

File No. 140478

Committee Item No. 4

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget & Finance Committee

Date _____

Board of Supervisors Meeting

Date _____

Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- MOU
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Form 126 – Ethics Commission
- Award Letter
- Application
- Public Correspondence

OTHER (Use back side if additional space is needed)

- May Proposed Budget
- _____
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- _____

Completed by: Linda Wong

Date May 9, 2014

Completed by: _____

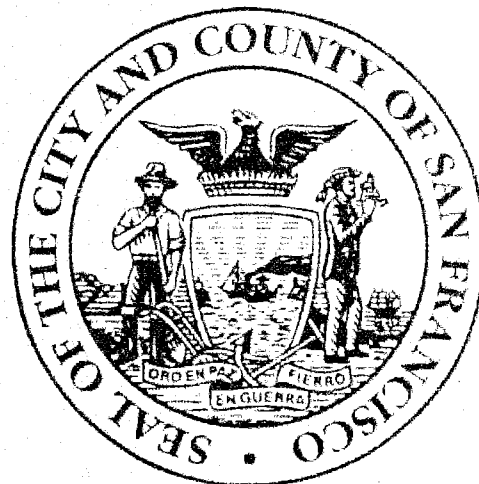
Date _____

CITY AND COUNTY OF SAN FRANCISCO • CALIFORNIA

MAYOR'S 2014-2015 & 2015-2016

MAY PROPOSED BUDGET

Mayor Edwin M. Lee



MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE

Kate Howard, Mayor's Budget Director
Leo Chyi, Deputy Budget Director
Melissa Whitehouse, Deputy Budget Director
Chanda Ikeda, Senior Fiscal and Policy Analyst
Jessica Kinard, Senior Fiscal and Policy Analyst
Jason Cunningham, Fiscal and Policy Analyst

Antonio Guerra, Fiscal and Policy Analyst
Carol Lu, Fiscal and Policy Analyst
Marisa Pereira Tully, Fiscal and Policy Analyst
Chris Simi, Fiscal and Policy Analyst
Lily Liang, Fiscal and Policy Assistant
Emily Volberding, Fiscal and Policy Assistant

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MAYOR'S LETTER

May 1, 2014

Dear Residents of San Francisco,

I am pleased to present my May 1 budget, which includes proposed revenues and expenditures for seven City departments (the Airport, Port, Public Utilities Commission, Municipal Transportation Agency, Child Support Services, Retirement System and Public Library) with budgets totaling \$5.9 billion over the next two years.

□ e departments included in this May 1 proposed budget are integral to the short-and long-term economic health of the City, and provide important direct services to the public. Our enterprise departments are making substantial investments in capital infrastructure, including projects to structurally improve piers along the Port's waterfront, renovate terminals at SFO, and implement streetscape improvements throughout the City to make our streets safer for all users□ pedestrians, transit, cyclists and automobiles. □ e proposed capital projects included in this budget, and accompanying capital appropriations, will inject over \$4 billion into our local economy and support over 36,000 local jobs.



A well-functioning, safe, and e□cient public transportation system is critical to ensuring that our City is accessible and livable for all. □ e Municipal Transportation Agency's budget implements a 10 percent service increase over the next two years, which includes additional maintenance and front-line transit workers. □ is investment will ensure the reliability, a□rdability, and accessibility of our public transit system, which is central to our City's well-being and livability.

□ e budget also invests in making our libraries even safer and more welcoming to all of its patrons. I am particularly proud of the plan to open a new Teen Digital Media Lab in 2015 at San Francisco's Main Public Library. Engaging our young people and ensuring they receive exposure to new technology and training to prepare them for the jobs of the future is paramount in San Francisco, the innovation capital of the world. □ e City's continued investment in a strong library system ensures that San Franciscans not only have equal access to information, but free and low-cost educational opportunities that make San Francisco a more a□rdable and enjoyable place to live.

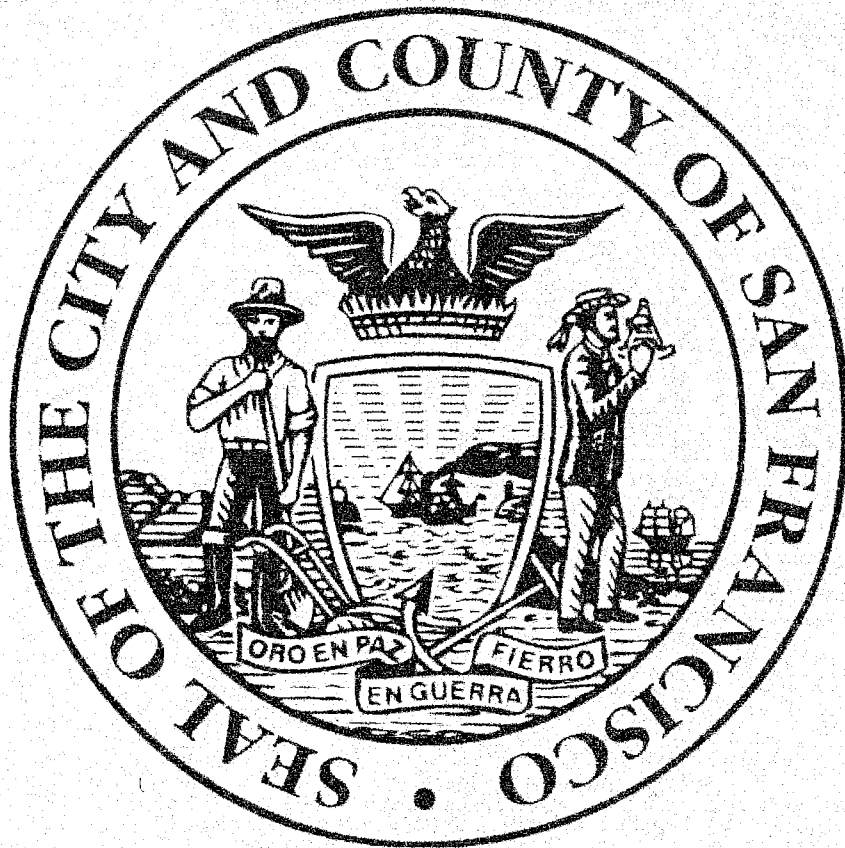
□ is May 1 proposal is the □rst step in cra□ing a balanced budget for the coming year. Extensive work remains in the coming weeks; by June 1, we must close a \$66.7 million General Fund budget shortfall in Fiscal Year (FY) 2014-15, and a \$133.4 million General Fund shortfall in FY 2015-16. I look forward to working with the Board of Supervisors, residents, businesses, and all stakeholders on □nalizing the City's balanced budget.

Sincerely,

A handwritten signature in black ink, which appears to read "Edwin M. Lee". The signature is written in a cursive style and is positioned above a horizontal line.

Mayor Edwin M. Lee

BUDGET SUMMARY TABLES



USES BY DEPARTMENT AND PROGRAM

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AIRPORT COMMISSION						
ADMINISTRATION	21,339,016	24,148,651	26,539,738	2,391,087	27,274,270	734,532
AIRPORT DIRECTOR	8,165,544	9,902,222	9,237,617	(1,664,605)	8,512,112	274,495
BUREAU OF DESIGN AND CONSTRUCTION	6,390,281	14,483,588	14,213,836	(269,752)	15,214,819	1,000,983
BUSINESS & FINANCE	430,566,399	466,648,988	526,932,087	60,183,099	537,370,188	10,538,101
CAPITAL PROJECTS AND GRANTS	0	76,229,491	84,629,112	8,399,621	27,119,000	(57,510,112)
CHIEF OPERATING OFFICER	20,992,658	25,167,124	26,963,539	1,796,415	30,808,745	3,845,206
COMMUNICATIONS & MARKETING	6,882,559	8,542,832	8,900,620	357,788	9,268,825	368,205
CONTINUING PROJECTS, MAINT AND RENEWAL	49,104	9,310,000	11,403,000	2,093,000	12,084,000	681,000
DEPARTMENTAL FUND TRANSFER	9,500,000	0	0	0	0	0
FACILITIES	150,227,657	161,995,783	172,853,808	10,858,025	176,701,379	3,847,571
FACILITIES MAINTENANCE, CONSTRUCTION	213,261,395	0	0	0	0	0
FIRE AIRPORT BUREAU NON-PERSONNEL COST	591,098	872,574	903,644	31,070	675,721	(227,923)
OPERATIONS AND SECURITY	56,128,277	63,690,607	66,700,269	3,009,662	68,576,176	1,875,907
PLANNING DIVISION	3,219,347	3,858,567	4,758,322	899,755	4,314,769	(443,553)
POLICE AIRPORT BUREAU NON-PERSONNEL COST	2,870,894	3,209,054	3,582,457	373,403	3,545,722	(36,735)
AIRPORT COMMISSION	930,184,229	868,059,481	956,518,049	88,458,568	921,465,726	(35,052,323)
MUNICIPAL TRANSPORTATION AGENCY						
ACCESSIBLE SERVICES	13,880,462	22,178,474	22,272,534	94,060	22,289,190	16,656
ADMINISTRATION	60,459,172	73,440,798	79,970,660	6,529,862	83,784,500	3,813,840
AGENCY WIDE EXPENSES	64,898,579	66,161,614	95,843,047	29,681,433	88,290,150	(7,552,897)
CAPITAL PROGRAMS & CONSTRUCTION	171,530	5,044,187	6,296,621	1,252,434	40,176,621	33,880,000
DEVELOPMENT AND PLANNING	1,624,140	906,678	1,282,629	375,951	1,294,645	12,016
PARKING & TRAFFIC	71,505,739	92,503,698	86,349,406	(6,154,292)	88,200,873	1,851,467
PARKING GARAGES & LOTS	27,772,876	28,878,125	48,102,284	19,224,159	49,172,767	1,070,483
RAIL & BUS SERVICES	471,160,735	481,382,508	526,246,562	44,864,054	549,724,105	23,477,543
REVENUE, TRANSFERS & RESERVES	55,441,874	0	0	0	0	0
SECURITY, SAFETY, TRAINING & ENFORCEMENT	72,475,305	79,886,505	75,511,342	(4,475,163)	76,030,980	519,638
TAXI SERVICES	3,066,731	3,401,034	5,236,769	1,835,735	5,354,772	118,003
MUNICIPAL TRANSPORTATION AGENCY	842,457,143	852,883,821	947,111,854	95,228,233	1,004,318,603	57,206,749
PORT						
ADMINISTRATION	22,055,399	28,017,972	30,068,883	2,070,911	30,451,032	362,149
ENGINEERING & ENVIRONMENTAL	4,301,844	4,512,906	4,741,979	229,073	4,811,188	69,209
MAINTENANCE	61,124,474	37,003,507	46,309,212	9,305,705	49,075,569	2,766,357
MARITIME OPERATIONS & MARKETING	3,773,445	8,104,649	9,373,927	1,269,278	9,627,650	253,723
NON-GRANT CONSTRUCTION PROJECTS	0	0	3,389,497	3,389,497	0	(3,389,497)
PLANNING & DEVELOPMENT	4,627,974	3,433,220	3,472,142	38,922	3,598,069	125,927
REAL ESTATE & MANAGEMENT	9,739,554	10,602,005	11,752,686	1,150,681	11,933,501	180,815
PORT	105,622,690	91,674,259	109,128,328	17,454,067	109,497,009	368,683
PUBLIC UTILITIES COMMISSION						
ADMINISTRATION	324,942,702	132,271,368	141,909,058	9,637,690	140,509,200	(1,399,858)
CITY CAPITAL PROJECTS	182,929	0	0	0	0	0
CUSTOMER SERVICES	11,879,348	13,795,151	13,966,323	171,172	14,149,686	183,363
DEBT SERVICE	493,743	272,054,871	290,136,299	18,081,428	325,432,906	35,296,607
ENGINEERING	73,829	0	0	0	0	0
FACILITIES MGMT & OPERATIONS	348,047	0	0	0	0	0
FINANCE	9,608,165	11,120,890	11,287,588	166,698	11,243,331	(44,257)
GENERAL MANAGEMENT	(59,790,522)	(62,540,562)	(68,762,029)	(6,221,467)	(67,719,368)	1,042,661
HETCH HETCHY CAPITAL PROJECTS	24,733,170	47,723,652	31,463,100	(16,260,552)	32,334,000	870,900
HETCH HETCHY POWER	6,586,259	0	0	0	0	0
HETCH HETCHY PROJECT OPERATIONS	35,307	0	0	0	0	0
HETCHY WATER OPERATIONS	17,827,583	56,922,493	67,192,346	11,269,853	65,998,152	(1,194,194)
HUMAN RESOURCES	9,139,007	10,450,022	11,643,754	1,193,732	11,646,223	2,469
MANAGEMENT INFORMATION	20,490,889	21,637,054	25,461,616	3,824,562	24,304,257	(1,157,359)
OPERATING RESERVE	0	4,535,327	21,807,583	17,272,256	21,620,213	(187,370)
POWER INFRASTRUCTURE DEVELOPMENT	9,228,364	20,295,346	54,097,713	33,802,367	75,301,176	21,203,463
POWER PURCHASING/ SCHEDULING	27,277,440	45,889,480	10,532,805	(35,356,675)	10,760,017	227,212
POWER UTILITY FIELD SERVICES	1,664,521	0	0	0	0	0
POWER UTILITY SERVICES	(89,384)	357,000	357,000	0	0	(357,000)
STRATEGIC PLANNING/COMPLIANCE	8,744,997	12,762,488	14,250,842	1,488,354	14,228,727	(22,115)
WASTEWATER CAPITAL PROJECTS	67,636,615	37,000,000	39,000,000	2,000,000	41,000,000	2,000,000
WASTEWATER COLLECTION	30,170,421	31,366,160	32,314,684	948,524	32,391,497	76,813
WASTEWATER DISPOSAL	3,356,346	0	0	0	0	0

USES BY DEPARTMENT AND PROGRAM

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
PUBLIC UTILITIES COMMISSION						
WASTEWATER OPERATIONS	1,993,988	3,565,309	3,098,890	(466,419)	3,155,949	57,059
WASTEWATER TREATMENT	66,387,767	71,395,185	75,000,871	3,605,686	76,075,842	1,074,971
WATER CAPITAL PROJECTS	16,536,382	25,772,600	5,173,000	(20,599,600)	17,799,400	12,626,400
WATER PUMPING	1,745,350	0	0	0	0	0
WATER SOURCE OF SUPPLY	16,300,831	23,170,324	53,104,321	29,933,997	46,457,582	(6,646,739)
WATER TRANSMISSION/ DISTRIBUTION	73,424,542	51,709,956	53,433,378	1,723,372	54,044,394	611,066
WATER TREATMENT	39,069,043	43,278,524	44,032,295	753,771	44,873,741	841,446
PUBLIC UTILITIES COMMISSION	729,997,679	873,552,638	930,581,387	56,948,749	895,606,925	65,105,538
CHILD SUPPORT SERVICES						
CHILD SUPPORT SERVICES PROGRAM	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
CHILD SUPPORT SERVICES	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
PUBLIC LIBRARY						
ADULT SERVICES	404,781	400,000	400,000	0	400,000	0
BRANCH PROGRAM	23,579,686	21,047,341	21,075,515	28,174	20,257,932	(817,583)
CHILDREN'S BASELINE	8,093,860	8,926,363	11,254,473	2,328,110	11,497,739	243,266
CHILDREN'S SERVICES	1,057,700	1,289,182	0	(1,289,182)	0	0
COLLECTION TECHNICAL SERVICES	12,938,386	14,086,975	16,425,730	2,338,755	17,228,868	803,138
COMMUNITY PARTNERSHIPS AND PROGRAMMING	1,245,369	1,024,781	1,251,230	226,449	1,265,622	14,392
FACILITIES	11,753,925	15,127,215	16,905,305	1,778,090	17,421,323	516,018
INFORMATION TECHNOLOGY	6,080,869	7,712,214	8,424,231	712,017	8,305,839	(38,392)
LIBRARY ADMINISTRATION	14,349,087	13,255,115	13,984,002	728,887	16,833,563	4,849,561
MAIN PROGRAM	16,837,416	17,662,189	18,506,981	934,792	18,763,423	166,442
PUBLIC LIBRARY	96,350,609	100,531,375	108,317,467	7,786,092	114,054,309	5,736,842
RETIREMENT SYSTEM						
ADMINISTRATION	1,144,231	1,590,839	2,184,652	593,813	2,319,125	134,473
EMPLOYEE DEFERRED COMP PLAN	643,650	1,116,513	1,201,610	85,097	1,129,364	(72,246)
INVESTMENT	2,649,124	3,201,735	4,310,219	1,109,484	5,222,340	912,121
RETIREMENT SERVICES	13,192,803	16,497,677	20,212,947	3,715,270	17,215,635	(2,997,312)
RETIREMENT SYSTEM	17,928,818	22,406,764	27,909,428	5,502,664	25,886,464	(2,022,364)
Expenditure Subtotals						
	2,735,565,556	2,823,832,168	3,092,849,434	269,017,266	3,184,437,054	91,587,620
Less Interdepartmental Recoveries And Transfers	(51,522,575)	(153,078,017)	(164,781,350)	(11,703,333)	(172,729,284)	(7,947,934)
Net Uses	2,684,042,981	2,670,754,151	2,928,068,084	257,313,933	3,011,707,770	83,639,686

USES BY DEPARTMENT

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AIRPORT COMMISSION	930,184,229	868,059,481	955,518,049	88,458,568	921,465,726	(35,052,323)
CHILD SUPPORT SERVICES	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
MUNICIPAL TRANSPORTATION AGENCY	842,457,143	853,683,621	947,111,854	93,228,233	1,004,318,603	57,206,749
PORT	105,622,690	91,674,259	109,128,326	17,454,067	109,497,009	368,683
PUBLIC LIBRARY	96,350,609	100,531,375	108,317,467	7,786,092	114,054,309	5,736,842
PUBLIC UTILITIES COMMISSION	729,997,675	873,552,638	930,501,387	56,948,749	995,606,925	65,105,538
RETIREMENT SYSTEM	17,928,818	22,406,764	27,909,428	5,502,664	25,886,464	(2,022,964)
Expenditure Subtotals	2,735,565,556	2,823,832,168	3,092,849,434	269,017,266	3,184,437,054	91,587,620
Less Interdepartmental Recoveries And Transfers	(51,522,575)	(153,078,017)	(164,781,350)	(11,703,333)	(172,729,284)	(7,947,934)
Net Uses	2,684,042,981	2,670,754,151	2,928,068,084	257,313,933	3,011,707,770	83,639,686

FUNDED POSITIONS, GRAND RECAP BY DEPARTMENT

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AIRPORT COMMISSION	1,443.36	1,459.90	1,477.90	18.00	1,505.74	27.84
MUNICIPAL TRANSPORTATION AGENCY	4,388.17	4,484.19	4,678.69	194.50	4,910.31	231.62
PORT	235.98	236.79	241.84	5.05	242.59	0.75
PUBLIC UTILITIES COMMISSION	1,619.57	1,621.27	1,639.63	18.36	1,645.14	5.51
CHILD SUPPORT SERVICES	90.35	84.25	80.65	(3.60)	79.89	(0.76)
PUBLIC LIBRARY	640.48	652.22	662.77	10.55	665.10	2.33
RETIREMENT SYSTEM	96.59	97.49	106.82	9.33	110.57	3.75
Report Grand Total	8,514.50	8,636.11	8,888.30	252.19	9,159.34	271.04

AIRPORT

The San Francisco International Airport (SFO or “the Airport”) strives to be an exceptional airport in service to its communities. SFO is the Bay Area’s largest airport, offering non-stop links to more than 34 international destinations on 30 international carriers as well as non-stop connections to more than 78 cities in the U.S. on 15 domestic airlines.

SERVICES

The Airport provides services through the following divisions:

ADMINISTRATION AND POLICY creates and enhances partnerships within the City and with the Airport’s neighbors; recruits and maintains a competent workforce; develops SFO’s federal and state policy agenda; develops environmental sustainability plans and coordinates sustainability efforts throughout the Airport.

BUSINESS AND FINANCE ensures that Airport property and facilities achieve cost-efficiency; provides the proper environment for existing and new businesses; develops and implements innovative fiscal policies and solutions; manages the Airport’s financial performance and oversees medical services at the Airport.

CHIEF OPERATING OFFICER provides executive oversight to Design and Construction, Operations and Security, Maintenance, Planning, Information Technology and Telecommunications, Safety and Strategic Programs, and the Museums program to ensure the delivery of safe, secure, and efficient services to the traveling public. This division also works with the Director and Executive Committee in developing Airport-wide policy, vision, and strategy.

COMMUNICATIONS AND MARKETING provides timely and accurate information regarding the Airport to the

public, media, airlines, and neighboring communities; markets opportunities for new or expanded airline services and on-site parking and concessions to increase Airport revenue; and oversees customer service programs.

DESIGN AND CONSTRUCTION plans and implements capital improvement projects and programs. This division designs and oversees improvements to buildings, utilities, and other Airport systems.

FACILITIES MAINTENANCE keeps the Airport facilities clean, safe, and running efficiently.

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

OPERATIONS AND SECURITY manages the airfield, public transportation, terminals, airport security program, and emergency procedures to provide the public with a safe, secure, efficient, and customer-friendly Airport.

PLANNING prepares long-range facility development planning studies and analyzes projects to support the development of the Airport capital improvement program.

For more information, call (650) 821-5042 or 311; or visit www.sfsfo.com

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	930,184,262	868,059,481	956,518,049	88,458,568	921,465,726	(35,052,323)
Total FTE	1,443	1,460	1,478	18	1,506	28

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$956.5 million is \$88.5 million, or 10.2 percent, higher than the FY 2013-14 budget of \$868.8 million. A significant portion of this increase is due to the appropriation of prior year Other Post-Employment Benefits (OPEB) contributions, proposed new positions, and cost increases for operating the AirTrain. In addition, debt service expenses are higher as a result of increased project requirements and scheduled increases for previously issued bonds. The budget includes a \$38.4 million annual service payment to the City's General Fund.

The FY 2015-16 proposed budget of \$921.5 million for the Airport is \$35.0 million, or 3.7 percent, lower than the FY 2014-15 proposed budget of \$956.5 million. A significant portion of this decrease is due to the expiration of one-time expenditures such as OPEB contributions and the completion of capital projects. The overall decrease is partially offset by increased debt service payments. The budget includes a \$39.6 million annual service payment to the City's General Fund.

Supporting Tourism and Trade

The Airport forecasts that enplanements (the number of passengers boarding a plane) will reach 23.1 million in FY 2014-15, a 2.0 percent increase from FY 2013-14. While the Airport has experienced dramatic growth in domestic traffic over the last several fiscal years, this growth is expected to moderate over the next few years. Internationally, the Airport has added service, including: a United Airlines flight to Taipei, new seasonal service by AerLingus to Dublin, and additional flights to Asia and Europe from current air carriers. By attracting new and expanded airline service, the Airport supports tourism and international trade, while promoting lower airfares. The Airport projects that expanding international traffic will be the source of its long-term growth.

Providing Local Business Opportunities and Revenue

The Airport's concession program continues to perform well, with passenger spending rates among the highest in North America. The concessions include high-end retailers, numerous restaurants, and vendors offering a broad range of services. With the terminal improvements and focus on passenger experience, SFO continues to be one of the top performing airports for retail, food, and beverage concessions, with an overall spend-per-passenger rate of \$13.15 in calendar year 2013. Terminal 2 (which opened in 2011 and has many unique concession

offerings) had a spend rate of \$15.58 per passenger in 2013. Projected concession revenues for FY 2014-15 are 10.3 percent higher than FY 2013-14, driving an increase of the Airport's annual contribution to the City's General Fund.

In recognition of the continued success of its concession program, Airports Council International-North America (ACI-NA) honored the Airport with the Richard A. Griesbach Award of Excellence in the 2013 ACI-NA Airport Concessions Awards. SFO's concession program was identified as capturing "the spirit of the City, with an emphasis on fresh and sophisticated retail and local, sustainable dining options."

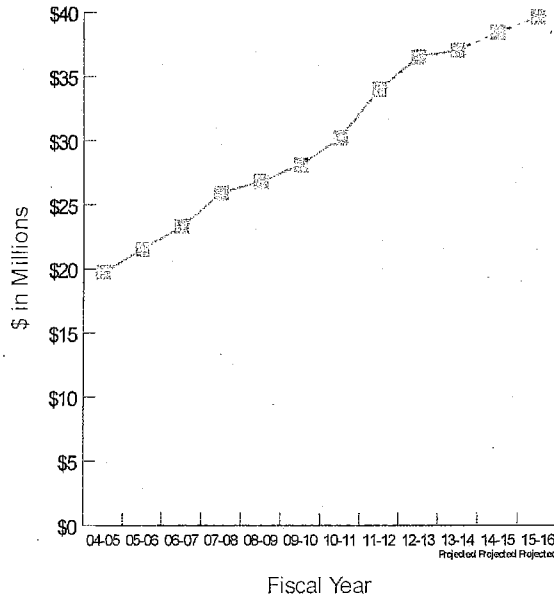
Investing in Capital, Creating Jobs

The Airport's \$4.4 billion ten-year Capital Improvement Plan (CIP) will support the local economy and businesses by investing in Airport infrastructure. Highlights of the CIP include \$3.2 billion in investments in terminal improvements, including the renovation of Boarding Area B in Terminal 1 and Boarding Area F in Terminal 3; \$433.1 million in groundside improvements, including a second long-term parking garage; and an extension of the AirTrain System to the long-term parking garages; \$339.9 million on the airfield for runway and taxiway improvements as well as runway safety areas; \$291.5 million for airport support projects, such as a new air traffic control tower and other airport support facilities; and \$163.2 million for utility infrastructure.

Continued Excellence in Passenger Experience and Rankings

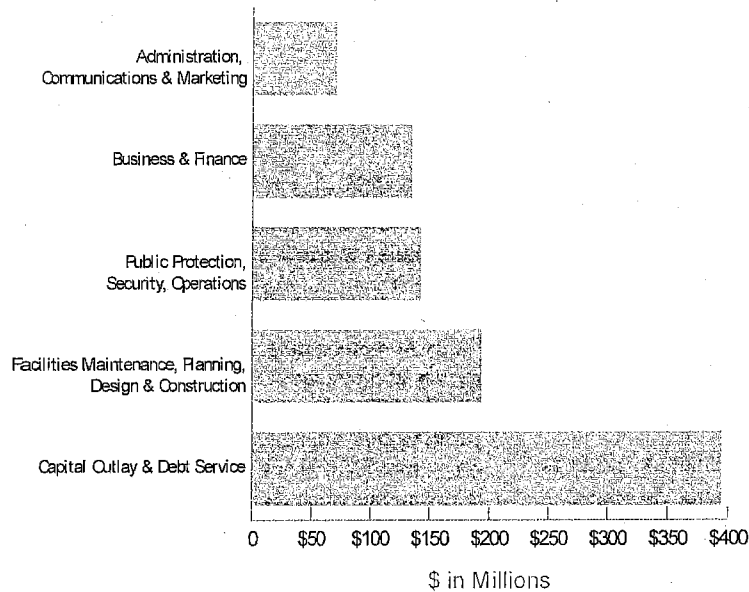
The Airport successfully engages the entire Airport community to reach service excellence. The Airport strives to have the highest ratings of customer satisfaction among international gateway airports in the United States as measured by the Airport Service Quality global survey and benchmarking program. Airport satisfaction is increasing on a quarter-by-quarter basis in many key performance areas such as cleanliness, ambiance, and courtesy of staff. Satisfaction scores for Terminal 2 place it among the most elite in the world, with the highest 'Airport Ambiance' score in North America. Terminal 2's cleanliness score ranks 31st of nearly 250 airports worldwide and fourth in North America. In 2014, SkyTrax ranked the Airport third in the world in the 40-50 million passenger class. The Airport leads many comparable airports in measurements such as Wi-Fi service, wayfinding, and access to the airport.

ANNUAL SERVICE PAYMENT TO GENERAL FUND



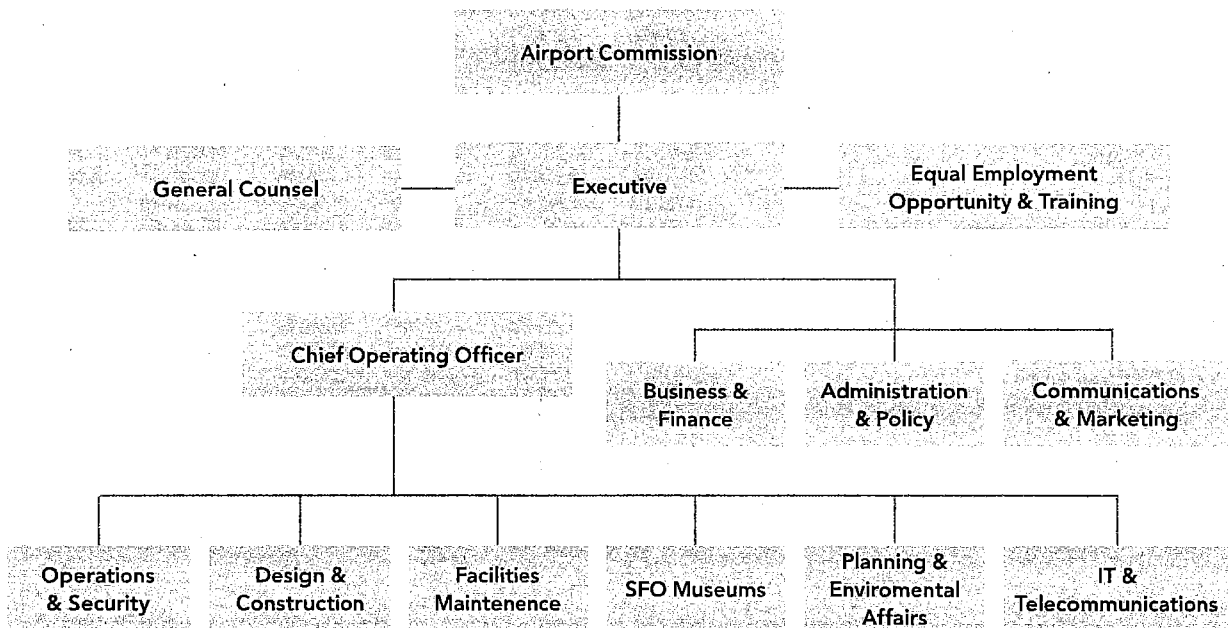
The Airport's Annual Service Payment (ASP) provision allocates 15 percent of the Airport's concession revenues to the City. The growth of the ASP reflects growing passenger traffic at SFO.

FY 2014-15 USES BY SERVICE AREA



\$142 million (15 percent) of the Airport's operating budget is dedicated to ensuring a safe and smooth experience for travelers (public protection, security, and operations service area).

AIRPORT



TOTAL BUDGET □ HISTORICAL COMPARISON

	2012 13	2013 14	2014 15		2015 16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013 14	Proposed Budget	Chg from 2014 15
AUTHORIZED POSITIONS						
Total Authorized	1,570.98	1,603.53	1,645.92	42.39	1,689.75	43.83
Non-operating Positions (cap/other)	(127.62)	(143.63)	(168.02)	(24.39)	(184.01)	(15.99)
Net Operating Positions	1,443.36	1,459.90	1,477.90	18.00	1,505.74	27.84
SOURCES						
Licenses & Fines	143,207	173,000	180,000	7,000	181,000	1,000
Use of Money or Property	270,529,389	264,141,900	282,244,000	18,102,100	292,583,000	10,339,000
Intergovernmental Revenue - Federal	65,609,636	71,741,491	22,250,000	(49,491,491)	22,250,000	0
Intergovernmental Revenue - State	12,737	15,000	20,000	5,000	20,000	0
Charges for Services	532,780,551	548,452,000	608,434,000	59,982,000	605,360,000	(3,074,000)
Other Revenues	202,555,349	38,472,000	37,789,000	(683,000)	38,714,000	925,000
Transfers In	61,983,517	107,523,169	170,769,267	63,246,098	112,823,862	(57,945,405)
Expenditure Recovery	51,312	8,650,712	8,500,501	(150,211)	9,303,983	803,482
Transfer Adjustments-Sources	(61,983,517)	(178,654,064)	(243,165,441)	(64,511,377)	(185,747,336)	57,418,105
Use of / (Deposit to) Fund Balance	(141,497,952)	7,544,273	69,496,722	61,952,449	25,977,217	(43,519,505)
Sources Total	930,184,229	868,059,481	956,518,049	88,458,568	921,465,726	(35,052,323)
USES - OPERATING EXPENDITURES						
Salaries & Wages	110,931,527	128,320,148	134,000,319	5,680,171	140,170,560	6,170,241
Fringe Benefits	54,876,596	75,149,032	112,350,022	37,200,990	87,292,028	(25,057,994)
Overhead	1,736,713	2,588,499	1,715,000	(873,499)	1,715,000	0
Professional & Contractual Services	90,765,107	99,570,646	101,681,083	2,110,437	106,637,287	4,956,204
Materials & Supplies	14,480,044	15,195,354	17,318,880	2,123,526	17,362,146	43,266
Equipment	2,680,551	1,624,825	2,872,576	1,247,751	1,989,239	(883,337)
Debt Service	345,155,239	364,166,429	390,477,686	26,311,257	424,391,269	33,913,583
Services of Other Departments	50,301,754	59,722,359	62,388,658	2,666,299	63,845,484	1,456,826
Transfers Out	107,978,820	144,505,867	209,200,980	64,695,113	152,433,575	(56,767,405)
Transfer Adjustments-Uses	(61,983,517)	(107,523,169)	(170,769,267)	(63,246,098)	(112,823,862)	57,945,405
Uses - Operating Expenditures Total	716,922,834	783,319,990	861,235,937	77,915,947	883,012,726	21,776,789
USES - PROJECT EXPENDITURES						
Facilities Maintenance	7,237,695	9,310,000	11,403,000	2,093,000	12,084,000	681,000
Capital Projects	206,023,700	75,429,491	83,879,112	8,449,621	26,369,000	(57,510,112)
Uses - Project Expenditures Total	213,261,395	84,739,491	95,282,112	10,542,621	38,453,000	(56,829,112)
USES BY PROGRAM RECAP						
Administration	21,339,016	24,148,651	26,539,738	2,391,087	27,274,270	734,532
Airport Director	8,165,544	9,902,222	8,237,617	(1,664,605)	8,512,112	274,495
Bureau Of Design And Construction	6,390,281	14,483,588	14,213,836	(269,752)	15,214,819	1,000,983
Business & Finance	430,566,399	466,648,988	526,832,087	60,183,099	537,370,188	10,538,101
Capital Projects And Grants	0	76,229,491	84,629,112	8,399,621	27,119,000	(57,510,112)
Chief Operating Officer	20,992,658	25,167,124	26,963,539	1,796,415	30,808,745	3,845,206
Communications & Marketing	6,882,559	8,542,832	8,900,620	357,788	9,268,825	368,205
Continuing Projects, Maint And Renewal	49,104	9,310,000	11,403,000	2,093,000	12,084,000	681,000
Departmental Fund Transfer	9,500,000	0	0	0	0	0
Facilities	150,227,657	161,995,783	172,853,808	10,858,025	176,701,379	3,847,571
Facilities Maintenance,Construction	213,261,395	0	0	0	0	0
Fire Airport Bureau Non-Personnel Cost	591,098	872,574	903,644	31,070	675,721	(227,923)
Operations And Security	56,128,277	63,690,607	66,700,269	3,009,662	68,576,176	1,875,907
Planning Division	3,219,347	3,858,567	4,758,322	899,755	4,314,769	(443,553)
Police Airport Bureau Non-Personnel Cost	2,870,894	3,209,054	3,582,457	373,403	3,545,722	(36,735)
Uses by Program Recap Total	930,184,229	868,059,481	956,518,049	88,458,568	921,465,726	(35,052,323)

PERFORMANCE MEASURES

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Target	Projected	Target	Target
ADMINISTRATION, BUSINESS					
Contribute to the strength of the local economy					
Amount of annual service payment to the City's General Fund, in millions	\$36.5	\$36.9	\$37.0	\$38.1	\$39.0
Percent change in domestic air passenger volume	4.2%	1.2%	1.5%	1.6%	1.7%
Percent change in international air passenger volume	3.2%	2.9%	3.5%	2.6%	2.7%
Control airline cost per enplaned passenger					
Airline cost per enplaned passenger (in constant 2008 dollars)	\$13.86	\$14.22	\$14.36	\$14.62	\$15.10
SAFETY & SECURITY					
Provide accessible and convenient facilities and superior customer service					
Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	4.0	4.1	4.0	4.1	4.1
Average Immigration and customs wait times as a percent of the average of comparable airports	112%	117%	125%	115%	110%

CHILD SUPPORT SERVICES

The Department of Child Support Services (CSS) works to empower parents to provide economic and medical support for their children, thereby contributing to the well-being of families and children.

SERVICES

The Department of Child Support Services provides services through the following divisions:

ADMINISTRATION provides policy direction and acts as the conduit to all federal, state, and local government agencies. This division ensures compliance with personnel management regulations and all related memorandum of understanding (MOU) labor contracts, and assures the fiscal integrity of the Department as it relates to reporting, record-keeping, and procurement.

CASE MANAGEMENT manages the Department's child support caseload and works with families to ensure that children are financially, medically, and emotionally

supported. This division delivers direct services to clients through the provision of a variety of programs focused on the economic security of the family and the safety of the child.

LEGAL SERVICES provides initial and on-going support to parents in the areas of paternity establishment, location of parents, requests for child and medical support orders from the court, enforcement and modification of support orders, and the collection and distribution of child support.

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

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
Total FTE	90	84	81	(3)	80	(1)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$13.4 million for Child Support Services is \$0.3 million, or 2.6 percent, lower than the FY 2013-14 budget of \$13.7 million. A significant portion of this decrease is due to the expiration of federal grants and one-time funding to support IT system replacement equipment.

The FY 2015-16 proposed budget of \$13.6 million for Child Support Services is \$0.2 million, or 1.8 percent, higher than the FY 2014-15 budget of \$13.4 million. A significant portion of this increase is due to increased rental and lease costs for the main office where CSS staff are located.

Debt Forgiveness - Compromise of Arrears Program (COAP)

In response to the increasing number of court orders that are considered as unenforceable or non-collectable, the State of California implemented the Compromise of Arrears Program (COAP) in 2004. COAP offers an arrears management solution to the State of California and to parents who would otherwise not be able to pay their case balance. By providing parents with the option to compromise monies that would otherwise be uncollected, the State of California is able to focus its efforts on enforcement of collectable outstanding child support. As of State FY 2012-13, San Francisco's COAP program received 94 applications resulting in the compromise of \$725,705 of unpaid child support debt in exchange for repayment settlements totaling \$110,417.

Serving Incarcerated Parents

Since 2007, CSS has worked with the Sheriff's Department to provide on-site child support services to incarcerated parents. Caseworkers and attorneys meet weekly with noncustodial parents who are incarcerated in the San Francisco County jail to discuss and respond to client concerns and modify orders. CSS staff provide educational presentations, answer questions at parole release meetings, and discuss their child support cases. Between 2007 and 2013, the jail outreach initiative identified 3,364 unique non-custodial parents whose whereabouts were previously unknown and whose overall debt owed is in excess of \$21.0 million. The Department has reduced these arrears by modifying current support

obligations, enrolling eligible inmates in CSS program opportunities upon their release, and addressing current balances through the Department's Compromise of Arrears Program.

Reducing Domestic Violence

CSS developed a Family Violence Indicator (FVI) for case managers to flag cases of domestic violence where the enforcement of child support obligations may be dangerous. The Department is currently seeing unprecedented growth in the number of clients who are exposed to family violence. In response, CSS has trained caseworkers and attorneys to communicate effectively with victims and perpetrators of domestic violence, and to work with non-custodial parents to safely secure child support for the custodial parent. As of January 2014, approximately 80 percent of the total cases flagged for domestic violence have made payments.

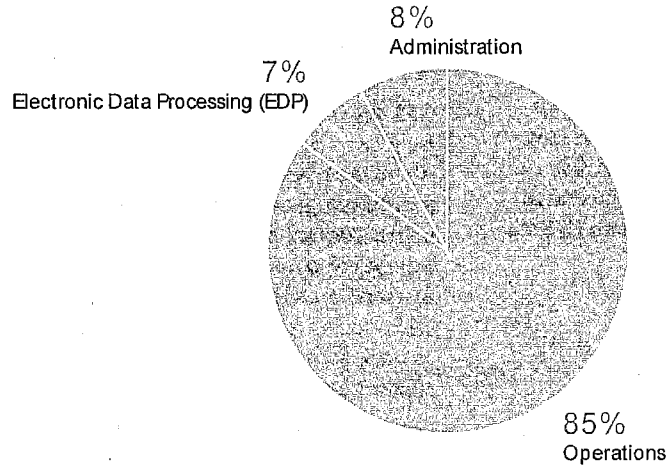
Collaborating with City College

Beginning in 2014, CSS, in collaboration with Family Court Services, Domestic Violence Advocates and other stakeholders, is reengaging with City College of San Francisco to provide child support services to student parents. This project builds on the work of a pilot program implemented by the Department and City College in 2006. By partnering with an existing on-campus service provider, CSS will offer case management in the areas of debt forgiveness, order modification, and parenting plans. The project, currently in the early stages of development, hopes to strengthen family relationships, and support student parents with meeting their educational goals.

Implementing Health Care Reform and Child Support

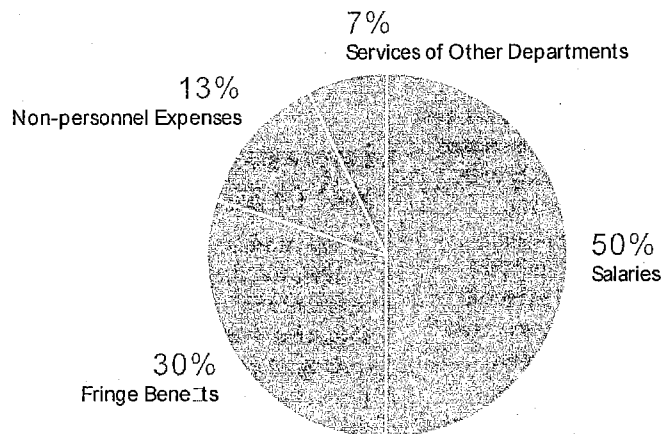
The Affordable Care Act (ACA), which went into effect in 2014, will improve accessibility and affordability for custodial and non-custodial parents in meeting their obligation to ensure adequate medical coverage for their children. CSS, along with California's entire child support program, is moving aggressively to implement the requirements and programmatic changes necessitated by ACA legislation.

FY 2014-15 DEPARTMENT USES BY SERVICES AREA



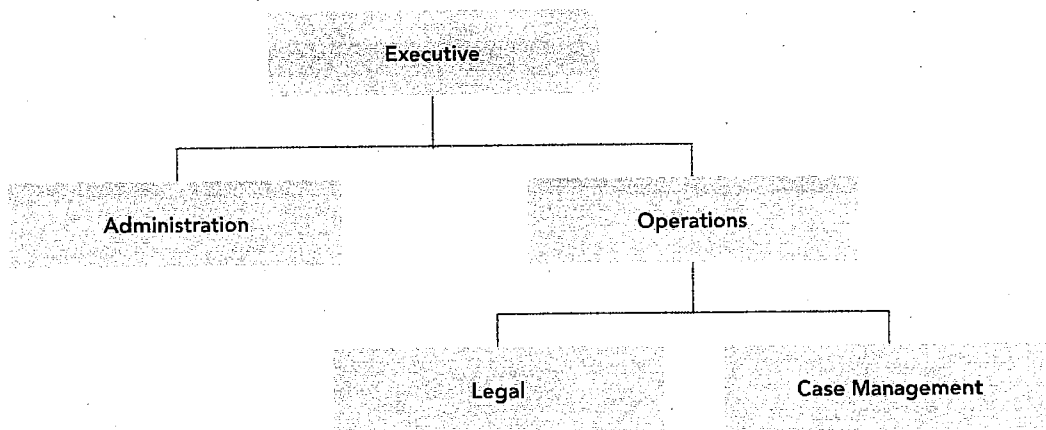
8 percent of the Department's proposed FY 14-15 budget is allocated for administrative support.

FY 2014-15 DEPARTMENT USES BY EXPENDITURE TYPE



80 percent of the Department's proposed FY 2014-15 budget is allocated to salaries and fringe benefits.

CHILD SUPPORT SERVICES



TOTAL BUDGET - HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	90.35	84.25	80.65	(3.60)	79.89	(0.76)
Net Operating Positions	90.35	84.25	80.65	(3.60)	79.89	(0.76)
SOURCES						
Use of Money or Property	6,159	0	0	0	0	0
Intergovernmental Revenue - Federal	8,313,830	8,828,674	8,541,339	(287,335)	8,897,351	356,012
Intergovernmental Revenue - State	4,282,881	4,446,307	4,400,083	(46,224)	4,400,083	0
Expenditure Recovery	386,001	449,049	421,501	(27,548)	129,228	(292,273)
Use of / (Deposit to) Fund Balance	35,521	0	0	0	181,356	181,356
Sources Total	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
USES - OPERATING EXPENDITURES						
Salaries & Wages	7,418,204	6,839,338	6,723,429	(115,909)	6,827,728	104,299
Fringe Benefits	3,454,875	4,023,595	4,015,091	(8,504)	3,950,318	(64,773)
Professional & Contractual Services	1,189,062	1,585,307	1,542,282	(43,025)	1,774,457	232,175
Materials & Supplies	108,197	115,162	157,333	42,171	124,418	(32,915)
Equipment	23,351	117,453	0	(117,453)	0	0
Services of Other Departments	830,703	1,043,175	924,788	(118,387)	931,097	6,309
Uses - Operating Expenditures Total	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
USES BY PROGRAM RECAP						
Child Support Services Program	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095
Uses by Program Recap Total	13,024,392	13,724,030	13,362,923	(361,107)	13,608,018	245,095

PERFORMANCE MEASURES

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Target	Projected	Target	Target
CHILD SUPPORT SERVICES PROGRAM					
Establish paternity for children born out of wedlock in the county					
Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	91.2%	95.5%	93.0%	95.0%	95.0%
Establish child support orders					
San Francisco orders established as a percentage of cases needing an order	90.2%	90.8%	90.0%	90.8%	90.8%
Increase economic self-sufficiency of single parent families					
Amount of child support collected by SF DCSS annually, in millions	\$26.5	\$27.3	\$26.1	\$27.3	\$26.8
San Francisco current collections as a percentage of current support owed	73.0%	73.0%	73.0%	72.9%	72.9%
San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases in San Francisco	62.0%	69.0%	63.0%	71.3%	71.3%

MUNICIPAL TRANSPORTATION AGENCY

The San Francisco Municipal Transportation Agency (MTA) is responsible for the management of all ground transportation in the City. The MTA operates the San Francisco Municipal Railway (Muni) and manages parking and traffic, streetscape programs, bicycling, walking and the regulation of taxis.

SERVICES

MUNI, the nation's seventh largest public transit system, provides electric trolley bus, hybrid and diesel motor coach, light rail, cable car, historic streetcar, and contracted paratransit service to the City.

PEDESTRIAN AND BICYCLE PROGRAMS focus on improving walking and bicycling in San Francisco by emphasizing safety, connectivity, congestion improvements, emissions reduction and personal health promotion.

PARKING manages 448,000 publicly-available parking spaces, 19 parking garages, 19 metered lots, and 27,935 on-street meters.

TRANSPORTATION ENGINEERING oversees changes to traffic control devices such as signs, signals, and striping to improve the safety and operation of city streets for all modes. The subdivision is responsible for the operation, design and maintenance of the entire City's traffic signal infrastructure and provides traffic routing support to public and private construction projects.

SAFETY, TRAINING, SECURITY, INVESTIGATIONS AND ENFORCEMENT enhances safety and security of the transit system as well as the enforcement of parking regulations. The Security Operations Unit consists of the Proof of Payment Group, Investigations, and the Muni Transit Assistance Program.

ACCESSIBLE SERVICES manages contracted paratransit (door-to-door) service for customers with disabilities who cannot independently use regular Muni service, and ensures that fixed-route Muni services and other MTA services and programs are accessible to seniors and persons with disabilities.

TAXI SERVICES regulates over 8,000 licensed taxi drivers in the City with the goal of improving services to residents and visitors to San Francisco by working with taxi drivers, taxi companies and medallion holders.

LONG-RANGE PLANNING plans and designs capital and infrastructure improvement projects, and provides long-range forecast analyses of the fleets, facilities and right-of-way infrastructure in the City.

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	842,457,143	853,883,621	947,111,854	93,228,233	1,004,318,603	57,206,749
Total FTE	4,388	4,484	4,679	195	4,910	231

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$947.1 million for the MTA is \$93.2 million, or 10.9 percent, higher than the FY 2013-14 budget of \$853.9 million. A significant portion of this increase is due to increases in salary and fringe benefit costs, increases in the number of transit operators, investments in preventative maintenance, and a 3 percent service increase.

The FY 2015-16 proposed budget of \$1,004.3 million for the MTA is \$57.2 million, or 5.7 percent, higher than the FY 2014-15 proposed budget. A significant portion of this increase is due to an additional 7 percent service increase. This brings the total service increase to 10 percent from the FY 2013-14 staffing and service levels.

The MTA FY 2014-15 and FY 2015-16 Capital Budget is \$562.9 million and \$669.0 million, respectively. The FY 2015-16 Capital Budget reflects \$32.0 million per year starting in FY 2015-16 in additional General Fund funding for pedestrian and bike improvements and core transportation projects recommended by the Mayor's 2030 Transportation Task Force in November 2014.

Implementation of MTA's Strategic Plan

In the first years of the MTA's FY 2013-18 Strategic Plan, the agency has made considerable progress in reducing structural deficits through increased revenues, and the control of overtime, labor costs and workers' compensation claims. Established metrics allow the agency to chart its progress toward reaching milestones adopted through the six-year Strategic Plan. For more information regarding the MTA Strategic Plan please visit www.sfmta.com/about-sfnta/sfnta-strategic-plan

Making Transit Affordable for All

Affordability is a growing concern for many San Franciscans and policy makers. A recent survey of 22,000 Muni riders revealed that more than half of Muni customers are low-income, with approximately 1 in 4 customers living in households making less than \$15,000 annually. While Muni's fares are among the lowest of peer transit agencies, the MTA supports the Mayor's call to make the City more affordable to residents. The MTA FY 2015-16 Operating Budget includes the continuation of free Muni for low and

moderate income youth. This popular program, which launched in FY 2012-13, will be funded through a private grant from Google, and will be extended to 18-year-olds. In addition, provisions for a new free Muni program for low and moderate income seniors and disabled riders will be implemented contingent upon a review of the agency's fiscal health in 2015. The MTA Board also eliminated Sunday parking meter enforcement.

Transportation Task Force

In 2013, Mayor Lee convened the 2030 Transportation Task Force, which identified the need to invest \$10.0 billion in the City's transportation infrastructure over the next 15 years and recommended several new revenue sources. If secured, these sources would generate \$3.0 billion over 15 years, and would fund capital infrastructure investments in San Francisco's transportation system. The MTA budget assumes implementation of the Transportation Task Force recommendations and proposes a \$1.5 billion funding package to fund critical transportation infrastructure to repave roads, improve transit, and make streets safer for all users.

Muni Forward: Rapid Network Improvements

Developed through the Transit Effectiveness Project planning effort, which included several years of data collection, intensive assessment, and public outreach efforts, the Rapid Network Improvement projects will restructure transit service on Muni's high ridership lines to improve efficiency and connectivity. This program, which is planned to start over the next two years, consists of targeted engineering improvements designed to minimize transit service delays at key intersections and along the Rapid Network, the busiest transit corridors in the City. Street design engineering tools that reduce travel time, ensure safer transit operations, and improve accessibility on the busiest transit routes include: lane modifications, traffic signal and stop sign changes, transit stop changes, parking and turn restrictions, and pedestrian improvements. The Rapid Network Improvements will make Muni approximately 20 percent faster and significantly more reliable on its most heavily used corridors, meaning that a daily customer could save over an hour of his or her week with these improvements.

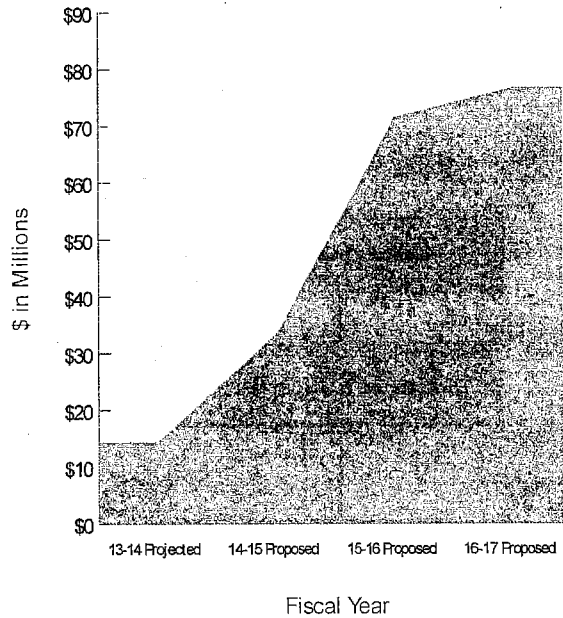
Vision Zero: Eliminating Traffic Deaths by 2024

Over the next 24 months and as part of the citywide commitment to Vision Zero, the MTA will implement 24 near-term engineering projects that will improve safety for all road users. These projects, in addition to the agency's existing programs that enhance safety for people walking, biking and driving, include initiatives such as slowing down vehicle speeds, installing signals at intersections, and enhancing existing and building new bikeways.

Phase 2 of the Central Subway

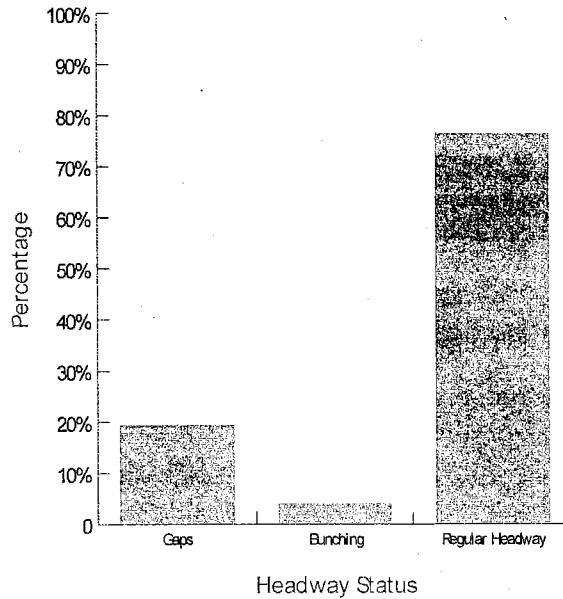
The Central Subway Project is Phase 2 of the Third Street Light Rail Program that will link the Bayview and Visitacion Valley with Mission Bay, South of Market (SoMa), Yerba Buena/Moscone Center, Union Square, and Chinatown. The Central Subway will improve regional connections to Caltrain, BART, Muni rail lines, and bus routes while reducing travel time and providing rapid transit in this burgeoning and increasingly congested corridor. In 2013, the Central Subway continued major construction in SoMa and Union Square to build the underground tunnels and stations. The extended light rail line is slated to open to the public in 2019.

PROPOSED ANNUAL SPENDING ON BIKE AND PEDESTRIAN CAPITAL IMPROVEMENTS



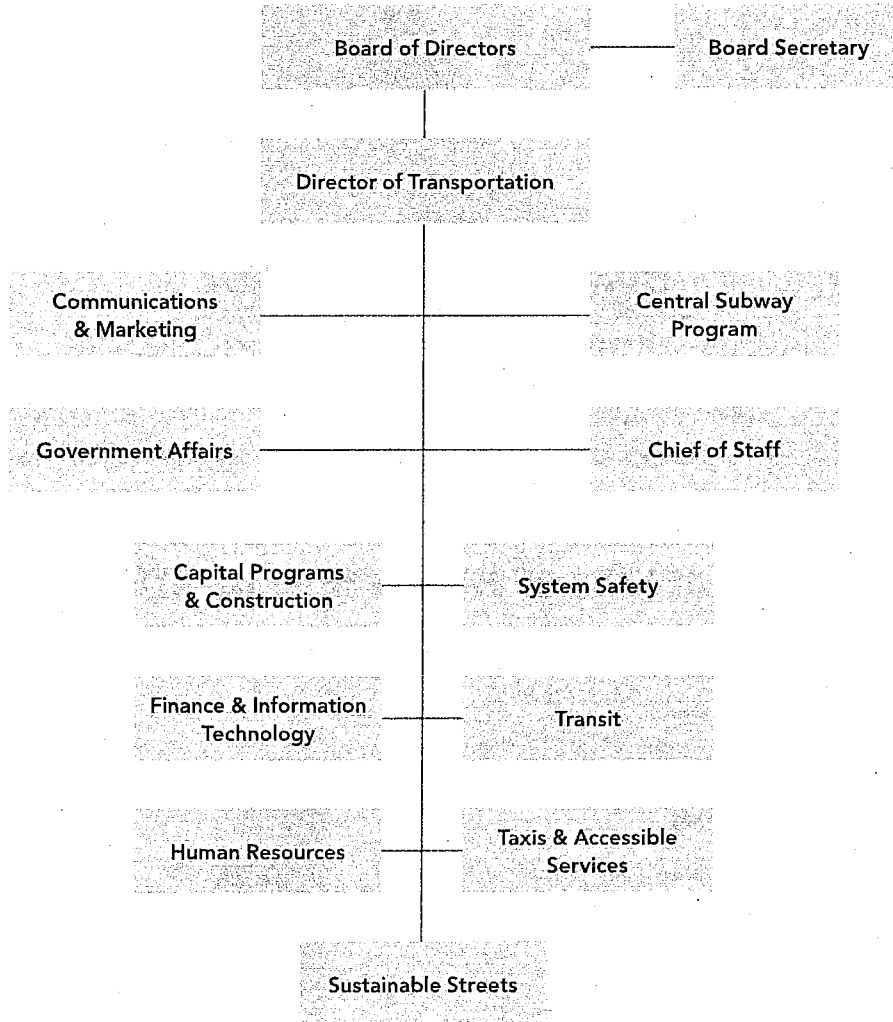
The MTA is proposing large increases in funding for Bike and Pedestrian Capital improvements over the next 3 years.

HEADWAY STATUS OF MUNI VEHICLES, SYSTEMWIDE



Muni strives to eliminate gaps and bunches between Muni vehicles. Gaps occur when vehicles come infrequently. Bunches occur when vehicles come too close together. For more than 76 percent of observed time points, Muni vehicles arrived at regular time intervals.

MUNICIPAL TRANSPORTATION AGENCY



TOTAL BUDGET □ HISTORICAL COMPARISON

	2012 □13	2013 □14	2014 □15		2015 □16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	4,751.17	4,852.23	5,050.19	197.96	5,288.81	238.62
Non-operating Positions (cap/other)	(363.00)	(368.04)	(371.50)	(3.46)	(378.50)	(7.00)
Net Operating Positions	4,388.17	4,484.19	4,678.69	194.50	4,910.31	231.62
SOURCES						
Licenses & Fines	118,274,524	112,926,513	113,411,358	484,845	116,650,000	3,238,642
Use of Money or Property	122,126,621	98,361,428	112,539,777	14,178,349	117,713,931	5,174,154
Intergovernmental Revenue - Federal	904	3,700,000	3,810,000	110,000	3,890,000	80,000
Intergovernmental Revenue - State	37,867,493	33,100,000	39,090,000	5,990,000	40,130,000	1,040,000
Intergovernmental Revenue - Other	102,443,711	78,870,000	85,717,100	6,847,100	87,960,000	2,242,900
Charges for Services	256,215,058	224,644,172	238,607,816	13,963,644	238,511,000	(96,815)
Other Revenues	26,049,271	0	1,250,000	1,250,000	2,800,000	1,550,000
Transfers In	293,042,603	199,651,133	229,897,027	30,245,894	274,638,826	44,741,799
Expenditure Recovery	84,868,883	89,498,461	108,892,604	19,394,143	115,019,406	6,126,802
Transfer Adjustments-Sources	(306,441,846)	(218,868,086)	(267,473,828)	(48,605,742)	(291,386,929)	(23,913,101)
Use of / (Deposit to) Fund Balance	(114,380,079)	0	35,500,000	35,500,000	35,402,369	(97,631)
General Fund Support	222,390,000	232,000,000	245,870,000	13,870,000	262,990,000	17,120,000
Sources Total	842,457,143	853,883,621	947,111,854	93,228,233	1,004,318,603	57,206,749
USES - OPERATING EXPENDITURES						
Salaries & Wages	368,012,926	356,434,079	385,909,340	29,475,261	404,275,117	18,365,777
Fringe Benefits	179,868,532	189,885,008	217,428,088	27,543,080	222,694,674	5,266,586
Overhead	83,384,566	88,313,091	111,582,395	23,269,304	117,853,697	6,271,302
Professional & Contractual Services	102,735,392	138,555,660	162,542,326	23,986,666	154,133,675	(8,408,651)
Materials & Supplies	58,712,712	77,288,344	75,623,069	(1,665,275)	79,554,155	3,931,086
Equipment	5,341,159	978,355	3,901,917	2,923,562	4,153,723	251,806
Debt Service	5,886,249	12,000,000	12,000,000	0	15,000,000	3,000,000
Services of Other Departments	62,839,650	62,055,416	63,879,824	1,824,408	65,753,958	1,874,134
Transfers Out	278,736,834	132,195,133	161,287,027	29,091,894	178,928,826	17,641,799
Budgetary Reserves	0	10,000,000	0	(10,000,000)	0	0
Transfer Adjustments-Uses	(306,441,846)	(218,868,086)	(267,473,828)	(48,605,742)	(291,386,929)	(23,913,101)
Uses - Operating Expenditures Total	839,876,174	848,837,000	926,680,158	77,843,158	950,960,896	24,280,738
USES - PROJECT EXPENDITURES						
Capital Renewal	278,987	0	0	0	0	0
Capital Projects	3,101,982	5,046,621	20,431,696	15,385,075	53,357,707	32,926,011
Uses - Project Expenditures Total	3,380,969	5,046,621	20,431,696	15,385,075	53,357,707	32,926,011
USES BY PROGRAM RECAP						
Accessible Services	13,880,462	22,178,474	22,272,534	94,060	22,289,190	16,656
Administration	60,459,172	73,440,798	79,970,660	6,529,862	83,784,500	3,813,840
Agency Wide Expenses	64,898,579	66,161,614	95,843,047	29,681,433	88,290,150	(7,552,897)
Capital Programs & Construction	171,530	5,044,187	6,296,621	1,252,434	40,176,621	33,880,000
Development And Planning	1,624,140	906,678	1,282,629	375,951	1,294,645	12,016
Parking & Traffic	71,505,739	92,503,698	86,349,406	(6,154,292)	88,200,873	1,851,467
Parking Garages & Lots	27,772,876	28,878,125	48,102,284	19,224,159	49,172,767	1,070,483
Rail & Bus Services	471,160,735	481,382,508	526,246,562	44,864,054	549,724,105	23,477,543
Revenue, Transfers & Reserves	55,441,874	0	0	0	0	0
Security, Safety, Training & Enforcement	72,475,305	79,986,505	75,511,342	(4,475,163)	76,030,980	519,638
Taxi Services	3,056,731	3,401,034	5,236,769	1,835,735	5,354,772	118,003
Uses by Program Recap Total	842,457,143	853,883,621	947,111,854	93,228,233	1,004,318,603	57,206,749

PERFORMANCE MEASURES

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Target	Projected	Target	Target
Goal 2: Make transit, walking, bicycling, taxi, ridesharing & carsharing the preferred means of travel					
Objective 2.1: Improve customer service and communications					
Hazardous traffic signal reports: % responded to and repaired within two hours	97%	98%	97%	98%	98%
Parking meter malfunction reports: % responded to and repaired within 48 hours	82%	86%	82%	86%	86%
Objective 2.2: Improve transit performance					
Percentage of on-time performance	59.0%	85.0%	60.0%	85.0%	85.0%
% of scheduled service hours delivered	97.6%	98.5%	97.0%	98.5%	98.5%
Headway adherence	76.5%	82.1%	78.0%	85.9%	85.9%
Customer rating: Transit system reliability; scale of 1 (low) to 5 (high)	n/a	3.50	2.79	3.50	3.50
Goal 3: Improve the environment and quality of life in San Francisco					
Objective 3.4: Deliver services efficiently					
Average annual transit cost per revenue hour	\$202.67	\$197.60	\$202.67	\$192.66	\$192.66
Cost per revenue mile	\$26.80	\$26.13	\$26.80	\$25.47	\$25.47
Cost per boarding	\$2.91	\$2.84	\$2.91	\$2.77	\$2.77
Farebox recovery ratio	34%	32%	34%	32%	32%
Goal 4: Create a workplace that delivers outstanding service					
Objective 4.2: Create a collaborative and innovative work environment					
Employee rating: Overall employee satisfaction	3.36	3.50	3.50	4.00	4.00
Objective 4.3: Improve employee accountability					
Unscheduled absence rate: transit operators	8.6%	12.0%	9.0%	11.0%	11.0%

PORT

The Port (PRT) promotes a balance of maritime, recreational, industrial, transportation, environmental stewardship, public access, and commercial activities on a self-supporting basis through appropriate management and development of the waterfront for the benefit of the public.

SERVICES

The Port provides services through the following divisions:

ENGINEERING provides project and construction management, engineering design, facility inspection, contracting, code compliance review, and permit services for all Port facilities.

MARITIME manages and markets cruise and cargo shipping, ship repair, commercial and sport fishing, ferry and excursion operations, visiting military and ceremonial vessels, and other harbor services.

MAINTENANCE is responsible for repairing piles, piers, roofs, plumbing and electrical systems, and street cleaning along the Port's seven-and-a-half miles of waterfront property.

PLANNING AND DEVELOPMENT sees that the development and use of Port lands is consistent with the goals and policies of the Waterfront Land Use Plan, maintains and amends Plan policies, leads community

planning projects for specified waterfront areas, and administers land use regulatory review of projects on Port property.

REAL ESTATE oversees all property and lease management for marketing and leasing the Port's commercial and industrial property.

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

EXECUTIVE includes the Port Executive Director, the Communications Department, Homeland Security, Special Projects, Port Commission Secretary, and the Port's General Counsel.

For more information, call (415) 274-0400 or 311; or visit www.sfport.com

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	105,622,690	91,674,259	109,128,326	17,454,067	109,497,009	368,683
Total FTE	236	237	242	5	243	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$109.1 million for the Port is \$17.4 million, or 19.0 percent, higher than the FY 2013-14 budget of \$91.7 million. A significant portion of this increase is due to salary and fringe benefits costs increases; new and substituted positions; development project expenses; and additional capital project funding.

The FY 2015-16 proposed budget of \$109.5 million for the Port is \$0.4 million, or 0.3 percent, higher than the FY 2014-15 budget of \$109.1 million. This increase is largely due to increases in salary and fringe benefits costs and services of other departments in FY 2015-16.

Inaugurating James R. Herman Cruise Terminal

The new James R. Herman Cruise Terminal at Pier 27 will welcome its inaugural cruise call on September 18, 2014 with the arrival of Princess Cruises' Crown Princess. The occasion will be celebrated publicly and mark a new era of passenger cruises in San Francisco. The Port officially will name the new facility in honor of James R. Herman, late President of the International Longshore and Warehouse Union (ILWU) and former Port Commissioner. The Port will also open the new Northeast Wharf Plaza to the public. These events will be the first of many opportunities to celebrate the James R. Herman Cruise Terminal as the perfect picture frame of all that is both iconic and exciting about San Francisco: the Bay Bridge spires, Ferry Building clock tower, Transamerica Building, Coit Tower, and the homes nestled into Telegraph Hill.

The FY 2014-15 and FY 2015-16 budgets reflect improved revenues as a result of the Terminal's opening, which will accommodate larger vessels and more passengers than the Pier 35 terminal. Additionally, a new passenger facility charge will be imposed by the Port to help finance the Cruise Terminal, generating an estimated \$2.1 million and \$1.2 million in revenue growth in FY 2014-15 and FY 2015-16, respectively. On non-cruise call days, the space will be used as a special event facility, similar to its use during the 34th America's Cup, with paid parking that will generate an estimated \$0.6 million and \$1.2 million of new revenues in FY 2014-15 and FY 2015-16.

Capital Improvements

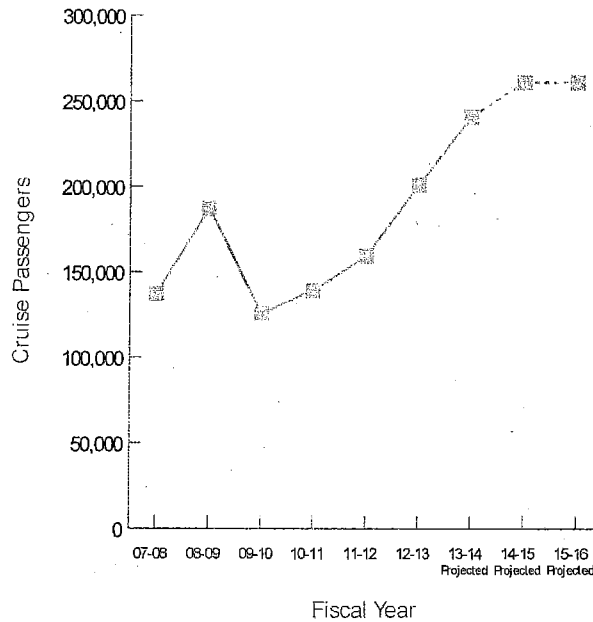
Not including annual projects and reappropriated funds, the Port budget includes \$12.8 million for capital projects in both FY 2014-15 and FY 2015-16. A large portion of this funding is dedicated for pier structures repairs along the waterfront, including Wharves J-7, J-8, and J-9 and the Pier 43 seawall in Fisherman's Wharf to address significant Ten-Year Capital Plan needs. To improve facility accessibility the Port will invest \$1.4 million in new restrooms, particularly at Fisherman's Wharf. Additionally, the Port intends to enhance its cargo facilities and industrial space beginning with \$0.5 million for environmental review and design of the Backlands and other Southern Waterfront areas.

The Port will also complete important capital projects that were funded in prior years. Notably, the Northeast Wharf Plaza, financed with \$17.0 million of 2012 General Obligation Bond proceeds, will be completed in August 2014. This is new 2.7 acre park is adjacent to the new James R. Herman Cruise Terminal and will feature a large lawn for the public to enjoy. Also, 2014 Port Revenue Bond proceeds will finance the revitalization of Pier 31, a historic facility that currently is restricted from public access due to structural deterioration. By repairing the pier, the Port will create leasable space to generate new Port revenue and enhance the economic drive in the Northern Waterfront.

Assessing Seawall Conditions

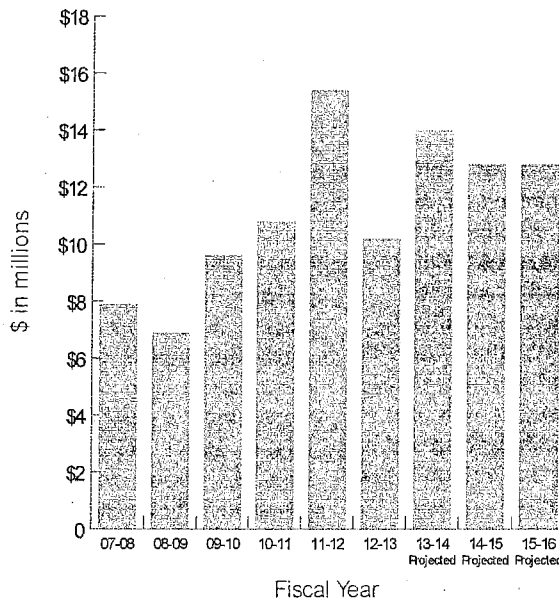
The Port's FY 2014-15 capital budget includes \$0.5 million to support an initial assessment of the condition of the Port's seawall, which is aging and was not designed to withstand a major seismic event or the impacts of sea level rise. The seawall was built between 1876 and 1929, is approximately four miles in length and provides critical flood protection and structural support to the eastern portion of the City, including the Port Waterfront and Promenade, Financial District, and BART & Muni systems. The project funds will be used by a technical advisory committee comprised of representatives from the Port, Airport, Public Utilities Commission; and the Department of Public Works and includes experts in the fields of environmental regulation, planning, finance, risk analysis, and public information. The committee will evaluate various strategies for addressing infrastructure requirements, including the option of building a new seawall. The cost of replacing the seawall is well beyond the Port's financial capacity and additional funding sources will be sought as the project develops.

CRUISE PASSENGER VOLUME AT THE PORT OF SAN FRANCISCO



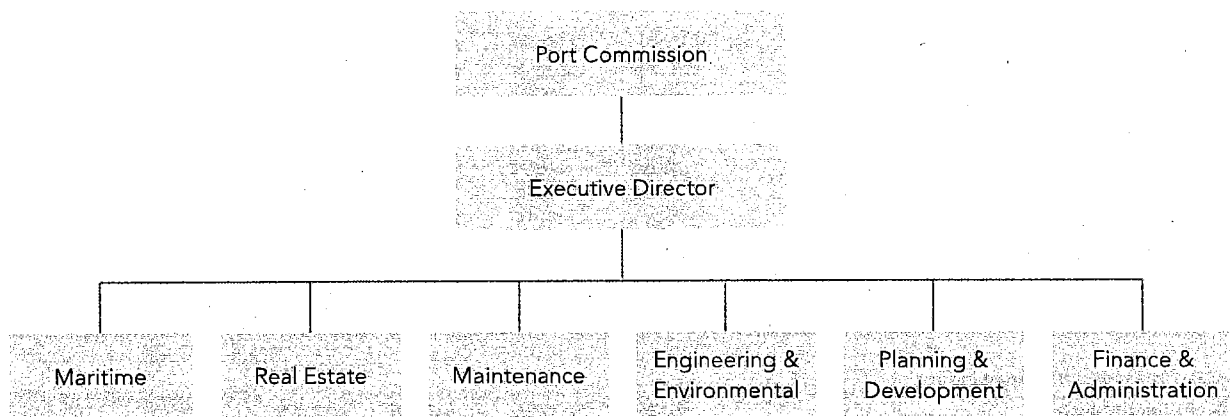
Due to the strengthening economic climate and the planned availability of the new James R. Herman Cruise Terminal, which will accommodate larger ships that carry more passengers, cruise passenger volumes in the upcoming fiscal years are expected to far exceed pre-recession levels.

ANNUAL CAPITAL INVESTMENTS



The Port's Ten-Year Capital Plan estimates that there is \$1.6 billion in deferred maintenance of infrastructure on the waterfront. Due to the fluctuation of capital funding in prior years, in 2012 the Port Commission passed a capital policy that prioritizes capital funding in relation to the operating budget. (This excludes reappropriated funds and annual projects.)

PORT



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	254.98	260.18	267.34	7.16	270.09	2.75
Non-operating Positions (cap/other)	(19.00)	(23.39)	(25.50)	(2.11)	(27.50)	(2.00)
Net Operating Positions	235.98	236.79	241.84	5.05	242.59	0.75
SOURCES						
Licenses & Fines	2,747,250	2,261,000	3,012,000	751,000	3,073,000	61,000
Use of Money or Property	64,376,387	61,059,323	66,175,470	5,116,147	69,913,520	3,738,050
Intergovernmental Revenue - Other	287,096	2,090,000	1,903,093	(186,907)	1,902,680	(413)
Charges for Services	9,779,048	13,830,031	16,732,000	2,901,969	17,879,000	1,147,000
Other Revenues	13,978,182	1,367,859	5,772,300	4,404,441	5,783,545	11,245
Transfers In	16,667,647	18,377,018	16,742,341	(1,634,677)	16,908,500	166,159
Expenditure Recovery	891,590	173,228	170,000	(3,228)	170,000	0
Transfer Adjustments-Sources	(15,357,931)	(20,893,502)	(20,122,067)	771,435	(20,294,543)	(172,476)
Use of / (Deposit to) Fund Balance	12,241,612	13,409,302	18,743,189	5,333,887	14,161,307	(4,581,882)
General Fund Support	11,809	0	0	0	0	0
Sources Total	105,622,690	91,674,259	109,128,326	17,454,067	109,497,009	368,683
USES - OPERATING EXPENDITURES						
Salaries & Wages	21,400,369	23,351,086	24,389,594	1,038,508	25,000,576	610,982
Fringe Benefits	9,911,787	11,501,291	12,339,229	837,938	12,340,379	1,150
Overhead	133,353	315,652	519,733	204,081	519,733	0
Professional & Contractual Services	11,523,389	12,229,479	13,537,188	1,307,709	13,570,786	41,598
Materials & Supplies	1,599,850	1,447,598	1,522,661	75,063	1,615,095	92,434
Equipment	155,066	477,421	765,333	287,912	708,850	(56,483)
Debt Service	3,331,439	8,991,802	9,667,001	675,199	9,564,717	(102,284)
Services of Other Departments	12,607,211	12,639,273	15,275,793	2,636,520	15,849,284	573,491
Transfers Out	16,090,470	18,440,372	17,784,054	(656,318)	17,990,213	206,159
Budgetary Reserves	0	1,952,418	5,077,916	3,125,498	9,252,478	4,174,562
Transfer Adjustments-Uses	(15,357,931)	(17,552,659)	(16,742,341)	810,318	(16,908,500)	(166,159)
Uses - Operating Expenditures Total	61,395,003	73,793,733	84,136,161	10,342,428	89,511,611	5,375,450
USES - PROJECT EXPENDITURES						
Facilities Maintenance	937,565	3,415,526	6,261,896	2,846,370	2,946,857	(3,315,039)
Capital Projects	43,290,122	14,465,000	18,730,269	4,265,269	17,038,541	(1,691,728)
Uses - Project Expenditures Total	44,227,687	17,880,526	24,992,165	7,111,639	19,985,398	(5,006,767)
USES BY PROGRAM RECAP						
Administration	22,055,399	28,017,972	30,088,883	2,070,911	30,451,032	362,149
Engineering & Environmental	4,301,844	4,512,906	4,741,979	229,073	4,811,188	69,209
Maintenance	61,124,474	37,003,507	46,309,212	9,305,705	49,075,569	2,766,357
Maritime Operations & Marketing	3,773,445	8,104,649	9,373,927	1,269,278	9,627,650	253,723
Non-Grant Construction Projects	0	0	3,389,497	3,389,497	0	(3,389,497)
Planning & Development	4,627,974	3,433,220	3,472,142	38,922	3,598,069	125,927
Real Estate & Management	9,739,554	10,602,005	11,752,686	1,150,681	11,933,501	180,815
Uses by Program Recap Total	105,622,690	91,674,259	109,128,326	17,454,067	109,497,009	368,683

PERFORMANCE MEASURES

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Target	Projected	Target	Target
MAINTENANCE					
Financial Stability - Improve utilization of maintenance resources					
Percentage of preventative maintenance of sewer pumps performed on schedule	77%	95%	95%	95%	95%
Maintenance cost per square foot of Port facilities	\$0.82	\$0.92	\$0.80	\$0.94	\$0.96
MARITIME OPERATIONS & MARKETING					
Economic Impact - Increase the volume of cargo shipping					
Total cargo tonnage - Bulk	1,270,884	1,200,000	1,200,000	1,300,000	1,400,000
Economic Impact - Increase cruise volume					
Total number of cruise ship calls	65	73	73	73	73
Economic Impact - Track ferry passenger volume					
Total number of ferry passengers transiting through Port managed facilities.	1,661,433	1,545,000	1,998,798	1,998,798	2,098,738
PLANNING & DEVELOPMENT					
Quality of Life - Public participation in implementation of Waterfront Land Use Plan					
Total number of community meetings held to discuss ongoing Port projects and programs	42	25	23	25	25
REAL ESTATE & MANAGEMENT					
Economic Impact - Achieve maximum revenue from leasing activities					
Net Revenue (Gross Revenues minus Gross Expenditures)	n/a	48	55	52	55

PUBLIC LIBRARY

The Public Library (LIB or “the Library”) is dedicated to free and equal access to information, knowledge, independent learning, and reading for our community. The Library consists of the Main Library at Civic Center, 27 branch libraries spread out across the City, mobile libraries that travel around the City, and the public website. In addition to the Library’s collection of 3.4 million items in various formats and over 50 languages, the Library offers the public access to computers, various technologies, and educational, literary, and recreational programming.

SERVICES

The Public Library provides services through the following strategic areas:

LITERACY AND LEARNING initiatives provide robust collections, resources, services, and programs that support reading and address the changing literacy and learning needs of the 21st century.

DIGITAL STRATEGIES ensure equitable access to public technology and resources.

YOUTH ENGAGEMENT supports the City's youth with a myriad of programs and services including early literacy, the summer reading program, homework help

services, test preparation programs, outreach to schools, and expanded teen services on technology and media literacies.

STRATEGIC PARTNERSHIPS leverage the Library's resources to strengthen the services and programs offered and to help the Library reach a larger audience.

DIVERSE PROGRAMMING promotes the Library as a key center for literary arts and a provider of accessible services, fosters community engagement, and serves as a place where all San Franciscans feel welcome.

For more information, call (415) 557-4400 or 311; or visit www.sfpl.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	96,350,609	100,531,375	108,317,467	7,786,092	114,054,309	5,736,842
Total FTE	640	652	663	11	665	2

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$108.3 million for the Library is \$7.8 million, or 7.8 percent, higher than the FY 2013-14 budget of \$100.5 million. A significant portion of this increase is due to increases in salary and fringe benefits costs, including seven new staff for custodial, grounds patrol and IT services. In addition, the FY 2014-15 budget includes a \$1.0 million increase to the collections budget and \$1.7 million enhancement for new facility rental costs, which will be offset by new rental revenue.

The FY 2015-16 proposed budget of \$114.1 million for the Library is \$5.7 million, or 5.3 percent, higher than the FY 2014-15 proposed budget of \$108.3 million. A significant portion of this increase is due to increases in the Department's set-aside and baseline revenues. The Department is appropriating additional funds to cover increases in salary and fringe benefits costs as well as an increase of \$0.9 million to the Collections budget, and depositing funds into the Library Preservation Fund to replenish reserves that were appropriated in FY 2013-14 to complete the Teen Digital Media Lab.

Safe and Welcoming Facilities

The Library's proposed budget reflects its commitment to providing safe and welcoming facilities by continuing to invest in post-occupancy facility improvements, and to enhancing the Library's custodial and grounds patrol services. Other investments toward ensuring safe and welcoming facilities includes the Library's partnership with the Department of Public Health, which connects Main Library patrons with social services and housing resources; beginning in FY 2014-15, the Library will expand those outreach services to the branches.

In FY 2014-15, the Library anticipates leasing a new facility that will allow it to consolidate support services, delivery services and bookmobile services in one location.

The costs of leasing the facility will be offset by leasing out the Library's current support services facility.

Strong Library Collections

The proposed FY 2014-15 and FY 2015-16 budgets continue to invest in strong library collections, which represent approximately 11 percent of the operating budget. Print books remain the primary material format, but the library is expanding its investments in eResources, including eBooks, eMusic, eVideo, databases, and eLearning. Other investments include youth materials, materials in international languages, and periodicals. The FY 2014-15 collection budget increased by 9.7 percent over the FY 2013-14 budget; in FY 2015-16, it will increase an additional 7.4 percent.

Expanding Free and Low-Cost Educational Opportunities

In addition to its strong collection in multiple formats and languages, the Library provides free educational and recreational programming to residents of all ages. Every month, the Library hosts over 400 story-times and events for children and their caregivers; specialized programming and events for teens; and over 100 literary, workforce development, and recreational classes for adults. The Library also offers a Family Pass, enabling families to visit 24 local museums and attractions for free.

Beginning in FY 2014-15 the Library will offer scholarships for patrons 18 years-old and over to earn an accredited high-school diploma and a career certificate through Career On-line High School, the only program of its kind. Diploma completion requirements are combined with coursework for a career track for each student. By piloting this program, the library is bolstering its Family and Education Zone goals while also expanding its role to include workforce development and helping to reach people who have not succeeded in traditional educational settings.

The City's continued investment in a strong library system ensures that San Franciscans not only have equal access to information, but free and low-cost educational opportunities that make San Francisco a more affordable place to live.

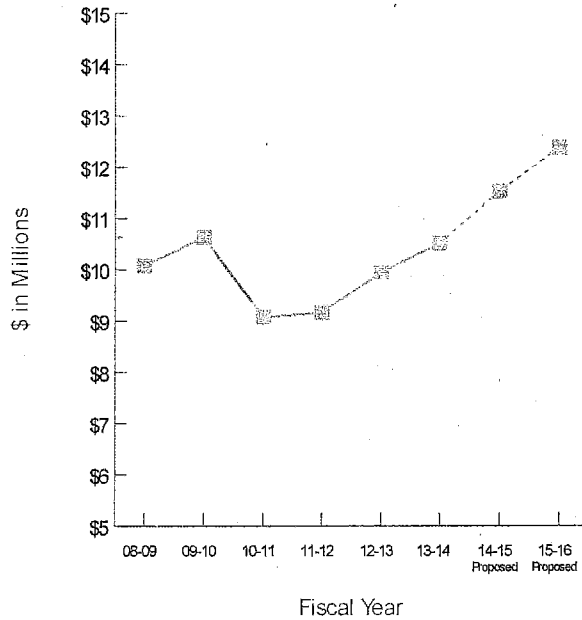
Opening a New Teen Digital Media Lab

In FY 2011-12, the Department received a \$100,000 grant from the Institute of Museum and Library Sciences to design a Teen Digital Media Lab that will support the attainment of multiple literacies in technology, media, environment and health, reading and civic engagement. Youth worked closely with Library and Department of Public Works staff to design the new Teen Digital Media Lab, which will act as a hub for youth media education and literacy development. The Lab is fully funded from the Library Preservation Fund and will open in spring 2015. The proposed budget includes operating funds for the new Lab, including staffing and a media content management system for the new interactive wall.

Embracing Innovation

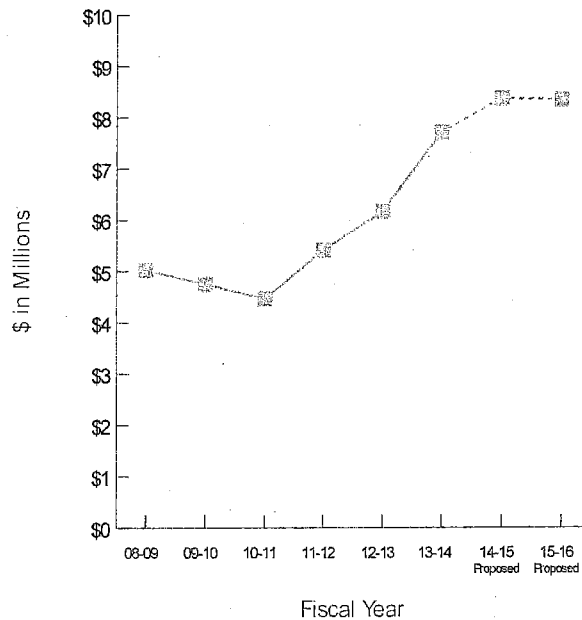
Over the next two fiscal years, the Library will expand its eResource lending kiosk program to increase the public's access to technology, providing easier circulation of laptops for the public and making available electronic tablets for reading. Other technology investments include upgrading the Library's assistive technology computer workstations, improving the Main Library's public conference rooms' audio-visual equipment and updating the Library's public website.

COLLECTION BUDGET



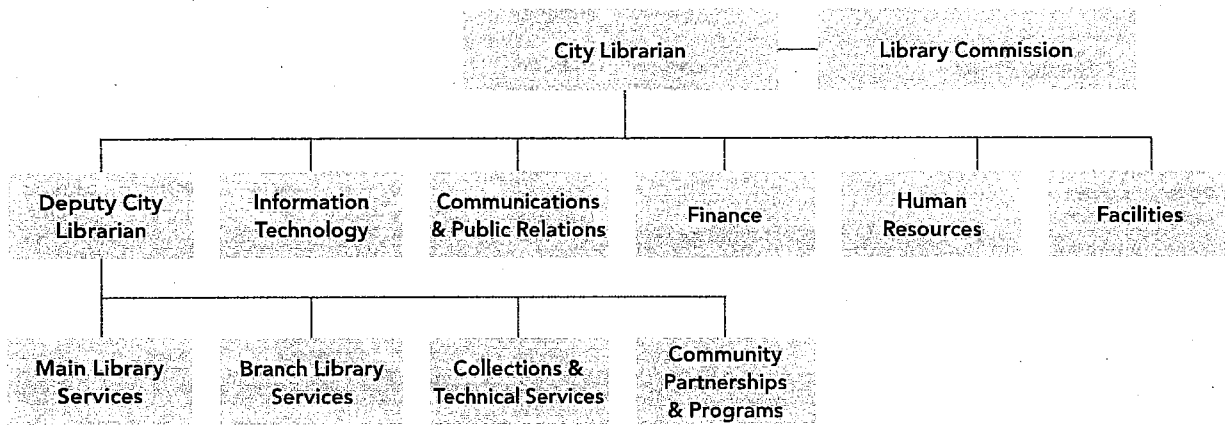
The San Francisco Public library has increased its investment in its books and media collection since FY 2010-11. The Library's collection budget represents between 10 to 13 percent of its operating budget.

INFORMATION TECHNOLOGY BUDGET



To keep up with technological changes, the San Francisco Public Library has increased its investment in information technology since FY 2010-11.

PUBLIC LIBRARY



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	640.48	652.22	662.77	10.55	665.10	2.33
Net Operating Positions	640.48	652.22	662.77	10.55	665.10	2.33
SOURCES						
Local Taxes	38,405,903	39,956,000	42,974,000	3,018,000	45,233,000	2,259,000
Use of Money or Property	523,180	646,688	1,906,688	1,260,000	2,377,088	470,400
Intergovernmental Revenue - Federal	79,553	0	0	0	0	0
Intergovernmental Revenue - State	219,636	215,000	220,000	5,000	220,000	0
Charges for Services	830,666	855,800	750,800	(105,000)	750,800	0
Other Revenues	1,754,314	160,133	1,052,400	892,267	27,000	(1,025,400)
Transfers In	570,000	2,050,997	800,000	(1,250,997)	925,000	125,000
Expenditure Recovery	55,222	58,560	56,421	(2,139)	56,421	0
Transfer Adjustments-Sources	0	(2,050,997)	(800,000)	1,250,997	(925,000)	(125,000)
Use of / (Deposit to) Fund Balance	(1,405,388)	949,194	217,158	(732,036)	0	(217,158)
General Fund Support	55,317,523	57,690,000	61,140,000	3,450,000	65,390,000	4,250,000
Sources Total	96,350,609	100,531,375	108,317,467	7,786,092	114,054,309	5,736,842
USES - OPERATING EXPENDITURES						
Salaries & Wages	43,240,622	45,276,998	47,855,643	2,578,645	49,122,125	1,266,482
Fringe Benefits	23,230,912	25,941,362	27,596,081	1,654,719	27,355,119	(240,962)
Overhead	0	0	9,754	9,754	9,754	0
Professional & Contractual Services	5,518,236	7,071,843	8,583,851	1,512,008	8,759,827	175,976
Materials & Supplies	11,383,725	12,665,992	15,297,928	2,631,936	15,005,480	(292,448)
Equipment	288,060	601,501	523,869	(77,632)	424,041	(99,828)
Services of Other Departments	6,346,983	6,922,682	7,650,341	727,659	7,830,498	180,157
Transfers Out	3,310,000	2,050,997	800,000	(1,250,997)	925,000	125,000
Budgetary Reserves	0	0	0	0	4,622,465	4,622,465
Transfer Adjustments-Uses	0	(2,050,997)	(800,000)	1,250,997	(925,000)	(125,000)
Uses - Operating Expenditures Total	93,318,538	98,480,378	107,517,467	9,037,089	113,129,309	5,611,842
USES - PROJECT EXPENDITURES						
Capital Renewal	0	150,000	0	(150,000)	0	0
Capital Projects	3,032,071	1,900,997	800,000	(1,100,997)	925,000	125,000
Uses - Project Expenditures Total	3,032,071	2,050,997	800,000	(1,250,997)	925,000	125,000
USES BY PROGRAM RECAP						
Adult Services	404,781	400,000	400,000	0	400,000	0
Branch Program	23,579,686	21,047,341	21,075,515	28,174	20,257,932	(817,583)
Children's Baseline	8,093,860	8,926,363	11,254,473	2,328,110	11,497,739	243,266
Children's Services	1,067,200	1,289,182	0	(1,289,182)	0	0
Collection Technical Services	12,938,386	14,086,975	16,425,730	2,338,755	17,228,868	803,138
Community Partnerships And Programming	1,245,369	1,024,781	1,251,230	226,449	1,265,622	14,392
Facilities	11,753,925	15,127,215	16,905,305	1,778,090	17,421,323	516,018
Information Technology	6,080,889	7,712,214	8,424,231	712,017	8,385,839	(38,392)
Library Administration	14,349,097	13,255,115	13,984,002	728,887	18,833,563	4,849,561
Main Program	16,837,416	17,662,189	18,596,981	934,792	18,763,423	166,442
Uses by Program Recap Total	96,350,609	100,531,375	108,317,467	7,786,092	114,054,309	5,736,842

PERFORMANCE MEASURES

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Target	Projected	Target	Target
BRANCH PROGRAM					
Meet citizens' needs in quantity and availability of library collections at the branch libraries					
In-library use of materials at branch libraries	2,646,049	2,680,000	2,680,000	2,815,000	2,815,000
Provide hours of operation at the branch libraries that respond to user demand					
Weekly hours of operation in the branch libraries including Bookmobiles, Log Cabin Ranch and Juvenile Justice Center	1,321	1,334	1,334	1,356	1,356
Number of persons entering branch libraries including Bookmobiles, Log Cabin Ranch and Juvenile Justice Center	5,337,801	5,410,000	5,410,000	5,680,500	5,680,500
Ensure that all library facilities are safe, accessible and sustainable public spaces					
Percentage of branch libraries that are seismically upgraded, moved from leased to permanent spaces, and made ADA compliant	96%	96%	96%	100%	100%
CHILDREN & YOUTH SERVICES (CYS)					
Provide high quality programs for children and youth					
Number of programs provided	6,742	6,294	6,294	6,300	6,350
Number of children and youth attending programs	242,490	245,000	245,000	246,000	246,500
Support early literacy through "Every Child Ready to Read" (ECRR) program					
Number of caregiver/parent participants in ECRR trainings and workshops	937	950	600	950	950
COLLECTIONS & TECHNICAL SERVICES (CTS)					
Acquire, prepare and maintain library materials for public use					
Number of new physical collection materials made available to the public	372,945	380,000	350,000	350,000	300,000
Ensure access to materials and services for patrons who speak/read a language other than English					
Number of physical items in languages other than English added to the library's collection	63,068	60,000	60,000	60,000	60,000
Meet citizens' needs in quantity and availability of library collections					
Circulation of physical books and materials	10,604,636	10,300,000	10,250,000	10,000,000	10,000,000
Circulation of eBooks and eMedia	556,702	750,000	750,000	900,000	1,200,000
COMMUNICATIONS PROGRAMS & PARTNERSHIPS (CPP)					
Provide for and inform the public on high quality educational and cultural programs and services offered by the library					
Number of people attending adult programs	48,349	45,000	45,000	48,000	50,000
FACILITIES					
Ensure that all library facilities are safe, accessible and sustainable public spaces					
How patrons rate their sense of safety and personal security in the library on a scale of 1 to 10	8.7	8.2	7.6	7.7	7.8
Ensure that all library facilities are clean and well maintained					
How patrons rate the cleanliness and maintenance of library facilities on a scale of 1 to 10	8.2	8.2	7.8	8.0	8.0
INFORMATION TECHNOLOGY					
Meet patron needs for access to technology					
Number of website and catalog page views by mobile devices	8,333,729	5,000,000	7,000,000	7,250,000	7,250,000
Number of public computers available for use	924	950	950	970	970
Number of hours used by patrons at public computer terminals, including both reserved and walk-in use	525,671	528,000	660,000	660,000	675,000
Average number of wi-fi users per day at the Main Library	1,004	500	700	735	735
Average number of wi-fi users per day at branch libraries	2,785	1,350	1,800	1,890	1,890
MAIN PROGRAM					
Provide hours of operation at the Main Library that respond to user demand					
Number of persons entering the Main Library	2,084,098	2,000,000	2,000,000	2,100,000	2,125,000
SYSTEMWIDE					
Meet citizens' needs in quantity and availability of library collections					
Collection Expenditures per Number of Borrowers	\$21.87	\$23.65	\$22.22	\$25.79	\$27.94
Expenditures per Number of Visits	\$12.57	\$13.31	\$13.84	\$13.44	\$13.93

PUBLIC UTILITIES COMMISSION

The Public Utilities Commission (PUC) provides customers with high quality, efficient, and reliable water, power, and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted in their care.

SERVICES

The San Francisco Public Utilities Commission (PUC) provides services through the following enterprises and bureaus:

WATER ENTERPRISE is responsible for collecting, treating, and distributing 222 million gallons of water per day to 2.6 million people in the Bay Area. Two unique features of the system stand out: the drinking water provided is among the purest in the world; and the system for delivering that water is almost entirely gravity-fed, requiring little to no fossil fuel consumption. Since 2010, the enterprise has also managed the City's Auxiliary Water Supply System for fire fighting and disaster response.

WASTEWATER ENTERPRISE collects, transmits, treats, and discharges sanitary and stormwater flows generated within the City for the protection of public health and environmental safety. San Francisco is one of only two cities in California with a combined sewer system. The system offers significant environmental benefits because it captures and treats both stormwater and urban street

runoff in addition to sewage from homes and businesses. It protects public health, the San Francisco Bay and the Pacific Ocean.

HETCH HETCHY WATER AND POWER is comprised of the Power Enterprise and the upcountry operations of the Water Enterprise. It includes the collection and conveyance of approximately 85 percent of the City's water supply and the generation and transmission of electricity from that source. The Hetch Hetchy Power System is the clean energy backbone for the City and County of San Francisco, powering municipal facilities and the City's retail electricity customers. The City's diverse energy portfolio of hydroelectric, solar and biogas generation has a zero greenhouse gas-emission profile, making the City the cleanest energy utilities in California.

SFPUC BUREAUS provide infrastructure planning as well as managerial and administrative support to the PUC.

For more information, call (415) 554-3155 or 311; or visit www.sfwater.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	729,997,675	873,552,638	930,501,387	56,948,749	995,606,925	65,105,538
Total FTE	1,620	1,621	1,640	19	1,645	5

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$930.5 million for the San Francisco Public Utilities Commission (PUC) is \$56.9 million, or 6.5 percent, higher than the FY 2013-14 approved budget of \$873.6 million. A significant portion of the increase is due to increases in debt service as a result of more spending on capital projects. Other changes include increases in salaries and fringe benefits costs.

The FY 2015-16 proposed budget of \$995.6 million is \$65.1 million or 7.0 percent higher than the FY 2014-15 budget of \$930.5 million. A significant portion of this increase is also due to higher investment in capital projects.

The proposed budget supports PUC's strategic goals to provide high quality services, plan for the future, promote a green and sustainable City, engage the public, and invest in our communities. All PUC utilities operate 24/7 providing essential service utilities to meet its customers' water, power, and sewer service needs.

Solving the Power Enterprise Structural Budget Deficit

The Hetch Hetchy Water and Power Enterprise Fund faces a \$20.4 million increase in projected annual costs due to the expiration of an interconnection agreement for the transmission and distribution of electricity with the Pacific Gas & Electric Company (PG&E). The Department also faces a \$6.0 million increase in costs due to additional regulatory mandates created by the regional council governing power utilities. As a result of these new expenditures, subsidized power rates paid by city Departments will increase by one cent per kilowatt hour equating to an additional \$4.2 million in revenue in both FY 2014-15 and FY 2015-16.

Water and Wastewater Rates

To continue delivering reliable, high quality service, the PUC has proposed 4 years of water and wastewater

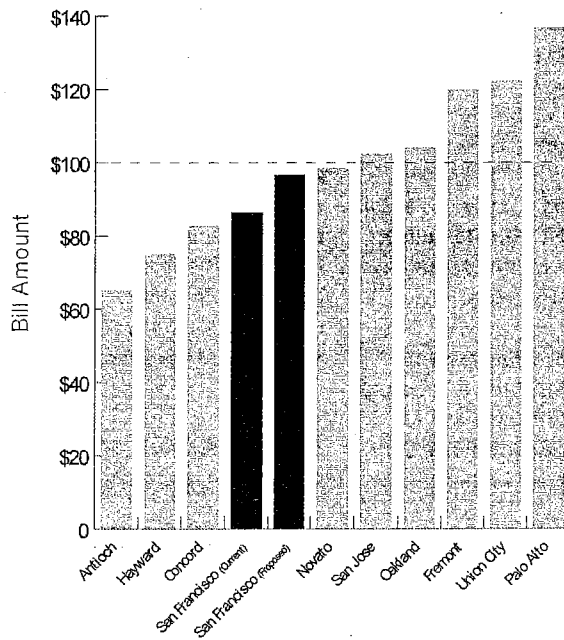
service rate increases beginning July 1, 2014. Ratepayer dollars have funded seismic improvement projects for Bay Area and San Francisco reservoirs, treatment plants, regional water pipelines and in-City water and sewer pipelines. Rate increases are necessary to complete these major projects as well as pay off the bonds secured to fund them. The proposed rate schedule represents an average annual increase of \$7 to \$10 per month for a single family residential household in San Francisco (about 8 to 9 percent per year). The PUC Community Assistance Program (CAP) offers a 15 percent discount on water bills and a 35 percent discount on sewer bills for qualified customers. For eligibility requirements and an application form, visit www.sfwater.org/communityassistance

Investments in Capital, Increasing Solar Power through GoSolarSF

The Department continues to make large investments in capital, totaling \$1.5 billion over the next two fiscal years. These investments include funding for water, wastewater, and power system improvements. Water projects include improvements to the local and regional water system such as pipeline replacement and repairs, structural and seismic upgrades, and facility improvements. Wastewater projects include treatment facility, sewer, and collection system improvements as well as storm water and flood control projects. Hetch Hetchy projects include funding for streetlight improvements, power reliability and replacement projects, and full funding of the GoSolarSF program.

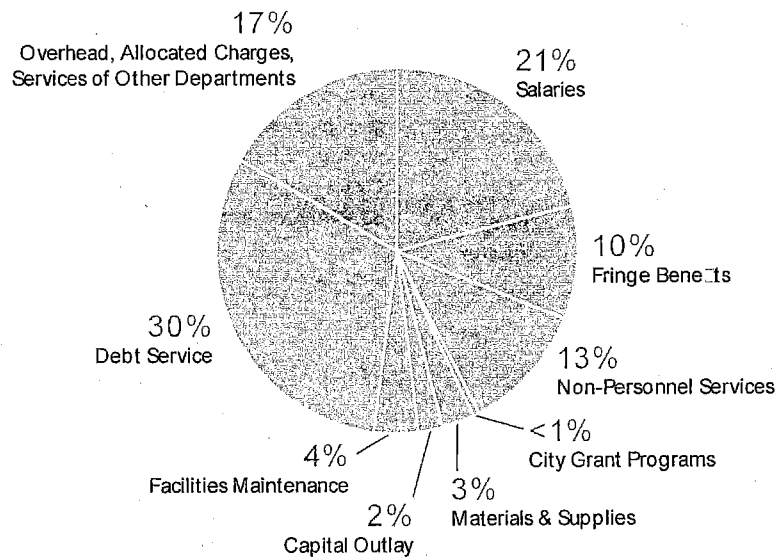
GoSolarSF is a City program that makes installing rooftop solar panels for residents, businesses, and non-profits in San Francisco more affordable. The program reduces participants' electricity bills while shrinking the City's carbon footprint. In the Mayor's Proposed Budget, \$5.0 million is allocated in both years for this program.

AVERAGE MONTHLY COMBINED WATER & SEWER BILL, SAN FRANCISCO BAY AREA



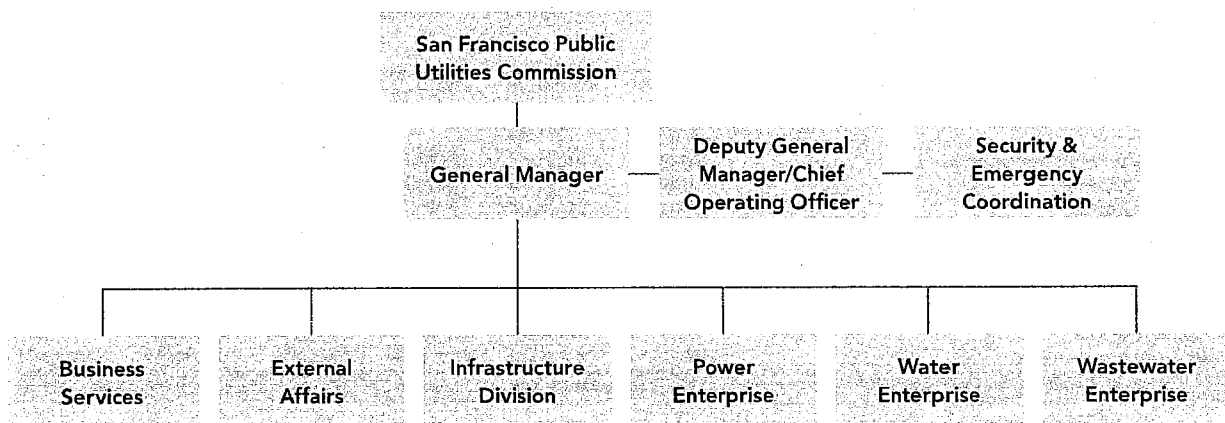
San Francisco's current and proposed water and sewer rates put monthly combined water and sewer bills for households below the average (~ \$100) for Bay Area municipalities.

DEPARTMENT USES BY EXPENDITURE TYPE, FY 2014-15



31 percent of the Department's expenditures go toward salaries and fringe benefits costs.

PUBLIC UTILITIES COMMISSION



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	2,225.07	2,225.77	2,267.45	41.68	2,282.72	15.27
Non-operating Positions (cap/other)	(605.50)	(604.50)	(627.82)	(23.32)	(637.58)	(9.76)
Net Operating Positions	1,619.57	1,621.27	1,639.63	18.36	1,645.14	5.51
SOURCES						
Licenses & Fines	6,750	0	0	0	0	0
Use of Money or Property	14,712,502	15,870,000	14,771,546	(1,098,454)	16,014,683	1,243,137
Charges for Services	942,123,761	673,701,641	718,952,905	45,251,264	794,900,554	75,947,649
Other Revenues	27,942,873	40,594,838	41,483,324	888,486	41,486,381	3,057
Transfers In	142,335,395	175,597,369	177,371,100	1,773,731	185,854,000	8,482,900
Expenditure Recovery	130,288,013	253,860,111	274,868,260	21,008,149	281,863,560	6,995,300
Transfer Adjustments-Sources	(252,812,404)	(326,542,583)	(338,921,314)	(12,378,731)	(348,036,289)	(9,114,975)
Use of / (Deposit to) Fund Balance	(274,599,215)	40,471,262	41,975,566	1,504,304	23,524,036	(18,451,530)
Sources Total	729,997,675	873,552,638	930,501,387	56,948,749	995,606,925	65,105,538
USES - OPERATING EXPENDITURES						
Salaries & Wages	170,562,812	201,040,753	209,771,737	8,730,984	215,343,092	5,571,355
Fringe Benefits	77,419,078	89,802,765	96,442,075	6,639,310	95,408,623	(1,033,452)
Overhead	4,265,300	557,951	0	(557,951)	0	0
Professional & Contractual Services	96,811,374	92,814,202	97,323,277	4,509,075	119,106,493	21,783,216
Aid Assistance / Grants	2,868,682	2,995,125	2,704,178	(290,947)	2,626,578	(77,603)
Materials & Supplies	27,442,133	28,216,152	28,988,132	771,980	30,034,634	1,046,502
Equipment	7,583,774	5,198,421	7,875,988	2,677,567	5,683,043	(2,192,945)
Debt Service	576,398	284,893,342	302,974,270	18,080,928	338,272,377	35,298,107
Services of Other Departments	160,317,975	164,339,506	172,198,019	7,858,513	172,329,024	131,005
Transfers Out	335,030,590	175,692,506	177,466,237	1,773,731	185,949,137	8,482,900
Budgetary Reserves	0	111,926,498	122,824,788	10,898,290	130,438,213	7,613,425
Transfer Adjustments-Uses	(252,812,404)	(326,542,583)	(338,921,314)	(12,378,731)	(348,036,289)	(9,114,975)
Uses - Operating Expenditures Total	630,065,712	830,934,638	879,647,387	48,712,749	947,154,925	67,507,538
USES - PROJECT EXPENDITURES						
Facilities Maintenance	2,337,075	33,602,000	39,756,000	6,154,000	37,789,000	(1,967,000)
Capital Renewal	0	6,016,000	9,098,000	3,082,000	8,663,000	(435,000)
Capital Projects	97,594,888	3,000,000	2,000,000	(1,000,000)	2,000,000	0
Uses - Project Expenditures Total	99,931,963	42,618,000	50,854,000	8,236,000	48,452,000	(2,402,000)
USES BY PROGRAM RECAP						
Administration	324,942,702	132,271,368	141,909,058	9,637,690	140,509,200	(1,399,858)
City Capital Projects	182,929	0	0	0	0	0
Customer Services	11,879,343	13,795,151	13,966,323	171,172	14,149,686	183,363
Debt Service	493,743	272,054,871	290,136,299	18,081,428	325,432,906	35,298,607
Engineering	73,829	0	0	0	0	0
Facilities Mgmt & Operations	348,047	0	0	0	0	0
Finance	9,608,165	11,120,890	11,287,588	166,698	11,243,331	(44,257)
General Management	(59,790,522)	(62,540,562)	(68,762,029)	(6,221,467)	(67,719,368)	1,042,661
Hetch Hetchy Capital Projects	24,733,170	47,723,652	31,463,100	(16,260,552)	32,334,000	870,900
Hetch Hetchy Power	6,586,259	0	0	0	0	0
Hetch Hetchy Project Operations	35,307	0	0	0	0	0
Hetchy Water Operations	17,827,583	55,922,493	67,192,346	11,269,853	65,998,152	(1,194,194)
Human Resources	9,139,007	10,450,022	11,643,754	1,193,732	11,646,223	2,469
Management Information	20,490,889	21,637,054	25,461,616	3,824,562	24,304,257	(1,157,359)
Operating Reserve	0	4,535,327	21,807,583	17,272,256	21,620,213	(187,370)
Power Infrastructure Development	9,228,364	20,295,346	54,097,713	33,802,367	75,301,176	21,203,463
Power Purchasing/ Scheduling	27,277,440	45,889,480	10,532,805	(35,356,675)	10,760,017	227,212
Power Utility Field Services	1,664,521	0	0	0	0	0
Power Utility Services	(89,384)	357,000	357,000	0	0	(357,000)

TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
Strategic Planning/Compliance	8,744,997	12,782,488	14,250,842	1,468,354	14,228,727	(22,115)
Wastewater Capital Projects	67,636,616	37,000,000	39,000,000	2,000,000	41,000,000	2,000,000
Wastewater Collection	30,170,421	31,366,160	32,314,684	948,524	32,391,497	76,813
Wastewater Disposal	3,356,346	0	0	0	0	0
Wastewater Operations	1,993,988	3,565,309	3,098,890	(466,419)	3,155,949	57,059
Wastewater Treatment	66,387,767	71,395,185	75,000,871	3,605,686	76,075,842	1,074,971
Water Capital Projects	16,536,382	25,772,600	5,173,000	(20,599,600)	17,799,400	12,626,400
Water Pumping	1,745,350	0	0	0	0	0
Water Source Of Supply	16,300,831	23,170,324	53,104,321	29,933,997	46,457,582	(6,646,739)
Water Transmission/ Distribution	73,424,542	51,709,956	53,433,328	1,723,372	54,044,394	611,066
Water Treatment	39,069,043	43,278,524	44,032,295	753,771	44,873,741	841,446
Uses by Program Recap Total	729,997,675	873,552,638	930,501,387	56,948,749	993,606,925	65,105,538

PERFORMANCE MEASURES

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Target	Projected	Target	Target
Environment					
Steward the Environment					
EN6.1b Total amount of water sold to San Francisco residential customers in gallons per capita per day (gpcd)	48.90	55.00	50.00	50.00	50.00
EN8.2 Percent of total water supplied by alternative sources to retail customers	3.40%	3.40%	3.14%	3.25%	3.25%
EN9.4 Percent sewage sludge (the residual, semi-solid material left from the sewage treatment process) going to beneficial reuse	100.00%	100.00%	100.00%	100.00%	100.00%
EN12.1b Average monthly electricity used per SFPUC street light (in kWh)	57.00	45.20	48.00	29.00	33.00
EN 12.2b Total electricity reduction achieved by customers (in MWh)	3,140.00	4,353.00	4,353.00	4,353.00	4,857.00
Governance					
Improve Governance					
SFPUC Cost per gallon of wastewater	\$0.0104	\$0.0109	\$0.0109	\$0.0116	\$0.0123
SFPUC Cost per gallon of water	\$0.0078	\$0.0084	\$0.0093	\$0.0102	\$0.0115
SFPUC Cost per Kilowatt hour of electricity	\$0.1093	\$0.0800	\$0.1570	\$0.1610	\$0.1643
GM1.2b Drinking water quality compliance rate (percent days in full compliance with drinking water standards)	100.00%	100.00%	100.00%	100.00%	100.00%
GM3.1b Percent completion within 60 days from Commission Award to Certification of components of construction contracts that are within SFPUC control	66.00%	70.00%	60.00%	60.00%	60.00%
IAS.3a Distribution system renewal and replacement rate for water mains (percent)	0.40%	1.00%	0.70%	1.00%	1.00%
IAS.3b System renewal and replacement rate, for Wastewater (miles)	13.70	15.00	15.00	15.00	n/a



RETIREMENT SYSTEM

The Retirement System (RET) works to secure, protect, and prudently invest the City's pension trust accounts, administer mandated benefit programs, and provide promised benefits.

SERVICES

The Retirement System provides services through the following divisions:

ADMINISTRATION directs the overall administration of the Retirement System, including implementation of Retirement Board policies and directives; implementation of legislative changes to the Retirement System; legal and procedural compliance of all activities of the Retirement System; administration of member retirement counseling and pension payment processing; administration of the disability application and hearing officer process; and management of the Retirement System's information technology, budget, and financial systems.

RETIREMENT SERVICES provides retirement counseling for active and retired members; maintains historical employment data and retirement accounts for both active and retired members; calculates and processes all benefits payable as a result of a member's retirement, death, or termination of employment; disburses monthly retirement allowances to more than 26,000 retirees and beneficiaries;

and maintains Retirement System financial records and reporting in compliance with all applicable legal and regulatory requirements.

INVESTMENT manages and invests the \$18.3 billion San Francisco Employee Retirement System (SFERS) Trust in accordance with the investment policy of the Retirement Board; monitors the performance of external investment managers; and maintains information and analysis of capital markets and institutional investment opportunities.

DEFERRED COMPENSATION oversees and administers the City's \$2.5 billion Deferred Compensation Plan (DCP). The City's Deferred Compensation Plan and Trust are established separately from, and are independent of, the Retirement System's defined benefit pension plan.

For more information, call (415) 487-7020; or 311; or visit www.sfers.org

BUDGET DATA SUMMARY

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Change from 2013-14	Proposed Budget	Change from 2014-15
Total Expenditures	17,928,818	22,406,764	27,909,428	5,502,664	25,886,464	(2,022,964)
Total FTE	97	98	107	9	111	4

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2014-15 proposed budget of \$27.9 million for the Retirement System is \$5.5 million, or 24.6 percent, higher than the FY 2013-14 budget of \$22.4 million. A significant portion of this increase is due to an increase in professional investment staff levels. As the San Francisco Employee Retirement System (SFERS) Trust grows, the Retirement Board continues to seek new investment strategies that will enhance its ability to maintain superior investment returns. The Retirement System's proposed budget includes new investment staff to accommodate expansion into new investment strategies. The entirety of the Department's budget is funded from the SFERS Trust or through reimbursement from the third-party administrator of the City's Deferred Compensation Plan.

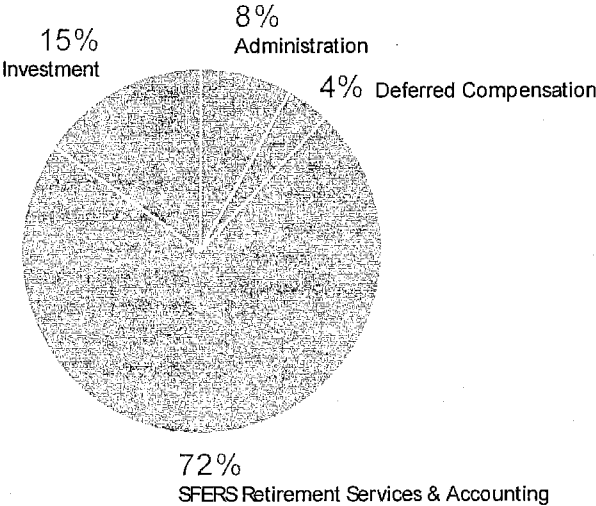
The FY 2015-16 proposed budget of \$25.9 million for the Retirement System is \$2.0 million, or 7.2 percent, lower than the FY 2014-15 budget of \$27.9 million. A significant portion of this decrease is due to expirations of one-time costs related to the Department's move into a new building.

Reducing City Costs

The SFERS Trust earned an annualized investment return of over 11 percent in the last three fiscal years. This investment return was significantly higher than the Plan's investment return assumption, and served to reduce the expected increase in employer contribution requirements to SFERS resulting from the Plan's use of five-year smoothing.

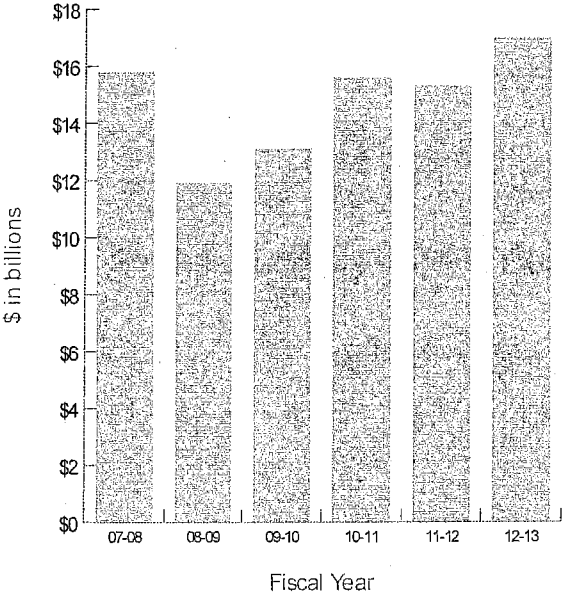
The Department will continue to work to maintain superior levels of investment returns on SFERS Trust fund assets. The Department's performance target is to achieve a return on trust investments that ranks in the top 50th percentile or better. As of December 31, 2013, SFERS' performance is in the top 50th percentile on a one-year, three-year, and five-year average return basis and is in the 1st quartile on a ten-year and fifteen-year average return basis.

FY 2014-15 DEPARTMENT USES BY SERVICE AREA



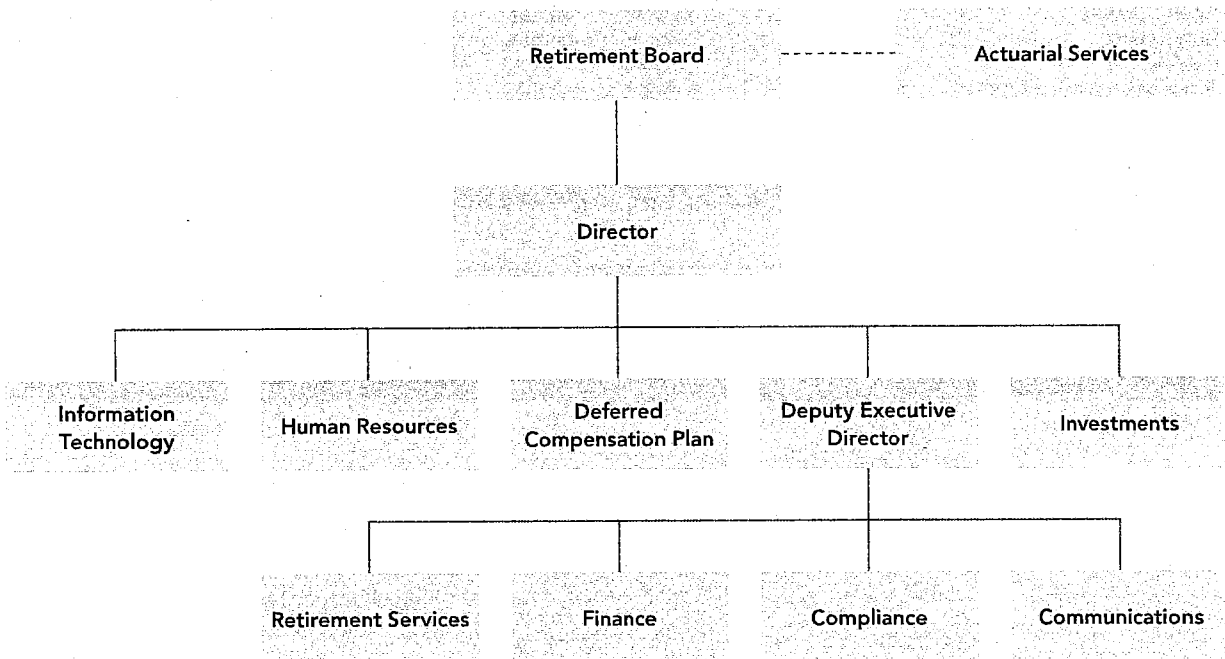
72 percent of the Department's expenditures go towards Retirement Services and Accounting.

PENSION FUND NET ASSETS



The City's pension fund's net assets decreased during the recession but started to rebound in FY 2009-10.

RETIREMENT SYSTEM



TOTAL BUDGET – HISTORICAL COMPARISON

	2012-13	2013-14	2014-15		2015-16	
	Actual Budget	Original Budget	Proposed Budget	Chg from 2013-14	Proposed Budget	Chg from 2014-15
AUTHORIZED POSITIONS						
Total Authorized	96.59	97.49	106.82	9.33	110.57	3.75
Net Operating Positions	96.59	97.49	106.82	9.33	110.57	3.75
SOURCES						
Use of Money or Property	437,705	251,000	251,000	0	251,000	0
Charges for Services	762,500	1,142,513	1,364,831	222,318	1,284,938	(79,893)
Other Revenues	16,823,765	20,999,736	26,417,303	5,417,567	24,466,585	(1,950,718)
Expenditure Recovery	23,698	40,515	40,515	0	40,515	0
General Fund Support	(118,850)	(27,000)	(164,221)	(137,221)	(156,574)	7,647
Sources Total	17,928,818	22,406,764	27,909,428	5,502,664	25,886,464	(2,022,964)
USES - OPERATING EXPENDITURES						
Salaries & Wages	8,216,972	9,862,347	11,203,742	1,341,395	12,223,595	1,019,853
Fringe Benefits	3,781,159	4,441,616	5,074,589	632,973	5,284,355	209,766
Overhead	175,108	166,917	161,728	(5,189)	161,728	0
Professional & Contractual Services	2,780,619	4,848,183	4,932,013	83,830	4,685,549	(246,464)
Materials & Supplies	209,191	205,000	220,000	15,000	220,000	0
Equipment	97,276	22,784	653,544	630,760	101,735	(551,809)
Services of Other Departments	2,668,493	2,859,917	5,663,812	2,803,895	3,209,502	(2,454,310)
Uses - Operating Expenditures Total	17,928,818	22,406,764	27,909,428	5,502,664	25,886,464	(2,022,964)
USES BY PROGRAM RECAP						
Administration	1,144,231	1,590,839	2,184,652	593,813	2,319,125	134,473
Employee Deferred Comp Plan	643,650	1,116,513	1,201,510	85,097	1,129,364	(72,246)
Investment	2,648,134	3,201,735	4,310,219	1,108,484	5,222,340	912,121
Retirement Services	13,492,803	16,497,677	20,212,947	3,715,270	17,215,635	(2,997,312)
Uses by Program Recap Total	17,928,818	22,406,764	27,909,428	5,502,664	25,886,464	(2,022,964)

PERFORMANCE MEASURES

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Target	Projected	Target	Target
EMPLOYEE DEFERRED COMP PLAN					
Provide effective administration of the Deferred Compensation Plan					
Percentage of eligible City employees who participate in the Deferred Compensation Plan	53%	50%	50%	50%	50%
INVESTMENT					
Maximize investment returns at an acceptable risk level for Plan participants					
Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion, using 5-year average return (1 equals yes)	0	1	1	1	1
RETIREMENT SERVICES					
Provide accurate account and retirement benefit information to members in a timely manner					
Average number of individualized communications per active Retirement Plan member	3.21	3.12	3.16	3.12	3.20

CAPITAL PROJECTS

SUMMARY OF MAY 1 CAPITAL PROJECTS

A key role of the City and County of San Francisco is to provide the facilities and infrastructure that maintain and improve the quality of life, environment, and economy.

These include the City's fire stations, hospitals, libraries, parks, police stations, roads and public transit systems—the physical assets that shape urban life. Every other year, the Capital Planning Program, under the direction of the City Administrator, updates the City's Ten-Year Capital Plan, which outlines a long-term strategy for investment in these assets. The Capital Plan for Fiscal Years 2014 through 2023 was adopted by the Board of Supervisors in April 2013 and provides information to help guide the Mayor's budget submission. The next Capital Plan, for Fiscal Years 2016 through 2025 will be adopted in March or April of 2015.

The Mayor's May 1 Proposed Budget includes \$192.4 million in capital projects for FY 2014-15 and \$161.2 million for FY 2015-16 across these seven departments. Major projects included in this submission are the continued renovation of terminals at the San Francisco International Airport, structural improvements to several piers along the Port's waterfront, and streetscape improvements across the City. A list of proposed projects is presented on the following pages, and a complete capital project submission covering all city departments will be included in the Mayor's proposed June budget.

In addition to the capital projects included in the May 1 Proposed Budget, there are many upcoming projects funded over the next two years for these departments outside of the budget process through supplemental appropriations and the Municipal Transportation Agency's (MTA) capital budget. The MTA's capital budget goes through a separate process and is approved by the San Francisco MTA's Board of Directors.

The capital projects included in the Mayor's May 1 Proposed Budget, the MTA capital budget, and supplemental appropriations for the Airport and the Public Utilities Commission (PUC) are helping the City realize the goals set forth in the City's Ten-Year Capital Plan by investing \$4 billion over the next two years, which will support 36,000 jobs over the life of these projects. These projects are funded by various revenue sources, including fee and concession revenue, bond proceeds, and state and federal grants.

Additional details on the MTA capital budget and the Airport and PUC supplemental appropriations are included below:

The Municipal Transportation Agency (MTA) plans to invest \$1.2 billion over the next two fiscal years on 17 capital projects. These projects reflect the MTA Board of Directors' adopted policies and plans by maintaining and building upon its \$250.0 million per year State of Good Repair funding level, investing in traffic calming, funding Market Street improvements, and expanding the City's public transportation fleet. These investments will help ensure that the City's transit system is faster and more reliable, while making our streets safer for all modes of transit.

The Airport plans to invest \$941.3 million on capital improvements over the next two fiscal years as it begins its five-year, \$4.4 billion capital program. Highlights over the next two years are renovations of Terminals 1 and 3, which will bring them up to the high standard set by the recent Terminal 2 renovation, and an extension of the AirTrain from the rental car facilities to parking lot DD. The effect of these improvements will be additional boarding gates, improved seismic safety, and a combination of better circulation and reduced processing times that will enhance the passenger experience.

PUC capital investments total \$1.5 billion over the next two fiscal years, and include funding for water, wastewater, and power system improvements. Water projects include improvements to the local and regional water system such as pipeline replacement and repairs, structural and seismic upgrades, and facility improvements. Wastewater projects include treatment facility, sewer, and collection system improvements as well as storm water and flood control projects. Hetch Hetchy projects include funding for streetlight improvements, full funding of the GoSolarSF program, and power reliability and replacement projects.

For more information on the City's Capital Planning Program visit www.onesanfrancisco.org

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2014-2015	Proposed 2015-2016
Department : AIR AIRPORT COMMISSION			
CAC0413454AD	CT3454-ADMIN EXP	1998 COMMERCIAL PAPER - SERIES 3 AMT	(199,742)
CAC0413454AM	CT3454-MAINTENANCE	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	(6,430)
CAC0413454AM	CT3454-MAINTENANCE	1998 COMMERCIAL PAPER - SERIES 3 AMT	(13,085)
CAC0413454AM	CT3454-MAINTENANCE	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(23,459)
CAC0413454AN	CT3454-MAINTENANCE	SFIA-CAPITAL PROJECTS-OPERATING FUND	(1,193)
CAC0413454AM	CT3454-MAINTENANCE	SFIA-CAPITAL PROJECTS-UNALLOCATED	(7,788)
CAC0413454AW	CT3454-ART WORK EXP	1992 SFIA ISSUE 16A AMT BONDS	(11,859)
CAC0413454AW	CT3454-ART WORK EXP	1996 ISSUE 13T INFRASTRUCTURE BONDS	(20,041)
CAC0413454AW	CT3454-ART WORK EXP	1998 COMMERCIAL PAPER - SERIES 3 AMT	(106,433)
CAC0413454EF	CT3454-ENDOWMENT FUND	1998 COMMERCIAL PAPER - SERIES 3 AMT	(465,000)
CAC0413454EW	CT3454-ELECTRICAL WORK	1998 COMMERCIAL PAPER - SERIES 3 AMT	(8,543)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	(7,605)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	1992 SFIA ISSUE 15 NON-AMT BONDS	(1,000)
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	(6,166)
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	17,000,000
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(1,218,676)
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	2,000,000
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(6,784,305)
CAC054UN5401	ROADWAY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	14,080,761
CAC0559C5501	PARKING IMPROVEMENTS	2009 SFIA, CAPITAL PLAN	(400,368)
CAC055UN5501	PUBLIC PARKING LOTS & GARAGES-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(72,604)
CAC0579C5703	TERMINAL FACILITY RENOVATIONS	2009 SFIA CAPITAL PLAN	9,937,581
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1977 SFIA-REVENUE BOND FUND	17
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1981 SFIA-REVENUE BOND FUND	88
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1983 SFIA-SERIES "D" REV BOND FUND	56
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	7,005
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 NON-AMT BONDS	1,092
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15A-COMM PAPER-AMT	24,871,322
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 16A AMT BONDS	11,859
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 18A AMT BONDS	20,861
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	422
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	6,683
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23A-AMT BONDS	7,429
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23B-NON AMT BONDS	3,603
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 25 AMT BONDS	8,516
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26A-AMT BONDS	14,927
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	5,247
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 10A-AMT BONDS	10,416,242
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 12A-AMT BONDS	11,716,968
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 12B-AMT BONDS	1,961
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 5-MASTER PLAN BOND FD	2
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 6-MASTER PLAN BOND FD	660
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 9B-NON-AMT BOND	231
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	752
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 3-REFUNDING BONDS FD	297
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	61
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	26,144
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1996 ISSUE 13T INFRASTRUCTURE BONDS	24,203
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	853,986
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	37,147
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1999 SFIA ISSUE 20 NON-AMT BONDS	181
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	3,823
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	2,250
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2002 SFIA ISSUE 28A AMT BONDS	4,009
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2003 SFIA ISSUE 29B NON AMT BONDS	6,203
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2004 SFIA ISSUE 30A AMT BONDS	42
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2004 SFIA ISSUE 31A AMT BONDS	43,032
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2005 SFIA ISSUE 31F REVENUE BONDS	699
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2005 SFIA ISSUE 32 AUCTION RATE BONDS	112
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2008 COMMERCIAL PAPER SERIES 1-AMT	19
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2008 COMMERCIAL PAPER SERIES 1-NON-AMT	12

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2014-2015	Proposed 2015-2016
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2008 CP SERIES A-AMT JUL-DEC	1,632	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2008 CP SERIES B-NON-AMT JUL-DEC	2,667	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2008A NOTES SERIES AMT - JUL-DEC	23	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2009 CP SERIES A-AMT JUL-DEC	29,659	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2009 CP SERIES B-NON-AMT JAN-JUN	340	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2012 CP SERIES A - AMT APRIL-DEC	309,603	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2012 CP SERIES B NON-AMT APRIL-DEC	191,935	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2012 CP SERIES C TAXABLE APRIL-DEC	47,680	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2013 CP SERIES A - AMT JAN-JUN	9,368,081	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2013 CP SERIES B NON-AMT JAN-JUN	240,040	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2013 CP SERIES C TAXABLE JAN-JUN	249	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2013 SFIA-SERIES 2013A AMT BONDS	381,013	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2013 SFIA-SERIES 2013B NON-AMT BONDS	60,240	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2013 SFIA-SERIES 2013C TAXABLE BONDS	4,399	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	2,500,000	2,500,000
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(1,488,206)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	SFIA-CAPITAL PROJECTS-UNALLOCATED	7,788	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	TAXABLE COMMERCIAL PAPER	2,671	
CAC0609CG001	TELECOMMUNICATION SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(2,242,642)	
CAC0609CG002	WATER SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(2,061,725)	
CAC0609CG004	STORM DRAIN IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(1,811,433)	
CAC0609CG006	WASTEWATER SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(3,421,413)	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	(6,777)	
CATCLM99	AIRPORT ANTICIPATED CLAIMS	SFIA-CONTINUING PROJ-OPERATING FD	(2,200,000)	
FAC50099	WEST OF BAYSHORE FACILITY MAINTENANCE	SFIA-CONTINUING PROJ-OPERATING FD	(800,000)	
FAC80099	FACILITY MAINTENANCE	SFIA-CONTINUING PROJ-OPERATING FD	14,559,511	12,084,000
MACART99	AIRPORT MUSEUM ART ACQUISITION	SFIA-CONTINUING PROJ-OPERATING FD	(156,511)	
Department : AIR Subtotal			95,282,112	38,453,000
Department : LIB PUBLIC LIBRARY				
CLBPCMA155E	MAIN LIBRARY SEISMIC JOINT PROJECT	LIBRARY FUND - CONTINUING PROJECTS	100,000	100,000
CLBPOPBR15BU	POE-F15-BUDGET	LIBRARY FUND - CONTINUING PROJECTS	700,000	
CLBPOPBR16BU	POE-F16-BUDGET	LIBRARY FUND - CONTINUING PROJECTS		825,000
Department : LIB Subtotal			800,000	925,000
Department : MTA MUNICIPAL TRANSPORTATION AGENCY				
CPK895M1890T	GENERAL FUND ALLOCATION - TTF	PTC-CAPITAL PROJECTS-LOCAL FUND		12,150,000
CPKF8889LSL1	68K044 IPIC FUNDED PROJECTS	PTC-CAPITAL PROJECTS-LOCAL FUND	750,000	200,000
CPKF8989LSL1	68K045 TSIP PROJECTS SOGR	PTC-CAPITAL PROJECTS-LOCAL FUND	4,000,000	4,000,000
CPKF9099LSL1	68K046 TSIP PROJECTS-PEDESTRIAN	PTC-CAPITAL PROJECTS-LOCAL FUND	1,046,621	1,046,621
CPKG42M179	MTA OSP METER LOT INFRASTRUCTURE PROJECT	OFF STREET PARKING CONTINUING PROJ FD	3,000,000	3,000,000
CPT7141322	MTA ENTERPRISE ASSET MANAGEMENT (EAM)	MUNI-CONTINUING PROJ-OPERATING FD	3,635,075	2,778,717
CPT7151321	MTA-WIDE EQUIPMENT PURCHASE PROJECT	MUNI-CONTINUING PROJ-OPERATING FD	3,000,000	3,000,000
CPT7161322	MTA-WIDE MAINTENANCE PROJECT	MUNI-CONTINUING PROJ-OPERATING FD	4,500,000	4,402,369
CPT8951A1A	GENERAL FUND ALLOCATION-TTF	MUNI-CAPITAL PROJECTS-LOCAL FUND		20,180,000
CPT9951C1E1I	CS PLAZA TRANSIT CENTER DISTRICT FUNDS	MUNI-CAPITAL PROJECTS-LOCAL FUND	500,000	2,600,000
Department : MTA Subtotal			20,431,696	53,357,707

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2014-2015	Proposed 2015-2016
Department : PRT PORT				
CPO61901	EMERGENCY FACILITY MAINTENANCE	PORT-CONTINUING PROJ-OPERATING FD	84,000	89,000
CPO6251901	MAINTENANCE DREDGING FY 11/12 & FY 12/13	PORT-CONTINUING PROJ-OPERATING FD	3,681,000	4,964,000
CPO66701	PRE-DEVELOPMENT STUDIES	PORT-CONTINUING PROJ-OPERATING FD	525,000	
CPO68001	PORT ADA TRANSITION PLAN	PORT-CONTINUING PROJ-OPERATING FD	100,000	
CPO72001	PIER 80/92/96 TRACK MAINT.	PORT-CONTINUING PROJ-OPERATING FD		430,000
CPO7271101	MATERIALS TESTING FY 12/13 & FY 13/14	PORT-CONTINUING PROJ-OPERATING FD	500,000	500,000
CPO75201	AMADOR ST FORCED SEWER MAIN	CERT OF PARTICIPATION - 2013B (NON-AMT)	464,000	
CPO75601	SEAWALL & MARGINAL WHARF REPAIR PROJECT	PORT-CONTINUING PROJ-OPERATING FD	500,000	
CPO76101	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	910,000	100,000
CPO77401	GREENING/BEAUTIFICATION IMP - S.WATERFRNT	PORT-CONTINUING PROJ-OPERATING FD	150,000	314,200
CPO77601	LEASING CAPITAL IMPROVEMENT PROJECT	PORT-CONTINUING PROJ-OPERATING FD	200,000	
CPO77801	PIER STRUCTURE RPR PRJT PH II	CERT OF PARTICIPATION - 2013B (NON-AMT)	1,767,997	
CPO77801	PIER STRUCTURE RPR PRJT PH II	PORT-CONTINUING PROJ-OPERATING FD	6,295,078	2,527,800
CPO78001	HOMELAND SECURITY ENHANCEMENTS	PORT-CONTINUING PROJ-OPERATING FD	250,000	250,000
CPO78501	FERRY TERMINAL FLOAT REPAIRS	PORT-CONTINUING PROJ-OPERATING FD	300,000	
CPO78901	CRANE PAINTING & UPGRADE PROJECT	PORT-CONTINUING PROJ-OPERATING FD		300,000
CPO79301	PIER 70 HISTORIC BLDGS STBLN AND REPAIRS	PORT-CONTINUING PROJ-OPERATING FD		400,000
CPO79401	SO WATERFRNT OPEN SPACE ENHNCMNTS/ALTERN	PORT-CONTINUING PROJ-OPERATING FD	550,000	550,000
CPO79501	PRT ELEVATOR/ESCALATOR UPGR;REP&REPLMNT	PORT-CONTINUING PROJ-OPERATING FD		610,000
CPO930010101	N WATERFRONT HISTORIC PIER STRUCTURE REP	PORT-CONTINUING PROJ-OPERATING FD		900,000
CPO9310101	SF PORT MARINA REPAIRS	PORT-CONTINUING PROJ-OPERATING FD	350,000	615,000
CPO9320101	PUBLIC RESTROOM IMPROVEMENTS	CERT OF PARTICIPATION - 2013B (NON-AMT)	1,157,500	
CPO9340101	UNDERPIER UTILITY REPAIRS & IMPROVEMENTS	PORT-CONTINUING PROJ-OPERATING FD	250,000	250,000
GPO22801	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	190,000	190,000
GPO23601	PUBLIC ACCESS IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	75,000	150,000
GPO53601	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	185,000	185,000
GPO54301	FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	487,000	487,000
GPO54701	WHARF J-10 OVERSIGHT	PORT-OPERATING-ANNUAL PROJECTS	40,000	40,000
GPO54801	ABANDONED MAT/ILLEGAL DUMPING CLEANUP-RE	PORT-OPERATING-ANNUAL PROJECTS	180,000	180,000
GPO55001	HAZARDOUS WASTE ASSESSMENT & REMOVAL	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO55101	A/E CNSLTNG PRJT PLNNING; DSG & COST EST	PORT-OPERATING-ANNUAL PROJECTS	450,000	450,000
GPO55501	PIER 90 SUBSURFACE PETROLEUM INVSTGTON	PORT-OPERATING-ANNUAL PROJECTS	40,000	40,000
GPO55601	UTILITY ANNUAL MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO55701	OIL SPILL RESPONSE TRAINING & INVSTGTON	PORT-OPERATING-ANNUAL PROJECTS	90,000	90,000
GPO56101	PIER 94/96 BACKLANDS SITE INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	30,000	30,000
GPO56301	EMERGE CITYWIDE PAYROLL PROJECT	PORT-OPERATING-ANNUAL PROJECTS	156,403	155,861
GPO56501	SANITARY SEWER MANAGEMENT PLAN	PORT-OPERATING-ANNUAL PROJECTS	90,000	90,000
GPO56801	PIER 80 UST INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	70,000	70,000
GPO57501	IS STRATEGIC PLAN IMPLEMENTATION	PORT-OPERATING-ANNUAL PROJECTS	1,000,000	1,000,000
GPO57601	WATERFRONT DEVELOPMENT PROJECTS	PORT-OPERATING-ANNUAL PROJECTS	2,790,191	2,853,541
GPO57701	TREE REPLACEMENT & MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	135,000	175,000
GPO57801	SOUTHERN WATERFRONT BEAUTIFICATION	PORT-OPERATING-ANNUAL PROJECTS	50,000	100,000
GPO62401	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	109,000	109,000
GPO63201	HERON'S HEAD PARK (PIER 98)	PORT-OPERATING-ANNUAL PROJECTS	70,000	70,000
GPO72802	PORT EVENTS & PROMOTION	PORT-OPERATING-ANNUAL PROJECTS	55,000	55,000
PPO10101	RINCON PARK-MAINT. & NGT. ACCOUNT	PORT-OPERATING-ANNUAL PROJECTS		(4)
PYAE506	YOUTH EMPLOYMENT & ENVIRON BUDGET	PORT-OPERATING-ANNUAL PROJECTS	565,000	565,000
Department : PRT Subtotal			24,992,165	19,945,398

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2014-2015	Proposed 2015-2016
Department : PUC PUBLIC UTILITIES COMMISSION				
CUH88701	SF ELECTRICAL RELIABILITY/TRANSBAY PRJCT	TRANSBAY CABLE	2,000,000	2,000,000
CUW25701	WATERSHED PROTECTION	SFWD-CONTINUING PROJ-OPERATING FD	358,000	330,000
CUW26501	LANDSCAPE CONSERVATION PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	1,503,000	1,320,000
CUW27101	LONG TERM MONITORING & PERMIT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	3,312,000	4,458,000
FUH10001	HETCHY WATER - FACILITIES MAINTENENCE	HETCHY OPERATING-ANNUAL PROJECTS	1,600,000	1,600,000
FUW10101	AWSS MAINTENANCE - CDD	SFWD-OPERATING-ANNUAL PROJECTS	500,000	500,000
FUW10201	WATER ENTERPRISE-WATERSHED PROTECTION	SFWD-OPERATING-ANNUAL PROJECTS	1,213,000	790,000
PUH50301	ARC FLASH & ELECTRICAL HAZARD	HETCHY OPERATING-ANNUAL PROJECTS	357,000	
PUH50401	WECC/NERC COMPLIANCE	HETCHY OPERATING-ANNUAL PROJECTS	8,397,000	6,075,000
PUH50601	WECC/NERC TRANSMISSION LINE CLEARANCE	HETCHY OPERATING-ANNUAL PROJECTS	1,500,000	2,000,000
PUW50201	WATER RESOURCES PLANNING AND DEVELOPMENT	SFWD-CONTINUING PROJ-OPERATING FD	3,500,000	445,000
PUW51100	TREASURE ISLAND - MAINTENANCE	HETCHY OPERATING-ANNUAL PROJECTS	2,910,000	2,997,000
PUW51100	TREASURE ISLAND - MAINTENANCE	SFWD-OPERATING-ANNUAL PROJECTS	1,132,000	1,165,000
PUW51101	TREASURE ISLAND - WASTEWATER	CWP-OPERATING-ANNUAL PROJECTS	1,200,000	1,236,000
PUW51401	525 GOLDEN GATE - O & M	CWP-OPERATING-ANNUAL PROJECTS	1,052,000	1,083,000
PUW51401	525 GOLDEN GATE - O & M	HETCHY OPERATING-ANNUAL PROJECTS	545,000	652,000
PUW51401	525 GOLDEN GATE - O & M	SFWD-OPERATING-ANNUAL PROJECTS	3,403,000	3,505,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	CWP-OPERATING-ANNUAL PROJECTS	2,424,000	2,424,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	HETCHY OPERATING-ANNUAL PROJECTS	1,248,000	1,248,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	SFWD-OPERATING-ANNUAL PROJECTS	9,167,000	9,166,000
PUW51701	RETROFIT GRANT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	715,000	2,640,000
PWW10001	LOW IMPACT DEVELOPMENT	CWP-OPERATING-ANNUAL PROJECTS	681,000	681,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	CWP-OPERATING-ANNUAL PROJECTS	697,000	697,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	HETCHY OPERATING-ANNUAL PROJECTS	150,000	150,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	SFWD-OPERATING-ANNUAL PROJECTS	1,290,000	1,290,000
Department : PUC - Subtotal			50,854,000	48,452,000
Capital Project Total			192,359,973	161,172,105

IT PROJECTS

SUMMARY OF MAY 1 IT PROJECTS

Investment in information and communications technology (IT or ICT) enables the City and County to enhance City services, facilitate resident and visitor engagement with City agencies, and utilize data to better inform leaders and policymakers. The City plans, funds, and coordinates IT projects through the Committee on Information Technology (COIT). Every other year, COIT updates the Five-Year Information & Communications Technology (ICT) plan, which identifies the City's goals and priorities and outlines potential financial strategies. The ICT Plan for Fiscal Years 2013-14 through 2017-18 was adopted by the Board of Supervisors in April 2013 and provides information to guide the Mayor's May 1 Proposed Budget. The next ICT Plan will be adopted in March or April 2015.

The Mayor's May 1 Proposed Budget includes \$7.1 million of additional project funding for IT at the Airport, Municipal Transportation Agency, Port, and Public Utilities Commission over FY 2014-15 and 2015-16. The dollar value of these May 1 department IT projects is

small relative to the prior year request of \$73.7 million over FY 2013-14 and 2014-15 because departments are continuing to implement their prior year projects.

The Mayor's May 1 Proposed Budget includes a variety of large, multi-year IT projects that focus on investments in information technology infrastructure, as well as software applications that smooth internal workflow. Key projects include expanding the Airport's capital planning system; implementing of the Municipal Transportation Agency's Inventory and Asset management system; planning a Disaster Recovery system for the Port; and replacing the Supervisory Control and Data Acquisition (SCADA) system, a system for gathering and analyzing real-time data, for the Public Utilities Commission.

A more detailed IT project submission covering all City departments will be included in the Mayor's Proposed June Budget. For more information on the Committee on Information Technology visit www.sfcoit.org

ADDITIONAL RESOURCES

The Mayor's Proposed FY 2014-15 and 2015-16 Proposed Budget for the City and County of San Francisco (the City), published for Enterprise and selected other departments on May 1, and for all other departments on June 1, is one of a handful of financial documents that can be a resource to the public seeking budgetary information. Other source of financial information include:

Consolidated Budget and Appropriation Ordinance, FY 2014-15 and FY 2015-16

The Consolidated Budget and Appropriation Ordinance (AAO) contains the sources of funds and their uses, detailed by department. This document provides the legal authority for the City to spend funds during the fiscal year. The AAO is released annually with the Board's passage and the Mayor's signing of the final budget usually in mid-August. An interim AAO is passed by a continuing resolution of the Board and provides the City's interim operating budget until the final budget is passed.

Salary Ordinance, FY 2014-15 and FY 2015-16

The Salary Ordinance (ASO) is the legal document that authorizes the number of positions and job classifications

in departments for the budgeted fiscal years. The ASO is passed at the same time as the AAO.

Comprehensive Annual Financial Report

The City's Comprehensive Annual Financial Report (CAFR) summarizes the performance of all revenue sources and accounts for total expenditures in any given fiscal year. The CAFR for the fiscal year ending June 30, 2013 is currently available. The FY 2013-14 CAFR will be made available by the Controller after the fiscal year has closed and the City's financial reports have been reviewed and certified.

Five-Year Financial Plan and Joint Report

The City's Five-Year Financial Plan forecasts expenditures and revenues during the five-year period, proposes actions to balance revenues and expenditures during each year of the plan, and discusses strategic goals and corresponding resources for City departments. The Plan is published each odd calendar year by the Controller's Office, the Mayor's Office of Public Policy and Finance, and the Board of Supervisors' Budget and Legislative Analyst office. In even calendar years, the plan is updated in the Joint Report.

OBTAINING BUDGET DOCUMENTS AND RESOURCES

Copies of these documents are distributed to all City libraries. They may also be viewed online at the City's website (www.sfgov.org) and at the following City Hall locations:

Mayor's Office of Public Policy & Finance

1 Dr. Carlton B. Goodlett Place, Room 288
Phone: (415) 554-6114
<http://www.sfmayor.org/budget>

Controller's Office

1 Dr. Carlton B. Goodlett Place, Room 316
Phone: (415) 554-7500
<http://www.sfcontroller.org/>

Clerk of The Board of Supervisors

1 Dr. Carlton B. Goodlett Place, Room 244
Phone: (415) 554-5184
<http://www.sbos.org/>

COMMONLY USED TERMS

ACCRUAL BASIS ACCOUNTING □ An accounting methodology that recognizes revenues or expenditures when services are provided.

BUDGET AND APPROPRIATION ORDINANCE □ □ e piece of legislation that enacts the annual two-year budget. Formerly the Annual Appropriation Ordinance (AAO).

SALARY ORDINANCE □ □ e piece of legislation that grants departments the authority to □ □ a speci□ ed number of positions during the □ □ scal year. Note that this is not the same as having the funding to □ □ that number of positions. Formerly the Annual Salary Ordinance (ASO). □ □ is piece of legislation is passed at the same time as the Budget and Appropriation Ordinance.

ANNUALIZATION □ Adjusting a partial year revenue or expense to re□ ect a full year's worth of income or spending.

APPROPRIATION □ Legislative designation of money to a department, program, or project for a particular use, including operations, personnel, or equipment.

ATTRITION SAVINGS □ Salary savings that result when positions at a department are vacant.

BALANCED BUDGET □ A budget in which revenues equal expenditures, with no de□ it.

BALANCING □ Process of making revenues match expenditures within each departmental budget and within the City budget as a whole.

BASELINE □ (1) □ □ e annualized budget for the current □ □ scal year, which serves as the starting point for preparing the next □ □ scal year's budget. (2) A required minimum of spending for a speci□ e purpose.

BOND □ A debt investment in which an investor loans money to an entity that borrows the funds for a de□ ned period of time at a □ ed interest rate. Bonds are used by companies and governments to □ nance a variety of projects and activities.

BUDGET CYCLE □ □ e period of time in which the City's □ nancial plan for the upcoming □ □ scal year is developed; submitted to, reviewed, and enacted by the Board of Supervisors and signed by the Mayor; and implemented by city departments.

CAPITAL BUDGET □ Funds to acquire land, plan and construct new buildings, expand or modify existing buildings, and/or purchase equipment related to such construction.

CAPITAL EXPENDITURE □ Expenditures creating future benefits, used to acquire or upgrade physical assets such as equipment or property.

CARRYFORWARD □ Funds remaining unspent at year-end that a department requests permission to spend during the following □ □ scal year. Some funds carry forward automatically at year-end.

CASH BASIS ACCOUNTING □ An accounting methodology that recognizes revenues and expenditures when payments are actually made.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) □ □ e City's Annual Financial Report, which summarizes the performance of all revenue sources and accounts for total expenditures in the prior □ □ scal year.

COST-OF-LIVING ADJUSTMENT (COLA) □ A regularly scheduled adjustment to salaries, aid payments or other types of expenditures to re□ ect the cost of in□ ation.

COUNTY-WIDE COST ALLOCATION PLAN (COWCAP) □ □ e County-Wide Cost Allocation Plan is developed annually by the Controller's O□ ce and calculates the overhead rate charged to each department for its share of citywide overhead costs, such as payroll, accounting, and operations.

DEFICIT □ An excess of expenditures over revenues.

ENTERPRISE DEPARTMENT □ A department that does not require a General Fund subsidy because it generates its own revenues by charging a fee for service.

FIDUCIARY FUND □ Used to account for assets held in trust by the government for the bene□ of individuals or other entities. Government employee pension funds are an example of a □ duciary fund. Fiduciary funds are one of the three broad types of government funds, the other two being governmental and proprietary funds.

FISCAL YEAR □ □ e twelve-month budget cycle. San Francisco's □ □ scal year runs from July 1st to June 30th.

FRINGE □□ e dollar value of employee benefits such as health and dental, which varies from position to position.

FULL-TIME EQUIVALENT (FTE) □ One or more employees who cumulatively work 40 hours/week.

FUND □ Government budgets are made up of funds that organize and account for specific resources. Each fund is considered a separate accounting entity.

FUND BALANCE □□ e amount of funding that remains in a given fund at the end of the □scal year.

GENERAL FUND □□ e largest of the City's funds, the General Fund is a source for discretionary spending and funds many of the basic municipal services such as public safety, health and human services and public works. Primary revenue sources include local taxes such as property, sales, payroll and other taxes.

GENERAL FUND DEPARTMENT □ A department that receives an annual appropriation from the City's General Fund.

GOVERNMENTAL FUND □□ e City's basic operating fund, includes the General Fund and Capital projects. One of the three broad types of government funds, the other two being the □duciary fund and the proprietary fund.

INTERIM BUDGET □□ e citywide budget that is in effect for the □rst two months of the □scal year, during the lag period between July 1st □ the date on which the Board of Supervisors must technically submit its budget □ until mid-August when the new budget is signed into effect by the Mayor. □ e Mayor's proposed budget serves as the interim budget.

MAJOR & PROPRIETARY FUND □ Used to account for a government's ongoing activities and operations, the proprietary fund includes enterprise funds (which account for activities in which a fee is charged to external user) and internal service funds (used for services provided to other funds or departments). One of the three broad types of government funds, the other two being the □duciary fund and the governmental fund.

MAYOR'S PROPOSED BUDGET □□ e citywide budget submitted to the Board of Supervisors by the Mayor's Office, on May 1st for selected Enterprise and other departments and June 1st for all remaining departments, that makes recommendations and estimates for the City's □nancial operations for the ensuing □scal year.

MEMORANDUM OF UNDERSTANDING (MOU) □ A binding agreement between two parties.

ORDINANCE □ A proposed or enacted law. Typically prepared by the City Attorney.

RAINY DAY RESERVE □ Funds that are legally set-aside by the City Charter, Section 9.113.5, with the intent of protecting the City from being negatively impacted by the economy's boom-bust cycle. Generally, the Rainy Day Reserve requires that money be saved when revenue growth exceeds a certain level (in good economic times) in order to create a cushion during economic downturns.

RESOLUTION □ A type of legislation. Typically prepared by the sponsoring department or a member of the Board of Supervisors and is generally directed internally.

REVISED BUDGET □□ e department's budget at year-end. Over the course of the □scal year, the department's original budget may be amended to reflect supplemental appropriations, and receipts of unbudgeted grants.

SPECIAL FUND □ Any fund other than the General Fund. Revenue in special funds is non-discretionary.

SURPLUS □ An excess of revenue over expenditures.

TECHNICAL ADJUSTMENT □ Changes made by the Mayor's Office to the Mayor's proposed budget after it has been submitted to the Board of Supervisors.

TWO-YEAR BUDGETING □□ e new citywide process (beginning Fiscal Year 2012-13) of budgeting each year for the next two □scal years.

OFFICE OF THE MAYOR
SAN FRANCISCO



Orig leg clerk (#)
COB, ~~Adm~~ Dep. C page
Reception
disk
EDWIN M. LEE
MAYOR

May 1, 2014

Angela Calvillo, Clerk of the Board of Supervisors
City Hall, 1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Ms. Calvillo:

Attached is the Mayor's proposed May 1 Budget comprised of the following seven departments: Airport Commission, Child Support Services, the Public Library, Municipal Transportation Agency, Port, Public Utilities Commission, and Retirement. Also attached are the following seven pieces of legislation:

- Proposition J Contract/Certification of Specified Contracted-Out Services Previously Approved for Enterprise Departments
- Three Supplemental Appropriations for the Two-Year Capital Budgets of each of the Public Utilities Commission Enterprises – Water, Wastewater, and Hetch Hetchy.
- Three ordinances approving the issuance and sale of Power, Water, and Wastewater revenue bonds by the San Francisco Public Utilities Commission.

If you have any questions please feel free to contact me at 554-6515.

Sincerely,

A handwritten signature in black ink, appearing to read "Kate Howard".

Kate Howard
Mayor's Budget Director

cc: Members of the Board of Supervisors
Harvey Rose
Controller

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BOARD OF SUPERVISORS
SAN FRANCISCO
2014 MAY - 1 PM 3:11

