

File No. 220490

Committee Item No. 1

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget and Appropriations Committee Date May 25, 2022

Board of Supervisors Meeting Date _____

Cmte Board

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| <input type="checkbox"/> | <input type="checkbox"/> | Resolution |
| <input type="checkbox"/> | <input type="checkbox"/> | Ordinance |
| <input type="checkbox"/> | <input type="checkbox"/> | Legislative Digest |
| <input type="checkbox"/> | <input type="checkbox"/> | Budget and Legislative Analyst Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Youth Commission Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Introduction Form |
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| <input type="checkbox"/> | <input type="checkbox"/> | Award Letter |
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| <input type="checkbox"/> | <input type="checkbox"/> | Public Correspondence |

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| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Mayor's May 1 Proposed Budget Book |
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| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Board of Appeals Presentation 5/18/2022 |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Child Support Services Presentation 5/18/2022 |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Department on the Environment Presentation 5/18/2022 |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Law Library Letter 5/18/2022 |
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| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Port Presentation 5/18/2022 |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Public Library Presentation 5/18/2022 |
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| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Rent Stabilization and Arbitration Board Presentation 5/18/2022 |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Retirement System Presentation 5/18/2022 |
| <input type="checkbox"/> | <input type="checkbox"/> | _____ |

Completed by: Brent Jalipa Date May 20, 2022

Completed by: Brent Jalipa Date _____

CITY & COUNTY OF SAN FRANCISCO, CALIFORNIA

LONDON N. BREED

MAY PROPOSED BUDGET

FISCAL YEARS 2022-2023 & 2023-2024



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TABLE OF CONTENTS

MAYOR’S LETTER 7

BUDGET SUMMARY TABLES..... 9

DEPARTMENT BUDGETS..... 13

Airport..... 15

Board of Appeals..... 21

Building Inspection 25

Child Support Services..... 29

Environment..... 33

Law Library 37

Municipal Transportation Agency 41

Port 47

Public Library 51

Public Utilities Commission 55

Rent Arbitration Board 59

Retirement System..... 63

CAPITAL & IT PROJECTS..... 67

Capital Projects 69

IT Projects..... 75

ADDITIONAL BUDGETARY RESOURCES 79

Additional Budgetary Resources 81

Obtaining Budget Documents and Resources 82

COMMONLY USED TERMS..... 83

MAYOR'S LETTER

May 1, 2022

Dear Residents of San Francisco,

I am proud to present you with my May 1 Budget, which is the first step toward creating a balanced budget for the next two years. It will be followed by my full budget on June 1.

The May 1 budget supports the work of 12 City departments, including our four enterprise agencies—the San Francisco Municipal Transportation Agency, the Port of San Francisco, the Public Utilities Commission, and the San Francisco International Airport.

Beyond our enterprise departments, this budget funds the operations of eight City departments—the Board of Appeals, Building Inspection, Child Support Services, Environment, Law Library, Public Library, Rent Arbitration Board, and Retirement System. These departments provide critical services to all San Francisco residents and neighborhoods. This budget ensures that their services will be maintained while each department contributes to San Francisco's economic recovery.

Recovery

This May 1 budget prioritizes San Francisco's recovery from the COVID-19 pandemic and its economic impacts. The San Francisco Municipal Transportation Agency (SFMTA) is investing in programs to increase ridership across the City's transit system, understanding the importance of drawing San Franciscans back to mass transit. This includes a \$28.6 million enhancement to bus service levels focused on neighborhoods with the lowest access, and \$22.2 million to improve transit car cleanings, signage updates, and transit stop conditions. The SFMTA will also be piloting 10-trip passes and fare capping so that riders can be credited a monthly pass after paying for an equivalent number of trips. The Free Muni for Youth pilot program will be made permanent, allowing riders 18 and under to ride Muni for free. No increases to Muni fares are needed to pay for these improvements to San Francisco's transit options. Attracting riders back to our public transportation system is critical for the continued vitality of our streets, downtown, and neighborhoods.



The Port launched recovery efforts in 2021 and experienced early success with the allocation of up to \$114 million in American Recovery Plan Act funding. This provides an economic reprieve, sustaining a safe and active waterfront and allowing the Port to support its tenants and drive new leasing. Making the Port's waterfront more active will be a benefit to the businesses who are the Port's tenants and make the City's public spaces more dynamic for everyone.

At the San Francisco International Airport, traffic and usage continues to gradually improve. Increased traffic to Europe, Canada, Middle East, Oceania, and Latin America is a result of ongoing global vaccination efforts and government travel restrictions being relaxed. The Airport is working to add more services and improve the passenger experience to represent the Bay Area to the world.

Resiliency

San Francisco faces many challenges, and this May 1 budget includes investments, especially from our enterprise agencies, to make our City more resilient.

The Public Utilities Commission (SFPUC) is planning measures to adapt to drought conditions and the SFMTA's capital investments will help San Franciscans move around the City more affordably without the climate impacts of car usage. In its ongoing efforts to build drought resiliency, the SFPUC's efforts span a wide spectrum of near and long-term, large-scale changes. Given the current status of the drought, the SFPUC is focused on encouraging conservation and providing the public with the necessary tools and education needed to extend available water supplies. The SFPUC Westside Enhanced Water Recycling Project will be operational by the end of 2022. The project will save up to 2 million gallons per day of drinking water that is currently used for non-drinking purposes. Recycled water will be delivered for these uses through a system of pipelines, pump stations, storage tanks and reservoirs. The system will bring recycled water from the recycled water treatment facility to Golden Gate Park, Lincoln Park Golf Course, and other landscaped areas for irrigation. Diversifying our City's water sources will help us mitigate the current drought and be prepared for the future impacts of climate change to our water supply.

Capital Projects

My May 1 budget includes \$2.9 billion in funding for capital projects. This budget will renew our transit fleet, modernize essential utility infrastructure, and improve our local capacity to recycle water, among many other things. This capital funding will also support improvements at San Francisco International Airport, create safer streets for pedestrians and cyclists, renovate neighborhood Public Library branches and attract new cargo business to the Port. These assets will provide long-term benefits to the City and grow our capacity for all kinds of economic, leisure, and civic activities.

Library Investments

This budget invests in our City's libraries to ensure they provide the highest possible level of service to the public. It includes \$23.6 million to fully fund three ongoing renovation projects at neighborhood branch locations: Ocean View, Mission, and Chinatown. These renovations will improve access to the branch buildings, create more space for public use, and preserve the historic features of these sites wherever possible. When completed, the renewal of these branches will mean that all San Francisco Public Library sites have modern amenities and infrastructure.

The May 1 budget invests \$1.7 million in the Public Library to improve digital access to Library resources for the public. Digital resources have proven critical to maintaining public access to the Library's services during the COVID-19 pandemic, and the Library will be reinvesting in this strategy. This budget will include expanded e-book collections for all San Francisco residents and modernized 5G Wi-Fi infrastructure at the Main Branch.

Challenges and Next Steps

We are fortunate to be emerging from this pandemic in a strong state. In spite of this, we still face many uncertainties and risks to our City's long-term fiscal health. The investments included in the May 1 budget position us to meet the economic challenges that lay ahead. As Mayor, it is my responsibility to be a steward of the City's finances while making strategic, long-term investments to make San Francisco a resilient, safe, and vibrant City. I look forward to working with the Board of Supervisors and all stakeholders to meet these challenges and craft a balanced budget by June 1.



London N. Breed

Mayor



BUDGET SUMMARY TABLES

SECTION 1

USES BY DEPARTMENT

Departments	2021-2022 Budget	2022-2023 Proposed	Changes from 2021-2022	2023-2024 Proposed	Changes from 2022-2023
Airport Commission	1,174,898,869	1,158,673,505	(16,225,364)	1,310,578,454	151,904,949
Board Of Appeals	1,095,914	1,194,876	98,962	1,159,381	(35,495)
Building Inspection	89,590,317	93,416,994	3,826,677	85,755,277	(7,661,717)
Child Support Services	13,271,043	13,582,437	311,394	13,795,041	212,604
Environment	22,309,037	28,926,020	6,616,983	23,567,514	(5,358,506)
Law Library	2,033,206	2,130,001	96,795	2,213,320	83,319
Municipal Transportation Agency	1,387,960,157	1,390,663,835	2,703,678	1,471,917,415	81,253,580
Port	92,487,095	193,244,923	100,757,828	149,127,351	(44,117,572)
Public Library	171,222,254	185,794,068	14,571,814	186,763,543	969,475
Public Utilities Commission	1,504,090,299	1,650,697,669	146,607,370	1,689,518,938	38,821,269
Rent Arbitration Board	13,982,121	15,279,805	1,297,684	14,434,460	(845,345)
Retirement System	41,360,618	43,804,306	2,443,688	45,147,043	1,342,737
Expenditure Subtotals	4,514,300,930	4,777,408,439	263,107,509	4,993,977,737	216,569,298
Less Interdepartmental Recoveries And Transfers	(184,103,998)	(222,218,353)	(38,114,355)	(256,606,979)	(34,388,626)
Net	4,330,196,932	4,555,190,086	224,993,154	4,737,370,758	182,180,672

FUNDED POSITIONS BY SERVICE AREA AND DEPARTMENT

Service Area: B Public Works, Transportation & Commerce

Department	2021-2022 Budget	2022-2023 Proposed	Changes from 2021-2022	2023-2024 Proposed	Changes from 2022-2023
Airport Commission	1,601.49	1,595.60	(5.89)	1,632.62	37.02
Board Of Appeals	4.20	4.21	0.01	4.22	0.00
Building Inspection	266.97	267.68	0.71	267.81	0.13
Municipal Transportation Agency	5,583.61	5,798.31	214.70	5,927.43	129.11
Port	222.72	248.63	25.91	250.22	1.59
Public Utilities Commission	1,707.90	1,754.50	46.60	1,771.91	17.41
Service Area: B Total	9,386.89	9,668.94	282.05	9,854.21	185.27

Service Area: C Human Welfare & Neighborhood Development

Department	2021-2022 Budget	2022-2023 Proposed	Changes from 2021-2022	2023-2024 Proposed	Changes from 2022-2023
Child Support Services	66.06	66.03	(0.03)	66.09	0.06
Environment	69.74	73.41	3.67	72.46	(0.95)
Rent Arbitration Board	46.74	49.65	2.91	49.66	0.01
Service Area: C Total	182.54	189.09	6.55	188.21	(0.89)

Service Area: E Culture & Recreation

Department	2021-2022 Budget	2022-2023 Proposed	Changes from 2021-2022	2023-2024 Proposed	Changes from 2022-2023
Law Library	2.32	2.34	0.02	2.34	0.00
Public Library	700.45	706.69	6.24	707.82	1.13
Service Area: E Total	702.77	709.03	6.26	710.16	1.13

Service Area: F General Administration & Finance

Department	2021-2022 Budget	2022-2023 Proposed	Changes from 2021-2022	2023-2024 Proposed	Changes from 2022-2023
Retirement System	111.98	125.92	13.94	132.91	6.99
Service Area: F Total	111.98	125.92	13.94	132.91	6.99
Report Grand Total	10,384.18	10,692.98	308.80	10,885.48	192.50

DEPARTMENT BUDGETS

SECTION 2

AIRPORT

MISSION

The San Francisco International Airport (SFO or the Airport) strives to be an exceptional airport in service to its communities. SFO is the Bay Area's largest airport by passenger volume. > [FLYSFO.COM](https://www.flysfo.com)

SERVICES

SOCIAL RESPONSIBILITY develops and implements policies and programs that facilitate fair and equitable access to the Airport's contracting and employment opportunities. Through strategic collaboration and outreach with key stakeholders, the section provides local and small business development, tenant employer recruitment and retention services, and job quality initiatives to address the unique challenges of airport employment and ensure safety.

COMMERCIAL develops and manages the Airport's concessions program, public parking program and on-airport hotel, all of which generate non-airline revenue for the Airport; provides the proper environment for existing and new businesses; and oversees medical services at the Airport.

FINANCE ensures that Airport property and facilities achieve cost-efficiency; develops and implements innovative fiscal policies and solutions; and manages the Airport's financial performance.

PLANNING, DESIGN, AND CONSTRUCTION (PDC) plans and implements capital improvement projects and programs. The Planning team prepares long-range facility development studies and analyzes projects to support the development of the Airport's capital improvement program. The PDC team also oversees new construction projects, as well as improvements to buildings, utilities, and other airport systems.

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

INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS is a telecom, network, internet and hosting service provider to all entities operating at the Airport, including airlines, concession tenants and government agencies. It is also a corporate technology provider to the Airport Commission.

Services (continued on next page)

BUDGET DATA SUMMARY

	2021-22	2022-23		2023-24	
	Original Budget	Proposed Budget	Change from 2021-22	Proposed Budget	Change from 2022-23
Total Expenditures	1,174,898,869	1,158,673,505	(16,225,364)	1,310,578,454	151,904,949
Total FTE	1,601	1,596	(6)	1,633	37

EXTERNAL AFFAIRS provides timely and accurate information regarding the Airport to the public, media, airlines, and neighboring communities; markets opportunities for new or expanded airline services; and develops SFO's federal and state policy agenda.

MUSEUMS provide a broad range of attractions for the traveling public and display exhibitions that reflect the cultural diversity of San Francisco.

BUDGET ISSUES & DETAILS

The proposed Fiscal Year (FY) 2022-23 budget of \$1.2 billion for the Airport is \$16.2 million, or 1.4 percent, lower than the FY 2021-22 budget. This decrease is primarily due to lower than projected passenger activity. The FY 2023-24 proposed budget of \$1.3 billion is \$151.9 million, or 11.6 percent, higher than the FY 2022-23 proposed budget. This is due to the Airport anticipating an eventual recovery in passenger levels over the two years of the budget.

COVID-19 Impact on Passenger Levels

The Airport's revenues are primarily driven by passenger levels. As the graphic on passenger levels indicates, through the first half of FY 2021-22, the COVID-19 pandemic continues to have a dramatic impact on SFO's passenger traffic. While there are encouraging signs that travel demand is recovering, the Airport anticipates that the full recovery to pre-pandemic levels could take several years, as indicated in the graphics that show passenger enplanement scenarios. Continued expense control during the recovery period will remain essential to keep enterprise revenues and expenses in balance.

Enhancing Health, Safety and Security

Passengers, employees, airlines, and tenants depend on Airport systems and processes to provide a safe and secure travel environment. The Airport is committed to exceeding all aviation safety and security regulations in response to COVID-19, and has implemented measures to facilitate physical distancing, on-site vaccinations, and testing. Through the use of advanced technology and implementation of best practices, the Airport continues to advance its safety and security profile.

Revolutionizing the Guest Experience

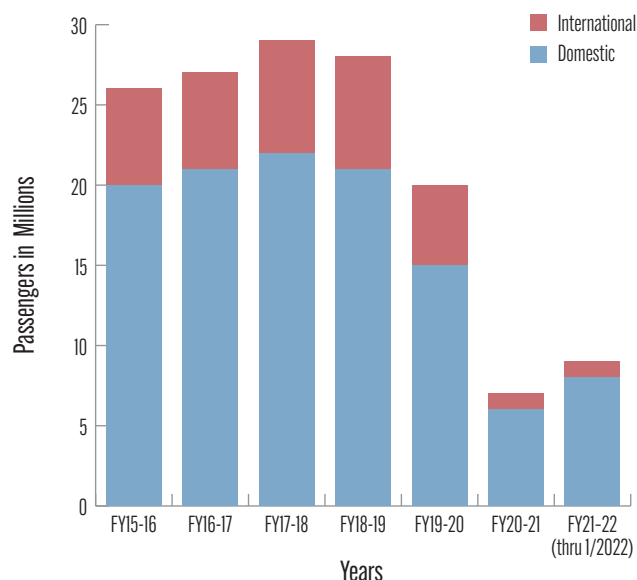
The Airport strives to revolutionize its guest experience by offering services and amenities that provide a seamless "door-to-door" passenger journey. The COVID-19 pandemic reinforced the Airport's focus on its strategic goal of earning the highest satisfaction ratings from guests among peer airports, as measured

by the Airport Council International's "Airport Service Quality" (ASQ) survey and benchmarking program.

An enhanced guest experience benefits all travelers and supports SFO concessionaires. Specifically, 67 percent of concessions sales generated last year came from local owners. The Airport's pop-up retail program also facilitates small and local business participation.

Investing In Capital

This year's budget continues to support the implementation of the Airport's Capital Improvement Plan (CIP). Due to the reduction in travel demand, the active portion of the Airport's CIP was scaled back from \$7.8 billion as of June 2020 to \$6.1 billion as of March 2022, a reduction of \$1.7 billion, which primarily reflects the suspension of capital projects or portions



REDUCTION IN PASSENGER LEVELS DUE TO COVID-19. COVID-19 had a dramatic impact on the number of passengers traveling through SFO every day. Passenger traffic remains less than 45 percent of pre-pandemic levels.

of ongoing projects. At the time of this report, the Airport is in the process of updating its CIP to prioritize essential capital projects to Airport operations and resiliency priorities given the present-day recovery landscape. Approximately \$5.7 billion of the active CIP project costs have been financed to date, and many CIP projects have been completed, such as the AirTrain Extension to the long-term parking garages, the Harvey Milk Terminal (HMT) Boarding Area B, the Courtyard 3 Connector post-security passenger connector between Terminal 2 and Terminal 3, and the rehabilitation of Runway 10L-28R.

Accelerating Sustainability

The Airport continues to be an industry and community leader in sustainability. Key milestones include achieving highest certification level for the HMT 1 from the Leadership in Energy and Environmental Design (LEED, version 4) and a Fitwel certification; leading the industry in Sustainable Aviation Fuel pipeline deliveries; and expanding the Zero Waste Concessions Policy to prohibit the sale of all beverages in plastic bottles or aseptic paper packaging. Looking ahead, SFO will continue to deliver progress in its key zero initiatives.

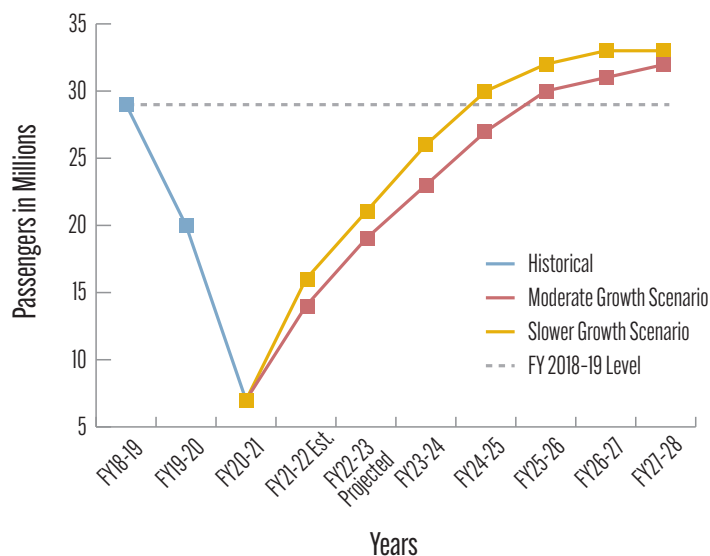
Career Pathway Programs

The Airport has a longstanding commitment to youth employment and offers robust internship and training programs. The Airport's budget reflects investments to support its outreach strategy for internship and training programs focused on building a talent pipeline to meet the Airport's operational needs. For example, SFO's Summer High School Internship program focuses on airport operations and career paths into City employment.

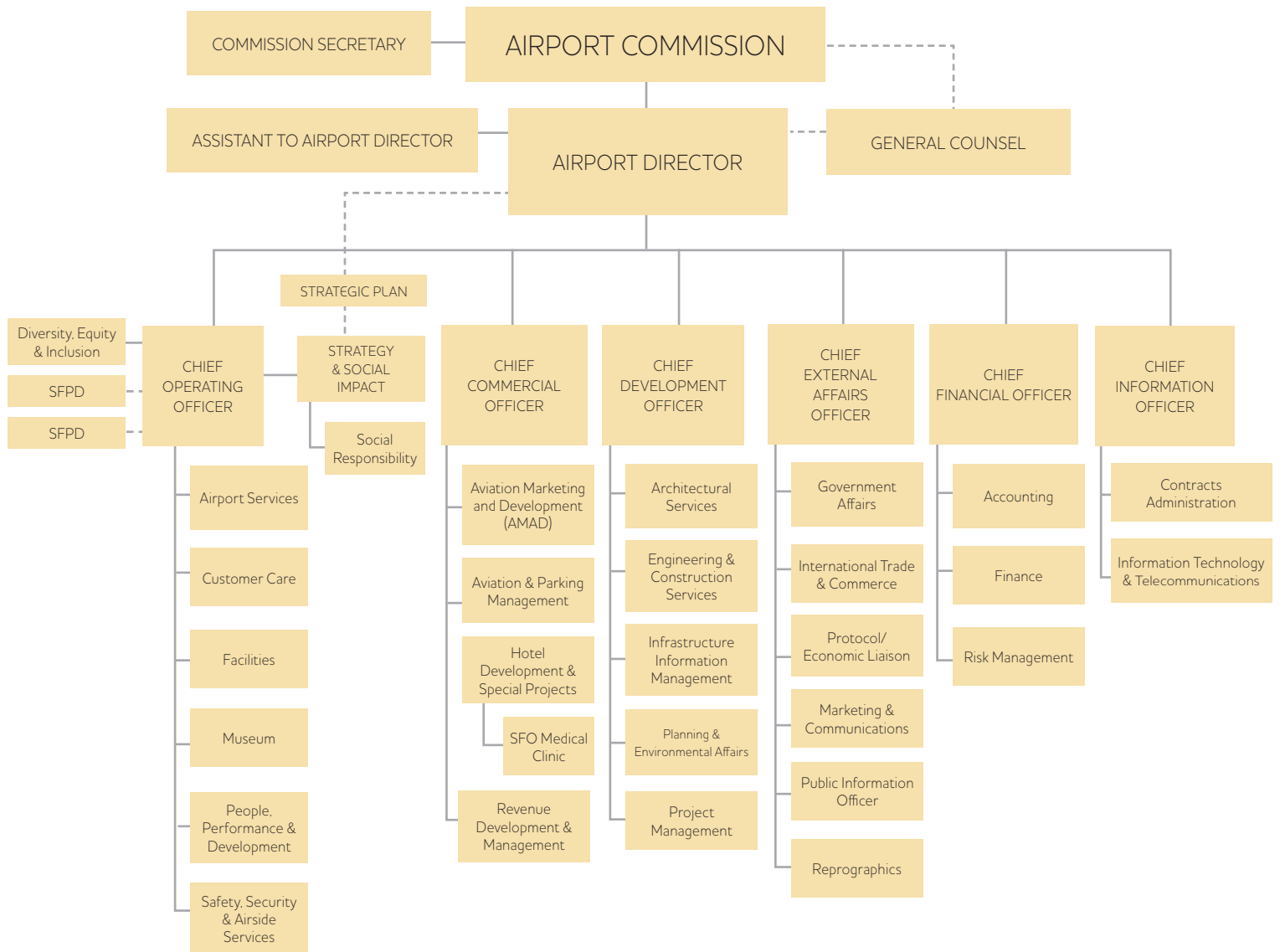
The Airport continues to partner with the Mayor's Opportunities for All (OFA) program, an initiative aimed at connecting young people of all backgrounds to paid employment, job training, and mentorship opportunities.

The Airport focuses on hiring local youth and students from diverse communities aligned with its Racial Equity Action Plan. To provide in-depth learning experiences, the Airport offers Career Advance Internships with job training workshops. The Airport's Career Pathway Programs also provides valuable work experience. Interns, trainees, and apprentices play a vital role in the operation of SFO.

PASSENGER ENPLANEMENT SCENARIOS. *Moderate and slower growth passenger scenarios show SFO returning to FY 2018-19 passenger level between FY 2024-25 and FY 2025-26.*



ORGANIZATIONAL STRUCTURE: AIRPORT



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	1,848.26	1,842.60	(5.66)	1,879.62	37.02
Non-Operating Positions (CAP/Other)	(246.77)	(247.00)	(0.23)	(247.00)	0.00
Net Operating Positions	1,601.49	1,595.60	(5.89)	1,632.62	37.02

Sources

Charges for Services	814,136,000	670,097,000	(144,039,000)	953,846,000	283,749,000
Expenditure Recovery	187,195	88,000	(99,195)	88,000	0
Fines, Forfeiture, & Penalties	497,000	1,061,000	564,000	1,062,000	1,000
Interest & Investment Income	5,681,000	11,098,000	5,417,000	16,814,000	5,716,000
Intergovernmental: Federal	245,010,000	86,010,001	(158,999,999)	48,010,000	(38,000,001)
Intergovernmental: State	6,000,000	0	(6,000,000)	5,000	5,000
IntraFund Transfers In	356,271,654	88,476,504	(267,795,150)	227,570,084	139,093,580
Other Revenues	44,804,000	52,608,000	7,804,000	54,125,000	1,517,000
Rents & Concessions	161,330,000	271,954,000	110,624,000	318,606,000	46,652,000
Transfer Adjustment-Source	(459,017,980)	(195,035,977)	263,982,003	(336,281,349)	(141,245,372)
Unappropriated Fund Balance	0	172,316,977	172,316,977	26,733,719	(145,583,258)
General Fund	0	0	0	0	0
Sources Total	1,174,898,869	1,158,673,505	(16,225,364)	1,310,578,454	151,904,949

Uses - Operating Expenditures

Salaries	188,635,499	198,969,480	10,333,981	209,754,564	10,785,084
Mandatory Fringe Benefits	94,328,615	92,887,667	(1,440,948)	91,300,108	(1,587,559)
Non-Personnel Services	164,641,264	177,340,723	12,699,459	182,548,241	5,207,518
Capital Outlay	59,417,976	93,609,282	34,191,306	55,303,309	(38,305,973)
Debt Service	521,435,725	443,538,450	(77,897,275)	605,293,867	161,755,417
Facilities Maintenance	15,000,000	15,000,000	0	15,000,000	0
Intrafund Transfers Out	356,271,654	88,476,504	(267,795,150)	227,570,084	139,093,580
Materials & Supplies	17,373,352	15,064,191	(2,309,161)	14,825,265	(238,926)
Overhead and Allocations	(5,266,357)	(6,175,425)	(909,068)	(6,219,459)	(44,034)
Services Of Other Depts	83,992,915	93,407,424	9,414,509	102,740,846	9,333,422
Transfers Out	23,031,713	35,031,713	12,000,000	40,031,713	5,000,000
Unappropriated Rev-Designated	12,308,167	0	(12,308,167)	0	0
Transfer Adjustment - Uses	(356,271,654)	(88,476,504)	267,795,150	(227,570,084)	(139,093,580)
Uses Total	1,174,898,869	1,158,673,505	(16,225,364)	1,310,578,454	151,904,949

Uses - By Division Description

AIR Airport Director	8,875,156	9,099,113	223,957	9,117,166	18,053
AIR Bureau Of Admin & Policy	34,206,596	29,400,932	(4,805,664)	30,201,865	800,933
AIR Capital Projects	56,024,330	91,229,001	35,204,671	53,385,000	(37,844,001)
AIR Chief Development Office	13,218,066	14,084,362	866,296	14,164,664	80,302
AIR Chief Information Office	38,076,419	38,718,896	642,477	39,158,372	439,476
AIR Chief Operating Office	17,190,633	16,927,146	(263,487)	17,113,196	186,050
AIR Commercial Office	35,483,462	44,469,806	8,986,344	44,948,947	479,141
AIR External Affairs	11,579,306	10,042,382	(1,536,924)	10,016,580	(25,802)
AIR Facilities	217,477,046	229,596,428	12,119,382	244,626,117	15,029,689
AIR Facilities; Maintenance	15,000,000	15,000,000	0	15,000,000	0
AIR Finance Office	566,427,081	487,511,570	(78,915,511)	651,580,715	164,069,145
AIR Fire Bureau	991,081	1,357,165	366,084	1,408,248	51,083
AIR General	37,839,880	37,531,713	(308,167)	42,531,713	5,000,000
AIR Operations & Security	106,754,425	117,560,933	10,806,508	121,206,273	3,645,340
AIR Planning Division	12,195,018	12,922,786	727,768	13,049,601	126,815
AIR Police Bureau	3,560,370	3,221,272	(339,098)	3,069,997	(151,275)
Uses by Division Total	1,174,898,869	1,158,673,505	(16,225,364)	1,310,578,454	151,904,949

BOARD OF APPEALS

MISSION

The Board of Appeals (BOA or PAB) provides the public with a final administrative review process for the issuance, denial, suspension, revocation, and modification of city permits as well as for certain decisions of the Zoning Administrator, Planning Commission, and Historic Preservation Commission. > [SFGOV.ORG/BOA](https://www.sfgov.org/boa)

SERVICES

The Board of Appeals (BOA) provides services through the following program areas:

APPEAL PROCESSING assists members of the public who want to file or respond to an appeal and those who want to learn more about the appeal process. The BOA staff ensure that appeals are processed in conformance with the requirements of the City Charter and relevant codes, that appeals are decided at duly-noticed public hearings, and that the BOA issues timely decisions to uphold, overrule, or modify departmental decisions.

PUBLIC NOTIFICATIONS make it easier for the people of San Francisco to engage in city decisions that may affect the rights and livelihoods of individuals or the character of neighborhoods. The Department provides notification of and information regarding public hearings on appeals of city determinations. Information about the appeal process is available through a variety of means, including the Department's website, its office, and meetings at City Hall. Written materials are available in English, Spanish, Chinese and Tagalog. Staff members speak Spanish, Mandarin, Cantonese, and utilize third-party Interpreter Services for other languages. The Department also offers a telephone bridge line upon request so that members of the public with disabilities can participate during the public comment portion of a hearing without physically attending. Additionally, American Sign Language interpretation is provided as needed and all hearings are broadcast live with real-time captioning.

GOVERNMENT ACCOUNTABILITY The benchmarks used to assess the quality of customer service and delivery of departmental services include clearly articulated timelines for assigning hearing dates, established briefing schedules, and hearing protocols that create a fair and accessible process which affords all parties an equal opportunity to present their case. To ensure the appeals process is carried out in a timely manner, the BOA also benchmarks the timeliness of its determinations and issuance of written decisions and regularly tracks all appeals.

BUDGET DATA SUMMARY

	2021-22	2022-23		2023-24	
	Original Budget	Proposed Budget	Change from 2021-22	Proposed Budget	Change from 2022-23
Total Expenditures	1,095,914	1,194,876	98,962	1,159,381	(35,495)
Total FTE	4	4	0	4	0

BUDGET ISSUES & DETAILS

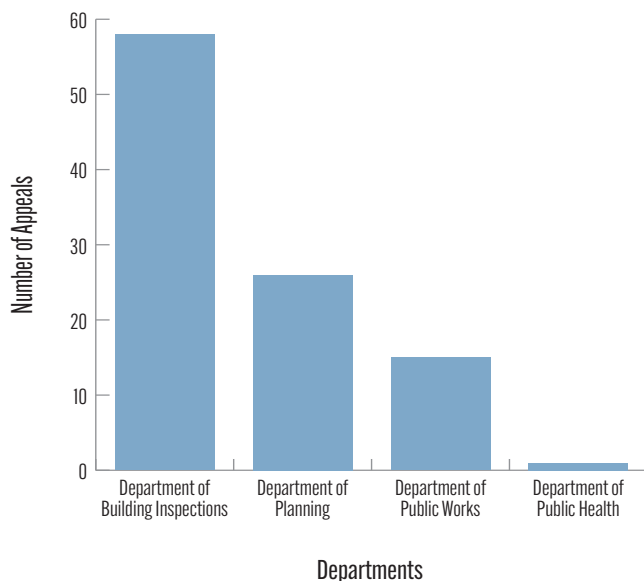
The proposed Fiscal Year (FY) 2022-23 budget of \$1.2 million for the Board of Appeals is \$0.1 million, or 9 percent, higher than the FY 2021-22 budget. The increase is primarily driven by increased costs in salaries and benefits. The proposed FY 2023-24 budget of \$1.2 million does not significantly differ from the FY 2022-23 proposed budget.

Commitment to Racial Equity and Inclusion

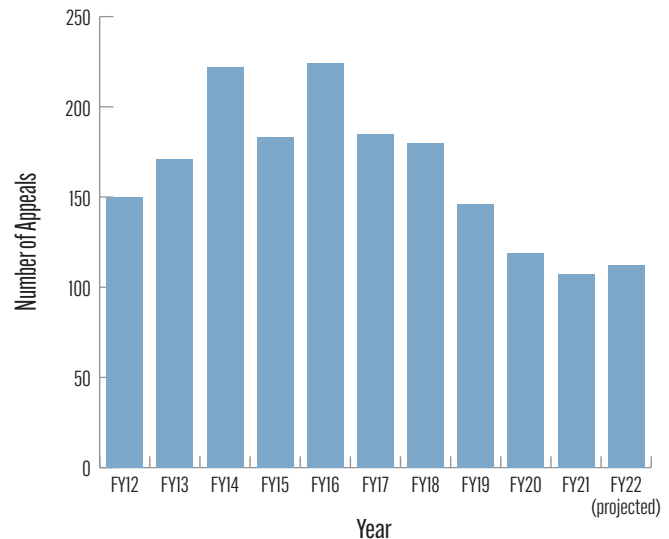
The proposed budget maintains its training opportunities for the Board of Appeals commissioners and staff that focus on racial equity and inclusion.

Cost of Service

The BOA has experienced revenue shortfalls primarily from a reduced number of surcharges which are collected on permits issued by various departments. The proposed budget assumes a modest increase to surcharges to better reflect the actual costs of services provided. This increase in revenue will allow the department to maintain its current operations.

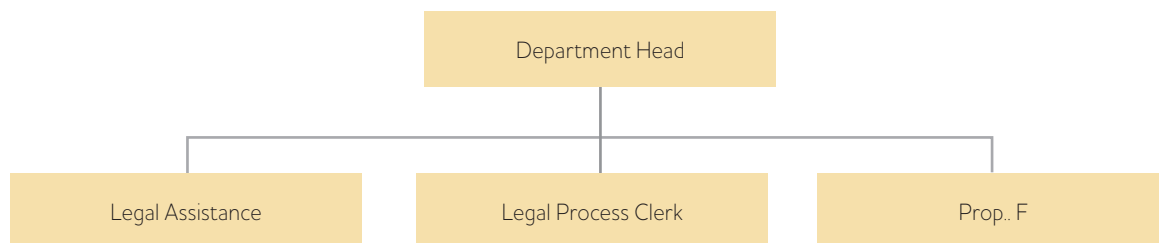


APPEAL DISTRIBUTION. This graph shows the distribution of appeals heard based on the department issuing the determination being appealed.



APPEAL VOLUME. This graph shows the volume of appeals filed in each of the last ten fiscal years, the projected volume for FY22, and shows the ten-year average.

ORGANIZATIONAL STRUCTURE: BOARD OF APPEALS



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	4.20	4.21	0.01	4.22	0.00
Non-Operating Positions (CAP/Other)	0.00	0.00	0.00	0.00	0.00
Net Operating Positions	4.20	4.21	0.01	4.22	0.00

Sources

Charges for Services	1,095,914	1,194,876	98,962	1,159,381	(35,495)
General Fund	0	0	0	0	0
Sources Total	1,095,914	1,194,876	98,962	1,159,381	(35,495)

Uses - Operating Expenditures

Salaries	458,393	484,097	25,704	501,661	17,564
Mandatory Fringe Benefits	250,248	272,270	22,022	267,519	(4,751)
Non-Personnel Services	61,700	61,700	0	61,700	0
Materials & Supplies	9,398	9,398	0	9,398	0
Services Of Other Depts	316,175	367,411	51,236	319,103	(48,308)
Uses Total	1,095,914	1,194,876	98,962	1,159,381	(35,495)

Uses - By Division Description

BOA Board of Appeals	1,095,914	1,194,876	98,962	1,159,381	(35,495)
Uses by Division Total	1,095,914	1,194,876	98,962	1,159,381	(35,495)

BUILDING INSPECTION

MISSION

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

SERVICES

PERMIT SERVICES is responsible for all permit processes from permit application submittal to permit issuance. The functions include screening, routing permits and plans for review, coordinating of building permit review, approving and issuing of construction permits including electrical, plumbing, and street space permits for public and private buildings within the City and County of San Francisco. Permit Services also assesses and collects fees for all structures, building enlargements, and changes of use. Additionally, it provides technical support for the Department in the areas of code development and information.

INSPECTION SERVICES is responsible for inspecting buildings, structures, and sites within the City for compliance with applicable laws regulating construction, quality of materials, use of occupancy, location, and maintenance. Inspection Services also responds to complaints and is responsible for code enforcement. Inspection Services includes Building, Electrical, Plumbing, Housing, and Code Enforcement.

ADMINISTRATIVE SERVICES is responsible for fiscal management, purchasing, payroll and personnel, business analysis, records management, and information technology. Administrative services also includes the Development Impact Fee Collection Unit.

BUDGET DATA SUMMARY

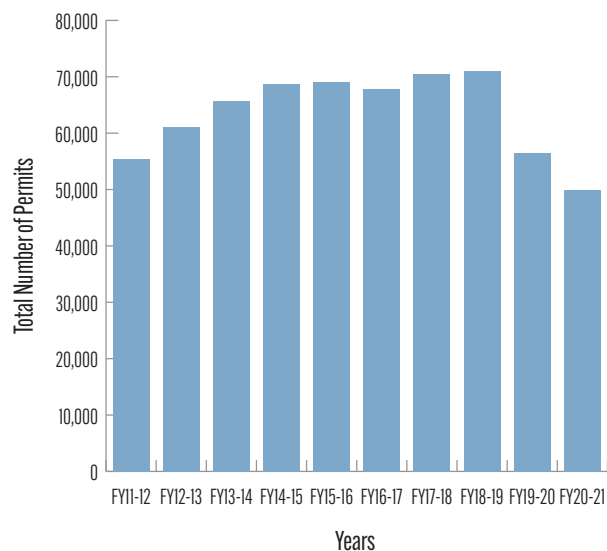
	2020-21	2021-22		2022-23	
	Original Budget	Proposed Budget	Change from 2021-22	Proposed Budget	Change from 2022-23
Total Expenditures	89,590,317	93,416,994	3,826,677	85,755,277	(7,661,717)
Total FTE	267	268	1	268	0

BUDGET ISSUES & DETAILS

The proposed Fiscal Year (FY) 2022-23 budget of \$93.4 million for the Department of Building Inspection (DBI) is \$3.8 million, or 4.3 percent, higher than the FY 2021-22 budget of \$89.6 million. This is primarily due to increases in salaries and benefits that are offset by reduced expenditures for services performed by other City departments. The FY 2023-24 proposed budget of \$85.8 million for the Department of Building Inspection is \$7.7 million, or 8.9 percent, lower than the FY 2022-23 proposed budget. This is due to further reductions in expenditures for services performed by other City Departments.

Recovery of Local Economy

Construction is a major driver of the local economy. The pandemic slowed construction activity over the past two years. While the department is experiencing an increase in permitting activity, it remains below pre-pandemic levels. The budget includes funding to improve permitting with a continued focus on housing and small business permitting improvements. In addition, the budget includes funding for technology improvements to continue to expand online permitting, coordination with other permitting departments, reporting, project/contractor tracking, and document management.



TOTAL NUMBER OF PERMITS ISSUED.

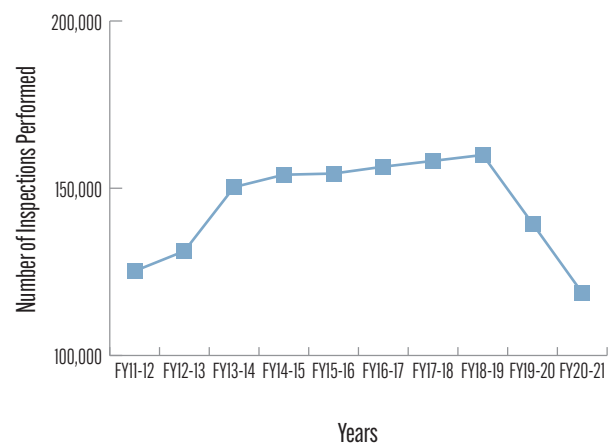
Annual number of permits issues throughout the City and County of San Francisco has decreased since 2019.

Declining Revenues

The pandemic's impact on permitting activity has resulted in reduced revenues. As a self-supporting department, revenue decline has a direct impact on the department's budget. The budget includes an increase in revenues from the prior year budget, however, revenues remain lower than pre-pandemic levels. To address the decline, the budget includes the use of prior year revenues and a reduction in expenditures to balance the budget. Over the next budget cycle, the department will monitor revenues, continue to identify expenditure savings, and conduct a fee study. The department's focus will remain on core service improvements with existing resources.

Equitable Services through Education and Outreach

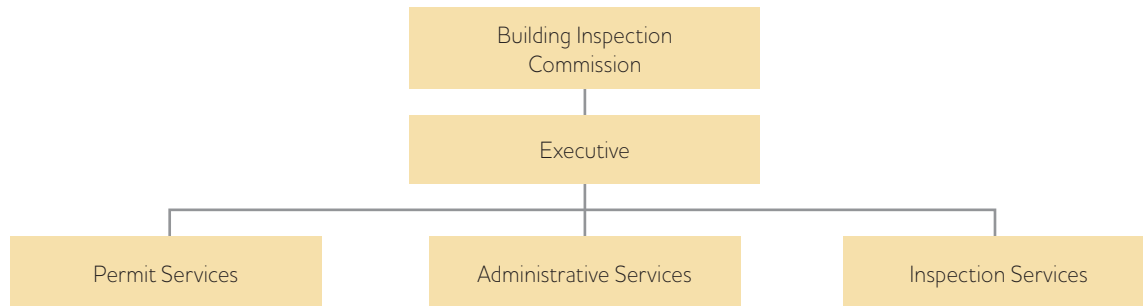
For several years, the department has partnered with community-based organizations to provide code enforcement services to San Francisco's residents. Funding is provided to community-based organizations in neighborhoods throughout the City with a focus on single-room occupancy, non-English speaking, public housing, and low-income residents. These programs preserve affordable housing for city's most needy residents.



TOTAL INSPECTIONS PERFORMED.

Annual inspections have continued to decrease since 2019.

ORGANIZATIONAL STRUCTURE: BUILDING INSPECTION



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	287.97	288.68	0.71	288.81	0.13
Non-Operating Positions (CAP/Other)	(21.00)	(21.00)	0.00	(21.00)	0.00
Net Operating Positions	266.97	267.68	0.71	267.81	0.13

Sources

Charges for Services	41,828,097	49,266,911	7,438,814	50,156,321	889,410
Expenditure Recovery	96,535	203,271	106,736	203,271	0
Interest & Investment Income	2,500,000	1,422,127	(1,077,873)	1,922,127	500,000
IntraFund Transfers In	26,663,610	28,384,511	1,720,901	23,872,418	(4,512,093)
Licenses, Permits, & Franchises	6,334,098	6,937,815	603,717	6,937,815	0
Transfer Adjustment-Source	(26,663,610)	(28,384,511)	(1,720,901)	(23,872,418)	4,512,093
Transfers In	300,000	300,000	0	300,000	0
Unappropriated Fund Balance	38,531,587	35,286,870	(3,244,717)	26,235,743	(9,051,127)
General Fund	0	0	0	0	0
Sources Total	89,590,317	93,416,994	3,826,677	85,755,277	(7,661,717)

Uses - Operating Expenditures

Salaries	35,007,069	37,405,434	2,398,365	38,740,014	1,334,580
Mandatory Fringe Benefits	16,173,209	16,548,083	374,874	15,889,142	(658,941)
Non-Personnel Services	5,712,960	4,795,460	(917,500)	4,583,460	(212,000)
City Grant Program	5,230,314	5,230,314	0	5,230,314	0
Intrafund Transfers Out	26,663,610	28,384,511	1,720,901	23,872,418	(4,512,093)
Materials & Supplies	530,438	600,000	69,562	530,438	(69,562)
Overhead and Allocations	1,426,525	1,087,245	(339,280)	1,087,245	0
Programmatic Projects	0	6,790,000	6,790,000	1,850,000	(4,940,000)
Services Of Other Depts	25,509,802	20,960,458	(4,549,344)	17,844,664	(3,115,794)
Transfer Adjustment - Uses	(26,663,610)	(28,384,511)	(1,720,901)	(23,872,418)	4,512,093
Uses Total	89,590,317	93,416,994	3,826,677	85,755,277	(7,661,717)

Uses - By Division Description

DBI Administration	23,900,366	26,932,000	3,031,634	21,348,782	(5,583,218)
DBI Inspection Services	47,124,022	47,225,870	101,848	45,791,284	(1,434,586)
DBI Permit Services	18,565,929	19,259,124	693,195	18,615,211	(643,913)
Uses by Division Total	89,590,317	93,416,994	3,826,677	85,755,277	(7,661,717)

CHILD SUPPORT SERVICES

MISSION

The Department of Child Support Services (CSS) works to empower parents to provide economic support for their children, thereby contributing to the well-being of families and children. > [SFGOV.ORG/DCSS](https://www.sfgov.org/DCSS)

SERVICES

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

CASE MANAGEMENT manages child support caseload and works with families to ensure that children are financially, medically, and emotionally supported. The Department delivers direct services to clients through the provision of a variety of programs focused on the economic security of the family and the safety of the child(ren).

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

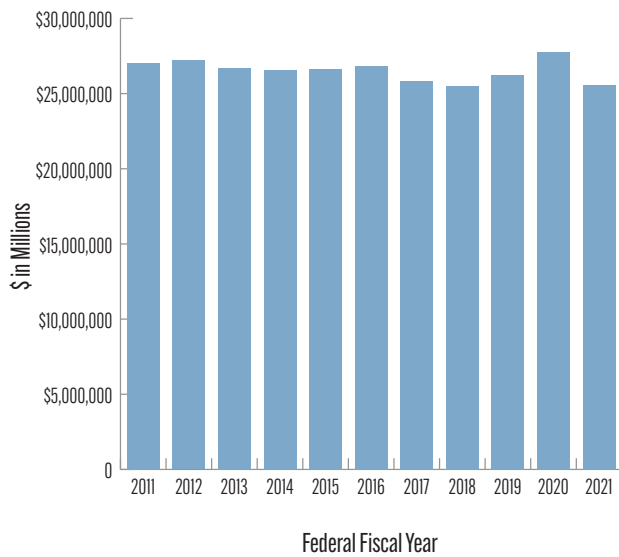
ADMINISTRATION provides policy direction and acts as the conduit to all federal, state, and local government agencies. Administration ensures compliance with personnel management regulations and all related memoranda of understanding and labor contracts, and assures the fiscal integrity of the Department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

BUDGET DATA SUMMARY

	2021–22	2022–23		2023–24	
	Original Budget	Proposed Budget	Change from 2021–22	Proposed Budget	Change from 2022–23
Total Expenditures	13,271,043	13,582,437	311,394	13,795,041	212,604
Total FTE	66	66	0	66	0

BUDGET ISSUES & DETAILS

The proposed Fiscal Year (FY) 2022-23 budget of \$13.6 million for the Department of Child Support Services is \$0.3 million, or 2.3 percent, higher than the FY 2021-22 budget. This is primarily due to increased costs in salaries and benefits. The FY 2023-24 proposed budget of \$13.8 million is \$0.2 million, or 1.5 percent, higher than the FY 2022-23 proposed budget. This change is also due to increased costs in salaries and benefits.

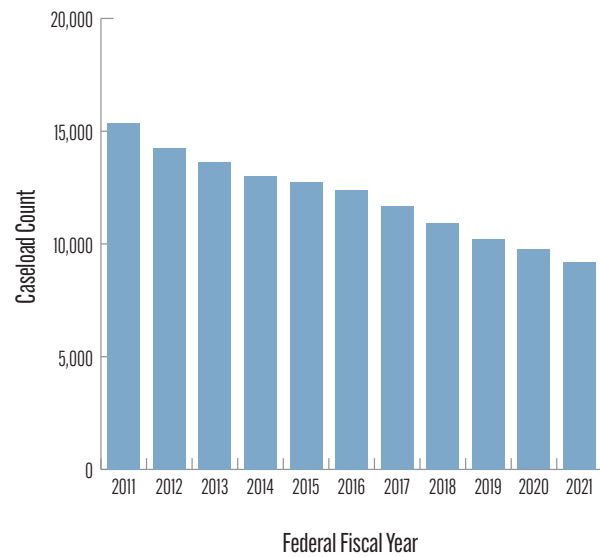


DISTRIBUTED COLLECTIONS. CSS

Distributed Collections. Despite fewer cases, CSS has distributed similar amounts of collections each of the last five years with the exception of 2020.

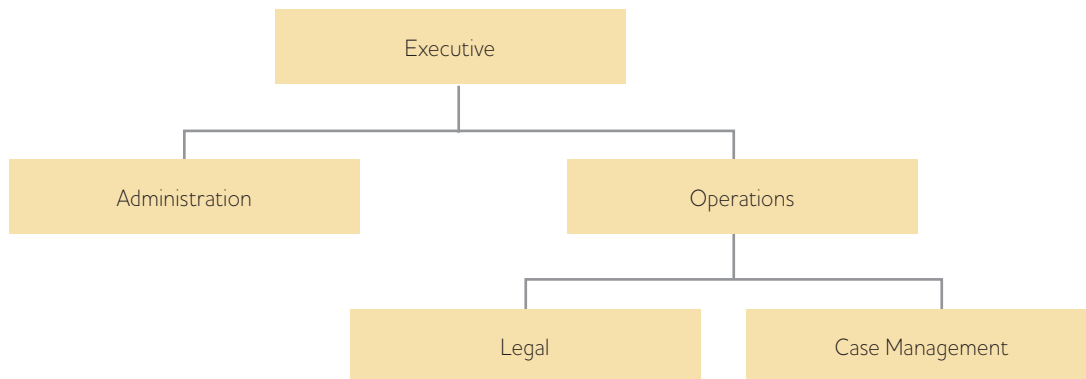
Simplifying Access and Expanding Eligibility

Child Support Services is proud to partner with the State of California to pilot two initiatives that aim to simplify processes and expand access to departmental programs. Intuitive navigation, simplified wording, and enhanced privacy protections are some of the features the department will test to achieve this objective.



CASELOAD COUNT. *CSS caseload count. Cases managed by CSS have decreased over the last decade, totaling 9,200 cases in FY 2021-22.*

ORGANIZATIONAL STRUCTURE: CHILD SUPPORT SERVICES



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	66.06	66.03	(0.03)	66.09	0.06
Non-Operating Positions (CAP/Other)	0.00	0.00	0.00	0.00	0.00
Net Operating Positions	66.06	66.03	(0.03)	66.09	0.06

Sources

Expenditure Recovery	143,088	148,112	5,024	148,112	0
Intergovernmental: Federal	8,365,471	8,359,395	(6,076)	8,406,739	47,344
Intergovernmental: State	4,309,484	4,306,354	(3,130)	4,330,744	24,390
Other Revenues	453,000	768,576	315,576	909,446	140,870
General Fund	0	0	0	0	0
Sources Total	13,271,043	13,582,437	311,394	13,795,041	212,604

Uses - Operating Expenditures

Salaries	7,332,135	7,729,124	396,989	8,031,559	302,435
Mandatory Fringe Benefits	4,022,593	3,980,664	(41,929)	3,848,895	(131,769)
Non-Personnel Services	212,348	184,890	(27,458)	184,687	(203)
Materials & Supplies	51,531	79,549	28,018	79,549	0
Services Of Other Depts	1,652,436	1,608,210	(44,226)	1,650,351	42,141
Uses Total	13,271,043	13,582,437	311,394	13,795,041	212,604

Uses - By Division Description

CSS Child Support Services	13,271,043	13,582,437	311,394	13,795,041	212,604
Uses by Division Total	13,271,043	13,582,437	311,394	13,795,041	212,604

ENVIRONMENT

MISSION

The mission of the San Francisco Department of the Environment (ENV) is to provide solutions that advance climate protection and enhance the quality of life for all San Franciscans. The ENV implements change-making environmental policies and delivers programs and services directly to residents and businesses that help promote zero waste, protect human health, increase energy efficiency, prevent pollution, enhance biodiversity, and reduce personal vehicle trips. The ENV also works in partnership with city agencies and the public to implement San Francisco's ambitious Climate Action Strategy, also known as "0-80-100-Roots" to reduce greenhouse gas emissions and strengthen community resilience. > [SFENVIRONMENT.ORG](https://sfenvironment.org)

SERVICES

The Department of the Environment provides services through the following program areas:

CLEAN TRANSPORTATION promotes alternatives to driving for residents, businesses, and city employees; encourages clean fuel technology and adoption; and monitors the renewable fuel composition of the city fleet.

CLIMATE tracks greenhouse gas emissions of citywide and municipal operations, and designs and coordinates policies to reduce the City's carbon footprint to align with San Francisco's climate action goals.

ENERGY provides technical and policy support, including professional energy-efficiency auditing, upgrade services, and incentives, to the residential and commercial sectors. This also includes facilitation of rooftop solar installations throughout the City, creation of codes and standards that achieve zero net carbon buildings, and strategic program development for energy storage and zero-emission vehicles that results in market transformation.

GREEN BUILDING furthers resource conservation in the construction, demolition, and maintenance of municipal building projects, and enhances the environmental performance of residential and commercial buildings in San Francisco.

GREEN BUSINESS helps San Francisco businesses adopt environmental practices that are sustainable as well as profitable, and recognizes partners with sustainable business practices for their efforts with the San Francisco Green Business seal.

ENVIRONMENTAL JUSTICE addresses air quality, energy infrastructure, and health concerns in communities that bear a disproportionate environmental burden, and helps to build healthier, more sustainable neighborhoods.

OUTREACH educates the public, including residents, businesses, visitors, and schools about the City's environmental programs and policies to inspire and promote sustainable behavior change across neighborhoods, communities, and languages.

Services (continued on next page)

BUDGET DATA SUMMARY

	2021-22	2022-23		2023-24	
	Original Budget	Proposed Budget	Change from 2021-22	Proposed Budget	Change from 2022-23
Total Expenditures	22,309,037	28,926,020	6,616,983	23,567,514	(5,358,506)
Total FTE	70	73	3	72	1

TOXICS REDUCTION promotes proper use and disposal of toxic products, and educates municipal, commercial, and residential clients on safer alternatives.

ZERO WASTE promotes waste prevention, recycling, and composting in the municipal, commercial, and residential sectors to bring the City closer to its goal of zero waste.

BUDGET ISSUES & DETAILS

The proposed Fiscal Year (FY) 2022-23 budget of \$28.9 million for the Department of the Environment is \$6.6 million, or 29.7 percent, higher than the FY 2021-22 budget. This is primarily due to new State and other one-time grant revenues, and increased costs in salaries and benefits. The FY 2023-24 proposed budget of \$23.6 million is \$5.4 million, or 22.7 percent, lower than the FY 2022-23 proposed budget. This change is due to the loss of one-time grant revenues in the previous year. On an annual basis, the Department's budget fluctuates depending on the timing and size of external grants.

Creating a Healthy and Clean Environment for All

The ENV collaborates with City agencies, community-based organizations, and residents to reduce carbon emissions while protecting residents, businesses, and visitors from the harmful impacts of climate change. In late 2021, the ENV released the Mayor's Climate Action Plan with over 160 implementable actions and strategies to achieve San Francisco's latest, and boldest goal of becoming carbon-neutral by 2040. The development of this data-driven, people-focused plan brought together thousands of diverse stakeholders to collaborate on environmental solutions that simultaneously address racial and social equity, public health, economic recovery, and community resilience across key sectors like housing, transportation, clean energy, and biodiversity. Following the release of the plan, San Francisco will turn to implementation and rely on the ENV to lead these efforts. The ENV will also measure, monitor, and communicate to the public the progress made on the plan.

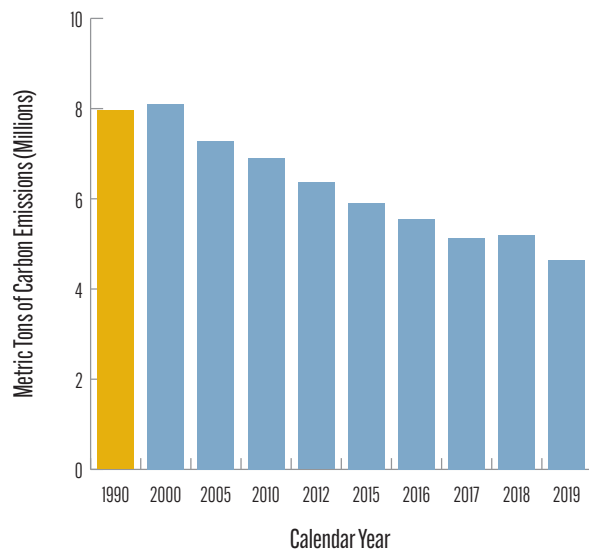
Accelerating Clean Transportation

According to 2019 greenhouse gas emissions numbers, the transportation sector is responsible for 47 percent of the City's emissions. To achieve the city's carbon reduction goals, San Francisco must shift to low carbon modes of transportation: biking, walking, and taking public transit. For the trips that

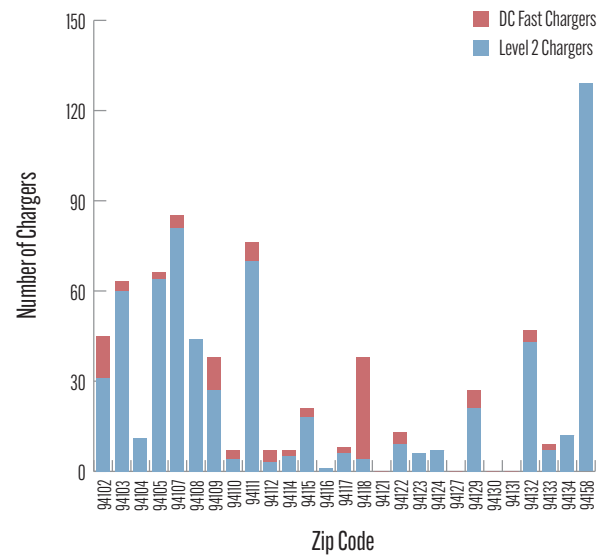
require vehicles, the fuel must be renewable. The ENV is leading efforts to advance and accelerate zero-emissions vehicle (ZEV) adoption, eliminate bureaucratic barriers, and expand the public ZEV charging network citywide. The ENV has already begun to implement the City's ambitious EV charging ordinance for publicly accessible commercial parking facilities. Looking ahead, The ENV is continuing to put policies and programs in place that drive investments in the City to expand the number of public charging stations and ensure equitable distribution across the city.

Improving the Environment while Promoting Affordability

The ENV continues to implement energy efficiency programs—like the Bay Area Regional Energy Network (BayREN) Multifamily and Business programs and EnergyAccess SF—that provide greater affordability through utility savings for residents and small businesses. BayREN is a Bay Area-wide program focused on energy efficiency retrofits for multifamily properties with five or more units. Between 2018 and 2021, the ENV completed 51 projects, retrofitting nearly 4,700 residential units. Affordable units represent nearly 75 percent of the retrofitted units. The BayREN Multifamily program has a direct impact on the lives of San Franciscans by improving essential services—like hot water, lighting, and building safety—all while reducing energy costs. Updating older residential units with energy efficiency upgrades directly reduces utility costs, which preserves housing affordability. EnergyAccess SF provides residents and businesses in San Francisco's impacted communities with direct access to energy and utility rates assistance programs. Notably, reducing energy costs reduces monthly utility obligations, which enable households and businesses to redirect funds to other needs. Despite lack of in-person outreach during COVID, EnergyAccess SF used other outreach channels to spread the benefits of these programs, and prioritized the Bayview-Hunters Point neighborhoods.

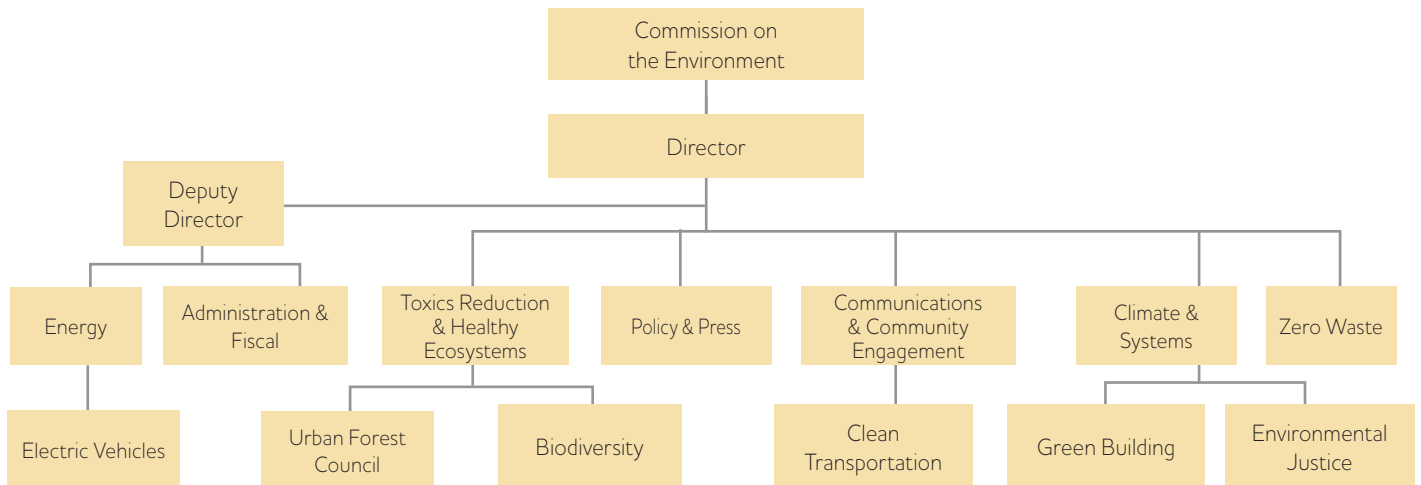


REDUCTION IN GREENHOUSE GAS EMISSIONS SINCE 1990. *San Francisco greenhouse gas emissions dropped 42 percent below 1990 levels as of 2019. San Francisco exceeded its goal to reduce emissions by 40 percent by 2025. The 42 percent reduction is equivalent to taking 973,287 cars off the road.*



TOTAL NUMBER OF CHARGERS BY ZIP CODE. *A convenient and reliable public charging network is essential to serving residents in multi-unit dwelling. The ENV will continue to effectuate policies and programs that drive external investment into the City to expand the number of public charging stations, distributed conveniently across the city. SOURCE: Public Charger in SF by the Numbers <http://www.cleancityessf.com/dashboard-1>*

ORGANIZATIONAL STRUCTURE: ENVIRONMENT



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	85.47	87.18	1.71	86.23	(0.95)
Non-Operating Positions (CAP/Other)	(15.73)	(13.77)	1.96	(13.77)	0.00
Net Operating Positions	69.74	73.41	3.67	72.46	(0.95)

Sources

Charges for Services	16,285,228	17,694,147	1,408,919	17,744,755	50,608
Expenditure Recovery	2,666,629	2,621,211	(45,418)	2,645,398	24,187
Intergovernmental: State	600,500	5,944,730	5,344,230	494,788	(5,449,942)
IntraFund Transfers In	3,833,465	3,845,927	12,462	3,859,872	13,945
Other Revenues	2,007,326	2,336,255	328,929	2,352,896	16,641
Transfer Adjustment-Source	(3,833,465)	(3,845,927)	(12,462)	(3,859,872)	(13,945)
Transfers In	749,354	329,677	(419,677)	329,677	0
General Fund	0	0	0	(0)	(0)
Sources Total	22,309,037	28,926,020	6,616,983	23,567,514	(5,358,506)

Uses - Operating Expenditures

Salaries	7,696,619	8,496,206	799,587	8,673,461	177,255
Mandatory Fringe Benefits	3,787,005	3,920,261	133,256	3,729,954	(190,307)
Non-Personnel Services	3,257,950	8,159,867	4,901,917	3,039,459	(5,120,408)
City Grant Program	421,444	492,121	70,677	492,121	0
Intrafund Transfers Out	3,833,465	3,845,927	12,462	3,859,872	13,945
Materials & Supplies	240,841	237,274	(3,567)	225,478	(11,796)
Overhead and Allocations	480,696	742,270	261,574	441,361	(300,909)
Programmatic Projects	859,935	859,935	0	859,935	0
Services Of Other Depts	5,564,547	6,018,086	453,539	6,105,745	87,659
Unappropriated Rev-Designated	0	0	0	0	0
Transfer Adjustment - Uses	(3,833,465)	(3,845,927)	(12,462)	(3,859,872)	(13,945)
Uses Total	22,309,037	28,926,020	6,616,983	23,567,514	(5,358,506)

Uses - By Division Description

ENV Environment	22,309,037	28,926,020	6,616,983	23,567,514	(5,358,506)
Uses by Division Total	22,309,037	28,926,020	6,616,983	23,567,514	(5,358,506)

LAW LIBRARY

MISSION

The Law Library (LLB) provides the people of San Francisco free access to legal information and specialized reference assistance in the use of those materials so they may preserve their rights and conduct their legal affairs. > **SFLAWLIBRARY**

SERVICES

The Law Library provides services through the following program areas:

COMPREHENSIVE LEGAL COLLECTION maintains electronic and print formats, including federal, state, and local laws, ordinances, regulations, and cases; court and legal forms; legal treatises, periodicals, texts, and encyclopedias; practice manuals, legal finding aids, and reference tools; legal materials and guides to meet the needs of both the public and legal professionals; legal resources and databases; and comprehensive archives of precedential cases, laws, regulations, and other essential materials.

PUBLIC ASSISTANCE provides assistance to professionals and the public in navigating the law and finding the information they need by providing legal research assistance; instruction on the use of complex legal databases; orientation in how to find and use legal resources; library-created reference guides; free seminars and legal educational programs for the public, and one-on-one legal information services.

CURRENCY AND ACCURACY OF THE LEGAL COLLECTION updates code and regulations, new case law reports, and current practice materials in print and electronic formats; processing, cataloging, and updating incoming materials daily to ensure their availability in the LLB's database system; deleting outdated materials; adding, maintaining, and regularly updating modules to the specialized library software systems; enhancing and adding databases as essential new legal products are developed; monitoring the range of legal information materials, both in print and in electronic formats, to determine what will best serve Law Library patrons; and periodically replacing public computers and legal reference software.

BUDGET DATA SUMMARY

	2021–22	2022–23		2023–24	
	Original Budget	Proposed Budget	Change from 2021–22	Proposed Budget	Change from 2022–23
Total Expenditures	2,033,206	2,130,001	96,795	2,213,320	83,319
Total FTE	2	2	0	2	0

BUDGET ISSUES & DETAILS

The proposed Fiscal Year (FY) 2022-23 budget of \$2.1 million for the Law Library is \$0.1 million, or 4.8 percent, higher than the FY 2021-22 budget. This is primarily due to increased costs in salaries and benefits. The FY 2023-24 proposed budget of \$2.2 million is \$0.1 million, or 3.8 percent, higher than the FY 2022-23 proposed budget. This change is also due to increased costs in salaries and benefits.

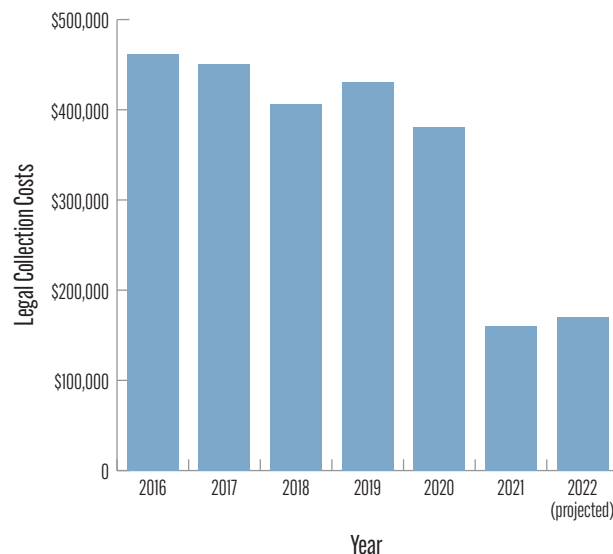
Recovery of San Francisco and the Law Library post-Covid

The Law Library's priority is to provide exceptional, professional, legal reference assistance and resources to all segments of the San Francisco community.

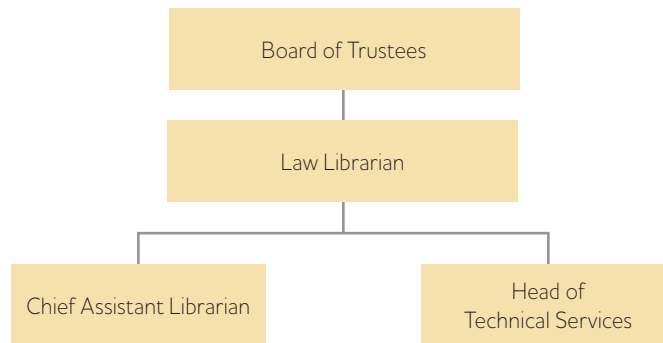
During the COVID-19 pandemic, new services were developed and provided to the community. These

included free, live, online legal educational seminars; the addition of free, direct access legal database resources for City personnel and all members of the community; and sophisticated online reference assistance. These resources plus in-library assistance will continue as the City reopens and people return to the Library for help. The Law Library's mission is to provide legal information to all people so that they may preserve their rights and conduct their legal affairs. This is particularly critical post-COVID as people are challenged by employment, landlord tenant, consumer affairs, and other life issues in order to restore and resume their lives. The Law Library contributes to the recovery of the local economy by including all sectors of the community in its service delivery whether in person, online or by phone.

LEGAL MATERIALS EXPENSES:
DATABASES, PRINT, MULTIMEDIA.
Legal Collection Costs.



ORGANIZATIONAL STRUCTURE: LAW LIBRARY



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	2.32	2.34	0.02	2.34	0.00
Non-Operating Positions (CAP/Other)	0.00	0.00	0.00	0.00	0.00
Net Operating Positions	2.32	2.34	0.02	2.34	0.00

Sources

General Fund	2,033,206	2,130,001	96,795	2,213,320	83,319
Sources Total	2,033,206	2,130,001	96,795	2,213,320	83,319

Uses - Operating Expenditures

Salaries	372,487	394,382	21,895	409,233	14,851
Mandatory Fringe Benefits	176,133	175,548	(585)	166,906	(8,642)
Materials & Supplies	6,000	6,000	0	6,000	0
Services Of Other Depts	1,478,586	1,554,071	75,485	1,631,181	77,110
Uses Total	2,033,206	2,130,001	96,795	2,213,320	83,319

Uses - By Division Description

LLB Law Library	2,033,206	2,130,001	96,795	2,213,320	83,319
Uses by Division Total	2,033,206	2,130,001	96,795	2,213,320	83,319

MUNICIPAL TRANSPORTATION AGENCY

MISSION

The San Francisco Municipal Transportation Agency (SFMTA) connects San Francisco through a safe, equitable, and sustainable transportation system. The SFMTA's goals are to: Create a safer transportation experience for everyone; Make transit and other sustainable modes of transportation the most attractive and preferred means of travel; Improve the quality of life and environment in San Francisco and the region; and Create a workplace that delivers outstanding service. > **SFMTA.COM**

SERVICES

The San Francisco Municipal Transportation Agency (SFMTA) plans, designs, builds, operates, regulates, and maintains one of the most diverse transportation networks in the world. The SFMTA operates five modes of public transit, including bus, trolleybus, light rail trains, historic streetcars, and the City's iconic cable cars, and provides infrastructure for safe walking, bicycling, and driving. In addition, the SFMTA manages traffic engineering and enforcement, on- and off-street public parking, paratransit services and permitting, and regulates private transit vehicles, including taxis.

The SFMTA consists of nine main divisions: Transit; Sustainable Streets; Capital Programs and Construction; Taxis and Accessible Services; Finance and Information Technology; Human Resources; System Safety; Communications and Marketing; and Government Affairs. In addition to the nine divisions, the Central Subway Program and Race, Equity and Inclusion Office also report directly to the Director of Transportation.

TRANSIT DIVISION (MUNI) The Transit Division operates the Municipal Railway, also known as Muni. It provides safe, reliable, and accessible public transit service throughout San Francisco. In addition to the planning, scheduling, and delivery of transit services, the Division also maintains the fleet, facilities, and infrastructure needed to deliver Muni services. Muni is the oldest publicly owned and operated transit system in the United States and the largest system in the San Francisco Bay Area.

Services (continued on next page)

BUDGET DATA SUMMARY

	2021–22	2022–23		2023–24	
	Original Budget	Proposed Budget	Change from 2021–22	Proposed Budget	Change from 2022–23
Total Expenditures	1,387,960,157	1,390,663,835	2,703,678	1,471,917,415	81,253,580
Total FTE	5,584	5,798	214	5,927	129

SUSTAINABLE STREETS DIVISION (SSD) The Sustainable Streets Division provides multimodal transportation planning, engineering, and operational improvements to San Francisco's transportation system to support sustainable community and economic development. SSD plans, designs, implements, and maintains the City's transportation infrastructure and regulations to support San Francisco's mobility needs as the City changes and grows. SSD initiates and coordinates improvements to the City's street, transit, bicycle, pedestrian, and parking infrastructure, thereby meeting the goals and objectives of the Transit First Policy, as well as supporting the SFMTA's Strategic Plan.

CAPITAL PROGRAMS & CONSTRUCTION DIVISION (CP&C) The Capital Programs & Construction Division improves the City's transportation infrastructure by managing and delivering quality capital improvements that meet the City's needs and long-term objectives. To implement the SFMTA's Capital Improvement Program, the Division's professional services include design, engineering, project and contract management, contract administration, cost and schedule control, quality assurance, and procurement administration.

TAXIS AND ACCESSIBLE SERVICES (TAS) The Taxis and Accessible Services Division (TAS) represents a combination of two distinct functions of the SFMTA, which substantially overlap in the regulation of taxis. Accessible Services is a core support function for all modes of travel. TAS ensures that transit, pedestrian, bike facilities and taxi services are accessible to seniors and people with disabilities. This Division also oversees the SFMTA Paratransit program. Taxi Services' core function is to license and regulate the private taxi industry to ensure that drivers and vehicles are safe, that taxi service is accessible to the disability community, and service is available regardless of trip origin or destination at prices that are transparent.

In addition to the regulatory oversight of the taxi industry, TAS manages six emerging mobility permit programs. These programs are: commuter shuttles; private transit services; and shared bicycles, scooters, electric mopeds, and cars.

FINANCE AND INFORMATION TECHNOLOGY DIVISION (FIT) The Finance and Information Technology (FIT) Division provides strategic advice and information to support organizational decision-making and improved financial management. FIT's responsibilities include accounting, budgeting, facility management, grants procurement and administration, and information technology.

HUMAN RESOURCES DIVISION (HR) SFMTA's Human Resources Division (HR) provides support services including: recruitment, hiring, employment and labor relations, payroll, organizational development and training, employee wellness, equal employment opportunity, and workers' compensation.

SYSTEM SAFETY DIVISION The System Safety Division maintains records for all collisions, incidents, and hazards; conducts internal safety audits and vehicle safety reviews; develops corrective action plans; and performs inspections and mandated safety certifications.

COMMUNICATIONS, MARKETING AND OUTREACH The Communications Marketing and Outreach Division is responsible for internal and external communications that engage and share information with customers, stakeholders, and the public. The Division is responsible for media and public relations, marketing, special events, creative services, community outreach, and customer service.

GOVERNMENT AFFAIRS The Government Affairs Division is responsible for coordinating, developing, advancing, and monitoring the SFMTA's legislative and policy interests at the local, state, and federal levels. The Division also includes Regulatory Affairs responsibilities. The Government Affairs Division works to ensure that a supportive policy and regulatory environment exists to advance the capital project and policy priorities of the Agency.

BUDGET ISSUES & DETAILS

The Fiscal Year (FY) 2022-23 proposed budget of \$1.4 billion for the San Francisco Municipal Transportation Agency is \$2.7 million, or 0.2 percent, higher than the FY 2021-22 budget. This increase is primarily due to increased costs in salaries and benefits. The FY 2023-24 proposed budget of \$1.5 billion for the Municipal Transportation Authority is \$81.3 million, or 5.8 percent, more than the FY 2022-23 proposed budget. This increase is also primarily due to increased costs in salaries and benefits.

Customer Experience

The Mayor's Proposed Budget invests in improving the customer experience for public transportation in San Francisco in a variety of ways. The SFMTA's budget for car cleanings, signage, and transit stop maintenance is increasing by \$22.2 million over the two budget years. This budget also invests \$28.6 million over the two years to improve bus service levels, focused on neighborhoods with the least access. The SFMTA budget as proposed is balanced without the need to raise any fares, helping make transit a more affordable and attractive option to riders. This budget also makes permanent the Free Muni for all Youth program, allowing all San Franciscans 18 and under to ride SFMTA services for free.

Capital

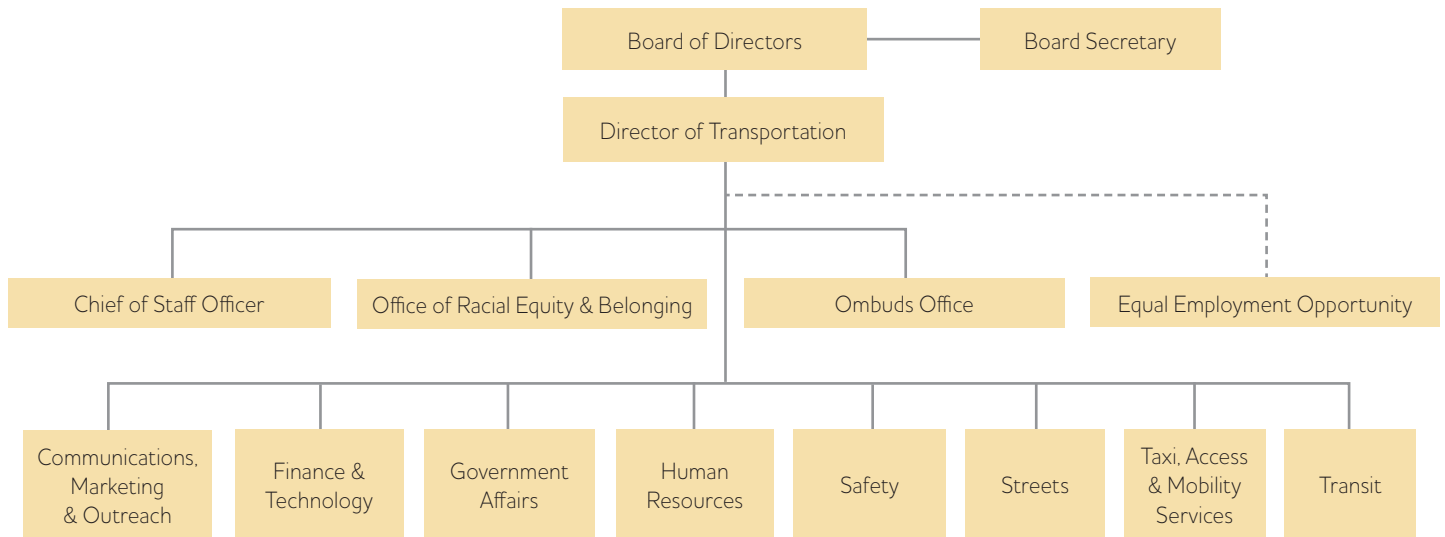
The proposed capital budget over the two-year period for the SFMTA is \$812 million. The largest component is \$316 million of improvements to the transit fleet, which includes buses and Muni subway cars. The

proposed capital budget also funds replacement of the Muni Metro Train Control System, upgraded facilities for better maintenance, and \$91 million over the two budget years for street safety improvements. These investments will improve the experience of using public transportation in San Francisco while setting up the SFMTA for long-term success with more modern assets. The proposed budget also increases the portion of the agency's capital budget that is allocated to Quick Build projects by 53 percent relative to last year, helping focus on projects that can deliver concrete improvements as soon as possible.

Revenues and Recovery

In FY 2021-22 the SFMTA is projected to use \$298 million in federal funds for operating purposes, which will be the second largest source following City General Fund transfers. The use of available federal relief is planned to be tapered in FY 2022-23 and FY 2023-24 to preserve operational stability as the local economy recovers. While enterprise revenues remain below pre-pandemic levels, the SFMTA's proposed budget is balanced and makes responsible assumptions about the recovery of ridership across the system. The proposed budget adds human resources and workforce development staff to help the agency fill vacancies and maintain Muni service levels. The agency's apprenticeship program is also being expanded, with \$9.2 million over the two budget years allocated to new skilled labor hiring pathways. These enhancements will position the SFMTA to be ready for increased demands for public transportation as the City recovers from the COVID-19 pandemic.

ORGANIZATIONAL STRUCTURE: MUNICIPAL TRANSPORTATION AGENCY



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	6,068.61	6,298.95	230.34	6,441.93	142.97
Non-Operating Positions (CAP/Other)	(485.00)	(500.64)	(15.64)	(514.50)	(13.86)
Net Operating Positions	5,583.61	5,798.31	214.70	5,927.43	129.11

Sources

Charges for Services	263,042,699	152,357,361	(110,685,338)	182,800,965	30,443,604
Expenditure Recovery	3,506,356	3,884,254	377,898	4,442,102	557,848
Fines, Forfeiture, & Penalties	110,884,283	98,609,197	(12,275,086)	101,282,266	2,673,069
Interest & Investment Income	9,700,560	12,147,776	2,447,216	12,390,731	242,955
Intergovernmental: Federal	62,603,250	177,432,459	114,829,209	189,528,667	12,096,208
Intergovernmental: Other	126,727,381	121,006,370	(5,721,011)	124,239,639	3,233,269
Intergovernmental: State	59,239,733	60,234,073	994,340	61,088,973	854,900
IntraFund Transfers In	29,189,500	39,265,335	10,075,835	46,510,869	7,245,534
Licenses, Permits, & Franchises	19,412,844	19,530,556	117,712	19,921,167	390,611
Other Revenues	50,720,790	18,248,894	(32,471,896)	19,490,874	1,241,980
Rents & Concessions	155,487,566	121,921,370	(33,566,196)	139,849,506	17,928,136
Transfer Adjustment-Source	(284,204,098)	(233,559,280)	50,644,818	(212,701,596)	20,857,684
Transfers In	314,073,953	274,435,470	(39,638,483)	250,523,252	(23,912,218)
Unappropriated Fund Balance	44,605,340	52,700,000	8,094,660	0	(52,700,000)
General Fund	422,970,000	472,450,000	49,480,000	532,550,000	60,100,000
Sources Total	1,387,960,157	1,390,663,835	2,703,678	1,471,917,415	81,253,580

Uses - Operating Expenditures

Salaries	589,720,582	641,155,314	51,434,732	675,995,341	34,840,027
Mandatory Fringe Benefits	292,567,604	305,128,104	12,560,500	306,548,315	1,420,211
Non-Personnel Services	248,468,731	247,062,618	(1,406,113)	249,440,414	2,377,796
Capital Outlay	96,042,948	36,352,061	(59,690,887)	66,671,504	30,319,443
Debt Service	14,778,250	22,980,226	8,201,976	27,850,760	4,870,534
Intrafund Transfers Out	29,189,500	39,265,335	10,075,835	46,510,869	7,245,534
Materials & Supplies	74,041,918	74,590,391	548,473	74,590,551	160
Overhead and Allocations	(36,366,475)	(37,222,926)	(856,451)	(36,705,573)	517,353
Programmatic Projects	440,000	250,000	(190,000)	0	(250,000)
Services Of Other Depts	90,461,124	100,368,047	9,906,923	107,526,103	7,158,056
Transfers Out	255,014,598	194,293,945	(60,720,653)	166,190,727	(28,103,218)
Unappropriated Rev Retained	17,805,475	0	(17,805,475)	0	0
Transfer Adjustment - Uses	(284,204,098)	(233,559,280)	50,644,818	(212,701,596)	20,857,684
Uses Total	1,387,960,157	1,390,663,835	2,703,678	1,471,917,415	81,253,580

Uses - By Division Description

MTAAW Agency-wide	161,860,231	124,801,895	(37,058,336)	141,546,338	16,744,443
MTABD Board Of Directors	651,092	675,178	24,086	679,151	3,973
MTACC CV-Captl Progr & Constr	64,966,689	46,143,548	(18,823,141)	69,440,739	23,297,191
MTACO Communications	6,431,201	8,334,975	1,903,774	8,889,010	554,035
MTAED Executive Director	3,282,718	7,686,503	4,403,785	8,389,905	703,402
MTAFA Fit Finance & Info Tech	140,003,230	121,336,301	(18,666,929)	122,295,220	958,919
MTAGA Government Affairs	1,738,052	2,143,042	404,990	2,257,613	114,571
MTAHR Human Resources	22,499,864	30,415,527	7,915,663	31,079,200	663,673
MTAPA Policy & Administration	345,308	438,998	93,690	740,588	301,590
MTASA Safety	7,500,376	7,558,685	58,309	7,592,688	34,003
MTASS Sustainable Streets	204,647,616	219,860,988	15,213,372	230,536,645	10,675,657
MTATS Transit Svc Division	734,732,135	781,472,263	46,740,128	808,321,339	26,849,076
MTATZ Taxi & Accessible Svc	39,301,645	39,795,932	494,287	40,148,979	353,047
Uses by Division Total	1,387,960,157	1,390,663,835	2,703,678	1,471,917,415	81,253,580

PORT

MISSION

The Port of San Francisco (PRT) manages the waterfront as a gateway to a world-class city and advances environmentally and financially sustainable maritime, recreational, and economic opportunities to serve the City, Bay Area region, and California. > [SFPORT.COM](https://www.sfport.com)

SERVICES

The Port provides services through the following divisions:

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

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

MAINTENANCE repairs piles, piers, roofs, plumbing and electrical systems, and street cleaning along the Port's 7.5 miles of waterfront property.

PLANNING shepherds the use of Port lands consistent with the goals and policies of the Waterfront Land Use Plan, maintains and amends Plan policies, leads community planning projects for specified waterfront areas, provides environmental review and stewardship, plans for sea level rise, and administers land use regulatory review of projects on Port property.

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

ADMINISTRATION directs Port resources to meet strategic goals, guides capital planning, and manages the Port's support services including human resources, accounting, finance and procurement, business services, and information systems.

EXECUTIVE leads the implementation of the Port's strategic goals and objectives, develops policy with the Port Commission, and provides for cross-divisional collaboration and communication.

BUDGET DATA SUMMARY

	2021–22	2022–23		2023–24	
	Original Budget	Proposed Budget	Change from 2021–22	Proposed Budget	Change from 2022–23
Total Expenditures	92,487,095	193,244,923	100,757,828	149,127,351	(44,117,572)
Total FTE	223	249	26	250	1

BUDGET ISSUES & DETAILS

The Port's proposed Fiscal Year (FY) 2022-23 budget of \$193.2M million is \$100.8 million, or 109 percent, higher than the FY 2021-22 budget of \$92.5 million. This increase is largely the result of a \$114 million two-year allocation provided to the Port by the American Rescue Plan Act (ARPA). The funding provided by ARPA will allow the Port to continue much needed Capital and staffing investments that were reduced or cut due to the revenue deficit caused by the COVID-19 pandemic. The FY 2023-24 proposed budget of \$149.1 million is \$44.1 million, or 30 percent, lower than the FY 2022-23 proposed budget. This decrease is largely a result of a smaller ARPA allocation in FY 2023-24.

Pursuing Economic Recovery

Prior to the COVID-19 pandemic, the Port welcomed 24 million annual visitors to the waterfront, generating nearly 75 percent of its revenue from leases dependent on tourism and hospitality. The pandemic reduced Port operating revenue by 40 percent as restaurant, retail and cruise business plunged. The Port took short-term action in FY 2020-21 and 2021-22, including a hiring freeze, shrinking non-salary expenses, reducing capital investment, defunding capital projects and drawing on fund balance, to address this loss. While these measures proved effective, they are unsustainable long-term. Over the next five years the Port must develop economic recovery strategies to stabilize its budget, fund capital at pre-pandemic levels and restore fund balance.

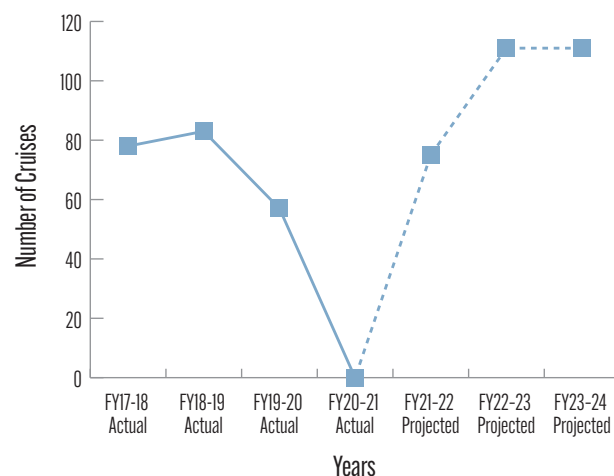
The Port launched recovery efforts in 2021 and experienced early success with the allocation of up to \$114 million in American Recovery Plan Act (ARPA) funding. ARPA provides an economic reprieve, sustaining a safe and active waterfront and allowing the Port to support its tenants and drive new leasing. Additionally, ARPA allows the Port to invest \$62 million in capital including improvements to sustain leasing and attract new cargo traffic.

In FY 2022-23 and 2023-24 the Port will focus on economic recovery, maximizing revenue from business such as cargo and cruise, seeking and investing in new tenants, revitalizing historic piers, activating waterfront neighborhoods and identifying external funding sources to improve facilities, support resilience and reduce its capital backlog.

Waterfront Resilience Program

The Waterfront Resilience Program (WRP) supports resilience of the 7.5 mile waterfront and key regional and citywide assets in the face of earthquakes, flooding and sea level rise. The WRP comprises of two initiatives – a partnership with the United States Army Corps of Engineers (USACE) to conduct a multi-year waterfront flood study, and execution of Proposition A, a \$425 million General Obligation Bond, to implement seismic and flood mitigation improvements to the Embarcadero Seawall. In 2020 the Port completed a Multi-Hazard Risk Assessment (MHRA) to evaluate potential damage and disruption from flood and earthquakes along the northern waterfront. The Port used MHRA results to develop adaptation strategies and in 2022 will collaborate with other city departments to begin planning and predesign of projects that address the most urgent risks to San Francisco's waterfront. Initial estimates suggest that the cost of these projects exceeds Proposition A funding requiring the Port to seek state and federal sources to support the program.

In the next two years the Port will also lead southern waterfront resilience planning. This process will identify coastal flood defense options, consistent with the city's Climate Hazard Mitigation Plan, and will be included in



LINE CRUISES. CAPTION: Operating revenues decreased during COVID-19 Pandemic and are projected to normalize in the upcoming budget years.

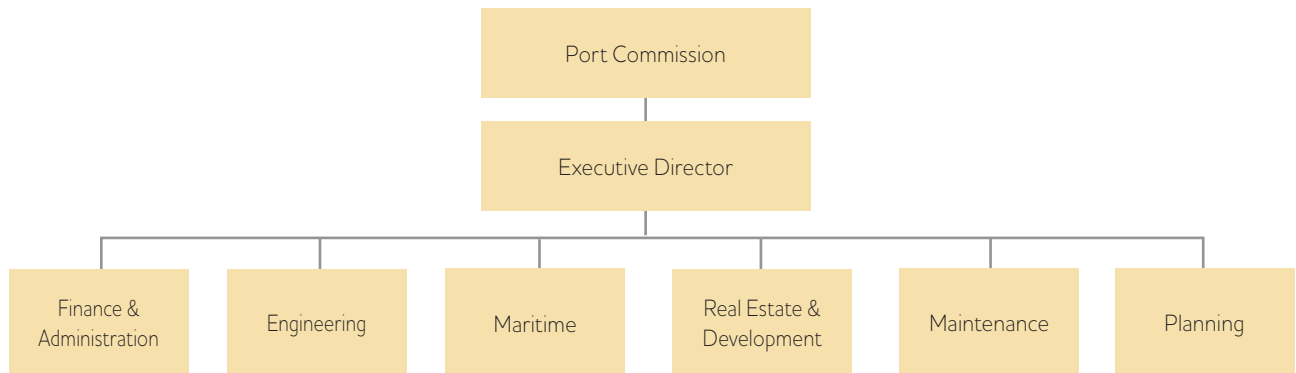
the USACE waterfront flood study. Such collaboration supports integration of future flood defenses with critical city infrastructure and facilitates review by regulatory agencies and the public.

Pursuing Equity

The Port will continue to prioritize racial equity in FY 2022-23 and 2023-24. In the coming fiscal years, the Port will make equity a key aspect of daily operations pursuing multiple internal and external equity actions

including building a culture of inclusion through an active employee mentorship program, improved diversity in recruitment and the addition of an ombudsman to support employee development. External equity efforts include funding to implement a line of credit program for Local Business Enterprises (LBE) in partnership with the Treasurer Tax Collector, workforce development in partnership with the Office of Economic and Workforce Development and efforts to attract more LBE tenants to lease affordable Port space.

ORGANIZATIONAL STRUCTURE: PORT



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	285.72	317.16	31.44	320.22	3.06
Non-Operating Positions (CAP/Other)	(63.00)	(68.53)	(5.53)	(70.00)	(1.47)
Net Operating Positions	222.72	248.63	25.91	250.22	1.59

Sources

Charges for Services	17,175,841	20,257,614	3,081,773	20,633,997	376,383
Expenditure Recovery	17,500	0	(17,500)	0	0
Fines, Forfeiture, & Penalties	1,868,876	2,750,213	881,337	2,819,552	69,339
Interest & Investment Income	1,014,052	1,000,000	(14,052)	1,000,000	0
Intergovernmental: Federal	1,742,107	74,479,632	72,737,525	27,279,000	(47,200,632)
IntraFund Transfers In	33,936,720	91,402,040	57,465,320	47,052,435	(44,349,605)
Other Revenues	10,094,198	17,199,736	7,105,538	11,419,202	(5,780,534)
Rents & Concessions	60,574,521	77,557,728	16,983,207	85,975,600	8,417,872
Transfer Adjustment-Source	(33,936,720)	(91,402,040)	(57,465,320)	(47,052,435)	44,349,605
General Fund	0	0	0	(0)	(0)
Sources Total	92,487,095	193,244,923	100,757,828	149,127,351	(44,117,572)

Uses - Operating Expenditures

Salaries	28,638,675	33,417,281	4,778,606	34,733,318	1,316,037
Mandatory Fringe Benefits	14,274,956	15,311,364	1,036,408	14,862,783	(448,581)
Non-Personnel Services	14,481,260	15,254,479	773,219	15,179,183	(75,296)
Capital Outlay	(19,204,880)	79,734,610	98,939,490	33,736,151	(45,998,459)
Carry-Forward Budgets Only	(8,180,647)	0	8,180,647	0	0
Debt Service	6,879,558	6,879,558	0	6,135,955	(743,603)
Intrafund Transfers Out	33,936,720	91,402,040	57,465,320	47,052,435	(44,349,605)
Materials & Supplies	866,924	1,039,805	172,881	1,234,805	195,000
Overhead and Allocations	930,936	0	(930,936)	0	0
Programmatic Projects	12,499,494	4,366,589	(8,132,905)	4,501,589	135,000
Services Of Other Depts	28,492,786	32,832,250	4,339,464	35,395,680	2,563,430
Transfers Out	31,713	31,713	0	31,713	0
Unappropriated Rev-Designated	0	0	0	0	0
Unappropriated Rev Retained	12,776,320	4,377,274	(8,399,046)	3,316,174	(1,061,100)
Transfer Adjustment - Uses	(33,936,720)	(91,402,040)	(57,465,320)	(47,052,435)	44,349,605
Uses Total	92,487,095	193,244,923	100,757,828	149,127,351	(44,117,572)

Uses - By Division Description

PRT Engineering	5,337,121	6,987,557	1,650,436	6,989,867	2,310
PRT Executive	8,109,807	8,823,550	713,743	8,892,893	69,343
PRT Finance And Administration	22,488,904	32,369,584	9,880,680	33,533,524	1,163,940
PRT Maintenance	18,764,170	22,518,739	3,754,569	23,044,865	526,126
PRT Maritime	11,835,151	13,762,867	1,927,716	14,042,501	279,634
PRT Planning & Environment	3,093,810	3,043,197	(50,613)	3,137,523	94,326
PRT Port Commission (Portwide)	4,780,666	87,168,114	82,387,448	40,259,409	(46,908,705)
PRT Real Estate & Development	18,077,466	18,571,315	493,849	19,226,769	655,454
Uses by Division Total	92,487,095	193,244,923	100,757,828	149,127,351	(44,117,572)

PUBLIC LIBRARY

MISSION

The Public Library (LIB) is dedicated to providing free and equal access to information, knowledge, independent learning, and reading for the community. The Library consists of the Main Library at Civic Center, 27 branch libraries geographically distributed throughout San Francisco, four Bookmobiles that travel around the City, and digital library collection via sfpl.org. In addition to the Library's collection of over 3.8 million items in various formats and more than 50 languages, the Library offers high-speed internet through free wireless and public access computers as well as educational, cultural, and literary programming. > SFPL.ORG

SERVICES

The Public Library provides services through the following strategic areas:

PREMIER URBAN LIBRARY fosters a connected community through shared experiences, equitable access to quality resources, and inclusive environments.

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

YOUTH ENGAGEMENT enriches the City's youth with early literacy programs, summer learning activities, homework help, outreach to schools, and expanded teen services with emphasis on technology access and media literacy.

DIGITAL STRATEGIES ensures equitable access to public technology and resources.

PARTNERSHIPS FOR EXCELLENCE enables city agencies and community based organizations to leverage the Library's resources, strengthens the services and programs offered, and helps reach larger audiences.

BUDGET DATA SUMMARY

	2021–22	2022–23		2023–24	
	Original Budget	Proposed Budget	Change from 2021–22	Proposed Budget	Change from 2022–23
Total Expenditures	171,222,254	185,794,068	14,571,814	186,763,543	969,475
Total FTE	700	707	7	708	1

BUDGET ISSUES & DETAILS

The proposed Fiscal Year (FY) 2022-23 budget of \$185.8 million for the Library is \$14.6 million, or 8.5 percent, higher than the FY 2021-2022 budget of \$171.2 million. The increase is due to increased capital spending and increased costs in salaries and benefits. The FY 2023-24 proposed budget of \$186.8 million for the Library is \$1.0 million, or 0.5 percent, higher than the FY 2022-23 proposed budget. This change is due to increased costs in salaries and benefits.

Equity and Recovery

The Library is an essential resource for the City's diverse communities, offering an equitable and safe space for people of all ages to gather, gain knowledge, and participate in shared experiences. The SFPL is committed to advancing racial equity through its core services to the community and specifically will invest \$0.3 million in FY 2022-23 to prepare and begin implementing its Phase 2 Racial Equity Action Plan. Additional equity investments include bolstering BIPOC representation in our circulating collections, which will start with Black and Native American peoples, and expanding SFPL Scholars@Home program to include the successful Summer Together and BIPOC Everybody Reads programs. The Library budget also includes position changes to add analytical and clerical support to the department's overall racial equity efforts, expand the Media Services capacity to support public programming, and increase learning differences librarian capacity as well as outreach capacity to immigrant and low-income communities. The Library's budget continues to invest in its successful Work It and Tech Time services, the Smart Money Coaching program through the Office of the Treasurer & Tax Collector, and YouthWorks administered by the Department of Children, Youth & Their Families.

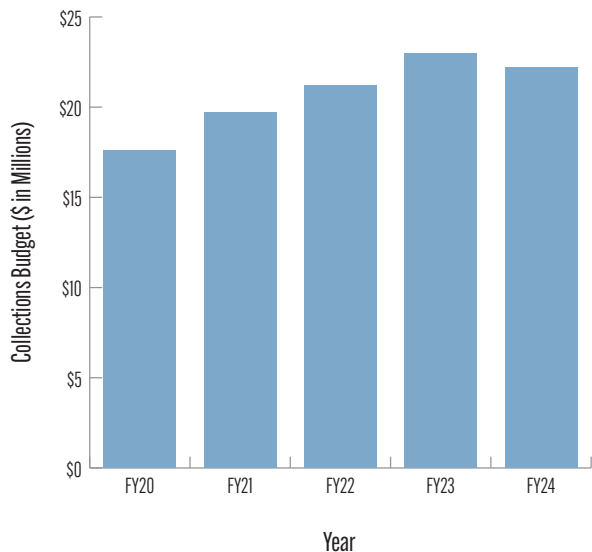
Robust Collections

In addition to its focused collection development on BIPOC authors, the Library continuously enhances its library collections based on usage each cycle to better meet the needs of San Francisco's diverse communities in the future. The Library purchases materials in various formats and multiple languages to support the City's diverse community. Enhancements to the Library budget are responsive to usage data and community requests. Print books remain the primary material format for patrons; however, eMedia circulation continues to grow. With \$23.0 million allocated in FY 2022-23, which includes \$0.8 million in one-time monies for opening day collections for the Mission

Branch Library post renovation and \$22.2 million in FY 2023-24. To meet the growing demand for eCollections the Library increased its allocation for electronic resources by 5 percent beginning in FY 2022-23. Library collections investments over these two fiscal years is more than 13 percent of the Library's operating budget, which is above the industry standard of 10 percent.

Digital Access

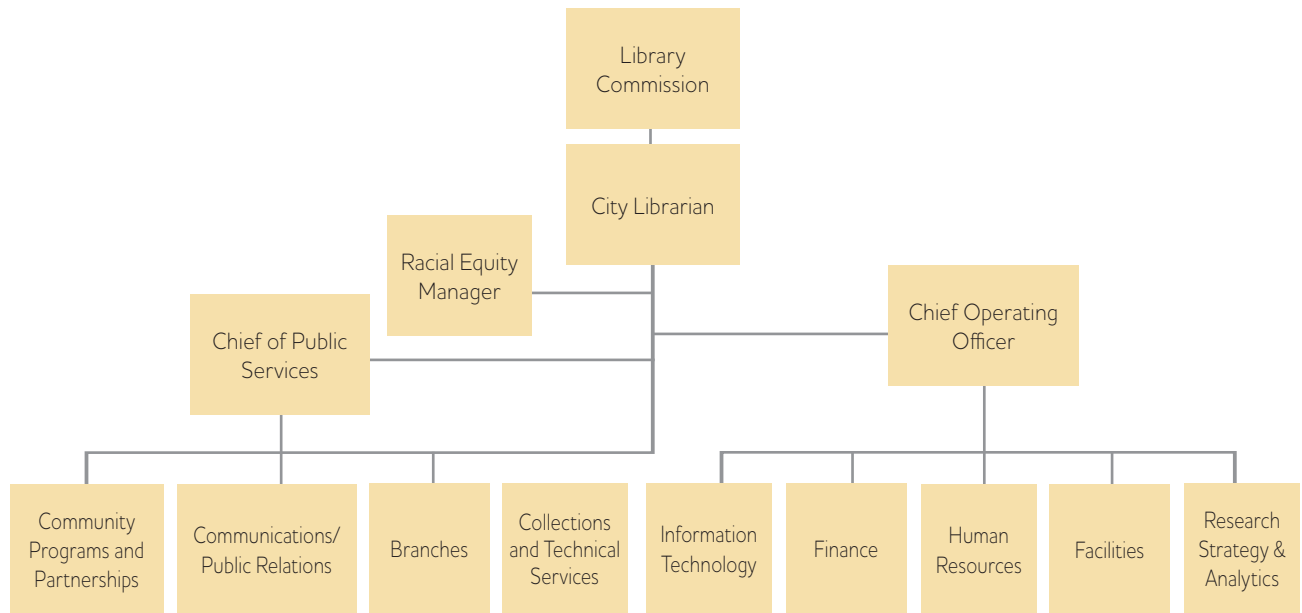
The Library continuously refreshes its technology to meet the needs of San Franciscans. The Mayor's Proposed Budget includes upgrading to 5G connectivity on four bookmobiles to provide robust internet connection and high speed network access for staff and patrons. Investments in the latest assistive technology will improve access and services for the patrons of the Library's Talking Book and Braille Center. Digital access expands access for patrons, and two other key digital access investments this cycle include ongoing enhancements to our digital access management system that digitizing archives and virtual programming software and hybrid programming kits for our public so they can participate remotely in live-stream or recorded library programming. Investing in virtual programming allows the Library to retain the audiences gained through remote programming during the pandemic.



COLLECTIONS BUDGET - 5 YEAR TREND.

Growing collections budget to meet format demands and inflation.

ORGANIZATIONAL STRUCTURE: PUBLIC LIBRARY



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	700.45	706.69	6.24	707.82	1.13
Non-Operating Positions (CAP/Other)	0.00	0.00	0.00	0.00	0.00
Net Operating Positions	700.45	706.69	6.24	707.82	1.13

Sources

Charges for Services	175,000	175,000	0	175,000	0
Expenditure Recovery	75,661	77,532	1,871	77,528	(4)
Interest & Investment Income	237,400	237,400	0	237,400	0
Intergovernmental: State	230,000	205,000	(25,000)	205,000	0
IntraFund Transfers In	8,293,955	22,626,045	14,332,090	20,750,000	(1,876,045)
Other Revenues	20,000	20,000	0	20,000	0
Property Taxes	68,927,000	75,620,000	6,693,000	79,590,000	3,970,000
Rents & Concessions	26,115	26,115	0	26,115	0
Transfer Adjustment-Source	(8,293,955)	(22,626,045)	(14,332,090)	(20,750,000)	1,876,045
Transfers In	20,000	20,000	0	20,000	0
Unappropriated Fund Balance	5,571,078	10,483,021	4,911,943	62,500	(10,420,521)
General Fund	95,940,000	98,930,000	2,990,000	106,350,000	7,420,000
Sources Total	171,222,254	185,794,068	14,571,814	186,763,543	969,475

Uses - Operating Expenditures

Salaries	66,545,024	71,138,316	4,593,292	73,701,671	2,563,355
Mandatory Fringe Benefits	38,409,843	38,683,419	273,576	37,627,040	(1,056,379)
Non-Personnel Services	9,194,331	10,908,445	1,714,114	9,826,724	(1,081,721)
City Grant Program	500,000	638,000	138,000	638,000	0
Capital Outlay	18,126,855	23,704,045	5,577,190	21,465,000	(2,239,045)
Intrafund Transfers Out	8,293,955	22,626,045	14,332,090	20,750,000	(1,876,045)
Materials & Supplies	24,944,724	26,794,893	1,850,169	25,799,893	(995,000)
Overhead and Allocations	383	163	(220)	163	0
Services Of Other Depts	13,501,094	13,926,787	425,693	13,807,941	(118,846)
Unappropriated Rev-Designated	0	0	0	3,897,111	3,897,111
Transfer Adjustment - Uses	(8,293,955)	(22,626,045)	(14,332,090)	(20,750,000)	1,876,045
Uses Total	171,222,254	185,794,068	14,571,814	186,763,543	969,475

Uses - By Division Description

LIB Public Library	171,222,254	185,794,068	14,571,814	186,763,543	969,475
Uses by Division Total	171,222,254	185,794,068	14,571,814	186,763,543	969,475

PUBLIC UTILITIES COMMISSION

MISSION

The San Francisco Public Utilities Commission (SFPUC) provides customers with high quality, efficient, and reliable water, power, and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted in their care. > [SFWATER.ORG](https://www.sfpuc.org)

SERVICES

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

WATER ENTERPRISE is responsible for collecting, treating, and distributing water to 2.7 million residential, commercial, and industrial customers in the Bay Area. Two unique features of the system stand out: the drinking water provided is among the purest in the world and the system for delivering that water is almost entirely gravity-fed, requiring little to no fossil fuel consumption. Since 2010, the enterprise has also managed the City's Auxiliary Water Supply System for firefighting and disaster response.

WASTEWATER ENTERPRISE collects, transmits, treats, and discharges sanitary and stormwater flows generated within the City for the protection of public health and environmental safety. San Francisco is one of only two cities in California with a combined sewer system. The system offers significant environmental benefits because it captures and treats both stormwater and urban street runoff, in addition to sewage from homes and businesses. This protects public health, the San Francisco Bay, and the Pacific Ocean.

CLEANPOWERSF is San Francisco's Community Choice Aggregation program, launched in May 2016 with a mission of providing a cleaner electricity alternative at affordable rates. CleanPowerSF offers two products: the "Green" product comprised of 40 percent renewable energy and priced competitively with PG&E's default electricity service, and the "SuperGreen" product comprised of 100 percent renewable energy, priced at a small premium over the CleanPowerSF "Green" product rate. CleanPowerSF now serves approximately 376,000 customers in San Francisco.

HETCH HETCHY WATER AND POWER is comprised of the Power Enterprise and the upcountry operations of the Water Enterprise. This includes the collection and conveyance of approximately 85 percent of the City's water supply and the generation and transmission of electricity from Hetch Hetchy Reservoir. The Hetch Hetchy Power System is

Services (continued on next page)

BUDGET DATA SUMMARY

	2021–22	2022–23		2023–24	
	Original Budget	Proposed Budget	Change from 2021–22	Proposed Budget	Change from 2022–23
Total Expenditures	1,504,090,299	1,650,697,669	146,607,370	1,689,518,938	38,821,269
Total FTE	1,708	1,755	47	1,772	17

the clean energy backbone for the City and County of San Francisco, powering municipal facilities and the City's retail electricity customers. The City's diverse energy portfolio of hydroelectric, solar, and biogas generation has a zero greenhouse gas emission profile.

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

BUDGET ISSUES & DETAILS

The proposed Fiscal Year (FY) 2022-23 budget of \$1.7 billion for the Public Utilities Commission is \$146.6 million, or 9.7 percent, higher than the FY 2021-22 budget of \$1.5 billion. This is primarily due to the increased cost of debt service and power, as well as growth in reserves, and salary and benefit changes. The FY 2023-24 proposed budget of \$1.7 billion for the Public Utilities Commission is \$38.8 million, or 2.3 percent, higher than the FY 2022-23. This is due to increases described above that are offset by reduced spending on capital.

The SFPUC's Biennial budget was developed based on the following three overarching priorities which have informed the new investments the department is making through this budget:

Responsible Management

The SFPUC's budget is grounded in responsibility and transparency, with a focus on core service delivery. As such, the SFPUC will prioritize financial sustainability, meet regulatory requirements, ensure public confidence, advance environmental stewardship, and maintain critical infrastructure.

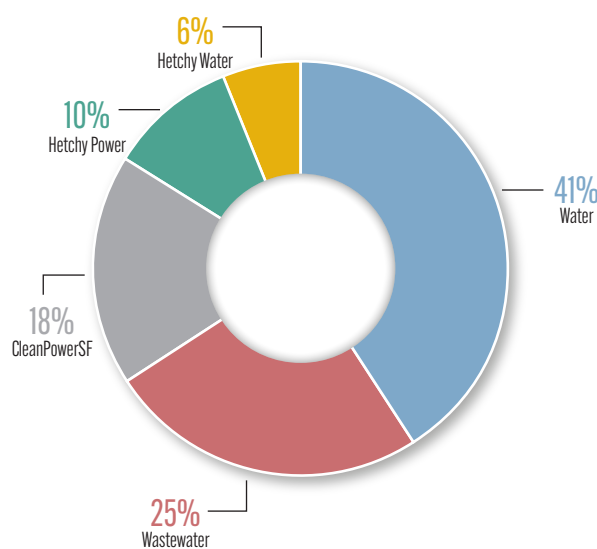
The SFPUC will be executing these initiatives in various ways. For example, in order to keep up with changing regulations, the department is adding new lab staff and investing in new equipment that meets stricter emissions standards. These investments will ultimately help to improve air quality and wildfire mitigation, while advancing environmental stewardship. Additionally, the department is bolstering its construction inspection capacity to ensure that the infrastructure investments made meet quality standards, as well as, increasing investments in cybersecurity to protect critical infrastructure and essential services from increasing cyber threats. The Department is also creating a new Audit Bureau that will centralize internal audit functions, improving internal controls and transparency.

A significant driver of the department's year over year cost increases is power purchase and distribution

costs. As the Power Enterprise utilizes the PG&E electricity distribution grid to deliver power to its customers, PG&E fees and tariffs represent a substantial portion of power purchase costs. Through the Mayor's Proposed Budget, the Department is continuing to work on the acquisition of PG&E's San Francisco electricity distribution network that will enable the City to provide electricity that is more cost-effective, cleaner, safer and more reliable.

Access and Affordability

As part of the SFPUC's commitment to ensuring affordability for its customers, the budget includes no retail rate increase for Water and Wastewater in FY 2022-23. In addition, the department has been able to deliver savings through more efficient use of capital funding which will ultimately lead to more affordable rates in the long term.



USES BY ENTERPRISE. *Uses of funds broken down into the SFPUC's enterprises.*

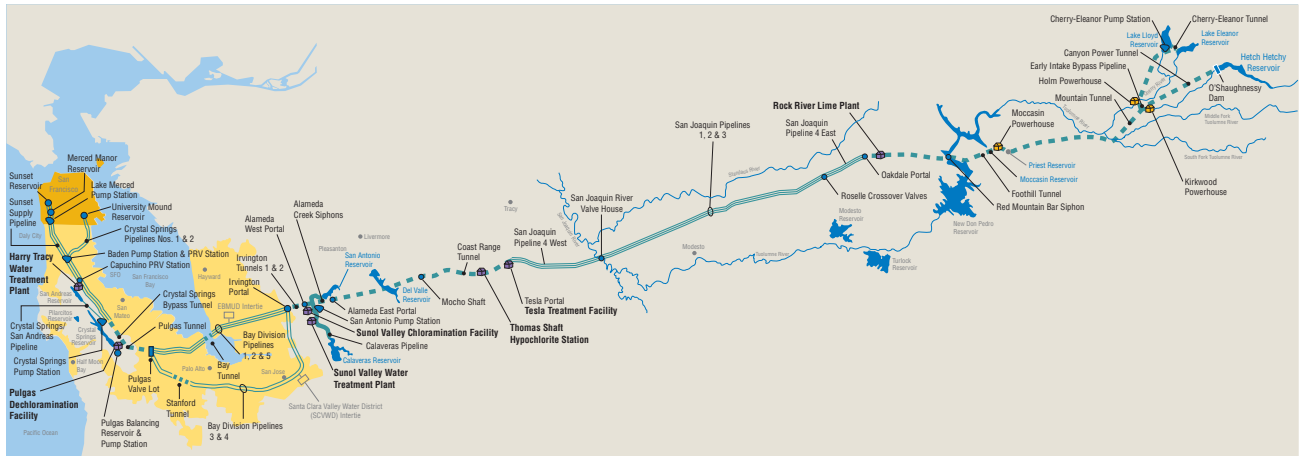
People and Communities

One of the most visible and meaningful ways the SFPUC will contribute to the recovery of the economy and restoring the vibrancy of San Francisco will be through its capital program, which will invest approximately \$1 billion dollars in FY 2022-23 and \$10 billion over the next 10 years. These investments will support local jobs and businesses, while improving the City's essential utility infrastructure.

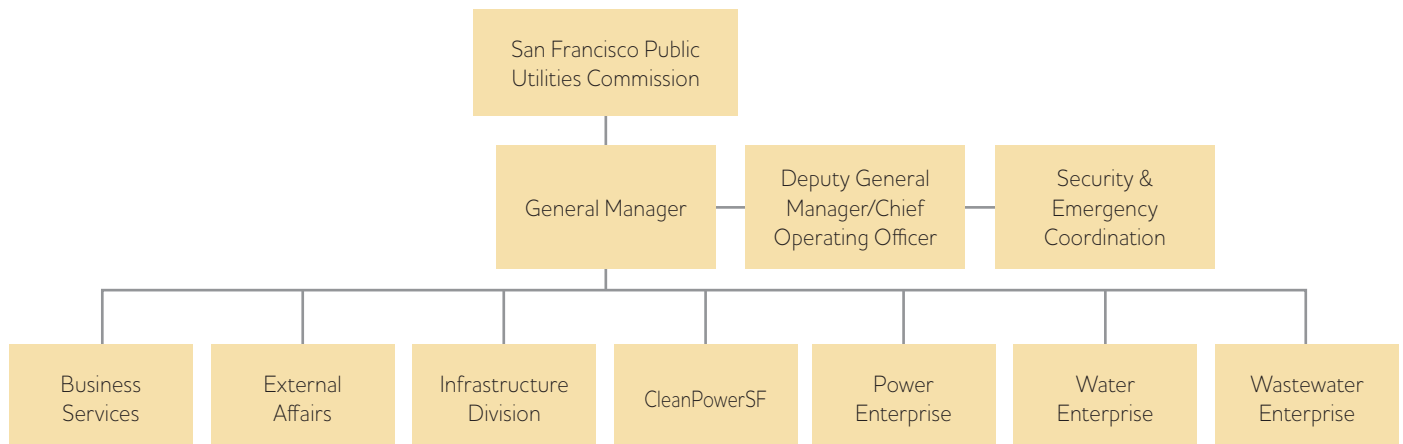
In addition, the SFPUC is investing in its customers by modernizing the customer service experience that includes a digital self-service platform, a cloud-based customer contact system, and other improvements that prioritize accessibility and efficiency.

The SFPUC is also committed to continuing to serve the San Francisco Community. In 2022, the new Southeast Community Center at 1550 Evans Avenue will be opened for community use and enjoyment. The Center will feature a childcare center, nonprofit workspace, community meeting rooms and provide a wide range of workforce development and educational opportunities for Southeast residents of all ages. Internally, the department is also continuing to do the important work toward Racial Equity by implementing the Racial Equity Action Plan, with Racial Equity working groups and leads in each enterprise and bureau.

HETCH HETCHY REGIONAL WATER SYSTEM



ORGANIZATIONAL STRUCTURE: PUBLIC UTILITIES COMMISSION



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	2,073.11	2,149.70	76.59	2,178.15	28.45
Non-Operating Positions (CAP/Other)	(365.21)	(395.20)	(29.99)	(406.24)	(11.04)
Net Operating Positions	1,707.90	1,754.50	46.60	1,771.91	17.41

Sources

Charges for Services	1,240,011,472	1,320,750,244	80,738,772	1,400,887,433	80,137,189
Expenditure Recovery	152,907,471	179,927,410	27,019,939	208,734,005	28,806,595
Interest & Investment Income	15,999,000	4,300,000	(11,699,000)	4,507,000	207,000
IntraFund Transfers In	246,470,866	210,604,897	(35,865,969)	225,393,290	14,788,393
Other Revenues	39,688,374	39,858,189	169,815	39,975,987	117,798
Rents & Concessions	13,934,400	13,949,600	15,200	14,640,400	690,800
Transfer Adjustment-Source	(292,285,866)	(260,240,897)	32,044,969	(274,635,290)	(14,394,393)
Transfers In	45,819,538	49,640,538	3,821,000	49,246,538	(394,000)
Unappropriated Fund Balance	41,545,044	91,907,688	50,362,644	20,769,575	(71,138,113)
General Fund	0	(0)	(0)	0	0
Sources Total	1,504,090,299	1,650,697,669	146,607,370	1,689,518,938	38,821,269

Uses - Operating Expenditures

Salaries	283,129,790	304,347,918	21,218,128	317,038,167	12,690,249
Mandatory Fringe Benefits	120,750,852	128,839,424	8,088,572	124,005,574	(4,833,850)
Non-Personnel Services	401,316,134	469,098,656	67,782,522	462,970,071	(6,128,585)
City Grant Program	2,831,524	2,831,524	0	2,831,524	0
Capital Outlay	20,805,948	17,843,696	(2,962,252)	15,636,729	(2,206,967)
Debt Service	406,820,533	452,286,312	45,465,779	463,208,450	10,922,138
Facilities Maintenance	41,632,689	45,152,391	3,519,702	45,960,485	808,094
Intrafund Transfers Out	246,470,866	210,604,897	(35,865,969)	225,393,290	14,788,393
Materials & Supplies	35,085,699	36,635,709	1,550,010	37,642,981	1,007,272
Overhead and Allocations	(82,907,131)	(94,846,502)	(11,939,371)	(95,467,219)	(620,717)
Programmatic Projects	3,900,000	0	(3,900,000)	0	0
Services Of Other Depts	101,798,055	104,779,554	2,981,499	111,813,984	7,034,430
Transfers Out	47,145,137	49,731,137	2,586,000	49,337,137	(394,000)
Unappropriated Rev-Designated	0	51,188,878	51,188,878	56,843,397	5,654,519
Unappropriated Rev Retained	167,596,069	132,444,972	(35,151,097)	146,939,658	14,494,686
Transfer Adjustment - Uses	(292,285,866)	(260,240,897)	32,044,969	(274,635,290)	(14,394,393)
Uses Total	1,504,090,299	1,650,697,669	146,607,370	1,689,518,938	38,821,269

Uses - By Division Description

HHP CleanPowerSF	227,935,217	315,749,958	87,814,741	280,251,972	(35,497,986)
HHP Hetch Hetchy Water & Power	229,610,036	265,753,702	36,143,666	303,902,127	38,148,425
PUB Public Utilities Bureaus	561,138	940,198	379,060	696,138	(244,060)
WTR Water Enterprise	634,041,041	662,892,441	28,851,400	674,024,208	11,131,767
WWE Wastewater Enterprise	411,942,867	405,361,370	(6,581,497)	430,644,493	25,283,123
Uses by Division Total	1,504,090,299	1,650,697,669	146,607,370	1,689,518,938	38,821,269

RENT ARBITRATION BOARD

MISSION

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

SERVICES

The Rent Arbitration Board provides services through the following program areas:

PUBLIC INFORMATION UNIT provides counseling and information to the public regarding the Rent Ordinance and Rules and Regulations, as well as other municipal, state, and federal ordinances in the area of landlord/tenant law.

HEARINGS AND APPEALS consists of Administrative Law Judges who conduct arbitrations and mediations to resolve disputes between landlords and tenants, and issue decisions in accordance with applicable laws.

HOUSING INVENTORY AND FEE will assist with the newly created housing inventory which requires that certain information about all residential units be provided to the department and a subsequent license be issued as well as assisting with the collection of the fee to fund the department.

BUDGET DATA SUMMARY

	2021-22	2022-23		2023-24	
	Original Budget	Proposed Budget	Change from 2021-22	Proposed Budget	Change from 2022-23
Total Expenditures	13,982,121	15,279,805	1,297,684	14,434,460	(845,345)
Total FTE	47	50	3	50	0

BUDGET ISSUES & DETAILS

The proposed Fiscal Year (FY) 2022-23 budget of \$15.3 million for the Rent Arbitration Board is \$1.3 million, or 9.3 percent, higher than the FY 2021-22 budget. This is primarily due to increased interdepartmental spending and increased costs in salaries and benefits. The FY 2023-24 proposed budget of \$14.4 million is \$0.8 million, or 5.9 percent, lower than the FY 2022-23 proposed budget. This change is also due to reduced interdepartmental spending and increased costs in salaries and benefits.

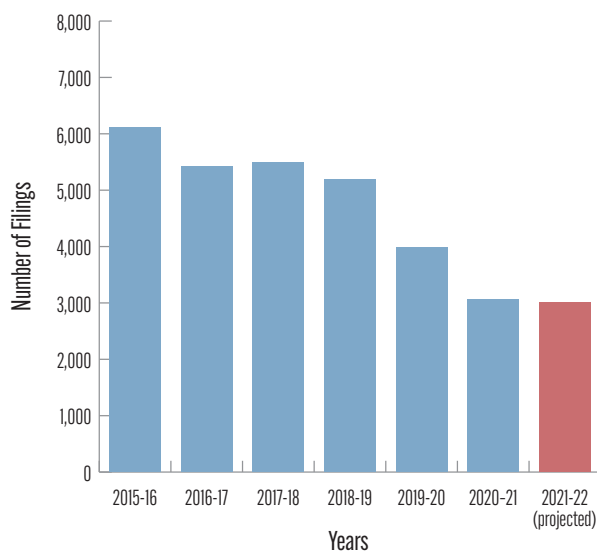
Housing Inventory and Legislative Changes

New legislation requires owners of approximately 247,000 residential housing units to report certain information regarding each unit's occupancies and vacancies to the Rent Board. This information will be used to create and maintain a Housing Inventory of all units in the city, and to issue a license to owners so they may impose annual and/or banked rent increases. To manage this responsibility, the RNT is creating an Inventory and Fee Unit and is working with the SF311 Customer Service Center to more quickly serve residents' needs. Other changes include

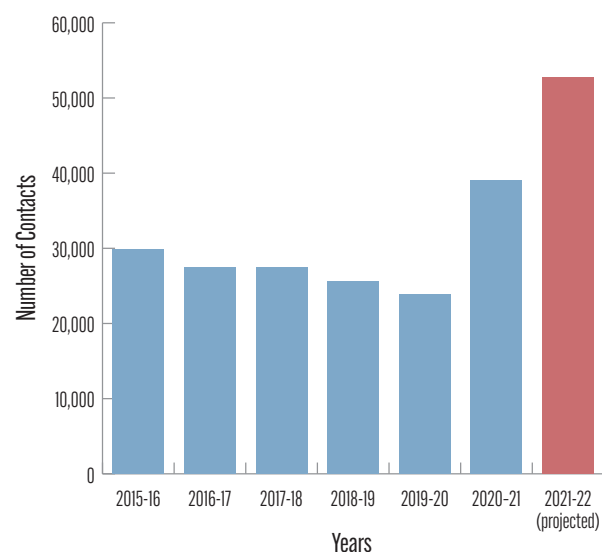
a recent Rent Ordinance amendment that extends eviction controls to approximately 50,000 units. The department also began collecting the Rent Board fee, a function that in prior years was carried out by a different entity. Recently, staff have counseled regarding the complex network of pandemic-related eviction protections set up at the local, state, and federal levels.

Expansion of Equity in Services and Programming

As part of its ongoing commitment to racial equity, as reflected internally within the department, as well as in the San Francisco community, the department continues to implement and regularly evaluate the initiatives outlined in its comprehensive Racial Equity Action Plan. The RNT is committed to an equitable and inclusive workplace and will hire an analyst to implement the Department's racial equity work. The Department will provide better core services by having broader race representation among its employees and actively working to ensure staff have the tools and resources to be effective. The RNT will focus an equity lens on implementing the City's



TOTAL FILINGS. *The Rent Board accepts petitions from renters and landlords seeking arbitration of disputes, reporting issues with housing conditions, or otherwise seeking assistance with conflicts relating to the Rent Ordinance, as well as being the site of Ellis, owner move-in, and other eviction notice filings, and buyout filings.*



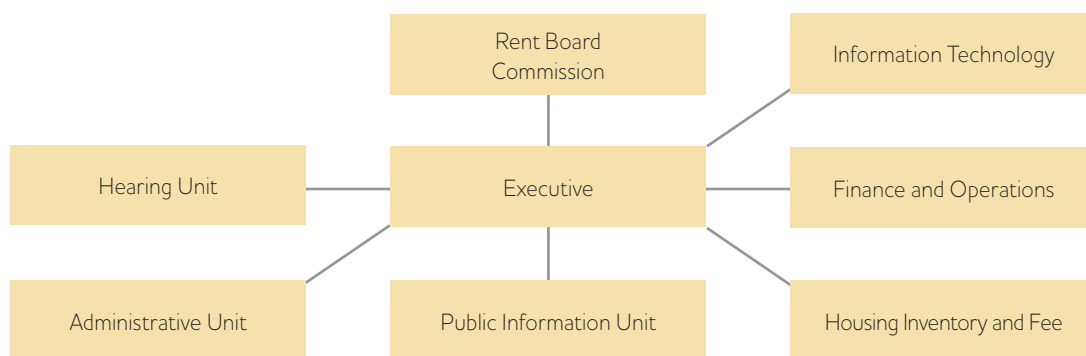
PHONE COUNSELING CONTACTS. *Phone counseling interactions on all matters, including petition filing, evictions, fee and housing inventory.*

Housing Inventory to collect concrete data to better inform the local housing landscape and will provide targeted outreach to small property owners regarding the Housing Inventory and Rent Board fee in Chinese, Spanish, and Filipino. The RNT will grow its Public Information Unit and reevaluate its core service priorities, grounding racial equity and shifting from its traditional model of services to landlords or tenants in the aggregate, which can hide problems and trends in vulnerable populations. Through its efforts, the department aims to improve core service delivery to its landlord and tenant customers.

Modernization and Improved Data Sharing

During the pandemic, operations shifted to implement a new call center, where those experiencing job loss or hardship could seek eviction-related counseling. The RNT began accepting filings by email, conducting remote hearings, and introducing a contactless online platform for the public to make fee payments and request nearly 20,000 fee exemptions. Document digitization is a priority. The RNT continues to streamline and standardize its data-sharing practices with other City departments and increases its effectiveness by timely providing data and documents, which helps expedite permitting and decision-making processes.

ORGANIZATIONAL STRUCTURE: RENT ARBITRATION BOARD



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	46.74	49.65	2.91	49.66	0.01
Non-Operating Positions (CAP/Other)	0.00	0.00	0.00	0.00	0.00
Net Operating Positions	46.74	49.65	2.91	49.66	0.01

Sources

Charges for Services	12,982,121	11,994,494	(987,627)	11,994,494	0
Unappropriated Fund Balance	1,000,000	3,285,311	2,285,311	2,439,966	(845,345)
General Fund	0	(0)	(0)	(0)	(0)
Sources Total	13,982,121	15,279,805	1,297,684	14,434,460	(845,345)

Uses - Operating Expenditures

Salaries	6,749,603	7,475,189	725,586	7,722,021	246,832
Mandatory Fringe Benefits	2,876,830	3,064,055	187,225	2,905,431	(158,624)
Non-Personnel Services	2,517,558	2,109,558	(408,000)	1,219,558	(890,000)
Materials & Supplies	71,749	127,749	56,000	37,749	(90,000)
Overhead and Allocations	83,330	27,591	(55,739)	27,591	0
Services Of Other Depts	1,683,051	2,475,663	792,612	2,522,110	46,447
Uses Total	13,982,121	15,279,805	1,297,684	14,434,460	(845,345)

Uses - By Division Description

RNT Rent Arbitration Board	13,982,121	15,279,805	1,297,684	14,434,460	(845,345)
Uses by Division Total	13,982,121	15,279,805	1,297,684	14,434,460	(845,345)

RETIREMENT SYSTEM

MISSION

The Retirement System (RET) works to secure, protect, and prudently invest the City's pension trust accounts, administer mandated benefit programs, and provide promised benefits. > [MYSFERS.ORG](https://mysfers.org)

SERVICES

The Retirement System provides services through the following divisions:

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

RETIREMENT SERVICES provides retirement counseling for more than 44,000 active and inactive members and more than 30,000 retired members and beneficiaries; maintains historical employment data and retirement accounts for both active and retired members; calculates and processes all benefits payable as a result of a member's retirement, death, or termination of employment; disburses monthly retirement allowances to retirees and beneficiaries; and maintains Retirement System financial records and reporting in compliance with all applicable legal and regulatory requirements.

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

DEFERRED COMPENSATION oversees and administers the City's Deferred Compensation Plan (SFDCP). The City's Deferred Compensation Plan and Trust are established separately from, and are independent of, the Retirement System's Defined Benefit Plan.

BUDGET DATA SUMMARY

	2021-22	2022-23		2023-24	
	Original Budget	Proposed Budget	Change from 2021-22	Proposed Budget	Change from 2022-23
Total Expenditures	41,360,618	43,804,306	2,443,688	45,147,043	1,342,737
Total FTE	112	126	14	133	7

BUDGET ISSUES & DETAILS

The Fiscal Year (FY) 2022-23 proposed budget of \$43.8 million for the San Francisco's Employee Retirement System is \$2.4 million, or 5.9 percent, higher than the FY 2021-22 budget of \$41.4 million. The increase is due to changes to salaries and benefits, as well as new positions and substitutions across the department. The Department's FY 2023-24 proposed budget of \$45.1 million is \$1.3 million, or 3.0 percent, higher than the FY 2022-23 proposed budget. The increase is due to additional increases in salaries and benefits and the annualization of new positions added in the previous year. The entirety of the Department's budget is funded from the San Francisco Employee's Retirement System (SFERS) Trust or through reimbursements from the San Francisco Deferred Compensation Plan (SFDCP) recordkeeper.

Prudently invest SFERS Trust to maintain full funding of City's pension liabilities

For FY 2020-21, SFERS returned 35.8 percent based on the market value of the assets. As of the July 1, 2021 Actuarial Valuation, SFERS was 112 percent funded based on the market value of the assets. As one of its key ongoing strategic initiatives, SFERS will continue to prudently invest the SFERS Trust assets to maintain full funding of the City's pension liabilities.

Educate employees about retirement planning and financial wellness

The Retirement Board has a long-standing goal to provide City employees with the tools and resources needed to ensure financial wellness and retirement readiness at the end of their City employment. In recent years, the Retirement System has partnered with the City's Deferred Compensation Plan to provide a more coordinated approach to employee outreach on the importance of taking advantage of retirement and savings programs offered by the City.

Enhance member experience and access through the SFERS 24/7 self-service web portal for active and retired members

SFERS continues to upgrade its member services platforms to enhance the member experience and offer 24/7 self-service. As part of this initiative, the department is updating its website and adding online educational videos as well.

Build out robust operational risk management and quality assurance programs for retirement services

The Department is building out a comprehensive operational risk management program to measure and

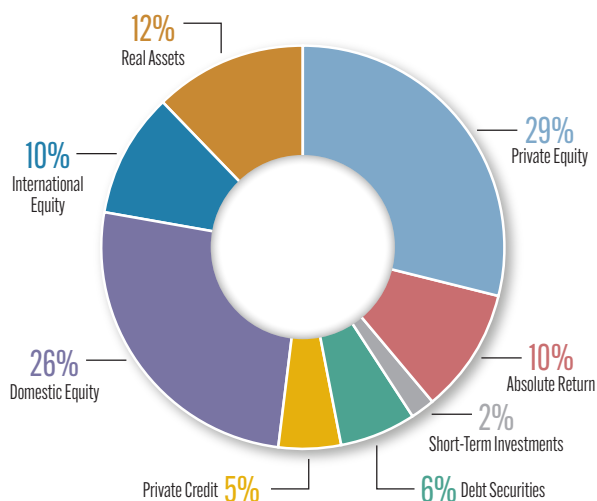
report on operational risk issues related to calculating and paying out more than \$1.5 billion in retirement benefits each year. The systematic review and audit of business processes used in calculating and paying benefits ensures the integrity and financial soundness of the SFERS pension trust.

Support a qualified and diverse workforce

A key component of SFERS' Racial Equity Plan involves removing barriers to successful recruitment and retention of qualified department staff with diverse educational and life experience throughout the department. To develop and support a qualified and diverse workforce, SFERS is building out an internship program in both the Retirement Services Division and the Investment Division.

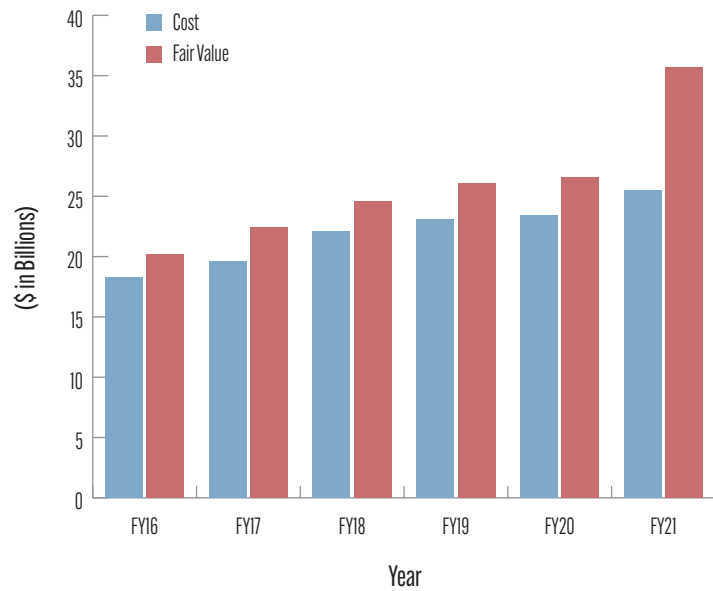
Build career pathways to retain qualified talent

The Department has had a long-standing challenge of recruiting and retaining staff, particularly in its retirement services division, which has been exacerbated by the COVID-19 pandemic. The Department is proposing a strategic restructuring of certain retirement operations and business services positions to remove recruitment and retention barriers and more closely align the required skills and experience for these positions to the long-term needs of the Department.

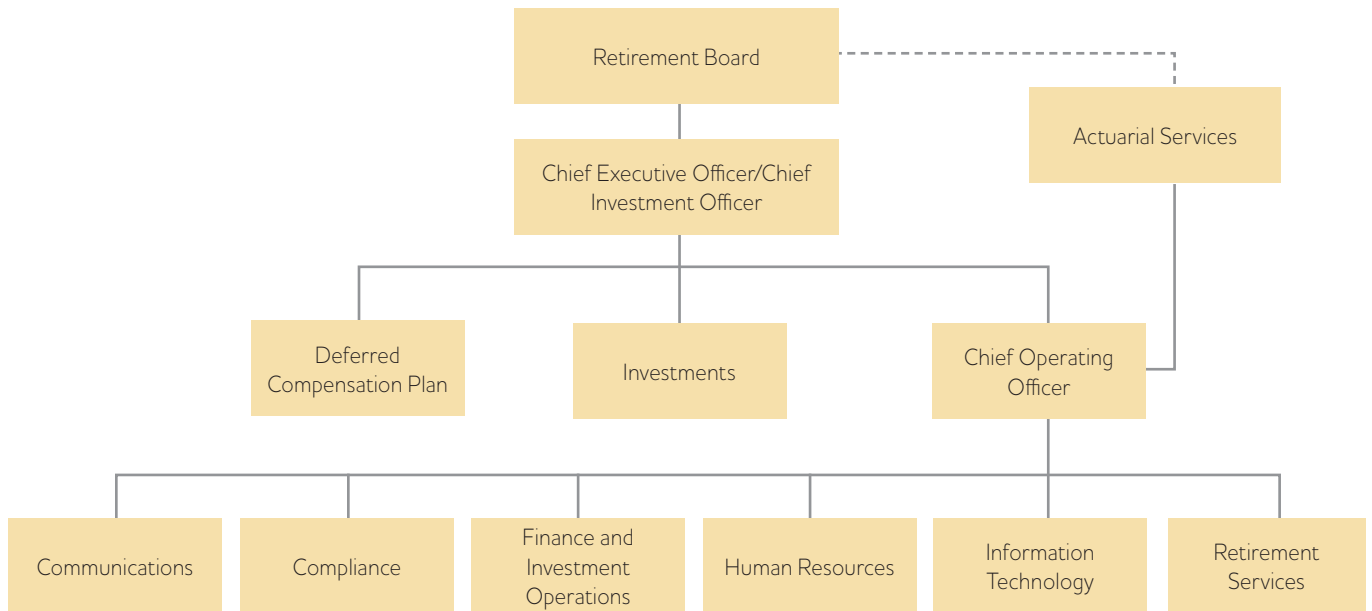


ASSET ALLOCATION AS OF JUNE 30, 2021 - FAIR VALUE. *SFERS investments broken down by asset category.*

PLAN NET POSITION AS OF
JUNE 30, 2021 (\$ BILLIONS).
*SFERS fair market values relative to cost
over time*



ORGANIZATIONAL STRUCTURE: RETIREMENT SYSTEM



TOTAL BUDGET – HISTORICAL COMPARISON

Authorized Positions	2021-2022 Original Budget	2022-2023 Proposed Budget	Changes from 2021-2022	2023-2024 Proposed Budget	Changes from 2022-2023
Total Authorized	111.98	125.92	13.94	132.91	6.99
Non-Operating Positions (CAP/Other)	0.00	0.00	0.00	0.00	0.00
Net Operating Positions	111.98	125.92	13.94	132.91	6.99

Sources

Charges for Services	1,796,139	1,697,630	(98,509)	1,781,849	84,219
Contributions Ret/HSS/HlthCare	39,523,718	41,595,676	2,071,958	42,854,194	1,258,518
Expenditure Recovery	110,000	110,000	0	110,000	0
Interest & Investment Income	401,000	401,000	0	401,000	0
General Fund	(470,239)	0	470,239	0	(0)
Sources Total	41,360,618	43,804,306	2,443,688	45,147,043	1,342,737

Uses - Operating Expenditures

Salaries	19,167,195	22,667,701	3,500,506	24,396,304	1,728,603
Mandatory Fringe Benefits	7,132,822	8,025,871	893,049	8,007,980	(17,891)
Non-Personnel Services	6,138,269	5,310,265	(828,004)	5,132,865	(177,400)
Capital Outlay	34,346	10,173	(24,173)	37,049	26,876
Materials & Supplies	255,000	275,000	20,000	285,000	10,000
Overhead and Allocations	10,075	40,243	30,168	40,243	0
Services Of Other Depts	6,647,176	7,146,939	499,763	7,247,602	100,663
Unappropriated Rev-Designated	1,975,735	328,114	(1,647,621)	0	(328,114)
Uses Total	41,360,618	43,804,306	2,443,688	45,147,043	1,342,737

Uses - By Division Description

RET Administration	10,813,830	13,843,391	3,029,561	13,582,999	(260,392)
RET Health Care Trust	2,396,354	1,633,350	(763,004)	1,688,350	55,000
RET Investment	10,244,023	11,306,623	1,062,600	12,037,650	731,027
RET Retirement Services	16,579,511	15,322,312	(1,257,199)	16,055,195	732,883
RET SF Deferred Comp Program	1,326,900	1,698,630	371,730	1,782,849	84,219
Uses by Division Total	41,360,618	43,804,306	2,443,688	45,147,043	1,342,737

CAPITAL & IT PROJECTS

SECTION 3

THE CAPITAL PLANNING PROCESS

An essential part of the City's budget is the Capital Budget, the funds allocated to construct, restore, and improve the facilities and infrastructure upon which city operations depend. These include the City's fire stations, hospitals, libraries, parks, police stations, roads, and public transit systems—the physical assets that shape urban life. Every other year, the Office of Resilience and Capital Planning, under the direction of the City Administrator, updates the City's Ten-Year Capital Plan, which outlines a long-term strategy for investment in these assets. The Capital Plan for Fiscal Years (FY) 2021-22 and 2030-31 was adopted by the Board of Supervisors in April 2021 and provides information to help guide the Mayor's Proposed Budget. The next Capital Plan, for FY 2023-24 through 2032-33, will be adopted in Spring 2023.

The Mayor's May 1 Proposed Budget includes \$1.5 billion in capital projects for FY 2022-23 and \$1.4 billion for FY 2023-24 across five departments. Incorporated in the May 1 Proposed Budget are many projects over the next two years that are funded outside of the budget process, through supplemental appropriations and the Municipal Transportation Agency's (MTA) capital budget. The MTA's capital budget goes through a separate process and is approved by the San Francisco MTA's Board of Directors.

The capital projects included in the Mayor's May 1 Proposed Budget, the MTA capital budget, and supplemental appropriations for the Public Utilities Commission (PUC) will help the City realize the goals set forth in the City's Ten-Year Capital Plan. These projects are funded by various revenue sources, including fee and concession revenue, bond proceeds, and state and federal grants.

Major projects in this submission include: continued planning to strengthen the Port's Embarcadero Seawall; Pier 70 shipyard improvements; library branch remodels; local and regional water system improvements; continued expansion and renovation of terminals at the San Francisco International Airport; transit fleet renewal; pedestrian and bicycle improvements across the City; and state of good repair renewal programs across departments. A list of proposed projects is presented on the following pages, and a complete capital project submission covering all city departments will be included in the full Mayor's Proposed Budget in June.

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

The MTA plans to invest \$811.7 million over the next two fiscal years in its capital program. This funding will support projects within 10 capital areas that address infrastructure needs related to fleet, transit optimization, transit fixed guideway, streets, facility, signals, communications and IT, parking, security, and taxis. These projects reflect the FY 2023-2027 Capital Improvement Plan that was approved by the MTA Board of Directors in November 2021. Capital projects reflect the MTA Board of Directors' adopted policies and plans including Transit First, Vision Zero, the Transportation Sustainability Plan, the MTA Strategic Plan adopted April 2018, the Muni Service Equity Policy adopted in May 2014, and the San Francisco County Transportation Plan. The largest component of the MTA's capital budget is \$316 million of improvements to their transit fleet, which includes buses and Muni subway cars.

This budget continues to support the implementation of the Airport's Capital Improvement Plan (CIP). Due to the reduction in travel demand, the active portion of the Airport's CIP was scaled back from \$7.8 billion as of June 2020 to \$6.1 billion as of March 2022, a reduction of \$1.7 billion, which primarily reflects the suspension of capital projects or portions of ongoing projects. At the time of this report, the Airport is in the process of updating its CIP to prioritize essential capital projects to Airport operations and resiliency priorities given the present-day recovery landscape. Approximately \$5.7 billion of the active CIP project costs have been financed to date, and many CIP

projects have been completed, such as the AirTrain Extension to the long-term parking garages, the Harvey Milk Terminal Boarding Area B, the Courtyard 3 Connector post-security passenger connector between Terminal 2 and Terminal 3, and the rehabilitation of Runway 10L-28R. Construction activity continues on major projects such as the expansion of the Terminal 1 Central Area, the International Terminal departures level expansion of both security checkpoints, and the Wayfinding Enhancement Program.

The PUC supplemental appropriation for the next fiscal year totals \$1.1 billion: \$122.5 million in funding for Water projects, \$793 million for Wastewater projects, \$211 million for Hetch Hetchy Water and Power projects, and \$3.7 million for CleanPowerSF projects. These appropriations are complemented by associated revenue bond balancing authorizations totaling \$986.5 million across the PUC's enterprises: \$141.4 million for Water, \$704.2 million for Wastewater, and \$140.9 million for Hetch Hetchy Water and Power. Planned water projects include pipeline replacement and repairs, structural and seismic upgrades, and facility improvements at the Sunol Valley Water Treatment Plant and the Alameda Creek Watershed Center. Wastewater projects include major investments at the Southeast Treatment Plant including the new Biosolids Digester Project, repair and replacement of sewers, collection system improvements, as well as flood control projects and the development of the new Southeast Community Center. Hetchy Hetchy Water and Power projects include streetlight improvements, the Mountain Tunnel project, and power reliability and replacement projects. CleanPowerSF's projects include funding for the Local Renewable Energy and CleanPowerSF Customer Programs and a California Public Utilities Commission grant for the Disadvantaged Communities Solar Program.

For more information on the City's Office of Resilience and Capital Planning, please visit www.onesanfrancisco.org.

CAPITAL PROJECTS

Department	Project	Project Title	Activity Title	Fund Title	2022-2023 Budget	2023-2024 Budget
Airport Commission	10003760	AC Airfield Unallocated-Ordina	Airfield Improvements-Unalloc	SFIA-Capital Projects Fund	207,000,000	32,000,000
	10004055	AC Air Support Unallocated-Ord	Airport Support-Unalloc	SFIA-Capital Projects Fund	(125,000,000)	17,500,000
	10004134	AC Groundside Unallocated-Ord	Roadway Improvements-Unalloc	SFIA-Capital Projects Fund	5,000,000	400,000
	10004334	AC Terminals Unallocated-Ordin	Terminal Renovations-Unalloc	SFIA-Capital Projects Fund	500,000	500,000
	10004436	AC Utilities Unallocated-Ordin	Utility Improvements-Unalloc	SFIA-Capital Projects Fund	2,719,000	1,975,000
	10016644	Facility Maintenance	Facility Maintenance	SFIA-Operating Fund	15,000,000	15,000,000
Airport Commission Total					105,219,000	67,375,000
Municipal Transportation Agency	10011999	Tsf-Transit Cap Maint & Progra	Tsf-Transit Capital Maint (Repl	Transit	6,837,861	6,699,000
	10031009	MT Iplic-market Octavia	Iplic-market Octavia Transit-(m	Transit	395,000	0
	10034129	MT SFMTA Pop Growth Alloc	FY22 Prop B Alloc For Transit	Transit	13,520,000	35,480,000
	10034131	MS SFMTA POP GROWTH ALLOC SSD	FY22 Prop B Alloc for SSD	Sustainable Streets	14,510,000	21,830,000
	10035881	MT IPIC SOMA	MT IPIC SOMA	Transit	550,000	2,526,980
	10035882	MT IPIC HUB	MT IPIC HUB	Transit	339,200	135,524
Municipal Transportation Agency Tot					36,152,061	66,671,504
Port	10010831	PO Cargo Maint Dredging	Cargo Maint Dredging	Port Operating	4,800,000	0
	10011124	PO Seawall & Marginal Wharf Re	Seawall&Marginal Wharf Rep Prj	Port Operating	3,082,000	4,682,000
	10011284	PO Pier Bldgs Ladders & Skylig	PierBldgs Ladders&Skylight Rep	Port Operating	1,000,000	0
	10011395	PO SF Port Marina Repairs & Up	Marina Repairs & Upgrades	Port-South Beach Harbor	1,522,881	1,551,908
	10011403	PO Heron's Head Park Stabiliza	Heron's Head Park Stabilizat'n	Port Operating	513,000	0
			NCWC Grant HHP	Port-Capital	987,000	0
	10011407	PO Waterfront Development Proj	Waterfront Development Proj	Port Operating	8,178,800	8,712,800
	10032237	PO Seawall Resiliency Project	General Planning Activities	Port Operating	1,486,422	1,518,924
	10032906	PO Enterprise Technology Proj	Enterprise Technology Projects	Port Operating	1,500,000	0
	10032988	PO Capital Proj Implement Team	Capital Proj Implement Team	Port Operating	1,800,000	1,800,000
	10032989	PO P90 Grain Silo Demolition	P90 Grain Silo demolition proj	Port Operating	1,150,000	0
	10032990	PO Cap Proj Contingency Fund	Project Overages	Port Operating	2,602,224	3,556,003
	10033008	PO Concrete Pile Repair Crew	Concrete Pile Repair Crew	Port Operating	800,000	1,600,000
	10035116	PO Facility Condition Assessm.	Facility Condition Assessment	Port Operating	1,000,000	1,000,000
	10036001	PO Environmtl Cleanup Pier 64	Environmental Cleanup Pier 64	Port Operating	1,400,000	0
	10036010	PO P29.5 ParkingExhaust System	P29	Port Operating	1,505,000	0

CAPITAL PROJECTS

Department	Project	Project Title	Activity Title	Fund Title	2022-2023 Budget	2023-2024 Budget
Port	10036012	PO Southern Waterfront Beautif	Southern Waterfront Beautifica	Port Operating	2,222,000	2,222,000
	10037604	Insurance Deductible	Insurance Deductible	Port Operating	800,000	500,000
	10038571	PO 2021 3180 RH2 Bldg Envelope	Round House Envelope 2	Port Operating	8,000,000	0
	10038685	PO 2019 1800 Subsidence	2019 1800 Subsidence	Port Operating	750,000	0
	10038686	PO 2019 1800 Fendering	2019 1800 Piling & Fendering	Port Operating	9,400,000	0
	10038687	PO 2022 PRTW Pile/Fill Removal	2022 PRTW Pile/Fill Removal	Port Operating	1,956,104	0
	10038688	PO 2022 1500 P50 Seismic Pre-DS	2022 1500 P50 Seismic Pre-DS	Port Operating	3,800,000	0
	10038689	PO 2022 1295 P29.5 Office Reha	2022 1295 P29.5 Office Reha	Port Operating	232,000	0
	10038690	PO 2022 1090 P9 Tier 1 FIRPA	2022 1090 P9 Tier 1 FIRPA	Port Operating	0	2,840,573
	10038691	PO Aquatic Park Sewer Repair	Aquatic Park Sewer Repair	Port Operating	1,226,000	0
	10038692	PO 2022 1450 P45 Shed B/D Repr	2022 1450 P45 Shed B/D Repr	Port Operating	0	1,700,000
	10038693	PO Grant Match	Grant Match	Port Operating	2,000,000	1,000,000
	10038694	PO Stormwater Trash Capture	Stormwater Trash Capture	Port Operating	450,000	0
	10038695	PO Re-tenanting Fund	Re-tenanting Fund	Port Operating	8,078,382	0
	10038696	PO Crane Barge Purchase	Crane Barge Purchase	Port Operating	6,500,000	0
Port Total					78,741,813	32,684,208
Public Library	10009363	LB Capital Improvement Project	LB Capital Improvement Project	SR Library Fund - Continuing	1,500,000	0
			Non-BLIP Branch Remodel	SR Library Fund - Continuing	3,000,000	0
	10029842	PW 750 Brannan St Office Const	750 Brannan Leasehold Budget	SR Library Fund - Continuing	3,000,000	0
	10032983	LB-Branch Building Envelope Pr	Branch Building Envelope Proj	SR Library Fund - Continuing	250,000	250,000
			Park Building Envelope Proj	SR Library Fund - Continuing	2,500,000	0
	10034331	LB-SFPL Oceanview Capital Prj	SFPL Oceanview Branch Capital	SR Library Fund - Continuing	3,500,000	15,000,000
	10034332	LB-SFPL AV Equipment Refresh	SFPL AV Equipment Refresh Proj	SR Library Fund - Continuing	320,000	0
	10034333	LB-SFPL Chinatown Renovation	SFPL Chinatown Branch Renovati	SR Library Fund - Continuing	7,956,045	3,000,000
	10038442	LB Br Elevator Modernization	LB Br Elevator Modernization	SR Library Fund - Continuing	100,000	500,000
Public Library	10038443	LB Bldg System Assess&Upgrades	LB Bldg System Assess&Upgrades	SR Library Fund - Continuing	500,000	2,000,000
Public Library Total					22,626,045	20,750,000
Public Utilities Commission	10014854	Natural Resources Planning	Natural Resources Planning	SFWD-Operating Fund	1,162,000	900,000
	10015023	Landscape Conservation Program	Landscape Conservation Program	SFWD-Operating Fund	0	1,000,000
	10015046	Long Term Monitoring & Permit	Long Term Monitoring & Permit	SFWD-Operating Fund	6,971,000	4,890,000
	10016956	Hetchy Water - Facilities Maint	Facilities Maint	Hetchy Operating Fund	3,000,000	3,000,000

CAPITAL PROJECTS

Department	Project	Project Title	Activity Title	Fund Title	2022-2023 Budget	2023-2024 Budget
Public Utilities Commission	10016972	Awss Maintenance - Cdd	Awss Maintenance - Cdd	SFWD-Operating Fund	2,500,000	2,500,000
	10016976	Watershed Structure Projection	Watershed Structure Projection	SFWD-Operating Fund	4,486,000	5,486,000
	10025172	Wecc/Nerc Compliance	Wecc/Nerc Compliance	Hetchy Operating Fund	4,449,000	4,449,000
	10025175	Wecc/Nerc Transmission Line CI	Wecc/Nerc Transmission Line CI	Hetchy Operating Fund	200,000	208,000
	10025206	Water Resources Planning And D	Water Resources Planning/ Budge	SFWD-Operating Fund	50,000	500,000
	10025207	Treasure Island - Maintenance	Treasure Island -	Hetchy Operating Fund	4,217,000	4,428,000
			Treasure Island - Maintenance	SFWD-Operating Fund	1,350,000	1,350,000
			Treasure Island - Wastewater	CWP-Operating Fund	2,600,000	2,600,000
	10025208	525 Golden Gate - O & M	525 Golden Gate - O & M	CWP-Operating Fund	1,332,000	1,372,000
			525 Golden Gate - O & M	Hetchy Operating Fund	802,000	826,000
			525 Golden Gate - O & M	SFWD-Operating Fund	2,993,544	3,123,544
	10025209	525 Golden Gate - Lease Paymen	525 Golden Gate - Lease Paymen	CWP-Operating Fund	2,426,917	2,416,551
			525 Golden Gate - Lease Paymen	Hetchy Operating Fund	1,249,541	1,244,204
			525 Golden Gate - Lease Paymen	SFWD-Operating Fund	9,178,389	9,139,186
	10025211	Retrofit Grant Program	Retrofit Grant Program	SFWD-Operating Fund	0	500,000
	10025762	Low Impact Development	FY22 Low Impact Development	CWP-Operating Fund	681,000	681,000
	10025785	Youth Employment & Environment	Youth Employment & Environ Bud	CWP-Operating Fund	697,000	697,000
			Youth Employment & Environ Bud	Hetchy Operating Fund	150,000	150,000
			Youth Employment & Environ Bud	SFWD-Operating Fund	1,290,000	1,290,000
	10038495	Drought Response Program	Drought Response Program	SFWD-Operating Fund	500,000	500,000
	10038496	Personnel Safety Program	Personnel Safety Program	SFWD-Operating Fund	1,000,000	0
Public Utilities Commission Total					53,285,391	53,250,485
Capital Projects Total					296,024,310	240,731,197

The page features a minimalist design with four main colored rectangular areas. A blue rectangle is on the left side. A yellow rectangle is at the top. A large red rectangle occupies the upper right portion, containing the text 'IT PROJECTS'. The bottom half of the page is a solid grey rectangle, which contains the text 'SECTION 4' and the page number '75'.

IT PROJECTS

SECTION 4

INFORMATION & COMMUNICATION TECHNOLOGY PROJECTS

> [SFGOV.ORG/COIT](https://www.sfgov.org/coit)

Investment in information and communications technology (IT or ICT) enables the City and County to enhance city services, facilitate resident and visitor engagement, and utilize data to better inform leaders and policymakers. The City plans, funds, and coordinates IT projects through the Committee on Information Technology (COIT). COIT is responsible for advising the Mayor and Board of Supervisors on technology matters and setting overall technology direction for the City.

Every other year, COIT publishes the City's Information and Communication Technology Plan (ICT Plan) to proactively plan, fund, and implement the City's technology efforts to align with the Mayor's goals on equity and government accountability. The ICT Plan for Fiscal Years (FY) 2021-22 through 2025-26 was proposed by the Mayor and adopted by the Board in the spring of 2021.

The Mayor's May 1 Proposed Budget includes \$6.4 million in FY 2022-23 and \$8.1 million in FY 2023-24 for IT projects at the Airport, the Department of Building Inspection, and Public Utilities Commission. The Mayor's May 1 Proposed Budget includes a variety of IT projects that focus on investments cybersecurity and modernizing service delivery. These projects include improvements in cyber defense at the Airport, permit tracking for Department of Building Inspection, and customer service and cybersecurity for the Public Utilities Commission.

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

ADDITIONAL BUDGETARY RESOURCES

SECTION 5

ADDITIONAL BUDGETARY RESOURCES

The Mayor's proposed Fiscal Years (FY) 2022-23 and 2023-24 budget for the City and County of San Francisco (the City), published on May 1, is one of several financial documents that can be a resource to the public. Other sources of financial information include:

Consolidated Budget and Appropriation Ordinance, FY 2022-23 and FY 2023-24

The Consolidated Budget and Appropriation Ordinance (BAO) contains the City's sources of funds and their uses, detailed by department. This document provides the legal authority for the City to spend funds during the fiscal year. The BAO is released annually with the Board's passage and the Mayor's signing of the final budgets. An interim BAO is passed by a continuing resolution of the Board and provides the City's interim operating budget between the end of the fiscal year on June 30 and when the final budget is passed.

Annual Salary Ordinance, FY 2022-23 and FY 2023-24

The Annual Salary Ordinance (ASO) is the legal document that authorizes the number of positions and job classifications in departments for the budgeted fiscal years. The ASO is passed at the same time as the BAO.

Annual Comprehensive Financial Report

The City's Annual Comprehensive Financial Report (ACFR) summarizes the performance of all revenue sources and accounts for total expenditures in any given fiscal year. The ACFR for the fiscal year ending June 30, 2021 is currently available. The FY 2021-22 ACFR will be made available by the Controller after the fiscal year has closed and the City's financial reports have been reviewed and certified.

Five-Year Financial Plan and Joint Report

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

OBTAINING BUDGET DOCUMENTS AND RESOURCES

Copies of these documents are distributed to the SFPL Main Library. They may also be viewed online at the City's web site (www.sfgov.org) and at the following City Hall locations:

Mayor's Office of Public Policy and Finance

1 Dr. Carlton B. Goodlett Place, Room 288

Phone: (415) 554-6114

sfmayor.org/budget

Controller's Office

1 Dr. Carlton B. Goodlett Place, Room 316

Phone: (415) 554-7500

sfcontroller.org

Clerk of The Board of Supervisors

1 Dr. Carlton B. Goodlett Place, Room 244

Phone: (415) 554-5184

sfbos.org

For more information regarding San Francisco's budget, finance, and performance measurements, please visit the web sites below.

SF Performance Scorecards

Regularly-updated information on the efficiency and effectiveness of San Francisco government in eight highlighted service areas, including livability, public health, safety net, public safety, transportation, environment, economy, and finance.

sfgov.org/scorecards

SF Open Book

A clear look at San Francisco's fiscal and economic health.

openbook.sfgov.org

SF Open Data

The central clearinghouse for data published by the City and County of San Francisco.

data.sfgov.org

COMMONLY USED TERMS

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

ANNUALIZATION – Adjusting a partial year revenue or expense to reflect a full year's worth of income or spending.

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

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

BALANCED BUDGET – A budget in which revenues equal expenditures, with no deficit.

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

BASE BUDGET – The budget predicated on maintaining the existing level of services and operations. The City and County of San Francisco require two-year budgeting annually, and the second year of the budget becomes the base budget for the following budget cycle.

BASELINE – (1) The annualized budget for the current fiscal year, which serves as the starting point for preparing the next fiscal year's budget. (2) A required minimum of spending for a specific purpose.

BOND – A debt investment in which an investor loans money to an entity that borrows the funds for a defined period of time at a fixed interest rate. Bonds are used by companies and governments to finance a variety of projects and activities.

BUDGET AND APPROPRIATION ORDINANCE (BAO) – The legislation that enacts the annual two-year budget. Formerly the Annual Appropriation Ordinance (AAO).

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

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

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

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

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

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

CORONAVIRUS (COVID-19) – An illness caused by a virus that can spread from person to person that has created a global pandemic.

COST-OF-LIVING ADJUSTMENT (COLA) – A regularly scheduled adjustment to salaries, aid payments, or other types of expenditures to reflect the cost of inflation.

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

DEFICIT – An excess of expenditures over revenues.

ENTERPRISE DEPARTMENT – A department that does not require a General Fund subsidy because it generates its own revenues by charging fees for services.

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

FISCAL YEAR – The twelve-month budget cycle. San Francisco's fiscal year runs from July 1st to June 30th.

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

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

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

FUND BALANCE – The amount of funding that remains in a given fund at the end of the fiscal year.

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

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

GOVERNMENTAL FUND – The City’s basic operating fund, includes the General Fund and Capital projects. One of the three broad types of government funds, the other two being the fiduciary fund and the proprietary fund.

INTERIM BUDGET – The citywide budget that is in effect for the first two months of the fiscal year, during the lag period between July 1—the date on which the Board of Supervisors must technically submit its budget—until mid-August when the new budget is signed into effect by the Mayor. The Mayor’s proposed budget serves as the interim budget.

MAJOR AND PROPRIETARY FUND – Used to account for a government’s on-going activities and operations, the proprietary fund includes enterprise funds (which account for activities in which a fee is charged to external user) and internal service funds (used for services provided to other funds or departments). One of the three broad types of government funds, the other two being the fiduciary fund and the governmental fund.

MAYOR’S PROPOSED BUDGET – The citywide budget submitted to the Board of Supervisors by the Mayor’s Office, by May 1 for selected Enterprise and other departments and June 1 for all remaining departments, that makes recommendations and estimates for the City’s financial operations for the ensuing fiscal year.

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

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

RAINY DAY CITY AND SCHOOL RESERVES – Funds that are legally set-aside by the City Charter, Section 9.113.5, with the intent of protecting the City from being negatively impacted by the economy’s boom-bust cycle. Generally, the Rainy Day Reserve requires that money be saved when revenue growth exceeds a certain level (in good economic times) in order to create a cushion during economic downturns. Pursuant to Proposition C, approved by San Francisco voters in November of 2014, the original Rainy Day Reserve was split into two separate reserves—the City Reserve for use by the City and the School Reserve for use by the San Francisco Unified School District.

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

REVISED BUDGET – The department’s budget at the end of the fiscal year. Over the course of the fiscal year, the department’s original budget may be amended to reflect supplemental appropriations, and receipt of unbudgeted grants.

SALARY ORDINANCE – The legislation that grants departments the authority to fill a specified number of positions during the fiscal year. Note that this is not the same as having the funding to fill that number of positions. Formerly the Annual Salary Ordinance (ASO). This legislation is passed at the same time as the Budget and Appropriation Ordinance.

SPECIAL FUND – Any fund other than the General Fund. Revenues in special funds are non-discretionary.

SURPLUS – An excess of revenue over expenditures.

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

TWO-YEAR BUDGETING – The citywide process (beginning Fiscal Year 2012-13) of budgeting each year for the next two fiscal years.

SFO

FY 2022-23 & FY 2023-24 Budget Overview

Ivar C. Satero
Airport Director
May 18, 2022

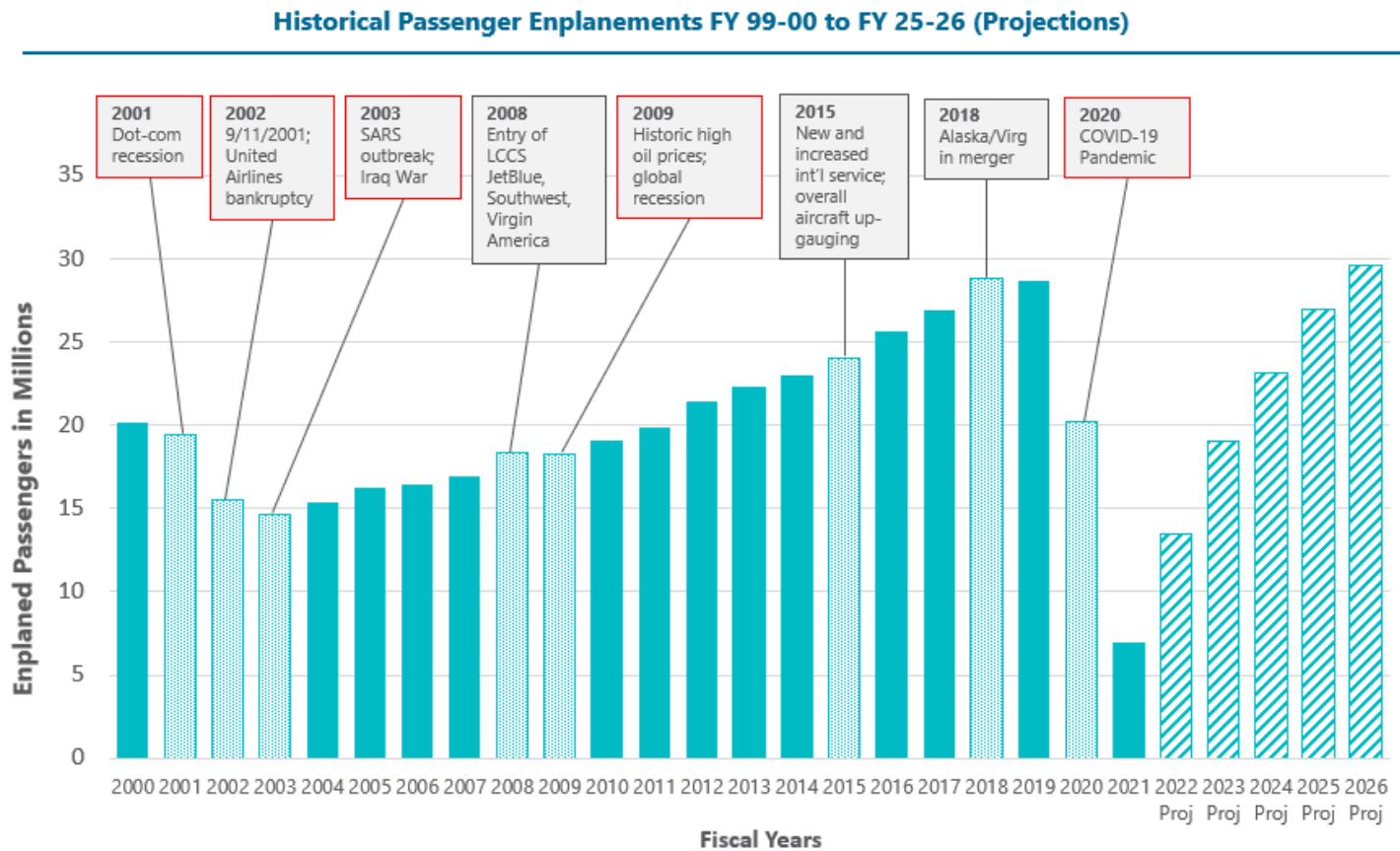


SFO Has Successfully Managed Through Events That Changed the Aviation Industry

Track record of traffic recovery through financial and economic challenges

Historical passenger levels prior to the pandemic

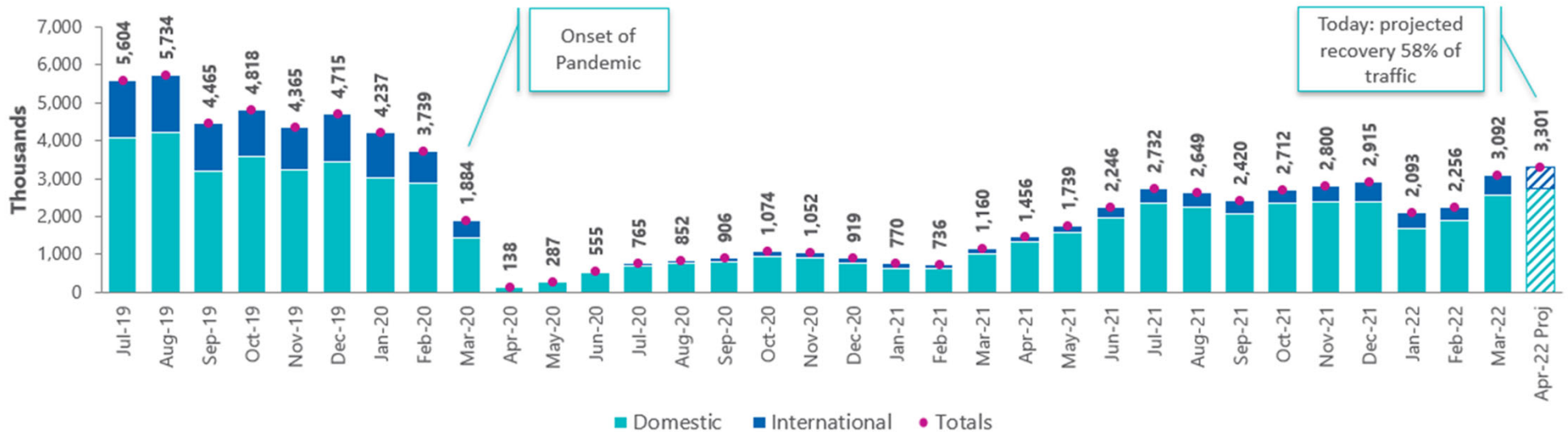
- 9 consecutive years of passenger growth from FY 2010 to FY 2018
- Leading Bay Area airport in international and domestic service
- SFO entered the pandemic from a position of strength - as of CY 2019, SFO was:
 - 7th in U.S. in enplanements (CY 2019)
 - 4th in U.S. in international enplanements (CY 2019)



Impact of COVID-19 on Passenger Traffic

Since April 2020, steady improvements along with seasonality

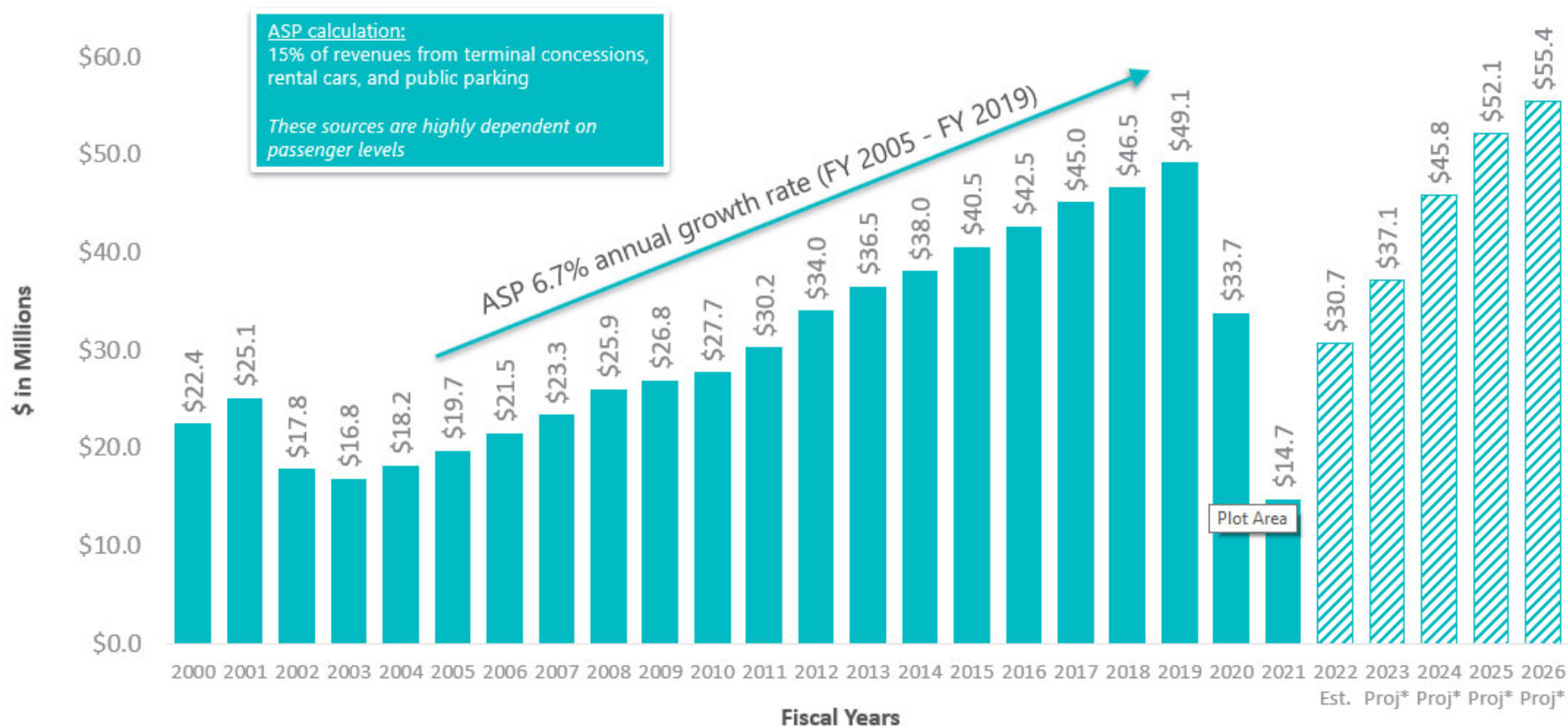
July 2019 – April 2022 Passengers



- FYTD 2021-22 passenger traffic (through April 2022) is estimated to be down 42% vs. FYTD 2018-19, with estimated domestic and international reductions of 35% and 65% respectively
- International travel continues to gradually improve at SFO

Annual Service Payment (ASP) Impacted by Concession Revenues

ASP parallels passenger traffic – following onset of pandemic was a dramatic decline in concession revenues



Note: *Projection reflects latest updated ASP as of 5/17/2022

Two-Year Operating Budget: Context & Priorities

Proposed Budget addresses impact of COVID-19 pandemic on airport revenues

- Budget Context

- Enplaned passenger level assumptions of slow growth recovery:
 - FY 2022-23 passenger traffic at 34% below FY 2018-19
 - FY 2023-24 passenger traffic at 19% below FY 2018-19

- Budget Priorities

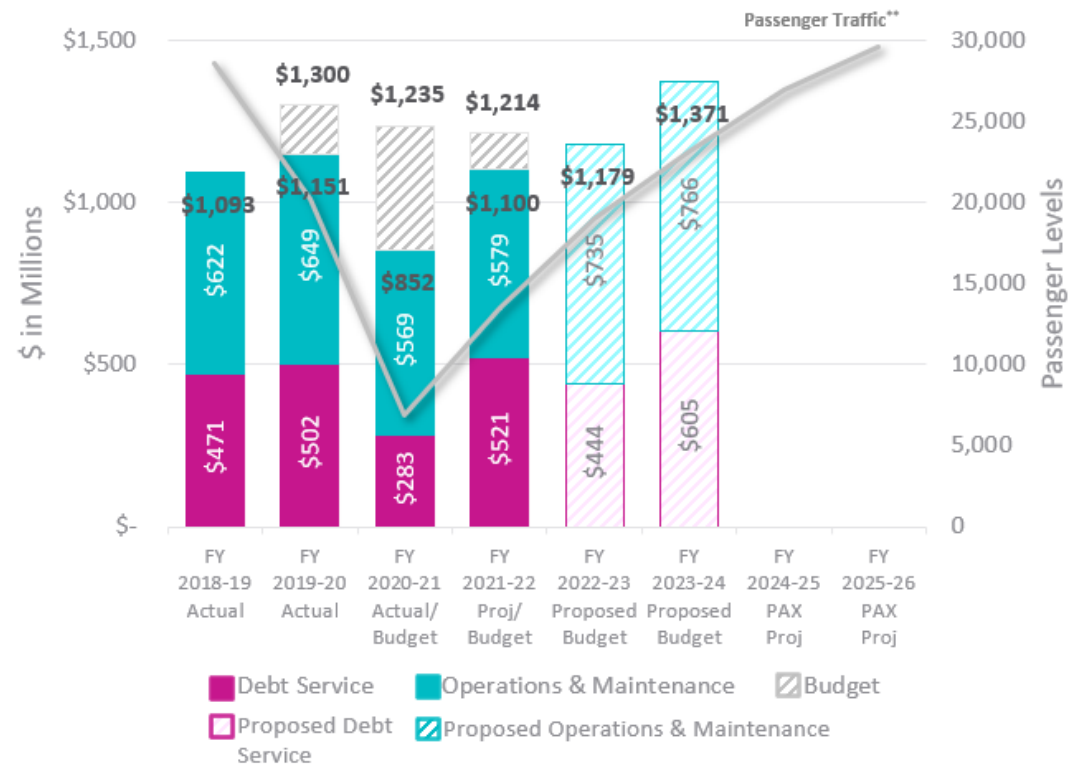
- Supporting the Airport's continued safety and security
- Implementing *Recovery to Resilience Strategic Plan* goals including *Racial Equity* initiatives
- Supporting the Commission's workforce
- Remaining cost competitive with other west coast international gateway airports
- Preserving the Commission's operating reserve funds

FY 2022-23 & 2023-24 Operating Budget

Forecasted slow growth recovery, inflationary increases and the effect of facilities coming online were considered in budget development

- **Debt Service savings**
 - Reprioritizing capital needs resulting in a \$6.3B "active" Capital Improvement Plan (CIP), down from approved \$7.8B to control future debt service costs
 - Significant one-time savings resulting from refunding and restructuring of general airport revenue bonds
- **Operations & Maintenance growth**
 - MOU negotiated increases
 - Internship and training programs to ensure equitable hiring and recruitment practices
 - Focus on building a pipeline of internal talent to meet the operational needs of the Airport
 - WorkOrder increases
 - Non-Personnel increases to support facilities going into service

Operating Budget* Pre-Pandemic through Proposed FY 22-23 & FY 23-24



Notes:

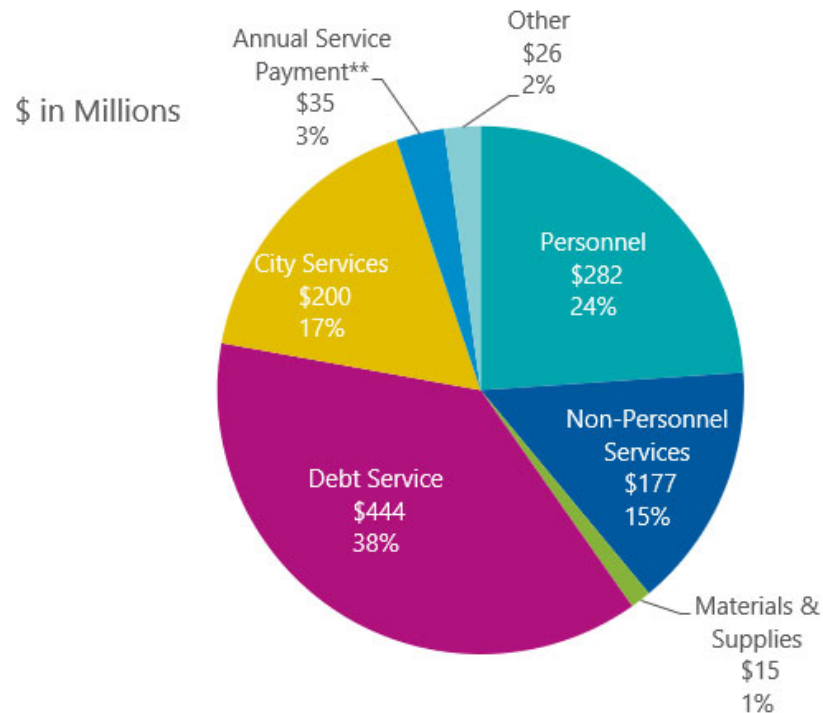
* Operating Budget as shown here excludes capital projects and grant funds, which are included in the Annual Appropriation Ordinance

** Passenger Forecast "Slow Growth Recovery" LeighFisher Nov 2021

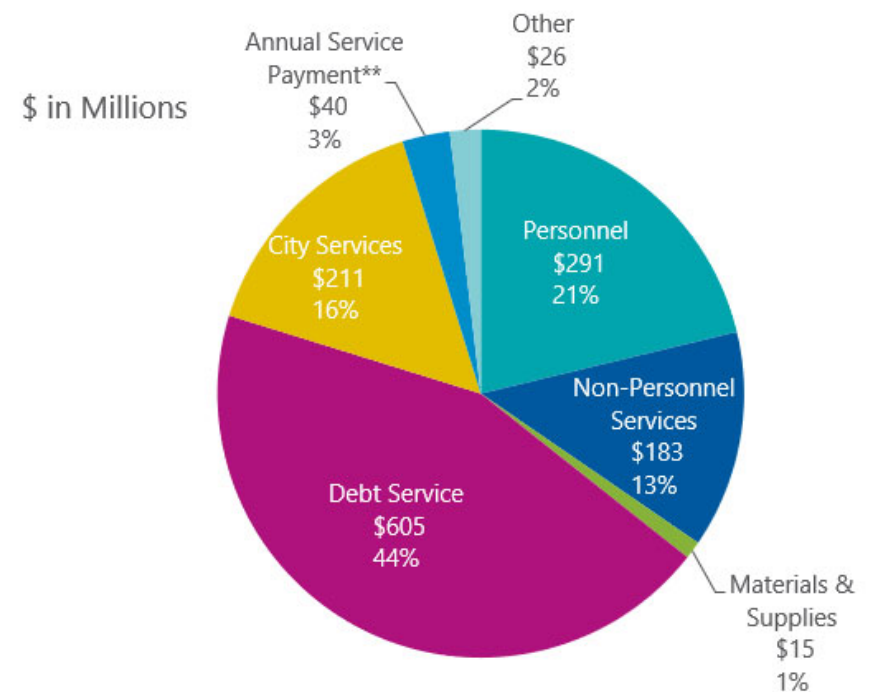
SFO

FY 2022-23 & 2023-24 Operating Budget Detail

Request reflects COVID-19 context of slow growth recovery while investing in areas needed to meet Airport priorities – largest component of Operating Budget is Debt Service



**Total FY 2022-23 Operating Budget* =
\$1.18 Billion**



**Total FY 2023-24 Operating Budget* =
\$1.37 Billion**

Notes:

* Operating Budget as shown here excludes capital projects and grant funds, which are included in the Annual Appropriation Ordinance

** Reflects estimated ASP submission prior to update on 5/17/2022

FY 2022-23 & FY 2023-24 Position Changes

Position changes support Airport's outreach strategy of internship and training programs to ensure equitable hiring and recruitment practices, and building a pipeline of internal talent to meet Airport's operational needs

\$ in Millions

	FY 2021-22 Adopted	FY 2022-23 Proposed	FY 2023-24 Proposed
Operating Budget¹			
Operations & Maintenance	\$693	\$735	\$766
Debt Service	\$521	\$444	\$605
Total Budget	\$1,214	\$1,179	\$1,371
% Change vs. Prior FY		-2.9%	16.3%
	FY 2021-22 Adopted	FY 2022-23 Proposed	FY 2023-24 Proposed
Position Overview			
Operating Positions ²	1,713	1,737	1,741
Project & Overhead Positions (support CIP)	247	247	247
Total Positions	1,960	1,984	1,988
Position Change vs. Prior FY (#)		24	4
Position Change vs. Prior FY (%)		1.2%	0.2%

Position changes:

- FY 2022-23 increase of ~24 internship and training program positions
 - 88 Total Internships
 - Building back *Career Pathway Programs* that is focused on recruiting and fostering a skilled and diverse employee base
 - SFO uses a variety of platforms to promote and recruit these opportunities
- FY 2023-24 increase of 4 positions to support facilities going into service, and environmental sustainability efforts
- Assumes 6% Attrition/Salary Savings
- There are 29.75 FTEs³ dedicated to Hiring & Diversity initiatives

Notes:

1. Figures may change due to Cost-of-Living Adjustment (COLA), Attrition/Salary Savings, Services of Other Departments balancing, and other adjustments

2. Includes Special Classes

3. Does not include additional partial positions such as Racial Equity Action Plan (REAP) Implementation Plan (IP) leads, Reaching for No. 1 RE Committee Members, RE Recruitment Committee Members, Employee Resource Group (ERG) Leads

SFO Staffing

As an enterprise department, expenditures reflect revenues and recovery

- **Current & Historical Operating Vacancies**

- FYTD 2021-22: 358 or 21%
- Past 5 years: Average 13% historically
- 136 or 38% positions have been vacant for less than 1 year

- **Budget savings from vacancies**

- FY 2020-21 18% vacancy equated to 5% of overall budgetary savings
- Personnel savings cannot be used for other expenditure needs

- **Impact to Department**

- Challenging as Airport continues to persevere through projected slow growth recovery
- External - Significant reduction of air travel and competitive labor market impacted hiring
- Internal - City hiring processes including launch of new applicant tracking system, delayed hiring as team adjusted

- **Plan going forward**

- Proactively backfill critical positions to meet operational needs
- Hiring timeline to trend with growth recovery
- Staffing in alignment with *Recovery to Resilience Strategic Plan*
- Expense Control Committee
- Hiring plan of 185 individuals, which would decrease vacancy to 15%

Anticipated Hiring	Number
FY 2021-22 – Q4	113
FY 2022-23 – Q1	59
FY 2022-23 – Q2	13
Total	185

SFO Communications

Communicating with the public, reaching non-English speaking communities and approaching with cultural competency

- **SFO Customer Care Program**
 - *Airport Travelers Information Program*
 - Bilingual/multilingual staffing at Customs Border and Protection and Information Desks at Arrivals Levels
- **SFO Info Booth Program**
 - Customs and Border Control area (international arrivals), and throughout terminals
- **Digital**
 - FlySFO.com offers pages with travel, terminal and COVID-related topics in simplified Chinese, Spanish and Tagalog

Community feedback is received, tracked, and incorporated into the Department's work

- **Contact Us at flysfo.com** and telephone calls are avenues where SFO Customer Care receives comments, suggestions, and complaints
 - SFO Customer Care conducts quarterly guest interviews, surveys and focus groups to better understand passenger needs and priorities

Dedicated staff to communicate with the public, advertise Airport's work and services, and incorporating resident feedback

- Airline and Route marketing
- *Noise Abatement Community Roundtable* and Noise Abatement office
- SFO has dedicated staff for workforce and concessionaires outreach
- SFO Customer Care program

SFO Contributes to the Regional Economic Recovery

Private Sector Workforce

- Pre-pandemic, 75% Black, Indigenous, and People of Color:
 - 9% Black or African American
 - 18% Hispanic or Latinx
 - 44% Asian/Pacific Islander
- Last Fall, estimated 35,000 private sector employees



Small Businesses

Concessions

- 72% of leases have owners headquartered in San Francisco and the Bay Area
- 47% of Airport's concession operated by Airport Concessions Disadvantaged Business Enterprises (ACDBEs)
 - Estimated 32% of all concessions sales by Black and Latinx owners
- Most concessions closed in March 2020, since then:
 - 85% concessions have returned with the average spending per passenger increasing by 5% compared to pre-pandemic levels
 - \$110M of concessions sales generated last year came from local owners
 - Linkages to grants, loans, and other resources

Construction

- Continued dedication to 40% small local business participation on construction projects
- Over \$950M of work has been performed by local businesses under the Ascent Program CIP since 2017
- \$70M in active construction opportunities for local businesses
- Addition of federally funded projects with Disadvantaged Business Enterprise opportunities

Thank you



BOARD OF APPEALS

BOS Budget Presentation
FY23 & FY24
May 18, 2022

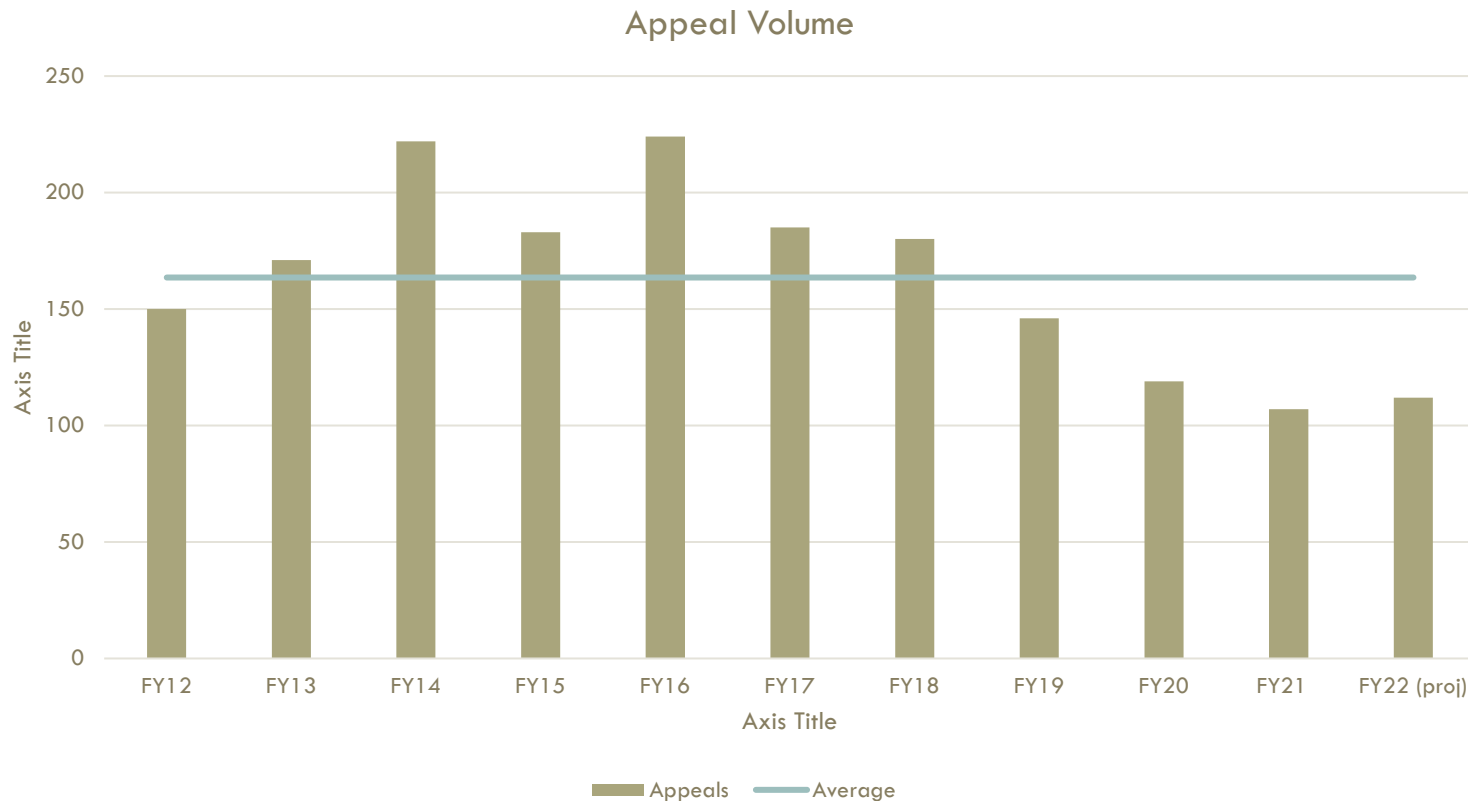
BOARD OF APPEALS

Mission

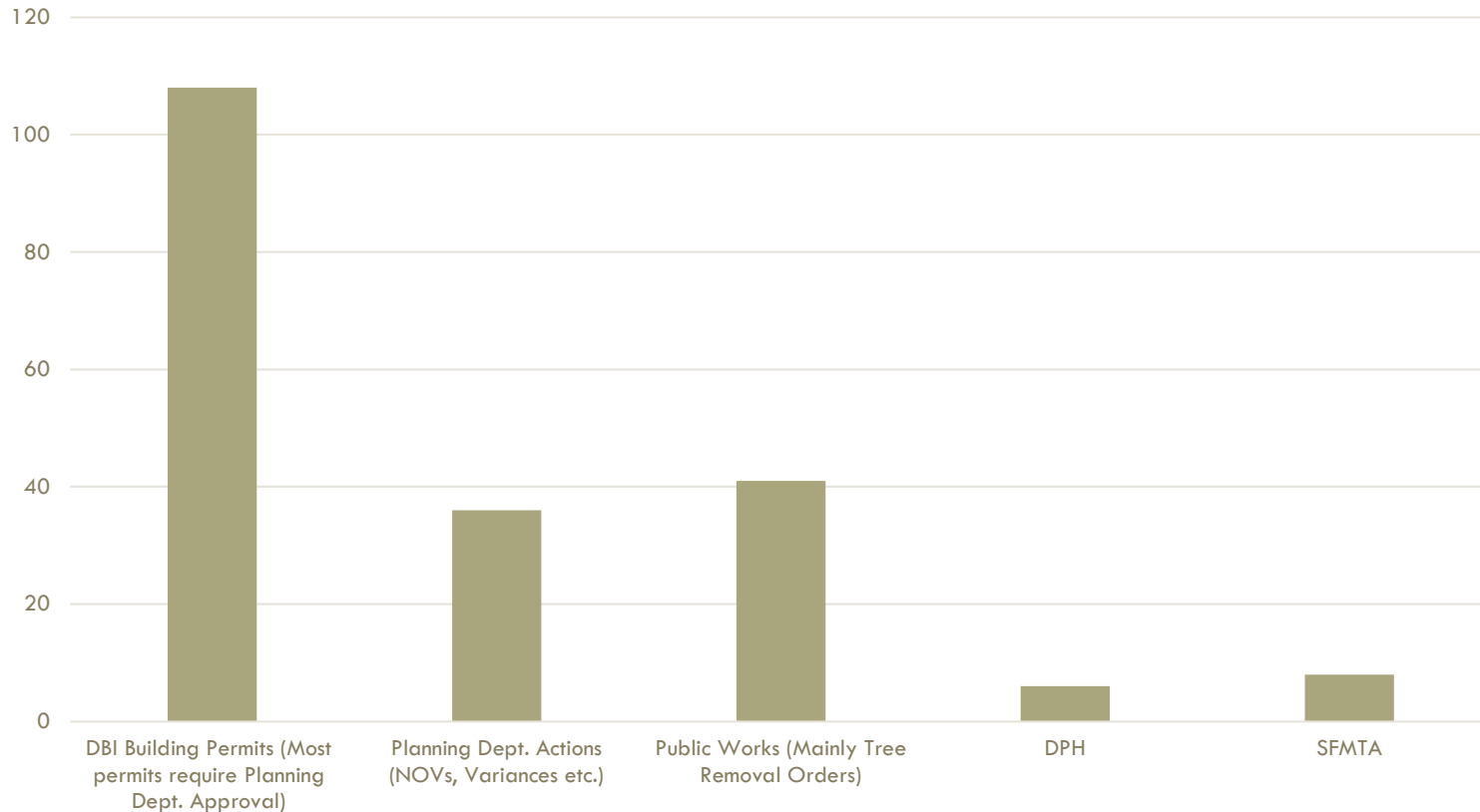
Provide the public with a final administrative review process for the issuance, denial, suspension, revocation and modification of City permits, licenses and other determinations.

Provide an efficient, fair and expeditious public hearing and decision-making process before an impartial panel.

PROJECTED APPEAL VOLUME FOR FY22 (112 APPEALS) IS 32% BELOW THE 10-YEAR AVERAGE OF 164 APPEALS



APPEAL DISTRIBUTION BY DEPARTMENT FY21-FY22 (THROUGH APRIL 2022)



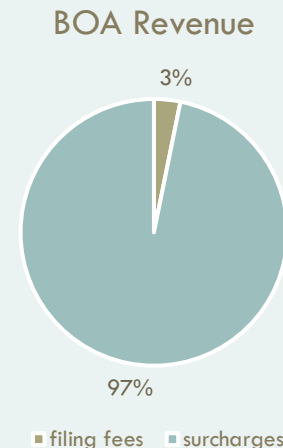
OVERVIEW — REVENUE SOURCES

Surcharges = 97% of budget

- Collected on new and renewed permits
- Rates proportional to percent of cases originating from each department
- Rates analyzed annually and adjusted if needed
- Controller may make CPI-based adjustments; rate changes beyond CPI require legislation

Filing Fees = 3% of budget

- Collected by Board when appeals are filed
- Amount collected fluctuates based on appeal volume and types filed each year



BUDGET SUMMARY

	Current Budget FY22	Proposed Budget FY23	Change from FY22	Proposed Budget FY24	Change from FY23
Total Expenditures	\$1,095,914	\$1,194,552	\$98,638	\$1,159,059	\$(35,493)
Total FTE	4	4	0	4	0

- In FY23 two surcharge rates will be increased and three surcharge rates will decreased. No change in filing fees.
- For FY24 there will be a reduction in expenditures mainly due to savings on interdepartmental work orders.

APPENDIX A

BUDGET DETAIL - REVENUE

REVENUE	Current FY Budget	FY23 Proposed	Variance From FY22	FY24 Proposed	Variance From FY23
FILING FEES	\$35,000	\$35,000	\$0	\$35,000	\$0
SURCHARGES	\$1,060,914	\$1,159,876	\$98,962	\$1,124,381	\$(35,495)
TOTAL REVENUE	\$1,095,914	\$1,194,876	\$98,962	\$1,159,381	\$(35,495)

APPENDIX B — BUDGET DETAIL- EXPENDITURES

EXPENDITURES	CURRENT FY22	FY23	Variance From FY22	FY24	Variance From FY22	Variance From FY23
Salary & Fringe	\$708,641	\$756,367	\$47,726	\$769,180	\$60,539	\$12,813
Non-Personnel Services	\$61,700	\$61,700	\$0	\$61,700	\$0	\$0
Materials & Supplies	\$9,398	\$9,398	\$0	\$9,398	\$0	\$0
Work Orders & Infrastructure (includes rent)	\$316,175	\$367,087	\$ 50,912	\$318,781	\$2,606	\$(48,306)
TOTAL	\$1,095,914	\$1,194,552	\$98,638	\$ 1,159,059	\$63,145	\$(35,493)

EXHIBIT C — ORGANIZATIONAL CHART

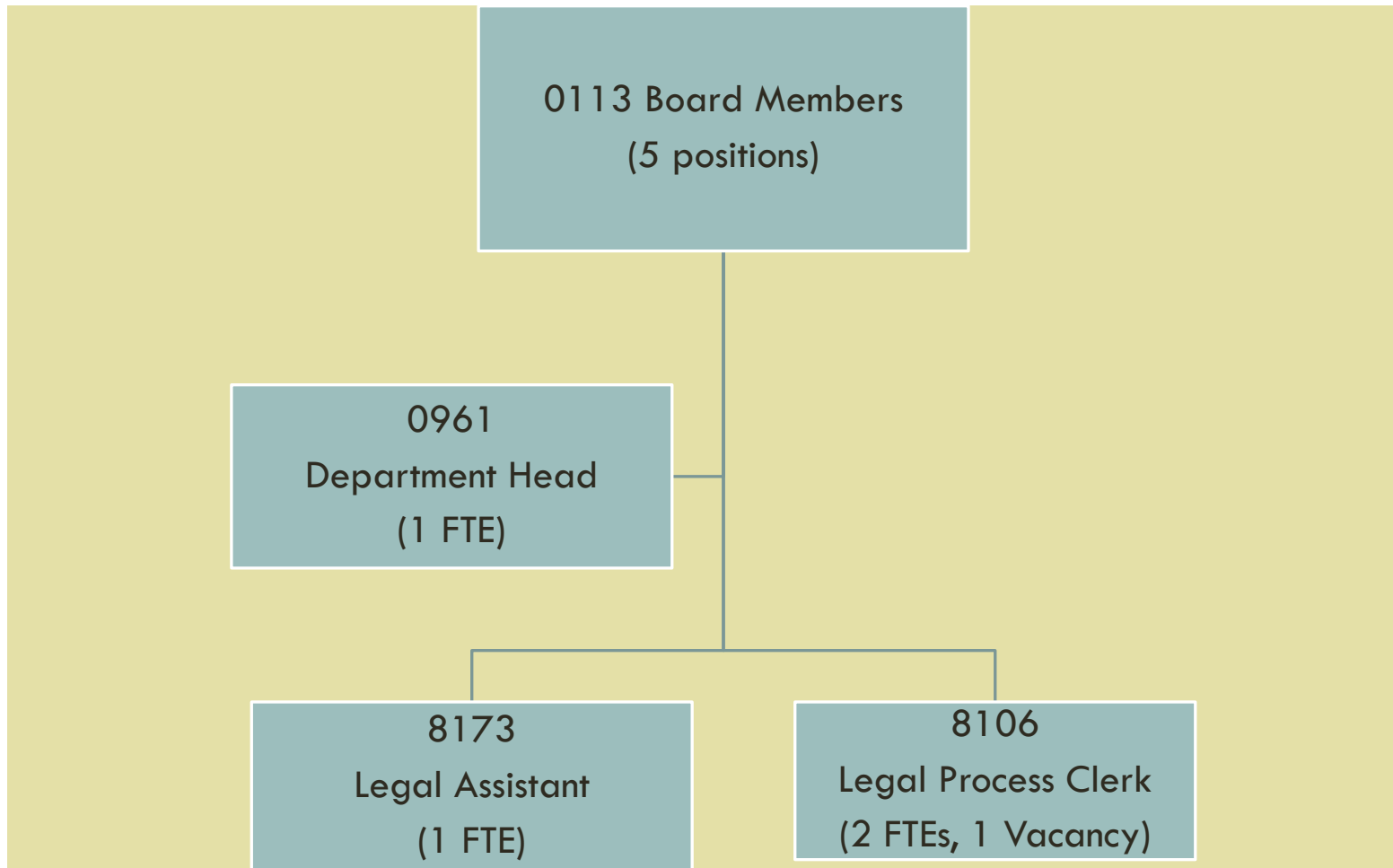


EXHIBIT D STAFFING & COMMUNICATION

5 FTEs currently funded and 1 vacancy:

- Legal Clerk (8106): vacant since July 2021
 - No impact on the work of the Department given the reduced volume of appeals; No obstacles to hiring; the position will be filled when the volume of appeals increases
 - Vacancies in last 3 years: 8173 position was vacant from December 2020 through June 2021

Communication

- Community feedback is received via email, telephone or during the Board's public hearings
- All staff members receive and respond to the public as needed
- Board staff utilizes Interpretation Services companies as needed for communications with the public. Additionally, one staff member is fluent in Spanish and another in Cantonese and Mandarin

APPENDIX E SURCHARGE RATES

	Current Surcharge FY22	Proposed Surcharge FY23	Change
Planning	\$22.50	\$37.00	\$14.50
DBI	\$22.50	\$37.00	\$14.50
DPH	\$50.50	\$45.00	(\$5.50)
SFMTA (Taxi)	\$2.00	\$2.00	\$0
SFPD	\$6.00	\$3.00	(\$3.00)
Public Works	\$9.00	\$9.00	\$0
Entertainment Commission	\$4.00	\$2.00	(\$2.00)

APPENDIX F

FILING FEES

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



San Francisco Board of Supervisors
Budget and Appropriations Committee

Chair Hillary Ronen

Department of Child Support Services

Proposed Budget for
FY 2022-2023 and FY 2023-2024

Karen M. Roye

Department Head



Putting families first!

BUDGET PRIORITIES

Prioritize Collections to Families
Relief from Government owed Debt
Equitable Services Delivery
Operational Excellence
Program Sustainability

MISSION

Empower parents to provide for the economic needs of their children. Provide relevant services to engage and assist parents through parent locate, paternity and order establishment, parent engagement.

VISION

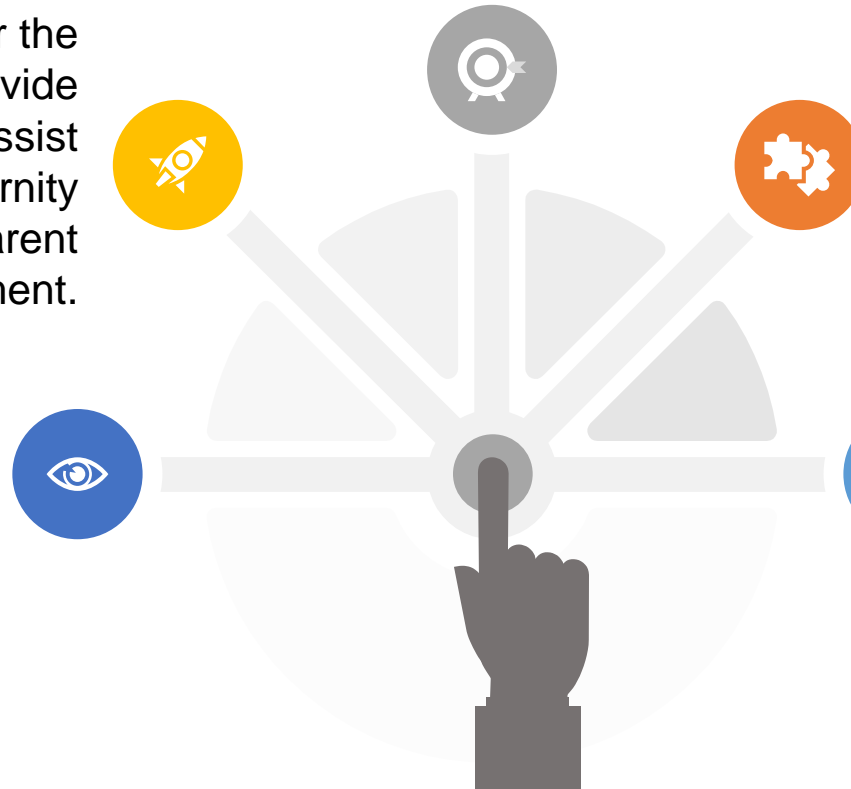
Children can count on their parents for the financial and medical support they need to be healthy and successful.

GOALS

Perform strategic analysis and **implement transformative approaches** to the delivery of child support services that promotes family economic stability equitably. **Focus on intention to impact.** Greater **operational excellence based on cultural competency.** Strengthen **collaborations with partners and community change makers** to provide timely and meaningful services.

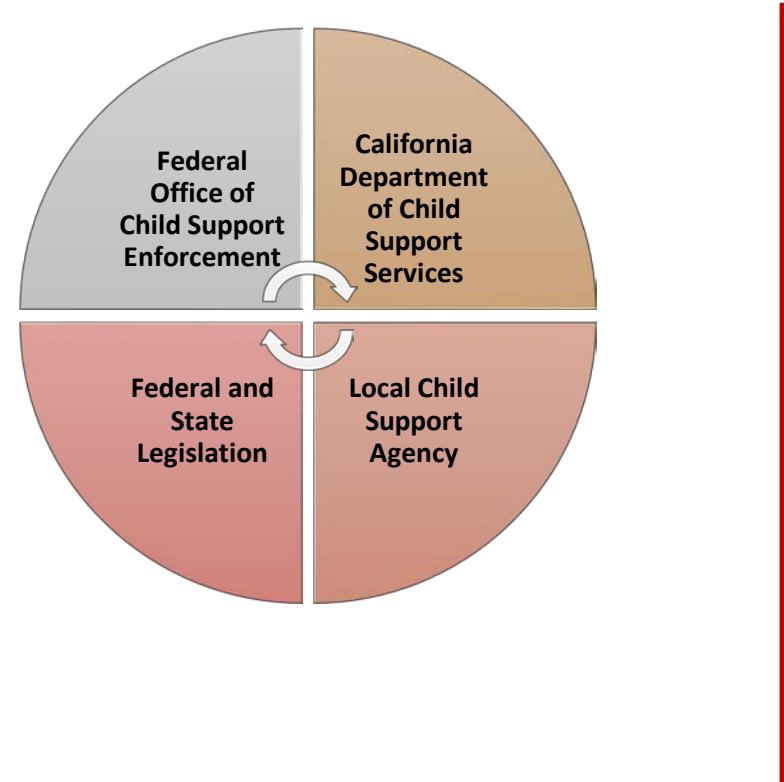
VALUES

Fairness and Respect
Integrity and Ethical Conduct
Team Development



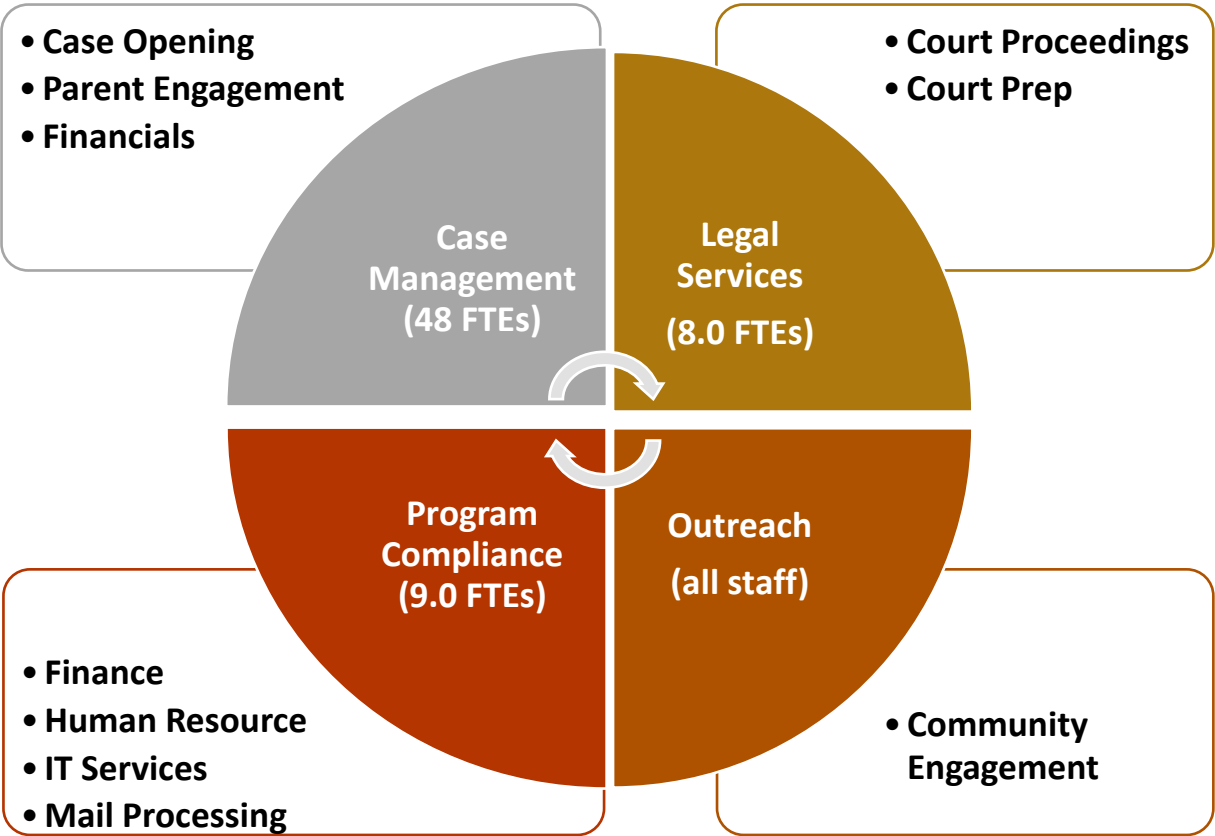
Accountability and Transparency

Federal and State Administration



Local Child Support System

65 Filled Positions



State funds the program based on caseload size to filled positions. SF’s caseload is less than the average statewide and does not meet increased State funding requirements. Less funding impacts program hiring.

DEPARTMENT Vacancy Analysis for FY 2023-2024					
How many positions budgeted?	81	How many vacancies will be filled?			4
How many positions filled?	61	How many vacancies will support attrition?			16
How many vacancies?	20	How many positions are currently funded for?			65
Why are positions vacant? What are the hiring obstacles?	<div>1. Reduced funding and higher costs of doing business, 15% State funding reduction in FY 2020.</div> <div>2. State allocation methodology: 186 cases per filled position. Current caseload is 9090 as 4/2022 with 65 planned filled positions = 140 cases per position.</div>				
What is this year’s attrition rate compared to the last three years? What is the budgeted attrition rate for FY 2023?	FY2018	FY2019	FY2021	FY2022	FY2023
	-2,160,894	-2,210,427	-2,303,665	-2,415,250	-2,586,993
Compare vacancies 5 years.	19	23	27	20	16
What is the plan to reach full capacity?	<div>1. Full capacity is 65 filled FTEs. Backfill vacancies based on funding. The Department has 61 currently filled FTEs and has begun the process of hiring 4.0 additional FTEs. The hiring process is based on county recruitment, exam and onboarding processes. The Department anticipates onboarding by the end of Q1. Improving acting assignment policies and procedures – fair, transparent, equitable and accountable. Assist in the development of “new” State allocation methodology that prioritizes quality customer service as well quantity of cases</div> <div>2. All positions are permanent civil service. NO temporary positions, NO provisional positions</div>				

Putting families first...prioritizing direct services!

REVENUE

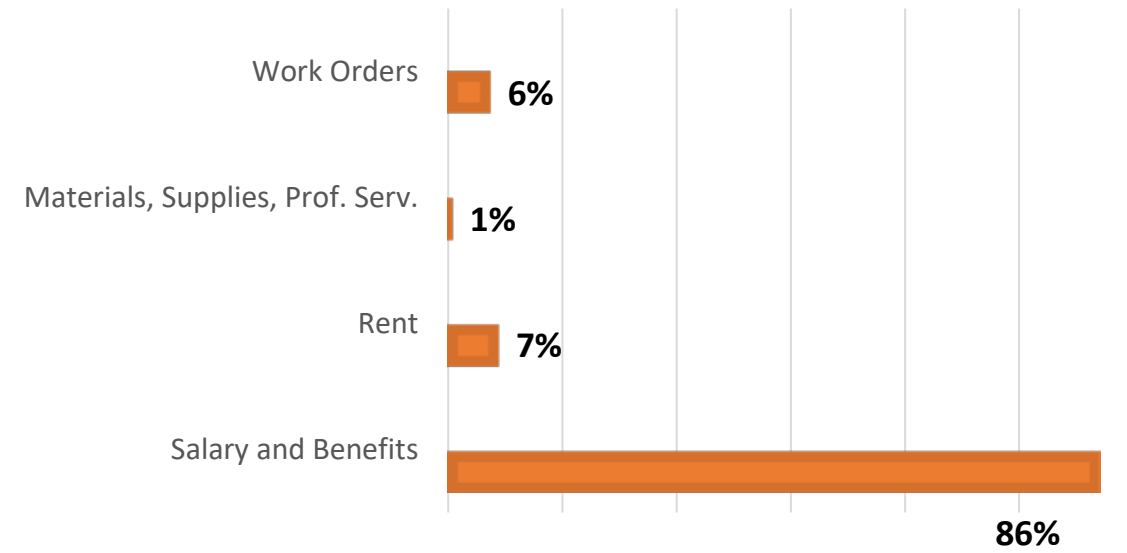
	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>
FEDERAL	8,365,471	8,359,395	8,406,739
STATE	<u>4,309,484</u>	<u>4,306,354</u>	<u>4,330,744</u>
	12,674,955	12,665,749	12,737,483
Health Subsidy	<u>453,000</u>	<u>768,576</u>	<u>909,446</u>
	13,127,955	13,434,325	13,646,929
Departmental Recovery	<u>143,088</u>	<u>148,112</u>	<u>148,112</u>
	13,271,043	13,582,437	13,795,041

EXPENDITURES

	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>
Salary	7,332,135	7,729,124	8,031,559
Fringe Benefits	4,022,593	3,980,664	3,848,895
Prof Services	212,348	184,890	184,687
Materials & Supplies	51,531	79,549	79,549
Rent & Leases	897,435	907,891	907,891
Other Dept. Work Orders	<u>755,737</u>	<u>700,319</u>	<u>742,460</u>
	13,271,779	13,582,437	13,795,041



Investment In Direct Services To Families



Child Support Services is Putting families first...94%

District	Cases	% of Caseload	Annual Collections	Money to Families
11	1,202	13%	3,325,527	3,121,549
10	3,790	41%	10,488,200	9,844,885
9	1,017	11%	2,813,907	2,641,311
8	277	3%	767,429	720,357
7	555	6%	1,534,859	1,440,715
6	647	7%	1,790,668	1,680,834
5	740	8%	2,046,478	1,920,953
4	277	3%	767,429	720,357
3	462	5%	1,279,049	1,200,596
2	92	1%	255,810	240,119
1	<u>185</u>	<u>2%</u>	<u>511,620</u>	<u>480,238</u>
	9,245	100%	25,580,975	24,011,916

7,699
children in
San Francisco
depend on
child support



98% of children served have
paternity established

LANGUAGE ACCESS is EQUITY

Case workers are Certified Translators – 31%

- (Spanish 66%, Chinese/Cantonese/Mandarin 17%, Tagalog 17%)
- Outreach Materials translated into Spanish and Chinese, community education

SF Child Support is 100% Language Accessible

- State Language Line for all other languages (incl. Tribal)
- Hearing Impaired – TTY Lines
- Google Translator on our website (20 languages)
- Customer feedback through surveys, focus groups, testimonials



Continue the work to

Recast the Institutional Culture and Viewpoint so **All** PARENTS receive equitable service from the Child Support Program.

Move from intention to impact. Our Strategic Plan will continue to address the special challenges faced by parent survivors of domestic violence, Low income fathers, LGBTQ and non-binary parents involved in the child support system.

Our Goals include:

- **Rapid response to service delivery issues**
- **Identifying and implementing best practices**
- **Informing Policy Decisions**

Protecting Parent Safety in Pursuing Child Support

- Assisting parents to achieve economic independence and stability

Improving Parental Access to the Child Support Program

- Addressing technological divide
- Language access

Building A Better Program for Fathers

- There is a discrepancy between who we are to the parent receiving the support and who we are to the parent paying support.

Providing Legal Support to LGBTQ and Non-Binary Parents

- Addressing bias and discrimination that may occur between biological and non-biological parents



**Implement and meet
Racial Equity Action
Plan (REAP)
milestones**

Child Support Services

Putting families first...Building Back Better!

County Initiatives

- DKI/HRC - Supporting/responsive to project goals
- Families Rising - HSA/DPH Lifting families out of poverty
- OEWD - Referring parents paying child support and are unemployed or under employed
- HSA Jobs Now - Providing enhanced case management
- SF Unified Family Court, FLF, FCS - Collaborative to build non-monetary orders
- APD - Interrupt, Predict, Organize
- SF Reentry Council
- SF Family Violence Council
- SF Sentencing Commission

Department Response Services

- Co-Parenting Plans through access and visitation
- Expanded program access to incarcerated parents county jail virtual access for incarcerated parents
- “Safe” child support services for gender-based violence survivors
- Government owed debt relief
- Expedited returning of driver’s license
- Proactive order modification review

THANK YOU!

We are available to assist you Monday - Friday 8am-5pm.

No appointment is needed.

Visit us at 617 Mission Street (between 2nd and New Montgomery Streets).

Can't make it to the office? Virtual and telephone options are available.

Your feedback matters. Please visit our website at <https://sfgov.org/dcsc/> and take our [customer service survey](#) to let us know how we're doing.

[En español](#) [用中文](#)

Call us today 866-901-3212

The background of the slide is a close-up, high-angle shot of several large sheets of architectural blueprints. The blueprints are rolled up into thick cylinders, with the unrolled portions showing detailed line drawings of buildings, streets, and infrastructure. The paper has a slightly aged, off-white tone, and the blue ink of the drawings is prominent. The lighting creates soft shadows and highlights the texture of the paper and the curves of the rolls.

Department of Building Inspection Proposed Budget FY 2022-23 and 2023-24

Patrick O’Riordan, Director

Priorities and Core Services

DBI priorities:

- Transparency
- Accountability
- Equity
- Efficiency

DBI's core services:

- Review plans and issue permits safeguarding life and property in compliance with city and state regulations.
- Perform inspections to enforce codes and standards to ensure safety and quality of life.
- Deliver the highest level of customer service.
- Implement efficient and effective administrative practices.
- Proactively engage and educate stakeholders, customers and the public.

FY 2022-23 and FY 2023-24 Budget

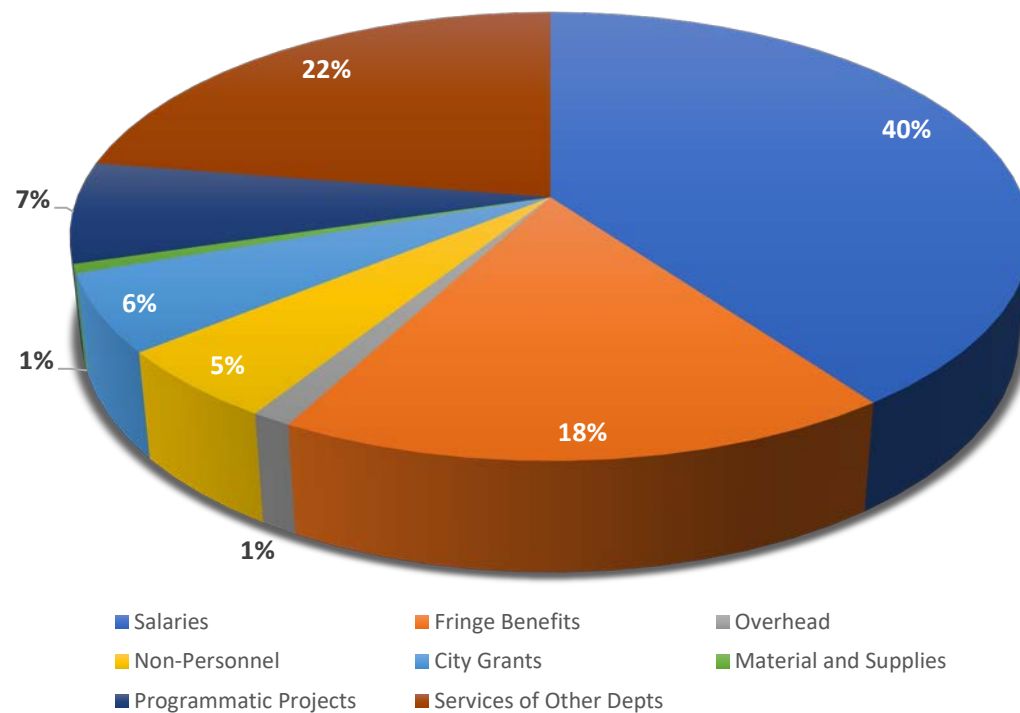
	FY 2021-22 Original	FY 2022-23 Mayor	Change from 2021-22	FY 2023-24 Mayor	Change from 2022-23
Revenues					
Licenses, Permits & Franchises	6,334,098	6,937,815	603,717	6,937,815	-
Interest & Investment Income	2,500,000	1,422,127	(1,077,873)	1,922,127	500,000
Charges for Services	41,828,097	49,266,911	7,438,814	50,156,321	889,410
Services of Other Depts - Recoveries	96,535	203,271	106,736	203,271	-
Operating Transfer In	300,000	300,000	-	300,000	-
Prior Year Fund Balance	11,288,940	17,640,000	6,351,060	-	(17,640,000)
Prior Year Reserve	27,242,647	17,646,870	(9,595,777)	26,235,743	8,588,873
Total	89,590,317	93,416,994	3,826,677	85,755,277	(7,661,717)
Expenditures					
Salaries	35,007,069	37,405,434	2,398,365	38,740,014	1,334,580
Fringe Benefits	16,173,209	16,548,083	374,874	15,889,142	(658,941)
Overhead	1,426,525	1,087,245	(339,280)	1,087,245	-
Non-Personnel Operating Costs	5,712,960	4,795,460	(917,500)	4,583,460	(212,000)
City Grants	5,230,314	5,230,314	-	5,230,314	-
Material and Supplies	530,438	600,000	69,562	530,438	(69,562)
Programmatic Projects	-	6,790,000	6,790,000	1,850,000	(4,940,000)
Services of Other Depts	25,509,802	20,960,458	(4,549,344)	17,844,664	(3,115,794)
Total	89,590,317	93,416,994	3,826,677	85,755,277	(7,661,717)

FY 2022-23 and FY 2023-24 Budget Summary

- Total budget equals \$93.4M(FY 22-23) and \$85.8M(FY 24-25).
- \$7.4M increase in Charges for Services Revenues due primarily to increase in departments two largest fee revenue: Building Permits (\$1.8M) and Plan Check (\$4M)
- Although revenues are increasing from pre-pandemic levels, revenue levels remain significantly lower than pre-pandemic levels.
- Use of prior year revenues and expenditure savings are used to balance the budget.
- \$2.8M increase in salaries/fringes due to COLAs.
- Decrease in services of other departments (\$4.5M).
- Increase in Programmatic Projects (\$6.7M).

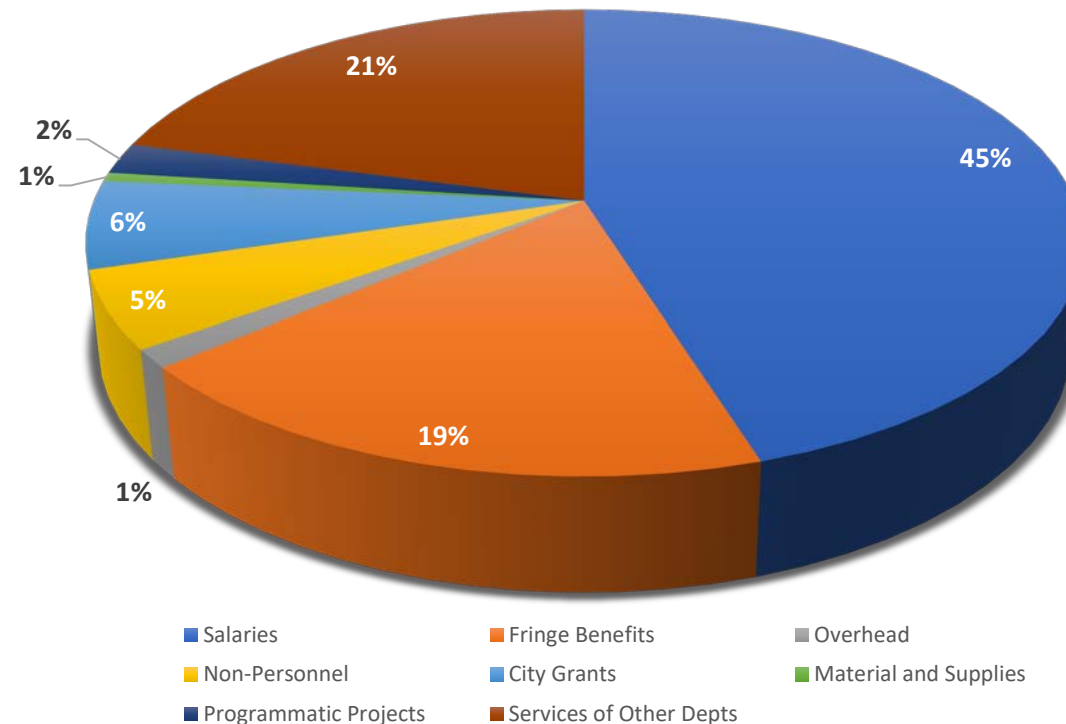
FY 2022-23 and FY 2023-24 Expenditures

**FY 2022-23
Proposed Expenditures**



Total Expenditures \$93.4M

**FY 2023-24
Proposed Expenditures**



Total Expenditures \$85.8M

Staffing

- Over the past five years, department vacancies have fluctuated. In Fiscal Year 2018 and Fiscal Year 2019, department had 32 vacancies.
- In Fiscal Year 2020, the Department made recruitment progress. Vacancies dropped to 20. However in Fiscal Year 2021, we experienced recruitment delays and turnover due to the pandemic. Vacancies increased to over 40. Currently the department has 35 vacancies.
- For most vacancies, we are currently in the process of conducting an exam or are in the recruitment process.
- To reach full staffing capacity in the upcoming years, DBI will continue to:
 - Participate in public outreach events that educate the public about DBI-specific jobs
 - Participate in the City's Diversity Recruitment working group
 - Announce DBI jobs on specific industry job boards; university job boards, etc.
 - Offer a competitive salary step upon hire to encourage recruitment and retention
 - Provide comprehensive position onboarding, training and support programs

Staffing (cont.)

- Vacancies have had some effect on the operations of the Department. DBI has continued to provide permitting, inspection and records management services throughout the pandemic and is in the process of returning to pre-pandemic service levels.
- Recruitment and retention difficulties experienced throughout the City result in delays with adopted eligible lists, particularly the engineering classifications. Despite this, DBI continues to provide its services while following the Public Health Order and city safety guidance.
- Savings from vacancies return to fund balance.

Communications

How do you communicate your work with the public?

DBI uses website communications, physical forms and staff interactions to provide direction and instruction for permit applications and other documentation submissions. We deploy large scale direct mail campaigns and stakeholder outreach to communicate around specific programs.

All of these communications are provided in multiple languages and we've begun our transition to SF.gov to further enhance the accessibility of our communications and clarify our processes and requirements. Further, we've changed the design approach to our large-scale direct mail programs to utilize more graphic communications and simplified language and messaging to make it easier for all potential applicants to understand and comply with the City's building code. Earlier this year, we also began to partner with the Permit Center to provide additional live translation services to call-in customers.

Communications

How is community feedback received, tracked, and incorporated into the work of your Department?

DBI frequently receive community feedback specific to a person's project or complaint. We also receive feedback on specific projects from members of the community, which is shared with the project sponsor and noted in our records. All complaints get logged into our public system for anyone to view and are fully investigated. Our goal is respond to public comments within 48 hours.

DBI also hosts a quarterly Public Advisory Forum for the general public to share operational improvements, solicit feedback and provide a forum for other permitting departments (ex: PUC, City Planning, SF Fire) to communicate with the public. We've averaged 74 community participants at the four Public Advisory Forums we've held since August 2021.

Communications

Do you have dedicated staff responsible for communicating with the public, advertising your work or services, and/or are dedicated to receiving and incorporating resident feedback?

Yes, we have staff dedicated to communicating with the public and marketing our services. Responsibility for receiving and incorporating resident feedback is split between permit services, inspections services and external affairs.



THANK YOU



SFEnvironment

Our home. Our city. Our planet.

A Department of the City and County of San Francisco

Proposed Budget FY22-23

San Francisco Department of the Environment



Looking Ahead



SF Environment

Our Services



Zero Waste



Toxics Reduction & Healthy Ecosystems



Energy



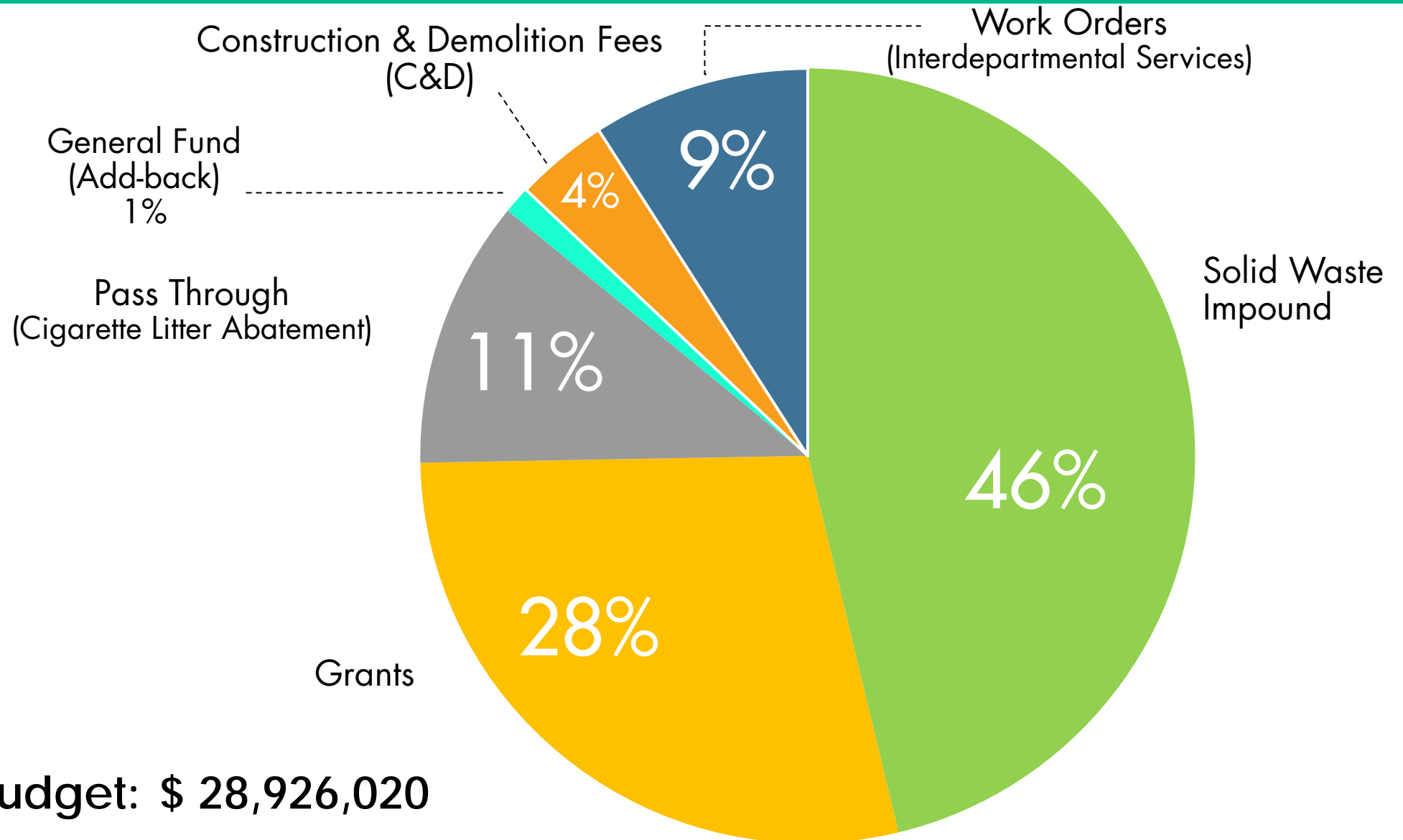
Climate Action

Program Budgets



PROGRAM	SERVICES DELIVERED	FY21-22 BUDGET	FY22-23 PROPOSED	DIFFERENCE FY22-23	FY23-24 PROPOSED
ZERO WASTE	<ul style="list-style-type: none"> Mandatory Recycling and Composting Compliance Technical Assistance School Education Door to Door Outreach 	\$5,899,388	\$8,302,186	\$2,402,798	\$6,848,998
TOXICS REDUCTION & HEALTHY ECOSYSTEMS	<ul style="list-style-type: none"> Household Hazardous Waste Integrated Pest Management Green Business Program Biodiversity and Urban Forestry 	\$3,216,004	\$3,183,561	(\$32,443)	\$3,166,665
ENERGY	<ul style="list-style-type: none"> Energy Efficiency Energy Codes & Standards Zero Emission Vehicles 	\$805,888	\$4,939,871	\$4,133,983	\$829,634
CLIMATE ACTION	<ul style="list-style-type: none"> Climate Action Planning Environmental Justice Green Building Carbon Fund 	\$2,847,569	\$2,746,161	(\$101,408)	\$2,797,849
ADMINISTRATION		\$6,310,188	\$6,524,241	214,053	\$6,694,368
CIGARETTE LITTER ABATEMENT FEE		\$3,230,000	\$3,230,000		\$3,230,000
TOTAL		\$22,309,037	\$28,926,020	\$6,616,983	\$23,567,514

Department Funding Sources



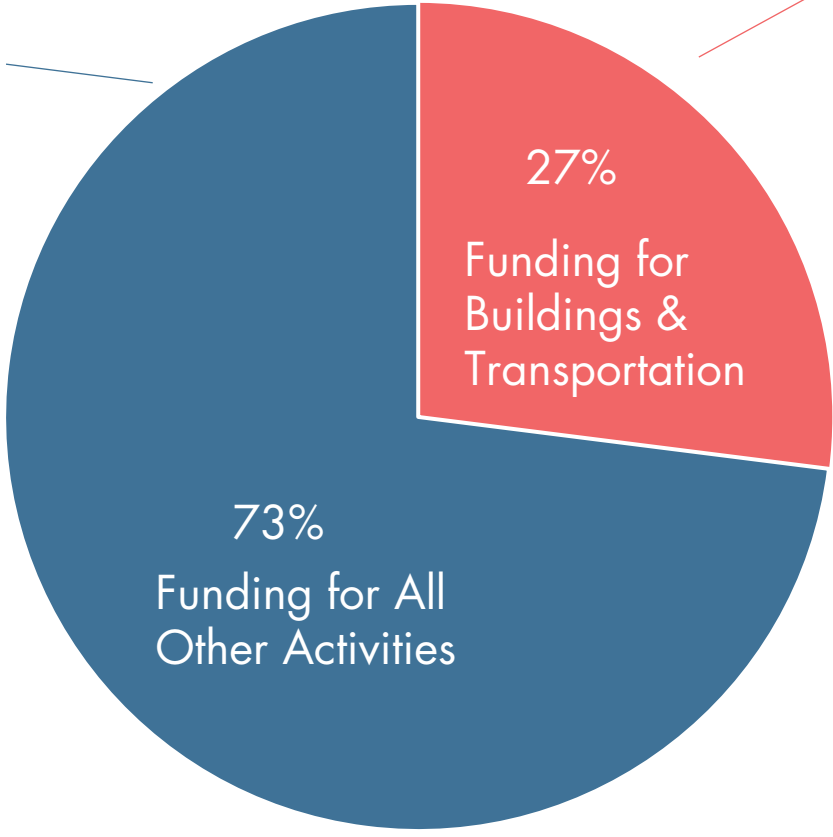
Total FY22-23 Budget: \$ 28,926,020



Department Funding for Climate Action Priorities

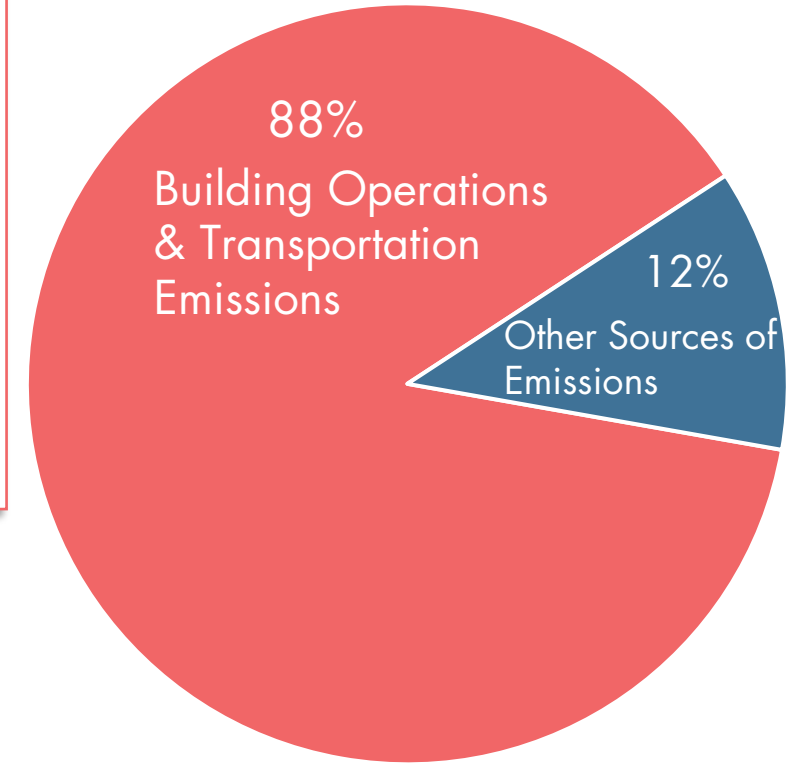
Operating Budget

- Zero Waste
- C&D Initiatives
- ENV Now
- Toxics Reduction
- Urban Forestry
- Integrated Pest Mgmt.
- School Ed.
- Green Business
- CalRecycle



- Building Decarb.
- EV Charging
- EV Vehicles
- Energy Efficiency
- Commuter Benefits

2019 Emissions



Staffing



Communities – Communications & Outreach



Thank You!



Tyrone Jue
Acting Director
SF Department of the Environment
Tyrone.jue@sfgov.org



SF Environment

Our home. Our city. Our planet.

A Department of the City and County of San Francisco

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San Francisco Law Library

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(415) 554-1792 □ <http://www.sflawlibrary.com>

LAW LIBRARY BUDGET PRESENTATION

May 2022

Introduction:

The law library budget remains consistent year to year with no requests for new positions or funding for special programs. Any annual changes relate to rent, utilities or salaries and benefits, which are determined by the mayor's office with the exception of salaries which are solely the province of the law library board of trustees and set by that board, pursuant to the SF Charter. The library's appropriation is mandated by the SF Charter. The city appropriation funds three positions. One position needs to be filled, which is addressed below.

Staffing:

- **How many vacancies do you currently have in your Department and how does that number compare to vacancies over the last five years?**

Issue re: Head of Technical Services/Electronic Services Position (formerly called Bookbinder)

The SF Charter mandates that the city and county fund three positions: the Director, Assistant Director and the third position whose title was updated from Bookbinder to Head of Technical Services/Electronic Librarian in 1998, which is the modern iteration of bookbinder technical services, with the approval of HR.¹ The position has been vacant since FY 2008-09. The library was unable to find a suitable replacement with both technical services and systems experience, and in 2008-09 opted to use and pay for the services of private IT firm for the systems and desktop support portion of the position duties until quality control became an issue and DT took over systems, security, and desktop support about 2018, with the intention of filling the position when possible. The Library's priority during that time was the relocation of the law library from its "temporary" quarters in the Veterans building when City Hall was retrofitted. These efforts went from 1997 until Fall of 2013 when the library was moved to its current location.

- **Have you used budget savings from vacancies in the past?**

The Law Library rarely has vacancies. The director has been in her position for 31 years, the Assistant Director 8 years, with the exception of the Technical Services position.

In 2017-18, the law library proposed filling the Technical Services (Bookbinder) position, but the city needed the basement of Brooks Hall to be emptied. The city had stored a significant portion of the library's collection there, when there was no room yet at the library. The Law Library did not have its own funds to take on this months' long process, so the city proposed to utilize the Technical Services/Bookbinder position funding to pay for the expenses in 2018 -19. The law library agreed to do so and postpone filling that position.

¹ HR advised at the time that the same position number 0190 be used for the new name.

In 2019-20 the city required cuts to department budgets, but with such a small appropriation, the library had no way to do that. So, the library agreed to hold off again on filling the position so the savings could contribute to the city's savings mandate. The following two years the library wanted and needed to fill this position, but we were pressured to contribute the funds to the city's budget. And the library was not in a situation to fill the position during the COVID years. However, the law library did not commit to leaving the position unfilled in FY 2022-23, and the city announced early in the budget prep process that there were sufficient funds that cutbacks in appropriations would not be necessary.

- **How have these vacancies affected the work of your Department?**

The city does not fund our library staff salaries, their benefits, any library materials including print, legal databases, equipment, liability, and other insurance, furnishings, computers, and all the other expenses the library needs. Those costs are paid by the library's share of filing fees which declined drastically during COVID. Therefore, we had to lay off 3 people and cancel major legal database and print subscriptions. We are unable to hire for those laid off positions due to the cost, so the library desperately needs this position to be filled. We had to renegotiate our subscriptions to Westlaw and other databases and print subscriptions now that we reopened. We cannot be open to the public full time without sufficient staff. (We do continue to provide sophisticated digital reference when we are not open to the public.)

- **Why are these positions still vacant, please refer to both external and internal hiring obstacles?**

The law library proposed filling the position in 2022-23 and thereafter. In early May, the mayor's budget office told the law library that it could not fill the position because "because the city had negotiated MOUs for other city positions and there were no longer funds available to fill this position." Furthermore, we were told since the budget last year did not indicate an increase for this position for FY 2022-23, and 24, we also could not fill that position. That poses a catch 22. If the library does not fill the position for that reason, it cannot be added in the next three years unless it is part of the FY 2022-23 budget.

- **What is your plan to reach full staffing capacity in the upcoming years?**

We need support from the city to fill this Charter mandated vacancy. We are attempting to sort this out with the mayor's budget office before the budget hearing, but this has not happened at the time of this report.

- **How do you communicate your work with the public? Please include details on how you reach non-English speaking communities and how you communicate with cultural competency?**

Communication with the public

The law library is unique in that patrons are not interested in finding us until they have a need for legal information and/or a legal remedy. Much of our outreach to the public comes from partnerships with the courts and legal partners such as legal services, BASF, and solo attorneys; thus, we concentrate a great effort on advertising to and educating partners on our resources and services enabling them to provide public referrals to us including:

- Cross training and providing flyers and "legal prescription" handouts with directional information to SFLL to the SF Superior Court self-help center
- The library engages in outreach and cross-training with librarians at the SFPL Government Information Center, and the library also coordinate cooperative legal response services with the SFPL prisoner services team
- Library staff conduct library tours – virtually and in-person – to legal service partners to educate them on how the library services can help them and their clients

- The library hosts clinics, such as Bay Area Legal Aid's Consumer Rights Clinics in the library to bring patrons to help and resources
- General ways the library communicates its work with monthly newsletter, and social media (Twitter, Instagram, Facebook)

How do you reach non-English speaking communities?

Because legal research for the public is already difficult without a language barrier and 99% of all legal information publications are in English, translations work best when a public patron can bring in a family member or friend to help interpret the legal issue and resources between a patron and our staff. Legal issues also tend to be private and working with a family member or friend also assists with confidentiality.

- Library staff use the Citywide interpretation line, when needed.
- The library makes referrals to legal services groups that specialize in working with patrons with different languages. (examples [La Raza Centro Legal](#) [Asian Law Caucus](#) and [San Francisco Immigrant Legal and Education Network](#))
- The California County Law Libraries consortium, of which the SF Law Library is a member, has a work group actively engaged in discovering and recommending publications in other languages for our pro-per patrons, sadly there are few good, current resources

How does the library communicate with cultural competency?

All legal issues are sensitive and our staff applies the same sensitivity training to all patrons questions regardless of race, color, religion, sex, national origin, age, disability, or sexual orientation – per our [SFL Equity and Diversity Statement](#) on our website.

The library serves a diverse population, and several staff members' origins are from different cultures. Unfortunately, some of our diverse staff has been challenged by patrons who are not culturally sensitive. Library policy and training require staff respect, awareness, sensitivity, and communication skills for all patrons including those from various cultures, the mentally challenged, the disabled and others. Serving people in need is our mission.

How is community feedback received, tracked, and incorporated into the work of your Department?

The library frequently receives feedback from the community in the form of in-person reporting, letters, email, and social media feedback. All feedback is reviewed for content and needs. Patron suggestions and recommendations are reviewed and considered. Ideas are frequently incorporated into our resources and services to make them more accessible. The director and assistant director monitor and review all feedback and respond to users concerns.

Each staff member shares the responsibility of creating and sharing content in our newsletters and social media to promote our services and resources. All staff participate in a portion of programming, newsletters, library tours, and social media posting.

As the library expands its staff to replace removed positions, we hope to have a staff member dedicated to outreach and patron experience.

Respectfully submitted,

Marcia R. Bell, Director



SAN FRANCISCO PUBLIC LIBRARY

FYs 23 & 24 Budget

May 18, 2022



FY23 & FY24 Budget Priorities



Budget Overview

FABULOUSLY FINE FREE San Francisco Public Library

FY23: \$186.2M

- \$1.1M Investments Improving Inclusivity
- \$0.9M Investments in Improving Digital Access

FY24: \$186.8M

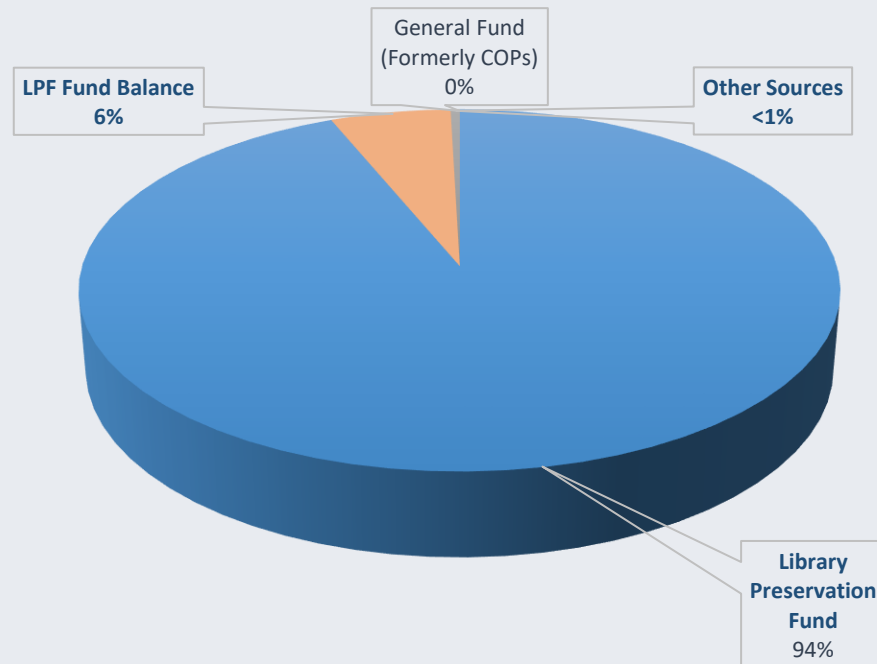
Financial Empowerment Approach

- Seeking forgiveness of uncollectible debts
- Financial Coaching
- Work-It Program



Budget Sources

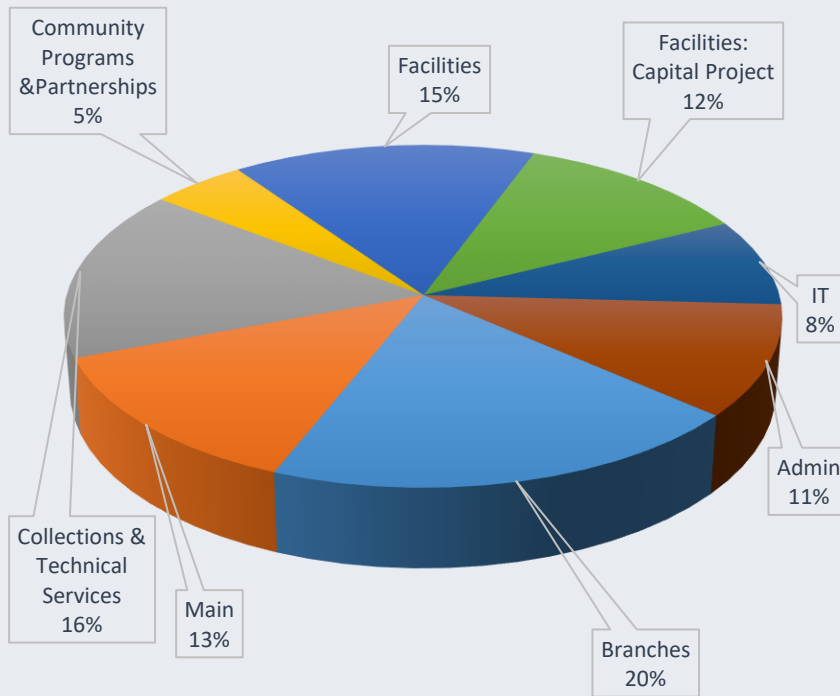
FY23 Mayor Phase Budget



Source Type (budget in millions)	FY 22 Adopted Budget	FY23 Mayor Phase Budget	FY24 Mayor Phase Budget
Library Preservation Fund (LPF)	156.87	174.55	185.94
LPF Fund Balance	5.51	10.82	0.00
Library Fees	0.18	0.18	0.18
Misc.			
Annual Sources	0.57	0.55	0.55
Bequests	0.10	0.10	0.10
General Fund (Formerly COPs)	8.00	0.00	0.00
Total	171.22	186.20	186.76

Budget Uses by Division

FY23 Mayor Phase Budget



Uses by Divisions (budget in millions)	FY 22 Adopted Budget	FY23 Mayor Phase Budget	FY24 Mayor Phase Budget
Branches	35.51	36.49	36.59
Main	24.39	24.45	24.58
Collections & Technical Services	28.44	30.19	29.40
Community Programs &Partnerships	8.18	8.99	8.34
Facilities	26.50	28.55	28.31
Facilities: Capital Project	15.94	22.31	20.75
IT	14.15	15.31	15.55
Administration	18.11	19.92	23.24
Total	171.22	186.20	186.76

Funded Positions by Divisions (Net Full-Time Equivalents)	FY 22 FTE	FY23 Mayor Phase FTE	FY24 Mayor Phase FTE
Branches	251.16	257.40	257.53
Main	163.46	164.05	164.14
Collections & Technical Services	60.49	59.20	59.20
Community Programs &Partnerships	31.77	34.23	34.24
Facilities	122.13	127.90	128.58
IT	32.90	34.73	34.73
Administration	38.54	30.74	30.96
Total	700.45	708.25	709.37

Vacant Position Management

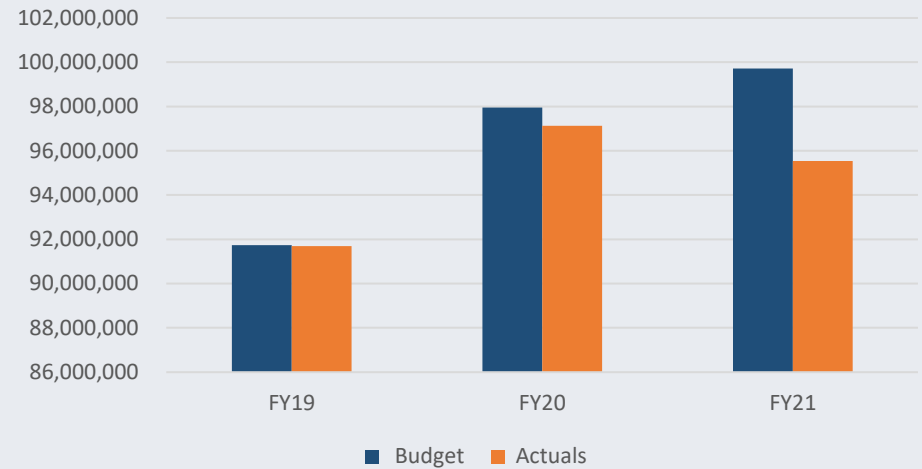
Vacancies

- 109 FTE up from 60 FTE in 2019
- Median of 156 days vacant

Partnership with DHR

- Creation of Eligible Lists

Labor Budget vs. Actuals



Job Class Title	FY19 FTE	FY20 FTE	FY21 FTE	FY22 FTE
Attrition Savings	-59.58	-59.7	-59.7	-60.98
Vacant FTE*	60	66	96	109
Total FTE	755.89	760.76	760.66	761.43
Budgeted Attrition Rate	-7.88%	-7.85%	-7.85%	-8.01%
Vacancy Rate	7.94%	8.68%	12.62%	14.32%

*Positions vacant in last reported month of the fiscal year



Open to Serve

All library locations reopened

- 21 of 28 neighborhood libraries have resumed 7-day service
- 93% of pre-COVID hours of operation have been restored

Lease agreement signed for storefront space to serve as temporary Mission Branch Library

- Set to open and resume 7-day service in June

Resumption of library programming





Investing in Community

**Investments in cultural sector grants - \$2M
grant for Jail and Re-Entry Services**

**Financial empowerment through work
orders (ART), Youthworks (DCYF) &
financial coaching (TTX)**

Summer Together

- Provided 10 books for every SFUSD student
- Summer Stride

Building for Our Future

Mission Branch Renovation

Chinatown Branch Renovation

Ocean View Branch New Construction





THANK YOU

Mike Fernandez
Chief Financial Officer
San Francisco Public Library





San Francisco Law Library

marcia.bell@sfgov.org

1145 Market Street, 4th Floor □ San Francisco, CA 94103

(415) 554-1792 □ <http://www.sflawlibrary.com>

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The city does not fund our library staff salaries, their benefits, any library materials including print, legal databases, equipment, liability, and other insurance, furnishings, computers, and all the other expenses the library needs. Those costs are paid by the library's share of filing fees which declined drastically during COVID. Therefore, we had to lay off 3 people and cancel major legal database and print subscriptions. We are unable to hire for those laid off positions due to the cost, so the library desperately needs this position to be filled. We had to renegotiate our subscriptions to Westlaw and other databases and print subscriptions now that we reopened. We cannot be open to the public full time without sufficient staff. (We do continue to provide sophisticated digital reference when we are not open to the public.)

- **Why are these positions still vacant, please refer to both external and internal hiring obstacles?**

The law library proposed filling the position in 2022-23 and thereafter. In early May, the mayor's budget office told the law library that it could not fill the position because "because the city had negotiated MOUs for other city positions and there were no longer funds available to fill this position." Furthermore, we were told since the budget last year did not indicate an increase for this position for FY 2022-23, and 24, we also could not fill that position. That poses a catch 22. If the library does not fill the position for that reason, it cannot be added in the next three years unless it is part of the FY 2022-23 budget.

- **What is your plan to reach full staffing capacity in the upcoming years?**

We need support from the city to fill this Charter mandated vacancy. We are attempting to sort this out with the mayor's budget office before the budget hearing, but this has not happened at the time of this report.

- **How do you communicate your work with the public? Please include details on how you reach non-English speaking communities and how you communicate with cultural competency?**

Communication with the public

The law library is unique in that patrons are not interested in finding us until they have a need for legal information and/or a legal remedy. Much of our outreach to the public comes from partnerships with the courts and legal partners such as legal services, BASF, and solo attorneys; thus, we concentrate a great effort on advertising to and educating partners on our resources and services enabling them to provide public referrals to us including:

- Cross training and providing flyers and "legal prescription" handouts with directional information to SFLL to the SF Superior Court self-help center
- The library engages in outreach and cross-training with librarians at the SFPL Government Information Center, and the library also coordinate cooperative legal response services with the SFPL prisoner services team
- Library staff conduct library tours – virtually and in-person – to legal service partners to educate them on how the library services can help them and their clients

- The library hosts clinics, such as Bay Area Legal Aid's Consumer Rights Clinics in the library to bring patrons to help and resources
- General ways the library communicates its work with monthly newsletter, and social media (Twitter, Instagram, Facebook)

How do you reach non-English speaking communities?

Because legal research for the public is already difficult without a language barrier and 99% of all legal information publications are in English, translations work best when a public patron can bring in a family member or friend to help interpret the legal issue and resources between a patron and our staff. Legal issues also tend to be private and working with a family member or friend also assists with confidentiality.

- Library staff use the Citywide interpretation line, when needed.
- The library makes referrals to legal services groups that specialize in working with patrons with different languages. (examples [La Raza Centro Legal](#) [Asian Law Caucus](#) and [San Francisco Immigrant Legal and Education Network](#))
- The California County Law Libraries consortium, of which the SF Law Library is a member, has a work group actively engaged in discovering and recommending publications in other languages for our pro-per patrons, sadly there are few good, current resources

How does the library communicate with cultural competency?

All legal issues are sensitive and our staff applies the same sensitivity training to all patrons questions regardless of race, color, religion, sex, national origin, age, disability, or sexual orientation – per our [SFL Equity and Diversity Statement](#) on our website.

The library serves a diverse population, and several staff members' origins are from different cultures. Unfortunately, some of our diverse staff has been challenged by patrons who are not culturally sensitive. Library policy and training require staff respect, awareness, sensitivity, and communication skills for all patrons including those from various cultures, the mentally challenged, the disabled and others. Serving people in need is our mission.

How is community feedback received, tracked, and incorporated into the work of your Department?

The library frequently receives feedback from the community in the form of in-person reporting, letters, email, and social media feedback. All feedback is reviewed for content and needs. Patron suggestions and recommendations are reviewed and considered. Ideas are frequently incorporated into our resources and services to make them more accessible. The director and assistant director monitor and review all feedback and respond to users concerns.

Each staff member shares the responsibility of creating and sharing content in our newsletters and social media to promote our services and resources. All staff participate in a portion of programming, newsletters, library tours, and social media posting.

As the library expands its staff to replace removed positions, we hope to have a staff member dedicated to outreach and patron experience.

Respectfully submitted,

Marcia R. Bell, Director



SFMTA

San Francisco Municipal Transportation Agency

Operating Budget & 5-Year Capital Improvement Program

**Board of Supervisors
Budget and Appropriations Committee
May 18, 2022**

Over the past fiscal year, the SFMTA has re-opened the transportation system.

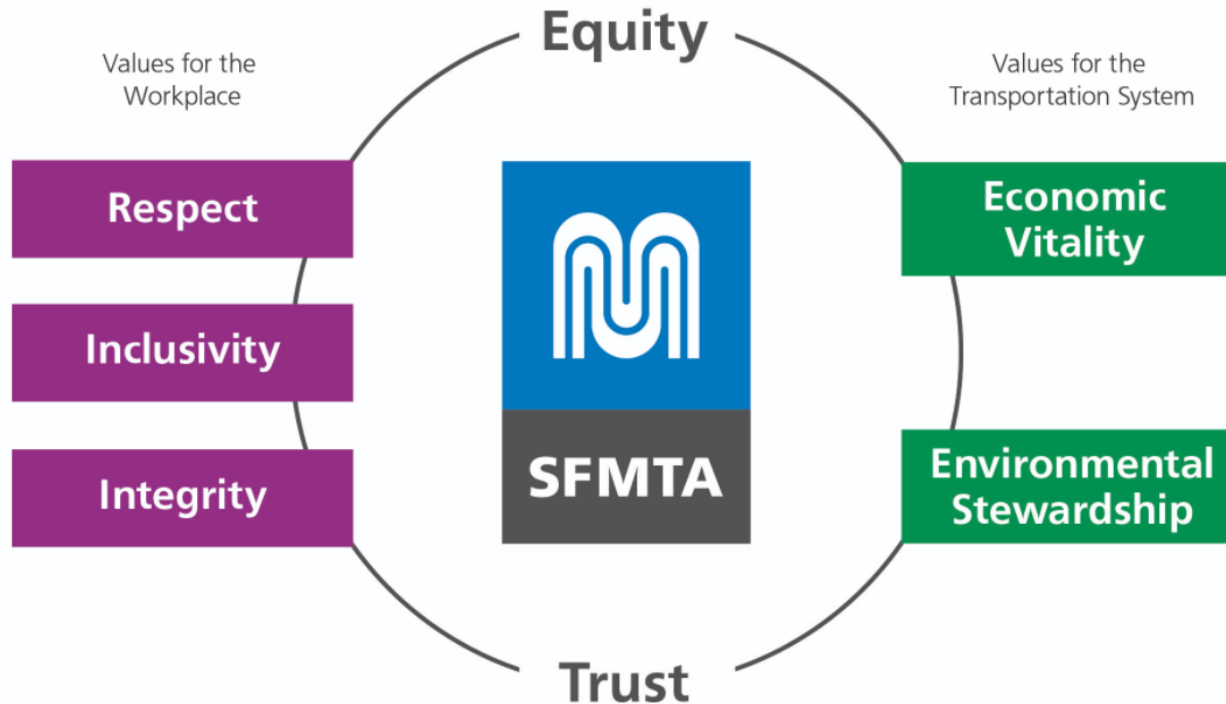


Cable Car and Muni Metro have been re-opened.

The SFMTA completed major projects on time and on budget including 16th Street, Geary Phase I, L-Taraval Phase I.

Our streets support improved mobility with 12-miles of new bicycle lanes, 10 miles of transit only lanes and, 233 traffic calming improvements slowing speeds and improving safety.

We completed a new Strategic Plan expressing our values.



Outreach Synthesis

We completed extensive outreach via numerous channels – the synthesis of what we heard is:

- Focus on Transit Speed, Reliability and Access
- Focus on Personal Safety *on Transit* and *on Streets*
- Focus on Equity in delivery of service
- Focus on State of Good Repair infrastructure investments
- Provide quick and convenient access throughout San Francisco
- Avoid fare increases and expand discount programs
- Reduce traffic congestion through investment in transit
- Improve the customer experience on transit including improved Next Bus service and cleaner shelters

We listened to what San Francisco expects, and our budget reflects what we heard.

- The budget restores frozen positions to restore **full agency operations** in transit, streets and internal operations.
- The budget supports **continuous improvements to transit service and the experience of our riders** including increased cleaning on the vehicle and at the shelters, better predictions and system management.
- The budget assumes **no fare increase in FY 23 or FY 24; and new fare products and discounts to increase access** (10-trip and Accumulator Pass)
- The budget invests in the **safety of the system**, including 20+ ambassadors on vehicles for increased presence and **increased outreach and engagement**.
- The CIP and Capital Budget focuses on the **State of Good Repair** of the system; and sets San Francisco up to be competitive for federal and state sources.
- Invests in our workforce by **increasing our hiring capacity and investment in innovative programs and apprenticeships**.

Operating Budget Overview

We know that SFMTA finances have not yet fully recovered and will not during the upcoming Fiscal Years 2023 and FY 2024.

That and significant unknowns, such as pace of recovery required a **resilient budget design**.

Manage to the Pace of Recovery

Prepare based on optimism but have stopgaps in place.

Work toward restoration of full Agency Operations

Service restoration, street management, agency internal ops.

Consider what is not known.

Impact of inflation and
new labor contracts.

The Final Operating Budget.

The final budget is **resilient, prudent and invests in our shared values**.
The average growth of expenditures is 4.25 percent.

FY 22	FY 23	FY 24
\$1.295 b	\$1.356 b	\$1.407 b
	Growth 4.7%	Growth 3.8%

The final budget **was driven by feedback and invests in key community priorities** preparing the SFMTA for the future.

Muni Safety	Customer Experience	Equity & Belonging
Muni Reliability	Workforce Development	Service Equity & Expansion
Muni Service Quality	Hiring & Training	Outreach & Engagement

Operating Budget & Appropriation FY 2023 & FY 2024

EXPENDITURES (USES)	FY23 Final	FY24 Final
Salary & Fringe	947,406,214	983,535,942
Overhead & Allocations	(37,041,489)	(36,405,869)
Professional Services	247,062,618	249,440,414
Materials & Supplies	74,590,391	74,590,551
Capital Outlay	200,000	-
Debt Service	22,980,226	27,850,760
Workorders	100,856,968	107,851,267
Operating Expenditures Subtotal	1,356,054,928	1,406,863,065
Transfer to Capital	36,402,061	66,671,504
Total Expenditure Appropriation	1,392,456,989	1,473,534,569

REVENUES (SOURCES)	FY23 Final	FY24 Final
City Population-based Baseline - Operating Support	30,000,000	30,000,000
Federal Relief	172,345,045	184,343,505
General Fund Transfers	414,420,000	445,240,000
General Fund Transfers (MBTIF)	6,785,154	6,785,154
Operating Grants	189,095,508	193,278,808
Other (advertising, Interest, misc fees, recovery)	35,130,651	38,105,799
Parking & Traffic Fees & Fines	261,316,845	282,032,890
Parking Tax In-Lieu	64,150,000	66,040,000
Proposition D Traffic Congest Mitigation Tax	7,851,000	10,226,000
Taxi Services	200,000	200,000
Transit Development Fees - Operating Support	10,000,000	10,000,000
Transit Fares	112,060,724	140,610,909
Use of One-Time Fund Balance	52,700,000	-
Operating Revenues Subtotal	1,356,054,928	1,406,863,065
Transfer to Capital	36,402,061	66,671,504
Total Revenue Appropriation	1,392,456,989	1,473,534,569

Agencywide Staffing Plan

The SFMTA currently has more than 1,000 vacancies, significantly higher than normal attrition. In the coming FY's the agency will invest significantly in human resources and workforce development to close the staffing gap.

- Invest \$5 million in on-going salaries and fringe for additional positions in Human Resources Division to speed up hiring, employee support, list generation and workforce development.
- Invest \$3.4 million in FY 23 growing to nearly \$6 million in FY 24 in the SFMTA's Apprenticeship Program to fill critical vacancies in Infrastructure Maintenance and Trades.

Position Type	FY22 FTE	FY23 FTE	FY24 FTE
Operating Budget Positions	6,190	6,447	6,576
Project Positions	485	501	515
Temporary Positions	48	48	49
Attrition	(654)	(692)	(693)
Total Positions	6,069	6,304	6,446

To manage expenses new position augmentations, occur over time, and if revenues do not materialize, can be stopped.



Costs above reflect the planned cost at the time of expenditure initiation

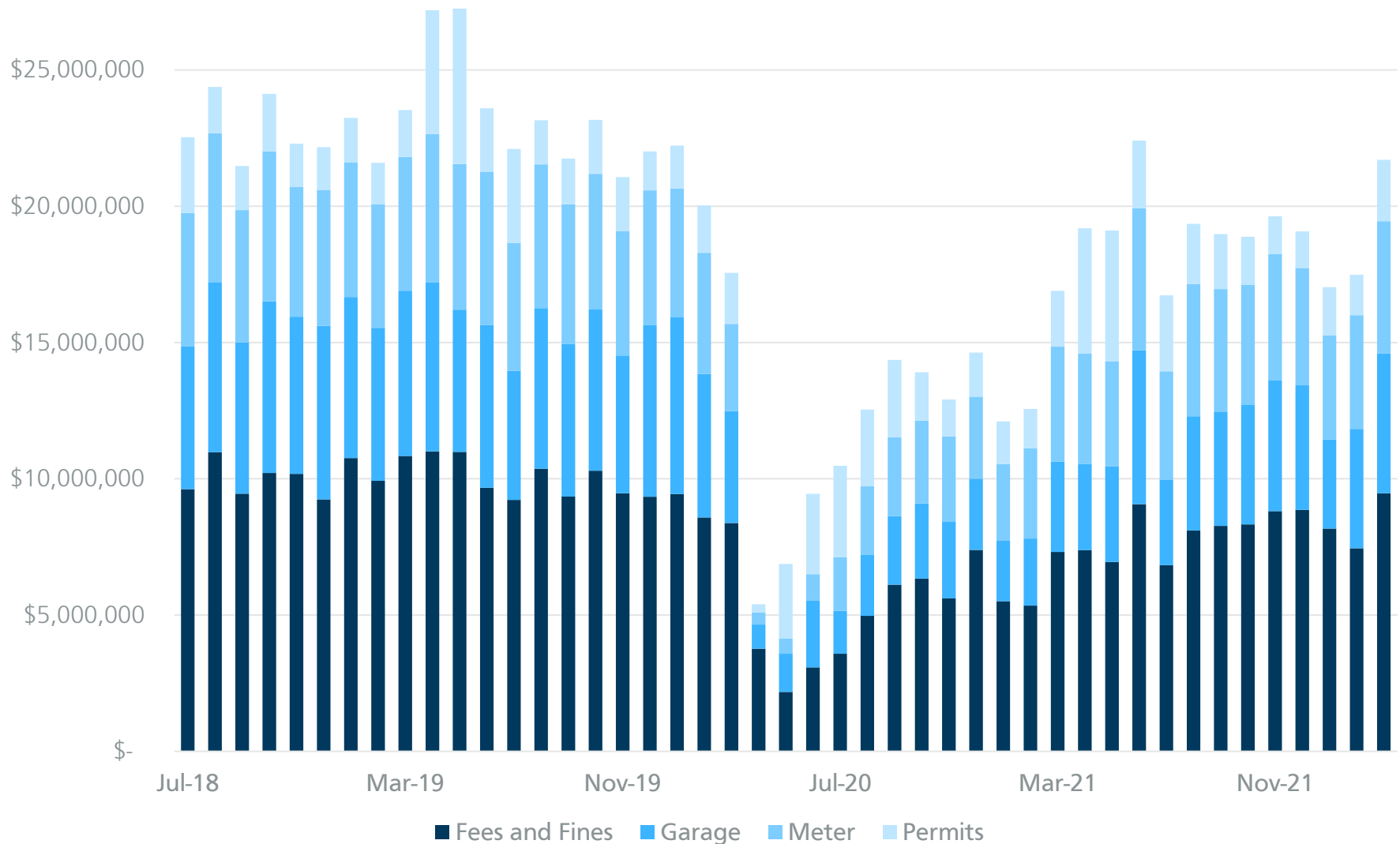
Over the next 2-fiscal years staff will provide updates on a series of financial performance criteria, at that time in addition to a review of current data insights, financial performance, an update of planned expenditures can occur.

Strategy: Performance Measures

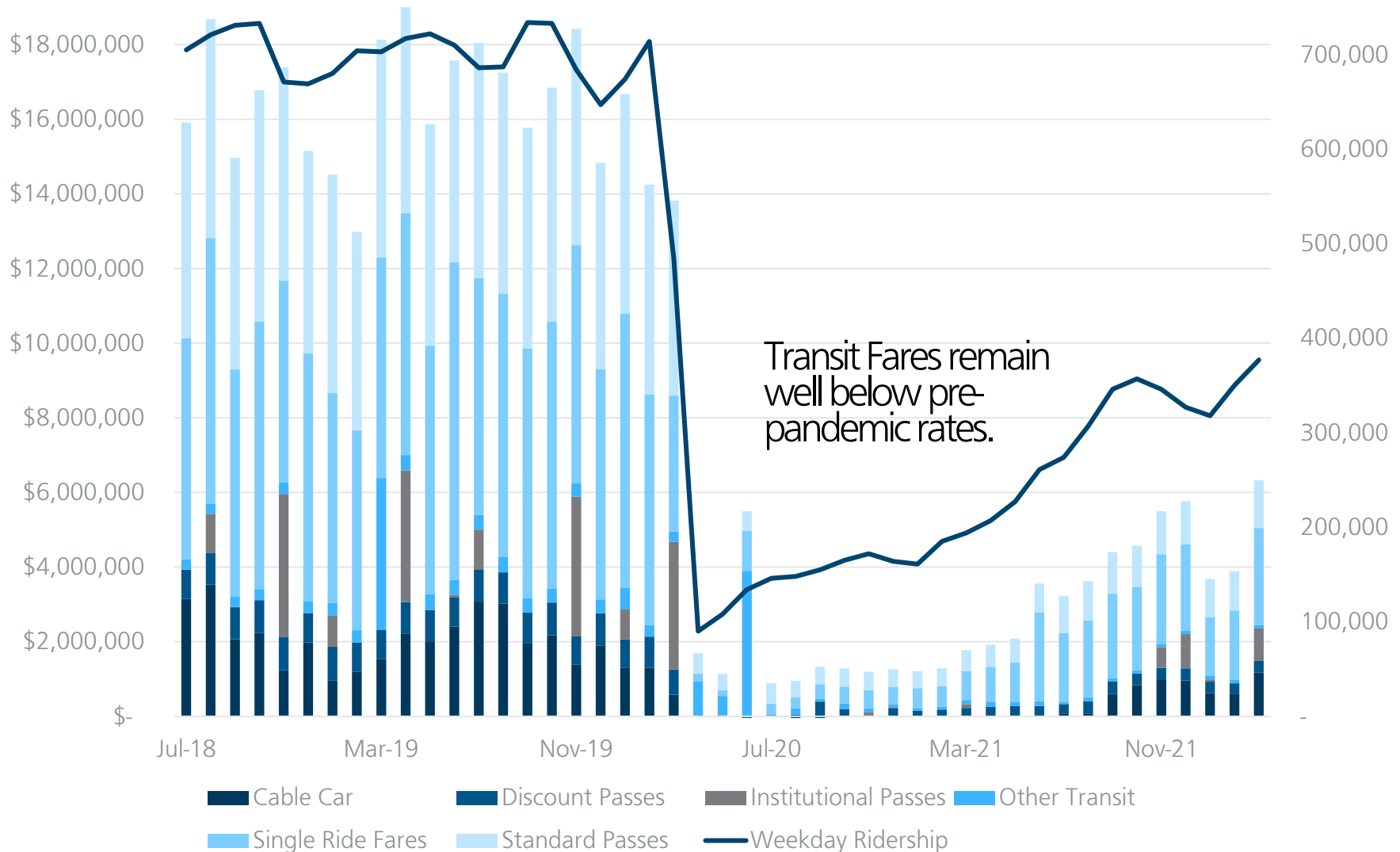
These fiscal performance measures will be in place through FY 23 to determine if the SFMTA can support proposed net new long-term expenditures.

Performance Measures	Metric/Measure	April 2021	FY22 Target	Current	FY23 Target
Use of One-Time Funds FY22	Percent of one-time funds for operations in FY22	29.6% (\$382M)	23.6% (\$309M)	23.3% (\$298M)	-
Use of One-Time Funds FY23	Percent of one-time funds for operations in FY23	11.4% (\$153M)	2.7% (\$36M)	16.6% (\$225M)	16.6% (\$225M)
Use of One-Time Funds FY24	Percent of one-time funds for operations in FY24	3.1% (\$43M)	1.4% (\$19M)	13.1% (\$184M)	13.1% (\$184M)
SGR Needs Met FY 2023-27	Percent of SGR needs met	68.5%	80.0%	85.0%	100%
TERM Score	Age-based condition score	3.15	3.30	3.30	3.30
Fare Revenue Recovery	Current month over FY19 monthly average	11.3% (\$2M)	54.9% (\$9M)	27.7% (\$5M)	56.8% (\$9M)
Parking Fine and Fees Revenue Recovery	Current month over FY19 monthly average	70.8% (\$18M)	92.8% (\$22M)	86.3% (\$19M)	92.6% (\$22M)

Parking Revenue Trend: FY 2019 to present



Transit Fare Revenue Trend: FY 2019 to present



The Final Capital Improvement Program.

The final 5-year CIP continues **critical investments in transportation infrastructure** with the **first CIP+ a targeted and prioritized investment plan** for advocacy and capital revenue growth.

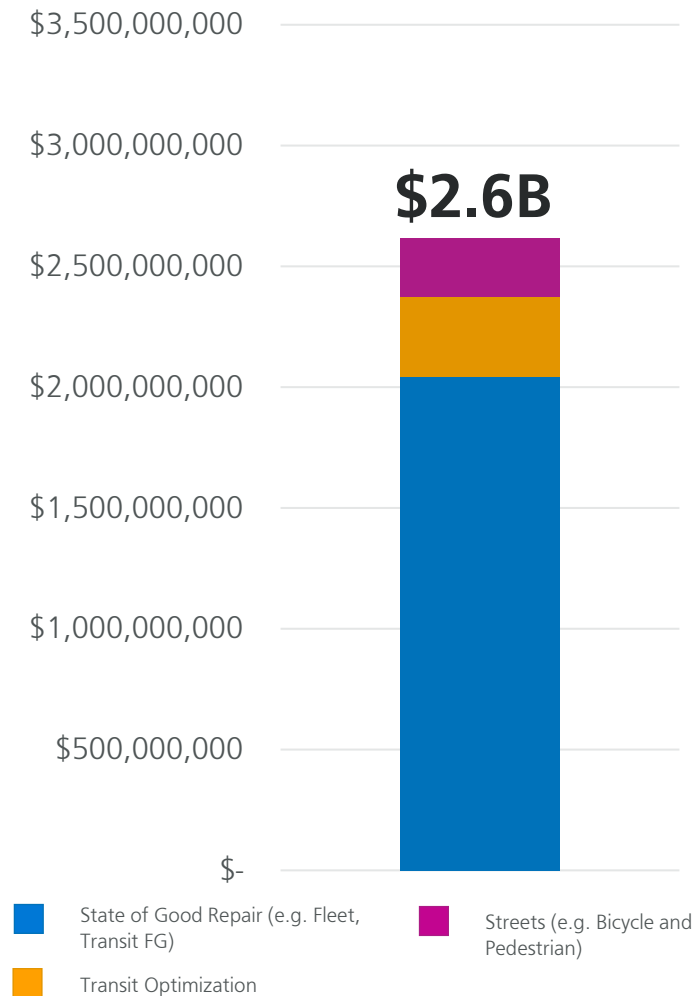


All of the major projects in the CIP are related to the State of Good Repair of the system and improving safety and reliability.

Muni Facilities	Light Rail Vehicle Replacement	Fleet Overhauls
Muni Electrification	New Train Control System	Street Safety

FY 2023 – 2027 Capital Improvement Program Overview

Baseline FY23-27 CIP



178 Projects

\$2.6 Billion Investment

- 5-Year CIP balanced to existing revenues; unfunded initiatives moved to CIP+
- 5-Year CIP largest sources of funds are federal grants, state grants, Prop K Transportation Sales Tax and SFMTA revenue bond.
- Several large projects:
 - LRV4 Replacement Phase
 - Vehicle Mid-Life Overhauls
 - Computer Based Train Control
 - Potrero Yard Modernization
- Contingency included in budget due to higher risk sources such as competitive grants, RM3 and development impact fees

FY 2023 – 2027 Capital Improvement Program

The 5-Year Capital Improvement Program is the SFMTA's fiscally constrained program of projects by phase, with funding plans. The first 2-years serve as the SFMTA Capital Budget.

	Capital Budget					5-Year CIP
Program	FY23	FY24	FY25	FY26	FY27	Total (Current)
Fleet	171.82	143.87	192.26	413.23	226.23	1,147.41
Transit Optimization	46.10	38.82	86.03	88.79	71.75	331.48
Transit Fixed Guideway	80.95	81.81	148.37	162.08	120.05	593.27
Streets	53.29	37.28	52.18	33.17	64.70	240.63
Facility	51.37	67.54	38.85	24.27	24.80	202.15
Signals	16.48	13.22	20.05	14.68	8.73	73.16
Communications & IT	0.96	3.29	3.00	6.58	0.27	14.09
Parking	0.00	0.00	0.00	0.00	0.00	0.00
Security	1.94	1.94	1.94	1.94	1.94	9.70
Taxi	0.65	0.35	0.73	0.01	0.53	2.28
Total	423.56	388.12	543.41	744.75	519.00	2,614.17

CIP+ Priorities

CIP+ is a framework, an advocacy platform and process by which we can build regional partnerships and priorities

Increases in State of Good Repair Funding

(TCP Regional Policy for Increases in Federal Formula Funds, State Budget Surplus, Sales Tax Reauthorization)

Fully funding safety improvements on the High Injury Network

(State Active Transportation Program, Highway Safety Improvement Program, US DOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE), USDOT Safe Streets for All, GO Bond, Regional One Bay Area Grant Program (OBAG), Sales Tax Reauthorization)

Advancing Zero Emission Bus or Battery Electric Bus and Facilities Infrastructure

(1500% in FTA Low or No Emission (LONO) Vehicle Program, FTA Bus and Facilities Grant, State Transit and Inter City Rail Program (TIRCP), GO Bond, State Surplus, Sales Tax Reauthorization)

Advancing Muni Metro Modernization – Muni Forward Rail Improvements, Fleet and Train Control System

(TIRCP, GO Bond, Regional Transit Performance Initiative, State Surplus, Sales Tax Reauthorization)

Advancing the Building Progress Program

(1500% in LONO, RAISE, Bus and Bus Facilities Grant, GO Bond, Sales Tax Reauthorization)

Cable Car Program

(Federal Advocacy, Sales Tax Reauthorization)

Fund Estimate CIP+: \$300 m - \$1 billion

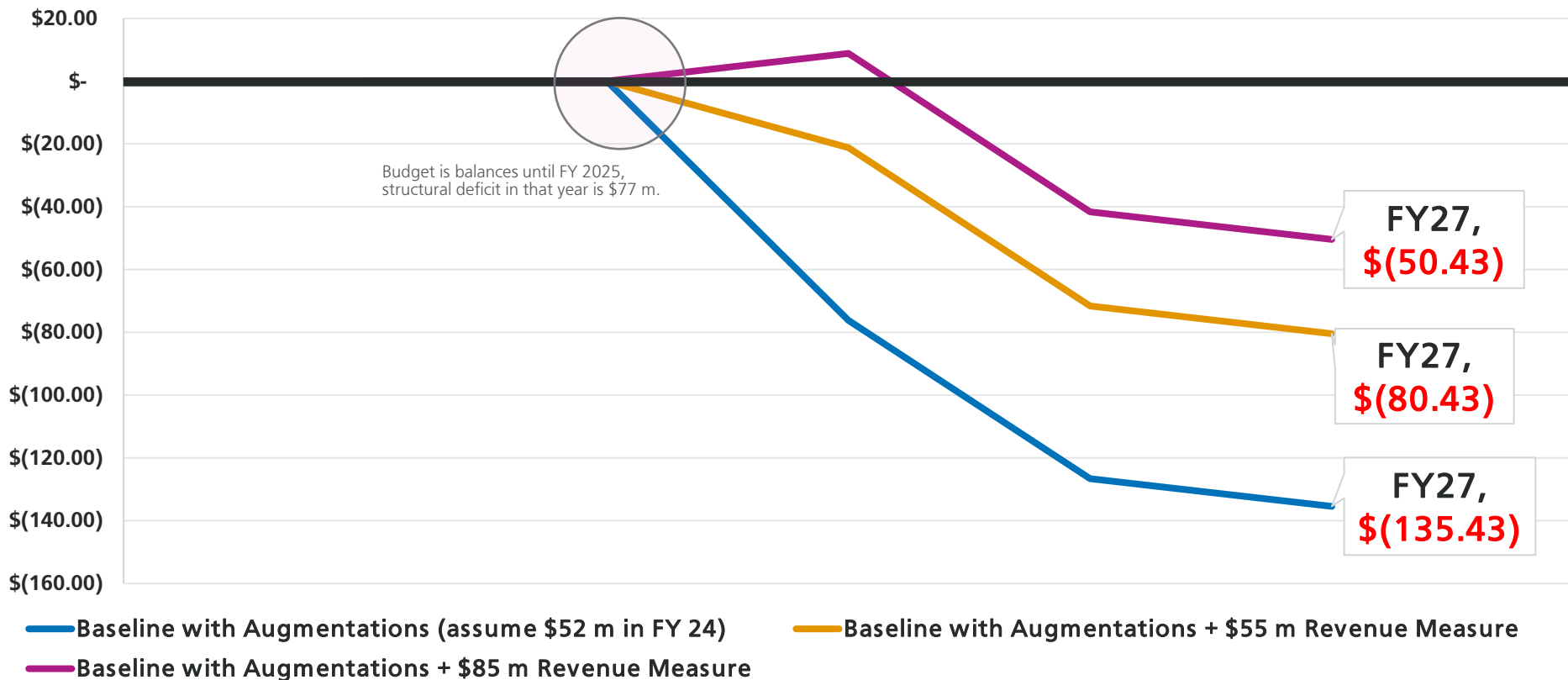
The agency must invest in the recovery of the transit system and restoration of agency operations and infrastructure.

Short-Term investments will have a cost and increase the structural deficit. **The adjusted baseline presented today, results in a future FY 25 deficit of \$76 million.**

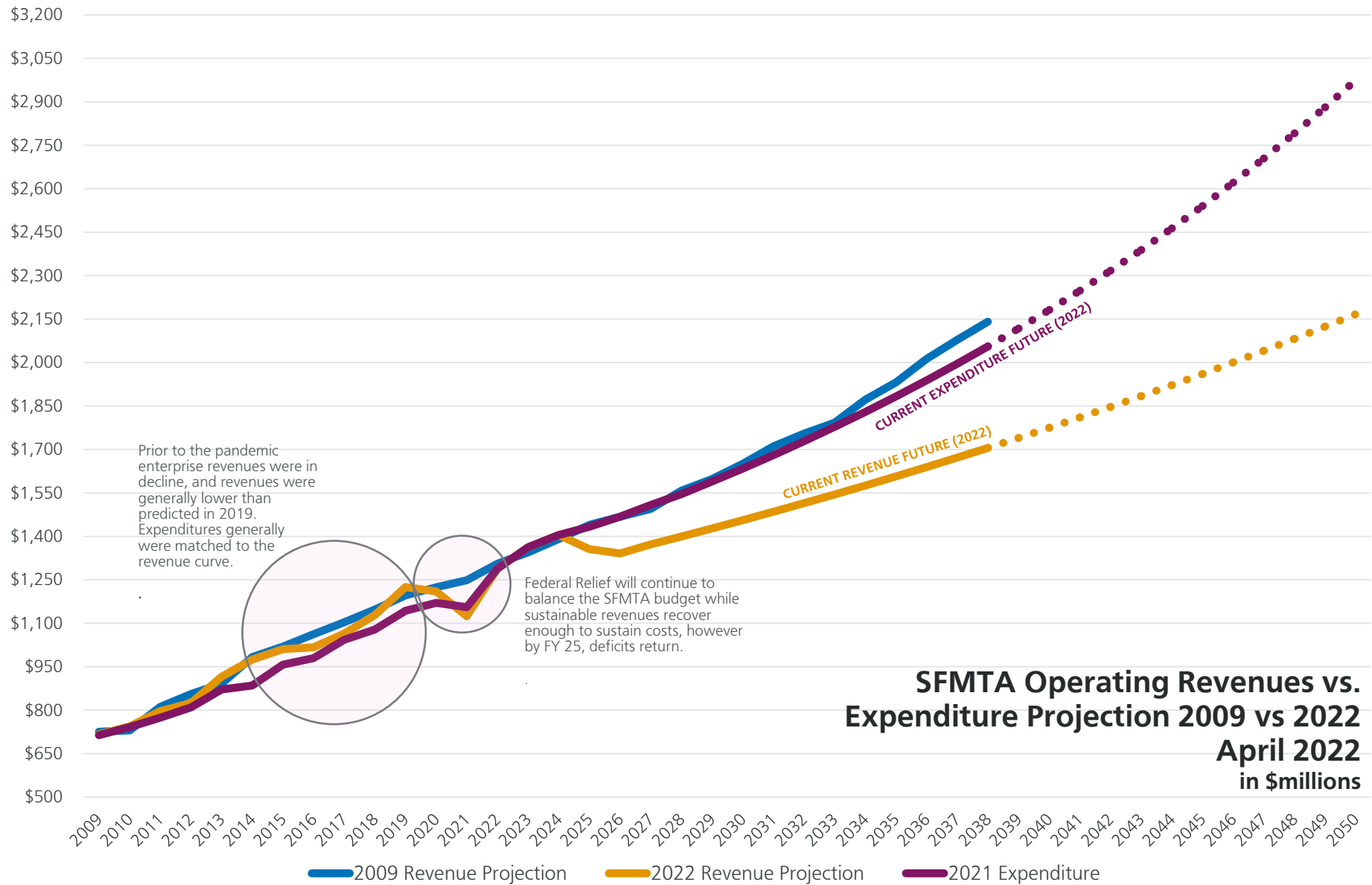
However, if we do not make these investments now, our sustainable sources such as transit fares, parking meter and garage revenues will not recover to make up for the use of one-time revenues. In parallel, the agency needs to continue to identify a new sustainable funding source.

Final Budget

This scenario includes an expenditure increase of \$66 million beginning in FY 2024 and models the updated base proposed budget. Revenues are adjusted from the base; structural deficit begins in FY 25 at \$76 million.



Scenario also assumes new sources of revenues if they were to begin some time during fiscal year 2025. The result is the projected deficit at the end of the 5-year financial plan or fiscal year 2027.



Thank you to:

Benjamin Becker

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Eric Hagan

Diana Hammons

Yuri Hardin

Kamini Lall

Justin Lee

Jeanne Liang

Sergio Lopez

Phillip Lasat

Timothy Manglicmot

Auggie Mense

Jim Morrill

Marievale Palaganas

Samuel Thomas

Talor Wald

Bonnie-Jean von Krogh

David Wang

Suzanne Wang

Jerad Weiner

Charlotte Wu

Li Zhang



Thank you.

Appendix

Outreach & Listening Sessions



1295

from online
and paper
surveys in three
languages



917

Additional
Comments
from listening
sessions, phone
calls, and emails



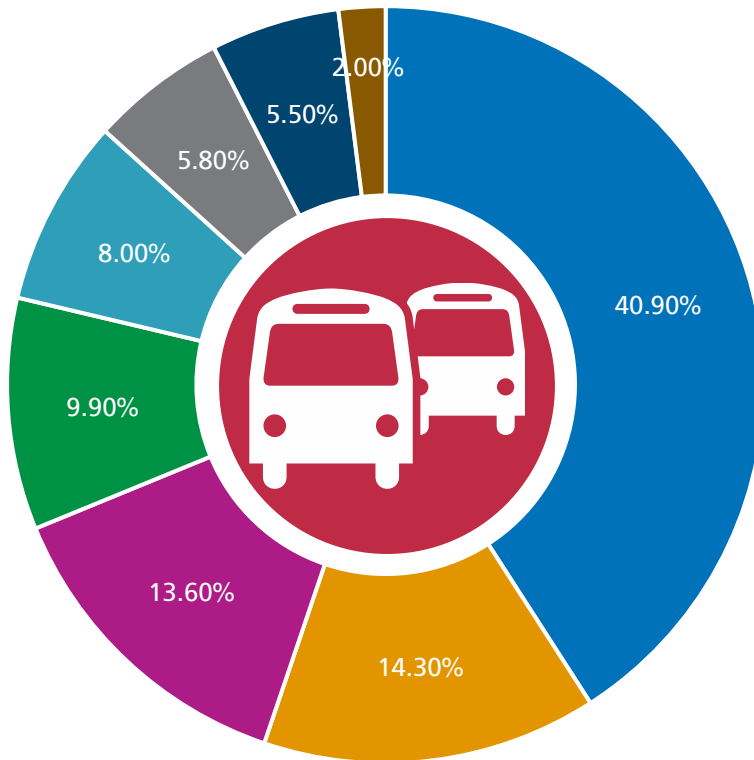
1000+

Comments from
SFMTA Board
of Directors at
Board
Workshop

Paper surveys were collected and recorded, and the online survey was closed, on March 23rd

Survey Results

Possible SFMTA Goals: Which Would You Prioritize? First Priority

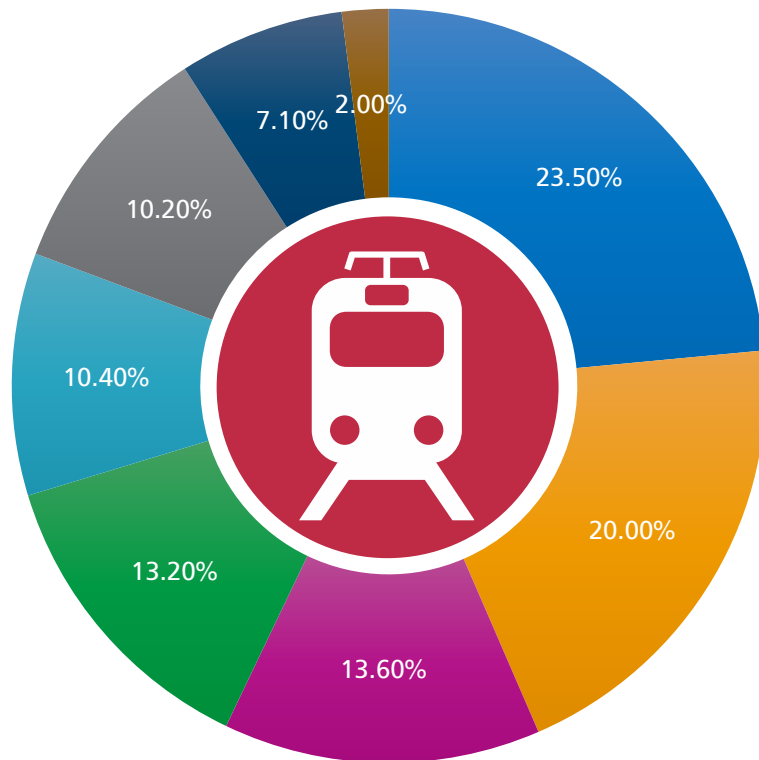


- Improving the speed, frequency, and reliability of Muni buses and trains
- Improving personal safety for Muni riders
- Reducing traffic congestion and eliminating bottlenecks by improving public transit
- Improving transportation in neighborhoods with high percentages of households with low incomes and people of color
- Improving pedestrian safety
- Repairing and maintaining buses, trains, and transit infrastructure
- Improving bike safety
- Don't know/not sure

* 1,295 Respondents Final Results April 5, 2022

Survey Results

Possible SFMTA Goals: Which Would You Prioritize? Second Priority



- Improving the speed, frequency, and reliability of Muni buses and trains
- Improving personal safety for Muni riders
- Improving transportation in neighborhoods with high percentages of households with low incomes and people of color
- Reducing traffic congestion and eliminating bottlenecks by improving public transit
- Repairing and maintaining buses, trains, and transit infrastructure
- Improving pedestrian safety
- Improving bike safety

* 1,295 Respondents Final Results April 5, 2022

Prioritizing Individual Initiatives



Categorized Comments

917 additional responses collected from listening sessions, open responses, emails and phone calls. Comments were categorized by MTA staff

Emphasis on Safety for ALL Modes

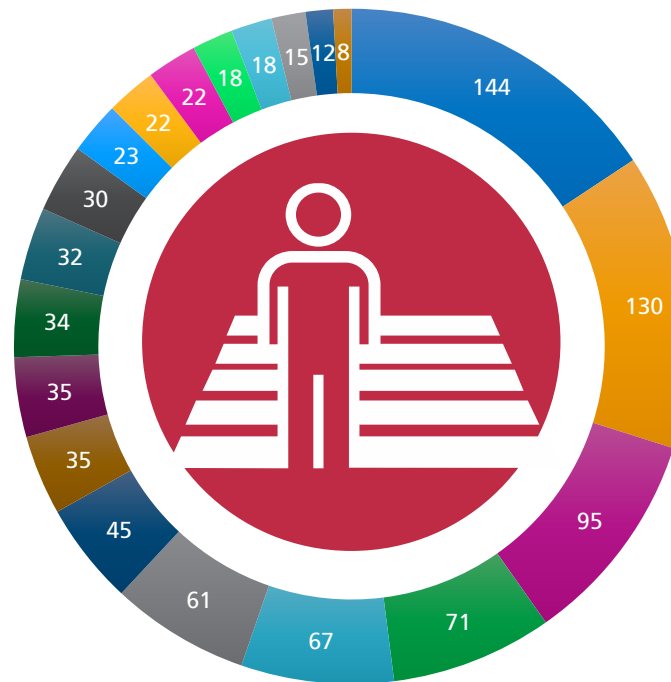
Transit Service: More Frequent, More Lines

Don't Raise Fares, Add Discount Programs

Transit Only Lanes to Fix Congestion

Cleaner Bus Shelters and Stations

Deliver on State of Good Repair



- Support for Increased Service Lines and Frequency
- Prioritize Safety on Streets and Muni
- Support 100% Pre-Pandemic Service Restoration
- Other
- Concerns About Rising Traffic
- Support for More Transit Only Lanes
- Make the System More Accessible
- Make the SFMTA More Equitable
- Support Existing or Expanded Fare Discount Programs
- Improve and Clean the Bus Shelters and Stations
- Concerns About Slow Streets
- Support for Slow Streets
- Support no Fare Increase (No Indexing)
- Make Muni Free for All
- Improve NextBus



Port of San Francisco FY 2022-23 and 2023-24 Budget

Budget and Finance Committee

May 18, 2022



Overview: *Port financial outlook and budget strategy*

■ Port financial outlook

- Dire situation before receiving \$114 million of stimulus
- Stable two-year outlook with opportunity to implement recovery initiatives
- Projected **unsustainable** deficit in FY 2024-25 and beyond
- Uncertain factors in financial projections

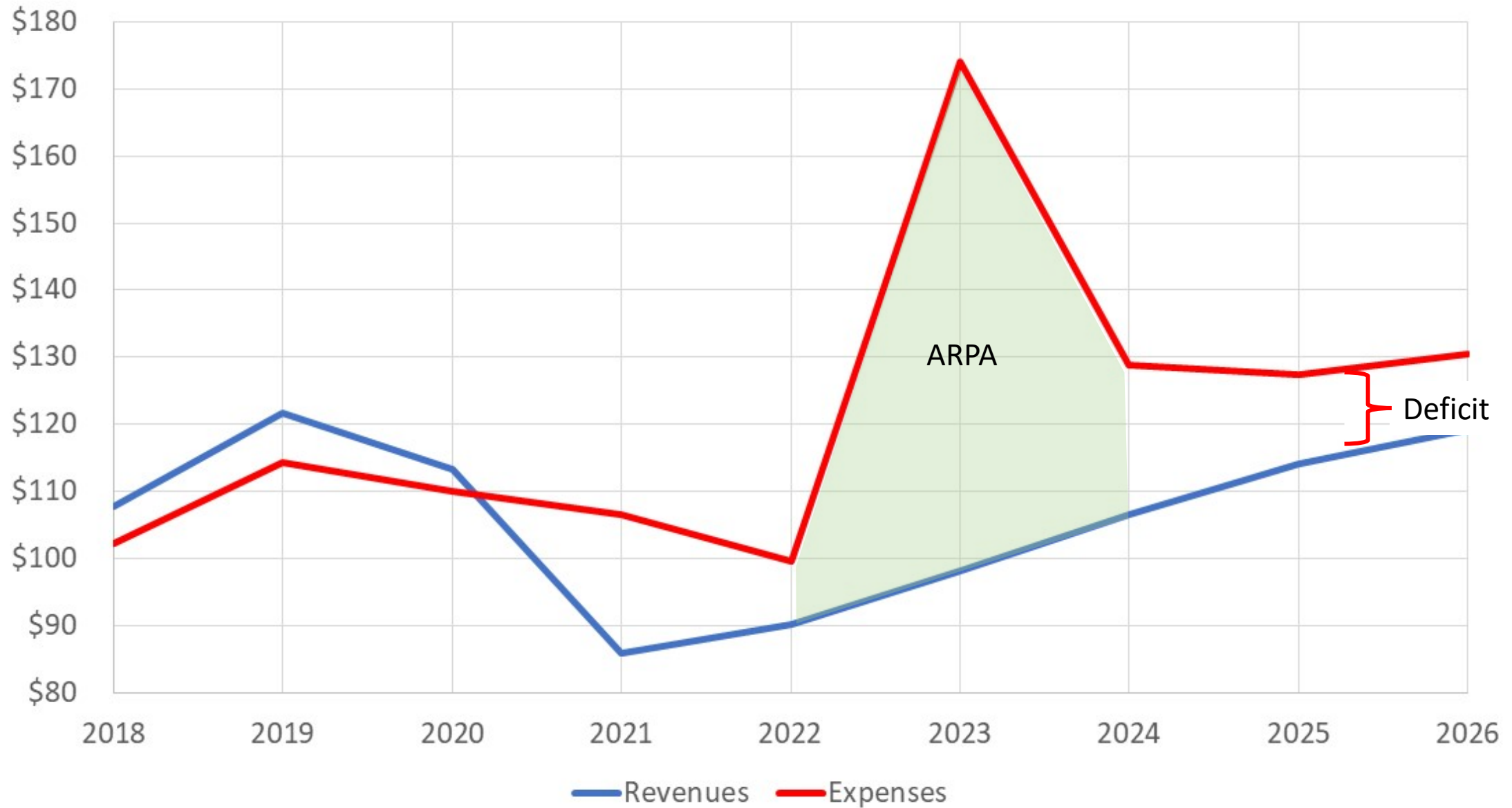
■ Budget strategy

- FY 2022-23 and 2023-24 budget reflects:
 - ✓ Economic recovery strategy set on the pillars of equity and resilience
 - ✓ Recognition of short-, mid-, and long-term solutions
 - ✓ Restoration of savings so the Port can again weather economic cycles
 - ✓ Investment in staff so our recovery is equitable and resilient

Economic impacts of the pandemic and early response

- Port revenues reduced nearly 40%. Losses primarily from cruise, restaurants, parking, retail and excursions
- \$30 million in unpaid rent, 10x recorded in prior years
 - ✓ Developed rent forgiveness program
 - ✓ Provided no interest loans to LBE partners
- Deferred \$38 million in capital maintenance projects and maintenance improvements, adding to our capital backlog and property concerns
- Reduced operating expenses by \$10 million: implemented a soft hiring freeze, cut materials & supplies and equipment to near zero – all harmful to operations
- Used fund balance to avoid layoffs

Revenues vs. Expenses (\$millions)



Port values and strategy



What do we aim to achieve?

- A clean, safe and welcoming waterfront for the public
 - ✓ Pre pandemic, 24 million visitors caused \$4 billion in economic output
- Compliant leases and thriving Port tenants
 - ✓ More than 500 tenants, supporting \$1.2 billion in wages
- Vibrant maritime activities that drive tourism and create jobs
- Investments in delayed capital maintenance and strategic projects
- A diverse, equitable and inclusive waterfront and Port organization
- Reduced earthquake and flood risks (WRP)
- Fully staffed Port to tackle challenges and seize opportunities



FY 2022-23 & 2023-24 BUDGET SUMMARY (\$millions)

Revenues	FY 2021-22	FY 2022-23	FY 2023-24
Real Estate	55.8	72.6	80.8
Maritime	19.7	23.7	22.9
Other	10.4	17.1	12.5
South Beach Harbor	4.9	5.4	5.6
Stimulus and Grants	1.7	74.5	27.3
Total	92.5	193.2	149.1
Expenses	FY 2021-22	FY 2022-23	FY 2023-24
Operating Expenses	92.2	102.2	104.8
Programmatic Projects	11.1	3.1	3.2
South Beach Harbor	4.9	5.4	5.6
Defunded Capital	-28.4	0.0	0.0
Capital Projects	0.0	78.2	32.2
Deposit to Reserves	12.8	4.4	3.3
Total	92.5	193.2	149.1

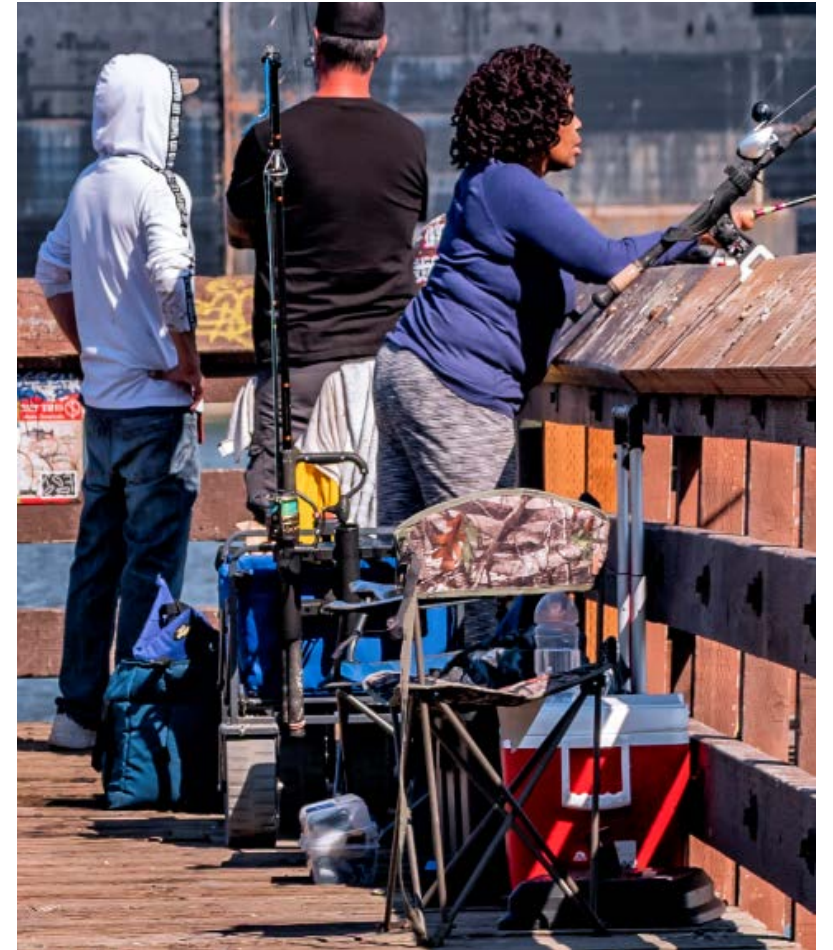
Revenue Drivers

Real Estate

- Parking meter revenue rebounding
- Tourism, and associated revenues, returning slowly between now and 2026
- Rent from office, land, shed flat through FY 2023-24
- Improved leasing efforts with increased staffing

Maritime

- Return of cruise revenue (100+ calls)
- Shipyard leasing opportunities may generate revenue above budget assumption



Expense Changes



Increased Personnel Costs

- Cost-of-living
- Fund approx. 20 positions so they can be filled (reduced attrition)
- Position reclassifications and five new positions (plus off-budget positions)

Increased Non-Personnel Costs

- Other Current Expenses
 - Engineering consultant cost consolidation (shifting from annual projects)
 - Security contract renewal, increase in janitorial, partially offset by renegotiation of Pier 1 lease
- Restoration of equipment budget to pre-pandemic levels million

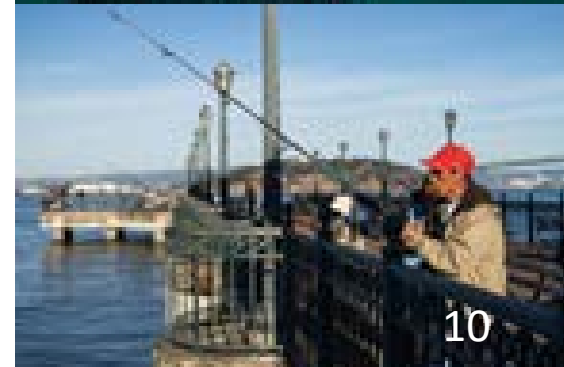
Key economic recovery strategies

Real Estate

- Keep tenants in place that have plans for success
- Stabilize tenant portfolio and achieve lease compliance
- Deploy creative re-leasing strategies: tenant improvements and brokered placements
- Active spaces to bring people back to the waterfront: pop-up RFQ and promotion of special events

Maritime

- Grow cruise business
- Showcase fishing and other key maritime activities
- Prepare facilities for diversified cargo
- Attract new innovative cargo and forward-looking businesses



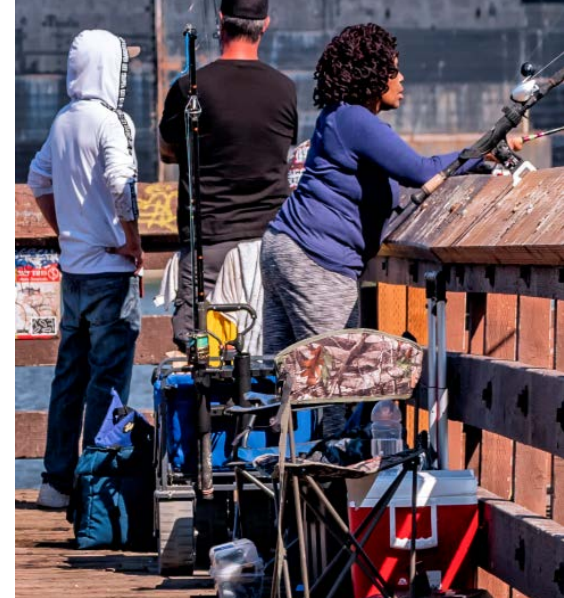
Key economic recovery strategies (continued)

Invest in staff to:

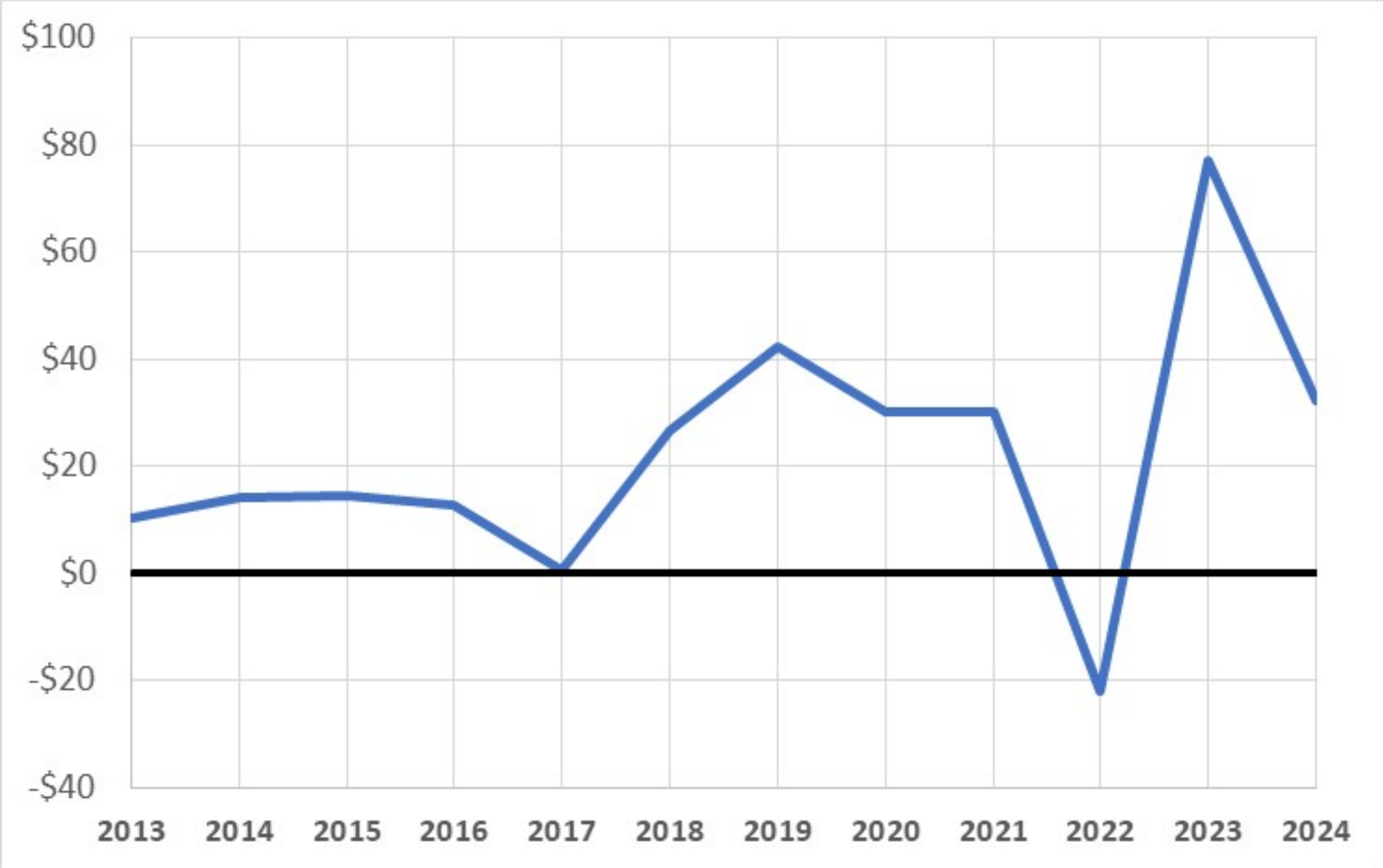
- Retain staffing levels to deliver key functions
- Fill vacant and add new positions to meet changing demands
- Sustain efforts to create an equitable anti-racist organization where every employee can make their best contribution

Invest in facilities to:

- Sustain and generate revenue in Port facilities
- Improve maritime facilities for diversified and green cargo
- Address safety concerns
- Match Federal and State funding for generational investments

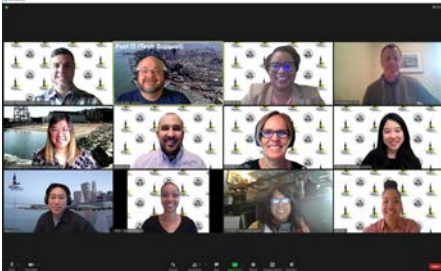


Port achieves major capital investment



\$millions

STAFFING & HIRING



STAFFING & HIRING

	FY 2021-22	FY 2020-21	FY 2019-20	FY 2018-19	FY 2017-18
Funded Positions	286	286	294	302	298
Current Filled Positions	230	238	265	284	265
Vacancies	56	48	29	18	33

- Vacancies have critical impact on Port operations and revenue generation
- Adding resources to Port HR to drive faster hiring to support economic recovery, support staff development and advance equity work

COMMUNITY ENGAGEMENT STRATEGY

Engage stakeholders on Port functions and activities to deliver vibrant and diverse waterfront experiences that enrich the City and San Francisco Bay and create an economically vibrant, equitable, safe and resilient waterfront for all people.

The Port leads robust and transparent engagement:

- Development projects
- Special Projects
- Resilience
- Contracts & LBE outreach
- Budget

THANK YOU!



Elaine Forbes
Executive Director

Nate Cruz
Finance Director

SFPUC Biennial Budget FY 2022-23 & 2023-24

May 18, 2022

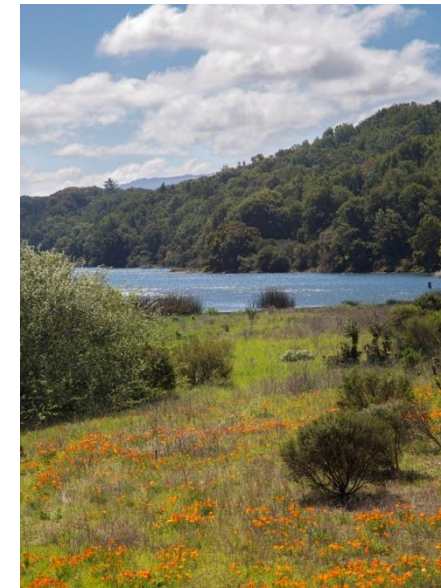


San Francisco
**Water
Power
Sewer**



Budget Priority: Responsible Management

- Financial sustainability
- Environmental stewardship
- Reliable services
- Drought response
- Wildfire mitigation
- Climate change resiliency





Budget Priority: Access and Affordability

- No retail rate increase for Water and Wastewater in FY 2022-23
- More efficient use of capital funding to deliver long-term savings
- Bill relief
- Ensuring continued access to reliable water, power and sewer service amid economic uncertainty





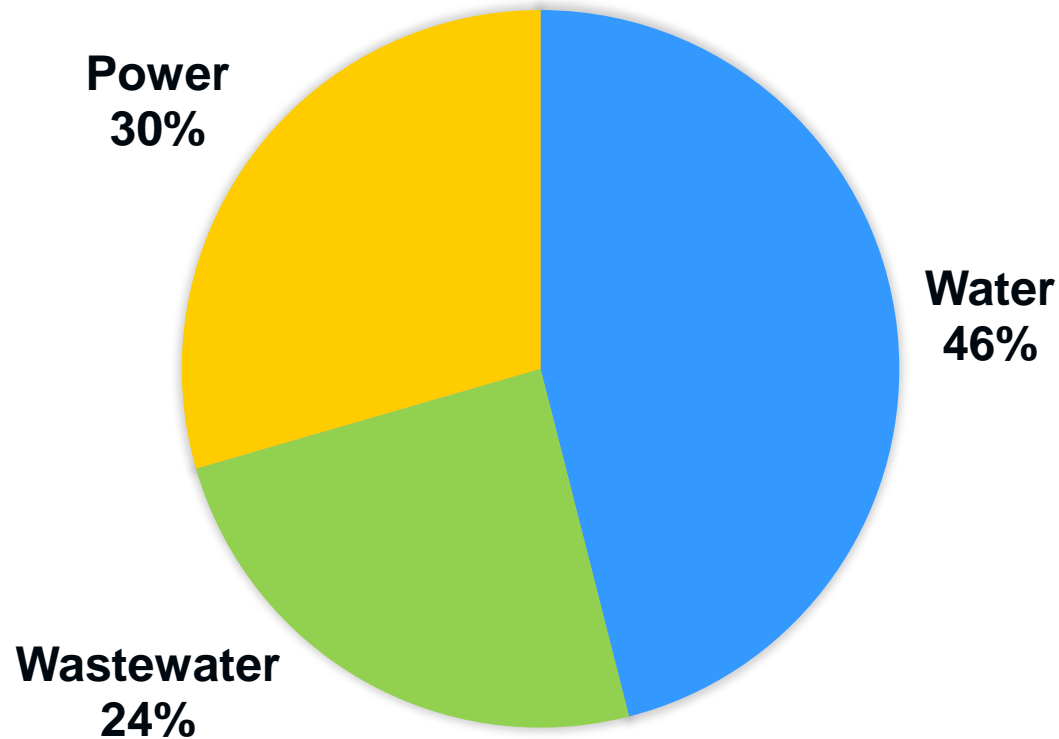
Budget Priority: Supporting People and Communities

- Delivering on jobs, economic stimulus, and community programs
- Racial Equity initiatives
- Retention and recruitment of staff

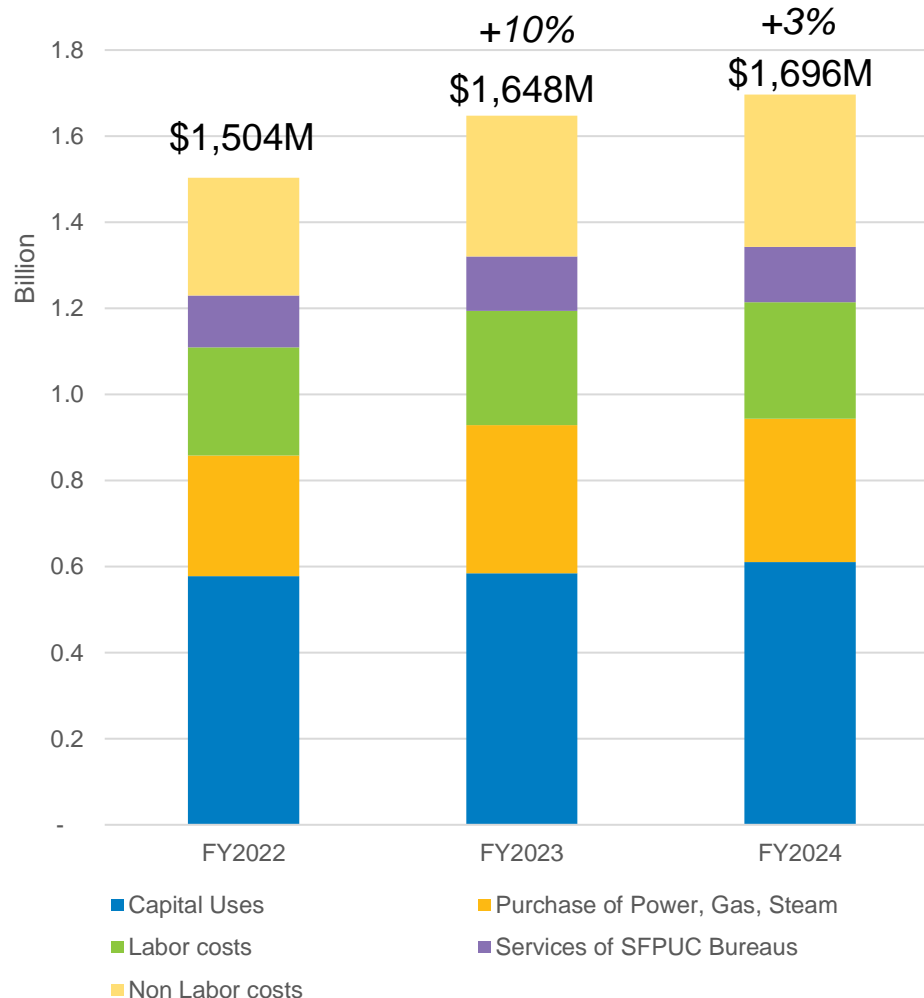


SFPUC Budget Overview

\$1.6 billion total FY 2022-23 Operating Budget

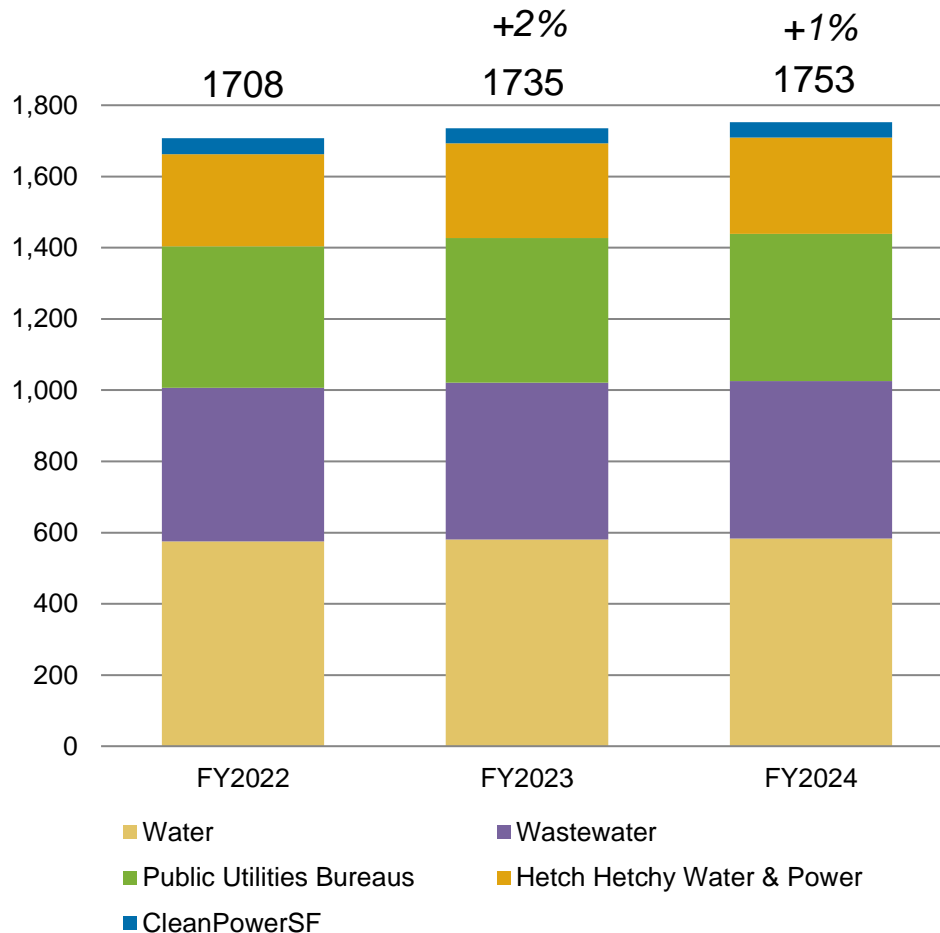


SFPUC Operating Budget Changes



- Budget increases by 13% over the 2 years
- Driven by increases in power purchase and debt service costs
- Capital program is biggest cost driver for SFPUC.

SFPUC Staffing Changes



Increase of 3% or 45 “budgeted and funded” FTEs:

- Address staffing shortages in key areas
- Strengthen our cybersecurity and data management
- Ensure we meet evolving regulatory requirements
- Temporary to permanent conversions to ensure permanent operating positions are filled with PCS staff, helping with retention and recruitment

Additionally, 44 capital project-funded positions were added in areas like:

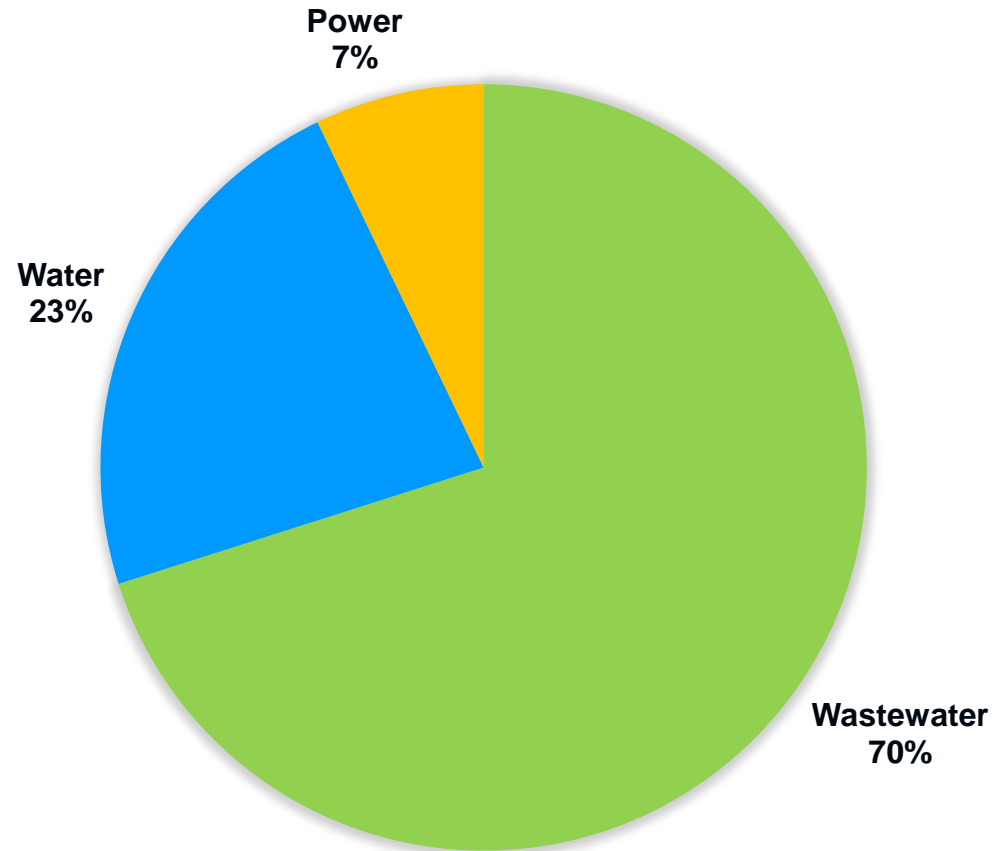
- Improving construction inspection capacity
- Modernizing customer service

Represents only “regular” budgeted and funded positions. Capital project-funded positions not shown for consistency with BLA report.

SFPUC Capital Budget

- One year budget only
- Major projects include:
 - Biosolids digester project at the Southeast Treatment Plant
 - Repair and replacement of water mains, sewer collection system and streetlights
 - Sunol Valley Water Treatment Plant Projects
 - Mountain Tunnel
 - Power grid connections
 - Local renewable energy development

FY 2022-23 Capital Budget



\$1.1 Billion



SFPUC Supplemental and Debt Authorization Legislation

- **File 220499:** Authorization to issue Power Revenue Bonds
- **File 220500:** Authorization to issue Wastewater Revenue Bonds
- **File 220502:** Authorization to issue Water Revenue Bonds
- **File 220497:** Supplemental Appropriations for CleanPowerSF Capital Program
- **File 220498:** Supplemental Appropriations for the Hetch Hetchy Water & Power Capital Program
- **File 220501:** Supplemental Appropriations for Wastewater Capital Program
- **File 220503:** Supplemental Appropriations for Water Capital Program

Questions?



San Francisco Employees' Retirement System

Department Budget Presentation

Prepared for: Budget and Appropriations Committee of the San Francisco Board of Supervisors
Supervisor Hillary Ronen, Chair
Supervisor Connie Chan
Supervisor Gordon Mar
Supervisor Ahsha Safai
Supervisor Shamann Walton

May 18, 2022



SFERS

San Francisco Employees' Retirement System

San Francisco Employees' Retirement System

Mission Statement

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

The Vision of the San Francisco Employees' Retirement System is to be a trusted, leading edge, financially sound, well-governed, dependable, ethical and transparent pension plan.



SFERS

San Francisco Employees' Retirement System

Employee Benefit Programs

- Employees' Retirement System Pension Plan
- Deferred Compensation Plan [457(b) Plan]

Retirement Board: 7 members
Authority: San Francisco Charter

Pension Plan Statistics

Actuarial Value of Assets	\$30.0 billion
Market Value of Assets	\$35.7 billion
Actuarial Liability	\$31.9 billion
Funded Status – Actuarial Value of Assets	94.2%
Funded Status – Market Value of Assets	111.8%

Members	75,624
Active	33,644
Members Receiving Benefits	30,854
Terminated Vested	11,126

Consulting Actuary Cheiron



SFERS
San Francisco Employees' Retirement System

SFERS Trust Funding Levels

As of April 2022, the market value of the SFERS Trust has decreased to \$34.4 billion – a FYTD investment return of 0.58%

**City and County of San Francisco
Employees' Retirement System
July 1, 2017 through July 1, 2021
(Dollar amounts in 000s)**

As of July 1st	Actuarial Liability	Market Value of Assets	Actuarial Value of Assets	Market Percent Funded	Actuarial Percent Funded	Employee & Employer Contributions in prior FY	Employer Contribution Rates ¹ in prior FY
2017	\$ 25,706,090	\$ 22,410,350	\$ 22,185,244	87.2%	86.3%	\$ 868,653	21.40%
2018	27,335,417	24,557,966	23,866,028	89.8%	87.3%	983,763	23.46%
2019	28,798,581	26,078,649	25,247,549	90.6%	87.7%	1,026,036	23.31%
2020	29,499,918	26,620,218	26,695,844	90.2%	90.5%	1,143,634	25.19%
2021	31,905,275	35,673,834	30,043,222	111.8%	94.2%	1,245,957	26.90%

¹ Employer contribution rates are shown prior to employer/employee cost-sharing provisions of 2011 Proposition C. Employer contribution rates for fiscal years 2021-22 and 2022-23 are 24.41% and 21.35%, respectively.

Sources: SFERS' audited year-end financial statements and required supplemental information.
SFERS' annual Actuarial Valuation Report dated July 1st. See the Retirement System's website, mysfers.org, under Publications.
The information on such website is not incorporated herein by reference.

Note: Information above reflects entire Retirement System, not just the City and County of San Francisco.



SFERS
San Francisco Employees' Retirement System

SFERS 5-Year Membership Trends

**City and County of San Francisco
Employees' Retirement System
July 1, 2017 through July 1, 2021**

As of July 1st	Active Members	Vested Members	Reciprocal Members	Total Non-retired	Retirees & Continuants	Retiree to Active Ratio
2017	33,447	7,381	1,039	41,867	29,127 *	0.871
2018	33,946	8,123	1,060	43,129	29,965 *	0.883
2019	34,202	8,911	1,044	44,157	29,490	0.862
2020	34,521	9,478	1,071	45,070	30,128	0.873
2021	33,644	10,066	1,060	44,770	30,854	0.917

Sources: SFERS' annual Actuarial Valuation Report dated July 1st.
See the Retirement System's website, mysfers.org, under Publications. The information on such website is not incorporated herein by reference.

Notes: Member counts are for the entire Retirement System and include non-City employees.

* Retiree member counts duplicated for members who have both a Safety and a Miscellaneous benefit.



SFERS

San Francisco Employees' Retirement System

SFERS Staffing

Staffing

- Current department vacancy rate is 16% - similar to vacancy rate over the last 5 fiscal years
- 12 of the 20 department vacant positions are in the Retirement Services Division
- Vacancies have extended response times to member inquiries and delayed implementation of planned service improvements
- Budget savings from vacancies funds temporary help, i.e., Prop F and acting assignments
- Competitive labor market and retention issues - similar positions in other departments pay more - contribute to the vacancies
- To address issues, Department has implemented an 18-month Retirement Benefits internship program and proposes new classifications and salary ranges for the Retirement Analyst series



SFERS

San Francisco Employees' Retirement System

Communications

- Nearly 60% of SFERS members and retirees registered for secure website member portal
- Over 7000 visits per month to estimate retirement benefits through online calculator
- Respond to more than 750 emails to *sfersconnect* each month
- Over 2500 members have attended one of six live online educational webinars this FY to date
- Processed over 1450 retirement application FY to date
- Monthly pensions paid to over 33,000 retired City employees and their beneficiaries
- April 2022 pension payments - \$147 million



SFERS
San Francisco Employees' Retirement System

Residential Rent Stabilization and Arbitration Board

Budget Presentation FY 22-23 & FY 23-24

May 18, 2022

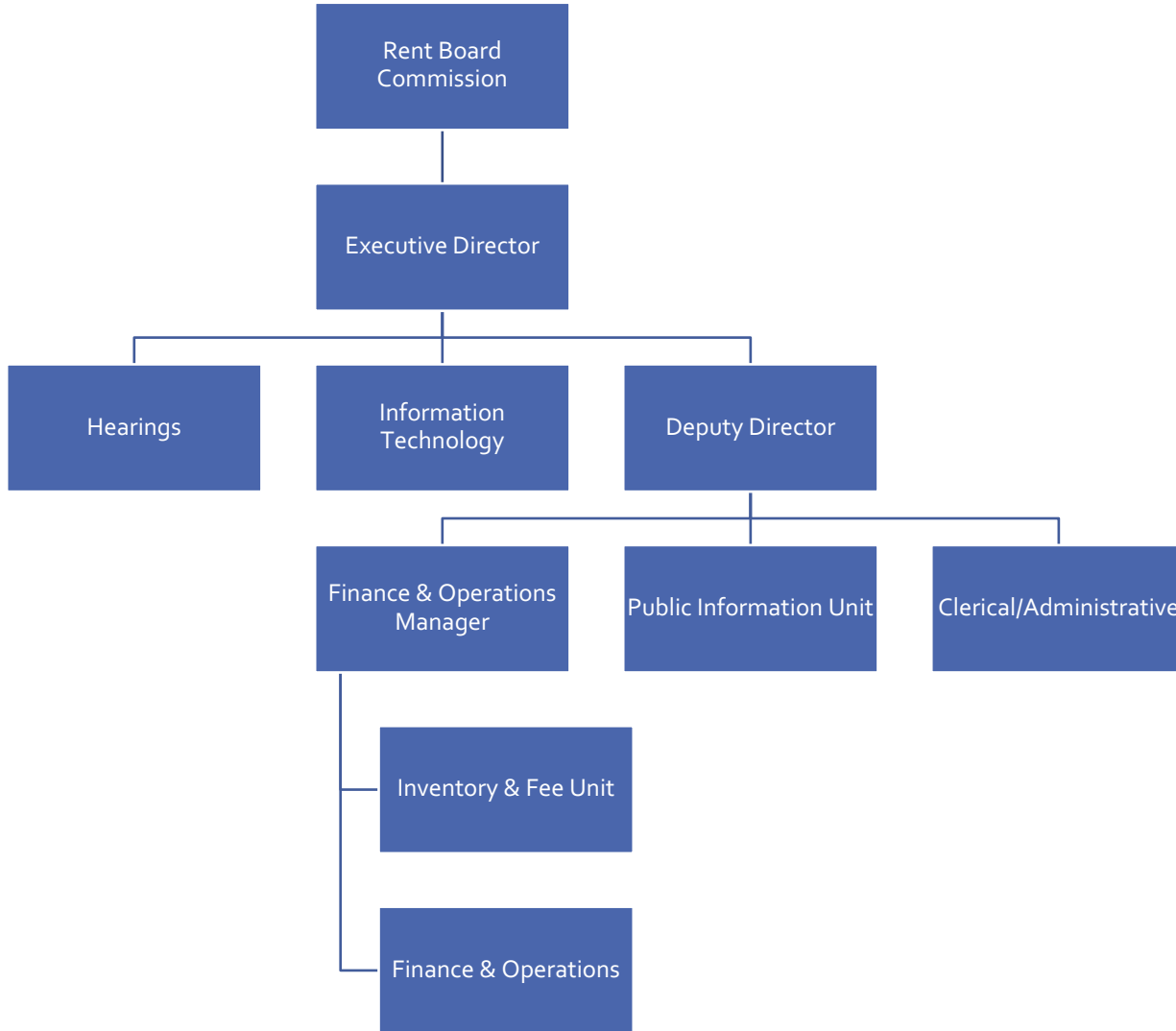
Rent Board Mission

Protect tenants from excessive rent increases and unjust evictions while assuring fair and adequate rents; to provide fair and even-handed treatment for both tenants and landlords through efficient and consistent administration of the law; to promote the preservation of sound, affordable housing; and to maintain the ethnic and cultural diversity that is unique to San Francisco.

Rent Board Budget Data Summary

	2021-22	2022-23		2023-24	
	Original Budget	Proposed Budget	Change from 21-22	Proposed Budget	Change from 22-23
Total Expenditures	13,982,121	16,294,283	2,312,162	14,404,630	(1,889,653)
Total FTE	47	50	3	50	0

Organizational Structure



Rent Board Core Services & New Mandates

- **Improving core service delivery/back to basics**
 - Racial Equity – hiring & recruitment
 - Fill vacancies, increase staffing
 - Technology expansion and improvement
 - Increase efficiency in data sharing
 - Counseling, mediations, hearings
- **Accountability & equity in programming, services, and spending**
 - Racial Equity – external stakeholders
 - Implement Housing Inventory
 - Increase outreach
 - Focus on small property owners

Rent Board Staffing

- Budgeted approximately 37 positions in the past years
- FY 22-23 budgeted at 50 positions
- Growth driven by implementation and administration of Housing Inventory, Fee, extension of Just Cause provisions
- Strong focus on recruitment and hiring in FY 22-23
 - Support:
 - Core work
 - Racial Equity
 - Housing Inventory

Public Information

Communication with the public

- Website
 - Chinese, Spanish, Filipino, English
- Call Center
 - Cantonese, Mandarin, and Spanish-speaking staff
 - Language Line for all other languages
 - Average 3500 calls per month
 - New mandate implementation: 7000 calls per month
- In-Office Counter
- 250 Vital Documents in Chinese and Spanish
 - 150+ in Filipino
- Partnership with SF 311 Customer Service Center
- Grants administration through MOHCD

Racial Equity Focus

- Equitable recruitment and hiring plan drafted in 2021, current implementation
- Dedicated position to support departmental Racial Equity initiatives
 - External, community-based focus
- Equity lens focused on Housing Inventory outreach
 - Special attention to LEP and senior populations
 - Data to inform housing trends across the City

Questions?

Thank you to the Budget & Appropriations Committee and staff.



To: Angela Calvillo, Clerk of the Board of Supervisors
From: Ashley Groffenberger, Mayor's Budget Director
Date: May 1, 2022
Re: Mayor's May 1 FY 2022-23 and FY 2023-24 Budget Submission

Madam Clerk,

In accordance with Administrative Code section 3.3, the Mayor's Office hereby submits the Mayor's proposed May 1 budget by May 1st, corresponding legislation, and related materials for Fiscal Year (FY) 2022-23 and FY 2023-24.

In addition to the Mayor's Proposed FY 2022-23 and FY 2023-24 May 1 Budget Book, the following items are included in the Mayor's submission:

- The May 1 Annual Appropriation Ordinance and Annual Salary Ordinance, along with Administrative Provisions, physical copies of which will be delivered by the Controller's Office
- 11 separate pieces of trailing legislation (see list attached)
- A Transfer of Function letter detailing the transfer of positions from one City department to another
- An Interim Exception letter
- A letter from the City Controller regarding the San Francisco Municipal Transportation Agency budget

Sincerely,

A handwritten signature in black ink, appearing to read "A. Groffenberger", with a long horizontal flourish extending to the right.

Ashley Groffenberger
Mayor's Budget Director

cc: Members of the Board of Supervisors
Budget & Legislative Analyst's Office
Controller

DEPT	Item	Relevance to Budget	Type of Legislation
AIR	Prop J Certification - previously approved	Costs related to Prop J services assumed in budget.	Resolution
BOA	Board of Appeals Surcharges on Permit Fees	Legislation that allows the Board of Appeals to adjust existing surcharges on permit fees, license fees, permit review fees, and permit and license renewal fees for permits and licenses issued by the Planning Department, Department of Building Inspection, Department of Public Works, Department of Public Health, Police Department, and the Entertainment Commission	Ordinance
LIB	In-Kind Grant of Friends of San Francisco Public Library	Grant assumed in budget.	Resolution
MTA	Prop J Certification - previously approved	Costs related to Prop J services assumed in budget.	Resolution
PRT	California State Lands Commission Grant	Grant assumed in budget.	Resolution
PRT	Prop J Certification - previously approved	Costs related to Prop J services assumed in budget.	Resolution
PUC	CleanPowerSF Capital Budget	Appropriates funds to support PUC CleanPowerSF capital budget expenditures.	Ordinance
PUC	Hetch Hetchy Capital Budget	Appropriates funds to support PUC Hetch Hetchy capital budget expenditures.	Ordinance
PUC	Wastewater Capital Budget	Appropriates funds to support PUC Wastewater Enterprise capital budget expenditures.	Ordinance
PUC	Water Capital Budget	Appropriates funds to support PUC Water Enterprise capital budget expenditures.	Ordinance
PUC	Power Debt Authorization	Authorizes bond issuance to finance Power capital projects.	Ordinance
PUC	Wastewater Debt Authorization	Authorizes bond issuance to finance Wastewater capital projects.	Ordinance
PUC	Water Debt Authorization	Authorizes bond issuance to finance Water capital projects.	Ordinance
PUC	Prop J Certification - previously approved	Costs related to Prop J services assumed in budget.	Resolution