

**CITY AND COUNTY OF SAN FRANCISCO**  
**BOARD OF SUPERVISORS**  
**BUDGET AND LEGISLATIVE ANALYST**

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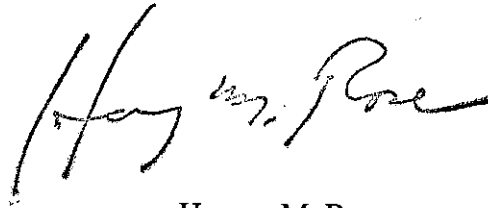
June 20, 2011

**TO:** Budget and Finance Committee  
**FROM:** Budget and Legislative Analyst  
**SUBJECT:** June 22, 2011 Budget and Finance Committee Meeting

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A handwritten signature in black ink, appearing to read "Harvey M. Rose". The signature is fluid and cursive, with the first name "Harvey" being the most prominent.

Harvey M. Rose

cc: Supervisor Chu  
Supervisor Mirkarimi  
Supervisor Kim  
Supervisor Wiener  
President Chiu  
Supervisor Avalos  
Supervisor Campos  
Supervisor Cohen  
Supervisor Elsbernd  
Supervisor Farrell  
Supervisor Mar  
Clerk of the Board  
Cheryl Adams  
Controller  
Greg Wagner

**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The Mayor's proposed \$19,705,181 budget for FY 2011-12 is \$16,451 or 0.8 percent less than the original FY 2010-11 budget of \$19,721,632.

**Personnel Changes**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 99.02 FTEs, which is 1.32 FTE more than the 97.7 FTEs in the original FY 2010-11 budget. This represents a 1.4 percent increase in FTEs from the original FY 2010-11 budget.

**Revenue Changes**

The Department's revenues of \$19,705,181 in FY 2011-12, are \$16,451 or 0.8 percent less than FY 2010-11 revenues of \$19,721,632. General Fund support of \$1,962 in FY 2011-12 is \$1,962 or 100 percent more than FY 2010-11 General Fund support of \$0.

**RECOMMENDATIONS**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$577,862 in FY 2011-12. Of these recommended reductions, \$1,962 or .34 percent are General Fund reductions, and \$472,400 or 82 percent are ongoing reductions.



**RET - Retirement System**

| Object Title  | FY 2011-2012  |       |             |             |           |    |    | FY 2012-2013 (for estimate purposes only) |       |             |             |           |    |
|---|---|-------|-------------|-------------|-----------|----|----|---|-------|-------------|-------------|-----------|----|
|   | FTE   |       | Amount      |             | Savings   | GF | IT | FTE                                       |       | Amount      |             | Savings   | GF |
|   | From  | To    | From        | To          |           |    |    | From                                      | To    | From        | To          |           |    |
| <b>EDC - Employee Deferred Comp Plan (1G AGF ACP)</b> |   |       |             |             |           |    |    |   |       |             |             |           |    |
| Air Travel - Employees                                |   |       | \$2,500     | \$500       | \$2,000   |    |    |   |       | \$2,500     | \$500       | \$2,000   |    |
| Non-Air Travel - Employees                            |   |       | \$5,500     | \$4,000     | \$1,500   |    |    |   |       | \$5,500     | \$4,000     | \$1,500   |    |
|   | <i>Total Savings \$3,500</i>  |       |             |             |           |    |    | <i>Total Savings \$3,500</i>              |       |             |             |           |    |
|   | Reduce to reflect actual expenditures in prior fiscal years.  |       |             |             |           |    |    | Ongoing reduction                         |       |             |             |           |    |
| <b>PROFESSIONAL &amp; SPECIALIZED SVCS-BUDGET</b>     |   |       | \$350,000   | \$250,000   | \$100,000 |    | x  |   |       |             |             |           |    |
|   | The Department proposes a \$200,000 one-time increase for anticipated additional legal services related to the development and implementation of the Target Date Funds and Roth 457 plan. However, the Department is currently underspending for Professional and Specialized Services. |       |             |             |           |    |    |   |       |             |             |           |    |
| <b>FDD -(7P RET ERT)</b>                              |   |       |             |             |           |    |    |   |       |             |             |           |    |
| 4331-C Security Analyst                               | 0.77  | 0.00  | \$75,676    | \$0         | \$75,676  |    |    | 0.77                                      | 0.00  | \$75,676    | \$0         | \$75,676  |    |
| Mandatory Fringe Benefits                             |   |       | \$29,470    | \$0         | \$29,470  |    |    |   |       | \$29,470    | \$0         | \$29,470  |    |
|   | <i>Total Savings \$105,146</i>  |       |             |             |           |    |    | <i>Savings \$105,146</i>                  |       |             |             |           |    |
|   | Disapprove the addition of one new 4331 Security Analyst. Budget already includes 7 (FTE) Security Analyst positions, 5 of which are vacant. The Department has not sufficiently explained what additional responsibilities necessitate an additional Security Analyst position.        |       |             |             |           |    |    | Ongoing reduction                         |       |             |             |           |    |
| 9993M Attrition Savings                               | -2.63   | -5.26 | (\$264,830) | (\$529,660) | \$264,830 |    |    | -2.63                                     | -5.26 | (\$264,830) | (\$529,660) | \$264,830 |    |

**RET - Retirement System**

| Object Title              | FY 2011-2012   |    |             |             |                  |    |    | FY 2012-2013 (for estimate purposes only) |    |                  |             |           |    |
|---------------------------|--|----|-------------|-------------|------------------|----|----|---|----|------------------|-------------|-----------|----|
|                           | FTE  |    | Amount      |             | Savings          | GF | 1T | FTE                                       |    | Amount           |             | Savings   | GF |
|                           | From   | To | From        | To          |                  |    |    | From                                      | To | From             | To          |           |    |
| Mandatory Fringe Benefits |  |    | (\$102,424) | (\$204,848) | \$102,424        |    |    |   |    | (\$102,424)      | (\$204,848) | \$102,424 |    |
|                           | <i>Total Savings</i>   |    |             |             | <i>\$367,254</i> |    |    | <i>Savings</i>                            |    | <i>\$367,254</i> |             |           |    |
|                           | Increase Attrition Savings by \$264,830 in FY 2011-12. The recommended increase in Attrition Savings reflects a projected salary savings (a year-end surplus of approximately \$1,300,000 as of 5/27/11) and should provide sufficient salary funds. |    |             |             |                  |    |    | Ongoing reduction                         |    |                  |             |           |    |

| <b>FY 2011-2012</b>                 |                  |                  |                  |
|-------------------------------------|------------------|------------------|------------------|
| <b>Total Recommended Reductions</b> |                  |                  |                  |
|                                     | <b>One-Time</b>  | <b>Ongoing</b>   | <b>Total</b>     |
| <b>General Fund Impact *</b>        | \$1,962          | \$0              | <b>\$1,962</b>   |
| <b>Non-General Fund Impact</b>      | \$100,000        | \$472,400        | <b>\$575,900</b> |
| <b>Total</b>                        | <b>\$101,962</b> | <b>\$472,400</b> | <b>\$577,862</b> |

| <b>Estimated FY 2012-2013 Impact</b> |                  |
|--------------------------------------|------------------|
| <b>Total Recommended Reductions</b>  |                  |
|                                      | <b>Total</b>     |
| <b>General Fund Impact</b>           | <b>\$0</b>       |
| <b>Non-General Fund Impact</b>       | <b>\$475,900</b> |
| <b>Total</b>                         | <b>\$475,900</b> |

\*The Department has included \$1,962 in General Fund Support in FY 2011-12 for the first time in order to balance FY 2011-12 revenues and expenditures.

**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The proposed \$6,518,485 budget for FY 2011-12 is \$283,548 or 4.5 percent more than the original FY 2010-11 budget of \$6,234,937.

**Personnel Changes**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 34.82 FTEs, which is .17 FTEs less than the 34.99 FTEs in the original FY 2010-11 budget. This represents 0.5 percent decrease in FTEs from the original FY 2010-11 budget.

**Revenue Changes**

Department revenues, proposed to be \$6,518,485 in FY 2011-12, is an increase of \$283,548 or 4.5 percent more than the Department’s FY 2010-11 revenues of \$6,234,937. The Department receives no direct General Fund support, but receives a recovery from General City Responsibility to support the General Fund departments’ share of costs for Health Service Systems.

**RECOMMENDATIONS**

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$71,981 in FY 2011-12. Of these recommended reductions, 100 percent are General Fund reductions, and 100 percent are ongoing reductions. These reductions would still allow an increase of \$211,567 or 3.4.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT:** HSS – HEALTH SERVICE SYSTEM

**SUMMARY OF PROGRAM EXPENDITURES:**

|                              | <b>2010-2011<br/>Budget</b> | <b>2011-2012<br/>Proposed</b> | <b>Change From<br/>2010-2011</b> | <b>Pct<br/>Change</b> |
|------------------------------|-----------------------------|-------------------------------|----------------------------------|-----------------------|
| HEALTH SERVICE SYSTEM        | 6,234,937                   | 6,518,485                     | 283,548                          | 4.5%                  |
| <b>HEALTH SERVICE SYSTEM</b> | <b>6,234,937</b>            | <b>6,518,485</b>              | <b>283,548</b>                   | <b>4.5%</b>           |

The Department’s proposed FY 2011-12 budget has increased by \$283,548. This amount is largely due to increases in professional services of \$233,000 in order to complete the following projects:

- **Flexible Spending Contract** – Contract that was not previously reflected in the Administration Budget. Previously, the contract was paid with one-time funds.
- **HIPAA (Health Insurance Portability and Accountability Act) and other Regulatory Compliance** – Consulting services to maintain and assure compliance with revised statutory and regulatory laws. Health care and IRS code changes require updating and amending HSS Rules, Policies and Procedures.
- **City Plan Analysis** – Consulting services to assist HSS evaluate and address the issues with self-insured City Plan. The City Plan premiums continue to increase as the number of members in this plan decreases and the cost of health services increase. This will require planned changes during the next few years.
- **Healthcare Reform Impacts** – Consulting services to assist HSS with the proper implementation of federal Patient Protection and Affordable Care Act (PPACA) requirements.

**DEPARTMENT PERSONNEL SUMMARY:**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 34.82 FTEs, which is .17 FTEs less than the 34.99 FTEs in the original FY 2010-11 budget. This represents 0.5 percent decrease in FTEs from the original FY 2010-11 budget. The FY 2011-12 Budget does not include any new positions.

**DEPARTMENT REVENUES:**

Department revenues have increased by \$283,548 or 4.5 percent. The Department receives no direct General Fund support, but receives a recovery from General City Responsibility to support the General Fund departments’ share of costs for Health Service Systems.





**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT:** HSS – HEALTH SERVICE SYSTEM

**COMMENTS:**

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$71,981 in FY 2011-12. Of these recommended reductions, 100 percent are General Fund reductions, and 100 percent are ongoing reductions. These reductions would still allow an increase of \$211,567 or 3.4 percent in the Department’s FY 2011-12 budget.

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**HSS - Health Service System**

| Object Title                               | FY 2011-2012  |    |                      |             |          |    |    | FY 2012-2013 (for estimate purposes only) |                      |             |             |          |    |
|--|---|----|----------------------|-------------|----------|----|----|---|----------------------|-------------|-------------|----------|----|
|  | FTE   |    | Amount               |             | Savings  | GF | 1T | FTE                                       |                      | Amount      |             | Savings  | GF |
|  | From  | To | From                 | To          |          |    |    | From                                      | To                   | From        | To          |          |    |
| <b>HSS - Administration<br/>(1GAGFAAA)</b> |   |    |                      |             |          |    |    |   |                      |             |             |          |    |
| Step Adjustments,<br>Miscellaneous         |   |    | \$5,912              | (\$20,000)  | \$25,912 | x  |    |   |                      | \$5,912     | (\$20,000)  | \$25,912 | x  |
| Mandatory Fringe Benefits                  |   |    | \$2,069              | (\$7,000)   | \$9,069  | x  |    |   |                      | \$2,069     | (\$7,000)   | \$9,069  |    |
|  |   |    | <i>Total Savings</i> |             | \$34,981 |    |    |   | <i>Total Savings</i> |             | \$34,981    |          |    |
|  | Reduce \$20,000 in step adjustments to reflect budgeting at the highest step. This reflects the turnover and/or downward substitution of three positions from the previous year |    |                      |             |          |    |    | Ongoing reduction.                        |                      |             |             |          |    |
| Copy Machine                               |   |    | \$6,000              | \$5,000     | \$1,000  | x  |    |   |                      | \$6,000     | \$5,000     | \$1,000  | x  |
|  | Reduce to reflect department's lease cost.  |    |                      |             |          |    |    | Ongoing reduction.                        |                      |             |             |          |    |
| Training                                   |   |    | \$10,000             | \$7,000     | \$3,000  | x  |    |   |                      | \$10,000    | \$7,000     | \$3,000  | x  |
|  | Reduce to reflect historical and projected spending. This would still allow an increase of \$3900 to prior year's total training budget   |    |                      |             |          |    |    | Ongoing reduction.                        |                      |             |             |          |    |
| Professional and Specialized<br>Services   |   |    | \$1,090,395          | \$1,057,395 | \$33,000 | x  |    |   |                      | \$1,090,395 | \$1,057,395 | \$33,000 | x  |
|  | Reduce to reflect historical and projected spending. This would still allow an increase of \$200,000 to prior year's total professional service budget.                         |    |                      |             |          |    |    | Ongoing reduction.                        |                      |             |             |          |    |

|                                | FY 2011-2012<br>Total Recommended Reductions |                 |                 |
|--------------------------------|--|-----------------|-----------------|
|                                | One-Time                                     | Ongoing         | Total           |
| <b>General Fund Impact</b>     | \$0  | \$71,981        | \$71,981        |
| <b>Non-General Fund Impact</b> | \$0  | \$0             | \$0             |
| <b>Total</b>                   | <b>\$0</b>                                   | <b>\$71,981</b> | <b>\$71,981</b> |

|                                | Estimated FY 2012-2013 Impact<br>Total Recommended Reductions |
|--------------------------------|---|
| <b>General Fund Impact</b>     | \$71,981  |
| <b>Non-General Fund Impact</b> | \$0   |
| <b>Total</b>                   | <b>\$71,981</b>   |

GF = General Fund  
1T = One Time

**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The department's proposed \$73,131,526 budget for FY 2011-12 is \$1,449,572 or 2.0 percent more than the original FY 2010-11 budget of \$71,681,954.

**Personnel Changes**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 123.54 FTEs, which is 5.02 FTEs more than the 118.52 FTEs in the original FY 2010-11 budget. This represents a 4.2 percent change in FTEs from the original FY 2010-11 budget.

**Revenue Changes**

The Department's revenues of \$63,424,926 in FY 2011-12, are \$830,671 or 1.3 percent more than FY 2010-11 revenues of \$62,594,255. General Fund support of \$9,706,600 in FY 2011-12 is \$618,901 or 6.8 percent more than FY 2010-11 General Fund support of \$9,087,699.

**RECOMMENDATIONS**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$91,500 in FY 2011-12. Of these recommended reductions, \$91,500 or 100 percent are General Fund reductions, and \$26,500 or 29.0 percent are ongoing reductions. These reductions would still allow an increase of \$1,358,072 or 1.9 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$270,208 to the General Fund.

Together, these recommendations will result in \$361,708 savings to the City's General Fund.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT:** HRD – HUMAN RESOURCES DEPARTMENT

**SUMMARY OF PROGRAM EXPENDITURES:**

| Program                          | 2010-2011<br>Budget | 2011-2012<br>Proposed | Change From<br>2010-2011 | Pct<br>Change |
|----------------------------------|---------------------|-----------------------|--------------------------|---------------|
| ADMINISTRATION                   | 287,331             | 517,926               | 230,595                  | 80.3%         |
| CLASS AND COMPENSATION           | 543,479             | 682,682               | 139,203                  | 25.6%         |
| EMPLOYEE RELATIONS               | 3,639,518           | 4,540,952             | 901,434                  | 24.8%         |
| EQUAL EMPLOYMENT OPPORTUNITY     | 1,231,662           | 1,104,758             | (126,904)                | (10.3%)       |
| RECRUIT/ ASSESS/ CLIENT SERVICES | 7,609,764           | 7,099,389             | (510,375)                | (6.7%)        |
| WORKERS COMPENSATION             | 57,433,463          | 58,330,773            | 897,310                  | 1.6%          |
| WORKFORCE DEVELOPMENT            | 936,737             | 855,046               | (81,691)                 | (8.7%)        |
| <b>Total</b>                     | <b>71,681,954</b>   | <b>73,131,526</b>     | <b>1,449,572</b>         | <b>2.0%</b>   |

The Department’s proposed FY 2011-12 budget has increased by \$1,449,572 largely due to:

- Increased workers’ compensation costs, due to increased self-insured plan costs and medical costs. The budget includes one additional Worker’s Compensation Adjuster.
- Costs associated with the Labor Project, including three temporary Senior Employee Relations Representatives. In FY 2011-12, the City will have 27 Memoranda of Understanding (MOUs) with employee unions which will expire on June 30, 2012, requiring negotiation of successor MOUs.
- Increased recoveries due to an increase of four City Hall Fellow work orders, for a total of eleven work orders for the City Hall Fellow Program.

**DEPARTMENT PERSONNEL SUMMARY:**

The number of Net Operating full-time equivalent positions (FTE) budgeted for FY 2011-12 is 123.54 FTEs, which is 5.02 FTEs more than the 118.52 FTEs in the original FY 2010-11 budget. This represents a 4.2 percent change in FTEs from the original FY 2010-11 budget,

In addition to the new positions discussed above, the Department is transferring one Manager III to the Department of Building Inspection and one Senior Personnel Analyst to the Assessor-Recorder’s Office due to a reduction in work orders.

**DEPARTMENT REVENUES:**

The Department’s revenues of \$63,424,926 in FY 2011-12, are \$830,671 or 1.3 percent more than FY 2010-11 revenues of \$62,594,255. General Fund support of \$9,706,600 in FY 2011-12 is \$618,901 or 6.8 percent more than FY 2010-11 General Fund support of \$9,087,699. Specific changes in the Department’s FY 2011-12 revenues include:

- Expenditure Recoveries have increased due to increased work orders for workers' compensation, including associated medical benefits, and Temporary Total Disability benefit costs

To balance revenues and expenditures over the next five years, the Department plans to continue to seek process efficiencies that maximize the use of technology and web-based solutions.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT:**                    **HRD – HUMAN RESOURCES DEPARTMENT**

**Fee Legislation**

There are no new or changed fees proposed for FY 2011-12.

**FIVE YEAR FINANCIAL PLAN:**

The Department anticipates 7.0 percent growth in its Non-General fund budget between FY 2011-12 and FY 2015-16.

**Revenues**

The Department is funded by recoveries for services provided to other City departments and General Fund support.

**Expenditures**

- The 7.0 percent growth in Non-General fund expenditures are due to expected increases in Statewide public self-insured workers' compensation costs, as well as increases in workers' compensation medical costs and Temporary Disability benefit costs.
- General Fund growth will be dependent on any Citywide salary and health benefit increases and on demands for staffing in order to provide required human resources services.
- Subsequent to FY 2011-12, expenditures for the Employee Relations Project are expected to decrease; however, the extent of the decrease is reliant on the remaining open or requests to reopen Memoranda of Understanding between the City and the employee unions.

**COMMENTS:**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$91,500 in FY 2011-12. Of these recommended reductions, \$91,500 or 100 percent are General Fund reductions, and \$26,500 or 29.0 percent are ongoing reductions. These reductions would still allow an increase of \$1,358,072 or 1.9 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$270,208 to the General Fund.

Together, these recommendations will result in \$361,708 savings to the City's General Fund.

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**HRD - Department of Human Resources**

| Object Title   | FY 2011-2012   |    |           |           |          |    |    | FY 2012-2013 (for estimate purposes only) |    |          |          |         |    |
|--|--|----|-----------|-----------|----------|----|----|---|----|----------|----------|---------|----|
|  | FTE  |    | Amount    |           | Savings  | GF | 1T | FTE                                       |    | Amount   |          | Savings | GF |
|  | From   | To | From      | To        |          |    |    | From                                      | To | From     | To       |         |    |
| <b>FCA - Employee Relations<br/>(1G AGF AAP)</b>                           |  |    |           |           |          |    |    |   |    |          |          |         |    |
| Temporary Salaries   |  |    | \$370,529 | \$335,529 | \$35,000 | x  | x  |   |    |          |          | \$0     | x  |
|  | The Department has increased Temporary Salaries from \$55,058 in FY 2010-11 to \$370,529 in FY 2011-12 to pay for staff to support labor contract negotiations. In addition the Department is proposing three new limited tenure positions to support labor contract negotiations. The Budget and Legislative Analyst's recommended reduction is consistent with the Department's staffing plan and will provide sufficient resources for labor contract negotiations in FY 2011-12. |    |           |           |          |    |    |   |    |          |          |         |    |
| <b>FC5 - Recruitment/<br/>Assessment/ Client Services<br/>(1G AGF AAA)</b> |  |    |           |           |          |    |    |   |    |          |          |         |    |
| Air Travel - Non-Employees   |  |    | \$28,913  | \$26,413  | \$2,500  | x  |    |   |    | \$28,913 | \$26,413 | \$2,500 | x  |
|  | Reduce to reflect actual expenditures in prior fiscal years.   |    |           |           |          |    |    | Ongoing reduction                         |    |          |          |         |    |
| Materials & Supplies - Budget  |  |    | \$5,790   | \$3,790   | \$2,000  | x  |    |   |    | \$5,790  | \$3,790  | \$2,000 | x  |
|  | Reduce to reflect actual expenditures in prior fiscal years.   |    |           |           |          |    |    | Ongoing reduction                         |    |          |          |         |    |
| Materials & Supplies - Budget  |  |    | \$33,737  | \$28,737  | \$5,000  | x  |    |   |    | \$33,737 | \$28,737 | \$5,000 | x  |
|  | Reduce to reflect actual expenditures in prior fiscal years.   |    |           |           |          |    |    | Ongoing reduction                         |    |          |          |         |    |

GF = General Fund  
1T = One Time

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**HRD - Department of Human Resources**

| Object Title                                    | FY 2011-2012   |    |          |          |          |    |    | FY 2012-2013 (for estimate purposes only) |          |          |         |         |    |
|---|--|----|----------|----------|----------|----|----|---|----------|----------|---------|---------|----|
|   | FTE  |    | Amount   |          | Savings  | GF | 1T | FTE                                       |          | Amount   |         | Savings | GF |
|   | From   | To | From     | To       |          |    |    | From                                      | To       | From     | To      |         |    |
| <b>FAR - Workforce Development (1G AGF AAA)</b> |  |    |          |          |          |    |    |   |          |          |         |         |    |
| Professional & Specialized Services - Budget    |  |    | \$50,825 | \$45,825 | \$5,000  | x  |    |   | \$50,825 | \$45,825 | \$5,000 | x       |    |
|   | The proposed reduction of \$5,000 reflects projected expenditures in FY 2011-12 and actual expenditures in prior fiscal years. |    |          |          |          |    |    | Ongoing reduction                         |          |          |         |         |    |
| <b>FCW - Administration (1G AGF AAA)</b>        |  |    |          |          |          |    |    |   |          |          |         |         |    |
| Employee Recognition                            |  |    | \$6,500  | \$1,500  | \$5,000  | x  |    |   | \$6,500  | \$1,500  | \$5,000 | x       |    |
|   | The proposed reduction of \$5,000 reflects projected expenditures in FY 2011-12 and actual expenditures in prior fiscal years. |    |          |          |          |    |    | Ongoing reduction                         |          |          |         |         |    |
| Professional & Specialized Services - Budget    |  |    | \$50,367 | \$43,367 | \$7,000  | x  |    |   | \$50,367 | \$43,367 | \$7,000 | x       |    |
|   | Reduce to reflect actual expenditures in prior fiscal years.   |    |          |          |          |    |    | Ongoing reduction                         |          |          |         |         |    |
| EF-SF General Hospital - Others                 |  |    | \$86,132 | \$66,132 | \$20,000 | x  | x  |   |          |          |         |         |    |
|   | Reduce funding due to \$20,000 of unexpended encumbered funds allocated in FY 2008-09.   |    |          |          |          |    |    |   |          |          |         |         |    |
| GF-Purchasing - Mail Services                   |  |    | \$20,956 | \$10,956 | \$10,000 | x  | x  |   |          |          |         |         |    |
|   | Reduce funding due to \$10,388 0 of unexpended encumbered funds allocated in FY 2009-10.                                       |    |          |          |          |    |    |   |          |          |         |         |    |

GF = General Fund  
1T = One Time



**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**HRD - Department of Human Resources**

| Object Title | FY 2011-2012 |    |        |    |         |    |    | FY 2012-2013 (for estimate purposes only) |    |        |    |         |    |
|--------------|--------------|----|--------|----|---------|----|----|---|----|--------|----|---------|----|
|              | FTE          |    | Amount |    | Savings | GF | 1T | FTE                                       |    | Amount |    | Savings | GF |
|              | From         | To | From   | To |         |    |    | From                                      | To | From   | To |         |    |

| FY 2011-2012<br>Total Recommended Reductions |                 |                 |                 |
|--|-----------------|-----------------|-----------------|
|  | One-Time        | Ongoing         | Total           |
| General Fund Impact                          | \$65,000        | \$26,500        | \$91,500        |
| Non-General Fund Impact                      |                 |                 | \$0             |
| <b>Total</b>                                 | <b>\$65,000</b> | <b>\$26,500</b> | <b>\$91,500</b> |

| Estimated FY 2012-2013 Impact<br>Total Recommended Reductions |                 |
|---|-----------------|
| General Fund Impact   | \$26,500        |
| Non-General Fund Impact                                       |                 |
| <b>Total</b>  | <b>\$26,500</b> |

HRD - Human Resources

| Vendor Name                                | Subject Title                           | General Fund Savings | Year of Appropriation | Date of Last Recorded Transaction | Original Amount | Unexpended Balance in Financial and Management Information System (FAMIS) |
|--|---|----------------------|-----------------------|-----------------------------------|-----------------|---|
| C P S HUMAN RESOURCE SERVICES              | TRAINING COSTS PAID TO VENDORS          | Yes                  | 2008                  | 9/15/2010                         | 79,790.00       | \$17,125  |
| BUDGET SIGNS INC                           | PRINTING                                | Yes                  | 2009                  | 4/26/2011                         | 1,981.31        | \$378   |
| BUDGET SIGNS INC                           | PRINTING                                | Yes                  | 2009                  | 4/26/2011                         | 2,005.79        | \$898   |
| BUDGET SIGNS INC                           | OTHER MATERIALS & SUPPLIES              | Yes                  | 2009                  | 5/14/2009                         | 540.94          | \$541   |
| HEWLETT-PACKARD EXPRESS SUPPORT OPERATIO   | DP/WP EQUIPMENT MAINT                   | Yes                  | 2009                  | 4/19/2010                         | 10,458.19       | \$35  |
|  | EF-SFGH-MEDICAL SERVICE                 | Yes                  | 2010                  | 8/31/2009                         | 8,032.00        | \$8,032   |
| CITY COLLEGE OF SAN FRANCISCO              | TRAINING COSTS PAID TO VENDORS          | Yes                  | 2010                  | 12/22/2010                        | 37,235.00       | \$624   |
| PERSONNEL DCSNS INTL DBA PDI NINTH HOUSE   | TRAINING COSTS PAID TO VENDORS          | Yes                  | 2010                  | 7/2/2010                          | 2,241.99        | \$2,242   |
| KANTOLA PRODUCTIONS LLC                    | AUDIO/VISUAL EQUIPT & SUPPLIES(5K & LES | Yes                  | 2010                  | 7/2/2010                          | 468.22          | \$468   |
| HOLIDAY INN GOLDEN GATEWAY                 | MISCELLANEOUS FACILITIES RENTAL         | Yes                  | 2010                  | 9/13/2010                         | 33,821.20       | \$846   |
| HOLIDAY INN GOLDEN GATEWAY                 | MISCELLANEOUS FACILITIES RENTAL         | Yes                  | 2010                  | 12/3/2010                         | 24,171.84       | \$3,140   |
| PERSONNEL DCSNS INTL DBA PDI NINTH HOUSE   | TRAINING COSTS PAID TO VENDORS          | Yes                  | 2010                  | 3/30/2010                         | 1,873.51        | \$1,874   |
| BAUER'S LIMOUSINE SERVICE                  | VEHICLE RENTAL                          | Yes                  | 2010                  | 9/10/2010                         | 4,740.00        | \$1,302   |
| PERSONNEL DCSNS INTL DBA PDI NINTH HOUSE   | TRAINING COSTS PAID TO VENDORS          | Yes                  | 2010                  | 3/10/2010                         | 1,936.30        | \$1,936   |
| PERSONNEL DCSNS INTL DBA PDI NINTH HOUSE   | TRAINING COSTS PAID TO VENDORS          | Yes                  | 2010                  | 12/28/2009                        | 977.22          | \$977   |
| STAPLES INC & SUBSIDIARIES                 | OTHER OFFICE SUPPLIES                   | Yes                  | 2010                  | 10/8/2010                         | 4,000.00        | \$900   |
| PERSONNEL DCSNS INTL DBA PDI NINTH HOUSE   | TRAINING COSTS PAID TO VENDORS          | Yes                  | 2010                  | 1/21/2010                         | 2,175.01        | \$1,452   |
| SHRED WORKS                                | OTHER CURRENT EXPENSES                  | Yes                  | 2010                  | 9/30/2010                         | 4,000.00        | \$2,621   |
| GRM INFORMATION MANAGEMENT SERVICES        | MISCELLANEOUS FACILITIES RENTAL         | Yes                  | 2010                  | 7/2/2010                          | 3,000.00        | \$357   |
| PERSONNEL DCSNS INTL DBA PDI NINTH HOUSE   | TRAINING COSTS PAID TO VENDORS          | Yes                  | 2010                  | 7/2/2009                          | 1,563.66        | \$1,564   |
| RICOH-REPRODUCTION STORE                   | REPRODUCTION COPIER STORE PROGRAM       | Yes                  | 2010                  | 9/13/2010                         | 30,500.00       | \$473   |
|  | GF-HR-WORKERS' COMP CLAIMS              | Yes                  | 2010                  | 8/25/2010                         | 200,000.13      | \$175,000   |
| C K R INTERACTIVE                          | MISCELLANEOUS FACILITIES RENTAL         | Yes                  | 2010                  | 7/26/2010                         | 1,100.00        | \$815   |
| C K R INTERACTIVE                          | MISCELLANEOUS FACILITIES RENTAL         | Yes                  | 2010                  | 10/8/2010                         | 2,452.95        | \$2,050   |
|  | EF-SFGH-OTHERS                          | Yes                  | 2010                  | 7/20/2010                         | 86,132.00       | \$10,145  |
| SPECIALTY'S CAFE & BAKERY                  | FOOD                                    | Yes                  | 2010                  | 8/9/2010                          | 1,200.00        | \$766   |
| LEARNING COMMUNICATIONS LLC                | AUDIO/VISUAL EQUIPT & SUPPLIES(5K & LES | Yes                  | 2010                  | 7/2/2010                          | 882.02          | \$882   |
| ARGUELLO CATERING CO                       | FOOD                                    | Yes                  | 2010                  | 11/17/2010                        | 4,078.00        | \$2,895   |
|  | IS-TIS-ISD SERVICES                     | Yes                  | 2009                  | 8/7/2009                          | 140,000.00      | \$26,998  |
|  | IS-PURCH-REPRODUCTION                   | Yes                  | 2010                  | 4/29/2010                         | 4,589.00        | \$2,872   |
| <b>Total Amount Return to Fund Balance</b> |   |                      |                       |                                   |                 | <b>\$270,208</b>  |
| <b>General Fund</b>                        |   |                      |                       |                                   |                 | <b>\$270,208</b>  |
| <b>Non-General Fund</b>                    |   |                      |                       |                                   |                 | <b>\$0</b>  |

Note: The above encumbrance balances are from budget years prior to FY 2010-11. The Department has indicated that the balances of these encumbrances are no longer needed, therefore the balance can be returned to the General Fund.

**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The department's proposed \$86,814,022 budget for FY 2011-12 is \$3,377,252 or 4.0 percent more than the original FY 2010-11 budget of \$83,436,770.

**Personnel Changes**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 630.24 FTEs, which is 15.13 FTEs less than the 645.37 FTEs in the original FY 2010-11 budget. This represents a 2.3 percent decrease in FTEs from the original FY 2010-11 budget.

**Revenue Changes**

The Department's revenues of \$39,534,022 in FY 2011-12, are \$388,748 or 1.0 percent less than FY 2010-11 revenues of \$39,922,770. General Fund support of \$47,280,000 in FY 2011-12 is \$3,766,000 or 8.7 percent more than FY 2010-11 General Fund support of \$43,514,000.

**RECOMMENDATIONS**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$486,476 in FY 2011-12. These reductions would still allow an increase of \$2,890,776 or 3.5 percent in the Department's FY 2011-12 budget.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT:** LIB—PUBLIC LIBRARY

**SUMMARY OF PROGRAM EXPENDITURES:**

| Program                                  | 2010-2011<br>Budget | 2011-2012<br>Proposed | Change From<br>2010-2011 | Pct<br>Change |
|--|---------------------|-----------------------|--------------------------|---------------|
| ADULT SERVICES                           | 400,000             | 400,000               | 0                        | 0.0%          |
| BRANCH PROGRAM                           | 18,188,607          | 17,976,366            | (212,241)                | (1.2%)        |
| CHILDREN'S BASELINE                      | 7,700,478           | 8,773,216             | 1,072,738                | 13.9%         |
| CHILDREN'S SERVICES                      | 1,003,119           | 1,009,677             | 6,558                    | 0.7%          |
| COMMUNICATIONS, COLLECTIONS & ADULT SERV | 8,446,841           | 7,885,062             | (561,779)                | (6.7%)        |
| FACILITES                                | 11,004,162          | 11,822,106            | 817,944                  | 7.4%          |
| INFORMATION TECHNOLOGY                   | 4,462,819           | 5,505,498             | 1,042,679                | 23.4%         |
| LIBRARY ADMINISTRATION                   | 10,433,442          | 11,602,317            | 1,168,875                | 11.2%         |
| MAIN PROGRAM                             | 15,988,416          | 16,326,590            | 338,174                  | 2.1%          |
| TECHNICAL SERVICES                       | 5,808,886           | 5,513,190             | (295,696)                | (5.1%)        |
| <b>Total</b>                             | <b>83,436,770</b>   | <b>86,814,022</b>     | <b>3,377,252</b>         | <b>4.0%</b>   |

The Department's proposed FY 2011-12 budget has increased by \$3,377,252 largely due to:

- Equipment and other costs associated with three Branch Library openings scheduled to occur in FY 2011-12,
- Increases in technology costs, and
- Increases in salaries and mandatory fringe benefits.

**DEPARTMENT PERSONNEL SUMMARY:**

The number of Net Operating full-time equivalent positions (FTE) budgeted for FY 2011-12 is 630.24 FTEs, which is 15.13 FTEs less than the 645.37 FTEs in the original FY 2010-11 budget. This represents a 2.3 percent decrease in FTEs from the original FY 2010-11 budget. However,

- As of May 12, 2011, the Department had 25 vacant positions, the longest of which have been vacant since June 1, 2000, and
- Based on the most recent data from the Controller's Office, the Department is projected to have a surplus of \$1,388,460 in salaries in FY 2010-11.

**DEPARTMENT REVENUES:**

The Department's revenues of \$39,534,022 in FY 2011-12, are \$388,748 or 1.0 percent less than FY 2010-11 revenues of \$39,922,770. General Fund support of \$47,280,000 in FY 2011-12 is \$3,766,000 or 8.7 percent more than FY 2010-11 General Fund support of \$43,514,000.

The Library receives significant revenues from the Library Preservation Fund, which was initiated in 1994 under Proposition E, renewed in 2007 under Proposition D, and codified in Charter Section 16.109. The Charter section requires the City to annually appropriate General Fund revenues to the Public Library equal to the percentage amount of General Fund revenues received by the Library in FY 2006-07. Therefore, as total General Fund revenues increase, the appropriation to the Library

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT: LIB—PUBLIC LIBRARY**

Preservation Fund increases. The Public Library's required Baseline share of General Fund support in FY 2011-12 is \$47,280,000 or an increase of \$3,766,000 or 8.7 percent from the original FY 2010-11 budget of \$43,514,000.

In addition, as codified in Charter Section 16.109, the Library Preservation Fund receives \$0.025 for every \$100 of assessed property value in the City. The proposed revenue for the Library Preservation Fund in FY 2011-12 is \$35,565,000, an increase of \$265,000 or 0.8 percent more than the \$35,300,000 received in FY 2010-11.

**FIVE YEAR FINANCIAL PLAN:**

The Department states that the Library's long-term budget situation is very much dependent on the strength of the economic recovery and the City's solution to the growing cost of pensions and health care. To help manage future costs, the Library will (1) invest in information technology to improve user experience and reduce ongoing costs; (2) effectively manage reserves in the Library Preservation Fund; and (3) under the worst case scenario, consider program and service reductions.

**Revenues**

The Public Library has a stable funding source as a result of the Library Preservation Fund, which is funded by an annual set-aside of Property Tax levies equivalent to \$0.025 for every \$100 of assessed valuation; and, a baseline allocation from the General Fund equivalent to the percentage of General Fund allocated to the Public Library in FY 2006-07. The amount of Property Tax and General Fund dollars transferred to the Library Preservation Fund are dependent on tax collections; and, tax collections are dependent on the state of the City's economy. Although the Joint Report of the Controller, the Mayor's Budget Director and the Budget and Legislative Analyst assumes that General Fund transfers to the Library Preservation Fund will annually increase through FY 2013-14, it remains to be seen whether this growth will keep pace with the expected growth in costs.

**Expenditures**

The Department states that effectively managing personnel costs over the next five years presents a significant challenge to Library Managers. In particular salary, retirement, and health and dental care will be major cost drivers for the foreseeable future. The Library anticipates that cost cutting or an increase in revenue may be needed to balance future budgets.

According to the Department, another area of concern is the completion of the Branch Library Improvement Program (BLIP). Funded through a combination of General Obligation Bonds, Lease Revenue Bonds, State Grants, gift funds, and Library Preservation Fund funds, the program is nearing completion. There are however, two branch libraries – Bayview and North Beach – in which final costs have not yet been determined and construction has not yet begun. To complete these projects, the two alternatives under consideration are the issuance of additional lease revenue bonds and the use of Library Preservation Fund reserves. Issuing more lease revenue bonds would result in additional long-term debt for the Library and this cost would have to be managed and balanced with other needs of the Library. The use of Library Preservation Fund reserves to complete the BLIP could potentially reduce fund balances that would otherwise be available to meet rising operating costs.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT:** LIB—PUBLIC LIBRARY

**COMMENTS:**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$486,476 in FY 2011-12. Of these recommended reductions, none are General Fund reductions, and \$486,476 or 100 percent are ongoing reductions. These reductions would still allow an increase of \$2,890,776 or 3.5 percent in the Department's FY 2011-12 budget.

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**LIB - Public Library**

| Object Title                                | FY 2011-2012  |      |                      |             |           |    |    | FY 2012-2013 (for estimate purposes only) |                      |             |             |           |    |
|---|---|------|----------------------|-------------|-----------|----|----|---|----------------------|-------------|-------------|-----------|----|
|   | FTE   |      | Amount               |             | Savings   | GF | 1T | FTE                                       |                      | Amount      |             | Savings   | GF |
|   | From  | To   | From                 | To          |           |    |    | From                                      | To                   | From        | To          |           |    |
| <b>EEG - Branch Program<br/>(2SLIBNPR)</b>  |   |      |                      |             |           |    |    |   |                      |             |             |           |    |
| 3630 Librarian I                            | 43.0  | 41.0 | \$3,220,935          | \$3,071,487 | \$149,448 |    |    | 43.0                                      | 41.0                 | \$3,408,603 | \$3,250,063 | \$158,540 |    |
| Mandatory Fringe Benefits                   |   |      | \$1,378,392          | \$1,314,281 | \$64,111  |    |    |   |                      | \$1,559,839 | \$1,487,288 | \$72,551  |    |
|   |   |      | <i>Total Savings</i> |             | \$213,559 |    |    |   | <i>Total Savings</i> |             | \$231,090   |           |    |
|   | Delete two positions that have been vacant since June 2000.                                 |      |                      |             |           |    |    |   |                      |             |             |           |    |
| <b>EGH -Facilities<br/>(2SLIBNPR)</b>       |   |      |                      |             |           |    |    |   |                      |             |             |           |    |
| Step Adjustments,<br>Miscellaneous          |   |      | \$103,414            | \$0         | \$103,414 |    |    |   |                      | \$104,391   | \$0         | \$104,391 |    |
|   |   |      | <i>Total Savings</i> |             | \$103,414 |    |    |   | <i>Total Savings</i> |             | \$104,391   |           |    |
|   | Delete step adjustment that was established in a prior year but is not needed in FY 2011-12 |      |                      |             |           |    |    |   |                      |             |             |           |    |
| 8207 Building and Grounds<br>Patrol Officer | 13.5  | 12.5 | \$754,595            | \$701,997   | \$52,598  |    |    | 13.5                                      | 12.5                 | \$798,561   | \$739,408   | \$59,153  |    |
| Mandatory Fringe Benefits                   |   |      | \$364,487            | \$337,488   | \$26,999  |    |    |   |                      | \$409,628   | \$379,285   | \$30,343  |    |
|   |   |      | <i>Total Savings</i> |             | \$79,597  |    |    |   | <i>Total Savings</i> |             | \$89,495    |           |    |
|   | Delete position that has been vacant since January 2008.                                    |      |                      |             |           |    |    |   |                      |             |             |           |    |

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**LIB - Public Library**

| Object Title                                   | FY 2011-2012   |      |                      |           |          |    |    | FY 2012-2013 (for estimate purposes only) |     |                      |           |          |    |
|--|--|------|----------------------|-----------|----------|----|----|---|-----|----------------------|-----------|----------|----|
|  | FTE  |      | Amount               |           | Savings  | GF | 1T | FTE                                       |     | Amount               |           | Savings  | GF |
|  | From   | To   | From                 | To        |          |    |    | From                                      | To  | From                 | To        |          |    |
| <b>EGG - Information Technology (2SLIBNPR)</b> |  |      |                      |           |          |    |    |   |     |                      |           |          |    |
| 3616 Library Technical Assistant I             | 6.50   | 5.50 | \$418,819            | \$358,187 | \$60,632 |    |    | 6.5                                       | 5.5 | \$443,221            | \$375,033 | \$68,188 |    |
| Mandatory Fring Benefits                       |  |      | \$190,257            | \$160,987 | \$29,270 |    |    |   |     | \$214,549            | \$181,541 | \$33,008 |    |
|  |  |      | <i>Total Savings</i> | \$89,902  |          |    |    |   |     | <i>Total Savings</i> | \$101,195 |          |    |
|  | Delete position that has been vacant since April 2009. |      |                      |           |          |    |    |   |     |                      |           |          |    |

| FY 2011-2012<br>Total Recommended Reductions |            |                  |                  |
|--|------------|------------------|------------------|
|  | One-Time   | Ongoing          | Total            |
| <b>General Fund Impact</b>                   | \$0        | \$0              | <b>\$0</b>       |
| <b>Non-General Fund Impact</b>               | \$0        | \$486,473        | <b>\$486,473</b> |
| <b>Total</b>                                 | <b>\$0</b> | <b>\$486,473</b> | <b>\$486,473</b> |

| Estimated FY 2012-2013 Impact<br>Total Recommended Reductions |                  |
|---|------------------|
| <b>General Fund Impact</b>                                    | <b>\$0</b>       |
| <b>Non-General Fund Impact</b>                                | <b>\$526,172</b> |
| <b>Total</b>  | <b>\$526,172</b> |



**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The department's proposed \$302,081,641 budget for FY 2011-12 is \$12,973,904 or 4.5 percent more than the original FY 2010-11 budget of \$289,107,737.

**Personnel Changes**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 1,494.51 FTEs, which is 17.59 FTEs, or 1.2 percent, less than the 1,512.10 FTEs in the original FY 2010-11 budget.

**Revenue Changes**

The Department's revenues of \$96,410,119 in FY 2011-12, are \$1,053,966 or 1.1 percent more than FY 2010-11 revenues of \$95,356,153. General Fund support of \$205,671,522 in FY 2011-12 is \$11,919,938 or 6.2 percent more than FY 2010-11 General Fund support of \$193,751,584.

**RECOMMENDATIONS**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,078,012 in FY 2011-12, 100 percent of which are ongoing General Fund reductions. These reductions would still allow an increase of \$11,895,892 or 4.1 percent in the Department's FY 2011-12 budget.







**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**FIR - Fire Department**

| Object Title                                  | FY 2011-2012  |    |                      |                  |           |     |    | FY 2012-2013 (for estimate purposes only) |              |                      |                  |         |    |
|---|---|----|----------------------|------------------|-----------|-----|----|---|--------------|----------------------|------------------|---------|----|
|   | FTE   |    | Amount               |                  | Savings   | GF* | 1T | FTE                                       |              | Amount               |                  | Savings | GF |
|   | From  | To | From                 | To               |           |     |    | From                                      | To           |                      |                  |         |    |
| <b>AAD - Administration<br/>(1G AGF AAA)</b>  |   |    |                      |                  |           |     |    |   |              |                      |                  |         |    |
| Taxes, Licenses, and Permits                  |   |    | \$152,875            | \$117,180        | \$35,695  | x   |    |   | \$152,875    | \$91,725             | \$61,150         | x       |    |
|   | As of June 17, 2011, the Administration program had expended or encumbered \$117,180. A reduction of \$35,695 will allow for sufficient Taxes, Licenses, and Permits funding in FY 2011-12.   |    |                      |                  |           |     |    | Estimated ongoing savings.                |              |                      |                  |         |    |
| <b>AEC - Fire Supression<br/>(1G AGF AAA)</b> |   |    |                      |                  |           |     |    |   |              |                      |                  |         |    |
| Overtime - Uniform                            |   |    | \$21,901,223         | \$21,301,223     | \$600,000 | x   |    |   | \$21,901,223 | \$21,301,223         | \$600,000        | x       |    |
| Mandatory Fringe Benefits                     |   |    | \$383,271            | \$372,771        | \$10,500  | x   |    |   | \$383,271    | \$372,771            | \$10,500         | x       |    |
|   |   |    | <i>Total Savings</i> | <i>\$610,500</i> |           |     |    |   |              | <i>Total Savings</i> | <i>\$610,500</i> |         |    |
|   | Overtime has increased in FY 2011-12 by \$3.2 million, offset by increases in Attrition Savings of \$3.1 million. With the addition of 36 new firefighters, completing academy training in August 2011, the Fire Department should experience reduced overtime expenditures. This recommendation will still allow a budgeted increase of \$2.6 million in Overtime in FY 2011-12 over FY 2010-11. |    |                      |                  |           |     |    | Estimated ongoing savings.                |              |                      |                  |         |    |
| Premium Pay - Uniform                         |   |    | \$18,422,558         | \$18,076,694     | \$345,864 | x   |    |   | \$18,422,558 | \$18,076,694         | \$345,864        | x       |    |
| Mandatory Fringe Benefits                     |   |    | \$322,394            | \$316,341        | \$6,053   | x   |    |   | \$322,394    | \$316,341            | \$6,053          | x       |    |
|   |   |    | <i>Total Savings</i> | <i>\$351,917</i> |           |     |    |   |              | <i>Total Savings</i> | <i>\$351,917</i> |         |    |
|   | The Controller's Office is projecting that the Department will have a Premium Pay surplus of between \$345,864 and \$457,820 in FY 2010-11. A reduction of \$351,917, including Mandatory Fringe Benefits, will allow sufficient funding for Premium Pay in FY 2011-12.   |    |                      |                  |           |     |    | Estimated ongoing savings.                |              |                      |                  |         |    |

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**FIR - Fire Department**

| Object Title                           | FY 2011-2012  |    |                      |                 |          |     |    | FY 2012-2013 (for estimate purposes only) |          |                      |                 |         |    |
|--|---|----|----------------------|-----------------|----------|-----|----|---|----------|----------------------|-----------------|---------|----|
|  | FTE   |    | Amount               |                 | Savings  | GF* | 1T | FTE                                       |          | Amount               |                 | Savings | GF |
|  | From  | To | From                 | To              |          |     |    | From                                      | To       |                      |                 |         |    |
| Utilities                              |   |    | \$36,000             | \$20,000        | \$16,000 | x   |    |   | \$36,000 | \$20,000             | \$16,000        | x       |    |
|  | As of June 19, 2011, the Department had only expended 48 percent of its Utilities budget. Historically, the Department has not expended more than \$19,000 on Utilities for Fire Suppression. A reduction of \$16,000 will allow for sufficient funding for Utilities.  |    |                      |                 |          |     |    | Estimated ongoing savings.                |          |                      |                 |         |    |
| <b>ATR - Training<br/>(1G AGF AAA)</b> |   |    |                      |                 |          |     |    |   |          |                      |                 |         |    |
| Materials and Supplies                 |   |    | \$36,796             | \$24,543        | \$12,253 | x   |    |   | \$36,796 | \$24,543             | \$12,253        | x       |    |
| Materials and Supplies                 |   |    | \$95,037             | \$63,390        | \$31,647 | x   |    |   | \$95,037 | \$63,390             | \$31,647        | x       |    |
|  |   |    | <i>Total Savings</i> | <i>\$43,900</i> |          |     |    |   |          | <i>Total Savings</i> | <i>\$43,900</i> |         |    |
|  | In FY 2009-10 and FY 2010-11, the Training program only expended half its Materials and Supplies appropriation. As of May 31, the Training program had expended 61% of its Materials and Supplies appropriation. A reduction of \$43,900 or 33.3% will allow for sufficient Materials and Supplies funding in FY 2011-12.                             |    |                      |                 |          |     |    | Estimated ongoing savings.                |          |                      |                 |         |    |
| Taxes, Licenses, and Permits           |   |    | \$40,000             | \$20,000        | \$20,000 | x   |    |   | \$40,000 | \$20,000             | \$20,000        | x       |    |
|  | In FY 2009-10 and FY 2010-11, the Training program only expended approximately half of its Taxes, Licenses, and Permits appropriation. As of May 31, 2011, the Training program had only expended \$10,966 of its \$40,000 appropriation. A total reduction of \$20,000 will allow for sufficient Taxes, Licenses, and Permits funding in FY 2011-12. |    |                      |                 |          |     |    | Estimated ongoing savings.                |          |                      |                 |         |    |

GF = General Fund  
1T = One Time

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**FIR - Fire Department**

| Object Title | FY 2011-2012 |    |        |    |         |     |    | FY 2012-2013 (for estimate purposes only) |    |        |    |         |    |
|--------------|--------------|----|--------|----|---------|-----|----|---|----|--------|----|---------|----|
|              | FTE          |    | Amount |    | Savings | GF* | 1T | FTE                                       |    | Amount |    | Savings | GF |
|              | From         | To | From   | To |         |     |    | From                                      | To | From   | To |         |    |

| FY 2011-2012<br>Total Recommended Reductions |            |                    |                    |
|--|------------|--------------------|--------------------|
|  | One-Time   | Ongoing            | Total              |
| General Fund Impact                          | \$0        | \$1,078,012        | <b>\$1,078,012</b> |
| Non-General Fund Impact                      | \$0        | \$0                | <b>\$0</b>         |
| <b>Total</b>                                 | <b>\$0</b> | <b>\$1,078,012</b> | <b>\$1,078,012</b> |

| Estimated FY 2012-2013 Impact<br>Total Recommended Reductions |                    |
|---|--------------------|
| General Fund Impact   | <b>\$1,103,467</b> |
| Non-General Fund Impact                                       | <b>\$0</b>         |
| <b>Total</b>  | <b>\$1,103,467</b> |

GF = General Fund  
1T = One Time

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**FIR - Fire Department**

| Object Title | FY 2011-2012 |    |        |    |         |     |    | FY 2012-2013 (for estimate purposes only) |    |        |    |         |    |
|--------------|--------------|----|--------|----|---------|-----|----|---|----|--------|----|---------|----|
|              | FTE          |    | Amount |    | Savings | GF* | 1T | FTE                                       |    | Amount |    | Savings | GF |
|              | From         | To | From   | To |         |     |    | From                                      | To | From   | To |         |    |

**Policy Recommendations**

|  |   |  |                      |     |           |   |  |                                     |                      |     |           |   |  |
|--|---|--|----------------------|-----|-----------|---|--|-------------------------------------|----------------------|-----|-----------|---|--|
| <b>ATR - Training<br/>(1G AGF AAA)</b> |   |  |                      |     |           |   |  |                                     |                      |     |           |   |  |
| Overtime-Misc                          |   |  | \$255,056            | \$0 | \$255,056 | x |  |                                     | \$255,056            | \$0 | \$255,056 | x |  |
| Mandatory Fringe Benefits              |   |  | \$4,463              | 0   | \$4,463   | x |  |                                     | \$4,463              | 0   | \$4,463   | x |  |
|  |   |  | <i>Total Savings</i> |     | \$259,519 |   |  |                                     | <i>Total Savings</i> |     | \$259,519 |   |  |
|  | <p>The Neighborhood Emergency Response Team (NERT) is a program that provides emergency preparedness training to City residents. The program is staffed primarily through the use of overtime. The Department has the option of assigning suppression staff during their regularly scheduled hours to provide the NERT services. It is the opinion of the Budget and Legislative Analyst that the staffing of NERT primarily through the use of Department overtime, instead of staffing using available resources during normal work hours, is a policy matter for the Board of Supervisors.</p> |  |                      |     |           |   |  | <p>Estimated ongoing reduction.</p> |                      |     |           |   |  |

|                                | FY 2011-2012                 |                  |                  |
|--------------------------------|------------------------------|------------------|------------------|
|                                | Total Policy Recommendations |                  |                  |
|                                | One-Time                     | Ongoing          | Total            |
| <b>General Fund Impact</b>     | \$0                          | \$259,519        | <b>\$259,519</b> |
| <b>Non-General Fund Impact</b> | \$0                          | \$0              | <b>\$0</b>       |
| <b>Total</b>                   | <b>\$0</b>                   | <b>\$259,519</b> | <b>\$259,519</b> |

|                                | Estimated FY 2012-2013 Impact |
|--------------------------------|-------------------------------|
|                                | Total Policy Recommendations  |
| <b>General Fund Impact</b>     | <b>\$259,519</b>              |
| <b>Non-General Fund Impact</b> | <b>\$0</b>                    |
| <b>Total</b>                   | <b>\$259,519</b>              |



**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The department's proposed \$43,733,849 budget for FY 2011-12 is \$2,465,491 or 6.0 percent more than the original FY 2010-11 budget of \$41,268,358.

**Personnel Changes**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 219.13 FTEs, which is 9.16 FTEs, or 4.0 percent, less than the 228.29 FTEs in the original FY 2010-11 budget.

**Revenue Changes**

The Department's revenues of \$2,293,793 in FY 2011-12, are \$373,279 or 19.4 percent more than FY 2010-11 revenues of \$1,920,514. General Fund support of \$41,440,057 in FY 2011-12 is \$2,092,213 or 5.3 percent more than FY 2010-11 General Fund support of \$39,347,844.

**RECOMMENDATIONS**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$275,540 in FY 2011-12, 100 percent of which are ongoing General Fund reductions. These reductions would still allow an increase of \$2,189,951 or 5.0 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$29,587 to the General Fund.

Together, these recommendations will result in \$305,127 in General Fund savings to the City.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT: ECD – EMERGENCY MANAGEMENT**

**SUMMARY OF PROGRAM EXPENDITURES:**

| <b>Program</b>                | <b>2010-2011<br/>Budget</b> | <b>2011-2012<br/>Proposed</b> | <b>Change From<br/>2010-2011</b> | <b>Pct<br/>Change</b> |
|-------------------------------|-----------------------------|-------------------------------|----------------------------------|-----------------------|
| 911 PROJECT                   | 0                           | 0                             | 0                                | N/A                   |
| EMERGENCY COMMUNICATIONS      | 37,673,845                  | 39,947,159                    | 2,273,314                        | 6.0%                  |
| EMERGENCY MANAGEMENT - EMSA   | 613,296                     | 0                             | (613,296)                        | (100%)                |
| EMERGENCY SERVICES            | 2,162,179                   | 2,910,172                     | 747,993                          | 35%                   |
| FALSE ALARM PREVENTION        | 720,046                     | 771,073                       | 51,027                           | 7.1%                  |
| OTHER PROGRAMS                | 0                           | 0                             | 0                                | N/A                   |
| OUTDOOR PUBLIC WARNING SYSTEM | 98,992                      | 105,445                       | 6,453                            | 6.5%                  |
| <b>TOTAL</b>                  | <b>41,268,358</b>           | <b>43,733,849</b>             | <b>2,465,491</b>                 | <b>6.0%</b>           |

The Department’s proposed FY 2011-12 budget has increased by \$2,465,491 largely due to:

- Funding for the first year of a two-year project to upgrade the City’s outdated Computer Aided Dispatch (CAD) system. The CAD system provides the call processing function for the City’s 911 system and the project would migrate the outdated system to the latest version of CAD technology, extending the system’s useful life by 10-15 years. The CAD system upgrade would address the system backup problem that the Department experienced in April 2011. This project has been approved by the City’s Committee on Information Technology (COIT) in the FY 2011-12 Information, Communications and Technology Plan.
- The reduction in Emergency Management Services Authority.

**DEPARTMENT PERSONNEL SUMMARY:**

The number of Net Operating full-time equivalent positions (FTE) budgeted for FY 2011-12 is 219.13 FTEs, which is 9.16 FTEs less than the 228.29 FTEs in the original FY 2010-11 budget. This represents a 4.0 percent decrease in FTEs from the original FY 2010-11 budget.

- The proposed budget includes increased attrition savings that equates to a reduction in 10.2 FTEs.
- The department is adding one 0.5 FTE 1042 IS Engineer-Journey and 0.75 FTE 5293 Planner IV to assist with the CAD upgrade project.

**DEPARTMENT REVENUES:**

The Department's revenues of \$2,293,793 in FY 2011-12, are \$373,279 or 19.4 percent more than FY 2010-11 revenues of \$1,920,514. General Fund support of \$41,440,057 in FY 2011-12 is \$2,092,213 or 5.3 percent more than FY 2010-11 General Fund support of \$39,347,844.



**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT:                      ECD – EMERGENCY MANAGEMENT**

**COMMENTS:**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$275,540 in FY 2011-12, 100 percent of which are ongoing General Fund reductions. These reductions would still allow an increase of \$2,189,951 or 5.0 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$29,587 to the General Fund.

Together, these recommendations will result in \$305,127 in General Fund savings to the City.

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**ECD - Department of Emergency Management**

| Object Title                                       | FY 2011-2012  |         |                      |               |             |    |    | FY 2012-2013 (for estimate purposes only) |         |                      |               |             |    |
|--|---|---------|----------------------|---------------|-------------|----|----|---|---------|----------------------|---------------|-------------|----|
|  | FTE   |         | Amount               |               | Savings     | GF | 1T | FTE                                       |         | Amount               |               | Savings     | GF |
|  | From  | To      | From                 | To            |             |    |    | From                                      | To      | From                 | To            |             |    |
| <b>BIR - Emergency Communications (IG AGF AAA)</b> |   |         |                      |               |             |    |    |   |         |                      |               |             |    |
| Public Safety Communications Dispatcher - 8238     | 182.0   | 173.0   | \$14,849,740         | \$14,115,412  | \$734,328   | x  |    | 182.0                                     | 173.0   | \$15,714,960         | \$14,937,847  | \$777,113   | x  |
| Mandatory Fringe Benefits                          |   |         | \$6,157,831          | \$5,853,323   | \$304,508   | x  |    |   |         | \$6,981,897          | \$6,636,639   | \$345,258   | x  |
| Attrition Savings                                  | (47.57)   | (40.15) | (\$3,763,878)        | (\$3,176,416) | (\$587,462) | x  |    | (44.89)                                   | (39.05) | (\$3,760,853)        | (\$3,271,301) | (\$489,552) | x  |
| Mandatory Fringe Benefits                          |   |         | (\$1,579,454)        | (\$1,332,935) | (\$246,519) | x  |    |   |         | (\$1,689,168)        | (\$1,469,288) | (\$219,880) | x  |
|  |   |         | <i>Total Savings</i> |               | \$204,855   |    |    |   |         | <i>Total Savings</i> |               | \$412,939   |    |
|  | <p>The Department has 27 vacancies at the 8238 Public Safety Communications Dispatcher level, including 9 positions that have been vacant since 2008 or earlier. According to the Department, these positions are not being held open to achieve the Department's attrition savings target. Furthermore, the Department's hiring plan only accommodates 10 recruits per year, meaning that at least 17 of these vacant positions will not be filled in FY 2011-12. Eliminating the nine positions that have been vacant since 2008 or earlier will still allow the Department to recruit a full Academy class in FY 2011-12 and will therefore not have a programmatic impact. Furthermore, the resulting salary reduction of \$734,328 is less than the Department's total salary surplus for FY 2010-11, which is projected by the Controller's Office to be between \$736,524 and \$756,154.</p> <p>Because these 8238 Public Safety Communications Dispatchers were factored into the Department's Attrition Savings calculation, offset Attrition by 80% of the salary reduction, for a net reduction of \$204,855, including fringe benefits.</p> |         |                      |               |             |    |    | Estimated ongoing savings.                |         |                      |               |             |    |
| Professional and Specialized Services              |   |         | \$769,113            | \$752,013     | \$17,100    | x  |    |   |         | \$769,113            | \$752,013     | \$17,100    | x  |
|  | <p>The Department's estimated costs for this item in FY 2011-12 totaled \$752,013. Therefore, a reduction of \$17,100 will allow for sufficient funding for Professional and Specialized Services in FY 2011-12.</p>  |         |                      |               |             |    |    | Estimated ongoing savings.                |         |                      |               |             |    |

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**ECD - Department of Emergency Management**

| Object Title                | FY 2011-2012   |    |                      |             |          |    |    | FY 2012-2013 (for estimate purposes only) |             |                      |          |         |    |
|-----------------------------|--|----|----------------------|-------------|----------|----|----|---|-------------|----------------------|----------|---------|----|
|                             | FTE  |    | Amount               |             | Savings  | GF | 1T | FTE                                       |             | Amount               |          | Savings | GF |
|                             | From   | To | From                 | To          |          |    |    | From                                      | To          | From                 | To       |         |    |
| Other Office Supplies       |  |    | \$59,982             | \$44,982    | \$15,000 | x  |    |   | \$59,982    | \$44,982             | \$15,000 | x       |    |
|                             | The Department is projected to have at least an \$18,000 surplus in this budget item in FY 2010-11. A reduction of \$15,000 will allow sufficient funding for Other Office Supplies in FY 2011-12.   |    |                      |             |          |    |    | Estimated ongoing savings.                |             |                      |          |         |    |
| Central Shops (workorder)   |  |    | \$5,587              | \$4,889     | \$698    | x  |    |   | \$5,587     | \$4,889              | \$698    | x       |    |
| Vehicle Leasing (workorder) |  |    | \$9,908              | \$8,670     | \$1,238  | x  |    |   | \$9,908     | \$8,670              | \$1,238  | x       |    |
| Fuel Stock (workorder)      |  |    | \$7,587              | \$6,639     | \$948    | x  |    |   | \$7,587     | \$6,639              | \$948    | x       |    |
|                             |  |    | <i>Total Savings</i> | \$2,884     |          |    |    |   |             | <i>Total Savings</i> | \$2,884  |         |    |
|                             | Department's budget includes three workorders for the leasing, maintenance, and fueling of its 8 vehicles. The Department has indicated it does not need vehicle #133-004, a 2000 Ford Contour, which has incurred expensive repairs and does not meet staff needs. Eliminating one of the department's 8 existing vehicles would save \$2,884 annually in repair and maintenance costs. |    |                      |             |          |    |    | Estimated ongoing savings.                |             |                      |          |         |    |
| GF-Sheriff (workorder)      |  |    | \$1,688,952          | \$1,653,251 | \$35,701 | x  |    |   | \$1,688,952 | \$1,653,251          | \$35,701 | x       |    |
|                             | Salary and fringe projection for workorder overbudgeted for salary and fringe amounts for six 8304 positions and one 8306, 8308, and 8310, for a total combined overbudgeted amount of \$151,605.  |    |                      |             |          |    |    | Estimated ongoing savings.                |             |                      |          |         |    |

|                         | FY 2011-2012<br>Total Recommended Reductions |                  |                  |
|-------------------------|--|------------------|------------------|
|                         | One-Time                                     | Ongoing          | Total            |
| General Fund Impact     | \$0  | \$275,540        | \$275,540        |
| Non-General Fund Impact | \$0  | \$0              | \$0              |
| <b>Total</b>            | <b>\$0</b>                                   | <b>\$275,540</b> | <b>\$275,540</b> |

|                         | Estimated FY 2012-2013 Impact<br>Total Recommended Reductions |
|-------------------------|---|
| General Fund Impact     | \$483,624   |
| Non-General Fund Impact | \$0   |
| <b>Total</b>            | <b>\$483,624</b>  |

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**ECD - Department of Emergency Management**

| <b>Vendor Name</b>                                     | <b>Subobject Title</b>    | <b>General Fund Savings</b> | <b>Year of Appropriation</b> | <b>Date of Last Recorded Transaction</b> | <b>Original Amount</b> | <b>Unexpended Balance in Financial and Management Information System (FAMIS)</b> |
|--|---------------------------|-----------------------------|------------------------------|--|------------------------|--|
| Department of Information Technology                   | IS Purchase-Reproductions | Yes                         | 2010                         | 6/28/2010                                | \$31,267               | \$28,209   |
| BPS REPROGRAPHIC SERVICES                              | Printing                  | Yes                         | 2010                         | 11/5/2010                                | \$1,612                | 1,378  |
| <b>Total amount to be returned to the General Fund</b> |                           |                             |                              |  |                        | <b>\$29,587</b>  |

The above encumbrance balances are from budget years prior to FY 2010-11.

The Department has indicated that the balances of these encumbrances are no longer needed. Therefore the balance can be returned to the General Fund.

**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The department's proposed \$460,348,234 budget for FY 2011-12 is \$14,868,111 or 3.3 percent more than the original FY 2010-11 budget of \$445,480,123.

**Personnel Changes**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 2,654.53 FTEs, which is 26.29 FTEs less than the 2,680.82 FTEs in the original FY 2010-11 budget. This represents a 0.9 percent decrease in FTEs from the original FY 2010-11 budget.

**Revenue Changes**

The Department's revenues of \$107,849,746 in FY 2011-12, are \$ 8,833,639 or 8.9 percent more than FY 2010-11 revenues of \$99,016,107. General Fund support of \$352,498,488 in FY 2011-12 is \$6,034,472 or 1.7 percent more than FY 2010-11 General Fund support of \$346,464,016.

**RECOMMENDATIONS**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,507,557 in FY 2011-12. Of these recommended reductions, \$1,507,557 or 100 percent are General Fund reductions, and \$1,480,902 or 98.2 percent are ongoing reductions. These reductions would still allow an increase of \$13,360,554 or 3.0 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$6,779 to the General Fund.

Together, these recommendations will result in \$1,514,333 savings to the City's General Fund.



**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT: POL – POLICE DEPARTMENT**

**SUMMARY OF PROGRAM EXPENDITURES:**

| <b>Program</b>                | <b>2010-2011<br/>Budget</b> | <b>2011-2012<br/>Proposed</b> | <b>Change From<br/>2010-2011</b> | <b>Pct<br/>Change</b> |
|-------------------------------|-----------------------------|-------------------------------|----------------------------------|-----------------------|
| AIRPORT POLICE                | 40,902,708                  | 45,719,435                    | 4,816,727                        | 11.78%                |
| INVESTIGATIONS                | 78,790,471                  | 76,302,287                    | (2,488,184)                      | -3.16%                |
| OFFICE OF CITIZEN COMPLAINTS  | 4,124,097                   | 4,325,302                     | 201,205                          | 4.88%                 |
| OPERATIONS AND ADMINISTRATION | 59,598,551                  | 63,972,907                    | 4,374,356                        | 7.34%                 |
| OTHER PROGRAMS                | 0                           | 0                             | 0                                | N/A                   |
| PATROL                        | 247,956,656                 | 256,524,677                   | 8,568,021                        | 3.46%                 |
| WORK ORDER SERVICES           | 14,107,640                  | 13,503,626                    | (604,014)                        | -4.28%                |
| <b>Total</b>                  | <b>445,480,123</b>          | <b>460,348,234</b>            | <b>14,868,111</b>                | <b>3.34%</b>          |

The Department’s proposed FY 2011-12 budget has increased by \$14,868,111 largely due to:

- An increase for the Airport Police due largely to salary and fringe benefit cost increases, which are recovered from the Airport. Part of the increase in salaries is attributed to annualizing of salaries for new positions in FY 2010-11 due to increased staffing for the new Terminal 2.
- An increase for Operations and Administration due to an increase in fringe benefits, information technology expenditures as part of the Committee on Information Technology (COIT) information technology (IT) plan, additional capital planning projects, and the purchase and leasing of vehicles.
- An increase for Patrol due primarily to increases in salaries and fringe benefit costs.

**DEPARTMENT PERSONNEL SUMMARY:**

The number of Net Operating full-time equivalent positions (FTE) budgeted for FY 2011-12 is 2,654.53 FTEs, which is 26.29 FTEs less than the 2,680.82 FTEs in the original FY 2010-11 budget. This represents a 0.9 percent decrease in FTEs from the original FY 2010-11 budget.

In FY 2011-12, the Department deleted 232 vacant positions. This reduction was offset by a reduction in attrition savings in order to align budgeted and actual staffing.

**DEPARTMENT REVENUES:**

The Department's revenues of \$107,849,746 in FY 2011-12, are \$ 8,833,639 or 8.9 percent more than FY 2010-11 revenues of \$99,016,107. General Fund support of \$352,498,488 in FY 2011-12 is \$6,034,472 or 1.7 percent more than FY 2010-11 General Fund support of \$346,464,016. Specific changes in the Department’s FY 2011-12 revenues include:

- An increase in State and federal sources, largely from an increase in the Public Safety Sales Tax allocation.
- An increase from Transfer Adjustments-Sources (from the Airport)

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT:** POL – POLICE DEPARTMENT

**FIVE YEAR FINANCIAL PLAN:**

The Department did not provide a projection for budget growth between FY 2011-12 and FY 2015-16. According to the Department:

**Revenues**

- Revenues will remain relatively unchanged unless new State or federal funds are allocated to the Department.

**Expenditures**

- Salaries and benefits will continue to be a large part of expenditures. While fewer positions may alleviate some of the pressure, the overtime needed to cover the fewer positions could put additional stress on resources.
- Over the next five years, the America’s Cup and developments near Mission Bay, Bayview/Hunter’s Point, and on Treasure Island will be additional stressors on the department both in patrol resources and in security for projects.
- Retirements will also put a stress on both the city’s retirement system as well as the department’s ability to fulfill its mandated number of uniformed positions.

**IT/IS STAFFING PLAN**

In FY 2011-12, the San Francisco Police Department is updating their Incident Reporting System as part of the Committee on Information Technology (COIT) plan. Also, as part of the Citywide Data Center Consolidation Project, the Department has transferred one position to the Department of Technology. The Department’s IT plan from FY 2011-12 through FY 2014-15 includes numerous projects to update and upgrade the Department’s information technology infrastructure that necessitates an increase in staffing. The Mayor’s budget includes the addition of five IT positions, substituted from uniformed positions.

**POLICE DEPARTMENT COMMAND STAFF**

The Police Department has reconciled its command staff positions to more closely match the 2008 Police Department Organizational Assessment, as shown in the table below.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT:** POL – POLICE DEPARTMENT

|      |                 | <b>FY 2010-11<br/>Budget</b> | <b>Police<br/>Department<br/>Organizational<br/>Assessment</b> | <b>FY 2011-12<br/>Budget</b> | <b>FY 2011-12<br/>Budget<br/>Compared<br/>to<br/>FY 2010-11<br/>Budget</b> | <b>FY 2011-12<br/>Budget Compared<br/>to Police<br/>Department<br/>Organizational<br/>Assessment</b> |
|------|-----------------|------------------------------|--|------------------------------|--|--|
| 0390 | Police Chief    | 1.00                         | 1.00   | 1.00                         | 0.00   | 0.00   |
| 0395 | Assistant Chief | 3.00                         | 1.00   | 0.00                         | -3.00  | -1.00  |
| 0402 | Deputy Chief    | 2.00                         | 3.00   | 3.00                         | 1.00   | 0.00   |
| 0490 | Commander       | 5.34                         | 4.00   | 5.00                         | -.34   | +1.00  |
|      | <b>Total</b>    | <b>11.34</b>                 | <b>9.00</b>  | <b>9.00</b>                  | <b>-2.34</b>   | <b>0.00</b>  |

The above positions do not include additional command staff at the Airport.

**UNIFORM POSITIONS**

Under the Charter, the Police Department must maintain minimum staffing levels of 1,971 full duty uniform positions, not including positions assigned to the Airport. While the FY 2011-12 budget contains sufficient funding to meet this staffing requirement, the Police Department’s actual number of uniform positions fluctuates due to numerous factors including leave, retirement and reassignment.

As of June 2011, the Department had 2,219 uniform positions with 161 assigned to the Airport. Of the remaining 2,058, 1,804 were currently on full duty, which is 167 fewer uniform staff on full duty than the 1,971 required by the Charter. The Department hired eight experienced police officers from other jurisdictions (“laterals”) on May 31, 2011, who will not be available for full duty until October 2011.

While the Charter minimum staffing is 1,971 uniform staff assigned to full duty, the Mayor’s FY 2011-12 budget includes 2,169 uniform positions (not including the Airport). Compared to other California cities, San Francisco has a larger percentage of uniform staff who are not on full duty due to paid or unpaid leave, modified work assignments, and other reasons.

| <b>City</b>   | <b>Number of Total<br/>Filled Uniform<br/>Positions as of June<br/>2011</b> | <b>Number of Less-Than-Full-<br/>Duty Uniform Positions<br/>as of June 2011</b> | <b>Percentage of Less-than-Full-<br/>Duty Uniform Positions to<br/>Total Filled Uniform Positions</b> |
|---------------|---|---|---|
| San Diego     | 1,829   | 70  | 3.8   |
| San Francisco | 2,058   | 254   | 12.3  |
| Fresno        | 744   | 45  | 6.0   |

This comparatively high percentage of uniform staff not available for full duty results in the Department not meeting the Charter’s minimum staffing level.

**COMMENTS:**

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$1,507,554 in FY 2011-12. Of these recommended reductions, \$1,507,554 or 100 percent are General Fund reductions, and \$1,480,902 or 98.2 percent are ongoing reductions. These reductions would still allow an increase of \$13,360,557 or 3.0 percent in the Department’s FY 2011-12 budget.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT: POL – POLICE DEPARTMENT**

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$6,779 to the General Fund.

Together, these recommendations will result in \$1,514,333 savings to the City's General Fund.

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**POL - Police Department**

| Object Title  | FY 2011-2012   |        |                      |               |           |    |    | FY 2012-2013 (for estimate purposes only) |               |                      |               |           |    |
|---|--|--------|----------------------|---------------|-----------|----|----|---|---------------|----------------------|---------------|-----------|----|
|   | FTE  |        | Amount               |               | Savings   | GF | IT | FTE                                       |               | Amount               |               | Savings   | GF |
|   | From   | To     | From                 | To            |           |    |    | From                                      | To            | From                 | To            |           |    |
| <b>ACX - Patrol<br/>(1G AGF AAA)</b>                        |  |        |                      |               |           |    |    |   |               |                      |               |           |    |
| 8274_C Police Cadet   | 14.0   | 0.0    | \$504,417            | \$0           | \$504,417 | x  |    | 14.0                                      | 0.0           | \$504,417            | \$0           | \$504,417 | x  |
| Mandatory Fringe Benefits                                   |  |        | \$232,032            | \$0           | \$232,032 | x  |    |   | \$232,032     | \$0                  | \$232,032     | x         |    |
|   |  |        | <i>Total Savings</i> |               | \$736,449 |    |    |   |               | <i>Total Savings</i> |               | \$736,449 |    |
|   | Delete fourteen vacant 8274 Police Cadet positions, which are not essential to the Department's functions.   |        |                      |               |           |    |    | Estimated ongoing reduction.              |               |                      |               |           |    |
| 1054C IS Business Analyst-Principal                         | 1.0  | 0.0    | \$115,768            | \$0           | \$115,768 | x  |    | 1.0                                       | 0.0           | \$115,768            | \$0           | \$115,768 | x  |
| Mandatory Fringe Benefits                                   |  |        | \$42,585             | \$0           | \$42,585  | x  |    |   | \$42,585      | \$0                  | \$42,585      | x         |    |
|   |  |        | <i>Total Savings</i> |               | \$158,353 |    |    |   |               | <i>Total Savings</i> |               | \$158,353 |    |
|   | Delete one vacant 1054C IS Business Analyst-Principal. In FY 2011-12 the Department substituted uniform positions for civilian IT positions. The Department has created five new civilian IT positions in FY 2011-12 through substitution of uniform positions, but has not yet completed the IT organization plan that identifies the use of these positions.   |        |                      |               |           |    |    | Estimated ongoing reduction.              |               |                      |               |           |    |
| 9993M Attrition Savings                                     | -76.72   | -78.51 | (\$8,553,303)        | (\$8,753,303) | \$200,000 | x  |    | -76.72                                    | -78.51        | (\$8,553,303)        | (\$8,753,303) | \$200,000 | x  |
| Mandatory Fringe Benefits                                   |  |        | (\$2,737,057)        | (\$2,801,057) | \$64,000  | x  |    |   | (\$2,737,057) | (\$2,801,057)        | \$64,000      | x         |    |
|   |  |        | <i>Total Savings</i> |               | \$264,000 |    |    |   |               | <i>Total Savings</i> |               | \$264,000 |    |
|   | The Police Department has decreased General Fund Attrition Savings by \$23,968,775 from -\$37,516,923 in FY 2010-11 to -\$13,548,148 in FY 2011-12. This was partially offset by salary reductions of \$22,936,361 due to the deletion of Police Officer and Inspector positions. An increase in Attrition Savings of \$200,000 will allow the Department to meet its minimum staffing requirements in FY 2011-12. |        |                      |               |           |    |    | Estimated Ongoing reduction               |               |                      |               |           |    |
| <b>ACM - Operations and Administration<br/>(1G AGF AAA)</b> |  |        |                      |               |           |    |    |   |               |                      |               |           |    |

GF = General Fund  
IT = One Time

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**POL - Police Department**

| Object Title                         | FY 2011-2012  |     |             |             |           |    |    | FY 2012-2013 (for estimate purposes only) |             |             |           |           |    |
|--------------------------------------|---|-----|-------------|-------------|-----------|----|----|---|-------------|-------------|-----------|-----------|----|
|                                      | FTE   |     | Amount      |             | Savings   | GF | 1T | FTE                                       |             | Amount      |           | Savings   | GF |
|                                      | From  | To  | From        | To          |           |    |    | From                                      | To          | From        | To        |           |    |
| Subsistence                          |   |     | \$100,000   | \$0         | \$100,000 | x  |    |   | \$100,000   | \$0         | \$100,000 | x         |    |
|                                      | Based on historical spending, this category is outdated with no expenditures in FY 2010-11. SFPD had no need for those specific funds and thus they should be reduced to zero.  |     |             |             |           |    |    | Estimated Ongoing reduction               |             |             |           |           |    |
| Professional Services                |   |     | \$1,185,795 | \$1,159,140 | \$26,655  | x  | x  |   |             | \$0         | \$0       | x         |    |
|                                      | Reduce to reflect unexpended prior years' encumbrances for the two following contracts with new appropriations in FY 2011-12:<br>1. Level II - FY 2009-10 unexpended balance of \$24,525<br>2. Ray Sagaria Horshoeing - FY 2009-10 unexpended balance of \$2,130. |     |             |             |           |    |    |   |             |             |           |           |    |
| Other Materials and Supplies         |   |     | \$1,886,424 | \$1,786,424 | \$100,000 | x  |    |   | \$1,886,424 | \$1,786,424 | \$100,000 | x         |    |
|                                      | Reduce to reflect historical expenditures.  |     |             |             |           |    |    | Estimated Ongoing reduction               |             |             |           |           |    |
| <b>AAP - Patrol<br/>(1G AGF AAP)</b> |   |     |             |             |           |    |    |   |             |             |           |           |    |
| Overtime (Project)                   | 0.0   | 0.0 | \$189,501   | \$69,501    | \$120,000 | x  |    | 0.0                                       | 0.0         | \$189,501   | \$69,501  | \$120,000 | x  |
| Mandatory Fringe Benefits            |   |     | \$3,317     | \$1,217     | \$2,100   | x  |    |   | \$3,317     | \$1,217     | \$2,100   | x         |    |
|                                      | <i>Total Savings \$122,100</i>  |     |             |             |           |    |    | <i>Total Savings \$122,100</i>            |             |             |           |           |    |
|                                      | Reduce to reflect historical expenditures.  |     |             |             |           |    |    | Estimated ongoing reduction.              |             |             |           |           |    |

| FY 2011-2012<br>Total Recommended Reductions |                 |                    |                    |
|--|-----------------|--------------------|--------------------|
|  | One-Time        | Ongoing            | Total              |
| General Fund Impact                          | \$26,655        | \$1,480,902        | \$1,507,557        |
| Non-General Fund Impact                      |                 |                    | \$0                |
| <b>Total</b>                                 | <b>\$26,655</b> | <b>\$1,480,902</b> | <b>\$1,507,557</b> |

| Estimated FY 2012-2013 Impact<br>Total Recommended Reductions |                    |
|---|--------------------|
|   |                    |
| General Fund Impact   | \$1,480,902        |
| Non-General Fund Impact                                       | \$0                |
| <b>Total</b>  | <b>\$1,480,902</b> |

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**POL - Police Department**

| <b>Vendor Name</b>                         | <b>Subobject Title</b> | <b>General Fund Savings</b> | <b>Year of Appropriation</b> | <b>Date of Last Recorded Transaction</b> | <b>Original Amount</b> | <b>Unexpended Balance in Financial and Management Information System (FAMIS)</b> |
|--|------------------------|-----------------------------|------------------------------|--|------------------------|--|
| TECAN US                                   | OFFICE EQUIP MAINT     | 1,778.78                    | 2009                         | 8/5/2009                                 | 12,277                 | 1,779  |
| FOSTER-MILLER INC                          | OTHER SAFETY EXPENSES  | 5,000.00                    | 2010                         | 8/5/2009                                 | 5,000                  | 5,000  |
| <b>Total Amount Return to Fund Balance</b> |                        |                             |                              |  |                        | <b>6,779</b>   |

Note: The above encumbrance balances are from budget years prior to FY 2010-11. The Department has indicated that the balances of these encumbrances are no longer needed, therefore the balance can be returned to the General Fund.

**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The department's proposed \$26,105,548 budget for FY 2011-12 is \$797,679 or 3.2 percent more than the original FY 2010-11 budget of \$25,307,869.

**Personnel Changes**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 160.96 FTEs, which is 4.49 FTEs more than the 156.47 FTEs in the original FY 2010-11 budget. This represents 2.9 percent more FTEs than the original FY 2010-11 budget.

**Revenue Changes**

The Department's revenues of \$212,258 in FY 2011-12, are \$17,371 or 7.6 percent less than FY 2010-11 revenues of \$229,629. General Fund support of \$25,893,290 in FY 2011-12 is \$815,550 or 3.3 percent more than FY 2010-11 General Fund support of \$25,077,740.

**RECOMMENDATIONS**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$155,307 in FY 2011-12. These reductions would still allow an increase of \$642,372 or 2.5 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances totaling \$142,478, which would allow the return of \$142,478 to the General Fund.

Together, these recommendations will result in total savings to the General Fund of \$297,785.



**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT: PDR—PUBLIC DEFENDER**

**SUMMARY OF PROGRAM EXPENDITURES:**

| Program                      | 2010-2011         | 2011-2012         | Change<br>From | Pct         |
|------------------------------|-------------------|-------------------|----------------|-------------|
|                              | Budget            | Proposed          | 2010-2011      | Change      |
| CRIMINAL AND SPECIAL DEFENSE | 25,077,740        | 25,893,290        | 815,550        | 3.3%        |
| GRANT SERVICES               | 207,498           | 212,258           | 4,760          | 2.3%        |
| VIOLENCE PREVENTION          | 22,631            | 0                 | (22,631)       | (100.0%)    |
| <b>TOTAL</b>                 | <b>25,307,869</b> | <b>26,105,548</b> | <b>797,679</b> | <b>3.2%</b> |

The Department’s proposed FY 2011-12 budget has increased by \$797,679 largely due to:

- Increased temporary salaries to hire temporary staff to handle a large number of alleged police misconduct cases,
- The addition of a permanent position to staff the Reentry Council, and
- Increased fringe benefit costs.

**DEPARTMENT PERSONNEL SUMMARY:**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 160.96 FTEs, which is 4.49 FTEs more than the 156.47FTEs in the original FY 2010-11 budget. This represents 2.9 percent more FTEs than the original FY 2010-11 budget.

The new positions include:

- Three new temporary positions to handle a large number of alleged police misconduct cases, as follows:
  - One 8177 Attorney, Step 16, \$172,588
  - One 8142 Investigator, Step 1, \$64,116
  - One 8173 Legal Assistant Class 8173, \$61,490

These positions, according to the Department, would be filled by individuals already identified by the Public Defender and will be ready to start work on the first day of the fiscal year. The Department estimates that it will take twelve to 18 months to complete the work associated with the alleged police misconduct cases. These positions are paid with Temporary Salaries.

- One new 8173 Legal Assistant

This position would staff the Reentry Council of the City and County of San Francisco, which coordinates services for adults returning from federal and state prisons and county jails and is currently staffed by a Policy Director and a temporary grant-funded Associate. The grant funding for the Associate position will expire in August 2011. The proposed position would permanently

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT: PDR—PUBLIC DEFENDER**

replace the temporary grant-funded Associate. Including fringe benefits, the total cost of the position would be \$106,803 per year.

**DEPARTMENT REVENUES:**

The Department's revenues of \$212,258 in FY 2011-12, are \$17,371 or 7.6 percent less than FY 2010-11 revenues of \$229,629. General Fund support of \$25,893,290 in FY 2011-12 is \$815,550 or 3.3 percent more than FY 2010-11 General Fund support of \$25,077,740. Specific changes in the Department's FY 2011-12 revenues include the end of federal American Recovery and Reinvestment Act (ARRA) funding.

**FIVE YEAR FINANCIAL PLAN:**

According to the Public Defender, the department is almost completely supported by the General Fund, with minimal department-generated grant revenues, and therefore, expenditure pressures are determined by the level of General Fund support. The Public Defender states that the department's services are constitutionally mandated, requiring the Public Defender to provide effective and competent representation to indigent persons accused of a crime.

**OTHER ISSUES**

- Contract with Law Office of Mark Goldrosen

The proposed budget includes \$25,000 for a contract with the Law Office of Mark Goldrosen, a private attorney who represented the defendant in the case *People v. Bottom*. However, the case settled in May 2010 and the Department has not incurred any cost related to Mr. Goldrosen's contract in FY 2010-11.

**COMMENTS:**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$155,307 in FY 2011-12. These reductions would still allow an increase of \$642,372 or 2.5 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances totaling \$142,478, which would allow the return of \$142,478 to the General Fund.

Together, these recommendations will result in total savings to the General Fund of \$297,785.

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**PDR - Public Defender**

| Object Title   | FY 2011-2012   |     |           |           |          |    |    | FY 2012-2013 (for estimate purposes only) |           |           |          |          |    |
|--|--|-----|-----------|-----------|----------|----|----|---|-----------|-----------|----------|----------|----|
|  | FTE  |     | Amount    |           | Savings  | GF | 1T | FTE                                       |           | Amount    |          | Savings  | GF |
|  | From   | To  | From      | To        |          |    |    | From                                      | To        | From      | To       |          |    |
| <b>AIB - Criminal and Special Defense (1GAGFAAA)</b> |  |     |           |           |          |    |    |   |           |           |          |          |    |
| 8173 Legal Assistant                                 | 1.0  | 0.0 | \$74,567  | \$0       | \$74,567 | x  |    | 1.0                                       | 0.0       | \$78,245  | \$0      | \$78,245 | x  |
| Mandatory Fringe Benefits                            |  |     | \$32,236  | \$0       | \$32,236 | x  |    |   |           | \$36,262  | \$0      | \$36,262 | x  |
|  | <i>Total Savings \$106,803</i>   |     |           |           |          |    |    | <i>Total Savings \$114,507</i>            |           |           |          |          |    |
|  | Disapprove the addition of a new Legal Assistant to support the Policy Director of the Reentry Council. Position is currently funded by a grant that will expire in August 2011. |     |           |           |          |    |    | Estimated ongoing reduction.              |           |           |          |          |    |
| Temporary -Miscellaneous                             |  |     | \$426,291 | \$402,787 | \$23,504 | x  |    |   | \$426,291 | \$402,787 | \$23,504 |          |    |
|  | Reduce Step Level from 16 to 12 for the temporary Attorney that will be hired to handle a large number of alleged police misconduct cases.                                       |     |           |           |          |    |    |   |           |           |          |          |    |
| Professional & Specialized Services                  |  |     | \$25,000  | \$0       | \$25,000 | x  |    |   | \$25,000  | \$0       | \$25,000 | x        |    |
|  | End contract with Mr. Goldrosen because the <i>People v. Bottom</i> case settled in May 2010.  |     |           |           |          |    |    | Estimated ongoing reduction.              |           |           |          |          |    |

|                                | FY 2011-2012<br>Total Recommended Reductions |                  |                  |
|--------------------------------|--|------------------|------------------|
|                                | One-Time                                     | Ongoing          | Total            |
| <b>General Fund Impact</b>     | \$0  | \$155,307        | <b>\$155,307</b> |
| <b>Non-General Fund Impact</b> | \$0  | \$0              | <b>\$0</b>       |
| <b>Total</b>                   | <b>\$0</b>                                   | <b>\$155,307</b> | <b>\$155,307</b> |

|                                | Estimated FY 2012-2013 Impact<br>Total Recommended Reductions |
|--------------------------------|---|
| <b>General Fund Impact</b>     | <b>\$163,011</b>  |
| <b>Non-General Fund Impact</b> | <b>\$0</b>  |
| <b>Total</b>                   | <b>\$163,011</b>  |

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**PDR - Public Defender**

| <b>Vendor Name</b>                         | <b>Subobject Title</b>      | <b>General Fund Savings</b> | <b>Year of Appropriation</b> | <b>Date of Last Recorded Transaction</b> | <b>Original Amount</b> | <b>Unexpended Balance in Financial and Management Information System (FAMIS)</b> |
|--|-----------------------------|-----------------------------|------------------------------|--|------------------------|--|
| LAW OFFICE OF MARK GOLDROSEN               | OTHER PROFESSIONAL SERVICES | Yes                         | 2010                         | 2/19/2010                                | 150,000                | 142,478  |
| <b>Total Amount Return to Fund Balance</b> |                             |                             |                              |  |                        | <b>\$142,478</b>   |
| <b>General Fund</b>                        |                             |                             |                              |  |                        | <b>\$142,478</b>   |
| <b>Non-General Fund</b>                    |                             |                             |                              |  |                        | <b>\$0</b>   |

Note: The above encumbrance balances are from budget years prior to FY 2010-11. The Department has indicated that the balances of these encumbrances are no longer needed, therefore the balance can be returned to the General Fund.

**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The department's proposed \$40,970,944 budget for FY 2011-12 is \$1,529,450 or 3.9 percent more than the original FY 2010-11 budget of \$39,441,494.

**Personnel Changes**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 246.31 FTEs, which is 3.16 FTEs less than the 249.47 FTEs in the original FY 2010-11 budget. This represents a 1.3 percent decrease in FTEs from the original FY 2010-11 budget.

**Revenue Changes**

The Department's revenues of \$6,883,002 in FY 2011-12, are \$561,648 or 7.5 percent less than FY 2010-11 revenues of \$7,444,650. General Fund support of \$34,087,943 in FY 2011-12 is \$2,091,099 or 6.5 percent more than FY 2010-11 General Fund support of \$31,996,844.

**RECOMMENDATIONS**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$590,023 in FY 2011-12. Of these recommended reductions, \$590,023 or 100 percent are General Fund reductions, and \$490,000 or 83.1 percent are ongoing reductions. These reductions would still allow an increase of \$939,428 or 2.4 percent in the Department's FY 2011-12 budget.

The Budget and Legislative Analyst also recommends additional one-time General Fund revenues of \$1,025,000 that are anticipated to be received by the District Attorney's Office and can be credited to the City's General Fund.

Together, these recommendations would result in \$1,615,023 savings to the General Fund.









**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DAT- District Attorney**

| Object Title                               | FY 2011-2012   |      |           |           |           |    |    | FY 2012-2013 (for estimate purposes only) |     |           |           |           |    |
|--|--|------|-----------|-----------|-----------|----|----|---|-----|-----------|-----------|-----------|----|
|  | FTE  |      | Amount    |           | Savings   | GF | 1T | FTE                                       |     | Amount    |           | Savings   | GF |
|  | From   | To   | From      | To        |           |    |    | m   | To  | From      | To        |           |    |
| <b>AIA - Felony Prosecution (1GAGFAAA)</b> |  |      |           |           |           |    |    |   |     |           |           |           |    |
| 8177 Attorney (Civil/Criminal)             | 0.77   | 0.0  | \$126,783 | \$0       | \$126,783 | x  |    | 1.0                                       | 0.0 | \$172,588 | \$0       | \$172,588 | x  |
| Mandatory Fringe Benefits                  |  |      | \$42,389  | \$0       | \$42,389  | x  |    |   |     | \$62,629  | \$0       | \$62,629  | x  |
|  | <i>Total Savings \$169,172</i>   |      |           |           |           |    |    | <i>Total Savings \$235,217</i>            |     |           |           |           |    |
|  | Disapprove one new limited tenure 8177 Attorney for the Neighborhood Courts program. The District Attorney's Office proposes one new limited tenure 8177 to support the expansion of the Neighborhood Courts program. While the Department asserts that the Neighborhood Court program aims to provide "significant opportunity to reduce the volume of cases entering the traditional criminal justice system thereby reducing the overall cost to the system, it is unclear how the additional staff will achieve cost savings. The Budget and Legislative Analyst does not consider that the addition of this new position to support the expansion of the Neighborhood Courts program to be justified. |      |           |           |           |    |    | Estimated ongoing reduction.              |     |           |           |           |    |
| 8177 Attorney (Civil/Criminal)             | 2.31   | 1.54 | \$380,348 | \$253,565 | \$126,783 | x  |    | 3.0                                       | 2.0 | \$517,764 | \$345,176 | \$172,588 | x  |
| 8132 Investigative Assistant               | 1.54   | 0.77 | \$106,043 | \$53,022  | \$53,022  | x  |    | 2.0                                       | 1.0 | \$144,512 | \$72,256  | \$72,256  | x  |
| Mandatory Fringe Benefits                  |  |      | \$174,485 | \$108,438 | \$66,047  | x  |    |   |     | \$256,884 | \$159,756 | \$97,128  | x  |
|  | <i>Total Savings \$245,851</i>   |      |           |           |           |    |    | <i>Total Savings \$341,972</i>            |     |           |           |           |    |
|  | The Department has requested five new permanent positions to handle the temporary work related to the alleged police misconduct cases. These five new positions are in addition to five new positions added in FY 2010-11 for the Trial Integrity/Brady Compliance Unit. According to the Department, the backlog in these cases has been reduced, allowing existing staff to process current cases. To handle this temporary work to retroactively review the alleged police misconduct cases, the Budget Analyst recommends approval of two limited tenure 8177 Attorneys and one limited tenure 8132 Investigative Assistant.   |      |           |           |           |    |    | Estimated ongoing reduction.              |     |           |           |           |    |

GF = General Fund  
1T = One Time

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DAT- District Attorney**

| Object Title  | FY 2011-2012   |    |           |           |           |    |    | FY 2012-2013 (for estimate purposes only) |           |           |          |         |    |
|---|--|----|-----------|-----------|-----------|----|----|---|-----------|-----------|----------|---------|----|
|   | FTE  |    | Amount    |           | Savings   | GF | 1T | FTE                                       |           | Amount    |          | Savings | GF |
|   | From   | To | From      | To        |           |    |    | m   | To        | From      | To       |         |    |
| <b>AII - Support Services<br/>(1GAGFAAA)</b>        |  |    |           |           |           |    |    |   |           |           |          |         |    |
| City Grant Programs                                 |  |    | \$247,992 | \$172,992 | \$75,000  | x  |    |   | \$247,992 | \$172,992 | \$75,000 | x       |    |
|   | Disapprove increased funding to expand Neighborhood Court Program because, while the Departments asserts that the Program aims to provide "significant opportunity to reduce the volume of cases entering the traditional criminal justice system thereby reducing the overall cost to the system," it is unclear how additional resources will achieve cost savings.  |    |           |           |           |    |    | Estimated ongoing reduction.              |           |           |          |         |    |
| <b>AIJ - Family Violence<br/>Program (1GAGFACP)</b> |  |    |           |           |           |    |    |   |           |           |          |         |    |
|   |  |    | \$863,342 | \$763,342 | \$100,000 | x  | x  |   |           |           |          |         |    |
|   | The Department anticipates carry forward funding in the amount of approximately \$300,000 in its Family Violence project. This project funds reimbursement costs for victims and witnesses not handled by the State funded victim reimbursement funds or the State funded Witness Relocation Program. Although the Department anticipates an increase in local claims being paid out due to the State becoming stricter in applying its guidelines, the Budget and Legislative Analyst's recommendation for a one-time reduction of \$100,000 would still allow the Department sufficient funds. |    |           |           |           |    |    |   |           |           |          |         |    |

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DAT- District Attorney**

| Object Title           | FY 2011-2012  |    |        |             |             |    |    | FY 2012-2013 (for estimate purposes only) |    |        |    |         |    |
|------------------------|---|----|--------|-------------|-------------|----|----|---|----|--------|----|---------|----|
|                        | FTE   |    | Amount |             | Savings     | GF | 1T | FTE                                       |    | Amount |    | Savings | GF |
|                        | From  | To | From   | To          |             |    |    | m   | To | From   | To |         |    |
| Land America Judgement |   |    | \$0    | \$1,025,000 | \$1,025,000 | x  | x  |   |    |        |    | \$0     |    |
|                        | <p>The State Attorney General, City Attorney and San Francisco District Attorney have been litigating for several years with Land America Title Company, arising out of outlawful business practices. Based on recent renegotiation of a prior judgement in this case, Land America will be required to pay a total of \$4,100,000, to be split 50% or \$2,050,000 to the State Attorney General, 25% or \$1,025,000 to the City Attorney and 25% or \$1,025,000 to the District Attorney. According to the City Attorney's Office, this judgement is anticipated to be received within the next month. These revenues of \$1,025,000 were not included in the Mayor's recommended FY 2011-12 budget. Therefore, the proposed recommendation reflects recovering \$1,025,000 of additional revenues in the FY 2011-12 City Attorney's budget, which can be credited to the City's General Fund.</p> |    |        |             |             |    |    |   |    |        |    |         |    |

|                                | FY 2011-2012<br>Total Recommended Reductions |                  |                    |
|--------------------------------|--|------------------|--------------------|
|                                | One-Time                                     | Ongoing          | Total              |
| <b>General Fund Impact</b>     | \$1,125,000                                  | \$490,023        | <b>\$1,615,023</b> |
| <b>Non-General Fund Impact</b> | \$0  | \$0              | <b>\$0</b>         |
| <b>Total</b>                   | <b>\$1,125,000</b>                           | <b>\$490,023</b> | <b>\$1,615,023</b> |

|                                | Estimated FY 2012-2013 Impact<br>Total Recommended Reductions |
|--------------------------------|---|
| <b>General Fund Impact</b>     | <b>\$652,189</b>  |
| <b>Non-General Fund Impact</b> | <b>\$0</b>  |
| <b>Total</b>                   | <b>\$652,189</b>  |

GF = General Fund  
1T = One Time

**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The department's proposed \$37,815,780 budget for FY 2011-12 is \$511,958 or 1.4 percent more than the original FY 2010-11 budget of \$37,303,822.

**Revenue Changes**

The Department's revenues of \$4,868,749 in FY 2011-12, are \$3,800 or 0.1 percent more than FY 2010-11 revenues of \$4,864,949. General Fund support of \$32,947,031 in FY 2011-12 is \$508,158 or 1.6 percent more than FY 2010-11 General Fund support of \$32,438,873.

**RECOMMENDATIONS**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$100,000 in FY 2011-12. Of these recommended reductions, \$100,000 or 100 percent are General Fund reductions, and \$100,000 or 100 percent are ongoing reductions. These reductions would still allow an increase of \$411,958 or 1.1 percent in the Department's FY 2011-12 budget.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT: CRT—SUPERIOR COURT**

**SUMMARY OF PROGRAM EXPENDITURES:**

| Program                     | 2010-2011         | 2011-2012         | Change            | Pct         |
|-----------------------------|-------------------|-------------------|-------------------|-------------|
|                             | Budget            | Proposed          | From<br>2010-2011 | Change      |
| COURT HOUSE CONSTRUCTION    | 4,571,774         | 4,575,574         | 3,800             | 0.1%        |
| DISPUTE RESOLUTION PROGRAM  | 293,175           | 293,175           | 0                 | 0.0%        |
| INDIGENT DEFENSE/GRAND JURY | 9,590,212         | 9,973,370         | 383,158           | 4.0%        |
| TRIAL COURT SERVICES        | 22,848,661        | 22,973,661        | 125,000           | 0.5%        |
| <b>Total</b>                | <b>37,303,822</b> | <b>37,815,780</b> | <b>511,958</b>    | <b>1.4%</b> |

The Department’s proposed FY 2011-12 budget has increased by \$511,958 largely due to:

- Increase in the cost of health benefits for Superior Court Judges,
- The Superior Court’s shifting of costs for administering the City-responsible functions of criminal fines and fees collections and administering the Civil Grand Jury, and
- An increase in the contract with the Bar Association of San Francisco for health benefit increases.

**DEPARTMENT REVENUES:**

The Department's revenues of \$4,868,749 in FY 2011-12, are \$3,800 or 0.1 percent more than FY 2010-11 revenues of \$4,864,949. General Fund support of \$32,947,031 in FY 2011-12 is \$508,158 or 1.6 percent more than FY 2010-11 General Fund support of \$32,438,873.

**OTHER ISSUES:**

Only the Board of Supervisors, not the Mayor, has the authority to reduce the budget of the Superior Court. Under State law, the Board of Supervisors has authority only over programs funded by the City’s General Fund or the Special Revenue Fund, designated for courthouse debt service costs. The remainder of the Superior Court’s budget is funded by State Trial Court funds.

The Board of Supervisors has authority over (1) annual “Maintenance of Effort” payments, which are determined by State statute and must be paid by the Court, (2) the Dispute Resolution Program, which is a fee-based program, (3) courthouse debt service payments, and (4) Indigent Defense and Civil Grand Jury programs.

**COMMENTS:**

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$100,000 in FY 2011-12. Of these recommended reductions, \$100,000 or 100 percent are General Fund reductions, and \$100,000 or 100 percent are ongoing reductions. These reductions would still allow an increase of \$411,958 or 1.1 percent in the Department’s FY 2011-12 budget.

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**CRT - Superior Court**

| Object Title                                     | FY 2011-2012  |    |             |             |           |    |    | FY 2012-2013 (for estimate purposes only) |             |             |           |         |    |  |
|--|---|----|-------------|-------------|-----------|----|----|---|-------------|-------------|-----------|---------|----|--|
|  | FTE   |    | Amount      |             | Savings   | GF | 1T | FTE                                       |             | Amount      |           | Savings | GF |  |
|  | From  | To | From        | To          |           |    |    | From                                      | To          | From        | To        |         |    |  |
| <b>Indigent Defense/ Grand Jury (1G AGF AAA)</b> |   |    |             |             |           |    |    |   |             |             |           |         |    |  |
| Court Fees                                       |   |    | \$8,758,072 | \$8,658,072 | \$100,000 | x  |    |   | \$8,758,072 | \$8,658,072 | \$100,000 | x       |    |  |
|  | <p>The Indigent Defense Program's FY 2011-12 budget of \$8,758,072 is unchanged from the FY 2010-11 budget. Projected expenditures in FY 2010-11 are expected to be approximately \$8.2 million, based on actual bills paid through June 17, 2011 plus expected increases in year-end billings. The Budget and Legislative Analyst's recommended reduction would still provide over \$8.6 million. Also, due to increased staffing in the Public Defender's Office in FY 2010-11, Indigent Defense program referrals in FY 2010-11 have decreased, with an expected corresponding decrease in billings in FY 2011-12 as these referred cases are closed.</p> <p>In addition to Indigent Defense Program funding in the Superior Court's budget, the General City Responsibility budget contains funding for appeals of indigent criminal cases, which had an unexpended balance of \$1.2 million as of June 2011.</p> |    |             |             |           |    |    | Ongoing reduction.                        |             |             |           |         |    |  |

|                                | FY 2011-2012<br>Total Recommended Reductions |                  |                  |
|--------------------------------|--|------------------|------------------|
|                                | One-Time                                     | Ongoing          | Total            |
| <b>General Fund Impact</b>     | \$0  | \$100,000        | <b>\$100,000</b> |
| <b>Non-General Fund Impact</b> | \$0  | \$0              | <b>\$0</b>       |
| <b>Total</b>                   | <b>\$0</b>                                   | <b>\$100,000</b> | <b>\$100,000</b> |

|                                | Estimated FY 2012-2013 Impact<br>Total Recommended Reductions |
|--------------------------------|---|
| <b>General Fund Impact</b>     | <b>\$100,000</b>  |
| <b>Non-General Fund Impact</b> | <b>\$0</b>  |
| <b>Total</b>                   | <b>\$100,000</b>  |

**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The department’s proposed \$171,479,131 budget for FY 2011-12 is \$16,028,983 or 10.3 percent more than the original FY 2010-11 budget of \$155,450,148.

**Personnel Changes**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 998.84 FTEs, which is 46.13 FTEs more than the 952.71 FTEs in the original FY 2010-11 budget. This represents a 4.8 percent change in FTEs from the original FY 2010-11 budget.

**Revenue Changes**

The Department's revenues of \$23,419,605 in FY 2011-12, are \$416,937 or 1.8 percent more than FY 2010-11 revenues of \$23,002,668. General Fund support of \$148,059,526 in FY 2011-12 is \$15,612,046 or 11.8 percent more than FY 2010-11 General Fund support of \$132,447,480.

**RECOMMENDATIONS**

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$804,218 in FY 2011-12. Of these recommended reductions, \$804,218 or 100 percent are General Fund reductions, and \$804,218 or 100 percent are ongoing reductions. These reductions would still allow an increase of \$15,224,765 or 9.8 percent in the Department’s FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$202,229 to the General Fund.

Together, these recommendations will result in \$1,006,447 savings to the City’s General Fund.









**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**SHF - Sheriff Department**

| Object Title                                     | FY 2011-2012  |       |                      |               |           |    |    | FY 2012-2013 (for estimate purposes only) |             |             |                      |           |           |  |
|--|---|-------|----------------------|---------------|-----------|----|----|---|-------------|-------------|----------------------|-----------|-----------|--|
|  | FTE   |       | Amount               |               | Savings   | GF | 1T | FTE                                       |             | Amount      |                      | Savings   | GF        |  |
|  | From  | To    | From                 | To            |           |    |    | From                                      | To          | From        | To                   |           |           |  |
| <b>AFP - Sheriff's Programs<br/>(1G AGF AAA)</b> |   |       |                      |               |           |    |    |   |             |             |                      |           |           |  |
| Professional & Specialized<br>Services - BUDGET  |   |       | \$1,529,187          | \$1,429,187   | \$100,000 | x  |    |   | \$1,529,187 | \$1,429,187 | \$100,000            | x         |           |  |
|  | Reduce to reflect actual expenditures in prior fiscal years.  |       |                      |               |           |    |    | Ongoing reduction                         |             |             |                      |           |           |  |
| <b>AFC - Custody<br/>(1G AGF AAA)</b>            |   |       |                      |               |           |    |    |   |             |             |                      |           |           |  |
| 9993M Attrition Savings                          | -5.24   | -9.63 | (\$656,132)          | (\$1,206,132) | \$550,000 | x  |    | -5.24                                     | -9.23       | (\$656,132) | (\$1,156,132)        | \$500,000 | x         |  |
| Mandatory Fringe Benefits                        |   |       | (\$183,977)          | (\$338,195)   | \$154,218 | x  |    |   |             | (\$183,977) | (\$324,175)          | \$140,198 | x         |  |
|  |   |       | <i>Total Savings</i> |               | \$704,218 |    |    |   |             |             | <i>Total Savings</i> |           | \$640,198 |  |
|  | Increase attrition savings based on historical population analysis that will provide sufficient staff levels at jails and accommodate expected increases due to the State Realignment plan. |       |                      |               |           |    |    | Ongoing reduction                         |             |             |                      |           |           |  |

GF = General Fund

1T = One Time

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**SHF - Sheriff Department**

| Object Title                                       | FY 2011-2012  |    |               |               |            |    |    | FY 2012-2013 (for estimate purposes only)   |    |        |    |         |    |  |
|--|---|----|---------------|---------------|------------|----|----|---|----|--------|----|---------|----|--|
|  | FTE   |    | Amount        |               | Savings    | GF | 1T | FTE   |    | Amount |    | Savings | GF |  |
|  | From  | To | From          | To            |            |    |    | From  | To | From   | To |         |    |  |
| <b>AFT - Security Services<br/>(1G AGF WOF)</b>    |   |    |               |               |            |    |    |   |    |        |    |         |    |  |
| Overtime - Uniform                                 |   |    | \$422,604     | \$342,596     | \$80,008   | x  | x  |   |    |        |    |         |    |  |
| Social Security - Medicare (HI ONLY)               |   |    | \$6,128       | \$4,968       | \$1,160    | x  | x  |   |    |        |    |         |    |  |
| Unemployment Insurance                             |   |    | \$1,267       | \$1,027       | \$240      | x  | x  |   |    |        |    |         |    |  |
| Materials & Supplies - Budget                      |   |    | \$4,000       | \$3,243       | \$757      | x  | x  |   |    |        |    |         |    |  |
| Expected Recoveries From Registrar of Voters (AAO) |   |    | (\$434,000)   | (\$351,834)   | (\$82,166) | x  | x  |   |    |        |    |         |    |  |
|  | <i>Total Savings (\$0)</i>  |    |               |               |            |    |    |   |    |        |    |         |    |  |
|  | <p>The Elections Department budgeted \$180,418 for the Sheriff to provide security services for one election in FY 2010-11. The Budget and Legislative Analyst recommended reduction will enable the Sheriff's Department to expend \$351,834 for security services for two elections. However, in FY 2011-12, one of the elections will have the same number of polling locations as in FY 2010-11 and one election will have 28 fewer polling locations, which will provide salary savings for the Sheriff and the Department of Elections.</p> |    |               |               |            |    |    | <p>Only one Consolidated General election anticipated in FY 2012-13 on November 6, 2012, such that there are anticipated to be reduced overall costs for the Department of Elections in FY 2012-13 resulting in decreased Sheriff expenses.</p> |    |        |    |         |    |  |
| Salaries   |   |    | \$13,053,739  | \$13,013,973  | \$39,766   | x  | x  |   |    |        |    |         |    |  |
| Fringe Benefits                                    |   |    | \$4,468,505   | \$4,454,905   | \$13,600   |    |    |   |    |        |    |         |    |  |
| Expenditure Recovery from SF General Hospital      |   |    | (\$3,536,408) | (\$3,522,806) | (\$13,602) | x  | x  |   |    |        |    |         |    |  |
| Expenditure Recovery from Laguna Honda Hospital    |   |    | (\$1,160,078) | (\$1,156,015) | (\$4,063)  | x  | x  |   |    |        |    |         |    |  |
| Expenditure Recovery from Emergency Management     |   |    | (\$1,688,952) | (\$1,653,251) | (\$35,701) | x  | x  |   |    |        |    |         |    |  |
|  | <i>Total Savings \$0</i>  |    |               |               |            |    |    |   |    |        |    |         |    |  |
|  | <p>The actual work order amounts between the Sheriff's Department and the Departments of Public Health and Emergency Management are less than the budgeted amount. This reduction maintains the same level of work order services but reduces the budget to correspond to the actual work order amount.</p>   |    |               |               |            |    |    |   |    |        |    |         |    |  |

GF = General Fund

1T = One Time

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**SHF - Sheriff Department**

| Object Title | FY 2011-2012 |    |        |    |         |    |    | FY 2012-2013 (for estimate purposes only) |    |        |    |         |    |
|--------------|--------------|----|--------|----|---------|----|----|---|----|--------|----|---------|----|
|              | FTE          |    | Amount |    | Savings | GF | 1T | FTE                                       |    | Amount |    | Savings | GF |
|              | From         | To | From   | To |         |    |    | From                                      | To | From   | To |         |    |

| FY 2011-2012<br>Total Recommended Reductions |            |                  |                  |
|--|------------|------------------|------------------|
|  | One-Time   | Ongoing          | Total            |
| General Fund Impact                          |            | \$804,218        | \$804,218        |
| Non-General Fund Impact                      |            |                  | \$0              |
| <b>Total</b>                                 | <b>\$0</b> | <b>\$804,218</b> | <b>\$804,218</b> |

| Estimated FY 2012-2013 Impact<br>Total Recommended Reductions |                  |
|---|------------------|
| General Fund Impact   | \$740,198        |
| Non-General Fund Impact                                       | \$0              |
| <b>Total</b>  | <b>\$740,198</b> |

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**SHF - Sheriff Department**

| <b>Vendor Name</b>                       | <b>Subobject Title</b>          | <b>General Fund Savings</b> | <b>Year of Appropriation</b> | <b>Date of Last Recorded Transaction</b>   | <b>Original Amount</b> | <b>Unexpended Balance in Financial and Management Information System (FAMIS)</b> |
|--|---------------------------------|-----------------------------|------------------------------|--|------------------------|--|
| CENTER POINT INC                         | COMMUNITY BASED ORGANIZATION S  | Yes                         | 2010                         | 7/27/2010                                  | \$117,374              | \$35,907   |
| POSITIVE DIRECTIONS EQUALS CHANGE INC    | COMMUNITY BASED ORGANIZATION S  | Yes                         | 2010                         | 7/15/2010                                  | \$45,000               | \$8,533  |
| CENTER POINT INC                         | COMMUNITY BASED ORGANIZATION S  | Yes                         | 2010                         | 8/2/2010                                   | \$50,000               | \$11,704   |
| CENTER POINT INC                         | COMMUNITY BASED ORGANIZATION S  | Yes                         | 2010                         | 7/27/2010                                  | \$260,000              | \$20,052   |
| SAN FRANCISCO PRETRIAL DIVERSION PROJECT | COMMUNITY BASED ORGANIZATION S  | Yes                         | 2010                         | 7/22/2010                                  | \$454,286              | \$62,609   |
| COMPUTERLAND SILICON VALLEY              | MINOR DATA PROCESSING EQUIPMENT | Yes                         | 2010                         | 4/22/2010                                  | \$152                  | \$152  |
| COMPUTERLAND SILICON VALLEY              | MINOR DATA PROCESSING EQUIPMENT | Yes                         | 2010                         | 4/22/2010                                  | \$152                  | \$152  |
| SCHNEIDER ELECTRIC BUILDINGS AMERICAS    | OTHER EQUIPMENT MAINT SUPPLIES  | Yes                         | 2010                         | 6/24/2010                                  | \$5,384                | \$5,384  |
| CLEAN SOURCE                             | CLEANING SUPPLIES               | Yes                         | 2010                         | 8/9/2010                                   | \$2,420                | \$3  |
| WESTERN STATE DESIGN                     | OTHER EQUIPMENT MAINT SUPPLIES  | Yes                         | 2010                         | 7/16/2010                                  | \$1,095                | \$316  |
| GALLS - AN ARAMARK CO LLC                | UNIFORMS                        | Yes                         | 2010                         | 8/25/2010                                  | \$4,292                | \$1,621  |
| WESTERN STATES OIL                       | FUELS & LUBRICANTS              | Yes                         | 2010                         | 7/22/2010                                  | \$28,000               | \$1,526  |
| LASERLINK INTERNATIONAL INC              | OTHER OFFICE SUPPLIES           | Yes                         | 2010                         | 2/3/2011                                   | \$10,000               | \$3,073  |
| GIVE SOMETHING BACK LLC                  | OTHER OFFICE SUPPLIES           | Yes                         | 2010                         | 8/12/2010                                  | \$50,000               | \$6,097  |
|  | EF-PUC-WATER                    | Yes                         | 2008                         | 5/8/2009                                   | \$182,000              | \$29,345   |
|  | SR-DPW-BUILDING REPAIR          | Yes                         | 2008                         | 6/29/2009                                  | \$19,513               | \$6,937  |
|  | SR-DPW-CONSTRUCTION MGMT        | Yes                         | 2010                         | 12/6/2010                                  | \$4,000                | \$920  |
|  | IS-TIS-ISD SERVICES             | Yes                         | 2010                         | 11/29/2010                                 | \$46,434               | \$1,318  |
|  | IS-TIS-ISD SERVICES             | Yes                         | 2010                         | 2/25/2011                                  | \$12,000               | \$6,580  |
|  |                                 |                             |                              | <b>Total Amount Return to Fund Balance</b> |                        | <b>\$202,229</b>   |
|  |                                 |                             |                              | <b>General Fund</b>                        |                        | <b>\$202,229</b>   |
|  |                                 |                             |                              | <b>Non-General Fund</b>                    |                        | <b>\$0</b>   |

Note: The above encumbrance balances are from budget years prior to FY 2010-11. The Department has indicated that the balances of these encumbrances are no longer needed, therefore the balance can be returned to the General Fund.

**BUDGET REVIEW EXECUTIVE SUMMARY**

**Budget Changes**

The department's proposed \$14,643,141 budget for FY 2011-12 is \$2,253,227 or 18.2 percent more than the original FY 2010-11 budget of \$12,389,914.

**Personnel Changes**

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 107.29 FTEs, which is 4.34 FTEs more than the 102.95 FTEs in the original FY 2010-11 budget. This represents a 4.2 percent change in FTEs from the original FY 2010-11 budget.

**Revenue Changes**

The Department's revenues of \$1,613,823 in FY 2011-12, are \$4,740 or 0.3 percent more than FY 2010-11 revenues of \$1,609,083. General Fund support of \$13,029,319 in FY 2011-12 is \$2,248,488 or 20.9 percent more than FY 2010-11 General Fund support of \$10,780,831.

**RECOMMENDATIONS**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$247,867 in FY 2011-12. These reductions would still allow an increase of \$2,005,360 or 16.2 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$1,208 to the General Fund.

Together, these recommendations will result in \$249,075 savings to the City's General Fund.





**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT:** ADP – ADULT PROBATION

**Fee Legislation**

There are no new or changed fees proposed for FY 2011-12.

**FIVE YEAR FINANCIAL PLAN:**

The Department anticipates 30 percent growth in its budget between FY 2011-12 and FY 2015-16.

**Revenues**

- Federal and State grant funds may be decreased or eliminated due to the economic condition of the State.
- City and County General Fund contributions are also dependent on the economy of the City and County and subject to reduction.
- Fee revenues are subject to successful collection of fees from probationers.

**Expenditures**

- Increased growth in probation population will result from the transfer of probation responsibilities from the State to the County as a result of the State Realignment Plan as passed in Assembly Bill 109 (2011).
- Ongoing implementation of evidenced-based supervision practices as mandated by SB 678 (2010) will require additional resources and funding to provide additional staffing for effective supervision; and service dollars for treatment programs, technology infrastructure and safety equipment.
- Expected salary increases are due to salary step increases because 30 percent of current staff are not at the top step of their salary range and will continue to receive annual salary step increases

The Department will continue to seek federal and State grant funding to support probation programs. State funding related to the State Realignment (AB 109) is expected to provide for probation supervision. The Department anticipates that the implementation of evidenced-based supervision practices will result in reduced recidivism recognized by SB678 Community Corrections Incentive Fund to be reinvested in probation programs. In addition, the Department will continue to monitor expenditures and reduce cost through operational efficiencies, practices and policy.

**Other Issues**

Assembly Bill 109 (AB109) codified the State's public safety realignment plan to reduce the State's prison population by 30,000 within two years. The realignment plan will shift offenders convicted on non-serious, non-violent offenses to the local level. As a result, the Adult Probation Department expects probation population increases, which will result in additional probation caseloads; however, Governor Brown pledged AB 109 would not take effect until state officials secure funding.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**DEPARTMENT:** ADP – ADULT PROBATION

**COMMENTS:**

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$247,867 in FY 2011-12. Of these recommended reductions, \$247,867 or 100 percent are General Fund reductions, and \$98,867 or 39.9 percent are ongoing reductions. These reductions would still allow an increase of \$2,005,360 or 16.2 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$1,208 to the General Fund.

Together, these recommendations will result in \$249,075 savings to the City's General Fund.

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**ADP - Adult Probation**

| Object Title  | FY 2011-2012   |      |                      |          |           |    |    | FY 2012-2013 (for estimate purposes only) |     |                      |           |         |    |
|---|--|------|----------------------|----------|-----------|----|----|---|-----|----------------------|-----------|---------|----|
|   | FTE  |      | Amount               |          | Savings   | GF | 1T | FTE                                       |     | Amount               |           | Savings | GF |
|   | From   | To   | From                 | To       |           |    |    | From                                      | To  | From                 | To        |         |    |
| <b>ASH -Administration - Adult Probation (1G AGF AAA)</b> |  |      |                      |          |           |    |    |   |     |                      |           |         |    |
| 0923_C Manager II   | 0.77   | 0.77 | \$86,674             | \$83,844 | \$2,830   | x  |    | 1.0                                       | 1.0 | \$112,564            | \$108,888 | \$3,676 | x  |
| Mandatory Fringe Benefits                                 |  |      | \$35,043             | \$33,899 | \$1,144   | x  |    |   |     | \$49,472             | \$47,856  | \$1,616 | x  |
|   |  |      | <i>Total Savings</i> |          | \$3,974   |    |    |   |     | <i>Total Savings</i> |           | \$5,292 |    |
|   | Disapprove of the hiring of a 0923 Manager II, but allow for the hiring of a 0922 Manager I to over see the Reentry One Stop Program. The Department has proposed the establishment of a Reentry Division, but this is not yet approved. |      |                      |          |           |    |    | Estimated ongoing reduction.              |     |                      |           |         |    |
| Management Consulting Services                            |  |      | \$125,000            | \$0      | \$125,000 | x  | x  |   |     |                      |           |         |    |
|   | ADP is requesting funding for Policy Writing to update its departmental policy for the implementation of Evidence Based Supervision. Disapprove funding due to unexpended encumbered funds.  |      |                      |          |           |    |    |   |     |                      |           |         |    |
| Building Repair   |  |      | \$25,000             | \$15,000 | \$10,000  | x  | x  |   |     |                      |           |         |    |
|   | Reduce funding due to \$10,900 of unexpended encumbered funds appropriated in FY 2009-10.  |      |                      |          |           |    |    |   |     |                      |           |         |    |

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST  
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEAR 2011-12**

**ADP - Adult Probation**

| Object Title                                     | FY 2011-2012  |      |                      |          |          |    |    | FY 2012-2013 (for estimate purposes only) |                      |        |           |         |    |
|--|---|------|----------------------|----------|----------|----|----|---|----------------------|--------|-----------|---------|----|
|  | FTE   |      | Amount               |          | Savings  | GF | 1T | FTE                                       |                      | Amount |           | Savings | GF |
|  | From  | To   | From                 | To       |          |    |    | From                                      | To                   | From   | To        |         |    |
| <b>AKB - Community Services<br/>(1G AGF AAA)</b> |   |      |                      |          |          |    |    |   |                      |        |           |         |    |
| 8444_C Deputy Probation Officer                  | 0.77  | 0.00 | \$63,110             | \$0      | \$63,110 | x  |    |   | \$81,962             | \$0    | \$81,962  | x       |    |
| Mandatory Fringe Benefits                        |   |      | \$31,783             | \$0      | \$31,783 | x  |    |   | \$44,439             | \$0    | \$44,439  | x       |    |
|  |   |      | <i>Total Savings</i> |          | \$94,893 |    |    |   | <i>Total Savings</i> |        | \$126,401 |         |    |
|  | Disapprove of the hiring of a new Deputy Probation Officer as the Department has decreased attrition savings by \$178,835 to allow for the hiring of vacant positions. The Department currently has 5 vacant Deputy Probation Officers, 4 pending new Eligible List and one on temporary leave. |      |                      |          |          |    |    | Estimated ongoing reduction.              |                      |        |           |         |    |
| IS-TIS-ISD SERVICES                              |   |      | \$69,062             | \$55,062 | \$14,000 | x  | x  |   |                      |        |           |         |    |
|  | Reduce funding due to \$14,085 of unexpended funds appropriated in FY 2009-10.  |      |                      |          |          |    |    |   |                      |        |           |         |    |

|                                | FY 2011-2012<br>Total Recommended Reductions |                 |                  |
|--------------------------------|--|-----------------|------------------|
|                                | One-Time                                     | Ongoing         | Total            |
| <b>General Fund Impact</b>     | \$149,000                                    | \$98,867        | <b>\$247,867</b> |
| <b>Non-General Fund Impact</b> | \$0  | \$0             | <b>\$0</b>       |
| <b>Total</b>                   | <b>\$149,000</b>                             | <b>\$98,867</b> | <b>\$247,867</b> |

|                                | Estimated FY 2012-2013 Impact<br>Total Recommended Reductions |
|--------------------------------|---|
| <b>General Fund Impact</b>     | <b>\$131,693</b>  |
| <b>Non-General Fund Impact</b> | <b>\$0</b>  |
| <b>Total</b>                   | <b>\$131,693</b>  |

**ADP - Adult Probation**

| <b>Vendor Name</b>                                 | <b>Subobject Title</b>            | <b>General Fund Savings</b> | <b>Year of Appropriation</b> | <b>Date of Last Recorded Transaction</b> | <b>Original Amount</b> | <b>Unexpended Balance in Financial and Management Information System (FAMIS)</b> |
|--|-----------------------------------|-----------------------------|------------------------------|--|------------------------|--|
| RICOH-REPRODUCTION STORE                           | REPRODUCTION COPIER STORE PROGRAM | Yes                         | 2010                         | 4/27/2011                                | 2500 \$                | 114  |
| RICOH-REPRODUCTION STORE                           | REPRODUCTION COPIER STORE PROGRAM | Yes                         | 2010                         | 7/29/2010                                | 2500 \$                | 397  |
| RICOH-REPRODUCTION STORE                           | REPRODUCTION COPIER STORE PROGRAM | Yes                         | 2010                         | 4/27/2011                                | 2500 \$                | 26   |
| RICOH-REPRODUCTION STORE                           | REPRODUCTION COPIER STORE PROGRAM | Yes                         | 2010                         | 3/23/2011                                | 2700 \$                | 373  |
| RICOH-REPRODUCTION STORE                           | REPRODUCTION COPIER STORE PROGRAM | Yes                         | 2010                         | 8/23/2010                                | 6500 \$                | 298  |
| <b>Total Amount Return to General Fund Balance</b> |                                   |                             |                              |  |                        | <b>\$ 1,208</b>  |

Note: The above encumbrance balances are from budget years prior to FY 2010-11. The Department has indicated that the balances of these encumbrances are no longer needed, therefore the balance can be returned to the General Fund.