

File No. 110387

Committee Item No. 1

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance Committee

Date: June 29, 2011

Board of Supervisors Meeting

Date _____

Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget & Legislative Analyst Report (Copies located online at www.sfbos.org and in File NO.110387)
- Ethics Form 126
- Introduction Form (for hearings)
- Department/Agency Cover Letter and/or Report
- MOU
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Award Letter
- Application

OTHER

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Completed by: Victor Young

Date: June 24, 2011

Completed by: Victor Young

Date: _____

An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document is in the file.

*Complete copy of document
located in File No. 110387



City and County of San Francisco

**Proposed Consolidated Budget
and
Annual Appropriation Ordinance**

**Fiscal Year Ending June 30, 2012
All Departments**

and

**Two-Year Budget for Fiscal Years Ending June 30, 2012 and June 30, 2013 for
the Airport, Port Commission and Public Utilities Commission**

File No. _____ Ordinance _____

Edwin M. Lee, Mayor



Ben Rosenfield
Controller

Monique Zmuda
Deputy Controller

**Proposed Consolidated Budget and Annual Appropriation Ordinance for
Fiscal Year Ending June 30, 2012 - All Departments**

and

**Two-Year Budget for Fiscal Years Ending June 30, 2012 and June 30, 2013
for the Airport, Port Commission and Public Utilities Commission**

The Proposed Consolidated Budget and Annual Appropriation Ordinance 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 also provides a two-year budgets for the Airport, Port Commission and Public Utility Commission.

This document contains information on the sources and uses of selected City funds detailed by department and by program. Additional schedules summarize selected 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 all city libraries and on the City's Controller website (<http://www.sfgov.org/site/controller>). 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

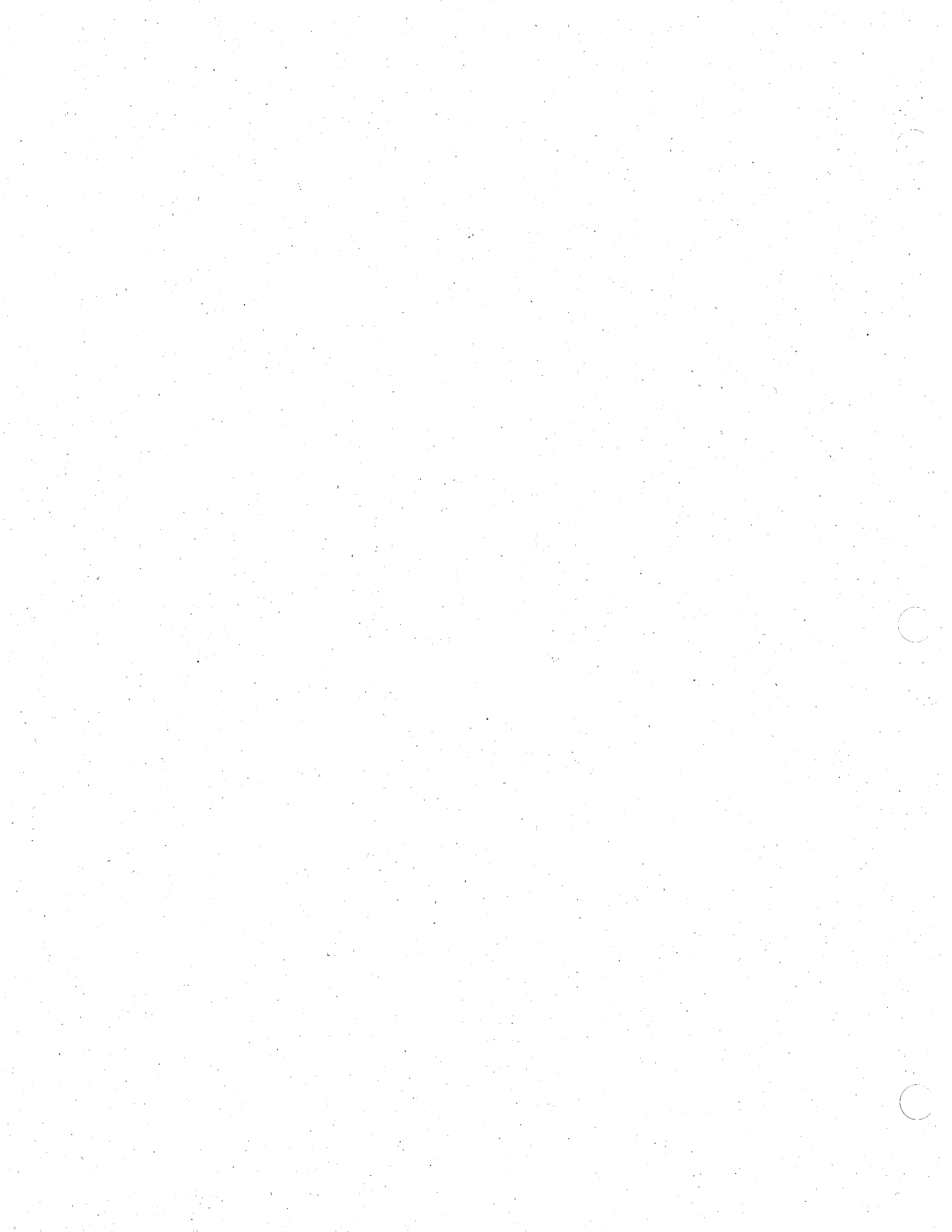
If you would like additional copies or need further information, please call the Controller's Budget Office at (415) 554-7500.

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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

June 17, 2011

TO: Budget and Finance Committee

FROM: Budget and Legislative Analyst

SUBJECT: Overview of File 11-0387 Mayor's Proposed Consolidated Budget and Annual Appropriation Ordinance, for Fiscal Year Ending June 30, 2012

The Budget and Legislative Analyst is conducting a detailed review of the Mayor's recommended FY 2011-12 budget and will prepare reports and recommendations for submission to the Budget and Finance Committee to reduce the Mayor's recommended budget as justified. Our reports (a) generally describe the changes in expenditures and revenues for each department resulting from the Mayor's recommended budget; (b) contain recommendations to achieve savings by reducing various budgeted items; (c) contain recommendations to reserve various budgeted items if insufficient data has been submitted to support the budget requests; and, (d) contain policy options for consideration of the Budget and Finance Committee to achieve potential additional savings in certain departmental budgets.

The Budget and Legislative Analyst's individual budget reports on the various Departmental budgets are scheduled to be considered by the Budget and Finance Committee at its hearings between June 20 through June 30, 2011.

SUMMARY OF CHANGES IN EXPENDITURES AND POSITIONS

The Mayor's recommended FY 2011-12 budget, as submitted to the Board of Supervisors on June 1, 2011, of \$6,828,705,831 is \$266,047,488 or approximately 4.1 percent more than the FY 2010-11 budget of \$6,562,658,343 as finally approved by the Board of Supervisors in the FY 2010-11 Annual Appropriation Ordinance.

The table below provides comparative expenditure data between the original FY 2010-11 budget and the Mayor's Recommended 2011-2012 budget, excluding future technical adjustments to be submitted by the Mayor.

TOTAL CITY BUDGET COMPARISON

	FY 2010-11 Original Budget	FY 2011-12 Proposed Budget	Increase (Decrease) from FY 2010-11 Original Budget	Percent Increase (Decrease) from FY 2010-11 Original Budget
Sources of Funds				
Prior Year Fund Balance	\$191,479,467	\$247,963,892	\$56,484,425	29.5%
Prior Year Reserves	19,693,338	12,752,069	(6,941,269)	(35.2%)
Regular Revenues	6,351,485,538	6,567,989,870	216,504,332	3.4%
Total Source of Funds	\$6,562,658,343	\$6,828,705,831	\$266,047,488	4.1%
Uses of Funds				
Operating Expenditures:				
Gross Expenditures	\$7,025,824,403	\$7,361,790,244	\$335,965,841	4.8%
Interdepartmental Recoveries	(885,125,776)	(911,957,594)	(26,831,818)	3.0%
Net Operating Expenditures	6,140,698,627	6,449,832,650	309,134,023	5.0%
Capital/Facilities Maintenance	352,322,143	302,836,061	(49,486,082)	(14.0%)
Reserves	69,637,573	76,037,120	6,399,547	9.2%
Total Uses of Funds	\$6,562,658,343	\$6,828,705,831	\$266,047,488	4.1%

The Mayor's recommended FY 2011-12 budget includes 26,277.15 funded full time equivalent positions or 169.18 more positions than the 26,107.97 funded positions approved in the original FY 2010-11 budget. Additional details on such positions by department will be covered in the Budget and Legislative Analyst's forthcoming departmental budget reports to the Budget and Finance Committee.

GENERAL FUND EXPENDITURES AND RESERVES

As shown in the table below, the Mayor's recommended FY 2011-12 total General Fund budget, including General Fund department expenditures and General Fund contributions to General Fund supported departments, of \$3,250,364,938 is \$282,990,110 or approximately 9.5 percent more than the FY 2010-11 General Fund budget of \$2,967,374,828 as finally approved by the Board of Supervisors in the FY 2010-11 Annual Appropriation Ordinance.

GENERAL FUND BUDGET COMPARISON

	FY 2010-11 Original Budget	FY 2011-12 Proposed Budget	Increase (Decrease) from FY 2010-11 Original Budget	Percent Increase (Decrease) from FY 2010-11 Original Budget
Sources of Funds				
Prior Year Fund Balance	\$79,918,951	\$153,351,440	\$73,432,489	91.9%
Prior Year Reserves	19,633,338	12,752,069	(6,881,269)	(35.0%)
Regular Revenues	2,753,665,350	2,927,115,535	173,450,185	6.3%
Transfers	114,157,189	157,145,894	42,988,705	37.7%
Total Source of Funds	2,967,374,828	3,250,364,938	282,990,110	9.5%
Uses of Funds				
Operating Expenditures:				
Gross Expenditures	2,626,938,336	2,973,765,394	346,827,058	13.2%
Interdepartmental Recoveries	(157,487,949)	(339,013,467)	(181,525,518)	115.3%
Net Operating Expenditures	2,469,450,387	2,634,751,927	165,301,540	6.7%
General Fund Contribution Transfer	423,549,904	525,633,917	102,084,013	24.1%
Capital/Facilities Maintenance	26,670,925	40,479,094	13,808,169	51.8%
Reserves	47,703,612	49,500,000	1,796,388	3.8%
Total Uses of Funds	\$2,967,374,828	\$3,250,364,938	\$282,990,110	9.5%

CONTROLLER'S RESERVES IN THE PROPOSED FY 2011-12 BUDGET

The Controller has reserved General Fund revenues totaling \$11,400,000 in the Mayor's recommended FY 2011-12 budget due to the uncertainty of the following various revenues:

- \$10,600,000 in the Municipal Transportation Agency's materials and supplies budget, pending (a) revenue from the issuance of taxi medallions (\$10,000,000), and (b) Parking Tax revenue from colleges and universities (\$600,000).
- \$800,000 in the Sheriff's Department for Electronic Monitoring Programs, pending the transfer of responsibility for State prisoners to the counties under the proposed State realignment.

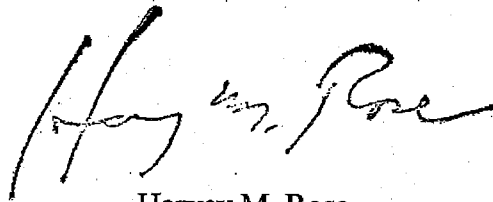
BUDGET AND LEGISLATIVE ANALYST RECOMMENDATIONS

At the direction of the Budget and Finance Committee and the full Board of Supervisors, the Budget and Legislative Analyst is analyzing the Mayor's recommended FY 2011-12 budget in

Memo to Budget and Finance Committee
June 17, 2011

detail and is making various recommendations to the Committee. Our recommendations for the Committee's first week of hearings are preliminary in nature and may significantly change for the Committee's second week of hearings.

Budget reductions, recommended by the Budget and Legislative Analyst and approved by the Board of Supervisors, have, in the past, been used by the Board of Supervisors as a source of funds to: (a) restore items deleted in the Mayor's recommended FY 2011-12 budget; (b) include new items in the budget based on the priorities of the Board of Supervisors; and/or (c) increase the General Fund Reserve. In accordance with the Charter, reallocation of any savings realized from budget reductions can be made by the Board of Supervisors, without first receiving appropriation approval by the Mayor, in accordance with the priorities of the Board of Supervisors. However, such reallocations would be subject to Mayoral veto.



Harvey M. Rose

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

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

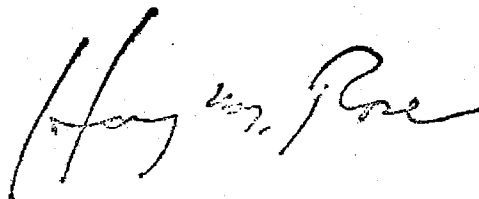
June 27, 2011

TO: Budget and Finance Committee
FROM: Budget and Legislative Analyst
SUBJECT: June 29, 2011 Budget and Finance Committee Meeting

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

Harvey M. Rose

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$52,981 in FY 2011-12. Of these recommended reductions, 100 percent are General Fund reductions, and 100 percent are ongoing reductions. These reductions would still allow an increase of \$230,567 or 3.7 percent

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

DEPARTMENT: HSS – HEALTH SERVICE SYSTEM

SUMMARY OF PROGRAM EXPENDITURES:

	2010-2011 Budget	2011-2012 Proposed	Change From 2010-2011	Pct Change
HEALTH SERVICE SYSTEM	6,234,937	6,518,485	283,548	4.5%
HEALTH SERVICE SYSTEM	6,234,937	6,518,485	283,548	4.5%

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

DEPARTMENT REVENUES:

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

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

DEPARTMENT: HSS – HEALTH SERVICE SYSTEM

Five-Year Plan

According to the Department, while HSS cannot anticipate all the ways in which health care and benefits administration will change, HSS knows it must do the following in the next five years:

Maintain and Assure Compliance with Current Statutory and Regulatory Laws

- Implement federal Patient Protection and Affordable Care Act (rolling provisions each plan year through 2018).
- Update federal Health Insurance Portability and Accountability Act (HIPAA) plan and procedures with eMerge implementation.
- Implement state and municipal legislation affecting public employee/retiree benefits.
- Coordinate with San Francisco Retiree Health Care Trust Fund.

Address the Rising Cost of Healthcare

- Implementation of Accountable Care Organizations (ACOs) beginning July 1, 2011 will require significant management involvement and oversight.
- Design, implement and monitor return on investment of data-driven employee and retiree wellness initiatives.
- Develop sophisticated informatics and data analysis, to improve forecasting and help identify potential target areas for cost savings and wellness programming.
- Strengthen healthcare vendor management policies and oversight of vendor performance guarantees, which include financial penalties.
- Coordinate with other City departments regarding Workers' Compensation and disability benefits administration, to achieve better care for employees and reduced costs for CCSF.

Implement Advances in Information Technology

- City-wide centralization of employee/retiree benefits data via eMerge will require significant planning, including retraining and re-organizing personnel to accommodate technological change and the development of new quality assurance practices.
- Establish and manage a digital records system, which requires planning, storage, staff training and transferring over 50 years of paper records.
- Employee/retiree services, communications and tech support will be needed to assist in the transition to online enrollment and the digital dissemination of complex benefits information and wellness engagement.

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

DEPARTMENT: HSS – HEALTH SERVICE SYSTEM

COMMENTS:

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$52,981 in FY 2011-12. Of these recommended reductions, 100 percent are General Fund reductions, and 100 percent are ongoing reductions. These reductions would still allow an increase of \$230,567 or 3.7 percent in the Department's FY 2011-12 budget.

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

HSS - Health Service System

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		FTE		Amount		Savings	GF
	From	To	From	To	From	To	From	To		
HSS - Administration (1GAGFAAA)										
Step Adjustments, Miscellaneous			\$5,912	(\$20,000)			\$5,912	(\$20,000)	\$25,912	x
Mandatory Fringe Benefits			\$2,069	(\$7,000)			\$2,069	(\$7,000)	\$9,069	
			<i>Total Savings</i> \$34,981				<i>Total Savings</i> \$34,981			
	Reduce step adjustments to reflect budgeting at the highest step. This reflects the turnover and/or downward substitution of three positions from the previous year									
Copy Machine			\$6,000	\$5,000			\$6,000	\$5,000	\$1,000	x
	Reduce to reflect department's lease cost.									
Professional and Specialized Services			\$1,090,395	\$1,073,395			\$1,090,395	\$1,073,395	\$17,000	x
	Reduce to reflect historical and projected spending. This would still allow an increase of \$216,000 to prior year's total professional service budget.									

FY 2011-2012

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund Impact	\$0	\$52,981	\$52,981
Non-General Fund Impact	\$0	\$0	\$0
Total	\$0	\$52,981	\$52,981

**Estimated FY 2012-2013 Impact
Total Recommended Reductions**

General Fund Impact	\$52,981
Non-General Fund Impact	\$0
Total	\$52,981

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$264,486 in FY 2011-12. These reductions would still allow an increase of \$3,112,766 or 3.7 percent in the Department's FY 2011-12 budget.

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

DEPARTMENT: LIB—PUBLIC LIBRARY

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

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

DEPARTMENT REVENUES:

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

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

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

DEPARTMENT: LIB—PUBLIC LIBRARY

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

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

FIVE YEAR FINANCIAL PLAN:

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

Revenues

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

Expenditures

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

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

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

DEPARTMENT: LIB—PUBLIC LIBRARY

COMMENTS:

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$264,486 in FY 2011-12. Of these recommended reductions, none are General Fund reductions, and \$193,316 or 73.1 percent are ongoing reductions. These reductions would still allow an increase of \$3,112,766 or 3.7 percent in the Department's FY 2011-12 budget.

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

LIB - Public Library

Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)						
	FTE		Amount		Savings	GF	IT	FTE		Amount		Savings	GF
	From	To	From	To				From	To	From	To		
EEG - Branch Program (2SLIBNPR)													
9993M Attrition Savings	-21.17	-21.67	(\$1,231,756)	(\$1,266,999)	\$35,243								
Mandatory Fringe Benefits			\$1,378,392	\$1,362,364	\$16,028								
			<i>Total Savings</i>		\$51,271					<i>Total Savings</i>		\$0	
	Increase attrition savings for two part-time positions that have been vacant since June 2000. The savings assumes vacancy for six months.												
EGH - Facilities (2SLIBNPR)													
Step Adjustments, Miscellaneous			\$103,414	\$0	\$103,414					\$104,391	\$0	\$104,391	
			<i>Total Savings</i>		\$103,414					<i>Total Savings</i>		\$104,391	
	Delete step adjustment that was established in a prior year but is not needed in FY 2011-12												
9993M Attrition Savings	-5.85	-6.10	(\$328,616)	(\$341,766)	\$13,150								
Mandatory Fringe Benefits			\$364,487	\$357,737	\$6,750								
			<i>Total Savings</i>		\$19,899					<i>Total Savings</i>		\$0	
	Increase attrition savings for one part-time position that has been vacant since January 2008. The savings assumes vacancy for six months.												

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

LUB - Public Library

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

FY 2011-2012

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund Impact	\$0	\$0	\$0
Non-General Fund Impact	\$71,170	\$193,316	\$264,486
Total	\$71,170	\$193,316	\$264,486

Estimated FY 2012-2013 Impact

Total Recommended Reductions

General Fund Impact	\$0
Non-General Fund Impact	\$205,586
Total	\$205,586

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$713,389 in FY 2011-12, 100 percent of which are ongoing General Fund reductions. These reductions would still allow an increase of \$12,260,515 or 4.2 percent in the Department's FY 2011-12 budget.

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

DEPARTMENT: FIR – FIRE DEPARTMENT

SUMMARY OF PROGRAM EXPENDITURES:

<u>Program</u>	<u>2010-2011 Budget</u>	<u>2011-2012 Proposed</u>	<u>Change From 2010-2011</u>	<u>Pct Change</u>
ADMINISTRATION & SUPPORT SERVICES	32,099,335	32,108,262	8,927	0.0%
CUSTODY	615,735	615,735	0	0.0%
FIRE GENERAL	308,250	325,000	16,750	5.4%
FIRE SUPPRESSION	241,211,585	254,225,117	13,013,532	5.4%
GRANT SERVICES	1,132,084	0	(1,132,084)	(100%)
PREVENTION & INVESTIGATION	9,660,997	10,746,618	1,085,621	11.2%
TRAINING	4,079,751	4,060,909	(18,842)	(0.5%)
TOTAL	289,107,737	302,081,641	12,973,904	4.5%

The Department's proposed FY 2011-12 budget has increased by \$12,973,904 largely due to:

- Annualized salary increases that took place in December 2010, resulting in approximately \$2.2 million in new salary expenses.
- Increased salary expenditures totaling \$2.9 million (\$2.6 million General Fund). This total includes increased uniform overtime totaling \$3.2 million, offset by \$3.1 million in increased Attrition Savings.
- Increased mandatory fringe benefit expenditures totaling \$10.2 million, an increase of 21.3 percent over FY 2010-11, including increased uniform retirement contributions.

DEPARTMENT PERSONNEL SUMMARY:

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 1,494.51 FTEs, which is 17.59 FTEs less than the 1,512.10 FTEs in the original FY 2010-11 budget. This represents 0.7 percent reduction in FTEs from the original FY 2010-11 budget. Major changes include:

- 36 existing firefighter vacancies are scheduled to be filled in August of 2011.
- The reduction of the equivalent of 21.2 FTE in increased Attrition Savings, for a total salary reduction of \$3,110,483.
- The addition of one FTE Fire Protection Engineer and the equivalent of 1.1 FTE in Temporary Salaries.

The Department has requested approval of one new 5215 Fire Protection Engineer in its Airport Fund as an interim exception. The Budget and Legislative Analyst recommends approval of the interim exception, as the position supports critical City functions at the San Francisco Airport.

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

FIR - Fire Department

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		FTE		Amount		Savings	GF
	From	To	From	To	From	To	From	To		
AAD - Administration (1G AGF AAA)										
Maintenance Services - Equipment			\$381,585	\$321,585			\$381,585	\$321,585	\$60,000	x
	The Department's Administration division has historically underexpended on Maintenance Services - Equipment. A reduction of \$60,000 will allow for sufficient funding in FY 2011-12.									
Taxes, Licenses, and Permits			\$152,875	\$117,180			\$152,875	\$91,725	\$61,150	x
	As of June 17, 2011, the Administration program had expended or encumbered \$117,180. A reduction of \$35,695 will allow for sufficient Taxes, Licenses, and Permits funding in FY 2011-12.									
AEC - Fire Suppression (1G AGF AAA)										
Overtime - Uniform			\$21,901,223	\$21,501,223			\$21,901,223	\$21,501,223	\$400,000	x
Mandatory Fringe Benefits			\$383,271	\$376,271			\$383,271	\$376,271	\$7,000	x
			<i>Total Savings</i>				<i>Total Savings</i>		\$407,000	
	Overtime has increased in FY 2011-12 by \$3.2 million, offset by increases in Attrition Savings of \$3.1 million. With the addition of 36 new firefighters, completing academy training in August 2011, the Fire Department demonstrated to the Budget and Legislative Analyst Office that it can save approximately \$400,000 in Overtime with the additional firefighter capacity. A reduction of \$400,000 will still allow a budgeted increase of \$2.6 million in Overtime in FY 2011-12 over FY 2010-11.									
	Estimated ongoing savings.									

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

FIR - Fire Department

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		FTE		Amount		Savings	GF
	From	To	From	To	From	To	From	To		
Premium Pay - Uniform			\$18,422,558	\$18,294,013			\$18,422,558	\$18,294,013	\$128,545	x
Mandatory Fringe Benefits			\$322,394	\$320,144			\$322,394	\$320,144	\$2,250	x
			<i>Total Savings</i>	<i>\$130,794</i>			<i>Total Savings</i>	<i>\$130,794</i>		
	According to the Department, a reduction in Premium Pay of \$130,794, including Mandatory Fringe Benefits, will allow sufficient funding for Premium Pay in FY 2011-12.									
Utilities			\$36,000	\$20,000			\$36,000	\$20,000	\$16,000	x
	As of June 19, 2011, the Department had only expended 48 percent of its Utilities budget. Historically, the Department has not expended more than \$19,000 on Utilities for Fire Suppression. A reduction of \$16,000 will allow for sufficient funding for Utilities.									
ATR - Training (1G AGF AAA)										
Materials and Supplies			\$36,796	\$24,543			\$36,796	\$24,543	\$12,253	x
Materials and Supplies			\$95,037	\$63,390			\$95,037	\$63,390	\$31,647	x
			<i>Total Savings</i>	<i>\$43,900</i>			<i>Total Savings</i>	<i>\$43,900</i>		
	In FY 2009-10 and FY 2010-11, the Training program only expended half its Materials and Supplies appropriation. As of May 31, the Training program had expended 61% of its Materials and Supplies appropriation. A reduction of \$43,900 or 33.3% will allow for sufficient Materials and Supplies funding in FY 2011-12.									
	Estimated ongoing savings.									
	Estimated ongoing savings.									

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

FIR - Fire Department

Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		Savings	GF*	FTE		Amount		Savings	GF
	From	To	From	To			From	To	From	To		
Taxes, Licenses, and Permits			\$40,000	\$20,000	\$20,000	x			\$40,000	\$20,000	\$20,000	x
<p>In FY 2009-10 and FY 2010-11, the Training program only expended approximately half of its Taxes, Licenses, and Permits appropriation. As of May 31, 2011, the Training program had only expended \$10,966 of its \$40,000 appropriation. A total reduction of \$20,000 will allow for sufficient Taxes, Licenses, and Permits funding in FY 2011-12.</p> <p align="center">Estimated ongoing savings.</p>												

FY 2011-2012

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund Impact	\$0	\$713,389	\$713,389
Non-General Fund Impact	\$0	\$0	\$0
Total	\$0	\$713,389	\$713,389

Estimated FY 2012-2013 Impact

Total Recommended Reductions

General Fund Impact	\$738,844
Non-General Fund Impact	\$0
Total	\$738,844

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

FIR - Fire Department

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

Policy Recommendations

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

FY 2011-2012

Total Policy Recommendations

	One-Time	Ongoing	Total
General Fund Impact	\$0	\$259,519	\$259,519
Non-General Fund Impact	\$0	\$0	\$0
Total	\$0	\$259,519	\$259,519

**Estimated FY 2012-2013 Impact
Total Policy Recommendations**

General Fund Impact	\$259,519
Non-General Fund Impact	\$0
Total	\$259,519

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$154,324 in FY 2011-12, 100 percent of which are ongoing General Fund reductions. These reductions would still allow an increase of \$2,311,167 or 5.6 percent in the Department's FY 2011-12 budget.

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

Together, these recommendations will result in \$183,911 in General Fund savings to the City.

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

DEPARTMENT: ECD – EMERGENCY MANAGEMENT

SUMMARY OF PROGRAM EXPENDITURES:

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

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

- Funding for the first year of a two-year project to upgrade the City's outdated Computer Aided Dispatch (CAD) system. The CAD system provides the call processing function for the City's 911 system and the project would migrate the outdated system to the latest version of CAD technology, extending the system's useful life by 10-15 years. The CAD system upgrade would address the system failure that the Department experienced in April 2011. This project has been approved by the City's Committee on Information Technology (COIT) in the FY 2011-12 Information, Communications and Technology Plan.
- Baseline adjustment for debt service payments, which was reduced in the FY 2010-2011 due to the availability of one-time savings.

DEPARTMENT PERSONNEL SUMMARY:

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

- The proposed budget includes increased attrition savings that equates to a reduction in 10.2 FTEs.
- The department is adding one 0.5 FTE 1042 IS Engineer-Journey to assist with the CAD upgrade project.
- The department is also adding one limited-term 0.75 FTE 5293 Planner IV due to available funding from Homeland Security Grants, specifically, the Regional Catastrophic Preparedness Grant Program (RCPGP).

DEPARTMENT REVENUES:

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

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

DEPARTMENT: ECD – EMERGENCY MANAGEMENT

FIVE YEAR FINANCIAL PLAN:

Revenues

- The Department’s balanced budget relies approximately 95 percent on General Fund support. For DEM’s FY 2011-12 budget request of \$43.7 million, fulfilling the Department’s core mission is directly tied to available resources and the lack of a dedicated funding source for 911 Operations, which was significantly impacted by the passage of Proposition O in November 2008. Proposition O resulted in the implementation of the Access Line Tax (ALT) on April 1, 2009, which replaced the Emergency Response Fee (ERF or “911 Fee”). The new ALT was established with the same rates and exemptions, but in contrast to the ERF, the ALT provides budgetary flexibility since the tax revenues can be applied to essential City services including police, fire, and emergency services as opposed to the ERF which could only be applied to eligible 911 related expenses. The transition from the ERF to the ALT has resulted in the Department’s operating budget relying largely on General Fund support. When the Department had access to the ERF, only a 15 percent General Fund subsidy was required to balance the Department’s operating costs.

Expenditures

- The Department’s salaries and mandatory fringe benefits accounts for 67 percent of the Department’s overall budget. The primary salary obligation involves staffing the City’s 911 Center with Public Safety Dispatchers. As such, maintaining necessary dispatcher levels to meet the department’s minimum staffing requirement continues to be the number one priority for Department’s Division of Emergency Communications. Given the increasing demand of emergency communication services to the Police, Fire, and Sheriff’s Departments, the Department expects salary and mandatory fringe costs to be the key budget expenditure over the next five years.
- The Department is working to maintain appropriate technology for public safety related systems and applications. The City’s existing 911 systems, implemented in November 2000 are approaching the end of their useful life cycles. The Department’s FY 2011-12 budget takes a step toward refreshing outdated technology with \$1.2 million to upgrade the City’s CAD system. This two-year project will cost the City approximately \$3.4 million, and provide approximately 10 to 15 years of useful life and reliability.
- Absent of a dedicated revenue stream, the Department can only balance expenses through the layoff of dispatch personnel. While that strategy would reduce the Department’s salary obligation, ultimately, there would be an impact to answer call times as well as delays in dispatching first responders – all of which could result in increased liability to the City.

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

DEPARTMENT: ECD – EMERGENCY MANAGEMENT

COMMENTS:

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$154,324 in FY 2011-12, 100 percent of which are ongoing General Fund reductions. These reductions would still allow an increase of \$2,311,167 or 5.6 percent in the Department's FY 2011-12 budget.

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

Together, these recommendations will result in \$183,911 in General Fund savings to the City.

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

ECD - Department of Emergency Management

Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		Savings	GF 1T	FTE		Amount		Savings	GF
	From	To	From	To			From	To	From	To		
BIR - Emergency Communications (IG AGF AAA)												
Public Safety Communications Dispatcher - 8238	182.0	175.0	\$14,849,740	\$14,278,596	\$571,144	x	182.0	175.0	\$15,714,960	\$15,110,538	\$604,422	x
Mandatory Fringe Benefits			\$6,157,831	\$5,920,991	\$236,840	x			\$6,981,897	\$6,713,362	\$268,535	x
Attrition Savings	(47.57)	(41.36)	(\$3,763,878)	(\$3,272,734)	(\$491,144)	x	(44.89)	(38.63)	(\$3,760,853)	(\$3,236,431)	(\$524,422)	x
Mandatory Fringe Benefits			(\$1,579,454)	(\$1,373,353)	(\$206,101)	x			(\$1,689,168)	(\$1,453,627)	(\$235,541)	x
			<i>Total Savings</i>						<i>Total Savings</i>			
			\$110,739						\$112,994			
	<p>The Department has 27 vacancies at the 8238 Public Safety Communications Dispatcher level, including nine positions that have been vacant since 2008 or earlier. Furthermore, the Department's hiring plan only accommodates 10 recruits per year, meaning that at least 17 of these vacant positions are unlikely to be filled in FY 2011-12. Eliminating seven of the nine positions that have been vacant since 2008 or earlier will still allow the Department to recruit a full Academy class in FY 2011-12 and will therefore not have a programmatic impact.</p>											
	<p>Because these 8238 Public Safety Communications Dispatchers were factored into the Department's Attrition Savings calculation, offset Attrition by \$491,144 of the salary reduction, for a net reduction of \$110,739, including fringe benefits. This attrition adjustment will allow the Department to proceed with plans to fill vacancies in the first quarter of FY 2011-12.</p>											
Central Shops (workorder)			\$5,587	\$4,889	\$698	x			\$5,587	\$4,889	\$698	x
Vehicle Leasing (workorder)			\$9,908	\$8,670	\$1,238	x			\$9,908	\$8,670	\$1,238	x
Fuel Stock (workorder)			\$7,587	\$6,639	\$948	x			\$7,587	\$6,639	\$948	x
			<i>Total Savings</i>						<i>Total Savings</i>			
			\$2,884						\$2,884			
	<p>Department's budget includes three workorders for the leasing, maintenance, and fueling of its 8 vehicles. The Department has indicated it does not need vehicle #133-004, a 2000 Ford Contour, which has incurred expensive repairs and does not meet staff needs. Eliminating one of the department's 8 existing vehicles would save \$2,884 annually in repair and maintenance costs.</p>											
	<p>Estimated ongoing savings.</p>											

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

ECD - Department of Emergency Management

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)							
	FTE		Amount		Savings		GF IT					
	From	To	From	To	From	To	From	To				
GF-Sheriff (workorder)			\$1,688,952	\$1,653,251	\$35,701	x			\$1,688,952	\$1,653,251	\$35,701	x
Salary and fringe projection for workorder overbudgeted for salary and fringe amounts for six 8304 positions and one 8306, 8308, and 8310, for a total combined overbudgeted amount of \$35,701.												
BIV - Emergency Services (IG AGF AAA)												
Other Current Expenses			\$31,709	\$26,709	\$5,000	x			\$31,709	\$26,709	\$5,000	x
As of June 20, 2011, the Department had only expended or encumbered \$23,333. A reduction of \$5,000 will allow for sufficient funding in Other Current Expenses in FY 2011-12.												

FY 2011-2012

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund Impact	\$0	\$154,324	\$154,324
Non-General Fund Impact	\$0	\$0	\$0
Total	\$0	\$154,324	\$154,324

**Estimated FY 2012-2013 Impact
Total Recommended Reductions**

General Fund Impact	\$156,579
Non-General Fund Impact	\$0
Total	\$156,579

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

ECD - Department of Emergency Management

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

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$295,101 in FY 2011-12. Of these recommended reductions, \$295,101 or 100 percent are General Fund reductions, and \$195,101 or 66.1 percent are ongoing reductions. These reductions would still allow an increase of \$1,234,349 or 3.1 percent in the Department's FY 2011-12 budget.

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

Together, these recommendations would result in \$1,320,101 savings to the General Fund.

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

DEPARTMENT: DAT—DISTRICT ATTORNEY

SUMMARY OF PROGRAM EXPENDITURES:

Program	2010-2011 Budget	2011-2012 Proposed	Change From 2010-2011	Pct Change
ADMINISTRATION - CRIMINAL & CIVIL	1,230,726	1,823,694	592,968	48.2%
CAREER CRIMINAL PROSECUTION	826,606	963,665	137,059	16.6%
CHILD ABDUCTION	1,010,750	980,112	(30,638)	-3.0%
FAMILY VIOLENCE PROGRAM	857,337	868,342	11,005	1.3%
FELONY PROSECUTION	22,437,454	23,150,139	712,685	3.2%
MISDEMEANOR PROSECUTION	2,153,564	1,834,611	(318,953)	-14.8%
SUPPORT SERVICES	4,674,366	5,868,360	1,193,994	25.5%
WORK ORDERS & GRANTS	6,250,691	5,482,021	(768,670)	-12.3%
TOTAL	39,441,494	40,970,944	1,529,450	3.9%

The Department's proposed FY 2011-12 budget has increased by \$1,529,450 largely due to:

- Increases in fringe benefits,
- Five new permanent positions and two new limited term positions, and
- New funding for the expansion of the Neighborhood Court program.

DEPARTMENT PERSONNEL SUMMARY:

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

However, salaries and fringe benefits are budgeted to increase by \$1,592,688, or 4.4 percent, for FY 2011-12. The District Attorney unveiled a reorganization of the management of the Department in March of 2011, which resulted in various position substitutions. Additionally, the following seven new positions are proposed:

- Five new permanent positions to handle alleged police misconduct cases

Three new permanent 8177 Attorneys and two new permanent 8132 Investigative Assistants are proposed to handle the retroactive review of cases involving police officers accused of misconduct. These positions would be part of the Trial Integrity/Brady Compliance Unit. This unit was established in FY 2010-11 to ensure that the Department complies with *Brady* requirements, which refers to a constitutional discovery requirement in criminal cases, mandating that the prosecution provide exculpatory information to the defendant. The District Attorney's Office reduced attrition savings to staff this Unit with three new attorneys and two new investigative assistants in FY 2010-11. The Unit staff completed evaluation of a large number of retroactive cases, and are now handling "day-to-day, routine Brady compliance." The Department states that five more new positions are now needed to handle the retroactive review of the alleged police misconduct cases because existing staff are engaged in the current ongoing compliance for other cases.

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

DEPARTMENT: DAT—DISTRICT ATTORNEY

The Budget and Legislative Analyst believes that five new permanent positions are not justified to handle the temporary work related to the alleged police misconduct cases, especially given the five positions added in FY 2010-11 for the Trial Integrity/Brady Compliance Unit, resulting in the reduction of the backlog. Instead, to handle this temporary work to retroactively review the alleged police misconduct cases, the Budget Analyst recommends two limited tenure 8177 Attorneys and one limited tenure 8132 Investigative Assistant.

- One new limited tenure 8177 Attorney to expand the Neighborhood Court program

The Neighborhood (or Community) Courts program has set up community courts in 10 police districts to hear adult misdemeanor cases, with the requirement that adult offenders pay restitution to victims or otherwise offset the impact of the misdemeanor on the neighborhood. The District Attorney's Collaborative Courts Division, which includes the Neighborhood Courts program, currently has one Head Attorney, four Attorneys, and five Assistant Chief Victim/Witness or Victim/Witness Investigators, totaling ten staff. The District Attorney's Office proposes one new limited tenure 8177 to support the expansion of the Neighborhood Courts program. While the Department asserts that the Neighborhood Court program aims to provide "significant opportunity to reduce the volume of cases entering the traditional criminal justice system thereby reducing the overall cost to the system," it is unclear how the additional staff will achieve cost savings. The Budget and Legislative Analyst does not consider that the addition of this new position to support the expansion of the Neighborhood Courts program to be justified.

- One new limited tenure 8177 Attorney to address the backlog of homicide cases

The Department states that the addition of this limited term attorney will enable the Homicide Unit to reduce the oldest cases pending (two to three years old) by 20 to 25 percent, which would reduce per attorney caseload to seven or eight. Current Homicide Unit caseloads are above 10 per attorney. The Budget and Legislative Analyst recommends approval of this new limited tenure position.

DEPARTMENT REVENUES:

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

Specific changes in the Department's FY 2011-12 revenues include the end of one-time federal American Recovery and Reinvestment Act (ARRA) funding and the reduction of State grants for auto, workers compensation and health care fraud cases.

FIVE YEAR FINANCIAL PLAN:

The Department states that since it is primarily funded by the City's General Fund, it will operate within the constraints of the local economy and what the General Fund will be able to provide over the next few years. The Department also notes that as State funding continues to be a challenge, the Department will progressively see more costs that were previously either financed through grants from the State or funded by the Superior Court. Due to State budget pressures, the Department reports experiencing stricter implementation of guidelines which render previous eligible costs ineligible; grant levels cut or

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

DEPARTMENT: DAT—DISTRICT ATTORNEY

held stagnant; and year to year uncertainties as a result of some State reimbursement programs being suspended or going unfunded.

Additionally, the Department notes that a larger issue pending is the specter of State proposals for the realignment of how local jurisdictions deal with defendants sentenced to State prison. With the passage of Assembly Bill 109, the Department reports, the State has shifted the burden of adjudicating parole violations to local jurisdictions. The Department notes that while the cost implications are uncertain, the costs could be significant for all partners in the criminal justice system.

The Department states that while it is fundamentally reliant on the General Fund for support, it will seek strategies to minimize the ongoing increasing cost of its work force, including (1) hiring younger attorneys at lower costs than older, more experienced “lateral” hires; (2) conducting a department-wide efficiency assessment to identify ways to make its work more efficient; and (3) providing significant opportunity to reduce the volume of cases entering the traditional criminal justice system thereby reducing the overall cost to the system through its new initiative to create a Neighborhood Prosecutor Program and expand Neighborhood Courts throughout the City.

COMMENTS:

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$295,101 in FY 2011-12. Of these recommended reductions, \$295,101 or 100 percent are General Fund reductions, and \$195,101 or 66.1 percent are ongoing reductions. These reductions would still allow an increase of \$1,234,349 or 3.1 percent in the Department’s FY 2011-12 budget.

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

Together, these recommendations would result in \$1,320,101 savings to the General Fund.

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

DAT- District Attorney

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		FTE		Amount		Savings	GF
	From	To	From	To	m	To	From	To		
AIA - Felony Prosecution (1GAGFAAA)										
8177 Attorney (Civil/Criminal)	2.31	1.54	\$380,348	\$253,565		3.0	\$517,764	\$345,176	\$172,588	x
STEP M Step Adjustments, Miscellaneous			(\$2,308,711)	(\$2,257,961)			(\$2,327,279)	(\$2,256,762)	(\$70,517)	x
8132 Investigative Assistant	1.54	0.77	\$106,043	\$53,022		2.0	\$144,512	\$72,256	\$72,256	x
Mandatory Fringe Benefits			\$174,485	\$108,438			\$256,884	\$159,756	\$97,128	x
			<i>Total Savings</i>	<i>\$195,101</i>			<i>Total Savings</i>	<i>\$271,455</i>		
	<p>The Department has requested five new permanent positions to handle the temporary work related to the alleged police misconduct cases. These five new positions are in addition to five new positions added in FY 2010-11 for the Trial Integrity/Brady Compliance Unit. According to the Department, the backlog in these cases has been reduced, allowing existing staff to process current cases. To handle this temporary work to retroactively review the alleged police misconduct cases, the Budget Analyst recommends approval of two limited tenure 8177 Attorneys and one limited tenure 8132 Investigative Assistant.</p>									
AJ - Family Violence Program (1GAGFACP)										
			\$863,342	\$763,342					\$100,000	x
	<p>The Department anticipates carry forward funding in the amount of approximately \$300,000 in its Family Violence project. This project funds reimbursement costs for victims and witnesses not handled by the State funded victim reimbursement funds or the State funded Witness Relocation Program. Although the Department anticipates an increase in local claims being paid out due to the State becoming stricter in applying its guidelines, the Budget and Legislative Analyst's recommendation for a one-time reduction of \$100,000 would still allow the Department sufficient funds.</p>									

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

DAT- District Attorney

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

FY 2011-2012

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund Impact	\$1,125,000	\$195,101	\$1,320,101
Non-General Fund Impact	\$0	\$0	\$0
Total	\$1,125,000	\$195,101	\$1,320,101

**Estimated FY 2012-2013 Impact
Total Recommended Reductions**

General Fund Impact	\$271,455
Non-General Fund Impact	\$0
Total	\$271,455

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$110,592 in FY 2011-12. These reductions would still allow an increase of \$2,142,635 or 17.3 percent in the Department's FY 2011-12 budget.

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

Together, these recommendations will result in \$111,800 savings to the City's General Fund.

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

DEPARTMENT: ADP – ADULT PROBATION

SUMMARY OF PROGRAM EXPENDITURES:

Program	2010-2011 Budget	2011-2012 Proposed	Change From 2010-2011	Pct Change
ADMINISTRATION - ADULT PROBATION	1,702,670	2,886,253	1,183,583	69.5%
COMMUNITY SERVICES	7,588,278	8,336,819	748,541	9.9%
PRE - SENTENCING INVESTIGATION	2,862,700	2,888,813	26,113	0.9%
WORK ORDERS & GRANTS	236,266	531,256	294,990	N/A
Total	12,389,914	14,643,141	2,253,227	18.2%

The Department's proposed FY 2011-12 budget has increased by \$2,253,227 largely due to:

- Implementation of the Case Management and Risk and Needs Assessment System, allowing for the full implementation of evidenced-based probation supervision practices and compliance with State data requirements as mandated by Senate Bill (SB) 678 to improve probation outcomes.
- Establishing a community based Adult Probation office in Bayview.
- Enhancing the Adult Probation Department Domestic Violence Program through grant funding from the Department of Justice Violence Against Women Act.
- Increases in work orders for workers' compensation claims.
- Preparation for State public safety realignment, which transfers probation responsibility from the State to the counties, due to the recent passage of Assembly Bill (AB) 109.

DEPARTMENT PERSONNEL SUMMARY:

The number of Net Operating full-time equivalent positions (FTE) budgeted for FY 2011-12 is 107.29 FTEs, which is 4.34 FTEs more than the 102.95 FTEs in the original FY 2010-11 budget. This represents a 4.2 percent change in FTEs from the original FY 2010-11 budget. No FTEs are proposed for deletion in FY 2011-12.

DEPARTMENT REVENUES:

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

The Department's revenues are dependent on State and Federal Grants and Probation Fees and Fines. In FY 2011-12, Federal grants are increasing by \$59,632, partially offset by reductions in expenditure recoveries.

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

DEPARTMENT: ADP – ADULT PROBATION

Fee Legislation

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

FIVE YEAR FINANCIAL PLAN:

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

Revenues

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

Expenditures

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

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

Other Issues

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

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

DEPARTMENT: ADP – ADULT PROBATION

COMMENTS:

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$110,592 in FY 2011-12. Of these recommended reductions, \$110,592 or 100 percent are General Fund reductions, and \$36,592 or 33.1 percent are ongoing reductions. These reductions would still allow an increase of \$2,142,635 or 17.3 percent in the Department's FY 2011-12 budget.

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

Together, these recommendations will result in \$111,800 savings to the City's General Fund.

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

ADP - Adult Probation

Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)						
	FTE		Amount		Savings	GF	IT	FTE		Amount		Savings	GF
	From	To	From	To				From	To	From	To		
ASH - Administration - Adult Probation (1G AGF AAA)													
0923 C Manager II	0.77	0.77	\$86,674	\$83,844	\$2,830	x		1.0	1.0	\$112,564	\$108,888	\$3,676	x
Mandatory Fringe Benefits			\$35,043	\$33,899	\$1,144	x				\$49,472	\$47,856	\$1,616	x
			<i>Total Savings</i>		\$3,974					<i>Total Savings</i>		\$5,292	
	Disapprove of the hiring of a 0923 Manager II, but allow for the hiring of a 0922 Manager I to over see the Reentry One Stop Program. The Department has proposed the establishment of a Reentry Division, but this is not yet approved.												
Management Consulting Services			\$125,000	\$75,000	\$50,000	x	x						
	ADP is requesting funding for Policy Writing to update its departmental policy for the implementation for Evidence Based Supervision. Total cost of the project to be contracted (sole source) with the Berkeley Center for Criminal Justice is \$250,000, of which ADP has identified \$125,000 from existing sources. Following a review of the project plan, the Budget and Legislative Analyst recommends a total contract cost of \$200,000 due to a \$50,000 reduction.												
Building Repair			\$25,000	\$15,000	\$10,000	x	x						
	Reduce funding due to \$10,900 of unexpended encumbered funds appropriated in FY 2009-10.												

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

ADP - Adult Probation

Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)						
	FTE		Amount		Savings	GF	IT	FTE		Amount		Savings	GF
	From	To	From	To				From	To	From	To		
AKB - Community Services (1G AGF AAA)	85135 (4.09)												
8444 C Deputy Probation Officer	0.77	0.00	\$63,110	\$0	\$63,110	x		1.00		\$81,962	\$0	\$81,962	x
Mandatory Fringe Benefits			\$29,914	\$0	\$29,914	x				\$31,783	\$0	\$31,783	x
9993M - Attrition Savings - Misc	####	####	(\$389,066)	(\$348,085)	(\$40,981)	x		(4.81)		(\$389,852)	(\$307,890)	(\$81,962)	
Mandatory Fringe Benefits			(\$184,417)	(\$164,992)	(\$19,425)	x		0.00		(\$201,151)	(\$169,368)	(\$31,783)	
			<i>Total Savings</i>		\$32,618					<i>Total Savings</i>		\$0	
IS-TIS-ISD SERVICES	<p>Disapprove of the hiring of a new Deputy Probation Officer as the Department currently has 5 vacant Deputy Probation Officers that are being held vacant for salary savings. To offset disapproving this position and to allow the Department to fill a vacant 8444 for the Child Abuse Intervention Program, the B&LA recommends a decrease in attrition savings that considers the current \$32,000 surplus in salaries.</p> <p>Estimated ongoing reduction.</p>												
			\$69,062	\$55,062	\$14,000	x	x						
	Reduce funding due to \$14,085 of unexpended funds appropriated in FY 2009-10.												

2,253,227
2142635

FY 2011-2012

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund Impact	\$74,000	\$36,592	\$110,592
Non-General Fund Impact	\$0	\$0	\$0
Total	\$74,000	\$36,592	\$110,592

Estimated FY 2012-2013 Impact
Total Recommended Reductions

General Fund Impact	\$119,037
Non-General Fund Impact	\$0
Total	\$119,037

ADP - Adult Probation

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

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

The Department's proposed \$7,777,867 budget for FY 2011-12 is \$229,147 or 2.9 percent less than the original FY 2010-11 budget of \$8,007,014.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 58.88 FTEs, which is .2 FTEs less than the 59.08 FTEs in the original FY 2010-11 budget. This represents a .34 percent decrease in FTEs from the original FY 2010-11 budget.

Revenue Changes

The Department's revenues of \$2,729,000 in FY 2011-12, are \$403,984 or 12.9 percent less than FY 2010-11 revenues of \$3,132,984. General Fund support of \$5,048,867 in FY 2011-12 is \$174,837 or 3.6 percent more than FY 2010-11 General Fund support of \$4,874,030.

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$53,465 in FY 2011-12. Of these recommended reductions, \$53,465 or 100 percent are General Fund reductions, and \$53,465 or 100 percent are ongoing reductions.

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

DEPARTMENT: AAM – ASIAN ART MUSEUM

SUMMARY OF PROGRAM EXPENDITURES:

Program	2010-2011	2011-2012	Change From	Pct
	Budget	Proposed	2010-2011	Change
ASIAN ARTS MUSEUM	8,007,014	7,777,867	(229,147)	-2.9%
Total	8,007,014	7,777,867	(229,147)	-2.9%

The Department's proposed FY 2011-12 budget has decreased by \$229,147. This decrease is due primarily to reduced expenditures associated with reduced attendance and admissions revenue.

DEPARTMENT PERSONNEL SUMMARY:

The number of Net Operating full-time equivalent positions (FTE) budgeted for FY 2011-12 is 58.88 FTEs, which is .2 FTEs less than the 59.08 FTEs in the original FY 2010-11 budget. This represents a 0.34 percent decrease in FTEs from the original FY 2010-11 budget.

DEPARTMENT REVENUES:

The Department's revenues of \$2,729,000 in FY 2011-12, are \$403,984 or 12.9 percent less than FY 2010-11 revenues of \$3,132,984. General Fund support of \$5,048,867 in FY 2011-12 is \$174,837 or 3.6 percent more than FY 2010-11 General Fund support of \$4,874,030. Specific changes in the Department's FY 2011-12 revenues include:

- Decreases in museum exhibition admission fee revenue due to decreasing attendance.

COMMENTS:

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$53,465 in FY 2011-12. Of these recommended reductions, \$53,465 or 100 percent are General Fund reductions, and \$53,465 or 100 percent are ongoing reductions.

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

AAM - Asian Arts Museum

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		FTE		Amount		Savings	GF
	From	To	From	To	From	To	From	To		
9993-M Attrition Savings	-2.78	-3.37	(\$177,965)	(\$215,656)	-2.78	-3.37	(\$177,965)	(\$302,541)	\$37,691	x
Mandatory Fringe Benefits			(\$81,733)	(\$97,507)			(\$81,733)	(\$97,507)	\$15,774	x
			<i>Total Savings</i>	\$53,465			<i>Total Savings</i>	\$53,465		
<p>Increase Attrition Savings by \$37,691 in FY 2011-12. The recommended increase in Attrition Savings reflects a projected salary savings in FY 2010-11. While the Department currently has 6 vacant positions, this increase in Attrition Savings should still provide sufficient salary funds for FY 2011-12.</p> <p align="right">Ongoing reduction</p>										

**Estimated FY 2012-2013 Impact
Total Recommended Reductions**

General Fund Impact	\$53,465
Non-General Fund Impact	\$0
Total	\$53,465

FY 2011-2012

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund Impact	\$0	\$53,465	\$53,465
Non-General Fund Impact	\$0	\$0	\$0
Total	\$0	\$53,465	\$53,465

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

The Department's proposed \$15,663,737 budget for FY 2011-12 is \$960,598 or 6.5 percent more than the original FY 2010-11 budget of \$14,703,139.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 106.49 FTEs, which is .67 FTEs more than the 105.82 FTEs in the original FY 2010-11 budget. This represents a .63 percent increase in FTEs from the original FY 2010-11 budget.

Revenue Changes

The Department's revenues of \$9,705,854 in FY 2011-12, are \$435,192 or 4.7 percent more than FY 2010-11 revenues of \$9,270,662. General Fund support of \$5,957,883 in FY 2011-12 is \$525,406 or 9.7 percent more than FY 2010-11 General Fund allocation of \$5,432,477.

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$41,930 in FY 2011-12. Of these recommended reductions, \$41,930 or 100 percent are General Fund reductions, and \$41,930 or 100 percent are ongoing reductions. These reductions would still allow an increase of \$918,668 or 6.2 percent in the Department's FY 2011-12 budget.

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

DEPARTMENT: FAM-FINE ARTS MUSEUM

SUMMARY OF PROGRAM EXPENDITURES:

Program	2010-2011 Budget	2011-2012 Proposed Budget	Change From 2010-2011	Pct Change
ADMISSIONS	3,516,662	3,951,854	435,192	12.4
OPER & MAINT OF MUSEUMS	11,186,477	11,711,883	525,406	4.7
Total Expenditures	14,703,139	15,663,737	960,598	6.5

The Department's proposed FY 2011-12 budget has increased by \$960,598 largely due to:

- Increases in work order recoveries from other City departments and public agencies.

DEPARTMENT PERSONNEL SUMMARY:

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 106.49 FTEs, which is .67 FTEs more than the 105.82 FTEs in the original FY 2010-11 budget. This represents a .63 percent increase in FTEs from the original FY 2010-11 budget.

DEPARTMENT REVENUES:

The Department's revenues of \$9,705,854 in FY 2011-12, are \$435,192 or 4.7 percent more than FY 2010-11 revenues of \$9,270,662. General Fund support of \$5,957,883 in FY 2011-12 is \$525,406 or 9.7 percent more than FY 2010-11 General Fund allocation of \$5,432,477.

COMMENTS:

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$41,930 in FY 2011-12. Of these recommended reductions, \$41,930 or 100 percent are General Fund reductions, and \$41,930 or 100 percent are ongoing reductions. These reductions would still allow an increase of \$918,668 or 6.2 percent in the Department's FY 2011-12 budget.

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

FAM - Fine Arts Museum

Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		Savings	GF IT	FTE		Amount		Savings	GF
	From	To	From	To			From	To	From	To		
EEB - OPER & MAINT OF MUSEUMS (1G AGF AAA)												
MATERIALS AND SUPPLIES			\$34,000	\$29,000	\$5,000	x			\$34,000	\$29,000	\$5,000	x
	Reduction to reflect actual current expenditures.											
	Ongoing reduction											
9993M Attrition Savings	-6.0	-6.5	(\$351,008)	(\$376,008)	\$25,000	x	-6.0	-6.5	(\$351,008)	(\$376,008)	\$25,000	x
Mandatory Fringe Benefits	0.0	0.0	(\$167,508)	(\$179,438)	\$11,930	x	0.0	0.0	(\$167,508)	(\$179,438)	\$11,930	x
			<i>Total Savings</i>		\$36,930				<i>Total Savings</i>		\$36,930	
	Increase Attrition Savings by \$25,000 in FY 2011-12. The recommended increase in Attrition Savings reflects current vacancies in the Department and should still provide sufficient salary funds for FY 2011-12.											
	Ongoing reduction											

FY 2011-2012

Total Recommended Reductions

One-Time	Ongoing	Total
\$0	\$41,930	\$41,930
\$0	\$0	\$0
Total	\$41,930	\$41,930

General Fund Impact	\$41,930
Non-General Fund Impact	\$0
Total	\$41,930

Estimated FY 2012-2013 Impact

Total Recommended Reductions

General Fund Impact	\$41,930
Non-General Fund Impact	\$0
Total	\$41,930

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

The Department's proposed \$127,921,216 budget for FY 2011-12 is \$905,097 or .7 percent more than the original FY 2010-11 budget of \$127,016,119.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 843.43 FTEs, which is 7.15 FTEs less than the 850.58 FTEs in the original FY 2010-11 budget. This represents an .8 percent reduction in FTEs from the original FY 2010-11 budget.

Revenue Changes

The Department revenues of \$93,639,592 in FY 2011-12 are \$1,285,631 or 1.4 percent more than FY 2010-11 revenues of \$92,353,961. General Fund support of \$34,281,624 in FY 2011-12 is \$380,533 or 1.1 percent less than FY 2010-11 General Fund support of \$34,662,157.

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$576,911 in FY 2011-12. These reductions would still allow for an increase of \$328,186 or a .2 percent increase in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$35,343 to the Recreation and Park Savings Incentive Fund.

Together, these recommendations will result in total savings of \$612,254, including \$164,743 in savings to the City's General Fund.

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

DEPARTMENT: REC – RECREATION AND PARK

SUMMARY OF PROGRAM EXPENDITURES:

Program	2010-2011 Budget	2011-2012 Proposed	Change From 2010-2011	Pct Change
CAPITAL PROJECTS	\$12,879,429	\$10,243,135	-\$2,636,294	-20.47%
CHILDREN'S BASELINE	10,042,971	9,315,268	-727,703	-7.25%
CHILDREN'S SVCS - NON - CHILDREN'S FUND	400,000	400,000	0	0.00%
GOLDEN GATE PARK	10,331,851	10,413,863	82,012	0.79%
MARINA HARBOR	1,748,499	1,876,127	127,628	7.30%
PARKS	65,635,258	68,553,580	2,918,322	4.45%
REC & PARK ADMINISTRATION	91,350	76,350	-15,000	-16.42%
RECREATION	13,209,024	13,789,738	580,714	4.40%
STRUCTURAL MAINTENANCE	\$12,677,737	\$13,253,155	\$575,418	4.54%
RECREATION AND PARK COMMISSION	\$127,016,119	\$127,921,216	\$905,097	0.71%

The Recreation and Park Department's proposed FY 2011-12 budget is \$905,097 more than the FY 2010-11 budget. The Department has proposed new or increased program spending in FY 2011-12, which is offset by reductions in other programs, as noted below:

- In FY 2011-12, the Recreation and Park Department reorganized its budget to reflect a new organizational structure that the Department implemented in FY 2010-11, including a new recreation model introduced in September 2010. The Parks and Golden Gate Park programs show an increase in spending primarily related to the new budget organizational structure.
- The Department will continue park and facility renovation projects funded by the 2008 Clean and Safe Neighborhood Parks General Obligation Bond in FY 2011-12, by completing the design for site specific playgrounds and recreation centers and increasing spending in the Structural Maintenance Program.
- The proposed Capital Projects budget represents the largest reduction, as one-time funding for capital projects in FY 2010-11 is eliminated from the FY 2011-12 budget. The Children's Baseline budget and spending on Recreation and Park Administration are also decreasing.

DEPARTMENT PERSONNEL SUMMARY:

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 843.43 FTEs, which is 7.15 FTEs less than the 850.58 FTEs in the original FY 2010-11 budget. This represents an .8 percent reduction in FTEs from the original FY 2010-11 budget.

- The decrease to the FTE count results from increases in Attrition Savings in FY 2011-12. The Department is not proposing any deletions or layoffs in FY 2011-12.
- In FY 2011-12, the Department plans to reorganize the aquatics staff, similar to the structure of the general recreation reorganization implemented in FY 2010-11 by shifting specific swimming instructors from full-time to temporary employees. The Department also plans to increase enrollment in its gardener apprenticeship program from 10 to 15 positions.

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

DEPARTMENT: REC – RECREATION AND PARK

DEPARTMENT REVENUES:

The Department revenues of \$93,639,592 in FY 2011-12 are \$1,285,631 or 1.4 percent more than FY 2010-11 revenues of \$92,353,961. General Fund support of \$34,281,624 in FY 2011-12 is \$380,533 or 1.1 percent less than FY 2010-11 General Fund support of \$34,662,157. Specific changes in the Department’s FY 2011-12 revenues include:

- Increased revenue from recreation programming, permits and facility rentals, improved park concessions and leases.
- Open Space Funds are anticipated to increase, as is funding from transfers into the Department, expenditure recoveries, transfer adjustments, and the use of the Reserves Fund.
- Reductions in other revenues such as one-time funding for the Cayuga and Dolores Park playgrounds, gifts and bequests and a \$380,533, or one percent, decrease in General Fund support for the Department.

Fee Legislation

Projected revenues for FY 2011-12 are based on the proposed fee increase ordinances as follows:

File No.	Fee Description	FY 2010-11 Original Revenue	Increase Revenue in FY 2011-12	Annualized Revenue Thereafter
110549	Authorizes the RPD Commission to (1) approve special promotions of up to 25 percent of the applicable rate (2) approve increases of up to 50 percent for nonresident and tournament golf fees at Harding and Fleming; (3) add accompanying rider fee;(4) create a nonresident junior rate, and (5) changes the definition of weekend from all day Friday through Sunday to Friday afternoon through Sunday.	\$0	\$367,000	\$197,000
110550	Creates a nonresident junior golf fee at Lincoln Park and changes the definition of weekend from all day Friday through Sunday to Friday afternoon through Sunday.	\$0	\$8,000	\$8,000
110551	Creates a nonresident junior golf fee at Sharp Park and changes the definition of weekend from all day Friday through Sunday to Friday afternoon through Sunday.	\$0	\$10,000	\$10,000
110552	Creates a nonresident junior golf fee at Golden Gate Park Golf Course and changes the definition of weekend from all day Friday through Sunday to Friday afternoon through Sunday.	\$0	\$3,400	\$3,400
Total		\$0	\$388,400	\$218,400

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

DEPARTMENT: REC – RECREATION AND PARK

Recommendation: Approval of the proposed fee ordinances is a policy matter for the Board of Supervisors. However, the Budget and Legislative Analyst notes that the proposed Recreation and Park budget is balanced based on the assumption that such fee legislation will be approved.

FIVE YEAR FINANCIAL PLAN:

The Recreation and Park Department anticipates a 7.5 percent growth in its budget between FY 2011-12 and FY 2015-16.

Revenues

- Over the next five years, the Department’s goal is to continue to increase its earned revenue generated by recreation programs, concessions and rental activities.
- Recreation and Park’s 10-Year Capital Plan recommends the development of a General Obligation Bond proposal for the 2012 ballot to help address the substantial deferred maintenance backlog of approximately \$1.7 billion.
- The Department has been exploring alternative funding sources, many of which would require voter approval, such as a parcel tax or an expansion of the Open Space Fund. To the extent that these measures do not bring the Department's budget into balance, Recreation and Park plans to work with the Mayor's Office and the Board of Supervisors to identify and implement either additional revenue increases or expenditure reductions with the goal of preserving direct service delivery to the greatest extent possible.

Expenditures

The Recreation and Park Department’s largest expense is park maintenance, which represents over 60 percent of the Department operating budget. Capital projects and structural maintenance together represent just less than 25 percent of the Department’s operating budget.

Over the next five years, the Department will undertake the following strategic initiatives that will impact spending:

- Meet high standards in park maintenance by supplying adequate staffing levels and, if possible, adding staff to park maintenance and structural maintenance programs.
- Improve recreation services quality and quantity associated with the new model for recreation delivery that will take several years to completely implement. A key component of the model is an as-needed pool of program instructors. The viability of creating a pool of available staff is still uncertain, and the Department may need to increase wages to attract a broader, or more skilled pool of program delivery staff.
- Improve the capital condition of parks. The Department faces a deferred maintenance backlog of \$1.7 billion to repair and replace a host of facilities that include irrigation systems, swimming pools, and neighborhood recreation buildings.

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

DEPARTMENT: REC – RECREATION AND PARK

- Address Open Space Fund, Golf Fund, and Marina Fund shortfalls. Over the next three years the Department's three non-General Fund sources, which are the Open Space Fund, Golf Fund, and Marina Fund, are projected to face combined multi-million dollar shortfalls due to increasing costs that outpace revenue growth, primarily due to rising personnel costs.

While the Department does not intend to increase the total FTE count over the next five years, wage rates and benefit costs are anticipated to increase.

OTHER ISSUES

In September 2010 the Recreation and Park Department began the implementation of a new model for public recreation delivery. Under the model the Department delivers services in four core competency areas: cultural arts, community services, leisure services, and sports and athletics. The Department reports that to date in FY 2010-11 the new model has increased hours of programming by 30 percent and program revenue by 20 percent, as compared to FY 2009-10. In FY 2011-12, the Department plans to reorganize the aquatics staffing similar to the structure for recreation, in order to increase pool hours, and implement the Department's recreation software program to allow use of pool memberships and electronic scrip for entry into pools. In addition, the Department wants to increase its gardener apprenticeship program enrollment and implement new custodial service standards.

COMMENTS:

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$576,911 in FY 2011-12. These reductions would still allow for an increase of \$328,186 or a .2 percent increase in the Department's FY 2011-12 budget. Of these recommended reductions, \$164,743 or 28.6 percent are General Fund reductions, and \$404,375 or 70 percent are ongoing reductions.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$35,343 to the Recreation and Park Savings Incentive Fund.

Together, these recommendations will result in total savings of \$612,254, including \$164,743 in savings to the City's General Fund.

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

REC- Recreation and Park Department

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)														
	FTE		Amount		FTE		Amount												
	From	To	From	To	From	To	From	To											
EAA- Golden Gate Park (1G AGF AAA)																			
City Grant Programs			\$283,480	\$204,836	\$78,644	x			\$283,480	\$204,836					\$78,644	x			
Reduce to reflect program budget for fee collection at the San Francisco Botanical Gardens.																			
Attrition Savings - Miscellaneous	(14.6)	(15.4)	(\$854,490)	(\$902,558)	\$48,068	x			(14.6)	(15.4)	(\$886,968)	(\$936,638)			\$49,670	x			
Mandatory Fringe Benefits			(\$408,504)	(\$431,380)	\$22,876	x					(\$459,660)	(\$485,400)			\$25,740	x			
			Total Savings	\$70,944							Total Savings	\$75,410							
Adjust attrition savings to reflect Department's projected salary expenditures.																			
Estimated ongoing reduction.																			
EAP- Parks (1G AGF AAA)																			
Attrition Savings - Miscellaneous	(6.1)	(6.3)	(\$414,440)	(\$425,117)	\$10,677	x			(6.1)	(6.3)	(\$428,925)	(\$439,648)			\$10,723	x			
Mandatory Fringe Benefits			(\$179,120)	(\$183,598)	\$4,478	x					(\$218,700)	(\$224,167)			\$5,467	x			
			Total Savings	\$15,155							Total Savings	\$16,190							
Adjust attrition savings to reflect Department's projected salary expenditures.																			
Estimated ongoing reduction.																			
EAP-Parks (2SGOLNPR)																			
Materials and Supplies			\$353,375	\$278,375	\$75,000						\$353,375	\$278,375			\$75,000				
Reduce the requested increase in materials and supplies for the Harding and Fleming Golf Courses from \$150,000 to \$75,000 based on historic and projected spending.																			
Estimated ongoing reduction.																			
ECS- Capital Projects (2SOSP NPR)																			
Programmatic Projects			\$87,536	\$0	\$87,536	x													
Reduce to reflect unspent balance of capital project funding for Chinatown open space projects which have been completed.																			
One-time reduction																			

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

REC- Recreation and Park Department

Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)						
	FTE		Amount		Savings	GF	FTE		Amount		Savings	GF	
	From	To	From	To			From	To	From	To			
ECS- Capital Projects (2SOSP/PR and 1GOHFREC)													
1824 Principal Administrative Analyst	1.0	0.0	\$105,520	\$0	\$105,520		1.0	0.0	\$110,725	\$0	\$110,725		
1823 Senior Administrative Analyst	0.0	1.0	\$0	\$91,146	(\$91,146)		0.0	1.0	\$0	\$95,642	(\$95,642)		
Mandatory Fringe Benefits			\$40,447	\$36,634	\$3,813				\$45,816	\$41,380	\$4,436		
			<i>Total Savings</i>	<i>\$18,187</i>					<i>Total Savings</i>	<i>\$19,519</i>			
Disapprove the upward substitution of an 1823 Senior Administrative Analyst to an 1824 Principal Administrative Analyst due to lack of justification of the need for a more highly compensated analyst position.													
Estimated ongoing reduction.													
EIA- Recreation and Park Administration (1GOHFREC)													
Attrition Savings - Miscellaneous	0.02	-1.12	\$1,424	(\$105,745)	\$107,169		0.02	-1.12	\$1,477	(\$109,658)	\$111,135		
Mandatory Fringe Benefits			\$576	(\$38,700)	\$39,276				\$649	(\$40,132)	\$40,781		
			<i>Total Savings</i>	<i>\$146,445</i>					<i>Total Savings</i>	<i>\$151,915</i>			
The Department has reduced Attrition Savings in the Administration and Finance division by \$107,169, from -\$105,745 in FY 2010-11 to \$1,424 in FY 2011-12. The proposed increase in Attrition Savings reflects a return to the former level of Attrition Savings													
Estimated ongoing reduction.													

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

REC- Recreation and Park Department

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		FTE		Amount		Savings	GF
	From	To	From	To	From	To	From	To		
Maintenance Services- Equipment			\$180,101	95,101					\$85,000	
Disapprove request for \$85,000 in one-time spending on new software for the Administration and Finance division due to insufficient justification from the Department of the need for new mobile technology system.										
One-time reduction										

FY 2011-2012

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund Impact	\$0	\$164,743	\$164,743
Non-General Fund Impact	\$172,536	\$239,632	\$412,168
Total	\$172,536	\$404,375	\$576,911

Estimated FY 2012-2013 Impact

Total Recommended Reductions

General Fund Impact	\$170,244
Non-General Fund Impact	\$246,434
Total	\$416,678

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

REC-Recreation and Park

Vendor Name	Subject Title	General Fund Savings	Year of Appropriation	Date of Last Recorded Transaction	Original Amount	Unexpended Balance in Financial and Management Information System (FAMIS)
COSTELLO'S TREE SERVICE	OTHER PROFESSIONAL SERVICES	Yes	2007	2/25/2008	9,950	7,960
COSTELLO'S TREE SERVICE	OTHER PROFESSIONAL SERVICES	Yes	2007	4/23/2007	1,300	1,300
COSTELLO'S TREE SERVICE	CONSTRUCTION CONTRACTS	Yes	2008	9/28/2007	98,700	7,700
GRINDLINE SKATEPARKS	ENGINEERING SERVICES	Yes	2008	7/23/2008	10,135.00	3,150.00
PARK PACIFIC INC	OTHER MATERIALS & SUPPLIES	Yes	2008	4/17/2008	2,756.53	2,756.53
VALUE FIRE PROTECTION INC	OTHER EQUIP MAINT	Yes	2009	6/30/2009	5,150.00	2,111.50
FLUORESCO LIGHTING-SIGN MAINTENANCE CO	OTHER BLDG MAINT SUPPLIES	Yes	2010	9/22/2010	2,141.00	367.62
CONTROLCO	OTHER BLDG MAINT SUPPLIES	Yes	2010	7/15/2010	2,500.00	245.17
SAN FRANCISCO GRAVEL CO	OTHER CONSTRUCTION MATERIALS	Yes	2010	7/20/2010	8,000.00	322.18
R & H WHOLESAL SUPPLY INC	HARDWARE	Yes	2010	7/19/2010	5,000.00	167.02
PLYWOOD & LUMBER SALES INC	LUMBER	Yes	2010	7/1/2010	10,000.00	331.37
ALLIED ROPES CO	HARDWARE	Yes	2010	7/1/2010	2,737.50	230.10
BROWNIE'S HARDWARE	AGRICULTURAL SUPPLIES	Yes	2010	8/10/2010	1,500.00	129.67
BROWNIE'S HARDWARE	HARDWARE	Yes	2010	8/13/2010	500.00	149.65
T M T ENTERPRISES INC	AGRICULTURAL SUPPLIES	Yes	2010	7/19/2010	1,187.53	464.97
WEST COAST CONTRACTORS SERVICES	AGRICULTURAL SUPPLIES	Yes	2010	11/23/2010	1,000.00	258.47
LYNGSO GARDEN MATERIALS	AGRICULTURAL SUPPLIES	Yes	2010	7/8/2010	2,387.11	301.68
T M T ENTERPRISES INC	AGRICULTURAL SUPPLIES	Yes	2010	5/27/2010	1,238.72	1,238.72
HORTSCIENCE INC	OTHER PROFESSIONAL SERVICES	Yes	2005	10/14/2005	2,000.00	645.82
ARTS COMMISSION	GF-ARTS COMMISSION	Yes	2009	9/25/2009	28,000.00	5,449.05
DEPARTMENT OF TECHNOLOGY	IS-TIS-ISD SERVICES	Yes	2010	10/18/2010	630.72	63.07
Total Amount Return to Fund Balance					\$35,342.59	

Note: The Department has indicated that the balances of these encumbrances are no longer needed. Therefore, the balance can be returned to the Recreation and Park Savings Incentive Reserve.

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

The Children and Families Commission proposed \$32,029,191 budget for FY 2011-12 is \$1,700,379 or 5.6 percent more than the original FY 2010-11 budget of \$ 30,328,812.

The proposed Public Education Fund- Proposition H portion of the Children and Families Commission San Francisco budget, which are General Fund revenues, is \$15,733,632 for FY 2011-12, which is \$464,542 or 2.9 percent less than the original FY 2010-11 budget of \$16,198,174.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 16.60 FTEs, which is .27 FTE more than the 16.33 FTEs in the original FY 2010-11 budget. This represents a 1.7 percent increase in FTEs from the original FY 2010-11 budget.

Revenue Changes

Public Education Fund- Proposition H revenues of \$15,733,632 in FY 2011-12, are \$464,542 or 2.9 percent less than FY 2010-11 revenues of \$16,198,174. Proposition 10 Tobacco Tax Funding from the State is increasing from \$7,459,174 in FY 2010-11 to \$8,476,568, an increase of \$1,017,394, or 13.6 percent.

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$48,992 in FY 2011-12. These non-General Fund reductions would still allow an increase of \$1,651,387 or 5.4 percent in the Department's FY 2011-12 budget.

In accordance with the Controller's Office, the Children and Families Commission must concur with the proposed reductions.

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

DEPARTMENT: CFC-CHILDREN AND FAMILIES COMMISSION

SUMMARY OF PROGRAM EXPENDITURES:

Program	2010-2011 Budget	2011-2012 Proposed	Change From 2010-2011	Pct Change
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT				
CHILDREN AND FAMILIES COMMISSION				
CHILDREN AND FAMILIES FUND	\$14,130,638	\$16,295,559	\$2,164,921	15.32%
PUBLIC ED FUND - PROP H (MARCH 2004)	\$16,198,174	\$15,733,632	-\$464,542	-2.87%
CHILDREN AND FAMILIES COMMISSION	\$30,328,812	\$32,029,191	\$1,700,379	5.61%

The Department's proposed FY 2011-12 budget has increased by \$1,700,379 largely due to:

- Increases in grant funding that notably include increases in per-child reimbursements to early childcare providers participating in the Preschool for All Initiative. The number of children participating in Preschool for All is anticipated to grow by 100 children, from 3,100 in FY 2010-11 to 3,200 in FY 2011-12. The amount dedicated to grants for family support programs¹ is also increasing.
- Despite the overall increase in expenditures, the amount of salary and benefit costs, infrastructure investments, as well as grants for developmental supports², capacity building³, and curriculum enhancements paid for with Proposition H funds are decreasing⁴.

DEPARTMENT PERSONNEL SUMMARY:

The number of Net Operating full-time equivalent positions budgeted for FY 2011-12 is 16.60 positions, which is .27 positions more than the 16.33 positions in the original FY 2010-11 budget. This represents a 1.7 percent change in positions from the original FY 2010-11 budget.

DEPARTMENT REVENUES:

Public Education Fund- Proposition H revenues of \$15,733,632 in FY 2011-12, are \$464,542 or 2.8 percent less than FY 2010-11 revenues of \$16,198,174. The decrease in revenues is the result of a smaller allocation of Public Education Fund- Proposition H funds in FY 2011-12, as discussed in greater detail below under Other Issues. Proposition 10 Tobacco Tax Funding from the State is increasing from \$7,459,174 in FY 2010-11 to \$8,476,568, an increase of \$1,017,394, or 13.6 percent.

¹ Family support programs include services provided at Family Resource Centers, as well as Transition to Kindergarten programming.

² Developmental supports include training programs that address children with special needs, mental health consultation services, and health screenings at childcares locations.

³ Capacity building includes workforce development programs that support degree attainment for early childcare teachers, technical assistance and other training programs for early childcare teachers.

⁴ Curricular enhancements include literacy and language training for children and an Arts and Sciences Residency program for early childcare teachers.

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

DEPARTMENT: CFC-CHILDREN AND FAMILIES COMMISSION

CHILDREN AND FAMILIES COMMISSION RESERVES AND CARRY FORWARD PLAN FOR FY 2010-11 FUNDS:

The Children and Families Commission, also referred to as First 5 San Francisco, anticipates a carry forward balance of \$2.5 million in unexpended Public Education Fund- Proposition H from the FY 2010-11 budget. Fund balances remained in five of the eight Children and Families Commission Public Education Enrichment Fund expenditure areas: (a) Quality Improvements, (b) Infrastructure Investments, (c) Family Supports, (d) Capacity Building, and (e) Curriculum. No fund balances are projected in either the (a) Administration, Program, and Salaries area or (b) the Evaluation area. According to the Department, the fund balances are the result of unanticipated State funding received in FY 2010-11 used to offset a portion of these grants, and under enrollment in certain programs.

The Children and Families Commission plans to place the \$2.5 million in its Proposition H Reserve Fund bringing the total in this Reserves Fund to \$9 million. The number of children served through the Preschool for All enrollment is expected to increase from 3,100 in FY 2010-11 to approximately 4,200 in FY 2012-13. Children and Families Commission would use the Public Education Fund- Proposition H to pay for per-child reimbursements to childcare providers in order to serve this increased number of children in the Preschool for All program. In FY 2011-12 the Department estimates to use \$900,000 from the Reserves Fund, in addition to the Proposition H funds in the FY 2010-11 budget.

The Department advised that the legislation associated with the Public Education Enrichment Fund- Proposition H (see below) restricts Proposition H funding allocated to the Children and Families Commission to be used for any other purpose than to fund universal access to preschool, overseen by the Children and Families Commission.

OTHER ISSUES:

Expenditure Plan for the Public Education Enrichment Fund

File 11-0381. File No. 11-0381, which accompanies the Children and Family Commission's proposed FY 2011-12 budget, is a resolution approving the FY 2011-12 expenditure plan for the Public Education Enrichment Fund. The City Charter designates one-third of the Public Education Enrichment Fund to Children and Families Commission for universal access to preschool. If the Controller, the Mayor's Budget Director and the Board of Supervisors Budget and Legislative Analyst projects a budgetary shortfall of \$100 million or more, the Mayor and the Board of Supervisors may reduce the City's contribution to the Public Education Enrichment Fund by up to 25 percent and defer payment of that amount to future years. Under the proposed resolution, in FY 2011-12 the Mayor has exercised the option to defer the maximum 25 percent of the City's fund contribution to Public Education Fund- Proposition H to future years. Given the proposed deferral, the Children and Family Commission's proposed FY 2011-12 budget includes proposed expenditures from the Public Education Enrichment Fund of \$15,733,632.

RECOMMENDATION: Approve proposed resolution.

COMMENTS:

SAN FRANCISCO BOARD OF SUPERVISORS

BUDGET AND LEGISLATIVE ANALYST

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

DEPARTMENT: CFC-CHILDREN AND FAMILIES COMMISSION

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$48,992 in FY 2011-12, all of which are ongoing reductions. These non-General Fund reductions would still allow an increase of \$1,651,387 or 5.4 percent in the Department's FY 2011-12 budget.

In accordance with the Controller's Office, the Children and Families Commission must concur with the proposed reductions.

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

CFC- Children and Families Commission

Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		Savings	GF	FTE		Amount		Savings	GF
	From	To	From	To			From	To	From	To		
CPH- Public Education Fund Prop H (2SCFCACP)												
Temporary Salaries			\$19,760	\$0	\$19,760				\$19,760	\$0	\$19,760	
Mandatory Fringe Benefits			\$1,571	\$0	\$1,571				\$1,571	\$0	\$1,571	
			<i>Total Savings</i>	<i>\$21,331</i>					<i>Total Savings</i>	<i>\$21,331</i>		
Disapprove based on inadequate justification from the Department regarding the need for temporary salaries.												
Attrition Savings - Miscellaneous	0.	-0.26	\$0	(\$16,648)	\$16,648			0.	-0.26	\$0	(\$16,648)	\$16,648
Mandatory Fringe Benefits			\$0	(\$7,287)	\$7,287					\$0	(\$7,287)	\$7,287
			<i>Total Savings</i>	<i>\$23,935</i>						<i>Total Savings</i>	<i>\$23,935</i>	
First 5 has not budgeted any Attrition Savings. The recommended increase would adjust Attrition Savings to reflect projected savings for vacancies.												
Other Office Supplies			\$3,726	\$0	\$3,726					\$3,726	\$0	\$3,726
Deny increase in materials and supplies budget to be funded by the Public Education Enrichment Fund- Proposition H based on inadequate justification from the Department.												

FY 2011-2012

Total Recommended Reductions

General Fund Impact	\$0	\$0	\$0
Non-General Fund Impact	\$0	\$48,992	\$48,992
Total	\$0	\$48,992	\$48,992

Estimated FY 2012-2013 Impact

Total Recommended Reductions

General Fund Impact	\$0
Non-General Fund Impact	\$48,992
Total	\$48,992

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

The department's proposed \$1,573,367,275 budget for FY 2011-12 is \$112,509,196 or 7.7 percent more than the original FY 2010-11 budget of \$1,460,858,079.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 5,721.08 FTEs, which is 25.01 FTEs more than the 5,696.07 FTEs in the original FY 2010-11 budget. This represents a 0.4 percent increase in FTEs from the original FY 2010-11 budget.

The Department has requested approval of 14.00 positions as an interim exception. The Budget and Legislative Analyst recommends approval of all 14.00 FTE as an interim exception. Four of these positions are currently filled positions, but are transitioning from project to operating status at Laguna Honda Hospital. The remaining 10.00 FTE are fully grant-funded.

Revenue Changes

The Department's revenues of \$1,214,071,156 in FY 2011-12, are \$8,238,828 or 0.7 percent more than FY 2010-11 revenues of \$1,205,832,328. General Fund support of \$359,296,118 in FY 2011-12 is \$104,270,367 or 40.9 percent more than FY 2010-11 General Fund support of \$255,025,751.

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,098,840 in FY 2011-12. These reductions would still allow an increase of \$111,410,356 or 7.6 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$64,709 to the General Fund.

Together, these recommendations will result in total savings of \$1,163,549. Of these recommended savings, \$953,549 represent savings to the City's General Fund.

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

DEPARTMENT: DPH – PUBLIC HEALTH

SUMMARY OF PROGRAM EXPENDITURES:

Program	2010-2011	2011-2012	Change From	Pct
	Budget	Proposed	2010-2011	Change
CENTRAL ADMINISTRATION	96,804,944	140,528,196	43,723,252	45.2%
CHILDREN'S BASELINE	46,808,350	45,691,642	-1,116,708	-2.4%
COMM HLTH - COMM SUPPORT - HOUSING	20,771,144	22,278,869	1,507,725	7.3%
COMM HLTH - PREV - MATERNAL & CHILD HLTH	25,116,453	25,684,427	567,974	2.3%
COMM HLTH - PREVENTION - AIDS	59,242,697	69,065,278	9,822,581	16.6%
COMM HLTH - PREVENTION - DISEASE CONTROL	21,383,192	20,274,991	-1,108,201	-5.2%
COMM HLTH - PREVENTION - HLTH EDUCATION	5,152,775	5,259,999	107,224	2.1%
EMERGENCY SERVICES AGENCY	1,285,828	1,597,375	311,547	24.2%
ENVIRONMENTAL HEALTH SERVICES	17,278,171	18,308,599	1,030,428	6.0%
FORENSICS - AMBULATORY CARE	26,961,574	27,631,932	670,358	2.5%
HEALTH AT HOME	5,655,212	5,898,781	243,569	4.3%
LAGUNA HONDA - LONG TERM CARE	176,678,921	184,503,738	7,824,817	4.4%
LAGUNA HONDA HOSP - ACUTE CARE	3,384,761	3,500,602	115,841	3.4%
LAGUNA HONDA HOSP - COMM SUPPORT CARE	298	0	-298	-100.0%
MENTAL HEALTH - ACUTE CARE	3,462,797	3,462,797	0	0.0%
MENTAL HEALTH - CHILDREN'S PROGRAM	38,634,464	39,421,334	786,870	2.0%
MENTAL HEALTH - COMMUNITY CARE	156,531,815	148,056,569	-8,475,246	-5.4%
MENTAL HEALTH - LONG TERM CARE	26,968,759	27,981,497	1,012,738	3.8%
OCCUPATIONAL SAFETY & HEALTH	1,728,066	1,765,991	37,925	2.2%
OTHER PROGRAMS	0	0	0	#DIV/0!
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	57,704,870	60,754,041	3,049,171	5.3%
SFGH - ACUTE CARE - FORENSICS	3,303,074	3,389,831	86,757	2.6%
SFGH - ACUTE CARE - HOSPITAL	502,704,646	555,160,647	52,456,001	10.4%
SFGH - ACUTE CARE - PSYCHIATRY	25,582,722	26,162,681	579,959	2.3%
SFGH - AMBU CARE - ADULT MED HLTH CNTR	23,448,976	24,199,624	750,648	3.2%
SFGH - AMBU CARE - METHADONE CLINIC	1,654,464	1,579,131	-75,333	-4.6%
SFGH - AMBU CARE - OCCUPATIONAL HEALTH	2,465,053	2,402,970	-62,083	-2.5%
SFGH - EMERGENCY - EMERGENCY	22,452,550	22,810,163	357,613	1.6%
SFGH - EMERGENCY - PSYCHIATRIC SERVICES	8,667,663	8,908,311	240,648	2.8%
SFGH - LONG TERM CARE - RF PSYCHIATRY	16,318,498	16,504,542	186,044	1.1%
SUBSTANCE ABUSE - COMMUNITY CARE	62,705,342	60,582,717	-2,122,625	-3.4%
TOTAL	1,460,858,079	1,573,367,275	112,509,196	7.7%

The Department's proposed FY 2011-12 budget is \$112,509,196 more than the FY 2010-11 budget. The Department of Public Health has proposed new or increased programs in FY 2011-12, as noted below, and offset by other reductions and revenues:

- An increase in expenditures for acute care at San Francisco General Hospital. The growth in expenditures for this program is due to significant investments in its delivery system to expand capacity and services to meet the requirements of the State's Medi-Cal 1115 Waiver. The new Medi-Cal Waiver was designed to prepare counties for Federal Health Care Reform and ties Medi-Cal revenues to specific milestones. These investments include infrastructure development, and increased access to specialty care, among other improvements.

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

DEPARTMENT: DPH – PUBLIC HEALTH

revenues from the State, this revenue is tied to meeting specific milestones, which require additional investments to be made into DPH's delivery system.

- The Department anticipates an increase of \$19 million in revenue from service charges. This growth results from increases in State Medi-Cal funding as well as increases in baseline revenue for San Francisco General Hospital and Laguna Honda Hospital.

Fee Legislation

File No. 11-0708- The Department has proposed increased patient rates at San Francisco General Hospital and Laguna Honda Hospital and anticipates a net revenue increase of \$4,818,606 as a result of this legislation. Department officials note that most patient revenue is based on negotiated or scheduled rates set by Medi-Cal, Medicare, and other third party payers rather than the Department of Public Health patient rates adopted by the Health Commission and Board of Supervisors.

Recommendation: Approval of the proposed fee ordinance is a policy matter for the Board of Supervisors. However, the Budget and Legislative Analyst notes that the proposed DPH budget is balanced based on the assumption that such fee legislation will be approved.

FIVE YEAR FINANCIAL PLAN:

According to the City's Five Year Financial Plan, the Department anticipates a 23 percent growth in its expenditures between FY 2011-12 and FY 2015-16, but only 6.5 percent growth in its revenues. These projections show a revenue shortfall of \$403 million by FY 2015-16 based on the assumption that General Fund support remains at \$255 million.

Revenues

- The Department anticipates total growth in revenues of \$56.3 million from San Francisco General Hospital and Laguna Honda Hospital over the next five years. Specifically, the Department projects growth of revenues from Laguna Honda Hospital of \$17.3 and revenues from San Francisco General Hospital of \$39 million between FY 2011-12 and FY 2015-16.
- The Department projects growth in revenues of \$21.4 million over the next five years resulting from Federal health care reform. For instance, the Department anticipates that San Francisco General Hospital, Laguna Honda Hospital, and DPH clinics will receive \$800,000 in additional reimbursement for every one percent shift in their client base from uninsured to Medi-Cal due to the mandatory expansion of Medi-Cal.
- The Department anticipates growth in revenues of \$14 million from the State's Health and Wellness realignment. The Controller's Office has estimated this growth based on projections of State tax revenues.
- If General Fund support remains unchanged as assumed in the City's Five Year Financial Plan, the Department will receive \$255 million in General Fund revenues each year over the next five years.

Expenditures

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

DEPARTMENT: DPH – PUBLIC HEALTH

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended General Fund encumbrances, which would allow the return of \$64,709 to the General Fund.

Together, these recommendations will result in total savings of \$1,163,549. Of these recommended savings, \$953,549 represent savings to the City's General Fund.

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

DPH - Public Health

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)						
	FTE		Amount		FTE		Amount		Savings	GF	
	From	To	From	To	From	To	From	To			
DIF-SFGH- Acute Care-Forensics (5H AAA AAA)											
Materials and Supplies		\$90,500	\$80,000	\$10,500	x		\$90,500	\$80,000	\$10,500	x	
	Reduce 040 Materials and Supplies Budget Only to reflect historical spending pattern and projected FY 2011-12 expenditures.										
0922-C Manager I	1.00	0.00	\$104,946	\$0	\$104,946	x		\$111,066	\$0	\$111,066	x
Mandatory Fringe Benefits			\$43,909	\$0	\$43,909	x		\$49,761	\$0	\$49,761	x
			<i>Total Savings</i>	\$148,855			<i>Total Savings</i>	\$160,827			
	Delete one 0922 Manager I position, which is vacant. The Department has indicated it no longer needs the position.										
1406-C Senior Clerk	3.25	2.50	\$161,637	\$124,337	\$37,300	x					
Mandatory Fringe Benefits			\$82,419	\$63,400	\$19,019	x					
			<i>Total Savings</i>	\$56,319			<i>Total Savings</i>	\$0			
	Reduce the FTE allocation from 3.25 to 2.50 FTE for the new Senior Clerk positions to reflect actual hiring dates in FY 2011-12.										
2556-C Physical Therapist	6.30	6.16	\$629,469	\$615,481	\$13,988	x					
Mandatory Fringe Benefits			\$245,447	\$239,993	\$5,454	x					
			<i>Total Savings</i>	\$19,442			<i>Total Savings</i>	\$0			
	Reduce the FTE allocation from 6.3 to 6.16 FTE for the eight new Physical Therapist positions to reflect actual hiring dates in FY 2011-12.										

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

DPH - Public Health

Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		Savings	GF IT	FTE		Amount		Savings	GF
	From	To	From	To			From	To	From	To		
1404-C Clerk	1.00	0.77	\$47,966	\$36,934	\$11,032	x						
Mandatory Fringe Benefits			\$24,889	\$19,165	\$5,724	x						
			<i>Total Savings</i>	\$16,756					<i>Total Savings</i>	\$0		
	Reduce the FTE allocation from 1.0 to 0.77 FTE for the new Clerk position to reflect actual hiring date in FY 2011-12											
2430-C Medical Evaluations Assistant	3.43	3.08	\$190,871	\$171,395	\$19,476	x						
Mandatory Fringe Benefits			\$94,355	\$84,727	\$9,628	x						
			<i>Total Savings</i>	\$29,104					<i>Total Savings</i>	\$0		
	Reduce the FTE allocation from 3.43 to 3.08 FTE for the four new Medical Evaluations Assistant positions to reflect actual hiring dates in FY 2011-12											
Equipment Purchase			\$213,525	\$210,000	\$3,525	x						
Equipment Purchase			\$400,260	\$370,608	\$29,652	x						
			<i>Total Savings</i>	\$33,177					<i>Total Savings</i>	\$0		
	Reduce 060 Equipment Purchase to reflect the actual prices listed in the quotes.											
Services of Other Departments (AAO Funds)			\$3,218,630	\$3,205,028	\$13,602	x						
	Reduce workorder with Sheriff Department based on actual expenses to be incurred in FY 2011-12.											
D30-SFGH- Ambulatory Care- Occupational Health (5H AAA AAA)												
Professional and Specialized Services			\$191,695	\$180,000	\$11,695	x			\$191,695	\$180,000	\$11,695	x
	Reduce 027 Professional and Specialized Services to reflect historical spending pattern and projected FY 2011-12 expenditures.											
	Estimated ongoing reduction.											

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

DPH - Public Health

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		FTE		Amount		Savings	GF
	From	To	From	To	From	To	From	To		
D55- SFGH- Emergency- Psychiatric Services (SH AAA AAA)										
Professional and Specialized Services			\$2,747,871	\$2,740,000			\$2,747,871	\$2,740,000	\$7,871	x
	Reduce 027 Professional and Specialized Services to reflect historical spending pattern and projected FY 2011-12 expenditures.									
DHH - Health at Home (1G AGF AAA)										
Materials and Supplies			\$135,556	\$130,000			\$135,556	\$130,000	\$5,556	x
	Reduce 040 Materials and Supplies Budget Only to reflect historical spending pattern and projected FY 2011-12 expenditures.									
DAS- Laguna Honda- Long Term Care (5L AAA AAA)										
0931-C Manager III	1.00	0.00	\$121,485	\$0			\$121,485	\$0	\$128,569	x
0923-C Manager II	0.00	1.00	\$0	\$112,564			\$0	\$119,128	(\$119,128)	x
Mandatory Fringe Benefits			\$47,280	\$45,510			\$53,476	\$51,329	\$2,147	x
			<i>Total Savings</i>	<i>\$10,691</i>			<i>Total Savings</i>	<i>\$11,588</i>		
	Disapprove the upward substitution of a 0923 Manager II to a 0931 Manager III. The Department has a Manager III vacancy in this program.									
Professional and Specialized Services									\$115,000	x
	Close out current year savings of \$115,000 to the General Fund fund balance. This will result in one-time General Fund monies available to the Board of Supervisors for appropriation in FY 2011-12.									

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

DPH - Public Health

Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)						
	FTE		Amount		Savings	GF	IT	FTE		Amount		Savings	GF
	From	To	From	To				From	To	From	To		
Services of Other Departments (AAO Funds)			\$1,160,078	\$1,156,015	\$4,063	x	x						
	Reduce workorder with Sheriff Department based on actual expenses to be incurred in FY 2011-12.												
DLT - Mental Health- Long Term Care (1G AGF AAA)													
Professional and Specialized Services					\$13,000	x	x						
	Close out current year savings of \$13,000 to the General Fund fund balance. This will result in one-time General Fund monies available to the Board of Supervisors for appropriation in FY 2011-12.												
DMM - Mental Health- Community Care (1G AGF AAA)													
2586-C Health Worker II	3.00	2.31	\$163,294	\$125,737	\$37,557	x	x						
Mandatory Fringe Benefits			\$79,828	\$61,468	\$18,360	x	x						
			<i>Total Savings</i>		<i>\$55,917</i>								
	Reduce the FTE allocation from 3.0 to 2.31 FTE for the three new Health Worker II positions to reflect actual hiring dates in FY 2011-12.												
Materials and Supplies			\$5,112,172	\$5,037,172	\$75,000	x	x			\$5,112,172	\$5,037,172	\$75,000	x
	Reduce 040 Materials and Supplies Budget Only to reflect historical spending pattern and projected FY 2011-12 expenditures.												
	Estimated ongoing reduction.												

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

DPH - Public Health

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)								
	FTE		Amount		Savings		GF		IT		Savings		GF
	From	To	From	To			From	To	From	To	From	To	
DHP- Primary Care- Ambulatory Care- Health Centers (IG AGF AAA)													
1404-C Clerk	2.75	2.31	\$131,907	\$110,802	\$21,105	x	x						
Mandatory Fringe Benefits			\$68,445	\$57,494	\$10,951	x	x						
			<i>Total Savings</i>	<i>\$32,056</i>									
	Reduce the FTE allocation from 2.75 to 2.31 FTE for the three new Clerk positions to reflect actual hiring dates in FY 2011-12.												
2430-C Medical Evaluations Assistant	5.50	5.39	\$306,060	\$299,939	\$6,121	x	x						
Mandatory Fringe Benefits			\$151,301	\$148,275	\$3,026	x	x						
			<i>Total Savings</i>	<i>\$9,147</i>									
	Reduce the FTE allocation from 5.5 to 5.39 FTE for the seven new Medical Evaluations Assistant positions to reflect actual hiring dates in FY 2011-12												
2586-C Health Worker II	2.00	1.54	\$108,863	\$83,825	\$25,038	x	x						
Mandatory Fringe Benefits			\$53,220	\$40,980	\$12,240	x	x						
			<i>Total Savings</i>	<i>\$37,278</i>									
	Reduce the FTE allocation from 2.0 to 1.54 FTE for the three new Health Worker II positions to reflect actual hiring dates in FY 2011-12.												

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

DPH - Public Health

Object Title	FY 2011-2012										FY 2012-2013 (for estimate purposes only)									
	FTE		Amount		Savings	GF	IT	FTE		Amount		Savings	GF							
	From	To	From	To				From	To	From	To									
2908-C Hospital Eligibility Worker	2.50	2.31	\$170,755	\$157,778	\$12,977	x														
Mandatory Fringe Benefits			\$76,128	\$70,343	\$5,785	x														
			<i>Total Savings</i>		\$18,762															
	Reduce the FTE allocation from 2.5 to 2.31 FTE for the three new Hospital Eligibility Worker positions to reflect actual hiring dates in FY 2011-12.																			
FAL - Children's Baseline (IG AGF AAA)																				
0933-C Manager V	1.00	0.00	\$140,630	\$0	\$140,630	x				\$148,830	\$0	\$148,830	x							
0932-C Manager IV	0.00	1.00	\$0	\$130,306	(\$130,306)	x				\$0	\$137,904	(\$137,904)	x							
Mandatory Fringe Benefits			\$51,078	\$49,029	\$2,049	x				\$58,081	\$55,598	\$2,483	x							
			<i>Total Savings</i>		\$12,373					<i>Total Savings</i>		\$13,409								
	Disapprove the upward substitution of a 0932 Manager IV to a 0933 Manager V. The Department has five Manager V vacancies, three of which have been vacant for more than one year.																			
Materials and Supplies			\$71,882	\$66,882	\$5,000	x				\$71,882	\$66,882	\$5,000	x							
	Reduce 040 Materials and Supplies Budget Only to reflect historical spending pattern and projected FY 2011-12 expenditures.																			
DPB - Environmental Health Services (IG AGF AAA)																				
Professional and Specialized Services			\$309,511	\$290,000	\$19,511	x				\$309,511	\$290,000	\$19,511	x							
	Reduce 027 Professional and Specialized Services to reflect historical spending patterns and projected FY 2011-12 expenditures.																			

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

DPH - Public Health

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		FTE		Amount		Savings	GF
	From	To	From	To	From	To	From	To		
DPD - Community Health- Prevention- Disease Control (1G AGF AAA)										
Materials and Supplies		\$2,074,403	\$2,050,000	\$24,403	x		\$2,074,403	\$2,050,000	\$24,403	x
	Reduce 040 Materials and Supplies Budget Only to reflect historical spending pattern and projected FY 2011-12 expenditures.									
Prevention- Health Education (1G AGF AAA)										
Travel		\$7,225	\$3,000	\$4,225	x		\$7,225	\$3,000	\$4,225	x
	Reduce 021 Travel to reflect historical spending pattern and projected FY 2011-12 expenditures.									
DPM- Community Health- Prevention- Maternal & Child Health (1G AGF AAA)										
Professional and Specialized Services		\$1,810,399	\$1,510,399	\$300,000	x	x				
	Make a one-time reduction of 027 Professional and Specialized Services to reflect historical spending pattern and projected FY 2011-12 expenditures. The funding for this object would revert to the original FY 2011-12 amount in FY 2012-13. The Department states that some funds are used as a match for grant funding and other funds are supplemented by state revenues. \$90,000 of this recommended reduction would result in General Fund savings.									

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

DPH - Public Health

Object Title	FY 2011-2012				FY 2012-2013 (for estimate purposes only)					
	FTE		Amount		FTE		Amount		Savings	GF
	From	To	From	To	From	To	From	To		
DMS - Substance Abuse-Community Care (IG AGF AAA)										
Materials and Supplies			\$81,537	\$72,000			\$81,537	\$72,000	\$9,537	x
Reduce 040 Materials and Supplies Budget Only to reflect historical spending pattern and projected FY 2011-12 expenditures.										
Estimated ongoing reduction.										

FY 2011-2012

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund Impact	\$753,623	\$345,217	\$1,098,840
Non-General Fund Impact	\$0	\$0	\$0
Total	\$753,623	\$345,217	\$1,098,840

**Estimated FY 2012-2013 Impact
Total Recommended Reductions**

General Fund Impact	\$359,122
Non-General Fund Impact	\$0
Total	\$359,122

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

DPH- Public Health

Vendor Name	Subject Title	General Fund Savings	Year of Appropriation	Date of Last Recorded Transaction	Original Amount	Unexpended Balance in Financial and Management Information System (FAMIS)
SIERRA ELECTRIC CO	OTHER BLDG MAINT SVCS	Yes	2009	5/27/2009	20,000.00	8,960.00
RAS ENGINEERING INC	OTHER BLDG MAINT SVCS	Yes	2009	6/5/2009	1361	21140
OMNICELL TECHNOLOGIES INC	OTHER HOSP., CLINICS & LAB. SUPPLIES	Yes	2010	7/1/2009	500	500
CONTROLCO	PLUMBING SUPPLIES	Yes	2010	7/6/2009	2331.7	2331.7
RUBECON GENERAL CONTRACTING INC	OTHER BLDG MAINT SVCS	Yes	2010	9/3/2009	9536	9536
WAXIE SANITARY SUPPLY	OTHER EQUIP MAINT	Yes	2010	2/8/2010	428.9	428.9
A T & T	MINOR DATA PROCESSING EQUIPMENT	Yes	2010	2/11/2010	23.27	23.27
CONTROLCO	PLUMBING SUPPLIES	Yes	2010	3/8/2010	1732.46	1732.46
MEDLINE INDUSTRIES INC	INSTITUTIONAL LINEN	Yes	2010	3/17/2010	65000	8015.98
A T & T	MINOR DATA PROCESSING EQUIPMENT	Yes	2010	4/26/2010	196.32	196.32
RAS ENGINEERING INC	OTHER BLDG MAINT SVCS	Yes	2010	4/26/2010	1,875.00	1875
KONICA MINOLTA BUSINESS SOLUTIONS USA INC	OFFICE MACHINE RENTAL	Yes	2010	7/1/2010	1,300.00	672.11
S & S WORLDWIDE INC	RECREATION & ATHLETIC SUPPLIES	Yes	2011	7/1/2010	2,000.00	2,000.00
SYSCO SAN FRANCISCO INC	FOOD	Yes	2011	7/1/2010	10,000.00	2,000.00
RECOLOGY GOLDEN GATE	SCAVENGER SERVICES	Yes	2010	7/1/2010	10,000.00	4,103.84
EXPRESS OVERNITE	FREIGHT/DELIVERY	Yes	2010	7/1/2010	3,000.00	1,193.80
Total Amount Return to Fund Balance					\$64,709.38	
General Fund					\$64,709.38	
Non-General Fund					\$0.00	

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

The department's proposed \$690,359,191 budget for FY 2011-12 is \$20,884,380 or 3.1 percent more than the original FY 2010-11 budget of \$669,474,811.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2011-12 is 1,687.8 FTEs, which is 2.71 FTEs more than the 1,685.09 FTEs in the original FY 2010-11 budget. This represents .16 percent increase in FTEs from the original FY 2010-11 budget.

The Department has requested approval of 22 positions as an interim exception. The Budget and Legislative Analyst recommends approval of all 22 positions as an interim exception. These are grant-funded positions in the Housing and Homeless and Food Stamp Programs.

Revenue Changes

The Department's revenues of \$458,332,514 in FY 2011-12, are \$2,217,958 or 0.5 percent less than FY 2010-11 revenues of \$460,550,472. General Fund support of \$232,026,677 in FY 2011-12 is \$23,102,338 or 11.1 percent more than FY 2010-11 General Fund support of \$208,924,339.

RECOMMENDATIONS

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$816,232 in FY 2011-12. These reductions would still allow an increase of \$20,068,148 or 3.0 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out \$134,055 in prior year unexpended encumbrances, of which \$52,385 are General Fund.

Together, these recommendations will result in savings of \$950,287 of which \$488,210 are savings to the City's General Fund.

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

DEPARTMENT: HSA – HUMAN SERVICES AGENCY

SUMMARY OF PROGRAM EXPENDITURES:

Program	Uses by Service Area, Department and Program		Change From 2010-2011	Pct Change
	2010-2011 Budget	2011-2012 Proposed		
ADMINISTRATIVE SUPPORT	83,108,975	86,926,441	3,817,466	4.6%
ADULT PROTECTIVE SERVICES	5,695,042	5,464,535	(230,507)	-4.0%
CALWORKS	52,637,041	51,805,156	(831,885)	-1.6%
CHILDREN'S BASELINE	24,314,080	24,773,290	459,210	1.9%
COUNTY ADULT ASSISTANCE PROGRAM	53,818,898	53,619,832	(199,066)	-0.4%
COUNTY VETERANS SERVICES	386,374	401,264	14,890	3.9%
DIVERSION AND COMMUNITY INTEGRATION PROG	3,595,877	3,580,123	(15,754)	-0.4%
DSS CHILDCARE	27,761,853	30,384,415	2,622,562	9.4%
FAMILY AND CHILDREN'S SERVICE	116,947,769	129,884,137	12,936,368	11.1%
FOOD STAMPS	17,525,867	20,437,449	2,911,582	16.6%
HOMELESS SERVICES	78,623,920	80,012,268	1,388,348	1.8%
IN HOME SUPPORTIVE SERVICES	128,968,528	126,376,315	(2,592,213)	-2.0%
INTEGRATED INTAKE	897,677	1,088,506	190,829	21.3%
MEDI-CAL	23,639,129	24,373,965	734,836	3.1%
OFFICE ON AGING	23,720,434	22,450,122	(1,270,312)	-5.4%
PUBLIC ADMINISTRATOR	1,327,382	1,433,741	106,359	8.0%
PUBLIC CONSERVATOR	1,388,344	1,418,008	29,664	2.1%
PUBLIC ED FUND - PROP H (MARCH 2004)	0	0	0	N/A
PUBLIC GUARDIAN	2,471,877	2,566,765	94,888	3.8%
REPRESENTATIVE PAYEE	513,987	533,909	19,922	3.9%
WELFARE TO WORK	22,131,757	22,828,950	697,193	3.2%
Total	669,474,811	690,359,191	20,884,380	3.1%

The Department's proposed FY 2011-12 budget has increased by \$20,884,380 largely due to:

- There is an increase in Family and Children Services, including increased aid payments for Foster Care, Adoption Assistance Payments, and Kin-GAP¹. Costs per case are increasing due to a recent court order to increase foster home rates statewide and pending regulations to cover the cost of transportation for educational stability. Further, Foster Care Eligibility staff were reassigned from CalWORKs to Family and Children's Services, and contract services and work orders from the Children's Baseline Program were shifted to Family and Children Services for better alignment of functions.
- There is an increase in the Food Stamps program, primarily due to increased federal funding for contracted professional and technological services as well as additional staffing to address a growing caseload and reduce barriers to participation in the program.
- Aid assistance for day care services is increasing due to a projected increase in State funded child care subsidies. In addition, the Department annualized the salary and fringe costs for the four new positions in the child care program that were approved and hired in FY 2010-11.

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

DEPARTMENT: HSA – HUMAN SERVICES AGENCY

- The Housing and Homeless Program has added five new positions supported by funding from the U.S. Department of Housing and Urban Development to help provide rental assistance to hard-to-serve homeless persons with disabilities.

DEPARTMENT PERSONNEL SUMMARY:

The number of Net Operating full-time equivalent positions (FTE) budgeted for FY 2011-12 is 1,687.8 FTEs, which is 2.71 FTEs more than the 1,685.09 FTEs in the original FY 2010-11 budget. This represents a 0.16 percent increase in FTEs from the original FY 2010-11 budget.

The Department has requested approval of 22 positions as an interim exception. The Budget and Legislative Analyst recommends approval of all 22 positions as an interim exception. These are grant-funded positions in the Housing and Homeless and Food Stamp Programs.

The increase in new positions is largely offset by increases in attrition savings.

DEPARTMENT REVENUES:

The Department's revenues of \$458,332,514 in FY 2011-12, are \$2,217,958 or 0.5 percent less than FY 2010-11 revenues of \$460,550,472. General Fund support of \$232,026,677 in FY 2011-12 is \$23,102,338 or 11.1 percent more than FY 2010-11 General Fund support of \$208,924,339.

- The Humans Services Agency's FY 2010-11 budget included American Recovery and Reinvestment Act funding, which is proposed to be eliminated in FY 2011-12. However, the reduction in this source of funding is offset by increases in other sources of funding such as State funding for child care subsidies, Foster Care Programs, and Kin-GAP and federal funding for Food Stamps and Homeless Services.

Fee Legislation

File 11-0710. The Department's proposed FY 2011-12 budget includes estimated revenues of \$339,660, associated with the implementation of a new \$37.00 monthly fee charged to clients for services provided through the Public Guardian's Representative Payee Program.² The Public Guardian's Representative Payee Program manages the personal funds of elderly individuals and adults age 18 or older with physical and/or mental impairments who cannot effectively manage such funds themselves. Upon agreement with the client, the Public Guardian's Representative Payee Program may provide the following services:

- Collect and deposit entitlement checks and other income into accounts managed by the Public Administrator-Public Guardian;

¹ The Kinship Guardian Assistance Payment Program (Kin-GAP) provides assistance to children exiting the juvenile court dependency system and probation youth to live with a related legal guardian.

² California Government Code Section 27436 authorizes the Board of Supervisors to designate the Public Guardian to collect any fees authorized by the Board of Supervisors for public representative payee services.

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

DEPARTMENT: HSA – HUMAN SERVICES AGENCY

- Redirect the client’s bills including, but not limited to, rent and utility bills to the Representative Payee Program and pay such bills with the client’s funds; and,
- Make disbursements from the client’s share of funds for the client’s personal needs.

Clients demonstrating an inability to pay may qualify for a discretionary waiver of the \$37.00 monthly fee. The table below details the proposed fee ordinance for the Public Guardian’s Representative Payee Program that accompanies the Human Services Agency’s proposed FY 2011-12 budget.

Projected revenues for FY 2011-12 are based on the proposed fee ordinance as follows:

<u>File No.</u>	<u>Fee Description</u>	<u>FY 2010-11 Original Revenue</u>	<u>Increase in FY 2011-12</u>	<u>Annualized Revenue Thereafter</u>	<u>% Cost Recovery</u>
11-0710	Representative Payee Fee Increase	\$0	\$339,660	\$339,660	56%
Total		\$0	\$339,660	\$339,660	56%

The original ordinance (File 11-0710), introduced to the Board of Supervisors on June 1, 2011, provides for a monthly fee of \$35. The Department will submit a revised File 11-0710 that provides for a monthly fee of \$37 on June 23, 2011.

Recommendation: Approval of the proposed fee ordinance is a policy matter for the Board of Supervisors. However, the Budget and Legislative Analyst notes that the proposed Human Services Agency budget is balanced based on the assumption that such fee legislation will be approved.

FIVE YEAR FINANCIAL PLAN:

The Department anticipates 19.7 percent growth in its budget between FY 2011-12 and FY 2015-16.

Revenues

- The Department anticipates a growing need for General Fund support over the next five years as a result of several major policy changes at the State and Federal level, including health care reform and the expansion of the foster care age to 21.
- Further, the discontinuance of federal American Recovery and Reinvestment Act (ARRA) funds will require the Department to seek a combination of alternative sources of funding as well as increased General Fund support.

Expenditures

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

DEPARTMENT: HSA – HUMAN SERVICES AGENCY

- The Human Services Agency projects that Department-wide caseload will increase by 60 percent over the next five years. This includes In-Home Support Services, Adult Protective Services, County Adult Assistance Program, and Food Stamps caseloads.
- According to the Department, national legislation changing the age eligibility for foster care services from 18 years old to 21 years old will incrementally increase the Department's foster care caseload.
- Finally, under Federal health care reform, the Department projects an increase in Medi-Cal applications and caseload.

OTHER ISSUES

Expenditure Plan for the Human Services Care Fund

File 11-0379. This resolution includes an expenditure plan in the Human Services Agency's proposed FY 2011-12 budget from the Human Services Care Fund of \$14,446,073 for the Housing First Program including (a) \$13,708,531 in FY 2011-12 Human Services Care Fund Revenues and (b) \$737,542 in prior-year unspent Human Services Care Fund revenues.³ The Attachment, provided by the Department, is a budget detailing the proposed expenditure plan of such Human Services Care Fund revenues in FY 2011-12. As shown in the Attachment, in FY 2011-12, \$13,998,017, or approximately 96.9 percent of total Human Services Care Fund revenues of \$14,446,073, is proposed to be expended for housing, while the remaining \$448,056, or approximately 3.1 percent, is proposed to be expended for services.

Recommendation: Approval of the proposed resolution to adopt the expenditure plan is a policy matter for the Board of Supervisors.

COMMENTS:

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$816,232 in FY 2011-12. These reductions would still allow an increase of \$20,068,148 or 3.0 percent in the Department's FY 2011-12 budget.

In addition, the Budget and Legislative Analyst recommends closing out \$134,055 in prior year unexpended encumbrances, of which \$52,385 are General Fund.

Together, these recommendations will result in savings of \$950,287 of which \$488,210 are savings to the City's General Fund.

³ Pursuant to Administrative Code Section 10.100-77(f), if planned annual expenditures from the Human Services Care Fund exceed \$11.9 million, the Human Services Agency is required to submit a plan to the Board of Supervisors detailing how such funds will be expended. The Administrative Code requires the Board of Supervisors to approve the expenditure plan, by resolution, before adopting the ordinance appropriating funds for these expenditures.

City and County of San Francisco



Edwin M. Lee, Mayor

Human Services Agency

Department of Human Services
Department of Aging and Adult Services

Trent Rhorer, Executive Director

Human Services Care Fund**(Housing First Program)****FY11-12 Expenditure Plan**

This expenditure plan for the Human Services Care Fund for FY11-12 is submitted to the Board of Supervisors pursuant to Section 10-100.77(f) of the San Francisco Administrative Code. The Administrative Code requires the Department of Human Services to submit this expenditure plan if annual proposed appropriations from the Human Services Care Fund exceed \$11.9 million. This plan must include estimates of the amounts to be spent for various purposes, as well as an explanation of who is to benefit from these expenditures, how many people will benefit, and how the proposed benefits will be provided.

Planned Expenditures: The FY11-12 budget for the Department of Human Services includes proposed expenditures from the Human Services Care Fund of \$14,446,073 (see Attachment). The proposed expenditures are divided into two general categories: housing and services. The proposed expenditures are supported by \$13,708,531 in projected FY11-12 Care Fund revenues and \$737,542 in prior-year unexpended revenues.

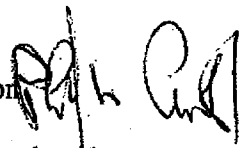
Beneficiaries: The Housing First Program is funded by the Human Services Care Fund. The beneficiaries of the proposed spending under this plan are homeless and formerly-homeless CAAP clients of the Department of Human Services. Since the beginning of the Housing First Program in May 2004, a total of 3,450 homeless and formerly-homeless CAAP clients have been placed into permanent supportive housing (Data through March 2011).

How Benefits Are Provided: Access to the Housing First Program is provided to any CAAP client listed as being homeless with their assigned CAAP worker. These clients are offered an opportunity to apply for housing if it is available. Until a housing placement is made, shelter is offered by the CAAP worker for the time between monthly homeless verification appointments. Each time the homeless CAAP clients see their eligibility worker for a monthly homeless verification appointment, their worker checks to see if housing is available. Additional outreach is done to homeless CAAP clients who have been using shelter for long periods. As housing opportunities are available, homeless CAAP clients are referred to the Housing Access Team that provides support through the screening and placement process. When a client is placed in housing, the Housing Access Team arranges with the CAAP worker for benefits to be adjusted and routed correctly, and then notifies both CAAP and Food Stamps of the client's new address.

MEMORANDUM

May 17, 2011

TO: Benjamin Rosenfield, Controller of the City and County of San Francisco

FROM: Trent Rhorer, Executive Director
Phil Arnold, Deputy Director for Administration 

SUBJECT: Proposed FY 2011-12 Human Services Care Fund Budget

This memo notifies the Office of the Controller that pursuant to Administrative Code Section 10.100-7(e), the Human Services Commission has approved the Department of Human Services' projection for the FY 2011-12 Human Services Care Fund budget.

The Care Fund ordinance requires the Department of Human Services to submit to the Board of Supervisors a plan explaining how the department intends to spend Care Fund money when it submits any proposed appropriation ordinance in excess of the \$11.9 million cap. The Commission is then to adopt findings and transmit them to the Board of Supervisors and the Office of the Controller.

The FY2011-12 Care Fund budget is based on a projected average monthly homeless caseload of 360. The Care Fund savings from reduction in CAAP homeless caseload is based on the following formula: $(3,000-360) \times 12 \text{ months} \times \text{average maximum grant for each CAAP program}$, where 3,000 is the baseline of total homeless CAAP clients established by CNC ordinance. The Care Fund savings from grant reductions is based on the following formula: $\text{average amount reduced from CAAP grant} \times 12 \text{ months} \times 360 \text{ clients}$.

Savings from caseload reduction	\$12,408,637
Savings from grant reduction	\$ 1,299,894
Total Care Fund	\$13,708,531

The proposed FY11-12 Human Services Care Fund spending plan of \$14,446,073 (see Attachment), which is supported by \$13,708,531 in projected FY11-12 revenues and \$737,542 in prior-year unspent revenues is shown below:

Housing	\$13,998,017
Services	\$ 448,056
Total	\$14,446,073

Human Services Agency

Housing First Program FY11-12

Budget Items	FY11-12	Notes
REVENUES		
FY11-12 Care Fund Revenues	\$13,708,531	
Prior-Year Unspent Care Fund Revenues	\$737,542	
Total Revenues	\$14,446,073	
EXPENDITURES		
Housing		
Mary Elizabeth Inn (MEI)	\$252,864	33 units. 2/1/05 start date.
McAllister (Conard House)	\$999,980	80 units. 5/3/04 start date.
Alder (ECS)	\$1,150,743	116 units. 5/1/06 start date.
Coast Hotel (ECS)	\$1,189,925	124 units. 5/1/06 start date.
Elm (ECS)	\$995,565	81 units. 6/15/04 start date.
Hillisdale (ECS)	\$940,950	84 units. 3/28/05 start date.
Mentone (ECS)	\$952,794	71 units. 11/15/04 start date.
All Star (THC)	\$700,292	86 units. 8/1/04 start date.
Boyd (THC)	\$816,397	82 units. 2/15/2006 start date.
California-Drake (THC)	\$211,707	51 units. 9/20/03 start date.
Elk (THC)	\$762,458	88 units. 6/1/06 start date.
Graystone (THC)	\$595,243	74 units. 5/3/04 start date.
Pierre (THC)	\$767,816	87 units. 9/6/04 start date.
Royan (THC)	\$696,155	69 units. Summer 2003 start date.
Union (THC)	\$674,479	60 units. 12/15/04 start date.
Aranda (TARC)	\$1,036,704	110 units. 12/15/2005 start date.
MPP Services (THC)	\$612,418	Modified Payment Program services provided in CNC hotels.
PMSS (THC)	\$641,527	Property management and support services provided in CNC hotels.
Housing Sub-total	\$13,998,017	
Services		
Behavioral Health Roving Team	\$220,131	Psychiatrist and Nurse Practitioners.
Citywide Case Management - Roving Team	\$227,925	Roving team includes 1 SW supervisor, 1 SW, 1 SW associate, 2 clinical supervisor, 1 subst abuse spec, 0.10 prgrm dir, 5 case managers, 0.20 clerk.
Services Sub-total	\$448,056	
Total Expenditures	\$14,446,073	

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

HSA - Human Services Agency													
Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)						
	FTE		Amount		Savings	GF	IT	FTE		Amount		Savings	GF
	From	To	From	To				From	To	From	To		
CAI - County Adult Assistance Program (1G AGF AAA)													
Aid Assistance			\$995,202	\$950,202	\$45,000	x				\$995,202	\$950,202	\$45,000	x
	The proposed reduction of \$45,000 reflects historical spending and projected expenditures in FY 2011-12.												
Aid Payments			\$17,935,687	\$17,685,687	\$250,000	x				\$17,935,687	\$17,685,687	\$250,000	x
	The proposed reduction of \$250,000 reflects historical spending and projected expenditures in FY 2011-12, given the Department's existing capacity.												
Aid Payments			\$8,350,603	\$8,270,603	\$80,000	x				\$8,350,603	\$8,270,603	\$80,000	x
	The proposed reduction of \$80,000 reflects historical spending and projected expenditures in FY 2011-12, given the Department's existing capacity.												

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

HSA - Human Services Agency												
Object Title	FY 2011-2012						FY 2012-2013 (for estimate purposes only)					
	FTE From	FTE To	Amount From	Amount To	Savings	GF IT	FTE From	FTE To	Amount From	Amount To	Savings	GF
CAL - Family and Children's Services (1G AGF AAA)												
Professional and Specialized Services			\$225,000	\$178,750	\$46,250	x			\$225,000	\$178,750	\$46,250	x
	The proposed reduction of \$46,250 reflects historical spending and projected expenditures in FY 2011-12.											
9993M Attrition	-35.21	-35.54	(\$2,675,663)	(\$2,701,305)	\$25,642	x						
Mandatory Fringe Benefits			(\$1,147,327)	(\$1,166,667)	\$19,340	x						
	<i>Total Savings \$44,982</i>											
CGU - DSS Childcare (1G AGF AAA)	Adjust attrition savings to reflect actual hiring plans for vacant positions.											
Aid Assistance			\$12,500,000	\$12,150,000	\$350,000				\$12,500,000	\$12,150,000	\$350,000	
	Reduce to reflect historical spending and projected expenditures. The Budget and Legislative Analyst's recommended FY 2011-12 amount of \$12,150,000 for 036 aid assistance is still \$3,262,885, or a 36.7 percent increase from the \$8,887,115 budgeted in FY 2010-11.											
	Ongoing reduction.											
FY 2011-2012						FY 2012-2013 Impact						
Total Recommended Reductions						Total Recommended Reductions						
One-Time			Ongoing			Total			Total			
General Fund Impact			\$44,982			\$390,843			General Fund Impact			
Non-General Fund Impact			\$0			\$380,407			Non-General Fund Impact			
Total			\$44,982			\$771,250			Total			
									General Fund Impact			
									Non-General Fund Impact			
									Total			

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

HSA - Human Services Agency

Vendor Name	Subobject Title	General Fund Savings	Year of Appropriation	Date of Last Recorded Transaction	Original Amount	Unexpended Balance in Financial and Management Information System (FAMIS)
CENTRO LATINO DE SAN FRANCISCO INC	COMMUNITY BASED ORGANIZATION SERVICES	Yes	2010	8/24/2010	61,271.00	650.00
INSTITUTE ON AGING	COMMUNITY BASED ORGANIZATION SERVICES	No	2010	1/18/2011	45,840.00	1.72
ASIAN NEIGHBORHOOD DESIGN	COMMUNITY BASED ORGANIZATION SERVICES	No	2010	9/9/2010	39,759.00	22,352.00
GOODWILL INDUST OF S F SAN MATEO & MARIN	COMMUNITY BASED ORGANIZATION SERVICES	No	2010	9/13/2010	16,404.00	1,836.00
INTERNATIONAL EFFECTIVENESS CENTERS	INTERPRETERS	Yes	2010	1/31/2011	85,000.00	111.51
ACE LEGAL ASSISTANCE	SOCIAL SERVICES CONTRACTS	Yes	2010	8/26/2010	18,000.00	3,422.77
SENECA CENTER	COMMUNITY BASED ORGANIZATION SERVICES	No	2010	9/15/2010	100,000.00	2,842.80
BROADVIEW SECURITY INC	SECURITY	Yes	2010	1/11/2011	4,800.00	404.93
STAPLES INC & SUBSIDIARIES	OTHER OFFICE SUPPLIES	Yes	2010	4/13/2011	5,000.00	1,748.00
SAN FRANCISCO STATE UNIVERSITY	COMMUNITY BASED ORGANIZATION SERVICES	Yes	2010	8/6/2010	232,108.93	31,533.06
SAN FRANCISCO STATE UNIVERSITY	COMMUNITY BASED ORGANIZATION SERVICES	Yes	2010	10/12/2010	63,792.43	40,586.78
SAN FRANCISCO STATE UNIVERSITY	COMMUNITY BASED ORGANIZATION SERVICES	Yes	2010	10/12/2010	40,000.00	23,838.05
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	7/13/2010	2,600.00	67.04
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	3/29/2010	3,400.00	1,079.94
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	7/13/2010	2,000.00	68.11
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	3/23/2011	2,000.00	313.49
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	3/23/2011	2,200.00	103.55
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	4/27/2011	30,000.00	15,628.00
<i>Subtotal Amount of Savings</i>						<i>\$146,587.75</i>
<i>Less Negative Balances</i>						<i>(\$12,532.41)</i>
Total Amount of Savings						\$134,055.34
Total Amount to Return to General Fund Balance						\$52,384.65

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

