

File No. 180445

Committee Item No. 1

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget & Finance Committee

Date June 27, 2018

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)

- Proposed Budget and Appropriation Ordinance
- PowerPoint Presentations
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Completed by: Linda Wong Date June 21, 2018

Completed by: Linda Wong Date _____

CITY AND COUNTY OF SAN FRANCISCO

PROPOSED BUDGET

AND

APPROPRIATION ORDINANCE

FOR SELECTED DEPARTMENTS

AS OF MAY 1, 2018



File No. _____ Ordinance _____

**FISCAL YEAR ENDING JUNE 30, 2019 and
FISCAL YEAR ENDING JUNE 30, 2020**

PROPOSED BUDGET AND APPROPRIATION ORDINANCE

AS OF MAY 1, 2018

FISCAL YEAR ENDING JUNE 30, 2019

and

FISCAL YEAR ENDING JUNE 30, 2020

The Proposed Budget and Appropriation Ordinance for selected departments as of May 1, 2018 and its accompanying schedules are produced by the Controller's Budget Office. Upon approval, this is the document that is the legal authority for the City to spend funds during the fiscal year.

This document contains information on the sources and uses of City funds and selected departments, detailed by department and program. Additional schedules summarize City revenues and expenditures by service area, department, and fund. Please see the table of contents for a complete list of the information contained in this document.

Copies of this document are distributed to City libraries and posted on the City Controller's website (<http://www.sfcontroller.org>). They may also be viewed at the following City Hall offices:

Mayor's Office of Public Policy and Finance
1 Dr. Carlton B. Goodlett Place, Room 288

Controller's Office
1 Dr. Carlton B. Goodlett Place, Room 316

Clerk of the Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244

If you would like additional copies or need further information, please call the Controller's Budget Office at (415) 554-7500.

Table of Contents

| | <u>Page</u> |
|--|-------------|
| Appropriation Ordinance (Sections 1 & 2) | 5 |
| Uses by Service Area, Department and Division | 7 |
| Proposed Appropriation Detail by Department: | |
| A | |
| AIR AIRPORT | 11 |
| B | |
| BOA BOARD OF APPEALS | 17 |
| DBI BUILDING INSPECTION | 18 |
| C | |
| CSS CHILD SUPPORT SERVICES | 21 |
| USD COUNTY EDUCATION OFFICE | 22 |
| E | |
| ENV ENVIRONMENT | 23 |
| L | |
| LLB LAW LIBRARY | 26 |
| M | |
| MTA MUNICIPAL TRANSPORTATION AGENCY | 27 |
| P | |
| PRT PORT | 34 |
| LIB PUBLIC LIBRARY | 40 |
| PUC PUBLIC UTILITIES | 43 |
| R | |
| RNT RENT ARBITRATION BOARD | 50 |
| RET RETIREMENT SYSTEM | 51 |
| Statement of Bond Redemption and Interest | 54 |
| Detail of Reserves | 58 |

FILE NO. _____ ORDINANCE NO. _____

**AN ORDINANCE APPROPRIATING ALL ESTIMATED RECEIPTS
AND ALL ESTIMATED EXPENDITURES FOR THE
CITY AND COUNTY OF SAN FRANCISCO**

AS OF MAY 1, 2018

FOR THE FISCAL YEAR ENDING JUNE 30, 2019 AND JUNE 30, 2020

BE IT ORDAINED BY THE PEOPLE OF THE CITY AND COUNTY OF SAN FRANCISCO

SECTION 1. The amounts of estimated receipts, income, prior-year fund balance, prior-year reserves, de-appropriations, and revenue enumerated herein are hereby appropriated to the funds and departments indicated in this ordinance for the purpose of meeting appropriations herein provided.

SECTION 2. The amounts of proposed expenditures are hereby appropriated to the funds and departments as enumerated herein. Each department for which an expenditure appropriation is herein made is hereby authorized to use, in the manner provided by the law, the amounts so appropriated for the purposes specified in this appropriation ordinance.

Uses by Service Area, Department and Division

Service Area: CULTURE & RECREATION

| Department | Division Description | 2017-2018 Budget | 2018-2019 Budget | Chg From 2017-2018 | 2019-2020 Budget | Chg From 2018-2019 |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|-----------------------|
| Law Library | | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |
| Law Library Total | | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |
| Public Library | | \$137,850,825 | \$159,376,732 | \$21,525,907 | \$150,509,345 | (\$8,867,387) |
| Public Library Total | | \$137,850,825 | \$159,376,732 | \$21,525,907 | \$150,509,345 | (\$8,867,387) |
| CULTURE & RECREATION Total | | \$139,706,583 | \$161,359,005 | \$21,652,422 | \$152,630,516 | (\$8,728,489) |

Service Area: GENERAL ADMINISTRATION & FINANCE

| Department | Division Description | 2017-2018 Budget | 2018-2019 Budget | Chg From 2017-2018 | 2019-2020 Budget | Chg From 2018-2019 |
|---|------------------------------|----------------------|---------------------|-----------------------|---------------------|-----------------------|
| Retirement System | RET Administration | \$69,819,856 | \$7,676,756 | (\$62,143,100) | \$7,674,731 | (\$2,025) |
| | RET Health Care Trust | \$0 | \$80,865,138 | \$80,865,138 | \$92,653,886 | \$11,788,748 |
| | RET Investment | \$7,623,696 | \$8,087,017 | \$463,321 | \$8,339,376 | \$252,359 |
| | RET Retirement Services | \$18,963,998 | \$13,880,760 | (\$5,083,238) | \$14,232,983 | \$352,223 |
| | RET SF Deferred Comp Program | \$1,215,277 | \$1,631,638 | \$416,361 | \$1,265,497 | (\$366,141) |
| Retirement System Total | \$97,622,827 | \$112,141,309 | \$14,518,482 | \$124,166,473 | \$12,025,164 | |
| GENERAL ADMINISTRATION & FINANCE Total | \$97,622,827 | \$112,141,309 | \$14,518,482 | \$124,166,473 | \$12,025,164 | |

Service Area: HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT

| Department | Division Description | 2017-2018 Budget | 2018-2019 Budget | Chg From 2017-2018 | 2019-2020 Budget | Chg From 2018-2019 |
|---|----------------------|---------------------|---------------------|-----------------------|---------------------|-----------------------|
| Child Support Services | | \$13,662,238 | \$13,564,119 | (\$98,119) | \$13,564,119 | \$0 |
| Child Support Services Total | | \$13,662,238 | \$13,564,119 | (\$98,119) | \$13,564,119 | \$0 |
| County Education Office | | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |
| County Education Office Total | | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |
| Environment | | \$23,081,438 | \$21,965,767 | (\$1,115,671) | \$22,045,518 | \$79,751 |
| Environment Total | | \$23,081,438 | \$21,965,767 | (\$1,115,671) | \$22,045,518 | \$79,751 |
| Rent Arbitration Board | | \$8,074,900 | \$8,545,317 | \$470,417 | \$8,608,765 | \$63,448 |
| Rent Arbitration Board Total | | \$8,074,900 | \$8,545,317 | \$470,417 | \$8,608,765 | \$63,448 |
| HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT Total | | \$44,934,576 | \$44,191,203 | (\$743,373) | \$44,334,402 | \$143,199 |

Service Area: PUBLIC WORKS, TRANSPORTATION & COMMERCE

| Department | Division Description | 2017-2018 Budget | 2018-2019 Budget | Chg From 2017-2018 | 2019-2020 Budget | Chg From 2018-2019 |
|--|--------------------------------|------------------------|------------------------|-----------------------|------------------------|-----------------------|
| Airport Commission | AIR Airport Director | \$9,142,722 | \$9,499,295 | \$356,573 | \$9,703,515 | \$204,220 |
| | AIR Bureau Of Admin & Policy | \$33,448,422 | \$35,200,837 | \$1,752,415 | \$35,958,193 | \$757,356 |
| | AIR Business & Finance | \$503,118,278 | \$567,182,307 | \$64,064,029 | \$669,761,866 | \$102,579,559 |
| | AIR Capital Projects | \$26,230,799 | \$42,555,945 | \$16,325,146 | \$33,110,000 | (\$9,445,945) |
| | AIR Chief Operating Officer | \$36,245,112 | \$43,585,802 | \$7,340,690 | \$43,647,615 | \$61,813 |
| | AIR Communications & Mrktng | \$19,761,808 | \$20,696,363 | \$934,555 | \$20,879,208 | \$182,845 |
| | AIR Design & Construction | \$9,225,780 | \$12,517,097 | \$3,291,317 | \$13,966,034 | \$1,448,937 |
| | AIR Facilities | \$191,209,247 | \$198,408,230 | \$7,198,983 | \$202,624,318 | \$4,216,088 |
| | AIR Facilities; Maintenance | \$15,000,000 | \$15,000,000 | \$0 | \$15,500,000 | \$500,000 |
| | AIR Fire Bureau | \$864,921 | \$772,752 | (\$92,169) | \$714,185 | (\$58,567) |
| | AIR General | \$53,159,463 | \$56,129,063 | \$2,969,600 | \$61,049,363 | \$4,920,300 |
| | AIR Operations & Security | \$80,145,963 | \$88,631,479 | \$8,485,516 | \$92,597,398 | \$3,965,919 |
| | AIR Planning Division | \$6,201,317 | \$8,750,694 | \$2,549,377 | \$8,454,732 | (\$295,962) |
| | AIR Police Bureau | \$4,032,045 | \$13,942,943 | \$9,910,898 | \$15,835,275 | \$1,892,332 |
| Airport Commission Total | | \$987,785,877 | \$1,112,872,807 | \$125,086,930 | \$1,223,801,702 | \$110,928,895 |
| Board Of Appeals - PAB | | \$1,038,570 | \$1,071,849 | \$33,279 | \$1,102,681 | \$30,832 |
| Board Of Appeals - PAB Total | | \$1,038,570 | \$1,071,849 | \$33,279 | \$1,102,681 | \$30,832 |
| Building Inspection | DBI Administration | \$18,574,055 | \$19,822,979 | \$1,248,924 | \$19,429,409 | (\$393,570) |
| | DBI Inspection Services | \$42,044,690 | \$41,095,784 | (\$948,906) | \$40,070,636 | (\$1,025,148) |
| | DBI Permit Services | \$15,914,954 | \$16,863,300 | \$948,346 | \$17,047,042 | \$183,742 |
| Building Inspection Total | | \$76,533,699 | \$77,782,063 | \$1,248,364 | \$76,547,087 | (\$1,234,976) |
| Municipal Transprt Agency | MTAAW Agency-wide | \$172,368,761 | \$136,995,566 | (\$35,373,195) | \$169,301,567 | \$32,306,001 |
| | MTABD Board Of Directors | \$656,021 | \$729,654 | \$73,633 | \$739,601 | \$9,947 |
| | MTACC CV-Capitl Progr & Constr | \$56,533,984 | \$77,161,948 | \$20,627,964 | \$66,878,030 | (\$10,283,918) |
| | MTACO Communications | \$7,328,616 | \$6,982,959 | (\$345,657) | \$7,072,317 | \$89,358 |
| | MTAED Executive Director | \$1,753,760 | \$837,254 | (\$916,506) | \$842,913 | \$5,659 |
| | MTAFA Fit Finance & Info Tech | \$110,614,956 | \$105,616,870 | (\$4,998,086) | \$106,553,005 | \$936,135 |
| | MTAGA Government Affairs | \$1,428,288 | \$1,319,137 | (\$109,151) | \$1,334,304 | \$15,167 |
| | MTAHR Human Resources | \$24,574,054 | \$36,451,857 | \$11,877,803 | \$36,797,755 | \$345,898 |
| | MTASA Safety | \$4,350,775 | \$4,273,013 | (\$77,762) | \$4,314,256 | \$41,243 |
| | MTASM Street Management | \$155,975,749 | \$162,301,388 | \$6,325,639 | \$166,921,285 | \$4,619,897 |
| | MTATS Transit Svc Division | \$615,090,042 | \$646,361,513 | \$31,271,471 | \$676,190,550 | \$29,829,037 |
| | MTATZ Taxi & Accessible Svc | \$32,793,400 | \$32,193,417 | (\$599,983) | \$33,722,492 | \$1,529,075 |
| Municipal Transprt Agency Total | | \$1,183,468,406 | \$1,211,224,576 | \$27,756,170 | \$1,270,668,075 | \$59,443,499 |
| Port | PRT Engineering | \$5,639,683 | \$6,265,262 | \$625,579 | \$6,326,244 | \$60,982 |
| | PRT Executive | \$5,645,064 | \$6,514,306 | \$869,242 | \$6,541,973 | \$27,667 |
| | PRT Finance And Administration | \$58,444,088 | \$22,477,354 | (\$35,966,714) | \$26,363,499 | \$3,886,145 |
| | PRT Maintenance | \$34,197,080 | \$40,116,034 | \$5,918,954 | \$42,891,967 | \$2,775,933 |
| | PRT Maritime | \$10,037,197 | \$13,769,016 | \$3,731,819 | \$14,026,978 | \$257,962 |
| | PRT Operations | \$9,451,083 | \$0 | (\$9,451,083) | \$0 | \$0 |
| | PRT Planning & Development | \$3,651,018 | \$4,355,634 | \$704,616 | \$3,307,715 | (\$1,047,919) |
| | PRT Port Commission (Portwide) | \$1,050,000 | \$68,563,024 | \$67,513,024 | \$35,782,694 | (\$32,780,330) |
| | PRT Real Estate | \$5,086,834 | \$2 | (\$5,086,832) | \$1 | (\$1) |
| | PRT Real Estate & Development | \$0 | \$12,293,785 | \$12,293,785 | \$12,457,193 | \$163,408 |
| Port Total | | \$133,202,027 | \$174,354,417 | \$41,152,390 | \$147,698,264 | (\$26,656,153) |
| Public Utilities Commissn | HHP CleanPowerSF | \$40,257,512 | \$157,032,754 | \$116,775,242 | \$212,909,309 | \$55,876,555 |
| | HHP Hetch Hetchy Water & Power | \$203,621,881 | \$228,769,554 | \$25,147,673 | \$229,565,912 | \$796,358 |
| | PUB Public Utilities Bureaus | \$0 | \$259,600 | \$259,600 | \$259,600 | \$0 |
| | WTR Water Enterprise | \$501,665,106 | \$570,616,001 | \$68,950,895 | \$599,664,036 | \$29,048,035 |
| | WWE Wastewater Enterprise | \$307,296,889 | \$343,380,553 | \$36,083,664 | \$359,931,734 | \$16,551,181 |
| Public Utilities Commissn Total | | \$1,052,841,388 | \$1,300,058,462 | \$247,217,074 | \$1,402,330,591 | \$102,272,129 |
| PUBLIC WORKS, TRANSPORTATION & COMMERCE Total | | \$3,434,869,967 | \$3,877,364,174 | \$442,494,207 | \$4,122,148,400 | \$244,784,226 |
| Expenditure Subtotals | | \$3,717,133,953 | \$4,195,055,691 | \$477,921,738 | \$4,443,279,791 | \$248,224,100 |
| Less Interdepartmental Recoveries And Transfers | | (\$188,928,779) | (\$199,203,588) | (\$10,274,809) | (\$210,630,196) | (\$11,426,608) |
| Net Uses | | \$3,528,205,174 | \$3,995,852,103 | \$467,646,929 | \$4,232,649,595 | \$236,797,492 |

APPROPRIATION DETAIL

Department: AIR Airport Commission

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| San Francisco International Ai | \$987,785,877 | \$1,112,872,807 | \$125,086,930 | \$1,223,801,702 | \$110,928,895 |
| Total Uses by Funds | \$987,785,877 | \$1,112,872,807 | \$125,086,930 | \$1,223,801,702 | \$110,928,895 |

Division Summary

| | | | | | |
|-------------------------------|----------------------|------------------------|----------------------|------------------------|----------------------|
| AIR Airport Director | \$9,142,722 | \$9,499,295 | \$356,573 | \$9,703,515 | \$204,220 |
| AIR Bureau Of Admin & Policy | \$33,448,422 | \$35,200,837 | \$1,752,415 | \$35,958,193 | \$757,356 |
| AIR Business & Finance | \$503,118,278 | \$567,182,307 | \$64,064,029 | \$669,761,866 | \$102,579,559 |
| AIR Capital Projects | \$26,230,799 | \$42,555,945 | \$16,325,146 | \$33,110,000 | (\$9,445,945) |
| AIR Chief Operating Officer | \$36,245,112 | \$43,585,802 | \$7,340,690 | \$43,647,615 | \$61,813 |
| AIR Communications & Mrktng | \$19,761,808 | \$20,696,363 | \$934,555 | \$20,879,208 | \$182,845 |
| AIR Design & Construction | \$9,225,780 | \$12,517,097 | \$3,291,317 | \$13,966,034 | \$1,448,937 |
| AIR Facilities | \$191,209,247 | \$198,408,230 | \$7,198,983 | \$202,624,318 | \$4,216,088 |
| AIR Facilities; Maintenance | \$15,000,000 | \$15,000,000 | \$0 | \$15,500,000 | \$500,000 |
| AIR Fire Bureau | \$864,921 | \$772,752 | (\$92,169) | \$714,185 | (\$58,567) |
| AIR General | \$53,159,463 | \$56,129,063 | \$2,969,600 | \$61,049,363 | \$4,920,300 |
| AIR Operations & Security | \$80,145,963 | \$88,631,479 | \$8,485,516 | \$92,597,398 | \$3,965,919 |
| AIR Planning Division | \$6,201,317 | \$8,750,694 | \$2,549,377 | \$8,454,732 | (\$295,962) |
| AIR Police Bureau | \$4,032,045 | \$13,942,943 | \$9,910,898 | \$15,835,275 | \$1,892,332 |
| Total Uses by Division | \$987,785,877 | \$1,112,872,807 | \$125,086,930 | \$1,223,801,702 | \$110,928,895 |

Chart of Account Summary

| | | | | | |
|---------------------------------------|----------------------|------------------------|----------------------|------------------------|----------------------|
| Salaries | \$160,304,645 | \$164,957,801 | \$4,653,156 | \$168,980,215 | \$4,022,414 |
| Mandatory Fringe Benefits | \$84,318,522 | \$89,794,012 | \$5,475,490 | \$94,125,165 | \$4,331,153 |
| Non-Personnel Services | \$133,084,124 | \$153,500,102 | \$20,415,978 | \$158,358,973 | \$4,858,871 |
| Capital Outlay | \$27,395,362 | \$44,810,190 | \$17,414,828 | \$35,314,648 | (\$9,495,542) |
| Debt Service | \$433,023,815 | \$494,785,646 | \$61,761,831 | \$585,173,634 | \$90,387,988 |
| Facilities Maintenance | \$15,000,000 | \$15,000,000 | \$0 | \$15,500,000 | \$500,000 |
| Intrafund Transfers Out | \$63,882,299 | \$102,176,945 | \$38,294,646 | \$93,844,000 | (\$8,332,945) |
| Materials & Supplies | \$17,961,400 | \$21,438,236 | \$3,476,836 | \$20,595,903 | (\$842,333) |
| Operating Transfers Out | \$45,659,463 | \$46,629,063 | \$969,600 | \$51,549,363 | \$4,920,300 |
| Overhead and Allocations | (\$5,642,098) | (\$5,235,514) | \$406,584 | (\$6,407,223) | (\$1,171,709) |
| Services Of Other Depts | \$76,680,644 | \$87,193,271 | \$10,512,627 | \$90,111,024 | \$2,917,753 |
| Unappropriated Rev-Designated | \$0 | \$0 | \$0 | \$10,500,000 | \$10,500,000 |
| Transfer Adjustment - Uses | (\$63,882,299) | (\$102,176,945) | (\$38,294,646) | (\$93,844,000) | \$8,332,945 |
| Total Uses by Chart of Account | \$987,785,877 | \$1,112,872,807 | \$125,086,930 | \$1,223,801,702 | \$110,928,895 |

Sources of Funds Detail by Account

| | | | | | | |
|--------|--------------------------------|---------------|--------------|---------------|---------------|-------------|
| 425150 | Airport Traffic Fines | \$153,000 | \$158,000 | \$5,000 | \$158,000 | \$0 |
| 425920 | Penalties | \$1,054,000 | \$641,000 | (\$413,000) | \$641,000 | \$0 |
| 430120 | Interest Earned-FisclAgentAcct | \$7,361,000 | \$16,221,663 | \$8,860,663 | \$22,513,228 | \$6,291,565 |
| 430150 | Interest Earned - Pooled Cash | \$3,738,000 | \$5,612,012 | \$1,874,012 | \$6,424,017 | \$812,005 |
| 435271 | SFO-PrkingGarge,Lots&Permits | \$106,486,000 | \$97,645,000 | (\$8,841,000) | \$104,841,000 | \$7,196,000 |
| 437213 | RentI-North Term T3 (Non-Air) | \$994,000 | \$1,002,000 | \$8,000 | \$1,069,000 | \$67,000 |
| 437214 | RentI-South Term T1 (Non-Air) | \$378,000 | \$322,000 | (\$56,000) | \$344,000 | \$22,000 |
| 437215 | Rental -T2 (Non Airline) | \$472,000 | \$710,000 | \$238,000 | \$757,000 | \$47,000 |
| 437216 | Rental-ITB (Non-Airline) | \$890,000 | \$1,158,000 | \$268,000 | \$1,237,000 | \$79,000 |

| | | | | | | |
|--------|----------------------------------|---------------|---------------|---------------|---------------|---------------|
| 437217 | Rental-BART | \$3,418,000 | \$3,446,000 | \$28,000 | \$3,470,000 | \$24,000 |
| 437219 | Rental-Other BdlgsNon-Airline | \$5,000 | \$10,000 | \$5,000 | \$12,000 | \$2,000 |
| 437311 | Rental-UnimprvdAreaNon-Airline | \$3,712,000 | \$4,555,000 | \$843,000 | \$5,321,000 | \$766,000 |
| 437321 | Rental Car Facility Fee | \$15,834,000 | \$16,660,000 | \$826,000 | \$16,929,000 | \$269,000 |
| 437411 | Concession-Groundside | \$136,000 | \$136,000 | \$0 | \$137,000 | \$1,000 |
| 437421 | Concession-Telephone | \$2,200,000 | \$2,300,000 | \$100,000 | \$2,400,000 | \$100,000 |
| 437425 | Telecommunication Fees | \$3,868,000 | \$4,108,000 | \$240,000 | \$4,332,000 | \$224,000 |
| 437441 | Concession-Advertising | \$11,165,000 | \$11,641,000 | \$476,000 | \$11,932,000 | \$291,000 |
| 437499 | Concession-Others | \$5,166,000 | \$4,658,000 | (\$508,000) | \$4,828,000 | \$170,000 |
| 437501 | Concession-Others-ITB | \$6,186,000 | \$6,594,000 | \$408,000 | \$6,794,000 | \$200,000 |
| 437512 | Concess Rev-DutyFreeInBond-ITB | \$31,985,000 | \$30,000,000 | (\$1,985,000) | \$42,000,000 | \$12,000,000 |
| 437521 | Concession-Gifts & Merchandise | \$12,890,000 | \$12,460,000 | (\$430,000) | \$14,585,000 | \$2,125,000 |
| 437522 | Concess Rev-Gift&Merchndse-ITB | \$1,858,000 | \$4,516,000 | \$2,658,000 | \$7,280,000 | \$2,764,000 |
| 437611 | Concession-Car Rental | \$49,428,000 | \$46,419,000 | (\$3,009,000) | \$45,722,000 | (\$697,000) |
| 437621 | Off Airport Privilege Fee | \$2,973,000 | \$3,236,000 | \$263,000 | \$3,266,000 | \$30,000 |
| 437711 | Concession-Food & Beverage | \$20,820,000 | \$20,551,000 | (\$269,000) | \$24,711,000 | \$4,160,000 |
| 437712 | Concession-Food & Beverage-ITB | \$5,264,000 | \$7,597,000 | \$2,333,000 | \$7,953,000 | \$356,000 |
| 437911 | Taxicabs | \$6,805,000 | \$6,067,000 | (\$738,000) | \$6,067,000 | \$0 |
| 437921 | Ground Trans Trip Fees | \$34,133,000 | \$48,823,000 | \$14,690,000 | \$50,043,000 | \$1,220,000 |
| 438111 | CNG Services | \$86,000 | \$91,000 | \$5,000 | \$96,000 | \$5,000 |
| 444011 | Fed Homeland Safety Grnt-Direct | \$1,010,000 | \$1,010,000 | \$0 | \$1,010,000 | \$0 |
| 444931 | Fed Grants Pass-Thru State-Oth | \$2,500,000 | \$2,000,000 | (\$500,000) | \$2,000,000 | \$0 |
| 444939 | Federal Direct Grant | \$18,000,000 | \$21,500,000 | \$3,500,000 | \$20,000,000 | (\$1,500,000) |
| 448923 | Peace Officer Training | \$20,000 | \$10,000 | (\$10,000) | \$10,000 | \$0 |
| 448999 | Other State Grants & Subventns | \$0 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$0 |
| 449999 | Other Local-Regional Grants | \$0 | \$6,250,000 | \$6,250,000 | \$0 | (\$6,250,000) |
| 467111 | Airline Landing Fees | \$200,154,000 | \$226,673,000 | \$26,519,000 | \$244,456,000 | \$17,783,000 |
| 467141 | Jet Bridge Fees | \$147,000 | \$136,000 | (\$11,000) | \$136,000 | \$0 |
| 467142 | Common Use Gate Fees | \$1,653,000 | \$1,979,000 | \$326,000 | \$2,028,000 | \$49,000 |
| 467151 | Passenger Facility Fees | \$31,661,500 | \$67,881,000 | \$36,219,500 | \$63,744,000 | (\$4,137,000) |
| 467161 | Non-Signatry AirlineSurchrgFee | \$446,000 | \$831,000 | \$385,000 | \$879,000 | \$48,000 |
| 467213 | Rental-Airline NorthTerminalT3 | \$82,858,000 | \$88,419,000 | \$5,561,000 | \$94,373,000 | \$5,954,000 |
| 467214 | Rental-Airline SouthTerminalT1 | \$26,830,000 | \$27,592,000 | \$762,000 | \$41,382,000 | \$13,790,000 |
| 467215 | Customs Cargo Facility Fee | \$1,041,000 | \$837,000 | (\$204,000) | \$888,000 | \$51,000 |
| 467216 | Rental-Airline-ITB | \$94,938,000 | \$99,854,000 | \$4,916,000 | \$106,733,000 | \$6,879,000 |
| 467217 | Rentl-Airline-CustmsFacilits-ITB | \$45,756,000 | \$47,973,000 | \$2,217,000 | \$51,204,000 | \$3,231,000 |
| 467218 | Rental-Airline-T2 | \$32,255,000 | \$32,218,000 | (\$37,000) | \$37,001,000 | \$4,783,000 |
| 467311 | Rental-Airline Cargo Space | \$4,772,000 | \$5,456,000 | \$684,000 | \$6,196,000 | \$740,000 |
| 467321 | Rental-Airline Ground Leases | \$17,030,000 | \$17,473,000 | \$443,000 | \$17,912,000 | \$439,000 |
| 467411 | Rental-Aircraft Parking | \$7,000,000 | \$8,400,000 | \$1,400,000 | \$8,400,000 | \$0 |
| 467421 | Rental-Airline Superbay Hangar | \$8,697,000 | \$9,643,000 | \$946,000 | \$9,884,000 | \$241,000 |
| 467511 | Airline Support Services | \$15,244,000 | \$16,318,000 | \$1,074,000 | \$16,944,000 | \$626,000 |
| 467521 | Transportation & Facillts Fee | \$32,134,000 | \$31,371,000 | (\$763,000) | \$31,528,000 | \$157,000 |
| 467611 | Rental Tank Farm Area | \$1,528,000 | \$1,604,000 | \$76,000 | \$1,645,000 | \$41,000 |
| 467651 | FBO-Other Services | \$13,933,000 | \$14,350,000 | \$417,000 | \$14,727,000 | \$377,000 |
| 467711 | Parking - Employees | \$11,298,000 | \$12,107,000 | \$809,000 | \$12,410,000 | \$303,000 |
| 476121 | Gain-Loss-Sale Of Equipment | \$0 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$0 |
| 476251 | Sale Of Scrap And Waste | \$0 | \$500,000 | \$500,000 | \$500,000 | \$0 |
| 477211 | Sale Of Electricity | \$27,612,000 | \$26,843,000 | (\$769,000) | \$27,650,000 | \$807,000 |
| 477311 | Water Resale-Sewage Disposal | \$6,303,000 | \$6,900,000 | \$597,000 | \$7,577,000 | \$677,000 |
| 477611 | Sale Of Natural Gas | \$320,000 | \$311,000 | (\$9,000) | \$320,000 | \$9,000 |
| 477911 | Licenses & Permits | \$2,475,000 | \$2,632,000 | \$157,000 | \$2,689,000 | \$57,000 |
| 477921 | Collection Charges | \$563,000 | \$679,000 | \$116,000 | \$611,000 | (\$68,000) |
| 477931 | Refuse Disposal | \$1,156,000 | \$1,297,000 | \$141,000 | \$1,329,000 | \$32,000 |

| | | | | | | |
|--------|--------------------------------|-----------------|-----------------|----------------|-----------------|---------------|
| 477933 | Miscellaneous Terminal Fees | \$4,006,000 | \$4,982,000 | \$976,000 | \$4,982,000 | \$0 |
| 477942 | Reimbursement From SFOTEC | \$99,000 | \$102,000 | \$3,000 | \$104,000 | \$2,000 |
| 477951 | Rent-Governmental Agency | \$3,824,000 | \$5,239,000 | \$1,415,000 | \$5,326,000 | \$87,000 |
| 477999 | Misc Airport Revenue | \$106,000 | \$106,000 | \$0 | \$106,000 | \$0 |
| 480111 | ProceedsFromSaleOfBond-FaceAmt | \$0 | \$2,000,000 | \$2,000,000 | \$0 | (\$2,000,000) |
| 486070 | Exp Rec Fr Assessor (AAO) | \$10,000 | \$0 | (\$10,000) | \$0 | \$0 |
| 486530 | Exp Rec Fr Port Commission AAO | \$80,000 | \$80,000 | \$0 | \$80,000 | \$0 |
| 486990 | Exp Rec-General Unallocated | (\$156,812) | \$0 | \$156,812 | \$0 | \$0 |
| 495021 | ITI Fr 5A-Airport Funds | \$63,882,299 | \$102,176,945 | \$38,294,646 | \$93,844,000 | (\$8,332,945) |
| 499999 | Beg Fund Balance - Budget Only | \$35,206,448 | \$46,879,952 | \$11,673,504 | \$91,032,971 | \$44,153,019 |
| 999989 | ELIMSD TRANSFER ADJ-SOURCES | (\$148,063,558) | (\$191,577,765) | (\$43,514,207) | (\$198,201,514) | (\$6,623,749) |

General Fund Support

| | | | | | |
|------------------------------|----------------------|------------------------|----------------------|------------------------|----------------------|
| Total Sources by Fund | \$987,785,877 | \$1,112,872,807 | \$125,086,930 | \$1,223,801,702 | \$110,928,895 |
|------------------------------|----------------------|------------------------|----------------------|------------------------|----------------------|

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|------------------------|-------------------------------|------|---------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 17960 | AIR Op Annual Account Ctrl | | Salaries | \$152,141,482 | \$155,697,824 | \$3,556,342 | \$158,765,595 | \$3,067,771 |
| | | | Mandatory Fringe Benefits | \$74,184,758 | \$77,089,940 | \$2,905,182 | \$80,847,294 | \$3,757,354 |
| | | | Non-Personnel Services | \$133,016,624 | \$153,438,602 | \$20,421,978 | \$158,297,473 | \$4,858,871 |
| | | | Capital Outlay | \$2,174,563 | \$3,264,245 | \$1,089,682 | \$3,214,648 | (\$49,597) |
| | | | Debt Service | \$433,023,815 | \$494,785,646 | \$61,761,831 | \$585,173,634 | \$90,387,988 |
| | | | Intrafund Transfers Out | \$27,220,799 | \$29,295,945 | \$2,075,146 | \$30,100,000 | \$804,055 |
| | | | Materials & Supplies | \$17,936,400 | \$21,413,236 | \$3,476,836 | \$20,570,903 | (\$842,333) |
| | | | Operating Transfers Out | \$45,659,463 | \$46,629,063 | \$969,600 | \$51,549,363 | \$4,920,300 |
| | | | Overhead and Allocations | \$2,700,000 | \$4,648,548 | \$1,948,548 | \$5,177,742 | \$529,194 |
| | | | Services Of Other Depts | \$75,952,751 | \$86,457,098 | \$10,504,347 | \$89,374,851 | \$2,917,753 |
| | Unappropriated Rev-Designated | | \$0 | \$0 | \$0 | \$10,250,000 | \$10,250,000 | |
| | Transfer Adjustment - Uses | | (\$27,220,799) | (\$29,295,945) | (\$2,075,146) | (\$30,100,000) | (\$804,055) | |
| 17960 Total | | | | \$936,789,856 | \$1,043,424,202 | \$106,634,346 | \$1,163,221,503 | \$119,797,301 |
| Operating Total | | | | \$936,789,856 | \$1,043,424,202 | \$106,634,346 | \$1,163,221,503 | \$119,797,301 |

Annual Projects - Authority Control

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|------------------------------|-------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 17970 | AIR Op Annual Authority Ctrl | 17726 | GE Youth Employment & Environm | \$2,422,034 | \$2,392,660 | (\$29,374) | \$2,470,199 | \$77,539 |
| | | 17752 | GE Unallocated Project | \$0 | \$0 | \$0 | \$0 | \$0 |
| 17970 Total | | | | \$2,422,034 | \$2,392,660 | (\$29,374) | \$2,470,199 | \$77,539 |
| Annual Projects - Authority Control Total | | | | \$2,422,034 | \$2,392,660 | (\$29,374) | \$2,470,199 | \$77,539 |

Continuing Projects - Authority Control

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------|--------------------------------|-------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 17980 | AIR Continuing Authority Ctrl | 15743 | AC Terminal Fac Maint | (\$29,601) | \$0 | \$29,601 | \$0 | \$0 |
| | | 15748 | AC Facility Maintenance | \$15,029,601 | \$15,000,000 | (\$29,601) | \$15,500,000 | \$500,000 |
| 17980 Total | | | | \$15,000,000 | \$15,000,000 | \$0 | \$15,500,000 | \$500,000 |
| 18575 | AIR CAP 2017 Capital Project | 10337 | AC Airfield Improvements | \$0 | \$60,000,000 | \$60,000,000 | \$0 | (\$60,000,000) |
| | | 10340 | AC Airport Support Improvement | \$0 | (\$80,000,000) | (\$80,000,000) | \$0 | \$80,000,000 |
| | | 10343 | AC Groundside Improvements | \$0 | (\$20,000,000) | (\$20,000,000) | \$0 | \$20,000,000 |
| | | 10345 | AC Terminal Improvements | \$0 | \$20,000,000 | \$20,000,000 | \$0 | (\$20,000,000) |
| | | 10347 | AC Utility Improvements | \$0 | \$80,000,000 | \$80,000,000 | \$0 | (\$80,000,000) |
| | | 19698 | AC Terminal 3 Program CAC087 | \$0 | (\$60,000,000) | (\$60,000,000) | \$0 | \$60,000,000 |
| 18575 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| 18577 | AIR Cap 2017B CP NAMT Jul-Dec | 10343 | AC Groundside Improvements | \$0 | \$9,695,592 | \$9,695,592 | \$0 | (\$9,695,592) |
| | | 19697 | AC Terminal 1 Program CAC077 | \$0 | (\$9,695,592) | (\$9,695,592) | \$0 | \$9,695,592 |
| 18577 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| 19120 | AIR,CAP OPERATING FUND AOF | 10337 | AC Airfield Improvements | \$0 | \$2,500,000 | \$2,500,000 | \$1,000,000 | (\$1,500,000) |
| | | 10340 | AC Airport Support Improvement | \$1,500,000 | \$3,000,000 | \$1,500,000 | \$2,100,000 | (\$900,000) |
| | | 10343 | AC Groundside Improvements | \$0 | (\$6,000,000) | (\$6,000,000) | \$0 | \$6,000,000 |
| | | 10345 | AC Terminal Improvements | \$2,320,799 | \$2,500,000 | \$179,201 | \$1,000,000 | (\$1,500,000) |
| | | 10347 | AC Utility Improvements | \$900,000 | \$2,795,945 | \$1,895,945 | \$1,000,000 | (\$1,795,945) |
| 19120 Total | | | | \$4,720,799 | \$4,795,945 | \$75,146 | \$5,100,000 | \$304,055 |
| 19125 | AIR CAP UNA Replacmnt Proceeds | 10337 | AC Airfield Improvements | \$0 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$0 |
| | | 10343 | AC Groundside Improvements | \$0 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$0 |
| 19125 Total | | | | \$0 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$0 |
| 19392 | AIR CAP 2018B CP NAMT J-J C8K | 10343 | AC Groundside Improvements | \$0 | \$1,000 | \$1,000 | \$0 | (\$1,000) |
| | | 19697 | AC Terminal 1 Program CAC077 | \$0 | (\$1,000) | (\$1,000) | \$0 | \$1,000 |
| 19392 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| 19580 | AIR CAP COI PROCEEDS AMT P3A | 10345 | AC Terminal Improvements | \$0 | \$1,500,000 | \$1,500,000 | \$0 | (\$1,500,000) |
| 19580 Total | | | | \$0 | \$1,500,000 | \$1,500,000 | \$0 | (\$1,500,000) |
| 19590 | AIR CAP COI PROCEEDS NAMT P3B | 10337 | AC Airfield Improvements | \$0 | \$360,000 | \$360,000 | \$0 | (\$360,000) |
| 19590 Total | | | | \$0 | \$360,000 | \$360,000 | \$0 | (\$360,000) |
| 19600 | AIR CAP COI PROCEEDS TAX P3C | 10343 | AC Groundside Improvements | \$0 | \$140,000 | \$140,000 | \$0 | (\$140,000) |
| 19600 Total | | | | \$0 | \$140,000 | \$140,000 | \$0 | (\$140,000) |
| 19610 | AIR CAP PASSENGER FAC CHG PFC | 10718 | AC Passenger Facility Charge P | \$0 | \$0 | \$0 | \$0 | \$0 |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|------------|------|-------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 19610 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| Continuing Projects - Authority Control Total | | | | \$19,720,799 | \$23,795,945 | \$4,075,146 | \$22,600,000 | (\$1,195,945) |

Grants Projects

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|------------------------------|---------------------------|----------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 19540 | AIR CAP PROJ FUND FED | 10003760 | AC Airfield Unallocated-Ordina | \$16,000,000 | \$15,000,000 | (\$1,000,000) | \$15,000,000 | \$0 |
| | | 10004055 | AC Air Support Unallocated-Ord | \$2,000,000 | \$3,000,000 | \$1,000,000 | \$3,000,000 | \$0 |
| | | 10004134 | AC Groundside Unallocated-Ordi | \$0 | \$2,500,000 | \$2,500,000 | \$1,000,000 | (\$1,500,000) |
| | | 10004334 | AC Terminals Unallocated-Ordin | \$2,500,000 | \$2,000,000 | (\$500,000) | \$2,000,000 | \$0 |
| | | 10004436 | AC Utilities Unallocated-Ordin | \$0 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$0 |
| 19540 Total | | | | \$20,500,000 | \$23,500,000 | \$3,000,000 | \$22,000,000 | (\$1,500,000) |
| 19550 | AIR CAP PROJ FUND STA | 10004055 | AC Air Support Unallocated-Ord | \$0 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$0 |
| | | 10004134 | AC Groundside Unallocated-Ordi | \$0 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$0 |
| | | 10004436 | AC Utilities Unallocated-Ordin | \$0 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$0 |
| 19550 Total | | | | \$0 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$0 |
| 19950 | AIR K9 EXPLOSIVES SRF K9F | 10022278 | K9 Explosives Detection Progra | \$1,010,000 | \$1,010,000 | \$0 | \$1,010,000 | \$0 |
| 19950 Total | | | | \$1,010,000 | \$1,010,000 | \$0 | \$1,010,000 | \$0 |
| Grants Projects Total | | | | \$21,510,000 | \$27,510,000 | \$6,000,000 | \$26,010,000 | (\$1,500,000) |

Continuing Projects - Project Control

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|-----------------------|----------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 19560 | AIR CAP PROJ FUND LOC | 10030871 | AC 11302 Plot 40/41 400hz & Pc | \$0 | \$6,250,000 | \$6,250,000 | \$0 | (\$6,250,000) |
| 19560 Total | | | | \$0 | \$6,250,000 | \$6,250,000 | \$0 | (\$6,250,000) |
| Continuing Projects - Project Control Total | | | | \$0 | \$6,250,000 | \$6,250,000 | \$0 | (\$6,250,000) |

Work Orders/Overhead

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|-----------------------------------|--------------------------------|--------|----------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 18020 | San Francisco International Ai | 228994 | AIR General | \$7,500,000 | \$9,500,000 | \$2,000,000 | \$9,500,000 | \$0 |
| 18020 Total | | | | \$7,500,000 | \$9,500,000 | \$2,000,000 | \$9,500,000 | \$0 |
| 18040 | San Francisco International Ai | 228994 | AIR General | \$3,826,704 | \$4,793,135 | \$966,431 | \$6,241,482 | \$1,448,347 |
| | | | Transfer Adjustment - Uses | (\$3,826,704) | (\$4,793,135) | (\$966,431) | (\$6,241,482) | (\$1,448,347) |
| 18040 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| 18000 | San Francisco International Ai | 109711 | AIR Design & Construction | \$4,358,582 | \$5,090,927 | \$732,345 | \$5,343,483 | \$252,556 |
| | | | Transfer Adjustment - Uses | (\$4,515,394) | (\$5,090,927) | (\$575,533) | (\$5,343,483) | (\$252,556) |
| 18000 Total | | | | (\$156,812) | \$0 | \$156,812 | \$0 | \$0 |
| Work Orders/Overhead Total | | | | \$7,343,188 | \$9,500,000 | \$2,156,812 | \$9,500,000 | \$0 |

| | | | | | |
|---------------------|---------------|-----------------|---------------|-----------------|---------------|
| Total Uses of Funds | \$987,785,877 | \$1,112,872,807 | \$125,086,930 | \$1,223,801,702 | \$110,928,895 |
|---------------------|---------------|-----------------|---------------|-----------------|---------------|

Department: BOA Board Of Appeals - PAB

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|----------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| General Fund | \$1,038,570 | \$1,071,849 | \$33,279 | \$1,102,681 | \$30,832 |
| Total Uses by Funds | \$1,038,570 | \$1,071,849 | \$33,279 | \$1,102,681 | \$30,832 |

Division Summary

| | | | | | |
|-------------------------------|--------------------|--------------------|-----------------|--------------------|-----------------|
| BOA Board Of Appeals - PAB | \$1,038,570 | \$1,071,849 | \$33,279 | \$1,102,681 | \$30,832 |
| Total Uses by Division | \$1,038,570 | \$1,071,849 | \$33,279 | \$1,102,681 | \$30,832 |

Chart of Account Summary

| | | | | | |
|---------------------------------------|--------------------|--------------------|-----------------|--------------------|-----------------|
| Salaries | \$466,961 | \$480,251 | \$13,290 | \$483,756 | \$3,505 |
| Mandatory Fringe Benefits | \$249,337 | \$259,129 | \$9,792 | \$271,191 | \$12,062 |
| Non-Personnel Services | \$74,192 | \$74,192 | \$0 | \$74,192 | \$0 |
| Materials & Supplies | \$9,398 | \$9,398 | \$0 | \$9,398 | \$0 |
| Services Of Other Depts | \$238,682 | \$248,879 | \$10,197 | \$264,144 | \$15,265 |
| Total Uses by Chart of Account | \$1,038,570 | \$1,071,849 | \$33,279 | \$1,102,681 | \$30,832 |

Sources of Funds Detail by Account

| | | | | | |
|---------------------------------------|--------------------|--------------------|-----------------|--------------------|-----------------|
| 460124 Permit Application Filing Fees | \$46,037 | \$46,037 | \$0 | \$46,037 | \$0 |
| 460126 Board Of Appeals Surcharge | \$992,533 | \$1,023,950 | \$31,417 | \$1,023,950 | \$0 |
| General Fund Support | \$0 | \$1,862 | \$1,862 | \$32,694 | \$30,832 |
| Total Sources by Fund | \$1,038,570 | \$1,071,849 | \$33,279 | \$1,102,681 | \$30,832 |

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|------------------------|------------------------|------|---------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| 10000 | GF Annual Account Ctrl | | Salaries | \$466,961 | \$480,251 | \$13,290 | \$483,756 | \$3,505 |
| | | | Mandatory Fringe Benefits | \$249,337 | \$259,129 | \$9,792 | \$271,191 | \$12,062 |
| | | | Non-Personnel Services | \$74,192 | \$74,192 | \$0 | \$74,192 | \$0 |
| | | | Materials & Supplies | \$9,398 | \$9,398 | \$0 | \$9,398 | \$0 |
| | | | Services Of Other Depts | \$238,682 | \$248,879 | \$10,197 | \$264,144 | \$15,265 |
| 10000 Total | | | | \$1,038,570 | \$1,071,849 | \$33,279 | \$1,102,681 | \$30,832 |
| Operating Total | | | | \$1,038,570 | \$1,071,849 | \$33,279 | \$1,102,681 | \$30,832 |

| | | | | | |
|----------------------------|--------------------|--------------------|-----------------|--------------------|-----------------|
| Total Uses of Funds | \$1,038,570 | \$1,071,849 | \$33,279 | \$1,102,681 | \$30,832 |
|----------------------------|--------------------|--------------------|-----------------|--------------------|-----------------|

Department: DBI Building Inspection

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|----------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| Building Inspection Fund | \$76,533,699 | \$77,782,063 | \$1,248,364 | \$76,547,087 | (\$1,234,976) |
| Total Uses by Funds | \$76,533,699 | \$77,782,063 | \$1,248,364 | \$76,547,087 | (\$1,234,976) |

Division Summary

| | | | | | |
|-------------------------------|---------------------|---------------------|--------------------|---------------------|----------------------|
| DBI Administration | \$18,574,055 | \$19,822,979 | \$1,248,924 | \$19,429,409 | (\$393,570) |
| DBI Inspection Services | \$42,044,690 | \$41,095,784 | (\$948,906) | \$40,070,636 | (\$1,025,148) |
| DBI Permit Services | \$15,914,954 | \$16,863,300 | \$948,346 | \$17,047,042 | \$183,742 |
| Total Uses by Division | \$76,533,699 | \$77,782,063 | \$1,248,364 | \$76,547,087 | (\$1,234,976) |

Chart of Account Summary

| | | | | | |
|---------------------------------------|---------------------|---------------------|--------------------|---------------------|----------------------|
| Salaries | \$31,195,933 | \$32,048,673 | \$852,740 | \$32,283,470 | \$234,797 |
| Mandatory Fringe Benefits | \$14,044,916 | \$14,590,052 | \$545,136 | \$15,165,042 | \$574,990 |
| Non-Personnel Services | \$6,856,086 | \$5,549,966 | (\$1,306,120) | \$5,349,966 | (\$200,000) |
| City Grant Program | \$4,991,314 | \$5,230,314 | \$239,000 | \$5,230,314 | \$0 |
| Capital Outlay | \$1,130,000 | \$780,000 | (\$350,000) | \$0 | (\$780,000) |
| Carry-Forward Budgets Only | (\$2,562,240) | \$0 | \$2,562,240 | \$0 | \$0 |
| Intrafund Transfers Out | \$2,479,339 | \$3,423,225 | \$943,886 | \$2,223,225 | (\$1,200,000) |
| Materials & Supplies | \$826,300 | \$751,300 | (\$75,000) | \$676,300 | (\$75,000) |
| Overhead and Allocations | \$742,252 | \$989,644 | \$247,392 | \$989,644 | \$0 |
| Services Of Other Depts | \$19,309,138 | \$17,842,114 | (\$1,467,024) | \$16,852,351 | (\$989,763) |
| Transfer Adjustment - Uses | (\$2,479,339) | (\$3,423,225) | (\$943,886) | (\$2,223,225) | \$1,200,000 |
| Total Uses by Chart of Account | \$76,533,699 | \$77,782,063 | \$1,248,364 | \$76,547,087 | (\$1,234,976) |

Sources of Funds Detail by Account

| | | | | | | |
|--------|--------------------------------|--------------|--------------|-------------|--------------|---------------|
| 420931 | Apartment License Fee | \$6,696,009 | \$6,696,009 | \$0 | \$6,696,009 | \$0 |
| 430150 | Interest Earned - Pooled Cash | \$559,214 | \$559,214 | \$0 | \$559,214 | \$0 |
| 460175 | TTX-Gen Government Svc Charges | \$25,000 | \$25,000 | \$0 | \$25,000 | \$0 |
| 461101 | Plan Checking | \$24,000,000 | \$28,500,000 | \$4,500,000 | \$27,000,000 | (\$1,500,000) |
| 461102 | Premium Plan Review | \$1,591,346 | \$1,841,346 | \$250,000 | \$1,691,346 | (\$150,000) |
| 461103 | Preplan Application Meeting | \$149,614 | \$149,614 | \$0 | \$149,614 | \$0 |
| 461104 | Subpoena | \$18,609 | \$18,609 | \$0 | \$18,609 | \$0 |
| 461105 | Application Extension Fee | \$145,039 | \$145,039 | \$0 | \$145,039 | \$0 |
| 461108 | Notices | \$72,394 | \$72,394 | \$0 | \$72,394 | \$0 |
| 461110 | Street Numbers | \$86,872 | \$86,872 | \$0 | \$86,872 | \$0 |
| 461111 | Reproduction | \$6,300 | \$6,300 | \$0 | \$6,300 | \$0 |
| 461112 | Central Permit Bureau Fee | \$485,000 | \$485,000 | \$0 | \$485,000 | \$0 |
| 461115 | Building Permits | \$13,000,000 | \$13,700,000 | \$700,000 | \$13,700,000 | \$0 |
| 461116 | Bid Investigation Fee | \$291,000 | \$291,000 | \$0 | \$291,000 | \$0 |
| 461117 | Addition Bldg Inspections | \$533,500 | \$533,500 | \$0 | \$533,500 | \$0 |
| 461118 | Condo Conversion Reports | \$320,100 | \$320,100 | \$0 | \$320,100 | \$0 |
| 461119 | Off Hours Bldg Inspection | \$43,497 | \$43,497 | \$0 | \$43,497 | \$0 |
| 461120 | Energy Inspection | \$223,100 | \$223,100 | \$0 | \$223,100 | \$0 |
| 461121 | Permit Extension Fee | \$1,121 | \$1,121 | \$0 | \$1,121 | \$0 |
| 461130 | Plumbing Permit Issuance Fee | \$3,860,988 | \$3,860,988 | \$0 | \$3,860,988 | \$0 |
| 461131 | Penaltes-Plumbng-MechanclPermt | \$77,220 | \$77,220 | \$0 | \$77,220 | \$0 |
| 461132 | Plumbing Inspection | \$222,007 | \$222,007 | \$0 | \$222,007 | \$0 |

| | | | | | | |
|------------------------------|--------------------------------|---------------------|---------------------|--------------------|---------------------|----------------------|
| 461133 | Off Hours Plumbing Inspection | \$173,744 | \$173,744 | \$0 | \$173,744 | \$0 |
| 461135 | Mechanical Permit Issuance Fee | \$217,181 | \$217,181 | \$0 | \$217,181 | \$0 |
| 461140 | Electrical Permit | \$6,474,106 | \$6,474,106 | \$0 | \$6,474,106 | \$0 |
| 461141 | Penalties Electrical Permit | \$106,177 | \$106,177 | \$0 | \$106,177 | \$0 |
| 461142 | Additional Electrical Inspectn | \$308,879 | \$308,879 | \$0 | \$308,879 | \$0 |
| 461143 | Off Hours Electrical Inspectn | \$125,482 | \$125,482 | \$0 | \$125,482 | \$0 |
| 461144 | Sign Permit | \$24,132 | \$24,132 | \$0 | \$24,132 | \$0 |
| 461150 | Mechanical Plan Review | \$48,500 | \$48,500 | \$0 | \$48,500 | \$0 |
| 461155 | Boiler Permit | \$333,011 | \$333,011 | \$0 | \$333,011 | \$0 |
| 461156 | Boiler Permit Penalties | \$1,930 | \$1,930 | \$0 | \$1,930 | \$0 |
| 461160 | Hotel License Fee | \$418,927 | \$418,927 | \$0 | \$418,927 | \$0 |
| 461161 | 1 & 2 Family Rental Unit Fee | \$1,730,083 | \$1,270,712 | (\$459,371) | \$1,270,712 | \$0 |
| 461162 | Hotel Conversion Ordinance | \$60,000 | \$60,000 | \$0 | \$60,000 | \$0 |
| 461164 | Building Standards Fees | \$30,000 | \$30,000 | \$0 | \$30,000 | \$0 |
| 461165 | Code Enforcement | \$400,000 | \$400,000 | \$0 | \$400,000 | \$0 |
| 461167 | Code Enforce - Assessment Fees | \$306,494 | \$306,494 | \$0 | \$306,494 | \$0 |
| 461168 | CodeEnforce-CityAttrnyLitigatn | \$560,522 | \$560,522 | \$0 | \$560,522 | \$0 |
| 461170 | Seismic Retrofitting | \$81,163 | \$81,163 | \$0 | \$81,163 | \$0 |
| 461180 | Permit Facilitator | \$193 | \$193 | \$0 | \$193 | \$0 |
| 461181 | Board Fees | \$1,682 | \$1,682 | \$0 | \$1,682 | \$0 |
| 461183 | Microfilm Related Fee | \$150,000 | \$100,000 | (\$50,000) | \$100,000 | \$0 |
| 461184 | Records Retention Fee | \$372,500 | \$372,500 | \$0 | \$372,500 | \$0 |
| 461185 | Report Of Residentl Recrd Fee | \$1,254,821 | \$1,254,821 | \$0 | \$1,254,821 | \$0 |
| 461186 | Vacant-Abandoned Building Fee | \$112,104 | \$112,104 | \$0 | \$112,104 | \$0 |
| 463592 | Interior Lead Abatement Fees | \$1,682 | \$1,682 | \$0 | \$1,682 | \$0 |
| 469999 | Other Operating Revenue | \$45,750 | \$70,000 | \$24,250 | \$89,500 | \$19,500 |
| 486230 | Exp Rec Fr City Planning (AAO) | \$87,118 | \$87,118 | \$0 | \$87,118 | \$0 |
| 486530 | Exp Rec Fr Port Commission AAO | \$20,000 | \$20,000 | \$0 | \$20,000 | \$0 |
| 486560 | Exp Rec Fr Public Works (AAO) | \$5,000 | \$5,000 | \$0 | \$5,000 | \$0 |
| 486630 | Exp Rec Fr Rec & Park (AAO) | \$10,000 | \$10,000 | \$0 | \$10,000 | \$0 |
| 486690 | Exp Rec Fr Human Services AAO | \$14,067 | \$14,067 | \$0 | \$14,067 | \$0 |
| 486740 | Exp Rec Fr PUC (AAO) | \$34,155 | \$34,155 | \$0 | \$34,155 | \$0 |
| 486760 | Exp Rec Fr Water Dept (AAO) | \$3,000 | \$1,500 | (\$1,500) | \$1,500 | \$0 |
| 495002 | ITI Fr 2S/BIF-Bldg Inspectn Fd | \$2,479,339 | \$3,423,225 | \$943,886 | \$2,223,225 | (\$1,200,000) |
| 499999 | Beg Fund Balance - Budget Only | \$10,613,366 | \$6,898,351 | (\$3,715,015) | \$7,293,875 | \$395,524 |
| 999989 | ELIMSD TRANSFER ADJ-SOURCES | (\$2,479,339) | (\$3,423,225) | (\$943,886) | (\$2,223,225) | \$1,200,000 |
| General Fund Support | | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources by Fund | | \$76,533,699 | \$77,782,063 | \$1,248,364 | \$76,547,087 | (\$1,234,976) |

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|-----------|--------------------------|------|---------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 10190 | SR BIF Operating Project | | Salaries | \$31,195,933 | \$32,048,673 | \$852,740 | \$32,283,470 | \$234,797 |
| | | | Mandatory Fringe Benefits | \$14,044,916 | \$14,590,052 | \$545,136 | \$15,165,042 | \$574,990 |
| | | | Non-Personnel Services | \$3,246,507 | \$3,630,387 | \$383,880 | \$3,630,387 | \$0 |
| | | | City Grant Program | \$4,991,314 | \$5,230,314 | \$239,000 | \$5,230,314 | \$0 |
| | | | Capital Outlay | \$830,000 | \$780,000 | (\$50,000) | \$0 | (\$780,000) |
| | | | Intrafund Transfers Out | \$2,479,339 | \$3,423,225 | \$943,886 | \$2,223,225 | (\$1,200,000) |
| | | | Materials & | \$664,300 | \$739,300 | \$75,000 | \$664,300 | (\$75,000) |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|------------------------------|-------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 10190 | SR BIF Operating Project | | Supplies | | | | | |
| | | | Overhead and Allocations | \$742,252 | \$989,644 | \$247,392 | \$989,644 | \$0 |
| | | | Services Of Other Depts | \$15,205,266 | \$16,320,468 | \$1,115,202 | \$16,330,705 | \$10,237 |
| | | | Transfer Adjustment - Uses | (\$2,479,339) | (\$3,423,225) | (\$943,886) | (\$2,223,225) | \$1,200,000 |
| 10190 Total | | | | \$70,920,488 | \$74,328,838 | \$3,408,350 | \$74,293,862 | (\$34,976) |
| Operating Total | | | | \$70,920,488 | \$74,328,838 | \$3,408,350 | \$74,293,862 | (\$34,976) |
| Continuing Projects - Authority Control | | | | | | | | |
| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
| 10210 | SR Building Standards Comssn | 16665 | BI Building Standards Commissi | \$30,000 | \$30,000 | \$0 | \$30,000 | \$0 |
| 10210 Total | | | | \$30,000 | \$30,000 | \$0 | \$30,000 | \$0 |
| 10230 | SR BIF-Continuing Projects | 10891 | BI Building Expansion Project | (\$1,250,000) | \$0 | \$1,250,000 | \$0 | \$0 |
| | | 10893 | BI Code Enforcemt Enhancemt Re | \$1,000,000 | \$1,000,000 | \$0 | \$0 | (\$1,000,000) |
| | | 10898 | BI Generator Replacement | (\$1,260,766) | \$0 | \$1,260,766 | \$0 | \$0 |
| | | 16666 | BI Cash Management System-chec | \$800,000 | \$0 | (\$800,000) | \$0 | \$0 |
| | | 16669 | BI Document Management System | \$1,140,000 | \$0 | (\$1,140,000) | \$0 | \$0 |
| | | 16670 | BI Illegal In-law Units | \$1,701,579 | \$1,701,579 | \$0 | \$1,701,579 | \$0 |
| | | 16674 | BI Permit Tracking System Main | \$400,000 | \$721,646 | \$321,646 | \$521,646 | (\$200,000) |
| | | 19499 | BI 1660 Mission St Public Svc | (\$51,474) | \$0 | \$51,474 | \$0 | \$0 |
| 10230 Total | | | | \$2,479,339 | \$3,423,225 | \$943,886 | \$2,223,225 | (\$1,200,000) |
| 10240 | SR DBI-Repair & Demolitions | 16678 | BI Residential Hotel Preservat | \$3,103,872 | \$0 | (\$3,103,872) | \$0 | \$0 |
| 10240 Total | | | | \$3,103,872 | \$0 | (\$3,103,872) | \$0 | \$0 |
| Continuing Projects - Authority Control Total | | | | \$5,613,211 | \$3,453,225 | (\$2,159,986) | \$2,253,225 | (\$1,200,000) |
| Total Uses of Funds | | | | \$76,533,699 | \$77,782,063 | \$1,248,364 | \$76,547,087 | (\$1,234,976) |

Department: CSS Child Support Services

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|----------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| Children and Families Fund | \$13,662,238 | \$13,564,119 | (\$98,119) | \$13,564,119 | \$0 |
| Total Uses by Funds | \$13,662,238 | \$13,564,119 | (\$98,119) | \$13,564,119 | \$0 |

Division Summary

| | | | | | |
|-------------------------------|---------------------|---------------------|-------------------|---------------------|------------|
| CSS Child Support Services | \$13,662,238 | \$13,564,119 | (\$98,119) | \$13,564,119 | \$0 |
| Total Uses by Division | \$13,662,238 | \$13,564,119 | (\$98,119) | \$13,564,119 | \$0 |

Chart of Account Summary

| | | | | | |
|---------------------------------------|---------------------|---------------------|-------------------|---------------------|-------------|
| Salaries | \$7,232,977 | \$7,131,892 | (\$101,085) | \$7,019,345 | (\$112,547) |
| Mandatory Fringe Benefits | \$3,852,112 | \$3,454,233 | (\$397,879) | \$3,518,877 | \$64,644 |
| Non-Personnel Services | \$1,724,630 | \$2,160,887 | \$436,257 | \$2,188,199 | \$27,312 |
| Materials & Supplies | \$49,322 | \$89,459 | \$40,137 | \$100,363 | \$10,904 |
| Services Of Other Depts | \$803,197 | \$727,648 | (\$75,549) | \$737,335 | \$9,687 |
| Total Uses by Chart of Account | \$13,662,238 | \$13,564,119 | (\$98,119) | \$13,564,119 | \$0 |

Sources of Funds Detail by Account

| | | | | | |
|--|---------------------|---------------------|-------------------|---------------------|------------|
| 440199 Other Fed-PublicAssistnceAdmin | \$8,433,006 | \$8,433,006 | \$0 | \$8,433,006 | \$0 |
| 440299 Other Fed-Public Asstnce Prog | \$280,424 | \$0 | (\$280,424) | \$0 | \$0 |
| 445299 Other State-Public Asstnce Prog | \$4,344,276 | \$4,344,276 | \$0 | \$4,344,276 | \$0 |
| 486370 Exp Rec Fr Comm Health Svc AAO | \$460,071 | \$637,000 | \$176,929 | \$637,000 | \$0 |
| 486690 Exp Rec Fr Human Services AAO | \$144,461 | \$149,837 | \$5,376 | \$149,837 | \$0 |
| General Fund Support | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources by Fund | \$13,662,238 | \$13,564,119 | (\$98,119) | \$13,564,119 | \$0 |

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|----------------------------|--------------------------------|------|------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| 11300 | SR Child Support- Operating | | Salaries | \$7,232,977 | \$7,131,892 | (\$101,085) | \$7,019,345 | (\$112,547) |
| | | | Mandatory Fringe Benefits | \$3,852,112 | \$3,454,233 | (\$397,879) | \$3,518,877 | \$64,644 |
| | | | Non-Personnel Services | \$1,724,630 | \$2,160,887 | \$436,257 | \$2,188,199 | \$27,312 |
| | | | Materials & Supplies | \$49,322 | \$89,459 | \$40,137 | \$100,363 | \$10,904 |
| | | | Services Of Other Depts | \$803,197 | \$727,648 | (\$75,549) | \$737,335 | \$9,687 |
| 11300 Total | | | | \$13,662,238 | \$13,564,119 | (\$98,119) | \$13,564,119 | \$0 |
| Operating Total | | | | \$13,662,238 | \$13,564,119 | (\$98,119) | \$13,564,119 | \$0 |
| Total Uses of Funds | | | | \$13,662,238 | \$13,564,119 | (\$98,119) | \$13,564,119 | \$0 |

Department: USD County Education Office

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|----------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| General Fund | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |
| Total Uses by Funds | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |

Division Summary

| | | | | | |
|-------------------------------|------------------|------------------|------------|------------------|------------|
| USD County Education Office | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |
| Total Uses by Division | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |

Chart of Account Summary

| | | | | | |
|---------------------------------------|------------------|------------------|------------|------------------|------------|
| City Grant Program | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |
| Total Uses by Chart of Account | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |

Sources of Funds Detail by Account

| | | | | | |
|------------------------------|------------------|------------------|------------|------------------|------------|
| General Fund Support | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |
| Total Sources by Fund | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|----------------------------|------------------------|------|--------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| 10000 | GF Annual Account Ctrl | | City Grant Program | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |
| 10000 | Total | | | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |
| | Operating Total | | | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |
| Total Uses of Funds | | | | \$116,000 | \$116,000 | \$0 | \$116,000 | \$0 |

Department: ENV Environment

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| Environmental Protection Fund | \$5,269,063 | \$4,912,964 | (\$356,099) | \$4,973,840 | \$60,876 |
| Gift and Other Expendable Trus | \$1,325,000 | \$45,000 | (\$1,280,000) | \$45,000 | \$0 |
| Public Works, Transportation a | \$16,487,375 | \$17,007,803 | \$520,428 | \$17,026,678 | \$18,875 |
| Total Uses by Funds | \$23,081,438 | \$21,965,767 | (\$1,115,671) | \$22,045,518 | \$79,751 |

Division Summary

| | | | | | |
|-------------------------------|---------------------|---------------------|----------------------|---------------------|-----------------|
| ENV Environment | \$23,081,438 | \$21,965,767 | (\$1,115,671) | \$22,045,518 | \$79,751 |
| Total Uses by Division | \$23,081,438 | \$21,965,767 | (\$1,115,671) | \$22,045,518 | \$79,751 |

Chart of Account Summary

| | | | | | |
|---------------------------------------|---------------------|---------------------|----------------------|---------------------|-----------------|
| Salaries | \$6,355,679 | \$6,438,647 | \$82,968 | \$6,486,480 | \$47,833 |
| Mandatory Fringe Benefits | \$3,125,529 | \$3,328,088 | \$202,559 | \$3,516,153 | \$188,065 |
| Non-Personnel Services | \$5,190,412 | \$3,996,633 | (\$1,193,779) | \$4,137,414 | \$140,781 |
| City Grant Program | \$360,000 | \$360,000 | \$0 | \$360,000 | \$0 |
| Intrafund Transfers Out | \$4,156,634 | \$3,894,840 | (\$261,794) | \$3,967,895 | \$73,055 |
| Materials & Supplies | \$447,440 | \$425,091 | (\$22,349) | \$425,091 | \$0 |
| Overhead and Allocations | \$346,458 | \$236,551 | (\$109,907) | \$240,751 | \$4,200 |
| Programmatic Projects | \$1,005,381 | \$825,528 | (\$179,853) | \$825,528 | \$0 |
| Services Of Other Depts | \$6,189,438 | \$6,344,909 | \$155,471 | \$6,054,101 | (\$290,808) |
| Unappropriated Rev-Designated | \$61,101 | \$10,320 | (\$50,781) | \$0 | (\$10,320) |
| Transfer Adjustment - Uses | (\$4,156,634) | (\$3,894,840) | \$261,794 | (\$3,967,895) | (\$73,055) |
| Total Uses by Chart of Account | \$23,081,438 | \$21,965,767 | (\$1,115,671) | \$22,045,518 | \$79,751 |

Sources of Funds Detail by Account

| | | | | | | |
|--------|--------------------------------|--------------|--------------|---------------|--------------|-------------|
| 448999 | Other State Grants & Subventns | \$828,940 | \$986,000 | \$157,060 | \$986,000 | \$0 |
| 449102 | SF Transportation Authority | \$93,258 | \$0 | (\$93,258) | \$0 | \$0 |
| 460148 | Solid Waste Impound Acct Fee | \$11,200,880 | \$11,471,339 | \$270,459 | \$11,790,183 | \$318,844 |
| 460201 | Cigarette Litter Abatement Fee | \$4,700,000 | \$5,300,000 | \$600,000 | \$5,000,000 | (\$300,000) |
| 462531 | Fines | \$0 | \$12,500 | \$12,500 | \$12,500 | \$0 |
| 463540 | Plan Checking Fees-Beh | \$75,000 | \$42,000 | (\$33,000) | \$46,200 | \$4,200 |
| 469999 | Other Operating Revenue | \$10,000 | \$0 | (\$10,000) | \$0 | \$0 |
| 478101 | Gifts And Bequests | \$1,325,000 | \$45,000 | (\$1,280,000) | \$45,000 | \$0 |
| 478201 | Private Grants | \$600,000 | \$0 | (\$600,000) | \$0 | \$0 |
| 479999 | Other Non-Operating Revenue | \$1,737,919 | \$1,689,465 | (\$48,454) | \$1,752,429 | \$62,964 |
| 486020 | Exp Rec Fr Airport (AAO) | \$0 | \$150,000 | \$150,000 | \$150,000 | \$0 |
| 486110 | Exp Rec Fr Bldg Inspection AAO | \$406,182 | \$406,182 | \$0 | \$406,182 | \$0 |
| 486150 | Exp Rec Fr Adm (AAO) | \$80,000 | \$80,000 | \$0 | \$80,000 | \$0 |
| 486230 | Exp Rec Fr City Planning (AAO) | \$95,010 | \$50,802 | (\$44,208) | \$51,726 | \$924 |
| 486320 | Exp Rec Fr Environment (AAO) | \$10,320 | \$0 | (\$10,320) | \$0 | \$0 |
| 486370 | Exp Rec Fr Comm Health Svc AAO | \$26,523 | \$27,319 | \$796 | \$27,319 | \$0 |
| 486530 | Exp Rec Fr Port Commission AAO | \$26,523 | \$58,121 | \$31,598 | \$58,121 | \$0 |
| 486550 | Exp Rec Fr Public TransprtnAAO | \$26,523 | \$27,319 | \$796 | \$28,139 | \$820 |
| 486560 | Exp Rec Fr Public Works (AAO) | \$61,533 | \$63,379 | \$1,846 | \$65,281 | \$1,902 |
| 486630 | Exp Rec Fr Rec & Park (AAO) | \$59,740 | \$59,740 | \$0 | \$59,740 | \$0 |
| 486750 | Exp Rec Fr Hetch Hetchy (AAO) | \$493,319 | \$493,319 | \$0 | \$493,319 | \$0 |
| 486760 | Exp Rec Fr Water Dept (AAO) | \$112,265 | \$144,265 | \$32,000 | \$144,265 | \$0 |

| | | | | | | |
|------------------------------|--------------------------------|---------------------|---------------------|----------------------|---------------------|-----------------|
| 486800 | Exp Rec Fr Cleanwater (AAO) | \$39,782 | \$89,782 | \$50,000 | \$89,782 | \$0 |
| 487990 | Exp Rec-Unallocated Non-AAO Fd | \$688,746 | \$769,235 | \$80,489 | \$759,332 | (\$9,903) |
| 493001 | OTI Fr 1G-General Fund | \$33,975 | \$0 | (\$33,975) | \$0 | \$0 |
| 495013 | ITI Fr 2S/PWF-Public Works Fd | \$4,156,634 | \$3,894,840 | (\$261,794) | \$3,967,895 | \$73,055 |
| 499999 | Beg Fund Balance - Budget Only | \$350,000 | \$0 | (\$350,000) | \$0 | \$0 |
| 999989 | ELIMSD TRANSFER ADJ-SOURCES | (\$4,156,634) | (\$3,894,840) | \$261,794 | (\$3,967,895) | (\$73,055) |
| General Fund Support | | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources by Fund | | \$23,081,438 | \$21,965,767 | (\$1,115,671) | \$22,045,518 | \$79,751 |

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|------------------------|-------------------------------|------|-------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 12200 | SR Env-Operating-Non-Project | | Salaries | \$1,530,286 | \$1,534,190 | \$3,904 | \$1,545,963 | \$11,773 |
| | | | Mandatory Fringe Benefits | \$870,108 | \$967,802 | \$97,694 | \$1,019,928 | \$52,126 |
| | | | Non-Personnel Services | \$681,377 | \$752,502 | \$71,125 | \$752,502 | \$0 |
| | | | Materials & Supplies | \$48,341 | \$48,341 | \$0 | \$48,341 | \$0 |
| | | | Services Of Other Depts | \$341,753 | \$322,892 | (\$18,861) | \$325,572 | \$2,680 |
| 12200 Total | | | | \$3,471,865 | \$3,625,727 | \$153,862 | \$3,692,306 | \$66,579 |
| 13850 | SR Cigarette Litter Abatement | | Services Of Other Depts | \$5,050,000 | \$5,300,000 | \$250,000 | \$5,000,000 | (\$300,000) |
| 13850 Total | | | | \$5,050,000 | \$5,300,000 | \$250,000 | \$5,000,000 | (\$300,000) |
| 13990 | SR Solid Waste Non-Project | | Salaries | \$3,140,113 | \$3,479,210 | \$339,097 | \$3,505,689 | \$26,479 |
| | | | Mandatory Fringe Benefits | \$1,629,569 | \$1,785,542 | \$155,973 | \$1,858,421 | \$72,879 |
| | | | Non-Personnel Services | \$1,400,432 | \$1,510,753 | \$110,321 | \$1,653,786 | \$143,033 |
| | | | City Grant Program | \$360,000 | \$360,000 | \$0 | \$360,000 | \$0 |
| | | | Intrafund Transfers Out | \$4,156,634 | \$3,894,840 | (\$261,794) | \$3,967,895 | \$73,055 |
| | | | Materials & Supplies | \$95,330 | \$95,330 | \$0 | \$95,330 | \$0 |
| | | | Services Of Other Depts | \$594,196 | \$582,128 | (\$12,068) | \$585,557 | \$3,429 |
| | | | Unappropriated Rev-Designated | \$61,101 | \$0 | (\$61,101) | \$0 | \$0 |
| | | | Transfer Adjustment - Uses | (\$4,156,634) | (\$3,894,840) | \$261,794 | (\$3,967,895) | (\$73,055) |
| 13990 Total | | | | \$7,280,741 | \$7,812,963 | \$532,222 | \$8,058,783 | \$245,820 |
| Operating Total | | | | \$15,802,606 | \$16,738,690 | \$936,084 | \$16,751,089 | \$12,399 |

Continuing Projects - Authority Control

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------|----------------------------|-------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 12210 | SR Env-Continuing Projects | 19256 | WB Air Travel Carbon Offset Pr | \$200,000 | \$259,237 | \$59,237 | \$249,334 | (\$9,903) |
| | | 19366 | WA Safe Drug Disposal Ordinanc | \$75,000 | \$42,000 | (\$33,000) | \$46,200 | \$4,200 |
| 12210 Total | | | | \$275,000 | \$301,237 | \$26,237 | \$295,534 | (\$5,703) |
| 14000 | SR Solid Waste Projects | 15740 | EV Environment Now Program | \$4,156,634 | \$3,894,840 | (\$261,794) | \$3,967,895 | \$73,055 |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|-------------------------------|----------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 14000 Total | | | | \$4,156,634 | \$3,894,840 | (\$261,794) | \$3,967,895 | \$73,055 |
| Continuing Projects - Authority Control Total | | | | \$4,431,634 | \$4,196,077 | (\$235,557) | \$4,263,429 | \$67,352 |
| Grants Projects | | | | | | | | |
| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
| 12230 | SR Grants; ENV Continuing Fed | 10000477 | EV Bottle Bill Fy 2016-17 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | 10000481 | EV Clean Cities Fy 2016-17 | \$22 | \$0 | (\$22) | \$0 | \$0 |
| | | 10000490 | EV Fuel Cell Fleet Infrastruct | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | 10000495 | EV Used Oil Grant Fy 2016-17 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | 10000503 | EV Transp Dmd Mgmt FY15-17 | (\$1) | \$0 | \$1 | \$0 | \$0 |
| | | 10000504 | EV Epr Grant - Paintcare | \$600,000 | \$0 | (\$600,000) | \$0 | \$0 |
| | | 10016274 | Swmp Outreach: Bottle Bill Fy | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | 10016297 | Commuter Benefit Promotion Gra | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | 10016482 | Mud Charging Solutions | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | 10029300 | EV Bayren Fy19 | \$0 | \$511,000 | \$511,000 | \$511,000 | \$0 |
| | | 10029301 | EV Swmp Outreach: Bottle Bill | \$0 | \$215,000 | \$215,000 | \$215,000 | \$0 |
| | | 10029303 | EV Clean Cities Fy18 | \$44,978 | \$0 | (\$44,978) | \$0 | \$0 |
| | | 10029304 | EV Clean Cities Fy19 | \$0 | \$30,000 | \$30,000 | \$30,000 | \$0 |
| | | 10029306 | EV Emergency Ride Home Program | \$23,258 | \$0 | (\$23,258) | \$0 | \$0 |
| | | 10029311 | EV Used Oil Fy19 | \$230,000 | \$230,000 | \$0 | \$230,000 | \$0 |
| | | 10029312 | EV Used Oil Fy20 | \$230,000 | \$0 | (\$230,000) | \$0 | \$0 |
| | | 10029315 | EV Transportation Demand Mgmt | \$70,001 | \$0 | (\$70,001) | \$0 | \$0 |
| | | 10029609 | EV Swmp Outreach: Bottle Bill | \$92,000 | \$0 | (\$92,000) | \$0 | \$0 |
| | | 10029610 | EV Used Oil - New Cycle For Fy | \$231,940 | \$0 | (\$231,940) | \$0 | \$0 |
| 12230 Total | | | | \$1,522,198 | \$986,000 | (\$536,198) | \$986,000 | \$0 |
| 14820 | SR ETF-Gift | 10026522 | WA Public Works 02-091-000 l/c | \$1,250,000 | \$0 | (\$1,250,000) | \$0 | \$0 |
| | | 10029309 | EV Mayor's Earth Day Breakfast | \$75,000 | \$45,000 | (\$30,000) | \$45,000 | \$0 |
| 14820 Total | | | | \$1,325,000 | \$45,000 | (\$1,280,000) | \$45,000 | \$0 |
| Grants Projects Total | | | | \$2,847,198 | \$1,031,000 | (\$1,816,198) | \$1,031,000 | \$0 |
| Total Uses of Funds | | | | \$23,081,438 | \$21,965,767 | (\$1,115,671) | \$22,045,518 | \$79,751 |

Department: LLB Law Library

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|----------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| General Fund | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |
| Total Uses by Funds | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |

Division Summary

| | | | | | |
|-------------------------------|--------------------|--------------------|------------------|--------------------|------------------|
| LLB Law Library | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |
| Total Uses by Division | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |

Chart of Account Summary

| | | | | | |
|---------------------------------------|--------------------|--------------------|------------------|--------------------|------------------|
| Salaries | \$434,244 | \$435,139 | \$895 | \$438,485 | \$3,346 |
| Mandatory Fringe Benefits | \$193,861 | \$197,112 | \$3,251 | \$202,424 | \$5,312 |
| Non-Personnel Services | \$17,275 | \$0 | (\$17,275) | \$0 | \$0 |
| Materials & Supplies | \$443 | \$10,000 | \$9,557 | \$6,000 | (\$4,000) |
| Services Of Other Depts | \$1,209,935 | \$1,340,022 | \$130,087 | \$1,474,262 | \$134,240 |
| Total Uses by Chart of Account | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |

Sources of Funds Detail by Account

| | | | | | |
|------------------------------|--------------------|--------------------|------------------|--------------------|------------------|
| General Fund Support | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |
| Total Sources by Fund | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|------------------------|---------------------------|------|------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| 10000 | GF Annual Account Ctrl | | Salaries | \$434,244 | \$435,139 | \$895 | \$438,485 | \$3,346 |
| | | | Mandatory Fringe Benefits | \$193,861 | \$197,112 | \$3,251 | \$202,424 | \$5,312 |
| | | | Non-Personnel Services | \$17,275 | \$0 | (\$17,275) | \$0 | \$0 |
| | | | Materials & Supplies | \$443 | \$10,000 | \$9,557 | \$6,000 | (\$4,000) |
| | | | Services Of Other Depts | \$1,209,935 | \$1,340,022 | \$130,087 | \$1,474,262 | \$134,240 |
| 10000 Total | | | | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |
| Operating Total | | | | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |

| | | | | | |
|----------------------------|--------------------|--------------------|------------------|--------------------|------------------|
| Total Uses of Funds | \$1,855,758 | \$1,982,273 | \$126,515 | \$2,121,171 | \$138,898 |
|----------------------------|--------------------|--------------------|------------------|--------------------|------------------|

Department: MTA Municipal Transprtn Agncy

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------------------|------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| Municipal Transportation Agenc | \$1,183,468,406 | \$1,211,224,576 | \$27,756,170 | \$1,270,668,075 | \$59,443,499 |
| Total Uses by Funds | \$1,183,468,406 | \$1,211,224,576 | \$27,756,170 | \$1,270,668,075 | \$59,443,499 |

Division Summary

| | | | | | |
|-------------------------------|------------------------|------------------------|---------------------|------------------------|---------------------|
| MTAAW Agency-wide | \$172,368,761 | \$136,995,566 | (\$35,373,195) | \$169,301,567 | \$32,306,001 |
| MTABD Board Of Directors | \$656,021 | \$729,654 | \$73,633 | \$739,601 | \$9,947 |
| MTACC CV-Captl Progr & Constr | \$56,533,984 | \$77,161,948 | \$20,627,964 | \$66,878,030 | (\$10,283,918) |
| MTACO Communications | \$7,328,616 | \$6,982,959 | (\$345,657) | \$7,072,317 | \$89,358 |
| MTAED Executive Director | \$1,753,760 | \$837,254 | (\$916,506) | \$842,913 | \$5,659 |
| MTAFA Fit Finance & Info Tech | \$110,614,956 | \$105,616,870 | (\$4,998,086) | \$106,553,005 | \$936,135 |
| MTAGA Government Affairs | \$1,428,288 | \$1,319,137 | (\$109,151) | \$1,334,304 | \$15,167 |
| MTAHR Human Resources | \$24,574,054 | \$36,451,857 | \$11,877,803 | \$36,797,755 | \$345,898 |
| MTASA Safety | \$4,350,775 | \$4,273,013 | (\$77,762) | \$4,314,256 | \$41,243 |
| MTASM Street Management | \$155,975,749 | \$162,301,388 | \$6,325,639 | \$166,921,285 | \$4,619,897 |
| MTATS Transit Svc Division | \$615,090,042 | \$646,361,513 | \$31,271,471 | \$676,190,550 | \$29,829,037 |
| MTATZ Taxi & Accessible Svc | \$32,793,400 | \$32,193,417 | (\$599,983) | \$33,722,492 | \$1,529,075 |
| Total Uses by Division | \$1,183,468,406 | \$1,211,224,576 | \$27,756,170 | \$1,270,668,075 | \$59,443,499 |

Chart of Account Summary

| | | | | | |
|---------------------------------------|------------------------|------------------------|---------------------|------------------------|---------------------|
| Salaries | \$473,350,748 | \$501,039,073 | \$27,688,325 | \$512,667,018 | \$11,627,945 |
| Mandatory Fringe Benefits | \$239,411,284 | \$248,103,397 | \$8,692,113 | \$290,468,212 | \$42,364,815 |
| Non-Personnel Services | \$218,887,472 | \$227,940,107 | \$9,052,635 | \$234,669,701 | \$6,729,594 |
| Capital Outlay | \$112,875,675 | \$92,349,463 | (\$20,526,212) | \$85,617,483 | (\$6,731,980) |
| Debt Service | \$24,784,287 | \$25,913,315 | \$1,129,028 | \$25,915,831 | \$2,516 |
| Intrafund Transfers Out | \$61,130,429 | \$29,870,616 | (\$31,259,813) | \$38,081,073 | \$8,210,457 |
| Materials & Supplies | \$80,163,356 | \$72,535,798 | (\$7,627,558) | \$78,393,941 | \$5,858,143 |
| Operating Transfers Out | \$227,025,174 | \$237,753,191 | \$10,728,017 | \$257,189,088 | \$19,435,897 |
| Overhead and Allocations | (\$36,563,771) | (\$35,656,670) | \$907,101 | (\$35,729,204) | (\$72,534) |
| Services Of Other Depts | \$70,213,892 | \$76,630,093 | \$6,416,201 | \$78,665,093 | \$2,035,000 |
| Unappropriated Rev-Designated | \$345,463 | \$2,370,000 | \$2,024,537 | \$0 | (\$2,370,000) |
| Transfer Adjustment - Uses | (\$288,155,603) | (\$267,623,807) | \$20,531,796 | (\$295,270,161) | (\$27,646,354) |
| Total Uses by Chart of Account | \$1,183,468,406 | \$1,211,224,576 | \$27,756,170 | \$1,270,668,075 | \$59,443,499 |

Sources of Funds Detail by Account

| | | | | | |
|---------------------------------------|--------------|--------------|---------------|--------------|-------------|
| 420230 Other Taxi Permit Fees | \$83,325 | \$87,772 | \$4,447 | \$90,406 | \$2,634 |
| 420231 Taxi Medallion Sales | \$5,990,000 | \$0 | (\$5,990,000) | \$0 | \$0 |
| 420233 Other Taxi Permit Renewal Fees | \$2,053,514 | \$1,509,779 | (\$543,735) | \$1,551,416 | \$41,637 |
| 420234 Taxi New Driver Permits | \$240,885 | \$16,064 | (\$224,821) | \$16,546 | \$482 |
| 420236 Taxi Driver Permit Renewal Fee | \$572,165 | \$525,978 | (\$46,187) | \$541,757 | \$15,779 |
| 420237 Color Scheme Permit-Lease Pymt | \$0 | \$234,557 | \$234,557 | \$241,593 | \$7,036 |
| 420311 Truck Permits | \$62,000 | \$57,234 | (\$4,766) | \$58,951 | \$1,717 |
| 420330 Neighborhood Parking Permits | \$11,633,000 | \$15,316,686 | \$3,683,686 | \$15,776,187 | \$459,501 |
| 420331 Special Traffic Permit | \$1,036,000 | \$1,476,178 | \$440,178 | \$1,520,463 | \$44,285 |
| 425110 Traffic Fines - Moving | \$0 | \$3,411,076 | \$3,411,076 | \$3,513,408 | \$102,332 |
| 425111 Red Light Fine-Camera Violtion | \$1,800,000 | \$0 | (\$1,800,000) | \$0 | \$0 |
| 425112 RedLightFine-PoliceTcktlssunce | \$650,000 | \$0 | (\$650,000) | \$0 | \$0 |
| 425120 Traffic Fines - Parking | \$85,367,020 | \$95,413,487 | \$10,046,467 | \$98,271,448 | \$2,857,961 |
| 425130 Traffic Fines - Boot Program | \$1,200,000 | \$1,247,734 | \$47,734 | \$1,285,166 | \$37,432 |
| 425160 Safe Path Of Travel | \$24,000 | \$51,088 | \$27,088 | \$52,621 | \$1,533 |

| | | | | | | |
|--------|--------------------------------|--------------|--------------|---------------|--------------|---------------|
| 425305 | Proof Of Payment Fees | \$2,222,000 | \$2,698,480 | \$476,480 | \$2,779,434 | \$80,954 |
| 425306 | Taxi Enforcmnt-PermitHoldrFine | \$75,750 | \$25,181 | (\$50,569) | \$25,937 | \$756 |
| 425920 | Penalties | \$0 | \$618,887 | \$618,887 | \$637,454 | \$18,567 |
| 430150 | Interest Earned - Pooled Cash | \$1,984,200 | \$8,935,750 | \$6,951,550 | \$4,568,823 | (\$4,366,927) |
| 435110 | Parking Meter Collections | \$22,809,859 | \$15,262,624 | (\$7,547,235) | \$15,720,503 | \$457,879 |
| 435111 | Parking Meter Card | \$5,100,000 | \$3,819,271 | (\$1,280,729) | \$3,933,849 | \$114,578 |
| 435113 | Construction Parking Meter Fee | \$1,000,000 | \$1,788,104 | \$788,104 | \$1,841,747 | \$53,643 |
| 435114 | Parking Meter Pay By Phone | \$7,219,553 | \$8,503,795 | \$1,284,242 | \$8,758,909 | \$255,114 |
| 435115 | Parking Meter Credit Card | \$27,610,664 | \$39,308,193 | \$11,697,529 | \$40,487,439 | \$1,179,246 |
| 435211 | Golden Gateway Garage | \$7,165,739 | \$6,690,106 | (\$475,633) | \$6,890,810 | \$200,704 |
| 435212 | Lombard Garage | \$863,546 | \$846,420 | (\$17,126) | \$871,813 | \$25,393 |
| 435213 | Mission Bartlett Garage | \$2,668,718 | \$2,437,941 | (\$230,777) | \$2,511,079 | \$73,138 |
| 435214 | Moscone Center Garage | \$4,015,827 | \$3,590,527 | (\$425,300) | \$3,698,243 | \$107,716 |
| 435215 | Performing Arts Garage | \$4,108,693 | \$4,151,547 | \$42,854 | \$4,276,093 | \$124,546 |
| 435216 | Polk-Bush Garage | \$693,839 | \$744,126 | \$50,287 | \$766,450 | \$22,324 |
| 435217 | Seventh & Harrison Lot | \$386,203 | \$430,391 | \$44,188 | \$443,303 | \$12,912 |
| 435218 | St. Mary's Garage | \$2,612,433 | \$2,591,713 | (\$20,720) | \$2,669,464 | \$77,751 |
| 435220 | Vallejo St. Garage | \$980,508 | \$951,810 | (\$28,698) | \$980,364 | \$28,554 |
| 435221 | North Beach Garage | \$1,661,574 | \$1,717,167 | \$55,593 | \$1,768,683 | \$51,516 |
| 435223 | Sutter-Stockton Garage | \$8,066,255 | \$10,900,000 | \$2,833,745 | \$11,175,000 | \$275,000 |
| 435227 | SFGH Campus Garage | \$4,120,153 | \$4,187,294 | \$67,141 | \$4,312,913 | \$125,619 |
| 435230 | Lombard - Retail | \$384,408 | \$349,452 | (\$34,956) | \$359,936 | \$10,484 |
| 435232 | Employee Parking | \$51,000 | \$0 | (\$51,000) | \$0 | \$0 |
| 435233 | 16Th & Hoff Parking Garage Rev | \$685,008 | \$694,369 | \$9,361 | \$715,201 | \$20,832 |
| 435235 | Emplye Parking-Oth City Depts | \$1,100,000 | \$1,770,523 | \$670,523 | \$1,823,638 | \$53,115 |
| 435241 | Moscone Retail | \$52,342 | \$115,488 | \$63,146 | \$118,953 | \$3,465 |
| 435242 | Perfoming Arts Retail | \$181,566 | \$171,543 | (\$10,023) | \$176,689 | \$5,146 |
| 435249 | Japan Center Garages | \$2,426,756 | \$1,789,748 | (\$637,008) | \$1,843,440 | \$53,692 |
| 435282 | 5Th & Mission Garage | \$21,486,575 | \$19,515,564 | (\$1,971,011) | \$20,101,031 | \$585,467 |
| 435283 | Ellis-O'Farrell Garage | \$5,595,836 | \$5,511,414 | (\$84,422) | \$5,676,756 | \$165,342 |
| 435284 | Polk Bush Retail | \$100,485 | \$121,612 | \$21,127 | \$125,260 | \$3,648 |
| 435285 | Vallejo Retail | \$156,568 | \$192,738 | \$36,170 | \$198,521 | \$5,783 |
| 435286 | Sutter-Stockton Retail | \$0 | \$1,133,841 | \$1,133,841 | \$1,164,856 | \$31,015 |
| 435288 | Golden Gateway Garage-Commercl | \$82,249 | \$95,559 | \$13,310 | \$98,426 | \$2,867 |
| 435289 | Pierce Street Garage-Commercl | \$85,214 | \$65,482 | (\$19,732) | \$67,446 | \$1,964 |
| 435290 | SFGH Garage-Commerical | \$131,536 | \$75,500 | (\$56,036) | \$77,765 | \$2,265 |
| 435291 | Saint Mary's Sq Garge-Commercl | \$23,601 | \$15,693 | (\$7,908) | \$16,164 | \$471 |
| 435292 | 5Th & Mission Garage-Commercl | \$1,426,782 | \$1,493,198 | \$66,416 | \$1,537,994 | \$44,796 |
| 435293 | Ellis-O'Farrel Garage-Commercl | \$865,738 | \$880,889 | \$15,151 | \$907,316 | \$26,427 |
| 439899 | Other City Property Rentals | \$1,326,000 | \$2,146,007 | \$820,007 | \$2,210,387 | \$64,380 |
| 441101 | Transit Operating AsstnceFed | \$3,800,000 | \$4,062,514 | \$262,514 | \$4,062,514 | \$0 |
| 447101 | State Sales Tax(Ab1107) | \$37,740,000 | \$43,268,400 | \$5,528,400 | \$44,566,452 | \$1,298,052 |
| 447501 | Low Carbon Transit Offst Lctop | \$11,000,000 | \$8,800,000 | (\$2,200,000) | \$8,800,000 | \$0 |
| 449101 | TDA Sales Tax-Operating | \$41,653,051 | \$46,162,703 | \$4,509,652 | \$47,547,584 | \$1,384,881 |
| 449102 | SF Transportation Authority | \$9,670,000 | \$9,670,000 | \$0 | \$9,670,000 | \$0 |
| 449103 | BART ADA | \$1,000,000 | \$1,739,562 | \$739,562 | \$1,791,749 | \$52,187 |
| 449104 | Bridge Tolls-Operating | \$2,754,000 | \$2,687,501 | (\$66,499) | \$2,768,126 | \$80,625 |
| 449105 | Sta-Operating | \$36,740,000 | \$50,121,811 | \$13,381,811 | \$51,625,465 | \$1,503,654 |
| 449106 | Sta-Paratransit | \$900,000 | \$428,572 | (\$471,428) | \$441,429 | \$12,857 |
| 460169 | Curb Painting Fees | \$816,000 | \$1,285,975 | \$469,975 | \$1,145,926 | (\$140,049) |
| 460170 | Temporary Sign Fees | \$1,836,000 | \$2,338,727 | \$502,727 | \$2,021,887 | (\$316,840) |
| 460199 | Other General Government Chрге | \$153,000 | \$853,520 | \$700,520 | \$879,125 | \$25,605 |
| 460652 | Street Closing Fee | \$100,000 | \$252,893 | \$152,893 | \$260,480 | \$7,587 |
| 460688 | Abandoned Vehicle Fee | \$500,000 | \$500,000 | \$0 | \$500,000 | \$0 |
| 460689 | Tow Surcharge Fee | \$19,371,000 | \$21,418,380 | \$2,047,380 | \$22,060,932 | \$642,552 |
| 460699 | Other Public Safety Charges | \$160,000 | \$0 | (\$160,000) | \$0 | \$0 |
| 466101 | Adult Monthly Pass | \$26,765,000 | \$25,663,278 | (\$1,101,722) | \$26,661,947 | \$998,669 |

| | | | | | | |
|--------|--------------------------------|------------------------|------------------------|---------------------|------------------------|---------------------|
| 466102 | Regional Transit Sticker | \$1,111,000 | \$0 | (\$1,111,000) | \$0 | \$0 |
| 466103 | Muni Feeder Svc To BART Statin | \$3,030,000 | \$3,455,305 | \$425,305 | \$3,558,964 | \$103,659 |
| 466104 | Youth Monthly Pass | \$250,000 | \$543,550 | \$293,550 | \$559,856 | \$16,306 |
| 466105 | Senior Monthly Pass | \$1,111,000 | \$1,309,925 | \$198,925 | \$1,349,223 | \$39,298 |
| 466109 | Class Pass Sticker | \$1,717,000 | \$6,000,000 | \$4,283,000 | \$6,000,000 | \$0 |
| 466110 | Lifeline Pass | \$8,080,000 | \$7,704,205 | (\$375,795) | \$7,935,331 | \$231,126 |
| 466111 | City Pass | \$1,111,000 | \$1,230,658 | \$119,658 | \$1,267,578 | \$36,920 |
| 466112 | Disabled Monthly Sticker | \$418,950 | \$398,566 | (\$20,384) | \$410,524 | \$11,958 |
| 466113 | Muni-Only Adult Monthly Pass | \$44,662,000 | \$44,749,117 | \$87,117 | \$46,481,119 | \$1,732,002 |
| 466201 | 1 Day Passport-Cable Car | \$4,696,500 | \$3,971,123 | (\$725,377) | \$4,090,256 | \$119,133 |
| 466203 | 3 Day Passport-Cable Car | \$5,757,000 | \$5,335,735 | (\$421,265) | \$5,495,807 | \$160,072 |
| 466207 | 7 Day Passport-Cable Car | \$2,550,250 | \$2,118,589 | (\$431,661) | \$2,182,147 | \$63,558 |
| 466222 | Single Ride Cable Car Ticket | \$4,898,500 | \$7,061,358 | \$2,162,858 | \$7,273,198 | \$211,840 |
| 466295 | Cable Car Cash - Conductors | \$10,100,000 | \$9,365,184 | (\$734,816) | \$9,646,140 | \$280,956 |
| 466301 | Transit Cash Fares | \$82,840,000 | \$83,301,362 | \$461,362 | \$86,418,703 | \$3,117,341 |
| 466302 | BART-Muni Transfers | \$252,500 | \$231,368 | (\$21,132) | \$238,309 | \$6,941 |
| 466304 | Disc Single Ride Tckt Booklet | \$101,000 | \$92,247 | (\$8,753) | \$95,015 | \$2,768 |
| 466306 | Special Event Cash Fare | \$202,000 | \$123,727 | (\$78,273) | \$127,439 | \$3,712 |
| 466401 | Transit Special Service | \$15,150 | \$24,116 | \$8,966 | \$24,839 | \$723 |
| 466502 | Vehicle Advertising | \$5,610,000 | \$6,330,138 | \$720,138 | \$6,520,042 | \$189,904 |
| 466503 | BART-Station Advertising | \$1,672,000 | \$1,821,303 | \$149,303 | \$1,875,943 | \$54,640 |
| 466504 | Transit Shelter Advertising | \$14,822,000 | \$15,390,099 | \$568,099 | \$15,916,801 | \$526,702 |
| 466601 | Transit Tokens | \$226,658 | \$560,951 | \$334,293 | \$577,779 | \$16,828 |
| 466701 | Paratransit Revenue | \$1,313,000 | \$1,354,847 | \$41,847 | \$1,395,492 | \$40,645 |
| 466901 | Transit Impact Development Fee | \$10,000,000 | \$0 | (\$10,000,000) | \$0 | \$0 |
| 466997 | Pole (Wireless) Misc Fees | \$0 | \$480,842 | \$480,842 | \$495,267 | \$14,425 |
| 466999 | Misc Transit Operating Revenue | \$5,972,000 | \$0 | (\$5,972,000) | \$0 | \$0 |
| 469901 | Customer Svc Transaction Fees | \$0 | \$149,041 | \$149,041 | \$153,512 | \$4,471 |
| 469912 | Miscellaneous Taxi Revenues | \$150,000 | \$0 | (\$150,000) | \$0 | \$0 |
| 469999 | Other Operating Revenue | \$5,000 | \$0 | (\$5,000) | \$0 | \$0 |
| 475414 | Transit Sustainability Fee | \$2,209,042 | \$6,955,463 | \$4,746,421 | \$10,743,483 | \$3,788,020 |
| 475415 | Community ImprovementImpactFee | \$15,140,910 | \$4,554,000 | (\$10,586,910) | \$5,094,000 | \$540,000 |
| 486020 | Exp Rec Fr Airport (AAO) | \$40,000 | \$0 | (\$40,000) | \$0 | \$0 |
| 486030 | Exp Rec Fr Admin Svcs (AAO) | \$170,000 | \$170,000 | \$0 | \$170,000 | \$0 |
| 486150 | Exp Rec Fr Adm (AAO) | \$150,000 | \$150,000 | \$0 | \$150,000 | \$0 |
| 486320 | Exp Rec Fr Environment (AAO) | \$36,000 | \$36,000 | \$0 | \$36,000 | \$0 |
| 486340 | Exp Rec Fr Fire Dept (AAO) | \$20,000 | \$20,000 | \$0 | \$20,000 | \$0 |
| 486500 | Exp Rec Fr Police Comssn AAO | \$10,000 | \$10,000 | \$0 | \$10,000 | \$0 |
| 486530 | Exp Rec Fr Port Commission AAO | \$1,134,000 | \$1,144,600 | \$10,600 | \$1,144,600 | \$0 |
| 486560 | Exp Rec Fr Public Works (AAO) | \$145,000 | \$5,000 | (\$140,000) | \$5,000 | \$0 |
| 486610 | Exp Rec Fr Regstar Of Votr AAO | \$57,000 | \$59,000 | \$2,000 | \$114,733 | \$55,733 |
| 486690 | Exp Rec Fr Human Services AAO | \$714,191 | \$1,264,191 | \$550,000 | \$1,264,191 | \$0 |
| 486740 | Exp Rec Fr PUC (AAO) | \$72,409 | \$72,409 | \$0 | \$72,409 | \$0 |
| 486800 | Exp Rec Fr Cleanwater (AAO) | \$70,000 | \$70,000 | \$0 | \$70,000 | \$0 |
| 493001 | OTI Fr 1G-General Fund | \$69,086,000 | \$69,370,000 | \$284,000 | \$70,873,110 | \$1,503,110 |
| 493011 | OTI Fr 2S/GTF-Gasoline Tax Fd | \$3,098,525 | \$3,098,525 | \$0 | \$3,098,525 | \$0 |
| 493032 | OTI Fr 5N-MTA SM&SustainableSt | \$183,120,030 | \$193,150,187 | \$10,030,157 | \$217,498,084 | \$24,347,897 |
| 493033 | OTI Fr 5O-MTA-Taxi Comissn Fd | \$8,622,492 | \$8,258,742 | (\$363,750) | \$3,346,742 | (\$4,912,000) |
| 493034 | OTI Fr 5P-Port of SanFrancisco | \$1,050,000 | \$1,050,000 | \$0 | \$1,050,000 | \$0 |
| 493038 | OTI Fr 5X-MTA Garages NP Corp | \$35,282,652 | \$36,344,262 | \$1,061,610 | \$36,344,262 | \$0 |
| 495025 | ITI Fr 5M-MTA Transit Funds | \$60,130,429 | \$29,870,616 | (\$30,259,813) | \$38,081,073 | \$8,210,457 |
| 495026 | ITI Fr 5N-MTA SM&SustainableSt | \$1,000,000 | \$0 | (\$1,000,000) | \$0 | \$0 |
| 499999 | Beg Fund Balance - Budget Only | \$77,713,683 | \$42,382,616 | (\$35,331,067) | \$63,081,073 | \$20,698,457 |
| 999989 | ELIMSD TRANSFER ADJ-SOURCES | (\$288,155,603) | (\$267,623,807) | \$20,531,796 | (\$295,270,161) | (\$27,646,354) |
| | General Fund Support | \$352,680,000 | \$382,770,000 | \$30,090,000 | \$399,520,000 | \$16,750,000 |
| | Total Sources by Fund | \$1,183,468,406 | \$1,211,224,576 | \$27,756,170 | \$1,270,668,075 | \$59,443,499 |

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 | | |
|------------------------|-------------------------------|--------------------|-------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|----------------------|--------------------|
| 22260 | MTA TS Op Annual Account Ctrl | | Salaries | \$394,253,536 | \$419,226,775 | \$24,973,239 | \$430,253,820 | \$11,027,045 | | |
| | | | Mandatory Fringe Benefits | \$169,826,260 | \$179,095,961 | \$9,269,701 | \$217,211,648 | \$38,115,687 | | |
| | | | Non-Personnel Services | \$123,016,992 | \$126,469,804 | \$3,452,812 | \$131,428,808 | \$4,959,004 | | |
| | | | Capital Outlay | \$9,758,290 | \$0 | (\$9,758,290) | \$0 | \$0 | | |
| | | | Debt Service | \$24,784,287 | \$25,913,315 | \$1,129,028 | \$25,915,831 | \$2,516 | | |
| | | | Intrafund Transfers Out | \$20,870,000 | \$23,600,000 | \$2,730,000 | \$13,000,000 | (\$10,600,000) | | |
| | | | Materials & Supplies | \$66,633,682 | \$65,136,617 | (\$1,497,065) | \$71,063,162 | \$5,926,545 | | |
| | | | Overhead and Allocations | \$77,800,270 | \$72,254,914 | (\$5,545,356) | \$75,449,356 | \$3,194,442 | | |
| | | | Services Of Other Depts | \$12,678,574 | \$16,254,547 | \$3,575,973 | \$17,302,653 | \$1,048,106 | | |
| | | | Unappropriated Rev-Designated | \$345,463 | \$0 | (\$345,463) | \$0 | \$0 | | |
| | | | Transfer Adjustment - Uses | | | (\$20,870,000) | (\$23,600,000) | (\$2,730,000) | (\$13,000,000) | \$10,600,000 |
| 22260 Total | | | | \$879,097,354 | \$904,351,933 | \$25,254,579 | \$968,625,278 | \$64,273,345 | | |
| 22870 | MTA SS Op Annual Account Ctrl | | Salaries | \$49,793,709 | \$50,300,953 | \$507,244 | \$50,667,129 | \$366,176 | | |
| | | | Mandatory Fringe Benefits | \$26,670,239 | \$25,618,353 | (\$1,051,886) | \$26,791,462 | \$1,173,109 | | |
| | | | Non-Personnel Services | \$82,856,149 | \$88,896,643 | \$6,040,494 | \$90,570,538 | \$1,673,895 | | |
| | | | Capital Outlay | \$2,977,650 | \$0 | (\$2,977,650) | \$0 | \$0 | | |
| | | | Intrafund Transfers Out | \$1,000,000 | \$0 | (\$1,000,000) | \$0 | \$0 | | |
| | | | Materials & Supplies | \$5,197,368 | \$5,249,141 | \$51,773 | \$5,250,686 | \$1,545 | | |
| | | | Operating Transfers Out | \$221,859,954 | \$232,841,191 | \$10,981,237 | \$257,189,088 | \$24,347,897 | | |
| | | | Overhead and Allocations | \$19,917,732 | \$19,280,239 | (\$637,493) | \$19,999,206 | \$718,967 | | |
| | | | Services Of Other Depts | \$9,562,253 | \$7,257,836 | (\$2,304,417) | \$7,515,653 | \$257,817 | | |
| | | | Transfer Adjustment - Uses | | | (\$222,859,954) | (\$232,841,191) | (\$9,981,237) | (\$257,189,088) | (\$24,347,897) |
| | | 22870 Total | | | | \$196,975,100 | \$196,603,165 | (\$371,935) | \$200,794,674 | \$4,191,509 |
| 23390 | MTA SS OPR PROJ SUPPORT-PSF | | Salaries | \$2,000 | \$0 | (\$2,000) | \$0 | \$0 | | |
| | | | Mandatory Fringe Benefits | \$2,000,158 | \$0 | (\$2,000,158) | \$0 | \$0 | | |
| | | | Overhead and Allocations | (\$2,002,158) | \$0 | \$2,002,158 | \$0 | \$0 | | |
| 23390 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 | | |
| Operating Total | | | | \$1,076,072,454 | \$1,100,955,098 | \$24,882,644 | \$1,169,419,952 | \$68,464,854 | | |

Annual Projects - Authority Control

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|-------------------------|------|----------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 22310 | MTA TS OPR PROJ SUP-PSF | 1002 | Interdepartmental-Overhead | \$0 | \$0 | \$0 | \$0 | \$0 |
| 22310 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| Annual Projects - Authority Control Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |

Continuing Projects - Authority Control

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------|----------------------------------|-------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 22280 | MTA TS Continuing Authority Ctrl | 18735 | MT Mta-wide Facilities Maint P | \$30,200,000 | \$18,000,000 | (\$12,200,000) | \$18,000,000 | \$0 |
| | | 19239 | MT Seawall Seismic Study | \$500,000 | \$0 | (\$500,000) | \$0 | \$0 |
| 22280 Total | | | | \$30,700,000 | \$18,000,000 | (\$12,700,000) | \$18,000,000 | \$0 |
| 22360 | MTA TS CAP REVBD 2012B | 18806 | MT Sfmta Rev Bond Series 12b F | \$0 | \$366,427 | \$366,427 | \$0 | (\$366,427) |
| 22360 Total | | | | \$0 | \$366,427 | \$366,427 | \$0 | (\$366,427) |
| 22370 | MTA TS CAP REVBD 2013A | 18801 | MT Mta 2013 Rev Bond S2013a - | \$0 | \$1,519,335 | \$1,519,335 | \$0 | (\$1,519,335) |
| 22370 Total | | | | \$0 | \$1,519,335 | \$1,519,335 | \$0 | (\$1,519,335) |
| 22380 | MTA TS CAP REVBD S2014A | 18799 | MT Mta Rev Bond S2014 - Transi | \$0 | \$548,874 | \$548,874 | \$0 | (\$548,874) |
| 22380 Total | | | | \$0 | \$548,874 | \$548,874 | \$0 | (\$548,874) |
| 22395 | MTA TS CAP REVBD S2017 | 18798 | MT Mta 2017 Rev Bond S2017-tra | \$0 | \$221,790 | \$221,790 | \$0 | (\$221,790) |
| 22395 Total | | | | \$0 | \$221,790 | \$221,790 | \$0 | (\$221,790) |
| 22420 | MTA TS CAP DEV IMPACT PRJ | 18845 | MT Ipic-eastern Neighborhood | \$5,584,910 | \$2,224,000 | (\$3,360,910) | \$2,575,000 | \$351,000 |
| | | 18846 | MT Ipic-market Octavia | \$6,750,000 | \$1,750,000 | (\$5,000,000) | \$150,000 | (\$1,600,000) |
| | | 18847 | MT Ipic-balboa Park | \$48,000 | \$0 | (\$48,000) | \$0 | \$0 |
| | | 18851 | MT Tsf-transit Svc & Reliabili | \$44,181 | \$375,971 | \$331,790 | \$580,729 | \$204,758 |
| | | 18852 | MT Tsf-transit Svc Exp & Real | \$706,893 | \$6,015,536 | \$5,308,643 | \$9,291,661 | \$3,276,125 |
| 22420 Total | | | | \$13,133,984 | \$10,365,507 | (\$2,768,477) | \$12,597,390 | \$2,231,883 |
| 22890 | MTA SS Continuing Authority Ctrl | 17224 | MT Bayshore Multimodal Station | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | 19174 | MS 68k358 D2 Vision Zero Proje | \$140,000 | \$0 | (\$140,000) | \$0 | \$0 |
| | | 19177 | MS Ssd Facilities And Other Up | \$1,000,000 | \$0 | (\$1,000,000) | \$0 | \$0 |
| | | 19180 | MS District Festivals D5-addba | \$80,000 | \$0 | (\$80,000) | \$0 | \$0 |
| | | 19181 | MS Vision Zero D7-addback | \$400,000 | \$0 | (\$400,000) | \$0 | \$0 |
| | | 19183 | MS Sheriden;ortega;guad;denman | \$56,000 | \$0 | (\$56,000) | \$0 | \$0 |
| | | 19248 | MG Garage Improvement | \$5,000,000 | \$0 | (\$5,000,000) | \$0 | \$0 |
| | | 19694 | MS Lombard Tolling Study & Pla | \$0 | \$250,000 | \$250,000 | \$250,000 | \$0 |
| 22890 Total | | | | \$6,676,000 | \$250,000 | (\$6,426,000) | \$250,000 | \$0 |
| 22940 | MTA SS CAP REVBD 2012B | 17853 | MG Waterproofing & Ventilation | \$0 | \$3,615 | \$3,615 | \$0 | (\$3,615) |
| | | 17943 | MS Sfmta Rev Bond Series 12b F | \$0 | \$138,913 | \$138,913 | \$0 | (\$138,913) |
| 22940 Total | | | | \$0 | \$142,528 | \$142,528 | \$0 | (\$142,528) |
| 22950 | MTA SS CAP REVBD 2013A | 17941 | MS Mta 2013 Rev Bond S2013a-su | \$0 | \$387,317 | \$387,317 | \$0 | (\$387,317) |
| | | 18885 | MG Mta 2013 Rev Bond S2013a-of | \$0 | \$23,211 | \$23,211 | \$0 | (\$23,211) |
| 22950 Total | | | | \$0 | \$410,528 | \$410,528 | \$0 | (\$410,528) |
| 22960 | MTA SS CAP REVBD 2014A | 17938 | MS Mta Rev Bd S2014-ss Project | \$0 | \$671,879 | \$671,879 | \$0 | (\$671,879) |
| | | 18896 | MG Sfmta Rev Bd S2014-garage P | \$0 | \$618,639 | \$618,639 | \$0 | (\$618,639) |
| 22960 Total | | | | \$0 | \$1,290,518 | \$1,290,518 | \$0 | (\$1,290,518) |
| 23000 | MTA SS CAP DEV IMPACT PRJ | 18260 | MS Ipic-eastern Neighborhood | \$1,258,000 | \$0 | (\$1,258,000) | \$0 | \$0 |
| | | 18261 | MS Ipic-market Octavia | \$1,500,000 | \$580,000 | (\$920,000) | \$2,150,000 | \$1,570,000 |
| | | 18262 | MS Ipic-visitacion Valley | \$0 | \$0 | \$0 | \$219,000 | \$219,000 |
| | | 18263 | MS Tsf-complete Streets (bike& | \$66,271 | \$563,956 | \$497,685 | \$871,093 | \$307,137 |
| 23000 Total | | | | \$2,824,271 | \$1,143,956 | (\$1,680,315) | \$3,240,093 | \$2,096,137 |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|------------|------|-------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| Continuing Projects - Authority Control Total | | | | \$53,334,255 | \$34,259,463 | (\$19,074,792) | \$34,087,483 | (\$171,980) |

Grants Projects

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|------------------------------|-----------------------|----------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 22320 | MTA TS OPR ANNUAL-FED | 10017934 | Ada Paratransit Operating Supp | \$0 | \$4,062,514 | \$4,062,514 | \$4,062,514 | \$0 |
| 22320 Total | | | | \$0 | \$4,062,514 | \$4,062,514 | \$4,062,514 | \$0 |
| 22330 | MTA TS OPR ANNUAL-STA | 10017942 | Expanded Svc fod Disadvantaged | \$11,000,000 | \$8,800,000 | (\$2,200,000) | \$8,800,000 | \$0 |
| 22330 Total | | | | \$11,000,000 | \$8,800,000 | (\$2,200,000) | \$8,800,000 | \$0 |
| Grants Projects Total | | | | \$11,000,000 | \$12,862,514 | \$1,862,514 | \$12,862,514 | \$0 |

Continuing Projects - Project Control

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|--------------------------------|----------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 22350 | MTA TS OPR ANNUAL-REG | 10033251 | Metro T-Third Street - Generic | \$0 | \$2,500,000 | \$2,500,000 | \$2,575,000 | \$75,000 |
| | | 10033252 | Metro Owl Svc Rte 14 - Generic | \$0 | \$187,501 | \$187,501 | \$193,126 | \$5,625 |
| 22350 Total | | | | \$0 | \$2,687,501 | \$2,687,501 | \$2,768,126 | \$80,625 |
| 22455 | MTA TS CAP Projects Prop B Fun | 10031004 | MT Pop Growth Gf Alloc 5M | \$0 | \$35,620,000 | \$35,620,000 | \$38,650,000 | \$3,030,000 |
| 22455 Total | | | | \$0 | \$35,620,000 | \$35,620,000 | \$38,650,000 | \$3,030,000 |
| 22460 | MTA TS CAP OTHER-FUNDED PRJ | 10011844 | MT WARRIORS ARENA IMPROVEMENTS | \$2,580,000 | \$2,370,000 | (\$210,000) | \$0 | (\$2,370,000) |
| | | 10011845 | MT SFMTA UCSF Pflrm Mod-CPT735 | \$0 | \$10,600,000 | \$10,600,000 | \$0 | (\$10,600,000) |
| | | 10031004 | MT Pop Growth Gf Alloc 5M | \$29,320,000 | \$0 | (\$29,320,000) | \$0 | \$0 |
| 22460 Total | | | | \$31,900,000 | \$12,970,000 | (\$18,930,000) | \$0 | (\$12,970,000) |
| 23035 | MTA SS CAP Projects Prop B Fun | 10030976 | MS Pop Growth Gf Alloc 5n Mast | \$0 | \$11,870,000 | \$11,870,000 | \$12,880,000 | \$1,010,000 |
| 23035 Total | | | | \$0 | \$11,870,000 | \$11,870,000 | \$12,880,000 | \$1,010,000 |
| 23040 | MTA SS CAP OTHER-FUNDED PRJ | 10030976 | MS Pop Growth Gf Alloc 5n Mast | \$9,770,000 | \$0 | (\$9,770,000) | \$0 | \$0 |
| 23040 Total | | | | \$9,770,000 | \$0 | (\$9,770,000) | \$0 | \$0 |
| Continuing Projects - Project Control Total | | | | \$41,670,000 | \$63,147,501 | \$21,477,501 | \$54,298,126 | (\$8,849,375) |

Work Orders/Overhead

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------|--------------------------------|--------|-------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 22540 | Municipal Transportation Agenc | 139648 | MTAAW Agency-wide | \$1,391,697 | \$0 | (\$1,391,697) | \$0 | \$0 |
| 22540 Total | | | | \$1,391,697 | \$0 | (\$1,391,697) | \$0 | \$0 |
| 22265 | Municipal Transportation Agenc | 103745 | MTASM Street Management | \$0 | \$76,732 | \$76,732 | \$77,868 | \$1,136 |
| | | 103758 | MTAHR Human Resources | \$0 | \$18,346,486 | \$18,346,486 | \$18,542,711 | \$196,225 |
| | | 103773 | MTAFA Fit Finance & Info Tech | \$0 | \$34,642,370 | \$34,642,370 | \$34,903,350 | \$260,980 |
| | | 103776 | MTAED Executive Director | \$0 | \$837,254 | \$837,254 | \$842,913 | \$5,659 |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|-----------------------------------|--------------------------------|--------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 22265 | Municipal Transportation Agenc | 103788 | MTABD Board Of Directors | \$0 | \$729,654 | \$729,654 | \$739,601 | \$9,947 |
| | | 139648 | MTAAW Agency-wide | \$0 | \$72,522,989 | \$72,522,989 | \$75,866,466 | \$3,343,477 |
| | | 175644 | MTACO Communications | \$0 | \$6,982,959 | \$6,982,959 | \$7,072,317 | \$89,358 |
| | | 175649 | MTAGA Government Affairs | \$0 | \$1,319,137 | \$1,319,137 | \$1,334,304 | \$15,167 |
| | | | Transfer Adjustment - Uses | \$0 | (\$135,457,581) | (\$135,457,581) | (\$139,379,530) | (\$3,921,949) |
| 22265 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| 22305 | Municipal Transportation Agenc | 103745 | MTASM Street Management | \$0 | \$1,031,029 | \$1,031,029 | \$1,055,395 | \$24,366 |
| | | 103773 | MTAFA Fit Finance & Info Tech | \$0 | \$2,093,353 | \$2,093,353 | \$2,125,499 | \$32,146 |
| | | 138672 | MTACC CV-Capitl Progr & Constr | \$0 | \$3,489,955 | \$3,489,955 | \$3,574,562 | \$84,607 |
| | | 138753 | MTATS Transit Svc Division | \$0 | \$669,920 | \$669,920 | \$673,420 | \$3,500 |
| | | | Transfer Adjustment - Uses | \$0 | (\$7,284,257) | (\$7,284,257) | (\$7,428,876) | (\$144,619) |
| 22305 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| 22770 | Municipal Transportation Agenc | 139648 | MTAAW Agency-wide | \$75,838,939 | \$0 | (\$75,838,939) | \$0 | \$0 |
| | | 103773 | MTAFA Fit Finance & Info Tech | \$43,088,983 | \$0 | (\$43,088,983) | \$0 | \$0 |
| | | 175644 | MTACO Communications | \$7,328,616 | \$0 | (\$7,328,616) | \$0 | \$0 |
| | | 103758 | MTAHR Human Resources | \$6,419,259 | \$0 | (\$6,419,259) | \$0 | \$0 |
| | | 103776 | MTAED Executive Director | \$1,753,760 | \$0 | (\$1,753,760) | \$0 | \$0 |
| | | 175649 | MTAGA Government Affairs | \$1,428,288 | \$0 | (\$1,428,288) | \$0 | \$0 |
| | | 103788 | MTABD Board Of Directors | \$656,021 | \$0 | (\$656,021) | \$0 | \$0 |
| | | 103745 | MTASM Street Management | \$268,396 | \$0 | (\$268,396) | \$0 | \$0 |
| | | | Transfer Adjustment - Uses | (\$136,782,262) | \$0 | \$136,782,262 | \$0 | \$0 |
| 22770 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| Work Orders/Overhead Total | | | | \$1,391,697 | \$0 | (\$1,391,697) | \$0 | \$0 |
| Total Uses of Funds | | | | \$1,183,468,406 | \$1,211,224,576 | \$27,756,170 | \$1,270,668,075 | \$59,443,499 |

Department: PRT Port

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| City Facilities Improvement Fu | \$3,000,000 | \$6,240,000 | \$3,240,000 | \$0 | (\$6,240,000) |
| General Fund | \$0 | \$9,760,000 | \$9,760,000 | \$0 | (\$9,760,000) |
| Port of San Francisco | \$130,202,027 | \$158,354,417 | \$28,152,390 | \$147,698,264 | (\$10,656,153) |
| Total Uses by Funds | \$133,202,027 | \$174,354,417 | \$41,152,390 | \$147,698,264 | (\$26,656,153) |

Division Summary

| | | | | | |
|--------------------------------|----------------------|----------------------|---------------------|----------------------|-----------------------|
| PRT Engineering | \$5,639,683 | \$6,265,262 | \$625,579 | \$6,326,244 | \$60,982 |
| PRT Executive | \$5,645,064 | \$6,514,306 | \$869,242 | \$6,541,973 | \$27,667 |
| PRT Finance And Administration | \$58,444,068 | \$22,477,354 | (\$35,966,714) | \$26,363,499 | \$3,886,145 |
| PRT Maintenance | \$34,197,080 | \$40,116,034 | \$5,918,954 | \$42,891,967 | \$2,775,933 |
| PRT Maritime | \$10,037,197 | \$13,769,016 | \$3,731,819 | \$14,026,978 | \$257,962 |
| PRT Operations | \$9,451,083 | \$0 | (\$9,451,083) | \$0 | \$0 |
| PRT Planning & Development | \$3,651,018 | \$4,355,634 | \$704,616 | \$3,307,715 | (\$1,047,919) |
| PRT Port Commission (Portwide) | \$1,050,000 | \$68,563,024 | \$67,513,024 | \$35,782,694 | (\$32,780,330) |
| PRT Real Estate | \$5,086,834 | \$2 | (\$5,086,832) | \$1 | (\$1) |
| PRT Real Estate & Development | \$0 | \$12,293,785 | \$12,293,785 | \$12,457,193 | \$163,408 |
| Total Uses by Division | \$133,202,027 | \$174,354,417 | \$41,152,390 | \$147,698,264 | (\$26,656,153) |

Chart of Account Summary

| | | | | | |
|---------------------------------------|----------------------|----------------------|---------------------|----------------------|-----------------------|
| Salaries | \$27,565,637 | \$28,811,920 | \$1,246,283 | \$29,082,999 | \$271,079 |
| Mandatory Fringe Benefits | \$13,054,257 | \$13,720,243 | \$665,986 | \$14,264,405 | \$544,162 |
| Non-Personnel Services | \$13,073,671 | \$13,444,460 | \$370,789 | \$12,214,810 | (\$1,229,650) |
| Capital Outlay | \$35,229,172 | \$50,245,850 | \$15,016,678 | \$19,872,645 | (\$30,373,205) |
| Debt Service | \$7,718,362 | \$7,720,811 | \$2,449 | \$7,714,231 | (\$6,580) |
| Intrafund Transfers Out | \$25,415,572 | \$38,638,200 | \$13,222,628 | \$25,162,694 | (\$13,475,506) |
| Materials & Supplies | \$1,581,784 | \$1,633,150 | \$51,366 | \$1,648,255 | \$15,105 |
| Operating Transfers Out | \$1,081,713 | \$1,081,713 | \$0 | \$1,081,713 | \$0 |
| Overhead and Allocations | \$209,476 | \$0 | (\$209,476) | \$0 | \$0 |
| Programmatic Projects | \$1,777,064 | \$15,465,512 | \$13,688,448 | \$15,979,706 | \$514,194 |
| Services Of Other Depts | \$15,701,710 | \$20,958,557 | \$5,256,847 | \$21,108,478 | \$149,921 |
| Unappropriated Rev-Designated | \$16,209,181 | \$21,272,201 | \$5,063,020 | \$24,731,022 | \$3,458,821 |
| Transfer Adjustment - Uses | (\$25,415,572) | (\$38,638,200) | (\$13,222,628) | (\$25,162,694) | \$13,475,506 |
| Total Uses by Chart of Account | \$133,202,027 | \$174,354,417 | \$41,152,390 | \$147,698,264 | (\$26,656,153) |

Sources of Funds Detail by Account

| | | | | | | |
|--------|--------------------------------|--------------|--------------|---------------|--------------|---------------|
| 425120 | Traffic Fines - Parking | \$3,797,000 | \$3,275,000 | (\$522,000) | \$3,341,000 | \$66,000 |
| 430150 | Interest Earned - Pooled Cash | \$600,000 | \$600,000 | \$0 | \$600,000 | \$0 |
| 435110 | Parking Meter Collections | \$5,590,000 | \$5,844,000 | \$254,000 | \$5,590,000 | (\$254,000) |
| 435250 | Port-Rent Parking | \$13,772,000 | \$14,152,000 | \$380,000 | \$11,701,000 | (\$2,451,000) |
| 435260 | Port-Parking Stalls | \$519,000 | \$581,000 | \$62,000 | \$598,000 | \$17,000 |
| 436360 | Commercial Rental | \$31,713,000 | \$49,588,171 | \$17,875,171 | \$55,244,068 | \$5,655,897 |
| 436370 | Percentage Rental | \$22,356,000 | \$20,897,000 | (\$1,459,000) | \$21,477,000 | \$580,000 |
| 436380 | Special Event | \$136,000 | \$211,000 | \$75,000 | \$213,000 | \$2,000 |
| 436660 | Fishing Facility Rent | \$2,298,000 | \$2,370,000 | \$72,000 | \$2,441,100 | \$71,100 |
| 436760 | Maritime Related | \$4,913,525 | \$4,774,800 | (\$138,725) | \$4,918,000 | \$143,200 |
| 448999 | Other State Grants & Subventns | \$0 | \$650,000 | \$650,000 | \$0 | (\$650,000) |
| 449997 | City Depts Revenue From OCII | \$0 | \$9,760,000 | \$9,760,000 | \$0 | (\$9,760,000) |
| 464000 | Port-Cargo Services Budget | \$8,494,000 | \$6,789,100 | (\$1,704,900) | \$6,992,800 | \$203,700 |

| | | | | | | |
|------------------------------|--------------------------------|----------------------|----------------------|---------------------|----------------------|-----------------------|
| 464100 | Port-Ship Repair Services Bdgt | \$1,690,000 | \$0 | (\$1,690,000) | \$0 | \$0 |
| 464200 | Port-Harbor Services Budget | \$1,999,000 | \$1,884,200 | (\$114,800) | \$1,940,700 | \$56,500 |
| 464500 | Port-Cruise Services Budget | \$8,431,000 | \$7,832,600 | (\$598,400) | \$8,037,800 | \$205,200 |
| 464700 | Port-Other Marine Svcs Bdgt | \$1,727,000 | \$1,898,900 | \$171,900 | \$1,956,000 | \$57,100 |
| 475910 | Facilities Damages | \$6,000 | \$6,000 | \$0 | \$6,000 | \$0 |
| 475930 | Permits | \$805,000 | \$821,000 | \$16,000 | \$821,000 | \$0 |
| 475940 | Port Penalty & Service Charges | \$20,000 | \$20,000 | \$0 | \$20,000 | \$0 |
| 475999 | Port-Misc Receipts | \$2,626,000 | \$8,110,000 | \$5,484,000 | \$10,210,000 | \$2,100,000 |
| 480111 | ProceedsFromSaleOfBond-FaceAmt | \$0 | \$1 | \$1 | \$0 | (\$1) |
| 486030 | Exp Rec Fr Admin Svcs (AAO) | \$0 | \$250,000 | \$250,000 | \$0 | (\$250,000) |
| 486230 | Exp Rec Fr City Planning (AAO) | \$250,000 | \$250,000 | \$0 | \$0 | (\$250,000) |
| 486320 | Exp Rec Fr Environment (AAO) | \$140,000 | \$160,100 | \$20,100 | \$160,100 | \$0 |
| 486350 | Exp Rec Fr Gen City Resp AAO | \$3,500,000 | \$0 | (\$3,500,000) | \$0 | \$0 |
| 486460 | Exp Rec Fr Muni TransprtnAAO | \$500,000 | \$0 | (\$500,000) | \$0 | \$0 |
| 486800 | Exp Rec Fr Cleanwater (AAO) | \$10,000 | \$10,000 | \$0 | \$10,000 | \$0 |
| 495028 | ITI Fr 5P-Port of SanFrancisco | \$25,415,572 | \$38,638,200 | \$13,222,628 | \$25,162,694 | (\$13,475,506) |
| 499998 | Prior Year Designated Reserve | \$3,000,000 | \$6,385,405 | \$3,385,405 | \$0 | (\$6,385,405) |
| 499999 | Beg Fund Balance - Budget Only | \$17,960,494 | \$27,234,140 | \$9,273,646 | \$11,420,696 | (\$15,813,444) |
| 999989 | ELIMSD TRANSFER ADJ-SOURCES | (\$25,415,572) | (\$38,638,200) | (\$13,222,628) | (\$25,162,694) | \$13,475,506 |
| General Fund Support | | (\$3,650,992) | \$0 | \$3,650,992 | \$0 | \$0 |
| Total Sources by Fund | | \$133,202,027 | \$174,354,417 | \$41,152,390 | \$147,698,264 | (\$26,656,153) |

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|------------------------|----------------------------|------|-------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 23680 | PRT-OP Annual Account Ctrl | | Salaries | \$26,718,227 | \$27,892,279 | \$1,174,052 | \$28,156,286 | \$264,007 |
| | | | Mandatory Fringe Benefits | \$12,474,726 | \$13,119,953 | \$645,227 | \$13,649,035 | \$529,082 |
| | | | Non-Personnel Services | \$13,073,671 | \$13,444,460 | \$370,789 | \$12,214,810 | (\$1,229,650) |
| | | | Capital Outlay | \$631,600 | \$622,572 | (\$9,028) | \$554,551 | (\$68,021) |
| | | | Debt Service | \$7,182,407 | \$7,184,811 | \$2,404 | \$7,178,231 | (\$6,580) |
| | | | Intrafund Transfers Out | \$24,532,291 | \$37,556,200 | \$13,023,909 | \$24,018,094 | (\$13,538,106) |
| | | | Materials & Supplies | \$1,581,784 | \$1,633,150 | \$51,366 | \$1,648,255 | \$15,105 |
| | | | Operating Transfers Out | \$1,081,713 | \$1,081,713 | \$0 | \$1,081,713 | \$0 |
| | | | Overhead and Allocations | \$209,476 | \$0 | (\$209,476) | \$0 | \$0 |
| | | | Services Of Other Depts | \$15,243,426 | \$20,337,200 | \$5,093,774 | \$20,732,867 | \$395,667 |
| | | | Unappropriated Rev-Designated | \$16,209,181 | \$21,272,201 | \$5,063,020 | \$23,896,422 | \$2,624,221 |
| | | | Transfer Adjustment - Uses | (\$24,532,291) | (\$37,556,200) | (\$13,023,909) | (\$24,018,094) | \$13,538,106 |
| 23680 Total | | | | \$94,406,211 | \$106,588,339 | \$12,182,128 | \$109,112,170 | \$2,523,831 |
| Operating Total | | | | \$94,406,211 | \$106,588,339 | \$12,182,128 | \$109,112,170 | \$2,523,831 |

Annual Projects - Authority Control

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|-----------|------------------------------|-------|------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 23690 | PRT-OP Annual Authority Ctrl | 16294 | Stormwater Pollution Control | \$190,000 | \$190,000 | \$0 | \$190,000 | \$0 |
| | | 16296 | Public Access | \$75,000 | \$75,000 | \$0 | \$75,000 | \$0 |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|-------------------------------|-------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 23690 | PRT-OP Annual Authority Ctrl | | Improvements | | | | | |
| | | 16297 | Miscellaneous Tenant Facilitiy | \$185,000 | \$185,000 | \$0 | \$185,000 | \$0 |
| | | 16303 | PO Facility Maintenance And Re | \$487,000 | \$487,000 | \$0 | \$487,000 | \$0 |
| | | 16308 | Abandoned Mat-Illegal Dumpin C | \$200,000 | \$200,000 | \$0 | \$200,000 | \$0 |
| | | 16310 | Hazardous Waste Assessment & R | \$50,000 | \$50,000 | \$0 | \$50,000 | \$0 |
| | | 16311 | A-E Cnsltng Prjt Plnning; Dsg | \$500,000 | \$600,000 | \$100,000 | \$600,000 | \$0 |
| | | 16316 | Utility Annual Maintenance | \$50,000 | \$80,000 | \$30,000 | \$80,000 | \$0 |
| | | 16317 | Oil Spill Response Training & | \$90,000 | \$90,000 | \$0 | \$90,000 | \$0 |
| | | 16325 | Sanitary Sewer Management Plan | \$90,000 | \$90,000 | \$0 | \$90,000 | \$0 |
| | | 16327 | Pier 80 Ust Investigation | \$70,000 | \$70,000 | \$0 | \$70,000 | \$0 |
| | | 16332 | Is Strategic Plan Implementati | \$1,170,291 | \$0 | (\$1,170,291) | \$0 | \$0 |
| | | 16334 | Tree Replacement & Maintenance | \$200,000 | \$200,000 | \$0 | \$200,000 | \$0 |
| | | 16335 | Greening-Beautification Imp - | \$15,000 | \$15,000 | \$0 | \$15,000 | \$0 |
| | | 16336 | Engineering Technical Support | \$0 | \$50,000 | \$50,000 | \$50,000 | \$0 |
| | | 16338 | PO Cargo Fac Repair | \$109,000 | \$109,000 | \$0 | \$109,000 | \$0 |
| | | 16339 | Heron'S Head Park (Pier 98) | \$147,000 | \$154,000 | \$7,000 | \$154,000 | \$0 |
| | | 16342 | Port Events & Promotion | \$95,000 | \$0 | (\$95,000) | \$0 | \$0 |
| | | 17726 | GE Youth Employment & Environm | \$565,000 | \$565,000 | \$0 | \$565,000 | \$0 |
| 23690 Total | | | | \$4,288,291 | \$3,210,000 | (\$1,078,291) | \$3,210,000 | \$0 |
| 24530 | PRT-SBH Annual Authority Ctrl | 17321 | South Beach Harbor Project | \$4,030,244 | \$3,692,800 | (\$337,444) | \$3,773,400 | \$80,600 |
| 24530 Total | | | | \$4,030,244 | \$3,692,800 | (\$337,444) | \$3,773,400 | \$80,600 |
| Annual Projects - Authority Control Total | | | | \$8,318,535 | \$6,902,800 | (\$1,415,735) | \$6,983,400 | \$80,600 |
| Continuing Projects - Authority Control | | | | | | | | |
| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
| 10020 | GF Continuing Authority Ctrl | 12737 | PO Mission Bay Passenger Ferry | \$0 | \$9,760,000 | \$9,760,000 | \$0 | (\$9,760,000) |
| 10020 Total | | | | \$0 | \$9,760,000 | \$9,760,000 | \$0 | (\$9,760,000) |
| 15680 | CP SF Capital Planning | 12672 | PO Seawall & Marginal Wharf Re | \$3,000,000 | \$5,000,000 | \$2,000,000 | \$0 | (\$5,000,000) |
| | | 12737 | PO Mission Bay Passenger Ferry | \$0 | \$1,240,000 | \$1,240,000 | \$0 | (\$1,240,000) |
| 15680 Total | | | | \$3,000,000 | \$6,240,000 | \$3,240,000 | \$0 | (\$6,240,000) |
| 23920 | PRT-CP 08 PARK BD-1ST S 08B | 12709 | PO So Waterfrnt Open Space Enh | \$0 | \$270,439 | \$270,439 | \$0 | (\$270,439) |
| | | 18930 | RP 2008 Clean & Safe Nbhd Park | \$0 | (\$262,768) | (\$262,768) | \$0 | \$262,768 |
| 23920 Total | | | | \$0 | \$7,671 | \$7,671 | \$0 | (\$7,671) |
| 23930 | PRT-CP 08 PARK BD-2ND S 10B | 12709 | PO So Waterfrnt Open Space Enh | \$0 | \$125,179 | \$125,179 | \$0 | (\$125,179) |
| | | 18930 | RP 2008 Clean & Safe Nbhd Park | \$0 | (\$111,607) | (\$111,607) | \$0 | \$111,607 |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|--------------------------------|-------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 23930 Total | | | | \$0 | \$13,572 | \$13,572 | \$0 | (\$13,572) |
| 23940 | PRT-CP 08 PARK BD-3RD S 10D | 12709 | PO So Waterfrnt Open Space Enh | \$0 | \$137,759 | \$137,759 | \$0 | (\$137,759) |
| | | 18930 | RP 2008 Clean & Safe Nbhd Park | \$0 | (\$134,736) | (\$134,736) | \$0 | \$134,736 |
| 23940 Total | | | | \$0 | \$3,023 | \$3,023 | \$0 | (\$3,023) |
| 23950 | PRT-CP 08 PARK BD-4TH S 12B | 12709 | PO So Waterfrnt Open Space Enh | \$0 | \$290,759 | \$290,759 | \$0 | (\$290,759) |
| | | 18930 | RP 2008 Clean & Safe Nbhd Park | \$0 | (\$239,118) | (\$239,118) | \$0 | \$239,118 |
| 23950 Total | | | | \$0 | \$51,641 | \$51,641 | \$0 | (\$51,641) |
| 23960 | PRT-CP 08 NP BD-5TH S 16A | 12709 | PO So Waterfrnt Open Space Enh | \$0 | \$87,235 | \$87,235 | \$0 | (\$87,235) |
| 23960 Total | | | | \$0 | \$87,235 | \$87,235 | \$0 | (\$87,235) |
| 23970 | PRT-CP REV BD 09-S 10A-TAX EX | 12709 | PO So Waterfrnt Open Space Enh | \$0 | \$12,080 | \$12,080 | \$0 | (\$12,080) |
| 23970 Total | | | | \$0 | \$12,080 | \$12,080 | \$0 | (\$12,080) |
| 23980 | PRT-CP REV BD 09-S 10B - TAX | 12709 | PO So Waterfrnt Open Space Enh | \$0 | \$133,325 | \$133,325 | \$0 | (\$133,325) |
| 23980 Total | | | | \$0 | \$133,325 | \$133,325 | \$0 | (\$133,325) |
| 24010 | PRT-CP 12 PARK BD-1ST S 13A | 12709 | PO So Waterfrnt Open Space Enh | \$0 | \$190,507 | \$190,507 | \$0 | (\$190,507) |
| | | 18980 | RP 2012 Clean & Safe Neighborh | \$0 | \$0 | \$0 | \$0 | \$0 |
| 24010 Total | | | | \$0 | \$190,507 | \$190,507 | \$0 | (\$190,507) |
| 24020 | PRT-CP 12 NP BD-2ND S 16B | 12709 | PO So Waterfrnt Open Space Enh | \$0 | \$140,858 | \$140,858 | \$0 | (\$140,858) |
| 24020 Total | | | | \$0 | \$140,858 | \$140,858 | \$0 | (\$140,858) |
| 24030 | PRT-CP REV BD 13A - TAX EX | 12685 | PO Mixed-use Cruise Terminal P | \$0 | (\$1,095,000) | (\$1,095,000) | \$0 | \$1,095,000 |
| | | 12709 | PO So Waterfrnt Open Space Enh | \$0 | \$1,155,574 | \$1,155,574 | \$0 | (\$1,155,574) |
| 24030 Total | | | | \$0 | \$60,574 | \$60,574 | \$0 | (\$60,574) |
| 24040 | PRT-CP REV BD 13B - TAXABLE | 12709 | PO So Waterfrnt Open Space Enh | \$0 | \$34,592 | \$34,592 | \$0 | (\$34,592) |
| 24040 Total | | | | \$0 | \$34,592 | \$34,592 | \$0 | (\$34,592) |
| 24540 | PRT-SBHContinuingAuthorityCtrl | 12726 | PO Sf Port Marina Repairs & Up | \$883,281 | \$1,082,000 | \$198,719 | \$1,144,600 | \$62,600 |
| 24540 Total | | | | \$883,281 | \$1,082,000 | \$198,719 | \$1,144,600 | \$62,600 |
| Continuing Projects - Authority Control Total | | | | \$3,883,281 | \$17,817,078 | \$13,933,797 | \$1,144,600 | (\$16,672,478) |

Grants Projects

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|-----------|--------------------------------|----------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 23700 | PRT-OP ContinuingAuthorityCtrl | 10010769 | PO Quint Street Lead Proj - Po | \$0 | (\$439,073) | (\$439,073) | \$0 | \$439,073 |
| | | 10010831 | PO Cargo Maint Dredging | \$0 | \$2,480,000 | \$2,480,000 | \$8,180,400 | \$5,700,400 |
| | | 10010851 | PO Maint Dredng FY 16/17&17/18 | \$6,600,000 | \$0 | (\$6,600,000) | \$0 | \$0 |
| | | 10010904 | PO Pre-Development Studies | \$0 | (\$593,038) | (\$593,038) | \$0 | \$593,038 |
| | | 10011004 | PO Pier 26 Water Main Replacem | \$0 | (\$203,941) | (\$203,941) | \$0 | \$203,941 |
| | | 10011025 | PO Quint Street Lead Improv | \$0 | (\$235,927) | (\$235,927) | \$0 | \$235,927 |
| | | 10011037 | PO Materials Testing | \$500,000 | \$0 | (\$500,000) | \$0 | \$0 |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|-----------|-----------------------------------|----------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 23700 | PRT-OP ContinuingAuthorityCtrl | 10011124 | PO Seawall & Marginal Wharf Re | \$750,000 | \$1,350,000 | \$600,000 | \$0 | (\$1,350,000) |
| | | 10011194 | PO Pier 33 Fire Standpipe Syst | \$0 | (\$4,454) | (\$4,454) | \$0 | \$4,454 |
| | | 10011255 | PO Pier Structure Rpr Prjt Ph | \$6,474,000 | \$2,852,174 | (\$3,621,826) | \$0 | (\$2,852,174) |
| | | 10011287 | PO Pier 19 North Apron Repair | \$0 | \$2,000,000 | \$2,000,000 | \$0 | (\$2,000,000) |
| | | 10011290 | PO Pier 9 South Apron Repair | \$0 | (\$244,799) | (\$244,799) | \$0 | \$244,799 |
| | | 10011293 | PO Piledriver No. 1 Drydock & | \$0 | \$3,700,000 | \$3,700,000 | \$0 | (\$3,700,000) |
| | | 10011295 | PO Homeland Security Enhanceme | \$250,000 | \$250,000 | \$0 | \$250,000 | \$0 |
| | | 10011317 | PO Crane Painting & Upgrade Pr | \$0 | (\$838,072) | (\$838,072) | \$0 | \$838,072 |
| | | 10011326 | PO So Waterfrnt Open Space Enh | \$550,000 | (\$2,024,055) | (\$2,574,055) | \$0 | \$2,024,055 |
| | | 10011328 | PO Crane Cove Park | \$0 | \$550,000 | \$550,000 | \$550,000 | \$0 |
| | | 10011378 | PO AC34 Improvements | \$0 | (\$190,442) | (\$190,442) | \$0 | \$190,442 |
| | | 10011393 | PO Beltline Building Tenant Sp | \$0 | \$680,000 | \$680,000 | \$0 | (\$680,000) |
| | | 10011404 | PO Public Access & Singage Imp | \$0 | (\$600,000) | (\$600,000) | \$0 | \$600,000 |
| | | 10011405 | PO Mission Bay Passenger Ferry | \$5,470,000 | \$0 | (\$5,470,000) | \$0 | \$0 |
| | | 10011406 | PO Facility Imprv-Crowd Contrl | \$0 | (\$120,000) | (\$120,000) | \$0 | \$120,000 |
| | | 10011407 | PO Waterfront Development Proj | \$2,600,000 | \$8,000,000 | \$5,400,000 | \$10,100,000 | \$2,100,000 |
| | | 10027478 | PO Wharf J9 SWL & Deck Repa | \$0 | \$2,200,000 | \$2,200,000 | \$0 | (\$2,200,000) |
| | | 10030093 | PO Fire Protection Engineer | \$0 | \$232,992 | \$232,992 | \$242,311 | \$9,319 |
| | | 10030637 | PO Dry Docking Of China Basin | \$0 | \$203,000 | \$203,000 | \$0 | (\$203,000) |
| | | 10030991 | PO Ferry Building Plaza Improv | \$1,300,000 | (\$1,150,000) | (\$2,450,000) | \$0 | \$1,150,000 |
| | | 10030992 | PO Public Parking Lot Improvem | \$2,100,000 | \$0 | (\$2,100,000) | \$0 | \$0 |
| | | 10032260 | PO SF Shipyard Repair Project | \$0 | \$2,769,000 | \$2,769,000 | \$1,000,000 | (\$1,769,000) |
| | | 10032470 | Hyde St. Harbor Repairs | \$0 | \$1,335,000 | \$1,335,000 | \$0 | (\$1,335,000) |
| | | 10032906 | Enterprise Technology Projects | \$0 | \$1,740,000 | \$1,740,000 | \$1,100,000 | (\$640,000) |
| | | 10032987 | Amador St. Improvement project | \$0 | \$3,800,000 | \$3,800,000 | \$0 | (\$3,800,000) |
| | | 10032988 | Capital Proj Implement Team | \$0 | \$1,206,290 | \$1,206,290 | \$1,254,542 | \$48,252 |
| | | 10032989 | P90 Grain Silo demolition proj | \$0 | \$100,000 | \$100,000 | \$1,050,000 | \$950,000 |
| | | 10032990 | Capital proj contingency fund | \$0 | \$2,078,881 | \$2,078,881 | \$0 | (\$2,078,881) |
| | | 10033000 | Pier 19&23 Leasing improvement | \$0 | \$2,650,000 | \$2,650,000 | \$0 | (\$2,650,000) |
| | | 10033001 | P 26 Deluge | \$0 | \$952,116 | \$952,116 | \$0 | (\$952,116) |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|------------------------------|-------------------------------------|----------|----------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 23700 | PRT-OP Continuing Authority Ctrl | | System modificat'n | | | | | |
| | | 10033002 | P 29.5 Pump Station & Force Main | \$0 | \$800,000 | \$800,000 | \$0 | (\$800,000) |
| | | 10033003 | Pier 31 New Fire Standpipe Sys | \$0 | \$0 | \$0 | \$676,522 | \$676,522 |
| | | 10033006 | P50 Shed B Apron Part'l Repair | \$0 | \$0 | \$0 | \$341,250 | \$341,250 |
| | | 10033007 | P7.5 Sewer Re-routing to Street | \$0 | \$0 | \$0 | \$262,500 | \$262,500 |
| | | 10033008 | Concrete Pile Repair Crew | \$0 | \$2,206,563 | \$2,206,563 | \$2,294,825 | \$88,262 |
| | | 10033009 | Wood Pile Repair Crew | \$0 | \$1,418,985 | \$1,418,985 | \$1,475,744 | \$56,759 |
| | | 10033010 | Port wide Electr Safety Upgrd | \$0 | \$0 | \$0 | \$1,155,000 | \$1,155,000 |
| | | 10033012 | Roundhouse Enhancement Proj | \$0 | \$467,000 | \$467,000 | \$525,000 | \$58,000 |
| | | 10033013 | Pier 19.5 Roofing Project | \$0 | \$668,000 | \$668,000 | \$0 | (\$668,000) |
| | | 10033014 | Pier 70 Investment | \$0 | \$1,200,000 | \$1,200,000 | \$0 | (\$1,200,000) |
| | | 10033015 | Pier 80 Repair Project | \$0 | \$650,000 | \$650,000 | \$0 | (\$650,000) |
| | | 10033239 | Resiliency Planning & Improvem | \$0 | \$500,000 | \$500,000 | \$0 | (\$500,000) |
| 23700 Total | | | | \$26,594,000 | \$42,396,200 | \$15,802,200 | \$30,458,094 | (\$11,938,106) |
| 24120 | PRT-CP PROJ-State | 10029238 | PW Crane Cove Park Proj | \$0 | \$650,000 | \$650,000 | \$0 | (\$650,000) |
| 24120 Total | | | | \$0 | \$650,000 | \$650,000 | \$0 | (\$650,000) |
| Grants Projects Total | | | | \$26,594,000 | \$43,046,200 | \$16,452,200 | \$30,458,094 | (\$12,588,106) |
| Total Uses of Funds | | | | \$133,202,027 | \$174,354,417 | \$41,152,390 | \$147,698,264 | (\$26,656,153) |

Department: LIB Public Library

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| Bequest Fund | \$415,000 | \$115,000 | (\$300,000) | \$115,000 | \$0 |
| Gift and Other Expendable Trus | \$5,000 | \$5,000 | \$0 | \$5,000 | \$0 |
| Public Library Fund | \$137,430,825 | \$159,256,732 | \$21,825,907 | \$150,389,345 | (\$8,867,387) |
| Total Uses by Funds | \$137,850,825 | \$159,376,732 | \$21,525,907 | \$150,509,345 | (\$8,867,387) |

Division Summary

| | | | | | |
|-------------------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| LIB Public Library | \$137,850,825 | \$159,376,732 | \$21,525,907 | \$150,509,345 | (\$8,867,387) |
| Total Uses by Division | \$137,850,825 | \$159,376,732 | \$21,525,907 | \$150,509,345 | (\$8,867,387) |

Chart of Account Summary

| | | | | | |
|---------------------------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| Salaries | \$56,942,834 | \$58,559,649 | \$1,616,815 | \$58,805,541 | \$245,892 |
| Mandatory Fringe Benefits | \$30,495,837 | \$31,979,051 | \$1,483,214 | \$33,284,848 | \$1,305,797 |
| Non-Personnel Services | \$8,324,690 | \$8,745,939 | \$421,249 | \$8,826,105 | \$80,166 |
| Capital Outlay | \$12,960,459 | \$28,560,495 | \$15,600,036 | \$16,322,242 | (\$12,238,253) |
| Intrafund Transfers Out | \$11,452,249 | \$27,042,095 | \$15,589,846 | \$15,341,342 | (\$11,700,753) |
| Materials & Supplies | \$18,038,923 | \$19,567,394 | \$1,528,471 | \$21,095,975 | \$1,528,581 |
| Overhead and Allocations | \$465 | \$1,022 | \$557 | \$1,022 | \$0 |
| Services Of Other Depts | \$11,087,617 | \$11,963,182 | \$875,565 | \$12,173,612 | \$210,430 |
| Transfer Adjustment - Uses | (\$11,452,249) | (\$27,042,095) | (\$15,589,846) | (\$15,341,342) | \$11,700,753 |
| Total Uses by Chart of Account | \$137,850,825 | \$159,376,732 | \$21,525,907 | \$150,509,345 | (\$8,867,387) |

Sources of Funds Detail by Account

| | | | | | |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|
| 410110 Prop Tax Curr Yr-Secured | \$51,818,000 | \$53,858,000 | \$2,040,000 | \$56,123,000 | \$2,265,000 |
| 410120 Prop Tax Curr Yr-Unsecured | \$3,306,000 | \$3,359,000 | \$53,000 | \$3,393,000 | \$34,000 |
| 410230 Unsecured Instl 5-8 Yr Plan | \$17,000 | \$17,000 | \$0 | \$17,000 | \$0 |
| 410310 Supp Asst SB813-Cy Secured | \$473,000 | \$1,075,000 | \$602,000 | \$806,000 | (\$269,000) |
| 410410 Supp Asst SB813-Py Secured | \$1,051,000 | \$2,389,000 | \$1,338,000 | \$1,792,000 | (\$597,000) |
| 410920 Prop Tax Ab 1290 Rda Passthrgh | \$916,000 | \$1,198,000 | \$282,000 | \$1,198,000 | \$0 |
| 430150 Interest Earned - Pooled Cash | \$237,400 | \$237,400 | \$0 | \$237,400 | \$0 |
| 439899 Other City Property Rentals | \$126,115 | \$26,115 | (\$100,000) | \$26,115 | \$0 |
| 448111 Homeowners Prop Tax Relief | \$170,000 | \$170,000 | \$0 | \$170,000 | \$0 |
| 448999 Other State Grants & Subventns | \$50,000 | \$50,000 | \$0 | \$50,000 | \$0 |
| 462511 Books Paid | \$57,800 | \$57,800 | \$0 | \$57,800 | \$0 |
| 462521 Delinquent Library Fee Collect | \$0 | \$100,000 | \$100,000 | \$100,000 | \$0 |
| 462531 Fines | \$300,000 | \$300,000 | \$0 | \$300,000 | \$0 |
| 462542 Library Event-Meeting Room Fee | \$8,000 | \$8,000 | \$0 | \$8,000 | \$0 |
| 462597 LIB Services-History Center | \$0 | \$25,000 | \$25,000 | \$25,000 | \$0 |
| 462598 Library Copy And Print Fees | \$180,000 | \$180,000 | \$0 | \$180,000 | \$0 |
| 462599 Misc Library Service & Oth Rev | \$45,000 | \$20,000 | (\$25,000) | \$20,000 | \$0 |
| 478101 Gifts And Bequests | \$20,000 | \$20,000 | \$0 | \$20,000 | \$0 |
| 486320 Exp Rec Fr Environment (AAO) | \$66,169 | \$68,520 | \$2,351 | \$71,603 | \$3,083 |
| 493001 OTI Fr 1G-General Fund | \$120,000 | \$170,000 | \$50,000 | \$170,000 | \$0 |
| 495010 ITI Fr 2S/LIB-Public LibraryFd | \$11,452,249 | \$27,042,095 | \$15,589,846 | \$15,341,342 | (\$11,700,753) |
| 499999 Beg Fund Balance - Budget Only | \$909,341 | \$12,677,897 | \$11,768,556 | \$74,427 | (\$12,603,470) |
| 999989 ELIMSD TRANSFER ADJ-SOURCES | (\$11,452,249) | (\$27,042,095) | (\$15,589,846) | (\$15,341,342) | \$11,700,753 |
| General Fund Support | \$77,980,000 | \$83,370,000 | \$5,390,000 | \$85,670,000 | \$2,300,000 |

| | | | | | |
|------------------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| Total Sources by Fund | \$137,850,825 | \$159,376,732 | \$21,525,907 | \$150,509,345 | (\$8,867,387) |
|------------------------------|----------------------|----------------------|---------------------|----------------------|----------------------|

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|------------------------|---------------------------|------|----------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 13140 | SR Public Library Preserv | | Salaries | \$56,942,834 | \$58,559,649 | \$1,616,815 | \$58,805,541 | \$245,892 |
| | | | Mandatory Fringe Benefits | \$30,495,841 | \$31,979,051 | \$1,483,210 | \$33,284,848 | \$1,305,797 |
| | | | Non-Personnel Services | \$8,304,690 | \$8,725,939 | \$421,249 | \$8,806,105 | \$80,166 |
| | | | Capital Outlay | \$1,408,210 | \$1,368,400 | (\$39,810) | \$830,900 | (\$537,500) |
| | | | Intrafund Transfers Out | \$11,452,249 | \$27,042,095 | \$15,589,846 | \$15,341,342 | (\$11,700,753) |
| | | | Materials & Supplies | \$17,544,384 | \$19,373,416 | \$1,829,032 | \$20,901,997 | \$1,528,581 |
| | | | Services Of Other Depts | \$11,087,617 | \$11,963,182 | \$875,565 | \$12,173,612 | \$210,430 |
| | | | Transfer Adjustment - Uses | (\$11,452,249) | (\$27,042,095) | (\$15,589,846) | (\$15,341,342) | \$11,700,753 |
| 13140 Total | | | | \$125,783,576 | \$131,969,637 | \$6,186,061 | \$134,803,003 | \$2,833,366 |
| Operating Total | | | | \$125,783,576 | \$131,969,637 | \$6,186,061 | \$134,803,003 | \$2,833,366 |

Continuing Projects - Authority Control

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|------------------------------|-------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 13080 | SR Library Fund - Continuing | 17146 | LB Library-summer Reading Prog | \$20,000 | \$20,000 | \$0 | \$20,000 | \$0 |
| | | 19559 | LB Sfpl Capital Improvement Pr | \$11,252,249 | \$27,192,095 | \$15,939,846 | \$15,491,342 | (\$11,700,753) |
| | | 19560 | LB Sfpl Post Occupancy Enhance | \$300,000 | \$0 | (\$300,000) | \$0 | \$0 |
| 13080 Total | | | | \$11,572,249 | \$27,212,095 | \$15,639,846 | \$15,511,342 | (\$11,700,753) |
| 13150 | SR Library Special Revenue | 17144 | LB Library Special Collection- | \$25,000 | \$25,000 | \$0 | \$25,000 | \$0 |
| 13150 Total | | | | \$25,000 | \$25,000 | \$0 | \$25,000 | \$0 |
| Continuing Projects - Authority Control Total | | | | \$11,597,249 | \$27,237,095 | \$15,639,846 | \$15,536,342 | (\$11,700,753) |

Grants Projects

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------|-----------------------------|----------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 13120 | SR Library Grants; Cont Fed | 10029466 | LB-FY19 Project Read CLLS | \$0 | \$50,000 | \$50,000 | \$0 | (\$50,000) |
| | | 10029615 | LB-FY18 Project Read CLLS | \$50,000 | \$0 | (\$50,000) | \$0 | \$0 |
| | | 10032879 | LB-FY20 Project Read CLLS | \$0 | \$0 | \$0 | \$50,000 | \$50,000 |
| 13120 Total | | | | \$50,000 | \$50,000 | \$0 | \$50,000 | \$0 |
| 14820 | SR ETF-Gift | 10000589 | LB-F&F-Spl Coll-Architect/Deco | \$5,000 | \$5,000 | \$0 | \$5,000 | \$0 |
| 14820 Total | | | | \$5,000 | \$5,000 | \$0 | \$5,000 | \$0 |
| 17860 | Perm ETF-Bequests | 10000592 | LB-Lillian Dannenberg Bequest | \$15,000 | \$15,000 | \$0 | \$15,000 | \$0 |
| | | 10000595 | LB-Fuhrman | \$400,000 | \$100,000 | (\$300,000) | \$100,000 | \$0 |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|------------------------------|-------------------|------|---------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 17860 | Perm ETF-Bequests | | Bequest | | | | | |
| 17860 Total | | | | \$415,000 | \$115,000 | (\$300,000) | \$115,000 | \$0 |
| Grants Projects Total | | | | \$470,000 | \$170,000 | (\$300,000) | \$170,000 | \$0 |
| Total Uses of Funds | | | | \$137,850,825 | \$159,376,732 | \$21,525,907 | \$150,509,345 | (\$8,867,387) |

Department: PUC Public Utilities Commissn

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------------------|------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| CleanPowerSF | \$40,257,512 | \$157,032,754 | \$116,775,242 | \$212,909,309 | \$55,876,555 |
| Hetch Hetchy Water and Power | \$203,621,881 | \$228,769,554 | \$25,147,673 | \$229,565,912 | \$796,358 |
| San Francisco Wastewater Enter | \$307,296,889 | \$343,380,553 | \$36,083,664 | \$359,931,734 | \$16,551,181 |
| San Francisco Water Enterprise | \$501,665,106 | \$570,875,601 | \$69,210,495 | \$599,923,636 | \$29,048,035 |
| Total Uses by Funds | \$1,052,841,388 | \$1,300,058,462 | \$247,217,074 | \$1,402,330,591 | \$102,272,129 |

Division Summary

| | | | | | |
|--------------------------------|------------------------|------------------------|----------------------|------------------------|----------------------|
| HHP CleanPowerSF | \$40,257,512 | \$157,032,754 | \$116,775,242 | \$212,909,309 | \$55,876,555 |
| HHP Hetch Hetchy Water & Power | \$203,621,881 | \$228,769,554 | \$25,147,673 | \$229,565,912 | \$796,358 |
| PUB Public Utilities Bureaus | \$0 | \$259,600 | \$259,600 | \$259,600 | \$0 |
| WTR Water Enterprise | \$501,665,106 | \$570,616,001 | \$68,950,895 | \$599,664,036 | \$29,048,035 |
| WWE Wastewater Enterprise | \$307,296,889 | \$343,380,553 | \$36,083,664 | \$359,931,734 | \$16,551,181 |
| Total Uses by Division | \$1,052,841,388 | \$1,300,058,462 | \$247,217,074 | \$1,402,330,591 | \$102,272,129 |

Chart of Account Summary

| | | | | | |
|---------------------------------------|------------------------|------------------------|----------------------|------------------------|----------------------|
| Salaries | \$234,909,063 | \$249,489,854 | \$14,580,791 | \$253,236,921 | \$3,747,067 |
| Mandatory Fringe Benefits | \$99,102,068 | \$103,972,199 | \$4,870,131 | \$108,322,969 | \$4,350,770 |
| Non-Personnel Services | \$154,512,972 | \$271,379,285 | \$116,866,313 | \$322,722,588 | \$51,343,303 |
| City Grant Program | \$2,606,694 | \$2,855,121 | \$248,427 | \$3,006,480 | \$151,359 |
| Capital Outlay | \$13,029,934 | \$20,780,384 | \$7,750,450 | \$24,283,448 | \$3,503,064 |
| Debt Service | \$350,301,648 | \$364,429,747 | \$14,128,099 | \$394,503,882 | \$30,074,135 |
| Facilities Maintenance | \$36,531,000 | \$38,873,200 | \$2,342,200 | \$37,374,480 | (\$1,498,720) |
| Intrafund Transfers Out | \$153,860,616 | \$262,121,096 | \$108,260,480 | \$271,880,680 | \$9,759,584 |
| Materials & Supplies | \$28,883,782 | \$30,279,048 | \$1,395,266 | \$31,980,281 | \$1,701,233 |
| Operating Transfers Out | \$32,695,137 | \$33,673,137 | \$978,000 | \$34,680,137 | \$1,007,000 |
| Overhead and Allocations | (\$92,747,778) | (\$94,465,405) | (\$1,717,627) | (\$94,928,139) | (\$462,734) |
| Programmatic Projects | \$3,050,000 | \$0 | (\$3,050,000) | \$0 | \$0 |
| Services Of Other Depts | \$91,088,924 | \$94,263,923 | \$3,174,999 | \$95,915,015 | \$1,651,092 |
| Unappropriated Rev Retained | \$105,830,000 | \$201,037,752 | \$95,207,752 | \$203,304,397 | \$2,266,645 |
| Unappropriated Rev-Designated | \$25,954,044 | \$17,068,217 | (\$8,885,827) | \$22,513,132 | \$5,444,915 |
| Transfer Adjustment - Uses | (\$186,766,716) | (\$295,699,096) | (\$108,932,380) | (\$306,465,680) | (\$10,766,584) |
| Total Uses by Chart of Account | \$1,052,841,388 | \$1,300,058,462 | \$247,217,074 | \$1,402,330,591 | \$102,272,129 |

Sources of Funds Detail by Account

| | | | | | |
|---------------------------------------|---------------|---------------|---------------|---------------|--------------|
| 430130 Interest Earned - Loans-Leases | \$55,800 | \$0 | (\$55,800) | \$0 | \$0 |
| 430150 Interest Earned - Pooled Cash | \$4,556,674 | \$5,154,535 | \$597,861 | \$5,671,759 | \$517,224 |
| 439899 Other City Property Rentals | \$14,368,072 | \$13,605,858 | (\$762,214) | \$13,940,064 | \$334,206 |
| 463102 Sewer Service Chrg-Comm1-Resid | \$283,690,446 | \$310,984,700 | \$27,294,254 | \$332,703,500 | \$21,718,800 |
| 463104 Sewer Service Chrg-Spl Dstrct | \$7,897,144 | \$9,414,000 | \$1,516,856 | \$10,019,000 | \$605,000 |
| 468100 Treasure Island Utilities Rev | \$5,944,300 | \$6,302,800 | \$358,500 | \$6,691,400 | \$388,600 |
| 468111 Sale Of Water-SF Consumers | \$226,100,887 | \$264,374,018 | \$38,273,131 | \$285,324,480 | \$20,950,462 |
| 468121 Sale Of Water-Muni Paying | \$2,619,513 | \$0 | (\$2,619,513) | \$0 | \$0 |
| 468131 Sale Of Water-Sub Non Resale | \$9,943,884 | \$0 | (\$9,943,884) | \$0 | \$0 |
| 468181 Sale Of Water-Suburban Resale | \$230,427,402 | \$264,214,570 | \$33,787,168 | \$264,926,687 | \$712,117 |
| 468611 SaleOfElectrcly-CtyNon-Wrkordr | \$20,751,041 | \$19,355,864 | (\$1,395,177) | \$20,397,822 | \$1,041,958 |
| 468612 Sale Of Electricity-Non-City | \$21,718,559 | \$22,070,650 | \$352,091 | \$21,629,951 | (\$440,699) |

| | | | | | | |
|--------|--------------------------------|--------------|---------------|---------------|---------------|---------------|
| 468614 | Sale Of Electricity-Retail | \$1,725,997 | \$11,733,938 | \$10,007,941 | \$14,333,876 | \$2,599,938 |
| 468615 | Electricity Sale-CCA | \$40,257,512 | \$156,609,754 | \$116,352,242 | \$212,070,541 | \$55,460,787 |
| 468711 | Sale Of Water | \$2,254,580 | \$2,724,600 | \$470,020 | \$2,942,700 | \$218,100 |
| 478001 | Water Service InstallationChrg | \$5,202,400 | \$5,110,800 | (\$91,600) | \$5,259,500 | \$148,700 |
| 478990 | Enterprise Fed BondIntSubsidy | \$28,639,486 | \$27,987,415 | (\$652,071) | \$27,785,809 | (\$201,606) |
| 479999 | Other Non-Operating Revenue | \$7,774,200 | \$7,606,400 | (\$167,800) | \$7,789,500 | \$183,100 |
| 486010 | Exp Rec Fr Asian Arts Musm AAO | \$575,583 | \$478,383 | (\$97,200) | \$513,867 | \$35,484 |
| 486020 | Exp Rec Fr Airport (AAO) | \$49,261,778 | \$48,703,811 | (\$557,967) | \$51,216,021 | \$2,512,210 |
| 486030 | Exp Rec Fr Admin Svcs (AAO) | \$5,978,657 | \$5,747,976 | (\$230,681) | \$5,945,482 | \$197,506 |
| 486040 | Exp Rec Fr Animal Cre&Ctrl AAO | \$111,193 | \$104,057 | (\$7,136) | \$109,920 | \$5,863 |
| 486050 | Exp Rec Fr Adult Probation AAO | \$0 | \$1,100 | \$1,100 | \$1,300 | \$200 |
| 486060 | Exp Rec Fr Art Commission AAO | \$154 | \$300 | \$146 | \$500 | \$200 |
| 486100 | Exp Rec Fr Bus & Enc Dev (AAO) | \$0 | \$2,284,255 | \$2,284,255 | \$2,284,255 | \$0 |
| 486110 | Exp Rec Fr Bldg Inspection AAO | \$50,000 | \$50,000 | \$0 | \$50,000 | \$0 |
| 486170 | Exp Rec Fr Chld Supprt SvcsAAO | \$50,416 | \$60,454 | \$10,038 | \$64,314 | \$3,860 |
| 486180 | Exp Rec Fr ConvFaciltsMgmt AAO | \$3,928,894 | \$6,007,852 | \$2,078,958 | \$6,161,685 | \$153,833 |
| 486185 | Exp Rec Fr CleanpowerSF AAO | \$200,000 | \$1,144,425 | \$944,425 | \$1,144,425 | \$0 |
| 486230 | Exp Rec Fr City Planning (AAO) | \$70,000 | \$10,000 | (\$60,000) | \$10,000 | \$0 |
| 486250 | Exp Rec Fr City Attorney (AAO) | \$20,771 | \$19,016 | (\$1,755) | \$20,305 | \$1,289 |
| 486270 | Exp Rec Fr Distrc Attorney AAO | \$18,158 | \$18,489 | \$331 | \$19,924 | \$1,435 |
| 486290 | Exp Rec Fr Emergency Comm Dept | \$274,472 | \$259,870 | (\$14,602) | \$274,852 | \$14,982 |
| 486330 | Exp Rec Fr Fine Arts Musm AAO | \$1,445,244 | \$1,352,060 | (\$93,184) | \$1,455,532 | \$103,472 |
| 486340 | Exp Rec Fr Fire Dept (AAO) | \$1,234,764 | \$1,259,614 | \$24,850 | \$1,304,321 | \$44,707 |
| 486350 | Exp Rec Fr Gen City Resp AAO | \$1,116,703 | \$1,987,703 | \$871,000 | \$2,122,427 | \$134,724 |
| 486370 | Exp Rec Fr Comm Health Svc AAO | \$137,644 | \$136,547 | (\$1,097) | \$144,553 | \$8,006 |
| 486380 | Exp Rec Fr Sf Gen Hospital AAO | \$6,569,947 | \$8,354,547 | \$1,784,600 | \$8,993,422 | \$638,875 |
| 486390 | Exp Rec Fr Laguna Honda AAO | \$2,001,472 | \$2,469,647 | \$468,175 | \$2,658,101 | \$188,454 |
| 486400 | Exp Rec Fr CommMental Hlth AAO | \$342,196 | \$321,000 | (\$21,196) | \$341,604 | \$20,604 |
| 486420 | Exp Rec Fr Juvenile Court AAO | \$653,178 | \$637,394 | (\$15,784) | \$667,789 | \$30,395 |
| 486430 | Exp Rec Fr Public Library AAO | \$1,717,340 | \$2,172,325 | \$454,985 | \$2,252,768 | \$80,443 |
| 486500 | Exp Rec Fr Police Comssn AAO | \$645,575 | \$663,071 | \$17,496 | \$702,899 | \$39,828 |
| 486510 | Exp Rec Fr Public Defender AAO | \$1,192 | \$1,319 | \$127 | \$1,407 | \$88 |
| 486520 | Exp Rec Fr Parking&Traffic AAO | \$7,073 | \$7,499 | \$426 | \$8,071 | \$572 |
| 486530 | Exp Rec Fr Port Commission AAO | \$2,292,310 | \$2,532,481 | \$240,171 | \$2,588,462 | \$55,981 |
| 486540 | Exp Rec Fr Purchaser (AAO) | \$221,412 | \$207,699 | (\$13,713) | \$230,985 | \$23,286 |
| 486550 | Exp Rec Fr Public TransprtnAAO | \$9,641,843 | \$9,271,979 | (\$369,864) | \$10,167,377 | \$895,398 |
| 486560 | Exp Rec Fr Public Works (AAO) | \$923,676 | \$1,126,587 | \$202,911 | \$1,175,930 | \$49,343 |
| 486600 | Exp Rec Fr Real Estate (AAO) | \$1,033,039 | \$1,295,000 | \$261,961 | \$1,389,201 | \$94,201 |
| 486610 | Exp Rec Fr Regstar Of Votr AAO | \$3,439 | \$3,259 | (\$180) | \$3,479 | \$220 |
| 486630 | Exp Rec Fr Rec & Park (AAO) | \$8,292,746 | \$10,156,022 | \$1,863,276 | \$10,899,811 | \$743,789 |
| 486650 | Exp Rec Fr AcadmyOfScience AAO | \$1,533,873 | \$1,541,972 | \$8,099 | \$1,651,828 | \$109,856 |
| 486670 | Exp Rec Fr Sheriff (AAO) | \$1,161,902 | \$1,154,849 | (\$7,053) | \$1,240,439 | \$85,590 |
| 486690 | Exp Rec Fr Human Services AAO | \$1,184,664 | \$1,252,832 | \$68,168 | \$1,323,656 | \$70,824 |
| 486710 | Exp Rec From Isd (AAO) | \$184,179 | \$137,467 | (\$46,712) | \$146,935 | \$9,468 |
| 486740 | Exp Rec Fr PUC (AAO) | \$90,811 | \$103,437 | \$12,626 | \$104,424 | \$987 |
| 486750 | Exp Rec Fr Hetch Hetchy (AAO) | \$48,179 | \$255,764 | \$207,585 | \$265,765 | \$10,001 |
| 486760 | Exp Rec Fr Water Dept (AAO) | \$10,028,566 | \$10,223,912 | \$195,346 | \$10,497,175 | \$273,263 |
| 486780 | Exp Rec Fr War Memorial (AAO) | \$1,097,834 | \$1,000,709 | (\$97,125) | \$1,071,659 | \$70,950 |
| 486800 | Exp Rec Fr Cleanwater (AAO) | \$11,861,294 | \$12,377,712 | \$516,418 | \$12,721,242 | \$343,530 |
| 486900 | Exp Rec-General Unallocated | \$6,108,000 | \$7,145,320 | \$1,037,320 | \$7,045,352 | (\$99,968) |
| 493001 | OTI Fr 1G-General Fund | \$100,000 | \$1,200,000 | \$1,100,000 | \$1,200,000 | \$0 |
| 493037 | OTI Fr 5W-Water Department Fd | \$32,600,000 | \$33,578,000 | \$978,000 | \$34,585,000 | \$1,007,000 |
| 495022 | ITI Fr 5C-Cleanwater ProgramFd | \$50,230,000 | \$111,351,680 | \$61,121,680 | \$117,299,408 | \$5,947,728 |
| 495029 | ITI Fr 5T-Hetch Hetchy W&P Fds | \$45,475,000 | \$54,402,952 | \$8,927,952 | \$50,511,117 | (\$3,891,835) |

| | | | | | | |
|------------------------------|--------------------------------|------------------------|------------------------|----------------------|------------------------|----------------------|
| 495030 | ITI Fr 5W-Water Department Fd | \$48,469,596 | \$75,403,213 | \$26,933,617 | \$78,237,982 | \$2,834,769 |
| 495045 | ITI Fr 5Q-Cleanpowersf Funds | \$9,686,020 | \$20,963,251 | \$11,277,231 | \$25,832,173 | \$4,868,922 |
| 499999 | Beg Fund Balance - Budget Only | \$6,999,420 | \$27,568,845 | \$20,569,425 | \$18,650,538 | (\$8,918,307) |
| 999989 | ELIMSD TRANSFER ADJ-SOURCES | (\$186,766,716) | (\$295,699,096) | (\$108,932,380) | (\$306,465,680) | (\$10,766,584) |
| General Fund Support | | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources by Fund | | \$1,052,841,388 | \$1,300,058,462 | \$247,217,074 | \$1,402,330,591 | \$102,272,129 |

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------|--------------------------------|------|-------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 20160 | WWE Op Annual Account Ctrl | | Salaries | \$48,206,730 | \$50,128,480 | \$1,921,750 | \$50,583,400 | \$454,920 |
| | | | Mandatory Fringe Benefits | \$21,949,141 | \$22,807,262 | \$858,121 | \$23,732,995 | \$925,733 |
| | | | Non-Personnel Services | \$17,022,897 | \$18,164,120 | \$1,141,223 | \$18,459,108 | \$294,988 |
| | | | City Grant Program | \$250,000 | \$250,000 | \$0 | \$250,000 | \$0 |
| | | | Capital Outlay | \$930,144 | \$1,887,796 | \$957,652 | \$1,832,925 | (\$54,871) |
| | | | Debt Service | \$78,614,590 | \$65,570,376 | (\$13,044,214) | \$73,094,209 | \$7,523,833 |
| | | | Intrafund Transfers Out | \$50,230,000 | \$111,351,680 | \$61,121,680 | \$117,299,408 | \$5,947,728 |
| | | | Materials & Supplies | \$10,384,063 | \$10,784,935 | \$400,872 | \$11,165,340 | \$380,405 |
| | | | Operating Transfers Out | \$31,713 | \$31,713 | \$0 | \$31,713 | \$0 |
| | | | Overhead and Allocations | \$26,281,399 | \$26,121,550 | (\$159,849) | \$26,746,749 | \$625,199 |
| | | | Services Of Other Depts | \$34,370,163 | \$34,083,321 | (\$286,842) | \$34,612,535 | \$529,214 |
| | | | Unappropriated Rev-Designated | \$16,929,049 | \$0 | (\$16,929,049) | \$0 | \$0 |
| | | | Transfer Adjustment - Uses | (\$50,230,000) | (\$111,351,680) | (\$61,121,680) | (\$117,299,408) | (\$5,947,728) |
| 20160 Total | | | | \$254,969,889 | \$229,829,553 | (\$25,140,336) | \$240,508,974 | \$10,679,421 |
| 24750 | HH CleanPowerSF Op Annual Acco | | Salaries | \$1,651,379 | \$4,515,664 | \$2,864,285 | \$5,606,023 | \$1,090,359 |
| | | | Mandatory Fringe Benefits | \$544,272 | \$972,763 | \$428,491 | \$1,364,314 | \$391,551 |
| | | | Non-Personnel Services | \$2,778,316 | \$10,666,454 | \$7,888,138 | \$13,452,188 | \$2,785,734 |
| | | | Debt Service | \$2,042,728 | \$0 | (\$2,042,728) | \$0 | \$0 |
| | | | Materials & Supplies | \$12,426 | \$113,468 | \$101,042 | \$226,937 | \$113,469 |
| | | | Overhead and Allocations | \$1,474,826 | \$2,067,745 | \$592,919 | \$2,103,985 | \$36,240 |
| | | | Services Of Other Depts | \$1,182,073 | \$2,627,157 | \$1,445,084 | \$3,078,726 | \$451,569 |
| 24750 Total | | | | \$9,686,020 | \$20,963,251 | \$11,277,231 | \$25,832,173 | \$4,868,922 |
| 24970 | HHWP Op Annual Account Ctrl | | Salaries | \$29,842,040 | \$31,759,320 | \$1,917,280 | \$32,670,426 | \$911,106 |
| | | | Mandatory Fringe Benefits | \$13,437,975 | \$14,164,714 | \$726,739 | \$14,799,136 | \$634,422 |
| | | | Non-Personnel Services | \$81,844,108 | \$92,500,648 | \$10,656,540 | \$94,633,739 | \$2,133,091 |
| | | | Capital Outlay | \$381,032 | \$1,016,941 | \$635,909 | \$1,335,619 | \$318,678 |
| | | | Debt Service | \$6,078,636 | \$6,031,269 | (\$47,367) | \$5,990,367 | (\$40,902) |
| | | | Intrafund Transfers Out | \$45,475,000 | \$54,402,952 | \$8,927,952 | \$50,511,117 | (\$3,891,835) |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|-----------------------------|------|-------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 24970 | HHWP Op Annual Account Ctrl | | Materials & Supplies | \$2,707,781 | \$2,841,198 | \$133,417 | \$3,151,815 | \$310,617 |
| | | | Operating Transfers Out | \$31,712 | \$31,712 | \$0 | \$31,712 | \$0 |
| | | | Overhead and Allocations | \$13,472,731 | \$15,793,276 | \$2,320,545 | \$16,167,768 | \$374,492 |
| | | | Services Of Other Depts | \$7,419,678 | \$7,882,524 | \$462,846 | \$7,953,213 | \$70,689 |
| | | | Unappropriated Rev-Designated | \$616,188 | \$0 | (\$616,188) | \$0 | \$0 |
| | | | Transfer Adjustment - Uses | (\$45,475,000) | (\$54,402,952) | (\$8,927,952) | (\$50,511,117) | \$3,891,835 |
| 24970 Total | | | | \$155,831,881 | \$172,021,602 | \$16,189,721 | \$176,733,795 | \$4,712,193 |
| 25940 | WTR Op Annual Account Ctrl | | Salaries | \$63,988,750 | \$67,904,942 | \$3,916,192 | \$68,323,032 | \$418,090 |
| | | | Mandatory Fringe Benefits | \$29,538,809 | \$31,132,503 | \$1,593,694 | \$32,398,729 | \$1,266,226 |
| | | | Non-Personnel Services | \$14,143,946 | \$15,203,474 | \$1,059,528 | \$15,547,563 | \$344,089 |
| | | | City Grant Program | \$2,356,694 | \$2,605,121 | \$248,427 | \$2,756,480 | \$151,359 |
| | | | Capital Outlay | \$3,041,347 | \$4,999,637 | \$1,958,290 | \$4,182,334 | (\$817,303) |
| | | | Debt Service | \$263,565,694 | \$292,828,102 | \$29,262,408 | \$315,419,306 | \$22,591,204 |
| | | | Intrafund Transfers Out | \$48,469,596 | \$75,403,213 | \$26,933,617 | \$78,237,982 | \$2,834,769 |
| | | | Materials & Supplies | \$13,598,742 | \$14,033,090 | \$434,348 | \$15,091,344 | \$1,058,254 |
| | | | Operating Transfers Out | \$32,631,712 | \$33,609,712 | \$978,000 | \$34,616,712 | \$1,007,000 |
| | | | Overhead and Allocations | \$36,484,867 | \$38,052,479 | \$1,567,612 | \$39,029,253 | \$976,774 |
| | | | Services Of Other Depts | \$21,046,862 | \$22,620,728 | \$1,573,866 | \$22,845,301 | \$224,573 |
| | | | Unappropriated Rev-Designated | \$1,602,087 | \$0 | (\$1,602,087) | \$0 | \$0 |
| | | | Transfer Adjustment - Uses | (\$81,069,596) | (\$108,981,213) | (\$27,911,617) | (\$112,822,982) | (\$3,841,769) |
| 25940 Total | | | | \$449,399,510 | \$489,411,788 | \$40,012,278 | \$515,625,054 | \$26,213,266 |
| 27180 | PUC Operating Fund | | Salaries | \$41,494,073 | \$44,574,319 | \$3,080,246 | \$45,064,671 | \$490,352 |
| | | | Mandatory Fringe Benefits | \$20,635,025 | \$21,814,879 | \$1,179,854 | \$22,843,727 | \$1,028,848 |
| | | | Non-Personnel Services | \$13,709,012 | \$15,750,446 | \$2,041,434 | \$16,058,364 | \$307,918 |
| | | | Capital Outlay | \$1,705,815 | \$1,361,010 | (\$344,805) | \$1,398,570 | \$37,560 |
| | | | Materials & Supplies | \$2,180,770 | \$2,506,357 | \$325,587 | \$2,344,845 | (\$161,512) |
| | | | Overhead and Allocations | (\$107,418,537) | (\$112,813,248) | (\$5,394,711) | (\$114,802,457) | (\$1,989,209) |
| | | | Services Of Other Depts | \$27,070,148 | \$26,972,980 | (\$97,168) | \$27,344,258 | \$371,278 |
| | | | Unappropriated Rev-Designated | \$929,794 | \$92,857 | (\$836,937) | \$7,622 | (\$85,235) |
| | | | Transfer Adjustment - Uses | (\$306,100) | \$0 | \$306,100 | \$0 | \$0 |
| 27180 Total | | | | \$0 | \$259,600 | \$259,600 | \$259,600 | \$0 |
| Operating Total | | | | \$869,887,300 | \$912,485,794 | \$42,598,494 | \$958,959,596 | \$46,473,802 |
| Annual Projects - Authority Control | | | | | | | | |
| Fund | Fund Title | Code | Title | 2017-2018 | 2018-2019 | 2018-2019 | 2019-2020 | 2019-2020 |

| Code | | | | Original Budget | Proposed Budget | Chg From 2017-2018 | Proposed Budget | Chg From 2018-2019 |
|--|----------------------------|-------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 20170 | WWE Annual Authority Ctrl | 17726 | GE Youth Employment & Environm | \$697,000 | \$697,000 | \$0 | \$697,000 | \$0 |
| | | 19459 | UW Treasure Island - Maintena | \$1,331,000 | \$1,350,000 | \$19,000 | \$1,390,000 | \$40,000 |
| | | 19460 | UW 525 Golden Gate - O & M | \$1,149,000 | \$1,634,000 | \$485,000 | \$1,251,760 | (\$382,240) |
| | | 19461 | UW 525 Golden Gate - Lease Pay | \$2,424,000 | \$2,424,000 | \$0 | \$2,424,000 | \$0 |
| | | 19466 | WW Low Impact Development | \$681,000 | \$681,000 | \$0 | \$681,000 | \$0 |
| | | 19467 | WW Community Benefits - Wastew | \$1,045,000 | \$0 | (\$1,045,000) | \$0 | \$0 |
| 20170 Total | | | | \$7,327,000 | \$6,786,000 | (\$541,000) | \$6,443,760 | (\$342,240) |
| 24980 | HHWP Annual Authority Ctrl | 15812 | Hetchy Water - Facilities Main | \$2,541,000 | \$2,541,000 | \$0 | \$2,617,000 | \$76,000 |
| | | 17661 | Wecc-Nerc Compliance | \$3,700,000 | \$3,700,000 | \$0 | \$3,700,000 | \$0 |
| | | 17662 | Wecc-Nerc Transmission Line Cl | \$200,000 | \$200,000 | \$0 | \$200,000 | \$0 |
| | | 17663 | Community Benefits - Hetchy Po | \$555,000 | \$0 | (\$555,000) | \$0 | \$0 |
| | | 17664 | Community Benefits - Hetchy Wa | \$400,000 | \$0 | (\$400,000) | \$0 | \$0 |
| | | 17726 | GE Youth Employment & Environm | \$150,000 | \$150,000 | \$0 | \$150,000 | \$0 |
| | | 19459 | UW Treasure Island - Maintena | \$3,304,000 | \$3,469,000 | \$165,000 | \$3,643,000 | \$174,000 |
| | | 19460 | UW 525 Golden Gate - O & M | \$692,000 | \$971,200 | \$279,200 | \$752,720 | (\$218,480) |
| | | 19461 | UW 525 Golden Gate - Lease Pay | \$1,248,000 | \$1,248,000 | \$0 | \$1,248,000 | \$0 |
| 24980 Total | | | | \$12,790,000 | \$12,279,200 | (\$510,800) | \$12,310,720 | \$31,520 |
| 25950 | WTR Annual Authority Ctrl | 17726 | GE Youth Employment & Environm | \$1,290,000 | \$1,290,000 | \$0 | \$1,290,000 | \$0 |
| | | 19158 | UW Awss Maintenance - Cdd | \$1,500,000 | \$500,000 | (\$1,000,000) | \$500,000 | \$0 |
| | | 19159 | UW Water Enterprise-watershed | \$710,000 | \$1,196,000 | \$486,000 | \$1,196,000 | \$0 |
| | | 19458 | UW Water Resources Planning An | \$0 | \$300,000 | \$300,000 | \$300,000 | \$0 |
| | | 19459 | UW Treasure Island - Maintena | \$1,236,000 | \$1,273,000 | \$37,000 | \$1,311,000 | \$38,000 |
| | | 19460 | UW 525 Golden Gate - O & M | \$3,719,000 | \$5,354,213 | \$1,635,213 | \$4,130,982 | (\$1,223,231) |
| | | 19461 | UW 525 Golden Gate - Lease Pay | \$9,169,000 | \$9,168,000 | (\$1,000) | \$9,169,000 | \$1,000 |
| | | 19464 | UW Community Benefits - Water | \$1,050,000 | \$0 | (\$1,050,000) | \$0 | \$0 |
| 25950 Total | | | | \$18,674,000 | \$19,081,213 | \$407,213 | \$17,896,982 | (\$1,184,231) |
| Annual Projects - Authority Control Total | | | | \$38,791,000 | \$38,146,413 | (\$644,587) | \$36,651,462 | (\$1,494,951) |
| Continuing Projects - Authority Control | | | | | | | | |
| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
| 20550 | WWE CPF Repair & | 19135 | WW Cwp_revenue | \$45,000,000 | \$106,765,000 | \$61,765,000 | \$112,979,000 | \$6,214,000 |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|--------------------------------|----------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| Replace Transfer-sub Fu | | | | | | | | |
| 20550 | Total | | | \$45,000,000 | \$106,765,000 | \$61,765,000 | \$112,979,000 | \$6,214,000 |
| 24870 | HH CleanPowerSF Cust Trust Fd | 10000 | Operating | \$30,571,492 | \$136,069,503 | \$105,498,011 | \$187,077,136 | \$51,007,633 |
| 24870 | Total | | | \$30,571,492 | \$136,069,503 | \$105,498,011 | \$187,077,136 | \$51,007,633 |
| 24990 | HHWP ContinuingAuthorityCtrl | 15405 | UH Hhp_revenue Transfer-sub Fu | \$33,000,000 | \$42,468,752 | \$9,468,752 | \$38,521,397 | (\$3,947,355) |
| 24990 | Total | | | \$33,000,000 | \$42,468,752 | \$9,468,752 | \$38,521,397 | (\$3,947,355) |
| 25430 | HHP CPF Transbay Cable | 15375 | UH Sf Electrical Reliability-t | \$2,000,000 | \$2,000,000 | \$0 | \$2,000,000 | \$0 |
| 25430 | Total | | | \$2,000,000 | \$2,000,000 | \$0 | \$2,000,000 | \$0 |
| 25960 | WTR ContinuingAuthorityCtrl | 19047 | UW Watershed Protection | \$500,000 | \$600,000 | \$100,000 | \$500,000 | (\$100,000) |
| | | 19052 | UW Landscape Conservation Prog | \$1,500,000 | \$2,000,000 | \$500,000 | \$2,000,000 | \$0 |
| | | 19055 | UW Long Term Monitoring & Perm | \$3,124,596 | \$6,585,000 | \$3,460,404 | \$11,201,000 | \$4,616,000 |
| | | 19133 | UW Wtr_revenue Transfer-sub Fu | \$0 | \$11,804,000 | \$11,804,000 | \$11,804,000 | \$0 |
| | | 19463 | UW Retrofit Grant Program | \$637,000 | \$1,134,000 | \$497,000 | \$637,000 | (\$497,000) |
| 25960 | Total | | | \$5,761,596 | \$22,123,000 | \$16,361,404 | \$26,142,000 | \$4,019,000 |
| 26600 | WTR CPF Wholesale Customer | 19133 | UW Wtr_revenue Transfer-sub Fu | \$18,089,500 | \$26,000,000 | \$7,910,500 | \$26,000,000 | \$0 |
| 26600 | Total | | | \$18,089,500 | \$26,000,000 | \$7,910,500 | \$26,000,000 | \$0 |
| Continuing Projects - Authority Control Total | | | | \$134,422,588 | \$335,426,255 | \$201,003,667 | \$392,719,533 | \$57,293,278 |
| Continuing Projects - Project Control | | | | | | | | |
| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
| 26570 | WTR CPF Other Fund | 10015493 | UW Wtr:Revenue Transfer-Sub Fu | \$9,740,500 | \$14,000,000 | \$4,259,500 | \$14,000,000 | \$0 |
| 26570 | Total | | | \$9,740,500 | \$14,000,000 | \$4,259,500 | \$14,000,000 | \$0 |
| Continuing Projects - Project Control Total | | | | \$9,740,500 | \$14,000,000 | \$4,259,500 | \$14,000,000 | \$0 |
| Work Orders/Overhead | | | | | | | | |
| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
| 20205 | San Francisco Wastewater Enter | 229309 | VWE Wastewater Enterprise | \$2,700,000 | \$2,700,000 | \$0 | \$2,700,000 | \$0 |
| | | | Transfer Adjustment - Uses | (\$2,700,000) | (\$2,700,000) | \$0 | (\$2,700,000) | \$0 |
| 20205 | Total | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| 25025 | Hetch Hetchy Water and Power | 231637 | HHP Hetch Hetchy Water & Power | \$1,300,000 | \$1,300,000 | \$0 | \$1,300,000 | \$0 |
| | | | Transfer Adjustment - Uses | (\$1,300,000) | (\$1,300,000) | \$0 | (\$1,300,000) | \$0 |
| 25025 | Total | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| 25026 | Hetch Hetchy Water and Power | 231637 | HHP Hetch Hetchy Water & Power | \$1,100,000 | \$1,100,000 | \$0 | \$1,100,000 | \$0 |
| | | | Transfer Adjustment - Uses | (\$1,100,000) | (\$1,100,000) | \$0 | (\$1,100,000) | \$0 |
| 25026 | Total | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| 25985 | San Francisco Water Enterprise | 232429 | WTR Water Enterprise | \$5,700,000 | \$5,700,000 | \$0 | \$5,700,000 | \$0 |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|-----------------------------------|--------------------------------|--------|------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 25985 | San Francisco Water Enterprise | | Transfer Adjustment - Uses | (\$5,700,000) | (\$5,700,000) | \$0 | (\$5,700,000) | \$0 |
| 25985 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| 27190 | San Francisco Water Enterprise | 232176 | PUB Public Utilities Bureaus | \$63,043,064 | \$63,687,207 | \$644,143 | \$64,173,437 | \$486,230 |
| | | | Transfer Adjustment - Uses | (\$63,043,064) | (\$63,687,207) | (\$644,143) | (\$64,173,437) | (\$486,230) |
| 27190 Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| Work Orders/Overhead Total | | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Uses of Funds | | | | \$1,052,841,388 | \$1,300,058,462 | \$247,217,074 | \$1,402,330,591 | \$102,272,129 |

Department: RNT Rent Arbitration Board

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| Community / Neighborhood Devel | \$8,074,900 | \$8,545,317 | \$470,417 | \$8,608,765 | \$63,448 |
| Total Uses by Funds | \$8,074,900 | \$8,545,317 | \$470,417 | \$8,608,765 | \$63,448 |

Division Summary

| | | | | | |
|-------------------------------|--------------------|--------------------|------------------|--------------------|-----------------|
| RNT Rent Arbitration Board | \$8,074,900 | \$8,545,317 | \$470,417 | \$8,608,765 | \$63,448 |
| Total Uses by Division | \$8,074,900 | \$8,545,317 | \$470,417 | \$8,608,765 | \$63,448 |

Chart of Account Summary

| | | | | | |
|---------------------------------------|--------------------|--------------------|------------------|--------------------|-----------------|
| Salaries | \$4,831,825 | \$5,042,980 | \$211,155 | \$5,086,237 | \$43,257 |
| Mandatory Fringe Benefits | \$2,016,563 | \$2,113,580 | \$97,017 | \$2,193,367 | \$79,787 |
| Non-Personnel Services | \$189,558 | \$301,558 | \$112,000 | \$249,558 | (\$52,000) |
| City Grant Program | \$120,000 | \$120,000 | \$0 | \$120,000 | \$0 |
| Materials & Supplies | \$37,749 | \$57,749 | \$20,000 | \$37,749 | (\$20,000) |
| Services Of Other Depts | \$879,205 | \$909,450 | \$30,245 | \$921,854 | \$12,404 |
| Total Uses by Chart of Account | \$8,074,900 | \$8,545,317 | \$470,417 | \$8,608,765 | \$63,448 |

Sources of Funds Detail by Account

| | | | | | |
|---------------------------------------|--------------------|--------------------|------------------|--------------------|-----------------|
| 460171 Rent Arbitration Fees | \$8,070,900 | \$7,791,317 | (\$279,583) | \$8,604,765 | \$813,448 |
| 460199 Other General Government Chrg | \$4,000 | \$4,000 | \$0 | \$4,000 | \$0 |
| 499999 Beg Fund Balance - Budget Only | \$0 | \$750,000 | \$750,000 | \$0 | (\$750,000) |
| General Fund Support | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources by Fund | \$8,074,900 | \$8,545,317 | \$470,417 | \$8,608,765 | \$63,448 |

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|-----------|---------------------------|------|---------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| 10850 | SR Rent Arbitration Board | | Salaries | \$4,831,825 | \$5,042,980 | \$211,155 | \$5,086,237 | \$43,257 |
| | | | Mandatory Fringe Benefits | \$2,016,563 | \$2,113,580 | \$97,017 | \$2,193,367 | \$79,787 |
| | | | Non-Personnel Services | \$189,558 | \$301,558 | \$112,000 | \$249,558 | (\$52,000) |
| | | | City Grant Program | \$120,000 | \$120,000 | \$0 | \$120,000 | \$0 |
| | | | Materials & Supplies | \$37,749 | \$57,749 | \$20,000 | \$37,749 | (\$20,000) |
| | | | Services Of Other Depts | \$879,205 | \$909,450 | \$30,245 | \$921,854 | \$12,404 |
| | 10850 Total | | | \$8,074,900 | \$8,545,317 | \$470,417 | \$8,608,765 | \$63,448 |
| | Operating Total | | | \$8,074,900 | \$8,545,317 | \$470,417 | \$8,608,765 | \$63,448 |

| | | | | | |
|----------------------------|--------------------|--------------------|------------------|--------------------|-----------------|
| Total Uses of Funds | \$8,074,900 | \$8,545,317 | \$470,417 | \$8,608,765 | \$63,448 |
|----------------------------|--------------------|--------------------|------------------|--------------------|-----------------|

Department: RET Retirement System

Fund Summary

| Fund Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| General Fund | \$1,215,277 | \$1,631,638 | \$416,361 | \$1,265,497 | (\$366,141) |
| Other Post-employment Benefit | \$67,157,000 | \$80,865,138 | \$13,708,138 | \$92,653,886 | \$11,788,748 |
| Pension Trust Fund: Employees' | \$29,250,550 | \$29,644,533 | \$393,983 | \$30,247,090 | \$602,557 |
| Total Uses by Funds | \$97,622,827 | \$112,141,309 | \$14,518,482 | \$124,166,473 | \$12,025,164 |

Division Summary

| | | | | | |
|-------------------------------|---------------------|----------------------|---------------------|----------------------|---------------------|
| RET Administration | \$69,819,856 | \$7,676,756 | (\$62,143,100) | \$7,674,731 | (\$2,025) |
| RET Health Care Trust | \$0 | \$80,865,138 | \$80,865,138 | \$92,653,886 | \$11,788,748 |
| RET Investment | \$7,623,696 | \$8,087,017 | \$463,321 | \$8,339,376 | \$252,359 |
| RET Retirement Services | \$18,963,998 | \$13,880,760 | (\$5,083,238) | \$14,232,983 | \$352,223 |
| RET SF Deferred Comp Program | \$1,215,277 | \$1,631,638 | \$416,361 | \$1,265,497 | (\$366,141) |
| Total Uses by Division | \$97,622,827 | \$112,141,309 | \$14,518,482 | \$124,166,473 | \$12,025,164 |

Chart of Account Summary

| | | | | | |
|---------------------------------------|---------------------|----------------------|---------------------|----------------------|---------------------|
| Salaries | \$14,714,668 | \$15,467,909 | \$753,241 | \$15,708,070 | \$240,161 |
| Mandatory Fringe Benefits | \$5,592,038 | \$6,011,545 | \$419,507 | \$6,185,310 | \$173,765 |
| Non-Personnel Services | \$4,274,563 | \$4,639,455 | \$364,892 | \$4,597,370 | (\$42,085) |
| Capital Outlay | \$76,202 | \$90,491 | \$14,289 | \$74,686 | (\$15,805) |
| Materials & Supplies | \$255,000 | \$255,000 | \$0 | \$255,000 | \$0 |
| Overhead and Allocations | \$38,137 | \$368,619 | \$330,482 | \$368,619 | \$0 |
| Services Of Other Depts | \$5,971,661 | \$5,775,652 | (\$196,009) | \$5,618,532 | (\$157,120) |
| Unappropriated Rev-Designated | \$66,700,558 | \$79,532,638 | \$12,832,080 | \$91,358,886 | \$11,826,248 |
| Total Uses by Chart of Account | \$97,622,827 | \$112,141,309 | \$14,518,482 | \$124,166,473 | \$12,025,164 |

Sources of Funds Detail by Account

| | | | | | |
|---------------------------------------|---------------------|----------------------|---------------------|----------------------|---------------------|
| 430150 Interest Earned - Pooled Cash | \$287,000 | \$296,000 | \$9,000 | \$296,000 | \$0 |
| 460199 Other General Government Chrg | \$1,214,277 | \$1,630,638 | \$416,361 | \$1,264,497 | (\$366,141) |
| 470199 Emp Retirement Contributions | \$28,950,550 | \$29,234,533 | \$283,983 | \$29,837,090 | \$602,557 |
| 470201 PropositionB RetHlthCarePretax | \$41,601,000 | \$49,257,315 | \$7,656,315 | \$56,199,332 | \$6,942,017 |
| 470211 Frnge-PropBRetHlthCare-CtyShre | \$25,520,000 | \$31,562,823 | \$6,042,823 | \$36,409,554 | \$4,846,731 |
| 486620 Exp Rec Fr Retre Hlth Trst Brd | \$50,000 | \$160,000 | \$110,000 | \$160,000 | \$0 |
| General Fund Support | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources by Fund | \$97,622,827 | \$112,141,309 | \$14,518,482 | \$124,166,473 | \$12,025,164 |

Uses of Funds Detail Appropriation

Operating

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|-----------|----------------------------|------|---------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|------------------------------------|
| 31330 | Employees Retirement Trust | | Salaries | \$14,225,189 | \$14,966,733 | \$741,544 | \$15,203,808 | \$237,075 |
| | | | Mandatory Fringe Benefits | \$5,385,685 | \$5,738,178 | \$352,493 | \$5,992,769 | \$254,591 |
| | | | Non-Personnel Services | \$3,513,503 | \$3,365,905 | (\$147,598) | \$3,291,320 | (\$74,585) |
| | | | Capital Outlay | \$76,202 | \$90,491 | \$14,289 | \$74,686 | (\$15,805) |
| | | | Materials & | \$250,000 | \$250,000 | \$0 | \$250,000 | \$0 |

| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
|--|-------------------------------|-------|--------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|------------------------------|
| 31330 | Employees Retirement Trust | | Supplies | | | | | |
| | | | Overhead and Allocations | \$38,137 | \$368,619 | \$330,482 | \$368,619 | \$0 |
| | | | Services Of Other Depts | \$5,497,266 | \$4,864,607 | (\$632,659) | \$5,065,888 | \$201,281 |
| | | | Unappropriated Rev-Designated | \$264,568 | \$0 | (\$264,568) | \$0 | \$0 |
| 31330 | Total | | | \$29,250,550 | \$29,644,533 | \$393,983 | \$30,247,090 | \$602,557 |
| 31440 | Health Care-Prop B Trust Fund | | Non-Personnel Services | \$546,010 | \$1,027,500 | \$481,490 | \$1,060,000 | \$32,500 |
| | | | Services Of Other Depts | \$175,000 | \$305,000 | \$130,000 | \$235,000 | (\$70,000) |
| | | | Unappropriated Rev-Designated | \$66,435,990 | \$79,532,638 | \$13,096,648 | \$91,358,886 | \$11,826,248 |
| 31440 | Total | | | \$67,157,000 | \$80,865,138 | \$13,708,138 | \$92,653,886 | \$11,788,748 |
| Operating Total | | | | \$96,407,550 | \$110,509,671 | \$14,102,121 | \$122,900,976 | \$12,391,305 |
| Continuing Projects - Authority Control | | | | | | | | |
| Fund Code | Fund Title | Code | Title | 2017-2018 Original Budget | 2018-2019 Proposed Budget | 2018-2019 Chg From 2017-2018 | 2019-2020 Proposed Budget | 2019-2020 Chg From 2018-2019 |
| 10020 | GF Continuing Authority Ctrl | 17410 | RS Employee Deferred Compensat | \$1,215,277 | \$1,631,638 | \$416,361 | \$1,265,497 | (\$366,141) |
| 10020 | Total | | | \$1,215,277 | \$1,631,638 | \$416,361 | \$1,265,497 | (\$366,141) |
| Continuing Projects - Authority Control Total | | | | \$1,215,277 | \$1,631,638 | \$416,361 | \$1,265,497 | (\$366,141) |
| Total Uses of Funds | | | | \$97,622,827 | \$112,141,309 | \$14,518,482 | \$124,166,473 | \$12,025,164 |

**STATEMENT OF BOND REDEMPTION
AND INTEREST**

CITY AND COUNTY OF SAN FRANCISCO
Statement of Bond Redemption and Interest
Public Service Enterprise Revenue Bonds, Certificates of Participation and Loans
Fiscal Years 2018-2019 and 2019-2020

| | FY 2018-2019 | | | FY 2019-2020 | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Principal | Interest | Total | Principal | Interest | Total |
| HETCH HETCHY WATER & POWER ENTERPRISE | | | | | | |
| 2008 Clean Renewable Energy Bonds | \$ 421,667 | \$ - | \$ 421,667 | \$ 421,667 | \$ - | \$ 421,667 |
| 2011 Qualified Energy Conservation Bonds | 529,361 | 244,663 | 774,024 | 535,722 | 219,496 | 755,218 |
| 2012 New Clean Renewable Energy Bonds | 569,538 | 54,097 | 623,635 | 582,944 | 26,944 | 609,888 |
| 2015 New Clean Renewable Energy Bonds | 229,019 | 166,056 | 395,075 | 232,205 | 155,439 | 387,644 |
| 2015 Power Revenue Bonds Series A (Green) | - | 1,592,950 | 1,592,950 | - | 1,592,950 | 1,592,950 |
| 2015 Power Revenue Bonds Series B | 730,000 | 245,750 | 975,750 | 755,000 | 219,700 | 974,700 |
| COP 525 Golden Gate Office Space, Series 2009 C | 347,990 | 87,702 | 435,692 | 365,973 | 69,853 | 435,826 |
| COP 525 Golden Gate Office Space, Series 2009 D | - | 812,476 | 812,476 | - | 812,476 | 812,476 |
| Trustee and Arbitrage Computation Fee (COPs 9.72%) | - | 340 | 340 | - | 340 | 340 |
| Trustee and Arbitrage Computation Fee (Power Bonds) | - | 6,000 | 6,000 | - | 6,000 | 6,000 |
| TOTAL HETCH HETCHY WATER & POWER BEFORE OFFSET | \$ 2,827,575 | \$ 3,210,034 | \$ 6,037,609 | \$ 2,893,511 | \$ 3,103,198 | \$ 5,996,709 |
| Federal Offsets | | | | | | |
| 2011 Qualified Energy Conservation Bonds Federal Offset | - | (170,759) | (170,759) | - | (153,195) | (153,195) |
| 2012 New Clean Renewable Energy Bonds Federal Offset | - | (34,996) | (34,996) | - | (17,430) | (17,430) |
| 2015 New Clean Renewable Energy Bonds Federal Offset | - | (108,567) | (108,567) | - | (101,626) | (101,626) |
| COP 525 Golden Gate Office Space, Series 2009 Federal Offset | - | (265,598) | (265,598) | - | (265,598) | (265,598) |
| TOTAL HETCH HETCHY WATER & POWER | \$ 2,827,575 | \$ 2,630,114 | \$ 5,457,689 | \$ 2,893,511 | \$ 2,565,349 | \$ 5,458,860 |
| SAN FRANCISCO MUNICIPAL TRANSPORTATION AGENCY | | | | | | |
| SFMTA 2012 Series A Revenue Bonds | \$ 2,770,000 | \$ 822,833 | \$ 3,592,833 | \$ 2,920,000 | \$ 681,833 | \$ 3,601,833 |
| SFMTA 2012 Series B Revenue Bonds | - | 1,235,081 | 1,235,081 | - | 1,235,081 | 1,235,081 |
| SFMTA 2013 Series Revenue Bonds | 2,930,000 | 3,008,134 | 5,938,134 | 3,050,000 | 2,879,167 | 5,929,167 |
| SFMTA 2014 Series Revenue Bonds | 1,315,000 | 3,167,146 | 4,482,146 | 1,385,000 | 3,104,129 | 4,489,129 |
| SFMTA 2017 Series Revenue Bonds | 3,040,000 | 6,965,121 | 10,005,121 | 3,190,000 | 6,810,621 | 10,000,621 |
| SFMTA Commercial Paper Fees & Interest | 650,000 | - | 650,000 | 650,000 | - | 650,000 |
| Other Fiscal Charges | 10,000 | - | 10,000 | 10,000 | - | 10,000 |
| TOTAL SF MUNICIPAL TRANSPORTATION AGENCY | \$ 10,715,000 | \$ 15,198,315 | \$ 25,913,315 | \$ 11,205,000 | \$ 14,710,831 | \$ 25,915,831 |
| PORT OF SAN FRANCISCO | | | | | | |
| Hyde Street Harbor Loan | \$ 142,811 | \$ 88,949 | \$ 231,760 | \$ 149,238 | \$ 82,522 | \$ 231,760 |
| Revenue Bonds, Series 2010A/B | 940,000 | 1,906,927 | 2,846,927 | 995,000 | 1,850,047 | 2,845,047 |
| Revenue Bonds, Series 2014A/B | 450,000 | 879,681 | 1,329,681 | 460,000 | 867,982 | 1,327,982 |
| COP Port Facilities Project Series 2013 B & C | 1,160,000 | 1,573,588 | 2,733,588 | 1,215,000 | 1,515,587 | 2,730,587 |
| SBH - CalBoating Loan - \$400K | 10,609 | 13,872 | 24,481 | 11,087 | 13,394 | 24,481 |
| SBH - CalBoating Loan - \$3.1M | 96,067 | 116,094 | 212,161 | 100,390 | 111,771 | 212,161 |
| SBH - CalBoating Loan - \$4.5M | 141,628 | 157,685 | 299,313 | 148,001 | 151,312 | 299,313 |
| Other Fiscal Charges | 42,855 | - | 42,855 | 42,855 | - | 42,855 |
| TOTAL PORT OF SAN FRANCISCO | \$ 2,983,970 | \$ 4,736,796 | \$ 7,720,766 | \$ 3,121,571 | \$ 4,592,615 | \$ 7,714,186 |

SAN FRANCISCO INTERNATIONAL AIRPORT

| | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 2007 Airport 2nd Series Revenue Refunding Issue 32F/G/H | \$ 34,795,000 | \$ 3,422,300 | \$ 38,217,300 | \$ 30,391,666 | \$ 1,595,563 | \$ 31,987,229 |
| 2008 Airport 2nd Series Variable Rate Revenue Refunding Bond Issue 37C | 2,656,667 | 2,988,874 | 5,645,541 | 3,047,500 | 2,901,082 | 5,948,582 |
| 2009 Airport 2nd Series Revenue Refunding Bonds Series 2009A/B | 11,075,000 | 8,187,573 | 19,262,573 | 25,695,000 | 7,644,898 | 33,339,898 |
| 2009 Airport 2nd Series Revenue Refunding Bonds Series 2009C | 9,274,167 | 1,370,292 | 10,644,459 | 2,110,833 | 939,738 | 3,050,571 |
| 2009 Airport 2nd Series Revenue Refunding Bonds Series 2009D | 2,504,167 | 2,714,875 | 5,219,042 | 2,866,667 | 2,639,750 | 5,506,417 |
| 2009 Airport 2nd Series Revenue Bonds Series 2009E | 1,820,000 | 27,062,138 | 28,882,138 | 12,880,833 | 26,973,013 | 39,853,846 |
| 2010 Airport 2nd Series Variable Rate Revenue Refunding Bond Series 2010A | 5,019,167 | 7,231,560 | 12,250,727 | 5,745,833 | 7,068,572 | 12,814,405 |
| 2010 Airport 2nd Series Revenue Refunding Bonds Series 2010C | 41,190,000 | 5,868,858 | 47,058,858 | 23,051,667 | 3,825,604 | 26,877,271 |
| 2010 Airport 2nd Series Revenue Refunding Bonds Series 2010D | 10,704,167 | 2,064,441 | 12,768,608 | 6,400,000 | 1,537,477 | 7,937,477 |
| 2010 Airport 2nd Series Revenue Bonds Series 2010F/G | - | 6,423,000 | 6,423,000 | - | 6,423,000 | 6,423,000 |
| 2011 Airport 2nd Series Revenue Refunding Bonds Series 2011A/B | 11,710,833 | 1,272,758 | 12,983,591 | 6,173,333 | 640,450 | 6,813,783 |
| 2011 Airport 2nd Series Revenue Refunding Bonds Series 2011C/D/E | 13,927,500 | 12,579,194 | 26,506,694 | 30,914,167 | 11,920,470 | 42,834,637 |
| 2011 Airport 2nd Series Revenue Refunding Bonds Series 2011F/G/H | 20,742,500 | 9,374,225 | 30,116,725 | 17,034,167 | 8,660,269 | 25,694,436 |
| 2012 Airport 2nd Series Revenue Refunding Bonds Series 2012A/B | - | 15,724,500 | 15,724,500 | - | 15,724,500 | 15,724,500 |
| 2013 Airport 2nd Series Revenue Refunding Bonds Series 2013A/B/C | 3,280,833 | 23,499,498 | 26,780,331 | 3,055,833 | 23,396,625 | 26,452,458 |
| 2014 Airport 2nd Series Revenue Refunding Bonds Series 2014 | - | 23,680,500 | 23,680,500 | - | 23,680,500 | 23,680,500 |
| 2016 Airport 2nd Series Revenue Refunding Bonds Series 2016 | - | 11,040,250 | 11,040,250 | 4,897,500 | 11,040,250 | 15,937,750 |
| 2016 Airport 2nd Series Revenue Bonds Series 2016BCD | - | 21,143,184 | 21,143,184 | - | 37,006,250 | 37,006,250 |
| 2016 Airport 2nd Series Revenue Refunding Bonds Series 2016D | 413,333 | 7,361,833 | 7,775,166 | 1,881,667 | 7,341,167 | 9,222,834 |
| 2017 Airport 2nd Series Revenue Bonds Series 2017A | - | 1,832,869 | 1,832,869 | - | 6,095,450 | 6,095,450 |
| 2017 Airport 2nd Series Revenue Bonds Series 2017B | - | 8,584,528 | 8,584,528 | - | 11,127,402 | 11,127,402 |
| 2017 Airport 2nd Series Revenue Bonds Series 2017C | 23,663,333 | 754,091 | 24,417,424 | 17,441,667 | 339,066 | 17,780,733 |
| 2017 Airport 2nd Series Revenue Bonds Series 2017D | 633,333 | 7,241,500 | 7,874,833 | 6,808,333 | 7,209,833 | 14,018,166 |
| 2017 Airport 2nd Series Revenue Bonds Series 2018A | 22,236,667 | 5,583,500 | 27,820,167 | 21,705,000 | 4,471,667 | 26,176,667 |
| 2018 Airport 2nd Series Revenue Bonds Series 2018B | - | - | - | - | 9,426,560 | 9,426,560 |
| 2018 Airport 2nd Series Revenue Bonds Series 2018C (TBD) | - | 10,066,113 | 10,066,113 | - | 15,405,021 | 15,405,021 |
| 2018 Airport 2nd Series Revenue Bonds Series 2018D (TBD) | - | 12,472,295 | 12,472,295 | - | 18,975,394 | 18,975,394 |
| 2019 Airport 2nd Series Revenue Bonds Series 2019A (TBD) | - | 10,213,855 | 10,213,855 | - | 24,282,094 | 24,282,094 |
| 2019 Airport 2nd Series Revenue Bonds Series 2019B (TBD) | - | 3,384,725 | 3,384,725 | - | 23,791,805 | 23,791,805 |
| 2020 Airport 2nd Series Revenue Bonds Series 2020A (TBD) | - | - | - | - | 8,113,118 | 8,113,118 |
| Swap Payments | 7,309,313 | - | 7,309,313 | 6,537,621 | - | 6,537,621 |
| Commercial Paper Interest | 8,437,500 | - | 8,437,500 | 9,375,000 | - | 9,375,000 |
| Letter of Credit Fees | 9,879,762 | - | 9,879,762 | 16,425,799 | - | 16,425,799 |
| Remarketing Fees | 369,075 | - | 369,075 | 536,960 | - | 536,960 |
| TOTAL SAN FRANCISCO INTERNATIONAL AIRPORT | \$ 241,642,317 | \$ 253,143,329 | \$ 494,785,646 | \$ 254,977,046 | \$ 330,196,588 | \$ 585,173,634 |

WASTEWATER ENTERPRISE

| | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 2010 Wastewater Revenue Bonds, Series A | \$ 7,630,000 | \$ 1,412,100 | \$ 9,042,100 | \$ 7,980,000 | \$ 1,060,000 | \$ 9,040,000 |
| 2010 Wastewater Revenue Bonds, Series B BABs | - | 10,685,426 | 10,685,426 | - | 10,685,426 | 10,685,426 |
| 2013 Wastewater Revenue Bonds, Series A | 13,380,000 | 3,018,300 | 16,398,300 | 14,105,000 | 2,381,175 | 16,486,175 |
| 2013 Wastewater Revenue Bonds, Series B | - | 14,428,000 | 14,428,000 | - | 14,428,000 | 14,428,000 |
| 2016 Wastewater Revenue Bonds, Series A | - | 9,078,459 | 9,078,459 | - | 10,645,750 | 10,645,750 |
| 2016 Wastewater Revenue Bonds, Series B | - | 2,559,229 | 2,559,229 | - | 3,001,050 | 3,001,050 |
| 2018 Wastewater BAN | - | 954,613 | 954,613 | - | 4,254,275 | 4,254,275 |
| SRF Loans | - | - | - | 1,530,875 | 598,147 | 2,129,022 |
| COP 525 Golden Gate Office Space, Series 2009 C | 675,882 | 170,339 | 846,221 | 710,809 | 135,672 | 846,481 |
| COP 525 Golden Gate Office Space, Series 2009 D | - | 1,578,028 | 1,578,028 | - | 1,578,028 | 1,578,028 |
| Trustee and Arbitrage Computation Fee (COPs 9.72%) | - | 661 | 661 | - | 661 | 661 |
| Trustee and Arbitrage Computation Fee (Power Bonds) | - | 20,000 | 20,000 | - | 20,000 | 20,000 |
| TOTAL WASTEWATER ENTERPRISE BEFORE OFFSET | \$ 21,685,882 | \$ 43,905,155 | \$ 65,591,037 | \$ 24,326,684 | \$ 48,788,184 | \$ 73,114,868 |

Federal Offsets

| | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 2010 Wastewater Revenue Bonds, Series B BABs Federal Offset | - | (3,493,066) | (3,493,066) | - | (3,493,066) | (3,493,066) |
| COP 525 Golden Gate Office Space, Series 2009 | - | (515,857) | (515,857) | - | (515,857) | (515,857) |
| TOTAL WASTEWATER ENTERPRISE | \$ 21,685,882 | \$ 39,896,232 | \$ 61,582,114 | \$ 24,326,684 | \$ 44,779,261 | \$ 69,105,945 |

WATER ENTERPRISE

| | | | | | | |
|---|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1991 Water Revenue Bonds, Series A | \$ 5,000,000 | - | \$ 5,000,000 | \$ 2,100,000 | - | \$ 2,100,000 |
| 2009 Water Revenue Bonds, Series A | 7,250,000 | 530,400 | 7,780,400 | 9,635,000 | 192,700 | 9,827,700 |
| 2009 Water Revenue Bonds, Series B | 5,275,000 | 613,625 | 5,888,625 | 9,635,000 | 240,875 | 9,875,875 |
| 2010 Water Revenue Bonds, Series A | 505,000 | 139,125 | 644,125 | 2,530,000 | 63,250 | 2,593,250 |
| 2010 Water Revenue Bonds, Series B BABs | 11,215,000 | 22,734,991 | 33,949,991 | 11,555,000 | 22,211,026 | 33,766,026 |
| 2010 Water Revenue Bonds, Series D | 15,965,000 | 2,520,625 | 18,485,625 | 16,780,000 | 1,702,000 | 18,482,000 |
| 2010 Water Revenue Bonds, Series E BABs | - | 20,060,998 | 20,060,998 | - | 20,060,998 | 20,060,998 |
| 2010 Water Revenue Bonds, Series F | 3,125,000 | 1,155,450 | 4,280,450 | 5,175,000 | 989,450 | 6,164,450 |
| 2010 Water Revenue Bonds, Series G BABs | - | 24,427,165 | 24,427,165 | - | 24,427,165 | 24,427,165 |
| 2011 Water Revenue Bonds, Series A | - | 15,571,675 | 15,571,675 | - | 15,571,675 | 15,571,675 |
| 2011 Water Revenue Bonds, Series B | 445,000 | 866,588 | 1,311,588 | 700,000 | 844,800 | 1,544,800 |
| 2011 Water Revenue Bonds, Series C | - | 935,925 | 935,925 | 760,000 | 920,725 | 1,680,725 |
| 2011 Water Revenue Bonds, Series D | - | 956,750 | 956,750 | - | 956,750 | 956,750 |
| 2012 Water Revenue Bonds, Series A | - | 20,807,350 | 20,807,350 | - | 20,807,350 | 20,807,350 |
| 2012 Water Revenue Bonds, Series B | - | 683,450 | 683,450 | - | 683,450 | 683,450 |
| 2012 Water Revenue Bonds, Series C | - | 3,617,750 | 3,617,750 | - | 3,617,750 | 3,617,750 |
| 2012 Water Revenue Bonds, Series D | 11,825,000 | 610,663 | 12,435,663 | 12,215,000 | 220,550 | 12,435,550 |
| 2015 Water Revenue Bonds, Series A | 3,220,000 | 20,095,094 | 23,315,094 | 14,000,000 | 19,756,794 | 33,756,794 |
| 2016 Water Revenue Bonds, Series A | - | 35,759,000 | 35,759,000 | - | 35,759,000 | 35,759,000 |
| 2016 Water Revenue Bonds, Series B | 5,980,000 | 4,763,250 | 10,743,250 | 8,920,000 | 4,454,325 | 13,374,325 |
| 2016 Water Revenue Bonds, Series B | 5,525,000 | 9,047,569 | 14,572,569 | 5,605,000 | 8,966,816 | 14,571,816 |
| 2017 Water Revenue Bonds, Series C | - | - | - | - | 1,766,875 | 1,766,875 |
| 2017 Water Revenue Bonds, Series D | 835,000 | 17,341,800 | 18,176,800 | 860,000 | 17,320,550 | 18,180,550 |
| 2017 Water Revenue Bonds, Series E | - | 2,395,250 | 2,395,250 | - | 2,395,250 | 2,395,250 |
| 2017 Water Revenue Bonds, Series F | - | 435,250 | 435,250 | - | 435,250 | 435,250 |
| 2017 Water Revenue Bonds, Series G | 500,000 | 925,058 | 1,425,058 | 500,000 | 914,648 | 1,414,648 |
| COP 525 Golden Gate Office Space, Series 2009 C | 2,556,128 | 644,208 | 3,200,336 | 2,688,218 | 513,100 | 3,201,318 |
| COP 525 Golden Gate Office Space, Series 2009 D BAB | - | 5,967,967 | 5,967,967 | - | 5,967,967 | 5,967,967 |
| Trustee and Arbitrage Computation Fee (COPs 71.40%) | - | 2,499 | 2,499 | - | 2,499 | 2,499 |
| Trustee and Arbitrage Computation Fee (Water Revenue Bonds) | - | 30,000 | 30,000 | - | 30,000 | 30,000 |
| TOTAL WATER ENTERPRISE BEFORE OFFSET | \$ 79,221,128 | \$ 213,639,475 | \$ 292,860,603 | \$ 103,658,218 | \$ 211,793,588 | \$ 315,451,806 |

Federal Offsets

| | | | | | | |
|--|---|-------------|-------------|---|-------------|-------------|
| 2010 Water Revenue Bonds, Series B BABs Federal Offset | - | (7,432,069) | (7,432,069) | - | (7,260,784) | (7,260,784) |
| 2010 Water Revenue Bonds, Series E BABs Federal Offset | - | (6,557,940) | (6,557,940) | - | (6,557,940) | (6,557,940) |
| 2010 Water Revenue Bonds, Series G BABs Federal Offset | - | (7,985,240) | (7,985,240) | - | (7,985,240) | (7,985,240) |
| COP 525 Golden Gate Office Space, Series 2009 Federal Offset | - | (1,950,928) | (1,950,928) | - | (1,950,928) | (1,950,928) |

TOTAL WATER ENTERPRISE

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| \$ 79,221,128 | \$ 189,713,298 | \$ 268,934,426 | \$ 103,658,218 | \$ 188,038,696 | \$ 291,696,914 |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|

TOTAL PUBLIC SERVICE ENTERPRISES

| | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| \$ 359,075,872 | \$ 533,833,104 | \$ 892,908,976 | \$ 400,182,030 | \$ 613,185,004 | \$ 1,013,367,034 |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|

* Other Fiscal Charges include insurance, trustees and arbitrage rebate computation fees.

** The Hetch Hetchy Water and Power Enterprise, San Francisco International Airport, Wastewater Enterprise and Water Enterprise are on a fixed two-year budget (FY 2018-2019 and FY 2019 - 2020). The debt service schedule for FY 2019-2020 for these departments will be updated in FY 2020-2021 and FY 2021-2022 budget.

DETAIL OF RESERVES

Detail of Contribution to Budgetary Reserves

BUDGETARY RESERVES

| | FY 2018-19 | FY 2019-20 |
|---|-----------------------|-----------------------|
| Unappropriated Designated Reserves - (require subsequent Board appropriation to spend) | | |
| AIR - AC AIRPORT OPERATIONS | \$ - | \$ 10,250,000 |
| AIR - AC AIRPORT OPERATIONS | \$ - | \$ 200,000 |
| AIR - YOUTH EMPLOYMENT & ENVIRONMENT | \$ - | \$ 50,000 |
| ENV - AIR TRAVEL CARBON OFFSET PROGR | \$ 10,320 | \$ - |
| MTA - MT WARRIORS ARENA IMPROVEMENTS | \$ 2,370,000 | \$ - |
| PRT - PO SF PORT MARINA REPAIRS & UP | \$ - | \$ 834,600 |
| PUC - CLEANPOWERSF | \$ 16,975,360 | \$ 22,505,510 |
| PUC - UB ADMINISTRATION | \$ 92,857 | \$ 7,622 |
| Subtotal - Unappropriated Designated Reserves | \$ 19,448,537 | \$ 33,847,732 |
| Appropriated Reserves | | |
| LIB - LB-SPECIAL COLLECT-HISTORY CTR | \$ 25,000 | \$ 25,000 |
| PUC - CWP:REVENUE TRANSFER-SUB FUND | \$ 106,765,000 | \$ 112,979,000 |
| PUC - HHP:REVENUE TRANSFER-SUB FUND | \$ 42,468,752 | \$ 38,521,397 |
| PUC - UW WTR:REVENUE TRANSFER-SUB FU | \$ 11,804,000 | \$ 11,804,000 |
| PUC - UW WTR:REVENUE TRANSFER-SUB FU | \$ 14,000,000 | \$ 14,000,000 |
| PUC - UW WTR:REVENUE TRANSFER-SUB FU | \$ 26,000,000 | \$ 26,000,000 |
| Subtotal - Designated Reserves | \$ 201,062,752 | \$ 203,329,397 |

APPROPRIATION RESERVES

| Department Reserve Description & Follow-Up Action Required | FY 2018-19 | FY 2019-20 | Releasing Authority | Reserve Reason |
|---|----------------------|----------------------|----------------------------|----------------------------|
| MUNICIPAL TRANSPORTATION AGENC - MS IPIC-VISITACION VALLEY | - | 219,000 | CONTROLLER | Pending Receipt of Revenue |
| MUNICIPAL TRANSPORTATION AGENC - MS IPIC-MARKET OCTAVIA | 580,000 | 2,150,000 | CONTROLLER | Pending Receipt of Revenue |
| MUNICIPAL TRANSPORTATION AGENC - MS TSF-COMPLETE ST (BIKE&PED) | 563,956 | 871,093 | CONTROLLER | Pending Receipt of Revenue |
| MUNICIPAL TRANSPORTATION AGENC - MT IPIC-EASTERN NEIGHBORHOOD | 2,224,000 | 2,575,000 | CONTROLLER | Pending Receipt of Revenue |
| MUNICIPAL TRANSPORTATION AGENC - MT IPIC-MARKET OCTAVIA | 1,750,000 | 150,000 | CONTROLLER | Pending Receipt of Revenue |
| MUNICIPAL TRANSPORTATION AGENC - MT TSF-TRANSIT SRVC EXP & REALIBI | 6,015,536 | 9,291,661 | CONTROLLER | Pending Receipt of Revenue |
| MUNICIPAL TRANSPORTATION AGENC - MT TSF-TRANSIT SVC & RELIABILITY- | 375,971 | 580,729 | CONTROLLER | Pending Receipt of Revenue |
| | \$ 11,509,463 | \$ 15,837,483 | | |




Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller


MEMORANDUM

TO: The Honorable Board of Supervisors
Clerk of the Board

FROM: Ben Rosenfield, Controller 

DATE: May 1, 2018

SUBJECT: San Francisco Municipal Transportation Agency (MTA)
Mayor's FY 2018-19 & FY 2019-20 Proposed Budget

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2018 MAY - 1 PM 12:06
BY 

This memorandum outlines items included in the SFMTA FY 2018-19 & FY 2019-20 Mayor's Proposed Budget over which the Board of Supervisors has line-item approval authority.

Pursuant to Charter Article 8A.106, the Board of Supervisors (Board) may only approve or reject the entire MTA's budget, and has no discretion to modify or reject specific expenditures contained therein. The Board may allow the MTA's budget to take effect without any action on its part, or it may reject the MTA's budget by a seven-elevenths' vote. However, additional General Fund support to the MTA over the base amount stipulated in the Charter is subject to normal budgetary review and amendment under the general financial provisions of the Charter.

The FY 2018-19 & FY 2019-20 Mayor's Proposed Budget for the MTA appropriates the following General Fund and other revenue sources in addition to the base amount. Approval of expenditures related to these sources follows the general provisions of the Charter, under which the Board may modify proposed expenses at the level of appropriation.

1. Mission Bay Transportation Improvement Fund transfers from the General Fund of \$2,370,000 in FY 2018-19 and \$3,873,110 in FY 2019-20.
2. Development impact fees for various capital projects as proposed by the Interagency Plan Implementation Committee (IPIC) of \$4,554,000 in FY 2018-19 and \$5,094,000 in in FY 2019-20.
3. Transit Sustainability Fees for various transit related capital projects of \$6,955,463 in FY 2018-19 and \$10,743,483 in FY 2017-18.

Memorandum

Page 2

Please contact me or Michelle Allersma, Director of the Controller's Office Budget and Analysis Division, at (415) 554-4792 if you have any questions regarding this information.

cc: Kelly Kirkpatrick, Mayor's Budget Office
Sonali Bose, MTA
Severin Campbell, Board of Supervisors Budget & Legislative Analyst

OFFICE OF THE MAYOR
SAN FRANCISCO



MARK E. FARRELL
MAYOR

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2018 MAY - 1 PM 12:05
BY [Signature]

May 1, 2018

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 13 departments: Airport Commission, Board of Appeals, Child Support Services, Environment, Law Library, the Public Library, Municipal Transportation Agency, Port, Public Utilities Commission, Rent Board, Retirement System, and Office of County Education. Also attached are an Interim Exception letter, a budget memo for the Municipal Transportation Agency (MTA) from the Controller, and the following ten pieces of legislation:

- Three supplemental appropriation ordinances for the Two-Year Capital Budgets of each of the Public Utilities Commission (PUC) Enterprises – Water, Wastewater, and Hetch Hetchy
- Three resolutions approving the issuance and sale of Power, Water, and Wastewater revenue bonds by the PUC
- One Accept and Expend Grant from the Friends of San Francisco Public Library (LIB)
- One Resolution transferring unclaimed, overpaid parking tickets to the General Fund (MTA)
- One Resolution authorizing the MTA to issue Commercial Paper Notes with the concurrence of the Board of Supervisors (MTA)
- One Proposition J Contract/Certification resolution of Specified Contracted-Out Services Previously Approved for Enterprise Departments (MTA, PUC, Airport, and Port)

If you have any questions please feel free to contact me at 554-6125.

Sincerely,

A handwritten signature in black ink, appearing to read "Kelly Kirkpatrick".

Kelly Kirkpatrick
Acting Mayor's Budget Director

cc: Members of the Board of Supervisors
Harvey Rose
Controller

CITY AND COUNTY OF SAN FRANCISCO


BOARD OF SUPERVISORS

BUDGET AND LEGISLATIVE ANALYST

1390 Market Street, Suite 1150, San Francisco, CA 94102 (415) 552-9292
FAX (415) 252-0461

May 22, 2018

TO: Budget and Finance Committee

FROM: Budget and Legislative Analyst 

SUBJECT: Recommendations of the Budget and Legislative Analyst for Amendment of the Mayor's Fiscal Year 2018-2019 to Fiscal Year 2019-2020 Budget.

Page

Descriptions for Departmental Budget Hearing, May 24, 2018 Meeting, 10:00 a.m.

| | | |
|-----|--|----|
| AIR | Airport Commission | 1 |
| DBI | Department of Building Inspection..... | 17 |
| ENV | Department of the Environment | 23 |
| PRT | Port of San Francisco | 27 |
| LIB | Public Library..... | 34 |
| PUC | Public Utilities Commission..... | 39 |
| RET | Retirement System | 55 |

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$1,112,872,807 budget for FY 2018-19 is \$125,086,930 or 12.7% more than the original FY 2017-18 budget of \$987,785,877.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 1598.70 FTEs, which are 12.75 FTEs more than the 1,585.95 FTEs in the original FY 2017-18 budget. This represents a 0.8% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$1,112,872,807 in FY 2018-19 are \$125,086,930 or 12.7% more than the FY 2017-18 estimated revenues of \$987,785,877.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$1,223,801,702 budget for FY 2019-20 is \$110,928,895 or 10% more than the Mayor's proposed FY 2018-19 budget of \$1,112,872,807.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 1598.56 FTEs, which are 0.14 FTEs less than the 1598.70 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.01% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$1,223,801,702 in FY 2019-20 are \$110,928,895 or 10% more than the FY 2018-19 estimated revenue of \$1,112,872,807.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: AIR – AIRPORT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

| | FY 2013-14 Budget | FY 2014-15 Budget | FY 2015-16 Budget | FY 2016-17 Budget | FY 2017-18 Budget | FY 2018-19 Proposed |
|-----------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Airport | 868,059,481 | 956,887,475 | 925,831,985 | 964,158,240 | 987,785,877 | 1,112,872,807 |
| FTE Count | 1,459.9 | 1,472.66 | 1,492.61 | 1,540.77 | 1,585.95 | 1,598.7 |

The Department’s budget increased by \$244,813,326 or 28.2% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department’s FTE count increased by 138.80 or 9.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department’s proposed FY 2018-19 budget has increased by \$125,086,930 largely due to:

The Airport has sustained successive years of passenger traffic growth. From FY 2013-14 through FY 2017-18 (projection), the number of enplaned passengers at the Airport has grown by 19.3 percent, from 22.3 million to 28.5 million. The Airport is attempting to meet the increased passenger traffic demands on the Airport’s facilities by investing \$21.4 million in FY 2018-19. The Airport is also significantly investing in safety and security, including 130 Academy cadets, by spending \$22.6 million in FY 2018-19. The Airport is also addressing curbside congestion (\$0.6 million in FY 2018-19), enhancing sustainability efforts (\$1.9 million in FY 2018-19) and supporting the capital program (\$24.8 million).

FY 2019-20

The Department’s proposed FY 2019-20 budget has increased by \$110,928,895 largely due to:

The Airport will spend \$47 million in FY 2019-20 on capital projects, which will be used to support operating services associated with new facilities projects in FY 2018-19. The Airport will be continuing efforts to meet the increased passenger traffic demands on the Airport’s facilities, and will start implementing the fingerprinting and aviation worker biometric checks required to meet TSA mandates. The Airport will also continue supporting safety and security by investing \$15.4 million in FY 2019-20 for 108 new public Safety positions and upgrading the Law Enforcement Automated Data System. Finally, the Airport will expand its sustainability efforts by \$1.7 million in order to help achieve its Zero Waste target.

Airport Police Bureau

The Airport increased its work order with the San Francisco Police Department by \$9.2 million in FY 2018-19 and \$9.7 million in FY 2019-20 to fund additional slots in the San Francisco Police Department’s police academies in order to increase police staffing at the Airport. According to Airport staff, the increased police staffing support increase visibility of police patrols at the

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: AIR – AIRPORT

Airport, aid in traffic management, and provide special services including dignitary protection, cargo theft investigation, narcotics interdiction, and explosives detection. Under the Airport’s proposal, the increase in police officers would be deployed across the patrol, traffic management, and special services units based on need, with the majority of new officers supporting patrol.

Under the Airport’s proposal, the number of sworn police positions at the Airport would increase by 39 percent, from 184 to 255.69 Full Time Equivalent (FTE) positions¹, with the largest increase among police officers, as shown below.

| | Existing FTEs | Proposed FTEs | Increase in FTEs | Percent Increase |
|-----------------|------------------|------------------|---------------------|---------------------|
| Deputy Chief | 1.00 | 1.00 | 0.00 | 0% |
| Commander | 1.00 | 1.00 | 0.00 | 0% |
| Captains | 3.00 | 3.00 | 0.00 | 0% |
| Lieutenants | 10.00 | 11.54 | 1.54 | 15% |
| Sergeants | 27.00 | 37.77 | 10.77 | 40% |
| Police Officers | 142.00 | 201.38 | 59.38 | 42% |
| Total | 184.00 | 255.69 | 71.69 | 39% |

The ratio of police officers to lieutenants would decrease from 14:1 to 18:1, and the ratio of police officers to sergeants would increase slightly, but still be approximately 5:1.

According to the Airport, the increase in police staffing is necessary to accommodate the growth in terminal space² and passengers, improve patrol functions (higher visibility, decreased response time), improve traffic management (particularly in regards to transportation network companies), increase the canine unit, add staffing for dignitary protection, and implement taser and body camera management.

In FY 2017-18, the Airport budget included \$2,494,724 to fund 20 slots in a police academy class of approximately 50 recruits.

In FY 2018-19 and FY 2019-20, the Airport’s proposed budget includes \$11,722,383 and \$12,218,666 respectively to fund 120 slots in three police academies and 10 lateral police officer hires, for 130 new police hires.

In FY 2018-19, the Airport plans to fund:

- (a) 20 of 50 slots in a police academy scheduled to begin in June 2018;

¹ Police positions funded by the Airport are budgeted in the San Francisco Police Department’s budget, subject to appropriation by the Board of Supervisors during the June 2018 review of the Mayor’s proposed budget.

² According to the Airport, over the past 20 years the Airport has added approximately 2.5 million square feet of terminal space, bringing the total amount of terminal space that needs to be patrolled to 5.1 million square feet.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: AIR – AIRPORT

- (b) 50 slots in each of two academies estimated to begin in August 2018 and January 2019 (totaling 100 slots); and
- (c) 10 lateral police hires in a lateral academy class estimated to begin in March 2019.

In FY 2019-20, the Airport plans to fund a similar number of slots in police academy classes for new recruits and lateral police hires but the dates of the academy classes are not yet known.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: AIR – AIRPORT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$3,416,184 in FY 2018-19. Of the \$3,416,184 in recommended reductions, \$2,407,158 are ongoing savings and \$1,009,026 are one-time savings. These reductions would still allow an increase of \$121,670,746 or 12.3% in the Department's FY 2018-19 budget.

Permanent police positions at the Airport are included in the San Francisco Police Department's (SFPD) budget, funded by Airport funds; these positions will be subject to Board of Supervisors approval during the June 2018 review of the SFPD budget. Therefore, approval of the increase in the Airport's work order with the San Francisco Police Department to fund additional slots in the police academies in order to increase police staffing at the Airport is a policy matter for the Board of Supervisors.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$2,672,299 in FY 2019-20. Of the \$2,672,299 in recommended reductions, \$2,438,089 are ongoing savings and \$234,210 are one-time savings. These reductions would still allow an increase of \$108,256,596 or 9.7% in the Department's FY 2019-20 budget.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|-----------------------------------|---|------|-------------|-------------|------------------|----------------------|----|------------------|-----|------------------|-------------|-------------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| | AIR Aviation Security | | | | | | | | | | | | | |
| Materials and Supplies | | | \$28,500 | \$2,500 | \$26,000 | | X | | | \$31,750 | \$31,750 | \$0 | | |
| | Reduce Materials and Supplies in Aviation Security to \$26,000 due to Airport need. | | | | | | | One time savings | | | | | | |
| Other Equipment Maintenance | | | \$555,000 | \$500,000 | \$55,000 | | X | | | \$555,000 | \$555,000 | \$0 | | |
| | The Department expects to spend approximately \$259,307 by the end of FY 2017-18. The recommended budget of \$500,000 will provide sufficient flexibility for increased costs for FY 2018-19. | | | | | | | One time savings | | | | | | |
| | Chief Administration Office | | | | | | | | | | | | | |
| Administrative Analyst | 0.77 | 0.00 | \$75,739 | \$0 | \$75,739 | | | 1.00 | 0.0 | \$98,363 | \$0 | \$98,363 | | |
| Mandatory Fringe Benefits | | | \$31,986 | \$0 | \$31,986 | | | | | \$42,552 | \$0 | \$42,552 | | |
| | <i>Total Savings</i> | | | | <i>\$107,725</i> | <i>Total Savings</i> | | | | <i>\$140,915</i> | | | | |
| | Delete 1.00 FTE new1822 Administrative Analyst position. The Airport has asked for a substitute to a Manager III within this division to handle the increased contract load. | | | | | | | Ongoing savings | | | | | | |
| Other Professional Services | | | \$2,200,000 | \$1,800,000 | \$400,000 | | | | | \$1,450,000 | \$1,050,000 | \$400,000 | | |
| | The Department expects to underspend by the end of FY 2017-18. The recommended budget of \$1,800,000 will provide sufficient flexibility for increased costs for FY 2018-19. | | | | | | | Ongoing savings | | | | | | |
| | Communications Dispatch | | | | | | | | | | | | | |
| Manager II | 1.00 | 0.00 | \$142,764 | \$0 | \$142,764 | | | 1.00 | 0.0 | \$142,764 | \$0 | \$142,764 | | |
| Mandatory Fringe Benefits | | | \$57,747 | \$0 | \$57,747 | | | | | \$59,533 | \$0 | \$59,533 | | |
| Airport Communications Supervisor | 0.00 | 1.00 | \$0 | \$112,181 | (\$112,181) | | | 0.00 | 1.0 | \$0 | \$112,181 | (\$112,181) | | |
| Mandatory Fringe Benefits | | | \$0 | \$45,332 | (\$45,332) | | | | | \$0 | \$46,326 | (\$46,326) | | |
| | <i>Total Savings</i> | | | | <i>\$42,998</i> | <i>Total Savings</i> | | | | <i>\$43,790</i> | | | | |
| | Deny upward substitution of 1.00 FTE 9204 Airport Communications Supervisor I to 1.00 FTE 0923 Manager II. The responsibilities of this position can be carried out by the existing classification. | | | | | | | Ongoing savings | | | | | | |

GF = General Fund

1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | | | |
|--------------------------------|--|------|---------------|---------------|-----------|---------|----|--------------------------------|-----|---------------|---------------|----------|--|---------|----|----|
| | FTE | | Amount | | | Savings | GF | 1T | FTE | | Amount | | | Savings | GF | 1T |
| | From | To | From | To | From | | | | To | From | To | | | | | |
| | Chief Operating Office | | | | | | | | | | | | | | | |
| Other Professional Services | | | \$100,000 | \$75,000 | \$25,000 | | | | | \$100,000 | \$75,000 | \$25,000 | | | | |
| | The Department underspent in Non-Professionalized Services by approximately \$141,406 by the end of FY 2017-18. The recommended budget of \$75,000 for Other Professional Services will provide sufficient flexibility for increased costs for FY 2018-19. | | | | | | | Ongoing savings | | | | | | | | |
| | Custodial | | | | | | | | | | | | | | | |
| Attrition Savings | | | (\$1,076,083) | (\$1,276,083) | \$200,000 | | X | | | (\$1,418,776) | (\$1,418,776) | \$0 | | | | |
| Mandatory Fringe Benefits | | | (\$541,399) | (\$642,023) | \$100,624 | | X | | | \$ (736,969) | \$ (736,969) | \$0 | | | | |
| | <i>Total Savings \$300,624</i> | | | | | | | <i>Total Savings \$0</i> | | | | | | | | |
| | Increase Attrition Savings in FY 2018-19 due to delays in hiring custodians. There are currently 34 vacant custodian positions, and the Facilities Manager plans on hiring a few at a time. | | | | | | | One time savings | | | | | | | | |
| Custodial Assistant Supervisor | 1.00 | 0.00 | \$69,869 | \$0 | \$69,869 | | | 2.00 | 0.0 | \$69,869 | \$0 | \$69,869 | | | | |
| Mandatory Fringe Benefits | | | \$33,731 | \$0 | \$33,731 | | | | | \$34,771 | \$0 | \$34,771 | | | | |
| | <i>Total Savings \$103,600</i> | | | | | | | <i>Total Savings \$104,640</i> | | | | | | | | |
| | Delete 1.00 FTE Custodial Assistant Supervisor position that is vacant. The Airport no longer needs this position. | | | | | | | Ongoing savings | | | | | | | | |
| Attrition Savings | | | (\$431,203) | (\$631,203) | \$200,000 | | X | | | (\$179,229) | (\$179,229) | \$0 | | | | |
| Mandatory Fringe Benefits | | | (\$160,167) | (\$235,167) | \$65,447 | | X | | | \$ (68,370) | \$ (68,370) | \$0 | | | | |
| | <i>Total Savings \$265,447</i> | | | | | | | <i>Total Savings \$0</i> | | | | | | | | |
| | Increase Attrition Savings in FY 2018-19 due to delays in hiring one Deputy Director V. The position has been vacant since 2016 and the Airport is still in the planning stages. | | | | | | | One time savings | | | | | | | | |

GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | | |
|-------------------------------|---|------|-----------|-----------|-------------|----|----|-------------------------------|------|--------|-----------|-----------|-------------|----|--|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T | |
| | From | To | From | To | | | | From | To | | | | | | |
| Other Current Expenses | | | \$100,000 | \$80,000 | \$20,000 | | | X | | | \$50,000 | \$50,000 | \$0 | | |
| | The Department underspent in Non-Professionalized Services by approximately \$256,578 by the end of FY 2017-18. The recommended budget of \$80,000 for Other Professional Services will provide sufficient flexibility for increased costs for FY 2018-19. | | | | | | | One time savings | | | | | | | |
| Senior Administrative Analyst | 1.00 | 0.00 | \$114,618 | \$0 | \$114,618 | | | | 1.00 | 0.0 | \$114,618 | \$0 | \$114,618 | | |
| Mandatory Fringe Benefits | | | \$46,467 | \$0 | \$46,467 | | | | | | \$47,499 | \$0 | \$47,499 | | |
| Senior Management Assistant | 0.00 | 1.00 | \$0 | \$103,719 | (\$103,719) | | | | 0.00 | 1.0 | \$0 | \$103,719 | (\$103,719) | | |
| Mandatory Fringe Benefits | | | \$0 | \$43,012 | (\$43,012) | | | | | | \$0 | \$44,015 | (\$44,015) | | |
| | <i>Total Savings \$14,354</i> | | | | | | | <i>Total Savings \$14,383</i> | | | | | | | |
| | Deny upward substitution of 1.00 FTE 1844 Senior Management to 1.00 FTE 1823 Senior Administrative Analyst. | | | | | | | Ongoing savings | | | | | | | |
| | Facilities | | | | | | | | | | | | | | |
| Ford Contour Sedan | 4.00 | 2.00 | \$139,380 | \$69,690 | \$69,690 | | | X | | | | | \$0 | | |
| | Reduce the number of replacement Ford Contour Sedans by two. Two of the replacement vehicles have been driven 34,050 miles and 38,360 miles since 1999. The Airport is requesting 17 hybrid, electric, and conventional cars and SUVs, of which 4 are new and 13 are replacement. Given the low mileage of the vehicles to be replaced, we recommend not replacing 4 vehicles. The Airport will still have 13 vehicles, of which 9 are replacement and 4 are new. | | | | | | | | | | | | | | |

∞ GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | | |
|----------------------------|--|------|----------|-----|----------|----|----|---|------|--------|----------|---------|----------|----|---|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T | |
| | From | To | From | To | | | | From | To | | | | | | |
| Ford E350 Van | 1.00 | 0.00 | \$34,000 | \$0 | \$34,000 | | | X | | | | | \$0 | | |
| | <p>The vehicle is from 1992 and only has 39,888 miles. The Airport does not need this vehicle and the City is trying to "right size" its fleet of vehicles. The Airport proposes 36 trucks in the budget (light duty, regular, super duty, and lift), of which 16 are new and 20 are replacement. We recommend against 3 replacement trucks for which the vehicle to be replaced has low annual mileage, and 2 new trucks which are not needed. The Airport will still have 29 new and replacement trucks in the budget.</p> | | | | | | | | | | | | | | |
| Ford 150 Truck | 1.00 | 0.00 | \$70,000 | \$0 | \$70,000 | | | X | | | | | \$0 | | |
| | <p>The vehicle to be replaced has only 55,172 miles after 22 years. The Airport proposes 36 trucks in the budget (light duty, regular, super duty, and lift), of which 16 are new and 20 are replacement. We recommend against 3 replacement trucks for which the vehicle to be replaced has low annual mileage, and 2 new trucks which are not needed. The Airport will still have 29 new and replacement trucks in the budget.</p> | | | | | | | | | | | | | | |
| Ford Fusion Mid-Size Sedan | | | | | | | | | 1.00 | 0.0 | \$26,210 | \$0 | \$26,210 | | X |
| | | | | | | | | <p>The vehicle to be replaced has 60,380 miles and still has remaining life before the vehicle needs to be replaced. The Airport budget proposes 9 replacement hybrids (8 sedans and 1 SUV); the vehicles to be replaced have low annual mileage. The Airport is requesting 17 hybrid, electric, and conventional cars and SUVs, of which 4 are new and 13 are replacement. Given the low mileage of the vehicles to be replaced, we recommend not replacing 4 vehicles. The Airport will still have 13 vehicles, of which 9 are replacement and 4 are new.</p> | | | | | | | |

GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|-------------------|--|------|----------|----------|----------|----|----|------------|----|--------|--|---------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| Ford Ranger Truck | 1.00 | 0.00 | \$27,798 | \$0 | \$27,798 | | X | | | | | \$0 | | |
| | The vehicle is from 1994 and has 55,828 miles. The Airport does not need this vehicle and the City is trying to "right size" its fleet of vehicles. The Airport proposes 36 trucks in the budget (light duty, regular, super duty, and lift), of which 16 are new and 20 are replacement. We recommend against 3 replacement trucks for which the vehicle to be replaced has low annual mileage, and 2 new trucks which are not needed. The Airport will still have 29 new and replacement trucks in the budget. | | | | | | | | | | | | | |
| Sedan Hybrid | 2.00 | 1.00 | \$51,478 | \$25,739 | \$25,739 | | X | | | | | \$0 | | |
| | The Department is replacing two minivans with hybrid sedans. The two minivans being replaced have 45,713 miles and 36,292 miles. Both are 19 years old. The Airport does not need both vehicles and the City is trying to "right size" its fleet of vehicles. The Airport is requesting 17 hybrid, electric, and conventional cars and SUVs, of which 4 are new and 13 are replacement. Given the low mileage of the vehicles to be replaced, we recommend not replacing 4 vehicles. The Airport will still have 13 vehicles, of which 9 are replacement and 4 are new. | | | | | | | | | | | | | |
| Ford 150 | 1.00 | 0.00 | \$27,798 | \$0 | \$27,798 | | X | | | | | \$0 | | |
| | The new truck is due to the increase in the number of additional staff in the Sheetmetal shop. However, the FTE count will not rise in FY19-20 or FY 20-21. The Airport is already buying a new truck for the filled positions. The Airport proposes 36 trucks in the budget (light duty, regular, super duty, and lift), of which 16 are new and 20 are replacement. We recommend against 3 replacement trucks for which the vehicle to be replaced has low annual mileage, and 2 new trucks which are not needed. The Airport will still have 29 new and replacement trucks in the budget. | | | | | | | | | | | | | |

GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | | | |
|-----------------------------|--|-------|-------------|-------------|-----------|---------|----|--------------------------------|-----|-------------|-------------|-----------|-----|---------|----|----|
| | FTE | | Amount | | | Savings | GF | 1T | FTE | | Amount | | | Savings | GF | 1T |
| | From | To | From | To | From | | | | To | | | | | | | |
| F250 Lift Truck | 1.00 | 0.00 | \$26,930 | \$0 | \$26,930 | | | X | | | | | \$0 | | | |
| | <p>The new truck is for additional staff at the Plumbing Shop. However, there is no increase in FTEs in this division in FY 2018-19 and FY 2019-20. Furthermore, there are still 4 vacant positions and one person on leave. The Airport should delay purchasing this vehicle until FY 2020-21 when all positions are filled. The Airport proposes 36 trucks in the budget (light duty, regular, super duty, and lift), of which 16 are new and 20 are replacement. We recommend against 3 replacement trucks for which the vehicle to be replaced has low annual mileage, and 2 new trucks which are not needed. The Airport will still have 29 new and replacement trucks in the budget.</p> | | | | | | | | | | | | | | | |
| | Electric Shop | | | | | | | | | | | | | | | |
| Electrician | 22.00 | 21.00 | \$2,516,115 | \$2,406,719 | \$109,396 | | | ##### | ### | \$2,516,115 | \$2,406,719 | \$109,396 | | | | |
| Mandatory Fringe Benefits | | | \$1,094,495 | \$1,046,908 | \$47,587 | | | | | \$1,122,644 | \$1,073,833 | \$48,811 | | | | |
| | <i>Total Savings</i> \$156,983 | | | | | | | <i>Total Savings</i> \$158,207 | | | | | | | | |
| | <p>Reduce the number of 7345 Electricians by 1.00 FTEs. One position has been vacant since 2015, and two have been vacant since 2016. The Airport has requested a substitution for one of these Electrician positions to become an Electronic Maintenance Technician, leaving seven vacant Electricians within this department.</p> | | | | | | | | | | | | | | | |
| | Ongoing savings | | | | | | | | | | | | | | | |
| | Engineering Services | | | | | | | | | | | | | | | |
| Other Professional Services | | | \$1,285,000 | \$1,010,000 | \$275,000 | | | | | \$2,360,000 | \$2,085,000 | \$275,000 | | | | |
| | <p>Reduce proposed budget for Low and Medium priority new professional services contracts in Engineering.</p> | | | | | | | | | | | | | | | |
| | Ongoing savings | | | | | | | | | | | | | | | |

GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|-----------------------------------|---|------|-------------|-------------|-----------|----|----|--|-----|-------------|-------------|-----------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| | Ground Transportation Unit | | | | | | | | | | | | | |
| Other Equip Maint | | | \$500,000 | \$336,642 | \$163,358 | | | | | \$500,000 | \$500,000 | \$0 | | |
| | Reduce to reflect historical underspending. The Department is projected to spend \$133,053 in FY 2017-18. | | | | | | | One time savings | | | | | | |
| | Info Technology and Telecom | | | | | | | | | | | | | |
| IS Business Analyst- Senior | 1.00 | 0.00 | \$126,107 | \$0 | \$126,107 | | | 1.00 | 0.0 | \$126,107 | \$0 | \$126,107 | | |
| Mandatory Fringe Benefits | | | \$49,005 | \$0 | \$49,005 | | | | | \$50,025 | \$0 | \$50,025 | | |
| | <i>Total Savings \$175,112</i> | | | | | | | <i>Total Savings \$176,132</i> | | | | | | |
| | Delete 1.00 FTE 1053 IS Business Analyst-Senior position that has been vacant since 2015. | | | | | | | Ongoing savings | | | | | | |
| Telephone Charges- Non Work Order | | | \$1,815,000 | \$1,632,000 | \$183,000 | | | | | \$1,815,000 | \$1,632,000 | \$183,000 | | |
| | Reduce Other Professional Services budget by \$183,000 to reflect actual need. | | | | | | | Ongoing savings | | | | | | |
| Senior Clerk | 1.57 | 0.77 | \$97,164 | \$48,582 | \$48,582 | | | 2.00 | 1.8 | \$126,187 | \$111,675 | \$14,512 | | |
| Mandatory Fringe Benefits | | | \$49,084 | \$24,542 | \$24,542 | | | | | \$65,840 | \$58,268 | \$7,572 | | |
| | <i>Total Savings \$73,124</i> | | | | | | | <i>Total Savings \$22,083</i> | | | | | | |
| | Delay 0.77 FTE new 1406 Senior Clerk position by one year due to ongoing vacancies and delayed hiring. The Airport currently has two vacant Senior Clerk positions. | | | | | | | Ongoing savings | | | | | | |
| Network Equipment | | | | | | | | 1.00 | 0.0 | \$120,000 | \$0 | \$120,000 | | X |
| | One time savings | | | | | | | Delete the replacement network equipment. The Airport does not need this item. | | | | | | |

12
GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | | |
|-----------------------------|---|------|-------------|-------------|-----------------|----|----|------------------|-----|----------------------|-------------|------------------|----|----|--|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T | |
| | From | To | From | To | | | | From | To | From | To | | | | |
| NetOptic Expansion | 2.00 | 1.00 | \$90,000 | \$45,000 | \$45,000 | | X | 1.00 | 1.0 | \$45,000 | \$45,000 | \$0 | | | |
| | Reduce the number of new NetOptic Expansion (which mirrors network traffic to inspect potential vulnerabilities) by one in FY 2018-19. The Airport will still be able to purchase an additional NetOptic Expansion in FY 2018-19 and another one in FY 2019-20. | | | | | | | One time savings | | | | | | | |
| Video Monitor | 6.00 | 5.00 | \$90,000 | \$75,000 | \$15,000 | | X | | | | \$0 | \$0 | | | |
| | Reduce the number of replacement video monitors by one. The Airport needs 4 operational video monitors, and requested two in case the operational ones break. However, according to the Airport, the operational ones rarely break. | | | | | | | | | | | | | | |
| | Museum | | | | | | | | | | | | | | |
| Curator II | 0.77 | 0.00 | \$67,945 | \$0 | \$67,945 | | | 1.00 | 0.0 | \$88,240 | \$0 | \$88,240 | | | |
| Mandatory Fringe Benefits | | | \$29,796 | \$0 | \$29,796 | | | | | \$39,711 | \$0 | \$39,711 | | | |
| | <i>Total Savings</i> | | | | <i>\$97,741</i> | | | | | <i>Total Savings</i> | | <i>\$127,951</i> | | | |
| | Deny new position. The SFO Airport is already creating a new Curator II position from a Curator I position. The Airport will still have 4 Curator II positions, one more than it has currently. The Airport currently has one Curator I position, 4 Curator II position, 7 Curator III positions, and 3 Curator IV positions. | | | | | | | Ongoing savings | | | | | | | |
| | Planning and Environmental Affairs | | | | | | | | | | | | | | |
| Other Professional Services | | | \$3,837,500 | \$3,737,500 | \$100,000 | | | | | \$3,650,000 | \$3,375,000 | \$275,000 | | | |

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|---------------------------|--|------|-----------|-----------|-----------------|----|----|---|-----|----------------------|-----------|-------------|----|-----------------|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| | Reduce to reflect historical underspending. The Department is projected to spend \$2,554,519.8 for this in FY 2017-18. The recommended budget of \$3,737,500 will provide sufficient flexibility for increased costs for FY 2018-19. | | | | | | | Ongoing savings | | | | | | |
| | Police Bureau | | | | | | | | | | | | | |
| Manager III | 1.00 | 0.00 | \$153,931 | \$0 | \$153,931 | | | 1.00 | 0.0 | \$153,931 | \$0 | \$153,931 | | |
| Mandatory Fringe Benefits | | | \$60,019 | \$0 | \$60,019 | | | | | \$61,793 | \$0 | \$61,793 | | |
| Airport Economic Planner | 0.00 | 1.00 | \$0 | \$140,702 | (\$140,702) | | | 0.00 | 1.0 | \$0 | \$140,702 | (\$140,702) | | |
| Mandatory Fringe Benefits | | | \$0 | \$52,400 | (\$52,400) | | | | | \$0 | \$53,757 | (\$53,757) | | |
| | <i>Total Savings</i> | | | | <i>\$20,848</i> | | | | | <i>Total Savings</i> | | | | <i>\$21,265</i> |
| | Deny upward substitution of 1.00 FTE 9255 Airport Economic Planner to 1.00 FTE 0931 Manager II due to inadequate justification and ongoing need for Airport Economic Planner in another Department. The Police Bureau does not currently have Airport staff. | | | | | | | Ongoing savings | | | | | | |
| GO-4 | | | | | | | | 1.00 | 0.0 | \$34,000 | \$0 | \$34,000 | | X |
| | | | | | | | | The vehicle to be replaced has only 16,602 miles and still has remaining useful life before the vehicle needs to be replaced. | | | | | | |
| GO-4 | | | | | | | | 1.00 | 0.0 | \$34,000 | \$0 | \$34,000 | | X |
| | | | | | | | | The vehicle to be replaced has only 16,556 miles and still has remaining useful life before the vehicle needs to be replaced. | | | | | | |

GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|-------------------------------|---|------|-----------|-----------|------------|----|----|---|-----|-----------|-----------|------------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | From | To | | | |
| Project Management | | | | | | | | | | | | | | |
| Project Manager IV | 1.00 | 0.00 | \$220,935 | \$0 | \$220,935 | | | 1.00 | 0.0 | \$220,935 | \$0 | \$220,935 | | |
| Mandatory Fringe Benefits | | | \$69,006 | \$0 | \$69,006 | | | | | \$70,276 | \$0 | \$70,276 | | |
| | <i>Total Savings \$289,941</i> | | | | | | | <i>Total Savings \$291,211</i> | | | | | | |
| | Delete 1.00 FTE 5508 Project Manager IV position that has been vacant since 2014 (4 years); the Airport does not have immediate plans to fill this position. The Airport has 7 positions in this classification (2 on-budget, including the subject position; and 5 off-budget funded by the capital budget). Two of the 5 off-budget positions are vacant. | | | | | | | Ongoing savings | | | | | | |
| Reprographics | | | | | | | | | | | | | | |
| Illustrator And Art Designer | 1.00 | 0.00 | \$93,435 | \$0 | \$93,435 | | | 1.00 | 0.0 | \$93,435 | \$0 | \$93,435 | | |
| Mandatory Fringe Benefits | | | \$40,668 | \$0 | \$40,668 | | | | | \$41,721 | \$0 | \$41,721 | | |
| Graphic Artist | 0.00 | 1.00 | \$0 | \$71,904 | (\$71,904) | | | 0.00 | 1.0 | \$0 | \$71,904 | (\$71,904) | | |
| Mandatory Fringe Benefits | | | \$0 | \$34,288 | (\$34,288) | | | | | \$0 | \$35,327 | (\$35,327) | | |
| | <i>Total Savings \$27,911</i> | | | | | | | <i>Total Savings \$27,925</i> | | | | | | |
| | Deny upward substitution of 1.00 FTE 5322 Graphic Artist I to 1.00 FTE 5320 Illustrator And Art Designer. The responsibilities of this position can be carried out by the existing classification. | | | | | | | Ongoing savings | | | | | | |
| Security Access Office | | | | | | | | | | | | | | |
| Other Current Expenses | | | \$412,500 | \$412,500 | \$0 | | | | | \$586,000 | \$566,000 | \$20,000 | | X |
| | One time savings | | | | | | | Reduce Other Current Expenses by \$20,000 due to a new professional services contract | | | | | | |

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|-----------------------------------|---|------|-----------|-----|-----------|----|----|--------------------------------|-----|-----------|-----|-----------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| | Water Quality | | | | | | | | | | | | | |
| Stationary Engineer, Sewage Plant | 1.00 | 0.00 | \$105,353 | \$0 | \$105,353 | | | 1.00 | 0.0 | \$105,353 | \$0 | \$105,353 | | |
| Mandatory Fringe Benefits | | | \$45,110 | \$0 | \$45,110 | | | | | \$46,234 | \$0 | \$46,234 | | |
| | <i>Total Savings \$150,463</i> | | | | | | | <i>Total Savings \$151,587</i> | | | | | | |
| | Delete 1.00 FTE 7372 Stationary Engineer, Sewage System position that has been vacant since 2015. There are currently four vacant 7372 Stationary Engineer, Sewage Plant positions. The Airport will still have 17 positions. | | | | | | | Ongoing savings | | | | | | |

| | FY 2018-19 Total Recommended Reductions | | |
|------------------|--|--------------------|--------------------|
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$1,009,026 | \$2,407,158 | \$3,416,184 |
| Total | \$1,009,026 | \$2,407,158 | \$3,416,184 |

| | FY 2019-20 Total Recommended Reductions | | |
|------------------|--|--------------------|--------------------|
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$234,210 | \$2,438,089 | \$2,672,299 |
| Total | \$234,210 | \$2,438,089 | \$2,672,299 |

16
GF = General Fund
1T = One Time

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$77,782,063 budget for FY 2018-19 is \$1,248,364 or 1.6% more than the original FY 2017-18 budget of \$76,533,699.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 301.00 FTEs, which are 25.20 FTEs more than the 275.80 FTEs in the original FY 2017-18 budget. This represents a 9.1% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$77,782,063 in FY 2018-19, are \$1,248,364 or 1.6% more than FY 2017-18 revenues of \$76,533,699.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$76,547,087 budget for FY 2019-20 is \$1,234,976 or 1.6% less than the Mayor's proposed FY 2018-19 budget of \$77,782,063.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 301.00 FTEs, which is the same as the 301.00 FTEs in the Mayor's proposed FY 2018-19 budget. This represents no change in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$76,547,087 in FY 2019-20, are \$1,234,976 or 1.6% less than FY 2018-19 estimated revenues of \$77,782,063.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DBI – DEPARTMENT OF BUILDING INSPECTION

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

| | FY 2013-14 Budget | FY 2014-15 Budget | FY 2015-16 Budget | FY 2016-17 Budget | FY 2017-18 Budget | FY 2018-19 Proposed |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Department of Building Inspection | 78,833,726 | 92,447,756 | 72,065,853 | 70,236,047 | 76,533,699 | 77,782,063 |
| FTE Count | 284.50 | 287.34 | 283.15 | 282.03 | 275.80 | 301.00 |

The Department’s budget decreased by \$1,051,663 or 1.3% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department’s FTE count increased by 16.50 or 5.8% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department’s proposed FY 2018-19 budget has increased by \$1,248,364 largely due to an increase in funding for outreach for the Accessible Business Entrance (ABE) program and Tall Building Peer Review, as well as an increase in a work order with the City Attorney’s Office.

FY 2019-20

The Department’s proposed FY 2019-20 budget has decreased by \$1,234,976 largely due to the termination of a work order with the Mayor’s Office of Housing and Community Development’s Code Enforcement Loan Program to address violations.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DBI – DEPARTMENT OF BUILDING INSPECTION

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$803,327 in FY 2018-19. Of the \$803,327 in recommended reductions, \$494,734 is ongoing savings and \$308,593 is one-time savings. These reductions would still allow an increase of \$445,037 or 0.6% in the Department’s FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$498,013 in FY 2019-20. All of the \$498,013 in recommended reductions are ongoing savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DBI - Department of Building Inspection

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|------------------------------|--|---------|---------------|---------------|-----------|----|----|---|---------|---------------|---------------|-----------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| | Administration | | | | | | | | | | | | | |
| Data Processing Equipment | | | \$430,000 | \$421,811 | \$8,189 | | x | | | \$0 | \$0 | \$0 | | |
| | Reduce to reflect actual amount of vendor quotes. These are carry-forward funds from FY 2017-18. | | | | | | | One time savings | | | | | | |
| 1822 Administrative Analyst | 1.00 | 0.00 | \$98,363 | \$0 | \$98,363 | | | 1.00 | 0.00 | \$98,363 | \$0 | \$98,363 | | |
| Mandatory Fringe Benefits | | | \$41,544 | \$0 | \$41,544 | | | | | \$42,552 | \$0.00 | \$42,552 | | |
| | <i>Total Savings \$139,907</i> | | | | | | | <i>Total Savings \$140,915</i> | | | | | | |
| | Delete 1.0 FTE vacant 1822 Administrative Analyst. This position has been vacant since February 2015 and is part of a unit that conducts Office Operations, which already has a filled 1.0 FTE 1452 Executive Secretary II position. | | | | | | | Ongoing savings. | | | | | | |
| | Permit Services | | | | | | | | | | | | | |
| 9993 Attrition Savings | (12.00) | (11.00) | (\$1,205,118) | (\$1,331,761) | \$126,643 | | | (12.00) | (11.00) | (\$1,205,118) | (\$1,331,761) | \$126,643 | | |
| Mandatory Fringe Benefits | | | (\$501,017) | (\$551,787) | \$50,770 | | | | | (\$514,145) | (\$566,051) | \$51,906 | | |
| | <i>Total Savings \$177,413</i> | | | | | | | <i>Total Savings \$178,549</i> | | | | | | |
| | Increase Attrition Savings due to anticipated delays in hiring and vacancies. | | | | | | | Increase Attrition Savings due to anticipated delays in hiring and vacancies. | | | | | | |
| 6321 Permit Technician | 1.00 | 0.77 | \$63,094 | \$48,582 | \$14,512 | | x | | | | | | | |
| Mandatory Fringe Benefits | | | \$31,873 | \$24,542 | \$7,331 | | x | | | | | | | |
| 5207 Associate Engineer | 1.00 | 0.77 | \$131,463 | \$101,227 | \$30,236 | | x | | | | | | | |
| Mandatory Fringe Benefits | | | \$50,446 | \$38,843 | \$11,603 | | x | | | | | | | |
| 5214 Building Plans Engineer | 2.00 | 1.54 | \$335,553 | \$258,376 | \$77,177 | | x | | | | | \$0 | | |
| Mandatory Fringe Benefits | | | \$116,008 | \$89,326 | \$26,682 | | x | | | | | \$0 | | |
| | <i>Total Savings \$167,541</i> | | | | | | | <i>Total Savings \$0</i> | | | | | | |
| | Reduce 2.0 FTE 5214 Building Plans Engineer by 0.23 FTE each, 1.0 FTE 5207 Associate Engineer by 0.23 FTE, and 1.0 FTE 6321 Permit Technician I by 0.23 FTE to reflect anticipated delays in hiring and vacancies. | | | | | | | One time savings | | | | | | |

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DBI - Department of Building Inspection

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|---------------------------|---|---------|---------------|---------------|-----------|----------------------|----|---|---------|---------------|---------------|-----------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| | Inspection Services | | | | | | | | | | | | | |
| 9993 Attrition Savings | (14.00) | (13.00) | (\$1,693,988) | (\$1,820,631) | \$126,643 | | | (14.00) | (13.00) | (\$1,693,988) | (\$1,820,631) | \$126,643 | | |
| Mandatory Fringe Benefits | | | (\$690,203) | (\$740,974) | \$50,771 | | | | | (\$707,175) | (\$759,081) | \$51,906 | | |
| | <i>Total Savings</i> | | | | \$177,414 | <i>Total Savings</i> | | | | \$178,549 | | | | |
| | Increase Attrition Savings due to anticipated delays in hiring and vacancies. | | | | | | | Increase Attrition Savings due to anticipated delays in hiring and vacancies. | | | | | | |
| 6248 Electrical Inspector | 1.00 | 0.77 | \$126,643 | \$97,515 | \$29,128 | | x | | | | | \$0 | | |
| Mandatory Fringe Benefits | | | \$51,704 | \$39,812 | \$11,892 | | x | | | | | \$0 | | |
| | <i>Total Savings</i> | | | | \$41,020 | <i>Total Savings</i> | | | | \$0 | | | | |
| | Reduce 1.0 FTE 6248 Electrical Inspector by 0.23 FTE to reflect anticipated delays in hiring. | | | | | | | One time savings | | | | | | |

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

DBI - Department of Building Inspection

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|-----------------------------|--|------|----------|----------|----------|----------------------|----|------------------|----|--------|----|---------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | From | To | | | |
| 6321 Permit Technician I | 1.00 | 0.77 | \$63,094 | \$48,582 | \$14,512 | | x | | | | | \$0 | | |
| Mandatory Fringe Benefits | | | \$31,873 | \$24,542 | \$7,331 | | x | | | | | \$0 | | |
| | <i>Total Savings</i> | | | | \$21,843 | <i>Total Savings</i> | | | | \$0 | | | | |
| | Reduce 1.0 FTE 6321 Permit Technician I by 0.23 FTE to reflect anticipated delays in hiring. | | | | | | | One time savings | | | | | | |
| Automotive & Other Vehicles | | | \$35,000 | \$0 | \$35,000 | | x | | | | | \$0 | | |
| Automotive & Other Vehicles | | | \$35,000 | \$0 | \$35,000 | | x | | | | | \$0 | | |
| | <i>Total Savings</i> | | | | \$70,000 | <i>Total Savings</i> | | | | \$0 | | | | |
| | Reduce the number of replacement vehicles by two. Since 2004, one replacement vehicle has been driven 19,879 miles (approximately 6 miles per work day). Since 2005, one replacement vehicle has been driven 25,526 (approximately 9 miles per work day). DBI will still be able to replace eight Honda Civic CNG with over 50,000 miles. The Department has not shown sufficient justification for replacement vehicles and the City is trying to "right size" its fleet of vehicles. | | | | | | | One time savings | | | | | | |

**FY 2018-19
Total Recommended Reductions**

| | One-Time | Ongoing | Total |
|------------------|------------------|------------------|------------------|
| Non-General Fund | \$308,593 | \$494,734 | \$803,327 |
| Total | \$308,593 | \$494,734 | \$803,327 |

**FY 2019-20
Total Recommended Reductions**

| | One-Time | Ongoing | Total |
|------------------|------------|------------------|------------------|
| Non-General Fund | \$0 | \$498,013 | \$498,013 |
| Total | \$0 | \$498,013 | \$498,013 |

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$21,965,767 budget for FY 2018-19 is \$1,115,671 or 4.8% less than the original FY 2017-18 budget of \$23,081,438.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 66.00 FTEs, which are 0.90 FTEs less than the 66.90 FTEs in the original FY 2017-18 budget. This represents a 1.3% decrease in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$21,965,767 in FY 2018-19, are \$1,115,671 or 4.8% less than FY 2017-18 revenues of \$23,081,438.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$22,045,518 budget for FY 2019-20 is \$79,751 or 0.4% more than the Mayor's proposed FY 2018-19 budget of \$21,965,767.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 66.00 FTEs, which is the same as the 66.00 FTEs in the Mayor's proposed FY 2018-19 budget. This represents no change in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$22,045,518 in FY 2019-20, are \$79,751 or 0.4% more than FY 2018-19 estimated revenues of \$21,965,767.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ENV – DEPARTMENT OF THE ENVIRONMENT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

| | FY 2013-14 Budget | FY 2014-15 Budget | FY 2015-16 Budget | FY 2016-17 Budget | FY 2017-18 Budget | FY 2018-19 Proposed |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Department of the Environment | 17,366,898 | 15,979,636 | 17,368,744 | 18,598,247 | 23,081,438 | 21,965,767 |
| FTE Count | 59.09 | 61.69 | 61.07 | 65.92 | 66.90 | 66.00 |

The Department’s budget increased by \$4,598,869 or 26.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department’s FTE count increased by 6.91 or 11.7% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department’s proposed FY 2018-19 budget has decreased by \$1,115,671 largely due to fluctuations in federal and state grant awards. According to the Department, this is a regular occurrence and there are no material differences in the grant cycle from federal or state agencies.

FY 2019-20

The Department’s proposed FY 2019-20 budget has increased by \$79,751 largely due to a Consumer Price Index (CPI) increase to the Solid Waste Impound funding.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ENV – DEPARTMENT OF THE ENVIRONMENT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$194,754 in FY 2018-19. Of the \$194,754 in recommended reductions, \$94,300 is ongoing savings and \$100,454 is one-time savings.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$94,300 in FY 2019-20. All of the \$94,300 in recommended reductions are ongoing savings.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

ENV - Department of the Environment

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|-----------------------------|---|--------|-------------|-------------|----------|----|----|--------------------------|----|-----------|-----------|----------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| | Environmental Services | | | | | | | | | | | | | |
| Other Professional Services | | | \$25,800 | \$18,300 | \$7,500 | | | | | \$25,800 | \$18,300 | \$7,500 | | |
| | Reduce by \$7,500 to reflect historical Department operating contract expenditures and actual need. | | | | | | | Ongoing savings. | | | | | | |
| Other Professional Services | | | \$94,940 | \$38,140 | \$56,800 | | | | | \$279,414 | \$222,614 | \$56,800 | | |
| | Reduce by \$56,800 to reflect historical Department solid waste contract expenditures and actual need. | | | | | | | Ongoing savings. | | | | | | |
| Other Current Expenses | | | \$38,700 | \$25,801 | \$12,899 | | | | | \$38,700 | \$25,801 | \$12,899 | | |
| | Reduce by \$12,899 to reflect historical operating expenditures and actual need. | | | | | | | Ongoing savings. | | | | | | |
| Other Current Expenses | | | \$51,300 | \$34,199 | \$17,101 | | | | | \$51,300 | \$34,199 | \$17,101 | | |
| | Reduce by \$17,101 to reflect historical Department expenditures and actual need. | | | | | | | Ongoing savings. | | | | | | |
| Attrition Savings | (8.00) | (8.73) | (\$770,773) | (\$841,106) | \$70,333 | | x | | | | | \$0 | | |
| Mandatory Fringe Benefits | | | (\$330,097) | (\$360,218) | \$30,121 | | x | | | | | \$0 | | |
| | <i>Total Savings</i> \$100,454 | | | | | | | <i>Total Savings</i> \$0 | | | | | | |
| | Increase attrition savings due to delay of hiring 1.0 FTE 5644 Principal Environmental Specialist by 0.5 FTE and 5638 1.0 FTE Environmental Assistant by 0.23 FTE, which became vacant in March 2018. The Department has a projected salary surplus of approximately \$374,000 in FY 2017-18 and had salary surpluses of \$229,400 in FY 2016-17 and \$509,500 in FY 2015-16 due to turnover, extended vacancies, and other delays in hiring. | | | | | | | One-time savings. | | | | | | |

| FY 2018-19 | | | |
|------------------------------|------------------|-----------------|------------------|
| Total Recommended Reductions | | | |
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$100,454 | \$94,300 | \$194,754 |
| Total | \$100,454 | \$94,300 | \$194,754 |

| FY 2019-20 | | | |
|------------------------------|------------|-----------------|-----------------|
| Total Recommended Reductions | | | |
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$0 | \$94,300 | \$94,300 |
| Total | \$0 | \$94,300 | \$94,300 |

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$174,354,417 budget for FY 2018-19 is \$41,152,390 or 30.9% more than the original FY 2017-18 budget of \$133,202,027.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 246.51 FTEs, which are 0.87 FTEs more than the 245.64 FTEs in the original FY 2017-18 budget. This represents a 0.4% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$174,354,417 in FY 2018-19, are \$41,152,390 or 30.9% more than FY 2017-18 revenues of \$133,202,027.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$147,698,264 budget for FY 2019-20 is \$26,656,153 or 15.3% less than the Mayor's proposed FY 2018-19 budget of \$174,354,417.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 246.95 FTEs, which are 0.44 FTEs more than the 246.51 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.2% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$147,698,264 in FY 2019-20, are \$26,656,153 or 15.3% less than FY 2018-19 estimated revenues of \$174,354,417.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: _____ **PRT – PORT**

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

| | FY 2013-14 Budget | FY 2014-15 Budget | FY 2015-16 Budget | FY 2016-17 Budget | FY 2017-18 Budget | FY 2018-19 Proposed |
|-----------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Port | 91,674,259 | 109,885,192 | 109,731,648 | 141,159,032 | 133,202,027 | 174,354,417 |
| FTE Count | 236.79 | 241.34 | 241.29 | 244.19 | 245.64 | 246.51 |

The Department’s budget increased by \$82,680,158 or 90.2% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department’s FTE count increased by 9.72 or 4.1% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department’s proposed FY 2018-19 budget has increased by \$41,152,390 largely due to increases of \$15,016,678 in Buildings, Structures, and Improvement Projects, \$13,688,448 in Programmatic Projects, \$5,256,847 in work orders to other departments, and \$5,063,020 in anticipated reserve balance to fund future capital projects. The largest project budget increases are \$11,000,000 for the Mission Bay Ferry Terminal, \$8,000,000 for waterfront developments and \$5,000,000 for the Seawall Resiliency Project.

FY 2019-20

The Department’s proposed FY 2019-20 budget has decreased by \$26,656,153 largely due to a decrease of \$30,305,184 in Buildings, Structures, and Improvement Projects. This decrease in FY 2019-20 is largely due to the anticipated completion of projects budgeted in FY 2018-19.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: _____ **PRT – PORT**

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$581,336 in FY 2018-19. Of the \$581,336 in recommended reductions, \$270,228 are ongoing savings and \$311,108 are one-time savings. These reductions would still allow an increase of \$40,571,055 or 30.5% in the Department’s FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$576,483 in FY 2019-20. Of the \$576,483 in recommended reductions, \$392,853 are ongoing savings and \$183,630 are one-time savings.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

PRT - Port

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | | |
|---------------------------|---|----|------------|----------|----------|----|----|---|----|----------------------|-----------|----------|----|----|--|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T | |
| | From | To | From | To | | | | From | To | From | To | | | | |
| | Administration | | | | | | | | | | | | | | |
| Equipment Purchase-Budget | | | \$99,496 | \$65,408 | \$34,088 | | X | | | | | \$0 | | | |
| | Eliminate 1 replacement Ford Transit. The vehicle proposed for replacement, Ford E350 Van, has been driven only 16,843 miles since 1997, an average of 842 miles per year. The Port does not need this replacement vehicle, and the City is trying to "right size" its fleet of vehicles. | | | | | | | N/A | | | | | | | |
| Equipment Purchase-Budget | | | | | \$0 | | | | | \$57,504 | \$37,000 | \$20,504 | | X | |
| | N/A | | | | | | | Substitute 2 replacement Toyota Priuses with 1 Chevy Bolt. The vehicles proposed for replacement, 2001 and 2002 Toyota Priuses, have only been driven 35,320 and 28,185 miles, respectively; these vehicles average only 2,208 and 1,762 miles per year. The Chevy Bolt will help the Port reach its electrical vehicle goal by 2022. | | | | | | | |
| Equipment Purchase-Budget | | | | | \$0 | | | | | \$315,434 | \$217,558 | \$97,876 | | X | |
| | N/A | | | | | | | Eliminate 2 replacement Ford F250s. The vehicles proposed for replacement, 2001 Ford F250s, have only been driven 48,104 and 47,618 miles, respectively; these vehicles average only 2,832 and 2,801 miles per year. The Port does not need these replacement vehicles and the City is trying to "right size" its fleet of vehicles. | | | | | | | |
| Equipment Purchase-Budget | | | | | \$0 | | | | | \$181,613 | \$116,363 | \$65,250 | | X | |
| | N/A | | | | | | | Eliminate Cisco server equipment. The Port listed this as a "low priority" equipment request. | | | | | | | |
| Dp-Wp Equipment Maint | | | | | \$0 | | | | | \$289,000 | \$279,000 | \$10,000 | | | |
| | N/A | | | | | | | Reduce the Equipment Maintenance budget to reflect savings associated with purchasing new equipment. | | | | | | | |
| Attrition | | | (\$33,870) | (37,655) | \$3,785 | | X | | | | | | | | |
| Mandatory Fringe Benefits | | | (\$12,832) | (13,615) | \$783 | | X | | | | | | | | |
| | <i>Total Savings</i> | | | | \$4,568 | | | | | <i>Total Savings</i> | | \$0 | | | |

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

PRT - Port

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|--|---|------|------------|------------|-------------|----------------------|----|-----------------|------|-----------|-------------|-------------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| | Adjust attrition savings to account for delay in finalizing position substitution from 1043 IS Senior Engineer to 1044 IS Engineer Principal position | | | | | | | N/A | | | | | | |
| | Real Estate and Development | | | | | | | | | | | | | |
| Maint Svcs-Bldgs & Impvts-Bdgt | | | \$865,000 | \$860,000 | \$5,000 | | | | | \$870,000 | \$865,000 | \$5,000 | | |
| | Reduce the Buildings Maintenance budget by \$5,000 to correct for overbudgeting Pest Control. | | | | | | | Ongoing savings | | | | | | |
| 9993 Attrition | | | \$0 | (\$47,588) | \$47,588 | | X | | | | | | | |
| Mandatory Fringe Benefits | | | \$0 | (\$19,249) | \$19,249 | | X | | | | | | | |
| | <i>Total Savings</i> | | | | \$66,837 | <i>Total Savings</i> | | | | \$0 | | | | |
| | Adjust attrition savings to account for delay in hiring Manager II position. | | | | | | | N/A | | | | | | |
| | Maritime | | | | | | | | | | | | | |
| 5216 Chief Surveyor | 1.00 | 0.00 | \$142,095 | \$0 | \$142,095 | | | 1.00 | 0.00 | \$142,095 | \$0 | \$142,095 | | |
| Mandatory Fringe Benefits | | | \$52,688 | \$0 | \$52,688 | | | | | \$54,044 | \$0 | \$54,044 | | |
| 5314 Survey Associate | 1.00 | 2.00 | \$109,718 | \$219,436 | (\$109,718) | | | 1.00 | 2.00 | \$109,718 | \$219,436 | (\$109,718) | | |
| Mandatory Fringe Benefits | | | \$45,125 | \$90,250 | (\$45,125) | | | | | \$46,164 | \$92,328.00 | (\$46,164) | | |
| | <i>Total Savings</i> | | | | \$39,940 | <i>Total Savings</i> | | | | \$40,257 | | | | |
| | Deny substitution of 1.00 FTE 5312 Survey Assistant II position to 5216 Chief Surveyor. This recommendation would allow two Survey Associates under the Engineer. | | | | | | | Ongoing savings | | | | | | |
| 9993 Attrition | | | (\$70,571) | (83,667) | \$13,096 | | X | | | | | | | |
| Mandatory Fringe Benefits | | | (\$25,737) | (28,662) | \$2,925 | | X | | | | | | | |
| | <i>Total Savings</i> | | | | \$16,021 | <i>Total Savings</i> | | | | \$0 | | | | |
| | Adjust attrition savings to account for delay in hiring 5241 Engineer position | | | | | | | N/A | | | | | | |
| 1825 Principal Administrative Analyst II | 1.00 | 0.00 | \$145,335 | \$0 | \$145,335 | | | 1.00 | 0.00 | \$145,335 | 0 | \$145,335 | | |
| Mandatory Fringe Benefits | | | \$53,358 | \$0 | \$53,358 | | | | | \$54,711 | 0 | \$54,711 | | |

GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

PRT - Port

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|---------------------------------------|---|------|---------------|---------------|-------------|----|----|---|------|-----------|-----------|-------------|----|----|
| | FTE | | Amount | | | | | FTE | | Amount | | | | |
| | From | To | From | To | Savings | GF | 1T | From | To | From | To | Savings | GF | 1T |
| 1824 Principal Administrative Analyst | 0.00 | 1.00 | \$0 | \$132,668 | (\$132,668) | | | 0.00 | 1.00 | \$0 | 132,668 | (\$132,668) | | |
| Mandatory Fringe Benefits | | | \$0 | \$50,737 | (\$50,737) | | | | | \$0 | 51,782 | (\$51,782) | | |
| | <i>Total Savings \$15,288</i> | | | | | | | <i>Total Savings \$15,596</i> | | | | | | |
| | Deny substitution of 1.00 FTE 1824 Principal Administrative Analyst to 1825 Principal Administrative Analyst II. This position oversees two clerk positions and is appropriate at the 1824 level. | | | | | | | Ongoing savings | | | | | | |
| Entertainment & Promotion Bdgt | | | \$95,400 | \$70,400 | \$25,000 | | | | | \$97,400 | \$72,400 | \$25,000 | | |
| | Reduce the Maritime Promotional budget by \$25,000 to reflect the Port's needs. | | | | | | | Ongoing savings | | | | | | |
| Other Current Expenses - Bdgt | | | | | \$0 | | | | | \$76,775 | \$63,775 | \$13,000 | | |
| | | | | | | | | Reduce Other Current Expenses by \$13,000 to account for a 3-year cyclical expense incorrectly applied to FY 2019-20. | | | | | | |
| | Capital Investment | | | | | | | | | | | | | |
| 9993 Attrition | | | (\$1,265,298) | (\$1,303,504) | \$38,206 | | X | | | | | | | |
| Mandatory Fringe Benefits | | | (\$504,935) | (\$520,424) | \$15,489 | | X | | | | | | | |
| | <i>Total Savings \$53,695</i> | | | | | | | <i>Total Savings \$0</i> | | | | | | |
| | Adjust attrition savings to account for delay in hiring Senior Administrative Analyst position | | | | | | | N/A | | | | | | |
| 9993 Attrition | | | \$0 | (\$24,406) | \$24,406 | | X | | | | | | | |
| Mandatory Fringe Benefits | | | \$0 | (\$11,493) | \$11,493 | | X | | | | | | | |
| | <i>Total Savings \$35,898</i> | | | | | | | <i>Total Savings \$0</i> | | | | | | |
| | Adjust attrition savings to account for delay in hiring Asphalt Worker | | | | | | | N/A | | | | | | |
| Overtime | 0.00 | 0.00 | \$500,385 | \$470,385 | \$30,000 | | | | | \$500,385 | \$470,385 | \$30,000 | | |

32

GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

PRT - Port

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|--|--|----|-------------|-------------|-----------|----|----|-----------------|----|--------------|-------------|-----------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| | Reduce the Overtime budget by \$30,000. The Port increased Overtime in Capital investment from \$270,385 in FY 2017-18 to \$500,385 in FY 2018-19 to account for additional cleaning and maintenance of the waterfront. An increase to \$470,385 is sufficient to improve cleanliness and maintenance. | | | | | | | Ongoing savings | | | | | | |
| Other Current Expenses - Bdgt | | | \$118,000 | \$113,000 | \$5,000 | | | | | \$75,782 | \$71,782 | \$4,000 | | |
| | Reduce Other Current Expenses by \$5,000 to correct for inflation on expenses that was budgeted too aggressively. | | | | | | | Ongoing savings | | | | | | |
| Materials & Supplies | | | \$90,000 | \$40,000 | \$50,000 | | | | | \$90,000 | \$40,000 | \$50,000 | | |
| | The department-wide budget for materials & supplies increased from \$1,581,784 in FY 2017-18 to \$1,633,150 in FY 2018-19. Actual department wide expenditures were \$1333,432 in FY 2015-16 and \$1,419,321 in FY 2016-17. | | | | | | | Ongoing savings | | | | | | |
| Enterprise Technology Projects | | | | | | | | | | | | | | |
| Programmatic Projects-Budget | | | \$1,740,000 | \$1,640,000 | \$100,000 | | X | | | | | \$0 | | |
| | Reduce the Enterprise Technology Programmatic Projects budget by \$100,000 to reflect the Port's needs. | | | | | | | N/A | | | | | | |
| Waterfront Development Projects | | | | | | | | | | | | | | |
| Programmatic Projects-Budget | | | \$8,000,000 | \$7,900,000 | \$100,000 | | | | | \$10,100,000 | \$9,900,000 | \$200,000 | | |
| | Reduce the Waterfront Development Programmatic Projects budget by \$100,000 to reflect the Port's needs. | | | | | | | Ongoing savings | | | | | | |

| | FY 2018-19 Total Recommended Reductions | | |
|------------------|--|------------------|------------------|
| | One-Time | Ongoing | Total |
| | General Fund | \$0 | \$0 |
| Non-General Fund | \$311,108 | \$270,228 | \$581,336 |
| Total | \$311,108 | \$270,228 | \$581,336 |

| | FY 2019-20 Total Recommended Reductions | | |
|------------------|--|------------------|------------------|
| | One-Time | Ongoing | Total |
| | General Fund | \$0 | \$0 |
| Non-General Fund | \$183,630 | \$392,853 | \$576,483 |
| Total | \$183,630 | \$392,853 | \$576,483 |

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$159,376,732 budget for FY 2018-19 is \$21,525,907 or 15.6% more than the original FY 2017-18 budget of \$137,850,825.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 697.14 FTEs, which are 0.46 FTEs less than the 697.60 FTEs in the original FY 2017-18 budget. This represents a 0.1% decrease in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$159,376,732 in FY 2018-19, are \$21,525,907 or 15.6 % more than FY 2017-18 revenues of \$137,850,825.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$150,509,345 budget for FY 2019-20 is \$8,867,387 or 5.6% less than the Mayor's proposed FY 2018-19 budget of \$159,509,345.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 694.57 FTEs, which are 2.57 FTEs less than the 697.14 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.4% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$150,509,345 in FY 2019-20, are \$8,867,387 or 5.6% less than FY 2018-19 estimated revenues of \$159,256,732.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: LIB – PUBLIC LIBRARY

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

| | FY 2013-14 | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 |
|-----------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Budget | Budget | Budget | Budget | Budget | Proposed |
| Budget | \$100,531,375 | \$109,483,373 | \$117,128,318 | \$126,008,847 | \$137,850,825 | \$159,376,732 |
| FTE Count | 652.22 | 660.70 | 662.28 | 682.99 | 697.60 | 697.14 |

The Department’s budget increased by \$58,845,357 or 58.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department’s FTE count increased by 44.92 or 6.9% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FTE increases from FY 2015-16 to FY 2017-18 were driven by the expansion of service hours, the corresponding addition of custodial, security and engineering staff and the addition of youth librarians system wide. The primary driver of the budget increase from FY 2017-18 to FY 2018-19 is the capital funding for the Mission branch library, which fully funds the project.

FY 2018-19

The Department’s FY 2018-19 budget is proposed to increase by \$ \$21,525,907 largely due to large capital projects to be launched in FY 2018-19, notably the renovation of the Mission branch, additional roofing renewals and other projects.

The Library is proposing an expenditure of \$2,992,772 to deploy a Radio Frequency Identification (RFID) system in FY 2018-19. The RFID system will equip library books and audio/visual materials with radio communication tags in order to improve the Library’s collection management and check out procedures. The budget for the RFID project includes funding for hardware, software licensing, and temporary salaries to backfill permanent staff redirected for the RFID implementation.

FY 2019-20

The Department’s FY 2019-20 budget is proposed to decrease by \$8,867,387 largely due to a decrease in capital project allocations.

The Library is proposing an expenditure of \$384,984 for the deployment of the Radio Frequency Identification (RFID) system in FY 2019-20 (discussed above).

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: LIB – PUBLIC LIBRARY

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$352,600 in FY 2018-19. Of the \$352,600 in recommended reductions, \$341,350 are ongoing savings and \$11,250 are one-time savings. These reductions would still allow an increase of \$21,173,307 or 15.4% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$641,350 in FY 2019-20. Of the \$641,350 in recommended reductions, \$341,350 are ongoing savings and \$300,000 are one-time savings. These reductions would further reduce the Department's planned decrease of its FY 2019-20 budget, to a total decrease of \$9,508,737 or 6.0% in the Department's FY 2019-20 budget.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

LIB - Public Library

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|--------------------------------|---|----|---------------|---------------|------------------|----|-------------------|----------------------|----|-------------|-------------|------------------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| Main Library Operations | | | | | | | | | | | | | | |
| Attrition Savings | | | (\$1,374,486) | (\$1,443,486) | \$69,000 | | | | | (1,374,486) | (1,443,486) | \$69,000 | | |
| Mandatory Fringe Benefits | | | (\$624,756) | (\$655,756) | \$31,000 | | | | | (\$624,756) | (\$655,756) | \$31,000 | | |
| | <i>Total Savings</i> | | | | <i>\$100,000</i> | | | <i>Total Savings</i> | | | | <i>\$100,000</i> | | |
| | Increase attrition savings to account for vacancies. | | | | | | Ongoing savings | | | | | | | |
| Freight Delivery | | | \$50,000 | \$20,000 | \$30,000 | | | | | \$50,000 | \$20,000 | \$30,000 | | |
| | Reduce Freight Delivery to expected expenditure. | | | | | | Ongoing savings | | | | | | | |
| Facilities Maintenance | | | | | | | | | | | | | | |
| Property Rent | | | \$1,025,745 | \$925,745 | \$100,000 | | | | | \$1,055,145 | \$955,145 | \$100,000 | | |
| | Decrease rent due to expected surplus in current fiscal year. | | | | | | Ongoing savings | | | | | | | |
| Equipment Purchase-Budget | | | \$246,500 | \$235,250 | \$11,250 | | X | | | | | \$0 | | |
| | Eliminate purchase of one piece of unnecessary equipment. | | | | | | One-time savings. | | | | | | | |
| Administration | | | | | | | | | | | | | | |
| Membership Fees | | | \$66,350 | \$55,000 | \$11,350 | | | | | \$66,350 | \$55,000 | \$11,350 | | |
| | Reduce budget for Membership Fees to expected expenditure. | | | | | | Ongoing savings | | | | | | | |
| Information Technology | | | | | | | | | | | | | | |
| Software Licensing Fees | | | \$1,207,737 | \$1,107,737 | \$100,000 | | | | | \$1,172,737 | \$1,072,737 | \$100,000 | | |
| | Reduce Licensing Fees to expected expenditure. | | | | | | Ongoing savings | | | | | | | |

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

LIB - Public Library

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------------------------------------|-----------|-----------|------------------------------|-----------|-----------|-----------|--|----|-------------|-------------|-----------|----|----|------------|--|--|--|------------|--|--|--|------------------------------|--|--|--|------------------------------|--|--|--|--|----------|---------|-------|--|----------|---------|-------|--------------|-----|-----|-----|--------------|-----|-----|-----|------------------|----------|-----------|-----------|------------------|-----------|-----------|-----------|-------|----------|-----------|-----------|-------|-----------|-----------|-----------|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | From | To | From | To | | | | From | To | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Capital Improvement Project | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bldgs.Struct&Imprv Pro-Budget | | | | | \$0 | | | | | \$9,006,358 | \$8,706,358 | \$300,000 | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Savings in FY 2019-20 only. | | | | | | | Reduce Capital Improvement Project Non-BLIP Branch Remodel Costs. Department has revised spending plan downward. The Library will continue to work with Public Works to further develop the scope & design work for the next phase of branch projects to refine the funding needs in FY 20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="text-align: center;">FY 2018-19</th> <th colspan="4" style="text-align: center;">FY 2019-20</th> </tr> <tr> <th colspan="4" style="text-align: center;">Total Recommended Reductions</th> <th colspan="4" style="text-align: center;">Total Recommended Reductions</th> </tr> <tr> <th></th> <th style="text-align: center;">One-Time</th> <th style="text-align: center;">Ongoing</th> <th style="text-align: center;">Total</th> <th></th> <th style="text-align: center;">One-Time</th> <th style="text-align: center;">Ongoing</th> <th style="text-align: center;">Total</th> </tr> </thead> <tbody> <tr> <td style="text-align: right;">General Fund</td> <td style="text-align: right;">\$0</td> <td style="text-align: right;">\$0</td> <td style="text-align: right;">\$0</td> <td style="text-align: right;">General Fund</td> <td style="text-align: right;">\$0</td> <td style="text-align: right;">\$0</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td style="text-align: right;">Non-General Fund</td> <td style="text-align: right;">\$11,250</td> <td style="text-align: right;">\$341,350</td> <td style="text-align: right;">\$352,600</td> <td style="text-align: right;">Non-General Fund</td> <td style="text-align: right;">\$300,000</td> <td style="text-align: right;">\$341,350</td> <td style="text-align: right;">\$641,350</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: right;">\$11,250</td> <td style="text-align: right;">\$341,350</td> <td style="text-align: right;">\$352,600</td> <td style="text-align: right;">Total</td> <td style="text-align: right;">\$300,000</td> <td style="text-align: right;">\$341,350</td> <td style="text-align: right;">\$641,350</td> </tr> </tbody> </table> | | | | | | | | | | | | | | | FY 2018-19 | | | | FY 2019-20 | | | | Total Recommended Reductions | | | | Total Recommended Reductions | | | | | One-Time | Ongoing | Total | | One-Time | Ongoing | Total | General Fund | \$0 | \$0 | \$0 | General Fund | \$0 | \$0 | \$0 | Non-General Fund | \$11,250 | \$341,350 | \$352,600 | Non-General Fund | \$300,000 | \$341,350 | \$641,350 | Total | \$11,250 | \$341,350 | \$352,600 | Total | \$300,000 | \$341,350 | \$641,350 |
| FY 2018-19 | | | | FY 2019-20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Recommended Reductions | | | | Total Recommended Reductions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | One-Time | Ongoing | Total | | One-Time | Ongoing | Total | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| General Fund | \$0 | \$0 | \$0 | General Fund | \$0 | \$0 | \$0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Non-General Fund | \$11,250 | \$341,350 | \$352,600 | Non-General Fund | \$300,000 | \$341,350 | \$641,350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | \$11,250 | \$341,350 | \$352,600 | Total | \$300,000 | \$341,350 | \$641,350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$1,300,058,462 budget for FY 2018-19 is \$247,217,074 or 23% more than the original FY 2017-18 budget of \$1,052,841,388.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 1,684.39 FTEs, which are 36.26 FTEs more than the 1,648.13 FTEs in the original FY 2017-18 budget. This represents a 2% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$1,300,058,462 in FY 2018-19, are \$247,217,074 or 23% more than FY 2017-18 revenues of \$1,052,841,388.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$1,402,330,591 budget for FY 2019-20 is \$102,272,129 or 8% more than the Mayor's proposed FY 2018-19 budget of \$1,300,058,462.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 1,687.71 FTEs, which are 3.32 FTEs more than the 1,684.39 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.2% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$1,402,330,591 in FY 2019-20, are \$102,272,129 or 8% more than FY 2018-19 estimated revenues of \$1,300,058,462.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: PUC – PUBLIC UTILITIES COMMISSION

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

| | FY 2013-14 | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 |
|-------|---------------|---------------|---------------|---------------|-----------------|-----------------|
| | Budget | Budget | Budget | Budget | Budget | Proposed |
| SFPUC | \$873,552,638 | \$939,577,779 | \$973,661,875 | \$993,383,879 | \$1,052,841,388 | \$1,300,058,462 |
| FTE | 1,621.27 | 1,618.25 | 1,633.53 | 1,636.96 | 1,648.13 | 1,684.39 |

The Department’s budget increased by \$426,505,824 or 49% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department’s FTE count increased by 63.12 or 4% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department’s proposed FY 2018-19 budget has increased largely due to the proposed expansion of CleanPowerSF, San Francisco’s Community Choice Aggregation (CCA) program. CleanPowerSF launched in 2016 and currently serves approximately 80,000 customer accounts. The next auto-enrollment phase in July 2018 is expected to add approximately 150,000 customers, and final citywide enrollment is expected to add approximately 125,000 customers by July 2019, for a total of approximately 350,000 customer accounts with average electricity demand of approximately 400 megawatts (MW).

CleanPowerSF program revenues and costs are estimated to increase from \$38.0 million in FY 2017-18 to \$128.3 million in FY 2018-19.

FY 2019-20

The Department’s proposed FY 2019-20 budget has increased largely due to the proposed final expansion of CleanPowerSF. CleanPowerSF program revenues and costs are estimated to increase from \$128.3 million in FY 2018-19 to \$244.3 million in FY 2019-20.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: PUC – PUBLIC UTILITIES COMMISSION

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$6,115,079 in FY 2018-19. Of the \$6,115,079 in recommended reductions, \$3,642,130 are ongoing savings and \$2,472,949 are one-time savings. These reductions would still allow an increase of \$241,101,995 or 23% in the Department’s FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$4,460,467 in FY 2019-20. Of the \$4,460,477 in recommended reductions, \$4,394,249 are ongoing savings and \$66,218 are one-time savings. These reductions would still allow an increase of \$97,311,662 or 8% in the Department’s FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

WTR - Water Enterprise

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|-----------------------------|---|------|-------------|-------------|-------------|----------------------|----|-----------------|------|----------|-------------|-------------|-------------|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| Administration | | | | | | | | | | | | | | |
| Facilities Maintenance | | | \$5,277,000 | \$4,627,000 | \$650,000 | | | x | | | | | | |
| | SFPUC increased the budget for 525 Golden Gate operations and maintenance from \$3,719,000 in FY 2017-18 to \$5,277,000 in FY 2018-19 to fund one-time expenditures. Actual expenditures in FY 2015-16 and FY 2016-17 for ongoing operations and maintenance were \$2.7 million and \$2.4 million respectively. The proposed reduction of \$650,000 adjusts for annual expenditures that are less than the budget will allow for the one-time budget increase for special maintenance activities. | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$10,266) | \$10,266 | | | | | \$0 | (\$10,266) | \$10,266 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$2,672) | \$2,672 | | | | | \$0 | (\$2,672) | \$2,672 | | |
| | <i>Total Savings</i> | | | | \$12,938 | <i>Total Savings</i> | | | | \$12,938 | | | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |
| CDD Shops | | | | | | | | | | | | | | |
| Automotive & Other Vehicles | | | \$133,492 | \$75,600 | \$57,892 | | | X | | | | | \$0 | |
| | Eliminate 2 new Chevy Colorado pickups. The Water Enterprise has 264 pick up trucks of various sizes, including 144 in CDD. The increase in CDD staff to do field work is minimal and could share existing vehicles. | | | | | | | N/A | | | | | | |
| 7345 Electrician | 3.00 | 2.00 | \$328,189 | \$218,793 | \$109,396 | | | | 3.00 | 2.00 | \$328,189 | \$218,793 | \$109,396 | |
| Mandatory Fringe Benefits | | | \$142,760 | \$95,173 | \$47,587 | | | | | | \$146,430 | \$97,620 | \$48,810 | |
| 9993 Attrition | | | (\$361,089) | (\$251,693) | (\$109,396) | | | | | | (\$373,113) | (\$263,717) | (\$109,396) | |
| Mandatory Fringe Benefits | | | (\$156,832) | (\$109,245) | (\$47,587) | | | | | | (\$166,470) | (\$117,660) | (\$48,810) | |
| | <i>Total Savings</i> | | | | \$0 | <i>Total Savings</i> | | | | \$0 | | | | |
| | Eliminate 1.00 FTE 7345 Electrician Position vacant since 07/01/2014. Department is not planning to fill the position. The Water Enterprise has 7 Electrician positions in the budget. Position reduction offset by a reduction in attrition savings to allow the department sufficient funds for salaries. | | | | | | | Ongoing savings | | | | | | |
| Step Adjustments | | | \$0 | (\$46,046) | \$46,046 | | | | | | \$0 | (\$46,046) | \$46,046 | |
| Mandatory Fringe Benefits | | | \$0 | (\$12,574) | \$12,574 | | | | | | \$0 | (\$12,574) | \$12,574 | |
| | <i>Total Savings</i> | | | | \$58,620 | <i>Total Savings</i> | | | | \$58,620 | | | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

WTR - Water Enterprise

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|---------------------------------|--|------|-----------|------------------|-------------|----|----------------------|-----------------|----|------------------|-------------|-------------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| CDD Admin | | | | | | | | | | | | | | |
| 0941 Manager VI | 1.00 | 0.00 | \$191,316 | \$0 | \$191,316 | | | | | \$191,316 | \$0 | \$191,316 | | |
| Mandatory Fringe Benefits | | | \$67,625 | \$0 | \$67,625 | | | | | \$69,359 | \$0 | \$69,359 | | |
| 0933 Manager V | 0.00 | 1.00 | \$0 | \$178,221 | (\$178,221) | | | | | \$0 | \$178,221 | (\$178,221) | | |
| Mandatory Fringe Benefits | | | \$0 | \$64,960 | (\$64,960) | | | | | \$0 | \$66,708 | (\$66,708) | | |
| | <i>Total Savings</i> | | | <i>\$15,760</i> | | | <i>Total Savings</i> | | | <i>\$15,746</i> | | | | |
| | Deny proposed upward substitution of 1.00 FTE 7388 Utility Plumber to 1.00 FTE 0941 Manager VI to oversee Business Support Services. Based on the position's span of control, the 0933 Manager V classification is more appropriate. | | | | | | | Ongoing savings | | | | | | |
| Automotive & Other Vehicles | | | \$61,375 | \$28,992 | \$32,383 | | X | | | | | \$0 | | |
| | Eliminate new Toyota Prius. The Water Enterprise budget has 5 new passenger vehicles. According to the explanation provided to the Budget and Legislative Analyst's Office, three vehicles are needed to transport staff to sites within the city and to accommodate new staff. The other two vehicles are needed for the CIP (one in each fiscal year). The Water Enterprise has 47 vehicles for staff which should be shared in accordance with City policy to reduce vehicle use. | | | | | | | N/A | | | | | | |
| CDD Bldgs. & Grounds | | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$2,184) | \$2,184 | | | | | \$0 | (\$2,184) | \$2,184 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$596) | \$596 | | | | | \$0 | (\$596) | \$596 | | |
| | <i>Total Savings</i> | | | <i>\$2,780</i> | | | <i>Total Savings</i> | | | <i>\$2,780</i> | | | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |
| CDD Engineering | | | | | | | | | | | | | | |
| Automotive & Other Vehicles | | | \$32,383 | \$0 | \$32,383 | | X | | | | | \$0 | | |
| | Eliminate new Toyota Prius. The Water Enterprise budget has 5 new passenger vehicles. According to the explanation provided to the Budget and Legislative Analyst's Office, three vehicles are needed to transport staff to sites within the city and to accommodate new staff. The other two vehicles are needed for the CIP (one in each fiscal year). The Water Enterprise has 47 vehicles for staff which should be shared in accordance with City policy to reduce vehicle use. | | | | | | | N/A | | | | | | |
| Step Adjustments | | | \$0 | (\$203,138) | \$203,138 | | | | | \$0 | (\$203,138) | \$203,138 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$55,472) | \$55,472 | | | | | \$0 | (\$55,472) | \$55,472 | | |
| | <i>Total Savings</i> | | | <i>\$258,610</i> | | | <i>Total Savings</i> | | | <i>\$258,610</i> | | | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |

43

GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

WTR - Water Enterprise

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|-----------------------------|--|-------|---------------|---------------|------------|----|----|--------------------------|-------|---------------|---------------|------------|-----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| | CDD Const & Maint | | | | | | | | | | | | | |
| Automotive & Other Vehicles | | | \$3,007,030 | \$2,971,647 | \$35,383 | | X | | | | | | | |
| | Eliminate new Toyota Prius. The Water Enterprise budget has 5 new passenger vehicles. According to the explanation provided to the Budget and Legislative Analyst's Office, three vehicles are needed to transport staff to sites within the city and to accommodate new staff. The other two vehicles are needed for the CIP (one in each fiscal year). The Water Enterprise has 47 vehicles for staff which should be shared in accordance with City policy to reduce vehicle use. | | | | | | | | | | | | | |
| 7514 General Laborer | 21.00 | 20.00 | \$1,507,178 | \$1,435,408 | \$71,770 | | | 21.00 | 20.00 | \$1,507,178 | \$1,435,408 | \$71,770 | | |
| Mandatory Fringe Benefits | | | \$715,714 | \$681,632 | \$34,082 | | | | | \$737,216 | \$702,110 | \$35,106 | | |
| 9993 Attrition | | | (\$2,484,703) | (\$2,412,933) | (\$71,770) | | | 21.00 | 20.00 | (\$2,567,444) | (\$2,495,674) | (\$71,770) | | |
| Mandatory Fringe Benefits | | | (\$1,079,071) | (\$1,044,989) | (\$34,082) | | | | | (\$1,145,279) | (\$1,110,173) | (\$35,106) | | |
| | <i>Total Savings</i> \$0 | | | | | | | <i>Total Savings</i> \$0 | | | | | | |
| | Eliminate 1.00 FTE 7514 General Laborer Positions vacant since 01/16/2016. Department does not plan to fill position. The Water Enterprise has 50 General Laborer positions, of which 2 were new in FY 2017-18 and never hired. Position reduction offset by a reduction in attrition savings to allow the department sufficient funds for salaries. | | | | | | | | | | | | | |
| | Ongoing savings | | | | | | | | | | | | | |
| | WQD Engineering | | | | | | | | | | | | | |
| Automotive & Other Vehicles | | | \$26,661 | \$0 | \$26,661 | | X | | | | | | \$0 | |
| | Eliminate 1 replacement Ford Escape. The Water Enterprise states that this vehicle is to comply with HACTO, but the replacement is not energy/carbon efficient. City policy is to reduce overall vehicles. | | | | | | | | | | | | | |
| | N/A | | | | | | | | | | | | | |
| | WQD Envnmntl Services | | | | | | | | | | | | | |
| Automotive & Other Vehicles | | | | | \$0 | | | | | \$37,605 | \$0 | \$37,605 | | X |
| | N/A | | | | | | | | | | | | | |
| | Eliminate 1 replacement Ford Transit. The Water Enterprise states that this is to comply with HACTO but are replacing existing vehicles with new gas-powered vehicles. This vehicle is to replace a 2007 Toyota Prius which still has useful life. | | | | | | | | | | | | | |

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

WTR - Water Enterprise

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|-----------------------------|--|----|-----------|------------|-----------------|----|----|---|----|-----------|------------|-----------------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| WQD Labs | | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$16,287) | \$16,287 | | | | | \$0 | (\$16,287) | \$16,287 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$4,387) | \$4,387 | | | | | \$0 | (\$4,387) | \$4,387 | | |
| | <i>Total Savings</i> | | | | <i>\$20,674</i> | | | <i>Total Savings</i> | | | | <i>\$20,674</i> | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |
| WQD Administration | | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$3,924) | \$3,924 | | | | | \$0 | (\$3,924) | \$3,924 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$1,058) | \$1,058 | | | | | \$0 | (\$1,058) | \$1,058 | | |
| | <i>Total Savings</i> | | | | <i>\$4,982</i> | | | <i>Total Savings</i> | | | | <i>\$4,982</i> | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |
| WST Admin | | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$23,683) | \$23,683 | | | | | \$0 | (\$23,683) | \$23,683 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$6,336) | \$6,336 | | | | | \$0 | (\$6,336) | \$6,336 | | |
| | <i>Total Savings</i> | | | | <i>\$30,019</i> | | | <i>Total Savings</i> | | | | <i>\$30,019</i> | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |
| WST Ops & Maint | | | | | | | | | | | | | | |
| Automotive & Other Vehicles | | | \$438,244 | \$350,142 | \$88,102 | | X | | | | | \$0 | | |
| | Eliminate 2 new Ford F350 pickups. The Water Enterprise requested 4 new vehicles to accommodate hiring of staff for the Harry Tracy, Sunol and Tesla facilities; this recommendation allows for 2 new pickups. | | | | | | | N/A | | | | | | |
| Automotive & Other Vehicles | | | | | \$0 | | | | | \$113,954 | \$85,341 | \$28,613 | | X |
| | N/A | | | | | | | Eliminate 1 replacement Ford Escape. This vehicle is to replace a 2007 Escape Hybrid that still has useful life. City policy is to reduce overall vehicles. | | | | | | |
| Step Adjustments | | | \$0 | (\$29,835) | \$29,835 | | | | | \$0 | (\$29,835) | \$29,835 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$8,167) | \$8,167 | | | | | \$0 | (\$8,167) | \$8,167 | | |
| | <i>Total Savings</i> | | | | <i>\$38,002</i> | | | <i>Total Savings</i> | | | | <i>\$38,002</i> | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |
| WST Maint Engr | | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$78,006) | \$78,006 | | | | | \$0 | (\$78,006) | \$78,006 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$21,146) | \$21,146 | | | | | \$0 | (\$21,146) | \$21,146 | | |
| | <i>Total Savings</i> | | | | <i>\$99,152</i> | | | <i>Total Savings</i> | | | | <i>\$99,152</i> | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |

45

GF = General Fund

1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

WTR - Water Enterprise

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|-------------------------------|--|-------|-------------|-------------|-------------|----|----|----------------------|-------|-------------|-------------|-------------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| WST Systems Ops | | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$34,917) | \$34,917 | | | | | \$0 | (\$34,917) | \$34,917 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$9,464) | \$9,464 | | | | | \$0 | (\$9,464) | \$9,464 | | |
| | <i>Total Savings</i> | | | | \$44,381 | | | <i>Total Savings</i> | | | | \$44,381 | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |
| Wtr Resources Planning | | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$55,235) | \$55,235 | | | | | \$0 | (\$55,235) | \$55,235 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$14,793) | \$14,793 | | | | | \$0 | (\$14,793) | \$14,793 | | |
| | <i>Total Savings</i> | | | | \$70,028 | | | <i>Total Savings</i> | | | | \$70,028 | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |
| Natural Resources | | | | | | | | | | | | | | |
| 1842 Management Assistant | 1.00 | 0.00 | \$90,516 | \$0 | \$90,516 | | | 1.00 | 0.00 | \$90,516 | \$0 | \$90,516 | | |
| Mandatory Fringe Benefits | | | \$39,391 | \$0 | \$39,391 | | | | | \$39,391 | \$0 | \$39,391 | | |
| 9993 Attrition | | | (\$499,399) | (\$408,883) | (\$90,516) | | | 21.00 | 20.00 | (\$499,399) | (\$408,883) | (\$90,516) | | |
| Mandatory Fringe Benefits | | | (\$207,553) | (\$168,162) | (\$39,391) | | | | | (\$212,904) | (\$173,513) | (\$39,391) | | |
| | <i>Total Savings</i> | | | | \$0 | | | <i>Total Savings</i> | | | | \$0 | | |
| | Eliminate 1.00 FTE 1842 Management Assistant Position vacant since 07/01/2016. | | | | | | | Ongoing savings | | | | | | |
| 2483 Biologist | 16.00 | 15.00 | \$1,764,481 | \$1,654,201 | \$110,280 | | | 16.00 | 15.00 | \$1,764,481 | \$1,654,201 | \$110,280 | | |
| Mandatory Fringe Benefits | | | \$724,480 | \$679,200 | \$45,280 | | | | | \$741,055 | \$694,739 | \$46,316 | | |
| 9993 Attrition | | | (\$499,399) | (\$389,119) | (\$110,280) | | | 21.00 | 20.00 | (\$499,399) | (\$389,119) | (\$110,280) | | |
| Mandatory Fringe Benefits | | | (\$207,553) | (\$162,273) | (\$45,280) | | | | | (\$207,553) | (\$161,237) | (\$46,316) | | |
| | <i>Total Savings</i> | | | | \$0 | | | <i>Total Savings</i> | | | | \$0 | | |
| | Eliminate 1.00 FTE 2483 Biologist Position vacant since 06/18/2016. The Water Enterprise would still have 21 Biologist positions. Position reduction offset by reduction in attrition savings to allow the department sufficient funds for salaries. | | | | | | | Ongoing savings | | | | | | |
| Step Adjustments | | | \$0 | (\$185,031) | \$185,031 | | | | | \$0 | (\$185,031) | \$185,031 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$50,104) | \$50,104 | | | | | \$0 | (\$50,104) | \$50,104 | | |
| | <i>Total Savings</i> | | | | \$235,135 | | | <i>Total Savings</i> | | | | \$235,135 | | |
| | Reduce Step Adjustments to FY 2017-18 amount. | | | | | | | Ongoing savings | | | | | | |

| | FY 2018-19 | | |
|------------------|------------------------------|------------------|--------------------|
| | Total Recommended Reductions | | |
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$922,804 | \$891,081 | \$1,813,885 |
| Total | \$922,804 | \$891,081 | \$1,813,885 |

| | FY 2019-20 | | |
|------------------|------------------------------|------------------|------------------|
| | Total Recommended Reductions | | |
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$66,218 | \$891,067 | \$957,285 |
| Total | \$66,218 | \$891,067 | \$957,285 |

46

GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

WWE - Wastewater Enterprise

| Account Title | FY 2018-19 | | | | | | FY 2019-20 | | | | | | | |
|------------------------------|---|--------|-------------|-------------|-----------|----|--------------------------------|------|------|-------------|-------------|-----------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | From | To | | | |
| | Maintenance | | | | | | | | | | | | | |
| Ford F350 Super Cab Long Bed | | | \$373,021 | \$305,574 | \$67,447 | | x | | | | | | | |
| | Deny request for new truck for Green Infrastructure maintenance crew that has not yet been hired. Wastewater Enterprise has 24 F350s. | | | | | | | | | | | | | |
| 5207 Associate Engineer (A) | 8.00 | 7.00 | \$1,051,704 | \$920,241 | \$131,463 | | | 8.00 | 7.00 | \$1,051,704 | \$920,241 | \$131,463 | | |
| 5207 Associate Engineer (O) | 0.00 | 1.00 | | | | | | 0.00 | 1.00 | | | | | |
| Mandatory Fringe Benefits | | | \$403,565 | \$353,119 | \$50,446 | | | | | \$411,672 | \$360,213 | \$51,459 | | |
| | <i>Total Savings \$181,909</i> | | | | | | <i>Total Savings \$182,922</i> | | | | | | | |
| | Move 1.00 FTE 5207 Associate Engineer position that has been vacant since May 2016 off budget to support capital program. | | | | | | On-going savings. | | | | | | | |
| Step Adjustments | | | \$0 | (\$162,059) | \$162,059 | | | | | \$0 | (\$162,059) | \$162,059 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$44,323) | \$44,323 | | | | | \$0 | (\$44,323) | \$44,323 | | |
| | <i>Total Savings \$206,382</i> | | | | | | <i>Total Savings \$206,382</i> | | | | | | | |
| | Reduce step adjustments to FY 2017-18 amount. | | | | | | On-going savings. | | | | | | | |
| | Source Control | | | | | | | | | | | | | |
| Attrition Savings | (3.16) | (4.08) | (\$346,286) | (\$446,653) | \$100,367 | | x | | | | | | | |
| Mandatory Fringe Benefits | | | (\$145,352) | (\$187,480) | \$42,128 | | x | | | | | | | |
| | <i>Total Savings \$142,495</i> | | | | | | | | | | | | | |
| | Increase attrition savings to account for delays in hiring. | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$63,292) | \$63,292 | | | | | \$0 | (\$63,292) | \$63,292 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$17,249) | \$17,249 | | | | | \$0 | (\$17,249) | \$17,249 | | |
| | <i>Total Savings \$80,541</i> | | | | | | <i>Total Savings \$80,541</i> | | | | | | | |
| | Reduce step adjustments to FY 2017-18 amount. | | | | | | On-going savings. | | | | | | | |
| | Sewer Operations | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$5,678) | \$5,678 | | | | | \$0 | (\$5,678) | \$5,678 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$1,546) | \$1,546 | | | | | \$0 | (\$1,546) | \$1,546 | | |
| | <i>Total Savings \$7,224</i> | | | | | | <i>Total Savings \$7,224</i> | | | | | | | |
| | Reduce step adjustments to FY 2017-18 amount. | | | | | | On-going savings. | | | | | | | |

47

GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

WWE - Wastewater Enterprise

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|----------------------------------|--|---------|----------------------|---------------|-----------|----|----|-------------------|----|----------------------|-------------|-----------|-----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| Bayside Operations | | | | | | | | | | | | | | |
| Attrition Savings | (17.62) | (19.72) | (\$1,986,094) | (\$2,222,926) | \$236,832 | | x | | | | | | | |
| Mandatory Fringe Benefits | | | (\$824,877) | (\$923,239) | \$98,362 | | x | | | | | | | |
| | | | <i>Total Savings</i> | | \$335,194 | | | | | | | | | |
| | Increase attrition savings to account for delays in hiring. | | | | | | | | | | | | | |
| Ford Fusion Hybrid | | | \$72,230 | \$45,803 | \$26,427 | | x | | | | | | \$0 | |
| | Deny request for replacement of 2007 Toyota Prius. This vehicle has useful life, indicated by low lifetime maintenance costs, and is for transporting staff to meetings and appointments, which are trips that can be accomplished on public transit. | | | | | | | One-time savings. | | | | | | |
| Step Adjustments | | | \$0 | (\$121,279) | \$121,279 | | | | | \$0 | (\$121,279) | \$121,279 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$33,103) | \$33,103 | | | | | \$0 | (\$33,103) | \$33,103 | | |
| | | | <i>Total Savings</i> | | \$154,382 | | | | | <i>Total Savings</i> | | \$154,382 | | |
| | Reduce step adjustments to FY 2017-18 amount. | | | | | | | On-going savings. | | | | | | |
| Planning & Regulation | | | | | | | | | | | | | | |
| Attrition Savings | (0.85) | (2.13) | (\$91,519) | (\$229,695) | \$138,176 | | x | | | | | | | |
| Mandatory Fringe Benefits | | | (\$38,007) | (\$95,390) | \$57,383 | | x | | | | | | | |
| | | | <i>Total Savings</i> | | \$195,559 | | | | | | | | | |
| | Increase attrition savings to account for delays in hiring. | | | | | | | | | | | | | |
| Administration | | | | | | | | | | | | | | |
| Facilities Maintenance | | | \$1,634,000 | \$1,534,000 | \$100,000 | | x | | | | | | | |
| | The FY 2017-18 budget for 525 Golden Gate operations and maintenance is \$1,149,000, increasing to \$1,636,600 in FY 2018-19 to account for one-time maintenance costs. Actual expenditures for 525 Golden Gate operations and maintenance were \$862,281 in FY 2015-16 and \$995,535 in FY 2016-17. | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$40,646) | \$40,646 | | | | | \$0 | (\$40,646) | \$40,646 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$10,864) | \$10,864 | | | | | \$0 | (\$10,864) | \$10,864 | | |
| | | | <i>Total Savings</i> | | \$51,510 | | | | | <i>Total Savings</i> | | \$51,510 | | |
| | Reduce step adjustments to FY 2017-18 amount. | | | | | | | On-going savings. | | | | | | |

| | FY 2018-19 | | |
|------------------|------------------------------|------------------|--------------------|
| | Total Recommended Reductions | | |
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$867,122 | \$681,948 | \$1,549,070 |
| Total | \$867,122 | \$681,948 | \$1,549,070 |

| | FY 2019-20 | | |
|------------------|------------------------------|------------------|------------------|
| | Total Recommended Reductions | | |
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$0 | \$682,961 | \$682,961 |
| Total | \$0 | \$682,961 | \$682,961 |

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HHWP - Hetch Hetchy Water & Power

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|---|---|--------|----------------------|-------------|-----------|----|----|-------------------|----------------------|-------------|-------------|-----------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| Energy Services | | | | | | | | | | | | | | |
| Attrition Savings | (3.11) | (4.22) | (\$393,571) | (\$533,863) | \$140,292 | | | x | | | | | | |
| Mandatory Fringe Benefits | | | (\$155,044) | (\$210,311) | \$55,267 | | | x | | | | | | |
| | | | <i>Total Savings</i> | | \$195,559 | | | | | | | | | |
| | Increase attrition savings to account for delays in hiring. | | | | | | | | | | | | | |
| Professional & Specialized Services | | | \$4,682,082 | \$4,582,082 | \$100,000 | | | | | \$2,932,082 | \$2,832,082 | \$100,000 | | |
| | Reduce the proposed, to-be-determined contract amount for business plan development from \$700,000 to \$600,000 in each year. Professional services budget increased from \$1.1 million in FY 2017-18 to \$4.7 million in FY 2018-19. | | | | | | | On-going savings. | | | | | | |
| Step Adjustments | | | \$0 | (\$29,470) | \$29,470 | | | | | \$0 | (\$29,470) | \$29,470 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$7,826) | \$7,826 | | | | | \$0 | (\$7,826) | \$7,826 | | |
| | | | <i>Total Savings</i> | | \$37,296 | | | | <i>Total Savings</i> | | \$37,296 | | | |
| | Reduce step adjustments to the budget equal to the FY 2017-18 amount. | | | | | | | On-going savings. | | | | | | |
| Hetchy Power - Long Range Planning | | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$143,775) | \$143,775 | | | | | \$0 | (\$143,775) | \$143,775 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$38,393) | \$38,393 | | | | | \$0 | (\$38,393) | \$38,393 | | |
| | | | <i>Total Savings</i> | | \$182,168 | | | | <i>Total Savings</i> | | \$182,168 | | | |
| | Reduce step adjustments to the budget equal to the FY 2017-18 amount. | | | | | | | On-going savings. | | | | | | |
| Power Administration | | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$29,541) | \$29,541 | | | | | \$0 | (\$29,541) | \$29,541 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$7,823) | \$7,823 | | | | | \$0 | (\$7,823) | \$7,823 | | |
| | | | <i>Total Savings</i> | | \$37,364 | | | | <i>Total Savings</i> | | \$37,364 | | | |
| | Reduce step adjustments to the budget equal to the FY 2017-18 amount. | | | | | | | On-going savings. | | | | | | |

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HHWP - Hetch Hetchy Water & Power

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|---|------------|---------|----------------------|---------------|-----------|----|----|----------------------|----|-----------|-------------|-----------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | From | To | | | |
| Hetchy Water | | | | | | | | | | | | | | |
| Attrition Savings | (17.32) | (18.40) | (\$1,887,757) | (\$2,005,873) | \$118,116 | | x | | | | | | | |
| Mandatory Fringe Benefits | | | (\$791,898) | (\$841,446) | \$49,548 | | x | | | | | | | |
| | | | <i>Total Savings</i> | | \$167,664 | | | | | | | | | |
| Increase attrition savings to account for delays in hiring. | | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$278,972) | \$278,972 | | | | | \$0 | (\$278,972) | \$278,972 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$75,550) | \$75,550 | | | | | \$0 | (\$75,550) | \$75,550 | | |
| | | | <i>Total Savings</i> | | \$354,522 | | | <i>Total Savings</i> | | \$354,522 | | | | |
| Reduce step adjustments to the budget equal to the FY 2017-18 amount. | | | | | | | | On-going savings. | | | | | | |
| General Administration | | | | | | | | | | | | | | |
| Facilities Maintenance | | | \$971,200 | \$921,200 | \$50,000 | | x | | | | | | | |
| The FY 2017-18 budget for 525 Golden Gate operations and maintenance is \$692,000, increasing to \$971,200 in FY 2018-19 for one time maintenance costs. Actual expenditures in FY 2015-16 were \$434,456 and in FY 2016-17 were \$578,996. | | | | | | | | | | | | | | |

| | FY 2018-19 | | |
|------------------|------------------------------|------------------|--------------------|
| | Total Recommended Reductions | | |
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$413,223 | \$711,350 | \$1,124,573 |
| Total | \$413,223 | \$711,350 | \$1,124,573 |

| | FY 2019-20 | | |
|------------------|------------------------------|------------------|------------------|
| | Total Recommended Reductions | | |
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$0 | \$711,350 | \$711,350 |
| Total | \$0 | \$711,350 | \$711,350 |

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

PUB - Public Utilities Bureau

| Account Title | FY 2018-19 | | | | | | FY 2019-20 | | | | | | | |
|-------------------------------------|---|--------|-------------|-------------|-------------|----------|-------------------|----------------------|--------|-------------|-------------|-------------|----------|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | From | To | | | |
| External Affairs | | | | | | | | | | | | | | |
| 0941 Manager VI | 1.00 O | 1.00 A | \$0 | \$191,316 | (\$191,316) | | | 1.00 O | 1.00 A | \$0 | \$191,316 | (\$191,316) | | |
| Mandatory Fringe Benefits | | | \$0 | \$67,625 | (\$67,625) | | | | | \$0 | \$69,359 | (\$69,359) | | |
| Attrition Savings | | | (\$253,124) | (\$444,440) | \$191,316 | | | | | (\$253,124) | (\$444,440) | \$191,316 | | |
| Mandatory Fringe Benefits | | | (\$99,280) | (\$166,905) | \$67,625 | | | | | (\$101,753) | (\$171,112) | \$69,359 | | |
| | <i>Total Savings</i> | | | | | \$0 | | <i>Total Savings</i> | | | | | \$0 | |
| | Move 0941 Manager VI position from off-budget (O) to on-budget (A). Increase attrition savings to account for salary and fringe benefit costs. | | | | | | On-going change. | | | | | | | |
| Temporary Miscellaneous | 2.37 | 1.62 | \$238,466 | \$163,466 | \$75,000 | | | 2.29 | 1.57 | \$238,466 | \$163,466 | \$75,000 | | |
| Mandatory Fringe Benefits | | | \$18,887 | \$12,947 | \$5,940 | | | | | \$18,887 | \$12,947 | \$5,940 | | |
| | <i>Total Savings</i> | | | | | \$80,940 | | <i>Total Savings</i> | | | | | \$80,940 | |
| | External Affairs increased temporary salaries by \$150,000 in part to support legislative and regulatory work for CleanPowerSF. An increase of \$75,000 should be sufficient because CleanPowerSF is also increasing staff. | | | | | | On-going change. | | | | | | | |
| Step Adjustments | | | \$0 | (\$68,483) | \$68,483 | | | | | \$0 | (\$68,483) | \$68,483 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$18,192) | \$18,192 | | | | | \$0 | (\$18,192) | \$18,192 | | |
| | <i>Total Savings</i> | | | | | \$86,675 | | <i>Total Savings</i> | | | | | \$86,675 | |
| | Reduce step adjustments to FY 2017-18 amounts. | | | | | | On-going savings. | | | | | | | |
| Professional & Specialized Services | | | \$767,400 | \$717,400 | \$50,000 | | | | | \$767,400 | \$717,400 | \$50,000 | | |
| | External Affairs has \$100,000 budgeted in each year for contracts for which the scope and contractor are yet to be determined. This reduction allows the Department \$50,000 for new contracts in each year. | | | | | | On-going savings. | | | | | | | |
| Step Adjustments | | | \$0 | (\$76,162) | \$76,162 | | | | | \$0 | (\$76,162) | \$76,162 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$20,232) | \$20,232 | | | | | \$0 | (\$20,232) | \$20,232 | | |
| | <i>Total Savings</i> | | | | | \$96,394 | | <i>Total Savings</i> | | | | | \$96,394 | |
| | Reduce step adjustments to FY 2017-18 amounts. | | | | | | On-going savings. | | | | | | | |

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

PUB - Public Utilities Bureau

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|--|----------------------|----|-------------|-------------|-----------|----|-------------------|----------------------|----|------------|---------------|-----------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | From | To | | | |
| Business Services | | | | | | | | | | | | | | |
| Step Adjustments | | | (\$169,680) | (\$69,680) | \$100,000 | | | | | \$0 | \$100,000 | \$100,000 | | |
| Mandatory Fringe Benefits | | | (\$45,163) | (\$18,546) | \$26,617 | | | | | \$0 | \$26,617 | \$26,617 | | |
| | <i>Total Savings</i> | | | | \$126,617 | | | <i>Total Savings</i> | | | | \$126,617 | | |
| Reduce step adjustments to FY 2017-18 amounts. | | | | | | | On-going savings. | | | | | | | |
| Step Adjustments | | | \$0 | (\$120,000) | \$120,000 | | | | | \$0 | (\$120,000) | \$120,000 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$31,940) | \$31,940 | | | | | \$0 | (\$31,939.89) | \$31,940 | | |
| | <i>Total Savings</i> | | | | \$151,940 | | | <i>Total Savings</i> | | | | \$151,940 | | |
| Reduce step adjustments to FY 2017-18 amounts. | | | | | | | On-going savings. | | | | | | | |
| General Manager | | | | | | | | | | | | | | |
| Step Adjustments | | | \$0 | (\$55,363) | \$55,363 | | | | | \$0 | (\$55,363) | \$55,363 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$14,937) | \$14,937 | | | | | \$0 | (\$14,937) | \$14,937 | | |
| | <i>Total Savings</i> | | | | \$70,300 | | | <i>Total Savings</i> | | | | \$70,300 | | |
| Reduce step adjustments to FY 2017-18 amounts. | | | | | | | On-going savings. | | | | | | | |
| Step Adjustments | | | (\$19,132) | (\$62,870) | \$43,738 | | | | | (\$19,132) | (\$62,870) | \$43,738 | | |
| Mandatory Fringe Benefits | | | (\$5,096) | (\$16,964) | \$11,868 | | | | | (\$5,106) | (\$16,964) | \$11,858 | | |
| | <i>Total Savings</i> | | | | \$55,606 | | | <i>Total Savings</i> | | | | \$55,596 | | |
| Reduce step adjustments to FY 2017-18 amounts. | | | | | | | On-going savings. | | | | | | | |

| | FY 2018-19 | | |
|------------------|------------------------------|------------------|------------------|
| | Total Recommended Reductions | | |
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$0 | \$718,472 | \$718,472 |
| Total | \$0 | \$718,472 | \$718,472 |

| | FY 2019-20 | | |
|------------------|------------------------------|------------------|------------------|
| | Total Recommended Reductions | | |
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$0 | \$718,462 | \$718,462 |
| Total | \$0 | \$718,462 | \$718,462 |

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

CLP - CleanPowerSF

| Account Title | FY 2018-19 | | | | | | FY 2019-20 | | | | | | | |
|--|---|-------|-------------|-------------|-------------|---------|---|-------|-------|-------------|-------------|-------------|----|----|
| | FTE | | Amount | | | Savings | GF | 1T | FTE | | Amount | | | |
| | From | To | From | To | From | | | | To | From | To | Savings | GF | 1T |
| | CleanPowerSF | | | | | | | | | | | | | |
| Temporary Salaries | 26.27 | 23.79 | \$2,645,369 | \$2,395,369 | \$250,000 | | x | 26.94 | 26.94 | \$2,803,849 | \$2,803,849 | \$0 | | |
| Mandatory Fringe Benefits | | | \$209,513 | \$189,713 | \$19,800 | | x | | | \$222,063 | \$222,063 | \$0 | | |
| | <i>Total Savings \$269,800</i> | | | | | | <i>Total Savings \$0</i> | | | | | | | |
| | This recommendation accounts for delays of approximately 2 months in hiring 10 of the 23 new positions. | | | | | | One-time savings. | | | | | | | |
| Property Rent | | | \$1,000,000 | \$825,000 | \$175,000 | | | | | \$1,500,000 | \$575,000 | \$925,000 | | |
| | CleanPowerSF budgeted \$1 million in FY 2018-19 and \$1.5 million in FY 2019-20 for rent for space for an additional 26 to 33 staff. This reduction should provide sufficient funds for rent (est. \$66/sf), tenant improvements, and operating expenses. | | | | | | This reduction should provide sufficient funds for rent and operating expenses. | | | | | | | |
| 0923 Manager II | 0.77 | 0.00 | \$109,929 | | \$109,929 | | | 1.00 | 0.00 | \$142,764 | | \$142,764 | | |
| Mandatory Fringe Benefits | | | \$44,466 | | \$44,466 | | | | | \$59,533 | | \$59,533 | | |
| 1825 Principal Administrative Analyst II | 0.00 | 0.77 | | \$111,908 | (\$111,908) | | | 0.00 | 1.00 | | \$145,337 | (\$145,337) | | |
| Mandatory Fringe Benefits | | | | \$41,086 | (\$41,086) | | | | | | \$54,429 | (\$54,429) | | |
| | <i>Total Savings \$1,401</i> | | | | | | <i>Total Savings \$2,531</i> | | | | | | | |
| | Reduce new 0923 Manager II position to 1825 Principal Administrative Analyst II. The position would manage up to 2 staff who have not yet been hired. The 1825 job class has necessary qualifications to supervise staff. | | | | | | On-going savings. | | | | | | | |
| Attrition Savings | | | \$0 | (\$180,627) | \$180,627 | | | | | \$0 | (\$180,627) | \$180,627 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$72,251) | \$72,251 | | | | | \$0 | (\$72,251) | \$72,251 | | |
| | <i>Total Savings \$252,878</i> | | | | | | <i>Total Savings \$252,878</i> | | | | | | | |
| | Increase Attrition Savings equivalent to 4% of salaries and fringe benefits. | | | | | | On-going savings. | | | | | | | |
| Step Adjustments | | | \$0 | (\$150,000) | \$150,000 | | | | | \$0 | (\$150,000) | \$150,000 | | |
| Mandatory Fringe Benefits | | | \$0 | (\$60,000) | \$60,000 | | | | | \$0 | (\$60,000) | \$60,000 | | |
| | <i>Total Savings \$210,000</i> | | | | | | <i>Total Savings \$210,000</i> | | | | | | | |
| | Reduce Step Adjustments equivalent to approximately 5% of salaries and fringe benefits. | | | | | | On-going savings. | | | | | | | |

| | FY 2018-19 Total Recommended Reductions | | |
|------------------|--|------------------|------------------|
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$269,800 | \$639,279 | \$909,079 |
| Total | \$269,800 | \$639,279 | \$909,079 |

| | FY 2019-20 Total Recommended Reductions | | |
|------------------|--|--------------------|--------------------|
| | One-Time | Ongoing | Total |
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$0 | \$1,390,409 | \$1,390,409 |
| Total | \$0 | \$1,390,409 | \$1,390,409 |

53

GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

SFPUC - Public Utilities Commission

| | FY 2018-19 | | | FY 2019-20 | | |
|----------------------------|------------------------------|--------------------|--------------------|------------------------------|--------------------|--------------------|
| | Total Recommended Reductions | | | Total Recommended Reductions | | |
| | One-Time | Ongoing | Total | One-Time | Ongoing | Total |
| Water Enterprise | \$922,804 | \$891,081 | \$1,813,885 | \$66,218 | \$891,067 | \$957,285 |
| Wastewater Enterprise | \$867,122 | \$681,948 | \$1,549,070 | \$0 | \$682,961 | \$682,961 |
| Hetch Hetchy Water & Power | \$413,223 | \$711,350 | \$1,124,573 | \$0 | \$711,350 | \$711,350 |
| PUC Bureaus | \$0 | \$718,472 | \$718,472 | \$0 | \$718,462 | \$718,462 |
| CleanPowerSF | \$269,800 | \$639,279 | \$909,079 | \$0 | \$1,390,409 | \$1,390,409 |
| Total | \$2,472,949 | \$3,642,130 | \$6,115,079 | \$66,218 | \$4,394,249 | \$4,460,467 |

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$112,141,309 budget for FY 2018-19 is \$14,518,482 or 14.9% more than the original FY 2017-18 budget of \$97,622,827.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 107.96 FTEs, which are 1.99 FTEs more than the 105.97 FTEs in the original FY 2017-18 budget. This represents a 1.9% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$112,141,309 in FY 2018-19 are \$14,518,482 or 14.9% more than the FY 2017-18 estimated revenues of \$97,622,827.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$124,166,473 budget for FY 2019-20 is \$12,025,164 or 10.7% more than the Mayor's proposed FY 2018-19 budget of \$112,141,309.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 108.18 FTEs, which are 0.22 FTEs more than the 107.96 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.2% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$124,166,473 in FY 2019-20 are \$12,025,164 or 10.7% more than the FY 2018-19 estimated revenues of \$112,141,309.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: RET – RETIREMENT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

| | FY 2013-14 Budget | FY 2014-15 Budget | FY 2015-16 Budget | FY 2016-17 Budget | FY 2017-18 Budget | FY 2018-19 Proposed |
|------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Retirement | 22,406,764 | 27,520,551 | 26,669,227 | 28,408,930 | 97,622,827 | 112,141,309 |
| FTE Count | 97.49 | 103.14 | 105.43 | 106.51 | 105.97 | 107.96 |

The Department’s budget increased by \$89,734,545 from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. This increase is largely due to the shift of the Retirement Health Care Trust Fund from General City Responsibility to the Retirement System in FY 2017-18. This change is budget neutral on a city-wide basis. The Department’s FTE count increased by 10.47 or 11% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department’s proposed FY 2018-19 budget has increased by \$14,518,482 largely due to the Department’s integration of environmental, social, and governance considerations, including engagement activities, into investment decisions. This has led to an increase in professional and personalized services.

FY 2019-20

The Department’s proposed FY 2019-20 budget has increased by \$12,025,164 largely due to the Department’s integration of environmental, social, and governance considerations, including engagement activities, into investment decisions. This has led to an increase in professional and personalized services.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: RET – RETIREMENT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$410,332 in FY 2018-19. Of the \$410,332 in recommended reductions, \$50,782 are ongoing savings and \$359,550 are one-time savings. These reductions would still allow an increase of \$14,108,150 or 14.5% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$45,180 in FY 2019-20. All of the \$45,180 in recommended reductions would be ongoing savings. These reductions would still allow an increase of \$11,979,984 or 10.7% in the Department's FY 2019-20 budget.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

RET - Retirement

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | | |
|---|--|------|-------------|-------------|-----------|----|----|-------------------|------|----------------------|-------------|----------|----|----|--|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T | |
| | From | To | From | To | | | | From | To | From | To | | | | |
| Administration | | | | | | | | | | | | | | | |
| 1244 Senior Personnel Analyst | 1.00 | 0.77 | \$119,787 | \$92,236 | \$27,551 | | X | 1.00 | 1.00 | \$119,787 | \$119,787 | \$0 | | | |
| Mandatory Fringe Benefits | | | \$46,566 | \$35,856 | \$10,710 | | X | | | \$48,110 | \$48,110 | \$0 | | | |
| | <i>Total Savings</i> | | | | \$38,261 | | | | | <i>Total Savings</i> | | \$0 | | | |
| | Reduce 1.0 FTE 1244 Senior Personnel Analyst position to 0.77 FTE due to anticipated delays in hiring. The Department intends to fill the position within the next few months. | | | | | | | One-time savings. | | | | | | | |
| 1054 IS Business Analyst Principal | 4.00 | 3.50 | \$584,018 | \$511,016 | \$73,002 | | X | 4.00 | 4.00 | \$584,018 | \$584,018 | \$0 | | | |
| Mandatory Fringe Benefits | | | \$213,991 | \$187,242 | \$26,749 | | X | | | \$219,394 | \$219,394 | \$0 | | | |
| | <i>Total Savings</i> | | | | \$99,751 | | | | | <i>Total Savings</i> | | \$0 | | | |
| | Reduce 4.00 FTE 1054 IS Business Analyst Principal positions to 3.50 FTEs due to anticipated delays in hiring. The position has been vacant since July 2017 and the Department not begun the process of filling this position or defining its role and responsibilities. | | | | | | | One-time savings. | | | | | | | |
| 1093 IT Operations Support Admin III | 1.00 | 0.50 | \$100,479 | \$50,240 | \$50,240 | | X | 1.00 | 1.00 | \$100,479 | \$100,479 | \$0 | | | |
| Mandatory Fringe Benefits | | | \$42,597 | \$21,299 | \$21,299 | | X | | | \$43,642 | \$43,642 | \$0 | | | |
| | <i>Total Savings</i> | | | | \$71,538 | | | | | <i>Total Savings</i> | | \$0 | | | |
| | Reduce 1.00 FTE 1093 IT Operations Support Admin III position to 0.50 FTE to reflect delayed hiring of 1.00 FTE IT Operations Support Admn III. The Department does not plan to begin recruitment for this position until approval of 1094 IT Operations Support Admin IV. | | | | | | | One-time savings. | | | | | | | |
| Investment | | | | | | | | | | | | | | | |
| Attrition Savings | | | (\$498,582) | (\$598,582) | \$100,000 | | X | | | (\$498,582) | (\$498,582) | \$0 | | | |
| Mandatory Fringe Benefits | | | (\$175,496) | (\$225,496) | \$50,000 | | X | | | \$ (175,496) | (\$175,496) | \$0 | | | |
| | <i>Total Savings</i> | | | | \$150,000 | | | | | <i>Total Savings</i> | | \$0 | | | |
| | Increase Attrition Savings in FY 2018-19 due to anticipated delays in hiring and vacancies. | | | | | | | One time savings | | | | | | | |
| San Francisco Deferred Compensation Plan | | | | | | | | | | | | | | | |
| Professional and Specialized Services | | | \$235,000 | \$186,718 | \$48,282 | | | | | \$235,000 | \$192,320 | \$42,680 | | | |
| | Reduce the Professional and Specialized Services to reflect historical underspending and actual contractual need. | | | | | | | Ongoing savings. | | | | | | | |

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

RET - Retirement

| Account Title | FY 2018-19 | | | | | | | FY 2019-20 | | | | | | |
|--|------------|----|---------|---------|---------|----|------------------|------------|----|---------|---------|---------|----|----|
| | FTE | | Amount | | Savings | GF | 1T | FTE | | Amount | | Savings | GF | 1T |
| | From | To | From | To | | | | From | To | | | | | |
| Air Travel-Employees | | | \$3,500 | \$2,500 | \$2,500 | | | | | \$3,500 | \$2,500 | \$2,500 | | |
| Reduce Travel to reflect historical underspending and actual need. | | | | | | | Ongoing savings. | | | | | | | |

**FY 2018-19
Total Recommended Reductions**

| | One-Time | Ongoing | Total |
|------------------|------------------|-----------------|------------------|
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$359,550 | \$50,782 | \$410,332 |
| Total | \$359,550 | \$50,782 | \$410,332 |

**FY 2019-20
Total Recommended Reductions**

| | One-Time | Ongoing | Total |
|------------------|------------|-----------------|-----------------|
| General Fund | \$0 | \$0 | \$0 |
| Non-General Fund | \$0 | \$45,180 | \$45,180 |
| Total | \$0 | \$45,180 | \$45,180 |



**San Francisco
International
Airport**

Airport Commission of the City and County of San Francisco



Presentation to: The Board of Supervisors Budget & Finance Committee

May 17, 2018

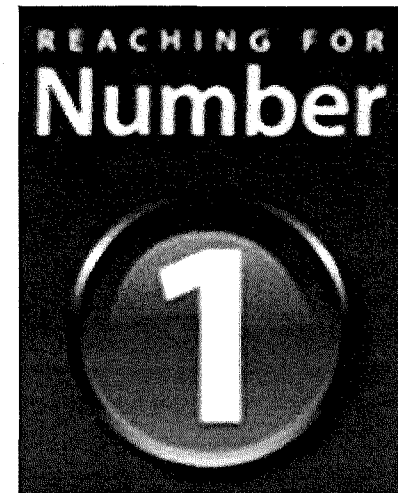
Our Mission & Core Values

Our strategic goals are driven by our mission and values

Our mission is to provide an exceptional airport in service to our communities.

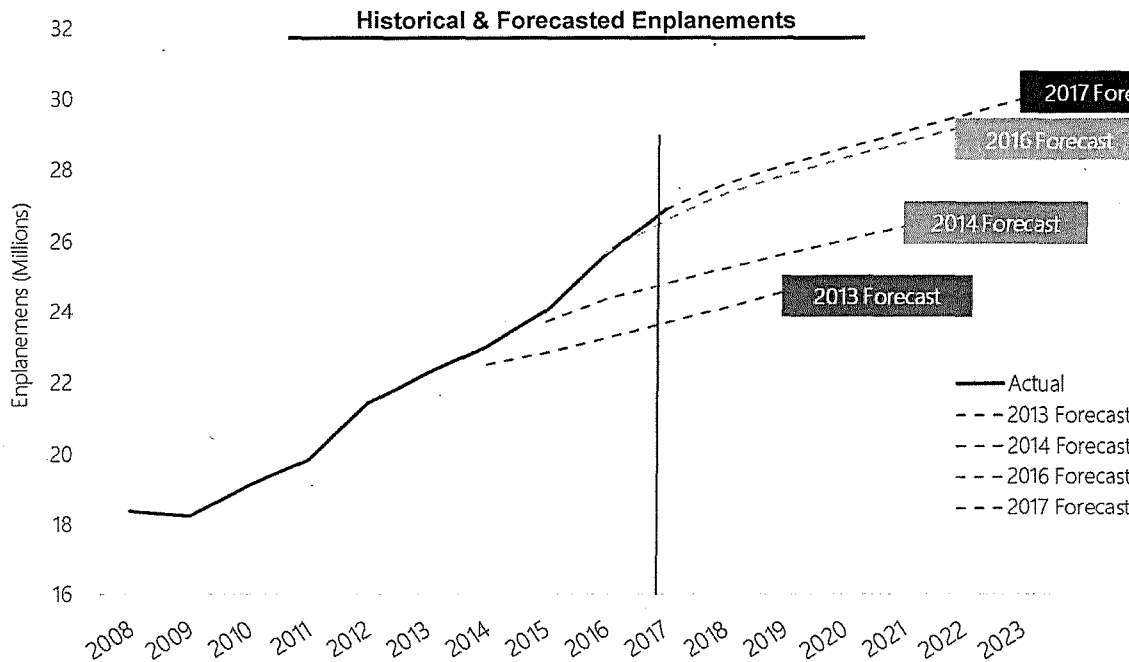
Our core values are the foundation of everything we do.

- Safety & Security is our First Priority
- We are One team
- We treat everyone with Respect
- We communicate fully and Help one another
- We strive to be the Best
- We are Innovative
- We are Open to new ideas
- We are Committed to SFO being a great place to work for all employees
- We are each Responsible for the Airport's success
- We take Pride in SFO and in our accomplishments

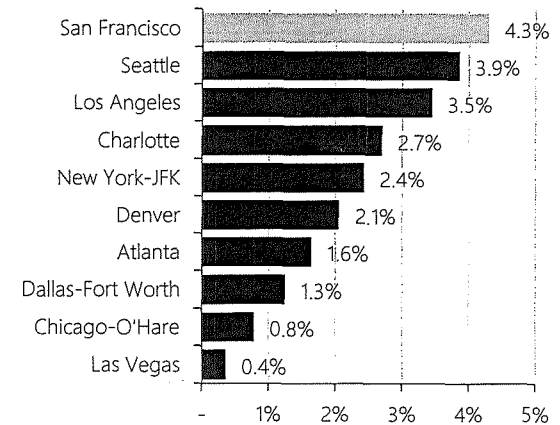


Consistently Strong Air Traffic Growth

SFO continues to experience record breaking passenger levels, consistently outperforming forecasts



Growth of 10-Largest Airports (FY2008-FY2017)⁽¹⁾














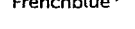

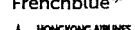


















(1) FY2008-2017 Enplaned Passengers CAGR. Source: U.S. DOT, Schedule T100

- One of the fastest growing large hub airports nationally
 - Ranked 1st in enplanement growth among the 10 largest U.S. airports from FY2008-FY2017, growing by 4.3% CAGR
- Reached 26.9 million enplaned passengers (53.8 million total passengers) in FY2017, up 4.9% from FY2016
- On track to meet and possibly exceed FY2018 forecasts (57 million total passengers)

Continued Demand for New Routes and Increased Airline Service

Route expansion along with new carrier additions continue to strengthen SFO's global prominence

Published Airline Service Additions in FY2018 and FY2019

| Domestic | | | | International | | | |
|---|------------------------|--------------------|----------------|---|----------------------|--------------------|----------------|
| Airline | Destination | New daily service* | Date of Change | Airline | Destination | New daily service* | Date of Change |
|  Alaska | Albuquerque | 1.0 | September 2017 |  AIR CANADA | Edmonton, Canada | 1.0 | May 2018 |
|  Alaska | Baltimore | 1.0 | October 2017 |  Alaska | Mexico City, Mexico | 1.0 | August 2017 |
|  Alaska | Indianapolis | 1.0 | September 2017 |  CATHAY PACIFIC | Hong Kong | 1.0 (d) | November 2017 |
|  Alaska | Kansas City | 1.0 | September 2017 |  EL AL | Tel Aviv, Israel | 0.4 (b) | November 2018 |
|  Alaska | Kona | 1.0 | December 2017 |  FIJI AIRWAYS | Nadi, Fiji | 0.4 (e) | November 2017 |
|  Alaska | Minneapolis – St. Paul | 2.0 | July 2017 |  Frenchblue | Paris (Orly), France | 1.0 (f) | May 2018 |
|  Alaska | Nashville | 1.0 | September 2017 |  Frenchblue | Papeete, Tahiti | 1.0 (f) | May 2018 |
|  Alaska | New Orleans | 1.0 | September 2017 |  HONGKONG AIRLINES | Hong Kong | 1.0 (g) | March 2018 |
|  Alaska | Philadelphia | 1.0 | August 2017 |  IBERIA | Madrid, Spain | 1.0 (b) | April 2018 |
|  Alaska | Phoenix | 2.0 (a) | February 2018 |  ICELANDAIR | Reykjavik, Iceland | 1.0 (c) | June 2018 |
|  Alaska | Raleigh-Durham | 1.0 | October 2017 |  *interjet | Cancun, Mexico | 0.4 (b) | March 2018 |
|  FRONTIER | Des Moines | 0.4 (b) | June 2018 |  *interjet | Guadalajara, Mexico | 0.4 (b) | March 2018 |
|  FRONTIER | Omaha | 0.6 (c) | June 2018 |  KOREAN AIR | Seoul, South Korea | 1.0 (d) | September 2017 |
|  Southwest | Austin | 1.0 | April 2018 |  QANTAS | Melbourne, Australia | 1.0 (c) | November 2018 |
|  UNITED | Madison | 1.0 | June 2018 |  UNITED | Zurich, Switzerland | 1.0 (h) | June 2018 |
|  UNITED | Vail | 1.0 | December 2017 |  UNITED | Papeete, Tahiti | 1.0 (b) | October 2018 |
| Total Domestic | | 17.0 | | Total International | | 13.6 | |

*Key: (a) Seasonal service operated in February-March 2018, during Major League Baseball spring training; (b) New 3 times weekly service; (c) New 4 times weekly service; (d) Increased frequency of service by 5 weekly flights; (e) Change from seasonal to year-round service; (f) New 2 times weekly service. Service addition is pending approval from U.S. Customs and Border Protection; (g) New 4 times weekly service, increasing to daily service in August 2018; (h) New 2 times weekly service.

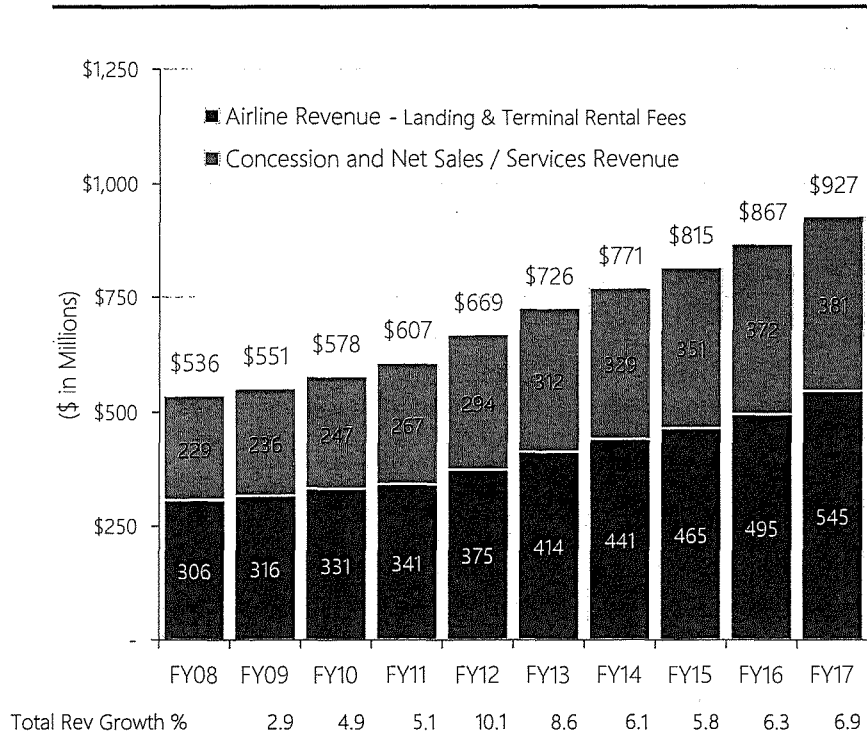
Note: Air Berlin ceased operations and Etihad Airways discontinued service in October 2017.

No significant airline service reductions are expected in FY2019

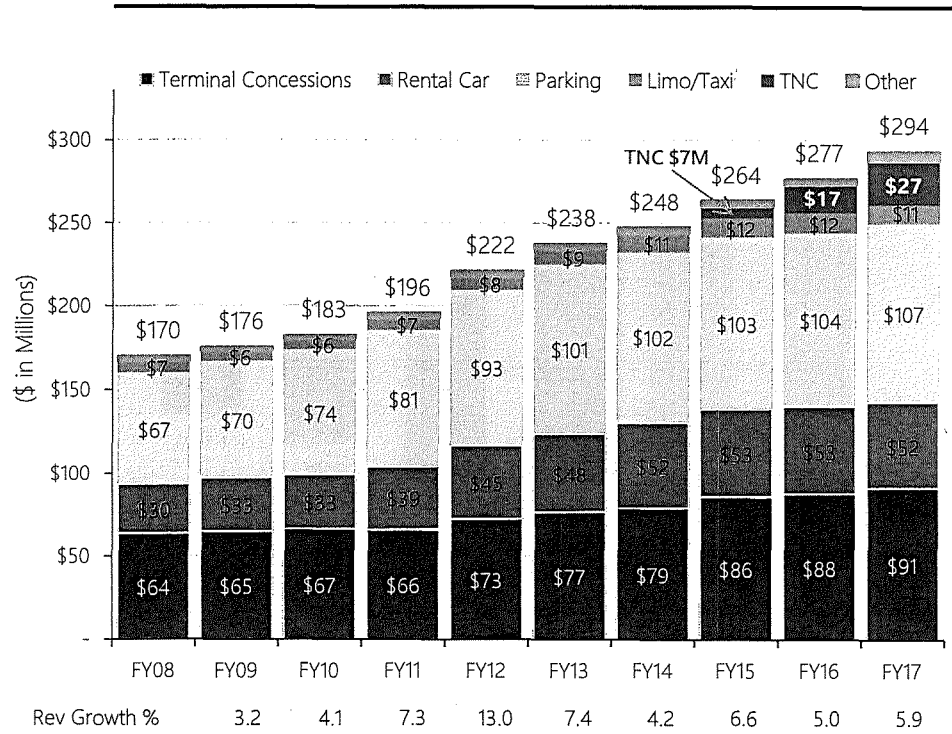
Increased Revenues

Increase in Non-Airline Revenues continues to help diversify Airport's overall revenues

Total Revenues



Major Non-Airline Revenues

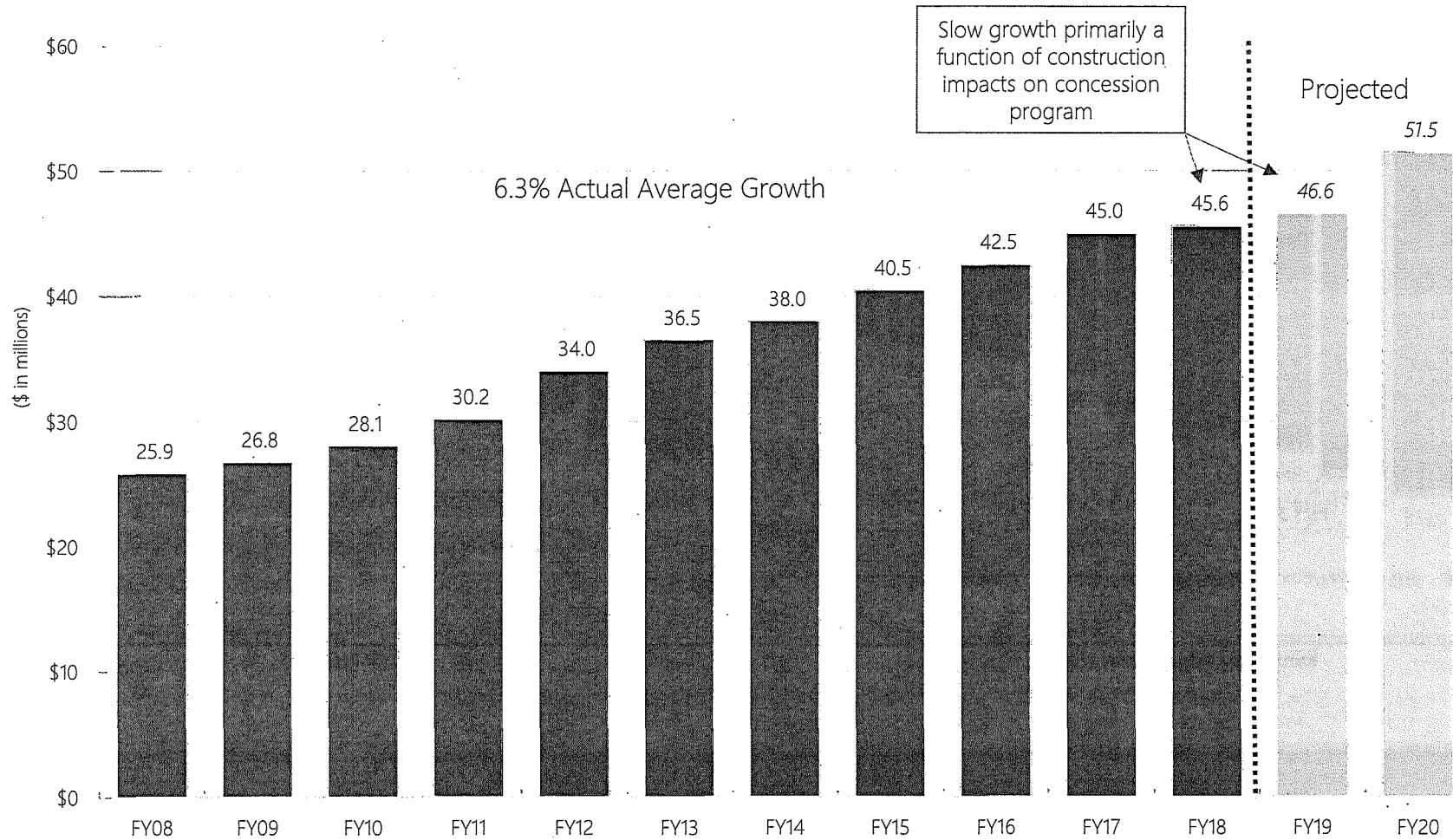


*Terminal Concessions includes food and beverage, retail, duty free, and advertising

Increased Annual Service Payment (ASP)

15% of Concession & Ground Transportation Revenue are paid to the City's General Fund

ASP paid in lieu of reimbursement for City indirect services to Airport



Growth-Focused Budget & Planning

SFO is accommodating growth through strategic budgeting & careful capital planning

Budget Objectives

- Enhance safety & security - *additional police officers*
- Support the Capital Improvement Plan (CIP) – *debt service & operating needs of new facilities*
- Meet increased passenger traffic demands on facilities – *remote gate operations*
- Address curbside traffic and congestion – *enhanced curbside control and strategic TNC management*
- Increase sustainability – *airport-wide renewables, zero-energy, and zero-emission efforts*



FY 2018/19 & FY 2019/20 Proposed Budget

Proposed budget increases primarily driven by growth related needs

\$ are in millions

Proposed Budget

| Total Budget | FY 17/18 | FY 18/19 | FY 19/20 |
|-----------------------|-----------|--------------|--------------|
| Total Budget | \$1,050.6 | \$1,163.5 | \$1,299.1 |
| % Change vs. Prior FY | 3.9% | <u>10.7%</u> | <u>11.7%</u> |

| Budget Highlights (included in budget total) | FY 17/18 | FY 18/19 | FY 19/20 |
|--|----------|----------|----------|
| SFPD Direct Charge | \$58.3 | \$60.7 | \$75.2 |
| SFPD Academy Class | \$2.5 | \$11.7 | \$12.2 |
| Airport Overtime | \$2.3 | \$2.5 | \$2.6 |
| Annual Service Payment to City General Fund | \$45.6 | \$46.6 | \$51.5 |

Police Line Items

| Position Overview | FY 17/18 | FY 18/19 | FY 19/20 |
|--------------------------------------|----------|-------------|------------|
| Total Positions | 1,880 | 1,911 | 1,911 |
| Operating Positions | 1,629 | 1,641 (+12) | 1,641 (+0) |
| Project & Overhead Positions | 251 | 270 | 270 |
| Total Position % Change vs. Prior FY | 3.1% | 1.6% | 0.0% |
| Total Passengers per Position | 30,307 | 30,556 | 31,310 |

- All expenses are funded with Airport generated revenues
- Budget increase driven by increased debt service, additional police, normal salary growth, and an increase in contractual services
- Proposing 12 net-new operating positions; but held funded FTE flat by balancing attrition and temporary salaries

\$7.4 Billion Capital Improvement Plan (CIP)

Robust construction activity found throughout SFO today as progress on CIP continues

SFO has completed roughly \$1.6 billion of CIP work to date

Terminal 1 Projects



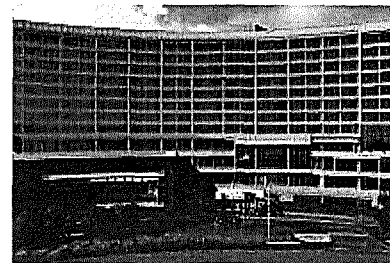
Total Cost: \$2.3 B
Schedule: Through 2022

Terminal 3 West Redevelopment



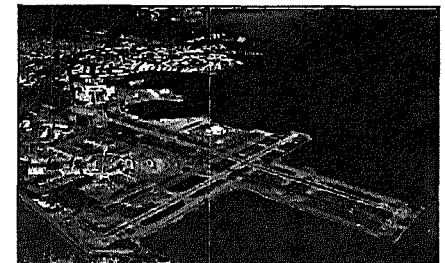
Total Cost: \$775 M
Schedule: Late 2022

Airport Hotel



Total Cost: \$240 M
Schedule: Summer 2019

Shoreline Protection Program



Total Cost: \$61 M
Schedule: Spring 2023

Security Infrastructure Project



Total Cost: \$176 M
Schedule: Late 2019

Long-term Parking Garage 2



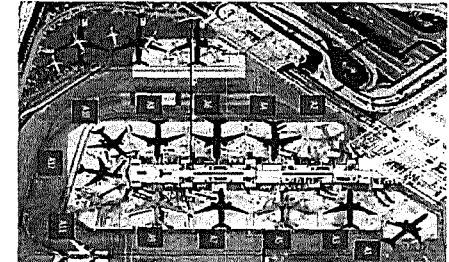
Total Cost: \$161 M
Schedule: Early 2019

AirTrain Extension Project



Total Cost: \$217 M
Schedule: Spring 2020

Boarding Area A Gate Enhancements



Total Cost: \$97 M
Schedule: Late 2020

Social Responsibility & Community Sustainability – Job Training

SFO offers a variety of internship & job training programs

Internships programs include:

SFO Programs (w FY 16/17 Participation #s)

- Career Connect - College & Employment (29)
- Custodial Trainee Program (2)
- College Intern Program (30)
- High School Intern Program (44)
- Graduate Fellows (2)
- Project Assist (2)
- Habitat Preservation Project (11)

Internships Positions:

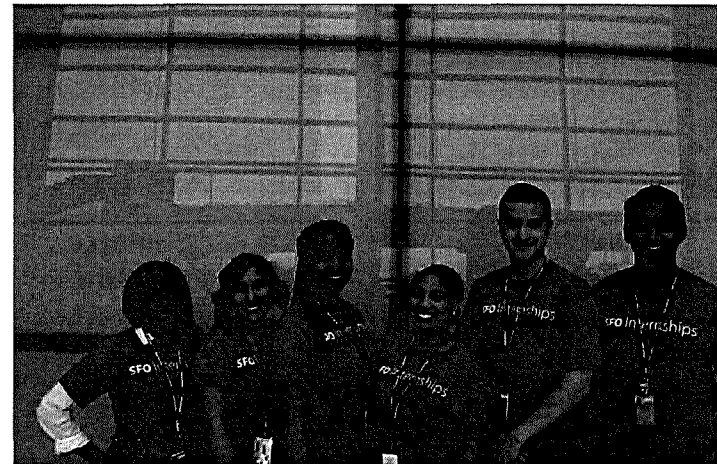
- FY 16/17: 180 interns
- FY 17/18 YTD: 128, *projecting 197 by year end*

Upcoming Opportunities

- New training program for entry-level Hyatt Hotel positions, 40 additional trainees
- Specialized construction trainings (e.g. Iron worker training)
- Service Priorities: Homeless/Formely Homeless, Underrepresented Communities

Partner Programs

- SF Fellows (2)
- Construction Administration Internship (1)
- Project Pull (1)
- SFUSD Fellows (N/A - *did not participate in FY16/17*)
- Youth Works (7)
- Engineering, Architectural, & Planning Trainee Program (48)
- Coro Fellowship (1)



Social Responsibility & Community Sustainability - Jobs

SFO is dedicated to connecting local residents to jobs

SFO connects job seekers with both the City and private companies at the Airport.

First Source: # Job seekers placed with private airport companies:

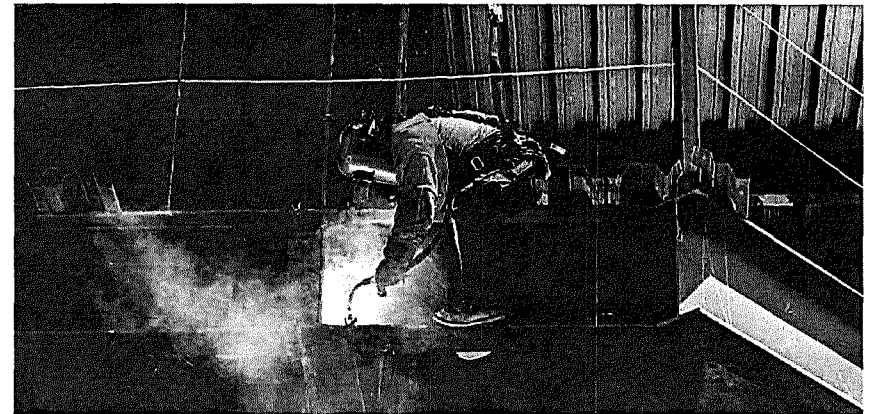
- FY 16/17: 1,141
- FY 17/18 YTD: 588

Local Hire: % of hours worked by local residents on construction projects:

| Fiscal Year | Total Work Hours | Local hire Hours | % Local hire |
|-------------|------------------|------------------|--------------|
| 16/17 | 697,727 | 245,587 | 35.2% |
| 17/18 YTD | 946,533 | 257,219 | 27.2% |

Upcoming Opportunities

- New Hyatt Hotel – over 200 jobs
- Private Sector Jobs – increase of 10-15%
- Construction Hours – increase of 36%



Social Responsibility & Community Sustainability – Small & Local Business

SFO recognizes small & local business are a big part of what makes SFO an exceptional Airport

- SFO was one of the first Airports in the US to create a small business outreach office.
- Provides an array of supports to ensure small, local, woman, and minority-owned businesses have equitable access to SFO's business opportunities.

Small & Local Business Highlights

CIP Construction (Q2 2015 – YTD)

- 18.5% Local Business Enterprise (LBE) participation across projects
- \$292M has gone to LBEs



FY 16/17 Concessions

- 60% of leases had owners headquartered in San Francisco and the Bay Area
- 70% (\$254M) of revenue earned by San Francisco/Bay Area owners
- 40% of concessions were small businesses at lease commencement



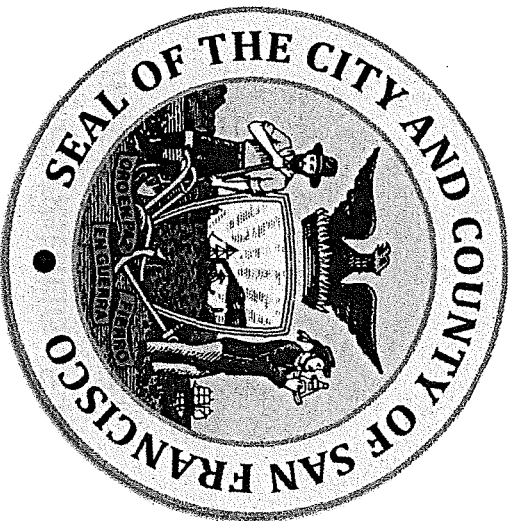
FY 17/18 YTD Concessions

- 68% of leases had owners headquartered in San Francisco and the Bay Area
- 72% (\$190M) of revenue YTD earned by San Francisco/Bay Area owners
- 48% of concessions were small businesses at lease commencement

Policy Trends & Initiatives

Updates on key efforts underway at SFO

- Building Wage Momentum – *private employers increasing wages for SFO workers*
- Managing Roadside Congestion – *implementing TNC Traffic Improvement Plan*
- Leveraging Technology – *piloting biometric access control technology & automated security screening lanes*
- Pursuing Alternative Fuels – *developing solutions for sustainable aviation fuels*
- Addressing Community Noise – *monitoring noise impacts on the community, working with the FAA on more frequent utilization of quiet procedures, and implementing a new GPS landing system*
- Airport Development Plan (ADP) – *continuing to plan for the future*



Board of Appeals

FY19 & FY20 Budget Presentation to
The Board of Supervisors

MAY 17, 2018

Board of Appeals

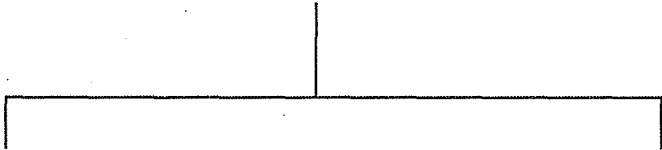
Mission

- Provide the public with a final administrative review process for the issuance, denial, suspension, revocation and modification of City permits, licenses and other determinations.
- Provide an efficient, fair and expeditious public hearing and decision-making process before an impartial panel.

0112 Board Members
President Frank Fung
Vice President Rick Swig
Commissioner Ann Lazarus
Commissioner Bobbie Wilson
Commissioner Darryl Honda

0961 Department Head

Julie Rosenberg (1FTE)



8173 Legal Assistant
Gary Cantara (1 FTE)

8106 Legal Process Clerk
(3 FTES)
Xiomara Mejia
Alec Longaway
Anita Lau

Strategic Goals

- Goal# 1: Enhance the appeal process for all participants (the public, Board members and staff) through the increased use of technology.
- Goal #2: Foster workforce development: As a small department, cross training is important to ensure coverage and service provision at all times; staff retention is also key to maintaining competencies and institutional knowledge.
- Goal #3: Analyze and amend the Board's Rules of procedure and governing legislation to modernize appeal processing, enhance the public's understanding of appeal rights and the appeal process, and eliminate inconsistencies.

Revenue Sources

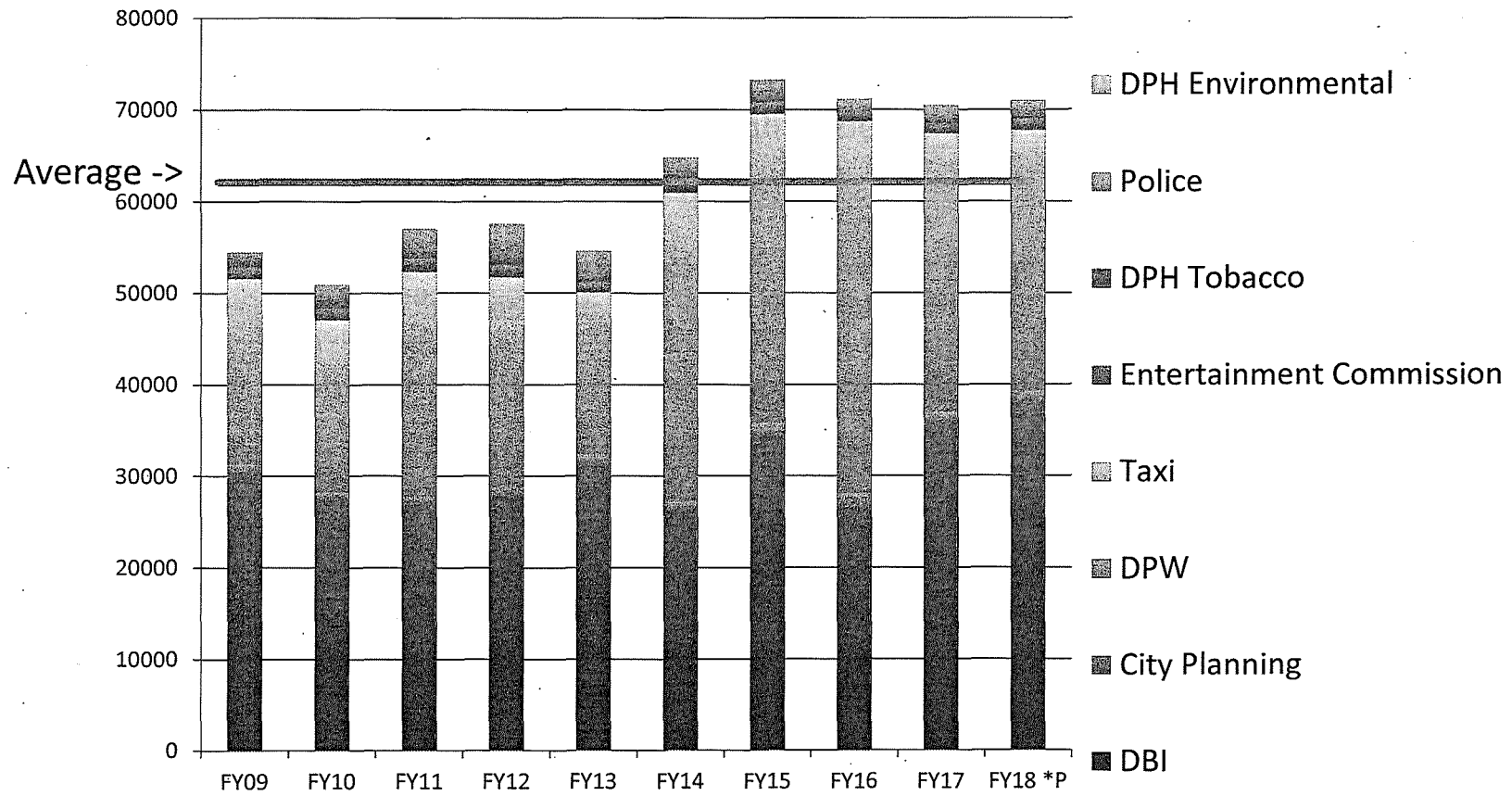
Permits

- Surcharges = 94% of revenue
- Collected on new and renewed permit applications
- Rate proportional to percentage of cases originating from each department
 - Controller performs a rate analysis after other departments submit permit data in April
 - DBI & City Planning account for 76% of surcharge revenue
 - DBI & City Planning surcharge fees were reduced by 26% in FY18
 - \$25 reduced to \$18.50
 - Goal was to prevent overcollection
- Controller may make CPI-based adjustments; rate changes beyond CPI require legislation
- Legislation may also be warranted to change the permit types upon which surcharges are levied (eg. Cannabis permits)

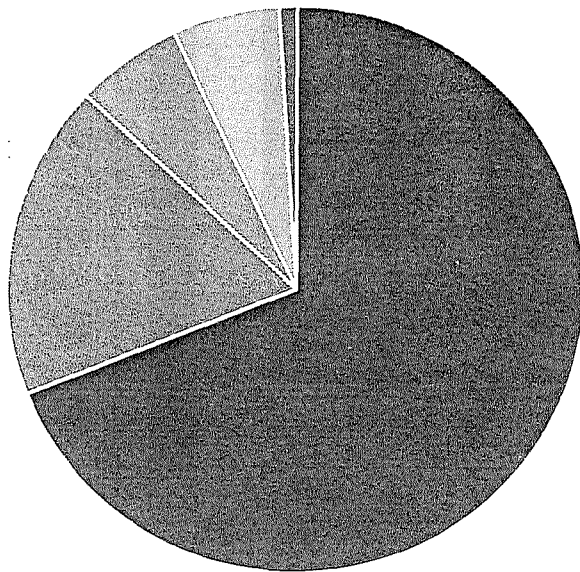
Appeals

- Filing Fees = 6% of revenue
- Collected by Board when new appeals are filed

Permit Volume



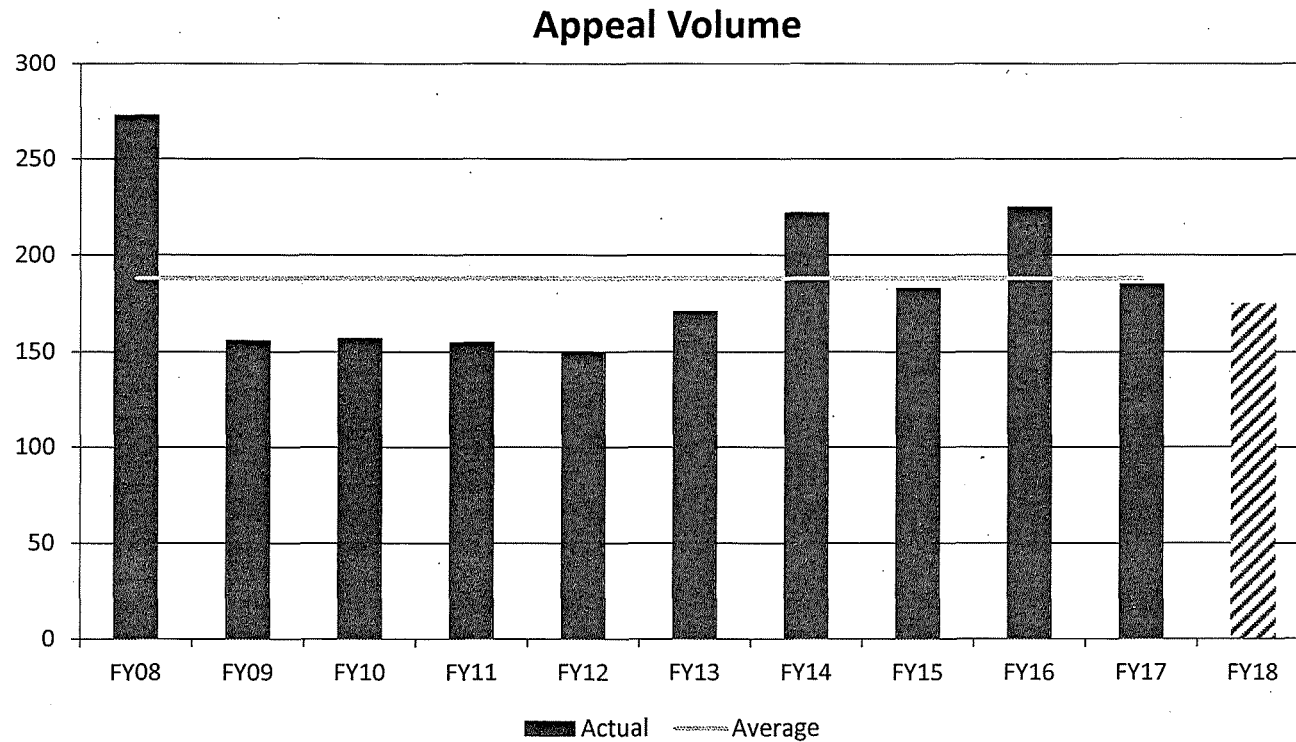
Overview: Expenditure Budget



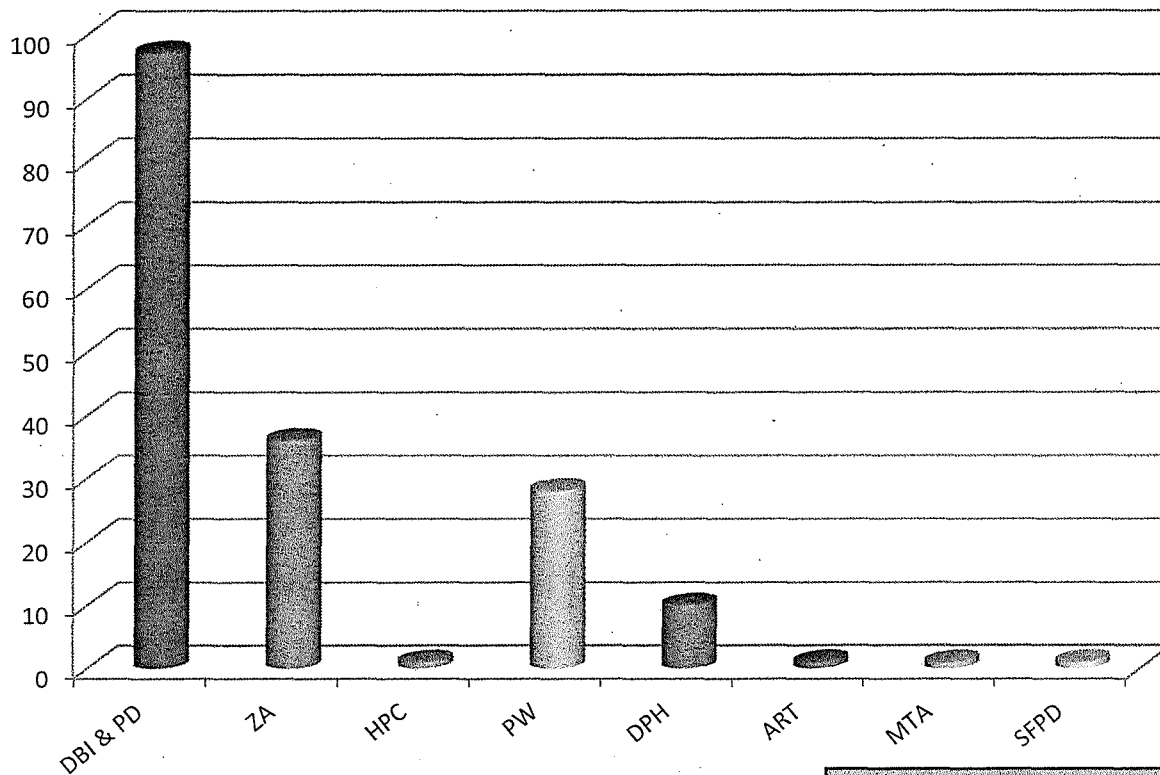
- Salary & Fringe Benefits
- Services by Other Departments
- Specialized Services
- Infrastructure
- Materials & Supplies

- Over 2/3 of the Board's expenditure budget covers salary & fringe benefit expenses. 5 FTEs and 5 Commissioners (69%)
- Services provided by other departments comprise the next largest portion (18%)
- Specialized Services (6%)
 - Neighborhood notification, interpreter & delivery services
- Infrastructure(6%)
 - Office lease, equipment rental, computer & telephone maintenance
- Materials & Supplies (1%)

Appeal Volume for FY18 is projected to be slightly lower than the 10-year average of 188 appeals per year. The Board also hears Rehearing and Jurisdiction Requests.



Appeal Distribution (based on projected appeals for FY18)



PD = Planning Department

DBI = Department of Building Inspection

ZA = Zoning Administrator

PC = Planning Commission

HPC = Historic Preservation Commission

PW = Public Works

DPH = Department of Public Health

ART = Arts Commission

MTA = Municipal Transportation Agency

Land Use Matters n=134

77% percent of the projected appeals for FY18 are of land use decisions issued by the Planning Department, Department of Building Inspection, Zoning Administrator, Planning Commission or Historic Preservation Commission.

FY19 & FY20 Budgets Revenue

- Surcharge rates are designed to generate the revenue needed to cover operating expenses in both FYs.
- FY19: No increases in surcharge rates
- FY20: Surcharge rates will be analyzed during next year's budget process

- No change is projected in filing fee revenue

FY19 & FY20 Budget Proposals

| | FY18 Budget | FY19 Proposed | FY18-19 variance | FY20 Proposed | Fy19-FY20 Variance |
|-----------------------|------------------|------------------|------------------|------------------|--------------------|
| Revenue | | | | | |
| Surcharges | 992,533 | 1,024,524 | 31,991 | 1,059,190 | 34,666 |
| Filing Fees | 46,037 | 46,037 | - | 46,037 | - |
| Total | 1,038,570 | 1,070,561 | 31,991 | 1,105,227 | 34,666 |
| | | | | | |
| Expenses | | | | | |
| Personnel | 718,798 | 748,541 | 29,743 | 783,207 | 34,666 |
| Other | 319,772 | 322,020 | 2,248 | 322,020 | - |
| Total expenses | 1,038,570 | 1,070,561 | 31,991 | 1,105,227 | 34,666 |
| | | | | | |
| Net | \$0 | \$0 | \$0 | \$0 | \$0 |

- Budget Proposals include modest increase in expenditures in both budget years to cover mandatory increases in salaries/fringe benefits and rent.
- No Increases in staffing levels.

Appendix A – Current Surcharge Rates

| PERMIT ISSUING DEPARTMENT | CURRENT SURCHARGE |
|--|-------------------|
| DBI & PLANNING | \$18.50 |
| PUBLIC WORKS | \$6.50 |
| ENTERTAINMENT COMMISSION | \$4.00 |
| PUBLIC HEALTH (TOBACCO) | \$43.00 |
| MUNICIPAL TRANSPORTATION AGENCY (TAXI) | \$2.00 |
| POLICE | \$6.00 |

Surcharges are calculated by: (1) Determining the number of appeals filed in the prior fiscal year that originated with actions taken by each funding department; (2) applying the percentage of appeals for each department to the Board's budget to determine the dollar amount each funding department should contribute; and (3) dividing this dollar amount by the number of appealable permits issued by each funding department.

Appendix B - Filing Fees

| DETERMINATION TYPE | FILING FEE |
|---|------------|
| ZONING ADMINISTRATOR DETERMINATION | \$600 |
| PLANNING COMMISSION ACTION | \$600 |
| DEPT. OF BUILDING INSPECTION ALTERATION, DEMOLITION OR OTHER PERMIT | \$175 |
| DEPT. OF BUILDING INSPECTION IMPOSITION OF PENALTY | \$300 |
| DEPT. OF BUILDING INSPECTION RESIDENTIAL HOTEL OR APARTMENT CONVERSION PERMIT | \$525 |
| POLICE DEPT. OR ENTERTAINMENT COMMISSION PERMIT TO BUSINESS OWNER | \$375 |
| POLICE DEPT. OR ENTERTAINMENT COMMISSION PERMIT TO EMPLOYEE | \$150 |
| POLICE DEPT. OR ENTERTAINMENT COMMISSION PERMIT REVOCATION OR SUSPENSION | \$375 |
| PUBLIC WORKS TREE REMOVAL PERMIT WHEN ISSUED TO CITY | \$100 |
| OTHER ORDER OR DECISION (FOOD TRUCK, TAXI, TOBACCO, MASSAGE, MCD, ETC.) | \$300 |
| REHEARING REQUEST & JURISDICTION REQUEST | \$150 |



Strategic Plan

Mission: The Department of Building Inspection (DBI) ensures that life and property within the City and County of San Francisco are safeguarded and provides a public forum for community involvement in that process. DBI oversees the efficient, effective, fair and safe enforcement of Building, Housing, Plumbing, Electrical and Mechanical Codes, along with Disability Access Regulations.

The Proposed FY 2018-19 and FY 2019-20 Budget funds salaries, training, materials/supplies, IT projects and education/outreach programs that address the following Strategic Plan Goals:

- Review plans and issue permits safeguarding life and property in compliance with City and State regulations.
- Perform inspections to enforce codes and standards to protect occupant's rights ensuring safety and quality of life.
- Deliver highest level of customer service.
- Implement efficient and effective administrative practices.
- Proactively engage and educate customers, contractors, media and other stakeholders.



FY 2018-19 and FY 2019-20 Priorities

- Mayor's Executive Directive 17-02 (Housing)
- Implementation of Accessible Business Entrance Program
- Continued focus on Code Enforcement
- Seismic Safety



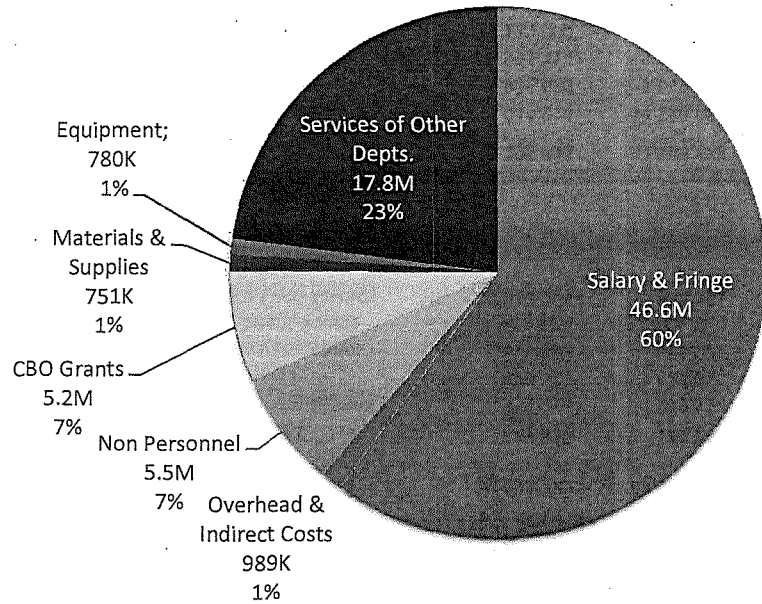
FY 2018-19 and FY 2019-20 Budget Changes

| Sources | 2017-2018 Original Budget | 2018-2019 Proposed Budget | Chg From 2017- 2018 | 2019-2020 Proposed Budget | Chg From 2018- 2019 | Major changes |
|--------------------------------------|------------------------------|---------------------------------|------------------------|---------------------------------|------------------------|--|
| Charges for Services | 58,491,770 | 63,456,649 | 4,964,879 | 61,826,149 | (1,630,500) | FY 18-19 \$5M increase due to continued strength in Plan Check Revenues. FY 19-20 slight reduction. |
| Expenditure Recovery | 173,340 | 171,840 | (1,500) | 171,840 | | |
| Interest & Investment Income | 559,214 | 559,214 | | 559,214 | | |
| IntraFund Transfers In | 2,479,339 | 3,423,225 | 943,886 | 2,223,225 | (1,200,000) | |
| Licenses: Permits/Franchises | 6,696,009 | 6,696,009 | | 6,696,009 | | |
| Transfer Adjustment-Source | (2,479,339) | (3,423,225) | (943,886) | (2,223,225) | 1,200,000 | |
| Unappropriated Fund Balance | 10,613,366 | 6,898,351 | (3,715,015) | 7,293,875 | 395,524 | |
| General Fund Support | | | | | | |
| Sources Total | 76,533,699 | 77,782,063 | 1,248,364 | 76,547,087 | (1,234,976) | |
| Uses - Operating Expenditures | | | | | | |
| Salaries | 31,195,933 | 32,048,673 | 852,740 | 32,283,470 | 234,797 | FY 18-19 \$1.4M increase in Salaries/Fringes to cover COLAs/fringes. |
| Mandatory Fringe Benefits | 14,044,916 | 14,590,052 | 545,136 | 15,165,042 | 574,990 | |
| Non-Personnel Services | 6,856,086 | 5,549,966 | (1,306,120) | 5,349,966 | (200,000) | FY 18-19 \$1.3M decrease in Professional Services |
| City Grant Program | 4,991,314 | 5,230,314 | 239,000 | 5,230,314 | | |
| Capital Outlay | 1,130,000 | 780,000 | (350,000) | | (780,000) | |
| Carry-Forward Budgets Only | (2,562,240) | | 2,562,240 | | | |
| Intrafund Transfers Out | 2,479,339 | 3,423,225 | 943,886 | 2,223,225 | (1,200,000) | |
| Materials & Supplies | 826,300 | 751,300 | (75,000) | 676,300 | (75,000) | |
| Overhead and Allocations | 742,252 | 989,644 | 247,392 | 989,644 | | |
| Services Of Other Depts | 19,309,138 | 17,842,114 | (1,467,024) | 16,852,351 | (989,763) | FY 18-19 \$1.5M decrease Services of Other Departments. Eliminate \$3M Hotel Preservation funds to Mayor's Office of Housing (all funds allocated in FY 17-18) offset by increases in City Attorney, Real Estate, Assessor, Department of Technology increases |
| Transfer Adjustment - Uses | (2,479,339) | (3,423,225) | (943,886) | (2,223,225) | 1,200,000 | |
| Uses Total | 76,533,699 | 77,782,063 | 1,248,364 | 76,547,087 | (1,234,976) | |
| Uses - Division Description | | | | | | |
| DBI Administration | 18,574,055 | 19,822,979 | 1,248,924 | 19,429,409 | (393,570) | |
| DBI Inspection Services | 42,044,690 | 41,095,784 | (948,906) | 40,070,636 | (1,025,148) | |
| DBI Permit Services | 15,914,954 | 16,863,300 | 948,346 | 17,047,042 | 183,742 | |
| Uses by Division Total | 76,533,699 | 77,782,063 | 1,248,364 | 76,547,087 | (1,234,976) | |

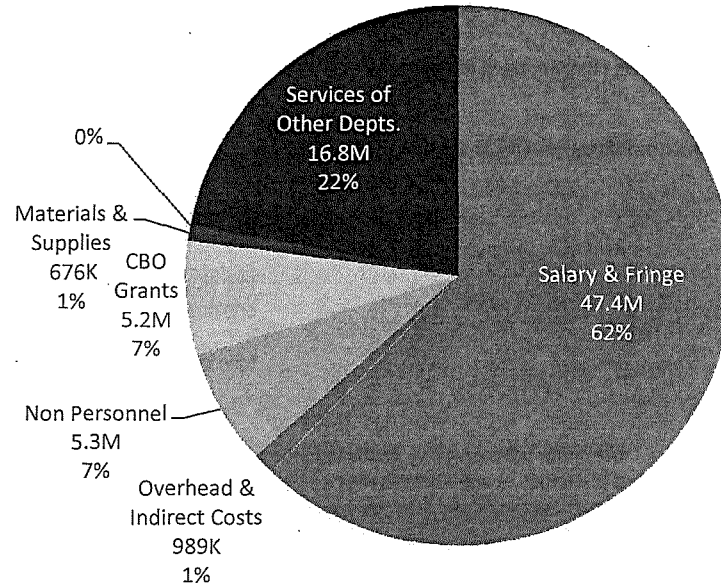


FY 2018-19 and FY 2019-20 Expenditures

DEPARTMENT OF BUILDING INSPECTION
TOTAL EXPENDITURES
FISCAL YEAR 2018-19



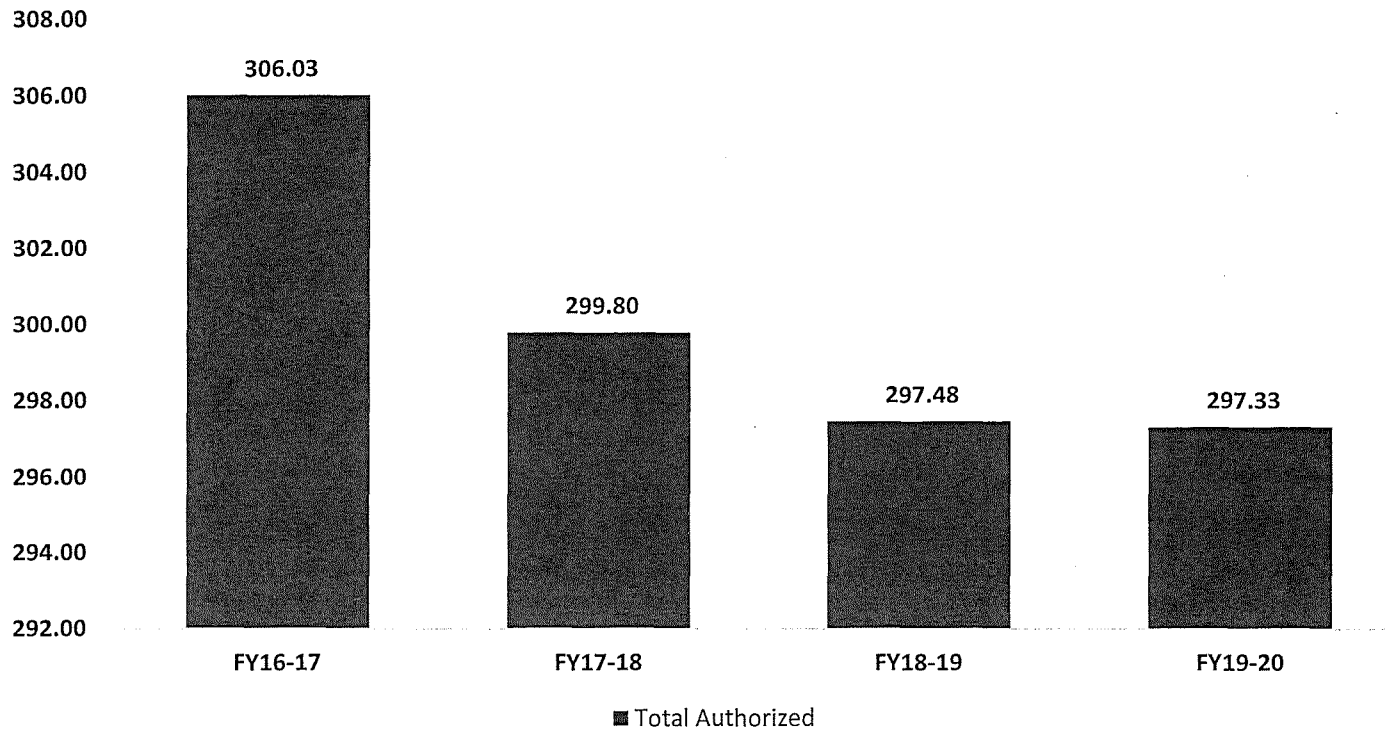
DEPARTMENT OF BUILDING INSPECTION
TOTAL EXPENDITURES
FISCAL YEAR 2019-20





FY 2018-19 and FY 2019-20 Positions

DEPARTMENT OF BUILDING INSPECTION
TOTAL AUTHORIZED POSITIONS





**DEPARTMENT
of
CHILD SUPPORT SERVICES**

BUDGET PRESENTATION

to

SAN FRANCISCO BOARD OF SUPERVISORS

BUDGET AND FINANCE COMMITTEE

FY2018-2019 and FY2019-2020



Putting San Francisco Families First...

Our Vision

Children can count on their parents for the financial, medical and emotional support they need to be healthy and successful.

Our Mission

To empower parents to provide economic support for their children by furnishing child support services in the form of location of absent parents, establishment of paternity and support obligations and enforcement of support obligations, thereby contributing to the well-being of families and children.



Child Support Citywide Initiatives...

Major Initiatives

Project 500

Human Services Agency and
Department of Public Health

“Lifting families out of
poverty”

HopeSF

Department of Public Health

“DADS - Fatherhood Family
Involvement”

Treasurer

Fines and Fees Task Force

“Paying Families First”

Helping Non Custodial Parents
Take Care of Their Children

Community Response Services

- “Safe” Child Support Services for Domestic Violence Survivors
- Custodial and Non Custodial Employment CNET – Connecting Parents to Workforce Development
- Expanded Program Access to Incarcerated Parents County Jail
- Co-Parenting Plans through access and visitation
- Compromise of Debt (COAP)
- “Express Driver’s” License Release



Community Collaborations

- Visitacion Valley
Neighborhood Access Point
- San Francisco Public Library
- Reentry Services for Parents –
Adult Probation
- YMCA Potrero Hill, Bayview
- Mo'Magic, Western Addition
Access Point
- Job Support Collaborative
(OEWD) Employment
Opportunities for Parents
- WtW Oversight Committee, HSA
- Sentencing Commission –
District Attorney
- San Francisco Reentry Council
- San Francisco Domestic Violence
Council –Department on the
Status of Women



San Francisco Families First! Meeting our performance goals!

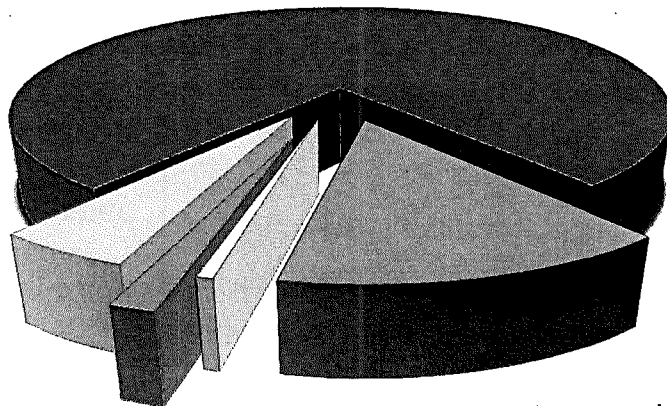
95% of every dollar received goes directly to families.

| | District | Cases | % of Cases | FFY2017 Collection | Money to Families |
|--|----------|------------|------------|-----------------------|----------------------|
| <ul style="list-style-type: none"> • 97% (9,167) children have Paternity Established • 90% of Requested Services have Child Support Orders Established | 11 | 1,753 | 15% | 3,885,900 | 3,691,605 |
| | 10 | 3,740 | 32% | 8,289,920 | 7,875,424 |
| | 9 | 1,169 | 10% | 2,590,600 | 2,461,070 |
| | 8 | 234 | 2% | 518,120 | 492,214 |
| | 7 | 468 | 4% | 1,036,240 | 984,428 |
| | 6 | 1,286 | 11% | 2,849,660 | 2,707,177 |
| | 5 | 1,636 | 14% | 3,626,840 | 3,445,498 |
| | 4 | 351 | 3% | 777,180 | 738,321 |
| | 3 | 584 | 5% | 1,295,300 | 1,230,535 |
| | 2 | 117 | 1% | 259,060 | 246,107 |
| | 1 | <u>351</u> | <u>3%</u> | <u>777,180</u> | <u>738,321</u> |
| | | 11,689 | 100% | \$25,906,001 | 24,610,701 |



Two Year Budget: FY 2019, FY2020 Expenditures

78% of Budget \$10,586,125
Salary and Benefits



14 % of Budget \$1,898,977
Rent for Main Office

5% of Budget \$678,206

Work Orders of Other City Departments

2% of Budget \$271,282

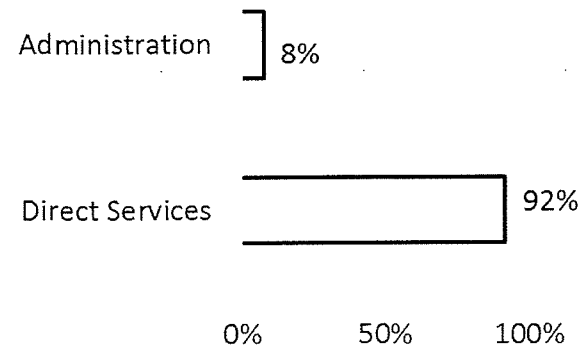
Professional Services funds Genetic Testing and Process of Service

1% of Budget \$129,529

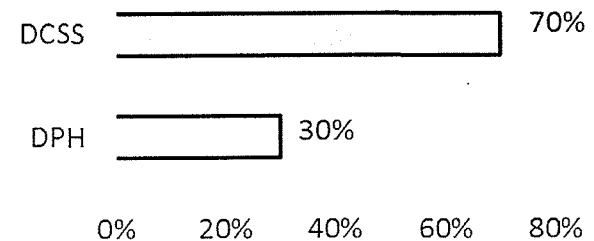
Travel, Training, Materials and Supplies

TOTAL Annual Budget = \$13,564,119

Salary Distribution



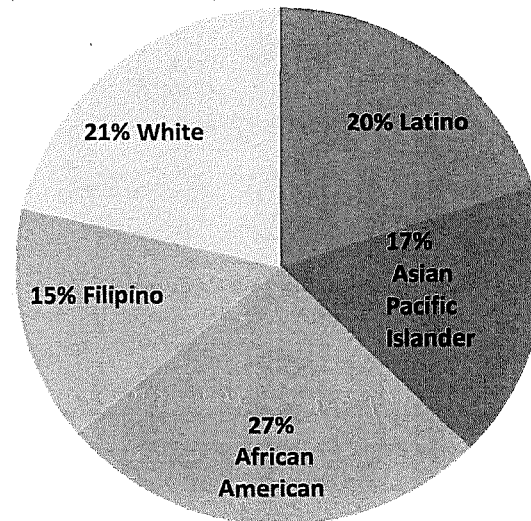
Rent Co-Location Distribution



Funding Priority : Direct Services to Families

- **No New Positions**
- **No Change in budgeted FTE's (92.0)**
- **New Overtime Budget**
 - expand outreach to fragile families (\$5,000)
- **No Equipment Budget**
State IT Equipment Refresh during FY2019

CSS Staff Ethnicity

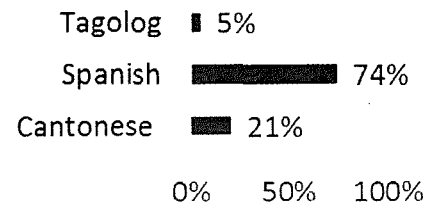


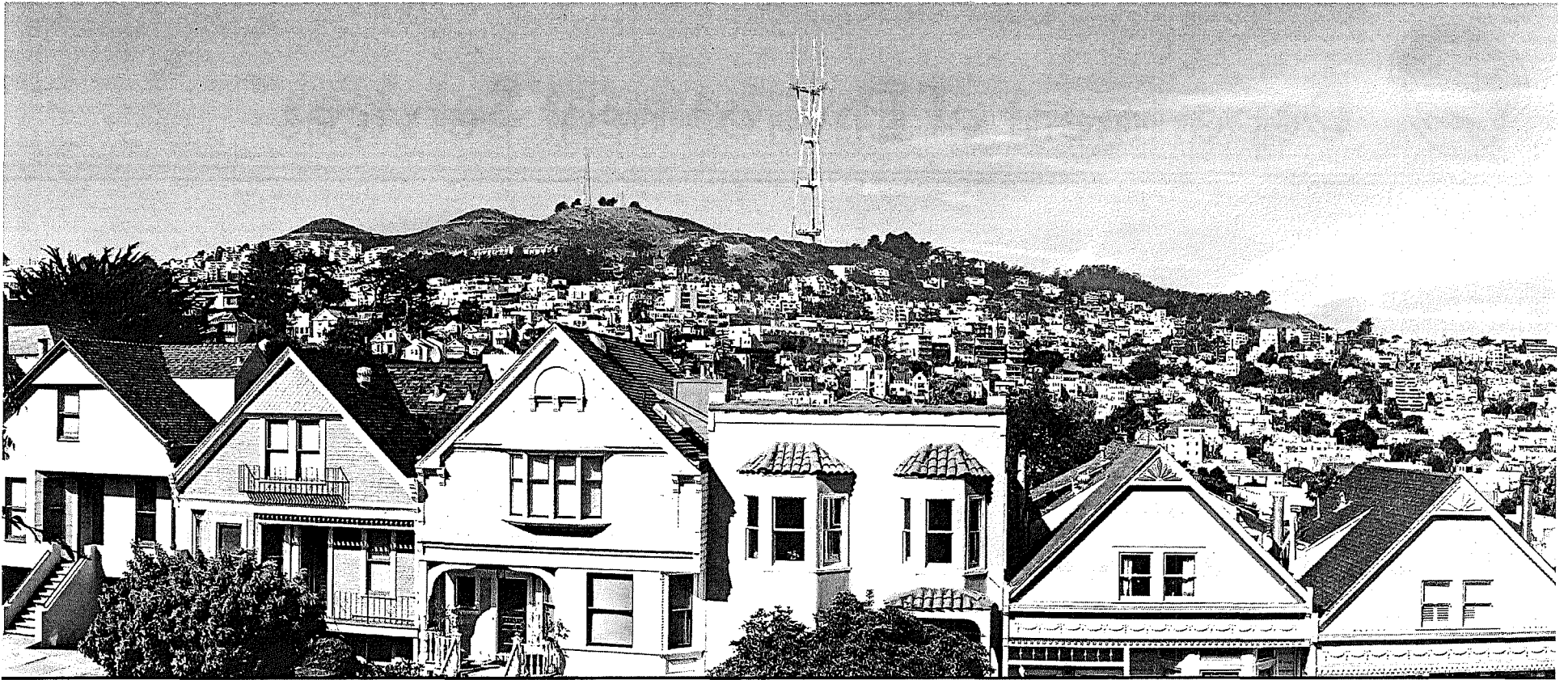
Language Access

43% caseworkers are certified bilingual workers

- California Language Line supports available during business hours
- TTY lines for the hearing impaired

Certified Bilingual Workers





San Francisco Department of the Environment Proposed Budget for FY18-19

Debbie Raphael, Director



SF Environment

Our home. Our city. Our planet.

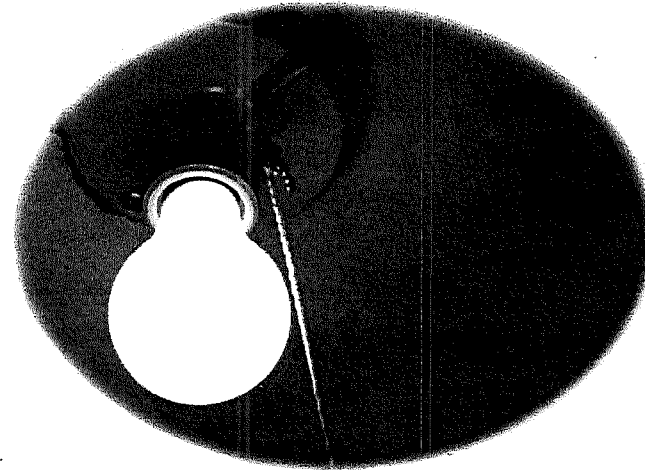
A Department of the City and County of San Francisco



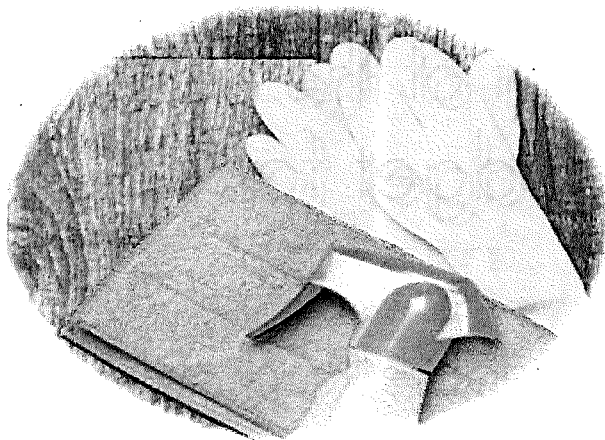
Department of Environment Services



Zero Waste



Energy



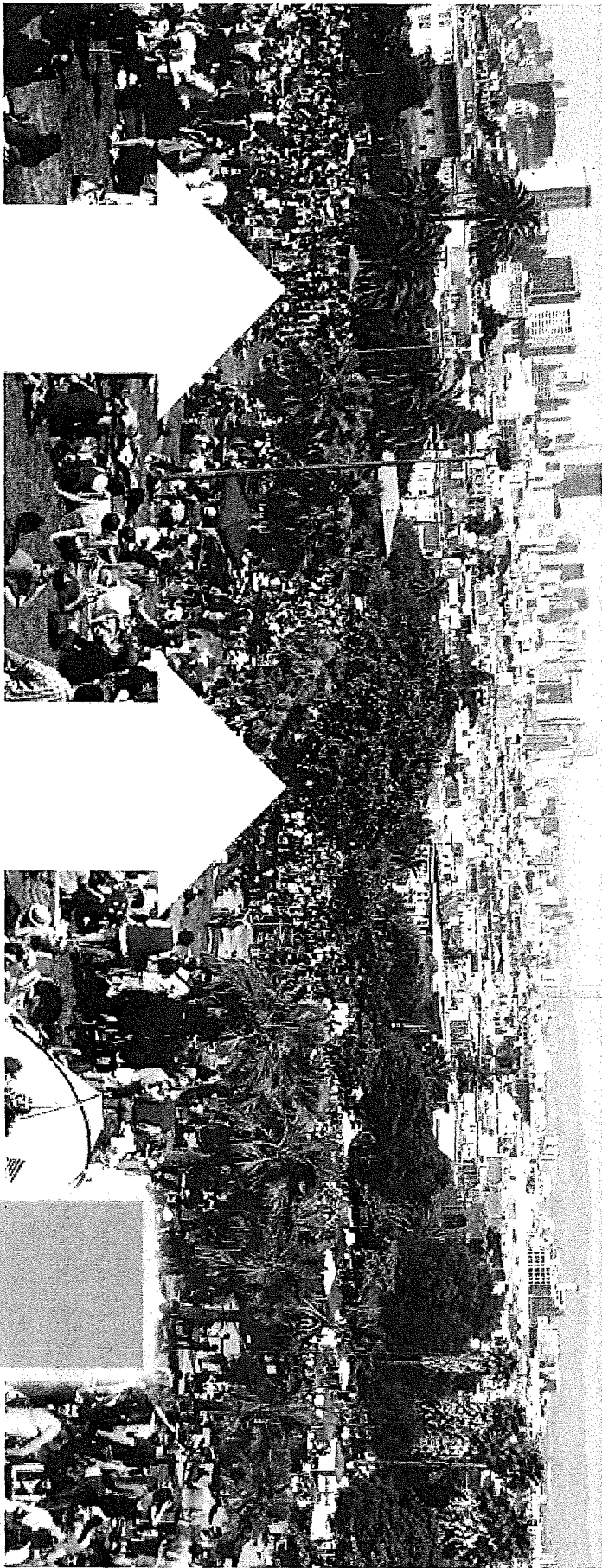
Toxics Reduction & Healthy Ecosystems



Climate Action



San Francisco Today (1990 - 2016)



20%

Population

111%

GDP

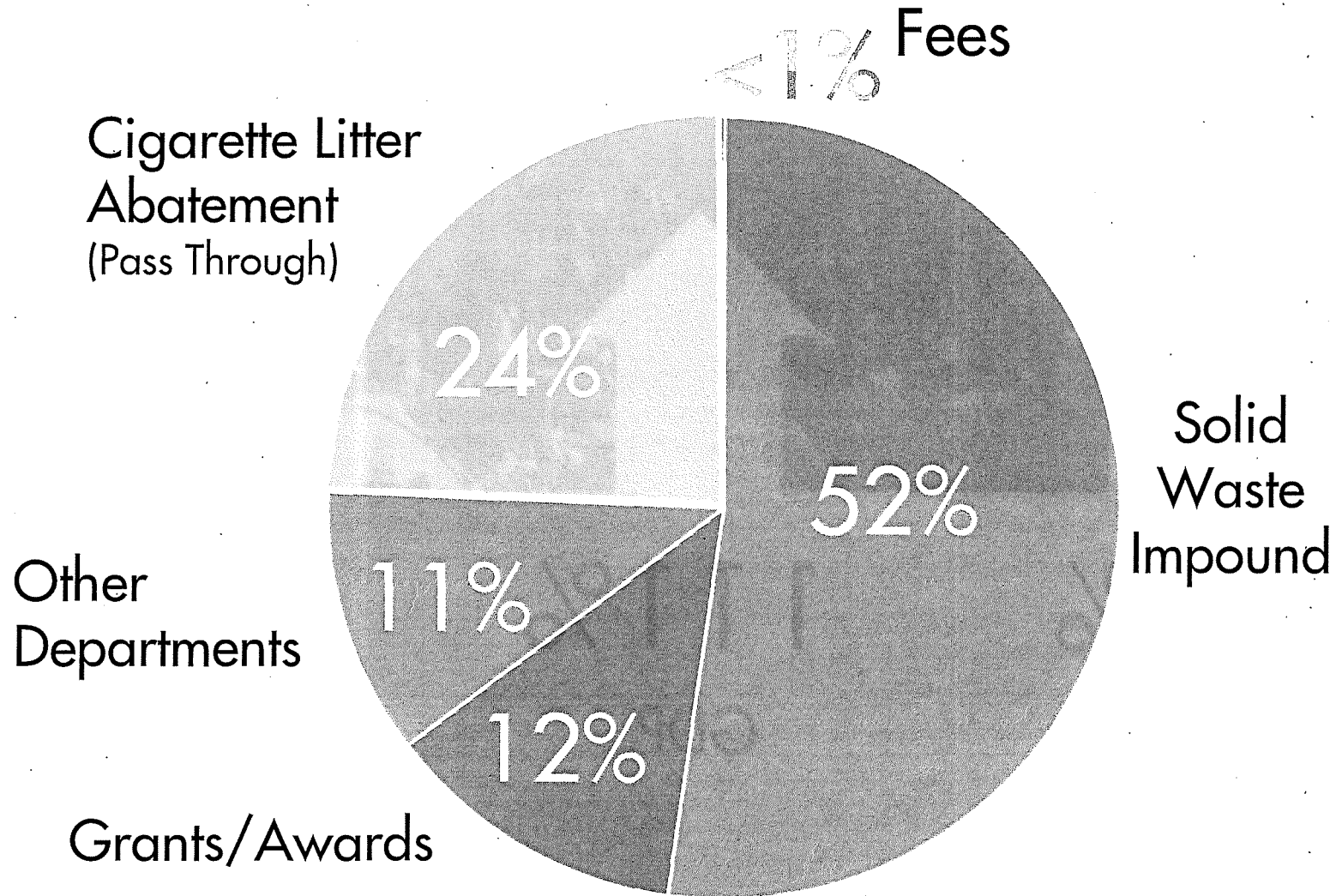
29%

GHG Emissions



How the Department is Funded

Total FY18-19 Budget: \$ 21,965,767





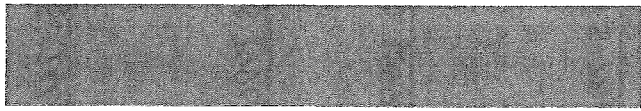
Proposed Budget FY18-19

| Program | Services Delivered | Fund Code | FY 17-18 Budget | FY 18-19 Proposed Budget | Difference from FY17-18 | FY 19-20 Projection |
|--|--|-------------------------------------|-----------------|--------------------------|-------------------------|---------------------|
| ZERO WASTE | <ul style="list-style-type: none"> Mandatory Recycling and Composting Compliance Technical Assistance School Education Door to Door Outreach | 13990, 14000, 12200 | \$ 7,299,035 | \$ 7,052,042 | \$ (246,993) | \$ 7,125,879 |
| TOXICS REDUCTION & HEALTHY ECOSYSTEMS | <ul style="list-style-type: none"> Household Hazardous Waste Integrated Pest Management Green Business Program Biodiversity and Urban Forestry | 12210, 13990, 14000, 12230 | \$ 2,998,765 | \$ 2,001,915 | \$ (996,850) | \$ 2,060,086 |
| ENERGY | <ul style="list-style-type: none"> Energy Efficiency Energy Codes & Standards Zero Emission Vehicles | 12230, 12200 | \$ 1,385,141 | \$ 785,931 | \$ (599,210) | \$ 791,854 |
| CLIMATE ACTION | <ul style="list-style-type: none"> Municipal Climate Action Planning Environmental Justice Green Building Carbon Fund | 12210, 13990, 12200, 10020 | \$ 1,545,327 | \$ 1,623,393 | \$ 78,066 | \$ 1,653,891 |
| ADMINISTRATION | | 12200, 13990 | \$ 4,803,170 | \$ 5,202,486 | \$ 399,316 | \$ 5,413,808 |
| CIGARETTE LITTER ABATEMENT FEE | | 13850 | \$ 5,050,000 | \$ 5,300,000 | \$ 250,000 | \$ 5,000,000 |
| TOTAL | | | \$ 23,081,438 | \$ 21,965,767 | \$ (1,115,671) | \$ 22,045,518 |



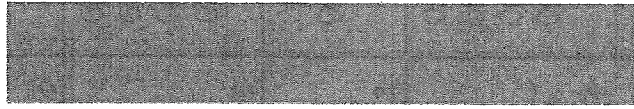
FTE Count

66.9



FY 17-18

66.04



FY 18-19

65.96



FY 19-20

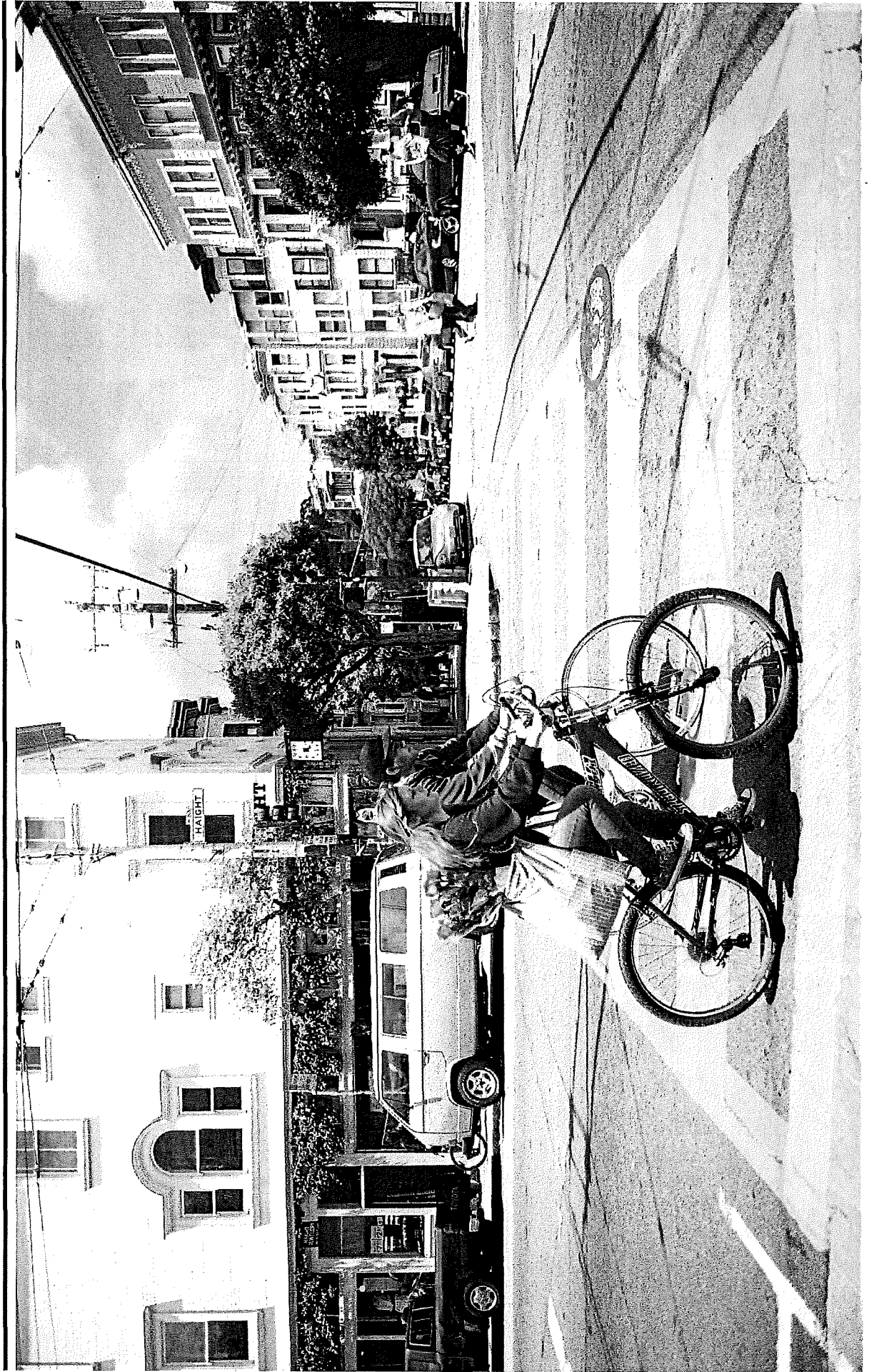


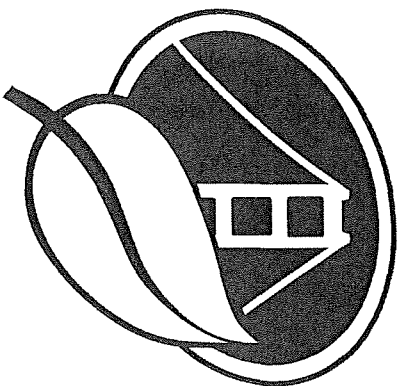
Citywide Roll-Out of Recycling Changes





Net-Zero Emissions by 2050





SF Environment

Our home. Our city. Our planet.

A Department of the City and County of San Francisco



**Proposed Budget
FY 2018-19 & FY 2019-20**

**Budget Hearing
May 17, 2018**

**San Francisco Law Library
sflawlibrary@sfgov.org
1145 Market Street, 4th Floor □ San Francisco, CA 94103
(415) 554-1772 □ <http://www.sflawlibrary.com>**

SINCE



1870

SAN FRANCISCO
LAW LIBRARY

sflawlibrary.org

MISSION:

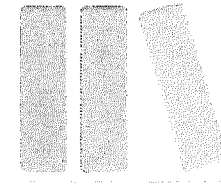
To provide free access and use of legal reference materials in order that the people of San Francisco may conduct their legal affairs and preserve their rights.

The Law Library serves:

- The Public
- City and County Departments
- State, Local and Federal Agencies
- Businesses & Corporations
- Non-Profits
- Attorneys & Law Firms
- Paralegal Schools
- Law Schools
- Self-Represented Litigants
- Specialty & Minority Bar Associations
- The Courts
- Legal Advocacy Organizations
- Sole Proprietorships
- Elected Officials
- Students
- Seniors



Resources & Services



Reference Services - Provided by Attorney Librarians

- Professional librarian staff available to guide patrons through a complex legal system and resources

Collections Available Only at the Law Library

- Rare San Francisco Municipal Code archive
- Unique CA legal materials

- Comprehensive San Francisco, California, & Federal Legal Collection
- Extensive Electronic Collection - Free Use of Legal Databases
- Legal Education Programs & Seminars for the Public & Legal Practitioners
- Continuing Legal Education Materials (MCLE) in CD format



**Law Library Non-CCSF Funded
Income & Operating Expense Statement
Fiscal Year 2016-17**

| | 7/01/16-6/30/17 |
|--------------------------------|------------------------|
| | <u>Actual</u> |
| Income | |
| Filing Fees | 992,435 |
| Premium Services Fees | 139,855 |
| Investment Interest | 31,522 |
| Miscellaneous Income | 8,395 |
| Conference Room Rental Income | 6,154 |
| Library Donations | 1,192 |
| Total Gross Income | \$1,179,553 |
| | |
| Expenses | |
| Health Insurance | 47,733 |
| Retirement Fund | 62,548 |
| Salaries | 419,793 |
| Books & Multimedia Materials | 450,461 |
| Contractual Services | 38,995 |
| Insurance | 8,711 |
| Leased Equipment | 8,484 |
| Library Systems Maintenance | 19,029 |
| Materials & Supplies | 5,381 |
| Miscellaneous | 7,116 |
| Payroll Service Fees | 3,656 |
| Payroll Taxes Employer Portion | 36,184 |
| PCs, Equipment & Furniture | 2,407 |
| Storage | 4,388 |
| Technology IT Services | 9,482 |
| Training & Prof Affiliations | 11,686 |
| | |
| Total Expenses | \$1,136,053 |
| | |
| Net Surplus/Shortfall | \$43,500 |



Law Library Operating Expenses & CCSF Appropriation

Law Library Funded Operating Expenses

Salaries
Retirement
Health Insurance
Collection - Databases, Multimedia & Print
Contractual Services
Insurance
Leased Equipment
Library Systems Maintenance
Materials & Supplies
Miscellaneous
Payroll Service Fees
Payroll Taxes
PCs, Equipment & Furniture
Storage
Technology IT Services
Training & Professional Affiliations

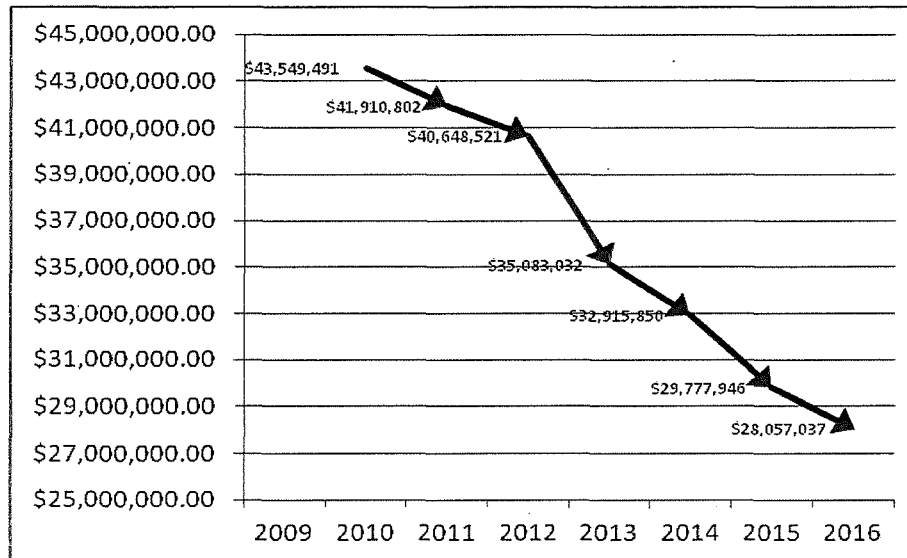
CCSF Appropriation – Charter Mandated

Salaries
Mandatory Fringe
Materials & Supplies
Services of Other Departments

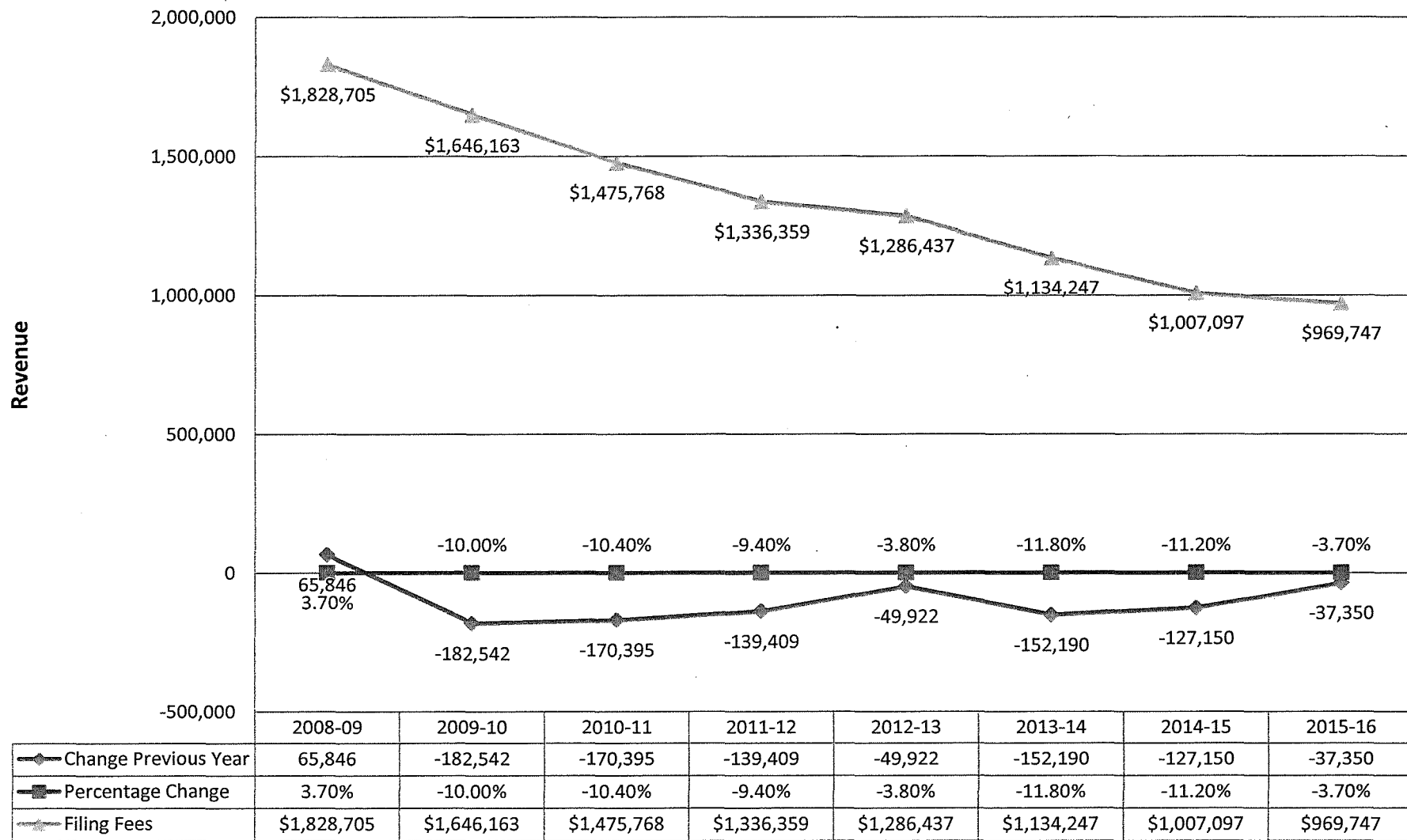
Statewide Filing Fees Comparison FY 2009-FY 2016

| F/Y | Filing Fees | Decrease | Total Decrease |
|------|---------------|----------|----------------|
| 2009 | \$ 43,549,491 | | |
| 2010 | \$ 41,910,802 | 3.76% | 3.76% |
| 2011 | \$ 40,648,521 | 3.01% | 6.77% |
| 2012 | \$ 35,083,032 | 13.69% | 20.47% |
| 2013 | \$ 32,915,850 | 6.18% | 26.64% |
| 2014 | \$ 29,777,946 | 9.53% | 36.18% |
| 2015 | \$ 28,057,037 | 5.78% | 41.96% |
| 2016 | \$ 29,519,226 | -5.21% | 36.74% |

Statewide Filing Fees Comparison FY 2009-FY 2016

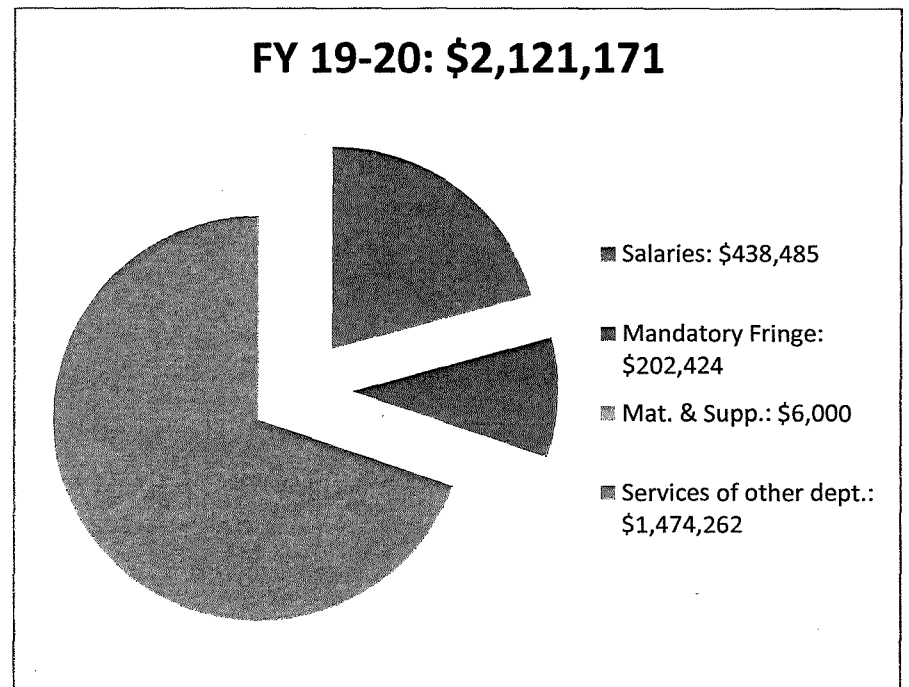
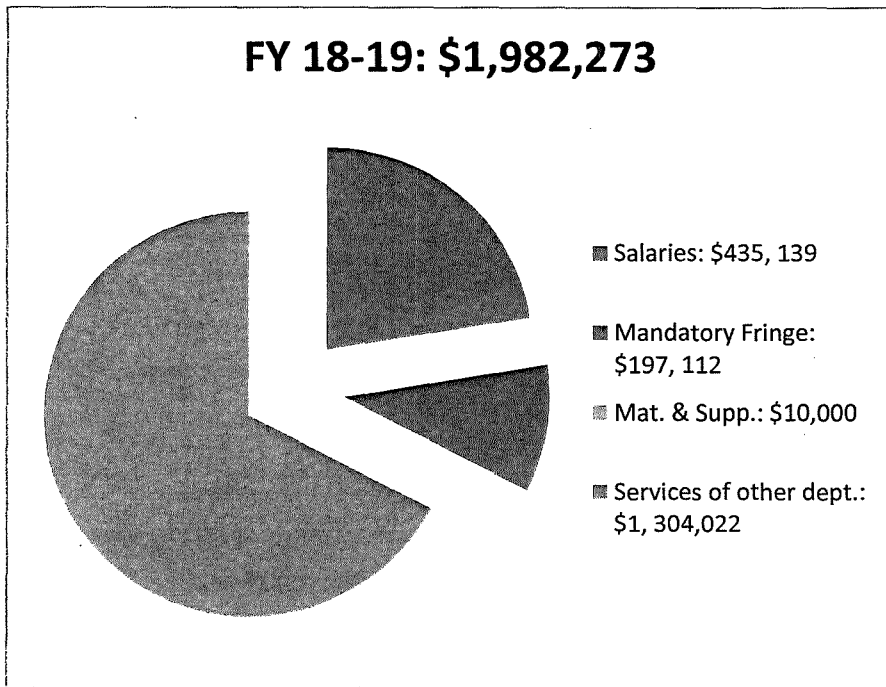


San Francisco Law Library Filing Fee Revenue FY 2008 - FY 2016



Annual filing fee revenue in FY 2015-16 was 47% (\$858,958) less than FY 2008-09.

**Law Library Proposed Budget
 FY 2018-19 & FY 2019-20**



- No change in FTE
- No capital investments
- No service changes
- New initiative – Brooks Hall Project



Accomplishments & Statistics

Accomplishments

- Returned the rare book collection to the law library
- Successfully negotiated reduced rates for legal databases
- Expanded legal information tools & resources
- Created a legal blog
- Increased legal education programs
- Participated in county law library consortium price savings
- Consolidated resources
- Awarded grant from PC Refresh to replace 10+ year old computers

Usage Statistics

159,546

web page, catalog, and
in-library computer usage

20,381

patrons served

70% of patrons used
professional librarian
reference services

173,358

legal research database
transactions

Projects & Strategic Goals

Projects

- Collaborating with DT to align network & computer systems with CCSF protocols & efficiencies
- Assess the condition, restoration suitability and utility of 160,000 volumes stored in Brooks Hall by the City because the law library was not returned to City Hall after the retrofit. Less than 10% will fit on library shelves.
- Add the Brooks materials to the library's online catalog
- Conservation and cataloging of the rare book collection

Strategic Goals

- Continue to Facilitate Access to Justice for All San Franciscans:
 - Provide legal education materials in multiple formats to meet the legal information needs of all patrons
- Increase partnerships with City departments, the Superior Court Access Center, & Legal Services Programs
- Maintain all essential programs despite drastic filing fee income declines



Mark Farrell, Mayor

Cheryl Brinkman, Chairman
Malcom Heinicke, Vice Chairman
Gwyneth Borden, Director
Lee Hsu, Director

Joél Ramos, Director
Cristina Rubke, Director
Art Torres, Director

Edward D. Reiskin, Director of Transportation

May 15, 2018

**The Honorable Board of Supervisors
City and County of San Francisco San Francisco City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102**

Subject: Follow-up on Questions from SFMTA Board of Directors Budget Hearing

As the SFMTA's Fiscal Year 2019-2020 budget is coming before the Board of Supervisors this week, I wanted to take the opportunity to address a number of questions that have been raised by members of the Board in recent weeks.

Specifically, this memo will address the funding levels for School Crossing Guards; the SFMTA's plan for providing relief to the Taxi industry in the face of competition from TNCs; the fee structure for Commuter Shuttles; and how the agency resources language support services.

The FY 2019-2020 operating budget is estimated to be just over \$1.2 Billion, following a trend that suggests expenses increasing faster than revenues, reflective of growth in employee benefits and pension costs.

The budget includes moderate cuts across the agency's various divisions. These cuts are necessary to help the agency fund its budget priorities, including: opening the Central Subway and Islais Creek bus yard; launching 68 new Light Rail trains into service; and adding transit service, as part of the Muni Service Equity Strategy, in eight low income neighborhoods. At the same time, the SFMTA will maintain Free Muni programs for low and moderate income youth, seniors and people with disabilities programs; expand affordability programs for boots and towing; and reduce some taxi industry fees.

It is worth noting that \$27 Million per year in operating funding (\$37 Million total) is at risk as part of the Senate Bill SB1 repeal that is likely to appear on the November 2018 ballot. Other risks include labor negotiations and economic fluctuations, which could impact the General Fund in the coming years.

The SFMTA Board has reviewed and approved the proposed balanced budget after hearing extensive feedback resulting from a robust public engagement program, which targeted key stakeholders, Muni customers and the public.

1. School Crossing Guards Update

The School Crossing Guard program supports safe travel to public and private elementary and middle schools. Currently, a total of 195 positions are funded as part of this important safety program at a cost of \$2.2 Million.



By working with SFUSD and hiring year-round, the agency has improved its recruitment and retention for these unique positions, which are most suitable to retirees and parents seeking part-time work. Approximately 19 additional corners are seeking crossing guards. **In order to address the remaining qualifying schools, we are proposing to fund an additional 20 positions in the FY19 and FY20 budgets.**

School Crossing Guards are only one part of SFMTA's strategy to improve safety and access for San Francisco's school children. Working collaboratively with SFUSD, we are also providing:

- An integrated approach to managing the city's multiagency Safe Routes to School program¹. Safe Routes to School includes:
 - Physical infrastructure and traffic calming improvements near schools
 - Education in schools across the city to improve traffic safety and encourage safe, non-auto travel to school
 - Supporting the community-based organizations who are working to improve school safety
- A dedicated full-time engineer who works directly with school principals and parents to create safe pick up and drop off areas, including white zones and other parking and traffic changes near schools
- 20 Transit Assistants, who help middle and high school students safely navigate the trips to and from school on Muni
- Free access to Muni for low- and moderate-income San Francisco youth

2. Taxi Driver Relief

Over the past four years, the SFMTA has waived \$9.5 million in fee revenues from the taxi industry to ease or reduce impacts resulting from competition from transportation network companies (TNCs). These reductions included waiving the A-Card permit renewal fee and the medallion renewal fee for purchased medallions. Additionally, the SFMTA introduced legislation at the Board of Supervisors to waive the business registration fee for the next two years.

In response to feedback from taxi stakeholders, the FY 2019-2020 budget proposes to further reduce medallion renewal fees for Prop K medallion holders, taxi stand fees and color scheme renewal fees. Specifically, these revisions would:

- Reduce the medallion renewal fee for Prop K Medallion holders by 50%. This would reduce the FY19 fee to \$590 and FY20 fee to \$614. No change is recommended for Corporate and Pre-K Medallions. The distinction is that Prop K Earned Medallion

¹ Staffing for Safe Routes to School program is reflected in the SFMTA's FY2019 budget



holders have a driving requirement and Corporate and Pre-K Medallions do not. The medallion renewal fee was eliminated for Purchased Medallion holders in 2017. Maintaining a distinction between individuals who purchased a medallion (no renewal fee) as compared to the Prop K medallion holders who did not purchase their medallion (50% reduced fee) is an important policy position.

- Reduce the Taxi Stand application fee by 50% to \$1,083 for FY19 and \$1,127 for FY20 to provide an incentive for fronting businesses to apply for taxi stands. Note: This fee is not paid by the taxi industry, but rather by the business applying for a taxi stand.
- Reduce the Color Scheme **renewal** fee for color schemes with 1-5 medallions and 6-15 medallions and increase the new **application** fee for those same two categories. Because there are significant economies of scale for color schemes with more medallions, this proposal stays true to the original intent of the fee structure and still provides fee relief for existing color schemes with fewer medallions.

3. Commuter Shuttle Fees

The Commuter Shuttle program provides an important method to regulate use of the curb by private transit vehicles. Like many SFMTA curb management programs, commuter shuttle fees are calculated based on cost recovery, which accounts for administration and enforcement of the program.

Participants in the commuter shuttle program are charged a fee every time they stop. The per-stop fee rate is set such that it fully covers the costs of administering the program, which includes staff time, a dedicated team of parking control officers, IT infrastructure and software, capital improvements and other direct costs such as printing, signs, and paint. At the end of each fiscal year, SFMTA staff examines program expenditures and revenues to determine if changes to the fee schedule are needed in the next fiscal year.

In FY2017, stop fees generated a total of \$5.7 million. In the first half of FY2018 (through Q2), stop fees have already generated \$3.1 million.

In addition to stop fees, which cover the cost of operating the program, commuter shuttle operators are subject to enforcement and may be cited by parking control officers for parking, traffic and permit violations. They can also be assessed further *administrative* penalties for permit violations.

4. Language Access Ordinance Resourcing

The SFMTA meets, and works hard to exceed, the Federal Transit Administration's Title VI Requirements related to language access for our customers and stakeholders. Additionally,



agency staff works closely with OCEIA to ensure adherence to the City's Language Access Ordinance. While we can continue to improve, we've made good progress.

In 2016-17, the SFMTA spent more than \$600,000, or nearly 30% of the SFMTA's communications program budget, to fulfill the language needs of our diverse community. In addition, program and project funding was used to support language access for specific programs, such as Vision Zero and other capital projects.

We're also in the process of making improvements to the Public Engineering Hearings notification process that will make it easier to understand and access available language translation services for these hearings.

The following are some examples of our support for language assistance:

- 311 Free Language Assistance Tag
- Agency-wide access to LanguageLine telephonic interpretation service in more than 100 languages
- Multilingual outreach ambassadors
- Surveys, alerts, fare and other vital information in multiple languages
- Language-neutral iconographic signs on new Muni vehicles
- Free interpretation services for public meetings and hearings (with 48-hours notice)
- In-language creative and ad placements
- Training to prepare staff on public outreach and engagement standards, including meeting language needs

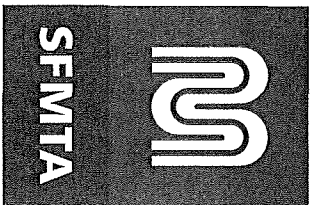
I hope this information is helpful as you consider the SFMTA budget. Please don't hesitate to contact me at any time should you have questions or desire additional information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Edward D. Reiskin'.

Edward D. Reiskin
Director of Transportation

cc: SFMTA Board of Directors
Mayor's Office



Balancing the Transportation Needs of a Growing City

**FY 2019 and FY 2020 Operating Budget
Board of Supervisors**

**Ed Reiskin, Director of Transportation
May 17, 2018**

Budget Guiding Principles

Vision: Excellent Transportation Choices for San Francisco

- Goal 1 *Create a safer transportation experience for everyone*
- Goal 2 *Make transit and other sustainable modes of transportation the most attractive and preferred means of travel*
- Goal 3 *Improve the quality of life and environment in San Francisco and for the region*
- Goal 4 *Create a workplace that delivers outstanding service*



Moving San Francisco: At a Glance

\$1.2 Billion
Annual Operating Budget

\$2.8 Billion
5-Year Capital Improvement Program

720,000 Muni rides
daily

200 million Muni
rides each year

3.1 million hours of
transit service
annually

447 lane miles of
bicycle paths, lanes
and routes

441,950 publicly
available parking
spaces

1,575 taxi
medallions

1,212 signalized
intersections

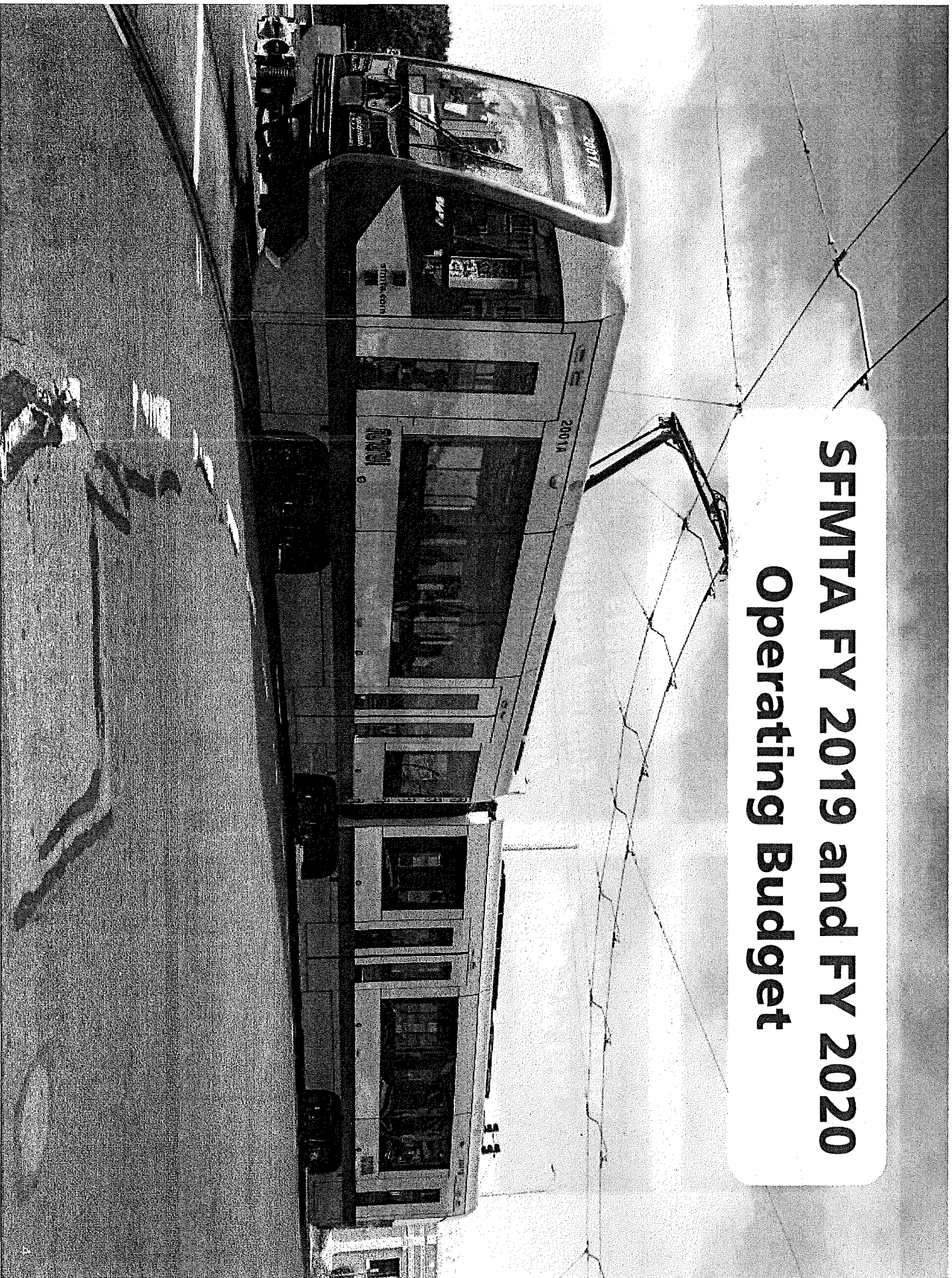
281,700 street signs

~6,000 employees



SFMTA

SFMTA FY 2019 and FY 2020 Operating Budget



Operating Budget Priorities



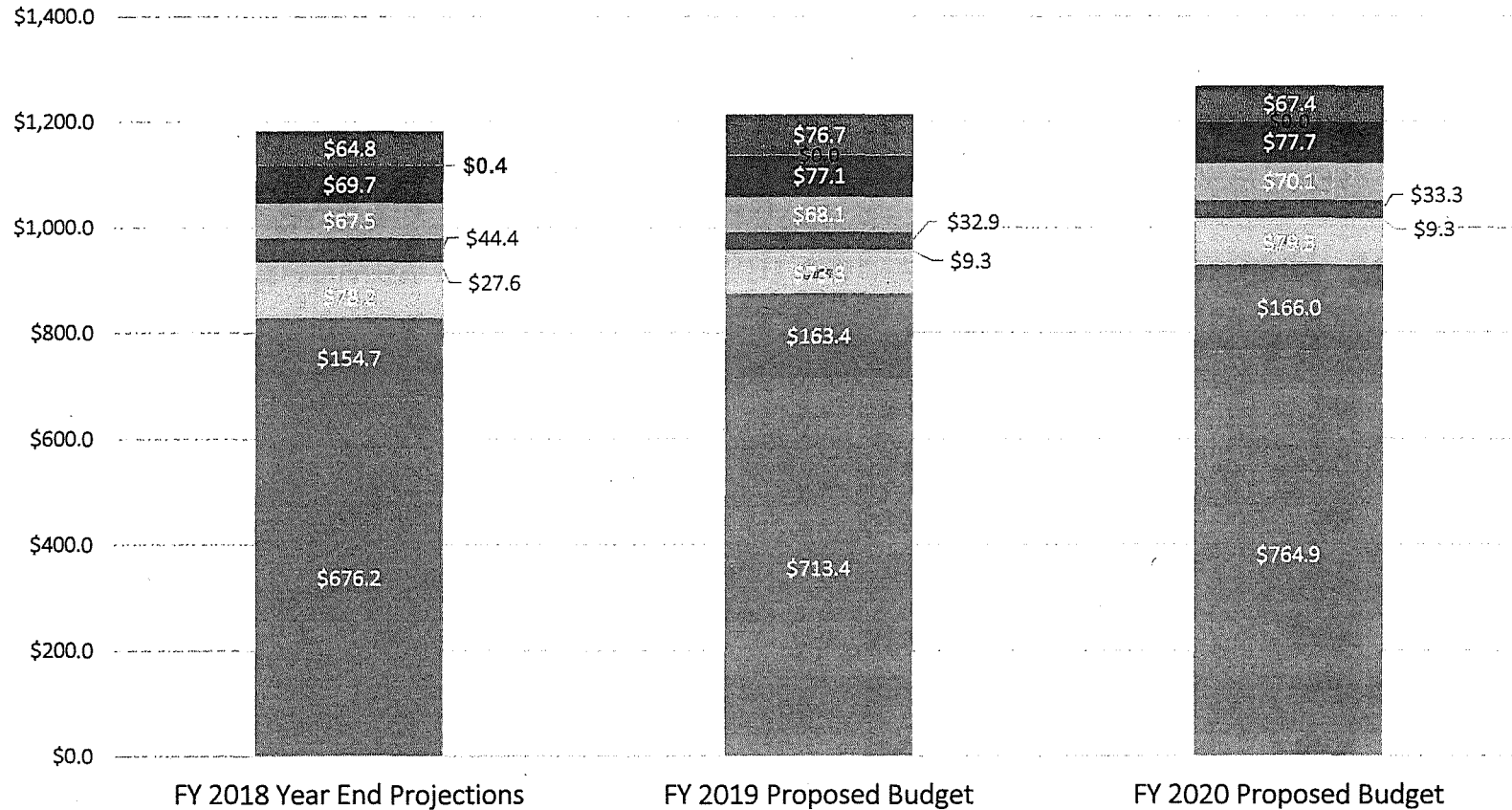
- Support affordability goals through the continuation of the Free Muni for low- and moderate-income youth, seniors and disabled
- Fund new transit programs to support expanded light rail and rubber tire service, including:
 - Opening the Central Subway
 - Opening new bus maintenance yard at Islais Creek
 - Providing additional training to modernize the transit workforce
- Adopt Muni fare changes that incentivize transit ridership (outside of the Board approved indexing policy)
- Support the taxi industry through targeted fee reductions

Proposed FY 2019-2020 Operating Budget (\$M)

| OPERATING (ONGOING) | FY 2017 Actual | FY 2018 Amended * | FY 2018 Projection ** | FY 2019 Proposed | FY 2020 Proposed |
|-------------------------------|-------------------|-------------------------|-----------------------------|---------------------|---------------------|
| Revenues | \$ 1,393.1 | \$ 1,110.6 | \$ 1,183.5 | \$ 1,214.2 | \$ 1,268.0 |
| Expenditures | \$ 1,371.5 | \$ 1,085.1 | \$ 1,183.5 | \$ 1,214.2 | \$ 1,268.0 |
| Revenues Less Expenditures | \$ 21.6 | \$ 25.5 | \$ 0.0 | \$ 0.0 | \$ 0.0 |

* FY 2018 amended includes a correction between the capital and operating budget
 ** FY 2018 projection includes contract carryforward balances and spending of encumbrances rolled from FY 2017

Expenditures by Category (\$M)



- Capital Projects
- Services from City Departments
- Rent and Building
- Materials and Supplies
- Salaries and Benefits
- Use of Reserves
- Insurance, Claims, Payments to Agencies and Other Items
- Equipment and Maintenance
- Contracts and Other Services

Total Funded Positions

| DIVISION POSITION BUDGET (Number of FTEs) | FY 2018 Amended Budget | FY 2019 Proposed Budget | FY 2020 Proposed Budget | Change |
|--|---------------------------------------|--|--|---------------|
| Transit | 4,110 | 4,270 | 4,402 | +298 |
| Sustainable Streets | 702 | 685 | 685 | -17 |
| Finance and Information Technology | 398 | 407 | 407 | 9 |
| Capital Programs and Construction | 214 | 209 | 209 | -5 |
| Human Resources | 169 | 167 | 167 | -2 |
| Communications | 44 | 41 | 41 | -3 |
| Taxi and Accessible Services | 31 | 30 | 30 | -1 |
| Other Divisions | 24 | 30 | 28 | +4 |
| TOTAL | 5,692 | 5,839 | 5,969 | 277 |

- **Central Subway service to begin operations in December, 2019**
- **40 new LRVs by the end of 2019**
- **80 new buses by the end of 2019**
- **Full opening of the new Islais Creek Bus Maintenance Facility**
- **Workforce training to enhance Muni safety and train the next generation of maintenance and craftspeople**

Service Realignment

| Added Service | | |
|--------------------|-----------------|---|
| Line | Source | Realignment Type |
| T Third | Central Subway | New alignment, increased service, longer trains |
| J Church | New LRV | Peak period from 9 to 8 min |
| K Ingleside | New LRV | Peak period from 8.5 to 8 min |
| L Taraval | New LRV | Peak period from 9 to 8 min |
| M Oceanview | New LRV | Peak period from 9 to 8 min |
| N Judah | New LRV | Peak period from 7 to 4 min, possibly longer trains |
| 9R San Bruno Rapid | Equity Strategy | 60' bus |
| 12 Folsom | Equity Strategy | Add service |
| 29 Sunset | Equity Strategy | Add service |
| 30 Stockton | Equity Strategy | 60' bus |
| 44 O'Shaughnessy | Equity Strategy | Add service |
| 48 Quintara | Equity Strategy | Add service all day to Beach |
| 56 Rutland | Equity Strategy | Add service |

| Service Efficiencies/Reductions | |
|---------------------------------|--|
| Line | Realignment Type |
| 1 California | Reduce frequency by approximately ½ minute |
| 30 Stockton (Chestnut) | Reduce frequency by several minutes |
| 41 Union | Reduce frequency by approximately 1 minute |
| 44 O'Shaughnessy | Move terminal |
| N Judah - Weekend | 1 car trains on weekend |

■ Denotes Muni Service Equity Strategy service changes

- SFMTA monitors ridership on a continual basis and adjusts service to meet demand
- In compliance with Title VI of the Civil Rights Act of 1964, the SFMTA conducted an equity analysis on the proposed fare and service changes for the next two fiscal years
- Equity analysis resulted in no findings of disparate impacts on minority populations or disproportionate burdens on low-income populations

Transit Fare Changes

Change 1

Increase single-ride cash fare differential to \$0.50 (\$0.25 for reduced fare) to incentivize pre-payment

Change 2

Limit Monthly "A" Pass to 20% premium above "M" Pass

Change 3

Implement fare differential for Visitor Passports to incentivize prepayment

Change 4

Adopt new low-income single-ride fare (Clipper only) product to meet the needs of low-income riders and complement the Monthly Pass program

Change 5

Implement a new Adult Day Pass (without Cable Car) at 2.0x the regular fare to increase flexibility for regular customers and incentivize pre-payment

Change 6

Authorize a 10% discount for bulk purchases of 100 or Cable Car tickets and Passports

Change 7

Expand the use of institutional pass models to other groups and organizations

Note: A cash fare differential is the difference in price between the same fare purchased using cash and MuniMobile or Clipper

Uncertainty and Risk

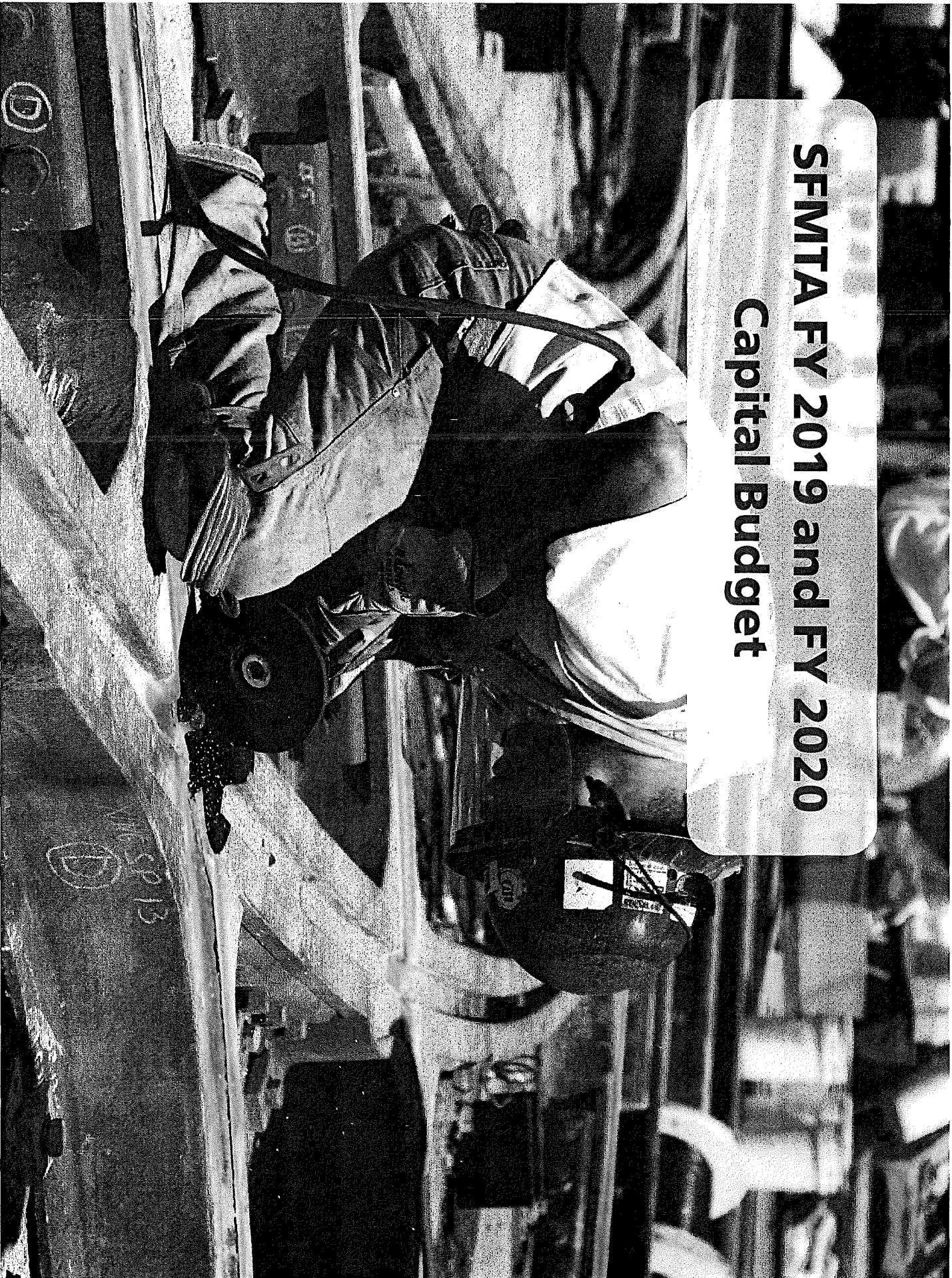
Senate Bill 1 (SB1) Repeal

- 2017 landmark transportation funding package
- Most significant state commitment to public transit in more than 40 years
- More than \$700 million for public transit systems across California
- SFMTA will receive directly \$37M annually in new revenue for operating and capital budgets
 - \$27M per year for operating
 - \$9.5M per year for State of Good Repair capital projects
 - \$23M per year for paving (through Department of Public Works)
- SFMTA expects to secure funding from other SB1-funded State competitive grant programs
- Proposed November 2018 ballot measure would repeal SB 1

Other Risks

- Upcoming labor negotiations
- Future economic impacts on the General Fund

**SFMTA FY 2019 and FY 2020
Capital Budget**

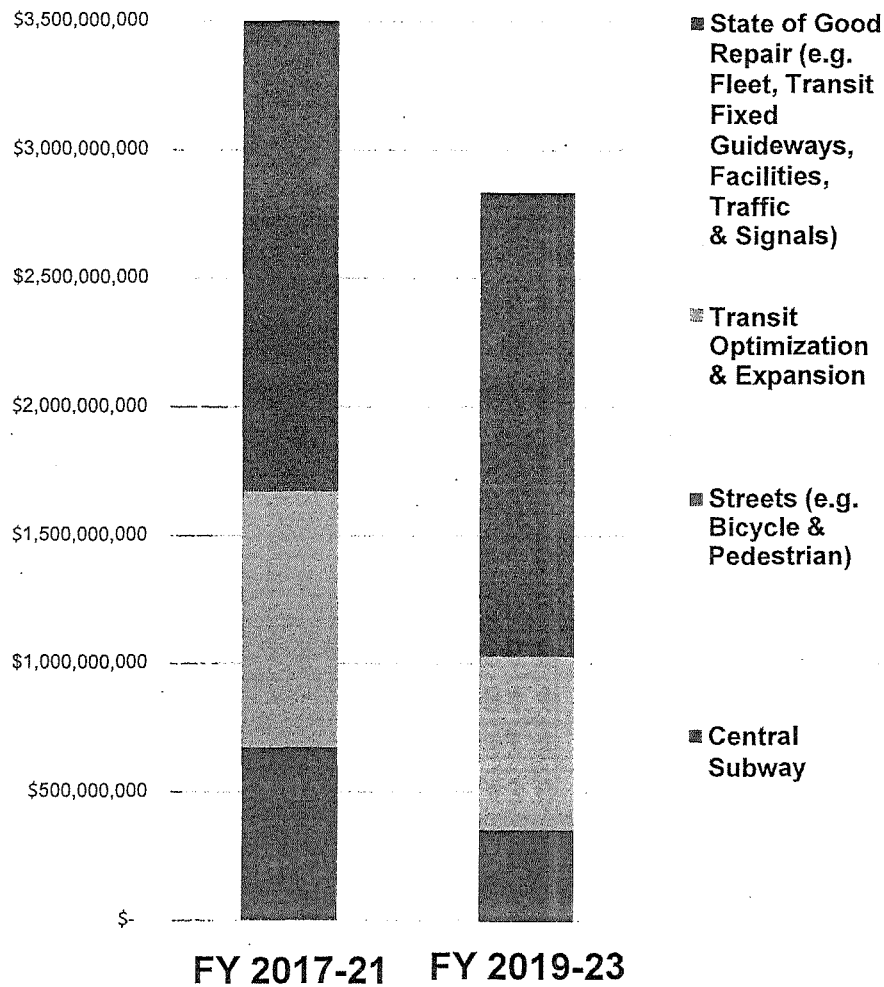


CIP by Capital Program (\$M)

| Capital Program (\$M) | FY19 | FY20 | FY21 | FY22 | FY23 | 2-Year Total | 5-Year Total |
|------------------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Central Subway | \$43.0 | \$41.0 | \$0.0 | \$0.0 | \$0.0 | \$84.0 | \$84.0 |
| Facility | \$32.2 | \$53.5 | \$93.6 | \$28.1 | \$21.0 | \$85.7 | \$228.3 |
| Fleet | \$184.4 | \$98.8 | \$145.9 | \$216.5 | \$253.0 | \$283.2 | \$898.6 |
| Others | \$6.9 | \$10.5 | \$8.4 | \$8.3 | \$6.7 | \$17.4 | \$40.8 |
| Parking | \$0.9 | \$0.0 | \$0.0 | \$0.0 | \$0.0 | \$0.9 | \$0.9 |
| Signals | \$6.6 | \$27.9 | \$16.7 | \$5.5 | \$4.4 | \$34.5 | \$61.1 |
| Streets | \$40.6 | \$54.2 | \$105.8 | \$42.4 | \$32.1 | \$94.8 | \$275.2 |
| Taxi | \$0.5 | \$0.2 | \$0.2 | \$0.2 | \$0.2 | \$0.7 | \$1.3 |
| Transit Fixed Guideway | \$57.6 | \$59.5 | \$90.6 | \$82.3 | \$89.6 | \$117.2 | \$379.7 |
| Transit Optimization | \$140.9 | \$285.1 | \$215.6 | \$135.5 | \$46.9 | \$426.0 | \$823.9 |
| Total | \$513.5 | \$630.8 | \$676.8 | \$518.7 | \$453.9 | \$1,144.3 | \$2,793.8 |


Capital Budget

Revenue of Current & Proposed CIP



FY 2017-21 CIP

367 Projects
\$3.4 Billion Total Investment

- \$402 M Central Subway
- \$239 M fixed guideway projects
- \$372M / yr. state of good repair
- Full replacement of rubber tire fleet
- *Muni Forward* project implementation
- *Safer Streets*
- Expanded bicycle network

FY 2019-23 CIP

221 Projects
\$2.8 Billion Total Investment

- \$88 M Central Subway
- \$425 M fixed guideway investment
- \$339M/ yr. State of Good Repair
- High Injury Network
- Continued fleet procurement and rehab

Transit Capital Priorities

Central Subway

- Project to be completed in 2019

Fleet

- Replacement and expansion (Motor Coach, Trolley Coach, LRV and Paratransit)



Facilities

- Potrero Facility reconstruction
- Muni Metro East expansion
- Facility condition assessment implementation

Transit Optimization & Expansion

- 22 Fillmore Transit Priority
- Geary Rapid
- 28 19th Avenue Rapid

Transit Fixed Guideway

- Twin Peaks Rail Replacement Project
- State of good repair
- Upgrade of the subway automated train control system
- Overhaul of the cable car infrastructure
- Key substation upgrades



Sustainable Streets Capital Priorities

Bike

- *Vision Zero* Bikeway Upgrades program
- Spot Improvements program
- Bike Traffic Signals program
- Neighborways program
- State of Good Repair (e.g., colored markings, delineators)
- Bike Share program support

Pedestrian

- *Vision Zero* supportive programs, including:
 - Automated Speed Enforcement
 - Project/program evaluation and reporting
 - SFDPH analysis and monitoring
- WalkFirst Quick and Effective capital program
- Safe Routes to School

Traffic Calming

- Expand application-based program
- New program focused on children, seniors and people with disabilities
- Spot Improvements program
- Speed humps on 15mph streets



Traffic Signals

- Gough Corridor Signal Upgrade
- Citywide Signal Upgrades
- Western Addition Area – Traffic Signal Upgrades

CIP Assumptions and Risk

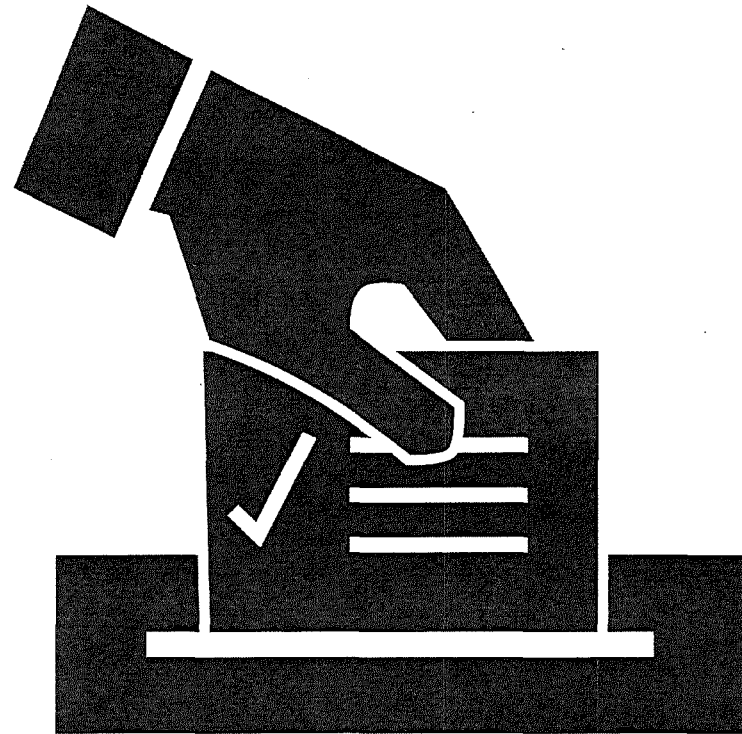
Capital Improvement Program Assumes \$361M from New Revenue Sources that Require Voter Approval

\$190M from Regional Measure 3 (RM3) bridge toll increase

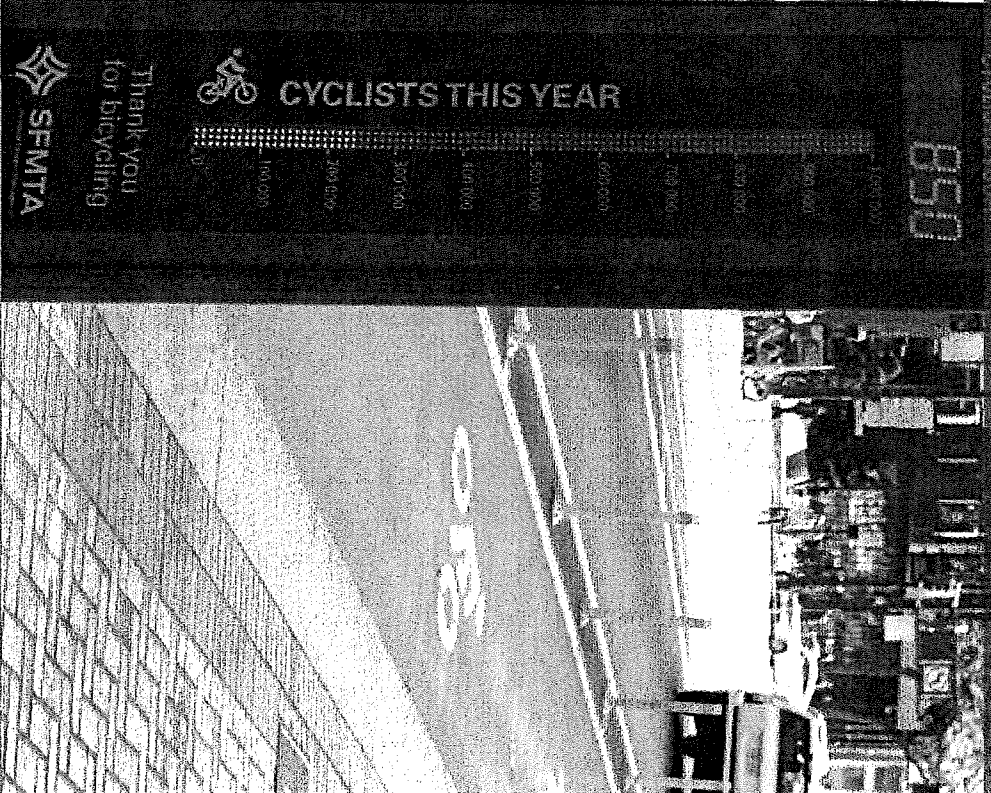
- June 2018 ballot measure in all nine Bay Area counties
- Would fund fleet expansion, facilities, and transit optimization projects to relieve congestion on the Bay Bridge corridor

\$171M from a new San Francisco revenue measure

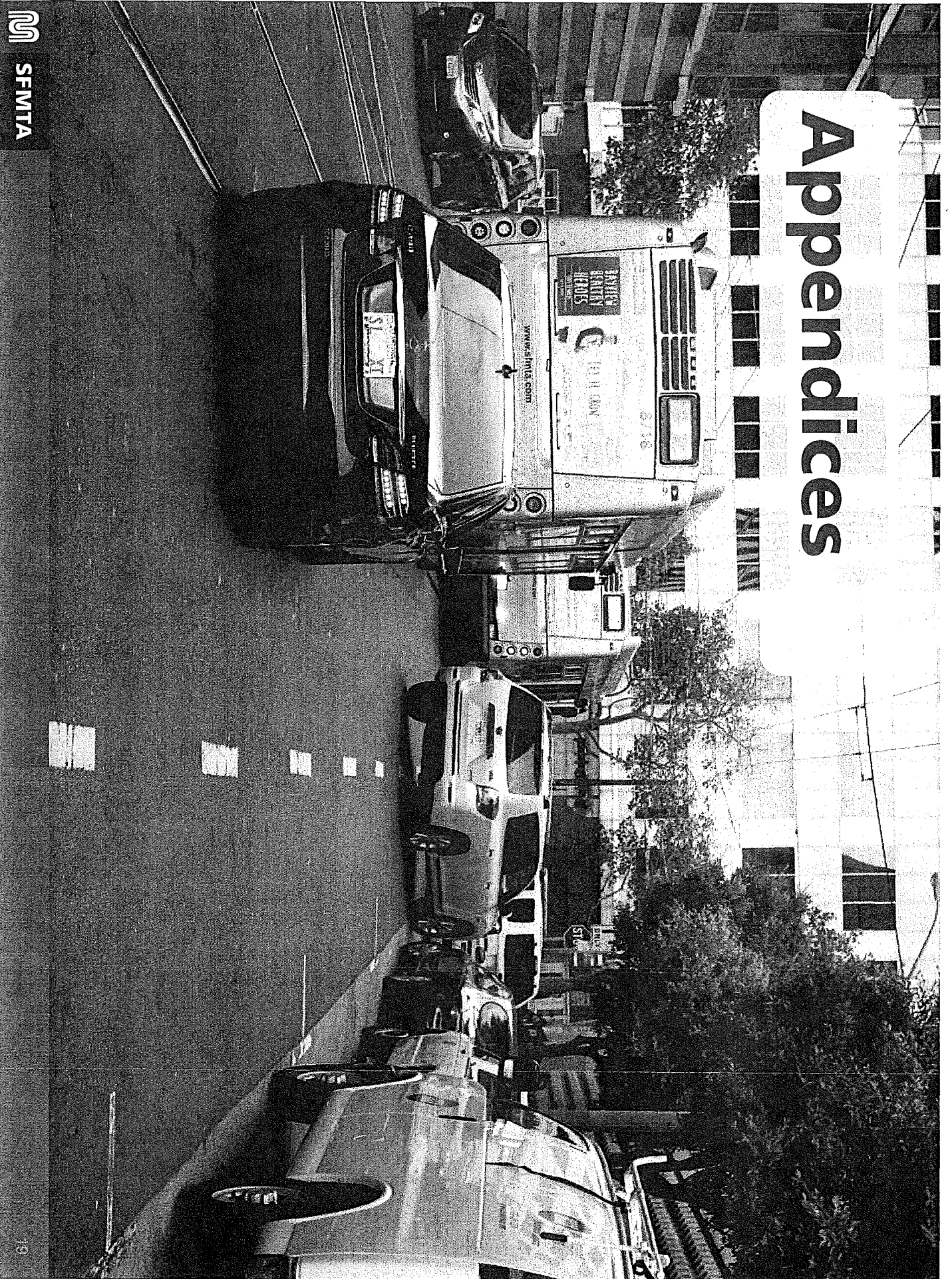
- Assumed in CIP for November 2018 San Francisco ballot
- Would provide needed funding for state of good repair, enhancement, streets and safety
- Initial allocation driven by current funding gaps for high priority programs



Thank You

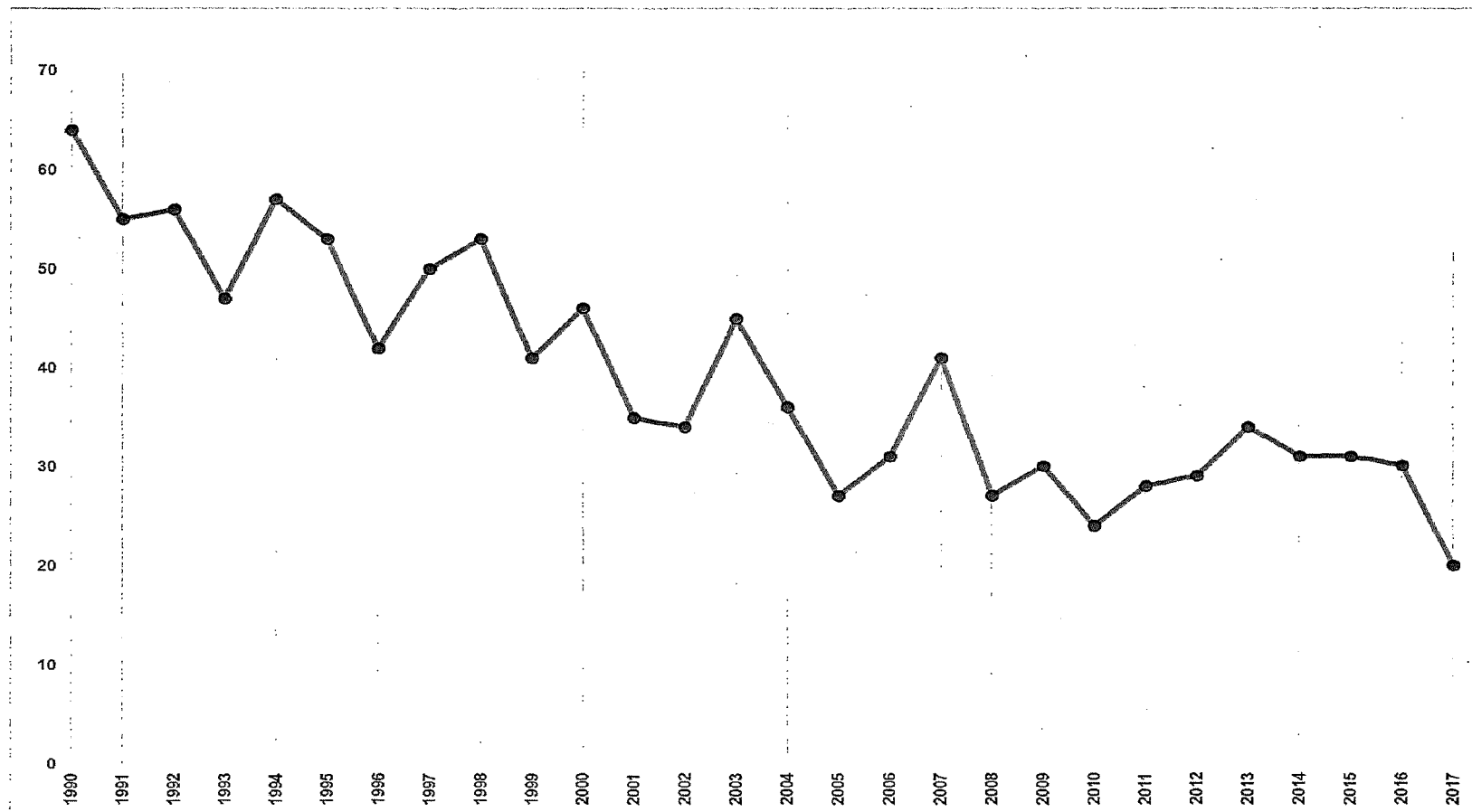


Appendices



Milestone Progress Toward Vision Zero

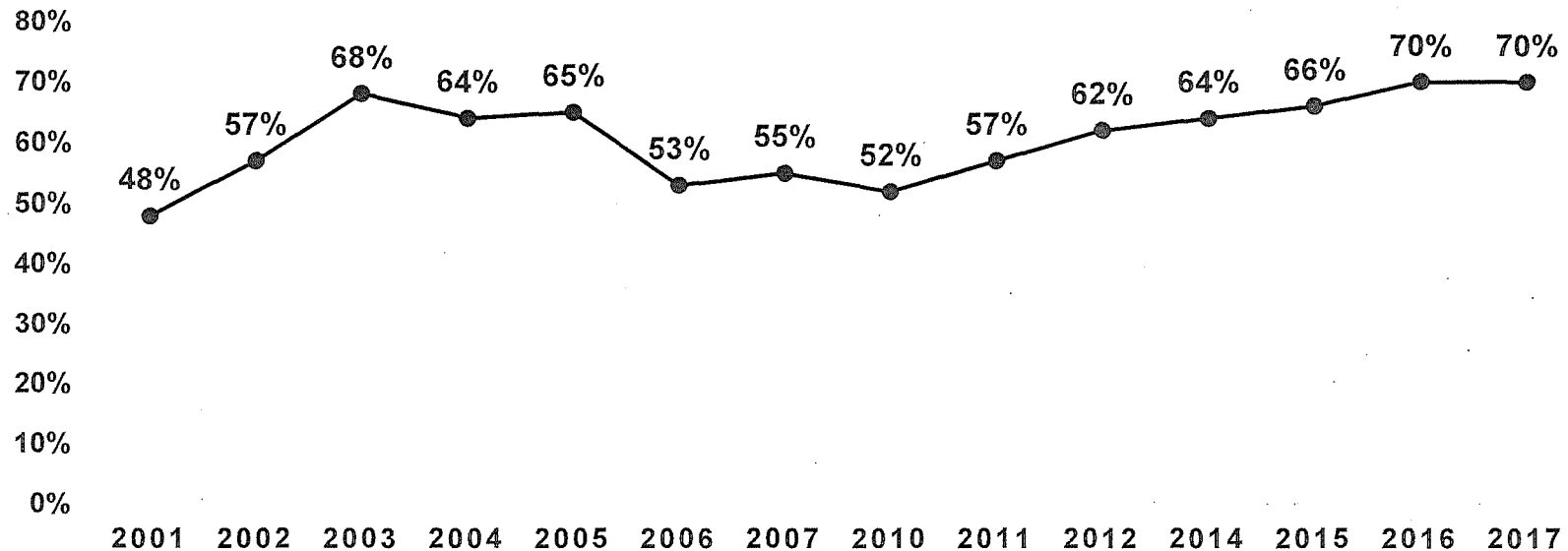
2017: Fewest Traffic Fatalities in Recorded History



**Traffic Fatalities on San Francisco Streets
1990-2017**

Muni Customer Service Ratings

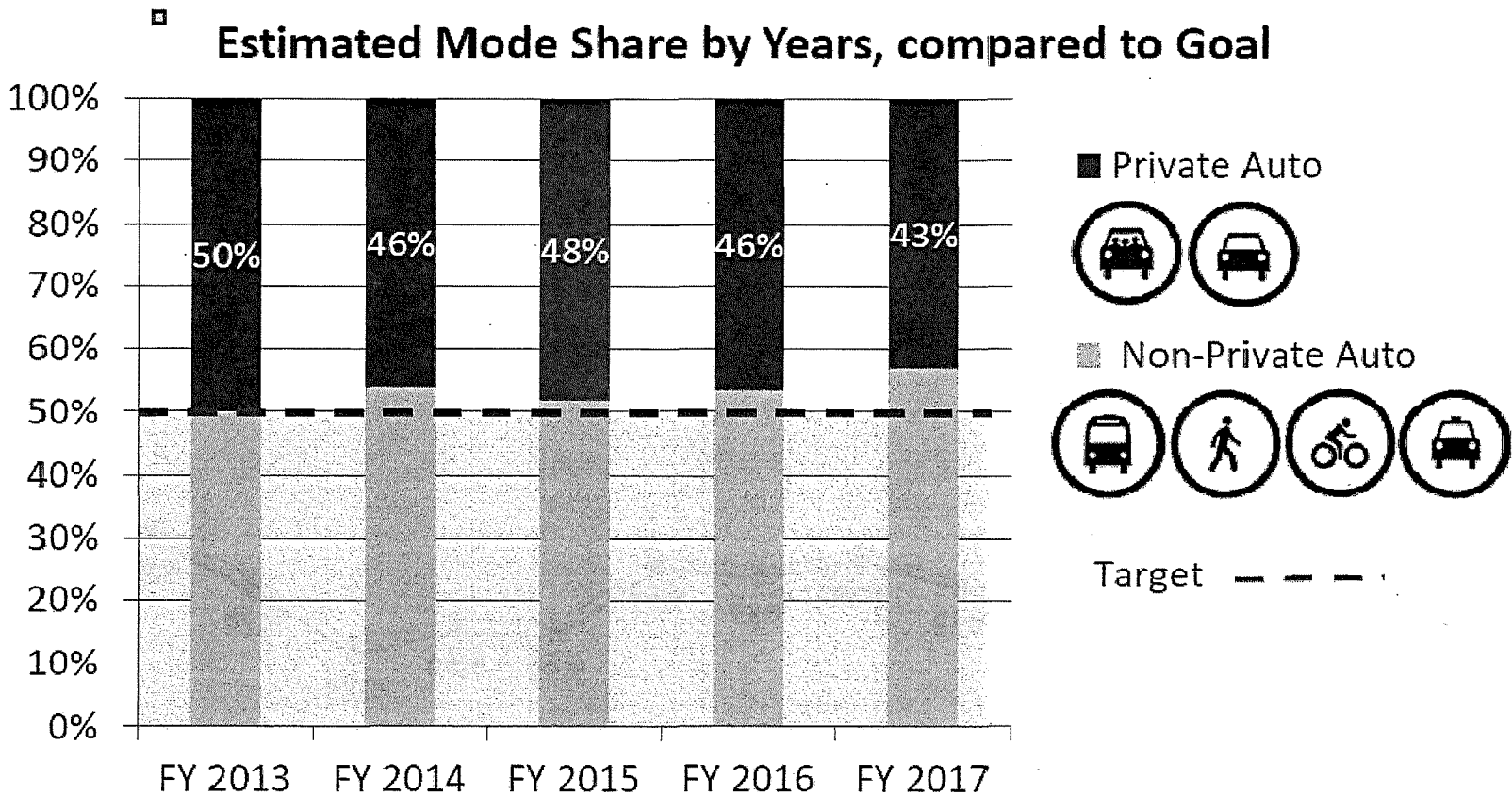
OVERALL RATING OF MUNI SERVICE EXCELLENT AND GOOD RATINGS COMBINED



- **10% service increase**
- **Newest fleet in the nation with 138 new buses added in 2017**
- **Train fleet being expanded to 215 LRVs**
- **250+ new buses coming in the next two years**

Promoting Alternatives Modes

57% Percent of Total Daily Trips by Sustainable Modes in 2017...80% by 2025 to Meet City Goals



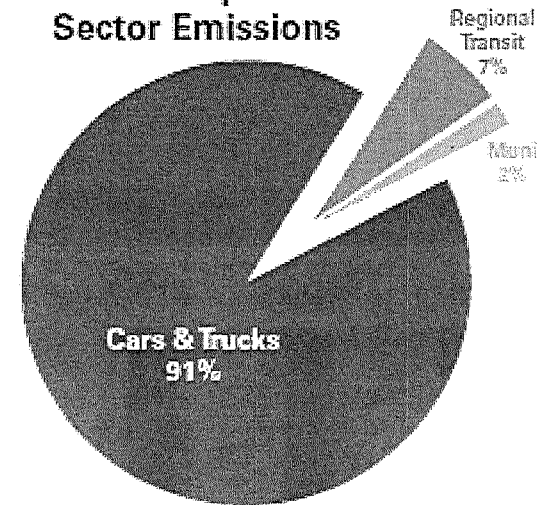
*Note: Variation from 50% goal is within the 3.5% margin for error

Protecting Our Climate

Muni: A Pioneer in Providing a Sustainable Mobility Option

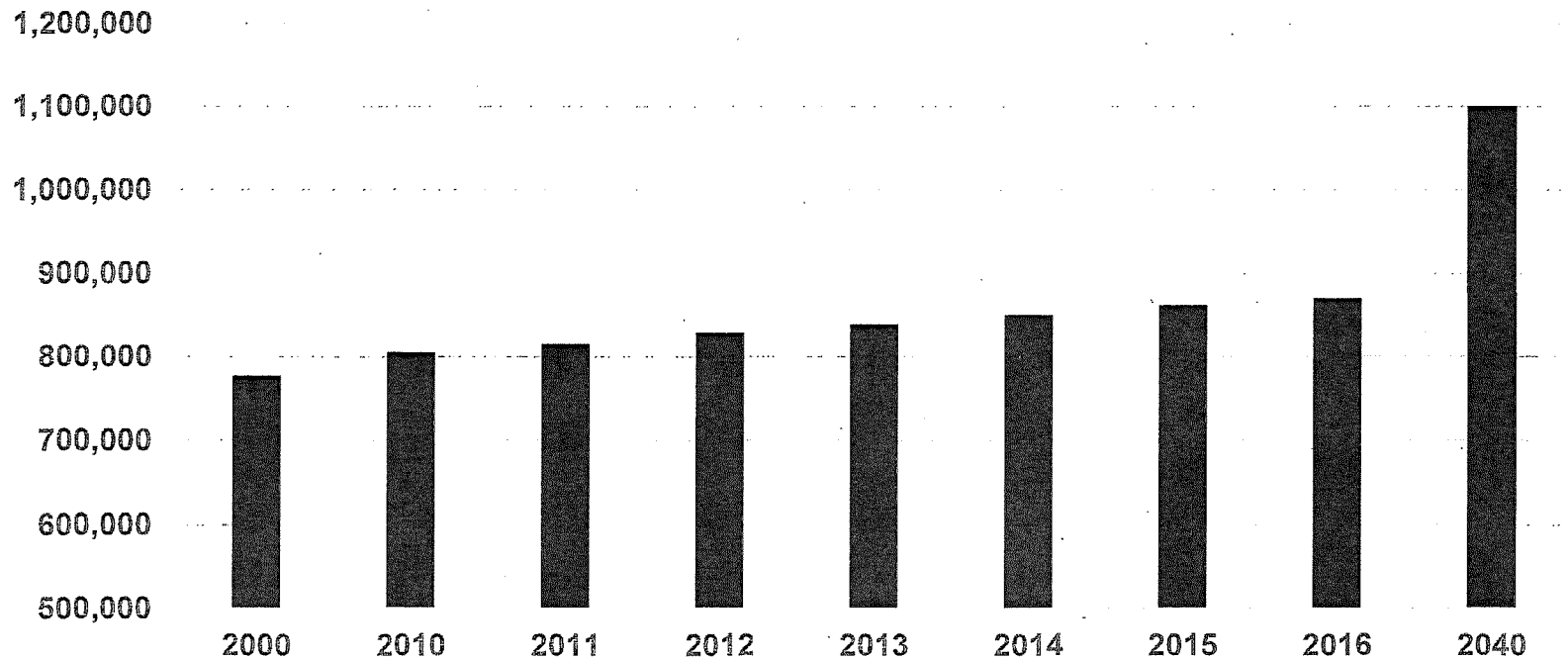
- Muni operates one of, if not *the*, greenest fleet in the United States
- Transportation sector is responsible for nearly half of all GHG emissions
- Muni accounts for 26% of daily trips, but <2% of transportation sector emissions
- Muni is one of only four transit agencies in the United States to receive the APTA Platinum Sustainability Certification

San Francisco
2015 Transportation
Sector Emissions



San Francisco Continues to Grow

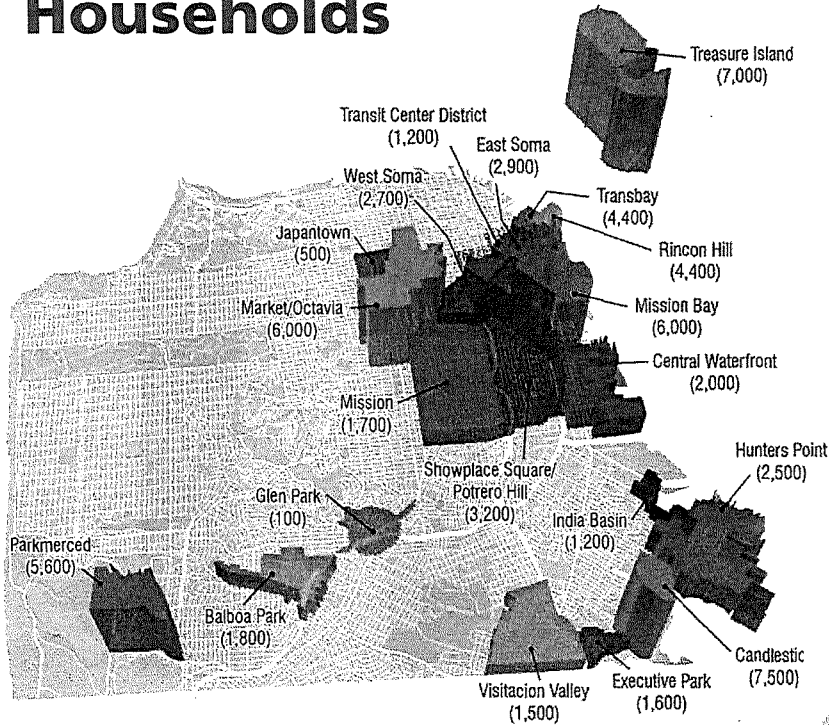
One of 20 Fastest-Growing Cities in the United States



- Population expected to reach 1.1 million by 2035 (~26% increase over current conditions)
- 80% of growth expected to occur in 20% of the city
- SF is second only to NYC in density

Planning for the Future

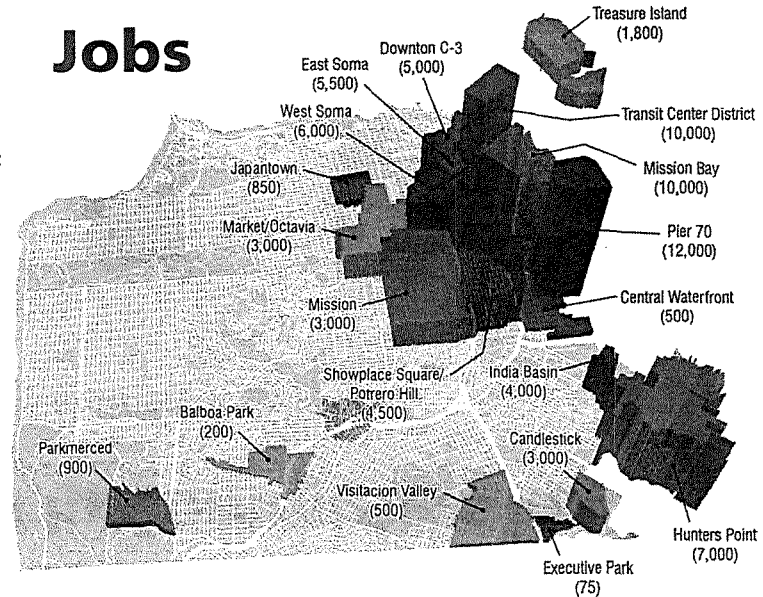
Households



San Francisco in 2040:

- + 100,000 households
- + 190,000+ jobs

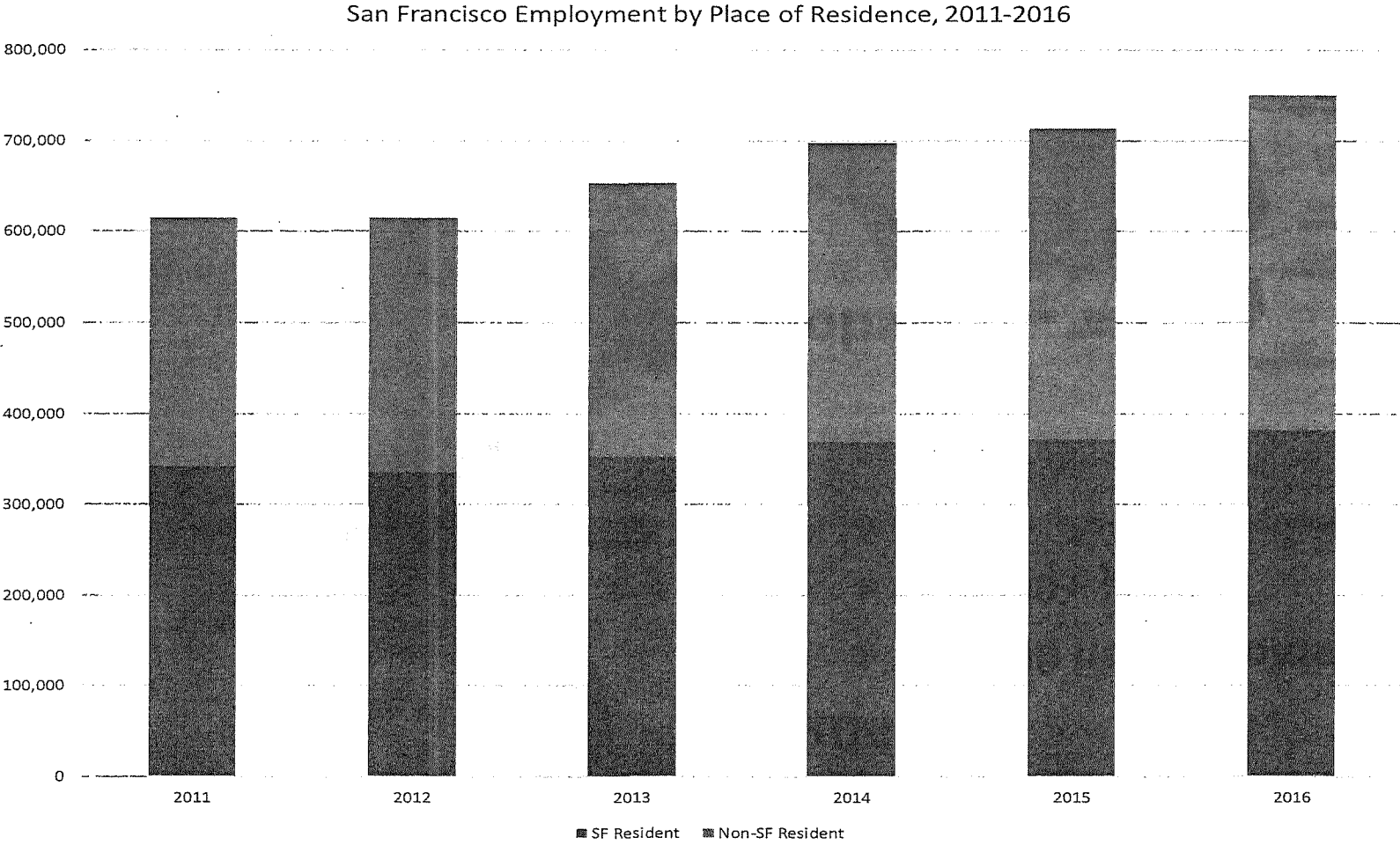
Jobs



- Where San Franciscans are living and working is changing
- SFMTA needs to adapt to meet changing demands

Low Unemployment: More Commuters

49% of All SF Jobs Held by In-Commuters in 2016



Strategic Plan

2018 SFMTA Strategic Plan Defines the Purpose of the Agency and Establishes Goals and Objectives

| Element | FY 2013-2018 Strategic Plan | 2018 SFMTA Strategic Plan |
|----------------|--|--|
| Vision | <i>San Francisco: great city, excellent transportation choices.</i> | <i>Excellent transportation choices for San Francisco.</i> |
| Mission | <i>We work together to plan, build, operate, regulate, and maintain the transportation network, with our partners, to connect communities.</i> | <i>We connect San Francisco through a safe, equitable, and sustainable transportation system.</i> |
| Goal 1 | <i>Create a safer transportation experience for everyone.</i> | <i>Create a safer transportation experience for everyone.</i> |
| Goal 2 | <i>Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel.</i> | <i>Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.</i> |
| Goal 3 | <i>Improve the environment and quality of life in San Francisco.</i> | <i>Improve the quality of life and environment in San Francisco and for the region.</i> |
| Goal 4 | <i>Create a workplace that delivers outstanding service.</i> | <i>Create a workplace that delivers outstanding service.</i> |

- Guides the Agency's various planning efforts and the development of long-term operating plans and the two-year operating and capital budgets
- 18-month public engagements process, which engaged a wide range of external and internal stakeholders

Expenditures (FY19/FY20)

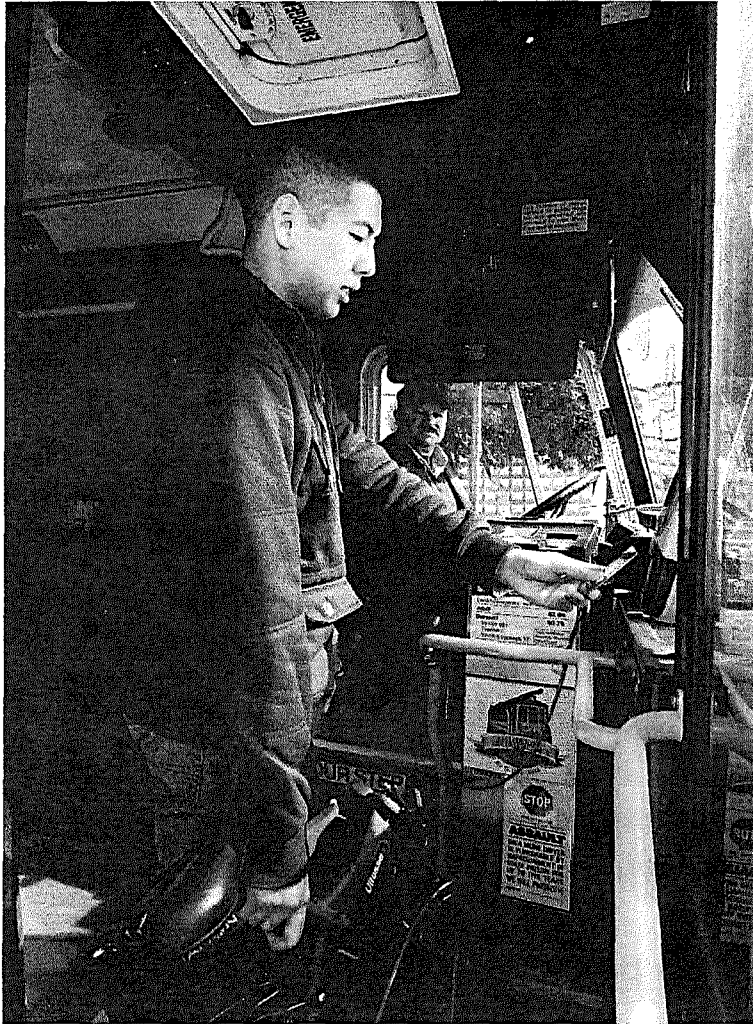
Operating Expenditure Assumptions:

- Divisional budget reductions (-\$17.3M/ -\$16.4M)
- Continuation of Free Muni for Low and Moderate Income Youth, Seniors and Disabled Riders
- Additional transit operating needs (+\$35.9M/+\$63.4M)
 - Expanded Muni rail (LRV) and bus service
 - Central Subway operations
 - Opening Islais Creek bus maintenance yard
 - Recruitment and training for Muni maintenance and operations
 - Muni/BART station homeless services



- Other expenses above baseline:
 - Pension and healthcare projected costs (+\$12.3M/+\$13M)
 - Increases to contracts and other costs (+\$7.2M/+\$9.7M)
 - Increase in Caltrain operating support (+\$1M/+\$2M)

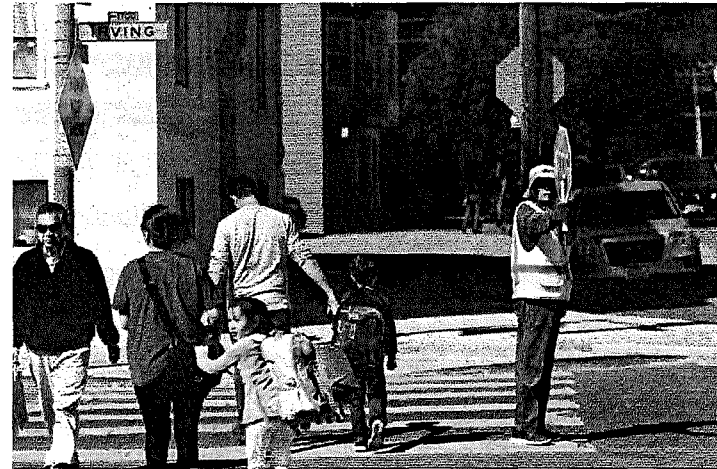
Existing Low-Income Programs



- ***Free Muni*** for low- and moderate-income youth, seniors and people with disabilities
- ***Lifeline*** passes for low-income adults
- 50% discounted fares for youth, seniors and people with disabilities
- Discounted tokens for social service agencies
- Reduced fees for first time tow and low-income individuals
 - First tow \$93.75, compared to \$186.75 regular price (available only to registered owner)
- Payment plans and community service in lieu of fees for parking and transit citations for low-income individuals

School Safety

- 195 SFMTA School Crossing Guards
- Budget: \$2.2M/year
- FY19 and FY20 budgets will fund an additional 20 positions
- Hiring is open year-round and the position is best suited to people who desire part-time employment (retirees, etc.)
- The SFMTA is working with the SFUSD to:
 - Recruit and retain qualified applicants
 - Manage the city's multiagency Safe Routes to School program, which includes:
 - Physical infrastructure and traffic calming improvements near schools
 - Education in schools to improve traffic safety and encourage safe, non-auto travel to school
 - Supporting community-based organizations that are working to improve school safety
 - Dedicated a full-time engineer who works directly with school principals and parents
 - Provide 20 Transit Assistants, who help middle and high school students safely navigate the trips to and from school on Muni
 - Coordinate Muni "school tripper" bus schedules
 - Issue 1,032 teacher parking permits, allowing teachers to park in certain Residential Permit Parking (RPP) zones



Assumptions and Risks

Operating Revenue Assumptions (FY19/FY20):

- State SB 1 (+\$27M/+27M)
- Revised estimates for General Fund baseline transfers from the Controller's Office (+\$15.8M/+37M)
- State and regional operating grant estimates from MTC (+\$13.6M/-\$2.6M)
- Use of Reserve Funds to support one-time operating expenditures (+\$9.7M/+39.8M) – does not include \$10.6 million, which is in the capital budget, to support cash flow for the Arena platform contract
- Fare and parking revenues from the Mission Bay Arena (+\$2M/+2M)
- Additional reduced fees for the taxi program (-\$.5M/\$-.5M)
- Board-approved automatic indexing policy and cost recovery calculations for various fares, fees, fines, rates and charges (in baseline)



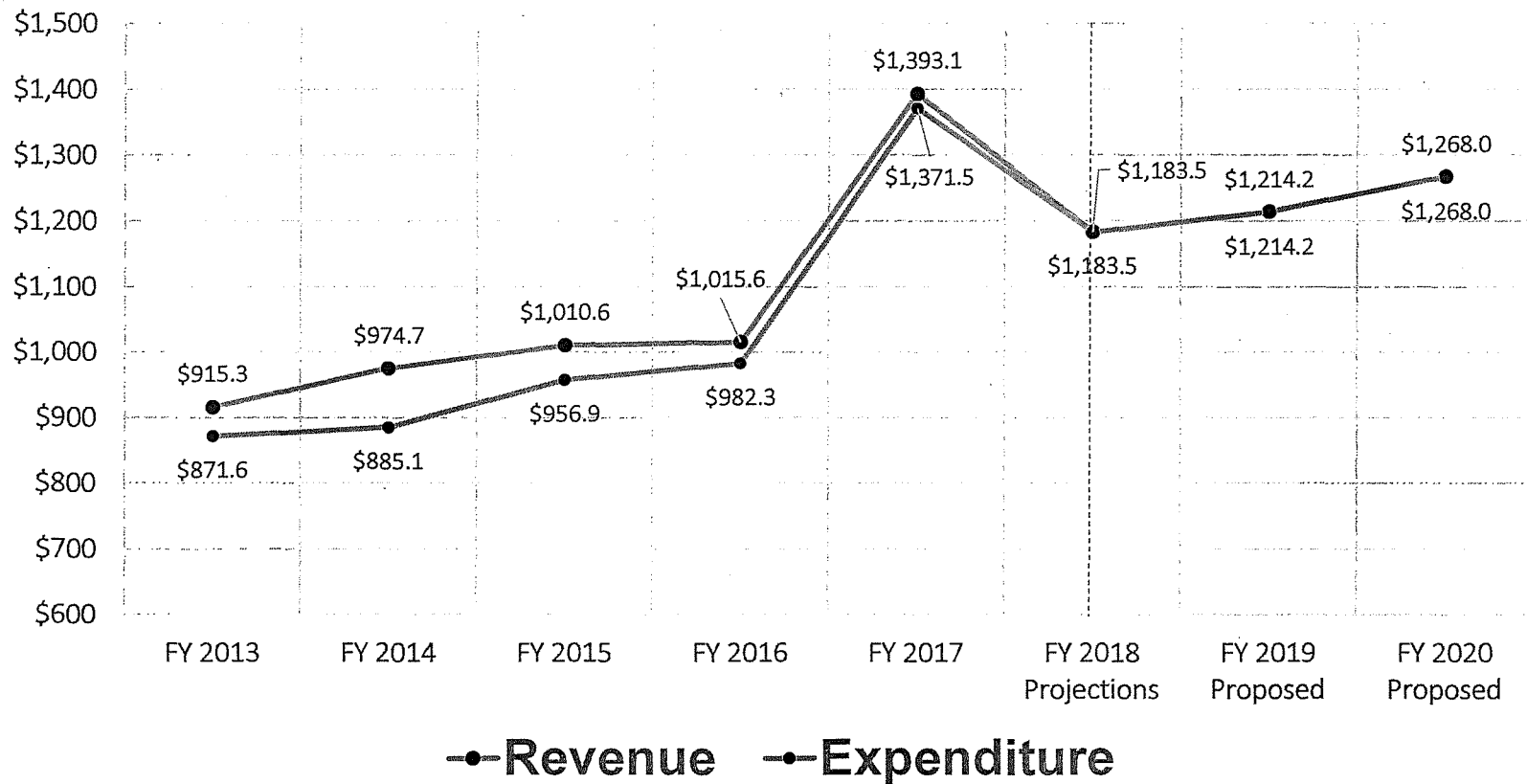
New Funded Positions

Promoting Transit Ridership and Supporting *Transit First* Policy by Expanding and Improving Muni Service

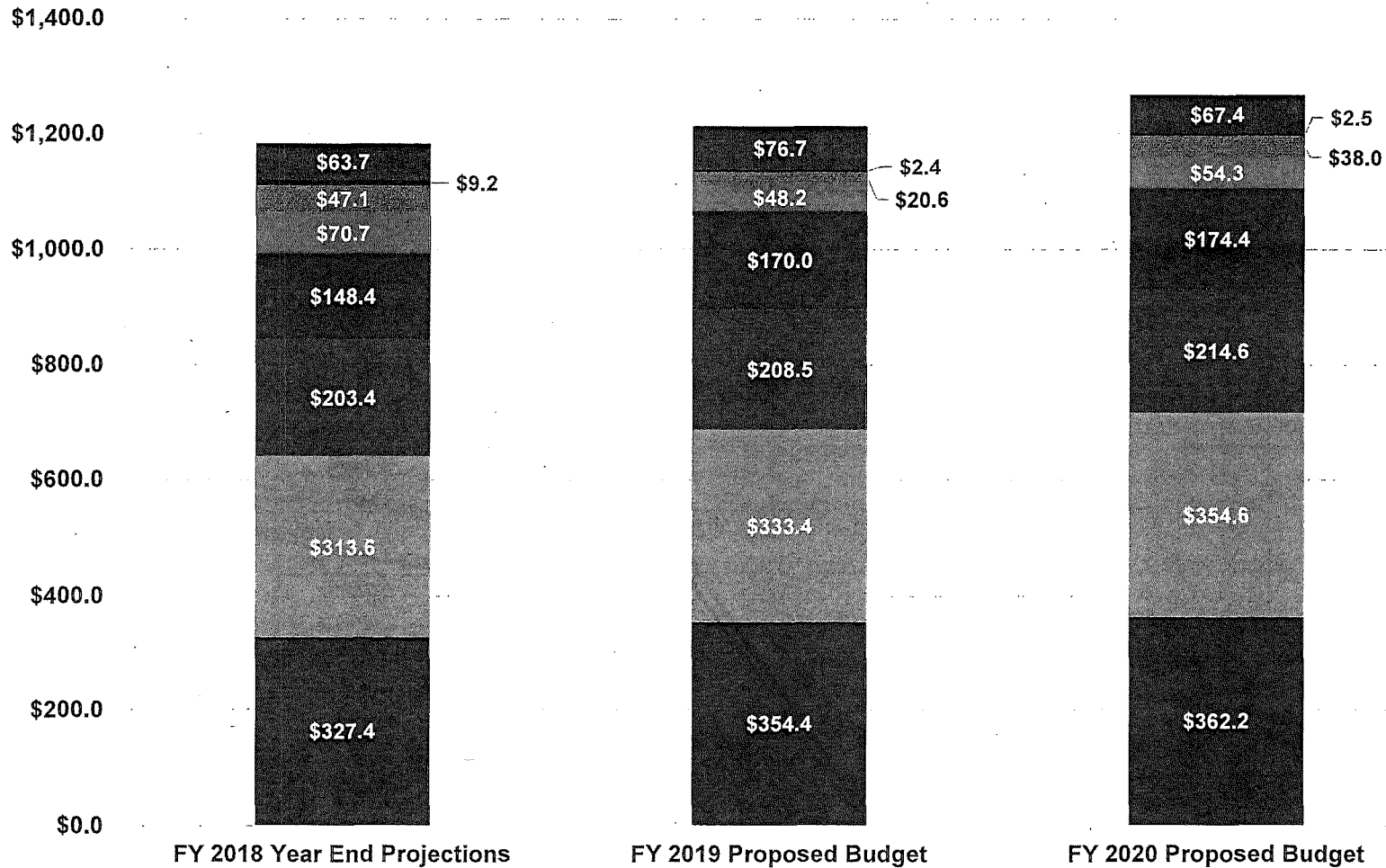
| Work Function | # of New Positions |
|--|---------------------------|
| Central Subway | 66 |
| Expanded Muni Metro Rail Service | 152 |
| Islais Creek Bus Maintenance Facility | 78 |
| Muni Workforce Training | 23 |
| Non-Revenue Fleet Maintenance | 4 |
| TOTAL | 323 |

- **Central Subway service to begin operations in December, 2019**
- **40 new LRVs by the end of 2019**
- **80 new buses by the end of 2019**
- **Full opening of the new Islais Creek Bus Maintenance Facility**
- **Workforce training to enhance Muni safety and train the next generation of maintenance and craftspeople**

Revenues and Expenditures: FY 2013-2020 (\$M)



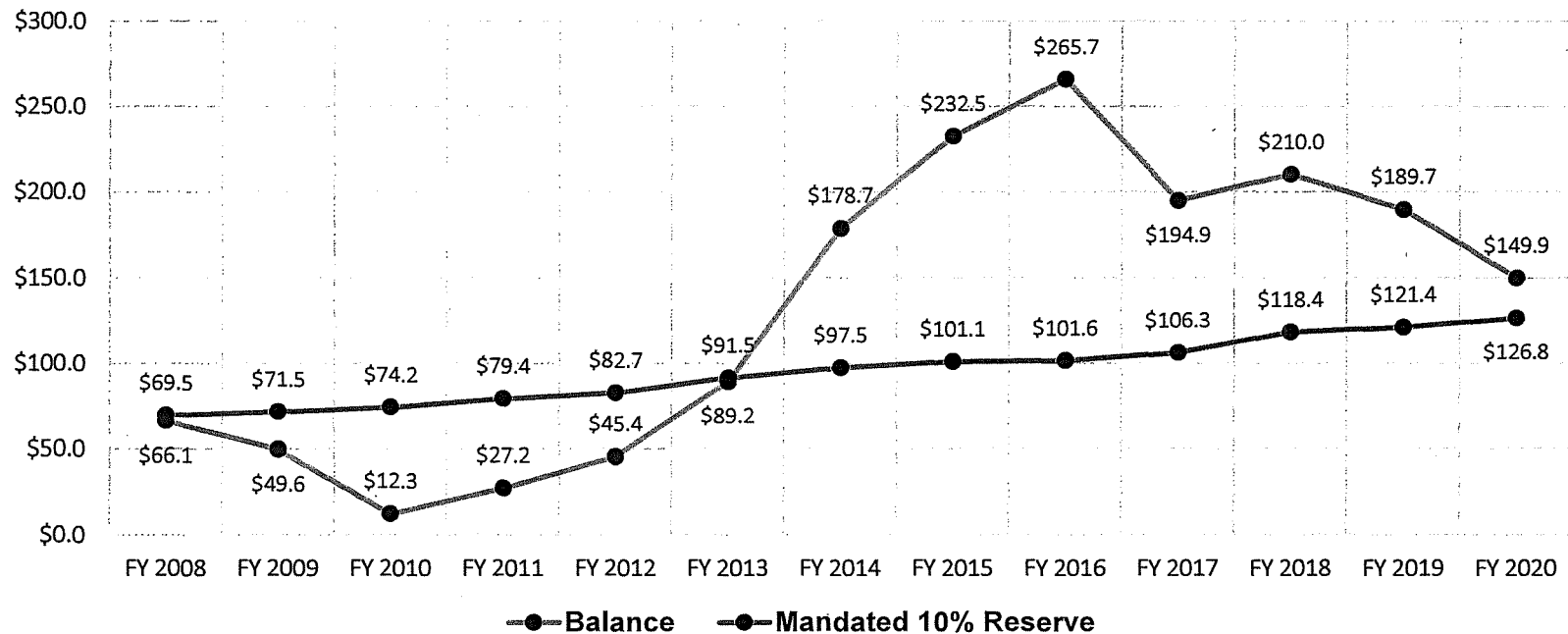
Operating Revenue by Source



- Parking and Traffic Fees & Fines
- Transit Fares
- Other (Advertising, Interest and Service Fees)
- Taxi Services
- General Fund Transfer
- Operating Grants
- Use of Available Fund Balance
- Capital Projects

Fund Balance

Growth in Fund Balance (\$M) Over Past 10 Years Offset by Board Approved Transfer for FY 2018
Balance Still Well Above 2007 Board-Approved Reserve Policy (10%)

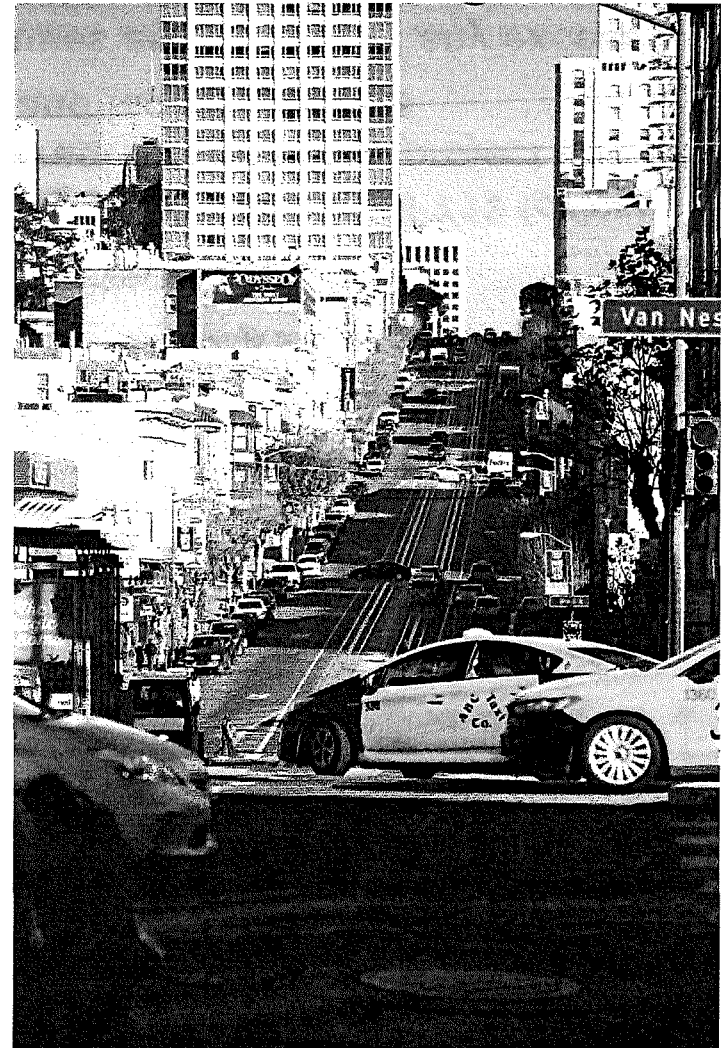


- The FY 19 and FY 20 Budget proposes to use \$10.6 million in FY19 for cash flow purposes to support the platform contract for the Arena project and an additional \$49.5M for one-time equipment and facility projects
- FY 18-20 Fund Balances assume that revenues are at budget; any excess will increase amounts

Supporting the Industry: Taxi Fees

Over the past four years, the SFMTA has reduced or waived taxi-related fees and foregone an estimated \$9.5M

- The Taxi Driver permit (A-Card) renewal will be free for FY18-19 and FY19-20 as part of the Taxi Driver Fund disbursement
- Legislation has been introduced at the Board of Supervisors that would waive the business registration fee (approximately \$100 annually) for Taxi Drivers for the next two years
- SFMTA waives the Medallion Renewal Fee for medallion holders who purchased their medallions



Further Reductions to Taxi Fees

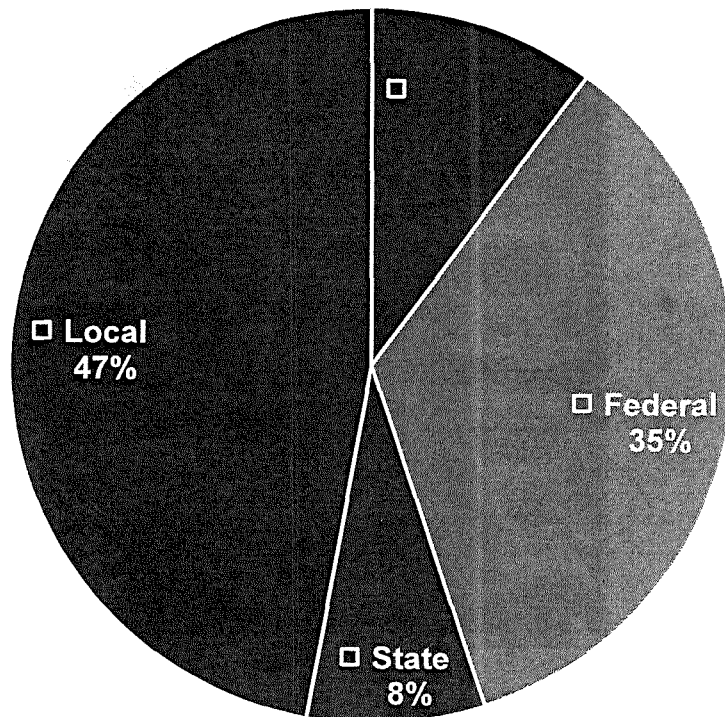
Based on feedback from taxi drivers throughout the budget outreach process, the following revisions have been made to the FY 2019 and FY 2020 Budget



- 50% reduction to the medallion renewal fee for Prop K medallion holders
- 50% reduction to the taxi stand application fee
- Reduction to the color scheme renewal fee (FY 19):
 - 1-5 medallions: -39%
 - 6-15 medallions: -5%
- Increase to the initial color scheme application fee (FY19):
 - 1-5 medallions: +48%
 - 6-15 medallions: +12%

CIP Funding Sources

\$2.8 Billion: More Than 30 Different Sources



Regional

- Bridge Tolls
- Regional Measure 3 (RM3)

Federal

- Federal Transit Administration formula funds
- Capital Investment Grant program

State

- Senate Bill 1 (SB1)
- Transit and Intercity Rail Capital Program (TIRCP)
- Statewide Transportation Improvement Program (STIP)

Local

- General Fund (Prop B population based)
- General Obligation Bond
- Transit Sustainability Fee
- Prop K Sales Tax
- Prop A Vehicle Registration Fee
- Developer Fees
- SF New Revenue Measure

Public Engagement

The SFMTA conducted an extensive multilingual public outreach campaign to inform and solicit input from stakeholders and the public about the budget:

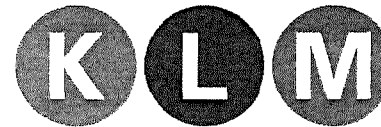
- Traditional media channels in multiple languages
 - Newspaper ads
 - Information cards on buses and trains
- Digital media channels
 - SFMTA website
 - Facebook
 - Twitter
 - Blogs
 - Email messages to district stakeholders (450 subscribers)
 - Dedicated email address to capture questions and comments
- Town Hall Meeting (Friday, March 2)
 - Co-hosted by Senior Disability Action
 - More than 50 attendees engaged with senior agency staff to provide input to the FY2019-2020 budget
- Online Town Hall (Wednesday, March 7)
 - Live streamed via the SFMTA website, YouTube, Facebook and Twitter
 - Public submitted questions during the program
 - Facebook (406 viewers, 1,400 engagements)
 - YouTube Stream (22 views, 8 concurrent viewers)
 - YouTube Views (245 additional views)
 - Granicus player (15 views)
 - SFGov TV Channel
- Committee and council presentations
- Stakeholder meetings
- Internal communications and in-reach to SFMTA staff

Language Assistance

- SFMTA meets Federal Title VI guidance related to language access
- In FY 2016-17, more than \$600,000 (nearly 30%) of the SFMTA's communications program budget was allocated to fulfilling language needs
- Additional funds were used to support specific programs, such as Vision Zero
- Ways we provide language assistance:
 - 311 Free Language Assistance Tag/ LanguageLine assistance
 - Multilingual outreach ambassadors
 - Surveys, alerts, fare and other vital information in multiple languages
 - Language-neutral iconographics on new vehicles
 - Interpretation services for public meetings (with 48 hours notice)
 - In-language creative and ad placements
 - Training for Public Outreach and Engagement Team (POETS) staff to work with communities, including meeting language needs

ALERT

VZ Ad Chinese



Bus Substitution

Friday 11pm – Saturday 9am
Saturday 11pm – Sunday 9am

Forest Hill and West Portal stations closed

Servicio sustituto en bus
Viernes 11pm – Sábados 9am
Sábados 11pm – Domingo 9am
Las estaciones West Portal y Forest Hill están cerradas



替代巴士

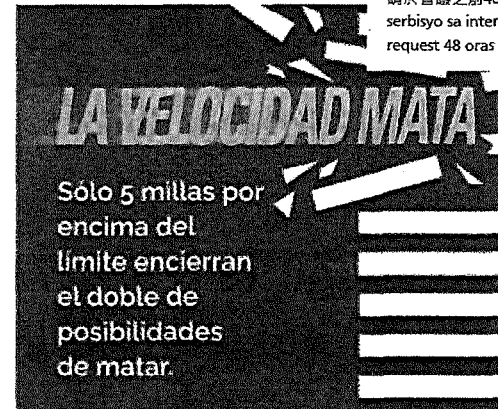
星期五 11pm – 星期六 9am
星期六 11pm – 星期日 9am
Forest Hill 和 West Portal 關閉

Pagpapalit ng Bus

Biyernes 11pm – Sabados 9am
Sabados 11pm – Linggo 9am
Sarado istasyon sa Forest Hill at West Portal

Language Assistance

☎ 415.701.4387: For free interpretation services, please submit your request 48 hours in advance of meeting. / Para servicios de interpretación gratuitos, por favor haga su petición 48 horas antes de la reunión. / 如需要免費口語翻譯，請於會議之前48小時提出要求。 / Para sa libreng serbisyo sa interpretasyon, kailangan mag-request 48 oras bago ang miting.



Budget Timeline

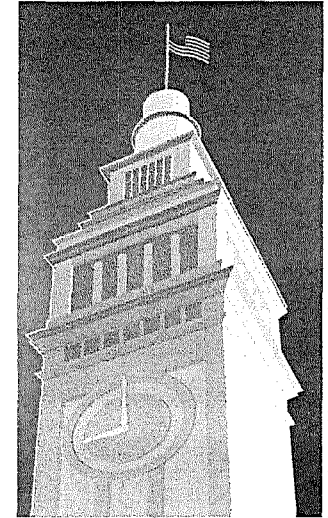
| Public Discussions and Meetings | Date |
|---|-------------------|
| SFMTA Board Budget Workshop | January 23, 2018 |
| 1st SFMTA Citizen's Advisory Committee (CAC) Meeting | February 1, 2018 |
| 1st Public Hearing at SFMTA Board | February 20, 2018 |
| 1st SFMTA Finance and Administration Committee (FAC) Meeting | February 21, 2018 |
| 1st Budget Town Hall Meeting | February 28, 2018 |
| 2nd SFMTA CAC Meeting | March 1, 2018 |
| Online Town Hall Meeting | March 2, 2018 |
| 2nd Public Hearing at SFMTA Board | March 6, 2018 |
| 2nd SFMTA FAC Meeting | March 7, 2018 |
| 2nd Budget Town Hall Meeting | March 15, 2018 |
| 3rd Public Hearing at SFMTA Board | March 20, 2018 |
| SFMTA CAC Approval | March 22, 2018 |
| FY 2019 & FY 2020 Budgets Adopted by the SFMTA Board | April 3, 2018 |
| Submission of Approved Budget to Mayor and Board of Supervisors (per City Charter requirements) | May 1, 2018 |
| Board of Supervisors First Hearing | May 17, 2018 |
| Board of Supervisors Second Hearing | May 24, 2018 |

Budget information available in multiple languages at sfmta.com/budget

Port of San Francisco

Fiscal Years 2018-19 and 2019-20

Proposed Budget



MAY 17, 2018

PRESENTED TO: BUDGET & FINANCE COMMITTEE

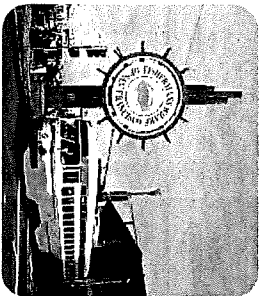
PRESENTED BY: ELAINE FORBES, EXECUTIVE DIRECTOR

Proposed Budget

Directly Supports the Port's Strategic Plan



Livability
 5.4M annual Ferry Riders
 \$68M Parks Bond to expand Blue-Greenway
 Commitment to Local Businesses and Hires



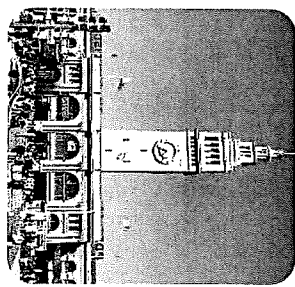
Economic Vitality
 ~550 tenants
 \$11B contributed to annual City tourism revenues
 Growing auto transports = new jobs



Sustainability
 Environmental stewardship programs
 Public, private, & non-profit partnerships
 Renewable diesel ferries, solar power, water management



Resiliency
 Seawall Program for seismic and sea level risks
 Resilience by Design
 WETA, FEMA, DEM, & Capital Planning partners



Stability/ Renewal
 Growing expenses Easing growth in revenues
 ~\$1B capital backlog
 Budget aligns available resources with priority needs

Proposed Budget

Proposed Major Changes

FUNDING SOURCES

| | <u>FY 2018-19</u> | <u>FY 2019-20</u> |
|-----------------------------|-------------------|-------------------|
| Prior Year Budget | \$ 149.8 | \$ 188.0 |
| <i>Change Detail</i> | | |
| Operating Revenue | \$ 12.9 | \$ 4.2 |
| Real Estate | \$ 16.6 | \$ 3.6 |
| Maritime | \$ (3.9) | \$ 0.6 |
| Other | \$ 0.2 | \$ - |
| Development | \$ 5.4 | \$ 2.1 |
| South Beach Harbor | \$ (0.1) | \$ 0.1 |
| Other City Contributions | \$ 9.3 | \$ (16.5) |
| <u>Fund Balance + Other</u> | <u>\$ 10.8</u> | <u>\$ (16.9)</u> |
| Net Change | \$ 38.2 | \$ (27.0) |
| Proposed Budget | \$ 188.0 | \$ 161.0 |

EXPENDITURES

| | <u>FY 2018-19</u> | <u>FY 2019-20</u> |
|------------------------------|-------------------|-------------------|
| Prior Year Budget | \$ 149.8 | \$ 188.0 |
| <i>Change Detail</i> | | |
| Operating Uses | \$ 10.4 | \$ 0.9 |
| Operating Budget | \$ 3.4 | \$ (0.1) |
| Programmatic Projects | \$ 1.9 | \$ (1.6) |
| Designation to Capital | \$ 5.1 | \$ 2.6 |
| Development | \$ 5.4 | \$ 2.1 |
| South Beach Harbor | \$ (0.3) | \$ 0.1 |
| Capital | \$ 22.0 | \$ (29.7) |
| <u>15% Operating Reserve</u> | <u>\$ 0.7</u> | <u>\$ (0.3)</u> |
| Net Change | \$ 38.2 | \$ (27.0) |
| Proposed Budget | \$ 188.0 | \$ 161.0 |



Source of Funds

Major Revenue Trends

Real Estate revenues are projected to grow modestly

- ✓ Annual growth in base rents
- ✓ New leasing opportunities from vacant facilities
- ✓ One-time opportunities are included in the forecast
- ✓ Percentage rents and parking are higher risk areas if economy begins to slow

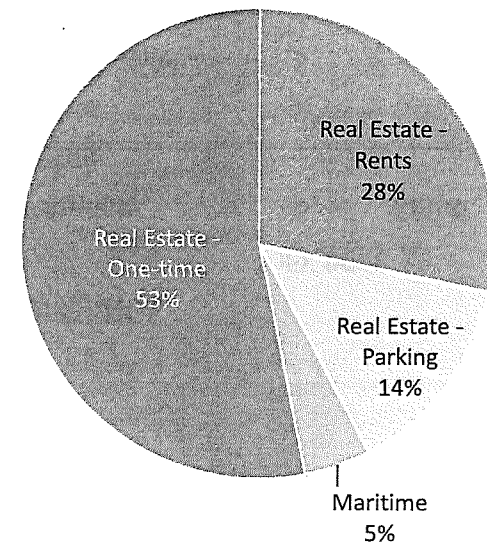
Maritime expansion

- ✓ Cargo ongoing expansion
- ✓ Shipyard RFP is an effort to secure new funding

Future - New developments

- ✓ Structuring financing to generate future income to the Port
- ✓ \$6.5 million investment in Pier 70 Waterfront site will improve revenue from the project to the Port

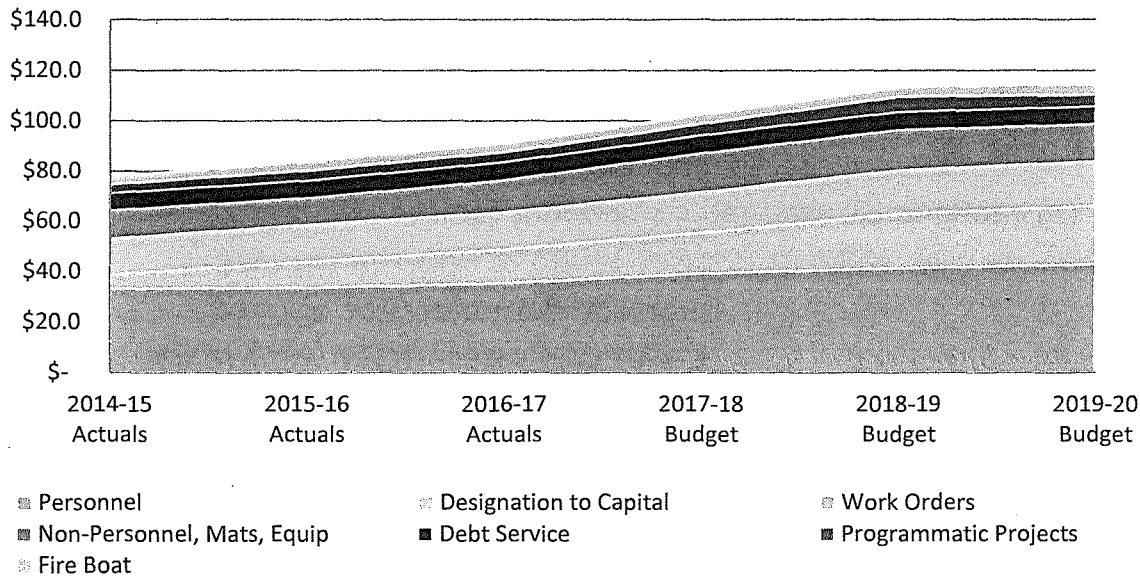
Major Drivers of Growth
FY 2016-17 to FY 2018-19



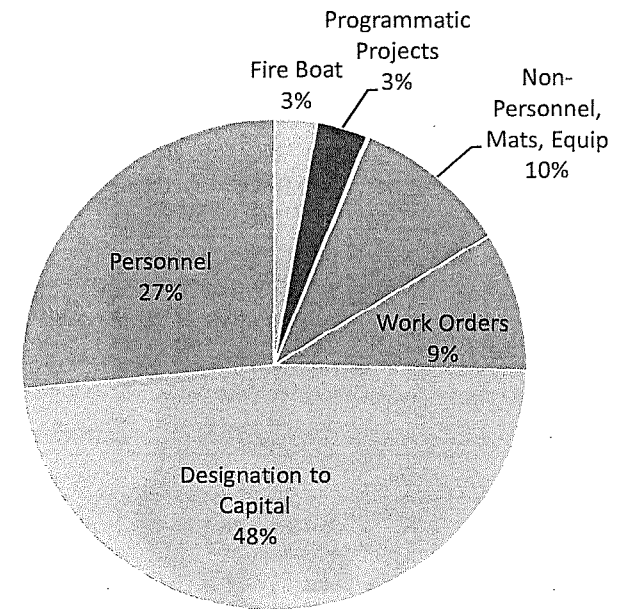
Use of Funds

Historical Trends & Proposed Budget

Operating Expenses Over Time
\$ millions



Major Drivers of Growth
FY 2014-15 to FY 2019-20



Use of Funds

Staffing Changes

■ Overview of Operating Changes

- ✓ 3.5 FTEs new operating positions
- ✓ -3.5 FTEs Attrition to offset position changes (0.0 net new regular FTEs)
- ✓ 12 FTE new project-funded (3.5 net new off-budget FTE)
- ✓ 31 Substitutions and 29 Reassignments

■ Organizational Shifts

- ✓ Operations Division dissolved: staff redistributed to original locations
- ✓ Realignment of Planning & Environment and Real Estate & Development
- ✓ Capital-funded new Project Management Office (PMO) with 5 new Project Managers

■ 12 New Project-Funded Positions

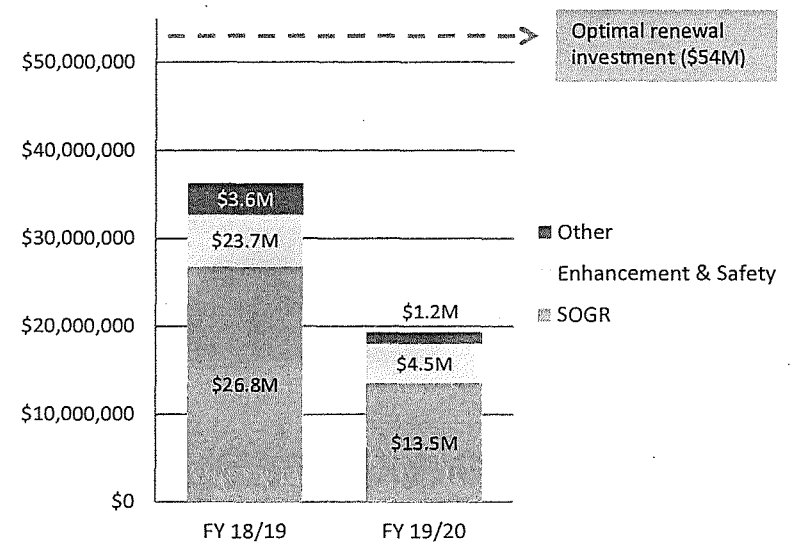
- ✓ 5 Project Managers in PMO
- ✓ 4 supporting Development projects, including Planners and Managers
- ✓ 2 Administrative Analysts supporting Development, PMO, and Finance
- ✓ 1 Planner supporting Seawall Earthquake Safety & Emergency Preparedness Program



Capital Program Need Versus Investment

- Port's Ten-Year Capital Plan FY 2018-27 identified \$1.5 billion total state of good repair (SOGR) need
 - ✓ \$54 million annual need just for renewal (more to address backlog)
 - ✓ Plan projects funding available to meet 40% total SOGR need, including backlog and annual renewal
- Port's Two-Year Capital Budget addresses highest priority needs and maximizes use of limited dollars:
 - ✓ Capital Policy secures funding for investment
 - ✓ Five-year Capital Improvement Program strives to establish a work and funding plan
 - ✓ Projects are evaluated with criteria-based approach

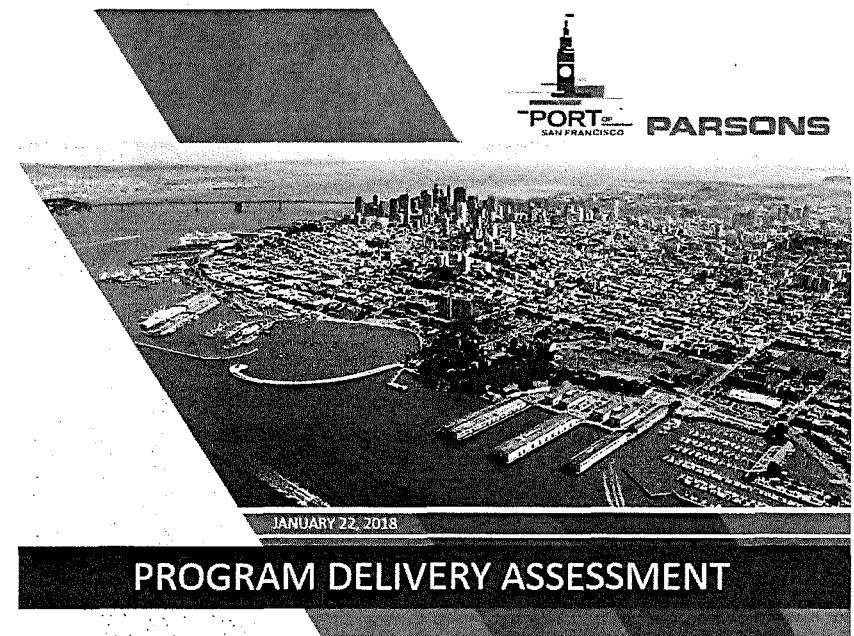
Ability to Meet Repair Need with Investment of Internal Port Funding



Capital Program

Improving Project Delivery – Project Management Office

- Consultant analysis recommended adding project management staff to deliver capital projects
- Proposal: \$2.5 million over two years, Six new FTE
 - ✓ Five project managers
 - ✓ One analyst
- Anticipated benefit:
 - ✓ Complete an additional 10-15 projects per year
 - ✓ Improved internal coordination and management of resources
 - ✓ Improved procedures and data collection and monitoring
 - ✓ Critical to the Port's Renewal and Stability Goals



Capital Program

Funding and Delivery Tools – Request for Information

- The Port's Waterfront Land Use Plan update called for new ideas to address capital needs of historic piers
- A Request for Information (RFI) will be released to the public to address 13 of 20 piers in need of major capital and seismic upgrades
- Seeking ideas from Prospective Master and Smaller Tenants for:
 - ✓ Public-oriented concepts in Embarcadero Historic District
 - ✓ Targeted proposals for rehabilitation of historic piers that improve facilities while making waterfront even more public-serving
 - ✓ Balance expensive pier rehab and public-oriented uses with higher-value production distribution and repair (PDR) and office space



Capital Program Seawall Program

1916 Seawall Construction Finished

3 Miles Historic Waterfront

72% Risk of Major Quake ~30 Years

36"-66" estimated Water Elevation by 2100

\$25 Billion Protected Assets

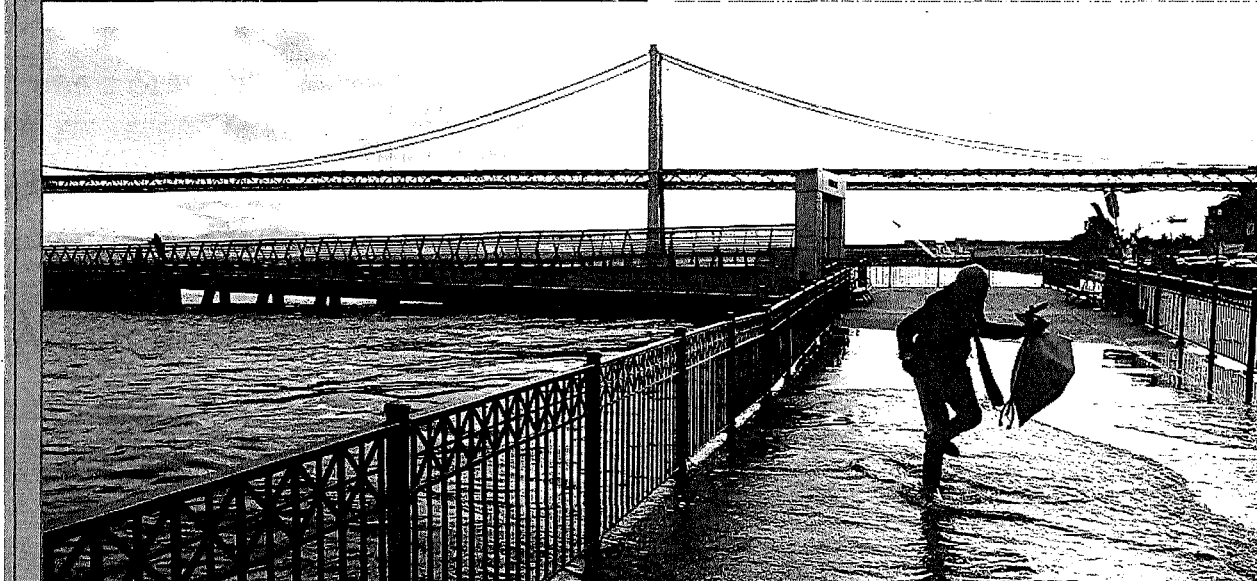
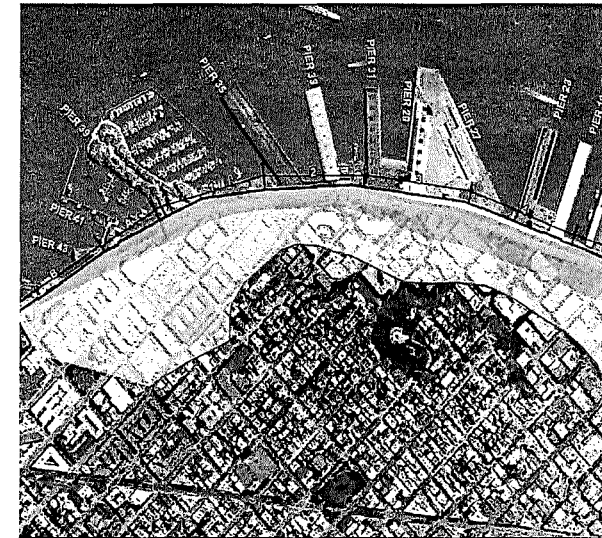
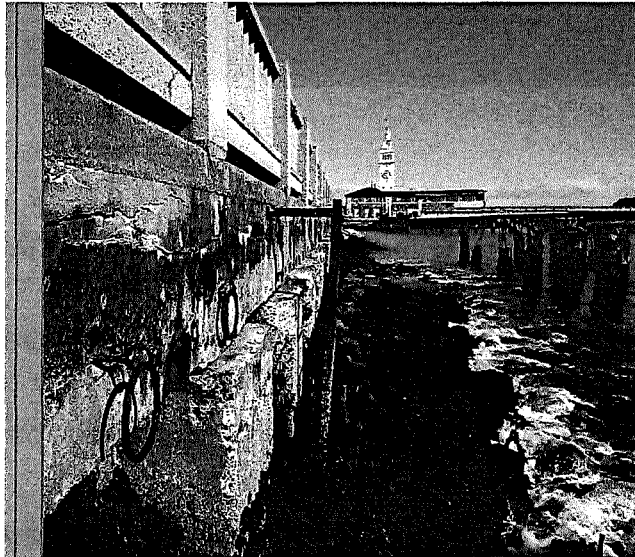
~~~~

**\$500 million** Immediate Life-Safety

**\$425 Million** Proposed GO Bond for  
November 2018 election

**\$6.35 Million** Proposed for FY 2018-19

- ✓ General Fund (\$5M), Port (\$1.1M) and Planning (\$0.25M)
- ✓ Support Planning Phase





# Capital Program Maritime - Ferries

5.4 million annual passengers Portwide

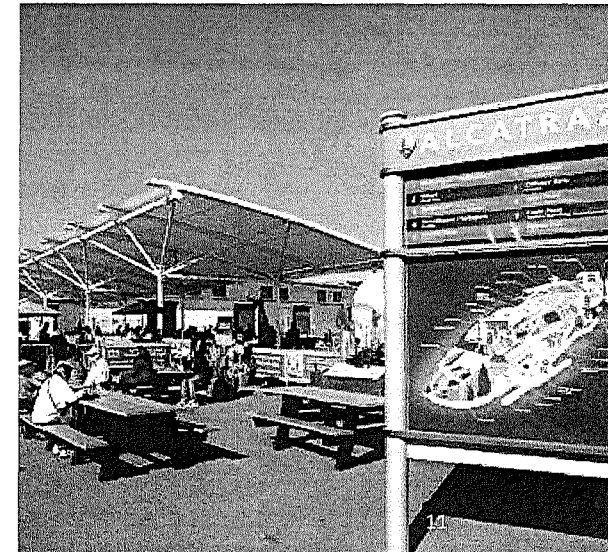
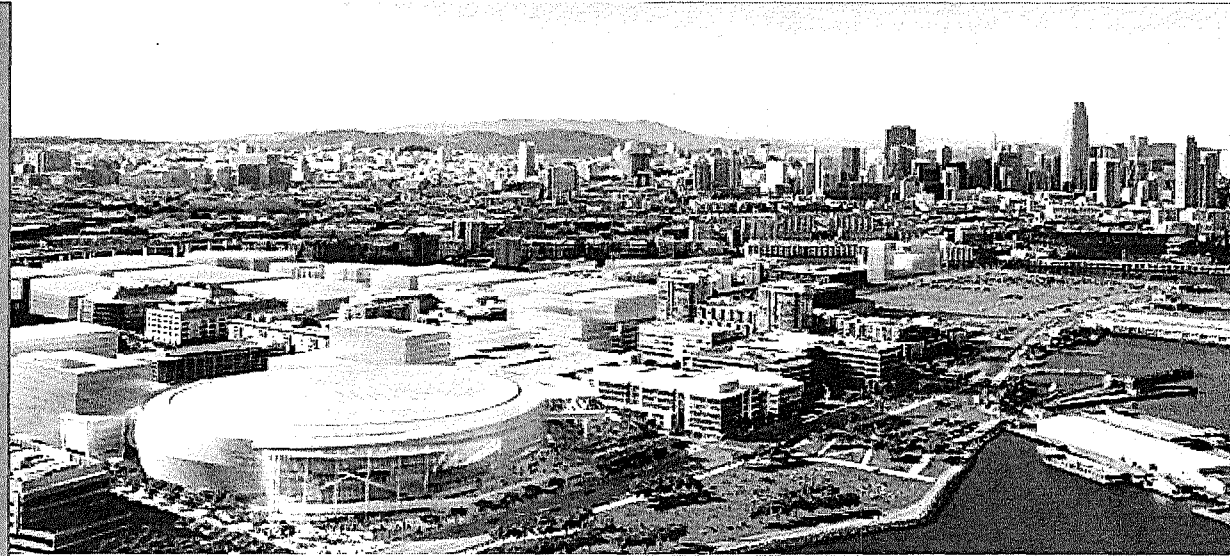
**\$42.7 million Mission Bay Ferry Landing** with WETA to add a southern waterfront stop to the existing ferry network

- ✓ **\$ 7.0 Million** funded in prior years
- ✓ **\$11.0 Million** proposed in FY 2018-19
- ✓ **\$24.7 Million** proposed for Regional Measure 3
- ✓ **10,000 Weekly Passenger Capacity** for growing center of employment, residence, & events

*Other Port ferry initiatives:*

**\$75 Million Downtown Ferry Terminal Expansion**, with WETA to add 3 new and upgraded landings

**\$5 Million Alcatraz Landing** facility improvements with the National Parks Service



# UPCOMING & ONGOING Port Challenges

## Seeking a Tenant for the Pier 70 Shipyard

- ✓ RFP issued in April to identify a new operator

## Underutilized facilities

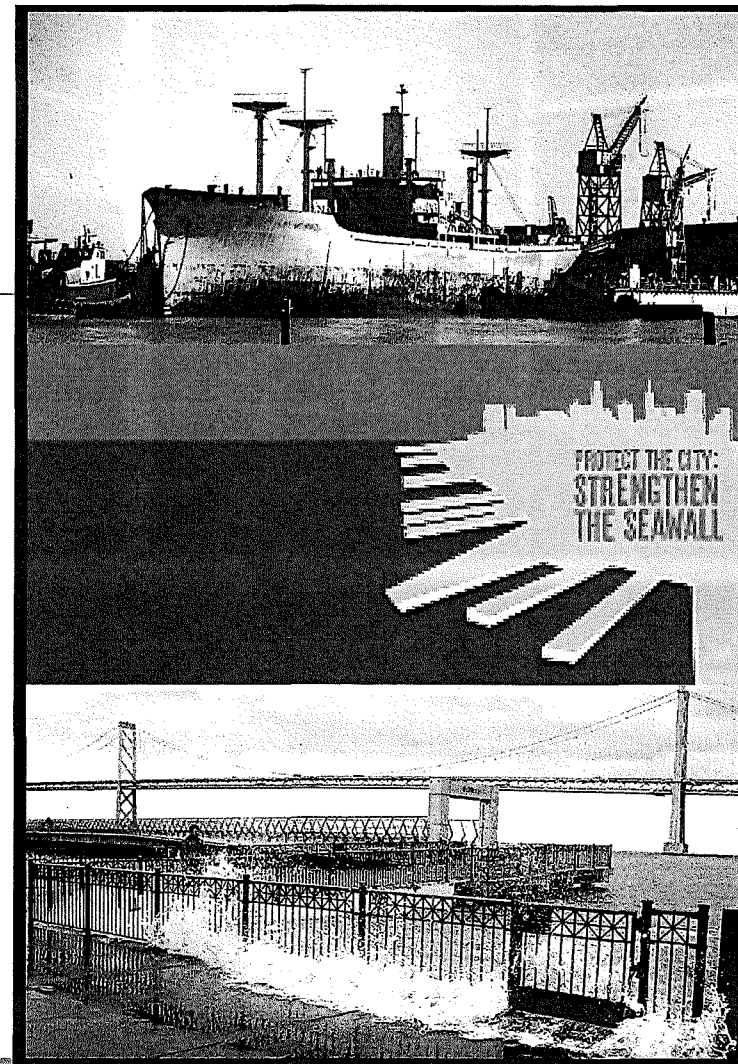
- ✓ Waterfront Land Use Plan provides a vision to increased public uses and revenue generating potential from underused facilities

## \$1.5 Billion Deferred Maintenance Need

- ✓ Investing **\$79.2 million** in capital in the next two years
- ✓ Creating a Project Management Office to speed delivery of capital projects

## Seismic and Flood Risks

- ✓ Seawall Program underway with proposed bond measure and planning and engineering efforts
- ✓ \$250,000 in funding for Port wide resilience work in 2018-19





# UPCOMING & ONGOING Port Opportunities

## Development Agreements Coming to Fruition

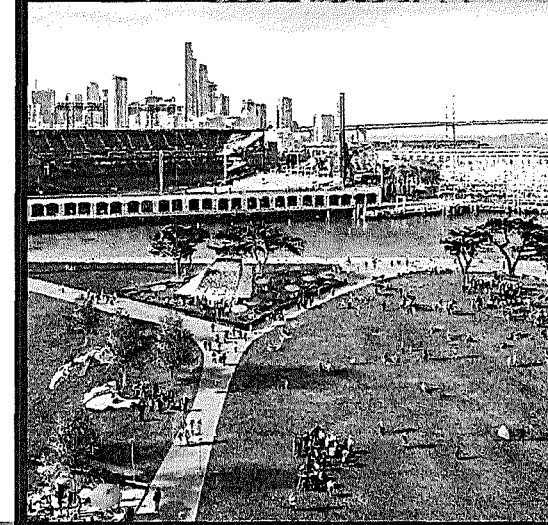
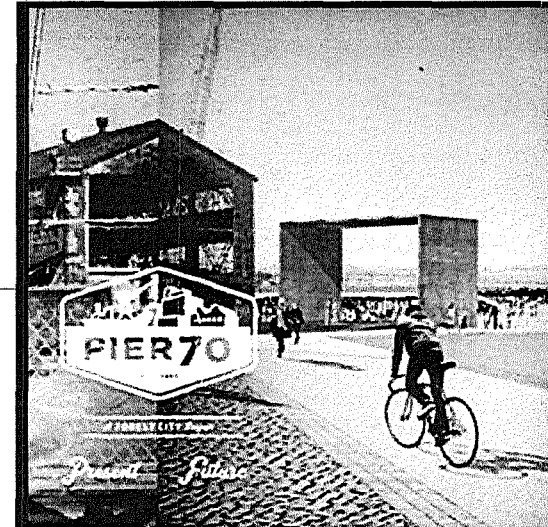
- ✓ **Spring 2018 broke ground** on Forest City Pier 70 Waterfront Site
- ✓ **Spring 2018 Project approval** for Mission Rock
- ✓ **14,000 Jobs** created on new commercial sites
- ✓ **3,500 Residential Units** including 1,200 affordable units

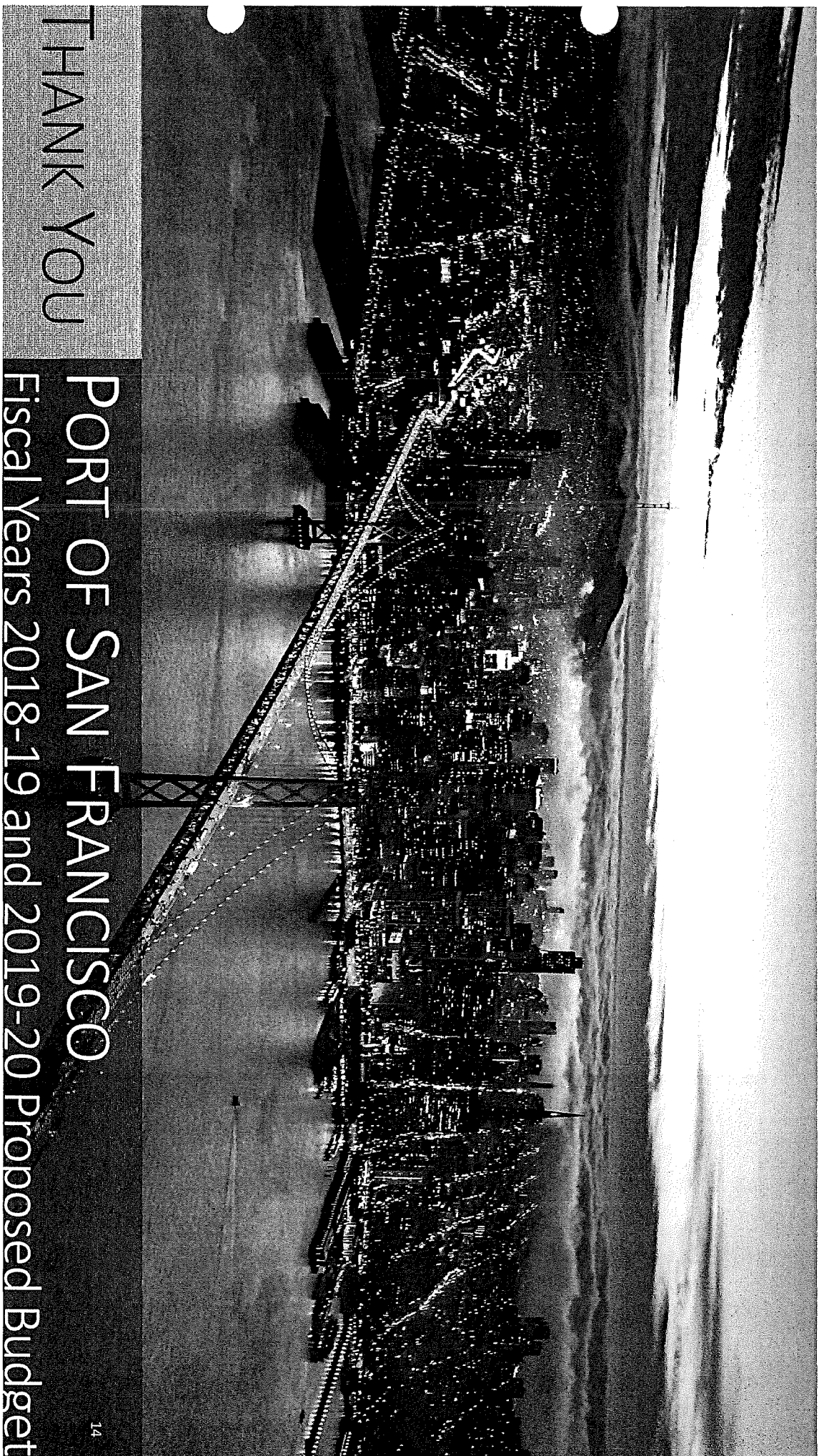
## Southern Waterfront Cargo/Industrial

- ✓ **\$8.5 Million** investment at Backlands for commercial leasing space
- ✓ **1.2 Million sq. feet** for new auto, construction lay-down & waste management
- ✓ **30,000 – 80,000** autos imported through Pier 80
- ✓ **50 Union jobs** per ship call

## Southern Waterfront Parks and Open Space

- ✓ **3 Major parks** at Mission Rock, Crane Cove Park and the Pier 70 Waterfront
- ✓ **17 Acres new park space**, including 1 Children's playground at Irish Hill





THANK YOU

PORT OF SAN FRANCISCO  
Fiscal Years 2018-19 and 2019-20 Proposed Budget



*San Francisco Public Library*

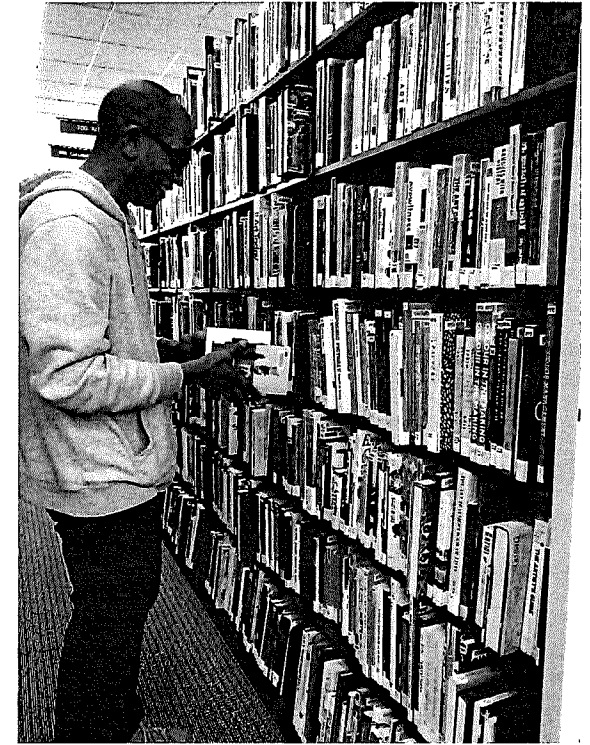
FYs 2019 & 2020 Budget Presentation  
May 17, 2018



# Service Excellence

## SFPL by the Numbers:

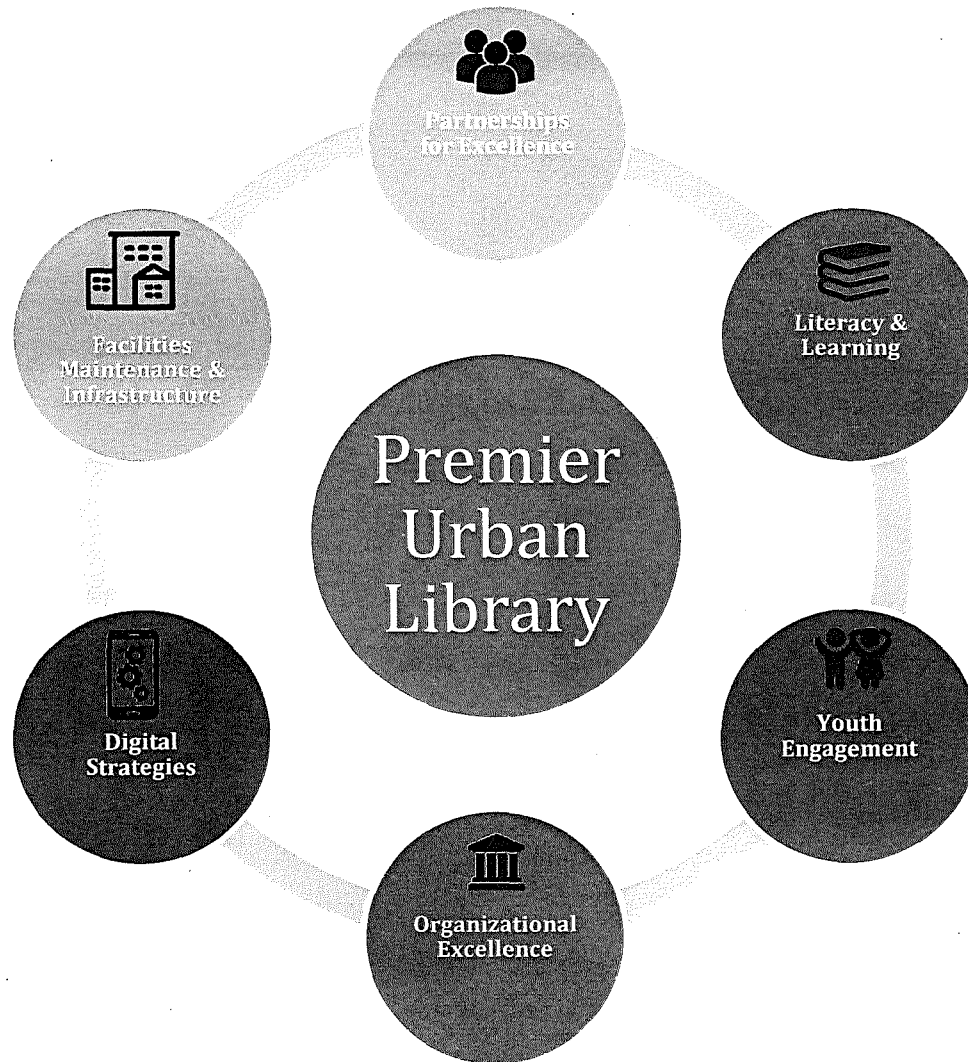
- Every Library Every Day:
  - 1,460 total system-wide weekly hours
  - 5% visitor increase in branches with expanded hours
- Library visits: 6,210,525
- Circulation: 10,814,015
- Programs: 17,818
- Program attendees: 523,175 ↑ 3%
- Summer Stride participants: 26,731 ↑ 43%
- Patrons accessing WiFi daily: 5,638



## SFPL Recognition:

- **Summer Stride:** Outstanding Public Engagement of the Year Award from the Public Lands Alliance; John Cotton Dana National PR Award; California Library Association PR Excellence Award
- **Digital Inclusion Week:** Urban Libraries Council Top Innovators

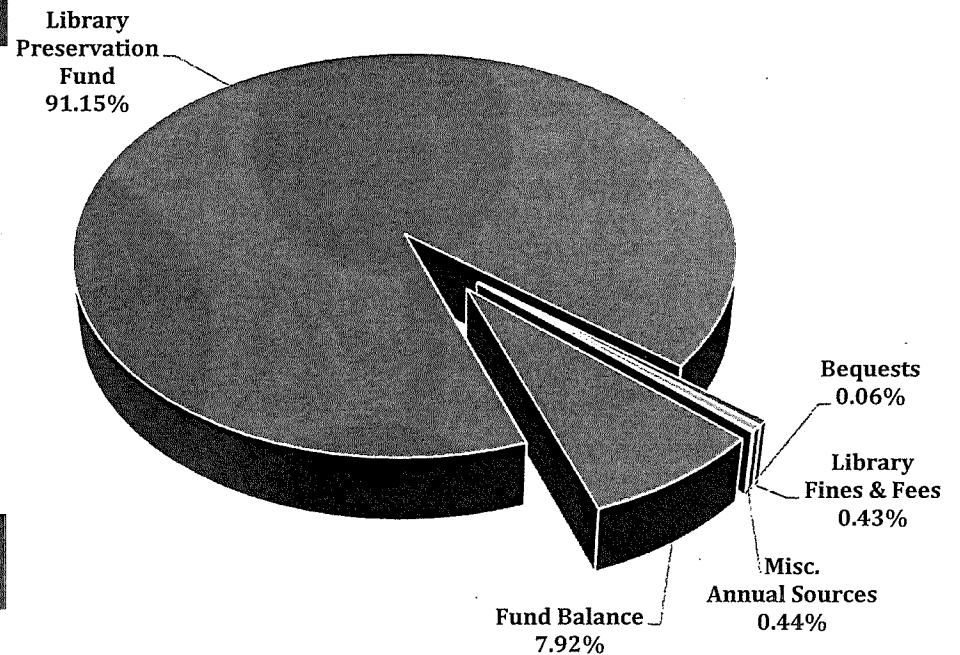
# SFPL Strategic & Budget Priorities



# SFPL Budget Overview: Sources

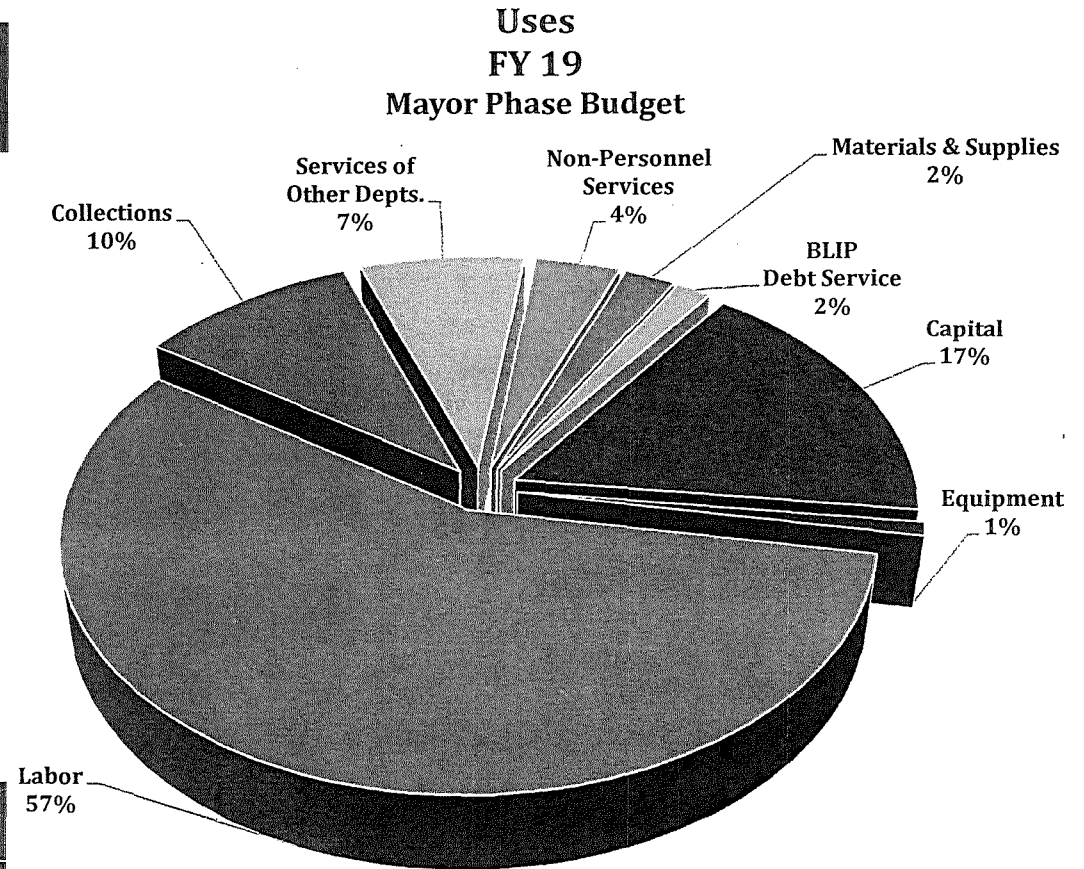
| Source Type<br>(budget in millions) | FY 18<br>Adopted<br>Budget | FY 19<br>Mayor Phase<br>Budget | FY 20<br>Mayor Phase<br>Budget |
|-------------------------------------|----------------------------|--------------------------------|--------------------------------|
| Library<br>Preservation Fund        | 135.56                     | 145.27                         | 149.00                         |
| Library<br>Fines & Fees             | 0.59                       | 0.69                           | 0.69                           |
| Misc.<br>Annual Sources             | 0.65                       | 0.70                           | 0.71                           |
| Bequests                            | 0.40                       | 0.10                           | 0.10                           |
| Fund Balance                        | 0.65                       | 12.62                          | 0.01                           |
| <b>Total</b>                        | <b>137.85</b>              | <b>159.38</b>                  | <b>150.51</b>                  |

Sources  
FY 19  
Mayor Phase Budget



# SFPL Budget Overview: Uses

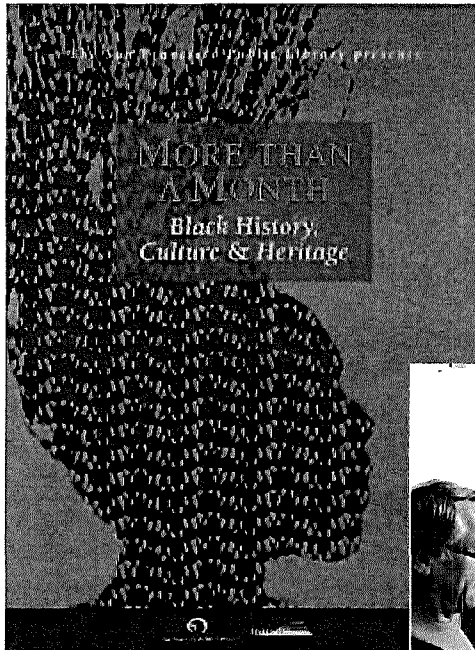
| Use Type<br>(budget in millions) | FY 18<br>Adopted<br>Budget | FY 19<br>Mayor Phase<br>Budget | FY 20<br>Mayor Phase<br>Budget |
|----------------------------------|----------------------------|--------------------------------|--------------------------------|
| Labor                            | 87.44                      | 90.54                          | 92.09                          |
| Collections                      | 14.78                      | 15.92                          | 17.62                          |
| Services of<br>Other Depts.      | 11.09                      | 11.96                          | 12.17                          |
| Non-Personnel<br>Services        | 5.74                       | 6.15                           | 6.23                           |
| Materials & Supplies             | 3.31                       | 3.70                           | 3.52                           |
| BLIP<br>Debt Service             | 2.53                       | 2.54                           | 2.55                           |
| Capital                          | 11.55                      | 27.19                          | 15.49                          |
| Equipment                        | 1.41                       | 1.37                           | 0.83                           |
| <b>Total</b>                     | <b>137.85</b>              | <b>159.38</b>                  | <b>150.51</b>                  |
| <b>FTEs:</b>                     | <b>698</b>                 | <b>697</b>                     | <b>695</b>                     |



# Key Investments by Strategic Priority

## Premier Urban Library

- Enhance engaging programs system-wide \$75,000



  
San Francisco Public Library

## All Are Welcome

Immigrant Services  
[sfpl.org/citizenship](http://sfpl.org/citizenship)

Todos son bienvenidos  
歡迎光臨  
Всем добро пожаловать!  
Malugod Namin Kayong Tinatangap  
أهلاً وسهلاً جميعاً

  
Art by nufaboo




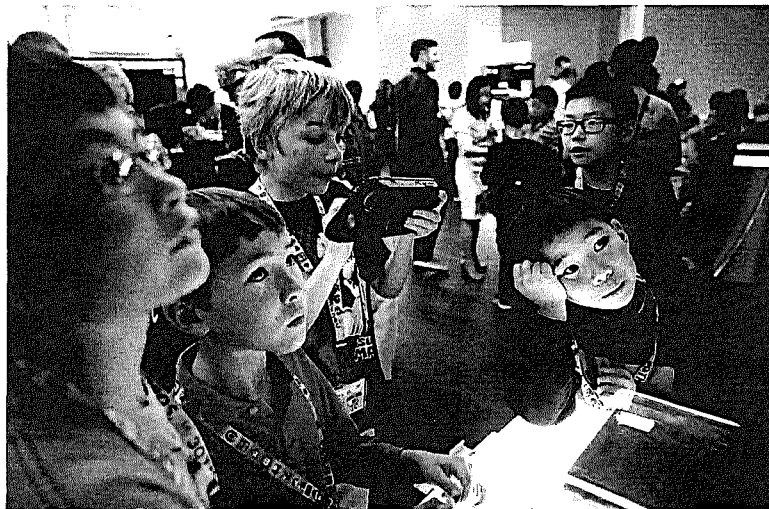
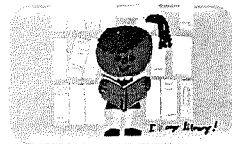
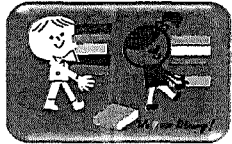
# Key Investments by Strategic Priority

## Youth Engagement

- Create an after school digital clubhouse at the Main's Fisher Center: \$35,000
- Enhance youth learning & leadership opportunities: \$100,000

## SCHOLAR CARD

A student's  to academic success!



**YELL!**  
YOUTH ENGAGED IN LIBRARY LEADERSHIP

@ Six San Francisco Public Libraries:  
ANZA  
CHINATOWN  
EXCELSIOR  
PARKSIDE  
RICHMOND  
WEST PORTAL

**EARN A \$500 SCHOLARSHIP**

To Participate:  
Be in Grade 10-12 next school year  
Attend weekly meetings  
Design & deliver a team project  
Learn & lead STEM programs for kids  
Build your resume while having fun

**IMPORTANT FACTS:**

- Applications due by April 30 (but apply early!)  
Paper app or online at [sfpl.org/yell](http://sfpl.org/yell)
- Interviews in early May
- Program runs June 9-August 18

**LIFE. LIBERTY. LIBRARIES**

# Key Investments by Strategic Priority

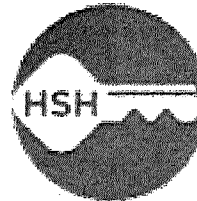
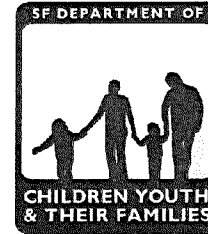


## Partnerships for Excellence

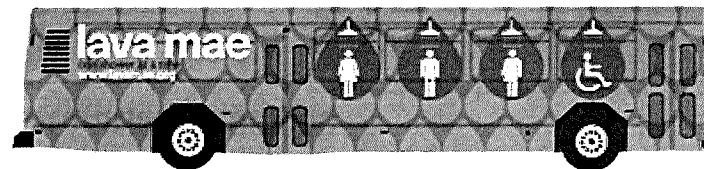
- Enhance safety by partnering with the Sheriff's Department: \$500,000
- Sustain investment in the Civic Center Commons: \$100,000

## Organizational Excellence

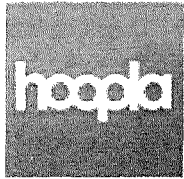
- Grow allocation for program marketing materials: \$25,000



**civic  
center  
commons**



# Key Investments by Strategic Priority



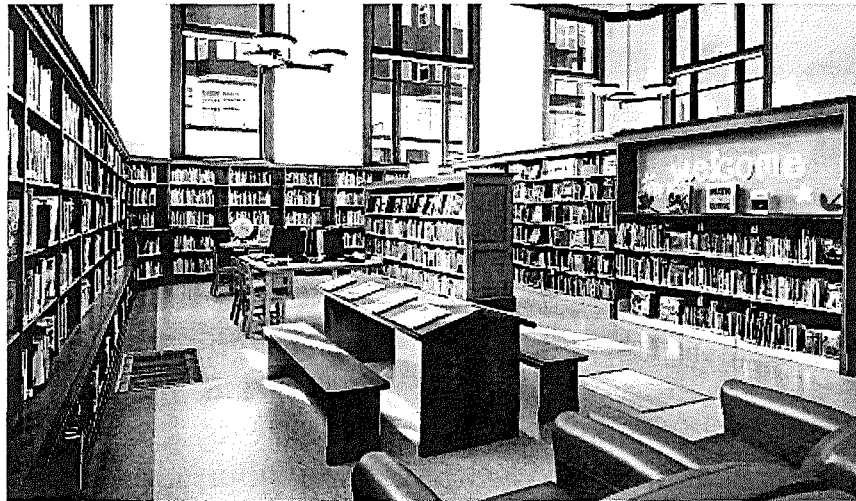
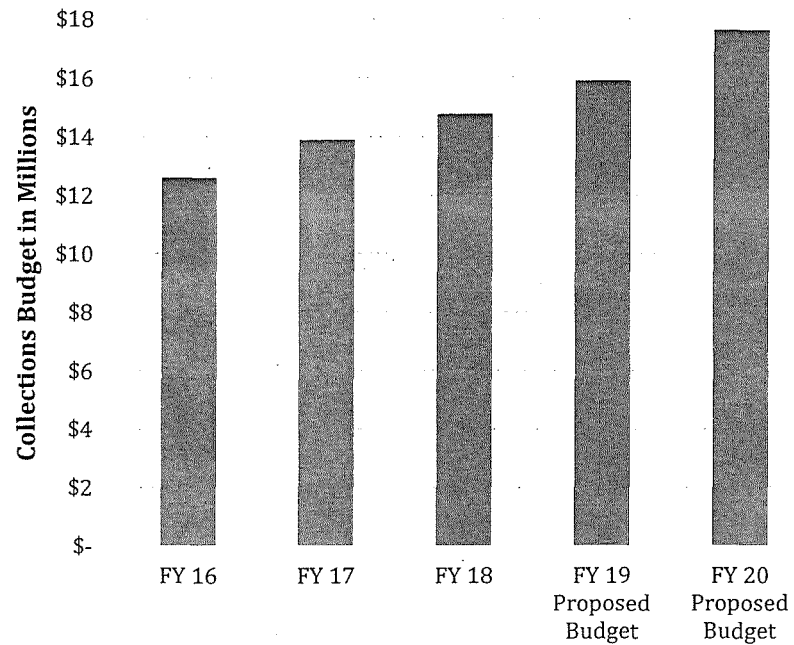
## Literacy & Learning

- Increase print & eCollections budgets:
  - FY 19: \$1.14M
  - FY 20: \$1.70M



treehouse lynda.com

## Collections Budget FY 16 - FY 20



# Key Investments by Strategic Priority

## Digital Strategies

- Expand Tech'd Out mobile wireless lending program: \$91,100
- Implement RFID collections inventory modernization project: \$3.4M
- Grow the laptop lending kiosk program system-wide: \$135,300 per fiscal year
- Server refresh: \$385,000
- Audio visual equipment refresh: \$180,000



**TECH'D OUT**  
San Francisco Public Library



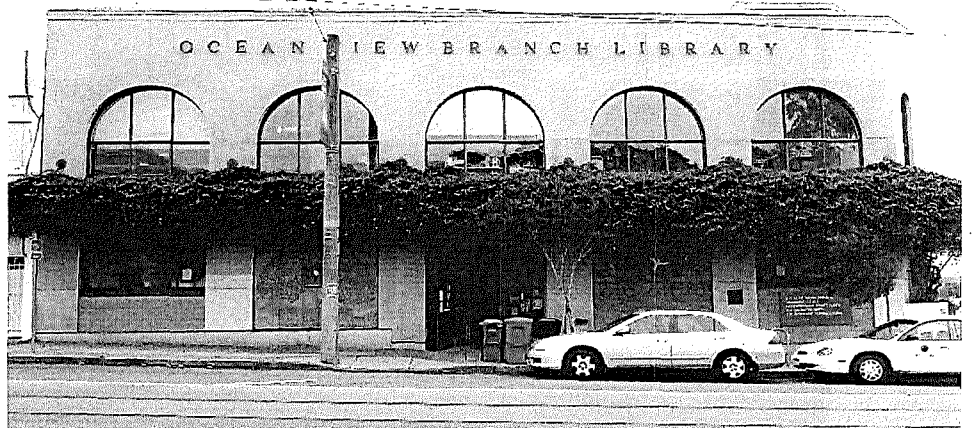
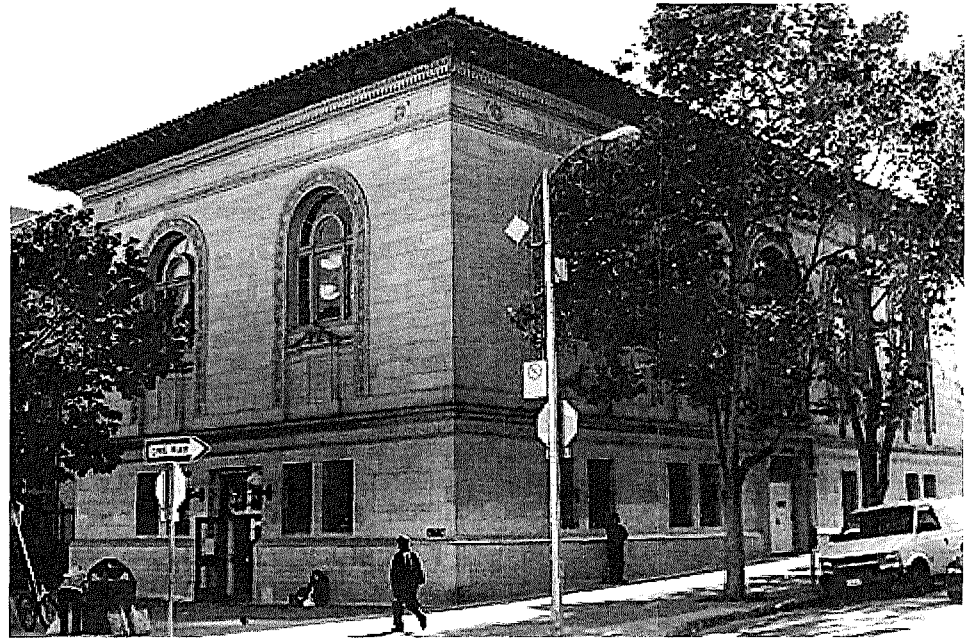
*San Francisco Public Library*



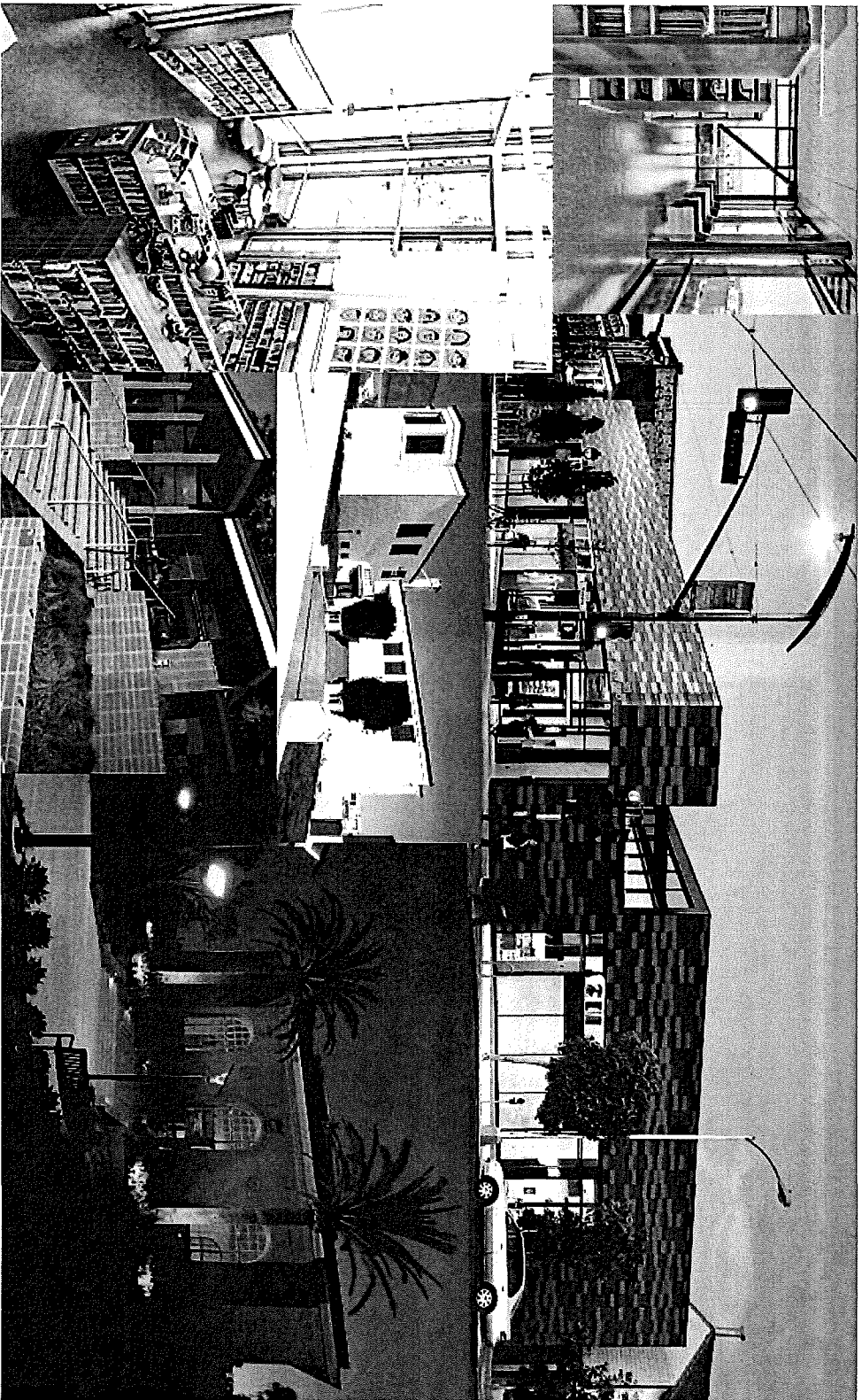
# Key Investments by Strategic Priority

## Facilities Maintenance & Infrastructure

- Renovate Mission, Chinatown & Ocean View
  - FY 19 \$14.9M
  - FY 20 \$9.0M
- Facilities master planning:
  - FY 19 \$0.3M
  - FY 20 \$1.0M
- Automated materials handling: \$3M
- System-wide facilities renewals:
  - FY 19: \$5.5M
  - FY 20: \$1.3M



# Questions?



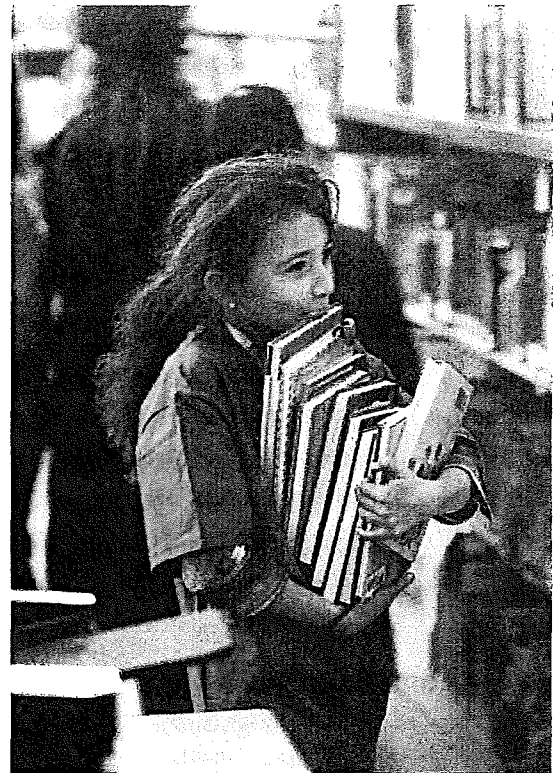
*San Francisco Public Library*



*San Francisco Public Library*

## Radio Frequency Identification (RFID)

San Francisco Public Library is embarking on a project to equip 3 million library items with radio frequency identification (RFID) tags. RFID will make it easier and faster for patrons to check out materials; increase staff efficiency; enable the Library to modernize circulation equipment, checkout machines and security gates; and bring the San Francisco Public Library up to speed with standard library practices and technology.



### **BENEFITS TO LIBRARY USERS**

#### **Customer service**

- With RFID, library materials will be able to move through the library system, from shelf to checkout, much more quickly.
- Many library users check out dozens of books at a time. Currently each item must be scanned individually at checkout, but with RFID, an entire stack of books can be scanned at one time.
- With quicker transaction times, the library's collections will be on the shelves faster and holds will arrive at patrons' branch libraries sooner.

### **BENEFITS TO LIBRARY STAFF**

#### **Efficiency**

- Because RFID combines circulation and security deactivation into one process, staff can process materials (checkout and check-in) far more efficiently.
- Study results indicate an average savings of 8 seconds per check out, 5 seconds per check-in. Magnified over 6.5 million circulating items per year, the time-savings ranges from 12,000 - 15,000 hours or the work of 6-7.5 full time employees annually. This saved time will allow staff to provide more customer service.

#### **Safety**

- RFID can tell patrons and staff if all components of audiovisual materials are present in the case without having to open them, saving wear-and-tear on cases and preventing injury to staff's hands and wrists.
- Simpler processing minimizes unnecessary repetitive motion by staff, decreasing the risk of workplace injuries.

## **Accuracy**

- RFID allows for faster, more accurate inventory, helping staff to identify missing items so they can be replaced more quickly.
- RFID helps staff identify items that might not have been checked out, allowing them to assist patrons promptly when security gates are triggered.
- RFID enables staff to systematically audit the physical inventory of collections in the stacks in real time without having to go back to their workstation to check items at a computer. They are able to spend more time in the stacks instead of behind a desk.

## **INDUSTRY STANDARD**

- More than 75% of Bay Area public libraries already use this technology.
- RFID has been part of the national library landscape for well over a decade – it is a proven, reliable, efficient technology.
- More and more library technology vendors are entering the RFID marketplace. There is no move to pivot to an emerging technology in the industry. More vendors = more competition = declining costs. Since RFID has entered the library world, the cost of tags has dropped from \$1/each to ~\$0.20/each.

## **EQUIPMENT REPLACEMENT**

- The usefulness of the library's existing checkout and security gates are depreciating. Irrespective of RFID, the Library will need to update or replace this equipment soon – why not invest in state-of-the-art technology?

## **PRIVACY**

- RFID technology represents no threat to patron privacy.
- There are only two pieces of information stored on the passive RFID tag placed on each item in the library's circulating collection:
  - The 14-digit barcode number that uniquely identifies the item (already present on the barcode sticker affixed to cover of each item). No bibliographic information (title, author, etc.) will be on a RFID tag.
  - The security component, which tells an RFID reader if the item is checked out or not.
- Only pieces of the library collection (books, DVDs, CDs, LPs, etc.) will be RFID tagged; patron library cards will NOT be RFID tagged so there will be no RFID tracking of a patron's reading habits or borrowing history. Library cards will continue to function as machine-readable barcodes.
- RFID tags on books and materials can only be deciphered within 40 inches of a library RFID reader.
- The Library is following the 2012 RFID privacy guidelines recommended by the American Library Association and the National Information Standards Organization, a nonprofit organization founded in 1939, which develops, maintains and issues technical standards related to publishing, bibliographic and library applications.

## **BUDGET/RETURN ON INVESTMENT**

- SFPL's investment in RFID technology upgrades represent a one-time strategic expenditure of \$3,377,756. This investment is offset by the projected return on investment of \$5.5 million over a ten year horizon for the lifespan of the equipment when factoring in the value of staff capacity that will be freed up for more impactful public services.





# **SFPUC Budget Hearing**

## **FY 2018-19 and FY 2019-20**

**May 17, 2018**





# SFPUC Mission Statement

---

*Provide our customers with high quality, efficient and reliable water, power, and sewer services in a manner that is inclusive of environmental and community interests, and that sustains the resources entrusted to our care.*





# 2020 Strategic Plan Goals

---

Reliable Service and Assets

Organizational Excellence

Effective Workforce

Financial Sustainability

Stakeholder and  
Community Interest

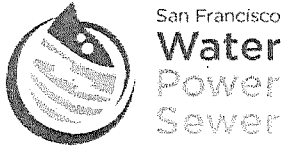
Environmental Stewardship



# External Considerations

---

- **Economic**
  - Potentially changing economy
  - Significant demands of new development
  - Competitive construction bidding environment driving up costs
  - High Bay Area cost of living
- **Regulatory**
  - Lead testing and monitoring at all schools
  - State challenges to water supply reliability
  - Post-Oroville dam safety focus
  - Disputes with PG&E regarding Wholesale Distribution Tariff
  - Renewing wastewater permits
- **Climate Change**
  - Hydrologic variability
  - Sea level rise



# Agency Priorities

---

- Completion of WSIP
- Implementation of SSIP
- Continue serving existing customers and connect new Hetchy Power Customers
- Complete Citywide enrollment of CleanPowerSF
- Build the Workforce



## Water System Investments

- Water System Improvement Program (WSIP)
  - 87 Projects, Seven Counties
  - \$4.8 Billion, 96% Complete
- Continuous System Upgrades Needed
- Ongoing Pipe Repair and Replacement, 15 Miles/Year

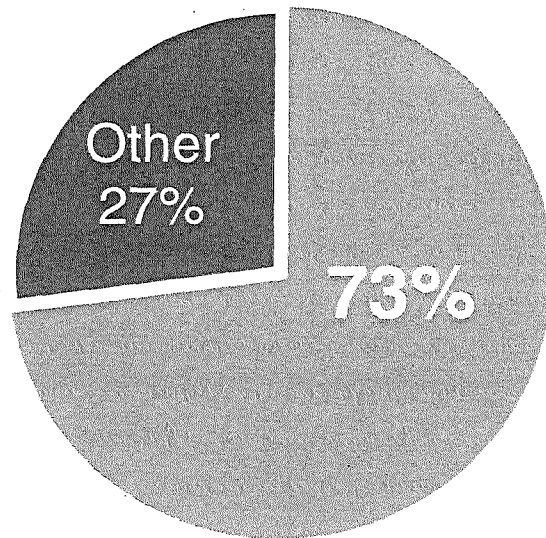




# Regional Hire: WSIP

## Service Territory Participation on WSIP PLA

Apprenticeships (Entry-level)



**SF and Service Territory residents have worked 73% of hours (as compared to 50% requirement) and earned a combined \$33M in wages & benefits**

WSIP PLA Service Territory Participation

# 50%

Actual  
WSIP PLA Service  
Territory Participation  
Achieved

**San Francisco and Service Territory residents have earned a combined \$244.4M in wages & benefits on WSIP projects**



## Sewer System Investments

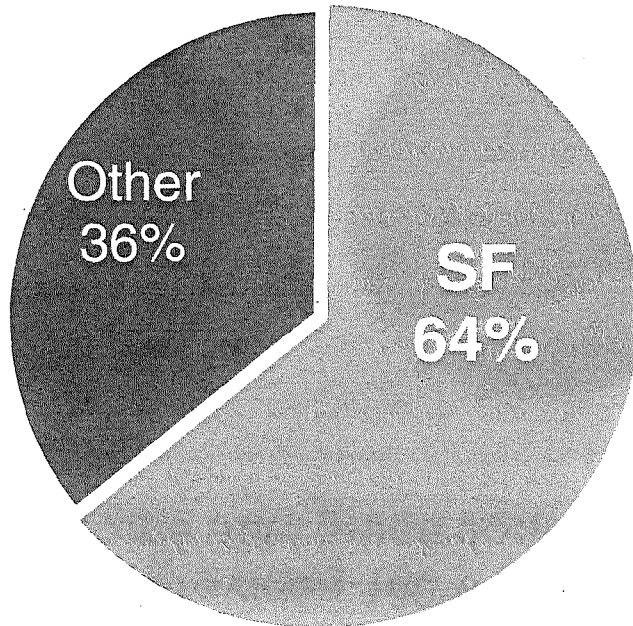
- Sewer System Improvement Program (SSIP)
- Critical Upgrades to Modernize Vital Infrastructure
  - Seismic Reliability
  - Protection of Public Health and Bay/Ocean
- 70 Projects, 13 Complete, 18 in Construction
- 20-Year Program – \$6.9B
  - Phase 1: \$2.91B (approved)





# Local Hire: SSIP Phase 1

## Apprenticeships (Entry-level) Provided by SSIP



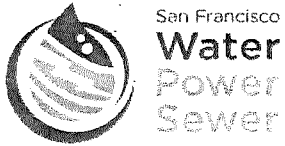
SF residents have worked 64% of hours (as compared to 50% requirement) and earned a combined \$2M in wages & benefits

## SSIP Local Hire Ordinance Achievement

20-30%  
Local Hire  
Percentage  
Requirements

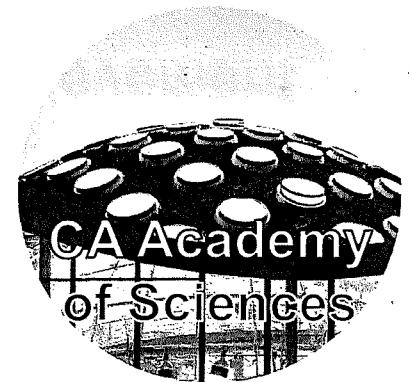
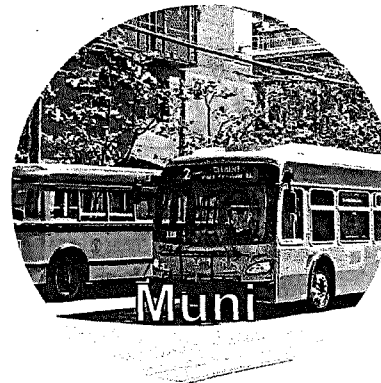
**32%**  
Actual  
SSIP Local Hire  
Percentage  
Achieved

San Francisco residents have earned a combined \$9.1M in wages & benefits on SSIP projects



# Hetch Hetchy Power Has Powered San Francisco for 100 Years

**SFPUC provides 100% greenhouse gas-free power to City facilities and some new green communities**





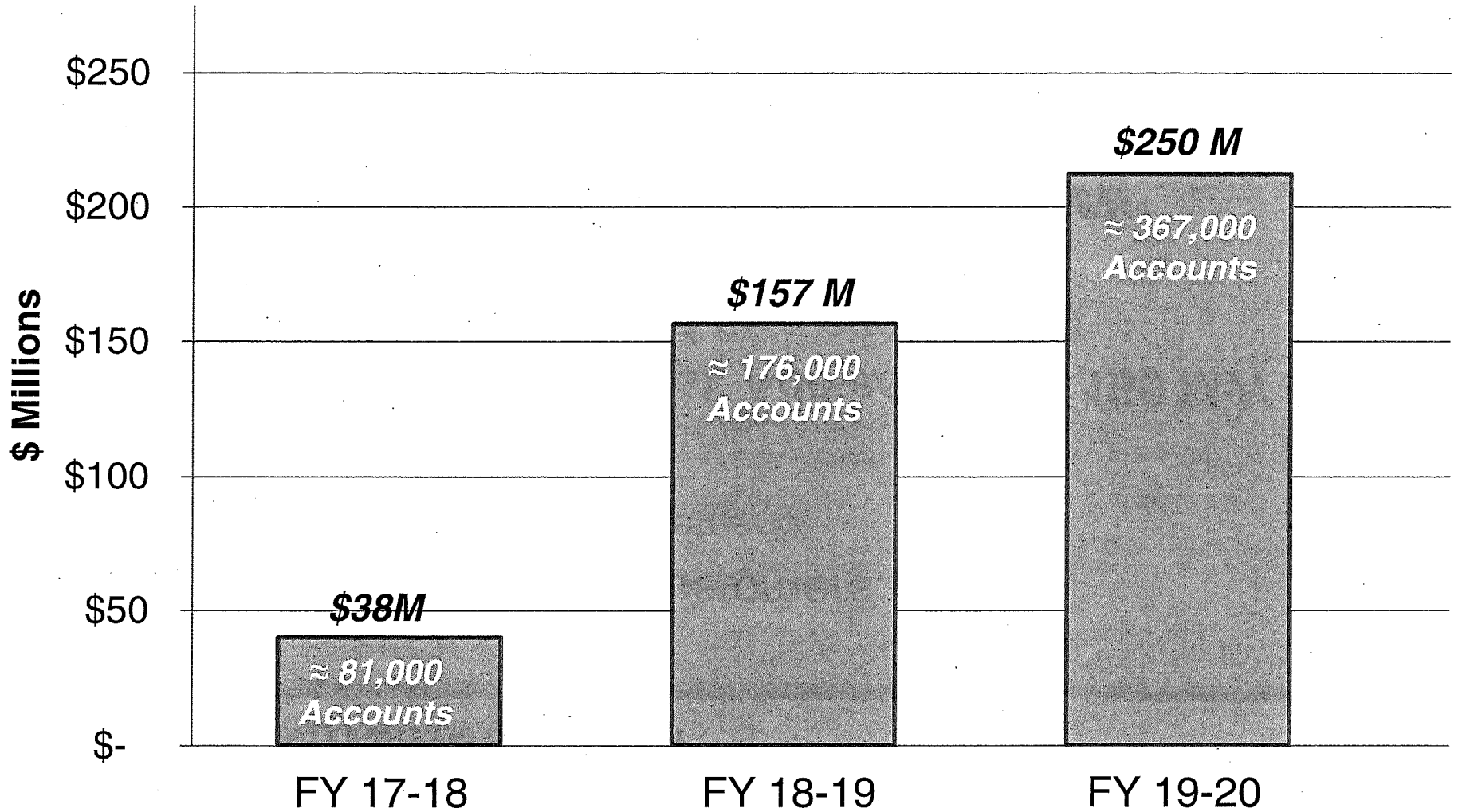
# Implementing the Power Business Plan

---

- Current Hetchy Power Customers:
  - 150 Megawatts (MW) of Demand
- Power Business Plan Goal: Add additional 150 MW of demand from existing and new customers:
  - Existing customer growth: **30 MW**
  - City Services under dispute with PG&E: **30-40 MW**
  - Additional Redevelopment Projects: **20 MW**
  - Additional needed to reach goal: **60-70 MW**



# CleanPowerSF Growth: Enrollment and Revenues

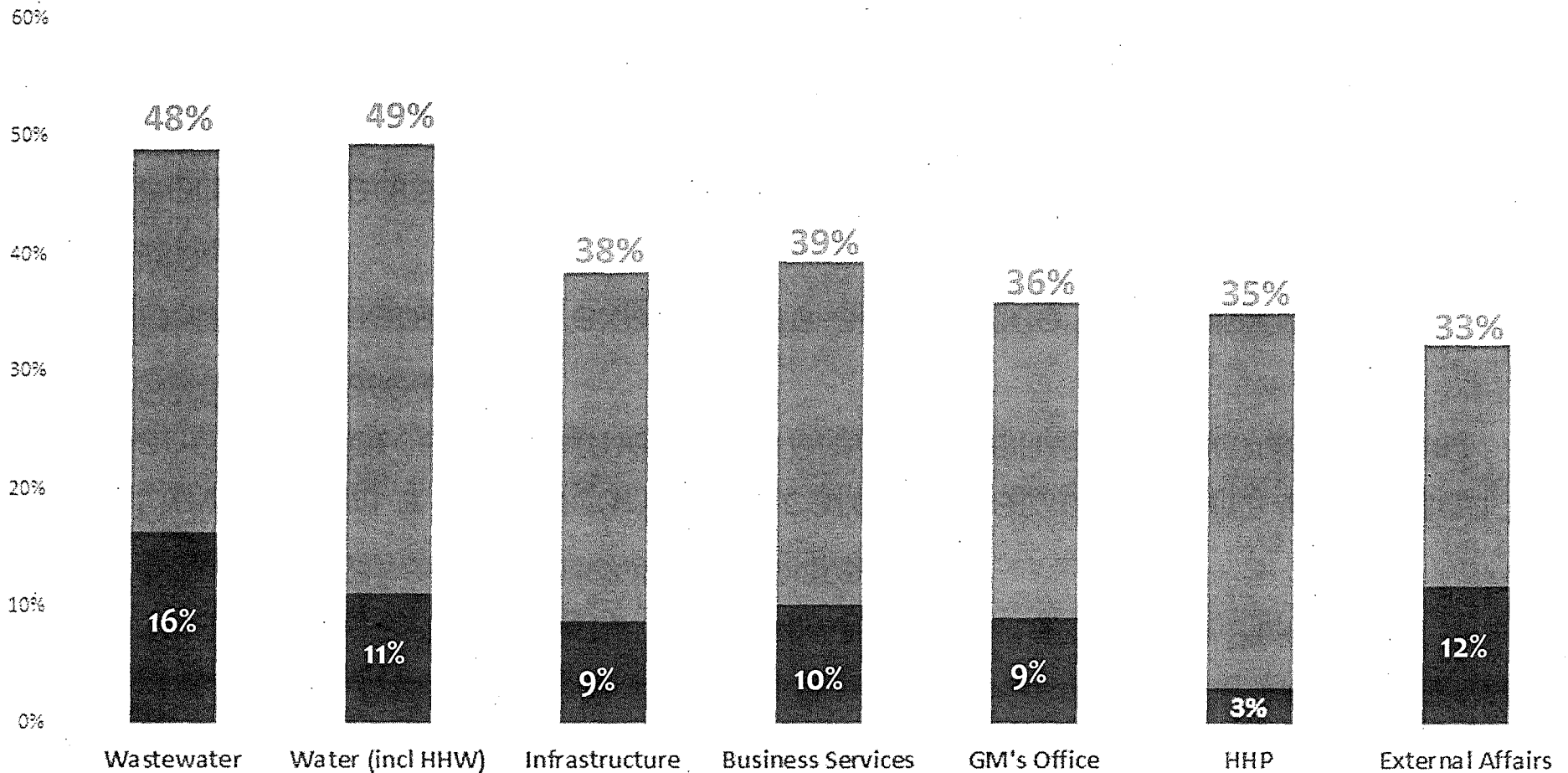


**CleanPowerSF revenue grows 650% in coming two years**



# Generational Change in Workforce

## Estimated Retirement Risk & Eligibility of Current Workforce in 5 Years



■ Eligible to retire in 5 years

■ Retirement risk in 5 years



# Workforce Development

---

- Support approximately 1,200 internships annually through educational and workforce programs
- Developing a kindergarten-to-career strategy linking education and workforce investments to environmental stewardship and SFPUC careers
- DHR partnership to expand pre-apprentice to apprentice pipeline
- Federal Legislation to Fund Water Workforce Development





# Budget Highlights

---

- **City-wide rollout of CleanPowerSF is largest driver of budget increases**
  - Operating budget increase—\$172.7 million over two years
  - On-budget position request—11 FTEs over two years
- **Capital investment activities drive increases**
  - Additional debt service
  - Additional revenue-funded capital
- **Recommended budget results in rate and charge increases in line with prior 10-year financial plans**
  - Combined water sewer bill increases average 8.4% annually over next 4 years



## Affordability Project Goals

---



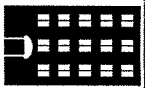
Improve Assistance to Customers in Single Family Residences



Reduce Impact of Fees & Shutoff Policies



Early Interventions for Customers at Risk of Water Shutoffs



Evaluate Assistance to Multi-Family Customers





# SFPUC Operating Budget FY 2018-19 & FY 2019-20

---

| <i>(\$ Millions)</i>    | <b>FY 2017-18</b> | <b>FY 2018-19</b> | <b>FY 2019-20</b> |
|-------------------------|-------------------|-------------------|-------------------|
| Water                   | 501.7             | 570.5             | 599.6             |
| Wastewater              | 307.3             | 343.4             | 359.9             |
| Hetch Hetchy            | 203.6             | 228.8             | 229.6             |
| CleanPowerSF            | 40.2              | 157.0             | 212.9             |
| <b>Total Budget AAO</b> | <b>1,052.8</b>    | <b>1,299.7</b>    | <b>1,402.0</b>    |
| Change                  |                   | 246.9             | 102.3             |



# Operating Budget Changes

---

- **Water**
  - Revenue funded capital projects and debt service on bonds
  - School Drinking Lead Testing
- **Wastewater**
  - Revenue funded capital projects and debt service on bonds
- **Hetch Hetchy**
  - Revenue funded capital projects
  - Power Customer Billing System Replacement
  - Power Purchases & Scheduling Costs
- **CleanPowerSF**
  - Staffing & power purchases to support 2 year Citywide rollout

SE3

SE3

I don't think there is any increase in debt service for Hetch Hetchy  
Sandler, Eric, 5/15/2018



# Authorized Position Changes

|                                      | FTE   |    |
|--------------------------------------|-------|----|
| <b>FY 2017-18 Authorized</b>         | 2,449 |    |
| <b>New Revenues</b>                  |       |    |
| CleanPowerSF                         | 4     |    |
| <b>Project Funded</b>                |       |    |
| CIP Construction Support             | 4     |    |
| City Distribution Division Warehouse | 1     |    |
| Construction Coordination            | 3     |    |
| New Development Project Support      | 1     |    |
| New Service Connection Process       | 1     |    |
| Potable Water metering               | 1     |    |
| WECC/NERC                            | 6     |    |
| 525 Golden Gate                      | 5     |    |
|                                      | 26    | 1% |
| <b>FY 2018-19 Request</b>            | 2,475 |    |
| <b>New Revenues</b>                  |       |    |
| CleanPowerSF                         | 7     |    |
| <b>Project Funded</b>                |       |    |
| Construction Coordination            | 2     |    |
| WECC/NERC                            | 3     |    |
|                                      | 12    | 0% |
| <b>FY 2019-20 Request</b>            | 2,487 |    |



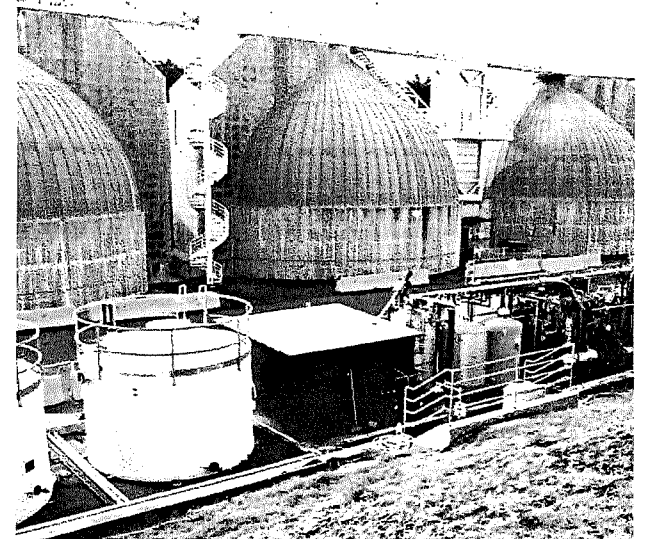
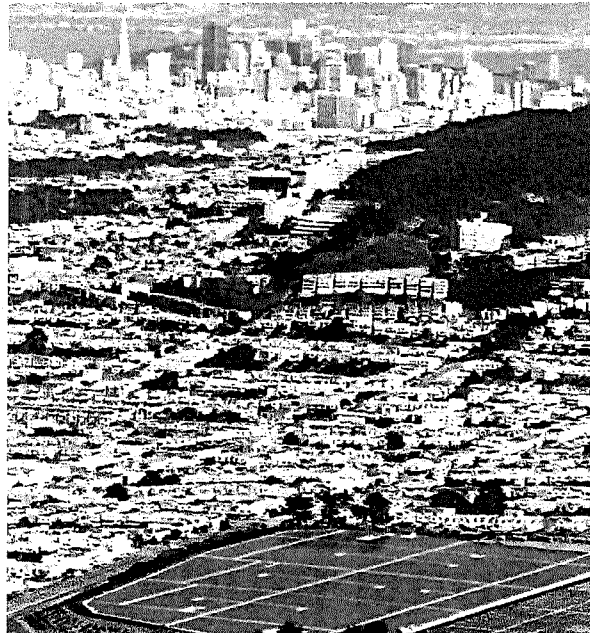
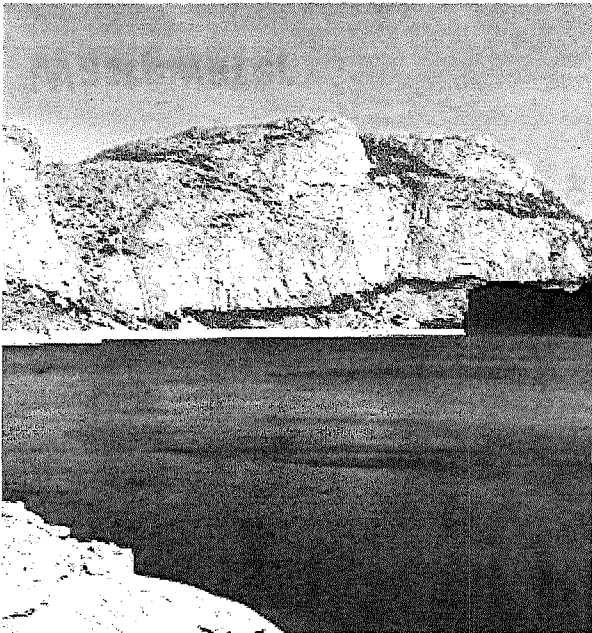
# SFPUC Capital Budget FY 2018-19 & FY 2019-20

| Enterprise (Millions) | FY 2018-2019      | FY 2019-2020    | Total             |
|-----------------------|-------------------|-----------------|-------------------|
| Water                 | \$ 264.3          | \$ 187.7        | \$ 452.1          |
| Wastewater            | 632.4             | 461.9           | 1,094.2           |
| Hetch Hetchy          | 126.8             | 177.3           | 304.1             |
| <b>SFPUC Total</b>    | <b>\$ 1,023.5</b> | <b>\$ 826.9</b> | <b>\$ 1,850.4</b> |

# Conclusion

---


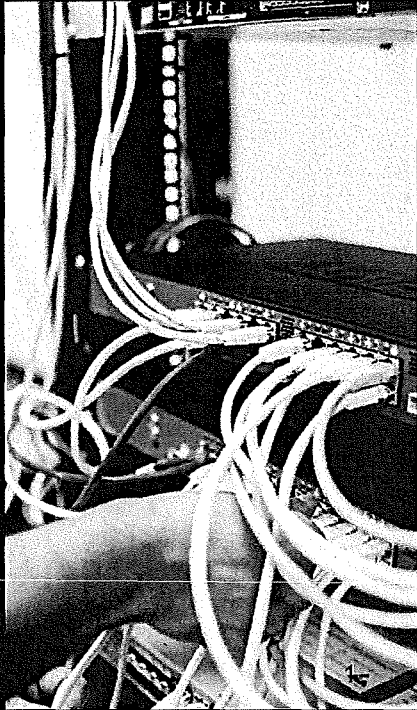
- 24/7 services critical to public health and safety
- Significant expansion of power enterprise
- Long-term operating, capital investment and financial planning ensure continued high-quality service delivery
- Activities deliver tangible benefits to the community



# Overview

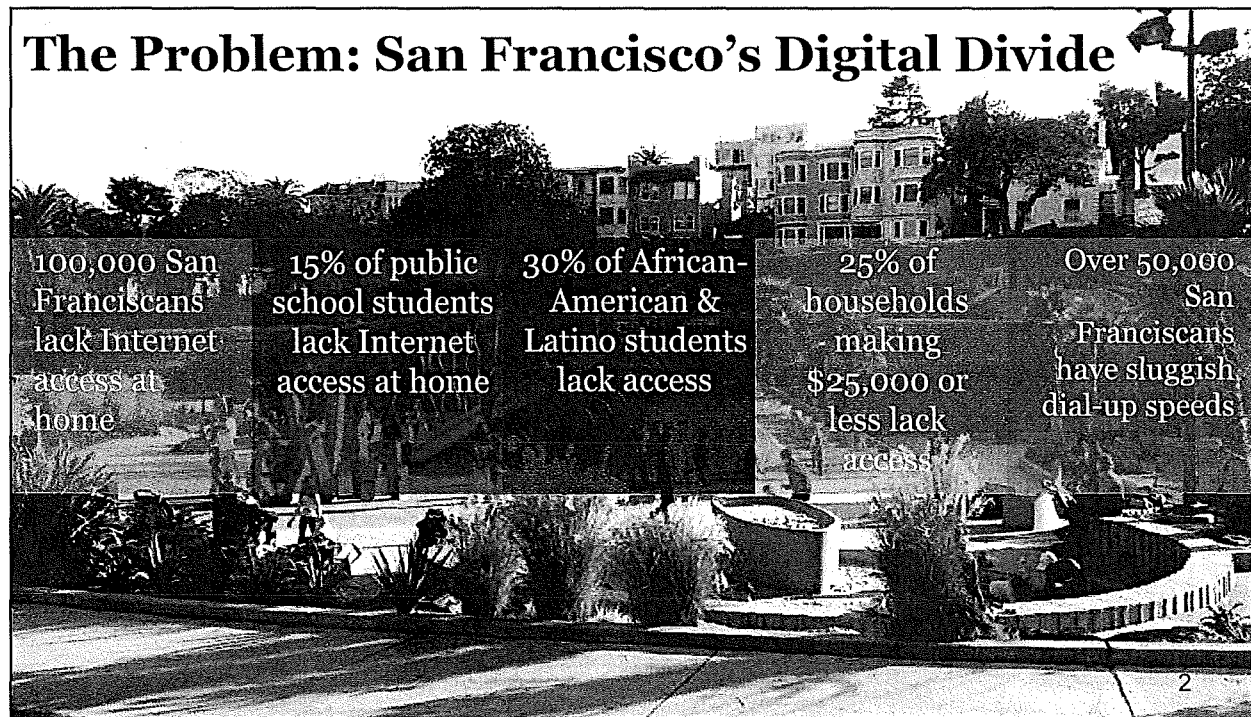
## Fiber to the Premise for San Francisco

Board of Supervisors  
Budget & Finance Sub-Committee  
May 2018



SAN FRANCISCO  
DEPARTMENT OF  
TECHNOLOGY

### The Problem: San Francisco's Digital Divide



|                                                      |                                                            |                                                       |                                                       |                                                          |
|------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------|
| 100,000 San Franciscans lack Internet access at home | 15% of public school students lack Internet access at home | 30% of African-American & Latino students lack access | 25% of households making \$25,000 or less lack access | Over 50,000 San Franciscans have sluggish dial-up speeds |
|------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------|

2

## The Problem: Barriers to Internet Access

- Cost is the biggest barrier to Internet access
- Limited choice of provider
- Commercial providers have little incentive to close the digital divide
- Various levels of speed

## The Opportunity for San Francisco



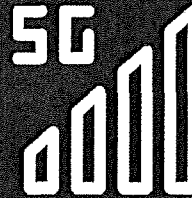
Speed And  
Capacity



Digital City  
Services



Telemedicine  
&  
Education



The Internet  
of Things  
Home,  
Retail,  
Construction



New  
Business  
Services &  
Opportunities



## FiberSF Policy Goals

- Close the digital divide
- Deliver Fiber to the Premise
- 1 Gigabit Speed as the Baseline Service
- Create Open Access Network of Choice
- Provide Free/Discounted Internet for Low Income Residents
- Guarantee Net Neutrality
- Ensure Data Privacy & Network Security
- Deliver quality of service & transparency

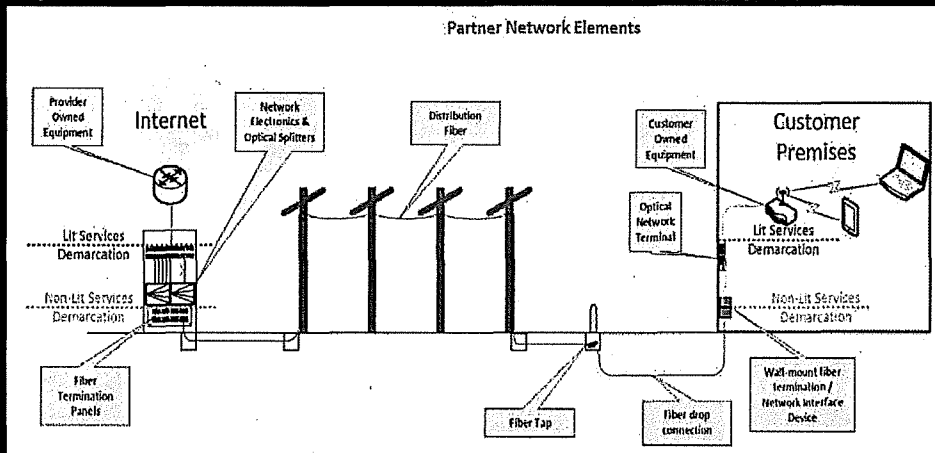


## FiberSF Deliverables

- Dark Fiber  
(aerial/underground)
- Lit Fiber  
(network management)
- WiFi in Select Areas
- Publicly-Owned
- 3-5 Yr Construction



# Building FTTP Infrastructure



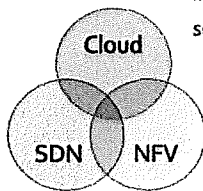
FTTP network that is fast, secure, highly available, future proof, scalable, flexible, manageable.

# Reimagining How Cities are Connected

## Central Office Re-Architected as a Datacenter (CORD) Overview

### Economies of a datacenter

- Infrastructure built with a few commodity building blocks using open source software and white-box switches



### Agility of a cloud provider

Software platforms that enable rapid creation of new services

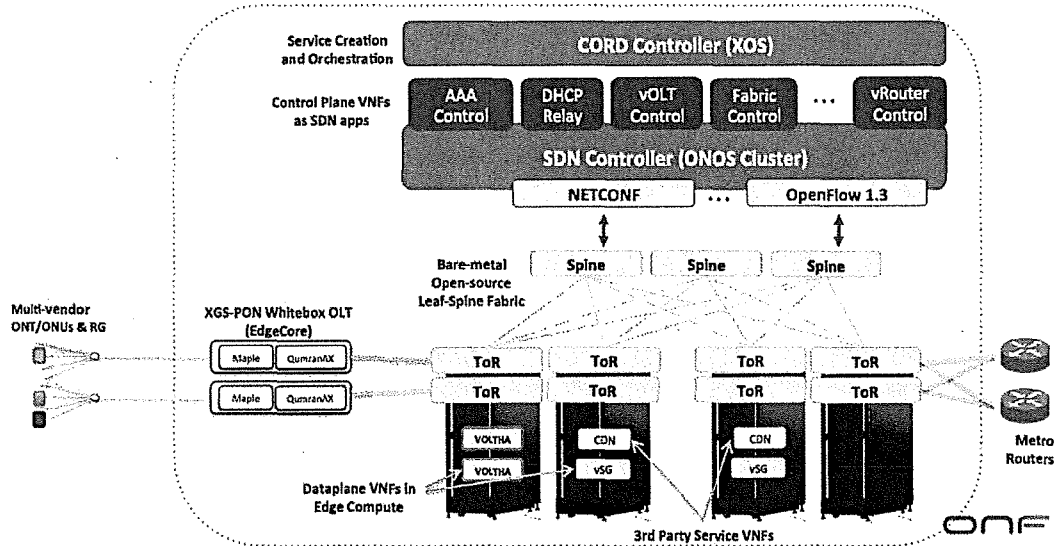


or... Bringing Access-as-a-Service to the Cloud

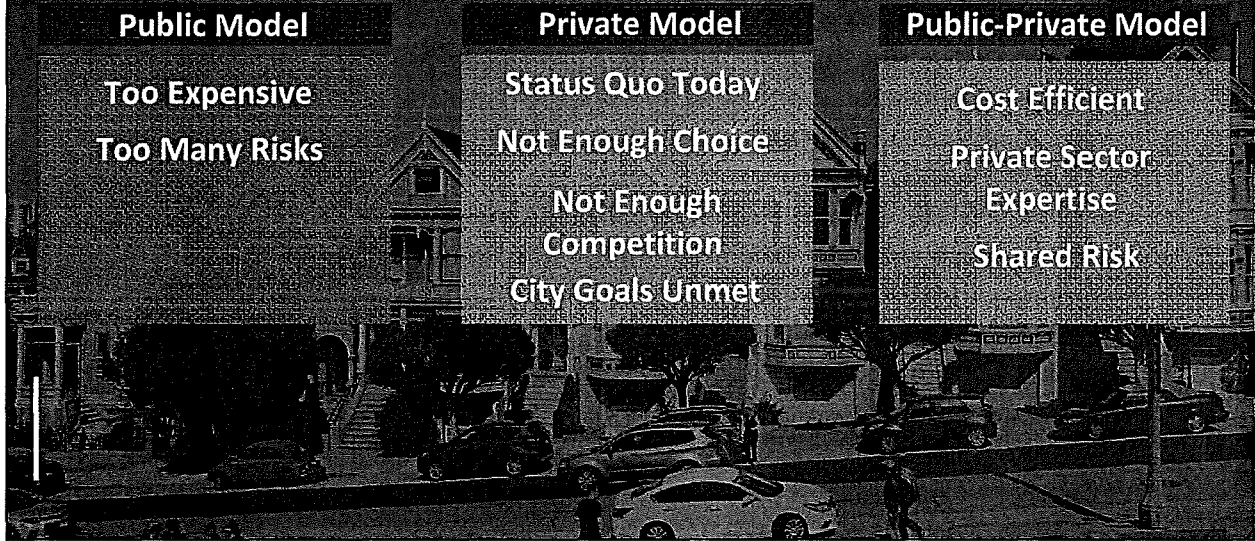
## R-CORD FTTP ARCHITECTURE WITH A TWIST.....

- > Leverage commercial grade xPON OLT systems that are CORD compliant
- > Leverage ONUs that support API integration with R-CORD
- > Leverage commercial grade SDN SPINE/LEAF Fabric for CO Fabric (Trellis)
- > Leverage ROADM for core transport between CO's that support YANG and NETCONF models
- > Leverage DWDM for sub-rings, Dark fiber services
- > Leverage Mesh wireless WAPs with REST APIs for city wifi
- > Leverage MPLS/VPLS on vRouter to provide "Open-Access" multiple EVCs to subscribers with QoS
- > Leverage Commercial grade Core Routers to interface with NNIs
- > Support CPEs that support minimum specs and reduce subscriber cost

## Residential CORD



# FiberSF: Public-Private Partnership



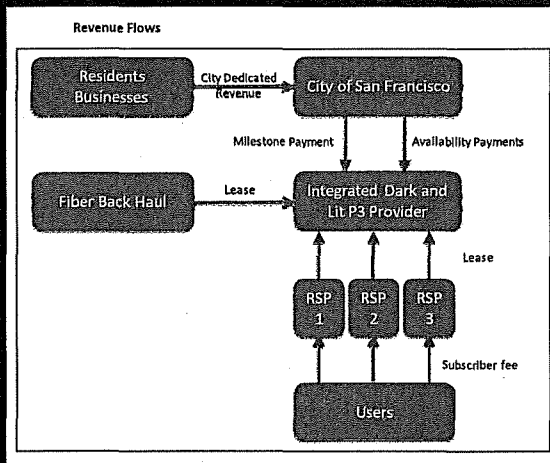
## Fiber for San Francisco

### P3 Model

- Public Private Partnership (P3) 15 year term
- Partner to design, build, finance, operate and maintain citywide fiber to the premise network and wi-fi in key areas
- Lease use by Internet Service Providers (ISPs) to provide various services(Internet, IoT, Content) to both residential and business subscribers



## Building FTTP Revenue Model



Who is responsible for which costs:

- The City will be responsible for making milestone and availability payments.
- Retail Service Providers (RSPs) and other telecom carriers will be responsible for access/lease fees to the private partner.
- The mix of City and P3 costs will be determined through the RFP process.

13

## Other Model Projects

- Google Fiber (similar technology) – Kansas City
- Municipal Broadband:
  - Chattanooga, TN
  - Wilson, NC
  - Westminster, MD
  - Approximately 50 smaller communities
  - Open Access, Stockholm
- Growing Number of P3 Examples:
  - Doyle Drive
  - Long Beach Civic Center
  - UC Merced



## Estimated Project Revenue & Cost

### Network Revenues

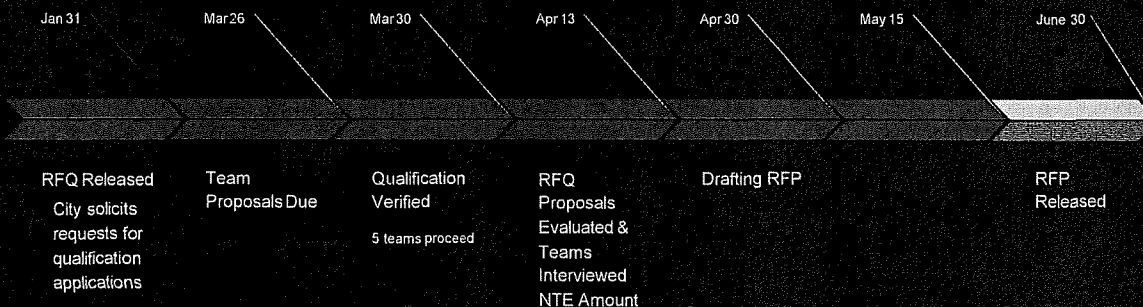
- Subscriber services
- ISP lease
- Dark fiber service
- Point to Point service
- Backhaul service
- IOT services
- Dockers

### CTC Construction Estimates

| Network Costs          | Low     | High   |
|------------------------|---------|--------|
| Core Network           | \$112M  | \$112M |
| Outside Plant          | \$700M  | \$760M |
| Service Drops          | \$680M  | \$740M |
| Customer PE            | \$290M  | \$290M |
|                        | \$1.78B | \$1.9B |
| Annual Operating Costs |         | \$44M  |

Final Costs will be in RFPs

## Fiber for San Francisco





## City Success: Fiber Internet For All

More choice and competition with Open Access

Higher quality services at more affordable prices

Utility model that eliminates the digital divide

Economic development and opportunity for every San Franciscan

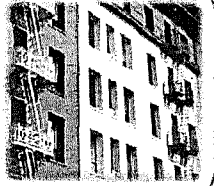


**THANK YOU**  
Questions?





# San Francisco Rent Board



## MISSION

The Residential Rent Stabilization and Arbitration Board's (RNT) mission is to protect tenants from excessive rent increases and unjust evictions while assuring landlords fair and adequate rents; to provide fair and even-handed treatment for both tenants and landlords through efficient and consistent administration of the rent law; to promote the preservation of sound, affordable housing; and to maintain the ethnic and cultural diversity that is unique to San Francisco.

## STRATEGIC GOALS

Process Tenant and Landlord Petitions Efficiently

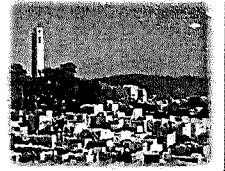
Provide Effective Information to Tenants and Landlords

Support Limited English Proficient Communities

Increase Collaboration with other City Agencies



# San Francisco Rent Board



## STRATEGIC GOALS

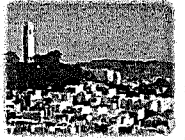
### Increased Collaboration With Other City Departments

The Rent Board is continuing to participate in cross-departmental collaboration by pursuing a strategy of sharing data in more streamlined and standardized ways. By working with other City departments to increase data sharing with departments with which the department has mutual data dependencies, the Department is aiming to reduce its workload and increase its effectiveness.

### Insuring San Francisco's Diverse Community Can Access the Department's Services

The department is continuing to improve its service delivery to San Francisco's diverse community. To be able to serve this diverse community and insure everyone can access the services it provides, the department translates its materials and provides interpreters for many of the hearings it conducts, and in order to continue these efforts, the department is increasing its budget for interpreters this year.





## LEGISLATIVE CHANGES

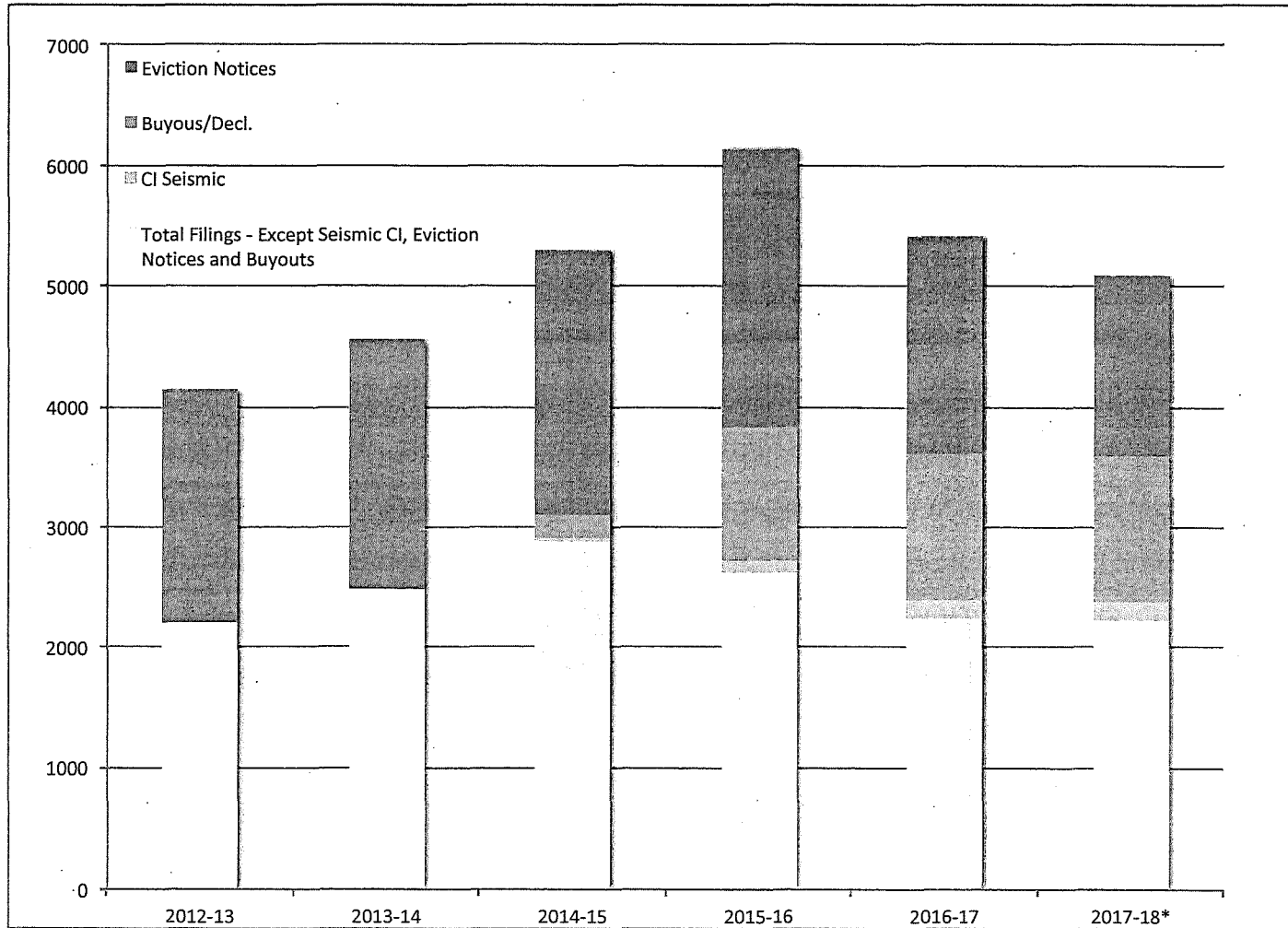
A significant number of legislative changes to the law the Department regulates and other related laws will result in structural increases to the Department's workload over the coming years. These changes include mandatory seismic upgrades to over 5,000 buildings with approximately 50,000 units, for which a portion of the cost can be passed through to tenants by filing a petition with the department, as well increases in related hardship applications filed by tenants who can't afford the capital improvement passthroughs. New requirements for filing buyout agreements with the Department have also resulted in workload increases. The soft-story seismic retrofit capital improvement petitions, as well as related hardship applications will result in projected increases of about 300 petitions per year by FY2018-2019, and currently account for an increase of almost 200 petitions per year.



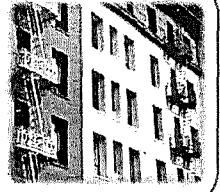
# San Francisco Rent Board



## WORKLOAD STATISTICS



# San Francisco Rent Board



## BUDGET DATA SUMMARY

|                    | 2016-17       | 2017-18         | 2018-19         |                     | 2019-20         |                     |
|--------------------|---------------|-----------------|-----------------|---------------------|-----------------|---------------------|
|                    | Actual Budget | Original Budget | Proposed Budget | Change from 2017-18 | Proposed Budget | Change from 2018-19 |
| Total Expenditures | \$7,538,989   | \$8,074,900     | \$8,545,317     | \$470,417           | \$8,608,763     | \$63,448            |
|                    |               |                 |                 | +5.8%               |                 | +0.7%               |
| Total FTE          | 36            | 37              | 37              | 0                   | 37              | 0                   |



# San Francisco Rent Board



## BUDGET ISSUES AND DETAILS

### THE RENT BOARD FEE

The Rent Board Fee in FY2017-18 was \$45 per year (\$22.50 for SRO units). The Department receives no General Fund support. In previous years, the Department's surplus from the prior year was applied in order to reduce the amount of the fee. The fee will be determined by the Controller at the end of July.



# San Francisco Employees' Retirement System

## Department Budget Presentation

Prepared for: Budget and Finance Committee of the San Francisco Board of Supervisors  
Supervisor Malia Cohen, Chair  
Supervisor Sandra Lee Fewer  
Supervisor Catherine Stefani  
Supervisor Jeff Sheehy  
Supervisor Norman Yee

May 17, 2018



# SFERS

San Francisco Employees' Retirement System

## **Mission Statement**

**San Francisco City and County Employees' Retirement System is dedicated to securing, protecting and prudently investing the pension trust assets, administering mandated benefit programs, and providing promised benefits.**



# **SFERS**

**San Francisco Employees' Retirement System**



## Benefit Program Overview

### SFERS Defined Benefit Plan: Established in 1922

- **Currently administering 14 separate SFERS benefit plans for active members:**
  - Miscellaneous, Police and Fire members hired before 1976 (1-year Final Comp)
  - Miscellaneous, Police and Fire members hired after 1976 (1-year Final Comp)
  - Miscellaneous, Police and Fire members hired after July 1, 2010 (2-year Final Comp)
  - Miscellaneous, Police, Fire, Sheriff and Miscellaneous Safety members hired after January 7, 2012 (3-year Final Comp)
  
- **SFERS Membership (CCSF, SFUSD, SFCCD and Trial Courts):**

|                     | July 1, 2017  | July 1, 2016  | July 1, 2015  |                |
|---------------------|---------------|---------------|---------------|----------------|
| Non-retired Members | 41,867        | 40,051        | 37,931        | (+4.8%)        |
| Retired Members     | 29,127        | 28,286        | 27,485        | (+3.0%)        |
| <b>Totals</b>       | <b>70,994</b> | <b>68,337</b> | <b>65,416</b> | <b>(+3.9%)</b> |



# SFERS

San Francisco Employees' Retirement System

## SFERS Trust Funding Levels

| Fiscal Year | Actuarial Liability | Actuarial Value of Assets | Actuarial Value Funding Ratio | Market Value of Assets | Market Value Funding Ratio |
|-------------|---------------------|---------------------------|-------------------------------|------------------------|----------------------------|
| 2012-13     | \$20.225 billion    | \$16.303 billion          | 80.6%                         | \$17,012 billion       | 84.1%                      |
| 2013-14     | \$21.123 billion    | \$18.012 billion          | 85.3%                         | \$19,921 billion       | 94.3%                      |
| 2014-15     | \$22.971 billion    | \$19.653 billion          | 85.6%                         | \$20.428 billion       | 88.9%                      |
| 2015-16     | \$24.404 billion    | \$20.655 billion          | 84.6%                         | \$20.155 billion       | 82.6%                      |
| 2016-17     | \$25.706 billion    | \$22.185 billion          | 86.3%                         | \$22,410 billion       | 87.2%                      |

➤ First Quarter 2018 performance: Market value of the SFERS Trust was \$24.2 billion, representing a 9.64% investment return for the Fiscal Year to Date



# SFERS

San Francisco Employees' Retirement System

## **SFDCP Deferred Compensation Plan: Established in 1997**

➤ SFDCP Participants (May 2018):

19,127 actively contributing  
29,521 participants with balance

➤ SFDCP Assets as of April 2018 - \$3.4 billion

➤ As of August 2016, the San Francisco Deferred Compensation Plan offers a loan program for its participants – approximately 2400 SFDCP participants have taken out loans against their SFDCP accounts.

## **Retiree Health Care Trust Fund: Established in 2010**

➤ Effective July 1, 2017, the administration of the Retiree Health Care Trust Fund was transferred from the Office of the Controller to SFERS.

➤ As of April 2018, the RHCTF Trust has grown to approximately \$250 million.



# SFERS

San Francisco Employees' Retirement System

## SFERS Budget Highlights

### ➤ Two-Year Budget Outlook

All costs of administering SFERS are paid from investment earnings on SFERS Trust  
All costs of administering SFDCP are reimbursed by the Plan's third-party administrator  
All costs of administering RHCTF are paid from investment earnings on RHCTF Trust

### ➤ 2018-2022 Strategic Initiatives

Retirement Readiness Campaign: Coordinated campaign by SFERS and SFDCP to provide City employees with information necessary for them to make informed decisions about their financial future

Enhanced Member Experience: Expanding 24/7 secure access to personal SFERS retirement information via *mysfers* website and increasing on-line access to retirement-related transactions

ESG Investment Initiative: Addition of Investment Division staff dedicated to ESG integration into SFERS investment process  
Phased divestment from "riskiest/dirtiest" fossil fuel holdings in SFERS public market portfolios

### ➤ FTE Growth

FY2016-17: 117.32      FY2017-18: 119.02      FY2018-19: 120.93      FY2019-20: 120.93



# SFERS

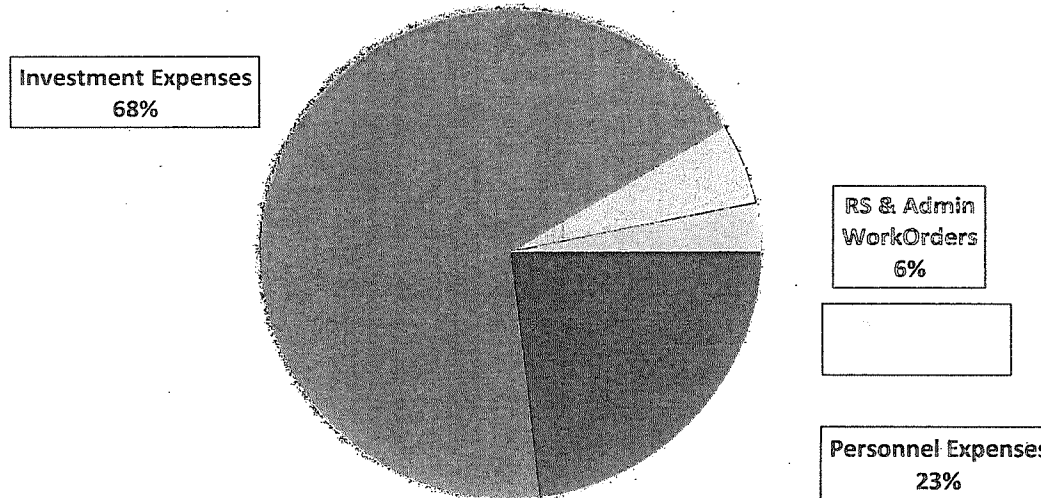
San Francisco Employees' Retirement System

## Budget Expenditure Projections

SFERS Proposed FY2018-2019 Budget: \$89.5 million

|                                  |                |
|----------------------------------|----------------|
| Investment Expenses -            | \$61.0 million |
| Personnel Expenses -             | \$20.7 million |
| Retirement Svcs/Admin Expenses - | \$4.9 million  |

### SFERS Expenditure Budget FY2018-2019



# SFERS

San Francisco Employees' Retirement System



## Wong, Linda (BOS)

---

**From:** Ivar Satero (AIR)  
**Sent:** Wednesday, May 23, 2018 9:20 AM  
**To:** Cohen, Malia (BOS); Kittler, Sophia (BOS); Fewer, Sandra (BOS); Boilard, Chelsea (BOS); Stefani, Catherine (BOS); Gallagher, Jack (BOS); Yee, Norman (BOS); Pagoulatos, Nick (BOS); Sheehy, Jeff (BOS); Fatooh, Martin (BOS)  
**Cc:** Calvillo, Angela (BOS); Wong, Linda (BOS); Cathy Widener (AIR)  
**Subject:** Airport's Follow-up to 5/17/18 Budget & Finance Committee Meeting  
**Attachments:** SFO Response to 5-17-18 BOS Budget and Finance Committee 5-23-18.pdf

Honorable Members of the Board of Supervisors Budget & Finance Committee:

Attached for your review, please find the Airport's response to questions asked by Committee members at the May 17, 2018 Board of Supervisors Budget & Finance Committee hearing.

Thank you,  
*Chris Arrigale for*



**Ivar C. Satero**  
Airport Director  
San Francisco International Airport | P.O. Box 8097 | San Francisco, CA 94128  
Office: 650-821-5000 | Email: [ivar.satero@flysfo.com](mailto:ivar.satero@flysfo.com)

Executive Assistant: Chris Arrigale  
Direct: 650-821-5004 | Email: [chris.arrigale@flysfo.com](mailto:chris.arrigale@flysfo.com)



San Francisco International Airport

May 23, 2018

**TO:** San Francisco Board of Supervisors Budget and Finance Committee  
Supervisor Malia Cohen, Chair  
Supervisor Sandra Lee Fewer, Vice Chair  
Supervisor Catherine Stefani  
Supervisor Jeff Sheehy  
Supervisor Norman Yee

**SUBJECT:** Airport's Follow-up to May 17, 2018 Budget & Finance Committee Hearing

At the Board of Supervisors Budget and Finance Committee meeting of May 17, 2018, Committee members had a series of questions about proposed Airport budget items and policies. I would like to take the opportunity to follow-up in detail below on these outstanding issues and am prepared to discuss them further at the May 25, 2018 Committee meeting as well.

## **POLICE STAFFING**

### **What's driving increased need for police officers? (Supervisor Cohen)**

Passenger traffic at San Francisco International Airport (SFO) has increased substantially over the last 20 years from 39.7 million passengers in 1997 to 54 million passengers in 2017. San Francisco Police Department Airport Bureau (SFPD-AB) budgeted positions have not kept pace with the increased passenger growth. Passenger levels have increased by 36% and SFPD-AB budgeted positions have increased by 9%.

- 1997: 130 Officer level positions budgeted
- 2017: 142 Officer level positions budgeted

Additionally, since 1997, the Airport has added 2.6 million square feet of terminal space and growth will continue with future development and construction. Consistent security coverage is required for all airfield and construction projects.

- 1998 Rental Car Facility opened
- 2000 International Terminal Building opened
- 2003 AirTrain System began operations
- 2003 SFO BART Station opened

The Airport needs to manage the impact of increased vehicular traffic by Transportation Network Companies (TNCs) such as Lyft and Uber (687,000 trips in 2017). Additionally, we must ensure a strong, visible security presence to mitigate the threat of active shooter incidents and address global terrorism in public areas of the Airport.

### **Are there any federal dollars to assist with ramping up police at the Airport? (Supervisor Cohen)**

Beyond federal appropriations for the Transportation Security Administration (TSA), Department of

AIRPORT COMMISSION CITY AND COUNTY OF SAN FRANCISCO

MARK FARRELL  
MAYOR

LARRY MAZZOLA  
PRESIDENT

LINDA S. CRAYTON  
VICE PRESIDENT

ELEANOR JOHNS

RICHARD J. GUGGENHIME

PETER A. STERN

IVAR C. SATERO  
AIRPORT DIRECTOR



Homeland Security and Customs and Border Protection, there is limited opportunity to leverage federal dollars for increased police presence at airports. The TSA is responsible for funding only its own operations, primarily screening at checkpoints and baggage screening.

SFO Finance and Governmental Affairs staff have researched potential federal grant opportunities for law enforcement and have not found any that provide for additional police staffing.

**Zero-based staffing plan (Supervisor Cohen)**

The Airport’s police officer staffing level has remained roughly the same for the past decade, at just over 140 budgeted officer positions. In the aftermath of active shooter incidents at Fort Lauderdale Airport and LAX and terrorist attacks at airports in Europe, in 2017, SFO’s Safety & Security team and the SFPD-AB conducted a detailed analysis of the resources needed to address these types of threats. Staff analyzed incident reports, dispatch calls for service, arrests, annual passengers, retail operations, and new facilities over the period of 1997 to 2017. The resulting analysis was a zero-based staffing plan, which calls for an increase in the number of officers at the Airport from the current budget of 142 to 287 over the course of three years. The best way to deter threats, and to respond quickly to threats when they arise, is with a highly visible police presence on patrol in the terminals and around our airfield perimeter.

**Police positions compared to other airports (Supervisor Stefani)**

The SFPD-AB has surveyed other Category X/Gateway Airports and found varying staffing models. For example, LAX has 543 sworn and 450 Police Service Aides (PSAs). They cover 3,500 acres and 128 gates compared to SFO’s 5,207 acres and 115 gates. Additionally, according to the Department of Homeland Security, the Los Angeles Region is the number 4 terrorist target with the San Francisco Region ranking number 5.

| City, State, Airport Code     | 2016 Total Passengers | 2017 Total Passengers | Acres        | Sworn Personnel 2017 | Gates      |
|-------------------------------|-----------------------|-----------------------|--------------|----------------------|------------|
| Los Angeles (LAX)             | 80.9 M                | 84.6 M                | 3,500        | 543                  | 128        |
| Port Authority NYNJ*          | 59.1 M                | 59.3 M                | 5200         | 619                  | 128        |
| Denver CO (DEN)               | 58.2 M                | 61.4 M                | 33,531       | 130                  | 137        |
| <b>San Francisco CA (SFO)</b> | <b>53.0 M</b>         | <b>55.8 M</b>         | <b>5,207</b> | <b>184</b>           | <b>115</b> |
| Las Vegas NV (LAS)            | 47.5 M                | 48.5 M                | 2,800        | 101                  | 92         |
| Seattle WA (SEA)              | 45.7 M                | 46.9 M                | 2,500        | 104                  | 88         |
| Miami FL (MIA)                | 44.5 M                | 44.1 M                | 3,300        | 166                  | 131        |
| Charlotte NC (CLT)            | 44.4 M                | 45.9 M                | 5,558        | 75                   | 111        |
| Phoenix AZ (PHX)              | 43.3 M                | 43.9 M                | 3,400        | 108                  | 116        |
| Fort Lauderdale, FL (FLL)     | 29.2 M                | 32.5 M                | 1,380        | 98                   | 66         |

\*Port Authority covers JFK, EWR and LGA.

## **EMPLOYMENT OPPORTUNITIES/OUTREACH**

### **Employment opportunities for seniors/people with disabilities (Supervisor Yee)**

The Airport has many seniors and people with disabilities who are successfully employed with airline catering companies, food and beverage and retail tenants, as well as at the SFO Rental Car Center. These employers offer around-the-clock shifts as well as numerous part-time and on-call opportunities that often work well for individuals needing flexible and alternative schedules. Work varies by employer – from food preparation, to shuttling rental cars from one terminal to another, to customer service. Most of these jobs are covered by the City's First Source hiring policy, and the Airport works closely with the Office of Employment and Workforce Development (OEWD), the Human Services Agency (HSA), and community-based organizations to recruit for these positions.

SFO's Office of Economic and Community Development (ECD) is working with OEWD on a new entry-level training program for our on-Airport hotel, and was recently selected as a training organization by Self-Help for the Elderly.

Along with SFPUC, we are also looking into piloting a Neurodiversity Workforce Program with our tenants and contractors that would identify internships and jobs for SF residents who are on the autism spectrum, or who have a diagnosis of severe ADHD, Down syndrome, or other learning differences. All of these individuals are existing clients of the California Department of Rehabilitation (DOR).

The Airport is currently participating in a DHR pilot that places Access to City Employment (ACE) program candidates into Temporary Exempt positions as an entry-way into Civil Service. We currently have two employees hired under this pilot.

### **How many internships lead to jobs at the Airport? (Supervisor Fewer)**

SFO offers two internship tracks designed to lead into Airport Commission positions. Over the past few years, over 70% (20/28) of our Custodial Track graduates transitioned into permanent civil service positions, and 51% (120 out of 235) of our Student Design Trainees in Planning, Design, and Construction and Information Technology and Telecommunications continued in follow-on positions with the Airport Commission (Commission). For our programs that are not designed to lead to Commission positions, including our high school internship programs, typically 70% of these interns transition into part-time and full-time positions at private Airport employers.

### **Plans to incorporate Prop J positions into permanent civil service positions? (Supervisor Fewer)**

The Airport currently has four Proposition J contracts. The following contracts were approved in the FY16/18 budget cycle and were resubmitted for the FY18/20 budget cycle:

- Employee and Public Parking Management Services
- Information Booth and Guest Assistance Services
- SFO Hotel Shuttle Inc.
- Security Services

We will assess the various job functions used by the Airport's Prop J service providers and consult with DHR and the Civil Service Commission to determine the feasibility of bringing these functions in-house as City jobs.

As leases expire over the next few years for certain services at the Airport, such as the rental of luggage carts, we will determine the feasibility of bringing these services in-house to provide entry level jobs for San Francisco residents.

**Local hiring policy for Airport hiring in addition to construction jobs? (Supervisor Fewer)**

At this time, the City and County's Local Hire legislation only applies to construction opportunities. For non-construction, the Airport ensures the City & County's First Source hiring provisions are included in all of our relevant agreements.

OEWD is the regulatory authority for both Local Hire and First Source, and our work order with OEWD includes funding for overseeing SFO's compliance with these two pieces of legislation.

To maximize compliance and opportunities for disadvantaged individuals, the Airport's ECD staff works with each of our tenants to ensure they post all entry-level jobs with OEWD. Our tracking shows that approximately 90% of the job placements reported last year at the Airport (1,141) were for entry-level positions.

**Job opportunities/outreach to homeless population? (Supervisor Fewer)**

Airport ECD staff works with HSA and their network of homeless providers on referring participants to our jobs, including the following:

- Downtown Streets Team
- Back on My Feet
- Community Housing Partnership
- Hospitality House
- Episcopal Community Services

SFO participates in tours, presentations and workshops specifically targeted to these homeless providers, and has had success with hires at airline catering companies.

**TERMINAL CURBSIDE CONGESTION**

**Curbside Congestion Mitigation (Supervisor Fewer)**

**Traffic Improvement Goals**

- Reduce vehicle back-ups beyond the International Terminal on Domestic Terminal inbound roadways
- Maintain minimum average speed of 15 mph on the inbound roadways

The Airport has determined that 50% (one of every two cars) on terminal roadways is a TNC and has developed a phased TNC Traffic Improvement Plan to improve curbside congestion. Phase 1 contains

short-term mitigations designed to incrementally alleviate curbside and terminal traffic congestion by redistributing TNC traffic along the Terminal curbs and moving a portion of TNC operations to Level 5 of the Domestic Garage. Phases 2-3 provide longer term projects and solutions for moving additional (or potentially all) TNC pick-up operations to Level 5 of the Domestic Garage if these short-term measures are not successful in reducing terminal roadway congestion. The plan includes improvements to the garage to improve the customer experience.

## **COMMERCIAL TRANSPORTATION**

### **TNC and taxi fees (Supervisor Sheehy)**

TNCs are charged \$3.80 for each pick-up and \$3.80 for each drop-off while the taxi trip fee is set at \$5.00 per pick-up only, based on a cost recovery methodology where costs totaling \$123.3M for FY18/19 are allocated to the projected vehicle trips.

### **TNC and taxi authorization to operate (Supervisor Sheehy)**

- TNCs operate under an Airport-issued permit
- Taxis operate under the authorization of the SFMTA medallion program

### **Taxi medallion cost recovery assistance? (Supervisor Sheehy)**

Under federal and state law, waiving taxi trip fees or directing Airport funds to assist medallion owners to recover the cost for the taxi medallions would be problematic.

Waiving taxi trip fees would contravene the federal law mandate that airports be financially self-sustaining. Commercial users of the Airport must pay for their share of the costs associated with Airport operations and maintenance. Such a waiver would necessitate higher trip fees to other modes of ground transportation and/or would necessitate the cost be added to the calculation in determining airline landing fees and terminal rental rates, which would violate the Airport's Airline Lease and Use Agreement which mandates the Airport maximize revenues from non-airline users.

Directing Airport funds to assist medallion owners to recover the cost for taxi medallions would likely be considered a diversion of revenue in violation of federal airport regulations and an illegal gift of public funds in violation of the California Constitution.

### **Cost recovery calculations (Supervisor Sheehy)**

Total cost allocation to various ground transportation modes is projected to be:

- \$123.4M for FY18/19 consisting of -
  - Operating costs - \$94.8M
    - i. Landside Operations
    - ii. Police & Fire departments
    - iii. Utilities maintenance and other administration
    - iv. All ground transportation staging lots including the taxi staging area in the domestic garage

- v. Additional infrastructure improvements for the 5<sup>th</sup> floor of the domestic garage reconfiguration
- o Debt Service - \$28.6M
  - vi. Roadway construction
  - vii. Roadway and intersection improvements & repairs
  - viii. Roadway signal and signage improvements
  - ix. Ground Transportation Management System (GTMS)

**Allocation of costs for TNCs and taxis (Supervisor Sheehy)**

For FY18/19, costs are not allocated directly by specific modes (i.e. TNCs). All costs are aggregated and divided by the total number of projected vehicle trips separated by low occupancy commercial vehicles (TNCs & limousines), high occupancy commercial vehicles (shuttles, vans, buses), taxis and private vehicles.

Since taxis operate under the SFMTA medallion program, changes to taxi trip fees must be approved by SFMTA.

**Amount collected in taxi trip fees (Supervisor Sheehy)**

|                       | FY15/16 | FY16/17 | FY17/18 Est. |
|-----------------------|---------|---------|--------------|
| Taxi Trip Fee Revenue | \$7.21M | \$6.97M | \$6.07M      |

**How much charged to other modes? (Supervisor Sheehy)**

|                                                                                                                                                                               | FY17/18<br>(per trip) | Proposed<br>FY18/19<br>(per trip) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------|
| Scheduled/Charter Buses                                                                                                                                                       | \$3.30                | \$3.60                            |
| Pre-arrange & Shared Ride Vans                                                                                                                                                | \$3.60                | \$3.60                            |
| Off-airport Parking & Hotel Shuttles                                                                                                                                          | \$3.60                | \$3.60                            |
| Limousines                                                                                                                                                                    | \$3.80                | \$3.60*/\$5.00**                  |
| TNCs                                                                                                                                                                          | \$3.80                | \$3.60*/\$5.00**                  |
| Taxi (pick up only)                                                                                                                                                           | \$5.00                | \$5.00                            |
| * \$3.60 = 5 <sup>th</sup> floor of domestic garage pickup/drop-off<br>** \$5.00 (\$3.60 + \$1.40) = Includes a terminal curbside access fee of \$1.40 per pickup or drop-off |                       |                                   |

Please do not hesitate to contact me if you have questions or would like additional information.

Very truly yours,



Ivar C. Satero  
 Airport Director



## Wong, Linda (BOS)

---

**From:** Board of Supervisors, (BOS)  
**Sent:** Friday, June 15, 2018 1:05 PM  
**To:** BOS-Supervisors; Wong, Linda (BOS)  
**Subject:** FW: Don't cut library evening hours

---

**From:** Carl Russo [mailto:c\_russo@hotmail.com]  
**Sent:** Friday, June 15, 2018 12:23 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Don't cut library evening hours

Dear Supervisors:

I am a user of the San Francisco Public Library. We are fortunate to have such a rich, varied, and accessible public library system. Many San Franciscans, however, work long hours and may not make it to the library by 9 p.m.

Now the SFPL is proposing to cut late-night hours back from 9pm to 8pm, along with other schedule cuts. Personally, I often ride my bike to a branch that is open till 9pm. Please support keeping opening hours as they are now.

Thank you,

Carl Russo  
1965 Page Street, Apt, 303  
San Francisco, CA 94117

## Wong, Linda (BOS)

---

**From:** Deetje B <deetje@aol.com>  
**Sent:** Monday, June 11, 2018 12:26 PM  
**To:** Cohen, Malia (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)  
**Cc:** Wong, Linda (BOS)  
**Subject:** Budget Committee item: SFPL RFID funding

Dear Supervisor: Budget Committee; Request to put funding of SFPL's RFID on hold

I'm writing to urge the Budget Committee put the proposed RFID system in the SF Public Library on hold until the new City Librarian has been selected and is up and running. For the following reasons:

1. As an active patron of the public library I am not in favor of the Interim City Librarian's proposal to switch the SF Public Library's check-out system from its perfectly working bar code system to radio frequency technology (RFID). I urge that your committee put this item on hold until a new City Librarian is installed and has a chance to evaluate the necessity and/or desirability of this very expensive change to the Library's circulation system. Perhaps s/he will prefer to invest these millions in *more open hours* or in filling the holes in the collection (for instance, for a good example, replacing Let the Glory Out by Sen. Al Gore, Sr. Indeed, there are a lot of titles I've had to borrow through Link+ because they are not in our collection or do not circulate -- as in the case of The Rev. Martin Luther King, Jr.'s Where Do We Go From Here: Chaos or Community? (any of which Link+ borrowings the Library should but does not keep track of, but I have a long (available) list of the ones I've had to borrow through Link+ because they are not available here). Plus, I understand there's talk of opening up several new branches in the developing parts of the City, which will put additional strains on the budget.
2. Just because a new technology exists is not necessarily a reason to use it. And I wonder who is benefitting from this proposed purchase? Not the public! Not the staff! Then who? The vendor, I suppose. And who is that? Has the Committee been informed?
3. I am opposed also because of the threat of tracking, if only a PERCEIVED threat, to the library patrons' privacy. At this anxious point in our highly technologized and surveilled society, concerns about our privacy are uppermost, and it would be a great shame if people felt that the Library, of all institutions, constituted a threat to their freedom to read and research without surveillance by any party! The Library has in the past (e.g., the Patriot Act's attack on library borrowers' privacy) firmly established that it honors and will protect patron's privacy by never divulging to anyone what titles any patron borrows from the library. That is their position and they should stick to it. Even the mere suspicion on the part of the public that the RFID system has the ability to track borrowers or their books is unacceptable -- and completely unnecessary if we keep our present bar code system. After all, the public library serves as a major pillar of our democracy, providing equal access to all to our heritage and serving as an educational institution available to all, rich and poor, young and old. And everyone should feel free to avail themselves of its treasures unwatched.

The Board put this decision on hold the last time RFID came up. I strongly urge that you do so again, at least until a new City Librarian is installed and has a chance to review the proposed change and, if it were to be made, be in a position to deal with any problems that might come up in installing it and managing it as time passes. Additionally, the new City Librarian might instead choose to use the millions needed to purchase and install this unnecessary new system for other things, such as more open hours or for



filling holes in the collection. After all, the main function and purpose of the public library system is to provide maximum access to books for all of our City's residents.

Thank you for your attention.

Respectfully,

Deetje Boler



Gorsha Sur, Esq.  
**Versus Advocates, P.C.**  
1700 Shattuck Ave., Suite 210  
Berkeley, CA 94709  
gsur@versusadvocates.com  
+1 (650) 209-0090

May 16, 2018

Budget & Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

**Re: San Francisco Law Library Budget**

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee,

I am writing in support of the proposed budget for the San Francisco Law Library.

It is no secret that small law firm lawyers and solo practitioners provide essential legal services to small business, nonprofits and individuals who find the hourly rates charged by big law firms prohibitively high. To provide quality representation to these budget conscious clients, lawyers must have free access to legal research tools and databases available at law libraries, avoiding hefty subscription fees. Losing this vital resource or attaching a cost to it will mean additional overhead passed on to clients.

Law libraries also offer a place for continued education and social gathering for the lawyers who often work alone and can become isolated.

In light of the above, I urge you to support the San Francisco Law Library's proposed budget so that the library may continue to provide valuable resources to San Francisco's people and legal community.

Sincerely,

Gorsha Sur  
Principal / Lawyer  
Versus Advocates, P.C.

**Wong, Linda (BOS)**

---

**From:** David Wright <david@dwimmigration.com>  
**Sent:** Wednesday, May 16, 2018 7:35 PM  
**To:** Cohen, Malia (BOS); Fewer, Sandra (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)  
**Cc:** Wong, Linda (BOS)  
**Subject:** Law Library Budget

Bd of Supervisors Budget & Finance Committee  
1 Dr Carlton Goodlett Place  
San Francisco, CA 94102

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library.

I am an immigration lawyer in solo practice serving the legal needs of low income families and individuals. The resources available at the SF Law Library are far too expensive for me to afford on my own, yet they are essential to my ability to provide the most reliable professional service to my clients. I hope you will support the San Francisco Law Library's proposed budget so the library can continue providing these important legal resources to the people of our city.

Thank you for your attention to this request.

Sincerely,

David S. Wright  
Attorney at law

Law Office of David S. Wright  
1232 Market Street, Suite 102  
San Francisco, CA 94102

Tel. 415 421 1264  
Fax 415 861 2309  
david@dwimmigration.com

The foregoing communication and any accompanying attachments are intended only for the use of the addressee, and may contain information that is privileged, confidential, and exempt from disclosure. If you are not the intended recipient, please be advised that any dissemination, distribution, or copying of this communication or its attachments is strictly prohibited. If you have received this communication in error, please notify us immediately by e-mail, fax, or telephone (we will accept collect calls). Address Change Information: Anyone living in the U.S. who is not a U.S. citizen must report every change of address to the USCIS within 10 days of the move on Form AR-11 <http://uscis.gov/graphics/howdoi/address.htm>

## Wong, Linda (BOS)

---

**From:** Nancy Brandt <nsbrandtlaw@gmail.com>  
**Sent:** Tuesday, May 15, 2018 12:38 PM  
**To:** Cohen, Malia (BOS); Fewer, Sandra (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)  
**Cc:** Wong, Linda (BOS)  
**Subject:** Support for the San Francisco Law Library

Dear Members of the SF Budget & Finance Committee:

I am a vice-president of the California Appellate Defense Counsel organization ([cadc.net](http://cadc.net)) and, more importantly in this context, co-chair of the San Francisco Bay Area Chapter of CADC. I'm writing on behalf of the local members of our organization to encourage you to continue to fund (generously) the Law Library located at 1145 Market Street.

Our chapter meets regularly at the library for continuing education sessions (MCLE) that are both critical to our work as appellate attorneys and necessary per California Bar requirements. Most appellate attorneys work in solo offices and need the opportunity to acquire the MCLE credits we offer. The library provides a perfect location for our meetings.

In addition, because we are almost all practicing as court appointed attorneys, our pay is far lower than that of attorneys in the private sector, which means that the legal research resources at the SF Law Library are extremely valuable to us and our indigent clients.

Please do not overlook this extremely important resource in your budget.

Sincerely,  
Nancy Brandt

-----  
Nancy Brandt  
[nsbrandtlaw@gmail.com](mailto:nsbrandtlaw@gmail.com)  
510-545-4920

## Wong, Linda (BOS)

---

**From:** Kai Haswell <kai@alrp.org>  
**Sent:** Tuesday, May 15, 2018 3:14 PM  
**To:** Cohen, Malia (BOS); Fewer, Sandra (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)  
**Cc:** Wong, Linda (BOS)  
**Subject:** Re: SF Budget Committee Meeting 5/17/2018  
**Attachments:** Letter of Support - San Francisco Law Library.pdf

Dear Supervisors,

Please find attached a letter of support for the San Francisco Law Library, in consideration of the SF Budget Committee Meeting on May 17, 2018. Please feel free to contact me if you have any questions.

Regards,

### **Kai Haswell**

Staff Attorney | AIDS Legal Referral Panel

1663 Mission St., Suite 500 | San Francisco, CA 94103

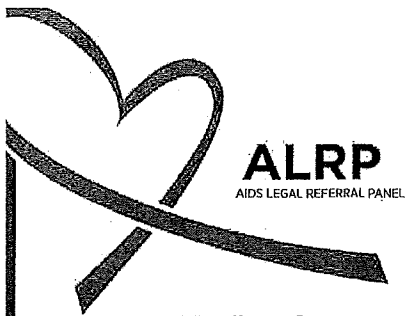
P: (415) 701-1200 ext. 323 | F: (415) 701-1400 [kai@alrp.org](mailto:kai@alrp.org) | [www.alrp.org](http://www.alrp.org)

*Pronouns: she/her*

Your generosity makes our work possible: [www.alrp.org/donate](http://www.alrp.org/donate)

“Like” ALRP on Facebook! [www.facebook.com/AIDSLegalReferralPanel](https://www.facebook.com/AIDSLegalReferralPanel)

CONFIDENTIALITY NOTICE: This email message (including any attachments) is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply email and destroy all copies of the original message.



1663 Mission St., Suite 500  
San Francisco, CA 94103  
alrp.org

415.701.1200 phone  
415.701.1400 fax

*Via Email*

Budget & Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

May 15, 2018

**Re: Letter in Support of the San Francisco Law Library**

Dear Supervisors,

My name is Bill Hirsh and I am the Executive Director of the AIDS Legal Referral Panel (ALRP) in San Francisco, CA. ALRP provides free legal resources, counseling, and representation to people living with HIV/AIDS throughout the seven Bay Area counties. Our in-house staff provides services in numerous legal areas, including housing, immigration, and benefits counseling, among many others. We also have a network of over 700 private attorneys on our referral panel, who contract with us to represent our clients pro bono or on a sliding-scale basis.

I am writing in strong support of the San Francisco Law Library and the services it provides to the public interest legal community in San Francisco. ALRP staff attorneys and ALRP panel attorneys frequently use the services provided by the Law Library in order to provide the highest level of representation to our clients, most of whom are low-income and living with multiple disabilities.

Given ALRP's limited resources and space, the Law Library has been an invaluable resource in providing us with free conference rooms in order to meet with clients, stakeholders, and other attorneys, as well as providing a neutral space for us to conduct depositions and mediations. Our panel attorneys also frequently use the Law Library services for similar purposes.

The Law Library is an essential part of San Francisco's efforts to expand access to justice for the most vulnerable members of our community. I strongly urge you to continue supporting the Law Library and the many low-income residents it serves.

Regards,

Bill Hirsh  
*Executive Director*  
AIDS Legal Referral Panel

Cc: Linda Wong, Clerk  
[Linda.wong@sfgov.org](mailto:Linda.wong@sfgov.org)

Malia Cohen, Chair  
[malia.cohen@sfgov.org](mailto:malia.cohen@sfgov.org)

Sandra Lee Fewer  
[Sandra.fewer@sfgov.org](mailto:Sandra.fewer@sfgov.org)

Catherine Stefani  
[Catherine.stefani@sfgov.org](mailto:Catherine.stefani@sfgov.org)

Jeff Sheehy  
[Jeff.sheehy@sfgov.org](mailto:Jeff.sheehy@sfgov.org)

Norman Yee  
[Norman.yee@sfgov.org](mailto:Norman.yee@sfgov.org)

# C H I O S S O L A W

ANTHONY C. CHIOSSO  
TONY@CHIOSSOLAW.COM  
LICENSED ATTORNEY IN CA

May 15, 2018

VIA US MAIL

Budget & Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689


RE: SF LAW LIBRARY APPROPRIATION

Dear Sir or Madam,

I am a frequent user of the San Francisco Law Library and I am writing to encourage this committee to maintain or increase its funding of this important resource. As a solo practitioner, it is impossible to duplicate the resources of large firms. The SF Law Library's resources help even the playing field so that I can fairly represent clients that large firms won't take on as clients. The staff are incredibly helpful and they routinely go above and beyond to assist patrons. Without this valuable resource, many of the most vulnerable members of our society will be at even more risk of being taken advantage of by those with more resources.

I am available to discuss this matter with you at your convenience, you can also contact me via email at: [tony@chiossolaw.com](mailto:tony@chiossolaw.com).

Regards,



Anthony C. Chiosso  
Attorney

Cc: Linda Wong, Clerk  
[Linda.wong@sfgov.org](mailto:Linda.wong@sfgov.org)

Malia Cohen, Chair  
[malia.cohen@sfgov.org](mailto:malia.cohen@sfgov.org)

201 MISSION ST., SUITE 1200 • SAN FRANCISCO, CA • 94105  
PHONE: 415-964-1321 • FAX: 415-358-4315  
[WWW.CHIOSSOLAW.COM](http://WWW.CHIOSSOLAW.COM)



Sandra Lee Fewer  
Sandra.fewer@sfgov.org

Catherine Stefani  
Catherine.stefani@sfgov.org

Jeff Sheehy  
Jeff.sheehy@sfgov.org

Norman Yee  
Norman.yee@sfgov.org

# O'Grady Law Group

May 15, 2018

Budget & Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Members of the Committee:

I am writing in support of the San Francisco Law Library's proposed budget.

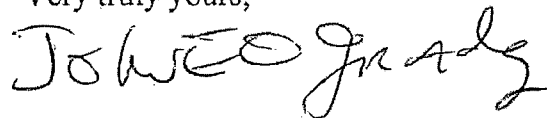
I'm a long-time user of the law library as well as a presenter of library seminars. I began using the library when I was in law school and I've been using it extensively for more than 30 years.

As the only public law library in San Francisco, the San Francisco Law Library is open to everyone and provides free resources to the public as well as legal practitioners. For example, the library offers support for solo and small firm attorneys such as myself.

I have attached a flyer for my presentation at the library on Thursday entitled "Celebrating Human Greatness in the Law." I wish that you could attend, but it will be at roughly the same time as your hearing. I urge you to support the San Francisco Law Library's proposed budget so that the library may continue to provide valuable resources, such as these presentations, to San Francisco's people and legal community.

Members of the San Francisco legal community such as myself know how important it is that the resources provided by the San Francisco Law Library be available to us and the people of San Francisco. Thank you for your consideration.

Very truly yours,



John E. O'Grady

Enclosure



**Brown Bag Lunch**  
**Thursday, May 17, 2018**  
**Noon to 1:15**



## **Celebrating Human Greatness in the Law**

Celebrating Human Greatness in the Law is a group conversation about how the human spirit gets expressed in high conflict situations. We share stories of times that greatness touched our lives, enriching each other with our memories and re-connecting with our own greatness. Many of us will tell stories from our rich experience in our work as lawyers, mediators, paralegals, and legal workers. Get to know lawyers and others on the journey while being inspired to live and work fully in the moment. When have you acted in greatness? Have you seen others acting in the spirit of greatness? Bring your stories. Our meeting will be facilitated by John O'Grady. John guides people to navigate family conflicts about guardianship, aging, death, taxes, inheritance, and property rights while addressing the underlying conflicts, salvaging important relationships, and staying connected and in conversation for a lifetime. This end result is priceless.

***Presented by Attorney & Mediator John E. O'Grady***  
**O'Grady Law Group**

John O'Grady is an estate planning lawyer and a mediator of inheritance battles. He has been practicing in San Francisco for more than twenty-five years. He served as the 2012 Chair of The Estate Planning, Trust & Probate Section of The Bar Association of San Francisco.  
[www.ogradylaw.com](http://www.ogradylaw.com)

Programs are Free and Open to Everyone  
San Francisco Law Library  
1145 Market Street, 4<sup>th</sup> Floor  
San Francisco, CA 94103  
415-554-1772  
[www.sflawlibrary.org](http://www.sflawlibrary.org)

Seating is on a first-come, first-served basis  
Civic Center Bart & Muni stops outside the building, between 7<sup>th</sup> & 8<sup>th</sup>

May 15, 2018

Dear Budget & Finance Committee Supervisors,

The San Francisco Law Library is a remarkable institution, and deserves your support—as well as the gratitude of all of us here in San Francisco.

What is important to me about the library is that it is open to all of us who live here in San Francisco. That is, any one of us who wishes to know what the law is, whether of this city, this state, or this country, can walk into the library and seek it out, and ask for help from one of its librarians.

The library is in this respect, I believe, unique in San Francisco. It certainly is in comparison with the two principal law school libraries (Golden Gate and Hastings) to which admission is substantially restricted.

It is worth a quick check of the library's website ([sflawlibrary.org](http://sflawlibrary.org)). There under "Policies and Rules" you will see that "The San Francisco Law Library is open to all". You will also see on its home page an admirable example of its outreach, an upcoming, free noon time session on "How to File a VA Disability Claim".

All this is done at a modest cost, particularly given the value of what is provided. My understanding is that the budget last year for the library from the City was \$1.4million. That is a bit less than \$2 per San Francisco resident.

Please recognize the value of this library to all of us who live here—and perhaps even be proud of what it does!

Sincerely yours,

Joe Luttrell

28 Napier Ln  
San Francisco CA 94133

## Wong, Linda (BOS)

---

**From:** Warren Jackson <warrenajackson@outlook.com>  
**Sent:** Tuesday, May 15, 2018 8:04 PM  
**To:** Cohen, Malia (BOS); Fewer, Sandra (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)  
**Cc:** Wong, Linda (BOS)  
**Subject:** Law library funding

Dear Members of the Budget & Finance Committee:

I write to implore you to do everything you can to support the law library. I understand that the budget and funding are intended to remain consistent, but that the drastic decrease in civil filing fee revenue has unintentionally resulted in a severe decrease in the law library's funding.

I have been a grateful user of the law library's services for many years as a small-firm and contract attorney (you may recall that there used to be at least two other branches, but we are now down to just one library for the entire city). The law library is a crucial resource, and not only for people like me-- every time I go to the library I encounter non-lawyers who would be lost without the resources and services the library provides in helping them with life matters from employment to divorce to probate issues. I don't know if most people realize how important the law library is, so it's critical for me to share my experience and observations with you.

Thank you for your time and for your attention to this important issue.

Yours truly,

Warren Jackson

P.S. The address below is my business address, but I live in the 94109 ZIP code, in Ms. Stefani's district. Congratulations on your appointment, Ms. Stefani-- I look forward to meeting and working with you!

---

Warren A. Jackson, Esq.  
601 Van Ness Avenue  
#E340  
San Francisco, California 94102  
415-640-2993  
warrenajackson@outlook.com

The information in this email is confidential and may also be privileged. The information is intended only for the use of the persons to whom it is addressed. If you are not the intended recipient, or the employee or agent responsible for delivering it to the intended recipient, you are hereby notified that any use, dissemination, distribution or copying of this communication is strictly prohibited. If you have received this email in error, please immediately notify us by forwarding the message to [warrenajackson@outlook.com](mailto:warrenajackson@outlook.com) and deleting the original message. Thank you.

JAMES A. MICHEL  
ATTORNEY AT LAW  
2912 DIAMOND STREET #373  
SAN FRANCISCO CA 94131-3208  
TEL.: 415/ 239-4949

May 15, 2018

**By Email to:**

San Francisco Board of Supervisors  
Budget & Finance Committee  
Hon. Malia Cohen, Chair  
Hon. Sandra Lee Fewer  
Hon. Catherine Stefani  
Hon. Jeff Sheehy  
Hon. Norman Yee  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

**RE: San Francisco Law Library Proposed Budget**

To the Honorable Members of the Budget & Finance Committee:

I am a San Francisco resident and self-employed attorney who uses the San Francisco Law Library on a regular basis, and have done so since I began practicing law more than 21 years ago. Especially after the Law Library moved to its current location, I have come to depend on the Law Library's resources and services multiple times per week for legal research. I regularly use the Law Library's conference rooms for meetings with clients have conducted depositions there. I also participate in the community events hosted by the Law Library. I depend on the Law Library for my continued success and I know of a dozen others you will not hear from who would say the same. For those reasons, I humbly request that the Budget Committee increase its continued support for the Law Library.

Very Truly Yours,

  
JAMES A. MICHEL

cc: Linda Wong, Clerk



## Miller Property Law

May 16, 2018

*Via Email Only*

Budget & Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library.

In this age where the income gap is widening, so widens the gap between those who can afford representation and those who cannot. Small law firm lawyers and solo practitioners balance every day the desire to help those who are almost able to pay with the reality of the cost of keeping the lights on in a law office.

These small law firm attorneys and solo practitioners have often given up the comforts of big firm life in order to pursue their sense of justice for the underdog. They keep rates lower for consumers by foregoing the conveniences of subscription research tools (and sometimes even offices) by utilizing the databases made available at the law library. Losing this resource or attaching a cost to it will mean additional overhead that must and will, in the grand scheme, be passed on to clients.

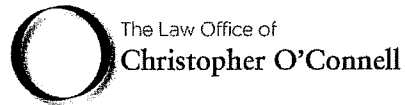
The library also provides a place for continued education and social gathering for these lawyers who often work alone and can become isolated.

I urge you to support the San Francisco Law Library's proposed budget so that the library may continue to provide valuable resources to San Francisco's people and legal community.

Thank you for your consideration.

Sincerely,

Inga M. Miller



May 16, 2018

*Via email*

Budget and Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

**Re: San Francisco Law Library budget**

Dear Supervisors Cohen, Fewer, Sheehy, Stefani, and Yee:

I'm writing in support of the San Francisco Law Library's proposed budget.

I am an estate planning lawyer with a solo practice. The Law Library is invaluable to me as a research tool. It gives me access to treatises, practice manuals, and other materials that I simply would not have access to otherwise. In that way, the Library serves the public by enabling practitioners like me to do the best possible work for our clients.

I've also seen the Library serve the public more directly. In my visits there, I've seen the staff assisting people who are not lawyers with everything from basic legal research to specific questions. Our city should be proud to provide, and continue providing, this kind of help with understanding the law, which is the foundation of our democratic society. (And the librarians are unfailingly patient and helpful.)

I respectfully urge you to maintain this investment in what I see as public education and fairness.

Sincerely,

/s/ Chris O'Connell



GYEMANT PARIS LAW

Creating Families

1330 Castro Street, San Francisco, CA 94114

www.adoptsf.com (415)513-5502 EFax (855)473-1877



May 16, 2018

*Via Email Only*

Budget & Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library.

In this age where the income gap is widening, so widens the gap between those who can afford representation and those who cannot. Small law firm lawyers and solo practitioners balance every day the desire to help those who are almost able to pay with the reality of the cost of keeping the lights on in a law office.

These small law firm attorneys, and solo practitioners have often given up the comforts of big firm life in order to pursue their sense of justice for the underdog. They keep rates lower for consumers by foregoing the conveniences of subscription research tools (and sometimes even offices) by utilizing the databases made available at the law library. Losing this resource or attaching a cost to it will mean additional overhead that must and will, in the grand scheme, be passed on to clients.

I urge you to support the San Francisco Law Library's proposed budget so that the library may continue to provide valuable resources to San Francisco's people and legal community.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Anne P.". The signature is fluid and cursive, with a large initial "A" and "P".

Anne Gyemant Paris

---

JAMES A. CARTER  
ROBERT T. FRIES  
DOV M. GRUNSCHLAG  
MICHELLE Q. CARTER  
BRIAN M. CARTER-OF COUNSEL  
DAVID J. ROMANSKI-OF COUNSEL



CARTER  
CARTER  
FRIES &  
GRUNSCHLAG

EXPERIENCE • JUDGMENT

---

44 MONTGOMERY STREET  
SUITE 2405  
SAN FRANCISCO CA 94104  
PHONE 415.989.4800  
FAX 415.989.4864

WWW.CARTERFRIES.COM

May 16, 2018

*Via Email Only*

Budget & Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I write in support of the proposed budget for the San Francisco Law Library.

Our small law firm relies on the Law Library for research and volumes that are not available to us. Losing this resource or attaching a cost to it would mean additional overhead that either would be passed on to our clients or reduce our ability to do first-rate work.

The library also provides a place for continued education and social gathering for small-firm lawyers who often work alone and can become isolated.

Please support the San Francisco Law Library's proposed budget so that the library may continue to provide the valuable resource that has been a wonderful help to our firm.

Thank you for your consideration.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'RFries', with a long horizontal flourish extending to the right.

Robert T. Fries



Matthew J. Gluck  
415.510.2604 (direct)  
mgluck@gluckdaniel.com

May 16, 2018

*Via Email Only*

Budget & Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library.

In this age where the income gap is widening, so widens the gap between those who can afford representation and those who cannot. Small law firm lawyers and solo practitioners balance every day the desire to help those who are almost able to pay with the reality of the cost of keeping the lights on in a law office.

These small law firm attorneys and solo practitioners have often given up the comforts of big firm life in order to pursue their sense of justice for the underdog. They keep rates lower for consumers by foregoing the conveniences of subscription research tools (and sometimes even offices) by utilizing the databases made available at the law library. Losing this resource or attaching a cost to it will mean additional overhead that must and will, in the grand scheme, be passed on to clients.

The library also provides a place for continued education and social gathering for these lawyers who often work alone and can become isolated.

I urge you to support the San Francisco Law Library's proposed budget so that the library may continue to provide valuable resources to San Francisco's people and legal community.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to be "M. J. Gluck", written in a cursive style.

Matthew J. Gluck



**Rowena C. Seto**  
ATTORNEY AT LAW

582 Market Street, Suite 306  
San Francisco, CA 94104  
Office: (415) 851-9887  
Facsimile: (415) 851-9882  
E-mail: [Seto@MedinaSetoLaw.com](mailto:Seto@MedinaSetoLaw.com)  
[www.MedinaSetoLaw.com](http://www.MedinaSetoLaw.com)

May 16, 2018

**Via Electronic Mail**

Budget & Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

*Re: San Francisco Law Library Budget*

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I write this letter in support of the proposed budget for the San Francisco Law Library.

The San Francisco Law Library is an invaluable resource to the legal community, particularly those in small firms, solo practices and the non-profit community. When I resigned as a partner from one of the largest defense firms in the nation four years ago, I did so to open this law firm with the goal of representing plaintiffs and providing legal representation to underserved communities and people who otherwise could not afford it. Medina Seto Law Group is able to provide legal representation for reduced rates or on contingency bases and take on smaller cases that large firms would bypass. Without the significant resources that the Law Library provides, including costly subscription legal search engines such as Westlaw and Lexis, my firm's annual operating budget would increase significantly, and I would be forced to rethink my business model and/or pass on the increased costs to my clients. Frankly, I have trouble imagining how my firm could operate without having the Law Library as a resource.

The Law Library's staff is also amazing. Reference librarian Andrea Woods and her colleagues are always welcoming, helpful and impressively knowledgeable. My firm's Of Counsel and I have said to each other more than once, "I love the Law Library!" I look forward to the times I have a reason to go, and have even asked whether they have Law Library t-shirts because if they did, I would buy one and wear it proudly.

I strongly urge you to support the San Francisco Law Library's proposed budget. It is an inestimable resource to San Francisco, its legal community and its underserved communities that many Law Library members endeavor to serve.

Budget & Finance Committee  
San Francisco Board of Supervisors  
May 16, 2018

Page | 2

Please feel free to contact me with any questions. Thank you for your consideration and your time and attention to this important matter.

Very Truly Yours,

A handwritten signature in black ink, appearing to read 'Rowena C. Seto', with a long horizontal flourish extending to the right.

**Rowena C. Seto of**  
MEDINA SETO LAW GROUP

cc: Linda Wong (via electronic mail)



**Timothy S. Kirk**  
ATTORNEY AT LAW

582 Market Street, Suite 306  
San Francisco, CA 94104  
Office: (415) 851-9868  
Facsimile: (415) 851-9867  
E-mail: [Kirk@MedinaSetoLaw.com](mailto:Kirk@MedinaSetoLaw.com)  
[www.MedinaSetoLaw.com](http://www.MedinaSetoLaw.com)

May 16, 2018

*Via Email Only*

Budget & Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library. The Law Library provides a vital service to the local legal community.

I recently left my long-time practice with a large national defense firm, in order to pursue my work in a two-lawyer firm representing individuals and small businesses instead of insurers and large corporations. Often our clients come to us with "sticker shock" after inquiring with large law firms about representation.

As you are no doubt aware, the cost of legal services in San Francisco is more than most people can afford. The cost of practicing law here is made more expensive by the subscription rates of various legal research tools and databases. By offering those services to local attorneys, the Law Library helps us keep our own rates affordable to those who might otherwise have to go without legal representation.

The Law Library also offers a very pleasant place to work. The staff are extremely courteous and helpful. I urge you to support the Law Library's proposed budget so that the library may continue to provide valuable resources to San Francisco's people and legal community. Thank you for your consideration.

Very Truly Yours,

**Timothy S. Kirk of**  
MEDINA SETO LAW GROUP



**FAIRGRIEVE  
LAW OFFICE**

May 16, 2018

VIA EMAIL

Budget and Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy, and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library.

The Law Library provides a tremendous service to the community. As a solo practitioner who works primarily with small businesses, I rely heavily on the Law Library. The Law Library provides access to subscription services that only the largest of big firms can afford. In fact, I wish I had known more about the Law Library's services during my 15 years at the City Attorney's Office, because it has access to subscriptions that are even too expensive for that office to maintain.

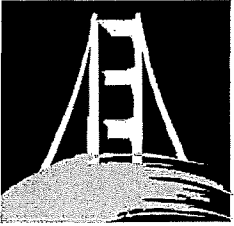
Additionally, the Law Library is an essential service for the general public. Every time I am there I see people who are not lawyers accessing the very valuable information that is available at the library.

The availability of print and online legal resources, not to mention the incredibly knowledgeable and helpful reference librarians, should be protected. In this age where the income gap is widening, so widens the gap between those who can afford representation and those who cannot. The Law Library enables small law firm lawyers and solo practitioners to provide a wide range of services to San Francisco's individuals and businesses. I urge you to support the San Francisco Law Library's proposed budget.

Thank you for your consideration.

Sincerely,

Rose-Ellen Heinz Fairgrieve



THE BAR ASSOCIATION OF  
SAN FRANCISCO

2018 OFFICERS AND  
BOARD OF DIRECTORS

Malcolm A. Heinicke  
President

Doris Cheng  
President-Elect

Stuart C. Plunkett  
Treasurer

Marvin K. Anderson  
Secretary

Alexis A. Amezcua  
David A. Carrillo  
Terrance J. Evans  
Sigrid Irias  
Charles H. Jung  
Sebastian Kaplan  
Colin T. Kemp  
Miriam Kim  
Karen Kimmey  
Carolyn M. Lee  
Lisa P. Mak  
Mary McNamara  
Peter C. Meier  
David Otsuka  
Vidhya Prabhakaran  
Jennifer Redmond  
David J. Tsai  
Sharon L. Woo

BARRISTERS CLUB  
OFFICERS

Drew Amoroso  
President

John Hamasaki  
President-Elect

Natascha Ryan Fastabend  
Treasurer

Kelly Matayoshi  
Secretary

EXECUTIVE DIRECTOR AND  
GENERAL COUNSEL

Yolanda M. Jackson

May 16, 2018

Linda Wong, Clerk  
Budget & Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Ms. Wong:

The San Francisco Law Library has been a partner with The Bar Association of San Francisco (BASF) to bring important legal education sessions to the public and the legal community and we strongly oppose reduction in funding for the library without which the delivery of critical services to the public and attorneys, especially our solo and small firm attorneys, will be gravely affected. In an era where legal standards are challenged, due process and access to counsel are under attack, and the rights and protections of vulnerable populations are at risk, the services available through the San Francisco Law Library cannot be diminished.

We have partnered with the SF Law Library to bring educational seminars to the public and to attorneys, free of charge, on a variety of legal topics including mediation, a critical component to reducing the costs of litigation in the City. In particular, BASF's Conflict Intervention Service has greatly benefitted from the partnership with the library to provide a neutral space for participants to mediate conflicts in the affordable housing context thereby reducing the risk of eviction for those most vulnerable. For these reasons, the BASF strongly supports continued funding for the San Francisco Law Library to help meet the critical needs in the San Francisco attorney community and the public overall.

Sincerely,

Malcolm A. Heinicke  
BASF Board President



## Wong, Linda (BOS)

---

**From:** Paul Kim <pkim@ifpte21.org>  
**Sent:** Wednesday, May 16, 2018 1:56 PM  
**To:** Cohen, Malia (BOS); Fewer, Sandra (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)  
**Cc:** Wong, Linda (BOS); Debra Grabelle  
**Subject:** The Union's Request in Regards to the Proposed SF Port Budget  
**Attachments:** Letter to the BOS\_SF Port Budget.pdf; Program Delivery Assesement Memorandum\_SF Port.pdf

Honorable Commissioners,

The Union, IFPTE Local 21, wanted to reach out to all the Budget and Finance Committee members in regards to the Mayor's Proposed Budget for the Port of San Francisco. There are a number of exciting projects that our members are participating in at the Port, but the Department has not budgeted a parallel staffing plan to account for the increase in work. I've attached a report from Parsons/Lotus Water recommending the hiring of more technical full time staff to meet the deadlines set forth by the Port Commission and department management. We'd like you to consider this when approving the budget for this upcoming session. If you have any questions please free to contact me.

In Solidarity,

**Paul Kim**  
**Lead Representative/Organizer**

IFPTE Local 21  
1167 Mission St, 2<sup>nd</sup> Floor  
San Francisco, CA 94103  
(415) 914-7351





PROFESSIONAL & TECHNICAL ENGINEERS, LOCAL 21, AFL-CIO  
*An Organization of Professional, Technical, and Administrative Employees*

May 16, 2018

*Sent via Email*

Honorable Budget and Finance Committee Members  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Honorable Members of the Budget and Finance Committee,

The Port of San Francisco currently has 70 active projects with an overall total project cost of \$196 million. The Engineering Division at the Port of San Francisco executes the delivery of these infrastructure facilities and their enhancements. As the Port of San Francisco has been aggressive in its vision of modernizing its facilities in preparation for increased activity, climate change and potential natural disasters, it has not had the equivalent foresight in hiring/training staff to execute this increase in work.

The Port of San Francisco consulted with Parsons/Lotus Water, a joint venture of two different consultant firms, to assess current project delivery and to recommend work efficiencies, including an estimate of adequate staffing to complete these projects. Currently the Port has 11 full time staff available for design and construction support. The study's assessment is that 25 more full time internal Port design and construction support staff will need to be hired for all 70 projects to be completed on schedule.

The Union, IFPTE Local 21, has concerns with what this increase in work load to existing staff will do to efficiencies. We also have concerns that only exempt Project Managers positions have been hired and not actual design and construction support positions, which would be engineer positions. The Union respectfully requests that the Committee take this into account when evaluating the proposed budget and recommend that more full time Permanent Civil Service Engineer positions be opened up for hiring. If you have any questions or would like to discuss this further please feel free to contact me. I can be reached by telephone at (415) 914-7351 or by email, [pkim@ifpte21.org](mailto:pkim@ifpte21.org).

In Solidarity,

Paul Kim  
Lead Representative/Organizer

## MEMORANDUM

TO: Rod Iwashita, Port of San Francisco

DATE: 1/15/2018

FROM: Rodney Pimentel, Parsons

PHONE: (510) 907-2172

SUBJECT: Program Delivery Assessment Memorandum (Task 3) – FINAL DRAFT

---

### 1 Executive Summary

The Engineering Division of the Port of San Francisco (Port) executes the delivery of infrastructure facilities and their enhancement to meet many Port objectives. As the number of capital projects grows, more efficient project delivery becomes necessary.

#### 1.1 Objective

The primary goal of this memorandum is to assess current project delivery and recommend improvements, including an estimate of adequate staffing to complete a list of 70 active capital projects. It also identifies options to refine these estimates and improve project delivery through more efficient project management.

#### 1.2 Existing Projects

The Port currently has 70 active projects, with an overall total project cost of \$196 million (M), inclusive of construction. For this analysis, Port staff broke these down into three categories:

- High-Priority projects – 26 projects equaling \$125M (schedules available)
- Priority projects – 14 projects totaling \$24M (schedules available)
- Low-Priority projects – 30 projects totaling \$45M (no schedule data available)

Together, the Prioritized projects (those with schedules; that is High-Priority and Priority projects) total \$149M.

Figure 1-1 shows an overall program schedule reflecting data from the 40 projects with schedule data from Project Summary Reports. These 40 projects represent approximately \$32M of total project cost per year (inclusive of construction). All 70 projects represent approximately \$42M per year.

A JOINT VENTURE

Figure 1-1. Prioritized Projects by Phase

(See full-size schedule in Attachment A)

**1.2.1 Resource Needs**

The combination of data from existing schedules for the 40 Prioritized projects (Priority and High-Priority projects) and an estimate for additional Low-Priority projects without schedules<sup>1</sup> show a peak need of 42 full-time equivalents (FTE) (assuming all Port staff) in 2018 Q1 for all 70 projects. This peak reduces to 32 FTE if all Low-Priority projects are deferred until 2019 and after. Table 1-1 summarizes the total number of projects in each key phase, the FTE needed to support delivery for the Prioritized projects, and an estimate for Low-Priority projects.

<sup>1</sup> Assumptions:

- Soft costs for each project estimated as a percentage of construction cost include:
  - 19% of construction cost for design and permitting services and
  - 15% of construction costs for construction/contract management services.
- An average hourly rate of \$77.25 per hour was used to calculate equivalent FTE at 160 hours per month with a 150% multiplier for Port staff and a 300% multiplier for contract staff.
- FTE for the 30 projects without schedule data were generated using a direct ratio of FTE/total project cost for the 40 projects with schedules.

*A JOINT VENTURE*

**Table 1-1. FTE Demand for 40 Prioritized Projects**

|                                        | 2018<br>Max FTE<br>(Annual Average<br>FTE) | 2019<br>Max FTE<br>(Annual Average<br>FTE) | 2020<br>Max FTE<br>(Annual Average<br>FTE) | 2021<br>Max FTE<br>(Annual Average<br>FTE) |
|----------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| Permitting/Design                      | 17<br>(12)                                 | 3<br>(1)                                   | 0<br>(0)                                   | 0<br>(0)                                   |
| Construction                           | 15<br>(13)                                 | 14<br>(10)                                 | 8<br>(5)                                   | 4<br>(2)                                   |
| Key Phase total                        | 32<br>(25)                                 | 17<br>(11)                                 | 8<br>(5)                                   | 4<br>(2)                                   |
| Estimate for Low-<br>Priority Projects | 10                                         | 10                                         | 10                                         | 10                                         |

**1.3 Existing Staffing Resources**

Estimates of current available resources for Port projects are based on approximations of last year’s level of effort provided by the Port, and include vacancies that are expected to be filled in the short term.

For this analysis, current resources in the Engineering Division include 35 overall FTE, including 18 FTE for capital projects. Of these, 11 FTE are available for design and construction support<sup>2</sup> services. There are also approximately \$2.7M remaining of existing on-call contracts. Using all remaining capacity for design and construction support services equates to approximately 6 consultant FTE over a 1-year period.

Assuming ongoing use of on-call contracts, current resources could produce roughly \$17M to \$25M of total project cost per year. This converts to a general estimate of approximately \$1M to \$1.5M of total project cost per Design & Construction FTE. These general estimates are also in line with past average performance of approximately \$16M to \$25M per year for the last 10 years.

|                                                                                                                                                              |                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Summary of Available Design and Construction Support for 2018: <ul style="list-style-type: none"> <li>• Port: 11 FTE</li> <li>• Consultant: 6 FTE</li> </ul> | Estimated production rate per Design & Construction Support FTE (from 2018 schedule):<br>\$32M (project cost)/32 FTE = \$1M to \$1.5M/FTE |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|

**1.4 Options to Meet Staffing Requirements**

Options to meet staffing requirements focus on design and construction support services critical for project delivery. Special development projects have dedicated project managers, while most

<sup>2</sup> Special development projects have dedicated project managers, while most other capital projects are led by Engineering staff also responsible for project support and other non-capital projects. Design and construction support services are critical for this reason and are the focus of analysis.

*A JOINT VENTURE*

other capital projects are led by engineering staff also responsible for project support and other non-capital projects. Design and construction support services are critical for this reason.

**1.4.1 Staffing Requirements**

To deliver the current schedule of 70 projects, a total of 42 Port FTE for design and construction support services would be needed at peak demand in 2018 Q1. This includes 32 FTE for the 40 Prioritized projects as scheduled and 10 additional FTE for the Low-Priority projects.

**1.4.2 Options**

Options to achieve this rate of project delivery are:

- **Add resources:**
  - To complete all 70 projects as scheduled:
    - Add 25 internal Port design and construction support FTE, given that only 11 Port FTE and 6 consultant FTE are currently available for 2018.
    - Add \$6M to \$11M of external contracts for as-needed and specialty work for 2018 for approximately 12 to 25 FTE.
    - Identify a mix of internal staff and outside contracts, targeted to address the project peak of 42 FTE in 2018 Q1 for all 70 projects.
  - To complete only the 40 Prioritized projects as scheduled:
    - Add 15 internal Port design and construction support FTE, given that only 11 Port FTE and 6 consultant FTE are currently available for 2018.
    - Add \$3M to \$7M of external contracts for as-needed and specialty work for 2018 for approximately 7 to 15 FTE.
    - Identify a mix of internal staff and outside contracts, targeted to address the project peak of 32 FTE for Prioritized projects in 2018 Q1 for all 70 projects.
- **Reprioritize and Reprogram Projects to Reduce Peak:**
  - Alone, or in combination with adding staff, prioritize and reprogram all projects to a pre-determined target rate of production. The list of current Prioritized projects in 2018 requires the addition of 1 design and construction support FTE per \$1M to \$1.5M in project cost delivered.
    - To achieve a Port target of \$20M to \$25M of delivered facilities per year would require additional resources, but fewer than the currently scheduled \$32M per year of Prioritized projects demands. To achieve the target of \$20M to \$25M in capital costs, a minimum of an additional 10 FTE would be needed, based on the production rate of \$1M to \$1.5M of project cost associated with each design and construction FTE. This number would also depend greatly on the specific scope and type of the prioritized projects.
    - Projects previously deferred to maintain an optimal staffing rate and/or new projects can be initiated upon the completion of the previously prioritized projects. This would likely push the overall schedule for all 70 projects beyond 2021.

*A JOINT VENTURE*

**1.4.3 Staff Resource Mix**

Based on interviews and other discussions with the Port, the following potential key technical support gaps have been identified:

- Contract services manager or support (internal)
- Scheduler or program controls lead/manager (internal)
- Manager or liaison for internal requests/stakeholder liaison (internal)
- Plan review/plan check support (on-call contract)
- Costing and other specialty contract services (on-call contract)
- Environmental and external permitting support (on-call contract)
- Maintenance staff or capacity (other division)

**1.5 Future Actions to Enhance Staffing Decisions and Project Delivery**

Additional options to improve the resource estimate or improve project delivery and efficiency include:

- **Improve Data:** Additional data are needed to further refine the recommended resource options, to improve accuracy, and to identify specific staff role needs. These data include:
  - Updated schedules, especially those for the Low-Priority projects that did not have schedule data available
  - Complete and consistent project budgets containing cost elements of a consistent work breakdown structure (WBS) and consistent inclusion of soft costs
  - Identification of in-house/contract roles such as the use of Port staff or contracts for the design and construction phases
- **Develop Procedures and Tools to Improve Efficiency:** Updated procedures and tools are essential to improve communication and lead to improved data and project delivery. Key elements include:
  - Updated and documented project development process
  - Overall project schedule
  - Program approach (5-year master plan)
  - WBS to track resource needs for each phase of work
  - Project management information system/control system database
  - Project management plan/project execution plan

**1.6 Overall Approach**

The recommended approach is to add Port staff for key functions and use additional on-call contracts for 2018. This would allow a core team to develop and implement related project delivery improvements, refine staffing needs, and build toward a long-term solution. In addition, reprioritization of projects is recommended to “smooth out” personnel demands and achieve realistic production rates of \$20M to \$25M capital project work per year using available resources.

## **2 Introduction and Approach**

The Port of San Francisco (Port), a department of the City and County of San Francisco (City), is striving to improve its project execution. This memo report is one part of an initial effort to meet this goal. It focuses on assessing current project delivery priorities and providing recommendations for future improvement. It will be followed by development of a project management plan (PMP) template for ongoing Port use (Task 2).

This memo summarizes:

- Project delivery timelines and resource needs for a subset of prioritized projects
- A high-level delivery rate for remaining active Port projects
- Recommendations for how to improve the Port's project delivery rate

Input data and information for the 4-week analysis include:

- Project list of 26 High-Priority projects, 14 Priority projects, and 30 Low-Priority projects
- Project Status Reports (PSRs) for 26 High-Priority projects and 14 Priority projects, each containing scope summary, current schedule, budget, and project lead, provided by Port Management on November 15, November 27, and December 6, 2017.
- Port management comments to supplement PSRs
- Organizational breakdown structure (org chart) and estimated resource allocation for the last year
- Fifteen interviews with Port staff, primarily project leads in the engineering division

Interviews discussed workflow, budget, and organization elements of the project delivery process, as well as needs and requirements to achieve a successful outcome.

One component of this memorandum is to recommend adequate staffing levels for the Port's 5-year Capital Improvement Project (CIP) based on the data gathered.

This recommendation is a high-level estimate of resourcing options (internal and external staffing) to achieve a favorable CIP outcome for the Port. The existing organizational breakdown structure and resource allocation were considered in evaluating the project data to determine anticipated staffing levels for the duration of the 5-year CIP.

### **Approach**

The approach taken to assess the current delivery process and define recommendations entailed three basic steps.

- Analysis of the existing state includes a compilation of data and definition of current project delivery:
  - List of projects (High-Priority projects identified)
  - High-level phased schedule of projects
  - Summarized process for project delivery
  - Identification of available resources
  - Interviews with division staff



*A JOINT VENTURE*

- Evaluation of a future state includes determination of Port's expected level of service and project delivery expectations:
  - Project schedule review and projection
  - Discussion with engineering division management
- Gap assessment identifies options for how to bridge the gap between existing and future states:
  - Resources
  - Options for organizational structure
  - Delivery method options

### 3 Background Information

#### 3.1 Description of Existing State of Project Delivery

##### 3.1.1 Project Overview

There are currently 70 active projects totaling project cost of \$196 million (M), as shown in Figure 3-1. Port staff identified 40 of the 70 as Prioritized projects (26 High-Priority projects and 14 Priority projects), as shown in Figure 3-2. This figure includes project-specific information such as project manager or project lead; estimated project schedule identified by major phases of planning, design, and permitting; procurement; and construction. Project schedules are based on PSRs provided on November 15, November 27, and December 6, 2017, by Port Management for the 40 Prioritized projects and on comments from Port management. Schedules for Low-Priority projects were not available.

|                            |        |
|----------------------------|--------|
| 26 High-Priority projects: | \$125M |
| 14 Priority projects:      | \$24M  |
| =                          |        |
| 40 Prioritized projects:   | \$149M |

Each project is managed individually and not included in a master schedule. Assumptions used to prepare the schedule for the 40 Prioritized projects are presented in Section 3.1.1.1.

Developing a comprehensive overall schedule provides a holistic view of the CIP program. The schedule was further used to evaluate resource needs. Additional categories were added through interpretation of PSR data and conversations with Port management. The schedule reflects major phases shown in Figure 3-3, Current Project Development Process.

Figure 3-1. Project List

| PROJECTS                                            | MANAGER/LEAD    | PSR Y/N | VALUE        |
|-----------------------------------------------------|-----------------|---------|--------------|
| Amador St Tunnel Sewer Main                         | Ken Chu         | Y       | \$3,700,000  |
| BAE Electrical Serv Separation                      | Jonathan S. Ngh | Y       | \$3,000,000  |
| Beltline Building Crawley Street Re-Routing Project | David Hu        | Y       | \$4,000,000  |
| Beltline Building Leasing Space (Core & Shell)      | Wendy Proctor   | Y       | \$4,500,000  |
| CA All Beaches Water Reuse                          | Wendy Proctor   | Y       | \$1,400,000  |
| Crane Cove Park Phase 2                             | Steven Lee      | Y       | \$11,400,000 |
| Crane Cove Park Phase 1                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 3                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 4                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 5                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 6                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 7                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 8                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 9                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 10                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 11                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 12                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 13                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 14                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 15                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 16                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 17                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 18                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 19                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 20                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 21                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 22                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 23                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 24                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 25                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 26                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 27                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 28                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 29                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 30                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 31                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 32                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 33                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 34                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 35                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 36                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 37                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 38                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 39                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 40                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 41                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 42                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 43                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 44                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 45                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 46                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 47                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 48                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 49                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 50                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 51                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 52                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 53                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 54                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 55                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 56                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 57                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 58                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 59                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 60                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 61                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 62                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 63                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 64                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 65                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 66                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 67                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 68                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 69                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 70                            | Wendy Proctor   | Y       | \$4,800,000  |

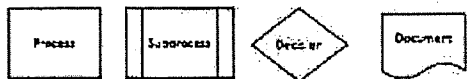
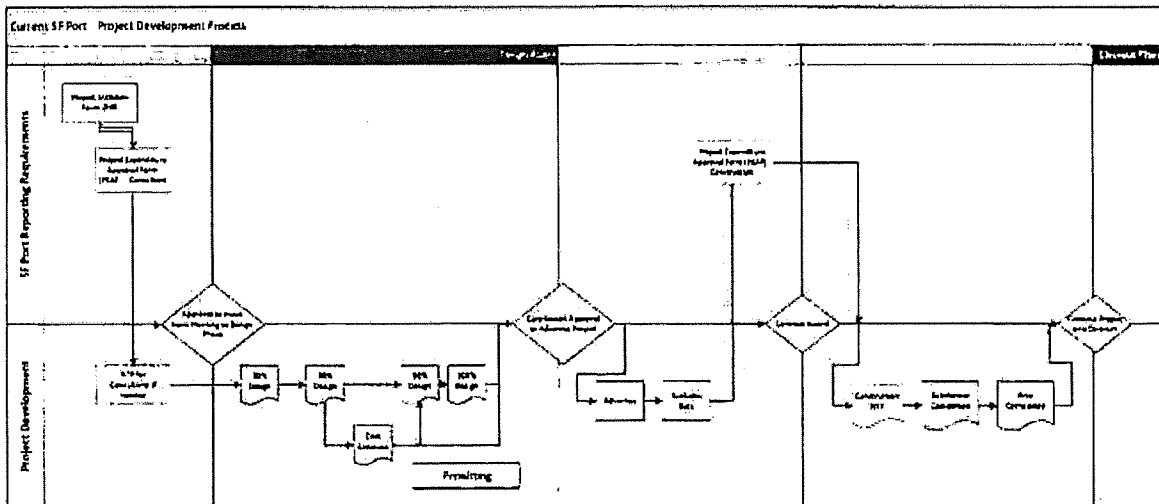
| PROJECTS                                            | MANAGER/LEAD    | PSR Y/N | VALUE        |
|-----------------------------------------------------|-----------------|---------|--------------|
| Amador St Tunnel Sewer Main                         | Ken Chu         | Y       | \$3,700,000  |
| BAE Electrical Serv Separation                      | Jonathan S. Ngh | Y       | \$3,000,000  |
| Beltline Building Crawley Street Re-Routing Project | David Hu        | Y       | \$4,000,000  |
| Beltline Building Leasing Space (Core & Shell)      | Wendy Proctor   | Y       | \$4,500,000  |
| CA All Beaches Water Reuse                          | Wendy Proctor   | Y       | \$1,400,000  |
| Crane Cove Park Phase 2                             | Steven Lee      | Y       | \$11,400,000 |
| Crane Cove Park Phase 1                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 3                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 4                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 5                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 6                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 7                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 8                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 9                             | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 10                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 11                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 12                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 13                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 14                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 15                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 16                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 17                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 18                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 19                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 20                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 21                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 22                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 23                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 24                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 25                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 26                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 27                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 28                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 29                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 30                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 31                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 32                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 33                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 34                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 35                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 36                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 37                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 38                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 39                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 40                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 41                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 42                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 43                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 44                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 45                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 46                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 47                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 48                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 49                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 50                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 51                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 52                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 53                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 54                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 55                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 56                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 57                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 58                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 59                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 60                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 61                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 62                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 63                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 64                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 65                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 66                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 67                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 68                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 69                            | Wendy Proctor   | Y       | \$4,800,000  |
| Crane Cove Park Phase 70                            | Wendy Proctor   | Y       | \$4,800,000  |

A JOINT VENTURE

Figure 3-2. Prioritized Projects by Phase

(See full-size schedule in Attachment A)

Figure 3-3. Current Project Development Process



(See full-size diagram in Attachment B)

**3.1.1.1 Schedule Assumptions**

The following assumptions were used to prepare the schedule for the 40 Prioritized projects:

*A JOINT VENTURE*

- Information to populate the schedule and cashflow was taken from PSRs provided by Port Management on November 15, November 27, and December 6, 2017. Comments from Port Management pertaining to budget and schedule were incorporated.
- To determine a full time equivalent (FTE) estimate, the phased schedule was cost loaded for design and construction services based on a straight-line spend curve of the costs as described below.
- Unless otherwise stated within the PSRs provided, design and permitting services were assumed to be 19% of construction cost, and contract/construction management costs were assumed to be 15% of construction cost. These percent allocations were based on planning phase estimates used by the San Francisco Public Utilities Commission.
- Due to their large construction values, Crane Cove Park Phase 1 and Mission Bay Ferry Landing design and permitting services and contract/construction management services were assumed to be contracted outside of Port staff. The portion of work assumed to be attributed to Port staff for design and permitting services was 2.5% of the project value stated within the PSR. The same percentage was used for contract/construction management services.
- Once design and construction totals were assigned to each project, average staff rates were applied similarly across all projects. A raw rate of \$71 per hour was used for design and permitting, and \$77.25 per hour was used for contract and construction management resources. These averages rates were based on comparable positions at the San Francisco Public Utilities Commission. A multiplier of 150% was then applied to account for fringe charges to determine an overall number of hours of effort to be expended by Port staff within a given period.
- One FTE is assumed to be 160 working hours per month.
- Cost escalation was not accounted for in the estimates.

**3.1.2 Summary of Procedures for Project Delivery**

This section summarizes the current project delivery process based on input gathered through staff interviews. Projects are currently initiated with the submission of a Project Initiation Form (PIF), principally by Engineering staff or project sponsors in Real Estate and Maritime Divisions. PIFs include project description, information about entitlements, dependencies, and a preliminary schedule and budget. The Capital Committee reviews and prioritizes project proposals for funding and inclusion in the following two-year budget cycle.

Once a project is ready to expend funds, a Project Expenditure Approval Form (PEAF) is completed to use funds for approved projects. This includes a more detailed cost breakdown and a list of the funding sources. Figure 3-3 conceptually shows a PEAFF completed for the design phase, and a second completed for construction. Milestones within the design phase include 30%, 60%, Construction Cost Estimate, 90%, and 100% design.

Interdivisional signoffs occur for each milestone to approve work and move to the next milestone. Permitting activities usually are conducted during the design phases when permits are required. Figure 3-3 provides an overview of the current project development process.

Once a project manager or project lead is assigned to an approved project, the ongoing requirements for management of that project include providing a biweekly project status report

*A JOINT VENTURE*

and a separate database for management review. An informal checklist can be completed at any time throughout the duration of the project. The checklist includes various items and has locations for the project manager and review manager to check off activities as completed. The items range from project upfront folder set-up, to filing, to close-out of the project. Use of the checklist should be actively monitored throughout the project lifecycle to effectively assist project delivery. Other guidance documents (e.g., those outlining contracting processes and forms) should be revised and made more accessible to Port staff.

**3.1.3 Available Resources**

All projects require resources; key resources include staff and budget.

Table 3-1 presents the total FTE for Port staff resources available for the last year. Based on available data provided by Port and interviews conducted primarily during the week of November 13, 2017, the resource allocation was summarized and categorized based on functional groups within the organizational chart. A tally of each staff's time allocation was divided into two categories:

- Non-Capital Project Assignments
  - Plan checking
  - Rapid structural assessments
  - Small maintenance projects
  - Document requests
  - Requests from other Port divisions
- Capital Projects Assignments
  - Projects over \$100,000, either constructed by Port maintenance or outside contractors
  - Support for special development projects

The total FTE of 34.52 provides the technical and project management support for non-capital and capital projects.

In addition to Port staff, as-needed contract vehicles are established. A total of \$6M was budgeted for four contracts (each approximately \$1.5M) for a duration of 4 years. For the past 17 months, a total of \$2.7M (approximately 55%) of the budget has been used to support various aspects of current projects.

Special development projects are managed by designated project managers, while all other projects are managed by Engineers/Architects. Figure 3-4 shows an organizational chart for the Engineering Division that illustrates organizational structure, key roles, and a summary of existing resource allocation associated with each group and overall design/construction function. Pie charts show the resources division associated within each group for both non-capital and capital projects. Total capital project FTE (not including the project managers who are designated to special development projects) associated with project management for non-development projects, design support services, and construction support services for the entire Engineering Division are also shown.

*A JOINT VENTURE*

**Table 3-1. Summary of Total FTE for Capital and Non-Capital Projects**

| <b>Group</b>               | <b>Non-Capital Projects</b> | <b>Capital Projects</b> | <b>Total</b> |
|----------------------------|-----------------------------|-------------------------|--------------|
| Deputy Director            | 0.80                        | 0.20                    | 1.00         |
| Executive Secretary        | 0.78                        | 0.23                    | 1.00         |
| Facilities Manager         | 0.53                        | 0.48                    | 1.00         |
| Civil/Survey               | 1.915                       | 1.085                   | 3.00         |
| Facilities Assessment      | 1.72                        | 2.28                    | 4.00         |
| Utilities                  | 2.285                       | 2.715                   | 5.00         |
| Architecture               | 0.64                        | 1.36                    | 2.00         |
| Construction and Contracts | 1.35                        | 3.65                    | 5.00         |
| Bldg Permits               | 6.92                        | 0.00                    | 6.92         |
| Project Management         | 0.1                         | 5.50                    | 5.60         |
| <b>Total</b>               | <b>17.03</b>                | <b>17.49</b>            | <b>34.52</b> |
| <b>Percent of Total</b>    | <b>49.3%</b>                | <b>50.7%</b>            |              |

**Notes:**

Student interns are not loaded in the calculations.

Vacancies on the organizational chart are assumed to be filled.

Additional requests currently in process are included.

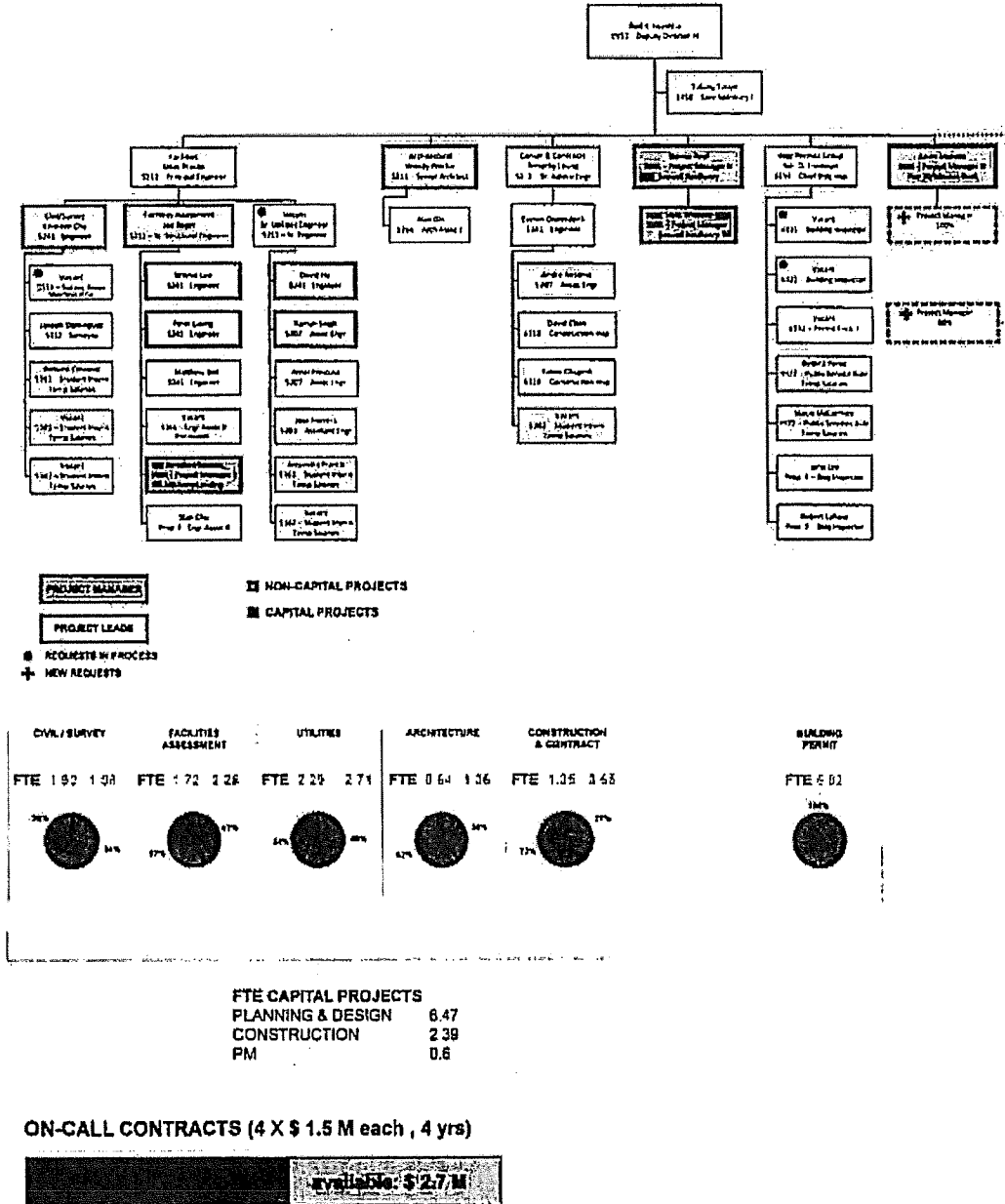
Project Managers are designated to special development projects.

Due to rounding, the sum of a group's non-capital projects and capital projects may not exactly match the total.

A JOINT VENTURE

Figure 3-4. Organization Chart and Available Resources

**ORGANIZATION & RESOURCES**



(See full-size chart in Attachment C)

## 4 Existing State and Future State Analysis

### 4.1 Key Observations

The observations in this section area based on interviews conducted thus far with the following Port staff members:

- Rod Iwashita
- Uday Prasad
- Ananda Hirsch
- Tiffany Tatum
- Winnie Lee
- Kenneth Chu
- Peter Luong
- Johnathan Roman
- Wendy Proctor
- Tim Leung
- Kathryn Purcell
- Dan Hodapp
- Rich Berman

People, policies and procedures, and tools work together and support effective communication, decision making, and project delivery. In the existing state of project delivery at the Port, these three are not fully aligned. Staff have identified various suggestions for improvement, which they shared during interviews. Observations are described for each of these categories in Sections 4.1.1 through 4.1.3.

A successful outcome for Port Management would be the delivery of \$20M to \$25M capital project work per fiscal year. Beyond communicating this goal to the rest of the organization, three key elements—people, policies and procedures, and tools—need to be in place to be successful. Managing each project consistently within the overarching governance of all three elements will help to achieve this goal.

The subsequent sections provide more detail on people, policies and procedures, and tools that can assist with delivering the CIP. Key observations are presented in bold font.

#### 4.1.1 People

The People category refers to organization structure, communication, and how staff interface with other groups, divisions, or agencies.

##### **Dynamic work environment**

- The existing state is a dynamic work environment where staff manage and respond to many tasks and requests. Overall, the team desires to be responsive to requests that come from various other divisions within the Port, particularly Real Estate and Maritime.

##### **Work is divided between capital and non-capital projects**

- Non-capital projects include plan checking, rapid structural assessments, small maintenance projects, requests from Maritime or Real Estate, and document requests.
- Capital projects include
  - Capital projects completed by Port maintenance,
  - Capital projects completed through outside contractors,
  - Special development projects, and



*A JOINT VENTURE*

- Regulatory and encroachment permitting.

**Priorities can be unclear at multiple levels**

- Staff often respond to urgent or political items in the City (e.g., an important tenant or a high-profile project). This leads to schedule delays on other High-Priority projects.
- Scope changes come from project sponsors, or priorities may change or may not be clear to engineering staff. Stakeholders themselves may need to prioritize requests and are not aware of the implications of new requests or changes on existing projects.
- The establishment of Port-wide priorities, shared with all divisions, would improve scheduling and resource decisions.

**Unclear or uncertain workflow**

- Long-term schedules can be unclear or undefined, which can make long-term work planning difficult. At times, this can affect project delivery and responsiveness.

**4.1.2 Policies and Procedures**

The policies and procedures category refers to overall program or project controls, including schedule, quality, budget, reporting frequency and style, and other procedures for management and project delivery.

**Project delivery requirements are flexible or imbedded in institutional knowledge**

- A *Project Manager/Engineer/Architect checklist* is available, but it is generally used merely as guidance. It is not an official checklist requiring signatures or used for project close-out, for example. While it provides guidance for overall project delivery, it is infrequently or inconsistently used by project leads or managers. An official checklist completed at all major milestones for the duration of the project, including sign-off by the project manager or project lead, as well as the reviewer, ensures quality control and support from Port project stakeholders. A version of this exists with interdivisional sign-offs, but it should be revisited, revised as appropriate, and actively enforced.
- Project updates to PSRs are requested every 2 weeks but are often submitted on a less frequent basis. The PSR should be used not only for reporting but also to identify potential risk and to indicate how upper management can help with critical issues on the project.
- Development of a project delivery process is essential for presenting an overview of the project needs from planning through design, permitting, construction, and close-out. Following set procedures that are implemented through preparation of a PMP at the initiation of the project allows the project leads/project managers to understand and define the scope of work and account for potential risks and the applicable permitting requirements.

**Project prioritization**

- Projects are initiated through an annual basis (the PIF). The Capital Committee reviews and prioritizes project proposals for funding, and includes the next year's budget.

*A JOINT VENTURE*

- Factors used to prioritize projects include presence of regulatory compliance issues, reduction in Port liability, economic benefits, natural and cultural resource protection, payback period, financial benefits to the Port, and human and environmental health.
- If the goal for successful Port management is measured by maintaining a relatively constant annual capital budget spending, it is vital to prioritize projects and allocate the available budgets accordingly, within key categories, keeping in mind the project phases and upfront cost that is needed to fund any construction contract at the start of construction.

**4.1.3 Tools**

**Multiple project tracking tools are independent and not linked together**

Project data for tracking, funding, and reporting are tracked on multiple forms for various purposes. Project leads update the forms separately, and they can be hard to share across Port divisions due to software and storage limitations. Data within them may be inconsistent, and staff have identified the need for templates or standards to make them more consistent. Tools currently include:

- **PIF** (Project Initiation Form) to initiate a project. It includes project description, information about entitlements, dependencies, and a preliminary schedule and budget.
- **PEAF** (Project Expenditure Approval Form) to gain approval for expenditure of funds on a specific element of a project (e.g. encumbrance or expenditure of funds, use of Port labor, transferring funds to another department).
- **PSR** (Project Summary Report) to track project development and share project status with managers. It includes goals, scope, budget, funding, schedule, and status (updated biweekly). Individual work documents are stored in engineering division folders.
- **Database** to track project information for Engineering, Permitting, and other divisions. A project is now under development to convert the Access format database to a web-based tool on Arches software, accessible across divisions. Improvements are also planned to record information pertinent to each division or function (e.g., engineering, environmental/permitting, other divisions). Input from Real Estate and Maritime was minimal.

**Time reporting is limited to broad categories and can be inconsistent**

For capital projects, Engineering Division staff charge a single code per project. In addition, there can be inconsistent reporting between non-capital project time and capital projects. While the use of project codes allows staff time to be capitalized at project completion, data do not exist to track work by phase or other breakdown. Staff charges should be allocated accurately to monitor soft cost of capital projects, to effectively manage within a budget, and to estimate soft cost for future projects.

**Budgeting**

Estimating budgets for projects can be a challenge and is one key cause of project delays when a project cost is underestimated and additional funds are needed. Currently, project managers and project leads lack the guidelines and support needed to estimate a project budget with confidence. Access to cost estimators familiar with the piers and port projects could help

*A JOINT VENTURE*

improve cost estimates and avoid delays that occur due to funding shortfalls. Better information about cost estimating services available through on-call contracts could also help. In addition, better information about pier or facility condition, use of standard contingencies at the time of budgeting, or use of key process points to update cost estimates would improve accuracy.

**Desire for updated procedures and templates**

Multiple types of templates are being developed or have been identified by Port staff as useful tools. These include:

- Standardized scope content
- Permitting and environmental checklist with standard timelines per type of permit or entitlement
- Standard timelines for the procurement phase of projects and duration of permitting
- Standard templates for Commission reports and other documentation
- Guidelines and checklists for costing or other components of existing management tools for consistency and comparability

Templates should serve as guidelines for Project Managers in providing information to team members in other divisions or groups (e.g., Environmental) and should identify critical path items to better define scope and estimated schedule durations. Guidelines and checklists also facilitate the production of consistent information essential for comparing information across projects.

**Integration of tools and process**

During the interviews, Port staff expressed the need of not only having a clearer project delivery process but also having effective tools tied to specific steps of the process.

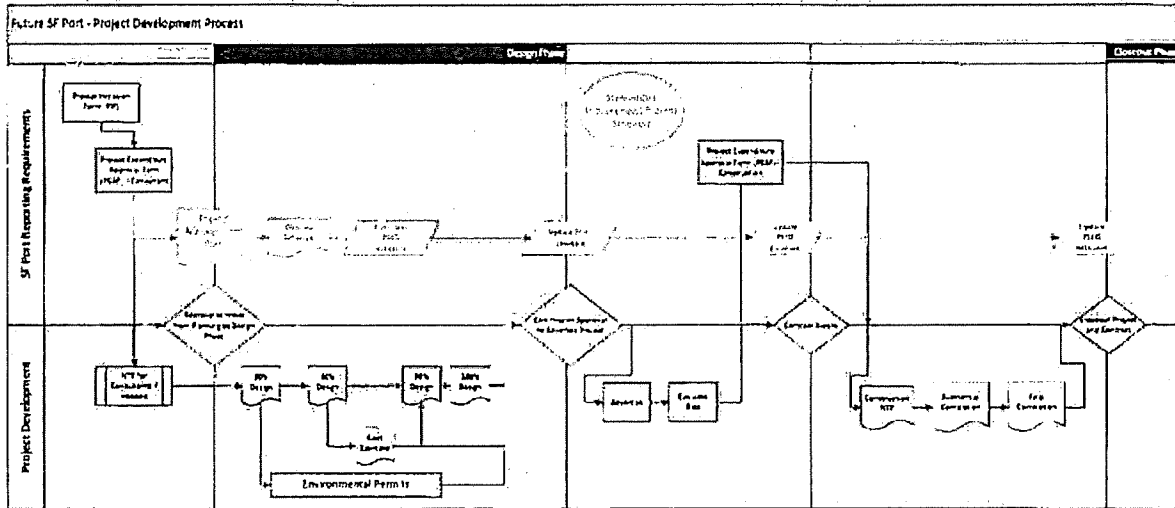
Figure 4-1 illustrates tools that can be incorporated into the current project delivery process.

Inclusion of the PMP step is important. At a minimum, the PMP should include basic project description, scope, key project team members, organizational chart, communication, schedule, budget, and list of deliverables. The initial schedule and budget established for the project will be presented and should be tracked throughout project development. It should also address how to track and report project changes.

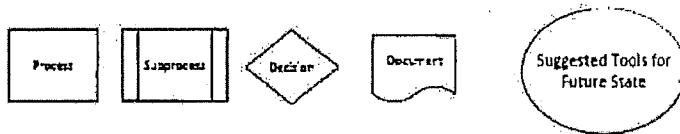
Current use of the PIF, PEAF, and PSR should be continued, but these tools should be in one centralized input location to ensure data accuracy and consistency and to provide staff a one-stop-shop for providing and updating their project data.

The PMP is a living document that should be reviewed and updated at separate phases of the project. It should outline the process for change management and should list potential risks and mitigation options for the project.

**Figure 4-1. Future Project Development Process**



**Legend:**



(See full-size chart in Attachment D)

**4.2 Resource Options**

Based on a high-level analysis, an estimated 25 FTE, assumed to be Port staff (in addition to existing staff), would be needed to successfully deliver the 70 projects identified, as scheduled thus far, in the overall CIP.

Options to complete all projects include:

- **Improve data:** Additional data needed to further refine the FTE estimate, to improve accuracy, and to break down specificity of role include:
  - Updated schedules, especially those for the Low-Priority projects that did not have schedule data available
  - Complete and consistent project budgets containing all cost elements of a consistent work breakdown structure (WBS) and consistent inclusion of soft costs
  - Identification of in-house/contract roles, such as the use of Port staff or contracts for the design and construction phases, because it is unclear from current reporting which projects are completed in house or contracted out or for which phase of work
- **Add resources:**
  - To complete all 70 projects as scheduled:
    - Add 25 internal Port design and construction support FTE, given that only 11 Port FTE and 6 consultant FTE are currently available for 2018.

*A JOINT VENTURE*

- Add \$6M to \$11M of external contracts for as-needed and specialty work for 2018 for approximately 12 to 25 FTE.
- Identify a mix of internal staff and outside contracts, targeted to address the project peak of 42 FTE in 2018 Q1 for all 70 projects.
- To complete only the 40 Prioritized projects as scheduled:
  - Add 15 internal Port design and construction support FTE, given that only 11 Port FTE and 6 consultant FTE are currently available for 2018.
  - Add \$3M to \$7M of external contracts for as-needed and specialty work for 2018 for approximately 7 to 15 FTE.
  - Identify a mix of internal staff and outside contracts, targeted to address the project peak of 32 FTE for Prioritized projects in 2018 Q1 for all 70 projects.
- **Reprioritize and program projects:**
  - Alone, or in combination with adding staff, prioritize and reprogram all projects to a predetermined target rate of production. The list of current Prioritized projects in 2018 requires the addition of 1 design and construction support FTE per \$1M to \$1.5M in project cost delivered.
    - A target of \$20M to \$25M of delivered facilities per year would require additional resources, but fewer than the currently scheduled \$32M per year of Prioritized projects demands. To achieve the target of \$20M to \$25M in capital costs, a minimum of an additional 10 FTE would be needed, based on the production rate of \$1M to \$1.5M of project cost associated with each design and construction FTE. This number would also depend greatly on the specific scope and type of the prioritized projects.
    - Projects previously deferred to maintain an optimal staffing rate and/or new projects can be initiated upon the completion of the previously prioritized projects. This would likely push the overall schedule for all 70 projects beyond 2021.

In the absence of additional data, interviews conducted with staff provided supplemental information. The following key resource limitations were repeatedly raised:

- **Contract services** resources are limited (based on current schedule estimates, the peak shows 10 projects will be in procurement phase in 2018 Q1).
- **Plan review and checking for non-capital projects** generally limits the amount of time available to manage capital projects. An expected increase in plan review for upcoming special development projects will require resources. Limited staff time could cause delays for Prioritized projects or other projects led by the plan review staff.
- **Additional maintenance staff or capacity** to deliver capital projects is needed. Staff indicated that this could be an option to improve throughput, given lower effort needed in the procurement phase. But this approach would need to be evaluated.
- **Specialty services available through contracts**, especially costing, could prevent or minimize existing delays caused by inaccurate project budgets.

*A JOINT VENTURE*

At the peak in 2018 Q1, the staffing estimate shows a requirement of 32 FTE. While this peak is early in the 5-year period, maintaining higher FTE provides the bandwidth to start new projects. As projects complete a phase, this staffing level would allow initiation of future projects. The development of a master plan would allow the Port to efficiently identify facility requirements, set priorities, and pull forward backlog and/or add projects to meet future needs.

**Method**

The estimated number of 42 design and construction support staff was developed by cost loading the schedule by phase. Budget and schedule information from the PSRs and resource loading resulted in a current state estimate of 32 FTE for overall total project value of \$149M from 40 projects with PSR data. The remaining 30 projects equate to a total estimated project cost of \$48M. Using a direct ratio method of FTE to project costs, this translates to an additional 10 FTE needed to deliver the full active project list assumed to be completed in the next 5 years at the estimated value of \$197M.

## 5 Benefits of Options/Additional Recommendations for Future State

Key observations between existing and future states were presented in Section 4. In addition to the identified options for resource augmentation, the development or refinement of tools and procedures can also improve staff efficiency, project planning, and project delivery. The following actions should be considered to support the objective of increasing the Port's productivity.

### People (Key Roles)

- **Contract Services:** Provide support for managing, administering, and executing construction contracts. Based on current schedule estimates, the peak shows 10 projects will be in procurement phase in 2018 Q1.
- **Scheduler:** Manage overall aggregate project schedule, apply and communicate Port priorities. The scheduler will enable management to better track progress versus planned and facilitate better management decisions for future operations.
- **Manager or Liaison for Internal Requests/Stakeholder Liaison:** Requests from other divisions significantly contribute to non-capital work. A liaison tasked with managing incoming requests from Real Estate or Finance, for example, would help the Facilities Manager and staff prioritize these requests with capital project work to prevent delays.
- **Plan reviewers:** Provide additional support in plan review and checking for projects during peak or high-capacity time for Port staff to ensure adequate reviews and to decrease any negative impact on project delivery schedule.
- **Estimating/Cost Support:** Additional estimating support would assist in determining more refined cost estimates and provide more certainty and clarity throughout the project lifecycle, with regards to cost and budget.
- **Environmental/Permitting Support:** Provide additional reach-back support to ensure seamless permitting process and execution to assist leads and managers in navigating their projects through the appropriate permitting channels.

### Policies and Procedures

- **Updated and Documented Project Development Process:** Review and develop processes and procedures to incorporate standard timelines based on key project components (e.g., environmental, templates, reporting frequency). Dedicate resources to prepare and further develop policies and procedures and to determine which are most useful for staff and meeting delivery goals.

### Tools

- **Overall Project Schedule:** Reflect, plan, and manage Port priorities for all phases of each project. Develop schedules that are cost- and resource-loaded to provide regular forecasts and reports to Engineering Division Manager, Finance, project sponsors, and Executive Management. Provide context and communicate project priorities and dependencies to team members.
- **Work Breakdown Structure:** Develop a standardized WBS that would facilitate uniform reporting and ultimately provide a method for tracking resource allocation.

*A JOINT VENTURE*

- **Project Management Information System/Control System Database:** Provide consistent reporting to view overall CIP and report performance to the project team, other divisions, Executive Management, and the Port Commission. Enable leads to consistently report on a regular basis across all projects. Consolidate data and provide user-friendly interface to allow multiple users across Port divisions (e.g., Real Estate, Maritime, Planning). Facilitate establishment, participation, and communication of the entire project team. The conversion of the access database to a web-based format in Arches is underway for the project level. The dedication of resources to add aggregate reporting functions to the database system would be required to add effective reporting features for the program level.
- **Project Management Plan:** Implement documented procedures; identify project needs and scope; monitor project budgets, schedule, and scope; and identify potential risks and critical path for project delivery (e.g., environmental, permits).
- **Program Approach (5-year Master Plan):** Capture future needs to develop schedule and goals for overall CIP. Integrate waterfront master planning and other initiatives. Evaluate and develop level of service goals and associated project categories and funding, such as special development projects, enhancements, and state of good repair. The lack of developed project schedules and estimated effort for Low-Priority projects within the active projects list highlights the need for a master plan that guides project planning and estimates of future project efforts.
- **Costing Improvements and Condition Assessment:** Manage lifecycle of existing infrastructure assets and develop better cost data for planning future maintenance needs and for better cost estimates for specific projects. Because funding gaps are one key cause of project delay, improved costing procedures and information would improve project delivery.

While these options would all improve overall project delivery, they require further evaluation. Next steps would require dedicating resources to prioritize these options, identifying options providing the greatest return on investment, developing a target schedule, and establishing the selected improvements.



**5.1 Observations and Options Summary**

**Table 5-1. Observations and Options Summary**

|                                | <b>Existing</b>                                                                                                            | <b>Goals for Future</b>                                                                            | <b>Options (Gap)/Benefits</b>                                                                                                 |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <b>People</b>                  | Staff manage and respond to many tasks and requests                                                                        | Be responsive to requests from other divisions                                                     | Manager or liaison for internal requests/ stakeholder liaison                                                                 |
|                                | Priorities can be unclear at multiple levels                                                                               | Establish and share Port priorities across divisions                                               | Scheduler incorporates priorities into schedule, communicates Port priorities and Program approach                            |
|                                | Unclear or uncertain workflow can result in delays                                                                         | Ability to plan and be responsive                                                                  | Scheduler tracks project progress to allow better management decisions                                                        |
| <b>Policies and Procedures</b> | Project delivery requirements are informal or imbedded in institutional knowledge                                          | Standardize project delivery, develop clear and accessible procedures with flow charts/check lists | Updated and documented project development process                                                                            |
|                                | Project prioritization                                                                                                     | Adopt Port-wide prioritization strategy                                                            | Program approach goals and objectives, implemented by program management plan                                                 |
| <b>Tools</b>                   | Multiple project tracking tools are independent and not linked together and<br>Desire for updated procedures and templates | Develop clear and accessible tools that are easy to update and maintain                            | Overall project schedule and<br>Project management information system/ control system database and<br>Project management plan |
|                                | Time reporting is limited to broad categories and can be inconsistent                                                      | Improve data and tracking                                                                          | Work breakdown structure                                                                                                      |
|                                | Budgeting is challenging, and cost underestimation causes project delays                                                   | Costing support and improved data                                                                  | Work breakdown structure and<br>Costing improvements and condition assessment                                                 |

*A JOINT VENTURE*

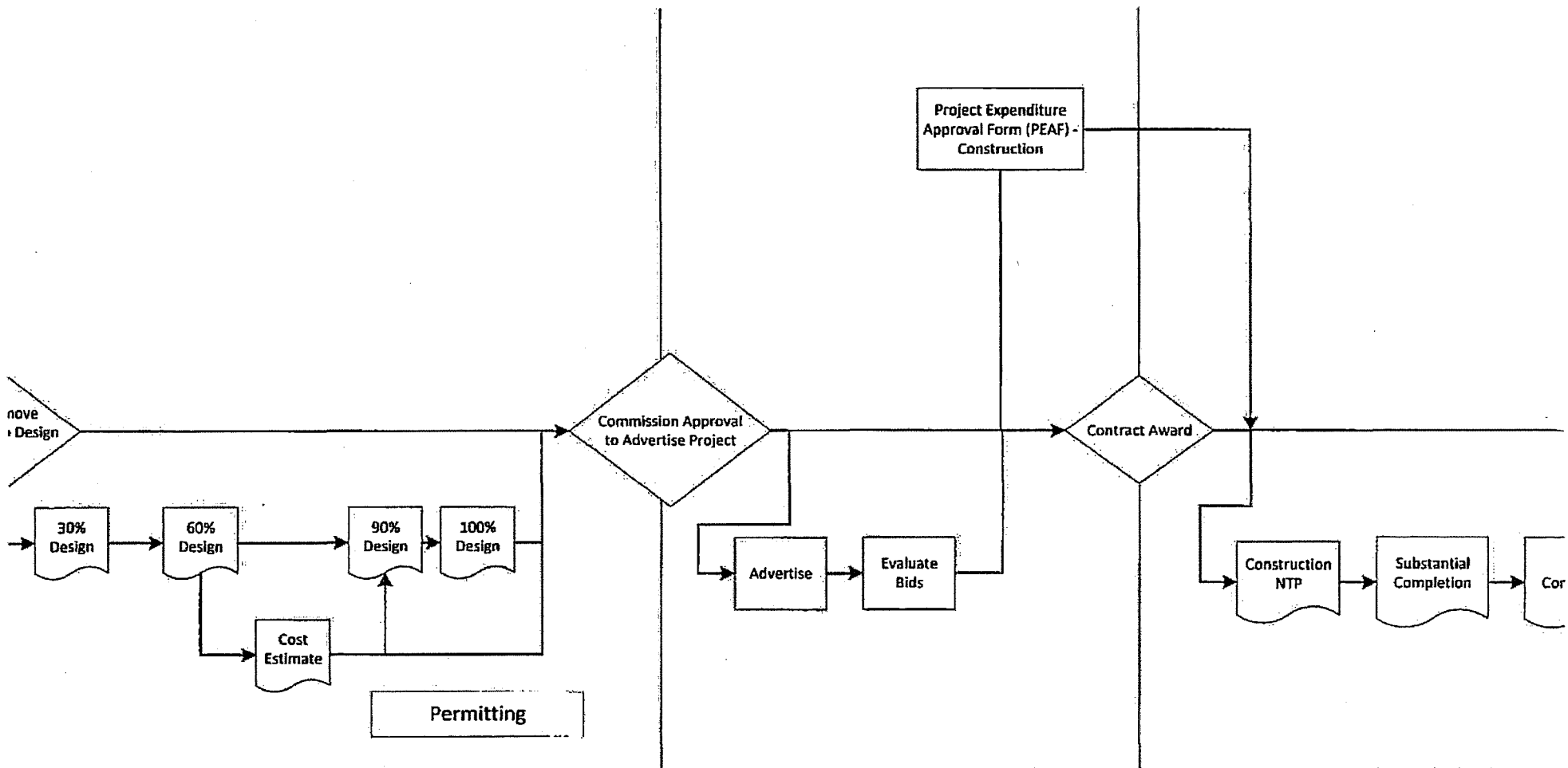
**Attachments**

- A. Schedule of 40 Prioritized Projects by Phase
- B. Current Project Development Process
- C. Organization Chart and Available Resources
- D. Future Project Development Process

Attachment A  
Schedule of 40 Prioritized Projects  
by Phase

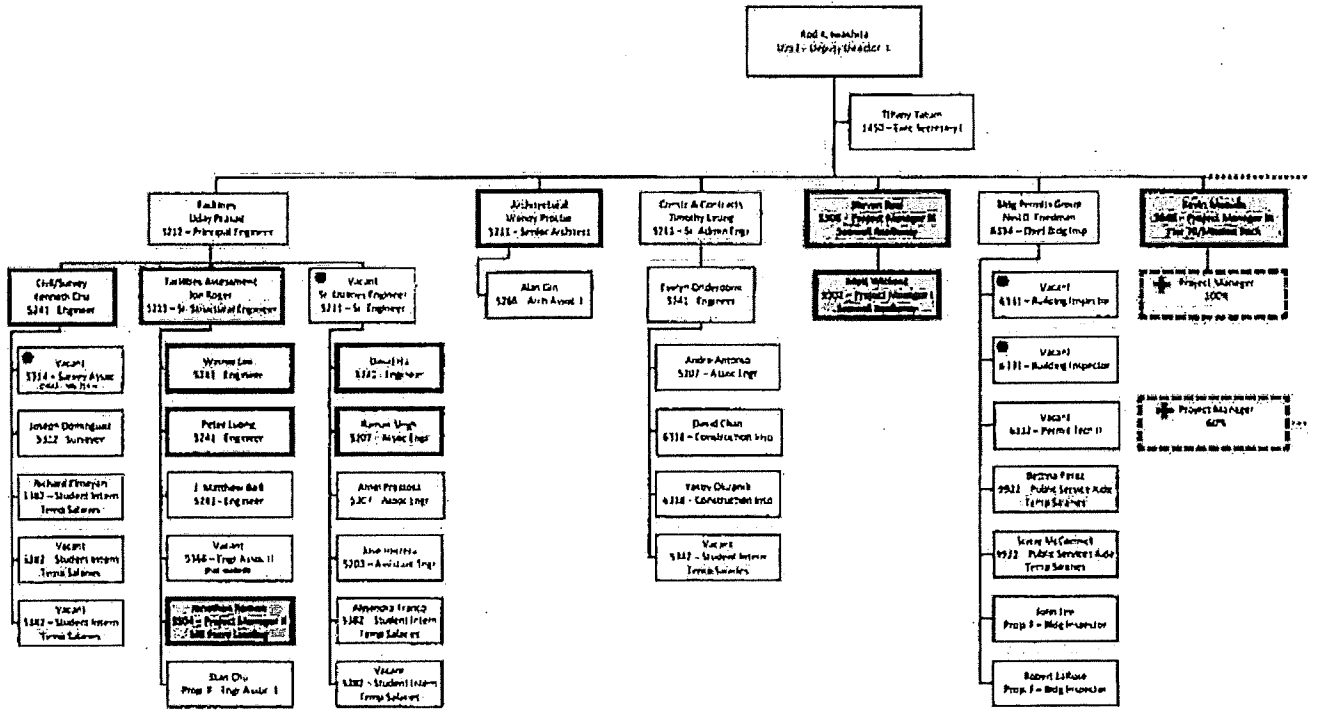


Attachment B  
Current Project Development Process

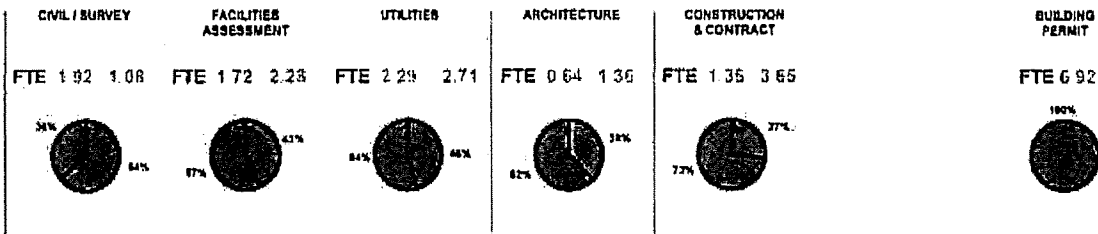


Attachment C  
Organization Chart and  
Available Resources

# ORGANIZATION & RESOURCES



PROJECT MANAGER  
 NON-CAPITAL PROJECTS  
 CAPITAL PROJECTS  
 PROJECT LEADS  
 REQUESTS IN PROCESS  
 NEW REQUESTS



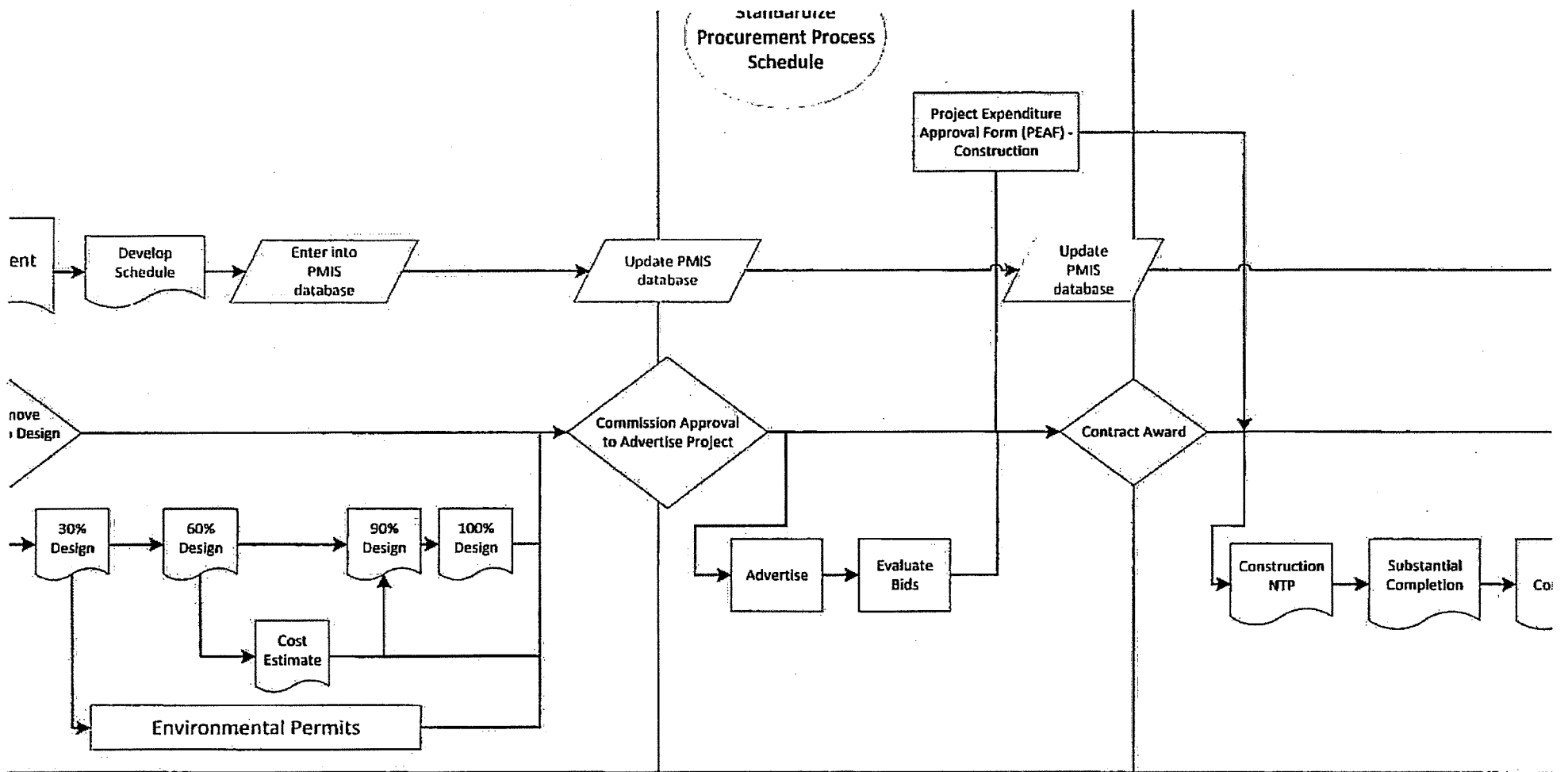
| FTE CAPITAL PROJECTS |      |
|----------------------|------|
| PLANNING & DESIGN    | 8.47 |
| CONSTRUCTION         | 2.39 |
| PM                   | 0.6  |

ON-CALL CONTRACTS (4 X \$ 1.5 M each , 4 yrs)

available: \$ 2.7 M



Attachment D  
Future Project Development Process



# SAVE MUNI

May 15 2018

File # 180444, 180445, 180446

Supervisor Cohen and members of the Budget Committee,

**Save Muni urges the Board of Supervisors to take the unprecedented step of rejecting the MTA's 2019-2020 budget and returning it to the MTA for adjustment.**

We believe that staffing and budget increases for this one department are not warranted given the limits placed on other city department...

MTAs proposed staff increase of 277 comes on top of continuous increases over the past decade resulting in an agency with over 6,000 employees making it the second largest city department. We believe that the agency needs an independent management audit to look at the effectiveness of its current structure before considering additional staffing..

MTAs recent performance has been at best mediocre. The Agency has a history of poor project decisions and even poorer project management.

Traffic congestion continues to worsen and Muni ridership has failed to increase even with substantial population growth and robust economic activity. The budget needs more focus on transit service and emphasis on better coordination of road projects to facilitate transit movement.

We believe that a number of specific issues with respect to the budget need to be addressed:

- 1) Lack of adequate time for the public to review the budget. The budget book was not available until very shortly before the MTA Board hearing, which made considered review impossible.
- 2) There was no meaningful narrative about the budget changes. Expenditures were not linked to specific programs and staffing levels.
- 3) The use of operating reserves to balance the current budget is unsustainable and flies in the face of intelligent fiscal planning. Instead we urge the MTA to reduce current costs and to identify new sources of revenue.

By returning the MTA budget to the Agency for revision, the Board of Supervisors will send a powerful message that MTAs current way of doing business needs to change.

Save Muni urges the Board to send that message.

Sincerely,

Bob Feinbaum  
Chair, Save Muni

**Wong, Linda (BOS)**

---

**From:** Robert Feinbaum <bobf@att.net>  
**Sent:** Tuesday, May 15, 2018 9:31 AM  
**To:** Cohen, Malia (BOS); Sheehy, Jeff (BOS); Stefani, Catherine (BOS); Yee, Norman (BOS);  
Fewer, Sandra (BOS)  
**Cc:** Wong, Linda (BOS)  
**Subject:** Re: File # 180444, 180445, 180446  
**Attachments:** savemuni.budget.rev.odt

To: Supervisor Cohen and members of the Budget Committee

Save Muni urges the Budget Committee to reject the MTA budget and send it back to the Agency for needed revisions. Please see attached letter.

Bob Feinbaum  
Chair, Save Muni

# SAVE MUNI

May 15 2018

File # 180444, 180445, 180446

Supervisor Cohen and members of the Budget Committee,

**Save Muni urges the Board of Supervisors to take the unprecedented step of rejecting the MTA's 2019-2020 budget and returning it to the MTA for adjustment.**

We believe that staffing and budget increases for this one department are not warranted given the limits placed on other city department...

MTAs proposed staff increase of 277 comes on top of continuous increases over the past decade resulting in an agency with over 6,000 employees making it the second largest city department. We believe that the agency needs an independent management audit to look at the effectiveness of its current structure before considering additional staffing..

MTAs recent performance has been at best mediocre. The Agency has a history of poor project decisions and even poorer project management.

Traffic congestion continues to worsen and Muni ridership has failed to increase even with substantial population growth and robust economic activity. The budget needs more focus on transit service and emphasis on better coordination of road projects to facilitate transit movement.

We believe that a number of specific issues with respect to the budget need to be addressed:

- 1) Lack of adequate time for the public to review the budget. The budget book was not available until very shortly before the MTA Board hearing, which made considered review impossible.
- 2) There was no meaningful narrative about the budget changes. Expenditures were not linked to specific programs and staffing levels.
- 3) The use of operating reserves to balance the current budget is unsustainable and flies in the face of intelligent fiscal planning. Instead we urge the MTA to reduce current costs and to identify new sources of revenue.

By returning the MTA budget to the Agency for revision, the Board of Supervisors will send a powerful message that MTAs current way of doing business needs to change.

Save Muni urges the Board to send that message.

Sincerely,

Bob Feinbaum  
Chair, Save Muni

