to begin or make significant progress over the next two fiscal years, including the Central Subway, Doyle Drive, the Water System Improvement Project, and the Transbay Terminal. These projects are funded outside of the budget process through supplemental appropriations or grant resolutions.

### **General Fund Capital Projects**

This year, the CPC received 255 capital requests from 18 General Fund departments totaling approximately \$282 million, with \$180 million in requests from General Fund and \$102 million from non-General Fund sources.

The proposed General Fund pay-as-you-go investments in the Fiscal Year 2010–11 capital budget total almost \$22 million, 12 percent of General Fund requests. These investments include Americans with Disabilities Act (ADA) improvements; routine maintenance of City assets; emergency repairs to the Police Department's Crime Lab facility at Hunters Point Shipyard as well as planning for its relocation; and renewals at facilities supporting the delivery of critical health and social services..

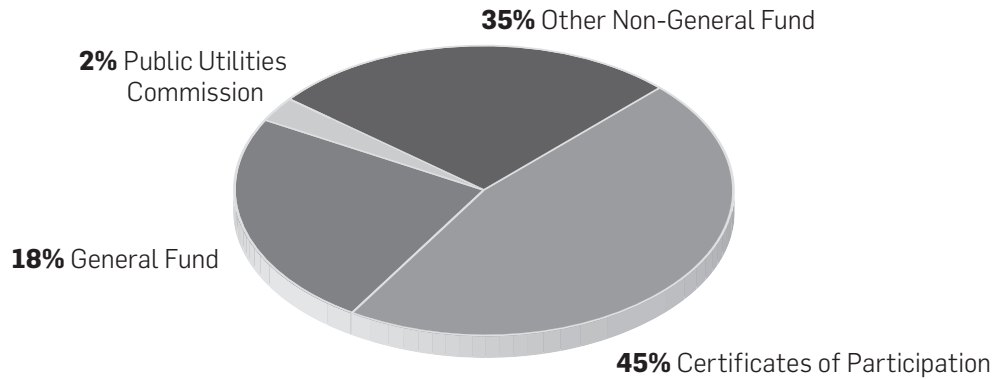
Funding allocated for annual capital projects using non-General Fund revenue from the Public Utilities Commission and Certificates of Participation (COPs) increases the total level of proposed funding for General Fund departments by \$55 million. Additional non-General Fund sources, including the Open Space Fund, the Marina Yacht Harbor Fund, Central Freeway parcel sales revenues, federal and state grants, and other sources bring the total for capital investments to approximately \$117 million. Detailed information on the evaluation and prioritization of capital projects can be found in the Executive Summary and Appendix of the Fiscal Year 2011–20 Capital Plan, which is also available online at [www.sfgov.org/site/cpp](http://www.sfgov.org/site/cpp).

### **General Fund Capital Budget Sources and Uses**

The charts below summarize the sources and uses in the proposed Fiscal Year 2010–11 General Fund capital budget. Chart 2 is a summary of revenue sources for the capital budget. PUC revenues are allocated to capital projects that will result in energy savings and water conservation for City facilities, including hospitals, recreation centers, and jails. Certificates of participation (COPs) will be used to repave City streets; repair sidewalks and install curb ramps to improve accessibility; repair bridges and other street structures; and complete the Veterans Building Central Utility Plant project. The latter is essential to the City's public-private partnership with the San Francisco Opera for the larger Veterans Building Seismic Renovation project. Funding from other non-General Fund sources includes federal and state dollars, bond interest, Proposition 42 & Proposition 1B funding for street resurfacing, the Open Space Fund, and private funding.



## Chart 2. General Fund Department Capital Budget Revenue Sources

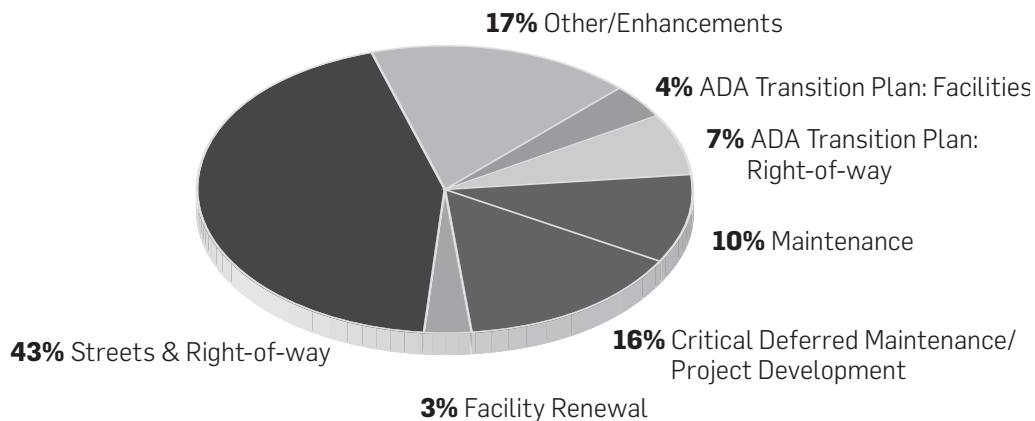


The majority of the proposed Fiscal Year 2010–11 capital budget for General Fund departments is funded by non-General Fund sources, including \$53 million in Certificates of Participation for streets and the Veteran's Building Central Utility Plant.

Charts 3a and 3b show the distribution of proposed uses of the General Fund departments' capital budget by expenditure type and service category. As Chart 3a illustrates, 43 percent of the proposed General Fund department capital expenditures are for investments in streets and rights-of-way, funded primarily from Certificates of Participation. Expenditures for critical deferred maintenance and project development make up 16 percent of the budget and include two line items: (1) emergency capital needs for the SFPD Crime Lab and (2) the Hall of Justice Interim Improvement Program. An additional 11 percent of the General Fund capital budget funds the City's Americans with Disabilities Act Transition Plan for facilities and the public right-of-way. These investments meet the Plan's three highest funding priorities: compliance with mandates, health and safety, and maintenance of existing assets.

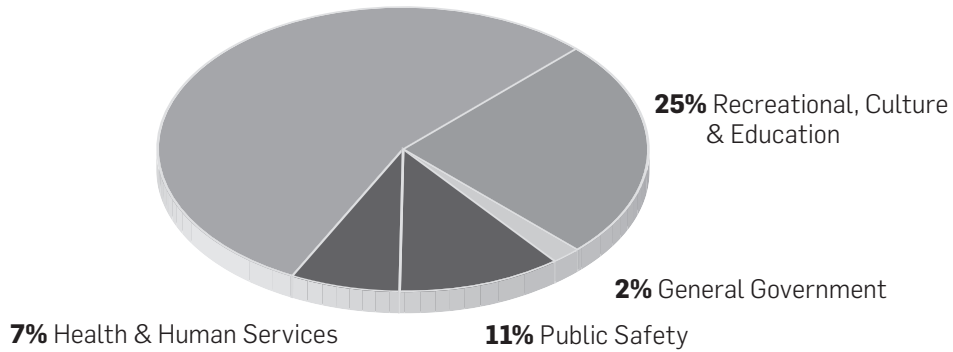
The proposed capital budget heavily prioritizes infrastructure and streets and public safety needs, as seen in Chart 3b. Major investments in recreation, culture and education are the Veteran's Building central utility plant, funded by Certificates of Participation, and park improvements funded by the Open Space Fund, Marina Yacht Harbor Fund, and other non-General Fund sources.

## Chart 3a. General Fund Department Capital Projects by Type



### Chart 3b. General Fund Capital Projects by Service Area

**55%** Infrastructure & Streets



The proposed General Fund capital budget prioritizes critical infrastructure and life-safety projects, as well as disability access improvements to City facilities and streets.

A complete list of proposed capital projects is included on the following pages. For a discussion of the effect of the 10-Year Capital Plan on the City's operating budget, see the Long-term Financial Planning Process section in the front of this book or the City's 10-Year Capital Plan.



# Capital Projects

Project Title		Subfund Title	2010-2011 Budget	2011-2012 Budget
Department : AAM ASIAN ART MUSEUM				
FAA292	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	150,000	
Department :AAM Subtotal			150,000	
Department : ADM GENERAL SERVICES AGENCY - CITY ADMIN				
CADCRI1199	RESERVE	C.O.P. STREET IMPVT. PROJ-GAS TAX	5,258,100	
CADCRI11UD	SFUSD	C.O.P. STREET IMPVT. PROJ-GAS TAX	950,000	
CADEND151199	RESERVE	GF-CONTINUING PROJECTS	100,000	
CADEND161199	RESERVE	GF-CONTINUING PROJECTS	3,500,000	
CADEND171199	RESERVE	GF-CONTINUING PROJECTS	510,000	
CADEND181199	RESERVE	GF-CONTINUING PROJECTS	185,000	
CADHOJBU1199	FY10-11 CIP BUDGET	GF-CONTINUING PROJECTS	990,000	
FADHOJBU1199	FY10-11 CIP BUDGET	GF-ANNUAL PROJECT	225,000	
FADOF121199	FY10-11 CIP BUDGET	GF-ANNUAL PROJECT	200,000	
PATCIPCPBU99	CAPITAL PLANNING 06-07	GF-CONTINUING PROJECTS	750,000	
Department :ADM Subtotal			12,668,100	
Department : AIR AIRPORT COMMISSION				
CAC035UN3501	BOARDING AREA A IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	(50)	
CAC035UN3501	BOARDING AREA A IMPROVEMENTS-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	(978)	
CAC035UN3501	BOARDING AREA A IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(1,172)	
CAC038UN3801	SCREENING IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	(21,631)	
CAC038UN3801	SCREENING IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	(25,053)	
CAC038UN3801	SCREENING IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(24,073)	
CAC038UN3801	SCREENING IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(29,703)	
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	(1,729,795)	
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(102,803)	
CAC042UN4201	REMAINING INFRASTRUCTURE-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(8,908)	
CAC045UN4501	NOISE INSULATION & MANAGEMNT SYS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	(553,440)	
CAC0469C4601	ENVIRONMENTAL IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(92,806)	
CAC046UN4601	ENVIRONMENTAL IMPROVEMENTS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	240,387	
CAC046UN4601	ENVIRONMENTAL IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	997,600	1,031,648
CAC0479C4701	AIRFIELD IMPROVEMENTS-RUNWAYS & TAXIWAYS	2009 SFIA CAPITAL PLAN	(4,061,969)	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	(781)	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 23B-NON AMT BONDS	(84,553)	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	(72)	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA-ISSUE 12B-AMT BONDS	(3,755)	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	(3,995)	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(4,346)	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	(42,162)	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	26,681,250	38,397,750
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	1,099,625	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	(71,570)	
CAC0489C4801	SAFETY AND SECURITY IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(2,000,000)	
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	(1,889)	
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 23B-NON AMT BONDS	84,553	
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	(159,846)	
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(45,365)	

# Capital Projects

Project Title		Subfund Title	2010-2011 Budget	2011-2012 Budget
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	2004 SFIA ISSUE 31A AMT BONDS	7,405,779	
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	1,853,222	
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	(103,553)	
CAC0509C5001	AIRPORT SUPPORT IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(4,565,000)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	21,631	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	(4,983)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	(29,487)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1997 COMMERCIAL PAPER FUND (AMT)	(57)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	(46,032)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	24,073	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	(55,895)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2004 SFIA ISSUE 31A AMT BONDS	7,825,462	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2009 SFIA CAPITAL PLAN		16,000,000
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	20,730,000	27,972,559
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	22,165	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	(86,379)	
CAC052UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	1977 SFIA-REVENUE BOND FUND	(2,076)	
CAC052UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	1992 SFIA ISSUE 18A AMT BONDS	(3,685)	
CAC052UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	1992 SFIA-ISSUE 9A-AMT BOND	(6,432)	
CAC052UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	(5,441)	
CAC052UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	(202)	
CAC052UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(2,487)	
CAC052UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	(66,217)	
CAC0549C5401	GROUNDSIDE IMPROVEMENTS-VIADUCT IMPV	2009 SFIA CAPITAL PLAN	(700,000)	
CAC0549C5402	GROUNDSIDE IMPROVEMENTS-ROADWAY IMPV	2009 SFIA CAPITAL PLAN	(400,000)	
CAC054UN5401	ROADWAY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	2,480,381	1,519,619
CAC0559C5501	PARKING IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(4,405,000)	
CAC055UN5501	PUBLIC PARKING LOTS & GARAGES-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	(161,666)	
CAC0579C5701	TERMINAL IMPROVEMENTS-T2 BOARDING AREA	2009 SFIA CAPITAL PLAN	30,915,769	
CAC0579C5702	TERMINAL SAFETY IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(2,915,000)	
CAC0579C5703	TERMINAL FACILITY RENOVATIONS	2009 SFIA CAPITAL PLAN	1,917,006	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1977 SFIA-REVENUE BOND FUND	2,076	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	1,384,689	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 NON-AMT BONDS	2,020	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 18A AMT BONDS	3,935,092	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	124,612	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	132,626	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 21 NON-AMT BONDS	2	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23A-AMT BONDS	866,130	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23B-NON AMT BONDS	256,679	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 25 AMT BONDS	375,297	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26A-AMT BONDS	4,995,038	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	418,496	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 12A-AMT BONDS	153,554	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 12B-AMT BONDS	170,431	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 8A-AMT BOND	5	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 9A-AMT BOND	6,432	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 9B-NON-AMT BOND	6,624	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	58,682	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 3-REFUNDING BONDS FD	21,266	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	15,880	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	2,183,350	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1996 ISSUE 13T INFRASTRUCTURE BONDS	187,916	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	313,053	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1997 COMMERCIAL PAPER FUND (AMT)	346,151	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	2,113,308	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	739,866	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	99,350	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	173,856	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	68,747	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2002 SFIA ISSUE 28B NON AMT BONDS	3,849	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2003 SFIA ISSUE 29B NON AMT BONDS	453,112	

# Capital Projects

Project Title		Subfund Title	2010-2011 Budget	2011-2012 Budget
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2004 SFIA ISSUE 31A AMT BONDS	245,614	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2005 SFIA ISSUE 32 AUCTION RATE BONDS	76,775	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2008 CP SERIES A-AMT JUL-DEC	10,290	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2009E NON-AMT/PRIVATE ACTIVITY BONDS	2,200,000	1,500,000
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	73,404	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	327,719	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	TAXABLE COMMERCIAL PAPER	284,197	
CAC059UN5901	TERMINAL OFFICES-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	(99,496)	
CAC0609C6001	TELECOMMUNICATION SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(1,000,000)	
CAC0609C6003	CENTRAL PLANT IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(8,393,000)	
CAC0609C6006	WASTEWATER SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(4,300,000)	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	(29,984)	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	1992 SFIA-ISSUE 12A-AMT BONDS	209,762	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	1,046,148	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	2002 SFIA ISSUE 28A AMT BONDS	444,041	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	2004 SFIA ISSUE 30A AMT BONDS	4,197	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	2004 SFIA ISSUE 31A AMT BONDS	1,183,864	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	2005 SFIA ISSUE 31F REVENUE BONDS	111,875	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	2008 CP SERIES A-AMT JUL-DEC	(10,290)	
CAC063UN6301	CAPITAL EQUIPMENT-UNALLOC	1992 SFIA ISSUE 23A-AMT BONDS	(7,142)	
CAC07001	PASSENGER BRIDGE CONNECTOR T1-AIRTRAIN	1992 SFIA ISSUE 15 AMT BONDS	(839)	
CAC07001	PASSENGER BRIDGE CONNECTOR T1-AIRTRAIN	1992 SFIA ISSUE 23A-AMT BONDS	(4,668)	
CAC07001	PASSENGER BRIDGE CONNECTOR T1-AIRTRAIN	1992 SFIA ISSUE 26B-NON-AMT BONDS	(5,468)	
CAC071UN7101	CARGO FACILITY IMPROVEMENTS-UNALLOCATED	1992 SFIA ISSUE 18A AMT BONDS	(3,518,533)	
CAC071UN7101	CARGO FACILITY IMPROVEMENTS-UNALLOCATED	1992 SFIA ISSUE 26A-AMT BONDS	(4,524,605)	
CAC071UN7101	CARGO FACILITY IMPROVEMENTS-UNALLOCATED	2004 SFIA ISSUE 31A AMT BONDS	(15,476,854)	
CACGRA01	MASTR PROJECT-GRANT FUNDED PROJECT	SFIA-CAPITAL PROJECTS-FEDERAL FUND	250,327	
FAC20099	AIRFIELD FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD		584,000
FAC30099	TERMINAL FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	4,530,000	4,380,000
FAC40099	GROUNDSDIDE FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD		584,000
FAC45099	UTILITIES FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	900,000	680,000
FAC50099	SUPPORT FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	345,000	577,000
FAC55099	WEST OF BAYSHORE FACILITY MAINTENANCE	SFIA-CONTINUING PROJ-OPERATING FD	225,000	195,000
Department :AIR Subtotal			74,374,119	93,421,576
Department : ART ARTS COMMISSION				
FAR211	CIVIC COLLECTION - MAINTENANCE	GF-ANNUAL PROJECT	52,750	
FAR322	FACILITY MAINTENANCE PROJECTS	GF-ANNUAL PROJECT	75,000	
Department :ART Subtotal			127,750	
Department : DPH PUBLIC HEALTH				
CHCCCE0102	CURRY CENTER ELEVATOR-DPH	GF-CONTINUING PROJECTS	260,000	
CHCGRV	101 GROVE STREET PARAPET WALL/FACADE REP	GF-CONTINUING PROJECTS	550,000	
CHGELE0102	SFGH ELEVATOR REPLACEMENT BLDG 5-CHN	SFGH-CONTINUING PROJ-OPERATING FD	475,000	
CHGTWR0102	SFGH COOLING TOWERS REPL BLDG 2-CHN	SFGH-CONTINUING PROJ-OPERATING FD	300,000	
FHC20001	FACILITIES MAINTENANCE-HEALTH CENTERS	GF-ANNUAL PROJECT	250,000	
FHG20001	MISC FAC MAINT PROJ	SFGH-OPERATING-ANNUAL PROJECTS	1,000,000	
FHL350	MISC FAC MAINT PROJ	LHH-OPERATING-ANNUAL PROJECTS	1,000,000	
GHC315	VAR LOC-MISC FAC MAINT PROJS	GF-ANNUAL PROJECT	45,000	
PHM313	DATA CONVERSION	GF-ANNUAL PROJECT	100,000	
Department :DPH Subtotal			3,980,000	

# Capital Projects

Project Title		Subfund Title	2010-2011 Budget	2011-2012 Budget
Department : DPW GENERAL SERVICES AGENCY - PUBLIC WORKS				
CENSTRSSBU11	RESERVE	C.O.P. STREET IMPVT. PROJ-GAS TAX	2,000,000	
CENTRNB1199	RESERVE	STREET IMPVT. PROJECTS-FEDERAL FUND	3,648,195	
CENTRNCRB11	FY 10-11	C.O.P. STREET IMPVT. PROJ-GAS TAX	250,000	
CENTRNOSBU11	FY 10-11	GF-CONTINUING PROJECTS	100,000	
CENTRNOSBU11	FY 10-11	STREET IMPVT. PROJECTS-FEDERAL FUND	475,000	
CENTRNSRB11	FY 10-11	2006 STATE PROP 1B-TRANS BOND-COUNTY-Y08	4,171,699	
CENTRNSRB11	FY 10-11	C.O.P. STREET IMPVT. PROJ-GAS TAX	27,469,767	
CENTRNSRB11	FY 10-11	ROAD FUND	4,356,000	
CENTRNSRB11	FY 10-11	SPECIAL GAS TAX STREET IMPVT FUND	8,240,000	
CENTRNSRCF99	1017J-CENTRAL FWY ANCILARY PROJECTS	OCTAVIA BOULEVARD SPECIAL FUND	1,800,000	
CPCBLDCL3899	6638A-RESERVE SFPD FORENSIC LAB RELOC	GF-CONTINUING PROJECTS	2,140,940	
CPWBLDSS1199	STREETSCAPE IMP PROJECTS	GF-CONTINUING PROJECTS	775,000	
CSMDSRSW1199	RESERVE	C.O.P. STREET IMPVT. PROJ-GAS TAX	1,500,000	
CSMDSRSW1199	RESERVE	GF-CONTINUING PROJECTS	270,000	
CUFTRNTR1199	RESERVE	NEIGHBORHOOD BEAUTIFICATION FUND	868,338	
FBRDPWBU1199	RESERVE	GF-ANNUAL PROJECT	350,000	
FPWOFA021199	RESERVE	C.O.P. STREET IMPVT. PROJ-GAS TAX	937,068	
FPWOFA451199	RESERVE	GF-CONTINUING PROJECTS	300,000	
FPWOFABU1199	RESERVE	GF-CONTINUING PROJECTS	300,000	
GCMOFALA1199	RESERVE	GF-CONTINUING PROJECTS	75,000	
GSRTNPR1199	RESERVE	GF-CONTINUING PROJECTS	1,680,000	
PUFOFAVR1199	RESERVE	GF-CONTINUING PROJECTS	94,500	
PUFTRNTM1199	RESERVE	GF-CONTINUING PROJECTS	252,000	
Department :DPW Subtotal			62,053,507	
Department : DSS HUMAN SERVICES				
CSS004	CHILDCARE CENTER	GF-ANNUAL PROJECT	71,000	
FSS100	FACILITIES MAINTENANCE- CONTINUING FUND	GF-CONTINUING PROJECTS	434,000	
Department :DSS Subtotal			505,000	
Department : FAM FINE ARTS MUSEUM				
FFA214	MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	150,000	
Department :FAM Subtotal			150,000	
Department : FIR FIRE DEPARTMENT				
FFC106	UNDERGROUND STORAGE TANK MONITORING	GF-ANNUAL PROJECT	215,735	
FFC293	VARIOUS FACILITY MAINTENANCE PROJECT	GF-ANNUAL PROJECT	400,000	
Department :FIR Subtotal			615,735	
Department : JUV JUVENILE PROBATION				
FJV267	HVR-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	20,000	
FJV311	YGC-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	250,000	
FJV312	LCR-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	60,000	
Department :JUV Subtotal			330,000	
Department : POL POLICE				
IPC23601	VARIOUS LOCATIONS	GF-ANNUAL PROJECT	100,000	
Department :POL Subtotal			100,000	

# Capital Projects

Project Title		Subfund Title	2010-2011 Budget	2011-2012 Budget
Department : PRT PORT				
CP062518	MAINTENANCE DREDGING FY10/11 & FY11/12	PORT-CONTINUING PROJ-OPERATING FD	1,873,000	2,987,000
CP067702	RNDHOUSE PAINT;WTHRPROOF & WNDOW UPGRADE	PORT-CONTINUING PROJ-OPERATING FD	200,000	
CP068001	PORT ADA TRANSITION PLAN	PORT-CONTINUING PROJ-OPERATING FD	150,000	200,000
CP072710	MATERIALS TESTING FY 10/11 & FY 11/12	PORT-CONTINUING PROJ-OPERATING FD	409,000	731,000
CP075201	AMADOR ST FORCED SEWER MAIN	PORT-CONTINUING PROJ-OPERATING FD	450,000	1,000,000
CP076101	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	245,000	175,000
CP07699A27CT	CRUISE TERMNL P27 REV BOND SERIES 2010A	REV BONDS 2009-SERIES 2010A - TAX EXEMPT	87,435	
CP07699B27CT	CRUISE TERMNL P27 REV BOND SERIES 2010B	REV BONDS 2009 - SERIES 2010B - TAXABLE	52,021	
CP077401	GREENING/BEAUTIFICATION IMP - S.WATERFNT	PORT-CONTINUING PROJ-OPERATING FD	205,000	150,000
CP077601	LEASING CAPITAL IMPROVEMENT PROJECT	PORT-CONTINUING PROJ-OPERATING FD	150,000	150,000
CP077701	PIER 33-35 CURB CUT PROJECT	PORT-CONTINUING PROJ-OPERATING FD	75,000	
CP077801	PIER STRUCTURE RPR PRJT PH II	PORT-CONTINUING PROJ-OPERATING FD	2,500,000	5,600,000
CP078501	FERRY TERMINAL FLOAT REPAIRS	PORT-CONTINUING PROJ-OPERATING FD	350,000	350,000
CP078801	WATERFRONT SEWER PUMP-PHASE II PROJECT	PORT-CONTINUING PROJ-OPERATING FD		100,000
CP078901	PIER 80 CRANE PAINTING & UPGRADE PROJECT	PORT-CONTINUING PROJ-OPERATING FD	200,000	
CP079101	PIER 70 HISTORIC BUILDING CLEAN-UP	PORT-CONTINUING PROJ-OPERATING FD	100,000	50,000
CP079201	PIER 70 BUILDING 2 REPAIRS	PORT-CONTINUING PROJ-OPERATING FD	1,200,000	
CP079301	PIER 70 HISTORIC BLDGS STBLN AND REPAIRS	PORT-CONTINUING PROJ-OPERATING FD	500,000	
CP079401	SO WATERFRNT OPEN SPACE ENHNCMNTS/ALTERN	PORT-CONTINUING PROJ-OPERATING FD	550,000	550,000
CP079501	PRT ELEVATOR/ESCALATOR UPGR;REP&REPLMNT	PORT-CONTINUING PROJ-OPERATING FD	400,000	500,000
GPO22801	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	175,000	130,000
GPO23601	PUBLIC ACCESS IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO53601	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	183,000	183,000
GPO53701	FISHERMAN'S WHARF WATER QUALITY MONITORG	PORT-OPERATING-ANNUAL PROJECTS	20,000	20,000
GPO54301	FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	380,000	380,000
GPO54701	WHARF J-10 OVERSIGHT	PORT-OPERATING-ANNUAL PROJECTS	70,000	70,000
GPO54801	ABANDONED MAT/ILLEGAL DUMPING CLEANUP-RE	PORT-OPERATING-ANNUAL PROJECTS	150,000	150,000
GPO54901	ICS TRAINING DVLPMNT & IMPLEMENTATION	PORT-OPERATING-ANNUAL PROJECTS	25,000	25,000
GPO55001	HAZARDOUS WASTE ASSESSMENT & REMOVAL	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO55101	A/E CNSLTNG PRJT PLNNING; DSG & COST EST	PORT-OPERATING-ANNUAL PROJECTS	500,000	500,000
GPO55401	CMMS PRJT (AVANTIS REPLACEMENT)	PORT-OPERATING-ANNUAL PROJECTS	910,000	164,800
GPO55601	UTILITY ANNUAL MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO55701	OIL SPILL RESPONSE TRAINING & INVSTGTION	PORT-OPERATING-ANNUAL PROJECTS	90,000	90,000
GPO55901	EMERGENCY OPERATIONS EQUIPT & DOC SUPPLI	PORT-OPERATING-ANNUAL PROJECTS	25,000	25,000
GPO56101	PIER 94/96 BACKLANDS SITE INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	60,000	60,000
GPO56201	PROPWORKS UPGRADE PROJECT	PORT-OPERATING-ANNUAL PROJECTS	310,000	
GPO56301	EMERGE CITYWIDE PAYROLL PROJECT	PORT-OPERATING-ANNUAL PROJECTS	186,300	
GPO56401	INVENTORY ANALYSIS;COUNT&IMPLEMENTATION	PORT-OPERATING-ANNUAL PROJECTS	150,000	150,000
GPO56501	SANITARY SEWER MANAGEMENT PLAN	PORT-OPERATING-ANNUAL PROJECTS	100,000	
GPO56601	PORT RESILIENCE & RECOVERY PROJECT	PORT-OPERATING-ANNUAL PROJECTS	200,000	100,000
GPO62401	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	109,000	109,000
GPO63201	PIER 98 MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	105,000	105,000
GPO72801	FISHERMANS WHARF-TRIANGLE PARKING LOT	PORT-OPERATING-ANNUAL PROJECTS	65,000	65,000
PP010101	RINCON PARK-MAINT. & MGT. ACCOUNT	PORT-OPERATING-ANNUAL PROJECTS	248,194	248,194
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	PORT-OPERATING-ANNUAL PROJECTS	300,000	300,000
Department :PRT Subtotal			14,207,950	15,567,994

# Capital Projects

Project Title		Subfund Title	2010-2011 Budget	2011-2012 Budget
Department : PUC PUBLIC UTILITIES COMMISSION				
CUH89601	STREETLIGHT REPLACEMENT	HETCHY CONTINUING PROJ-OPERATING FD	10,105,000	22,110,000
CUH94763	SOLAR ENERGY INCENTIVE FUND	HETCHY CONTINUING PROJ-OPERATING FD	5,000,000	5,000,000
CUH97101	ALTERNATIVE TRANSMISSION PROJECT	HETCHY CONTINUING PROJ-OPERATING FD	2,000,000	2,000,000
CUH97500	WATER INFRASTRUCTURE - BUDGET	HETCHY CAPITAL PROJECTS-LOCAL FUND	1,680,000	4,000,000
CUH97500	WATER INFRASTRUCTURE - BUDGET	WHOLESALE CUSTOMER CAPITAL FUND (HETCHY)	3,570,000	8,500,000
CUH97600	POWER INFRASTRUCTURE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	25,760,000	12,740,000
CUH97700	FACILITIES RENEWALS - BUDGET	HETCHY CAPITAL PROJECTS-LOCAL FUND	6,940,000	9,022,000
CUH97700	FACILITIES RENEWALS - BUDGET	WHOLESALE CUSTOMER CAPITAL FUND (HETCHY)	3,060,000	3,978,000
CUH98001	TREASURE ISLAND CAPITAL IMPROVEMENTS	HETCHY CONTINUING PROJ-OPERATING FD	1,000,000	2,900,000
CUH98301	CIVIC CENTER DISTRICT - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	1,412,000	962,000
CUH98601	SEA - ENERGY EFFICIENCY GENERAL FUND	HETCHY CONTINUING PROJ-OPERATING FD	4,200,000	5,632,500
CUH99201	GENERATION/OCEAN - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	200,000	200,000
CUH99301	SMALL RENEWABLE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	3,000,000	3,000,000
CUH99401	SMALL HYDRO - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	3,000,000	1,000,000
CUH99501	ENTERPRISE DEPTS- ENERGY EFFICIENCY	HETCHY CONTINUING PROJ-OPERATING FD	300,000	300,000
CUW22701	WATERSHED FENCES/FACILITES	SFWD-CONTINUING PROJ-OPERATING FD	(175,000)	
CUW25701	WATERSHED PROTECTION	SFWD-CONTINUING PROJ-OPERATING FD	875,000	
CUW2600001	LOCAL REPAIR & REPLACEMENT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	12,800,865	8,401,307
CUW26200	REGIONAL WATER RNR - TREATMENT FACILITY	SFWD-CAPITAL PROJECTS-LOCAL FUND	1,024,000	704,000
CUW26200	REGIONAL WATER RNR - TREATMENT FACILITY	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	2,176,000	1,496,000
CUW26300	REGIONAL RNR - CONVEYANCE/TRANSMISSION	SFWD-CAPITAL PROJECTS-LOCAL FUND	1,872,000	3,552,000
CUW26300	REGIONAL RNR - CONVEYANCE/TRANSMISSION	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	3,978,000	7,548,000
CUW26400	WATERSHED & ROW MANAGEMENT PROGRAM	SFWD-CAPITAL PROJECTS-LOCAL FUND	160,000	800,000
CUW26400	WATERSHED & ROW MANAGEMENT PROGRAM	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	340,000	1,700,000
CUW26501	LANDSCAPE CONSERVATION PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	2,000,000	2,000,000
CUW27001	TREASURE ISLAND CAPITAL IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	500,000	6,525,000
CUW68601	AUTOMATED METER READING SYSTEM	SFWD-CONTINUING PROJ-OPERATING FD	5,400,000	
CUW69501	PACIFICA RECYCLED WATER PROJECT	SFWD-CONTINUING PROJ-OPERATING FD	5,124,000	
CUW91201	BAYLANDS PROJECT	SFWD-CONTINUING PROJ-OPERATING FD	(700,000)	
CWW10000	PROPERTY PURCHASE	CWP-CAPITAL PROJECTS-LOCAL FUND	3,250,000	3,250,000
CWWRNRC0000	WWE RNR COLLECTION SYSTEM	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	7,033,590	22,759,734
CWWRNRTF0000	WWE RNR TREATMENT FACILITIES	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	7,033,590	11,017,716
FUW10001	FACILITIES MAINTENANCE - WSTD	SFWD-CAPITAL PROJECTS-LOCAL FUND	1,152,000	1,152,000
FUW10001	FACILITIES MAINTENANCE - WSTD	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	2,448,000	2,448,000
FUW10101	AWSS MAINTENANCE - CDD	SFWD-OPERATING-ANNUAL PROJECTS	1,100,000	1,100,000
PUH50101	SF ENVIRONMENT ENERGY & GREEN BUILDING	HETCHY OPERATING-ANNUAL PROJECTS	493,319	493,319
PUW50201	WATER RESOURCES PLANNING AND DEVELOPMENT	SFWD-OPERATING-ANNUAL PROJECTS	2,100,000	2,100,000
PUW51100	TREASURE ISLAND - MAINTENANCE	HETCHY OPERATING-ANNUAL PROJECTS	2,909,500	2,909,500
PUW51100	TREASURE ISLAND - MAINTENANCE	SFWD-OPERATING-ANNUAL PROJECTS	874,000	874,000
PUW51101	TREASURE ISLAND - WASTEWATER	CWP-OPERATING-ANNUAL PROJECTS	1,200,000	1,200,000
PWW10001	LOW IMPACT DEVELOPMENT	CWP-OPERATING-ANNUAL PROJECTS	681,395	681,395
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	HETCHY OPERATING-ANNUAL PROJECTS	150,000	150,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	SFWD-OPERATING-ANNUAL PROJECTS	850,000	850,000
Department :PUC Subtotal			137,877,259	165,056,471

# Capital Projects

Project Title		Subfund Title	2010-2011 Budget	2011-2012 Budget
Department	: REC RECREATION AND PARK COMMISSION			
CRPACQ01	OS ACQUISITION-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,736,000	
CRPBBO1	BALBOA PARK PLAYGROUND	GF-CONTINUING PROJECTS	400,000	
CRPCMA01	CAMP MATHER TENNIS COURTS	OPEN SPACE-CONTINUING PROJECTS	100,000	
CRPCNT01	AUDITOR SERVICES	OPEN SPACE-CONTINUING PROJECTS	8,460	
CRPCON01	OPEN SPACE CONTINGENCY-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,042,000	
CRPCPM01	OS CAPITAL PROGRAM MGMT-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,000,000	
CRPCSPNPCYPV	PRIVATE FUNDS-BART	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	1,355,676	
CRPDBW01	MARINA DBW LOAN RESERVE	R&P-MARINA YACHT HARBOR FUND	22,460	
CRPGAR01	OS COMMUNITY GARDENS-BUDGET	OPEN SPACE-CONTINUING PROJECTS	150,000	
CRPGLF01	GOLF PROGRAM	GOLF FUND -CONTINUING PROJECTS	297,569	
CRPMDS01	MYH-DEGUSSING STATION CONVERSION	R&P-MARINA YACHT HARBOR FUND	25,000	
CRPNPG01	OS NEIGHBORHOOD PLAYGROUNDS-BUDGET	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	855,000	
CRPNRPIN	2000 NEIGHBORHOOD R&P BONDS-INTEREST EAR	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	1,200,000	
CRPSHB01	SHARP PK RIFLE RANGE BLDG DEMOLITION	OPEN SPACE-CONTINUING PROJECTS	100,000	
CRPUSP01	UNION SQUARE PLAZA-ADA REMEDIATION	DOWNTOWN PARK FUND	400,000	
CRPYRP01	MARINA YACHT RENOVATION PROGRAM	R&P-MARINA YACHT HARBOR FUND	500,000	
FRPCOM01	MONSTER PARK - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	1,750,000	
FRPFRH01	FIELD REHABILITATION	GF-ANNUAL PROJECT	50,000	
FRPGEN01	GENERAL FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	630,000	
FRPMAT01	MATHER FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	200,000	
FRPYFM01	MYH-FACILITIES MAINTENANCE-BUDGET	R&P-MARINA YACHT HARBOR FUND	430,000	
Department	:REC Subtotal		12,252,165	
Department	: SCI ACADEMY OF SCIENCES			
FSCMNT00	ACADEMY OF SCIENCES FAC. MAINT.	GF-NON-PROJECT-CONTROLLED	150,000	
Department	:SCI Subtotal		150,000	
Department	: SHF SHERIFF			
CSH700	SAN BRUNO JAIL NO. 3 DEMOLITION	GF-ANNUAL PROJECT	7,200,000	
FSHFMP	VAR LOC-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	367,500	
Department	:SHF Subtotal		7,567,500	
Department	: WAR WAR MEMORIAL			
CWM65602	VETERANS BLDG. RENOVATION PLANNING	WAR MEMORIAL-CONTINUING PROJECTS	105,433	
CWMVBR01	VET BLDG SEISMIC RENOVATION & OPERA	CITY FAC IMPVT PROJECTS-C.O.P. BUDGET	15,000,000	
GWM523M1	MISC FAC MAINT PROJECTS	WAR MEMORIAL-ANNUAL PROJECTS	520,500	
Department	:WAR Subtotal		15,625,933	
Capital Project Total			342,735,018	274,046,041





# Commonly Used Terms





# Commonly Used Terms

## Commonly Used Terms

**Accrual Basis Accounting** – An accounting methodology that recognizes revenues or expenditures when services are provided.

**The American Recovery and Reinvestment Act of 2009 (ARRA)** – Legislation enacted in February 2009, which provides an infusion of federal dollars into the economy. Several City departments will leverage resources through the many provisions of ARRA, which aims to create and save jobs, jumpstart our economy, and build the foundation for economic growth.

**Annual Appropriation Ordinance (AAO)** – The piece of legislation that enacts the annual budget.

**Annual Salary Ordinance (ASO)** – The piece of legislation that grants departments the authority to fill a specified number of positions during the fiscal year. Note that this is not the same as having the funding to fill that number of positions. The ASO is passed at the same time as the AAO.

**Annualization** – Adjusting a partial year revenue or expense to reflect a full year's worth of income or spending in the following year.

**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.

**Base Budget** – The annualized budget for the current fiscal year, which serves as the starting point for preparing the next fiscal year's budget.

**Baseline** – A required minimum of spending for a specific purpose.

**Budget Cycle** – The period of time in which the City's financial plan for the upcoming fiscal year is developed, submitted to, reviewed, and enacted by the Board of Supervisors and signed by the Mayor; and implemented by city departments.

**Capital Budget** – Funds to acquire land, plan and construct new buildings, expand or modify existing buildings, and/or purchase equipment related to such construction.

**Cash Basis Accounting** – An accounting methodology that recognizes revenues and expenditures when payments are actually made.

**Comprehensive Annual Financial Report (CAFR)** – The City's Annual Financial Report, which summarizes the performance of all revenue sources and accounts for total expenditures in the prior fiscal year.

**Carryforward** – Funds remaining unspent at year-end that a department requests permission to spend during the following fiscal year. Some funds carry forward automatically at year-end.

**Cost-of-Living Adjustment (COLA)** – A regularly scheduled adjustment to salaries, aid payments or other types of expenditures to reflect the cost of inflation.

**County-Wide Cost Allocation Plan (COWCAP)** – The County-Wide Cost Allocation Plan is developed annually by the Controller's Office and calculates the overhead rate charged to each department for its share of citywide overhead costs, such as payroll, accounting, and operations.

**Deficit** – An excess of expenditures over revenues.

**Enterprise Department** – A department that does not require a General Fund subsidy because it generates its own revenues by charging a fee for service.

**Fiscal Year** – The twelve-month budget cycle. San Francisco’s fiscal year runs from July 1st to June 30th.

**Fringe** – The dollar value of employee benefits such as health and dental, which varies from position to position.

**Full-Time Equivalent (FTE)** – One or more employees who cumulatively work 40 hours/week.

**Fund** – Government budgets are made up of funds that organize and account for specific resources. Each fund is considered a separate accounting entity.

**Fund Balance** – The amount of funding that remains in a given fund at the end of the fiscal year.

**General Fund** – The largest of the City’s funds, the General Fund is a source for discretionary spending and funds many of the basic municipal services such as public safety, health and human services and public works. Primary revenue sources include local taxes such as property, sales, payroll and other taxes.

**General Fund Department** – A department that receives an annual appropriation from the City’s General Fund.

**Interim Budget** – The citywide budget that is in effect for the first two months of the fiscal year, during the lag period between July 1st – the date on which the Board of Supervisors must technically submit its budget – until mid-August when the new budget is signed into effect by the Mayor. The Mayor’s Proposed Budget serves as the interim budget.

**Mayor’s Proposed Budget** – The citywide budget submitted to the Board of Supervisors by the Mayor’s Office, on May 1st for selected Enterprise and General Fund departments and June 1st for all remaining departments, that makes recommendations and estimates for the City’s financial operations for the ensuing fiscal year.

**Memorandum of Understanding (MOU)** – A binding agreement between two parties.

**Ordinance** – A proposed or enacted law. Typically prepared by the City Attorney.

**Rainy Day Reserve** – Funds that are legally set-aside by the City Charter, Section 9.113.5, with the intent of protecting the City from being negatively impacted by the economy’s boom-bust cycle. Generally, the Rainy Day Reserve requires that money be saved when revenue growth exceeds a certain level (in good economic times) in order to create a cushion during economic downturns.

**Resolution** – A type of legislation. Typically prepared by the sponsoring department or a member of the Board of Supervisors and is generally directed internally.

**Revised Budget** – The department’s budget at year-end. Over the course of the fiscal year, the department’s original budget may be amended to reflect supplemental appropriations, and receipts of unbudgeted grants.

**Special Fund** – Any fund other than the General Fund. Revenue in special funds is non-discretionary.

**Supplemental Assessment** – A reappraisal of real property that reflects the difference between the existing value and the new value and generates a “supplemental tax bill” which is pro-rated based on the number of months remaining in the fiscal year, ending June 30.

**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.