

Item 6 – File 11-0575

DEPARTMENT: AIR - AIRPORT

BUDGET REVIEW EXECUTIVE SUMMARY

YEAR ONE: FY 2011-12

Budget Changes

The department's proposed \$755,782,848 budget for FY 2011-12 is \$8,034,926 or 1.1 percent more than the original FY 2010-11 budget of \$747,747,922.

Personnel Changes

The number of FTEs in FY 2011-12 is 1,382.52 or 88.93 more than the 1,293.59 FTEs in FY 2010-11. This represents a 6.9 percent increase in FTEs from the original FY 2010-11 budget.

Revenue Changes

Airport revenues, consistent with expenditures, have increased by \$8,034,926 or 1.1 percent, from the original FY 2010-11 budget of \$747,747,922 to the proposed FY 2011-12 budget of \$755,782,848.

YEAR TWO: FY 2012-13

Budget Changes

The department's proposed \$826,281,224 budget for FY 2012-13 is \$70,498,376 or 9.3 percent more than the original FY 2011-12 budget of \$755,782,848.

Personnel Changes

The number of FTEs in FY 2012-13 is 1,386.82 or 4.30 more than the 1,382.52 FTEs in FY 2011-12.

Revenue Changes

Airport revenues, consistent with expenditures, have increased \$70,498,376 or 9.3 percent, from the original FY 2011-12 budget of \$755,782,848 to the proposed FY 2012-13 budget of \$826,281,224.

RECOMMENDED REDUCTIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,420,070 in FY 2011-12 and \$1,494,554 in FY 2012-13. These reductions would still allow an increase of \$6,614,856 or 0.9 percent in the Department's FY 2011-12 budget and \$69,003,822 or 9.1 percent in the Department's FY 2012-13 budget.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEARS 2011-12 & 2012-13**

DEPARTMENT: AIR – AIRPORT

SUMMARY OF PROGRAM EXPENDITURES:

Program	2010-2011 Budget	2011-2012 Proposed	Change From 2010-2011	2012-2013 Proposed	Change From 2011-2012
ADMINISTRATION	37,156,965	36,884,934	(272,031)	37,946,208	1,061,274
AIRPORT DIRECTOR	10,979,545	14,643,261	3,663,716	8,808,672	(5,834,589)
BUREAU OF DESIGN AND CONSTRUCTION	2,856,659	2,707,041	(149,618)	2,789,437	82,396
BUSINESS & FINANCE	413,579,649	429,309,658	15,730,009	445,087,371	15,777,713
CAPITAL PROJECTS AND GRANTS	68,374,119	39,498,903	(28,875,216)	86,981,785	47,482,882
CHIEF OPERATING OFFICER	4,013,545	4,679,735	666,190	4,880,763	201,028
COMMUNICATIONS & MARKETING	5,867,878	5,933,000	65,122	6,126,590	193,590
CONTINUING PROJECTS, MAINT AND RENEWAL	6,000,000	7,075,000	1,075,000	8,500,000	1,425,000
DEPARTMENTAL FUND TRANSFER	0	0	0	0	0
FACILITIES	138,474,553	153,098,383	14,623,830	162,016,824	8,918,441
FACILITIES MAINTENANCE, CONSTRUCTION	0	0	0	0	0
FIRE AIRPORT BUREAU NON-PERSONNEL COST	849,417	813,542	(35,875)	705,843	(107,699)
OPERATIONS AND SECURITY	51,535,730	54,515,318	2,979,588	56,097,885	1,582,567
OTHER PROGRAMS	0	0	0	0	0
PLANNING DIVISION	3,888,957	4,126,230	237,273	4,290,376	164,146
POLICE AIRPORT BUREAU NON-PERSONNEL COST	4,170,905	2,497,843	(1,673,062)	2,049,470	(448,373)
AIRPORT COMMISSION Total	747,747,922	755,782,848	8,034,926	826,281,224	70,498,376

FY 2011-12

The Airport's proposed FY 2011-12 budget is \$8,034,926 more than the FY 2010-11 budget. The Airport has proposed new or increased programs in FY 2011-12, as noted below, offset by other reductions:

- The newly-renovated Terminal 2 opened on April 14, 2011. The Airport's FY 2010-11 and FY 2011-12 budget included 20 new positions to be funded in FY 2011-12, which was the second year of the two-year budget, for the operation and maintenance of Terminal 2. The Airport's FY 2011-12 budget also includes new expenditures for the Terminal 2 flight information display system and other automated systems.
- The Airport is expanding the role of the Contracts Administration Unit to assist Airport staff with competitive contracting processes for construction and professional services contracts. The Airport is adding two new Contracts Administration Unit positions in FY 2011-12.
- The Airport is adding five new positions to the Airport's Electric Shop and increasing expenditures for materials for fire protection system maintenance. These positions will be responsible for maintaining the fire alarm, fire protection, and smoke control systems at the Airport.
- The Airport is expanding the Equal Employment Opportunity program, which includes the Training and Development Center and Airport Academy to provide career services and professional development to Airport employees. The Airport is adding one new position to this program.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEARS 2011-12 & 2012-13**

DEPARTMENT: AIR – AIRPORT

FY 2012-13

The Airport's proposed FY 2012-13 budget is \$70,498,376 more than the FY 2011-12 budget, largely due to increases in capital projects and debt service payments. The Airport will also have increased costs associated with the new Terminal 2 and its facility maintenance needs, including water and power from the Public Utilities Commission that alone are projected to increase from the FY2011-2012 budget by \$2,744,492.

DEPARTMENT PERSONNEL SUMMARY:

The number of FTEs in FY 2011-12 is 1,382.52 or 88.93 more than the 1,293.59 FTEs in FY 2010-11. The number of FTEs in FY 2012-13 is 1,386.82 or 4.30 more than the 1,382.52 FTEs in FY 2011-12.

As noted above, the Airport's FY 2011-12 budget includes 20 new positions that were previously approved by the Board of Supervisors for the second-year (FY 2011-12) of the two-year FY 2010-11 and FY 2011-12 budget, and eight new positions for the Contracts Administration Unit, Equal Employment Opportunity program, and Electric Shop. The Airport has also reduced Attrition Savings to allow for increased hiring in the Personnel unit and Facilities division. As noted in the attached Recommendations, the Budget and Legislative Analyst recommends increased Attrition Savings in FY 2011-12 and FY 2012-13.

FIVE YEAR FINANCIAL PLAN:

The Airport anticipates a 9 percent increase in international and domestic passenger traffic from FY 2011-12 through FY 2015-16.

Revenues

The Airport receives operating revenue from airlines and other sources, including lease agreements, fees, concessions, passenger facility charges¹, and other revenues.

- The Airport receives 41 percent of its revenue from airlines through various fees and charges. Under the Airport's break even policy, the airlines must pay for budget deficits through increased fees but are reimbursed for budget surpluses through lower future fees. The Airport had a budget surplus of \$49 million at the close of FY 2009-10, which will be reflected in future fees paid by the airlines.
- The Airport receives 25 percent of its revenues from the sale of concessions, including duty free shops, food and beverage, parking and other concessions. 15 percent of concession revenues are transferred to the City's General Fund. The Airport expects an 8 percent increase in concession revenues in FY 2011-12 due to increased passenger traffic. The Airport expects lesser increases in concession revenues in FY 2012-13 through FY 2015-16.
- The Airport receives 34 percent of its revenues from leasing a variety of facilities, such as cargo buildings and maintenance facilities, and other sources.

¹ Federal law allows airports to impose a fee on the number of passenger boardings to fund capital projects approved by the Federal Aviation Administration.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEARS 2011-12 & 2012-13**

DEPARTMENT: AIR – AIRPORT

Expenditures

The Airport's major expenditure increases over the next five years are for (1) increased retirement and health benefit costs for Airport, Fire Department, and Police Department employees assigned to the Airport, and (2) debt service payments for capital projects, including the renovation of Terminal 2 which re-opened in April 2011. The Airport expects expenditure increases of approximately 4.5 percent per year from FY 2011-12 through FY 2015-16 due to wage and benefit increases, debt service, capital outlay, and other operating expenses. The Airport does not expect an increase in Full Time Equivalent (FTE) positions during this five-year period.

As noted above, under the Airport's break even policy, fees charged by the Airport to the airlines are set at a level sufficient to pay for Airport expenditures. In the event of a budget deficit, the Airport increases fees to the airlines and in the event of a budget surplus, the Airport reduces future fees (or reduces future fee increases) to the airlines.

COMMENTS:

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,420,070 in FY 2011-12 and \$1,494,554 in FY 2012-13. These reductions would still allow an increase of \$6,614,856 or 0.9 percent in the Department's FY 2011-12 budget and \$69,003,822 or 9.1 percent in the Department's FY 2012-13 budget.

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
2011-2012 and 2012-2013**

AIR - Airport

Object Title	FY 2011-2012						FY 2012-2013							
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
BG1 - Administration (5A AAA AAA)														
0931 Manager III	1.0	0.0	\$121,485	\$0	\$121,485					\$128,569	\$0	\$128,569		
1824 Principal Administrative Analyst	0.0	1.0	\$0	\$105,520	(\$105,520)					\$0	\$110,725	(\$110,725)		
Mandatory Fringe Benefits			\$47,280	\$40,447	\$6,833					\$53,476	\$45,816	\$7,660		
	<i>Total Savings \$22,798</i>						<i>Total Savings \$25,504</i>							
	Disapprove the upward substitution of an 1824 Principal Administrative Analyst to a 0931 Manager III. The program currently has one Deputy Director V and one Manager III in a program with nine total employees. The proposed upward substitution would result in three high level managers to supervise six staff.						Ongoing reduction							
1044 IS Engineer Principal	1.0	0.0	\$0	\$0	\$0					\$0	\$0	\$0		
Mandatory Fringe Benefits			\$0	\$0	\$0					\$0	\$0	\$0		
	<i>Total Savings \$0</i>						<i>Total Savings \$0</i>							
	Delete one 1044 IS Engineer-Principal position, which was included in the FY 2010-11 budget for the first time but was never hired. This position is off-budget.						Ongoing reduction of off-budget position.							
Other Materials and Supplies										\$19,000	\$4,000	\$15,000		
							Decreased to reflect one time costs that should not be carried forward to FY 2012-13.							
Equipment Purchases			\$29,300	\$29,076	\$224							\$0		
	Based on vendor quote													
BG2 - Business and Finance (5A AAA AAA)														
Other Professional Services			\$2,338,747	\$2,303,747	\$35,000					\$2,338,747	\$2,303,747	\$35,000		
	Reduce the contract with Smart Carte by \$35,000, from \$2,338,747 to \$2,303,747, to reflect projected actual expenditures for these services.						Ongoing reduction							

GF = General Fund
1T = One Time

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
2011-2012 and 2012-2013**

AIR - Airport

Object Title	FY 2011-2012							FY 2012-2013						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Other Professional Services			\$18,384,746	\$18,109,746	\$275,000					\$18,384,746	\$18,109,746	\$275,000		
	The Airport's contract with New South Parking provides parking management services. The Airport has increased the contract amount by \$630,391, from \$17,619,955 in FY 2010-11 to \$18,250,346 in FY 2011-12. The proposed reduction of \$275,000 reflects projected expenditures in FY 2011-12.							Ongoing reduction						
Other Professional Services			\$742,000	\$700,000	\$42,000					\$742,000	\$700,000	\$42,000		
	The Airport has a contract with AvAir Professionals to provide liaison services between the Airport Commission and the airlines. The Airport has not fully expended on the contract in FY 2010-11.							Ongoing reduction						
Maintenance Services - Equipment			\$525,768	\$475,768	\$50,000					\$525,768	\$475,768	\$50,000		
	Reduce to reflect actual expenditures in prior fiscal years.							Ongoing reduction						
BG 3 - Communications and Marketing (5A AAA AAA)														
Air Travel			\$78,860	\$50,000	\$28,860					\$78,860	\$50,000	\$28,860		
	Reduce to reflect actual expenditures in prior fiscal years.							Ongoing reduction						
Non Air Travel			\$34,700	\$30,000	\$4,700					\$34,700	\$30,000	\$4,700		
	Reduce to reflect actual expenditures in prior fiscal years.							Ongoing reduction						
Other Professional Services			\$1,718,805	\$1,684,000	\$34,805					\$1,718,805	\$1,684,000	\$34,805		
	The Airport has increased 027 Professional Services for the Public Affairs unit by \$34,805 from \$1,684,000 in FY 2010-11 to \$1,718,805 in FY 2011-12 to pay for proposed consulting services for (1) promotional events for new services, and (2) analyses and surveys of current and future issues.							Ongoing reduction						

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
2011-2012 and 2012-2013**

AIR - Airport

Object Title	FY 2011-2012						FY 2012-2013							
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
BG4 - Chief Operating Officer (5A AAA AAA)														
Other Professional Services			\$187,746	\$107,746	\$80,000					\$187,746	\$107,746	\$80,000		
	The Airport has proposed \$187,746 for various consulting contracts to provide management consulting services to "achieve the goals in the new strategic plan for the Airport". Reduce the total amount for consulting services to FY 2010-11 expenditure levels, which are sufficient to provide the requested services.						Ongoing reduction							
BG5 - Director's Office (5A AAA AAA)														
0932 Manager IV	1.0	0.0	\$130,306	\$0	\$130,306					\$137,904	\$0	\$137,904		
0931 Manager III	0.0	1.0	\$0	\$121,485	(\$121,485)					\$0	\$128,569	(\$128,569)		
Mandatory Fringe Benefits			\$49,029	\$47,280	\$1,749					\$55,598	\$53,476	\$2,122		
	<i>Total Savings \$10,570</i>						<i>Total Savings \$11,457</i>							
	Disapprove the upward substitution of a 0922 Manager I to a 0932 Manager IV in the Equal Employment Opportunity Office (EEO); rather, approve upward substitution of a 0922 Manager I to a 0931 Manager III. This is a more appropriate classification for the responsibilities of the position.						Ongoing reduction							
Air Travel			\$25,500	\$17,000	\$8,500					\$25,500	\$17,000	\$8,500		
	Reduce to reflect actual expenditures in prior fiscal years.						Ongoing reduction							
Non Air Travel			\$26,500	\$18,000	\$8,500					\$26,500	\$18,000	\$8,500		
	Reduce to reflect actual expenditures in prior fiscal years.						Ongoing reduction							
Training			\$581,832	\$550,000	\$31,832					\$581,832	\$550,000	\$31,832		
	Reduce to reflect actual expenditures in prior fiscal years.													
Training			\$3,500	\$1,500	\$2,000					\$3,500	\$1,500	\$2,000		
	Reduce training expenditures to reflect actual projected expenditures in FY 2010-11.													

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**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
2011-2012 and 2012-2013**

AIR - Airport

Object Title	FY 2011-2012							FY 2012-2013						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
BG6 - Facilities (5A AAA AAA)														
Premium Pay										\$168,000	\$84,000	\$84,000		
Miscellaneous														
Mandatory Fringe Benefits										\$13,356	\$6,678	\$6,678		
	<i>Total Savings</i>				\$0			<i>Total Savings</i>				\$90,678		
								<p>Employees covered by the Memoranda of Understanding (MOUs) between the City and the labor unions for the Consolidated Crafts, Electrical Workers, Plumbers and Steamfitters, Laborers, and other employee unions receive lead worker premium pay if (1) the employee is assigned to be lead in a crew of at least two employees of the same classification, or (2) plans, designs, sketches, lays out, details, estimates, or orders materials. In the Budget and Legislative Analyst's pending performance audit of City Departments' Management of Lead Worker Premium Pay and Standby Pay, the Budget and Legislative Analyst found that City departments lack effective management oversight of lead worker assignments. Many lead worker assignments are rotated among all or most of the employees in a classification without adequate distinction between the lead worker and other employees within the classification. Also, City departments may pay lead worker premiums to employees who supervise no other employees but are considered to "plan, design, sketch, lay out, detail, estimate, or order materials".</p> <p>The Budget and Legislative Analyst recommends that the Department of Human Resources meet and confer with the respective labor unions prior to the expiration of the subject MOUs on June 30, 2012 to (1) define the responsibilities and span of control of a lead worker assignment and qualifications of lead workers, and (2) negotiate revised MOU provisions. A reduction in lead worker premium pay would result in an estimated savings of \$84,000, or 50 percent, from \$168,000 in FY 2011-12 to \$84,000 in FY 2012-13.</p>						

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**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
2011-2012 and 2012-2013**

AIR - Airport

Object Title	FY 2011-2012						FY 2012-2013							
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
9993 M Attrition Savings			(\$436,843)	(\$536,843)	\$100,000					(\$446,264)	(\$546,264)	\$100,000		
Mandatory Fringe Benefits			(\$204,679)	(\$251,533)	\$46,854					(\$255,188)	(\$312,371)	\$57,183		
	<i>Total Savings \$146,854</i>						<i>Total Savings \$157,183</i>							
	The Airport has reduced Attrition Savings by \$221,909 from -\$658,755 in FY 2010-11 to -\$436,846 in FY 2011-12. The proposed increase in Attrition Savings reflects projected salary savings and should provide sufficient funds for salaries.						Ongoing reduction							
9993 M Attrition Savings			(\$69,131)	(\$144,131)	\$75,000					(\$70,622)	(\$145,622)	\$75,000		
Mandatory Fringe Benefits			(\$32,389)	(\$67,528)	\$35,139					(\$35,635)	(\$73,479)	\$37,844		
	<i>Total Savings \$110,139</i>						<i>Total Savings \$112,844</i>							
	The Airport has reduced Attrition Savings by \$163,136, from -\$232,267 in FY 2010-11 to -\$69,131 in FY 2011-12. The proposed increase in Attrition Savings reflects projected salary savings and should provide sufficient funds for salaries.						Ongoing reduction							
9993 M Attrition Savings			(\$2,287,400)	(\$2,437,400)	\$150,000					(\$2,336,732)	(\$2,486,732)	\$150,000		
Mandatory Fringe Benefits			(\$1,071,748)	(\$1,142,030)	\$70,282					(\$1,179,124)	(\$1,254,815)	\$75,691		
	<i>Total Savings \$220,282</i>						<i>Total Savings \$225,691</i>							
	Increase Attrition Savings to reflect projected salary savings. The proposed increase in Attrition Savings should provide sufficient funds for salaries.						Ongoing reduction							
Other Equipment Maintenance			\$4,752,560	\$4,702,560	\$50,000					\$4,752,560	\$4,702,560	\$50,000		
	The budget for 02999 Other Equipment Maintenance has increased by \$452,292, from \$4,300,268 in FY 2010-11 to \$4,752,560 in FY 2011-12 and FY 2012-13. Reduce by \$50,000 to reflect projected expenditures in FY 2010-11 and actual expenditures in prior years. The Budget and Legislative Analyst's recommendation would still provide an increase of \$402,292 to pay for expected increases in elevator and escalator maintenance contracts.						Ongoing reduction							

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**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
2011-2012 and 2012-2013**

AIR - Airport

Object Title	FY 2011-2012							FY 2012-2013						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Equipment Purchases			\$50,000	\$48,907	\$1,093		x					\$0		
	Based on vendor quotes.													
Equipment Purchases			\$51,000	\$49,837	\$1,163		x					\$0		
	Based on vendor quote													
Equipment Purchases			\$76,000	\$72,816	\$3,184		x					\$0		
	Based on vendor quote													
Equipment Purchases			\$158,000	\$153,837	\$4,163		x					\$0		
	Based on vendor quote													
Equipment Purchases			\$30,000	\$23,710	\$6,290		x					\$0		
	Based on vendor quote													
Automotive & Other Vehicles			\$930,002	\$923,301	\$6,701		x					\$0		
	Based on vendor quote													
BG7 - Operations & Security (5A AAA AAA)														
Other Professional Services			\$1,372,604	\$1,272,604	\$100,000					\$1,372,604	\$1,272,604	\$100,000		
	Airport has requested \$1,372,604 in new expenditures for maintenance of passenger processing, baggage handling, and other passenger systems in FY 2011-12. Reduce Other Professional Services by \$100,000 to reflect the actual expected expenditures for common use systems maintenance.							Ongoing reduction						
BG8 - Facilities (5A AAA AAA)														
Equipment Purchases			\$30,000	\$26,303	\$3,697		x					\$0		
	Based on vendor quote							Based on vendor quote						

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FOR AMENDMENT OF BUDGET ITEMS
2011-2012 and 2012-2013**

AIR - Airport

Object Title	FY 2011-2012						FY 2012-2013							
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
BG9 - Planning and Environmental Affairs (5A AAA AAA)														
Non Air Travel			\$11,290	\$6,290	\$5,000					\$11,290	\$6,290	\$5,000		
	Reduce to reflect actual expenditures in prior fiscal years.						Ongoing reduction							
Professional and Specialized Services			\$1,201,837	\$1,101,837	\$100,000					\$1,201,837	\$1,101,837	\$100,000		
	Decrease in services associated with consulting fees. Beginning in FY2011-12, Airport will move more services in-house, reducing the need for the current level of outside consulting.						Ongoing reduction							
BGQ - Fire Airport Bureau (5A AAA AAA)														
Equipment Purchases			\$23,000	\$20,829	\$2,171		x					\$0		
	Based on vendor quote													
BGR - Police Airport Bureau (5A AAA AAA)														
Equipment Purchases			\$36,600	\$35,083	\$1,517		x					\$0		
	Based on vendor quote													
Automotive & Other Vehicles			\$290,000	\$275,539	\$14,461		x					\$0		
	Based on vendor quote													
Equipment Purchases			\$13,075	\$13,037	\$38		x					\$0		
	Based on vendor quote													
Animal Purchase			\$20,000	\$11,471	\$8,529		x					\$0		
	Based on vendor quote													

**RECOMMENDATIONS OF THE BUDGET AND LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
2011-2012 and 2012-2013**

AIR - Airport

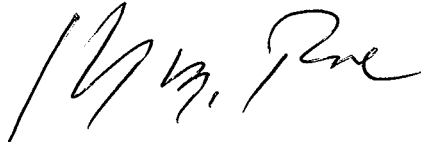
Object Title	FY 2011-2012						FY 2012-2013							
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			

	FY 2011-2012		
	Total Recommended Reductions		
	One-Time	Ongoing	Total
General Fund Impact	\$0	\$0	\$0
Non-General Fund Impact	\$53,231	\$1,366,839	\$1,420,070
Total	\$53,231	\$1,366,839	\$1,420,070

	FY 2012-2013		
	Total Recommended Reductions		
	One-Time	Ongoing	Total
	\$0	\$0	\$0
	\$0	\$1,494,554	\$1,494,554
	\$0	\$1,494,554	\$1,494,554

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS, FISCAL YEARS 2011-12 & 2012-13

DEPARTMENT: AIR – AIRPORT



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