

**CITY AND COUNTY OF SAN FRANCISCO
BOARD OF SUPERVISORS
BUDGET AND LEGISLATIVE ANALYST**

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To: Budget and Finance Committee
From: Budget and Legislative Analyst
Date: June 24, 2014
Re: In Depth Analysis of the Mayor's Proposed FY 2014-15 Budget



Consistent with the Budget and Legislative Analyst's FY 2013-14 work plan, the Budget and Legislative Analyst conducted an in-depth analysis of the Mayor's proposed FY 2014-15 budget to show (1) major changes in revenues and increases in City General Fund allocations; (2) major new initiatives; and, (3) new resources to City departments. We have also analyzed new proposed positions, including management positions; and positions that have been reassigned from grant funds to the General Fund.

This report contains policy options for additional significant budget reductions for consideration by the Budget and Finance Committee of the Board of Supervisors, beyond those budget recommendations made by the Budget and Legislative Analyst during the past two weeks.

cc: Supervisor Farrell, Chair
Supervisor Mar
Supervisor Avalos
Supervisor Breed
Supervisor Wiener
President Chiu
Supervisor Campos
Supervisor Cohen
Supervisor Kim
Supervisor Mar
Supervisor Tang
Supervisor Yee

Mayor Lee
City Administrator
Clerk of the Board
Kate Howard
Controller
Jon Givner

EXECUTIVE SUMMARY

The Mayor's proposed FY 2014-15 budget has increased by \$658 million or 8.3 percent, from \$7.9 billion in FY 2013-14 to \$8.6 billion in FY 2014-15. Of the \$8.6 billion budget, \$4.3 billion is General Fund. The City Charter establishes Property Tax set-asides, baseline transfers and General Fund reserves based on these General Fund revenues, as discussed further below. The balance of General Fund revenues, after Property Tax set-asides, baseline transfers and General Fund reserves are available for appropriation to City departments and programs.

Sources of funds for the City's General Fund departments consist of department revenues and direct General Fund Support. Direct General Fund support to City departments of \$3.0 billion in the Mayor's FY 2014-15 budget, which are discretionary revenues, is an increase of \$266.8 million or approximately 9.8 percent from direct General Fund support of \$2.73 billion in the FY 2013-14 budget adopted by the Board of Supervisors.

Although the Budget and Legislative Analyst has not made specific recommendations to further reduce the proposed FY 2014-15 budget beyond the recommendations made by the Budget and Legislative Analyst during the past two weeks on a department by department basis, this report does present policy options for the Board of Supervisors to consider for further reducing the Mayor's proposed FY 2014-15 budget.

REVENUES

The budget increase of \$658 million includes increases in revenues due to increased Property Tax receipts, increased hotel room tax receipts, and implementation of the Gross Receipts Tax on January 1, 2014. While the Controller in his FY 2014-15 and FY 2015-16 Revenue Letter states that these tax revenue estimates are reasonable given current economic assumptions, he noted that tax revenues are influenced by State and federal policies, and by national economic developments that may impact the local economy.

EXPENDITURES

The major increases in the Mayor's proposed FY 2014-15 budget of \$8.6 billion are for salaries and benefits, professional and contractual services, and aid assistance and grants (further described in the body of this report below).

Of the \$266.8 million increase in direct General Fund support to City departments, \$204.5 million or 76.6 percent of the increase is allocated to General City Responsibility, the Department of Public Health, and the Department of Public Works.

- Increased direct General Fund support to the Department of Public Health includes (1) preparation for the opening of the new San Francisco General Hospital, including the purchase of furniture, fixtures, and equipment as well as transition planning costs and (2) investments in primary care clinics and information technology to prepare San Francisco's health delivery network for implementation of the federal Affordable Care Act.

- Increased direct General Fund support to the Department of Public Works is primarily to fund the City's street repaving program after the Road Repaving and Street Safety bond funds are expended.

Table 7 below in the body of this report shows the increases in direct General Fund support to City departments.

Positions and Salaries

The Mayor's proposed FY 2014-15 budget increases the number of full time equivalent (FTE) positions by 827.97, from 27,669.14 FTEs in FY 2013-14 to 28,497.11 FTEs in FY 2014-15, an increase of 3.0 percent. Table 8 below shows the changes in FTEs by department in FY 2014-15. Details of position changes have previously been included in the Budget and Legislative Analyst's detailed budget reports to the Budget and Finance Committee and the full Board of Supervisors.

Many of the new positions in the FY 2014-15 budget are permanent positions, committing the City to new long term salary and fringe benefit costs. However, as noted in the budget projections jointly prepared by the Mayor's Office, the Controller's Office and the Budget and Legislative Analyst's Office for FY 2014-15 through FY 2017-18, "the current economic expansion began over four and a half years ago. It would be an historic anomaly to not experience a recession within the projection period of this report." Therefore, the level of revenues that support the growth in salaries and fringe benefits in FY 2014-15 may not continue over the next four years.

Further, the City's salaries and fringe benefits budget provides funding that exceeds City departments' actual staffing based on prior expenditure history. In FY 2013-14, the Controller has projected a year-end salary surplus of \$38.8 million for City General Fund departments, or 1.9 percent of FY 2013-14 budgeted salaries of \$2.0 billion.¹

Policy Option

- The Budget and Legislative Analyst has previously recommended during the past two weeks salary reductions of \$4.1 million in City General Fund departments' FY 2014-15 budgets. The Budget and Finance Committee may wish to further reduce salary and related fringe benefit expenditures in FY 2014-15 due to the large projected salary and fringe benefit surpluses in FY 2013-14 and growth in salary expenditures in the FY 2014-15 budget. A salary and fringe benefit reduction of 0.25 percent (¼ of one percent) in City General Fund departments in FY 2014-15 equals \$7.8 million.² Based on our analysis of City departments' budgets, an across-the-board salary and related fringe benefit reduction of ¼ of one percent will not impact service levels. The Board of Supervisors

¹ This amount does not include fringe benefits since fringe benefits are a function of salaries. Also, although salaries may be budgeted in the General Fund, the actual source may be state, federal or other funds specific to the department.

² Some of these savings may not accrue to the General Fund if the funding source is state, federal or other funds specific to the department.

could exempt smaller departments from an across-the-board reduction if the Board wishes to do so.

Programmatic Projects

General fund expenditures for programmatic projects are proposed to increase by \$103 million over a two-year period or 858 percent, from \$12 million in FY 2012-13 to \$115 million in FY 2014-15. The Mayor's proposed FY 2014-15 budget rolls up salaries, contractual services and other project expenditures into a single line item titled programmatic projects. These are continuing projects in which unexpended funds are carried forward each year into the next fiscal year. Because the programmatic projects do not identify expenditures by specific details (salaries, contracts, equipment), and because unexpended funds can be carried forward from year to year, the budget does not provide the Board of Supervisors with sufficient information on planned expenditures in the fiscal year.

The two largest General Fund programmatic projects in FY 2014-15 are \$56 million for the procurement of furniture, fixtures, and equipment for the new San Francisco General Hospital, which is scheduled to open in late 2015 and \$25 million for the Housing Trust Fund.

Policy Option

- The Mayor has significantly increased the use of programmatic projects as a method for budgeting project-specific expenditures. Expenditures proposed under programmatic projects have increased from \$12 million in FY 2012-13 to \$115 million in FY 2014-15, an increase of 858 percent in two years. Programmatic project budgeting does not provide the Board of Supervisors sufficient transparency for understanding the various costs associated with proposed projects. The Budget and Finance Committee should consider requesting the Mayor to budget all projects as annual or continuing projects that delineate expenditures and restrict the use of programmatic budgets.

Vehicles and the Healthy Air and Clean Transportation Ordinance

The Healthy Air and Clean Transportation Ordinance (HACTO) is intended to reduce greenhouse gas emissions by reducing the number of vehicles in the City's fleet and replacing existing vehicles with zero or low-emission vehicles. The Department of the Environment's policy for replacement of City-owned vehicles, in compliance with HACTO, is (1) to reduce the City's fleet by 5 percent per year with a total reduction of 20 percent by 2015; and (2) beginning July 1, 2015, replace vehicles that are 12 years or older.

However, the Department of Environment has granted waivers or is considering waivers, as requested by City departments, from HACTO compliance to 72.4 percent of the vehicles in the City's fleet, or 2,370 of 3,272 vehicles. According to the Department of the Environment, only 919 vehicles or 27.6 percent are counted toward the goal of 20 percent fleet reduction. Further, the Department of the Environment began allowing departments to return vehicles for credit beginning in FY 2013-14. Rather than permanently reducing the City's fleet and emissions, this practice allows City departments to replace such vehicles in future years.

The Budget and Legislative Analyst has recommended to the Budget and Finance Committee during the past two weeks vehicle budget reductions of \$501,398 in FY 2014-15 and \$627,423 in FY 2015-16.

Policy Option:

- The Budget and Finance Committee may wish to further reduce vehicle requests in FY 2014-15. A 10 percent reduction in General Fund vehicle requests in FY 2014-15 equals \$110,000 in General Fund savings.
- Further, the Budget and Finance Committee should consider requesting that the Department of the Environment conduct a review of its implementation of HACTO and report back to the Committee on options for strengthening the enforcement of HACTO to achieve a permanent reduction in the City's fleet and emissions as intended by the ordinance.

REVENUES

Revenues in the Mayor's proposed budget for FY 2014-15 have increased by \$658.2 million or 8.3 percent, from \$7.9 billion in FY 2013-14 to \$8.6 billion in FY 2014-15. These revenues, which include General Fund, enterprise fund, State and federal grants, and other sources, are summarized in Table 1 below.

**Table 1: Revenues
FY 2013-14 and FY 2014-15**

| | FY 2013-14 Approved Budget | FY 2014-15 Proposed Budget | Increase/ (Decrease) | Percent Change |
|--------------------------------|---|---|---------------------------------|---------------------------|
| Local Taxes | 2,879,642,745 | 3,077,518,867 | 197,876,122 | 6.9% |
| Charges for Services | 2,511,610,013 | 2,741,172,246 | 229,562,233 | 9.1% |
| Federal and State Revenues | 1,243,694,391 | 1,214,883,752 | (28,810,639) | (2.3%) |
| Use of City Money and Property | 514,570,246 | 552,136,667 | 37,566,421 | 7.3% |
| Un-appropriated Fund Balance | 333,221,276 | 439,917,175 | 106,695,899 | 32.0% |
| Other Revenues | 173,053,520 | 265,971,730 | 92,918,210 | 53.7% |
| Licenses and Fines | 165,894,061 | 178,489,534 | 12,595,473 | 7.6% |
| Transit and Other Revenues | 87,115,404 | 96,906,865 | 9,791,461 | 11.2% |
| Total | 7,908,801,656 | 8,566,996,836 | 658,195,180 | 8.3% |

Source: Mayor's Budget Book

Local Taxes

Local taxes consist of property, transfer, parking, sales, hotel, utility, and business tax³ revenues, which are allocated to the General Fund and other special funds as required by the Charter. The Mayor's proposed FY 2014-15 budget assumes overall growth of local tax revenues of 6.9 percent based on expectations that the local economy will continue to grow. While the Controller in his FY 2014-15 and FY 2015-16 Revenue Letter states that local tax revenue estimates are reasonable given current economic assumptions, he noted that tax revenues are influenced by State and federal policies, and by national and international economic developments that impact the local economy.

Property and Business Taxes

The highest growth in local taxes is from business taxes, property taxes, and hotel room taxes. The Controller projects a net surplus in these tax revenues in FY 2013-14⁴. The Mayor's proposed FY 2014-15 budget projects increases in:

- (1) Business tax revenues due mostly to implementation of Gross Receipts Taxes and higher business registration fees, approved by voters in Proposition E in November 2012⁵ as well as expected continued growth in employment and wages, particularly in the technology sector;

³ Business taxes consist of business registration, payroll and Gross Receipts Taxes. Gross receipts tax revenues began in 2014, consistent with the voter-approved legislation to replace the Payroll Tax with the Gross Receipts Taxes.

⁴ Controller's FY 2013-14 Nine Month Budget Status Report

⁵ Under Proposition E, Gross Receipts Taxes will be phased in and Payroll Taxes will be phased out over a five-year period beginning in 2014.

- (2) Property tax revenues due mostly to inflation adjustments to the assessed value of properties, as allowed by Proposition 13, and changes in ownership or new construction;⁶ and,
- (3) Hotel tax revenues due to generally strong and broad demand from all segments of the market (tourist, convention, and business) as a result of San Francisco's strong local economy and by the completion of the Moscone Convention Center renovations. The Controller notes in his FY 2014-15 and FY 2015-16 Revenue Letter that actual revenue from the hotel tax will depend on developments with lawsuits brought by San Francisco and other jurisdictions against online travel companies regarding the companies' duty to remit hotel taxes on the difference between the wholesale and retail prices paid for hotel rooms.

State and Federal Grants

The Mayor's proposed FY 2014-15 budget assumes reductions in federal grants and revenues offset somewhat by increases in state grants and revenues, as shown in Table 1 above. The proposed budget does not include a State Revenue Loss Reserve, as the FY 2012-13 budget did, although State funding to the City may be reduced. The Governor's FY 2014-15 May revise budget estimated State savings by requiring counties to assume more responsibility for health and social service programs currently provided by the State, although the Governor assumes that counties will save approximately \$724.9 million as a result of Affordable Care Act implementation. These potential reductions are not included in the Mayor's proposed budget and if enacted, may require the City to find new revenues or expenditure reductions to maintain a balanced budget.

Reserves and Baseline Adjustments

Of the \$8,566,996,836 in FY 2014-15 revenues, approximately \$4,264,000,000 are General Fund revenues.⁷ General Fund revenues consist mostly of local tax revenues, permits and other fees, property rentals and concessions, charges for services, and State public safety and health and welfare transfers, as well as the carry forward of the prior year fund balance and use of eligible reserve funds.

Use of Prior Year Fund Balance and Budget Reserves

The Mayor's proposed budget estimates a FY 2013-14 year-end fund balance of \$270.1 million, of which \$137.1 million is included in the FY 2014-15 budget and \$133.1 million is included in the FY 2015-16 budget. The Mayor's proposed budget also includes use of reserves, as shown in Table 2 below.

⁶ Controller's FY 2014-15 and FY 2015-16 Revenue Letter

⁷ The balance consists of enterprise funds (Water, Wastewater, Municipal Railway, Parking, Port, Airport, etc.); special funds (Building Inspection, Convention Facilities, etc.); debt service funds; internal service funds (Central Shops, Reproduction); trust funds (pension, retiree health); and capital project funds.

**Table 2: Use of Reserves
FY 2013-14 through FY 2014-15**

| | FY 2013-14 Budget | FY 2014-15 Budget | Increase/ (Decrease) | Percent Change |
|---|------------------------------|------------------------------|---------------------------------|---------------------------|
| Rainy Day Reserve Allocated to SFUSD | \$5,800,000 | \$11,100,000 | \$5,300,000 | 91.4% |
| Rainy Day Reserve One-Time Expenditures | 1,500,000 | 12,200,000 | 10,700,000 | 713.0% |
| Recreation and Park Savings Incentive Reserve | 9,700,000 | 5,900,000 | (3,800,000) | (39.2%) |
| Budget Savings Incentive Fund | 16,700,000 | 29,100,000 | 12,400,000 | 74.3% |
| Total | \$33,700,000 | \$58,400,000 | \$24,700,000 | 73.3% |

Source: Controller's FY 2014-15 and FY 2015-16 Revenue Letter

The Rainy Day Reserve allocation to the San Francisco Unified School District (SFUSD), as shown in Table 2 above, assumes that SFUSD will withdraw 25 percent of the Rainy Day Reserve balance as allowed by the Charter.⁸

The Rainy Day One-Time Reserve allocation assumes the use of \$12.2 million in FY 2014-15 and \$2.7 million in FY 2015-16 for one-time expenses as allowed under the Charter.⁹ The Mayor's Office has stated that this is one source of funds for capital projects in FY 2014-15 and FY 2015-16. The allocation also assumes that no deposits will be made in either budget year, which will result in the exhaustion of this Reserve balance in FY 2015-16.

The Recreation and Park Department's FY 2014-15 budget includes use of their Savings Incentive Reserve for capital and facilities maintenance projects. The Reserve allocation assumes the use of \$5.9 million in FY 2014-15 and \$1.8 million in FY 2015-16, which would exhaust the balance of this reserve. In FY 2014-15 these funds are allocated to park and open space projects in SOMA, 17th and Folsom, South Park, Rincon Hill, Eastern Neighborhoods, Portsmouth Square, and Bayview; the Margaret Hayward Playground; and the Emerging Needs Project budget.

The Mayor's proposed FY 2014-15 budget includes use of Budget Savings Incentive Funds for various one-time capital or information technology projects in several General Fund Departments, shown in the Appendix to this report. Because the proposed budgets do not anticipate deposits into the Budget Savings Incentive Fund in the next two fiscal years, the fund balance will be zero at the end of FY 2014-15.

Baseline Transfers and Property Tax Set Asides

The City Charter establishes several (1) baseline transfers of annual General Fund revenues, and (2) property tax set asides to special uses, as shown in Table 3 below. These baseline transfers and property tax set asides total \$807,100,000 in FY 2014-15, an increase of \$58,400,000 or 7.8 percent in FY 2014-15.

⁸ The estimated Rainy Day Reserve FY 2012/2014 year-end balance is \$44,300,000, of which 25 percent is \$11,075,000.

⁹ Charter Section 9.113.5 establishes a Rainy Day One-Time Reserve funded by 25 percent of excess revenue growth in good years, which can be used towards one-time expenses.

**Table 3: General Fund Baseline Transfers and Property Tax Set Asides
FY 2013-14 through FY 2014-15 (\$ millions)**

| | FY 2013-14 Original Budget | FY 2014-15 Proposed Budget | Increase/ (Decrease) | Percent Change |
|--|-----------------------------------|-----------------------------------|-----------------------------|-----------------------|
| Municipal Transportation Agency (MTA) | | | | |
| MTA - Municipal Railway Baseline | \$168.7 | \$180.3 | \$11.6 | 6.9% |
| MTA - Parking & Traffic Baseline | 63.3 | 67.6 | 4.3 | 6.9% |
| MTA - 80% Parking Tax In-Lieu | 66.6 | 67.9 | 1.3 | 2.0% |
| Subtotal Municipal Transportation Agency | 298.6 | 315.8 | 17.3 | 5.8% |
| Library Preservation Fund | | | | |
| Library - Baseline | 57.7 | 61.6 | 3.9 | 6.8% |
| Library - Property Tax Set-Aside | 40.0 | 43.0 | 3.0 | 7.5% |
| Subtotal Library | 97.7 | 104.6 | 6.9 | 7.1% |
| Children's Services | | | | |
| Children's Services Baseline - Eligible Items Budgeted | 131.6 | 147.5 | 15.9 | 12.1% |
| Public Education Services Baseline | 7.3 | 7.8 | 0.6 | 7.6% |
| Children's Fund Property Tax Set-Aside | 48.0 | 51.6 | 3.6 | 7.5% |
| Preschool for All (PEEF) | 25.5 | 27.5 | 2.0 | 7.8% |
| SFUSD Contribution Provided as In-Kind Services (PEEF) | 4.0 | 4.3 | 0.3 | 7.5% |
| Balance of SFUSD Contribution Direct Funding (PEEF) | 47.4 | 50.7 | 3.3 | 7.0% |
| Subtotal Children's Services | 263.8 | 289.3 | 25.6 | 9.7% |
| Other Financial Baselines | | | | |
| Open Space Property Tax Set-Aside | 40.0 | 43.0 | 3.0 | 7.5% |
| Housing Trust Fund | 20.0 | 22.8 | 2.8 | 14.0% |
| Human Services Homeless Care Fund | 13.7 | 14.4 | 0.7 | 5.1% |
| Municipal Symphony Baseline | 2.1 | 2.3 | 0.2 | 9.5% |
| City Services Auditor | 12.9 | 14.9 | 2.0 | 15.5% |
| Subtotal Other Financial Baselines | 88.7 | 97.4 | 8.7 | 9.8% |
| Total | \$748.7 | \$807.1 | \$58.4 | 7.8% |

Source: Controller's FY 2014-15 and FY 2015-16 Revenue Letter

The Children's Baseline amount in the proposed budget exceeds the baseline requirement by \$13.4 million in FY 2014-15 and \$3.0 million in FY 2015-16, as has been the practice in prior years.

The Public Education Enrichment Fund (PEEF) is fully-funded in FY 2014-15 and FY 2015-16 with \$78.2 million (plus \$4.3 million in in-kind contributions) and \$85.1 million respectively. As the budget projections jointly prepared by the Mayor's Office, the Controller's Office and the Budget and Legislative Analyst's Office for FY 2014-15 through FY 2017-18 do not project a budgetary shortfall of \$100 million or more in FY 2014-15, the City's contribution to the Public Education Enrichment Fund has not been reduced by 25 percent, in accordance with the City's Charter.

City Reserves

The City has several General Fund reserves.

- The Charter establishes the Rainy Day Reserve, in which a portion of new General Fund revenues in the upcoming fiscal year exceed General Fund revenues in the existing year by 5

percent are deposited into the reserve. The Mayor's proposed FY 2014-15 and FY 2015-16 budgets do not include deposits into the Rainy Day Reserve because anticipated General Fund revenues do not meet the criteria for deposits into the reserve.

- The Charter also requires the City to adopt financial policies to establish adequate reserves. The Board of Supervisors adopted an ordinance, approving the financial policies and amending the Administrative Code, to establish a (1) General Reserve, which is to equal 2 percent of budgeted regular General Fund revenues no later than FY 2016-17¹⁰; and (2) Budget Stabilization Reserve to augment the Rainy Day Reserve. The Mayor's proposed FY 2014-15 and FY 2015-16 budgets appropriate funds to these two reserves in conformance to the requirements of the ordinance. Under the Charter, the Board of Supervisors may by resolution suspend by two-thirds vote, in whole or in part, provisions of this ordinance.
- The Litigation and Salaries and Benefits Reserves are established in the Annual Appropriation Ordinance. In addition the Audit Reserve, which is an existing reserve in the General City Responsibility budget, is included as a new provision in the proposed FY 2014-15 and FY 2015-16 Annual Appropriation Ordinance, pending before the Board of Supervisors.

**Table 4: City General Fund Reserves
FY 2013-14 through FY 2015-16**

| | FY 2013-14 Projected Year End Balance | FY 2014-15 Proposed Budget | FY 2014-15 Projected Withdrawals | FY 2014-15 Projected Year End Balance | FY 2015-16 Proposed Budget | FY 2015-16 Projected Withdrawals | FY 2015-16 Projected Year End Balance |
|-------------------------------|--|---|---|--|---|---|--|
| General Reserve | \$38,789,000 | \$19,120,000 | \$0 | \$57,909,000 | \$11,483,000 | \$0 | \$69,391,000 |
| Budget Stabilization Reserve | 121,580,000 | 19,090,000 | 0 | 140,670,000 | 0 | 0 | 140,670,000 |
| Rainy Day Reserve | 59,221,000 | 0 | 23,320,000 | 35,901,000 | 0 | 10,980,000 | 24,921,000 |
| Salaries and Benefits Reserve | 0 | 16,680,000 | 16,680,000 | 0 | 17,713,512 | 17,713,512 | 0 |
| Litigation Reserve | 0 | 17,100,000 | 17,100,000 | 0 | 16,000,000 | 16,000,000 | 0 |
| Audit Reserve | 0 | 5,352,401 | 5,352,401 | 0 | 5,352,401 | 5,352,401 | 0 |
| Total Reserves | 219,590,000 | 77,342,401 | 62,452,401 | 234,480,000 | 50,548,913 | 50,045,913 | 234,983,000 |

Source: Controller's Office

The Controller's practice has been to carry forward unspent funds in the Litigation, Salaries and Benefits, and Audit Reserves into the next fiscal year. According to the Controller's Office, the Controller expects to fully spend these reserves in FY 2013-14 with no carry forward of balances to FY 2014-15.

¹⁰ The ordinance provides that the General Reserve shall be no less than 1.5 percent of budgeted regular General Fund revenues in FY 2014-15, and no less than 1.75 percent of budgeted regular General Fund revenues in FY 2015-16. The Mayor's proposed FY 2014-15 and FY 2015-16 budgets conform to this requirement.

EXPENDITURES

The Mayor's proposed FY 2014-15 budget is increasing by 8.3 percent as seen in Table 5 below. The budget shown in Table 5 includes all City department expenditures, including General Fund expenditures. The largest increases in spending of all City funds by dollar amount are salaries and fringe benefits and professional and contractual services. The largest increases in spending of all City funds by percentage are for salaries and fringe benefits.

**Table 5: Mayor's Proposed Expenditure Budget for All City Departments
FY 2013-14 through FY 2014-15**

| | FY 2013-14 Approved Budget | FY 2014-15 Proposed Budget | Increase/ (Decrease) | Percent of Citywide Change in Funding |
|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------|--|
| Salaries | 2,767,913,464 | 2,940,404,219 | 172,490,755 | 26.2% |
| Fringe Benefits | 1,253,252,376 | 1,390,724,983 | 137,472,607 | 20.9% |
| Salaries and Fringe Benefits | 4,021,165,840 | 4,331,129,202 | 309,963,362 | 47.1% |
| Debt Service | 930,061,018 | 985,756,713 | 55,695,695 | 8.5% |
| Equipment | 34,344,301 | 46,914,935 | 12,570,634 | 1.9% |
| Services of Other Departments | 692,642,110 | 750,307,177 | 57,665,067 | 8.8% |
| Aid Assistance/Grants | 686,976,531 | 765,547,839 | 78,571,308 | 11.9% |
| Professional and Contractual Services | 1,637,568,434 | 1,722,862,206 | 85,293,772 | 13.0% |
| Overhead | 163,627,364 | 188,580,202 | 24,952,838 | 3.8% |
| Materials and Supplies | 292,950,511 | 304,263,626 | 11,313,115 | 1.7% |
| Facilities Maintenance | 63,764,446 | 70,204,324 | 6,439,878 | 1.0% |
| Capital Projects | 152,809,541 | 198,907,147 | 46,097,606 | 7.0% |
| Budgetary Reserves | 227,451,551 | 225,150,034 | (2,301,517) | (0.3%) |
| Capital Renewal | 40,781,948 | 97,314,544 | 56,532,596 | 8.6% |
| Expenditure Recovery | (1,035,341,939) | (1,119,941,113) | (84,599,174) | (12.9%) |
| Total | 7,908,801,656 | 8,566,996,836 | 658,195,180 | 8.3% |

Source: Mayor's Budget Book

The Mayor's proposed budget of \$8.6 billion in FY 2014-15 includes self-funded enterprise departments including the Airport, Port, and Public Utilities Commission, which have two-year fixed budgets that came up for biannual Board approval in May. In addition, the Library, Child Support Services, and Retirement System were approved as two-year fixed budgets for the first time this year in May. Under the Charter, the Municipal Transportation Agency takes effect without action by the Board of Supervisors, unless the Board of Supervisors rejects the budget by a seven-elevenths' vote. The remaining City departments have two-year rolling budgets, subject to Board of Supervisors appropriation approval each fiscal year. The Mayor's proposed FY 2014-15 budget for these departments as well as general city responsibility are shown in Table 6 below.

Table 6: City Departments with Rolling Two-Year Budgets

| Department | 2013-2014 Budget | 2014-2015 Proposed | Increase/ (Decrease) | Percent Change |
|--|------------------------|------------------------|----------------------|----------------|
| ACADEMY OF SCIENCES | \$4,432,695 | \$4,547,630 | \$114,935 | 2.6% |
| ADULT PROBATION | 26,608,644 | 31,074,632 | 4,465,988 | 16.8% |
| ARTS COMMISSION | 14,150,397 | 13,865,924 | (284,473) | -2.0% |
| ASIAN ART MUSEUM | 8,744,439 | 9,456,379 | 711,940 | 8.1% |
| ASSESSOR / RECORDER | 21,594,580 | 24,082,245 | 2,487,665 | 11.5% |
| BOARD OF APPEALS | 942,085 | 964,380 | 22,295 | 2.4% |
| BOARD OF SUPERVISORS | 12,890,477 | 13,497,300 | 606,823 | 4.7% |
| BUILDING INSPECTION | 78,833,726 | 93,545,635 | 14,711,909 | 18.7% |
| CHILDREN AND FAMILIES COMMISSION | 54,463,350 | 58,591,279 | 4,127,929 | 7.6% |
| CHILDREN; YOUTH & THEIR FAMILIES | 145,658,643 | 160,790,341 | 15,131,698 | 10.4% |
| CITY ATTORNEY | 73,004,864 | 76,039,962 | 3,035,098 | 4.2% |
| CITY PLANNING | 29,981,797 | 38,608,869 | 8,627,072 | 28.8% |
| CIVIL SERVICE COMMISSION | 922,502 | 1,119,109 | 196,607 | 21.3% |
| CONTROLLER | 43,980,897 | 51,960,612 | 7,979,715 | 18.1% |
| COUNTY EDUCATION OFFICE | 116,000 | 116,000 | 0 | 0.0% |
| DISTRICT ATTORNEY | 46,716,897 | 48,776,521 | 2,059,624 | 4.4% |
| ECONOMIC AND WORKFORCE DEVELOPMENT | 39,155,612 | 36,068,541 | (3,087,071) | -7.9% |
| ELECTIONS | 16,696,145 | 17,014,725 | 318,580 | 1.9% |
| EMERGENCY MANAGEMENT | 69,492,934 | 76,309,954 | 6,817,020 | 9.8% |
| ENVIRONMENT | 17,366,898 | 17,242,254 | (124,644) | -0.7% |
| ETHICS COMMISSION | 4,531,950 | 4,524,354 | (7,596) | -0.2% |
| FINE ARTS MUSEUM | 17,107,968 | 17,700,375 | 592,407 | 3.5% |
| FIRE DEPARTMENT | 333,614,911 | 344,393,878 | 10,778,967 | 3.2% |
| GENERAL CITY RESPONSIBILITY | 1,439,002,802 | 1,555,612,840 | 116,610,038 | 8.1% |
| GENERAL SERVICES AGENCY - CITY ADMIN | 294,559,401 | 307,233,422 | 12,674,021 | 4.3% |
| GENERAL SERVICES AGENCY - PUBLIC WORKS | 159,380,342 | 218,421,746 | 59,041,404 | 37.0% |
| GENERAL SERVICES AGENCY - TECHNOLOGY | 82,746,946 | 94,243,287 | 11,496,341 | 13.9% |
| HEALTH SERVICE SYSTEM | 8,899,536 | 10,134,747 | 1,235,211 | 13.9% |
| HUMAN RESOURCES | 77,898,019 | 81,807,795 | 3,909,776 | 5.0% |
| HUMAN RIGHTS COMMISSION | 2,242,040 | 2,072,380 | (169,660) | -7.6% |
| HUMAN SERVICES | 737,923,441 | 825,323,368 | 87,399,927 | 11.8% |
| JUVENILE PROBATION | 36,815,789 | 38,778,045 | 1,962,256 | 5.3% |
| LAW LIBRARY | 1,284,995 | 1,535,911 | 250,916 | 19.5% |
| MAYOR | 52,089,662 | 86,816,341 | 34,726,679 | 66.7% |
| POLICE | 526,936,867 | 529,979,638 | 3,042,771 | 0.6% |
| PUBLIC DEFENDER | 28,819,705 | 30,453,821 | 1,634,116 | 5.7% |
| PUBLIC HEALTH | 1,908,611,827 | 1,981,992,009 | 73,380,182 | 3.8% |
| RECREATION AND PARK COMMISSION | 160,938,278 | 159,330,311 | (1,607,967) | -1.0% |
| RENT ARBITRATION BOARD | 6,233,794 | 6,627,162 | 393,368 | 6.3% |
| SHERIFF | 179,368,715 | 192,980,672 | 13,611,957 | 7.6% |
| STATUS OF WOMEN | 5,174,192 | 5,722,617 | 548,425 | 10.6% |
| SUPERIOR COURT | 37,323,115 | 35,058,716 | (2,264,399) | -6.1% |
| TREASURER/TAX COLLECTOR | 35,085,239 | 40,011,457 | 4,926,218 | 14.0% |
| WAR MEMORIAL | 11,934,740 | 13,948,627 | 2,013,887 | 16.9% |
| Total | \$6,854,277,856 | \$7,358,375,811 | \$504,097,955 | 7.4% |

Source: City Budget System

Of the City's \$8.6 billion budget in FY 2014-15, approximately \$3.0 billion is discretionary General Fund. The City's General Fund departments are funded by a combination of department revenues, which may include state and federal funds and grants, and direct General Fund support, which is discretionary. As seen in Table 7 below, which summarizes General Fund support to City departments, the departments receiving the largest increase in General Fund monies are General City Responsibility, the Department of Public Health, and the Department of Public Works.

Table 7: Direct General Fund Support to City Departments

| Department | FY 2013-14 GF Support | FY 2014-15 Proposed GF Support | General Fund Increase/ (Decrease) | % Share of General Fund Increase |
|---|--------------------------|--------------------------------------|---|--|
| GENERAL CITY RESPONSIBILITY | 580,022,743 | 665,484,704 | 85,461,961 | 32.0% |
| PUBLIC HEALTH | 553,738,906 | 613,427,198 | 59,688,292 | 22.4% |
| GENERAL SERVICES AGENCY - PUBLIC WORKS | 30,877,269 | 90,218,636 | 59,341,367 | 22.2% |
| SHERIFF | 139,447,335 | 150,830,673 | 11,383,338 | 4.3% |
| FIRE DEPARTMENT | 215,141,560 | 222,301,310 | 7,159,750 | 2.7% |
| POLICE | 406,375,326 | 412,360,570 | 5,985,244 | 2.2% |
| DEPARTMENT OF EMERGENCY MANAGEMENT | 44,471,198 | 50,283,339 | 5,812,141 | 2.2% |
| TREASURER/TAX COLLECTOR | 19,968,987 | 25,719,731 | 5,750,744 | 2.2% |
| HUMAN SERVICES | 224,372,693 | 229,911,901 | 5,539,208 | 2.1% |
| PUBLIC LIBRARY | 57,690,000 | 61,630,000 | 3,940,000 | 1.5% |
| ADULT PROBATION | 14,728,247 | 17,151,105 | 2,422,858 | 0.9% |
| CITY ATTORNEY | 8,653,423 | 11,027,799 | 2,374,376 | 0.9% |
| JUVENILE PROBATION | 29,524,227 | 31,827,774 | 2,303,547 | 0.9% |
| ASSESSOR-RECORDER | 15,906,981 | 18,114,838 | 2,207,857 | 0.8% |
| ETHICS COMMISSION | 2,431,950 | 4,454,354 | 2,022,404 | 0.8% |
| DISTRICT ATTORNEY | 40,613,539 | 42,542,347 | 1,928,808 | 0.7% |
| CHILDREN AND FAMILIES COMMISSION (FIRST 5 SF) | 25,720,000 | 27,470,000 | 1,750,000 | 0.7% |
| PUBLIC DEFENDER | 28,472,068 | 29,980,740 | 1,508,672 | 0.6% |
| HUMAN RESOURCES | 11,226,178 | 12,488,020 | 1,261,842 | 0.5% |
| FINE ARTS MUSEUM | 13,783,318 | 14,662,537 | 879,219 | 0.3% |
| BOARD OF SUPERVISORS | 12,254,860 | 12,953,142 | 698,282 | 0.3% |
| STATUS OF WOMEN | 4,924,718 | 5,485,017 | 560,299 | 0.2% |
| HUMAN RIGHTS COMMISSION | 1,513,502 | 2,072,380 | 558,878 | 0.2% |
| ASIAN ART MUSEUM | 8,245,574 | 8,768,412 | 522,838 | 0.2% |
| GENERAL SERVICES AGENCY - TECHNOLOGY | 1,885,482 | 2,322,508 | 437,026 | 0.2% |
| LAW LIBRARY | 1,284,995 | 1,535,911 | 250,916 | 0.1% |
| CIVIL SERVICE COMMISSION | 612,502 | 809,109 | 196,607 | 0.1% |
| ACADEMY OF SCIENCES | \$4,432,695 | \$4,547,630 | \$114,935 | 0.0% |
| RETIREMENT SYSTEM | (27,000) | 3,270 | 30,270 | 0.0% |
| BOARD OF APPEALS | 0 | 22,295 | 22,295 | 0.0% |
| COUNTY EDUCATION OFFICE | 116,000 | 116,000 | 0 | 0.0% |
| CITY PLANNING | 2,772,727 | 2,629,882 | (142,845) | -0.1% |
| ELECTIONS | 16,362,752 | 16,142,048 | (220,704) | -0.1% |
| CHILDREN, YOUTH & THEIR FAMILIES | 28,966,662 | 28,689,998 | (276,664) | -0.1% |
| MAYOR | 10,174,841 | 9,874,099 | (300,742) | -0.1% |
| GENERAL SERVICES AGENCY - CITY ADMIN | 51,161,358 | 50,850,427 | (310,931) | -0.1% |
| ARTS COMMISSION | 8,041,347 | 7,656,553 | (384,794) | -0.1% |
| SUPERIOR COURT | 32,427,220 | 31,960,320 | (466,900) | -0.2% |
| CONTROLLER | 13,184,746 | 12,417,957 | (766,789) | -0.3% |
| ECONOMIC AND WORKFORCE DEVELOPMENT | 20,306,571 | 19,307,907 | (998,664) | -0.4% |
| RECREATION AND PARK COMMISSION | 48,709,246 | 47,230,238 | (1,479,008) | -0.6% |
| Total | \$2,730,516,746 | \$2,997,282,679 | \$266,765,933 | 100.0% |

Source: Mayor's Budget Book and Proposed Annual Appropriation Ordinance

Below are highlights of changes in General Fund expenditure in the Mayor's proposed FY 2014-15 budget for City departments that have the highest increases in General Fund support.

Public Health (\$59.7 million, 10.8% Increase in General Fund Support):

The Department of Public Health (DPH) is the largest General Fund department and has the largest proposed increase in General Fund support from FY 2013-14 to FY 2014-15 after General City Responsibility at \$59.7 million, or 10.8 percent. Specific changes in DPH's budget include:

- **New General Hospital:** DPH has been allocated approximately \$56 million in FY 2014-15 for the procurement of furniture, fixtures, and equipment and \$26.5 million for transition planning for the new San Francisco General Hospital, which is due to open in December 2015.
- **Implementation of Federal Health Care Reform:** To meet the Affordable Care Act's (ACA) minimum essential benefits, DPH is expanding access to primary care, dental and mental health services. The Department is also making significant investments to update its IT systems and security to make San Francisco's health delivery network ready to implement the ACA.
- **Backfilling Reductions in Federal Funding:** Approximately \$3 million is included in the Mayor's proposed budget to restore significant cuts that the Department experienced in federal Ryan White Act and Center for Disease Control (CDC) funding for HIV services.
- **Increased Security Work-Order with the Sheriff's Department:** The Department of Public Health's (DPH) FY 2014-15 budget includes additional funds of \$2,705,363 for the Sheriff Department to provide security at San Francisco General Hospital, Laguna Honda Hospital and Community Health programs. While the University of California San Francisco (UCSF) evaluated and recommended security improvements at San Francisco General Hospital, UCSF did not address security at Laguna Honda Hospital or the Community Health programs. Of the \$2,705,363 increase in the work order, \$1,245,358 are for new or increased services at Laguna Honda Hospital and Community Health programs, which were not reviewed by UCSF.¹¹

Public Works (\$59.3 million, 192.2% Increase in General Fund Support):

The proposed increase of \$59.3 million in General Fund support for the General Services Agency- Department of Public Works (DPW) comprises the third largest share, or approximately 22.2 percent, of the proposed Citywide increase in General Fund spending from FY 2013-14 to FY 2014-15. Specific changes in the Department's FY 2014-15 budget that reflect this increase include:

- **Fully Funding the Street Repaving Program:** The bulk of the increase in General Fund allocation to DPW, \$41.5 million in FY 2014-15, is to fully fund the City's street repaving program after the Road Repaving and Street Safety bond funds are expended.

¹¹ This amount does not include the proposed increase in the DPH work order with the Sheriff's Department to provide security services to mental health programs.

Other Increases in General Fund Support:

- **Sheriff:** The Mayor has proposed increasing General Fund expenditures for the Sheriff's Department to enhance security at San Francisco General Hospital, Laguna Honda Hospital, and City clinics; to civilianize the Department's Records Division; and, to implement a Peace Officer Standards and Training (POST) training to staff performing security work under the Field Training Officer Program.
- **Fire:** The Mayor has proposed increasing General Fund expenditures for the Fire Department to fund new operating expenditures for Station 4, which is scheduled to open in Fall 2014; to fund several new emergency medical service (EMS) staff positions; and, to cover additional benefit and retirement costs.
- **Police:** The Police Department is receiving an increase in General Fund support primarily due to unanticipated security staffing needs related to the Public Safety Building and the transfer of transit officers previously funded by the MTA to the Police Department budget.
- **Emergency Management:** The Mayor has proposed providing the Department of Emergency Management additional General Fund support to implement the Critical Infrastructure Protection Project, which will provide security improvements to critical cable infrastructure at 1011 Turk Street; to hire additional Emergency Communications Dispatchers; to plan for the replacement of outdated public safety radios; and, to replace the 9-1-1 phone system.
- **Treasurer/Tax Collector:** The Treasurer/Tax Collector is receiving an increase in General Fund support primarily to implement the Gross Receipts Tax, including the hire of nine new positions. In addition, the Department is receiving additional support for its Delinquent Revenue Collections Enhancement Project.
- **Human Services Agency:** The Human Services Agency is receiving an increase in General Fund support mainly due to labor negotiated salary and fringe increases, funding for childcare providers, and aid payments.

POSITIONS AND SALARY COSTS

The Mayor's proposed FY 2014-15 budget increases the number of full time equivalent (FTE) positions by 827.97, from 27,669.14 FTEs in FY 2013-14 to 28,497.11 FTEs in FY 2014-15. This includes Airport, Port, Public Utilities Commission, Library, Child Support Services, and Retirement System positions, which have fixed two year budgets, and the Municipal Transportation Agency, for which the Board of Supervisors does not have line-item appropriation authority.

The General Fund supported City departments with the largest increase in FTEs are the:

- **Department of Public Health**, which has added positions to provide for expanded services offered at primary care clinics, including a proposed new clinic, to a larger

population of patients. The proposed increase will also provide staff to plan and prepare for the opening of the new San Francisco General Hospital;

- The **Human Services Agency**, which has added positions to support expanded services and programs in CalFresh, CalWorks, family and children's services, in-home supportive services, and various other programs (note: these positions were approved by the Board in a FY 2013-14 supplemental appropriation and are annualized in FY 2014-15). An additional 39 positions are included in the FY 2014-15 budget for these same programs. Also, several new positions added in FY 2013-14 to support the expansion of Medi-Cal under the Affordable Care Act, intensive outreach for CalWorks, increased services in CalFresh, and the expansion of Jobs Now are annualized in FY 2014-15; and,
- The **Police Department** to fund Transit Officer positions, which are transferring from the Municipal Transportation Agency starting in FY 2014-15. In addition, security for the new Public Safety Building will be provided by the Police Department, rather than through a contract as previously planned, which will necessitate six new positions for the Department. Also, to support the new organization, the Airport has requested one new Lieutenant to supervise a new division and two Community Service Aide Supervisors.

Table 8 below shows the changes in FTEs by department in FY 2013-14 and FY 2014-15. Details of position changes are included in the Budget and Legislative Analyst's reports to the Budget and Finance Committee.

Table 8: FTEs by Department

| Department | FY 2013- 2014 Adopted | FY 2014- 2015 Proposed | Change | Percent Change |
|---|-----------------------------|------------------------------|---------------|-------------------|
| PUBLIC HEALTH | 6,125.91 | 6,276.10 | 150.19 | 2.5% |
| HUMAN SERVICES | 1,855.40 | 1,970.96 | 115.56 | 6.2% |
| POLICE | 2,727.26 | 2,793.78 | 66.52 | 2.4% |
| GENERAL SERVICES AGENCY - CITY ADMIN | 716.24 | 751.02 | 34.78 | 4.9% |
| SHERIFF | 984.20 | 1,017.22 | 33.02 | 3.4% |
| FIRE DEPARTMENT | 1,463.99 | 1,496.23 | 32.24 | 2.2% |
| GENERAL SERVICES AGENCY - PUBLIC WORKS | 825.03 | 850.40 | 25.37 | 3.1% |
| RECREATION AND PARK COMMISSION | 870.27 | 886.46 | 16.19 | 1.9% |
| CONTROLLER | 204.11 | 220.16 | 16.05 | 7.9% |
| TREASURER/TAX COLLECTOR | 211.19 | 226.89 | 15.70 | 7.4% |
| CITY PLANNING | 156.52 | 170.26 | 13.74 | 8.8% |
| EMERGENCY MANAGEMENT | 243.55 | 254.08 | 10.53 | 4.3% |
| BUILDING INSPECTION | 284.50 | 294.80 | 10.30 | 3.6% |
| HUMAN RESOURCES | 135.32 | 145.28 | 9.96 | 7.4% |
| ECONOMIC AND WORKFORCE DEVELOPMENT | 85.58 | 92.58 | 7.00 | 8.2% |
| ADULT PROBATION | 139.56 | 145.15 | 5.59 | 4.0% |
| HEALTH SERVICE SYSTEM | 43.83 | 49.12 | 5.29 | 12.1% |
| ENVIRONMENT | 59.09 | 62.29 | 3.20 | 5.4% |
| DISTRICT ATTORNEY | 253.39 | 256.38 | 2.99 | 1.2% |
| RENT ARBITRATION BOARD | 28.53 | 30.52 | 1.99 | 7.0% |
| CITY ATTORNEY | 308.14 | 309.85 | 1.71 | 0.6% |
| CHILDREN; YOUTH & THEIR FAMILIES | 37.42 | 38.90 | 1.48 | 4.0% |
| FINE ARTS MUSEUM | 111.14 | 112.53 | 1.39 | 1.3% |
| WAR MEMORIAL | 56.55 | 57.91 | 1.36 | 2.4% |
| MAYOR | 49.45 | 50.69 | 1.24 | 2.5% |
| PUBLIC DEFENDER | 156.50 | 157.47 | 0.97 | 0.6% |
| ARTS COMMISSION | 28.43 | 28.89 | 0.46 | 1.6% |
| STATUS OF WOMEN | 5.67 | 6.02 | 0.35 | 6.2% |
| BOARD OF APPEALS | 5.00 | 5.00 | 0 | 0.0% |
| CHILDREN AND FAMILIES COMMISSION | 17.00 | 17.00 | 0 | 0.0% |
| ACADEMY OF SCIENCES | 12.35 | 12.35 | 0 | 0.0% |
| LAW LIBRARY | 3.00 | 3.00 | 0 | 0.0% |
| CIVIL SERVICE COMMISSION | 6.02 | 6.02 | 0 | 0.0% |
| ASIAN ART MUSEUM | 57.83 | 57.76 | (0.07) | -0.1% |
| HUMAN RIGHTS COMMISSION | 11.81 | 11.68 | (0.13) | -1.1% |
| BOARD OF SUPERVISORS | 74.49 | 74.31 | (0.18) | -0.2% |
| JUVENILE PROBATION | 239.43 | 239.12 | (0.31) | -0.1% |
| ETHICS COMMISSION | 19.44 | 17.50 | (1.94) | -10.0% |
| GENERAL SERVICES AGENCY - TECHNOLOGY | 215.64 | 213.61 | (2.03) | -0.9% |
| ELECTIONS | 52.17 | 49.45 | (2.72) | -5.2% |
| ASSESSOR / RECORDER | 152.08 | 148.87 | (3.21) | -2.1% |
| DEPARTMENTS WITH TWO-YEAR FIXED BUDGETS | 8,636.11 | 8,889.50 | 253.39 | 2.9% |
| Grand Total | 27,669.14 | 28,497.11 | 827.97 | 3.0% |

Source: City Budget System

Management Positions

The number of management positions funded by the General Fund has increased by 27.7 FTEs, or 5.8 percent, as shown in Table 9 below, about twice the rate of the overall increase in department positions (3.0 percent). Management positions are defined as positions covered by the Municipal Executive Association (MEA) bargaining unit.

**Table 9: Increase in MEA General Fund Positions
FY 2013-14 to FY 2014-15**

| MEA Position | FY 2013-14 Budget | FY 2014-15 Proposed | Increase/ (Decrease) from FY 2013-14 to FY 2014-15 |
|---|----------------------|------------------------|---|
| Deputy Director III | 19.0 | 27.0 | 8.0 |
| Manager I | 71.7 | 77.4 | 5.7 |
| Manager III | 74.0 | 79.7 | 5.7 |
| Manager II | 77.2 | 82.6 | 5.4 |
| Manager VI | 25.5 | 29.0 | 3.5 |
| Manager V | 37.7 | 40.0 | 2.3 |
| Deputy Director IV | 9.0 | 11.0 | 2.0 |
| Deputy Director I | 4.9 | 6.0 | 1.1 |
| Manager VII | 6.3 | 7.0 | 0.7 |
| Manager VIII | 12.8 | 13.0 | 0.2 |
| Chief Microbiologist | 0.1 | 0.0 | (0.1) |
| Chief Victim/Witness Investigator | 0.4 | 0.0 | (0.4) |
| Manager IV | 49.9 | 49.1 | (0.7) |
| IS Manager | 3.8 | 3.0 | (0.8) |
| Deputy Director II | 18.0 | 13.0 | (5.0) |
| All Other MEA Positions (positions with no changes) | 68.7 | 68.7 | 0.0 |
| Grand Total | 478.8 | 506.5 | 27.7 |

Source: City Budget System

Table 10 below shows all new *General Fund supported* MEA positions by department in the FY 2014-15 and FY 2015-16 proposed budgets.

**Table 10: New MEA General Fund Positions by Department
FY 2013-14 and FY 2014-15¹²**

| Position/Department | FY 2014-15 Proposed | FY 2015-16 Proposed |
|--|------------------------|------------------------|
| Manager III | 1.00 | 0.50 |
| GSA- City Administrator Subtotal | 1.00 | 0.50 |
| Manager II | 0.77 | 1.00 |
| Assessor-Recorder Subtotal | 0.77 | 1.00 |
| Manager III | 0.00 | 0.46 |
| Manager V | 1.00 | 1.77 |
| Controller Subtotal | 1.00 | 2.20 |
| Manager I | 3.08 | 4.00 |
| Manager II | 0.26 | 0.33 |
| Manager IV | 0.77 | 1.00 |
| Manager V | 1.00 | 1.00 |
| Public Health Subtotal | 5.11 | 6.33 |
| Manager II | 0.77 | 1.00 |
| Human Services Agency Subtotal | 0.77 | 1.00 |
| Manager IV | 0.77 | 1.00 |
| Economic and Workforce Development Subtotal | 0.77 | 1.00 |
| Manager I | 1.00 | 1.00 |
| Human Resources Subtotal | 1.00 | 1.00 |
| Deputy Director III | 0.00 | 1.00 |
| Manager I | 0.00 | 1.00 |
| Treasurer-Tax Collector Subtotal | 0.00 | 2.00 |
| Grand Total | 10.42 | 15.06 |

Source: City Budget System

Below are highlights of the Mayor's proposed new FY 2014-15 General Fund MEA positions:

- **Public Health:** Six new manager positions are being proposed for the Department of Public Health for FY 2014-15, including four Manager I positions to provide Directors for each of the new primary care clinics, one Manager IV position to provide a new IT manager to improve IT functionality and security, and one Manager V to be the new head of security for San Francisco General Hospital (submitted as an interim exception). In addition, a Manager II position is being increased by 0.26 FTE to bring a current manager to full-time and to serve as a Deputy Director of a new Transitions Unit.
- **GSA- City Administrator:** One new manager position is being proposed for the Department of Administrative Services. This new position is a Manager III and will oversee purchasing for San Francisco General Hospital. This position has been categorized as limited-term.
- **Assessor-Recorder:** One new Manager II position is being proposed for the Assessor-Recorder to head the Business Personal Property Division.

¹² The difference in positions between Table 9 and Table 10 is that Table 9 shows all position changes resulting in new MEA positions, including reassignments, substitutions, and annualization of prior year positions, while Table 10 only shows newly-created positions.

- **Controller:** One new Manager V position is being proposed for the Controller's Office in FY 2014-15. This position is part of the financial systems replacement project and will oversee the project technical team.
- **Human Services Agency:** One new Manager II position is being proposed for the Human Services Agency. This position will provide additional managerial oversight for the CalFresh program.
- **Economic and Workforce Development:** One new Manager IV position is being proposed for the Office of Economic and Workforce Development to oversee the Development Agreement process of several new development projects, which have grown in number over the past year.
- **Human Resources:** One new Manger I position is being proposed for the Department of Human Resources. However, the Budget and Legislative Analyst recommending downgrading the position and the Department has agreed to reclassify it to a lower level as a 1244 Senior Personnel Analyst. The position will be responsible for implementing a DHR recruitment program targeting public safety and difficult-to-fill positions.

Off-Budget Positions

As seen in Table 11 below, 107.0 new General Fund off-budget FTEs are proposed for FY 2014-15. Off-budget positions are generally project positions, funded by project rather than annual operating revenues.

**Table 11: Proposed New Off-Budget General Fund Positions
FY 2013-14 and FY 2014-15**

| Department | FY 2013-14 Budget | FY 2014-15 Proposed | Increase/ (Decrease) | % of Citywide Change in Off- Budget FTEs |
|-------------------------------------|----------------------|------------------------|-------------------------|--|
| Public Works | 453.31 | 499.28 | 45.97 | 43.0% |
| Public Health | 18.70 | 60.31 | 41.61 | 38.9% |
| Police | 0.00 | 8.00 | 8.00 | 7.5% |
| General Services Agency- City Admin | 10.77 | 14.77 | 4.00 | 3.7% |
| City Planning | 17.54 | 21.15 | 3.61 | 3.4% |
| Mayor | 3.00 | 6.50 | 3.50 | 3.3% |
| Recreation and Parks | 14.77 | 17.00 | 2.23 | 2.1% |
| Assessor-Recorder | 11.62 | 13.77 | 2.15 | 2.0% |
| Human Resources | 3.00 | 4.54 | 1.54 | 1.4% |
| Public Defender | 2.54 | 3.00 | 0.46 | 0.4% |
| Arts Commission | 6.20 | 6.47 | 0.27 | 0.3% |
| Board of Supervisors | 3.50 | 3.50 | 0.00 | 0.0% |
| District Attorney | 0.00 | 0.00 | 0.00 | 0.0% |
| Economic and Workforce Development | 3.00 | 3.00 | 0.00 | 0.0% |
| Fire | 3.00 | 3.00 | 0.00 | 0.0% |
| Juvenile Probation | 1.00 | 1.00 | 0.00 | 0.0% |
| Treasurer-Tax Collector | 10.00 | 10.00 | 0.00 | 0.0% |
| Environment | 1.38 | 0.97 | (0.41) | -0.4% |
| Emergency Management | 1.54 | 1.00 | (0.54) | -0.5% |
| Human Services Agency | 12.92 | 12.00 | (0.92) | -0.9% |
| Controller | 13.43 | 8.96 | (4.47) | -4.2% |
| Total | 591.22 | 698.22 | 107.00 | 100.0% |

Source: City Budget System

However, annual General Fund appropriations fund some of the proposed off-budget positions. For example, off-budget positions in the Treasurer/Tax Collector's Office are General Fund positions to implement the Gross Receipts Tax and off-budget positions in the Assessor/Recorder's Office are General Fund positions to process assessment appeals.

Positions Reassigned from Grants to the General Fund

The Budget and Legislative Analyst reviewed the General Fund impact of reassigning grant-funded positions to the General Fund during our detailed review of each City department's budget and made recommendations as appropriate.

POLICY OPTION

Salaries and fringe benefits make up 51 percent, or \$4.3 billion, of the City's \$8.6 billion budget in FY 2014-15. Salary and fringe benefit costs have increased by 7.7 percent, from \$4.0 billion in FY 2013-14 to \$4.3 billion in FY 2014-15. Many of the new positions in the FY 2014-15 budget are permanent positions, committing the City to new long term salary and fringe benefit costs. However, as noted in the budget projections jointly prepared by the Mayor's Office, the Controller's Office and the Budget and Legislative Analyst's Office for FY 2014-15 through FY

2017-18, “the current economic expansion began over four and a half years ago. It would be an historic anomaly to not experience a recession within the projection period of this report.” Therefore, the level of revenues that support the growth in salaries and fringe benefits in FY 2014-15 may not continue over the next four years.

Further, the City’s salaries and fringe benefits budget provides funding that exceeds City departments’ actual staffing based on prior expenditure history. In FY 2013-14, the Controller has projected a year-end salary surplus of \$38.8 million for City General Fund departments, or 1.9 percent of FY 2013-14 budgeted salaries of \$2.0 billion.¹³

Non-General Fund programs also project large salary surpluses in FY 2013-14. The Department of Building Inspection projects a year-end salary surplus of \$3.2 million in the Building Inspection Fund, the Department of Public Works projects a year-end surplus of \$1.4 million in the Overhead Fund, and the Department of Technology projects a year-end surplus of \$3.6 million in their Operating Annual Project Fund.

City departments give various reasons for the large salary surpluses, including delays in the hiring process. The Budget and Legislative Analyst has recommended salary reductions of \$4.1 million in City General Fund departments’ FY 2014-15 budgets. In addition, both the Department of Public Health and the Human Services Agency have requested new positions in FY 2014-15 to implement new initiatives or meet State and federal mandates, such as the Affordable Care Act. The Budget and Legislative Analyst recommends salary reserves in each of these departments’ FY 2014-15 budgets to account for the uncertain impact of these new initiatives and mandates.

The Board of Supervisors may wish to further reduce salary expenditures in FY 2014-15 due to the large projected salary surpluses in FY 2013-14 and growth in salary expenditures in the FY 2014-15 budget. A salary and associated fringe benefit reduction of 0.25 percent ($\frac{1}{4}$ of one percent) in City General Fund departments in FY 2014-15 equals \$7.8 million.¹⁴

¹³ This amount does not include fringe benefits since fringe benefits are a function of salaries. Also, although salaries may be budgeted in the General Fund, the actual source may be state, federal or other funds specific to the department.

¹⁴ As noted above, these savings may not accrue to the General Fund if the funding source is state, federal or other funds specific to the department.

INFORMATION TECHNOLOGY

The Committee on Information Technology (COIT) recommended and the Board of Supervisors adopted the City's Five-Year Information and Communication Technology (ICT) Plan for FY 2013-14 through FY 2017-18 in April 2013. The Mayor's proposed FY 2014-15 and FY 2015-16 budgets include several new or ongoing technology projects based on the ICT Plan and as approved by COIT. Several of these projects, including the City's replacement of the Financial and Management Information System (FAMIS), are budgeted as Programmatic Budgets and are discussed in the following section.

The two information technology projects listed below are new projects in FY 2014-15 not included in the ICT Plan previously adopted by the Board of Supervisors.

- \$358,328 in the Adult Probation Department's budget to fund System Consulting Services to support the implementation of case management technology and to complete the Department's connection to the Justice Tracking Information System (JUSTIS). These funds are proposed to allow the Department to hire two consultants to "complete the transition to JUSTIS." The total actual cost for these consultants is estimated by the Department at \$897,600 over a 16-month period. The additional funds (\$528,000) will come from prior year carry-forward monies. The Budget and Legislative Analyst has recommended that the proposed expenditures be put on Budget and Finance Committee reserve pending submission of detailed project plans, with COIT approval and support of the City's JUSTIS Project Team given the historical challenges that the Department has faced in completing technology projects.
- \$583,000 in the Medical Examiner's budget to connect toxicology laboratory equipment to the new toxicology database (LIMS). According to the Department's presentation to COIT in February 2014, this project will improve laboratory efficiency through automating processes currently performed manually. Rather than downloading a work list of toxicology items to be tested, typing the list by hand when working with the testing equipment, and re-entering the testing information into the database manually, the proposed project will allow automatic transfer of toxicology test information from and to the database. Because this project was approved by COIT after the Board of Supervisors approved the five-year FY 2013-14 through FY 2017-18 ICT plan, the project is not included in the ICT plan.

MAJOR PROGRAMMATIC PROJECTS

General fund expenditures for programmatic projects are proposed to increase by \$32.4 million from \$82.2 million in FY 2013-14 to \$114.6 million in FY 2014-15. The Mayor's proposed FY 2014-15 and FY 2015-16 budget rolls up salaries, contractual services and other project expenditures into a single line item titled programmatic projects. These are continuing projects in which unexpended funds are carried forward each year into the next fiscal year. Because the programmatic projects do not identify expenditures by type (salaries, contracts, equipment), and because unexpended funds can be carried forward from year to year, the budget does not provide the Board of Supervisors sufficient information on planned expenditures in the fiscal year.

- **New General Hospital (Public Health):** \$56 million in General Fund expenditures has been proposed for FY 2014-15 for the procurement of furniture, fixtures, and equipment for the new San Francisco General Hospital, which is scheduled to open in late 2015. The Mayor's proposed FY 2014-15 budget includes \$36 million for commercial paper to partially offset the costs of this equipment. In addition, \$7.5 million has been appropriate in FY 2014-15 for planning and staffing the transition into the new hospital building.
- **Housing Trust Fund (Mayor):** The Mayor's proposed FY 2014-15 budget includes \$22.8 million to the Housing Trust Fund, as required by Proposition C. In addition the Mayor proposes issuing \$56.25 Certificates of Participation (COPs) in FY 2014-15 and FY 2015-16, of which \$50 million would be deposited to the Housing Trust Fund (\$25 million in each fiscal year) and the balance would be debt reserves and other issuance costs. The Budget and Legislative Analyst considers approval of the \$56.25 million COPs issuance to be a policy matter for the Board of Supervisors.
- **FAMIS Replacement and Other Projects (Controller):** \$6.6 million in one-time funds have been allocated to the Controller's Office in FY 2014-15 to support the replacement of FAMIS, the City's budgeting and accounting system. In addition, approximately \$355,000 has been proposed for FY 2014-15 for other financial systems projects including SF Open Book and the City's payroll system.
- **Gross Receipts Tax Implementation and Collections Enhancement (Treasurer/Tax Collector):** Approximately \$3.3 million has been proposed in FY 2014-15 to continue implementing the new Gross Receipts Tax. In addition, approximately \$1.2 million has been proposed for and the Delinquent Revenue Collections Enhancement Project.
- **Planning Review Backlog Reduction (City Planning):** Approximately \$3 million has been proposed in FY 2014-15 to support efforts to reduce review backlogs in building permits and application reviews. These funds were approved by the Board as a supplemental appropriation in FY 2012-13.
- **Interrupt, Predict, Organize Program (Human Services Agency):** Approximately \$1.5 million has been proposed for the Interrupt, Predict, Organize Program which was announced by the Mayor in July 2012 as a new violence prevention and intervention initiative. The program is a coordinated service strategy to address early intervention,

education, workforce and behavioral health needs of at-risk and in-risk individuals in the City's high crime neighborhoods. About \$1.3 million of these funds support employment of these individuals as Public Service Trainees with DPW or RPD through HSA. The remainder of the funds, or about \$200,000 are proposed for CBO training and case management and client supplies and work equipment.

- **Public Safety Radio and 9-1-1 System Replacements (Emergency Management):** Approximately \$2.4 million has been proposed in FY 2014-15 in the Department of Emergency Management's budget for project staff and consultancy work on the replacement of public safety radios that are used by first responders during emergencies. In addition, approximately \$350,000 has been proposed in the Department's budget to support the replacement of the City's 9-1-1 system.
- **Landscape Management & Affordable Housing Construction Mgmt. (Public Works):** Approximately \$1.6 million has been proposed in FY 2014-15 in the Department of Public Works' budget for landscape management and construction management of affordable housing. \$1.1 million has been proposed in the Department of Public Works' budget to fund the maintenance of citywide right-of-way landscaping since FY 2008-09 and to establish a tree care apprenticeship program. In addition, approximately \$534,000 has been proposed to support the Infrastructure Task Force, which is overseeing the construction management of affordable housing developments. This task force is currently overseeing the Hunters View Development, which is part of the Mayor's HOPE SF program.
- **Technology and Backlog (Assessor/Recorder):** Approximately \$1.5 million has been proposed for FY 2014-15 in the Assessor/Recorder budget to fund 13 off-budget positions for a third Assessment Appeals Board team and non-personnel expenditures, including commercial rent for the team's working space. This additional Assessment Appeals Board has been established to help the Department address an unprecedented increase in Assessment Appeals Board appeals.
- **City Hall Fellows Program (Human Resources):** Approximately \$1.1 million has been proposed in the Department of Human Resources FY 2014-15 budget for the seventh annual City Hall Fellows Program. This program recruits recent college graduates to serve as Fellows in various City departments. Each participating department has work order funds for each Fellow to DHR.
- **Public-Private Development Projects (Economic and Workforce Development):** Approximately \$740,000 has been proposed for FY 2014-15 in the Economic and Workforce Development budget to fund personnel costs related to particular development projects including the Warriors Pavillion, Seawall Lot 337, MTA- Public Sites Development, PUC- Public Sites, and the India Basin development.

Policy Option

Ongoing capital, information technology and other projects could be budgeted as annual or continuing projects that delineate positions, contracts, equipment and other expenditures, rather than programmatic projects, which roll up these expenditures into one number. In order to ensure sufficient budget detail for major projects, the Board should request the Mayor to budget all projects as annual or continuing projects that delineate expenditures and restrict the use of programmatic budgets.

VEHICLES AND THE HEALTHY AIR AND CLEAN TRANSPORTATION ORDINANCE

The Healthy Air and Clean Transportation Ordinance (HACTO) is intended to assist the City in achieving its air pollution and greenhouse gas reduction goals by: (1) promoting the use of vehicles that have zero or low emissions; (2) reducing the number of passenger vehicles and light-duty trucks in the City's fleet; and, (3) promoting trip reduction through carpooling, bicycling, walking and using public transit. The Department of the Environment's policy for replacement of City-owned vehicles, in compliance with HACTO is: (1) to reduce the City's fleet by 5 percent per year with a total reduction of 20 percent by 2015; and (2) beginning July 1, 2015, replace vehicles that are 12 years or older.

The implementation of HACTO by the Department of the Environment has not led to permanent reductions in the City fleet as (1) the Department of the Environment has reduced the "HACTO Base Fleet" by providing Departments waivers from the HACTO reduction requirements and (2) in FY 2013-14 the Department of the Environment began allowing departments to reduce the size of their fleets by returning vehicles for credit, which allows the replacement such vehicles in the future. The combination of these two implementation practices has minimized the permanent reduction in the City fleet that would have otherwise occurred if the Department of the Environment enforced a stricter interpretation of HACTO.

According to the Department of the Environment's policy, City departments can receive waivers for reducing their vehicle fleet if "the mandated fleet reductions would unduly interfere with the department's ability to discharge its official functions." As shown in Table 13 below, the Department of Environment granted waivers for nearly three-fourths of the City vehicles covered by HACTO in FY 2013-14.

Table 13: HACTO Waivers

| | |
|--|-------------------|
| Departments with Fleets Subject to Ordinance | 39 |
| Total Base Fleet Subject to Ordinance | 3,272 |
| Number of Vehicles Included in Waivers for FY 2013-14 | <u>2,370</u> |
| Adjusted Base Fleet after Waivers | 919 ¹⁵ |
| Percent of Base Fleet after Waivers to Total Base Fleet | 28% |
| Reductions Required thru FY 2013-14 (Adjusted based on granted waivers) | 123 |
| New Reductions Resulting from Including Vehicles “Returned for Credit” through 12/9/13 | 232 |
| Reported reductions Achieved and Planned thru 6/30/14 | 399 |

Source: Department of the Environment

The Department of the Environment has granted a waiver (or is reviewing the waiver request) for 2,370 of the City's 3,272 vehicles in the base fleet, resulting in only about one-fourth of the City's base fleet counted toward the requirement to reduce vehicles by 5 percent per year. As of June 30, 2014, City departments will have retired 399 vehicles, which includes “vehicles returned for credit.”¹⁶

The Budget and Legislative Analyst’s recommendations to reduce vehicle purchases for FY 2014-15 and FY 2015-16 are shown in Table 14 below.

¹⁵ According to Department staff, this is the adjusted HACTO base fleet. Staff could not explain the discrepancy between the difference in the total base fleet subject to the ordinance and the number of waivers vs. the 919 figure.

¹⁶ This amount of vehicles counted in the number of vehicles reduced from the HACTO Base Fleet has been impacted by a change in the interpretation of “vehicles returned for credit” under HACTO by the Department of the Environment (ENV). Last year only vehicles with status of “removed without replacement” counted toward a department’s fleet reduction goal. Credit vehicles were not counted because ENV understood that these vehicles could be replaced at some point in the future. ENV made a determination, in consultation with the City Administrator and Mayor’s Budget Office, to count these “credit” vehicles as removed from the HACTO Base Fleet to more accurately reflect the reality for the purposes of HACTO.

Table 14: Budget and Legislative Analyst Vehicle Recommendations

| Department | FY 2014-15 | | FY 2015-16 | | Notes |
|----------------------|---------------|------------------|---------------|------------------|--|
| | # of Vehicles | Savings | # of Vehicles | Savings | |
| City Attorney | 1 | \$25,283 | | | HACTO: Department requested to replace vehicles turned into DAS Central Shops. |
| District Attorney | 2 | \$58,896 | | | HACTO: Department requested to replace vehicles turned into DAS Central Shops. |
| Emergency Management | | | 1 | \$33,843 | Justification pertains to mileage. |
| Police | 2 | \$66,987 | 6 | \$63,078 | Justification pertains to mileage. |
| Public Defender | | | 1 | \$29,985 | Justification pertains to mileage. |
| Sheriff | 1 | \$22,759 | 1 | \$25,025 | HACTO: Department requested to replace vehicles turned into DAS Central Shops. |
| Building Inspection | 1 | \$37,000 | 1 | \$37,000 | Justification pertains to mileage. |
| Recreation and Parks | 1 | \$62,921 | 1 | \$24,625 | HACTO: Department requested to replace vehicles turned into DAS Central Shops. |
| Technology | 1 | \$27,188 | 5 | \$233,813 | Justification pertains to mileage. |
| Public Works | 2 | \$61,304 | | | Justification pertains to mileage. |
| Human Services | 5 | \$139,060 | 6 | \$180,054 | HACTO: Department requested to replace vehicles turned into DAS Central Shops. |
| Total | 16 | \$501,398 | 22 | \$627,423 | |

Source: Budget and Legislative Analyst Budget Recommendations to the Budget and Finance Committee

Policy Option:

The Budget and Finance Committee may wish to further reduce vehicle requests in FY 2014-15. A 10 percent reduction in General Fund vehicle requests in FY 2014-15 equals \$110,000 in General Fund savings.

Further, the Budget and Finance Committee should consider requesting that the Department of the Environment conduct a review of its implementation of HACTO and report back to the Committee on options for strengthening the enforcement of HACTO to achieve a permanent reduction in the City's fleet and emissions as intended by the ordinance.

FY 2014-15 Budget Savings Incentive Fund Proposal

| Dept | Project Title | Total | Committee |
|-------------------------------|---|---------------------|-----------|
| Asian Art Museum | ADA Door Upgrades | \$ 127,000 | Capital |
| Assessor-Recorder | Assessor Mass Appraisal (CAMA) system | \$ 400,000 | COIT |
| City Administrator's Office | 311 Call Center Telephone Upgrade | \$ 400,000 | COIT |
| City Administrator's Office | 25 Van Ness Elevator Modernization | \$ 700,000 | Capital |
| Department of Public Health | Laguna Honda Hospital - Facilities Maintenance | \$ 1,048,000 | Capital |
| Department of Public Health | Laguna Honda Hospital A, B, and C Wing Roofing | \$ 400,000 | Capital |
| Department of Public Health | Administration Building Seismic Retrofit | \$ 1,650,000 | Capital |
| Department of Public Health | Building 5 Renovation & Seismic Retrofit | \$ 5,800,000 | Capital |
| Department of Public Health | SFGH Building 80/90 Renovation & Seismic Retrofit | \$ 700,000 | Capital |
| Department of Public Works | Accelerated Sidewalk Abatement Program | \$ 852,198 | Capital |
| Department of Public Works | Curb Ramps (ADA Right-of-Way Transition Plan) | \$ 4,617,996 | Capital |
| Department of Public Works | Pothole Repair | \$ 1,852,200 | Capital |
| Department of Public Works | Sidewalk Improvement and Repair Program | \$ 2,207,957 | Capital |
| Department of Public Works | Street Preservation Curb Ramps | \$ 500,000 | Capital |
| Department of Public Works | Street Structures Repair | \$ 1,102,500 | Capital |
| Department of Public Works | Street Tree Trimming and Sidewalk Repair Initiative | \$ 700,000 | Capital |
| Department of Public Works | Streetscape Greening Establishment | \$ 100,000 | Capital |
| Fine Arts Museum | de Young - Diller Court Drainage Repairs | \$ 150,000 | Capital |
| Fine Arts Museum | Legion of Honor - Art Work Storage Rack Repair | \$ 179,400 | Capital |
| Fine Arts Museum | Legion of Honor - Masonry | \$ 357,345 | Capital |
| Fire Department | Fire Vehicle Modems | \$ 433,000 | COIT |
| Fire Department | Mobile Data Terminal Replacement | \$ 500,000 | COIT |
| Fire Department | Treasure Island Fire Station Modular Housing | \$ 1,500,000 | Capital |
| Juvenile Probation Department | Juvenile Justice (Youth Guidance) Center Buildings Exterior Repair | \$ 500,000 | Capital |
| Department of Technology | Phase 1 of City Active Directory | \$ 450,000 | COIT |
| Department of Technology | Security - Breach Monitoring, Enterprise Malware, and Security Operations | \$ 450,000 | COIT |
| Department of Technology | Identity and Access Management | \$ 1,481,250 | COIT |
| Total | | \$29,158,846 | |