


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

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

June 20, 2016

TO: Budget and Finance Committee

FROM: Budget and Legislative Analyst 

SUBJECT: Recommendations of the Budget and Legislative Analyst for Amendment of the Mayor's Fiscal Year 2016-2017 to Fiscal Year 2017-2018 Budget.

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**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2016-17 AND FY 2017-18**

DEPARTMENT: TIS - TECHNOLOGY

YEAR ONE: FY 2016-17

Budget Changes

The Department's proposed \$114,836,097 budget for FY 2016-17 is \$18,094,694 or 18.7% more than the original FY 2015-16 budget of \$96,741,403.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2016-17 are 232.09 FTEs, which are 11.49 FTEs more than the 220.6 FTEs in the original FY 2015-16 budget. This represents a 5.2% increase/decrease in FTEs from the original FY 2015-16 budget.

Revenue Changes

The Department's revenues of \$108,371,766 in FY 2016-17, are \$17,127,781 or 18.8% more than FY 2015-16 revenues of \$91,243,985.

YEAR TWO: FY 2017-18

Budget Changes

The Department's proposed \$108,761,272 budget for FY 2017-18 is \$6,074,825 or 5.3% less than the Mayor's proposed FY 2016-17 budget of \$114,836,097.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2017-18 are 233.4 FTEs, which are 1.31 FTEs more than the 232.09 FTEs in the Mayor's proposed FY 2016-17 budget. This represents a 0.6% increase in FTEs from the Mayor's proposed FY 2016-17 budget.

Revenue Changes

The Department's revenues of \$105,176,018 in FY 2017-18, are \$3,195,748 or 2.9% less than FY 2016-17 estimated revenues of \$108,371,766.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2016-17 AND FY 2017-18**

DEPARTMENT: TIS - TECHNOLOGY

RECOMMENDATIONS

YEAR ONE: FY 2016-17

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$894,603 in FY 2016-17. Of the \$894,603 in recommended reductions, \$165,853 are ongoing savings and \$728,750 are one-time savings. Of the \$894,603 in recommended reductions, \$617,530 are General Fund savings. These reductions would still allow an increase of \$17,200,091 or 17.8% in the Department's FY 2016-17 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$75,763, of which \$51,519 is General Fund. Together, these recommendations equal \$669,049 in General Fund savings for FY 2016-17.

YEAR TWO: FY 2017-18

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$170,940 in FY 2017-18, all of which are ongoing savings. Of the total \$170,940 in recommended reductions, \$116,239 are General Fund savings.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

TIS - DEPARTMENT OF TECHNOLOGY

Object Title	FY 2016-17						FY 2017-18							
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Various Programs														
Attrition Savings			(\$68,376)	(\$383,376)	\$315,000		X							
Attrition Savings			(\$573,683)	(\$623,683)	\$50,000		X							
Attrition Savings			(\$190,285)	(\$375,285)	\$185,000		X							
Attrition Savings			(\$280,701)	(\$330,701)	\$50,000		X							
Attrition Savings			(\$171,718)	(\$271,718)	\$100,000		X							
			<i>Total Savings</i>		\$700,000									
	Increase attrition savings by \$700,000 to account for the Department's projected salary surplus of \$2.4 million in FY 2015-16 and 32 vacant positions reported by the Department as of April 30, 2016.													
Equipment Purchase			\$54,375	\$35,000	\$19,375		X							
Equipment Purchase			\$54,375	\$45,000	\$9,375		X							
			<i>Total Savings</i>		\$28,750									
	Adjust the purchasing budget for two vans to match vendor quotes and the expected cost of vehicle modification work.													
	One-time reduction													

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

TIS - DEPARTMENT OF TECHNOLOGY

Object Title	FY 2016-17						FY 2017-18							
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To					
TECHNOLOGY														
Principal Analyst	0.77	0.00	\$96,366	\$0	\$96,366			1.00	0.00	\$125,151	\$0	\$125,151		
Mandatory Fringe Benefits	0.00	0.00	\$35,340	\$0	\$35,340			0.00	0.00	\$49,655	\$0	\$49,655		
Senior Administrative Analyst	0.00	0.77	\$0	\$83,183	(\$83,183)			0.00	1.00	\$0	\$108,132	(\$108,132)		
Mandatory Fringe Benefits	0.00	0.00	\$0	\$32,670	(\$32,670)			0.00	0.00	\$0	\$45,734	(\$45,734)		
			<i>Total Savings</i>		<i>\$15,853</i>					<i>Total Savings</i>		<i>\$20,940</i>		
	Downward substitute 1824 Principal Analyst to 1823 Senior Analyst.													
ADMINISTRATION														
Professional & Specialized Services			\$392,928	\$242,928	\$150,000					\$392,928	\$242,928	\$150,000		
	Reduce the contract for project manager services by \$150,000 in FY 2016-17. The Department has used contract managers in lieu of permanent staff, but hired four full time 5504 Project Managers in FY 2015-16 , which should provide sufficient project management resources.													

FY 2016-17

	Total Recommended Reductions		Total
	One-Time	Ongoing	
General Fund	\$504,750	\$112,780	\$617,530
Non-General Fund	\$224,000	\$53,073	\$277,073
Total	\$728,750	\$165,853	\$894,603

FY 2017-18

	Total Recommended Reductions		Total
	One-Time	Ongoing	
General Fund	\$0	\$116,239	\$116,239
Non-General Fund	\$0	\$54,701	\$54,701
Total	\$0	\$170,940	\$170,940

Year	Department Code	Subfund Code	Vendor No	Vendor Name	Index Code	Remaining Balance
14	TIS	6ITIFAAP		NO VENDOR	751402	22,609.13
15	TIS	6ITIFAAP		NO VENDOR	750019	27,132.05
15	TIS	6ITIFAAP		NO VENDOR	750019	1,640.00
15	TIS	6ITIFAAP		NO VENDOR	750019	3,356.00
15	TIS	6ITIFAAP		NO VENDOR	751408	20,662.50
15	TIS	6ITIFAAP		NO VENDOR	751410	363.81
Total						75,763

YEAR ONE: FY 2016-17

Budget Changes

The Department's proposed \$364,393,850 budget for FY 2016-17 is \$7,707,345 or 2.1% less than the original FY 2015-16 budget of \$372,101,195.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2016-17 are 828.37 FTEs, which are 25.73 FTEs less than the 802.64 FTEs in the original FY 2015-16 budget. This represents a 3.2% increase in FTEs from the original FY 2015-16 budget.

Revenue Changes

The Department's revenues of \$313,693,994 in FY 2016-17, are \$2,774,531 or 0.9% less than FY 2015-16 revenues of \$316,468,525.

YEAR TWO: FY 2017-18

Budget Changes

The Department's proposed \$362,651,859 budget for FY 2017-18 is \$1,741,991 or 0.5% less than the Mayor's proposed FY 2016-17 budget of \$364,393,850.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2017-18 are 818.90 FTEs, which are 9.47 FTEs less than the 828.37 FTEs in the Mayor's proposed FY 2016-17 budget. This represents a 1.1% decrease in FTEs from the Mayor's proposed FY 2016-17 budget.

Revenue Changes

The Department's revenues of \$307,053,203 in FY 2017-18, are \$6,640,791 or 2.1% less than FY 2016-17 estimated revenues of \$313,693,994.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2016-17 AND FY 2017-18**

DEPARTMENT: ADM – ADMINISTRATIVE SERVICES

RECOMMENDATIONS

YEAR ONE: FY 2016-17

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$721,341 in FY 2016-17. Of the \$721,341 in recommended reductions, \$495,044 are ongoing savings and \$226,297 are one-time savings.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$135,992. Together these recommendations equal \$857,333 in General Fund savings in FY 2016-17.

The Department has requested one 1823 Senior Administrative Analyst position as an interim exception to complete the Interagency Plan Implementation Committee and one Manager V position as an interim exception for the new Digital Services Program. The Budget and Legislative Analyst recommends approval of the 1823 Senior Administrative Analyst position as an interim exception. The Budget and Legislative Analyst recommends disapproval of the 0933 Manager V position in the FY 2016-17 budget.

YEAR TWO: FY 2017-18

The Budget and Legislative Analyst’s recommended reductions to the proposed budget total \$732,269 in FY 2017-18, all of which are ongoing savings.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

GSA - City Administrator's Office												
FY 2016-17												
Object Title	FTE		Amount			Savings	GF 1T	FTE		Amount		
	From	To	From	To	To			From	To	From	To	Savings
	ASG - Medical Examiner											
Attrition Savings - Misc.	(0.11)	(3.10)	(\$14,496)	(\$116,496)	\$102,000	x						
Mandatory Fringe Benefits			(\$5,104)	(\$41,018)	\$35,914	x						
			<i>Total Savings</i>	<i>\$137,914</i>								
	Increase attrition savings to account for delays in hiring. The Department reported 6 vacant positions in this program for which they are in the process of hiring. The Budget and Legislative Analyst's recommendation gives sufficient funds to meet the Department's hiring plan. The Department has a projected salary surplus in FY 2015-16 of \$2.7 million.											
	FCC - Procurement Services											
Attrition Savings - Misc.			(\$173,205)	(\$264,205)	\$91,000	x						
Mandatory Fringe Benefits			(\$67,426)	(\$102,851)	\$35,425	x						
			<i>Total Savings</i>	<i>\$126,425</i>						<i>Total Savings</i>		
	Increase attrition savings to account for delays in hiring vacant Purchaser, Senior Purchaser, Supervising Purchaser, and Senior Administrative Analyst positions. The Department reported 11 vacant positions in this program. The Budget and Legislative Analyst's recommendation gives sufficient funds to meet the Department's hiring plan. The Department has a projected General Fund salary surplus in FY 2015-16 of \$2.7 million.											
	One time reduction											

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

GSA - City Administrator's Office													
FY 2016-17													
Object Title	FTE		Amount			Savings		GF	1T	FY 2017-18			
	From	To	From	To	From	To	From			To	Savings	GF	1T
Programmatic Budget - Digital Services Program			\$600,000	\$361,000	\$239,000	x				\$600,000	\$361,000	\$239,000	x
<p>Reduce Programmatic Budget for the Digital Services Program, which is a new initiative to reconfigure websites in City departments to improve the user experience and to improve procurement processes. The Department is requesting 3 new positions for this program, including a Manager V, a Project Manager, and Senior IS Business Analyst. The Budget and Legislative Analyst recommends disapproval of the Manger V position, which according to the Department, is necessary "for the leadership skills because this person will be interacting not only with department heads and the Chief Information Office but the Board of Supervisors and the City Administrator; a high level position is needed to basically change a culture. 90 percent of City services are not online and we need a change agent." However, according to the Department of Human Resources (DHR) job description, the Manager V is responsible for managing divisions of medium to large size. The Digital Services Program has only 3 proposed employees.</p> <p>The Budget and Legislative Analyst recommends approval of the new Project Manager and Senior IS Business Analyst for the Digital Services Program. According to the DHR job description, the Project Manager "plans, organizes, directs and controls all or part of a highly complex engineering, architectural or information systems project," and the Senior IS Business Analyst "oversees the more difficult and complex aspects of the systems development cycle, including needs analysis, cost-benefit analysis, structured systems analysis and design, feasibility analysis, technology and software assessment" and other process analyses. These two positions should have sufficient technical expertise and management skills to implement the Digital Services Program.</p>													
<p>On-going savings.</p>													

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

GSA - City Administrator's Office													
FY 2016-17					FY 2017-18								
Object Title	FTE		Amount		Savings	GF 1T	FTE		Amount				
	From	To	From	To			From	To	From	To	Savings	GF 1T	
Programmatic Budget - COIT			\$650,741	\$550,741	\$100,000	x							
	<p>Reduce the Committee on Information Technology budget by \$100,000. Actual and estimated expenditures in FY 2014-15 and FY 2015-16 are less than \$450,000. In addition, this program carried forward unspent funds of \$223,072 from 2014-15 into FY 2015-16 and will have at least \$400,000 to carry forward from FY 2015-16 into FY 2016-17. The carryforward funds from prior years of \$400,000 plus new recommended funds of \$550,741, totaling \$950,741, are sufficient for program expenditures in FY 2016-17.</p>												
FFO - 311 Call Center													
IS Programmer Analyst - Senior							1.00	0.00	\$107,810	\$0	\$107,810	x	
Mandatory Fringe Benefits									\$45,639	\$0	\$45,639	x	
									<i>Total Savings</i>	<i>\$153,449</i>			
	<p>Deny 1.00 FTE 1063 IS Programmer Analyst Senior Position in the second year of the two-year budget. This is an existing limited term position that the Department is requesting for conversion to a permanent position. The Department has stated that the IT infrastructure supporting the Call Center will be upgraded and/or replaced in FY 16-17, and this position would be tasked to ensure compatibility between 311's CRM software and the new mobile application. There are currently 2.00 FTE 1063 positions that can assist with this transition. If this temporary position is deemed necessary for the continuation of the program, the Department can request to convert this position to a permanent position during the FY 2017-18 budget review.</p>												

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

GSA - City Administrator's Office																
FY 2016-17																
Object Title	FTE		Amount			Savings	GF	1T	FTE		Amount			Savings	GF	1T
	From	To	From	To	To				From	To	From	To	From			
	FFB - Living Wage															
Contract Compliance Officer II	0.77	0.00	\$105,958	\$0	\$105,958	x		1.00	0.00	\$137,607	\$0	\$137,607	x			
Mandatory Fringe Benefits			\$37,240	\$0	\$37,240	x				\$52,435	\$0	\$52,435	x			
Contract Compliance Officer I	0.77	0.00	\$80,822	\$0	\$80,822	x		1.00	0.00	\$104,964	\$0	\$104,964	x			
Mandatory Fringe Benefits			\$32,024	\$0	\$32,024	x				\$44,814	\$0	\$44,814	x			
Attrition Savings - Misc.			(\$234,245)	(\$134,245)	(\$100,000)	x	x									
Mandatory Fringe Benefits			(\$89,112)	(\$51,070)	(\$38,042)	x	x									
			<i>Total Savings</i>	<i>\$118,002</i>						<i>Total Savings</i>	<i>\$339,820</i>					
<p>Deny request for one new Contract Compliance Officer II and one new Contract Compliance Officer I position. The Department states that these two positions are necessary to meet new mandates and to process the backlog in monitoring the Healthcare Security Ordinance. According to the Department, the Department has used temporary salaries to backfill four of seven vacant Contract Compliance Officer positions for eight to 10 months during the course of FY 2015-16. If the Department were to fill all seven vacant positions, the Department would have sufficient positions to meet new mandates and process the backlog. The Budget and Legislative Analyst recommends reducing attrition savings to allow for the hiring of vacant Contract Compliance Officer positions.</p> <p align="center">On going savings</p>																

FY 2016-17			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$226,297	\$495,044	\$721,341
Non-General Fund	\$0	\$0	\$0
Total	\$226,297	\$495,044	\$721,341

FY 2017-18			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$732,269	\$732,269
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$732,269	\$732,269

Year	Department Code	Subfund Code	Vendor No	Vendor Name	Index Code Code	Remaining Balance
15	ADM	1GAGFACP		NO VENDOR	705018	135,992

TOTAL

\$135,992

YEAR ONE: FY 2016-17

Budget Changes

The Department’s proposed \$93,881,449 budget for FY 2016-17 is \$11,012,379 or 13.3% more than the original FY 2015-16 budget of \$82,869,070.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2016-17 are 252.60 FTEs, which are 5.50 FTEs less than the 258.10 FTEs in the original FY 2015-16 budget. This represents a 2.1% decrease in FTEs from the original FY 2015-16 budget.

Revenue Changes

The Department's revenues of \$27,545,553 in FY 2016-17, are \$584,091 or 2.2% more than FY 2015-16 revenues of \$26,961,462.

YEAR TWO: FY 2017-18

Budget Changes

The Department’s proposed \$84,224,867 budget for FY 2017-18 is \$9,656,582 or 10.3% less than the Mayor’s proposed FY 2016-17 budget of \$93,881,449.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2017-18 are 256.73 FTEs, which are 4.13 FTEs more than the 252.60 FTEs in the Mayor’s proposed FY 2016-17 budget. This represents a 1.6% increase in FTEs from the Mayor’s proposed FY 2016-17 budget.

Revenue Changes

The Department's revenues of \$26,747,438 in FY 2017-18, are \$798,115 or 2.9% less than FY 2016-17 estimated revenues of \$27,545,553.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2016-17 AND FY 2017-18**

DEPARTMENT: ECD – EMERGENCY MANAGEMENT

RECOMMENDATIONS

YEAR ONE: FY 2016-17

The Budget and Legislative Analyst’s recommended reductions to the proposed budget in FY 2016-17 total \$187,651, which are one-time savings. These reductions would still allow an increase of \$10,824,728 or 13.1% in the Department’s FY 2016-17 budget.

YEAR TWO: FY 2017-18

The Budget and Legislative Analyst does not recommend reductions to the proposed budget in FY 2017-18.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

ECD - Emergency Management

Object Title	FY 2016-17						FY 2017-18					
	FTE		Amount		GF	1T	FTE		Amount		GF	1T
	From	To	From	To			From	To	From	To		
Equipment Purchase			\$28,832	\$0	\$28,832	x	x					
	BIR - Emergency Communications											
	Deny request for one of two new replacement vehicles due to low mileage of decommissioned vehicles and pursuant to City policy to reduce vehicle fleets.											
Temporary - Miscellaneous	0.77	0.58	\$72,915	\$54,923	\$17,992	x	x					
Mandatory Fringe Benefits			\$5,775	\$4,350	\$1,425	x	x					
			<i>Total Savings</i>		\$19,417							
	Reduce temporary salary and related fringe benefits to reflect realistic hiring date.											
Attrition Savings	(33.16)	(34.14)	(\$3,380,372)	(\$3,480,274)	\$99,902	x	x					
Mandatory Fringe Benefits			(\$1,336,542)	(\$1,376,042)	\$39,500	x	x					
			<i>Total Savings</i>		\$139,402							
	Increase Attrition Savings to reflect anticipated start date of April 10, 2017 for 10 new dispatchers and additional vacancies. The Department currently has 28 vacant positions in this job class and plans to hire 40.00 FTEs for three academies in FY 2016-17. This reduction still allows for the Department to implement its plan for three academies in FY 2016-17.											

FY 2016-17

Total Recommended Reductions		
One-Time	Ongoing	Total
General Fund	\$187,651	\$0
Non-General Fund	\$0	\$0
Total	\$187,651	\$0

FY 2017-18

Total Recommended Reductions		
One-Time	Ongoing	Total
General Fund	\$0	\$0
Non-General Fund	\$0	\$0
Total	\$0	\$0

YEAR ONE: FY 2016-17

Budget Changes

The Department’s proposed \$577,022,419 budget for FY 2016-17 is \$32,300,870 or 5.9% more than the original FY 2015-16 budget of \$544,721,549.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2016-17 are 3,013 FTEs, which are 142 FTEs more than the 2,817 FTEs in the original FY 2015-16 budget. This represents a 4.9% increase in FTEs from the original FY 2015-16 budget.

Revenue Changes

The Department's revenues of \$125,939,729 in FY 2016-17 are \$4,279,926 or 3.5% more than FY 2015-16 revenues of \$121,659,803.

YEAR TWO: FY 2017-18

Budget Changes

The Department’s proposed \$591,379,985 budget for FY 2017-18 is \$14,357,566 or 2.5% more than the Mayor’s proposed FY 2016-17 budget of \$577,022,419.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2017-18 are 3,015 FTEs, which are 2 FTEs more than the 3,013 FTEs in the Mayor’s proposed FY 2016-17 budget. This represents a 0.1% increase in FTEs from the Mayor’s proposed FY 2016-17 budget.

Revenue Changes

The Department's revenues of \$129,712,392 in FY 2017-18 are \$3,772,663 or 3.0% more/less than FY 2016-17 estimated revenues of \$125,939,729.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2016-17 AND FY 2017-18**

DEPARTMENT: POL – POLICE DEPARTMENT

RECOMMENDATIONS

YEAR ONE: FY 2016-17

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$2,065,229 in FY 2016-17. Of the \$2,065,229 in recommended reductions, \$1,627,520 are ongoing savings and \$437,709 are one-time savings. These reductions would still allow an increase of \$30,235,641 or 5.6% in the Department's FY 2016-17 budget.

Reserves

In addition, the Budget and Legislative Analyst recommends placing \$1,410,930 on Budget and Finance Committee Reserve. These costs are associated with equipment and contracts to implement reforms related to the Department's pending Use of Force Policy. Because the Department has not yet received the recommended reforms from the U.S. Department of Justice, scheduled to be released in September 2016, these funds should be reserved until the Department's Use of Force Policy has been finalized and approved by the Police Commission and a report has been submitted to the Board of Supervisors.

Interim Exceptions

The Department has requested approval of 5.0 positions as an interim exception. The Budget and Legislative Analyst recommends approval of 5.0 positions as an interim exception.

YEAR TWO: FY 2017-18

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,698,298 in FY 2017-18, of which all are ongoing savings. These reductions would still allow an increase of \$12,659,268 or 2.2% in the Department's FY 2017-18 budget.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

POL - Police

Object Title	FY 2016-17						FY 2017-18					
	FTE		Amount		Savings	GF 1T	FTE		Amount		Savings	GF 1T
	From	To	From	To			From	To	From	To		
ACX - Patrol												
Overtime - Uniform			\$12,059,932	\$10,459,932	\$1,600,000	X			\$12,309,290	\$10,639,709	\$1,669,581	X
Mandatory Fringe Benefits			\$207,431	\$179,911	\$27,520	X			\$211,720	\$183,003	\$28,717	
			<i>Total Savings</i>		\$1,627,520							
	<p>Decrease overtime by \$1,627,520, including \$1,600,000 in overtime pay and \$27,520 in associated mandatory fringe benefits. Uniform overtime in the Department's budget increased by \$4.5 million or 42.5 percent, from \$10.6 million in FY 2015-16 to \$15.1 million in FY 2016-17. This increase of \$4.5 million includes \$3.6 million for Court Pay which the Department transferred from other funding sources.</p> <p>The Department states that the increase in the overtime budget is necessary to account for the Department's actual use of overtime, which has increased by 48.8 percent or \$6.0 million over the past five years from \$12.3 million in FY 2011-12 to an estimated \$18.3 million in FY 2015-16. However, the Budget and Legislative Analyst notes that our recommendation to reduce uniform overtime in FY 2016-17 by \$1.6 million is justified because the Department will have an additional 160 police officers in FY 2016-17 and an increase of \$15.8 million or 6.2 percent in regular uniform salaries, from \$255.7 million in FY 2015-16 to \$271.5 million in FY 2016-17. Also, the Budget and Legislative Analyst notes that the Police Department incurred one-time overtime expenditures for Super Bowl 50 of \$2.9 million in FY 2015-16 which the Department will not incur in FY 2016-17.</p>											
Attrition Savings - Miscellaneous	(8.75)	(8.95)	(\$591,641)	(\$605,317)	\$13,676	X	X					
Mandatory Fringe Benefits			(\$274,854)	(\$281,538)	\$6,684	X	X					
			<i>Total Savings</i>		\$20,360							
	<p>Increase attrition savings to account for delays in hiring timelines for vacant positions that the department expects to hire in September.</p> <p align="center">One time reduction</p>											

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

POL - Police

Object Title	FY 2016-17						FY 2017-18					
	FTE		Amount		Savings	GF 1T	FTE		Amount		Savings	GF 1T
	From	To	From	To			From	To	From	To		
ACM - Operations and Administration												
Programmatic Projects			\$3,273,423	\$3,159,423	\$114,000	X	X					
Reduce budgeted amount to reflect actual expenditures and the projected carryforward amount in unexpended 06P programmatic funds in FY 2015-16. The Department is carrying forward \$114,061 in unexpended funds from FY 2015-16, which can be used to pay for FY 2016-17 expenditures. The Department states that the Mayor's budget in FY 2016-17 does not fully fund contract expenditures for contractual services for the Body Camera Program, but the Budget and Legislative Analyst notes that the Mayor's FY 2016-17 budget for the Body Camera Program of \$3,273,423 is \$273,423 more than the amount requested by the Department and \$553,037 more than the amount budgeted in FY 2015-16.												
Attrition Savings - Miscellaneous	(22.00)	(23.44)	(\$1,993,276)	(\$2,123,907)	\$130,631	X	X					
Mandatory Fringe Benefits			(\$816,702)	(\$869,585)	\$52,883	X	X					
			<i>Total Savings</i>	<i>\$183,514</i>								
Increase attrition savings to account for delays in hiring timelines for six vacant positions that the department expects to hire in October.												
ACB - Investigations												
Attrition Savings -	(7.35)	(8.25)	(\$674,212)	(\$756,763)	\$82,551	X	X					
Mandatory Fringe Benefits			(\$274,927)	(\$312,211)	\$37,284	X	X					
			<i>Total Savings</i>	<i>\$119,835</i>								
Increase attrition savings to account for delays in hiring timelines for five vacant positions that the department expects to hire in September or October.												

FY 2016-17

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund	\$437,709	\$1,627,520	\$2,065,229
Non-General Fund	\$0	\$0	\$0
Total	\$437,709	\$1,627,520	\$2,065,229

FY 2017-18

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund	\$0	\$1,669,581	\$1,669,581
Non-General Fund	\$0	\$28,717	\$28,717
Total	\$0	\$1,698,298	\$1,698,298

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

POL - Police

Object Title	FY 2016-17						FY 2017-18					
	FTE		Amount		Savings	GF 1T	FTE		Amount		Savings	GF 1T
	From	To	From	To			From	To	From	To		

Reserve Recommendations												
ACM - Operations and Administration												
Digital FireArm Simulator - Force Option			\$147,832	\$0	\$147,832	X	X					
Digital FireArm Simulator - Force Option			\$266,098	\$0	\$266,098	X	X					
			<i>Total Reserve</i>	<i>\$413,930</i>								
<p>Place \$413,930 in Equipment Budget on Budget and Finance Committee Reserve. This line item refers to costs for two new video simulators related to the Department's Use of Force training reforms. These costs have been estimated from research conducted by the SFPD staff. However, the Department will have to solicit bids through an RFP which has not yet been created. In addition, because the Department has not yet received the recommended reforms from the U.S. Department of Justice, scheduled to be released in September 2016, these funds should be reserved until the Department's Use of Force Policy has been finalized and approved by the Police Commission and a report has been submitted to the Board of Supervisors.</p>												

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

POL - Police

Object Title	FY 2016-17						FY 2017-18							
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Other Current Expenses			\$850,000	\$50,000	\$800,000	X	X							
			<i>Total Reserve</i>		\$800,000									
	Place \$800,000 in Other Current Expenses on Budget and Finance Committee Reserve. This line item is for outsourcing the investigation of officer-involved shootings to the California Department of Justice. However, the Department does not yet have an MOU or agreement in place with the California Department of Justice for this service, nor a clear timeline or cost estimate. The Budget and Legislative Analyst recommends the full amount be placed on reserve pending Police Commission approval of an MOU with the California Department of Justice .													
	ACM - Operations and Administration													
Materials and Supplies - Budget			\$507,000	\$410,000	\$97,000	X	X							
			<i>Total Reserve</i>		\$97,000									
	Place \$97,000 in Materials and Supplies on Budget and Finance Committee Reserve. This line item is for the purchase of Small Equipment (including bean bags, net guns and defensive shields) to implement pending DOJ Recommended Reforms. Because the Department has not yet received the recommended reforms from the U.S. Department of Justice, scheduled to be released in September 2016, these funds should be reserved until the Department's Use of Force Policy has been finalized and approved by the Police Commission and a report has been submitted to the Board of Supervisors.													

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

POL - Police

Object Title	FY 2016-17						FY 2017-18					
	FTE		Amount		Savings	GF 1T	FTE		Amount		Savings	GF 1T
	From	To	From	To			From	To	From	To		
Professional & Specialized Services			\$700,000	\$600,000	\$100,000	X						
			<i>Total Reserve</i>		\$100,000							
Place \$100,000 in Professional Services on Budget and Finance Committee Reserve. This line item is for Evaluations/Consulting to implement pending DOJ Recommended Reforms. Because the Department has not yet received the recommended reforms from the U.S. Department of Justice, scheduled to be released in September 2016, these funds should be reserved until the Department's Use of Force Policy has been finalized and approved by the Police Commission and a report has been submitted to the Board of Supervisors.												

FY 2016-17

Total Reserve Recommendations

	One-Time	Ongoing	Total
General Fund	\$1,410,930	\$0	\$1,410,930
Non-General Fund	\$0	\$0	\$0
Total	\$1,410,930	\$0	\$1,410,930

FY 2017-18

Total Reserve Recommendations

	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2016-17 AND FY 2017-18**

DEPARTMENT: HOM – HOMELESSNESS AND SUPPORTIVE HOUSING

YEAR ONE: FY 2016-17

Budget Changes

The Department's proposed \$220,455,256 budget for FY 2016-17 is the first year budget for the new Department.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2016-17 are 105.30 FTEs.

Revenue Changes

The Department's revenues are \$61,429,657 in FY 2016-17.

YEAR TWO: FY 2017-18

Budget Changes

The Department's proposed \$235,993,667 budget for FY 2017-18 is \$15,538,411 or 7.0% more than the Mayor's proposed FY 2016-17 budget of \$220,455,256.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2017-18 are 107.91 FTEs, which are 2.61 FTEs more than the 105.30 FTEs in the Mayor's proposed FY 2016-17 budget. This represents a 2.5% increase in FTEs from the Mayor's proposed FY 2016-17 budget.

Revenue Changes

The Department's revenues of \$61,325,346 in FY 2017-18, are \$104,311 or 0.2% less than FY 2016-17 estimated revenues of \$61,429,657.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2016-17 AND FY 2017-18**

DEPARTMENT: HOM – HOMELESSNESS AND SUPPORTIVE HOUSING

RECOMMENDATIONS

YEAR ONE: FY 2016-17

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$594,226 in FY 2016-17. Of the \$594,226 in recommended reductions, \$344,226 are ongoing savings and \$250,000 are one-time savings.

The Budget and Legislative Analyst considers approval of \$9,000,000 for the purchase of 440 Turk Street to be a policy matter for the Board of Supervisors. If the Board of Supervisors approves \$9,000,000, the Budget and Legislative Analyst recommends placing \$4,000,000 for tenant improvements on Budget and Finance Committee Reserve pending submission of budget details.

In addition, the Budget and Legislative Analyst recommends placing \$11,530,933 on Budget and Finance Committee Reserve, pending approval by the voters of an increase to the Sales Tax of 0.75 cents and submission of expenditure details to the Budget and Finance Committee for the \$11,530,933.

The Mayor's Office has requested approval of six new positions in the FY 2016-17 budget as interim exceptions, including one Department Head III, one Deputy Director III, two Manager IIs, one Personnel Clerk, and one Management Assistant. The Budget and Legislative Analyst recommends approval of the six new positions as interim exceptions.

YEAR TWO: FY 2017-18

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$359,829 in FY 2017-18, which are ongoing savings.

In addition, the Budget and Legislative Analyst recommends placing \$31,656,000 on Budget and Finance Committee Reserve, pending approval by the voters of an increase to the Sales Tax of 0.75 cents and submission of expenditure details to the Budget and Finance Committee for the \$31,656,000.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

Object Title	FY 2016-17						FY 2017-18					
	FTE		Amount		GF 1T	Savings	FTE		Amount		GF 1T	Savings
	From	To	From	To			From	To	From	To		
CMIN - Administration and Management												
Deputy Director III	1.00	0.00	\$180,533	\$0	\$180,533	x	1.00	0.00	\$180,533	\$0	\$180,533	x
Manager V	0.00	1.00	\$0	\$168,049	(\$168,049)	x	0.00	1.00	\$0	\$168,049	(\$168,049)	x
Mandatory Fringe Benefits			\$61,050	\$58,610	\$2,439	x			\$66,232	\$63,490	\$2,742	x
			<i>Total Savings</i>	<i>\$14,923</i>					<i>Total Savings</i>	<i>\$15,226</i>		
Training							1.00	0.00	\$30,000	\$15,000	\$15,000	x
	Downward substitute one Deputy Director III position with a salary of \$180,533 to a Manager V position with a salary of \$168,049. The Mayor's Office has requested three Deputy Director III positions in the new Department of Homelessness and Supportive Services, of which one is a new position and two are substitutions from existing positions. The proposed downward substitution is consistent with the function of the proposed position, which oversees the Communications and External Affairs unit and supervises 7 staff.											
	Ongoing savings											
	Reduce the training budget in Administration and Management. The Department requested \$30,000 in FY 2016-17 to allow for training of staff for new systems and procedures. The Department does not have an ongoing need for the \$30,000 in training expenditures; \$15,000 should be sufficient in FY 2017-18.											
Attrition Savings			\$0	(\$110,000)	\$110,000	x			\$0	(\$110,000)	\$110,000	x
Attrition Savings			\$0	(\$135,000)	\$135,000	x			\$0	(\$135,000)	\$135,000	x
Mandatory Fringe Benefits			\$0	(\$51,450)	\$51,450	x			\$0	(\$51,450)	\$51,450	x
			<i>Total Savings</i>	<i>\$296,450</i>					<i>Total Savings</i>	<i>\$296,450</i>		
	Add attrition savings to account for delays in hiring for new positions, vacancies and staff turnover.											
	Ongoing savings											

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

HOM - Department of Homelessness and Supportive Services

Object Title	FY 2016-17				FY 2017-18									
	FTE		Amount		FTE		Amount							
	From	To	From	To	From	To	From	To						
Professional and Specialized Services			\$500,000	\$250,000			\$250,000							
Reduce professional services contracts for strategic planning/needs assessment to \$250,000, which the Department states is sufficient.														
Temporary Salaries			\$359,848	\$173,174				\$592,831	\$625,984					
Reduce 0923 Manager II to 2917 Program Support Analyst	1.00 L	1.00 L	(\$134,708)	(\$111,058)			\$23,650				1.00 L	1.00 L	(\$111,058)	\$23,650
Mandatory Fringe Benefits			(\$51,966)	(\$42,764)			\$9,202		(\$56,163)	(\$46,660)				\$9,503
			Total Savings		\$32,852		Total Savings		\$33,153					
The Mayor's Office is submitting a technical adjustment to add one new limited term 0923 Manager II position to support the strategic planning/needs assessment process with salary and mandatory fringe benefits of \$186,674, which will be funded by temporary salaries. The Budget and Legislative Analyst recommends downward substituting one new limited term 2917 Program Support Analyst position with salary and fringe benefits of \$153,822.														

FY 2016-17

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund	\$250,000	\$344,226	\$594,226
Non-General Fund	\$0	\$0	\$0
Total	\$250,000	\$344,226	\$594,226

FY 2017-18

Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund	\$0	\$359,829	\$359,829
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$359,829	\$359,829

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget**

HOM - Department of Homelessness and Supportive Services

Object Title		FY 2016-17						FY 2017-18					
		FTE		Amount		Savings	GF 1T	FTE		Amount		Savings	GF 1T
From	To	From	To	From	To			From	To	From	To		
Policy/Reserve Recommendations													
CMN - Administration and Management													
Programmatic Budget			\$9,000,000	\$9,000,000	\$0	x	x						
<p>The Mayor's Office is proposing to purchase an office building owned by the San Francisco Housing Authority at 440 Turk Street as administrative offices for the new Department with an estimated purchase price is \$5,000,000 and estimated cost for tenant improvements is \$4,000,000, for a total cost of \$9,000,000. The Budget and Legislative Analyst considers the purchase of the building at 440 Turk Street to be a policy consideration for the Board of Supervisors because, as noted in the Budget and Legislative Analyst's report to the June 17 Budget and Finance Committee (File 16-0652), 98 of the 109 positions in the new Department of Homelessness and Supportive Housing are existing City positions. The proposed increase in positions in FY 2016-17 is 11, not all of which may be approved by the Board of Supervisors. As an alternative to incurring \$9,000,000 in new costs that could otherwise be allocated to direct homeless services, the 98 existing City positions could remain in their current HSA and DPH locations; and the up to 11 new Department positions could locate to other City or new leased space. If the Board of Supervisors approves the purchase of 440 Turk Street, the Budget and Legislative Analyst recommends reserving \$4,000,000 for tenant improvements pending submission of budget details to the Budget and Finance Committee.</p>													

FY 2016-17

Total Policy Recommendations		
One-Time	Ongoing	Total
General Fund	\$9,000,000	\$0
Non-General Fund	\$0	\$0
Total	\$9,000,000	\$9,000,000

FY 2016-17

Total Reserve Recommendations		
One-Time	Ongoing	Total
General Fund	\$4,000,000	\$0
Non-General Fund	\$0	\$0
Total	\$4,000,000	\$4,000,000

FY 2017-18

Total Policy/Reserve Recommendations		
One-Time	Ongoing	Total
General Fund	\$0	\$0
Non-General Fund	\$0	\$0
Total	\$0	\$0

FY 2017-18

Total Reserve Recommendations		
One-Time	Ongoing	Total
General Fund	\$0	\$0
Non-General Fund	\$0	\$0
Total	\$0	\$0

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2016-17 and FY 2017-18 Two-Year Budget
HOM - Department of Homelessness and Supportive Services**

Object Title	FY 2016-17						FY 2017-18					
	FTE		Amount		Savings		FTE		Amount		Savings	
	From	To	From	To	From	To	From	To	From	To	From	To
Reserve Recommendations												
CMN - Administration and Management												
Other Professional Services			\$0	\$0	\$0	\$0			\$121,554	\$121,554		\$0
Permanent Salaries			\$193,474	\$193,474	\$0	\$0			\$250,302	\$250,302		
Mandatory Fringe Benefits			\$70,870	\$70,870	\$0	\$0			\$99,310	\$99,310		\$0
COT - Outreach and Prevention												
Professional & Specialized Services			\$0	\$0	\$0	\$0			\$2,200,000	\$2,200,000		\$0
CSH - Shelter and Housing												
Temporary Salaries			\$359,848	\$359,848	\$0	\$0			\$592,831	\$592,831		\$0
Permanent Salaries			\$0	\$0	\$0	\$0			\$333,173	\$333,173		\$0
Mandatory Fringe Benefits			\$28,499	\$28,499	\$0	\$0			\$186,933	\$186,933		\$0
Community Based Organizations			\$10,878,242	\$10,878,242	\$0	\$0			\$35,918,897	\$35,918,897		\$0
Services of Other Departments			\$0	\$0	\$0	\$0			\$8,047,000	(\$8,047,000)		\$0
			<i>Total Reserve</i>		<i>\$11,530,933</i>				<i>Total Reserve</i>		<i>\$31,656,000</i>	
Reserve \$11,530,933 in FY 2016-17 pending submission of expenditure details to the Budget and Finance Committee. These programs and services are funded based on the approval by the San Francisco voters in November 2016 of an increase in the sales and use tax by 0.75%.												
Reserve \$31,656,000 in FY 2017-18 pending submission of expenditure details to the Budget and Finance Committee. These programs and services are funded based on the approval by the San Francisco voters in November 2016 of an increase in the sales and use tax by 0.75%.												

FY 2016-17

Total Reserve Recommendations		
One-Time	Ongoing	Total
General Fund	\$0	\$11,530,933
Non-General Fund	\$0	\$0
Total	\$0	\$11,530,933

FY 2017-18

Total Reserve Recommendations		
One-Time	Ongoing	Total
General Fund	\$31,656,000	\$0
Non-General Fund	\$0	\$0
Total	\$31,656,000	\$0