

CITY AND COUNTY OF SAN FRANCISCO, CALIFORNIA



# MAYOR'S PROPOSED BUDGET 2009–2010

**GAVIN NEWSOM, MAYOR**

**MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE**

**NANI A. COLORETTI**, *MAYOR'S BUDGET DIRECTOR*

**GIGI WHITLEY**, *DEPUTY BUDGET DIRECTOR*

**GREG WAGNER**, *DEPUTY BUDGET DIRECTOR*

**KATE HOWARD**, *SENIOR FISCAL AND POLICY ANALYST*

**REBEKAH KRELL**, *SENIOR FISCAL AND POLICY ANALYST*

**MEGHAN WALLACE**, *FISCAL AND POLICY ANALYST*

**MANISH GOYAL**, *FISCAL AND POLICY ANALYST*

**JONATHAN LYENS**, *FISCAL AND POLICY ASSISTANT*

# Acknowledgements

## **CONTROLLER'S OFFICE**

Ben Rosenfield, Controller  
Monique Zmuda, Deputy Controller  
Leo Levenson  
Thomas DiSanto  
Andrew Murray  
Jeff Pera  
Michelle Allersma  
Cindy Czerwin  
Nadia Feeser  
Rick Wilson  
Keith DeMartini  
Sherman Luk  
Guianna Henriquez  
Mike Wylie  
Monica Wu  
Randle McClure

## **CAPITAL PLANNING PROGRAM**

Brian Strong  
Adam Van de Water  
Fran Breeding  
Brian Benson

## **RIEZEBOS HOLZBAUR GROUP (RHDG)**

Yvo Riezebos  
Gregg Holzbaaur  
Catharina Koh  
Tim Borjas  
Tim Heraldo  
Christopher Harris  
Angelyn Navasca  
Chris Mead  
Brianna Hattey  
Andy Laushman

## **DEPARTMENT OF TECHNOLOGY**

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

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## **COVER IMAGE**

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# Mayor's Budget Introduction



June 1, 2009

Dear Residents of San Francisco:

This is the tenth consecutive year in which the City has faced a projected General Fund budget shortfall. This year's projected shortfall, \$438.1 million, is the highest our City has faced in its recent history due to the global economic downturn. As Mayor, I have worked with all departments and the Board of Supervisors to submit five responsible, balanced budgets that created efficiencies and improved operations. Today, I am privileged to present my sixth balanced budget for the City and County of San Francisco.



As we crafted a new balanced budget for the City and County of San Francisco amidst the financial rubble of the California economy, we stayed focused on the reality that the most important budget problems this year are not at City Hall, but in the City itself.

We have very serious civic financial challenges. But the problems of government are not as serious as those faced by San Franciscans who are losing their jobs, losing their homes, losing their ability to pay rising tuition bills and losing their employer-supplied health care.

That's why the balanced budget I am proposing today targets our scarce resources to core priorities – health, safety, economic recovery, transportation and improving and increasing educational opportunities from pre-Kindergarten through college.

Our new budget is squarely focused on the only real solution to this budget challenge –attracting new jobs and making smart infrastructure investments so we can put San Franciscans back to work. While Sacramento argues how to cut budgets because of the shrinking economy, we are improving our economy with the most aggressive local economic stimulus package in the nation and creating nearly 20,000 jobs from projects that are currently underway or that will start in the next year.

We are taking existing Federal funds that used to fund a handful of jobs, and turning them into micro-loans that will help hundreds of unemployed San Franciscans start new businesses and create exponentially more jobs when these new small businesses grow. Using federal Stimulus and private employer dollars, we will create over 1,000 new jobs for low-income residents through an innovative partnership with the private and non-profit sectors. And we are now harvesting the benefits of more than five years of investment in attracting green tech and clean tech industries – the kind of long-term investments in high-wage jobs we will continue to make in this year's budget.

We are proposing new reforms, including consolidations affecting nine City departments. This is in addition to the 14 departments we have consolidated and the four we have eliminated over five years. As times get tough, government needs to get better even faster. And these consolidations will help us deliver services more effectively.

We have been negotiating quietly and consistently with our unions, and most have agreed to defer wage increases, reduce holidays or make other significant sacrifices that help lower the cost of

government by over \$33 million and help maintain needed services. We have the best city workers in America. I'm proud we also have city workers who are sacrificing wages they deserve to keep core services functioning.

We are leveraging additional resources by aggressively pursuing Federal Stimulus funding for economic recovery. We are leveraging at least \$250 million from now until 2011. This is funding we are using to support transportation and energy projects, health and human services. And based on our competitive grants, we may yet see even more federal dollars in the coming years.

We are proposing smarter use of resources, such as earning millions of dollars by creating greater value for city assets such as taxi medallions, or by charging fees to those who use a greater share of city services, through fees such as the cigarette butt fee.

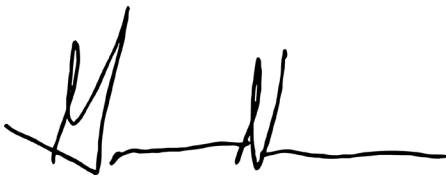
I know there are critics of my cigarette butt fee – but if approved by the Board of Supervisors, it will raise an estimated \$5 million next year. I would rather charge people who litter our streets and endanger our environment the actual cost of cleaning up their residue rather than see vital environmental and other services cut.

This is exactly the kind of new thinking that has helped us craft a balanced budget on time without any new general tax increases, without reducing public safety services, without scaling back core priorities like Healthy San Francisco and while continuing to offer the kind of support that has protected our public schools.

Like families throughout the City, we are also making sacrifices. We have removed an estimated 1,600 positions from the budget. For these employees and their families this is a serious blow, which we are working to soften through our job transition programs in partnership with City College, which provide professional assistance, guidance, counseling, and training to employees who are affected by the layoffs.

We know our work will not be completed with this budget. We continue to face uncertainty with the State and with our economy. But like we have done throughout this year, I am confident that we can make tough choices and that we will continue to make the right decisions. Because we are guided by a simple principle – thinking beyond the problems at City Hall and staying focused on the problems faced by people struggling throughout San Francisco.

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, 2008**

President

Executive Director



# How to Use The 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 ("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 2009–10 budget year.
- **BUDGET SUMMARY TABLES:** These provide high-level summaries of the Mayor's proposed budget, detailing changes over a three-year period: 2007–08 actual data; 2008–09 budgetary data; and 2009–10 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 2009–10 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 2009–10 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 2009–10**

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 2009–10**

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, 2008 is currently available. The 2008–09 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.sfgov.org/site/mayor\\_index.asp?id=27047](http://www.sfgov.org/site/mayor_index.asp?id=27047)

### **Controller's Office**

1 Dr. Carlton B. Goodlett Place, Room 316

Phone: (415) 554-7500

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

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

1 Dr. Carlton B. Goodlett Place, Room 214

Phone: (415) 554-5184

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

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

## City Governance and Structure

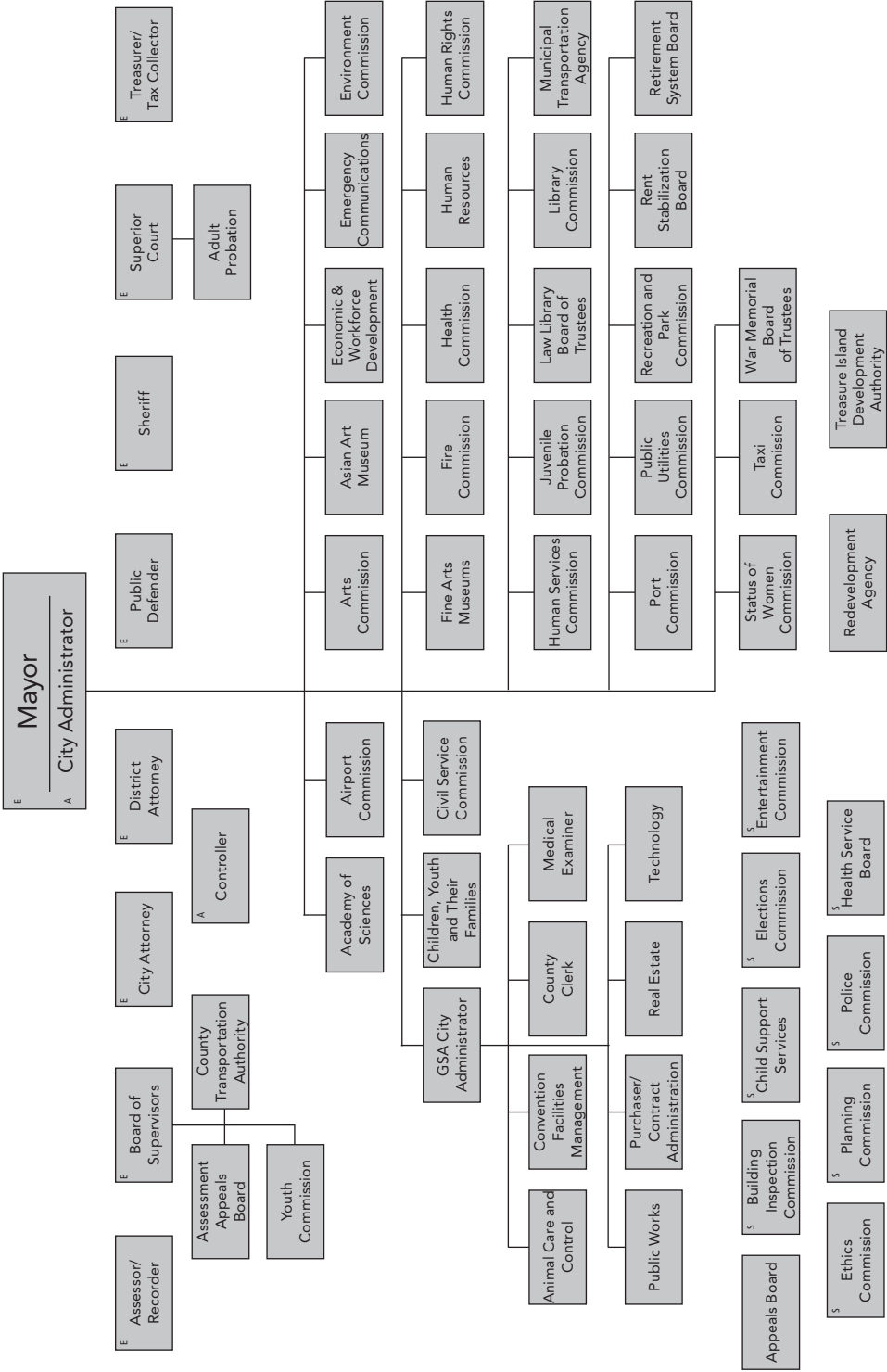
The City and County of San Francisco (the City) was established by Charter in 1850 and is a legal subdivision of the State of California. It is the only consolidated city and county in the State, exercising the governmental powers of both a city and a county under California law. The City's governance 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 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, judges in the Superior Court and Treasurer.

City and County of San Francisco



A Appointed by Mayor and confirmed by Board of Supervisors

S Shared – appointment by various elected officials

# Elected Officials

Mayor

Gavin Newsom

Board of Supervisors

President, District 3

David Chiu

Supervisor, District 1

Eric L. Mar

Supervisor, District 2

Michela Alioto-Pier

Supervisor, District 4

Carmen Chu

Supervisor, District 5

Ross Mirkarimi

Supervisor, District 6

Chris Daly

Supervisor, District 7

Sean Elsbernd

Supervisor, District 8

Bevan Dufty

Supervisor, District 9

David Campos

Supervisor, District 10

Sophie Maxwell

Supervisor, District 11

John Avalos

Assessor-Recorder

Phil Ting

City Attorney

Dennis J. Herrera

District Attorney

Kamala D. Harris

Public Defender

Jeff Adachi

Sheriff

Michael Hennessey

Superior Courts

Presiding Judge James J. McBride

Treasurer/Tax Collector

José Cisneros

# Appointed Officials

City Administrator

Edwin M. Lee

Controller

Ben Rosenfield

# Department Directors/Administrators

Academy of Sciences (SCI)

Gregory Farrington, Ph.D.

Adult Probation (ADP)

Patrick Boyd

Airport (AIR)

John L. Martin

Board of Appeals (PAB)

Cynthia Goldstein

Arts Commission (ART)

Luis Cancel

Assessor-Recorder (ASR)

Phil Ting

Asian Arts (AAM)

Jay Xu

Building Inspection (DBI)

Vivian Day

Board of Supervisors (BOS)

Angela Calvillo

Assessment Appeals Board

Dawn Duran

County Transportation Authority (SFCTA)

Jose Luis Mascovich

Economic and Workforce Development (ECN)	Michael Cohen
Film Commission	Stefanie Coyote
Small Business Assistance Center	Regina Dick-Endrizzi
Workforce Development	Rhonda Simmons
Child Support Services (CSS)	Karen M. Roye
Children, Youth and Their Families (CHF)	Maria Su
Civil Service Commission (CSC)	Anita Sanchez
City Administrator (CAO)	Edwin M. Lee
Animal Care and Control	Rebecca Katz
Convention Facilities Management	John Noguchi
Medical Examiner	Amy P. Hart, M.D.
City Attorney (CAT)	Dennis J. Herrera
City Planning (CPC)	John Rahaim
Controller (CON)	Ben Rosenfield
District Attorney (DAT)	Kamala D. Harris
Elections (REG)	John Arntz
Emergency Management (ECD)	Vicki Hennessy (acting)
Ethics (ETH)	John St. Croix
Environment (ENV)	David Assman (acting)
Entertainment Commission	Bob Davis
Fine Arts (FAM)	John E. Buchanan, Jr.
Fire (FIR)	Joanne Hayes-White
Human Resources (DHR)	Micki Callahan
Health Service System (HSS)	Bart Duncan
Human Rights Commission (HRC)	Chris Iglesias
Human Services Agency (DHS)	Trent Rhorer
Aging and Adult Services (DAAS)	Anne Hinton
Juvenile Probation (JUV)	William Siffermann
Law Library (LLB)	Marcia Bell
Library (LIB)	Luis Herrera
Municipal Transportation Agency (MTA)	Nathaniel P. Ford, Sr.
Municipal Railway (MUNI)	Fred Stephens
Department of Parking and Traffic (DPT)	Bond M. Yee
Taxi Commission (TXC)	Jordanna Thigpen
Police (POL)	Heather Fong
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)	Jared Blumenfeld (acting)
Redevelopment Agency (RED)	Fred Blackwell
Rent Board (RNT)	Delene Wolf

Retirement System (RET)	Clare M. Murphy
Sheriff (SHF)	Michael Hennessey
Status of Women (WOM)	Emily Murase
Superior Court (CRT)	Gordon Park-Li
Technology (TIS)	Chris Vein
Treasure Island Development Agency (TIDA)	Mirian Saez
Treasurer/Tax Collector (TTX)	José Cisneros
War Memorial (WAR)	Elizabeth Murray

## County Education Institutions

San Francisco Unified School District	Carlos Garcia
San Francisco Community College District	Dr. Don Griffin (acting)

# 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.

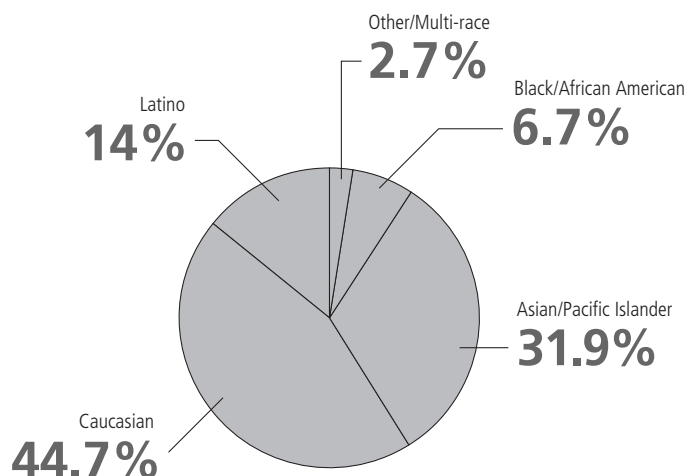
While City government has played a key role in San Francisco's development, the true wealth of the City resides in the creative and entrepreneurial spirit of its pioneering citizens. The California Department of Finance estimates a population of 835,364 in 2008, which represents a 1.5 percent increase from the previous year. San Francisco is a racially and ethnically diverse city, with minority groups combining to represent approximately 57 percent of the population with no single majority group. Among persons aged five years and older, 46 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
1999	774,716	\$37,342,310	\$48,201	38.7	63,895	3.4%
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%

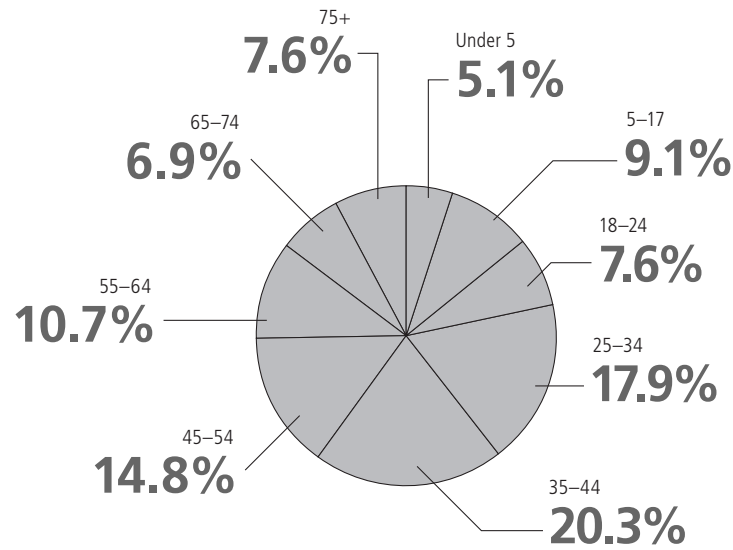
*\*According to Comprehensive Annual Financial Report 2008*

## San Francisco Race Identifications



*Source: American Community Survey 2007*

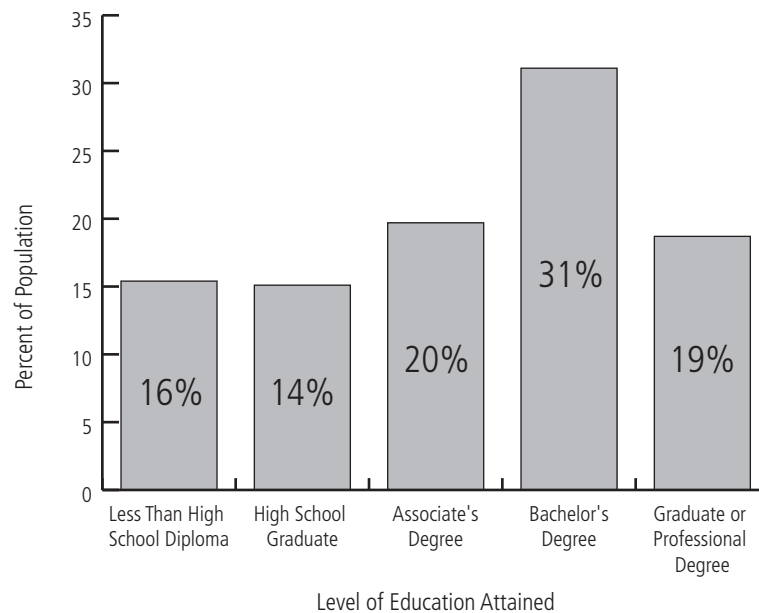
## San Francisco Age Ranges



Source: American Community Survey 2007

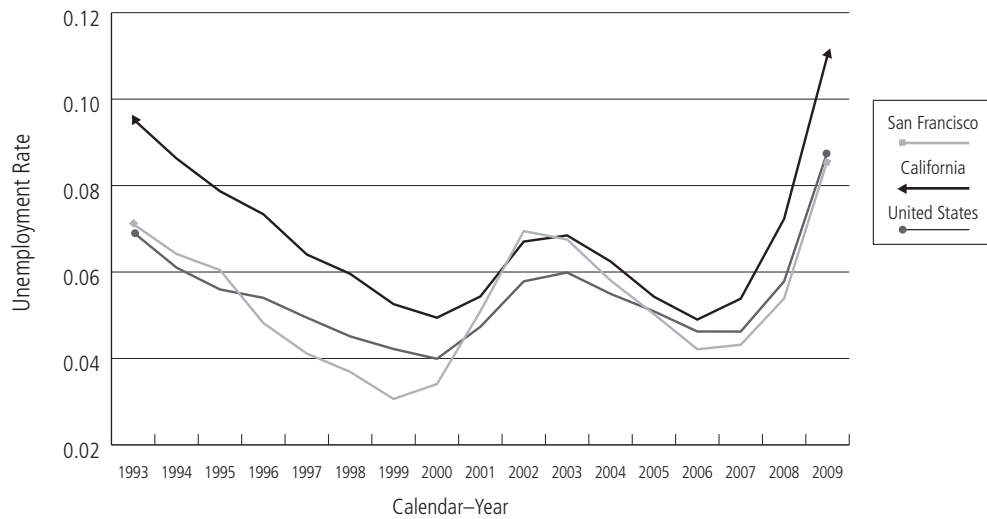
## Education Attainment of San Franciscans

Population 25 years and over



Source: American Community Survey 2007

## Annual Unemployment Rate Trends



*San Francisco's current average unemployment rate (8.6 percent) remains below both the national (8.8 percent) and state (11.0 percent) averages but has steadily increased over the last Fiscal Year. Note that the 2009 figures reflect average unemployment rates through April 2009. As a point of comparison, San Francisco's unemployment rate for the first four months of 2008 was 4.6 percent, the State was 6.3 percent and the national rate was 5.2 percent.*

The City of San Francisco is the economic and cultural hub of the Bay Area Counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma. San Francisco's economy is driven by the success and growth of advanced knowledge-based industries such as financial and professional services, life sciences, digital media/IT and tourism related services like hospitality and food services, as well as retail.

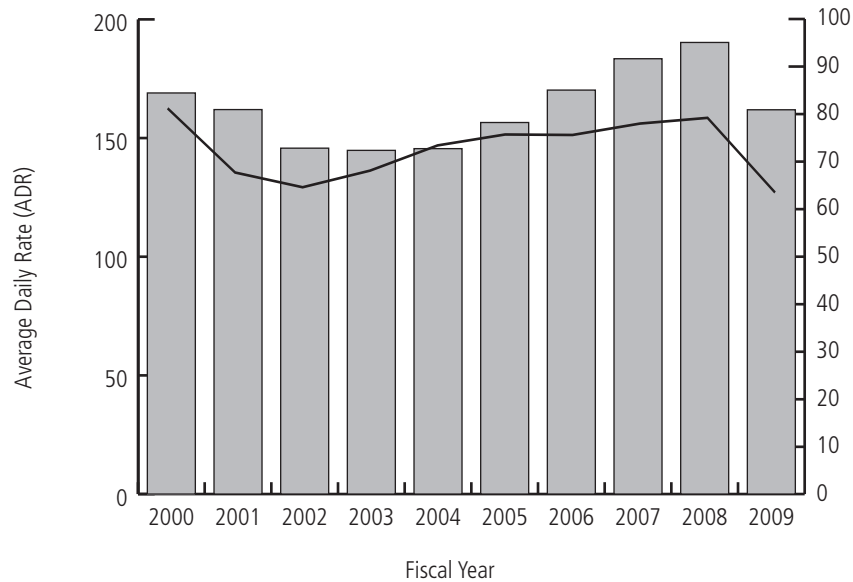
As the global economy has taken a sharp downturn, San Francisco, while not immune to economic fluctuation, continues to strategically invest in the people, infrastructure and businesses so as to positively position the City for the future.

In the midst of the economic downturn, the City of San Francisco has been working hard to ensure that anyone whose job or income may be impacted has access to timely and comprehensive services. By the end of 2009, the City is slated to open three new one Stop Career Centers. This will make six centers available to residents to provide assistance in career development and re-training.

San Francisco remains a popular global destination. For the 16th consecutive year, Condé Nast Traveler Magazine ranked the City of San Francisco as the top travel destination in the U.S.; solidifying its reputation as a premiere tourist destination. When 25 U.S. cities were ranked by Headline News, Travel & Leisure and CNN.com in America's Favorite Cities poll, San Francisco ranked first in the Notable Neighborhoods category; second in the local boutiques category; and third in the Specialty Stores and Farmer's Markets, Café and Coffee Shops and Destination Restaurants categories.

With San Francisco's global popularity, tourism remains an important force sustaining San Francisco's economy. San Francisco enjoyed a healthy influx of visitors and conventions during 2008 making the hotel sector a bright spot. While hotel performance has dropped, the local tourism industry is expected to outperform national trends; PKF Consulting is projecting the 2009 San Francisco hotel market will be the strongest in the nation despite a potential 3.3 percent drop in occupancy and 1.1 percent decline in revenue per available room.

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



*2009 figure reflects average rates through March, so this year-to-date figure is not directly comparable to the annual figures presented in this chart. As a point of comparison, through March 2008 the average daily room and occupancy rates averaged \$186 with an occupancy of 71.8 percent.*

2008 was Moscone Convention Center's best year ever as it housed 56 conventions and those groups contracted more than 992,800 hotel rooms. In addition, the Convention and Visitor Bureau tracked self-contained meetings, and these added nearly 725,000 booked nights. Overall, 1.72 million hotel room nights were booked in 2008, a 23 percent increase over year-end 2007 figures. Despite the cancellation of two conventions in 2009, the Convention and Visitor Bureau projects 836,000 room nights will be sold in connection with Moscone's 2009 conventions.

After welcoming the new low-cost carriers JetBlue, Virgin America and Southwest Airlines to San Francisco International Airport (SFO) in 2008, San Francisco experienced a growth in domestic air traffic by 6.7 percent when compared to 2007. Anticipating a rise in air travel, SFO reopened the airport's former international wing, Terminal 2. Once renovations are completed the gate capacity for domestic airlines will expand by 25 percent. Virgin America is already confirmed as the first tenant.

San Francisco remains an excellent location for businesses. Through year-end 2008, 53 companies relocated expanded or announced intentions to relocate to San Francisco, 12 of which are headquarter relocations. This represents an increase from the 42 companies that moved to San Francisco in 2007. Trina Solar, a Chinese manufacturer of solar photovoltaic products, will locate their North America base in San Francisco, highlighting the City's strength as a center for clean tech innovation. China Daily has chosen the City to be its location for its West Coast operations office. Pfizer Inc has chosen to locate its new Biotherapeutics and Bioinnovation Center in Mission Bay. In addition to those that have chosen to relocate, many companies have expanded or intend to expand their existing San Francisco operations. Sun Tech, a leader in clean energy that chose San Francisco as its North American headquarters in 2007, expanded its operations by 15,000 square feet and its workforce by 90 employees.

Throughout 2009, several local development projects are on the horizon. These projects will be essential in the revitalization of San Francisco's local economy. The City will continue its efforts to redevelop Hunters Point Shipyard Candlestick Point, Treasure Island, the TransBay Transit Center, HOPE SF, and the rebuild of SF General Hospital and Trauma Center. These efforts will add many new jobs to the City, inject much funds into the local economy and continue to make San Francisco a competitive force in the local, national and world market.



# 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

The 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 or enterprise funds:

- **THE SAN FRANCISCO INTERNATIONAL AIRPORT FUND** accounts for the activities of the City-owned commercial service airport in the San Francisco Bay Area.
- **THE WATER DEPARTMENT FUND** accounts for the activities of the San Francisco Water Department. The Department is engaged in the distribution of water to the City and certain suburban areas.
- **THE HETCH HETCHY WATER AND POWER FUND** accounts for the activities of Hetch Hetchy Water and Power Department (Hetch Hetchy). The Department is engaged in the collection and distribution of approximately 85 percent of the City's water supply and in the generation and transmission of electricity.
- **THE MUNICIPAL TRANSPORTATION AGENCY FUND** accounts for the activities of the Municipal Transportation Agency (MTA). The MTA was established by Proposition E, passed by the City's voters in November 1999. The MTA includes the San Francisco Municipal Railway (MUNI); San Francisco Municipal Railway Improvement Corporation (SFMRIC); and the operations of the Parking and Traffic Commission (DPT), which includes the Parking Authority. MUNI is responsible for the operation of the City's public transportation system. SFMRIC is a nonprofit corporation established to provide capital financial assistance for the modernization of MUNI by acquiring constructing, and financing improvements to the City's

public transportation system. DPT is responsible for proposing and implementing street and traffic changes and oversees the City's off-street parking operations.

- **THE GENERAL HOSPITAL MEDICAL CENTER FUND** accounts for the activities of the San Francisco General Hospital Medical Center, a City-owned acute care hospital.
- **THE CLEAN WATER PROGRAM FUND** accounts for the activities of the Clean Water Program (CWP). The CWP was created after San Francisco voters approved a proposition in 1976 authorizing the City to issue \$240 million in bonds for the purpose of acquiring, constructing, improving and financing improvements to the City's municipal sewage treatment and disposal system.
- **THE PORT OF SAN FRANCISCO FUND** accounts for the activities of the Port of San Francisco. The fund was established in 1969 after San Francisco voters approved a proposition accepting the transfer of the Harbor of San Francisco from the State of California.
- **THE LAGUNA HONDA HOSPITAL FUND** accounts for the activities of Laguna Honda Hospital, the City-owned skilled nursing facility.

## 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

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 Analyst – provides updated General Fund Supported expenditure and revenue projections for 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 three-year report, published on March 31, 2009, projected a \$438 million shortfall for Fiscal Year 2009-10, \$615 million shortfall for Fiscal Year 2010-11, and \$746 million in Fiscal Year 2011-12, assuming no change in policy.

The City is legally required to balance its budget each year. The Mayor's proposed Fiscal Year 2009-10 budget balances the shortfall a combination of one-time and ongoing departmental expenditures, citywide consolidations and efficiencies, and increases in citywide and departmental revenue including additional federal funding from the American Recovery and Reinvestment of 2009 (ARRA) legislation enacted by the Congress. The Fiscal Year 2009-10 budget totals \$6.6 billion, a 1.1 percent increase from the \$6.5 billion Fiscal Year 2008-09 budget. The General Fund comprises \$2.9 billion of the total budget, reflecting a \$189 million or 6.2 percent decrease as compared to last year.

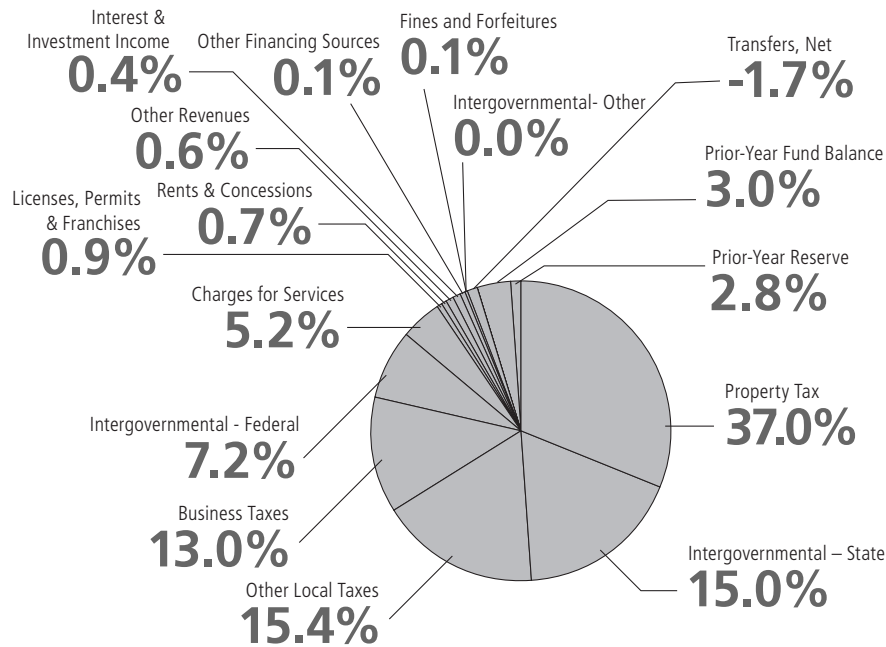
The national recession that began in December 2007 will continue to have a significant effect on finances at all levels of government in California in Fiscal Year 2009-10. The City's adopted budget for Fiscal Year 2008-09 assumed continued local economic growth and moderate growth in General Fund tax revenues. Through early Fiscal Year 2008-09, San Francisco's economy was insulated from the worst effects of the economic downturn given its relatively low exposure to the subprime mortgage crisis affecting other parts of the nation, state, and Bay Area. However, the global financial turmoil that began in September 2008 had a swift negative effect on the San Francisco economy that is not expected to ease until early 2010. The revenue projections in this budget are based on the assumption that most tax revenues will continue to decline at current rates through early 2010, remain flat for several months, and begin a moderate recovery in mid-2010. With the exception of property tax, federal subventions, and some fees for service, nearly every General Fund revenue source is projected to decrease from Fiscal Year 2008-09 budgeted levels. The largest declines are in local tax revenues such as hotel and sales 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 2008-09, will again decline in Fiscal Year 2009-10, but at more moderate rates.

While revenue projections anticipate further decline from last year's adopted budget, the City's operating costs are projected to outpace revenue as noted in the Joint Report for the next three Fiscal Years with the largest factor from employee salary, wage and fringe benefit costs. In Fiscal Year 2009-10, total labor-related costs increased by \$53 million citywide (or 1.6 percent). However, the General Fund, labor-related costs decreased by \$106.9 million or 6.8 percent due to position reductions and new labor agreements. The Fiscal Year 2009-10 budget assumes approximately \$39 million in General Fund savings from recently negotiated labor union agreements that are finalized or expected to be finalized before the budget is approved.

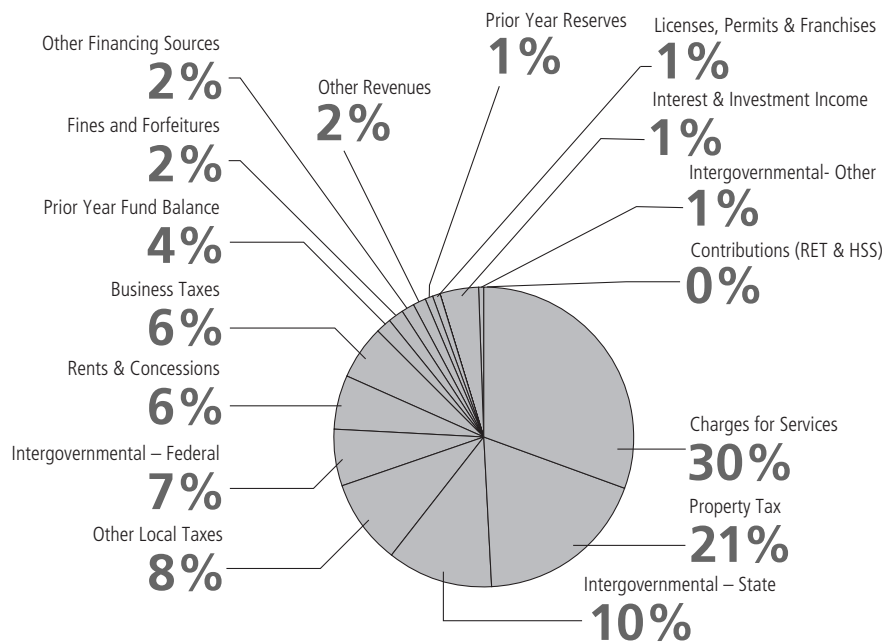
The Fiscal Year 2009-10 budget begins to bridge this projected three-year shortfall with ongoing savings.

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

## Sources of Funds – General Funds



## Sources of Funds – All Funds



Citywide revenues are projected to increase by \$69 million or 1.1 percent from Fiscal Year 2008–09 to Fiscal Year 2009–10 budgeted levels.

# Revenue Trends

The City's budget is supported by a variety of different revenue sources. Enterprise fund activities are primarily backed by fees for service, while tax revenues account for approximately 66 percent of total General Fund sources for Fiscal Year 2009-10.

Citywide revenues are projected to grow by \$69.3 million or 1.1 percent from Fiscal Year 2008-09 to Fiscal Year 2009-10 budgeted levels. Total General Fund revenues including transfers are projected to decline by \$152.7 million or 5.1 percent from Fiscal Year 2008-09 to Fiscal Year 2009-10 budgeted levels. The largest decreases in General Fund revenues are in property transfer tax, hotel tax sales tax and business tax revenue, interest income, and state subventions. Subventions that are based on allocations of state sales tax and vehicle license fee receipts are projected to decrease by \$35.2 million (14.1 percent) from Fiscal Year 2008-09 budgeted levels. All other General Fund state subventions are decreasing \$22.7 million (9.5 percent), which includes an assumed loss of \$25.0 million in state funding. These declines partially are offset by increases in property tax revenue (due to a backlog property assessments), federal funding and charges for services. The budget allocates \$85.9 million in General Fund year-end balance from Fiscal Year 2008-09 as a source in Fiscal Year 2009-10. The budget also includes allocation of \$79.3 million in reserves, including \$24.6 million in Rainy Day Reserve funds to be transferred to the San Francisco Unified School District.

## Summary of General Fund Revenue Categories

### PROPERTY TAXES

Property tax revenue is expected to reach to \$1,057.6 million in 2009-10, a 3.8 percent increase from the prior year's budget. Approximately 57 percent of Proposition 13's one percent property tax rate accrues to the General Fund. The remainder of the revenue accrues to the state's Education Revenue Augmentation Fund (ERAF), the City's Library Preservation Fund, Children's Fund or Open Space Fund, or accrues to other local jurisdictions such as 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 from a property tax rate add-on that the Controller calculates annually. This add-on was 0.163 percent for Fiscal Year 2008-09 for a total property tax rate of 1.163 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 2009-10, tax increment funding allocated to the Redevelopment Agency is projected to increase from \$89.8 million to \$95.7 million.

### POTENTIAL FOR STATE'S BORROWING OF PROPERTY TAX REVENUE

The California State Legislature is deliberating on the Governor's revised proposal to borrow \$2.0 billion in property tax revenue from local governments to be repaid with interest within three years. If approved, this state borrowing would result in the loss of approximately \$91.0 million of local property tax revenue, of which \$81.8 million would come from the General Fund in Fiscal Year 2009-10. This potential loss is not reflected in the budget as the outcome of state budget deliberations and local governments' ability to borrow funds to cover the loss are not yet known.

### BUSINESS TAX REVENUE

This revenue is budgeted at \$371.9 million in the General Fund, which is \$22.7 million or 5.8 percent lower than the \$394.6 million budgeted in Fiscal Year 2008-09. Business tax revenue is comprised predominantly of payroll taxes and also business license registration fees. This revenue level reflects revenue projections for any job losses and wage declines. The budget assumed \$10.0 million in net new revenue due to the passage of Proposition Q, which required business to report and pay payroll taxes on partnership income and also increased the small-business tax exemption level.

### SALES TAX REVENUE

Sales tax in Fiscal Year 2009-10 is expected to generate \$98.2 million in revenue, a decline of 17.7 percent from

prior-year budgeted levels. Through the summer of 2008, San Francisco's sales tax base remained relatively insulated from the subprime mortgage problems that depressed sales tax in most of the state due to strong spending from visitors to San Francisco. As the economic downturn deepened in the current Fiscal Year, local sales tax losses began to trend downward. Additional declines in early Fiscal Year 2009-10 are expected to follow before leveling off in the second half of the Fiscal Year. San Francisco sales tax revenue continues to depend more on tourism than most other cities in California; any sustained increase will be dependent on tourism, business travel and job growth.

### **HOTEL ROOM TAX REVENUE**

Total hotel room tax revenue is estimated to be \$173.1 million in Fiscal Year 2009-10, \$116.5 million of which will accrue to the General Fund. The General Fund allocation represents budget-to-budget decline of 38.3 percent due to a double-digit decline in both occupancy and average daily room rates, a decline projected to continue through early 2010.

### **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. 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 services to police, fire and emergency services. The Fiscal Year 2009-10 budget includes \$42.9 million in ALT revenue or 1.7 percent increase from the adopted budget.

### **UTILITY USERS TAX REVENUE**

Utility users tax revenue is projected to generate \$87.0 million, a 5.1 percent increase from the prior year budget. Growth is primarily related to continued growth in cellular phone revenues and collection of delinquent revenue.

### **PARKING TAX REVENUE**

Parking tax receipts is expected to see a modest decrease of \$1.3 million (1.9 percent) compared to the Fiscal Year 2008-09 budgeted level of \$65.4 million. Parking tax receipts are highly correlated to business activity and employment. The decline in parking tax revenue is less than it would have been without proposed increases in hourly parking rates in some of the City's garages.

### **REAL PROPERTY TRANSFER TAX REVENUE**

Real property transfer tax is budgeted at \$45.3 million, which is \$49.1 million or 52 percent below the Fiscal Year 2008-09 budget of \$94.3 million. During Fiscal Year 2008-09, the value of large commercial property transactions fell by nearly 60 percent due to the national credit crunch as well as business and investor losses. The number and value of smaller, mostly residential, transactions declined approximately 20 percent. Home prices have fallen, though less than in eastern Bay Area counties; and the number of sales of foreclosed properties are comparatively low. A slight increase the volume of properties changing ownership is projected for Fiscal Year 2009-10. Throughout the fiscal year, the Controller monitors daily and monthly collection rates and provides updates on this revenue source to the Mayor and Board of Supervisors.

### **FEDERAL REVENUE**

Federal grants and subventions are projected to increase by \$29.6 million (14.3 percent) to \$235.9 million. This increase is the result of additional federal funding—including an increase in 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 \$57.8 million (11.9 percent) to \$429.7 million. Declining statewide sales tax and Vehicle License Fee (VLF) revenues are projected to result in reduced Health and Welfare Realignment subventions of \$22.9 million (13.5 percent); a decrease in Proposition 172 Public Safety Sales Tax allocations of \$8.7 million (11.8 percent); and a decline in license fee allocations of \$3.6 million (71.5 percent) compared to the Fiscal Year 2008-09 budget. The City's budget assumes additional losses in state subventions of \$25 million due to the state's increased budget shortfall and its estimated effect on San Francisco. This estimate will be revised when more information is known about the final state budget cuts.

## CHARGES FOR SERVICES

Charges for services are projected to grow by \$4.4 million (3.2 percent) compared to the prior approved budget. External reimbursements and fees for General Fund services generate the majority of this revenue. The increase in revenue is due to new fees and modest increases to recovery more of the full cost of providing those City services.

## OPERATING TRANSFERS IN

Transfers In to the General Fund are projected to decrease \$34.8 million (29.5 percent) from the prior adopted budget. The largest part of this decrease is the loss of one-time transfers, including \$15.3 million from the Laguna Honda Hospital Fund due to the issuance of Certificates of Participation for the rebuild project, and a \$28.8 million repayment from the San Francisco General Hospital Fund for pre-planning costs for the hospital replacement project following the sale of the hospitals' General Obligation Bond. The General Fund receives an annual service payment of 15 percent from San Francisco Airport concession revenues. The airport concession funding is projected to be \$26.2 million (0.7 percent) less than the Fiscal Year 2008-09 budgeted amount.

# Summary of Personnel and Other Non-Salary Expenses

The City is projecting total increased labor costs of \$53 million (1.6 percent) for all funds. These costs are associated with growth in wages as well as the rising cost of health, dental and pension benefits, which continue to outpace inflation rates. However, the General Fund labor costs decreased \$106.8 million (6.8 percent) in 2009-10 due to General Fund savings from position reductions as well as recently negotiated labor union agreements.

The main components of these changes are as follows:

- Total employee benefit costs are \$921.4 million in 2009-10, up \$ 126 million or 16 percent from the prior year. General Fund benefit costs are \$347.5 million in 2009-10, up \$17.5 million or 5 percent from the prior year.
- General Fund health and dental benefit costs are projected to increase by \$13 million, including a \$9 million increase for current employees and a \$4 million increase for retired employees relative to Fiscal Year 2008-09.
- 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 from a budgeted level of \$82 million to \$143 million in Fiscal Year 2009-10.
- Workers' compensation costs will generate savings in next fiscal year. State-level reforms in this area along with continued cost management and return-to-work efforts are delivering savings to the City. General Fund savings of \$4 million as compared to budget are projected for 2008-09, and additional savings of \$1.4 million are anticipated in Fiscal Year 2009-10.

General Fund non-salary expenditure decreases will total \$85 million in Fiscal Year 2009-10. These changes are related to various departmental support including non-personnel operating costs, grants, capital projects and facilities maintenance.

# Spending Mandates and Discretionary Sources

In Fiscal Year 2009-10, the General Fund will represent 44 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-mandated spending minimums for children's programming, public libraries and public transportation among others. 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 2008–09 Budget	Fiscal Year 2009–10 Proposed	Year over Year Change	Year over Year % Change
Property Taxes	\$1,018,877,000	\$1,057,568,854	\$38,691,854	3.8%
Other Local Taxes	552,977,359	456,121,000	\$(96,856,359)	-17.5%
Intergovernmental - State	487,468,882	429,562,914	\$(57,905,968)	-11.9%
Business Taxes	394,556,000	371,848,000	\$(22,708,000)	-5.8%
Intergovernmental - Federal	206,369,886	206,228,728	\$(141,158)	-0.1%
Charges for Services	147,748,418	147,454,762	\$(293,657)	-0.2%
Licenses, Permits & Franchises	25,040,702	25,138,168	\$97,466	0.4%
Rents & Concessions	21,107,171	18,733,646	\$(2,373,525)	-11.2%
Other Revenues	11,413,839	15,894,856	\$4,481,017	39.3%
Interest & Investment Income	21,366,697	10,969,789	\$(10,396,908)	-48.7%
Fines and Forfeitures	3,860,893	3,669,000	\$(191,893)	-5.0%
Other Financing Sources	1,783,000	1,725,000	\$(58,000)	-3.3%
Intergovernmental - Other	-	86,326	\$86,326	n/a
Regular Revenues	\$2,892,569,847	\$2,745,001,043	\$(147,568,805)	-5.1%
Transfers, Net	50,144,796	(48,707,808)	\$(98,852,604)	-197.1%
Prior - Year Fund Balance	81,666,829	85,911,017	\$4,244,188	5.2%
Prior-Year Reserve	29,536,693	79,289,000	\$49,752,307	168.4%
<b>Total Sources</b>	<b>\$3,053,918,165</b>	<b>\$2,861,493,252</b>	<b>(\$339,993,718)</b>	<b>-11.1%</b>

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 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 Analyst Office, reports on projected citywide revenues and expenditures for the next three Fiscal Years. 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.

Any projected shortfalls or surpluses are taken into account when issuing budget instructions to City departments and when making decisions to balance expenditures with revenues. The participation of various stakeholders in the City's financial planning process ensures that all of the best information available is brought to bear on decision making. The independent auditors who certify the City's annual financial statements and the national bond rating agencies provide additional external oversight to the City's financial matters.

## 10-YEAR CAPITAL EXPENDITURES PROJECTIONS

Simultaneous to the revenue and expenditure projection process, the City also engages in a long-term capital planning process 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 key policymakers in their 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 2009–10.

## 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 assess facility conditions for repair and renewal needs; make renewal cost projections; and evaluate 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.

## **EFFECT OF THE FISCAL YEAR 2009-10 CAPITAL BUDGET ON THE OPERATING BUDGET**

The City plans for the effect of the capital budget on its annual General Fund expenditures during its annual financial planning process. The City's 10-Year Capital Plan, which policymakers approve in March each year, has proposed a specific level of cash funding for capital improvements to be funded in the Mayor's proposed budget. The 10-Year Capital Plan anticipates an annual growth of 10 percent (including five percent real growth and five percent for inflationary growth) in the annual allocation for repairs and renewals. For Fiscal Year 2009-10, the Capital Plan contemplates a \$63 million General Fund pay-as-you-go program. The City's Joint Report, an annual publication that projects citywide revenues and expenditures for the next three fiscal years, includes the 10-Year Capital Plan's pay-as-you go program assumptions in projections for the City's operating budget.

Over the past four 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 continues in the Mayor's proposed 2009-10 budget, with \$3.8 million of General Fund dollars budgeted to plan for a possible June 2010 Earthquake Safety and Emergency Response General Obligation bond. This policy has short-term implications for the City's operating budget. However, this interaction between the operating budget and major capital programs also has significant 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.

The Mayor's Fiscal Year 2009-10 proposed budget makes a number of adjustments to funding the General Fund pay-as-you go program, which have an impact on General Fund spending and the availability of these discretionary funds for the City's operating budget. First, the Mayor's budget continues the current year's program of issuing Certificates of Participation to finance a portion of the City's street resurfacing expenditures. This financing will shift \$9.6 million worth of anticipated expenditures off of the General Fund, but add to future debt service payments to be reimbursed with gas tax revenue. Second, the Mayor's Fiscal Year 2009-10 capital budget includes a number of water conservation and energy efficiency investments that have short-term and long-term implications for the City's operating budget. The budget includes \$11.7 million in funding from the San Francisco Public Utilities Commission's (PUC) Sustainable Energy Account to reduce utility costs in City facilities. These investments have long-term financial benefits to both the General Fund and the PUC's operating budget. City customers are among the largest purchasers of the PUC's water and power resources. On the power side in particular, because the City's General Fund departments purchase power at subsidized compared to the market rate per kilowatt hour, the PUC has an economic interest in reducing City departments' power consumption. As a result, the Fiscal Year 2010-11 budget will include a savings assumption in the General Fund operating budget to reflect these investments.

## **THE EFFECT OF THE 10-YEAR CAPITAL PLAN ON THE CITY'S OPERATING BUDGET**

The City's 10-Year Capital Plan (Fiscal Year 2010-19) 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. Major CIPs currently underway or anticipated in the City's 10-Year Capital Plan include:

**Laguna Honda Hospital Replacement Project.** The City is nearing completion of the new Laguna Honda Hospital (LHH), a long-term care facility scheduled to open in the spring of 2010. The new facility includes energy efficiency upgrades that will reduce costs, but due to updated staffing plans and cost changes during construction, the Fiscal Year 2009-10 budget includes \$.5 million in additional costs to begin operating the new facility, which will have a full-year cost of \$.8 million in Fiscal Year 2010-11.

**Road Repair and Safety Improvements CIP General Obligation Bond.** The Capital Plan anticipates a \$368 million General Obligation bond on the November 2009 ballot for repairs and improvements to the public rights-of-way. Because San Francisco funds a large portion of its street resurfacing program with General Fund and other short-

term cash financing, these bond proceeds would reduce operating expenditures while allowing the City to fund paving projects to improve street pavement condition. The Capital Plan assumes a year-over-year reduction of \$9.8 million in General Fund dollars need for street resurfacing. In future years, the City will be able to reprogram the operating funding freed up by this streets bond to cover the cost of General Fund debt service on the replacement of County Jails 1 and 2 at the Hall of Justice.

Earthquake Safety and Emergency Response CIP General Obligation Bond. The Capital Plan assumes a \$580 million General Obligation bond on the June 2010 ballot to pay for upgrades to the Auxiliary Water Supply System (AWSS), the Hall of Justice, the City's Crime Lab and the Medical Examiner facilities. This bond will have significant implications for the City's operating budget over time, both positive and negative. The Hall of Justice is in a state of disrepair and creates significant annual and potential costs for the City's operating budget. The City dedicates \$2 million to \$3 million per year from the General Fund in short-term repairs and upgrades keep the Hall of Justice safe and operational until the replacement project is underway.

However, delays in rebuilding the facility could have much larger costs. In the event of a major seismic event, Jails 1 and 2, occupied by 800 prisoners and employees, would need to expend additional costs to house these prisoners in a temporary facility until a new one is built, which would cost hundreds of millions of dollars. Moreover, the City's Medical Examiner, housed in the Hall of Justice, is at risk of losing its accreditation due to a lack of adequate facilities. In such an event, the City's operating budget would be faced with significant cost to perform these services. The relocation of the crime lab and Medical Examiner to a new facility have previously been programmed to be paid for with General Fund debt, which would divert General Fund cash from the operating budget on an ongoing basis. Because the facility is now programmed to be funded with a General Obligation bond, more than \$216 million in General Fund operating funds would be available for other uses, including the payment of debt service costs to rebuild the jails.

## **HIGHLIGHTS OF THE PROPOSED CAPITAL PLAN 2010-2019**

The plan recommends total investments of \$28 billion between Fiscal Years 2010- 19. 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. Over the ten year period, these projects are estimated to create more than 200,000 jobs. Examples of investments in the proposed plan 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 both GF and non-GF sources, the proposed renewal investments capture 63 percent of the need in year one and 84 percent in year ten of the Plan. While year ten represents improvement over year one, by not fully funding annual needs, the Plan defers approximately \$508 million in additional renewal needs. Furthermore, these investments do not address existing backlogs for facilities, streets, and right-of-way assets totaling \$714 million.

**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 nearly \$2.1 billion. The highest priorities are the replacement of County Jail 1 and 2 in the Hall of Justice and the projects included in the June 2010 Earthquake Safety and Emergency Response G.O. bond.

**DISABILITY ACCESS IMPROVEMENTS** Accessibility of City facilities for the disabled is a key priority in the Plan. The Plan recommends \$16 million in General Fund investments through Fiscal Year 2012-13 for the Americans with Disabilities Act (ADA) facility transition plan. Strong investments in curb ramps continue at \$76 million over the next ten years.

**PARKS AND OPEN SPACE IMPROVEMENTS** This year's Plan proposes approximately \$292 million in system wide work – funded predominantly with bond issuances from the 2008 Clean & Safe Neighborhood Parks bond and another \$150 million G.O. bond proposed in November 2014.

Proposed investments in General Fund assets are funded primarily through a mix of \$2.1 billion of General Obligation (GO) bonds, \$675 million in lease revenue bonds, certificates of participation (C.O.P.s), other General Fund debt, and increasing General Fund investments over the life of the plan.

## BUDGETING METHOD

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

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

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

## KEY PARTICIPANTS

- Citizens provide direction for and commentary on budget priorities throughout the annual budget process. Input from citizens at community town 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 citywide 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's with the assistance of the Mayor's Office of Public Policy and Finance under direction of the Mayor, 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 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 for the July 1 Fiscal Year begins in September and includes the Controller's Office and Mayor's Office projection of "budget year" enterprise and General Fund revenues. Also at this time, many departments begin budget planning to allow adequate input from oversight commissions and the public. In December, budget instructions are issued by the Controller's Office and the Mayor's Office with detailed guidance 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 Budget: General Fund departments rely on discretionary revenue comprised primarily of local taxes such as property, sales, payroll and other taxes. The Mayor introduces the proposed General Fund budget to the Board of Supervisors on June 1.
- Enterprise Department Budget: Enterprise departments generate non-discretionary revenue from charges for services that is used to support operations. The Mayor introduces the proposed Enterprise budget to the Board of Supervisors on May 1.
- Capital Budget: Capital budget requests are submitted to the Capital Planning Committee (CPC) for review and inclusion in the City's annual 10 Year Capital Plan. The annual Capital Budget is brought before the Board of Supervisors and Mayor for approval concurrently with the General Fund Department Budget.
- Between December and early February, departments prepare their budget requests, which are submitted to the Controller by mid-February. The Controller consolidates, verifies and refines all the information that departments have submitted. In the first week of March, the Controller submits departments' proposed budget requests to the Mayor's Office of Public Policy and Finance for review.

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

From February through May, the Mayor and his staff meet with community groups to provide budget updates and to hear concerns and requests for funding to improve public services. In particular, the Mayor and his budget staff participate in a variety of stakeholder meetings. 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 previous 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.

Because the budget must be balanced, cuts that are made to General Fund departments represent unallocated monies that the Board of Supervisors can apply to new public services or to offset proposed budget cuts. The Board of Supervisors generates a list of budget policy priorities that the Budget 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.

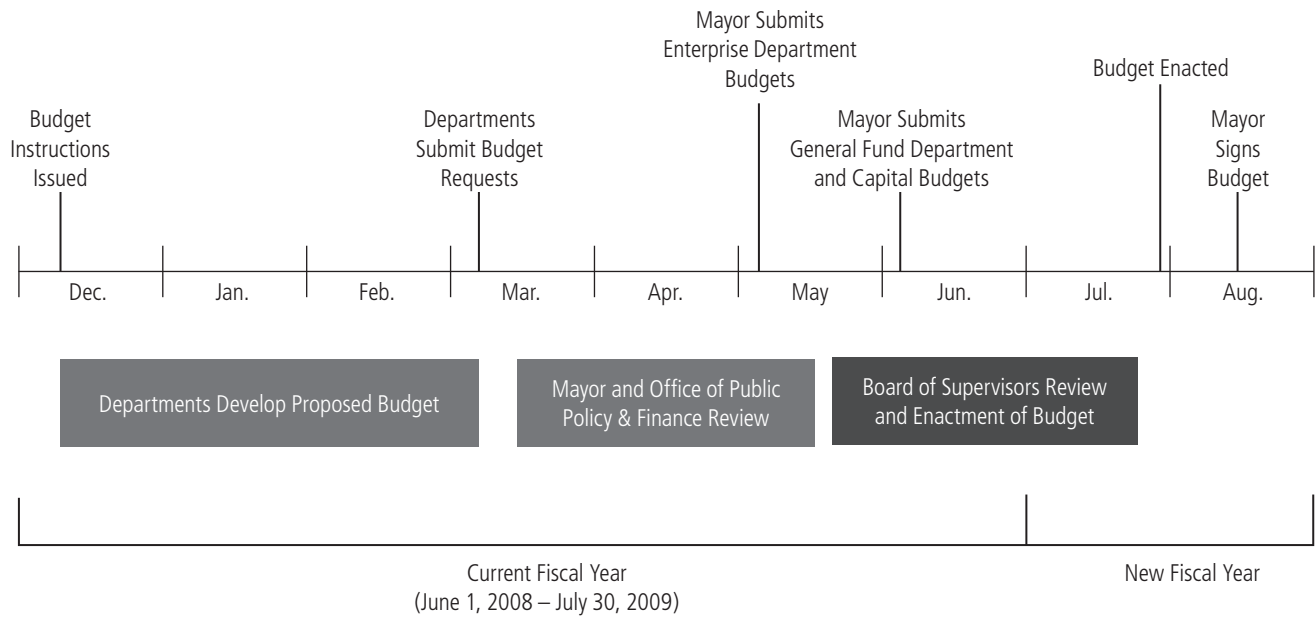
As the City Charter requires, the Board of Supervisors must vote on the budget twice between July 15 and August 1. At the first reading, which occurs the first Tuesday after July 15, amendments may be proposed and if passed by a simple majority, added to the budget. These amendments may be proposed by 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 an Annual Appropriations Ordinance, once the Board forwards it. The Mayor can sign the budget making it effective immediately. The Mayor can also veto any portion of the budget whereupon it returns to the Board of Supervisors. The Board has ten days to override any or all of 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 supercedes the Interim Budget.

## **IMPLEMENTATION**

Responsibility for execution of the budget rests largely with departments although some General Fund personnel requisitions require Mayor's Office and Controller oversight. The Mayor's Office and Controller monitor department spending throughout the year and take measures to mitigate overspending. Both offices, 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 Supervisor 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	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>Sources of Funds</b>					
Local Taxes	2,154,093,972	2,297,169,182	2,235,903,637	(61,265,545)	(3%)
Licenses & Fines	146,319,044	155,829,596	219,815,604	63,986,008	41%
Use of Money or Property	415,794,274	428,983,444	427,273,350	(1,710,094)	0%
Intergovernmental Revenue - Federal	312,470,110	355,804,317	447,869,287	92,064,970	26%
Intergovernmental Revenue - State	670,769,169	709,541,513	647,407,892	(62,133,621)	(9%)
Intergovernmental Revenue - Other	72,279,226	88,787,379	45,342,852	(43,444,527)	(49%)
Charges for Services	1,807,001,024	1,921,553,023	1,979,909,334	58,356,312	3%
Other Revenues	139,376,187	343,181,959	264,775,062	(78,406,897)	(23%)
Fund Balance	339,029,799	230,617,518	332,463,154	101,845,636	44%
<b>Sources of Funds Subtotals</b>	<b>6,057,132,805</b>	<b>6,531,467,931</b>	<b>6,600,760,172</b>	<b>69,292,242</b>	<b>1%</b>
<b>Uses of Funds</b>					
Salaries & Wages	2,460,112,885	2,541,186,562	2,465,512,696	(75,673,866)	(3%)
Fringe Benefits	742,827,472	792,718,744	921,430,840	128,712,096	16%
Overhead	128,348,957	132,939,294	122,619,728	(10,319,566)	(8%)
Professional & Contractual Services	1,193,767,491	1,332,867,735	1,325,903,596	(6,964,139)	(1%)
Aid Assistance / Grants	515,301,116	597,081,549	599,855,240	2,773,691	0%
Materials & Supplies	241,902,620	271,133,335	255,178,518	(15,954,817)	(6%)
Equipment	33,995,371	58,175,725	32,266,686	(25,909,039)	(45%)
Debt Service	629,546,187	657,717,348	646,511,842	(11,205,506)	(2%)
Services of Other Departments	569,898,098	604,501,124	623,914,116	19,412,992	3%
Expenditure Recovery	(773,230,692)	(892,468,348)	(917,796,738)	(25,328,390)	3%
Budgetary Reserves	0	63,606,664	65,395,543	1,788,879	3%
Facilities Maintenance	32,805,860	33,498,781	32,427,632	(1,071,149)	(3%)
Capital Renewal	0	0	31,011,968	31,011,968	NA
Capital Projects	281,857,440	338,509,418	396,528,506	58,019,088	17%
<b>Uses of Funds Subtotals</b>	<b>6,057,132,805</b>	<b>6,531,467,931</b>	<b>6,600,760,172</b>	<b>69,292,241</b>	<b>1%</b>

Note: FY 2007-08 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	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg 2008-2009
<b>Use of Money or Property</b>					
301 INTEREST	50,247,770	57,371,158	49,732,348	(7,638,810)	(13.3%)
302 DIVIDENDS	8,883	0	0	0	N/A
303 UNREALIZED GAINS (LOSSES) - GASB 31/27	253,522	0	0	0	N/A
304 OTHER INVESTMENT INCOME (GROSS)	325,270	20,000	45,000	25,000	N/A
351 PARKING METER COLLECTIONS	33,017,782	33,038,197	45,235,733	12,197,536	36.9%
352 PARKING GARAGE/LOT RENTALS	119,129,605	116,487,848	112,777,103	(3,710,745)	(3.2%)
353 REC & PARK - RENTALS	15,694,287	3,748,000	3,605,600	(142,400)	(3.8%)
354 REC & PARK - CONCESSIONS	15,174,172	9,777,406	8,884,554	(892,852)	(9.1%)
355 CULTURAL FACILITIES-RENTALS	1,354,721	1,326,683	1,326,827	144	0.0%
356 CULTURAL FACILITIES-CONCESSIONS	304,998	259,420	289,470	30,050	11.6%
357 CONV FACILITIES - RENTALS & CONCESSIONS	0	20,184,991	22,933,735	2,748,744	13.6%
360 PORT-CARGO RENTAL	(4,019)	0	0	0	N/A
361 PORT-SHIP REPAIR CONCESSION	999,261	0	0	0	N/A
362 PORT-HARBOR RENTS	880,396	0	0	0	N/A
363 PORT-COMMERCIAL/INDUSTRIAL RENT/CONCESSION	31,362,123	39,342,248	38,840,000	(502,248)	(1.3%)
365 PORT-CRUISE RENTS	161,617	0	0	0	N/A
366 PORT-FISHING RENT	1,812,506	0	0	0	N/A
367 PORT-OTHER MARINE RENTS/CONCESSIONS	1,127,559	0	0	0	N/A
372 SFIA-PASSENGER TERMINALS RENTALS	4,423,822	4,558,000	4,490,000	(68,000)	(1.5%)
373 SFIA-PAVED & UNIMPROVED-NONAIRLINE RENTAL	11,869,973	13,758,000	15,082,000	1,324,000	9.6%
374 SFIA-ADVERTISING, TEL. & OTHERS	17,948,696	17,813,000	17,963,000	150,000	0.8%
375 SFIA-NEWS, TOBACCO & GIFTS	36,092,320	37,246,000	37,403,000	157,000	0.4%
376 SFIA-AUTO RENTALS	29,744,059	31,036,000	31,414,000	378,000	1.2%
377 SFIA-RESTAURANT & ALLIED SVCS	11,303,479	11,394,000	11,223,000	(171,000)	(1.5%)
379 SFIA-OTHER GROUND TRANSPORTATION	10,103,479	10,504,000	9,345,000	(1,159,000)	(11.0%)
381 SFIA-CNG SERVICES	80,847	74,000	76,000	2,000	2.7%
391 SFWD-OTHERS	171,843	0	0	0	N/A
398 OTHER CITY PROPERTY RENTALS	22,197,657	21,044,493	16,606,980	(4,437,513)	(21.1%)
399 OTHER CONCESSIONS	7,646	0	0	0	N/A
<b>Use of Money or Property Subtotals</b>	<b>415,794,274</b>	<b>428,983,444</b>	<b>427,273,350</b>	<b>(1,710,094)</b>	<b>(0.4%)</b>
<b>Intergovernmental Revenue - Federal</b>					
401 FEDERAL-PUBLIC ASSISTANCE ADMIN	124,103,506	141,229,042	138,737,979	(2,491,063)	(1.8%)
402 FEDERAL-PUBLIC ASSISTANCE PROGRAMS	65,536,266	70,003,193	72,038,727	2,035,534	2.9%
411 FEDERAL-TRANSP/TRANSIT-OPERATING ASSIST	3,921,868	3,921,868	3,921,868	0	N/A
412 FEDERAL-TRANSP/TRANSIT-CAPITAL ASSIST	0	16,000,000	0	(16,000,000)	N/A
431 FEDERAL-DISASTER RELIEF	271,665	141,586	0	(141,586)	N/A
440 FEDERAL HOMELAND SECURITY	4,303,350	144,127	306,778	162,651	N/A
445 FEDERAL-AM RECOVERY & REINVESTMENT ACT	0	0	73,448,200	73,448,200	N/A
449 FEDERAL-OTHER	114,333,455	124,364,501	159,415,735	35,051,234	28.2%
<b>Intergovernmental Revenue - Federal Subtotals</b>	<b>312,470,110</b>	<b>355,804,317</b>	<b>447,869,287</b>	<b>92,064,970</b>	<b>25.9%</b>

# Sources by Category and Object

Object	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg 2008-2009
<b>Intergovernmental Revenue - State</b>					
451 STATE-PUBLIC ASSISTANCE ADMIN	59,540,561	49,346,413	48,966,581	(379,832)	(0.8%)
452 STATE-PUBLIC ASSISTANCE PORGRAMS	52,575,442	56,275,526	53,083,666	(3,191,860)	(5.7%)
453 STATE-HEALTH ADMINISTRATION	32,838,530	33,844,034	31,338,590	(2,505,444)	(7.4%)
454 STATE-HEALTH PROGRAMS	102,050,018	156,061,289	165,139,416	9,078,127	5.8%
455 STATE-HEALTH & WELFARE SALES TAX	133,449,313	135,956,000	116,668,200	(19,287,800)	(14.2%)
456 STATE-HEALTH & WELFARE VEH LICENSE FEES	92,275,749	95,291,000	84,010,800	(11,280,200)	(11.8%)
45C CAPITAL CONTRIBUTIONS-STATE	0	0	0	0	N/A
461 STATE-MOTOR VEHICLE IN-LIEU TAX	3,528,773	4,960,000	1,412,000	(3,548,000)	(71.5%)
462 STATE-HIGHWAY USERS TAX	13,778,369	13,564,441	13,043,963	(520,478)	(3.8%)
470 STATE-AGRICULTURE	638,249	510,305	650,494	140,189	27.5%
471 STATE-TRANSPORT/TRANSIT-OPERATING ASSIST	33,833,194	34,000,000	28,031,267	(5,968,733)	(17.6%)
476 STATE - DISASTER RELIEF	552,934	0	0	0	N/A
481 STATE - HOMEOWNERS' PROPERTY TAX RELIEF	4,957,221	5,101,000	5,101,000	0	N/A
483 STATE - PROP 172 PUBLIC SAFETY FUNDS	69,686,916	73,812,000	65,088,000	(8,724,000)	(11.8%)
489 STATE - OTHER	71,063,900	50,819,505	34,873,915	(15,945,590)	(31.4%)
<b>Intergovernmental Revenue - State Subtotals</b>	<b>670,769,169</b>	<b>709,541,513</b>	<b>647,407,892</b>	<b>(62,133,621)</b>	<b>(8.8%)</b>
<b>Intergovernmental Revenue - Other</b>					
491 OTHER-TRANSPORT/TRANSIT-OPERTING ASSIST	71,945,686	86,487,379	42,956,526	(43,530,853)	(50.3%)
492 OTHER-TRANSPORT/TRANSIT-CAPITAL ASSIST	315,480	0	0	0	N/A
499 OTHER - GOVERNMENTAL AGENCIES	18,060	2,300,000	2,386,326	86,326	3.8%
<b>Intergovernmental Revenue - Other Subtotals</b>	<b>72,279,226</b>	<b>88,787,379</b>	<b>45,342,852</b>	<b>(43,444,527)</b>	<b>(48.9%)</b>

# Sources by Category and Object

Object	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg 2008-2009
<b>Charges for Services</b>					
601 GENERAL GOVERNMENT SERVICES	56,899,504	65,983,389	60,447,790	(5,535,598)	(8.4%)
605 HUMANE SERVICES	156,827	172,100	172,100	0	N/A
606 PUBLIC SAFETY SERVICE CHARGES	80,286,551	77,407,952	34,988,031	(42,419,921)	(54.8%)
607 CORRECTION SERVICE CHARGES	4,159,160	3,644,495	3,652,142	7,647	0.2%
608 HIGHWAY SERVICE CHARGES	462,455	800,000	800,000	0	N/A
611 PLANNING & ENGINEERING SERVICES	36,718,063	46,025,833	34,961,620	(11,064,213)	(24.0%)
625 LIBRARY SERVICES	685,176	765,000	684,800	(80,200)	(10.5%)
626 REC & PARK-SERVICE CHARGES	21,919,809	18,261,388	20,545,359	2,283,971	12.5%
628 CONCERTS, EXHIBITIONS & PERFORMANCES	4,544,318	5,505,814	3,326,407	(2,179,407)	(39.6%)
631 SANITATION SERVICE CHARGES	186,660,549	212,709,200	219,839,274	7,130,074	3.4%
635 PUBLIC HEALTH CHARGES	10,388,627	11,428,919	19,849,522	8,420,603	73.7%
640 PORT-CARGO SERVICES	4,477,651	4,740,000	4,497,500	(242,500)	(5.1%)
641 PORT-SHIP REPAIR SERVICES	0	1,000,000	855,000	(145,000)	(14.5%)
642 PORT-HARBOR SERVICES	11,958	995,000	1,335,000	340,000	34.2%
645 PORT-CRUISE SERVICES	981,013	1,565,000	1,980,000	415,000	26.5%
646 PORT-FISHING SERVICES	(132,476)	1,850,000	1,820,000	(30,000)	(1.6%)
647 PORT-OTHER MARINE SERVICES	574,328	1,368,000	1,744,000	376,000	27.5%
651 HOSPITAL SERVICE CHARGES	9,239,227	12,323,982	9,515,003	(2,808,979)	(22.8%)
652 INPATIENT REVENUES	1,123,355,947	1,233,966,443	1,206,137,888	(27,828,555)	(2.3%)
653 OUTPATIENT REVENUES	328,253,074	440,098,533	445,080,405	4,981,872	1.1%
654 EMERGENCY ROOM REVENUES	99,046,139	0	0	0	N/A
658 REVENUE DEDUCTIONS	(1,182,455,486)	(1,332,298,603)	(1,290,678,065)	41,620,538	(3.1%)
659 NET PATIENT REVENUE	104,142,303	95,229,194	117,055,191	21,825,997	22.9%
660 STATE BILL REVENUES	98,516,856	105,372,735	105,716,806	344,071	0.3%
661 TRANSIT PASS REVENUE	75,430,424	69,978,320	89,575,320	19,597,000	28.0%
662 TRANSIT CABLE CAR REVENUE	24,246,953	22,908,861	25,948,459	3,039,598	13.3%
663 TRANSIT CASH FARES	48,538,786	48,573,120	62,681,325	14,108,205	29.0%
664 TRANSIT CHARTER BUS REVENUE	1,184	1,885	1,885	0	N/A
665 TRANSIT ADVERTISING REVENUE	13,028,951	13,396,985	14,069,603	672,618	5.0%
666 TRANSIT TOKEN REVENUE	1,427,653	800,000	800,000	0	N/A
667 TRANSIT PARATRANSIT REVENUE	1,644,745	1,600,000	2,100,000	500,000	31.2%
669 TRANSIT OTHER OPERATING REVENUE	15,235	221,432	221,432	0	N/A
671 SFIA-FLIGHT OPERATIONS	88,359,719	154,361,000	147,424,000	(6,937,000)	(4.5%)
672 SFIA-RENTAL AIRLINES	155,296,720	162,943,000	173,402,000	10,459,000	6.4%
673 SFIA-PAVED & UNIMPROVED-AIRLINES	28,910,426	28,788,000	29,003,000	215,000	0.7%
674 SFIA-AIRCRAFT & OUTDOOR STORAGE	9,963,770	8,846,000	9,843,000	997,000	11.3%
675 SFIA-AIRLINE SUPPORT SERVICE	27,470,687	31,475,000	28,467,000	(3,008,000)	(9.6%)
676 SFIA-FUEL, OIL & OTHER SERVICES	11,886,615	13,261,000	12,724,000	(537,000)	(4.0%)
677 SFIA-PARKING AIRLINES	7,246,996	7,268,000	7,153,000	(115,000)	(1.6%)
681 WATER SALES	214,172,418	241,052,225	276,147,788	35,095,563	14.6%
687 HHETCHY - ELECTRICITY SALES	96,547,859	103,580,722	90,940,994	(12,639,728)	(12.2%)
699 OTHER CHARGES FOR SERVICES	661,871	1,109,591	1,010,800	(98,791)	(8.9%)
860 ISF CHARGES FOR SERVICES TO AAO FUNDS	11,012,909	1,343,195	2,935,315	1,592,120	N/A
890 NON-ISF CHARGES FOR SVC TO OTHER AGENCIES	2,245,530	1,130,313	1,134,640	4,327	0.4%
<b>Charges for Services Subtotals</b>	<b>1,807,001,024</b>	<b>1,921,553,023</b>	<b>1,979,909,334</b>	<b>58,356,312</b>	<b>3.0%</b>

# Sources by Category and Object

Object	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg 2008-2009
<b>Other Revenues</b>					
701 RETIREMENT - CONTRIBUTIONS	15,506,732	17,069,298	18,532,946	1,463,648	8.6%
753 CHN-OTHER OPERATING REVENUE	10,404,905	10,096,834	9,769,006	(327,828)	(3.2%)
754 DEVELOPMENT IMPACT FEES & EXACTIONS	(4,346,530)	0	0	0	N/A
759 PORT-OTHER NON OPERATING REVENUE	1,141,871	1,204,300	860,300	(344,000)	(28.6%)
761 GAIN(LOSS) ON SALES OF FIXED ASSETS	6,310,205	6,109,100	31,823,000	25,713,900	N/A
762 PROCEEDS FROM SALES OF OTHER CITY PROP	536,031	432,200	432,200	0	N/A
771 SFIA-COGENERATION FACILITIES	158,571	136,000	137,000	1,000	0.7%
772 SFIA-ELECTRICITY	15,761,004	16,454,000	16,391,000	(63,000)	(0.4%)
773 SFIA-WATER	5,125,509	5,320,000	5,426,000	106,000	2.0%
774 SFIA-SECURITY SERVICES	2,776,847	2,897,000	2,621,000	(276,000)	(9.5%)
776 SFIA-NATURAL GAS	399,739	375,000	405,000	30,000	8.0%
779 SFIA-MISCELLANEOUS	10,538,125	8,157,000	8,382,000	225,000	2.8%
780 WATER-OTHER OPERATING REVENUE	4,345,802	4,000,000	2,000,000	(2,000,000)	(50.0%)
781 GIFTS & BEQUESTS	5,438,053	841,500	975,817	134,317	16.0%
782 PRIVATE GRANTS	2,185,862	1,406,124	1,150,247	(255,877)	(18.2%)
789 OTHER OPERATING ADJUSTMENTS	7,158,828	1,156,848	1,231,848	75,000	6.5%
797 CUSTOM WORK&SVC TO OTHER GOV'T AGENCIES	2,052,607	0	0	0	N/A
799 OTHER NON-OPERATING REVENUES	(368,973)	6,174,729	19,097,643	12,922,914	N/A
801 PROCEED FROM LONG-TERM DEBTS	10,445,337	232,614,026	114,648,388	(117,965,638)	(50.7%)
802 LOAN REPAYMENT	0	304,000	0	(304,000)	N/A
803 PROCEED FROM SHORT-TERM DEBTS	43,805,662	23,755,000	6,500,000	(17,255,000)	(72.6%)
849 OTHER FINANCING SOURCES	0	4,679,000	24,391,667	19,712,667	N/A
<b>Other Revenues Subtotals</b>	<b>139,376,187</b>	<b>343,181,959</b>	<b>264,775,062</b>	<b>(78,406,897)</b>	<b>(22.8%)</b>
<b>Transfers In</b>					
920 "CTI" CONTRIBUTION TRANSFERS IN	427,859,753	462,670,668	404,654,358	(58,016,310)	(12.5%)
930 "OTI" OTHER OPERATING TRANSFERS IN	210,852,790	474,642,482	253,585,158	(221,057,324)	(46.6%)
950 "ITI" INTRAFUND TRANSFERS IN	435,210,779	445,031,014	509,645,798	64,614,784	14.5%
<b>Transfers In Subtotals</b>	<b>1,073,923,322</b>	<b>1,382,344,164</b>	<b>1,167,885,314</b>	<b>(214,458,850)</b>	<b>(15.5%)</b>
<b>Fund Balance</b>					
999 UNAPPROPRIATED FUND BALANCE	339,029,799	230,617,518	332,463,154	101,845,636	44.2%
<b>Fund Balance Subtotals</b>	<b>339,029,799</b>	<b>230,617,518</b>	<b>332,463,154</b>	<b>101,845,636</b>	<b>44.2%</b>
Revenue Subtotals	7,131,056,127	7,913,812,095	7,768,645,486	(145,166,608)	(1.8%)
Less Interfund and Intrafund Transfers	(1,073,923,322)	(1,382,344,164)	(1,167,885,314)	214,458,850	(15.5%)
<b>Net Sources</b>	<b>6,057,132,805</b>	<b>6,531,467,931</b>	<b>6,600,760,172</b>	<b>69,292,242</b>	<b>1.1%</b>

# Uses by Category and Object

Object		2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg
<b>Salaries &amp; Wages</b>						
001	PERMANENT SALARIES-MISC	1,339,046,581	1,500,457,236	1,430,259,990	(70,197,246)	(4.7%)
002	PERMANENT SALARIES-UNIFORM	440,550,241	493,948,801	495,640,908	1,692,108	0.3%
003	PERMANENT SALARIES-PLATFORM	188,190,252	145,412,078	150,347,549	4,935,471	3.4%
004	PERMANENT SALARIES-NURSES	156,056,698	181,654,861	171,450,495	(10,204,366)	(5.6%)
005	TEMP SALARIES-MISC	80,777,624	29,275,290	31,460,783	2,185,493	7.5%
006	TEMP SALARIES-NURSES	16,714,926	3,356,722	3,726,078	369,356	11.0%
009	PREMIUM PAY	93,648,368	78,422,455	83,895,198	5,472,744	7.0%
010	ONE-TIME PAYMENTS	17,764,304	3,963,256	5,441,709	1,478,453	37.3%
011	OVERTIME	105,970,546	87,514,082	75,132,098	(12,381,984)	(14.1%)
012	HOLIDAY PAY	21,393,345	17,181,781	18,157,887	976,106	5.7%
<b>Salaries &amp; Wages</b>		<b>2,460,112,885</b>	<b>2,541,186,562</b>	<b>2,465,512,696</b>	<b>(75,673,866)</b>	<b>(3%)</b>
<b>Fringe Benefits</b>						
013	RETIREMENT	200,414,595	192,608,500	281,489,400	88,880,900	46.1%
014	SOCIAL SECURITY	135,982,517	147,538,393	143,726,991	(3,811,402)	(2.6%)
015	HEALTH SERVICE	347,244,997	397,921,860	434,992,582	37,070,722	9.3%
016	DENTAL COVERAGE	34,340,287	35,337,460	36,300,509	963,049	2.7%
017	UNEMPLOYMENT INSURANCE	(268,309)	2,529,209	4,930,953	2,401,744	95.0%
018	PLATFORM TRUST FUND	0	0	6,000,000	6,000,000	N/A
019	OTHER FRINGE BENEFITS	25,113,385	16,783,322	13,990,404	(2,792,918)	(16.6%)
<b>Fringe Benefits</b>		<b>742,827,472</b>	<b>792,718,744</b>	<b>921,430,840</b>	<b>128,712,096</b>	<b>16%</b>
<b>Overhead</b>						
020	OVERHEAD	128,348,957	132,939,294	122,619,728	(10,319,566)	(7.8%)
<b>Overhead</b>		<b>128,348,957</b>	<b>132,939,294</b>	<b>122,619,728</b>	<b>(10,319,566)</b>	<b>(8%)</b>

# Uses by Category and Object

Object		2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg
<b>Professional &amp; Contractual Services</b>						
021	TRAVEL	2,766,077	2,544,809	2,889,571	344,762	13.5%
022	TRAINING	10,943,784	9,094,260	9,355,883	261,623	2.9%
023	EMPLOYEE EXPENSES	3,849,935	656,185	651,700	(4,485)	(0.7%)
024	MEMBERSHIP FEES	2,976,058	2,390,740	2,386,157	(4,583)	(0.2%)
025	ENTERTAINMENT AND PROMOTION	1,278,201	638,284	528,413	(109,871)	(17.2%)
026	COURT FEES AND OTHER COMPENSATION	10,911,788	11,672,630	13,081,868	1,409,238	12.1%
027	PROFESSIONAL & SPECIALIZED SERVICES	602,486,444	658,161,293	669,022,185	10,860,892	1.7%
028	MAINTENANCE SVCS-BUILDING & STRUCTURES	43,021,606	30,430,378	31,578,086	1,147,708	3.8%
029	MAINTENANCE SVCS-EQUIPMENT	36,593,196	46,455,324	48,863,432	2,408,108	5.2%
030	RENTS & LEASES-BUILDINGS & STRUCTURES	85,728,457	125,598,987	118,283,072	(7,315,915)	(5.8%)
031	RENTS & LEASES-EQUIPMENT	12,273,323	7,366,312	8,535,958	1,169,646	15.9%
032	UTILITIES	20,963,353	19,184,757	18,120,725	(1,064,032)	(5.5%)
033	POWER FOR RESALE	101,709,492	109,676,922	111,717,169	2,040,247	1.9%
034	SUBSISTANCE	165,478	139,590	145,586	5,996	4.3%
035	OTHER CURRENT EXPENSES	102,499,914	147,988,396	127,140,406	(20,847,990)	(14.1%)
051	INSURANCE	70,574,004	64,573,738	63,679,342	(894,396)	(1.4%)
052	TAXES, LICENSES & PERMITS	60,637,284	57,087,209	58,305,468	1,218,259	2.1%
053	JUDGMENTS & CLAIMS	41,604,221	38,222,239	43,923,038	5,700,799	14.9%
054	OTHER FIXED CHARGES	189,324	352,200	752,305	400,105	113.6%
055	RETIREMENT TRUST FUND	(8,448,995)	0	0	0	N/A
057	HEALTH SERV FUND-HMO,DENTAL & DISABILITY	854	0	0	0	N/A
057	RETIREMENT TRUST-CONTRIBUTION REFUNDS	8,448,995	0	0	0	N/A
058	HEALTH SERV FUND-OTHER BENEFIT EXPENSES	0	0	0	0	N/A
06B	PROGRAMMATIC PROJECTS-CFWD BUDGET ONLY	0	(2,935,833)	(617,623)	2,318,210	(79.0%)
06C	CAPITAL PROJECTS BUDGET - CFWD ONLY	0	0	(250,000)	(250,000)	N/A
06P	PROGRAMMATIC PROJECTS-BUDGET	0	6,420,845	8,333,406	1,912,561	29.8%
077	BAD DEBTS	324,959	0	0	0	N/A
079	ALLOCATED CHARGES	(20,147,626)	(2,851,530)	(10,522,551)	(7,671,021)	269.0%
07R	PAYMENT TO REFUNDED BOND ESCROW AGENT	2,417,365	0	0	0	N/A
<b>Professional &amp; Contractual Services</b>		<b>1,193,767,491</b>	<b>1,332,867,735</b>	<b>1,325,903,596</b>	<b>(6,964,139)</b>	<b>(1%)</b>
<b>Aid Assistance / Grants</b>						
036	AID ASSISTANCE	35,561,288	43,537,426	42,113,972	(1,423,454)	(3.3%)
037	AID PAYMENTS	216,942,537	239,080,768	245,752,318	6,671,550	2.8%
038	CITY GRANT PROGRAMS	255,482,613	313,063,355	309,475,670	(3,587,685)	(1.1%)
039	OTHER SUPPORT & CARE OF PERSONS	7,314,678	1,400,000	2,513,280	1,113,280	79.5%
<b>Aid Assistance / Grants</b>		<b>515,301,116</b>	<b>597,081,549</b>	<b>599,855,240</b>	<b>2,773,691</b>	<b>0%</b>
<b>Materials &amp; Supplies</b>						
040	MATERIALS & SUPPLIES BUDGET ONLY	6,401	143,200,441	119,933,095	(23,267,346)	(16.2%)
041	INVENTORIES	(813,371)	0	0	0	N/A
042	BUILDING & CONSTRUCTION SUPPLIES	26,326,079	12,860,960	13,931,676	1,070,716	8.3%
043	EQUIPMENT MAINTENANCE SUPPLIES	37,403,130	29,990,199	29,506,909	(483,290)	(1.6%)
044	HOSPITAL, CLINICS & LABORATORY SUPPLIES	78,994,007	11,690,065	11,267,100	(422,965)	(3.6%)
045	SAFETY	8,970,077	5,583,714	6,089,108	505,394	9.1%
046	FOOD	12,205,627	3,086,209	6,995,371	3,909,162	126.7%
047	FUELS AND LUBRICANTS	28,091,556	19,121,620	19,806,467	684,847	3.6%
048	WATER SEWAGE TREATMENT SUPPLIES	10,059,244	10,743,360	11,467,464	724,104	6.7%
049	OTHER MATERIALS & SUPPLIES	39,462,660	33,953,928	34,343,092	389,164	1.1%
04A	EQUIPMENT (5K OR LESS-CONTROLLED ASSET)	1,197,210	902,839	1,838,236	935,397	103.6%

# Uses by Category and Object

Object		2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg
<b>Materials &amp; Supplies</b>		<b>241,902,620</b>	<b>271,133,335</b>	<b>255,178,518</b>	<b>(15,954,817)</b>	<b>(6%)</b>
<b>Equipment</b>						
060	EQUIPMENT PURCHASE	24,493,548	33,902,741	12,787,580	(21,115,161)	(62.3%)
061	EQUIPMENT LEASE PURCHASE-INITIAL	207,125	1,788,033	920,148	(867,885)	(48.5%)
062	EQUIPMENT LEASE/PURCHASE-OPTION RENEWAL	144,869	385,423	739,246	353,823	91.8%
063	EQUIPT LEASE/PURCHASE-FIN AGCY-INITIAL	73,026	14,398,829	7,696,221	(6,702,608)	(46.5%)
064	EQPT LEASE/PURCH-CITY FIN AGCY-OPT RENEW	8,846,286	7,700,699	10,123,491	2,422,792	31.5%
065	ANIMAL PURCHASE	51,895	0	0	0	N/A
066	LAND	0	0	0	0	N/A
068	INTEREST EXPENSE-CAPITALIZED	178,622	0	0	0	N/A
<b>Equipment</b>		<b>33,995,371</b>	<b>58,175,725</b>	<b>32,266,686</b>	<b>(25,909,039)</b>	<b>(45%)</b>
<b>Debt Service</b>						
070	DEBT SERVICE - BUDGET ONLY	9,100,259	69,555,250	23,348,204	(46,207,046)	(66.4%)
071	DEBT REDEMPTION	375,546,436	302,801,316	318,695,523	15,894,207	5.2%
072	DEBT RESERVE REQUIREMENTS	0	0	0	0	N/A
073	DEBT ISSUANCE COST	276,148	0	0	0	N/A
074	DEBT INTEREST AND OTHER FISCAL CHARGES	244,623,344	285,360,782	304,468,115	19,107,333	6.7%
<b>Debt Service</b>		<b>629,546,187</b>	<b>657,717,348</b>	<b>646,511,842</b>	<b>(11,205,506)</b>	<b>(2%)</b>
<b>Services of Other Departments</b>						
081	SERVICES OF OTHER DEPTS (AAO FUNDS)	569,898,098	604,416,124	623,914,116	19,497,992	3.2%
083	SERVICES OF OTHER CITY AGENCIES	0	85,000	0	(85,000)	(100.0%)
<b>Services of Other Departments</b>		<b>569,898,098</b>	<b>604,501,124</b>	<b>623,914,116</b>	<b>19,412,992</b>	<b>3%</b>
<b>Transfers Out</b>						
092	"CTO" CONTRIBUTION TRANSFERS OUT	407,200,879	439,415,756	377,918,766	(61,496,990)	(14.0%)
092	GENERAL FUND SUBSIDY TRANSFER OUT	10,658,874	23,254,912	26,735,592	3,480,680	15.0%
093	"OTO" OTHER OPERATING TRANSFERS OUT	223,980,383	474,642,482	253,585,158	(221,057,324)	(46.6%)
095	"ITO" INTRAFUND TRANSFERS OUT	443,484,759	445,031,014	509,645,798	64,614,784	14.5%
<b>Transfers Out</b>		<b>1,085,324,895</b>	<b>1,382,344,164</b>	<b>1,167,885,314</b>	<b>(214,458,850)</b>	<b>(16%)</b>
<b>Budgetary Reserves</b>						
097	UNAPPROPRIATED REVENUE RETAINED	0	20,490,338	27,994,327	7,503,989	36.6%
098	UNAPPROPRIATED REVENUE-DESIGNATED	0	41,232,081	37,401,216	(3,830,865)	(9.3%)
099	UNAPPROPRIATED REVENUE-UNDESIGNATED	0	1,884,245	0	(1,884,245)	(100.0%)
<b>Budgetary Reserves</b>		<b>0</b>	<b>63,606,664</b>	<b>65,395,543</b>	<b>1,788,879</b>	<b>3%</b>
<b>Facilities Maintenance</b>						
06F	FACILITIES MAINTENANCE PROJECTS-BUDGET	32,805,860	33,498,781	32,427,632	(1,071,149)	(3.2%)
<b>Facilities Maintenance</b>		<b>32,805,860</b>	<b>33,498,781</b>	<b>32,427,632</b>	<b>(1,071,149)</b>	<b>(3%)</b>
<b>Capital Renewal</b>						
06R	CAPITAL RENEWAL	0	0	31,011,968	31,011,968	N/A
<b>Capital Renewal</b>		<b>0</b>	<b>0</b>	<b>31,011,968</b>	<b>31,011,968</b>	<b>N/A</b>
<b>Capital Projects</b>						
067	BLDS,STRUCTURES & IMPROVEMENTS	281,857,440	338,509,418	396,528,506	58,019,088	17.1%
<b>Capital Projects</b>		<b>281,857,440</b>	<b>338,509,418</b>	<b>396,528,506</b>	<b>58,019,088</b>	<b>17%</b>
<b>Expenditures</b>		<b>7,765,470,724</b>	<b>8,806,280,443</b>	<b>8,686,442,224</b>	<b>(119,838,219)</b>	<b>(1.4%)</b>
<b>Less Interfund and Intrafund Transfers</b>		<b>(1,085,324,895)</b>	<b>(1,382,344,164)</b>	<b>(1,167,885,314)</b>	<b>214,458,850</b>	<b>(15.5%)</b>
<b>Less Interdepartmental Recoveries</b>		<b>(773,230,692)</b>	<b>(892,468,348)</b>	<b>(917,796,738)</b>	<b>(25,328,390)</b>	<b>2.8%</b>
<b>Net Uses</b>		<b>6,057,132,805</b>	<b>6,531,467,931</b>	<b>6,600,760,172</b>	<b>69,292,241</b>	<b>1%</b>

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

# Sources by Fund

Fund	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Fund Type: 1G GENERAL FUND</b>					
AGF GENERAL FUND	3,171,581,985	3,299,287,874	3,151,612,444	(147,675,430)	(4%)
BSI BUDGET SAVINGS INCENTIVE	20,450,823	0	0	0	N/A
OHF OVERHEAD FUND	90,001	0	0	0	N/A
<b>Fund Type: 1G Subtotal</b>	<b>3,192,122,809</b>	<b>3,299,287,874</b>	<b>3,151,612,444</b>	<b>(147,675,430)</b>	<b>(4%)</b>
<b>Fund Type: 2S SPECIAL REVENUE FUNDS</b>					
BIF BUILDING INSPECTION FUND	45,889,931	54,781,509	43,127,965	(11,653,544)	(21%)
CDB COMMUNITY DEVELOPMENT SPECIAL REV FUND	0	6,315,758	27,938,624	21,622,866	N/A
CFC CHILDREN AND FAMILIES FUND	18,137,144	22,477,175	23,845,178	1,368,003	6%
CFF CONVENTION FACILITIES FUND	81,661,975	74,176,603	73,731,735	(444,868)	(1%)
CHF CHILDREN'S FUND	70,611,031	93,871,921	104,339,383	10,467,462	11%
CHS COMM HEALTH SVS SPEC REV FD	(1,376,456)	100,469,999	116,536,453	16,066,454	16%
CRF CULTURE & RECREATION SPEC REV FD	12,794,854	9,854,561	8,473,131	(1,381,430)	(14%)
CSS CHILD SUPPORT SERVICES FUND	14,679,571	14,365,590	15,012,109	646,519	5%
CTF COURTS' SPECIAL REVENUE FUND	2,816,814	4,530,907	4,571,358	40,451	1%
ENV ENVIRONMENTAL PROTECTION PROGRAM	6,217,966	2,558,227	1,677,107	(881,120)	(34%)
GOL GOLF FUND	12,503,927	13,365,445	12,917,047	(448,398)	(3%)
GSF GENERAL SERVICES SPECIAL REVENUE FUND	9,158,743	4,195,394	2,924,924	(1,270,470)	(30%)
GTF GASOLINE TAX FUND	802,718	31,365,587	43,029,675	11,664,088	37%
HWF HUMAN WELFARE SPECIAL REVENUE FUND	17,137,991	30,485,118	28,622,004	(1,863,114)	(6%)
LIB PUBLIC LIBRARY SPEC REV FD	80,049,824	90,607,107	84,544,509	(6,062,598)	(7%)
NDF NEIGHBORHOOD DEVELOPMENT SPEC REV FD	49,215,563	7,407,756	9,332,293	1,924,537	26%
OSP OPEN SPACE & PARK FUND	47,873,261	49,553,936	47,914,794	(1,639,142)	(3%)
PPF PUBLIC PROTECTION SPECIAL REVENUE FUND	98,444,995	37,059,427	21,499,300	(15,560,127)	(42%)
PWF PUBLIC WORKS/TRANS & COMMERCE SRF	31,670,050	8,267,510	8,955,261	687,751	8%
RPF REAL PROPERTY SPECIAL REVENUE FUND	23,856,625	25,783,351	22,707,458	(3,075,893)	(12%)
SCP SENIOR CITIZENS' PROGRAMS FUND	6,099,537	6,032,277	6,085,685	53,408	1%
T&C TRANSPORTATION & COMMERCE S/R FD	0	0	115,313	115,313	N/A
WMF WAR MEMORIAL FUND	13,609,921	13,490,827	12,374,620	(1,116,207)	(8%)
<b>Fund Type: 2S Subtotal</b>	<b>641,855,985</b>	<b>701,015,985</b>	<b>720,275,926</b>	<b>19,259,941</b>	<b>3%</b>
<b>Fund Type: 3C CAPITAL PROJECTS FUNDS</b>					
PLI PUBLIC LIBRARY IMPROVEMENT FUND	(96,776)	3,827	0	(3,827)	(100%)
RPF RECREATION & PARK CAPITAL IMPVTS FUND	(1,356,240)	3,321,000	77,765,280	74,444,280	N/A
SIF STREET IMPROVEMENT FUND	2,804,604	23,345,475	36,500,873	13,155,398	56%
XCF CITY FACILITIES IMPROVEMENT FUND	12,296,647	185,390,000	97,000	(185,293,000)	(100%)
<b>Fund Type: 3C Subtotal</b>	<b>13,648,235</b>	<b>212,060,302</b>	<b>114,363,153</b>	<b>(97,697,149)</b>	<b>(46%)</b>
<b>Fund Type: 4D DEBT SERVICE FUNDS</b>					
GOB GENERAL OBLIGATION BOND FUND	135,113,434	162,023,968	179,240,783	17,216,815	11%
ODS OTHER DEBT SERVICE FUNDS	7,540,915	7,525,267	7,519,587	(5,680)	0%
<b>Fund Type: 4D Subtotal</b>	<b>142,654,349</b>	<b>169,549,235</b>	<b>186,760,370</b>	<b>17,211,135</b>	<b>10%</b>

# Sources by Fund

Fund	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS</b>					
AAA SFIA-OPERATING FUND	664,966,913	673,837,633	778,211,831	104,374,198	15%
CPF SFIA-CAPITAL PROJECTS FUND	21,029,394	96,422,203	128,001,541	31,579,338	33%
SRF SFIA-SPECIAL REVENUE FUND	1	636,502	731,000	94,498	15%
<b>Fund Type: 5A Subtotal</b>	<b>685,996,308</b>	<b>770,896,338</b>	<b>906,944,372</b>	<b>136,048,034</b>	<b>18%</b>
<b>Fund Type: 5C WASTEWATER ENTERPRISE FUNDS</b>					
AAA CWP-OPERATING FUND	166,893,746	220,302,327	226,411,700	6,109,373	3%
CPF CWP-CAPITAL PROJECTS FUND	(432,834)	42,253,900	19,424,000	(22,829,900)	(54%)
<b>Fund Type: 5C Subtotal</b>	<b>166,460,912</b>	<b>262,556,227</b>	<b>245,835,700</b>	<b>(16,720,527)</b>	<b>(6%)</b>
<b>Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS</b>					
AAA SFGH-OPERATING FUND	637,856,045	700,421,682	710,365,187	9,943,505	1%
<b>Fund Type: 5H Subtotal</b>	<b>637,856,045</b>	<b>700,421,682</b>	<b>710,365,187</b>	<b>9,943,505</b>	<b>1%</b>
<b>Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS</b>					
AAA LHH-OPERATING FUND	200,852,842	172,821,917	163,286,843	(9,535,074)	(6%)
AGT LHH-OPERATING GRANTS FUND	0	0	7,500	7,500	N/A
CPF LHH-CAPITAL PROJECTS FUND	0	185,000,000	49,136,686	(135,863,314)	(73%)
<b>Fund Type: 5L Subtotal</b>	<b>200,852,842</b>	<b>357,821,917</b>	<b>212,431,029</b>	<b>(145,390,888)</b>	<b>(41%)</b>
<b>Fund Type: 5M MTA-MUNICIPAL RAILWAY FUNDS</b>					
AAA MUNI-OPERATING FUND	615,580,763	671,137,573	661,818,158	(9,319,415)	(1%)
CPF MUNI-CAPITAL PROJECTS FUND	(4,338,803)	0	0	0	N/A
SRF MUNI-SPECIAL REVENUE FUND	33,417,693	10,531,115	28,558,342	18,027,227	N/A
<b>Fund Type: 5M Subtotal</b>	<b>644,659,653</b>	<b>681,668,688</b>	<b>690,376,500</b>	<b>8,707,812</b>	<b>1%</b>
<b>Fund Type: 5N MTA-PARKING &amp; TRAFFIC FUNDS</b>					
AAA PTC-OPERATING FUND	95,068,187	84,749,691	84,335,509	(414,182)	0%
GTF GASOLINE TAX FUND	13,409,295	14,696,899	12,388,797	(2,308,102)	(16%)
OPF OFF-STREET PARKING FUND	37,175,134	32,913,720	46,255,443	13,341,723	41%
<b>Fund Type: 5N Subtotal</b>	<b>145,652,616</b>	<b>132,360,310</b>	<b>142,979,749</b>	<b>10,619,439</b>	<b>8%</b>
<b>Fund Type: 5P PORT OF SAN FRANCISCO FUNDS</b>					
AAA PORT-OPERATING FUND	78,110,177	81,521,105	86,359,233	4,838,128	6%
CPF PORT-CAPITAL PROJECTS FUND	0	0	13,557,362	13,557,362	N/A
<b>Fund Type: 5P Subtotal</b>	<b>78,110,177</b>	<b>81,521,105</b>	<b>99,916,595</b>	<b>18,395,490</b>	<b>23%</b>
<b>Fund Type: 5T PUC-HETCH HETCHY DEPARTMENT FUNDS</b>					
AAA HETCHY OPERATING FUND	174,073,649	169,842,754	205,623,705	35,780,951	21%
CPF HETCHY CAPITAL PROJECTS FUND	0	0	7,740,688	7,740,688	N/A
<b>Fund Type: 5T Subtotal</b>	<b>174,073,649</b>	<b>169,842,754</b>	<b>213,364,393</b>	<b>43,521,639</b>	<b>26%</b>
<b>Fund Type: 5W PUC-WATER DEPARTMENT FUNDS</b>					
AAA SFWD-OPERATING FUND	363,925,325	351,703,401	329,258,134	(22,445,267)	(6%)
CPF SFWD-CAPITAL PROJECTS FUND	(8,395,420)	0	14,881,400	14,881,400	N/A

# Sources by Fund

Fund	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Fund Type: 5W PUC-WATER DEPARTMENT FUNDS</b>					
PUC PUC OPERATING FUND	1,770,397	0	0	0	N/A
<b>Fund Type: 5W Subtotal</b>	<b>357,300,302</b>	<b>351,703,401</b>	<b>344,139,534</b>	<b>(7,563,867)</b>	<b>(2%)</b>
<b>Fund Type: 6I INTERNAL SERVICE FUNDS</b>					
CSF IS-CENTRAL SHOPS FUND	(788,421)	0	0	0	N/A
FCF FINANCE CORP INTERNAL SERVICE FUNDS	9,279,035	(8,558,276)	7,696,221	16,254,497	N/A
OIS IS-REPRODUCTION FUND	687,646	0	0	0	N/A
TIF DTIS-TELECOMM. & INFORMATION SVCS FUND	7,555,985	12,519,066	20,232	(12,498,834)	(100%)
<b>Fund Type: 6I Subtotal</b>	<b>16,734,245</b>	<b>3,960,790</b>	<b>7,716,453</b>	<b>3,755,663</b>	<b>95%</b>
<b>Fund Type: 7E EXPENDABLE TRUST FUNDS</b>					
BEQ BEQUESTS FUND	7,485,767	981,312	1,757,283	775,971	79%
GIF GIFT FUND	9,201,858	844,877	1,023,852	178,975	21%
<b>Fund Type: 7E Subtotal</b>	<b>16,687,625</b>	<b>1,826,189</b>	<b>2,781,135</b>	<b>954,946</b>	<b>52%</b>
<b>Fund Type: 7P PENSION TRUST FUNDS</b>					
RET EMPLOYEES' RETIREMENT SYSTEM	16,390,375	17,319,298	18,782,946	1,463,648	8%
<b>Fund Type: 7P Subtotal</b>	<b>16,390,375</b>	<b>17,319,298</b>	<b>18,782,946</b>	<b>1,463,648</b>	<b>8%</b>
Revenue Subtotals	7,131,056,127	7,913,812,095	7,768,645,486	(145,166,608)	(2%)
Less Interfund and Intrafund Transfers	(1,073,923,322)	(1,382,344,164)	(1,167,885,314)	214,458,850	16%
<b>Net Sources</b>	<b>6,057,132,805</b>	<b>6,531,467,931</b>	<b>6,600,760,172</b>	<b>69,292,242</b>	<b>1%</b>

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: A PUBLIC PROTECTION</b>					
<b>ADULT PROBATION</b>					
ADMINISTRATION - ADULT PROBATION	2,128,179	1,985,294	1,995,260	9,966	1%
COMMUNITY SERVICES	7,915,032	6,514,030	6,902,696	388,666	6%
PRE - SENTENCING INVESTIGATION	1,917,686	3,713,820	3,784,914	71,094	2%
<b>ADULT PROBATION</b>	<b>11,960,897</b>	<b>12,213,144</b>	<b>12,682,870</b>	<b>469,726</b>	<b>4%</b>
<b>DEPARTMENT OF EMERGENCY MANAGEMENT</b>					
911 PROJECT	9,198,322	0	0	0	N/A
EMERGENCY COMMUNICATIONS	49,974,613	56,003,318	42,083,310	(13,920,008)	(25%)
EMERGENCY MANAGEMENT - EMSA	0	0	784,920	784,920	N/A
EMERGENCY SERVICES	1,720,933	3,119,443	2,163,483	(955,960)	(31%)
FALSE ALARM PREVENTION	659,552	693,507	721,420	27,913	4%
OUTDOOR PUBLIC WARNING SYSTEM	349,340	389,864	98,664	(291,200)	(75%)
<b>DEPARTMENT OF EMERGENCY MANAGEMENT</b>	<b>61,902,760</b>	<b>60,206,132</b>	<b>45,851,797</b>	<b>(14,354,335)</b>	<b>(24%)</b>
<b>DISTRICT ATTORNEY</b>					
ADMINISTRATION - CRIMINAL & CIVIL	1,293,241	1,138,292	1,220,210	81,918	7%
CAREER CRIMINAL PROSECUTION	859,058	864,870	918,494	53,624	6%
CHILD ABDUCTION	774,679	890,503	973,580	83,077	9%
FAMILY VIOLENCE PROGRAM	1,056,025	922,901	809,866	(113,035)	(12%)
FELONY PROSECUTION	22,368,071	22,278,448	22,194,813	(83,635)	0%
MISDEMEANOR PROSECUTION	2,450,721	2,974,585	2,347,508	(627,077)	(21%)
SUPPORT SERVICES	4,322,828	5,064,608	4,564,575	(500,033)	(10%)
WORK ORDERS & GRANTS	7,303,752	6,539,232	5,843,136	(696,096)	(11%)
<b>DISTRICT ATTORNEY</b>	<b>40,428,375</b>	<b>40,673,439</b>	<b>38,872,182</b>	<b>(1,801,257)</b>	<b>(4%)</b>
<b>FIRE DEPARTMENT</b>					
ADMINISTRATION & SUPPORT SERVICES	29,052,885	32,775,503	34,900,279	2,124,776	6%
FACILITIES MAINTENANCE & CONSTR.	0	4,054,110	1,000,000	(3,054,110)	(75%)
FIRE SUPPRESSION	209,205,221	223,058,947	233,478,218	10,419,271	5%
GRANT SERVICES	1,938,888	0	0	0	N/A
PREVENTION & INVESTIGATION	10,306,537	11,932,478	11,353,124	(579,354)	(5%)
TRAINING	20,659,991	5,754,279	4,962,748	(791,531)	(14%)
WORK ORDER SERVICES	14,812	137,752	0	(137,752)	(100%)
<b>FIRE DEPARTMENT</b>	<b>271,178,334</b>	<b>277,713,069</b>	<b>285,694,369</b>	<b>7,981,300</b>	<b>3%</b>
<b>JUVENILE PROBATION</b>					
ADMINISTRATION	6,552,103	6,151,965	6,339,013	187,048	3%
CHILDREN'S BASELINE	2,044,153	1,500,067	1,320,966	(179,101)	(12%)
CHILDREN'S SVCS - NON - CHILDREN'S FUND	157,705	194,000	0	(194,000)	(100%)

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: A PUBLIC PROTECTION</b>					
<b>JUVENILE PROBATION</b>					
JUVENILE HALL	11,156,493	11,843,997	11,377,099	(466,898)	(4%)
JUVENILE HALL REPLACEMENT DEBT PAYMENT	2,621,004	2,627,480	2,629,368	1,888	0%
LOG CABIN RANCH	2,240,347	2,813,234	2,649,295	(163,939)	(6%)
PROBATION SERVICES	11,044,458	12,907,765	11,761,739	(1,146,026)	(9%)
<b>JUVENILE PROBATION</b>	<b>35,816,263</b>	<b>38,038,508</b>	<b>36,077,480</b>	<b>(1,961,028)</b>	<b>(5%)</b>
<b>POLICE</b>					
AIRPORT POLICE	31,515,001	36,800,782	40,104,269	3,303,487	9%
INVESTIGATIONS	67,107,523	66,720,689	72,966,215	6,245,526	9%
OFFICE OF CITIZEN COMPLAINTS	3,613,093	4,229,167	4,147,604	(81,563)	(2%)
OPERATIONS AND ADMINISTRATION	63,324,152	64,328,059	62,840,425	(1,487,634)	(2%)
PATROL	229,727,259	246,685,953	254,517,938	7,831,985	3%
POLICE OPERATIONS	557,829	157,656	0	(157,656)	(100%)
WORK ORDER SERVICES	13,804,622	14,281,169	14,569,959	288,790	2%
<b>POLICE</b>	<b>409,649,479</b>	<b>433,203,475</b>	<b>449,146,410</b>	<b>15,942,935</b>	<b>4%</b>
<b>PUBLIC DEFENDER</b>					
CRIMINAL AND SPECIAL DEFENSE	23,673,622	23,159,128	22,405,826	(753,302)	(3%)
GRANT SERVICES	84,141	100,583	100,583	0	0%
<b>PUBLIC DEFENDER</b>	<b>23,757,763</b>	<b>23,259,711</b>	<b>22,506,409</b>	<b>(753,302)</b>	<b>(3%)</b>
<b>SHERIFF</b>					
COURT SECURITY AND PROCESS	11,710,819	12,374,465	13,177,734	803,269	6%
FACILITIES & EQUIPMENT	7,521,650	6,734,802	8,929,422	2,194,620	33%
FACILITIES MAINTENANCE & CONSTR.	107,021,881	93,930,510	102,040,905	8,110,395	9%
SECURITY SERVICES	14,255,819	14,533,864	7,738,403	(6,795,461)	(47%)
SHERIFF ADMINISTRATION	10,464,003	8,463,470	8,639,210	175,740	2%
SHERIFF FIELD SERVICES	9,132,612	8,503,022	8,918,836	415,814	5%
SHERIFF PROGRAM GRANTS	1,747,898	1,400,000	0	(1,400,000)	(100%)
SHERIFF PROGRAMS	12,634,454	14,806,137	14,807,184	1,047	0%
SHERIFF RECRUITMENT & TRAINING	6,230,381	5,595,887	4,174,966	(1,420,921)	(25%)
<b>SHERIFF</b>	<b>180,719,517</b>	<b>166,342,157</b>	<b>168,426,660</b>	<b>2,084,503</b>	<b>1%</b>
<b>SUPERIOR COURT</b>					
COURT HOUSE CONSTRUCTION	2,784,713	4,530,907	4,571,358	40,451	1%
DISPUTE RESOLUTION PROGRAM	279,125	280,000	280,000	0	0%
DISTRICT ATTORNEY CHILD SUPPORT SERVICES	0	0	(536)	(536)	N/A
INDIGENT DEFENSE/GRAND JURY	8,685,058	8,362,806	9,572,803	1,209,997	14%
TRIAL COURT SERVICES	25,021,252	24,200,190	22,760,697	(1,439,493)	(6%)

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: A PUBLIC PROTECTION</b>					
<b>SUPERIOR COURT</b>					
<b>SUPERIOR COURT</b>	<b>36,770,148</b>	<b>37,373,903</b>	<b>37,184,322</b>	<b>(189,581)</b>	<b>(1%)</b>
<b>Service Area: A Subtotals</b>	<b>1,072,183,536</b>	<b>1,089,023,538</b>	<b>1,096,442,499</b>	<b>7,418,961</b>	<b>1%</b>

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>					
<b>AIRPORT COMMISSION</b>					
ADMINISTRATION	27,856,773	32,595,529	33,604,791	1,009,262	3%
AIRPORT DIRECTOR	8,423,596	9,270,216	11,772,677	2,502,461	27%
BUREAU OF DESIGN AND CONSTRUCTION	1,666,595	2,323,449	3,033,410	709,961	31%
BUSINESS & FINANCE	377,769,192	361,481,760	411,113,410	49,631,650	14%
CHIEF OPERATING OFFICER	3,148,852	3,489,054	3,741,902	252,848	7%
COMMUNICATIONS & MARKETING	4,889,144	6,925,106	7,429,121	504,015	7%
FACILITIES	151,676,744	135,388,037	138,313,374	2,925,337	2%
FACILITIES MAINTENANCE, CONSTRUCTION	50,624,219	35,422,203	66,694,763	31,272,560	88%
FIRE AIRPORT BUR NON-PERSONNEL COST	509,290	830,536	915,301	84,765	10%
OPERATIONS AND SECURITY	39,806,508	47,242,651	49,400,574	2,157,923	5%
PLANNING DIVISION	2,436,627	3,918,949	2,872,097	(1,046,852)	(27%)
POLICE AIRPORT BUR NON-PERSONNEL COST	1,690,654	2,445,526	3,416,935	971,409	40%
SAFETY & SECURITY	713,123	0	306,778	306,778	N/A
<b>AIRPORT COMMISSION</b>	<b>671,211,317</b>	<b>641,333,016</b>	<b>732,615,133</b>	<b>91,282,117</b>	<b>14%</b>
<b>BOARD OF APPEALS</b>					
APPEALS PROCESSING	529,130	823,623	827,777	4,154	1%
<b>BOARD OF APPEALS</b>	<b>529,130</b>	<b>823,623</b>	<b>827,777</b>	<b>4,154</b>	<b>1%</b>
<b>DEPARTMENT OF BUILDING INSPECTION</b>					
ADMINISTRATION/SUPPORT SERVICES	8,380,997	14,354,886	13,139,997	(1,214,889)	(8%)
HOUSING INSPECTION/CODE ENFORCEMENT SVCS	437,971	6,937,865	0	(6,937,865)	(100%)
INSPECTION SERVICES	19,824,608	13,906,696	17,629,642	3,722,946	27%
PERMIT CENTER	66,490	3,584,993	0	(3,584,993)	(100%)
PLAN REVIEW SERVICES	17,375,730	11,362,372	9,394,636	(1,967,736)	(17%)
<b>DEPARTMENT OF BUILDING INSPECTION</b>	<b>46,085,796</b>	<b>50,146,812</b>	<b>40,164,275</b>	<b>(9,982,537)</b>	<b>(20%)</b>
<b>ECONOMIC AND WORKFORCE DEVELOPMENT</b>					
CHILDREN'S BASELINE	0	314,065	314,065	0	0%
ECONOMIC DEVELOPMENT	4,448,897	3,363,116	4,611,450	1,248,334	37%
FILM SERVICES	676,684	731,976	1,132,082	400,106	55%
OFFICE OF SMALL BUSINESS AFFAIRS	547,426	804,734	707,582	(97,152)	(12%)
WORKFORCE TRAINING	1,613,462	13,484,649	17,902,548	4,417,899	33%
<b>ECONOMIC AND WORKFORCE DEVELOPMENT</b>	<b>7,286,469</b>	<b>18,698,540</b>	<b>24,667,727</b>	<b>5,969,187</b>	<b>32%</b>
<b>GENERAL SERVICES AGENCY - PUBLIC WORKS</b>					
ARCHITECTURE	2,323,214	439,516	548,344	108,828	25%
BUILDING REPAIR AND MAINTENANCE	28,100,533	30,803,931	16,491,516	(14,312,415)	(46%)
CITY CAPITAL PROJECTS	33,067,643	27,181,144	57,297,533	30,116,389	N/A

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>					
<b>GENERAL SERVICES AGENCY - PUBLIC WORKS</b>					
CONSTRUCTION MANAGEMENT SERVICES	3,663,273	418,158	340,641	(77,517)	(19%)
ENGINEERING	3,098,469	602,625	729,244	126,619	21%
STREET AND SEWER REPAIR	11,606,205	18,038,022	17,740,100	(297,922)	(2%)
STREET ENVIRONMENTAL SERVICES	41,051,607	42,351,104	39,505,649	(2,845,455)	(7%)
STREET USE MANAGEMENT	6,340,628	15,853,661	15,376,726	(476,935)	(3%)
URBAN FORESTRY	10,657,804	17,161,786	17,334,642	172,856	1%
<b>GENERAL SERVICES AGENCY - PUBLIC WORKS</b>	<b>139,909,376</b>	<b>152,849,947</b>	<b>165,364,395</b>	<b>12,514,448</b>	<b>8%</b>
<b>MTA-MUNICIPAL TRANSPORTATION AGENCY</b>					
ACCESSIBLE SERVICES	19,822,935	21,240,490	21,631,686	391,196	2%
ADMINISTRATION	46,250,004	63,023,161	55,081,571	(7,941,590)	(13%)
AGENCY WIDE EXPENSES	8,762,609	23,765,064	5,778,968	(17,986,096)	(76%)
BENEFIT PROGRAMS	17,753,579	20,013,716	24,925,511	4,911,795	25%
CUSTOMER SERVICE	843,323	1,219,218	1,313,816	94,598	8%
DEVELOPMENT AND PLANNING	11,029,197	11,564,354	8,414,321	(3,150,033)	(27%)
LEGAL	23,084,239	34,847,387	32,767,134	(2,080,253)	(6%)
PARKING & TRAFFIC	73,343,475	64,929,310	63,951,083	(978,227)	(2%)
PARKING GARAGES & LOTS	6,258,077	7,806,513	5,276,887	(2,529,626)	(32%)
PROGRAMS WITH OTHER TRANSIT AGENCIES	19,608,985	19,074,820	19,408,629	333,809	2%
RAIL & BUS SERVICES	461,509,359	433,400,340	446,293,067	12,892,727	3%
SECURITY, SAFETY, TRAINING & ENFORCEMENT	56,960,990	60,315,085	56,639,492	(3,675,593)	(6%)
TAXI SERVICES	1,627,221	2,131,115	3,108,701	977,586	46%
TRAFFIC ENGINEERING & OPERATION	(1,385,109)	0	0	0	N/A
WORKERS COMPENSATION CLAIMS	19,231,276	22,897,628	23,298,337	400,709	2%
<b>MTA-MUNICIPAL TRANSPORTATION AGENCY</b>	<b>764,700,160</b>	<b>786,228,201</b>	<b>767,889,202</b>	<b>(18,338,999)</b>	<b>(2%)</b>
<b>PORT</b>					
ADMINISTRATION	9,910,346	22,567,210	22,657,516	90,306	0%
CAPITAL PROJECTS	0	0	13,557,362	13,557,362	N/A
ENGINEERING & ENVIRONMENTAL	3,602,813	3,864,978	4,129,160	264,182	7%
MAINTENANCE	39,062,299	26,165,651	28,360,460	2,194,809	8%
MARITIME OPERATIONS & MARKETING	2,226,905	2,580,285	2,331,558	(248,727)	(10%)
PLANNING & DEVELOPMENT	2,699,843	2,951,994	3,457,282	505,288	17%
REAL ESTATE & MANAGEMENT	8,712,831	9,895,881	9,676,408	(219,473)	(2%)
<b>PORT</b>	<b>66,215,037</b>	<b>68,025,999</b>	<b>84,169,746</b>	<b>16,143,747</b>	<b>24%</b>
<b>PUBLIC UTILITIES COMMISSION</b>					
ADMINISTRATION	282,825,509	313,859,590	302,146,245	(11,713,345)	(4%)
CUSTOMER SERVICES	10,885,083	11,079,309	12,157,218	1,077,909	10%

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>					
<b>PUBLIC UTILITIES COMMISSION</b>					
ENGINEERING	(1,205,407)	372,039	0	(372,039)	(100%)
FINANCE	6,328,860	7,511,151	8,707,497	1,196,346	16%
GENERAL MANAGEMENT	(42,889,418)	(48,971,581)	(50,255,390)	(1,283,809)	(3%)
HETCH HECTHY POWER	4,279,946	0	0	0	N/A
HETCH HETCHY CAPITAL PROJECTS	42,611,816	35,358,023	54,797,023	19,439,000	55%
MANAGEMENT INFORMATION	15,292,583	17,941,859	17,840,989	(100,870)	(1%)
PERSONNEL	6,563,312	9,042,182	7,679,400	(1,362,782)	(15%)
POWER INFRASTRUCTURE DEVELOPMENT	3,494,003	3,239,239	6,344,503	3,105,264	96%
POWER PURCHASING/ SCHEDULING	38,834,516	41,549,510	46,628,848	5,079,338	12%
POWER UTILITY FIELD SERVICES	3,564,354	478,950	493,319	14,369	3%
POWER UTILITY SERVICES	13,053,490	6,199,544	15,754,214	9,554,670	N/A
SYSTEM PLANNING/REGULATORY CONTROL	3,772,420	3,389,961	3,870,286	480,325	14%
WASTEWATER COLLECTION	24,587,594	28,176,148	29,477,954	1,301,806	5%
WASTEWATER DISPOSAL	3,057,750	5,000,000	0	(5,000,000)	(100%)
WASTEWATER OPERATIONS	19,022,755	38,214,785	23,675,223	(14,539,562)	(38%)
WASTEWATER TREATMENT	58,571,722	61,915,668	65,454,196	3,538,528	6%
WATER CAPITAL PROJECTS	38,497,570	54,658,600	39,889,420	(14,769,180)	(27%)
WATER PUMPING	2,760,013	0	0	0	N/A
WATER SOURCE OF SUPPLY	13,459,227	14,191,400	16,925,230	2,733,830	19%
WATER TRANSMISSION/ DISTRIBUTION	44,262,242	46,033,415	45,231,842	(801,573)	(2%)
WATER TREATMENT	25,459,109	28,065,555	30,356,387	2,290,832	8%
<b>PUBLIC UTILITIES COMMISSION</b>	<b>617,089,049</b>	<b>677,305,347</b>	<b>677,174,404</b>	<b>(130,943)</b>	<b>0%</b>
<b>Service Area: B Subtotals</b>					
	<b>2,313,026,334</b>	<b>2,395,411,485</b>	<b>2,492,872,659</b>	<b>97,461,174</b>	<b>4%</b>

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: C HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT</b>					
<b>CHILD SUPPORT SERVICES</b>					
CHILD SUPPORT SERVICES PROGRAM	14,704,390	14,390,590	15,019,609	629,019	4%
<b>CHILD SUPPORT SERVICES</b>	<b>14,704,390</b>	<b>14,390,590</b>	<b>15,019,609</b>	<b>629,019</b>	<b>4%</b>
<b>CHILDREN AND FAMILIES COMMISSION</b>					
CHILDREN AND FAMILIES FUND	8,421,217	9,199,341	13,999,075	4,799,734	52%
PUBLIC ED FUND - PROP H ( MARCH 2004 )	9,715,927	13,741,834	16,667,625	2,925,791	21%
<b>CHILDREN AND FAMILIES COMMISSION</b>	<b>18,137,144</b>	<b>22,941,175</b>	<b>30,666,700</b>	<b>7,725,525</b>	<b>34%</b>
<b>CHILDREN, YOUTH &amp; THEIR FAMILIES</b>					
CHILDREN'S BASELINE	32,636,884	48,910,138	47,939,254	(970,884)	(2%)
CHILDREN'S FUND PROGRAMS	43,668,817	46,948,128	45,588,050	(1,360,078)	(3%)
CHILDREN'S SVCS - NON - CHILDREN'S FUND	7,051,541	9,235,900	7,708,323	(1,527,577)	(17%)
COMMUNITY DEVELOPMENT	0	0	1,106,436	1,106,436	N/A
PUBLIC EDUCATION FUND ( PROP H )	20,102,973	20,750,000	27,672,500	6,922,500	33%
VIOLENCE PREVENTION	0	0	3,773,532	3,773,532	N/A
<b>CHILDREN, YOUTH &amp; THEIR FAMILIES</b>	<b>103,460,215</b>	<b>125,844,166</b>	<b>133,788,095</b>	<b>7,943,929</b>	<b>6%</b>
<b>COUNTY EDUCATION OFFICE</b>					
COUNTY EDUCATION SERVICES	75,883	79,705	80,129	424	1%
<b>COUNTY EDUCATION OFFICE</b>	<b>75,883</b>	<b>79,705</b>	<b>80,129</b>	<b>424</b>	<b>1%</b>
<b>DEPARTMENT OF THE STATUS OF WOMEN</b>					
CHILDREN'S BASELINE	186,310	198,677	198,677	0	0%
COMMISSION ON STATUS OF WOMEN	2,963,060	3,283,710	3,063,064	(220,646)	(7%)
DOMESTIC VIOLENCE	285,477	210,000	210,000	0	0%
<b>DEPARTMENT OF THE STATUS OF WOMEN</b>	<b>3,434,847</b>	<b>3,692,387</b>	<b>3,471,741</b>	<b>(220,646)</b>	<b>(6%)</b>
<b>ENVIRONMENT</b>					
CLEAN AIR	435,455	618,857	783,138	164,281	27%
CLIMATE CHANGE/ENERGY	4,653,950	1,847,394	585,842	(1,261,552)	(68%)
ENVIRONMENT	2,396,251	2,448,189	2,791,973	343,784	14%
ENVIRONMENT-OUTREACH	261,160	188,279	233,742	45,463	24%
ENVIRONMENTAL JUSTICE / YOUTH EMPLOYMENT	888,742	181,580	273,754	92,174	51%
GREEN BUILDING	419,676	483,021	432,571	(50,450)	(10%)
RECYCLING	3,021,281	3,708,846	4,314,105	605,259	16%
SOLID WASTE MANAGEMENT	193,274	185,267	200,717	15,450	8%
TOXICS	1,636,901	1,825,052	1,788,199	(36,853)	(2%)
URBAN FORESTRY	43,933	59,791	51,711	(8,080)	(14%)

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: C HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT</b>					
<b>ENVIRONMENT</b>					
<b>ENVIRONMENT</b>	<b>13,950,623</b>	<b>11,546,276</b>	<b>11,455,752</b>	<b>(90,524)</b>	<b>(1%)</b>
<b>HUMAN RIGHTS COMMISSION</b>					
HUMAN RIGHTS COMMISSION	4,817,274	6,142,082	6,511,434	369,352	6%
<b>HUMAN RIGHTS COMMISSION</b>	<b>4,817,274</b>	<b>6,142,082</b>	<b>6,511,434</b>	<b>369,352</b>	<b>6%</b>
<b>HUMAN SERVICES</b>					
ADMINISTRATIVE SUPPORT	82,899,103	84,968,758	82,536,609	(2,432,149)	(3%)
ADULT SERVICES	150,230,033	163,651,746	163,670,899	19,153	0%
CALWORKS	52,444,125	54,441,735	54,315,802	(125,933)	0%
CHILDREN AND FAMILIES FUND	38,904	51,250	352,531	301,281	N/A
CHILDREN'S BASELINE	18,030,441	24,456,528	21,844,220	(2,612,308)	(11%)
CHILDREN'S FUND PROGRAMS	644,565	759,000	759,000	0	0%
COUNTY ADULT ASSISTANCE PROGRAM	42,881,472	50,098,011	50,674,486	576,475	1%
FAMILY AND CHILDREN'S SERVICE	140,756,713	157,343,308	146,624,965	(10,718,343)	(7%)
FOOD STAMPS	12,543,743	12,893,388	12,388,548	(504,840)	(4%)
HOMELESS SERVICES	70,458,667	86,804,937	87,451,037	646,100	1%
MEDI-CAL	22,490,614	23,981,730	24,089,661	107,931	0%
PUBLIC ED FUND - PROP H ( MARCH 2004 )	1,152,219	495,000	315,000	(180,000)	(36%)
REFUGEE RESETTLEMENT PROGRAM	198,726	325,407	390,442	65,035	20%
WORKFORCE DEVELOPMENT	17,319,791	21,947,111	20,905,418	(1,041,693)	(5%)
<b>HUMAN SERVICES</b>	<b>612,089,116</b>	<b>682,217,909</b>	<b>666,318,618</b>	<b>(15,899,291)</b>	<b>(2%)</b>
<b>RENT ARBITRATION BOARD</b>					
RENT BOARD	4,829,678	5,261,135	5,485,701	224,566	4%
<b>RENT ARBITRATION BOARD</b>	<b>4,829,678</b>	<b>5,261,135</b>	<b>5,485,701</b>	<b>224,566</b>	<b>4%</b>
<b>Service Area: C Subtotals</b>	<b>775,499,170</b>	<b>872,115,425</b>	<b>872,797,779</b>	<b>682,354</b>	<b>0%</b>

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: D COMMUNITY HEALTH</b>					
<b>PUBLIC HEALTH</b>					
CENTRAL ADMINISTRATION	64,921,058	66,994,475	70,307,083	3,312,608	5%
CHILDREN'S BASELINE	36,809,716	44,952,001	47,657,773	2,705,772	6%
COMM HLTH - COMM SUPPORT - HOUSING	24,244,158	22,319,325	22,958,730	639,405	3%
COMM HLTH - PREV - MATERNAL & CHILD HLTH	20,663,906	25,652,555	25,024,332	(628,223)	(2%)
COMM HLTH - PREVENTION - AIDS	57,675,804	55,587,423	58,855,501	3,268,078	6%
COMM HLTH - PREVENTION - DISEASE CONTROL	23,747,419	23,778,477	20,813,203	(2,965,274)	(12%)
COMM HLTH - PREVENTION - HLTH EDUCATION	5,007,181	6,163,413	5,566,539	(596,874)	(10%)
EMERGENCY SERVICES AGENCY	1,846,603	2,390,278	1,203,936	(1,186,342)	(50%)
ENVIRONMENTAL HEALTH SERVICES	17,456,929	16,386,267	22,382,763	5,996,496	37%
FORENSICS - AMBULATORY CARE	26,714,412	28,299,062	14,112,524	(14,186,538)	(50%)
HEALTH AT HOME	8,674,930	8,380,655	6,840,711	(1,539,944)	(18%)
LAGUNA HONDA - LONG TERM CARE	190,821,333	331,232,911	209,302,964	(121,929,947)	(37%)
LAGUNA HONDA HOSP - ACUTE CARE	2,594,439	2,225,353	2,377,789	152,436	7%
LAGUNA HONDA HOSP - COMM SUPPORT CARE	1,630,139	1,358,921	276	(1,358,645)	(100%)
LAGUNA HONDA HOSPITAL	0	19,349,371	0	(19,349,371)	(100%)
MENTAL HEALTH - ACUTE CARE	3,731,617	4,394,297	4,394,297	0	0%
MENTAL HEALTH - CHILDREN'S PROGRAM	24,309,198	37,068,232	35,276,119	(1,792,113)	(5%)
MENTAL HEALTH - COMMUNITY CARE	148,390,568	163,245,837	153,947,756	(9,298,081)	(6%)
MENTAL HEALTH - LONG TERM CARE	24,295,241	22,623,137	23,046,667	423,530	2%
OCCUPATIONAL SAFETY & HEALTH	1,577,545	1,681,080	1,718,494	37,414	2%
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	50,739,782	53,486,734	53,871,283	384,549	1%
SFGH - ACUTE CARE - FORENSICS	2,277,555	6,142,781	3,472,084	(2,670,697)	(43%)
SFGH - ACUTE CARE - HOSPITAL	453,917,625	466,980,918	507,639,906	40,658,988	9%
SFGH - ACUTE CARE - PSYCHIATRY	32,557,419	25,910,858	25,590,526	(320,332)	(1%)
SFGH - AMBU CARE - ADULT MED HLTH CNTR	24,190,944	19,861,897	23,570,927	3,709,030	19%
SFGH - AMBU CARE - METHADONE CLINIC	1,992,680	1,584,798	1,518,543	(66,255)	(4%)
SFGH - AMBU CARE - OCCUPATIONAL HEALTH	3,592,898	2,998,380	2,928,090	(70,290)	(2%)
SFGH - EMERGENCY - EMERGENCY	25,519,372	19,462,386	20,814,003	1,351,617	7%
SFGH - EMERGENCY - PSYCHIATRIC SERVICES	6,602,376	8,274,473	8,686,481	412,008	5%
SFGH - LONG TERM CARE - RF PSYCHIATRY	15,503,277	15,684,653	15,794,520	109,867	1%
SUBSTANCE ABUSE - COMMUNITY CARE	64,913,361	71,451,547	57,889,788	(13,561,759)	(19%)
<b>PUBLIC HEALTH</b>	<b>1,366,919,485</b>	<b>1,575,922,495</b>	<b>1,447,563,608</b>	<b>(128,358,887)</b>	<b>(8%)</b>
<b>Service Area: D Subtotals</b>	<b>1,366,919,485</b>	<b>1,575,922,495</b>	<b>1,447,563,608</b>	<b>(128,358,887)</b>	<b>(8%)</b>

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: E CULTURE &amp; RECREATION</b>					
<b>ACADEMY OF SCIENCES</b>					
ACADEMY OF SCIENCES	3,918,478	4,812,450	4,334,637	(477,813)	(10%)
<b>ACADEMY OF SCIENCES</b>	<b>3,918,478</b>	<b>4,812,450</b>	<b>4,334,637</b>	<b>(477,813)</b>	<b>(10%)</b>
<b>ARTS COMMISSION</b>					
ART COMMISSION-ADMINISTRATION	1,269,395	1,420,116	1,405,106	(15,010)	(1%)
CIVIC COLLECTION	71,532	45,842	45,790	(52)	0%
COMMUNITY ARTS & EDUCATION	5,314,271	4,903,401	4,257,021	(646,380)	(13%)
CULTURAL EQUITY	2,484,576	2,288,000	2,059,923	(228,077)	(10%)
GALLERY	28,106	25,000	25,000	0	0%
MUNICIPAL SYMPHONY CONCERTS	1,633,039	1,737,925	1,874,555	136,630	8%
PUBLIC ART	222,380	105,586	190,261	84,675	80%
STREET ARTISTS	185,238	207,594	240,478	32,884	16%
<b>ARTS COMMISSION</b>	<b>11,208,537</b>	<b>10,733,464</b>	<b>10,098,134</b>	<b>(635,330)</b>	<b>(6%)</b>
<b>ASIAN ART MUSEUM</b>					
ASIAN ARTS MUSEUM	7,722,798	7,558,860	7,268,486	(290,374)	(4%)
<b>ASIAN ART MUSEUM</b>	<b>7,722,798</b>	<b>7,558,860</b>	<b>7,268,486</b>	<b>(290,374)</b>	<b>(4%)</b>
<b>FINE ARTS MUSEUM</b>					
ADMISSIONS	3,501,782	4,360,000	2,170,000	(2,190,000)	(50%)
OPER & MAINT OF MUSEUMS	10,232,243	11,011,462	9,400,746	(1,610,716)	(15%)
<b>FINE ARTS MUSEUM</b>	<b>13,734,025</b>	<b>15,371,462</b>	<b>11,570,746</b>	<b>(3,800,716)</b>	<b>(25%)</b>
<b>LAW LIBRARY</b>					
LAW LIBRARY	610,959	597,706	707,577	109,871	18%
<b>LAW LIBRARY</b>	<b>610,959</b>	<b>597,706</b>	<b>707,577</b>	<b>109,871</b>	<b>18%</b>
<b>PUBLIC LIBRARY</b>					
ADULT SERVICES	307,919	330,000	530,000	200,000	61%
BRANCH PROGRAM	22,787,958	23,751,553	18,218,901	(5,532,652)	(23%)
CHILDREN'S BASELINE	6,765,762	8,165,698	8,675,294	509,596	6%
CHILDREN'S SERVICES	989,413	1,268,237	1,310,668	42,431	3%
COMMUNICATIONS, COLLECTIONS & ADULT SERV	8,898,677	10,322,173	10,714,608	392,435	4%
FACILITES	9,927,006	10,620,704	10,920,586	299,882	3%
INFORMATION TECHNOLOGY	4,649,061	5,022,052	5,040,788	18,736	0%
LIBRARY ADMINISTRATION	3,455,419	4,710,901	7,911,838	3,200,937	68%
MAIN PROGRAM	15,621,602	15,421,201	16,599,412	1,178,211	8%
NON PROGRAM	0	232,451	0	(232,451)	(100%)

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: E CULTURE &amp; RECREATION</b>					
<b>PUBLIC LIBRARY</b>					
TECHNICAL SERVICES	4,417,462	4,738,321	5,029,759	291,438	6%
<b>PUBLIC LIBRARY</b>	<b>77,820,279</b>	<b>84,583,291</b>	<b>84,951,854</b>	<b>368,563</b>	<b>0%</b>
<b>RECREATION AND PARK COMMISSION</b>					
CAPITAL PROJECTS	25,093,732	17,515,452	89,178,095	71,662,643	N/A
CHILDREN'S BASELINE	12,374,005	13,900,598	7,986,506	(5,914,092)	(43%)
CHILDREN'S SVCS - NON - CHILDREN'S FUND	576,267	576,267	378,000	(198,267)	(34%)
CITYWIDE FACILITIES	21,528,904	22,742,353	22,019,241	(723,112)	(3%)
CITYWIDE SERVICES	17,294,822	20,367,537	19,915,966	(451,571)	(2%)
CULTURE & RECREATION/DEPARTMENTAL	2,164,132	0	0	0	N/A
DEVELOPMENT & PLANNING	0	200,000	300,000	100,000	50%
GOLDEN GATE PARK	11,344,080	10,142,344	11,544,477	1,402,133	14%
NEIGHBORHOOD SERVICES	33,047,330	37,419,767	38,262,877	843,110	2%
REC & PARK ADMINISTRATION	137,384	137,500	0	(137,500)	(100%)
STRUCTURAL MAINTENANCE	12,515,152	12,596,729	13,049,201	452,472	4%
TURF MANAGEMENT	55,395	400,000	555,817	155,817	39%
ZOO OPERATIONS	0	390,000	97,000	(293,000)	(75%)
<b>RECREATION AND PARK COMMISSION</b>	<b>136,131,203</b>	<b>136,388,547</b>	<b>203,287,180</b>	<b>66,898,633</b>	<b>49%</b>
<b>WAR MEMORIAL</b>					
OPERATIONS & MAINTENANCE	12,804,677	13,013,584	12,580,253	(433,331)	(3%)
<b>WAR MEMORIAL</b>	<b>12,804,677</b>	<b>13,013,584</b>	<b>12,580,253</b>	<b>(433,331)</b>	<b>(3%)</b>
<b>Service Area: E Subtotals</b>	<b>263,950,956</b>	<b>273,059,364</b>	<b>334,798,867</b>	<b>61,739,503</b>	<b>23%</b>

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: F GENERAL ADMINISTRATION &amp; FINANCE</b>					
<b>ASSESSOR / RECORDER</b>					
PERSONAL PROPERTY	1,946,589	2,651,315	2,729,786	78,471	3%
REAL PROPERTY	4,189,199	5,472,082	5,836,896	364,814	7%
RECORDER	1,734,281	1,685,681	1,227,993	(457,688)	(27%)
TECHNICAL SERVICES	3,392,107	4,245,613	5,041,805	796,192	19%
TRANSFER TAX	1,052,921	1,082,490	943,602	(138,888)	(13%)
<b>ASSESSOR / RECORDER</b>	<b>12,315,097</b>	<b>15,137,181</b>	<b>15,780,082</b>	<b>642,901</b>	<b>4%</b>
<b>BOARD OF SUPERVISORS</b>					
BOARD - LEGISLATIVE ANALYSIS	2,665,067	2,725,784	2,207,946	(517,838)	(19%)
BOARD OF SUPERVISOR	4,299,915	4,727,091	4,969,687	242,596	5%
CHILDREN'S BASELINE	256,673	238,084	199,336	(38,748)	(16%)
CLERK OF THE BOARD	2,950,659	3,338,870	3,358,349	19,479	1%
LOCAL AGENCY FORMATION	118,274	20,186	339,015	318,829	N/A
<b>BOARD OF SUPERVISORS</b>	<b>10,290,588</b>	<b>11,050,015</b>	<b>11,074,333</b>	<b>24,318</b>	<b>0%</b>
<b>CITY ATTORNEY</b>					
CLAIMS	4,399,406	5,403,822	5,607,771	203,949	4%
LEGAL SERVICE	56,199,184	56,675,880	55,301,227	(1,374,653)	(2%)
LEGAL SERVICE-PAYING DEPTS	2,735,000	2,735,000	2,735,000	0	0%
<b>CITY ATTORNEY</b>	<b>63,333,590</b>	<b>64,814,702</b>	<b>63,643,998</b>	<b>(1,170,704)</b>	<b>(2%)</b>
<b>CITY PLANNING</b>					
ADMINISTRATION/PLANNING	7,428,555	8,088,674	8,297,978	209,304	3%
CURRENT PLANNING	8,069,696	8,351,097	7,678,393	(672,704)	(8%)
LONG RANGE PLANNING	5,168,202	5,806,565	4,691,444	(1,115,121)	(19%)
MAJOR ENVIRONMENTAL ANALYSIS/PLANNING	3,080,314	3,465,914	3,209,183	(256,731)	(7%)
<b>CITY PLANNING</b>	<b>23,746,767</b>	<b>25,712,250</b>	<b>23,876,998</b>	<b>(1,835,252)</b>	<b>(7%)</b>
<b>CIVIL SERVICE COMMISSION</b>					
CIVIL SERVICE COMMISSION	791,487	788,584	808,155	19,571	2%
<b>CIVIL SERVICE COMMISSION</b>	<b>791,487</b>	<b>788,584</b>	<b>808,155</b>	<b>19,571</b>	<b>2%</b>
<b>CONTROLLER</b>					
ACCOUNTING OPERATIONS AND SYSTEMS	7,068,730	8,317,757	8,301,816	(15,941)	0%
CITY SERVICES AUDITOR	8,828,524	11,665,201	12,277,758	612,557	5%
ECONOMIC ANALYSIS	276,533	253,011	285,730	32,719	13%
MANAGEMENT, BUDGET AND ANALYSIS	4,226,602	3,887,964	3,850,867	(37,097)	(1%)
PAYROLL AND PERSONNEL SERVICES	5,495,317	5,048,700	5,430,172	381,472	8%

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: F GENERAL ADMINISTRATION &amp; FINANCE</b>					
<b>CONTROLLER</b>					
PUBLIC FINANCE	0	246,054	501,426	255,372	N/A
<b>CONTROLLER</b>	<b>25,895,706</b>	<b>29,418,687</b>	<b>30,647,769</b>	<b>1,229,082</b>	<b>4%</b>
<b>ELECTIONS</b>					
ELECTIONS	14,839,686	11,096,829	14,835,434	3,738,605	34%
<b>ELECTIONS</b>	<b>14,839,686</b>	<b>11,096,829</b>	<b>14,835,434</b>	<b>3,738,605</b>	<b>34%</b>
<b>ETHICS COMMISSION</b>					
ELECTION CAMPAIGN FUND	1,031,193	1,823,727	1,928,198	104,471	6%
ETHICS COMMISSION	1,462,688	2,207,379	2,283,368	75,989	3%
<b>ETHICS COMMISSION</b>	<b>2,493,881</b>	<b>4,031,106</b>	<b>4,211,566</b>	<b>180,460</b>	<b>4%</b>
<b>GENERAL SERVICES AGENCY - CITY ADMIN</b>					
311 CALL CENTER	9,160,543	11,789,875	11,446,792	(343,083)	(3%)
ANIMAL WELFARE	3,722,362	3,812,505	3,963,480	150,975	4%
CAPITAL ASSET PLANNING	430,882	807,779	797,567	(10,212)	(1%)
CITY ADMINISTRATOR - ADMINISTRATION	8,000,000	9,697,272	8,596,209	(1,101,063)	(11%)
COUNTY CLERK SERVICES	708,996	1,923,638	1,917,065	(6,573)	0%
DISABILITY ACCESS	775,287	12,189,380	3,360,982	(8,828,398)	(72%)
ENTERTAINMENT COMMISSION	645,903	994,854	672,624	(322,230)	(32%)
FACILITIES MGMT & OPERATIONS	40,694,963	41,798,190	40,050,164	(1,748,026)	(4%)
FLEET MANAGEMENT	863,298	1,079,070	861,092	(217,978)	(20%)
GRANTS FOR THE ARTS	14,519,573	15,393,881	12,842,825	(2,551,056)	(17%)
IMMIGRANT RIGHTS COMMISSION	501,082	578,287	826,835	248,548	43%
LIVING WAGE / LIVING HEALTH (MCO/HCAO)	2,007,180	2,683,166	2,122,857	(560,309)	(21%)
MEDICAL EXAMINER	5,503,753	5,326,970	5,553,802	226,832	4%
NEIGHBORHOOD BEAUTIFICATION	726,845	835,000	1,100,000	265,000	32%
PROCUREMENT SERVICES	3,703,435	4,273,196	4,407,788	134,592	3%
PUBLIC FINANCE	331,606	242,925	0	(242,925)	(100%)
REAL ESTATE SERVICES	3,178,483	4,082,794	21,819,066	17,736,272	N/A
RISK MANAGEMENT / GENERAL	8,159,056	10,949,563	11,738,314	788,751	7%
TOURISM EVENTS	71,796,182	73,276,603	73,231,735	(44,868)	0%
TREASURE ISLAND	1,045,685	1,352,444	1,279,737	(72,707)	(5%)
VEHICLE & EQUIPMENT MAIN & FUELING	24,342,658	24,179,827	23,622,495	(557,332)	(2%)
<b>GENERAL SERVICES AGENCY - CITY ADMIN</b>	<b>200,817,772</b>	<b>227,267,219</b>	<b>230,211,429</b>	<b>2,944,210</b>	<b>1%</b>
<b>GENERAL SERVICES AGENCY - TECHNOLOGY</b>					
ADMINISTRATION	25,768,957	28,669,764	25,942,057	(2,727,707)	(10%)
GOVERNANCE AND OUTREACH	3,110,389	7,774,780	6,439,959	(1,334,821)	(17%)

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: F GENERAL ADMINISTRATION &amp; FINANCE</b>					
<b>GENERAL SERVICES AGENCY - TECHNOLOGY</b>					
OPERATIONS	39,590,738	33,896,468	35,871,999	1,975,531	6%
REPRODUCTION SERVICES	7,315,334	7,301,143	7,366,231	65,088	1%
TECHNOLOGY	4,435,631	5,564,619	4,576,907	(987,712)	(18%)
TECHNOLOGY SERVICES:PUBLIC SAFETY	11,206,146	9,808,819	8,685,612	(1,123,207)	(11%)
<b>GENERAL SERVICES AGENCY - TECHNOLOGY</b>	<b>91,427,195</b>	<b>93,015,593</b>	<b>88,882,765</b>	<b>(4,132,828)</b>	<b>(4%)</b>
<b>HEALTH SERVICE SYSTEM</b>					
HEALTH SERVICE SYSTEM	5,896,537	5,658,191	5,997,378	339,187	6%
<b>HEALTH SERVICE SYSTEM</b>	<b>5,896,537</b>	<b>5,658,191</b>	<b>5,997,378</b>	<b>339,187</b>	<b>6%</b>
<b>HUMAN RESOURCES</b>					
ADMINISTRATION	3,769,557	1,358,585	904,308	(454,277)	(33%)
EMPLOYEE RELATIONS	4,062,125	4,597,050	5,469,252	872,202	19%
EQUAL EMPLOYMENT OPPORTUNITY	865,139	1,134,666	1,384,089	249,423	22%
MANAGEMENT INFORMATION SYSTEM	9,540,078	16,230,452	12,019,071	(4,211,381)	(26%)
RECRUIT/ ASSESS/ CLIENT SERVICES	6,975,901	8,031,593	8,947,331	915,738	11%
TRAINING & ORGANIZATION DEVELOPMENT	571,977	1,324,367	943,156	(381,211)	(29%)
WORKERS COMPENSATION	56,801,430	56,323,618	55,198,459	(1,125,159)	(2%)
<b>HUMAN RESOURCES</b>	<b>82,586,207</b>	<b>89,000,331</b>	<b>84,865,666</b>	<b>(4,134,665)</b>	<b>(5%)</b>
<b>MAYOR</b>					
AFFORDABLE HOUSING	6,717,696	1,694,339	16,859,438	15,165,099	N/A
CITY ADMINISTRATION	4,053,681	4,183,811	4,383,549	199,738	5%
COMMUNITY INVESTMENT	7,193,953	2,070,674	3,622	(2,067,052)	(100%)
CRIMINAL JUSTICE	4,742,729	6,374,923	484,216	(5,890,707)	(92%)
HOMELESS SERVICES	370,093	660,619	2,879,508	2,218,889	N/A
NEIGHBORHOOD SERVICES	768,324	733,710	776,459	42,749	6%
PUBLIC POLICY & FINANCE	913,980	995,416	1,282,687	287,271	29%
<b>MAYOR</b>	<b>24,760,456</b>	<b>16,713,492</b>	<b>26,669,479</b>	<b>9,955,987</b>	<b>60%</b>
<b>RETIREMENT SYSTEM</b>					
ADMINISTRATION	1,308,926	1,448,602	2,513,036	1,064,434	73%
EMPLOYEE DEFERRED COMP PLAN	414,225	572,776	569,912	(2,864)	(1%)
INVESTMENT	4,715,310	2,728,766	3,045,426	316,660	12%
RETIREMENT SERVICES	10,366,139	13,166,930	13,249,484	82,554	1%
<b>RETIREMENT SYSTEM</b>	<b>16,804,600</b>	<b>17,917,074</b>	<b>19,377,858</b>	<b>1,460,784</b>	<b>8%</b>
<b>TREASURER/TAX COLLECTOR</b>					

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: F GENERAL ADMINISTRATION &amp; FINANCE</b>					
<b>TREASURER/TAX COLLECTOR</b>					
BUSINESS TAX	6,293,610	4,930,660	4,917,192	(13,468)	0%
DELINQUENT REVENUE	6,699,437	8,666,299	8,845,657	179,358	2%
INVESTMENT	977,573	1,390,300	1,288,057	(102,243)	(7%)
LEGAL SERVICE	581,178	338,117	398,131	60,014	18%
MANAGEMENT	2,349,474	4,611,074	4,789,360	178,286	4%
PROPERTY TAX/LICENSING	2,378,748	1,774,236	2,330,529	556,293	31%
TAXPAYER ASSISTANCE	1,336,201	1,372,393	1,270,550	(101,843)	(7%)
TRANSFER TAX	759,203	452,978	1	(452,977)	(100%)
TREASURY	2,510,960	2,111,255	2,533,172	421,917	20%
<b>TREASURER/TAX COLLECTOR</b>	<b>23,886,384</b>	<b>25,647,312</b>	<b>26,372,649</b>	<b>725,337</b>	<b>3%</b>
<b>Service Area: F Subtotals</b>					
	<b>599,885,953</b>	<b>637,268,566</b>	<b>647,255,559</b>	<b>9,986,993</b>	<b>2%</b>

# Uses by Service Area, Department and Program

Program	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg
<b>Service Area: G GENERAL CITY RESPONSIBILITIES</b>					
<b>GENERAL CITY RESPONSIBILITY</b>					
GENERAL CITY RESPONSIBILITIES	886,213,492	531,267,695	573,938,131	42,670,436	8%
<b>GENERAL CITY RESPONSIBILITY</b>	<b>886,213,492</b>	<b>531,267,695</b>	<b>573,938,131</b>	<b>42,670,436</b>	<b>8%</b>
<hr/>					
<b>Service Area: G Subtotals</b>	<b>886,213,492</b>	<b>531,267,695</b>	<b>573,938,131</b>	<b>42,670,436</b>	<b>8%</b>
<hr/>					
Expenditure Subtotals	7,277,678,926	7,374,068,568	7,465,669,101	91,600,533	1%
Less Interdepartmental Recoveries And Transfers	(1,220,546,121)	(842,600,637)	(864,908,929)	(22,308,292)	3%
<b>Net Uses</b>	<b>6,057,132,805</b>	<b>6,531,467,931</b>	<b>6,600,760,172</b>	<b>69,292,241</b>	<b>1%</b>

# Consolidated Schedule of Sources and Uses

## All Funds

Sources of Funds	General Fund	Non-General Fund	Total
Prior Year Fund Balance	85,911,017	167,203,137	253,114,154
Prior Year Reserves	79,289,000	60,000	79,349,000
Regular Revenues	2,745,001,042	3,523,295,976	6,268,297,018
Transfers	(48,707,808)	48,707,808	0
Total Sources of Funds	2,861,493,252	3,739,266,920	6,600,760,172

Uses of Funds	General Fund	Non-General Fund	Total
Regular Expenditures:			
Gross Expenditures	2,550,083,923	4,443,109,338	6,993,193,261
Less Interdepartmental Recoveries	(173,724,716)	(744,072,022)	(917,796,738)
Net Regular Expenditures	2,376,359,207	3,699,037,316	6,075,396,523
General Fund Contribution Transfer	404,654,358	(404,654,358)	0
Capital Projects	18,197,297	409,343,177	427,540,474
Facilities Maintenance	9,288,063	23,139,569	32,427,632
Reserves	52,994,327	12,401,216	65,395,543
Total Uses of Funds	2,861,493,252	3,739,266,920	6,600,760,172

# Authorized Positions, Grand Recap Detail

Position Detail	2007-2008 Budget	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg
<b>Operating</b>					
Permanent	29,804.97	29,922.66	28,624.15	(1,298.51)	(4.3%)
Temporary	421.66	408.30	439.56	31.26	7.7%
<b>Non-Operating</b>					
Grant	499.84	477.63	365.74	(111.89)	(23.4%)
Capital/Other	1,399.52	1,518.85	1,541.15	22.30	1.5%
<b>Authorized Positions - Subtotal:</b>	<b>32,125.99</b>	<b>32,327.44</b>	<b>30,970.60</b>	<b>(1,356.84)</b>	<b>(4.2%)</b>
<b>Unfunded Positions</b>					
Attrition Savings	(2,495.27)	(2,659.94)	(2,874.73)	(214.79)	(8.1%)
Capital/Other	(1,746.15)	(1,865.94)	(1,897.68)	822.82	44.1%
<b>Unfunded Positions - Subtotal:</b>	<b>(4,241.42)</b>	<b>(4,525.88)</b>	<b>(4,772.41)</b>	<b>608.03</b>	<b>13.4%</b>
<b>Net Funded Positions:</b>	<b>27,884.57</b>	<b>27,801.56</b>	<b>26,198.19</b>	<b>(748.81)</b>	<b>(2.7%)</b>

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

Department	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg
<b>Service Area: A PUBLIC PROTECTION</b>					
ADULT PROBATION	109.10	101.65	101.22	(0.43)	(0.4%)
DEPARTMENT OF EMERGENCY MANAGEMENT	225.98	227.93	230.25	2.32	1.0%
DISTRICT ATTORNEY	269.20	261.29	235.81	(25.48)	(9.8%)
FIRE DEPARTMENT	1,726.00	1,602.03	1,549.89	(52.14)	(3.3%)
JUVENILE PROBATION	251.89	246.23	240.88	(5.35)	(2.2%)
POLICE	2,869.76	2,948.83	2,784.62	(164.21)	(5.6%)
PUBLIC DEFENDER	162.98	159.35	142.48	(16.87)	(10.6%)
SHERIFF	950.82	1,016.15	963.26	(52.89)	(5.2%)
<b>Service Area: A TOTAL</b>	<b>6,565.73</b>	<b>6,563.46</b>	<b>6,248.41</b>	<b>(315.05)</b>	<b>(4.8%)</b>
<b>Service Area: B PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE</b>					
AIRPORT COMMISSION	1,227.73	1,247.50	1,240.62	(6.88)	(0.6%)
BOARD OF APPEALS	5.11	5.41	4.86	(0.55)	(10.2%)
DEPARTMENT OF BUILDING INSPECTION	287.14	284.26	200.95	(83.31)	(29.3%)
ECONOMIC AND WORKFORCE DEVELOPMENT	24.99	53.26	55.83	2.57	4.8%
GENERAL SERVICES AGENCY - PUBLIC WORKS	1,059.77	1,030.24	832.38	(197.86)	(19.2%)
MTA-MUNICIPAL TRANSPORTATION AGENCY	4,364.56	4,533.85	4,360.46	(173.39)	(3.8%)
PORT	219.17	215.94	217.01	1.07	0.5%
PUBLIC UTILITIES COMMISSION	1,609.04	1,580.19	1,547.50	(32.69)	(2.1%)
<b>Service Area: B TOTAL</b>	<b>8,797.51</b>	<b>8,950.65</b>	<b>8,459.61</b>	<b>(491.04)</b>	<b>(5.5%)</b>
<b>Service Area: C HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT</b>					
CHILD SUPPORT SERVICES	125.35	123.35	118.05	(5.30)	(4.3%)
CHILDREN AND FAMILIES COMMISSION	17.50	16.00	16.00	0.00	0.0%
CHILDREN, YOUTH & THEIR FAMILIES	33.54	34.37	36.10	1.73	5.0%
COUNTY EDUCATION OFFICE	0.99	0.99	0.99	0	0.0%
DEPARTMENT OF THE STATUS OF WOMEN	6.56	6.02	4.89	(1.13)	(18.8%)
ENVIRONMENT	61.45	58.58	56.88	(1.70)	(2.9%)
HUMAN RIGHTS COMMISSION	37.34	40.73	38.86	(1.87)	(4.6%)
HUMAN SERVICES	1,812.30	1,810.13	1,573.62	(236.51)	(13.1%)
RENT ARBITRATION BOARD	29.57	29.03	29.26	0.23	0.8%
<b>Service Area: C TOTAL</b>	<b>2,124.60</b>	<b>2,119.20</b>	<b>1,874.65</b>	<b>(244.55)</b>	<b>(11.5%)</b>
<b>Service Area: D COMMUNITY HEALTH</b>					
PUBLIC HEALTH	6,196.47	6,022.87	5,624.18	(398.69)	(6.6%)
<b>Service Area: D TOTAL</b>	<b>6,196.47</b>	<b>6,022.87</b>	<b>5,624.18</b>	<b>(398.69)</b>	<b>(6.6%)</b>
<b>Service Area: E CULTURE &amp; RECREATION</b>					
ACADEMY OF SCIENCES	13.25	15.40	12.98	(2.42)	(15.7%)

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

Department	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg
<b>Service Area: E CULTURE &amp; RECREATION</b>					
ARTS COMMISSION	21.43	21.72	19.23	(2.49)	(11.5%)
ASIAN ART MUSEUM	55.36	53.74	41.56	(12.18)	(22.7%)
FINE ARTS MUSEUM	110.56	108.88	71.49	(37.39)	(34.3%)
LAW LIBRARY	3.00	3.00	3.00	0	0.0%
PUBLIC LIBRARY	641.30	649.30	649.09	(0.21)	0.0%
RECREATION AND PARK COMMISSION	942.18	918.65	849.23	(69.42)	(7.6%)
WAR MEMORIAL	96.24	96.82	51.65	(45.17)	(46.7%)
<b>Service Area: E TOTAL</b>	<b>1,883.32</b>	<b>1,867.51</b>	<b>1,698.23</b>	<b>(169.28)</b>	<b>(9.1%)</b>
<b>Service Area: F GENERAL ADMINISTRATION &amp; FINANCE</b>					
ASSESSOR / RECORDER	125.47	128.02	131.34	3.32	2.6%
BOARD OF SUPERVISORS	63.59	64.49	63.31	(1.18)	(1.8%)
CITY ATTORNEY	326.85	317.97	304.12	(13.85)	(4.4%)
CITY PLANNING	159.50	157.38	146.45	(10.93)	(6.9%)
CIVIL SERVICE COMMISSION	5.87	5.85	5.85	0	0.0%
CONTROLLER	187.79	197.59	182.58	(15.01)	(7.6%)
ELECTIONS	76.82	38.07	54.90	16.83	44.2%
ETHICS COMMISSION	18.39	18.55	18.16	(0.39)	(2.1%)
GENERAL SERVICES AGENCY - CITY ADMIN	505.12	539.09	602.29	63.20	11.7%
GENERAL SERVICES AGENCY - TECHNOLOGY	306.85	265.21	252.49	(12.72)	(4.8%)
HEALTH SERVICE SYSTEM	36.91	34.83	34.53	(0.30)	(0.9%)
HUMAN RESOURCES	154.65	144.06	139.59	(4.47)	(3.1%)
MAYOR	56.84	54.83	50.22	(4.61)	(8.4%)
RETIREMENT SYSTEM	84.40	99.46	99.97	0.51	0.5%
TREASURER/TAX COLLECTOR	207.89	212.47	207.31	(5.16)	(2.4%)
<b>Service Area: F TOTAL</b>	<b>2,316.94</b>	<b>2,277.87</b>	<b>2,293.11</b>	<b>15.24</b>	<b>0.7%</b>
<b>Report Grand Total</b>	<b>27,884.57</b>	<b>27,801.56</b>	<b>26,198.19</b>	<b>(1,603.37)</b>	<b>(5.8%)</b>

# City and County of San Francisco

## Major Fund Budgetary Recap

	Governmental Funds				Enterprise	Internal Service	Other Agency/ Trust	Total All Funds
	General Fund	Special Revenue	Capital Projects	Debt Service				
Sources								
Prior Year Fund Balance - 6/30/09 (est.)	85,911	14,800	0	0	151,827	0	576	253,114
Prior Year Reserves	79,289	60	0	0	0	0	0	79,349
Prior Year Sources	165,200	14,860	0	0	151,827	0	576	332,463
Property Taxes	1,057,569	119,628	0	178,491	0	0	0	1,355,688
Other Local Taxes	456,121	51,347	0	0	0	0	0	507,468
Business Taxes	371,848	900	0	0	0	0	0	372,748
Rents & Concessions	18,734	29,817	0	0	327,914	20	1,011	377,496
Fines and Forfeitures	3,669	3,897	0	0	156,045	0	0	163,611
Interest & Investment Income	10,970	2,568	1,297	0	34,538	0	405	49,777
Licenses, Permits & Franchises	25,138	6,298	0	0	24,768	0	0	56,205
Intergovernmental - State	429,563	98,491	2,257	750	116,347	0	0	647,408
Intergovernmental - Federal	235,918	138,857	2,766	0	70,328	0	0	447,869
Intergovernmental - Other	86	692	0	0	44,565	0	0	45,343
Charges for Services	147,455	78,773	0	0	1,749,611	0	0	1,975,839
Other Revenues	15,895	10,613	22,123	0	55,103	0	1,039	104,772
Other Financing Sources	1,725	0	85,920	0	50,199	7,696	0	145,540
Contributions (RET & HSS)	0	0	0	0	0	0	18,533	18,533
Subtotal Current Year Sources	2,774,691	541,881	114,363	179,241	2,629,417	7,716	20,988	6,268,297
Transfers In	83,395	128,424	0	7,520	438,901	0	0	658,240
Total Available Sources	3,023,285	685,165	114,363	186,760	3,220,146	7,716	21,564	7,259,000
Uses								
Public Works, Transportation & Commerce	32,814	97,133	36,501	0	2,189,902	0	0	2,356,350
Community Health	461,943	116,611	0	0	836,043	0	0	1,414,598
Public Protection	968,448	23,549	0	0	59,984	0	0	1,051,981
Human Welfare & Neighborhood Dev	623,181	192,255	0	0	0	0	0	815,437
Culture & Recreation	91,219	159,303	77,862	0	0	0	2,418	330,802
General City Responsibilities	118,462	0	0	186,760	0	7,696	0	312,919
General Administration & Finance	179,127	82,979	0	0	0	20	19,146	281,272
Subtotal Current Year Uses	2,475,195	671,830	114,363	186,760	3,085,930	7,716	21,564	6,563,359
Transfers Out	523,090	13,176	0	0	121,973	0	0	658,240
Total Proposed Uses	2,998,285	685,006	114,363	186,760	3,207,903	7,716	21,564	7,221,598
Fund Balance - 6/30/10 (est.)	25,000	158	0	0	12,243	0	0	37,401

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



## Mission

To explore and explain the natural world to 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

	2006-2007 Actual	2007-2008 Budget	2008-2009 Proposed	Change from 2007-2008	% Changed from 2007-2008
Total Expenditures	3,918,478	4,812,450	4,334,637	(477,813)	(10%)
Total FTE	13.25	15.40	12.98	(2.42)	(16%)

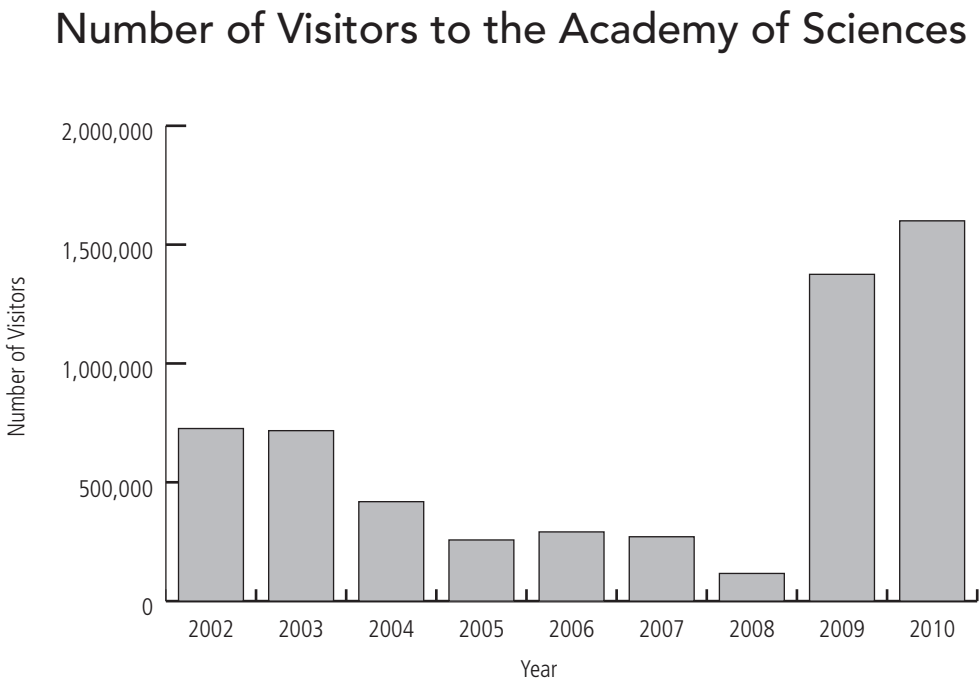
# Budget Issues and Details

The Academy’s mission today is as much about the future as the past, as much about ensuring a healthy future for life as understanding its development. The Academy was founded in celebration of the mystery and diversity of life. Now, over 150 years later, it must take the lead in helping to preserve life.

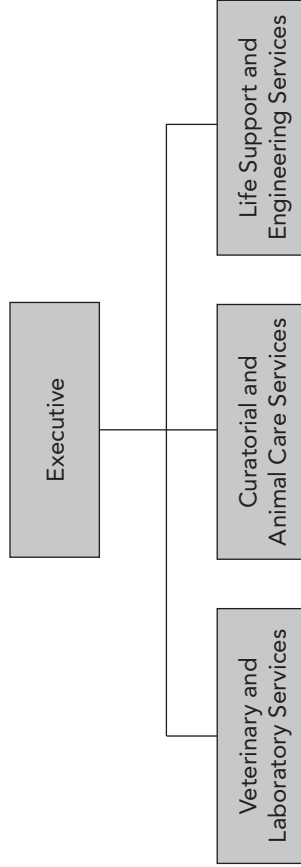
The Academy is excited to be a part of a thriving community of cultural organizations that make Golden Gate park a top destination for both San Francisco residents and visitors from around the world. Unique among the world’s great museums, the new Academy opened on September 27th, 2008, had over a million visitors during the first six months of operations and is on track to exceed attendance projections for 2009. Forging ahead, the Academy’s focus will include increasing scientific literacy, promoting sustainability, contributing to public understanding of evolution, and researching and preserving the planet’s biodiversity.

## THE NEW STEINHART AQUARIUM

The efforts of the Steinhart biologists and engineers continue beyond the ribbon cutting: to acquire and care for tens of thousands of specimens is a process that entails an enormous amount of hours, not only to collect, but to ensure proper care before an animal even reaches the exhibits and public. Maintaining the appropriate procedures in acquisition, quarantining, and releasing of new animals into our 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.



*The number of visitors to Academy annually is expected to triple.*



# Academy of Sciences

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	13.25	15.40	12.98	(2.42)	(16%)
<b>Net Operating Positions</b>	<b>13.25</b>	<b>15.40</b>	<b>12.98</b>	<b>(2.42)</b>	<b>(16%)</b>
<b>SOURCES</b>					
Local Taxes	1,502,600	1,610,800	1,208,000	(402,800)	(25%)
General Fund Support	2,415,878	3,201,650	3,126,637	(75,013)	(2%)
<b>Sources Total</b>	<b>3,918,478</b>	<b>4,812,450</b>	<b>4,334,637</b>	<b>(477,813)</b>	<b>(10%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	1,005,323	1,239,589	1,109,185	(130,404)	(11%)
Fringe Benefits	236,942	335,232	342,238	7,006	2%
Professional & Contractual Services	2,526,213	2,746,214	2,346,214	(400,000)	(15%)
Services of Other Departments	0	341,415	537,000	195,585	57%
<b>Uses - Operating Expenditures Total</b>	<b>3,768,478</b>	<b>4,662,450</b>	<b>4,334,637</b>	<b>(327,813)</b>	<b>(7%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	150,000	150,000	0	(150,000)	(100%)
<b>Uses - Project Expenditures Total</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>(150,000)</b>	<b>(100%)</b>
<b>USES BY PROGRAM RECAP</b>					
Academy Of Sciences	3,918,478	4,812,450	4,334,637	(477,813)	(10%)
<b>Uses by Program Recap Total</b>	<b>3,918,478</b>	<b>4,812,450</b>	<b>4,334,637</b>	<b>(477,813)</b>	<b>(10%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ACADEMY OF SCIENCES</b>				
Ensure that visitors receive an excellent guest experience				
Number of exhibit days	190	275	275	363
Reach school-aged and pre-school children in San Francisco and provide educational resources to San Francisco schools and teachers.				
Number of school-aged children reached	36,602	250,000	173,000	202,000
Reach and engage a broad range of local, national, and international visitors.				
Number of visitors (adults & children)	114,182	1,250,000	1,375,000	1,600,000
Number of senior visitors	2,443	53,000	82,500	96,000
Number of visitors attending on Free Day	13,073	131,000	126,103	146,080
Number of educator facilitated visits to the Tide Pool	26,238	150,000	275,000	320,000
Number of volunteer hours	15,701	140,000	94,300	99,300
Ensure a safe and sustainable institution for the public visitors, the living collections and the aquarium staff				
Recycling rate of Academy waste	76%	77%	70%	77%



## Mission

Protecting the community, serving justice and changing lives.

## Services

**PRE-SENTENCE INVESTIGATIONS DIVISION** – Department probation officers prepare 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 incorporate the risk needs assessment in the analysis and evaluation sections to help inform the Judges’ sentencing decision in criminal cases. Support staff maintains the official Department records for probationers and processes reports.

**COMMUNITY SERVICES SUPERVISION DIVISION** – Department probation officers provide 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-related, drug-related 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

	2006-2007 Actual	2007-2008 Budget	2008-2009 Proposed	Change from 2007-2008	% Changed from 2007-2008
Total Expenditures	11,960,897	12,213,144	12,682,870	469,726	4%
Total FTE	109.10	101.65	101.22	(0.43)	0%

# Budget Issues and Details

## SERVICE LEVEL CHANGES

The Fiscal Year 2009–10 budget provides funding for the continued implementation and improvement of the risk and needs assessment tool, including training and consultant services to improve probation outcomes. This software and training tool will allow the department to accurately classify offenders according to risk for recidivism and redeploy staff and resources to higher-risk offenders.

## ENHANCING COMMUNITY-BASED SUPERVISION

The Adult Probation Department will continue to place probation officers in communities to better promote access to services, reduce recidivism, and facilitate coordination with service providers. Evidence based practices are applied to improve supervision, improve outcomes and reduce recidivism.

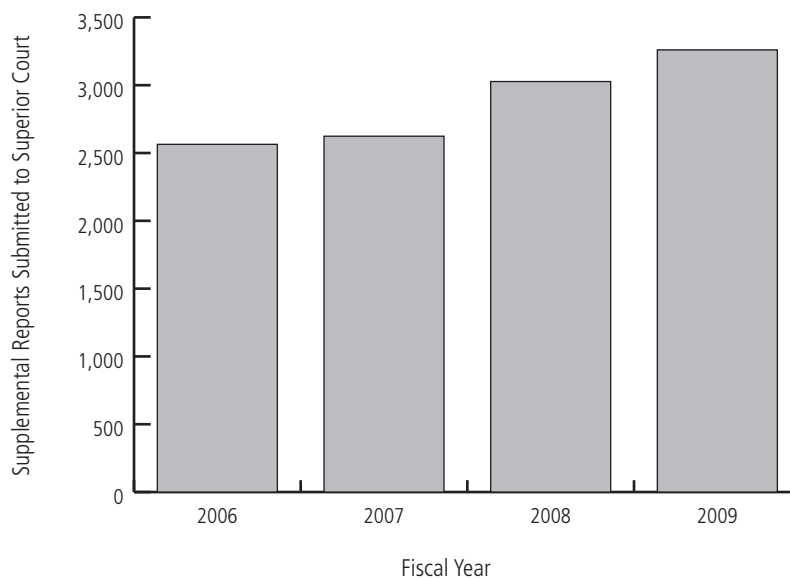
## IMPROVING PROBATION OUTCOMES

The Adult Probation Department will continue to enhance the 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 overseeing the services provided by these community based organizations.

## AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)

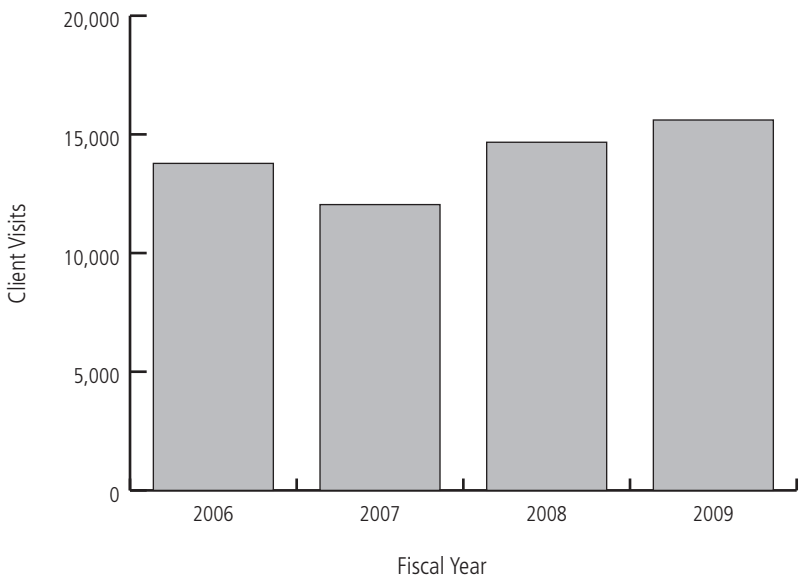
The Department has applied for a total of \$1.1 million in Byrne JAG federal grants to fund five probation officers over the next two years. The officers will provide additional supervision to high risk probationers ages 18-25, and will coordinate with the Police Department to focus on neighborhoods targeted by the zone strategy.

## Supplemental Reports



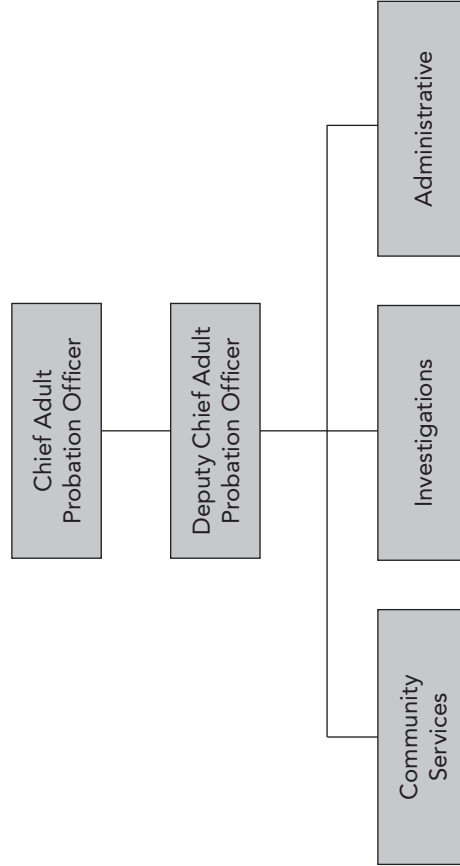
*The number of supplemental reports submitted to the Superior Court is proposed to increase.*

# Visits to Adult Probation Office



*The number of probationers, victims, and members of the public who come to the Department office each year is also projected to grow.*

# Adult Probation



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	110.10	102.65	101.22	(1.43)	(1%)
Non-operating Positions (cap/other)	(1.00)	(1.00)	0.00	1.00	(100%)
<b>Net Operating Positions</b>	<b>109.10</b>	<b>101.65</b>	<b>101.22</b>	<b>(0.43)</b>	<b>0%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	162,658	143,822	97,893	(45,929)	(32%)
Intergovernmental Revenue - State	51,379	53,265	167,199	113,934	N/A
Charges for Services	280,060	96,000	262,600	166,600	N/A
Expenditure Recovery	453,091	177,496	180,736	3,240	2%
Fund Balance	146,054	0	0	0	N/A
General Fund Support	10,867,655	11,742,561	11,974,442	231,881	2%
<b>Sources Total</b>	<b>11,960,897</b>	<b>12,213,144</b>	<b>12,682,870</b>	<b>469,726</b>	<b>4%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	7,751,689	7,987,973	8,090,587	102,614	1%
Fringe Benefits	2,906,912	3,094,785	3,279,814	185,029	6%
Professional & Contractual Services	208,935	202,270	462,270	260,000	N/A
Materials & Supplies	90,253	141,329	137,662	(3,667)	(3%)
Equipment	31,476	57,505	0	(57,505)	(100%)
Services of Other Departments	971,632	729,282	712,537	(16,745)	(2%)
<b>Uses - Operating Expenditures Total</b>	<b>11,960,897</b>	<b>12,213,144</b>	<b>12,682,870</b>	<b>469,726</b>	<b>4%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration - Adult Probation	2,128,179	1,985,294	1,995,260	9,966	1%
Community Services	7,915,032	6,514,030	6,902,696	388,666	6%
Pre - Sentencing Investigation	1,917,686	3,713,820	3,784,914	71,094	2%
<b>Uses by Program Recap Total</b>	<b>11,960,897</b>	<b>12,213,144</b>	<b>12,682,870</b>	<b>469,726</b>	<b>4%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ADMINISTRATION - ADULT PROBATION</b>				
Maximize staff effectiveness				
Percentage of available employees receiving performance appraisals	93%	100%	100%	100%
Percentage of eligible APD peace officer employees completing a minimum of 40 hours of mandated training	100%	100%	100%	100%
<b>COMMUNITY SERVICES</b>				
Provide protection to the community through supervision and provision of appropriate services to adult probationers				
Maximum established caseload size per probation officer in the domestic violence unit	51	85	85	85
Number of site visits made to batterer treatment programs	42	60	60	60
Number of batterer treatment programs certified or renewed by Department	8	8	8	8
Number of community meetings attended by probation staff	125	100	100	100
Number of visits to the Department	14,669	13,400	13,400	13,400
<b>PRE-SENTENCING INVESTIGATION</b>				
Provide timely reports to guide the courts with rendering appropriate sentencing decisions				
Percentage of reports submitted to the Court two days prior to sentencing as per agreement with the Courts	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** provide a broad range of attractions for the traveling public and creates an ambiance in the Airport that reflects the sophistication and cultural diversity of San Francisco.

**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

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	671,211,317	641,333,016	732,615,133	1,282,117	14%
Total FTE	1,227.73	1,247.50	1,240.62	(6.88)	(1%)

## Budget Issues and Details

### AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) OF 2009

The Airport is working to secure funds provided in the federal stimulus package, which targets “shovel ready” projects. The Federal Aviation Administration (FAA) awarded \$5.5 million in stimulus funding to the Airport for a \$16.5 million runway project that includes repairing deteriorating pavement, upgrading the electrical runway and taxiway lighting system, and repainting runway markings to increase visibility and improve safety for aircraft on the airfield. The Airport is pursuing additional stimulus funds including \$15.6 million from the Transportation Security Administration (TSA) for an Explosive Detection System in Terminal 2, as part of the \$383 million Terminal 2 renovation project. Additionally, the Airport is working with the Public Utilities Commission to identify projects funded under the U.S. Department of Energy’s Energy Efficiency and Conservation Block Grant (EECBG) that will make the Airport more energy efficient. These funds will also create green-collar jobs and stimulate the economy.

### AIRPORT CAPITAL PROGRAM

The Fiscal Year 2009-10 Airport budget includes \$61.5 million to fund various capital projects including airfield runway and taxiway reconstruction. Funding sources for projects come from grants, passenger facility charges (PFCs), internally generated retained earnings, and bond proceeds.

Specifically, the Airport will spend \$22.5 million for airfield pavement and infrastructure improvements to enhance safety and efficiency in compliance with Federal Aviation Administration (FAA) requirements. In addition, \$13.1 million is included in the budget for roadway viaduct improvements that serve the Airport terminal complex.

The Airport is continuing to implement the \$383 million Terminal 2 project that will renovate the former 10-gate international terminal into a third domestic terminal with 14 gates. Driven by the need to move airlines from Terminal 1, which was not built on piles and is sinking, and the need to increase gate capacity to meet future traffic demand, the Terminal 2 project will renovate the boarding areas, concession areas, building systems and baggage systems. The new terminal is expected to open to the public in Spring 2011. It is anticipated that \$213.6 million in new revenue bonds will be issued to fund this and other capital projects in Fiscal Year 2009-10.

### IMPROVING BUSINESS, FINANCIAL, AND MARKETING OPERATIONS

In Fiscal Year 2009-10 the Department will increase debt service payments of \$10.2 million. These payments will cover increased costs associated with bond liabilities and other indebtedness incurred from investing in the Airport’s physical infrastructure. The Airport continues initiatives to restructure existing debt to lower annual debt service requirements and to enhance its credit standing. The ARRA gives the Airport the ability to refinance private activity bonds that are not subject to the alternative minimum tax (AMT) and therefore reduces the cost of debt service payments each year.

Also, the Airport will work to strengthen the business and financial aspects of the organization by continuing marketing efforts to new international and domestic air carriers to increase the number of airlines operating out of SFO and expanding operations of existing air carriers.

### PASSENGER TRAFFIC TRENDS

Passenger traffic is expected to decline in Fiscal Year 2009-10 in response to the economic recession. Current forecasts show a decline ranging from 7.1 percent to 11.4 percent compared to estimates in the prior year budget. With international traffic showing greater declines than domestic, trends in passenger traffic at SFO reflect the global nature of the recession.

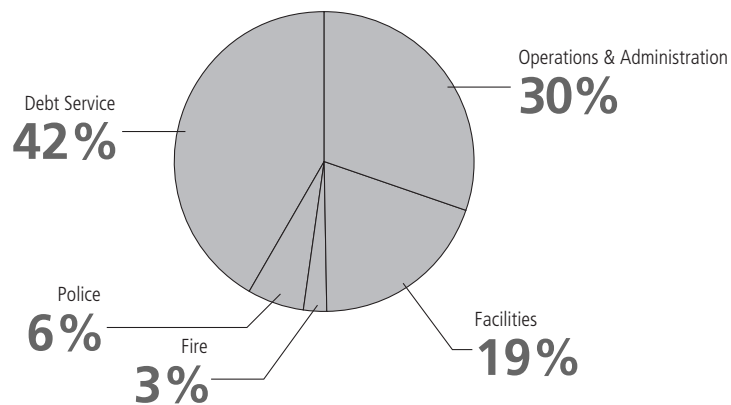
Despite the downturn in travel demand, recent new service at SFO includes Emirates to Dubai and Aeromexico to Mexico City. Virgin America recently added flights to Boston, and both Virgin America and Southwest added five daily flights to Orange County in the spring of 2009.

## SAFETY AND SECURITY

Safety and security are fundamental to the operation of SFO. For more than a decade, the Airport actively sought, developed and deployed cost-effective technology solutions to enhance safety, security and efficiency. As a result, SFO 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.

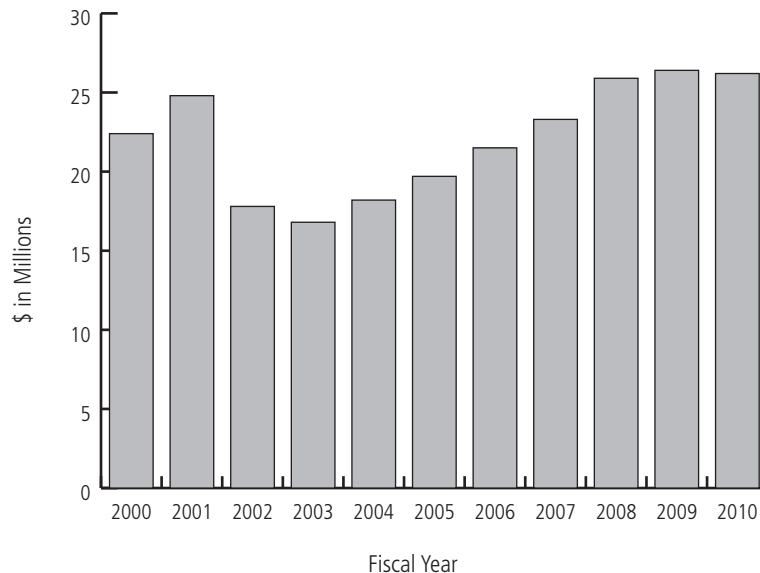
The Airport's Aviation Security and Emergency Planning divisions conduct exercises with the TSA, San Francisco Fire Department, and the San Francisco Police Department to continually evaluate and improve coordinated emergency preparedness and procedures.

## Resources by Service Area



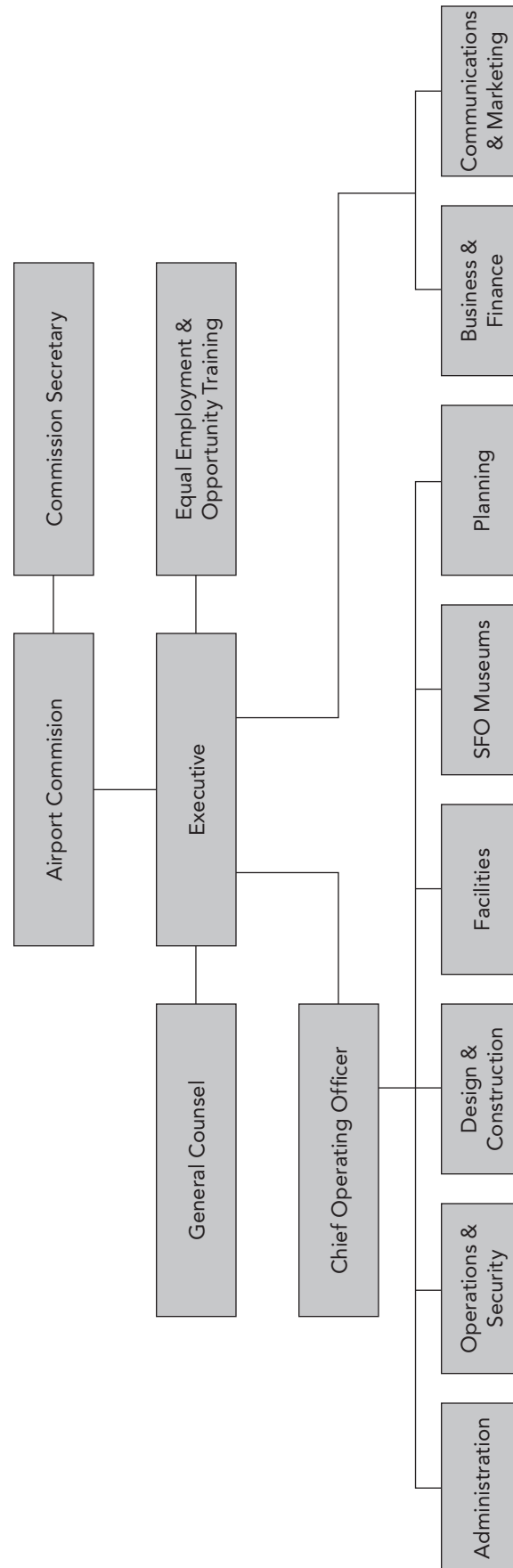
*Resources allocated to service or program area as a percentage of total departmental budget.*

## Airport Annual Service Payment to General Fund



*Reflecting a slight decrease in passenger traffic at SFO, the annual service payment paid by the Airport to the City will decrease by a nominal amount (\$200,000).*

# Airport



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,344.73	1,371.74	1,367.62	(4.12)	0%
Non-operating Positions (cap/other)	(117.00)	(124.24)	(127.00)	(2.76)	2%
<b>Net Operating Positions</b>	<b>1,227.73</b>	<b>1,247.50</b>	<b>1,240.62</b>	<b>(6.88)</b>	<b>(1%)</b>
<b>SOURCES</b>					
Licenses & Fines	565,556	610,000	301,000	(309,000)	(51%)
Use of Money or Property	198,398,555	207,562,000	215,480,484	7,918,484	4%
Intergovernmental Revenue - Federal	26,713,123	21,222,203	49,665,048	28,442,845	N/A
Intergovernmental Revenue - State	0	0	1,721,009	1,721,009	N/A
Charges for Services	329,145,635	406,942,000	408,016,000	1,074,000	0%
Other Revenues	34,650,938	36,539,000	40,837,000	4,298,000	12%
Transfers In	68,713,981	77,570,784	117,383,032	39,812,248	51%
Expenditure Recovery	28,990	0	20,000	20,000	N/A
Transfer Adjustments-Sources	(14,813,981)	(129,563,322)	(174,349,239)	(44,785,917)	35%
Fund Balance	27,808,520	20,450,351	73,540,799	53,090,448	N/A
<b>Sources Total</b>	<b>671,211,317</b>	<b>641,333,016</b>	<b>732,615,133</b>	<b>91,282,117</b>	<b>14%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	93,424,038	99,203,671	100,606,080	1,402,409	1%
Fringe Benefits	33,483,504	34,862,034	78,766,322	43,904,288	N/A
Overhead	194,571	0	0	0	N/A
Professional & Contractual Services	71,594,128	86,792,750	83,119,301	(3,673,449)	(4%)
Materials & Supplies	12,119,226	13,052,987	14,109,219	1,056,232	8%
Equipment	1,006,800	3,770,215	3,751,470	(18,745)	0%
Debt Service	277,902,329	285,360,782	304,468,115	19,107,333	7%
Services of Other Departments	44,912,730	49,448,374	49,567,085	118,711	0%
Transfers Out	102,082,635	103,990,784	143,609,032	39,618,248	38%
Transfer Adjustments-Uses	(14,813,981)	(77,570,784)	(117,383,032)	(39,812,248)	51%
<b>Uses - Operating Expenditures Total</b>	<b>621,905,980</b>	<b>598,910,813</b>	<b>660,613,592</b>	<b>61,702,779</b>	<b>10%</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	5,962,084	7,000,000	5,000,000	(2,000,000)	(29%)
Capital Projects	43,343,253	35,422,203	67,001,541	31,579,338	89%
<b>Uses - Project Expenditures Total</b>	<b>49,305,337</b>	<b>42,422,203</b>	<b>72,001,541</b>	<b>29,579,338</b>	<b>70%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	27,856,773	32,595,529	33,604,791	1,009,262	3%
Airport Director	8,423,596	9,270,216	11,772,677	2,502,461	27%
Bureau Of Design And Construction	1,666,595	2,323,449	3,033,410	709,961	31%
Business & Finance	377,769,192	361,481,760	411,113,410	49,631,650	14%
Chief Operating Officer	3,148,852	3,489,054	3,741,902	252,848	7%
Communications & Marketing	4,889,144	6,925,106	7,429,121	504,015	7%
Facilities	151,676,744	135,388,037	138,313,374	2,925,337	2%
Facilities Maintenance,Construction	50,624,219	35,422,203	66,694,763	31,272,560	88%
Fire Airport Bur Non-Personnel Cost	509,290	830,536	915,301	84,765	10%

## Total Budget – Historical Comparison (cont.)

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008- 2009	% Chg from 2008-2009
Operations And Security	39,806,508	47,242,651	49,400,574	2,157,923	5%
Planning Division	2,436,627	3,918,949	2,872,097	(1,046,852)	(27%)
Police Airport Bur Non-Personnel Cost	1,690,654	2,445,526	3,416,935	971,409	40%
Safety & Security	713,123	0	306,778	306,778	N/A
<b>Uses by Program Recap Total</b>	<b>671,211,317</b>	<b>641,333,016</b>	<b>732,615,133</b>	<b>91,282,117</b>	<b>14%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ADMINISTRATION, BUSINESS</b>				
Contribute to the strength of the local economy				
Percent change in domestic air passenger volume	10.0%	5.8%	-4.2%	-3.2%
Percent change in international air passenger volume	5.0%	5.4%	-9.1%	-4.7%
Increase concession revenues				
Total concession revenue per enplaned passenger	\$9.28	\$8.73	\$9.70	\$9.69
Control airline cost per enplaned passenger				
Airline cost per enplaned passenger (in constant 2008 dollars)	n/a	\$12.87	\$13.96	\$15.01
<b>SAFETY &amp; SECURITY</b>				
Provide for and enhance a safe and secure airport environment				
Number of Airport-controlled runway incursions	0	0	0	0
Provide accessible and convenient facilities and superior customer service				
Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	3.9	4.0	4.0	4.0
Average immigration and customs wait times as a percent of the average of five comparable airports	86%	93%	90%	93%



## Mission

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

## Services

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

**PUBLIC ART** coordinates art enrichment projects for new and renovated civic structures. Funded by a voter-approved infrastructure financing process, the program integrates works by artists into new and remodeled public buildings and facilities 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. Upcoming 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, this program has installed highly visible temporary public art by world-class artists including Louise Bourgeois, Manolo Valdés, Bill Fontana and Patrick Dougherty.

**COMMUNITY ARTS AND EDUCATION** promotes community revitalization through the arts in economically disadvantaged and underserved areas via the City's six neighborhood cultural centers: African American Art and Culture Complex, Bayview Opera House, Mission Cultural Center for Latino Arts, SomArts, Asian Pacific Islander Cultural Center, Queer Cultural Center and other educational and youth facilities. The SFAC is preparing a new initiative, in collaboration with DPW, called Street smARTs, designed to combat graffiti by introducing adolescents to a mural painting program that links urban artists with private property owners. This program has also been working collaboratively with other City agencies to try and establish an Arts District in the Tenderloin—the goal is to create a pool of affordable work spaces that artists and arts organizations can occupy.

**CULTURAL EQUITY GRANTS** provides grant support for community arts organizations and individual artists. The goal of the program is to nurture the arts in the City's diverse populations. In Fiscal Year 2007-08, the department initiated the Arts and Communities: Innovative Partnerships grant program which partners artists with neighborhood organizations. In Fiscal Year 2008-09, SFAC joined with Grants for the Arts and the San Francisco Foundation to launch the Creative Capacity Fund (CCF) a field-building initiative designed to support professional development and peer learning opportunities for San Francisco artists and arts administrators, providing them with tools to help them survive the economic recession. In Fiscal Year 2009-10, participation in CCF will continue to expand thanks to support from partners in the private sector.

**STREET ARTIST PROGRAM** provides a means for local crafts people to sell handmade products in legal vending spaces throughout the City through a licensing program.

Additional services include providing design reviews of the City's building projects, working with SFGTV to promote cultural events via a cable and online television program called CultureWire, maintaining the citywide civic art collection, managing the City's civic art gallery, promoting affordable or free performing arts events, including the municipal symphony series and funding artwork for public display from transit and other advertisement revenues.

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

# Budget Data Summary

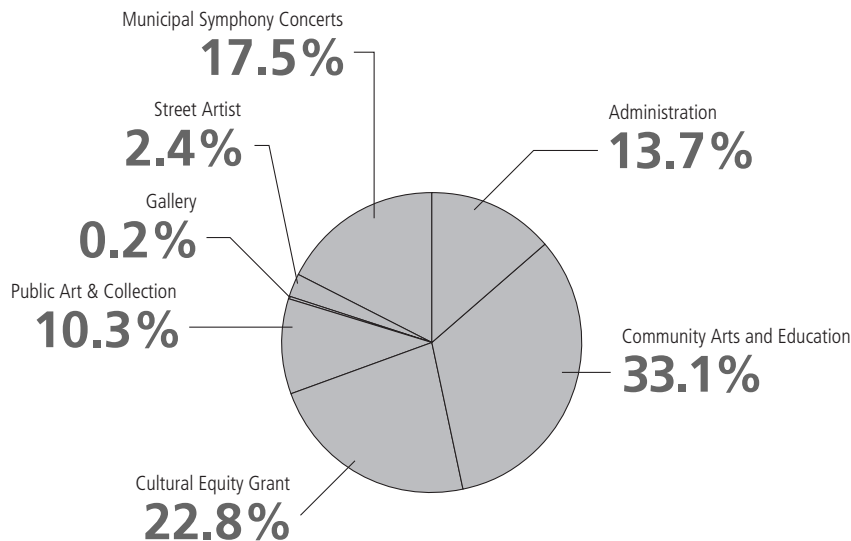
	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	11,208,537	10,733,464	10,098,134	(635,330)	(6%)
Total FTE	21.43	21.72	19.23	(2.49)	(11%)

## Budget Issues and Details

### REORGANIZATION

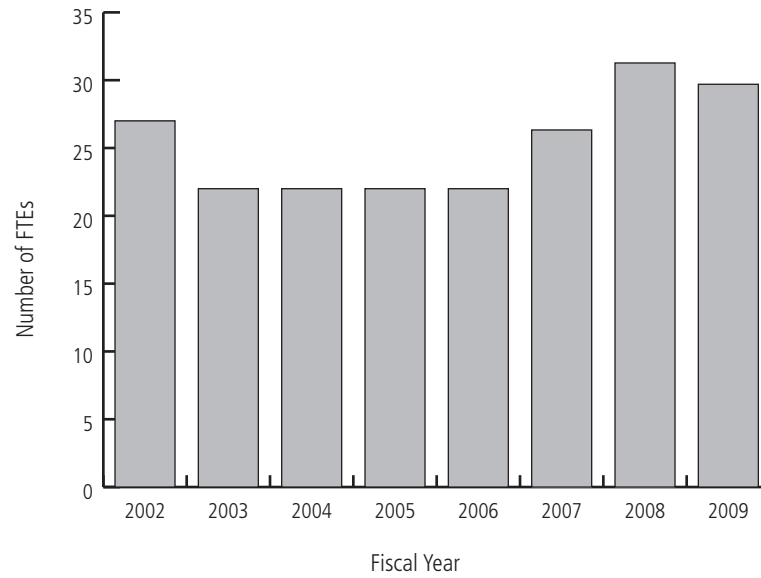
In an effort to operate more cost-effectively, for Fiscal Year 2009-10 the Arts Commission has implemented a management reorganization. By doing so, the Department was able to reduce costs without sustaining a direct negative impact to the community. Funding in all areas remains intact, with the exception of a small reduction to the Cultural Equity Grants, the result of decreasing hotel tax fund revenues.

### Resources by Programs



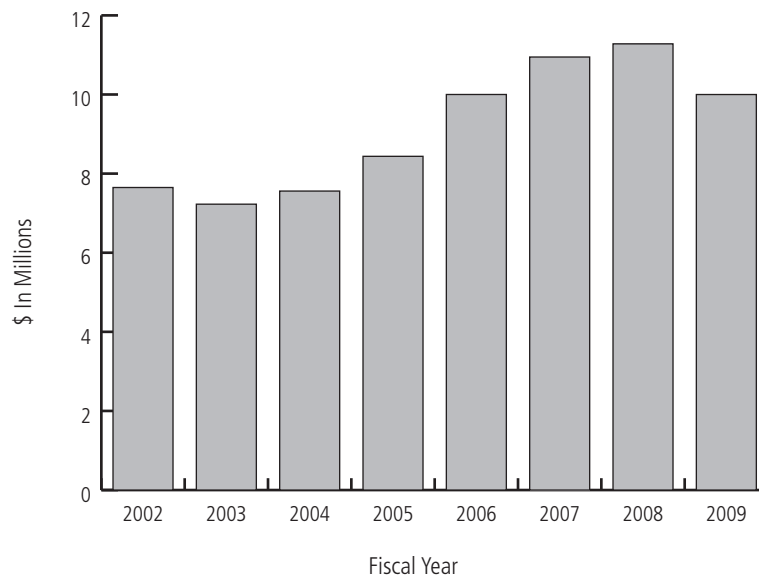
*Community Arts and Education and Cultural Equity Grants are the Arts Commission's largest programs.*

## Annual Staffing



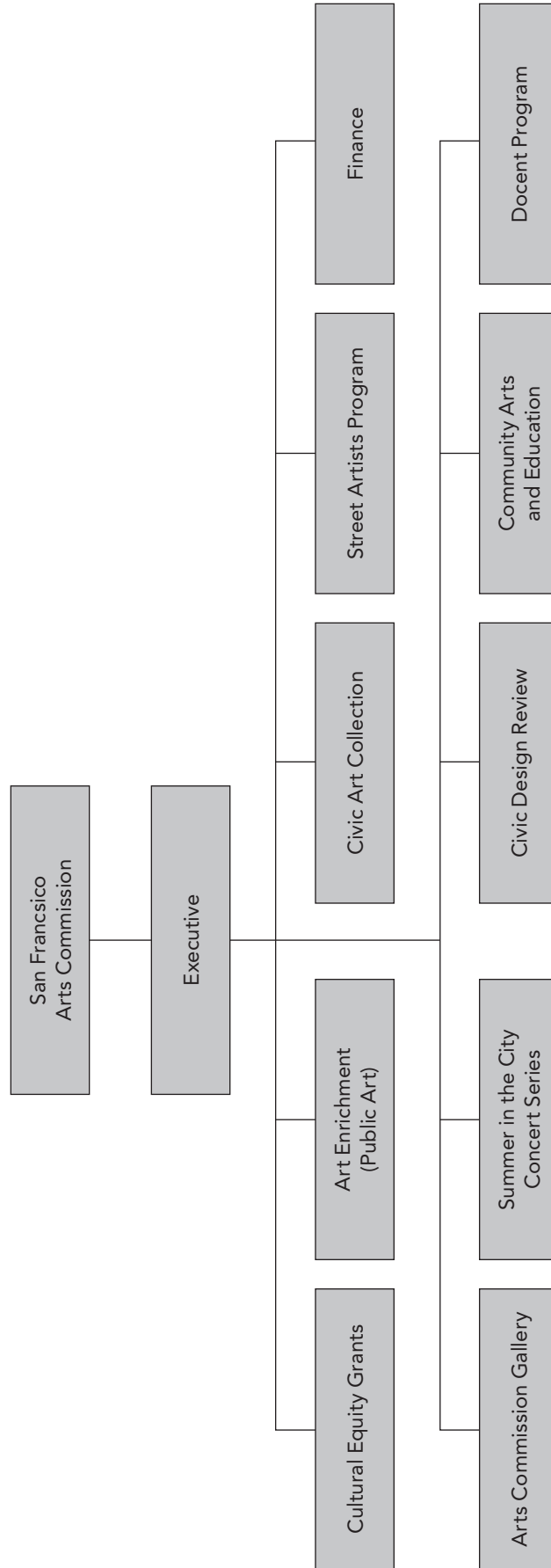
*The number of FTEs in the department has decreased slightly.*

## Annual Resources in Dollars



*The total annual budget in the department has decreased slightly.*

# Arts Commission



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	26.33	30.69	30.63	(0.06)	0%
Non-operating Positions (cap/other)	(4.90)	(8.97)	(11.40)	(2.43)	27%
<b>Net Operating Positions</b>	<b>21.43</b>	<b>21.72</b>	<b>19.23</b>	<b>(2.49)</b>	<b>(11%)</b>
<b>SOURCES</b>					
Local Taxes	4,308,700	4,308,700	3,232,000	(1,076,700)	(25%)
Licenses & Fines	177,844	207,594	240,478	32,884	16%
Use of Money or Property	4,985	8,000	8,000	0	0
Intergovernmental Revenue - Federal	94,500	100,000	100,000	0	0
Charges for Services	585,168	285,985	288,603	2,618	1%
Other Revenues	599,355	627,708	690,701	62,993	10%
Transfers In	215,000	250,000	250,000	0	0
Expenditure Recovery	798,558	831,229	1,213,254	382,025	46%
Fund Balance	672,113	400,000	0	(400,000)	(100%)
General Fund Support	3,752,314	3,714,248	4,075,098	360,850	10%
<b>Sources Total</b>	<b>11,208,537</b>	<b>10,733,464</b>	<b>10,098,134</b>	<b>(635,330)</b>	<b>(6%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	1,769,111	1,632,623	1,441,757	(190,866)	(12%)
Fringe Benefits	523,793	527,255	584,474	57,219	11%
Professional & Contractual Services	2,869,064	2,235,054	2,450,768	215,714	10%
Aid Assistance / Grants	5,016,696	5,350,312	4,679,031	(671,281)	(13%)
Materials & Supplies	63,756	6,079	4,620	(1,459)	(24%)
Services of Other Departments	455,499	387,641	361,734	(25,907)	(7%)
<b>Uses - Operating Expenditures Total</b>	<b>10,697,919</b>	<b>10,138,964</b>	<b>9,522,384</b>	<b>(616,580)</b>	<b>(6%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	94,500	175,750	81,250	86%
Capital Projects	510,618	500,000	400,000	(100,000)	(20%)
<b>Uses - Project Expenditures Total</b>	<b>510,618</b>	<b>594,500</b>	<b>575,750</b>	<b>(18,750)</b>	<b>(3%)</b>
<b>USES BY PROGRAM RECAP</b>					
Art Commission-Administration	1,269,395	1,420,116	1,405,106	(15,010)	(1%)
Civic Collection	71,532	45,842	45,790	(52)	0%
Community Arts & Education	5,314,271	4,903,401	4,257,021	(646,380)	(13%)
Cultural Equity	2,484,576	2,288,000	2,059,923	(228,077)	(10%)
Gallery	28,106	25,000	25,000	0	0
Municipal Symphony Concerts	1,633,039	1,737,925	1,874,555	136,630	8%
Public Art	222,380	105,586	190,261	84,675	80%
Street Artists	185,238	207,594	240,478	32,884	16%
<b>Uses by Program Recap Total</b>	<b>11,208,537</b>	<b>10,733,464</b>	<b>10,098,134</b>	<b>(635,330)</b>	<b>(6%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ART COMMISSION-ADMINISTRATION</b>				
Ensure the quality of the built environment by providing design review of all City Building Projects.				
Number of public building projects reviewed by the Civic Design Review Committee	53	60	60	50
<b>CIVIC COLLECTION</b>				
Maintain the City's Civic Art Collection				
Number of major restorations of artwork in the Civic Art Collection	7	4	3	2
Number of minor cleaning, repair and conservation projects completed	17	15	23	15
<b>COMMUNITY ARTS &amp; EDUCATION</b>				
Transform San Francisco youth and their communities through creative writing classes				
Number of youth participating in WritersCorps	600	500	325	325
<b>CULTURAL EQUITY</b>				
Provide financial support to cultural organizations to ensure all cultures of City are represented				
Number of grants awarded by the Commission	149	100	119	120
Facilitate access to assistance for potential grant applicants, especially first time applicants				
Number of community application workshops	43	22	18	18
<b>GALLERY</b>				
Establish and nurture new relationships between SFAC and other arts and community organizations				
Number of organizations SFAC worked with during year	22	18	18	15
<b>PUBLIC ART</b>				
Implement significant public art projects for the enjoyment of SF's residents and visitors, which are accessible to the blind and sight-impaired				
Number of public art projects completed on time and on budget	19	14	20	15
<b>STREET ARTISTS</b>				
Assist artists in supporting themselves through selling their work				
Number of licensed street artists (annual average)	396	390	400	400
Number of first-time licenses issued	161	150	179	179

## 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 objects, 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 develops and produces educational and outreach programs to inform a broad, diverse public about Asian art and culture.

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

## Budget Data Summary

	2006-2007 Actual	2007-2008 Budget	2008-2009 Proposed	Change from 2007-2008	% Changed from 2007-2008
Total Expenditures	7,722,798	7,558,860	7,268,486	(290,374)	(4%)
Total FTE	55.36	53.74	41.56	(12.18)	(23%)

# Budget Issues and Details

## A CULTURAL TOUCHSTONE AND ASSET

- Through its expansive collection of art and a variety of special exhibitions, the AAM acts as a cultural touchstone for visitors. With continuing growth in new markets and the trend toward increasing globalization, the collections of the AAM represent a rare insight into the culture, arts and history of countries emerging as global trade partners. For many, experiencing the collections of the AAM is their first contact with the history and cultures of Asia. Exposure to the influences and evolution of Asian societies provides a greater understanding in today's global economy.
- Rated as a three-star "must see" attraction by the Michelin Guide®, the AAM continues to enhance its role and reputation as a unique cultural asset to the City and County of San Francisco. The Avery Brundage collection is one of the most comprehensive and magnificent examples of an encyclopedic collection of Asian art. To fully showcase the incredible cultural value of the City's Asian Art collection, the museum actively promotes educational programming and outreach designed for a global audience of Bay Area residents, students and both domestic and international tourists.

## FEATURED PROGRAMMING

- In Fiscal Year 2009–10, the museum will host a number of notable exhibitions representing the diversity and depth of Asian art and culture.

During the summer of 2009, the museum will showcase *Lords of the Samurai* (June 12–September 20, 2009).

The samurai culture and code of conduct, bushido, have long captivated the imaginations and aspirations of young and old in the Western world. More than just fierce warriors, Japanese samurai of the highest rank were also visionaries who strove to master artistic, cultural, and spiritual pursuits.

*Lords of the Samurai* takes an intimate look at the daimyo, or provincial lords of the warrior class in feudal Japan. The Hosokawa clan, powerful military nobles with a 600 year-old lineage, embodied this duality of fierce warrior and refined gentleman. The exhibition features more than 160 works from the Hosokawa family collection. Objects on view will include suits of armor, armaments (including swords and guns), formal attire, calligraphy, paintings, teaware, lacquerware, masks, and musical instruments.

In the autumn, the museum will feature *Emerald Cities: Arts of Siam and Burma, 1775–1950* (October 2009–January, 2010). Thailand and Burma, neighboring countries that are approximately the same size in area and population, have many cultural features in common (Theravada Buddhism above all), but have traditionally been adversaries. This exhibition of decorative and religious arts explores Thailand and Burma's shared aesthetic despite their contrasting histories.

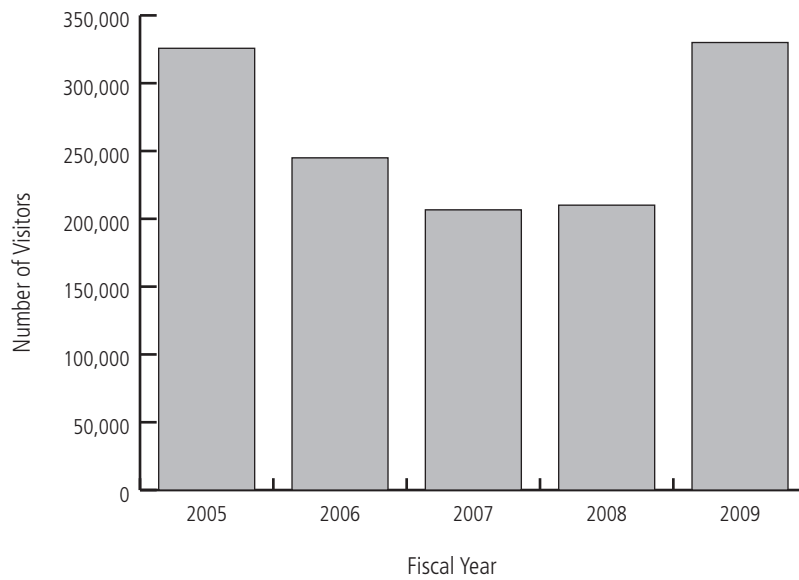
Drawn exclusively from the museum's extensive holdings of artworks from this region and period, many of the sumptuous artworks have never before been on view. The majority of the artworks are from the Doris Duke Collection which the museum acquired in 2002. The more than 100 artworks include gilded and mirrored ritual vessels, black lacquer and mother-of-pearl inlaid furniture, and vibrant, colorful paintings.

The Museum's spring feature exhibition is *Shanghai 2010* February–September, 2010. Shanghai has a grand history and will host the World Exposition in 2010. This exhibition will coincide with this major world event. When the world's attention will once again focus on China, Shanghai in particular, the AAM will take the leading role in the United States in discussing and promoting the understanding of the cultural and artistic legacies of Shanghai and its dynamic contemporary life.

## STAFFING CHANGES

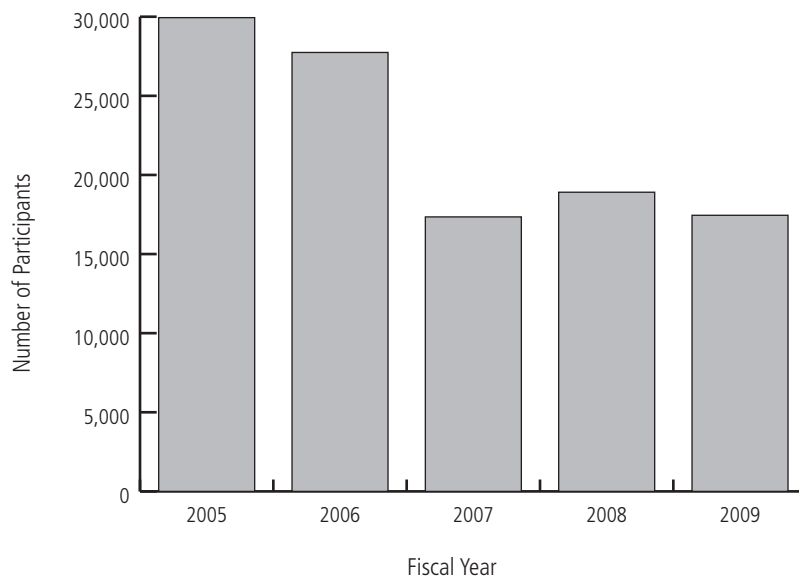
- In past years, museum security staff have been City employees. In Fiscal Year 2009-10, the City will continue to fund security staffing at the museum, however, the function will be transferred to a private service provider. In this way, the City is able to generate savings by lowering its operating costs.

## Number of Visitors



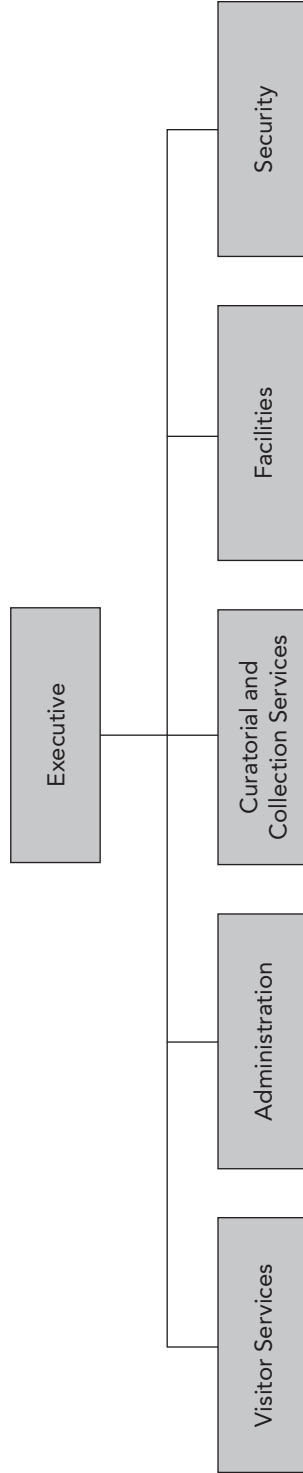
*The number of visitors in the Museum per year is proposed to increase.*

## Number of Education Program Participants



*The number of education program participants in the Museum per year is proposed to decrease as a result of decreasing Bay Area school funding.*

# Asian Art Museum



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	55.36	53.74	41.56	(12.18)	(23%)
<b>Net Operating Positions</b>	<b>55.36</b>	<b>53.74</b>	<b>41.56</b>	<b>(12.18)</b>	<b>(23%)</b>
<b>SOURCES</b>					
Local Taxes	2,079,000	2,228,700	2,229,000	300	0%
Charges for Services	571,206	873,375	873,375	0	0
General Fund Support	5,072,592	4,456,785	4,166,111	(290,674)	(7%)
<b>Sources Total</b>	<b>7,722,798</b>	<b>7,558,860</b>	<b>7,268,486</b>	<b>(290,374)</b>	<b>(4%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	4,062,319	3,632,545	2,823,056	(809,489)	(22%)
Fringe Benefits	1,216,144	1,165,108	1,072,193	(92,915)	(8%)
Overhead	0	0	19,618	19,618	N/A
Professional & Contractual Services	1,706,306	1,797,070	2,527,855	730,785	41%
Services of Other Departments	738,029	806,637	825,764	19,127	2%
<b>Uses - Operating Expenditures Total</b>	<b>7,722,798</b>	<b>7,401,360</b>	<b>7,268,486</b>	<b>(132,874)</b>	<b>(2%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	157,500	0	(157,500)	(100%)
<b>Uses - Project Expenditures Total</b>	<b>0</b>	<b>157,500</b>	<b>0</b>	<b>(157,500)</b>	<b>(100%)</b>
<b>USES BY PROGRAM RECAP</b>					
Asian Arts Museum	7,722,798	7,558,860	7,268,486	(290,374)	(4%)
<b>Uses by Program Recap Total</b>	<b>7,722,798</b>	<b>7,558,860</b>	<b>7,268,486</b>	<b>(290,374)</b>	<b>(4%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ASIAN ART MUSEUM</b>				
Increase museum membership				
Number of museum members	15,191	15,500	15,385	16,000
Increase number of museum visitors				
Number of museum visitors	210,068	210,000	299,262	225,000
Provide quality programs on Asian art and culture				
Number of education program participants	19,908	19,000	17,618	17,450
Number of public program participants	55,129	50,000	83,136	45,000

## 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 call 311; or [www.sfgov.org/assessor](http://www.sfgov.org/assessor)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	12,315,097	15,137,181	15,780,082	642,901	4%
Total FTE	125.47	128.02	131.34	3.32	3%

# Budget Issues and Details

## **CAPTURE ALL TAX REVENUES**

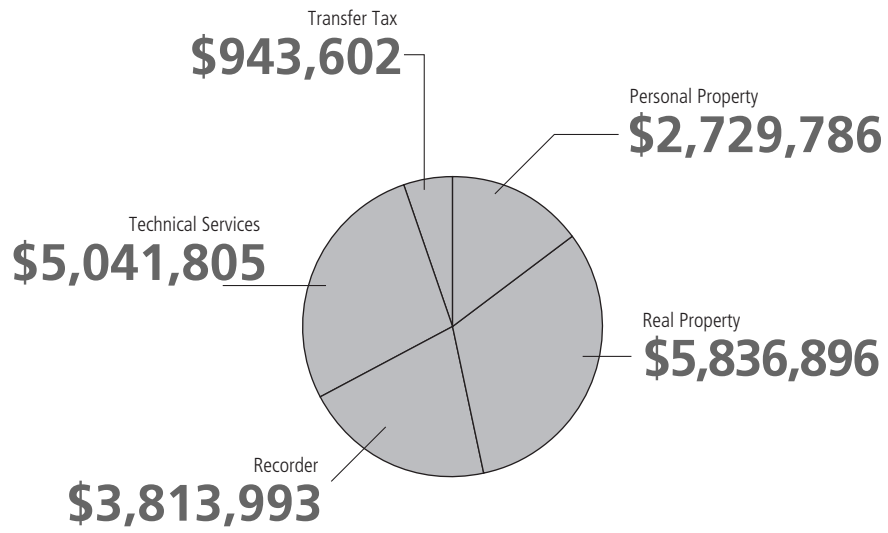
The Office of Assessor-Recorder's primary objective is to administer an assessment program that captures property taxes from change-of-ownership transactions and the issuance of new construction permits. With the recent downturn in the real estate market, the volume of assessment appeals has increased while fewer property sales and construction projects have taken place. As a result, property tax revenues have declined. At the same time, the Assessor-Recorder has directed staff resources into defending assessments, rather than addressing potential new revenues for the City.

To address this issue, in Fiscal Year 2009-10 the Real Property Division will receive funding for 11 positions tasked with addressing assessment appeals and assessing an existing backlog of supplemental and escape property assessments that have a \$17 million revenue-generating potential in Fiscal Year 2009-10. While this backlog is considered a one-time source of revenue, the Assessor-Recorder expects this team to continue generating revenue in Fiscal Year 2010-11 as more capital improvement projects are underway and the economy improves.

## **IMPROVE BUSINESS PROCESSES AND SERVICE THROUGH TECHNOLOGY**

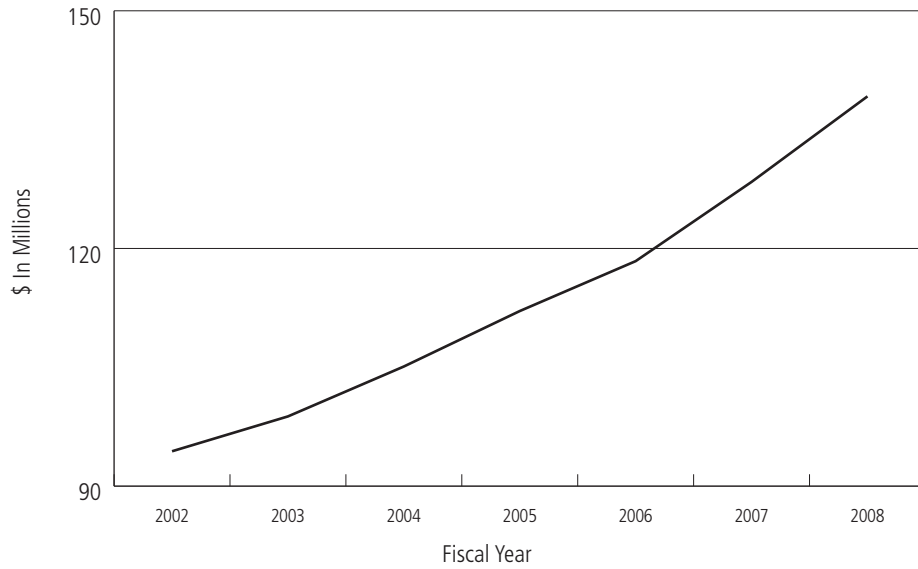
The Assessor-Recorder continues to examine ways to use technology to enhance many of its business processes. During the current Fiscal Year, the Assessor-Recorder is working with the Department of Technology to identify and implement a number of technology improvements and replaced outdated computer equipment. Technology improvements will continue in Fiscal Year 2009–10 including enhancement to the assessor and recorder systems, purchase of new equipment and staff training. Examples of planned upgrades include implementing a number of technology improvements identified through the Department's computer assisted appraisal system assessment; and continuing to digitize public information indices and records.

## USES OF FUNDS BY PROGRAM AREA

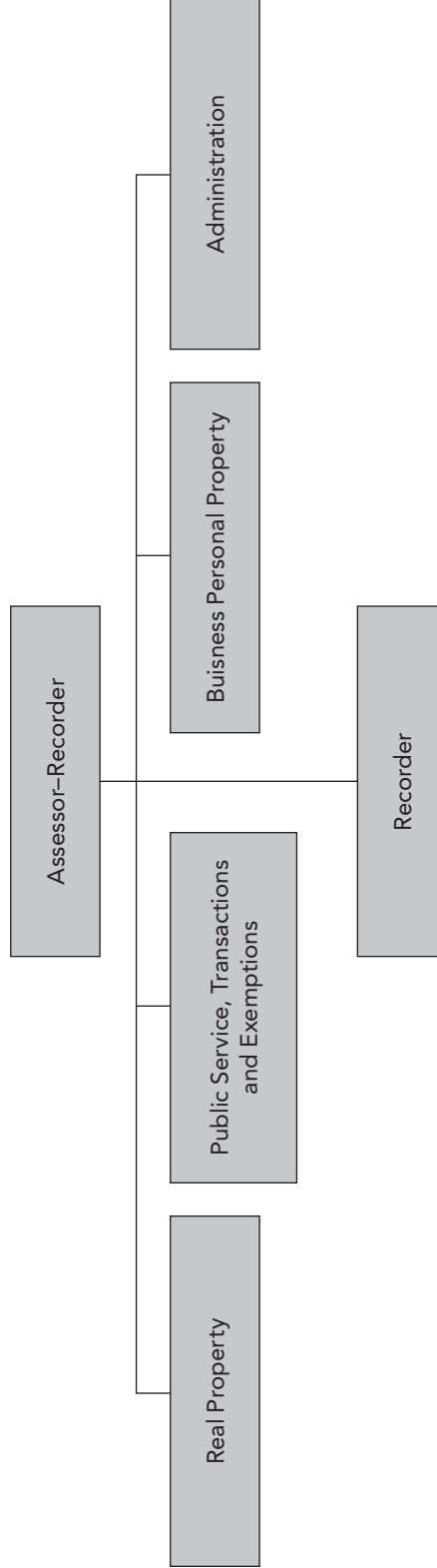


*Programs as a percentage of total departmental budget.*

## 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 past seven fiscal years.*



# Assessor-Recorder

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	125.47	128.02	131.34	3.32	3%
<b>Net Operating Positions</b>	<b>125.47</b>	<b>128.02</b>	<b>131.34</b>	<b>3.32</b>	<b>3%</b>
<b>SOURCES</b>					
Charges for Services	2,853,247	2,572,000	2,586,000	14,000	1%
Transfers In	583,147	390,681	0	(390,681)	(100%)
Expenditure Recovery	0	247,596	0	(247,596)	(100%)
Transfer Adjustments-Sources	(583,147)	(390,681)	0	390,681	(100%)
Fund Balance	500,000	0	0	0	N/A
General Fund Support	8,961,850	12,317,585	13,194,082	876,497	7%
<b>Sources Total</b>	<b>12,315,097</b>	<b>15,137,181</b>	<b>15,780,082</b>	<b>642,901</b>	<b>4%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	7,654,690	9,513,905	9,997,606	483,701	5%
Fringe Benefits	2,332,584	2,840,289	3,508,818	668,529	24%
Overhead	196,950	247,596	64,364	(183,232)	(74%)
Professional & Contractual Services	770,516	1,378,346	733,396	(644,950)	(47%)
Materials & Supplies	44,567	110,500	147,066	36,566	33%
Equipment	29,893	0	133,000	133,000	N/A
Services of Other Departments	1,285,897	1,046,545	1,195,832	149,287	14%
Transfers Out	583,147	390,681	0	(390,681)	(100%)
Transfer Adjustments-Uses	(583,147)	(390,681)	0	390,681	(100%)
<b>Uses - Operating Expenditures Total</b>	<b>12,315,097</b>	<b>15,137,181</b>	<b>15,780,082</b>	<b>642,901</b>	<b>4%</b>
<b>USES BY PROGRAM RECAP</b>					
Personal Property	1,946,589	2,651,315	2,729,786	78,471	3%
Real Property	4,189,199	5,472,082	5,836,896	364,814	7%
Recorder	1,734,281	1,685,681	1,227,993	(457,688)	(27%)
Technical Services	3,392,107	4,245,613	5,041,805	796,192	19%
Transfer Tax	1,052,921	1,082,490	943,602	(138,888)	(13%)
<b>Uses by Program Recap Total</b>	<b>12,315,097</b>	<b>15,137,181</b>	<b>15,780,082</b>	<b>642,901</b>	<b>4%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>REAL PROPERTY</b>				
Assess all taxable property within the City and County of San Francisco				
Value of working assessment roll (in billions)	\$141.27	\$143.17	\$148.28	\$151.25
Value of supplemental and escape assessments (in billions)	\$15.54	\$14.85	\$15.10	\$9.98
Effectively defend and resolve assessment appeals				
Number of appeals resolved in a year	1,365	1,420	3,878	2,850
<b>RECORDER</b>				
Collect all fees for recording of documents				
Recording fees	\$2,870,732	\$2,500,000	\$2,600,000	\$2,586,000



## 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 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 that are published on the Internet and available in print in the Board's office. These standards are essential to creating a fair and accessible process that allows all parties an equal opportunity to present their case.

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	529,130	823,623	827,777	4,154	1%
Total FTE	5.11	5.41	4.86	(0.55)	(10%)

# Budget Issues and Details

## **BROADENING INSTITUTIONAL KNOWLEDGE**

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 2009–10, the development 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.

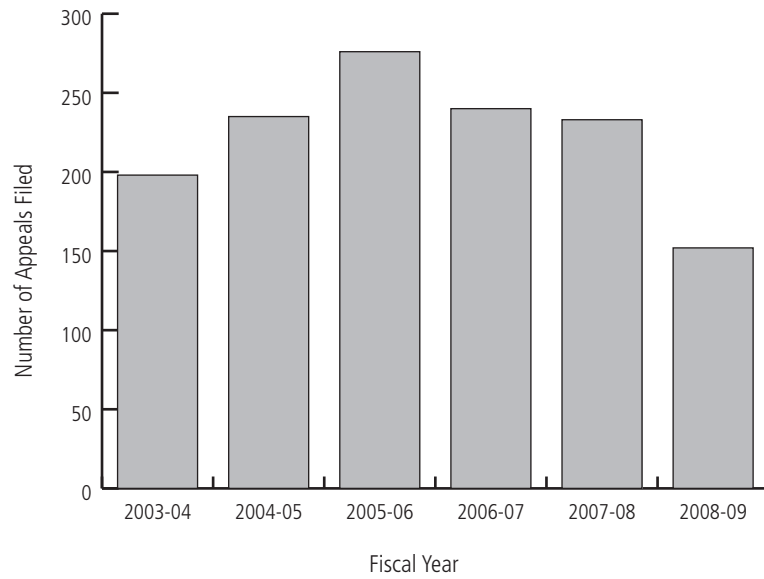
The majority of appeals filed with the Board focus on land use disputes arising out of permits and other determinations issued by the City's Planning Department and Department of Building Inspection. Due to a dramatic decline in the number of permit applications being filed throughout the City, the volume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

## **REVENUE CHANGES**

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. The sharp decrease in permit applications has caused the Board to experience a significant reduction in both surcharge and appeal fee collection. 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 increase the surcharges.

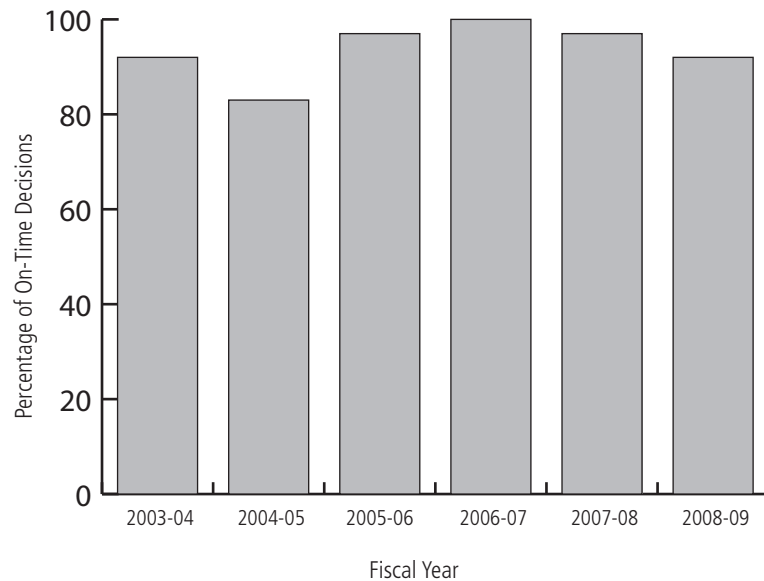
This year, legislation is also being proposed that would increase the appeal fees charged by the Board. The majority of fees have remained unchanged for more than 16 years. If the appeal fees are increased as proposed, given the expectation of a reduced appeal volume, the revenue proposed from this source will be less than prior budgeted amounts.

## Number of Appeals Filed



*The Department anticipates a decline in the number of appeals for Fiscal Year 2009-10 due to a downturn in the economic climate.*

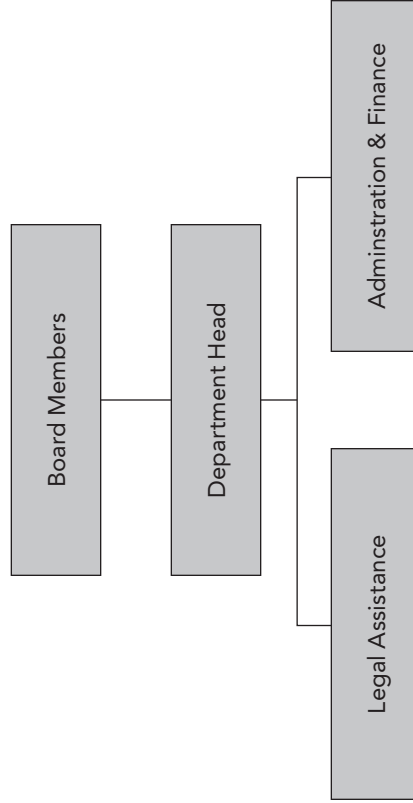
## Percentage of On-Time Decisions



*The Department continues to release written decisions within 15 days of final action for more than 90 percent of appeals.*

*\*Fiscal Year 2008-09 figure is based on proposed estimates from the Department.*

# Board of Appeals



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	5.11	5.41	4.86	(0.55)	(10%)
<b>Net Operating Positions</b>	<b>5.11</b>	<b>5.41</b>	<b>4.86</b>	<b>(0.55)</b>	<b>(10%)</b>
<b>SOURCES</b>					
Charges for Services	529,130	823,623	827,777	4,154	1%
<b>Sources Total</b>	<b>529,130</b>	<b>823,623</b>	<b>827,777</b>	<b>4,154</b>	<b>1%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	321,147	399,060	377,714	(21,346)	(5%)
Fringe Benefits	94,731	114,716	156,971	42,255	37%
Overhead	0	0	36,928	36,928	N/A
Professional & Contractual Services	46,659	61,192	47,192	(14,000)	(23%)
Materials & Supplies	3,771	10,629	10,629	0	0
Services of Other Departments	62,822	238,026	198,343	(39,683)	(17%)
<b>Uses - Operating Expenditures Total</b>	<b>529,130</b>	<b>823,623</b>	<b>827,777</b>	<b>4,154</b>	<b>1%</b>
<b>USES BY PROGRAM RECAP</b>					
Appeals Processing	529,130	823,623	827,777	4,154	1%
<b>Uses by Program Recap Total</b>	<b>529,130</b>	<b>823,623</b>	<b>827,777</b>	<b>4,154</b>	<b>1%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>APPEALS PROCESSING</b>				
Provide a fair and efficient administrative appeals process to the public				
Percentage of cases decided within 75 days of filing	33%	60%	65%	60%
Percentage of written decisions released within 15 days of final action	97%	97%	92%	97%

## Mission

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

## Services

The Board of Supervisors (BOS) is the legislative branch of San Francisco government. There are 11 members, each elected to represent a district on a non-partisan basis. Each supervisor has a staff of two legislative aides.

**CLERK OF THE BOARD** provides leadership and administrative support for implementing Board of Supervisors (BOS) policies and provides quality service to the people of San Francisco. The Clerk's Office includes three administrative divisions: Special Services, Legislative Analyst, and Records and Information Management.

**ASSESSMENT APPEALS BOARD** is an independent agency that adjudicates disputes between the Assessor's Office and property owners. It is the duty of the Assessment Appeals Board to equalize the valuation of the taxable property within the City and County of San Francisco for the purpose of taxation.

**SUNSHINE ORDINANCE TASKFORCE** 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.

**BUDGET ANALYST** provides independent fiscal analysis, special studies and management audits of City departments and programs to the Board of Supervisors.

**YOUTH COMMISSION** represents and advocates for the needs of San Francisco's youth and encourages them to be involved in the political arena.

**SAN FRANCISCO LOCAL AGENCY FORMATION COMMISSION** reviews and approves jurisdictional boundary changes including: annexations and detachments of territory and special districts; incorporation of new cities; formation of new special districts; and consolidations, mergers and dissolutions of existing districts.

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	10,290,588	11,050,015	11,074,333	24,318	0%
Total FTE	63.59	64.49	63.31	(1.18)	(2%)

# Budget Issues and Details

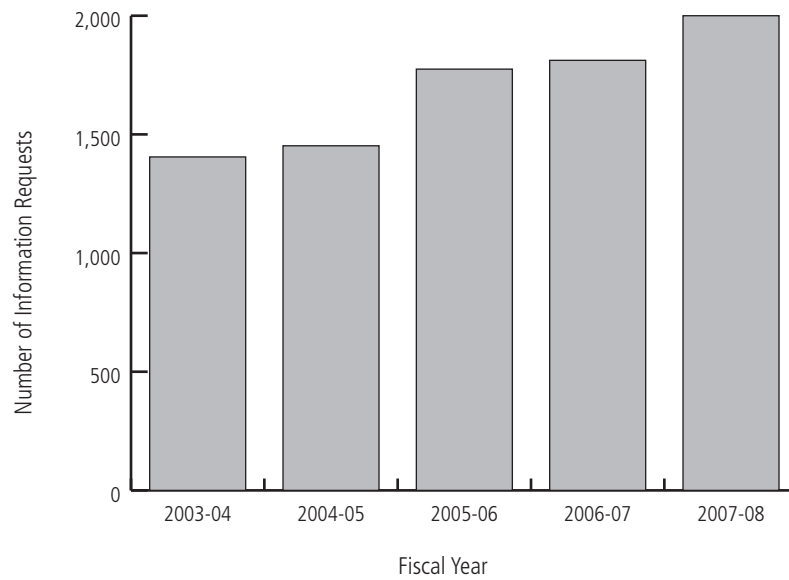
## **MEETING AN INCREASED DEMAND FOR LEGISLATIVE SERVICES**

The Board of Supervisors faces the operational challenge of meeting increased demand for core government services. Over the past five years, the number of public information requests has increased 30 percent; legislation processed by the BOS has increased 13 percent; complaints to the Sunshine Ordinance Taskforce have increased 73 percent; and appeals to the Assessment Appeals Board have increased 27 percent. The Board of Supervisors Fiscal Year 2009-10 budget reflects an effort to meet these growing demands while operating within financial constraints.

## **ENHANCING ACCESS TO PUBLIC INFORMATION**

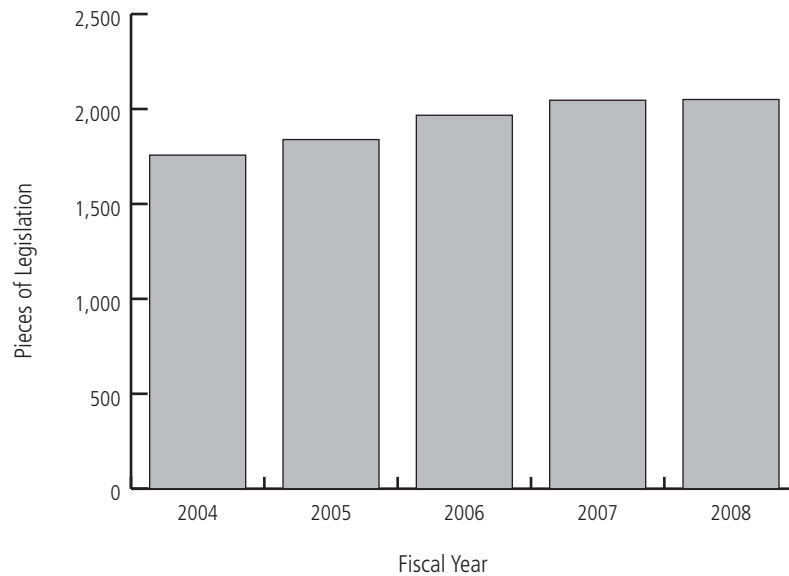
In Fiscal Year 2009-10, the Board of Supervisors will continue to provide San Franciscans enhanced access to government information. This effort includes: replacing the legislative tracking system to expand access to records online; digitizing hearings to bring audio streaming to the BOS website; upgrading the website for the visually impaired; and expanding the number of Spanish and Chinese translated web pages, among other efforts.

## Information Requests



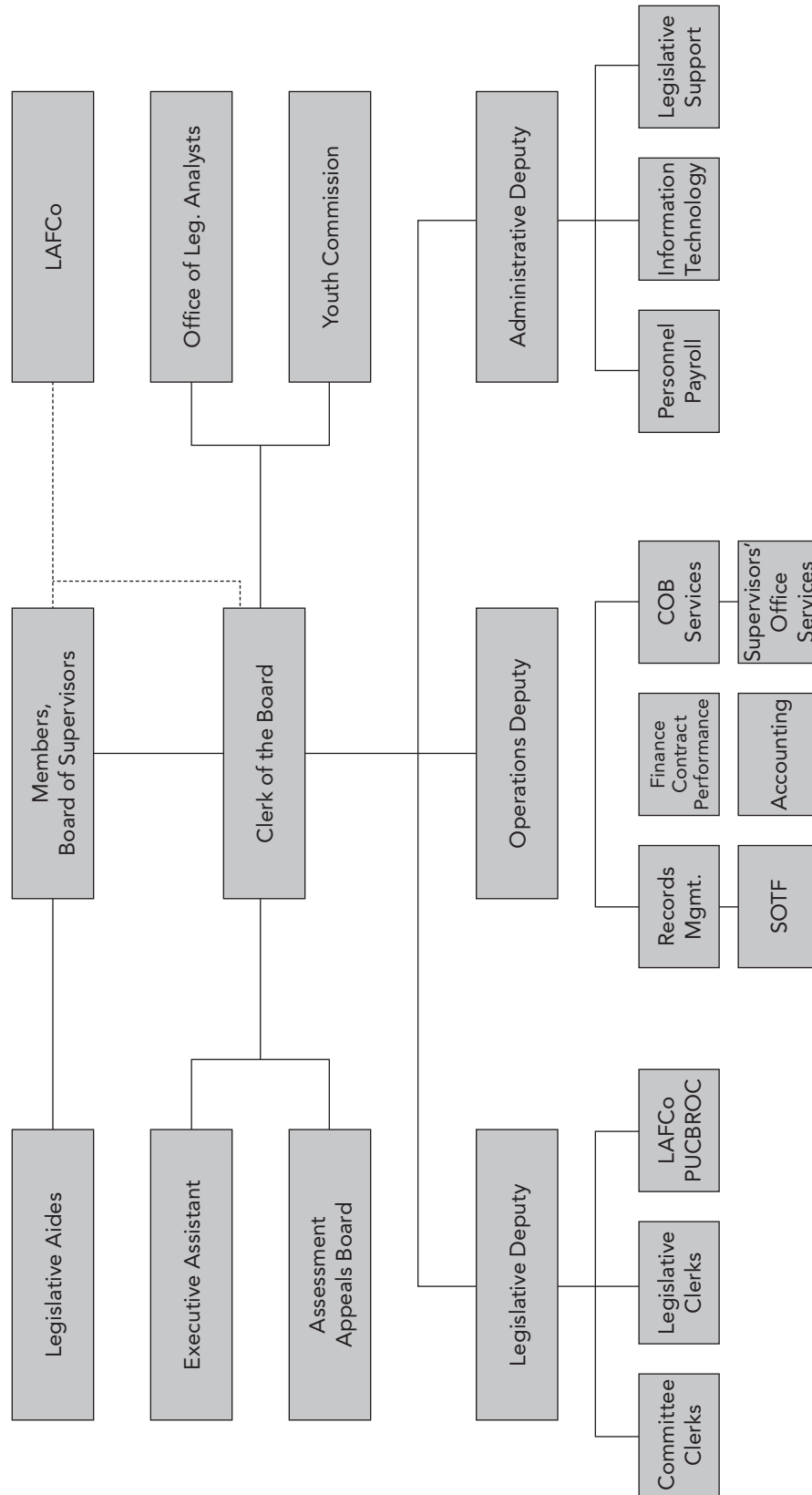
*The Board of Supervisors received an increasing number of requests from the public for information about City government.*

## Legislation Processed



*The number of pieces of legislation processed by the Board of Supervisors per fiscal year continues to increase.*

# Board of Supervisors



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	63.59	64.49	63.31	(1.18)	(2%)
<b>Net Operating Positions</b>	<b>63.59</b>	<b>64.49</b>	<b>63.31</b>	<b>(1.18)</b>	<b>(2%)</b>
<b>SOURCES</b>					
Charges for Services	121,918	164,833	165,000	167	0%
Expenditure Recovery	80,448	90,000	90,000	0	0
General Fund Support	10,088,222	10,795,182	10,819,333	24,151	0%
<b>Sources Total</b>	<b>10,290,588</b>	<b>11,050,015</b>	<b>11,074,333</b>	<b>24,318</b>	<b>0%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	5,316,819	5,838,910	5,684,454	(154,456)	(3%)
Fringe Benefits	1,496,413	1,600,089	1,850,293	250,204	16%
Professional & Contractual Services	3,215,245	3,387,460	3,193,095	(194,365)	(6%)
Materials & Supplies	30,499	25,663	28,401	2,738	11%
Equipment	6,470	0	0	0	N/A
Services of Other Departments	225,142	197,893	318,090	120,197	61%
<b>Uses - Operating Expenditures Total</b>	<b>10,290,588</b>	<b>11,050,015</b>	<b>11,074,333</b>	<b>24,318</b>	<b>0%</b>
<b>USES BY PROGRAM RECAP</b>					
Board - Legislative Analysis	2,665,067	2,725,784	2,207,946	(517,838)	(19%)
Board Of Supervisor	4,299,915	4,727,091	4,969,687	242,596	5%
Children's Baseline	256,673	238,084	199,336	(38,748)	(16%)
Clerk Of The Board	2,950,659	3,338,870	3,358,349	19,479	1%
Local Agency Formation	118,274	20,186	339,015	318,829	N/A
<b>Uses by Program Recap Total</b>	<b>10,290,588</b>	<b>11,050,015</b>	<b>11,074,333</b>	<b>24,318</b>	<b>0%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
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## BOARD - LEGISLATIVE ANALYSIS

Provide response and support to the Board of Supervisors, Committees, Commissions, Task Forces, other departments/agencies and general public on legislative or policy related matters.

Percentage of reports on Board or Committee hearing items posted on web site at least 72 hours prior to hearing.	100%	100%	100%	100%
Percentage of legislative or policy related assignments from the Board/Committees completed in a timely manner.	80%	100%	100%	100%

## BOARD OF SUPERVISORS

Provide response and support to the Board of Supervisors, Committees, Commissions, Task Forces, other departments/agencies and general public on legislative or policy related matters.

Percentage of Board, Committee, Commission and Task Force legislative or policy related requests, which are processed and responded to within established time frames.	100%	100%	100%	100%
Percentage of written, electronic public records and telephone requests answered within established time frame.	98%	90%	90%	90%

## 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.

**ADMINISTRATION SERVICES** consists of Customer Services, Records Management, Financial Services, Public Information, Management Information Services, and Personnel and Payroll Services.

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	46,085,796	50,146,812	40,164,275	(9,982,537)	(20%)
Total FTE	287.14	284.26	200.95	(83.31)	(29%)

# Budget Issues and Details

## **ADAPTING TO ECONOMIC UNCERTAINTY**

The Department of Building Inspection (DBI) receives the vast majority of its funding from fees 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, Department revenues were stable. Between Fiscal Years 1999-00 and 2007-08, annual construction valuation increased by 129 percent and the number of permits issued per year increased by 58 percent.

When the economy began to slow in the fall of 2009, credit problems brought real estate development and building improvement activity across the country to a virtual halt. As a result, permit activity and valuation has fallen sharply since October, 2008 and DBI has seen a corresponding decline in its revenues. During the third quarter of Fiscal Year 2008-09, there was a 45 percent drop in construction valuation compared to the previous year. With the decrease in revenue anticipated to continue into the coming year, DBI has responded by significantly reducing its staffing levels and adopting a new operating model to provide mandated services.

## **IMPROVING CITYWIDE EFFICIENCY THROUGH THE PERMIT TRACKING SYSTEM**

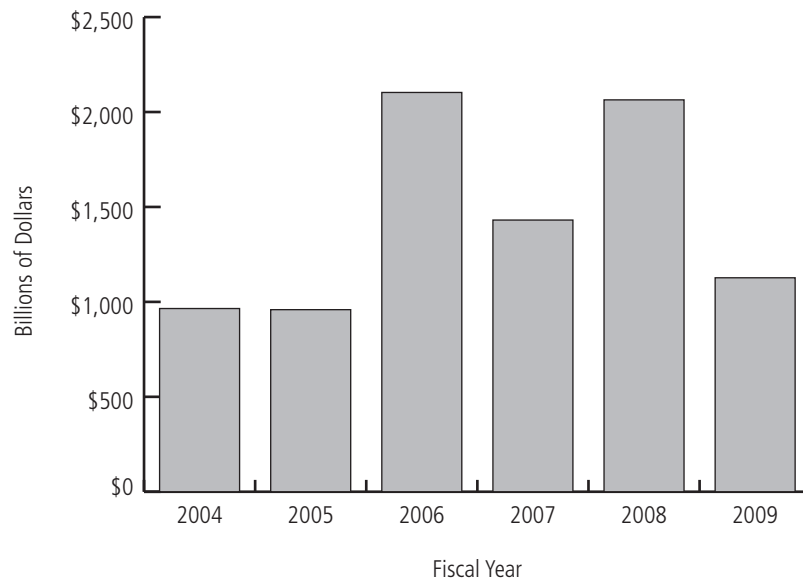
DBI and the Planning Department are implementing the citywide Permit Tracking System. This new system is designed to tightly integrate the permitting and project planning functions between DBI and Planning. It will also include other departments that issue permits including Fire, Public Health, Department of Environment and Public Works to allow better citywide coordination and access to information. Selection of the vendor is scheduled to occur in the Summer of 2009 with a multi-year implementation schedule. DBI's Inspection's budget includes a \$2 million investment in this 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. 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.

## Construction Valuation

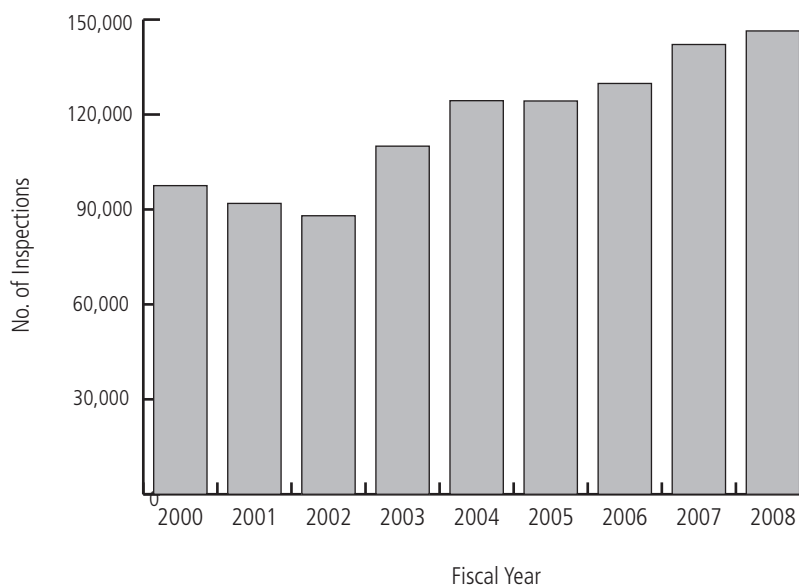
First Three Quarters, Fiscal Years 2004–09



*The economic troubles of the past year have been particularly notable in the construction industry. Declines in the number and value of construction projects impact DBI's revenues. When comparing the first three quarters of Fiscal Year 2009 to the previous year, valuations have dropped by more than 45 percent.*

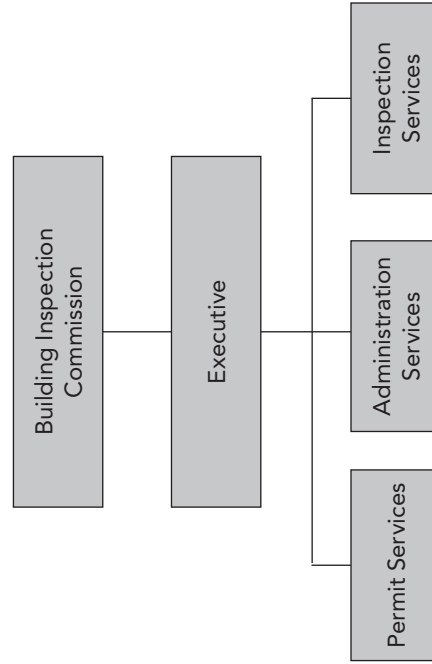
## Inspections Performed

Fiscal Years 2000–08



*In Fiscal Year 2007-08, 146,414 inspections of all types were performed, an increase of 3 percent compared to Fiscal Year 2006-07.*

# Building Inspection



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	287.14	284.26	204.95	(79.31)	(28%)
Non-operating Positions (cap/other)	0.00	0.00	(4.00)	(4.00)	N/A
<b>Net Operating Positions</b>	<b>287.14</b>	<b>284.26</b>	<b>200.95</b>	<b>(83.31)</b>	<b>(29%)</b>
<b>SOURCES</b>					
Licenses & Fines	3,565,438	3,525,866	3,878,490	352,624	10%
Use of Money or Property	800,200	887,035	332,495	(554,540)	(63%)
Charges for Services	36,552,797	45,608,872	34,625,475	(10,983,397)	(24%)
Transfers In	0	4,759,736	3,106,505	(1,653,231)	(35%)
Expenditure Recovery	118,214	125,039	142,815	17,776	14%
Transfer Adjustments-Sources	0	(4,759,736)	(3,106,505)	1,653,231	(35%)
Fund Balance	5,049,147	0	1,185,000	1,185,000	N/A
<b>Sources Total</b>	<b>46,085,796</b>	<b>50,146,812</b>	<b>40,164,275</b>	<b>(9,982,537)</b>	<b>(20%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	27,204,160	27,208,367	18,800,290	(8,408,077)	(31%)
Fringe Benefits	7,544,318	8,182,453	7,172,411	(1,010,042)	(12%)
Overhead	465,715	706,656	0	(706,656)	(100%)
Professional & Contractual Services	2,044,299	4,759,785	4,810,497	50,712	1%
Materials & Supplies	505,384	810,912	1,544,237	733,325	90%
Equipment	19,790	0	166,005	166,005	N/A
Services of Other Departments	7,552,130	7,728,639	7,670,835	(57,804)	(1%)
Transfers Out	750,000	5,509,736	3,106,505	(2,403,231)	(44%)
Transfer Adjustments-Uses	0	(4,759,736)	(3,106,505)	1,653,231	(35%)
<b>Uses - Operating Expenditures Total</b>	<b>46,085,796</b>	<b>50,146,812</b>	<b>40,164,275</b>	<b>(9,982,537)</b>	<b>(20%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration/Support Services	8,380,997	14,354,886	13,139,997	(1,214,889)	(8%)
Housing Inspection/Code Enforcement Svcs	437,971	6,937,865	0	(6,937,865)	(100%)
Inspection Services	19,824,608	13,906,696	17,629,642	3,722,946	27%
Permit Center	66,490	3,584,993	0	(3,584,993)	(100%)
Plan Review Services	17,375,730	11,362,372	9,394,636	(1,967,736)	(17%)
<b>Uses by Program Recap Total</b>	<b>46,085,796</b>	<b>50,146,812</b>	<b>40,164,275</b>	<b>(9,982,537)</b>	<b>(20%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>DBI - INSPECTION SERVICES</b>				
Improve Code Enforcement				
Percentage of Life Hazards or Lack of Heat Complaints Responded to Within One Business Day	90%	100%	100%	100%
Improve Construction Inspection Response Time				
Percentage of Customer-Requested Inspections Completed Within Two Working Days of Requested Date	99%	90%	90%	90%
<b>DBI - PLAN REVIEW SERVICES</b>				
Improve Plan Review Turnaround Time				
Percentage of Site Permit Applications Reviewed Within 14 Days	n/a	90%	80%	90%

## 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 departmental strategic plan:

**IMPROVED CHILD DEVELOPMENT** funds programs and services for children and their families to improve their readiness for school and their transition to kindergarten. These programs include: Preschool For All; Compensation and Retention Encourages Stability (CARES) stipends for teachers; Infant/Toddler Sustaining Grants; School Readiness Initiative; Quality Childcare Assessments and technical assistance and training for early childhood providers.

**IMPROVED CHILD HEALTH** involves families and communities in the healthy development of young children. Initiatives for this project include: health insurance for children birth to five; comprehensive health and developmental screenings and assessments (dental, vision, hearing and assessment for developmental delays); and early childhood mental health consultation services. In Fiscal Year 2008–09 First 5 funded Department of Public Health nurses and early childhood mental health consultants who provided health screening and mental health consultation to over 5,000 children and their families.

**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 for this project include neighborhood-based and population focused family resource center programs and mini-grants for parent-led initiatives. In Fiscal Year 2008–09, over 2,000 children and 3,000 parents and caregivers accessed services available at First 5 funded Family Resource Centers.

**IMPROVING SYSTEMS OF CARE** First 5 partnered 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. Last year, over 600 family support and early childhood educators participated in professional development and capacity building activities supported by First 5.

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	18,137,144	22,941,175	30,666,700	7,725,525	34%
Total FTE	17.50	16.00	16.00	0.00	--

# Budget Issues and Details

## **FIVE-YEAR STRATEGIC PLAN**

First 5 San Francisco is charged with implementing services in San Francisco for children ages birth to five and their families with Proposition 10 tobacco tax revenues. In 2006, First 5 San Francisco approved a five-year strategic plan for 2007–2012. 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 the Department of Public Health (DPH), the Department of Children, Youth and Their Families (DCYF) and the Human Services Agency (HSA). In addition to funding services, First 5 invests in professional development for the early childhood workforce, capacity building and the adoption of evidenced-based practices and standards. All First 5 funded programs adhere to an evaluation framework that includes logic models and performance measures.

## **PRESCHOOL FOR ALL IMPLEMENTATION**

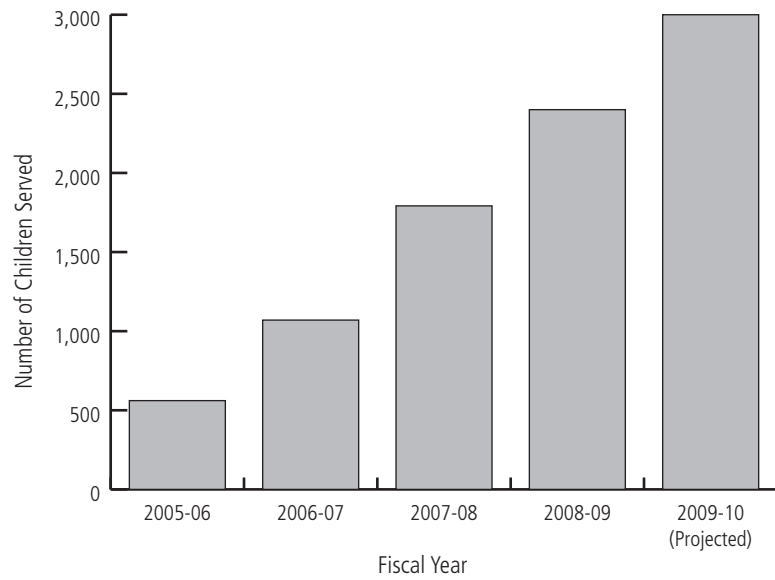
First 5 San Francisco is also responsible for implementing Proposition H, the City's Universal Preschool for All Program (PFA) funded by local General Fund revenues. The Department began the implementation of PFA in Fiscal Year 2005–2006 and has integrated PFA into the overall work of the Department. Preschool For All expanded citywide in Fiscal Year 2008–2009, serving all neighborhoods with 2,400 children participating. In Fiscal Year 2009–2010, the allocation for PFA will increase from \$11.25 million to \$15 million. The Department anticipates funding a half-day of free preschool for approximately 3,000 four-year olds in Fiscal Year 2009–2010 and will continue to target children from low income families.

## **DEPARTMENTAL COLLABORATION**

As we did last year, the City deferred 25 percent of its mandated allocation to Preschool For All due to the level of budget shortfall projected in the Joint Report. In Fiscal Year 2009–2010 First 5, HSA and DCYF will release a jointly funded \$9 million dollar initiative to support neighborhood-based and population-focused family resource centers. These centers will be in neighborhoods throughout the City with varying levels of intensity and depth of service based on the needs of families in those neighborhoods. Family resource centers will be citywide with a focus on homeless and under housed, recent immigrant, special needs, LGBTQ and teen families and families with children exposed to violence.

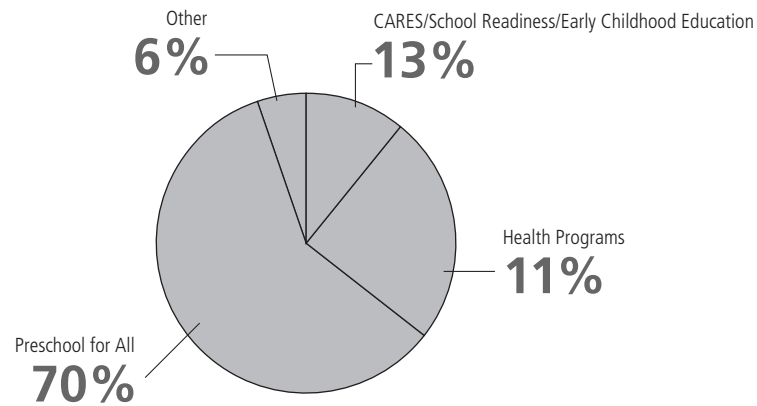
In 2009-10, First Five, HSA and DCYF will contribute approximately \$11 million to jointly fund Early Care and Education Initiatives. These efforts include funding for health screening and consultation, childcare subsidies for low-income families with infants and toddlers, a variety of professional development and education attainment activities for teachers, and facilities expansion and improvement.

## Number of Children Served by Preschool for All



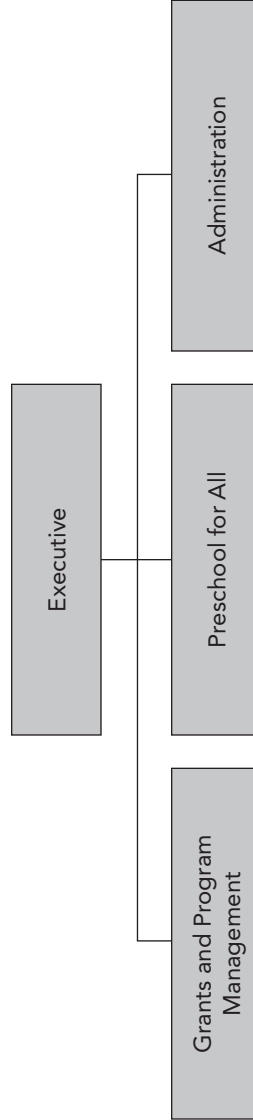
*Preschool for All began by serving 561 children in Fiscal Year 2005–06.  
In Fiscal Year 2009–10, the program is projected to serve 3,000.*

## First 5 Spending By Program Area



*The majority of First 5 funding supports the Preschool for All initiative.*

# Children and Families Commission



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	17.50	16.00	16.00	0.00	0%
<b>Net Operating Positions</b>	<b>17.50</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>	<b>--</b>
<b>SOURCES</b>					
Use of Money or Property	1,072,122	810,000	710,250	(99,750)	(12%)
Intergovernmental Revenue - State	6,000,072	9,189,341	8,134,928	(1,054,413)	(11%)
Transfers In	10,000,000	0	0	0	N/A
Expenditure Recovery	0	464,000	6,821,522	6,357,522	N/A
Fund Balance	1,064,950	1,227,834	0	(1,227,834)	(100%)
General Fund Support	0	11,250,000	15,000,000	3,750,000	33%
<b>Sources Total</b>	<b>18,137,144</b>	<b>22,941,175</b>	<b>30,666,700</b>	<b>7,725,525</b>	<b>34%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	1,064,829	1,111,762	1,197,218	85,456	8%
Fringe Benefits	389,547	435,673	546,029	110,356	25%
Professional & Contractual Services	453,947	874,765	979,871	105,106	12%
Aid Assistance / Grants	12,765,878	12,846,160	19,967,713	7,121,553	55%
Materials & Supplies	30,094	75,206	109,315	34,109	45%
Services of Other Departments	3,432,849	9,856,609	7,866,554	(1,990,055)	(20%)
Budgetary Reserves	0	(2,259,000)	0	2,259,000	(100%)
<b>Uses - Operating Expenditures Total</b>	<b>18,137,144</b>	<b>22,941,175</b>	<b>30,666,700</b>	<b>7,725,525</b>	<b>34%</b>
<b>USES BY PROGRAM RECAP</b>					
Children And Families Fund	8,421,217	9,199,341	13,999,075	4,799,734	52%
Public Ed Fund - Prop H ( March 2004 )	9,715,927	13,741,834	16,667,625	2,925,791	21%
<b>Uses by Program Recap Total</b>	<b>18,137,144</b>	<b>22,941,175</b>	<b>30,666,700</b>	<b>7,725,525</b>	<b>34%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>CHILDREN AND FAMILIES FUND</b>				
Provide high quality child care for San Francisco's children				
Number of early childhood workers who participate in quality and culturally appropriate training and/or earn college credit in unit-bearing courses or classes.	1,123	1,000	1,000	1,000
Percent of licensed childcare centers that have a current quality assessment	59%	55%	62%	63%
Improve children's readiness for elementary school				
Number of children participating in school readiness activities	708	700	600	600
<b>PUBLIC EDUCATION FUND - PROP H</b>				
Increase access to high quality preschool				
Number of four-year olds enrolled in Preschool For All (PFA) program	1,792	2,400	2,400	3,000
Improve quality of preschool services				
Number of new classrooms assessed through the Gateway to Quality Project for Preschool for All	51	30	22	22
Number of classrooms participating in arts initiative	101	130	145	154
Number of classrooms participating in science initiative	122	150	150	163
Improve children's readiness for elementary school				
Number of children screened for special needs	1,434	1,760	1,800	2,250
Increase preschool workforce development opportunities				
Number of Preschool For All (PFA) staff participating in PFA professional development activities	287	300	437	450

## 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) provides the following services:

**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

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	14,704,390	14,390,590	15,019,609	629,019	4%
Total FTE	125.35	123.35	118.05	(5.30)	(4%)

# Budget Issues and Details

## **PRIORITIZING DIRECT SERVICES**

For Fiscal Year 2009-10, CSS eliminated 14 vacant positions to absorb increased salary and benefit costs. The Department will continue to reduce program overhead costs while maintaining direct services. Proactive planning has included renegotiating pricing of professional services, materials and supplies and discretionary work orders. The Department also continues to ensure that its administrative salary and fringe costs are 10 percent or less than the total budget for administering the child support program.

## **STATEWIDE AUTOMATED SYSTEM**

The Department's performance improvement strategy for Fiscal Year 2007-08 focused on the successful implementation of the Child Support Enforcement System (CSE) Version 2. This automated system is an essential tool for effectively and efficiently operating California's child support program, and it lays the foundation for improving performance statewide in future years. Since the transitions started in May 2007, all 58 California Counties have moved onto CSE V2.

The success of the new CSE V2 System rests with the incorporation of key functionality originating in the San Francisco Computer Assisted Support Enforcement System (CASES) and delivered to 55 of the 58 California Counties using a common child support software application. At the end of April 2007, the system managed 1.2 million child support cases with collections of approximately \$1.5 billion dollars for 1.6 million children. This represented approximately 61 percent of the California caseload that was compliant with federal and state regulations. CASES supported the daily workload of 5,700 child support professionals.

During the coming year, the California Department of Child Support Services will again look to San Francisco to assist in the development and implementation of system testing and training statewide in an effort to promote program performance improvement.

## **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 improved complaint resolution initiatives, clients will be better informed of their rights and responsibilities as well as receive individual assessments that can lead to debt resolution.

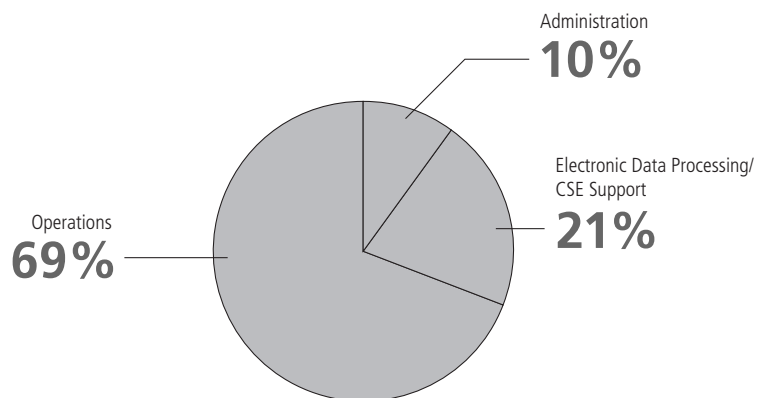
## **INCREASING OPPORTUNITIES FOR PARENTS TO PROVIDE BETTER SUPPORT**

The Supporting Children through Opportunities, Resources and Employment (SCORE) initiative consists of individual programs to assist the unemployed, underemployed, incarcerated, ex-offender and under-educated parents who have barriers to employment and to meeting their child support obligations. These initiatives help support non-custodial parents, recognizing that non-custodial parents play a large role in fulfilling the financial and emotional needs of their children.

## **INCREASING OUTREACH TO INCARCERATED AND RELEASED PARENTS**

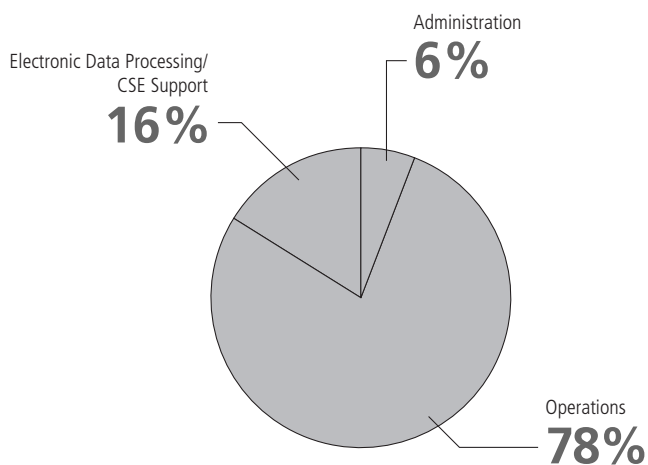
In March 2008, CSS and the Sheriff's Department met to restructure their partnership. As of April 2008, a child support attorney, caseworker, and outreach specialist team spends a full day in one of five jails every week to identify absent parents, assist them in addressing child support issues and educate them about the child support program. To date CSS has identified over 820 parents or approximately 11.5 percent of those parents in locate status, an absent parent that the Department has searched for and deemed as being in the process of location, in the prison system. In Fiscal Year 2009-10, 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 that will lead to the re-introduction of child support through realistic orders providing a reliable source of income for children.

## Staffing by Service Area



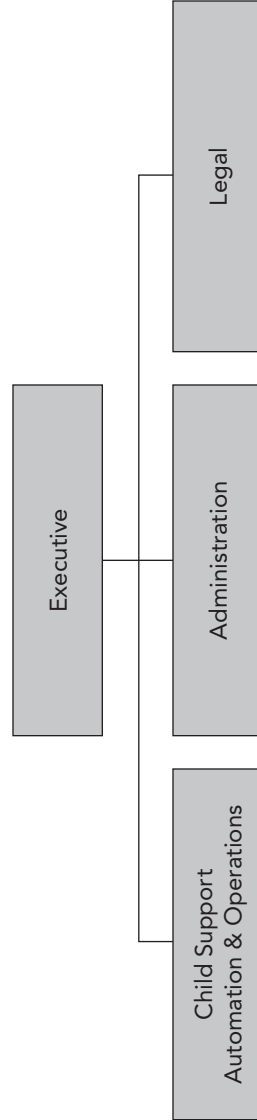
*Staffing allocated by service or program area as a percentage of total departmental budget.*

## Resources by Service Area



*Resources allocated to a service or program area as a percentage of the total departmental budget.*

# Child Support Services



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	125.35	123.35	118.05	(5.30)	(4%)
<b>Net Operating Positions</b>	<b>125.35</b>	<b>123.35</b>	<b>118.05</b>	<b>(5.30)</b>	<b>(4%)</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	9,710,534	9,345,017	9,903,702	558,685	6%
Intergovernmental Revenue - State	4,969,037	5,014,073	5,101,907	87,834	2%
Charges for Services	0	6,500	6,500	0	0
Expenditure Recovery	24,819	25,000	7,500	(17,500)	(70%)
<b>Sources Total</b>	<b>14,704,390</b>	<b>14,390,590</b>	<b>15,019,609</b>	<b>629,019</b>	<b>4%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	8,715,997	8,978,954	8,939,546	(39,408)	0%
Fringe Benefits	3,471,001	3,062,047	3,613,794	551,747	18%
Professional & Contractual Services	1,296,936	1,349,635	1,221,493	(128,142)	(9%)
Materials & Supplies	148,304	133,333	195,287	61,954	46%
Services of Other Departments	1,072,152	866,621	1,049,489	182,868	21%
<b>Uses - Operating Expenditures Total</b>	<b>14,704,390</b>	<b>14,390,590</b>	<b>15,019,609</b>	<b>629,019</b>	<b>4%</b>
<b>USES BY PROGRAM RECAP</b>					
Child Support Services Program	14,704,390	14,390,590	15,019,609	629,019	4%
<b>Uses by Program Recap Total</b>	<b>14,704,390</b>	<b>14,390,590</b>	<b>15,019,609</b>	<b>629,019</b>	<b>4%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>CHILD SUPPORT SERVICES PROGRAM</b>				
Establish paternity for children born out of wedlock in the county				
Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	102.4%	100.0%	98.9%	83.0%
Establish child support orders				
San Francisco orders established as a percentage of cases needing an order	89.0%	91.0%	89.0%	88.5%
Increase economic self-sufficiency of single parent families				
Amount of child support collected by SF DCSS annually, in millions	\$32.4	\$32.0	\$33.0	\$32.6
San Francisco current collections as a percentage of current support owed	64.2%	62.0%	63.0%	66.2%
San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases with arrears owed	59.1%	64.0%	64.0%	57.6%
Provide effective services to clients				
Number of unemancipated children in San Francisco caseload	17,443	18,500	17,100	11,000

## Mission

To ensure that families with children are a prominent and valued segment of San Francisco's social fabric by supporting programs and activities in every San Francisco neighborhood.

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

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. It provides a wide-range of services including:

Funding and support for more than 400 programs in community-based organizations, schools and city departments. These programs provide quality early care and education; youth employment and career preparation; family support; violence prevention and intervention; health and wellness services for children and youth; youth empowerment opportunities; and afterschool and other out-of-school time activities including academic support, recreation and enrichment.

Inter-departmental and public/private initiatives include:

- Afterschool For All, an enrichment program providing out of school time programming for youth and teens.
- Youth workforce development expansion in partnership with the Office of Economic and Workforce Community Development. Continuing Match Bridge (formerly known as Jobs for Youth) and Youth Works initiatives.
- Coordinated services addressing violence in communities, including SafeStart (coordinated services for families with children 0-6 years old exposed to violence).
- Several initiatives with the San Francisco Unified School District (SFUSD) including the Center for Academic Re-entry and Empowerment (CARE), Wellness Centers, and Safe Summer Schools Collaborative.
- San Francisco Beacon Initiative – a partnership between DCYF, SFUSD and private funders to promote youth and family centers operated by community-based nonprofits and housed in public schools across the city to become beacons of activity for the surrounding neighborhood. 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 which 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.
- Rec-Connect—a partnership with the Recreation and Parks Department to bring programs and services to under-utilized recreation facilities.
- Youth-led projects including YouthVote and Youth Empowerment Fund Advisory Board.
- Initiatives promoting health and wellness, including Shape-Up, Salad Bars in Schools, Summer Lunch, and Active for Life.

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. A variety of strategies facilitate this work, including a parent-to-parent web site, youth outreach workers throughout the community, a parent ambassador outreach program, and the community convener initiative. DCYF works closely with 311 and 211 to get information regarding children's services to the public at large.

DCYF also coordinates a series of annual public events designed to raise awareness of San Francisco's abundant resources and attractions for children of all ages and their families.

DCYF convenes numerous task forces and working groups to coordinate and plan services for the city's children, youth and families. This includes the Afterschool for All Advisory Council, the Transitional Age Youth Advisory Committee, the Family Economic Success Work Group, and a joint task force with SFUSD to address community use of SFUSD facilities.

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	103,460,215	125,844,166	133,788,095	7,943,929	6%
Total FTE	33.54	34.37	36.10	1.73	5%

## Budget Issues and Details

DCYF operates on a three year funding cycle with its grantees. The DCYF funding strategy is based on an extensive two year process that includes a Community Needs Assessment and the creation of a Children's Services Allocation Plan with input from stakeholders throughout the city. DCYF is proposing a budget that is based on the Children's Services Allocation Plan that was approved by the Board of Supervisors in January, 2007. During the third year, the allocation plan is effectuated through a large scale Request for Proposals (RFP) Process.

DCYF is proposing a budget of \$133.8 million representing the service areas identified in the Children's Services Allocation Plan and additional allocations of city funding to the San Francisco Unified School District from the Public Education Enrichment Fund and the Rainy Day Fund. This year DCYF will provide \$15 million in funding to other city departments to enhance their successful programs for children, youth and families, and over \$69 million in funding to the SFUSD (including Public Education Enrichment Fund, in-kind Rainy Day funding).

### SOURCES OF FUNDING

**Children's Fund** - The major source of funding for the DCYF budget is the Children's Fund, which in 2009-10 will be \$43.6 million. DCYF is required by the city charter to administer the Children's Fund to provide services for children 0-17 in all neighborhoods in San Francisco.

**General Fund** – DCYF has budgeted \$29.1 million in General Fund dollars, which represents a decrease of \$5.6 million in direct dollars from last year's allocation (\$34.7 million).

**Proposition H** – \$27.7 million in Proposition H monies will flow through DCYF to the San Francisco Unified School District in 2009-10.

Other Funding Sources include the Child Care Capital Fund, funding from the State of California, including a Summer Lunch grant and a grant to the Local Child Care Planning Council, and pass through from other departments.

## **MAJOR DIRECTIONS OF THE DEPARTMENT:**

### **ACCOUNTABILITY**

DCYF places particular emphasis on improving the quality and accountability of the agencies and programs that it funds. It supports peer networks in each of its service areas, a Roots Fellowship for up to 16 executive directors or program directors of grassroots organizations, and ongoing technical assistance and training. DCYF's Contract Management System has been replicated by other departments and numerous other cities. The system ensures DCYF's ability to complete and monitor agency work plans, allows grantees to invoice on-line and receive direct deposit payments, and collects regular and detailed data on children served with DCYF funding. DCYF is conducting external evaluations of many of its key initiatives, such as Wellness Centers, Beacons, Rec-Connect and Violence Prevention and Intervention. In addition, DCYF has developed quality standards for each of its service areas, in collaboration with 100 of its grantee partners. Each funded agency is evaluated using the standards, and only agencies that meet the standards are funded. DCYF has also developed nutrition standards for its grantees which serve food to children, and inclusion standards to ensure all afterschool programs are trained in including children with disabilities.

### **INTERDEPARTMENTAL COLLABORATION TO ENHANCE SUCCESSFUL PROGRAMS**

DCYF funding reflects a firm commitment to Communities of Opportunity neighborhoods with services. DCYF is collaborating with the Mayor's Office of Community Investment, First 5 and Edgewood Center for Families in creating and operating a Parent University to serve the Southeast sector. 5,000 children and families living in public housing will be served. DCYF will also work with the Housing Authority to sponsor a Summer Lunch program in public housing complexes throughout the City, in which DCYF will employ youth to serve summer lunch to residences while learning about the importance of healthy eating and physical activity.

### **CONTINUED RESPONSIVENESS TO YOUTH**

DCYF hosts a Youth Empowerment Fund Advisory Board, a group of young people who guide, evaluate and support the 3 percent set-aside of the Children's Fund for youth-initiated projects. These young people will sit on DCYF planning committees, provide administrative support, and provide program leadership. DCYF's minimum compliance program standards for out-of-school time programs also require grantees to provide youth participants with opportunities to provide input into decisions for the program, take on program responsibilities and develop a sense of ownership in the program.

### **VIOLENCE RESPONSE AND PREVENTION**

In Fiscal Year 2009-10, DCYF, Juvenile Probation Department, and the Mayor's Office of Community Investment will continue to align service priorities to develop a better coordinated and comprehensive system to prevent at-risk youth from entering into the juvenile justice system and to reduce recidivism rates. The Department of Public Health and the District Attorney's Office may provide staffing and funding resources to support the alignment. DCYF continues to fund strategies to prevent community violence, including employment programs for youth in the juvenile justice system and the continued development of the truancy center (CARE) in BayView Hunters Point.

### **STEMMING FAMILY FLIGHT**

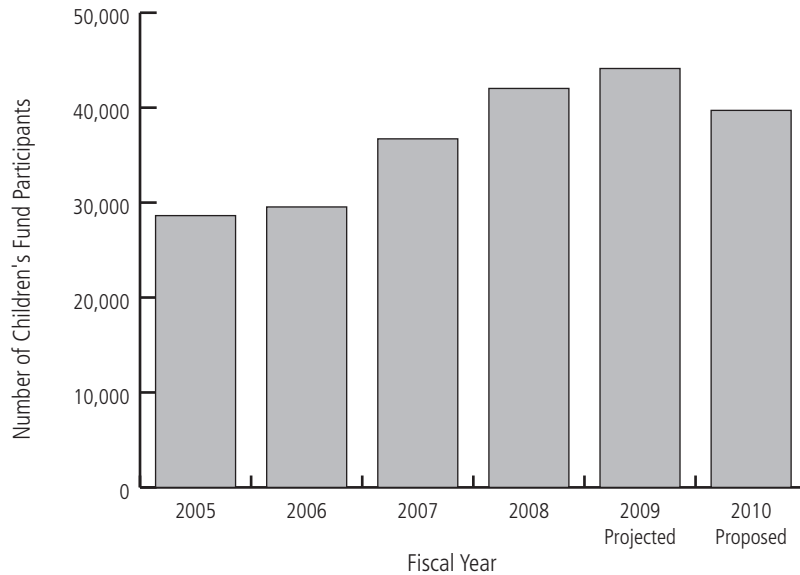
DCYF in partnership with the Mayor's Office and the Family Support Network is developing better policies on family economic success as a way to keep families in San Francisco. DCYF organizes family events throughout the year to both inform San Francisco's families of resources and to make families with children more visible in the City. DCYF is also the coordinating department for SFKids.org.

## IMPROVING EDUCATION BY PARTNERING WITH PUBLIC SCHOOLS

DCYF, the Mayor's Office on Education, Communities of Opportunity, SFUSD and the SF School Alliance will partner to foster new and stronger relationships with the school district, city departments, and community-based organizations to improve educational outcomes for San Francisco's children and youth through the New Day for Learning Initiative. DCYF will also continue its efforts to help foster successful partnerships between city departments, community-based organizations, schools and SFUSD through information sharing, convening stakeholders and problem-solving around specific challenges.

### Unduplicated Count of Children's Fund Participants

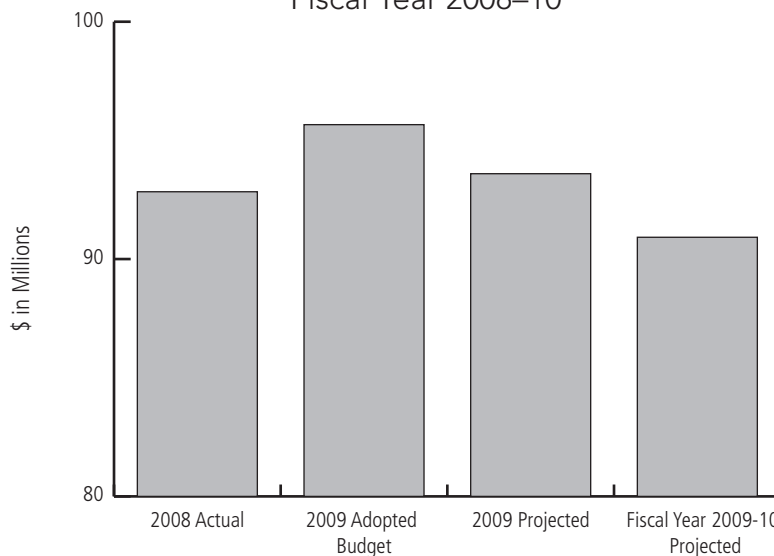
Fiscal Year 2006–09



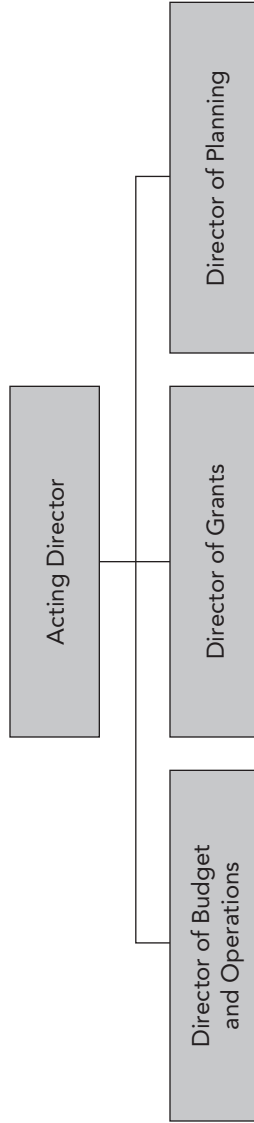
*The unduplicated number of children, youth and families participating in programs funded by the Children's Fund has increased steadily since 2005 but is proposed to drop in Fiscal Year 2010 due to a decrease in revenue.*

### Total Revenue

Fiscal Year 2008–10



*Total departmental revenue is proposed to decrease from Fiscal Year 2009-10.*



# Children, Youth and Their Families

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	33.54	34.37	42.44	8.07	23%
Non-operating Positions (cap/other)	0.00	0.00	(6.34)	(6.34)	N/A
<b>Net Operating Positions</b>	<b>33.54</b>	<b>34.37</b>	<b>36.10</b>	<b>1.73</b>	<b>5%</b>
<b>SOURCES</b>					
Local Taxes	39,458,424	43,387,000	44,860,000	1,473,000	3%
Use of Money or Property	1,059,365	108,000	108,000	0	0
Intergovernmental Revenue - Federal	0	0	191,584	191,584	N/A
Intergovernmental Revenue - State	320,065	195,000	2,730,140	2,535,140	N/A
Charges for Services	4,636,552	1,130,313	1,134,640	4,327	0%
Transfers In	26,459,365	46,093,480	58,041,743	11,948,263	26%
Expenditure Recovery	3,368,566	6,614,041	7,272,648	658,607	10%
Transfer Adjustments-Sources	(3,381,981)	(3,006,859)	(2,851,859)	155,000	(5%)
Fund Balance	2,960,644	4,749,413	300,000	(4,449,413)	(94%)
General Fund Support	28,579,215	26,573,778	22,001,199	(4,572,579)	(17%)
<b>Sources Total</b>	<b>103,460,215</b>	<b>125,844,166</b>	<b>133,788,095</b>	<b>7,943,929</b>	<b>6%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	2,795,654	2,909,871	3,096,933	187,062	6%
Fringe Benefits	911,385	991,486	1,240,489	249,003	25%
Overhead	0	0	10,415	10,415	N/A
Professional & Contractual Services	1,383,864	1,100,850	883,005	(217,845)	(20%)
Aid Assistance / Grants	83,873,444	106,159,675	111,378,969	5,219,294	5%
Materials & Supplies	98,180	108,457	141,205	32,748	30%
Services of Other Departments	14,397,688	14,573,827	17,037,079	2,463,252	17%
Transfers Out	3,381,981	3,006,859	2,851,859	(155,000)	(5%)
Transfer Adjustments-Uses	(3,381,981)	(3,006,859)	(2,851,859)	155,000	(5%)
<b>Uses - Operating Expenditures Total</b>	<b>103,460,215</b>	<b>125,844,166</b>	<b>133,788,095</b>	<b>7,943,929</b>	<b>6%</b>
<b>USES BY PROGRAM RECAP</b>					
Children's Baseline	32,636,884	48,910,138	47,939,254	(970,884)	(2%)
Children's Fund Programs	43,668,817	46,948,128	45,588,050	(1,360,078)	(3%)
Children's Svcs - Non - Children's Fund	7,051,541	9,235,900	7,708,323	(1,527,577)	(17%)
Community Development	0	0	1,106,436	1,106,436	N/A
Public Education Fund ( Prop H )	20,102,973	20,750,000	27,672,500	6,922,500	33%
Violence Prevention	0	0	3,773,532	3,773,532	N/A
<b>Uses by Program Recap Total</b>	<b>103,460,215</b>	<b>125,844,166</b>	<b>133,788,095</b>	<b>7,943,929</b>	<b>6%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>CHILDREN'S BASELINE</b>				
Increase the quality and accessibility of child care				
Number of child care slots created, enhanced, or preserved through the Child Care Facilities Fund	4,351	4,500	4,400	4,275
Number of centers and family child care providers that receive a quality assessment	246	240	240	159
Support the health of children and youth				
Number of high school students served at school Wellness Centers	6,072	6,085	6,180	5,781
<b>CHILDREN'S FUND PROGRAMS</b>				
Improve the outcomes of children and youth that have been identified as at-risk for poor social and educational outcomes.				
Percentage of youth on juvenile probation that did not recidivate while participating in the New Directions Youth Employment program	98%	98%	98%	98%
Improve accountability and the quality of services for DCYF grantees				
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%	95%
Percentage of Children's Fund grant recipients who fulfill their work plan objectives & meet minimum fiscal, organizational and program standards	70%	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%	90%	90%
Improve the availability and quality of DCYF-funded programs/services				
Number of children, youth, and their families participating in programs/services funded by the Children's Fund	53,699	50,000	50,000	45,000
Increase the availability and quality of afterschool programs				
Number of children and youth attending afterschool programs for five or more hours per week	7,069	7,400	7,500	7,400
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.				
Number of 14 to 17 year olds placed in a job (subsidized or unsubsidized), internship, or on-the-job training program	3,338	3,200	3,200	2,976



## 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 the Mayor's Office, the Board of Supervisors, and to the many departments, boards and commissions that comprise the government of the City and County of San Francisco. The City Attorney is responsible for:

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

For more information, call (415) 554-4700 or 311; or visit [www.sfgov.org/cityattorney](http://www.sfgov.org/cityattorney)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	63,333,590	64,814,702	63,643,998	(1,170,704)	(2%)
Total FTE	240.10	232.92	233.37	0.45	0%

# Budget Issues and Details

## LEADING THE WAY THROUGH LEGAL INITIATIVES

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 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 University School of Law and University of California Berkeley Boalt Hall School of Law, 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 2009-10, 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 the unscrupulous business practices of companies, 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

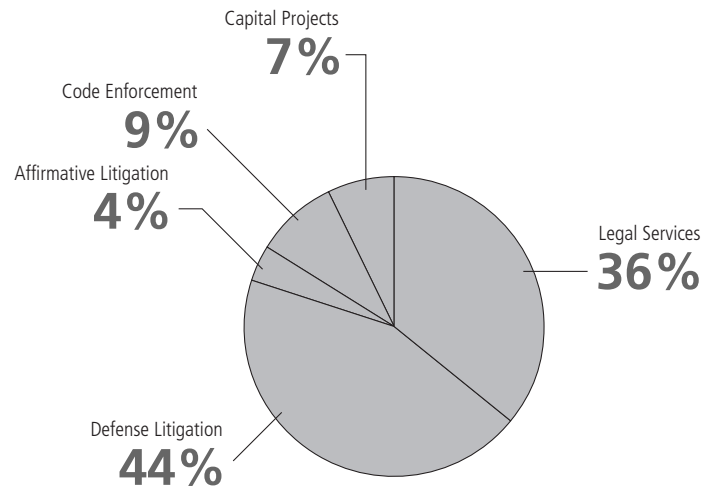
The City Attorney's Neighborhood and Resident Protection team is responsible for the enforcement of municipal and state laws governing public nuisance. During Fiscal Year 2009-10, the team, through a coordinated effort with relevant City agencies, will investigate complaints of public nuisance, and in appropriate circumstances enforce the law to abate that nuisance through all necessary means, including litigation. Public nuisance actions have a high likelihood to generate substantial penalties and secure the recovery of attorneys' fees and costs. In light of the economic downturn, the team will also 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 related activity may benefit from other legal options such as Red Light Abatement, or Drug Abatement actions. In that instance, 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

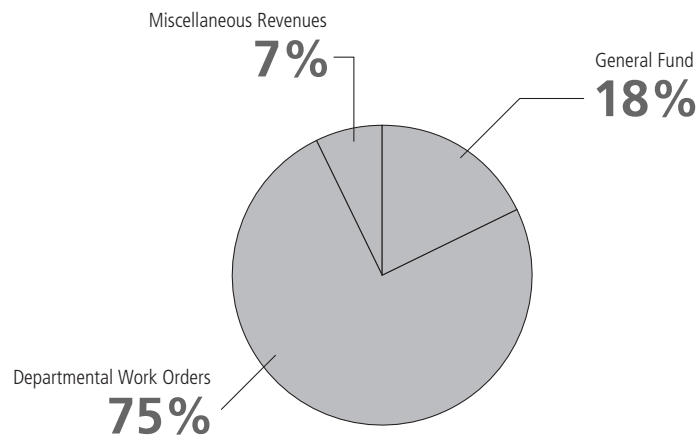
During Fiscal Year 2009-10, the City Attorney will focus its resources to provide legal advice to assist in quickly implementing a variety of public infrastructure and other projects related to San Francisco's portion of the federal stimulus program and any City-adopted economic stimulus measures. The City's economic recovery strategy relies on quickly implementing large, complex infrastructure projects that create jobs and economic activity. The City Attorney 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 also will continue to provide advice and counsel to assist in negotiating agreements on other important City development projects, including the Hunter's Point Shipyard/Candlestick, Treasure Island, Transbay Terminal and Market/Octavia redevelopment projects, implementation of Mission Bay redevelopment plans, reconstruction of San Francisco General Hospital and Laguna Honda Hospital, development of the 525 Golden Gate Public Utilities Commission office building, Port waterfront development plans and projects and the SFO Terminal 2 improvement project.

## Fiscal Resources Allocation



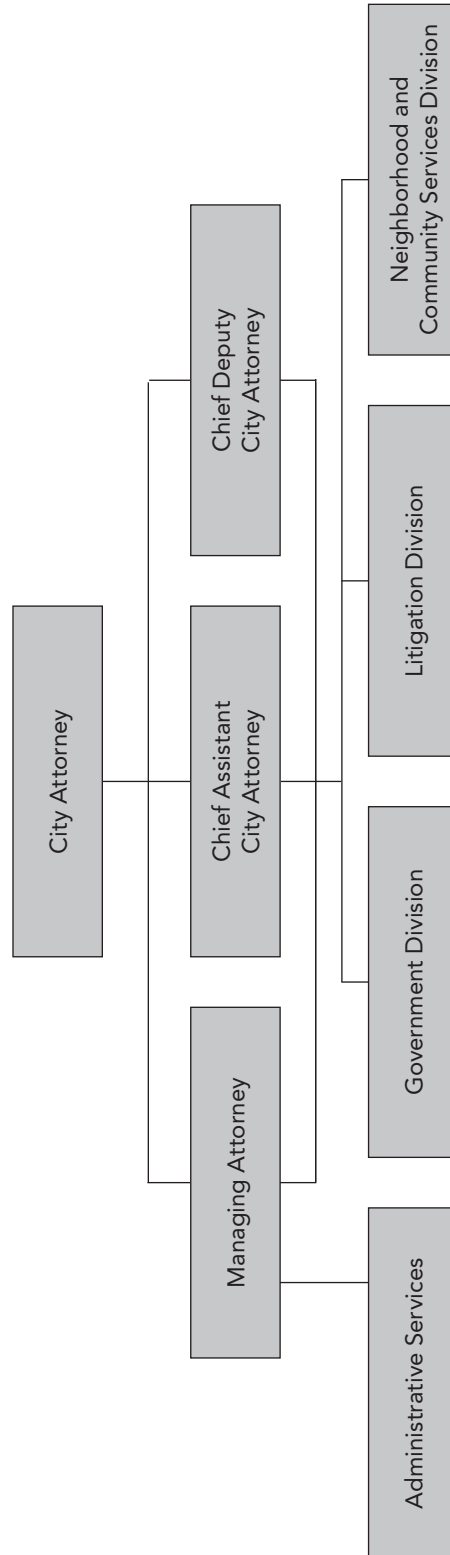
*Nearly half of the City Attorney's fiscal resources are allocated to defense litigation.*

## Revenue Sources



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

# City Attorney



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	326.85	317.97	304.12	(13.85)	(4%)
Non-operating Positions (cap/other)	(86.75)	(85.05)	(70.75)	14.30	(17%)
<b>Net Operating Positions</b>	<b>240.10</b>	<b>232.92</b>	<b>233.37</b>	<b>0.45</b>	<b>0%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	155,530	0	0	0	N/A
Expenditure Recovery	50,808,631	54,808,136	55,352,198	544,062	1%
General Fund Support	12,369,429	10,006,566	8,291,800	(1,714,766)	(17%)
<b>Sources Total</b>	<b>63,333,590</b>	<b>64,814,702</b>	<b>63,643,998</b>	<b>(1,170,704)</b>	<b>(2%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	39,328,641	40,096,330	38,817,746	(1,278,584)	(3%)
Fringe Benefits	9,473,602	9,832,579	11,888,987	2,056,408	21%
Professional & Contractual Services	10,706,984	11,150,633	8,843,871	(2,306,762)	(21%)
Materials & Supplies	139,340	256,918	147,158	(109,760)	(43%)
Equipment	596,240	88,120	0	(88,120)	(100%)
Services of Other Departments	3,088,783	3,390,122	3,946,236	556,114	16%
<b>Uses - Operating Expenditures Total</b>	<b>63,333,590</b>	<b>64,814,702</b>	<b>63,643,998</b>	<b>(1,170,704)</b>	<b>(2%)</b>
<b>USES BY PROGRAM RECAP</b>					
Claims	4,399,406	5,403,822	5,607,771	203,949	4%
Legal Service	56,199,184	56,675,880	55,301,227	(1,374,653)	(2%)
Legal Service-Paying Depts	2,735,000	2,735,000	2,735,000	0	0
<b>Uses by Program Recap Total</b>	<b>63,333,590</b>	<b>64,814,702</b>	<b>63,643,998</b>	<b>(1,170,704)</b>	<b>(2%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
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## CLAIMS

Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims

Number of claims opened	3,593	3,200	3,512	3,640
Number of claims closed	3,449	3,200	3,700	3,800
Average number of days from claim filing to final disposition	60	62	68	77
Percent of claims denied	50%	52%	53%	56%
Percent of claims settled	50%	48%	47%	51%

## LEGAL SERVICE

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

Number of pieces of legislation drafted	329	318	384	448
Average cost per piece of legislation drafted	\$4,468	\$3,788	\$4,316	\$4,200
Number of Board-generated work assignments	271	236	200	252

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

Number of hours required to respond to requests for advice and counsel.	98,692	100,000	95,000	95,000
Total cost of responses to requests for advice and counsel, in millions.	\$20.9	\$20.6	\$19.6	\$18.3

## LEGAL SERVICE-PAYING DEPTS

Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government

Number of tort litigation cases opened	464	476	568	570
Number of tort litigation cases closed	387	515	466	561
Average cost per tort litigation case	\$29,010	\$32,027	\$34,800	\$37,000
Value of judgments/settlements against the City, in millions	\$17.6	\$14.4	\$20.4	\$20.4

## Mission

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

## Services

- **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 programs.
- **ENVIRONMENTAL REVIEW** prepares state and federally mandated environmental review documents for the City and County of San Francisco.
- **ADMINISTRATION** supports department-wide services such as training and the integrated permit tracking system providing vision and management.

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	23,746,767	25,712,250	23,876,998	(1,835,252)	(7%)
Total FTE	159.50	157.38	146.45	(10.93)	(7%)

# Budget Issues and Details

## **ADJUSTING PLANNING OPERATIONS IN AN ECONOMIC DOWNTURN**

The current economic downturn has had a significant impact on real estate development and construction projects in San Francisco, and as a result, has impacted the Department of City Planning's finances and operations. As a result of the recent decline in development activity, Fiscal Year 2009–10 case application volume is proposed to decrease 29 percent compared to the average of the two prior years. Permit application volume is also down 19 percent—a trend that is expected to continue throughout Fiscal Year 2009–10.

Despite the reduction in application volume, the Department retains robust workloads in the areas of environmental review and long range planning. In the Environmental Review division, there is a backlog of work and a number of new complex publicly-sponsored projects requiring environmental review. The demand for long-range planning work remains high, but is shifting from neighborhood planning work to urban design support for City-sponsored projects and adopted plan areas. Thus, the Fiscal Year 2009-10 budget shifts resources to environmental review and to long range planning, while reducing resources for entitlement processing, where application volumes have decreased.

## **LOOKING AHEAD TO PREPARE FOR ECONOMIC RECOVERY**

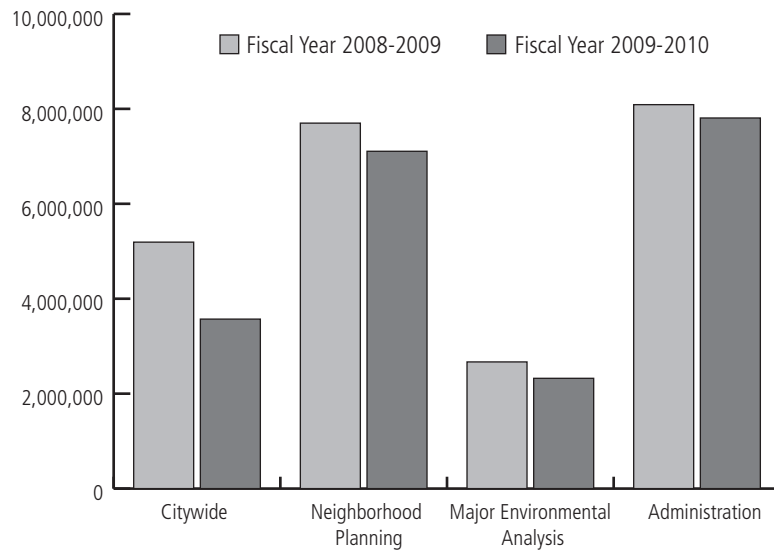
The Mayor's Fiscal Year 2009–10 budget is based on the principle that an economic down-cycle is the right time to plan for the future of the City and improve internal operations. During periods of strong economic growth, it is often difficult for city planning agencies to focus on systematic, long-term planning and policy making, since planning resources are needed to respond to specific development proposals. In the absence of previous planning efforts, land use decisions are made on a project-by-project basis rather than on a larger vision for growth. Similarly, periods of reduced permit applications provide an opportunity for the department to reevaluate its staffing patterns and administrative processes to help ensure it will be more efficient when the economy recovers. As much as possible given the Department's financial constraints, the Fiscal Year 2009–10 budget attempts to devote resources to laying the groundwork for land use decisions during San Francisco's next period of economic growth.

As a result, the Mayor's Fiscal Year 2009–10 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 Fourth Street Corridor, to shape how growth will occur once the economy begins to improve. Moreover, the Fiscal Year 2009–10 budget allocates funding to the Department's "Action Plan", which includes thirty process improvements to improve customer service, including reforming the Discretionary Review process. Finally, approximately \$500,000 is budgeted to plan for growth after the economy begins to recover, including planning for a citywide sustainable growth strategy, neighborhood commercial districts, and the Fisherman's Wharf area.

## **MOVING FROM PLANNING TO IMPLEMENTATION**

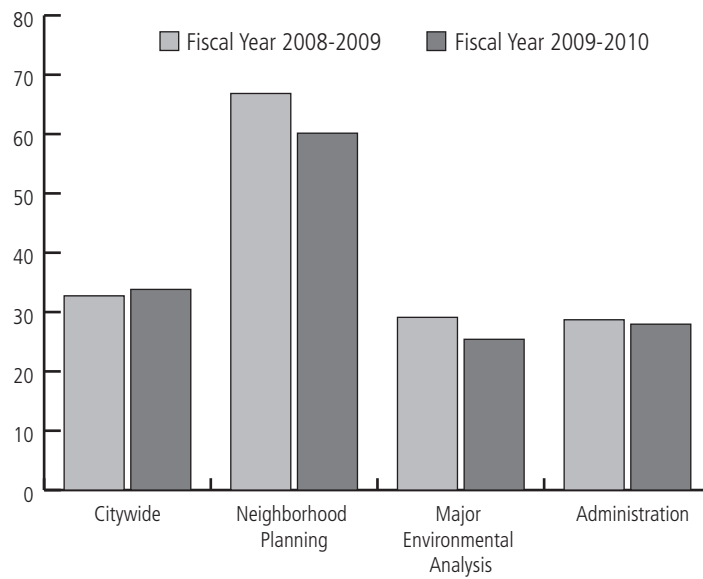
Finally, the Fiscal Year 2009–10 budget focuses resources on implementing adopted Area Plans. With four major rezoning efforts adopted recently including A, B, C, and D, the department is now directing its efforts to ensure the appropriate and meaningful implementation of those plans. The Mayor's Fiscal Year 2009–10 budget includes funding for the creation of an Implementation team within the department.

## Planning Department Resource Allocation



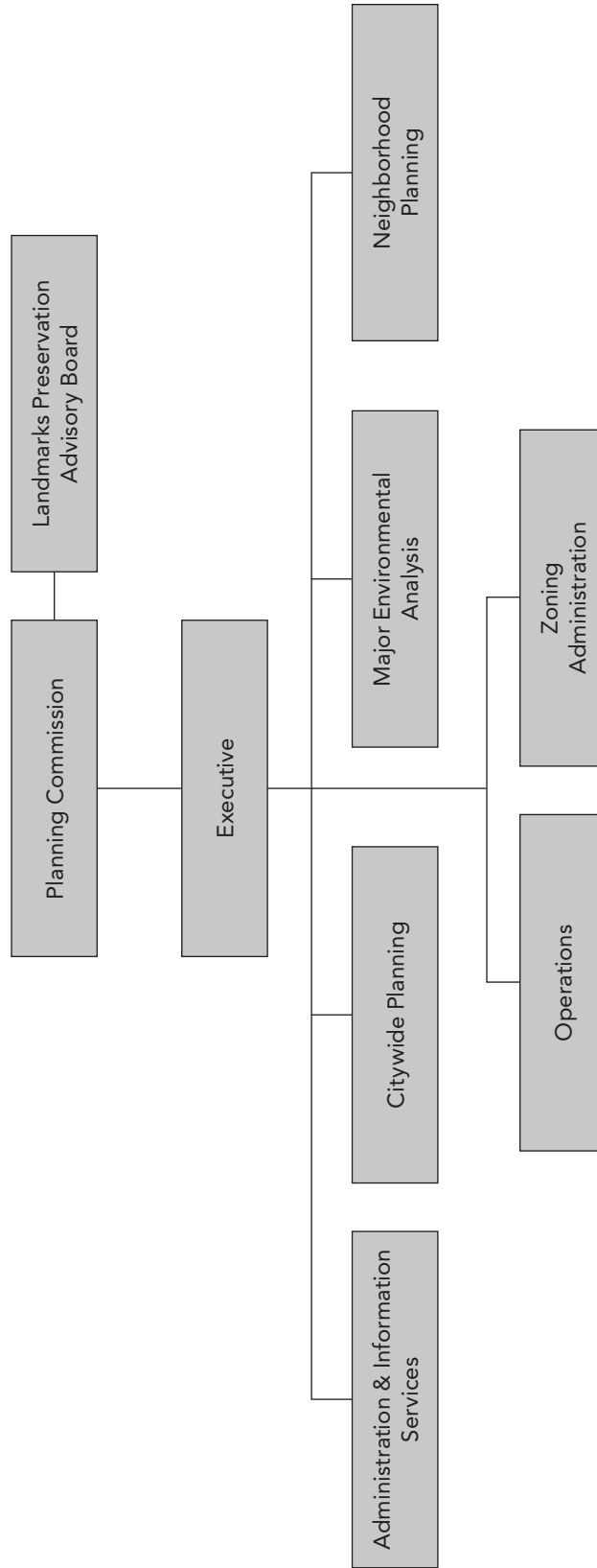
*The Planning Department's budget is decreasing in all divisions.*

## Planning Department FTE Allocation



*The Planning Department has reduced staffing in all divisions.*

# City Planning



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	161.50	162.92	151.70	(11.22)	(7%)
Non-operating Positions (cap/other)	(2.00)	(5.54)	(5.25)	0.29	(5%)
<b>Net Operating Positions</b>	<b>159.50</b>	<b>157.38</b>	<b>146.45</b>	<b>(10.93)</b>	<b>(7%)</b>
<b>SOURCES</b>					
Intergovernmental Revenue - State	15,000	5,000	20,000	15,000	N/A
Intergovernmental Revenue - Other	0	0	115,313	115,313	N/A
Charges for Services	17,505,716	20,312,305	16,717,446	(3,594,858)	(18%)
Other Revenues	63,237	123,100	177,632	54,532	44%
Expenditure Recovery	1,074,065	2,063,250	2,931,026	867,776	42%
General Fund Support	5,088,749	3,208,595	3,915,581	706,986	22%
<b>Sources Total</b>	<b>23,746,767</b>	<b>25,712,250</b>	<b>23,876,998</b>	<b>(1,835,252)</b>	<b>(7%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	13,156,386	14,209,534	13,230,098	(979,436)	(7%)
Fringe Benefits	3,735,186	4,185,275	4,810,767	625,492	15%
Overhead	313,960	379,614	0	(379,614)	(100%)
Professional & Contractual Services	2,572,318	3,185,350	2,023,543	(1,161,807)	(36%)
Materials & Supplies	224,477	207,742	184,508	(23,234)	(11%)
Equipment	89,213	29,808	0	(29,808)	(100%)
Services of Other Departments	3,239,227	3,514,927	3,628,082	113,155	3%
Transfers Out	416,000	0	0	0	N/A
<b>Uses - Operating Expenditures Total</b>	<b>23,746,767</b>	<b>25,712,250</b>	<b>23,876,998</b>	<b>(1,835,252)</b>	<b>(7%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration/Planning	7,428,555	8,088,674	8,297,978	209,304	3%
Current Planning	8,069,696	8,351,097	7,678,393	(672,704)	(8%)
Long Range Planning	5,168,202	5,806,565	4,691,444	(1,115,121)	(19%)
Major Environmental Analysis/Planning	3,080,314	3,465,914	3,209,183	(256,731)	(7%)
<b>Uses by Program Recap Total</b>	<b>23,746,767</b>	<b>25,712,250</b>	<b>23,876,998</b>	<b>(1,835,252)</b>	<b>(7%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>CURRENT PLANNING</b>				
Perform timely and comprehensive review of project applications.				
Percentage of all building permits in which assignment is made within 14 days	83%	90%	90%	90%
Percentage of all variance applications decided within 120 days	50%	50%	50%	50%
Percentage of conditional use applications requiring Commission action brought to hearing within 90 days	14%	40%	30%	40%
Percentage of all environmental review applications completed within 180 days	43%	50%	30%	50%
Average time between application filing and planner assignment for environmental evaluations, in days	47	70	70	70
Strengthen the Code Enforcement program through the utilization of better mechanisms to compel compliance				
Degree to which project milestones for the sign survey program are timely met (increasing scale of 1-5)	5	4	4	4
<b>LONG RANGE PLANNING</b>				
Continue the General Plan element updates				
Degree to which Housing Element Update project milestones are met within four weeks of deadline (increasing scale of 1-5)	3	3	4	4
Degree to which General Plan updates and other Project milestones are met within four weeks of deadline (increasing scale of 1-5)	3	4	4	4

## Mission

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

## Services

The Civil Service Commission (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) 356-2959 or 311; or visit [www.sfgov.org/civil\\_service](http://www.sfgov.org/civil_service)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	791,487	788,584	808,155	19,571	2%
Total FTE	5.87	5.85	5.85	0.00	--

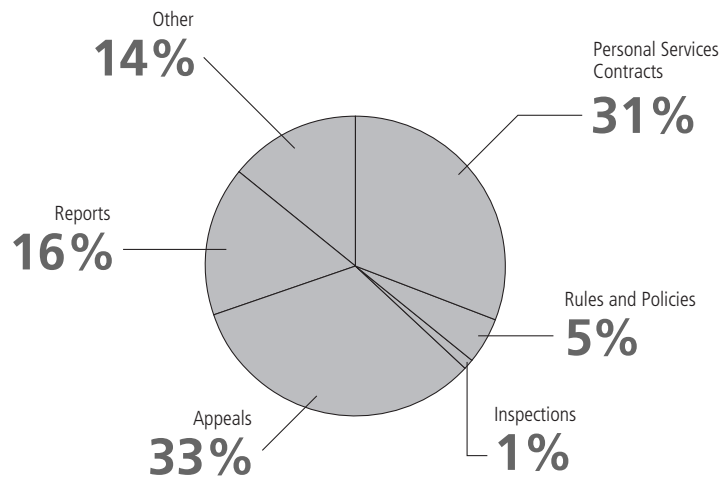
# Budget Issues and Details

In the Fiscal Year 2009–10 budget, the Department has made reductions in professional services for hearing officers, court reporters and transcribers. The Mayor's budget proposes current staffing levels to continue the Department's core functions as mandated by Charter.

The Commission will obtain input on the effectiveness of the merit system, evaluate the current rules, policies and procedures for compliance with state and federal laws, and review the employee relations ordinance for compliance with the Public Employment Relations Board.

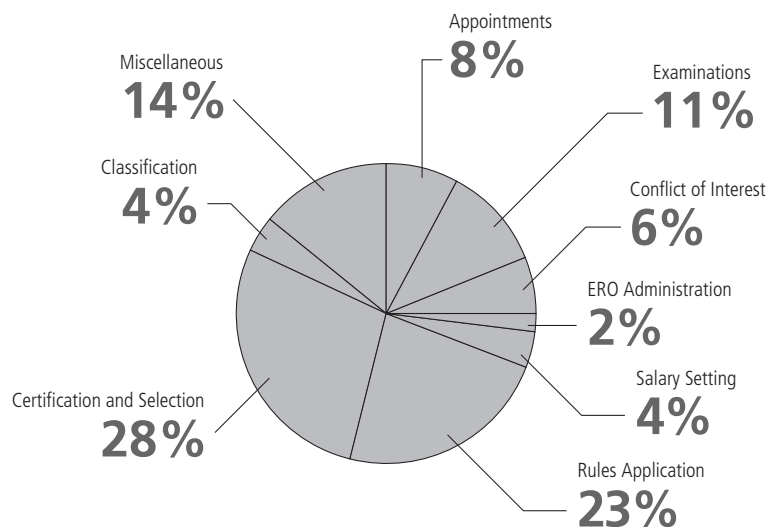
The Commission also plans to hold employee orientations and conduct workshops on the merit system, contracted services contract, and other matters under the purview of the Commission.

## Matters Heard by the Commission



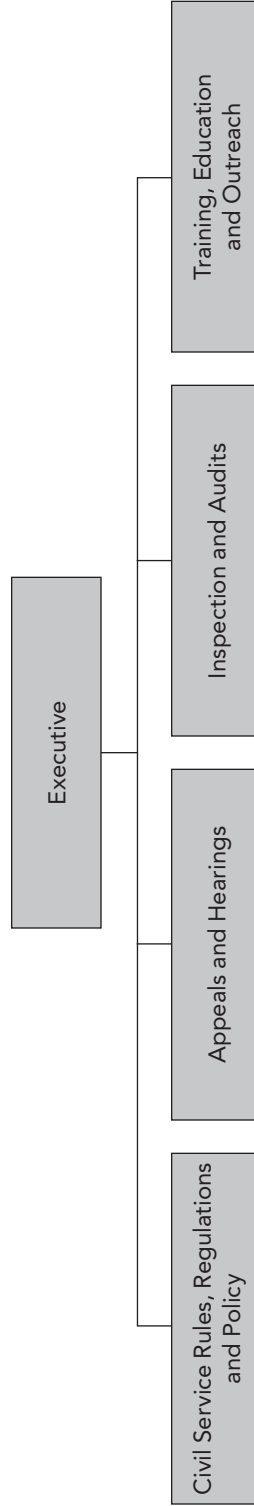
*The Civil Service Commission oversees the merit system by: 1) hearing appeals of job examinations, classifications, future employment restrictions; 2) considering proposed Charter amendments, rules and policy changes; 3) reviewing proposed personal services contracts; 4) hearing reports on merit system 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 present by applicants, employees, employee organization representatives, advocates, and members of the public.*

# Civil Service Commission



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	5.87	5.85	5.85	0.00	0
<b>Net Operating Positions</b>	<b>5.87</b>	<b>5.85</b>	<b>5.85</b>	<b>0.00</b>	<b>--</b>
<b>SOURCES</b>					
Expenditure Recovery	223,846	265,000	310,000	45,000	17%
General Fund Support	567,641	523,584	498,155	(25,429)	(5%)
<b>Sources Total</b>	<b>791,487</b>	<b>788,584</b>	<b>808,155</b>	<b>19,571</b>	<b>2%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	544,839	522,478	522,797	319	0%
Fringe Benefits	132,631	139,379	167,623	28,244	20%
Professional & Contractual Services	3,136	15,756	10,300	(5,456)	(35%)
Materials & Supplies	3,384	6,048	3,500	(2,548)	(42%)
Services of Other Departments	107,497	104,923	103,935	(988)	(1%)
<b>Uses - Operating Expenditures Total</b>	<b>791,487</b>	<b>788,584</b>	<b>808,155</b>	<b>19,571</b>	<b>2%</b>
<b>USES BY PROGRAM RECAP</b>					
Civil Service Commission	791,487	788,584	808,155	19,571	2%
<b>Uses by Program Recap Total</b>	<b>791,487</b>	<b>788,584</b>	<b>808,155</b>	<b>19,571</b>	<b>2%</b>

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	791,487	788,584	808,155	19,571	2%
Total FTE	5.87	5.85	5.85	0.00	--

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>CIVIL SERVICE COMMISSION</b>				
Support Commission in resolving civil service issues				
Percentage of appeals and requests for hearings processed within seven days	99%	95%	90%	100%
Percentage of appeals resolved and forwarded to the Commission in the fiscal year	63%	60%	60%	60%
The percentage of completed responses to Inspection Service requests within 60 days	79%	70%	70%	75%
The number of merit system audits conducted and completed in the fiscal year.	5	5	5	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

**ACCOUNTING OPERATIONS AND SYSTEMS DIVISION** controls the financial activities of the City. The division certifies contracts; pays vendors; approves personnel requisitions; and reviews, monitors, controls and projects departmental expenditures on a continuous basis to assess the overall fiscal condition of the City. The division assists departments to achieve fiscal compliance, accuracy and timeliness of financial information. It is responsible for producing the City's annual audited financial statements including the Comprehensive Annual Financial Report (CAFR), the Single Audit Report and other reports required by federal, state and local regulations. The division maintains and manages the City's financial information systems that are used by all departments in the City. The division also produces the Countywide Cost Allocation Plan (COWCAP). The division includes the Accounting Operations Financial Services team which assists City departments in improving their accounting and financial monitoring functions.

**BUDGET AND ANALYSIS DIVISION** provides fiscal management and oversight, budgetary planning and financial analyses for the City. It 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 DIVISION** includes Audits, City Projects and Performance Management. The division has broad authority for benchmarking, performance management and best practices: comparison of the City's services relative to other public agencies. Services include:

- Conducting financial and performance audits of departments, contracts, and functions.
- Performing regular oversight of the City's contracting procedures, including developing model criteria and terms for Requests for Proposals.
- Maintaining a whistleblower complaints hotline and website and conducting investigations regarding waste, fraud and abuse of City resources.
- Completing specified annual assessment and reporting activities.
- Implementing other mandates of the Charter.

**PAYROLL/PERSONNEL SERVICES DIVISION** provides payroll services for 27,000 City employees and ensures compliance with local, state and federal law, wage and hour regulations. The division receives and processes large volumes of automated input and more than 160,000 paper documents annually.

**OFFICE OF ECONOMIC ANALYSIS** was established pursuant to San Francisco voters' passage of Proposition I in 2004. This office reports on pending City legislation that has a potential economic

impact on the City. It 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.

**THE OFFICE OF 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. Such facilities include, but are not limited to, 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.

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	25,895,706	29,418,687	30,647,769	1,229,082	4%
Total FTE	187.79	197.59	182.58	(15.01)	(8%)

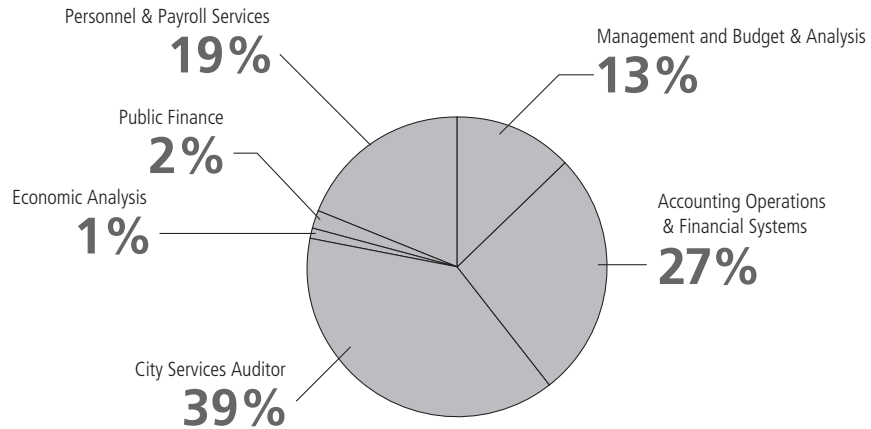
## Budget Issues and Details

### STRENGTHENING CORE SERVICES WITH TECHNOLOGY

The Controller's Office recently implemented a new budget system that the city used for the first time during the development of the Fiscal Year 2009–10 budget. The new system provides greater access to information and analytical tools to improve and streamline the budget process. The new system also includes the ability to project three-year budget costs to help departments, the Mayor's Office and the Board of Supervisors generate more precise projections.

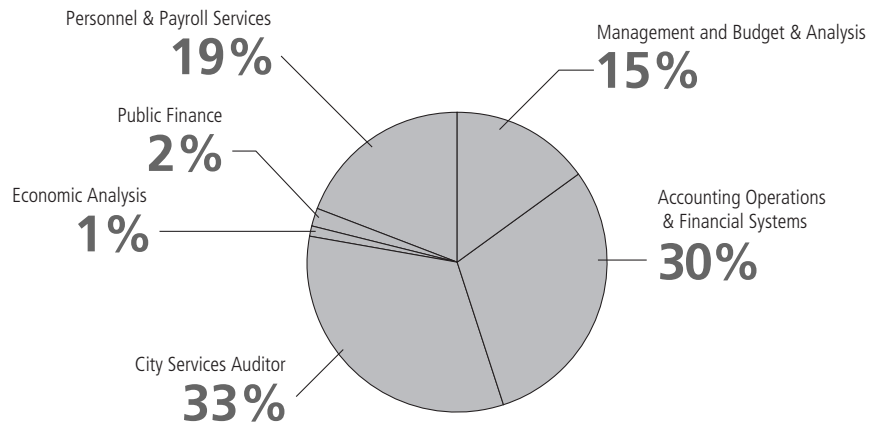
The City's current financial system (FAMIS) was developed in the mid-1970s, and is a mainframe-based system. The core system cannot support additional enhancements and functionality that are needed to meet various financial requirements and financial reporting so high-level assessment is planned in Fiscal Year 2009–10. This assessment will include identifying potential applications available and be funded initially by the Airport and Public Utilities Commission. The assessment process will include participation and significant input from user departments. Additionally, the assessment will review the potential for the City's new human resources and payroll system (eMerge) to be used as the basis for integrated financial components and consolidation of technology resources.

## Resources by Service Area



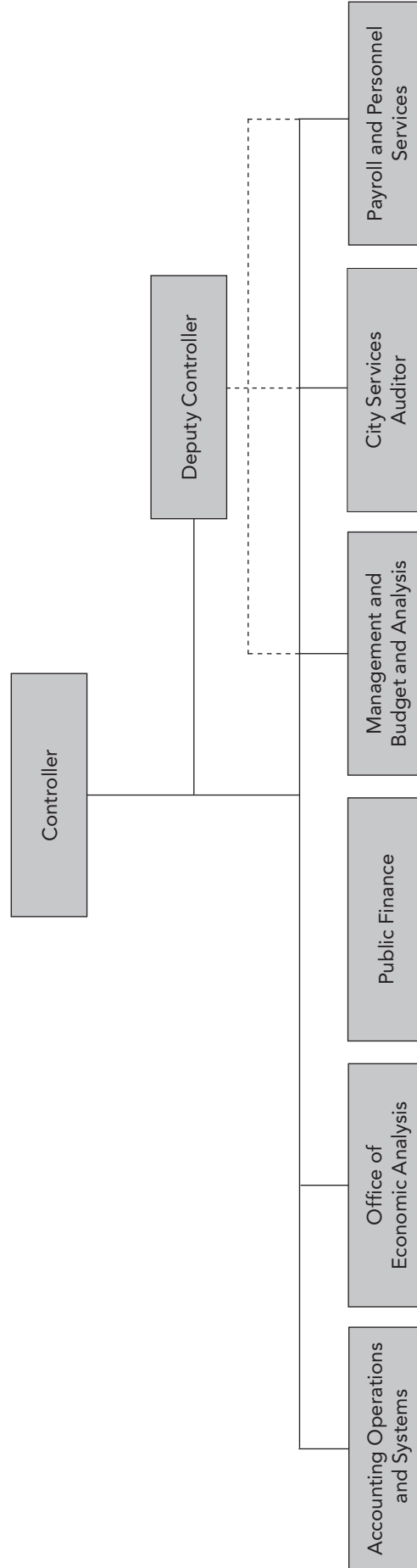
*Resources allocated to a service area as a percentage of the total departmental budget.*

## Staffing by Service Area



*Staffing allocated to a service area as a percentage of the total departmental budget.*

# Controller



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	189.79	199.59	186.58	(13.01)	(7%)
Non-operating Positions (cap/other)	(2.00)	(2.00)	(4.00)	(2.00)	100%
<b>Net Operating Positions</b>	<b>187.79</b>	<b>197.59</b>	<b>182.58</b>	<b>(15.01)</b>	<b>(8%)</b>
<b>SOURCES</b>					
Local Taxes	0	0	36,360	36,360	N/A
Charges for Services	322,671	353,326	328,326	(25,000)	(7%)
Expenditure Recovery	11,449,252	15,875,257	17,049,477	1,174,220	7%
General Fund Support	14,123,783	13,190,104	13,233,606	43,502	0%
<b>Sources Total</b>	<b>25,895,706</b>	<b>29,418,687</b>	<b>30,647,769</b>	<b>1,229,082</b>	<b>4%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	13,476,334	18,317,027	16,998,365	(1,318,662)	(7%)
Fringe Benefits	3,694,340	4,799,852	5,334,388	534,536	11%
Professional & Contractual Services	5,014,732	4,598,395	5,840,548	1,242,153	27%
Materials & Supplies	258,867	357,544	357,544	0	0
Services of Other Departments	3,451,433	1,345,869	2,116,924	771,055	57%
<b>Uses - Operating Expenditures Total</b>	<b>25,895,706</b>	<b>29,418,687</b>	<b>30,647,769</b>	<b>1,229,082</b>	<b>4%</b>
<b>USES BY PROGRAM RECAP</b>					
Accounting Operations and Systems	7,068,730	8,317,757	8,301,816	(15,941)	0%
City Services Auditor	8,828,524	11,665,201	12,277,758	612,557	5%
Economic Analysis	276,533	253,011	285,730	32,719	13%
Management, Budget and Analysis	4,226,602	3,887,964	3,850,867	(37,097)	(1%)
Payroll And Personnel Services	5,495,317	5,048,700	5,430,172	381,472	8%
Public Finance	0	246,054	501,426	255,372	N/A
<b>Uses by Program Recap Total</b>	<b>25,895,706</b>	<b>29,418,687</b>	<b>30,647,769</b>	<b>1,229,082</b>	<b>4%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ACCOUNTING OPERATIONS AND SYSTEMS</b>				
Ensure that the City follows appropriate accounting procedures				
Number of findings of material weakness in annual City audit	0	0	0	0
Provide accurate, timely financial reporting				
City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)	1	1	1	1
<b>CITY SERVICES AUDITOR</b>				
Provide effective consulting and technical assistance to City departments to improve their operations				
Percentage of client and auditee ratings that are good or excellent	91%	95%	95%	95%
<b>ECONOMIC ANALYSIS</b>				
Provide timely economic and operational analyses to inform legislation and management decisions				
Percentage of OEA economic impact reports completed by the hearing date	n/a	n/a	n/a	100%
<b>MANAGEMENT, BUDGET AND ANALYSIS</b>				
Provide accurate, timely information to support fiscal planning				
Percentage by which actual revenues vary from budget estimates	-0.05%	4.00%	n/a	2.00%
<b>PAYROLL &amp; PERSONNEL SERVICES</b>				
Provide accurate, timely financial transactions				
Percentage of payroll transactions not requiring correction	99%	99%	99%	99%
<b>PUBLIC FINANCE</b>				
Reduce the City's debt service costs through bond refinancings				
Ratings of the City's General Obligation Bonds - Average of Three Rating Agencies (1 equals top half of investment ratings)	1	1	1	1

## 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 2009-10:

- Longstanding General Fund support for arts, music and athletics programs offered through the school district will remain constant. More detail about these programs can be found in the submission for DCYF.
- In March 2004 voters approved Proposition H, creating a Public Education Fund and requiring that gradually increasing amounts of funding be deposited by the City each year to support programs at the Unified School District and First Five San Francisco. The total funding obligation for Fiscal Year 2009–2010 is \$45 million. More detail about this program can be found in the submission for First Five (also known as the Children and Families Commission). Additional detail regarding appropriations to the Unified School District and the district's Proposition H spending plan for Fiscal Year 2009-10 can be found in the submission for DCYF.

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	75,883	79,705	80,129	424	1%
Total FTE	0.99	0.99	0.99	0.00	--

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<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
<b>Net Operating Positions</b>	<b>0.99</b>	<b>0.99</b>	<b>0.99</b>	<b>0.00</b>	<b>--</b>
<b>SOURCES</b>					
General Fund Support	75,883	79,705	80,129	424	1%
<b>Sources Total</b>	<b>75,883</b>	<b>79,705</b>	<b>80,129</b>	<b>424</b>	<b>1%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	56,770	58,257	59,440	1,183	2%
Fringe Benefits	19,113	21,448	20,689	(759)	(4%)
<b>Uses - Operating Expenditures Total</b>	<b>75,883</b>	<b>79,705</b>	<b>80,129</b>	<b>424</b>	<b>1%</b>
<b>USES BY PROGRAM RECAP</b>					
County Education Services	75,883	79,705	80,129	424	1%
<b>Uses by Program Recap Total</b>	<b>75,883</b>	<b>79,705</b>	<b>80,129</b>	<b>424</b>	<b>1%</b>

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	75,883	79,705	80,129	424	1%
Total FTE	0.99	0.99	0.99	0.00	--

## 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 2008, victims in San Francisco received over 3.5 million in compensation from the State.

**SUPPORT SERVICES** provides clerical, legal, technology and investigative support to the department's attorneys.

**WORK ORDER AND GRANTS** provides services such as Workers' Compensation fraud investigation, 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

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	40,428,375	40,673,439	38,872,182	(1,801,257)	(4%)
Total FTE	269.20	261.29	235.81	(25.48)	(10%)

# Budget Issues and Details

## INVESTIGATION AND PROSECUTION OF SERIOUS CRIMES

Prosecuting serious crimes is a high priority for the District Attorney (DA). In 2008, over 6,000 felony cases resulted in convictions and the city's felony conviction rate was on par with 2007, the highest conviction rate since 1995. Over 70 percent more serious and violent offenders were sentenced to state prison in 2008 compared to 2001. Improved felony conviction rates and increased prison sentences are taking place despite the increased strain on resources. Felony arrests increased 18 percent from 2007 to 2008 and felony filings and motions to revoke probation increased by 22 percent from 2007 to 2008. 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 2,500 misdemeanor arrests resulted in a conviction in 2008.

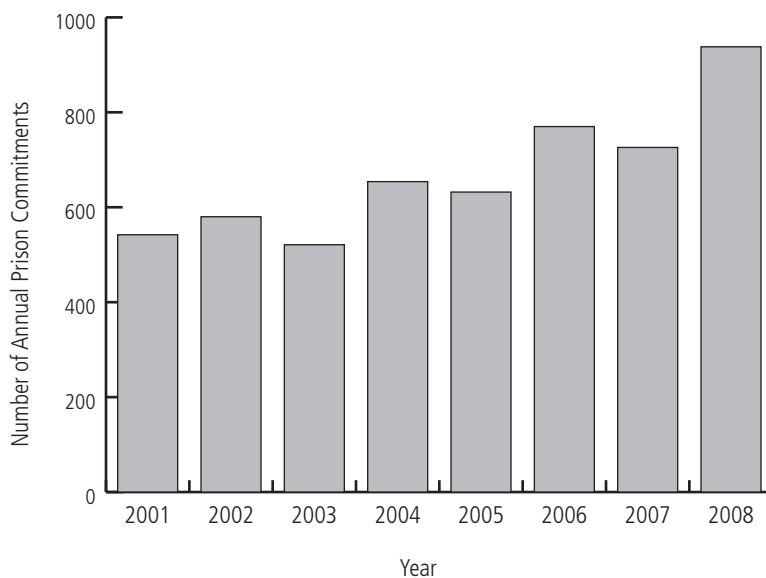
## PREVENTING RECIDIVISM

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.

## AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)

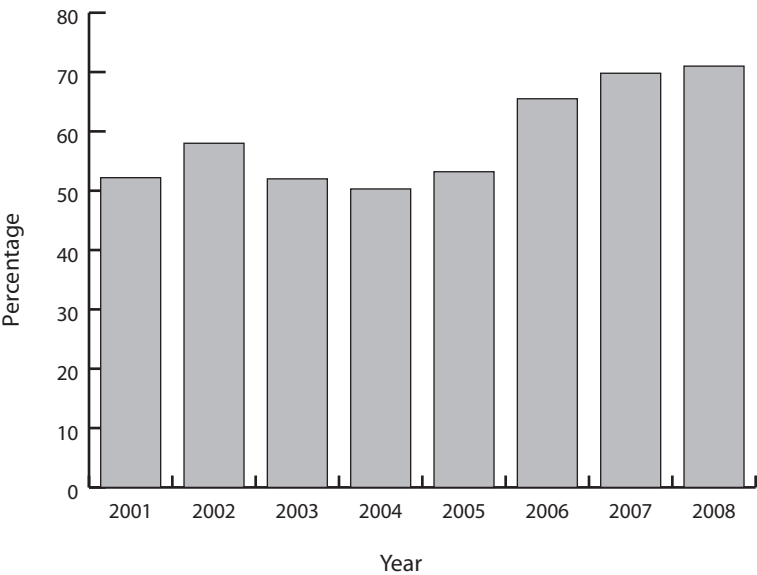
The Department has applied for a total of \$2.1 million in Byrne JAG federal grant monies to fund efforts to decrease mortgage and investment fraud in San Francisco and protect vulnerable homeowners by (1) creating a Mortgage and Investment Fraud Unit in the DA's Office, and (2) conducting a multi-agency public education campaign to empower homeowners and improve neighborhood conditions. Federal funds will also be used to help underserved victims of crime by (1) establishing a community-based victim advocate services model; (2) providing ongoing empowerment services to traditionally underserved victims of violence, and (3) helping LGBT victims report crime and get help.

## Annual Prison Commitments



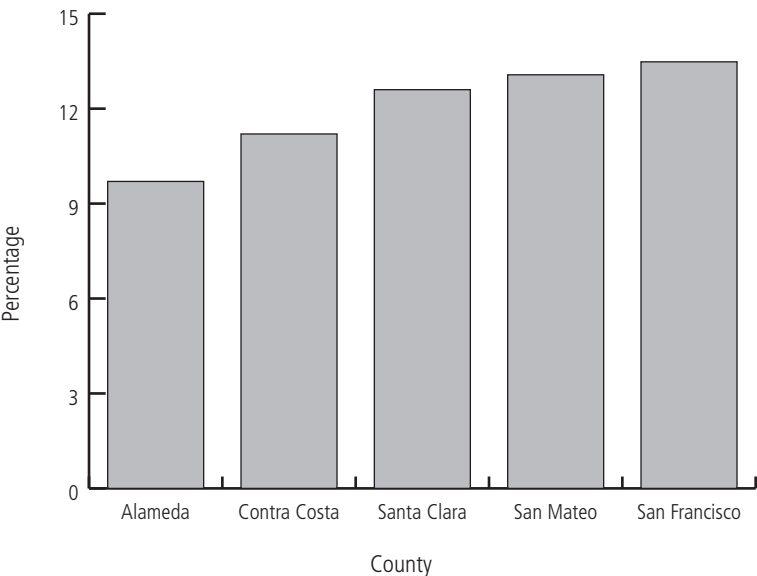
*The number of prison commitments has increased steadily since 2001.*

## SFDA Felony Conviction Rate



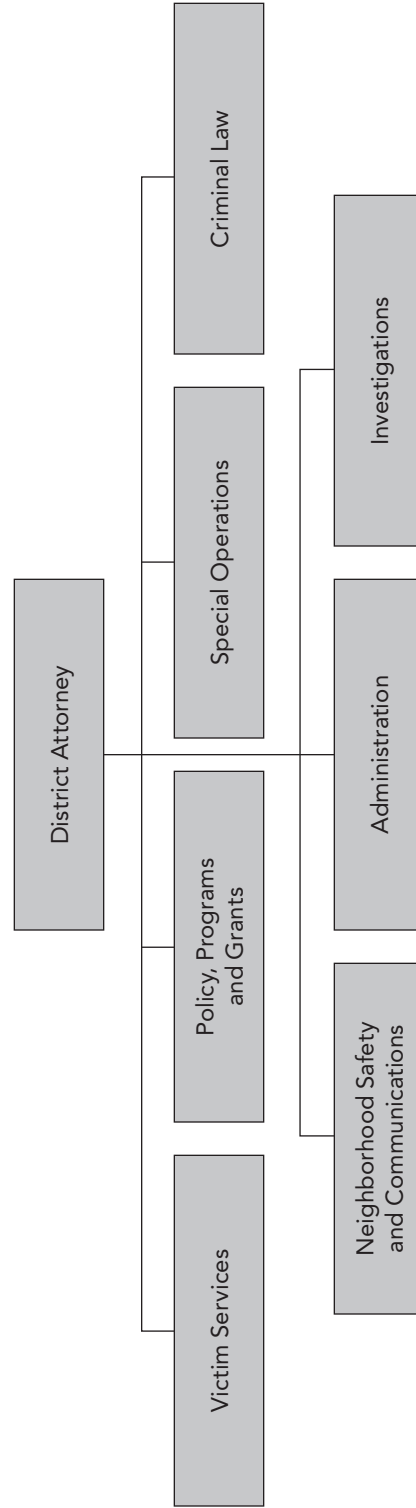
*The felony conviction rate has increased steadily since 2001.*

## Comparison to Other Counties



*Percentage of felony convictions that resulted in a state prison sentence.*

# District Attorney



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	275.45	266.54	241.06	(25.48)	(10%)
Non-operating Positions (cap/other)	(6.25)	(5.25)	(5.25)	0.00	0
<b>Net Operating Positions</b>	<b>269.20</b>	<b>261.29</b>	<b>235.81</b>	<b>(25.48)</b>	<b>(10%)</b>
<b>SOURCES</b>					
Licenses & Fines	1,105,541	0	0	0	N/A
Intergovernmental Revenue - Federal	192,656	367,042	876,086	509,044	N/A
Intergovernmental Revenue - State	3,220,415	4,065,205	3,722,790	(342,415)	(8%)
Charges for Services	273,927	1,037,063	846,063	(191,000)	(18%)
Expenditure Recovery	2,162,645	2,184,300	1,340,260	(844,040)	(39%)
Fund Balance	152,539	423,488	402,703	(20,785)	(5%)
General Fund Support	33,320,652	32,596,341	31,684,280	(912,061)	(3%)
<b>Sources Total</b>	<b>40,428,375</b>	<b>40,673,439</b>	<b>38,872,182</b>	<b>(1,801,257)</b>	<b>(4%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	29,411,295	29,477,225	27,343,220	(2,134,005)	(7%)
Fringe Benefits	6,672,836	7,023,082	7,743,077	719,995	10%
Professional & Contractual Services	2,001,543	2,294,161	2,049,729	(244,432)	(11%)
Aid Assistance / Grants	285,784	257,992	172,992	(85,000)	(33%)
Materials & Supplies	350,609	276,491	223,742	(52,749)	(19%)
Equipment	149,942	105,617	42,868	(62,749)	(59%)
Services of Other Departments	1,556,366	1,211,308	1,267,613	56,305	5%
<b>Uses - Operating Expenditures Total</b>	<b>40,428,375</b>	<b>40,645,876</b>	<b>38,843,241</b>	<b>(1,802,635)</b>	<b>(4%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	0	28,941	28,941	N/A
Capital Projects	0	27,563	0	(27,563)	(100%)
<b>Uses - Project Expenditures Total</b>	<b>0</b>	<b>27,563</b>	<b>28,941</b>	<b>1,378</b>	<b>5%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration - Criminal & Civil	1,293,241	1,138,292	1,220,210	81,918	7%
Career Criminal Prosecution	859,058	864,870	918,494	53,624	6%
Child Abduction	774,679	890,503	973,580	83,077	9%
Family Violence Program	1,056,025	922,901	809,866	(113,035)	(12%)
Felony Prosecution	22,368,071	22,278,448	22,194,813	(83,635)	0%
Misdemeanor Prosecution	2,450,721	2,974,585	2,347,508	(627,077)	(21%)
Support Services	4,322,828	5,064,608	4,564,575	(500,033)	(10%)
Work Orders & Grants	7,303,752	6,539,232	5,843,136	(696,096)	(11%)
<b>Uses by Program Recap Total</b>	<b>40,428,375</b>	<b>40,673,439</b>	<b>38,872,182</b>	<b>(1,801,257)</b>	<b>(4%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>FAMILY VIOLENCE PROGRAM</b>				
Assist victims to recover in the aftermath of crime				
Number of victims provided with crisis intervention services	3,217	2,900	3,000	2,900
<b>FELONY PROSECUTION</b>				
Hold felony offenders accountable for their crimes				
Number of adult felony arrests reviewed	15,903	15,500	17,500	17,500
Number of adult felony arrests charged or handled by probation revocation	8,864	8,800	11,900	11,000
Average number of adult felony cases handled per felony trial attorney	114	132	132	132
Effectively prosecute homicide cases				
Average number of cases handled per attorney in the homicide unit	9	8	10	10
Maintain and increase specialized skills of investigators and prosecutors through training programs				
Number of enhanced trainings provided for attorneys and investigators	98	60	80	80

## 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/or 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 aimed at providing residents with access to careers in high-demand industries.

**THE SMALL BUSINESS COMMISSION**, Office of Small Business and Small Business Assistance Center provides citywide policy direction on issues affecting small businesses and operates a One Stop Small Business Assistance Center that provides information and support to 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, jobs and economic activity, 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 by fostering San Francisco's award-winning Sister City program and, in partnership with San Francisco International Airport, attracting new airlines, and expanding existing international airline activity.

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

# Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	7,286,469	18,698,540	24,667,727	5,969,187	32%
Total FTE	24.99	53.26	55.83	2.57	5%

## Budget Issues and Details

### STRENGTHENING AND EXPANDING BUSINESS DEVELOPMENT INITIATIVES

In Fiscal Year 2008–09, OEWD developed and implemented economic development initiatives focused on biotech, cleantech, digital media and industrial sectors – industries identified as priority sectors in the 2007 San Francisco Economic Strategy. These industry initiatives serve as the core of the City’s business development platform and focus on retaining, recruiting and supporting the growth of companies and jobs that drive the economy and fund City services.

In the coming year, OEWD will expand this platform to reach more businesses, across more sectors, providing more services to business clients. OEWD will conduct outreach to more than 4,000 San Francisco businesses with the goal of promoting local, state and federal tax incentives, connecting businesses to valuable city programs in workforce development, environmental programs and others. OEWD will communicate with businesses so they can stay up-to-date on these programs. Additionally, OEWD will continue to recruit new businesses in the key sectors identified in the Economic Strategy that create a range of job opportunities for San Franciscans of all education, skill and experience levels. To support the growth of new firms in these sectors, OEWD will continue to focus on strategic initiatives that enhance the conditions for new company formation and expansion in the City.

### EXPANDING WORKFORCE PROGRAMS AND SUPPORTS

In Fiscal Year 2009–10, the Workforce Development Division will continue to implement its citywide workforce development strategic plan to improve outcomes for San Francisco’s job seekers and employers. In response to the economic climate, the Workforce Division will leverage additional American Recovery and Reinvestment Act (ARRA) funds to develop and implement several new and expanded programs to increase services to San Francisco job-seekers and employers. These programs include tailoring the CityBuild Academy to construction workers who need customized skills to better compete in the increasingly competitive job market. The Department will also develop several new training academies, including a Green Jobs Academy, Healthcare Academy, and Social Service Academy.

In Fiscal Year 2008–09, the Workforce Division launched three new One Stop Career Centers in underserved neighborhoods (Chinatown, Civic Center, and Western Addition) in partnership with community-based organizations. In Fiscal Year 2009–10, the Workforce Division will also seek to establish “satellite” One Stop Center Services in the OMI, Richmond/Sunset, and Visitation Valley as access points for neighborhood residents. In addition the Department will expand workforce services through its Skilled Worker Assistance Team (SWAT), including workshops, career counseling and job placement assistance. Finally, OEWD’s new Summer Youth Employment Program (SYEP) will add 400 placements for youth and young adults in San Francisco over the summer and into fall, and increase education and GED attainment programs. The RAMP-SF initiative will also serve approximately 250 at-risk young adults, including resident of public housing, foster or former foster youth, and those connected with the juvenile justice system.

### SUPPORTING SMALL BUSINESSES AND STRENGTHENING NEIGHBORHOODS

In November 2007, voters approved the creation of the Small Business Assistance Center. Located on the first floor of City Hall in the Treasurer/Tax Collector’s Office, the Center opened its doors in May 2008. The Center is staffed by highly trained case managers responsible for assessing business needs and providing targeted one-on-one assistance in the following 5 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.

In Fiscal Year 2009–10 the Small Business Assistance Center expects to serve 2,700 clients, a 17 percent increase from the prior year. In addition, the Department will continue to work with City departments to streamline and simplify the business permitting process for small businesses and advise on new policy that affect small business. The Office of Small Business will also continue a campaign to highlight the importance of small local businesses to the San Francisco economy. It will also again host Small Business Week in partnership with the private sector and the federal Small Business Administration, which will feature trainings and workshops for small businesses. The Office will launch an on-line restaurant toolkit, complete its media outreach plan to the Latino and Chinese small businesses; will launch an education campaign on disability access; and work with City departments and city leaders to increase the number of small businesses doing businesses with the City and County of San Francisco.

The Neighborhood Commercial Development Division is currently working with nine 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 OMI, Polk Street in the Tenderloin, Divisadero in the Western Addition, and Taylor Street in the Tenderloin. Planning is underway for possible future NMI sites on Bayshore Boulevard (Bayview), Taraval (Outer Sunset), and Fillmore (Western Addition).

The Mayor's budget realigns economic and workforce development staff and funding from the Mayor's Office of Community Investment (MOCI) into OEWD because of the complementary workforce and economic development programs in the two departments. This program integration will grant making, and help the City better use local General Fund dollars and federal Community Development Block Grant (CDBG) funding to leverage private investment.

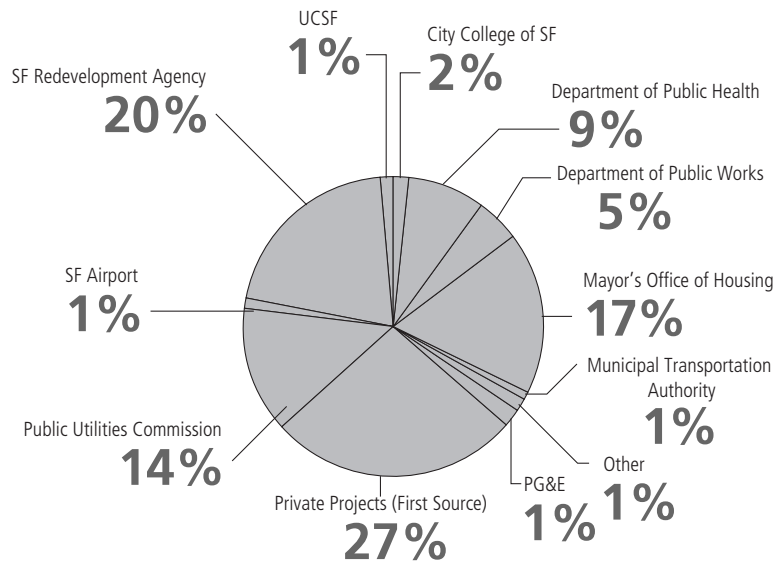
Finally, in the next fiscal year, the Office of Economic and Workforce Development will continue to facilitate the creation of new Community Benefit & Business Improvement Districts (CBDs/BIDs). Through CBDs/BIDs property owners and/or businesses voluntarily pay a special assessment to fund improvements to San Francisco's diverse mixed use and neighborhood retail districts or to stimulate a particular business sector. In the coming year, OEWD will provide technical assistance with the start up of CBDs/BIDs to coalitions of property owners, merchants and neighborhood organizations working to improve the Greater Union Square, the Excelsior, West Portal, Ocean Avenue, the Civic Center, Japantown, among other neighborhood & mixed use retail districts.

## **SUPPORTING PUBLIC/PRIVATE PARTNERSHIPS**

The efforts of the Joint Development Division support 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 in tax revenue, hundreds of acres of parks and open space, more than 10,000 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, reuse of the historic Fillmore MUNI sub-station and Old Mint, expansion of the San Francisco Wholesale Produce Market and the expansion of the Moscone Convention Facility.

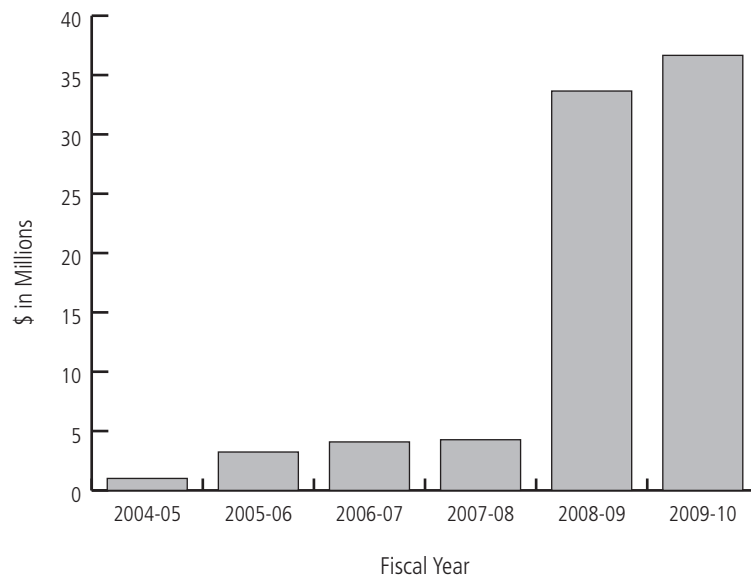
## CityBuild Placements

Fiscal Year 2008–09

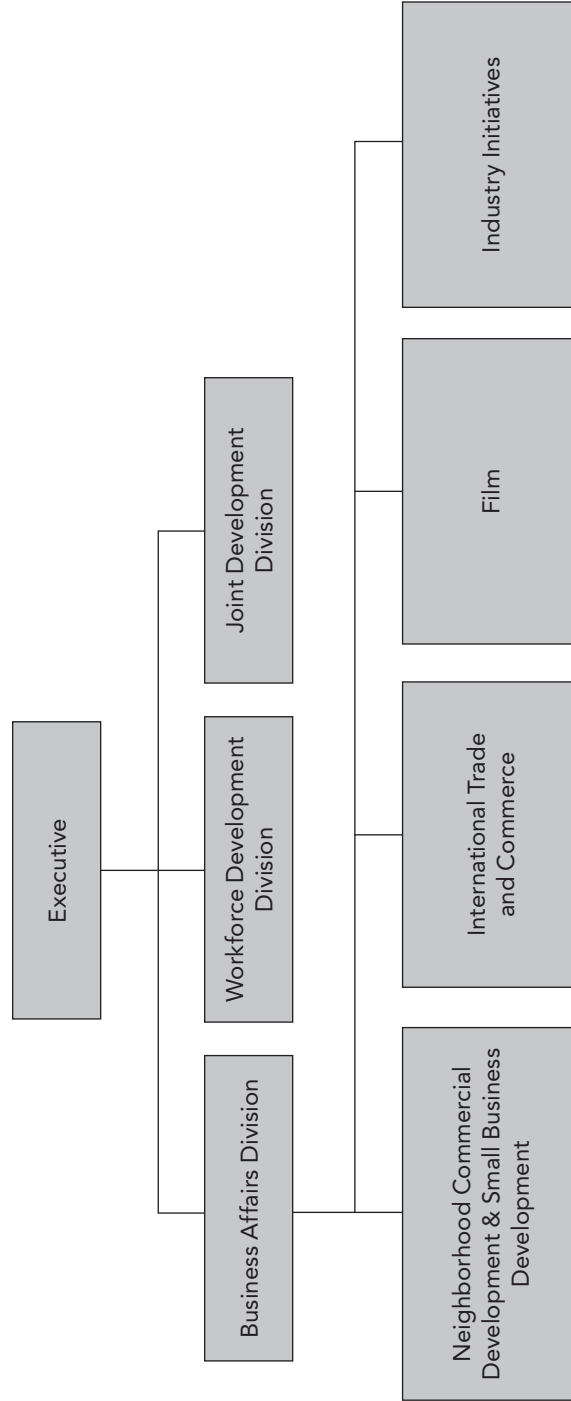


*CityBuild places graduates in public and private sector construction jobs.*

## Total Funding Assessed by Community Benefit Districts



*In Fiscal Year 2009–10, OEWD expects to add three new CBDs including the Greater Union Square BID, the Excelsior CBD, and the West Portal CBD.*



# Economic and Workforce Development

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	27.99	53.26	67.23	13.97	26%
Non-operating Positions (cap/other)	(3.00)	0.00	(11.40)	(11.40)	N/A
<b>Net Operating Positions</b>	<b>24.99</b>	<b>53.26</b>	<b>55.83</b>	<b>2.57</b>	<b>5%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	0	6,315,758	13,383,974	7,068,216	N/A
Charges for Services	443,352	201,976	342,441	140,465	70%
Transfers In	600,000	200,000	600,000	400,000	N/A
Expenditure Recovery	2,389,464	2,581,927	3,228,364	646,437	25%
General Fund Support	3,853,653	9,398,879	7,112,948	(2,285,931)	(24%)
<b>Sources Total</b>	<b>7,286,469</b>	<b>18,698,540</b>	<b>24,667,727</b>	<b>5,969,187</b>	<b>32%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	2,664,701	5,045,154	6,256,460	1,211,306	24%
Fringe Benefits	656,010	1,374,007	1,817,088	443,081	32%
Professional & Contractual Services	1,141,089	605,170	1,886,313	1,281,143	N/A
Aid Assistance / Grants	1,292,187	8,641,023	12,834,787	4,193,764	49%
Materials & Supplies	126,522	173,126	90,551	(82,575)	(48%)
Services of Other Departments	1,405,960	1,808,472	1,782,528	(25,944)	(1%)
Transfers Out	0	1,051,588	0	(1,051,588)	(100%)
<b>Uses - Operating Expenditures Total</b>	<b>7,286,469</b>	<b>18,698,540</b>	<b>24,667,727</b>	<b>5,969,187</b>	<b>32%</b>
<b>USES BY PROGRAM RECAP</b>					
Children's Baseline	0	314,065	314,065	0	0
Economic Development	4,448,897	3,363,116	4,611,450	1,248,334	37%
Film Services	676,684	731,976	1,132,082	400,106	55%
Office Of Small Business Affairs	547,426	804,734	707,582	(97,152)	(12%)
Workforce Training	1,613,462	13,484,649	17,902,548	4,417,899	33%
<b>Uses by Program Recap Total</b>	<b>7,286,469</b>	<b>18,698,540</b>	<b>24,667,727</b>	<b>5,969,187</b>	<b>32%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ECONOMIC DEVELOPMENT</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				
Number of businesses taking advantage of incentive programs including local payroll tax exemptions and state enterprise zone benefits	725	800	900	950
Number of state and local enterprise zone vouchers issued	5,173	5,000	7,000	7,500
To strengthen the economic vitality of neighborhoods and commerical corridors				
Annual Community Benefit District (CBD) revenue	\$4,265,324	\$6,965,000	\$20,206,547	\$33,706,547
To grow and support quality workforce opportunities for all San Francisco residents				
Number of individuals receiving workforce development services	14,953	n/a	n/a	n/a
Number of individuals placed in jobs	9,062	n/a	n/a	n/a
To foster international trade				
Number of international trade delegations hosted or co-hosted	99	110	95	100
Develop, assist, and promote film activities				
Number of permits issued	497	425	425	450
Revenues collected from film permits	\$159,050	\$85,000	\$95,000	\$95,000
<b>OFFICE OF SMALL BUSINESS AFFAIRS</b>				
Foster, promote and retain small businesses in San Francisco				
Number of small businesses assisted	4,144	2,800	2,800	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 program services:

- Registers voters and maintains and updates San Francisco's fluctuating voter roll, with a population of over 800,000 residents and 435,000 registered voters.
- Manages the intake, review, translation, assembly and production of a large voter information pamphlet available in English, Spanish, and Chinese.
- Hires and trains approximately 3,200 poll workers to provide voter assistance on each election day, including bilingual poll workers who speak Mandarin, Cantonese, Spanish and Russian.
- Locates, secures, and administers accessible precinct voting at 411 polling places.
- Provides community and voter outreach and education programs for the citizens of San Francisco as required by federal, state, and local laws in English, Spanish, Chinese, and Russian.
- 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 the Community Benefit Districts.

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	14,839,686	11,096,829	14,835,434	3,738,605	34%
Total FTE	76.82	38.07	54.90	16.83	44%

# Budget Issues and Details

## **MORE FREQUENT STATE ELECTIONS**

The Department of Elections' budget can vary significantly from year to year depending on the number of elections scheduled. The number of elections in any given year varies according to the provisions of the United States Constitution, California State Constitution, and San Francisco City Charter—each of which delineates timelines for elections. However, recent years have shown a trend toward more frequent elections. In Fiscal Year 2007–08 the Department administered three separate elections after the State of California opted to hold a February Presidential Primary in addition to the regularly scheduled June Statewide Primary. In Fiscal Year 2008–09, the State called a special May election, doubling the Department's workload from one election to two. The Mayor's budget anticipates two elections during the coming year: the November, 2009 Municipal Election and the June, 2010 Gubernatorial Primary.

## **POLLING PLACE CONSOLIDATIONS**

For years, the Department of Elections has operated 561 polling places, with a goal of having a polling place within eight blocks of each City resident – and in most cases much closer. This standard results in a much higher concentration of polling places than in most other American cities. While a large number of polling places are desirable, it has become increasingly difficult for the Department to effectively manage such a large number of locations, in addition to processing the ever-growing number of vote-by-mail ballots. In addition, the Department has struggled to find a sufficient number of polling locations that accessible enough to be compliant with the Americans with Disabilities Act. In early 2009, the Department conducted an analysis of its polling place locations and staffing requirements. The goal was to determine whether certain polling places could be consolidated, freeing up staff and financial resources for other department efforts while minimizing barriers to voters. The resulting plan consolidates 150 polling places in strategic locations around the City. This plan will significantly reduce stipends paid to poll workers, require 60 fewer vehicles, and reduce the workload for other City departments involved in elections operations, including the Sheriff's Department and the Municipal Transportation Agency.

## **IMPROVEMENTS AND ENHANCEMENTS TO ACCESSIBILITY AT POLLING PLACES**

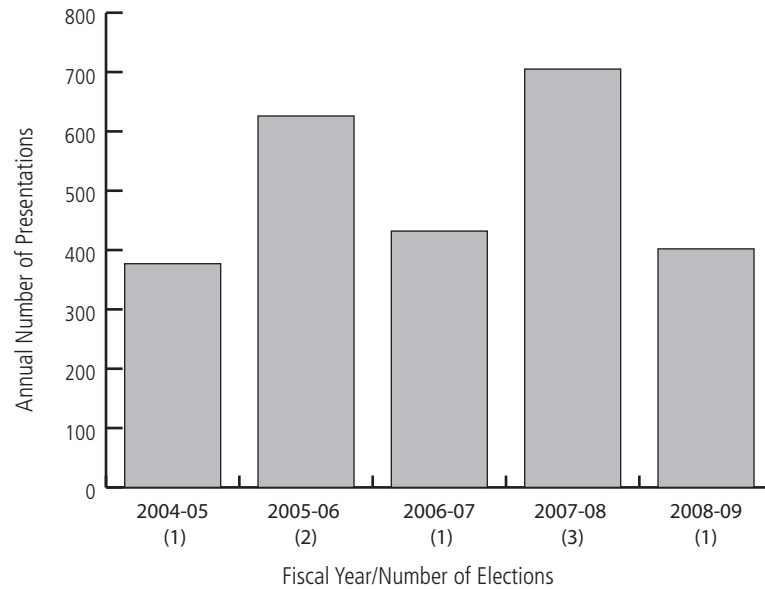
To meet the requirements associated with the Help America Vote Act (HAVA), the Department of Elections has initiated a phased plan approach to review existing polling places to ensure that they comply with accessibility requirements. With grant funding from the state, investments have been made in equipment such as tables, ramps, signs, 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 next stage of the program targets the conditions and slopes of the sidewalks outside of the voting sites.

## **BROADER VOTER AND POLL WORKER 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 poll worker recruitment and training for election day. Voter and poll worker education is necessary to meet HAVA's requirements to assist disabled voters and limited English-speaking voters. Voter and poll worker education focuses on the general election processes, absentee voting, polling place locations, and provisional voting, education regarding the voting technology associated with the ranked-choice voting system, voting accessibility issues, language proficiency and cultural competency.

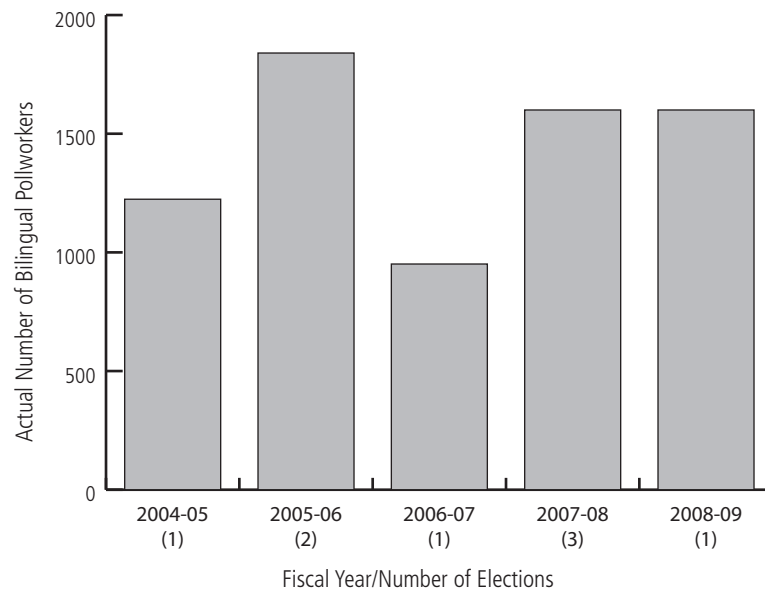
The Department works year-round registering and educating voters at various locations and events such as local organizations, street fairs and US Citizen and Immigration Services ceremonies. The Department will make as many as 20 to 40 presentations per week as it intensifies its activities prior to an election. The Department's Outreach Division is compiled of bilingual outreach coordinators who are hired to 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.

## Annual Number of Outreach Events To Target Communities



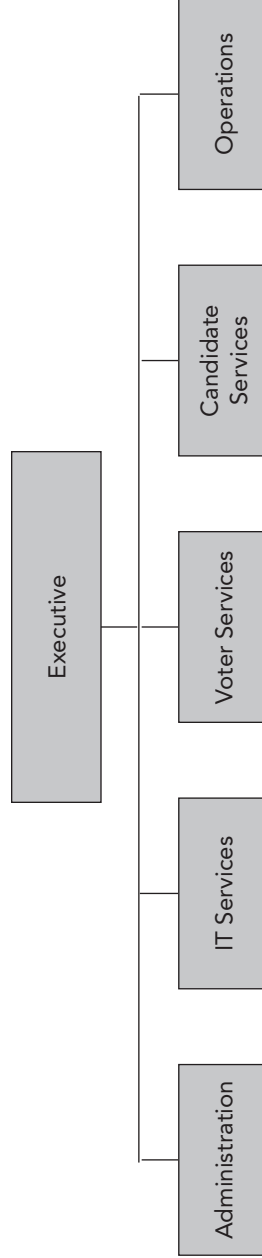
*As required by the Voting Rights Act; the annual number of outreach events varies based upon number of elections in a fiscal year and the amount of funding the Department receives for outreach activities. Activities increase in years with multiple elections.*

## Actual Number of Bilingual Pollworkers Recruited



*As required by the Voting Rights Act, the number of bilingual pollworkers recruited varies based upon the number of elections in a fiscal year and whether the Department is funded for increased pollworker placement.*

# Elections



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	76.82	38.07	54.90	16.83	44%
<b>Net Operating Positions</b>	<b>76.82</b>	<b>38.07</b>	<b>54.90</b>	<b>16.83</b>	<b>44%</b>
<b>SOURCES</b>					
Intergovernmental Revenue - State	0	0	3,085,347	3,085,347	N/A
Charges for Services	210,064	56,375	124,100	67,725	N/A
Expenditure Recovery	394,143	755,500	2,557,000	1,801,500	N/A
General Fund Support	14,235,479	10,284,954	9,068,987	(1,215,967)	(12%)
<b>Sources Total</b>	<b>14,839,686</b>	<b>11,096,829</b>	<b>14,835,434</b>	<b>3,738,605</b>	<b>34%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	5,769,440	3,359,661	4,628,425	1,268,764	38%
Fringe Benefits	1,186,379	628,040	799,085	171,045	27%
Professional & Contractual Services	6,203,588	6,076,042	7,997,532	1,921,490	32%
Materials & Supplies	221,555	179,562	292,402	112,840	63%
Services of Other Departments	1,458,724	853,524	1,117,990	264,466	31%
<b>Uses - Operating Expenditures Total</b>	<b>14,839,686</b>	<b>11,096,829</b>	<b>14,835,434</b>	<b>3,738,605</b>	<b>34%</b>
<b>USES BY PROGRAM RECAP</b>					
Elections	14,839,686	11,096,829	14,835,434	3,738,605	34%
<b>Uses by Program Recap Total</b>	<b>14,839,686</b>	<b>11,096,829</b>	<b>14,835,434</b>	<b>3,738,605</b>	<b>34%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ELECTIONS</b>				
Encourage San Franciscans to participate in civic functions				
Annual average number of registered voters	427,591	424,929	424,000	428,400
Annual average number of turnout voters	152,864	201,800	201,000	160,000
Annual average number of vote-by-mail voters	89,594	83,892	100,000	75,000
Average percentage of turnout for elections	40%	38%	30%	38%
Average percentage of vote-by-mail voters	55%	30%	35%	30%
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.				
Annual number of outreach events to target communities	693	585	642	488
Annual number of educational presentations	313	308	304	254
Annual number of educational presentation program attendees	43,981	51,000	50,221	45,000
To achieve greater consistency and quality in pollworker's language assistance and cultural competencies.				
Actual number of Bilingual Pollworkers recruited	3,638	3,200	3,301	3,200

## 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.

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	61,902,760	60,206,132	45,851,797	(14,354,335)	(24%)
Total FTE	225.98	227.93	230.25	2.32	1%

# Budget Issues and Details

## CORE SERVICES

In Fiscal Year 2009-10 DEM will achieve savings and efficiencies, while maintaining its core services of 9-1-1 dispatching within its Emergency Communications Division and regional disaster preparation within the Emergency Services Division. Reductions in overtime, contracts, and materials and supplies, as well as 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 will achieve citywide savings. DEM also continues to leverage grant dollars to the maximum extent.

## ACCESS LINE TAX IMPLEMENTATION

With the passage of Proposition O in 2008, the Access Line Tax (ALT) took effect on April 1, 2009 and replaced the Emergency Response Fee (ERF or “9-1-1 Fee”). In December 1993, the ERF was created to finance construction and equipment acquisition for a new 9-1-1 Communications System and was intended to recover all eligible project costs related to the new system as well as a new facility. Although the ERF was established to provide an alternative funding mechanism to address project related costs, subsequent amendments expanded its scope to serve as a designated revenue source for operating and maintaining the 9-1-1 Communication System. The expenses included but were not limited to costs for personnel, training, software and hardware maintenance and upgrades, facility maintenance and repair, and attorney fees. The new ALT was implemented with the same rates and exemptions, but provides more budgetary flexibility since the tax revenues can be applied to essential City services including police, fire and emergency services.

As a result of the transition to the ALT, DEM’s operating budget is no longer funded through a combination of special revenues and General Fund (85 percent 9-1-1 fees and 15 percent General Fund). Now the Department is fully supported by the General Fund, except for a small number of grants. As a result, the Department has realigned its core services in relation to reduced baseline funding to carry out its programs and objectives.

## IMPLEMENTING STAFFING STRATEGIES

In June 2008, DEM completed a comprehensive staffing study analyzing its staffing needs, hiring processes and personnel management. DEM will continue to implement policy changes and business practices to operationalize the recommendations. For example, this study showed that nearly every challenge in the Emergency Operations Center would be improved by maintaining adequate staffing levels, so DEM has prioritized efforts to retain its current workforce and maintain performance standards.

## DEPARTMENT OF TECHNOLOGY TRANSFER OF FUNCTION

From the inception of the Combined Emergency Communications Center in November 2000, DT personnel performed essential functions associated with the delivery of direct technology support for 9-1-1 critical systems and 24-hour on-site support to troubleshoot problems. In Fiscal Year 2009–10, 12 personnel in various Information Technology classifications will transfer from DT to DEM. Through this transfer, DEM will be able to reduce costs while increasing the accountability for providing efficient technology support to public safety departments.

## EMERGENCY MEDICAL SERVICES AGENCY (EMSA) TRANSFER OF FUNCTION

In addition to the consolidation of the DT positions, DEM will absorb the EMSA from the Department of Public Health (DPH). This will result in efficiencies in planning for large-scale disasters. Ultimately this consolidation will result in savings to DPH not only of personnel but also ongoing rent costs in the coming years. The medical authority for EMSA will remain with the Director of Health at DPH.

## HEIGHTENED EARTHQUAKE PREPAREDNESS

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 April 6, 2009 6.3-magnitude earthquake in L’Aquila, Italy serves as the most recent reminder of the importance of earthquake preparedness.

In Fiscal Year 2009–10, DEM will continue its focus on earthquake preparedness and educating throughout the community. This strategy will be anchored around numerous targeted drills as well as The Big Rumble. This large multi-day public event planned and coordinated by DEM, in partnership with the General Services Agency (GSA), DPH, and other City departments, will consist of a series of drills across multiple sectors and a main exposition in October 2009.

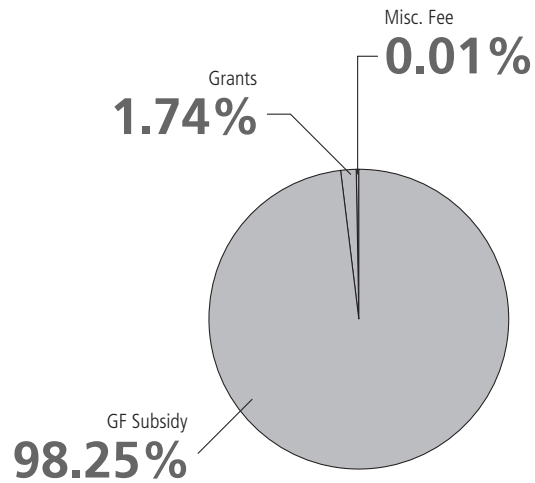
### **STRATEGIC PLAN FOR EMERGENCY PLANNING AND SERVICES**

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. In Fiscal Year 2009–10 DES will continue to pursue the 20 strategic goals identified in the plan that align City goals with the Department of Homeland Security guidelines. The Strategic Plan also integrates local mandates and recommendations, contained in the Mayor's Executive Directives, recent Civil Grand Jury reports and the Board of Supervisor's Management Audit.

### **GRANT FUNDS FOR INTEROPERABLE COMMUNICATIONS PROJECTS**

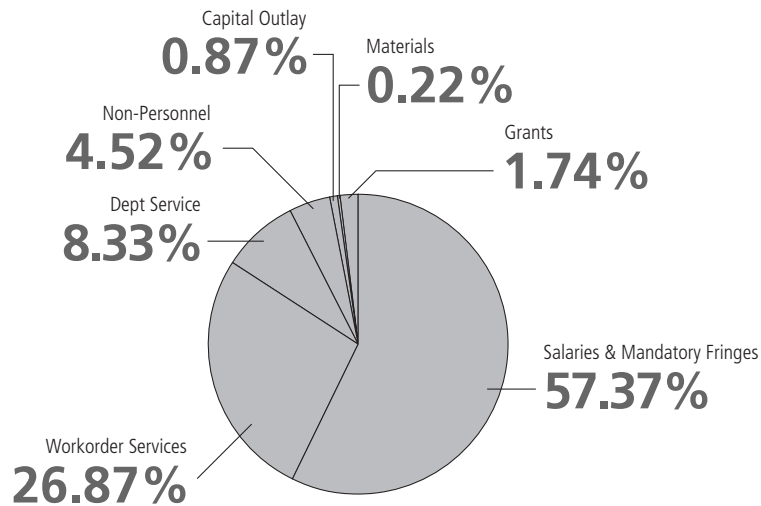
In Fiscal Year 2009–10, \$470,000 has been designated in the budget by the Department as a cash match for the COPS Technology and Public Safety Interoperable Communications Grant Programs. These funds will allow DEM, in conjunction with Police, Fire and several other agencies, to continue developing an interoperable communications network for public safety. These projects will upgrade the City's current communications infrastructure to standards-based equipment that will make communications possible across systems.

## Department Sources

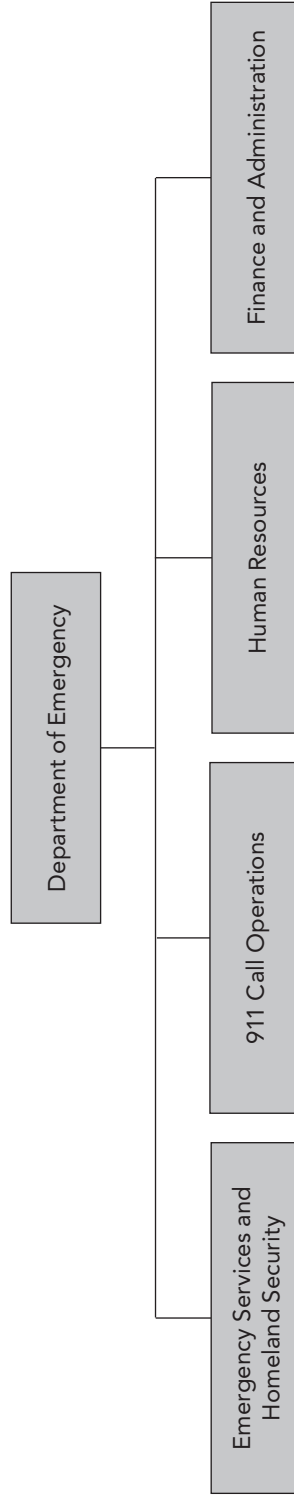


*In prior years DEM received dedicated revenue from the Emergency Response Fee (the "9-1-1 Fee"). Due to the passage of Proposition O in 2008, the Emergency Response Fee was replaced by the Access Line Tax (ALT) and DEM is treated as a general tax and, as a result, DEM is now almost entirely General Fund Supported.*

## Department Uses



*Even with significant budget cuts citywide, DEM is maintaining its core services of emergency dispatch and preparation.*



# Emergency Management

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	228.38	236.93	245.25	8.32	4%
Non-operating Positions (cap/other)	(2.40)	(9.00)	(15.00)	(6.00)	67%
<b>Net Operating Positions</b>	<b>225.98</b>	<b>227.93</b>	<b>230.25</b>	<b>2.32</b>	<b>1%</b>
<b>SOURCES</b>					
Use of Money or Property	725,910	0	0	0	N/A
Intergovernmental Revenue - Federal	333,748	1,006,360	922,959	(83,401)	(8%)
Charges for Services	41,825,251	42,223,035	241,420	(41,981,615)	(99%)
Transfers In	11,929,907	10,950,139	0	(10,950,139)	(100%)
Expenditure Recovery	0	0	263,999	263,999	N/A
Fund Balance	5,446,908	2,802,566	0	(2,802,566)	(100%)
General Fund Support	1,641,036	3,224,032	44,423,419	41,199,387	N/A
<b>Sources Total</b>	<b>61,902,760</b>	<b>60,206,132</b>	<b>45,851,797</b>	<b>(14,354,335)</b>	<b>(24%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	20,692,339	21,642,692	22,468,258	825,566	4%
Fringe Benefits	6,917,702	7,112,171	7,408,853	296,682	4%
Overhead	226,439	565,518	0	(565,518)	(100%)
Professional & Contractual Services	899,742	841,449	2,470,407	1,628,958	N/A
Materials & Supplies	163,777	177,789	175,056	(2,733)	(2%)
Equipment	3,160,513	1,702,066	532,417	(1,169,649)	(69%)
Debt Service	9,100,259	9,240,304	4,555,758	(4,684,546)	(51%)
Services of Other Departments	19,498,122	18,924,143	8,241,048	(10,683,095)	(56%)
<b>Uses - Operating Expenditures Total</b>	<b>60,658,893</b>	<b>60,206,132</b>	<b>45,851,797</b>	<b>(14,354,335)</b>	<b>(24%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Capital Projects	1,243,867	0	0	0	N/A
<b>Uses - Project Expenditures Total</b>	<b>1,243,867</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
911 Project	9,198,322	0	0	0	N/A
Emergency Communications	49,974,613	56,003,318	42,083,310	(13,920,008)	(25%)
Emergency Management - Emsa	0	0	784,920	784,920	N/A
Emergency Services	1,720,933	3,119,443	2,163,483	(955,960)	(31%)
False Alarm Prevention	659,552	693,507	721,420	27,913	4%
Outdoor Public Warning System	349,340	389,864	98,664	(291,200)	(75%)
<b>Uses by Program Recap Total</b>	<b>61,902,760</b>	<b>60,206,132</b>	<b>45,851,797</b>	<b>(14,354,335)</b>	<b>(24%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>DEM EMERGENCY COMMUNICATIONS</b>				
Respond quickly to incoming calls				
Percentage of emergency calls answered within ten seconds	91%	90%	90%	90%
<b>DEM EMERGENCY SERVICES</b>				
Exercise emergency response capabilities				
Number of functional exercises conducted	8	5	4	4
Number of tabletop exercises conducted	8	12	9	6
Coordinate interagency planning				
Number of disaster council meetings	4	4	4	4
Number of training courses	58	20	42	30
Number of Plan Development, Review or Revisions Started	39	10	10	15
Number of Plan Development, Review or Revisions completed	5	20	15	15
Promote community preparedness for emergencies				
Number of preparedness presentations made	18	30	18	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 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

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	13,950,623	11,546,276	11,455,752	(90,524)	(1%)
Total FTE	61.45	58.58	56.88	(1.70)	(3%)

## Budget Issues and Details

### AMERICAN RECOVERY AND REINVESTMENT ACT OF 2009 (ARRA)

The Department of the Environment and the Public Utilities Commission (PUC) will coordinate the application for the U.S. Department of Energy's Energy Efficiency and Conservation Block Grants within the City. These \$7.7 million stimulus funds will be used to support projects that reduce energy use, decrease fossil fuel emissions, and improve energy efficiency. These funds will also create green-collar jobs and stimulate the economy.

### PROMOTING ENERGY EFFICIENCY

In Fiscal Year 2009–10 the Department is entering the third year of its 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.

### 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 green building ordinance for new construction has been approved, a rating established by the US Green Building Council that sets a very high level of environmental performance for residential and commercial building projects. The department will now be working to set high environmental standards for existing buildings.

### WASTE DIVERSION

With a citywide waste diversion goal of 75 percent by 2010, the Department plans to expand efforts to promote recycling, composting, and other waste diversion practices in Fiscal Year 2009–10. These activities are supported entirely by the City's 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. In Fiscal Year 2009–10 the Recycling Program will grow by 16 percent to help increase waste diversion practices and to ultimately establish mandatory composting and recycling to meet the goal of zero waste.

### REDUCE VEHICLE EMISSIONS

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 taking public transportation to take a taxi home during an emergency. The Department has helped convert the city's diesel fleet (except for some seasonal and emergency vehicles) to B20 bio-diesel, and is conducting a program to develop infrastructure for plug-in hybrids.

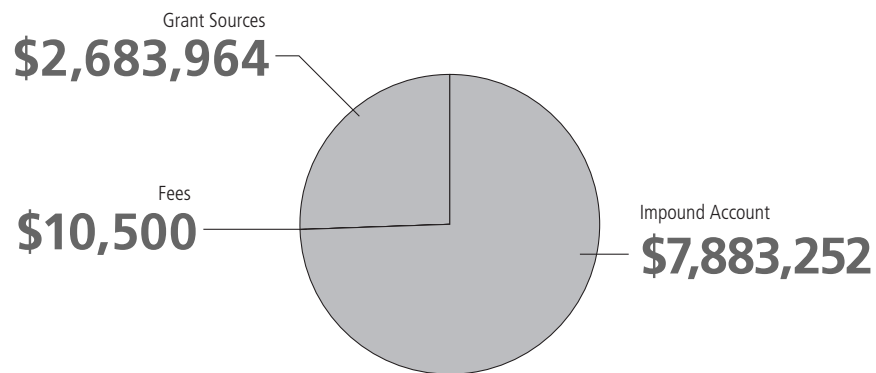
### TOXICS REDUCTION TO PROTECT ENVIRONMENTAL AND HUMAN HEALTH

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. Department of the Environment worked to strengthen a ban on children's products containing certain chemicals that are known endocrine disruptors, and conducts testing of toxic chemical levels in children's toys.

## MANAGE HAZARDOUS WASTE

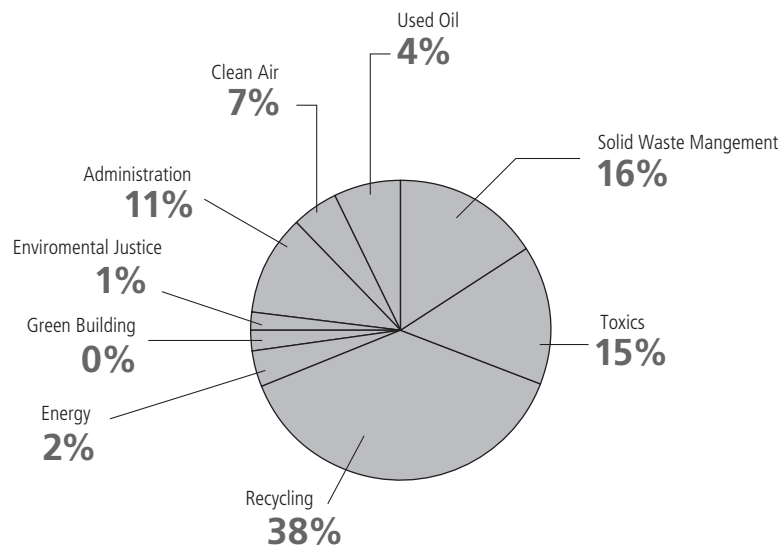
The Department assists residents and businesses in finding appropriate ways to dispose of toxic substances ranging from latex paint to used motor oil. Department of the Environment is promoting home collection programs to help residents dispose of waste such as bulky items, used batteries, and other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

### Sources of Revenue



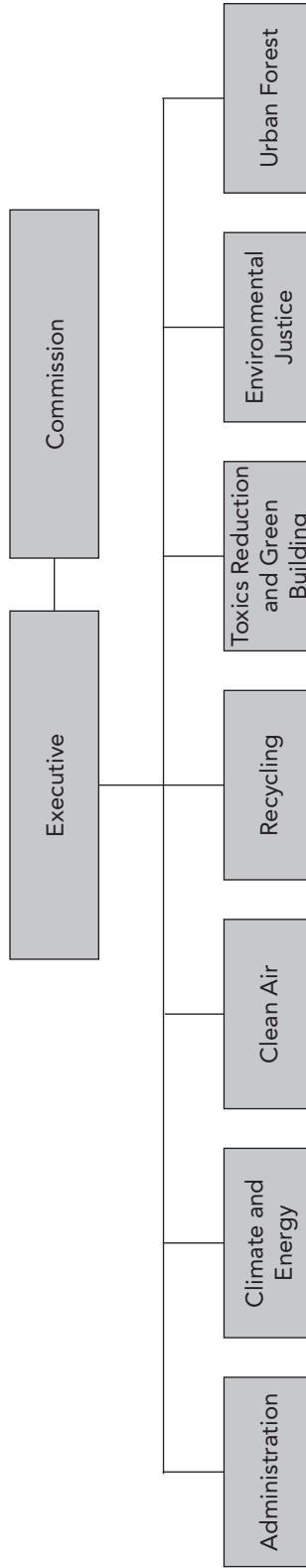
*The Impound Account is the primary source of funds for the Department. This 3 percent set aside from garbage rate fees is used for a variety of programs from recycling to environmental justice.*

### Allocation of Resources



*In Fiscal Year 2009–10 recycling and toxics reduction are two key programmatic areas for the Department.*

# Environment



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	63.20	63.60	68.88	5.28	8%
Non-operating Positions (cap/other)	(1.75)	(5.02)	(12.00)	(6.98)	N/A
<b>Net Operating Positions</b>	<b>61.45</b>	<b>58.58</b>	<b>56.88</b>	<b>(1.70)</b>	<b>(3%)</b>
<b>SOURCES</b>					
Intergovernmental Revenue - State	5,509,916	2,507,802	1,100,668	(1,407,134)	(56%)
Intergovernmental Revenue - Other	243,465	206,808	662,765	455,957	N/A
Charges for Services	6,024,850	7,055,496	7,370,105	314,609	4%
Other Revenues	611,897	172,758	186,171	13,413	8%
Transfers In	396,303	370,780	822,851	452,071	N/A
Expenditure Recovery	1,382,776	1,434,601	1,609,387	174,786	12%
Transfer Adjustments-Sources	(396,303)	(370,780)	(822,851)	(452,071)	N/A
Fund Balance	177,719	168,811	526,656	357,845	N/A
<b>Sources Total</b>	<b>13,950,623</b>	<b>11,546,276</b>	<b>11,455,752</b>	<b>(90,524)</b>	<b>(1%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	4,438,487	4,563,897	4,354,179	(209,718)	(5%)
Fringe Benefits	1,379,898	1,469,153	1,741,806	272,653	19%
Overhead	41,350	9,848	188,901	179,053	N/A
Professional & Contractual Services	6,225,562	3,481,279	2,373,524	(1,107,755)	(32%)
Aid Assistance / Grants	1,128,556	617,107	509,000	(108,107)	(18%)
Materials & Supplies	251,958	317,107	327,670	10,563	3%
Services of Other Departments	484,812	1,087,885	1,960,672	872,787	80%
Transfers Out	396,303	370,780	822,851	452,071	N/A
Transfer Adjustments-Uses	(396,303)	(370,780)	(822,851)	(452,071)	N/A
<b>Uses - Operating Expenditures Total</b>	<b>13,950,623</b>	<b>11,546,276</b>	<b>11,455,752</b>	<b>(90,524)</b>	<b>(1%)</b>
<b>USES BY PROGRAM RECAP</b>					
Clean Air	435,455	618,857	783,138	164,281	27%
Climate Change/Energy	4,653,950	1,847,394	585,842	(1,261,552)	(68%)
Environment	2,396,251	2,448,189	2,791,973	343,784	14%
Environment-Outreach	261,160	188,279	233,742	45,463	24%
Environmental Justice / Youth Employment	888,742	181,580	273,754	92,174	51%
Green Building	419,676	483,021	432,571	(50,450)	(10%)
Recycling	3,021,281	3,708,846	4,314,105	605,259	16%
Solid Waste Management	193,274	185,267	200,717	15,450	8%
Toxics	1,636,901	1,825,052	1,788,199	(36,853)	(2%)
Urban Forestry	43,933	59,791	51,711	(8,080)	(14%)
<b>Uses by Program Recap Total</b>	<b>13,950,623</b>	<b>11,546,276</b>	<b>11,455,752</b>	<b>(90,524)</b>	<b>(1%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>CLEAN AIR</b>				
Encourage the use of public transportation to improve air quality				
Number of City employees participating in commuter check program	4,011	3,900	4,700	4,750
Number of commuters with access to emergency ride home	65,056	65,000	73,000	75,000
Gallons of Biodiesel used by City vehicles	3,400,000	4,000,000	4,000,000	4,000,000
<b>CLIMATE CHANGE/ENERGY</b>				
Encourage the use of renewable energy and energy efficiency				
Amount of conserved energy in kilowatt hours electricity attributable to SF Energy Watch Program	26,159,000	25,000,000	25,000,000	25,000,000
Amount of conserved energy and therms of natural gas attributable to SF Energy Watch Program	13,824	15,000	15,000	16,000
<b>GREEN BUILDING</b>				
Ensure energy efficiency and environmental-friendly designed buildings				
Number of trainings/workshops on resource-efficient buildings	62	60	60	60
<b>RECYCLING</b>				
Decrease landfill waste through recycling and other waste diversion				
Percentage of total solid waste diverted in a calendar year	70%	70%	70%	70%
Percentage of solid waste diverted by largest 15 City department locations	71%	67%	72%	71%
<b>TOXICS</b>				
Improve environmental quality and reduce toxics				
Pounds of hazardous waste collected	1,118,477	925,000	925,000	925,000
Number of Green Businesses certified through Green Business program	95	120	121	125

## 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** files campaign disclosure statements by political candidates and committees; financial disclosure statements by City elected officials, members of boards, members of commissions and department heads and assesses and collects late fees for failure to adhere to deadlines and requirements.

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

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	2,493,881	4,031,106	4,211,566	180,460	4%
Total FTE	18.39	18.55	18.16	(0.39)	(2%)

# Budget Issues and Details

## PERFORM AUDITS AND PREPARE FOR UPCOMING ELECTIONS

In Fiscal Year 2009–10 the Commission will 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.

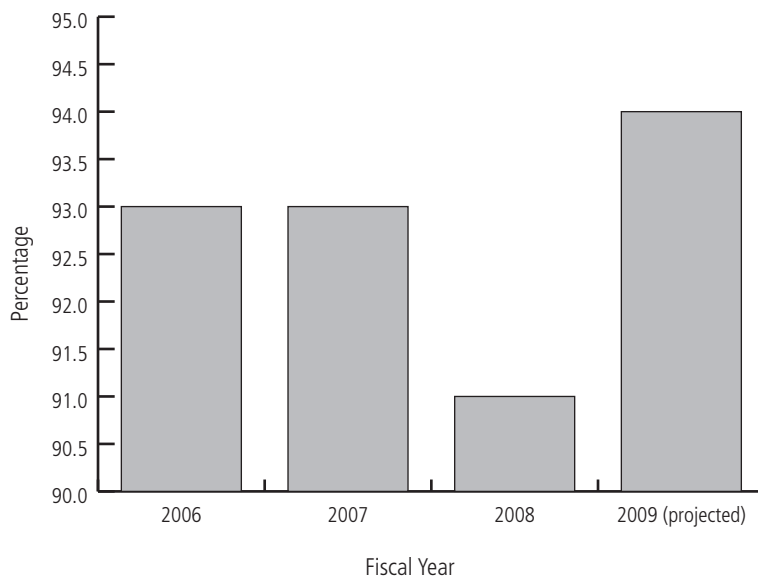
## REVIEW OF ORDINANCES

To determine what substantive and technical adjustments to the law may be needed, the Commission will continue efforts to develop and implement online reporting programs under the Lobbyist Ordinance and the Campaign Consultant Ordinance.

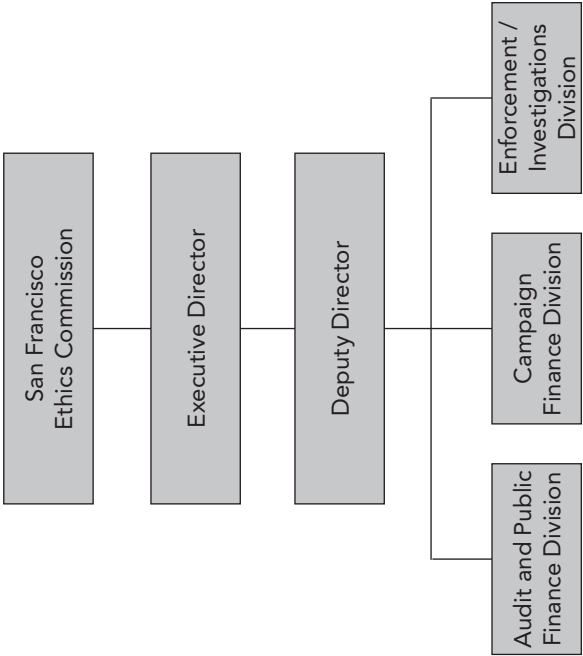
## EDUCATE THE PUBLIC

The Commission conducts ongoing informational programs about ethics-related laws and requirements, produces educational materials, and actively publicizes its outreach activities through public notices. With the hiring of the first-ever training officer for the Commission in 2007, the Commission began enhancing its strong institutional commitment to educate the public about San Francisco's ethics laws. The Commission is now able to support campaign reform and government accountability efforts consistent with City policy. For the first time, the Commission's holds workshops and training sessions almost a weekly basis, whereas previously such trainings occurred only sporadically.

### Percentage of Campaign Finance Statements Filed on a Timely Basis



*The Commission strives to educate candidates about campaign finance requirements, including filing of finance statements, to ensure that they meet the City's ethical standards.*



# Ethics Commission

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	18.39	18.55	18.16	(0.39)	(2%)
<b>Net Operating Positions</b>	<b>18.39</b>	<b>18.55</b>	<b>18.16</b>	<b>(0.39)</b>	<b>(2%)</b>
<b>SOURCES</b>					
Licenses & Fines	147,033	174,000	49,000	(125,000)	(72%)
Charges for Services	571	1,000	1,000	0	0
Fund Balance	68,663	0	0	0	N/A
General Fund Support	2,277,614	3,856,106	4,161,566	305,460	8%
<b>Sources Total</b>	<b>2,493,881</b>	<b>4,031,106</b>	<b>4,211,566</b>	<b>180,460</b>	<b>4%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	1,355,329	1,500,292	1,483,038	(17,254)	(1%)
Fringe Benefits	379,666	413,824	480,042	66,218	16%
Professional & Contractual Services	122,024	141,194	140,194	(1,000)	(1%)
Aid Assistance / Grants	388,353	1,823,250	1,928,198	104,948	6%
Materials & Supplies	43,803	20,759	21,759	1,000	5%
Equipment	18,663	0	0	0	N/A
Services of Other Departments	186,043	131,787	158,335	26,548	20%
<b>Uses - Operating Expenditures Total</b>	<b>2,493,881</b>	<b>4,031,106</b>	<b>4,211,566</b>	<b>180,460</b>	<b>4%</b>
<b>USES BY PROGRAM RECAP</b>					
Election Campaign Fund	1,031,193	1,823,727	1,928,198	104,471	6%
Ethics Commission	1,462,688	2,207,379	2,283,368	75,989	3%
<b>Uses by Program Recap Total</b>	<b>2,493,881</b>	<b>4,031,106</b>	<b>4,211,566</b>	<b>180,460</b>	<b>4%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ETHICS COMMISSION</b>				
Promote compliance with state and local filing requirements				
Percentage of identified lobbyists filing quarterly reports on a timely basis	99%	95%	85%	90%
Percentage of identified campaign consultants who file quarterly reports on a timely basis	95%	96%	85%	90%
Percentage of Statements of Economic Interests due on April 1 that are filed	94%	97%	97%	97%
Promote and ensure compliance with state and local campaign reporting and disclosure laws				
Number of campaign committees and publicly financed candidate committees audited	15	22	18	22
Percentage of campaign finance statements filed on a timely basis	91%	94%	94%	94%
Investigate complaints of alleged violations of state and local law relating to campaign finance, governmental ethics, and conflicts of interest that are within the jurisdiction of the Commission				
Percentage of complaints resolved	42%	65%	50%	50%



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

For more information, call (415) 863-3330 or 311; or visit [www.famsf.org](http://www.famsf.org)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	13,734,025	15,371,462	11,570,746	(3,800,716)	(25%)
Total FTE	110.56	108.88	71.49	(37.39)	(34%)

# Budget Issues and Details

## INCREASED ATTENDANCE AND ADMISSIONS

Overall, more than 4.5 million people have visited the de Young Museum since it opened in 2005. In Fiscal Year 2008–09, the de Young will have drawn nearly 2 million visitors, and the Legion will have hosted more than 400,000 visitors.

## SPECIAL EXHIBITS IN 2009

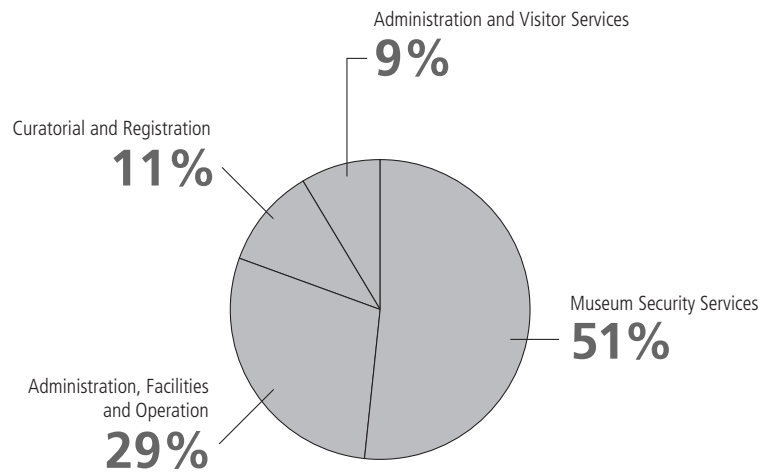
For the first time in 30 years, the artifacts from the tomb of Tutankhamun return to the de Young Museum on June 27, 2009. *Tutankhamun and the Golden Age of the Pharaohs* will run for nine months, closing on March 28, 2010. Concurrent with *Tutankhamun* in the summer and early fall of 2009 at the de Young is *Art and Power in the Central African Savanna*, an exhibition exploring the political and religious significance of “power figures” from Central Africa. Following Art and Power is *Amish Abstractions: Quilts from the Collection of Faith and Stephen Brown*, an important contribution to American textile history.

This summer the Legion hosts *John Baldessari: A Print Retrospective from the Collections of Jordan D. Schnitzer and his Family Foundation*. This exhibition, running through the fall, celebrates Baldessari’s mastery of the print medium. Opening at the Legion in December 2009 and running through May, 2010, is an exhibition of the work of Cartier who came to fame as the “King of Jewelers” during the Belle Époque for his beautifully made diamond and platinum jewelry created for the courts of Europe and Americans of the Gilded Age.

## STAFFING CHANGES

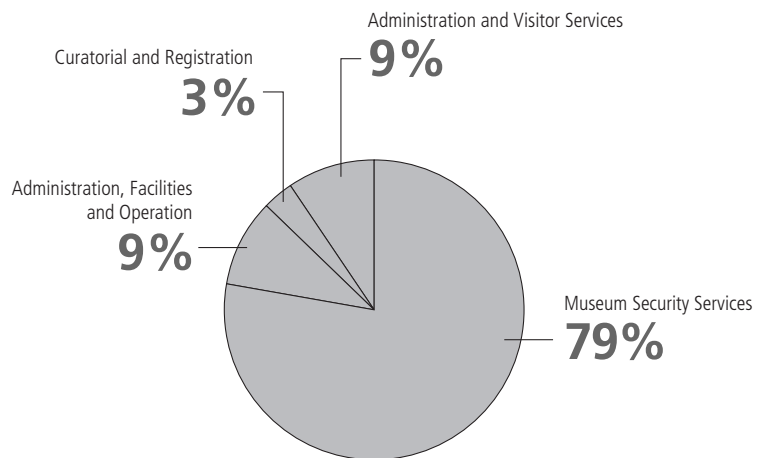
In past years, museum security staff have been City employees. In Fiscal Year 2009–10, the City will continue to fund security staffing at the museum, however, the function will be contracted out to a private service provider. In this way, the City is able to generate savings by lowering its operating costs.

## Fiscal Year 2009-10 Resources by Service Area



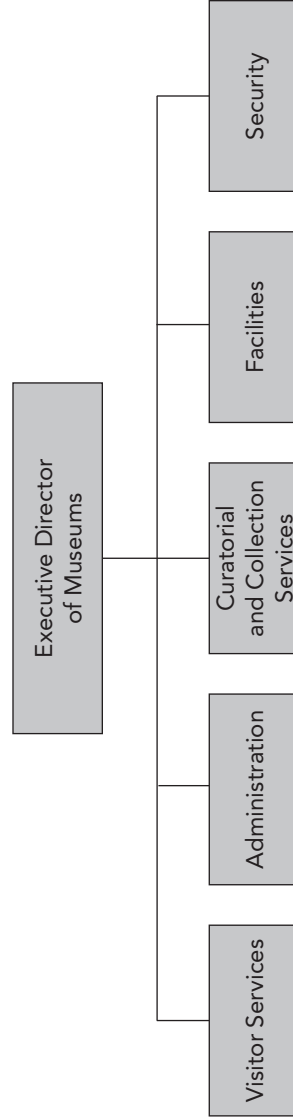
*The majority of city funding pays for security, administration, facilities and operations.*

## Fiscal Year 2009-10 Staffing by Service Area



*City funded staffing is mainly composed of museum security.*

# Fine Arts Museums



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	110.56	108.88	71.49	(37.39)	(34%)
<b>Net Operating Positions</b>	<b>110.56</b>	<b>108.88</b>	<b>71.49</b>	<b>(37.39)</b>	<b>(34%)</b>
<b>SOURCES</b>					
Local Taxes	5,242,600	5,620,100	5,620,000	(100)	0%
Charges for Services	3,501,782	4,360,000	2,170,000	(2,190,000)	(50%)
Expenditure Recovery	116,000	131,000	134,000	3,000	2%
Fund Balance	0	243,776	0	(243,776)	(100%)
General Fund Support	4,873,643	5,016,586	3,646,746	(1,369,840)	(27%)
<b>Sources Total</b>	<b>13,734,025</b>	<b>15,371,462</b>	<b>11,570,746</b>	<b>(3,800,716)</b>	<b>(25%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	6,613,805	6,579,567	4,346,803	(2,232,764)	(34%)
Fringe Benefits	2,145,393	2,279,913	1,695,941	(583,972)	(26%)
Overhead	0	0	145,651	145,651	N/A
Professional & Contractual Services	2,940,893	4,110,121	3,155,967	(954,154)	(23%)
Materials & Supplies	29,759	49,275	22,400	(26,875)	(55%)
Services of Other Departments	1,757,364	1,958,810	2,103,984	145,174	7%
<b>Uses - Operating Expenditures Total</b>	<b>13,487,214</b>	<b>14,977,686</b>	<b>11,470,746</b>	<b>(3,506,940)</b>	<b>(23%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	246,811	393,776	100,000	(293,776)	(75%)
<b>Uses - Project Expenditures Total</b>	<b>246,811</b>	<b>393,776</b>	<b>100,000</b>	<b>(293,776)</b>	<b>(75%)</b>
<b>USES BY PROGRAM RECAP</b>					
Admissions	3,501,782	4,360,000	2,170,000	(2,190,000)	(50%)
Oper & Maint Of Museums	10,232,243	11,011,462	9,400,746	(1,610,716)	(15%)
<b>Uses by Program Recap Total</b>	<b>13,734,025</b>	<b>15,371,462</b>	<b>11,570,746</b>	<b>(3,800,716)</b>	<b>(25%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ADMISSIONS</b>				
Provide quality art and educational experiences to attract a large and diverse audience				
Number of Legion of Honor visitors	414,181	400,000	423,599	400,000
Number of de Young visitors	1,114,847	1,200,000	1,817,333	1,500,000
Number of education program participants	273,406	250,000	254,296	250,000
Number of exhibitions	12	9	9	7
Number of paid memberships	78,992	74,000	86,000	88,000
<b>DEVELOPMENT</b>				
Provide for collection growth through gifts, bequests and purchases				
Number of acquisitions through gifts, bequests and purchases	660	1,000	1,000	1,000

## Mission

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

## Services

The 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) 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 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, scheduling, 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.sfgov.org/fire](http://www.sfgov.org/fire)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	271,178,334	277,713,069	285,694,369	7,981,300	3%
Total FTE	1,726.00	1,602.03	1,549.89	(52.14)	(3%)

# Budget Issues and Details

## CORE SERVICES

Despite the need to cut operating expenses in response to the City's budgetary challenges, in Fiscal Year 2009-10 the Fire Department's budget remains relatively stable year over year. SFFD is impacted by \$4.4 million of reductions in its portion of the dedicated public safety allocation of State sales tax. The Department addressed budget shortfalls through fiscal efficiencies, such as reduced rent payments at Treasure Island and reductions in overtime, and increased service and permit fees to better cover the cost of service. However, SFFD will maintain the minimum staffing standards required in Proposition F and preserves its core services of fire suppression, prevention, and life support.

## EFFICIENCY IMPROVEMENTS

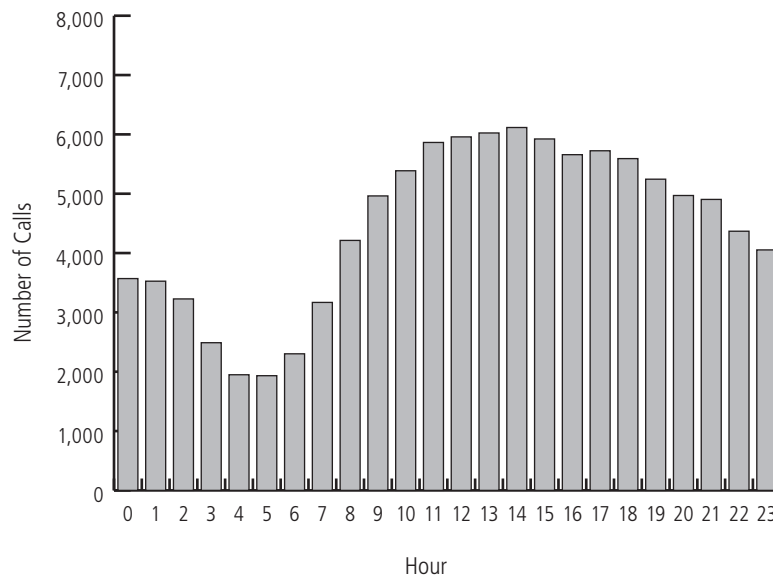
The Fire Department expects to improve its efficiency by transferring its medical records system from a paper-based to an electronic records system. EMS staff are trained in the new electronic system and the Fire Department expects to have all ambulances using the electronic system by Fiscal Year 2009-10. Over the course of converting to an electronic system, the Department has seen significant improvements in the accuracy of patient records and documentation. This in turn assists the Department's ambulance billing operations by providing more accurate patient data to assist with collections.

## DISASTER PREPAREDNESS INVESTMENTS

The City's 10-Year Capital Plan includes a proposed general obligation bond to renovate the Auxiliary Water Supply System (AWSS) that is scheduled to be submitted to the voters for approval in June 2010. Studies on the AWSS conducted in the last year 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, 2 fireboats and a 135-mile pipeline network.

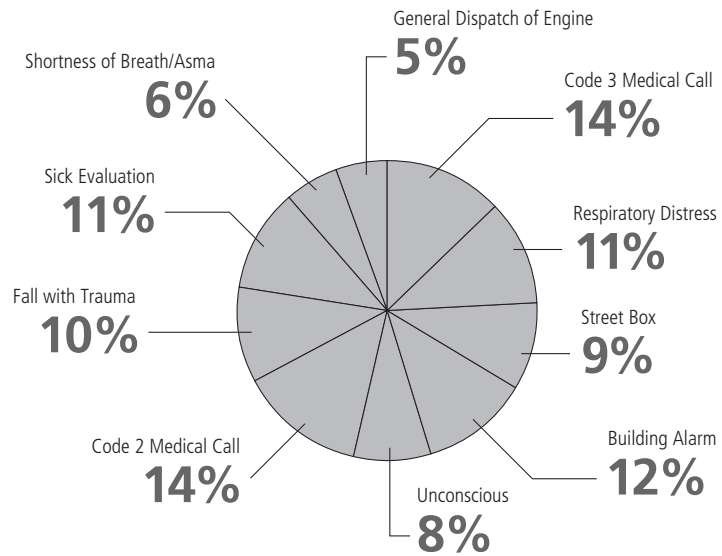
The SFFD will receive a Federal Homeland Security grant in the coming year to provide specialized training for Department members. SFFD is seeking additional funding for Fire Station maintenance and seismic upgrades. Additionally, SFFD has applied for Port Security Grant funds in an effort to obtain financing for a Fire Boat.

## Total Runs by Time, Fiscal Year 2008



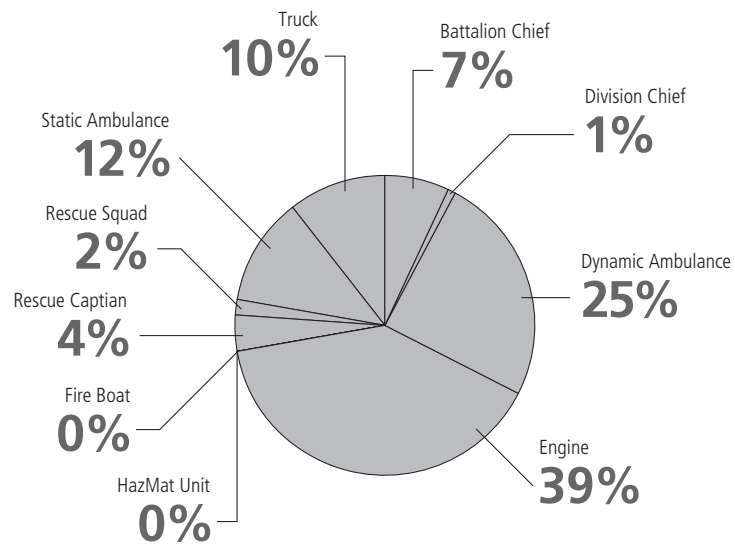
Total number of calls by time of day for the Fiscal Year 2008.

## Types of Calls

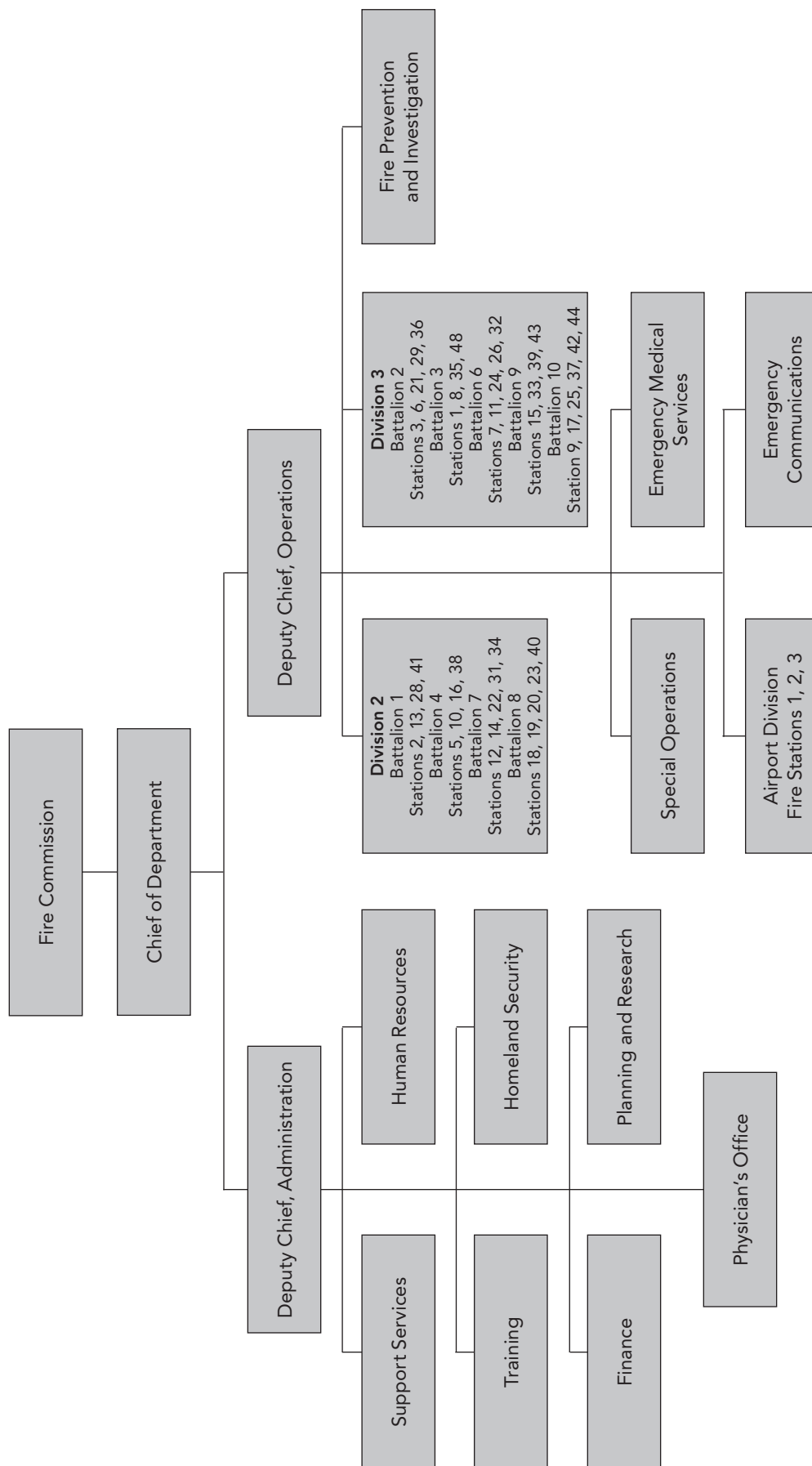


Number of calls by Type for Fiscal Year 2008 for the top categories.

## Runs by Type of Unit



*The total number of responses for the Department for Fiscal Year 2008 by unit type.*



# Fire Department

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,728.20	1,604.23	1,553.44	(50.79)	(3%)
Non-operating Positions (cap/other)	(2.20)	(2.20)	(3.55)	(1.35)	61%
<b>Net Operating Positions</b>	<b>1,726.00</b>	<b>1,602.03</b>	<b>1,549.89</b>	<b>(52.14)</b>	<b>(3%)</b>
<b>SOURCES</b>					
Licenses & Fines	324	800	800	0	0
Use of Money or Property	257,772	365,000	540,000	175,000	48%
Intergovernmental Revenue - State	34,852,119	36,906,000	32,544,000	(4,362,000)	(12%)
Charges for Services	32,623,793	29,337,716	31,040,059	1,702,343	6%
Transfers In	210,000	424,000	210,000	(214,000)	(50%)
Expenditure Recovery	5,732,256	8,771,884	9,721,162	949,278	11%
Transfer Adjustments-Sources	17,790,000	17,718,338	19,669,781	1,951,443	11%
Fund Balance	0	3,104,067	0	(3,104,067)	(100%)
General Fund Support	179,712,070	181,085,264	191,968,567	10,883,303	6%
<b>Sources Total</b>	<b>271,178,334</b>	<b>277,713,069</b>	<b>285,694,369</b>	<b>7,981,300</b>	<b>3%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	211,451,528	214,466,070	214,249,660	(216,410)	0%
Fringe Benefits	30,360,866	31,738,545	40,911,179	9,172,634	29%
Overhead	63,043	61,123	174,979	113,856	N/A
Professional & Contractual Services	1,485,463	1,930,153	1,943,099	12,946	1%
Materials & Supplies	5,171,191	5,036,360	4,965,322	(71,038)	(1%)
Equipment	2,197,275	2,353,661	2,378,888	25,227	1%
Services of Other Departments	18,158,587	17,025,672	18,971,242	1,945,570	11%
Transfers Out	210,000	210,000	210,000	0	0
Transfer Adjustments-Uses	(210,000)	(210,000)	(210,000)	0	0
<b>Uses - Operating Expenditures Total</b>	<b>268,887,953</b>	<b>272,611,584</b>	<b>283,594,369</b>	<b>10,982,785</b>	<b>4%</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	524,177	3,233,110	1,700,000	(1,533,110)	(47%)
Capital Renewal	0	0	400,000	400,000	N/A
Capital Projects	1,766,204	1,868,375	0	(1,868,375)	(100%)
<b>Uses - Project Expenditures Total</b>	<b>2,290,381</b>	<b>5,101,485</b>	<b>2,100,000</b>	<b>(3,001,485)</b>	<b>(59%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration & Support Services	29,052,885	32,775,503	34,900,279	2,124,776	6%
Facilities Maintenance & Constr.	0	4,054,110	1,000,000	(3,054,110)	(75%)
Fire Suppression	209,205,221	223,058,947	233,478,218	10,419,271	5%
Grant Services	1,938,888	0	0	0	N/A
Prevention & Investigation	10,306,537	11,932,478	11,353,124	(579,354)	(5%)
Training	20,659,991	5,754,279	4,962,748	(791,531)	(14%)
Work Order Services	14,812	137,752	0	(137,752)	(100%)
<b>Uses by Program Recap Total</b>	<b>271,178,334</b>	<b>277,713,069</b>	<b>285,694,369</b>	<b>7,981,300</b>	<b>3%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ADMINISTRATION-FIRE DEPARTMENT</b>				
Educate the public in handling emergencies				
Number of citizens trained in emergency techniques and procedures	1,625	2,000	2,000	2,000
<b>FIRE BUREAU OF TRAINING</b>				
Train fire and rescue personnel to effectively respond to emergencies				
Number of new recruits trained	56	120	20	50
<b>FIRE INVESTIGATION</b>				
Determine the causes of fire in an effective and efficient manner				
Number of fires investigated	341	400	400	400
Total arson arrests	47	60	60	60
<b>FIRE PREVENTION</b>				
Prevent fire through inspection and permit services				
Number of new fire permits issued	3,785	6,000	6,000	6,000
Number of inspections made	11,532	12,000	12,000	12,000
<b>FIRE SUPPRESSION</b>				
Respond timely to calls for emergency assistance				
Total number of responses to emergency incidents	240,282	250,000	250,000	250,000
Number of Code 3 incidents	77,692	77,000	77,000	67,000
Roll time of first unit to respond to Code 3 incidents, in seconds - 90th percentile	302	300	300	300
Roll time of first transport-capable company to Code 3 incidents requiring possible medical care, in seconds - 90th Percentile	474	600	600	600



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

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>SOURCES</b>					
Local Taxes	134,353,335	161,273,968	178,490,783	17,216,815	11%
Intergovernmental Revenue - State	1,228,943	750,000	750,000	0	0
Other Revenues	2,865,176	(7,079,276)	9,421,221	16,500,497	N/A
Transfers In	13,576,988	7,525,267	19,872,912	12,347,645	N/A
Expenditure Recovery	0	394,862	0	(394,862)	(100%)
Transfer Adjustments-Sources	(7,211,865)	(7,258,775)	(397,176,773)	(389,917,998)	N/A
Fund Balance	1,401,466	0	0	0	N/A
General Fund Support	739,999,449	375,661,649	762,579,988	386,918,339	N/A
<b>Sources Total</b>	<b>886,213,492</b>	<b>531,267,695</b>	<b>573,938,131</b>	<b>42,670,436</b>	<b>8%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Fringe Benefits	45,444,378	48,774,302	51,670,402	2,896,100	6%
Professional & Contractual Services	17,975,347	12,279,158	16,350,071	4,070,913	33%
Aid Assistance / Grants	414,278	473,940	473,940	0	0
Equipment	1,569,974	(7,079,276)	9,421,221	16,500,497	N/A
Debt Service	149,578,773	169,549,235	186,760,370	17,211,135	10%
Services of Other Departments	4,877,828	13,912,190	18,248,414	4,336,224	31%
Transfers Out	672,122,581	717,271,999	633,196,159	(84,075,840)	(12%)
Budgetary Reserves	0	32,765,590	52,994,327	20,228,737	62%
Transfer Adjustments-Uses	(7,211,865)	(458,679,443)	(397,176,773)	61,502,670	(13%)
<b>Uses - Operating Expenditures Total</b>	<b>884,771,294</b>	<b>529,267,695</b>	<b>571,938,131</b>	<b>42,670,436</b>	<b>8%</b>
<b>USES - PROJECT EXPENDITURES</b>					
Capital Projects	1,442,198	2,000,000	2,000,000	0	0
<b>Uses - Project Expenditures Total</b>	<b>1,442,198</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>0</b>	<b>--</b>
<b>USES BY PROGRAM RECAP</b>					
General City Responsibilities	886,213,492	531,267,695	573,938,131	42,670,436	8%
<b>Uses by Program Recap Total</b>	<b>886,213,492</b>	<b>531,267,695</b>	<b>573,938,131</b>	<b>42,670,436</b>	<b>8%</b>

General Fund Unallocated is a department designation for revenues that are not directly attributable to a city department. For example, undesignated property tax, business tax, and hotel tax revenue are deposited into General Fund Unallocated. The benefits of these revenues are spread to departments in the form of a General Fund subsidy allocation.

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>SOURCES</b>					
Local Taxes	1,828,165,435	1,936,284,159	1,860,506,000	(75,778,159)	(4%)
Licenses & Fines	20,673,877	19,120,000	19,648,000	528,000	3%
Use of Money or Property	3,993,974	17,207,000	6,839,242	(10,367,758)	(60%)
Intergovernmental Revenue - State	10,629,169	8,949,000	(19,749,000)	(28,698,000)	N/A
Charges for Services	9,711,493	14,445,943	9,473,461	(4,972,482)	(34%)
Other Revenues	1,167,106	6,063,100	10,150,000	4,086,900	67%
Transfers In	200,453,174	190,858,004	140,426,822	(50,431,182)	(26%)
Fund Balance	158,891,239	100,926,066	159,636,017	58,709,951	58%
General Fund Support	(2,233,685,467)	(2,293,853,272)	(2,186,930,542)	106,922,730	(5%)
<b>Sources Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>

## 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 tradeshows. 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 and Municipal ID ordinances. The Department also administers the day laborers program.
- **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) 554-4852 or 311; or visit [www.sfgov.org/GSA](http://www.sfgov.org/GSA)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	208,817,772	227,267,219	230,211,429	2,944,210	15
Total FTE	505.12	539.09	602.29	63.20	12%

## Budget Issues and Details

### FACILITIES MANAGEMENT

Traditionally, the City's facilities management functions have been highly fragmented. In the Civic Center area there are at least five departments responsible for managing and maintaining buildings. This de-centralized system

is inefficient and increases facility operating costs. In response to the Mayor's instruction to all departments to explore ways to streamline operations in order to gain efficiencies, the GSA has proposed to begin consolidating facilities management functions under its Real Estate division. Real Estate is using a campus approach to facilities management, by pooling staffing in its Civic Center buildings, including City Hall. The Fiscal Year 2009-10 budget supports expansion of this model to include custodial and building engineering functions currently supported by the Department of Public Works and the War Memorial. Continuing to build upon this efficiency, the Real Estate division plans to transfer the custodial operations to a private service provider. In this way, the City is able to generate savings by lowering its operating costs.

## **FLEET MANAGEMENT**

Fleet Management continues to pursue a range of initiatives to reduce the City's costs and environmental impacts from the operation of City vehicles, including:

- Eliminating vehicles from light-duty and heavy-duty fleets as identified by an independent analysis.
- Ensuring that City vehicles driven home by employees is justified and authorized by departments based on clear emergency response requirements or other business necessities.
- Implementing new agreements with car sharing entities to enable further reductions in the City fleet and reduce costs. This effort also uses the City's fleet to expand transportation options for City residents.
- Providing key support to the City's leadership for regional efforts in electric vehicle programs, including prioritizing the use of vehicle replacement funding on plug-in vehicles that meet performance and cost requirements.

As a result of these, the Fiscal Year 2009-10 budget for vehicle and equipment maintenance and fueling services has been reduced by nearly \$1 million compared to Fiscal Year 2008-09 levels.

## **2010 CENSUS**

San Francisco's 2010 Census effort will be challenging, given the current economic environment and the lack of state and federal funding for local outreach efforts. Compounding this is the challenge of reaching every City resident, including the 100,000 hard-to-count individuals left out of the 2000 Census which shortchanged the City out of an estimated \$300 million in federal funding over the last decade. An investment in a successful and complete count will be a down payment on the City's future federal funding. The Fiscal Year 2009-10 budget includes \$300,000 in direct support for the Office of Civic Engagement and Immigrant Affairs (OCEIA) to coordinate and oversee a complete campaign. OCEIA is also working with philanthropic and business partners to ensure that local outreach and education efforts by community-based organizations are adequately funded.

## **311 CALL CENTER**

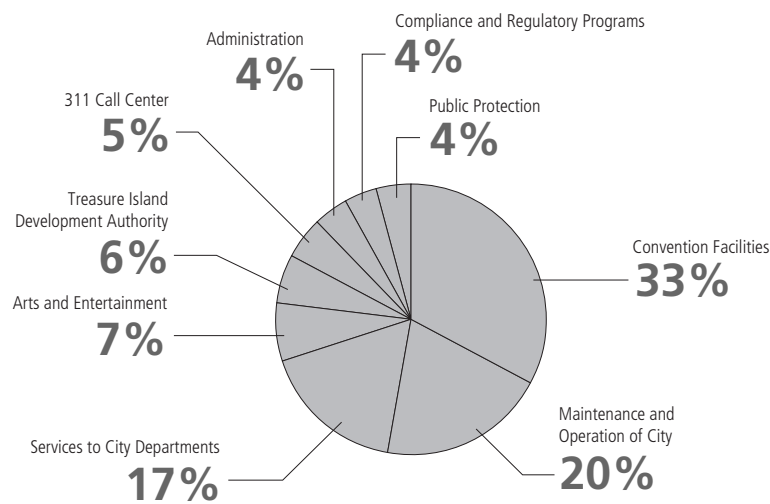
Given budget reductions during the last fiscal year, 311 continues to explore and implement ways to improve processes and efficiencies benefitting City agencies and the public, including:

- Expand Customer Relationship Management (CRM) system resulting in the ability to track and improve agency accountability for requests submitted via 311 or online.
- Launch of an online portal where customers can access any of the center's ten top services including graffiti, potholes, MTA, abandoned vehicles and others. The online system has received over 435,000 hits since its launch in mid-December 2008.
- Expand and customize the intake of all park-related issues, and partner with one Neighborhood Parks Council to eliminate the need for Recreation and Park staff to manage both ParkScan and the 311 system.
- Disseminate information and assisting the public for the newly created Municipal ID card program.
- Modified phone tree options in order to more easily track and manage Municipal Transportation Agency related calls.

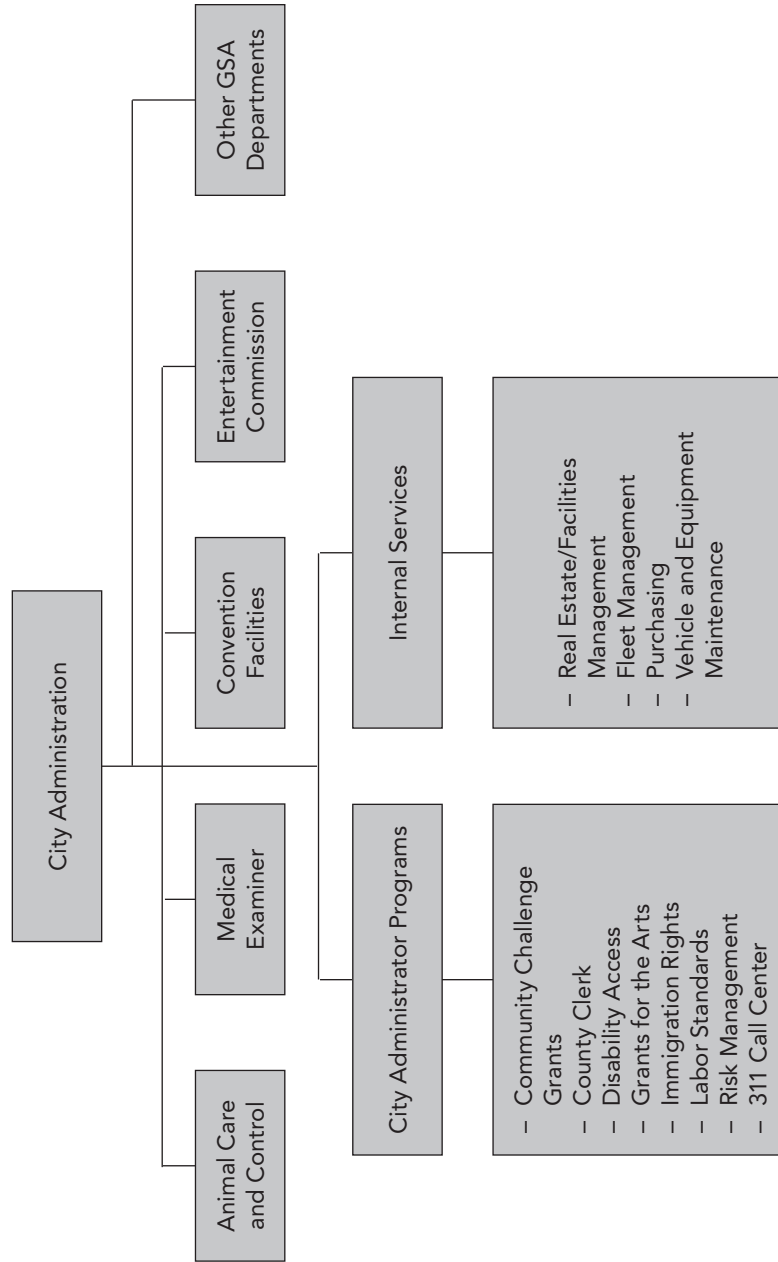
In Fiscal Year 2009-10, 311 will continue to focus its budget resources on efforts to make a positive impact particularly for under-served users, while at the same time pursuing technological changes to reduce demand on call takers. These include:

- Intake of non-emergency police reports.
- Information for tenants of Single Residency Occupancy units to report any building violation issues.
- Serve as a back-up emergency call center to Department of Public Health’s Communicable Center Disease Prevention Unit should there be a declared health emergency.
- Continue to make changes on the educational campaign of nextmuni.com and 511.
- Plan to expand online portal to include all services currently available internally.
- Plan to expand 311’s knowledgebase to improve the search capabilities of sfgov.org and minimize calls to 311.

### 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

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	508.12	542.09	605.29	63.20	12%
Non-operating Positions (cap/other)	(3.00)	(3.00)	(3.00)	0.00	0
<b>Net Operating Positions</b>	<b>505.12</b>	<b>539.09</b>	<b>602.29</b>	<b>63.20</b>	<b>12%</b>
<b>SOURCES</b>					
Local Taxes	57,460,675	57,948,200	54,168,000	(3,780,200)	(7%)
Licenses & Fines	1,650,744	1,684,720	1,492,000	(192,720)	(11%)
Use of Money or Property	25,740,071	27,479,258	25,401,449	(2,077,809)	(8%)
Charges for Services	6,665,471	4,137,735	4,010,814	(126,921)	(3%)
Other Revenues	4,265,299	5,870,000	8,370,000	2,500,000	43%
Transfers In	17,249,364	27,895,276	21,418,744	(6,476,532)	(23%)
Expenditure Recovery	72,160,324	85,767,730	101,948,807	16,181,077	19%
Transfer Adjustments-Sources	(12,615,101)	(19,458,084)	(21,418,744)	(1,960,660)	10%
Fund Balance	7,034,617	2,950,497	0	(2,950,497)	(100%)
General Fund Support	21,206,308	32,991,887	34,820,359	1,828,472	6%
<b>Sources Total</b>	<b>200,817,772</b>	<b>227,267,219</b>	<b>230,211,429</b>	<b>2,944,210</b>	<b>1%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	39,016,090	43,914,771	48,663,431	4,748,660	11%
Fringe Benefits	11,467,733	13,252,110	17,212,277	3,960,167	30%
Overhead	0	0	50,846	50,846	N/A
Professional & Contractual Services	85,123,331	104,148,795	103,739,284	(409,511)	0%
Aid Assistance / Grants	12,712,670	13,040,109	10,290,000	(2,750,109)	(21%)
Materials & Supplies	11,730,386	10,444,675	10,163,046	(281,629)	(3%)
Equipment	296,747	861,551	93,767	(767,784)	(89%)
Debt Service	1,011,076	1,011,016	1,011,076	60	0%
Services of Other Departments	20,912,029	22,434,767	21,499,185	(935,582)	(4%)
Transfers Out	21,654,248	19,708,084	34,022,069	14,313,985	73%
Transfer Adjustments-Uses	(12,615,101)	(19,458,084)	(21,418,744)	(1,960,660)	10%
<b>Uses - Operating Expenditures Total</b>	<b>191,309,209</b>	<b>209,357,794</b>	<b>225,326,237</b>	<b>15,968,443</b>	<b>8%</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	2,028,845	210,000	400,000	190,000	90%
Capital Renewal	0	0	1,030,000	1,030,000	N/A
Capital Projects	7,479,718	17,699,425	3,455,192	(14,244,233)	(80%)
<b>Uses - Project Expenditures Total</b>	<b>9,508,563</b>	<b>17,909,425</b>	<b>4,885,192</b>	<b>(13,024,233)</b>	<b>(73%)</b>
<b>USES BY PROGRAM RECAP</b>					
311 Call Center	9,160,543	11,789,875	11,446,792	(343,083)	(3%)
Animal Welfare	3,722,362	3,812,505	3,963,480	150,975	4%
Capital Asset Planning	430,882	807,779	797,567	(10,212)	(1%)
City Administrator - Administration	8,000,000	9,697,272	8,596,209	(1,101,063)	(11%)
County Clerk Services	708,996	1,923,638	1,917,065	(6,573)	0%
Disability Access	775,287	12,189,380	3,360,982	(8,828,398)	(72%)
Entertainment Commission	645,903	994,854	672,624	(322,230)	(32%)
Facilities Mgmt & Operations	40,694,963	41,798,190	40,050,164	(1,748,026)	(4%)
Fleet Management	863,298	1,079,070	861,092	(217,978)	(20%)
Grants For The Arts	14,519,573	15,393,881	12,842,825	(2,551,056)	(17%)

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>311 CUSTOMER SERVICE CENTER</b>				
Quality Assurance				
Quality assurance percentage score	n/a	90%	90%	90%
<b>ANIMAL WELFARE</b>				
Decrease number of animals euthanized				
Percentage of live animal releases	78%	76%	76%	76%
Decrease or maintain average field emergency response time				
Field service emergency response time, in minutes	17	23	23	23
<b>COUNTY CLERK SERVICES</b>				
Streamline delivery of County Clerk services				
Percentage of customers assisted within ten minutes from the time they are ready to be served	85%	85%	85%	80%
<b>DISABILITY ACCESS</b>				
Conduct required plan and site reviews in a timely manner				
Percentage of requests for plan reviews fulfilled within twenty business days	86%	85%	80%	85%
Percentage of requests for site reviews fulfilled within ten business days	90%	90%	90%	95%
<b>FLEET MANAGEMENT</b>				
Control citywide vehicle costs by reducing the number of vehicles assigned to departments				
Number of vehicles assigned to departments	991	1,035	937	900
<b>GRANTS FOR THE ARTS</b>				
Promote San Francisco as a tourist destination by supporting the arts and cultural community				
Number of attendees at programs and events supported by GFTA funding	12,000,000	12,250,000	12,250,000	12,000,000
<b>LABOR STANDARDS ENFORCEMENT</b>				
Implement and enforce San Francisco labor laws				
Number of education/outreach presentations made regarding the San Francisco Labor Laws	59	35	35	25

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>MEDICAL EXAMINER</b>				
Complete cases and investigations in a timely manner				
Percentage of all notifications of families completed within 24 hours	94%	90%	90%	90%
Percent of positive toxicology exams completed within 60 days of submission	86%	95%	95%	95%
<b>PROCUREMENT SERVICES</b>				
Achieve cost savings and make the purchasing process more efficient				
Percentage of all purchases made through term contracts (excluding professional services)	28%	28%	30%	28%
<b>REAL ESTATE SERVICES</b>				
Keep rental rates for City tenants below market rates				
Average occupancy rate in City-owned buildings managed by Real Estate	100%	99%	100%	100%
Average per sq ft cost of City-operated buildings compared to market rates	68%	61%	75%	75%
<b>TOURISM EVENTS</b>				
Promote San Francisco as a convention destination by providing high quality services				
Percentage of client post-convention survey ratings in the above average or higher category.	86%	89%	80%	80%

## Mission

To enhance the quality of life in San Francisco by providing outstanding public service. DPW designs, builds, operates, maintains, 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:

**STREET MAINTENANCE AND PERMITS** cleans and repairs streets and sidewalks; maintains the City's public trees and rights-of-way; and issues permits for private use of roads and sidewalks.

**BUILDING REPAIR AND MAINTENANCE** operates and maintains public buildings by providing repair services.

**CONSTRUCTION MANAGEMENT AND DESIGN** provides design, project management and construction services for public capital projects.

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	139,909,376	152,849,947	165,364,395	12,514,448	8%
Total FTE	1,059.77	1,030.24	832.38	(197.86)	(19%)

# Budget Issues and Details

## **CREATING JOBS AND IMPROVING STREETS**

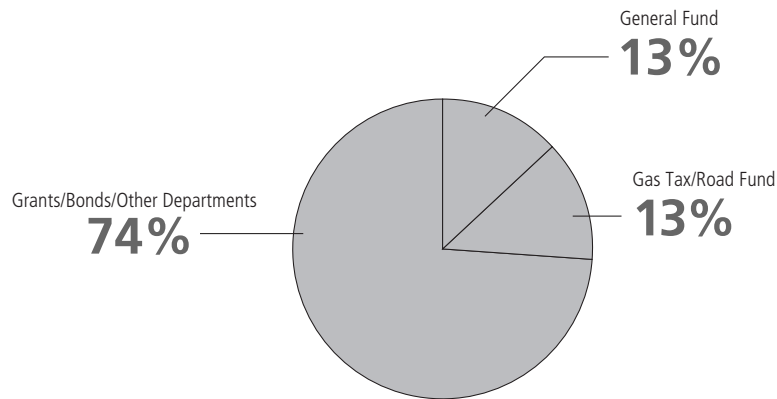
DPW continues to seek new revenue sources to meet the City's street resurfacing needs. This year DPW will deliver \$13 million in street resurfacing and curb ramp projects using funding from the American Recovery and Reinvestment Act of 2009 (ARRA), creating about 100 new jobs in San Francisco. The department has also completed a bond report for a proposed General Obligation Bond to improve the streets, construct new curb ramps, repair sidewalks, stairways and bridges, and improve streetscapes over the next five years. If approved by voters, the bond measure would create more than 2,500 new jobs.

## **HARNESSING TECHNOLOGY TO IMPROVE SERVICE AND EFFICIENCY**

With an ever-growing need for City services and limited resources, the Mayor has focused on finding innovative ways to use resources more efficiently. The Fiscal Year 2009-10 proposed budget includes implementation of a new information technology strategic plan for DPW that will enable the department to be more responsive to citizens and more efficient in how it delivers services. The budget consolidates the Department's IT services by reducing the number of servers and providing economies of scale for help desk support for hardware, software and applications. The budget also provides funding to transition the department's critical financial systems from legacy computer systems, which are becoming more costly to maintain, to web-based systems.

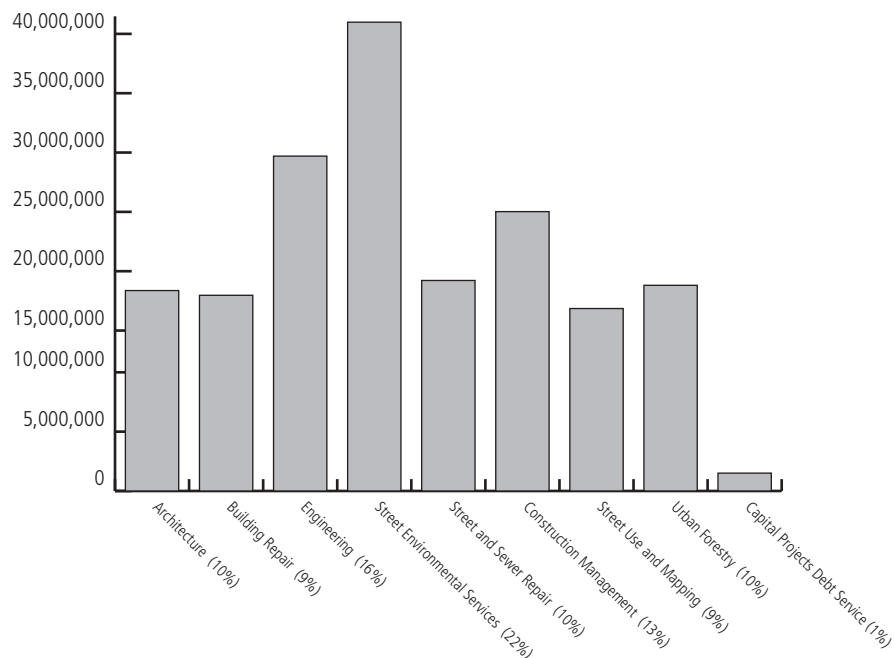
The department is also implementing a number of systems that will reduce operational costs and provide better information to clients and the public on DPW services. First, a Computerized Maintenance Management System (CMMS) and Enterprise Asset Management (EAM) system will allow for more efficient scheduling and tracking of maintenance work and provide better reporting on expenditures to manage and maintain the City infrastructure. The department is purchasing software that will optimize routing of street sweeping, tree-maintenance crews and responses to 311 calls for graffiti removal or illegal dumping. Finally, the IT plan calls for making information easily accessible for managers to oversee projects and services through a Data Warehouse/Business Intelligence system similar to that used by the city's 311 call center.

## Fiscal Year 2009-2010 Sources of Funds



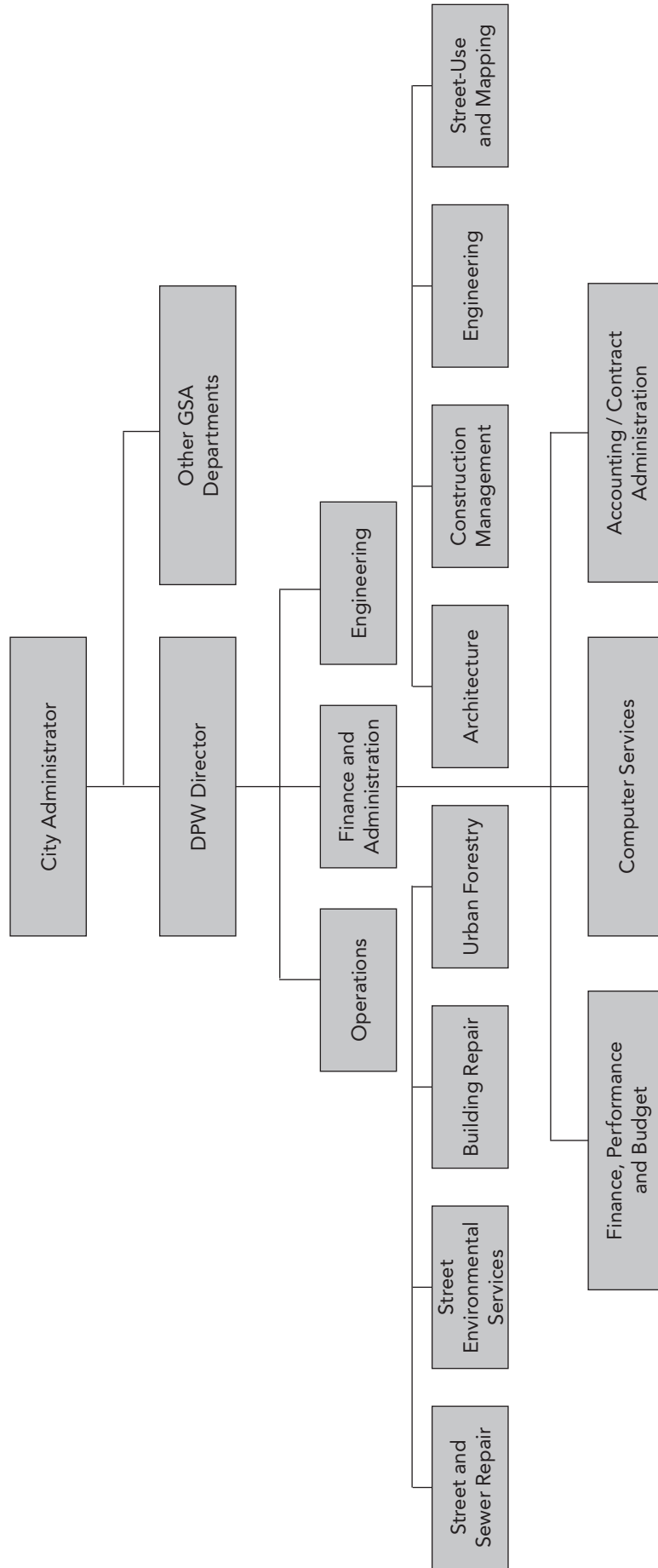
*The City's General Fund and Gas Tax revenues account for about one-third of DPW's budget and pay for services such as street sweeping and street tree maintenance. The largest portion of DPW's budget funds work provided to other City departments and major construction projects including voter-approved bond improvements.*

## Fiscal Year 2009-2010 Uses by Funds by Bureau



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

# GSA—Public Works



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,417.77	1,385.55	1,186.38	(199.17)	(14%)
Non-operating Positions (cap/other)	(358.00)	(355.31)	(354.00)	1.31	0%
<b>Net Operating Positions</b>	<b>1,059.77</b>	<b>1,030.24</b>	<b>832.38</b>	<b>(197.86)</b>	<b>(19%)</b>
<b>SOURCES</b>					
Licenses & Fines	1,186,632	651,000	652,000	1,000	0%
Use of Money or Property	173,902	255,000	255,000	0	0
Intergovernmental Revenue - Federal	0	0	2,766,103	2,766,103	N/A
Intergovernmental Revenue - State	17,643,793	17,488,701	31,422,534	13,933,833	80%
Charges for Services	19,892,227	13,356,518	13,591,749	235,231	2%
Other Revenues	1,616,738	18,345,475	31,477,525	13,132,050	72%
Transfers In	2,903,110	816,974	1,073,794	256,820	31%
Expenditure Recovery	97,747,163	127,172,700	115,887,562	(11,285,138)	(9%)
Transfer Adjustments-Sources	(53,971,360)	(61,744,841)	(56,022,268)	5,722,573	(9%)
General Fund Support	52,717,171	36,508,420	24,260,396	(12,248,024)	(34%)
<b>Sources Total</b>	<b>139,909,376</b>	<b>152,849,947</b>	<b>165,364,395</b>	<b>12,514,448</b>	<b>8%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	55,774,756	79,735,230	67,596,978	(12,138,252)	(15%)
Fringe Benefits	20,443,475	27,530,521	26,612,070	(918,451)	(3%)
Overhead	40,854,895	35,162,695	30,211,677	(4,951,018)	(14%)
Professional & Contractual Services	10,398,676	4,620,590	3,567,196	(1,053,394)	(23%)
Materials & Supplies	8,188,546	5,469,831	5,276,369	(193,462)	(4%)
Equipment	3,043,848	4,402,361	2,679,086	(1,723,275)	(39%)
Services of Other Departments	25,758,232	27,908,787	25,336,468	(2,572,319)	(9%)
Transfers Out	1,050,251	1,083,466	1,340,286	256,820	24%
Transfer Adjustments-Uses	(53,971,360)	(61,744,841)	(56,022,268)	5,722,573	(9%)
<b>Uses - Operating Expenditures Total</b>	<b>111,541,319</b>	<b>124,168,640</b>	<b>106,597,862</b>	<b>(17,570,778)</b>	<b>(14%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	1,175,177	3,410,948	3,020,000	(390,948)	(11%)
Capital Renewal	0	0	28,873,533	28,873,533	N/A
Capital Projects	27,192,880	25,270,359	26,873,000	1,602,641	6%
<b>Uses - Project Expenditures Total</b>	<b>28,368,057</b>	<b>28,681,307</b>	<b>58,766,533</b>	<b>30,085,226</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Architecture	2,323,214	439,516	548,344	108,828	25%
Building Repair And Maintenance	28,100,533	30,803,931	16,491,516	(14,312,415)	(46%)
City Capital Projects	33,067,643	27,181,144	57,297,533	30,116,389	N/A
Construction Management Services	3,663,273	418,158	340,641	(77,517)	(19%)
Engineering	3,098,469	602,625	729,244	126,619	21%
Street And Sewer Repair	11,606,205	18,038,022	17,740,100	(297,922)	(2%)
Street Environmental Services	41,051,607	42,351,104	39,505,649	(2,845,455)	(7%)
Street Use Management	6,340,628	15,853,661	15,376,726	(476,935)	(3%)
Urban Forestry	10,657,804	17,161,786	17,334,642	172,856	1%
<b>Uses by Program Recap Total</b>	<b>139,909,376</b>	<b>152,849,947</b>	<b>165,364,395</b>	<b>12,514,448</b>	<b>8%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ARCHITECTURE</b>				
Develop accurate construction cost estimates for City projects				
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the architect's estimate	n/a	n/a	n/a	80.0%
Percentage of lowest bid received for each advertised project that is within 10% of the architect's estimate	78.6%	75.0%	80.0%	n/a
<b>CONSTRUCTION MANAGEMENT SERVICES</b>				
Track City construction project costs				
Percentage change order cost to original contracts, for projects exceeding \$2 million	6.46%	7.10%	7.10%	7.10%
Percentage change order cost to original contracts, for projects not exceeding \$2 million	8.96%	10.00%	9.50%	10.00%
<b>ENGINEERING</b>				
Develop accurate construction cost estimates for City projects				
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the engineer's estimate	n/a	n/a	n/a	80.0%
Percentage of lowest bid received for each advertised project that is within 10% of the engineer's estimate	78.3%	75.0%	80.0%	n/a
Maintain quality of City streets through repaving program				
Number of blocks of City streets repaved	334	300	290	300
<b>STREET AND SEWER REPAIR SERVICES</b>				
Maintain City streets in good repair				
Percentage of San Franciscans who rate the condition of the pavement of their neighborhood streets as good or very good	n/a	45%	n/a	n/a
Number of potholes repaired	13,513	12,000	12,000	8,000
Percentage of potholes repaired within 72 hours of request	60.00%	80.00%	75.00%	75.00%

## 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 City departments and, increasingly, to City residents. DT continues to strategically improve its services, by focusing on better funding models, improved customer service, more efficient and effective operations, and developing a finely-tuned organization that is supported by appropriately trained staff. With these goals in mind, DT provides the following services:

**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 supporting enterprise applications.

**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 supports applications that have citywide or broad-based constituencies such as e-mail, Geographic Information Systems (GIS) and public safety information systems, and the City's official website, [www.sfgov.org](http://www.sfgov.org)

**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 supports public access, education, and government programming.

**REPRODUCTION SERVICES** provides high-quality design, print and mailing services.

**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. Further, this program is responsible for technology contract management and procurement, accounting and budgetary functions, enterprise telephone billing, human resources 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

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	91,427,195	93,015,593	88,882,765	(4,132,828)	(4%)
Total FTE	306.85	265.21	252.49	(12.72)	(5%)

## Budget Issues and Details

### FOCUSING THE DEPARTMENT

Building on organizational and operational changes initiated in Fiscal Year 2007–08, the Department will continue to focus on areas that maximize stakeholder value across the entire enterprise rather than on isolated technology requirements. Instead of developing and maintaining traditional applications, DT will concentrate on developing applications and projects that create a centralized technology infrastructure and environment that facilitates communication, data integration, reporting and collaboration across all City departments. While this infrastructure requires citywide investments, this centralization will create efficiencies that will achieve financial savings.

### DEVELOPING A CITYWIDE STRATEGIC TECHNOLOGY PLAN

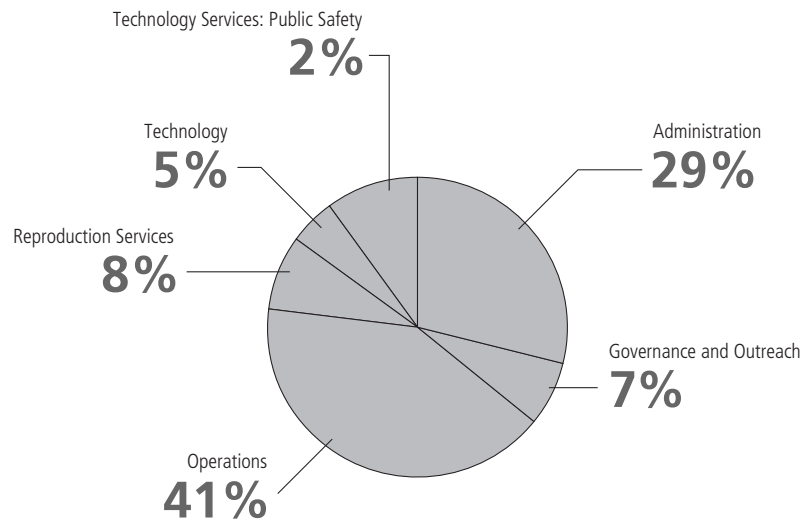
The Chief Information Officer (CIO) has initiated a Citywide Strategic Technology plan in order to provide the technical framework and technology business goals and objectives for the City and its departments. This process has identified a number of initiatives focused on consolidation, standardization, and cost savings that are already being realized. A primary finding from the Citywide Strategic Technology Plan is the need for improved coordination of technology procurement planning among City departments. Accordingly, the Chief Information Officer and the Department will focus on the following initiatives:

- Negotiation of enterprise-wide technology agreements with key vendors to achieve technology standardization and cost savings due to economies of scale.
- Review of technology procurement requests in order to identify opportunities for consolidation, standardization, and additional cost savings.
- A new Personal Computer (PC) lease program that will replace PCs on a four-year replacement schedule, provide “green” PCs, lower PC support costs and improve staff productivity.

### INNOVATING AND INVESTMENTING IN CORE SERVICES

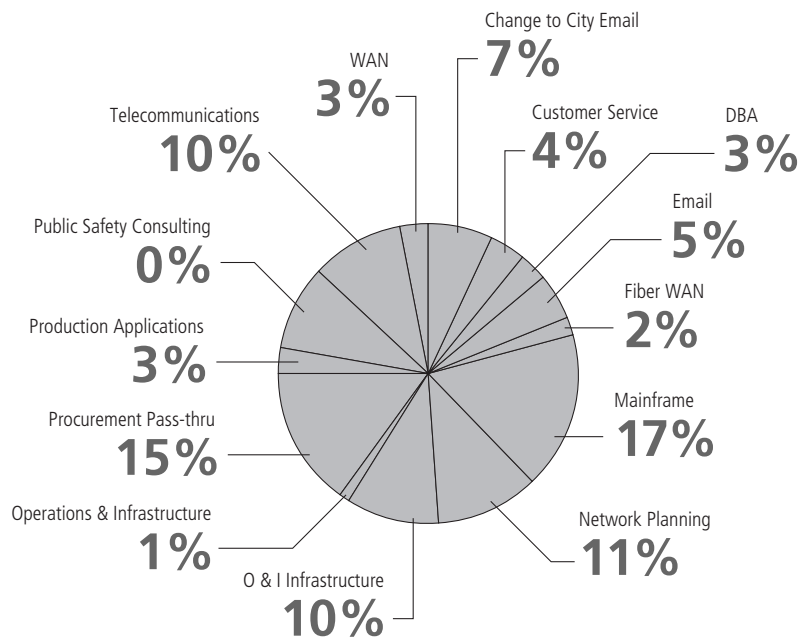
As DT continues the shift towards supporting citywide enterprise technology, it will invest in the tools necessary to better serve the City enterprise and the public. These investments include significant security enhancements, a new email system, continued investment in building the fiber network, and development of collaboration tools that can be leveraged citywide.

## Uses by Program Area



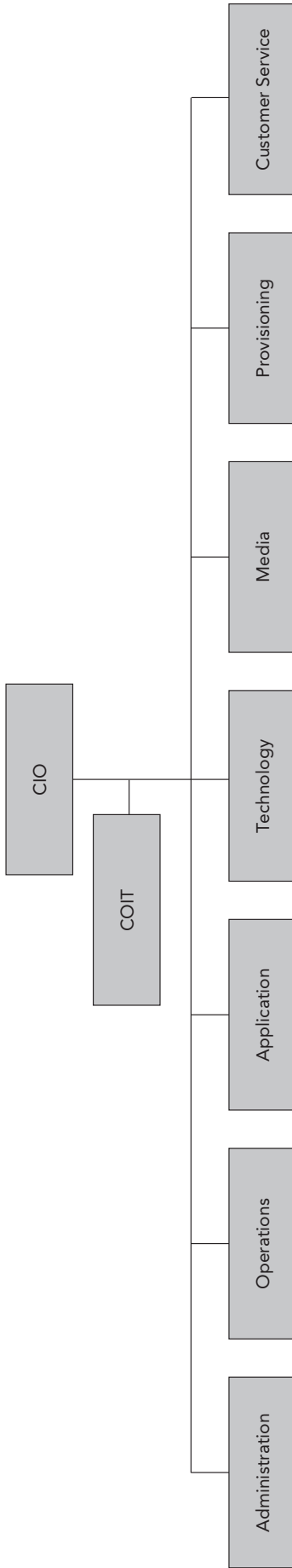
*The primary program area of service at the Department of Technology is Operations, which includes a broad range of services. In Fiscal Year 2009-10 this program includes the cost of converting departments to a new citywide e-mail system.*

## Service Areas within the Operations Program



*Services provided within the Operations Program*

# GSA—Technology



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	327.85	286.21	275.49	(10.72)	(4%)
Non-operating Positions (cap/other)	(21.00)	(21.00)	(23.00)	(2.00)	10%
<b>Net Operating Positions</b>	<b>306.85</b>	<b>265.21</b>	<b>252.49</b>	<b>(12.72)</b>	<b>(5%)</b>
<b>SOURCES</b>					
Licenses & Fines	1,972,020	2,387,834	1,480,515	(907,319)	(38%)
Use of Money or Property	96,749	71,700	72,732	1,032	1%
Transfers In	9,471,511	12,499,866	0	(12,499,866)	(100%)
Expenditure Recovery	76,226,927	75,022,947	86,032,705	11,009,758	15%
General Fund Support	3,659,988	3,033,246	1,296,813	(1,736,433)	(57%)
<b>Sources Total</b>	<b>91,427,195</b>	<b>93,015,593</b>	<b>88,882,765</b>	<b>(4,132,828)</b>	<b>(4%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	29,709,161	27,134,648	26,134,657	(999,991)	(4%)
Fringe Benefits	8,227,885	7,774,217	8,809,312	1,035,095	13%
Overhead	197,887	807,837	2,135,258	1,327,421	N/A
Professional & Contractual Services	38,080,014	39,562,197	39,496,092	(66,105)	0%
Materials & Supplies	6,792,967	3,640,834	5,336,133	1,695,299	47%
Equipment	2,451,056	5,678,648	2,034,385	(3,644,263)	(64%)
Services of Other Departments	4,955,653	8,286,799	4,595,153	(3,691,646)	(45%)
<b>Uses - Operating Expenditures Total</b>	<b>90,414,623</b>	<b>92,885,180</b>	<b>88,540,990</b>	<b>(4,344,190)</b>	<b>(5%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	27,563	0	(27,563)	(100%)
Capital Projects	1,012,572	102,850	341,775	238,925	N/A
<b>Uses - Project Expenditures Total</b>	<b>1,012,572</b>	<b>130,413</b>	<b>341,775</b>	<b>211,362</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	25,768,957	28,669,764	25,942,057	(2,727,707)	(10%)
Governance And Outreach	3,110,389	7,774,780	6,439,959	(1,334,821)	(17%)
Operations	39,590,738	33,896,468	35,871,999	1,975,531	6%
Reproduction Services	7,315,334	7,301,143	7,366,231	65,088	1%
Technology	4,435,631	5,564,619	4,576,907	(987,712)	(18%)
Technology Services:Public Safety	11,206,146	9,808,819	8,685,612	(1,123,207)	(11%)
<b>Uses by Program Recap Total</b>	<b>91,427,195</b>	<b>93,015,593</b>	<b>88,882,765</b>	<b>(4,132,828)</b>	<b>(4%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>CITY ADMINISTRATOR - ADMINISTRATION</b>				
Provide timely and quality information to the public				
Availability of 24-hour government informational programming on Cable Channel 26	100%	99%	99%	99%
<b>NETWORK DATA, RADIO &amp; PHONE</b>				
Ensure high availability of the systems managed by DTIS				
Fiber Network	99.0%	100.0%	99.9%	100.0%
Mainframe Computer	100.0%	99.5%	99.9%	99.9%
E-mail System	99.0%	99.0%	99.9%	99.9%

## Mission

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

## Services

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

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

**MEMBER SERVICES** provides benefits counseling, enrollment and modification, and customer service to more than 100,000 members and dependents enrolled in the Health Service System.

**FINANCE** maintains the accuracy of all transactions, supports annual Health Service System audits and provides detailed reports to the Health Service Board on the financial activity of the Health Service System Trust Fund, the Non-Charter Benefits Fund and the department's administrative fund and budget.

**COMMUNICATIONS** provides coordinated and strategic benefits communications to members of the Health Service System. It also facilitates the delivery of wellness, disease management and other programs designed to improve client health and proactively manage future healthcare costs.

**INFORMATION SYSTEMS** provides data for benefits reporting and analysis, manages benefits and personnel transactions flowing through the Health Service System and carries out data exchange with vendors, employers and governmental funding entities such as the Center for Medicare and Medicaid Services.

For more information, call (415) 554-1727 or 311; or visit [www.myhss.org](http://www.myhss.org)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	5,896,537	5,658,191	5,997,378	339,187	6%
Total FTE	36.91	34.83	34.53	(0.30)	(1%)

# Budget Issues and Details

The Health Service System's Fiscal Year 2009–10 budget includes a level expenditures comparable to the prior year. The Department will use a small amount of forfeited benefits to reduce reliance on the General Fund.

## **PRESERVING THE QUALITY AND VALUE OF BENEFITS**

The City's eMerge Project will replace the system 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.

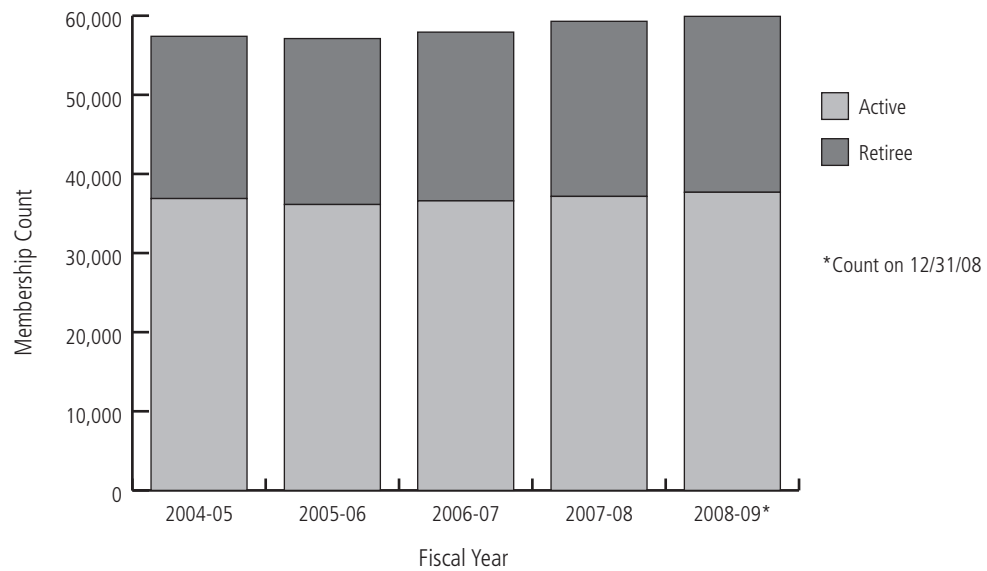
## **PROVIDING QUALITY CUSTOMER SERVICE**

HSS will continue to ensure continuity of coverage for retirees, communicate eligibility, enhance systems and information sharing and maximize the collection of the Medicare Part D subsidy, resulting in cost savings for members and the City. HSS will maintain telephone service hours in Fiscal Year 2009–10.

## **EMPLOYEE ASSISTANCE PROGRAM**

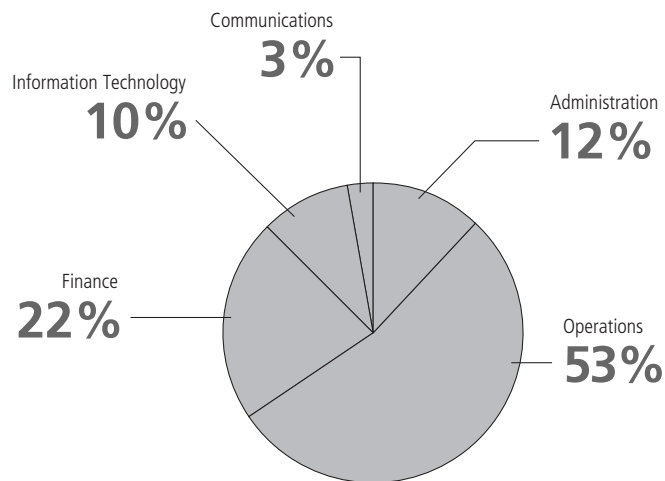
HSS will now manage the employment assistance program, which has been managed by the Department of Human Resources. This transfer will better integrate all employee benefits in one department.

## Membership Trends in the Health Service System



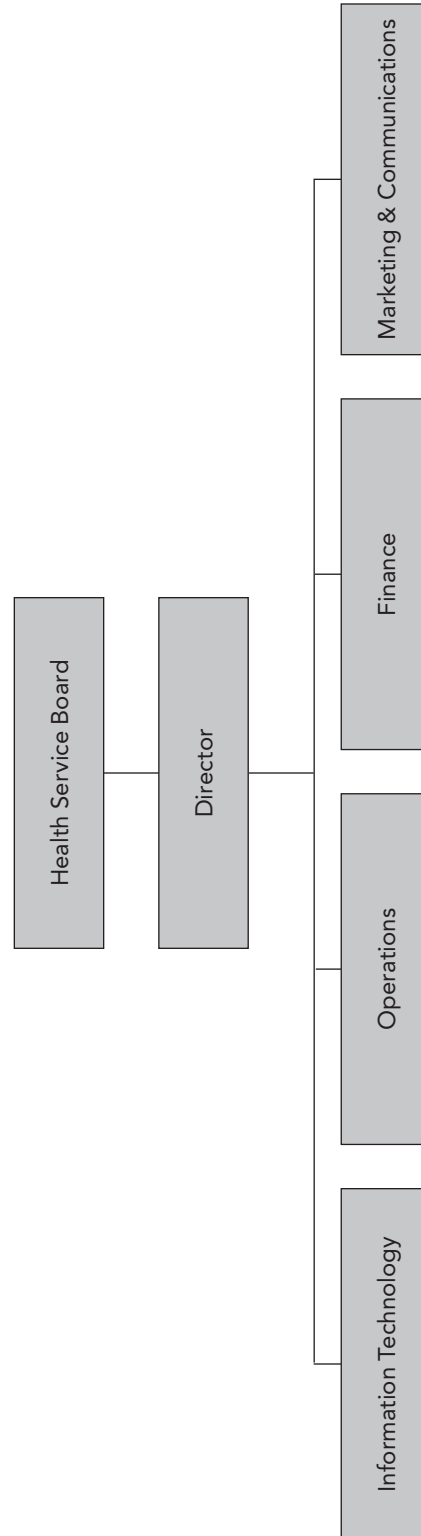
Health membership trend of active and retiree members since Fiscal Year 2004–05.

## Resources by Service Area



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

# Health Service System



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	37.91	35.83	35.53	(0.30)	(1%)
Non-operating Positions (cap/other)	(1.00)	(1.00)	(1.00)	0.00	0
<b>Net Operating Positions</b>	<b>36.91</b>	<b>34.83</b>	<b>34.53</b>	<b>(0.30)</b>	<b>(1%)</b>
<b>SOURCES</b>					
Other Revenues	0	0	302,490	302,490	N/A
Expenditure Recovery	5,896,537	5,658,191	5,694,888	36,697	1%
<b>Sources Total</b>	<b>5,896,537</b>	<b>5,658,191</b>	<b>5,997,378</b>	<b>339,187</b>	<b>6%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	2,619,499	2,743,725	2,762,673	18,948	1%
Fringe Benefits	970,422	1,003,470	1,162,140	158,670	16%
Professional & Contractual Services	1,463,982	1,182,420	1,286,335	103,915	9%
Materials & Supplies	27,017	31,318	31,318	0	0
Equipment	45,880	0	0	0	N/A
Services of Other Departments	769,737	697,258	754,912	57,654	8%
<b>Uses - Operating Expenditures Total</b>	<b>5,896,537</b>	<b>5,658,191</b>	<b>5,997,378</b>	<b>339,187</b>	<b>6%</b>
<b>USES BY PROGRAM RECAP</b>					
Health Service System	5,896,537	5,658,191	5,997,378	339,187	6%
<b>Uses by Program Recap Total</b>	<b>5,896,537</b>	<b>5,658,191</b>	<b>5,997,378</b>	<b>339,187</b>	<b>6%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>HEALTH SERVICE SYSTEM</b>				
Improve customer service				
Average time to answer telephone calls (in seconds).	10	30	30	30
Average call abandonment rate	0.8%	5.0%	5.0%	5.0%
Average wait time (in minutes)	3	10	10	10
Percentage of staff who are bilingual	63%	25%	25%	25%
Percentage of appeals responded to within 30 days and appeals not reaching the Health Service Board	98%	95%	95%	95%
Improve the accuracy and timeliness of financial reporting and payments				
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%
Improve the monitoring of contracts and communications with contract vendors				
Percentage of vendor contracts that include performance guarantees	100%	100%	100%	100%
Membership satisfaction				
Percentage of survey respondents who found HSS Fair beneficial	87%	85%	85%	85%
Percentage of survey respondents who find HSS website informative	98%	80%	80%	80%

## 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 expert human resources consultation and direct services in all operational areas of the City's human resources program. The core work is the consistent and fair application of the merit system principles that ensure equal employment opportunity.

**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 facilitates and administers discipline and contract grievances. Employee Relations staff advise departmental personnel representatives in the interpretation of contractual provisions, manage and review all grievances related to contract interpretation and applications, and provide information for disciplinary actions.

**EQUAL EMPLOYMENT OPPORTUNITY** provides professional, expert consultation to applicants, employees and departments in the areas of employment and accommodation of persons with disabilities; 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 and expertise 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

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	82,586,207	89,000,331	84,865,666	(4,134,665)	(5%)
Total FTE	154.65	144.06	139.59	(4.47)	(3%)

## Budget Issues and Details

### CIVIL SERVICE REFORM

DHR continues to evaluate the effectiveness of the existing civil service revisions to implement new pilot programs and strengthen the systems created in the first phase of Civil Service Reform.

DHR is also seeking to implement a number of new reforms (the second phase of Civil Service Reform) in Fiscal Year 2009–10 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.

### CITY UNIVERSITY

The City University program ("CU"), a partnership between the City, San Francisco State University's College of Extended Learning and City College of San Francisco, is focused on creating additional learning opportunities for City employees. The purpose of CU is to focus on the short-term skill building and long-term planning issues that the City faces due to employment turnover and retirements. Course content has been developed and two terms have been successfully completed.

In Fiscal Year 2009–10, DHR will continue to expand and seek new learning opportunities for City employees through its own training curriculum as well as through CU. These training programs will include the development of customized programs targeted for future hiring and skill development, such as a human resources fundamentals training program.

### PUBLIC SAFETY EXAMINATIONS AND RECRUITMENT

In Fiscal Year 2009–10, the Department will launch a public safety examination facility named the Testing of Occupational Performance and Potential (TOPP) Center, designed to provide continuous testing opportunities for candidates interested in public safety positions. With the completion of the TOPP Center, DHR will focus on expanding the public safety examinations program for Police and Fire personnel.

### PROJECT EMERGE

Project eMerge is dedicated to achieving operational efficiencies across all City business processes and systems through the acquisition, configuration and implementation of a comprehensive human resource management system. This project will enhance and improve workforce management and ensure the highest quality of service to the public. Project eMerge is specifically intended to update recruitment, performance, training, workforce management, disaster service workers tracking, employee benefits, payroll, timesheets and attendance.

The Mayor's 2009-10 budget includes funding to finalize the development of phase one of the project, consisting of benefits administration, disaster service workers, payroll, personnel administration, position management and workforce administration.

## TRAINING SUPERVISORS AND MANAGERS

More than 950 supervisors and managers have attended the Department's 24-PLUS training. This training provides supervisors with the core competencies necessary to be an effective manager. In Fiscal Year 2009-10, DHR will offer additional supervisory training to increase and improve on the skills acquired in 24-PLUS, as well as a variety of other professional development opportunities to employees.

## WORKERS' COMPENSATION

Workers' compensation claim costs have decreased by \$10.6 million since Fiscal Year 2003–04. The new transitional return-to-work program returns employees to work sooner by increasing modified work opportunity access. Bringing employees back from leave as soon as medically allowable improves employee retention and reduces overtime costs.

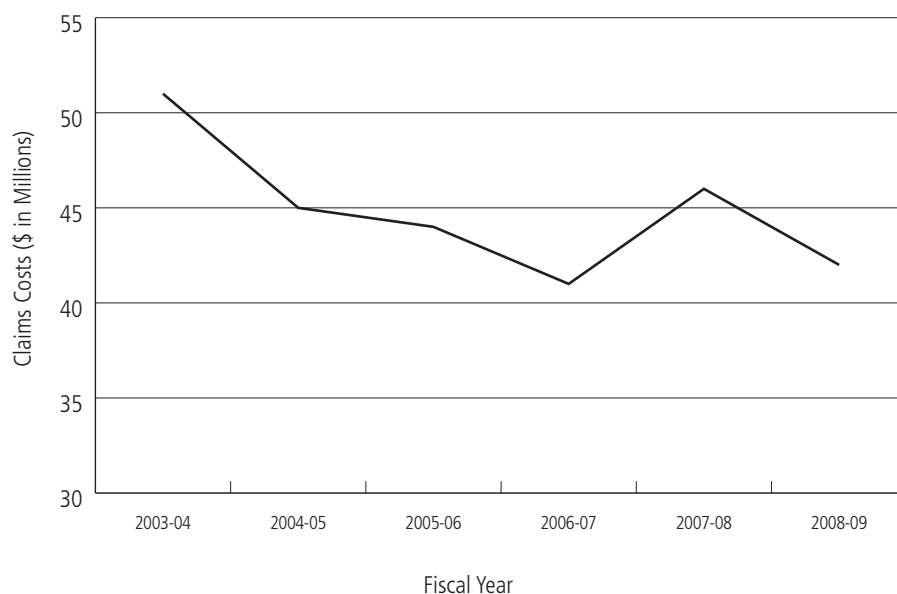
Additionally, the workers' compensation division will begin tracking claims electronically. This electronic system will improve communication between claims staff, medical providers and the City Attorney's Office for legal and medical information.

## EMERGENCY PREPARATION

DHR has recently deployed a consolidated database and management system designed to manage City employees and volunteers during a disaster response. The system has the potential to be used by all nine counties in the Bay Area as well as all other cities and public agencies coordinated under the region's urban area security initiative. In Fiscal Year 2009–10, DHR will integrate employee information (including job type and skills information) into the system allowing the City, for the first time, to manage the recruitment, screening, credentialing, deployment, tracking, management and activation of disaster service workers and spontaneous volunteers during a disaster.

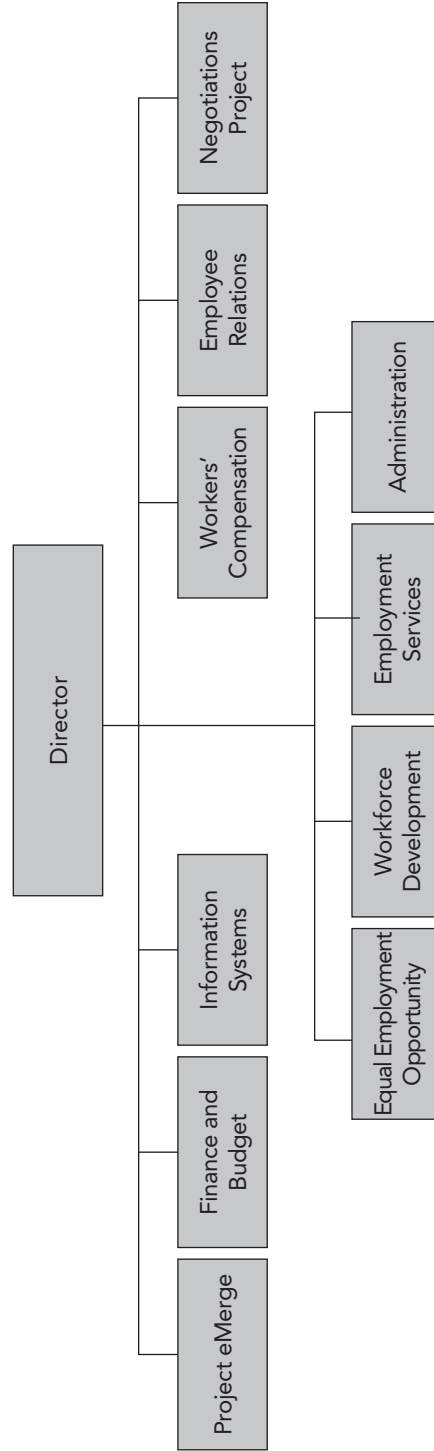
In addition, DHR will help city departments provide all required disaster worker-related training, federally mandated training, and personal preparedness training to employees on the critical role they play in the City's response to and recovery from a disaster. DHR has distributed the training materials and will track training compliance in Fiscal Year 2009–10.

### Total Workers' Compensation Claims Costs



*Annual claims costs are projected to decrease by 14 percent from the peak in Fiscal Year 2003–04 and by 4 percent compared to the prior year.*

# Human Resources



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	177.65	183.83	168.59	(15.24)	(8%)
Non-operating Positions (cap/other)	(23.00)	(39.77)	(29.00)	10.77	(27%)
<b>Net Operating Positions</b>	<b>154.65</b>	<b>144.06</b>	<b>139.59</b>	<b>(4.47)</b>	<b>(3%)</b>
<b>SOURCES</b>					
Use of Money or Property	16,488	16,500	0	(16,500)	(100%)
Expenditure Recovery	62,442,169	77,053,022	71,553,692	(5,499,330)	(7%)
General Fund Support	20,127,550	11,930,809	13,311,974	1,381,165	12%
<b>Sources Total</b>	<b>82,586,207</b>	<b>89,000,331</b>	<b>84,865,666</b>	<b>(4,134,665)</b>	<b>(5%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	13,744,239	12,542,661	12,426,897	(115,764)	(1%)
Fringe Benefits	3,862,420	3,764,021	4,252,020	487,999	13%
Professional & Contractual Services	60,746,885	66,199,779	62,338,696	(3,861,083)	(6%)
Materials & Supplies	312,859	308,705	315,686	6,981	2%
Equipment	655,875	902,000	0	(902,000)	(100%)
Services of Other Departments	3,263,929	5,283,165	5,532,367	249,202	5%
<b>Uses - Operating Expenditures Total</b>	<b>82,586,207</b>	<b>89,000,331</b>	<b>84,865,666</b>	<b>(4,134,665)</b>	<b>(5%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	3,769,557	1,358,585	904,308	(454,277)	(33%)
Employee Relations	4,062,125	4,597,050	5,469,252	872,202	19%
Equal Employment Opportunity	865,139	1,134,666	1,384,089	249,423	22%
Management Information System	9,540,078	16,230,452	12,019,071	(4,211,381)	(26%)
Recruit/ Assess/ Client Services	6,975,901	8,031,593	8,947,331	915,738	11%
Training & Organization Development	571,977	1,324,367	943,156	(381,211)	(29%)
Workers Compensation	56,801,430	56,323,618	55,198,459	(1,125,159)	(2%)
<b>Uses by Program Recap Total</b>	<b>82,586,207</b>	<b>89,000,331</b>	<b>84,865,666</b>	<b>(4,134,665)</b>	<b>(5%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>CLIENT SERVICES</b>				
Maintain an efficient and effective Classification Plan				
Number of position classifications in the Civil Service Plan	1,078	1,100	1,128	1,128
<b>EMPLOYEE RELATIONS</b>				
Facilitate stable and productive employee-employer relations				
Percent of grievances proceeding to arbitration in which the City prevails	34%	60%	60%	70%
Provide high quality compensation services				
Percent of wage rate calculations not requiring pay corrections	100%	100%	100%	100%
<b>EQUAL EMPLOYMENT OPPORTUNITY</b>				
Provide City employees with a discrimination-free workplace				
Percentage of discrimination complaints investigated within 6 months of receipt	77%	70%	70%	70%
<b>RECRUIT/ ASSESS/ CLIENT SERVICES</b>				
Streamline the examination process to facilitate permanent appointment and maintain low level of provisional appointment				
Percentage of employees citywide that are provisional	3.73%	2.10%	2.10%	3.00%
Average time between examination announcement closing and list adoption, in months	2.3	2.0	2.0	2.5
<b>TRAINING &amp; ORGANIZATION DEVELOPMENT</b>				
Provide high quality training to employees				
Average rating of DHR workshops by participants (1-5 scale)	4.6	4.5	4.5	4.4
Number of training hours delivered	28,492	15,592	22,000	15,000
<b>WORKERS COMPENSATION</b>				
Resolve employee Workers Compensation claims in a timely and effective manner				
Workers' Compensation claims closing ratio	104%	101%	101%	102%
Provide a safe and healthy work environment				
Claims per 100 FTEs (full time equivalents)	13.0	15.0	15.0	14.4

## 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 three divisions perform the following services:

**EQUAL OPPORTUNITY** 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 well as goals for the participation of LBEs as subcontractors; and administers the Citywide Surety Bonding and Financial Assistance Program.

**NONDISCRIMINATION IN EMPLOYMENT, HOUSING AND PUBLIC ACCOMMODATION** works to reduce discrimination and hate violence by assisting in the assurance of fair housing and mediating and investigating complaints of discrimination; provides counseling on issues and investigates complaints of discrimination relating to fair housing, public accommodations and business establishment discrimination; makes referrals to other agencies and conducts research into fair housing issues.

**LESBIAN GAY BISEXUAL TRANSGENDER AND HIV (LGBTH)** enforces the Equal Benefits Ordinance; investigates and mediates sexual orientation, gender identity, and HIV/AIDS discrimination complaints; provides training and information; and provides assistance to other government agencies in the development of sexual orientation, gender identity, and AIDS/HIV antidiscrimination policies.

For more information, call (415) 252-2500 or 311; or visit [www.sfgov.org/SFHumanrights](http://www.sfgov.org/SFHumanrights)

## Budget Data Summary

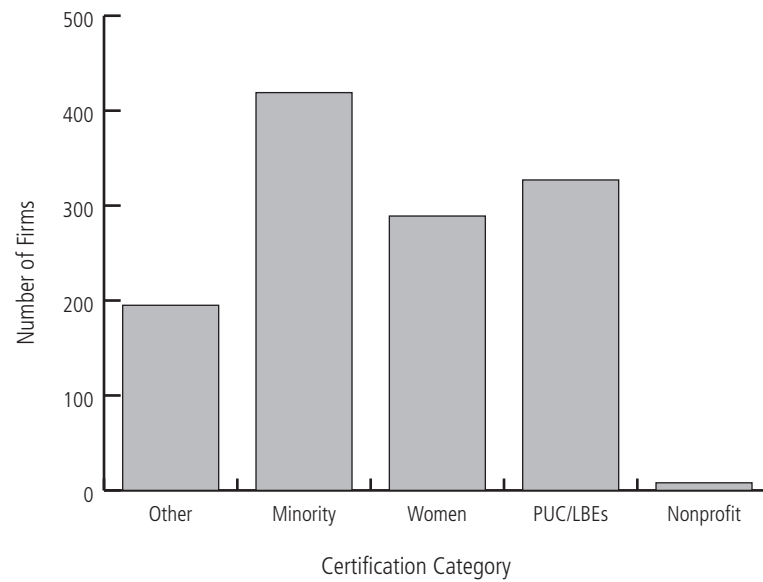
	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	4,817,274	6,142,082	6,511,434	369,352	6%
Total FTE	37.34	40.73	38.86	(1.87)	(5%)

# Budget Issues and Details

## **STRATEGIC PLANNING ADDRESSING FUTURE DEPARTMENTAL GOALS**

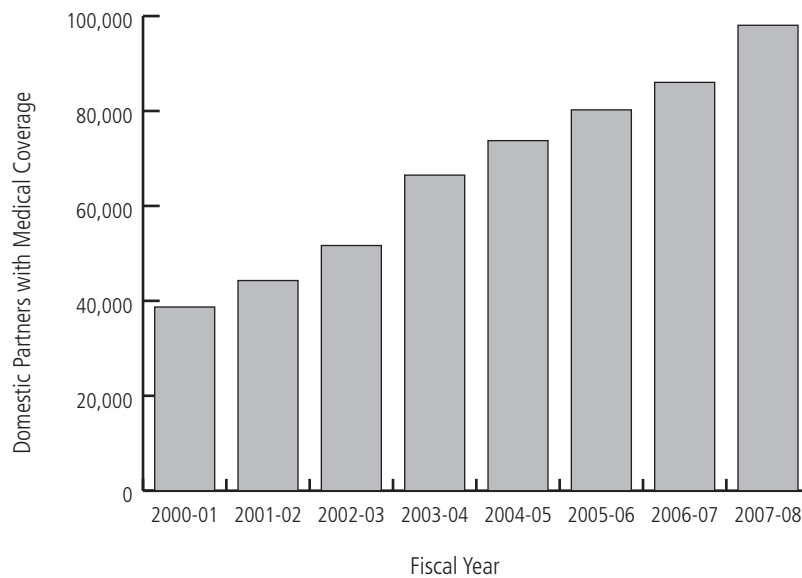
HRC initiated a planning process to develop a three year strategic plan. This plan will be ready for implementation at the beginning of Fiscal Year 2009-10. The strategic plan will examine and clarify HRC's mandate, its current operational functions, the role of other City departments in contract compliance and enforcement, and the challenges posed by Proposition 209. The strategic plan will also define and describe HRC's role in implementing citywide contract compliance and anti-discrimination requirements, as well as LGBT+HIV, fair housing, public accommodations and employment discrimination-related issues. By working with a broad-based coalition of impacted parties, HRC will work to develop a clear, unified direction for the Department, and gain the tools necessary to implement recommendations.

## Firms Certified as Local Business Enterprise



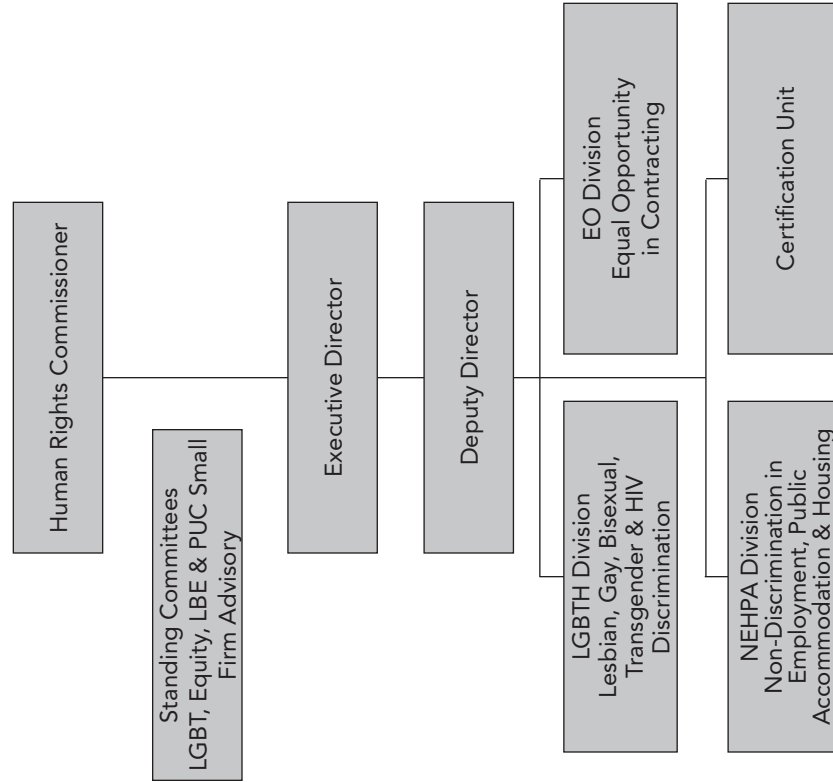
*Since 2006, more than 1,200 firms have been certified as local business enterprises.*

## Domestic Partners with Medical Coverage



*Depicts the number of domestic partners accessing medical insurance through employees working for City contractors in compliance with the S.F. Equal Benefits Ordinance.*

# Human Rights Commission



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	39.09	43.48	41.86	(1.62)	(4%)
Non-operating Positions (cap/other)	(1.75)	(2.75)	(3.00)	(0.25)	9%
<b>Net Operating Positions</b>	<b>37.34</b>	<b>40.73</b>	<b>38.86</b>	<b>(1.87)</b>	<b>(5%)</b>
<b>SOURCES</b>					
Expenditure Recovery	3,993,923	5,208,805	5,720,065	511,260	10%
General Fund Support	823,351	933,277	791,369	(141,908)	(15%)
<b>Sources Total</b>	<b>4,817,274</b>	<b>6,142,082</b>	<b>6,511,434</b>	<b>369,352</b>	<b>6%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	3,183,213	3,784,313	3,691,091	(93,222)	(2%)
Fringe Benefits	786,512	1,013,149	1,319,963	306,814	30%
Overhead	0	0	86,986	86,986	N/A
Professional & Contractual Services	329,855	820,884	837,475	16,591	2%
Materials & Supplies	10,364	29,533	29,533	0	0
Services of Other Departments	507,330	494,203	546,386	52,183	11%
<b>Uses - Operating Expenditures Total</b>	<b>4,817,274</b>	<b>6,142,082</b>	<b>6,511,434</b>	<b>369,352</b>	<b>6%</b>
<b>USES BY PROGRAM RECAP</b>					
Human Rights Commission	4,817,274	6,142,082	6,511,434	369,352	6%
<b>Uses by Program Recap Total</b>	<b>4,817,274</b>	<b>6,142,082</b>	<b>6,511,434</b>	<b>369,352</b>	<b>6%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>HUMAN RIGHTS COMMISSION</b>				
Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination				
Number of actions taken on fair housing complaints	2,343	750	1,420	1,420
Number of actions taken on public accommodation complaints	685	710	660	660
Number of actions taken in processing employment complaints	483	430	450	450
Number of actions taken to investigate and resolve sexual orientation complaints	557	490	390	390
Number of actions taken to investigate and resolve gender identity complaints	380	370	360	360
Number of actions taken to investigate and resolve HIV status complaints	212	200	240	240
Number of discrimination complaints and inquiries processed	1,389	1,420	1,350	1,350
Increase participation of local businesses (including minority and women-owned businesses) in City contracts				
Number of bids reviewed to ensure opportunities for certified small and micro local business enterprises, including minority and women-owned firms.	19,398	24,000	28,655	24,000
Ensure the equal provision of benefits to spouses and domestic partners				
Number of actions taken on contractor submittals	7,126	7,000	7,700	7,700
Provide sensitivity trainings on various discrimination and diversity issues				
Number of sensitivity trainings on various discrimination and diversity issues	164	130	250	250

## 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.
- **In-Home Supportive Services (IHSS)** provides care to low-income elderly, disabled and blind residents, thereby allowing them to live safely in their own homes.
- **Adult Protective Services** assists elders, dependent adults and adults with disabilities who are abused or neglected, or at risk of abuse or neglect.
- **The Offices of the Public Administrator, Public Conservator and Public Guardian** administer the estates of deceased residents when no family members are able or willing to act; provide mental health conservatorship services for residents who are gravely disabled due to mental illness; and manage probate conservatorship services for seniors and adults with disabilities who are substantially unable to provide for themselves.

Other adult services offered by DAAS include assisting veterans; connecting adults and their caregivers to services and resources; and providing representative payee money management services for individuals who cannot manage their own funds.

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

**THE 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 to help child care centers in San Francisco retain staff and improve their services.
- **County Adult Assistance Programs (CAAP)** provide financial aid and supportive services such as job training, shelter, 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** provides early intervention and prevention, emergency shelter, transitional housing, permanent supportive housing and other services to assist homeless individuals and families achieve the highest possible level of self-sufficiency. The

Care Not Cash program aims to improve the health and welfare of homeless CAAP clients by offering housing and services as part of their benefit package.

- **Family and Children's Services** protects children from harm by 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 children and adults improve their health by providing access to a nutritious diet.
- **Medi-Cal Health Connections** provides seniors, people with disabilities, families, pregnant women, children and young adults with access to free and low-cost health coverage through the Medi-Cal, Healthy Families and Healthy Kids programs.

For more information, call (415) 557-5000 or 311; or visit [www.sfhsa.org](http://www.sfhsa.org)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	612,089,116	682,217,909	666,318,618	(15,899,291)	(2%)
Total FTE	1,812.30	1,810.13	1,573.62	(236.51)	(13%)

## Budget Issues and Details

In these difficult financial times, the Human Services Agency has focused on preserving core services to those in need. The Agency has reduced management and administrative positions through administration efficiencies, line staff based on decreases in caseload (particularly in the foster care system), and contracts with community-based organizations. Working with the Human Services Commission and the Commission on Aging and Adult Services, the Human Services Agency has developed the following principles for making necessary reductions:

- Preserve programs and services that meet basic human needs, including: housing/shelter, food and nutrition, access to health care, income support and protection/safety;
- Minimize reductions to services and programs that leverage outside revenue;
- Maintain client services that are necessary to achieve mandated outcome objectives;
- Develop business process improvements and program efficiencies in order to reduce costs; and
- Consider program effectiveness when making budget reductions.

In the coming year, HSA will continue several initiatives designed to improve communication with clients. The Agency has recently launched a new website designed to better distribute information about its services to clients and potential clients. In addition, the Agency will soon launch a special website designed to link San Francisco's neediest families with food aid and other direct assistance.

### DAAS BUDGET INITIATIVES

DAAS has several initiatives designed to improve services to clients.

- **Increasing Access to Medicaid Benefits** Under the Medicaid Improvements for Patients and Providers Act (MIPPA), additional funds are available to San Francisco for increasing participation in Medicare Part D, the Low Income Subsidy, and the Medicare Savings Program. DAAS will work with State Health Insurance Assistance Programs (SHIPs), Health Insurance Counseling and Advocacy Program (HICAPs), and the Aging and Disability Resource Centers (ADRC's) to provide workshops for beneficiaries and launch targeted advertising.

- **Case Management Information & Payrolling System II (CMIPS II)** DAAS has entered a 26-month implementation phase to update the system used to administer the IHSS program and will receive \$1.53 million in state funds to cover costs. CMIPS II will offer increased accountability in addition to its current case management, payroll, and administrative information functions.
- **Leveraging Federal Medicaid Case Management Revenue** Community Living Fund case management staff and Department of Public Health Registered Nurses will leverage federal funds for Long-term Care Intake, Screening and Consultation case management services.
- **Public Housing and Food Pantry Services** DAAS is developing focused efforts to provide case management services to seniors in public housing. The Department has also collaborated with the Chinese Community Development Center to help homebound seniors get access to food pantries through volunteer-provided delivery services.

## DHS INITIATIVES

DHS Budget Initiatives include the transfer of one functional unit, staff reductions in multiple programs, reduction of administrative positions, and:

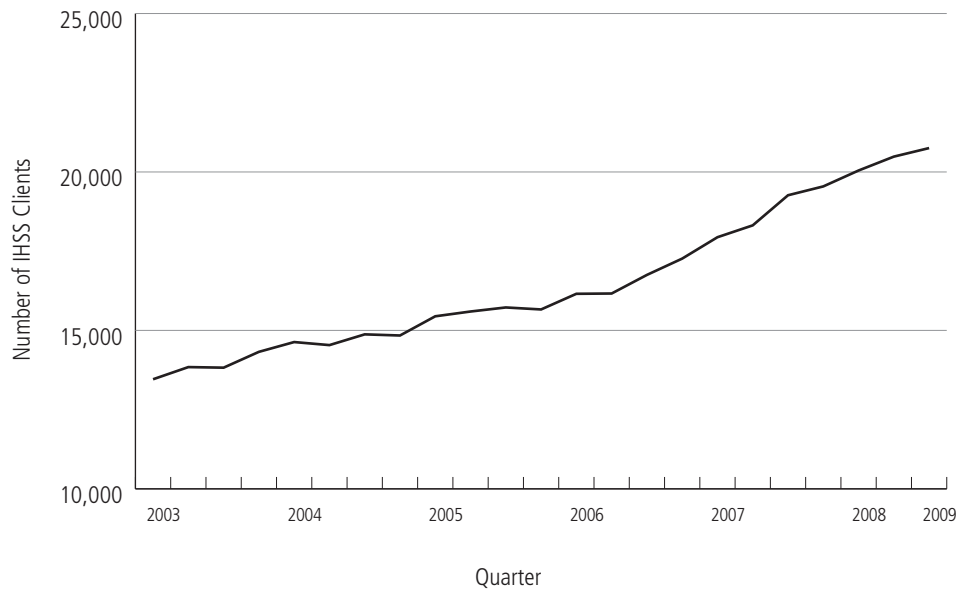
- **Shift of PAES Program** In a continuing effort to streamline client services and enhance client accessibility, DHS will shift the employment services of the Personal Assisted Employment Services (PAES) program from the CAAP program to Welfare-to-Work Services. This change will result in \$600,000 in savings due to staff reductions and will also result in improved outcomes for clients.
- **SSI Advocacy** DHS will continue its efforts to help clients in CAAP and Family and Children's Services apply for Supplemental Security Income (SSI). These efforts increase client income and help clients access needed medical care; successful applications also reduce the burden on the City by bringing in additional Federal revenue and reducing the number of clients on local aid.
- **Family and Children's Services (FCS)** is continuing efforts to reduce institutional placements for foster youth and to expand housing and workforce training for transitional age youth. At the same time, as a result of declining caseloads, FCS has been able to reduce staff. Even with the proposed staffing reductions, DHS will retain staff at a level that is consistent with the state's recommended caseloads.

FCS will also work with other city agencies to implement joint contract procurement for Family Resource Centers (FRCs). As part of a multi-year planning process, DHS, First Five and the Department of Children, Youth and Families (DCYF) created a framework for a continuum of services to be provided by neighborhood-based and population-based FRCs. Funding for neighborhood-based FRCs will be distributed based on the DCYF Neighborhood Index of Need, a compilation of community data on poverty, health, education and other indicators of need.

- **American Recovery and Reinvestment Act of 2009 (ARRA)** DHS is also actively seeking federal stimulus funding through the American Recovery and Reinvestment Act (ARRA). Funds are available to support housing and eviction prevention services for individuals and families, as well as subsidized employment activities for needy families. DHS is expanding current subsidized employment efforts, with the aim of placing 1,000 clients in jobs by the end of 2010.

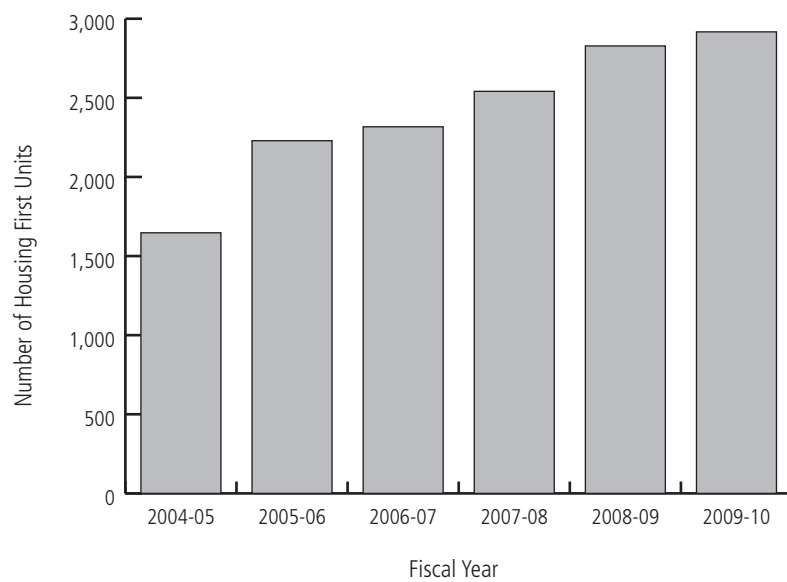
**STATE BUDGET UNCERTAINTIES** In addition to city funds, the Agency also draws support from the state and federal government. As a result, HSA and the City may face additional reductions as the California state budget for Fiscal Year 2009–10 is finalized. Due to uncertainty around California's budget, it is difficult to forecast the impact of state budget cuts on the HSA and citywide budgets. Current proposals call for further reductions in IHSS provider wages and services, elimination of state support for the CalWORKs program and cuts to Child Welfare Services, as well as reductions in other programs for vulnerable families and individuals. The Executive Directors of the Department of Human Services and the Department of Aging and Adult Services are working closely with their respective membership organizations at the state level to track the progress of state budget proposals and advocate for San Francisco's neediest residents.

## IHSS Client Growth

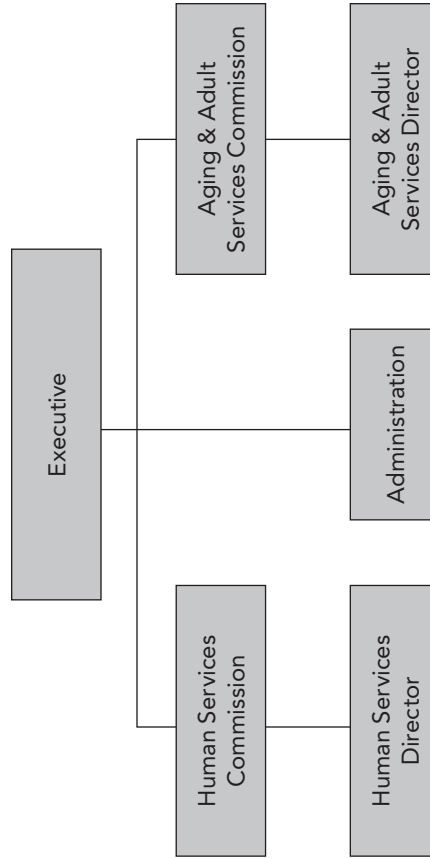


*The number of In-Home Supportive Services clients has grown by 54 percent since July 2003.*

## Number of Housing First Units



*The number of Housing First Units to house the homeless has increased by 1,270 over the past 6 years.*



# Human Services Agency

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,822.30	1,820.13	1,584.62	(235.51)	(13%)
Non-operating Positions (cap/other)	(10.00)	(10.00)	(11.00)	(1.00)	10%
<b>Net Operating Positions</b>	<b>1,812.30</b>	<b>1,810.13</b>	<b>1,573.62</b>	<b>(236.51)</b>	<b>(13%)</b>
<b>SOURCES</b>					
Use of Money or Property	1,761,225	971,970	971,970	0	0
Intergovernmental Revenue - Federal	194,044,034	228,345,338	249,225,098	20,879,760	9%
Intergovernmental Revenue - State	218,415,832	205,178,010	187,475,572	(17,702,438)	(9%)
Charges for Services	3,388,132	3,708,502	3,933,852	225,350	6%
Other Revenues	3,420,976	1,125,946	884,796	(241,150)	(21%)
Transfers In	15,942,431	17,596,803	16,666,382	(930,421)	(5%)
Expenditure Recovery	23,458,734	27,344,686	35,879,738	8,535,052	31%
Transfer Adjustments-Sources	(14,815,894)	(14,596,803)	(16,666,382)	(2,069,579)	14%
Fund Balance	1,454,590	249,434	0	(249,434)	(100%)
General Fund Support	165,019,056	212,294,023	187,947,592	(24,346,431)	(11%)
<b>Sources Total</b>	<b>612,089,116</b>	<b>682,217,909</b>	<b>666,318,618</b>	<b>(15,899,291)</b>	<b>(2%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	131,875,394	135,651,567	123,522,626	(12,128,941)	(9%)
Fringe Benefits	50,751,966	53,163,196	54,989,891	1,826,695	3%
Professional & Contractual Services	20,608,500	25,353,005	23,668,714	(1,684,291)	(7%)
Aid Assistance / Grants	365,680,435	424,666,124	416,100,269	(8,565,855)	(2%)
Materials & Supplies	3,149,465	2,459,771	2,332,827	(126,944)	(5%)
Equipment	354,937	249,434	0	(249,434)	(100%)
Services of Other Departments	39,180,901	39,641,249	45,429,860	5,788,611	15%
Transfers Out	14,815,894	14,596,803	16,666,382	2,069,579	14%
Transfer Adjustments-Uses	(14,815,894)	(14,596,803)	(16,666,382)	(2,069,579)	14%
<b>Uses - Operating Expenditures Total</b>	<b>611,601,598</b>	<b>681,184,346</b>	<b>666,044,187</b>	<b>(15,140,159)</b>	<b>(2%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	287,518	321,563	274,431	(47,132)	(15%)
Capital Projects	200,000	712,000	0	(712,000)	(100%)
<b>Uses - Project Expenditures Total</b>	<b>487,518</b>	<b>1,033,563</b>	<b>274,431</b>	<b>(759,132)</b>	<b>(73%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administrative Support	82,899,103	84,968,758	82,536,609	(2,432,149)	(3%)
Adult Services	150,230,033	163,651,746	163,670,899	19,153	0%
Calworks	52,444,125	54,441,735	54,315,802	(125,933)	0%
Children And Families Fund	38,904	51,250	352,531	301,281	N/A
Children's Baseline	18,030,441	24,456,528	21,844,220	(2,612,308)	(11%)
Children's Fund Programs	644,565	759,000	759,000	0	0
County Adult Assistance Program	42,881,472	50,098,011	50,674,486	576,475	1%
Family And Children's Service	140,756,713	157,343,308	146,624,965	(10,718,343)	(7%)
Food Stamps	12,543,743	12,893,388	12,388,548	(504,840)	(4%)
Homeless Services	70,458,667	86,804,937	87,451,037	646,100	1%

	2007-2008 Actual	2008-2009 Budget	2009-2010 Projected	\$ Chg from 2008-2009	% Chg from 2008-2009
Medi-Cal	22,490,614	23,981,730	24,089,661	107,931	0%
Public Ed Fund - Prop H ( March 2004 )	1,152,219	495,000	315,000	(180,000)	(36%)
Refugee Resettlement Program	198,726	325,407	390,442	65,035	20%
Workforce Development	17,319,791	21,947,111	20,905,418	(1,041,693)	(5%)
<b>Uses by Program Recap Total</b>	<b>612,089,116</b>	<b>682,217,909</b>	<b>666,318,618</b>	<b>(15,899,291)</b>	<b>(2%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ADULT SERVICES</b>				
Assist individuals and families to achieve their greatest potential within the context of family, community and/or society				
Total number of In Home Support Services (IHSS) clients	20,046	20,700	21,550	23,600
Number of unduplicated clients served by the Community Living Fund program.	406	400	540	540
Percentage of formerly institutionalized Community Living Fund clients who have successfully continued community living for a period of at least six months.	73%	70%	76%	75%
Promote the health and well being of San Franciscans				
Number of meals served at centers	808,115	798,964	835,580	743,040
Number of meals delivered to homes	1,006,202	899,300	1,017,494	854,335
Assist individuals and families to achieve their greatest potential within the context of family, community and/or society				
Number of referrals and requests for information about Aging and Adult Services	4,901	5,000	26,500	26,500
Maximize personal and agency resources				
Number of unduplicated veterans that received assistance	2,729	3,000	2,800	3,000
Protect and shield against abuse and neglect				
Public Guardian: Percentage of mandated visits made per quarter	96%	100%	98%	100%
Total number of conservatees receiving services through the Public Guardian Office	327	330	330	330
Protect and shield against abuse and neglect				
Number of individuals served by the Public Conservator's Office	1,259	900	1,100	1,100
Protect and shield against abuse and neglect				
Percentage of APS referrals resulting in consumer acceptance of service	90.9%	90.0%	89.5%	90.0%
Percentage of referred APS cases with reduced risk at time of case closure	78%	75%	77%	75%

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>COUNTY ADULT ASSISTANCE PROGRAM</b>				
Facilitate economic self-sufficiency				
Number of CAAP clients exiting cash aid due to receipt of SSI benefits	1,185	1,100	1,450	1,100
Promote the health and well being of San Franciscans				
The number of CAAP recipients who are homeless	444	400	400	400
<b>FAMILY AND CHILDREN'S SERVICE</b>				
Protect and shield against abuse and neglect				
Number of first time entries into foster care	295	350	300	350
Assist individuals and families to achieve their greatest potential within the context of family, community and/or society				
Percent of children who were reunified from child welfare supervised foster care during the most recent 12 month study period and had been in care less than 12 months	64%	75%	64%	75%
Protect and shield against abuse and neglect				
Independent Living Plan in place for adolescents in foster care	96%	90%	93%	90%
<b>FOOD STAMPS</b>				
Promote the health and well being of San Franciscans				
Current active food stamp caseload	15,386	17,500	16,500	17,000
Number of new food stamp cases opened as a result of targeted outreach events	1,084	1,000	1,100	1,100
<b>HOMELESS SERVICES</b>				
Promote the health and well being of San Franciscans				
Number of households that secured and/or maintained housing due to a one-time grant	2,573	2,500	2,500	2,500
Number of CAAP clients leaving homelessness due to obtaining housing through Care Not Cash	354	360	360	360
Percent of formerly homeless clients (single adults) still in supportive housing or other appropriate placements after one year	96%	90%	96%	90%
Cumulative number of supportive housing/ Care Not Cash housing units managed through HSA	3,054	3,094	3,094	3,094
Assist individuals and families to achieve their greatest potential within the context of family, community and/or society				
Number of families receiving a rental subsidy	199	250	210	250

## Performance Measures (cont.)

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>WORKFORCE DEVELOPMENT</b>				
Facilitate economic self-sufficiency				
WDD: Rate of completion of participants enrolled in job readiness programs	70%	65%	75%	65%
WDD: Job placement rate at or above 125% of the San Francisco minimum wage for aided individuals	40%	45%	45%	45%

# 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 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 & 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, appropriate rehabilitation and effective supervision of youth under the jurisdiction of the Department.

**RESIDENTIAL PROGRAM** JPD serves the community by investigating referrals on youth who are alleged to be beyond parental control or to have committed a crime.

**PROBATION SERVICE** 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 Superior Court, Juvenile Division, for the City and County of San Francisco.

**COMMUNITY 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.

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

# Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	35,816,263	38,038,508	36,077,480	(1,961,028)	(5%)
Total FTE	251.89	246.23	240.88	(5.35)	(2%)

# Budget Issues and Details

## PROGRAMMING CHANGES

**Collaborating to Enhance Community-Based Services** JPD has expanded its efforts to collaborate with other City departments as well as community-based organizations (CBO). Examples include participation in various citywide initiatives such as SF CAN-DO and the citywide “Call-In Strategy” which strengthens the links between CBOs, JPD staff, and youth in the juvenile justice system. This year, JPD will partner with the Department of Children, Youth and Families (DCYF), Department of Public Health (DPH), and the Mayor’s Office of Community Investment (MOCI) to issue a joint \$10 million Request for Proposal (RFP) for violence prevention programming for San Francisco youth. By combining resources, the participating departments will streamline the administrative and programmatic oversight of contracts and will ease reporting requirements for CBOs by reducing duplication and redundancies in the RFP and contracting process. The pooled funding also enables JPD to tap into federal revenue sources available through the DPH.

The RFP will fund violence prevention program categories that promote a coordinated continuum of care as follows: detention alternatives, case management, diversion, girls services, shelter services, detention-based services, and alternative education programming. Oversight of the City’s violence prevention funds will be administered jointly by the participating departments.

**Launching an Innovative Initiative at Log Cabin Ranch** In Fiscal Year 2009-10, JPD will implement a new program at Log Cabin Ranch (LCR) based on the Missouri Model, which shifts the focus from a rule-based compliance model to one of self reflection and group process for residents. The approach relies on formal group interactions as well as heightened levels of engagement from staff to youth in all activities, functions, and movement. This model has been replicated across the country and has demonstrated success at reducing recidivism for participants by up to 25 percent.

In addition to the introduction of the new program model, JPD has created a series of new program options centered around vocational and education planning for sustainable employment in emerging markets, specifically green collar jobs. Programming will also provide opportunities to build life skills while learning about the environment. Other enhancements at LCR include building renovations such as an upgrade of the LCR dorm to create a more nurturing setting that supports group sessions and individual study time. All of the program changes planned at LCR will be funded with State Youthful Offender Block Grant funds.

## FUNDING OPPORTUNITIES AND CHANGES

**American Recovery and Reinvestment Act** In partnership with the Adult Probation Department, JPD has applied for federal stimulus funds to enhance its probation services. The Community Outreach Officers (Co2) program will partner probation officers with the San Francisco Police Department, the San Francisco Unified School District and multiple community agencies to offer more comprehensive community-based services to probationers and to prevent high-risk youth from entering the juvenile justice system. Co2 probation officers will also coordinate with other probation staff to increase knowledge of existing community resources and to increase the number of client referrals to CBO services. The Co2 Supervising Probation Officer will oversee community support and outreach efforts including citywide initiatives meant to reduce recidivism, empower families, and better enhance partnerships between the City and community.

**State Budget Impact** The February 20th state budget made significant changes to the Juvenile Probation and Camps funding stream. Originally funded through an allocation in the state budget process, the Department instead will receive funds through a new and dedicated revenue stream associated with the Vehicle License Fee (VLF). While the budgeted revenue of \$3.1 million remains unchanged, the variable nature of the funding source may pose challenges if revenue comes in below budget projections. To offset funding concerns, the state budget allows for increased flexibility by enabling counties to carry forward surplus revenue, if any, across fiscal years. Another benefit of the funding change is more streamlined grant requirements. Moreover, due to the state ballot failure on the May 19th state elections, the dedicated VLF revenue will sunset in Fiscal Year 2010-11.

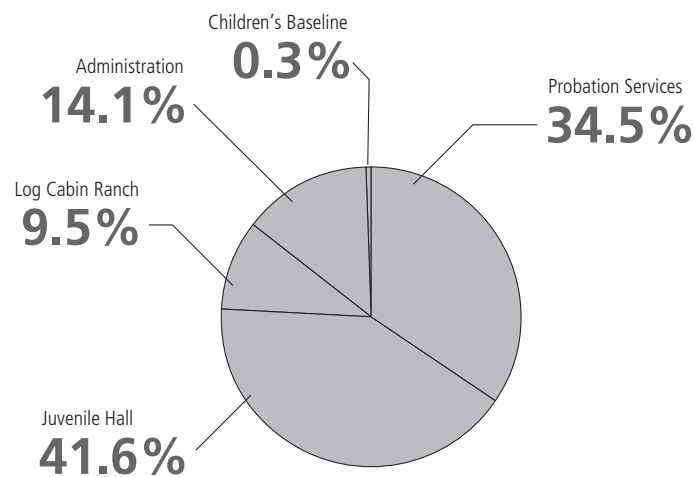
## INCREASING REVENUE AND IDENTIFYING COST SAVINGS

**Introducing New Fees** Starting September 1, 2009, JPD will begin to charge a new nominal daily fee for youth detained at Juvenile Hall and Log Cabin Ranch. The total annual revenue is projected to be \$300,000. Authorized

by the State's Welfare and Institutions Code, this fee recovers the cost associated with the care and maintenance of youth including food, clothing and other incidentals. The daily fee is currently being collected by 45 counties (78 percent of all counties) in California. The fee collection will be undertaken by the Treasurer-Tax Collectors Office who will make a financial determination on the ability to pay before issuing collection notices, families that are determined to be unable to pay will not be assessed this new fee..

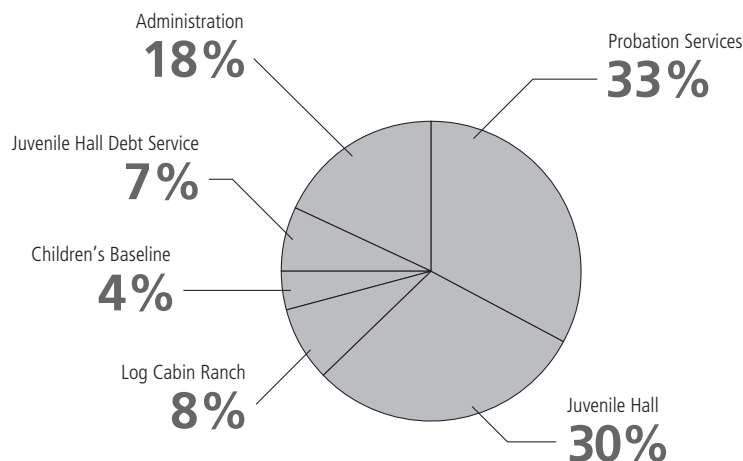
**Streamlining Operations** Beginning in January 2010, JPD will contract for food services utilizing a model similar to what is currently in place at the San Francisco Unified School District. Food will be prepared off-site according to the standards mandated by state regulations and brought to Juvenile Hall. Annual cost savings of up to \$500,000 will be realized for the same level of service being performed currently. Additional savings will be captured through a reduction in facilities maintenance and equipment replacement costs. The reduced cost of food service translates into a lower daily fee at Juvenile Hall.

## Budget Allocation by Division



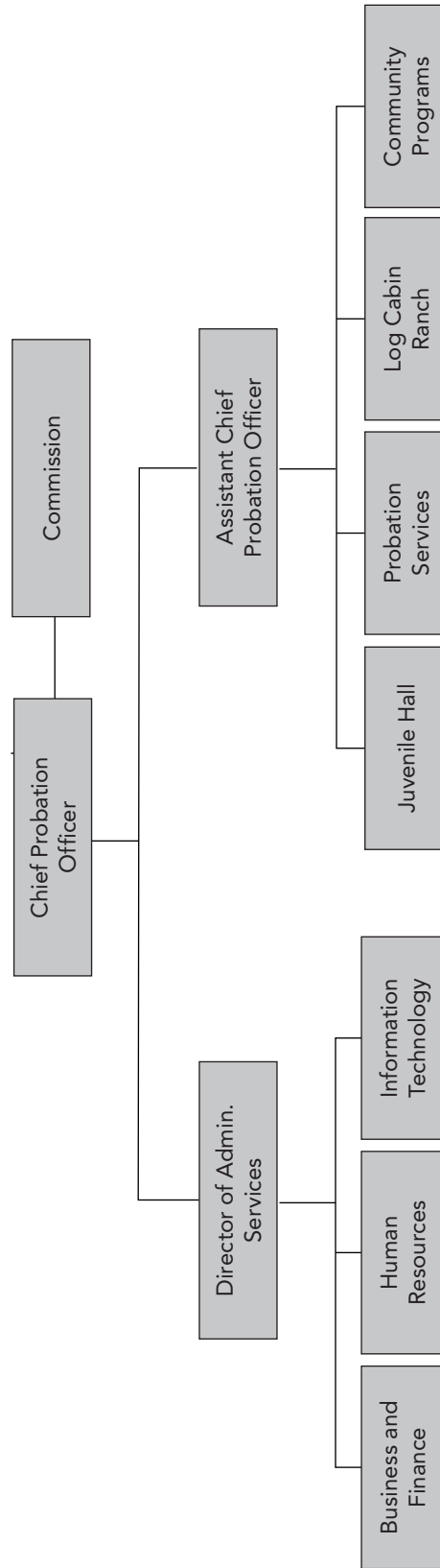
*Funding allocated to a program area as a percentage of total budget.*

## Staffing by Service Area



*Staffing allocated to a program area as a percentage of total budget.*

# Juvenile Probation



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	251.89	246.23	241.88	(4.35)	(2%)
Non-operating Positions (cap/other)	0.00	0.00	(1.00)	(1.00)	N/A
<b>Net Operating Positions</b>	<b>251.89</b>	<b>246.23</b>	<b>240.88</b>	<b>(5.35)</b>	<b>(2%)</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	2,704,879	5,567,393	1,549,628	(4,017,765)	(72%)
Intergovernmental Revenue - State	3,560,496	112,945	5,358,601	5,245,656	N/A
Charges for Services	8,202	13,345	343,000	329,655	N/A
Expenditure Recovery	590,933	224,000	0	(224,000)	(100%)
General Fund Support	28,951,753	32,120,825	28,826,251	(3,294,574)	(10%)
<b>Sources Total</b>	<b>35,816,263</b>	<b>38,038,508</b>	<b>36,077,480</b>	<b>(1,961,028)</b>	<b>(5%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	18,043,341	18,971,603	19,042,933	71,330	0%
Fringe Benefits	6,532,373	6,705,538	7,072,269	366,731	5%
Professional & Contractual Services	1,130,983	3,322,172	4,069,654	747,482	22%
Aid Assistance / Grants	4,713,901	4,137,110	665,000	(3,472,110)	(84%)
Materials & Supplies	986,454	873,273	636,300	(236,973)	(27%)
Equipment	19,770	18,362	0	(18,362)	(100%)
Services of Other Departments	3,096,563	2,867,450	4,336,324	1,468,874	51%
<b>Uses - Operating Expenditures Total</b>	<b>34,523,385</b>	<b>36,895,508</b>	<b>35,822,480</b>	<b>(1,073,028)</b>	<b>(3%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	300,000	334,000	255,000	(79,000)	(24%)
Capital Projects	992,878	809,000	0	(809,000)	(100%)
<b>Uses - Project Expenditures Total</b>	<b>1,292,878</b>	<b>1,143,000</b>	<b>255,000</b>	<b>(888,000)</b>	<b>(78%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	6,552,103	6,151,965	6,339,013	187,048	3%
Children's Baseline	2,044,153	1,500,067	1,320,966	(179,101)	(12%)
Children's Svcs - Non - Children's Fund	157,705	194,000	0	(194,000)	(100%)
Juvenile Hall	11,156,493	11,843,997	11,377,099	(466,898)	(4%)
Juvenile Hall Replacement Debt Payment	2,621,004	2,627,480	2,629,368	1,888	0%
Log Cabin Ranch	2,240,347	2,813,234	2,649,295	(163,939)	(6%)
Probation Services	11,044,458	12,907,765	11,761,739	(1,146,026)	(9%)
<b>Uses by Program Recap Total</b>	<b>35,816,263</b>	<b>38,038,508</b>	<b>36,077,480</b>	<b>(1,961,028)</b>	<b>(5%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ADMINISTRATION</b>				
Improve accounts payable processing				
Percentage of invoices for goods and services that are approved for payment within 30 days of receipt into division	95%	95%	95%	95%
Reduce overtime expenditures in the entire department				
Annual overtime expenditures	\$2,165,000	\$1,083,000	\$1,200,000	\$1,083,000
<b>CHILDREN'S BASELINE</b>				
Enhance the level and quality of program services provided to youth and their families				
Percent of authorized community-based program slots utilized by eligible youth	60%	55%	51%	55%
Improve education/vocational success of youth				
% of slots retained for New Direction Employment Program (NDEP) through summer for the Mayor's Youth Employment and Education Program (MYEEP)	100%	70%	92%	70%
% of New Direction Employment Program(NDEP) through Workrecreation slots through summer	100%	70%	100%	70%
% of Early Morning Studies Academy (EMSA) youth who complete GED	100%	70%	100%	70%
<b>JUVENILE HALL</b>				
Reduce the number of grievances				
Total number of grievances as a percentage of the average population at Juvenile Hall	0%	3%	4%	3%
Maximize access to services				
Number of programming hours	700	660	700	660
<b>LOG CABIN RANCH</b>				
Provide a safe and secure environment for staff and detainees				
Total incident reports as a percent of total bookings	7%	15%	15%	15%

## Performance Measures (cont.)

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>PROBATION SERVICES</b>				
Maintain target caseload levels assigned to each probation officer				
Average number of wards currently supervised through court order	21	25	21	25
Maintain a monthly Juvenile Hall population at or below the current rated capacity				
Average length of stay (in days) of youth in juvenile hall awaiting out of home placement	23	55	90	55
Utilize probation services and community resources to supervise youth in lieu of out-of-home commitments				
Percent of commitments to private placement	16%	10%	10%	10%
Percent of youth referred to community-based resources	95%	95%	95%	95%
Number of out-of-home placements that are outside the nine Bay Area counties	104	80	85	80
Reduce repeat offenders				
Percentage of youth on probation that have had previous referrals.	75%	35%	79%	35%
Increase use and effectiveness of detention alternative programs				
Average daily summary of openings	28%	20%	31%	20%



## 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 services to all San Franciscans. Attorney and non-attorney patrons require staff assistance to navigate the law and find the information and resources they need; however, non-lawyers require more in-depth assistance because they are not familiar with the 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, 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** because the law continually cites cases, precedents and laws and regulations. It is essential that the Law Library maintain its archives of the essential portions of its collection.

For more information, call (415) 554-6821 or 311; or visit [www.sfgov.org/sfl](http://www.sfgov.org/sfl)

## Budget Data Summary

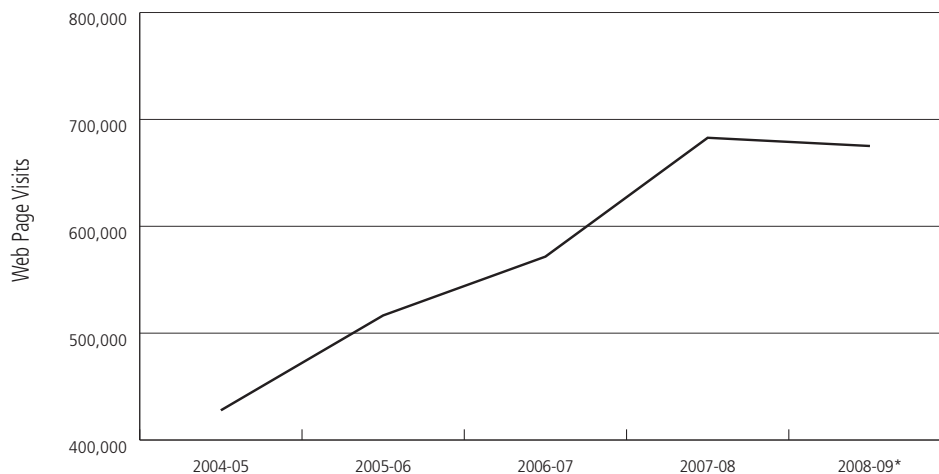
	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	610,959	597,706	707,577	109,871	18%
Total FTE	3.00	3.00	3.00	0.00	--

# Budget Issues and Details

The Law Library operates at three locations including the Main Law Library at Civic Center, the downtown branch library and the courthouse branch. The downtown branch provides evening and weekend services, while the courthouse branch library has limited materials and services. In Fiscal Year 2009-10, the Law Library is expecting an increase in rent at its Civic Center location. The Law Library will continue to maintain the same level of service.

The Law Library is funded mainly by civil court filing fees, which have not increased in several years. However, the Department will continue to make available up-to-date legal information and reference services concerning federal, state and local law to all San Franciscans, including: the general public, attorneys, the judiciary, elected officials, City departments, state, local and federal agencies, nonprofits, legal services organizations, the Courts, small and large businesses, corporations, law firms and students. Approximately half of those served are members of the general public who do not have a legal background, training, or an attorney to represent them. Because of the rules governing it, the Law Library provides its services free to the general public.

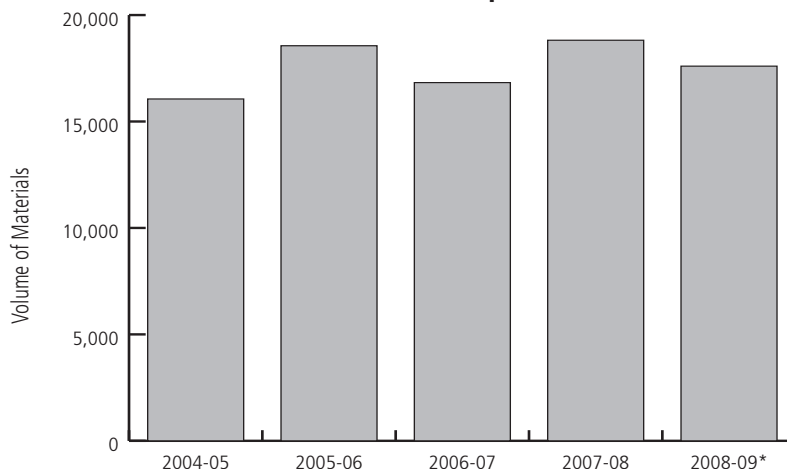
## Patron Web Page Usage



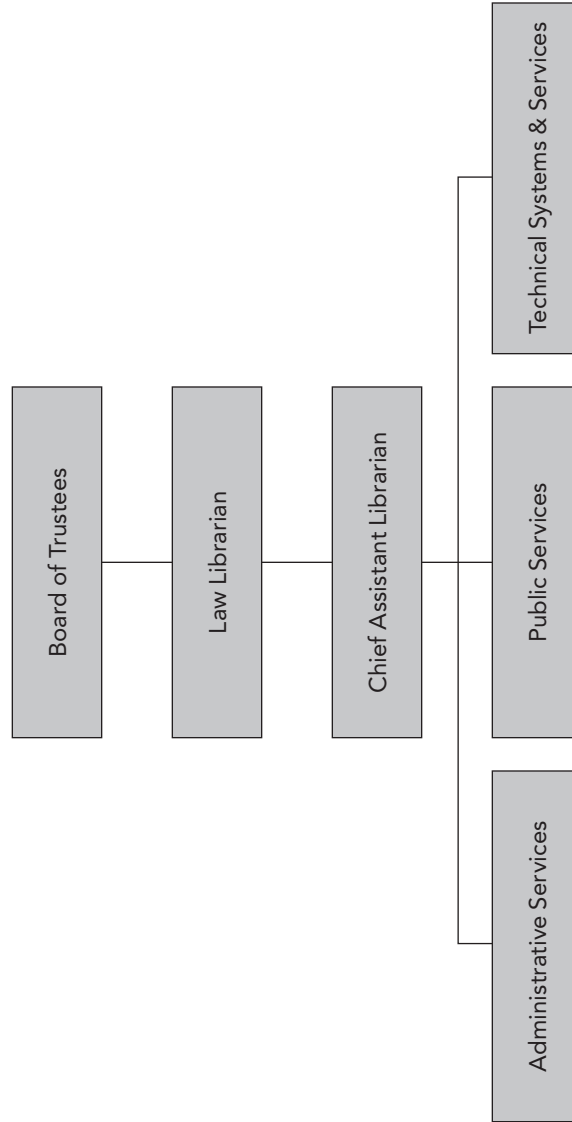
*The use of the Law Library's web resources has increased 63 percent since 2005.*

*\*Fiscal Year 2009 figure based on projection of year-to-date actuals.*

## Collection Updates



*Number of items such as case law and government documents that the Law Library processed and cataloged between Fiscal Years 2005-08. \*Fiscal Year 2009 figure based on projection of year-to-date actuals.*



# Law Library

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Projected	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	3.00	3.00	3.00	0.00	0
<b>Net Operating Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>--</b>
<b>SOURCES</b>					
General Fund Support	610,959	597,706	707,577	109,871	18%
<b>Sources Total</b>	<b>610,959</b>	<b>597,706</b>	<b>707,577</b>	<b>109,871</b>	<b>18%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	330,869	330,870	347,487	16,617	5%
Fringe Benefits	101,789	97,322	121,475	24,153	25%
Professional & Contractual Services	15,627	17,275	17,275	0	0
Materials & Supplies	136	443	443	0	0
Services of Other Departments	162,538	151,796	220,897	69,101	46%
<b>Uses - Operating Expenditures Total</b>	<b>610,959</b>	<b>597,706</b>	<b>707,577</b>	<b>109,871</b>	<b>18%</b>
<b>USES BY PROGRAM RECAP</b>					
Law Library	610,959	597,706	707,577	109,871	18%
<b>Uses by Program Recap Total</b>	<b>610,959</b>	<b>597,706</b>	<b>707,577</b>	<b>109,871</b>	<b>18%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>LAW LIBRARY</b>				
Ensure that the public has access to the most current legal information.				
Number of items checked in on automated system and processed	18,817	15,704	15,704	14,604



## 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, housing development and finance, and criminal justice planning and policy.

**THE MAYOR'S OFFICE OF NEIGHBORHOOD SERVICES** works to ensure that the needs of constituents are addressed quickly and effectively, and fosters communication among residents, neighborhood groups and city departments.

**THE MAYOR'S OFFICE OF CRIMINAL JUSTICE** seeks to promote stronger, safer and healthier communities by bringing people together to collectively address local public safety needs; by building partnerships; by developing public safety strategies; and by shaping public policy.

**THE MAYOR'S OFFICE OF HOUSING** coordinates the City's efforts to maximize housing opportunities for low-income households and individuals and administers a variety of housing finance programs.

**THE MAYOR'S OFFICE OF 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.sfgov.org/mayor](http://www.sfgov.org/mayor)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	24,760,456	16,713,492	26,669,479	9,955,987	60%
Total FTE	56.84	54.83	50.22	(4.61)	(8%)

# Budget Issues and Details

The Mayor's Office budget continues to support core programs and initiatives that improve San Francisco. To mitigate the budget deficit, the Mayor's Office has restructured many parts of its organization to gain efficiencies.

## THE MAYOR'S OFFICE OF COMMUNITY INVESTMENT

The Mayor's Office of Community Investment (MOCI) has undergone a significant series of changes over the last fiscal year. In Fiscal Year 2008–09, as an interim step, grantmaking was consolidated and streamlined into the Mayor's Office of Community Investment. The Mayor's Fiscal Year 2009–10 budget proposes realigning the grantmaking and policy elements of MOCI into the Office of Economic and Workforce Development (OEWD) and the Department of Children, Youth and Their Families (DCYF). This reorganization of city grantmaking in the Fiscal Year 2009–10 budget will streamline a number of grantmaking areas into two departments.

- Violence prevention grant seeking and grant making into DCYF.
- Neighborhood economic development and capital infrastructure investment into OEWD.
- Workforce development grantmaking, policy and service delivery into OEWD.
- Other community development grants into DCYF.

The Mayor's Office is continuing discussions with these departments and other interested stakeholders to ensure the grantmaking and policy functions are better aligned and that the City retains a cohesive community development program.

## MAYOR'S OFFICE OF HOUSING

In the coming fiscal year, three major projects will begin construction: 1) the start of construction at Hunters View, the first of the HOPE SF partnership projects with the San Francisco Housing Authority and the San Francisco Redevelopment Agency; 2) the renovation of the Central YMCA as supportive housing for homeless individuals and a new urban health clinic; and 3) a new apartment building on 29th Avenue for people with disabilities. Construction of three other supportive housing developments with more than 236 units will be completed in Fiscal Year 2009–10: 275 10th Street and 149 Mason Street for formerly homeless individuals and 850 Broderick for formerly homeless seniors.

In addition, Mayor's Office of Housing (MOH) anticipates assisting more than 400 first-time homebuyers through a combination of downpayment assistance, mortgage credit certificates, and below market-rate homes through the City's inclusionary housing ordinance. Finally MOH will be expanding its lead-based paint remediation program due to a \$3 million grant from the US Housing and Urban Development (HUD).

## MAYOR'S INTERAGENCY COUNCIL

Communities of Opportunity (COO) will continue its leadership role in strategically aligning critical partnerships to better serve low-income residents in San Francisco. This effort includes the implementation of SF CAN DO, the City's new coordinated case management pilot program and the revitalization of the Southeast Facility. In addition, COO remains a strong presence in the community, operating four opportunity centers—one in each of the public housing sites it serves—and ensuring that residents are connected to healthcare, employment training, education and better housing.

## ENVIRONMENTAL LEADERSHIP

The Mayor's Office leads local efforts to make San Francisco the most sustainable city in the United States by advancing landmark policies in the areas of energy, transportation and waste reduction. San Francisco is meeting unprecedented environmental goals, demonstrated by a 72 percent recycling rate, reduction of the City's greenhouse gas emissions 6 percent below 1990 levels and the strongest green building standards in the country.

The Mayor's Office is spearheading a broad range of environmental efforts within city government, including: expanding sustainable public space, lengthening the bicycle network, improving stormwater management, increasing overall water conservation and efficiency and expanding local renewable energy generation. These initiatives will create green collar jobs and demonstrate scalable programs and policies that can work in cities across the country.

#### **AMERICAN RECOVERY AND REINVESTMENT ACT OF 2009 (ARRA)**

The Mayor's Office is coordinating the City's efforts to seek federal stimulus funds. Over the next two years San Francisco will benefit from at least \$250 million in ARRA funding.

Although the Mayor's Office General Fund support declined significantly due to cuts and transfers of functions, the Mayor's budget overall grows by almost \$10 million due to the budgeting of federal stimulus dollars from Community Development Block Grant and Emergency Shelter Grant formula funding. These funds will be administered by the Mayor's Office of Housing and will fund transitional housing and homelessness prevention, housing infrastructure and community development.

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	125.62	120.53	99.34	(21.19)	(18%)
Non-operating Positions (cap/other)	(68.78)	(65.70)	(49.12)	16.58	(25%)
<b>Net Operating Positions</b>	<b>56.84</b>	<b>54.83</b>	<b>50.22</b>	<b>(4.61)</b>	<b>(8%)</b>
<b>SOURCES</b>					
Local Taxes	3,400,000	900,000	500,000	(400,000)	(44%)
Intergovernmental Revenue - Federal	4,618,286	401,599	15,594,830	15,193,231	N/A
Intergovernmental Revenue - State	3,178,619	4,079,634	818,600	(3,261,034)	(80%)
Expenditure Recovery	3,061,404	2,938,433	4,808,768	1,870,335	64%
Fund Balance	2,095,877	493,968	598,312	104,344	21%
General Fund Support	8,406,270	7,899,858	4,348,969	(3,550,889)	(45%)
<b>Sources Total</b>	<b>24,760,456</b>	<b>16,713,492</b>	<b>26,669,479</b>	<b>9,955,987</b>	<b>60%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	5,164,157	4,789,069	4,368,297	(420,772)	(9%)
Fringe Benefits	1,855,312	1,673,856	1,779,696	105,840	6%
Overhead	39,464	41,883	0	(41,883)	(100%)
Professional & Contractual Services	874,416	148,873	1,350,311	1,201,438	N/A
Aid Assistance / Grants	15,047,801	7,510,515	9,716,558	2,206,043	29%
Materials & Supplies	176,533	191,189	45,200	(145,989)	(76%)
Services of Other Departments	1,602,773	473,862	9,409,417	8,935,555	N/A
Budgetary Reserves	0	1,884,245	0	(1,884,245)	(100%)
<b>Uses - Operating Expenditures Total</b>	<b>24,760,456</b>	<b>16,713,492</b>	<b>26,669,479</b>	<b>9,955,987</b>	<b>60%</b>
<b>USES BY PROGRAM RECAP</b>					
Affordable Housing	6,717,696	1,694,339	16,859,438	15,165,099	N/A
City Administration	4,053,681	4,183,811	4,383,549	199,738	5%
Community Investment	7,193,953	2,070,674	3,622	(2,067,052)	(100%)
Criminal Justice	4,742,729	6,374,923	484,216	(5,890,707)	(92%)
Homeless Services	370,093	660,619	2,879,508	2,218,889	N/A
Neighborhood Services	768,324	733,710	776,459	42,749	6%
Public Policy & Finance	913,980	995,416	1,282,687	287,271	29%
<b>Uses by Program Recap Total</b>	<b>24,760,456</b>	<b>16,713,492</b>	<b>26,669,479</b>	<b>9,955,987</b>	<b>60%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>AFFORDABLE HOUSING</b>				
Provide affordable housing				
Number of newly constructed low and moderate-income rental units completed with public financial assistance	87	350	629	236
Number of first time homebuyers receiving assistance or purchase opportunities	461	350	350	400
<b>COMMUNITY DEVELOPMENT</b>				
Promote economic development in low-income communities				
Number of small business and micro-enterprise start-ups assisted	352	376	256	256
Number of jobs created	434	438	370	370
Number of jobs retained	206	310	285	285
Number of direct loans made to small businesses and micro-enterprises	0	3	1	6
Improve the physical infrastructure and environment of low-income neighborhoods				
Number of public space improvement projects completed	16	15	10	6
<b>CRIMINAL JUSTICE</b>				
Fund public safety programs				
Amount of state and federal grants secured, in millions	\$6.5	\$4.0	\$5.3	\$7.6
<b>NEIGHBORHOOD SERVICES</b>				
Respond to citizens				
Number of Certificates, Proclamations, and Greeting Letters Issued	3,038	1,500	2694	1,500
Number of Town Halls Produced	8	6	5	6
<b>PUBLIC POLICY &amp; FINANCE</b>				
Obtain citizen input and promote understanding of the City's budget				
Number of presentations to advocates, labor groups, community organizations and other stakeholders	25	25	25	25
Develop and Oversee Implementation of Mayor's Policy Pledges				
Percent of pledges accomplished	79%	80%	80%	80%



## Mission

To provide a safe and efficient ground transportation network for transit customers, pedestrians, bicyclists, taxi customers and drivers. The Municipal Transportation Agency (MTA) operates the Municipal Railway (Muni), and manages parking, traffic and taxis, as well as pedestrian and bicycle programs. The MTA endeavors to improve the quality of life of all the City's residents and visitors through implementation of the City's Transit First Policy.

## Services

The Municipal Transportation Agency (MTA) provides the following services:

**MUNICIPAL RAILWAY** provides trolley bus, motor coach, light rail, cable car, historic streetcar and paratransit services in the City.

**PARKING AND TRAFFIC** enforces all local and state parking laws; issues parking permits; manages public parking garages; installs and maintains traffic signals, parking meters, traffic signs and street markings; coordinates safe traffic flow at school intersections on high-use transit corridors and in neighborhoods and commercial districts; and processes and adjudicates all parking citations and tow appeals.

**TAXI SERVICES** ensure the provision of taxi service to the residents and visitors of San Francisco and enacts and enforces rules concerning drivers, medallion holders and companies.

**PEDESTRIAN AND BICYCLE PROGRAMS** improve conditions to encourage increased walking and bicycling to protect the environment and promote personal health.

For more information call 311; or visit [www.sfmta.com](http://www.sfmta.com)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	764,700,160	786,228,201	767,889,202	(18,338,999)	(2%)
Total FTE	4,364.56	4,533.85	4,360.46	(173.39)	(4%)

# Budget Issues and Details

Pursuant to the Charter, in 2008 the MTA adopted a two-year budget for Fiscal Year 2008–09 and Fiscal Year 2009–10. The amount originally projected for Fiscal Year 2009–10 was \$816.7 million. However, as a result of the severe downturn in the economy, the MTA faces a \$128.9 million deficit and has had to realign their budget expenditures and revenues. The MTA is proposing a combination of service modifications, fare increases, and administrative reductions in order to present an amended balanced budget. Despite the bad fiscal news, the MTA continues to improve upon the City's transportation network with the programs and services detailed below.

## **AMERICAN RECOVERY AND REINVESTMENT ACT OF 2009**

The federal stimulus package provides an initial allocation of \$67 million to the MTA, which is the largest transit agency allocation in the region. It will be used to fund a dozen “shovel ready” projects designed to rehabilitate, update and renew transit vehicles, facilities and vital systems as well as to improve customer convenience features. The MTA also is fully prepared to compete for further federal stimulus funding for projects such as the procurement of additional hybrid biodiesel buses.

## **IMPROVING MUNI THROUGH THE TRANSIT EFFECTIVENESS PROJECT (TEP)**

In Fiscal Year 2008–09 the MTA Board of Directors approved the recommendations of the TEP, the first comprehensive review of Muni in a generation. Undertaken in partnership with the Controller's Office, the TEP's goal is to reinvigorate and modernize the City's public transportation system. The TEP explored issues ranging from route alignments to operational practices. In Fiscal Year 2009–10, the MTA will begin to implement the TEP by conducting requisite environmental studies and continuing to focus on improving the reliability of Muni's busiest bus routes and rail lines.

## **IMPROVED TRANSIT SHELTERS**

In 2007, MTA finalized an agreement that will provide the City with new transit shelters of dramatic design and improved maintenance. As a result, the existing 1,200 shelters will be replaced beginning in 2009, at a rate of 175 per year. About half of the new shelters will include solar power, and a push-to-talk feature to ensure that visually impaired people receive messages generated by NextMuni displays.

## **SFPARK**

*SFpark* is a federally funded program to optimize parking management through the use of best practices and the latest technologies. *SFpark's* aim is to reduce traffic congestion for public transit by getting vehicles into available street spaces and MTA-administered parking facilities as quickly and conveniently as possible. Technological advances in parking management allow *SFpark* to monitor parking supply and demand to provide drivers with real-time availability and with practical information on where to park in San Francisco as well as to make payment more convenient through acceptance of credit and smart cards. Pilot projects covering a quarter of the City's metered spaces and thousands of parking garage spaces will begin in Fiscal Year 2009–10.

## **TAXIS**

Proposition E, passed by voters in 1999, created the MTA 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 merged with the MTA as the Division of Taxis and Accessible Services. The MTA Board now has the authority to regulate the taxi industry and other vehicles for hire in San Francisco. This merger completes the integration of transportation management that will enable the MTA to further promote Transit First in San Francisco and improve Muni's on-time performance. The MTA Fiscal Year 2009–10 budget incorporates the taxi program and enhances staffing levels to better serve the taxi industry and its customers. It also includes a pilot proposal to change the way some medallions are distributed.

## **PEDESTRIAN SAFETY**

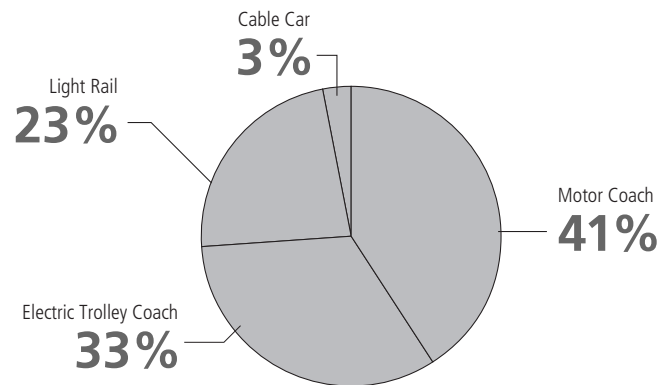
Projects falling under the pedestrian program focus on increased pedestrian safety, accessibility and convenience. In 2008, those projects included the draft Better Streets Plan, Golden Gate Park pedestrian improvements, and the selection and design of 26 intersections for Accessible Pedestrian Signals. Eleven installations were completed in 2008,

and 15 others will be installed in 2009, bringing the citywide total to 115 intersections by the end of the year. The draft Better Streets Plan will feature unified streetscape design, increased public space, extensive greening, improved street ecology and enhanced pedestrian safety for San Francisco residents. 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.

## MAKING SAN FRANCISCO MORE BICYCLE FRIENDLY

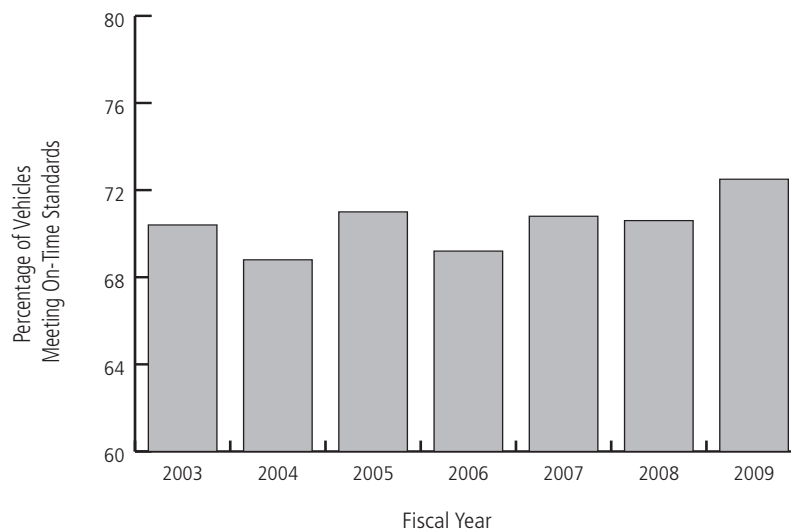
The MTA continues to aggressively pursue the Mayor's goal of making bicycles account for 10 percent of all trips in the City. The MTA is finalizing an update of its Bicycle Plan and the City's Planning Commission is nearing completion of an Environmental Impact Report of the plan. The 2009 Bicycle Plan includes eight specific goals, over 60 proposed near-term and long-term projects and more than 80 actions aimed at increasing safe bicycle use in the City. The Fiscal Year 2009–10 operating budget continues to support the Bicycle Program by funding the implementation of new bicycle facilities such as bicycle lanes and bicycle parking. The MTA is also exploring an innovative bicycle sharing program used in a number of European cities.

### Muni Passengers by Service Type



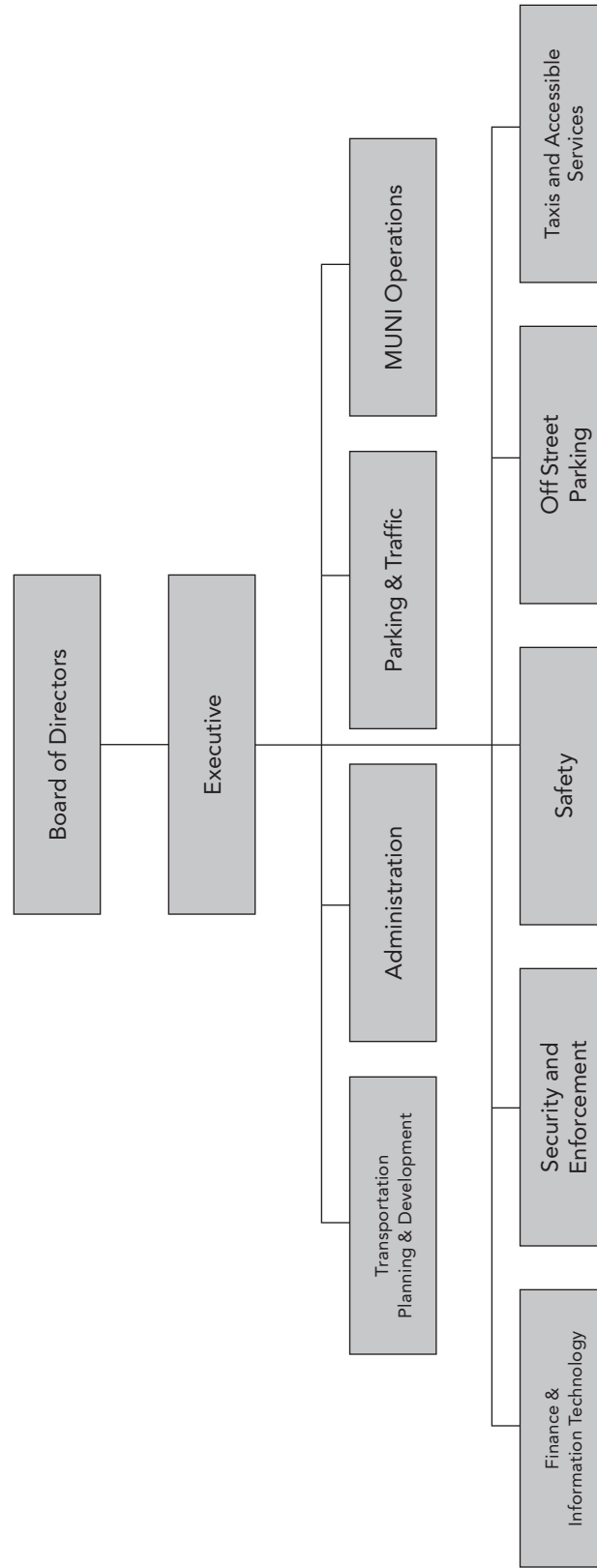
*Each year, Muni carries over 200 million passengers—over half a million per day. Three quarters of passengers use the electric and motor buses that make up the bulk of the network. Just a handful of light rail lines account for one fifth of total ridership.*

### On-Time Performance for Muni Vehicles



*On-time performance for Muni vehicles is projected to exceed 70 percent for the third year in a row.*

# Muni Transportation Agency



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	4,787.06	4,998.42	4,810.33	(188.09)	(4%)
Non-operating Positions (cap/other)	(422.50)	(464.57)	(449.87)	14.70	(3%)
<b>Net Operating Positions</b>	<b>4,364.56</b>	<b>4,533.85</b>	<b>4,360.46</b>	<b>(173.39)</b>	<b>(4%)</b>
<b>SOURCES</b>					
Licenses & Fines	103,379,931	114,025,595	129,775,643	15,750,048	14%
Use of Money or Property	75,422,031	70,238,800	81,547,830	11,309,030	16%
Intergovernmental Revenue - Federal	4,718,560	19,921,868	3,921,868	(16,000,000)	(80%)
Intergovernmental Revenue - State	43,242,567	43,579,041	30,980,645	(12,598,396)	(29%)
Intergovernmental Revenue - Other	72,035,761	88,580,571	44,564,774	(44,015,797)	(50%)
Charges for Services	170,595,466	164,389,850	202,980,532	38,590,682	23%
Other Revenues	2,958,582	2,003,200	3,200	(2,000,000)	(100%)
Transfers In	63,498,993	83,063,899	119,707,335	36,643,436	44%
Expenditure Recovery	55,786,473	70,714,529	62,104,460	(8,610,069)	(12%)
Transfer Adjustments-Sources	(84,001,720)	(98,515,326)	(127,571,507)	(29,056,181)	29%
Fund Balance	80,454,213	32,511,174	42,314,422	9,803,248	30%
General Fund Support	176,609,303	195,715,000	177,560,000	(18,155,000)	(9%)
<b>Sources Total</b>	<b>764,700,160</b>	<b>786,228,201</b>	<b>767,889,202</b>	<b>(18,338,999)</b>	<b>(2%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	385,780,486	350,158,861	347,447,268	(2,711,593)	(1%)
Fringe Benefits	127,452,237	133,023,259	147,157,662	14,134,403	11%
Overhead	54,369,260	63,729,476	59,941,215	(3,788,261)	(6%)
Professional & Contractual Services	108,526,446	147,932,807	138,976,435	(8,956,372)	(6%)
Materials & Supplies	47,903,393	64,710,730	65,457,135	746,405	1%
Equipment	2,282,040	8,506,093	0	(8,506,093)	(100%)
Debt Service	9,747,315	8,094,297	4,121,275	(3,973,022)	(49%)
Services of Other Departments	50,033,188	67,876,594	64,534,373	(3,342,221)	(5%)
Transfers Out	42,146,044	30,036,410	67,825,346	37,788,936	N/A
Budgetary Reserves	0	10,000,000	0	(10,000,000)	(100%)
Transfer Adjustments-Uses	(84,001,720)	(98,515,326)	(127,571,507)	(29,056,181)	29%
<b>Uses - Operating Expenditures Total</b>	<b>744,238,689</b>	<b>785,553,201</b>	<b>767,889,202</b>	<b>(17,663,999)</b>	<b>(2%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	1,199,877	675,000	0	(675,000)	(100%)
Capital Projects	19,261,594	0	0	0	N/A
<b>Uses - Project Expenditures Total</b>	<b>20,461,471</b>	<b>675,000</b>	<b>0</b>	<b>(675,000)</b>	<b>(100%)</b>
<b>USES BY PROGRAM RECAP</b>					
Accessible Services	19,822,935	21,240,490	21,631,686	391,196	2%
Administration	46,250,004	63,023,161	55,081,571	(7,941,590)	(13%)
Agency Wide Expenses	8,762,609	23,765,064	5,778,968	(17,986,096)	(76%)
Benefit Programs	17,753,579	20,013,716	24,925,511	4,911,795	25%
Customer Service	843,323	1,219,218	1,313,816	94,598	8%
Development And Planning	11,029,197	11,564,354	8,414,321	(3,150,033)	(27%)
Legal	23,084,239	34,847,387	32,767,134	(2,080,253)	(6%)
Parking & Traffic	73,343,475	64,929,310	63,951,083	(978,227)	(2%)
Parking Garages & Lots	6,258,077	7,806,513	5,276,887	(2,529,626)	(32%)

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
Programs With Other Transit Agencies	19,608,985	19,074,820	19,408,629	333,809	2%
Rail & Bus Services	461,509,359	433,400,340	446,293,067	12,892,727	3%
Security, Safety, Training & Enforcement	56,960,990	60,315,085	56,639,492	(3,675,593)	(6%)
Taxi Services	1,627,221	2,131,115	3,108,701	977,586	46%
Traffic Engineering & Operation	(1,385,109)	0	0	0	N/A
Workers Compensation Claims	19,231,276	22,897,628	23,298,337	400,709	2%
<b>Uses by Program Recap Total</b>	<b>764,700,160</b>	<b>786,228,201</b>	<b>767,889,202</b>	<b>(18,338,999)</b>	<b>(2%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ENFORCEMENT</b>				
To ease traffic congestion and promote parking turnover throughout the City by enforcing regulations				
Abandoned automobile reports: Percent responded to within 48 hours	76%	100%	99%	100%
To process citations and hearings in a timely manner				
Walk-in citation and residential parking permit customers: average wait time (in minutes)	7	10	10	10
Walk-in citation and residential parking permit customers: Percent served within 20 minutes (FY09: 15 minutes)	96%	82%	82%	82%
<b>MRD-MUNICIPAL RAILWAY EXEC OFFICE (MREO)</b>				
Improve the safety of passengers, drivers, pedestrians, and others				
MUNI collisions per 100,000 vehicle miles	6.43	6.02	6.00	5.72
<b>PARKING</b>				
To provide clean, safe and convenient parking at reasonable rates to maximize revenues				
Parking meter malfunction reports: Percent responded to and repaired within 48 hours	86%	85%	85%	85%
<b>RAIL &amp; BUS SERVICES</b>				
Provide reliable and timely transit service				
Schedule adherence	70.6%	85.0%	72.0%	85.0%
Percent of scheduled service hours delivered	95.9%	98.5%	97.5%	98.5%
Improve customer satisfaction				
Transit operator complaints requiring follow up: Percent resolved within 30 days	47.2%	75.0%	75.0%	75.0%

## Performance Measures (cont.)

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>TAXI ENFORCEMENT</b>				
Manage the number of permits (i.e. medallions) available in San Francisco to assure adequate taxicab service.				
Total number of taxi medallions (permits) available	1,400	1,500	1,500	1,500
Number of wheelchair accessible taxi medallions available	100	100	100	100
Achieve short taxi response times				
Response within 10 minutes, 70% of the time	70%	85%	80%	80%
Response within 15 minutes, 80% of the time	80%	85%	85%	85%
Resolve complaints against drivers, companies				
Number of complaints received	1,500	1,500	1,100	1,000
Number of days to resolve complaints	45	30	20	30
<b>TRAFFIC ENGINEERING &amp; OPERATION</b>				
To promote the safe and efficient movement of people and goods throughout the City				
Traffic and parking control requests: Percent investigated and responded to within 90 days	85%	82%	87%	82%

## 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 THE CHIEF OF POLICE** directs, manages and oversees the operations of the Police Department consistent with the Department's vision statement. Units within this office include the Risk Management Office, Strategic Management, Early Intervention and Public Affairs.

**FIELD OPERATIONS BUREAU** consists of the Patrol Division, which operates the 10 district police stations and provides both plainclothes and uniformed patrol of San Francisco neighborhoods; and the Special Operations Division, which is comprised of specialized units to respond to emergency and non-emergency calls for service and provides specialized support to other department units. These units include the Tactical Company, Homeland Security Unit, MUNI Response Team and Traffic Company.

**INVESTIGATIONS BUREAU** provides investigative efforts related to personal crimes, property crimes, narcotic and vice crimes, forensic services, and family service areas, as well as supporting other department units with the Fugitive Recovery Enforcement Team and the Robbery Apprehension Team.

**ADMINISTRATION BUREAU** provides operational and administrative support to the Police Department, including training, records and property management, vehicle fleet management, information technology, staff services, recruitment services, and fiscal management.

**AIRPORT BUREAU** serves San Francisco International Airport by providing for the safety and security of 34 million passengers annually; 34,000 employees; 5 million square feet of terminal buildings; and over 15 miles of airport property and roadways. Additionally, the Airport Bureau provides specialized duties in response to Transportation Security Administration directives, including providing bomb detection dogs that are tested and certified annually by the Transportation Security Administration.

**OFFICE OF CITIZEN COMPLAINTS (OCC)** is mandated by the City charter to "...fully, fairly and impartially investigate" all civilian complaints of misconduct against SFPD sworn members; to reach and confidentially report factual conclusions in such cases; and to present statistical reports and policy recommendations on a regular basis to the Police Commission. The 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

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	409,649,479	433,203,476	449,146,410	15,942,935	4%
Total FTE	2,869.76	2,948.83	2,784.62	(164.21)	(6%)

## Budget Issues and Details

### STAFFING

The Department's multi-year staffing strategy achieved an important milestone in Fiscal Year 2008-09 when it reached the charter-mandated full-duty staffing minimum of 1,971 police officers as approved by voters through Proposition D in June 1994. With the achievement of this staffing milestone and the implementation of stringent overtime management strategies, the Department has decreased its overtime usage by 25 percent. In order to help maintain sworn personnel staffing near the current level, the 2009-10 budget includes funding to hire 30 new police officers.

The passage of Proposition C in March 2004 directed the Police Department and the Controller's Office to review all administrative and clerical positions in the Department filled by police officers, with the goal of hiring more civilian employees to perform these functions so police officers could return to regular police duties. The recent budget shortfall has hampered the Department's efforts toward continued civilianization as funding for new civilian positions has been severely limited. The Fiscal Year 2009-10 budget contains funding to maintain the Department's current civilian positions hired within Fiscal Year 2008-09, but it does not provide funding for additional civilianization.

### POLICE EFFECTIVENESS REVIEW

The Police Effectiveness Review provided an independent and comprehensive review of the Department's operations, structure and personnel resources. The three primary studies from the Review (Foot Patrol Pilot Program Evaluation, District Station Boundary Analysis and Organizational Assessment) and five other recent studies (an information technology strategic review and plan, a report on community policing, the offering of a community peace plan, a plan to improve the Department's efforts to consistently provide fair and impartial policing and an evaluation of the Department's use of cameras to monitor public space) have resulted in over 300 recommendations to make the San Francisco Police Department a national leader in community policing, problem-solving policing and crime fighting. The recommendations have been prioritized and quarterly updates will be provided to the Police Commission.

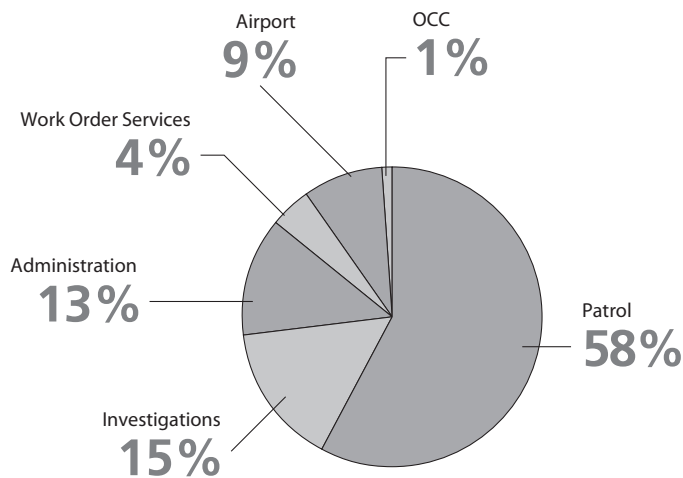
The Department is using a phased approach for implementation of study recommendations by piloting some of the most significant recommendations from the studies within a designated district station so the Department can evaluate and make any changes needed before implementing the recommendations in other districts. The primary goals of the pilot are to reduce targeted crimes and to improve quality of life with community and police partnerships through the reorganization of station personnel/operations, revision of sector deployment, addition of an investigative function within the district stations, creation of a local information system, and use of a coordinated, data-driven process for community engagement and problem solving.

### NEW TECHNOLOGY FOR SOLVING CRIMES

The Fiscal Year 2009-10 budget includes continued funding for a new Automated Biometric Identification System (ABIS) to replace the Department's outdated Automated Fingerprint Identification System. The Department is currently undergoing the Request for Proposals process to identify a vendor(s). 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. Development and implementation of a new Forensic Management System (FMS) is also included in the 2009-10 budget. Once implemented, the new

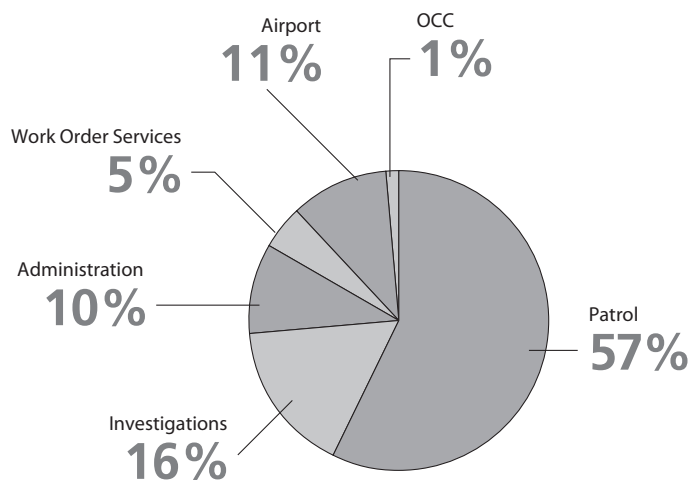
FMS will provide an integrated case management tracking system to support forensic criminal investigations for San Francisco’s law enforcement agencies.

### Expenditures by Program Area



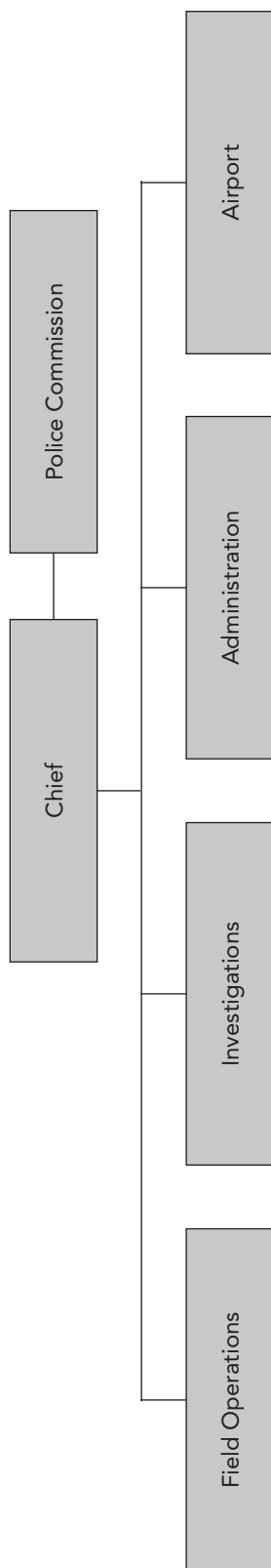
*The Department spends over half of its funding on patrol.*

### Staffing by Program Area



*Likewise, the majority of staff are assigned to the patrol program area.*

# Police



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	2,876.76	2,956.17	2,786.96	(169.21)	(6%)
Non-operating Positions (cap/other)	(7.00)	(7.34)	(2.34)	5.00	(68%)
<b>Net Operating Positions</b>	<b>2,869.76</b>	<b>2,948.83</b>	<b>2,784.62</b>	<b>(164.21)</b>	<b>(6%)</b>
<b>SOURCES</b>					
Licenses & Fines	2,056,827	1,940,000	1,951,000	11,000	1%
Use of Money or Property	114,269	47,800	47,800	0	0
Intergovernmental Revenue - Federal	2,998,436	2,063,809	1,539,341	(524,468)	(25%)
Intergovernmental Revenue - State	36,223,725	37,404,854	33,158,161	(4,246,693)	(11%)
Charges for Services	5,862,646	5,874,675	5,529,757	(344,918)	(6%)
Transfers In	9,406,524	2,937,301	0	(2,937,301)	(100%)
Expenditure Recovery	13,981,269	14,590,805	14,577,959	(12,846)	0%
Transfer Adjustments-Sources	20,219,670	33,863,481	40,104,269	6,240,788	18%
Fund Balance	1,472,838	1,573,739	865,812	(707,927)	(45%)
General Fund Support	317,313,275	332,907,011	351,372,311	18,465,300	6%
<b>Sources Total</b>	<b>409,649,479</b>	<b>433,203,475</b>	<b>449,146,410</b>	<b>15,942,935</b>	<b>4%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	308,968,783	329,026,076	327,708,877	(1,317,199)	0%
Fringe Benefits	50,106,179	55,845,122	68,740,165	12,895,043	23%
Overhead	0	29,367	9,068	(20,299)	(69%)
Professional & Contractual Services	10,140,738	11,857,595	12,456,075	598,480	5%
Aid Assistance / Grants	0	0	37,704	37,704	N/A
Materials & Supplies	6,477,052	5,307,301	5,288,248	(19,053)	0%
Equipment	1,839,662	3,468,824	1,323,699	(2,145,125)	(62%)
Services of Other Departments	31,968,450	27,270,190	33,116,574	5,846,384	21%
Transfers Out	9,406,524	2,937,301	0	(2,937,301)	(100%)
Transfer Adjustments-Uses	(9,406,524)	(2,937,301)	0	2,937,301	(100%)
<b>Uses - Operating Expenditures Total</b>	<b>409,500,864</b>	<b>432,804,475</b>	<b>448,680,410</b>	<b>15,875,935</b>	<b>4%</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	0	150,000	100,000	(50,000)	(33%)
Capital Renewal	0	0	366,000	366,000	N/A
Capital Projects	148,615	249,000	0	(249,000)	(100%)
<b>Uses - Project Expenditures Total</b>	<b>148,615</b>	<b>399,000</b>	<b>466,000</b>	<b>67,000</b>	<b>17%</b>
<b>USES BY PROGRAM RECAP</b>					
Airport Police	31,515,001	36,800,782	40,104,269	3,303,487	9%
Investigations	67,107,523	66,720,689	72,966,215	6,245,526	9%
Office Of Citizen Complaints	3,613,093	4,229,167	4,147,604	(81,563)	(2%)
Operations And Administration	63,324,152	64,328,059	62,840,425	(1,487,634)	(2%)
Patrol	229,727,259	246,685,953	254,517,938	7,831,985	3%
Police Operations	557,829	157,656	0	(157,656)	(100%)
Work Order Services	13,804,622	14,281,169	14,569,959	288,790	2%
<b>Uses by Program Recap Total</b>	<b>409,649,479</b>	<b>433,203,475</b>	<b>449,146,410</b>	<b>15,942,935</b>	<b>4%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>PATROL</b>				
Reduce crime; UCR numbers				
UCR: Number of UCR homicides per 100,000 population	11.8	7.0	8.9	n/a
UCR: Number UCR Part I violent offenses reported	6,838.0	6,200.0	6,200.0	6,510.0
UCR: Number of UCR Part I violent offenses reported per 100,000 population	836.4	500.0	570.0	525.0
UCR: Number of UCR Part I property offenses reported per 100,000 population	4,518.8	4,200.0	4,410.0	4,410.0
Respond timely to calls for emergency assistance				
Response time: Priority A calls (in seconds)	248	265	240	240
Response time: Priority B calls (in seconds)	464	500	450	450
Response time: Priority C calls (in seconds)	641	650	600	600
<b>SPECIAL OPERATIONS</b>				
Reduce traffic accidents and ensure pedestrian safety				
Number of traffic accidents that result in injuries	3,030	2,700	3,046	2,900
Number of traffic accidents that result in fatalities	35	29	30	29
<b>THE OFFICE OF CITIZEN COMPLAINTS</b>				
Address civilian complaints of police misconduct professionally and efficiently				
Percentage of sustained complaints completed in a timely manner	82.4%	100.0%	90.0%	100.0%
Number of complaints closed during the year per FTE Investigator	78	60	60	60
Facilitate corrective action in response to complaints				
Percentage of sustained cases that resulted in corrective or disciplinary action by the Chief or Police Commission	71%	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; this involves repairing piles, piers, roofs, plumbing and electrical systems, and street cleaning.

**PLANNING AND DEVELOPMENT** sees that the development and use of Port lands is consistent with the goals and policies of the Waterfront Land Use Plan; maintains and amends Plan policies, leads community planning projects for specified waterfront areas and administers land use regulatory review of projects on Port property.

**REAL ESTATE** is responsible for all property and lease management and for marketing and leasing the Port's commercial and industrial property along San Francisco's waterfront.

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

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	66,215,037	68,025,999	84,169,746	16,143,747	24%
Total FTE	219.17	215.94	217.01	1.07	0%

# Budget Issues and Details

## **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. The next major opportunity to implement these projects will occur in 2009-10, when the Port will repay its existing revenue bond debt. This will allow the Port to issue revenue bonds for the first time in 25 years, with \$4.5 million annually that can be used to repay new debt. Assuming a 30-year bond at 5.35 percent interest rate, that \$4.5 million will leverage a \$60 million bond. Port staff developed a list of projects that could be funded with the revenue bond. The Port's strategic goal is to increase its revenue base through improvements funded by the bond proceeds that will allow it to issue additional revenue and tax increment bonds in subsequent years.

## **EXPANDING SHIP REPAIR INDUSTRY IN SAN FRANCISCO**

In 2007, the Port, BAE Ship Repair and Princess Cruise Line entered into a joint agreement to enlarge the Port's floating dry-dock to enable it to handle larger post-panamax cruise ships. These ships currently have no repair facilities on the West Coast readily available. This larger drydock will be promoted to all cruise lines to capture regular maintenance for cruise ships that will result in additional ship calls to San Francisco. To further enhance the ship repair facility's ability to attract more customers, the Port and BAE Ship Repair have requested over \$10 million in federal stimulus funds to make improvements to the facility and the surrounding central basin.

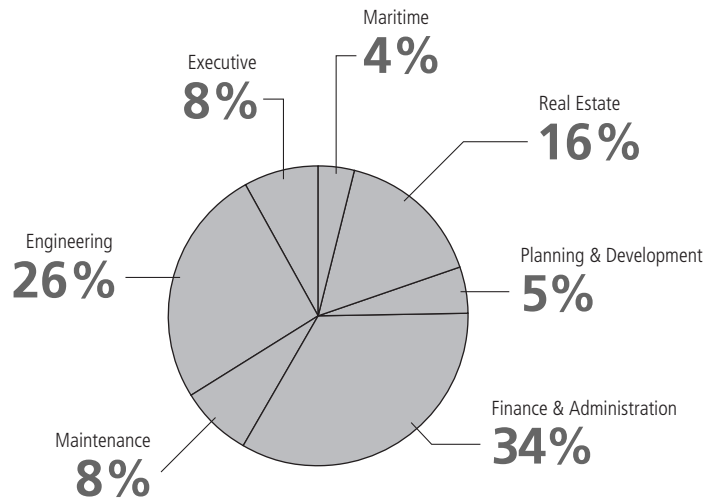
## **IMPROVING INVENTORY AND PURCHASING**

In Fiscal Year 2007-08, the Controller's Office completed an audit of the Port's purchasing and inventory processes to determine whether the Port had proper internal controls in place to prevent fraud and whether the Port's purchasing and inventory processes were efficient. The Controller's Office found that the Port's Maintenance Division had multiple weaknesses in its purchasing, receiving, and inventory practices. The Port will have implemented the majority of the audit recommendations by the end of Fiscal Year 2008-09. In Fiscal Year 2009-10, the Port will focus on the most significant audit recommendation: to replace its computerized maintenance management system with one that better meets the Port's needs.

## **INVESTING IN ENERGY EFFICIENCY**

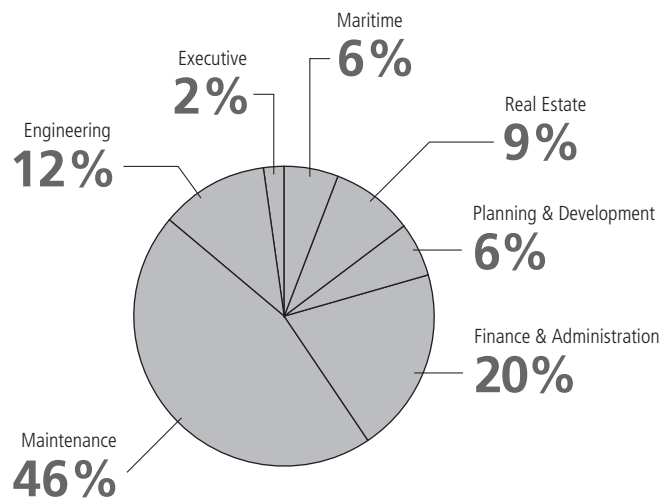
The Port currently spends approximately \$2 million annually for utilities. The Port will work with the San Francisco Public Utilities Commission (PUC) to complete projects that will result in substantial energy savings to facilities occupied or used by the Port and its tenants. The Port received a not-to-exceed \$1.35 million loan from the PUC to fund these efforts.

## Operating Budget by Division



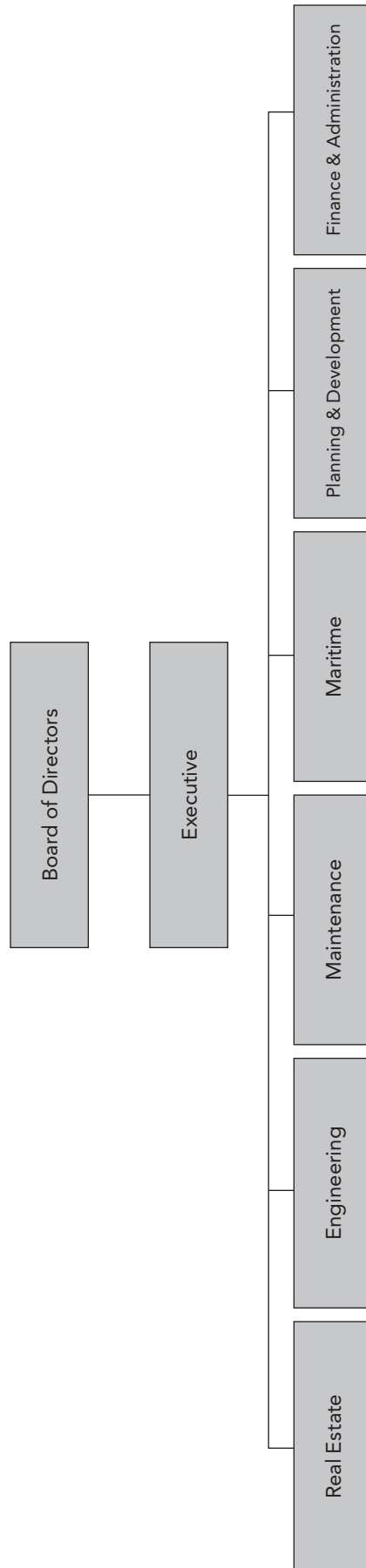
*Resources allocated to divisions as a percentage of total departmental budget.*

## Staffing by Division



*Staffing allocated to divisions as a percentage of total departmental budget.*

# Port



# Total Budget–Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	227.17	230.94	233.01	2.07	1%
Non-operating Positions (cap/other)	(8.00)	(15.00)	(16.00)	(1.00)	7%
<b>Net Operating Positions</b>	<b>219.17</b>	<b>215.94</b>	<b>217.01</b>	<b>1.07</b>	<b>0%</b>
<b>SOURCES</b>					
Licenses & Fines	1,974,289	1,600,000	1,600,000	0	0
Use of Money or Property	48,051,766	49,866,248	48,435,000	(1,431,248)	(3%)
Charges for Services	6,205,664	11,868,000	12,481,500	613,500	5%
Other Revenues	1,257,229	1,204,300	14,417,662	13,213,362	N/A
Transfers In	13,005,885	10,927,524	12,878,006	1,950,482	18%
Expenditure Recovery	122,495	169,000	149,000	(20,000)	(12%)
Transfer Adjustments-Sources	(12,017,635)	(13,664,106)	(15,895,849)	(2,231,743)	16%
Fund Balance	7,615,344	6,055,033	10,104,427	4,049,394	67%
<b>Sources Total</b>	<b>66,215,037</b>	<b>68,025,999</b>	<b>84,169,746</b>	<b>16,143,747</b>	<b>24%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	19,615,283	20,504,338	20,626,835	122,497	1%
Fringe Benefits	6,365,154	6,610,755	7,790,816	1,180,061	18%
Overhead	368,517	538,550	261,219	(277,331)	(51%)
Professional & Contractual Services	9,019,608	10,353,122	9,853,957	(499,165)	(5%)
Materials & Supplies	1,471,993	1,382,193	1,489,846	107,653	8%
Equipment	356,170	848,058	254,038	(594,020)	(70%)
Debt Service	4,656,532	4,702,720	4,702,760	40	0%
Services of Other Departments	10,129,747	11,755,426	12,351,544	596,118	5%
Transfers Out	12,591,848	11,511,513	13,461,995	1,950,482	17%
Transfer Adjustments-Uses	(12,017,635)	(10,927,524)	(12,878,006)	(1,950,482)	18%
<b>Uses - Operating Expenditures Total</b>	<b>52,557,217</b>	<b>57,279,151</b>	<b>57,915,004</b>	<b>635,853</b>	<b>1%</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	4,042,911	3,805,848	3,597,500	(208,348)	(5%)
Capital Projects	9,614,909	6,941,000	22,657,242	15,716,242	N/A
<b>Uses - Project Expenditures Total</b>	<b>13,657,820</b>	<b>10,746,848</b>	<b>26,254,742</b>	<b>15,507,894</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	9,910,346	22,567,210	22,657,516	90,306	0%
Capital Projects	0	0	13,557,362	13,557,362	N/A
Engineering & Environmental	3,602,813	3,864,978	4,129,160	264,182	7%
Maintenance	39,062,299	26,165,651	28,360,460	2,194,809	8%
Maritime Operations & Marketing	2,226,905	2,580,285	2,331,558	(248,727)	(10%)
Planning & Development	2,699,843	2,951,994	3,457,282	505,288	17%
Real Estate & Management	8,712,831	9,895,881	9,676,408	(219,473)	(2%)
<b>Uses by Program Recap Total</b>	<b>66,215,037</b>	<b>68,025,999</b>	<b>84,169,746</b>	<b>16,143,747</b>	<b>24%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>ADMINISTRATION</b>				
Financial Stability - Maintain or improve the Port's access to the capital markets				
The Port's debt service coverage ratio	2.80	2.40	2.40	2.40
<b>MAINTENANCE</b>				
Financial Stability - Improve utilization of maintenance resources				
Percentage of preventative maintenance of sewer pumps performed on schedule	98%	100%	96%	100%
<b>MARITIME OPERATIONS &amp; MARKETING</b>				
Economic Impact - Track ferry passenger volume				
Total number of ferry passengers transiting though Port managed facilities	1,388,794	1,500,000	1,400,000	1,500,000
<b>REAL ESTATE &amp; MANAGEMENT</b>				
Economic Impact - Achieve maximum revenue from leasing activities				
Amount of revenue earned from commercial/industrial rent and parking, in millions	\$50.3	\$49.7	\$53.2	\$50.6
Overall Port Vacancy Rate	3.0%	2.5%	2.5%	2.5%

## 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 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, Behavioral Health Court and the Community Justice Center. The Public Defender staffs these courts through the use of specialized teams, designed to efficiently provide high quality holistic defense services to indigent adults and juveniles who are charged with a crime.

For more information, call (415) 553-1671 or 311; or visit [www.sfpublicdefender.org](http://www.sfpublicdefender.org)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	23,757,763	23,259,711	22,506,409	(753,302)	(3%)
Total FTE	162.98	159.35	142.48	(16.87)	(11%)

# Budget Issues and Details

## **MAINTAINING QUALITY REPRESENTATION**

In Fiscal Year 2009–10, 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 2008–09, the Office has experienced a felony caseload increase of 6.7 percent. The serious cases including sex, life and homicide cases had an increase of 10.2 percent, 38.2 percent and 16.7 percent, respectively.

## **THE EXPANDED ROLE AND RESPONSIBILITY OF THE JUVENILE DEFENDER**

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

## **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; 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 LFA 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. It also has 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**

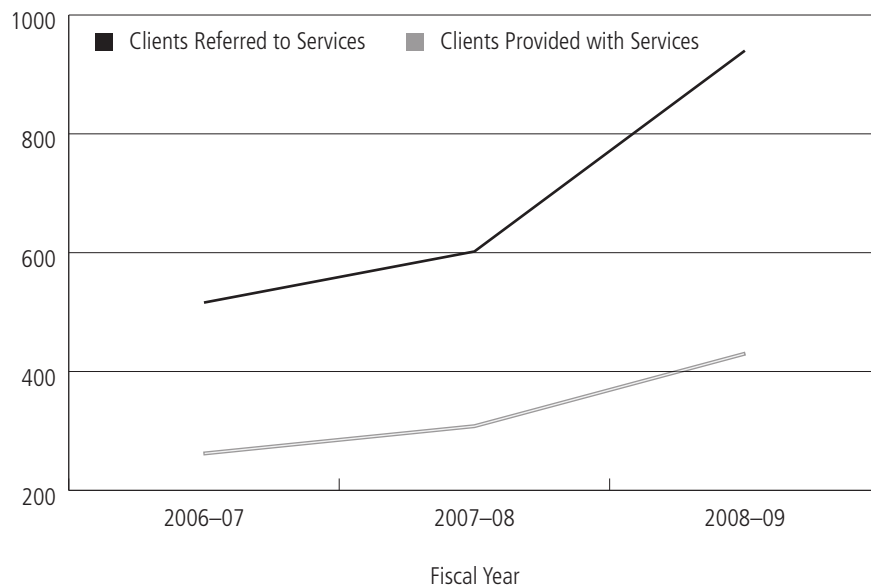
Of the 24,000 indigent clients the Public Defender represents each year, approximately 2,200 suffer from severe mental disorders that have never been diagnosed or treated. These clients are often homeless and have never received services through traditional mental health systems. The Public Defender 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 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.

## Reentry Services Comparison

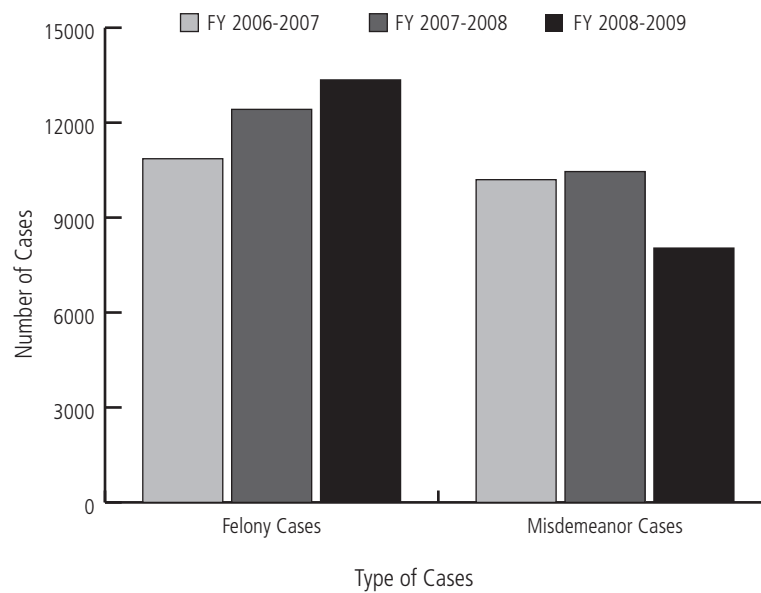
(Fiscal Year 2007-09)



*The number of clients served by the Public Defender's Reentry Unit has continued to increase since Fiscal Year 2007-08.*

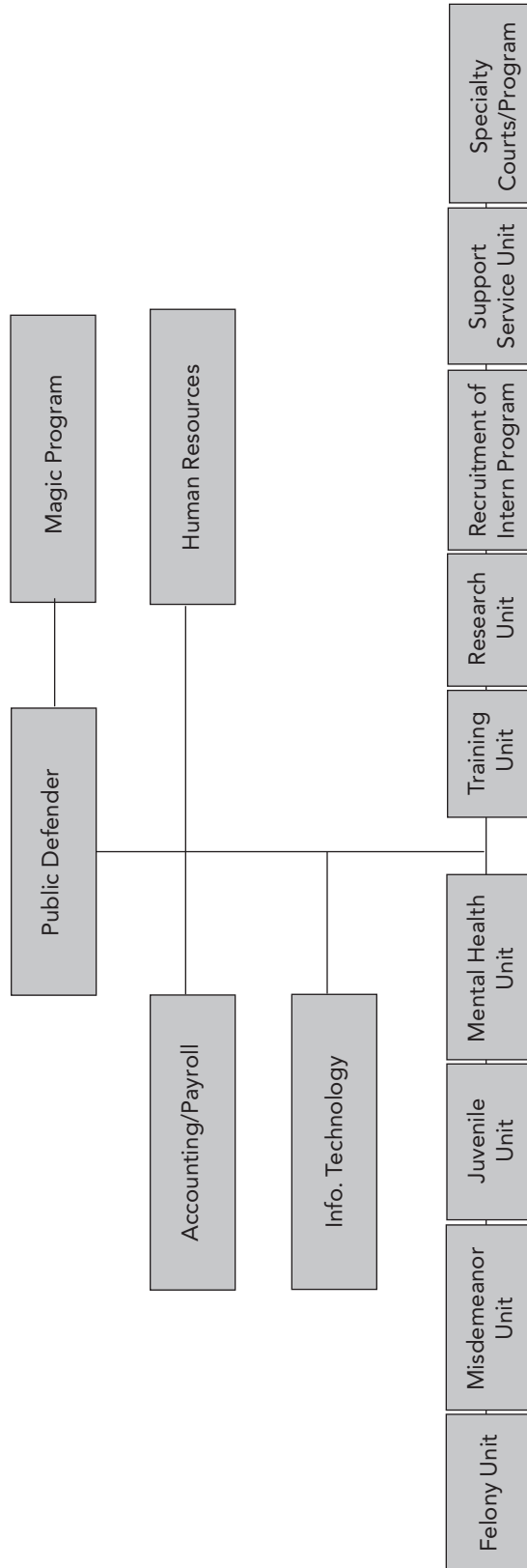
## Caseload Comparison

(Fiscal Year 2007 vs. Fiscal Year 2009)



*Over the last three years, while public defenders misdemeanor caseload decreased, the felony caseload increased including additions in sex, life and homicide cases.*

# Public Defender



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	164.40	160.77	143.90	(16.87)	(10%)
Non-operating Positions (cap/other)	(1.42)	(1.42)	(1.42)	0.00	0
<b>Net Operating Positions</b>	<b>162.98</b>	<b>159.35</b>	<b>142.48</b>	<b>(16.87)</b>	<b>(11%)</b>
<b>SOURCES</b>					
Intergovernmental Revenue - Federal	84,121	100,583	100,583	0	0
General Fund Support	23,673,642	23,159,128	22,405,826	(753,302)	(3%)
<b>Sources Total</b>	<b>23,757,763</b>	<b>23,259,711</b>	<b>22,506,409</b>	<b>(753,302)</b>	<b>(3%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	17,198,835	16,775,974	15,382,766	(1,393,208)	(8%)
Fringe Benefits	3,949,186	4,075,880	4,443,175	367,295	9%
Professional & Contractual Services	1,047,355	1,157,531	1,194,231	36,700	3%
Materials & Supplies	86,299	77,534	77,534	0	0
Equipment	92,128	0	0	0	N/A
Services of Other Departments	1,383,960	1,172,792	1,408,703	235,911	20%
<b>Uses - Operating Expenditures Total</b>	<b>23,757,763</b>	<b>23,259,711</b>	<b>22,506,409</b>	<b>(753,302)</b>	<b>(3%)</b>
<b>USES BY PROGRAM RECAP</b>					
Criminal And Special Defense	23,673,622	23,159,128	22,405,826	(753,302)	(3%)
Grant Services	84,141	100,583	100,583	0	0
<b>Uses by Program Recap Total</b>	<b>23,757,763</b>	<b>23,259,711</b>	<b>22,506,409</b>	<b>(753,302)</b>	<b>(3%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>CRIMINAL AND SPECIAL DEFENSE</b>				
Represent defendants effectively				
Number of felony matters handled	12,420	12,548	13,351	13,351
Number of misdemeanor matters handled	10,454	10,787	8,036	10,787
Number of mental health clients represented	3,172	3,038	2,920	3,038
Number of juvenile matters handled	3,216	2,606	3,510	3,510
Provide expungement services				
Number of clients provided expungement services to clear their criminal records or to seek certificates of rehabilitation from the Governor under Clean Slate	9,763	9,341	8,368	8,368
Number of motions filed on behalf of the clients under Clean Slate	1,108	1,220	1,220	1,220
Provide alternatives to incarceration				
Number of clients participating in drug court	1,323	1,500	1,500	1,500
Number of Drug Court participants completing treatment and obtaining dismissal of their cases	261	390	376	376
Provide Re-entry Services to Clients				
Number of clients referred for services	602	940	530	530
Number of services provided	308	430	318	318

## Mission

To protect and promote the health of all San Franciscans.

## Services

The Department of Public Health (DPH) provides healthcare at San Francisco General Hospital (SFGH), Laguna Honda Hospital (LHH) and community health centers. 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) 554-2600 or 311; or visit [www.sfdph.org](http://www.sfdph.org)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	1,366,919,485	1,575,922,495	1,477,563,608	(128,358,887)	(8%)
Total FTE	6,196.47	6,022.87	5,624.18	(398.69)	(7%)

# Budget Issues and Details

## **CARING FOR THE UNINSURED—HEALTHY SAN FRANCISCO**

The Mayor's 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 2009, 40,000 uninsured San Francisco adults were enrolled in HSF. During Fiscal Year 2008–09, the Department expanded the number of primary care medical homes (where participants receive access to primary and preventive care) in the HSF network to 30 and expanded income eligibility to 500 percent of the federal poverty level (for one person \$54,150; for a family of four \$110,250). In 2009–10, the Department will look to further expand the number of medical homes and increase program enrollment. The Fiscal Year 2009–10 budget includes over \$9 million in additional funding to expand the delivery system and improve the care to participants.

## **TRANSITIONING TOWARDS A NEW MODEL OF LONG TERM CARE**

The new Laguna Honda Hospital will open in the spring of 2010. This facility will be among the most innovative, technologically advanced, efficient, flexible, humane and natural 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 2009–10 budget also includes almost \$35,000 to support the physical infrastructure of this unique facility.

## **CREATION OF A COMMUNITY PROGRAMS CENTRALIZED BUSINESS OFFICE**

DPH's Community Programs will establish a centralized business office, consolidating program managers from Community Behavioral Health Services, Housing and Urban Health, HIV Health Services and HIV Prevention Services into one location. This centralized business office will provide contract development, contract oversight, compliance and monitoring functions. These co-locations and consolidations will result in a more streamlined and consistent contracting process, adoption of the best contracting and monitoring practices across Community Programs, reduce the number of program managers assigned to each contracting agency, decrease the number of contracts by organization and foster integration of Community Program Sections' services. This reorganization will improve administrative efficiency and save nearly \$550,000.

## **HOUSING—A HEALTH NECESSITY**

During the past year the Department contributed to the opening of two important new Direct Access to Housing (DAH) sites, including 990 Polk Street and the Mosaica Project. Together, these projects will provide 261 units of affordable housing to low-income San Franciscans with 61 units set-aside for homeless and frail elderly people who have been living on the streets, in shelter, or at higher levels of care, such as Laguna Honda Hospital.

In the past year, the DPH was also able to find a new permanent home for the Medical Respite and Sobering Center. Relocated to 1171 Mission Street, respite and sobering services are now provided in a healthy and accessible environment.

Additionally, this year marked the beginning of the innovative Laguna Honda Hospital Scattered Site Housing Program. DHP has contracted with Westbay Housing to house 100 persons per year in a newly emerging network of private market leased housing. The goal of the program is to provide community-based housing and wrap-around services to persons leaving Laguna Honda Hospital and for persons who could ultimately be placed in skilled nursing absent a community alternative.

Looking forward to next year and beyond, the Department is continuing to expand community based housing as a way to ensure that people have access to appropriate residential options. Supportive housing continues to be a leading strategy in this effort. In December of 2009, the next DAH site will open at 149 Mason Street. This is a new construction building developed by Glide and Tenderloin Development Corporation and will include 56 new studio apartments targeted toward chronically homeless people. Over the next 3 years, the Department will contribute to approximately 400 additional housing units targeted toward persons who are homeless, disabled, or stepping down from higher levels of care.

## **JOINT VIOLENCE PREVENTION**

In collaboration with the Juvenile Probation Department, the Department of Children Youth and Their Families and the Mayor's Office on Community Investment, the Department of Public Health will introduce a joint request for proposals to provide services to clients up to age 21, for problems that can be ameliorated through mental health treatment. Using existing dollars, DPH will draw down \$750,000 in matching funds from the State for Early Periodic Screening and Diagnostic Testing (EPSDT).

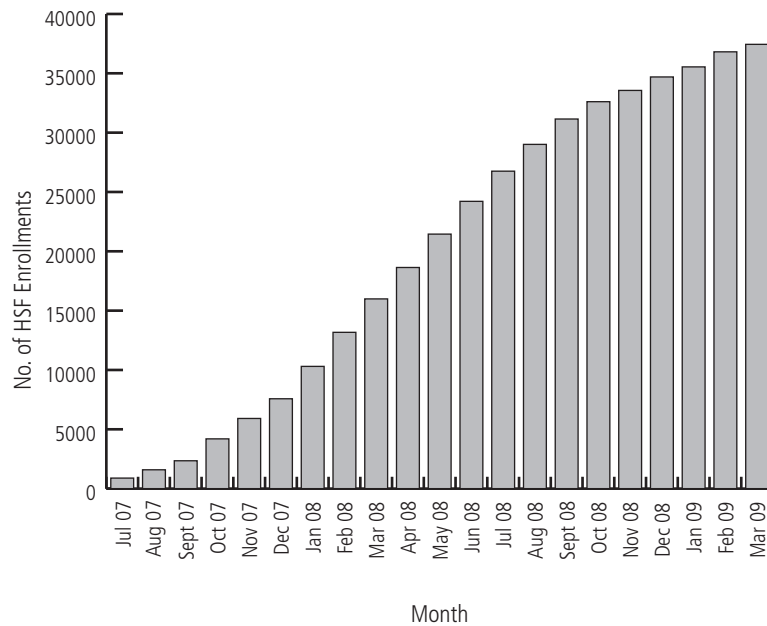
## **EFFICIENCIES**

In past years, hospital and clinic security staff have been City employees. In Fiscal Year 2009-10 the City will continue to fund security staffing at these locations, however, the function will be transferred to a private service provided. In this way the City is able to generate savings by lowering its operating costs.

## **INCREASES IN FEDERAL MEDICAL ALLOWANCE PERCENTAGE (FMAP)**

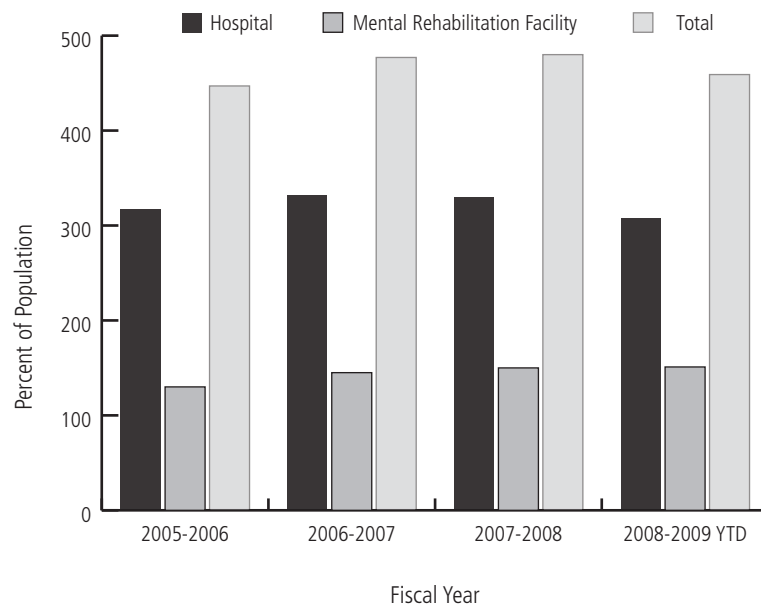
As part of the federal stimulus plan, the Department is projecting increased reimbursement from the Federal government for services to Medi-Cal patients and the uninsured, as the reimbursement rate increases from 50

## Healthy San Francisco Enrollment

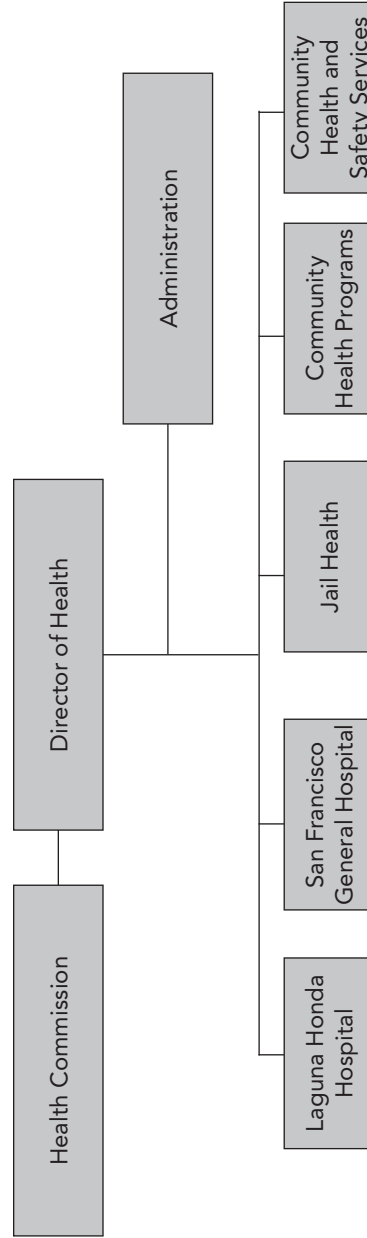


*As of March 2009, HSF has enrolled over 37,000 participants and expanded its network to include 31 medical homes. A medical home serves as the first point of access for HSF participants.*

## San Francisco General Hospital Average Daily Census



*San Francisco General Hospital is one of the largest public hospitals in the nation with an average daily patient count of almost 500.*



# Public Health

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Projected	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	6,212.73	6,056.27	5,684.23	(372.04)	(6%)
Non-operating Positions (cap/other)	(16.26)	(33.40)	(60.05)	(26.65)	80%
<b>Net Operating Positions</b>	<b>6,196.47</b>	<b>6,022.87</b>	<b>5,624.18</b>	<b>(398.69)</b>	<b>(7%)</b>
<b>SOURCES</b>					
Licenses & Fines	7,444,029	9,528,457	58,383,436	48,854,979	N/A
Use of Money or Property	773,660	761,583	746,583	(15,000)	(2%)
Intergovernmental Revenue - Federal	65,350,254	60,833,662	98,006,323	37,172,661	61%
Intergovernmental Revenue - State	277,874,891	330,475,336	316,762,542	(13,712,794)	(4%)
Charges for Services	566,156,436	546,842,261	592,886,226	46,043,965	8%
Other Revenues	16,044,673	225,474,179	33,855,633	(191,618,546)	(85%)
Transfers In	73,215,906	272,036,666	86,752,991	(185,283,675)	(68%)
Expenditure Recovery	55,214,537	28,890,340	32,965,892	4,075,552	14%
Transfer Adjustments-Sources	(70,998,157)	(310,614,205)	(86,752,991)	223,861,214	(72%)
Fund Balance	13,323,715	989,041	60,000	(929,041)	(94%)
General Fund Support	362,519,541	410,705,175	313,896,973	(96,808,202)	(24%)
<b>Sources Total</b>	<b>1,366,919,485</b>	<b>1,575,922,495</b>	<b>1,447,563,608</b>	<b>(128,358,887)</b>	<b>(8%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	541,993,758	542,776,993	514,418,437	(28,358,556)	(5%)
Fringe Benefits	168,645,404	173,006,669	189,549,714	16,543,046	10%
Overhead	1,940,108	1,632,920	1,809,265	176,345	11%
Professional & Contractual Services	483,592,951	514,996,042	503,653,264	(11,342,778)	(2%)
Aid Assistance / Grants	2,301,710	150,000	0	(150,000)	(100%)
Materials & Supplies	88,143,032	105,766,900	86,022,882	(19,744,018)	(19%)
Equipment	4,992,037	22,433,659	1,287,068	(21,146,591)	(94%)
Debt Service	0	37,740,000	0	(37,740,000)	(100%)
Services of Other Departments	66,258,213	70,746,281	75,099,650	4,353,369	6%
Transfers Out	70,998,157	319,459,037	86,752,991	(232,706,046)	(73%)
Budgetary Reserves	0	2,260,000	0	(2,260,000)	(100%)
Transfer Adjustments-Uses	(70,998,157)	(310,614,205)	(86,752,991)	223,861,214	(72%)
<b>Uses - Operating Expenditures Total</b>	<b>1,357,867,213</b>	<b>1,480,354,296</b>	<b>1,371,840,281</b>	<b>(108,514,015)</b>	<b>(7%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	1,842,543	2,602,688	2,053,941	(548,747)	(21%)
Capital Projects	7,209,729	92,965,511	73,669,386	(19,296,125)	(21%)
<b>Uses - Project Expenditures Total</b>	<b>9,052,272</b>	<b>95,568,199</b>	<b>75,723,327</b>	<b>(19,844,872)</b>	<b>(21%)</b>
<b>USES BY PROGRAM RECAP</b>					
Central Administration	64,921,058	66,994,475	70,307,083	3,312,608	5%
Children's Baseline	36,809,716	44,952,001	47,657,773	2,705,772	6%
Comm Hlth - Comm Support - Housing	24,244,158	22,319,325	22,958,730	639,405	3%
Comm Hlth - Prev - Maternal & Child Hlth	20,663,906	25,652,555	25,024,332	(628,223)	(2%)
Comm Hlth - Prevention - Aids	57,675,804	55,587,423	58,855,501	3,268,078	6%
Comm Hlth - Prevention - Disease Control	23,747,419	23,778,477	20,813,203	(2,965,274)	(12%)
Comm Hlth - Prevention - Hlth Education	5,007,181	6,163,413	5,566,539	(596,874)	(10%)
Emeraencv Services Agency	1,846,603	2,390,278	1,203,936	(1,186,342)	(50%)

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
Forensics - Ambulatory Care	26,714,412	28,299,062	14,112,524	(14,186,538)	(50%)
Health At Home	8,674,930	8,380,655	6,840,711	(1,539,944)	(18%)
Laguna Honda - Long Term Care	190,821,333	331,232,911	209,302,964	(121,929,947)	(37%)
Laguna Honda Hosp - Acute Care	2,594,439	2,225,353	2,377,789	152,436	7%
Laguna Honda Hosp - Comm Support Care	1,630,139	1,358,921	276	(1,358,645)	(100%)
Laguna Honda Hospital	0	19,349,371	0	(19,349,371)	(100%)
Mental Health - Acute Care	3,731,617	4,394,297	4,394,297	0	0
Mental Health - Children's Program	24,309,198	37,068,232	35,276,119	(1,792,113)	(5%)
Mental Health - Community Care	148,390,568	163,245,837	153,947,756	(9,298,081)	(6%)
Mental Health - Long Term Care	24,295,241	22,623,137	23,046,667	423,530	2%
Occupational Safety & Health	1,577,545	1,681,080	1,718,494	37,414	2%
Primary Care - Ambu Care - Health Cntrs	50,739,782	53,486,734	53,871,283	384,549	1%
SFGH - Acute Care - Forensics	2,277,555	6,142,781	3,472,084	(2,670,697)	(43%)
SFGH - Acute Care - Hospital	453,917,625	466,980,918	507,639,906	40,658,988	9%
SFGH - Acute Care - Psychiatry	32,557,419	25,910,858	25,590,526	(320,332)	(1%)
SFGH - Ambu Care - Adult Med Hlth Cntr	24,190,944	19,861,897	23,570,927	3,709,030	19%
SFGH - Ambu Care - Methadone Clinic	1,992,680	1,584,798	1,518,543	(66,255)	(4%)
SFGH - Ambu Care - Occupational Health	3,592,898	2,998,380	2,928,090	(70,290)	(2%)
SFGH - Emergency - Emergency	25,519,372	19,462,386	20,814,003	1,351,617	7%
SFGH - Emergency - Psychiatric Services	6,602,376	8,274,473	8,686,481	412,008	5%
SFGH - Long Term Care - Rf Psychiatry	15,503,277	15,684,653	15,794,520	109,867	1%
Substance Abuse - Community Care	64,913,361	71,451,547	57,889,788	(13,561,759)	(19%)
<b>Uses by Program Recap Total</b>	<b>1,366,919,485</b>	<b>1,575,922,495</b>	<b>1,447,563,608</b>	<b>(128,358,887)</b>	<b>(8%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>COMM HLTH - COMM SUPPORT - HOUSING</b>				
Increase the number of supportive housing units				
Number of bed slots in housing programs	2,385	2,337	2,268	2,223
Number of encounters at Housing & Urban Health Clinics	10,381	10,800	10,800	10,800
Number of unduplicated clients served in supportive housing	1,408	1,420	1,212	1,212
Increase attention to social and economic factors that affect health status				
Number of unduplicated clients served by housing and housing-related programs	6,613	6,700	6,400	6,000
<b>COMM HLTH - PREV - MATERNAL &amp; CHILD HLTH</b>				
Increase the number of breastfed infants in the Women, Infants and Children (WIC) program				
Percentage of breastfed infants participating in the WIC program per month	70%	70%	70%	70%
<b>COMM HLTH - PREVENTION - ENVIRONMENTAL HEALTH</b>				
Protect and respond to the environmental health of San Francisco residents				
Percentage of environmental health complaints abated	80%	75%	75%	75%
<b>COMM HLTH - PREVENTION - HLTH EDUCATION</b>				
Decrease injury and disease among San Francisco residents				
Number of children who receive dental screening, education or sealant	8,667	9,000	8,000	8,000
Number of immunizations provided to children	6,443	6,400	6,400	6,400
Number of immunizations provided to adults	8,053	7,000	10,000	10,000
<b>FORENSICS - AMBULATORY CARE</b>				
Provide continuity of care for recipients of DPH services				
Number of jail health screenings	23,710	24,000	24,000	24,000
<b>LAGUNA HONDA - LONG TERM CARE</b>				
Improve health outcomes among San Francisco residents				
Number of long-term patient days at LHH	357,923	341,275	341,275	273,750
Percentage of new admissions to LHH who are homeless	13%	12%	12%	10%

## 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 providing reference services and access to an in-depth collection of books, materials, and electronic resources, the Library also offers special programming that includes:

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

For more information, call (415) 557-4400 or 311; or visit [www.sfpl.org](http://www.sfpl.org)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	77,820,279	84,583,291	84,951,854	368,563	0%
Total FTE	641.30	649.30	649.09	(0.21)	0%

# Budget Issues and Details

## ACCESS TO STRONG LIBRARY COLLECTIONS

Building and maintaining strong collections is a Library priority. The Fiscal Year 2009-10 includes an additional \$159,550 to the materials budget. With this enhancement the Library's Collection budget is \$10.23 million or approximately 13 percent of the Library's operating budget.

## CONTINUED COMMITMENT TO LIBRARY FACILITIES

In November 2000, the 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 support services facility. BLIP has made significant progress through to date with eight branches completed and opened to the public, completion of the support services facility, seven projects in construction, nine in various stages of design.

Completion of all of the BLIP projects relies upon the ability to issue additional debt to fund the costs of six additional BLIP projects. The successful renewal of the Library Preservation Fund in November of 2007 included the ability to issue debt to be repaid from the Library Preservation Fund. The Fiscal Year 2009-10 budget includes \$2.51 million in lease revenue bond debt service payment funds for the first sale of lease revenue bonds, which occurred on March 17, 2009. The first sale of lease revenue bonds will cover construction and soft costs for Merced, Golden Gate Valley, Ortega and Anza branches, as well as design and applicable costs for North Beach and Bayview branches. A second sale of lease revenue bonds is anticipated to occur in Fiscal Year 2009-10 to fund the construction and related costs for branches in Bayview and North Beach. More information regarding the BLIP can be obtained by visiting the Library's website at [www.sfpl.org](http://www.sfpl.org).

The Library continues to prioritize public safety and security in its facilities by investing in maintenance of its life and safety systems and providing maintenance and repair of its facilities. Through its partnership with the Department of Public Health's Homeless Outreach Team, the Library provides health and human service assistance to Library patrons on an as needed basis.

## PUBLIC SERVICE INITIATIVES:

SFPL is experiencing growing demand for library services and resources within the past fiscal year, reflected in a 27 percent increase in the number of library cards issued over the previous year. To meet this demand and community need for free information access and resources, the SFPL is focused on 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.

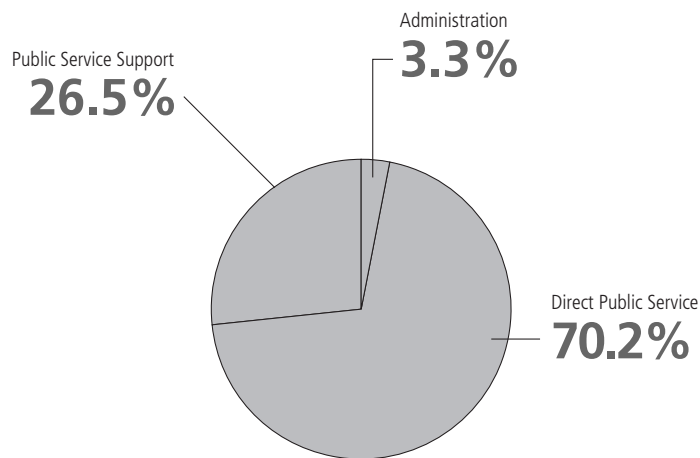
Partnering with the Department of the Environment, SFPL began the "Green Stacks" library initiative in Fiscal Year 2008-09 with the goal of providing information and resources to the public regarding sustainable living and environmental issues. Through this cooperation, the Department of the Environment has funds a part-time Librarian position for the Stegner Center who is dedicated to outreach and programming for the Library system on environmental issues. The Green Stacks initiative will continue in Fiscal Year 2009-10, and the Library intends to increase the number of free public programs on issues of sustainability and the environment, improve access to related information and Library resources, and expand promotion and attendance in all neighborhoods.

New costs in Fiscal Year 2009-10 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 in-client technology and reduce future hardware purchases. The server will process and allocate system memory instead of the desktops allowing applications to be deployed to staff quickly.

The Library provides services to the diverse communities of San Francisco by actively collecting books, music, movies, and digital resources in 60 international languages and promoting access to these collections; generating 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; offering programs and exhibits that highlight the cultural heritage of San Francisco residents; and translating online and print information into multiple languages.

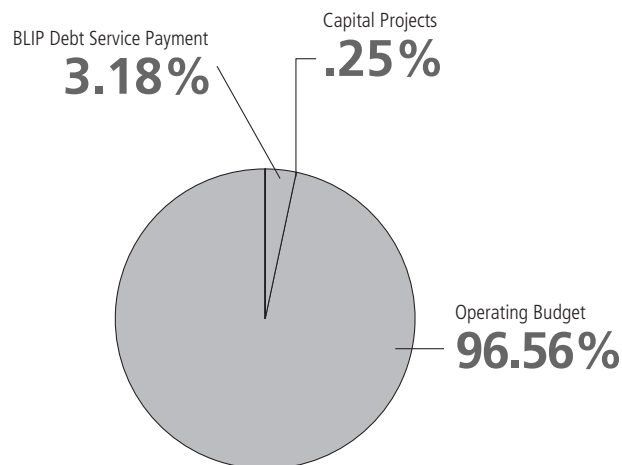
Demand for access to free public computer resources continues to grow. Enhancing access to public computers has been a priority for the San Francisco Public Library, achieved by increasing the number of computers available in branch libraries and via a new public laptop lending program. In Fiscal Year 2009-10, the Library will continue to allocate its technology budget to meet this need, expanding laptop programs in four neighborhood branches and enhancing options for public instruction.

## Staffing by Service Area



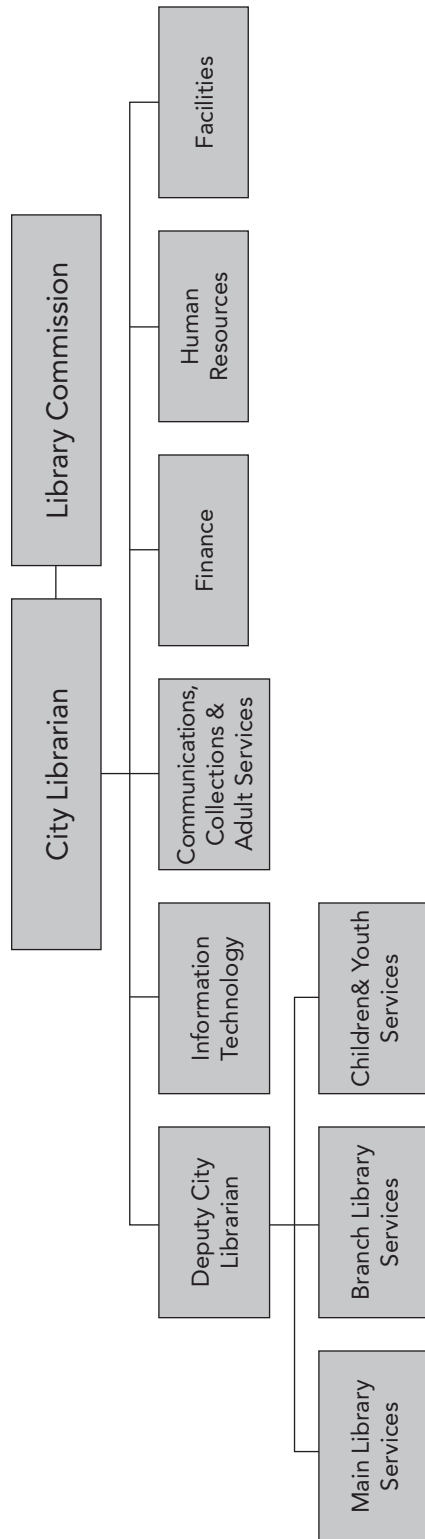
*Staffing allocated by service or program area as a percentage of total departmental budget.*

## Resources by Service Area



*Resources allocated to a service or program as a percentage of total departmental budget.*

# Public Library



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	641.30	649.30	649.09	(0.21)	0%
<b>Net Operating Positions</b>	<b>641.30</b>	<b>649.30</b>	<b>649.09</b>	<b>(0.21)</b>	<b>0%</b>
<b>SOURCES</b>					
Local Taxes	34,166,418	36,258,000	37,384,000	1,126,000	3%
Use of Money or Property	1,244,478	592,243	802,000	209,757	35%
Intergovernmental Revenue - State	620,718	589,654	574,665	(14,989)	(3%)
Charges for Services	685,176	765,000	684,800	(80,200)	(10%)
Other Revenues	242,274	64,227	37,000	(27,227)	(42%)
Transfers In	2,684,217	6,467,210	212,435	(6,254,775)	(97%)
Expenditure Recovery	0	49,167	52,780	3,613	7%
Transfer Adjustments-Sources	(2,684,217)	(6,467,210)	(212,435)	6,254,775	(97%)
Fund Balance	0	0	3,346,609	3,346,609	N/A
General Fund Support	40,861,215	46,265,000	42,070,000	(4,195,000)	(9%)
<b>Sources Total</b>	<b>77,820,279</b>	<b>84,583,291</b>	<b>84,951,854</b>	<b>368,563</b>	<b>0%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	39,756,424	41,306,829	42,167,734	860,905	2%
Fringe Benefits	14,165,743	14,868,234	17,539,038	2,670,804	18%
Overhead	3,061	2,122	986	(1,136)	(54%)
Professional & Contractual Services	2,959,880	4,138,344	3,267,209	(871,135)	(21%)
Materials & Supplies	9,881,581	11,910,860	12,391,681	480,821	4%
Equipment	904,975	358,342	145,000	(213,342)	(60%)
Debt Service	0	0	3,414,524	3,414,524	N/A
Services of Other Departments	4,156,793	5,945,072	5,813,247	(131,825)	(2%)
Transfers Out	2,684,217	6,467,210	212,435	(6,254,775)	(97%)
Budgetary Reserves	0	232,451	0	(232,451)	(100%)
Transfer Adjustments-Uses	(2,684,217)	(6,467,210)	(212,435)	6,254,775	(97%)
<b>Uses - Operating Expenditures Total</b>	<b>71,828,457</b>	<b>78,762,254</b>	<b>84,739,419</b>	<b>5,977,165</b>	<b>8%</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	558,368	70,000	0	(70,000)	(100%)
Capital Renewal	0	0	212,435	212,435	N/A
Capital Projects	5,433,454	5,751,037	0	(5,751,037)	(100%)
<b>Uses - Project Expenditures Total</b>	<b>5,991,822</b>	<b>5,821,037</b>	<b>212,435</b>	<b>(5,608,602)</b>	<b>(96%)</b>
<b>USES BY PROGRAM RECAP</b>					
Adult Services	307,919	330,000	530,000	200,000	61%
Branch Program	22,787,958	23,751,553	18,218,901	(5,532,652)	(23%)
Children's Baseline	6,765,762	8,165,698	8,675,294	509,596	6%
Children's Services	989,413	1,268,237	1,310,668	42,431	3%
Communications, Collections & Adult Serv	8,898,677	10,322,173	10,714,608	392,435	4%
Facilities	9,927,006	10,620,704	10,920,586	299,882	3%
Information Technology	4,649,061	5,022,052	5,040,788	18,736	0%

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
Library Administration	3,455,419	4,710,901	7,911,838	3,200,937	68%
Main Program	15,621,602	15,421,201	16,599,412	1,178,211	8%
Non Program	0	232,451	0	(232,451)	(100%)
Technical Services	4,417,462	4,738,321	5,029,759	291,438	6%
<b>Uses by Program Recap Total</b>	<b>77,820,279</b>	<b>84,583,291</b>	<b>84,951,854</b>	<b>368,563</b>	<b>0%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>BRANCH PROGRAM</b>				
Meet citizens' needs in quantity and availability of library collections at the branch libraries				
Circulation of materials at branch libraries	6,116,233	5,400,000	5,400,000	5,400,000
Provide hours of operation at the branch libraries that respond to user demand				
Weekly hours of operation in the branch libraries	1,091	1,035	1,108	1,040
Number of persons entering branch libraries	3,885,975	3,300,000	3,500,000	3,300,000
Ensure customer satisfaction with services at the branch libraries				
Number of questions answered annually	1,216,701	1,200,000	1,200,000	1,200,000
Ensure that all library facilities are safe, accessible and sustainable public spaces				
Percentage of branch libraries that are seismically upgraded, moved from leased to permanent spaces, and made ADA compliant	41%	48%	48%	62%
<b>CHILDREN'S BASELINE</b>				
Provide high quality programs for children and youth				
Number of programs provided	4,354	3,500	4,300	4,350
Number of children and youth attending programs	156,938	137,000	200,000	205,000
<b>COMMUNICATIONS, COLLECTIONS &amp; ADULT SERV</b>				
Provide for and inform the public on high quality educational and cultural programs and services offered by the library				
Number of people attending adult programs	45,499	65,000	45,000	50,000
<b>INFORMATION TECHNOLOGY</b>				
Meet patron needs for access to technology				
Number of public computers available for use	621	607	607	650



## Mission

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

## Services

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

**WATER ENTERPRISE** is responsible for collecting, treating and distributing 250 million gallons of water per day to 2.5 million residents in the Bay Area. The Water Enterprise operates and maintains the following facilities: 24 pipelines or related facilities, 26 pump stations, 29 dams and reservoirs, 9 tanks, 11 tunnels, 28 valve lots, 2 water treatment plants, 3 yards and 30 chemical stations (chlorination stations, aeration facilities, fluoride station, alum treatment plant and Thomas Shaft). This includes 1,500 miles of water transmission and distribution of which 1,250 miles is in San Francisco.

**WASTEWATER ENTERPRISE** is responsible for collecting, treating and disposing of sanitary waste and storm water runoff for 171,902 customers in the Bay Area. This involves operating, cleaning and maintaining 900 miles of city sewers, 17 pump stations, 3 wastewater-treatment plants and responding to sewer-related service calls.

**HETCH HETCHY WATER & POWER** operates the Hetch Hetchy Reservoir, the main source of water for the Hetch Hetchy system and is responsible for generating, transmitting and distributing electricity. The enterprise operates and maintains power transmission and generation facilities, buys and sells electric power, provides energy conservation and renewable resource solutions to City departments and maintains 20,000 city streetlights.

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

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

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	617,089,049	677,305,347	677,174,404	(130,943)	0%
Total FTE	1,609.04	1,580.19	1,547.50	(32.69)	(2%)

# Budget Issues and Details

## SERVICE LEVEL CHANGES

The Fiscal Year 2009–10 budget for PUC remains relatively flat as compared to the prior year budget. The key areas of focus and commitment during Fiscal Year 2009–10 are continuous improvement of efficient business operations and the timely and cost effective completion of capital projects.

The PUC is proposing average annual rate increases of 15 percent over the next five years and 7 percent for water and wastewater, respectively. The water rate increase is required (as approved by voters) to fund the Water System Improvement Program (WSIP). The wastewater rate increase proposed for Fiscal Year 2009–10 will expand the Interim Capital Improvement Program (CIP) begun in 2004, and permit work to continue on development of a long-term Sewer System Master Plan.

## HETCHY POWER ENTERPRISE

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. This includes both renewable energy projects and strengthening local electric reliability. Design-build solar photovoltaic (PV) projects underway include Ways and Structures, Woods Coach, Chinatown Public Health Center, City Hall (part of the Sustainable Energy District), and Davies Symphony Hall.

In accordance with the Mayor's and Board of Supervisors' priorities, the Power Enterprise is considering an Ocean Generation Project to generate renewable energy for use in municipal facilities. The scale of this project is a key determinant of future capital requirements and is dependent upon sufficient net revenues.

Energy efficiency investments are an important component of an electric utility's resource portfolio. Energy efficiency reduces facility operating costs and electric bills for customers, improves system functionality, and reduces the environmental impact of energy use. For Fiscal Year 2009–10, the Power Enterprise budget includes \$9.5 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). The budget also includes \$4.0 million for the SF Go Solar Incentive Program.

## WATER ENTERPRISE

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 PUC. The \$4.4 billion effort has a projected Fiscal Year 2014–15 completion date with many projects within San Francisco already completed and major projects in the Bay Area nearing construction in Fiscal Year 2009–10.

## AUTOMATED WATER METER READING SYSTEM

Over the next three years, the PUC is implementing an Automated Water Meter Reading System that will largely eliminate meter reading field visits, improve customers' access to usage information, facilitate the timely detection of tampering, theft and leaks, and enhance usage or flow profiling. The total estimated cost of this project is \$58.7 million.

## CUSTOMER INFORMATION SYSTEM

In Fiscal Year 2009–10, the PUC will implement a new Customer Information System (CIS), replacing the existing 20 year-old legacy system. The new system will enable PUC to bill customers on a monthly basis. It will also provide the ability for customer service staff and retail customers to view water consumption as requested. This will ensure accurate and timely billing as well as maximize revenues for the Water and Wastewater Enterprises.

## **WATER CONSERVATION**

Water conservation is also one of the major priorities for PUC in Fiscal Year 2009–10. Following two consecutive record dry winters, the PUC, in partnership with the 27 water agencies that purchase Hetch Hetchy water represented by the Bay Area Water Supply & Conservation Agency (BAWSCA), has requested that its 2.5 million Bay Area customers continue voluntary conservation efforts. Last year, these efforts were effective in reducing water consumption by 11 percent. Continued voluntary cutbacks in water usage are again necessary during the summer of 2009 to help avoid mandatory consumption limits and rationing later.

The Water Enterprise will continue to engage the San Francisco community in water conservation efforts. For example, the “Water Saving Hero” advertising campaign highlights simple and effective steps Bay Area residents can take to conserve water. Also, all San Franciscans will continue to be eligible for rebates for water-efficient toilets and high-efficiency washing machines, as well as free low-flow shower heads. For 2009–10, the budget includes \$1.2 million to support a pilot program aimed at reducing water consumption by replacing 3,500 high-use toilets with high-quality, high-efficiency models for low-income customers.

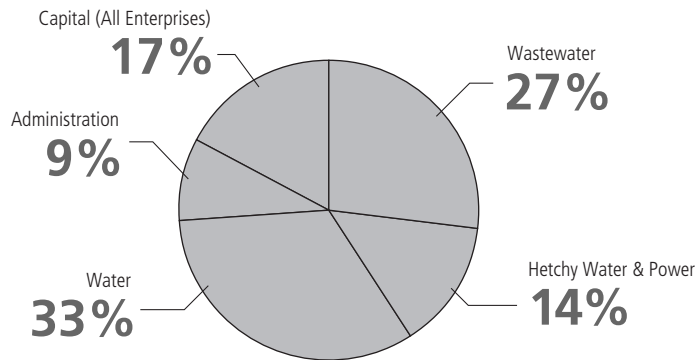
## **WASTEWATER ENTERPRISE**

Fiscal Year 2009–10 marks the final year of a five-year Interim CIP, reducing the frequency and severity of flooding and to mitigate the environmental hazard of sewage overflow. The Interim CIP provides funding for projects that address the most critical needs of our aging wastewater system, improving the capacity of sewer mains, upgrading treatment facilities and reducing wastewater odors. Projects included in the Interim CIP are as follows: Odor Control Improvements, Interim Solid Handling Improvements, Electrical and Mechanical Equipment Replacement, Security Emergency Response Improvements and Solids Handling and Coating Improvements.

## **AMERICAN RECOVERY AND REINVESTMENT ACT OF 2009**

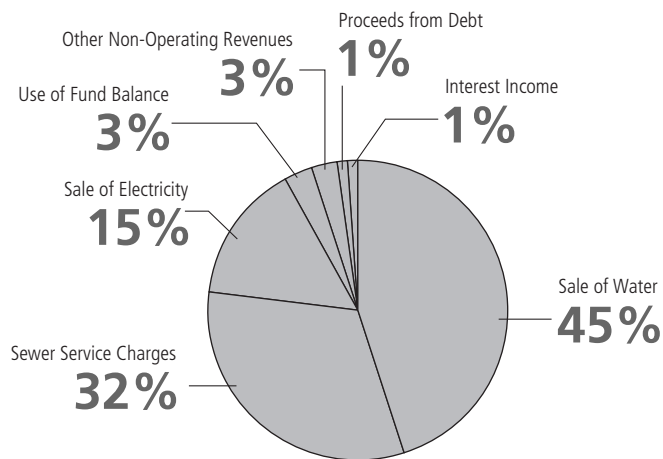
The PUC and the Mayor’s Office are working together to pursue federal stimulus funding for shovel-ready clean water, renewable power and wastewater projects. So far, San Francisco has received \$7.7 million from the U.S. Department of Energy’s Energy Efficiency and Conservation Block Grant (EECGB) program to support projects that reduce energy use, decrease fossil fuel emissions, and improve energy efficiency. These funds will also create green-collar jobs and stimulate the economy.

## Operating and Capital Budget

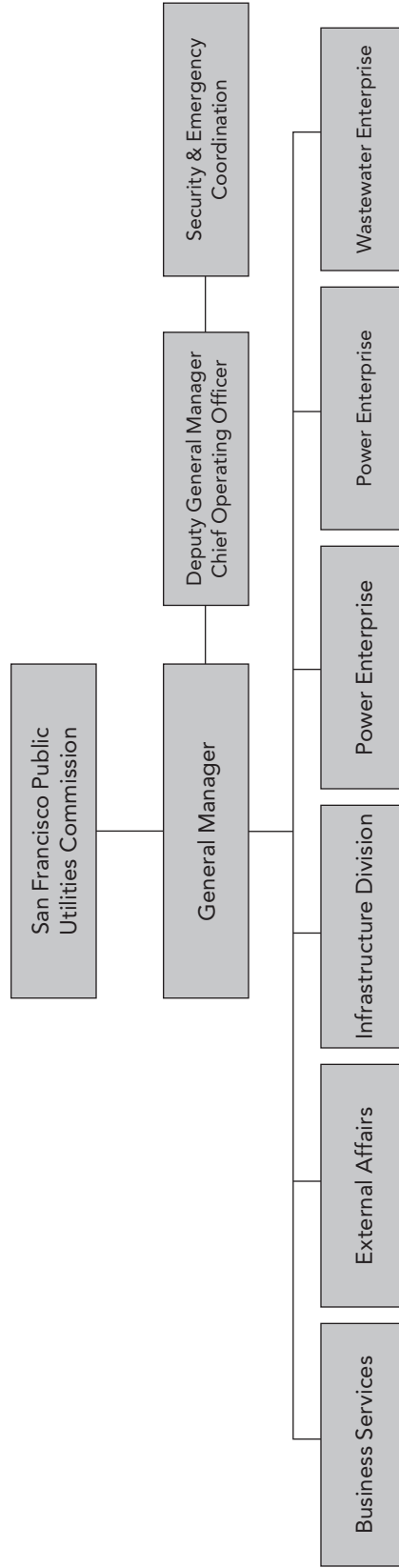


*The PUC manages the infrastructure to provide water, sewer and power service to millions of customers in the Bay Area.*

## Sources of Funds



*In 2009-10 PUC will implement rate increases for water and sewer that will fund the Water System Improvement Program (WSIP) and prepare for implementation of the Sewer System Master Plan.*



# Public Utilities Commission

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	2,188.79	2,181.50	2,157.39	(24.11)	(1%)
Non-operating Positions (cap/other)	(579.75)	(601.31)	(609.89)	(8.58)	1%
<b>Net Operating Positions</b>	<b>1,609.04</b>	<b>1,580.19</b>	<b>1,547.50</b>	<b>(32.69)</b>	<b>(2%)</b>
<b>SOURCES</b>					
Use of Money or Property	25,753,572	20,652,126	16,424,030	(4,228,096)	(20%)
Charges for Services	506,962,523	557,342,147	586,928,056	29,585,909	5%
Other Revenues	48,519,668	32,404,467	17,588,953	(14,815,514)	(46%)
Transfers In	106,006,904	133,528,166	156,531,079	23,002,913	17%
Expenditure Recovery	158,161,847	219,462,720	218,107,741	(1,354,979)	(1%)
Transfer Adjustments-Sources	(238,907,661)	(326,259,755)	(344,272,964)	(18,013,209)	6%
Fund Balance	10,592,196	40,175,476	25,867,509	(14,307,967)	(36%)
<b>Sources Total</b>	<b>617,089,049</b>	<b>677,305,347</b>	<b>677,174,404</b>	<b>(130,943)</b>	<b>0%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	158,219,023	189,332,566	191,227,544	1,894,978	1%
Fringe Benefits	46,463,749	51,887,610	60,092,051	8,204,441	16%
Overhead	4,602,435	5,729,436	1,776,859	(3,952,577)	(69%)
Professional & Contractual Services	152,689,557	170,624,139	175,763,587	5,139,448	3%
Aid Assistance / Grants	0	0	1,254,211	1,254,211	N/A
Materials & Supplies	24,685,872	24,990,914	25,795,254	804,340	3%
Equipment	5,271,601	6,099,933	6,355,169	255,236	4%
Debt Service	102,429,564	136,960,506	137,466,420	505,914	0%
Services of Other Departments	105,176,240	127,918,472	127,411,961	(506,511)	0%
Transfers Out	116,454,113	134,093,473	156,531,079	22,437,606	17%
Budgetary Reserves	0	18,293,580	12,242,871	(6,050,709)	(33%)
Transfer Adjustments-Uses	(238,907,661)	(326,259,755)	(344,272,964)	(18,013,209)	6%
<b>Uses - Operating Expenditures Total</b>	<b>477,084,493</b>	<b>539,670,874</b>	<b>551,644,042</b>	<b>11,973,168</b>	<b>2%</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	10,613,096	6,747,785	11,826,819	5,079,034	75%
Capital Projects	129,391,460	130,886,688	113,703,543	(17,183,145)	(13%)
<b>Uses - Project Expenditures Total</b>	<b>140,004,556</b>	<b>137,634,473</b>	<b>125,530,362</b>	<b>(12,104,111)</b>	<b>(9%)</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	282,825,509	313,859,590	302,146,245	(11,713,345)	(4%)
Customer Services	10,885,083	11,079,309	12,157,218	1,077,909	10%
Engineering	(1,205,407)	372,039	0	(372,039)	(100%)
Finance	6,328,860	7,511,151	8,707,497	1,196,346	16%
General Management	(42,889,418)	(48,971,581)	(50,255,390)	(1,283,809)	3%
Hetch Hecthy Power	4,279,946	0	0	0	N/A
Hetch Hecthy Capital Projects	42,611,816	35,358,023	54,797,023	19,439,000	55%
Management Information	15,292,583	17,941,859	17,840,989	(100,870)	(1%)
Personnel	6,563,312	9,042,182	7,679,400	(1,362,782)	(15%)
Power Infrastructure Development	3,494,003	3,239,239	6,344,503	3,105,264	96%
Power Purchasing/ Scheduling	38,834,516	41,549,510	46,628,848	5,079,338	12%
Power Utility Field Services	3,564,354	478,950	493,319	14,369	3%
Power Utility Services	13,053,490	6,199,544	15,754,214	9,554,670	N/A

## Total Budget – Historical Comparison (cont.)

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
System Planning/Regulatory Control	3,772,420	3,389,961	3,870,286	480,325	14%
Wastewater Collection	24,587,594	28,176,148	29,477,954	1,301,806	5%
Wastewater Disposal	3,057,750	5,000,000	0	(5,000,000)	(100%)
Wastewater Operations	19,022,755	38,214,785	23,675,223	(14,539,562)	(38%)
Wastewater Treatment	58,571,722	61,915,668	65,454,196	3,538,528	6%
Water Capital Projects	38,497,570	54,658,600	39,889,420	(14,769,180)	(27%)
Water Pumping	2,760,013	0	0	0	N/A
Water Source Of Supply	13,459,227	14,191,400	16,925,230	2,733,830	19%
Water Transmission/ Distribution	44,262,242	46,033,415	45,231,842	(801,573)	(2%)
Water Treatment	25,459,109	28,065,555	30,356,387	2,290,832	8%
<b>Uses by Program Recap Total</b>	<b>617,089,049</b>	<b>677,305,347</b>	<b>677,174,404</b>	<b>(130,943)</b>	<b>0%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>HETCH HETCHY POWER</b>				
Promote energy conservation				
Total number of kilowatt hours reduced	2,339,000	3,000,000	2,500,000	5,500,000
Total number of peak kilowatts reduced	87	350	290	610
Develop and implement renewable energy projects				
Increase in kilowatts per year of renewable capacity and energy (non-Hetch Hetchy generated)	845	400	0	5,250
Respond to streetlight and pole needs promptly				
Percent of SFPUC streetlight malfunctions (as reported by customers) repaired within two business days	70%	85%	85%	40%
<b>WASTEWATER OPERATIONS</b>				
Collect wastewater in an efficient and effective fashion				
Number of catch basins inspected and cleaned	7,009	7,500	6,400	7,500
Linear feet of main collection system sewer lines inspected	399,565	528,000	857,964	528,000
Number of Fats, Oils, & Grease (FOG) inspections (to reduce sewer blockages and control odor problems)	862	750	700	840
Maintain the wastewater system in a state of good repair				
Percent of maintenance work done that is planned compared to unplanned	64%	76%	80%	80%
Percent of scheduled maintenance jobs completed within 10% of initial estimate for staff hours required	29%	80%	40%	80%
Foster Constructive Relationships with Neighborhoods and Contribute to the Community				
Percent of sewer complaints responded to in person within 8 hours	100%	100%	100%	100%

## 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

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	136,131,203	136,388,547	203,287,180	66,898,633	49%
Total FTE	942.18	918.65	849.23	(69.42)	(8%)

# Budget Issues and Details

In Fiscal Year 2009-10 the Recreation and Park Department will continue to make strategic choices and investments to improve department performance. The Department's budget proposal recognizes the current fiscal challenges of the City and does not propose significant new operating expenditures. Despite these constraints the Department will continue to strive for improved service delivery in parks and recreation centers.

## IMPLEMENTING A NEW RECREATION MODEL

This fiscal year the Department will implement a new recreation model designed to provide consistent, high quality service to San Franciscans. Under the new model the Department will consolidate recreation services, institute standardized hours of operation and focus on community partnerships. The new model will include three types of recreation facilities: full service centers (open seven days a week), gym-only centers and clubhouses. Clubhouses will fall into one of three categories: staffed by the Department, leased to the RecConnect program or leased to community-based recreation providers.

This model reflects the Department's work in Fiscal Year 2008-09 to create a strategic vision for recreation service delivery. The strategic vision establishes one key goal for the Department—to become the premiere provider of recreation programs in San Francisco. To do this, the vision identifies the primary categories of recreation programming that the Department will provide including athletics, arts and crafts, day camps, early childhood recreation, self-directed recreation and cultural arts. This refined recreation focus, coupled with standardized hours and staffing will enable the Department to ensure that users have a superior recreation experience. While the Department believes that these changes will improve recreation programming next fiscal year, the consolidation of recreation staff will change the locations where some programs are offered and will also result in fewer program offerings in the Department's gym-only recreation centers and clubhouses.

## ENHANCING PARTNERSHIPS

The Recreation and Park Department continues to develop new partnerships and cultivate existing relationships to enhance revenue and maximize recreational opportunities for San Franciscans. In Fiscal Year 2009-10 the Department will host its second Professional Golfers Association tournament in four years. The President's Cup Tournament will bring the world's best golfers to Harding Park for four days in October 2009. The tournament will receive world-wide television coverage and bring tens of thousands of visitors to the city. The Department expects golf rounds to increase at Harding after tournament, as a result of the course's international exposure.

In August 2009 Golden Gate Park will host the second annual Outside Lands Music Festival, a three day concert and art event. The festival, a partnership between the Department and a professional event presenter, and will generate over \$1 million in revenue to support the Department in Fiscal Year 2009-10.

## CREATING A MORE SUSTAINABLE DEPARTMENT

The Recreation and Park Department is the single largest land holder in San Francisco and among the highest users of water. In order to reduce the amount of water used for irrigation and to use water as efficiently as possible, the Department has entered into a Memorandum of Understanding (MOU) with the Public Utilities Commission (PUC) to implement water conservation and efficiency projects across the city. The MOU contains two major provisions. The first commits the two agencies to converting major Recreation and Park Department water users such as Golden Gate Park, Harding Park and Lincoln Park to recycled water. Under the second provision, the two agencies will cooperate to create a Parks Water Conservation Plan to identify the top water using parks in the system. The plan, which is due to be completed in summer 2009, will contain a schedule and budget for repairs or replacement of the Department's least efficient irrigation systems. Recreation and Park and the PUC expect to begin planning and design for the retrofit of these systems in Fiscal Year 2009-10.

## **ADDRESSING CRITICAL INFRASTRUCTURE NEEDS**

The Department is well underway in its planning for the first round of projects funded by the 2008 Clean and Safe Neighborhood Parks General Obligation Bond. Construction on Chinese Recreation Center, the first project to be funded by the bond, will begin in January 2010. The Department has appropriated \$76.1 million for the second sale of these bonds, and expects to complete outreach, planning and design for a number of neighborhood parks projects including Cayuga Playground, Palega Recreation Center and Mission Playground. These funds are not a part of the Department's operating budget; rather they are a one time funding source for major capital improvement programs.

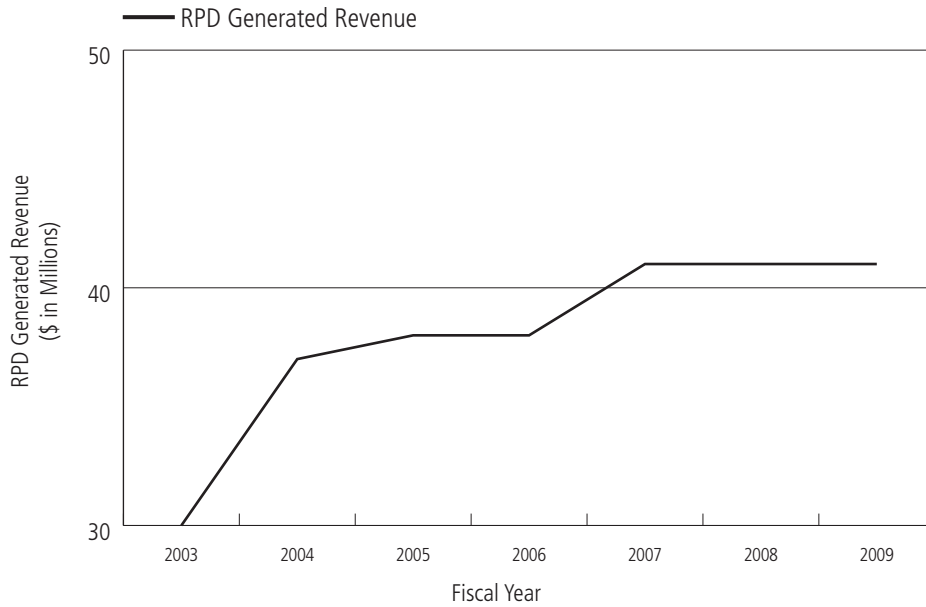
In addition to the site specific projects, the Department continues its work on the programmatic projects funded by the bond. These projects include restroom repair and replacement, park trail reconstruction, urban forestry and the Community Opportunity Fund. All of these projects will complete analysis, planning and design in Fiscal Year 2009–10 and in most cases, the projects will begin construction.

- **Restrooms:** The Recreation and Park Commission will consider a prioritized list of restrooms for replacement and repair as well as a plan and schedule for the renovations. Work will begin on phase one of the approved plan.
- **Urban Forestry:** The Department will engage a consultant to perform an inventory and assessment of the Department's tree canopy in order to create a prioritized plan for tree work. The Department expects to begin physical work on the highest priority sites in the next fiscal year.
- **Park Trails:** The Recreation and Park Commission will review a plan for the program including a prioritized list of sites and projects. The Department will then begin community outreach and planning for the design of the first set of trail projects. Construction on the initial projects should commence by the end of Fiscal Year 2009-10.

## **CONTINUING TO ADDRESS THE PLAYFIELD DEFICIT**

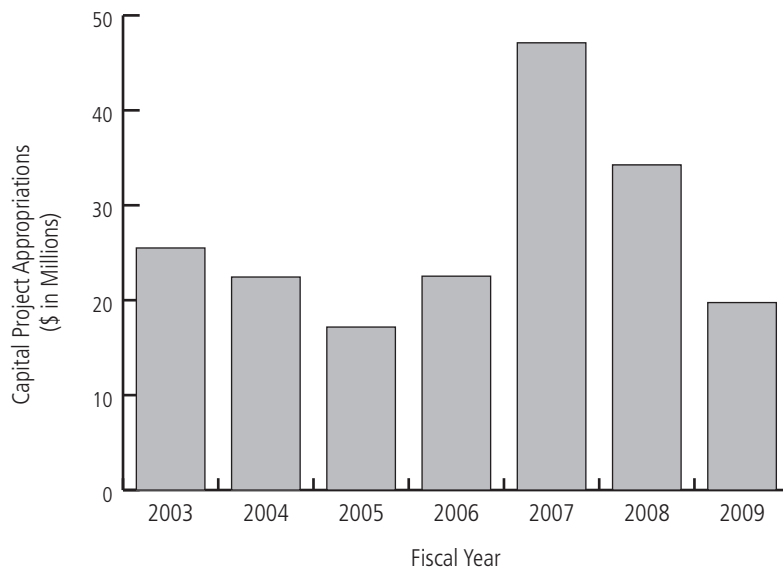
The Department's Playfields Initiative partnership with the City Fields Foundation will continue in Fiscal Year 2009–10. To date Recreation and Park and City Fields have added 62,000 hours of new playtime to the city's athletic field system and are on track to erase the deficit of athletic fields for San Francisco youth afterschool and on weekends. According to the partnership's supply and demand analysis, the city is still four fields short—from a systemwide perspective—of meeting current youth demand afterschool, the busiest time for athletic fields. The Department and City Fields believe this shortfall will be eliminated with the next round of renovations at Kimbell Playground (which is approved and goes out to bid May 2009), Beach Chalet in Golden Gate Park (which is in the early design and outreach phases and should be in construction before the end of Fiscal Year 2009–10), and Mission Playground (where the field renovation will be coordinated with the park and clubhouse renovation being funded through the 2008 Neighborhood Parks Bond and is in the early design phase). The partnership estimates that these renovations will add a combined 17,355 hours of playtime to the City's athletic system.

## Department Generated Revenue

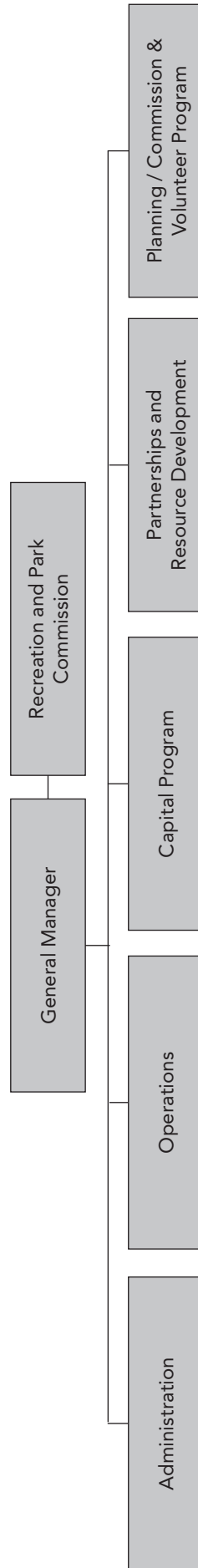


*The Recreation and Park Department generates over \$41 million a year in revenue from its programs and concessions to support its services.*

## Capital Project Appropriation



*Recreation and Park Department capital funding has fluctuated due to timing of sales of general obligation and revenue bonds, as well as level of General Fund investment.*



# Recreation and Park

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	1,008.81	979.89	910.47	(69.42)	(7%)
Non-operating Positions (cap/other)	(66.63)	(61.24)	(61.24)	0.00	0
<b>Net Operating Positions</b>	<b>942.18</b>	<b>918.65</b>	<b>849.23</b>	<b>(69.42)</b>	<b>(8%)</b>
<b>SOURCES</b>					
Local Taxes	33,982,926	37,077,000	38,110,000	1,033,000	3%
Use of Money or Property	23,571,584	24,929,351	22,405,611	(2,523,740)	(10%)
Intergovernmental Revenue - State	165,128	152,000	152,000	0	0
Charges for Services	17,969,890	17,690,388	19,974,359	2,283,971	13%
Other Revenues	5,340,757	2,683,000	77,204,097	74,521,097	N/A
Transfers In	8,200,780	11,472,640	7,276,325	(4,196,315)	(37%)
Expenditure Recovery	27,493,645	27,362,399	28,383,157	1,020,758	4%
Transfer Adjustments-Sources	(35,545,007)	(34,664,243)	(33,426,806)	1,237,437	(4%)
Fund Balance	8,384,761	9,247,664	11,316,664	2,069,000	22%
General Fund Support	46,566,739	40,438,348	31,891,773	(8,546,575)	(21%)
<b>Sources Total</b>	<b>136,131,203</b>	<b>136,388,547</b>	<b>203,287,180</b>	<b>66,898,633</b>	<b>49%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	53,586,850	56,757,437	52,800,217	(3,957,220)	(7%)
Fringe Benefits	17,727,795	19,481,229	21,039,713	1,558,484	8%
Overhead	24,137,582	22,911,224	24,668,536	1,757,312	8%
Professional & Contractual Services	16,895,624	13,869,763	19,004,703	5,134,940	37%
Aid Assistance / Grants	150,000	0	0	0	N/A
Materials & Supplies	4,152,665	3,920,455	3,930,571	10,116	0%
Equipment	1,882,448	2,319,409	1,243,095	(1,076,314)	(46%)
Debt Service	11,505	5,058,488	11,544	(5,046,944)	(100%)
Services of Other Departments	16,276,936	16,956,740	16,994,110	37,370	0%
Transfers Out	12,240,873	9,610,140	7,276,325	(2,333,815)	(24%)
Budgetary Reserves	0	429,798	158,345	(271,453)	(63%)
Transfer Adjustments-Uses	(35,545,007)	(34,664,243)	(33,426,806)	1,237,437	(4%)
<b>Uses - Operating Expenditures Total</b>	<b>111,517,271</b>	<b>116,650,440</b>	<b>113,700,353</b>	<b>(2,950,087)</b>	<b>(3%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	2,716,911	3,055,000	3,030,000	(25,000)	(1%)
Capital Renewal	0	0	130,000	130,000	N/A
Capital Projects	21,897,021	16,683,107	86,426,827	69,743,720	N/A
<b>Uses - Project Expenditures Total</b>	<b>24,613,932</b>	<b>19,738,107</b>	<b>89,586,827</b>	<b>69,848,720</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Capital Projects	25,093,732	17,515,452	89,178,095	71,662,643	N/A
Children's Baseline	12,374,005	13,900,598	7,986,506	(5,914,092)	(43%)
Children's Svcs - Non - Children's Fund	576,267	576,267	378,000	(198,267)	(34%)
Citywide Facilities	21,528,904	22,742,353	22,019,241	(723,112)	(3%)
Citywide Services	17,294,822	20,367,537	19,915,966	(451,571)	(2%)
Culture & Recreation/Departmental	2,164,132	0	0	0	N/A
Development & Planning	0	200,000	300,000	100,000	50%
Golden Gate Park	11,344,080	10,142,344	11,544,477	1,402,133	14%
Neighborhood Services	33,047,330	37,419,767	38,262,877	843,110	2%

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
Rec & Park Administration	137,384	137,500	0	(137,500)	(100%)
Structural Maintenance	12,515,152	12,596,729	13,049,201	452,472	4%
Turf Management	55,395	400,000	555,817	155,817	39%
Zoo Operations	0	390,000	97,000	(293,000)	(75%)
<b>Uses by Program Recap Total</b>	<b>136,131,203</b>	<b>136,388,547</b>	<b>203,287,180</b>	<b>66,898,633</b>	<b>49%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>NEIGHBORHOOD and CITYWIDE SERVICES</b>				
Improve the quality of park maintenance and create safe, welcoming parks and facilities				
Number of trees planted	2,220	2,100	2,000	2,100
Percentage of San Franciscans who rate the quality of the City's park grounds (landscaping) as good or very good	n/a	75%	n/a	n/a
Citywide percentage of park maintenance standards met for all parks inspected	88%	90%	89%	90%
Citywide percentage of park maintenance standards met in neighborhood parks	88%	90%	90%	90%
Citywide percentage of turf athletic field standards met in parks	86%	90%	85%	90%
Percentage of graffiti work orders completed within 48 hours	81%	100%	80%	100%
Increase access to, and improve quality of, Recreational Programming				
Percentage of users who rate the quality of the City's adult recreation programs as good or very good	n/a	75%	n/a	n/a
Percentage of users who rate the quality of the City's children and youth recreation programs as good or very good	n/a	75%	n/a	n/a
Percentage of users who rate RPD's customer service as good or very good	n/a	90%	n/a	n/a
Number of recreation volunteer hours	51,450	30,000	34,000	35,000
Improve RPD infrastructure in both buildings and grounds				
Percentage of capital projects completed on or under budget	63%	75%	90%	100%

## 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

## SERVICE LEVEL CHANGES

In Fiscal Year 2009–10 the Agency’s budget will decrease by \$107.1 million from \$337.0 to \$229.9 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.

## PRIORITIZING AFFORDABLE HOUSING

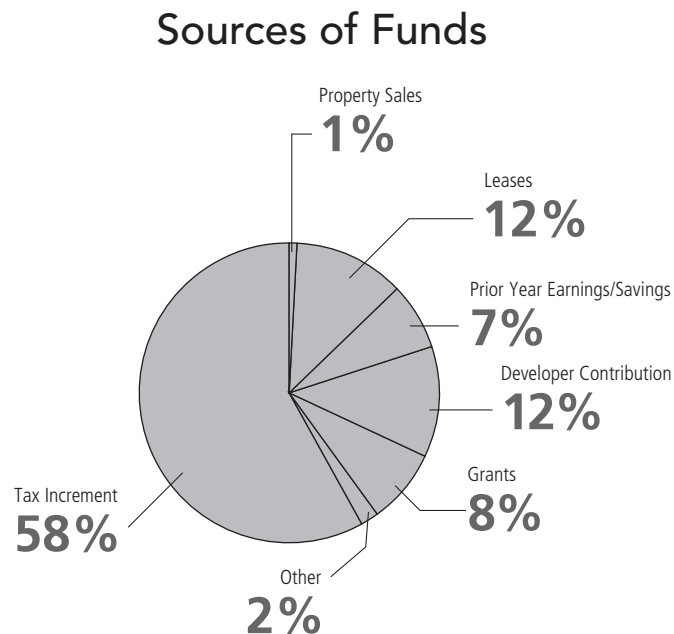
Approximately 59 percent (\$70.2 million) of the agency’s total work program budget for Fiscal Year 2009–10 is devoted to affordable housing, including \$8.2 million dedicated to the federally-funded HOPWA program. Housing funds will be used to provide resources for developments underway across the City 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

SFRA will invest \$19.2 million in public improvements in Fiscal Year 2009-10. This significant reduction from the prior year is attributable to the Agency no longer being obligated to fund infrastructure improvements related to Mission Bay North. Other funds budgeted for public improvements include streetscape repairs of \$1.8 million in Hunters Point Shipyard, \$3.5 million for the design and construction of open spaces in Transbay, and \$9.5 million for repairs, renovations and/or upgrades to Yerba Buena Gardens, to be paid with funds earmarked for such purposes.

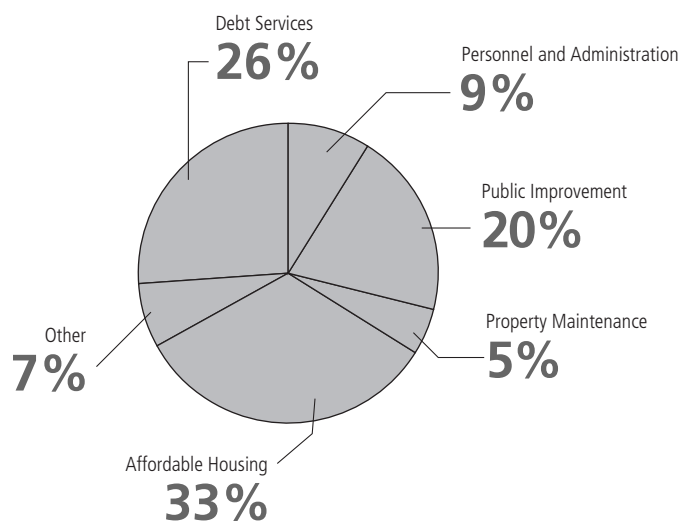
## SUPPORTING BUSINESS AND ECONOMIC DEVELOPMENT

The Agency’s budget allocates \$3.6 million for business development. Of the \$3.6 million, \$2.1 is programmed for Bayview Hunters Point, Area B and \$1.5 million is 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.



*The San Francisco Redevelopment Agency’s proposed Fiscal Year 2009-10 budget identifies \$154.7 million in sources. Tax increment makes up more than half of the Agency’s revenue.*

## Resources by Service Area

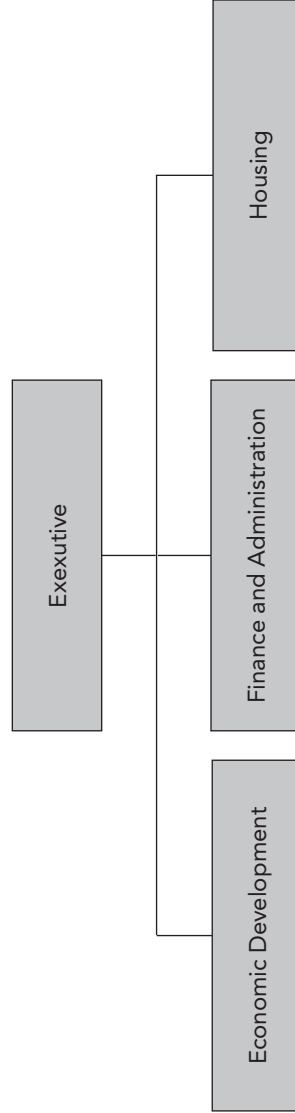


The San Francisco Redevelopment Agency's Fiscal Year 2009-10 proposed budget total \$237.9 million. More than half of the budget will support affordable housing and public infrastructure improvements.

Sources	Approved Budget FY 08/09	Proposed Budget FY 09/10	Year-to-Year Change
Property Sales	9,803	1,074	(8,729)
Leases	18,027	17,984	(43)
Prior Year Earnings/Savings	20,040	11,217	(8,823)
Developer Contribution	9,831	18,577	8,746
Grants	10,693	12,931	2,238
Other	2,273	3,570	1,297
Tax Increment	81,950	89,349	7,399
<b>Total Sources</b>	<b>152,617</b>	<b>154,703</b>	<b>2,086</b>

Uses	Approved Budget FY 08/09	Proposed Budget FY 09/10	Year-to-Year Change
Legal	127	23	(104)
Studies & Misc. Items	445	125	(320)
Planning	1,905	4,051	2,146
Public Improvement	102,383	19,170	(83,213)
Arch./Eng. Design & Review	432	575	143
Property Maintenance	10,932	10,871	(61)
Housing Production & Assist.	110,845	78,155	(32,690)
Job Training/Assist.	1,300	1,450	150
Business Development	4,889	3,979	(910)
Other	6,771	15,784	9,013
Pass-Through Obligations	15,983	19,240	3,257
Debt Services	60,244	62,361	2,117
Personnel Costs	17,366	17,747	381
Administrative Costs	3,356	4,339	983
<b>Total Uses</b>	<b>336,978</b>	<b>237,870</b>	<b>(99,108)</b>

# Redevelopment Agency



## 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 uniquely 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 nine 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.sfgov.org/rentboard](http://www.sfgov.org/rentboard)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	4,829,678	5,261,135	5,485,701	224,566	4%
Total FTE	29.57	29.03	29.26	0.23	1%

# Budget Issues and Details

## **IMPROVING ACCESS TO INFORMATION**

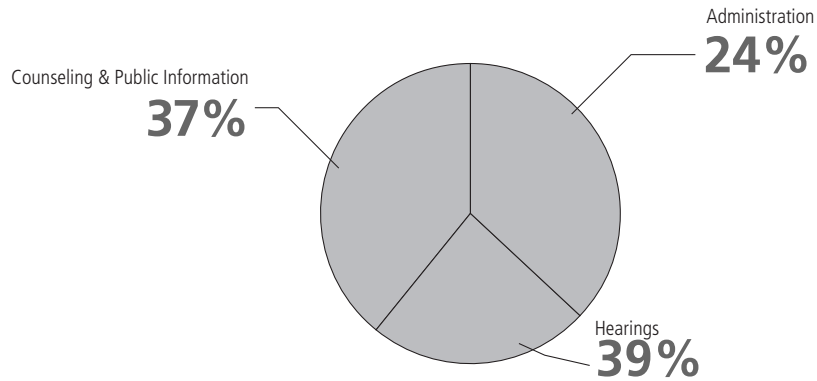
The Department is working to make as much of the information it disseminates available in as many languages as possible. Outreach contracts with community organizations also provide expanded language assistance to the Chinese, Spanish, Russian, Vietnamese, and Korean communities. It also provides interpreters 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 will continue its “Information Management Project.” Elements of this project include: 1) reorganizing website for improved navigability, 2) including Chinese and Spanish translations, and 3) providing fillable forms and documents.

## **RENT BOARD FEES**

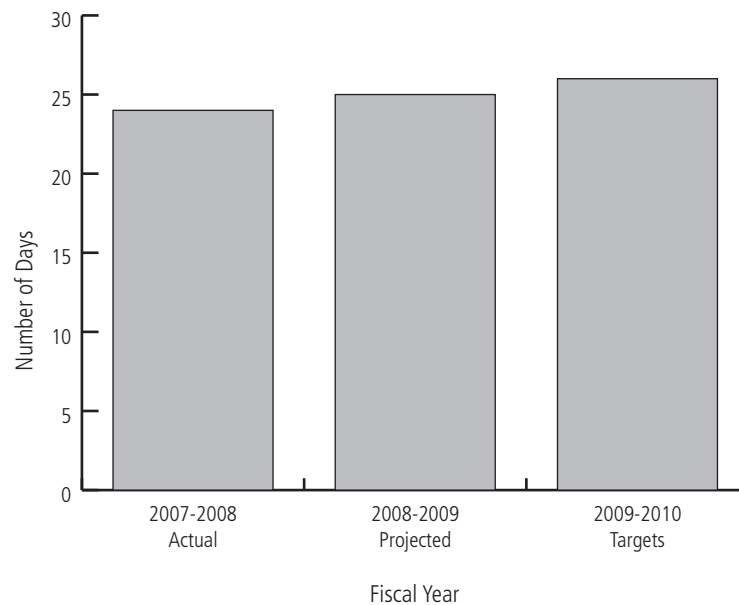
The Rent Board fee is currently applied to all rental units in the City that come under the jurisdiction of the Rent Ordinance with the exception of Section 8 units. Annually, after taking into account any operating savings from previous years, the Controller’s Office adjusts the Rent Board fee to cover operating costs of the Department. In Fiscal Year 2009–10, the fee will increase from \$29 per unit to \$30 per unit to cover mandatory increases in compensation and fringe benefits and a reduction in prior-year fund balances.

## Staffing by Service Area



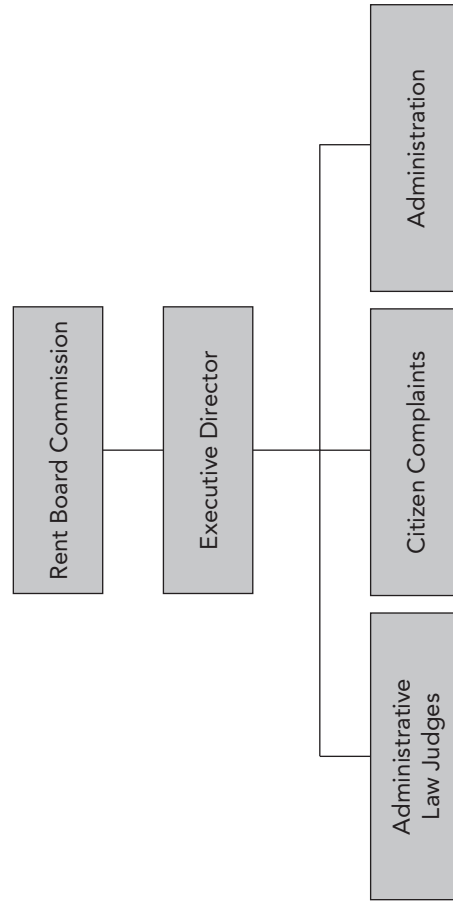
*Staffing allocated by service or program area as a percentage of total departmental budget.*

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



*Days from close of record to when decision is submitted for review so that cases are adjudicated more quickly, clients get closure sooner and the Department gets closer to meeting legal mandate of 30 days.*

# Rent Arbitration Board



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	29.57	29.03	29.26	0.23	1%
<b>Net Operating Positions</b>	<b>29.57</b>	<b>29.03</b>	<b>29.26</b>	<b>0.23</b>	<b>1%</b>
<b>SOURCES</b>					
Charges for Services	4,596,035	4,753,891	5,072,917	319,026	7%
Expenditure Recovery	34,279	50,000	50,000	0	0
Fund Balance	199,364	457,244	362,784	(94,460)	(21%)
<b>Sources Total</b>	<b>4,829,678</b>	<b>5,261,135</b>	<b>5,485,701</b>	<b>224,566</b>	<b>4%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	2,755,098	2,898,834	3,011,573	112,739	4%
Fringe Benefits	845,012	942,582	1,059,464	116,882	12%
Overhead	167,203	66,742	61,601	(5,141)	(8%)
Professional & Contractual Services	49,636	124,707	124,707	0	0
Aid Assistance / Grants	100,000	120,000	120,000	0	0
Materials & Supplies	27,992	28,029	28,029	0	0
Services of Other Departments	884,737	1,080,241	1,080,327	86	0%
<b>Uses - Operating Expenditures Total</b>	<b>4,829,678</b>	<b>5,261,135</b>	<b>5,485,701</b>	<b>224,566</b>	<b>4%</b>
<b>USES BY PROGRAM RECAP</b>					
Rent Board	4,829,678	5,261,135	5,485,701	224,566	4%
<b>Uses by Program Recap Total</b>	<b>4,829,678</b>	<b>5,261,135</b>	<b>5,485,701</b>	<b>224,566</b>	<b>4%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>RENT BOARD</b>				
Provide a timely resolution for all allegations of wrongful eviction filings				
Average number of days needed to process allegations of wrongful evictions	1.2	2.0	2.0	2.0
Provide a timely resolution of all petitions				
Average number of days for Administrative Law Judges to submit decisions for review	24.0	25.0	25.0	25.0
Provide translations of documents and make available through multiple sources				
Number of discrete documents in languages other than English	222	230	230	252
Number of locations where translated documents are available	542	678	678	702

## 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** directs the overall administration of the Retirement System including implementation of Retirement Board policies and directives; implementation of legislative changes to the Retirement System; legal and procedural compliance of all activities of the Retirement System; and administration of the disability retirement hearing officer process.

**RETIREMENT SERVICES** provides retirement counseling for active and retired members; maintains historical employment data and retirement accounts for both active and retired members; calculates and processes all benefits payable as a result of a member's retirement, death or termination of employment; disburses monthly retirement allowances to more than 22,000 retirees and beneficiaries; and maintains Retirement System financial records and reporting in compliance with all applicable legal provisions.

**INVESTMENT** manages and invests the \$12 billion (as of December 31, 2008) Retirement Trust in accordance with the investment policy of the Retirement Board; monitors the performance of external investment managers; and maintains information and analysis of capital markets and institutional investment opportunities.

**DEFERRED COMPENSATION** oversees and manages the administration of the City's \$1.3 billion Deferred Compensation Plan.

For more information, call (415) 487-7020 or call 311; or visit [www.sfgov.org/sfers](http://www.sfgov.org/sfers)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	16,804,600	17,917,074	19,377,858	1,406,784	8%
Total FTE	84.40	99.46	99.97	0.51	1%

# Budget Issues and Details

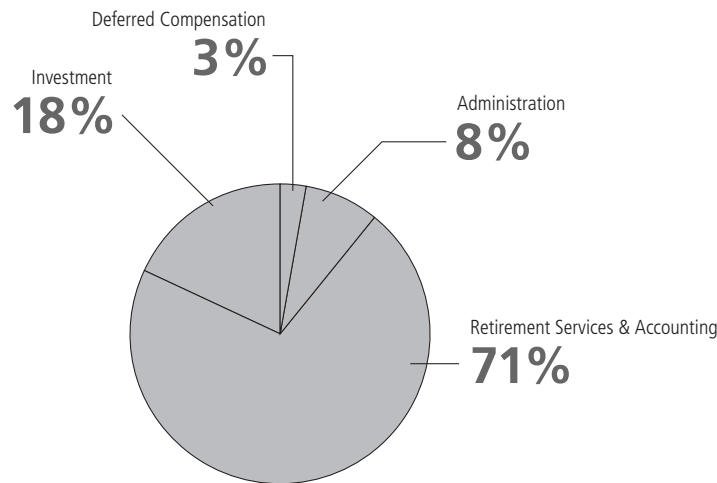
## REDUCING CITY COSTS

The Employees' Retirement System (SFERS) will continue to work to maintain superior levels of investment returns on SFERS Trust assets. The SFERS' goal is to achieve a return on trust investments that will be ranked in the top 50th percentile or better, based on average five-year returns, among public pension funds with \$1 billion or more in trust assets. SFERS has exceeded this goal for the past five years and anticipates that it will continue to meet or exceed this target over the next three years.

## CHANGES TO EMPLOYER CONTRIBUTIONS

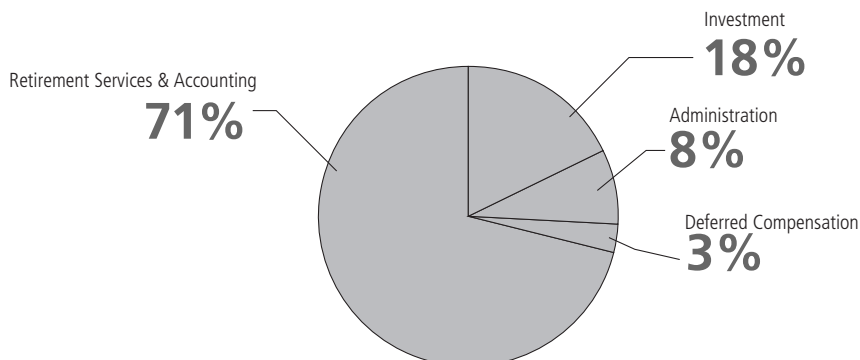
In Fiscal Year 2009-10, SFERS raised its employer contributions rate from 4.99 percent to 9.49 percent. This increase reflects plan amendments from Proposition B, passed in June 2008, investment losses for Fiscal Year 2007-08, and the Retirement Board's lowering of the expected rate of earnings on plan assets.

### Resources by Service Area

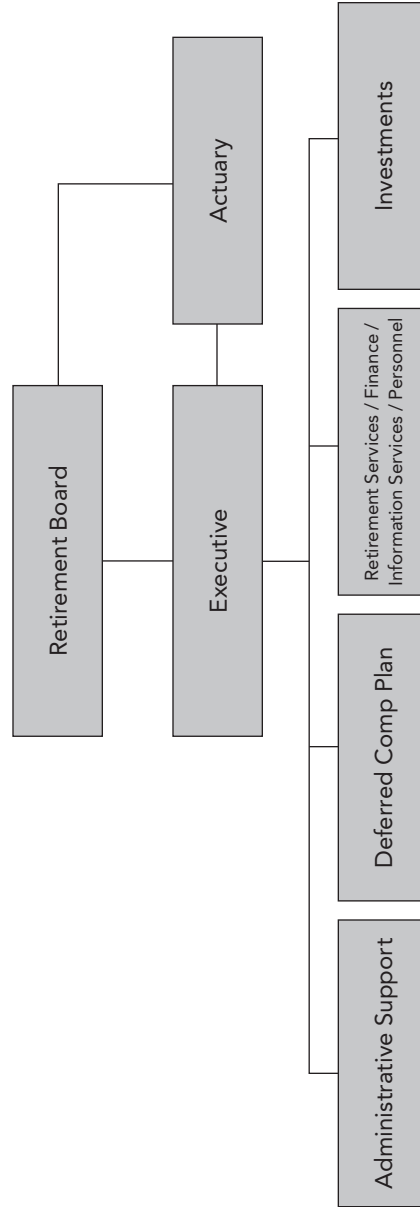


*Resources allocated to divisions as a percentage of total departmental budget.*

### Staffing by Service Area



*Staffing allocated by service or program area as a percentage of total departmental budget.*



# Retirement System

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	84.40	99.46	99.97	0.51	1%
<b>Net Operating Positions</b>	<b>84.40</b>	<b>99.46</b>	<b>99.97</b>	<b>0.51</b>	<b>1%</b>
<b>SOURCES</b>					
Use of Money or Property	883,643	250,000	253,000	3,000	1%
Charges for Services	414,225	572,776	566,912	(5,864)	(1%)
Other Revenues	15,506,732	17,069,298	18,532,946	1,463,648	9%
Expenditure Recovery	0	25,000	25,000	0	0
<b>Sources Total</b>	<b>16,804,600</b>	<b>17,917,074</b>	<b>19,377,858</b>	<b>1,460,784</b>	<b>8%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	6,189,369	8,907,118	9,263,661	356,543	4%
Fringe Benefits	2,099,590	2,668,062	3,300,375	632,313	24%
Professional & Contractual Services	4,455,563	3,484,090	3,810,676	326,586	9%
Materials & Supplies	156,938	186,000	161,000	(25,000)	(13%)
Equipment	87,509	35,697	107,318	71,621	N/A
Services of Other Departments	3,815,631	2,636,107	2,734,828	98,721	4%
<b>Uses - Operating Expenditures Total</b>	<b>16,804,600</b>	<b>17,917,074</b>	<b>19,377,858</b>	<b>1,460,784</b>	<b>8%</b>
<b>USES BY PROGRAM RECAP</b>					
Administration	1,308,926	1,448,602	2,513,036	1,064,434	73%
Employee Deferred Comp Plan	414,225	572,776	569,912	(2,864)	(1%)
Investment	4,715,310	2,728,766	3,045,426	316,660	12%
Retirement Services	10,366,139	13,166,930	13,249,484	82,554	1%
<b>Uses by Program Recap Total</b>	<b>16,804,600</b>	<b>17,917,074</b>	<b>19,377,858</b>	<b>1,460,784</b>	<b>8%</b>

## Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>EMPLOYEE DEFERRED COMP PLAN</b>				
Provide effective administration of the Deferred Compensation Plan				
Percentage of eligible City employees who participate in the Deferred Compensation Plan	54%	55%	55%	55%
<b>INVESTMENT</b>				
Maximize investment returns at an acceptable risk level for Plan participants				
Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion, using 5-year average return (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 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 the Hall of Justice (Jails 1 and 2), 425 Seventh Street (Jails 8 and 9), the San Bruno Complex (Jails 3 and 7) and San Francisco General Hospital.

**FACILITIES AND EQUIPMENT** oversees the Department's vehicles 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 5 Keys Charter High School, the award winning anti-violence "Resolve to Stop the Violence Program" (RSVP), drug treatment programs and the Garden Project.

**RECRUITMENT AND TRAINING** is responsible for the recruitment, background testing and ongoing training of the Department's staff.

**SHERIFF FIELD AND SECURITY SERVICES** provides security for 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.org](http://www.sfsheriff.org)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	180,719,517	166,342,157	168,426,660	2,084,503	1%
Total FTE	950.82	1,016.15	963.26	(52.89)	(5%)

# Budget Issues and Details

## SERVICE LEVEL CHANGES

At the start of Fiscal Year 2008-09, two jail housing units were closed. Over the course of the year, the Sheriff's Department closed an additional four housing units, also known as pods. A decrease in new arrests coupled with an increase in the use community programs as an alternative to incarceration accounts for this decreased need for additional units.

The Fiscal Year 2009-10 budget funds one new academy of deputy sheriffs. These recruits will replace retiring deputy sheriffs and will maintain appropriate staffing levels for safety and security, ensure continuity of operations, reduce Department overtime, and ensure the staffing necessary to sufficiently supervise individuals in non-custody alternatives to incarceration. 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.

In addition, there will be a mid-year reduction in security costs related to San Francisco General Hospital and Laguna Honda, the Department of Emergency Management, City Hall, and the Hall of Justice. In January, the Sheriff's Department will no longer provide security at these locations. Instead, the City Administrator and the Department of Public Health will transfer certain 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 the Department's overtime use. In this way the City is able to generate savings by lowering its operating costs.

## JAIL HEALTH

San Francisco has historically provided health care services to individuals in custody through the Department of Public Health's Jail Health services. The Mayor's Fiscal Year 2009-10 budget proposes a change in the way the City provides health care to the jail population. As of January 1, 2010 the Sheriff's Department will provide these health services in place of the jail health services program at the Department of Public Health. If these changes are approved, the Sheriff's Department will transfer these responsibilities to a private or nonprofit service provider.

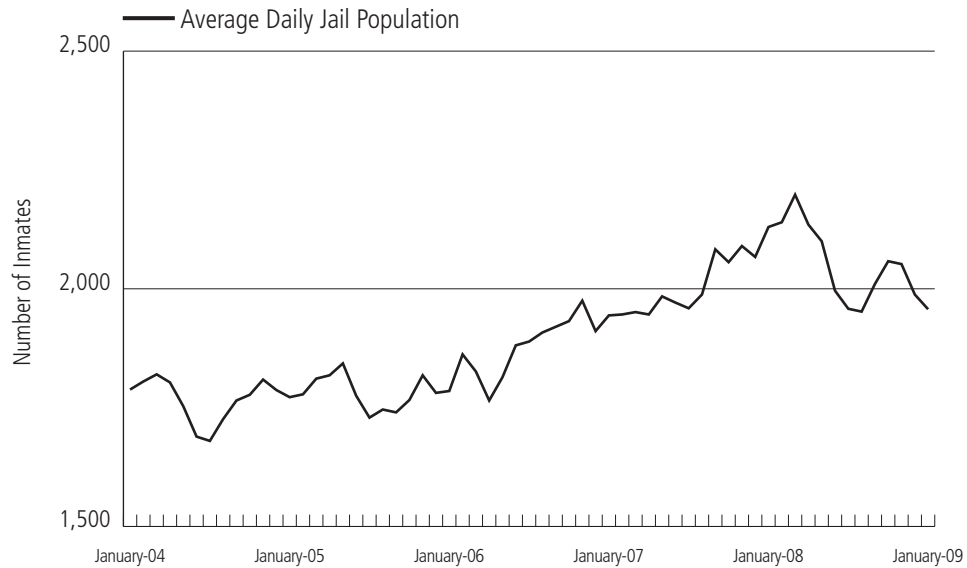
## ALTERNATIVES TO INCARCERATION

The Fiscal Year 2008-09 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 2009-10 budget maintains the level of funding for intensive services, allowing the Department to continue to maximize alternatives to incarceration.

## STATE BUDGET UNCERTAINTIES

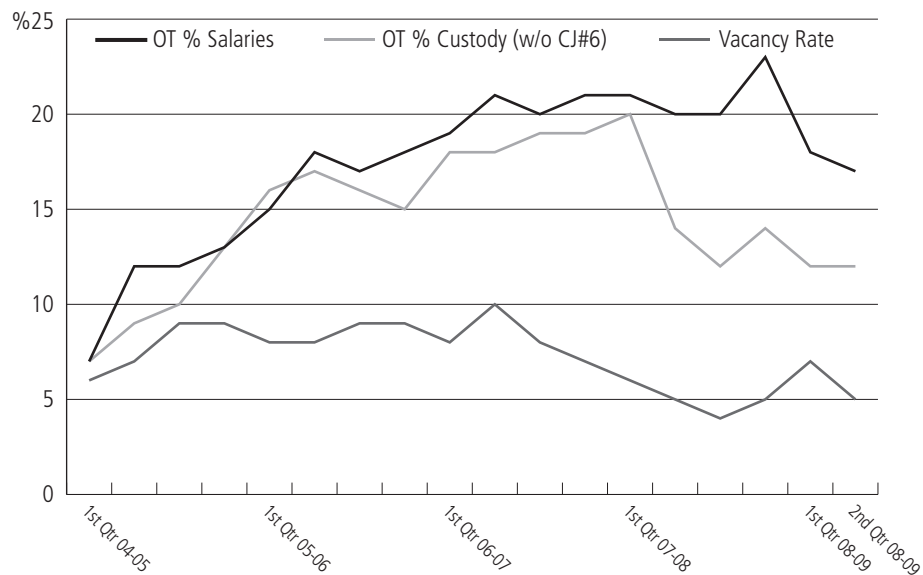
There are a number of proposed changes to parole and sentencing at the State level which could have a local impact by increasing the daily population and/or the length of local incarceration. In addition, there is a proposal to furlough court personnel one day per month. All of these proposals are likely to impact the length of stay in the county jails.

## Average Daily Prisoner Population



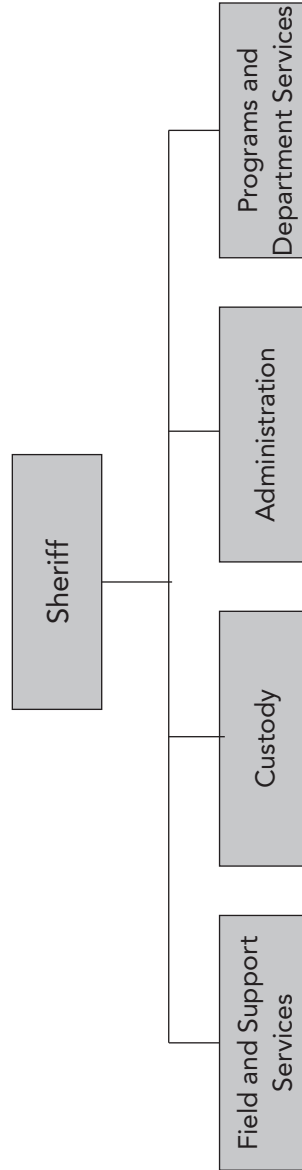
*Average Daily Population (ADP) in San Francisco county jails has been increasing over past three years.*

## 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 entirely on OT; without that anomaly, OT rates would have been significantly lower.*

# Sheriff



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	956.38	1,021.71	964.82	(56.89)	(6%)
Non-operating Positions (cap/other)	(5.56)	(5.56)	(1.56)	4.00	(72%)
<b>Net Operating Positions</b>	<b>950.82</b>	<b>1,016.15</b>	<b>963.26</b>	<b>(52.89)</b>	<b>(5%)</b>
<b>SOURCES</b>					
Licenses & Fines	133,482	105,166	118,678	13,512	13%
Use of Money or Property	36,452	15,000	5,000	(10,000)	(67%)
Intergovernmental Revenue - Federal	69,863	69,863	24,267	(45,596)	(65%)
Intergovernmental Revenue - State	3,468,436	2,846,652	1,375,584	(1,471,068)	(52%)
Charges for Services	4,847,864	4,247,495	4,320,954	73,459	2%
Expenditure Recovery	22,407,000	22,309,661	18,377,044	(3,932,617)	(18%)
Fund Balance	174,568	142,373	0	(142,373)	(100%)
General Fund Support	149,581,852	136,605,947	144,205,133	7,599,186	6%
<b>Sources Total</b>	<b>180,719,517</b>	<b>166,342,157</b>	<b>168,426,660</b>	<b>2,084,503</b>	<b>1%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	95,429,309	100,788,896	96,097,376	(4,691,520)	(5%)
Fringe Benefits	26,077,747	29,677,847	30,911,009	1,233,162	4%
Professional & Contractual Services	6,170,682	12,697,957	19,784,837	7,086,880	56%
Aid Assistance / Grants	6,505,450	8,361,567	6,670,203	(1,691,364)	(20%)
Materials & Supplies	6,865,777	7,003,958	6,403,665	(600,293)	(9%)
Equipment	396,121	825,680	318,192	(507,488)	(61%)
Services of Other Departments	38,762,298	6,343,752	7,911,378	1,567,626	25%
<b>Uses - Operating Expenditures Total</b>	<b>180,207,384</b>	<b>165,699,657</b>	<b>168,096,660</b>	<b>2,397,003</b>	<b>1%</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	352,647	467,500	330,000	(137,500)	(29%)
Capital Projects	159,486	175,000	0	(175,000)	(100%)
<b>Uses - Project Expenditures Total</b>	<b>512,133</b>	<b>642,500</b>	<b>330,000</b>	<b>(312,500)</b>	<b>(49%)</b>
<b>USES BY PROGRAM RECAP</b>					
Court Security And Process	11,710,819	12,374,465	13,177,734	803,269	6%
Facilities & Equipment	7,521,650	6,734,802	8,929,422	2,194,620	33%
Facilities Maintenance & Constr.	107,021,881	93,930,510	102,040,905	8,110,395	9%
Security Services	14,255,819	14,533,864	7,738,403	(6,795,461)	(47%)
Sheriff Administration	10,464,003	8,463,470	8,639,210	175,740	2%
Sheriff Field Services	9,132,612	8,503,022	8,918,836	415,814	5%
Sheriff Program Grants	1,747,898	1,400,000	0	(1,400,000)	(100%)
Sheriff Programs	12,634,454	14,806,137	14,807,184	1,047	0%
Sheriff Recruitment & Training	6,230,381	5,595,887	4,174,966	(1,420,921)	(25%)
<b>Uses by Program Recap Total</b>	<b>180,719,517</b>	<b>166,342,157</b>	<b>168,426,660</b>	<b>2,084,503</b>	<b>1%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>COURT SECURITY AND PROCESS</b>				
Provide inmate escort and security to the courts and prevent physical harm to any person or property in, or in the vicinity of, any courthouse in San Francisco				
Number of court staff or public who have been harmed while in or in the vicinity of any courthouse in San Francisco	6	0	0	0
<b>CUSTODY</b>				
Provide for the secure and safe detention of persons arrested or under court order				
Cost per jail day calculated according to State guidelines for Daily Jail Rate.	\$128	\$126	\$132	\$145
Average daily population (ADP)	2,117	2,053	2,039	2,039
ADP as a percentage of rated capacity of jails	105%	100%	90%	90%
<b>SHERIFF ADMINISTRATION</b>				
Execute criminal and civil warrants and court orders				
Number of pre-eviction home visits	544	500	450	500
Number of eviction day crisis interventions	175	180	148	130
Number of evictions executed	1,254	1,000	1,187	1,100
<b>SHERIFF PROGRAMS</b>				
Provide education, skill development, and counseling programs in jail				
Average daily number of prisoners in substance abuse treatment and violence prevention programs.	286	360	265	360
Average daily attendance of participants enrolled in charter school	212	225	260	260
Provide alternative sentencing options and crime prevention programs.				
Average daily number of participants in community programs.	243	245	275	290
Hours of work performed in the community	99,464	90,000	80,736	80,000
Number of clients enrolled in community antiviolence programs.	418	200	290	320
Re-arrest rate for antiviolence program clients	31%	25%	31%	25%
<b>SHF-RECRUITMENT &amp; TRAINING</b>				
Hire, train and retain sworn staff				
Percentage of hired sworn staff who successfully complete probation after 18 months	86%	95%	98%	94%

## 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 7-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 2 years, the first occurring in 2009.
- **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.

### 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 29 community-based service providers to provide crisis lines, intervention/advocacy, legal assistance, shelter services, transitional housing services, 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

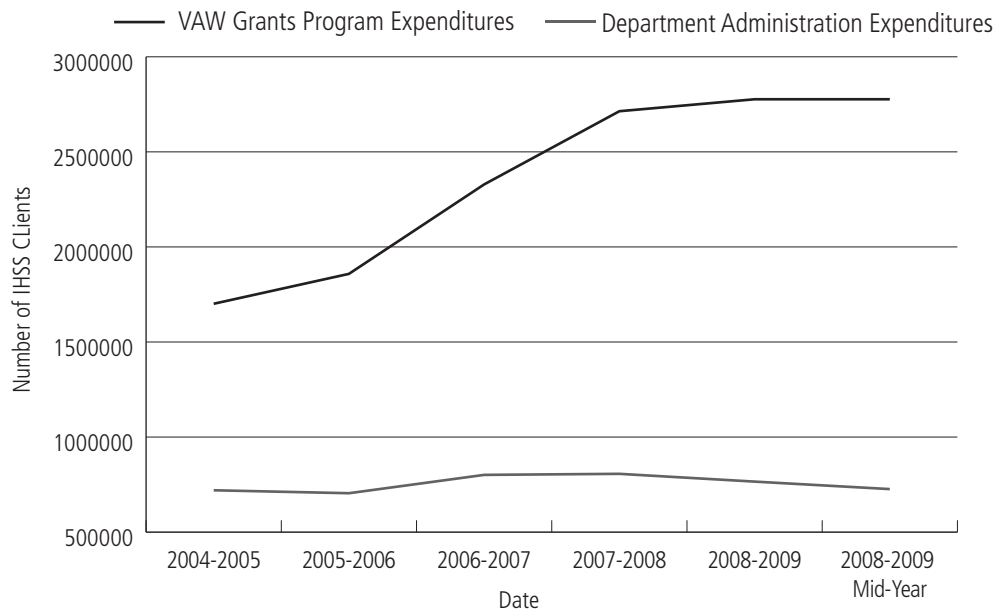
	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	3,434,847	3,692,387	3,471,741	(220,646)	(6%)
Total FTE	6.56	6.02	4.89	(1.13)	(19%)

## Budget Issues and Details

**FUNDING DIRECT SERVICE FOR VICTIMS OF VIOLENCE:** 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.

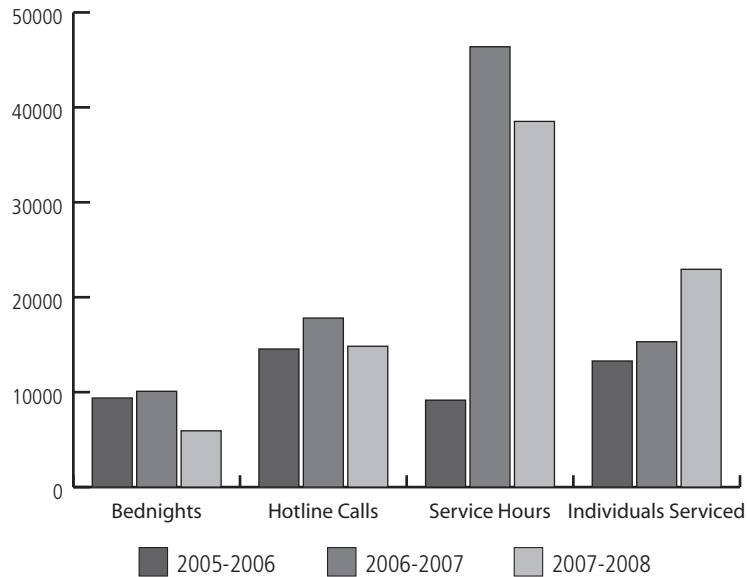
**TRAFFICKING INITIATIVES:** The Department's fledgling work in the field of anti-human trafficking relies heavily on partnerships with community groups and other government agencies, locally and federally. In Fiscal Year 2008-09, the Department committed \$25,000 to support the Asian Anti-Trafficking Collaborative as a part of the VAW Grants Program, but conducts policy work, such as the February 2009 Community Forum on Human Trafficking, with no new resources.

## 5-Year Funding Allocations



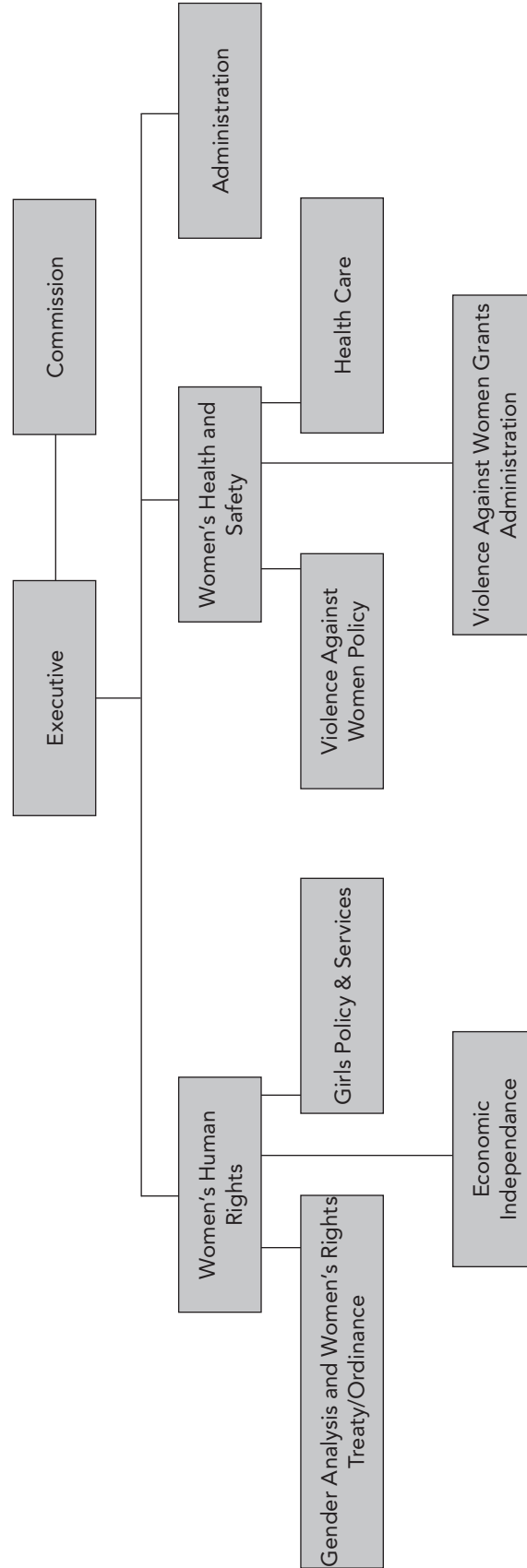
*The Department has consistently cut administrative costs to protect direct services, which have expanded year over year.*

## VAW Grants Program Outcomes



*With VAW Grant funding, partner agencies are able to meet the needs of increasing numbers of individuals. (Note: Changes in data tracking methodology and new contracts also account for a small portion of the changes seen).*

# Status of Women



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	6.56	6.02	4.89	(1.13)	(19%)
<b>Net Operating Positions</b>	<b>6.56</b>	<b>6.02</b>	<b>4.89</b>	<b>(1.13)</b>	<b>(19%)</b>
<b>SOURCES</b>					
Licenses & Fines	285,477	210,000	210,000	0	0
General Fund Support	3,149,370	3,482,387	3,261,741	(220,646)	(6%)
<b>Sources Total</b>	<b>3,434,847</b>	<b>3,692,387</b>	<b>3,471,741</b>	<b>(220,646)</b>	<b>(6%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	416,191	483,888	412,026	(71,862)	(15%)
Fringe Benefits	165,689	161,432	149,228	(12,204)	(8%)
Professional & Contractual Services	71,201	5,904	5,904	0	0
Aid Assistance / Grants	2,644,848	2,926,665	2,776,665	(150,000)	(5%)
Materials & Supplies	10,608	2,960	2,960	0	0
Services of Other Departments	126,310	111,538	124,958	13,420	12%
<b>Uses - Operating Expenditures Total</b>	<b>3,434,847</b>	<b>3,692,387</b>	<b>3,471,741</b>	<b>(220,646)</b>	<b>(6%)</b>
<b>USES BY PROGRAM RECAP</b>					
Children's Baseline	186,310	198,677	198,677	0	0
Commission On Status Of Women	2,963,060	3,283,710	3,063,064	(220,646)	(7%)
Domestic Violence	285,477	210,000	210,000	0	0
<b>Uses by Program Recap Total</b>	<b>3,434,847</b>	<b>3,692,387</b>	<b>3,471,741</b>	<b>(220,646)</b>	<b>(6%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>COMMISSION ON THE STATUS OF WOMEN</b>				
Conduct outreach to underserved communities on the right to adequate healthcare				
Number of people reached on policies and programs impacting healthcare for women	555	100	100	50
Promote access to education and social services for girls				
Number of people reached on policies and programs that promote access to education and social services for girls	1,925	1,000	900	500
<b>VIOLENCE AGAINST WOMEN PREVENTION AND INTERVENTION (VAW) GRANTS PROGRAM</b>				
Monitor direct services in violence against women prevention and intervention				
Hours of supportive services by department-funded shelters, crisis services, transitional housing, advocacy, prevention and education annually	38,521	30,071	38,180	30, 071
Number of unduplicated individuals served in shelters, crisis services, transitional housing, advocacy, prevention, and education annually	22,944	9,868	28,050	9,868
Percent of people accessing services for which English is not a primary language.	41	28	32	28
Number of calls to crisis lines annually	14,837	14,400	18,242	14,400
Number of shelter bed-nights annually	5,927	4,795	3,910	4,795

## 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 1999–2000. 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, but Fiscal Year 2009–10 will be the first year that the City and County makes 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.

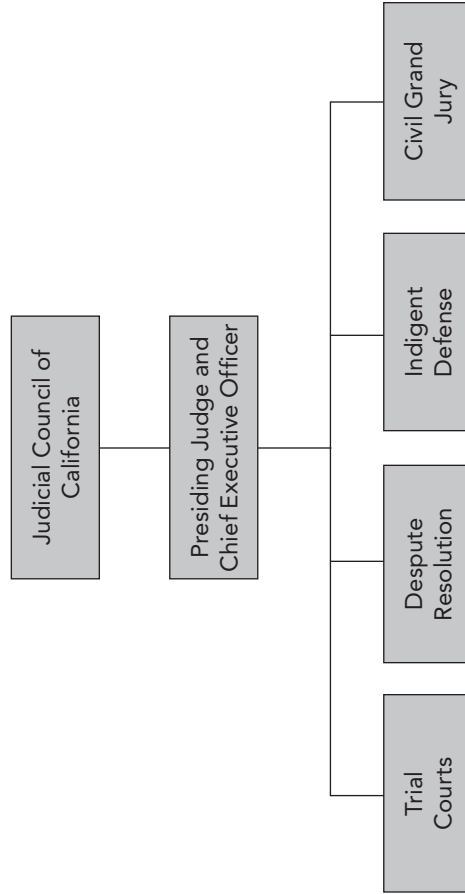
The Superior Court manages the following county-funded programs that are separate from state-funded court operations:

- **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.sfgov.org/courts](http://www.sfgov.org/courts)

# Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	36,770,148	37,373,903	37,184,322	(189,581)	(1%)
Total FTE	613.20	611.95	611.95	0.00	--



# Superior Court

# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	613.20	611.95	611.95	0.00	0
<b>Net Operating Positions</b>	<b>613.20</b>	<b>611.95</b>	<b>611.95</b>	<b>0.00</b>	<b>--</b>
<b>SOURCES</b>					
Licenses & Fines	0	34,564	34,564	0	0
Use of Money or Property	91,554	115,000	115,000	0	0
Intergovernmental Revenue - State	97,777	0	0	0	N/A
Charges for Services	1,825,667	3,955,595	4,025,645	70,050	2%
Fund Balance	1,230,252	705,748	676,149	(29,599)	(4%)
General Fund Support	33,524,898	32,562,996	32,332,964	(230,032)	(1%)
<b>Sources Total</b>	<b>36,770,148</b>	<b>37,373,903</b>	<b>37,184,322</b>	<b>(189,581)</b>	<b>(1%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Fringe Benefits	296,324	300,000	299,464	(536)	0%
Professional & Contractual Services	32,056,496	35,629,788	36,553,081	923,293	3%
Aid Assistance / Grants	279,125	0	280,000	280,000	N/A
Materials & Supplies	840	1,000	1,000	0	0
Services of Other Departments	1,352,650	1,443,115	50,777	(1,392,338)	(96%)
<b>Uses - Operating Expenditures Total</b>	<b>33,985,435</b>	<b>37,373,903</b>	<b>37,184,322</b>	<b>(189,581)</b>	<b>(1%)</b>
<b>USES - PROJECT EXPENDITURES</b>					
Capital Projects	2,784,713	0	0	0	N/A
<b>Uses - Project Expenditures Total</b>	<b>2,784,713</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>USES BY PROGRAM RECAP</b>					
Court House Construction	2,784,713	4,530,907	4,571,358	40,451	1%
Dispute Resolution Program	279,125	280,000	280,000	0	0
District Attorney Child Support Services	0	0	(536)	(536)	N/A
Indigent Defense/Grand Jury	8,685,058	8,362,806	9,572,803	1,209,997	14%
Trial Court Services	25,021,252	24,200,190	22,760,697	(1,439,493)	(6%)
<b>Uses by Program Recap Total</b>	<b>36,770,148</b>	<b>37,373,903</b>	<b>37,184,322</b>	<b>(189,581)</b>	<b>(1%)</b>

## Mission

To facilitate compliance with the tax laws of the City and County of San Francisco.

## Services

**BUSINESS TAX** implements and enforces the business tax ordinances for the City and County of San Francisco. These taxes include payroll expense tax, parking tax, transient occupancy tax, utility users' tax and stadium taxes. In addition, the section collects emergency response fees.

**PROPERTY TAX/LICENSING** bills, collects, records and reports payments of secured and unsecured property taxes, special assessments and license fees for the Health, Police and Fire Departments, as well as dog licenses for the Department of Animal Care and Control.

**DELINQUENT REVENUE** is the official collection arm of the City and County of San Francisco. It is authorized to collect all of the City's accounts receivable that exceed \$300 and are at least 90 days overdue.

**INVESTMENT** administers and controls the investment of all monies in the Treasurer's custody that are not required for payment of current obligations. This section's goal is to maximize interest income while preserving the liquidity and safety of the principal.

**TAXPAYER ASSISTANCE** provides tax information to the public and serves as the office's primary public contact unit.

For more information, call (415) 554-4478 or 311. For taxpayer assistance, call (415) 554-4400; or visit [www.sfgov.org/treasurer](http://www.sfgov.org/treasurer)

## Budget Data Summary

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	23,886,384	25,647,312	26,372,649	725,337	3%
Total FTE	207.89	212.47	207.31	(5.16)	(2%)

# Budget Issues and Details

## REVENUE WORKING GROUP

When it became clear in 2008 that the City and County of San Francisco would face significant revenue shortfalls as a result of the national economic downturn, Mayor Gavin Newsom appointed Treasurer Jose Cisneros and Assessor Phil Ting to lead a working group to determine how the City can maximize collection of existing revenues sources, and identify potential new ones. The group identified dozens of ideas, some of which can be implemented now, and others that require further refinement. For example, as a result of the recommendations of the working group, the Mayor's Fiscal Year 2009-10 Budget funds a new Senior Collection Officer to join the Treasurer/Tax Collector's Clearance Unit team. The new position will contribute to reducing the existing backlog of 43,000 delinquent Unsecured Personal Property taxes, and will generate an estimated \$1.5 million in revenue for the General Fund. In addition, 11 additional appraisers in the Real Property Division of the Assessor's Office will free up existing staff to defend current assessments and address an existing backlog of supplemental and escape property assessments. These added positions have \$17 million in revenue-generating potential for the General Fund.

## MAINTAINING CORE SERVICES

Like other City departments, the Office of the Treasurer/Tax Collector (Treasurer/Tax Collector) has implemented operating efficiencies to make better use of the City's declining General Fund resources. The Treasurer has also identified revenue sources that help offset the need for additional cuts in staffing or service. For example, in Fiscal Year 2009-10 fees at the Department of Public Health and the Fire Department will be increased to cover both the costs of service at those departments and the cost of fee collection to the Treasurer/Tax Collector.

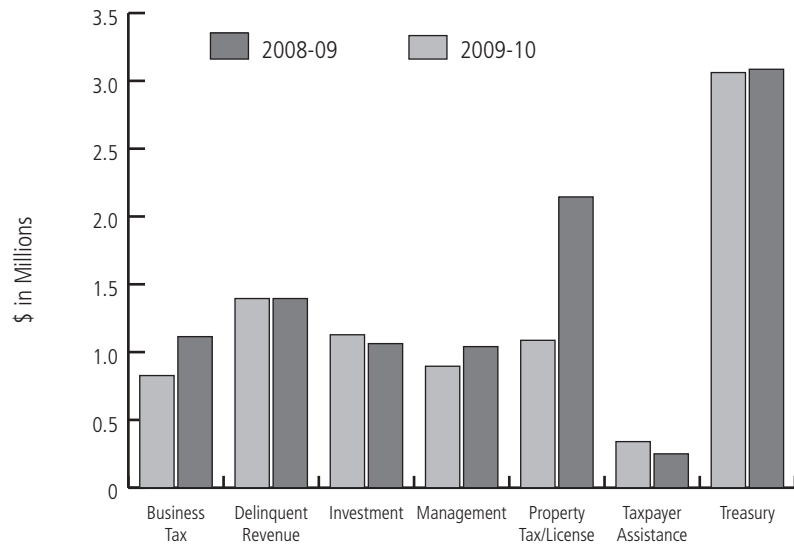
## WORKING FAMILIES' ACCESS

Building upon the success of the Bank on San Francisco and the Working Families Credit initiatives, the Treasurer will work in partnership with the Mayor's Office and the Department of Children, Youth and Their Families (DCYF) to create a new savings program in Fiscal Year 2009-10 aimed at improving family literacy and encouraging savings for the future. Bank on San Francisco was launched in 2006 to help bring San Franciscans without access to checking or savings account into the financial mainstream. The Working Families Credit program 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.

## STREAMLINE BUSINESS PRACTICES

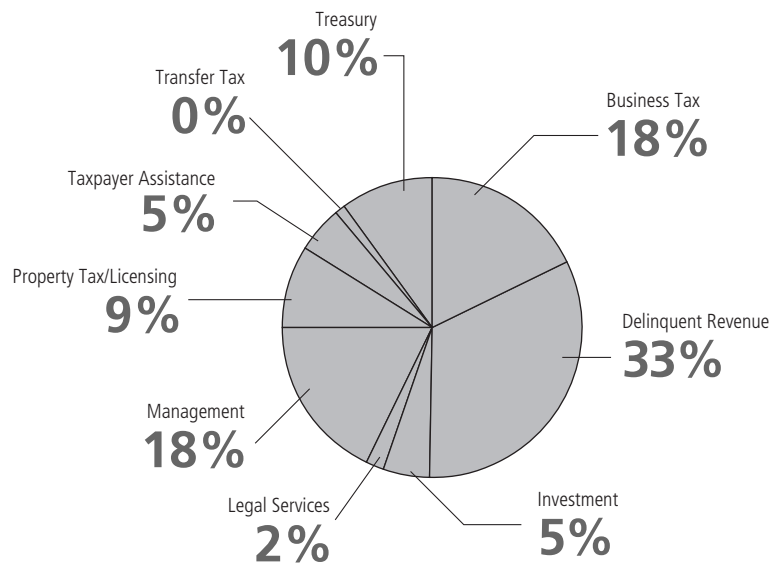
The Treasurer/Tax Collector is working towards implementation of a "digital mailroom system" to combine mail extraction with image capture in order to eliminate the need to route paper outside of the mailroom. The Digital Mailroom saves steps by scanning and imaging payments and correspondence, which will allow for faster data retrieval, easier account reconciliation and better customer service. This enhancement is expected to result in efficiency in workflow and cost savings.

## Revenue Sources



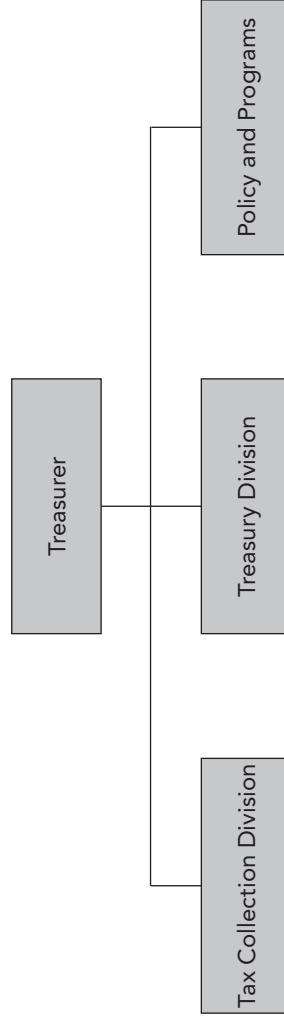
Revenue trends by source, Fiscal Year 2008-09 and Fiscal Year 2009-10.

## Uses by Program Area



Uses as a percentage of total departmental expenditures.

# Treasurer/Tax Collector



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	207.89	216.32	212.31	(4.01)	(2%)
Non-operating Positions (cap/other)	0.00	(3.85)	(5.00)	(1.15)	30%
<b>Net Operating Positions</b>	<b>207.89</b>	<b>212.47</b>	<b>207.31</b>	<b>(5.16)</b>	<b>(2%)</b>
<b>SOURCES</b>					
Local Taxes	141,900	152,100	439,494	287,394	N/A
Licenses & Fines	0	24,000	0	(24,000)	(100%)
Use of Money or Property	4,090,228	4,187,727	4,155,577	(32,150)	(1%)
Charges for Services	2,928,230	3,878,670	4,858,838	980,168	25%
Other Revenues	244,843	491,477	638,035	146,558	30%
Expenditure Recovery	3,159,110	4,053,038	5,026,499	973,461	24%
Fund Balance	157,325	92,225	0	(92,225)	(100%)
General Fund Support	13,164,748	12,768,075	11,254,206	(1,513,869)	(12%)
<b>Sources Total</b>	<b>23,886,384</b>	<b>25,647,312</b>	<b>26,372,649</b>	<b>725,337</b>	<b>3%</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	14,164,818	15,585,703	15,436,171	(149,532)	(1%)
Fringe Benefits	4,426,836	4,887,881	5,611,247	723,366	15%
Overhead	0	9,924	79,123	69,199	N/A
Professional & Contractual Services	1,336,507	2,538,050	2,537,756	(294)	0%
Materials & Supplies	155,292	461,548	482,085	20,537	4%
Equipment	133,927	134,115	0	(134,115)	(100%)
Services of Other Departments	3,669,004	2,030,091	2,226,267	196,176	10%
<b>Uses - Operating Expenditures Total</b>	<b>23,886,384</b>	<b>25,647,312</b>	<b>26,372,649</b>	<b>725,337</b>	<b>3%</b>
<b>USES BY PROGRAM RECAP</b>					
Business Tax	6,293,610	4,930,660	4,917,192	(13,468)	0%
Delinquent Revenue	6,699,437	8,666,299	8,845,657	179,358	2%
Investment	977,573	1,390,300	1,288,057	(102,243)	(7%)
Legal Service	581,178	338,117	398,131	60,014	18%
Management	2,349,474	4,611,074	4,789,360	178,286	4%
Property Tax/Licensing	2,378,748	1,774,236	2,330,529	556,293	31%
Taxpayer Assistance	1,336,201	1,372,393	1,270,550	(101,843)	(7%)
Transfer Tax	759,203	452,978	1	(452,977)	(100%)
Treasury	2,510,960	2,111,255	2,533,172	421,917	20%
<b>Uses by Program Recap Total</b>	<b>23,886,384</b>	<b>25,647,312</b>	<b>26,372,649</b>	<b>725,337</b>	<b>3%</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>DEPARTMENTAL MANAGEMENT</b>				
Provide superior customer service to all customers through the City Payment Center in City Hall				
Percentage of customers rating Overall Service as excellent or good.	93%	90%	90%	90%
<b>LEGAL SERVICE</b>				
Maintain and increase the Legal Section's annual collection levels				
Amount of annual collections	\$3,587,482	\$4,000,000	\$11,000,000	\$12,000,000
<b>TTX-BUSINESS TAX</b>				
Promote compliance with the Business Tax Ordinance				
Number of taxpayer audits completed	943	740	740	750
<b>TTX-DELINQUENT REVENUE</b>				
Maximize revenue through intensive collection activity				
Amount of total revenue collected on all delinquent debts, in millions	\$83.1	\$64.1	\$83.5	\$79.2
Amount of revenue generated through surveys conducted by Investigations Unit to find unregistered businesses	\$21,618,076	\$9,108,683	\$13,623,155	\$11,000,000
<b>TTX-INVESTMENT</b>				
Manage the City's investment portfolio to preserve capital, maintain liquidity and enhance yield				
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.	0.73	2.00	2.00	2.00
<b>TTX-PROPERTY TAX/LICENSING</b>				
Maintain low property tax delinquency rates				
Percentage of delinquency rate of secured property taxes.	2.06%	2.10%	2.10%	2.10%
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				
Number of days to process refund requests for duplicate/overpayments of property taxes and license fees	25	25	25	25
<b>TTX-TREASURY</b>				
Maximize interest earnings for San Francisco by processing payments efficiently				
Percentage of all payments received that are processed/deposited during the same business day	99%	99%	99%	99%

## Mission

To manage and operate 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 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

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	Change from 2008-2009	% Changed from 2008-2009
Total Expenditures	12,804,677	13,013,584	12,580,253	(433,331)	(3%)
Total FTE	96.24	96.82	51.65	(45.17)	(47%)

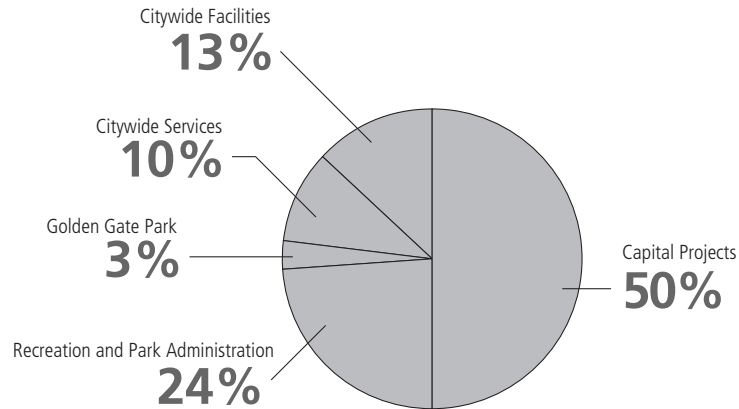
# Budget Issues and Details

## SERVICE LEVEL CHANGES

The Department will continue to maintain safe, first-class facilities and venues by:

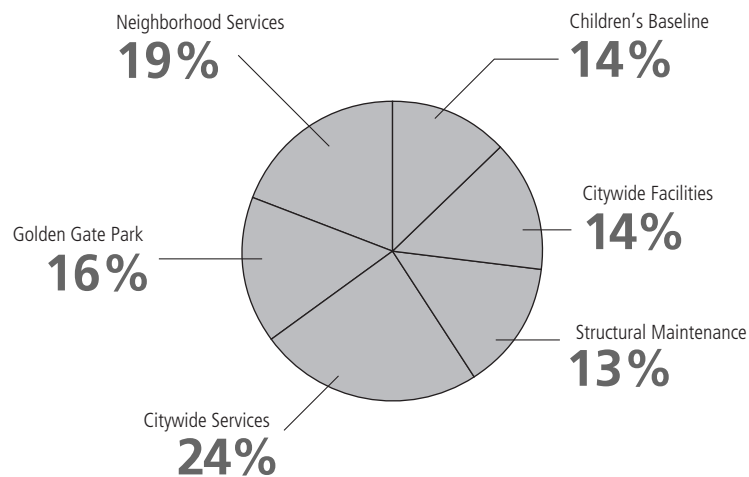
- Booking, event production and licensee/patron services related to rental uses of Performing Arts Center facilities for a wide range of cultural and entertainment activities.
- Facilities management and coordination for building tenants and occupants, including veterans' organizations, city offices, 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 has been consolidated for Fiscal Year 2009-10 and is 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 June 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 July 2010.

## Revenues By Program Area



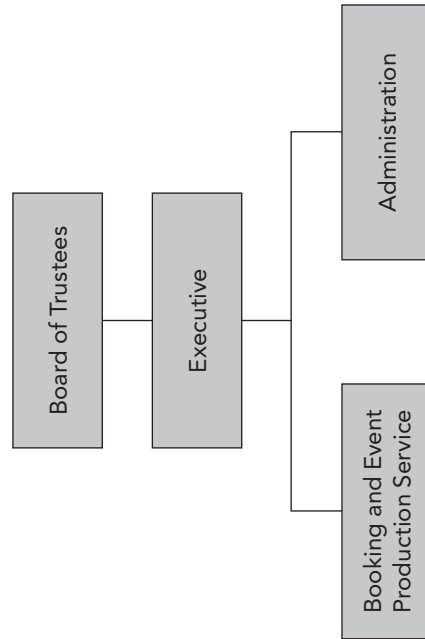
*In Fiscal Year 2009-10 the majority of the Department's revenues will come from the second sale of the 2008 Clean and Safe Neighborhood Parks General Obligation Bond. Additionally, \$15 million in revenue from Citywide Services fees will offset General Fund expenses.*

## Uses by Program Area



*Uses by program area as a percentage of departmental total budget.*

# War Memorial



# Total Budget – Historical Comparison

	2007-2008 Actual	2008-2009 Budget	2009-2010 Proposed	\$ Chg from 2008-2009	% Chg from 2008-2009
<b>AUTHORIZED POSITIONS</b>					
Total Authorized	96.24	97.32	52.65	(44.67)	(46%)
Non-operating Positions (cap/other)	0.00	(0.50)	(1.00)	(0.50)	100%
<b>Net Operating Positions</b>	<b>96.24</b>	<b>96.82</b>	<b>51.65</b>	<b>(45.17)</b>	<b>(47%)</b>
<b>SOURCES</b>					
Local Taxes	9,831,959	10,120,455	9,120,000	(1,000,455)	(10%)
Use of Money or Property	1,659,719	1,586,103	1,616,297	30,194	2%
Charges for Services	277,987	268,439	279,032	10,593	4%
Transfers In	1,340,079	1,038,300	0	(1,038,300)	(100%)
Expenditure Recovery	534,835	561,057	205,633	(355,424)	(63%)
Transfer Adjustments-Sources	(1,340,079)	(1,038,300)	0	1,038,300	(100%)
Fund Balance	500,177	477,530	1,359,291	881,761	N/A
<b>Sources Total</b>	<b>12,804,677</b>	<b>13,013,584</b>	<b>12,580,253</b>	<b>(433,331)</b>	<b>(3%)</b>
<b>USES - OPERATING EXPENDITURES</b>					
Salaries & Wages	6,532,269	6,789,178	4,032,226	(2,756,952)	(41%)
Fringe Benefits	2,235,666	2,302,045	1,792,832	(509,213)	(22%)
Overhead	166,517	306,763	886,233	579,470	N/A
Professional & Contractual Services	574,445	687,654	686,087	(1,567)	0%
Materials & Supplies	389,283	399,565	240,520	(159,045)	(40%)
Equipment	12,391	5,843	0	(5,843)	(100%)
Services of Other Departments	1,316,940	1,484,236	4,407,105	2,922,869	N/A
Transfers Out	1,340,079	1,038,300	0	(1,038,300)	(100%)
Transfer Adjustments-Uses	(1,340,079)	(1,038,300)	0	1,038,300	(100%)
<b>Uses - Operating Expenditures Total</b>	<b>11,227,511</b>	<b>11,975,284</b>	<b>12,045,003</b>	<b>69,719</b>	<b>1%</b>
<b>USES - PROJECT EXPENDITURES</b>					
Facilities Maintenance	804,895	592,000	535,250	(56,750)	(10%)
Capital Projects	772,271	446,300	0	(446,300)	(100%)
<b>Uses - Project Expenditures Total</b>	<b>1,577,166</b>	<b>1,038,300</b>	<b>535,250</b>	<b>(503,050)</b>	<b>(48%)</b>
<b>USES BY PROGRAM RECAP</b>					
Operations & Maintenance	12,804,677	13,013,584	12,580,253	(433,331)	(3%)
<b>Uses by Program Recap Total</b>	<b>12,804,677</b>	<b>13,013,584</b>	<b>12,580,253</b>	<b>(433,331)</b>	<b>(3%)</b>

# Performance Measures

	2007-2008 Actual	2008-2009 Target	2008-2009 Projected	2009-2010 Target
<b>OPERATIONS &amp; MANAGEMENT</b>				
Provide maximum number of performances and events				
Opera House performances/events	180	182	182	166
Davies Symphony Hall performances/events	235	225	225	223
Herbst Theatre performances/events	317	260	260	258
Green Room performances/events	172	175	175	173
Provide continued successful utilization of the facilities				
Opera House percentage of days rented	95%	95%	95%	90%
Davies Symphony Hall percentage of days rented	81%	82%	82%	82%
Herbst Theatre percentage of days rented	78%	73%	73%	73%
Green Room percentage of days rented	49%	52%	52%	52%



# 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 cost-effective access to the capital markets with prudent policies.

- Maintain moderate debt and debt service payment with effective planning and coordination with City departments.
- Meet significant capital demands through debt financing and alternate financing mechanisms such as public/private partnerships.
- Achieve the highest practical credit rating.
- Ensure compliance with applicable state and federal laws.

### 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 (GO) bonds, lease revenue bonds and certificates of participation. The City relies on the issuance of GO bonds to leverage property tax receipts for voter-approved capital expenditures for the acquisition or improvement of real property such as libraries, hospitals, parks, and cultural and educational facilities.

The City utilizes lease revenue bonds and certificates of participation to leverage General Fund receipts (such as fees and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the City. Debt service payments for lease revenue bonds and certificates of participation are typically paid from revenues of the related project or fees, taxes, or surcharges imposed on users of the project. For example, debt service on the lease revenue bonds issued to construct the Moscone Center Expansion Project are repaid primarily from the 2 percent increase in hotel taxes approved by the Board of Supervisors in August 1996 and passed by the voters in November 1998. However, the 2 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 1993-94 through 1996-97.

## RATINGS

**General Obligation Bonds:** The City's GO bond debt, which carries the City's strongest ratings, is rated Aa3/AA/AA- by Moody's Investor Services (Moody's), Standard & Poor's and Fitch Ratings, respectively, with AAA being the highest rating attainable.

On March 17, 2008, Standard & Poor's, Moody's, and Fitch Ratings affirmed the City's GO Bond debt rating of Aa3, AA and AA-, respectively. The rating outlook on the City's GO Bond debt for Moody's is positive. Standard & Poor's and Fitch Ratings outlook are stable. Fitch Ratings revised the rating outlook to stable from positive, reflecting the expectation of the City's greater financial volatility in its operating funds and views the City's structural and political characteristics as limiting financial flexibility through general purpose revenue to specific uses.

**Lease Revenue Bonds:** Moody's, Standard & Poor's and Fitch Ratings rate the City's lease revenue bonds A2/AA-/A-, respectively, with a positive outlook from Moody's and a stable outlook from Standard & Poor's and Fitch Ratings. Fitch Rating revised their out-look to stable from positive on March 17, 2008. The ratings are one to two rating levels below the City's GO bond ratings, a normal relationship between GO 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 GO 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 which indicates that the City practices are strong, well embedded, and likely sustainable.

## DEBT PROFILE

Pursuant to the City Charter, the City must have voter authorization to issue GO bonds and lease revenue bonds. In the case of GO 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 GO bonds, settlement obligation bonds, lease revenue bonds, and certificates of participation. In addition, there are long-term obligations issued by public agencies whose jurisdictions overlap the boundaries of the City in whole or in part. See overlapping debt obligations described below.

As shown below in Table 1, the Fiscal Year 2009-10 budget provides \$159,403,332 for the payment of debt service on \$1,275,300,589 in GO bonds.

**Table 1: Outstanding GO Bonds & Long Term Obligations  
Debt Service for Fiscal Year 2009-10**

Principal Outstanding	
GO Bonds (as of 7/1/09)	\$1,165,140,589
Plus Expected New Issuances	110,160,000
<b>Total GO Bonds</b>	<b>\$1,275,300,589</b>
Long-Term Obligations (as of 7/1/09)	\$829,449,818
Plus Expected New Issuances	16,330,000
<b>Total Long-Term Obligations</b>	<b>\$845,779,818</b>
<b>Total Principal Outstanding</b>	<b>\$2,121,080,407</b>
Fiscal Year 2009-10 Debt Service	
GO Bonds	\$159,403,332
Long-Term Obligations	96,388,181
<b>Total Annual Debt Service</b>	<b>\$255,791,513</b>

## GENERAL OBLIGATION BONDS

As noted above, the City's issuance of GO 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 GO bonds are repaid in the interim, the full amount of GO bonds authorized by the electorate typically exceeds the amount of GO bonds outstanding.

As of July 1, 2009, the total amount of GO bonds authorized by the voters but not yet issued will be \$1,202,234,772. Of the \$1,165,140,589 GO bonds outstanding, a total principal amount of \$1,478,450,228 was originally issued. Table 2 lists the City's outstanding G.O. bonds including authorized programs where GO bonds have not yet been issued.

Table 2 does not include the approximately \$110,160,000 in general obligation bonds to be issued in Fiscal Year 2009-10 as part of the Taxable General Obligation Bonds (Seismic Safety Loan Program), GO bonds for San Francisco General Hospital, and Clean and Safe Neighborhood Parks Program. Debt service on the City's GO 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, 2009)**

Description of Issue (Date of Authorization)	Series	Issued	Outstanding	Authorized & Unissued
Golden Gate Park Improvements (6/2/92)	2001A	\$17,060,000	\$1,570,000	\$304,004,772
Seismic Safety Loan Program (11/3/92)	2007A	\$10,995,228	\$10,295,589	
Steinhart Safety Loan Program (11/7/95)	2005F	\$29,245,000	\$25,075,000	
Affordable Housing Bonds (11/5/96)	2001C	\$17,000,000	\$770,000	
	2001D	\$23,000,000	\$5,510,000	
Educational Facilities-Unified School District (6/3/97)	2003B	\$24,480,000	\$22,535,000	
Zoo Facilities Bonds (6/3/97)	2002A	\$6,210,000	\$4,505,000	
	2005H	\$7,505,000	\$6,430,000	
Laguna Honda Hospital (11/2/99)	2005A	\$110,000,000	\$97,320,000	
	2005I	\$69,000,000	\$65,635,000	
Neighborhood Recreation and Parks (3/7/00)	2001B	\$14,060,000	\$1,295,000	
	2003A	\$20,960,000	\$16,020,000	
	2004A	\$68,800,000	\$56,585,000	
California Academy of Sciences Improvement (3/7/00)	2004B	\$8,075,000	\$6,640,000	
	2005E	\$79,370,000	\$68,060,000	
Branch Library Facilities Improvement (11/7/00)	2001E	\$17,665,000	\$805,000	
	2002B	\$23,135,000	\$16,785,000	
	2005G	\$34,000,000	\$29,160,000	
	2008A	\$31,065,000	\$30,150,000	
Clean & Safe Neighborhood Parks (2/5/08)	2008B	\$42,520,000	\$41,375,000	\$142,480,000
San Francisco General Hospital and Trauma Center (11/4/08)	2009A	\$131,650,000	\$131,650,000	\$755,750,000
<b>SUBTOTALS</b>		<b>\$790,795,228</b>	<b>\$637,900,589</b>	<b>\$1,202,234,772</b>
General Obligation Refunding Bonds Series 2002-R1 issued 4/23/02		\$118,945,000	\$52,290,000	
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	\$81,395,000	
General Obligation Refunding Bonds Series 2006-R2 issued 12/18/06		\$66,565,000	\$47,425,000	
General Obligation Refunding Bonds Series 2008-R1 issued 5/29/08		\$232,075,000	\$187,480,000	
General Obligation Refunding Bonds Series 2008-R2 issued 5/29/08		\$39,320,000	\$36,725,000	
General Obligation Refunding Bonds Series 2008-R3 issued 7/30/08		\$118,130,000	\$118,130,000	
<b>TOTALS</b>		<b>\$1,478,450,228</b>	<b>\$1,165,140,589</b>	<b>\$1,202,234,772</b>

Section 9.106 of the City Charter limits issuance of general obligation bonds of the City to 3 percent of the assessed value of all real and personal assessment district indebtedness or any redevelopment agency indebtedness

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, 2009, the City will have \$829,449,818 in long-term obligations outstanding.

As shown in Table 1, the Fiscal Year 2009-10 budget provides for the payment of debt service on \$845,779,818 in long-term obligations expected to be outstanding during the fiscal year including the approximately \$16,330,000 in lease revenue bonds anticipated to be issued by the end of the fiscal year. The Fiscal Year 2009-10 budget for long-term obligation debt service is \$96,388,181.

An additional \$125,125,000 in lease revenue bonds has been authorized by the voters but not yet issued. This does not include lease revenue bonds authorized by the voters in an unspecified amount under Proposition F in 1989 which may be issued to construct various parking facilities within the City. In addition, \$100,000,000 in revenue bonds has been authorized by the voters but not yet issued.

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.

On November 2007 voters approved Proposition D which renewed a two and one half cent per \$100 in assessed valuation property tax set-aside for the benefit of the Library (Library Preservation Fund) and authorized the City to issue lease revenue bonds or other types of debt to construct and improve library facilities.

## **TAX AND REVENUE ANTICIPATION NOTES**

Pursuant to the Charter and the Constitution and laws of the State of California, the City may issue TRANS, which are payable solely from Unrestricted Revenues of the City's General Fund in the fiscal year in which such TRANS are issued. The amount issued, when added to the interest payable in any given fiscal year may not exceed 85 percent of the estimated Unrestricted Revenues legally available for payment of the TRANS. Proceeds of the TRANS may only be used to pay obligations of the General Fund occurring in the fiscal year in which the TRANS are issued.

## **OVERLAPPING DEBT OBLIGATIONS**

Overlapping debt obligations are long-term obligations sold in the public credit markets by public agencies whose boundaries overlap the boundaries of the City in whole or in part. These overlapping debt obligations generally are not repaid from revenues of the City nor are they necessarily obligations secured by land within the City. In many cases overlapping debt obligations issued by a public agency are payable only from the revenues of the public agency, such as sales tax receipts generated within the City's boundaries. Overlapping debt obligations of the City have been issued by such public agencies as the San Francisco Redevelopment Agency, the Bayshore-Hester Assessment District, the San Francisco Bay Area Rapid Transit District (BART), the San Francisco Community College District, the San Francisco Unified School District, and the San Francisco Parking Authority.

As of July 1, 2009, the City estimates that \$1,760,486,667 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 2009-10 budget.

## **DEBT LIMIT**

The City's debt limit for outstanding GO 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 GO bond principal is limited to 3 percent of the assessed value of all taxable real and personal property located within the jurisdiction of the City and County of San Francisco.

As indicated in Table 3, the City has a GO bond limit of \$4,238,238,850, based upon the Controller's Certificate

## Table 3: Calculation of Debt Limit Ratio

Debt Limit Ratio: 3% of Net Assessed Value	
Assessed Value (8/1/08)	\$147,603,291,197
Less Exemptions	(6,328,662,877)
Net Assessed Value (8/1/08)	\$141,274,628,320
Legal Debt Capacity (3%)	\$4,238,238,850
Outstanding GO Bonds (7/1/09)	\$1,165,140,589
GO Debt Ratio (7/1/09)	0.82%
Unused Capacity	\$3,073,098,261

of Assessed Valuation released on August 1, 2008. As of July 1, 2009, the City will have \$1,165,140,589 of GO bonds outstanding which results in a GO bond debt to assessed value ratio of 0.82 percent. The City's remaining legal capacity for GO bond debt will be \$3,073,098,261 based on the Fiscal Y 2008-2009 Assessed Valuation. The Fiscal Year 2009-10 Assessed Valuation will be released in August 2009 and will likely result in modest growth in the City's GO bond debt capacity.

The voters have approved an additional \$1,202,234,772 in G.O. bonds which the City has not yet issued. The amount of authorized but unissued debt is not included in the debt limit calculation since the limit applies only to outstanding bonds. Principal on previously issued bonds is repaid on a continuous basis allowing for additional debt capacity despite continued authorization for the issuance of new debt. Furthermore, debt capacity will increase (or decrease) in proportion to an increase (or decrease) in the assessed value of all real and personal property within the City.

### **CITIZENS' GENERAL OBLIGATION BOND OVERSIGHT COMMITTEE**

At the March 2002 Primary Election, San Francisco voters approved Proposition F creating the Citizens' General Obligation Bond Oversight Committee (the "Committee"). The purpose of the Committee is to inform the public concerning the expenditure of general obligation bond proceeds. The Committee shall actively review and report on the expenditure of taxpayers' money in accordance with the voter authorization. The Committee shall convene to provide oversight for ensuring that (1) general obligation bond revenues are expended only in accordance with the ballot measure and (2) no general obligation bond funds are used for any administrative salaries or other general governmental operating expenses, unless specifically authorized in the ballot measure for such general obligation bonds.

Proposition F provides that all ballot measures seeking voter authorization for general obligation bonds subsequent to the 2002 adoption of Proposition F must provide that 0.1 percent of the gross proceeds from the proposed bonds be deposited in a fund established by the Controller's Office and appropriated by the Board at the direction of the Committee to cover the Committee's costs. 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 each year.

In February 2008, the voters approved Proposition C, the first GO bonds since this Committee was convened. Proposition C authorized the issuance of up to \$185 million in GO 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.

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 earthquake safety of the San Francisco General Hospital and Trauma Center. The City issued the first series of bonds under Proposition A in the amount of approximately \$131.7 million in March 2009.

## OUTSTANDING ENTERPRISE DEPARTMENT PRINCIPAL OUTSTANDING AND DEBT SERVICE FOR FISCAL YEAR 2009-10

There are six enterprise departments in the City and County of San Francisco that do not require discretionary City funding to support, or in the case of revenue bond indebtedness, to offset long term debt. The departments are the Airport Commission, Municipal Transportation Agency (MTA), Port Commission, Public Utilities Commission (PUC), Rent Arbitration Board and Retirement System. Of these six departments, the Airport Commission, MTA, Port Commission and PUC have issued revenue bonds to leverage operating revenues to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the public. Table 4 shows the total Fiscal Year 2009-10 Public Service Enterprise principal outstanding and debt service payments due. As of July 1, 2009, the Enterprise Departments will have \$5,369,045,201 principal outstanding including \$1,316,500,000 expected to be issued by the end of the fiscal year. The Fiscal Year 2009-10 budget provides for the debt service payment of \$439,684,711 in revenue bonds.

**Table 4: Enterprise Department Revenue Bond  
Principal Outstanding and Debt Service for Fiscal Year 2009-10**

Agency	PRINCIPAL OUTSTANDING			DEBT SERVICE
	As of 7/1/09	Expected New Issuance	Total	Principal and Interest
PUC <sup>1</sup>	1,367,716,000	1,000,000,000	2,367,716,000	137,466,421
MTA- Parking and Traffic <sup>2</sup>	24,739,496	-	24,739,496	4,114,448
Port Commission <sup>3,4</sup>	3,014,705	66,500,000	69,514,705	2,467,327
Airport Commission	3,973,575,000	250,000,000	4,223,575,000	295,636,515
<b>Total</b>	<b>\$5,369,045,201</b>	<b>\$1,316,500,000</b>	<b>\$6,685,545,201</b>	<b>\$439,684,711</b>

<sup>1</sup> Includes Senior State Loans that are senior to the revenue bond debt. Expected new issuances include \$500 million water revenue bonds in July 2009 and October 2009.

<sup>2</sup> Includes California Energy Commission Loans.

<sup>3</sup> The final annual principal payment on the Port's revenue bonds will be made on July 1st. The amounts listed represent the principal outstanding after this final payment has been made.

<sup>4</sup> Includes a loan from the California Department of Boating & Waterways.

<sup>5</sup> The principal and interest amounts are estimates, and are based in the following assumptions:

a) \$66,500,000 in bonds are issued in the fall of 2009;

b) principal & interest are paid semi-annually (therefore one payment of principal and interest will be made in Fiscal Year 2009-10)

c) interest rate on the bonds is 5.34 percent; and

d) the term of the bonds is 30 years.





# Capital Projects



# Highlights of the Proposed 2009-10 Capital Budget

Each year, the City Administrator submits a ten-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 recognized as capital projects, routine maintenance for capital assets are a significant part of the proposed Fiscal Year 2009-10 capital budget. These recurring projects provide for the day-to-day maintenance of existing buildings and infrastructure and often include labor costs.

## FISCAL YEAR 2009-10 CAPITAL PROPOSAL

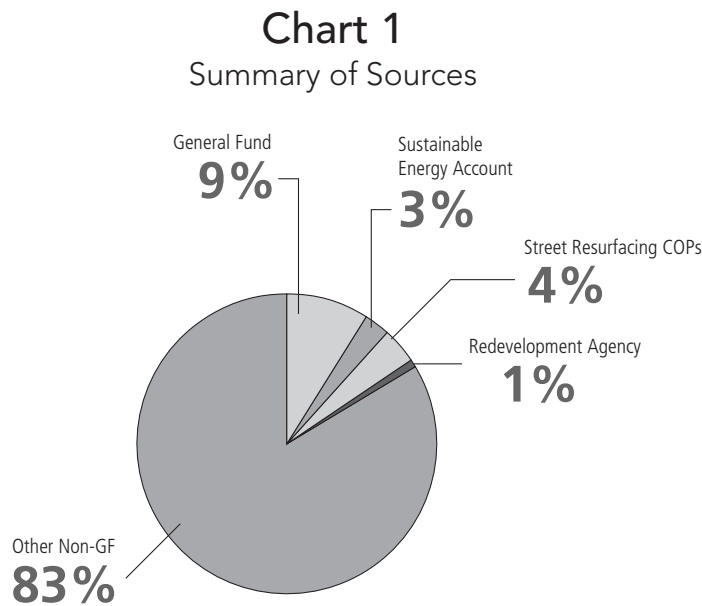
This year, the CPC received approximately 240 capital requests from 19 General Fund departments. The requests totaled approximately \$375 million, with \$152 million in requests from the General Fund and \$222 million from non-General Fund sources such as bonds and special funds.

The proposed General Fund (GF) pay-as-you-go investments in the Fiscal Year 2009-10 capital budget total approximately \$22 million, 14 percent of GF requests. This investments includes ADA improvements; routine maintenance of City buildings and right-of-way structures; planning for the June 2010 Earthquake Safety & Emergency Response (ESER) General Obligation Bond; and renewals and upgrades to address critical health & safety needs across the city.

Funding allocated for annual capital projects using non-GF revenue, such as Gas Tax Certificates of Participation (COPs), the Sustainable Energy Account, and the Redevelopment Agency, increase the total level of proposed funding by \$17 million. Additional non-GF sources, including the Open Space Fund, the Library Preservation Fund, Central Freeway parcel sales revenues, Tobacco Settlement Revenues, federal and state grants, and other sources bring the total for capital investments to more than \$240 million. Detailed information on the evaluation and prioritization of capital projects can be found in the Executive Summary of the Fiscal Year 2010-19 Capital Plan, which is also available online at [www.sfgov.org/site/cpp](http://www.sfgov.org/site/cpp)

## SUMMARY CHARTS

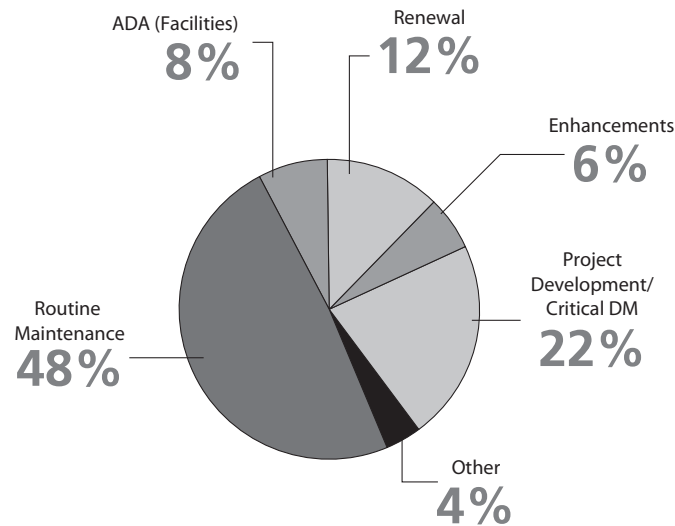
The charts below summarize the sources and uses in the proposed Fiscal Year 2009–10 capital budget. Chart 1 is a summary of revenue sources for the capital budget. Sustainable Energy Account revenues are allocated to capital projects that will result in significant energy savings for City facilities, including hospitals, recreation centers, and jails, as well as water conservation at parks and landscaped medians. Certificates of participation will be used to address street resurfacing needs. The Redevelopment Agency will provide funding for accessibility improvements to the Bayview Opera House and the Bayview Transportation Improvement Project. Funding from other non-GF sources include federal and state dollars, bond interest, Proposition 42 funding for street resurfacing, the Open Space Fund, the Library Preservation Fund, and private funding.



Charts 2a and 2b show the distribution of proposed GF uses by expenditure type and service category. As Chart 2a illustrates, approximately half of the proposed GF expenditures are for routine maintenance needs. Expenditures for critical deferred maintenance and project development make up nearly a quarter of the budget and include two line items: (1) planning and design for the June 2010 Earthquake Safety and Emergency Response Greater Organization Bond and (2) the Hall of Justice Interim Improvement Program. These items meet two of the three highest funding priorities established in the capital plan: (1) provides for the imminent life, health and safety of occupants and the public, and (2) ensures timely maintenance and renewal of existing infrastructure. The proposed capital budget heavily prioritizes public safety needs, as seen in Chart 2b.

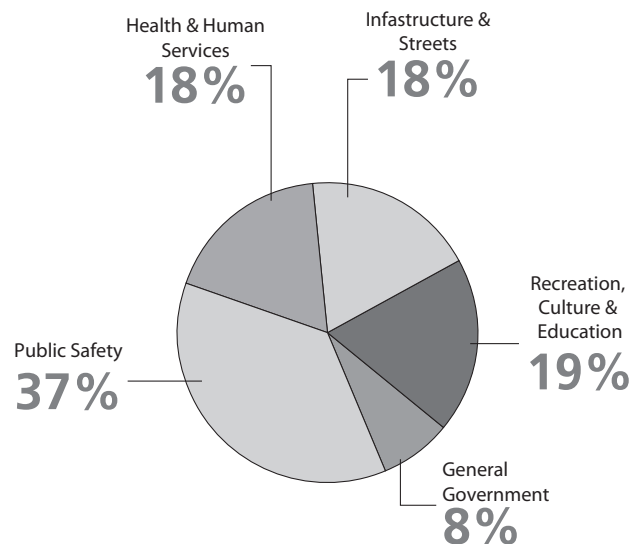
### Chart 2A

General Fund Capital Expenditures by Type



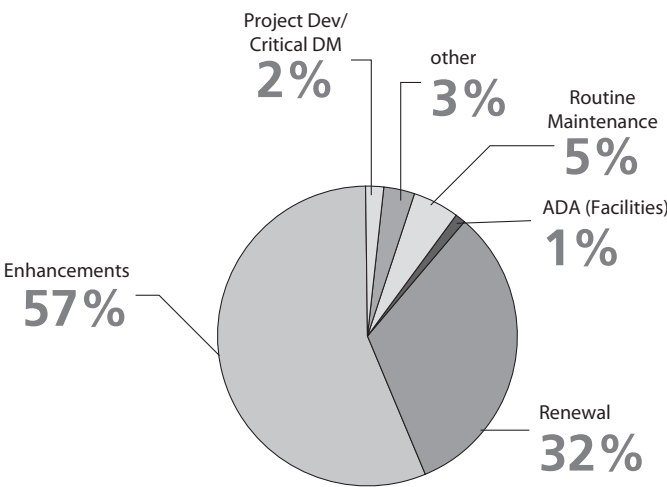
### Chart 2B

General Fund Capital Expenditures by Service Area

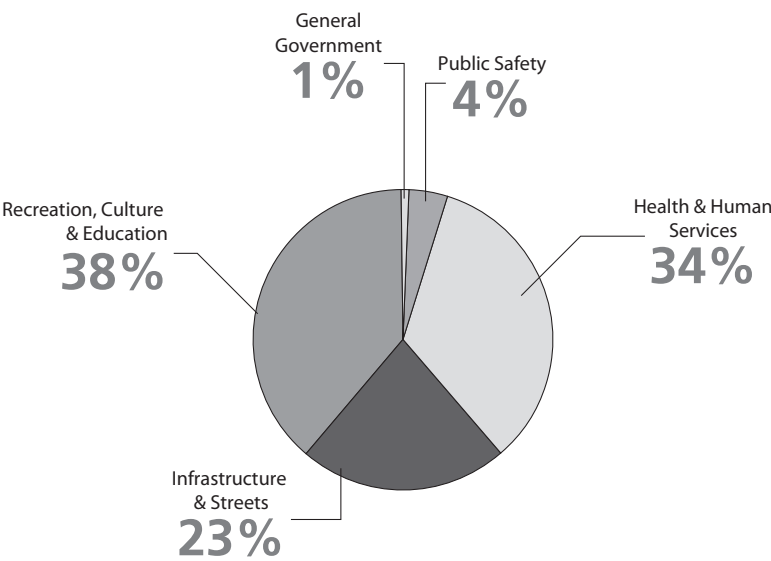


Charts 3a and 3b show the distribution of all uses. When all sources are taken into consideration renewals increase from 12 to 32 percent of the total proposed capital budget and enhancements jump from 6 to 57 percent. Similarly, public safety declines from being the service area with the highest proposed spending to one of the lowest. Health and Human Services spending grows from 18 to 34 percent, primarily due to significant proposed non-GF expenditures for the SF emergency generator replacement at San Francisco General Hospital and the Laguna Honda Hospital Replacement Program. Additionally, Recreation, Culture and Education spending increases from \$4 million to \$92 million as a result of the 2008 Clean & Safe Neighborhood Parks Bond expenditures.

**Chart 3A**  
All Funds–Capital Expenditures by Type



**Chart 3B**  
All Funds–Capital Expenditures by Service Area



# Capital Projects

Project Title		Subfund Title	Proposed 2008-2009
<b>Department : ADM GENERAL SERVICES AGENCY - CITY ADMIN</b>			
CAD02701	DISABLED ACCESS-CITY HALL	GF-CONTINUING PROJECTS	971,324
CADEND121099	ARTS/CULTURAL CENTERS RAMPS AND SEATING	GF-CONTINUING PROJECTS	50,000
CADEND131099	BARRIER REMOVAL-VARIOUS SITES	GF-CONTINUING PROJECTS	1,533,868
CADEND141099	ADA TP MASTER PLANNING	GF-CONTINUING PROJECTS	100,000
CADHOJBU1099	HOJ INTERIM IMPROVEMENT	GF-CONTINUING PROJECTS	1,030,000
FADHOJBU1099	HOJ MAINTENANCE	GF-ANNUAL PROJECT	200,000
FADOF121099	GSA FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	200,000
PATCIPCPBU99	CAPITAL PLANNING 06-07	GF-CONTINUING PROJECTS	800,000
<b>Department :ADM Subtotal</b>			<b>4,885,192</b>
<b>Department : AIR AIRPORT COMMISSION</b>			
CAACED0310	PHASE 3 - CONSTRUCTION	SFIA-CAPITAL PROJECTS-FEDERAL FUND	306,778
CAC036UN3601	TERMINAL 2 RENOVATIONS-UNALLOC	2002 SFIA ISSUE 28A AMT BONDS	(131)
CAC036UN3601	TERMINAL 2 RENOVATIONS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(66,721)
CAC038UN3801	SCREENING IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	(162,529)
CAC040UN4001	WASTEWATER TREATMENT PLANT-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(5,603)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	(26,846)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	(60,091)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	(279,520)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	1992 SFIA-ISSUE 10B NON AMT BONDS	(2,041,033)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	(383,977)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	(165,848)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	(93,679)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	(3,115)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	(105,618)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	(133,470)
CAC042UN4201	REMAINING INFRASTRUCTURE-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(8,657)
CAC044UN4401	OWNER CONTROLLED INSURANCE PROG-UNALLOC	1992 SFIA ISSUE 25 AMT BONDS	(500,313)
CAC044UN4401	OWNER CONTROLLED INSURANCE PROG-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(272,698)
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	29,996,175
CAC0489C4801	SAFETY AND SECURITY IMPROVEMENTS	2009 SFIA CAPITAL PLAN	3,412,558
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	2009 CP SERIES B-NON-AMT JUL-DEC	1,100,000
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	2009 SFIA CAPITAL PLAN	5,250,000
CAC049UN4901	CARGO FACILITIES-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	(31,356)
CAC049UN4901	CARGO FACILITIES-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	(2,552)
CAC0509C5001	AIRPORT SUPPORT IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(1,500,000)
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	26,846
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	60,091
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1992 SFIA ISSUE 25 AMT BONDS	500,313
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	279,520
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	186
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	31,356

# Capital Projects

Project Title		Subfund Title	Proposed 2008-2009
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	386,529
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1996 ISSUE 13T INFRASTRUCTURE BONDS	70
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	342,305
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	100,259
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	3,115
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	105,618
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2002 SFIA ISSUE 28A AMT BONDS	131
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2009 CP SERIES B-NON-AMT JUL-DEC	695,000
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2009 SFIA CAPITAL PLAN	2,225,000
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	339,419
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	133,470
CAC052UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	(9,069)
CAC052UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(32,640)
CAC052UN5201	DRAINAGE AND PONDING IMPRVMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	(31,320)
CAC054UN5401	ROADWAY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	11,423,745
CAC054UN5401	ROADWAY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-STATE FUND	1,721,009
CAC0579C5701	TERMINAL IMPROVEMENTS-T2 BOARDING AREA	2009 SFIA CAPITAL PLAN	500,000
CAC0579C5703	TERMINAL FACILITY RENOVATIONS	2009 SFIA CAPITAL PLAN	(2,400,000)
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 18A AMT BONDS	41,138
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23A-AMT BONDS	220,704
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26A-AMT BONDS	56,381
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 10B NON AMT BONDS	2,080,786
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	14,674
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	75,528
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2004 SFIA ISSUE 31A AMT BONDS	185,399
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2008 COMMERCIAL PAPER SERIES 2-AMT	639,793
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2008A NOTES SERIES AMT - JUL-DEC	100,036
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2009 CP SERIES A-AMT JUL-DEC	3,000,000
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2009 CP SERIES B-NON-AMT JUL-DEC	1,368,345
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	308,622
CAC059UN5901	TERMINAL OFFICES-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	(75,528)
CAC0609C6005	UTILITY; POWER & LIGHTING SYS IMPVMNT	2009 SFIA CAPITAL PLAN	(2,412,558)
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	9,069
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	1,550
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	5,603
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	2009 CP SERIES B-NON-AMT JUL-DEC	600,000
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	2009 SFIA CAPITAL PLAN	2,400,000
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	7,938,350
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	32,640
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	31,320
CAC062UN6201	FACILITIES IMPROVEMENTS-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	(1,550)
CAC062UN6201	FACILITIES IMPROVEMENTS-UNALLOC	1996 ISSUE 13T INFRASTRUCTURE BONDS	(70)
CAC062UN6201	FACILITIES IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	(13,928)
CAC063UN6301	CAPITAL EQUIPMENT-UNALLOC	1992 SFIA ISSUE 23A-AMT BONDS	(5,818)

# Capital Projects

Project Title		Subfund Title	Proposed 2008-2009
CAC069UN6901	INFORMATION & TELECOM FOR FOOD & BEVERA	1992 SFIA ISSUE 23A-AMT BONDS	(214,886)
CAC08310	FOOD & BEVERAGE-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	(186)
CAC08310	FOOD & BEVERAGE-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	(6,580)
FAC20099	AIRFIELD FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	200,000
FAC30099	TERMINAL FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	2,269,500
FAC45099	UTILITIES FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	1,250,000
FAC50099	SUPPORT FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	1,095,500
FAC55099	WEST OF BAYSHORE FACILITY MAINTENANCE	SFIA-CONTINUING PROJ-OPERATING FD	185,000
<b>Department :AIR Subtotal</b>			<b>72,001,541</b>
<b>Department : ART ARTS COMMISSION</b>			
FAR211	CIVIC COLLECTION - MAINTENANCE	GF-ANNUAL PROJECT	15,750
FAR322	FACILITY MAINTENANCE PROJECTS	GF-ANNUAL PROJECT	160,000
FAR403	CAE - BAYVIEW MAINTENANCE	GF-CONTINUING PROJECTS	400,000
<b>Department :ART Subtotal</b>			<b>575,750</b>
<b>Department : DAT DISTRICT ATTORNEY</b>			
FDA00101	DISTRICT ATTORNEY FACILITIES MAINTENANCE	GF-CONTINUING PROJECTS	28,941
<b>Department :DAT Subtotal</b>			<b>28,941</b>
<b>Department : DPH PUBLIC HEALTH</b>			
CHCHSF01	HSF -PC CAPITAL PROJ-POTRERO HILL	GF-CONTINUING PROJECTS	1,616,033
CHGGEN98	EMERGENCY GENERATOR REPLACEMENT	SFGH-CONTINUING PROJ-OPERATING FD	22,666,667
CHGOPA02	OUTPATIENT PHARMACY AUTOMATION-CHN WORK	SFGH-CONTINUING PROJ-OPERATING FD	250,000
CHLSNF00	EXPENDITURE BUDGET	LHH-CAPITAL PROJECTS-LOCAL FUND	49,136,686
FHC20001	FACILITIES MAINTENANCE-HEALTH CENTERS	GF-ANNUAL PROJECT	225,000
FHG20001	MISC FAC MAINT PROJ	SFGH-OPERATING-ANNUAL PROJECTS	1,000,000
FHL350	MISC FAC MAINT PROJ	LHH-OPERATING-ANNUAL PROJECTS	750,000
GHC315	VAR LOC-MISC FAC MAINT PROJS	GF-ANNUAL PROJECT	28,941
PHM313	DATA CONVERSION	GF-ANNUAL PROJECT	50,000
<b>Department :DPH Subtotal</b>			<b>75,723,327</b>

# Capital Projects

Project Title		Subfund Title	Proposed 2008-2009
<b>Department : DPW GENERAL SERVICES AGENCY - PUBLIC WORKS</b>			
CATBLDUNBU10	EARTHQUAKE SAFETY EMER RESPOSE PROJECTS	GF-CONTINUING PROJECTS	3,800,000
CENTRNBR0999	BAYVIEW TRANSPORTATION IMPROVEMENT PROJ	GF-CONTINUING PROJECTS	1,100,000
CENTRNOSBU10	LANDSLIDE/ROCKFALL RESPONSE	GF-CONTINUING PROJECTS	150,000
CENTRNSRBU10	STREET RECONSTRUCTION & RENOVATION	2006 STATE PROP 1B-TRANS BOND-COUNTY-Y08	2,257,245
CENTRNSRBU10	STREET RECONSTRUCTION & RENOVATION	C.O.P. STREET IMPVT. PROJ - GAS TAX	9,654,525
CENTRNSRBU10	STREET RECONSTRUCTION & RENOVATION	ROAD FUND	4,250,115
CENTRNSRBU10	STREET RECONSTRUCTION & RENOVATION	SPECIAL GAS TAX STREET IMPVT FUND	7,426,473
CENTRNSRCF97	INTEGRATED TRANSPORTATION MGMT SYSTEM	OCTAVIA BOULEVARD SPECIAL FUND	5,250,000
CENTRNSRCF98	HWY 101 VAN NESS PAVING	OCTAVIA BOULEVARD SPECIAL FUND	9,073,000
CENTRNSRCF99	CENTRAL FWY ANCILARY PROJECTS	OCTAVIA BOULEVARD SPECIAL FUND	7,500,000
CPWBLDSS1099	STREETSCAPE IMP PROJECTS	STREET IMPVT. PROJECTS-FEDERAL FUND	150,000
CUFTRNTR1099	NEW STREET TREE PLANTING	GF-CONTINUING PROJECTS	816,760
FBRDPWBU1099	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	400,000
FPWOFA021099	BRIDGE PREVENTATIVE MAINTENANCE PROGRAM	GF-CONTINUING PROJECTS	231,833
FPWOFA021099	BRIDGE PREVENTATIVE MAINTENANCE PROGRAM	STREET IMPVT. PROJECTS-FEDERAL FUND	2,616,103
FPWOFA451099	STREET STRUCTURE INSPECTION	GF-CONTINUING PROJECTS	300,000
FPWOFABU1099	AS NEEDED CAPITAL EMERGENCY REPAIRS	GF-CONTINUING PROJECTS	300,000
GCMOFALA1099	DPW-BCM ASBESTOS AND LEAD ABATEMENT	GF-CONTINUING PROJECTS	160,000
GSRTRNPR1099	DPW SSR-POTHOLE REPAIR	GF-CONTINUING PROJECTS	1,680,000
PSMDSRSW1099	SIDEWALK REPAIR PROGRAM	GF-CONTINUING PROJECTS	251,479
PSMDSRSW1099	SIDEWALK REPAIR PROGRAM	OTHER SPECIAL REVENUE FUND	1,069,000
PUFOFAVR1099	MEDIAN MAINTENANCE	GF-CONTINUING PROJECTS	90,000
PUFTRNTM0999	STREET TREE MAINTENANCE	GF-CONTINUING PROJECTS	240,000
<b>Department :DPW Subtotal</b>			<b>58,766,533</b>
<b>Department : DSS HUMAN SERVICES</b>			
CSS004	CHILDCARE CENTER	GF-ANNUAL PROJECT	54,886
FSS100	FACILITIES MAINTENANCE- CONTINUING FUND	GF-CONTINUING PROJECTS	219,545
<b>Department :DSS Subtotal</b>			<b>274,431</b>
<b>Department : FAM FINE ARTS MUSEUM</b>			
FFA214	MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	100,000
<b>Department :FAM Subtotal</b>			<b>100,000</b>
<b>Department : FIR FIRE DEPARTMENT</b>			
CFC11200	SHOWER PAN REPLACEMENT	GF-ANNUAL PROJECT	400,000
CFC902	WATER - CRAFTS - MAINTENANCE	GF-ANNUAL PROJECT	1,100,000
FFC106	UNDERGROUND STORAGE TANK MONITORING	GF-ANNUAL PROJECT	200,000
FFC293	VARIOUS FACILITY MAINTENANCE PROJECT	GF-ANNUAL PROJECT	400,000
<b>Department :FIR Subtotal</b>			<b>2,100,000</b>

# Capital Projects

Project Title		Subfund Title	Proposed 2008-2009
<b>Department : GEN GENERAL CITY RESPONSIBILITY</b>			
PGEPHR00	PUBLIC HOUSING REBUILD FUND	GF-CONTINUING PROJECTS	2,000,000
<b>Department :GEN Subtotal</b>			<b>2,000,000</b>
<b>Department : JUV JUVENILE PROBATION</b>			
FJV267	HVR-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	15,000
FJV311	YGC-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	200,000
FJV312	LCR-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	40,000
<b>Department :JUV Subtotal</b>			<b>255,000</b>
<b>Department : LIB PUBLIC LIBRARY</b>			
FLBCPC	10 YEAR CAPITAL PLANNING PROGRAM	LIBRARY FUND - CONTINUING PROJECTS	212,435
<b>Department :LIB Subtotal</b>			<b>212,435</b>
<b>Department : POL POLICE</b>			
FPCRNG00	LAKE MERCED POLICE RANGE REPAIRS	GF-ANNUAL PROJECT	366,000
IPC23601	VARIOUS LOCATIONS	GF-ANNUAL PROJECT	100,000
<b>Department :POL Subtotal</b>			<b>466,000</b>

# Capital Projects

Project Title		Subfund Title	Proposed 2008-2009
<b>Department : PRT PORT</b>			
CPO62517	MAINTENANCE DREDGING FY 09/10	PORT-CONTINUING PROJ-OPERATING FD	2,100,000
CPO67507	PIER 80 CRANE PAINTING & UPGRADE PROJECT	PORT-CONTINUING PROJ-OPERATING FD	400,000
CPO67702	RNDHOUSE PAINT;WTHRPROOF & WNDOW UPGRADE	PORT-CONTINUING PROJ-OPERATING FD	200,000
CPO68001	PORT ADA TRANSITION PLAN	PORT-CONTINUING PROJ-OPERATING FD	350,000
CPO68701	ILLINOIS ST. BRIDGE	PORT-CONTINUING PROJ-OPERATING FD	650,000
CPO71103	PIER 50 MAINTENANCE COVERED SHEDS	PORT-CONTINUING PROJ-OPERATING FD	420,000
CPO72709	MATERIALS TESTING FY 2009-2010	PORT-CONTINUING PROJ-OPERATING FD	400,000
CPO76101	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	500,000
CPO769IN	CRUISE TERMINAL INTEREST	PORT-CONTINUING PROJ-OPERATING FD	1,622,880
CPO77601	LEASING CAPITAL IMPROVEMENT PROJECT	PORT-CONTINUING PROJ-OPERATING FD	400,000
CPO77801	PIER STRUCTURE RPR PRJT PH II	PORT-CONTINUING PROJ-OPERATING FD	1,107,000
CPO78601	PIER 35 BATHROOMS	PORT-CONTINUING PROJ-OPERATING FD	250,000
CPO78701	PIER 45 FENDER & CAMELS PROJECT	PORT-CONTINUING PROJ-OPERATING FD	600,000
CPO78801	WATERFRONT SEWER PUMP-PHASE II PROJECT	PORT-CONTINUING PROJ-OPERATING FD	100,000
CRPCSPWP4301	PIER 43 BAY TRAIL LINK PARK G.O. BOND	2008 CLEAN & SAFE PARK BOND-1ST S 2008B	6,334,125
CRPCSPWPBG01	WP BLUE-GREENWAY (PLAN; DSG; SIGN;FRNSH)	2008 CLEAN & SAFE PARK BOND-1ST S 2008B	1,763,250
CRPCSPWPBP01	WP BAYFRONT PARK	2008 CLEAN & SAFE PARK BOND-1ST S 2008B	2,518,937
CRPCSPWPBW01	BRANNAN STREET WHARF PARK	2008 CLEAN & SAFE PARK BOND-1ST S 2008B	2,941,050
GPO22801	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	195,000
GPO23601	PUBLIC ACCESS IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	50,000
GPO53601	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	183,000
GPO53701	FISHERMAN'S WHARF WATER QUALITY MONITORG	PORT-OPERATING-ANNUAL PROJECTS	20,000
GPO54301	FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	380,000
GPO54401	PERMIT MANAGEMENT AUTOMATION PROJECT	PORT-OPERATING-ANNUAL PROJECTS	50,000
GPO54601	FACILITY STRUCTURAL INSPECTION	PORT-OPERATING-ANNUAL PROJECTS	100,000
GPO54701	WHARF J-10 OVERSIGHT	PORT-OPERATING-ANNUAL PROJECTS	200,000
GPO54801	ABANDONED MAT/ILLEGAL DUMPING CLEANUP-RE	PORT-OPERATING-ANNUAL PROJECTS	100,000
GPO54901	ICS TRAINING DVLPMNT & IMPLEMENTATION	PORT-OPERATING-ANNUAL PROJECTS	50,000
GPO55001	HAZARDOUS WASTE ASSESSMENT & REMOVAL	PORT-OPERATING-ANNUAL PROJECTS	50,000
GPO55101	A/E CNSLTNG PRJT PLNNING; DSG & COST EST	PORT-OPERATING-ANNUAL PROJECTS	350,000
GPO55401	CMMS PRJT (AVANTIS REPLACEMENT)	PORT-OPERATING-ANNUAL PROJECTS	997,500
GPO55601	UTILITY ANNUAL MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	50,000
GPO55901	EMERGENCY OPERATIONS EQUIPT & DOC SUPPLI	PORT-OPERATING-ANNUAL PROJECTS	25,000
GPO56001	CORROSION PROTECTION PROJECT	PORT-OPERATING-ANNUAL PROJECTS	400,000
GPO56101	PIER 94/96 BACKLANDS SITE INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	100,000
GPO62401	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	99,000
GPO63201	PIER 98 MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	113,000
GPO72801	FISHERMANS WHARF-TRIANGLE PARKING LOT	PORT-OPERATING-ANNUAL PROJECTS	65,000
PPO10201	BART RETROFIT PROJECT	PORT-OPERATING-ANNUAL PROJECTS	20,000
<b>Department :PRT Subtotal</b>			<b>26,254,742</b>

# Capital Projects

Project Title		Subfund Title	Proposed 2008-2009
<b>Department : PUC PUBLIC UTILITIES COMMISSION</b>			
CENRNRRA0600	WASTEWATER REPAIR & REPLACEMENT PROGRAM	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	19,424,000
CUH94701	SUSTAINABLE ENERGY ACCOUNT - SEA	HETCHY CONTINUING PROJ-OPERATING FD	4,000,000
CUH97101	ALTERNATIVE TRANSMISSION PROJECT	HETCHY CONTINUING PROJ-OPERATING FD	1,000,000
CUH97500	WATER INFRASTRUCTURE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	1,917,000
CUH97500	WATER INFRASTRUCTURE - BUDGET	WHOLESALE CUSTOMER CAPITAL FUND (HETCHY)	4,083,000
CUH97600	POWER INFRASTRUCTURE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	17,200,000
CUH97700	FACILITIES MAINTENANCE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	5,203,312
CUH97700	FACILITIES MAINTENANCE - BUDGET	WHOLESALE CUSTOMER CAPITAL FUND (HETCHY)	2,296,688
CUH98001	TREASURE ISLAND CAPITAL IMPROVEMENTS	HETCHY CONTINUING PROJ-OPERATING FD	2,700,000
CUH98301	CIVIC CENTER DISTRICT - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	1,090,000
CUH98501	POWER FEASIBILITY @ REDEVELOPMENT SITES	HETCHY CONTINUING PROJ-OPERATING FD	1,700,000
CUH98601	SEA - ENERGY EFFICIENCY - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	7,780,000
CUH98801	SEA - CIVIC CENTER SOLAR	HETCHY CONTINUING PROJ-OPERATING FD	2,472,663
CUH98901	SEA - MAIN LIBRARY SOLAR	HETCHY CONTINUING PROJ-OPERATING FD	(2,472,663)
CUH99201	GENERATION/OCEAN - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	258,000
CUH99301	SMALL RENEWABLE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	2,352,616
CUH99401	SMALL HYDRO - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	890,687
CUH99501	ENTERPRISE DEPTS- ENERGY EFFICIENCY	HETCHY CONTINUING PROJ-OPERATING FD	325,720
CUH99601	TUOLUMNE RIVER WATERSHED PROTECTION	HETCHY CONTINUING PROJ-OPERATING FD	639,000
CUH99601	TUOLUMNE RIVER WATERSHED PROTECTION	WHOLESALE CUSTOMER CAPITAL FUND (HETCHY)	1,361,000
CUW20205	POLHEMUS CREEK RESTORATION	1998 WATER REVENUE REF BOND SERIES A	0
CUW20205	POLHEMUS CREEK RESTORATION	SFWD-CONTINUING PROJ-OPERATING FD	(450,000)
CUW22801	WATERSHED ROADS RECONSTRUCTION	SFWD-CONTINUING PROJ-OPERATING FD	(720,000)
CUW24202	STONE DAM REPAIR	SFWD-CONTINUING PROJ-OPERATING FD	(550,000)
CUW24801	SUNOL/NILES DAM REMOVAL	SFWD-CONTINUING PROJ-OPERATING FD	(1,500,000)
CUW25001	WATERSHED TRAILS&RECREATION IMPROV	SFWD-CONTINUING PROJ-OPERATING FD	(250,000)
CUW25301	FACILITIES SECURITY PROJECT	SFWD-CONTINUING PROJ-OPERATING FD	500,000
CUW25701	WATERSHED PROTECTION	SFWD-CONTINUING PROJ-OPERATING FD	1,000,000
CUW2600001	LOCAL REPAIR & REPLACEMENT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	22,347,520
CUW26100	REGIONAL WATER RNR - STORAGE	SFWD-CONTINUING PROJ-OPERATING FD	850,000
CUW26200	REGIONAL WATER RNR - TREATMENT FACILITY	SFWD-CONTINUING PROJ-OPERATING FD	313,000
CUW26200	REGIONAL WATER RNR - TREATMENT FACILITY	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	687,000
CUW26300	REGIONAL RNR - CONVEYANCE/TRANSMISSION	SFWD-CONTINUING PROJ-OPERATING FD	2,191,000
CUW26300	REGIONAL RNR - CONVEYANCE/TRANSMISSION	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	4,809,000
CUW26400	WATERSHED & ROW MANAGEMENT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	1,676,500
CUW26400	WATERSHED & ROW MANAGEMENT PROGRAM	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	343,500
CUW26501	WATER CONSERVATION	SFWD-CONTINUING PROJ-OPERATING FD	2,200,000
CUW27001	TREASURE ISLAND CAPITAL IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	3,800,000
CUW27101	LONG TERM MONITORING & PERMIT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	950,000
CUW91201	BAYLANDS PROJECT	SFWD-CONTINUING PROJ-OPERATING FD	(850,000)
CWP11001	TREASURE ISLAND CAPITAL IMPROVEMENTS	CWP-CONTINUING PROJ-OPERATING FD	2,135,000
FUW10001	FACILITIES MAINTENANCE - WSTD	SFWD-OPERATING-ANNUAL PROJECTS	1,158,100
FUW10001	FACILITIES MAINTENANCE - WSTD	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	2,541,900

# Capital Projects

Project Title		Subfund Title	Proposed 2008-2009
PUH50101	SF ENVIRONMENT ENERGY & GREEN BUILDING	HETCHY OPERATING-ANNUAL PROJECTS	493,319
PUW50201	WATER SUPPLY MASTER PLAN	SFWD-OPERATING-ANNUAL PROJECTS	2,000,000
PUW51100	TREASURE ISLAND - MAINTENANCE	CWP-OPERATING-ANNUAL PROJECTS	1,200,000
PUW51100	TREASURE ISLAND - MAINTENANCE	HETCHY OPERATING-ANNUAL PROJECTS	2,909,500
PUW51100	TREASURE ISLAND - MAINTENANCE	SFWD-OPERATING-ANNUAL PROJECTS	874,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	HETCHY OPERATING-ANNUAL PROJECTS	150,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	SFWD-OPERATING-ANNUAL PROJECTS	500,000
<b>Department :PUC Subtotal</b>			<b>125,530,362</b>
<b>Department : REC RECREATION AND PARK COMMISSION</b>			
CATZOOIN	INTEREST EARNED	CITY FAC IMPVT PROJECTS-LOCAL FUND	97,000
CRPACQ01	OS ACQUISITION-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,830,450
CRPCNT01	AUDITOR SERVICES	OPEN SPACE-CONTINUING PROJECTS	10,060
CRPCON01	OPEN SPACE CONTINGENCY-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,098,270
CRPCPM01	OS CAPITAL PROGRAM MGMT-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,500,000
CRPCSPAU0001	GO BOC AUDITS	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	75,648
CRPCSPBC0001	BOND ISSUANCE COST	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	400,000
CRPCSPCO0001	COMMUNITY OPPORTUNITY FUND	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	2,000,000
CRPCSPFR0001	PARK FORESTRY	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	1,200,000
CRPCSPNPCB01	CABRILLO PLAYGROUND	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	814,500
CRPCSPNPCY01	CAYUGA PLAYGROUND RENOV	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	5,998,100
CRPCSPNPFL01	FULTON PLAYGROUND RENOV	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	3,399,400
CRPCSPNPGC01	GLEN CANYON PARK RENOV	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	1,191,500
CRPCSPNPKP01	RAYMOND KIMBELL PGENOV	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	658,700
CRPCSPNPLF01	LAFAYETTE PARK RENOV	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	1,950,400
CRPCSPNPM201	MISSION DOLORES PARK PLAYGROUND	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	1,500,000
CRPCSPNPM01	MISSION DOLORES PARK	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	2,418,400
CRPCSPNPM01	MCCOPPIN SQUARE RENOV	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	4,256,900
CRPCSPNPMX01	MISSION PLAYGROUND	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	6,157,200
CRPCSPNPPR01	PALEGA REC CENTER	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	17,480,200
CRPCSPNPRS01	NP CONTINGENCY	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	2,099,004
CRPCSPNPSR01	SUNSET PLAYGROUND RENOV	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	11,409,400
CRPCSPPF0001	PARK PLAYFIELDS REPAIRS & RECONSTR	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	4,114,035
CRPCSPPT0001	PARK TRAIL RECONSTRUCTION	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	3,000,000
CRPCSPRR0001	NP RESTROOM REPAIRS & RECONSTRUCTION	2008 CLEAN & SAFE PARK BOND-2ND S 2009B	6,000,000
CRPDBW01	MARINA DBW LOAN RESERVE	R&P-MARINA YACHT HARBOR FUND	27,660
CRPGAR01	OS COMMUNITY GARDENS-BUDGET	OPEN SPACE-CONTINUING PROJECTS	150,000
CRPGLF01	GOLF PROGRAM	GOLF FUND -CONTINUING PROJECTS	290,000
CRPHVY01	HAYES VALLEY PLAYGROUND	GF-CONTINUING PROJECTS	1,000,000
CRPMYP01	MARINA BICYCLE PATH IMPROVEMENTS	R&P-MARINA YACHT HARBOR FUND	100,000
CRPNPG01	OS NEIGHBORHOOD PLAYGROUNDS-BUDGET	GF-CONTINUING PROJECTS	300,000
CRPNGLPPGPV	LINCOLN PARK PG-PRIVATE FUND	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	300,000
CRPNRPIN	2000 NEIGHBORHOOD R&P BONDS-INTEREST EAR	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	1,200,000

# Capital Projects

Project Title		Subfund Title	Proposed 2008-2009
CRPPFA01	PALACE OF FINE ARTS HS	GF-CONTINUING PROJECTS	1,000,000
CRPREN01	OS PARK RENOVATIONS-BUDGET	OPEN SPACE-CONTINUING PROJECTS	500,000
CRPRSF01	COURT RESURFACING	GF-CONTINUING PROJECTS	130,000
CRPUSP01	UNION SQUARE PLAZA-ADA REMEDIATION	DOWNTOWN PARK FUND	600,000
CRPYHD01	MYH-DREDGING-BUDGET	R&P-MARINA YACHT HARBOR FUND	100,000
CRPYRP01	MARINA YACHT RENOVATION PROGRAM	R&P-MARINA YACHT HARBOR FUND	200,000
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	600,000
FRPMAT01	MATHER FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	200,000
FRPYFM01	MYH-FACILITIES MAINTENANCE-BUDGET	R&P-MARINA YACHT HARBOR FUND	430,000
<b>Department :REC Subtotal</b>			<b>89,586,827</b>
<b>Department : SHF SHERIFF</b>			
FSHFMP	VAR LOC-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	330,000
<b>Department :SHF Subtotal</b>			<b>330,000</b>
<b>Department : TIS GENERAL SERVICES AGENCY - TECHNOLOGY</b>			
CTI01200	SFGTV POST PRODUCTION FACILITY	CABLE TV ACCESS DEV & PROGRAM FUND	341,775
<b>Department :TIS Subtotal</b>			<b>341,775</b>
<b>Department : WAR WAR MEMORIAL</b>			
GWM523M1	MISC FAC MAINT PROJECTS	WAR MEMORIAL-ANNUAL PROJECTS	535,250
<b>Department :WAR Subtotal</b>			<b>535,250</b>
<b>Capital Project Total</b>			<b>459,968,106</b>





# 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.

**Attrition Savings** – Salary savings that result when funded positions at a department are vacant.

**Balancing** – Process of making revenues match expenditures within each departmental budget and within the City budget as a whole.

**Baseline** – (1) The annualized budget for the current fiscal year, which serves as the starting point for preparing the next fiscal year's budget. (2) A required minimum 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.



