CITY AND COUNTY OF SAN FRANCISCO

BOARD OF SUPERVISORS

BUDGET AND LEGISLATIVE ANALYST

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June 27, 2011

- **TO:** Budget and Finance Committee
- **FROM:** Budget and Legislative Analyst

SUBJECT: June 29, 2011 Budget and Finance Committee Meeting

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Hoy in Pore

Harvey M. Rose

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

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

DEPARTMENT:

HSS – HEALTH SERVICE SYSTEM

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

DEPARTMENT REVENUES:

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

DEPARTMENT:

HSS – HEALTH SERVICE SYSTEM

Five-Year Plan

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

Maintain and Assure Compliance with Current Statutory and Regulatory Laws

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

Address the Rising Cost of Healthcare

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

Implement Advances in Information Technology

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

DEPARTMENT:

HSS – HEALTH SERVICE SYSTEM

COMMENTS:

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

HSS - Health Service System

			·	FY 2011-2012						FY 2012-2013 (fo	r estimate purp	oses only)	
	FI	ГЕ	Am	Amount				FT		Amo	unt		
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF
HSS - Administration (1GAGFAAA)													
Step Adjustments, Miscellaneous			\$5,912	(\$20,000)	\$25,912	x				\$5,912	(\$20,000)	\$25,91	2 x
Mandatory Fringe Benefits			\$2,069	(\$7,000)	\$9,069	х				\$2,069	(\$7,000)	\$9,06	9
			Total Savings	\$34,981				Total Savings \$34,981					
	Reduce step adjustments to reflect budgeting at the highest step. This reflects the turnover and/or downward substitution of three positions from the previous year								ng redu	uction.			
Copy Machine			\$6,000	\$5,000	\$1,000	Х				\$6,000	\$5,000	\$1,00	0 x
	Reduce to reflect department's lease cost.							Ongoing reduction.					
Professional and Specialized Services			\$1,090,395	\$1,073,395	\$17,000	x				\$1,090,395	\$1,073,395	\$17,00	0 x
Reduce to reflect historical and projected spending. This would still allow							Ongoir	ng redu	uction.				

]	FY 2011-2012									
	Total Rec	ommended Re	ductions								
	One-Time	Ongoing	Total								
General Fund Impact	\$0	\$52,981	\$52,981								
Non-General Fund Impact	\$0	\$0	\$0								
Total	\$0	\$52,981	\$52,981								

Estimated FY 2012-2013 Impact Total Recommended Reductions

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

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

DEPARTMENT:

LIB—PUBLIC LIBRARY

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

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

DEPARTMENT REVENUES:

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

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

SAN FRANCISCO BOARD OF SUPERVISORS

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DEPARTMENT:

LIB—PUBLIC LIBRARY

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

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

FIVE YEAR FINANCIAL PLAN:

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

Revenues

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

Expenditures

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

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

DEPARTMENT:

LIB—PUBLIC LIBRARY

COMMENTS:

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

LIB - Public Library

			F	Y 2011-2012			FY 2012-2013 (for estimate purposes only)							
	F	ГЕ	Am	ount				FT		Am	ount			
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF	
EEG - Branch Program (2SLIBNPR)														
9993M Attrition Savings	-21.17	-21.67	(\$1,231,756)	(\$1,266,999)	\$35,243		Х							
Mandatory Fringe Benefits			\$1,378,392	\$1,362,364	\$16,028		х							
			Total Savings	\$51,271				Total Savings \$0						
EGH -Facilities (2SLIBNPR)		crease attrition savings for two part-time positions that have been vacant nce June 2000. The savings assumes vacancy for six months.												
(2SLIBNPR) Step Adjustments,														
Miscellaneous			\$103,414	\$0	\$103,414					\$104,391	\$0	\$104,39	91	
			Total Savings	\$103,414						Total Savings	\$104,391			
	Delete in FY 2			established in a pr	ior year but is not	need	ed							
9993M Attrition Savings	-5.85	-6.10	(\$328,616)	(\$341,766)	\$13,150		х							
Mandatory Fringe Benefits			\$364,487	\$357,737	\$6,750		Х							
		Total Savings \$19,899								Total Savings	\$0			
		crease attrition savings for one part-time position that has been vacant ace January 2008. The savings assumes vacancy for six months.												

LIB - Public Library

		FY 2011-2012								FY 2012-2013 (for estimate purposes only)						
		ГЕ	Amount					FTE		Amount						
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF			
EGG - Information Technology (2SLIBNPR)																
3616 Library Technical Assistant I	6.50	5.50	\$418,819	\$358,187	\$60,632			6.5	5.5	\$443,221	\$375,033	\$68,188	3			
Mandatory Fring Benefits			\$190,257	\$160,987	\$29,270					\$214,549	\$181,541	\$33,008	3			
			Total Savings	\$89,902						Total Savings	\$101,195					
	Delete	Delete position that has been vacant since April 2009.														

	FY 2011-2012										
	Total Rec	Total Recommended Reductions									
	One-Time	Ongoing	Total								
General Fund Impact	\$0	\$0	\$0								
Non-General Fund Impact	\$71,170	\$193,316	\$264,486								
Total	\$71,170	\$193,316	\$264,486								

Estimated FY 2012-2013 Impact Total Recommended Reductions

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

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

DEPARTMENT:

FIR – FIRE DEPARTMENT

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

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

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

DEPARTMENT:

FIR – FIRE DEPARTMENT

DEPARTMENT REVENUES:

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

- The Fire Department receives a portion of City Sales Tax revenues allocated from the State for public safety purposes to support its operations. That portion is projected to increase by \$2.6 million in FY 2011-12, from \$31.9 million to \$34.5 million.
- Fire Department ambulance billings are projected to increase by \$9.3 million, which is projected to be offset by \$8.1 million in adjustments and allowances, for a net revenue increase of \$1.2 million.
- Increased transfers of \$0.8 million from cost recovery for the Department for providing fire suppression and emergency medical services.
- The Department is anticipating the receipt of \$300,000 in back rent in FY 2011-12 as part of a cell phone site agreement being administered by the City's Department of Real Estate. The one-time revenue does not fund a specific program or purpose, but rather makes up a small portion of the Department's total sources for its operating budget.

FIVE YEAR FINANCIAL PLAN:

The Department projects a 32.4 percent growth in its budget between FY 2011-12 and FY 2015-16.

Revenues

- Although the Department's budget is projected to increase 32.4 percent in five years, revenues are only projected to increase 3.2 percent. The projected shortfall for in FY 2015-16 is \$84.2 million.
- The main revenue pressure for the Department over the next five years stems from the unresolved issues surrounding the ambulance agreement in San Francisco. Prior to 2008, the Department was the primary provider of emergency 911 ambulance transports. In the spring of 2008, the State of California issued a directive to open the City's ambulance system to private providers, removing exclusive ambulance services from the Department. This has allowed private ambulance companies to take over a share of the 911 transports in the City, resulting in decreased ambulance transport revenue for the Fire Department. The Department is optimistic that it will be granted sole transport authority in FY 2011-12. However, until the issue is resolved, the Department will continue to have revenue issues for ambulance transports.

Expenditures

• The largest expenditure pressure facing the Department in the next five years is the cost of salary and benefits for members. The Department's budget is more than 92 percent salary and benefits for members. These personnel costs are tied to the Department's minimum staffing requirements. The Department does not have the ability to affect the rates and benefit costs, as they are established by memorandum of understanding (MOU) agreements and other negotiations.

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BUDGET AND LEGISLATIVE ANALYST

DEPARTMENT:

FIR – FIRE DEPARTMENT

COMMENTS:

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

FIR - Fire Department

				FY 2011-2012					F	Y 2012-2013 (fo	r estimate purpos	ses only)	
	FI			ount				FT			ount		
Object Title	From	То	From	То	Savings	GF*	1T	From	То	From	То	Savings	GF
AAD - Administration (1G AGF AAA)													
, ,					1					1			
Maintenance Services - Equipment			\$381,585	\$321,585	\$60,000	x				\$381,585	\$321,585	\$60,00	0 x
	on Ma	intena		uipment. A reduct	istorically underestion of \$60,000 with								
Taxes, Licenses, and Permits			\$152,875	\$117,180	\$35,695	х				\$152,875	\$91,725	\$61,15	0 x
AEC - Fire Supression (IG AGF AAA)	encum	of June 17, 2011, the Administration program had expended or cumbered \$117,180. A reduction of \$35,695 will allow for sufficient kes, Licenses, and Permits funding in FY 2011-12.						Estima	ted on	ngoing savings.			
Overtime - Uniform			\$21,901,223	\$21,501,223	\$400,000	х				\$21,901,223	\$21,501,223	\$400,00	0 x
Mandatory Fringe Benefits			\$383,271	\$376,271	\$7,000					\$383,271	\$376,271	\$7,00	
			Total Savings	\$407,000						Total Savings	\$407,000		
	in Attr firefig Depart it can s firefig	ertime has increased in FY 2011-12 by \$3.2 million, offset by increases Attrition Savings of \$3.1 million. With the addition of 36 new fighters, completing academy training in August 2011, the Fire bartment demonstrated to the Budget and Legislative Analyst Office that an save approximately \$400,000 in Overtime with the additional fighter capacity. A reduction ot \$400,000 will still allow a budgeted rease of \$2.6 million in Overtime in FY 2011-12 over FY 2010-11.							ted on	ngoing savings.			

FIR - Fire Department

			I	FY 2011-2012				FY 2012-2013 (for estimate purposes only)						
	FI	ТE	Amo	unt				FT		Amo	unt			
Object Title	From	То	From	То	Savings	GF*	1T	From	То	From	То	Savings	GF	
Premium Pay - Uniform			\$18,422,558	\$18,294,013	\$128,545	х				\$18,422,558	\$18,294,013	\$128,545	5 x	
Mandatory Fringe Benefits			\$322,394	\$320,144	\$2,250	х				\$322,394	\$320,144	\$2,250) x	
			Total Savings	\$130,794						Total Savings	\$130,794			
	includi	ing Ma	the Department, a andatory Fringe Be 7 in FY 2011-12.					Estima	ited or	igoing savings.				
Utilities			\$36,000	\$20,000	\$16,000	х				\$36,000	\$20,000	\$16,000) x	
ATR - Training (1G AGF AAA)														
Materials and Supplies			\$36,796	\$24,543	\$12,253	Х				\$36,796	\$24,543	\$12,253	3 x	
Materials and Supplies			\$95,037	\$63,390	\$31,647					\$95,037	\$63,390	\$31,647		
* *			Total Savings	\$43,900						Total Savings	\$43,900			
	its Mat progra reducti	terials m had ion of 3	10 and FY 2010-11 and Supplies appro expended 61% of \$43,900 or 33.3% ding in FY 2011-12	opriation. As of M its Materials and S will allow for suff	lay 31, the Traini Supplies appropr	ng iation.	on. A Estimated ongoing savings.							

FIR - Fire Department

		FY 2011-2012							FY 2012-2013 (for estimate purposes only)					
	F	FTE Amount		ount				FI	Έ.	Am	ount			
Object Title	From	То	From	То	Savings	GF*	1T	From	То	From	То	Savings	GF	
Taxes, Licenses, and Permits			\$40,000	\$20,000	\$20,000	х				\$40,000	\$20,000	\$20,000) x	
	approx May 3 \$40,00	kimatel 1, 201)0 appr	ly half of its Taxe 1, the Training pr copriation. A total	s, Licenses, and P ogram had only ex	ogram only expen ermits appropriation (xpended \$10,966 of 000 will allow for 1-12.	on. As of its		Estima	ited or	ngoing savings.				

		FY 2011-2012	
	Total Rec	commended Re	ductions
	One-Time	Ongoing	Total
General Fund Impact	\$0	\$713,389	\$713,389
Non-General Fund Impact	\$0	\$0	\$0
Total	\$0	\$713,389	\$713,389

Estimated FY 2012-2013 Impact Total Recommended Reductions

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

FIR - Fire Department

		FY 2011-2012							FY 2012-2013 (for estimate purposes only)					
	FTE	FTE Amount					FT	E	Am	nount				
Object Title	From To From To			Savings	GF*	1T	From	То	From	То	Savings	GF		

Policy Recommendations

ATR - Training (1G AGF AAA)										
Overtime-Misc		\$255,056	\$0	\$255,056	Х		\$255,056	\$0	\$255,056	х
Mandatory Fringe Benefits		\$4,463	0	\$4,463	x		\$4,463	0	\$4,463	х
		Total Savings	\$259,519				Total Savings	\$259,519		
	provides of staffed pr option of to provide Legislativ Departme	hborhood Emergency emergency preparedne imarily through the us assigning suppression e the NERT services. I ve Analyst that the staf ent overtime, instead o ork hours, is a policy n	ss training to City e of overtime. The staff during their r t is the opinion of fing of NERT prin f staffing using ava	y residents. The p e Department has regularly schedul the Budget and narily through th ailable resources	rograi the ed how e use o during	m is urs of	ngoing reduction.			

		FY 2011-2012							
	Total Po	Total Policy Recommendations							
	One-Time	Ongoing	Total						
General Fund Impact	\$0	\$259,519	\$259,519						
Non-General Fund Impact	\$0	\$0	\$0						
Total	\$0	\$259,519	\$259,519						

Estimated FY 2012-2013 Impact Total Policy Recommendations

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

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

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

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

DEPARTMENT:

ECD – EMERGENCY MANAGEMENT

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

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

DEPARTMENT REVENUES:

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

DEPARTMENT:

ECD – EMERGENCY MANAGEMENT

FIVE YEAR FINANCIAL PLAN:

Revenues

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

Expenditures

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

DEPARTMENT: ECD – EMERGENCY MANAGEMENT

COMMENTS:

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

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

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

ECD - Department of Emergency Management

			F	Y 2011-2012					F	Y 2012-2013 (for	r estimate purpos	es only)	
	F	ГЕ	Am	ount				F	ГЕ	Amo		• ·	Τ
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GI
BIR - Emergency Communications (IG AGF AAA)													
Public Safety Communications Dispatcher - 8238	182.0	175.0	\$14,849,740	\$14,278,596	\$571,144	x		182.0	175.0	\$15,714,960	\$15,110,538	\$604,42	2 x
Mandatory Fringe Benefits			\$6,157,831	\$5,920,991	\$236,840	x				\$6,981,897	\$6,713,362	\$268,53	5 x
Attrition Savings	(47.57)	(41.36)	(\$3,763,878)	(\$3,272,734)	(\$491,144)	х		(44.89)	(38.63)	(\$3,760,853)	(\$3,236,431)	(\$524,422) x
Mandatory Fringe Benefits			(\$1,579,454)	(\$1,373,353)	(\$206,101)	x				(\$1,689,168)	(\$1,453,627)	(\$235,541) x
			Total Savings	\$110,739						Total Savings	\$112,994		
	that hav recruit a progran Because factored by \$491 includir	re been w a full Ac anmatic in e these 8 l into the .,144 of ng fringe	acant since 2008 ademy class in F npact. 238 Public Safet Department's At the salary reducti benefits. This at	or earlier will stil Y 2011-12 and wi y Communication ttrition Savings ca on, for a net reduc trition adjustment	ven of the nine po l allow the Depart ll therefore not ha s Dispatchers were lculation, offset <i>A</i> ction of \$110,739, will allow the Dep uarter of FY 2011	ment ve a Attriti	to on		ed ongo	ing savings.			
Central Shops (workorder)			\$5,587	\$4,889	\$698	x				\$5,587	\$4,889	\$69	8 x
Vehicle Leasing (workorder)			\$9,908	\$8,670	\$1,238	х				\$9,908	\$8,670	\$1,23	8 x
Fuel Stock (workorder)			\$7,587	\$6,639	\$948	х				\$7,587	\$6,639	\$94	8 x
	and fuel vehicle and doe	ling of it #133-00 s not me	s 8 vehicles. The 4, a 2000 Ford C eet staff needs. El	Department has i ontour, which has iminating one of t	the leasing, maint ndicated it does no incurred expensiv he department's 8 maintenance costs	ot nee re rep exist	ed Dairs	Estimat	ed ongo	Total Savings	\$2,884		

ECD - Department of Emergency Management

			F	Y 2011-2012				F	Y 2012-2013 (for	estimate purpos	es only)		
		ГЕ	Am	ount				FTE Amount					
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF
GF-Sheriff (workorder)		\$1,688,952 \$1,653,251 \$35,701 x								\$1,688,952	\$1,653,251	\$35,70	1 x
BIV - Emergency Services (IG AGF AAA)	amount	Salary and fringe projection for workorder overbudgeted for salary and fringe amounts for six 8304 positions and one 8306, 8308, and 8310, for a total combined overbudgeted amount of \$35,701.							ed ongo	ing savings.			
Other Current Expenses			\$31,709	\$26,709	\$5,000	х				\$31,709	\$26,709	\$5,000) x
	\$23,333	As of June 20, 2011, the Department had only expended or encumbered \$23,333. A reduction of \$5,000 will allow for sufficient funding in Other Current Expenses in FY 2011-12.							ed ongo	ing savings.			

		FY 2011-2012 ommended Re	ductions	Estimated FY 2012-20 Total Recommended F	-
	One-Time	Ongoing	Total		
General Fund Impact	\$0	\$154,324	\$154,324	General Fund Impact	\$156,579
Non-General Fund Impact	\$0	\$0	\$0	Non-General Fund Impact	\$0
Total	\$0	\$154,324	\$154,324	Total	\$156,579

ECD - Department of Emergency Management

Vendor Name St	General Fund bobject Title Savings	Year of Appropriatio n	Date of Last Recorded Transaction	Original Amount	Balance in Financial and Management Information System (FAMIS)
Department of Information Technology IS Purchase-Rep	roductions Yes	2010	6/28/2010	\$31,267	\$28,209
BPS REPROGRAPHIC SERVICES Printing	Yes	2010	11/5/2010	\$1,612	1,378

Total amount to be returned to the General Fund\$29,587

The above encumbrance balances are from budget years prior to FY 2010-11.

The Department has indicated that the balances of these encumbrances are no longer needed. Therefore the balance can be returned to the General Fund.

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

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

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

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

DEPARTMENT:

DAT—DISTRICT ATTORNEY

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

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

• Five new permanent positions to handle alleged police misconduct cases

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

DEPARTMENT:

DAT—DISTRICT ATTORNEY

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

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

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

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

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

DEPARTMENT REVENUES:

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

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

FIVE YEAR FINANCIAL PLAN:

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

DEPARTMENT:

DAT—DISTRICT ATTORNEY

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

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

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

COMMENTS:

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

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

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

DAT- District Attorney

	FY 2011-2012							FY 2012-2013	(for estimate pur	poses only)					
	FT			ount					ТЕ	Amount					
Object Title	From	То	From	To	Savings	GF	1T	m	То	From	То	Savings	GF		
AIA - Felony Prosecution															
(1GAGFAAA)															
8177 Attorney (Civil/Criminal)	2.31	1.54	\$380,348	\$253,565	\$126,783	x		3.0	2.0	\$517,764	\$345,176	\$172,588	x		
STEP_M Step Adjustments, Miscellaneous			(\$2,308,711)	(\$2,257,961)	(\$50,750)	х				(\$2,327,279)	(\$2,256,762)	(\$70,517)	x		
8132 Investigative Assistant	1.54	0.77	\$106,043	\$53,022	\$53,022			2.0	1.0	\$144,512	\$72,256	\$72,256			
Mandatory Fringe Benefits			\$174,485	\$108,438	\$66,047	х				\$256,884	\$159,756	\$97,128	1		
			Total Savings	\$195,101						Total Savings	\$271,455				
AIJ - Family Violence Program (1GAGFACP)	backlog current alleged of two	 he Trial Integrity/Brady Compliance Unit. According to the Department, the acklog in these cases has been reduced, allowing existing staff to process urrent cases. To handle this temporary work to retroactively review the lleged police misconduct cases, the Budget Analyst recommends approval f two limited tenure 8177 Attorneys and one limited tenure 8132 hvestigative Assistant. 													
			\$863,342	\$763,342	\$100,000	х	x								
	approx reimbu funded Program being p the Bud	imately rsemer victim m. Alth paid ou dget an	y \$300,000 in its I nt costs for victim reimbursement f nough the Departr t due to the State d Legislative Ana	ry forward funding Family Violence p s and witnesses not unds or the State f nent anticipates an becoming stricter ilyst's recommendation	roject. This project to handled by the S unded Witness Re increase in local in applying its guid ation for a one-time	et fun tate locati claim deline	on s								

DAT- District Attorney

	FY 2011-2012					FY 2012-2013 (for estimate purposes only)																													
	FI	Έ	Amount					FTE		FTE		FTE		FTE		FTE		FTE		FTE		FTE		FTE		FTE		FTE		F		FTE Amount			
Object Title	From	То	From	То	Savings	GF	1 T	m	То	From	То	Savings	GF																						
Land America Judgement			\$0	\$1,025,000	\$1,025,000	х	x						\$0																						
	The St	ata Att	ornov Conoral Ci	ty Attorney and S	an Francisco Distr	iot																													
	Attorney have been litigating for several years with Land America Title Company, arising out of outlawful business practices. Based on recent																																		
	renegotiation of a prior judgement in this case, Land America will be																																		
	require	d to pa	y a total of \$4,10	0,000, to be split 5	50% or \$2,050,000	to the	e																												
	State A	ttorney	y General, 25% or	\$1,025,000 to the	e City Attorney and	d 25%	ó or																												
	\$1,025	,000 to	the District Attor	ney. According to	the City Attorney	's Off	fice,																												
	this juc	lgemen	nt is anticipated to	be received withi	n the next month.	These	;																												
					Mayor's recommen																														
	2011-12 budget. Therefore, the proposed recommendation reflects recovering																																		
	\$1,025,000 of additional revenues in the FY 2011-12 City Attorney's budget,																																		
	which	can be	credited to the Ci	ty's General Fund.																															

FY 2011-2012 Total Recommended Reductions One-Time Ongoing Total

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

Estimated FY 2012-2013 Impact Total Recommended Reductions

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

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

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

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

DEPARTMENT:

ADP – ADULT PROBATION

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

DEPARTMENT REVENUES:

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

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

DEPARTMENT:

ADP – ADULT PROBATION

Fee Legislation

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

FIVE YEAR FINANCIAL PLAN:

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

Revenues

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

Expenditures

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

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

Other Issues

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

DEPARTMENT:ADP – ADULT PROBATIONCOMMENTS:

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

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

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

ADP - Adult Probation

				FY 2011-2012				FY 2012-2013 (for estimate purposes only)						
	F	ГЕ	Am	ount				FI	Έ	Am	ount			
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF	
ASH -Administration - Adult Probation (1G AGF AAA)														
0923_C Manager II	0.77	0.77	\$86,674	\$83,844	\$2,830	Х		1.0	1.0	\$112,564	\$108,888	\$3,67	'6 x	
Mandatory Fringe Benefits			\$35,043	\$33,899	\$1,144	х				\$49,472	\$47,856	\$1,61	6 x	
			Total Savings	\$3,974						Total Savings	\$5,292			
	Disapprove of the hiring of a 0923 Manager II, but allow for the hiring of a 0922 Manager I to over see the Reentry One Stop Program. The Department has proposed the establishment of a Reentry Division, but this is not yet approved.													
Management Consulting Services			\$125,000	\$75,000	\$50,000	v	v							
	policy of the Crimi existin Legisl	ADP is requesting funding for Policy Writing to update its departmental policy for the implementation for Evidence Based Supervision. Total cost of the project to be contracted (sole source) with the Berkeley Center for Criminal Justice is \$250,000, of which ADP has identified \$125,000 from existing sources. Following a review of the project plan, the Budget and Legislative Analyst recommends a total contract cost of \$200,000 due to a \$50,000 reduction.												
Building Repair			\$25,000	\$15,000	\$10,000	х	х							
		\$25,000 \$15,000 \$10,000 x x educe funding due to \$10,900 of unexpended encumbered funds opropriated in FY 2009-10.												

ADP - Adult Probation

]	FY 2011-2012					FY 2012-2013 (for estimate purposes only)							
	F	FTE Amo						FT		Am	ount					
Object Title	From To		From	То	Savings	GF	1T	From To		From	То	Savings	GF			
AKB - Community Services (1G AGF AAA)	85135			(4.09)												
8444_C Deputy Probation Officer	0.77	0.00	\$63,110	\$0	\$63,110	х		1.00		\$81,962	\$0	\$81,962	x			
Mandatory Fringe Benefits			\$29,914	\$0	\$29,914	х				\$31,783	\$0	\$31,783	х			
9993M - Attrition Savings - Misc	####	####	(\$389,066) (\$348,085) (\$4		(\$40,981)	(\$40,981) x		(4.81)		(\$389,852)	(\$307,890)	(\$81,962)				
Mandatory Fringe Benefits			(\$184,417)	(\$164,992)	(\$19,425)	х		0.00	0.00 (\$201,151) (\$169,368)		(\$31,783))				
		Total Savings \$32,618								Total Savings	\$0					
	Depar being and to Interve	tment of held va allow ention	currently has 5 va acant for salary sa the Department to Program, the B&I	ew Deputy Proba cant Deputy Proba vings. To offset d of fill a vacant 844 A recommends a ent \$32,000 surplu	ation Officers that isapproving this p 4 for the Child Ab decrease in attriti	on	Estima	ted on	going reduction.							
IS-TIS-ISD SERVICES			\$69,062	\$55,062	\$14,000	x	х									
		Reduce funding due to \$14,085 of unexpended funds appropriated in FY 2009-10.														

2,253,227

2142635

FY 2011-2012

Total Recommended Reductions

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

Estimated FY 2012-2013 Impact Total Recommended Reductions

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

ADP - Adult Probation

Vendor Name	Subobject Title	General Fund Savings	Year of Appropriation	Date of Last Recorded Transaction	Original Amount	Unexpe Baland Financia Manage Inform System (I	ce in al and ement ation
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	4/27/2011	2500	\$	114
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	7/29/2010	2500	\$	397
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	4/27/2011	2500	\$	26
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	3/23/2011	2700	\$	373
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	8/23/2010	6500	\$	298
			Total Amount	Return to General	Fund Balance	\$	1,208

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

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

DEPARTMENT:

AAM – ASIAN ART MUSEUM

SUMMARY OF PROGRAM EXPENDITURES:

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

DEPARTMENT REVENUES:

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

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

COMMENTS:

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

AAM - Asian Arts Museum

				FY 2011-2012			FY 2012-2013 (for estimate purposes only)						
	F	FTE Amount						FTE		Amo			
Object Title	From	То	From	То	Savings	GF	GF 1T		То	From	То	Savings	GF
9993-M Attrition Savings	-2.78	-3.37	(\$177,965)	(\$215,656)	\$37,691	х		-2.78	-3.37	(\$177,965)	(\$302,541)	\$37,691	х
Mandatory Fringe Benefits			(\$81,733)	(\$97,507)	\$15,774	х				(\$81,733)	(\$97,507)	\$15,774	x
			Total Savings	\$53,465				Total Savings	\$53,465				
	increa 11. W	se in A hile the	ttrition Savings re Department curr	eflects a projected ently has 6 vacan	11-12. The recommended salary savings in the positions, this inclusions and the salary funds for FY	FY 2 crease	010- e in		ng redı	iction			

FY 2011-2012

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

Estimated FY 2012-2013 Impact Total Recommended Reductions

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

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

DEPARTMENT:

FAM-FINE ARTS MUSEUM

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

DEPARTMENT REVENUES:

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

COMMENTS:

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

FAM - Fine Arts Museum

	FY 2011-2012							FY 2012-2013 (for estimate purposes only)					
	FI		Amou					FT		Amount			
-	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF
EEB - OPER & MAINT OF MUSEUMS (1G AGF AAA)													
MATERIALS AND SUPPLIES			\$34,000	\$29,000	\$5,000	х				\$34,000	\$29,000	\$5,000) x
	Reduction to reflect actual current expenditures.							Ongoir	ng redi	uction			
9993M Attrition Savings	-6.0	-6.5	(\$351,008)	(\$376,008)	\$25,000	х		-6.0	-6.5	(\$351,008)	(\$376,008)	\$25,000	x
Mandatory Fringe Benefits	0.0	0.0	(\$167,508)	(\$179,438)	\$11,930	х		0.0	0.0	(\$167,508)	(\$179,438)	\$11,930	x
			Total Savings	\$36,930						Total Savings	\$36,930		
	Increase Attrition Savings by \$25,000 in FY 2011-12. The recommended increase in Attrition Savings reflects current vacancies in the Department and should still provide sufficient salary funds for FY 2011-12.								ng redi	action			
			F	Y 2011-201	2					Estimated	FY 2012-2013	Impact	<u> </u>
Total Recommended Reductions										Total Reco	mmended Red	luctions	
One-Time Ongoing Total													7
General Fur		-		\$41,930	\$41,930						Fund Impact		
Non-General Fur		-		\$0	\$0					Non-General	Fund Impact	\$0	4
]	Fotal	\$0	\$41,930	\$41,930						Total	\$41,930	

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

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

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

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

DEPARTMENT:

REC – RECREATION AND PARK

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

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

DEPARTMENT:

REC – RECREATION AND PARK

DEPARTMENT REVENUES:

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

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

Fee Legislation

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

File No.	Fee Description	FY 2010-11 Original Revenue	Increase Revenue in FY 2011-12	Annualized Revenue Thereafter
110549	Authorizes the RPD Commission to (1) approve special promotions of up to 25 percent of the applicable rate (2) approve increases of up to 50 percent for nonresident and tournament golf fees at Harding and Fleming; (3) add accompanying rider fee;(4) create a nonresident junior rate, and (5) changes the definition of weekend from all day Friday through Sunday to Friday afternoon through Sunday.	\$0	\$367,000	\$197,000
110550	Creates a nonresident junior golf fee at Lincoln Park and changes the definition of weekend from all day Friday through Sunday to Friday afternoon through Sunday.	\$0	\$8,000	\$8,000
110551	Creates a nonresident junior golf fee at Sharp Park and changes the definition of weekend from all day Friday through Sunday to Friday afternoon through Sunday.	\$0	\$10,000	\$10,000
110552	Creates a nonresident junior golf fee at Golden Gate Park Golf Course and changes the definition of weekend from all day Friday through Sunday to Friday afternoon through Sunday.	\$0	\$3,400	\$3,400
Fotal		\$	9 \$388,400	\$218,400

DEPARTMENT:

REC – RECREATION AND PARK

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

FIVE YEAR FINANCIAL PLAN:

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

Revenues

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

Expenditures

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

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

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

DEPARTMENT:

REC – RECREATION AND PARK

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

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

OTHER ISSUES

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

COMMENTS:

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

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

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

REC- Recreation and Park Department

			FY	Y 2011-2012				FY 2012-2013 (for estimate purposes only)						
	F	TE	Amo	ount				F	ТЕ	Amo	unt			
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF	
EAA- Golden Gate Park														
(1G AGF AAA)														
City Grant Programs			\$283,480	\$204,836	\$78,644	х				\$283,480	\$204,836	\$78,644	l x	
	Reduce	to reflect	t program budget f	for fee collection a	t the San Franciso	со								
	Botanic	cal Garder	ns.					Estima	ted ongo	oing reduction.				
Attrition Savings - Miscellaneous	(14.6)	(15.4)	(\$854,490)	(\$902,558)	\$48,068	Х			(15.4)	(\$886,968)	(\$936,638)	\$49,670) x	
Mandatory Fringe Benefits			(\$408,504)	(\$431,380)	\$22,876	х			· · ·	(\$459,660)	(\$485,400)	\$25,740		
			Total Savings	\$70,944						Total Savings	\$75,410		T	
	Adjust	attrition s	avings to reflect E	Department's project	ted salary expen-	diture	es.							
								Estima	ted ongo	oing reduction.				
EAP- Parks														
(1G AGF AAA)														
Attrition Savings - Miscellaneous	(6.1)	(6.3)	(\$414,440)	(\$425,117)	\$10,677	х		(6.1)	(6.3)	(\$428,925)	(\$439,648)	\$10,723	3 x	
Mandatory Fringe Benefits			(\$179,120)	(\$183,598)	\$4,478					(\$218,700)	(\$224,167)	\$5,467		
, , ,			Total Savings	\$15,155	. ,					Total Savings	\$16,190	. ,	1	
	Adjust attrition savings to reflect Department's projected salary expenditures.													
	Estimated ongoing reduction.													
EAP-Parks									0	8			T	
(2SGOLNPR)														
Materials and Supplies			\$353,375	\$278,375	\$75,000					\$353,375	\$278,375	\$75,000	<u></u>	
Waterials and Supplies			\$555,575	\$278,575	\$75,000					\$333,373	\$276,575	\$75,000	<u>′</u>	
	Reduce	the reque	ested increase in m	naterials and suppli	ies for the Hardin	ig and	d							
	Flemin	g Golf Co	ourses from \$150,0	000 to \$75,000 base	ed on historic and	ł								
	projecte	ed spendi	ng.											
									ited ongo	oing reduction.			т –	
ECS- Capital Projects														
(2SOSPNPR)														
Programmatic Projects			\$87,536	\$0	\$87,536		Х							
	Reduce	to reflect	t unspent balance	of capital project fu	unding for China	town								
			cts which have be		5			One th	me reduc	tion				
	· ·			*				Une-th		Juon				

REC- Recreation and Park Department

			F	Y 2011-2012					FY 2	2012-2013 (for est	imate purposes	only)	
	F	ТЕ	Am	ount				F	ТЕ	Amo	unt		
Object Title	From	То	From	То	To Savings GF 17	1T	From	То	From	То	Savings	GF	
ECS- Capital Projects (2SOSPNPR and 1GOHFREC)													
1824 Principal Administrative Analyst	1.0	0.0	\$105,520	\$0	\$105,520			1.0	0.0	\$110,725	\$0	\$110,725	5
1823 Senior Administrative Analyst	0.0	1.0	\$0	\$91,146	(\$91,146)			0.0	1.0	\$0	\$95,642	(\$95,642))
Mandatory Fringe Benefits			\$40,447	\$36,634	\$3,813					\$45,816	\$41,380	\$4,436	5
			Total Savings	\$18,187						Total Savings	\$19,519		
				ve Analyst due to la ed analyst position.			1	Estima					
EIA- Recreation and Park Administration (1GOHFREC)													
Attrition Savings - Miscellaneous	0.02	-1.12	\$1,424	(\$105,745)	\$107,169			0.02	-1.12	\$1,477	(\$109,658)	\$111,135	5
Mandatory Fringe Benefits			\$576	(\$38,700)	\$39,276					\$649	(\$40,132)	\$40,781	Ĺ
			Total Savings	\$146,445						Total Savings	\$151,915		
	The Department has reduced Attrition Savings in the Administration and Finance division by \$107,169, from -\$105,745 in FY 2010-11 to \$1,424 in FY 2011-12. The proposed increase in Attrition Savings reflects a return to the												
	former level of Attrition Savings							Estima	ted ongo	ing reduction.			

REC- Recreation and Park Department

		FY 2011-2012								FY 2012-2013 (for estimate purposes only)					
	F	ТЕ	Am	ount				F	ТЕ	Amount					
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF		
Maintenance Services- Equipment			\$180,101	95,101	\$85,000		Х								
	Admini	Disapprove request for \$85,00 in one-time spending on new software for the Administration and Finance division due to insufficient justification from the Department of the need for new mobile technology system. One-time reduction													
				FY 2011-2012						Estimate	d FY 2012-2013 I	mpact			
			Total R	Recommended Re	ductions		Total Recommended Reductions								
			One-Time	Ongoing	Total										
Ge	General Fund Impact \$0 \$164,743 \$164,743									Gene	eral Fund Impact	\$170,244	L I		
Non-Ge	neral Fune	\$172,536	\$239,632	\$412,168	\$			Non-General Fund Impact				I I			
Total \$172,536 \$404,375 \$576,911											Total	\$416,678	3		

REC-Recreation and Park

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

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

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

Personnel Changes

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

Revenue Changes

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

RECOMMENDATIONS

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

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

DEPARTMENT: CFC-CHILDREN AND FAMILIES COMMISSION

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT PERSONNEL SUMMARY:

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

DEPARTMENT REVENUES:

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

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

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

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

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

SAN FRANCISCO BOARD OF SUPERVISORS

DEPARTMENT: CFC-CHILDREN AND FAMILIES COMMISSION

<u>CHILDREN AND FAMILIES COMMISSION RESERVES AND CARRY FORWARD PLAN FOR FY</u> 2010-11 FUNDS:

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

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

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

OTHER ISSUES:

Expenditure Plan for the Public Education Enrichment Fund

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

<u>RECOMMENDATION</u>: Approve proposed resolution.

COMMENTS:

DEPARTMENT: CFC-CHILDREN AND FAMILIES COMMISSION

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

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

CFC- Children and Families Commission

			FY	2011-2012					FY 2012-2013 (for estimate purposes only)						
	F	ГЕ	Amou	nt				FI	TE	Amou	nt				
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	Gl		
CPH- Public Education Fund Prop H (2SCFCACP)															
Temporary Salaries			\$19,760	\$0	\$19,760					\$19,760	\$0	\$19,760)		
Mandatory Fringe Benefits			\$1,571	\$0	\$1,571					\$1,571	\$0	\$1,571	L		
			Total Savings	\$21,331						Total Savings	\$21,331				
Attrition Savings - Miscellaneous	regard	ing the	need for temporary \$0	salaries. (\$16,648)	\$16,648			Estima 0.	uted on	going reduction. \$0	(\$16,648)	\$16,648	3		
Mandatory Fringe Benefits			\$0	(\$7,287)	\$7,287					\$0	(\$7,287)	\$7,287			
			Total Savings	\$23,935						Total Savings	\$23,935				
Other Office Supplies	would Deny	adjust increas	t budgeted any Attri Attrition Savings to \$3,726 e in materials and su richment Fund- Pro	reflect projected \$0 upplies budget to	l savings for vaca \$3,726 be funded by th	ancie	s.	Estima	ated on	going reduction. \$3,726	\$0	\$3,726	5		

		FY 2011-2012	
	Total Rec	ommended Re	ductions
	One-Time	Ongoing	Total
General Fund Impact	\$0	\$0	\$0
Non-General Fund Impact	\$0	\$48,992	\$48,992
Total	\$0	\$48,992	\$48,992

Estimated FY 2012-2013 Impact Total Recommended Reductions

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

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

Revenue Changes

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

RECOMMENDATIONS

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

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

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

DEPARTMENT:

DPH – PUBLIC HEALTH

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT:

DPH – PUBLIC HEALTH

- An increase in expenditures for the Department's Central Administration. The increase is primarily for an Intergovernmental Transfer to qualify for Federal and State matching revenues. The Department will also expend an additional \$1.3 million to support the new Medi-Cal Low Income Health Program (LIHP).
- The Department is renovating and expanding the San Francisco AIDS Office at 25 Van Ness. Grant funds from the National Institutes of Health (NIH) will be used to expand the first floor office with additional City General Fund revenue used to increase accessibility for this building and to provide a requisite match for the federal funds.
- The Department opened the new Laguna Honda Hospital facility in December 2010. The FY 2011-12 budget will include additional funds for debt service on the Certificates of Participation used to fund the construction of the new building.

DEPARTMENT PERSONNEL SUMMARY:

The number of Net Operating full-time equivalent positions (FTE) budgeted for FY 2011-12 is 5,721.08 or 25.01 more than the 5,696.07 FTEs in the original FY 2010-11 budget. This represents a 0.4 percent increase in FTEs from the original FY 2010-11 budget. The Department has proposed increases in FTEs in FY 2011-12, which are partially offset by other reductions.

The Department's FY 2011-12 budget includes 49.21 FTE new positions, primarily in the San Francisco General Hospital Acute Care program, to meet the milestones set out in the Medi-Cal 1115 Waiver in order to prepare for Federal Health Care Reform. Additionally, the Department anticipates an increase of 12.5 FTEs due to the transfer of non-sworn officers from the Sheriffs Office as a result of the Department's proposed Proposition J contract for security services at General Hospital and Laguna Honda Hospital. The Department will also add 4.62 FTE positions to the Mental Health Community Care program as part of an increase in Mental Health Services Act (MHSA) dollars to support program initiatives. These new positions will leverage clinic and school-based services to help meet the behavioral health needs of San Francisco youth living in the south east sector of the City.

The Department has requested approval of 14.00 positions as an interim exception.

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

DEPARTMENT REVENUES:

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

The Department's increased General Fund support in FY 2011-12 is due to the loss of Federal revenues and increased responsibilities under Federal Health Care Reform. Specifically, the Department is losing \$88 million of Hospital Fee Revenue as well as Federal matching funds for medical and medical insurance expenditures. These revenue sources were used to supplement General Fund expenditures in FY 2010-11. While the Department will receive significant Medi-Cal SAN FRANCISCO BOARD OF SUPERVISORS

DEPARTMENT:

DPH – PUBLIC HEALTH

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

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

Fee Legislation

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

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

FIVE YEAR FINANCIAL PLAN:

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

Revenues

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

Expenditures

DEPARTMENT:

DPH – PUBLIC HEALTH

- The Department anticipates San Francisco General Hospital expenditure growth of \$87.3 million over the next five years. Specific factors influencing this expansion include a growth in the patient population and the transition to a new facility. The Department currently projects an additional \$130 million will be needed for furniture and equipment for the new facility.
- The Department currently projects an increase in expenditures for its supportive housing program of \$9 million over the next five years as construction on additional pipeline housing is completed.
- The Department anticipates an initial increase of \$20.4 million in expenditures and a subsequent decrease of \$10.1 million as a result of Federal health care reform. An initial increase in expenditures for FY 2011-13 and FY 2012-13 will be for necessary to meet mandated performance enhancement standards as well as serve a larger client base due to the mandatory expansion of Medi-Cal. As some of these expenditures are one-time investments to strengthen and improve the existing healthcare delivery infrastructure, the department expects to expenditures to drop starting in FY 2014-15.

PROPOSITION J CONTRACT

Charter Section 10.104 provides that the City may contract with private firms for services, if the Controller certifies, and the Board of Supervisors concurs, that such services can in fact be performed by private firms at a lower cost than similar work by City employees. The Mayor's proposed FY 2011-12 budget contains one new item requiring Proposition J approval:

File 11-0378 – Contracting for Security Services. The Department proposes a new Proposition J contract for security services at the San Francisco General Hospital and Laguna Honda Hospital. Currently, the Sheriff's Department provides these services as well as security services at the Department's health clinics through a work order agreement. If approved, the Department would contract with an outside security company for services at the two hospitals commencing in mid December 2011. Deputy Sheriffs would be reassigned to the Sheriff's jail staff while non-sworn officers would be reassigned to the Department of Public Health to provide security services at DPH community clinics. The Mayor's Office has included \$1,609,619 in its proposed FY 2011-12 budget for six months of contracted security services. According to the Controller's analysis, if approved, the estimated six months savings in FY 2011-12 would range between \$1.8 million and \$2.2 million, and annual Department savings as a result of contracting this service would be between \$3.6 million and \$4.4 million.

Recommendation: Under the proposed contract for security services, private contractors would provide services for the first time previously performed by civil service employees. Therefore, the Budget and Legislative Analyst considers approval of the proposed resolution to be a policy matter for the Board of Supervisors.

COMMENTS:

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,098,840 in FY 2011-12. Of these recommended reductions, \$888,840 or 80.9 percent are General Fund reductions, and \$345,217 or 31.4 percent are ongoing reductions. These reductions would still allow an increase of \$111,410,356 or 7.6 percent in the Department's FY 2011-12 budget.

SAN FRANCISCO BOARD OF SUPERVISORS

DEPARTMENT:

DPH – PUBLIC HEALTH

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

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

				FY 2011-2012						FY 2012-2013 (fe	or estimate purpo	oses only)	
	FI			ount					ГЕ	Amo			
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF
D1F- SFGH- Acute Care- Forensics (5H AAA AAA)													
Materials and Supplies			\$90,500	\$80,000	\$10,500	х				\$90,500	\$80,000	\$10,500) x
		Reduce 040 Materials and Supplies Budget Only to reflect historical spending pattern and projected FY 2011-12 expenditures.						Estimated ongoing reduction.					
0922-C Manager I	1.00	0.00	\$104,946	\$0	\$104,946	x		1.00	0.00	\$111,066	\$0	\$111,066	5 x
Mandatory Fringe Benefits			\$43,909	\$0	\$43,909	х				\$49,761	\$0	\$49,761	i x
			Total Savings	\$148,855						Total Savings	\$160,827		
		Delete one 0922 Manager I position, which is vacant. The Department has indicated it no longer needs the position.						Estim	ated on	going reduction.			
1406-C Senior Clerk	3.25	2.50	\$161,637	\$124,337	\$37,300	x	x						
Mandatory Fringe Benefits			\$82,419	\$63,400	\$19,019	х	x						
			Total Savings	\$56,319						Total Savings	\$0		
				m 3.25 to 2.50 FTI g dates in FY 201	E for the new Seni 1-12.	or Cl	erk	Estim	ated on	going reduction.			
2556-C Physical Therapist	6.30	6.16	\$629,469	\$615,481	\$13,988	x	x						
Mandatory Fringe Benefits			\$245,447	\$239,993	\$5,454	х	x						
			Total Savings	\$19,442						Total Savings	\$0		
		Reduce the FTE allocation from 6.3 to 6.16 FTE for the eight new Physica Therapist positions to reflect actual hiring dates in FY 2011-12.											

]	FY 2011-2012				FY 2012-2013 (for estimate purposes only)							
	FI	Е	Am	ount					ГЕ	Amo		•			
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF		
1404-C Clerk	1.00	0.77	\$47,966	\$36,934	\$11,032	x	x								
Mandatory Fringe Benefits			\$24,889	\$19,165	\$5,724	х	х								
			Total Savings	\$16,756						Total Savings	\$0				
			ΓE allocation fror al hiring date in F		for the new Clerk	posi	tion								
2430-C Medical Evaluations Assistant	3.43	3.08	\$190,871	\$171,395	\$19,476	x	x								
Mandatory Fringe Benefits			\$94,355	\$84,727	\$9,628	х	х								
			Total Savings	\$29,104						Total Savings	\$0				
			Assistant positions	to reflect actual h	E for the four new iiring dates in FY	2011									
Equipment Purchase			\$213,525	\$210,000	\$3,525		х								
Equipment Purchase			\$400,260	\$370,608	\$29,652	Х	х								
			Total Savings	\$33,177						Total Savings	\$0				
	Reduce quotes.		Equipment Purcha	se to reflect the ac	etual prices listed i	n the									
Services of Other Departments (AAO Funds)			\$3,218,630	\$3,205,028	\$13,602	X	x								
			order with Sheriff Y 2011-12.	Department base	d on actual expens	es to	be								
D3O- SFGH- Ambulatory Care- Occupational Health (5H AAA AAA)															
Professional and Specialized Services			\$191,695	\$180,000	\$11,695	x				\$191,695	\$180,000	\$11,69)5 x		
				pecialized Service FY 2011-12 expe	es to reflect histori nditures.	cal		Estima	ated on	going reduction.					

		FY 2011-2012								FY 2012-2013 (for estimate purposes only)						
		ГE		ount					ТЕ		ount					
Object Title	From	То	From	То	Savings	GF	1T	From	n To	From	То	Savings	GF			
D5S- SFGH- Emergency- Psychiatric Services (5H AAA AAA)																
Professional and Specialized			\$2,747,871	\$2,740,000	\$7,871	v				\$2,747,871	\$2,740,000	\$75	371 x			
Services			\$2,747,871	\$2,740,000	\$7,871	Х				\$2,747,871	\$2,740,000	\$/,c	7/1 X			
	Reduce 027 Professional and Specialized Services to reflect historical spending pattern and projected FY 2011-12 expenditures.								ated or	ngoing reduction.						
DHH - Health at Home (1G AGF AAA)																
Materials and Supplies			\$135,556	\$130,000	\$5,556	х				\$135,556	\$130,000	\$5,5	556 x			
		Reduce 040 Materials and Supplies Budget Only to reflect historical spending pattern and projected FY 2011-12 expenditures.							ated or	ngoing reduction.						
DA5- Laguna Honda- Long Term Care (5L AAA AAA)																
0931-C Manager III	1.00	0.00	\$121,485	\$0	\$121,485	х				\$128,569	\$0	\$128,5	569 x			
0923-C Manager II	0.00	1.00	\$0	\$112,564	(\$112,564)	х				\$0	\$119,128	(\$119,12	28) x			
Mandatory Fringe Benefits			\$47,280	\$45,510	\$1,770	х				\$53,476	\$51,329	\$2,1	147 x			
			Total Savings	\$10,691						Total Savings	\$11,588					
		Disapprove the upward substitution of a 0923 Manager II to a 0931 Manager III. The Department has a Manager III vacancy in this program.								ngoing reduction.						
Professional and Specialized Services					\$115,000	x	x									
	Close out current year savings of \$115,000 to the General Fund fund balance. This will result in one-time General Fund monies available to the Board of Supervisors for appropriation in FY 2011-12.															

	FY 2011-2012							FY 2012-2013 (for estimate purposes only)						
	FTE			ount				FI		Amount				
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF	
Services of Other Departments														
(AAO Funds)			\$1,160,078	\$1,156,015	\$4,063	х	х							
	Reduce workorder with Sheriff Department based on actual expenses to be incurred in FY 2011-12.													
DLT - Mental Health- Long Term Care (1G AGF AAA)														
Professional and Specialized Services					\$13,000	x	x						\top	
DMM - Mental Health- Community Care (1G AGF AAA)	balance	e. This	will result in one		General Fund fund ad monies availabl 11-12.		he							
2586-C Health Worker II	3.00	2.31	\$163,294	\$125,737	\$37,557	х	х							
Mandatory Fringe Benefits			\$79,828	\$61,468			X							
			Total Savings	\$55,917										
	Reduce the FTE allocation from 3.0 to 2.31 FTE for the three new Health Worker II positions to reflect actual hiring dates in FY 2011-12.													
Materials and Supplies			\$5,112,172	\$5,037,172	\$75,000	X				\$5,112,172	\$5,037,172	\$75,00	0 x	
	Reduce 040 Materials and Supplies Budget Only to reflect historical spending pattern and projected FY 2011-12 expenditures.							Estimated ongoing reduction.						

	FY 2011-2012								FY 2012-2013 (for estimate purposes only)						
	FTE		Am	ount				FI		An	nount				
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF		
DHP- Primary Care- Ambulatory Care- Health Centers (1G AGF AAA)															
1404-C Clerk	2.75	2.31	\$131,907	\$110,802	\$21,105	х	х								
Mandatory Fringe Benefits			\$68,445	\$57,494	\$10,951	х	х								
			Total Savings	\$32,056											
		Reduce the FTE allocation from 2.75 to 2.31 FTE for the three new Clerk positions to reflect actual hiring dates in FY 2011-12.													
2430-C Medical Evaluations Assistant	5.50	5.39	\$306,060	\$299,939	\$6,121	x	x								
Mandatory Fringe Benefits			\$151,301	\$148,275	\$3,026	х	x								
		Total Savings \$9,147													
					for the seven new hiring dates in FY										
2586-C Health Worker II	2.00	1.54	\$108,863	\$83,825	\$25,038	x	x								
Mandatory Fringe Benefits			\$53,220	\$40,980	\$12,240	х	х								
	Total Savings\$37,278Reduce the FTE allocation from 2.0 to 1.54 FTE for the three new Health Worker II positions to reflect actual hiring dates in FY 2011-12.														

DPH - Public Health

		FY 2011-2012								FY 2012-2013 (for estimate purposes only)						
	FI	ГЕ	Am	ount				FI	ΓE	Amo	ount					
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	G			
2908-C Hospital Eligibility													Т			
Worker	2.50	2.31	\$170,755	\$157,778	\$12,977	Х	х									
Mandatory Fringe Benefits			\$76,128	\$70,343	\$5,785	Х	х									
			Total Savings	\$18,762												
					for the three new ng dates in FY 201	-										
FAL - Children's Baseline (1G AGF AAA)																
0933-C Manager V	1.00	0.00	\$140,630	\$0	\$140,630	х				\$148,830	\$0	\$148,830) >			
0932-C Manager IV	0.00	1.00	\$0	\$130,306	(\$130,306)	х				\$0	\$137,904	(\$137,904) >			
Mandatory Fringe Benefits			\$51,078	\$49,029	\$2,049	х				\$58,081	\$55,598	\$2,483	3 x			
			Total Savings	\$12,373						Total Savings	\$13,409					
	Manag	er V. T		as five Manager V	anager IV to a 093 vacancies, three		nich	Estima	ated on	going reduction.						
Materials and Supplies			\$71,882	\$66,882	\$5,000	х				\$71,882	\$66,882	\$5,000	3 3			
				plies Budget Only FY 2011-12 expe	to reflect historicanditures.	al		Estimated ongoing reduction.								
DPB - Environmental Healt Services (1G AGF AAA)	h															
Professional and Specialized Services			\$309,511	\$290,000	\$19,511	х				\$309,511	\$290,000	\$19,51	1 ,			
		Paduce 027 Professional and Specialzied Services to reflect historical						Estimated ongoing reduction.								

DPH - Public Health

		FY 2011-2012							FY 2012-2013 (for estimate purposes only)						
	FI			ount				ГЕ		nount					
Object Title	From	То	From	То	Savings	GF 1T	From	То	From	То	Savings	GF			
DPD - Community Health-															
Prevention- Disease Control (1G AGF AAA)															
Materials and Supplies			\$2,074,403	\$2,050,000	\$24,403	х			\$2,074,403	\$2,050,000	\$24,40	12 1			
Materials and Supplies				. , ,					\$2,074,405	\$2,030,000	\$24,40	15 X			
			Materials and Supp ern and projected		to reflect historic enditures.	al	Estimated ongoing reduction.								
Prevention- Health Education (1G AGF AAA)															
Travel			\$7,225	\$3,000	\$4,225	х			\$7,225	\$3,000	\$4,22	25 x			
			Fravel to reflect hi enditures.	storical spending	pattern and projec	ted FY	Estima	ated or	ngoing reduction						
DPM- Community Health-															
Prevention- Maternal &															
Child Health (1G AGF AAA)															
Professional and Specialized															
Services			\$1,810,399												
					nd Specialized Se										
					FY 2011-12 exper riginal FY 2011-12										
					funds are used as										
					ted by state revenu										
	-		•	••	esult in General Fu										
	savings														

DPH - Public Health

		FY 2011-2012							FY 2012-2013 (for estimate purposes only)					
	FTE	FTE Amount					FTE		Amount					
Object Title	From To	From	То	Savings	GF	1T	From	То	From	То	Savings	GF		
DMS - Substance Abuse- Community Care (1G AGF AAA)														
Materials and Supplies		\$81,537	\$72,000	\$9,537	х				\$81,537	\$72,000	\$9,53	37 x		
		Reduce 040 Materials and Supplies Budget Only to reflect historical pending pattern and projected FY 2011-12 expenditures.						ted on	going reduction.					

FY 2011-2012

Total Recommended Reductions

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

Estimated FY 2012-2013 Impact Total Recommended Reductions

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

DPH- Public Health

						Unexpended Balance in
						Financial and
						Management
			Year of	Date of Last		Information
		General Fund	Appropriatio	Recorded	Original	System
Vendor Name	Subobject Title	Savings	n	Transaction	Amount	(FAMIS)
SIERRA ELECTRIC CO	OTHER BLDG MAINT SVCS	Yes	2009	5/27/2009	20,000.00	8,960.00
RAS ENGINEERING INC	OTHER BLDG MAINT SVCS	Yes	2009	6/5/2009	1361	21140
OMNICELL TECHNOLOGIES INC	OTHER HOSP., CLINICS & LAB. SUPPLIES	Yes	2010	7/1/2009	500	500
CONTROLCO	PLUMBING SUPPLIES	Yes	2010	7/6/2009	2331.7	2331.7
RUBECON GENERAL CONTRACTING INC	OTHER BLDG MAINT SVCS	Yes	2010	9/3/2009	9536	9536
WAXIE SANITARY SUPPLY	OTHER EQUIP MAINT	Yes	2010	2/8/2010	428.9	428.9
A T & T	MINOR DATA PROCESSING EQUIPMENT	Yes	2010	2/11/2010	23.27	23.27
CONTROLCO	PLUMBING SUPPLIES	Yes	2010	3/8/2010	1732.46	1732.46
MEDLINE INDUSTRIES INC	INSTITUTIONAL LINEN	Yes	2010	3/17/2010	65000	8015.98
A T & T	MINOR DATA PROCESSING EQUIPMENT	Yes	2010	4/26/2010	196.32	196.32
RAS ENGINEERING INC	OTHER BLDG MAINT SVCS	Yes	2010	4/26/2010	1,875.00	1875
KONICA MINOLTA BUSINESS SOLUTNS USA INC	C OFFICE MACHINE RENTAL	Yes	2010	7/1/2010	1,300.00	672.11
S & S WORLDWIDE INC	RECREATION & ATHLETIC SUPPLIES	Yes	2011	7/1/2010	2,000.00	2,000.00
SYSCO SAN FRANCISCO INC	FOOD	Yes	2011	7/1/2010	10,000.00	2,000.00
RECOLOGY GOLDEN GATE	SCAVENGER SERVICES	Yes	2010	7/1/2010	10,000.00	4,103.84
EXPRESS OVERNITE	FREIGHT/DELIVERY	Yes	2010	7/1/2010	3,000.00	1,193.80
			Total Amount Return to Fund Balance			\$64,709.38
			General Fund			\$64,709.38
			Nor	n-General Fun	d	\$0.00

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

BUDGET REVIEW EXECUTIVE SUMMARY

Budget Changes

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

Personnel Changes

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

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

Revenue Changes

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

RECOMMENDATIONS

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

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

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

DEPARTMENT:

HSA – HUMAN SERVICES AGENCY

SUMMARY OF PROGRAM EXPENDITURES:

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

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

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

DEPARTMENT: HSA – HUMAN SERVICES AGENCY

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

DEPARTMENT PERSONNEL SUMMARY:

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

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

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

DEPARTMENT REVENUES:

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

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

Fee Legislation

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

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

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

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

DEPARTMENT:

HSA – HUMAN SERVICES AGENCY

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

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

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

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

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

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

FIVE YEAR FINANCIAL PLAN:

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

Revenues

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

Expenditures

DEPARTMENT:

HSA – HUMAN SERVICES AGENCY

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

OTHER ISSUES

Expenditure Plan for the Human Services Care Fund

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

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

COMMENTS:

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

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

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

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

Attachment - Page 1 of 3

City and County of San Francisco



Edwin M. Lee, Mayor

Human Services Agency Department of Human Services Department of Aging and Adult Services

Trent Rhorer, Executive Director

Human Services Care Fund

(Housing First Program)

FY11-12 Expenditure Plan

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

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

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

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

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MEMORANDÚM

May 17, 2011

TO: Benjamin Rosenfield, Controller of the City and County of San Francisco FROM: Trent Rhorer, Executive Director Phil Arnold, Deputy Director for Administration SUBJECT: Proposed FY 2011-12 Human Services Care Fund Budget

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

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

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

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

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

Housing	\$13,998,017
Services	<u>\$ 448,056</u>
Total	\$14,446,073

Human Services Agency

Housing First Program FY11-12

idget Items	FY11-12	Notes
VENUES		
FY11-12 Care Fund Revenues	\$13,708,531	
Prior-Year Unspent Care Fund Revenues	\$737,542	
tal Revenues	\$14,446,073	
PENDITURES		
Housing		
Mary Elizabeth Inn (MEI)	\$252.864	33 units. 2/1/05 start date.
McAllister (Conard House)		80 units. 5/3/04 start date.
Alder (ECS)		116 units. 5/1/06 start date.
Coast Hotel (ECS)		124 units. 5/1/06 start date.
Elm (ECS)		81 units. 6/15/04 start date.
Hillsdale (ECS)		84 units. 3/28/05 start date.
Mentone (ECS)		71 units. 11/15/04 start date
All Star (THC)		86 units. 8/1/04 start date.
Boyd (THC)		82 units. 2/15/2006 start date.
California Drake (THC)		51 units. 9/20/03 start date.
Elk (THC)		88 units. 6/1/06 start date.
Graystone (THC)	\$595,243	74 units. 5/3/04 start date.
Pierre (THC)	\$767,816	87 units. 9/6/04 start date.
Royan (THC)	\$696,155	69 units. Summer 2003 start date.
Union (THC)	\$674,479	60 units. 12/15/04 start date.
Aranda (TARC)	\$1,036,704	110 units. 12/15/2005 start date.
		Modified Payment Program services provided in CNC
MPP Services (THC)	\$612,418	hotels.
		Property management and support services provided in
PMSS (THC)	\$641,527	CNC hotels.
Housing Sub-total	\$13,998,017	
Services		•
Behavioral Health Roving Team	\$220,131	Psychiatrist and Nurse Practitioners.
		Roving team includes 1 SW supervisor, 1 SW, 1 SW
	}	associate, 2 clinical supervisor, 1 subst abuse spec, 0.
Citywide Case Management - Roving Team	\$227,925	prgrm dir, 5 case managers, 0.20 clerk.
Services Sub-total	\$448,056	
tal Expenditures	\$14,446,073	

HSA - Human Service	es Agency												
		FY 2011-2012								FY 2012-2013 (fo	r estimate purpo	ses only)	
	FI		Am	ount				FTE		Amount			
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF
CAI - County Adult Assistance Program (1G AGF AAA)													
Aid Assistance			\$995,202	\$950,202	\$45,000	x				\$995,202	\$950,202	\$45,00	0 x
	*	The proposed reduction of \$45,000 reflects historical spending and projected					Ongoin	g reduc	tion.				
Aid Payments			\$17,935,687	\$17,685,687	\$250,000	х				\$17,935,687	\$17,685,687	\$250,00	0 x
	projecte	The proposed reduction of \$250,000 reflects historical spending and					Ongoin	g reduc	tion.				
Aid Payments			\$8,350,603	\$8,270,603	\$80,000	х				\$8,350,603	\$8,270,603	\$80,00	0 x
	~	The proposed reduction of \$80,000 reflects historical spending and projected						Ongoin	g reduc	tion.			

HSA - Human Services A	Agency												·		
		FY 2011-2012							FY 2012-2013 (for estimate purposes only)						
	FT		Amount		I				ТЕ	Amount					
Object Title	From	То	From	То	Savings	GF	1T	From	То	From	То	Savings	GF		
CAL - Family and Children's Services (1G AGF AAA)	S														
Professional and Specialized Services			\$225,000	\$178,750	\$46,250	X				\$225,000	\$178,750	\$46,250	0 x		
	The prop expendit	posed re tures in	eduction of \$46,2 FY 2011-12.	.50 reflects histori	ical spending and p)roje(:ted	Ongoin	ıg reduc	ction.					
9993M Attrition	-35.21 -	-35.54	(\$2,675,663)	(\$2,701,305)	\$25,642	Х	Х								
Mandatory Fringe Benefits			(\$1,147,327)	(\$1,166,667)	\$19,340	X	х								
			Total Savings	\$44,982											
	Adjust a	ttrition	savings to reflect	t actual hiring pla	ns for vacant posit	ions.									
CGU - DSS Childcare (1G AGF AAA)															
Aid Assistance			\$12,500,000	. , ,	. ,					\$12,500,000	\$12,150,000	\$350,000	0		
	Budget a \$12,150,	and Leg),000 for	gislative Analyst's r 036 aid assistan	s recommended F	d expenditures. Th Y 2011-12 amount 885, or a 36.7 perc 0-11.	t of		Ongoin	ıg reduc	ction.					
FY 2011-2012 Total Recommended Reductions One-Time Ongoing Total						Estimated FY 2012-2013 Impact Total Recommended Reductions									
General I	Fund In	npact		\$390,843	\$435,825	i				General	Fund Impact	\$390,843	٦		
Non-General I				\$380,407	\$380,407	ł					Fund Impact	,			
		Total		\$771,250	\$816,232	i					Total	\$771,250			

HSA - Human Services Agency

				Date of Last		Unexpended Balance in Financial and Management Information
X7 1 X 1		General Fund	Year of	Recorded	Original	System
Vendor Name	Subobject Title	Savings	Appropriation		Amount	(FAMIS)
CENTRO LATINO DE SAN FRANCISCO INC	COMMUNITY BASED ORGANIZATION SERVICES	Yes	2010	8/24/2010	61,271.00	650.00
INSTITUTE ON AGING	COMMUNITY BASED ORGANIZATION SERVICES	No	2010	1/18/2011	45,840.00	1.72
ASIAN NEIGHBORHOOD DESIGN	COMMUNITY BASED ORGANIZATION SERVICES	No	2010	9/9/2010	39,759.00	22,352.00
GOODWILL INDUST OF S F SAN MATEO & MARIN	COMMUNITY BASED ORGANIZATION SERVICES	No	2010	9/13/2010	16,404.00	1,836.00
INTERNATIONAL EFFECTIVENESS CENTERS	INTERPRETERS	Yes	2010	1/31/2011	85,000.00	111.51
ACE LEGAL ASSISTANCE	SOCIAL SERVICES CONTRACTS	Yes	2010	8/26/2010	18,000.00	3,422.77
SENECA CENTER	COMMUNITY BASED ORGANIZATION SERVICES	No	2010	9/15/2010	100,000.00	2,842.80
BROADVIEW SECURITY INC	SECURITY	Yes	2010	1/11/2011	4,800.00	404.93
STAPLES INC & SUBSIDIARIES	OTHER OFFICE SUPPLIES	Yes	2010	4/13/2011	5,000.00	1,748.00
SAN FRANCISCO STATE UNIVERSITY	COMMUNITY BASED ORGANIZATION SERVICES	Yes	2010	8/6/2010	232,108.93	31,533.06
SAN FRANCISCO STATE UNIVERSITY	COMMUNITY BASED ORGANIZATION SERVICES	Yes	2010	10/12/2010	63,792.43	40,586.78
SAN FRANCISCO STATE UNIVERSITY	COMMUNITY BASED ORGANIZATION SERVICES	Yes	2010	10/12/2010	40,000.00	23,838.05
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	7/13/2010	2,600.00	67.04
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	3/29/2010	3,400.00	1,079.94
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	7/13/2010	2,000.00	68.11
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	3/23/2011	2,000.00	313.49
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	3/23/2011	2,200.00	103.55
RICOH-REPRODUCTION STORE	REPRODUCTION COPIER STORE PROGRAM	Yes	2010	4/27/2011	30,000.00	15,628.00
				Subtotal Amour	t of Savings	\$146,587.75
				Less Negat	ive Balances	(\$12,532.41)
				Total Amou	nt of Savings	\$134,055.34
		Total A	mount to Retur	n to General F	und Balance	\$52,384.65

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