

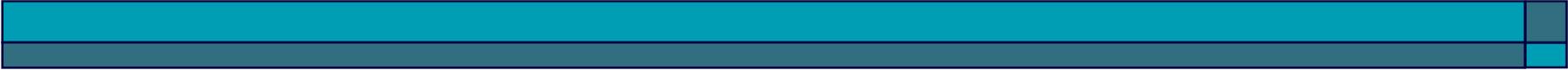
Briefing to Budget & Appropriations Committee

Budget Analysis of the Department of Public Works

June 17, 2020

San Francisco Board of Supervisors

Budget & Legislative Analyst's Office

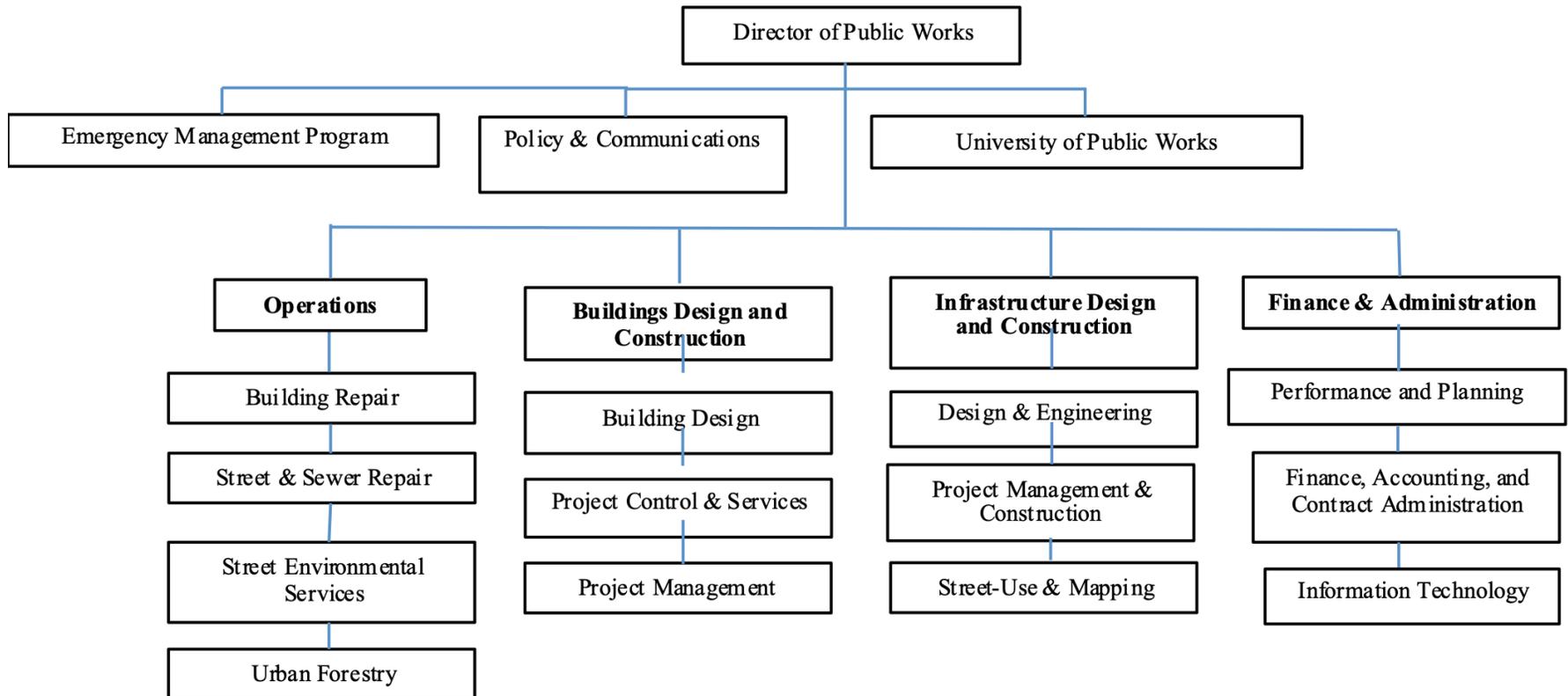


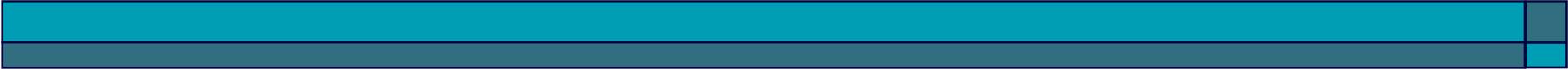
Scope

- Organizational structure
- Total adopted budget and FTEs by division
(current and 10-year look back)
- Total amount contracted
(current and 10-year look back)
- COVID-19 Impacts & Policy Questions

Organizational Structure

Exhibit 1: Department of Public Works Organizational Chart

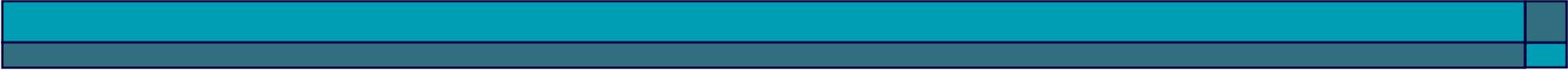




Current Year Budget (FY 2019-20)

- Total adopted budget is about \$387 million.

- Total General Fund budget is \$144,075,613
 - \$75,491,243 (52%) is supported by the General Fund Operating sub-fund
 - \$68,584,370 (48%) is supported by General Fund Continuing Projects sub-fund (mostly for street resurfacing)

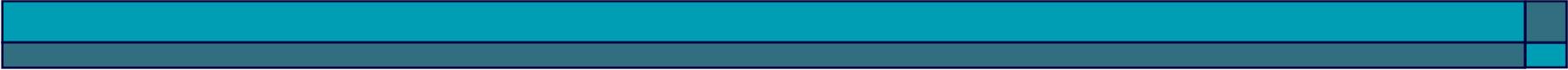


Department Budget Trends

- Total adopted budget is up 138% since FY 2010-11.

- Total General Fund budget is up:
 - \$118 million (448%) over last 10 years vs. 107% for the General Fund citywide

- General Fund *Operating* budget is up:
 - \$55 million (272%) over last 10 years vs. 107% for General Fund citywide
 - \$42 million (124%) over last 12 years vs. 101% for General Fund citywide

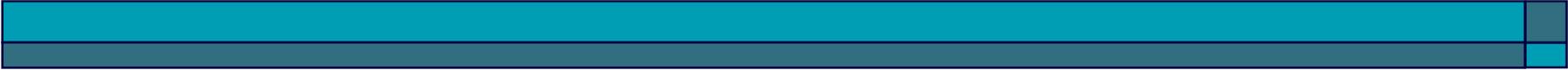


Current Year FTEs (FY 2019-20)

- Total “Off-Budget” FTEs (project-based): 589.30
 - 10-year increase: 233.30 FTEs (65.5%)

- Total “On-Budget” FTEs (operating): 1,172.20
 - 10-year increase: 309.00 FTEs (35.8%)
 - 12-year increase: 80.31 FTEs (7.4%)

- Total On-Budget Funded + Off-Budget FTEs: 1,660.30
 - 10-year increase: 512.90 FTEs (44.7%)
 - 12-year increase: 274.72 FTEs (19.8%)



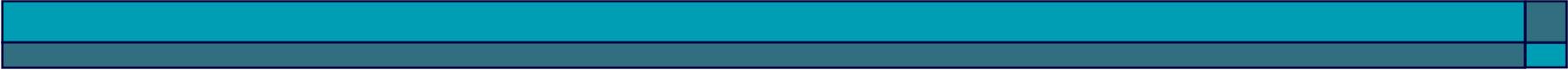
Contracted Services

January 2017 to March 2020:

- 359 contracts totaling \$1,415,338,974
 - \$1.2 billion (86%) for construction
 - \$173.4 million (12%) for professional services
 - \$23.8 million (2%) for grants

Professional Services contracts mostly for very specialized work:

- Architectural and Engineering for large projects
- Geotechnical
- Training
- Elevator design
- Surveying



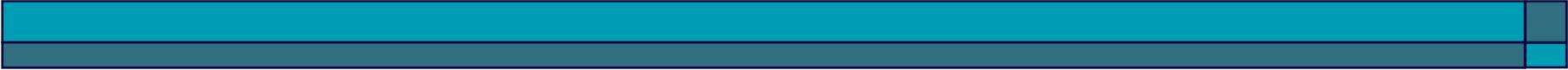
Budgets by Program

Largest Programs in FY 2019-20:

- ❑ Infrastructure Design & Construction: \$134.4 million
- ❑ Street Environmental Services: \$94.4 million
- ❑ Urban Forestry: \$50.3 million

Programs with Largest 10-Year Growth:

- ❑ Infrastructure Design & Construction: up \$77.3 million
- ❑ Street Environmental Services: up \$58.2 million
- ❑ Urban Forestry: up \$32.7 million



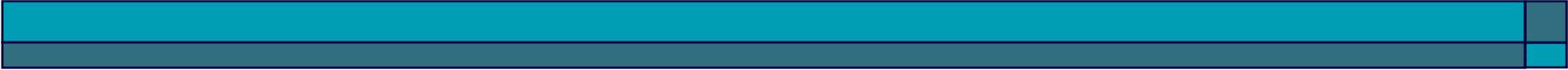
COVID-19 Impacts

Service Impacts

- ❑ Suspended non-essential services
- ❑ Cancelled community programs and events
- ❑ Curtailed construction work

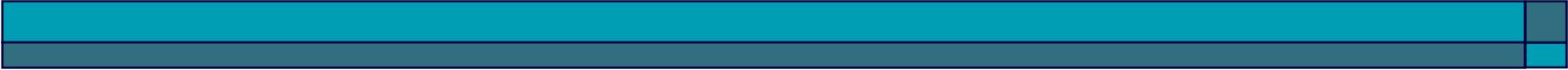
Revenue & Expenditure Impacts:

- ❑ Reduced permit revenue
- ❑ \$16.9m CY GF cut to Streets and other capital projects
- ❑ \$8.3m projected spend on reimbursable costs



Policy Questions

1. Oversight over Contracting and Procurement
2. Clean Streets
3. Potential Redundancies (e.g. PUC sewers)



Policy Options

The Board of Supervisors could request the Controller's Office or direct the Budget and Legislative Analyst's Office (through a motion of the full Board) to conduct a limited-scope performance audit of sewer repair to determine if savings could be achieved through a restructuring of sewer repair work orders between the Department of Public Works and the Public Utilities Commission.

Questions?

